

# CORAL GABLES

THE CITY BEAUTIFUL



2023-2024  
BUDGET

# CITY OF CORAL GABLES



VINCE C. LAGO  
MAYOR



RHONDA A. ANDERSON  
VICE MAYOR



KIRK R. MENENDEZ  
COMMISSIONER



MELISSA CASTRO  
COMMISSIONER



ARIEL FERNANDEZ  
COMMISSIONER

PETER J. IGLESIAS, P.E.  
CITY MANAGER

CRISTINA M. SUAREZ, 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

PAULA A. RODRIGUEZ  
ASSISTANT FINANCE DIRECTOR – MANAGEMENT, BUDGET & COMPLIANCE

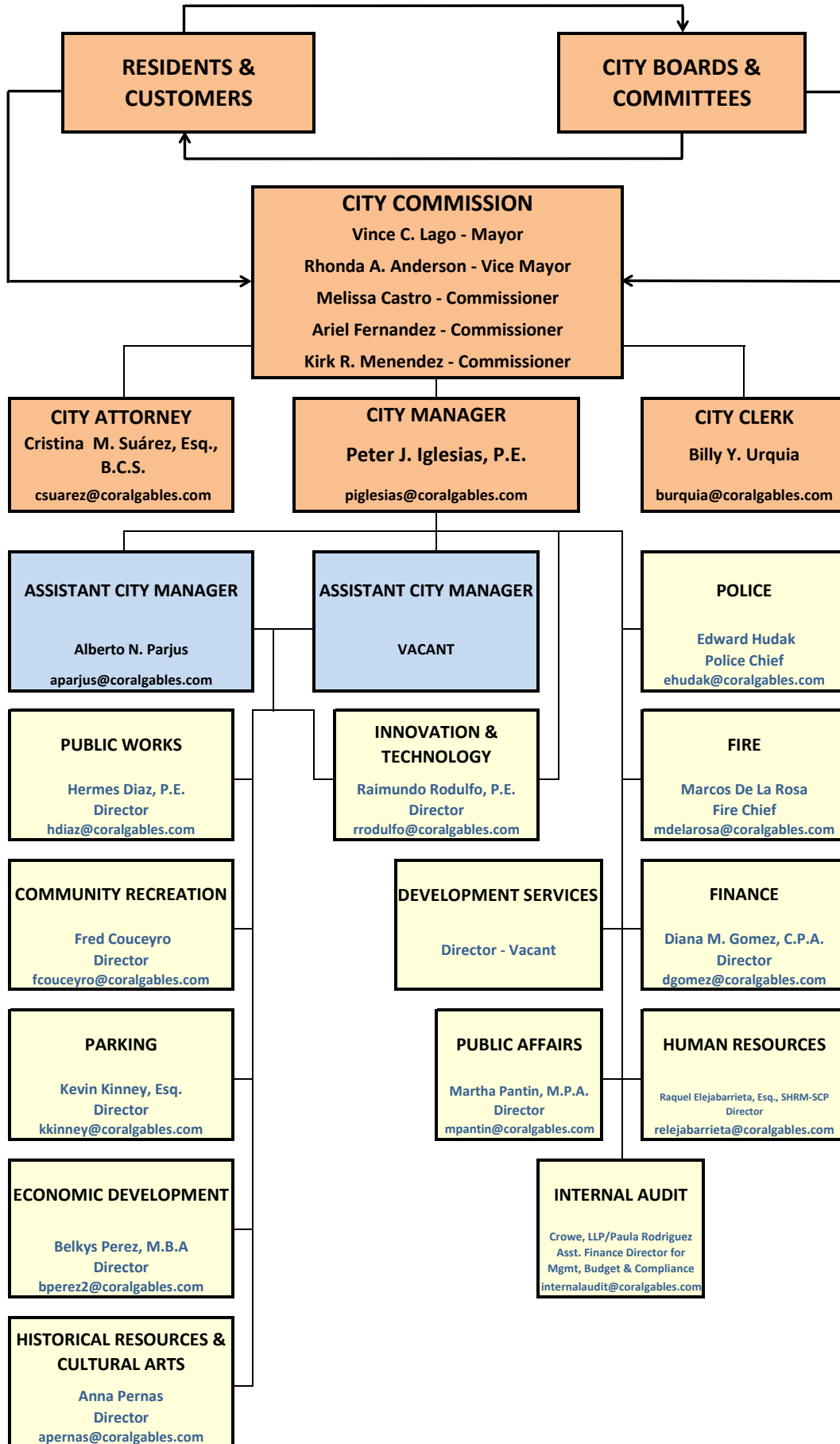
PEDRO SANCHEZ  
SR. MGMT & BUDGET ANALYST

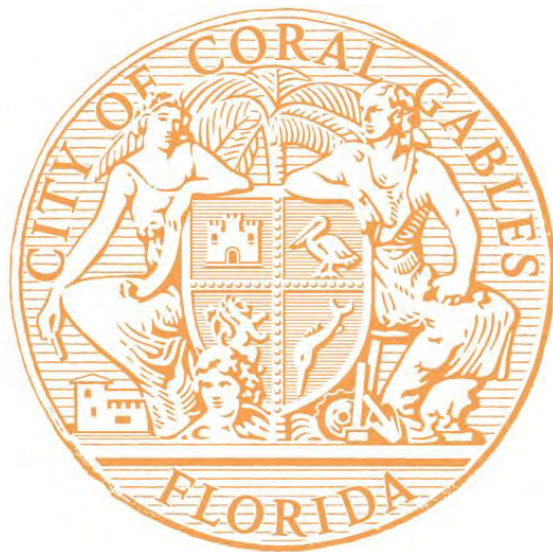
IVAN BAEZ  
MGMT & BUDGET ANALYST II

CHRISTOPHER GARCIA  
MGMT & BUDGET ANALYST II

ELSY FUENTES  
INTERNAL AUDIT & GRANTS COORD.

**CITY OF CORAL GABLES, FLORIDA**  
**ORGANIZATION CHART**  
**2023-2024 BUDGET**



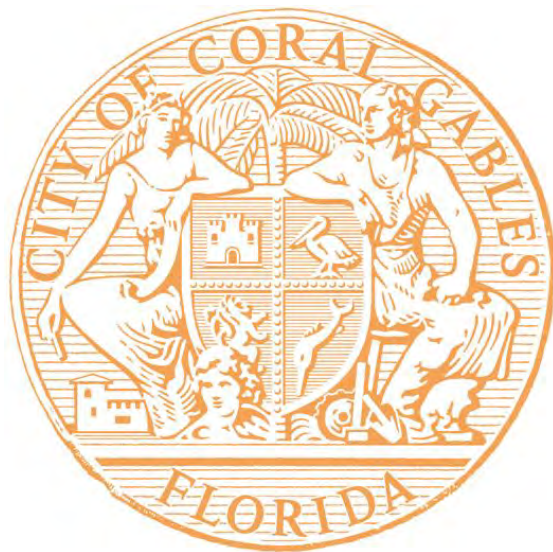


This page left intentionally blank

# 2023-2024 BUDGET

## TABLE OF CONTENTS

<b>CITY ORGANIZATION CHART .....</b>	<b>3</b>
<b>CITY MANAGER’S BUDGET MESSAGE .....</b>	<b>7</b>
<b>CORAL GABLES 2023-2025 STRATEGIC PLAN.....</b>	<b>20</b>
<b>CORAL GABLES AT A GLANCE .....</b>	<b>24</b>
<b>CORAL GABLES – A GUIDE TO THE CITY BEAUTIFUL .....</b>	<b>25</b>
<b>DISTINGUISHED BUDGET AWARD .....</b>	<b>46</b>
<b>BUDGET PREPARATION CALENDAR .....</b>	<b>49</b>
<b>A GUIDE TO THE BUDGET .....</b>	<b>50</b>
<b>FINANCIAL DATA</b>	
Fund-Department Matrix.....	58
Revenue Summaries .....	59
Expenditure Summaries.....	67
Capital and Enterprise Fund Summaries .....	74
Summary of Revenues, Expenditures and Changes in Fund Balance.....	75
Enterprise Funds Operations Summaries – Four Year Comparison.....	76
Capital Projects.....	77
Capital Matrix Funding Program.....	85
Debt Service.....	91
Trend Analysis.....	94
Long Range Financial Plans .....	100
<b>DEPARTMENTAL EXPENDITURE BUDGETS</b>	
City Commission .....	107
City Attorney.....	109
City Clerk.....	115
City Manager .....	123
Human Resources & Risk Management.....	141
Development Services .....	173
Historic Resources & Cultural Arts .....	191
Public Works .....	209
Finance .....	261
Innovation & Technology.....	285
Police .....	311
Fire.....	341
Community Recreation .....	357
Economic Development.....	395
Non-Departmental .....	415
Parking.....	419
<b>OTHER COST DISTRIBUTIONS</b>	
Insurance Fund .....	453
Motor Pool Fund.....	454
General Services Fund.....	457
Full Time & Part Time Position Summary – Four Year Comparison.....	459
Payroll Related Cost Distribution .....	460
<b>HISTORICAL DATA</b>	
Assessed Values & Property Tax Rates – Ten Year Trend .....	461
Property Tax Budgets - Last 10 years .....	462
<b>GLOSSARY OF BUDGET TERMS .....</b>	<b>463</b>



This page left intentionally blank

# The City of Coral Gables



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

City Hall 405 Biltmore Way  
Coral Gables, FL 33134

*The City Beautiful*

October 1, 2023

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

Dear Mayor and Commissioners:

I am pleased to present the City's FY 2023-2024 Budget. As is the case each year, this budget represents a balanced approach that carefully manages our increased revenues with necessary operating and capital expenditures. It also ensures that Coral Gables maintains, and wherever possible, enhances the services our residents, businesses, and visitors have come to rely on. This budget is a testament to our commitment to build on our success which continues to keep our City on a path of fiscal sustainability, while navigating the complex economic landscape we find ourselves in. This commitment begins with our more than 1,000 team members who labor, day-in and day-out, to ensure that our city remains a leader in providing top quality services while maintaining a conservative fiscal approach.

The City's revenues continue to outperform recent years. Overall property values remain strong and have experienced substantial increases over the past two years. For FY2023-2024, the City's property values reflect an extraordinary 12.6% annual increase in value, the highest such increase in 17 years. These increases are unusual and are not expected to continue for the long term. Historically, the City's property values experience annual increases of 4% to 5% per year, and it is anticipated that future property value increases will return to rates more in line with those experienced in the years prior to 2022. In addition to property values, other revenue categories have continued to increase and outperform prior year levels, such as franchise fees, business tax receipts, recreation, permit, and parking fees.

The City's expenditures continue to be affected by substantial inflation and escalation costs. Although the local inflation rate dropped to approximately 7.8% from last year's 9.5%, increased costs for materials and services continue. The availability of material and labor continues to have a significant impact on both capital and operating costs including salaries, health insurance, contracted services, property insurance, fuel, vehicles and equipment, construction, and technology services. Increased cybersecurity threats require greater investments in technology to ensure that the City's assets and information are protected. In addition, in many areas the inflation rate does not reflect the experienced escalation. The City must continue to mindfully balance increased revenues to cover increased expenditures, while maintaining current service levels.

Fiscal Year 2023-2024 Budget  
City Manager's Budget Message

Operating expenditures included in the FY 2023-2024 Budget Estimate are primarily those needed to ensure the continuation of existing services, programs, and projects; other expenditures are for new or enhanced programs such as the addition of five Police Officers for the Downtown unit (total of 10 over 2 years), five Fire Fighters to staff Fire House 4 (total 15 over 3 years), enhancements to technology and cybersecurity, Community Recreation programming, continuation of Saturday trolley service and evening trolley services, and enhanced Building division staffing in response to increased demand.

FY 2023-2024 Budget includes significant investment by the City in its capital infrastructure. Notable projects planned to break ground include Fire House 4, Toledo and Alava neighborhood park, Blue Road open space improvements, the renovation of the Alhambra Water Tower, and the Passport Office renovation. We will also continue the multiyear restoration plan for the City Hall Complex, the Venetian Pool Facility and the Coral Gables Golf & Country Club, including renovation of the Diner. The City continues to address its aging sanitary sewer and stormwater systems with investments in Sanitary Sewer Form Main replacements and drainage projects citywide. This Budget also includes funding for the gravity sewer line improvement at Pump Station 2. While significant investments are being made in new projects the City continues to invest in capital matrices which set aside funding each year for the replacement of major components of facilities and equipment such as roofs, elevators, and vehicles, based on their useful life.

The FY 2023-2024 Budget is the second year of the 3-year Strategic Management Plan updated in FY 2022-2023. The plan captures the programmatic and budgetary priorities of the City Commission with supporting action plans and performance measurements. We continue our quest to remain a "world-class city with a hometown feel" as outlined in the Strategic Plan.

The City's budgeting approach has proven successful, evidence of this is the City's ability to navigate turbulent years with limited impact of 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 while ensuring that Coral Gables 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 2023-2024 Budget Estimate beginning October 1, 2023, through September 30, 2024, was submitted on July 1, 2023, in accordance with the requirements of Article V of the City Charter.



Fiscal Year 2023-2024 Budget  
 City Manager’s Budget Message

It was presented at a Commission workshop on Wednesday, July 12, 2023, at 9:00 AM. As you know, state law requires that two public hearings be held in September to officially adopt the budget. The hearings were held on Wednesday, September 13, 2023, and Tuesday, September 26, 2023, both at 5:01 PM.

**Budgetary Overview**

The City has had significant success in the accuracy of its revenue projections, as well as the enforcement of sensible 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.

**Expenditures**

The total operating, capital and debt service budget estimated for FY 2023-2024 is \$260.9M, a net decrease of \$93.7M or 26.4% compared to the FY 2022-2023 Amended Budget of \$354.6M. The majority of the change is a decrease of \$105.4M in capital improvement projects included in the FY 2022-2023 budget that are not repeated in the FY 2023-2024 Budget Estimate. Balances for projects not completed by the end of FY 2022-2023, will be re-appropriated during the first quarter of the new fiscal year. These projects include the construction of Minorca Garage (Garage 7), Sanitary Sewer Force Main Replacement Program, Sea-Level Rise Mitigation Program, as well as facility repairs/improvements, parks repairs/improvements, and Sanitary Sewer/Storm Water improvements.

The table below provides a comparison of expenditures for the FY 2022-2023 Amended Budget and the FY 2023-2024 Budget:

<b><u>Budget Year</u></b>	<b><u>2022-2023</u></b>	<b><u>2023-2024</u></b>	<b><u>Increase (Decrease)</u></b>
<b>Operating</b>	\$196,536,486	\$208,105,949	\$11,569,463
<b>Capital</b>	147,160,513	41,764,062	(105,396,451)
<b>Debt Service</b>	10,945,799	11,021,051	75,252
<b>Total</b>	<u>\$354,642,798</u>	<u>\$260,891,062</u>	<u>\$(93,751,736)</u>

**Operating Expenditures**

The comparison above reflects an increase of \$11,569,463 or 5.9% in operating expenses from the FY 2022-2023 Amended Budget of \$196,536,486 to the FY 2023-2024 Budget. However, it is important to understand that the FY 2022-2023 Amended Budget contains significant prior year reappropriations that skew the differences between the operating budgets of the two fiscal years. Prior year reappropriations are nonrecurring (onetime) revenues. A more accurate comparison of the delta between the two years requires that the FY 2022-2023 Amended Budget

Fiscal Year 2023-2024 Budget  
 City Manager’s Budget Message

be adjusted to remove the reappropriations.

The following table summarizes the changes in operating expenses by category from the FY 2022-2023 Amended Budget to the FY 2023-2024 Budget:

<u>Budget Item</u>	<u>Incr/Decr</u>	<u>Budget</u>
Salary	\$7,210,194	\$84,535,162
Overtime	26,430	3,551,165
Retirement	562,499	31,399,502
FICA	502,801	5,596,848
Workers Comp	(2)	2,000,000
Health & OPEB	980,889	13,135,861
Preservation of Ben. Plan	-	65,500
Other Misc. Benefits	9,625	151,950
Professional Services	1,026,260	24,515,454
Repairs, Maint., Utilities & Misc. Services	1,415,032	27,748,492
Parts, Supplies & IT Maint. Subscriptions	1,604,204	12,665,666
Equipment Replacements	(326,929)	343,884
Equipment Additions	(290,275)	690,737
Debt & Contingencies	(100,700)	2,586,976
Grants	(1,561,827)	596,976
Intra/Inter Dept'l Allocations	(787,984)	(6,346,082)
Fleet Equip Replacement & Additions	1,282,846	4,868,458
<b>Total</b>	<b><u>\$11,569,463</u></b>	<b><u>\$208,105,949</u></b>

Salary costs are increasing by \$7.21M. Each year salaries increase for steps/merits and cost of living adjustments implemented for existing collective bargaining agreements. The increase in the FY 2023-2024 Budget is more significant as it is the first full year of implementation the Classification and Compensation Study completed by the City during FY 2022-2023, as well as the addition of 22 new full-time positions included in this budget.

Retirement costs are increasing by \$562K due to the annual 1.25% additional pension payment indexing of \$375K, as well as \$103K for new employees selecting the 401(a) plan instead of the pension. Health insurance is increasing by \$980.8K for the projected increase to premiums, as well as additional premiums for the new positions included in the budget.

Repairs, maintenance, utilities, parts, and supplies and Information Technology (IT) maintenance respectively have increased by \$1.4M and \$1.6M. The increases are primarily made up of \$478K for IT equipment, \$305K for electric services, and \$1.2M for solid waste disposal. Equipment replacement increases include the purchase of vehicles for positions added in the Police, Fire and Development Services departments, and \$1.3M increase of maintenance cost required for essential IT systems.

Decreases in Grants and Intra/Inter Dept'l Allocations reflect the elimination of one-time items that are not recurring in FY 2023-2024.

### **Personnel Positions**

The FY 2023-2024 Budget increases the full-time headcount by 22 to 902 compared to the FY 2022-2023 Amended Budget of 880. The increase in headcount in the general fund includes five police officers to staff the Police Department's Downtown Unit, conversion of 2 part-time Background Investigators to full-time, five Fire Fighters to staff Fire House 4, and conversion of the part-time Professional Surveyor & Mapper to full-time to keep up with the increased and ongoing survey-related requests. Increased headcount funded by non-general fund revenues include one Repair Worker and one Equipment Operator II to maintain the permit requirements for the Municipal Separate Storm Sewer System, one Permit Clerk in response to the substantial increase in permitting, two Building Code Enforcement Officers to focus on expired permits and work without permits, as well as one Building Reviewer, one Mechanical Inspector I, one Plumbing Inspector II, and one Building Inspector II to reduce our dependency on consultants.

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 schedule as opposed to full-time. Part-time positions are measured as full-time equivalents (FTEs).

The FY 2023-2024 Budget includes a part-time Traffic Enforcement Police Officer to enhance enforcement of traffic laws and City ordinances, a part-time Structural Engineer, a part-time Grants & Audit Coordinator, and a part-time Sustainability Coordinator. The part-time FTE count for FY 2023-2024 is 183.49 which translates to an approximate part-time headcount (number of bodies) of 233. The combined full-time headcount of 902 plus the part-time FTEs of 183.49 is 1,085.49. Whereas total headcount comes to full-time headcount of 902 plus the part-time headcount of 233 is 1,135.

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

<b><u>FISCAL YEAR</u></b>	<b><u>POLICE OFFICERS</u></b>	<b><u>FIRE- FIGHTERS</u></b>	<b><u>GENERAL EMPLOYEES</u></b>	<b><u>TOTAL</u></b>
<b>2015</b>	191	139	485	815
<b>2016</b>	192	139	498	829
<b>2017</b>	192	139	500	831
<b>2018</b>	192	139	506	837
<b>2019</b>	192	139	509	840
<b>2020</b>	193	139	514	846
<b>2021</b>	193	139	514	846
<b>2022</b>	193	139	523	855
<b>2023</b>	199	145	536	880
<b>2024</b>	204	150	548	902

**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, with FY 2022-2023 being the final contract year. The Teamsters Local Union 769 agreement is in effect from October 1, 2021, to September 30, 2024, with FY 2023-2024 being the final contract year. The agreement with the International Association of Firefighters (IAFF) Local 1210 is in effect from October 1, 2020, through September 30, 2026, with FY 2025-2026 being the final contract year.

**FY 2023-2024 Additions to the Budget**

Each fiscal year, staff reviews requests to add incremental items to the budget to address increased cost to current service levels and enhance essential resident services including parks, greenspace management, solid waste, and public safety. When considering these requests, ensuring that substantial incremental additions are included for the Innovation & Technology Department for critical needs that support each department’s operations and maintain the City’s first line of defense from external penetration is a priority. Though many well thought out initiatives were requested, available funds limited the new initiatives to the following items:

Fiscal Year 2023-2024 Budget  
City Manager’s Budget Message

DEPARTMENT	DESCRIPTION	FUNDING TYPE			TOTAL
		ONE-TIME	ONGOING	LIMITED	
Community Recreation - Country Club	Additional Funding for Personal Training	\$ -	\$ 75,000	\$ -	\$ 75,000
Community Recreation - Special Events	Professional Installation of the Holiday Tree	-	32,000	-	32,000
Community Recreation - Special Events	Increase budget for Pumpkins at the Pumpkins Patch	-	10,000	-	10,000
Community Recreation - Venetian Pool	Additional Funds for Concessions at Venetian Pool	-	30,000	-	30,000
Community Recreation - Youth Center	Additional Funding for Contracted Programs	-	150,000	-	150,000
Community Recreation - Youth Center	Additional Funds for Transportation on Field Trips	-	20,000	-	20,000
Community Recreation - Youth Center	Additional Funding for Daddy Daughter Dance	-	10,000	-	10,000
Development Services - Building	5 New Positions for Building Dept	105,000	526,827	-	631,827
Development Services - Building	2 Full time Code Officers for Building	-	129,314	-	129,314
Development Services - Building	P/T Structural Engineer	-	97,423	-	97,423
Economic Development	Downtown Holiday Décor previously done by BID	-	-	150,000	150,000
Economic Development	LED String Light Replacement on Miracle Mile	79,964	-	-	79,964
Economic Development	Events previously done by BID	-	-	109,000	109,000
Finance	Grant Writing Service	-	25,000	-	25,000
Fire	New Uniforms/Firefighting Gear for New Hires	-	99,693	-	99,693
Fire	Target/TeleStaff Licenses for New Firefighters	-	3,190	-	3,190
Innovation & Technology	Software Cost Increases for FY2024	-	109,750	-	109,750
Innovation & Technology	ARCGIS Suite + NearMap Add-on	-	12,000	-	12,000
Innovation & Technology	Additional funds needed for Adobe PDF subscription	-	10,000	-	10,000
Innovation & Technology	Desktop Printer Additions	-	15,000	-	15,000
Innovation & Technology	AssetWorks Automotive Fleet Management	100,000	80,000	-	180,000
Innovation & Technology	INFOR CloudSuite + WFM + Questica + CityBase	322,000	400,000	-	722,000
Innovation & Technology	CyberSecurity, Auditing and Compliance Requirement	-	100,000	-	100,000
Innovation & Technology	EnerGov License	-	30,000	-	30,000
Innovation & Technology	Phone Queuing System	-	30,000	-	30,000
Innovation & Technology	Mark43 Police, Fire and 911 CAD and RMS CloudSuite	500,000	350,000	-	850,000
Innovation & Technology	Supporting HW/SF New Police and Fire Vehicle (12)	147,000	26,000	-	173,000
Innovation & Technology	SmartCity Pole for San Sebastian and 38th Ave	-	87,000	-	87,000
Innovation & Technology	IT Professional Services/Citywide	-	30,000	-	30,000
Innovation & Technology	Cellular Services Rubicon/Cartgraph Devices	-	30,000	-	30,000
Innovation & Technology	Rubicon SaaS Annual Support	-	80,000	-	80,000
Innovation & Technology	311/CRM/City Mobile App SAS	-	120,000	-	120,000
Innovation & Technology	Maintenance of Technology Additions	-	511,000	-	511,000
Parking - Garages	Minorca Garage Contract Staffing	-	194,644	-	194,644
Parking - Mobility & Sustainability	Part-Time Sustainability Coordinator	-	35,259	-	35,259
Parking - Trolley	Extended Trolley Hours	-	88,845	-	88,845
Parking - Trolley	Saturday Service Continuation	-	68,056	-	68,056
Parking - Trolley	Trolley Camera System	55,000	-	-	55,000
Parking - Violation Enforcement	LPR system for enforcement	25,000	-	-	25,000
Police	Increasing Budget for K-9 Expenditures	-	10,000	-	10,000
Police	Prisoner Cages & Lock Boxes for the 11 Addt'l Vehicles	46,942	-	-	46,942
Police	Additional Funding For Patrol Vehicle Parts	-	34,140	-	34,140
Police	AED's Purchase	-	40,000	-	40,000
Police	Operating Items for 5 New Officers	-	13,385	-	13,385
Police	4 New Lasers / 3 New Radars	30,000	-	-	30,000
Police	P/T Traffic Enforcement Officer	-	20,240	-	20,240
Public Works - Engineering	Conversion of P/T Prof Surveyor & Mapper to F/T	-	47,338	-	47,338
Public Works - General Services	FPL's Electric Utility Rate Increase	-	283,291	-	283,291
Public Works - General Services	FPL's New Storm Restoration Recovery Charge	-	22,627	-	22,627
Public Works - General Services	Elevator Safety Improvements	43,660	-	-	43,660
Public Works - General Services	427 Biltmore Way Elevator Maintenance Program	-	6,600	-	6,600
Public Works - General Services	Facilities Termite Matrix	-	65,000	-	65,000
Public Works - General Services	SFM Janitorial Contract Labor Rate Increase	-	63,597	-	63,597
Public Works - Fleet Management	Unfreeze Auto Mechanic Position	-	61,916	-	61,916
Public Works - Fleet Management	Sign Shop - Truck Addition	110,000	-	-	110,000
Public Works - Fleet Management	11 Additional Police Vehicles	660,000	-	-	660,000
Public Works - Fleet Management	Fire Rescue Truck Addition	500,000	-	-	500,000
Public Works - Fleet Management	Police Motorcycle Leases Addition	-	35,520	-	35,520
Public Works - Fleet Management	Police Motorcycle Lease Equip & Install	26,000	-	-	26,000
Public Works - Fleet Management	Building Insp Div. - Truck Additions	70,000	-	-	70,000
Public Works - Sanitary Sewer	Add'l. Funding for Wholesale Wastewater Disposal	-	594,869	-	594,869
Public Works - Solid Waste	CPI and Rate Increase to Solid Waste Disposal	-	98,318	-	98,318
Public Works - Solid Waste	Increase to Compensation for Holiday Work	-	14,800	-	14,800
Public Works - Stormwater	Additional Staff Requirement to meet NPDES	-	113,543	-	113,543
<b>TOTAL</b>		<b>\$ 2,820,566</b>	<b>\$ 5,141,185</b>	<b>\$ 259,000</b>	<b>\$ 8,220,751</b>

### **Capital Improvements**

The Fiscal Year 2023-2024 Budget continues the City's commitment to fund the capital improvement needs for the short term, as well as plan for the long term. The development of this plan is a coordinated effort between all departments, budget staff, and the Commission. Staff is proud to say that the capital plan funded in this budget addresses many of the City's ongoing capital infrastructure needs and several one-time Commission priorities.

General capital projects are typically funded with City dollars from two sources: recurring revenues to cover the cost of the capital improvement matrices and planned onetime use of fund balances from both the General and Capital Improvement funds, (i.e., one-time fund balances are generally generated by operating surplus from two fiscal years prior and any surpluses from completed capital projects).

The City has been steadily increasing the amount of recurring revenue transferred from the General Fund to the Capital Improvement fund, except for FY 2020-2021 during which capital funding relied solely on prior year surplus. FY 2023-2024 Budget funds the full \$12.2M annual cost of the matrices by recurring revenues.

The Fiscal Year 2023-2024 Budget includes a significant \$46.6M investment in a capital improvement program. For the coming year, the City received \$3.48M in appropriations from the State of Florida, a record high. The city's success during the 2023 Legislative session is thanks to the great work of our Mayor and Commission, staff, and legislative lobbying team in advocating on our behalf.

The projects funded are \$600K for Bridge Repairs, \$975K for Fire House 4, \$500K for Roadway Milling and Resurfacing, \$700K for Sanitary Sewer Force Main Replacement Program, \$500K for the Venetian Pool Facility, and \$200K of FRDAP grant for Phillips Park.

The State funding used toward these grants allowed the City to revise initial estimates and include funding for priority projects including the renovation of the Coral Gables Country Club & Golf Diner, the installation of new sidewalks, residential waste pit restorations, Rotary Park Improvements, and Phase III of the Ponce de Leon Blvd. streetscape improvements.

A summary of the categories funded in the capital improvement plan includes \$2.8M for the replacement of capital equipment including IT network infrastructure and emergency generators; \$4.7M for facility repairs/improvements including the recertification of City facilities, optimizing energy and water efficiency at City facilities, and the renovation of the Passport Facility; \$8M for the repairs/restorations of historic facilities including City Hall, the Venetian Pool Facility (including State appropriation), and the restoration of Alhambra Water ; \$4.8M in motor vehicle and equipment replacement, \$1.4M for parking improvement projects including

Fiscal Year 2023-2024 Budget  
City Manager's Budget Message

upgrades to City garages and lots, the installation of multi-space pay stations, and maintenance of the pavers on Miracle Mile and Giralda streetscapes; \$7.3M for parks & recreations improvements including Granada Golf Course Diner Renovations, Phillips Park (includes State appropriations), Toledo and Alava neighborhood park, Blue Road open space, planning for the Youth Center, Rotary Park enhancement; \$2.2M for Public Safety improvement projects including Fire House 4 (includes State appropriation), a Park AED pilot, and the replacement of Police and Fire equipment; \$6.4M in transportation and right of way projects including the Last Mile transit stop improvements, Ponce de Leon streetscape improvements, traffic calming, repair, replacement, and new sidewalk, bridge repairs and street resurfacing and milling (includes State appropriation); and \$8.7M for utility repairs/improvements including repair, maintenance, and improvement to the sanitary sewer and stormwater infrastructure, waterway maintenance, and the Sea Level Rise Mitigation Program.

**Debt Service**

The City's total outstanding principal debt as of fiscal year ending September 30, 2023, will be \$113.7M. This includes recently issued debt for the Sanitary Sewer Force Main replacement as well as a refunding of older debt to take advantage of lower interest rates. The FY 2023-2024 debt service budget of \$11.02M includes sufficient funds to cover all debt service due for the year. The \$11.02M debt service amount 5.1% of the total operating and debt service budgets of \$217.3M. This amount is well below the City's administratively capped budgetary debt service limit of 8%.

**Revenues**

FY 2023-2024 operating revenues for all funds are projected to be \$247.8M. This represents a net increase of \$14.1M, or 6.04% compared to the FY 2022-2023 Amended Budget operating revenues of \$233.7M.

Taxable property values for Fiscal Year 2023 – 2024, based on the 2023 tax year, are the highest in the City's history, with a July 1 estimate of \$22.6B or an 12.6% increase over the 2022 tax year values of \$20.1B. As of July 1, 2023, the Property Appraiser estimates the split of taxable values between existing property and new construction to be \$22.2B and \$423M, respectively.

Fiscal Year 2023-2024 Budget  
City Manager’s Budget Message

I am pleased to report that the FY 2023-2024 Budget includes a property tax rate of 5.559, the same rate as Fiscal Year 2022-2023. This will be the ninth 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**

<b><u>Fiscal Year</u></b>	<b><u>Adopted Rate</u></b>
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
2023-2024	5.559

FY 2023-2024 operating revenues for all funds (including property taxes based on the July 1 property value estimates) are projected to be \$247.8M. This represents a net increase of \$14.1, or 6.04% compared to the FY 2022-2023 Amended Budget operating revenues of \$233.7M.

Net increases in revenue from FY 2022-2023 to FY 2023-2024 come to \$23.6M. The most significant revenue increase is in property tax revenue. Applying the 5.559 millage rate to the Property Appraiser’s July 1, 2023, taxable values of \$22.6B generates additional property tax revenue of \$13.5M.

Notable increases in other revenue categories include \$3.4M in State grant appropriations for Capital Projects, \$2.5M in Investment Earnings, \$1.9M in Parking Fees, \$1.1M for Stormwater Utility Fees, \$802K in Sanitary Sewer Fees, \$467 Biltmore Complex, \$465K in General Government Fees, \$425K for Franchise Fees, \$536K for Refuse Collection fees, and \$550K in Utility Service Taxes.

Net revenue decreases from the FY 2022-2023 Amended Budget to the FY 2023-2024 Budget come to \$9.6M. This decrease is primarily made up of onetime items included in the FY 2022-2023 Amended Budget that are not recurring in the FY 2023-2024 Budget Estimate including \$1.2M of developer fees, \$1.3M of Miami-Dade County Impact fees, \$3.0M in Grants and other Intergovernmental, and \$5.0M from the anticipated sale of Historic Facilities’ Transfer of Development Rights (TDR)s.



While discussing revenues, it is important to note that the \$5.0M for sale of TDRs included in the FY 2022-2023 Amended Budget will not materialize until the sales are final. The sale of the TDRs did not materialize in FY 2022-2023 and as appropriated revenue was contingent on the anticipated sales revenue, funds were appropriated from fund balance to cover the expenditures.

### **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 based on the operating and debt service of all funds. 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 2021-2022, the City's certified financial statements indicate that the General Fund reserve was fully funded with a balance of \$50.7M which represents 25% of the FY 2022-2023 total operating plus debt service adopted budget of \$202.8M. An updated reserve percentage balanced to the FY 2023-2024 Adopted Budget will be determined at the issuance of the FY 2022-2023 financial statements.

### **Cultural and Community Events**

The FY 2023-2024 Budget Estimate includes allowances for cultural grants and events in the amount of \$191,228. The Cultural Development Board reviews grant applications made by local cultural and community organizations and recommends funding based on the available budget. The Fiscal Year 2023-2024 Budget Estimate also includes a \$225,000 grant to support operating expenditures at the Coral Gables Museum.

### **Conclusion**

We are pleased to present to you this year's Budget Estimate. This is a balanced budget that provides for the operational needs of the City, as well as funds significant capital improvement projects focused on improving infrastructure and quality of life. High performing organizations carefully consider the current environment, have a clear strategy, strive for operational excellence, and strategically use technology. In developing this budget, staff and I applied these practices 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.

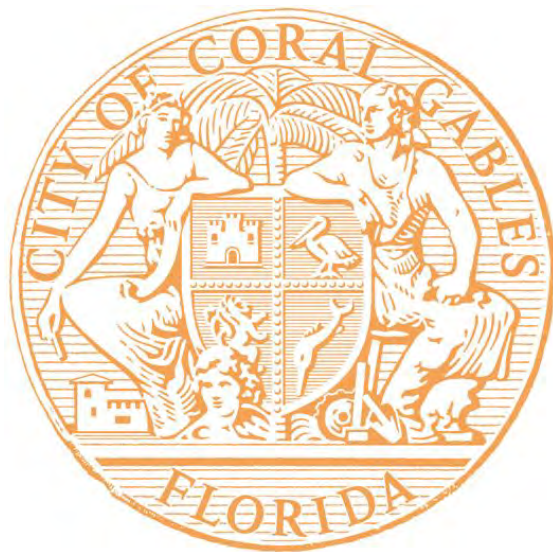
**Acknowledgments**

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; Paula A. Rodriguez, Assistant Finance Director for Management, Budget and Compliance, Keith Kleiman, Management & Budget Special Projects, Pedro Sanches, Senior Management & Budget Analyst, Ivan Baez, Management & Budget Analyst II, Christopher Garcia, Management & Budget Analyst II and Elsy Fuentes, Internal Audit & Grants Coordinator.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read 'P. Iglesias', with a stylized flourish at the end.

Peter J. Iglesias, P.E.  
City Manager



This page left intentionally blank

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%



**A**s 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
2022	49,193

**Average Taxable Value of a Home** **\$908,932**

**Median Household Income** **\$113,623**

## 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
• Coral Gables Senior High School	A
• Ponce De Leon Middle 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 12.0 million sq. ft.

Retail Space 4.8 million sq. ft.

Source: CoStar Realty Information, Inc.

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

• 1350 S Dixie LLC	0.54%
• Banyan St Gap Douglas	0.48%
• Agave Plaza Trustee LLC	0.46%
• Columbus Center GU	0.42%
• FPL	0.39%
• Coral Gables Associates	0.37%

## Property Tax Millage Rate

• City of Coral Gables	5.5590
• School Board	6.6990
• Miami-Dade County	5.7907
• Regional	0.2589

## Bond Ratings

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

## Fiscal Year 2024 Budget Est.

• Total Budget	\$263,145,752
• Capital	\$46,632,521

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

## Solid Waste Fee

• Early Payment Option	\$804
• Paid on Tax Bill Option	\$938

**Storm Water Fee (per ERU) \$22.02**



# 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. The Greenspace Management division of Coral Gables oversees the maintenance of over 40,000 trees throughout the city and continues to invest in its green canopy. In 2022, the Greenspace Management Division planted more than 200 new trees citywide on City swales and public green spaces to provide additional shade and environmental benefits.



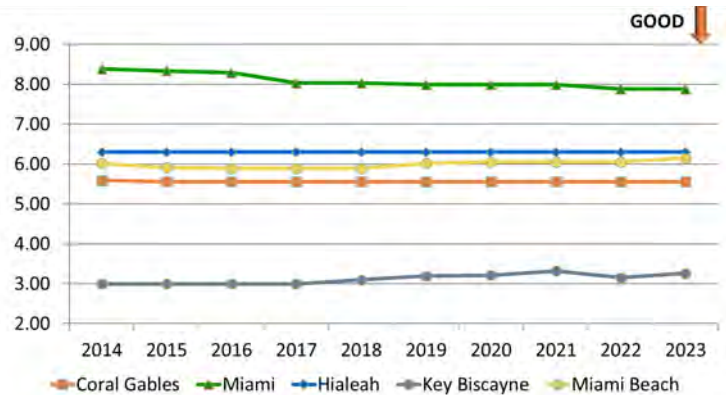
## ECONOMIC OVERVIEW

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 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 11.8 million square feet of prime office space. The City’s total tax-assessed value is \$22.6 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

Coral Gables is recognized for its commitment to enhancing its business-friendly environment. With its wide sidewalks and open-air environment, an amenity that became priceless due to the Covid-19 pandemic, we have seen internationally, nationally and locally renowned restaurants and retailers flock to the City Beautiful. Kartell, the Italian Furniture brand recently opened its doors in downtown Coral Gables. They cited our City's demographic population and the fact that their customers live in this area as a main reason for the move. Attracting Home & Design brands is a key point of the City's retail strategy and the city will welcome several in the next calendar year. The City proactively works with local partners and economic development agencies to directly market the city to chef-driven restaurants and specialty retail stores, especially in the Home & Design Category.

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 Zillow.com, the median price value of homes sold in Coral Gables is \$1.2 million. There were an estimated 18,719 households in 2021 and median household income of \$113,623, compared to \$57,815 countywide.



## SAMPLING OF LARGEST EMPLOYERS

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



# ACCESS TO AIR, SEA & LAND

In 2022, the Greater Miami region attracted more than 19 million overnight visitors, contributing over \$20 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 busiest airport for international passengers with 100 air carriers serving 176 destinations. In 2022, MIA served 38 million passengers and handled more than 2.8 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 23 cruise lines and 60+ passenger ships, handled more than 4 million passengers and 10.2 million tons of cargo in 2022. 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 66 percent of Coral Gables' residents 25 and older have a bachelor's degree, and approximately 35 percent also have a graduate or professional degree, about four 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. In 2022 Coral Gables was ranked as the 11th best small college area to live and study in the Sept. edition of the University Business. Communities were rated from economic opportunity to sheer fun. Coral Gables was selected as one of the most engaging for higher education students.

# SAMPLE OF THE MULTINATIONAL COMPANIES IN CORAL GABLES

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



# CENTER FOR FOREIGN CONSULATES AND RELATIONSHIPS

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

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

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



Misión Internacional 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 won the 2022 Geospatial Maturity Index Award, ranking in the U.S. Top 5 and the North American Top 20 GMI. GMI is a tool for public sector organizations to measure the maturity of their GIS programs.

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 two 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](http://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. 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.

A culinary destination, Coral Gables boasts several highly acclaimed Chef-driven restaurants and is the home to four recently crowned Michelin Bib Gourmand restaurants: Bachour, Sanguich de Miami, Tinta y Café and Zitz Sum. In addition, Michelin-starred Chef Thomas Keller is bringing Bouchon Bistro to the historic La Palma project and James Beard Award Winner Michelle Bernstein is bringing Sra. Martinez to Galiano Street. They join a wonderful line up of Coral Gables Chefs including James Beard Nominated Giorgio Rapicavoli of Luca Osteria and Eating House, both on Giralda Plaza, Michelin-Starred Jeremy Ford of Beauty & The Butcher in the South Gables, Michelin Bib Gourmand Winner Niven Patel of Mamey and Orno at the Thesis Hotel, Michelin-starred Daniella Arapaia of Noma Beach at Red Fish Grill, and Michelin-starred Fabio Trabocchi of Fiola in the South Gables.

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. For more information, visit [www.shopsatmerrickpark.com](http://www.shopsatmerrickpark.com). Choo, Carolina Herrera, and Gucci. For more information, visit [www.shopsatmerrickpark.com](http://www.shopsatmerrickpark.com).

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



Coral Gables Art Cinema



Actors' Playhouse at Miracle Theatre



Pumpkin Patch

- 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 several art galleries showcasing works by European and Latin American art masters and outstanding contemporary artists.
- The City continues to host a Pumpkin Patch, 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. These city-sponsored events include the Parade and Festival of Barranquilla, Colombia and the Día de los Muertos Mexican celebration.



Día de los Muertos



Coral Gables Museum

- There are three 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.
- 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.
- There are a total of nine cultural institutions in Coral Gables, four of which are located in the central business district.
- 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 74 years, the Fourth of July fireworks celebration draws more than 35,000 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 over 40 species 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:

- Tree City for the past 38 years (The Arbor Day Foundation)
- Top 5 Emergency Medical Services Agencies (2022)
- Lifeline EMS Gold Plus Award (American Heart Association, 2022)
- LEED for Cities Gold Certification
- Listed as a Top City and Small Town to Live in Florida (Newsbreak, 2022)
- 8th Best City in the Country for ESG Investment (2022)
- Venetian Pool Ranked 11th in Best Things to do in Miami (U.S. News)
- 2022 Gold International Aquatic Safety Award – Venetian Pool (Jeff Ellis and Associates)
- 2022 Smart City Innovation Excellence Award
- 2022 IEEE Smart Cities Jury Award (Institute of Electrical and Electronics Engineers)
- Smart21 Communities of the Year (Intelligent Community Forum, 2023)
- Smart 50 Award & Smart50 Award Overall Global Winner (Smart Cities Connected Foundation, 2023)
- #1 Digital City (2018, Center for Digital Government)
- Top 100 Best Places to Live 2018 (Livability.com)
- Top Small City in the US to Start a Small Business (#3, Go.Verizon.com, 2019)
- Best Small Cities in America in 2021 (WalletHub)



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 63 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-seven parks are 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 32 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. Three 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. The newly renovated Coral Gables Golf & Country Club offers a gym, pool and special member 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 2023

City Budget and Taxes	Local Property Tax Rates	Total Just Value of Property in the City	Total Taxable Value of Property in the City
2024 Budget: \$247,849,877	Municipal Millage Rate: 5.559 Total Millage Rate: 18.3076	\$36 billion (as of July 1, 2023)	\$22.6 billion

## DEMOGRAPHIC COMPARISON

Population	Coral Gables	Miami-Dade County
Population estimates, July 1, 2022, (V2022)	49,193	2,673,837
Population estimates base, April 1, 2020, (V2022)	49,235	2,701,762
Population, percent change - April 1, 2020 (estimates base) to July 1, 2022, (V2022)	-0.1%	-1.0%
Population, Census, April 1, 2020	49,248	2,701,767
Age and Sex		
Persons under 5 years, percent	5.7%	5.5%
Persons under 18 years, percent	19.3%	20.2%
Persons 65 years and over, percent	19.3%	16.9%
Female persons, percent	53.8%	51.0%
Race and Hispanic Origin		
White alone, percent	72.1%	79.2%
Black or African American alone, percent	3.6%	17.4%
American Indian and Alaska Native alone, percent	0.00%	0.3%
Asian alone, percent	3.2%	1.6%
Native Hawaiian and Other Pacific Islander alone, percent	0.00%	0.1%
Two or More Races, percent	19.1%	1.3%
Hispanic or Latino, percent	57.1%	69.1%
White alone, not Hispanic or Latino, percent	34.1%	13.6%
Population Characteristics		
Veterans, 2017-2021	1,089	46,642
Foreign born persons, percent, 2017-2021	38.8%	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](mailto:business@coralgables.com)

**City of Coral Gables**

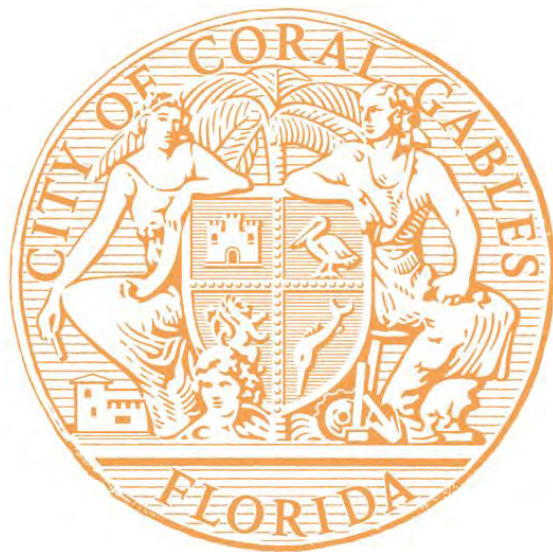
Economic Development Department

2506 Ponce de Leon Blvd.

Coral Gables, FL 33134

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

**CORAL GABLES**  
THE CITY BEAUTIFUL



This page left intentionally blank

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, 2022.

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

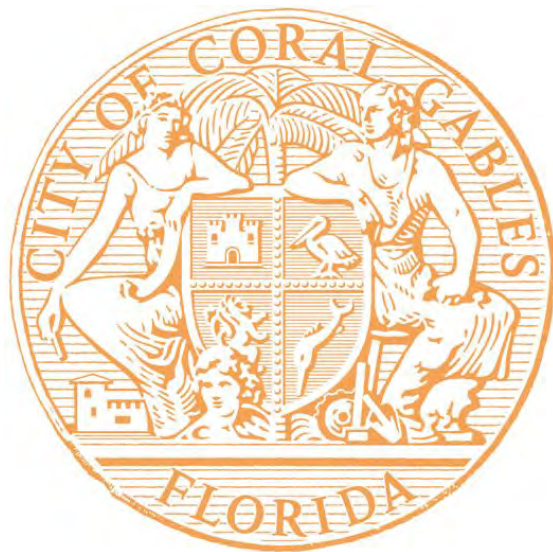
**City of Coral Gables  
Florida**

For the Fiscal Year Beginning

**October 01, 2022**

*Christopher P. Morill*

Executive Director



This page left intentionally blank



## 2023-2024 BUDGET

### BUDGET PREPARATION CALENDAR

Budget Training	Mar 2 – Mar 3
Base Budget Submission (100% Scenario)	Mar 6 – Mar 17
New Needs & Capital Project Requests	Mar 6 – Mar 31
All Scenarios Submission (100%, 97%, & 95%)	Mar 23 – Mar 31
Strategic Plan & Performance Metrics	Mar 20 – Apr 21
Budget Review & Analysis	Apr 3 – May 12
Revenue Estimate Prepared	Apr 24 – May 5
Capital Project Planning & Review	Apr 19
One on One Meetings with Commissioners to discuss their individual capital priorities.	May 8 – May 19
Department Budget Meetings with the City Manager	May 24 – Jun 2
City Commission - 1 <sup>st</sup> Budget Workshop (Capital Improvement Plan)	June 14
Deliver City Manager’s Budget Estimate to the City Commission	June 28 – Jul 1
City Commission - 2 <sup>nd</sup> Budget Workshop	July 12
Public Hearing – Tentative FY 2023-2024 Budget adopted by ordinance (First Reading)	Sept 13
Public Hearing – Final FY 2023-2024 Budget adopted by ordinance (Second Reading)	Sept 26

# 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. For example, 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 it 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 a 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.

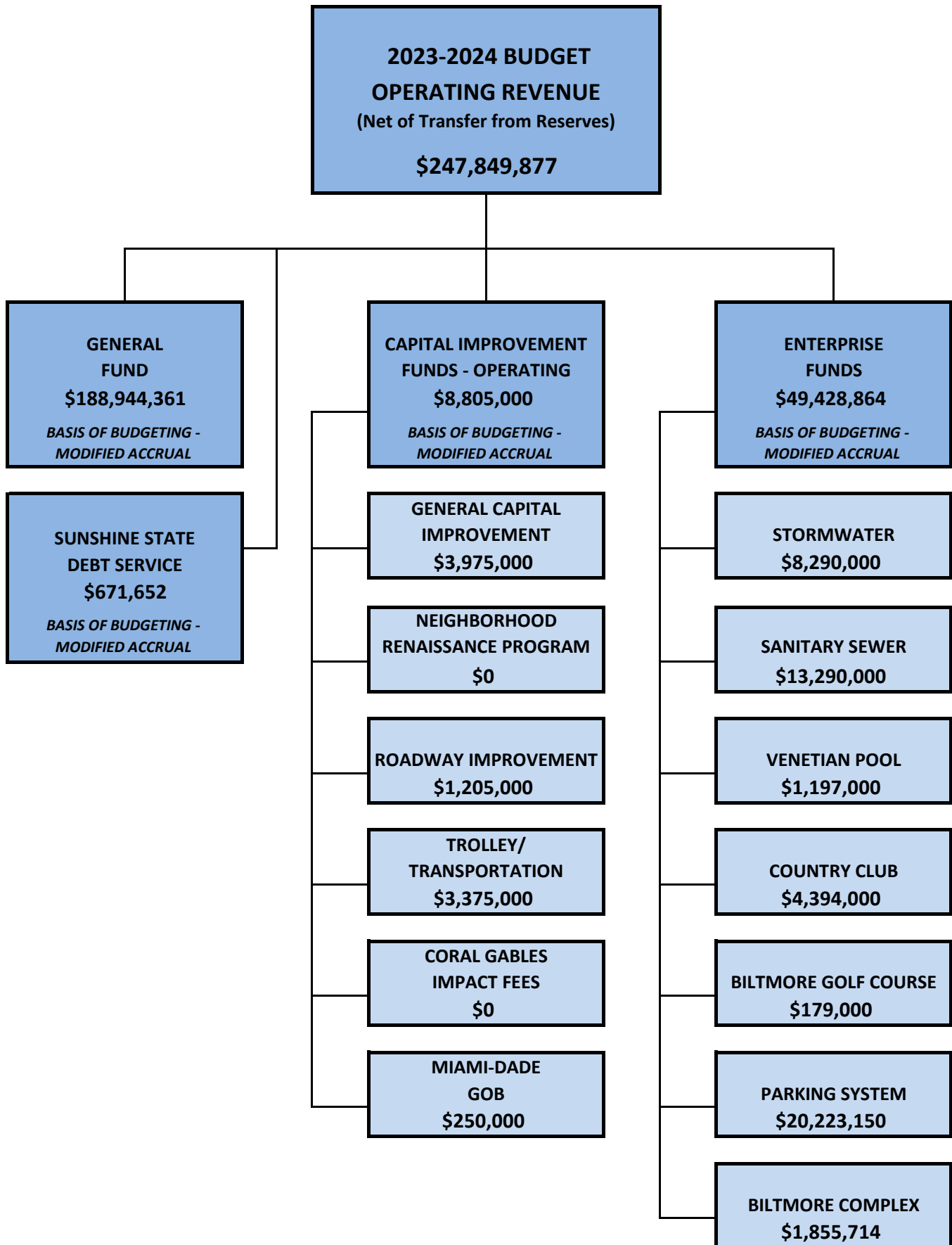
**FUND-DEPARTMENT MATRIX  
2023-2024 BUDGET**

**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 & Risk Management	✓								
Innovation Technology	✓								
Non-Departmental	✓								
Parking/Transportation				✓		✓			
Police	✓								
Public Works	✓	✓	✓				✓	✓	

**CITY OF CORAL GABLES**

**FUND STRUCTURE OVERVIEW - REVENUE**



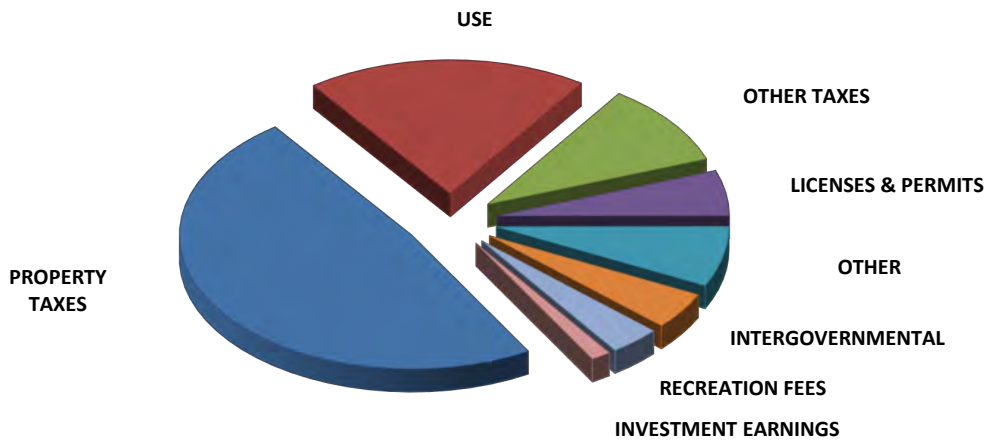
**2023-2024 BUDGET**  
**REVENUES CLASSIFIED BY SOURCE**

REVENUE TYPE	2022-2023 BUDGET CATEGORY DETAIL	2022-2023 BUDGET CATEGORY TOTAL	2023-2024 BUDGET CATEGORY DETAIL	2023-2024 BUDGET CATEGORY TOTAL
<b>Property Taxes</b>	\$ 106,279,437	\$ 106,279,437	\$ 119,753,649	\$ 119,753,649
<b>Other Taxes</b>				
Sales Taxes (Gasoline)	4,300,000		4,580,000	
Franchise Fees	7,750,000		8,175,000	
Utility Service Taxes	<u>11,375,000</u>	<b>23,425,000</b>	<u>11,925,000</u>	<b>24,680,000</b>
<b>Licenses &amp; Permits</b>				
Business Tax Receipts	3,668,125		3,859,125	
Permits	<u>9,464,000</u>	<b>13,132,125</b>	<u>9,691,800</u>	<b>13,550,925</b>
<b>Intergovernmental Revenues</b>				
Federal *	1,678,197		-	
County *	132,547		350,000	
State *	<u>11,063,849</u>	<b>12,874,593</b>	<u>10,775,000</u>	<b>11,125,000</b>
<b>Use Charges</b>				
Refuse Collection Fees	9,011,000		9,548,640	
Sanitary Sewer Fees	11,788,000		12,590,000	
Stormwater Utility Fee	7,170,000		8,290,000	
Parking Fees	<u>16,078,340</u>	<b>44,047,340</b>	<u>18,026,553</u>	<b>48,455,193</b>
<b>Recreation Fees</b>				
Youth Center	1,638,500		1,914,000	
Soccer Program	-		180,400	
Tennis	790,000		878,000	
Swimming	1,199,000		1,197,000	
Country Club	4,797,000		4,394,000	
Biltmore Golf	<u>175,000</u>	<b>8,599,500</b>	<u>179,000</u>	<b>8,742,400</b>
<b>Investment Earnings</b>				
General Fund	900,000		3,000,000	
Enterprise Funds	<u>-</u>	<b>900,000</b>	<u>-</u>	<b>3,400,000</b>
<b>Other</b>				
General Government Fees	3,065,000		3,530,000	
Public Safety Fees	3,950,000		4,060,000	
Fines & Forfeitures	2,683,000		2,630,000	
Rentals & Concessions	5,722,293		6,301,058	
Miami-Dade Impact Fees	1,314,576		-	
Miscellaneous	<u>7,735,845</u>	<b>24,470,714</b>	<u>1,621,652</u>	<b>18,142,710</b>
<b>Total Operating Revenues</b>		<b>\$ 233,728,709</b>		<b>\$ 247,849,877</b>

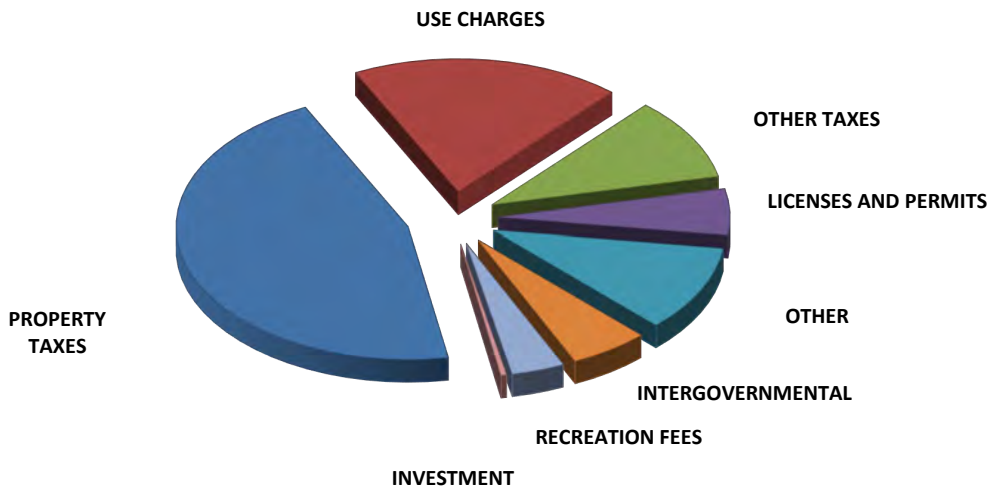
\* Fiscal Year 2022-2023 includes one-time grants that do not repeat for Fiscal Year 2023-2024. If the grants have unspent balances at Fiscal Year 2022-2023 year end, those balances will be reappropriated early in the first quarter of Fiscal Year 2023-2024.

**2023-2024 BUDGET  
REVENUES BY SOURCE**

**2023-2024 - \$ \$247,849,877**



**2022-2023 - \$ 233,728,709**



	2022-2023		2023-2024	
	BUDGET	%	BUDGET	%
Property Taxes	\$ 106,279,437	45.6%	\$ 119,753,649	48.3%
Use Charges	44,047,340	18.8%	48,455,193	19.6%
Other Taxes	23,425,000	10.0%	24,680,000	10.0%
Licenses & Permits	13,132,125	5.6%	13,550,925	5.5%
Other	24,470,714	10.5%	18,142,710	7.3%
Intergovernmental Revenues	12,874,593	5.5%	11,125,000	4.5%
Recreation Fees	8,599,500	3.7%	8,742,400	3.5%
Investment Earnings	900,000	0.4%	3,400,000	1.4%
<b>Total Revenues</b>	<b>\$ 233,728,709</b>	<b>100.0%</b>	<b>\$ 247,849,877</b>	<b>100.0%</b>

**2023-2024 BUDGET**  
**SUMMARY OF TOTAL REVENUES AND TRANSFERS FROM RESERVES**

<u>REVENUE TYPE</u>	<u>2020-2021</u> <u>ACTUAL</u>	<u>2021-2022</u> <u>ACTUAL</u>	<u>2022-2023</u> <u>BUDGET</u>	<u>2023-2024</u> <u>BUDGET</u>
Property Tax	\$ 92,904,533	\$ 96,338,744	\$ 106,279,437	\$ 119,753,649
Local Option Gas Tax	1,082,085	1,151,863	1,125,000	1,205,000
Transportation Sales Tax	2,298,517	2,879,717	3,175,000	3,375,000
Franchise Fees	7,443,140	8,669,524	7,750,000	8,175,000
Utility Service Taxes	11,360,956	11,996,661	11,375,000	11,925,000
Business Tax Receipts	3,448,576	3,536,941	3,668,125	3,859,125
Permit Fees	13,144,106	16,604,400	9,464,000	9,691,800
Intergovernmental Revenues	7,936,704	16,425,343	12,874,593	11,125,000
General Government Fees	3,601,087	4,200,485	3,065,000	3,530,000
Public Safety Fees	3,962,232	4,193,461	3,950,000	4,060,000
<b>Physical Environment Fees</b>				
Refuse Collection Fees - Early Payment	6,441,035	6,325,028	6,450,000	6,875,235
Garbage Collection - Paid on Tax Bill	2,591,864	2,727,194	2,550,000	2,661,405
Commercial Waste Fees	12,000	12,000	-	-
Lot Mowing & Clearing	14,424	13,007	11,000	12,000
Sanitary Sewer Fees	10,564,504	11,834,757	11,788,000	12,590,000
Stormwater Utility Fee	6,396,266	7,401,510	7,170,000	8,290,000
<b>Recreation Fees</b>				
Youth Center	985,091	1,960,410	1,601,500	1,867,000
Soccer Program	-	-	-	180,400
Tennis	827,342	1,112,419	790,000	878,000
Special Events	15,298	67,980	37,000	47,000
Swimming	810,870	1,966,336	1,199,000	1,197,000
Country Club	961,316	1,664,328	4,797,000	4,394,000
Blitmore Golf	179,726	179,781	175,000	179,000
<b>Automobile Parking Fees</b>	13,657,965	15,856,056	16,078,340	18,026,553
<b>Fines &amp; Forfeitures</b>	2,305,134	2,637,467	2,683,000	2,630,000
<b>Investment Earnings</b>				
General Fund	210,972	(607,855)	900,000	3,000,000
Debt Service Fund	3,094	(742)	-	-
Capital Projects Funds	57,681	(411,448)	-	400,000
Enterprise Funds	(3,763)	(82,285)	-	-
<b>Rentals &amp; Concessions</b>				
Parking	597,501	636,588	654,739	696,597
Biltmore Complex	1,105,816	1,587,215	1,388,503	1,855,714
General Fund	3,438,646	4,808,737	3,679,051	3,748,747
<b>Capital Improvement Impact Fees</b>	2,551,298	1,983,593	702,500	-
<b>Assessment Lien Collections</b>				
Capital Projects	617,740	619,182	673,108	671,652
<b>Miscellaneous Other</b>	7,911,223	3,917,335	6,360,237	950,000
<b>Building Better Communities Bond Program</b>	96,077	56,921	-	-
<b>Miami-Dade County Roadway Impact Fees</b>	-	33,605	1,314,576	-
<b>Total Operating Revenues</b>	<b>209,531,056</b>	<b>232,296,258</b>	<b>233,728,709</b>	<b>247,849,877</b>
<b>Prior Year Re-appropriations</b>	<b>75,383,393</b>	<b>93,651,668</b>	<b>106,364,594</b>	<b>-</b>
<b>Interfund Allocations/Contributions</b>				
Storm Water Utility Fund	444,800	382,025	305,000	305,000
Sanitary Sewer Fund	1,193,790	969,332	685,000	685,000
Parking System Fund	565,000	565,000	565,000	565,000
<b>Total Interfund Allocations/Contributions</b>	<b>2,203,590</b>	<b>1,916,357</b>	<b>1,555,000</b>	<b>1,555,000</b>
<b>Transfers from Reserves</b>				
General Fund	7,092,739	-	1,657,458	3,009,336
General Fund - City Clerks Special Revenue	-	-	296,997	1,686,711
General Fund - Building Division	-	-	88,207	1,161,206
General Fund - Art In Public Places	-	-	631,017	985,774
Special Obligation Debt Service Fund	766,841	174,697	-	-
General Capital Improvement Fund	-	-	11,074,561	4,939,763
Neighborhood Renaissance Program Fund	-	-	-	7,000
Roadway Improvement Fund	-	-	341,665	15,000
Trolley / Transportation Fund	-	-	496,000	950,000
CG Capital Improvement Impact Fee Fund	-	-	533,100	245,000
Stormwater Utility Fund	-	-	250,000	-
Sanitary Sewer Fund	-	-	-	643,434
Retirement System Fund	183,338	180,650	182,349	97,651
<b>Total Tranfers From Reserve Funds</b>	<b>8,042,918</b>	<b>355,347</b>	<b>15,551,354</b>	<b>13,740,875</b>
<b>Total Revenues</b>	<b>\$ 295,160,957</b>	<b>\$ 328,219,630</b>	<b>\$ 357,199,657</b>	<b>\$ 263,145,752</b>

**2023-2024 BUDGET**  
**GENERAL FUND REVENUE SUMMARY**

REVENUE TYPE	2020-2021 ACTUAL	2021-2022 ACTUAL	2022-2023 BUDGET	2023-2024 BUDGET
<b><u>Property Taxes</u></b>				
Current Year	\$ 92,378,234	\$ 96,094,311	\$ 106,154,437	\$ 119,578,649
Delinquent with penalties & interest	366,814	159,426	50,000	100,000
Homestead Adjustment	159,485	85,007	75,000	75,000
<b>Total - Property Taxes</b>	<b>92,904,533</b>	<b>96,338,744</b>	<b>106,279,437</b>	<b>119,753,649</b>
<b><u>Franchise Fees</u></b>				
Electric	4,901,372	5,822,344	5,200,000	5,500,000
Gas	124,498	151,444	125,000	150,000
Refuse	2,417,270	2,695,736	2,425,000	2,525,000
<b>Total - Franchise Fees</b>	<b>7,443,140</b>	<b>8,669,524</b>	<b>7,750,000</b>	<b>8,175,000</b>
<b><u>Utilities Service Taxes</u></b>				
Electric	6,766,050	7,287,000	6,800,000	7,000,000
Telecommunications	2,699,495	2,753,670	2,725,000	2,975,000
Water	1,668,866	1,714,089	1,600,000	1,700,000
Gas	222,579	240,705	250,000	250,000
Fuel Oil	3,966	1,197	-	-
<b>Total - Utilities Service Taxes</b>	<b>11,360,956</b>	<b>11,996,661</b>	<b>11,375,000</b>	<b>11,925,000</b>
<b><u>Business Tax Receipts</u></b>				
City Business Tax Receipts	3,358,403	3,409,521	3,583,125	3,753,125
Late Penalties, City Business Tax Receipts	83,973	118,723	80,000	100,000
License Application Fees	6,200	8,697	5,000	6,000
<b>Total - Business Tax Receipts</b>	<b>3,448,576</b>	<b>3,536,941</b>	<b>3,668,125</b>	<b>3,859,125</b>
<b><u>Permit Fees</u></b>				
Document Preservation	346,045	314,280	275,000	275,000
Art in Public Places	1,475,284	1,971,159	-	-
Building Permits - B Series	198,209	636,772	100,000	-
Building Permits - M Series	12,635	9,395	10,000	-
40 yr. Recert. Fee	50,561	3,881	30,000	5,000
Zoning Permit-Paint	94,362	47,856	40,000	50,000
Zoning Reinspection	-	75	-	-
Building Residential - New	2,603,518	970,263	500,000	-
Building Residential - Additions	46,438	-	-	-
Building Commercial - New	4,333,891	3,011,817	2,000,000	-
Building Commercial - Additions	13,173	-	-	-
Building - Other	2,128,531	8,149,071	4,000,000	7,500,000
Unsafe Structures Board Fee	17,400	7,200	7,000	7,000
Excavation Permits	526,278	170,283	500,000	250,000
Photo Permits	22,548	22,693	20,000	20,000
Alarm User Certificates	195,828	259,743	85,000	112,000
Garage Sale Permits	3,542	3,630	2,000	2,800
Over/Short Alarm Fees	97	-	-	-
False Alarm Penalty	(525)	(1,310)	-	-
False Alarms - Fire	-	-	45,000	45,000
Fire Inspection	570,259	582,473	575,000	575,000
Fire Prevention Bureau Permits	281,076	271,344	1,275,000	850,000
Tree Removal Mitigation Assessment Fee	224,956	173,775	-	-
<b>Total - Permits Fees</b>	<b>13,144,106</b>	<b>16,604,400</b>	<b>9,464,000</b>	<b>9,691,800</b>

**2023-2024 BUDGET**  
**GENERAL FUND REVENUE SUMMARY**

REVENUE TYPE	2020-2021 ACTUAL	2021-2022 ACTUAL	2022-2023 BUDGET	2023-2024 BUDGET
<b><u>Intergovernmental Revenue</u></b>				
Federal Grants	\$ 580,331	\$ 8,937,031	\$ 1,022,410	\$ -
State Grants	115,510	98,640	74,212	60,000
State Revenue Sharing	1,649,404	2,014,678	1,800,000	2,130,000
State Alcohol Beverage Tax	62,495	61,813	60,000	60,000
State Shared Sales Tax	4,151,238	5,106,733	4,300,000	5,050,000
County Grants	41,613	32,295	32,312	-
City Share of County Licenses	110,072	102,486	100,000	100,000
<b>Total - Intergovernmental Revenue</b>	<b>6,710,663</b>	<b>16,353,676</b>	<b>7,388,934</b>	<b>7,400,000</b>
<b><u>General Governmental Fees</u></b>				
Board of Adjustment Fees	19,268	25,155	20,000	25,000
Planning & Zoning Board Fees	139,509	342,777	130,000	130,000
Board of Architects	1,020,267	1,376,540	1,000,000	1,100,000
Development Review Committee	30,200	61,825	30,000	50,000
Certificate of Use	275,885	253,351	250,000	250,000
Lein Search Fees	459,051	536,987	300,000	400,000
Zoning Inspection Fees	228	-	-	-
Concurrency Fees	339,989	104,586	300,000	250,000
Historic Preservation Fees	90,805	101,528	60,000	80,000
Document Filing Fee	251,414	227,565	200,000	225,000
Research Fees	1,641	2,069	-	-
Passport Fees	738,936	916,876	600,000	800,000
Passport Photos	201,865	198,877	150,000	180,000
Lobbyists Registration Fees	21,133	46,250	25,000	40,000
City Election Candidate Qualifying Fees	2,600	-	-	-
<b>Total - General Government Fees</b>	<b>3,592,791</b>	<b>4,194,386</b>	<b>3,065,000</b>	<b>3,530,000</b>
<b><u>Public Safety Fees</u></b>				
Police Off-Duty Assignments	123,774	163,984	150,000	150,000
EMS Transport Fee	639,954	737,317	650,000	695,000
Fire Protection Fee	2,963,850	3,042,536	2,950,000	3,000,000
Police Accident Reports	1	3	-	-
Telephone Surcharge for E911	62,232	49,360	50,000	40,000
Wireless 911	172,421	200,261	150,000	175,000
<b>Total - Public Safety Fees</b>	<b>3,962,232</b>	<b>4,193,461</b>	<b>3,950,000</b>	<b>4,060,000</b>
<b><u>Physical Environment Fees</u></b>				
Refuse Collection Fees	6,441,035	6,325,028	6,450,000	6,875,235
Commercial Waste Fees	12,000	12,000	-	-
Garbage Collection Service Assessment	2,591,864	2,727,194	2,550,000	2,661,405
Lot Mowing/Clearing	14,424	13,007	11,000	12,000
<b>Total - Physical Environment Fees</b>	<b>9,059,323</b>	<b>9,077,229</b>	<b>9,011,000</b>	<b>9,548,640</b>
<b><u>Recreation Fees</u></b>				
Youth Center Fees	985,091	1,960,410	1,601,500	1,867,000
Soccer Program	-	-	-	180,400
Tennis Fees	827,342	1,112,419	790,000	878,000
Special Events	15,298	67,980	37,000	47,000
<b>Total - Recreation Fees</b>	<b>1,827,731</b>	<b>3,140,809</b>	<b>2,428,500</b>	<b>2,972,400</b>



**2023-2024 BUDGET**  
**GENERAL FUND REVENUE SUMMARY**

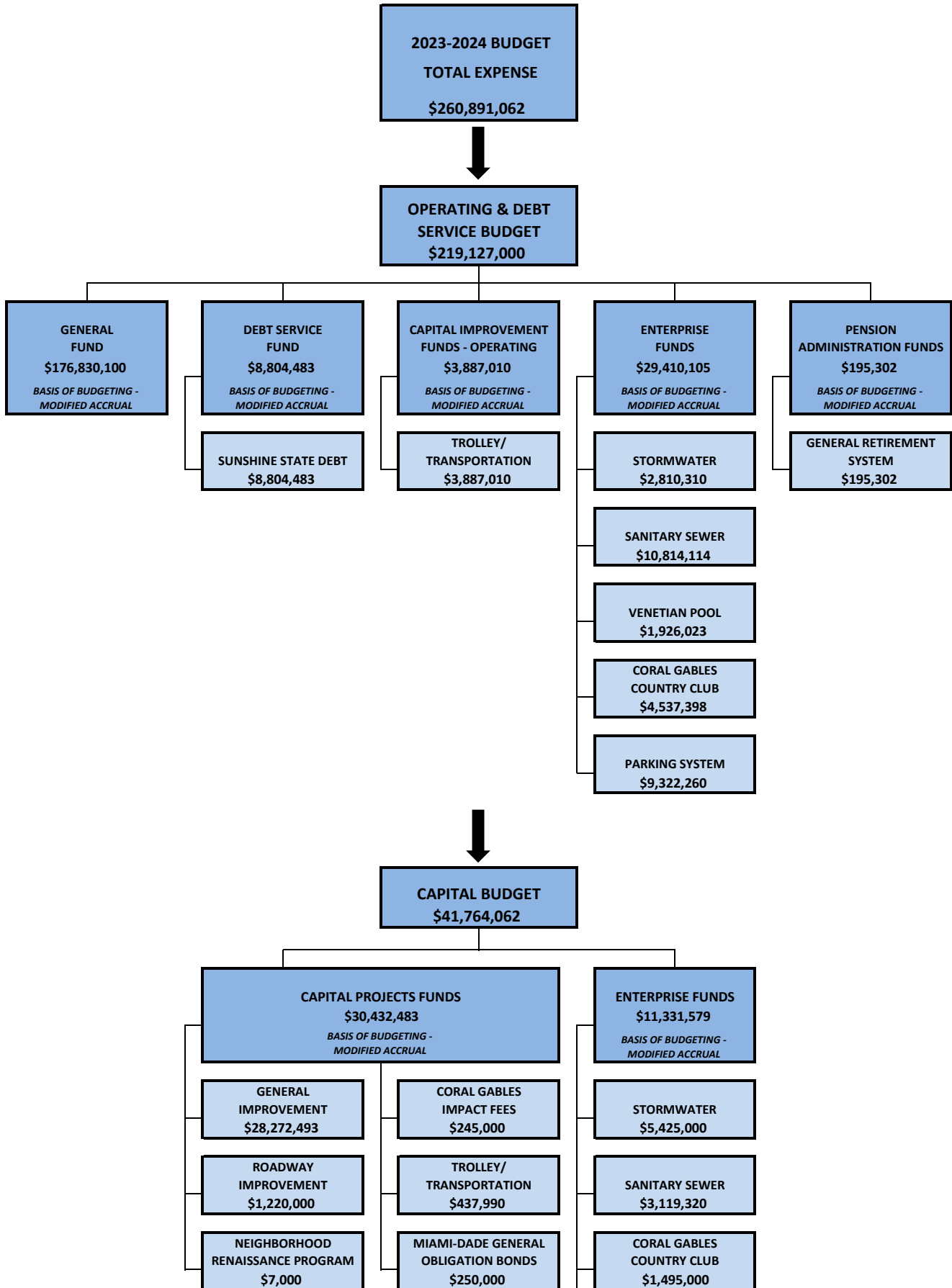
REVENUE TYPE	2020-2021 ACTUAL	2021-2022 ACTUAL	2022-2023 BUDGET	2023-2024 BUDGET
<b><u>Fines &amp; Forfeitures</u></b>				
County Court, Traffic Fines	\$ 88,301	\$ 192,165	\$ 200,000	\$ 200,000
County Court, Other Fines	-	(80)	-	-
School Crossing Guard Assessment	13,136	18,421	15,000	15,000
Police Education Surcharge	5,220	11,505	10,000	10,000
City Traffic Violations	73,119	214,187	58,000	100,000
Other Fines and Forfeits	8,446	-	-	-
Code Enforcement Board	307,180	333,201	435,000	430,000
Ticket Fines	371,966	359,384	465,000	375,000
<b>Total - Fines &amp; Forfeitures</b>	<b>867,368</b>	<b>1,128,783</b>	<b>1,183,000</b>	<b>1,130,000</b>
<b><u>Investment Earnings</u></b>				
General Fund Investment Earnings	<b>210,972</b>	<b>(607,855)</b>	<b>900,000</b>	<b>3,000,000</b>
<b><u>Rental/Concessions Revenue</u></b>				
Coral Gables Country Club	363,810	182,665	-	-
Auto Pound	19,710	19,700	20,000	20,000
Metro Dade Transfer Station	437,479	462,744	462,744	502,876
Sprint Spectrum lease	67,775	70,486	73,305	-
Gables Grand Plaza	200,000	1,381,041	440,000	450,000
McCAW Communications	64,657	66,596	68,374	69,556
Junkanoo Rental	-	-	-	123,913
Development Agrrement Fee	550,000	550,000	600,000	600,000
Plummer Mangmnt Lease	12,760	15,343	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	14,688
T Mobile	74,087	77,050	80,133	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	31,907	31,680	31,680
Palace	296,104	585,242	448,937	519,583
Verizon	55,459	59,657	64,657	64,657
University of Miami - INET	4,380	4,380	4,380	-
Haagen Daz	48,434	49,403	50,391	52,166
Bloom Boutique	4,800	21,840	24,000	33,600
Starbucks	101,250	101,250	111,375	111,375
IKE Revenue Sharing	30,000	55,033	110,155	-
<b>Total - Rental/Concession Revenue</b>	<b>3,438,646</b>	<b>4,808,737</b>	<b>3,679,051</b>	<b>3,748,747</b>
<b><u>Miscellaneous Revenue</u></b>				
Sale of Land, Buildings & TDRs	5,200,000	-	5,000,000	-
Sale of Recycled Trash	79,800	-	-	-
July 4th Celebration	-	15,000	-	-
Other Miscellaneous Revenues	225,633	190,595	160,237	150,000
<b>Total - Miscellaneous Revenue</b>	<b>5,505,433</b>	<b>205,595</b>	<b>5,160,237</b>	<b>150,000</b>
<b>Total Operating Revenue</b>	<b>163,476,470</b>	<b>179,641,091</b>	<b>175,302,284</b>	<b>188,944,361</b>

**2023-2024 BUDGET  
GENERAL FUND REVENUE SUMMARY**

REVENUE TYPE	2020-2021 ACTUAL	2021-2022 ACTUAL	2022-2023 BUDGET	2023-2024 BUDGET
<b><u>Prior Year Re-Appropriations</u></b>	-	-	3,364,864	-
<b><u>Allocations/Contributions From Other Funds</u></b>				
Capital Projects	16,000	30,550	-	-
Stormwater Utility	444,800	382,025	305,000	305,000
Sanitary Sewer	1,193,790	969,332	685,000	685,000
Coral Gables Country Club	-	-	138,209	-
Biltmore Golf Course	170,000	170,000	175,000	179,000
Parking System	6,119,244	8,564,739	8,808,507	7,973,631
Biltmore Complex	1,200,000	1,200,000	1,200,000	1,600,000
Automotive	731,059	-	-	-
Facilities	885,089	1,255,065	-	-
<b>Total - Contributions From Other Funds</b>	<b>10,759,982</b>	<b>12,571,711</b>	<b>11,311,716</b>	<b>10,742,631</b>
<b><u>Transfers From Reserves</u></b>				
General Fund Reserve	-	-	2,480,799	3,009,336
General Fund - City Clerks Special Revenue	-	-	296,997	1,686,711
General Fund - Building Division	-	-	88,207	1,161,206
Art In Public Places Reserve	-	-	631,017	985,774
<b>Total - Transfers From Reserves</b>	-	-	<b>3,497,020</b>	<b>6,843,027</b>
<b>Total General Fund Revenue</b>	<b>\$ 174,236,452</b>	<b>\$ 192,212,802</b>	<b>\$ 193,475,884</b>	<b>\$ 206,530,019</b>

CITY OF CORAL GABLES

FUND STRUCTURE OVERVIEW - EXPENSE



**2023-2024 BUDGET  
EXPENDITURES CLASSIFIED BY FUNCTION \***

DEPTS/DIVISIONS BY FUNCTION	2022-2023 BUDGET		2023-2024 BUDGET		DIFFERENCE		DETAIL
	DIV. AMT.	FUNC. TTL.	DIV. AMT.	FUNC. TTL.	VARIANCE	%	
<b>GENERAL GOVERNMENT</b>							
City Commission	\$ 741,343		\$ 1,118,367		\$ 377,024	50.9%	\$342K - Revised Sal & Ben; \$19K - Local Travel; \$27K - Misc Exp
City Attorney	2,908,257		2,882,080		(26,177)	-0.9%	\$(3K) - Revised Sal & Ben; \$(23K) - Admin Alloc to Bldg Div.
City Clerk	1,035,552		1,049,155				\$95K - Revised Sal & Ben; \$49K - Doc Filing Fee ;
City Clerk - Special Revenue	1,155,501		1,268,913		(211,985)	-8.4%	\$(340K) - FY24 - Non-Election Yr; \$(35K) - Admin Alloc to Bldg Div.
City Clerk - Elections	345,000		6,000				
City Manager - Administration	2,121,547		2,232,614				\$203K - Revised Sal & Ben including moving Asset Manager from Economic Development Dept ; \$9K -
City Manager - Communications	999,476		903,197		(8,992)	-0.3%	Rental - Mach & Equip; \$(25K) - One-time Grant; \$(52K) - Prof Serv; \$(50K) - Fleet Allocation; \$(27K) - Admin Allocation to Bldg Div; \$(65K) - Contingency
City Manager - Internal Auditing	121,856		98,076				
Human Res & Risk Mgmt - Administration	-		618,855				\$(109K) - Revised Sal & Ben due to Reorganization Combing HR and Labor; \$150K - Firefighter Cancer Bill; \$(25K) - Prior Year Reappropriated Firefighter Cancer Bill; \$(117K) - Prior Year Reappropriation of Prof Serv-ADA; \$(38K) - Prior Year Reappropriated One Time Prof Serv; \$(95K) - FY20 Reappropriation - Wellness reserve; \$(8K) - General Liability; \$(8K) - Fleet Allocation; \$(22) - Admin Alloc to Bldg Div
Human Res & Risk Mgmt - Employee Serv	2,181,242		1,472,497		(270,236)	-8.7%	
Human Res & Risk Mgmt - Labor & Risk	928,199		747,853				
Development Services - Administrative	563,662		626,790				\$1.2M - Revised Sal & Ben (New Positions); \$(77K) - Prof Serv; \$438K - Admin Alloc to Bldg Div.; \$(75) -
Development Services - Building	7,010,207		8,941,206		1,713,076	14.7%	Prior Yr Reappropriated Equip Additions; \$39K - Fleet Mtc Allocation; 188K - Capital Equip Add (including Vehicles for New Positions).
Development Services - Planning & Zoning	2,430,743		2,332,359				
Development Services - Code Enforcement	1,672,201		1,489,534				
Finance - Administration	647,601		805,955				\$206K - Revised Sal (COLA & Unfreeze Positions) & Ben; \$25K - Prof Serv (Grant Writing Serv); \$(20K) - Fleet Mtc & Equip Repl Allocation \$(74K) - Admin Alloc to Bldg Div.
Finance - Collections	820,893		778,809				
Finance - Reporting & Operations	1,278,426		1,434,956		132,702	2.7%	
Finance - Procurement	1,347,424		1,262,296				
Finance - Management & Budget	786,373		731,403				
Innovation & Technology	8,795,232		10,633,784		1,838,552	20.9%	\$327K - Revised Sal & Ben; \$(79K) - Prof Serv; \$2M - Add'l software & hardware maint.repair and telecom; \$(179K) - Rental - Mach & Equip; \$(11K) - Fleet Mtc Allocation; \$(226K) - Admin Alloc to Bldg Div.
Non Departmental	4,559,693		3,556,418		(1,003,275)	-22.0%	\$(575K) - Temp Sal Res; \$(158K) - Prof Serv; \$(13K) - Admin Alloc to Bldg Div; \$(12K) - Prior Year Reappropriation of Scholarship; \$(242K) - Contingency.
Retirement Plan Admin.	182,349		195,302		12,953	7.1%	\$13K - Revised Sal & Ben
General Government Debt	1,377,025		1,394,587		17,562	1.3%	Annual adj. per debt service schedule
Capital Projects *	18,449,523		7,544,814		(10,904,709)	-59.1%	FY23 includes prior years' reapp'd balances
<b>SUB TTL - GENERAL GOVERNMENT</b>		62,459,325		54,125,820			
<b>ECONOMIC ENVIRONMENT</b>							
Economic Development	1,802,980		1,524,118		(278,862)	-15.5%	\$(69K) - Revised Sal & Ben; \$112K - Prof. Serv including Miracle Mile String Lights Prior BID exp.; \$261K - Promo Exp Prior BID exp; \$(580K) - Prior Year One time Items, Reserves & Grants.
Economic Environment Debt	1,528,226		1,529,048		822	0.1%	Annual adj. per debt service schedule
Capital Projects	1,231,273		-		(1,231,273)	-100.0%	FY23 includes prior years' reapp'd balances
<b>SUB TTL - ECONOMIC ENVIRONMENT</b>		4,562,479		3,053,166			
<b>PUBLIC SAFETY</b>							
Police - Administration	3,002,020		3,685,745				\$2.5M - Revised Sal (New Positions) & Ben; \$(800K) - FY23 includes Prior Year Grants; \$980K - Fleet Maint & Repl Allocation including new Vehicles for new Positions; \$(80K) - One-time Capital Equip. & Prior Year Reappropriated One Time items.
Police - Patrol	21,589,478		23,691,833				
Police - Criminal Investigations	9,133,913		8,629,945		2,589,026	5.0%	
Police - Tech. Services	7,905,293		7,901,371				
Police - Professional Standards	3,220,528		3,517,805				
Police - Specialized Enforcement	6,893,662		6,907,221				
Fire - Operations	30,436,126		32,485,445		1,885,748	5.8%	\$1.8M - Revised Sal (Incl New Positions) & Ben; \$100K - Uniforms, Equip & Training; \$(181K) - One Time Grants; \$127K - Fleet Maint & Repl Allocation (includes new Fire Rescue)
Fire - Community Risk Reduction	1,895,000		1,731,429				
Parking - Violations Enforcement	\$ 1,559,296		\$ 1,703,319		\$ 144,023	9.2%	\$101K - Revised Sal & Ben; \$25K - Capital Equip Add - LPRs; \$18K - Fleet Main & Repl Allocation.
Public Safety Debt Service	3,239,012		3,347,021		108,000	3.3%	Annual adj. per debt service schedule
Capital Projects *	14,899,843		2,176,724		(12,723,119)	-85.4%	FY23 includes prior years' reapp'd balances
<b>SUB TTL - PUBLIC SAFETY</b>		103,774,171		95,777,849			

**2023-2024 BUDGET  
EXPENDITURES CLASSIFIED BY FUNCTION \***

DEPTS/DIVISIONS BY FUNCTION	2022-2023 BUDGET		2023-2024 BUDGET		DIFFERENCE		DETAIL
	DIV. AMT.	FUNC. TTL.	DIV. AMT.	FUNC. TTL.	VARIANCE	%	
<b>PHYSICAL ENVIRONMENT</b>							
Public Works - Administration	887,152		909,430				\$705K - Revised Sal & Ben (includes reduction for Position moved to new division in Parking); \$14K - Rental - Mach & Equip; \$(84K) - Gen Operating Exp moved to Parking.
Public Works - Budget & Cap Fd Admin	-		420,659				
Public Works - Transportation	970,321		775,435		639,779	13.4%	
Public Works - Capital Improvement	1,330,443		1,585,452				
Public Works - Engineering	1,579,475		1,716,194				
Public Works - Solid Waste	13,543,469		13,652,763		109,294	0.8%	\$373K - Revised Sal & Ben; \$(76K) - Prof Serv FY23 includes amount rolled ove from prior year; \$127K - Waste Disposal Fees; \$(23K) - Fleet Mtc & Equip Repl Allocation; \$(291K) - One Time Capital
Public Works - Landscape Services	7,248,318		7,170,969		(77,349)	-1.1%	\$186K - Revised Sal & Ben; \$38K - Prof Serv; \$(206K) - Fleet Mtc & Equip Repl Allocation; \$(95K) - FY23 includes Prior Year Reappropriated One-Time Items.
Public Works - Stormwater Utility	2,118,495		2,671,526		553,031	26.1%	\$188K - Revised Sal & Ben (New Positions); \$(24K) - Prof Serv.; \$(70K) - Fleet Mtc & Equip Repl Allocation; \$450K - Op. Contingency.
Public Works - Sanitary Sewers	8,250,117		9,704,126		1,454,009	17.6%	\$81K - Revised Sal & Ben; \$1.06M - Waste Disposal.; \$15K General Services Allocation; \$147K - Fleet Mtc & Fuel Allocation; \$150K - Op. Contingency.
Stormwater Debt Service	139,655		138,784		(871)	-0.6%	Annual adj. per debt service schedule
Sanitary Sewer Debt Service	1,111,988		1,109,988		(2,000)	-0.2%	Annual adj. per debt service schedule
Capital Projects *	48,638,840		8,731,820		(39,907,020)	-82.0%	FY23 includes prior years' reapp'd balances
<b>SUB TTL - PHYSICAL ENVIRONMENT</b>		<b>85,818,273</b>		<b>48,587,146</b>			
<b>TRANSPORTATION</b>							
Public Works - R.O.W./Maint.	3,771,448		3,333,183		(331,002)	-8.1%	\$67K - Revised Sal & Ben; \$(580K) - Fleet Mtc & Fuel Allocation; \$117K - Capital Equip Addition; \$66K - Gen Serv Allocation.
Public Works - Sign Shop	317,960		425,223				
Parking - Trolley / Trans.	3,493,399		3,887,010		393,611	11.3%	\$16K - Revised Sal & Ben; \$262K - Prof Serv for Extended and Saturday Service Previously funded by Grants; \$662K - Fleet Maint & Fuel; \$(533) - One-Time Grants; \$(13K) - One Time Capital
Parking - Mobility & Sustainability	-		274,985				\$135K - Revised Sal & Ben (including move of Sustainability from Public Works to Parking); \$195K Prof Serv.; \$106K - Admin Allocation; \$52K - Move Keep Coral Gables Beautiful from Public Works to Parking; \$(20K) - Fleet Allocations.
Parking - Mobility Hub	503,174		503,088				
Parking - Museum Garage	793,459		751,847				
Parking - Minorca Garage	131,403		324,335		478,670	7.8%	
Parking - Andalusia Garage	519,511		518,773				
Parking - Merrick Place	569,145		526,911				
Parking - On-Street Prkg & Meter Maint.	1,900,533		1,913,473				
Parking - Lots	1,755,250		1,837,733				
Parking Debt Service	970,475		967,796		(2,679)	-0.3%	Annual adj. per debt service schedule
Capital Projects *	30,768,132		7,813,047		(22,955,085)	-74.6%	FY23 includes prior years' reapp'd balances
<b>SUB TTL - TRANSPORTATION</b>		<b>45,493,889</b>		<b>23,077,404</b>			
<b>CULTURE &amp; RECREATION</b>							
Hist. Res. & Cultural Arts - Preservation	970,639		929,467		(274,988)	-12.9%	\$72K - Revised Sal & Ben; \$(50K) - Prof Serv Hist Scanning; \$(297K) - FY22 AIPP & Historic reserves and Grants
Hist. Res. & Cultural Arts - Cultural Arts	1,161,707		927,891				
Comm Rec - Administration	1,274,312		1,323,162				\$470K - Revised Sal & Ben; \$154K - Prof Serv.; \$50K - Gen Operating; \$20K - Field Trips; \$20K - Equipment ; \$180K - Establish Coral Gables Soccer; \$59K - Fleet Allocations
Comm Rec - Tennis Centers	1,276,341		1,332,304				
Comm Rec - Youth Center	3,436,617		3,924,938		952,423	10.6%	
Comm Rec - Adult Services	661,007		713,239				
Comm Rec - Special Events	662,794		722,268				
Comm Rec - Golf Course & Parks Maint.	1,653,911		1,721,094				
Comm Rec - Soccer Program	-		180,400				
Comm Rec - Venetian Pool	1,619,660		1,926,023		306,363	18.9%	\$305K - Revised Sal & Ben
Comm Rec - Cntry Club - Admin	586,709		583,505				\$375K - Revised Sal & Ben; \$280K - Contracted Staff; \$30K - Promo Adv; \$(144K) - Prof Serv; \$20K - Supplies \$(113K) - One Time Capital; \$22K - Gen Liability Ins.
Comm Rec - Cntry Club - Event Venue	1,438,179		1,717,723				
Comm Rec - Cntry Club - Fitness & Pool	1,125,904		1,313,841		472,045	11.6%	
Comm Rec - Cntry Club - Tennis	-		-				
Comm Rec - Cntry Club - Granada Golf	914,561		922,329				
Culture & Recreation Debt	2,579,418		2,533,836		(45,582)	-1.8%	Annual adj. per debt service schedule
Capital Projects *	33,172,902		15,497,657		(17,675,245)	-53.3%	FY23 includes prior years' reapp'd balances
<b>SUB TTL - CULTURE &amp; RECREATION</b>		<b>52,534,661</b>		<b>36,269,677</b>			
<b>TOTAL EXPENDITURES **</b>		<b>\$ 354,642,798</b>		<b>\$ 260,891,062</b>		<b>\$ (93,751,736)</b>	

( ) Indicates a decrease from prior year.

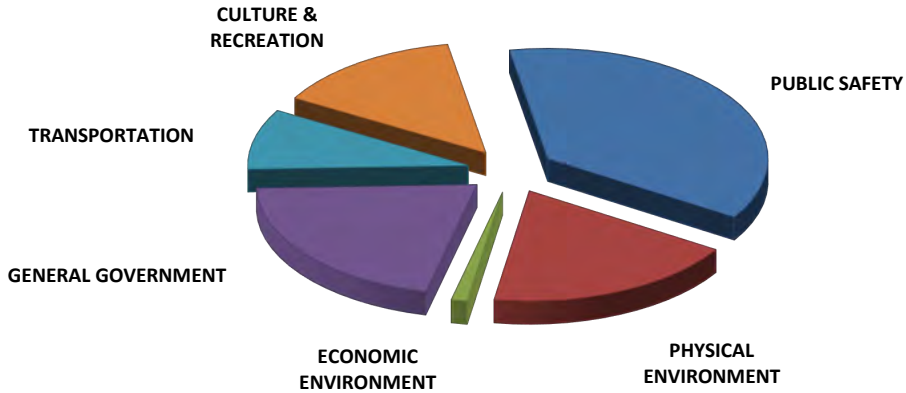
\* Fiscal Year 2022-2023 includes one-time grants that do not repeat for Fiscal Year 2023-2024. If the grants have unspent balances at Fiscal Year 2022-2023 year end, those balances will be reappropriated early in the first quarter of Fiscal Year 2023-2024.

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

**2023-2024 BUDGET  
EXPENDITURES BY FUNCTION**

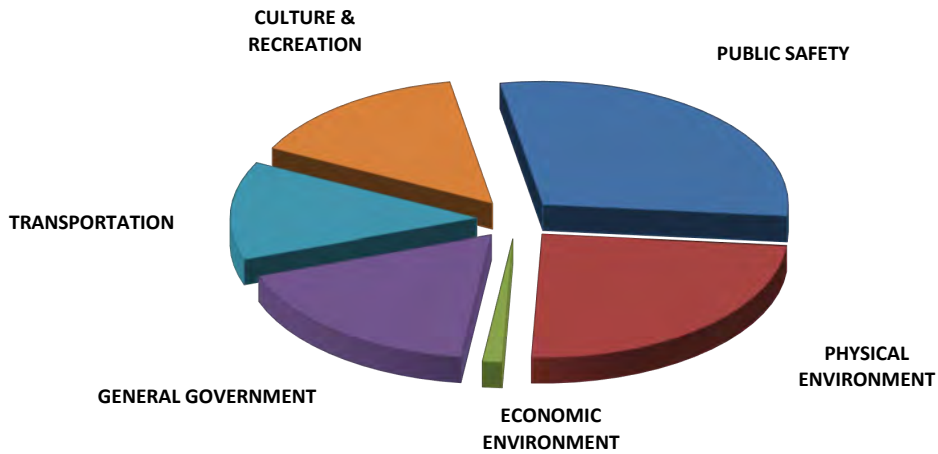
**2023-2024  
\$260,891,062**

---



**2022-2023  
\$354,642,798**

---



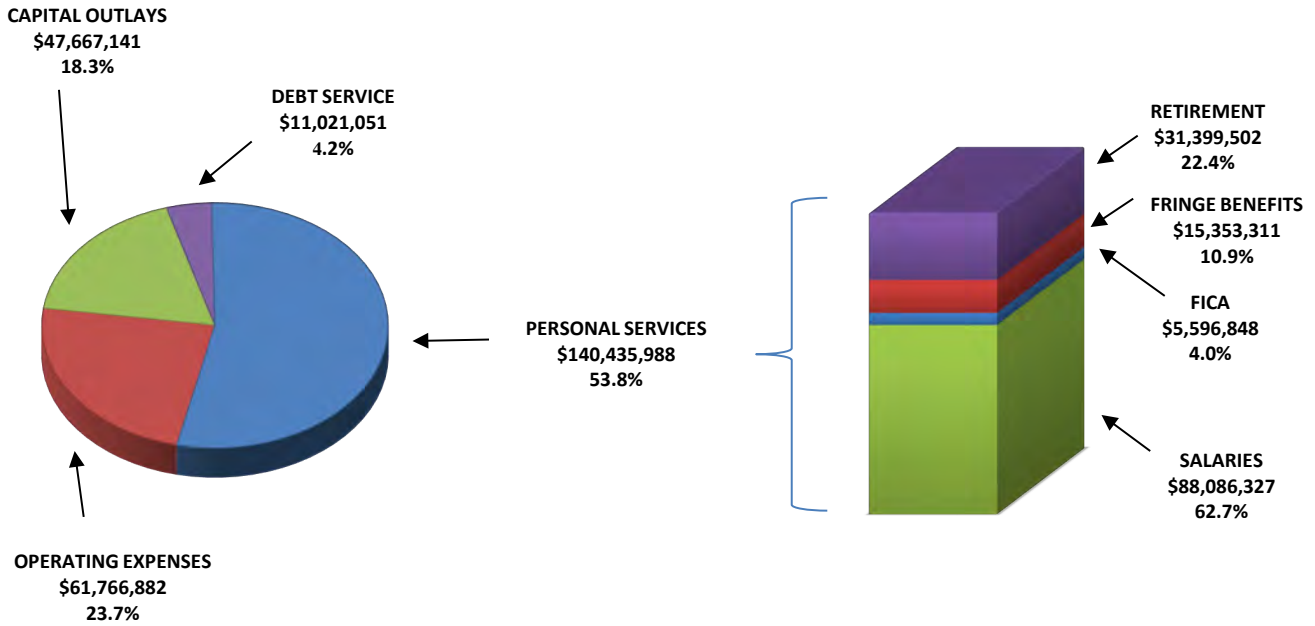
	2022-2023		2023-2024	
	BUDGET	%	BUDGET	%
PUBLIC SAFETY *	\$ 103,774,171	29.3%	\$ 95,777,849	36.7%
PHYSICAL ENVIRONMENT *	85,818,273	24.2%	48,587,146	18.6%
ECONOMIC ENVIRONMENT *	4,562,479	1.3%	3,053,166	1.2%
GENERAL GOVERNMENT *	62,459,325	17.6%	54,125,820	20.7%
TRANSPORTATION *	45,493,889	12.8%	23,077,404	8.8%
CULTURE AND RECREATION *	52,534,661	14.8%	36,269,677	13.9%
<b>TOTAL EXPENDITURES **</b>	<b>\$ 354,642,798</b>	<b>100.0%</b>	<b>\$ 260,891,062</b>	<b>100.0%</b>

\* Fiscal Year 2022-2023 includes one-time grants that do not repeat for Fiscal Year 2023-2024. If the grants have unspent balances at Fiscal Year 2022-2023 year end, those balances will be reappropriated early in the first quarter of Fiscal Year 2023-2024.

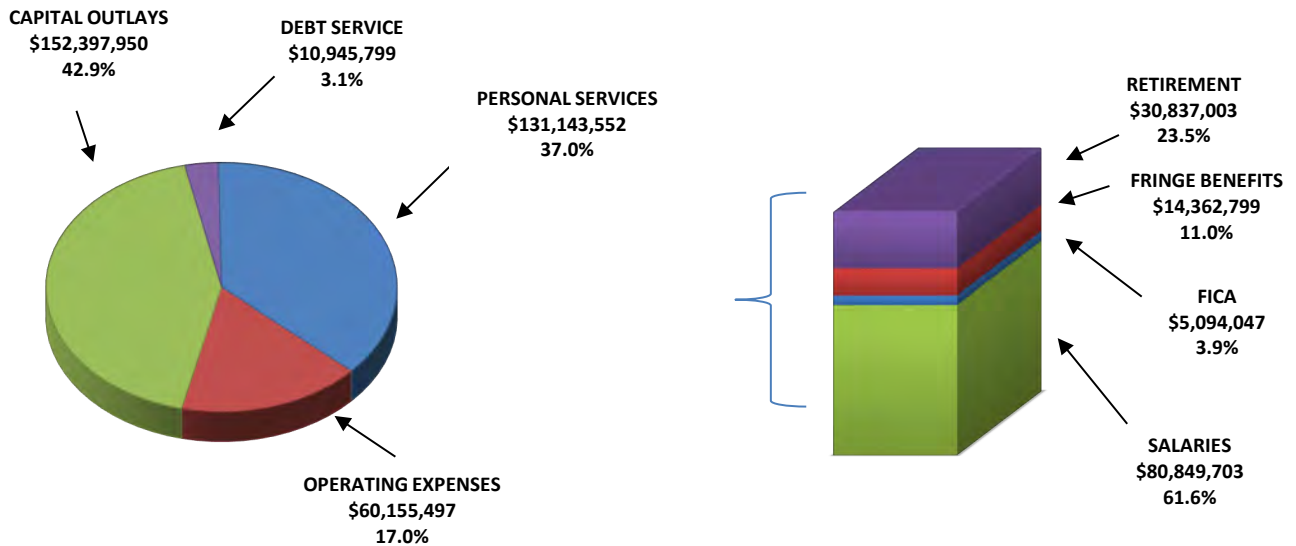
\*\* Total Expenditures are net of transfers to reserves.

## 2023-2024 BUDGET EXPENDITURES BY OBJECT OF EXPENSE

**2023-2024 - \$ 260,891,062 \***



**2022-2023 - \$ 354,642,798 \***



\* Total Expenditures are net of transfers to reserves.

**2023-2024 BUDGET**  
**SUMMARY OF TOTAL EXPENDITURES AND TRANSFERS TO RESERVES**

EXPENDITURE CATEGORIES	2020-2021 ACTUAL	2021-2022 ACTUAL	2022-2023 BUDGET	2023-2024 BUDGET
<b><u>Operating Expense</u></b>				
General Fund Divisions	\$ 145,038,190	\$ 149,190,990	\$ 169,075,342	\$ 176,830,100
Trolley / Transportation Fund Division	2,011,118	2,532,268	3,493,399	3,887,010
Storm Water Division	2,033,188	1,775,942	2,118,495	2,671,526
Sanitary Sewer Division	6,043,158	7,360,706	8,250,117	9,704,126
Venetian Pool	1,109,516	1,257,509	1,619,660	1,926,023
Country Club Divisions	845,141	1,971,537	4,065,353	4,537,398
Parking Fund Divisions	7,463,678	7,915,449	7,731,771	8,354,464
Pension Fund Division	183,338	180,650	182,349	195,302
<b>Total Operating Expense</b>	<b>164,727,327</b>	<b>172,185,051</b>	<b>196,536,486</b>	<b>208,105,949</b>
<b><u>Capital Improvements *</u></b>				
General Improvements	18,661,596	14,541,811	66,884,582	28,272,493
Neighborhood Renaissance Program	33,777	72,174	213,523	7,000
Roadway Improvements	1,069,651	1,466,285	3,727,710	1,220,000
Trolley / Transportation Improvements	59,912	303,558	1,609,013	437,990
Miami-Dade General Obligation Bond Improvements	-	-	-	250,000
Miami-Dade Roadway Impact Fee Improvements	38,034	99,785	1,314,576	-
Coral Gables Impact Fee Improvements				
Administrative Expense	5,876	3,387	-	-
Fire System Improvements	256,299	177,400	2,228,626	-
Mobility System Improvements	-	2,275,580	3,251,564	-
Parks System Improvements	83,214	1,003,886	9,652,890	245,000
Police System Improvements	195,000	40,600	-	-
Total Impact Fee Improvements	540,389	3,500,853	15,133,080	245,000
Stormwater Utility Improvements	1,185,436	1,221,520	23,428,291	5,425,000
Sanitary Sewer Improvements	2,570,104	3,996,470	22,204,304	3,119,320
Coral Gables Country Club Improvements	-	1,612,048	896,645	1,495,000
Parking System Improvements	1,380,905	10,723,209	11,748,789	1,292,259
<b>Total Capital Improvements</b>	<b>25,539,804</b>	<b>37,537,713</b>	<b>147,160,513</b>	<b>41,764,062</b>
<b>Total Operating Exp. &amp; Capital Improvements</b>	<b>190,267,131</b>	<b>209,722,764</b>	<b>343,696,999</b>	<b>249,870,011</b>
<b><u>Debt Service</u></b>				
General Fund Debt	8,042,311	7,707,187	8,535,178	8,548,769
Biltmore Hotel Debt	157,967	124,259	188,503	255,714
Stormwater Fund	113,791	113,989	139,655	138,784
Sanitary Sewer Fund	554,286	567,124	1,111,988	1,109,988
Parking Fund	1,004,513	363,684	970,475	967,796
<b>Total Debt Service</b>	<b>9,872,868</b>	<b>8,876,243</b>	<b>10,945,799</b>	<b>11,021,051</b>
<b>Total Expense and Debt Service</b>	<b>200,139,999</b>	<b>218,599,007</b>	<b>354,642,798</b>	<b>260,891,062</b>
<b><u>Transfers to Reserves</u></b>				
General Fund Reserve	-	12,795,550	-	-
General Fund - Historic Building Fund	-	-	1,000,000	-
General Capital Improvements Fund	47,507,330	40,786,464	-	-
Neighborhood Renaissance Program Fund	244,320	220,621	-	-
Roadway Improvement Fund	2,849,586	2,344,016	-	-
Trolley / Transportation Fund	1,754,338	1,593,024	229,486	-
Coral gables Impact Fee Fund	9,291,591	522,429	-	-
Venetian Pool Fund	-	714,658	-	-
Stormwater Utility Fund	11,521,829	16,430,881	115,798	54,690
Sanitary Sewer Fund	3,926,882	20,199,716	11,575	-
Parking Fund	17,925,082	14,013,264	-	-
Parking Fund - Reserve for Capital Debt	-	-	1,200,000	2,200,000
<b>Total Transfers to Reserves</b>	<b>95,020,958</b>	<b>109,620,623</b>	<b>2,556,859</b>	<b>2,254,690</b>
<b>Total Expenditures &amp; Transfers to Reserves</b>	<b>\$ 295,160,957</b>	<b>\$ 328,219,630</b>	<b>\$ 357,199,657</b>	<b>\$ 263,145,752</b>

\* Fiscal Year 2022-2023 includes one-time grants, and reappropriated expenditures and capital projects that do not repeat for Fiscal Year 2022-2024. If any of these items have unused balances at Fiscal Year 2022-2023 year end, those balances will be reappropriated early in the first quarter of Fiscal Year 2023-2024.



**2023-2024 BUDGET**

**SUMMARY OF TOTAL GENERAL FUND EXPENDITURES AND TRANSFERS TO RESERVES**

<u>DEPARTMENT</u>	<u>DIVISION</u>	<u>2020-2021 ACTUAL</u>	<u>2021-2022 ACTUAL</u>	<u>2022-2023 BUDGET</u>	<u>2023-2024 BUDGET</u>
City Commission	City Commission	\$ 550,448	\$ 628,842	\$ 741,343	\$ 1,118,367
City Attorney	City Attorney	2,311,866	2,479,938	2,908,257	2,882,080
City Clerk	Administration	867,060	962,598	1,035,552	1,049,155
	Special Revenue Expenses	908,691	1,028,471	1,155,501	1,268,913
	Elections	299,847	3,554	345,000	6,000
City Manager	Administration	1,448,926	1,475,781	2,121,547	2,232,614
	Communications & Public Affairs	814,560	755,093	999,476	903,197
	Internal Auditing	91,112	62,153	121,856	98,076
Human Res & Risk Mgmt	Administration	-	-	-	618,855
	Employee Services	1,729,293	1,827,710	2,181,242	1,472,497
	Labor Relations & Risk Mgmt	739,752	853,414	928,199	747,853
Development Services	Administration	483,237	329,003	563,662	626,790
	Building	4,340,102	4,984,275	7,010,207	8,941,206
	Planning & Zoning	2,184,720	2,069,477	2,430,743	2,332,359
	Code Enforcement	1,311,760	1,372,467	1,672,201	1,489,534
Hist. Res. & Cultural Arts	Historic Preservation	986,352	953,256	970,639	929,467
	Cultural Arts	1,010,053	903,732	1,161,707	927,891
Public Works	Administration	760,008	797,398	887,152	909,430
	Budget & Capital Fund Admin.	-	-	-	420,659
	Transportation	718,135	881,583	970,321	775,435
	Capital Improvement	1,183,207	1,088,769	1,330,443	1,585,452
	Engineering	1,438,667	1,418,659	1,579,475	1,716,194
	ROW Enforcement & Maintenance	3,400,090	3,402,576	3,771,448	3,333,183
	Sign Shop	304,642	306,129	317,960	425,223
	Solid Waste	11,983,875	12,188,286	13,543,469	13,652,763
	Greenspace Management	6,359,416	6,108,307	7,248,318	7,170,969
Finance	Administration	487,238	540,338	647,601	805,955
	Collections	754,183	719,017	820,893	778,809
	Reporting & Operations	1,076,975	1,181,623	1,278,426	1,434,956
	Procurement	995,431	992,558	1,347,424	1,262,296
	Mgmt, Budget & Compliance	686,249	697,929	786,373	731,403
Innovation & Technology	Innovation & Tecnology	5,794,714	6,117,007	8,795,232	10,633,784
Police	Administration	3,272,053	2,835,826	3,002,020	3,685,745
	Uniform Patrol	19,556,561	20,098,330	21,589,478	23,691,833
	Criminal Investigations	8,636,049	8,495,904	9,133,913	8,629,945
	Technical Services	7,517,673	7,435,534	7,905,293	7,901,371
	Professional Standards	2,377,997	3,009,797	3,220,528	3,517,805
	Specialized Enforcement	6,454,482	6,625,285	6,893,662	6,907,221
Fire	Operations	30,031,489	30,555,034	30,436,126	32,485,445
	Community Risk Reduction	-	-	1,895,000	1,731,429
Community Recreation	Administration	1,003,661	1,165,332	1,274,312	1,323,162
	Tennis Centers	1,018,319	1,133,298	1,276,341	1,332,304
	Youth Center	2,477,412	2,940,047	3,436,617	3,924,938
	Adult Services	277,361	342,136	661,007	713,239
	Special Events	376,941	680,539	662,794	722,268
	Golf Course & Parks Maint.	1,014,778	1,014,756	1,653,911	1,721,094
	Soccer Program	-	-	-	180,400
Economic Development	Economic Development	1,240,183	1,221,162	1,802,980	1,524,118
Non Departmental	Non Departmental	3,762,622	4,508,067	4,559,693	3,556,418
<b>Total General Fund Operating Expense</b>		<b>145,038,190</b>	<b>149,190,990</b>	<b>169,075,342</b>	<b>176,830,100</b>
	Transfer to General Fund Reserve	509,524	11,258,080	-	-
	Transfer to Historic Building Fund	-	-	1,000,000	-
	Transfer to Hurricane Fund	3,547,517	-	-	-
	Transfer to Sunshine State Debt Service Fund	8,082,686	6,918,373	7,862,070	7,877,117
	Transfer to Capital Improvement Fund	15,046,908	23,779,971	15,072,662	19,357,730
	Transfer to Neighborhood Renaissance Fund	-	11,487	-	-
	General Fund Subsidy to the Venetian Pool Fund	338,913	104,594	420,660	729,023
	General Fund Subsidy to the Coral Gables Country Club Fund	422,537	57,254	-	1,638,398
	Transfer to Parking Fund	-	64,500	45,150	-
	Transfer to the Health Insurance Fund	1,250,177	827,553	-	-
	Transfer to The Coral Gables Retirement System	-	-	-	97,651
<b>Total General Fund</b>		<b>\$ 174,236,452</b>	<b>\$ 192,212,802</b>	<b>\$ 193,475,884</b>	<b>\$ 206,530,019</b>

**CAPITAL AND ENTERPRISE FUND SUMMARIES  
2023-2024 BUDGET**

**CAPITAL IMPROVEMENT FUNDS**

REVENUES vs EXPENDITURES	GENERAL CAPITAL IMPROVEMENTS	ROADWAY IMPROVEMENT PROGRAM	NEIGHBORHOOD RENAISSANCE PROGRAM	MIAMI-DADE COUNTY GOB	TROLLEY/ TRANS. PROGRAM	CORAL GABLES IMPACT FEES	TOTAL
<b>REVENUES</b>							
Sales & Use Taxes	\$ -	\$ 1,205,000	\$ -	\$ -	\$ 3,375,000	\$ -	\$ 4,580,000
Intergovernmental Revenue	2,775,000	-	-	250,000	-	-	3,025,000
Miscellaneous Revenues	400,000	-	-	-	-	-	400,000
Developer Fees	-	-	-	-	-	-	-
Transfers from Other Funds	19,357,730	-	-	-	-	-	19,357,730
Transfer from Fund Balance	4,939,763	15,000	7,000	-	950,000	245,000	6,156,763
	<u>\$ 27,472,493</u>	<u>\$ 1,220,000</u>	<u>\$ 7,000</u>	<u>\$ 250,000</u>	<u>\$ 4,325,000</u>	<u>\$ 245,000</u>	<u>\$ 33,519,493</u>
<b>EXPENDITURES</b>							
General Government	\$ 7,544,814	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,544,814
Public Safety	2,176,724	-	-	-	-	-	2,176,724
Physical Environment	187,500	-	-	-	-	-	187,500
Transportation	4,605,798	1,220,000	7,000	250,000	4,325,000	-	10,407,798
Culture & Recreation	13,757,657	-	-	-	-	245,000	14,002,657
	<u>\$ 28,272,493</u>	<u>\$ 1,220,000</u>	<u>\$ 7,000</u>	<u>\$ 250,000</u>	<u>\$ 4,325,000</u>	<u>\$ 245,000</u>	<u>\$ 34,319,493</u>

**ENTERPRISE FUNDS**

REVENUES vs EXPENDITURES	STORM WATER UTILITY	SANITARY SEWER	VENETIAN POOL	COUNTRY CLUB	PARKING SYSTEM	BILTMORE COMPLEX & GOLF COURSE	TOTAL
<b>REVENUES</b>							
Charges for Services	\$ 8,290,000	\$ 12,590,000	\$ 982,000	\$ 6,032,398	\$ 18,026,553	\$ 179,000	\$ 46,099,951
Intergovernmental Revenue	-	700,000	-	-	-	-	700,000
Fines & Forfeitures	-	-	-	-	1,500,000	-	1,500,000
Miscellaneous Revenues	-	-	215,000	-	696,597	1,855,714	2,767,311
Transfers from Other Funds	-	-	729,023	1,638,398	-	-	2,367,421
Transfer from Fund Balance	-	643,434	-	-	-	-	643,434
	<u>\$ 8,290,000</u>	<u>\$ 13,933,434</u>	<u>\$ 1,926,023</u>	<u>\$ 7,670,796</u>	<u>\$ 20,223,150</u>	<u>\$ 2,034,714</u>	<u>\$ 54,078,117</u>
<b>EXPENDITURES</b>							
Physical Environment	\$ 7,791,526	\$ 12,138,446	\$ -	\$ -	\$ -	\$ -	\$ 19,929,972
Transportation	-	-	-	-	9,646,723	-	9,646,723
Culture & Recreation	-	-	1,926,023	6,032,398	-	179,000	8,137,421
Debt Service	138,784	1,109,988	-	-	967,796	255,714	2,472,282
Transfers/Contributions to Other Funds	305,000	685,000	-	-	7,408,631	1,600,000	9,998,631
Transfer to Fund Balance	54,690	-	-	-	2,200,000	-	2,254,690
	<u>\$ 8,290,000</u>	<u>\$ 13,933,434</u>	<u>\$ 1,926,023</u>	<u>\$ 6,032,398</u>	<u>\$ 20,223,150</u>	<u>\$ 2,034,714</u>	<u>\$ 52,439,719</u>

**CITY OF CORAL GABLES**  
**SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**  
**2023-2024 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>
<b>Fund Balance @ 09/30/22 (Audited)</b>	<b>\$ 77,400,477</b>	<b>\$ 3,180</b>	<b>\$ 66,092,351</b>	<b>\$ 4,916,983</b>	<b>\$ 148,412,991</b>
Fiscal Year 2022-2023 (Estimated)					
Revenues	186,614,000	8,723,681	31,646,727	97,821,584	324,805,992
Expenditures	193,475,884	8,723,681	92,184,218	93,195,908	387,579,691
<b>FY 2023 Change in Fund Balance</b>	<b>(6,861,884)</b>	<b>-</b>	<b>(60,537,491)</b>	<b>4,625,676</b>	<b>(62,773,699)</b>
<b>Fund Balance @ 09/30/23(Estimated)</b>	<b>70,538,593</b>	<b>3,180</b>	<b>19,308,966</b>	<b>9,542,659</b>	<b>85,639,292</b>
Fiscal Year 2023-2024 Budget					
Revenues:					
Taxes	139,853,649	-	4,580,000	-	144,433,649
Licenses	3,859,125	-	-	-	3,859,125
Permits	9,691,800	-	-	1,000	9,692,800
Intergovernmental	7,400,000	-	2,775,000	700,000	10,875,000
General Government Fees	3,530,000	-	-	-	3,530,000
Public Safety Fees	4,060,000	-	-	-	4,060,000
Use Charges	9,548,640	-	-	38,906,553	48,455,193
Recreation Fees	2,972,400	-	-	5,554,000	8,526,400
Fines & Forfeitures	1,130,000	-	-	1,500,000	2,630,000
Investment Earnings	3,000,000	-	400,000	-	3,400,000
Rentals & Concessions	3,748,747	-	-	2,767,311	6,516,058
Miscellaneous Revenue	150,000	671,652	800,000	-	1,621,652
Transfers In	10,742,631	8,132,831	19,357,730	2,367,421	40,600,613
Total Revenues	199,686,992	8,804,483	27,912,730	51,796,285	288,200,490
Expenditures:					
General Government	44,991,117	-	7,544,814	-	52,535,931
Economic Environment	1,524,118	-	-	-	1,524,118
Public Safety	88,550,794	-	2,176,724	1,703,319	92,430,837
Physical Environment	26,230,902	-	187,500	20,919,972	47,338,374
Transportation	3,758,406	-	10,157,798	7,943,404	21,859,608
Culture & Recreation	15,728,656	-	14,002,657	7,958,421	37,689,734
Debt Service	-	8,804,483	-	2,216,568	11,021,051
Transfers Out	29,699,919	-	-	9,443,345	39,143,264
Total Expenditures	210,483,912	8,804,483	34,069,493	50,185,029	303,542,917
<b>FY 2024 Change in Fund Balance</b>	<b>(10,796,920)</b>	<b>-</b>	<b>(6,156,763)</b>	<b>1,611,256</b>	<b>(15,342,427)</b>
<b>Fund Balance @ 09/30/24 Estimated)</b>	<b>\$ 59,741,673</b>	<b>\$ 3,180</b>	<b>\$ 13,152,203</b>	<b>\$ 11,153,915</b>	<b>\$ 70,296,865</b>

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

In the General Fund - For FY23 - Planned use of fund balance for one-time items or transfer to General Capital Improvement Fund.  
In the General Fund - For FY24 - Planned use of fund balance for one-time items or transfer to General Capital Improvement Fund.

In the Capital Projects Funds - For FY23 - Planned use of fund balance for capital projects.  
In the Capital Projects Funds - For FY24 - Planned use of fund balance for capital projects.

In the Enterprise Funds - For FY23 - Planned use of fund balance for capital projects.  
In the Enterprise Funds - For FY24 - Planned use of fund balance for capital projects.

**2023-2024 BUDGET**  
**ENTERPRISE FUNDS OPERATIONS SUMMARY**

DETAIL	2020-2021 ACTUAL	2021-2022 ACTUAL	2022-2023 BUDGET	2023-2024 BUDGET
<b><u>STORMWATER UTILITY FUND (400)</u></b>				
Operating Revenue	\$ 6,396,266	\$ 7,401,510	\$ 3,500,000	\$ 8,290,000
Operating Expense	(1,425,081)	(872,443)	(12,960)	(120,223)
Operating Income (Loss)	4,971,185	6,529,067	3,487,040	8,169,777
Grant Revenue	93,043	48,238	846,062	-
Investment Earnings	3,094	(447,741)	-	-
Miscellaneous Revenue	-	-	-	-
Prior Year Reappropriations	-	-	17,536,177	-
Capital Projects	(1,185,436)	(1,221,520)	(23,428,291)	(5,425,000)
Interest Expense	(32,884)	(30,401)	-	-
Debt Expense	-	-	(139,655)	(138,784)
Depreciation Expense	(110,455)	(108,871)	-	-
Net Income (Loss)	3,738,547	4,768,772	(1,698,667)	2,605,993
Transfers to (from) Reserve	3,049,771	4,167,712	(2,003,667)	2,300,993
Contribution to (from) General Fund	<u>\$ 688,776</u>	<u>\$ 601,060</u>	<u>\$ 305,000</u>	<u>\$ 305,000</u>
<b><u>SANITARY SEWER FUND (410)</u></b>				
Operating Revenue	\$ 10,564,504	\$ 11,833,617	\$ 11,788,000	\$ 12,590,000
Operating Expense	(4,586,582)	(6,922,593)	(7,565,117)	(9,019,126)
Operating Income (Loss)	5,977,922	4,911,024	4,222,883	3,570,874
Grant Revenue	44,190	-	500,000	700,000
Investment Earnings	(17,292)	693,901	-	-
Prior Year Reappropriations	-	-	19,289,984	-
Miscellaneous Revenue	-	-	-	-
Capital Projects	(2,570,104)	(3,996,470)	(22,204,304)	(3,119,320)
Interest Expense	(183,419)	(247,124)	-	-
Debt Expense	-	-	(1,111,988)	(1,109,988)
Depreciation Expense	(471,995)	(525,529)	-	-
Net Income (Loss)	2,779,302	835,802	696,575	41,566
Transfers to (from) Reserve	1,333,658	(417,212)	11,575	(643,434)
Contribution to (from) General Fund	<u>\$ 1,445,644</u>	<u>\$ 1,253,014</u>	<u>\$ 685,000</u>	<u>\$ 685,000</u>
<b><u>PARKING SYSTEM FUND (460)</u></b>				
Operating Revenue	\$ 15,672,748	\$ 18,001,323	\$ 18,233,079	\$ 20,223,150
Operating Expense	(5,854,103)	5,270,999	(7,166,771)	(7,789,464)
Operating Income (Loss)	9,818,645	23,272,322	11,066,308	12,433,686
Investment Earnings	3,561	(338,816)	-	-
Miscellaneous Revenue/(Expense)	5	(45,000)	-	-
Interest Expense	(372,080)	(102,626)	-	-
Prior Year Reappropriations	-	-	11,493,834	-
Capital Projects	(1,380,905)	(10,723,209)	(11,748,789)	(1,292,259)
Debt Expense	-	-	(970,475)	(967,796)
Depreciation Expense	(946,515)	(1,205,500)	-	-
Net Income (Loss)	7,122,711	10,857,171	9,840,878	10,173,631
Transfers to (from) Reserve	2,396,839	4,737,927	1,032,371	2,200,000
Contribution to (from) General Fund	<u>\$ 4,725,872</u>	<u>\$ 6,119,244</u>	<u>\$ 8,808,507</u>	<u>\$ 7,973,631</u>

**CAPITAL PROJECTS - NEW/ADDITIONAL FUNDING  
2023-2024 BUDGET**

CAPITAL PROJECT CATEGORIES	PRIOR YEAR AVAIL & ENCUMBRANCES	FY24 NEW FUNDING	FY24 TOTAL AVAILABLE FUNDS
<b>Capital Equipment</b>			
IT Data Systems Equipment Matrix	\$ 1,139,838	\$ 2,118,470	\$ 3,258,308
Public Art Restoration Matrix	279,653	52,580	332,233
Emergency Generator Matix	633,500	680,000	1,313,500
<b>Total Capital Equipment</b>	<b>2,052,991</b>	<b>2,851,050</b>	<b>4,904,041</b>
<b>Facility Repairs/Improvements</b>			
Roof Replacements Matrix - Citywide	1,955,989	541,007	2,496,996
HVAC Replacements Matrix - Citywide	1,619,643	579,996	2,199,639
Elevator Repair/Replacement Matrix	728,612	258,841	987,453
Recertification of City Facilities	331,112	1,200,000	1,531,112
ADA Remediation	419,250	100,000	519,250
Trolley Depot Fueling Stat. Concrete Slab Replacement	-	91,000	91,000
Renovation of Passport Facility	607,825	1,876,300	2,484,125
Energy & Water efficiency at Facilities	291,657	190,200	481,857
<b>Total Facility Projects</b>	<b>5,954,088</b>	<b>4,837,344</b>	<b>10,791,432</b>
<b>Historic Facility Repairs/Restorations</b>			
Entrances & Fountains Matrix	57,652	54,534	112,186
White Way Lights Restoration	694,884	856,194	1,551,078
Centennial Trail	-	56,000	56,000
Biltmore Hotel Renovations	-	800,000	800,000
Alhambra Water Tower Restoration	46,353	1,050,000	1,096,353
Venetian Facility Improvements	3,245,270	3,600,000	6,845,270
City Hall Complex	2,590,436	1,636,716	4,227,152
Coral Gables Country Club Improvements	285,339	500,000	785,339
<b>Total Historic Facility Projects</b>	<b>6,919,934</b>	<b>8,553,444</b>	<b>15,473,378</b>
<b>Motor Pool Equipment Replacements/Additions *</b>			
Motor Vehicle Replacements/Additions Matrix	5,736,235	4,868,458	10,604,693
<b>Total Motor Pool Projects</b>	<b>5,736,235</b>	<b>4,868,458</b>	<b>10,604,693</b>
* Motorpool is an Internal Service Fund where all costs are distributed to user departments and therefore included in the budget in those locations. The New Funding total of this schedule includes the cost of Motorpool additions/replacements for illustrative purposes only. This schedule can be reconciled with the Summary of Total Expenditures and Transfers to Reserves schedule by subtracting the Motorpool new funding contained herein.			
<b>Parking Repairs/Improvements</b>			
Parking Lots 8, 12, & 16 & Garages 2, 6 & Matrix	1,716,571	892,259	2,608,830
Installation of Multi-Space Pay Stations	304,470	150,000	454,470
Miracle Mile/Giralda Streetscape - Paver Maintenance Program	312,502	250,000	562,502
<b>Total Parking Projects</b>	<b>2,333,543</b>	<b>1,292,259</b>	<b>3,625,802</b>
<b>Parks &amp; Recreation Repairs/Improvements</b>			
Purchase of Land	3,573,148	245,000	3,818,148
Parks & Recreation Replacement Matrix	5,917,885	1,836,363	7,754,248
Blue Road Open Space Improvements	200,000	498,872	698,872
Granada Golf Course Diner Renovations	73,248	1,443,473	1,516,721
Rotary Park Enhancement	-	212,800	212,800
Phillips Park	3,151,502	1,500,000	4,651,502
Youth Center Improvements	-	250,000	250,000
Toledo & Alava Neighborhood Park Improvements	304,853	905,125	1,209,978
<b>Total Parks &amp; Recreation Projects</b>	<b>13,220,636</b>	<b>6,891,633</b>	<b>20,112,269</b>

**CAPITAL PROJECTS - NEW/ADDITIONAL FUNDING  
2023-2024 BUDGET**

CAPITAL PROJECT CATEGORIES	PRIOR YEAR AVAIL & ENCUMBRANCES	FY24 NEW FUNDING	FY24 TOTAL AVAILABLE FUNDS
<b>Public Safety Improvements</b>			
Fire Equipment Replacement Program	775,691	249,132	1,024,823
Fire House 4 Construction	10,377,817	975,000	11,352,817
Park AED/Camera Surveillance Installation	-	200,000	200,000
Mobile Radio Replacement Program	1,547,649	658,988	2,206,637
Police Sniper Rifle Replacement Program	56,010	12,604	68,614
Police Body Worn Camera Replacement Program	1,259,283	81,000	1,340,283
<b>Total Public Safety Projects</b>	<b>14,016,450</b>	<b>2,176,724</b>	<b>16,193,174</b>
<b>Transportation &amp; Right of Way Improvements</b>			
Sidewalk Repair/Replacement Program	523,178	1,250,000	1,773,178
New Sidewalk Installation	444,043	500,000	944,043
Citywide Street Resurfacing Program	1,086,318	700,000	1,786,318
Citywide Traffic Calming Program	3,254,935	1,465,560	4,720,495
Street Tree Succession Plan	311,183	100,000	411,183
Bridge Repairs & Improvements	92,554	800,000	892,554
Last Mile Transit Stop Improvements	1,365,515	393,651	1,759,166
Commodore Trail Rehabilitation	-	250,000	250,000
Granada & Columbus Plazas Transportation Impr.	714,647	100,000	814,647
Ponce De Leon Blvd Streetscape Improvement - Phase III	2,159,045	250,000	2,409,045
Residential Waste Pit Restoration	107,293	100,000	207,293
Citywide Landscaping & Irrigation Impr.	24,061	520,577	544,638
<b>Total Transportation &amp; Roadway Projects</b>	<b>10,082,772</b>	<b>6,429,788</b>	<b>16,512,560</b>
<b>Utility Repairs/Improvements</b>			
Sanitary Sewer Infrastructure Matrix	2,417,217	1,659,320	4,076,537
Pump Station Replacement Matrix	-	100,000	100,000
Force Main Replacement Program	15,144,308	800,000	15,944,308
Electric Atlas Update & Model Calibration	128,833	50,000	178,833
Sewer Pipe Cameras	53,627	10,000	63,627
Citywide Inflow & Infiltration Abatement	414,518	500,000	914,518
Citywide Septic to Sewer Conversion Assessment	702,750	187,500	890,250
Sea Level Rise Mitigation Program (Infrastructure Reserve)	16,733,264	4,115,000	20,848,264
Stormwater System Improvement Program	2,199,314	300,000	2,499,314
Cross-Connection Removal	277,361	100,000	377,361
Coral Gables Waterways Maintenance	1,974,128	610,000	2,584,128
Cocoplum Drainage Improvements	1,050,644	200,000	1,250,644
Sunrise Harbor Drainage/Repair Assessment	4,736	100,000	104,736
<b>Total Utility Repair/Improvement Projects</b>	<b>41,100,700</b>	<b>8,731,820</b>	<b>49,832,520</b>
<b>Total Projects</b>	<b>\$ 101,417,349</b>	<b>\$ 46,632,520</b>	<b>\$ 148,049,869</b>

**CITY OF CORAL GABLES**  
**FISCAL YEAR 2024-2028 FIVE YEAR CAPITAL IMPROVEMENT PLAN**  
**PROJECT LISTING BY FISCAL YEAR**

PAGE #	PROJECT NAME	PRIOR YEARS EXP	FIVE-YEAR ESTIMATE										FIVE-YEAR PROJECT TOTAL	TOTAL PROJ LIFE TO DATE EXP
			2024				2025	2026	2027	2028				
			PR YR AVAIL	OPEN P.O.	NEW	TOTAL								
<b>CAPITAL EQUIPMENT PROJECTS</b>														
15	Network Infrastructure Matrix	\$ 12,288,151	\$ 457,439	\$ 682,399	\$ 2,118,470	\$ 3,258,308	\$ 2,243,968	\$ 2,243,968	\$ 2,243,968	\$ 2,243,968	\$ 12,234,180	\$ 24,522,331		
17	Emergency Generator Installation	1,234,369	633,500	-	680,000	1,313,500	2,060,000	350,000	350,000	350,000	4,423,500	5,657,869		
19	Citywide Litter Receptacles	147,526	140,474	-	-	140,474	-	-	-	-	140,474	288,000		
21	Wi-Fi Capital Improvement Project	557,830	1,917,981	-	682,826	2,600,807	130,787	130,787	-	-	2,862,381	3,420,211		
23	LPR/Speed Trailers	-	-	-	-	-	100,000	50,000	50,000	50,000	250,000	250,000		
25	Public Art Restoration Matrix	167,000	279,653	-	52,580	332,233	53,369	54,170	54,983	55,808	550,563	717,563		
<b>TOTAL CAPITAL EQUIPMENT PROJECTS</b>		<b>14,495,076</b>	<b>3,429,047</b>	<b>1,365,225</b>	<b>2,851,050</b>	<b>7,645,322</b>	<b>4,588,124</b>	<b>2,828,925</b>	<b>2,698,951</b>	<b>2,699,776</b>	<b>20,461,098</b>	<b>34,855,974</b>		
<b>FACILITY REPAIRS/IMPROVEMENT PROJECTS</b>														
29	Citywide Roof Replacement Matrix	3,665,737	1,579,770	376,219	541,007	2,496,996	1,497,955	627,852	659,245	692,207	5,974,255	9,639,992		
31	HVAC Equipment Replacement Matrix	490,587	1,421,579	198,064	579,996	2,199,639	485,885	510,179	535,688	562,472	4,293,863	4,784,450		
33	Citywide Elevator Replacement Matrix	832,407	721,112	7,500	258,841	987,453	227,688	159,535	365,512	164,357	1,904,545	2,736,952		
34	Waterproofing of Historic Facilities Matrix	-	-	-	-	-	743,224	754,373	765,687	777,173	3,040,457	3,040,457		
35	Waterproofing of Non-Historic Facilities Matrix	-	-	-	-	-	589,531	692,555	702,943	713,487	2,698,516	2,698,516		
37	ADA Remediation	30,750	399,400	19,850	100,000	519,250	200,000	200,000	200,000	200,000	1,319,250	1,350,000		
39	Optimize Energy/Water Efficy at City Facilities	533,743	291,657	-	190,200	481,857	190,200	190,200	190,200	190,200	1,242,657	1,776,400		
40	Citywide Environmental Remediation	66,997	448,004	53,031	-	501,035	1,231,135	1,140,000	240,000	240,000	3,352,170	3,419,167		
41	Right of Way & Utility Divisions' Employee Locker Rooms	304,352	-	1,976	-	1,976	-	-	-	-	1,976	306,328		
42	Renovation of 240 Aragon Avenue (Coral Gables Cinema)	-	350,000	-	-	350,000	-	-	-	-	350,000	350,000		
43	Public Works Building 6 Space Programming	20,155	-	-	-	-	228,949	-	-	-	228,949	249,104		
45	Facilities Impact Glass Installation	-	387,250	-	-	387,250	265,000	365,000	60,000	-	1,077,250	1,077,250		
46	Metal Canopy Structure for Public Works Fuel Station	2,500	200	4,800	-	5,000	11,500	147,000	-	-	163,500	166,000		
47	Public Works Facility Exterior Painting	-	-	-	-	-	178,000	178,000	-	-	356,000	356,000		
48	Solar PV at Public Works Facility	-	-	-	-	-	250,000	250,000	250,000	-	750,000	750,000		
49	Open Storage Structure at Public Works Facility	-	-	-	-	-	-	2,448,000	-	-	2,448,000	2,448,000		
50	Recertification of City Facilities	10,386	243,401	87,711	1,200,000	1,531,112	100,000	100,000	100,000	100,000	1,931,112	1,941,498		
51	Renovation of Passport Facility	61,419	599,244	8,581	1,876,300	2,484,125	-	-	-	-	2,484,125	2,545,544		
<b>TOTAL FACILITY REPAIRS/IMPROVEMENT PROJECTS</b>		<b>6,019,033</b>	<b>6,441,617</b>	<b>757,732</b>	<b>4,746,344</b>	<b>11,945,693</b>	<b>6,199,067</b>	<b>7,762,694</b>	<b>4,069,275</b>	<b>3,639,896</b>	<b>33,616,625</b>	<b>39,635,658</b>		
<b>HISTORIC FACILITY IMPROVEMENT PROJECTS</b>														
55	Entrances & Fountains Refurbishment Matrix	142,348	15,882	41,770	54,534	112,186	156,818	159,205	161,593	164,017	753,819	896,167		
57	Merrick House Repairs/Improvements	1,951,504	23,517	-	-	23,517	-	-	-	-	23,517	1,975,021		
59	City Hall Complex Impr. Including 427 Biltmore Way	6,204,002	2,257,733	332,703	4,136,716	6,727,152	907,798	6,650,000	2,871,094	-	17,156,044	23,360,046		
61	Jean Ward Sculptures	74,126	177,874	-	-	177,874	-	-	-	-	177,874	252,000		
63	Gondola Building Restoration	29,955	1,745,045	-	-	1,745,045	-	-	-	-	1,745,045	1,775,000		
65	White Way Lights Restoration	778,054	323,695	371,189	856,194	1,551,078	-	-	-	-	1,551,078	2,329,132		
67	Venetian Facility Improvements	2,630,760	3,218,830	26,440	1,100,000	4,345,270	-	-	-	-	4,345,270	6,976,030		
69	Venetian Pool Salt Water Intrusion Mitigation	-	-	-	-	-	-	500,000	500,000	500,000	1,500,000	1,500,000		
71	Centennial Trail	-	-	-	56,000	56,000	56,000	56,000	-	-	168,000	168,000		
73	Fink Building Renovations	2,538,164	73,649	41,689	-	113,338	-	-	-	-	113,338	2,653,502		
75	Alhambra Water Tower Restoration	29,000	46,353	-	1,050,000	1,096,353	954,702	-	150,000	150,000	2,351,055	2,380,055		
76	Biltmore Hotel Renovations	4,119,475	-	-	800,000	800,000	601,383	-	-	-	1,401,383	5,520,858		
77	Girl Scout House Restoration	-	-	-	-	-	50,000	-	-	-	50,000	50,000		
79	Structural Preservation Assessment at City Facilities	-	112,652	-	-	112,652	8,000	-	-	-	120,652	120,652		
81	Miracle Theater Restoration	-	200,000	-	-	200,000	600,000	-	3,055,500	150,000	4,005,500	4,005,500		
83	Coral Gables Museum Repairs	-	-	-	-	-	491,000	-	-	100,000	591,000	591,000		
<b>TOTAL HISTORIC FACILITY IMPROVEMENT PROJECTS</b>		<b>18,497,388</b>	<b>8,195,230</b>	<b>813,791</b>	<b>8,053,444</b>	<b>17,062,465</b>	<b>3,825,701</b>	<b>7,365,205</b>	<b>6,738,187</b>	<b>1,064,017</b>	<b>36,055,575</b>	<b>54,552,963</b>		
<b>MOTOR POOL EQUIPMENT REPLACEMENTS/ADDITIONS PROJECTS</b>														
87	Motor Vehicle Replacement/Additions	23,478,300	2,582,591	3,153,644	4,868,458	10,604,693	3,627,869	3,691,356	3,755,955	3,821,684	25,501,557	48,979,857		
<b>TOTAL MOTOR POOL PROJECTS</b>		<b>23,478,300</b>	<b>2,582,591</b>	<b>3,153,644</b>	<b>4,868,458</b>	<b>10,604,693</b>	<b>3,627,869</b>	<b>3,691,356</b>	<b>3,755,955</b>	<b>3,821,684</b>	<b>25,501,557</b>	<b>48,979,857</b>		
<b>PARKING IMPROVEMENT PROJECTS</b>														
91	Upgrades/Improvements To City Garages	478,077	207,522	36,310	250,000	493,832	250,000	250,000	250,000	250,000	1,493,832	1,971,909		
93	Upgrades/Improvements To City Parking Lots	1,173,101	1,294,657	178,082	642,259	2,114,998	1,690,164	287,128	295,185	303,363	4,690,838	5,863,939		
95	Installation of Multi-Space Pay Stations	988,955	304,470	-	150,000	454,470	150,000	150,000	150,000	150,000	1,054,470	2,043,425		
97	Closed Circuit Television Security System	385,865	120,245	-	-	120,245	-	-	-	-	120,245	506,110		
99	Trolley Depot Fueling Station Concrete Slab Replacement	-	-	-	91,000	91,000	-	-	-	-	91,000	91,000		
101	Mobility Hub Design and Construction	2,293,252	176,803	971,495	-	1,148,298	-	-	-	-	1,148,298	3,441,550		
103	Minorca Garage Design and Construction	19,263,950	1,865,119	1,193,245	-	3,058,364	-	-	-	-	3,058,364	22,322,314		
104	Miracle Mile/Giralda Streetscape Paver Maintenance Pgrm.	202,782	299,860	12,642	250,000	562,502	250,000	250,000	250,000	250,000	1,562,502	1,765,284		
<b>TOTAL PARKING IMPROVEMENT PROJECTS</b>		<b>24,785,982</b>	<b>4,268,676</b>	<b>2,391,774</b>	<b>1,383,259</b>	<b>8,043,709</b>	<b>2,340,164</b>	<b>937,128</b>	<b>945,185</b>	<b>953,363</b>	<b>13,219,549</b>	<b>38,005,531</b>		
<b>PARKS &amp; RECREATION IMPROVEMENT PROJECTS</b>														
109	Purchase of Land	5,587,136	3,573,148	-	245,000	3,818,148	500,000	500,000	500,000	500,000	5,818,148	11,405,284		
111	Fred B. Hartnett/Ponce Circle Park Phase 1/Phase 2	451,875	5,311,108	153,125	-	5,464,233	-	-	3,628,906	-	9,093,139	9,545,014		
115	Development of Neighborhood Parks	2,600,827	50,000	-	-	50,000	-	-	-	-	50,000	2,650,827		
117	Betsy Adams Park Enhancements	-	-	-	-	-	919,083	-	-	-	919,083	919,083		
118	Catalonia Park Enhancements	-	-	-	-	-	55,500	518,483	-	-	573,983	573,983		
119	Lamar Louise Curry Park Improvements	497,516	18,648	-	-	18,648	-	-	-	-	18,648	516,164		
120	Durango Parks Enhancements	-	-	-	-	-	81,500	701,573	-	-	783,073	783,073		
121	Hammock Oaks Park	-	-	-	-	-	66,500	518,648	-	-	585,148	585,148		
123	Maggiore Park Improvements	1,001,341	1,275	297	-	1,572	-	-	-	-	1,572	1,002,913		
125	Solano Prado Park Improvements	165,228	-	9,772	-	9,772	-	-	-	-	9,772	175,000		
127	Merrick Park Improvements	-	-	-	-	-	300,000	350,000	350,000	350,000	1,350,000	1,350,000		
129	William A. Cooper and Nellie B. Moore Park Enhancements	-	551,850	100,575	-	652,425	399,710	-	-	-	1,052,135	1,052,135		
131	Orduna Park Enhancement	-	-	-	-	-	45,000	300,000	-	-	345,000	345,000		
133	Salzedo Park Development	-	-	-	-	-	128,250	1,201,654	-	-	1,329,904	1,329,904		
135	Toledo and Alava Neighborhood Park	9,897	200,103	104,750	905,125	1,209,978	-	-	-	-	1,209,978	1,219,875		
137	San Sebastian Park Enhancements	-	-	-	-	-	783,073	-	-	-	783,073	783,073		
139	Mar Street-Play Street	-	-	-	-	-	-	-	200,000	-	200,000	200,000		
141	Manatee Overlook	-	-	-	-	-	-	200,000	-	-	200,000	200,000		
142	Citywide Pickleball Court Installation Plan	-	-	-	-	-	2,953,000	-	-	-	2,953,000	2,953,000		
143	Coral Bay Park Renovation & Enhancement	-	-	-	-	-	125,000	225,000	225,000	225,000	800,000	800,000		
144	North Entrance Park Development	-	-	-	-	-	82,500	300,000	250,000	250,000	882,500	882,500		
145	Rotary Park Enhancement	-	-	-	212,800	212,800	-	647,792	531,000	531,000	1,922,592	1,922,592		
146	Sunrise Harbor Park Renovation and Enhancement	-	-	-	-	-	266,500	1,339,198	1,200,000	1,200,000	4,005,698	4,005,698		
147	Parks & Recreation Major Repairs	13,270,960	4,623,185	1,294,700	1,836,363	7,754,248	1,962,009	1,991,439	2,021,311	2,051,631	15,780,638	29,051,598		
153	Coral Gables Country Club													

**CITY OF CORAL GABLES**  
**FISCAL YEAR 2024-2028 FIVE YEAR CAPITAL IMPROVEMENT PLAN**  
**PROJECT LISTING BY FISCAL YEAR**

PAGE #	PROJECT NAME	PRIOR YEARS EXP	FIVE-YEAR ESTIMATE								FIVE-YEAR PROJECT TOTAL	TOTAL PROJ LIFE TO DATE EXP
			2024				2025	2026	2027	2028		
			PR YR AVAIL	OPEN P.O.	NEW	TOTAL						
<b>PUBLIC SAFETY IMPROVEMENT PROJECTS</b>												
171	Central & Mobile Radio System Replacement/Upgrade	6,272,270	44,781	19,949	-	64,730	-	-	-	-	64,730	6,337,000
173	Radio System Replacement Matrix	297,464	1,530,282	17,367	658,988	2,206,637	704,078	714,639	725,358	736,238	5,086,950	5,384,414
175	Police Rifle Replacement Program	58,726	56,010	-	12,604	68,614	13,466	13,668	13,873	14,081	123,702	182,428
176	Police Body Worn Cameras	717	1,259,283	-	81,000	1,340,283	156,000	-	-	-	1,496,283	1,497,000
177	Closed Circuit Television Security System	2,875,458	21,032	93,510	-	114,542	-	-	-	-	114,542	2,990,000
178	Construction of New Public Safety Building	67,998,625	695,279	464,865	-	1,160,144	-	-	-	-	1,160,144	69,158,769
179	Police Mobile Command Unit Canopy	-	-	-	-	-	95,000	-	-	-	95,000	95,000
180	Fire Equipment Replacement Program	869,683	775,691	-	249,132	1,024,823	219,056	222,341	225,676	229,062	1,920,958	2,790,641
183	Development of Fire House 4	2,569,253	10,001,512	376,305	975,000	11,352,817	-	-	-	-	11,352,817	13,922,070
185	Fire Station 3 Telecom Tower Replacement	39,903	97	-	97	480,000	1,232,150	-	-	-	1,712,247	1,752,150
186	Emergency Vehicle Response Intersection Preemption Sys.	4,357	-	-	-	170,000	170,000	160,000	-	-	500,000	504,357
187	Warehouse 1 Repairs & Improvements	4,633	41,867	-	41,867	180,000	-	-	-	-	221,867	226,500
189	Park AED/Camera Surveillance Installation	-	-	-	200,000	200,000	500,000	500,000	500,000	500,000	2,200,000	2,200,000
<b>TOTAL PUBLIC SAFETY IMPROVEMENT PROJECTS</b>		<b>80,991,089</b>	<b>14,425,834</b>	<b>971,996</b>	<b>2,176,724</b>	<b>17,574,554</b>	<b>2,517,600</b>	<b>2,852,798</b>	<b>1,624,907</b>	<b>1,479,381</b>	<b>26,049,240</b>	<b>107,040,329</b>
<b>TRANSPORTATION &amp; RIGHT OF WAY IMPROVEMENT PROJECTS</b>												
195	Granada & Columbus Plazas Transportation Improvements	35,353	713,447	1,200	100,000	814,647	186,000	550,000	-	-	1,550,647	1,586,000
197	Installation of Bike Infrastructure	691,722	581,117	33,596	-	614,713	-	-	-	-	614,713	1,306,435
199	Old Cutler Road Entry Feature	26,020	41,003	8,997	-	50,000	68,139	389,280	-	-	507,419	533,439
201	Citywide Alleyway Paving Improvements	244,191	305,809	75,000	-	380,809	200,000	200,000	200,000	200,000	1,180,809	1,425,000
203	New Sidewalk Installation	444,167	175,025	269,018	500,000	944,043	500,000	500,000	500,000	500,000	2,944,043	3,388,210
205	Sidewalk Repair/Replacement Program	3,816,719	262,262	260,916	1,250,000	1,773,178	700,000	700,000	700,000	700,000	4,573,178	8,389,897
207	Sidewalk Extension/Crosswalk Installation	1,979,536	88,846	367,621	-	456,467	250,000	250,000	250,000	250,000	1,456,467	3,436,003
209	Citywide Street Resurfacing Program	9,542,391	702,771	383,547	700,000	1,786,318	500,000	500,000	500,000	500,000	3,786,318	13,328,709
211	Milling, Resurfacing, & Restriping of Public Works Facility	-	-	-	-	-	200,000	350,000	-	-	550,000	550,000
213	Channel Markers Upgrade & Maintenance Program	62,317	112,683	-	-	112,683	15,000	15,000	15,000	15,000	172,683	235,000
215	Citywide Traffic Calming Program	2,484,496	2,188,507	1,066,428	1,465,560	4,720,495	1,465,560	1,465,560	1,465,560	1,465,560	10,582,735	13,067,231
217	Bridge Repairs & Improvements	407,452	3,227	89,327	800,000	892,554	352,000	325,000	220,000	125,000	1,914,554	2,322,006
219	Billmore Way Streetscape Improv.	137,506	126,148	94,811	-	220,959	250,000	1,200,000	1,200,000	1,200,000	4,070,959	4,208,465
221	Cartagena Circle Landscape Improv.	8,865	562	-	-	562	60,000	-	-	-	60,562	69,427
223	De Soto Fountain Traffic Circle	20,763	-	-	-	-	339,000	650,000	-	-	989,000	1,009,763
225	Miracle Mile Streetscape Improvements	23,054,632	303,236	-	-	303,236	30,000	30,000	30,000	30,000	423,236	23,477,868
227	Giralda Avenue Streetscape Improvements	6,011,977	20,000	-	-	20,000	180,000	155,000	160,000	-	515,000	6,526,977
229	Ponce De Leon Boulevard Streetscape Impr. - Phase III	288,522	2,144,878	14,169	250,000	2,409,045	-	-	-	-	2,409,045	2,697,567
231	Ponce De Leon Improvements (SW 8th Street to Flagler St)	208,582	628,698	62,720	-	691,418	1,500,000	1,500,000	1,500,000	-	5,191,418	5,400,000
233	North Ponce Streetscape Planning	100,954	289,046	-	-	289,046	-	-	-	-	289,046	390,000
235	Ponce De Leon Park Improvements	-	-	-	-	-	427,000	500,000	500,000	-	1,427,000	1,427,000
237	Citywide Landscaping & Irrigation Improvements	175,939	24,061	-	520,577	544,638	810,500	396,000	11,250	11,500	1,773,888	1,949,827
239	Residential Waste Pit Restoration	467,708	4,222	103,071	100,000	207,293	150,000	150,000	150,000	150,000	807,293	1,275,001
241	Street Tree Succession Plan	4,405,657	297,883	13,300	100,000	411,183	200,000	200,000	200,000	200,000	1,211,183	5,616,840
243	LED Street Lights Conversion	200,449	245,605	3,946	-	249,551	-	-	-	-	249,551	450,000
245	Wayfinding and Signage Program Improvements	340,731	1,006,746	32,523	-	1,039,269	150,000	150,000	150,000	150,000	1,639,269	1,980,000
247	Street Ends Beautification	13,200	286,800	-	-	286,800	295,000	-	-	-	581,800	595,000
249	Last Mile Transit Stop Improvements	269,485	1,359,880	5,635	393,651	1,759,166	-	-	-	-	1,759,166	2,028,651
251	Mangrove Trimming Along Waterways	-	-	-	-	-	200,000	200,000	200,000	200,000	800,000	800,000
252	Venera Neighborhood Master Planning	-	390,775	-	-	390,775	-	-	-	-	390,775	390,775
253	Underline Improvements	5,000,000	1,375,549	-	-	1,375,549	-	-	-	-	1,375,549	6,375,549
255	Cocoplum Street Lighting	80,132	40,200	-	-	40,200	175,000	-	-	-	215,200	295,332
257	Commodore Trail Rehabilitation	-	-	-	250,000	250,000	-	-	-	-	250,000	250,000
<b>TOTAL TRANSPORTATION &amp; RIGHT OF WAY PROJECTS</b>		<b>60,519,466</b>	<b>13,718,984</b>	<b>2,885,825</b>	<b>6,429,788</b>	<b>23,034,597</b>	<b>9,203,199</b>	<b>10,375,840</b>	<b>7,951,810</b>	<b>5,697,060</b>	<b>56,262,506</b>	<b>116,781,972</b>
<b>UTILITY REPAIRS/IMPROVEMENTS PROJECTS</b>												
263	Sanitary Sewer Infrastructure Matrix	4,170,119	2,084,308	332,909	1,659,320	4,076,537	1,559,320	1,459,320	1,359,320	1,259,320	9,713,817	13,883,936
264	Sanitary Sewer Volume Ordinance	1,764,528	1,039	17,438	-	18,477	-	-	-	-	18,477	1,783,005
265	Force Main Replacement Program	5,194,776	13,971,927	1,172,381	800,000	15,944,308	150,000	200,000	250,000	300,000	16,844,308	22,039,084
266	Citywide Inflow & Infiltration Abatement	5,441,884	414,518	-	500,000	914,518	500,000	500,000	500,000	500,000	2,914,518	8,356,402
267	Pump Station Replacement Matrix	-	-	-	100,000	100,000	150,000	200,000	250,000	300,000	1,000,000	1,000,000
269	Pump Station D Rehabilitation	1,311,638	66,325	635,054	-	701,379	-	-	-	-	701,379	2,013,017
270	Pump Station F Rehabilitation	515,257	88,316	-	-	88,316	-	-	-	-	88,316	603,573
271	Pump Station Cocoplum 1 Upgrade	2,406,656	19,874	40,229	-	60,103	-	-	-	-	60,103	2,466,759
273	Pump Station City 2 Basin Gravity Sewer Impr. Phase II	1,670,594	1,771,970	9,250	-	1,781,220	-	-	-	-	1,781,220	3,451,814
275	Pump Station Remote Monitoring	514,498	320,589	364,914	-	685,503	-	-	-	-	685,503	1,200,001
277	Sanitary Sewer Electronic Atlas Update & Model Calibration	71,167	92,656	36,177	50,000	178,833	50,000	50,000	50,000	50,000	378,833	450,000
279	Sewer Pipe Cameras	126,373	53,627	-	10,000	63,627	10,000	10,000	10,000	10,000	103,627	230,000
281	Citywide Septic to Sewer Conversion Assessment	18,658	702,500	250	187,500	890,250	-	-	-	-	890,250	908,908
282	Stormwater System Improvement Program	3,163,773	1,580,143	619,171	610,000	2,809,314	450,000	575,000	575,000	600,000	5,009,314	8,173,087
283	Storm Drainage Master Plan	-	1,000,000	-	-	1,000,000	-	-	-	-	1,000,000	1,000,000
285	Cross-Connection Removal	1,897,114	209,846	67,515	100,000	377,361	100,000	100,000	100,000	100,000	777,361	2,674,475
287	Cocoplum Drainage Improvements	994,475	1,045,110	5,534	200,000	1,250,644	333,435	-	-	-	1,584,079	2,578,554
289	Canal Bank Stabilization	93,329	178,106	475,952	-	654,058	-	-	-	-	654,058	747,387
291	Sea Level Rise Mitigation Program	187,500	16,733,264	-	4,115,000	20,848,264	4,560,000	5,005,000	5,005,000	5,005,000	40,423,264	40,610,764
293	Coral Gables Waterways Maintenance	643,672	1,971,166	2,962	300,000	2,274,128	1,435,000	-	-	-	3,709,128	4,352,800
295	Coruna Canal Salinity Berm Rehabilitation	-	60,000	-	-	60,000	-	-	-	-	60,000	60,000
297	Sunrise Harbor Drainage/Repair Assessment	327,714	4,736	-	100,000	104,736	100,000	100,000	100,000	100,000	504,736	832,450
<b>TOTAL UTILITY REPAIRS/IMPROVEMENTS PROJECTS</b>		<b>30,513,725</b>	<b>42,370,020</b>	<b>3,779,736</b>	<b>8,731,820</b>	<b>54,881,576</b>	<b>9,397,755</b>	<b>8,199,320</b>	<b>8,199,320</b>	<b>8,224,320</b>	<b>88,902,291</b>	<b>119,416,016</b>
<b>TOTAL</b>		<b>\$ 285,796,442</b>	<b>\$ 113,659,079</b>	<b>\$ 18,088,322</b>	<b>\$ 46,632,521</b>	<b>\$ 178,379,922</b>	<b>\$ 60,447,278</b>	<b>\$ 55,757,053</b>	<b>\$ 48,639,807</b>	<b>\$ 36,963,003</b>	<b>\$ 380,187,063</b>	<b>\$ 665,883,305</b>



**CITY OF CORAL GABLES**  
**FISCAL YEAR 2024-2028 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
	2024				2025	2026	2027	2028	
	PR YR AVAIL	OPEN P.O.	NEW	TOTAL					
CAPITAL EQUIPMENT REPL/UPGRADES	\$ 3,429,047	\$ 1,365,225	\$ 2,851,050	\$ 7,645,322	\$ 4,588,124	\$ 2,828,925	\$ 2,698,951	\$ 2,699,776	\$ 20,461,098
FACILITY REPAIRS/IMPROVEMENTS	6,441,617	757,732	4,746,344	11,945,693	6,199,067	7,762,694	4,069,275	3,639,896	33,616,625
HISTORIC FACILITY RESTORATION	8,195,230	813,791	8,053,444	17,062,465	3,825,701	7,365,205	6,738,187	1,064,017	36,055,575
MOTOR POOL EQUIP REPL/ADDITIONS	2,582,591	3,153,644	4,868,458	10,604,693	3,627,869	3,691,356	3,755,955	3,821,684	25,501,557
PARKING IMPROVEMENTS	4,268,676	2,391,774	1,383,259	8,043,709	2,340,164	937,128	945,185	953,363	13,219,549
PARKS & RECREATION IMPROVEMENTS	18,227,080	1,968,599	7,391,634	27,587,313	18,747,799	11,743,787	12,656,217	9,383,506	80,118,622
PUBLIC SAFETY IMPROVEMENTS	14,425,834	971,996	2,176,724	17,574,554	2,517,600	2,852,798	1,624,907	1,479,381	26,049,240
TRANSPORTATION & RIGHT OF WAY	13,718,984	2,885,825	6,429,788	23,034,597	9,203,199	10,375,840	7,951,810	5,697,060	56,262,506
UTILITY REPAIR/IMPROVEMENTS	42,370,020	3,779,736	8,731,820	54,881,576	9,397,755	8,199,320	8,199,320	8,224,320	88,902,291
<b>TOTAL</b>	<b>\$ 113,659,079</b>	<b>\$ 18,088,322</b>	<b>\$ 46,632,521</b>	<b>\$ 178,379,922</b>	<b>\$ 60,447,278</b>	<b>\$ 55,757,053</b>	<b>\$ 48,639,807</b>	<b>\$ 36,963,003</b>	<b>\$ 380,187,063</b>

**PROJECT TYPE SUMMARY BY FUNDING SOURCE**

PROJECT TYPE	GEN CAP IMPR	NRP	ROADWAY	CG IMP FEES	COUNTRY CLUB	STORM WATER	SANI SEWER	MOTOR POOL	TROLLEY /TRANS	PARKING SYSTEM	GRANT & OTHER	FIVE-YEAR PROJECT TOTAL
CAPITAL EQUIPMENT REPL/UPGRADES	\$ 18,942,470	\$ -	\$ -	\$ 81,605	\$ -	\$ -	\$ -	\$ -	\$ 524,099	\$ -	\$ 912,924	\$ 20,461,098
FACILITY REPAIRS/IMPROVEMENTS	31,132,500	-	-	-	-	-	-	-	-	-	2,484,125	33,616,625
HISTORIC FACILITY RESTORATION	28,803,441	-	-	-	-	-	-	-	-	-	7,252,134	36,055,575
MOTOR POOL EQUIP REPL/ADDITIONS	-	-	-	-	-	600,000	-	24,901,557	-	-	-	25,501,557
PARKING IMPROVEMENTS	45,947	-	-	876,848	-	-	-	-	91,000	11,057,456	1,148,298	13,219,549
PARKS & RECREATION IMPROVEMENTS	65,954,633	15,772	-	3,601,575	7,346,642	-	-	-	-	-	3,200,000	80,118,622
PUBLIC SAFETY IMPROVEMENTS	22,074,714	-	-	2,228,624	-	-	-	-	-	-	1,745,902	26,049,240
TRANSPORTATION & RIGHT OF WAY	31,097,837	56,000	9,518,859	1,229,049	-	-	-	-	1,242,151	-	13,118,610	56,262,506
UTILITY REPAIR/IMPROVEMENTS	974,785	-	-	-	-	51,134,798	17,554,987	-	-	-	19,237,721	88,902,291
<b>TOTAL</b>	<b>\$ 199,026,327</b>	<b>\$ 71,772</b>	<b>\$ 9,518,859</b>	<b>\$ 8,017,701</b>	<b>\$ 7,346,642</b>	<b>\$ 51,734,798</b>	<b>\$ 17,554,987</b>	<b>\$ 24,901,557</b>	<b>\$ 1,857,250</b>	<b>\$ 11,057,456</b>	<b>\$ 49,099,714</b>	<b>\$ 380,187,063</b>

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

PROJECT TYPE	SPEC ASSESS	SPECIAL REVENUE	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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 550,563	\$ -	\$ -	\$ 362,361	\$ -	\$ -	\$ 912,924
FACILITY REPAIRS/IMPROVEMENTS	-	2,484,125	-	-	-	-	-	-	-	-	-	2,484,125
HISTORIC FACILITY RESTORATION	-	-	-	-	300,000	1,703,864	3,000	-	-	1,250,000	3,995,270	7,252,134
MOTOR POOL EQUIP REPL/ADDITIONS	-	-	-	-	-	-	-	-	-	-	-	-
PARKING IMPROVEMENTS	-	-	-	-	-	-	-	1,148,298	-	-	-	1,148,298
PARKS & RECREATION IMPROVEMENTS	-	-	-	2,600,000	-	-	-	-	-	600,000	-	3,200,000
PUBLIC SAFETY IMPROVEMENTS	-	-	-	-	-	460,000	-	11,619	299,283	975,000	-	1,745,902
TRANSPORTATION & RIGHT OF WAY	8,100,000	-	1,514,576	264,404	537,275	227,355	-	-	-	2,475,000	-	13,118,610
UTILITY REPAIR/IMPROVEMENTS	-	-	-	-	-	-	-	12,880,943	74,546	6,282,232	-	19,237,721
<b>TOTAL</b>	<b>\$ 8,100,000</b>	<b>\$ 2,484,125</b>	<b>\$ 1,514,576</b>	<b>\$ 264,404</b>	<b>\$ 3,437,275</b>	<b>\$ 2,941,782</b>	<b>\$ 3,000</b>	<b>\$ 14,040,860</b>	<b>\$ 736,190</b>	<b>\$ 11,582,232</b>	<b>\$ 3,995,270</b>	<b>\$ 49,099,714</b>

**CITY OF CORAL GABLES**  
**FISCAL YEAR 2024-2028 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
	2024	2025	2026	2027	2028	
<b>CAPITAL EQUIPMENT REPL/UPGRADES</b>						
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	25,000	-	-	-	-	25,000
<b>FACILITY REPAIRS/IMPROVEMENTS</b>						
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	50,260	6,600	6,600	6,600	6,600	76,660
<b>HISTORIC FACILITY RESTORATION</b>						
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	30,000	30,000	30,000	30,000	30,000	150,000
<b>MOTOR POOL EQUIP REPL/ADDITIONS</b>						
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	61,520	35,520	35,520	35,520	35,520	203,600
<b>PARKING IMPROVEMENTS</b>						
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	194,644	199,510	204,498	209,610	214,851	1,023,113
<b>PARKS &amp; RECREATION IMPROVEMENTS</b>						
PERSONNEL SERVICES	-	382,733	391,706	400,903	410,331	1,585,673
OTHER THAN PERSONNEL SERVICES	342,000	889,700	837,000	837,000	851,500	3,757,200
<b>PUBLIC SAFETY IMPROVEMENTS</b>						
PERSONNEL SERVICES	-	100,273	102,480	104,742	107,060	414,555
OTHER THAN PERSONNEL SERVICES	139,693	265,693	265,693	265,693	265,693	1,202,465
<b>TRANSPORTATION &amp; RIGHT OF WAY</b>						
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	79,964	-	-	-	-	79,964
<b>UTILITY REPAIR/IMPROVEMENTS</b>						
PERSONNEL SERVICES	113,543	116,382	119,291	122,273	125,330	596,819
OTHER THAN PERSONNEL SERVICES	594,869	594,869	594,869	594,869	594,869	2,974,345
<b>TOTAL RELATED OPERATING COST</b>	<b>\$ 1,631,493</b>	<b>\$ 2,621,280</b>	<b>\$ 2,587,657</b>	<b>\$ 2,607,210</b>	<b>\$ 2,641,754</b>	<b>\$ 12,089,394</b>

**CITY OF CORAL GABLES**  
**COMMUNITY RECREATION MAJOR REPAIR PROJECTS BY YEAR**

PROJECT NAME	FIVE-YEAR ESTIMATE								FIVE-YEAR PROJECT TOTAL
	2024				2025	2026	2027	2028	
	PR YR AVAIL	OPEN P.O.	NEW	TOTAL					
Artificial Turf Safety Surfacing Replacement & Additions	\$ 300,000	\$ -	\$ -	\$ 300,000	\$ 100,000	\$ -	\$ 100,000	\$ 100,000	\$ 600,000
Blue Road Open Space Renovation	374,334	64,910	97,500	536,744	-	-	-	-	536,744
Cepero Park Improvements - Phase 2	225,000	-	-	225,000	-	-	-	-	225,000
Coral Bay Playground	-	-	-	-	-	750,000	-	-	750,000
Creation of Dog Park at Gables Station	401,000	-	-	401,000	-	-	-	-	401,000
Fitness Trails	34,371	-	-	34,371	-	-	100,000	100,000	234,371
Granada Golf Course Groundwater Diversion	35,000	-	-	35,000	-	-	-	-	35,000
Granada Golf Maintenance Shop Renovation	301,999	-	-	301,999	-	-	-	-	301,999
Granada Golf Course Shelter Improvements	173,707	51,191	-	224,898	-	-	-	-	224,898
Holiday Tree Purchase ✓	6,125	-	-	6,125	-	-	-	-	6,125
Ingraham Park Fitness Equipment	-	-	-	-	250,000	-	-	-	250,000
Kerdyk Family Park Playground Expansion ✓	12,116	-	-	12,116	-	-	200,000	200,000	412,116
Kerdyk Family Park Trail Renovation ✓	4,439	-	-	4,439	-	-	-	-	4,439
Lighting for Park Facilities	-	-	150,000	150,000	-	-	100,000	100,000	350,000
Lightning Protection System for Facilities	61,000	-	-	61,000	-	-	50,000	50,000	161,000
P&R Facilities Surveillance Systems	147,472	-	42,500	189,972	42,500	42,500	85,000	85,000	444,972
Park Basketball and Tennis Court Renovations ✓	20,000	-	100,000	120,000	-	-	20,000	20,000	160,000
Park Furnishings	106,998	-	115,000	221,998	75,000	75,000	75,000	75,000	521,998
Pierce Park Renovation	57,363	15,132	-	72,495	-	-	-	-	72,495
Resurfacing of Clay Courts ✓	-	-	200,000	200,000	-	-	-	-	200,000
Rotary Park Improvements	-	-	567,735	567,735	-	-	-	-	567,735
Ruth Bryan Owen Waterway Park Renovation	400,000	-	-	400,000	-	-	100,000	100,000	600,000
Salvadore Park Dog Designated Areas	9,348	232,618	-	241,966	-	-	-	-	241,966
Salvadore Park Tennis Facility Renovation	-	-	-	-	1,000,000	-	-	-	1,000,000
Salvadore Park Playground Expansion	56,092	1,390	-	57,482	-	-	-	-	57,482
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	120,752	-	100,000	220,752	-	100,000	100,000	100,000	520,752
Sunrise Harbor Playground Replacement	-	-	-	-	369,000	881,000	-	-	1,250,000
Venetian Pool Improvements	108,196	-	-	108,196	100,000	100,000	100,000	100,000	508,196
Venetian Pool Concession Stand Renovation	231,753	540,158	-	771,911	-	-	-	-	771,911
Venetian Pool Phase 6	98,008	1,425	-	99,433	-	-	200,000	200,000	499,433
Venetian Pool Pump & Utilities Renovation	822,649	121,902	-	944,551	-	-	50,000	50,000	1,044,551
Youth Center Amenities Improvements	57,887	-	-	57,887	-	-	200,000	200,000	457,887
Youth Center Courtyard Improvements	29,151	-	-	29,151	-	-	400,000	400,000	829,151
Youth Center Field Doors & Gates	-	-	100,000	100,000	-	-	-	-	100,000
Youth Center Fitness Center Renovations	77,581	-	-	77,581	-	-	-	-	77,581
Youth Center Indoor Gym Renovations	105,000	-	-	105,000	-	-	-	-	105,000
Youth Center Intercom & P.A. Replacement	-	-	60,000	60,000	-	-	-	-	60,000
Youth Center Interior Renovations ✓	46,925	-	-	46,925	-	-	100,000	100,000	246,925
Youth Center Master Plan ✓	9,010	-	-	9,010	-	-	-	-	9,010
Youth Center Paint Exterior Building	2,846	-	-	2,846	-	-	-	-	2,846
Youth Center Phase 1 Improvements ✓	24,142	-	-	24,142	-	-	-	-	24,142
Youth Center Structural Improvements ✓	104,612	265,974	-	370,586	-	-	-	50,000	420,586
Youth Center & Grounds Improvements ✓	5,611	-	-	5,611	-	-	-	-	5,611
Youth Center Field Resod & Irrigation ✓	1,182	-	100,000	101,182	-	-	-	-	101,182
Well Identification Program	25,000	-	-	25,000	25,000	25,000	25,000	-	100,000
Unassigned	3,345	-	203,628	206,973	509	17,939	16,311	21,631	263,363
<b>TOTAL</b>	<b>\$ 4,623,185</b>	<b>\$ 1,294,700</b>	<b>\$ 1,836,363</b>	<b>\$ 7,754,248</b>	<b>\$ 1,962,009</b>	<b>\$ 1,991,439</b>	<b>\$ 2,021,311</b>	<b>\$ 2,051,631</b>	<b>\$ 15,780,638</b>

✓ - Completed Project

**CITY OF CORAL GABLES**  
**COMMUNITY RECREATION ACTIVE MAJOR REPAIR PROJECTS**

PROJECT NAME	CURRENT STATUS
Blue Road Open Space Park	Concept Design completed. Initial Community Meeting presented. Currently in community input gathering for further design action.
Cepero Park Improvements - Phase 2	Phase 1 - completed. Design for Phase 2 to commence in FY 2023-24.
William A. Cooper and Nellie B. Moore Park Enhancements	Architect selected and will complete concept design in the Fall of 2023. Community input meeting will also be held in the Fall of 2023.
Coral Gables Country Club General Repairs	Kitchen renovation complete, roofing project completed, pool vessel renovation completed. Additional renovations to continue in 2024.
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 Diner Renovations	Architect completed concept design. Community Meeting completed. Currently working on revising design due to input. Demolition of diner space completed.
Granada Golf Course Improvements	Course renovation completed. Irrigation completed. Rain Shelters postponed until further notice due to community input consensus. Pro Shop construction underway.
Holiday Tree Purchase	✔ - Purchase completed
Jaycee Park Playground	✔ - Playground completed in the 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 Pro Shop completion.
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 installation is progress with construction. Camera installation at Pierce Park complete.
Park Furnishings	Ongoing replacement matrix includes benches and trash receptacles.
Phillips Park Renovation	A new park enhancement master has been completed and approved by City Commission. Community input meetings begin in the Fall of 2023 with construction in 2025.
Pierce Park Renovation	✔ - Project completed
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	✔ - Project completed
Salvadore Park Tennis Pro Shop Renovation	Large renovation project has begun phased funding.
Venetian Pool Improvements	Concession area, Pool Bottom and Structural repairs scheduled for construction beginning in September 2023. Pump and System repairs slated for assessment in the Fall of 2023.
Youth Center Structural Improvements	✔ - Indoor and outdoor Youth Center Playground completed.
Youth Center Amenities Improvements	Gymnastics room completed. Roof repairs completed. Exterior painting and gym floor repairs scheduled to begin in 2023-24
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	\$ 3,362,623	\$ 3,567,958	\$ 3,627,869	\$ 3,691,357
One-Time funds to cover immediate need					1,445,000			
CPI Adjustment @ 1.75%	280,911	50,503	59,017	62,027	60,835	59,911	63,488	64,599
<b>Adjusted Vehicle Replacement Requirements</b>	<b>\$ 20,032,388</b>	<b>\$ 2,936,414</b>	<b>\$ 3,438,432</b>	<b>\$ 3,606,432</b>	<b>\$ 4,868,458</b>	<b>\$ 3,627,869</b>	<b>\$ 3,691,357</b>	<b>\$ 3,755,956</b>

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	\$ 3,362,623	\$ 3,567,958	\$ 3,627,869	\$ 3,691,357
Increase to Base - (By Elim. Lease Payments Budget)	285,000	-	-	-	-	-	-	-
Incremental Increase to Base - (From Oper. Rev.)	1,350,000	-	-	-	1,445,000	-	-	-
CPI Adjustment @1.75% - (From Oper. Rev.)	280,911	-	59,017	62,027	60,835	59,911	63,488	64,599
Net Increase to Prior Year Distributed Cost	1,630,911	-	59,017	62,027	1,505,835	59,911	63,488	64,599
<b>Net Replacement Cost From Operating Revenue</b>	<b>15,745,988</b>	<b>-</b>	<b>3,431,432</b>	<b>3,501,432</b>	<b>4,868,458</b>	<b>3,627,869</b>	<b>3,691,357</b>	<b>3,755,956</b>
<b>% of Budget Funded by Operating Revenue</b>	<b>79%</b>	<b>0%</b>	<b>100%</b>	<b>97%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
Planned Use of Motor Pool or General Fund Balance	4,286,400	2,936,414	7,000	105,000	-	-	-	-
<b>Annual Vehicle Replacement Budget</b>	<b>\$ 20,032,388</b>	<b>\$ 2,936,414</b>	<b>\$ 3,438,432</b>	<b>\$ 3,606,432</b>	<b>\$ 4,868,458</b>	<b>\$ 3,627,869</b>	<b>\$ 3,691,357</b>	<b>\$ 3,755,956</b>

**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
<b>Adjusted Public Art Restoration Requirements</b>	<b>\$ 159,150</b>	<b>\$ 269,653</b>	<b>\$ 52,580</b>	<b>\$ 53,369</b>	<b>\$ 54,170</b>	<b>\$ 54,983</b>	<b>\$ 55,808</b>	<b>\$ 56,645</b>

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)	-	-	-	-	-	-	-	-
<b>Net Replacement Cost From Operating Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>% of Budget Funded by Operating Revenue</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>
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
<b>Annual Public Art Restoration Budget</b>	<b>\$ 159,150</b>	<b>\$ 269,653</b>	<b>\$ 52,580</b>	<b>\$ 53,369</b>	<b>\$ 54,170</b>	<b>\$ 54,983</b>	<b>\$ 55,808</b>	<b>\$ 56,645</b>

\* 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	\$ 2,243,968	\$ 2,243,968	\$ 2,243,968
One-Time funds to cover immediate need	-	-	550,000	-	340,533	-	-	-
CPI Adjustment @ 0.0% *	-	-	-	-	-	-	-	-
<b>Adjusted I&amp;T Equipment Replacement Requirements</b>	<b>\$ 7,664,020</b>	<b>\$ 1,106,137</b>	<b>\$ 2,107,502</b>	<b>\$ 1,638,840</b>	<b>\$ 2,118,470</b>	<b>\$ 2,243,968</b>	<b>\$ 2,243,968</b>	<b>\$ 2,243,968</b>

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
I&T Equipment Replacement Budget - Base Distributed Cost (From Prior Year Recurring Revenues)	\$ 5,071,294	\$ -	\$ 500,000	\$ 750,000	\$ 1,777,937	\$ 2,243,968	\$ 2,243,968	\$ 2,243,968
Incremental Increase to Base - (From Oper. Revenue)	1,046,094	-	-	-	340,533	-	-	-
<b>Net Replacement Cost From Operating Revenue</b>	<b>6,117,388</b>	<b>-</b>	<b>500,000</b>	<b>750,000</b>	<b>2,118,470</b>	<b>2,243,968</b>	<b>2,243,968</b>	<b>2,243,968</b>
<b>% of Budget Funded by Operating Revenue</b>	<b>80%</b>	<b>0%</b>	<b>24%</b>	<b>46%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
Use of Fund Balance **	1,546,632	1,106,137	1,607,502	888,840	-	-	-	-
<b>Annual I&amp;T Equipment Replacement Budget</b>	<b>\$ 7,664,020</b>	<b>\$ 1,106,137</b>	<b>\$ 2,107,502</b>	<b>\$ 1,638,840</b>	<b>\$ 2,118,470</b>	<b>\$ 2,243,968</b>	<b>\$ 2,243,968</b>	<b>\$ 2,243,968</b>

\* 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	\$ 1,810,504	\$ 1,934,464	\$ 1,962,009	\$ 1,991,439
CPI Adjustment @1.5%	87,809	-	-	28,145	25,859	27,545	29,430	29,872
<b>Adjusted P&amp;R FAC &amp; Equip Replacement Requirements</b>	<b>\$ 7,274,915</b>	<b>\$ 1,000,000</b>	<b>\$ 1,876,302</b>	<b>\$ 1,752,091</b>	<b>\$ 1,836,363</b>	<b>\$ 1,962,009</b>	<b>\$ 1,991,439</b>	<b>\$ 2,021,311</b>

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Parks & Rec. Facility & Equip. Replacement Budget - Base Budget (From Prior Year Recurring Revenues)	\$ 2,321,191	\$ -	\$ 722,271	\$ 971,855	\$ 1,810,504	\$ 1,934,464	\$ 1,962,009	\$ 1,991,439
Incremental Increase to Base - (From Oper. Revenue)	950,000	-	-	-	-	-	-	-
CPI Adjustment @1.5% *	87,809	-	-	28,145	25,859	27,545	29,430	29,872
<b>Net Replacement Cost From Operating Revenue</b>	<b>3,359,000</b>	<b>-</b>	<b>722,271</b>	<b>1,000,000</b>	<b>1,836,363</b>	<b>1,962,009</b>	<b>1,991,439</b>	<b>2,021,311</b>
<b>% of Budget Funded by Operating Revenue</b>	<b>46%</b>	<b>0%</b>	<b>38%</b>	<b>57%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
Use of Fund Balance *	3,915,915	1,000,000	1,154,031	752,091	-	-	-	-
<b>Annual Parks &amp; Rec. Fac. &amp; Equip. Replacement Budget</b>	<b>\$ 7,274,915</b>	<b>\$ 1,000,000</b>	<b>\$ 1,876,302</b>	<b>\$ 1,752,091</b>	<b>\$ 1,836,363</b>	<b>\$ 1,962,009</b>	<b>\$ 1,991,439</b>	<b>\$ 2,021,311</b>

\* 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	\$ 516,446	\$ 572,133	\$ 597,955	\$ 627,853
One-Time Funds to Cover Immediate Need						900,000		
CPI Adjustment @5%	-	4,114	-	7,748	24,561	25,822	29,898	31,393
<b>Adjusted Roof Replacement Requirements</b>	<b>\$ -</b>	<b>\$ 278,385</b>	<b>\$ 516,536</b>	<b>\$ 498,973</b>	<b>\$ 541,007</b>	<b>\$ 1,497,955</b>	<b>\$ 627,853</b>	<b>\$ 659,246</b>

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	\$ 516,446	\$ 572,133	\$ 597,955	\$ 627,853
Incremental Increase to Base - (From Oper. Revenue)	198,843	-	-	-	900,000	-	-	-
CPI Adjustment @5% - (From Oper. Rev.)	10,428	-	-	7,748	24,561	25,822	29,898	31,393
<b>Net Replacement Cost From Operating Revenue</b>	<b>953,709</b>	<b>-</b>	<b>516,536</b>	<b>250,000</b>	<b>541,007</b>	<b>1,497,955</b>	<b>627,853</b>	<b>659,246</b>
% of Budget Funded by Operating Revenue	100%	0%	100%	50%	100%	100%	100%	100%
Planned Use of Fund Balance *	878,530	278,385	-	248,973	-	-	-	-
<b>Annual Roof Replacement Budget</b>	<b>\$ 1,832,239</b>	<b>\$ 278,385</b>	<b>\$ 516,536</b>	<b>\$ 498,973</b>	<b>\$ 541,007</b>	<b>\$ 1,497,955</b>	<b>\$ 627,853</b>	<b>\$ 659,246</b>

\* 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	\$ 424,016	\$ 485,885	\$ 510,179
One-Time funds to cover immediate need	-	-	192,653	193,834	155,980	40,668	-	-
CPI Adjustment @5%	5,014	2,805	-	4,383	27,171	21,201	24,294	25,509
<b>Adjusted HVAC Replacement Requirements</b>	<b>\$ 825,738</b>	<b>\$ 189,806</b>	<b>\$ 484,886</b>	<b>\$ 543,425</b>	<b>\$ 579,996</b>	<b>\$ 485,885</b>	<b>\$ 510,179</b>	<b>\$ 535,688</b>

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	\$ 250,783	\$ 396,845	\$ 424,016	\$ 485,885	\$ 510,179
Incremental Increase to Base - (From Oper. Revenue)	104,283	-	-	193,834	155,980	40,668	-	-
CPI Adjustment @5% - (From Oper. Rev.)	5,014	-	-	4,383	27,171	21,201	24,294	25,509
<b>Net Replacement Cost From Operating Revenue</b>	<b>369,615</b>	<b>-</b>	<b>292,233</b>	<b>449,000</b>	<b>579,996</b>	<b>485,885</b>	<b>510,179</b>	<b>535,688</b>
% of Budget Funded by Operating Revenue	45%	0%	60%	83%	100%	100%	100%	100%
Planned Use of Fund Balance *	456,123	189,806	192,653	94,425	-	-	-	-
<b>Annual HVAC Replacement Budget</b>	<b>\$ 825,738</b>	<b>\$ 189,806</b>	<b>\$ 484,886</b>	<b>\$ 543,425</b>	<b>\$ 579,996</b>	<b>\$ 485,885</b>	<b>\$ 510,179</b>	<b>\$ 535,688</b>

**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	\$ 190,826	\$ 206,599	\$ 219,056	\$ 222,342
One-Time funds to cover immediate need	-	-	43,750	-	48,925	-	-	-
CPI Adjustment @ 1.5%	8,429	3,379	2,691	2,691	9,381	12,457	3,286	3,335
<b>Adjusted Fire Equipment Replacement Requirements</b>	<b>\$ 787,170</b>	<b>\$ 286,603</b>	<b>\$ 225,845</b>	<b>\$ 187,628</b>	<b>\$ 249,132</b>	<b>\$ 219,056</b>	<b>\$ 222,342</b>	<b>\$ 225,677</b>

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	\$ 190,826	\$ 206,599	\$ 219,056	\$ 222,342
Incremental Increase to Base - <i>(From Oper. Revenue)</i>	120,000	-	-	-	48,925	-	-	-
CPI Adjustment @1.5% - <i>(From Oper. Rev.)</i>	8,429	-	2,691	2,691	9,381	12,457	3,286	3,335
<b>Net Replacement Cost From Operating Revenue</b>	<b>308,429</b>	<b>-</b>	<b>182,095</b>	<b>187,628</b>	<b>249,132</b>	<b>219,056</b>	<b>222,342</b>	<b>225,677</b>
<b>% of Budget Funded by Operating Revenue</b>	<b>39%</b>	<b>0%</b>	<b>81%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
Planned Use of Fund Balance *	478,741	286,603	43,750	-	-	-	-	-
<b>Annual Fire Equipment Replacement Budget</b>	<b>\$ 787,170</b>	<b>\$ 286,603</b>	<b>\$ 225,845</b>	<b>\$ 187,628</b>	<b>\$ 249,132</b>	<b>\$ 219,056</b>	<b>\$ 222,342</b>	<b>\$ 225,677</b>

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

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

ANNUAL PARKING LOT/GARAGE IMPROVEMENTS REQUIREMENTS								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Parking Lot/Garage Improvement Requirements	\$ 473,413	\$ -	\$ 504,211	\$ -	\$ 506,074	\$ 515,807	\$ 529,391	\$ 537,128
One-Time funds to cover immediate need	-	-	-	-	370,889	1,410,973	-	-
CPI Adjustment @ 1.5%	5,346	-	1,863	-	15,296	13,384	7,737	8,057
<b>Adjusted Parking Lot/Garage Improvements Requirements</b>	<b>\$ 478,759</b>	<b>\$ -</b>	<b>\$ 506,074</b>	<b>\$ -</b>	<b>\$ 892,259</b>	<b>\$ 1,940,164</b>	<b>\$ 537,128</b>	<b>\$ 545,185</b>

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET								
	Prior Fiscal							
	Years	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Parking Lot/Garage Improvement Requirements - Base Distributed Cost (From Prior Year Recurring Revenues)	\$ 120,000	\$ -	\$ 504,211	\$ -	\$ 506,074	\$ 515,807	\$ 529,391	\$ 537,128
Incremental Increase to Base - <i>(From Oper. Revenue)</i>	80,000	-	-	-	370,889	1,410,973	-	-
CPI Adjustment @1.5% - <i>(From Oper. Rev.)</i>	5,346	-	1,863	-	15,296	13,384	7,737	8,057
<b>Net Replacement Cost From Operating Revenue</b>	<b>205,346</b>	<b>-</b>	<b>506,074</b>	<b>-</b>	<b>892,259</b>	<b>1,940,164</b>	<b>537,128</b>	<b>545,185</b>
<b>% of Budget Funded by Operating Revenue</b>	<b>43%</b>	<b>100%</b>	<b>0%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
Planned Use of Fund Balance *	273,413	-	-	-	-	-	-	-
<b>Annual Parking Lot/Garage Improvement Budget</b>	<b>\$ 478,759</b>	<b>\$ -</b>	<b>\$ 506,074</b>	<b>\$ -</b>	<b>\$ 892,259</b>	<b>\$ 1,940,164</b>	<b>\$ 537,128</b>	<b>\$ 545,185</b>



**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	\$ 97,816	\$ 115,266	\$ 141,846	\$ 151,938	\$ 149,427	
One-Time funds to cover immediate need	533,670	-	-	132,000	132,000	78,750	-	208,614	
CPI Adjustment @ 1.5%	10,190	-	1,678	1,678	11,575	7,092	7,597	7,471	
<b>Adjusted Elevator Equipment Replacement Requirements</b>	<b>\$ 916,011</b>	<b>\$ -</b>	<b>\$ 113,514</b>	<b>\$ 231,494</b>	<b>\$ 258,841</b>	<b>\$ 227,688</b>	<b>\$ 159,535</b>	<b>\$ 365,512</b>	

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	\$ 97,816	\$ 115,266	\$ 141,846	\$ 151,938	\$ 149,427	
Incremental Increase to Base - (From Oper. Revenue)	68,475	-	-	132,000	132,000	78,750	-	208,614	
CPI Adjustment @1.5% - (From Oper. Rev.)	10,190	-	1,678	1,678	11,575	7,092	7,597	7,471	
<b>Net Replacement Cost From Operating Revenue</b>	<b>203,866</b>	<b>-</b>	<b>113,514</b>	<b>231,494</b>	<b>258,841</b>	<b>227,688</b>	<b>159,535</b>	<b>365,512</b>	
<i>% of Budget Funded by Operating Revenue</i>	<i>22%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	
Planned Use of Fund Balance *	712,145	-	-	-	-	-	-	-	
<b>Annual Elevator Equipment Replacement Budget</b>	<b>\$ 916,011</b>	<b>\$ -</b>	<b>\$ 113,514</b>	<b>\$ 231,494</b>	<b>\$ 258,841</b>	<b>\$ 227,688</b>	<b>\$ 159,535</b>	<b>\$ 365,512</b>	

\* Total planned use of fund balance = \$712,145 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	\$ 53,784	\$ 154,500	\$ 156,853	\$ 159,205	
CPI Adjustment @ 1.5%	-	-	-	-	750	2,318	2,352	2,388	
<b>Adjusted Fountains &amp; Entrances Replacement Requirements</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ 54,534</b>	<b>\$ 156,818</b>	<b>\$ 159,205</b>	<b>\$ 161,593</b>	

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	\$ 53,784	\$ 154,500	\$ 156,853	\$ 159,205	
Incremental Increase to Base - (From Oper. Revenue)	25,000	-	-	-	-	-	-	-	
CPI Adjustment @1.5% - (From Oper. Rev.)	-	-	-	-	750	2,318	2,352	2,388	
<b>Net Replacement Cost From Operating Revenue</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	<b>50,000</b>	<b>54,534</b>	<b>156,818</b>	<b>159,205</b>	<b>161,593</b>	
<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	-	-	-	-	-	-	-	
<b>Annual Fountains &amp; Entrances Replacement Budget</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ 54,534</b>	<b>\$ 156,818</b>	<b>\$ 159,205</b>	<b>\$ 161,593</b>	

\* 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	\$ 649,557	\$ 694,193	\$ 704,078	\$ 714,639
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	9,885	10,561	10,720
<b>Adjusted Radio Equipment Replacement Requirements</b>	<b>\$ 301,529</b>	<b>\$ 491,516</b>	<b>\$ 423,321</b>	<b>\$ 628,747</b>	<b>\$ 658,988</b>	<b>\$ 704,078</b>	<b>\$ 714,639</b>	<b>\$ 725,359</b>

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	\$ 649,557	\$ 694,193	\$ 704,078	\$ 714,639
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	9,885	10,561	10,720
<b>Net Replacement Cost From Operating Revenue</b>	<b>301,529</b>	<b>-</b>	<b>423,321</b>	<b>365,853</b>	<b>658,988</b>	<b>704,078</b>	<b>714,639</b>	<b>725,359</b>
<b>% of Budget Funded by Operating Revenue</b>	<b>100%</b>	<b>0%</b>	<b>100%</b>	<b>58%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
Planned Use of Fund Balance *	-	491,516	-	262,894	-	-	-	-
<b>Annual Radio Equipment Replacement Budget</b>	<b>\$ 301,529</b>	<b>\$ 491,516</b>	<b>\$ 423,321</b>	<b>\$ 628,747</b>	<b>\$ 658,988</b>	<b>\$ 704,078</b>	<b>\$ 714,639</b>	<b>\$ 725,359</b>

\* 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	\$ 12,424	\$ 13,277	\$ 13,466	\$ 13,668
CPI Adjustment @1.5%	-	188	190	190	180	189	202	205
<b>Adjusted Rifles &amp; Scopes Replacement Requirements</b>	<b>\$ 12,500</b>	<b>\$ 12,688</b>	<b>\$ 12,878</b>	<b>\$ 12,025</b>	<b>\$ 12,604</b>	<b>\$ 13,466</b>	<b>\$ 13,668</b>	<b>\$ 13,873</b>

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	\$ 12,205	\$ 12,394	\$ 12,596
Incremental Increase to Base - (From Oper. Revenue)	\$ -	-	-	-	-	-	-	-
CPI Adjustment @1.5% - (From Oper. Rev.)	-	188	190	190	180	189	202	205
<b>Net Replacement Cost From Operating Revenue</b>	<b>12,500</b>	<b>12,688</b>	<b>12,878</b>	<b>12,025</b>	<b>12,205</b>	<b>12,394</b>	<b>12,596</b>	<b>12,801</b>
<b>% of Budget Funded by Operating Revenue</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
Planned Use of Fund Balance *	-	-	-	-	-	-	-	-
<b>Annual Rifles &amp; Scopes Replacement Budget</b>	<b>\$ 12,500</b>	<b>\$ 12,688</b>	<b>\$ 12,878</b>	<b>\$ 12,025</b>	<b>\$ 12,205</b>	<b>\$ 12,394</b>	<b>\$ 12,596</b>	<b>\$ 12,801</b>

\* Total planned use of fund balance = \$0

## 2023-2024 BUDGET

### DEBT ADMINISTRATION

As of October 1, 2023 the City will have \$113.7 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.

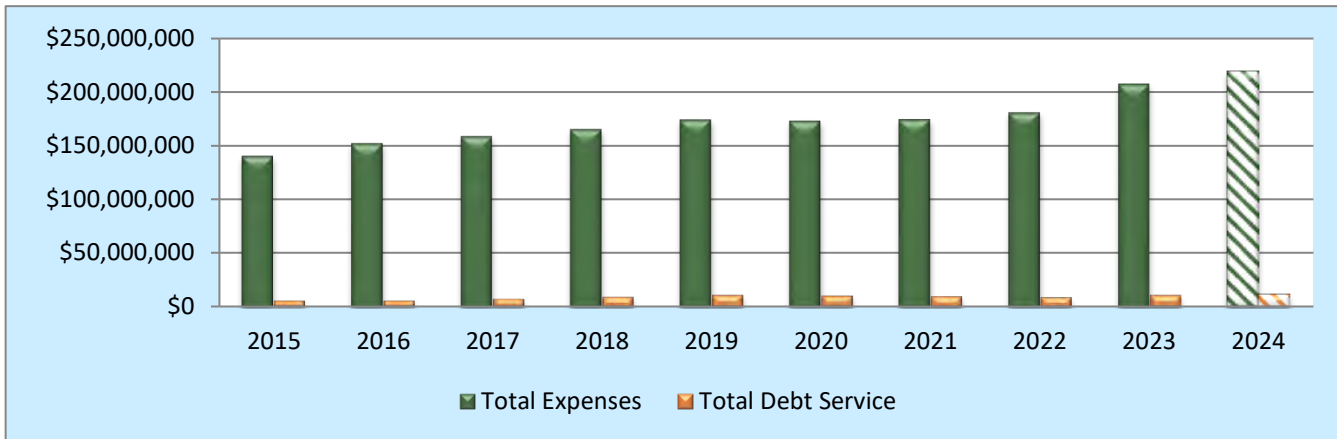
### LEGAL DEBT MARGIN

The City's budgetary policy is to keep bond debt service under 8% of total expenses. As of October 1, 2023 the City's net bond debt services is well within the policy debt limit. Debt service represents 5.1% percent of total expenses (operating and debt expense).

### SUMMARY OF OUTSTANDING DEBT

SERIES	MATURES	PRINCIPAL	INTEREST	TOTAL
Series 2018A	10/01/47	\$ 45,315,000	\$ 25,894,744	\$ 71,209,744
Series 2018B	10/01/31	21,475,000	3,786,125	25,261,125
Series 2021A	10/01/32	4,448,000	356,747	4,804,747
Series 2021B	04/01/50	24,335,000	7,463,200	31,798,200
Series 2022A	10/01/36	14,555,000	2,982,646	17,537,646
Series 2022B	10/01/36	3,555,000	728,050	4,283,050
<b>TOTAL OUTSTANDING DEBT</b>		<b><u>\$ 113,683,000</u></b>	<b><u>\$ 41,211,512</u></b>	<b><u>\$ 154,894,512</u></b>

### DEBT SERVICE COMPARED TO TOTAL EXPENSES



FISCAL Year	TOTAL EXPENSES	TOTAL DEBT SERVICE	% OF TOTAL EXPENSES
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	174,600,195	9,872,868	5.7%
2022	181,061,294	8,876,243	4.9%
2023	207,482,285	10,945,799	5.3%
2024	219,127,000	11,021,051	5.0%

**2023-2024 BUDGET  
DEBT ADMINISTRATION - PURPOSE OF BONDS/LOANS**

<b>SPECIAL REVENUE SERIES</b>	<b>ISSUE DATE</b>	<b>PURPOSE/USE</b>	<b>MATURITY DATE</b>	<b>INTEREST RATE</b>	<b>OUTSTANDING PRINCIPAL</b>
Series 2018A	04/28/16	Public Safety Building with attached garage	04/01/48	3.64%	\$ 45,315,000
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%	21,475,000
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%	4,448,000
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%	24,335,000
Series 2022A	03/18/22	Refunded Series 2016A - Miracle Mile Streetscape Project (\$14.89M).	04/01/37	2.68%	14,555,000
Series 2022B	03/18/22	Refunded Series 2016B - Giralda Avenue Streetscape Project (\$3.77M).	04/01/37	2.68%	3,555,000
<b>Grand Total</b>					<b>\$ 113,683,000</b>

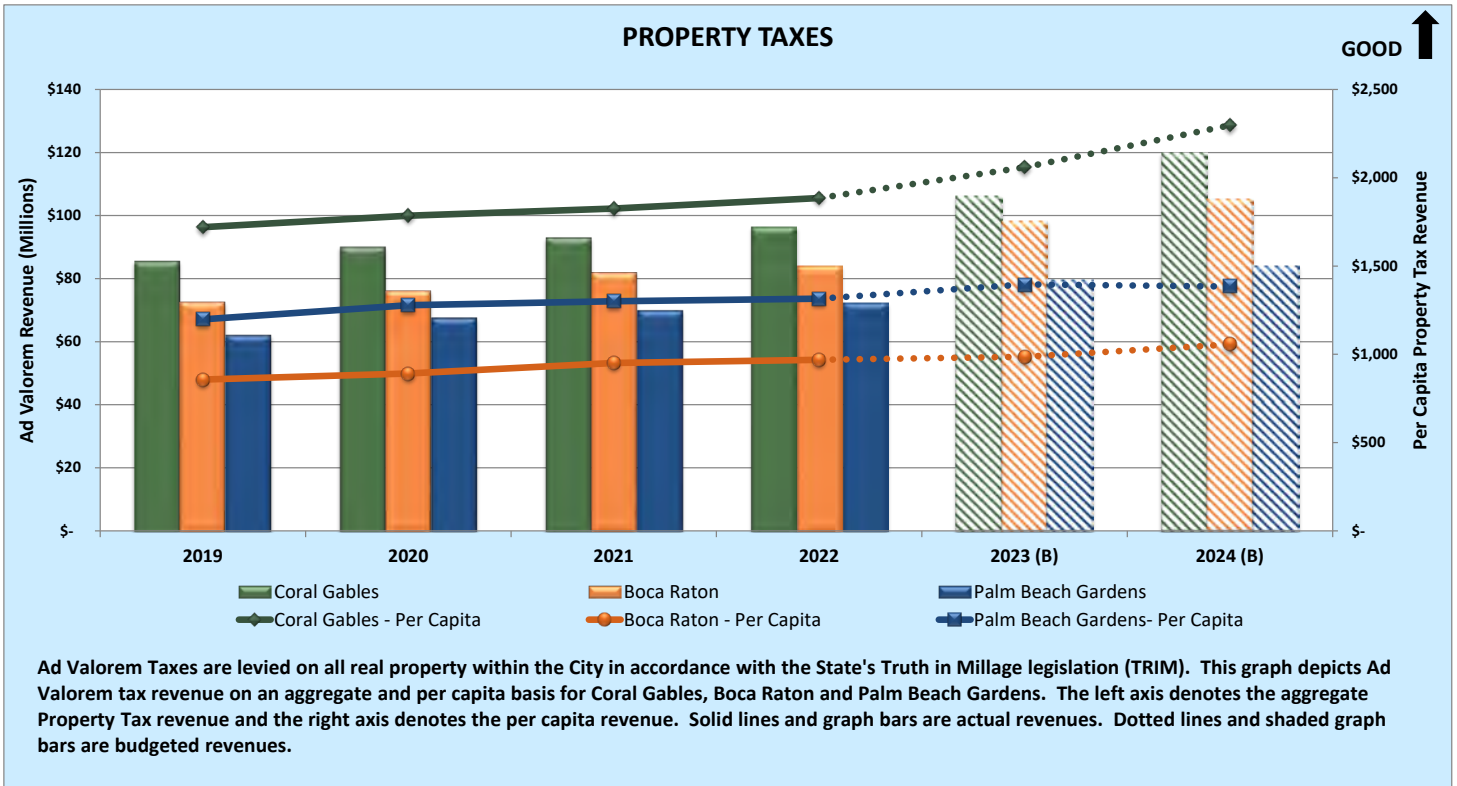
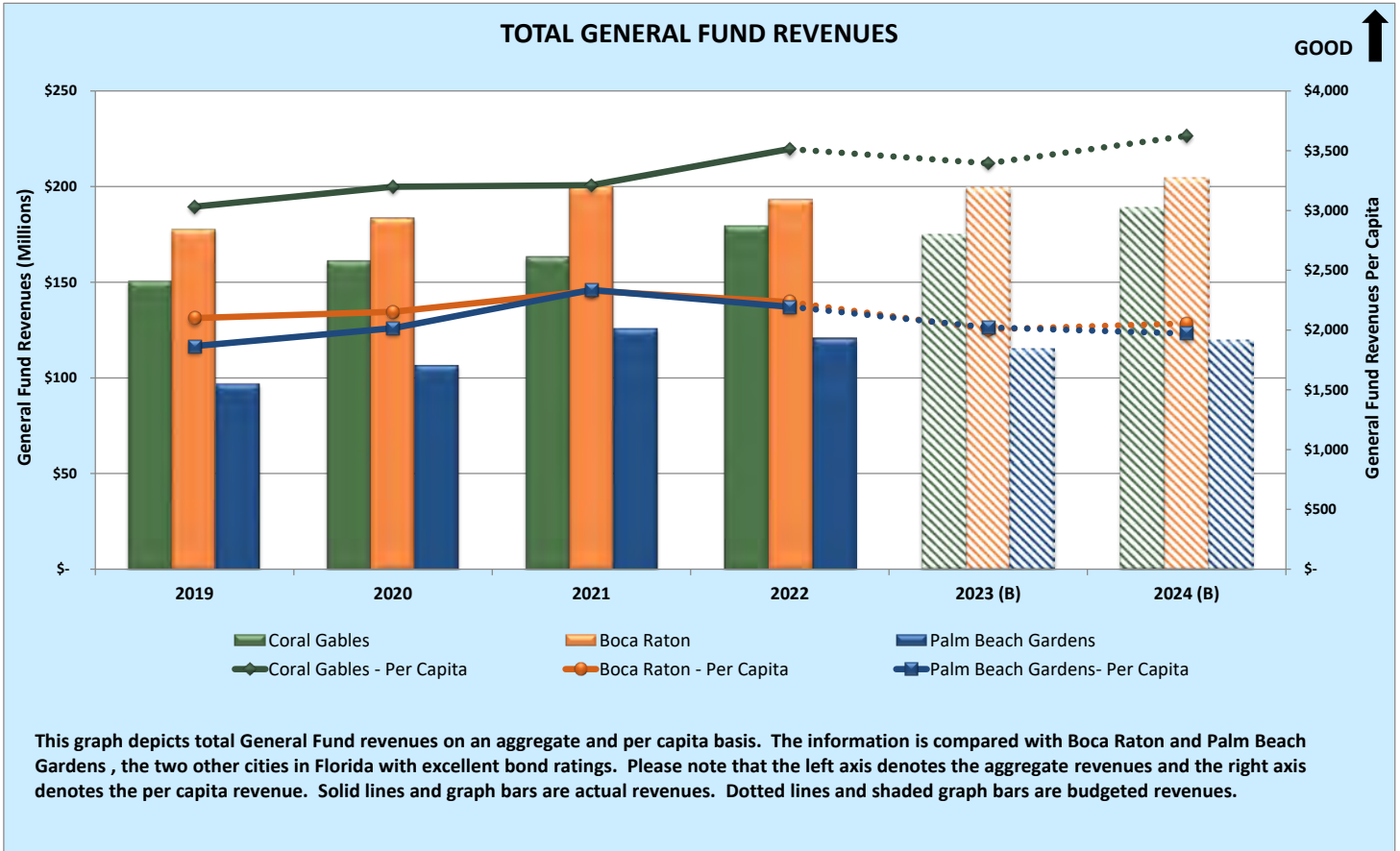
**CITY OF CORAL GABLES  
DEBT SERVICE SCHEDULES  
2023-2024 BUDGET**

PAYMENT DUE	SERIES 2018A		SERIES 2018B		SERIES 2021A		SERIES 2021B	
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
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>\$ 45,315,000</u>	<u>\$ 25,894,744</u>	<u>\$ 21,475,000</u>	<u>\$ 3,786,125</u>	<u>\$ 4,448,000</u>	<u>\$ 356,747</u>	<u>\$ 24,335,000</u>	<u>\$ 7,463,200</u>

**MOBILITY HUB DEBT TO BE**

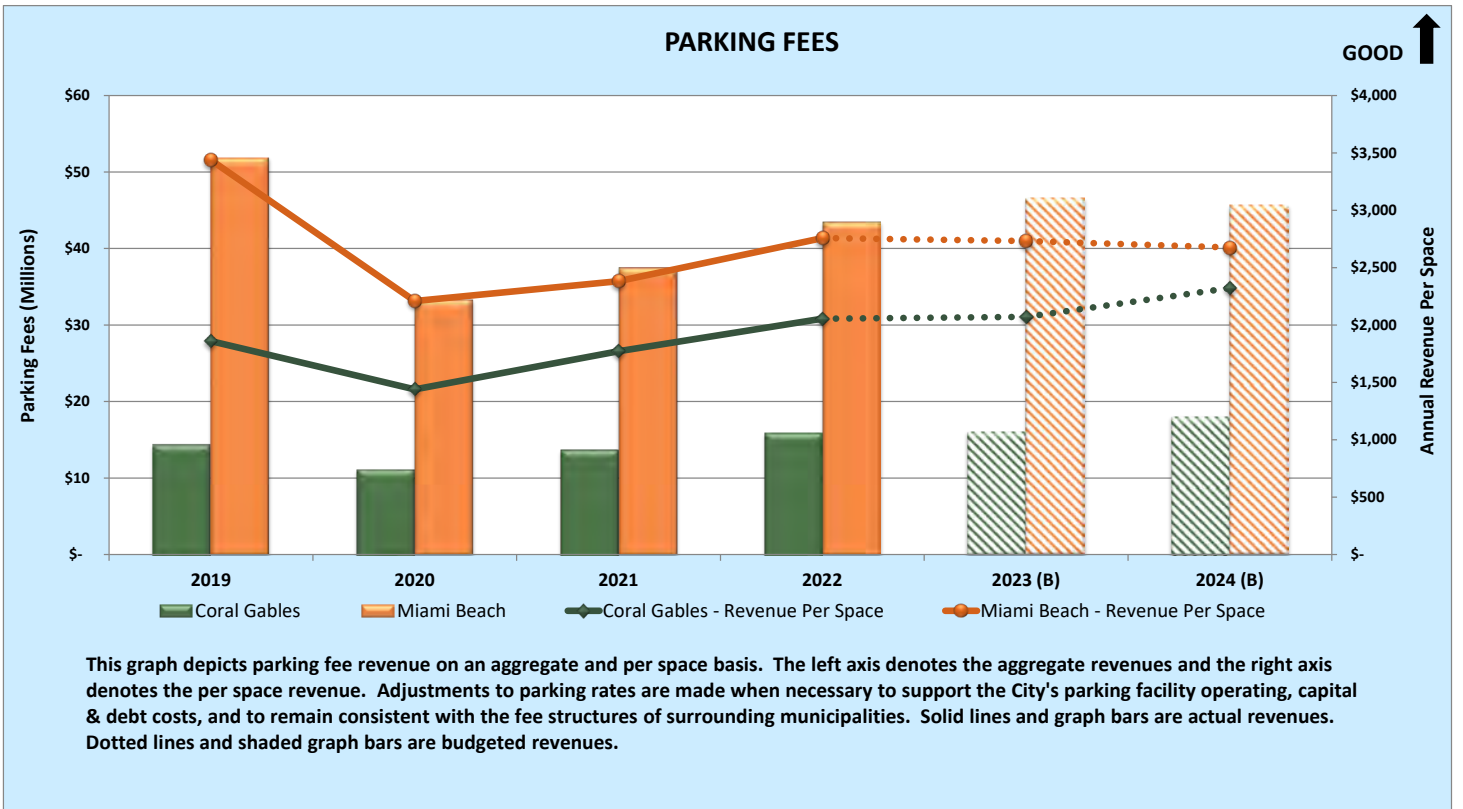
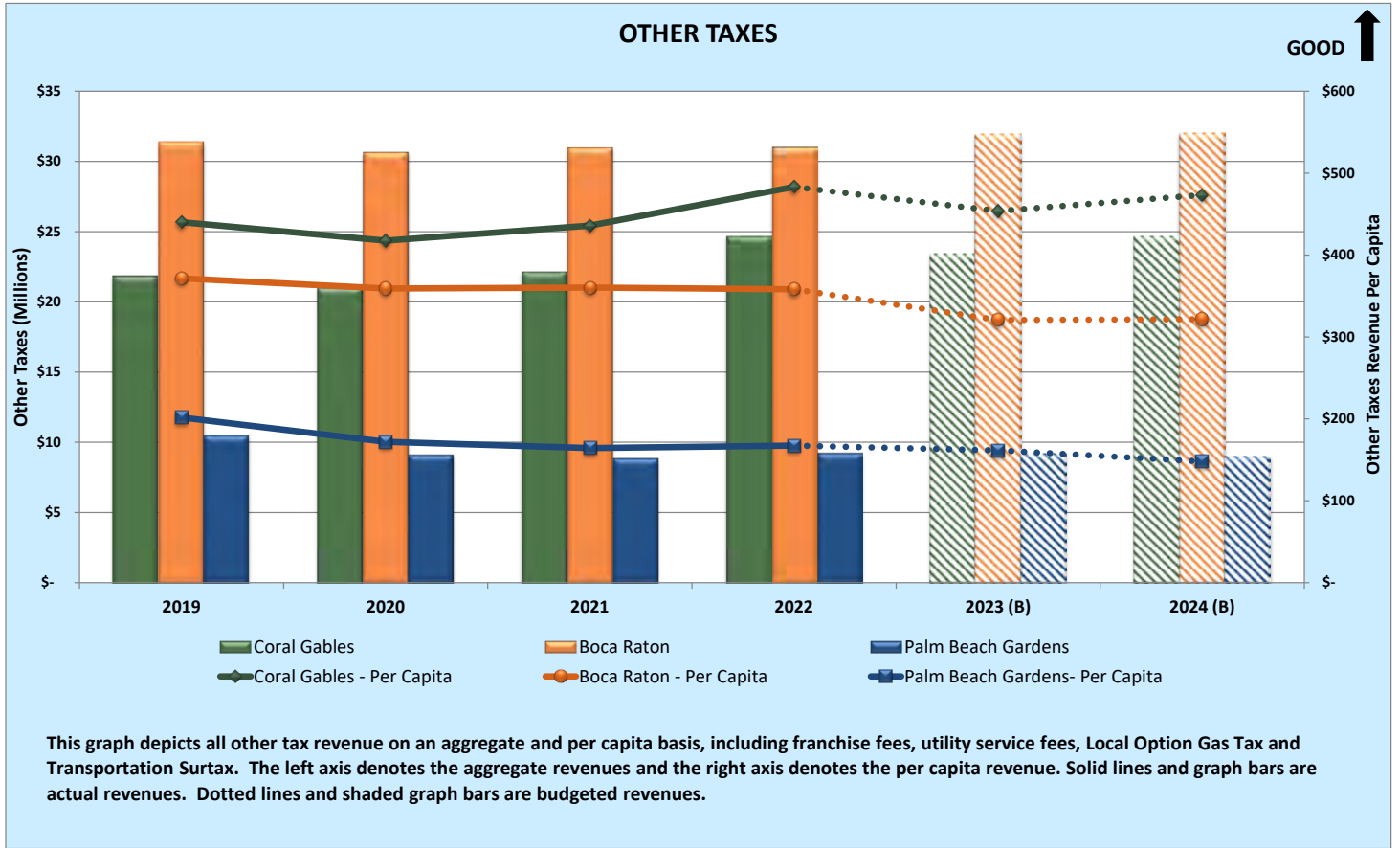
PAYMENT DUE	SERIES 2022A		SERIES 2022B		DETERMINED		TOTAL	
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
10/1/2023	\$ 850,000	\$ 376,974	\$ 210,000	\$ 92,074	\$ -	\$ -	\$ 6,890,000	\$ 4,131,051
10/1/2024	870,000	354,960	215,000	86,636	-	-	7,190,000	3,826,089
10/1/2025	895,000	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>\$ 14,555,000</u>	<u>\$ 2,982,646</u>	<u>\$ 3,555,000</u>	<u>\$ 728,050</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 113,683,000</u>	<u>\$ 41,211,512</u>

**2023-2024 BUDGET  
TREND ANALYSIS - MAJOR REVENUE STREAMS**



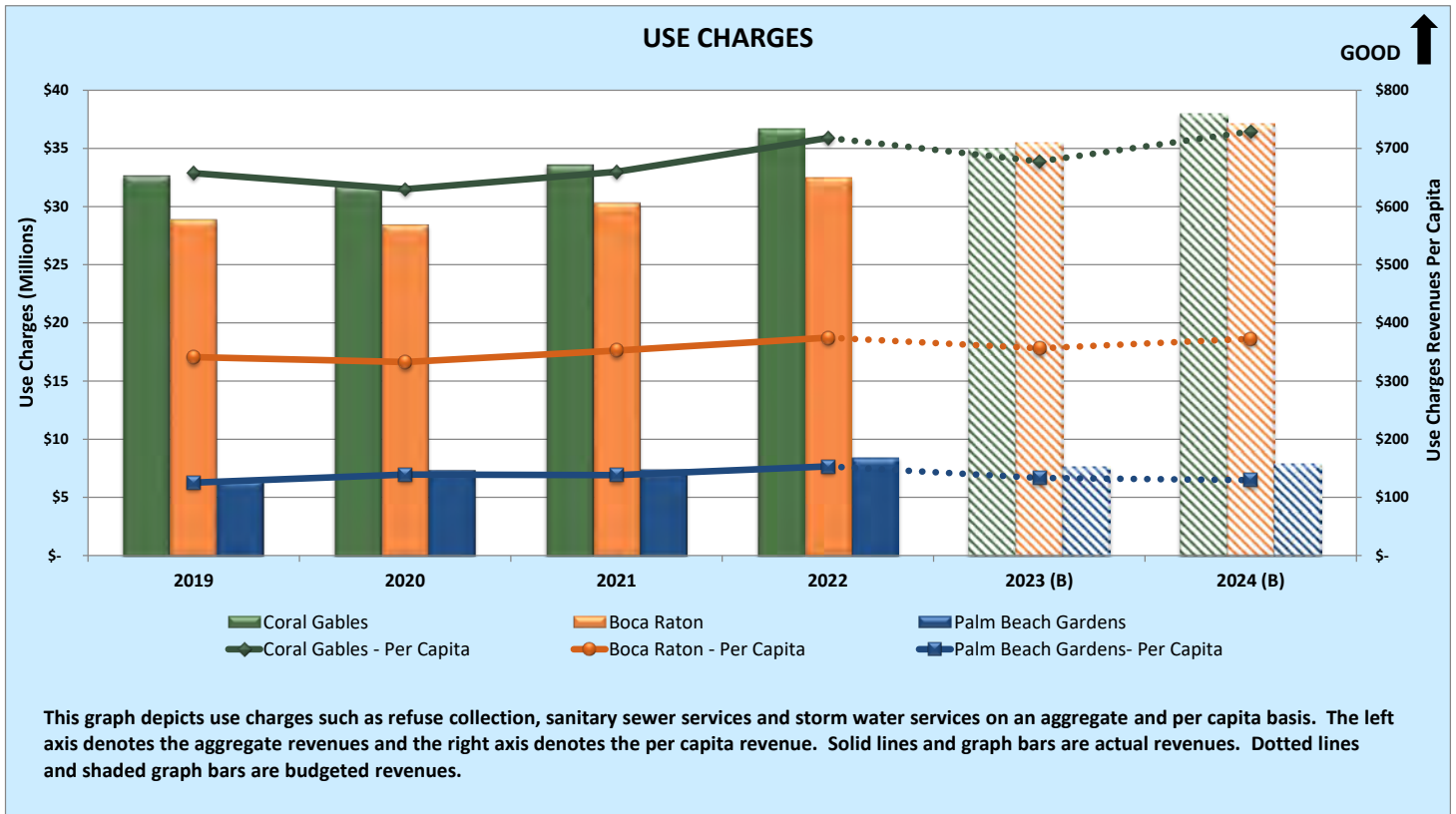
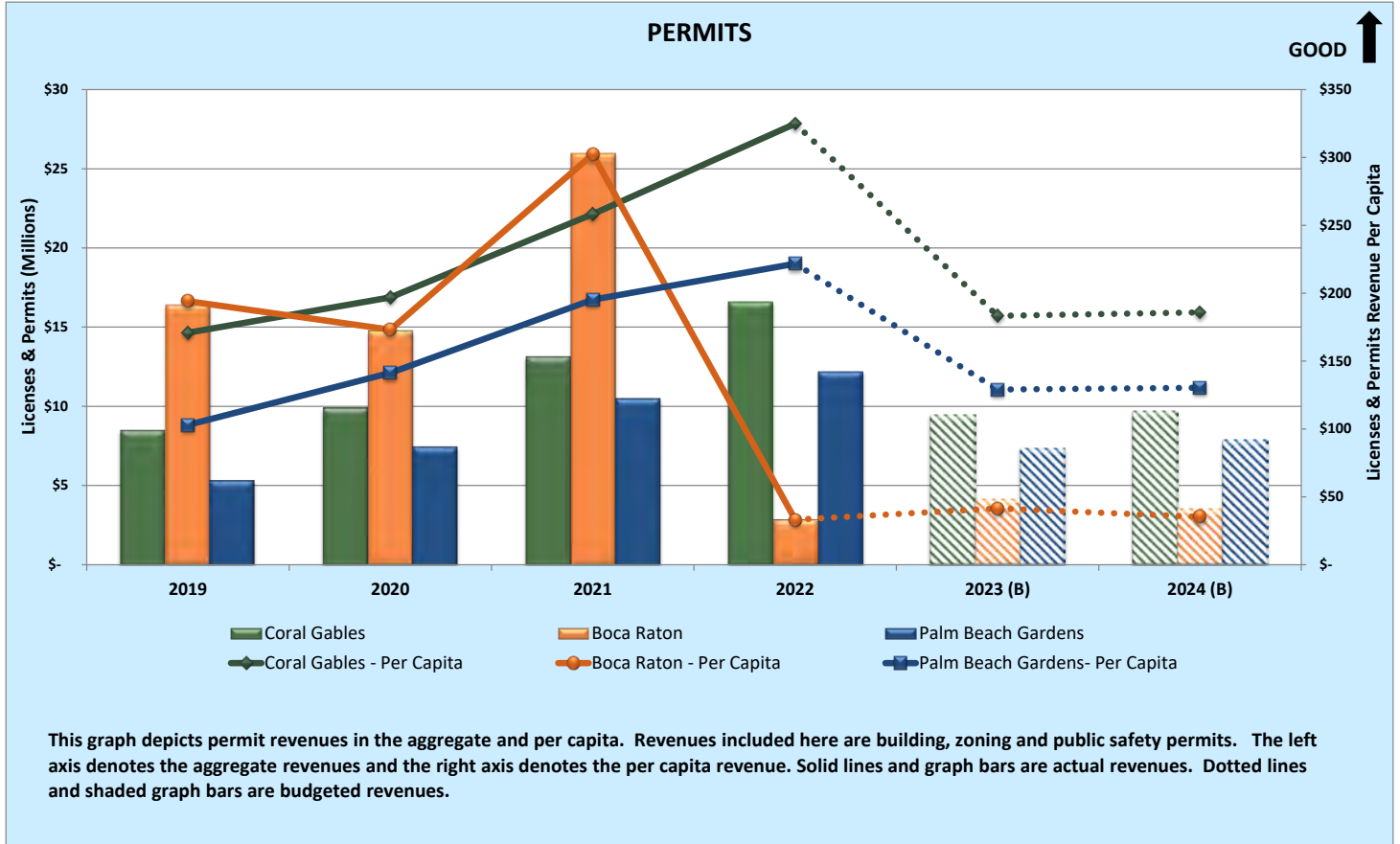
Note: (B) denotes budgeted figure, whereas other figures represent actuals

**2023-2024 BUDGET**  
**TREND ANALYSIS - MAJOR REVENUE STREAMS**



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

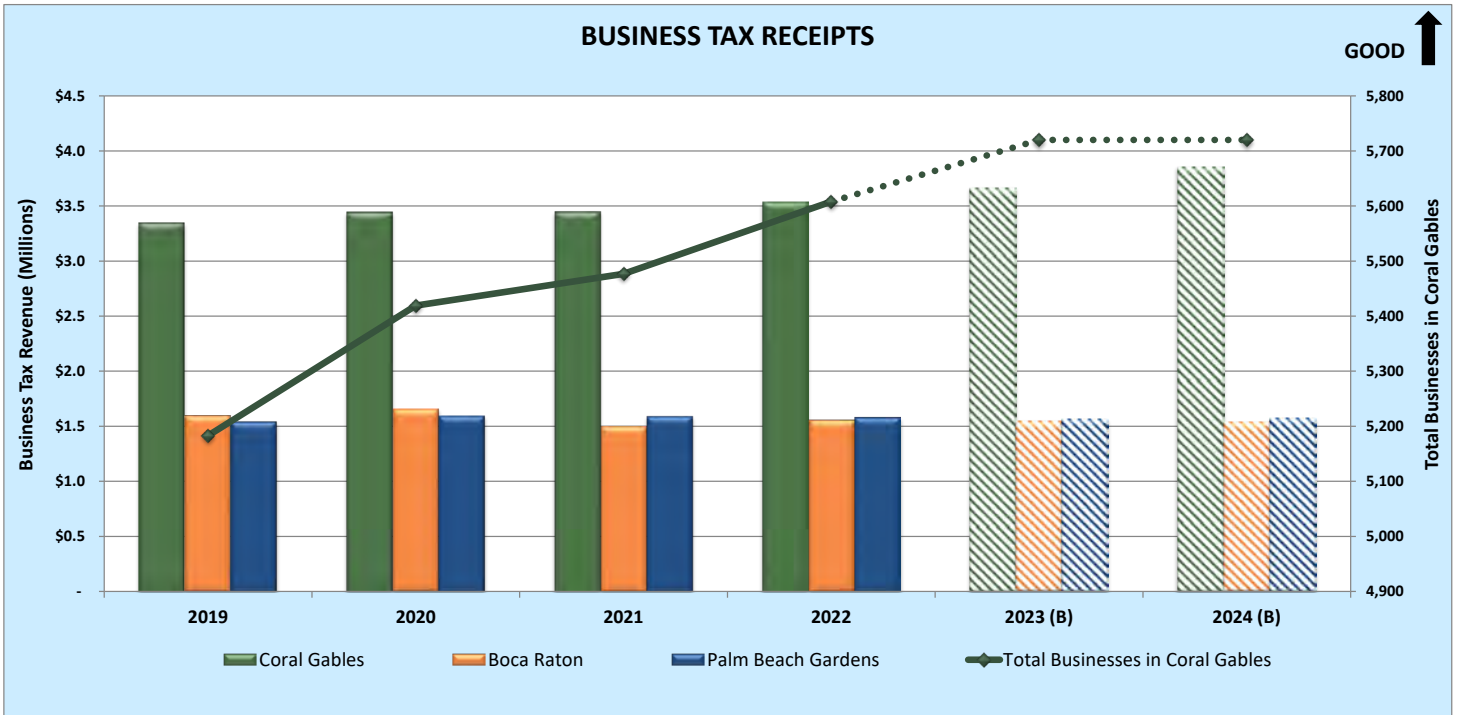
**2023-2024 BUDGET  
TREND ANALYSIS - MAJOR REVENUE STREAMS**



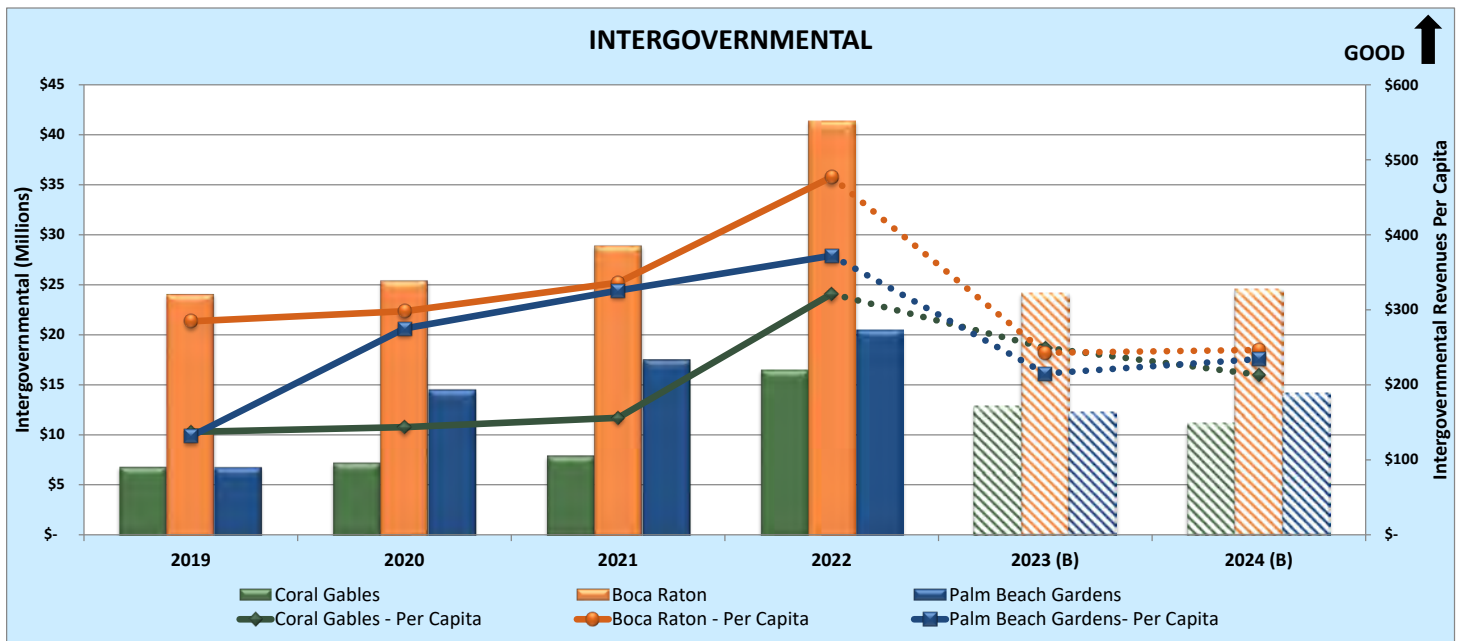
Note: (B) denotes budgeted figure, whereas other figures represent actuals



**2023-2024 BUDGET  
TREND ANALYSIS - MAJOR REVENUE STREAMS**

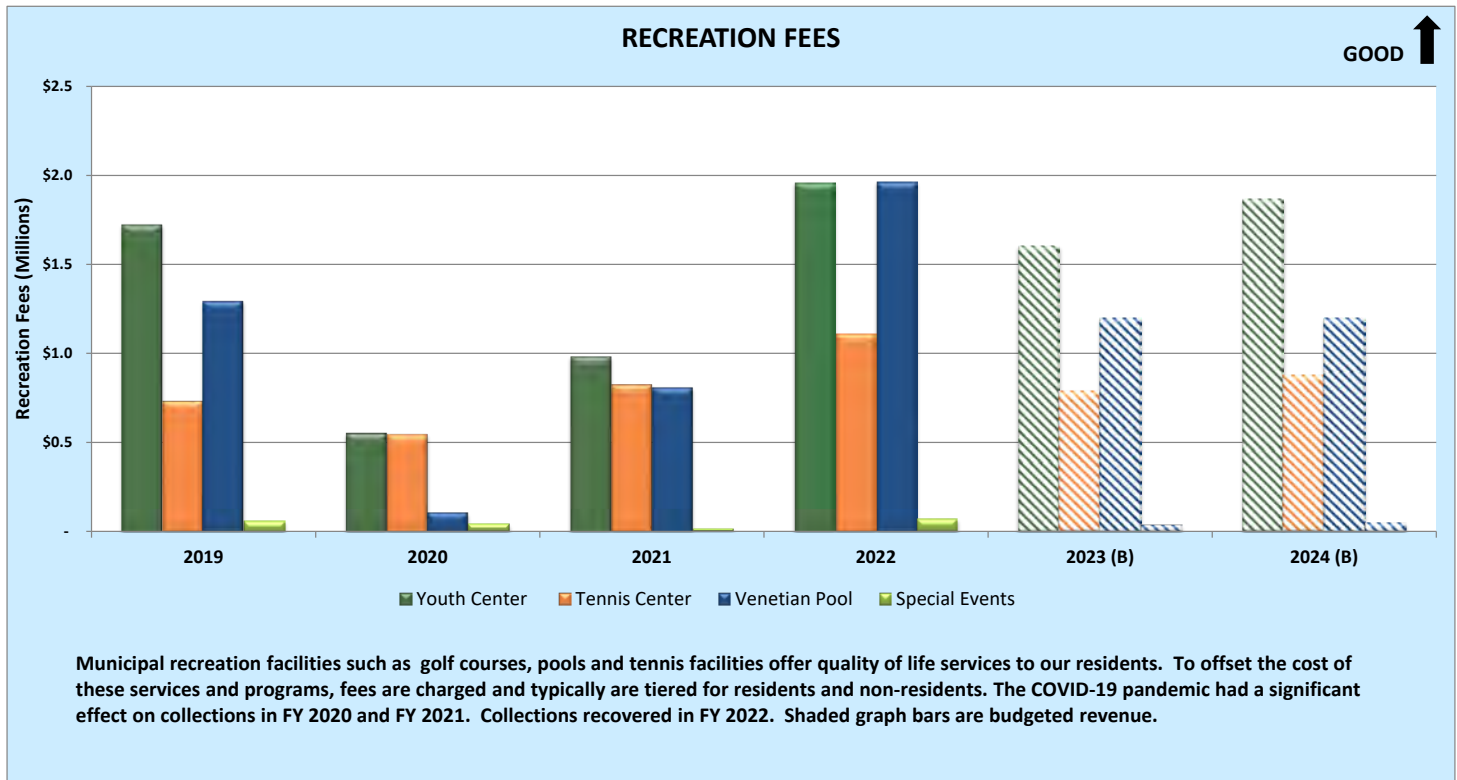
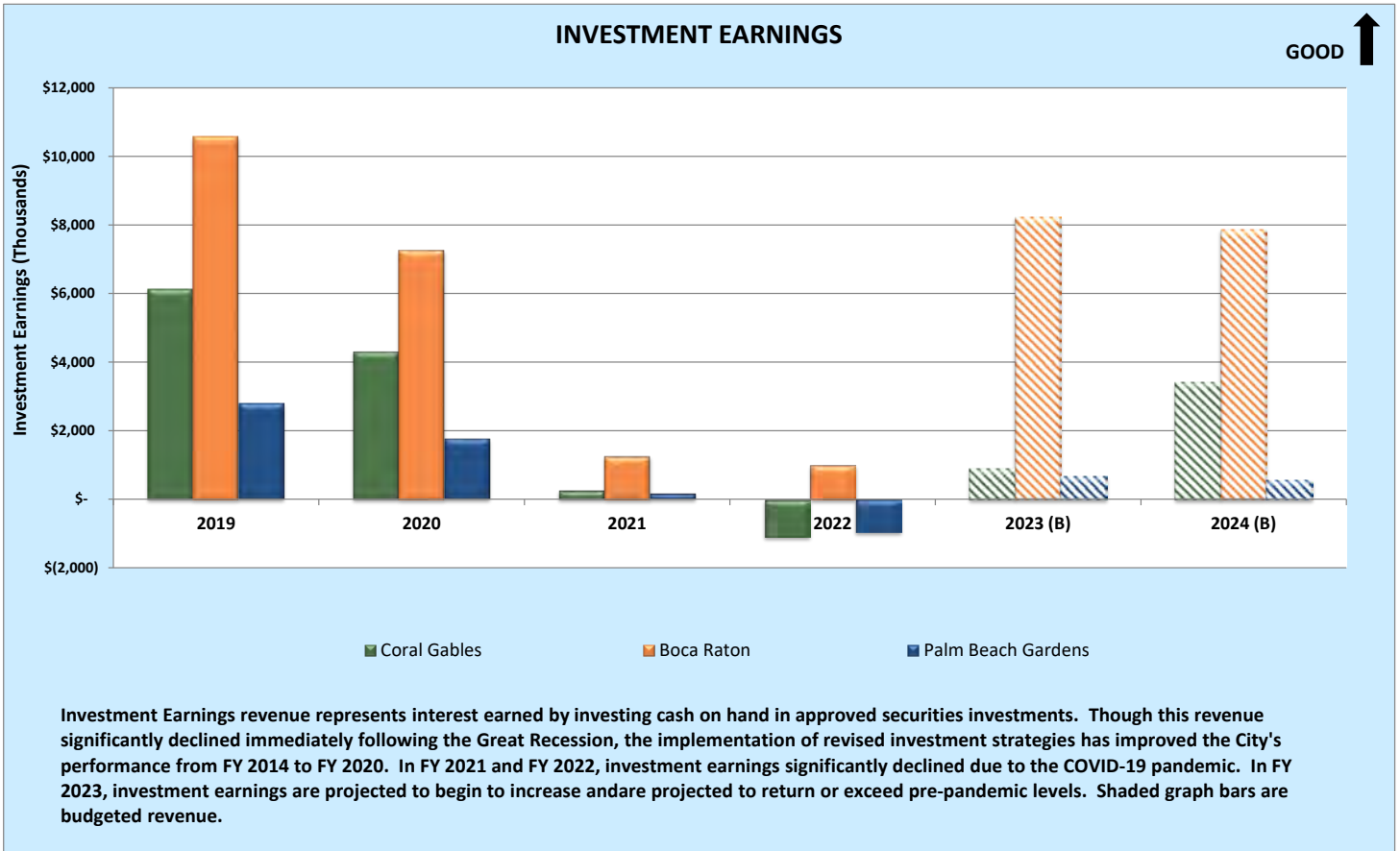


Business Tax Receipts are regulatory charges on businesses, professions and occupations located within the City. The State allows a 5% increase to these fees every two years. The 5% Increase is applied for FY 2023. This graph depicts total Business Tax Revenue revenue (left axis) and total number of businesses (right axis). Solid lines and graph bars are actual revenues. Dotted lines and shaded graph bars are budgeted revenues.



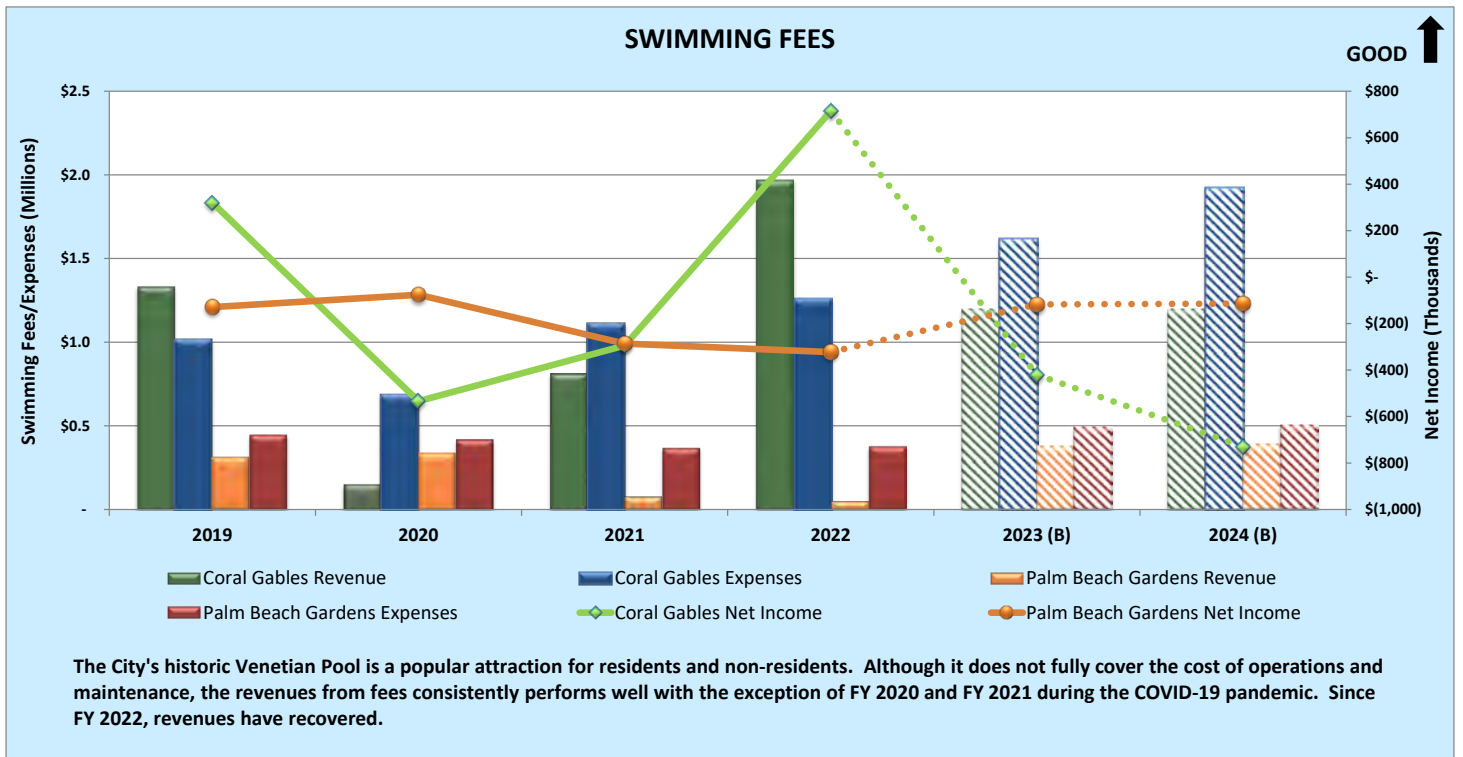
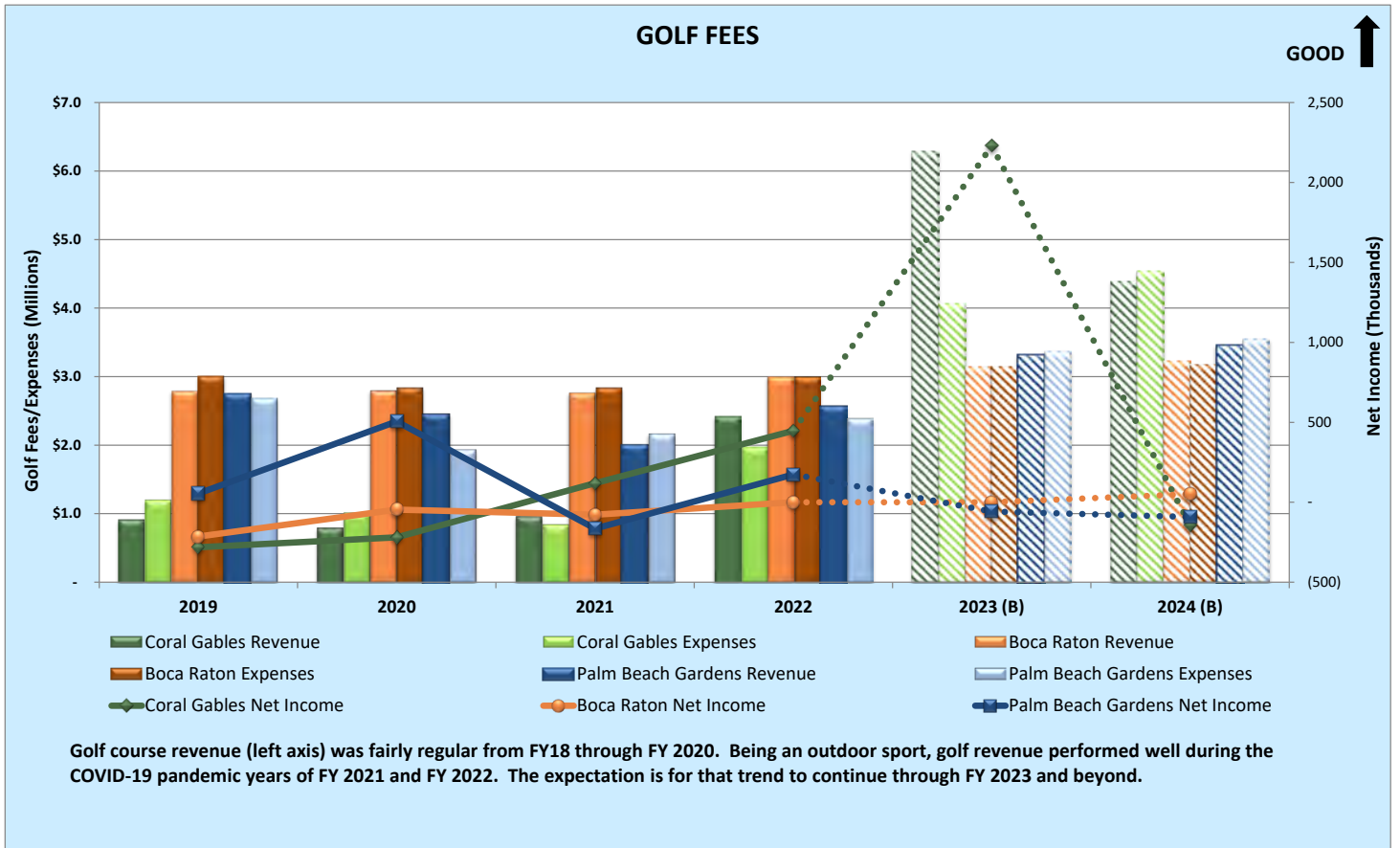
The City's goal is to actively identify and pursue grant opportunities. This graph depicts the revenue on an aggregate (left axis) and per capita (right axis) basis. Solid lines and graph bars are actual revenues. Dotted lines and shaded graph bars are budgeted revenue. For FY 2018 through 2023 Boca Raton is receiving significant revenue reimbursement from its Community Redevelopment Agency (CRA).

**2023-2024 BUDGET  
TREND ANALYSIS - MAJOR REVENUE STREAMS**



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

**2023-2024 BUDGET  
TREND ANALYSIS - MAJOR REVENUE STREAMS**



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

**2023-2024 BUDGET**  
**LONG RANGE FINANCIAL PLAN FOR THE GENERAL FUND**

**General Fund**

(in \$ millions)

	2021	2022	2023	2024	2025	2026	2027	2028
	ACTUAL	ACTUAL	BUDGET	BUDGET	PROJ	PROJ	PROJ	PROJ
<b>Revenues</b>								
Property Taxes	\$ 92.90	\$ 96.34	\$ 106.28	\$ 119.75	\$ 125.74	\$ 132.03	\$ 137.31	\$ 142.80
Use Charges	9.06	9.08	9.01	9.55	9.74	9.93	10.13	10.33
Other Taxes	18.80	20.67	19.13	20.11	20.51	20.92	21.34	21.76
Licenses & Permits	16.59	20.14	13.13	13.55	13.82	14.22	14.42	14.84
Other Revenue	17.37	14.53	20.40	12.62	12.87	13.12	13.37	13.63
Intergovernmental Revenue	6.71	16.35	7.39	7.40	7.55	7.61	7.67	7.73
Recreation Fees	1.83	3.14	2.43	2.97	3.03	3.09	3.15	3.21
Investment Earnings	0.21	(0.61)	0.90	3.00	3.00	1.50	1.50	1.50
Contributions from Other Funds	10.76	12.57	11.31	10.74	10.95	11.17	11.39	11.62
Transfers In	-	-	3.50	6.84	6.98	6.98	6.98	6.98
<b>Total Revenues</b>	<b>\$ 174.23</b>	<b>\$ 192.21</b>	<b>\$ 193.48</b>	<b>\$ 206.53</b>	<b>\$ 214.19</b>	<b>\$ 220.57</b>	<b>\$ 227.26</b>	<b>\$ 234.40</b>
<b>Expenditures by Type</b>								
Personal Services	\$ 109.76	\$ 112.17	\$ 116.71	\$ 124.13	\$ 126.61	\$ 129.14	\$ 131.73	\$ 134.37
Operating Expenses	33.62	35.35	47.95	49.35	50.34	51.35	52.38	53.43
Capital Outlay	0.57	0.23	0.66	0.47	0.48	0.49	0.50	0.51
Grants and Aids	1.09	1.27	1.63	0.60	0.61	0.62	0.63	0.64
Non-Operating	-	-	-	-	-	-	-	-
Transfer Out	29.19	43.19	26.53	31.50	35.64	38.43	41.46	44.88
<b>Total Expenditures by Type</b>	<b>\$ 174.23</b>	<b>\$ 192.21</b>	<b>\$ 193.48</b>	<b>\$ 206.05</b>	<b>\$ 213.68</b>	<b>\$ 220.03</b>	<b>\$ 226.70</b>	<b>\$ 233.83</b>
<b>Expenditures by Function</b>								
General Government	\$ 31.64	\$ 33.42	\$ 40.32	\$ 44.03	\$ 43.90	\$ 44.77	\$ 45.68	\$ 46.58
Economic Environment	1.24	1.22	1.80	1.52	1.55	1.58	1.61	1.64
Public Safety	77.85	79.06	84.08	88.55	90.32	92.13	93.97	95.85
Physical Environment	21.73	21.60	24.59	25.03	25.53	26.04	26.56	27.09
Transportation	4.42	4.59	5.06	4.53	4.62	4.71	4.80	4.90
Culture & Recreation	8.16	9.13	11.10	11.59	11.82	12.06	12.30	12.55
Transfer Out	29.19	43.19	26.53	31.50	35.64	38.43	41.46	44.88
<b>Total Expenditures by Function</b>	<b>\$ 174.23</b>	<b>\$ 192.21</b>	<b>\$ 193.48</b>	<b>\$ 206.75</b>	<b>\$ 213.38</b>	<b>\$ 219.72</b>	<b>\$ 226.38</b>	<b>\$ 233.49</b>
<b>Gain/(Loss)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 0.48</b>	<b>\$ 0.51</b>	<b>\$ 0.54</b>	<b>\$ 0.56</b>	<b>\$ 0.57</b>
<b>Beginning Unassigned Reserves</b>								
FEMA/Ins. Reimbursements Rcv'd	4.41	0.48	-	-	-	-	-	-
FEMA/Ins. Outstanding	-	2.70	-	-	-	-	-	-
Transfers In/(Transfers Out)	-	-	2.43	-	-	-	-	-
<b>Total Available</b>	<b>\$ 45.09</b>	<b>\$ 48.27</b>	<b>\$ 50.70</b>	<b>\$ 50.70</b>	<b>\$ 50.70</b>	<b>\$ 50.70</b>	<b>\$ 50.70</b>	<b>\$ 50.70</b>

## **2023-2024 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 & Risk Management, 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 FY24 to FY28. 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.

Consistent with the City's goal of financial sustainability, a conservative approach is employed when estimating both revenues and expenditures outlined in this plan.

#### **REVENUE DISCUSSION**

The General Fund is supported primarily by ad valorem property taxes, utility/franchise fees, permit fees, and various other user fees/charges. As with most municipalities in Florida, ad valorem property tax is by far the largest source of revenue, accounting for 63.54% 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 between 1.4% to 7.4% during 2013 to 2021. In 2022, values experienced a substantial 11.28% increase which has been exceeded by the preliminary increase in value for 2023 of 11.9%. The increase in values experienced over the last two years are not anticipated to continue long term. For future years, the City is projecting an increase of 5% in values in FY25 and FY26, with a more conservative 4% increase in values in the two years following FY26 as the housing market cannot sustain such large increases year over year.

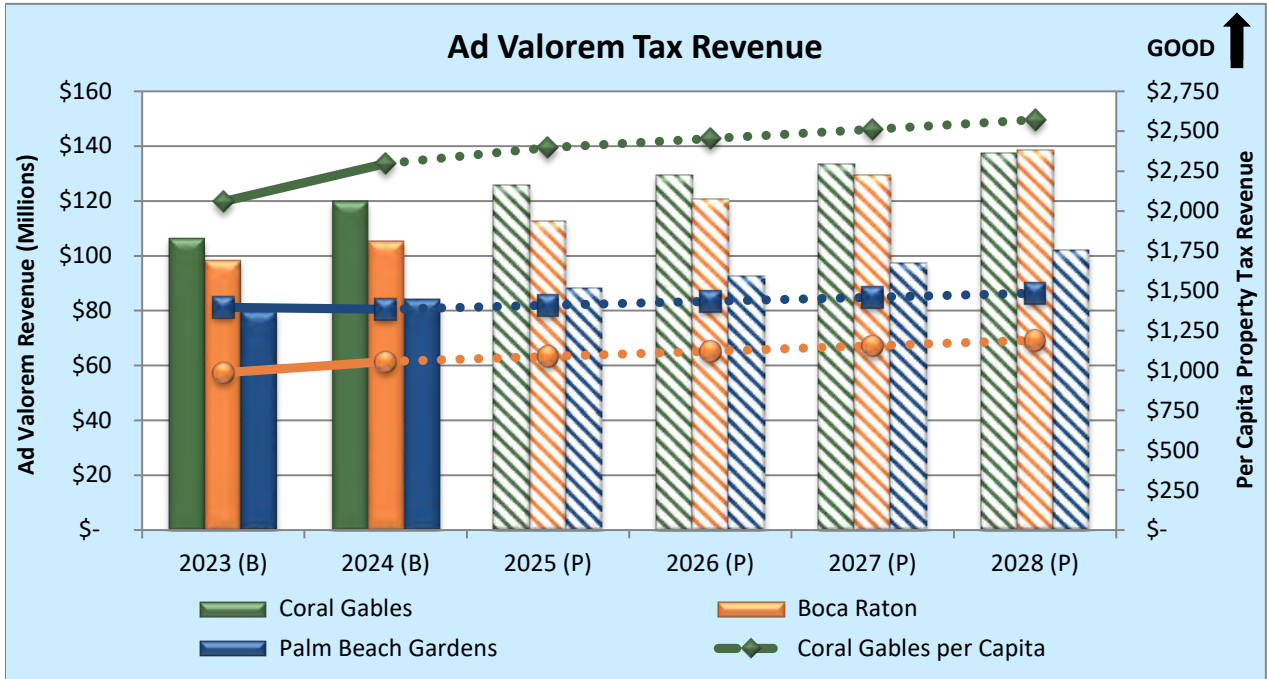
Coral Gables continues to be in high demand for commercial and residential development. The City Commission understands that development is an important way to grow the tax base and thereby generate new revenues. However, the City maintains a strict principle to be very selective with new development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

## 2023-2024 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. Projections for franchise fees and utility service taxes are tied directly to the Consumer Price Index (CPI). As a result of changes in the market, CST revenue declined over the last ten years. While the tax is not anticipated to increase to prior levels, it has leveled off over the last two years. Revenue from permitting fees have are projected to continue to perform well as the volume and cost of construction projects are anticipated to remain stead. Intergovernmental revenue, which includes State Revenue Sharing and the Half Cents Sales Tax among other sources, have recovered from the negative impacts during the pandemic years and are expected to continue an upward trend in the years ahead.

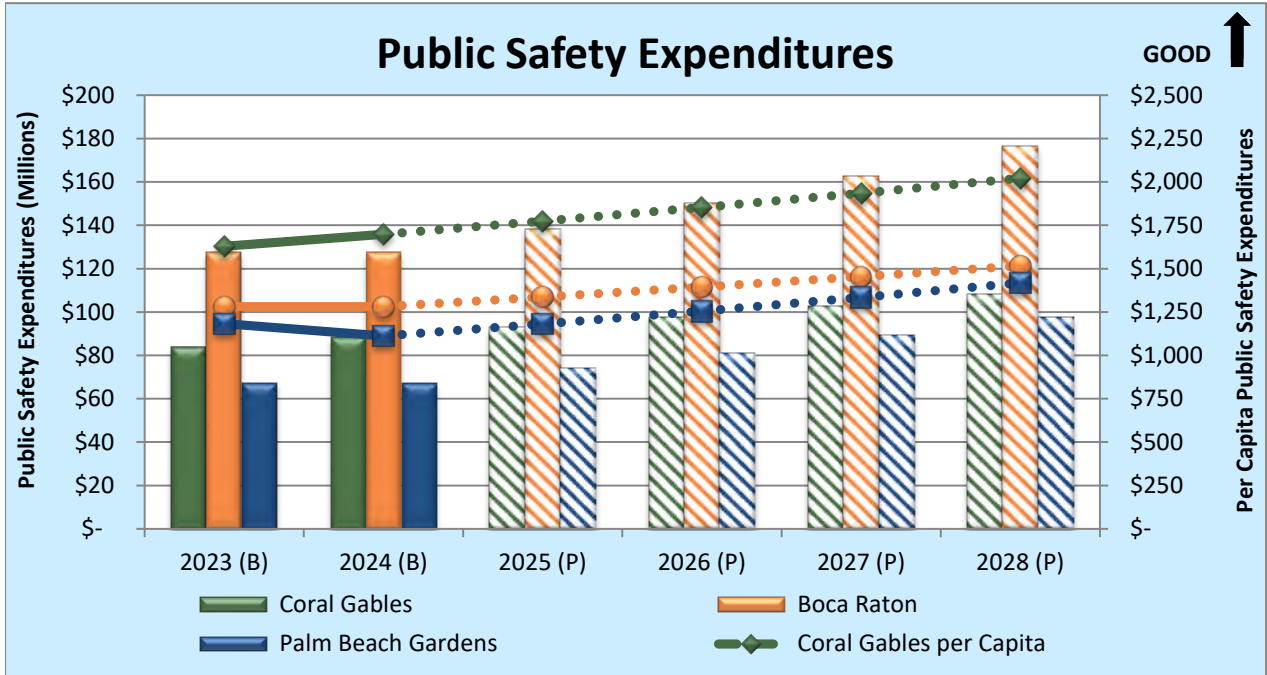
#### EXPENDITURE DISCUSSION

General Fund expenditures were projected using a similar methodology. Personnel costs are the largest type of expenditure within the General Fund and has grown considerably growth in the years following the financial downturn. Since 2014, the City has carefully increased authorized headcount by 94 positions to enhance services to our residents and work towards its goal of a world class City. In addition, the City has entered into several collective bargaining agreements with the FOP, IAFF, and Teamsters in a concerted effort to keep Coral Gables competitive in the employment market.

## 2023-2024 BUDGET LONG RANGE FINANCIAL PLAN FOR THE GENERAL FUND

### EXPENDITURE DISCUSSION - (Continued)

The City is committed to maintaining a safe living and working environment for its residents, businesses and visitors. As such, public safety expenses represent approximately 49% of the FY 2023-2024 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 budget and debt service of all funds. This reserve is maintained through General Fund dollars leaving fund balance in other funds available for capital infrastructure improvements. Most municipalities calculate unassigned reserve solely 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.

## 2023-2024 BUDGET

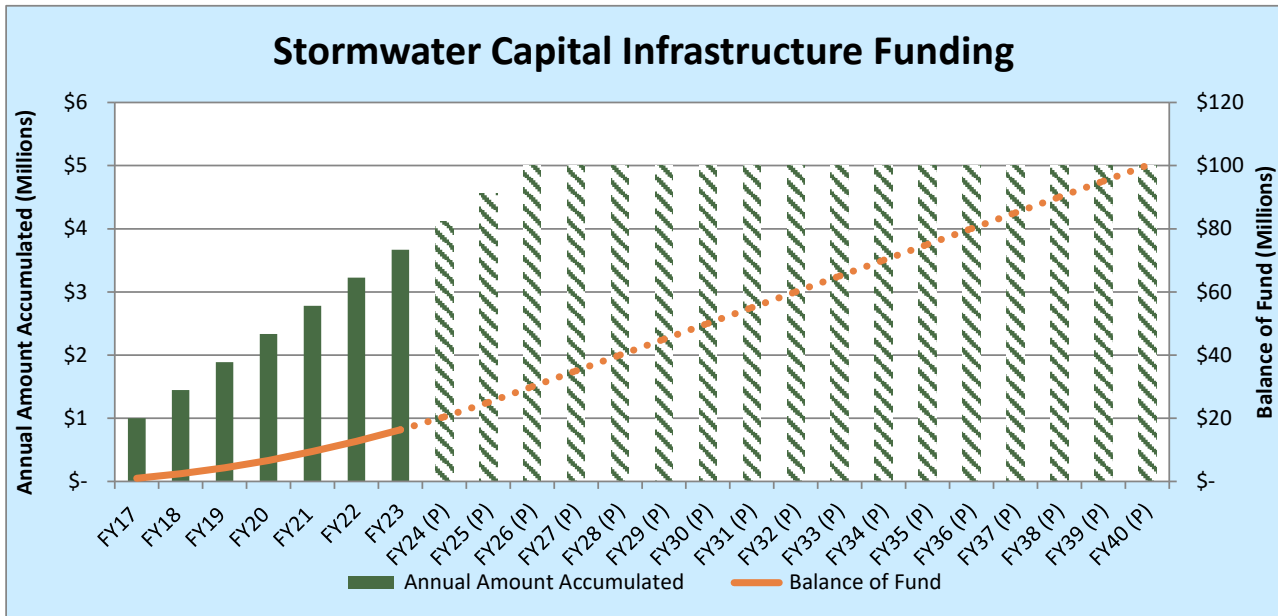
### LONG RANGE FINANCIAL PLAN FOR SEA LEVEL RISE MITIGATION

#### 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

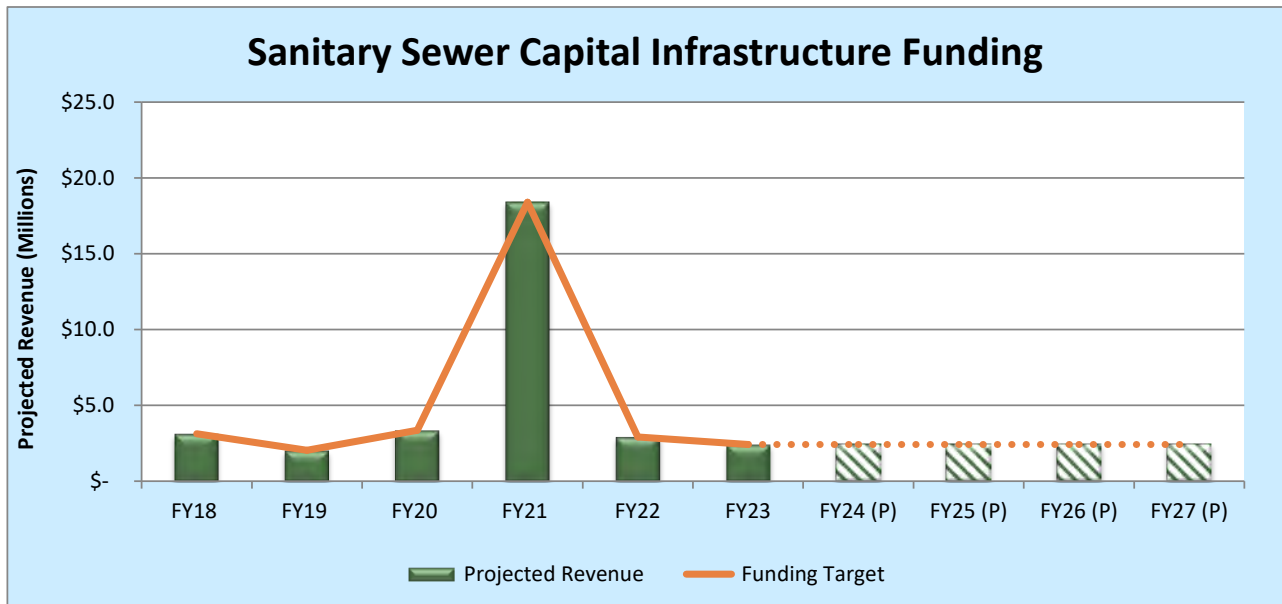
The City is also taking proactive steps to combat the impact sea level rise will have on its sanitary sewer system. As part of the capital planning process, the Public Works staff worked with the Budget Office to determine a comprehensive replacement cost estimate for the sanitary sewer infrastructure. 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 \$4.9M annually.



**2023-2024 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. Beginning in FY24, \$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**

		<b>INCREMENTAL AMOUNT</b>	<b>CURRENT REVENUE</b>	<b>% OF REVENUE</b>	<b>CURRENT ERU</b>	<b>PROPOSED INCREASE</b>	<b>PROPOSED ERU</b>	<b>ANNUAL AMOUNT ACCUMULATED</b>
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
<b>Total Accumulation by Year 10 (FY26)</b>								<b>30,025,000</b>
<b>Projected Accumulation from FY27 to FY40 (\$5,005,000 x 14 Yrs)</b>								<b>70,070,000</b>
<b>Total Projected Accumulation by FY40</b>								<b>\$ 100,095,000</b>

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

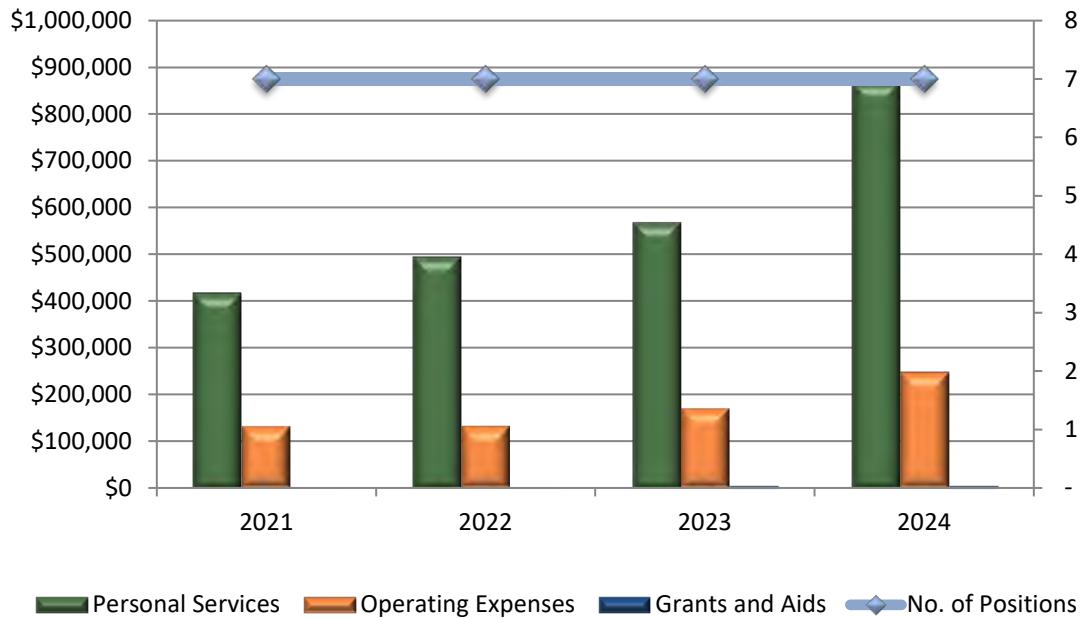
**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



**CITY COMMISSION  
BUDGET AND POSITION SUMMARY**

	<u>2020-2021 ACTUAL</u>	<u>2021-2022 ACTUAL</u>	<u>2022-2023 BUDGET</u>	<u>2023-2024 BUDGET</u>
Salaries & Benefits	419,020	495,734	568,543	867,997
Operating Expenses	131,370	131,608	168,800	246,370
Grants and Aids	58	1,500	4,000	4,000
<b>Total</b>	<b>550,448</b>	<b>628,842</b>	<b>741,343</b>	<b>1,118,367</b>
Full Time Headcount	6.00	6.00	7.00	7.00
Part Time FTE's	0.75	0.75	-	-
<b>Total Headcount &amp; FTE's</b>	<b>6.75</b>	<b>6.75</b>	<b>7.00</b>	<b>7.00</b>

**EXPENDITURE/PERSONNEL COMPARISONS**



**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



001 GENERAL FUND  
CITY COMMISSION  
0100 CITY COMMISSION  
511 LEGISLATIVE

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS					SALARIES
		2020-2021	2021-2022	2022-2023	2023-2024		
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	BUDGET HEADCOUNT		
<u>FULL TIME POSITIONS</u>							
8900	Mayor	1.00	1.00	1.00	1.00	\$ 69,000	
8910	Vice Mayor	1.00	1.00	1.00	1.00	67,000	
8920	City Commissioner	3.00	3.00	3.00	3.00	195,000	
0142	Chief of Staff, Legislative Mgr Advisor	1.00	1.00	1.00	1.00	99,159	
0034	Admin. Assistant to the Mayor	-	-	1.00	1.00	55,058	
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>6.00</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>	<b>485,217</b>	
<u>PART TIME POSITIONS</u>							
	TITLE	HC	FTE's	FTE's	FTE's	FTE's	
0517	Administrative Assistant - P/T	-	0.75	0.75	-	-	-
<b>TOTAL PART TIME FTE's</b>		<b>-</b>	<b>0.75</b>	<b>0.75</b>	<b>0.00</b>	<b>0.00</b>	<b>-</b>
<b>TOTAL</b>		<b>6.75</b>	<b>6.75</b>	<b>7.00</b>	<b>7.00</b>	<b>\$ 485,217</b>	

**EXPENDITURE DETAIL**

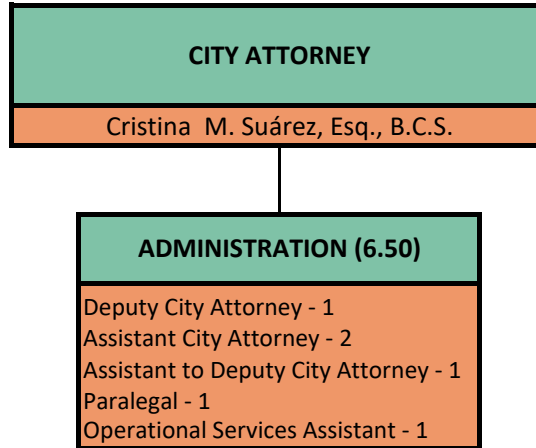
	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 256,748	\$ 285,000	\$ 309,923	\$ 485,217
2000 Employee Benefits - See Other Cost Dist.	162,272	210,734	258,620	382,780
4000 Travel - Local	24,340	25,410	28,200	48,000
4001 Travel - Out-of-Town	2,093	16,030	11,000	11,000
4401 Rental - Copiers	3,081	1,496	-	2,000
4500 General Liability Insurance	12,214	13,712	17,401	24,796
4633 Service Alloc - Gen Services	58,434	58,285	62,295	64,465
4700 Special Printed Forms	-	-	300	300
4900 Misc Exp - Other	3,968	3,504	12,000	12,000
4901 Misc Exp - Commission Group 1	307	4,068	2,750	10,000
4902 Misc Exp - Commission Group 2	2,071	4,982	5,000	10,000
4903 Misc Exp - Commission Group 3	2,404	5,315	5,000	10,000
4904 Misc Exp - Commission Group 4	4,798	2,072	5,000	10,000
4905 Misc Exp - Commission Group 5	409	2,500	5,000	10,000
5100 Supplies - Office	5,666	3,562	10,000	10,000
5400 Membership Dues/Subscriptions	23,577	6,066	18,546	11,000
5500 Employee Training	-	300	5,000	5,000
8206 Grants - Sister Cities	58	1,500	4,000	4,000
9000 Interdept'l Alloc - Bldg Div	(11,992)	(15,694)	(18,692)	1. (34,421)
<b>TOTAL</b>	<b>\$ 550,448</b>	<b>\$ 628,842</b>	<b>\$ 741,343</b>	<b>\$ 1,118,367</b>

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

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**

**CITY ATTORNEY**

**ORGANIZATION CHART**



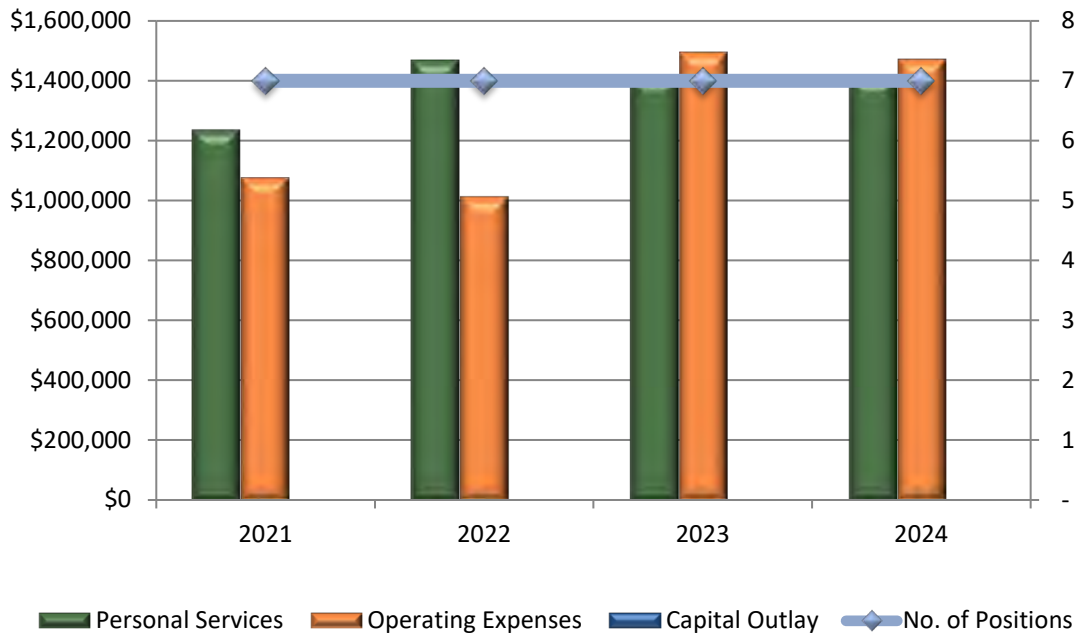
**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



**CITY ATTORNEY  
BUDGET AND POSITION SUMMARY**

	<u>2020-2021 ACTUAL</u>	<u>2021-2022 ACTUAL</u>	<u>2022-2023 BUDGET</u>	<u>2023-2024 BUDGET</u>
Salaries & Benefits	1,235,388	1,467,208	1,412,332	1,409,668
Operating Expenses	1,076,478	1,012,730	1,495,425	1,471,912
Capital Outlay	-	-	500	500
<b>Total</b>	<u><u>2,311,866</u></u>	<u><u>2,479,938</u></u>	<u><u>2,908,257</u></u>	<u><u>2,882,080</u></u>
Full Time Headcount	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>
Total Headcount & FTE's	<u><u>7.00</u></u>	<u><u>7.00</u></u>	<u><u>7.00</u></u>	<u><u>7.00</u></u>

**EXPENDITURE/PERSONNEL COMPARISONS**



# City Attorney

---

## Department Function:

The City Attorney's Office (CAO) has a total of four full-time in-house attorneys. 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**  
**2023-2024 BUDGET**

**CITY ATTORNEY**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS**

- ✓ Prevailed in Mas Canosa v. City of Coral Gables, et al., with the Third District Court of Appeal affirming summary judgment in favor of the City in a challenge to the constitutionality of the City's use of Automatic License Plate Readers ("ALPRs"), a case having significant implications throughout the State of Florida and the country, as many police departments use ALPRs as an effective law enforcement tool.
- ✓ Guided City through various real estate transactions including a lease with Francesco Miracle Miles, LLC for a new restaurant at the City-owned property located at 278 Miracle Mile; and an amendment to lease with Actor's Playhouse Productions, Inc. regarding the City-owned property located at 280 Miracle Mile, commonly known as the Miracle Theater.
- ✓ Continued to assist the Community Recreation Department in complying with legal requirements relating to the management of the Coral Gables Country Club.
- ✓ Achieved compliance, pursuant to enforcement actions, from 4 additional properties on the City's Abandoned Property List.
- ✓ Negotiated fine reduction agreements in Code Enforcement and Construction Regulation Board cases which lead to over \$115,798 in collections between October 2022 and August 2023.
- ✓ Drafted numerous ordinances including amendments to the City Code to establish regulations for mobile food trucks, adding certain requirements for hotels/motels, adding preferences in the procurement processes for Miami-Dade County-based vendors, prohibiting smoking in City parks, establishing certain requirements relating to undergrounding of utilities, prohibiting the parking of vehicles under car covers on city swale areas, adding regulations for parking of vehicles providing landscaping and tree trimming services, establishing a new City board comprised of representatives from the southern communities along the waterways, clarifying prohibitions relating to construction on nights and weekends, ; and zoning code text amendments revising the provisions relating to the radius for providing mailed notice outside of the City limits, amending the vote requirement for the Planning and Zoning Board relating to comprehensive plan amendments, amending landscaping requirements as to planting height, and revising remote parking and payment-in-lieu processes and requirements.
- ✓ Assisted with resolutions and memorandums of understanding between the City, County, and other municipalities, including establishment of a revised peafowl mitigation policy as approved by Miami-Dade County and guiding the City through the process of transferring from Miami-Dade County the only remaining special taxing district not already under the control of the City.



**CITY OF CORAL GABLES, FLORIDA**  
**2023-2024 BUDGET**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ Assisted with setting and advocating for City's legislative priorities and proposing amendatory language in the City's interest.
- ✓ Interpreted final bills resulting from 2023 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.
- ✓ Achieved a fully-Board Certified City Attorney's Office by having two additional members achieve Board Certification by the Florida Bar in City, County, and Local Government Law, such that all four attorneys are now Board Certified.
- ✓ Guided the City through the process of dissolving the Business Improvement District, including drafting the appropriate legislation, providing advice to City departments relating to the continuity of certain events traditionally handled by the BID, and obtaining authorization to take legal action to recover assessment funds.
- ✓ Provided advice regarding the establishment of temporary and permanent dog parks in the City, including preparation of license agreement with property owner and assisting staff in development of operational enforcement plan for violations related to dogs at parks.
- ✓ Guided the City Commission through the process of filling a vacancy on the City Commission.
- ✓ Assisted with due diligence related to proposed annexation of Little Gables and High Pines/Ponce Davis.
- ✓ Provided guidance to City Clerk and Canvassing Board regarding 2023 Biennial Election.
- ✓ Assisted the City Clerk and Asset Manager with updating database of deeds for all City-owned real property.
- ✓ Assisted with the process of transferring from Miami-Dade County the only remaining special taxing district not already under the control of the City.
- ✓ Researched and developed presentation to City Commission providing options for changing the City's municipal election dates.

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



001 GENERAL FUND  
CITY ATTORNEY  
0500 CITY ATTORNEY  
514 LEGAL COUNSEL

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	BUDGET HEADCOUNT	SALARIES
<b>FULL TIME POSITIONS</b>						
8930	City Attorney	1.00	1.00	1.00	1.00	\$ 243,247
0040	Deputy City Attorney	1.00	1.00	1.00	1.00	168,776
0080	Assistant City Attorney	2.00	2.00	2.00	2.00	307,542
0070	Paralegal	1.00	1.00	1.00	1.00	93,794
0048	Ass't to Deputy City Attorney	1.00	1.00	1.00	1.00	72,454
0064	Operational Services Assistant	1.00	1.00	1.00	1.00	51,245
8888	Overtime	-	-	-	-	8,000
<b>TOTAL</b>		<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>\$ 945,058</b>

**EXPENDITURE DETAIL**

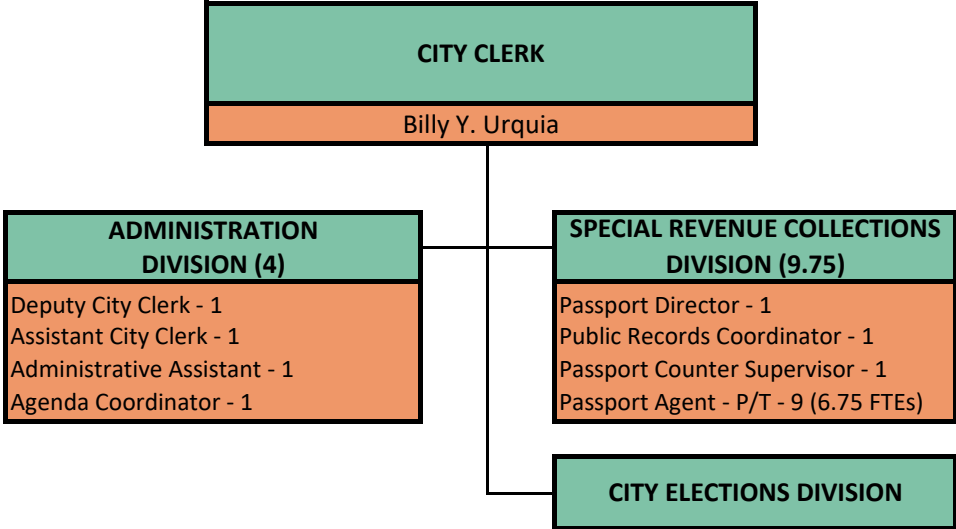
	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 854,461	\$ 928,518	\$ 965,447	\$ 945,058
2000 Employee Benefits - See Other Cost Dist.	380,927	538,690	446,885	464,610
3113 Prof Serv - Legal	988,059	920,553	1,400,000	1,400,000
4010 Automobile Allowance	28,392	30,135	29,886	27,937
4011 Mobile Phone Allowance	5,920	780	-	-
4401 Rental - Copiers	6,623	5,064	2,200	8,200
4500 General Liability Insurance	40,607	42,669	54,205	48,296
4633 Service Alloc - Gen Services	40,748	40,647	43,440	44,954
4701 Printing & Binding	1,275	27	730	730
4900 Misc Exp - Other	-	1,450	500	500
4910 Misc Exp - Court & Investigate	20	1,147	1,870	1,870
5100 Supplies - Office	1,203	5,249	11,400	7,900
5400 Membership Dues/Subscriptions	15,294	23,412	18,500	18,500
5500 Employee Training	1,441	6,697	6,500	10,000
6404 Equip Repl (Cap) - Office	-	-	500	500
9000 Interdept'l Alloc - Bldg Div	(53,104)	(65,100)	(73,806)	1. (96,975)
<b>TOTAL</b>	<b>\$ 2,311,866</b>	<b>\$ 2,479,938</b>	<b>\$ 2,908,257</b>	<b>\$ 2,882,080</b>

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

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**

**CITY CLERK**

**ORGANIZATION CHART**



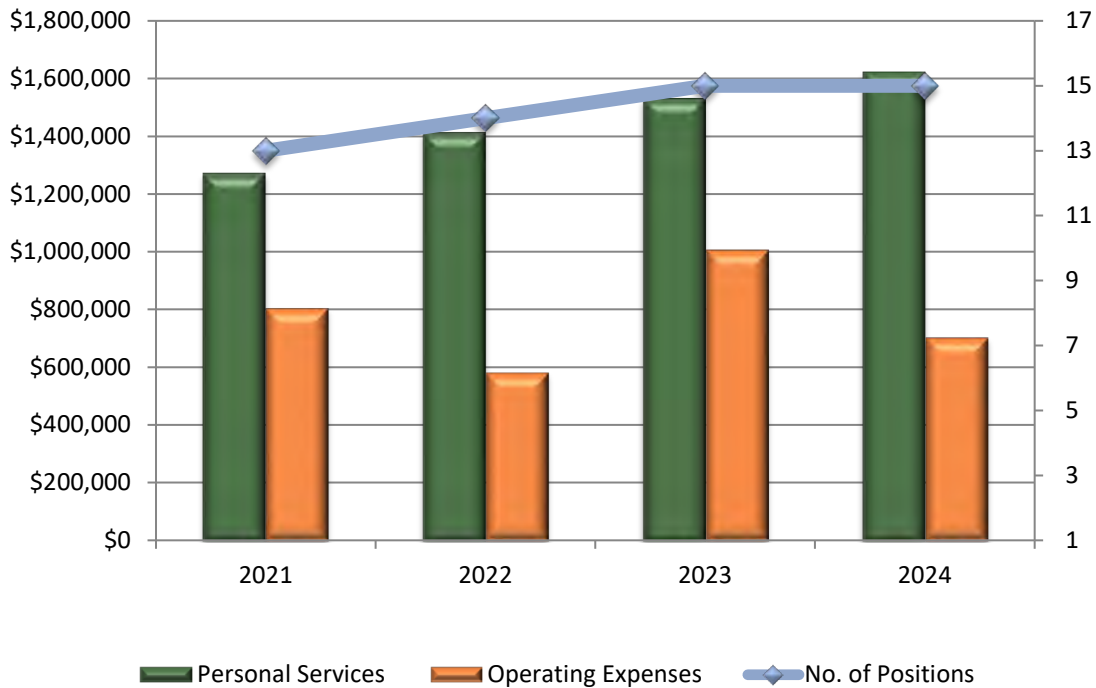
**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



**CITY CLERK  
BUDGET AND POSITION SUMMARY**

	<u>2020-2021 ACTUAL</u>	<u>2021-2022 ACTUAL</u>	<u>2022-2023 BUDGET</u>	<u>2023-2024 BUDGET</u>
Salaries & Benefits	1,271,840	1,413,237	1,529,869	1,621,175
Operating Expenses	803,758	581,386	1,006,184	702,893
<b>Total</b>	<b><u>2,075,598</u></b>	<b><u>1,994,623</u></b>	<b><u>2,536,053</u></b>	<b><u>2,324,068</u></b>
Full Time Headcount	8.00	8.00	8.00	8.00
Part Time FTE's	4.50	6.00	6.75	6.75
<b>Total Headcount &amp; FTE's</b>	<b><u>12.50</u></b>	<b><u>14.00</u></b>	<b><u>14.75</u></b>	<b><u>14.75</u></b>

**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  
2023-2024 BUDGET**

**CITY CLERK**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS**

- ✓ Building Records are now entered and processed through the records portal JustFOIA.
- ✓ Successfully created an interactive map with all digitized City records to be accessed by residents and customers.
- ✓ Digitized all retirement records.
- ✓ Assisted in the implementation and improvements of the new city website.
- ✓ Implemented a new kiosk outside City Hall to display Public Notices.



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

**CITY CLERK**

INDICATOR:	FY22			FY23		FY24
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Passport applications processed	18,000	26,196	●	20,000	13,400	20,000
Photographic prints provided	8,000	13,200	●	8,000	9,436	10,000
Amount collected from Lobbyist Registration	15,000	46,250	●	15,000	37,250	20,000
Number of Principals registered <sup>1</sup>	40	76	●	45	105	50

**Legend**

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

**Notes:**

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



**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



001 GENERAL FUND  
CITY CLERK  
0600 CITY CLERK  
511 LEGISLATIVE

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2020-2021	2021-2022	2022-2023	2023-2024		
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	BUDGET HEADCOUNT	SALARIES	
	<u>FULL TIME POSITIONS</u>						
8940	City Clerk	1.00	1.00	1.00	1.00	\$ 161,185	
0600	Deputy City Clerk	1.00	1.00	1.00	1.00	145,606	
0623	Assistant City Clerk	1.00	1.00	1.00	1.00	118,678	
0035	Agenda Coordinator	1.00	1.00	1.00	1.00	74,703	
0141	Senior Administrative Assistant	-	-	1.00	1.00	74,062	
0602	Administrative Assistant	1.00	1.00	-	-	-	
<b>TOTAL</b>		<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>\$ 574,234</b>	

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 463,106	\$ 511,120	\$ 539,747	\$ 574,234
2000 Employee Benefits - See Other Cost Dist.	273,440	299,936	313,448	318,900
3118 Prof Serv - Misc/Other	29,824	50,150	53,063	52,083
4010 Automobile Allowance	11,727	12,447	12,344	16,242
4011 Mobile Phone Allowance	1,140	260	-	-
4401 Rental - Copiers	8,200	4,680	3,520	4,000
4500 General Liability Insurance	21,310	22,049	30,304	29,345
4633 Service Alloc - Gen Services	33,146	33,065	35,336	36,567
4830 Promo Expense - Advertising	13,959	15,802	20,000	20,000
4900 Misc Exp - Other	5,151	4,767	7,700	7,300
5100 Supplies - Office	1,984	2,983	5,900	7,620
5400 Membership Dues/Subscriptions	2,180	1,725	2,190	2,550
5500 Employee Training	1,893	3,614	12,000	15,500
9000 Interdept'l Alloc - Bldg Div	-	-	-	1. (35,186)
<b>TOTAL</b>	<b>\$ 867,060</b>	<b>\$ 962,598</b>	<b>\$ 1,035,552</b>	<b>\$ 1,049,155</b>

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



**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	BUDGET HEADCOUNT	SALARIES
<b>FULL TIME POSITIONS</b>						
0607	Passport Director	1.00	1.00	1.00	1.00	\$ 132,671
0136	Public Records Coordinator	1.00	1.00	1.00	1.00	56,399
0599	Passport Counter Supervisor	1.00	1.00	1.00	1.00	68,302
8888	Overtime	-	-	-	-	6,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>263,372</b>
<b>PART TIME POSITIONS</b>						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
9027	Passport Agent - P/T	9.00	3.75	5.25	6.75	6.75
0087	Intern - P/T	-	0.75	0.75	-	-
<b>TOTAL PART TIME FTE's</b>		<b>9.00</b>	<b>4.50</b>	<b>6.00</b>	<b>6.75</b>	<b>6.75</b>
<b>TOTAL</b>		<b>7.50</b>	<b>9.00</b>	<b>9.75</b>	<b>9.75</b>	<b>\$ 538,030</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 376,136	\$ 430,823	\$ 510,889	\$ 538,030
2000 Employee Benefits - See Other Cost Dist.	159,158	171,298	165,785	190,011
3118 Prof Serv - Misc/Other	61,071	61,412	62,100	68,400
4010 Automobile Allowance	3,703	3,931	3,898	3,898
4401 Rental - Copiers	3,528	2,513	750	4,750
4500 General Liability Insurance	19,104	18,910	28,684	27,495
4633 Service Alloc - Gen Services	35,467	35,380	37,811	39,129
4908 Misc Exp - Passport	7,026	6,248	7,500	7,500
4913 Misc Exp - Lobbyist Reg & Fees	329	-	-	-
4914 Misc Exp - Document Filing Fee	236,037	284,590	331,084	380,000
5202 Supplies - Chemicals & Photo	7,132	13,366	7,000	9,700
<b>TOTAL</b>	<b>\$ 908,691</b>	<b>\$ 1,028,471</b>	<b>\$ 1,155,501</b>	<b>\$ 1,268,913</b>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



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

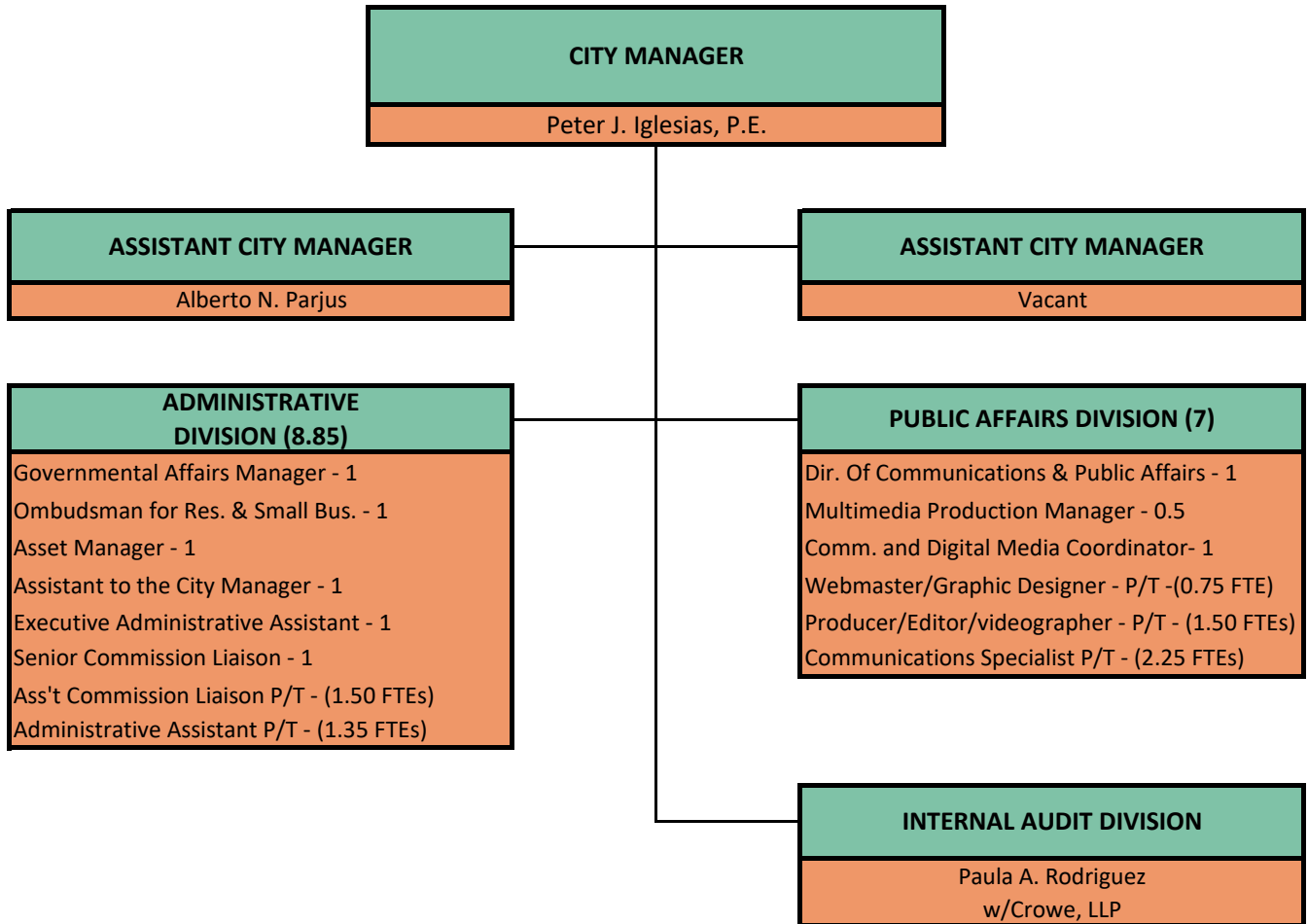
**EXPENDITURE DETAIL**

	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>	<u>2023-2024</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
2000 Employee Benefits - See Other Cost Dist.	\$ -	\$ 60	\$ -	\$ -
3118 Prof Serv - Misc/Other	257,507	3,494	295,000	6,000
4830 Promo Expense - Advertising	38,200	-	50,000	-
4900 Misc Exp - Other	<u>4,140</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL</b>	<b><u>\$ 299,847</u></b>	<b><u>\$ 3,554</u></b>	<b><u>\$ 345,000</u></b>	<b><u>\$ 6,000</u></b>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**

**CITY MANAGER**

**ORGANIZATION CHART**



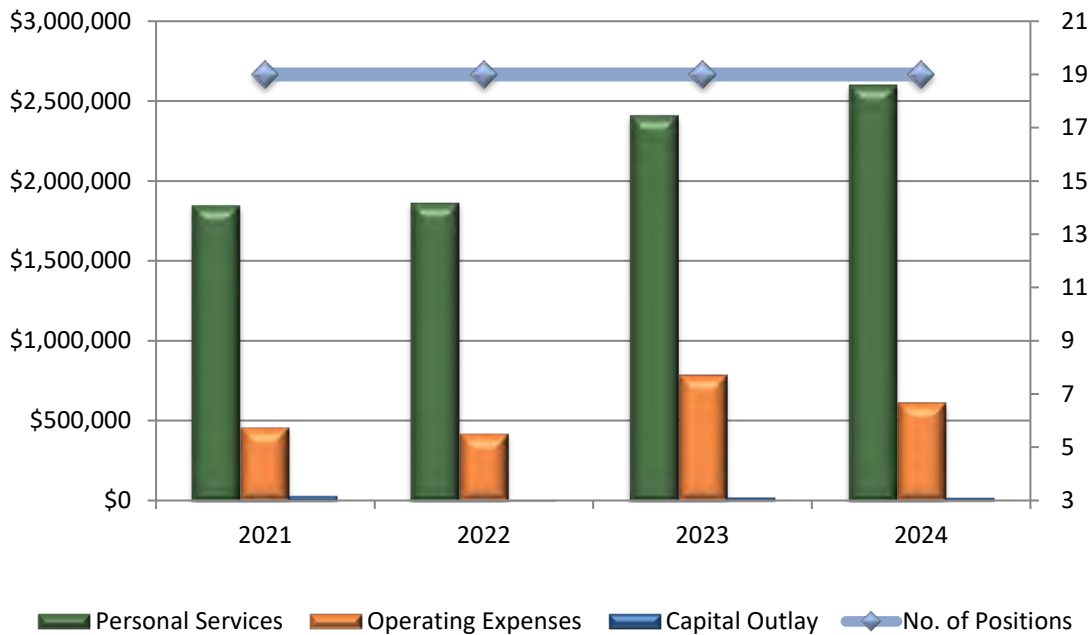
**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



**CITY MANAGER  
BUDGET AND POSITION SUMMARY**

	<b>2020-2021 ACTUAL</b>	<b>2021-2022 ACTUAL</b>	<b>2022-2023 BUDGET</b>	<b>2023-2024 BUDGET</b>
<b>Salaries &amp; Benefits</b>	1,848,677	1,865,205	2,410,274	2,600,854
<b>Operating Expenses</b>	458,538	420,940	787,092	614,033
<b>Capital Outlay</b>	29,883	6,394	21,000	19,000
<b>Total</b>	<u>2,354,598</u>	<u>2,293,027</u>	<u>3,242,879</u>	<u>3,233,887</u>
<b>Full Time Headcount</b>	12.50	12.50	11.50	11.50
<b>Part Time FTE's</b>	6.60	6.60	7.35	7.35
<b>Total Headcount &amp; FTE's</b>	<u>19.10</u>	<u>19.10</u>	<u>18.85</u>	<u>18.85</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  
2023-2024 BUDGET**

**CITY MANAGER'S OFFICE**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS**

- ✓ Recruited additional top-tier talent in critical areas while creating fair and transparent talent management processes. This included the recruitment of Anna Pernas as Historical Resources and Cultural Art Director and Shaaron Grayson as Assistant Director for Solid Waste.
- ✓ Combined the Human Resources and Labor Relations and Risk Management departments to enhance operational management. And promoted in-house top-tier talent including Raquel Elejabarrieta as Human Resources Director and Paula Rodriguez and Assistant Finance Director for Management, Budget & Compliance.
- ✓ Provided executive-level oversight and strategic leadership in the implementation of the 2022 Compensation Study.
- ✓ Optimized operational processes for Communications division in Police Department, leading to increased efficiency within the division.
- ✓ Provided executive-level oversight and strategic leadership to all City Departments to exceed delivery of services within the approved budget.
- ✓ Provided executive-level oversight and strategic leadership for the City Hall Complex renovation project. This included the move of the Finance department to the City Hall third floor, overseeing the renovation of the annex and initiating the procurement process for securing a historical architect for the overall renovations of the building.
- ✓ Provided executive-level oversight and strategic leadership in the completion and grand opening of the new Development Services Center located at 427 Biltmore Way. The Center's opening came with the implementation of the new electronic permit and inspection system.
- ✓ Provided executive-level oversight and strategic leadership in the restoration completion of the Fink Studio building. Project has obtained final Certificate of Occupancy.
- ✓ Provided executive-level oversight and strategic leadership in the construction of the Minorca Garage, previously known as Parking Garage 7. The project obtained its Certificate of Occupancy and a grand opening ceremony was held in the third quarter of FY23.
- ✓ Continued to provide executive-level oversight and strategic leadership in the construction renovation efforts of the Coral Gables Golf and Country Club pool facilities.
- ✓ Provided executive-level oversight and strategic leadership for the construction of Fire House 4. Procurement process for the project began and project broke ground in the third quarter of FY23.

**CITY OF CORAL GABLES, FLORIDA**  
**2023-2024 BUDGET**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ Continued to provide executive-level oversight and strategic leadership in the construction of the Mobility Hub, previously known as Parking Garage 1. Procurement process for the project began and construction was slated 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 the Leasing Policy, the Signature Hurricane Protection Program, and the Flag Program among others.
- ✓ Provided executive-level oversight and strategic leadership in the implementation of Infor, the City's new financial system which replaced Eden on April 3, 2023.
- ✓ Continued to provide executive-level oversight and strategic leadership in the implementation and troubleshooting of EnerGov, the City's new electronic plans review and code enforcement modules system.
- ✓ Continued to provide 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 2023 legislative agenda and provided strategic leadership and oversight of the City's lobbying efforts at the State and Federal level.
- ✓ Continued to provide 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 2023 Community Engagement Survey.
- ✓ Continued to develop the Keep Coral Gables Beautiful program hosting over 61 community events.
- ✓ Negotiated and executed a new lease for the city-owned iconic, historic Miracle Theater property on Miracle Mile with renowned Chef Franco Danovaro to open Francesco Restaurant that includes an initial \$1,450,000 tenant investment for improvements to the city's property.

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ Assisted City Departments with the negotiation of contract agreements to purchase, sell, lease, and/or execute lease renewals/extensions for city-owned property as directed by the City Commission.
- ✓ Worked with the City Attorney's office and the Finance Department in creating lease abstracts, restructuring city-property condominium documents, obtaining municipal tax exemptions, recorded deeds, and management agreements to enhance record-keeping, ensure contract compliance, and digitize city records.
- ✓ Established Property Management Inspection system that includes yearly independent commercial inspection services and on-going review of local and state agency data regarding city-owned properties.
- ✓ Ensured tenant/landlord compliance of City lease requirements such as payments, financial reporting, insurance coverage, and maintenance responsibilities.
- ✓ Created and provided quarterly City-owned Property Condition Reports to the City Commission.
- ✓ Created and provided quarterly Retail-Office Vacancy/Occupancy Rate Report to the City Commission.



**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS**

**OFFICE OF COMMUNICATIONS AND PUBLIC AFFAIRS**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS**

- ✓ Made significant improvements to the new website through both the back end and new requests made to the vendor. This resulted in better search results, graphics display, design, and organization for departments, among other improvements.
- ✓ Continued to grow social media following and engagement including growing LinkedIn by 44% and reaching more than 60,000 followers on Instagram.
- ✓ Continued planning city's centennial with an oral history project and meeting with city boards and committees.
- ✓ Developed Fact Sheets on city departments and issues.
- ✓ Published E-News, a weekly newsletter disseminating important information to residents. The city's open rate is 45% which is 8% higher than the average local government rate.
- ✓ Assisted with Legislative outreach and coordinated reception in partnership with the Coral Gables Chamber of Commerce.
- ✓ Continued placement of monthly articles in South Gables Living and Gables Living magazines at no cost to the city.
- ✓ Continued media outreach ensuring that Coral Gables is included in coverage.
- ✓ Reviewed social media sentiment and daily media coverage flagging potential issues.
- ✓ Adapted Social Media posts to more "Story" and "Reel" content.
- ✓ Created "Swale Responsibly" campaign to better inform residents of proper trash pit usage.
- ✓ Highlighted businesses and non-profits with "Why Coral Gables" campaign.
- ✓ Reviewed all outgoing flyers, newsletters and mailers.
- ✓ Coordinated the ribbon cutting ceremony of the Development Services Center.
- ✓ Coordinated the 2023-25 City Commission and new City Attorney Swearing In ceremonies.
- ✓ Created new tutorials for residents on how to use online permitting.
- ✓ Promoted city programs and projects including "Moon Over the Gables", Women's History Month, the Farmers Market, Tour of Kitchens 2023, Recycle Your Holiday Tree, Santa Claus and Easter Egg Hunt, and Keep Coral Gables Beautiful.

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ Updated newly established emergency notification program in conjunction with the Fire Department and the Office of Emergency Management which expands outreach to residents. Gave Emergency Management Inference phone message training.
- ✓ Updated hurricane preparedness brochure and graphics and created evergreen social media posts and videos for future emergencies.
- ✓ Coordinated public outreach for the 2023 City of Coral Gables biennial elections.
- ✓ 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.
- ✓ Coordinated the addition of more facility and beauty photo assets.
- ✓ Began the archival process for all past meetings recorded on tapes and VHS in conjunction with the City Clerk’s Office.
- ✓ Advanced the city’s Flood Program for Public Information plan. This involves various assignments designated by the PPI committee such as showcasing flood information and brochures to resident filled areas such as the Rec center and City Hall and mailing out information to residents in special flood hazard zones.
- ✓ Publicized the appointments of the new Assistant Director for Mobility and Sustainability, Assistant Director for Solid Waste Management, Director of Economic Development and Director Historic Preservation and Cultural Resources.

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



001 GENERAL FUND  
**CITY MANAGER**  
**1010 ADMINISTRATION DIVISION**  
 512 EXECUTIVE

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS					SALARIES
		2020-2021	2021-2022	2022-2023	2023-2024		
		ACTUAL	ACTUAL	BUDGET	BUDGET		
	<u>FULL TIME POSITIONS</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>		
8950	City Manager	1.00	1.00	1.00	1.00	\$ 285,222	
0630	Assistant City Mgr	1.00	1.00	1.00	1.00	192,160	
0631	Assistant City Mgr	1.00	1.00	1.00	1.00	189,086	
0629	Governmental Affairs Manager	1.00	1.00	1.00	1.00	131,174	
0076	Ombudsman for Res. & Small Bus.	1.00	1.00	1.00	1.00	92,876	
0646	Asset Manager	1.00	1.00	1.00	1.00	127,727	
0071	Assistant to the City Manager	1.00	1.00	1.00	1.00	75,445	
0137	Executive Administrative Assistant	1.00	1.00	1.00	1.00	60,538	
0625	Senior Commission Liaison	-	-	1.00	1.00	55,638	
0604	Commission Liaison	2.00	2.00	-	-	-	
8888	Overtime	-	-	-	-	12,000	
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>10.00</b>	<b>10.00</b>	<b>9.00</b>	<b>9.00</b>	<b>1,221,866</b>	
<u>PART TIME POSITIONS</u>		<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	
0608	Asst Commission Liaison	2.00	0.75	0.75	1.50	1.50	68,447
6101	Administrative Assistant - P/T	2.00	1.35	1.35	1.35	1.35	72,940
<b>TOTAL PART TIME FTE's</b>		<b>4.00</b>	<b>2.10</b>	<b>2.10</b>	<b>2.85</b>	<b>2.85</b>	<b>141,387</b>
<b>TOTAL</b>		<b>12.10</b>	<b>12.10</b>	<b>11.85</b>	<b>11.85</b>	<b>\$ 1,363,253</b>	

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 847,548	\$ 809,844	\$ 1,236,891	\$ 1,363,253
2000 Employee Benefits - See Other Cost Dist.	423,656	530,550	574,637	598,361
3118 Prof Serv - Misc/Other	70,432	35,239	117,000	126,000
4001 Travel - Out-of-Town	1,787	10,050	12,000	12,000
4010 Automobile Allowance	17,618	15,761	18,841	31,835
4011 Mobile Phone Allowance	1,100	-	-	-
4400 Rental - Mach & Equip	3,454	3,688	3,000	6,500
4500 General Liability Insurance	43,202	51,768	69,445	69,667
4630 Service Alloc - Flt Mgmt - Opr	-	-	-	2,201
4631 Service Alloc - Flt Mgmt - Rpl	-	-	-	2,786
4632 Service Alloc - Flt - Fuel	-	-	-	358
4633 Service Alloc - Gen Services	30,592	30,516	32,613	33,749
4701 Printing & Binding	822	2,714	8,930	8,930
4900 Misc Exp - Other	2,749	8,642	10,000	10,000

**EXPENDITURE DETAIL**

	<u>2020-2021</u> <u>ACTUAL</u>	<u>2021-2022</u> <u>ACTUAL</u>	<u>2022-2023</u> <u>BUDGET</u>	<u>2023-2024</u> <u>BUDGET</u>
5100 Supplies - Office	3,843	4,838	8,000	8,000
5222 Uniform - Purchase/Rental	902	1,017	1,400	1,400
5400 Membership Dues/Subscriptions	12,275	10,930	23,070	23,070
5500 Employee Training	2,220	3,448	9,000	9,000
8003 Grants - Private	17,500	488	24,513	-
9000 Interdept'l Alloc - Bldg Div	(30,774)	(43,712)	(52,793)	1. (74,496)
9901 Contingency - Soft Reductions	<u>-</u>	<u>-</u>	<u>25,000</u>	<u>-</u>
<b>TOTAL</b>	<b><u>\$ 1,448,926</u></b>	<b><u>\$ 1,475,781</u></b>	<b><u>\$ 2,121,547</u></b>	<b><u>\$ 2,232,614</u></b>

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

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 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				
		2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
0621	Director of Communications & Public Affairs	1.00	1.00	1.00	1.00	\$ 141,976
0615	Multimedia Production Pgm Coord	0.50	0.50	0.50	0.50	49,763
0624	Comm & Digital Media Coordinator	1.00	1.00	1.00	1.00	60,487
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>252,226</b>
<b>PART TIME POSITIONS</b>		<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
0110	Webmaster/Graphic Designer - P/T	1.00	0.75	0.75	0.75	42,638
9010	Producer/Editor/videographer - P/T	-	1.50	1.50	1.50	90,330
5047	Communications Spec - P/T	3.00	2.25	2.25	2.25	130,898
<b>TOTAL PART TIME FTE's</b>		<b>4.00</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>263,866</b>
<b>TOTAL</b>		<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>\$ 516,092</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 400,076	\$ 390,738	\$ 480,450	\$ 516,092
2000 Employee Benefits - See Other Cost Dist.	177,397	134,073	118,296	123,148
3103 Prof Serv - Contracted Staff	-	-	5,500	3,500
3106 Prof Serv - Events	-	-	40,000	-
3118 Prof Serv - Misc/Other	38,594	62,072	88,697	92,180
4001 Travel - Out-of-Town	-	1,910	1,000	1,000
4010 Automobile Allowance	3,703	3,931	3,898	3,898
4011 Mobile Phone Allowance	1,040	260	-	-
4401 Rental - Copiers	5,296	2,698	3,400	6,900
4500 General Liability Insurance	25,882	21,545	26,975	26,374
4610 Repair/Maint - Office Equip	2,000	-	1,500	1,500
4611 Repair/Maint - Oper Equip	4,000	-	-	-
4630 Service Alloc - Flt Mgmt - Opr	50,095	57,121	17,735	518
4631 Service Alloc - Flt Mgmt - Rpl	-	-	44,969	6,165
4632 Service Alloc - Flt - Fuel	-	-	-	353
4633 Service Alloc - Gen Services	45,544	45,432	48,554	50,246
4701 Printing & Binding	5,609	10,007	17,900	15,950

**EXPENDITURE DETAIL**

	<u>2020-2021</u> <u>ACTUAL</u>	<u>2021-2022</u> <u>ACTUAL</u>	<u>2022-2023</u> <u>BUDGET</u>	<u>2023-2024</u> <u>BUDGET</u>
4830 Promo Expense - Advertising	27,399	30,641	41,400	49,500
4900 Misc Exp - Other	9,259	1,391	2,000	3,367
4912 Misc Exp - Taxes & Fees	434	986	3,150	2,250
5100 Supplies - Office	6,052	3,943	7,500	5,000
5206 Supplies - Food - Event/Resale	309	450	4,030	3,580
5220 Uniform - Allowance	1,580	637	1,350	200
5231 Equipment (Oper) - Minor/Tools	2,208	-	1,000	-
5400 Membership Dues/Subscriptions	847	1,469	560	560
5500 Employee Training	-	1,085	3,000	2,000
6405 Equip Repl (Cap) - Misc	19,966	3,953	15,000	15,000
6425 Equip Adds (Cap) - Misc	9,917	2,441	6,000	4,000
9000 Interdept'l Alloc - Bldg Div	(22,647)	(21,690)	(24,388)	1. (30,084)
9901 Contingency - Soft Reductions	-	-	40,000	-
<b>TOTAL</b>	<b><u>\$ 814,560</u></b>	<b><u>\$ 755,093</u></b>	<b><u>\$ 999,476</u></b>	<b><u>\$ 903,197</u></b>

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

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



**001 GENERAL FUND  
CITY MANAGER  
1050 INTERNAL AUDIT DIVISION**

**EXPENDITURE DETAIL**

	<u>2020-2021</u> <u>ACTUAL</u>	<u>2021-2022</u> <u>ACTUAL</u>	<u>2022-2023</u> <u>BUDGET</u>	<u>2023-2024</u> <u>BUDGET</u>
3118 Prof Serv - Misc/Other	\$ 93,048	\$ 16,416	\$ 124,360	\$ 101,360
3200 Accounting & Auditing Srvc	-	48,007	-	-
9000 Interdept'l Alloc - Bldg Div	<u>(1,936)</u>	<u>(2,270)</u>	<u>(2,504)</u>	<b>1.</b> <u>(3,284)</u>
<b>TOTAL</b>	<b><u>\$ 91,112</u></b>	<b><u>\$ 62,153</u></b>	<b><u>\$ 121,856</u></b>	<b><u>\$ 98,076</u></b>

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

## Action Plan Worksheet



**Action Plan Owner:** Solanch Lopez, Marketing 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><b>Top-Box Responses</b> <span style="float: right;">GOOD ↑</span></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, Marketing Manager

**Action Plan Name:** 1.1.2-1 Increase satisfaction levels on transactional surveys to 90<sup>th</sup> 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)**

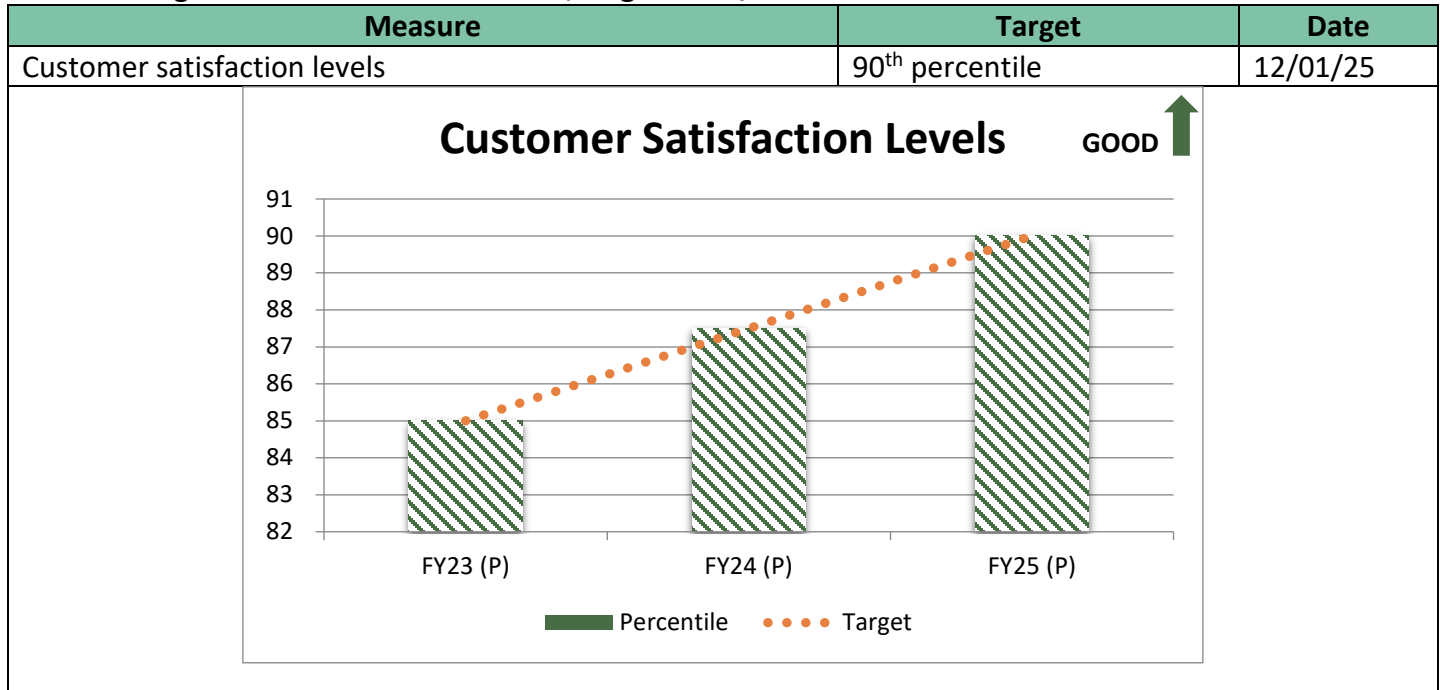
What must be done	By When	How will it be evident
Contract with consultant to continue departmental transaction surveys (new consultant or renew with existing)	05/01/22	Professional Services Agreement with consultant
Update/develop additional transaction surveys	07/01/22	Survey instruments
Launch updated 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

**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

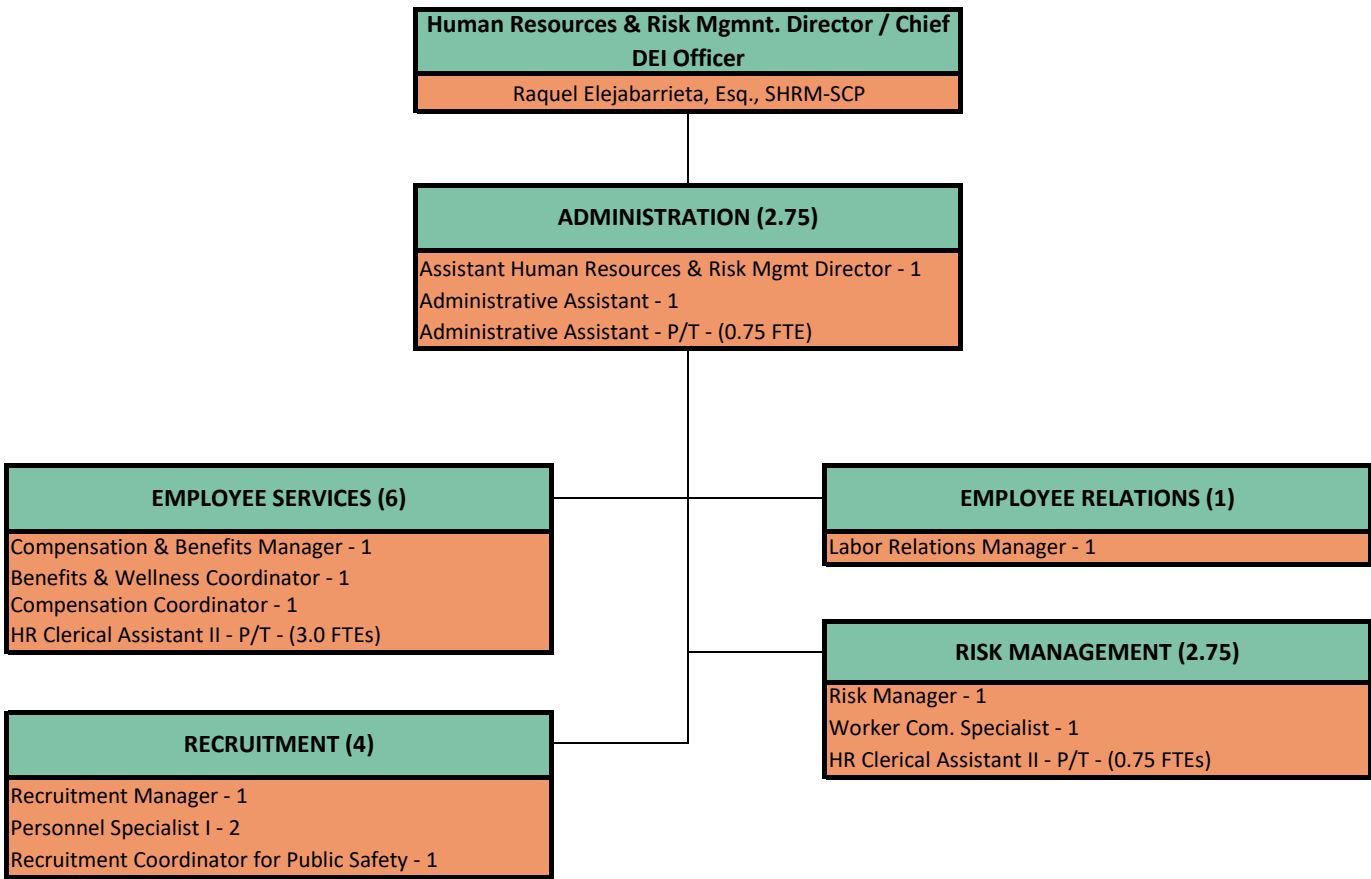
**What are the positive and negative financial impacts (costs / benefits and return on investment)?**

- 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.

CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET

HUMAN RESOURCES & RISK MANAGEMENT

ORGANIZATION CHART



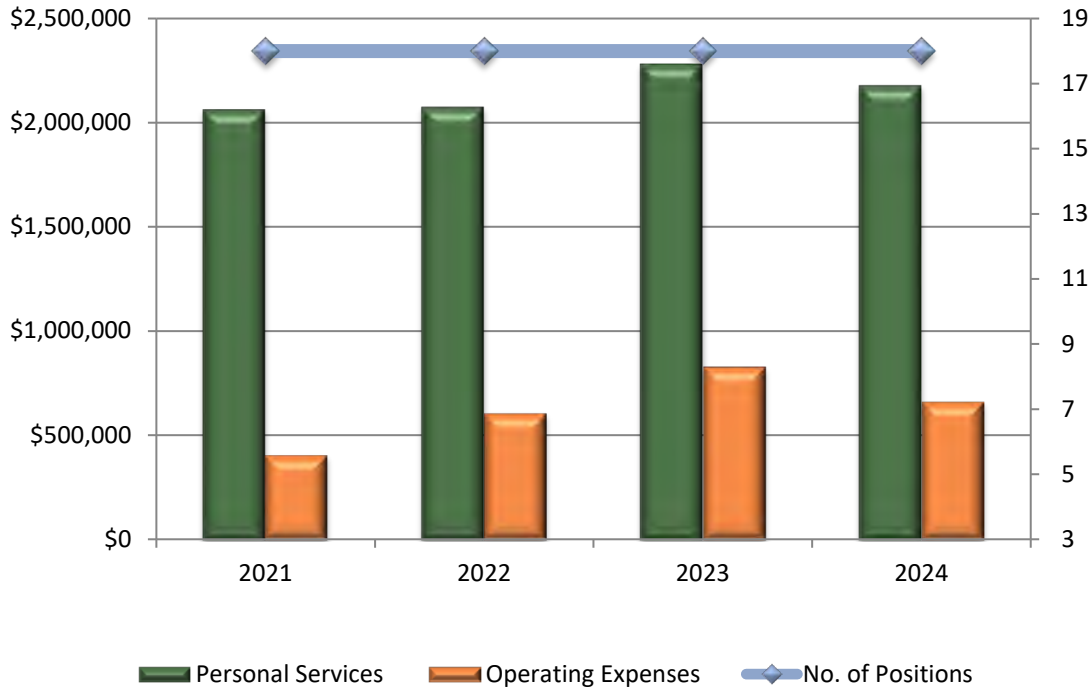
**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



**HUMAN RESOURCES & RISK MGMT DEPARTMENT  
BUDGET AND POSITION SUMMARY**

	<u>2020-2021 ACTUAL</u>	<u>2021-2022 ACTUAL</u>	<u>2022-2023 BUDGET</u>	<u>2023-2024 BUDGET</u>
Salaries & Benefits	2,062,715	2,074,762	2,280,439	2,178,059
Operating Expenses	<u>406,330</u>	<u>606,362</u>	<u>829,002</u>	<u>661,146</u>
<b>Total</b>	<u><u>2,469,045</u></u>	<u><u>2,681,124</u></u>	<u><u>3,109,441</u></u>	<u><u>2,839,205</u></u>
Full Time Headcount	14.00	14.00	13.00	13.00
Part Time FTE's	<u>3.75</u>	<u>3.75</u>	<u>4.50</u>	<u>4.50</u>
<b>Total Headcount &amp; FTE's</b>	<u><u>17.75</u></u>	<u><u>17.75</u></u>	<u><u>17.50</u></u>	<u><u>17.50</u></u>

**EXPENDITURE/PERSONNEL COMPARISONS**



# Human Resources & Risk Management

---

## Department Function:

The Human Resources and Risk Management Department is responsible for all personnel related activities and mitigating the City's exposure to risk wherever possible. The Department is comprised of the following functional areas:

- Benefits and Compensation
- Diversity, Equity, Inclusion, and Accessibility
- Labor and Employee Relations
- Recruitment
- Risk Management

The Human Resources and Risk Management Department is dedicated to partnering with other City departments to maximize the potential of our greatest assets – our employees. The Department is committed to attracting, developing, and retaining a high performing, quality workforce that aligns with the City's strategic goals and vision. It is committed to providing a fair and inclusive recruitment process, offering learning and development opportunities, and administering competitive employment benefits for City staff. The Department promotes conflict resolution and represents the City in both collective bargaining negotiations and union grievance hearings. The Department is also responsible for protecting the City's assets against loss by maintaining effective insurance programs and minimizing the City's exposure to risk. Lastly, this Department also acts as the City's Chief DEI and Accessibility Officer.

### Benefits and Compensation

Responsible for providing employees a comprehensive benefit package providing health and financial protections throughout an employee's career and on into retirement. Responsible for the City's classification and compensation plans as well as employee wellness initiatives, employee recognition programs, and development and training.

### Diversity, Equity, Inclusion and Accessibility

Responsible for developing a comprehensive City-wide strategic diversity and inclusion plan and for coordinating the efforts of the City to comply with Title II of the American with Disabilities Act.

### Labor and Employee Relations

Responsible for providing advice and counsel to management on labor and employee matters, including performance management, progressive discipline and grievance and dispute resolution procedures. Responsible for negotiating, administering, and interpreting the City's collective bargaining agreements with the City's three unions. Responsible for conducting citywide investigations related to employee misconduct and allegations of discriminatory practices.

### Recruitment

Responsible for identifying, attracting, interviewing, selecting, hiring, promotional testing, and on boarding employees.

## Risk Management

Responsible for mitigating the City's exposure to risk by managing the City's self-insurance program, ensuring that all City vendors have appropriate insurance coverage, purchasing insurance to protect the City's assets, managing liability claims filed against the City and workers' compensation claims, and implementing safety and loss control programs.

## 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. Provide a workplace culture that is supportive, inclusive, and equitable for all employees.
4. Continue the use of strategic milestone planning to achieve succession planning, and attrition goals.
5. 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.
6. 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.
7. Promote and engage our workforce with comprehensive wellness initiatives.
8. Continue to promote collaborative and effective labor management relationships in the City.
9. Negotiate fair and sustainable collective bargaining agreements with all three unions representing the City employees.
10. Develop a comprehensive City-wide strategic diversity and inclusion plan and training program for employees.
11. Continue to identify risks and determine appropriate loss control techniques to reduce workers' compensation and liability claims and work with the departments and the City Safety Action Team to provide a safe work environment and promote safety awareness and safe habits among City employees.
12. Monitor the progress of the implementation of the City's ADA Transition Plan and update the Plan as needed.



**CITY OF CORAL GABLES, FLORIDA**  
**2023-2024 BUDGET**

**HUMAN RESOURCES & RISK MANAGEMENT**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS**

- ✓ Finalized and implemented the recommendations of the Evergreen Classification and Compensation Study. The compensation study focused on the internal and external equity of both the structure by which employees are compensated and the way in which positions relate and compare to one another across the City.
- ✓ Transitioned departmental functions to the City's new EPR system, Infor.
- ✓ 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.
- ✓ Hired over 110 summer seasonal employees to support the City's summer camp activities for the Community Recreation Department.
- ✓ On track to hire over 100 full-time positions in Fiscal Year 2023, including, among others:
  - Historical Resources and Cultural Arts Director
  - Assistant Director for Public Works - Solid Waste Division
  - Assistant Director for Public Works – Fleet Management
  - (7) - Police Officers
  - (10) – Certified Firefighter Paramedics
  - (5) - Communication Operator I
  - Employee Relations Manager
  - Senior Procurement Manager
  - (5) - Code Enforcement Officers
  - Structural Engineer
  - Building Reviewer
- ✓ Enhanced onboarding by streamlining the orientation process.
- ✓ 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.

**CITY OF CORAL GABLES, FLORIDA**  
**2023-2024 BUDGET**

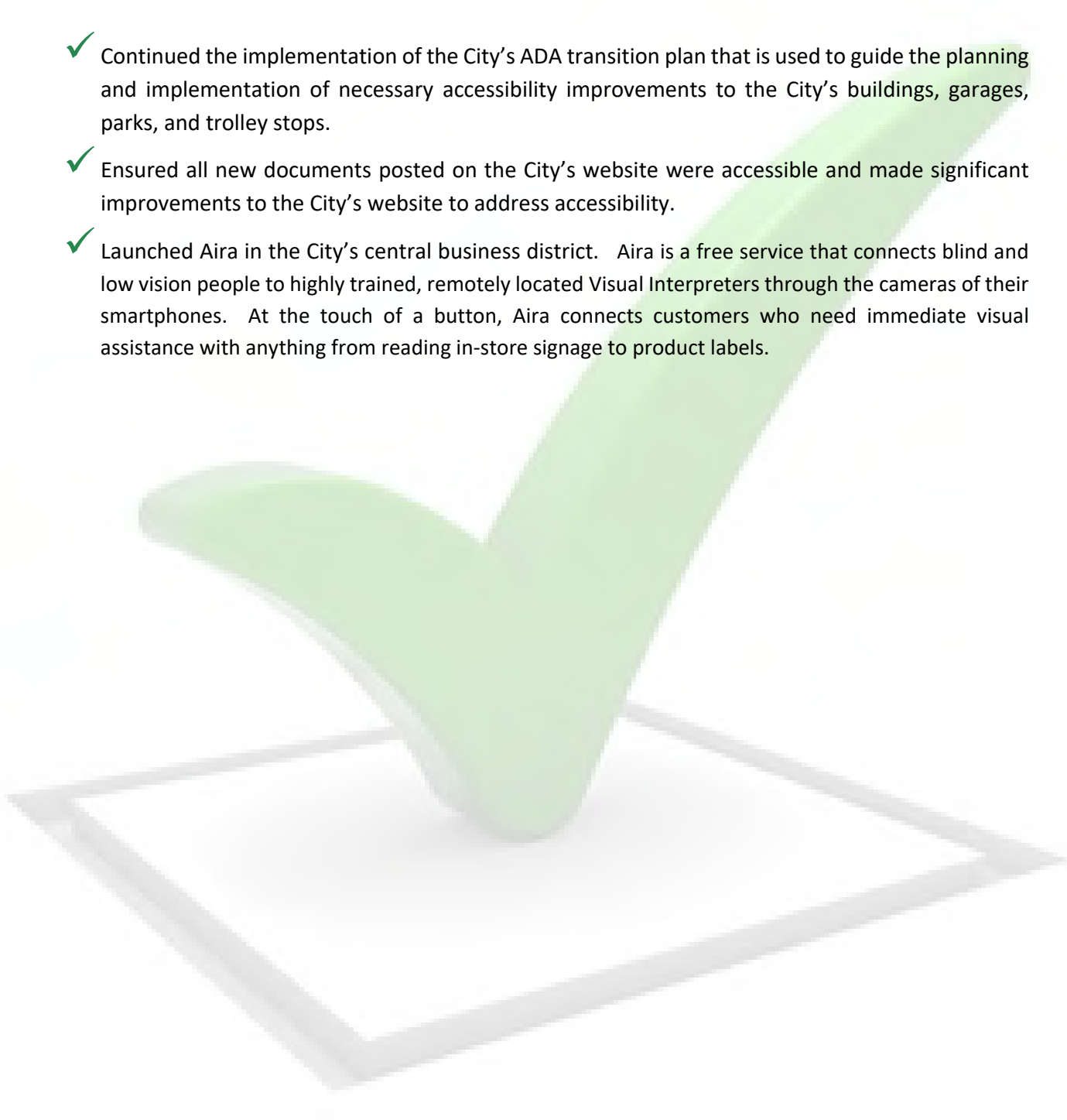
**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ Conducted a Citywide training covering the topic of Global Cyber Security which was completed by a record high 772 employees.
- ✓ Launched compliance trainings covering sensitive employment topics such as harassment and violence prevention.
- ✓ Engaged Florida International University to conduct a Project Management Training.
- ✓ Ongoing electronic Medical Open-Enrollment sessions via Zoom platform and in person, 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 Humana Go365 to all employees. The Go365 mobile app allow employees to easily connect a variety of wearable devices and smartphones to track the employee's movement as well as work outs and preventive care visits while receiving points for prizes. Over 350 employees are actively enrolled in the program.
- ✓ 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.
- ✓ Hosted Wellness Week at no cost to employees that included activities such as flu shots, biometric screenings, derma scans, chair massages, and Angiograms at three separate locations citywide. Over 260 employees participated in this event.
- ✓ Held onsite mammography and vision events to educate and encouraging participants to have annual mammograms and vision screenings.
- ✓ Conducted a detailed analysis of all workers compensation and general liability claims to address recurring incidents and implement appropriate training.
- ✓ Successfully renewed the City's property and liability insurance maintaining existing and similar coverages.
- ✓ Reviewed approximately 2,500 certificates of insurance.
- ✓ Continued updating the value of the City's buildings via physical appraisals.
- ✓ Continued conducting regular on-site risk assessments.

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ 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.
- ✓ Launched Aira in the City’s central business district. Aira is a free service that connects blind and low vision people to highly trained, remotely located Visual Interpreters through the cameras of their smartphones. At the touch of a button, Aira connects customers who need immediate visual assistance with anything from reading in-store signage to product labels.



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

**HUMAN RESOURCES & RISK MANAGEMENT**

INDICATOR:	FY22			FY23		FY24
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Reduce number of Workers' Compensation claims	84	95	▲	82	60	82
Reduce number of General & Auto Liability claims	72	72	●	68	51	68
Annual Safety Training Classes offered	30	38	●	30	31	30
Labor Management Meetings	15	17	●	15	15	15
Certificates of Insurance evaluated within 72 hours of receipt	100%	100%	●	100%	100%	100%
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%	100%	●	100%	100%	100%
Review forms/process to update	100%	100%	●	100%	100%	100%
Send reminder notices to directors/managers on an annual basis	100%	100%	●	100%	100%	100%
Conduct 2 health screenings per year	100%	100%	●	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  
2023-2024 BUDGET**



001 GENERAL FUND  
**HUMAN RESOURCES & RISK MGMT DEPARTMENT**  
**1110 ADMINISTRATION DIVISION**  
 513 FINANCIAL & ADMINISTRATIVE

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS					SALARIES
		2020-2021	2021-2022	2022-2023	2023-2024		
		ACTUAL	ACTUAL	BUDGET	BUDGET		
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>		
0411	Human Res. & Risk Mgmt Dir./Chief DEI Off	-	-	1.00	1.00	\$	210,275
0503	Asst Human Resources & Risk Mgmt Dir.	1.00	1.00	1.00	1.00		133,059
0602	Administrative Assistant	1.00	1.00	1.00	1.00		49,009
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>2.00</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>		<b>392,343</b>
<b>PART TIME POSITIONS</b>		<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
6101	Administrative Assistant - P/T	1.00	0.75	0.75	0.75		40,174
<b>TOTAL PART TIME FTE's</b>		<b>1.00</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>		<b>40,174</b>
<b>TOTAL</b>		<b>2.75</b>	<b>2.75</b>	<b>3.75</b>	<b>3.75</b>	\$	<b>432,517</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ -	\$ -	\$ -	\$ 432,517
2000 Employee Benefits - See Other Cost Dist.	-	-	-	177,298
4010 Automobile Allowance	-	-	-	10,395
4500 General Liability Insurance	-	-	-	22,103
9000 Interdept'l Alloc - Bldg Div	-	-	-	1. (23,458)
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ <b>618,855</b>

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

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
0405	Human Resources Director	1.00	1.00	-	-	\$ -
0501	Compensation & Benefits Manager	1.00	1.00	1.00	1.00	106,420
0514	Recruitment Coordinator - Public Safety	1.00	1.00	1.00	1.00	71,002
0508	Recruitment Manager	1.00	1.00	1.00	1.00	88,175
0407	Benefits & Wellness Coordinator	1.00	1.00	1.00	1.00	70,818
0406	Compensation Coordinator	1.00	1.00	1.00	1.00	71,917
0510	Personnel Specialist I	2.00	2.00	2.00	2.00	103,830
8888	Overtime	-	-	-	-	800
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>8.00</b>	<b>8.00</b>	<b>7.00</b>	<b>7.00</b>	<b>512,962</b>
<u>PART TIME POSITIONS</u>		<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>
0135	HR Clerical Assistant II - P/T	3.00	3.00	3.00	3.00	129,639
<b>TOTAL PART TIME FTE's</b>		<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>129,639</b>
<b>TOTAL</b>		<b>11.00</b>	<b>11.00</b>	<b>10.00</b>	<b>10.00</b>	<b>\$ 642,601</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 850,242	\$ 829,091	\$ 941,262	\$ 642,601
2000 Employee Benefits - See Other Cost Dist.	603,929	620,966	671,938	428,391
3116 Prof Serv - Medical	37,669	42,403	59,919	55,419
3118 Prof Serv - Misc/Other	159,120	210,208	200,322	181,447
4010 Automobile Allowance	9,875	10,157	10,395	-
4011 Mobile Phone Allowance	2,280	520	-	-
4401 Rental - Copiers	7,614	3,009	-	4,000
4500 General Liability Insurance	42,734	42,538	52,847	32,839
4610 Repair/Maint - Office Equip	-	-	1,200	1,200
4630 Service Alloc - Flt Mgmt - Opr	4,902	5,245	3,970	-
4631 Service Alloc - Flt Mgmt - Rpl	-	-	2,115	-
4633 Service Alloc - Gen Services	36,474	36,385	38,885	40,240
4700 Special Printed Forms	1,920	360	2,500	2,500
4830 Promo Expense - Advertising	2,784	6,069	17,500	17,500
4833 Promo Expense - Misc	-	1,007	6,500	6,500

**EXPENDITURE DETAIL**

	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>		<u>2023-2024</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>		<u>BUDGET</u>
4916 Misc Exp - Wellness Programs	-	16,482	95,310		27,375
5100 Supplies - Office	6,137	7,229	7,840		7,840
5220 Uniform - Allowance	728	-	5,320		5,320
5400 Membership Dues/Subscriptions	1,776	417	1,760		1,760
5500 Employee Training	22,373	53,130	73,367		73,367
9000 Interdept'l Alloc - Bldg Div	(61,264)	(57,506)	(61,708)	1.	(55,802)
9901 Contingency - Soft Reductions	<u>-</u>	<u>-</u>	<u>50,000</u>		<u>-</u>
<b>TOTAL</b>	<b><u>\$ 1,729,293</u></b>	<b><u>\$ 1,827,710</u></b>	<b><u>\$ 2,181,242</u></b>		<b><u>\$ 1,472,497</u></b>

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

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS					SALARIES
		2020-2021	2021-2022	2022-2023	2023-2024		
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	BUDGET HEADCOUNT		
<b>FULL TIME POSITIONS</b>							
0401	Dir. of Labor Relations & Risk Mgmt.	1.00	1.00	-	-	\$ -	
0403	Risk Manager	1.00	1.00	1.00	1.00	113,868	
0410	Employee Relations Manager	-	-	1.00	1.00	91,111	
0402	Workers Comp. Specialist	1.00	1.00	1.00	1.00	77,540	
0408	Labor Relations Analyst	1.00	1.00	-	-	-	
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>4.00</b>	<b>4.00</b>	<b>3.00</b>	<b>3.00</b>	<b>282,519</b>	
<b>PART TIME POSITIONS</b>							
0135	HR Clerical Assistant II - P/T	HC 1.00	FTE's -	FTE's -	FTE's 0.75	FTE's 0.75	32,404
<b>TOTAL PART TIME FTE's</b>		<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.75</b>	<b>0.75</b>	<b>32,404</b>
<b>TOTAL</b>		<b>4.00</b>	<b>4.00</b>	<b>3.75</b>	<b>3.75</b>	<b>\$ 314,923</b>	

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 407,434	\$ 420,654	\$ 453,030	\$ 314,923
2000 Employee Benefits - See Other Cost Dist.	201,110	204,051	214,209	182,329
3100 Prof Serv - ADA	50,615	26,897	116,803	-
3116 Prof Serv - Medical	13,060	13,290	22,000	22,000
3118 Prof Serv - Misc/Other	25,354	25,816	35,500	40,500
4010 Automobile Allowance	6,172	6,551	6,497	-
4011 Mobile Phone Allowance	1,140	260	-	-
4401 Rental - Copiers	1,336	668	3,400	4,900
4500 General Liability Insurance	20,264	19,907	25,288	16,094
4630 Service Alloc - Flt Mgmt - Opr	1,823	2,150	170	-
4631 Service Alloc - Flt Mgmt - Rpl	-	-	2,122	-
4633 Service Alloc - Gen Services	17,733	17,690	18,905	19,564
4700 Special Printed Forms	-	499	1,500	1,500
5100 Supplies - Office	1,399	1,413	3,000	4,000
5220 Uniform - Allowance	-	-	-	2,000
5231 Equipment (Oper) - Minor/Tools	13,452	-	-	-
5400 Membership Dues/Subscriptions	512	776	1,695	2,195
5500 Employee Training	382	9,196	6,200	16,200
9000 Interdept'l Alloc - Bldg Div	(22,034)	(21,404)	(23,620)	1. (28,352)
9900 Contingency - Operating	-	125,000	25,000	150,000
9901 Contingency - Soft Reductions	-	-	16,500	-
<b>TOTAL</b>	<b>\$ 739,752</b>	<b>\$ 853,414</b>	<b>\$ 928,199</b>	<b>\$ 747,853</b>

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



## Action Plan Worksheet



**Action Plan Owner:** Raquel Elejabarrieta, Human Resources & Risk Management 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

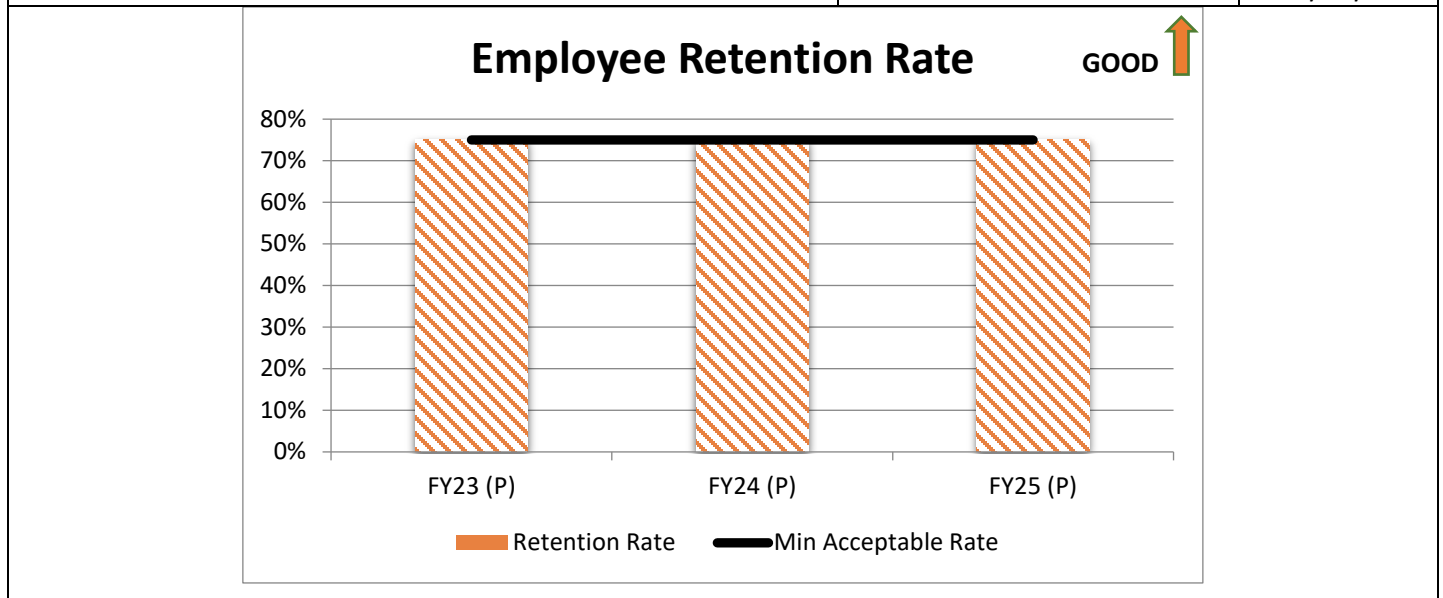
### Resource requirements (what do we need to succeed?)

- 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.

**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:** Raquel Elejabarrieta, Human Resources & Risk Management 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.

**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:** Raquel Elejabarrieta, Human Resources & Risk Management 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%

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:** Raquel Elejabarrieta, Human Resources & 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)**

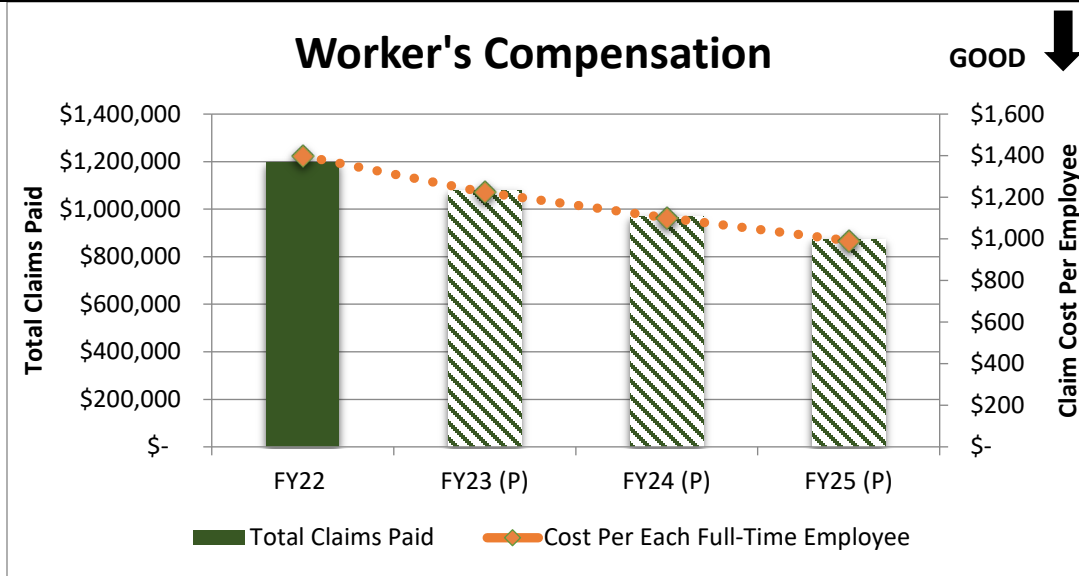
What must be done	By When	How will it be evident
Develop workforce survey concerning handling of employee's workers' compensation claims.	10/31/22	Survey instrument approved by City Manager.
Determine procedure for administering survey.	11/30/22	Survey procedure will be added to workers' compensation manual.
Review survey results.	09/30/23	Report to senior leaders
Administer survey to employees that filed a workers' compensation claim.	08/31/23	Survey will be sent to employees with past or current claims.
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.	08/31/23 and quarterly.	Graph survey results and analyze quarterly.
Identify areas of improvements.	08/31/23 and quarterly.	Survey results and analysis.
Revise workers' compensation procedures to implement processes to address areas of improvements.	08/31/23 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, Human Resources & Risk Management 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:
- Knowledge/Training:
  - All staff – Staff to complete a minimum of 8 hours of training per year
- Other
  - 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% 75% 80%	09/30/23 09/30/24 09/30/25												
<div style="text-align: center;"> <p><b>Employee Satisfaction</b> <span style="float: right;">GOOD </span></p> <table border="1" style="margin: 10px auto; border-collapse: collapse;"> <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% 80% 80%	09/30/23 09/30/24 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?**

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

**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:** Raquel Elejabarrieta, Human Resources & 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.	08/31/23	Workers’ compensation manual will be updated with revised procedures.
Provide training to employees on revised reporting procedures.	09/30/23	Attendance rosters
Implement new reporting procedures.	09/30/23	Old reporting procedures/forms will not be accepted.
Monitor lag time under new reporting procedures.	09/30/23 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

### Worker's Compensation

Fiscal Year	Total Claims Paid (\$)	Claim Cost Per Employee (\$)
FY22	~\$1,200,000	~\$1,400
FY23 (P)	~\$1,050,000	~\$1,250
FY24 (P)	~\$950,000	~\$1,150
FY25 (P)	~\$850,000	~\$1,050

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



**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.

## Action Plan Worksheet



**Action Plan Owner:** Raquel Elejabarrieta, Human Resources & Risk Management 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**

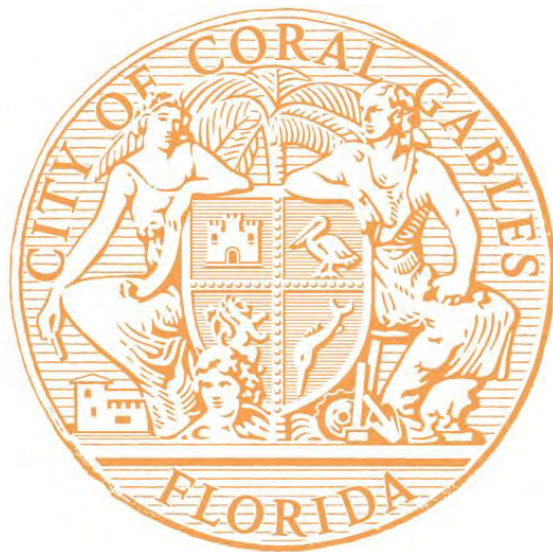
- Annual review with Assistant City Manager
- Internal meetings with the staff

**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)?**

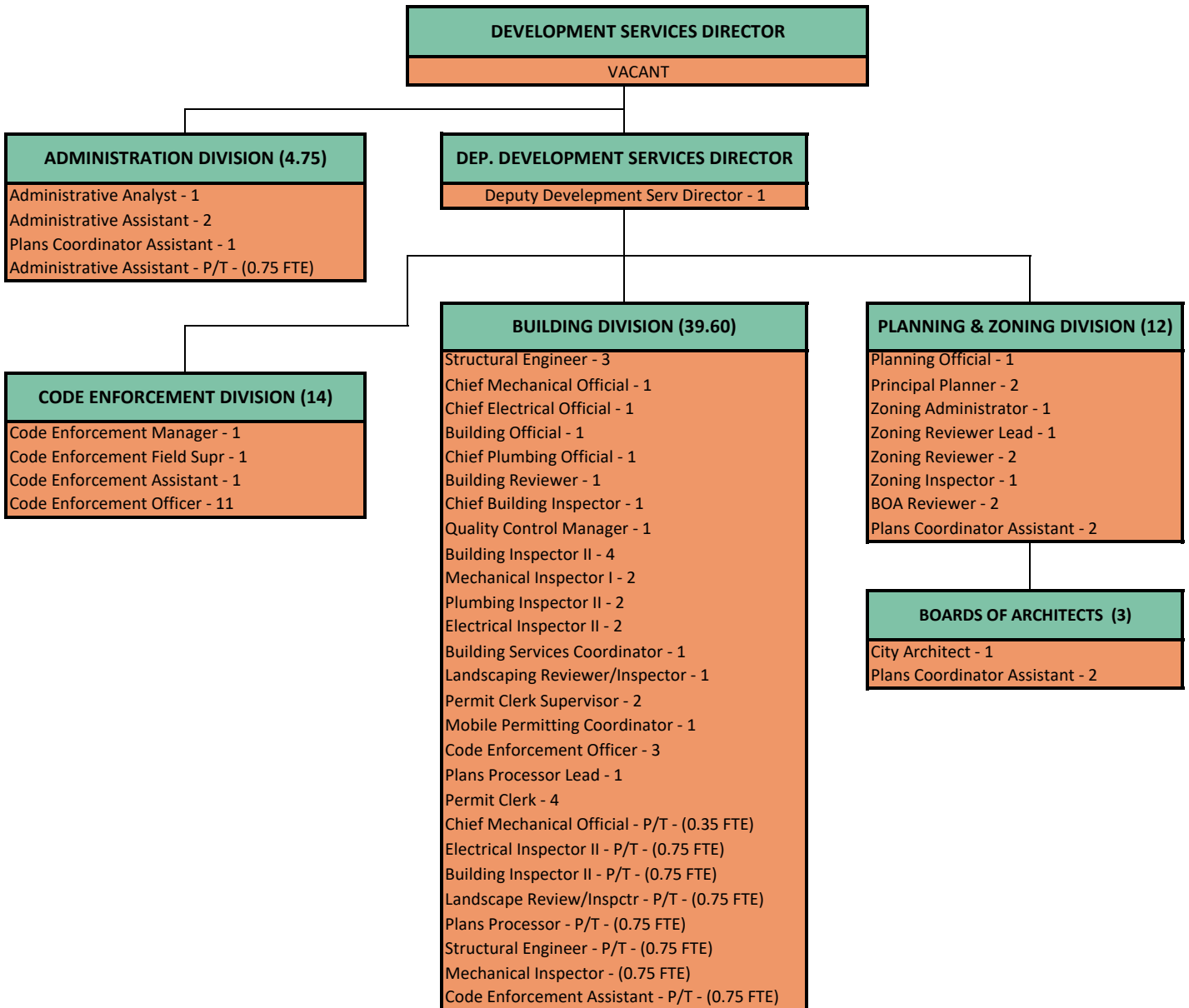
- Money: Unknown financial benefits deriving from lowered health claim costs due to improved employee wellness.
  - Costs: This initiative is funded by the City’s health provider through December 2023.
    - \$100,000 dollars funded by Cigna for employee engagement health and wellness programs.
  - Benefits: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



This page left intentionally blank

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**

**DEVELOPMENT SERVICES  
ORGANIZATION CHART**



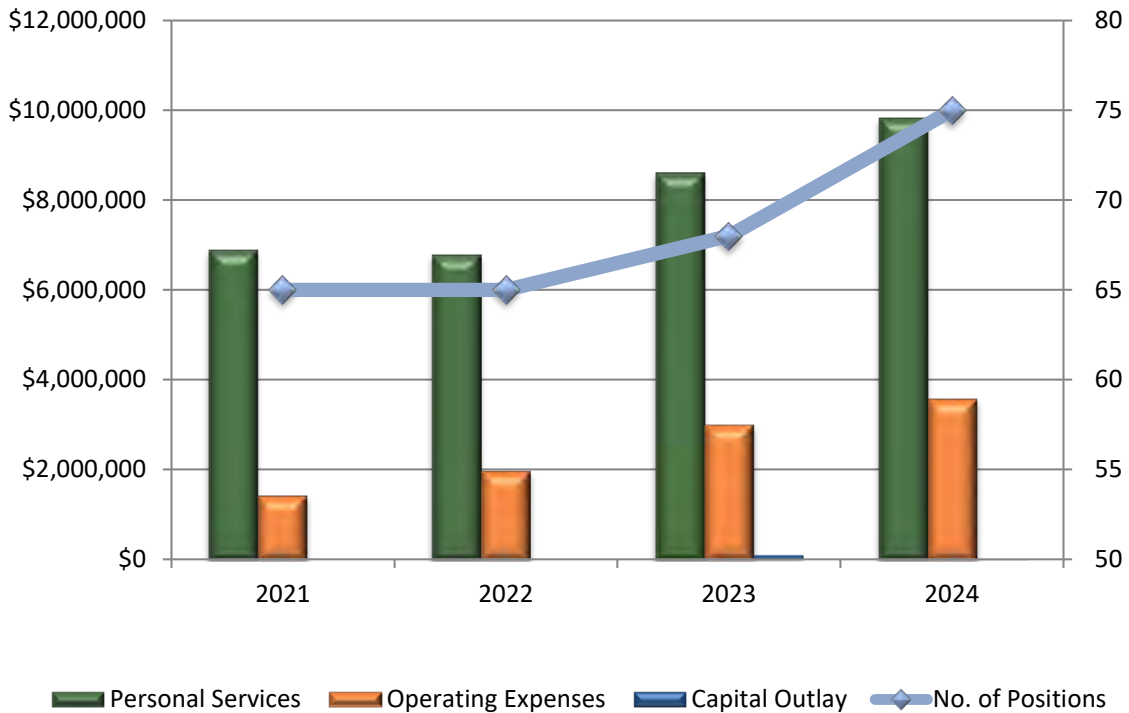
**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



**DEVELOPMENT SERVICES DEPARTMENT  
BUDGET AND POSITION SUMMARY**

	<b>2020-2021 ACTUAL</b>	<b>2021-2022 ACTUAL</b>	<b>2022-2023 BUDGET</b>	<b>2023-2024 BUDGET</b>
Salaries & Benefits	6,891,677	6,783,712	8,609,040	9,824,034
Operating Expenses	1,428,142	1,971,510	2,990,734	3,563,655
Capital Outlay	-	-	77,039	2,200
<b>Total</b>	<b>8,319,819</b>	<b>8,755,222</b>	<b>11,676,813</b>	<b>13,389,889</b>
Full Time Headcount	60.00	60.00	62.00	69.00
Part Time FTE's	4.50	4.50	5.60	6.35
<b>Total Headcount &amp; FTE's</b>	<b>64.50</b>	<b>64.50</b>	<b>67.60</b>	<b>75.35</b>

**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  
2023-2024 BUDGET**

**DEVELOPMENT SERVICES**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS**

- ✓ Successful integration of Energov, our new permitting software, allows for fully digital plan submittals, easier inspection requests, access to online systems, and payments for citizens.
- ✓ Successful integration of Bluebeam, our new digital plan review software, allows fully digital plan reviews.
- ✓ Implemented 311 online system to allow for Code Enforcement complaints to be input and tracked online.
- ✓ Implemented a new call-center type telephone system to measure call volume and ensure accountability for staff members, tracking phone calls received, missed, answered, and call lengths.
- ✓ Development and expansion of an online GIS-compatible Code Hub for our Zoning Ordinance, Gridics, a comprehensive zoning code and map platform.
- ✓ The Department has processed over 11,000 permits.
- ✓ The Department has completed over 30,000 inspections.
- ✓ Average review times for basic permits (paint, roofing, doors, windows, driveways) has gone down from 17 days to 3 days.
- ✓ Average wait times have gone down from 27 minutes to 3 minutes.



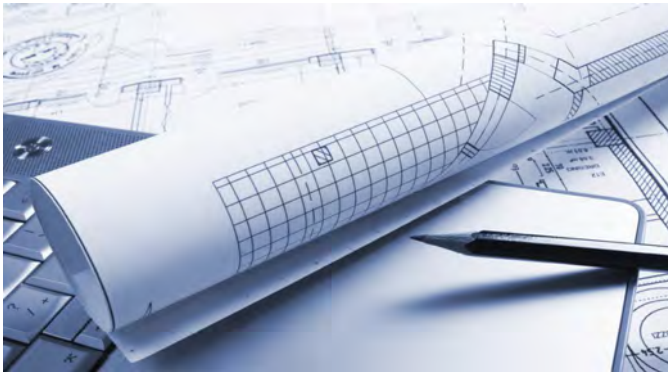
**CITY OF CORAL GABLES, FLORIDA  
PERFORMANCE INDICATOR METRICS**

**DEVELOPMENT SERVICES**

INDICATOR:	FY22			FY23		FY24
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
90 percent of Board of Architects cases approved within two meetings	90%	94%	●	90%	92%	90%
90 percent of Certificates of Use processed within five working days	90%	96%	●	90%	96%	90%
90 percent of inspections completed on requested date	90%	98%	●	90%	98%	90%
Average Service time is less than 5 minutes at Permit Counter	5:00 min.	6:49	●	5:00 min.	2:50	5:00 min.
90 percent of Zoning Verification Letters processed within five working days	90%	100%	●	90%	100%	90%
Overall Customer Satisfaction in rating strongly agree	90%	91%	●	90%	N/A	90%
Number of permits issued	N/A	10,338	N/A	N/A	9,102	N/A

**Legend**

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



**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS					SALARIES
		2020-2021	2021-2022	2022-2023	2023-2024		
		ACTUAL	ACTUAL	BUDGET	BUDGET		
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>		
1129	Dev Services Dir/Building Dir/Building Off.	1.00	1.00	1.00	1.00	\$	203,912
1123	Deputy Development Services Director	1.00	1.00	1.00	1.00		167,815
0810	Administrative Analyst	1.00	1.00	1.00	1.00		62,954
0602	Administrative Assistant	2.00	2.00	2.00	2.00		130,086
1109	Plans Coordinator Assistant	1.00	1.00	1.00	1.00		49,281
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>		<b>614,048</b>
<b>PART TIME POSITIONS</b>		<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
6101	Administrative Assistant - P/T	1.00	-	-	0.75	0.75	44,735
<b>TOTAL PART TIME FTE's</b>		<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.75</b>	<b>0.75</b>	<b>44,735</b>
<b>TOTAL</b>		<b>6.00</b>	<b>6.00</b>	<b>6.75</b>	<b>6.75</b>	<b>\$</b>	<b>658,783</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 512,324	\$ 403,220	\$ 587,197	\$ 658,783
2000 Employee Benefits - See Other Cost Dist.	184,301	195,097	266,357	265,535
3118 Prof Serv - Misc/Other	127,294	137,576	150,000	190,000
4010 Automobile Allowance	9,421	7,363	6,497	10,395
4011 Mobile Phone Allowance	2,140	260	-	-
4400 Rental - Mach & Equip	5,154	3,992	-	4,000
4500 General Liability Insurance	23,626	26,141	32,968	33,666
4633 Service Alloc - Gen Services	28,661	28,590	35,575	36,815
4700 Special Printed Forms	(11,966)	(6,560)	2,000	2,000
5100 Supplies - Office	1,409	2,188	2,500	2,500
5400 Membership Dues/Subscriptions	484	(40)	500	500
5500 Employee Training	218	159	1,000	1,000
6423 Equip Adds (Cap) - Tech Fee	-	-	2,000	2,000
9000 Interdept'l Alloc - Bldg Div	(399,829)	(468,983)	(562,932)	1. (580,404)
9901 Contingency - Soft Reductions	-	-	40,000	-
<b>TOTAL</b>	<b>\$ 483,237</b>	<b>\$ 329,003</b>	<b>\$ 563,662</b>	<b>\$ 626,790</b>

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

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
1154	Assistant Building Director	-	1.00	-	-	\$ -
1125	Quality Control Manager	-	1.00	1.00	1.00	94,329
1114	Structural Engineer	3.00	3.00	3.00	3.00	449,830
1118	Plans Processor Lead	-	-	1.00	1.00	60,487
1155	Permit Clerk Supervisor	1.00	1.00	2.00	2.00	129,792
1156	Permit Clerk	-	-	3.00	4.00	181,567
1109	Plans Coordinator Assistant	5.00	5.00	-	-	-
1151	Mobile Permitting Coordinator	1.00	1.00	1.00	1.00	90,924
1152	Board Administrator Lead	1.00	-	-	-	-
1102	Code Enforcement Officer	-	-	1.00	3.00	155,743
1108	Plans Processor	1.00	1.00	-	-	-
1132	Building Services Coordinator	1.00	1.00	1.00	1.00	114,282
1107	Chief Plumbing Official	1.00	1.00	1.00	1.00	135,679
1140	Plumbing Inspector II	1.00	1.00	1.00	2.00	157,433
1105	Chief Mechanical Official	1.00	1.00	1.00	1.00	129,328
1103	Chief Electrical Official	1.00	1.00	1.00	1.00	139,790
1133	Electrical Inspector II	2.00	2.00	2.00	2.00	214,588
1215	Chief Building Inspector	-	-	1.00	1.00	131,248
1217	Building Reviewer	-	-	1.00	2.00	187,634
1016	Building Official	1.00	1.00	1.00	1.00	137,768
3111	Mechanical Inspector I	1.00	1.00	1.00	2.00	173,818
1101	Building Inspector II	4.00	4.00	3.00	4.00	413,485
3020	Landscaping Reviewer Inspector	-	-	1.00	1.00	64,815
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>25.00</b>	<b>26.00</b>	<b>27.00</b>	<b>34.00</b>	<b>3,162,540</b>
<u>PART TIME POSITIONS</u>						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
1153	Electrical Inspector II - P/T	1.00	0.75	0.75	0.75	34,470
1142	Chief Mechanical Official - P/T	1.00	-	-	0.35	37,128
1212	Landscape Reviewer/Inspector	1.00	-	-	0.75	48,749
1099	Code Enforcement Officer - P/T	-	-	1.50	-	-
1053	Code Enforcement Assistant - P/T	1.00	-	-	0.75	28,856
1157	Building Inspector II - P/T	1.00	0.75	0.75	0.75	99,980
1131	Plans Processor - P/T	1.00	0.75	0.75	0.75	24,173
1158	Mechanical Inspector - P/T	1.00	-	-	0.75	51,836
1136	Plans Coordinator Assistant - P/T	-	0.75	0.75	-	-
1143	Structural Engineer - P/T	1.00	-	-	0.75	93,305
<b>TOTAL PART TIME FTE's</b>		<b>8.00</b>	<b>3.00</b>	<b>4.50</b>	<b>4.85</b>	<b>418,497</b>
<b>TOTAL</b>		<b>28.00</b>	<b>30.50</b>	<b>31.85</b>	<b>39.60</b>	<b>\$ 3,581,037</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 1,977,043	\$ 1,929,365	\$ 2,721,049	\$ 3,581,037
2000 Employee Benefits - See Other Cost Dist.	1,062,866	1,182,140	1,518,882	1,865,514
3118 Prof Serv - Misc/Other	17,816	256,800	595,950	478,400

**EXPENDITURE DETAIL**

	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>		<u>2023-2024</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>		<u>BUDGET</u>
3119 Prof Serv - Priv Sect Plan Rev	46,581	134,885	147,000		147,000
3150 Interdept'l Alloc - Admin	1,008,684	1,224,789	1,528,835	1.	2,248,031
4010 Automobile Allowance	-	1,949	3,898		-
4400 Rental - Mach & Equip	3,742	11,388	5,800		17,800
4500 General Liability Insurance	89,791	100,650	152,099		183,004
4610 Repair/Maint - Office Equip	-	-	1,000		1,000
4630 Service Alloc - Flt Mgmt - Opr	45,745	50,864	24,611		26,530
4631 Service Alloc - Flt Mgmt - Rpl	-	-	32,460		210,919
4632 Service Alloc - Flt - Fuel	-	-	-		8,163
4633 Service Alloc - Gen Services	64,483	64,324	115,477		119,501
4700 Special Printed Forms	752	3,653	7,000		7,000
5100 Supplies - Office	13,806	7,212	12,997		12,997
5220 Uniform - Allowance	-	9,355	15,000		21,000
5221 Uniform - Protective (PPE)	241	311	2,500		2,500
5400 Membership Dues/Subscriptions	1,692	313	3,810		3,810
5500 Employee Training	6,860	5,949	6,800		6,800
6405 Equip Repl (Cap) - Misc	-	-	200		200
6425 Equip Adds (Cap) - Misc	-	-	74,839		-
9901 Contingency - Soft Reductions	-	328	40,000		-
<b>TOTAL</b>	<b><u>\$ 4,340,102</u></b>	<b><u>\$ 4,984,275</u></b>	<b><u>\$ 7,010,207</u></b>		<b><u>\$ 8,941,206</u></b>

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

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

DEPARTMENT		METHODOLOGY		DEPT/DIV	ALLOCATION	
<u>NAME</u>	<u>#</u>	<u>RULE</u>	<u>%</u>	<u>BUDGET PRIOR</u>	<u>TO BLDG</u>	<u>DIV</u>
				<u>TO ALLOC</u>		
City Commission	0100	% of Total Operating Budget	3.22%	\$ 1,152,788	\$	34,421
City Attorney	0500	% of Total Operating Budget	3.22%	2,979,055		96,975
City Clerk	0600	% of Total Operating Budget	3.22%	1,084,341		35,186
City Manager - Admin	1010	% of Total Operating Budget	3.22%	2,307,110		74,496
City Manager - Public Affairs	1030	% of Total Operating Budget	3.22%	933,281		30,084
City Manager - Internal Audit	1050	% of Total Operating Budget	3.22%	101,360		3,284
Human Resources - Admin	1110	% of Authorized Headcount	3.65%	642,313		23,458
Human Resources - Emp Services	1120	% of Authorized Headcount	3.65%	1,528,299		55,802
Human Resources - Labor & Risk	1130	% of Authorized Headcount	3.65%	776,205		28,352
Development Services - Admin	1200	Bldg Div % of Dev. Serv. Admin. Budget	48.09%	1,207,194		580,404
Development Services - Code Enf	1230	Bldg Div % of Dev. Serv. Code Enf. Budget	15.00%	1,752,610		263,076
Finance - Admin	3010	% of Total Operating Budget	3.22%	832,850		26,895
Finance - Collections	3020	% of Total Operating Revenue	4.14%	812,557		33,748
Finance - Reporting & Operations	3030	% of Total Operating Budget	3.22%	1,483,138		48,182
Finance - Procurement	3040	% of Total Operating Budget	3.22%	1,304,737		42,441
Finance - Management & Budget	3050	% of Total Operating Budget	3.22%	757,857		26,454
Information & Innovaton	3200	% of Total Operating Budget	3.22%	9,058,184		709,965
Non-Departmental	7000	% of Authorized Headcount	3.65%	3,691,226		134,808
				<b>\$ 32,405,105</b>	<b>\$</b>	<b>2,248,031</b>

**FACTORS**

Total Authorized Headcount	1,085.49
Building Division Headcount	39.60
Total Operating Budget (net of allocations)	\$ 208,105,949
Total Development Services Budget	\$ 13,917,088
Building Division Budget (pre-allocation)	\$ 6,693,175
Total Operating Revenue	\$ 188,944,361
Building Division Revenue	\$ 7,830,000
Building Division Non-Personnel Budget	\$ 3,644,705

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS					
		2020-2021	2021-2022	2022-2023	2023-2024		
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	BUDGET HEADCOUNT	SALARIES	
	<b>FULL TIME POSITIONS</b>						
1206	Ass't Director for Planning & Zoning	1.00	1.00	0.00	0.00	\$ -	-
1210	Ass't Director for Zoning	1.00	-	-	-	-	-
1207	Planning Official	-	-	1.00	1.00	107,329	-
1203	City Planner	1.00	1.00	-	-	-	-
1209	Principal Planner	2.00	2.00	2.00	2.00	148,959	-
8929	City Architect	1.00	1.00	1.00	1.00	143,545	-
1120	Zoning Administrator	1.00	1.00	1.00	1.00	93,389	-
1049	Assistant City Architect	1.00	1.00	-	-	-	-
1141	Zoning Reviewer Lead	1.00	1.00	1.00	1.00	108,637	-
1117	Zoning Reviewer	3.00	3.00	2.00	2.00	156,257	-
1138	Zoning Inspector	1.00	1.00	1.00	1.00	59,507	-
1214	BOA Reviewer	-	-	2.00	2.00	131,638	-
1109	Plans Coordinator Assistant	4.00	4.00	4.00	4.00	243,036	-
<b>TOTAL</b>		<b>17.00</b>	<b>16.00</b>	<b>15.00</b>	<b>15.00</b>	<b>\$ 1,192,297</b>	

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 1,180,041	\$ 1,055,404	\$ 1,260,380	\$ 1,192,297
1101 Stipend - Board Members	7,050	9,210	15,000	15,000
2000 Employee Benefits - See Other Cost Dist.	782,699	778,671	790,065	747,324
3118 Prof Serv - Misc/Other	30,697	19,216	120,800	120,800
3123 Prof Serv - Reimbursable	(4,525)	7,217	-	-
4010 Automobile Allowance	4,158	3,638	3,898	3,898
4011 Mobile Phone Allowance	140	60	-	-
4400 Rental - Mach & Equip	7,110	6,259	6,150	13,650
4500 General Liability Insurance	58,897	61,449	70,764	60,931
4630 Service Alloc - Flt Mgmt - Opr	10,544	12,392	1,315	12,040
4631 Service Alloc - Flt Mgmt - Rpl	-	-	11,936	9,705
4632 Service Alloc - Flt - Fuel	-	-	-	2,459
4633 Service Alloc - Gen Services	90,846	90,623	109,611	113,431
4700 Special Printed Forms	2,273	5,712	9,275	9,275
4830 Promo Expense - Advertising	1,792	3,852	7,000	7,000
4900 Misc Exp - Other	1,540	1,636	2,000	3,000
5100 Supplies - Office	4,353	5,500	10,000	9,000
5221 Uniform - Protective (PPE)	-	-	200	200
5400 Membership Dues/Subscriptions	3,673	2,196	5,104	5,104
5500 Employee Training	3,432	6,442	7,245	7,245
<b>TOTAL</b>	<b>\$ 2,184,720</b>	<b>\$ 2,069,477</b>	<b>\$ 2,430,743</b>	<b>\$ 2,332,359</b>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. <u>NO.</u>	CLASSIFICATION <u>TITLE</u>	NUMBER OF AUTHORIZED POSITIONS				
		2020-2021	2021-2022	2022-2023	2023-2024	
		<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>
<b>FULL TIME POSITIONS</b>						
1128	Code Enforcement Manager	-	-	1.00	1.00	\$ 85,452
1126	Code Enforcement Field Supr	2.00	2.00	1.00	1.00	93,735
1135	Code Enforcement Assistant	2.00	2.00	1.00	1.00	51,883
1102	Code Enforcement Officer	8.00	8.00	11.00	11.00	699,430
8888	Overtime	-	-	-	-	7,500
9999	Holiday Worked Pay	-	-	-	-	3,500
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>12.00</b>	<b>12.00</b>	<b>14.00</b>	<b>14.00</b>	<b>941,500</b>
<b>PART TIME POSITIONS</b>						
	<u>TITLE</u>	<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>
1099	Code Enforcement Officer - P/T	-	1.50	-	-	-
<b>TOTAL PART TIME FTE's</b>		<b>-</b>	<b>1.50</b>	<b>0.00</b>	<b>0.00</b>	<b>-</b>
<b>TOTAL</b>		<b>13.50</b>	<b>12.00</b>	<b>14.00</b>	<b>14.00</b>	<b>\$ 941,500</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
1000 Salaries	\$ 692,356	\$ 692,205	\$ 856,993	\$ 941,500
2000 Employee Benefits - See Other Cost Dist.	500,047	547,610	608,117	572,044
3115 Prof Serv - Lot Clearing	3,050	5,600	28,000	28,000
3118 Prof Serv - Misc/Other	4,095	8,004	19,751	19,751
4400 Rental - Mach & Equip	2,478	1,688	3,105	5,605
4500 General Liability Insurance	36,289	35,432	48,116	48,114
4630 Service Alloc - Flt Mgmt - Opr	39,753	43,795	24,041	25,692
4631 Service Alloc - Flt Mgmt - Rpl	-	-	25,494	37,775
4632 Service Alloc - Flt - Fuel	-	-	-	14,427
4633 Service Alloc - Gen Services	25,388	25,326	32,084	33,202
4910 Misc Exp - Court & Investigate	2,431	2,148	3,000	3,000
5100 Supplies - Office	2,924	4,950	6,000	6,000
5220 Uniform - Allowance	1,984	2,914	6,200	6,200
5221 Uniform - Protective (PPE)	615	323	1,200	1,200
5400 Membership Dues/Subscriptions	350	773	1,500	1,500
5500 Employee Training	-	1,699	8,600	8,600
9000 Interdept'l Alloc - Bldg Div	-	-	-	1. (263,076)
<b>TOTAL</b>	<b>\$ 1,311,760</b>	<b>\$ 1,372,467</b>	<b>\$ 1,672,201</b>	<b>\$ 1,489,534</b>

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

## Action Plan Worksheet



**Action Plan Owner:** Douglas Ramirez, Deputy 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
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.	10/01/23	Videos will be posted.
Offer monthly more in-depth training for customers/General Contractor of the building dept.	11/01/23	Training will be scheduled, advertised and sign-in sheets filed.
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.
Publish common rejection comments	11/01/23	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
<b>\$18,500</b>	<b>Total</b>

- 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><b>Satisfaction/Rating of Videos</b> <span style="float: right;">GOOD ↑</span></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 <sup>th</sup> 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:** Douglas Ramirez, Deputy 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.
Schedule biannual Continuing Education specific to Code Enforcement and Front Counter	01/01/23	Attendance rosters
Implement a 10% QA/ QC of Inspections done	09/01/23	Inspection reports
Create training manual, SOP	05/31/23	SOP will be distributed to employees

**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
<b>\$16,000</b>	<b>Total</b>

- 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%	01/01/24
<p><b>Training of Staff</b> <span style="float: right;">GOOD ↑</span></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"> <li>• Improved Business functions</li> </ul>	<ul style="list-style-type: none"> <li>• Resources expended in this effort are not available for other initiatives</li> </ul>
Customers	<ul style="list-style-type: none"> <li>• Improved Customer Service</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>

**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:** Douglas Ramirez, Deputy 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?)**

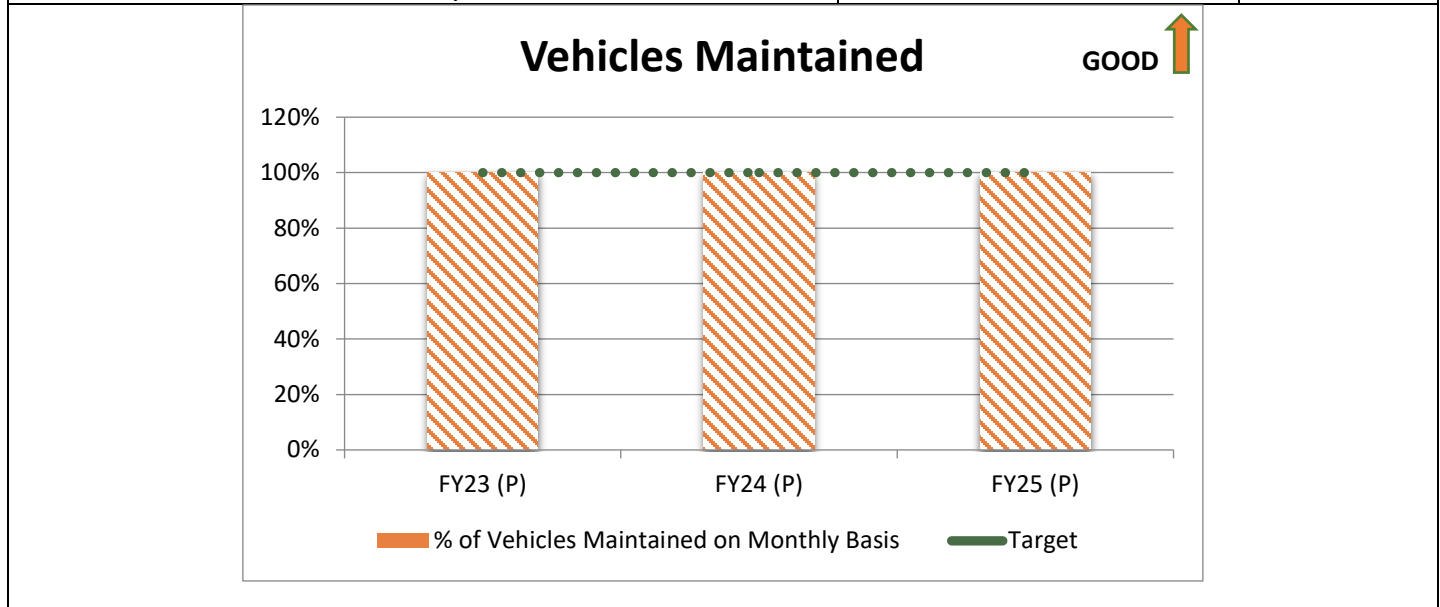
- Time (of the project team members and others as appropriate – examples below):
  - Informatics Person – None
  - Program / Subject Matter Experts – Communications
- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$ 6,000	Cleaning Services for vehicles

- 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**

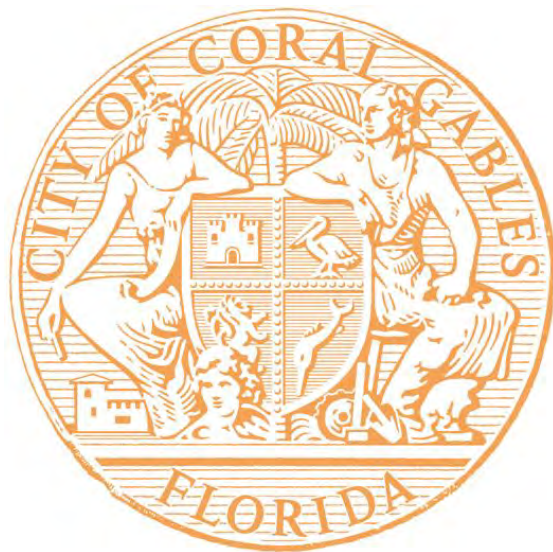
- Weekly project team meeting.
- Weekly/monthly/quarterly report to City Manager.

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

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

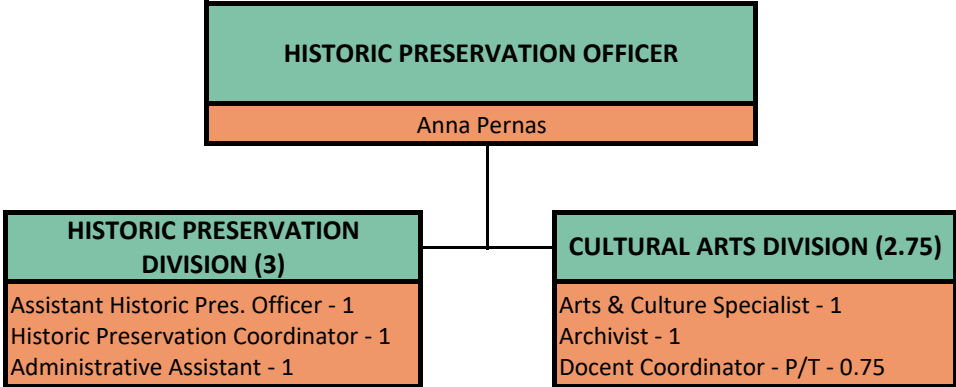
- Money:
  - Costs: \$6,000
  - Benefits: \$0
  - Time to see return on investment



This page left intentionally blank

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**

**HISTORICAL RESOURCES & CULTURAL ARTS  
ORGANIZATION CHART**



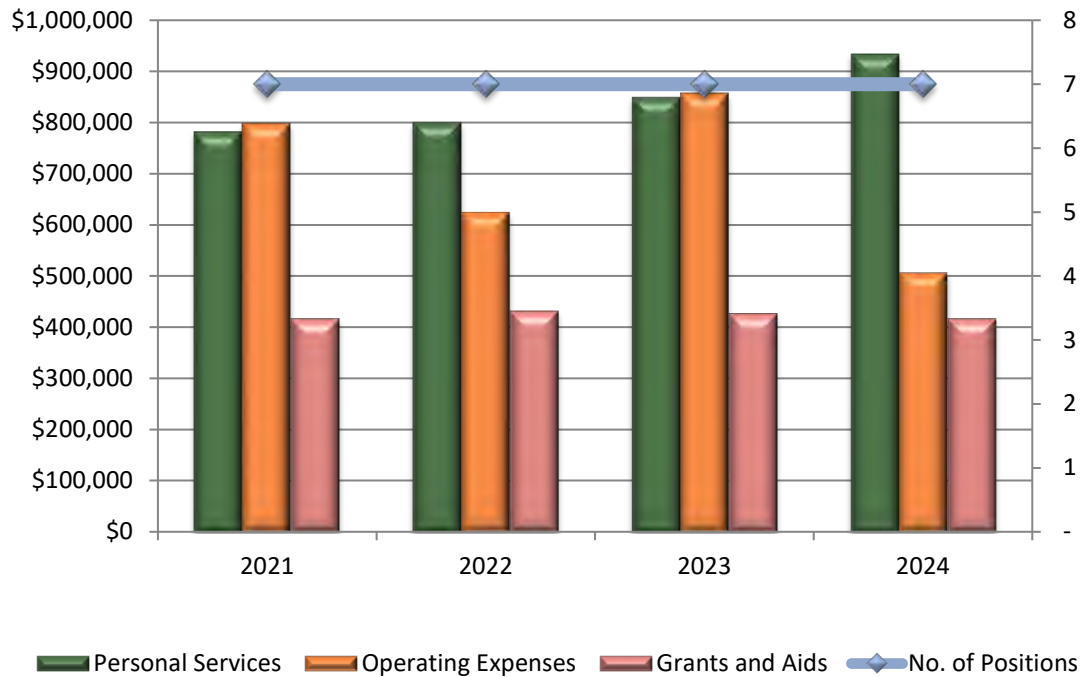
**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



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

	<u>2020-2021 ACTUAL</u>	<u>2021-2022 ACTUAL</u>	<u>2022-2023 BUDGET</u>	<u>2023-2024 BUDGET</u>
<b>Salaries &amp; Benefits</b>	782,217	800,919	849,396	934,018
<b>Operating Expenses</b>	797,960	624,841	856,722	507,112
<b>Grants and Aids</b>	<u>416,228</u>	<u>431,228</u>	<u>426,228</u>	<u>416,228</u>
<b>Total</b>	<u><u>1,996,405</u></u>	<u><u>1,856,988</u></u>	<u><u>2,132,346</u></u>	<u><u>1,857,358</u></u>
<b>Full Time Headcount</b>	6.00	6.00	6.00	6.00
<b>Part Time FTE's</b>	<u>0.75</u>	<u>0.75</u>	<u>0.75</u>	<u>0.75</u>
<b>Total Headcount &amp; FTE's</b>	<u><u>6.75</u></u>	<u><u>6.75</u></u>	<u><u>6.75</u></u>	<u><u>6.75</u></u>

**EXPENDITURE/PERSONNEL COMPARISONS**





# 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  
2023-2024 BUDGET**

**HISTORIC RESOURCES & CULTURAL ARTS**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS**

**HISTORIC PRESERVATION DIVISION**

- ✓ Processed 23 Special Certificates of Appropriateness and 59 Standard Certificates of Appropriateness.
- ✓ Processed 1 Ad Valorem tax abatement applications.
- ✓ Processed 6 Transfer of Development Right applications.
- ✓ Processed 9 Local Historic Landmark Designations.
- ✓ Performed 252 inspections on historic properties.
- ✓ Issued 93 Historical Significance Determinations.
- ✓ Assisted with the rehabilitation and restoration of the Fink Studio project.
- ✓ Assisted with the restoration and replication of the White Way Lights.
- ✓ Completed construction coral rock wall in front of Merrick House and repaired the west coral rock wall.
- ✓ Implemented the “100 Voices” oral history series at Merrick House.
- ✓ Planned and hosted the “A Proper Garden Tea” event.
- ✓ Planned and hosted “Sundays on the Porch with George” events.
- ✓ Completed large-scale scanning projects for the Raul E. Valdés-Fauli Coral Gables Archives including three oversized map books and one 1936 Plat Map book.
- ✓ Collaborated with Coral Gables Museum on multiple exhibits.

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS – (Continued)**

**CULTURAL ARTS DIVISION**

- ✓ Reviewed, processed, and administered Cultural Grants to 42 (forty-two) 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.
- ✓ Celebrated the artwork “Mean Average” by Tony Cragg and received Art Basel recognition, including facilitation of a pre-recorded studio walk-through by the Artist and hosting of an Art Basel VIP event.
- ✓ Awarded a Florida Department of State, Division of Cultural Affairs, Specific Cultural Project Grant for a public art exhibition which received a ranking in the top 5 of applications submitted to the category.
- ✓ Administered completion of Art in Public Places City project: “Concepto I” by artist Zilia Sanchez for the 427 Biltmore Way municipal building.
- ✓ Administered completion of Art in Public Places City project: “Eternal Vigilance” by artists Shane Allbritton and Norman Lee.
- ✓ Administered fabrication completion of Art in Public Places City project: “Mars” by artist Julio Larraz; installation scheduled in FY23.
- ✓ Administered completion of Art in Public Places in Private Development project donation through MG Developer at Balboa Plaza: “Coral Carpet” by R & R Studios.
- ✓ Administered completion of Art in Public Places in Private Development projects at The Plaza: “Mean Average” by Tony Cragg; monumental bench with ritual ring and lanterns by Michele Oka Doner; and “Coral Fountains” by Jean Michel Othoniel.
- ✓ Administered completion of Art in Public Places in Private Development projects at Villa Valencia: “Lady” by Thomas Houseago.
- ✓ Administered and processed approval of Art in Public Places City project: “Whispering Through a Stone” (working title) by Janine Antoni.
- ✓

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ Administered and processed approval of public art on private property: “Rey del Tequila” by Leonora Carrington at The Plaza.
- ✓ Administered and processed proposal request of Art in Public Places in Private Development project: “Coral Light Way” by R & R Studios for The Village.
- ✓ Completed restoration of over fifteen public artworks throughout the City.
- ✓ Administered process of ADA signage for fifteen artworks in the City’s public art collection.
- ✓ Conducted public art tour for Bike Walk Coral Gables.
- ✓ Conducted Urban Sketch Crawl for Coral Gables Museum.
- ✓ Interviewed for prominent international art journal “Oronsko” featuring Coral Gables Art in Public Places program.
- ✓ Interviewed for Coral Gables Magazine featuring Coral Gables Art in Public Places program.

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

**HISTORICAL RESOURCES & CULTURAL ARTS**

INDICATOR:	FY22			FY23		FY24
	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	39	●	40	33	30
Process and review Standard Certificates of Appropriateness	150	136	▲	130	104	100
Process and review Ad Valorem Tax applications for historic properties	4	5	●	5	1	3
Implement local historic designations of individual properties	10	13	●	15	20	8
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	600	916	●	800	1,245	800

**Legend**

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



**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE <u>FULL TIME POSITIONS</u>	NUMBER OF AUTHORIZED POSITIONS				
		2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	BUDGET HEADCOUNT	SALARIES
2005	Historic Preservation Officer	1.00	1.00	1.00	1.00	\$ 131,174
2006	Asst Historic Preservation Officer	1.00	1.00	1.00	1.00	121,711
2007	Historic Preservation Coordinator	1.00	1.00	1.00	1.00	90,225
0602	Administrative Assistant	1.00	1.00	1.00	1.00	52,789
<b>TOTAL</b>		<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>\$ 395,899</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 312,668	\$ 354,541	\$ 366,668	\$ 395,899
2000 Employee Benefits - See Other Cost Dist.	231,290	197,222	204,880	250,367
3118 Prof Serv - Misc/Other	69,122	7,684	83,010	22,400
4010 Automobile Allowance	10,179	13,102	12,994	12,994
4011 Mobile Phone Allowance	240	260	-	-
4400 Rental - Mach & Equip	3,262	1,688	3,518	7,018
4402 Rental - Land & Buildings	3,380	636	3,840	5,340
4500 General Liability Insurance	16,780	16,191	20,586	20,232
4610 Repair/Maint - Office Equip	-	-	800	710
4630 Service Alloc - Flt Mgmt - Opr	2,250	2,652	230	-
4631 Service Alloc - Flt Mgmt - Rpl	-	-	2,599	-
4633 Service Alloc - Gen Services	328,329	331,209	162,322	167,978
4701 Printing & Binding	1,698	2,426	8,500	7,090
4820 Spec Res - Pinewood Cemetery	-	-	6,751	-
4821 Spec Res - Hist Preservation	-	-	20,499	-
4830 Promo Expense - Advertising	2,071	2,673	3,960	3,960
4900 Misc Exp - Other	312	17,845	23,194	23,194
4910 Misc Exp - Court & Investigate	485	750	-	-
5100 Supplies - Office	3,841	3,838	7,385	7,385
5400 Membership Dues/Subscriptions	445	290	900	900
5500 Employee Training	-	249	1,000	4,000
9901 Contingency - Soft Reductions	-	-	37,003	-
<b>TOTAL</b>	<b>\$ 986,352</b>	<b>\$ 953,256</b>	<b>\$ 970,639</b>	<b>\$ 929,467</b>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
0043	Arts & Culture Specialist	1.00	1.00	1.00	1.00	\$ 74,594
2009	Archivist	1.00	1.00	1.00	1.00	66,153
8888	Overtime	-	-	-	-	5,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>145,747</b>
<u>PART TIME POSITIONS</u>		<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	
0619	Docent Coordinator	1.00	0.75	0.75	0.75	37,892
<b>TOTAL PART TIME FTE's</b>		<b>1.00</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>37,892</b>
<b>TOTAL</b>		<b>2.75</b>	<b>2.75</b>	<b>2.75</b>	<b>2.75</b>	<b>\$ 183,639</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 142,634	\$ 146,073	\$ 176,416	\$ 183,639
2000 Employee Benefits - See Other Cost Dist.	95,625	103,083	101,432	104,113
3118 Prof Serv - Misc/Other	29,014	9,990	61,400	83,153
4500 General Liability Insurance	7,609	7,676	9,624	9,385
4633 Service Alloc - Gen Services	99,554	99,309	106,133	109,831
4701 Printing & Binding	358	968	1,000	1,000
4802 Events - Hist Res & Cult Arts	216,687	94,068	255,243	-
4823 Spec Res - Merr Hse R. O'Neal	-	-	4,939	-
4900 Misc Exp - Other	803	7,823	7,923	7,923
5100 Supplies - Office	707	1,464	2,800	2,800
5201 Supplies - Agricultural	114	308	985	985
5202 Supplies - Chemicals & Photo	-	-	2,000	2,000
5231 Equipment (Oper) - Minor/Tools	86	-	300	300
5400 Membership Dues/Subscriptions	439	50	210	210
5500 Employee Training	195	1,692	-	6,324
8201 Grants - Coral Gables Museum	225,000	225,000	225,000	225,000
8202 Grants - Cultural Art Pgms	191,228	206,228	201,228	191,228
9901 Contingency - Soft Reductions	-	-	5,074	-
<b>TOTAL</b>	<b>\$ 1,010,053</b>	<b>\$ 903,732</b>	<b>\$ 1,161,707</b>	<b>\$ 927,891</b>

## Action Plan Worksheet



**Action Plan Owner:** Anna Pernas, 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):

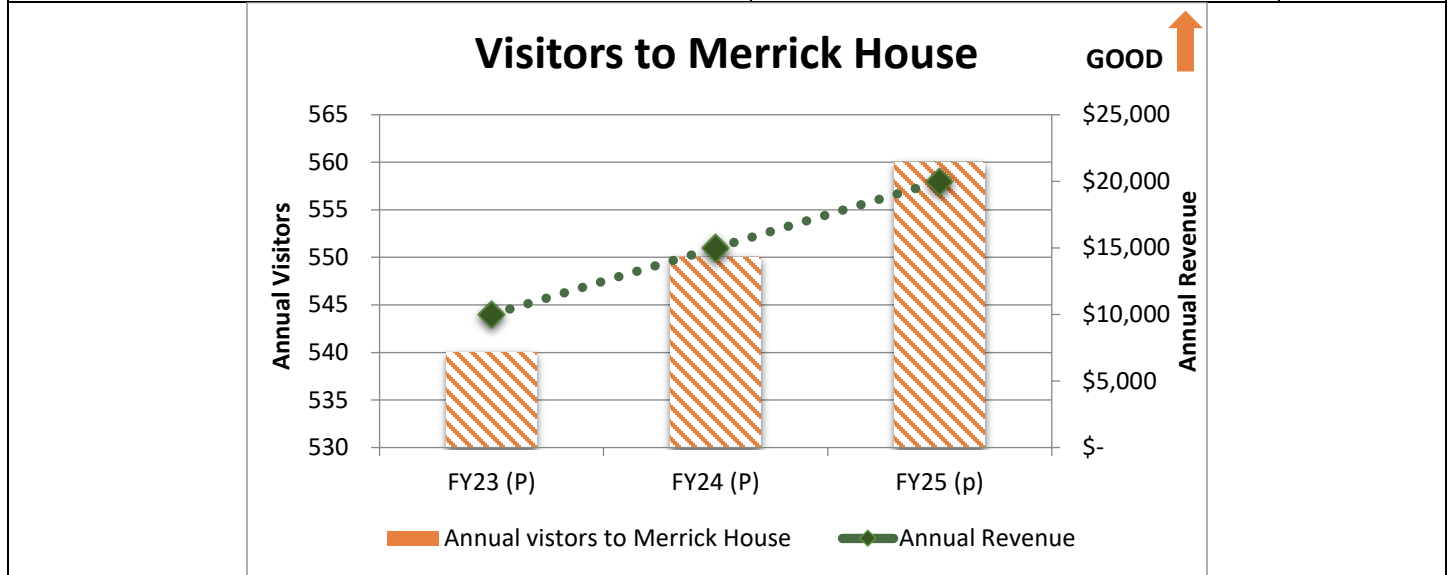
\$ Amount	Purpose
\$9,000	\$3,000 annually for improved advertising of sites and events
\$2,000	Creation of online booking and payment system for Merrick House
\$1,000	Credit card payment equipment for Merrick House
<b>\$12,000</b>	<b>Total</b>

- 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	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 Director.
- 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
- Other benefits:
  - Increased heritage and cultural tourism, city recognition, positive economic impacts

## Action Plan Worksheet



**Action Plan Owner:** Anna Pernas, 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	10/01/24	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?)**

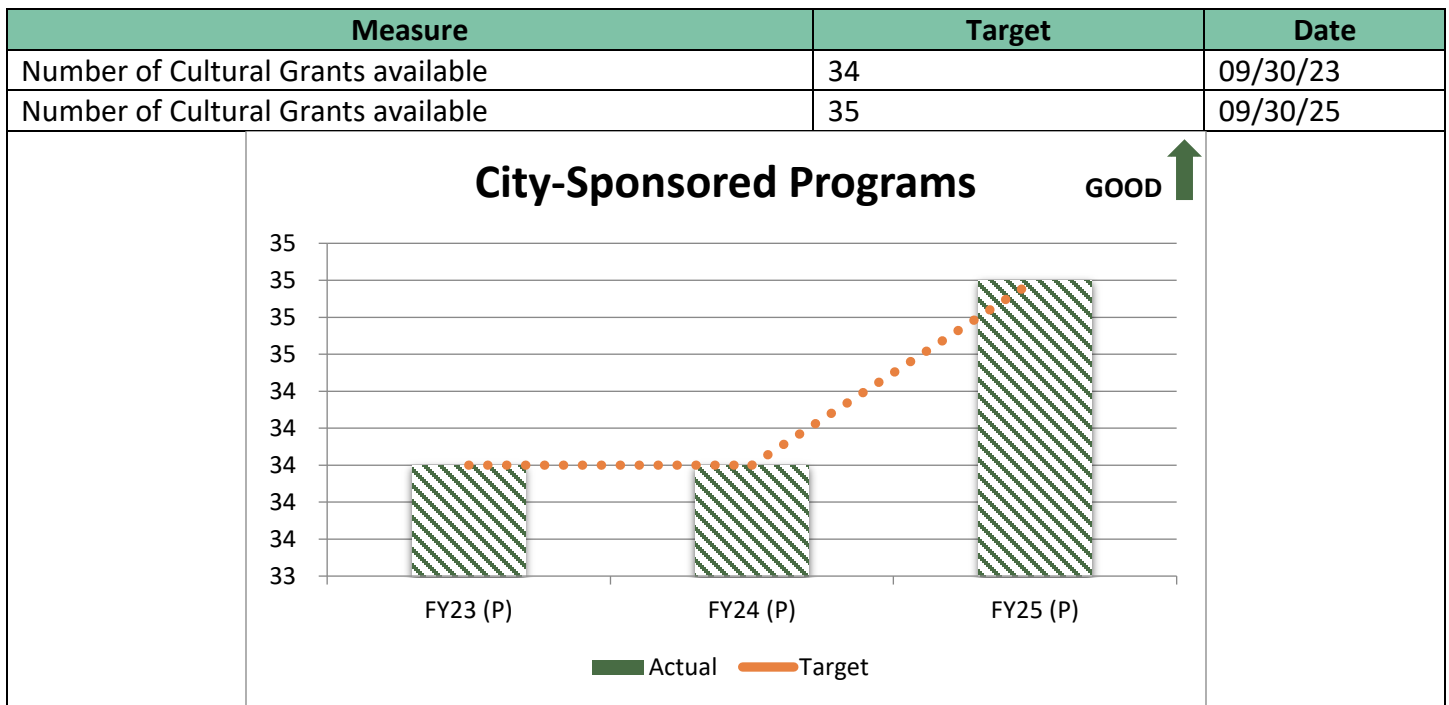
- Time (of the project team members and others as appropriate – examples below):
  - Informatics Person – 50 hours
  - Program / Subject Matter Experts – 100 hours
- Finances (detailed listing of expected costs):

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

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

**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
- Other benefits:
  - Increased cultural tourism, custom for local businesses, city exposure

## Action Plan Worksheet



**Action Plan Owner:** Anna Pernas, 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	9/30/24	Increased number of applicants
Implement online booking and payment process for Merrick House visitors	9/30/24	Increased visitor numbers
Implement credit card payment system for Merrick House visitors	9/30/24	Increased visitors
Improve public awareness of sites and events through advertising opportunities	9/30/25	Increased participation numbers
Increase number of Merrick House docents to increase opening hours	9/30/25	Increased opening hours, docents, and visitors
Increase cultural partnership opportunities	9/30/25	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
\$1,000	Credit card payment equipment for Merrick House
\$150,000	\$50,000 annually for partnership related expenses
<b>\$162,561</b>	<b>Total</b>

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

**Frequency & venue of review**

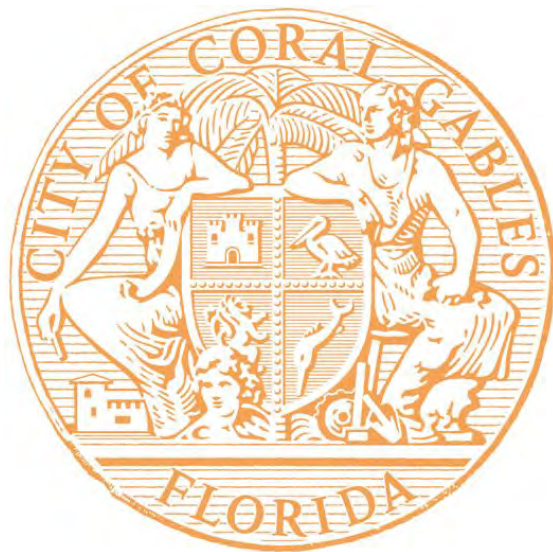
- Quarterly project team meeting.
- Quarterly Review & Analysis meeting
- Weekly/monthly/quarterly report to City Manager.

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

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

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

- Money:
  - Costs: \$162,561
  - Benefits:

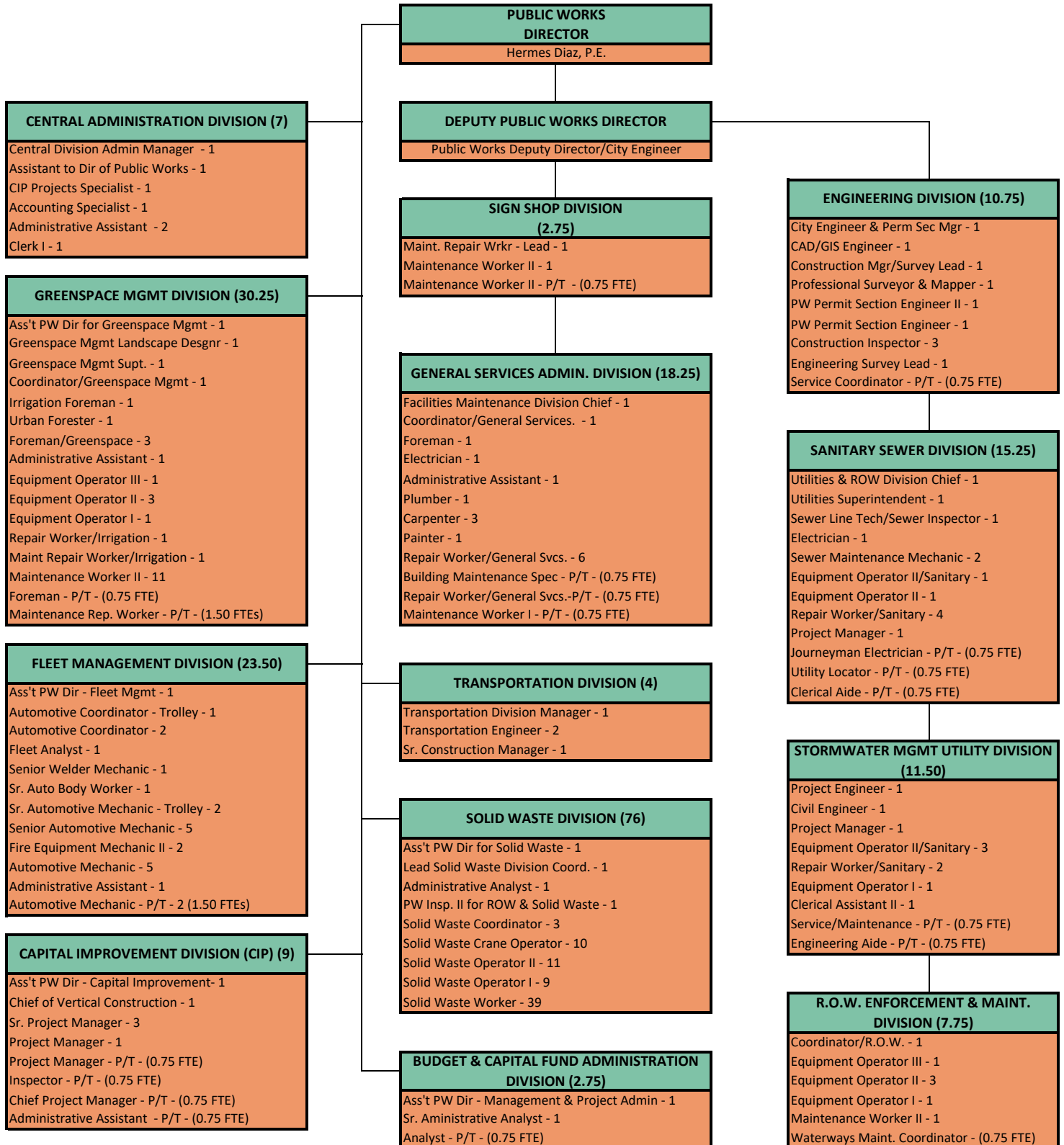


This page left intentionally blank



**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**

**PUBLIC WORKS  
ORGANIZATION CHART**



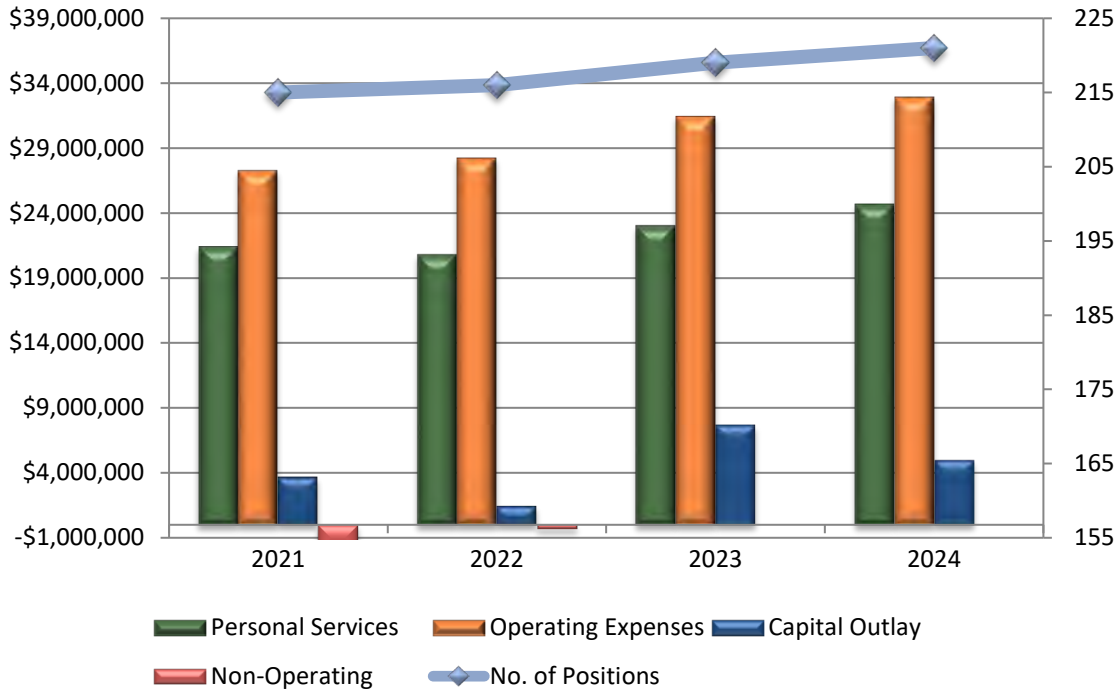
**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



**PUBLIC WORKS DEPARTMENT  
BUDGET AND POSITION SUMMARY**

	<b>2020-2021 ACTUAL</b>	<b>2021-2022 ACTUAL</b>	<b>2022-2023 BUDGET</b>	<b>2023-2024 BUDGET</b>
Salaries & Benefits	21,421,160	20,807,663	23,031,198	24,697,068
Operating Expenses	27,309,484	28,261,308	31,476,520	32,938,451
Capital Outlay	3,712,300	1,494,390	7,650,742	4,966,258
Non-Operating	(2,000,000)	(320,000)	-	-
<b>Total</b>	<b>50,442,944</b>	<b>50,243,361</b>	<b>62,158,460</b>	<b>62,601,777</b>
Full Time Headcount	199.00	199.00	202.00	205.00
Part Time FTE's	15.75	16.50	16.50	15.75
<b>Total Headcount &amp; FTE's</b>	<b>214.75</b>	<b>215.50</b>	<b>218.50</b>	<b>220.75</b>

**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, solid waste, 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 **Fleet 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 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 a customer request platform for proper follow-up and future reference. Further, the Division manages the department's payroll, responds to personnel related matters and other inquiries, manages operational budgets, processes operational and capital project requisitions and invoices, and supports the Department Director, Assistant Directors, Chiefs and Supervisors. Overall, the Division is the bridge between all 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 and vertical 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** is comprised of the Permit Section and Construction Management/Survey Section. Permit Section staff consists of the City Engineer & Permit Section Manager, permit section engineers and construction inspectors. Construction Management/Survey Section staff consists of construction managers, surveyors, and the CAD engineer. The Permit Section is responsible for reviewing permits and overseeing inspections of all construction, erosion control and maintenance of traffic activities along the public right-of-way as well as updates and maintains Public Works standards, as needed.

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 division is liaison to the Landscape Beautification Advisory Board.

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 weekly recycling, garbage, and trash collection for approximately 11,000 single-family homes. The Division provides backdoor recycling services once a week, backdoor garbage services twice a week, and curbside trash collection once a week, resulting in approximately 2.3 million service touches annually. The Division oversees the waste collection contract for commercial and multi-family homes.

The **Transportation Division** performs plans review related to maintenance of traffic permits, implements traffic calming measures, plans and designs for construction of roadway improvement projects, oversees the City's sidewalk and resurfacing programs.

The **General Services Administration Division** is comprised of administrative and building trades personnel covering a wide variety of facilities maintenance, repairs and upgrades 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 assists in City sponsored special events and cultural arts installations. Additionally, the Division oversees the Sign Shop which 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, 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 coordinates the construction and repairs to sewer mains and lateral connections. The Professional Engineers in the division review plans for development and renovation of public and private properties within the City, working closely with the planning and development services departments to participate in public design review boards, community meetings, board of architect's reviews, permitting, and construction inspections City-wide. The Utilities Director and engineers also serve as liaisons between the City and Miami-Dade County Environmental Resources Management (DERM) to implement monitoring, education, restoration, and land management programs to protect water quality, drinking water supply, air quality and natural resources that are vital to the health and well-being of all City residents and visitors. The Division also operates, maintains, and manages the City's Storm Drainage systems under the National Pollutant Discharge Elimination System permit program. The City's drainage system includes: two (2) Storm Pumps Stations, approximately 2,662 Inlets/catch basins/grates, 105,600 lineal feet (20 miles) of pipes/culverts and 108 outfalls. The Division's operators and technicians receive and resolve resident's emergency calls 24x7 (e.g. line obstructions, sewer back-ups, storm/flooding, etc).

### Department Goals:

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

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**

**PUBLIC WORKS**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS**

- ✓ **General Services Administration Division.** The Division completed over 5,000 maintenance-related requests and was instrumental in the repairs needed to re-open the Coral Gables Country Club. 34 new street markers were created and installed at Pine Bay Estates. The focus on City cleanliness continues with pressure washing of 14 facilities, 41 fountains, 8 entranceways, monuments, public art, bronze statues and plaques and multiple parks. Additionally, 5 street end closure location repairs have been handled by our team in house. We continue to support all Public Works Divisions, Parks, Police, Fire and Special Events as needed. .
- ✓ **Customer Service.** The Central Administrative Division is averaging 1,800 monthly calls and has generated over 12,745 customer service requests to date.
- ✓ **Traffic Calming.** As part of the ongoing traffic calming efforts, Public Works has constructed 22 traffic calming devices to date.
- ✓ **Crosswalks and Sidewalks.** Public Works replaced over 1.5 miles of damaged sidewalks and installed 33 ADA detectable warning mats.
- ✓ **Recycling Drive-Thru Events.** The City held another two very successful recycling drive-thru events in FY23 (October 22 and April 22). Over the last 8 years, the City has collected and diverted over 400,000 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 15% since 2019.
- ✓ **Water Efficiency.** Through various water efficiency measures (installation of low flow toilets, faucets, installation of AMI meters, native landscaping, etc.), the City has lowered its overall water consumption (city facilities and irrigation) by over 4.35% since 2019. This percentage fluctuates due to added greenspace and new facilities.
- ✓ **Coral Gables Green Business Certification Program.** The City has certified 9 businesses (Coral Gables Art Cinema, Andromeda District, University of Miami, Avion Auto Spa, Jelly Places, Barakat Law, Lovvett, Quirch Foods, and I Know Science) as part of the City's Green Business Certification Program.

**CITY OF CORAL GABLES, FLORIDA**  
**2023-2024 BUDGET**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ **Keep Coral Gables Beautiful Program.** The Keep Coral Gables Beautiful Program (KCGB) held over 36 community events/programs that included over 3,600 participants and 200 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 and the program was launched on November 16, 2022.
- ✓ **Electric Vehicle Charging Station Expansion.** Added an additional 13 Level II Dual Port charging stations/25 charging points within the new Minorca Garage. The City now has over 39 charging stations and 66 charging points located on City properties.
- ✓ **City-wide Landscaping Improvements.** The Greenspace Management Division planted over 50 new trees on City swales and public green spaces to provide additional shade and environmental benefits. Coordinated (5) community volunteer landscape beautification projects at historical entrance features and City properties in partnership with 'Keep Coral Gables Beautiful'; lead (2) public presentations at the Coral Gables Farmer's Market concerning landscape beautification of public space, and organized an Arbor Day celebration with the Landscape Beautification Advisory Board and Coral Gables Garden Club; and provided design and construction supervision of the re-landscaping of eleven city blocks of public right of way from Miracle Mile to Menores Street in the central business district (Ponce de Leon landscape project). Added flowering trees and new groundcovers to the existing streetscape of Miracle Mile and Ponce de Leon to revitalize the landscaping in highly trafficked areas of downtown.
- ✓ **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.
- ✓ **Tree Maintenance.** The Greenspace Management Division managed the professional pruning of approximately 4,000 trees in public right of way to date.
- ✓ **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. The Division rehabilitated over 12,000 linear feet of sanitary sewer main pipelines; performed 25 Sanitary Point Repairs and Rehabilitated 116 Sanitary Manholes.

**CITY OF CORAL GABLES, FLORIDA**  
**2023-2024 BUDGET**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ **City's Storm Drainage System Maintenance.** In compliance with the National Pollutant Discharge Elimination System (NPDES) permit, the Utilities Division inspected and cleaned 46,776 linear feet of exfiltration trench and French drains. Of the City's storm drainage structures, 596 were inspected.
- ✓ **Sanitary Sewer Collection System.** The Utilities Division cleaned more than 155,000 linear feet of sewer main pipelines and 7,544 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 in-house designs for 13 drainage construction projects, performed over 47 flood assessments and completed 8 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. The Division performed more than 1,200 routine visits. The City's supervisory control and data acquisition (SCADA) system has been analyzed and recommended for upgrade and the Division is currently in the process of upgrading the software and hardware to improve communications reliability. A total of 26 upgrades have already been completed. Additionally, 12 Sanitary Pump Stations have new electrical control panels. Currently, Sanitary Pump Stations: Cocoplum 3, Journey's End and PS-D are under construction for complete rehabilitation.
- ✓ **Street Sweeping.** In compliance with the National Pollutant Discharge Elimination System (NPDES) permit, the Right-of-Way Division swept more than 13,740 miles of City's streets and alleyways and collected more than 3,999 cubic yards of debris and material.
- ✓ **Seaweed Cleanup.** Approximately 1,000 tons of debris and seaweed were collected and removed from City-maintained canals and waterways.
- ✓ **Fleet Availability.** Due to fleet modernization efforts, the City had a combined average of 97.5% fleet availability for all equipment types.

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ **Capital Improvement Projects Completed.** The division has completed the following: Projects: 427 Biltmore Way, Fink Studio, Whiteway Lights Phase I; Park Projects: Lamar Louise Curry, Salvadore, Pierce, and Maggiore Parks; Roof Projects: City Hall, War Memorial Youth Center, Country Club, Pump Station No. 4.
- ✓ **Solid Waste.** Improve the efficiency of Solid Waste service, operation and communication through the implementation of Rubicon, solid waste management system. Implementation is expected to commence May 1<sup>st</sup>. The management system automates routes, allows real-time logging of service exceptions and requests, and the recording and tracking of data including disposal tickets and daily vehicle inspections.
- ✓ **Solid Waste.** Successfully completed weekly back door garbage and recycling, and curbside trash collection for approximately 11,000 homes (approx. 2.3 million service touches), with an exception rate of less than 1%.



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

**PUBLIC WORKS**

INDICATOR:	FY22			FY23		FY24
	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%	95.03%	●	95%	97.53%	95%
Number of trees pruned	8,000	8,000	●	8,000	4,000	8,000
Number of trees planted	150	100	▲	100	50	100
GovQA customer requests successfully completed	7,000	9,537	●	7,000	8,649	7,000
% of GovQA public records request completed within 5 days	100%	95%	▲	100%	98%	100%
Reduce City's electricity use by 6% below 2019 levels by 2022	-6.0%	-5.54%	●	-6.00%	-15.07%	-6.00%
Reduce City's water use by 17% below 2019 levels by 2022	-17.0%	-11.19%	▲	-17.00%	-4.35%	-17.00%
Total miles of dedicated bicycle facilities provided	0	0	●	0	0	0
Total miles of pedestrian facilities (new sidewalks, replacements, and extensions)	3.00	2.20	▲	3.00	1.61	3.00
Number of crosswalks striped	40	55	●	40	30	40
Number of pedestrian-vehicle accidents	>20	28	◆	>20	47	>20
Number of bicycle-vehicle accidents	>21	20	●	>21	22	>21
Number of pedestrian-vehicle and bicycle-vehicle fatality accidents	0	0	●	0	1	0
Number of permits issued	450	553	●	450	645	550
Number of plan reviews completed	3,600	2,244	◆	3,000	1,687	2,500
% of inspections conducted within 24 hours of request	95%	98%	●	95%	95%	95%
Miles of complete street sweeping	10,000	13,100	●	10,000	12,971	10,000
% of canals inspected and cleaned requests completed within 2 days	100%	100%	●	100%	100%	100%
% of graffiti removal requests completed within 2 days	100%	100%	●	100%	100%	100%
% of City's street potholes repaired within 2 days	100%	100%	●	100%	100%	100%
Sewer back-up request (response & assessment within 4 hours)	95%	100%	●	100%	100%	100%
Sewer gravity lines request (response & assessment within 4 hours)	95%	100%	●	100%	100%	100%
Storm sewer system request (response & assessment within 24 hours)	95%	100%	●	100%	100%	100%
Tonnage of recycling	2,400	2,656	●	2,500	2,295	2,800
% of garbage collection on the scheduled day	100%	99.79%	●	100%	99.81%	100%
% of trash collection on the scheduled day	100%	99.91%	●	100%	99.51%	100%
% of recycling collection on the scheduled day	100%	99.81%	●	100%	99.50%	100%

**Legend**

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



**CITY OF CORAL GABLES, FLORIDA  
2023-2024 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				
		2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	BUDGET HEADCOUNT	SALARIES
1025	Public Works Director	1.00	1.00	1.00	1.00	\$ 192,875
0067	Public Works Deputy Dir/City Engineer	1.00	1.00	1.00	1.00	167,377
0817	PW Central Division Admin Manager	-	-	1.00	1.00	122,840
0813	Administrative & Fiscal Affairs Manager	1.00	1.00	-	-	-
0107	Asst to the Dir of Public Works	1.00	1.00	1.00	1.00	65,012
1005	CIP Projects Specialist	1.00	1.00	1.00	1.00	60,854
0106	Accounting Specialist	1.00	1.00	1.00	1.00	69,635
0602	Administrative Assistant	2.00	2.00	2.00	2.00	99,135
0105	Clerk I	1.00	1.00	1.00	1.00	54,012
<b>TOTAL</b>		<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>\$ 831,740</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 656,952	\$ 688,317	\$ 771,167	\$ 831,740
2000 Employee Benefits - See Other Cost Dist.	392,337	429,423	455,359	452,872
3118 Prof Serv - Misc/Other	-	-	9,974	1,000
4010 Automobile Allowance	13,979	13,119	14,943	14,943
4011 Mobile Phone Allowance	200	-	-	-
4400 Rental - Mach & Equip	9,753	5,339	3,200	12,200
4500 General Liability Insurance	33,238	34,998	43,297	42,505
4610 Repair/Maint - Office Equip	-	-	200	200
4611 Repair/Maint - Oper Equip	-	-	300	300
4630 Service Alloc - Flt Mgmt - Opr	21,288	24,752	4,405	844
4631 Service Alloc - Flt Mgmt - Rpl	-	-	22,311	1,955
4633 Service Alloc - Gen Services	23,082	23,025	24,607	25,464
4700 Special Printed Forms	1,409	548	600	600
4701 Printing & Binding	-	-	250	250
4900 Misc Exp - Other	607	103	1,000	1,000
5100 Supplies - Office	7,708	6,667	9,000	9,000
5203 Supplies - Drugs & Medical	-	-	50	50
5222 Uniform - Purchase/Rental	-	-	1,100	1,100

**EXPENDITURE DETAIL**

	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>	<u>2023-2024</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
5231 Equipment (Oper) - Minor/Tools	400	238	400	400
5400 Membership Dues/Subscriptions	108	237	700	700
5500 Employee Training	594	-	2,000	2,000
9010 Intradep't'l Alloc - Adm to Div	<u>(401,647)</u>	<u>(429,368)</u>	<u>(477,711)</u>	<u>2. (489,693)</u>
<b>TOTAL</b>	<b><u>\$ 760,008</u></b>	<b><u>\$ 797,398</u></b>	<b><u>\$ 887,152</u></b>	<b><u>\$ 909,430</u></b>

[2. See cost distribution below.](#)

**Public Works Administrative Services  
Distributed to Utilities**

Div. Code/Account	<u>%</u>	<u>Amount</u>
Storm Water - 1535-31-70	10%	\$ 139,912
Sanitary Sewer - 1540-31-70	25%	349,781
	<u>35%</u>	<u>\$ 489,693</u>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



001 GENERAL FUND  
**PUBLIC WORKS DEPARTMENT**  
**1511 BUDGET & CAPITAL FUND ADMINISTRATION**  
 539 OTHER PHYSICAL ENVIRONMENT

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS					
		2020-2021 ACTUAL HEADCOUNT	2021-2022 ACTUAL HEADCOUNT	2022-2023 BUDGET HEADCOUNT	2023-2024 BUDGET HEADCOUNT		SALARIES
<b>FULL TIME POSITIONS</b>							
1216	PW Asst Dir for Mgmt & Project Admin	-	-	1.00	1.00	\$ 126,550	
0809	Sr. Administrative Analyst	1.00	1.00	1.00	1.00	79,213	
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>1.00</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>	<b>205,763</b>	
<b>PART TIME POSITIONS</b>							
	TITLE	HC	FTE's	FTE's	FTE's	FTE's	
0812	Analyst - P/T	1.00	0.75	0.75	0.75	0.75	60,259
<b>TOTAL PART TIME FTE's</b>		<b>1.00</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>60,259</b>
<b>TOTAL</b>		<b>1.75</b>	<b>1.75</b>	<b>2.75</b>	<b>2.75</b>	<b>\$ 266,022</b>	

**EXPENDITURE DETAIL**

	2020-2021 ACTUAL	2021-2022 ACTUAL	2022-2023 BUDGET	2023-2024 BUDGET
1000 Salaries	\$ -	\$ -	\$ -	\$ 266,022
2000 Employee Benefits - See Other Cost Dist.	-	-	-	137,144
4010 Automobile Allowance	-	-	-	3,898
4500 General Liability Insurance	-	-	-	13,595
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 420,659</b>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



001 GENERAL FUND  
**PUBLIC WORKS DEPARTMENT**  
**1501 SUSTAINABLE PUBLIC INFRASTRUCTURE DIVISION**  
 541 OTHER PHYSICAL ENVIRONMENT

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE FULL TIME POSITIONS	NUMBER OF AUTHORIZED POSITIONS				
		2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	BUDGET HEADCOUNT	SALARIES
1051	Transportation Division Manager	1.00	1.00	1.00	1.00	\$ 134,598
1039	Transportation Engineer	2.00	2.00	2.00	2.00	193,683
0811	Sustainability & Resilience Supervisor	1.00	1.00	-	-	-
1000	Sr. Construction Manager	1.00	1.00	1.00	1.00	98,203
8888	Overtime	-	-	-	-	1,063
<b>TOTAL</b>		<b>5.00</b>	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>	<b>\$ 427,547</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 389,919	\$ 462,498	\$ 502,470	\$ 427,547
2000 Employee Benefits - See Other Cost Dist.	285,791	345,422	336,824	274,496
3118 Prof Serv - Misc/Other	1,500	4,088	-	-
3123 Prof Serv - Reimbursable	-	(11,982)	-	-
4010 Automobile Allowance	5,328	3,931	3,898	3,898
4302 Water & Sewer Service	-	42,229	68,937	-
4303 Solid Waste/Wastewater Disp'l	-	-	-	17,913
4400 Rental - Mach & Equip	1,263	120	-	2,708
4500 General Liability Insurance	25,265	23,424	28,151	21,849
4630 Service Alloc - Flt Mgmt - Opr	-	-	-	5,559
4631 Service Alloc - Flt Mgmt - Rpl	-	-	-	3,716
4632 Service Alloc - Flt - Fuel	-	-	-	2,215
4633 Service Alloc - Gen Services	5,831	5,817	6,217	6,434
4701 Printing & Binding	-	-	1,600	1,500
4900 Misc Exp - Other	2,041	2,588	14,125	2,600
5100 Supplies - Office	-	-	2,599	1,500
5206 Supplies - Food - Event/Resale	-	34	1,000	1,000
5400 Membership Dues/Subscriptions	-	1,635	2,000	500
5500 Employee Training	1,197	1,779	2,500	2,000
<b>TOTAL</b>	<b>\$ 718,135</b>	<b>\$ 881,583</b>	<b>\$ 970,321</b>	<b>\$ 775,435</b>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



001 GENERAL FUND  
**PUBLIC WORKS DEPARTMENT**  
**1502 CAPITAL IMPROVEMENT (CIP) DIVISION**  
 539 OTHER PHYSICAL ENVIRONMENT

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
1026	Ass't Pub Wrks Dir - Capital Improvement	1.00	1.00	1.00	1.00	\$ 152,400
1098	Chief of Vertical Construction	-	1.00	1.00	1.00	123,186
1046	Sr. Project Manager	2.00	3.00	3.00	3.00	323,611
1050	Project Manager	3.00	1.00	1.00	1.00	85,196
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>684,393</b>
<b>PART TIME POSITIONS</b>		<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
3200	Chief Project Manager - P/T	1.00	0.75	0.75	0.75	129,235
3202	Project Manager - P/T	1.00	-	0.75	0.75	34,766
1139	Inspector - P/T	1.00	0.75	0.75	0.75	55,542
6101	Administrative Assistant - P/T	1.00	0.75	0.75	0.75	35,070
<b>TOTAL PART TIME FTE's</b>		<b>4.00</b>	<b>2.25</b>	<b>3.00</b>	<b>3.00</b>	<b>254,613</b>
<b>TOTAL</b>		<b>8.25</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>\$ 939,006</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 807,239	\$ 692,312	\$ 772,050	\$ 939,006
2000 Employee Benefits - See Other Cost Dist.	270,341	230,471	351,099	396,986
3118 Prof Serv - Misc/Other	21,029	79,664	57,540	57,540
4010 Automobile Allowance	6,172	6,551	6,497	6,497
4011 Mobile Phone Allowance	1,140	260	-	-
4400 Rental - Mach & Equip	1,752	1,168	500	2,500
4500 General Liability Insurance	33,822	36,977	43,347	47,987
4611 Repair/Maint - Oper Equip	-	-	200	200
4630 Service Alloc - Flt Mgmt - Opr	10,558	11,473	7,413	18,016
4631 Service Alloc - Flt Mgmt - Rpl	-	-	5,720	24,352
4632 Service Alloc - Flt - Fuel	-	-	-	5,257
4633 Service Alloc - Gen Services	27,838	27,769	29,677	30,711
4700 Special Printed Forms	-	183	400	400
4701 Printing & Binding	-	162	200	200
4900 Misc Exp - Other	59	4	200	200

**EXPENDITURE DETAIL**

	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>	<u>2023-2024</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
5100 Supplies - Office	2,685	1,490	3,000	3,000
5221 Uniform - Protective (PPE)	213	125	500	500
5231 Equipment (Oper) - Minor/Tools	-	-	300	300
5400 Membership Dues/Subscriptions	-	-	800	800
5500 Employee Training	359	-	800	800
6404 Equip Repl (Cap) - Office	-	160	200	200
9901 Contingency - Soft Reductions	<u>-</u>	<u>-</u>	<u>50,000</u>	<u>50,000</u>
<b>TOTAL</b>	<u><b>\$ 1,183,207</b></u>	<u><b>\$ 1,088,769</b></u>	<u><b>\$ 1,330,443</b></u>	<u><b>\$ 1,585,452</b></u>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



001 GENERAL FUND  
**PUBLIC WORKS DEPARTMENT**  
**1503 ENGINEERING DIVISION**  
 539 OTHER PHYSICAL ENVIRONMENT

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
1042	City Engineer & Permit Section Manager	1.00	1.00	1.00	1.00	\$ 133,231
1018	CAD/GIS Engineer	1.00	1.00	1.00	1.00	89,373
1043	Construction Mgr/Survey Lead	1.00	1.00	1.00	1.00	115,142
1045	Professional Surveyor & Mapper	-	-	-	1.00	94,540
1052	PW Permit Section Engineer II	-	1.00	1.00	1.00	81,193
1047	PW Permit Section Engineer	1.00	1.00	1.00	1.00	92,784
1004	Engineering Technician	1.00	-	-	-	-
1012	Construction Inspector	3.00	3.00	3.00	3.00	222,669
1002	Engineering Survey Lead	1.00	1.00	1.00	1.00	81,707
8888	Overtime	-	-	-	-	15,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>10.00</b>	<b>925,639</b>
<u>PART TIME POSITIONS</u>						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
1048	Service Coordinator - P/T	1.00	0.75	0.75	0.75	76,814
1044	Professional Surveyor & Mapper - P/T	1.00	0.75	0.75	0.75	-
<b>TOTAL PART TIME FTE's</b>		<b>2.00</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>76,814</b>
<b>TOTAL</b>		<b>10.50</b>	<b>10.50</b>	<b>10.50</b>	<b>10.75</b>	<b>\$ 1,002,453</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 836,733	\$ 810,265	\$ 905,872	\$ 1,002,453
2000 Employee Benefits - See Other Cost Dist.	502,307	509,705	537,891	605,365
4010 Automobile Allowance	-	2,436	3,898	3,898
4500 General Liability Insurance	40,581	40,888	50,860	51,229
4611 Repair/Maint - Oper Equip	-	-	300	300
4630 Service Alloc - Flt Mgmt - Opr	13,884	15,087	9,751	-
4631 Service Alloc - Flt Mgmt - Rpl	-	-	7,519	-
4633 Service Alloc - Gen Services	34,024	33,941	36,273	37,537
4700 Special Printed Forms	-	56	800	800
4701 Printing & Binding	-	-	200	200
4900 Misc Exp - Other	493	24	600	600
5100 Supplies - Office	5,064	4,008	6,000	6,000
5208 Supplies - Household & Instit	-	-	100	100
5209 Supplies - Building Materials	63	-	500	500



**EXPENDITURE DETAIL**

	<b>2020-2021</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5221 Uniform - Protective (PPE)	1,247	1,036	1,000	1,000
5222 Uniform - Purchase/Rental	1,286	963	1,500	1,500
5231 Equipment (Oper) - Minor/Tools	800	-	942	942
5400 Membership Dues/Subscriptions	-	-	1,070	1,070
5500 Employee Training	2,185	250	2,400	2,400
6404 Equip Repl (Cap) - Office	-	-	300	300
6425 Equip Adds (Cap) - Misc	-	-	11,699	-
<b>TOTAL</b>	<b><u>\$ 1,438,667</u></b>	<b><u>\$ 1,418,659</u></b>	<b><u>\$ 1,579,475</u></b>	<b><u>\$ 1,716,194</u></b>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



001 GENERAL FUND  
PUBLIC WORKS DEPARTMENT  
1504 R.O.W. ENFORCEMENT & MAINT DIVISION  
ROAD & STREET MAINTENANCE

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
3016	Coordinator - R.O.W.	1.00	1.00	1.00	1.00	\$ 86,545
3205	Equipment Operator III	1.00	1.00	1.00	1.00	63,530
3203	Equipment Operator II	3.00	3.00	3.00	3.00	163,282
3201	Equipment Operator I	1.00	1.00	1.00	1.00	41,975
3006	Maintenance Worker II - PW R.O.W.	1.00	1.00	1.00	1.00	41,617
8888	Overtime	-	-	-	-	17,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>413,949</b>
<u>PART TIME POSITIONS</u>		<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>
9023	Waterways Maintenance Coord	1.00	0.75	0.75	0.75	59,300
<b>TOTAL PART TIME FTE's</b>		<b>1.00</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>59,300</b>
<b>TOTAL</b>		<b>7.75</b>	<b>7.75</b>	<b>7.75</b>	<b>7.75</b>	<b>\$ 473,249</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 441,603	\$ 429,978	\$ 442,776	\$ 473,249
2000 Employee Benefits - See Other Cost Dist.	312,542	304,887	305,255	324,740
3123 Prof Serv - Reimbursable	(1,896)	(798)	-	-
4302 Water & Sewer Service	10,504	6,121	7,000	7,000
4500 General Liability Insurance	21,089	19,641	24,860	24,185
4600 Repair/Maint - Buildings	7,816	8,608	55,000	55,000
4611 Repair/Maint - Oper Equip	-	-	1,300	1,300
4612 Repair/Maint - Comm Garages	-	-	1,000	1,000
4630 Service Alloc - Flt Mgmt - Opr	813,402	837,799	871,721	256,892
4631 Service Alloc - Flt Mgmt - Rpl	-	-	133,386	144,051
4632 Service Alloc - Flt - Fuel	-	-	-	53,645
4633 Service Alloc - Gen Services	1,769,462	1,765,103	1,886,388	1,952,121
4700 Special Printed Forms	-	-	300	300
4701 Printing & Binding	-	-	300	300
4900 Misc Exp - Other	229	-	500	500
5100 Supplies - Office	-	857	1,000	1,000

**EXPENDITURE DETAIL**

	<b>2020-2021</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5207 Supplies - Fuel & Lubricants	-	-	400	400
5209 Supplies - Building Materials	20,505	22,231	25,000	25,000
5221 Uniform - Protective (PPE)	1,530	985	3,000	3,000
5222 Uniform - Purchase/Rental	2,984	2,866	4,000	4,000
5231 Equipment (Oper) - Minor/Tools	-	2,292	2,000	2,000
5240 Parts - Vehicle	-	652	1,700	-
5241 Parts - Building Equip	-	-	1,062	-
5242 Parts - Misc Equip	<u>320</u>	<u>1,354</u>	<u>3,500</u>	<u>3,500</u>
<b>TOTAL</b>	<b><u>\$ 3,400,090</u></b>	<b><u>\$ 3,402,576</u></b>	<b><u>\$ 3,771,448</u></b>	<b><u>\$ 3,333,183</u></b>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



001 GENERAL FUND  
**PUBLIC WORKS DEPARTMENT**  
**1505 SIGN SHOP DIVISION**  
 545 ROAD & STREET MAINTENANCE

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	BUDGET HEADCOUNT	SALARIES
<b>FULL TIME POSITIONS</b>						
3102	Maint. Repair Wrkr - Lead	1.00	1.00	1.00	1.00	\$ 78,408
3005	Maintenance Worker II	1.00	1.00	1.00	1.00	38,472
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>116,880</b>
<b>PART TIME POSITIONS</b>						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
9017	Maintenance Worker II - Sign Shop - P/T	1.00	0.75	0.75	0.75	0.75
<b>TOTAL PART TIME FTE's</b>		<b>1.00</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>28,856</b>
<b>TOTAL</b>		<b>2.75</b>	<b>2.75</b>	<b>2.75</b>	<b>2.75</b>	<b>\$ 145,736</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 129,910	\$ 128,849	\$ 131,895	\$ 145,736
2000 Employee Benefits - See Other Cost Dist.	87,479	95,710	78,795	81,692
4400 Rental - Mach & Equip	-	-	250	250
4500 General Liability Insurance	6,731	6,581	7,405	7,448
4611 Repair/Maint - Oper Equip	-	-	400	400
4630 Service Alloc - Flt Mgmt - Opr	21,411	22,357	20,959	550
4631 Service Alloc - Flt Mgmt - Rpl	-	-	5,543	112,713
4632 Service Alloc - Flt - Fuel	-	-	-	2,048
4633 Service Alloc - Gen Services	45,037	44,926	48,013	49,686
5100 Supplies - Office	-	-	200	200
5204 Supplies - Janitorial	-	-	500	500
5209 Supplies - Building Materials	10,146	4,459	19,000	19,000
5221 Uniform - Protective (PPE)	211	-	500	500
5222 Uniform - Purchase/Rental	1,270	1,469	1,300	1,300
5231 Equipment (Oper) - Minor/Tools	1,612	1,453	2,000	2,000
5242 Parts - Misc Equip	835	325	1,200	1,200
<b>TOTAL</b>	<b>\$ 304,642</b>	<b>\$ 306,129</b>	<b>\$ 317,960</b>	<b>\$ 425,223</b>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



001 GENERAL FUND  
**PUBLIC WORKS DEPARTMENT**  
**1506 SOLID WASTE DIVISION**  
 534 GARBAGE & SOLID WASTE DISPOSAL

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
0633	Ass't Pub Wrks Dir for Solid Waste	1.00	1.00	1.00	1.00	\$ 131,037
2115	Lead Solid Waste Division Coord.	1.00	1.00	1.00	1.00	93,169
0810	Administrative Analyst	1.00	1.00	1.00	1.00	60,487
0999	PW Inspector II for ROW & Solid Waste	1.00	1.00	1.00	1.00	89,569
2107	Solid Waste Coordinator	3.00	3.00	3.00	3.00	242,516
2106	Solid Waste Operator III	2.00	2.00	0.00	0.00	-
2112	Solid Waste Crane Operator	10.00	10.00	10.00	10.00	662,217
2105	Solid Waste Operator II	8.00	9.00	11.00	11.00	709,208
2104	Solid Waste Operator I	10.00	9.00	9.00	9.00	497,774
2101	Solid Waste Worker	39.00	39.00	39.00	39.00	1,813,076
8888	Overtime	-	-	-	-	25,000
9999	Holiday Pay	-	-	-	-	191,200
<b>TOTAL</b>		<b>76.00</b>	<b>76.00</b>	<b>76.00</b>	<b>76.00</b>	<b>\$ 4,515,253</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 4,053,231	\$ 3,950,349	\$ 4,212,593	\$ 4,515,253
2000 Employee Benefits - See Other Cost Dist.	3,106,952	3,224,434	3,353,635	3,426,605
3118 Prof Serv - Misc/Other	89,886	144,488	210,905	134,345
4000 Travel - Local	2,021	1,179	1,200	2,200
4010 Automobile Allowance	5,414	6,499	6,497	6,497
4011 Mobile Phone Allowance	1,000	-	-	-
4303 Solid Waste/Wastewater Disp'l	1,926,425	1,862,484	2,154,853	2,282,366
4500 General Liability Insurance	193,357	187,323	236,511	230,745
4611 Repair/Maint - Oper Equip	4,893	-	1,000	-
4630 Service Alloc - Flt Mgmt - Opr	2,364,685	2,479,809	2,246,290	1,545,823
4631 Service Alloc - Flt Mgmt - Rpl	-	-	682,125	880,910
4632 Service Alloc - Flt - Fuel	-	-	-	478,767
4633 Service Alloc - Gen Services	30,590	30,514	32,611	33,747
4701 Printing & Binding	-	2,644	1,200	1,200
5100 Supplies - Office	1,280	2,083	3,000	4,000
5208 Supplies - Household & Instit	13,771	8,717	11,800	9,500

**EXPENDITURE DETAIL**

	<b>2020-2021</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
5221 Uniform - Protective (PPE)	15,602	25,805	34,500	31,630
5222 Uniform - Purchase/Rental	27,226	37,040	30,000	35,605
5231 Equipment (Oper) - Minor/Tools	24,505	23,114	24,400	23,770
5242 Parts - Misc Equip	3,000	1,613	3,000	3,000
5400 Membership Dues/Subscriptions	863	223	1,700	1,700
5500 Employee Training	-	-	5,100	5,100
6405 Equip Repl (Cap) - Misc	119,174	194,768	225,749	-
6425 Equip Adds (Cap) - Misc	<u>-</u>	<u>5,200</u>	<u>64,800</u>	<u>-</u>
<b>TOTAL</b>	<b><u>\$ 11,983,875</u></b>	<b><u>\$ 12,188,286</u></b>	<b><u>\$ 13,543,469</u></b>	<b><u>\$ 13,652,763</u></b>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



001 GENERAL FUND  
**PUBLIC WORKS DEPARTMENT**  
**1507 GREENSPACE MANAGEMENT DIVISION**  
 539 OTHER PHYSICAL ENVIRONMENT

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	BUDGET HEADCOUNT	SALARIES
<b>FULL TIME POSITIONS</b>						
2015	PW Asst Dir for Greenspace Mgmt	1.00	1.00	1.00	1.00	\$ 130,888
3014	Greenspace Mgmt Designer	1.00	1.00	1.00	1.00	79,933
2012	Greenspace Mgmt Supt.	1.00	1.00	1.00	1.00	89,931
2018	Urban Forester	-	-	1.00	1.00	71,455
3012	Coordinator/Greenspace Mgmt	2.00	2.00	1.00	1.00	94,957
3009	Irrigation Foreman	1.00	1.00	1.00	1.00	61,150
2008	Horticulturist	1.00	1.00	0.00	0.00	-
3019	Foreman/Greenspace	3.00	3.00	3.00	3.00	187,513
0602	Administrative Assistant	1.00	1.00	1.00	1.00	72,406
3205	Equipment Operator III	1.00	1.00	1.00	1.00	49,898
3203	Equipment Operator II	3.00	3.00	3.00	3.00	163,974
3201	Equipment Operator I	1.00	1.00	1.00	1.00	61,352
3128	Repair Worker/Irrigation	1.00	1.00	1.00	1.00	38,286
3100	Maint Repair Worker/Irrigation	1.00	1.00	1.00	1.00	39,542
3005	Maintenance Worker II	6.00	6.00	11.00	11.00	433,794
3004	Maintenance Worker I	1.00	1.00	-	-	-
8888	Overtime	-	-	-	-	33,030
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>25.00</b>	<b>25.00</b>	<b>28.00</b>	<b>28.00</b>	<b>1,608,109</b>
<b>PART TIME POSITIONS</b>						
	<u>TITLE</u>	<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>
2013	Foreman - P/T	1.00	0.75	0.75	0.75	55,869
9022	Maintenance Repair Worker - P/T	1.00	0.75	0.75	1.50	76,711
3007	Water Truck Operator - P/T	1.00	0.75	0.75	-	-
<b>TOTAL PART TIME FTE's</b>		<b>3.00</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>132,580</b>
<b>TOTAL</b>		<b>27.25</b>	<b>27.25</b>	<b>30.25</b>	<b>30.25</b>	<b>\$ 1,740,689</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 1,537,951	\$ 1,280,875	\$ 1,627,558	\$ 1,740,689
2000 Employee Benefits - See Other Cost Dist.	1,140,096	1,076,482	1,203,287	1,276,954
3110 Prof Serv - Greenspace Maint	-	-	-	38,000
3118 Prof Serv - Misc/Other	2,135,547	2,128,877	2,445,674	2,445,674
4010 Automobile Allowance	4,028	3,931	3,898	3,898
4302 Water & Sewer Service	1,821	1,786	3,500	3,500
4400 Rental - Mach & Equip	4,298	2,611	4,101	5,801
4500 General Liability Insurance	78,213	73,554	91,379	88,956
4600 Repair/Maint - Buildings	-	8,499	7,931	-
4630 Service Alloc - Flt Mgmt - Opr	515,195	540,899	485,347	211,592

**EXPENDITURE DETAIL**

	<u>2020-2021</u> <u>ACTUAL</u>	<u>2021-2022</u> <u>ACTUAL</u>	<u>2022-2023</u> <u>BUDGET</u>	<u>2023-2024</u> <u>BUDGET</u>
4631 Service Alloc - Flt Mgmt - Rpl	-	-	152,759	141,374
4632 Service Alloc - Flt - Fuel	-	-	-	78,504
4633 Service Alloc - Gen Services	838,322	836,259	893,720	924,863
4900 Misc Exp - Other	1,302	1,206	3,000	3,000
5100 Supplies - Office	2,825	2,386	3,000	3,000
5201 Supplies - Agricultural	45,086	97,364	179,934	131,934
5204 Supplies - Janitorial	-	-	410	-
5208 Supplies - Household & Instit	-	730	1,050	-
5209 Supplies - Building Materials	19,937	13,711	27,250	27,250
5221 Uniform - Protective (PPE)	1,802	1,579	3,500	3,500
5222 Uniform - Purchase/Rental	7,834	9,125	9,355	10,815
5231 Equipment (Oper) - Minor/Tools	16,500	22,423	40,000	20,000
5400 Membership Dues/Subscriptions	1,290	2,138	1,520	1,520
5500 Employee Training	7,369	3,872	10,145	10,145
9901 Contingency - Soft Reductions	-	-	50,000	-
<b>TOTAL</b>	<b><u>\$ 6,359,416</u></b>	<b><u>\$ 6,108,307</u></b>	<b><u>\$ 7,248,318</u></b>	<b><u>\$ 7,170,969</u></b>



**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



400 STORMWATER UTILITY SERVICE FUND  
**PUBLIC WORKS DEPARTMENT**  
**1508 STORMWATER MGMT UTILITY DIVISION**  
 538 FLOOD CONTROL

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
1015	Project Engineer	1.00	1.00	1.00	1.00	\$ 130,753
1050	Project Manager	-	1.00	1.00	1.00	80,649
1030	Project Architect	1.00	-	-	-	-
1017	Civil Engineer	1.00	1.00	1.00	1.00	91,604
3204	Equipment Operator II/Sanitary	2.00	2.00	2.00	3.00	140,581
3126	Repair Worker/Sanitary	1.00	1.00	1.00	2.00	99,842
3201	Equipment Operator I	1.00	1.00	1.00	1.00	40,915
0012	Clerical Assistant II	1.00	1.00	1.00	1.00	48,982
8888	Overtime	-	-	-	-	30,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>10.00</b>	<b>663,326</b>
<u>PART TIME POSITIONS</u>						
	<u>TITLE</u>	<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>
9003	Engineering Aide - P/T	1.00	0.75	0.75	0.75	25,135
9008	Service/Maintenance - P/T	1.00	0.75	0.75	0.75	23,749
<b>TOTAL PART TIME FTE's</b>		<b>2.00</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>48,884</b>
<b>TOTAL</b>		<b>9.50</b>	<b>9.50</b>	<b>9.50</b>	<b>11.50</b>	<b>\$ 712,210</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 532,711	\$ 401,022	\$ 570,594	\$ 712,210
2000 Employee Benefits - See Other Cost Dist.	362,647	349,076	392,704	439,568
3105 Prof Serv - Engineering/Arch	70,342	83,449	110,000	110,000
3118 Prof Serv - Misc/Other	8,616	16,136	73,948	50,000
3150 Interdept'l Alloc - Admin	305,000	305,000	305,000	305,000
3151 Interdept'l Alloc - Ret on Inv	139,800	77,025	-	-
3160 Intradep't'l Alloc - Admin	116,478	124,517	136,489	139,912
3200 Accounting & Auditing Srvcs	64,286	68,290	71,000	81,000
4302 Water & Sewer Service	-	718	5,000	5,000
4400 Rental - Mach & Equip	-	996	-	-
4500 General Liability Insurance	26,829	26,458	32,036	36,397
4600 Repair/Maint - Buildings	213,117	135,745	220,095	210,095
4611 Repair/Maint - Oper Equip	306	329	500	500
4630 Service Alloc - Flt Mgmt - Opr	128,749	128,749	68,249	15,414

**EXPENDITURE DETAIL**

	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>	<u>2023-2024</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
4631 Service Alloc - Flt Mgmt - Rpl	-	-	60,500	34,070
4632 Service Alloc - Flt - Fuel	-	-	-	8,493
4633 Service Alloc - Gen Services	39,664	39,936	42,680	44,167
4900 Misc Exp - Other	4,321	3,598	7,000	7,000
4912 Misc Exp - Taxes & Fees	5,824	4,474	9,000	9,000
5100 Supplies - Office	-	-	1,000	1,000
5202 Supplies - Chemicals & Photo	-	-	500	500
5204 Supplies - Janitorial	-	-	200	200
5207 Supplies - Fuel & Lubricants	-	-	200	200
5209 Supplies - Building Materials	-	-	2,100	2,100
5221 Uniform - Protective (PPE)	1,984	961	2,500	2,500
5222 Uniform - Purchase/Rental	625	632	1,500	1,500
5231 Equipment (Oper) - Minor/Tools	-	944	1,000	1,000
5240 Parts - Vehicle	6,503	-	-	-
5242 Parts - Misc Equip	190	-	500	500
5400 Membership Dues/Subscriptions	1,393	1,164	1,800	1,800
5500 Employee Training	3,803	6,723	2,400	2,400
9900 Contingency - Operating	-	-	-	450,000
<b>TOTAL</b>	<u><u>\$ 2,033,188</u></u>	<u><u>\$ 1,775,942</u></u>	<u><u>\$ 2,118,495</u></u>	<u><u>\$ 2,671,526</u></u>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



410 SANITARY SEWER SYSTEM FUND  
PUBLIC WORKS DEPARTMENT  
1509 SANITARY SEWER DIVISION  
535 SEWER SERVICES

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	BUDGET HEADCOUNT	SALARIES
<b>FULL TIME POSITIONS</b>						
3122	Utilities & ROW Division Chief	1.00	1.00	1.00	1.00	\$ 147,221
1050	Project Manager	1.00	1.00	1.00	1.00	85,196
3124	Utilities Superintendent	1.00	1.00	1.00	1.00	75,543
3121	Sewer Line Tech/Sewer Inspector	1.00	1.00	1.00	1.00	73,036
3109	Electrician	1.00	1.00	1.00	1.00	67,248
3118	Sewer Maintenance Mechanic	2.00	2.00	2.00	2.00	140,649
3204	Equipment Operator II/Sanitary	1.00	1.00	1.00	1.00	80,740
3203	Equipment Operator II	1.00	1.00	1.00	1.00	44,799
3126	Repair Worker/Sanitary	4.00	4.00	4.00	4.00	169,404
8888	Overtime	-	-	-	-	76,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>959,836</b>
<b>PART TIME POSITIONS</b>						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
3108	Journeyman Electrician - P/T	1.00	0.75	0.75	0.75	40,601
3119	Utility Locator - P/T	1.00	0.75	0.75	0.75	32,528
9006	Clerical Aide - P/T	1.00	0.75	0.75	0.75	25,434
<b>TOTAL PART TIME FTE's</b>		<b>3.00</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>98,563</b>
<b>TOTAL</b>		<b>15.25</b>	<b>15.25</b>	<b>15.25</b>	<b>15.25</b>	<b>\$ 1,058,399</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 795,219	\$ 838,187	\$ 981,756	\$ 1,058,399
2000 Employee Benefits - See Other Cost Dist.	548,129	231,672	612,325	616,875
3105 Prof Serv - Engineering/Arch	24,800	24,800	30,000	30,000
3118 Prof Serv - Misc/Other	18,140	11,972	36,000	36,000
3150 Interdept'l Alloc - Admin	685,000	685,000	685,000	685,000
3151 Interdept'l Alloc - Ret on Inv	508,790	284,332	-	-
3160 Intradept'l Alloc - Admin	285,169	304,851	341,222	349,781
3200 Accounting & Auditing Srvc	81,348	85,610	90,000	100,000
4000 Travel - Local	-	2,184	2,500	2,500
4010 Automobile Allowance	3,703	3,931	3,898	3,898
4011 Mobile Phone Allowance	1,140	260	-	-
4302 Water & Sewer Service	2,757	2,431	3,500	3,500
4303 Solid Waste/Wastewater Disp'l	3,887,688	4,285,888	4,452,838	5,512,707

**EXPENDITURE DETAIL**

	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>	<u>2023-2024</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
4400 Rental - Mach & Equip	-	728	2,000	2,000
4500 General Liability Insurance	45,931	41,958	55,120	54,088
4600 Repair/Maint - Buildings	33,878	55,771	45,000	45,000
4611 Repair/Maint - Oper Equip	32,390	24,128	35,000	35,000
4630 Service Alloc - Flt Mgmt - Opr	305,602	305,602	176,099	237,330
4631 Service Alloc - Flt Mgmt - Rpl	-	-	129,503	134,680
4632 Service Alloc - Flt - Fuel	-	-	-	81,201
4633 Service Alloc - Gen Services	394,990	397,704	425,031	439,842
4701 Printing & Binding	-	-	500	500
4900 Misc Exp - Other	316,430	5,581	12,200	12,200
4907 Misc Exp - Bad Debt	-	12,829	-	-
4912 Misc Exp - Taxes & Fees	431	1,926	2,000	2,000
5100 Supplies - Office	-	-	1,200	1,200
5202 Supplies - Chemicals & Photo	4,625	2,804	13,000	13,000
5204 Supplies - Janitorial	-	-	500	500
5207 Supplies - Fuel & Lubricants	4,423	3,279	8,000	8,000
5209 Supplies - Building Materials	7,340	10,755	13,000	13,000
5221 Uniform - Protective (PPE)	3,867	2,561	7,000	7,000
5222 Uniform - Purchase/Rental	4,219	4,403	4,500	4,500
5231 Equipment (Oper) - Minor/Tools	5	4,645	7,500	7,500
5240 Parts - Vehicle	11	84	1,000	-
5241 Parts - Building Equip	2,020	-	6,000	-
5242 Parts - Misc Equip	44,810	42,589	60,000	50,000
5400 Membership Dues/Subscriptions	100	232	925	925
5500 Employee Training	203	2,009	6,000	6,000
7300 Other Costs - Bonds	(2,000,000)	(320,000)	-	-
9900 Contingency - Operating	-	-	-	<u>150,000</u>
<b>TOTAL</b>	<u><b>\$ 6,043,158</b></u>	<u><b>\$ 7,360,706</b></u>	<u><b>\$ 8,250,117</b></u>	<u><b>\$ 9,704,126</b></u>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



520 MOTOR POOL FUND  
**PUBLIC WORKS DEPARTMENT**  
**1510 FLEET MANAGEMENT DIVISION**  
 590 INTERNAL SERVICES

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
4020	Asst Public Works Dir for Fleet Mgmt	1.00	1.00	1.00	1.00	\$ 157,429
0327	Automotive Coordinator - Trolley	1.00	1.00	1.00	1.00	82,640
4018	Automotive Coordinator	2.00	2.00	2.00	2.00	170,368
4017	Fleet Administrative Analyst	1.00	1.00	1.00	1.00	65,578
4016	Senior Welder Mechanic	1.00	1.00	1.00	1.00	55,420
4012	Sr. Auto Body Worker	1.00	1.00	1.00	1.00	87,590
4011	Automotive Body Worker	1.00	1.00	-	-	-
4005	Sr. Automotive Mechanic - Trolley	2.00	2.00	2.00	2.00	125,770
4007	Senior Automotive Mechanic	4.00	4.00	5.00	5.00	340,814
4008	Fire Equipment Mechanic II	1.00	1.00	2.00	2.00	123,784
4006	Automotive Mechanic	6.00	6.00	5.00	5.00	265,492
0602	Administrative Assistant	1.00	1.00	1.00	1.00	58,216
8888	Overtime	-	-	-	-	15,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>1,548,101</b>
<u>PART TIME POSITIONS</u>		<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>
4001	Automotive Mechanic - P/T	2.00	1.50	1.50	1.50	80,265
<b>TOTAL PART TIME FTE's</b>		<b>2.00</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>80,265</b>
<b>TOTAL</b>		<b>23.50</b>	<b>23.50</b>	<b>23.50</b>	<b>23.50</b>	<b>\$ 1,628,366</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 1,445,223	\$ 1,361,652	\$ 1,474,758	\$ 1,628,366
2000 Employee Benefits - See Other Cost Dist.	960,278	1,232,221	1,011,432	1,072,787
3118 Prof Serv - Misc/Other	49,397	34,595	102,825	72,825
4010 Automobile Allowance	6,172	6,551	6,497	3,898
4011 Mobile Phone Allowance	900	-	-	-
4302 Water & Sewer Service	5,408	5,399	7,000	7,000
4400 Rental - Mach & Equip	2,985	10,316	14,400	14,400
4410 Lease Equipment	96,423	82,500	107,250	98,000
4500 General Liability Insurance	68,459	67,232	82,800	83,215
4610 Repair/Maint - Office Equip	365	-	500	500
4611 Repair/Maint - Oper Equip	10,924	15,075	9,000	10,000
4612 Repair/Maint - Comm Garages	121,742	138,360	231,000	155,491
4700 Special Printed Forms	690	810	1,200	1,450

**EXPENDITURE DETAIL**

	<u>2020-2021</u> <u>ACTUAL</u>	<u>2021-2022</u> <u>ACTUAL</u>	<u>2022-2023</u> <u>BUDGET</u>	<u>2023-2024</u> <u>BUDGET</u>
4900 Misc Exp - Other	2,868	2,270	4,000	4,000
4912 Misc Exp - Taxes & Fees	15,678	10,643	16,000	16,000
4917 Misc Exp - Elec Veh Charging	-	10,520	20,000	20,000
5100 Supplies - Office	3,850	3,649	5,500	5,500
5207 Supplies - Fuel & Lubricants	1,204,342	1,879,587	1,859,696	1,939,700
5210 Supplies - Other Rep/Maint	4,791	5,229	7,000	7,000
5220 Uniform - Allowance	-	1,502	500	500
5221 Uniform - Protective (PPE)	2,356	3,465	3,000	3,000
5222 Uniform - Purchase/Rental	8,184	13,333	8,500	10,000
5231 Equipment (Oper) - Minor/Tools	8,172	10,405	14,000	14,000
5240 Parts - Vehicle	1,273,518	1,433,881	1,325,000	1,325,000
5400 Membership Dues/Subscriptions	621	599	2,000	2,000
5500 Employee Training	128	204	10,795	10,800
6400 Equip Repl (Cap) - Vehicles	3,545,246	1,263,151	7,220,874	3,423,458
6404 Equip Repl (Cap) - Office	-	-	1,200	1,200
6405 Equip Repl (Cap) - Misc	30,908	-	45,920	15,100
6420 Equip Adds (Cap) - Vehicles	-	-	-	1,445,000
6425 Equip Adds (Cap) - Misc	-	-	25,000	26,000
<b>TOTAL</b>	<b><u>\$ 8,869,628</u></b>	<b><u>\$ 7,593,149</u></b>	<b><u>\$ 13,617,647</u></b>	<b><u>\$ 11,416,190</u></b>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2020-2021 ACTUAL HEADCOUNT	2021-2022 ACTUAL HEADCOUNT	2022-2023 BUDGET HEADCOUNT	2023-2024 BUDGET HEADCOUNT SALARIES	
<b>FULL TIME POSITIONS</b>						
1033	Facilities Maintenance Division Chief	1.00	1.00	1.00	1.00	\$ 126,531
3015	Coordinator/General Services	1.00	1.00	1.00	1.00	83,626
3010	Foreman	1.00	1.00	1.00	1.00	65,012
3109	Electrician	1.00	1.00	1.00	1.00	75,162
3114	Plumber	1.00	1.00	1.00	1.00	62,306
0602	Administrative Assistant	1.00	1.00	1.00	1.00	69,516
3106	Carpenter	3.00	3.00	3.00	3.00	185,351
3112	Painter	1.00	1.00	1.00	1.00	45,609
3129	Repair Worker/Facilities	6.00	6.00	6.00	6.00	302,831
8888	Overtime	-	-	-	-	51,243
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>1,067,187</b>
<b>PART TIME POSITIONS</b>						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
1213	Building Maintenance Specialist - P/T	1.00	0.75	0.75	0.75	48,870
3130	Repair Worker/Facilities - P/T	1.00	0.75	0.75	0.75	30,647
9018	Maintenance Worker I - P/T	1.00	0.75	0.75	0.75	-
<b>TOTAL PART TIME FTE's</b>		<b>3.00</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>79,517</b>
<b>TOTAL</b>		<b>18.25</b>	<b>18.25</b>	<b>18.25</b>	<b>18.25</b>	<b>\$ 1,146,704</b>

**EXPENDITURE DETAIL**

	2020-2021 ACTUAL	2021-2022 ACTUAL	2022-2023 BUDGET	2023-2024 BUDGET
1000 Salaries	\$ 1,071,658	\$ 998,122	\$ 1,203,589	\$ 1,146,704
2000 Employee Benefits - See Other Cost Dist.	753,912	735,734	795,514	703,610
3118 Prof Serv - Misc/Other	-	-	10,500	10,500
4011 Mobile Phone Allowance	240	260	-	-
4400 Rental - Mach & Equip	1,634	2,010	4,200	4,200
4500 General Liability Insurance	52,913	51,735	67,575	58,601
4611 Repair/Maint - Oper Equip	-	-	1,000	1,000
4612 Repair/Maint - Comm Garages	-	-	1,000	1,000
4615 Repair/Maint - Miracle Theater	3,359	9,895	50,000	50,000
4900 Misc Exp - Other	2,342	1,466	4,800	4,800
4907 Misc Exp - Bad Debt	-	2,244	-	-
5100 Supplies - Office	981	687	2,100	2,100
5202 Supplies - Chemicals & Photo	-	-	500	500

**EXPENDITURE DETAIL**

	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>	<u>2023-2024</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
5203 Supplies - Drugs & Medical	-	-	200	200
5209 Supplies - Building Materials	-	-	2,500	2,500
5221 Uniform - Protective (PPE)	1,946	2,188	3,000	3,000
5222 Uniform - Purchase/Rental	4,322	3,791	5,000	5,000
5231 Equipment (Oper) - Minor/Tools	-	-	4,910	4,910
5242 Parts - Misc Equip	-	-	500	500
5400 Membership Dues/Subscriptions	-	-	475	475
5401 Software Subscriptions & Maint	-	-	4,400	4,400
5500 Employee Training	-	-	2,000	2,000
<b>TOTAL</b>	<b><u>\$ 1,893,307</u></b>	<b><u>\$ 1,808,132</u></b>	<b><u>\$ 2,163,763</u></b>	<b><u>\$ 2,006,000</u></b>



**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



**530 GENERAL SERVICES FUND  
PUBLIC WORKS DEPARTMENT  
1530 GENERAL SERVICES - OPERATIONS  
INTERNAL SERVICES**

**EXPENDITURE DETAIL**

	<b>2020-2021</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
3400 Custodial & Janitorial Srvc	\$ 1,498,833	\$ 1,283,471	\$ 1,453,810	\$ 1,474,407
3402 Custodial - Laundry/Sanitation	17,430	24,924	21,965	25,000
3403 Custodial - Exterminating	-	-	-	65,000
4300 Electric Service	1,740,290	1,892,071	1,895,000	2,200,918
4301 Heating & Cooking Fuel	16,289	19,777	18,000	20,000
4302 Water & Sewer Service	833,464	795,311	950,000	950,000
4400 Rental - Mach & Equip	-	600	-	5,000
4600 Repair/Maint - Buildings	147,583	240,827	338,371	305,336
4602 Repair/Maint - HVAC	543,664	576,945	619,706	619,706
4604 Repair/Maint - Paint/Waterprf	-	-	32,000	30,000
4605 Repair/Maint - Fountains	98,743	94,795	162,000	190,000
4606 Repair/Maint - Electrical	144,468	171,522	162,000	162,000
4607 Repair/Maint - Plumbing	98,298	86,221	118,000	110,000
4608 Repair/Maint - Mold Removal	27,342	48,861	47,000	47,000
4609 Repair/Maint - Life/Safety Sys	22,133	35,050	67,000	55,000
4611 Repair/Maint - Oper Equip	-	-	1,000	1,000
4613 Repair/Maint - Elevators	109,065	75,882	200,000	250,260
4616 Repair/Maint - Roof Repair	20,738	-	-	55,000
4912 Misc Exp - Taxes & Fees	-	-	4,000	4,000
5209 Supplies - Building Materials	106,695	115,530	200,000	190,000
5241 Parts - Building Equip	13,616	20,827	15,000	-
6403 Equip Repl (Cap) - Hydrant	16,972	31,111	40,000	40,000
6405 Equip Repl (Cap) - Misc	-	-	15,000	15,000
<b>TOTAL</b>	<b>\$ 5,455,623</b>	<b>\$ 5,513,725</b>	<b>\$ 6,359,852</b>	<b>\$ 6,814,627</b>

## 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.	12/31/23	Spreadsheet generated
Generate heat map based on compiled data.	01/31/24	Heat map generated
Review data and identify correctable locations.	02/28/24	Spreadsheet generated
Identify areas of high incidence rates.	02/28/24	Generate report
Share data with other Departments as needed.	02/28/24	Email
Prioritize repairs or projects.	04/01/24	Compile list
Allocate funding for projects identified.	10/01/24	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.

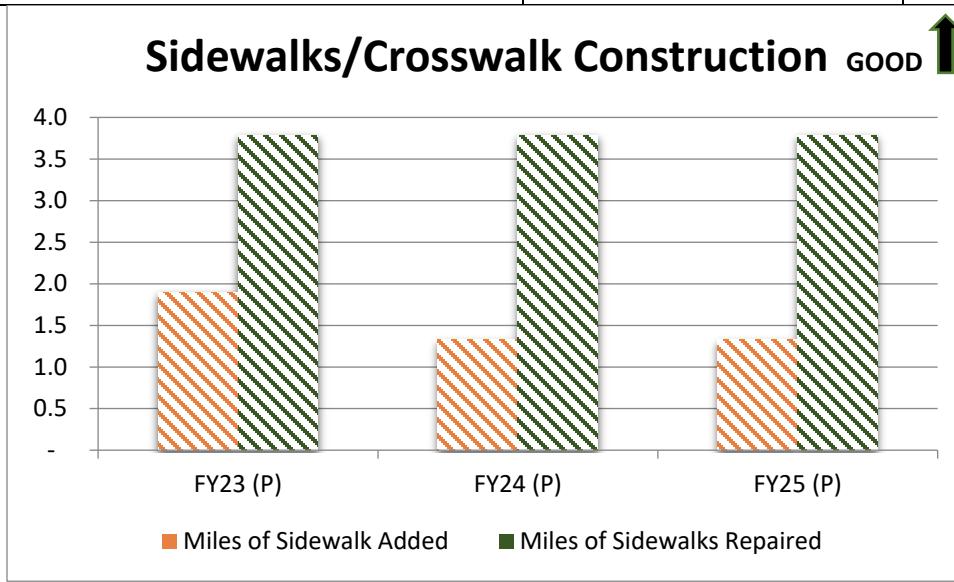
- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$ 1,450,000	Average Annual Need for Pedestrian Infrastructure Improvements
\$ 4,350,000	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"> <li>Organized approach</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>
Program / Subject Matter Experts	<ul style="list-style-type: none"> <li>Information readily available</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>
Informatics	<ul style="list-style-type: none"> <li>Information readily available</li> </ul>	<ul style="list-style-type: none"> <li>Time spent generating map is not available for other projects</li> </ul>
Sr. Leadership	<ul style="list-style-type: none"> <li>Information readily available</li> <li>Reduced claims against the City</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>
Commissioners	<ul style="list-style-type: none"> <li>Fewer claims and injuries</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>
Customers	<ul style="list-style-type: none"> <li>Improved satisfaction</li> <li>Fewer injuries</li> </ul>	<ul style="list-style-type: none"> <li>Potential annoyance with construction activities</li> </ul>

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

- Money:
  - Costs: \$1,450,000/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.	03/31/23	Scope of work
Proceed with Request for Qualifications (RFQ) for consultant to develop master plan to be placed out for bids.	09/30/23	Contract for the development of a Citywide wayfinding program.
Review by all applicable boards and City Commission presentation	03/31/24	Minutes
Issuance of documents for permit	09/30/24	Permits issued.
Issuance of construction documents for bid	12/31/24	Construction commences
Installation of wayfinding signs citywide	12/31/25	Installation completed.

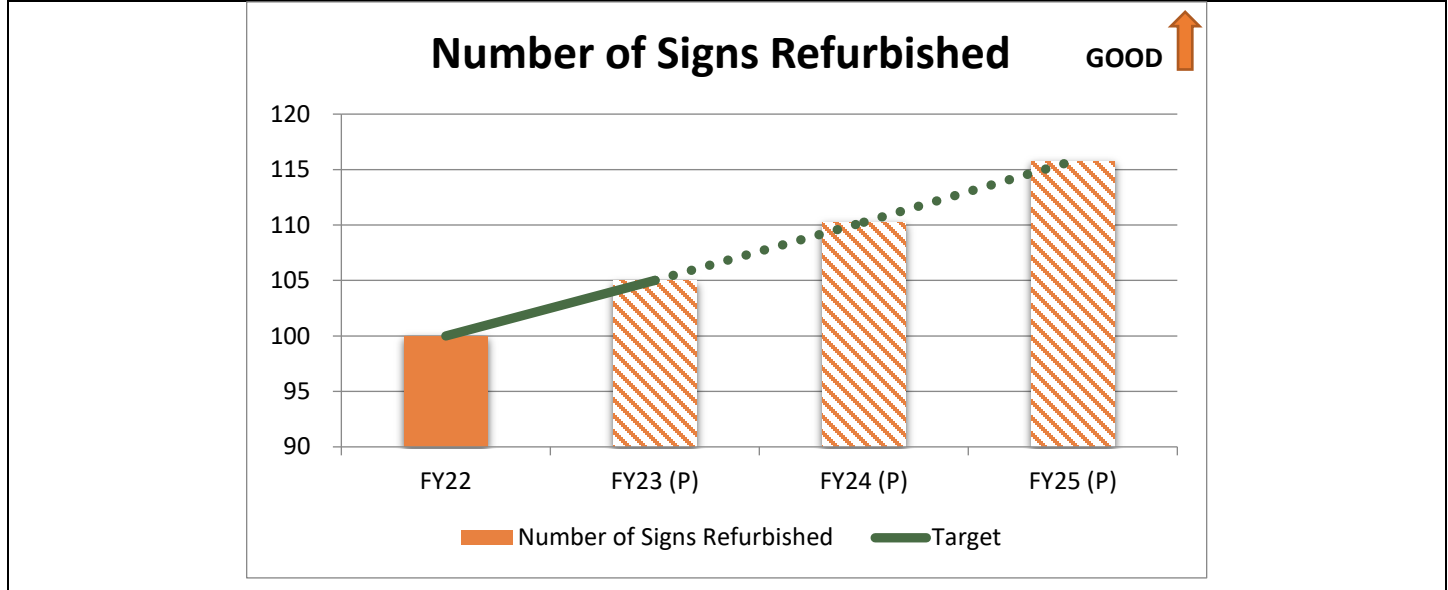
### **Resource requirements (what do we need to succeed?)**

- 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

**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.	06/30/24	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.	10/31/23	Report on conclusions of pilot program.
Complete LED light conversion at Alhambra Water Tower.	11/30/24	New LED lights at Alhambra Water Tower.
Negotiate cost with City contractor for Salvador Tennis Center LED conversion.	09/01/24	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):

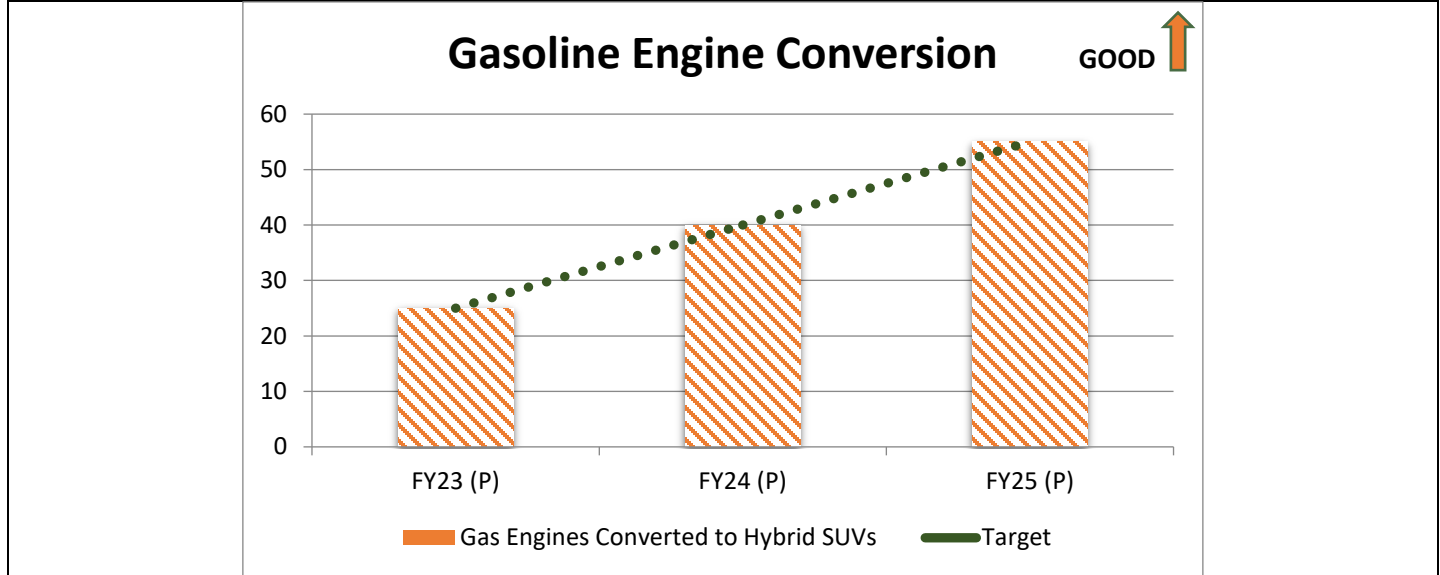
\$ Amount	Purpose
\$ 2,028,000	Cost to Covert City Police Fleet to Hybrid SUV (already included in existing estimated budget projections).
\$ 50,000	Purchase Energy/Water Tracking Software.
\$ 450,000	Convert remaining City facilities to LED Lighting not outlined below (already included in existing estimated 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.
<b>\$ 2,638,000</b>	<b>Total</b>

- Technology:
  - Microsoft Excel, ArcGIS, Energy Management Software.
- Knowledge/Training:
  - Sustainability and General Services staff – 16 hours of training on Energy and Water Management software.



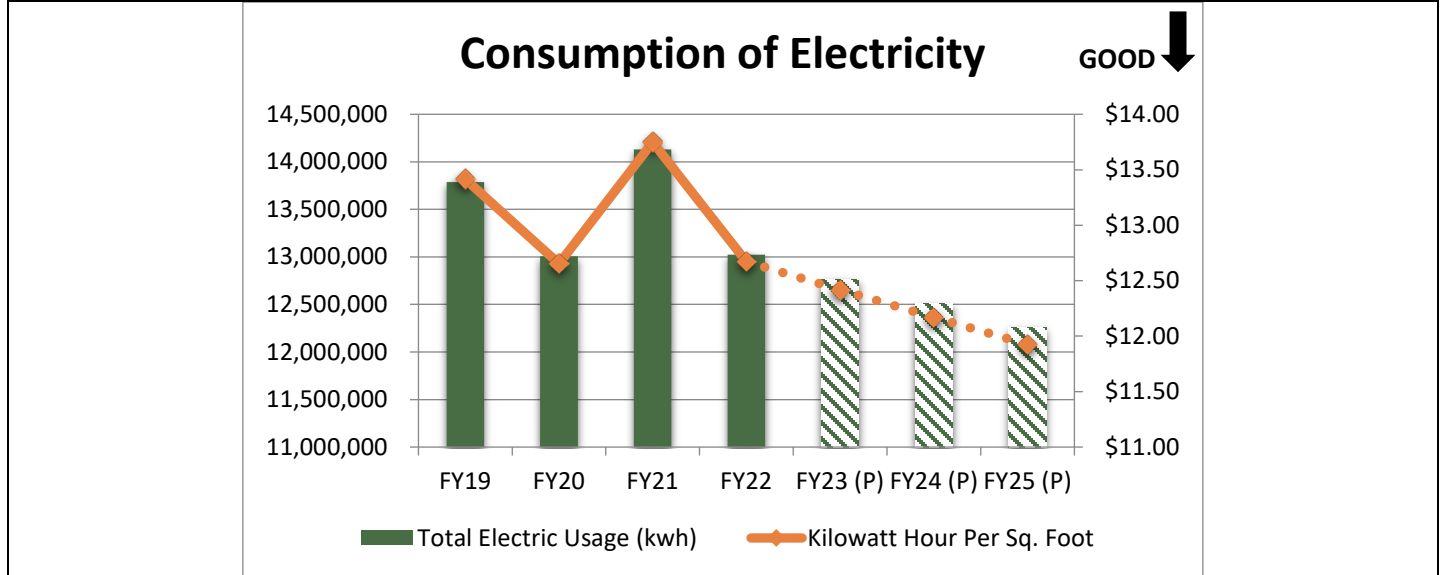
**Short- & Longer-term measures of success, targets and / or time horizons**

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"> <li>• Better quality lighting in City facilities.</li> <li>• Less time spent fueling vehicles.</li> </ul>	None
Sr. Leadership	<ul style="list-style-type: none"> <li>• Reduce city resources spent on electricity, fuel, and water consumption.</li> <li>• Achieving Sustainability goals.</li> </ul>	Resources expended in this effort are not available for other initiatives
Commissioners	<ul style="list-style-type: none"> <li>• Reduce city resources spent on electricity, fuel, and water consumption.</li> <li>• Achieving Sustainability goals.</li> </ul>	Resources expended in this effort are not available for other initiatives
Customers	<ul style="list-style-type: none"> <li>• Reduce city resources spent on electricity, fuel, and water consumption.</li> </ul>	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.

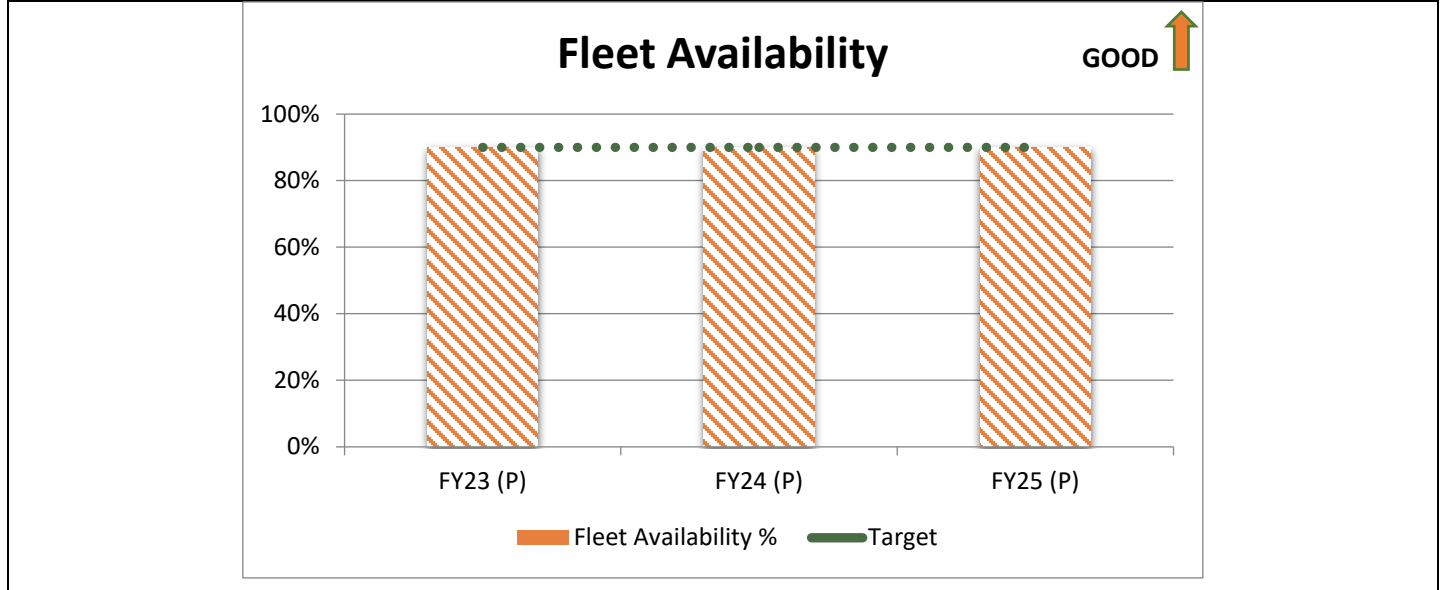
### Resource requirements (what do we need to succeed?)

- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$3,606,432	FY23 vehicle replacement funding
\$4,868,458	FY24 vehicle replacement funding
\$3,627,869	FY25 vehicle replacement funding
<b>\$12,102,759</b>	<b>Total Need</b>

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

Measure	Target	Date
Fleet Availability	90% Average	01/31/23 01/31/24 01/31/25



**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"> <li>• Uninterrupted ability of the departments to perform their daily mission.</li> </ul>	<ul style="list-style-type: none"> <li>• Resources expended in this effort are not available for other initiatives</li> </ul>
City business and residents.	<ul style="list-style-type: none"> <li>• Uninterrupted services.</li> </ul>	<ul style="list-style-type: none"> <li>• Resources expended in this effort are not available for other initiatives</li> </ul>

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

- Money:
  - Costs: \$12,102,759 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 2 – Support the use of environmental 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
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
<b>\$430,000</b>	<b>Total</b>

### 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"> <li>• Achieving City’s sustainability goals.</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>
Customers	<ul style="list-style-type: none"> <li>• Decreased energy consumption resulting in a reduction of carbon emissions.</li> </ul>	<ul style="list-style-type: none"> <li>• Potential dissatisfaction with added expense.</li> <li>• Potential dissatisfaction with changes in illumination.</li> </ul>

**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.
- 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:**

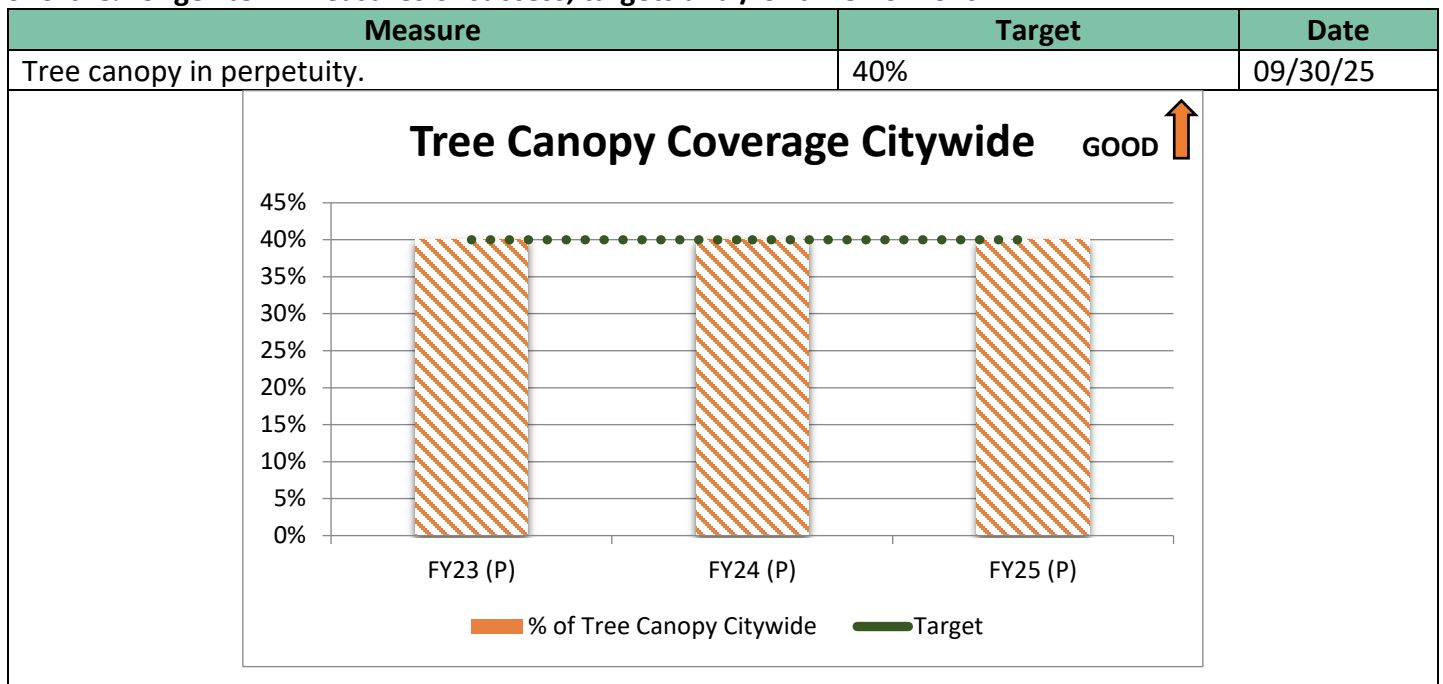
Maintain the professional expertise of the following staff members currently in place to manage and supervise both the tree and landscape maintenance contracting companies currently under contract for the maintenance of approximately 40,000 City right of way trees existing:

- 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	Cost to hire tree contractors to perform tree maintenance and removals per year.
\$ 920,478	Cost to hire landscape contractors to perform tree planting and general greenspace management services
\$ 2,426,150	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"> <li>• Retain employment and learn skills.</li> </ul>	<ul style="list-style-type: none"> <li>• none</li> </ul>
Program / Subject Matter Experts	<ul style="list-style-type: none"> <li>• Utilize knowledge and share expertise.</li> </ul>	<ul style="list-style-type: none"> <li>• none</li> </ul>
Informatics	<ul style="list-style-type: none"> <li>• Implement technology and share research.</li> </ul>	<ul style="list-style-type: none"> <li>• none</li> </ul>
Sr. Leadership	<ul style="list-style-type: none"> <li>• Deliver on city strategic plan goals.</li> </ul>	<ul style="list-style-type: none"> <li>• none</li> </ul>
Commissioners	<ul style="list-style-type: none"> <li>• Accomplish sustainability goals for the city.</li> </ul>	<ul style="list-style-type: none"> <li>• none</li> </ul>
Customers	<ul style="list-style-type: none"> <li>• Enjoy environmental and financial benefits of living in a City with high tree canopy coverage.</li> </ul>	<ul style="list-style-type: none"> <li>• Extensive tree canopy can result in property and right-of-way damage due to tree roots and fallen branches.</li> </ul>
Regulators	<ul style="list-style-type: none"> <li>• Prevent depletion of canopy by over-development and removal.</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>

**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.	11/04/23	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).
<b>\$ 87,000</b>	<b>Total</b>

- 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												
<div style="text-align: center;"> <p><b>Contamination Rate of Recyclables</b> GOOD ↓</p> <table border="1" style="margin: 10px auto; border-collapse: collapse;"> <caption>Contamination Rate of Recyclables Data</caption> <thead> <tr> <th>Year</th> <th>Contamination Rate %</th> <th>Max Contamination Rate</th> </tr> </thead> <tbody> <tr> <td>FY23 (P)</td> <td>~13%</td> <td>13%</td> </tr> <tr> <td>FY24 (P)</td> <td>~13%</td> <td>13%</td> </tr> <tr> <td>FY25 (P)</td> <td>~13%</td> <td>13%</td> </tr> </tbody> </table> </div>			Year	Contamination Rate %	Max Contamination Rate	FY23 (P)	~13%	13%	FY24 (P)	~13%	13%	FY25 (P)	~13%	13%
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"> <li>• Mitigate increased cost of service to residents</li> </ul>	<ul style="list-style-type: none"> <li>• Resources expended in this effort are not available for other initiatives</li> </ul>

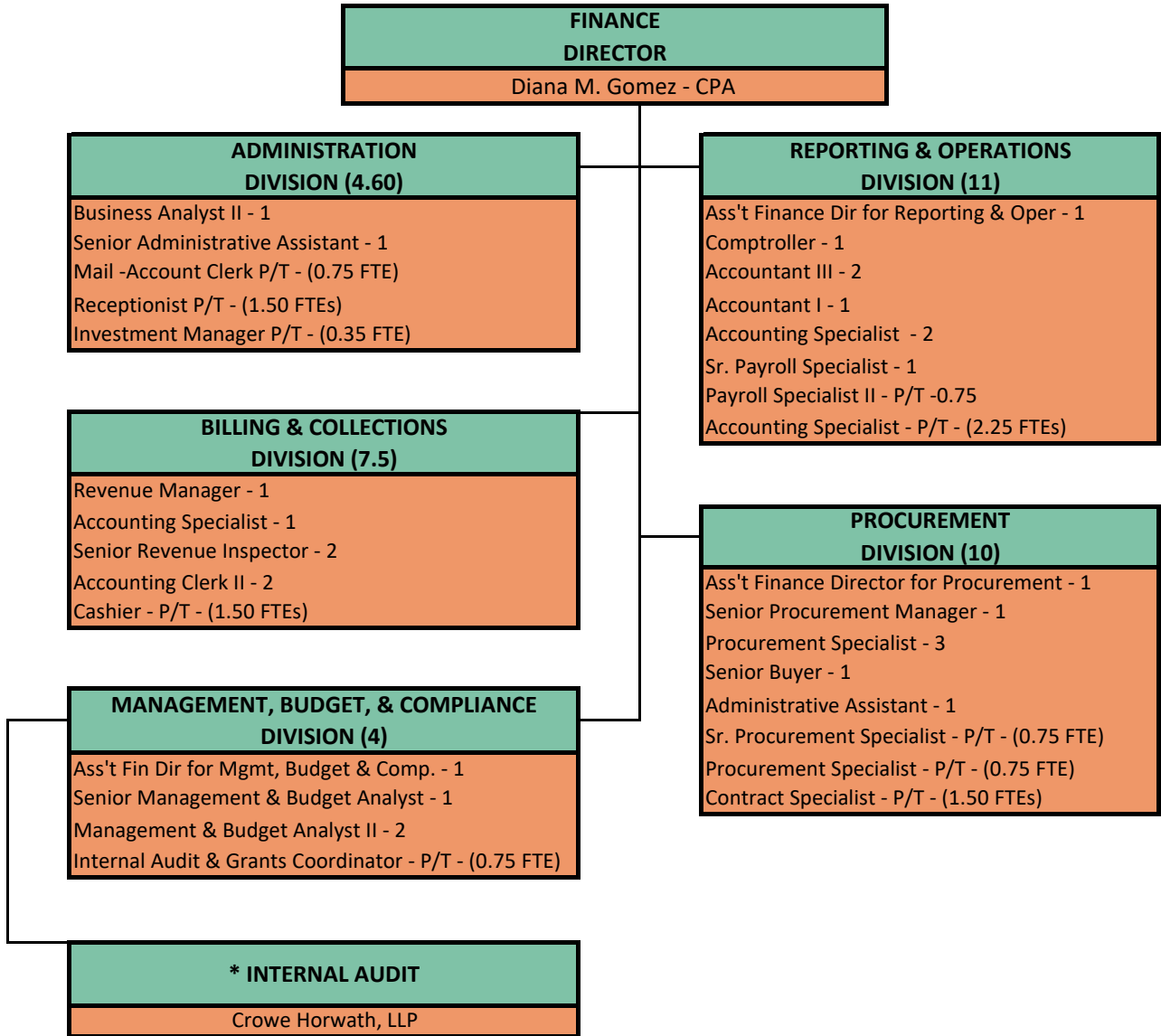
**What are the positive and negative financial impacts (costs / benefits and return on investment)?**

- Money:
  - Costs: \$87,000.
  - Benefits: \$228,000 savings in disposal of recycling.
  - Time to see return on investment: Immediate.

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 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.

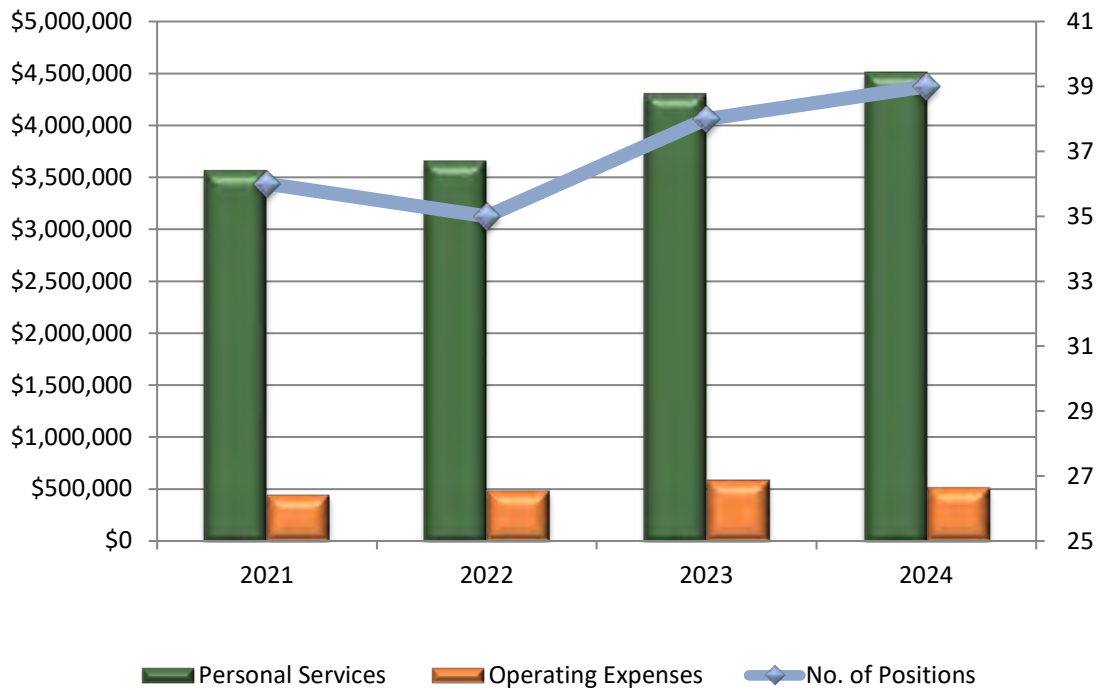
**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



**FINANCE DEPARTMENT  
BUDGET AND POSITION SUMMARY**

	<u>2020-2021 ACTUAL</u>	<u>2021-2022 ACTUAL</u>	<u>2022-2023 BUDGET</u>	<u>2023-2024 BUDGET</u>
Salaries & Benefits	3,561,412	3,655,281	4,300,589	4,506,722
Operating Expenses	438,664	476,184	580,128	506,697
<b>Total</b>	<b>4,000,076</b>	<b>4,131,465</b>	<b>4,880,717</b>	<b>5,013,419</b>
Full Time Headcount	27.00	26.00	28.00	28.00
Part Time FTE's	9.35	9.35	10.10	10.85
<b>Total Headcount &amp; FTE's</b>	<b>36.35</b>	<b>35.35</b>	<b>38.10</b>	<b>38.85</b>

**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  
2023-2024 BUDGET**

**FINANCE**

**FISCAL YEAR 2023 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 FY2021 and received the highest rating of "Proficient" in all grading categories.
- ✓ Accurately and timely processed over 7,000 p-card transactions valued at nearly \$2.8M.
- ✓ Processed over 2,000 requisition requests valued at over \$78M. \* (*Numbers include duplicate requests and amounts due to the mid-year implementation of the new ERP system*)
- ✓ Received the FAPPO (Florida Association of Public Procurement Officials) 2022-23
- ✓ Excellence in Public Procurement
- ✓ Received the NPI (National Procurement Institute) 2023 Achievement of Excellence in Procurement Award
- ✓ Successfully implemented new ERP System (INFOR) for Financial and Supply Management and rolled out the related citywide training
- ✓ Won Distinguished Budget Presentation Award for FY2022-2023 Adopted Budget.
  - Awarded Outstanding in the following areas:
    - Introduction and Overview
    - Financial Structure, Policy, and Process
    - Financial Summaries
    - Capital & Debt
    - 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.
- ✓ In coordination with other City departments, the City was awarded \$8.2M in grant funding during FY 2023.



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

**FINANCE**

INDICATOR:	FY22			FY23		FY24
	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 FY21 CAFR by 3/31/22	FY21 CAFR completed by 3/31/22	●	Complete FY22 CAFR by 3/31/23	Completed FY22 CAFR by 3/31/23	Complete FY23 CAFR by 3/31/24
Receive a "No Audit Findings" report from external auditors	Receive by March 2022	Received	●	Receive by March 2023	Received	Receive by March 2024
Complete and issue the Quarterly Financial Reports no later than 30 days after end of each quarter	100%	100%	●	100%	67%	100%
Percentage of employees with direct deposit account	97%	97%	●	97%	97%	97%
Distribute payroll notices electronically	100%	100%	●	100%	100%	100%
Increase in accounts payable vendor invoices paid by wire/ACH	6,000	3,261	◆	8,000	3,760	9,000
Decrease in accounts payable vendor invoices paid by check	11,000	11,936	●	11,000	6,160	5,000
Percentage of accounts with over 90 days old to total A/R	25%	82%	◆	25%	76%	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/RFO) to award by Commission	70 Business Days	55 Business Days	●	70 Business Days	45 Business Days	70 Business Days
Percentage of Uncontested Formal Solicitations	100%	100%	●	100%	100%	100%
Number of Formal Solicitations Issued	30	24	▲	30	21	30

**Legend**

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



**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	BUDGET HEADCOUNT	SALARIES
<b>FULL TIME POSITIONS</b>						
0341	Finance Director	1.00	1.00	1.00	1.00	\$ 218,930
0816	Business Analyst II	-	-	1.00	1.00	68,733
0141	Senior Administrative Assistant	1.00	1.00	1.00	1.00	55,929
8888	Overtime	-	-	-	-	10,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>2.00</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>353,592</b>
<b>PART TIME POSITIONS</b>						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
0101	Mail-Account Clerk - P/T	1.00	0.75	0.75	0.75	39,647
0353	Investment Manager - P/T	1.00	0.35	0.35	0.35	33,415
0063	Receptionist - P/T	2.00	1.50	1.50	1.50	50,729
<b>TOTAL PART TIME FTE's</b>		<b>4.00</b>	<b>2.60</b>	<b>2.60</b>	<b>2.60</b>	<b>123,791</b>
<b>TOTAL</b>		<b>4.60</b>	<b>4.60</b>	<b>5.60</b>	<b>5.60</b>	<b>\$ 477,383</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 240,001	\$ 295,756	\$ 337,005	\$ 477,383
2000 Employee Benefits - See Other Cost Dist.	157,327	153,429	180,721	221,600
3108 Prof Serv - Financial	16,000	16,000	17,000	17,000
3118 Prof Serv - Misc/Other	-	-	24,000	-
4010 Automobile Allowance	6,172	6,551	6,497	6,497
4011 Mobile Phone Allowance	1,140	260	-	-
4400 Rental - Mach & Equip	-	-	500	500
4500 General Liability Insurance	11,808	10,942	19,988	24,396
4610 Repair/Maint - Office Equip	-	-	400	400
4633 Service Alloc - Gen Services	58,753	58,608	62,635	64,818
4701 Printing & Binding	317	1,430	2,000	2,000
4900 Misc Exp - Other	556	29	1,000	1,000
5100 Supplies - Office	3,668	4,574	4,356	4,356
5220 Uniform - Allowance	-	-	1,900	1,900
5400 Membership Dues/Subscriptions	870	665	2,000	2,000
5500 Employee Training	420	3,395	4,000	9,000
9000 Interdept'l Alloc - Bldg Div	(9,794)	(11,301)	(16,401)	<u>1.</u> (26,895)
<b>TOTAL</b>	<b>\$ 487,238</b>	<b>\$ 540,338</b>	<b>\$ 647,601</b>	<b>\$ 805,955</b>

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

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	BUDGET HEADCOUNT	SALARIES
<b>FULL TIME POSITIONS</b>						
0322	Revenue Manager	1.00	1.00	1.00	1.00	\$ 119,637
0106	Accounting Specialist	1.00	1.00	1.00	1.00	45,148
0323	Senior Revenue Inspector	2.00	2.00	2.00	2.00	96,527
0302	Accounting Clerk II	2.00	2.00	2.00	2.00	118,355
8888	Overtime	-	-	-	-	750
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>380,417</b>
<b>PART TIME POSITIONS</b>						
	<b>TITLE</b>	<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
0078	Cashier - P/T	2.00	1.50	1.50	1.50	62,759
<b>TOTAL PART TIME FTE's</b>		<b>2.00</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>62,759</b>
<b>TOTAL</b>		<b>7.50</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>	<b>\$ 443,176</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 468,445	\$ 427,666	\$ 479,057	\$ 443,176
2000 Employee Benefits - See Other Cost Dist.	230,456	223,322	241,256	256,145
4201 Armored Car Service	13,175	15,628	32,000	32,000
4500 General Liability Insurance	24,500	24,624	26,897	22,648
4630 Service Alloc - Flt Mgmt - Opr	26,069	27,892	21,156	4,586
4631 Service Alloc - Flt Mgmt - Rpl	-	-	11,209	9,458
4632 Service Alloc - Flt - Fuel	-	-	-	473
4633 Service Alloc - Gen Services	17,186	17,144	18,322	18,960
4700 Special Printed Forms	5,176	13,447	13,000	13,000
4910 Misc Exp - Court & Investigate	1,086	798	2,011	2,011
5100 Supplies - Office	1,004	2,829	2,800	2,800
5220 Uniform - Allowance	96	353	1,600	1,600
5400 Membership Dues/Subscriptions	633	797	1,200	1,200
5500 Employee Training	150	-	2,500	4,500
9000 Interdept'l Alloc - Bldg Div	(33,793)	(35,483)	(34,115)	<u>1.</u> (33,748)
9901 Contingency - Soft Reductions	-	-	2,000	-
<b>TOTAL</b>	<b>\$ 754,183</b>	<b>\$ 719,017</b>	<b>\$ 820,893</b>	<b>\$ 778,809</b>

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

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



001 GENERAL FUND  
**FINANCE DEPARTMENT**  
**3030 REPORTING & OPERATIONS DIVISION**  
 513 FINANCIAL & ADMINISTRATIVE

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS					SALARIES
		2020-2021	2021-2022	2022-2023	2023-2024		
		ACTUAL	ACTUAL	BUDGET	BUDGET		
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>		
0349	Assistant Finance Dir for Reporting & Oper	1.00	1.00	1.00	1.00	\$	162,134
0350	Comptroller	1.00	1.00	1.00	1.00		119,018
0345	Accountant III	2.00	2.00	3.00	3.00		295,400
0335	Accountant I	1.00	1.00	-	-		-
0313	Senior Payroll Specialist	1.00	1.00	1.00	1.00		84,595
0106	Accounting Specialist	2.00	1.00	2.00	2.00		112,425
8888	Overtime	-	-	-	-		2,278
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>8.00</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>		<b>775,850</b>
<b>PART TIME POSITIONS</b>		<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
0314	Payroll Specialist II - P/T	1.00	0.75	0.75	0.75	0.75	41,760
0310	Accounting Specialist - P/T	3.00	0.75	0.75	2.25	2.25	100,866
0087	Intern - P/T	-	0.75	0.75	-	-	-
<b>TOTAL PART TIME FTE's</b>		<b>4.00</b>	<b>2.25</b>	<b>2.25</b>	<b>3.00</b>	<b>3.00</b>	<b>142,626</b>
<b>TOTAL</b>		<b>10.25</b>	<b>9.25</b>	<b>11.00</b>	<b>11.00</b>	<b>\$</b>	<b>918,476</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 686,511	\$ 738,542	\$ 802,783	\$ 918,476
2000 Employee Benefits - See Other Cost Dist.	337,568	395,428	416,383	460,232
4010 Automobile Allowance	3,703	3,931	3,898	3,898
4011 Mobile Phone Allowance	1,140	260	-	-
4400 Rental - Mach & Equip	9,079	6,984	3,989	11,489
4500 General Liability Insurance	33,363	37,243	45,072	46,937
4610 Repair/Maint - Office Equip	-	-	300	300
4633 Service Alloc - Gen Services	18,152	18,107	19,352	20,026
4700 Special Printed Forms	1,265	725	2,500	2,500
4701 Printing & Binding	-	-	500	500
4900 Misc Exp - Other	6	13	1,000	1,000
5100 Supplies - Office	2,126	2,433	3,500	3,500
5220 Uniform - Allowance	-	-	1,500	1,500
5400 Membership Dues/Subscriptions	2,845	1,765	1,850	1,850
5500 Employee Training	2,647	5,193	7,930	10,930
9000 Interdept'l Alloc - Bldg Div	(21,430)	(29,001)	(32,631)	<u>1.</u> (48,182)
9901 Contingency - Soft Reductions	-	-	500	-
<b>TOTAL</b>	<b>\$ 1,076,975</b>	<b>\$ 1,181,623</b>	<b>\$ 1,278,426</b>	<b>\$ 1,434,956</b>

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

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



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

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS					SALARIES
		2020-2021	2021-2022	2022-2023	2023-2024		
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	BUDGET HEADCOUNT		
<b>FULL TIME POSITIONS</b>							
0046	Assistant Finance Dir for Procurement	1.00	1.00	1.00	1.00	\$ 160,085	
0211	Assistant Chief Procurement Officer	-	-	1.00	1.00	113,931	
0213	Senior Procurement Manager	1.00	1.00	-	-	-	
0216	Procurement Specialist	3.00	3.00	3.00	3.00	215,957	
0225	Procurement Sourcing Specialist	-	-	1.00	1.00	64,655	
0206	Senior Buyer	1.00	1.00	-	-	-	
0648	Pcard Admin/Admin Assistant	1.00	1.00	1.00	1.00	47,397	
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>602,025</b>	
<b>PART TIME POSITIONS</b>							
	<b>TITLE</b>	<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
0222	Sr. Procurement Specialist - P/T	1.00	0.75	0.75	0.75	0.75	51,836
0217	Procurement Specialist - P/T	2.00	0.75	0.75	0.75	0.75	47,006
0223	Contract Specialist - P/T	2.00	0.75	1.50	1.50	1.50	84,181
9026	Pcard Administrator/Admin Asst	1.00	0.75	-	-	-	-
<b>TOTAL PART TIME FTE's</b>		<b>6.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>183,023</b>
<b>TOTAL</b>		<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>\$ 785,048</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 518,612	\$ 497,927	\$ 781,028	\$ 785,048
2000 Employee Benefits - See Other Cost Dist.	278,327	266,175	326,768	276,035
3118 Prof Serv - Misc/Other	-	20,315	-	-
4010 Automobile Allowance	3,703	3,931	3,898	3,898
4011 Mobile Phone Allowance	240	260	-	-
4400 Rental - Mach & Equip	3,262	1,688	3,500	5,500
4500 General Liability Insurance	29,577	33,224	43,851	40,119
4610 Repair/Maint - Office Equip	-	-	300	300
4630 Service Alloc - Flt Mgmt - Opr	1,910	2,282	-	524
4631 Service Alloc - Flt Mgmt - Rpl	-	-	2,407	1,955
4633 Service Alloc - Gen Services	153,058	152,681	163,172	168,858
4700 Special Printed Forms	-	-	900	900
4900 Misc Exp - Other	307	959	630	630
5100 Supplies - Office	2,168	3,492	6,400	6,400
5400 Membership Dues/Subscriptions	3,006	5,100	5,570	5,570
5401 Software Subscriptions & Maint	605	175	1,000	1,000
5500 Employee Training	656	4,349	5,000	8,000
9000 Interdept'l Alloc - Bldg Div	-	-	-	<u>1.</u> (42,441)
9901 Contingency - Soft Reductions	-	-	3,000	-
<b>TOTAL</b>	<b>\$ 995,431</b>	<b>\$ 992,558</b>	<b>\$ 1,347,424</b>	<b>\$ 1,262,296</b>

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

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



001 GENERAL FUND  
**FINANCE DEPARTMENT**  
**3050 MANAGEMENT, BUDGET & COMPLIANCE DIVISION**  
 513 FINANCIAL & ADMINISTRATIVE

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2020-2021 ACTUAL HEADCOUNT	2021-2022 ACTUAL HEADCOUNT	2022-2023 BUDGET HEADCOUNT	2023-2024 BUDGET HEADCOUNT SALARIES	
<b>FULL TIME POSITIONS</b>						
0343	Asst Fin Dir for Mgmt, Budget & Comp.	1.00	1.00	1.00	1.00	\$ 146,785
0346	Sr. Management & Budget Analyst	1.00	1.00	1.00	1.00	81,852
0352	Management & Budget Analyst II	1.00	1.00	2.00	2.00	149,439
0351	Internal Audit & Grants Coordinator	1.00	1.00	-	-	-
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>378,076</b>
<b>PART TIME POSITIONS</b>						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
0207	Internal Audit & Grants Coordinator - P/T	1.00	-	-	-	0.75
<b>TOTAL PART TIME FTE's</b>		<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.75</b>
<b>TOTAL</b>			<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.75</b>
						<b>\$ 448,643</b>

**EXPENDITURE DETAIL**

	2020-2021 ACTUAL	2021-2022 ACTUAL	2022-2023 BUDGET	2023-2024 BUDGET
1000 Salaries	\$ 417,607	\$ 402,649	\$ 448,621	\$ 448,643
2000 Employee Benefits - See Other Cost Dist.	226,558	254,387	286,967	219,984
3108 Prof Serv - Financial	-	-	-	25,000
3118 Prof Serv - Misc/Other	3,974	2,000	5,000	5,000
4000 Travel - Local	-	-	100	100
4010 Automobile Allowance	6,172	6,876	6,497	3,898
4011 Mobile Phone Allowance	240	260	-	-
4500 General Liability Insurance	16,257	19,388	25,188	22,927
4610 Repair/Maint - Office Equip	-	-	1,000	1,000
4633 Service Alloc - Gen Services	25,657	25,594	27,352	28,305
4900 Misc Exp - Other	-	-	600	600
5100 Supplies - Office	846	1,455	600	600
5220 Uniform - Allowance	-	-	200	200
5400 Membership Dues/Subscriptions	-	200	600	600
5500 Employee Training	630	1,882	3,500	1,000
9000 Interdept'l Alloc - Bldg Div	(11,692)	(16,762)	(19,852)	<u>1.</u> (26,454)
<b>TOTAL</b>	<b>\$ 686,249</b>	<b>\$ 697,929</b>	<b>\$ 786,373</b>	<b>\$ 731,403</b>

**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

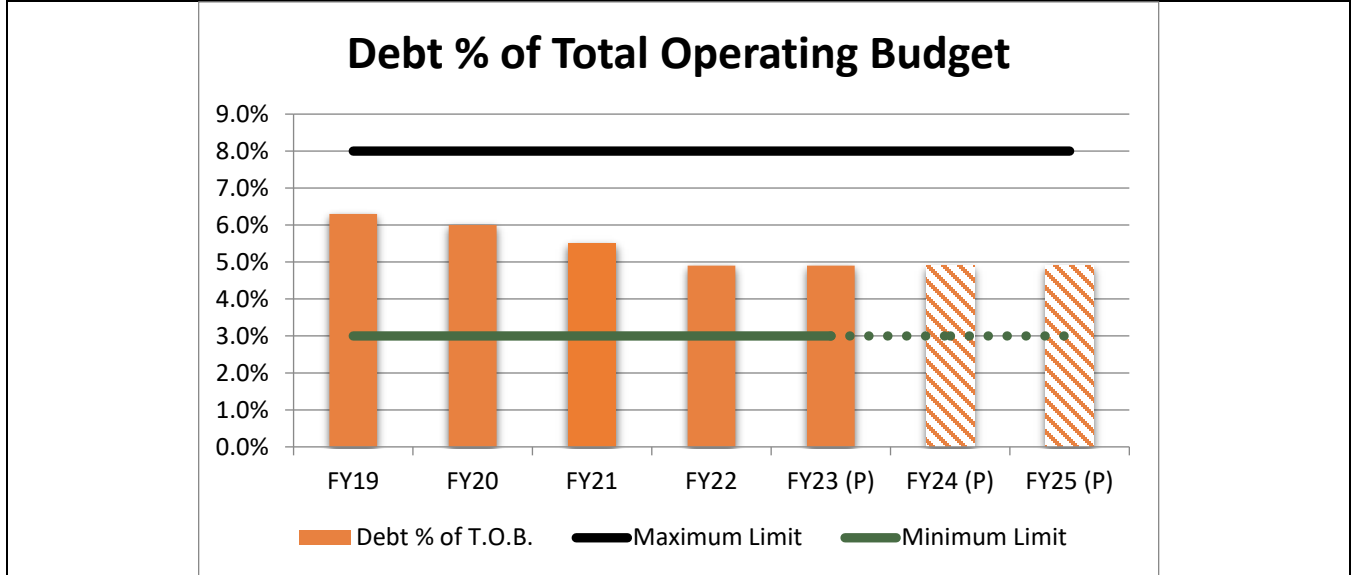
**Resource requirements (what do we need to succeed?)**

- Finances (detailed listing of expected costs):

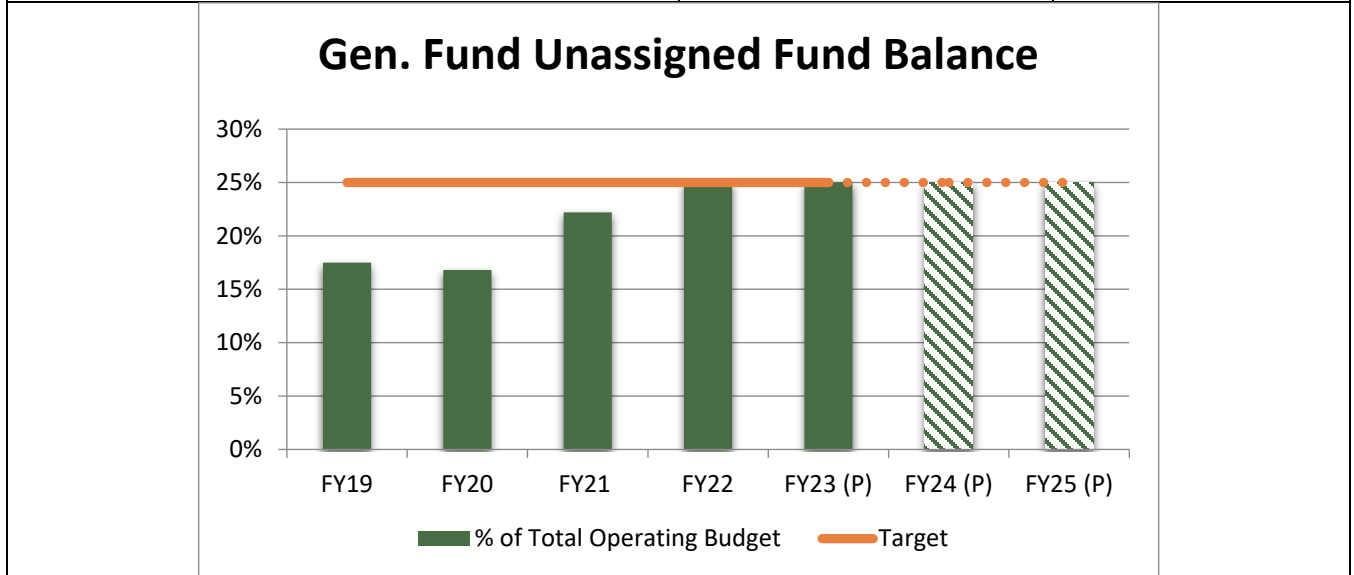
\$ Amount	Purpose
\$5,000,000	Annual funding required

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

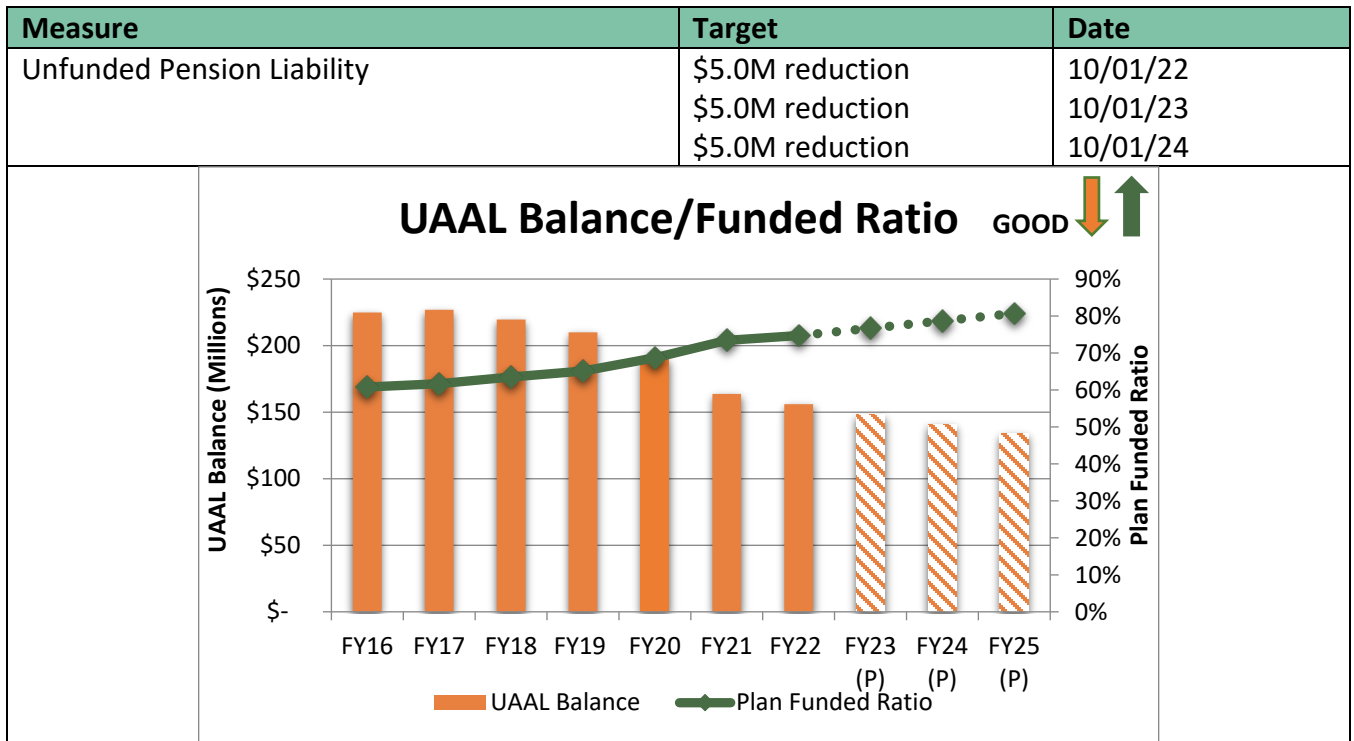
Measure	Target	Date
Debt % of total operating budget	Between 3% & 8%	10/01/22
	Between 3% & 8%	10/01/23
	Between 3% & 8%	10/01/24



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: \$5,000,000

## 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)**

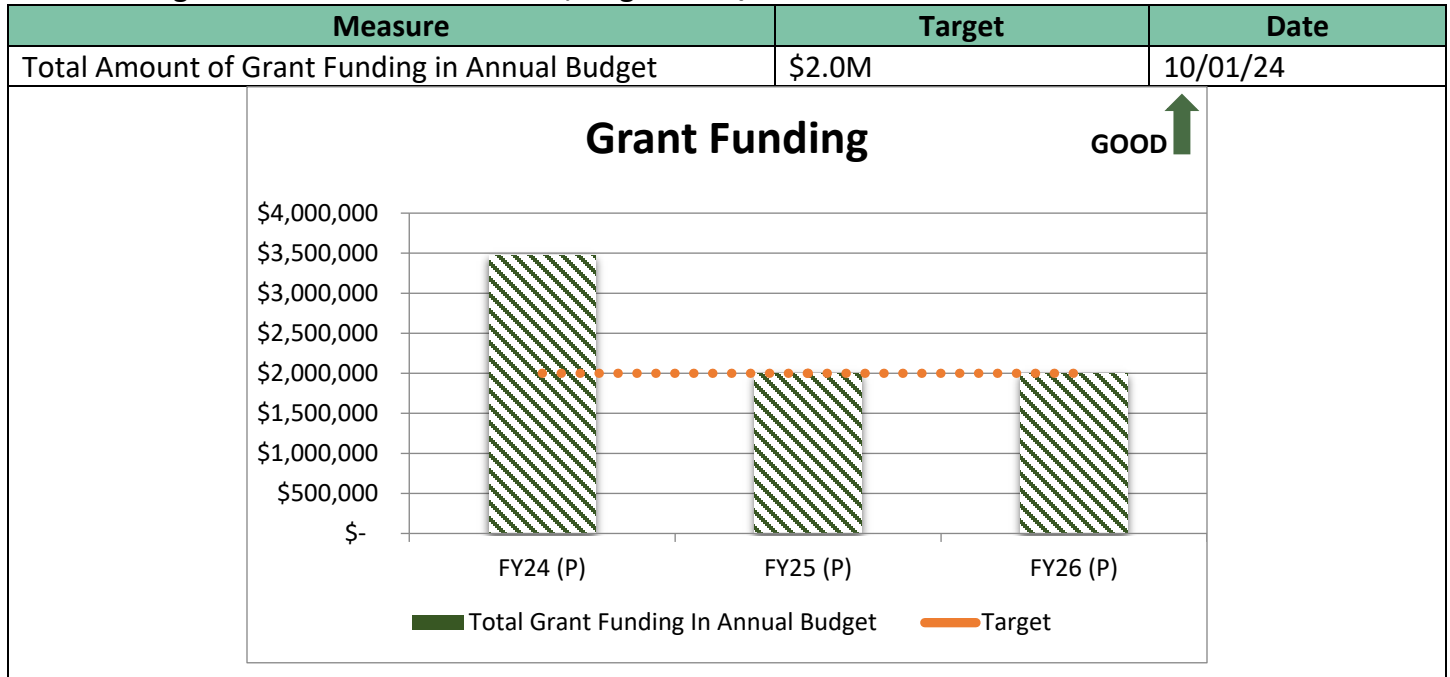
What must be done	By When	How will it be evident
Research funding opportunities for citywide projects (Federal, State, Miami Dade County and Private) Prioritize the funding opportunities.	Done on a daily basis	Identify citywide projects that meet the eligibility criterion of the funding opportunities.
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
\$2,000,000	Expected matching requirements for grants

**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: \$2,000,000

## 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

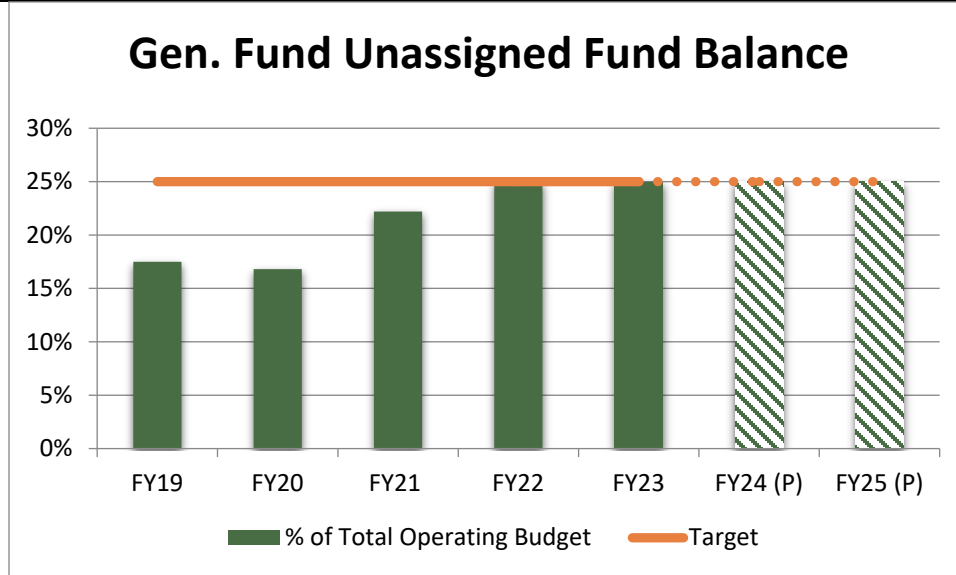
### Resource requirements (what do we need to succeed?)

- 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	03/31/23	Meeting occurred with direction forward from the City Manager
Create a draft structure of the Plan	09/30/23	Draft Plan created
Meet with City Manager for his review, input and approval of the Draft Plan	09/30/23	Meeting occurred with Plan approval by City Manager
Share Plan structure with department directors via individual working meetings	12/31/23	Meetings occurred with Directors
Department directors prepare their respective list of cost reductions	01/31/24	Cost reductions submitted to Budget Office
Present department submissions to City Manager and work with department directors to fine tune	02/28/24	Submissions accepted/approved by City Manager
Finalize department submissions	03/31/24	Submissions finalized
Present to Commission	07/20/24	Plan approved
Develop and publish SOP	09/30/24	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	03/31/24	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
During the fiscal year-end closing process, adjust the CIFSR balance by \$1.0M	03/31/26	CIFSR reserve increase each year in the City's year- end financial statements

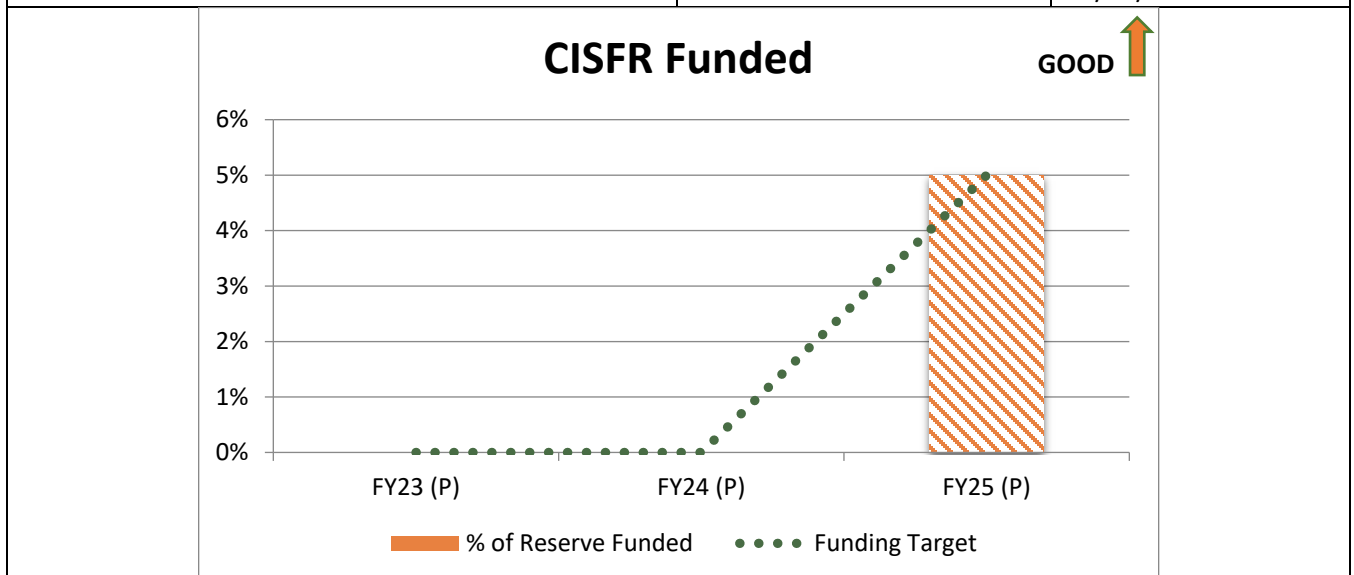
**Resource requirements (what do we need to succeed?)**

- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$1,000,000	Annual funding required

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

Measure	Target	Date
% of reserve funded	0%	03/31/23
	0%	03/31/24
	5%	03/31/25





**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: \$1,000,000 per 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

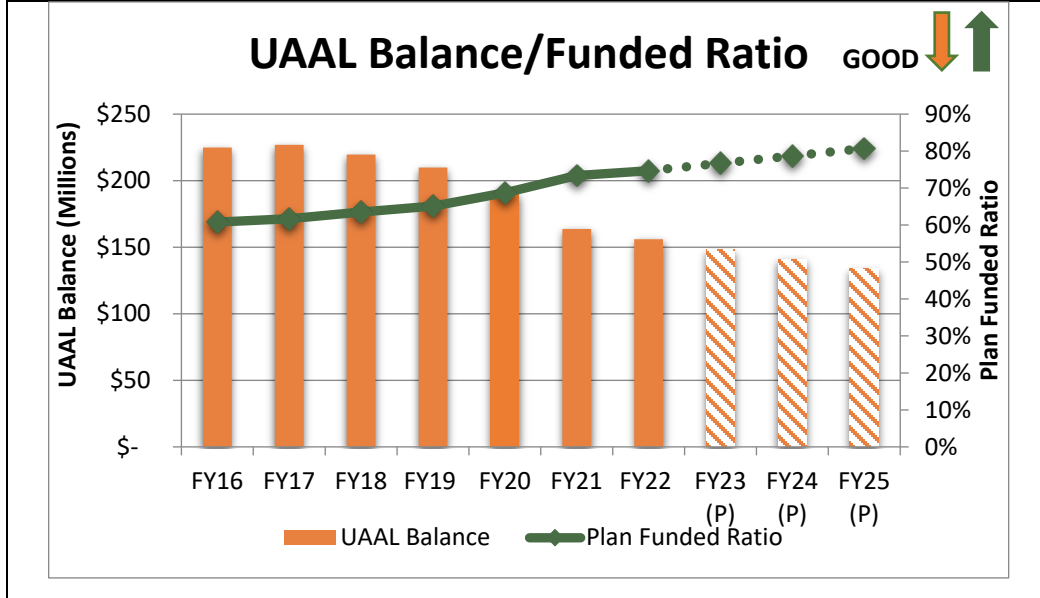
**Resource requirements (what do we need to succeed?)**

- 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 Unfunded Actuarial Accrued Liability (UAAL)	\$5.0M	10/01/22
	\$5.0M	10/01/23
	\$5.0M	10/01/24



**Frequency & venue of review**

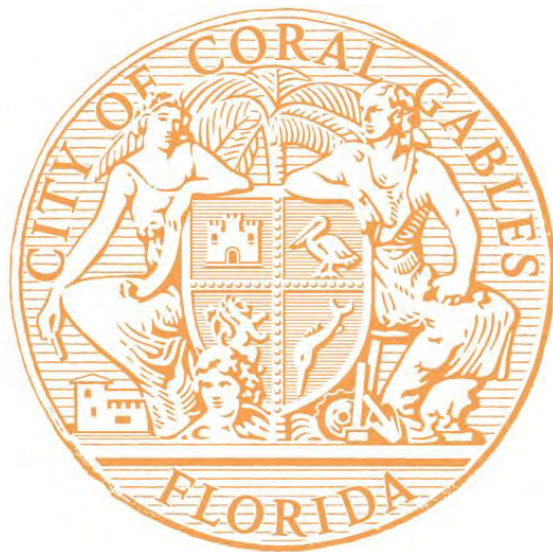
- At time of annual budget adoption

**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: \$5,000,000 per year
  - Lower pension costs over time – estimated at \$20,000,000 to \$25,000,000
  - Ultimately the \$20,000,000 to \$25,000,000 will be available for other uses once the pension is fully funded

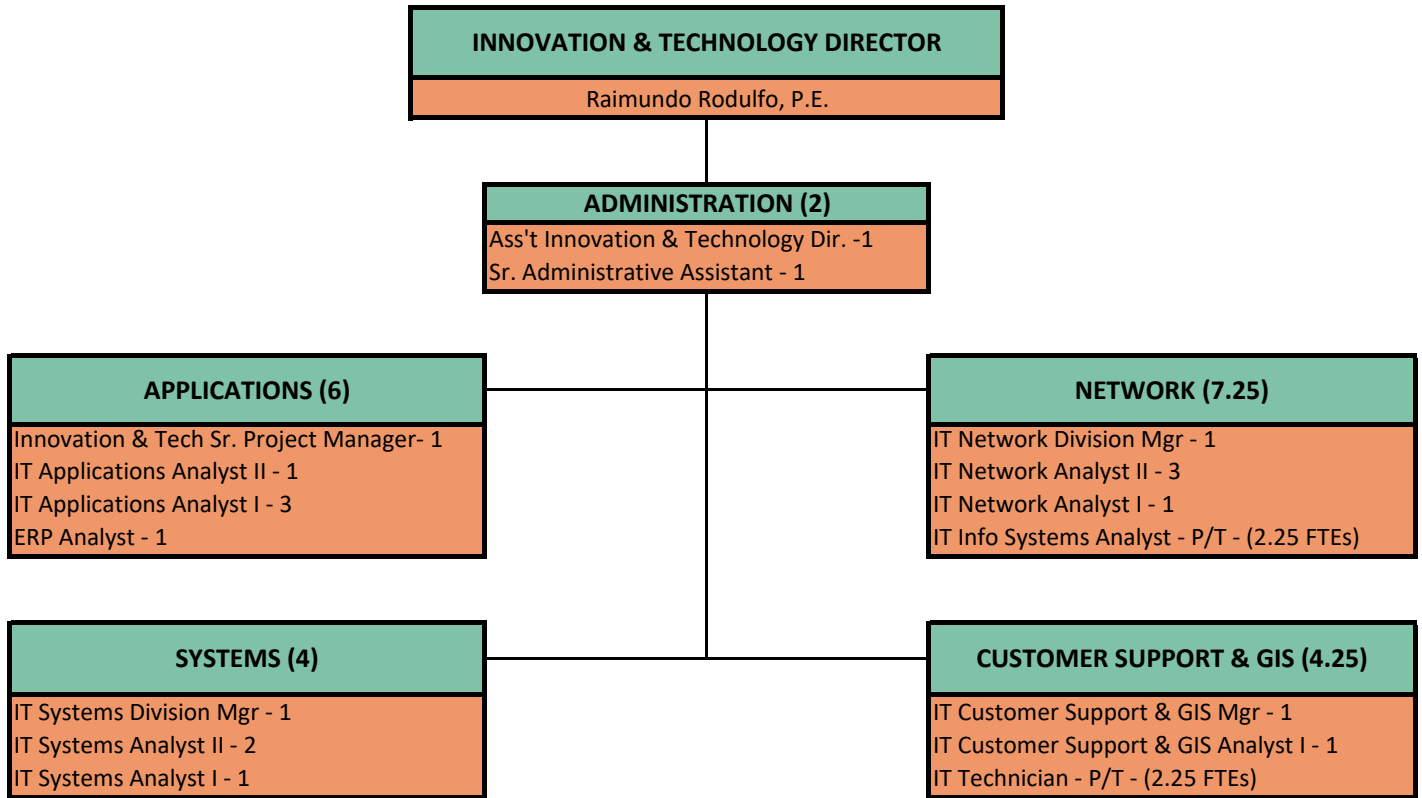


This page left intentionally blank

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**

**INNOVATION & TECHNOLOGY**

**ORGANIZATION CHART**



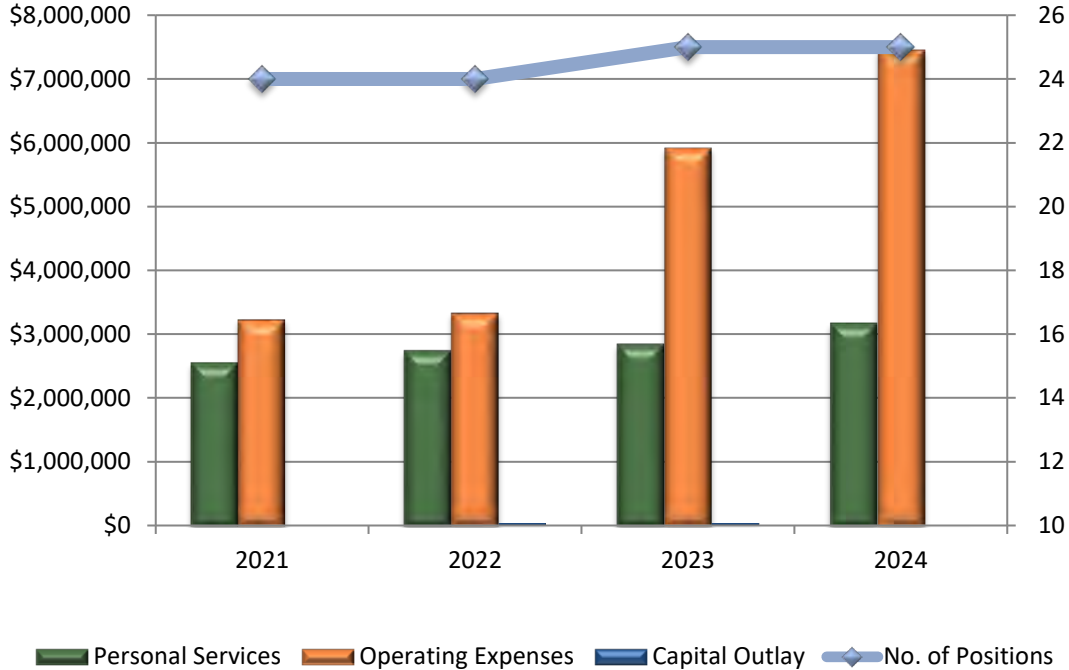
**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



**INNOVATION & TECHNOLOGY  
BUDGET AND POSITION SUMMARY**

	<u>2020-2021 ACTUAL</u>	<u>2021-2022 ACTUAL</u>	<u>2022-2023 BUDGET</u>	<u>2023-2024 BUDGET</u>
Salaries & Benefits	2,547,703	2,740,729	2,841,617	3,168,445
Operating Expenses	3,244,144	3,347,152	5,926,115	7,457,839
Capital Outlay	<u>2,867</u>	<u>29,126</u>	<u>27,500</u>	<u>7,500</u>
<b>TOTALS</b>	<u><u>5,794,714</u></u>	<u><u>6,117,007</u></u>	<u><u>8,795,232</u></u>	<u><u>10,633,784</u></u>
Full Time Headcount	19.00	19.00	20.00	20.00
Part Time FTE's	<u>4.50</u>	<u>4.50</u>	<u>4.50</u>	<u>4.50</u>
<b>Total Headcount &amp; FTE's</b>	<u><u>23.50</u></u>	<u><u>23.50</u></u>	<u><u>24.50</u></u>	<u><u>24.50</u></u>

**EXPENDITURE/PERSONNEL COMPARISONS**



# 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, regulations and best practices. 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 programs led by CGIT also help our City become more sustainable, resilient, and livable; improve quality of life, foster economic growth and digital inclusion, develop high-tech innovation districts, and grow an entrepreneurial tech ecosystem and community of excellence that creates jobs and attracts talent and investment. 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, digital services, business analysis, service desk and multi-tier tech support; systems and software engineering, programming; data governance, management and analytics; server and client computers, enterprise applications, wired and wireless telecommunications, cloud computing, cybersecurity; smart city technology and infrastructure engineering, design and integration; public safety technologies, Internet of Things (IoT) and cyber-physical infrastructure, advanced automation and analytics powered by artificial intelligence (AI) and machine learning (ML); process improvement and optimization, 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, innovation and creativity to achieve the City's vision, mission 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, service levels and 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, work ethics, loyalty, innovation, accountability, teamwork, 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.
8. Develop high-tech innovation districts with digital inclusion and intelligent and connected infrastructure for citizen services and community programs. Help our city grow an entrepreneurial tech ecosystem and a community of excellence that generates revenue, creates jobs, and attracts talent and investment.



**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**

**INNOVATION AND TECHNOLOGY**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS**

- ✓ Technology planning, engineering, and provisioning milestones for ongoing building projects, including: Minorca Parking Garage 7, Development Services Center, Coral Gables Country Club, Granada Pro Shop, City Hall renovation, Passport Office renovation, Mobility Hub, New Fire Station 4, and other projects.
- ✓ Working with Finance, Human Resources, project Executive Steering Team and Working Groups, completed the implementation and go-live of the City's new Core Financial, HR and Supply Chain Enterprise System (Infor CloudSuite ERP). Finance and Supply Chain Management went live on April 3<sup>rd</sup>, 2023. Supplier registration portal and User Adoption training content platform went live on March 1<sup>st</sup>, 2023. Global HR and Payroll functions are scheduled to go live on October 16<sup>th</sup>, 2023. This enterprise business capabilities (EBC) advanced system completes 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, electronic permitting, and asset management.
- ✓ Started construction work on a broadband and public Wi-Fi expansion project, that is building 26 additional fiber optics segments to connect multiple city buildings and facilities and install additional smart city poles to improve/enhance connectivity, mobility, public safety, network resilience, situational awareness, digital inclusion, citizen services, and foster innovation, quality of life programs and economic opportunities for the entire community, with a regional impact.
- ✓ Working with Development Services department, implemented new functions and modules for the City's Enterprise Permits and Land Management system (EnerGov): Code Enforcement 311 Requests portal, Code Enforcement electronic process, and Electronic Plan Review Bluebeam integration. Also, implemented a new queuing system (QMinder) and customer waiting times dashboards for the Development Services Center.
- ✓ Implemented 4 new Wi-Fi Sites (Pitman Park, Pierce Park, Alhambra and Ponce de Leon, and Country Club) and 17 Wi-Fi hotspots; 2 Fiber Segments (1 on Alhambra and 1 on Ponce de Leon); 4 new network sites (Circuits at Youth Center, 427 Building, Country Club, and 1 Starlink Satellite Link); 125 network devices, 2 smart lights, 71 Sensors and Safety Cameras (Coral Gables Country Club: 41 CCTV Cameras with IoT sensing; Geofence Cameras addition to existing poles: 4 CCTV Cameras with IoT sensing; CCTV Cameras for Illegal Dumping, Parks, and Parking: 17 CCTV Cameras and IoT sensing; Development Services Center: 7 CCTV cameras connected to video analytics; Pierce Park: 2 CCTV Cameras with IoT sensing); 2 additional Smart City Poles (Granada and 8<sup>th</sup> St ALPR/CCTV pole); 2 new ALPR Cameras and 2 new CCTV/sensor cameras (8<sup>th</sup> St and Lisbon St Smart CCTV Light Pole, and Cobra Smart light with built-in 360 View CCTV Camera); 3 new smart city kiosks; 5 datacenter servers/appliances/storage devices; 20 new software applications; 20 additional open data sets, 4 apps, 8 digital services in the Smart City Hub.

**CITY OF CORAL GABLES, FLORIDA**  
**2023-2024 BUDGET**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ Developed 11 new homegrown applications; Worked on 6 new research collaboration projects (NASA, UM, DOE/PNNL, UC Berkeley, 2 with NIST); Published 4 new research papers; Improved numerous processes in collaboration with all city departments (citywide core financial, supply chain and procurement, budget, HR, waste management, permitting, plan review, asset management, 911 dispatch, and other city processes improved as part of the Business Process Review and workflow reengineering & automation, and digital transformation ERP projects: Infor Cloud Suite, EnerGov, Rubicon, Cartegraph, ProQA); Received 7 smart city innovation and technology awards (IEEE Smart Cities Juror Award, 2 from Smart 50, Smart 21, Top7 Intelligent Community, Geospatial Maturity Index award, LocalSmart GoldenGov).
- ✓ Implemented new functions and modules for the City's Asset Management System (Cartegraph): Public Works Utilities, Public Works Greenspace, and Property Management services. Provided administrative training, additional tablets and mobile App deployment, application configuration, GIS layers and forms design, interactive web site resource design, and optimized/automated workflows.
- ✓ Working with Police, Fire, and 911 Communications, completed the implementation and go-live of the new Priority Dispatch system for Police and Fire 911 Communications (ProQA Police & Fire). The system and the new electronic process went live on April 11, 2023.
- ✓ Content Management system (LaserFiche) horizontal integration with Electronic Permits (EnerGov), GIS platforms (ESRI ArcGIS) and CGIT's homegrown smart city platforms (Digital Twin and Smart City Hub) to improve efficiencies, interoperability, and accessibility of property records.
- ✓ Working with Public Works, implemented a Waste Management System (Rubicon), to bring digital efficiencies and innovation in citywide sustainable waste management, recycling, and operations.
- ✓ Started project execution of the new City Mobile App, Mobile Digital Experience Platform (DXP) and Customer Relationship Management (CRM) 311 platform (Salesforce). This platform will provide advanced communication capabilities for Coral Gables residents, businesses, and visitors, including a chatbot AI assistant and text messaging and notification functionalities.
- ✓ Trolley fleet technology upgrades/additions: *i.* Deployed Wi-Fi service inside the Trolleys; *ii.* Implemented automated people counter (APC); *iii.* Live Data dashboards and Analytics.
- ✓ Public Wi-Fi at Pittman Park (Alhambra Cir Financial District) completed.
- ✓ Completed several Smart Lighting Upgrades and Additions: *i.* Migrated the Miracle Mile Smart Lighting controllers to a new Lighting App for improved asset and energy management and data reporting; *ii.* Integrated the City's Smart Lighting assets with the City's Urban Analytics AI Platform (Quantela Atlantis) and deployed live smart lighting asset management and energy efficiency dashboards in the Coral Gables Smart City Hub public platform.

**CITY OF CORAL GABLES, FLORIDA**  
**2023-2024 BUDGET**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ Implemented several GIS systems and improvements: *i.* Created a web experience builder app for Development Agreements/Covenants; *ii.* Transportation Speeds and Volumes Data Management portals for Public Works; *iii.* Public Map of City of Coral Gables Traffic Calming Zones; *iv.* Property Tax Value Analysis for Economic Development and Central Business District; *v.* Art in Public Places technologies for Historic Resources; *vi.* Pine Bay area road name updates in Google maps; *vii.* New GIS Lab internships; *viii.* IT GIS completed the PSD Geospatial Maturity Index 2022 benchmark assessment and received the GMI Award; *ix.* IT received GISCI Endorsing Designation from the GIS Certification Institute; *x.* Enhancements to the City's digital twin platform 3D layers and the Public Works GIS Portal.
- ✓ Working with Police, Fire and 911 Communications, executed contract and began project execution of the new Police/Fire/911 CAD and RMS cloud suite (Mark43). The new smart public safety cloud-native system that is being implemented features advanced and smart data reporting, mobile applications, systems integration and interoperability, with a robust and resilient platform and automated electronic process capabilities and functionalities for public safety. The user interface is modern and provides a seamless experience for users, with accessible and integrated up-to-date geospatial information, and advanced record management capabilities with streamlined workflows, intuitive search, and native NIBRS record format validations.
- ✓ Installed multiple CCTV additions to enhance public safety and code enforcement: *i.* CCTV cameras installations at Rotary Park and Catalonia Park completed; *ii.* Solar Cellular CCTV cameras deployment in several blocks to monitor Illegal dumping; *iii.* San Sebastian / Monegro CCTV camera installed. The new camera feeds were integrated with the City's Community Intelligence Center (CIC) monitoring system.
- ✓ Finalized audiovisual (AV) equipment retrofitting at various City facilities: *i.* Community Meeting Room (CMR) in the Police and Fire HQ building; *ii.* Fairchild/BOA conference room in the Development Services Center building; *iii.* Other City conference rooms and offices.
- ✓ Developed multiple homegrown applications for various city functions and departments: *i.* Police Property Evidence log application; *ii.* Crime View and Analysis dashboards; *iii.* Smart City Hub AIDA AI bot Beta Testing and integration with OpenAI GPT4 / ChatGPT API; *iv.* Several GIS apps.
- ✓ Implemented multiple Cyberinfrastructure Upgrades/Additions: *i.* Security Information and Event Management (SIEM) enhancement; *ii.* Multi-factor Authentication (MFA) enhancement; *iii.* Single-Sign-on (SSO) cybersecurity integration with various city apps; *iv.* Active Directory (AD) management and reporting cybersecurity solution; *v.* Hyperconverged Datacenter Infrastructure Upgrade; *vi.* Security Cloud enhancements for data backup protection, risk analysis and monitoring; *vii.* Automatic Call Attendant implementation for main numbers at Building and Zoning, City Hall, and Finance Department; *viii.* Country Club point of sale software implementation to allow restaurant operations by the city; *ix.* Deployment of new fingerprint scanner system for Police; *x.* Implementation of Crash Mapping system, and Police Record

**CITY OF CORAL GABLES, FLORIDA**  
**2023-2024 BUDGET**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS – (Continued)**

Management standard, and integration with the City's Public Safety systems; xi. New smart city public kiosks additions in collaboration with Public Works, Economic Development and City Clerk's Office (City Hall, Alhambra Cir., Ponce Circle Park / The Plaza.)

- ✓ Upgraded the communications technology for the Coral Gables Police state-of-the-art Mobile Command Center, and supported its deployment at the Carnival on the Mile event, CCTV Trailers deployments at various City events, and hurricane Ian mutual aid operations with CGPD, CGFD and CGIT in Lee County (Ft. Myers, Sanibel).
- ✓ Began manufacturing production of the City's new smart city poles which feature the Coral Gables industrial design developed with world-renowned design firm Pininfarina and innovative smart city electronics engineering firm Ekin. The City's modular AI-powered poles will now incorporate The City Beautiful unique brand and Mediterranean revival aesthetics. Manufacturing CAD 3D design and tooling were created for industrial production and prototypes. First prototypes of the new designs will be installed at various city parks and street intersections to enhance public Wi-Fi connectivity, public safety and situational awareness, traffic management, and environmental control.
- ✓ Kicked off in Coral Gables the Autonomous Intelligent Assistant (AutonomIA) traffic/energy AI optimization project – funded by the U.S. DOE Advanced Research Project Agency (ARPA-E) – with scientists from the Pacific Northwest National Laboratory (PNNL), UC Berkeley, industry partners (Siemens/Yunex, Aimsum, TTS) and City engineers from the City of Coral Gables Innovation & Technology and Public Works departments. CGIT presented this project with PNNL scientists and industry partners at the ARPA-E Energy Innovation Summit in Washington D.C. and NEXTCAR Industry Day in Detroit. This exciting R&D project combines artificial intelligence, multiscale simulation, and real-time control to improve energy efficiencies and reduce energy expenditures, congestion, and emissions for regional transportation systems for multiple operational scenarios. Our project team will showcase AutonomIA on a small-scale traffic network in Coral Gables for varying Connected and Automated Vehicles (CAV) penetration levels to demonstrate these gains. Project execution started, developing a smart traffic network digital twin environment for various Coral Gables testbed traffic corridors (Ponce de Leon Blvd., Alhambra Cir., and Miracle Mile).
- ✓ Received the 2022 IEEE Smart Cities Jury Award from the Institute of Electrical and Electronics Engineers (IEEE), for the IT project "Coral Gables Smart District Expansion". "IEEE recognizes city/municipalities projects around that have successfully leveraged smart city technologies and innovation." The CGIT team participated remotely in the IEEE Smart Cities Award ceremony transmitted live from Paphos, Cyprus, and received this international award on behalf of our city.
- ✓ Developed and presented a project concept proposal for a Technopark community innovation, R&D, training, and incubator/accelerator multi-purpose technological center that can provide high-tech skills to young students and entrepreneurs in our community, connect local tech talent with projects and job opportunities in the local industry in Coral Gables, provide revenue-

**CITY OF CORAL GABLES, FLORIDA**  
**2023-2024 BUDGET**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS – (Continued)**

generating affordable tech solutions and work/office/lab space to local business needs, and scale the Coral Gables smart districts projects. This P3 initiative would be accomplished with partners in academia, tech industry, local businesses, and NPOs. As part of this initiative, CGIT started an MOU for Industry 4.0 High-tech upskilling (AI, data science, software engineering) of local businesses and workforce, working with the education and technology partners and in collaboration with the Economic Development Department.

- ✓ Received the 2022 IEEE Smart Cities Jury Award from the Institute of Electrical and Electronics Engineers (IEEE), for the IT project “Coral Gables Smart District Expansion”. “IEEE recognizes city/municipalities projects around that have successfully leveraged smart city technologies and innovation.” The CGIT team participated remotely in the IEEE Smart Cities Award ceremony transmitted live from Paphos, Cyprus, and received this international award on behalf of our city.
- ✓ Received the 2023 Smart 50 Award from Smart Cities Connect and Smart Cities Connect Foundation, for the IT project “Coral Gables Smart City Digital Twin Horizontal Integration Platform”, which was also named one of the three global winners from the overall awardee pool. “Smart 50 Awards - in partnership with Smart Cities Connect and Smart Cities Connect Foundation - annually recognize global smart cities projects, honoring the most innovative and influential work. This year, we will designate three winners from the overall awardee pool.” This is CGIT’s second Smart 50 international award – our team also received it in 2020 for the IT urban infrastructure project “Coral Gables Smart Districts Expansion.”
- ✓ City of Coral Gables was named one of the world’s Top Seven Intelligent Communities of 2023. The Intelligent Community Forum (ICF) co-hosted by Economic Development Australia (EDA) and the Economic Developers Association of Canada (EDAC), named City of Coral Gables one of the world’s Top7 Intelligent Communities of 2023 and a semifinalist for the 2023 Intelligent Community of the Year, with other communities from eight nations over five continents. The Top7 Intelligent Communities have applied six principles evaluated by ICF: *i.* Broadband Connectivity, *ii.* Sustainability, *iii.* Knowledge Work, *iv.* Digital Inclusion, *v.* Innovation, *vi.* Community Engagement. The Intelligent Community of the Year will be announced in October based on the Community Accelerator Strategy of building inclusive economic prosperity, social health and cultural richness, which together create strength and resilience.
- ✓ Received the 2022 Geospatial Maturity Index (GMI) Award from the Public Sector Digest (PSD) organization. Coral Gables Ranked in the U.S. Top-5 and the North America Top-20 GMI. “The 2022 Geospatial Maturity Index (GMI) is the fourth year that PSD Citywide has published its benchmarking study for GIS programs. The GMI survey is a tool for public sector organizations to measure the maturity of their GIS (geographic information system) programs and serves as a resource to guide participants in advancing their programs. A total of 97 organizations completed the 2022 GMI survey. Among the participants were 72 organizations from Canada and 25 from the United States. This report includes the announced Top 25 GIS Programs in North America for

**CITY OF CORAL GABLES, FLORIDA**  
**2023-2024 BUDGET**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS – (Continued)**

2022, a trend analysis of survey results, and a glance at the achievements and challenges of some of our top participants.” This is CGIT’s third PSD award – our team also received the Open Cities Index award and ranked first place in the U.S. in 2020 and 2019.

- ✓ City of Coral Gables and CGIT were recognized as a best-practice case study at the Opening Keynote of the Gartner IT Symposium/Xpo in Orlando, with thousands of technology leaders from around the world in attendance. “During the opening keynote, Gartner showcased Coral Gables as a best-practice example of how to use intelligent connected infrastructure (ICI) to enable faster, less expensive and safer movement.” “IT Symposium/Xpo, Gartner’s flagship conference, is the
- ✓ World’s most important gathering of CIOs and senior IT executives. The Symposium opening keynote is the most important session Gartner put on their stage, revealing Gartner’s thought leadership for the coming 12 months.” “Gartner global IT Symposium/Xpo series attracted more than 24,000 attendees globally, including more than 7,000 CIOs. The series starts in Gold Coast, Australia in Sept. 2022, continues in Orlando, USA; Barcelona, Spain; and Tokyo, Japan in Oct. 2022, and concludes in Kochi, India in November 2022.”
- ✓ Received the 2022 LocalSmart GoldenGov Award: “Scoop News Group is thrilled to announce the winners of the fourth annual LocalSmart Awards, a program that highlights the people and projects making city, county and municipal government better.” “From Gallatin County, Montana, to Chicago, to Coral Gables, Florida, technology is playing an increasingly important role in residents’ lives. These leaders are the ones making that happen in an efficient, secure and prominent way.”
- ✓ The National Institute of Standards and Technology (NIST) recognized City of Coral Gables as a smart city best practice organization with three new case studies: “Getting Real – Smart Transportation in the City of Coral Gables, Florida”, “NIST’s GCTC Leaders and Member Cities Participate in Smart City Workshop at the Western Hemisphere Cities Summit of the Americas”, and “NIST GCTC Members Highlight Coral Gables’ Use of Digital Technologies at Smart City Expo”.
- ✓ Presented the City’s smart city innovation and 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. Also, for the second year in a row, the City of Coral Gables Innovation and Technology team (CGIT) hosted the Smart Cities Council Innovation Conference at the City of Coral Gables Community Meeting Room (CMR).
- ✓ Authored and submitted papers and articles to professional publications, including engineering research papers for the Institute of Electrical and Electronics Engineers (IEEE), Florida Engineering Society (FES), Smart Cities Americas, and CIO Magazines. Also, Florida International University (FIU), Harvard University, MIT Media Lab, IEEE, FES, Gartner Inc., TechTables, StateTech, StateScoop, and multiple other organizations published case study videos, papers and articles highlighting City of Coral Gables smart city initiatives and accomplishments.

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ 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 Smart Cities program within the NIST Communications Technology Laboratory, the NIST Global Community Technology Challenge (GCTC) think tank, and George Mason University (GMU) scientists developing the national strategic foundation.
- ✓ Several STEM research and education partnerships and smart city collaboration initiatives with University of Miami, Florida International University, NOVA University, Miami-Dade College, UC Berkeley, Georgia Tech, Institute of Electrical & Electronics Engineers (IEEE), Cities Today Institute (CTI), Smart Cities Council, Dense Networks Think Tank, U.S. Department of Energy (DOE), Department of State (DOS) and Department of Commerce (DOC), Advanced Research project
- ✓ Agency-Energy (ARPA-E), The Atlantic Council GeoTech Center, Pacific Northwest National Laboratory (PNNL), National Institute of Standards and Technology (NIST), World Business Angel Investment Forum (WBAF) Smart City Commission, 4Geeks Academy, Beyond Academics, and other organizations. Also, collaborated with IEEE and NIST in the development of engineering standards and frameworks for smart cities.

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

**INNOVATION & TECHNOLOGY**

INDICATOR:	FY22			FY23		FY24
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Support tickets received	5,000	3,463	●	5,000	2,392	4,000
Support tickets closed	5,000	3,342	●	5,000	2,251	4,000
% of support tickets closed	100%	96.5%	●	100%	94.1%	98%
Number of projects implemented	62	68	●	65	72	65
Completed projects	38	42	●	38	59	45
CPU usage by City enterprise systems (<50%)	30%	9.40%	●	30%	8.92%	30%
Memory usage by City enterprise systems (<50%)	60%	50%	●	60%	50%	60%
System uptime on annual basis	99.90%	99.89%	●	99.90%	99.96%	99.90%
Number of physical servers/hosts citywide	45	35	●	45	35	35
Number of client devices (desktops, laptops, tablets, smartphones)	1,550	1,552	●	1,550	1,434	1,500
Number of network devices (routers/switches, firewalls/filters/gateways, wireless, phones, storage, audio/video, cameras, trailers)	1,310	1,310	●	1,310	1,385	1,400
Total number of applications supported	145	153	●	145	173	185
Home-grown applications	70	72	●	70	83	90
Off The Shelf (OTS) applications	75	81	●	75	90	95
E-Waste Processed/Disposed/Recycled (pounds) - cumulated metric since 2016	34,000	32,031	●	37,000	41,541	45,000
IT Spending as a Percent of Operating Expense (<7.5% - 2022 gov't avg benchmark - Gartner Report)	6%	3.7%	●	6%	4.3%	7%
IT Spending Per Employee (<\$13,000 - 2022 gov't avg benchmark - Gartner Report)	\$8,900	\$6,457	●	\$9,000	\$9,300	\$10,000
IT FTE Employees as a Percent of Total Employees (<4.9% - 2022 gov't avg benchmark - Gartner Report)	4%	2.2%	●	4%	2.0%	4%

**Legend**

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





**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



001 GENERAL FUND  
**INNOVATION & TECHNOLOGY**  
**3200 INNOVATION & TECHNOLOGY**  
 519 OTHER GENERAL GOVERNMENT

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	BUDGET HEADCOUNT	SALARIES
<b>FULL TIME POSITIONS</b>						
0112	Information Technology Director	1.00	1.00	1.00	1.00	\$ 219,187
0116	Ass't Information Technology Director	1.00	1.00	1.00	1.00	152,368
5034	Innovation & Tech Sr. Project Manager	1.00	1.00	1.00	1.00	138,622
5038	IT Customer Support & GIS Division Mgr	1.00	1.00	1.00	1.00	111,711
5042	IT Network Division Mgr	1.00	1.00	1.00	1.00	103,710
5043	IT Systems Division Mgr	1.00	1.00	1.00	1.00	109,525
0127	IT Applications Analyst II	3.00	2.00	1.00	1.00	86,477
0128	IT Systems Analyst II	2.00	2.00	2.00	2.00	181,797
0129	IT Network Analyst II	3.00	3.00	3.00	3.00	259,366
0141	Senior Administrative Assistant	-	-	1.00	1.00	60,207
0602	Administrative Assistant	1.00	1.00	-	-	-
0121	IT Applications Analyst I	1.00	2.00	3.00	3.00	201,694
0122	IT Customer Support & GIS Analyst I	1.00	1.00	1.00	1.00	64,338
0123	IT Network Analyst I	1.00	1.00	1.00	1.00	70,251
0124	IT Systems Analyst I	1.00	1.00	1.00	1.00	65,144
9030	ERP Analyst	-	-	1.00	1.00	64,815
8888	Overtime	-	-	-	-	28,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>19.00</b>	<b>19.00</b>	<b>20.00</b>	<b>20.00</b>	<b>1,917,212</b>
<b>PART TIME POSITIONS</b>						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
0130	IT Info Systems Analyst - P/T	3.00	1.50	1.50	2.25	2.25
0203	IT Technician - P/T	3.00	3.00	3.00	2.25	2.25
<b>TOTAL PART TIME FTE's</b>		<b>6.00</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>
<b>TOTAL</b>			<b>23.50</b>	<b>23.50</b>	<b>24.50</b>	<b>24.50</b>
						<b>\$ 2,154,903</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 1,674,289	\$ 1,794,291	\$ 1,872,062	\$ 2,154,903
2000 Employee Benefits - See Other Cost Dist.	873,414	946,438	969,555	1,013,542
3118 Prof Serv - Misc/Other	180,397	163,878	580,613	508,575
3123 Prof Serv - Reimbursable	-	(1,353)	7,134	-
4010 Automobile Allowance	9,875	10,482	10,395	10,395
4011 Mobile Phone Allowance	240	260	-	-
4100 Telecom Services	1,063,001	1,002,869	1,315,280	1,367,108
4101 Emp Mobile Phone Payroll Ded	(24,620)	(11,060)	(24,000)	(24,000)
4400 Rental - Mach & Equip	2,598	1,416	179,464	-
4401 Rental - Copiers	-	-	-	18,000

**EXPENDITURE DETAIL**

	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>	<u>2023-2024</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
4500 General Liability Insurance	80,910	82,164	105,106	110,123
4603 Repair/Maint - Info Tech Equip	401,157	678,091	984,613	1,610,265
4611 Repair/Maint - Oper Equip	271	-	500	500
4630 Service Alloc - Flt Mgmt - Opr	48,974	51,624	44,797	33,312
4631 Service Alloc - Flt Mgmt - Rpl	-	-	15,891	20,866
4632 Service Alloc - Flt - Fuel	-	-	-	4,308
4633 Service Alloc - Gen Services	36,856	36,765	39,291	40,660
4700 Special Printed Forms	589	-	500	500
5100 Supplies - Office	3,497	4,208	5,500	5,500
5220 Uniform - Allowance	-	-	2,500	-
5231 Equipment (Oper) - Minor/Tools	8,203	7,337	7,500	7,500
5400 Membership Dues/Subscriptions	1,055	1,981	2,471	2,471
5401 Software Subscriptions & Maint	1,624,147	1,532,789	3,102,147	4,431,721
5500 Employee Training	6,629	19,777	20,000	20,000
6401 Equip Repl (Cap) - Comp Hware	2,676	29,140	27,500	7,500
6405 Equip Repl (Cap) - Misc	-	(14)	-	-
6425 Equip Adds (Cap) - Misc	191	-	-	-
9000 Interdept'l Alloc - Bldg Div	(199,635)	(234,076)	(483,587)	(709,965)
9901 Contingency - Soft Reductions	-	-	10,000	-
<b>TOTAL</b>	<u><b>\$ 5,794,714</b></u>	<u><b>\$ 6,117,007</b></u>	<u><b>\$ 8,795,232</b></u>	<u><b>\$ 10,633,784</b></u>



## 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.	12/31/22	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.	12/31/21	Mockup design sheets and renderings
Develop project charter and scope of work. Stakeholder review and acceptance.	09/30/21	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	06/30/23	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	12/31/22	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	09/30/22	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	06/30/23	Real-time data dashboards are accessible in their cloud silos
Integrate all dashboards and analytics in the City Management dashboard (CMD) platform	09/30/23	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	12/31/23	Testing acceptance sheets from stakeholders and training attendance sheets. New CMD platform is accessible from any device connected to the Internet.
Inter-cloud data replication (City Hybrid Cloud-Azure-AWS-ESRI-ERP)	12/31/23	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.

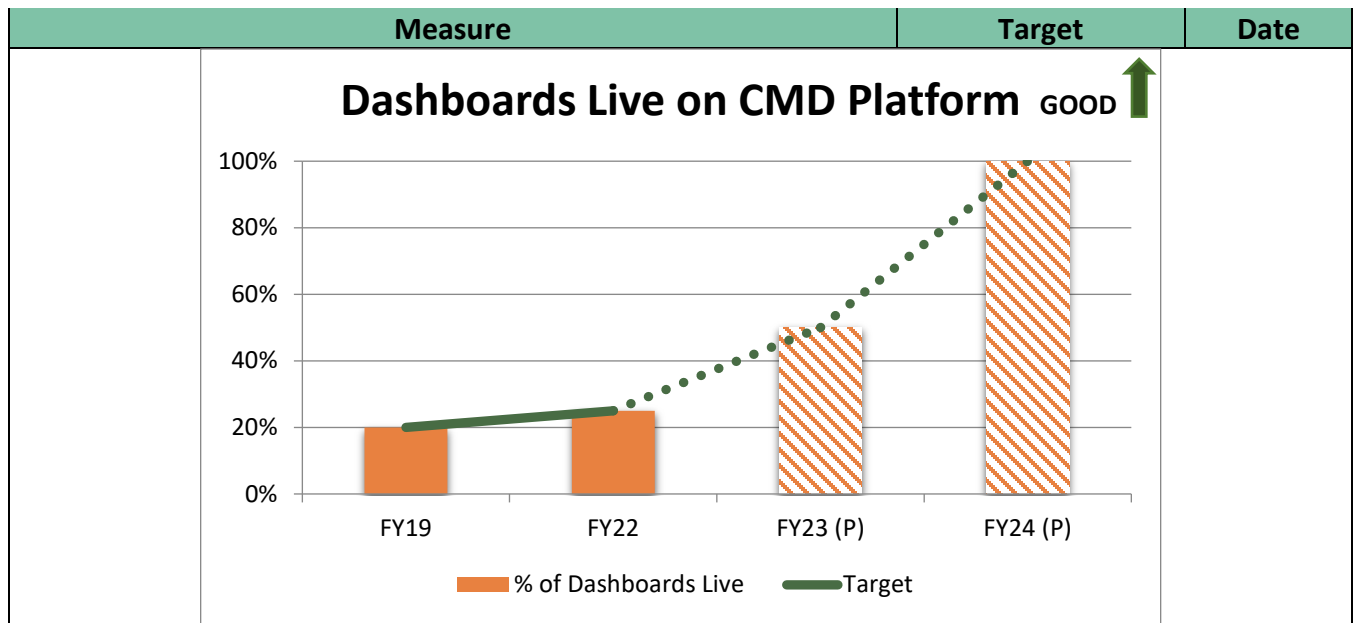
**Resource requirements (what do we need to succeed?)**

- 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
\$70,000	Acquisition of cloud document management system (acquired in previous year)
\$30,000	200 hours of professional services of developing and integration
<b>\$160,000</b>	<b>Total</b>

**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><b>Dashboards Designed &amp; Accepted</b> <span style="color: green;">GOOD</span> </p> <p>The chart displays the percentage of dashboards designed and accepted over four fiscal years. The y-axis ranges from 0% to 100% in 20% increments. The x-axis lists FY22, FY23 (P), FY24 (P), and FY25 (P). The bars are orange with diagonal stripes. A green trend line connects the tops of the bars, showing a consistent upward trend. A green arrow points upwards next to the title 'Dashboards Designed &amp; Accepted'.</p> <table border="1"> <caption>Dashboards Designed &amp; Accepted Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>% Completed</th> </tr> </thead> <tbody> <tr> <td>FY22</td> <td>~50%</td> </tr> <tr> <td>FY23 (P)</td> <td>~75%</td> </tr> <tr> <td>FY24 (P)</td> <td>100%</td> </tr> <tr> <td>FY25 (P)</td> <td>100%</td> </tr> </tbody> </table> </div>			Fiscal Year	% Completed	FY22	~50%	FY23 (P)	~75%	FY24 (P)	100%	FY25 (P)	100%
Fiscal Year	% Completed											
FY22	~50%											
FY23 (P)	~75%											
FY24 (P)	100%											
FY25 (P)	100%											
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 2025

**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	07/31/22	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	12/31/22	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.	06/30/23	System Live and in Production
Infor Cloudsuite ERP (Finance/HR/SCM) - go live and integration	07/31/23	System Live and in Production
Automotive system replacement- metrics: post-go-live user satisfaction, number of fleet vehicles/repair orders	09/30/24	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	12/31/23	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
<b>\$4,155,145</b>	<b>Total</b>

- 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	09/30/24	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	09/30/24	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	09/30/24	16 sensors will be active measuring air quality

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

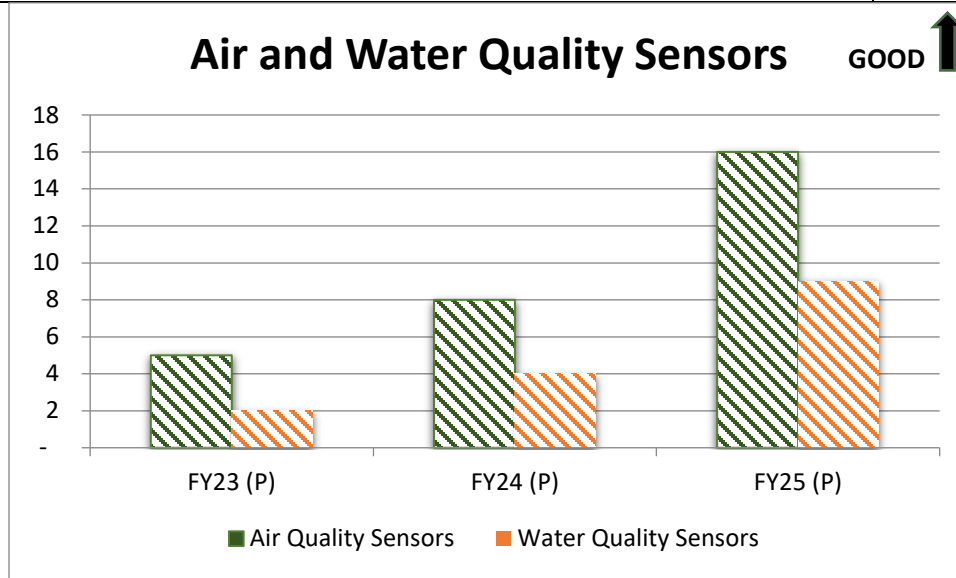
- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$2,713,769	Smart City Broadband as part of Wi-Fi CIP project

**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"> <li>• 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</li> <li>• value-adding, safer, greener, more resilient, smarter, more functional infrastructure for public services</li> </ul>	<ul style="list-style-type: none"> <li>• Increased cyber risks (need to be properly mitigated with best practices)</li> </ul>

**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: \$2,713,769
  - 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	06/30/24	Syllabus completed
Develop with HR and SkillSoft an internal annual Lean Six Sigma and Process Improvement online training program	06/30/24	Recurring courses added to the Skillsoft online catalog
Year 1 green belt FIU training implementation funding and coordination with faculty	03/31/25	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
\$50,000	Annual LSS Process Improvement Consulting Services
<b>\$100,000</b>	<b>Total</b>

- 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"> <li>• Cost savings from business process &amp; improvements</li> </ul>	Loss of productivity during training days <ul style="list-style-type: none"> <li>• Cost for implementation and training</li> </ul>
Residents	<ul style="list-style-type: none"> <li>• Increased satisfaction with City services</li> </ul>	<ul style="list-style-type: none"> <li>• Funds expended in support of this action plan will not be available for other projects</li> </ul>

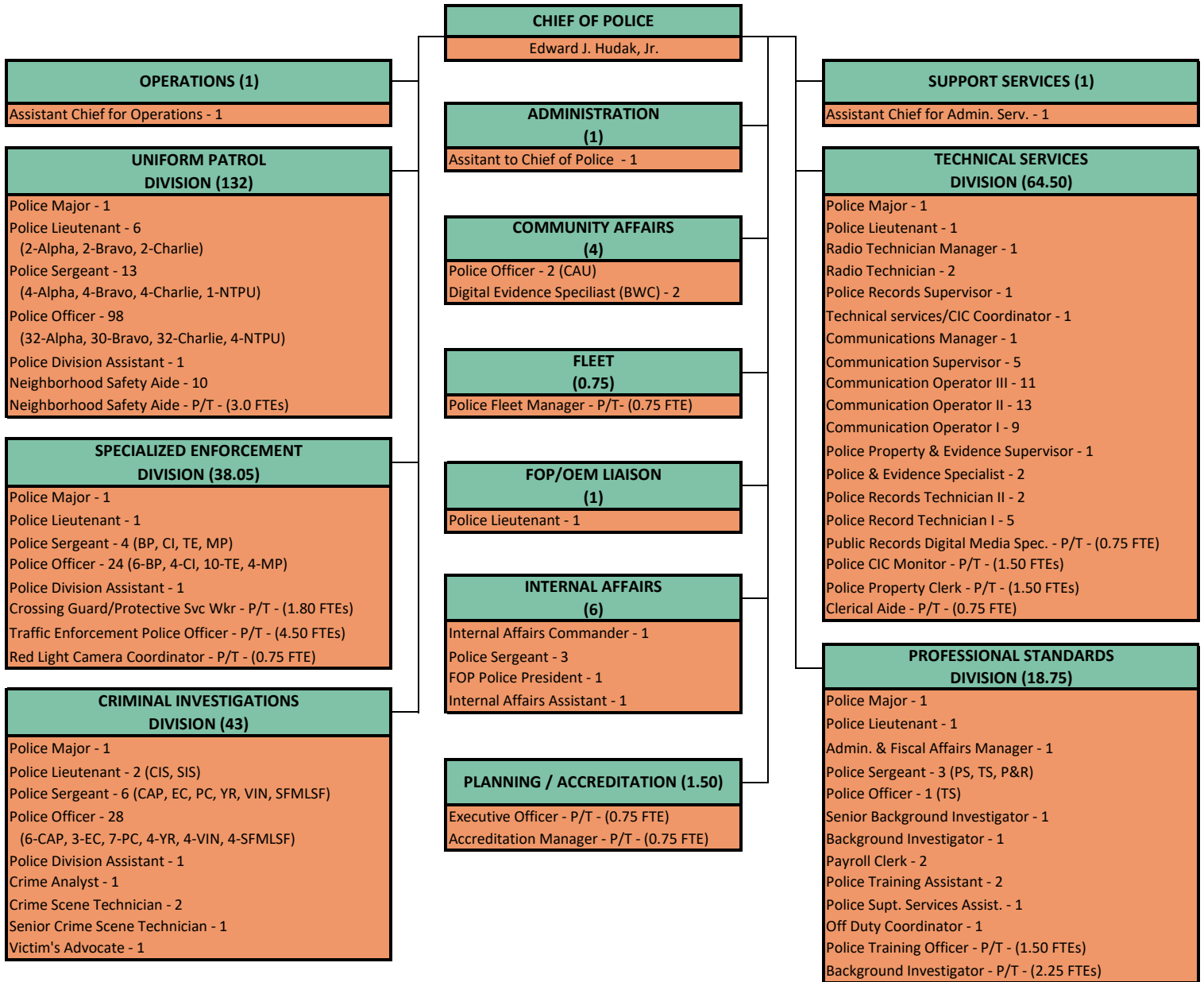
**What are the positive and negative financial impacts (costs / benefits and return on investment)?**

- + \$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

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**

**POLICE**

**ORGANIZATION CHART**



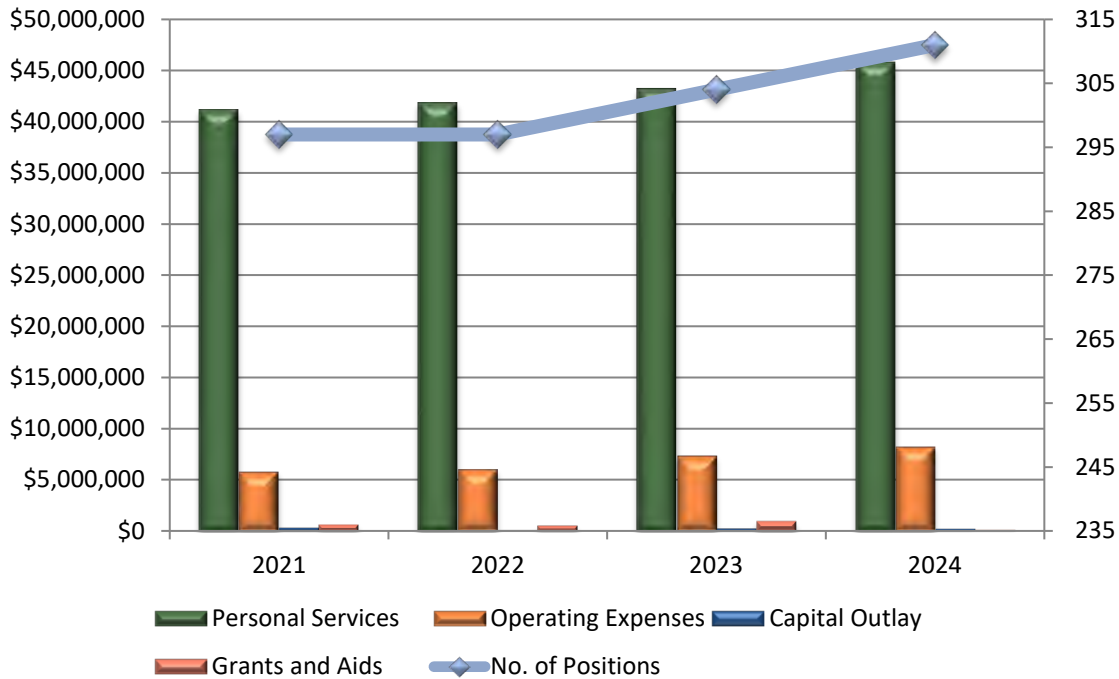
**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



**POLICE DEPARTMENT  
BUDGET AND POSITION SUMMARY**

	<u>2020-2021 ACTUAL</u>	<u>2021-2022 ACTUAL</u>	<u>2022-2023 BUDGET</u>	<u>2023-2024 BUDGET</u>
Salaries & Benefits	41,153,103	41,861,176	43,235,282	45,776,653
Operating Expenses	5,789,339	6,056,821	7,364,816	8,249,303
Capital Outlay	283,758	62,129	234,865	179,466
Grants and Aids	588,615	520,550	909,931	128,498
<b>Total</b>	<b><u>47,814,815</u></b>	<b><u>48,500,676</u></b>	<b><u>51,744,894</u></b>	<b><u>54,333,920</u></b>
Full Time Headcount	275.00	275.00	283.00	290.00
Part Time FTE's	22.05	22.05	21.30	20.55
<b>Total Headcount &amp; FTE's</b>	<b><u>297.05</u></b>	<b><u>297.05</u></b>	<b><u>304.30</u></b>	<b><u>310.55</u></b>

**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, Body Worn Camera Unit, Community Affairs Unit, Fleet Management, 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 has numerous responsibilities which includes protecting life and property through the enforcement of laws and regulations, proactively patrolling assigned areas, crime prevention patrols and crime suppression efforts while responding to calls for police service and conducting preliminary and follow-up criminal and traffic investigations. The Uniform Patrol Division's operations also include S.W.A.T Team, Crisis Negotiations Team, and K9 team response. Also, this division oversees the security guard services offered city-wide.

The **Specialized Enforcement Division** provides 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, undercover operations, dignitary protection, youth resource programs, crime intelligence and analysis, victim advocacy, and crime scene investigations. Additionally, division personnel actively participate in various local, state, and federal law enforcement task forces.

The **Technical Services Division** provides services that include the Communication Section, Records Management, Data Management Section, Radio Shop, Community Information Center (CIC), and the Property & Evidence Section. It is responsible for all citywide radio communications, 911 phone service, dispatching of all calls for service 24 hours a day, the secure storage of evidence and the safeguarding and maintenance of all Police Department records. The Division is also responsible for the CIC, which manages and provides evidentiary media that is recorded on the City Video Management System.

The **Professional Standards Division** provides services that includes the Personnel Selection Section, Training Section, Planning and Research Section, Off Duty Section, Payroll Section, and the Administrative & Fiscal Affairs Section. This division prepares the annual Police Department proposed budget estimate and oversees all Police Department fiscal expenditure activity. It is responsible for the recruitment, background and hiring of Police Department Personnel.

## 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**  
**2023-2024 BUDGET**

**POLICE**

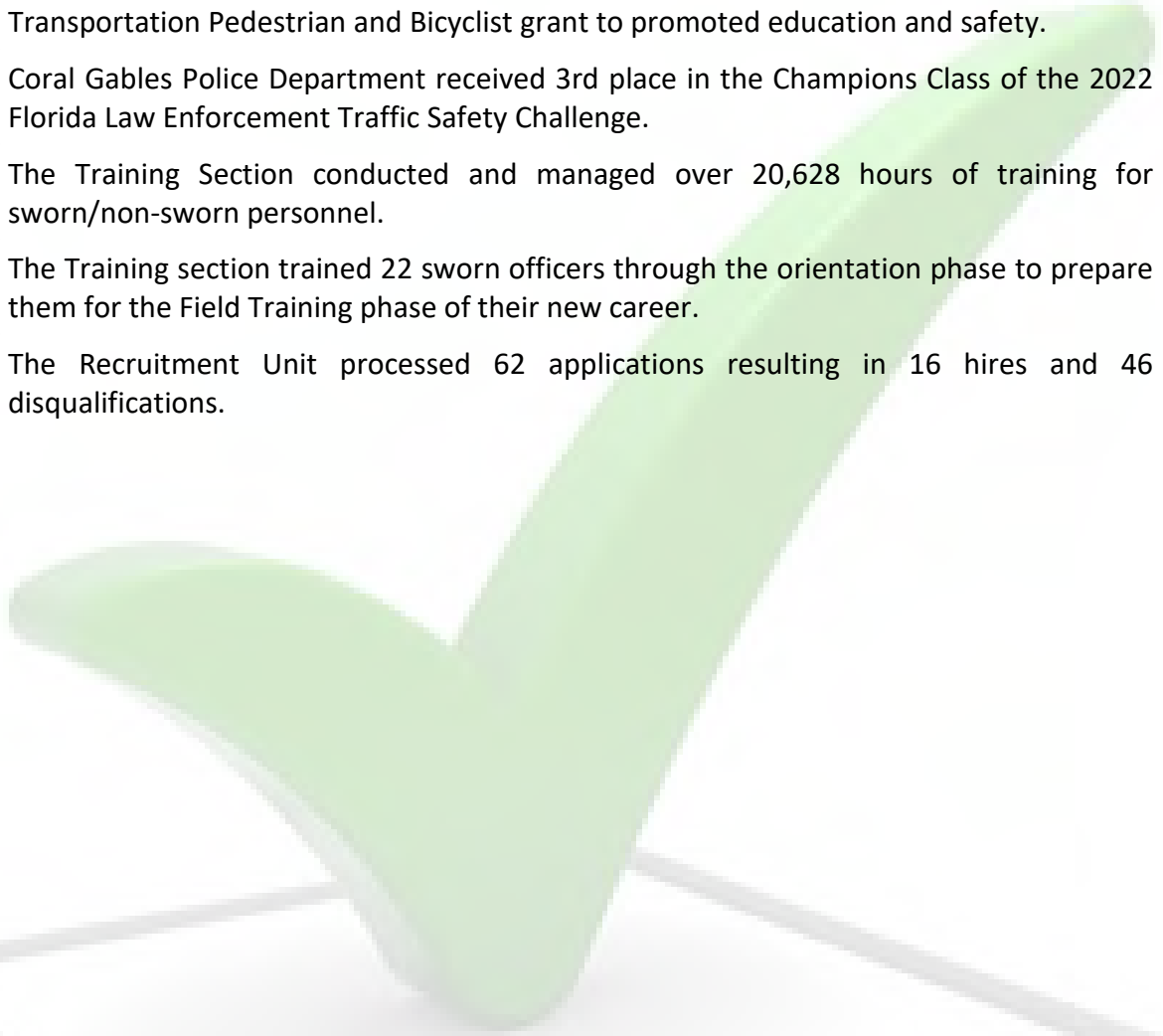
**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS**

- ✓ The Neighborhood Safety Aid Unit was fully staffed making it possible to provide the entire City with a better quality of life in all neighborhoods, due to their increased visibility, community engagement, community assistance, and community education.
- ✓ The Neighbor Safety Aid Unit has a full fleet of electric Bolt vehicles that provides more coverage throughout the day, while maintaining the fleet green and environmentally friendly.
- ✓ Successfully completed training for two (2) operators, in all four phases, CT, TT, PD & FD. They also attained their PST certification, giving them the ability to operate all disciplines within the Communication Center.
- ✓ Communications Acquired the Emergency Priority Dispatch for police. This allows our Communication Operators the ability to recognize life-threatening situations and to safely prioritize calls for the police department.
- ✓ Data Management transitioned from Central Square to the Tracs system. It provides better data collection which leads to better effectiveness of our resources.
- ✓ The Community Affairs Unit will unveil the Veteran's Police Vehicle.
- ✓ YRU – hosted 3 D.A.R.E. graduations (7 classes taught) 186 students graduated.
- ✓ SIS – 1 Detective assigned to the SAO's Human Trafficking Section. This new role provides enhanced investigative capabilities as it relates to sex trafficking and forced labor.
- ✓ CID – 2 Detectives deputized/ onboarded to Secret Service Miami Cyber Fraud Task Force. This new role provides CID leverage in the areas of digital forensics and cyber investigation.
- ✓ Sergeant Melissa DeJong, supervisor of the Youth Resource Unit, was presented at the Annual South Florida Police Explorers Awards Ceremony with the William H. Spurgeon, III Award, the highest recognition for individuals who have rendered outstanding leadership to the Police Exploring program.
- ✓ The Professional Standards Division (PSD) Planning & Research (P&R) Section has completed a total of thirty-seven (37) PSD projects during the first (1st) half of Fiscal Year 2023 (FY23). The P&R Section's accomplishments are broken down as follows:
  - Six (6) Standard Operating Procedures
  - Five (5) Manuals
  - Three (3) Directives
  - Seventeen (17) Forms
  - Thirteen (13) Others (Planning and/or Research Related)

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ Awarded and executed for a second consecutive year the Florida Department of Transportation Pedestrian and Bicyclist grant to promoted education and safety.
- ✓ Coral Gables Police Department received 3rd place in the Champions Class of the 2022 Florida Law Enforcement Traffic Safety Challenge.
- ✓ The Training Section conducted and managed over 20,628 hours of training for sworn/non-sworn personnel.
- ✓ The Training section trained 22 sworn officers through the orientation phase to prepare them for the Field Training phase of their new career.
- ✓ The Recruitment Unit processed 62 applications resulting in 16 hires and 46 disqualifications.



**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



001 GENERAL FUND  
**POLICE DEPARTMENT**  
**5000 ADMINISTRATION DIVISION**  
 521 LAW ENFORCEMENT

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	BUDGET HEADCOUNT	SALARIES
<b>FULL TIME POSITIONS</b>						
5025	Police Chief	1.00	1.00	1.00	1.00	\$ 233,237
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	176,494
5039	Internal Affairs Commander	1.00	1.00	1.00	1.00	149,185
5045	Police Lieutenant - FOP Office	1.00	1.00	1.00	1.00	157,108
5021	Police Sergeant	3.00	3.00	3.00	3.00	401,612
5090	FOP Police President	-	-	1.00	1.00	105,822
5020	Police Officer	1.00	1.00	2.00	2.00	161,945
5024	Investigations Assistant	1.00	1.00	-	0.00	-
0132	Assistant to Chief of Police	1.00	1.00	1.00	1.00	82,909
5051	Internal Affairs Assistant	-	-	1.00	1.00	57,805
5050	Police BWC Coordinator	-	-	2.00	2.00	114,056
8888	Overtime	-	-	-	-	44,257
9999	Holiday Worked Pay	-	-	-	-	8,500
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>11.00</b>	<b>11.00</b>	<b>15.00</b>	<b>15.00</b>	<b>1,692,930</b>
<b>PART TIME POSITIONS</b>						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
4022	Police Fleet Manager - P/T	1.00	0.75	0.75	0.75	64,235
0219	Accreditation Manager - P/T	1.00	0.75	0.75	0.75	68,716
9024	Executive Officer	1.00	0.75	0.75	0.75	64,110
<b>TOTAL PART TIME FTE's</b>		<b>3.00</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>197,061</b>
<b>TOTAL</b>		<b>13.25</b>	<b>13.25</b>	<b>17.25</b>	<b>17.25</b>	<b>\$ 1,889,991</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 1,800,746	\$ 1,537,340	\$ 1,526,991	\$ 1,889,991
2000 Employee Benefits - See Other Cost Dist.	915,929	790,334	787,562	1,032,568
3118 Prof Serv - Misc/Other	30,853	31,335	33,501	33,501
4000 Travel - Local	1,795	2,075	3,500	3,500
4011 Mobile Phone Allowance	1,380	520	-	-
4200 Postage	154	325	1,720	1,720
4400 Rental - Mach & Equip	51,700	45,215	10,460	57,000
4402 Rental - Land & Buildings	-	5,856	7,000	7,000
4500 General Liability Insurance	81,188	67,392	85,732	96,585
4610 Repair/Maint - Office Equip	590	318	790	790
4611 Repair/Maint - Oper Equip	187	-	1,000	1,000

**EXPENDITURE DETAIL**

	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>	<u>2023-2024</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
4630 Service Alloc - Flt Mgmt - Opr	52,575	58,266	25,675	41,195
4631 Service Alloc - Flt Mgmt - Rpl	-	-	39,974	126,104
4632 Service Alloc - Flt - Fuel	-	-	-	31,784
4633 Service Alloc - Gen Services	144,225	143,870	153,756	159,114
4700 Special Printed Forms	4,672	3,474	5,220	5,220
4900 Misc Exp - Other	6,780	8,984	9,290	9,290
4910 Misc Exp - Court & Investigate	6,843	4,036	6,080	6,080
5100 Supplies - Office	15,359	3,754	5,500	5,500
5202 Supplies - Chemicals & Photo	289	-	500	500
5206 Supplies - Food - Event/Resale	1,977	3,279	3,500	3,500
5208 Supplies - Household & Instit	-	1,451	1,550	1,550
5220 Uniform - Allowance	11,019	11,906	11,814	10,900
5400 Membership Dues/Subscriptions	5,060	2,832	6,715	6,855
5401 Software Subscriptions & Maint	6,666	-	21,346	-
5500 Employee Training	9,664	11,977	13,000	13,000
5501 Special Police Education	2,326	12,557	30,601	10,000
6425 Equip Adds (Cap) - Misc	3,000	-	56,000	3,000
8204 Grants - Camillus House	117,076	88,730	148,243	128,498
9901 Contingency - Soft Reductions	<u>-</u>	<u>-</u>	<u>5,000</u>	<u>-</u>
<b>TOTAL</b>	<b><u>\$ 3,272,053</u></b>	<b><u>\$ 2,835,826</u></b>	<b><u>\$ 3,002,020</u></b>	<b><u>\$ 3,685,745</u></b>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



001 GENERAL FUND  
**POLICE DEPARTMENT**  
**5010 UNIFORM PATROL DIVISION**  
 521 LAW ENFORCEMENT

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
5026	Police Major	1.00	1.00	1.00	1.00	\$ 163,998
5022	Police Lieutenant	6.00	6.00	6.00	6.00	877,096
5021	Police Sergeant	13.00	13.00	13.00	13.00	1,653,762
5020	Police Officer	88.00	88.00	93.00	98.00	7,633,161
5038	Neighborhood Safety Aide	10.00	10.00	10.00	10.00	422,787
0032	Police Division Assistant	1.00	1.00	1.00	1.00	69,099
8888	Overtime	-	-	-	-	347,258
9999	Holiday Worked Pay	-	-	-	-	210,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>119.00</b>	<b>119.00</b>	<b>124.00</b>	<b>129.00</b>	<b>11,377,161</b>
<u>PART TIME POSITIONS</u>		<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>
9021	Neighborhood Safety Aide - P/T	4.00	3.00	3.00	3.00	3.00
<b>TOTAL PART TIME FTE's</b>		<b>4.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>TOTAL</b>		<b>122.00</b>	<b>122.00</b>	<b>127.00</b>	<b>132.00</b>	<b>\$ 11,377,161</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 9,659,500	\$ 10,030,574	\$ 10,572,204	\$ 11,377,161
2000 Employee Benefits - See Other Cost Dist.	7,339,162	7,612,804	7,793,963	8,117,970
3118 Prof Serv - Misc/Other	491,211	446,986	515,140	515,140
4000 Travel - Local	11,188	8,353	8,500	8,500
4011 Mobile Phone Allowance	1,040	260	-	-
4500 General Liability Insurance	459,454	460,847	593,573	581,414
4610 Repair/Maint - Office Equip	-	-	-	30,000
4611 Repair/Maint - Oper Equip	2,063	2,448	2,200	2,200
4630 Service Alloc - Flt Mgmt - Opr	1,074,130	1,165,560	679,110	662,211
4631 Service Alloc - Flt Mgmt - Rpl	-	-	668,692	1,190,767
4632 Service Alloc - Flt - Fuel	-	-	-	534,652
4633 Service Alloc - Gen Services	191,095	190,625	203,723	210,822
4700 Special Printed Forms	1,933	1,197	2,000	2,000
5100 Supplies - Office	5,993	5,985	7,977	7,977
5200 Supplies - Ammunition	27,938	5,899	48,274	39,669

**EXPENDITURE DETAIL**

	<b>2020-2021</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
5202 Supplies - Chemicals & Photo	559	758	800	800
5205 Supplies - Animals	19,916	17,069	28,000	38,000
5206 Supplies - Food - Event/Resale	436	528	600	600
5208 Supplies - Household & Instit	791	818	800	800
5220 Uniform - Allowance	88,779	90,004	116,140	115,640
5222 Uniform - Purchase/Rental	18,607	10,248	30,070	40,237
5231 Equipment (Oper) - Minor/Tools	13,595	16,538	13,597	13,597
5400 Membership Dues/Subscriptions	1,220	1,826	2,175	2,175
5500 Employee Training	17,035	26,417	68,035	68,035
6405 Equip Repl (Cap) - Misc	15,444	-	-	-
6425 Equip Adds (Cap) - Misc	115,472	2,586	123,905	131,466
9901 Contingency - Soft Reductions	<u>-</u>	<u>-</u>	<u>110,000</u>	<u>-</u>
<b>TOTAL</b>	<b><u>\$ 19,556,561</u></b>	<b><u>\$ 20,098,330</u></b>	<b><u>\$ 21,589,478</u></b>	<b><u>\$ 23,691,833</u></b>



**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



001 GENERAL FUND  
**POLICE DEPARTMENT**  
**5020 CRIMINAL INVESTIGATIONS DIVISION**  
 521 LAW ENFORCEMENT

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	BUDGET HEADCOUNT	SALARIES
	<u>FULL TIME POSITIONS</u>					
5026	Police Major	1.00	1.00	1.00	1.00	\$ 201,336
5022	Police Lieutenant	2.00	2.00	2.00	2.00	306,594
5021	Police Sergeant	6.00	6.00	6.00	6.00	804,044
5020	Police Officer	28.00	28.00	28.00	28.00	2,517,896
0032	Police Division Assistant	1.00	1.00	1.00	1.00	69,413
5033	Crime Analyst	1.00	1.00	1.00	1.00	53,149
5027	Crime Scene Technician	2.00	2.00	2.00	2.00	103,907
5031	Senior Crime Scene Tech.	1.00	1.00	1.00	1.00	71,357
5037	Victim's Advocate	1.00	1.00	1.00	1.00	65,284
8888	Overtime	-	-	-	-	363,241
9999	Holiday Pay	-	-	-	-	80,000
<b>TOTAL</b>		<b>43.00</b>	<b>43.00</b>	<b>43.00</b>	<b>43.00</b>	<b>\$ 4,636,221</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 4,300,556	\$ 4,150,862	\$ 4,335,391	\$ 4,636,221
2000 Employee Benefits - See Other Cost Dist.	2,952,748	3,003,571	2,979,827	3,046,416
3118 Prof Serv - Misc/Other	1,025	523	1,500	1,500
4000 Travel - Local	1,502	(128)	2,000	2,000
4011 Mobile Phone Allowance	100	-	-	-
4200 Postage	7	16	150	150
4400 Rental - Mach & Equip	1,188	1,091	4,000	4,000
4500 General Liability Insurance	200,375	199,338	243,409	236,928
4610 Repair/Maint - Office Equip	645	-	1,000	1,000
4611 Repair/Maint - Oper Equip	470	-	2,380	2,380
4630 Service Alloc - Flt Mgmt - Opr	277,945	295,937	228,274	87,647
4631 Service Alloc - Flt Mgmt - Rpl	-	-	116,729	88,338
4632 Service Alloc - Flt - Fuel	-	-	-	58,261
4633 Service Alloc - Gen Services	154,433	154,052	164,637	170,374
4700 Special Printed Forms	1,310	361	1,500	1,500
4900 Misc Exp - Other	552	1,493	2,000	2,000
4909 Misc Exp - Info & Credit Check	38,216	34,443	41,000	41,000

**EXPENDITURE DETAIL**

	<u>2020-2021</u> <u>ACTUAL</u>	<u>2021-2022</u> <u>ACTUAL</u>	<u>2022-2023</u> <u>BUDGET</u>	<u>2023-2024</u> <u>BUDGET</u>
4910 Misc Exp - Court & Investigate	159,064	127,080	130,750	130,750
5100 Supplies - Office	10,237	7,512	15,100	15,100
5202 Supplies - Chemicals & Photo	5,123	3,667	6,000	6,000
5207 Supplies - Fuel & Lubricants	-	-	1,000	1,000
5208 Supplies - Household & Instit	941	975	1,000	1,000
5220 Uniform - Allowance	36,212	41,756	46,937	49,895
5231 Equipment (Oper) - Minor/Tools	5,256	1,832	5,550	5,550
5400 Membership Dues/Subscriptions	1,485	2,130	2,980	2,980
5401 Software Subscriptions & Maint	8,974	11,435	11,435	11,435
5500 Employee Training	20,796	34,714	29,520	26,520
8000 Grants - Federal	456,889	423,244	756,844	-
9901 Contingency - Soft Reductions	<u>-</u>	<u>-</u>	<u>3,000</u>	<u>-</u>
<b>TOTAL</b>	<b><u>\$ 8,636,049</u></b>	<b><u>\$ 8,495,904</u></b>	<b><u>\$ 9,133,913</u></b>	<b><u>\$ 8,629,945</u></b>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



001 GENERAL FUND  
POLICE DEPARTMENT  
5030 TECHNICAL SERVICES DIVISION  
521 LAW ENFORCEMENT

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE FULL TIME POSITIONS	NUMBER OF AUTHORIZED POSITIONS					SALARIES
		2020-2021	2021-2022	2022-2023	2023-2024		
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	BUDGET HEADCOUNT		
5026	Police Major	1.00	1.00	1.00	1.00	\$ 182,850	
5022	Police Lieutenant	1.00	1.00	1.00	1.00	157,511	
5005	Radio Technician Manager	1.00	1.00	1.00	1.00	119,249	
5004	Radio Technician	2.00	2.00	2.00	2.00	130,394	
5007	Police Records Supervisor	1.00	1.00	1.00	1.00	87,746	
5013	Technical services/CIC Coordinator	1.00	1.00	1.00	1.00	77,125	
6316	Communications Manager	1.00	1.00	1.00	1.00	98,173	
5018	Communication Supervisor	4.00	5.00	5.00	5.00	489,223	
5049	Communication Operator III	11.00	11.00	11.00	11.00	770,878	
5016	Communication Operator II	13.00	13.00	13.00	13.00	776,196	
5015	Communication Operator I	10.00	9.00	9.00	9.00	438,615	
5008	Police Property & Evidence Supervisor	1.00	1.00	1.00	1.00	88,501	
5006	Property & Evidence Specialist	2.00	2.00	2.00	2.00	94,432	
5053	Police Records Assistant Supervisor	-	-	1.00	1.00	63,441	
5012	Police Records Technician II	3.00	3.00	2.00	2.00	122,114	
5011	Police Records Technician I	5.00	5.00	5.00	5.00	236,307	
8888	Overtime	-	-	-	-	300,000	
9999	Holiday Pay	-	-	-	-	73,000	
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>57.00</b>	<b>57.00</b>	<b>57.00</b>	<b>57.00</b>	<b>4,305,755</b>	
<b>PART TIME POSITIONS</b>							
	<b>TITLE</b>	<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
5046	Public Records Digital Media Specialist - P/	1.00	0.75	0.75	0.75	42,181	
5048	Police CIC Monitor - P/T	2.00	1.50	1.50	1.50	91,123	
5041	Police Property Clerk - P/T	2.00	1.50	1.50	1.50	32,544	
9006	Clerical Aide - P/T	1.00	0.75	0.75	0.75	24,668	
<b>TOTAL PART TIME FTE's</b>		<b>6.00</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>190,516</b>	
<b>TOTAL</b>		<b>61.50</b>	<b>61.50</b>	<b>61.50</b>	<b>61.50</b>	<b>\$ 4,496,271</b>	

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 4,346,299	\$ 4,164,182	\$ 4,386,422	\$ 4,496,271
2000 Employee Benefits - See Other Cost Dist.	2,315,280	2,437,115	2,517,250	2,513,394
3118 Prof Serv - Misc/Other	1,062	830	36,872	9,300
4400 Rental - Mach & Equip	-	16,400	7,950	-
4410 Lease Equipment	12,000	12,000	-	-
4500 General Liability Insurance	190,379	195,321	247,165	229,776
4610 Repair/Maint - Office Equip	1,233	281	1,500	1,500
4611 Repair/Maint - Oper Equip	9,043	44,085	33,337	60,337
4630 Service Alloc - Flt Mgmt - Opr	56,606	61,872	35,534	23,458

**EXPENDITURE DETAIL**

	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>	<u>2023-2024</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
4631 Service Alloc - Flt Mgmt - Rpl	-	-	34,973	23,852
4632 Service Alloc - Flt - Fuel	-	-	-	9,355
4633 Service Alloc - Gen Services	200,226	199,733	213,457	220,895
4700 Special Printed Forms	2,844	3,593	4,800	4,800
4900 Misc Exp - Other	651	380	1,400	1,400
5100 Supplies - Office	13,101	14,746	16,600	16,600
5206 Supplies - Food - Event/Resale	1,163	892	2,906	2,906
5208 Supplies - Household & Instit	2,864	4,090	5,025	5,025
5220 Uniform - Allowance	2,070	35,117	51,840	31,200
5221 Uniform - Protective (PPE)	109	296	-	-
5231 Equipment (Oper) - Minor/Tools	4,160	4,153	4,675	9,675
5242 Parts - Misc Equip	36,515	35,083	43,150	36,150
5400 Membership Dues/Subscriptions	6,006	7,197	8,215	1,165
5401 Software Subscriptions & Maint	146,653	150,464	184,438	164,438
5500 Employee Training	30,448	15,499	43,224	39,874
6405 Equip Repl (Cap) - Misc	107,484	32,205	7,560	-
6425 Equip Adds (Cap) - Misc	<u>31,477</u>	<u>-</u>	<u>17,000</u>	<u>-</u>
<b>TOTAL</b>	<b><u>\$ 7,517,673</u></b>	<b><u>\$ 7,435,534</u></b>	<b><u>\$ 7,905,293</u></b>	<b><u>\$ 7,901,371</u></b>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



001 GENERAL FUND  
**POLICE DEPARTMENT**  
**5040 PROFESSIONAL STANDARDS DIVISION**  
521 LAW ENFORCEMENT

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS					SALARIES
		2020-2021	2021-2022	2022-2023	2023-2024		
		ACTUAL	ACTUAL	BUDGET	BUDGET		
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>		
5026	Police Major	1.00	1.00	1.00	1.00	\$ 170,822	
5022	Police Lieutenant	1.00	1.00	1.00	1.00	155,442	
0813	Administrative & Fiscal Affairs Manager	1.00	1.00	1.00	1.00	85,253	
5021	Police Sergeant	3.00	3.00	3.00	3.00	396,011	
5020	Police Officer	1.00	1.00	1.00	1.00	62,097	
5055	Sr. Background Investigator	-	-	-	1.00	96,980	
5054	Background Investigator	-	-	-	1.00	72,420	
0305	Payroll Clerk	2.00	2.00	2.00	2.00	131,469	
5001	Police Training Specialist	2.00	2.00	2.00	2.00	126,026	
5014	Police Supt. Services Assistant	1.00	1.00	1.00	1.00	43,966	
6104	Off Duty Coordinator	1.00	1.00	1.00	1.00	43,972	
9999	Holiday Pay	-	-	-	-	6,500	
8888	Overtime	-	-	-	-	32,500	
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>15.00</b>	<b>1,423,458</b>	
<u>PART TIME POSITIONS</u>		<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	
0224	Police Training Officer - P/T	2.00	0.75	0.75	1.50	114,265	
0102	Sr. Background Investigator - P/T	-	0.75	0.75	0.75	-	
0075	Background Investigator - P/T	4.00	3.75	3.75	3.00	95,470	
5028	Trainer - P/T	1.00	0.75	0.75	-	-	
<b>TOTAL PART TIME FTE's</b>		<b>7.00</b>	<b>6.00</b>	<b>6.00</b>	<b>5.25</b>	<b>209,735</b>	
<b>TOTAL</b>		<b>19.00</b>	<b>19.00</b>	<b>18.25</b>	<b>18.75</b>	<b>\$ 1,633,193</b>	

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 1,113,876	\$ 1,445,520	\$ 1,496,170	\$ 1,633,193
2000 Employee Benefits - See Other Cost Dist.	635,242	794,469	807,163	963,559
3118 Prof Serv - Misc/Other	-	54	13,000	13,000
4500 General Liability Insurance	57,252	71,279	84,002	83,462
4610 Repair/Maint - Office Equip	567	309	300	300
4611 Repair/Maint - Oper Equip	4,140	1,142	4,296	4,296
4630 Service Alloc - Flt Mgmt - Opr	64,488	68,652	54,582	52,711
4631 Service Alloc - Flt Mgmt - Rpl	-	-	25,429	38,931
4632 Service Alloc - Flt - Fuel	-	-	-	23,359
4633 Service Alloc - Gen Services	188,771	188,306	201,245	208,258
4700 Special Printed Forms	105	32	7,780	7,780

**EXPENDITURE DETAIL**

	<b>2020-2021</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
4910 Misc Exp - Court & Investigate	11,973	19,984	16,962	16,962
5100 Supplies - Office	5,880	10,408	12,691	12,700
5200 Supplies - Ammunition	62,183	73,361	91,713	94,684
5208 Supplies - Household & Instit	1,003	854	1,120	1,120
5220 Uniform - Allowance	70,645	79,442	90,146	89,827
5222 Uniform - Purchase/Rental	18,500	20,600	22,000	22,715
5231 Equipment (Oper) - Minor/Tools	6,663	6,201	7,500	47,744
5242 Parts - Misc Equip	17,352	10,822	13,000	13,423
5400 Membership Dues/Subscriptions	1,385	1,500	3,410	3,410
5500 Employee Training	103,322	188,886	219,775	186,371
6405 Equip Repl (Cap) - Misc	-	12,600	15,400	-
6425 Equip Adds (Cap) - Misc	-	6,800	-	-
8000 Grants - Federal	14,650	8,576	4,844	-
9901 Contingency - Soft Reductions	<u>-</u>	<u>-</u>	<u>28,000</u>	<u>-</u>
<b>TOTAL</b>	<b><u>\$ 2,377,997</u></b>	<b><u>\$ 3,009,797</u></b>	<b><u>\$ 3,220,528</u></b>	<b><u>\$ 3,517,805</u></b>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



001 GENERAL FUND  
**POLICE DEPARTMENT**  
**5050 SPECIALIZED ENFORCEMENT DIVISION**  
 521 LAW ENFORCEMENT

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
5026	Police Major	1.00	1.00	1.00	1.00	\$ 169,220
5022	Police Lieutenant	1.00	1.00	1.00	1.00	150,107
5021	Police Sergeant	4.00	4.00	4.00	4.00	514,200
5020	Police Officer	25.00	25.00	24.00	24.00	2,106,027
0032	Police Division Assistant	1.00	1.00	1.00	1.00	81,903
8888	Overtime	-	-	-	-	141,072
9999	Holiday Pay	-	-	-	-	70,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>32.00</b>	<b>32.00</b>	<b>31.00</b>	<b>31.00</b>	<b>3,232,529</b>
<b>PART TIME POSITIONS</b>		<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>
9004	Crossing Guard/Protective Svc Wkr - P/T	3.00	1.80	1.80	1.80	77,236
5220	Traffic Enforcement Police Officer	6.00	3.75	3.75	3.75	430,599
5000	Red Light Camera Coordinator - P?T	1.00	0.75	0.75	0.75	44,224
<b>TOTAL PART TIME FTE's</b>		<b>10.00</b>	<b>6.30</b>	<b>6.30</b>	<b>6.30</b>	<b>7.05</b>
<b>TOTAL</b>		<b>38.30</b>	<b>38.30</b>	<b>37.30</b>	<b>38.05</b>	<b>\$ 3,784,588</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 3,468,186	\$ 3,482,268	\$ 3,670,887	\$ 3,784,588
2000 Employee Benefits - See Other Cost Dist.	2,305,579	2,412,137	2,361,452	2,285,321
3118 Prof Serv - Misc/Other	-	97	-	-
4000 Travel - Local	91	381	2,000	2,000
4500 General Liability Insurance	168,318	167,296	206,101	193,406
4611 Repair/Maint - Oper Equip	17,702	14,863	19,200	18,200
4630 Service Alloc - Flt Mgmt - Opr	415,918	457,751	242,965	203,680
4631 Service Alloc - Flt Mgmt - Rpl	-	-	275,497	165,142
4632 Service Alloc - Flt - Fuel	-	-	-	122,492
4700 Special Printed Forms	2,395	3,984	6,050	6,050
4900 Misc Exp - Other	2,008	3,773	9,295	4,817
4910 Misc Exp - Court & Investigate	-	1,034	1,200	1,200
5100 Supplies - Office	2,619	2,897	3,500	3,500
5202 Supplies - Chemicals & Photo	465	423	600	600
5206 Supplies - Food - Event/Resale	-	870	2,000	2,000

**EXPENDITURE DETAIL**

	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>	<u>2023-2024</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
5220 Uniform - Allowance	38,767	41,221	48,915	43,725
5231 Equipment (Oper) - Minor/Tools	4,833	4,610	4,500	4,500
5400 Membership Dues/Subscriptions	820	662	1,000	1,000
5500 Employee Training	15,900	23,080	20,000	20,000
6405 Equip Repl (Cap) - Misc	10,881	7,938	15,000	15,000
6425 Equip Adds (Cap) - Misc	-	-	-	30,000
9901 Contingency - Soft Reductions	<u>-</u>	<u>-</u>	<u>3,500</u>	<u>-</u>
<b>TOTAL</b>	<b><u>\$ 6,454,482</u></b>	<b><u>\$ 6,625,285</u></b>	<b><u>\$ 6,893,662</u></b>	<b><u>\$ 6,907,221</u></b>



## 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	02/28/23	IT acquisition and implementation in Communications Section.
Communications Section staffing shortfalls eliminated	05/31/23	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.
<b>\$4,157,000</b>	<b>Total</b>

- 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><b>Unit Travel Time</b> <span style="float: right;">GOOD ↑</span></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"> <li>• Safer work environment;</li> <li>• Career development and skills enhancement opportunities;</li> <li>• Improved job satisfaction and engagement;</li> <li>• Better health and safety of officers and employees</li> </ul>	<ul style="list-style-type: none"> <li>• Training and changes require time, effort, and input from employees.</li> </ul>
Sr. Leadership	<ul style="list-style-type: none"> <li>• Overall improved performance from staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Required involvement to direct necessary changes.</li> </ul>
Residents and Public	<ul style="list-style-type: none"> <li>• Improved satisfaction with police response times</li> <li>• Less chance of victimization</li> <li>• Reduced exposure to dollar amount awards resulting from civil suits</li> </ul>	<ul style="list-style-type: none"> <li>• Resources required to implement these changes are not available for other projects.</li> </ul>

**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	10/01/23	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.
\$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).
<b>\$4,200,000</b>	<b>Total</b>

- 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																																																																						
<p><b>UCR Crime Rates</b></p> <p>GOOD ↓</p> <table border="1"> <caption>UCR Crime Rates Data (Estimated from Chart)</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>2017</td> <td>1,400</td> <td>2,700</td> <td>1,300</td> <td>2.4%</td> <td>3.1%</td> <td>1.9%</td> </tr> <tr> <td>2018</td> <td>1,300</td> <td>2,500</td> <td>1,100</td> <td>2.2%</td> <td>2.9%</td> <td>1.7%</td> </tr> <tr> <td>2019</td> <td>1,400</td> <td>2,300</td> <td>1,200</td> <td>2.3%</td> <td>2.7%</td> <td>1.8%</td> </tr> <tr> <td>2020</td> <td>1,200</td> <td>2,200</td> <td>1,100</td> <td>2.0%</td> <td>2.6%</td> <td>1.7%</td> </tr> <tr> <td>2021</td> <td>1,100</td> <td>2,100</td> <td>1,000</td> <td>1.9%</td> <td>2.5%</td> <td>1.6%</td> </tr> <tr> <td>2022 (P)</td> <td>1,000</td> <td>2,000</td> <td>1,000</td> <td>1.8%</td> <td>2.4%</td> <td>1.5%</td> </tr> <tr> <td>2023 (P)</td> <td>1,000</td> <td>2,000</td> <td>1,000</td> <td>1.8%</td> <td>2.4%</td> <td>1.5%</td> </tr> <tr> <td>2024 (P)</td> <td>1,000</td> <td>2,000</td> <td>1,000</td> <td>1.8%</td> <td>2.4%</td> <td>1.5%</td> </tr> <tr> <td>2025 (P)</td> <td>1,000</td> <td>2,000</td> <td>1,000</td> <td>1.8%</td> <td>2.4%</td> <td>1.5%</td> </tr> </tbody> </table>			Year	Coral Gables Incidents	Boca Raton Incidents	Jupiter Incidents	Coral Gables Rate (%)	Boca Raton Rate (%)	Jupiter Rate (%)	2017	1,400	2,700	1,300	2.4%	3.1%	1.9%	2018	1,300	2,500	1,100	2.2%	2.9%	1.7%	2019	1,400	2,300	1,200	2.3%	2.7%	1.8%	2020	1,200	2,200	1,100	2.0%	2.6%	1.7%	2021	1,100	2,100	1,000	1.9%	2.5%	1.6%	2022 (P)	1,000	2,000	1,000	1.8%	2.4%	1.5%	2023 (P)	1,000	2,000	1,000	1.8%	2.4%	1.5%	2024 (P)	1,000	2,000	1,000	1.8%	2.4%	1.5%	2025 (P)	1,000	2,000	1,000	1.8%	2.4%	1.5%
Year	Coral Gables Incidents	Boca Raton Incidents	Jupiter Incidents	Coral Gables Rate (%)	Boca Raton Rate (%)	Jupiter Rate (%)																																																																		
2017	1,400	2,700	1,300	2.4%	3.1%	1.9%																																																																		
2018	1,300	2,500	1,100	2.2%	2.9%	1.7%																																																																		
2019	1,400	2,300	1,200	2.3%	2.7%	1.8%																																																																		
2020	1,200	2,200	1,100	2.0%	2.6%	1.7%																																																																		
2021	1,100	2,100	1,000	1.9%	2.5%	1.6%																																																																		
2022 (P)	1,000	2,000	1,000	1.8%	2.4%	1.5%																																																																		
2023 (P)	1,000	2,000	1,000	1.8%	2.4%	1.5%																																																																		
2024 (P)	1,000	2,000	1,000	1.8%	2.4%	1.5%																																																																		
2025 (P)	1,000	2,000	1,000	1.8%	2.4%	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"> <li>• Safer work environment;</li> <li>• Career development and skills enhancement opportunities;</li> <li>• Improved job satisfaction and engagement.</li> </ul>	<ul style="list-style-type: none"> <li>• Training and changes require time, effort, and input from employees.</li> </ul>
Sr. Leadership	<ul style="list-style-type: none"> <li>• Overall improved performance from staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Required involvement to direct necessary changes.</li> </ul>
Residents and Public	<ul style="list-style-type: none"> <li>• Less chance of victimization.</li> </ul>	<ul style="list-style-type: none"> <li>• Resources required to implement these changes will not be available for other initiatives.</li> </ul>

**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).
<b>\$525,000</b>	<b>Total</b>

- Technology:

- Enhancement and replacements needed for traffic mitigation and education campaigns.
- Enhancements for Department-wide training.

- Knowledge/Training:

- All staff – 100 hours of training.

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

Measure	Target	Date																																																		
Crash rates	5% reduction annually of traffic accidents over 2022 baseline	09/30/23 09/30/24 09/30/25																																																		
<p><b>Traffic Accident Rates</b></p> <p>GOOD ↓</p> <table border="1"> <caption>Estimated Data from Traffic Accident Rates Chart</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>4.8%</td> </tr> <tr> <td>2018</td> <td>3,100</td> <td>4,600</td> <td>6.2%</td> <td>4.5%</td> </tr> <tr> <td>2019</td> <td>3,100</td> <td>4,700</td> <td>6.1%</td> <td>4.5%</td> </tr> <tr> <td>2020</td> <td>1,800</td> <td>4,700</td> <td>3.4%</td> <td>3.2%</td> </tr> <tr> <td>2021</td> <td>2,300</td> <td>4,400</td> <td>4.2%</td> <td>3.1%</td> </tr> <tr> <td>2022 (P)</td> <td>2,100</td> <td>4,600</td> <td>3.9%</td> <td>3.0%</td> </tr> <tr> <td>2023 (P)</td> <td>2,000</td> <td>3,400</td> <td>3.8%</td> <td>2.9%</td> </tr> <tr> <td>2024 (P)</td> <td>1,900</td> <td>3,200</td> <td>3.7%</td> <td>2.8%</td> </tr> <tr> <td>2025 (P)</td> <td>1,800</td> <td>3,100</td> <td>3.6%</td> <td>2.7%</td> </tr> </tbody> </table>			Year	Coral Gables Total Accidents	Davie Total Accidents	Coral Gables Accident Rate (%)	Davie Accident Rate (%)	2017	3,400	4,200	6.5%	4.8%	2018	3,100	4,600	6.2%	4.5%	2019	3,100	4,700	6.1%	4.5%	2020	1,800	4,700	3.4%	3.2%	2021	2,300	4,400	4.2%	3.1%	2022 (P)	2,100	4,600	3.9%	3.0%	2023 (P)	2,000	3,400	3.8%	2.9%	2024 (P)	1,900	3,200	3.7%	2.8%	2025 (P)	1,800	3,100	3.6%	2.7%
Year	Coral Gables Total Accidents	Davie Total Accidents	Coral Gables Accident Rate (%)	Davie Accident Rate (%)																																																
2017	3,400	4,200	6.5%	4.8%																																																
2018	3,100	4,600	6.2%	4.5%																																																
2019	3,100	4,700	6.1%	4.5%																																																
2020	1,800	4,700	3.4%	3.2%																																																
2021	2,300	4,400	4.2%	3.1%																																																
2022 (P)	2,100	4,600	3.9%	3.0%																																																
2023 (P)	2,000	3,400	3.8%	2.9%																																																
2024 (P)	1,900	3,200	3.7%	2.8%																																																
2025 (P)	1,800	3,100	3.6%	2.7%																																																
Essential training of personnel	100% of personnel	09/30/25																																																		

**Frequency & venue of review:**

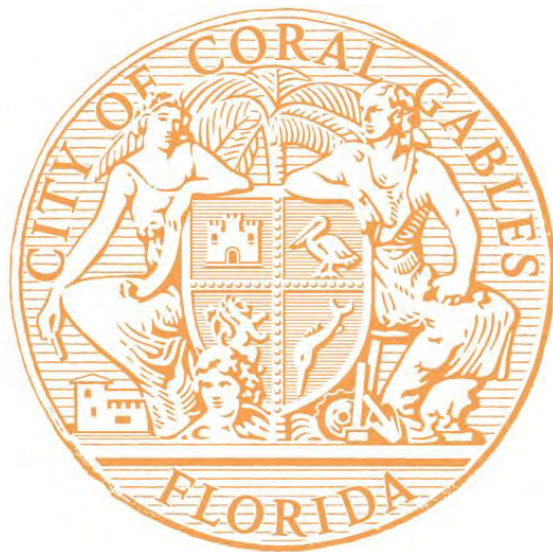
- Weekly meetings with Senior Staff for briefings on Division activities, goals, events.
- Monthly report detailing audits of crash reports and other crime statistics.
- Quarterly PSI meetings with other City Department Heads and internal stakeholders.
- Monthly meetings with City Manager.

**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"><li>• Safer work environment;</li><li>• Career development and skills enhancement opportunities;</li><li>• Improved job satisfaction and engagement.</li></ul>	<ul style="list-style-type: none"><li>• Training and changes require time, effort, and input from employees that are not available to support other initiatives.</li></ul>
Sr. Leadership	<ul style="list-style-type: none"><li>• Overall improved performance from staff.</li></ul>	<ul style="list-style-type: none"><li>• Leadership time required to direct and implement necessary changes is not available for other initiatives.</li></ul>
Residents and Public	<ul style="list-style-type: none"><li>• Less chance of victimization.</li></ul>	<ul style="list-style-type: none"><li>• Resources expended to implement these changes are not available for other initiatives.</li></ul>

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

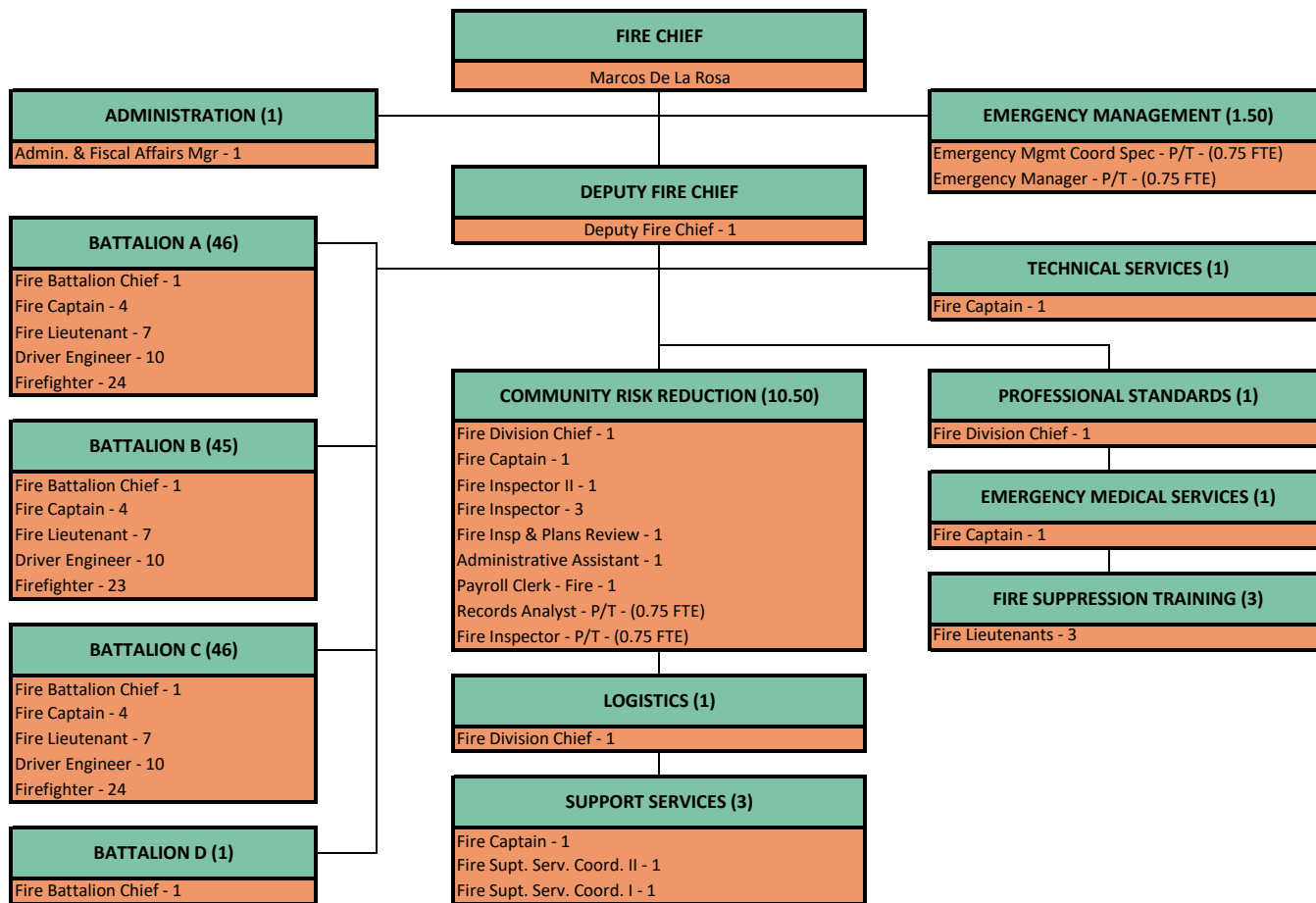
- Money:
  - Costs: \$225,000 in costs needed to support Department strategic plans.
  - Benefits: Undetermined savings from the results of reduced crime, increased/quicker response rate, better health and safety of officers and employees, increase capabilities of law enforcement, and reduced exposure 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.



This page left intentionally blank

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**

**FIRE  
ORGANIZATION CHART**



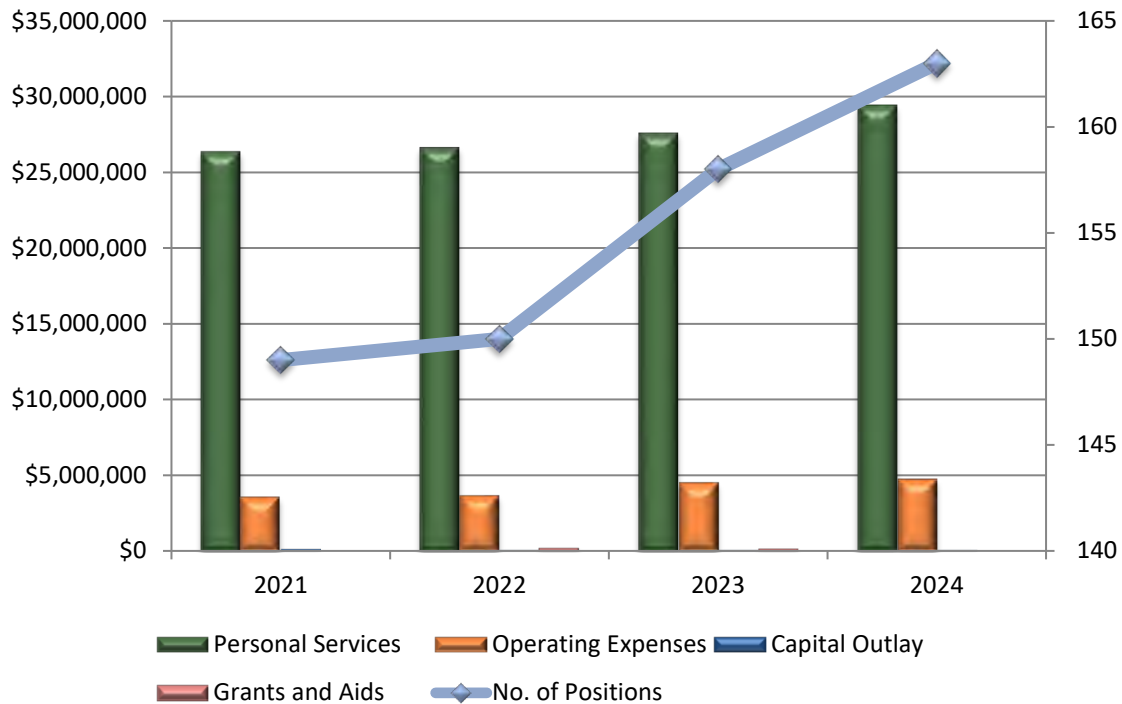
**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



**FIRE DEPARTMENT  
BUDGET AND POSITION SUMMARY**

	<u>2020-2021 ACTUAL</u>	<u>2021-2022 ACTUAL</u>	<u>2022-2023 BUDGET</u>	<u>2023-2024 BUDGET</u>
Salaries & Benefits	26,371,622	26,641,899	27,587,283	29,426,996
Operating Expenses	3,559,125	3,630,097	4,488,207	4,715,683
Capital Outlay	100,742	72,139	74,195	74,195
Grants and Aids	-	210,899	181,441	-
<b>Total</b>	<u><b>30,031,489</b></u>	<u><b>30,555,034</b></u>	<u><b>32,331,126</b></u>	<u><b>34,216,874</b></u>
Full Time Headcount	147.00	148.00	155.00	160.00
Part Time FTE's	2.25	2.25	3.00	3.00
<b>Total Headcount &amp; FTE's</b>	<u><b>149.25</b></u>	<u><b>150.25</b></u>	<u><b>158.00</b></u>	<u><b>163.00</b></u>

**EXPENDITURE/PERSONNEL COMPARISONS**



# Fire

---

## Department Function:

The Coral Gables Fire Department's principal 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 four 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 the 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.

The **Technical Service Division** is responsible for working in conjunction with the Police Department Technical Division for fire -rescue 911 communications as well as the Information Technology Department for fire rescue IT systems. The Division works to establish best practices in the response and coordination of fire – rescue communications at the 911 Communications Center as well as the management of the fire radio system. The Division manages the records management systems for the Fire Department.

## Department Goals:

1. Provide exceptional services that meet or exceed 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 professional career paths through education and training programs for all stakeholders.
5. Develop and provide 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**  
**2023-2024 BUDGET**

**FIRE**

**FISCAL YEAR 2023 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<sup>®</sup> 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 provided for training of personnel as well as the equipment necessary to responds to incidents that involved technical rescues such as confined spaces and construction related incidents. 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**  
**2023-2024 BUDGET**

**FISCAL YEAR 2023 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:	FY22			FY23		FY24
	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%	Ongoing	●	100%	Ongoing	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	600	●	600	400	600
Conduct fire & life safety presentations at various locations	50	50	▲	50	45	50
Track and analyze emergency response times to ensure attainment of benchmarks in accordance with the Commission on Fire Accreditation International (CFAI) standards. First Unit arrival within 8 minutes, or less Total Response Time (TRT)	90%	90%	●	90%	Pending	90%
Provide ISO, OSHA, NFPA, State Fire Marshal, and DOD/HS training for each firefighter annually	100%	100%	●	100%	100%	100%
Provide required HRS training to all Emergency Medical Technicians and Paramedics annually	100%	100%	●	100%	100%	100%

**Legend**

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



**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



001 GENERAL FUND  
**FIRE DEPARTMENT**  
**5500 OPERATIONS**  
522 FIRE CONTROL

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
5130	Fire Chief	1.00	1.00	1.00	1.00	\$ 227,530
5129	Deputy Fire Chief	1.00	1.00	1.00	1.00	209,998
5125	Fire Division Chief	3.00	3.00	2.00	2.00	363,981
5120	Fire Battalion Chief	4.00	4.00	4.00	4.00	665,330
5118	Fire Captain	15.00	16.00	15.00	15.00	2,181,987
5114	Fire Lieutenant	24.00	24.00	24.00	24.00	2,940,493
0813	Administrative & Fiscal Affairs Manager	1.00	1.00	1.00	1.00	103,662
5113	Fire Inspector II	1.00	1.00	-	-	-
5112	Fire Inspector	3.00	3.00	-	-	-
0306	Payroll Clerk - Fire	1.00	1.00	-	-	-
5107	Fire Supp. Serv. Coord. II	1.00	1.00	1.00	1.00	58,440
5101	Fire Supp. Serv. Coord. I	1.00	1.00	1.00	1.00	55,867
5105	Firefighter	91.00	91.00	96.00	101.00	8,863,831
8888	Overtime	-	-	-	-	743,060
9999	Holiday Pay	-	-	-	-	583,000
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>147.00</b>	<b>148.00</b>	<b>146.00</b>	<b>151.00</b>	<b>16,997,179</b>
<b>PART TIME POSITIONS</b>		<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
0815	Records Analyst - Fire - P/T	1.00	0.75	0.75	0.00	-
0077	Emergency Mgmt Coord Specialist - P/T	1.00	0.75	0.75	0.75	42,991
0099	Emergency Management Planner - P/T	1.00	0.75	0.75	0.75	89,595
<b>TOTAL PART TIME FTE's</b>		<b>3.00</b>	<b>2.25</b>	<b>2.25</b>	<b>1.50</b>	<b>132,586</b>
<b>TOTAL</b>		<b>149.25</b>	<b>150.25</b>	<b>147.50</b>	<b>152.50</b>	<b>\$ 17,129,765</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 16,079,630	\$ 15,927,869	\$ 15,809,490	\$ 17,129,765
2000 Employee Benefits - See Other Cost Dist.	10,291,992	10,714,030	10,541,714	10,995,310
3116 Prof Serv - Medical	66,000	65,515	66,000	66,000
3118 Prof Serv - Misc/Other	61,177	89,374	21,700	31,700
3402 Custodial - Laundry/Sanitation	9,490	8,127	20,813	20,813
4011 Mobile Phone Allowance	4,800	1,300	-	-
4400 Rental - Mach & Equip	15,125	18,440	4,800	30,800
4500 General Liability Insurance	770,817	743,392	887,619	875,394
4611 Repair/Maint - Oper Equip	38,694	51,929	46,852	51,252
4612 Repair/Maint - Comm Garages	2,995	2,570	5,500	5,500
4630 Service Alloc - Flt Mgmt - Opr	1,302,900	1,418,125	713,600	532,860
4631 Service Alloc - Flt Mgmt - Rpl	-	-	767,014	1,047,400

**EXPENDITURE DETAIL**

	<u>2020-2021</u> <u>ACTUAL</u>	<u>2021-2022</u> <u>ACTUAL</u>	<u>2022-2023</u> <u>BUDGET</u>	<u>2023-2024</u> <u>BUDGET</u>
4632 Service Alloc - Flt - Fuel	-	-	-	129,939
4633 Service Alloc - Gen Services	713,208	711,451	656,831	679,719
4700 Special Printed Forms	2,338	(831)	3,000	3,000
4824 Spec Res - FF - Expl/Rescue	-	190	39,052	-
4900 Misc Exp - Other	14,642	15,697	10,900	21,069
4901 Misc Exp - Commission Group 1	-	-	(130,000)	-
4912 Misc Exp - Taxes & Fees	8,419	50	7,705	3,305
5100 Supplies - Office	11,145	24,147	16,000	16,000
5203 Supplies - Drugs & Medical	115,097	102,474	110,775	110,775
5204 Supplies - Janitorial	16,849	17,642	12,500	12,500
5206 Supplies - Food - Event/Resale	11,032	6,172	33,039	48,039
5208 Supplies - Household & Instit	5,996	6,961	7,000	7,000
5209 Supplies - Building Materials	1,252	990	1,500	1,500
5220 Uniform - Allowance	179,555	193,345	186,700	216,575
5221 Uniform - Protective (PPE)	73,570	72,895	140,557	200,375
5231 Equipment (Oper) - Minor/Tools	24,237	17,897	19,260	19,260
5242 Parts - Misc Equip	14,713	17,913	23,000	18,000
5400 Membership Dues/Subscriptions	5,397	4,607	6,295	6,295
5500 Employee Training	89,677	89,725	110,105	131,105
6405 Equip Repl (Cap) - Misc	27,699	49,727	52,200	52,200
6425 Equip Adds (Cap) - Misc	73,043	22,412	21,995	21,995
8000 Grants - Federal	-	210,899	176,184	-
8001 Grants - State	-	-	5,257	-
9000 Interdept'l Alloc - Bldg Div	-	(50,000)	-	-
9901 Contingency - Soft Reductions	-	-	41,169	-
<b>TOTAL</b>	<b><u>\$ 30,031,489</u></b>	<b><u>\$ 30,555,034</u></b>	<b><u>\$ 30,436,126</u></b>	<b><u>\$ 32,485,445</u></b>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



001 GENERAL FUND  
**FIRE DEPARTMENT**  
**5501 COMMUNITY RISK REDUCTION**  
 522 FIRE CONTROL

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
5125	Fire Division Chief	-	-	1.00	1.00	\$ 175,061
5118	Fire Captain	-	-	1.00	1.00	145,768
5113	Fire Inspector II	-	-	1.00	1.00	89,724
5112	Fire Inspector	-	-	3.00	3.00	180,178
5111	Fire Inspector & Plans Review	-	-	1.00	1.00	55,989
0306	Payroll Clerk - Fire	-	-	1.00	1.00	60,191
0602	Administrative Assistant	-	-	1.00	1.00	47,397
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>0.00</b>	<b>0.00</b>	<b>9.00</b>	<b>9.00</b>	<b>754,308</b>
<u>PART TIME POSITIONS</u>						
	<u>TITLE</u>	<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	
0815	Records Analyst - Fire - P/T	1.00	-	-	0.75	-
5221	Fire Inspector - P/T	1.00	-	-	0.75	38,669
<b>TOTAL PART TIME FTE's</b>		<b>2.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1.50</b>	<b>38,669</b>
<b>TOTAL</b>		<b>0.00</b>	<b>0.00</b>	<b>10.50</b>	<b>10.50</b>	<b>\$ 792,977</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ -	\$ -	\$ 738,161	\$ 792,977
2000 Employee Benefits - See Other Cost Dist.	-	-	497,918	508,944
3118 Prof Serv - Misc/Other	-	-	233,257	233,257
4500 General Liability Insurance	-	-	41,444	40,524
4630 Service Alloc - Flt Mgmt - Opr	-	-	92,189	17,446
4631 Service Alloc - Flt Mgmt - Rpl	-	-	50,326	15,937
4632 Service Alloc - Flt - Fuel	-	-	-	7,032
4633 Service Alloc - Gen Services	-	-	103,505	107,112
4900 Misc Exp - Other	-	-	120,000	-
5220 Uniform - Allowance	-	-	4,000	4,000
5221 Uniform - Protective (PPE)	-	-	1,200	1,200
5500 Employee Training	-	-	13,000	3,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,895,000</b>	<b>\$ 1,731,429</b>

## 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	02/28/23	IT Approval & Delivery
Train & Certify Personnel	03/31/23	100% Training Complete & Certification
Develop Quality Assurance and Compliance Program	10/01/23	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 <sup>th</sup> percentile in call processing times under 1 minute	09/30/25												
<p><b>90th Percentile in Call Processing Times Under 1 Min</b> <span style="float: right;">GOOD ↑</span></p> <table border="1" style="margin: 10px auto; width: 80%;"> <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: <span style="color: green;">■</span> Competency Evaluation Results    <span style="color: orange;">●</span> Target</p>			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"> <li>• Higher Level of Training and Increased Capabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Perceived increase in work volume and responsibility</li> </ul>
Customers	<ul style="list-style-type: none"> <li>• Improved Call Processing Efficiency</li> <li>• Improved Accuracy of Call Routing</li> <li>• Effective Quality Assurance of Emergency Response</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>
Leadership	<ul style="list-style-type: none"> <li>• Objective and Measurable Training and Development Program</li> <li>• Process Driven Management of 911 Communications</li> <li>• Validated 911 program through center accreditation</li> </ul>	<ul style="list-style-type: none"> <li>• Resources expended toward this project are not available for other projects of importance</li> </ul>

**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	10/01/22	Funding approved by City Commission
Negotiate and award the contract to build	09/01/23	Commission approval
Permitting	10/30/22	Development Services/Associated Dept
Groundbreaking and Construction	04/01/24	Groundbreaking ceremony
Facility operational	04/01/25	C.O. issued

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

- Land Purchase/Design/Art In Public Places Contribution - \$3,010,539
- Construction/Contingency - \$9,969,985
- Furniture/Radio System - \$410,000
- I.T. Wiring - \$350,000

### 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"> <li>• Greater access to resources</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>
Customers	<ul style="list-style-type: none"> <li>• Improved response times</li> </ul>	<ul style="list-style-type: none"> <li>• Potential dissatisfaction or other negative response to the impact to the neighboring residential area adjacent to the facility.</li> </ul>

**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 - \$13,740,524
- Increased cost of supporting an additional city facility - \$99,693 of annual operating costs in FY24 and thereafter for firefighter supplies.

## 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

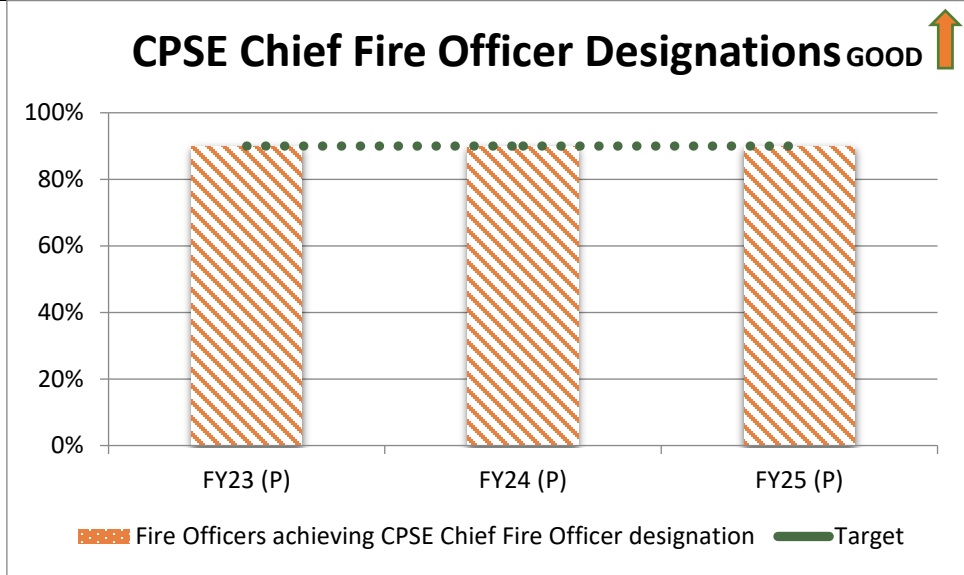
### Resource requirements (what do we need to succeed?)

- 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
\$5,000	Professional Credentialing
<b>\$15,000</b>	<b>Total</b>

**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?**

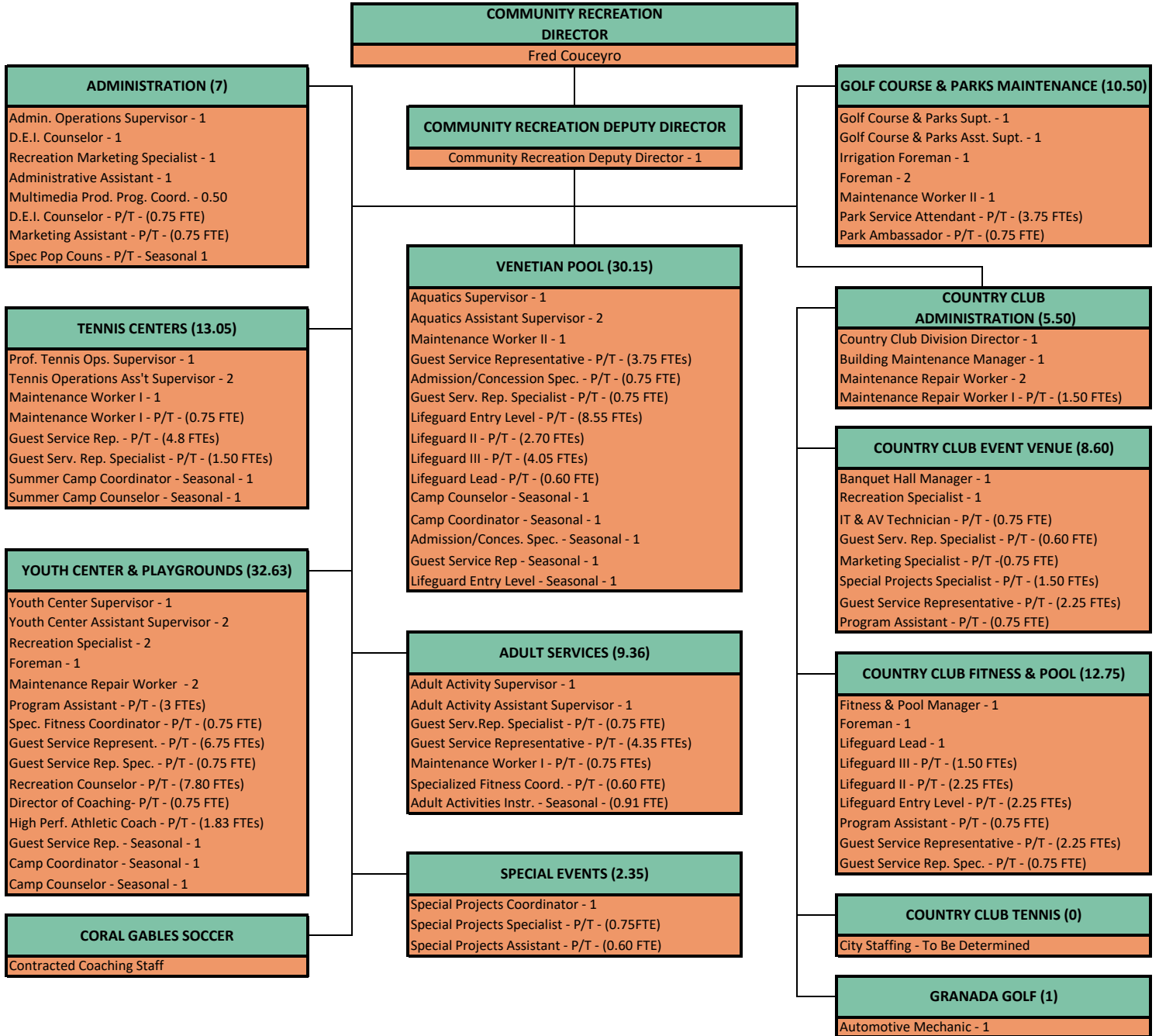
Stakeholder Group	Potential positive impact	Potential negative impact
Workforce	Increased competency; professional development opportunities	None
Sr. Leadership	Higher customer satisfaction with the performance of the Fire Department	Trained officers could potentially leave Coral Gables Fire Dept. for 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  
2023-2024 BUDGET**

**COMMUNITY RECREATION  
ORGANIZATION CHART**



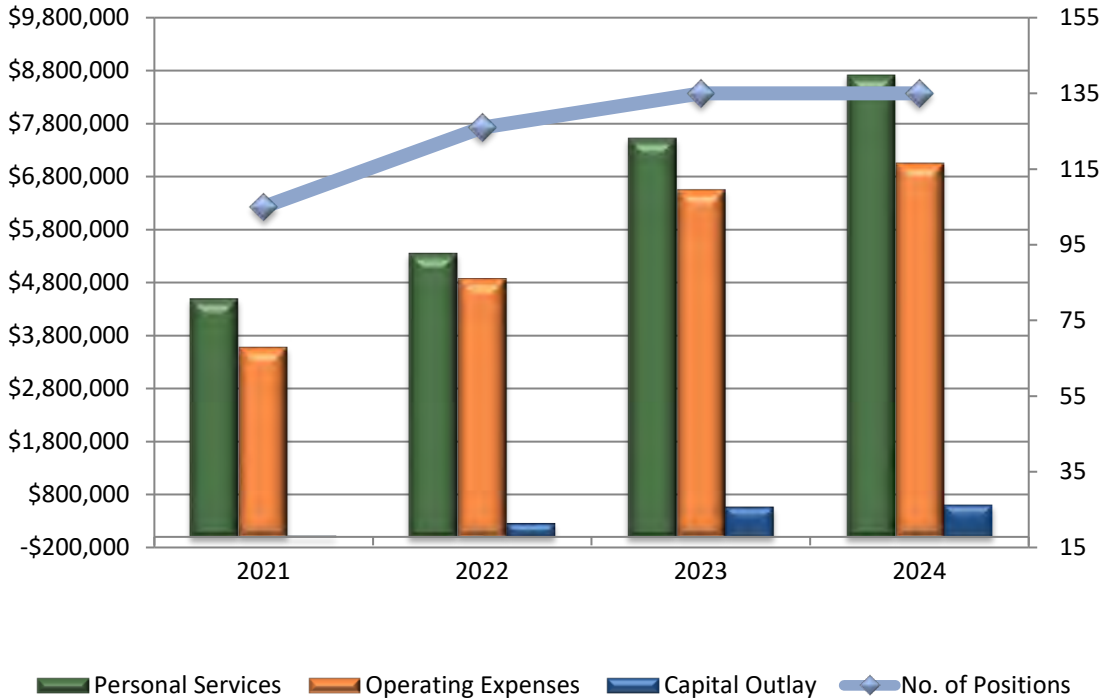
**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



**COMMUNITY RECREATION DEPARTMENT  
BUDGET AND POSITION SUMMARY**

	<u>2020-2021 ACTUAL</u>	<u>2021-2022 ACTUAL</u>	<u>2022-2023 BUDGET</u>	<u>2023-2024 BUDGET</u>
Salaries & Benefits	4,505,467	5,360,646	7,529,956	8,722,670
Operating Expenses	3,587,094	4,877,912	6,550,601	7,052,696
Capital Outlay	30,568	266,596	569,438	605,460
<b>Total</b>	<b>8,123,129</b>	<b>10,505,154</b>	<b>14,649,995</b>	<b>16,380,826</b>
Full Time Headcount	32.50	39.50	41.50	41.50
Part Time FTE's	72.99	86.79	93.39	93.39
<b>Total Headcount &amp; FTE's</b>	<b>105.49</b>	<b>126.29</b>	<b>134.89</b>	<b>134.89</b>

**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, 4<sup>th</sup> of July festivities, Farmers Market, Gables Family Literacy Festival, 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  
2023-2024 BUDGET**

**COMMUNITY RECREATION**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS**

- ✓ Continued to serve the community providing recreational facilities and programs for all ages:
  - Held several special events with a combined attendance of over 91,000 event participants.
  - Granada Golf course continued to operate at near capacity with over 50,000 rounds of golf.
  - Continued to provide programming to adults through the Adult Activity Center. In the past fiscal year, the center registered over 18,000 visits. In addition, there were over 8,800 different program registrations.
  - The Youth Center was a focal point of activity with an approximate 400,000 visits to the Youth Center facility, field and playground. There were over 13,000 individual program enrollments and approximately 35,000 fitness center visits. Summer camp increased with over 4,000 summer camp registrations.
  - Venetian Pool continued to be a premier destination for visitors with almost 56,000 visitors to the pool.
  
- ✓ Continued the development of the Diversity, Equity and Inclusion services provided to participants. This year department staff presented programs, innovations, and initiatives such as:
  - Changed Special Populations division to the Diversity, Equity and Inclusion division and included inclusive DEI language in all job descriptions within the department.
  - Introduced Teen Scene social program for teens with intellectual disabilities and autism.
  - Increased participation of the My Squad Social Club, for adults with intellectual disabilities and autism, by hosting monthly events and opening the building for regular club hours.
  - Initiated the Inclusive Recreation Accreditation process through the National Inclusion Project.
  - Launched a Summer Camp Open House to promote department-wide summer programming and events and offer inclusive site tours.
  - Piloted a Social Emotional Learning program with the Youth Center.



**CITY OF CORAL GABLES, FLORIDA**  
**2023-2024 BUDGET**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ Renovated and reopened the Coral Gables Golf & Country Club providing a country club space for Coral Gables residents and venue services to the community.
  - Renovated and refurbished several areas of the club including the grand ballroom, swimming pool, kitchen facilities, café dining areas, roof, IT infrastructure, landscaping, fitness center and general building and parking improvements and repairs.
  - Contracted with new concessionaire to provide café offerings including breakfast and lunch services.
  - Acquired new fitness equipment for the fitness center including cardiovascular machines and weight equipment.
  - Introduced several new club events including the monthly members mixers, the Christmas Holiday event, Glow-in-the-Dark Easter Egg Hunt and Pollinator planting events.
  - Provided venue rental services for a variety of events including weddings, anniversary parties, trade shows, and awards galas.
- ✓ Developed service innovations and resource additions that increased customer service, cost savings and quality of life goals.
  - Began the transition from gas blowers to electric blowers for certain maintenance tasks.
  - Introduced beneficial microbes to spraying program to reduce fertilizer usage at the Granada Golf Course.
  - Installed 11 new dog waste stations to bring the total of dog waste stations maintained by the Department to over 130. Installed 4 new Little Libraries and 8 new memorial benches in parks.
  - Installed new LED lighting in the Youth Center and the Granada Golf Course maintenance facility.
  - Installed three blended line pickleball courts at the Youth Center outdoor basketball courts to provide multipurpose usage.
  - Addition of two new pickleball instructors to provide lessons and instructions at Salvadore Tennis Center and the Youth Center.
  - Provided a satellite office for Miami-Dade County for Golden Passport services at the Adult Activity Center and for Division of Motor Vehicles Services at the Youth Center.

**CITY OF CORAL GABLES, FLORIDA**  
**2023-2024 BUDGET**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ Developed new program and event offerings that met resident needs, increased customer satisfaction and advanced quality of life goals.
  - 2022 World Cup Final Watch Party – a special event featuring a live broadcast of the world Cup Final at the Youth Center with food, giveaways and participation games.
  - Partnered with the Coral Gables Community Foundation on the Museum of the Moon, a three-week event at Ponce Circle Park.
  - Introduced several Adult Activity programs including National Senior Citizen’s Day, End of Summer Social, Self-Defense Class, Gentle Yoga, Aqua Zumba, Joy Share Club and Hurricane Preparation class.
  - Introduced several new programs at the Coral Gables Youth Center including the monthly community sports event series, pickleball drop-in days, fitness programming and Abtrakadoodle classes for youth.
  
- ✓ The Community Recreation Department received accolades and recognitions this year including:
  - The Department continued annual compliance with National Reaccreditation by the Commission of Accredited Parks and Recreation Agencies and has maintained National Accreditation for its 22<sup>nd</sup> year.
  - Golf Course and Maintenance Superintendent Troy Hall named City of Coral Gables Employee of the Year.
  - The Venetian Pool was awarded the Jeff Ellis and Associates Gold Award for water safety. Venetian Pool also featured on America’s Back Roads television program focusing on hidden gems for travel across the country.
  
- ✓ Assisted in the development and renovation of parks and facilities.
  - Completion of the enhancements and renovations of Pierce Park. The enhanced park features three new playground structures including two different climbing apparatus, swings, renovated pavilion, new perimeter fencing, landscaping and security lighting and cameras.
  - Completion of a new park construction at Maggiore Park. Project included installation of two playground structures, perimeter fencing with entrance features complementing the neighborhood architecture, extensive landscaping and new walkways.
  - Began construction process on new projects slated including the renovation of the Granada Golf Course Pro Shop, the new Salvadore Dog Park and the renovation of the Granada Pro Shop restaurant space.
  - Began the community input process and concept design process for several upcoming projects including Phillips Park, Blue Road Park, William Cooper Park, Nellie B. Moore Park, and Toledo and Alava Park.

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

**COMMUNITY RECREATION**

INDICATOR:	FY22			FY23		FY24
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Community Recreation Department Revenue	\$5M	\$5.17M	●	\$6M	\$6.63M	\$7M
Number of Film Permits issued	100	107	●	100	105	100
Number of Special Event Permits issued	50	26	◆	50	46	50
Number of Special Event Vendor Permits issued	500	730	●	700	759	700
Participation in Youth Center Programs	10,000	14,705	●	14,000	10,556	14,000
Youth Center Guest Passes	300	849	●	500	1,028	500
Youth Center & Park Rentals	200	305	●	300	377	300
Youth Center Active Memberships	2,000	1,517	◆	2,000	1,901	2,000
Total revenue of Venetian Pool	\$1.1M	\$1.58M	●	\$1.1M	\$1.5M	\$1.1M
Venetian Pool Gift Shop Revenue	\$10,000	\$9,916	▲	\$10,000	\$7,043	\$10,000
Number of paid admissions to the Venetian Pool	60,000	50,215	▲	60,000	51,169	60,000
Participation in Adult Activity Center programs	3,500	3,549	●	5,000	6,293	5,000
Participation in Tennis Programs	2,000	1,659	◆	2,000	1,518	2,000
Tennis Active Annual Pass Holders	400	392	●	300	325	300
Tennis Court Rentals	14,000	17,410	●	14,000	14,515	14,000
Number of Private Tennis Lessons	9,000	9,847	●	9,000	11,332	9,000
Country Club Venue Rentals	N/A	N/A	N/A	100	70	150
Number of Country Club Members	500	491	▲	1,000	1,131	1,500
Granada Golf Revenues	\$1.1M	\$1,219,272	●	\$1.1M	\$922,011	\$1.1M

**Legend**

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



**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



001 GENERAL FUND  
**COMMUNITY RECREATION DEPARTMENT**  
**6000 ADMINISTRATION DIVISION**  
 572 COMMUNITY RECREATION

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	BUDGET HEADCOUNT	SALARIES
<b>FULL TIME POSITIONS</b>						
6311	Community Recreation Director	1.00	1.00	1.00	1.00	\$ 208,381
6010	Deputy Community Recreation Director	1.00	1.00	1.00	1.00	175,217
0615	Multimedia Production Pgm Coord	0.50	0.50	0.50	0.50	49,763
0606	Administrative Operations Supervisor	1.00	1.00	1.00	1.00	75,613
0091	D.E.I. Counselor	1.00	1.00	1.00	1.00	65,943
6006	Recreation Marketing Specialist	1.00	1.00	1.00	1.00	80,029
0602	Administrative Assistant	1.00	1.00	1.00	1.00	47,397
8888	Overtime	-	-	-	-	500
9999	Holiday Pay	-	-	-	-	500
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>703,343</b>
<b>PART TIME POSITIONS</b>						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
0027	D.E.I. Counselor - P/T	1.00	0.75	0.75	0.75	36,373
6016	Marketing Assistant - P/T	1.00	0.75	0.75	0.75	16,000
0133	Spec Pop Couns - P/T - Seasonal	1.00	1.00	1.00	1.00	-
<b>TOTAL PART TIME FTE's</b>		<b>3.00</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>52,373</b>
<b>TOTAL</b>		<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>\$ 755,716</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 576,334	\$ 663,278	\$ 715,164	\$ 755,716
2000 Employee Benefits - See Other Cost Dist.	361,885	416,209	435,902	443,233
3118 Prof Serv - Misc/Other	3,714	5,100	17,043	17,043
4010 Automobile Allowance	9,875	10,482	10,395	10,395
4011 Mobile Phone Allowance	240	260	-	-
4400 Rental - Mach & Equip	3,979	1,416	3,500	6,000
4500 General Liability Insurance	28,103	30,791	40,153	38,620
4700 Special Printed Forms	2,025	10,774	30,000	23,000
5100 Supplies - Office	4,643	3,646	3,100	3,100
5201 Supplies - Agricultural	26	392	-	-
5206 Supplies - Food - Event/Resale	2,233	6,733	5,000	7,000
5208 Supplies - Household & Instit	2,636	6,703	5,228	4,673
5220 Uniform - Allowance	1,473	1,024	1,850	2,405
5400 Membership Dues/Subscriptions	1,102	1,075	1,860	1,860
5500 Employee Training	5,393	7,449	5,117	10,117
<b>TOTAL</b>	<b>\$ 1,003,661</b>	<b>\$ 1,165,332</b>	<b>\$ 1,274,312</b>	<b>\$ 1,323,162</b>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



001 GENERAL FUND  
**COMMUNITY RECREATION DEPARTMENT**  
**6010 TENNIS CENTERS DIVISION**  
 572 COMMUNITY RECREATION

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2020-2021	2021-2022	2022-2023	2023-2024		
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	BUDGET HEADCOUNT	SALARIES	
<b>FULL TIME POSITIONS</b>							
6108	Tennis Operations Assistant Supervisor	1.00	2.00	2.00	2.00	\$ 119,691	
3004	Maintenance Worker I	1.00	1.00	1.00	1.00	53,094	
6102	Prof. Tennis Oper. Supv.	1.00	1.00	1.00	1.00	42,175	
0031	Secretary	1.00	-	-	-	-	
6666	Tennis Pro Commission	-	-	-	-	145,000	
8888	Overtime	-	-	-	-	200	
9999	Holiday Pay	-	-	-	-	200	
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>360,360</b>	
<b>PART TIME POSITIONS</b>							
	TITLE	HC	FTE's	FTE's	FTE's	FTE's	
9018	Maintenance Worker I - P/T	1.00	-	-	0.75	0.75	12,528
6004	Park Service Attendant - P/T	1.00	0.75	0.75	-	-	-
0024	Guest Service Representative - P/T	7.00	4.80	4.80	4.80	4.80	165,248
0093	Guest Service Representative Specialist - P/	2.00	1.50	1.50	1.50	1.50	60,491
6001	Summer Camp Coordinator - Seasonal	1.00	1.00	1.00	1.00	1.00	-
2308	Spring Break Camp Counselor - Seasonal	1.00	1.00	1.00	1.00	1.00	-
<b>TOTAL PART TIME FTE's</b>		<b>13.00</b>	<b>9.05</b>	<b>9.05</b>	<b>9.05</b>	<b>9.05</b>	<b>238,267</b>
<b>TOTAL</b>		<b>13.05</b>	<b>13.05</b>	<b>13.05</b>	<b>13.05</b>	<b>\$ 598,627</b>	

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 436,637	\$ 540,944	\$ 547,722	\$ 613,627
2000 Employee Benefits - See Other Cost Dist.	181,833	191,571	221,549	231,659
3118 Prof Serv - Misc/Other	152,888	150,000	213,657	198,657
4400 Rental - Mach & Equip	1,432	-	3,000	3,000
4500 General Liability Insurance	21,741	21,335	30,752	30,592
4611 Repair/Maint - Oper Equip	385	370	445	445
4633 Service Alloc - Gen Services	159,734	159,340	170,289	176,223
4640 Service Alloc - Intradep't'l	24,727	24,941	-	-
4700 Special Printed Forms	-	91	520	520
4900 Misc Exp - Other	34	-	-	-
5100 Supplies - Office	1,372	119	2,000	2,000
5203 Supplies - Drugs & Medical	412	41	500	500
5204 Supplies - Janitorial	100	95	347	347

**EXPENDITURE DETAIL**

	<u>2020-2021</u> <u>ACTUAL</u>	<u>2021-2022</u> <u>ACTUAL</u>	<u>2022-2023</u> <u>BUDGET</u>	<u>2023-2024</u> <u>BUDGET</u>
5206 Supplies - Food - Event/Resale	7,189	11,713	16,980	14,980
5208 Supplies - Household & Instit	15,283	16,572	17,000	25,000
5209 Supplies - Building Materials	11,266	14,014	14,611	16,611
5210 Supplies - Other Rep/Maint	-	-	-	6,530
5220 Uniform - Allowance	3,186	1,547	3,443	3,443
5222 Uniform - Purchase/Rental	-	255	400	400
5231 Equipment (Oper) - Minor/Tools	-	113	100	100
5400 Membership Dues/Subscriptions	-	237	105	105
5500 Employee Training	100	-	565	565
6425 Equip Adds (Cap) - Misc	-	-	10,826	7,000
9901 Contingency - Soft Reductions	-	-	<u>21,530</u>	<u>-</u>
<b>TOTAL</b>	<b><u>\$ 1,018,319</u></b>	<b><u>\$ 1,133,298</u></b>	<b><u>\$ 1,276,341</u></b>	<b><u>\$ 1,332,304</u></b>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



420 VENETIAN POOL FUND  
**COMMUNITY RECREATION DEPARTMENT**  
**6020 VENETIAN POOL DIVISION**  
 572 COMMUNITY RECREATION

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2020-2021 ACTUAL HEADCOUNT	2021-2022 ACTUAL HEADCOUNT	2022-2023 BUDGET HEADCOUNT	2023-2024 BUDGET HEADCOUNT SALARIES	
<b>FULL TIME POSITIONS</b>						
6205	Aquatics Supervisor	1.00	1.00	1.00	1.00	\$ 73,999
6203	Aquatics Assistant Supervisor	2.00	2.00	2.00	2.00	104,343
3005	Maintenance Worker II	1.00	1.00	1.00	1.00	38,369
9999	Holiday Pay	-	-	-	-	840
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>217,551</b>
<b>PART TIME POSITIONS</b>						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
0024	Guest Service Representative - P/T	7.00	3.75	3.75	3.75	3.75
9011	Admission/Concession Specialist - P/T	1.00	0.75	0.75	0.75	0.75
0093	Guest Service Representative Specialist - P/	1.00	0.75	0.75	0.75	0.75
0021	Lifeguard Entry Level - P/T	14.00	3.75	8.55	8.55	8.55
0042	Lifeguard II - P/T	4.00	7.95	2.70	2.70	2.70
0082	Lifeguard III - P/T	6.00	4.05	4.05	4.05	4.05
6206	Lifeguard Lead - P/T	1.00	0.60	0.60	0.60	0.60
6001	Summer Camp Coordinator - Seasonal	1.00	1.00	1.00	1.00	1.00
2308	Spring Break Camp Counselor - Seasonal	1.00	1.00	1.00	1.00	1.00
6015	Admission/Concession Specialist - Seasonal	1.00	1.00	1.00	1.00	1.00
0053	Guest Service Rep - Seasonal	1.00	1.00	1.00	1.00	1.00
0025	Lifeguard Entry Level - Seasonal	1.00	1.00	1.00	1.00	1.00
<b>TOTAL PART TIME FTE's</b>		<b>39.00</b>	<b>26.60</b>	<b>26.15</b>	<b>26.15</b>	<b>26.15</b>
<b>TOTAL</b>			<b>30.60</b>	<b>30.15</b>	<b>30.15</b>	<b>30.15</b>
						<b>\$ 1,088,943</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 542,284	\$ 610,397	\$ 819,664	\$ 1,088,943
2000 Employee Benefits - See Other Cost Dist.	169,811	162,745	226,819	262,023
3103 Prof Serv - Contracted Staff	2,297	2,399	5,680	5,680
3118 Prof Serv - Misc/Other	18,691	19,660	32,296	35,796
4400 Rental - Mach & Equip	2,595	1,010	3,500	3,500
4500 General Liability Insurance	36,422	35,477	46,020	55,649
4610 Repair/Maint - Office Equip	191	60	400	400
4611 Repair/Maint - Oper Equip	3,162	1,925	6,800	3,300
4630 Service Alloc - Flt Mgmt - Opr	6,868	7,081	7,312	1,054
4631 Service Alloc - Flt Mgmt - Rpl	-	-	1,177	2,541
4632 Service Alloc - Flt - Fuel	-	-	-	289
4633 Service Alloc - Gen Services	182,849	184,105	196,756	203,612

**EXPENDITURE DETAIL**

	<u>2020-2021</u> <u>ACTUAL</u>	<u>2021-2022</u> <u>ACTUAL</u>	<u>2022-2023</u> <u>BUDGET</u>	<u>2023-2024</u> <u>BUDGET</u>
4700 Special Printed Forms	813	1,269	1,500	1,500
4900 Misc Exp - Other	3,402	4,751	-	-
4912 Misc Exp - Taxes & Fees	5,470	5,027	5,667	5,667
5100 Supplies - Office	1,585	2,886	3,000	3,000
5201 Supplies - Agricultural	2,595	3,066	4,500	4,500
5202 Supplies - Chemicals & Photo	18,140	23,405	40,000	40,000
5203 Supplies - Drugs & Medical	3,000	2,874	3,000	3,000
5204 Supplies - Janitorial	3,738	3,495	4,000	4,000
5206 Supplies - Food - Event/Resale	89,033	157,916	137,760	167,760
5208 Supplies - Household & Instit	9,501	14,267	49,859	19,859
5209 Supplies - Building Materials	120	139	150	150
5220 Uniform - Allowance	3,284	3,152	3,300	3,300
5221 Uniform - Protective (PPE)	946	6,299	6,300	6,300
5222 Uniform - Purchase/Rental	-	-	650	650
5231 Equipment (Oper) - Minor/Tools	2,099	2,768	2,500	2,500
5400 Membership Dues/Subscriptions	-	-	250	250
5401 Software Subscriptions & Maint	-	999	-	-
5500 Employee Training	620	337	800	800
9901 Contingency - Soft Reductions	-	-	10,000	-
<b>TOTAL</b>	<b><u>\$ 1,109,516</u></b>	<b><u>\$ 1,257,509</u></b>	<b><u>\$ 1,619,660</u></b>	<b><u>\$ 1,926,023</u></b>



**CITY OF CORAL GABLES, FLORIDA  
2023-2024 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				
		2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
6317	Country Club Division Director	-	1.00	1.00	1.00	\$ 107,640
6319	Building Maintenance Manager	-	1.00	1.00	1.00	88,354
3101	Maintenance Repair Worker	-	1.00	2.00	2.00	86,238
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>0.00</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>	<b>282,232</b>
<b>PART TIME POSITIONS</b>						
	<b>TITLE</b>	<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
9018	Maintenance Worker I - P/T	2.00	-	1.50	1.50	58,270
<b>TOTAL PART TIME FTE's</b>		<b>2.00</b>	<b>0.00</b>	<b>1.50</b>	<b>1.50</b>	<b>58,270</b>
<b>TOTAL</b>		<b>0.00</b>	<b>4.50</b>	<b>5.50</b>	<b>5.50</b>	<b>\$ 340,502</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ -	\$ -	\$ 307,733	\$ 340,502
2000 Employee Benefits - See Other Cost Dist.	-	-	201,698	163,490
4010 Automobile Allowance	-	-	-	4,000
4500 General Liability Insurance	-	-	17,278	17,401
4631 Service Alloc - Flt Mgmt - Rpl	-	-	-	2,112
5220 Uniform - Allowance	-	-	-	1,250
5221 Uniform - Protective (PPE)	-	-	-	1,000
5222 Uniform - Purchase/Rental	-	-	-	750
5400 Membership Dues/Subscriptions	-	-	-	1,000
5500 Employee Training	-	-	-	2,000
6425 Equip Adds (Cap) - Misc	-	-	60,000	50,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 586,709</b>	<b>\$ 583,505</b>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 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				
		2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
6318	Banquet Hall Manager	-	1.00	1.00	1.00	\$ 79,296
6005	Recreation Specialist	-	1.00	1.00	1.00	64,772
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>0.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>144,068</b>
<b>PART TIME POSITIONS</b>		<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
9032	Marketing Specialist	1.00	-	0.75	0.75	44,453
0093	Guest Service Representative Specialist - P/	1.00	-	-	0.60	36,103
0097	Special Projects Specialist - P/T	2.00	-	-	1.50	85,184
0019	Program Assistant - P/T	1.00	-	-	0.75	26,179
0024	Guest Service Representative - P/T	3.00	-	-	2.25	107,301
9033	IT & AV Technician - P/T	1.00	-	0.75	0.75	36,839
<b>TOTAL PART TIME FTE's</b>		<b>9.00</b>	<b>0.00</b>	<b>1.50</b>	<b>6.60</b>	<b>336,059</b>
<b>TOTAL</b>		<b>0.00</b>	<b>3.50</b>	<b>8.60</b>	<b>8.60</b>	<b>\$ 480,127</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ -	\$ 53,441	\$ 242,018	\$ 480,127
2000 Employee Benefits - See Other Cost Dist.	-	12,436	65,749	112,781
3103 Prof Serv - Contracted Staff	-	62,410	100,000	250,000
3118 Prof Serv - Misc/Other	-	20,158	226,550	82,500
4400 Rental - Mach & Equip	-	5,858	20,000	20,000
4410 Lease Equipment	-	-	3,360	-
4500 General Liability Insurance	-	-	8,583	24,536
4600 Repair/Maint - Buildings	-	-	287,529	287,529
4611 Repair/Maint - Oper Equip	-	5,915	20,000	20,000
4633 Service Alloc - Gen Services	-	396,962	-	-
4640 Service Alloc - Intradep't'l	-	7,380	-	-
4700 Special Printed Forms	-	401	5,000	5,000
4830 Promo Expense - Advertising	-	11,880	5,000	35,000
4912 Misc Exp - Taxes & Fees	-	349	5,000	5,000
5100 Supplies - Office	-	1,347	15,000	15,000
5201 Supplies - Agricultural	-	17,444	50,000	50,000

**EXPENDITURE DETAIL**

	<b>2020-2021</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5202 Supplies - Chemicals & Photo	-	-	5,000	5,000
5203 Supplies - Drugs & Medical	-	-	1,500	1,500
5204 Supplies - Janitorial	-	1,580	10,000	10,000
5206 Supplies - Food - Event/Resale	-	7,995	100,000	100,000
5208 Supplies - Household & Instit	-	5,521	25,000	25,000
5209 Supplies - Building Materials	-	4,715	10,000	10,000
5220 Uniform - Allowance	-	29	1,750	1,750
5221 Uniform - Protective (PPE)	-	120	1,000	1,000
5222 Uniform - Purchase/Rental	-	-	5,000	5,000
5231 Equipment (Oper) - Minor/Tools	-	1,757	5,000	5,000
5400 Membership Dues/Subscriptions	-	-	500	500
5500 Employee Training	-	-	3,000	3,000
6405 Equip Repl (Cap) - Misc	-	11,454	20,000	20,000
6425 Equip Adds (Cap) - Misc	-	119,352	196,640	142,500
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 748,504</b>	<b>\$ 1,438,179</b>	<b>\$ 1,717,723</b>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 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				
		2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
6320	Fitness & Pool Manager	-	1.00	1.00	1.00	\$ 88,354
3010	Foreman	-	1.00	1.00	1.00	55,989
6207	Lifeguard Lead	-	-	1.00	1.00	52,204
8888	Overtime	-	-	-	-	500
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>0.00</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>197,047</b>
<u>PART TIME POSITIONS</u>		<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	
0093	Guest Service Representative Specialist - P/	1.00	-	0.75	0.75	44,730
0024	Guest Service Representative - P/T	3.00	-	2.25	2.25	121,683
0019	Program Assistant - P/T	1.00	-	-	0.75	26,179
0082	Lifeguard III - P/T	2.00	-	0.75	1.50	63,618
0042	Lifeguard II - P/T	3.00	-	2.25	2.25	86,568
0021	Lifeguard Entry Level - P/T	3.00	-	2.25	2.25	78,537
<b>TOTAL PART TIME FTE's</b>		<b>13.00</b>	<b>0.00</b>	<b>8.25</b>	<b>9.75</b>	<b>421,315</b>
<b>TOTAL</b>		<b>0.00</b>	<b>10.25</b>	<b>12.75</b>	<b>12.75</b>	<b>\$ 618,362</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ -	\$ 60,866	\$ 472,766	\$ 618,362
2000 Employee Benefits - See Other Cost Dist.	-	12,974	207,333	145,128
3103 Prof Serv - Contracted Staff	-	16,788	100,000	230,000
4400 Rental - Mach & Equip	-	-	10,000	10,000
4410 Lease Equipment	-	-	51,000	51,000
4500 General Liability Insurance	-	-	26,543	31,601
4611 Repair/Maint - Oper Equip	-	-	10,000	10,000
4700 Special Printed Forms	-	-	1,000	1,000
4830 Promo Expense - Advertising	-	-	1,000	1,000
4912 Misc Exp - Taxes & Fees	-	556	5,000	5,000
5100 Supplies - Office	-	43	5,000	5,000
5201 Supplies - Agricultural	-	-	10,000	10,000
5202 Supplies - Chemicals & Photo	-	-	25,000	25,000
5203 Supplies - Drugs & Medical	-	386	5,000	5,000
5204 Supplies - Janitorial	-	2,117	5,000	25,000

**EXPENDITURE DETAIL**

	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>	<u>2023-2024</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
5206 Supplies - Food - Event/Resale	-	750	10,000	10,000
5208 Supplies - Household & Instit	-	8,341	25,000	25,000
5209 Supplies - Building Materials	-	1,951	5,000	5,000
5220 Uniform - Allowance	-	-	750	750
5221 Uniform - Protective (PPE)	-	-	5,000	5,000
5222 Uniform - Purchase/Rental	-	964	5,000	3,500
5231 Equipment (Oper) - Minor/Tools	-	1,108	3,000	3,000
5400 Membership Dues/Subscriptions	-	-	500	500
5500 Employee Training	-	-	3,000	3,000
6405 Equip Repl (Cap) - Misc	-	1,819	10,000	10,000
6425 Equip Adds (Cap) - Misc	-	80,425	124,012	75,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 189,088</b>	<b>\$ 1,125,904</b>	<b>\$ 1,313,841</b>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



430 CORAL GABLES COUNTRY CLUB FUND  
**COMMUNITY RECREATION DEPARTMENT**  
**6038 COUNTRY CLUB - GRANADA GOLF**  
 572 COMMUNITY RECREATION

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
4006	Automotive Mechanic	1.00	1.00	1.00	1.00	\$ 56,045
9999	Holiday Pay - Worked	-	-	-	-	1,000
<b>TOTAL</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>\$ 57,045</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 46,969	\$ 110,885	\$ 51,573	\$ 57,045
2000 Employee Benefits - See Other Cost Dist.	37,069	58,310	40,142	41,994
3118 Prof Serv - Misc/Other	218,296	264,358	371,788	371,788
3130 Prof Serv - Gran Pro Shp Maint	54,000	54,000	54,000	54,000
4010 Automobile Allowance	-	812	-	-
4410 Lease Equipment	82,365	82,095	107,505	107,505
4500 General Liability Insurance	2,286	2,290	2,896	2,915
4610 Repair/Maint - Office Equip	-	-	750	750
4611 Repair/Maint - Oper Equip	3,750	5,540	11,500	11,500
4630 Service Alloc - Flt Mgmt - Opr	26,880	32,023	556	5,346
4631 Service Alloc - Flt Mgmt - Rpl	-	-	33,290	21,333
4632 Service Alloc - Flt - Fuel	-	-	-	3,202
4633 Service Alloc - Gen Services	153,459	154,514	125,981	130,371
4640 Service Alloc - Intradep't'l	121,576	122,626	-	-
4700 Special Printed Forms	796	1,362	1,000	1,000
4830 Promo Expense - Advertising	812	987	1,000	1,000
4900 Misc Exp - Other	3,134	4,101	-	-
4907 Misc Exp - Bad Debt	-	8,990	-	-
4912 Misc Exp - Taxes & Fees	308	308	-	-
5100 Supplies - Office	907	1,273	1,000	1,000
5201 Supplies - Agricultural	60,481	61,535	67,608	67,608

**EXPENDITURE DETAIL**

	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>	<u>2023-2024</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
5203 Supplies - Drugs & Medical	139	-	150	150
5204 Supplies - Janitorial	579	3,280	3,332	3,332
5207 Supplies - Fuel & Lubricants	1,396	1,508	1,050	1,050
5208 Supplies - Household & Instit	4,655	10,627	7,500	7,500
5209 Supplies - Building Materials	1,689	2,802	2,500	2,500
5220 Uniform - Allowance	215	188	250	250
5221 Uniform - Protective (PPE)	162	741	775	775
5222 Uniform - Purchase/Rental	1,110	724	1,150	1,150
5231 Equipment (Oper) - Minor/Tools	2,054	2,299	1,950	1,950
5242 Parts - Misc Equip	16,960	20,992	21,700	21,700
5400 Membership Dues/Subscriptions	1,492	972	990	990
5500 Employee Training	1,602	1,075	2,625	2,625
6425 Equip Adds (Cap) - Misc	<u>-</u>	<u>22,728</u>	<u>-</u>	<u>-</u>
<b>TOTAL</b>	<b><u>\$ 845,141</u></b>	<b><u>\$ 1,033,945</u></b>	<b><u>\$ 914,561</u></b>	<b><u>\$ 922,329</u></b>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 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					
		2020-2021	2021-2022	2022-2023	2023-2024		
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES	
	<u>FULL TIME POSITIONS</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>		
6009	Youth Center Supervisor	1.00	1.00	1.00	1.00	\$ 89,702	
6011	Youth Center Ass't Supv.	1.00	1.00	2.00	2.00	131,262	
6005	Recreation Specialist	3.00	3.00	2.00	2.00	99,427	
3010	Foreman	1.00	1.00	1.00	1.00	59,249	
3103	Repair Worker - Parks	2.00	2.00	2.00	2.00	87,841	
8888	Overtime	-	-	-	-	5,000	
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>472,481</b>	
	<u>PART TIME POSITIONS</u>	<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	
0019	Program Assistant - P/T	4.00	3.00	3.00	3.00	3.00	104,789
0095	Specialized Fitness Coordinator - P/T	1.00	-	0.75	0.75	0.75	34,389
0024	Guest Service Representative - P/T	9.00	4.50	6.75	6.75	6.75	245,319
0093	Guest Service Representative Specialist - P/	1.00	0.75	0.75	0.75	0.75	31,664
0023	Recreation Counselor - P/T	11.00	7.80	7.80	7.80	7.80	258,447
6000	Director of Youth Soccer - P/T	1.00	0.75	0.75	0.75	0.75	49,670
6017	High Perf Athletic Coach - P/T	4.00	1.40	1.40	1.40	1.40	45,118
6018	High Perf Athletic Coach - P/T - Seasonal	3.00	0.43	0.43	0.43	0.43	13,500
0053	Guest Service Rep - Seasonal	1.00	1.00	1.00	1.00	1.00	7,000
2308	Spring Break Camp Counselor - Seasonal	1.00	1.00	1.00	1.00	1.00	118,784
6001	Summer Camp Coordinator - Seasonal	1.00	1.00	1.00	1.00	1.00	20,995
<b>TOTAL PART TIME FTE's</b>		<b>37.00</b>	<b>21.63</b>	<b>24.63</b>	<b>24.63</b>	<b>24.63</b>	<b>929,675</b>
<b>TOTAL</b>			<b>29.63</b>	<b>32.63</b>	<b>32.63</b>	<b>32.63</b>	<b>\$ 1,402,156</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 728,789	\$ 822,427	\$ 1,155,330	\$ 1,402,156
2000 Employee Benefits - See Other Cost Dist.	338,157	354,184	408,483	434,864
3103 Prof Serv - Contracted Staff	333,643	562,943	529,217	679,217
3118 Prof Serv - Misc/Other	14,562	63,281	60,731	70,731
4000 Travel - Local	-	46,092	33,500	53,500
4400 Rental - Mach & Equip	2,854	2,416	2,500	5,000
4500 General Liability Insurance	40,630	44,856	64,866	71,655
4611 Repair/Maint - Oper Equip	408	1,667	5,000	5,000
4630 Service Alloc - Flt Mgmt - Opr	12,647	13,984	7,318	10,298
4631 Service Alloc - Flt Mgmt - Rpl	-	-	8,449	12,574
4632 Service Alloc - Flt - Fuel	-	-	-	2,780
4633 Service Alloc - Gen Services	880,395	878,226	938,571	971,276



**EXPENDITURE DETAIL**

	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>	<u>2023-2024</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
4640 Service Alloc - Intradep't'l	59,758	60,274	-	-
4700 Special Printed Forms	-	582	740	740
4830 Promo Expense - Advertising	-	-	480	480
4900 Misc Exp - Other	-	905	3,804	3,804
4912 Misc Exp - Taxes & Fees	-	300	-	-
5100 Supplies - Office	1,903	3,814	7,671	7,671
5201 Supplies - Agricultural	16,709	17,066	20,000	20,000
5202 Supplies - Chemicals & Photo	-	-	1,000	1,000
5203 Supplies - Drugs & Medical	-	-	1,000	1,000
5204 Supplies - Janitorial	2,479	1,838	4,500	4,500
5206 Supplies - Food - Event/Resale	5,207	22,173	26,671	26,671
5208 Supplies - Household & Instit	13,548	24,233	25,695	25,695
5209 Supplies - Building Materials	-	-	3,000	3,000
5220 Uniform - Allowance	4,158	15,163	32,001	32,001
5221 Uniform - Protective (PPE)	80	125	375	375
5222 Uniform - Purchase/Rental	415	-	7,290	7,290
5231 Equipment (Oper) - Minor/Tools	744	704	1,000	1,000
5400 Membership Dues/Subscriptions	617	1,794	17,000	17,000
5500 Employee Training	300	-	350	350
6405 Equip Repl (Cap) - Misc	15,890	1,000	42,660	42,660
6425 Equip Adds (Cap) - Misc	3,519	-	10,650	10,650
9901 Contingency - Soft Reductions	-	-	16,765	-
<b>TOTAL</b>	<b><u>\$ 2,477,412</u></b>	<b><u>\$ 2,940,047</u></b>	<b><u>\$ 3,436,617</u></b>	<b><u>\$ 3,924,938</u></b>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



001 GENERAL FUND  
**COMMUNITY RECREATION DEPARTMENT**  
**6060 ADULT SERVICES DIVISION**  
 573 COMMUNITY RECREATION

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2020-2021 ACTUAL HEADCOUNT	2021-2022 ACTUAL HEADCOUNT	2022-2023 BUDGET HEADCOUNT	2023-2024 BUDGET HEADCOUNT SALARIES	
<b>FULL TIME POSITIONS</b>						
6007	Adult Activity Supervisor	1.00	1.00	1.00	1.00	\$ 69,705
0634	Adult Activiy Assistant Supervisor	1.00	1.00	1.00	1.00	50,454
8888	Overtime	-	-	-	-	500
9999	Holiday Pay	-	-	-	-	500
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>121,159</b>
<b>PART TIME POSITONS</b>						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
0093	Guest Service Representative Specialist - P/	1.00	0.75	0.75	0.75	0.75
0024	Guest Service Representative - P/T	6.00	4.35	4.35	4.35	4.35
9018	Maintenance Worker I - P/T	1.00	0.75	0.75	0.75	0.75
0095	Specialized Fitness Coordinator - P/T	1.00	0.60	0.60	0.60	0.60
0100	Adult Activities Instructor - Seasonal	1.00	0.91	0.91	0.91	0.91
<b>TOTAL PART TIME FTE's</b>		<b>10.00</b>	<b>7.36</b>	<b>7.36</b>	<b>7.36</b>	<b>7.36</b>
<b>TOTAL</b>			<b>9.36</b>	<b>9.36</b>	<b>9.36</b>	<b>9.36</b>
						<b>\$ 395,662</b>

**EXPENDITURE DETAIL**

	2020-2021		2021-2022		2022-2023		2023-2024	
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	BUDGET
1000 Salaries	\$ 143,948	\$ 187,146	\$ 187,146	\$ 187,146	\$ 337,765	\$ 337,765	\$ 395,662	\$ 395,662
2000 Employee Benefits - See Other Cost Dist.	97,253	93,398	93,398	93,398	119,073	119,073	109,242	109,242
3118 Prof Serv - Misc/Other	3,691	10,671	10,671	10,671	118,941	118,941	118,941	118,941
4000 Travel - Local	-	357	357	357	4,684	4,684	4,684	4,684
4400 Rental - Mach & Equip	2,162	2,092	2,092	2,092	1,400	1,400	3,500	3,500
4500 General Liability Insurance	12,840	14,725	14,725	14,725	18,154	18,154	20,220	20,220
4611 Repair/Maint - Oper Equip	3,209	-	-	-	3,584	3,584	3,584	3,584
4700 Special Printed Forms	2,303	1,272	1,272	1,272	4,084	4,084	4,084	4,084
4900 Misc Exp - Other	40	-	-	-	-	-	-	-
5100 Supplies - Office	1,012	3,755	3,755	3,755	5,500	5,500	5,500	5,500
5202 Supplies - Chemicals & Photo	-	-	-	-	500	500	500	500
5203 Supplies - Drugs & Medical	-	511	511	511	1,000	1,000	1,000	1,000
5204 Supplies - Janitorial	-	-	-	-	1,000	1,000	1,000	1,000
5206 Supplies - Food - Event/Resale	903	11,648	11,648	11,648	15,300	15,300	15,300	15,300
5208 Supplies - Household & Instit	4,529	12,022	12,022	12,022	17,153	17,153	17,153	17,153
5209 Supplies - Building Materials	420	-	-	-	4,000	4,000	4,000	4,000

**EXPENDITURE DETAIL**

	<u>2020-2021</u> <u>ACTUAL</u>	<u>2021-2022</u> <u>ACTUAL</u>	<u>2022-2023</u> <u>BUDGET</u>	<u>2023-2024</u> <u>BUDGET</u>
5220 Uniform - Allowance	718	477	500	500
5221 Uniform - Protective (PPE)	-	-	75	75
5222 Uniform - Purchase/Rental	648	758	3,060	3,060
5231 Equipment (Oper) - Minor/Tools	234	-	2,500	2,500
5400 Membership Dues/Subscriptions	397	486	1,234	1,234
5500 Employee Training	<u>3,054</u>	<u>2,818</u>	<u>1,500</u>	<u>1,500</u>
<b>TOTAL</b>	<u><b>\$ 277,361</b></u>	<u><b>\$ 342,136</b></u>	<u><b>\$ 661,007</b></u>	<u><b>\$ 713,239</b></u>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



001 GENERAL FUND  
**COMMUNITY RECREATION DEPARTMENT**  
**6065 SPECIAL EVENTS DIVISION**  
 572 COMMUNITY RECREATION

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	BUDGET HEADCOUNT	SALARIES
<b>FULL TIME POSITIONS</b>						
0059	Special Projects Coordinator	1.00	1.00	1.00	1.00	\$ 89,778
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>89,778</b>
<b>PART TIME POSITIONS</b>						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
0097	Special Projects Specialist - P/T	1.00	0.75	0.75	0.75	30,497
0086	Special Projects Assistant	1.00	0.60	0.60	0.60	20,139
<b>TOTAL PART TIME FTE's</b>		<b>2.00</b>	<b>1.35</b>	<b>1.35</b>	<b>1.35</b>	<b>50,636</b>
<b>TOTAL</b>		<b>2.35</b>	<b>2.35</b>	<b>2.35</b>	<b>2.35</b>	<b>\$ 140,414</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 135,560	\$ 259,205	\$ 126,031	\$ 140,414
2000 Employee Benefits - See Other Cost Dist.	57,693	66,536	61,372	63,312
3106 Prof Serv - Events	-	-	-	42,000
3118 Prof Serv - Misc/Other	150,834	339,157	274,030	241,780
4400 Rental - Mach & Equip	-	-	5,096	5,096
4500 General Liability Insurance	5,483	5,087	7,076	7,176
4630 Service Alloc - Flt Mgmt - Opr	-	-	-	1,632
4631 Service Alloc - Flt Mgmt - Rpl	-	-	-	1,669
4700 Special Printed Forms	756	-	2,500	2,500
4800 Events - Parks	-	-	175,000	175,000
4830 Promo Expense - Advertising	-	-	-	1,250
5100 Supplies - Office	-	45	-	-
5202 Supplies - Chemicals & Photo	-	-	1,000	1,000
5206 Supplies - Food - Event/Resale	1,816	1,007	4,700	1,400
5208 Supplies - Household & Instit	24,799	9,472	5,589	37,639
5220 Uniform - Allowance	-	-	400	400
5231 Equipment (Oper) - Minor/Tools	-	30	-	-
<b>TOTAL</b>	<b>\$ 376,941</b>	<b>\$ 680,539</b>	<b>\$ 662,794</b>	<b>\$ 722,268</b>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 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					SALARIES
		2020-2021	2021-2022	2022-2023	2023-2024		
		ACTUAL	ACTUAL	BUDGET	BUDGET		
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>		
2309	Golf Course & Parks Supt.	1.00	1.00	1.00	1.00	\$	97,081
2310	Golf Course & Parks Maint. Asst. Supt.	1.00	1.00	1.00	1.00		74,963
3009	Irrigation Foreman	1.00	1.00	1.00	1.00		69,951
3010	Foreman	2.00	2.00	2.00	2.00		156,449
3005	Maintenance Worker II	1.00	1.00	1.00	1.00		53,365
8888	Overtime	-	-	-	-		473
9999	Holiday Pay	-	-	-	-		200
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>		<b>452,482</b>
<b>PART TIME POSITIONS</b>		<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
6004	Park Service Attendant - P/T	5.00	3.75	3.75	3.75	3.75	99,860
6107	Park Ambassador - P/T	1.00	0.75	0.75	0.75	0.75	27,911
<b>TOTAL PART TIME FTE's</b>		<b>6.00</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>127,771</b>
<b>TOTAL</b>		<b>10.50</b>	<b>10.50</b>	<b>10.50</b>	<b>10.50</b>	<b>\$</b>	<b>580,253</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 446,274	\$ 467,780	\$ 534,681	\$ 580,253
2000 Employee Benefits - See Other Cost Dist.	204,971	215,914	231,389	242,137
3103 Prof Serv - Contracted Staff	352,428	278,308	507,840	507,840
4500 General Liability Insurance	22,438	22,221	30,019	29,653
4611 Repair/Maint - Oper Equip	2,250	2,976	3,500	3,500
4616 Repair/Maint - Roof Repair	897	1,560	9,696	-
4630 Service Alloc - Flt Mgmt - Opr	36,302	42,126	8,050	30,192
4631 Service Alloc - Flt Mgmt - Rpl	-	-	37,495	35,395
4632 Service Alloc - Flt - Fuel	-	-	-	26,365
4633 Service Alloc - Gen Services	51,632	51,504	55,043	56,961
5100 Supplies - Office	-	-	547	547
5201 Supplies - Agricultural	36,696	48,742	64,273	64,273
5204 Supplies - Janitorial	-	160	-	2,000
5207 Supplies - Fuel & Lubricants	-	75	550	550
5208 Supplies - Household & Instit	42,974	44,542	37,715	37,715

**EXPENDITURE DETAIL**

	<b>2020-2021</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
5209 Supplies - Building Materials	1,048	574	900	900
5220 Uniform - Allowance	-	-	250	250
5221 Uniform - Protective (PPE)	-	3,068	1,000	1,000
5222 Uniform - Purchase/Rental	6,426	4,735	5,500	5,500
5231 Equipment (Oper) - Minor/Tools	3,014	6,012	5,375	26,313
5242 Parts - Misc Equip	2,330	2,482	2,500	2,500
6405 Equip Repl (Cap) - Misc	3,761	17,708	69,650	42,250
6425 Equip Adds (Cap) - Misc	7,398	12,110	25,000	25,000
9011 Intradep't'l Alloc - Svc to Div	(206,061)	(207,841)	-	-
9901 Contingency - Soft Reductions	-	-	<u>22,938</u>	-
<b>TOTAL</b>	<b><u>\$ 1,014,778</u></b>	<b><u>\$ 1,014,756</u></b>	<b><u>\$ 1,653,911</u></b>	<b><u>\$ 1,721,094</u></b>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



001 GENERAL FUND  
**COMMUNITY RECREATION DEPARTMENT**  
**6090 SOCCER PROGRAM**  
 572 COMMUNITY RECREATION

**EXPENDITURE DETAIL**

	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>	<u>2023-2024</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
3103 Prof Serv - Contracted Staff	\$ -	\$ -	\$ -	\$ 162,000
3118 Prof Serv - Misc/Other	-	-	-	2,000
5208 Supplies - Household & Instit	-	-	-	10,000
5400 Membership Dues/Subscriptions	-	-	-	6,400
<b>TOTAL</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 180,400</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?)**

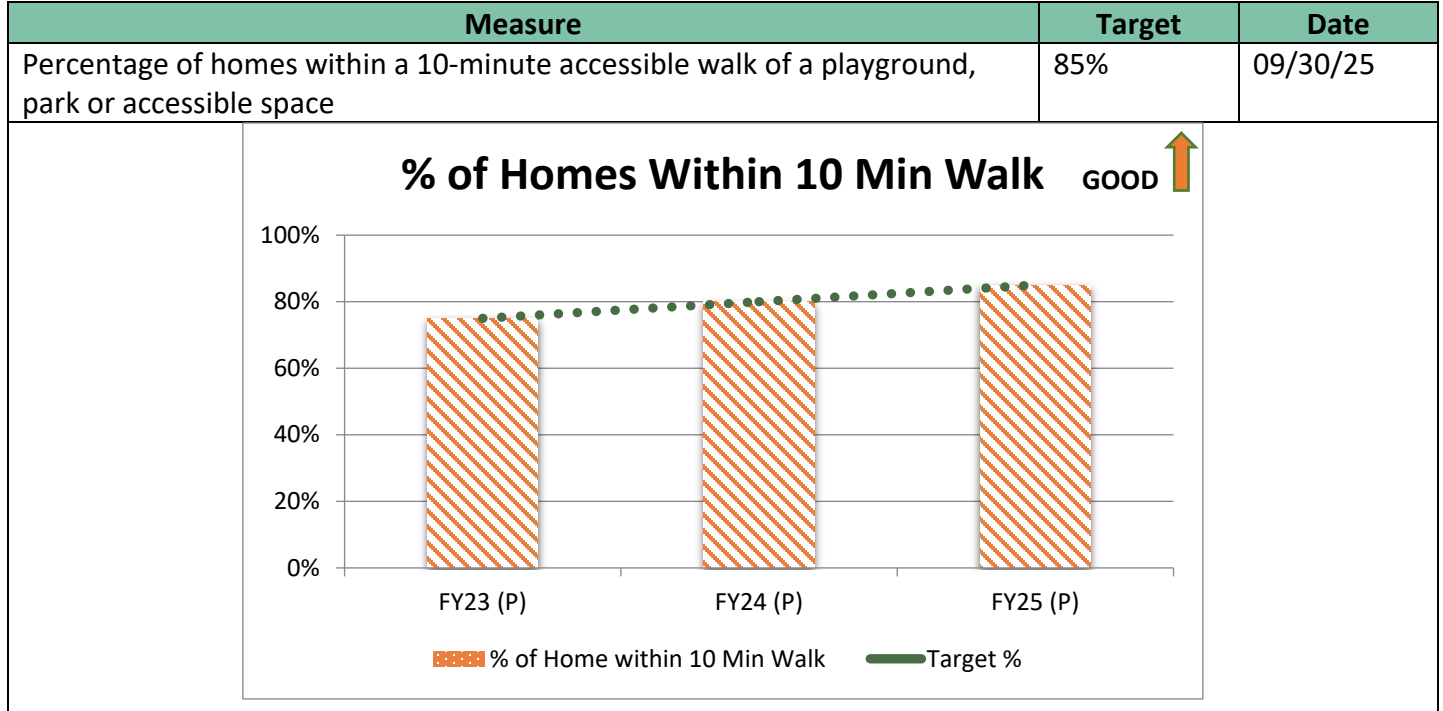
- Time (of the project team members and others as appropriate – examples below):
  - Informatics Person – Director (100 hours annually)
  - Program / Subject Matter Experts – Director, Administrative Supervisor, IT/GIS staff, CIP team, Architects, Greenspace Management (100 hours annually)
- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$5,818,148	Purchase of properties for recreational space through Land Purchase project
\$2,000,000	Expected capital expenditures for construction
\$7,818,148	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"> <li>• Consolidation of locations and uses will allow for easier maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Increased workload</li> </ul>
Program / Subject Matter Experts	<ul style="list-style-type: none"> <li>• Provide blueprint for expansion in future</li> </ul>	<ul style="list-style-type: none"> <li>• Unhappiness with location or design</li> </ul>
Sr. Leadership	<ul style="list-style-type: none"> <li>• Resident support</li> </ul>	<ul style="list-style-type: none"> <li>• Neighborhood unrest with activity</li> </ul>
Commissioners	<ul style="list-style-type: none"> <li>• Support for acquisition of land</li> </ul>	<ul style="list-style-type: none"> <li>• 15% still in need</li> </ul>
Customers	<ul style="list-style-type: none"> <li>• Accessibility to park spaces</li> </ul>	<ul style="list-style-type: none"> <li>• Park spaces not designed for all needs</li> </ul>

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

- Money:
  - Costs: \$7,818,148
  - 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
\$751,000	Development costs for dog park (Gables Station and Salvadore Park)
\$75,000	Dog Park Waste supplies annually
\$75,000	Annual staffing expenditures
<b>\$901,000</b>	<b>Total (not including cost to purchase the property)</b>

- 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"> <li>• Provide blueprint for future expansion</li> </ul>	<ul style="list-style-type: none"> <li>• Unhappiness with design</li> </ul>
Sr. Leadership	<ul style="list-style-type: none"> <li>• Alleviate complaints and issues related to dogs</li> </ul>	<ul style="list-style-type: none"> <li>• Need for more resources dependent on use</li> </ul>
Commissioners	<ul style="list-style-type: none"> <li>• Voter approval</li> </ul>	<ul style="list-style-type: none"> <li>• Residents unhappy with locations</li> </ul>
Customers	<ul style="list-style-type: none"> <li>• Fulfill need for many</li> </ul>	<ul style="list-style-type: none"> <li>• Needs still not met</li> </ul>
Regulators	<ul style="list-style-type: none"> <li>• Reduces need for enforcement</li> </ul>	<ul style="list-style-type: none"> <li>• Complaints about non-resident use</li> </ul>

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

- Money:
  - Costs: \$901,000
  - 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
\$4,532,779	Fiscal Operating Budget – ongoing each year
\$10,076,660	Capital 5-Year Budget
<b>\$14,609,439</b>	<b>Total</b>

- 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;"> <h3>Operating Cost Recovery</h3> <p>The chart displays the following data points:</p> <table border="1"> <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"> <li>• Opportunities for promotions and jobs.</li> </ul>	<ul style="list-style-type: none"> <li>• Additional strain on the pension. Additional strain on existing administrative workforce.</li> </ul>
Informatics	<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• Additional strain to existing workforce.</li> </ul>
Sr. Leadership	<ul style="list-style-type: none"> <li>• Increased resident satisfaction and engagement. Increased City revenue.</li> </ul>	<ul style="list-style-type: none"> <li>• Additional managerial oversight required.</li> </ul>
Commissioners	<ul style="list-style-type: none"> <li>• Increased resident satisfaction and engagement. Increased home value. Increased City brand value and recognition.</li> </ul>	<ul style="list-style-type: none"> <li>• Potential complaints from residents due to operations of the facility.</li> </ul>

Customers	<ul style="list-style-type: none"> <li>• Increased resident satisfaction and engagement.</li> </ul>	<ul style="list-style-type: none"> <li>• Potential dissatisfaction by some members of the community.</li> </ul>
Finance	<ul style="list-style-type: none"> <li>• Increased City revenue.</li> </ul>	<ul style="list-style-type: none"> <li>• Additional unfunded start-up costs.</li> </ul>

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

- Money:
  - Costs: \$4,532,779 operating each year and \$10,076,660 in capital expenditures up to FY28.
  - 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
<b>\$20,000</b>	<b>Total</b>

- 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												
<div style="text-align: center;"> <h3>Registrations</h3> <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> </div>			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"> <li>• Improving knowledge of staff on different subject matters</li> </ul>	<ul style="list-style-type: none"> <li>• Retention of staff as a result</li> </ul>
Program / Subject Matter Experts	<ul style="list-style-type: none"> <li>• Provide programming plan and Rectrac access to residents/users</li> </ul>	<ul style="list-style-type: none"> <li>• Unhappiness with registration/time or locations</li> </ul>
Sr. Leadership	<ul style="list-style-type: none"> <li>• Resident Support</li> </ul>	<ul style="list-style-type: none"> <li>• Using program space for initiatives that may not align with resident base</li> </ul>
Customers	<ul style="list-style-type: none"> <li>• Accessibility to new and innovative programming</li> </ul>	<ul style="list-style-type: none"> <li>• Dissatisfaction with programming</li> </ul>

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

- Money:
  - Costs: \$20,000
  - 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  
2023-2024 BUDGET**

**ECONOMIC DEVELOPMENT**

**ORGANIZATION CHART**



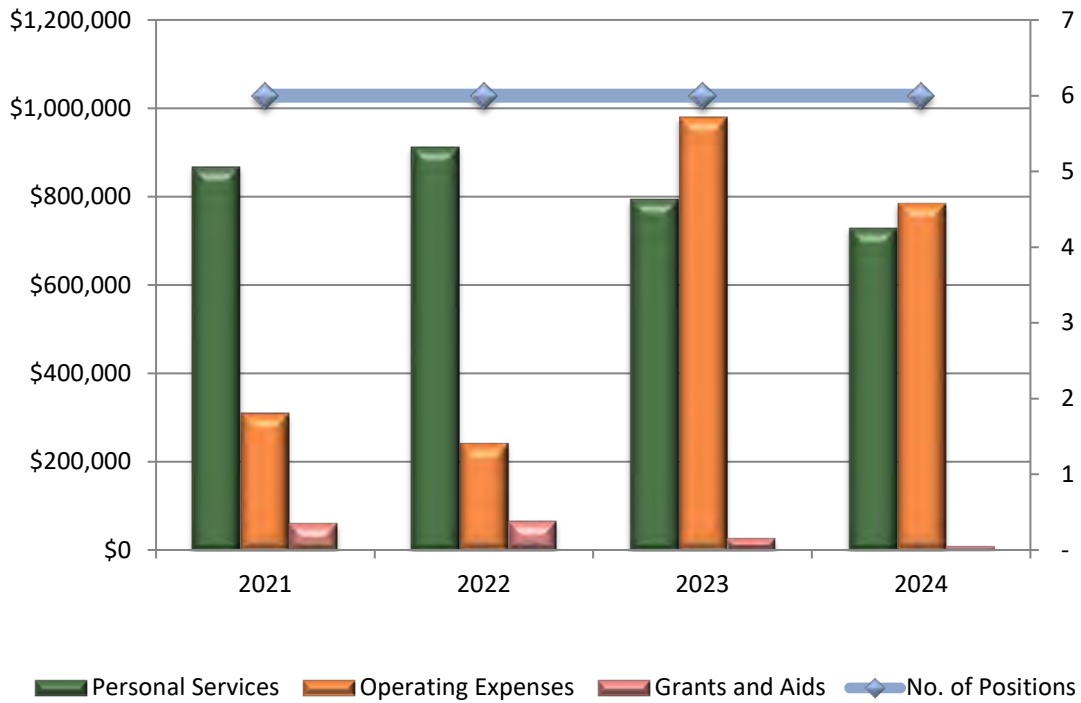
**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



**ECONOMIC DEVELOPMENT DEPARTMENT  
BUDGET AND POSITION SUMMARY**

	<u>2020-2021</u> <u>ACTUAL</u>	<u>2021-2022</u> <u>ACTUAL</u>	<u>2022-2023</u> <u>BUDGET</u>	<u>2023-2024</u> <u>BUDGET</u>
Salaries & Benefits	867,123	912,256	794,261	728,982
Operating Expenses	311,471	242,468	980,424	785,136
Grants and Aids	<u>61,589</u>	<u>66,438</u>	<u>28,295</u>	<u>10,000</u>
<b>Total</b>	<u><u>1,240,183</u></u>	<u><u>1,221,162</u></u>	<u><u>1,802,980</u></u>	<u><u>1,524,118</u></u>
Full Time Headcount	4.00	4.00	4.00	4.00
Part Time FTE's	<u>1.50</u>	<u>1.50</u>	<u>1.50</u>	<u>1.50</u>
<b>Total Headcount &amp; FTE's</b>	<u><u>5.50</u></u>	<u><u>5.50</u></u>	<u><u>5.50</u></u>	<u><u>5.50</u></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. The department serves as liaison to the city's Economic Development Board.

The Department also oversees the City's international affairs activities, and participates in several multi-departmental efforts - pursuant to the following:

### **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.

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**

**ECONOMIC DEVELOPMENT**

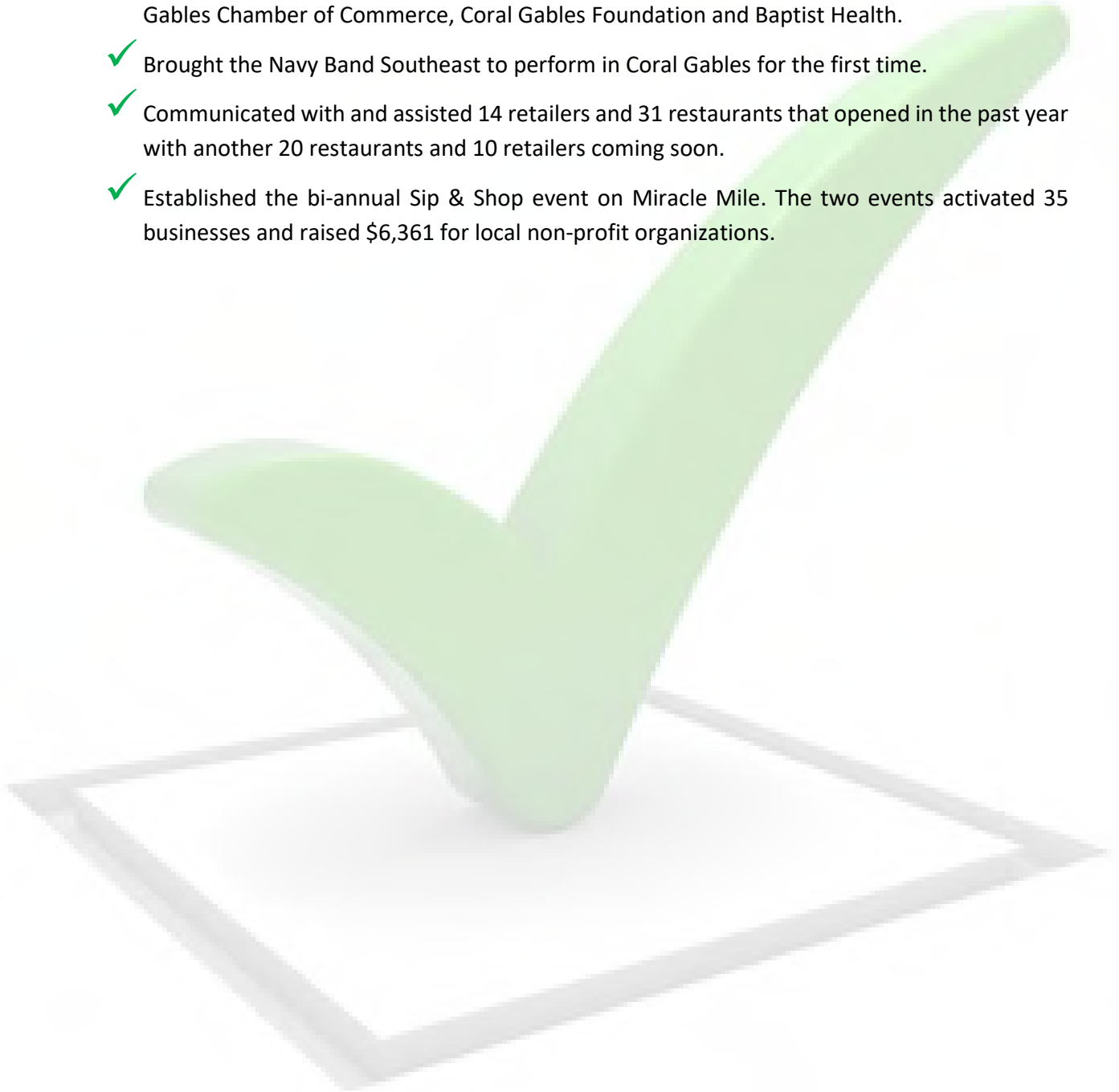
**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS**

- ✓ Supported the Consulate of Mexico in bringing the Day of the Dead to Coral Gables as part of the City's International Cultural Program. This event brought in an estimated 4,000 visitors to the downtown area.
- ✓ Supported the Consulate of Colombia in bringing the Festival de Barranquilla as part of the City's International Cultural Program.
- ✓ Established Tuesdays with Tony which offers permitting and code enforcement guidance for businesses.
- ✓ Held first Business Recycling Drive-Thru Event collecting 878 pounds of e-waste, 2,100 pounds of paper, and 50 pounds of clothing.
- ✓ Assisted the Consulates of Guatemala, Paraguay and Mexico in moving to Coral Gables bringing the total number of foreign offices located in the city to 22.
- ✓ Established free Wi-Fi at Pittman Park, in the heart of the Central Business District, in collaboration with the Innovation and Technology Department.
- ✓ Negotiated and received Commission approval for a corporate relocation plan for Ryder.
- ✓ Assisted with the donation of gas detectors to Villa Elisa, Paraguay through the Consulate of Paraguay.
- ✓ Organized and executed the City's first Trick-or-Treat on the Mile event which brought an estimated 38,663 visitors to the area based on pedestrian sensor counts. Additional holiday events, activities, and décor on Miracle Mile and Giralda Plaza were also organized and executed.
- ✓ Produced the Museum of the Moon project at Ponce Circle Park in collaboration with the Coral Gables Community Foundation. This month-long activation attracted an estimated 30,000 visitors to the area. A post activation survey was conducted showing that 71% of those surveyed shopped at a local business while visiting the moon installation.
- ✓ Received Commission approval for a one-year extension of the Murals on the Mile program.
- ✓ Assisted the Consulate of Saint Lucia with holding their Independence Day ceremony at Merrick House.
- ✓ Began to develop the City's Economic Strategic Plan.

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS - (Continued)**

- ✓ Continued to actively participate in the Community of Excellence initiative with the Coral Gables Chamber of Commerce, Coral Gables Foundation and Baptist Health.
- ✓ Brought the Navy Band Southeast to perform in Coral Gables for the first time.
- ✓ Communicated with and assisted 14 retailers and 31 restaurants that opened in the past year with another 20 restaurants and 10 retailers coming soon.
- ✓ Established the bi-annual Sip & Shop event on Miracle Mile. The two events activated 35 businesses and raised \$6,361 for local non-profit organizations.





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

**ECONOMIC DEVELOPMENT**

INDICATOR:	FY22			FY23		FY24
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Number of businesses helped via PAP	2	1	◆	2	6	2
Visitation of existing business	25	34	●	25	35	25
Local Business Outreach Assistance (issues/concerns/questions)	25	48	●	25	48	25
Marketing total audience reached	1M	1.5M	●	1M	1,265,880	500,000
Public workshops / Presentations	10	54	●	10	40	13
Business contact database	8,500	8,480	●	8,250	7,424	8,000
Participation in Business Recruitment Efforts (not in the Gables/ Corporate & Commercial)	3	19	●	3	10	5

**Legend**

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



**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



001 GENERAL FUND  
**ECONOMIC DEVELOPMENT DEPARTMENT**  
**6900 ECONOMIC DEVELOPMENT**  
 552 INDUSTRY DEVELOPMENT

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	BUDGET HEADCOUNT	SALARIES
<b>FULL TIME POSITIONS</b>						
0639	Economic Development. Director	1.00	1.00	1.00	1.00	\$ 147,865
0644	Economic Development. Ass't Director	1.00	1.00	-	-	-
0645	Marketing & Brand Manager	-	-	1.00	1.00	91,356
0642	Business Development Coordinator	1.00	1.00	1.00	1.00	89,720
0602	Administrative Assistant	1.00	1.00	1.00	1.00	58,574
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>387,515</b>
<b>PART TIME POSITIONS</b>						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
1150	Int'l Business Development Coord - P/T	1.00	0.75	0.75	0.75	55,233
9019	Receptionist/Office Asst - P/T	1.00	0.75	0.75	0.75	26,179
<b>TOTAL PART TIME FTE's</b>		<b>2.00</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>81,412</b>
<b>TOTAL</b>		<b>5.50</b>	<b>5.50</b>	<b>5.50</b>	<b>5.50</b>	<b>\$ 468,927</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 554,704	\$ 582,321	\$ 512,622	\$ 468,927
2000 Employee Benefits - See Other Cost Dist.	312,419	329,935	281,639	260,055
3106 Prof Serv - Events	-	355	28,300	100,000
3118 Prof Serv - Misc/Other	66,934	64,394	142,279	182,743
4000 Travel - Local	-	2,385	9,835	-
4010 Automobile Allowance	9,875	9,670	10,395	6,497
4011 Mobile Phone Allowance	1,340	260	-	-
4400 Rental - Mach & Equip	2,880	2,416	2,300	4,800
4402 Rental - Land & Buildings	67,470	37,158	21,250	21,250
4500 General Liability Insurance	27,189	27,465	27,644	23,964
4701 Printing & Binding	1,930	8,522	9,600	9,600
4801 Events - Econ Dev	15,139	-	15,600	15,600
4830 Promo Expense - Advertising	12,912	16,848	20,000	20,000
4831 Promo Expense - Rouse	23,975	-	524,455	35,000
4832 Promo Expense - Prospect Dev	57,339	27,398	112,898	49,314
4833 Promo Expense - Misc	5,168	14,245	20,933	281,933

**EXPENDITURE DETAIL**

	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>	<u>2023-2024</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
4900 Misc Exp - Other	383	1,297	2,000	2,000
5100 Supplies - Office	1,058	1,641	2,212	2,212
5220 Uniform - Allowance	-	243	2,000	1,500
5400 Membership Dues/Subscriptions	17,155	27,946	22,148	22,148
5500 Employee Training	724	225	6,575	6,575
8200 Grants - Outside Organizations	<u>61,589</u>	<u>66,438</u>	<u>28,295</u>	<u>10,000</u>
<b>TOTAL</b>	<b><u>\$ 1,240,183</u></b>	<b><u>\$ 1,221,162</u></b>	<b><u>\$ 1,802,980</u></b>	<b><u>\$ 1,524,118</u></b>

## Action Plan Worksheet



**Action Plan Owner:** Belkys Perez, Economic Development Director

**Action Plan Name:** 1.4.1-1 Achieve 90 percentile rank in the measurement of excellent for vibrancy of downtown/commercial area by 2025

**Strategic plan alignment**

- Objective - Objective - 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community
  - Goal 4 - Enhance our position as a premier destination for arts, culture, dining, and shopping

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

What must be done	By When	How will it be evident
Recommend at least five (5) artists to participate in the program	10/01/23	Selected artists approved by the Arts Advisory Panel and Cultural Development Board
Selection of at least two (2) art installations for the CBD	11/01/24	Executed PSA with selected artists
Installation of the art pieces in the CBD	12/01/24	Art installed
Release of a satisfaction survey to residents	03/01/24	Residents’ responses
Review the survey results	03/31/24	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.

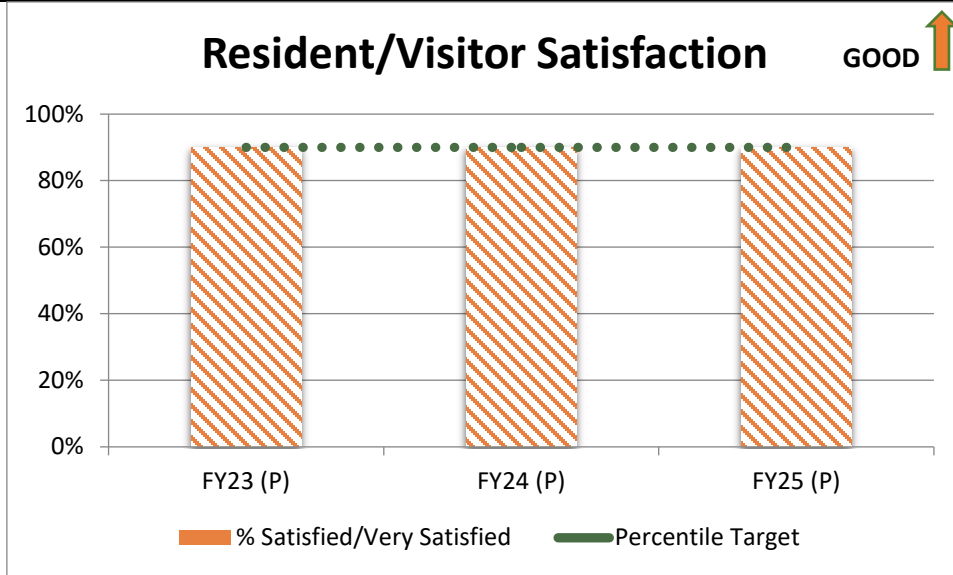
- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$75,000	Marketing Consultant Professional Services Contract

- 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 <sup>th</sup> 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: \$75,000
  - 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, 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	02/29/24	Attendance roster
Adoption of the Economic Study	03/31/24	City Commission approval
Implement the Economic Study’s strategic policies	11/30/24	Adopted Economic Study
Prepare the economic development sub-element of the comprehensive plan with Planning and Zoning Department	04/29/24	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	04/29/24	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	10/01/24	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 – Belkys Perez (in-house staff hours already included above)

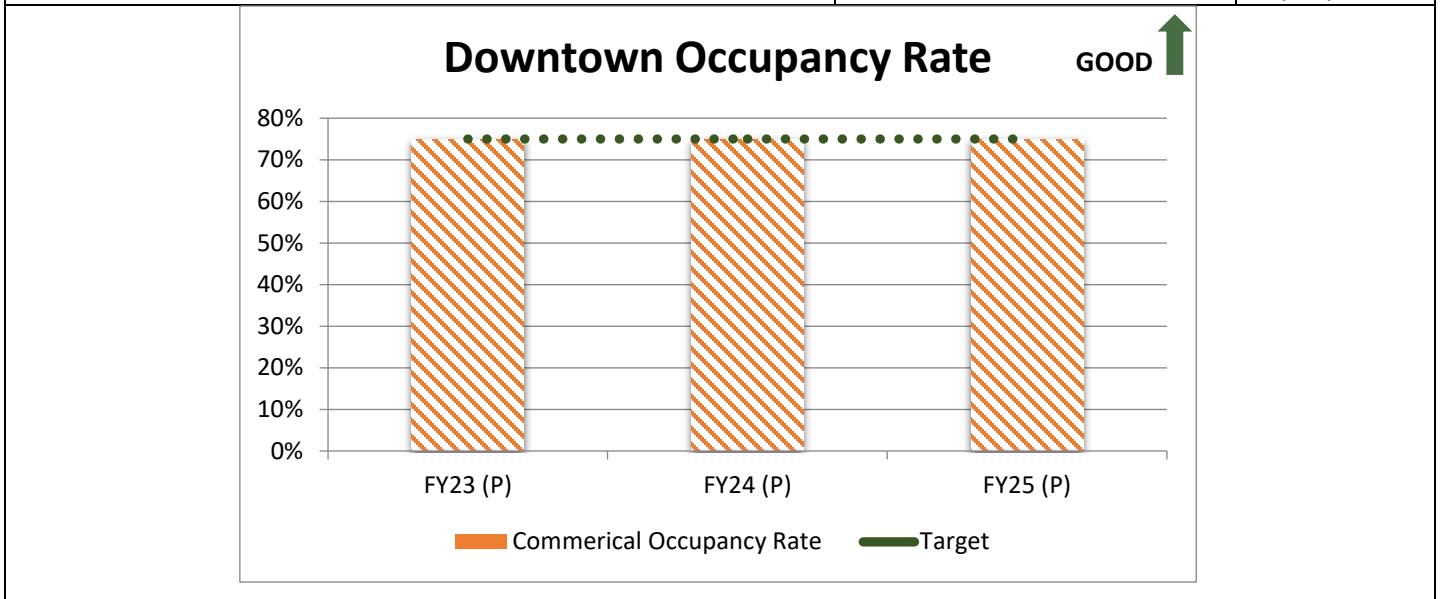
- Finances (detailed listing of expected costs):

\$ 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.
\$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.
<b>\$95,000</b>	<b>Total</b>

- 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

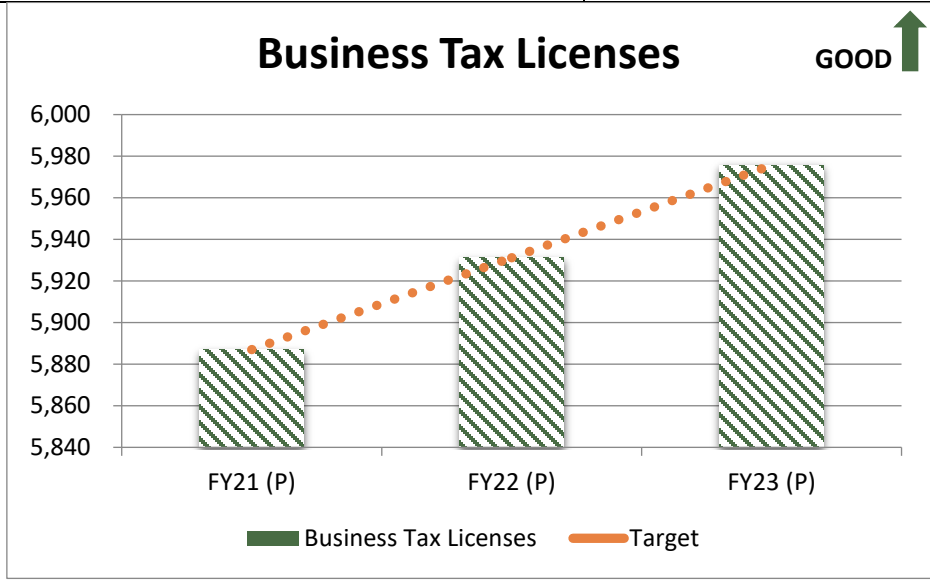
**Short- & Longer-term measures of success, targets and / or time horizons**

Measure	Target	Date
Commercial Occupancy Rate in Downtown Coral Gables	75%	09/30/23 09/30/24 09/30/25





Number of tax licenses	25% increase over 2022 baseline	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
  - 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, Economic Development Director

**Action Plan Name:** 5.2.2-1 Design and Implement Storefront and Signage Guidelines including by 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 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 (\$150,000) in “New Needs” to initiate the program	03/31/23	Budget allocation
Manager and City Commission authorization to proceed with the selection of the Downtown Storefront and Signage Guidelines consultant	10/31/23	City Manager and elected officials’ approval
Development of the Downtown Storefront and Signage Guidelines Request for Proposal (RFP)	12/31/23	RFP approved by City Manager
Release the Downtown Storefront and Signage Guidelines RFP	02/28/24	Advertisement of the RFP by the Procurement Department
Selection of the consultant	04/30/24	PSA sent to selected consultant
Negotiate and execute contract with selected consultant	06/30/24	Executed the PSA
Project kick-off meeting with Consultant and key stakeholders.	07/31/24	Adoption of scope of work
Adoption of the Signage and Storefront Plan (guidelines)	08/30/25	Approved by the City Manager and City Commission

**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

- Knowledge/Training:
  - Procurement Input (RFP) – 8 hours
  - City Attorney (Review the Consultant’s PSA for legal sufficiency) - 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
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

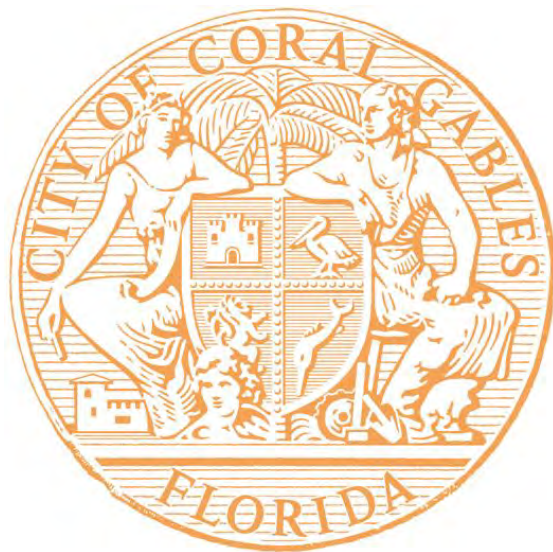
**Who are the stakeholders / what is the anticipated impact on them?**

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)?**

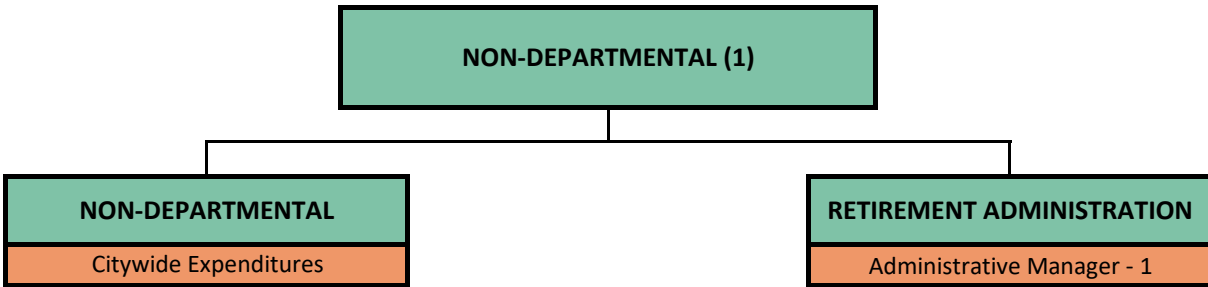
- Money:
  - Costs: \$150,000
  - Benefits: \$250,000 (est.)
  - Return on investment: 3-5 year after implementation of the program
- Other benefits:
  - Increase property value
  - Increase tax revenues
  - Improve the downtown aesthetics



This page left intentionally blank

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**

**NON-DEPARTMENTAL  
ORGANIZATION CHART**



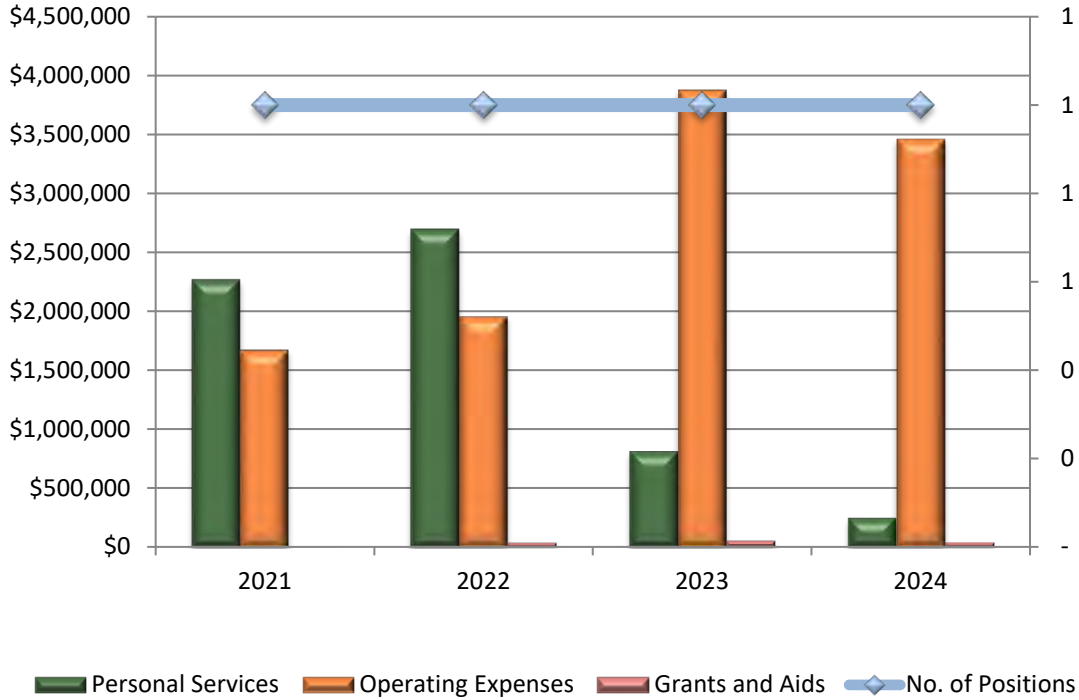
**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



**NON-DEPARTMENTAL EXPENSE  
BUDGET AND POSITION SUMMARY**

	<u>2020-2021 ACTUAL</u>	<u>2021-2022 ACTUAL</u>	<u>2022-2023 BUDGET</u>	<u>2023-2024 BUDGET</u>
Salaries & Benefits	2,265,753	2,694,282	812,849	250,795
Operating Expenses	1,677,707	1,958,685	3,878,443	3,462,675
Grants and Aids	2,500	35,750	50,750	38,250
<b>Total</b>	<u>3,945,960</u>	<u>4,688,717</u>	<u>4,742,042</u>	<u>3,751,720</u>
Full Time Headcount	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Headcount & FTE's	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>

**EXPENDITURE COMPARISONS**





**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



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

**EXPENDITURE DETAIL**

	<b>2020-2021</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
1000 Salaries	\$ -	\$ -	\$ 575,000	\$ -
2000 Employee Benefits - See Other Cost Dist.	2,090,861	2,520,480	65,500	65,500
3113 Prof Serv - Legal	801,331	661,213	350,000	350,000
3118 Prof Serv - Misc/Other	213,499	301,535	758,052	600,000
3200 Accounting & Auditing Srvc	135,000	135,000	154,000	154,000
4200 Postage	50,914	58,132	200,000	200,000
4402 Rental - Land & Buildings	8,000	3,000	9,000	9,000
4830 Promo Expense - Advertising	-	-	5,000	5,000
4900 Misc Exp - Other	76,897	77,170	162,500	162,500
4901 Misc Exp - Commission Group 1	456,166	648,889	300,000	300,000
4915 Misc Exp - Judgements/Damages	44,116	201,903	-	-
5100 Supplies - Office	12,098	16,802	20,000	20,000
8203 Grants - Junior Orange Bowl	-	33,250	33,250	33,250
8205 Hopkins/Cooper Scholarship	2,500	2,500	17,500	5,000
9000 Interdept'l Alloc - Bldg Div	(128,760)	(151,807)	(121,806)	<b>1.</b> (134,808)
9900 Contingency - Operating	-	-	2,031,697	1,786,976
<b>TOTAL</b>	<b>\$ 3,762,622</b>	<b>\$ 4,508,067</b>	<b>\$ 4,559,693</b>	<b>\$ 3,556,418</b>

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

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 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	2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
0039	Administrative Manager	1.00	1.00	1.00	1.00	\$ 115,585
<b>TOTAL</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>\$ 115,585</b>

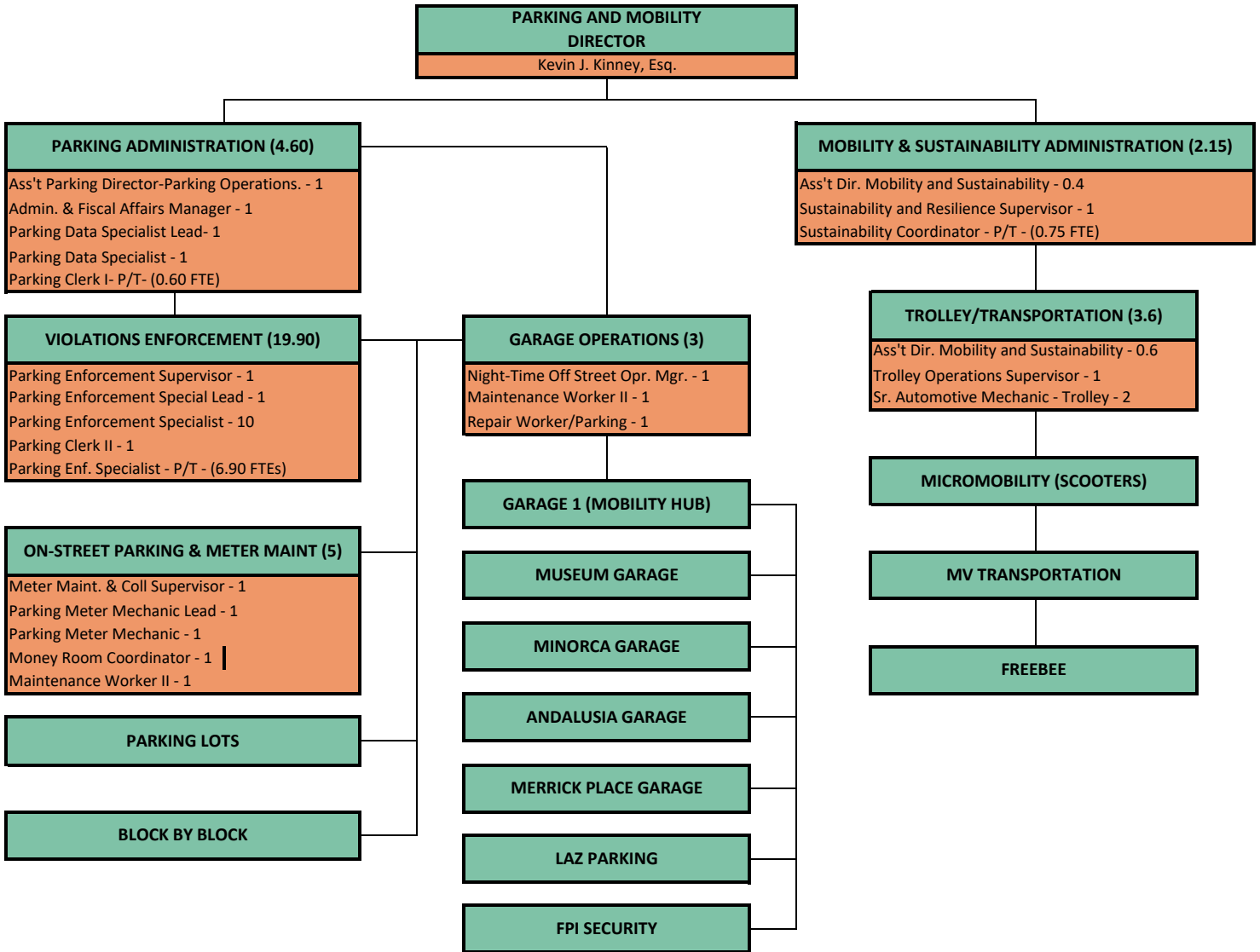
**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 109,624	\$ 106,107	\$ 105,094	\$ 115,585
2000 Employee Benefits - See Other Cost Dist.	65,268	67,695	67,255	69,710
4400 Rental - Mach & Equip	3,085	3,037	2,500	2,500
4500 General Liability Insurance	4,726	3,570	5,900	5,907
4700 Special Printed Forms	443	-	600	600
5100 Supplies - Office	<u>192</u>	<u>241</u>	<u>1,000</u>	<u>1,000</u>
<b>TOTAL</b>	<b><u>\$ 183,338</u></b>	<b><u>\$ 180,650</u></b>	<b><u>\$ 182,349</u></b>	<b><u>\$ 195,302</u></b>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**

**PARKING & MOBILITY SERVICES**

**ORGANIZATION CHART**



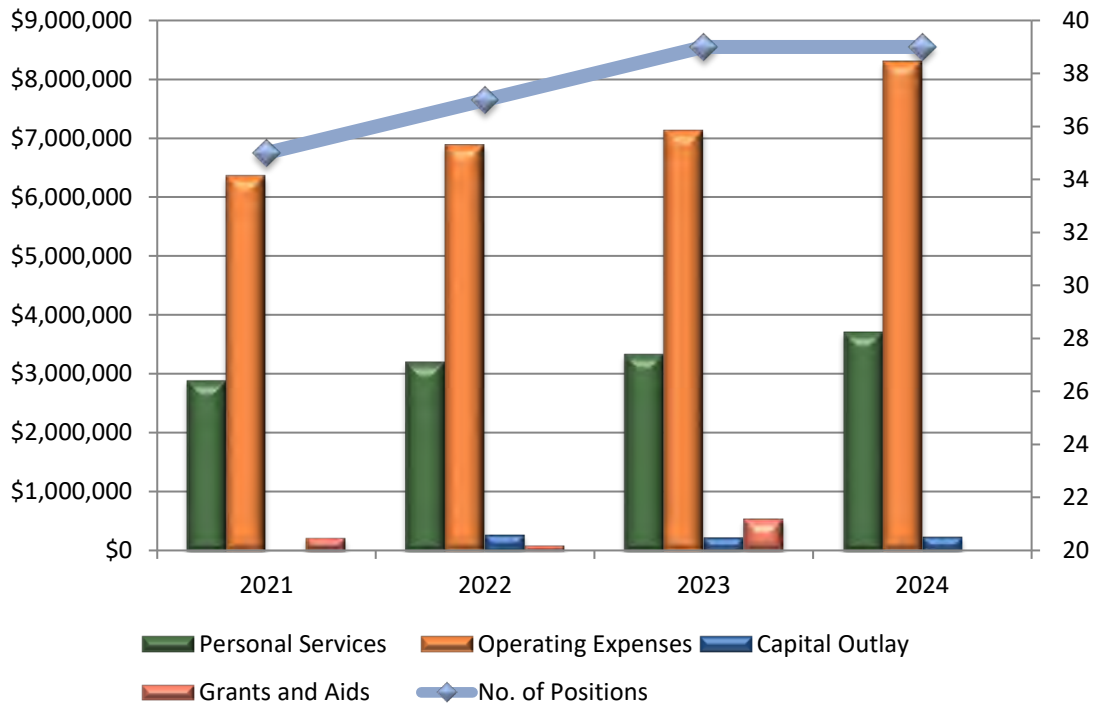
**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



**PARKING DEPARTMENT  
BUDGET AND POSITION SUMMARY**

	<u>2020-2021 ACTUAL</u>	<u>2021-2022 ACTUAL</u>	<u>2022-2023 BUDGET</u>	<u>2023-2024 BUDGET</u>
Salaries & Benefits	2,887,100	3,200,909	3,335,624	3,706,852
Operating Expenses	6,372,312	6,893,076	7,138,481	8,305,722
Capital Outlay	170	259,201	217,420	228,900
Grants and Aids	<u>215,214</u>	<u>94,531</u>	<u>533,645</u>	-
<b>Total</b>	<b><u>9,474,796</u></b>	<b><u>10,447,717</u></b>	<b><u>11,225,170</u></b>	<b><u>12,241,474</u></b>
Full Time Headcount	28.00	30.00	31.00	31.00
Part Time FTE's	<u>6.90</u>	<u>6.90</u>	<u>7.50</u>	<u>8.25</u>
<b>Total Headcount &amp; FTE's</b>	<b><u>34.90</u></b>	<b><u>36.90</u></b>	<b><u>38.50</u></b>	<b><u>39.25</u></b>

**EXPENDITURE/PERSONNEL COMPARISONS**



# Parking and Mobility Services

---

## Department Function:

The Parking and Mobility Services 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. Parking also has oversight of the City's public transportation system, including the daily trolley service, our new on-demand Freebee point to point service, and the Micromobility program (electric scooters). Our goal is to ensure that these mobility systems provide the best service possible within existing budgetary constraints. Finally, the City's sustainability and resiliency program is located within Parking and is focused on reducing the city's operational impacts on the environment. This includes reducing city operational and community wide electricity, fuel, waste, water and greenhouse gas emissions. The program also oversees the water quality initiatives and sea level impacts. The Sustainability Program also includes overseeing the City's Keep Coral Gables Beautiful Program which focuses on implementing programs, policies and events focused on recycling, litter prevention, and sustainability.

## 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 and micro-mobility

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.
6. Reduce electricity, fuel, water, waste and greenhouse gas emissions.
  - Implement policies and programs focused on reducing natural resource usage.
  - Work with other city departments and the community (residents, businesses, visitors) to reduce community wide natural resource usage.
7. Continue growing Keep Coral Gables Beautiful Program
  - Implement and hold community events/programs/policies focused on litter reduction, recycling and sustainability.
  - Track volunteers, pounds of litter collected, etc.
8. Implement and track City Electric Vehicle Charging Infrastructure Strategy.
  - Track number of charging sessions, etc. for existing infrastructure
  - Build out map/policy for new proposed infrastructure.

**CITY OF CORAL GABLES, FLORIDA**  
**2023-2024 BUDGET**

**PARKING AND MOBILITY SERVICES DEPARTMENT**

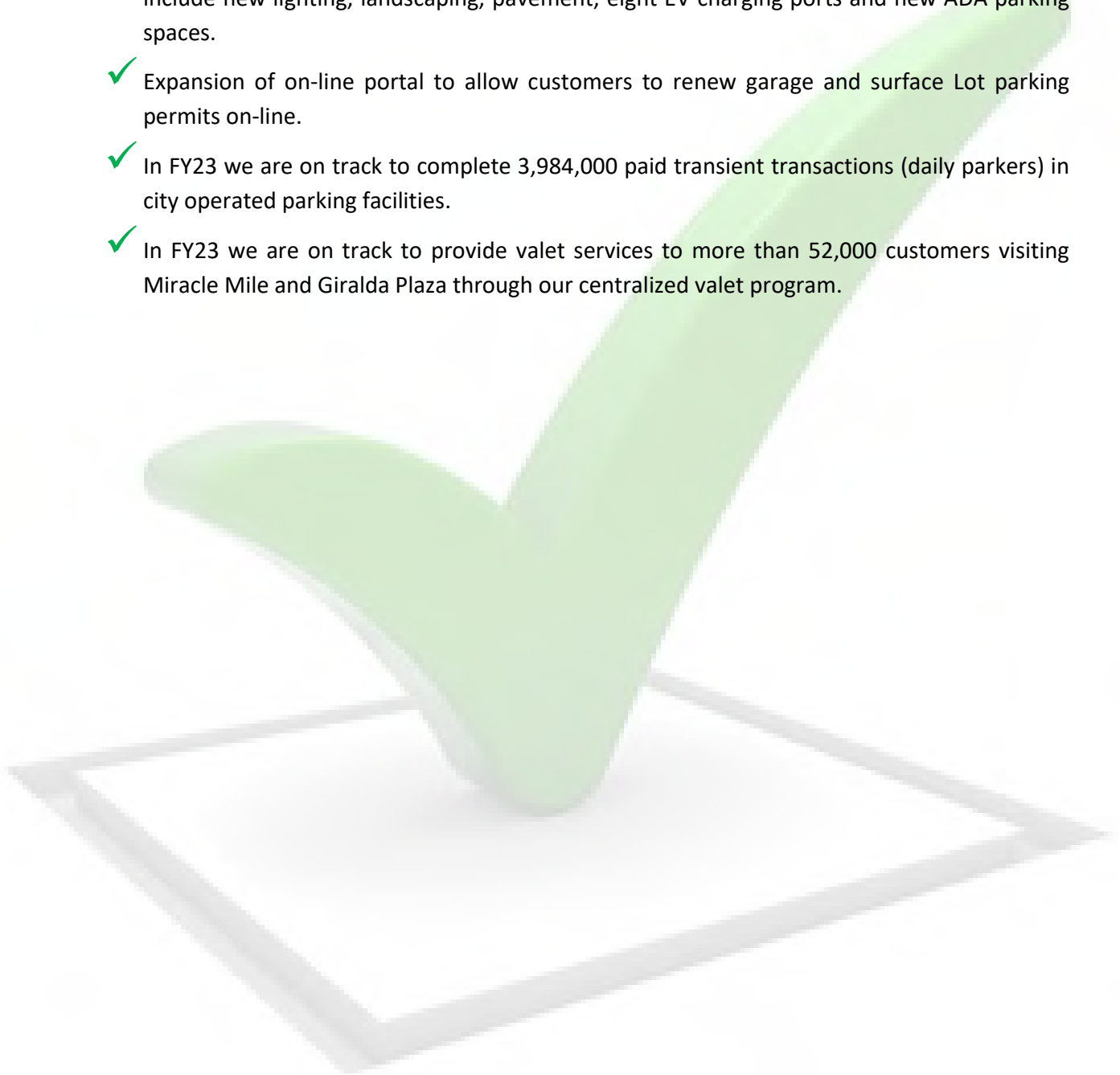
**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS**

- ✓ Trolley Saturday and extended hours. Saturday service began on October 2, 2021, from 6:30am – 8:00pm; Extended hours until 10pm Monday-Saturday began in January of 2022. The FDOT grant supporting this service enhancement was extended through FY2023.
- ✓ Trolley ridership is on track to reach pre-pandemic levels with total passengers expected to exceed 1 million for FY23. Saturday ridership continues to increase with approximately 1,700 passengers each day.
- ✓ Using and FDOT grant, we acquired new security cameras, public Wi-Fi, GPS and passenger count system for use within Coral Gables Trolleys.
- ✓ Replaced 240 faded Trolley signs within the city and added a QR code at every stop allowing passengers to scan the code and obtain arrival times for the next Trolley.
- ✓ Refurbished facility signage at all city garages and parking lots within the Central Business District.
- ✓ 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 24 EV charging ports.
- ✓ Extension of FREEBEE contract on a month-to-month basis pending final determination by City Commission. In June 2023, the city extended service to the Coral Gables Country Club. Ridership is expected to exceed 57,000 passengers in FY23.
- ✓ Restriping of 250 parking spaces within City of Coral Gables R.O.W.
- ✓ Removal of 400 single space meters in the public right of way providing for a more open and uncluttered sidewalk and improved pedestrian experience.
- ✓ Awarded contract to LAZ PARKING for centralized valet and garage attendant, ambassador services through 2027.
- ✓ Procured forty new pay stations with a total inventory of 255 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.

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ Completion of redesign and rehabilitation of Parking Lots 8, 12, 16 and 17. Lot improvements include new lighting, landscaping, pavement, eight EV charging ports and new ADA parking spaces.
- ✓ Expansion of on-line portal to allow customers to renew garage and surface Lot parking permits on-line.
- ✓ In FY23 we are on track to complete 3,984,000 paid transient transactions (daily parkers) in city operated parking facilities.
- ✓ In FY23 we are on track to provide valet services to more than 52,000 customers visiting Miracle Mile and Giralda Plaza through our centralized valet program.





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

**PARKING AND MOBILITY SERVICES**

INDICATOR:	FY22			FY23		FY24
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Percentage of meter revenue processed electronically	96.0%	96.8%	●	97.0%	97.2%	97.5%
Parking permit sales	24,000	23,514	●	24,000	19,940	24,000
Parking citations issued	90,000	80,438	▲	90,000	59,432	85,000
Total Parking revenue	\$16.25M	\$18.25M	●	\$19.00M	\$15.97M	\$19.50M
Green House Gas Savings Through EV Charging	N/A	96,000kg	●	120,000kg	140,000kg	150,000kg
EV Charging Session	N/A	13,000	●	15,000	17,000	20,000
Keep Coral Gables Beautiful Events	N/A	30	●	35	61	40
Increase Trolley ridership	.95M	.88M	▲	1M	.75M	1.1M
Extension of current trolley route to service south end of Coral Gables (MacFarlane/Homestead area)	12,000	20,181	●	24,000	19,954	26,000
Freebee Passenger Trips	60,000	55,921	▲	50,000	51,189	55,000
Reduction of current Trolley headways	10 Min	11 Min	▲	10 Min	10 Min	10 Min

**Legend**

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



**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8000 ADMINISTRATION DIVISION**  
 545 PARKING FACILITIES

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	BUDGET HEADCOUNT	SALARIES
<b>FULL TIME POSITIONS</b>						
0720	Parking & Mobility Services Director	1.00	1.00	1.00	1.00	\$ 191,929
0721	Ass't Parking Director for Operations	0.50	0.50	1.00	1.00	139,368
0813	Administrative & Fiscal Affairs Manager	-	-	1.00	1.00	73,513
0716	Parking Admin. Supervisor	1.00	1.00	-	-	-
0700	Parking Data Specialist Lead	-	-	1.00	1.00	42,857
0708	Parking Data Specialist	1.00	2.00	1.00	1.00	40,780
0088	Parking Clerk II	1.00	-	-	-	-
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>4.50</b>	<b>4.50</b>	<b>5.00</b>	<b>5.00</b>	<b>488,447</b>
<b>PART TIME POSITIONS</b>						
	TITLE	HC	FTE's	FTE's	FTE's	FTE's
6323	Parking Clerk I	1.00	-	-	0.60	0.60
<b>TOTAL PART TIME FTE's</b>		<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.60</b>	<b>0.60</b>
<b>TOTAL</b>		<b>4.50</b>	<b>4.50</b>	<b>5.60</b>	<b>5.60</b>	<b>\$ 513,365</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 433,260	\$ 434,180	\$ 397,815	\$ 513,365
2000 Employee Benefits - See Other Cost Dist.	277,451	235,780	263,410	271,073
3118 Prof Serv - Misc/Other	11,500	45,000	25,000	25,000
3150 Interdept'l Alloc - Admin	565,000	565,000	565,000	565,000
4010 Automobile Allowance	9,713	10,482	10,395	10,395
4011 Mobile Phone Allowance	240	260	-	-
4400 Rental - Mach & Equip	3,559	2,010	4,215	4,215
4402 Rental - Land & Buildings	6,600	77,441	58,719	-
4500 General Liability Insurance	22,047	17,725	22,335	26,235
4610 Repair/Maint - Office Equip	3,465	3,500	3,500	3,500
4633 Service Alloc - Gen Services	21,478	21,625	23,111	23,916
4701 Printing & Binding	6,998	6,539	9,000	9,000
4900 Misc Exp - Other	95,619	9,643	16,431	53,111
4907 Misc Exp - Bad Debt	-	35,152	-	-
4911 Misc Exp - Credit Card Charges	972,747	840,561	1,000,000	1,000,000

**EXPENDITURE DETAIL**

	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>	<u>2023-2024</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
5100 Supplies - Office	5,500	4,899	5,500	5,500
5231 Equipment (Oper) - Minor/Tools	737	1,302	2,000	2,000
5400 Membership Dues/Subscriptions	695	1,507	1,200	1,200
5500 Employee Training	1,095	1,589	2,500	2,500
9010 Intradep't Alloc - Adm to Div	(2,437,704)	(2,314,195)	(2,410,131)	2. (2,516,010)
<b>TOTAL</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

2. See cost distribution below.

**Administraton Division Distribution to Parking System**

<b>Dept Code/Account</b>	<b>Meters</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>
8101-31-60	282	\$ 92,050	\$ 87,387	\$ 91,009	\$ 95,007
8102-31-60	589	192,261	182,520	190,087	198,437
8103-31-60	193	62,999	59,807	62,286	65,023
8104-31-60	344	112,288	106,599	111,018	115,895
8105-31-60	450	146,891	139,447	145,228	151,607
8200-31-60	3,873	1,264,224	1,200,171	1,249,925	1,304,836
8300-31-60	1,737	566,991	538,264	560,578	585,205
	<u>7,468</u>	<u>\$ 2,437,704</u>	<u>\$ 2,314,195</u>	<u>\$ 2,410,131</u>	<u>\$ 2,516,010</u>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8001 VIOLATION ENFORCEMENT DIVISION**  
 521 LAW ENFORCEMENT

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	
0711	Parking Enforcement Supervisor	1.00	1.00	1.00	1.00	\$ 82,668
0710	Parking Enforcement Specialist	10.00	10.00	10.00	10.00	531,516
0709	Parking Enforcement Special Lead	1.00	1.00	1.00	1.00	72,872
6322	Parking Clerk II	-	-	1.00	1.00	39,404
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>12.00</b>	<b>12.00</b>	<b>13.00</b>	<b>13.00</b>	<b>726,460</b>
<b>PART TIME POSITIONS</b>		<b>HC</b>	<b>FTE's</b>	<b>FTE's</b>	<b>FTE's</b>	
0714	Parking Enforcement Specialist - PT	10.00	6.90	6.90	6.90	295,227
<b>TOTAL PART TIME FTE's</b>		<b>10.00</b>	<b>6.90</b>	<b>6.90</b>	<b>6.90</b>	<b>295,227</b>
<b>TOTAL</b>		<b>18.90</b>	<b>18.90</b>	<b>19.90</b>	<b>19.90</b>	<b>\$ 1,021,687</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 803,430	\$ 916,774	\$ 927,434	\$ 1,021,687
2000 Employee Benefits - See Other Cost Dist.	454,598	502,541	518,784	525,371
4500 General Liability Insurance	41,390	41,377	52,070	52,212
4610 Repair/Maint - Office Equip	87	-	-	-
4630 Service Alloc - Flt Mgmt - Opr	39,036	44,013	17,029	35,184
4631 Service Alloc - Flt Mgmt - Rpl	-	-	31,759	30,897
4632 Service Alloc - Flt - Fuel	-	-	-	748
5100 Supplies - Office	1,100	1,100	1,600	1,600
5220 Uniform - Allowance	6,122	4,256	7,500	7,500
5231 Equipment (Oper) - Minor/Tools	500	-	-	-
5500 Employee Training	-	985	2,000	2,000
6405 Equip Repl (Cap) - Misc	170	-	-	-
6425 Equip Adds (Cap) - Misc	-	438	1,120	26,120
<b>TOTAL</b>	<b>\$ 1,346,433</b>	<b>\$ 1,511,484</b>	<b>\$ 1,559,296</b>	<b>\$ 1,703,319</b>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8002 MOBILITY & SUSTAINABILITY**  
 545 PHYSICAL ENVIRONMENT

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2020-2021 ACTUAL	2021-2022 ACTUAL	2022-2023 BUDGET	2023-2024 BUDGET SALARIES	
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
0723	Ass't Director for Mobility & Sustainability	-	-	0.40	0.40	\$ 46,156
0811	Sustainability & Resilience Supervisor	-	-	1.00	1.00	60,487
<b>TOTAL FULL TIME HEADCOUNT</b>		<b>0.00</b>	<b>0.00</b>	<b>1.40</b>	<b>1.40</b>	<b>106,643</b>
<u>PART TIME POSITIONS</u>		<u>HC</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	
9034	Sustainability Coordinator - P/T	1.00	-	-	0.75	33,970
<b>TOTAL PART TIME FTE's</b>		<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.75</b>	<b>33,970</b>
<b>TOTAL</b>		<b>0.00</b>	<b>0.00</b>	<b>1.40</b>	<b>2.15</b>	<b>\$ 140,613</b>

**EXPENDITURE DETAIL**

	2020-2021 ACTUAL	2021-2022 ACTUAL	2022-2023 BUDGET	2023-2024 BUDGET
1000 Salaries	\$ -	\$ -	\$ -	\$ 140,613
2000 Employee Benefits - See Other Cost Dist.	-	-	-	68,201
4303 Solid Waste/Wastewater Disp'l	-	-	-	52,087
4500 General Liability Insurance	-	-	-	7,186
5100 Supplies - Office	-	-	-	500
5400 Membership Dues/Subscriptions	-	-	-	1,500
5500 Employee Training	-	-	-	1,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 274,985</b>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8100 GARAGE OPERATIONS**  
 545 PARKING FACILITIES

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	BUDGET HEADCOUNT	SALARIES
<b>FULL TIME POSITIONS</b>						
0718	Night-Time Off-Street Operations Manager	1.00	1.00	1.00	1.00	\$ 62,309
3005	Maintenance Worker II	1.00	1.00	1.00	1.00	51,763
0312	Money Room Clerk	1.00	1.00	-	-	-
3127	Repair Worker/Parking	1.00	1.00	1.00	1.00	44,620
<b>TOTAL</b>		<b>4.00</b>	<b>4.00</b>	<b>3.00</b>	<b>3.00</b>	<b>\$ 158,692</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 71,805	\$ 161,224	\$ 193,753	\$ 158,692
2000 Employee Benefits - See Other Cost Dist.	53,152	102,073	122,276	105,487
4500 General Liability Insurance	3,488	8,035	10,878	8,110
9011 Intradep't'l Alloc - Svc to Div	-	-	(326,907)	2. (272,289)
<b>TOTAL</b>	<b>\$ 128,445</b>	<b>\$ 271,332</b>	<b>\$ -</b>	<b>\$ -</b>

2. See cost distribution below.

**Garage Operations Distribution to Garages**

Dept Code	Meters	2020-2021	2021-2022	2022-2023	2023-2024
8101-46-40	282	\$ 19,495	\$ 41,182	\$ 49,617	\$ 41,327
8102-46-40	589	\$ 40,718	\$ 86,014	\$ 103,631	\$ 86,318
8103-46-40	193	\$ 13,342	\$ 28,185	\$ 33,958	\$ 28,284
8104-46-40	344	\$ 23,781	\$ 50,236	\$ 60,525	\$ 50,413
8105-46-40	450	\$ 31,109	\$ 65,716	\$ 79,176	\$ 65,947
	<b>1,858</b>	<b>\$ 128,445</b>	<b>\$ 271,333</b>	<b>\$ 326,907</b>	<b>\$ 272,289</b>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8101 GARAGE 1/MOBILITY HUB**  
 545 PARKING FACILITIES

**EXPENDITURE DETAIL**

	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>	<u>2023-2024</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
3118 Prof Serv - Misc/Other	\$ 169,277	\$ 170,687	\$ 215,387	\$ 215,387
3160 Intradep't'l Alloc - Admin	92,050	87,387	91,009	95,007
4611 Repair/Maint - Oper Equip	16,410	14,982	15,000	15,000
4633 Service Alloc - Gen Services	112,180	112,950	120,711	124,917
4640 Service Alloc - Intradep't'l	19,495	41,182	49,617	41,327
4700 Special Printed Forms	105	500	500	500
5100 Supplies - Office	250	250	-	-
5204 Supplies - Janitorial	600	600	600	600
5209 Supplies - Building Materials	100	100	350	350
6425 Equip Adds (Cap) - Misc	-	-	10,000	10,000
<b>TOTAL</b>	<u>\$ 410,467</u>	<u>\$ 428,638</u>	<u>\$ 503,174</u>	<u>\$ 503,088</u>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8102 MUSEUM GARAGE (GARAGE 2)**  
545 PARKING FACILITIES

**EXPENDITURE DETAIL**

	<u>2020-2021</u> <u>ACTUAL</u>	<u>2021-2022</u> <u>ACTUAL</u>	<u>2022-2023</u> <u>BUDGET</u>	<u>2023-2024</u> <u>BUDGET</u>
3118 Prof Serv - Misc/Other	\$ 160,968	\$ 164,541	\$ 208,241	\$ 208,241
3160 Intradep't'l Alloc - Admin	192,261	182,520	190,087	198,437
4600 Repair/Maint - Buildings	9,246	10,827	51,350	11,700
4611 Repair/Maint - Oper Equip	25,000	18,902	25,200	25,200
4633 Service Alloc - Gen Services	186,716	187,999	200,916	207,917
4640 Service Alloc - Intradep't'l	40,718	86,014	103,631	86,318
4700 Special Printed Forms	-	1,765	1,800	1,800
5100 Supplies - Office	750	750	750	750
5204 Supplies - Janitorial	300	300	700	700
5208 Supplies - Household & Instit	400	400	-	-
5209 Supplies - Building Materials	184	184	184	184
5220 Uniform - Allowance	200	400	400	400
5221 Uniform - Protective (PPE)	100	100	-	-
5231 Equipment (Oper) - Minor/Tools	100	19	200	200
6425 Equip Adds (Cap) - Misc	-	-	10,000	10,000
<b>TOTAL</b>	<u><b>\$ 616,943</b></u>	<u><b>\$ 654,721</b></u>	<u><b>\$ 793,459</b></u>	<u><b>\$ 751,847</b></u>



**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8103 MINORCA GARAGE (GARAGE 3)**  
 545 PARKING FACILITIES

**EXPENDITURE DETAIL**

	<u>2020-2021</u> <u>ACTUAL</u>	<u>2021-2022</u> <u>ACTUAL</u>	<u>2022-2023</u> <u>BUDGET</u>	<u>2023-2024</u> <u>BUDGET</u>
3103 Prof Serv - Contracted Staff	\$ -	\$ -	\$ -	\$ 194,644
3160 Intradept'l Alloc - Admin	62,999	59,807	62,286	65,023
4633 Service Alloc - Gen Services	32,674	32,899	35,159	36,384
4640 Service Alloc - Intradept'l	<u>13,342</u>	<u>28,185</u>	<u>33,958</u>	<u>28,284</u>
<b>TOTAL</b>	<b><u>\$ 109,015</u></b>	<b><u>\$ 120,891</u></b>	<b><u>\$ 131,403</u></b>	<b><u>\$ 324,335</u></b>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8104 ANDALUSIA GARAGE (GARAGE 4)**  
 545 PARKING FACILITIES

**EXPENDITURE DETAIL**

	<b>2020-2021</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
3118 Prof Serv - Misc/Other	\$ 145,040	\$ 162,584	\$ 190,654	\$ 190,654
3160 Intradep't'l Alloc - Admin	112,288	106,599	111,018	115,895
4611 Repair/Maint - Oper Equip	16,190	14,000	14,000	14,000
4633 Service Alloc - Gen Services	119,942	120,766	129,064	133,561
4640 Service Alloc - Intradep't'l	23,781	50,236	60,525	50,413
4700 Special Printed Forms	-	2,000	2,000	2,000
5100 Supplies - Office	750	750	750	750
5204 Supplies - Janitorial	300	300	300	300
5208 Supplies - Household & Instit	400	400	400	400
5209 Supplies - Building Materials	200	200	200	200
5220 Uniform - Allowance	500	83	-	-
5231 Equipment (Oper) - Minor/Tools	100	-	600	600
6425 Equip Adds (Cap) - Misc	-	-	10,000	10,000
<b>TOTAL</b>	<b>\$ 419,491</b>	<b>\$ 457,918</b>	<b>\$ 519,511</b>	<b>\$ 518,773</b>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8105 MERRICK PLACE GARAGE (GARAGE 5)**  
545 PARKING FACILITIES

**EXPENDITURE DETAIL**

	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>	<u>2023-2024</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
3118 Prof Serv - Misc/Other	\$ 68,427	\$ 124,913	\$ 194,857	\$ 194,857
3160 Intradep't'l Alloc - Admin	146,891	139,447	145,228	151,607
4300 Electric Service	36,214	42,464	60,000	60,000
4302 Water & Sewer Service	(7,291)	(17,880)	5,000	5,000
4600 Repair/Maint - Buildings	3,482	603	47,084	11,700
4611 Repair/Maint - Oper Equip	23,157	22,249	25,200	25,200
4640 Service Alloc - Intradep't'l	31,109	65,716	79,176	65,947
4700 Special Printed Forms	-	4,671	1,800	1,800
5204 Supplies - Janitorial	300	300	600	600
5208 Supplies - Household & Instit	300	300	-	-
5209 Supplies - Building Materials	100	100	200	200
5231 Equipment (Oper) - Minor/Tools	100	22	-	-
6425 Equip Adds (Cap) - Misc	-	-	10,000	10,000
<b>TOTAL</b>	<b><u>\$ 302,789</u></b>	<b><u>\$ 382,905</u></b>	<b><u>\$ 569,145</u></b>	<b><u>\$ 526,911</u></b>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8200 ON-STREET PARKING & METER MAINT DIVISION**  
 545 PARKING FACILITIES

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

CLASS. NO.	CLASSIFICATION TITLE	2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
<u>FULL TIME POSITIONS</u>		<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
0713	On Street Meter Maint. & Coll Supv	1.00	1.00	1.00	1.00	\$ 68,015
0704	Parking Meter Mechanic - Lead	1.00	1.00	1.00	1.00	61,501
0712	Parking Meter Mechanic	2.00	2.00	1.00	1.00	51,013
0311	Money Room Coordinator	1.00	1.00	1.00	1.00	65,179
3005	Maintenance Worker II	1.00	1.00	1.00	1.00	40,510
<b>TOTAL</b>		<b>6.00</b>	<b>6.00</b>	<b>5.00</b>	<b>5.00</b>	<b>\$ 286,218</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 322,896	\$ 270,161	\$ 299,976	\$ 286,218
2000 Employee Benefits - See Other Cost Dist.	259,028	224,553	232,119	220,169
3118 Prof Serv - Misc/Other	426,468	374,963	550,000	550,000
3160 Intradep't'l Alloc - Admin	1,264,224	1,200,171	1,249,925	1,304,836
4100 Telecom Services	150,140	140,524	160,000	160,000
4500 General Liability Insurance	15,515	13,351	16,842	14,627
4611 Repair/Maint - Oper Equip	818	161	725	1,625
4630 Service Alloc - Flt Mgmt - Opr	41,602	43,322	41,503	8,646
4631 Service Alloc - Flt Mgmt - Rpl	-	-	9,971	20,013
4632 Service Alloc - Flt - Fuel	-	-	-	2,663
4900 Misc Exp - Other	798,804	762,764	64,012	75,662
5100 Supplies - Office	1,383	1,467	1,500	1,500
5204 Supplies - Janitorial	100	100	100	100
5209 Supplies - Building Materials	200	200	200	200
5220 Uniform - Allowance	587	1,438	1,000	3,000
5221 Uniform - Protective (PPE)	246	227	900	-
5231 Equipment (Oper) - Minor/Tools	2,493	2,707	17,500	15,500
5242 Parts - Misc Equip	6,332	11,557	12,000	12,000
6405 Equip Repl (Cap) - Misc	-	244,297	56,774	56,774

**EXPENDITURE DETAIL**

	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>	<u>2023-2024</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
9011 Intradep't'l Alloc - Svc to Div	<u>(1,070,650)</u>	<u>(1,058,134)</u>	<u>(814,514)</u>	2. <u>(820,060)</u>
<b>TOTAL</b>	<b><u>\$ 2,220,186</u></b>	<b><u>\$ 2,233,829</u></b>	<b><u>\$ 1,900,533</u></b>	<b><u>\$ 1,913,473</u></b>

2. See cost distribution below.

**Distribution to Meter & Permit Parking Lots Division**

<u>Dept Code</u>	<u>%</u>	<u>2019-2020</u>	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>
8300-46-40	30%	\$ 987,251	\$ 987,589	\$ 814,514	\$ 820,060
<b>Total Distribution</b>	<b>30%</b>	<b><u>\$ 987,251</u></b>	<b><u>\$ 987,589</u></b>	<b><u>\$ 814,514</u></b>	<b><u>\$ 820,060</u></b>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8300 PARKING LOTS DIVISION**  
 545 PARKING FACILITIES

**EXPENDITURE DETAIL**

	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>	<u>2023-2024</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
3160 Intradep't'l Alloc - Admin	\$ 566,991	\$ 538,264	\$ 560,578	\$ 585,205
4402 Rental - Land & Buildings	256,269	243,100	243,102	243,102
4600 Repair/Maint - Buildings	32,770	4,515	50,140	100,000
4633 Service Alloc - Gen Services	65,348	65,797	70,318	72,768
4640 Service Alloc - Intradep't'l	987,251	987,589	814,514	820,060
5231 Equipment (Oper) - Minor/Tools	1,280	-	6,598	6,598
6405 Equip Repl (Cap) - Misc	-	14,466	10,000	10,000
<b>TOTAL</b>	<u><u>\$ 1,909,909</u></u>	<u><u>\$ 1,853,731</u></u>	<u><u>\$ 1,755,250</u></u>	<u><u>\$ 1,837,733</u></u>

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET**



360 TROLLEY/TRANSPORTATION FUND  
**PARKING DEPARTMENT**  
**8800 TROLLEY/TRANSPORTATION DIVISION**  
 544 TRANSIT SYSTEMS

**PERSONNEL SCHEDULE**

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2020-2021	2021-2022	2022-2023	2023-2024	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
	<u>FULL TIME POSITIONS</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	<u>HEADCOUNT</u>	
0723	Ass't Director for Mobility & Sustainability	-	-	0.60	0.60	\$ 69,234
0721	Ass't Parking Director for Operations	0.50	0.50	-	-	-
0009	Trolley Operations Supr	1.00	1.00	1.00	1.00	84,533
4005	Sr. Automotive Mechanic - Trolley	-	2.00	2.00	2.00	119,416
<b>TOTAL</b>		<b>1.50</b>	<b>3.50</b>	<b>3.60</b>	<b>3.60</b>	<b>\$ 273,183</b>

**EXPENDITURE DETAIL**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 120,155	\$ 232,289	\$ 252,870	\$ 273,183
2000 Employee Benefits - See Other Cost Dist.	91,325	121,334	127,187	122,793
3112 Prof Serv - Last Mile Transit	215,212	483,625	483,636	483,636
3118 Prof Serv - Misc/Other	872,126	1,093,068	1,479,492	1,738,115
3123 Prof Serv - Reimbursable	(1,373)	12,160	-	-
4010 Automobile Allowance	162	-	-	-
4400 Rental - Mach & Equip	2,497	1,416	3,000	3,000
4500 General Liability Insurance	6,607	6,632	14,197	13,961
4630 Service Alloc - Flt Mgmt - Opr	349,086	349,086	183,993	497,049
4631 Service Alloc - Flt Mgmt - Rpl	-	-	165,093	268,003
4632 Service Alloc - Flt - Fuel	-	-	-	246,108
4633 Service Alloc - Gen Services	112,060	112,830	126,160	130,556
4701 Printing & Binding	419	1,703	2,000	2,000
4900 Misc Exp - Other	23,126	22,930	1,000	1,000
5100 Supplies - Office	1,272	95	2,000	2,000
5210 Supplies - Other Rep/Maint	760	478	1,000	1,000
5221 Uniform - Protective (PPE)	141	-	600	600
5222 Uniform - Purchase/Rental	964	-	3,000	3,000
5231 Equipment (Oper) - Minor/Tools	894	91	1,000	1,000
5242 Parts - Misc Equip	471	-	-	-

**EXPENDITURE DETAIL**

	<u>2020-2021</u> <u>ACTUAL</u>	<u>2021-2022</u> <u>ACTUAL</u>	<u>2022-2023</u> <u>BUDGET</u>	<u>2023-2024</u> <u>BUDGET</u>
5400 Membership Dues/Subscriptions	-	-	1,000	1,000
5500 Employee Training	-	-	3,000	3,000
6424 Equip Adds (Cap) - Office	-	-	1,000	1,000
6425 Equip Adds (Cap) - Misc	-	-	108,526	95,006
8001 Grants - State	<u>215,214</u>	<u>94,531</u>	<u>533,645</u>	<u>-</u>
<b>TOTAL</b>	<b><u>\$ 2,011,118</u></b>	<b><u>\$ 2,532,268</u></b>	<b><u>\$ 3,493,399</u></b>	<b><u>\$ 3,887,010</u></b>



## 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	10/31/23	Contract Issued
Expand frictionless (non-cash, no stop) parking and mobility option (on-going)	03/31/24	Additional cashless options for parking and mobility customer transactions
Completed City-wide parking and mobility master plan	06/30/24	Commission approval of master plan with implementation steps
Increase alternative mobility options	09/30/24	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):

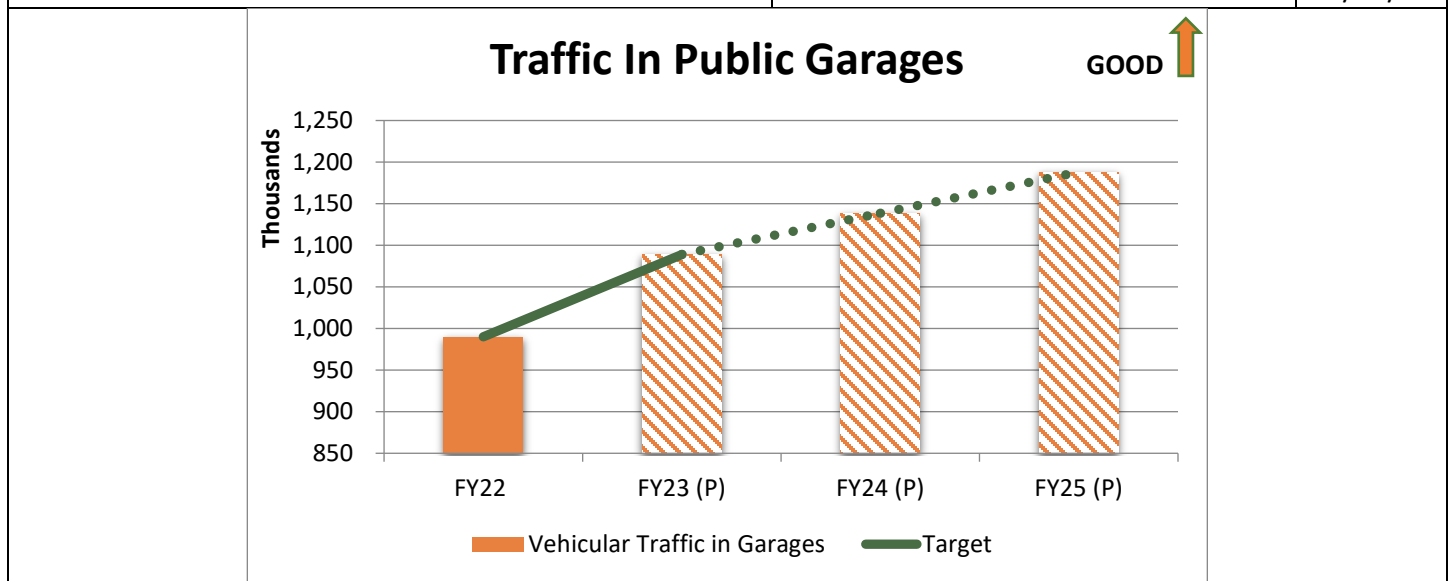
\$ Amount	Purpose
\$ 250,000	Parking and Mobility Master Plan
\$ 200,000	Enterprise Management System for Parking/Mobility
<b>\$ 450,000</b>	<b>Total</b>

- Technology:
  - 20 Hours a month to review available systems and technology for implementation and integration.

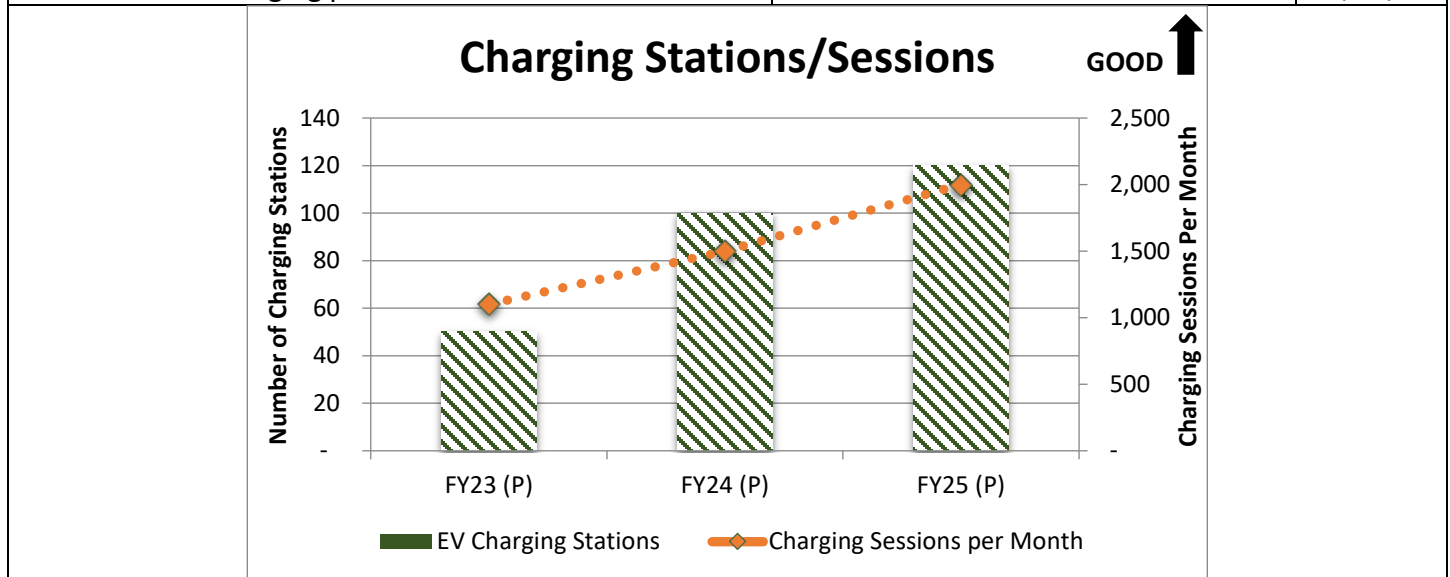
- Knowledge/Training:
  - All staff – 200 hours of training for new systems

**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 <sup>th</sup> 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	09/30/23	Finalized Agreement with Contractor
Obtain Construction Financing	10/31/23	Funds Available
Complete Mobility Hub Design	07/31/23	Construction Permits Issued
Demolish Existing Facility	10/31/23	Garage 1 is Gone
Commence Construction	12/31/23	Contractor on-site and working
Increase Micro-Mobility Initiatives	03/31/24	Identify and Procure 2 Micro-Mobility Services
Increase Mobility as a Service Initiative that will Operate from Mobility Hub	06/30/24	Identify and Procure 3 new partnerships for mobility services
Purchase// Install gateless (frictionless) PARCs system	12/31/24	New City PARCs system managing garages and curb
Grand opening of Mobility Hub	03/31/25	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)
\$3,241,574	Design
\$68,660,000	Demolition/Construction/Contingency
\$1,300,000	I.T. Wiring
\$ 1,098,024	Art In Public Places Contribution
<b>\$75,999,598</b>	<b>Estimated Total</b>

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>Data for Charging Stations/Sessions Chart</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"> <li>Reduction of SOV trips within CBD</li> </ul>	<ul style="list-style-type: none"> <li>Resources applied to this effort will not be available for other initiatives</li> </ul>
Commissioners	<ul style="list-style-type: none"> <li>Promotion and enhancement of CBD</li> </ul>	<ul style="list-style-type: none"> <li>Potential resident dissatisfaction due to additional congestion</li> </ul>
Customers	<ul style="list-style-type: none"> <li>Increased parking and mobility to and within CBD</li> </ul>	<ul style="list-style-type: none"> <li>Potential dissatisfaction due to additional congestion</li> </ul>

**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	10/31/23	May be combined or related to parking and mobility master plan
Review industry trends and innovations	01/31/24	Incorporate in master planning process
Update City Transit/Mobility master plan	06/30/24	May be combined or related to parking and mobility master plan
Stakeholder meetings and input	03/31/24	Incorporate in master planning process
Identify and prioritize service enhancements and expansions in transit (mobility) services	06/30/24	Results compiled, ranked, and approved
Obtain service development grants (transit)	03/31/25	Funding obtained
Implement new or expanded services that increase transit capacity by 25%	09/30/25	Results compiled and evaluated

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

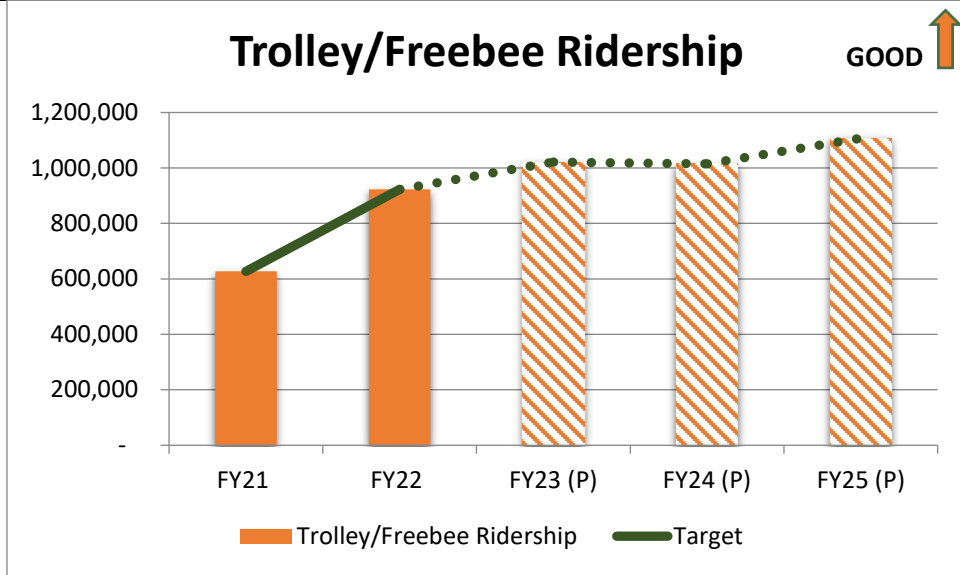
- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$75,000	Master plan update (Trolley portion of Master Plan Study)
\$250,000	Service Expansion Operating Costs
<b>\$325,000</b>	<b>Total</b>

- 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 <sup>th</sup> 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?**

<b>Stakeholder Group</b>	<b>Potential positive impact</b>	<b>Potential negative impact</b>
Sr. Leadership	<ul style="list-style-type: none"><li>• Reduced Traffic Congestion</li></ul>	<ul style="list-style-type: none"><li>• Need for additional operational funds</li></ul>
Commissioners	<ul style="list-style-type: none"><li>• Traffic Calming</li></ul>	<ul style="list-style-type: none"><li>• Need for additional operational funds</li></ul>
Customers	<ul style="list-style-type: none"><li>• Increased ridership</li></ul>	<ul style="list-style-type: none"><li>• None</li></ul>

**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:** 1.3.2-1 Achieve 90<sup>th</sup> 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)	09/30/23	Approved by CM Office
Establish baseline ranking (Survey Riders)	11/30/23	Results compiled and compared
Analyze survey results - create improvement plan	01/31/24	Plan Approved by Parking Director
Implement Improvement Plan	03/31/24	Plan implemented
Survey Ridership and evaluate progress	05/31/24	Results compiled and ranked
Adjust improvement plan	07/31/24	Adjustments Approved by Parking Dir.
Survey Ridership and evaluate progress	10/31/24	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	<b>Total</b>

- 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 <sup>th</sup> percentile	09/30/25

**Frequency & venue of review**

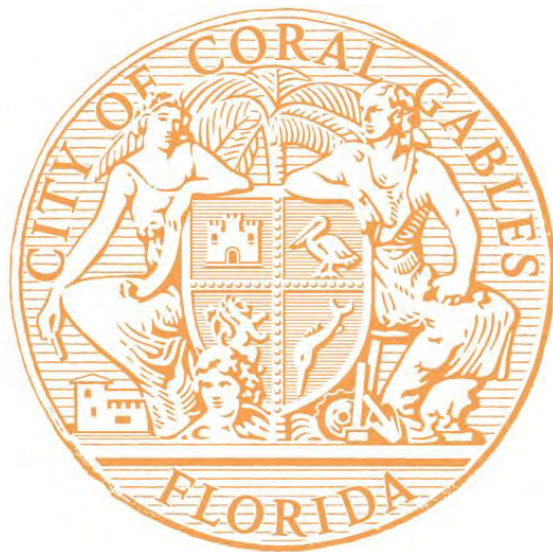
- Weekly project team meeting.
- Quarterly report and review with Parking Director.
- Annual report to CM Office

**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)?**

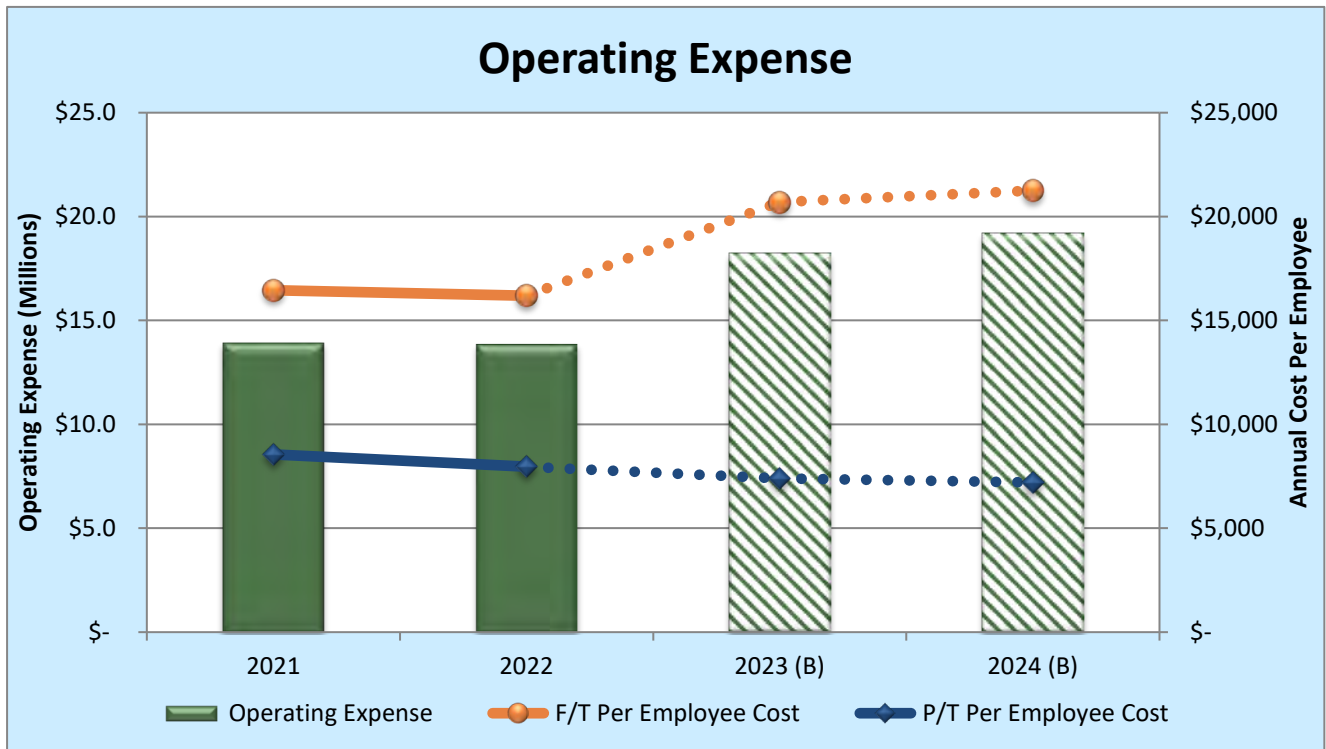
- Money:
  - Costs: \$200,000
  - Benefits: Undetermined financial benefits due to increased economic development supported by increased trolley ridership.
- Other benefits:
  - Traffic Calming – Sustainability - Efficiency
  - Benefits: Increased rider satisfaction with trolley experience



This page left intentionally blank

## 2023-2024 BUDGET INSURANCE FUND SUMMARY

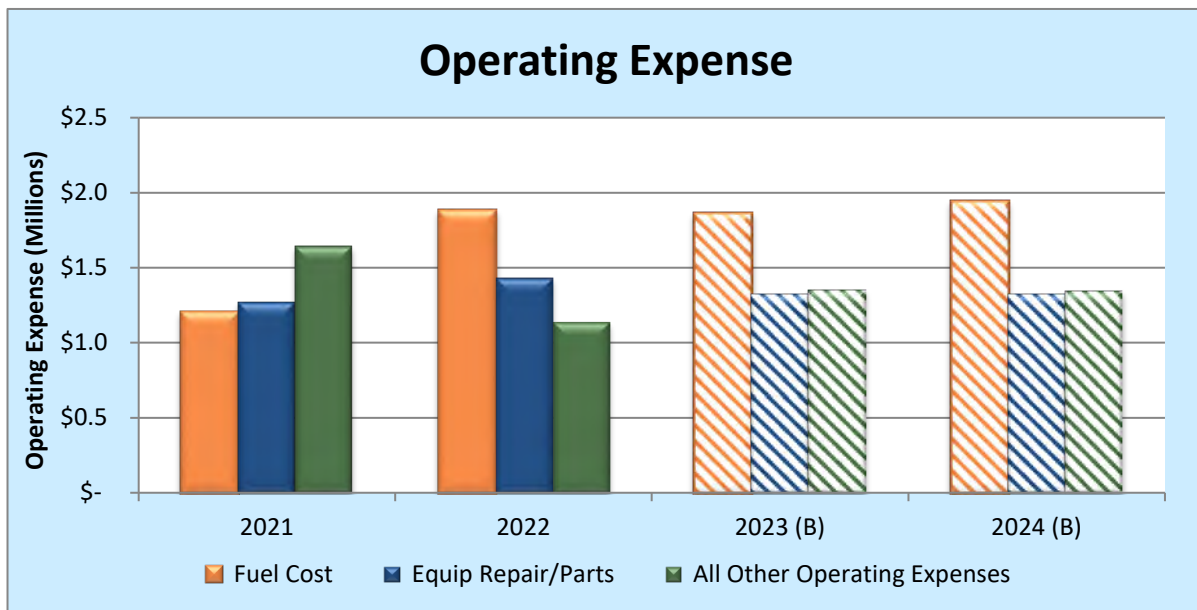
	2020-2021 ACTUAL	2021-2022 ACTUAL	2022-2023 BUDGET	2023-2024 BUDGET
<b>OPERATING REVENUES</b>				
Charges to Departments for:				
Workers Compensation	\$ 2,002,156	\$ 1,986,912	\$ 2,000,000	\$ 2,000,000
General Liability Insurance	3,500,000	3,499,987	4,500,000	4,500,000
Group Health Insurance	6,683,203	7,039,489	11,702,372	12,669,611
Miscellaneous	1,733,496	1,317,024	10,000	-
<b>TOTAL OPERATING REVENUES</b>	<b>\$ 13,918,855</b>	<b>\$ 13,843,412</b>	<b>\$ 18,212,372</b>	<b>\$ 19,169,611</b>
<b>OPERATING EXPENSES</b>				
Group Health Premiums & Claims	\$ 6,791,868	\$ 7,058,775	\$ 11,702,372	\$ 12,669,611
Worker's Compensation	1,654,342	1,344,037	1,811,000	2,000,000
General Liability Premiums & Claims	5,038,272	4,937,830	4,264,000	4,500,000
Prof'l Services & Misc. Exp. & Transfers	434,373	502,770	435,000	-
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 13,918,855</b>	<b>\$ 13,843,412</b>	<b>\$ 18,212,372</b>	<b>\$ 19,169,611</b>



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

**2023-2024 BUDGET  
MOTOR POOL FUND SUMMARY**

<b>Charges to Departments</b>	<b>2020-2021 ACTUAL</b>	<b>2021-2022 ACTUAL</b>	<b>2022-2023 BUDGET</b>	<b>2023-2024 BUDGET</b>
<b>OPERATING REVENUES</b>				
Operating & Maintenance	\$ 4,043,063	\$ 3,393,725	\$ 4,506,253	\$ 4,608,032
Replacement of Vehicles	2,936,417	3,438,432	7,241,698	4,868,458
Fuel Usage	1,204,342	1,879,587	1,859,696	1,939,700
Miscellaneous	249,494	143,717	10,000	-
<b>TOTAL OPERATING REVENUES</b>	<b>\$ 8,433,316</b>	<b>\$ 8,855,461</b>	<b>\$ 13,617,647</b>	<b>\$ 11,416,190</b>
<b>OPERATING EXPENSES</b>				
Operating & Maintenance	\$ 4,120,040	\$ 4,450,411	\$ 4,537,077	\$ 4,608,032
Replacement of Vehicles	3,545,246	1,263,151	7,220,874	4,868,458
Fuel Usage	1,204,342	1,879,587	1,859,696	1,939,700
	<b>\$ 8,869,628</b>	<b>\$ 7,593,149</b>	<b>\$ 13,617,647</b>	<b>\$ 11,416,190</b>



*The Motor Pool Fund is used to account for the acquisition, operation and maintenance of the automotive and miscellaneous equipment used by City departments. The funding to acquire the equipment is provided by charging the user departments an annual fee based on the estimated useful life of each piece of equipment. Similarly, the operation and maintenance costs are allocated to the user departments by charging 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.*

**2023-2024 BUDGET  
MOTOR POOL COST DISTRIBUTION**

DEPT. NO.	DISTRIBUTION COST				DEPARTMENT
	REPL	OPER	FUEL	TOTAL	
1010	\$ 2,786	\$ 2,201	\$ 358	\$ 5,345	CITY MANAGER - ADMINISTRATION
1030	6,165	518	353	7,036	CITY MANAGER - COMMUNICATIONS & PUBLIC AFFAIRS
1210	210,919	26,530	8,163	245,612	DEVELOPMENT SERVICE - BUILDING
1220	9,705	12,040	2,459	24,204	DEVELOPMENT SERVICE - PLANNING
1230	37,775	25,692	14,427	77,894	DEVELOPMENT SERVICE - CODE ENFORCEMENT
1500	1,955	844	-	2,799	PUBLIC WORKS - ADMINISTRATION
1501	3,716	5,559	2,215	11,490	PUBLIC WORKS - SUSTAINABLE PUBLIC INFRASTRUCTURE
1502	24,352	18,016	5,257	47,625	PUBLIC WORKS - CAPITAL IMPROVEMENT
1504	144,051	256,892	53,645	454,588	PUBLIC WORKS - R.O.W. ENF & MAINT
1505	112,713	550	2,048	115,311	PUBLIC WORKS - SIGN SHOP
1506	880,910	1,545,823	478,767	2,905,500	PUBLIC WORKS - SOLID WASTE
1507	141,374	211,592	78,504	431,470	PUBLIC WORKS - GREENSPACE MANAGEMENT
1508	34,070	15,414	8,493	57,977	PUBLIC WORKS - STORMWATER MGMT
1509	134,680	237,330	81,201	453,211	PUBLIC WORKS - SANITARY SEWER
3020	9,458	4,586	473	14,517	FINANCE - BILLING & COLLECTIONS
3040	1,955	524	-	2,479	FINANCE - PROCUREMENT
3200	20,866	33,312	4,308	58,486	INNOVATION & TECHNOLOGY
5000	126,104	41,195	31,784	199,083	POLICE - ADMINISTRATION
5010	1,190,767	662,211	534,652	2,387,630	POLICE - UNIFORM PATROL
5020	88,338	87,647	58,261	234,246	POLICE - CRIMINAL INVESTIGATIONS
5030	23,852	23,458	9,355	56,665	POLICE - TECHNICAL SERVICES
5040	38,931	52,711	23,359	115,001	POLICE - PROFESSIONAL STANDARDS
5050	165,142	203,680	122,492	491,314	POLICE - SPECIALIZED ENFORCEMENT
5500	1,047,400	532,860	129,939	1,710,199	FIRE - OPERATIONS
5501	15,937	17,446	7,032	40,415	FIRE - COMMUNITY RISK REDUCTION
6020	2,541	1,054	289	3,884	COMMUNITY RECREATION - VENETIAN POOL
6030	2,112	-	-	2,112	COMMUNITY RECREATION - COUNTRTY CLUB - ADMINISTRATION
6038	21,333	5,346	3,202	29,881	COMMUNITY RECREATION - COUNTRTY CLUB - GRANADA GOLF
6050	12,574	10,298	2,780	25,652	COMMUNITY RECREATION - YOUTH CENTER/PLAYGRNDS
6065	1,669	1,632	-	3,301	COMMUNITY RECREATION - SPECIAL EVENTS
6070	35,395	30,192	26,365	91,952	COMMUNITY RECREATION - GOLF/PARKS MAINTENANCE
8001	30,897	35,184	748	66,829	PARKING - VIOLATION ENFORCEMENT
8200	20,013	8,646	2,663	31,322	PARKING - ON-STREET PARKING & METER MAINTENANCE
8800	268,003	497,049	246,108	1,011,160	PARKING - TROLLEY/TRANS
	<u>\$ 4,868,458</u>	<u>\$ 4,608,032</u>	<u>\$ 1,939,700</u>	<u>\$ 11,416,190</u>	

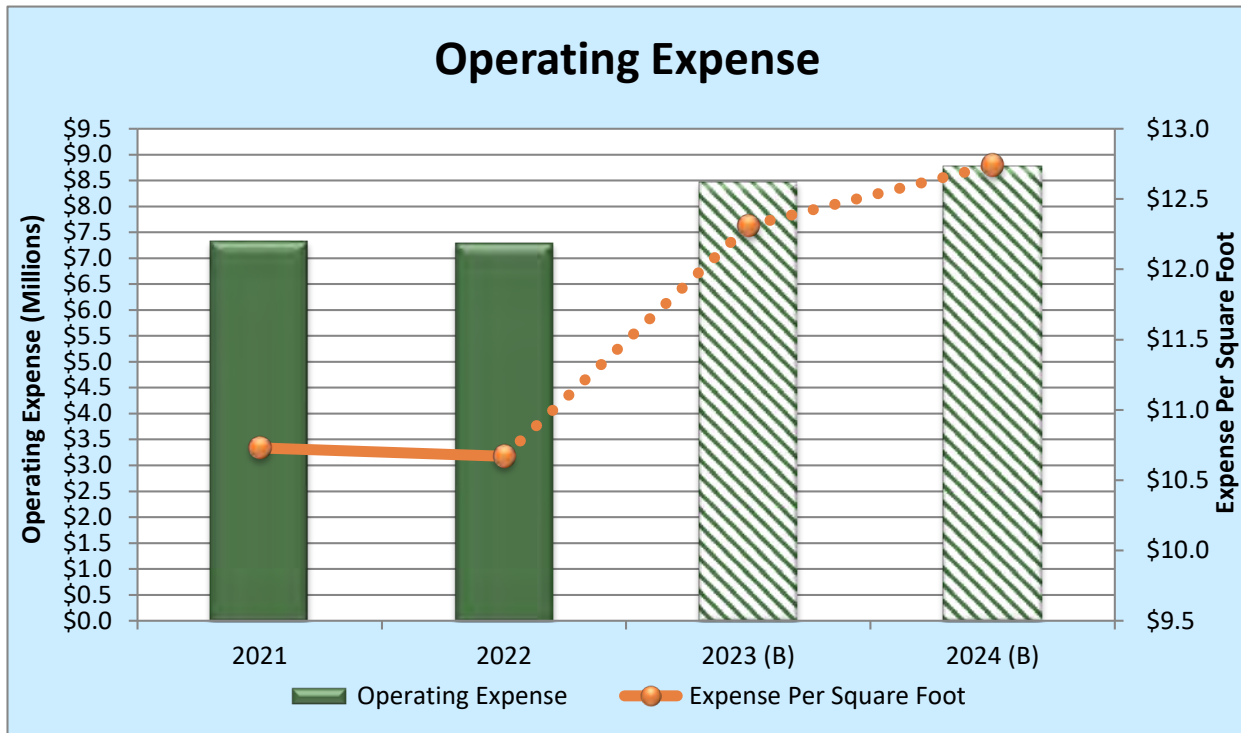
**2023-2024 BUDGET  
MOTOR POOL FUND  
VEHICLE AND EQUIPMENT PURCHASES**

<u>DEPARTMENT</u>	<u>DESCRIPTION</u>	<u>VEH ID#</u>	<u>REPLACEMENT</u>	<u>BUDGET AMOUNT</u>		
				<u>REPL.</u>	<u>ADD</u>	<u>TOTAL</u>
<b>DEV SERVICES</b>						
1210		TBD		\$ -	\$ 35,000	
1210		TBD		-	35,000	
1210		TBD		-	35,000	
1210		TBD		-	35,000	
1210		TBD		-	35,000	
						<u>\$ 175,000</u>
<b>FIRE</b>						
5500	2008 Freightliner Rescue	68	2024 Freightliner Rescue	560,000	-	
5500			Horton Rescue Truck	-	500,000	
						<u>1,060,000</u>
<b>POLICE</b>						
5000	2015 Chevrolet Equinox	742	TBD	49,000	-	
5000	2014 Chevrolet Tahoe	766	TBD	49,000	-	
5000	2015 Chevrolet Tahoe	869	TBD	49,000	-	
5010			11 SUV Interceptors	-	660,000	
5010	2017 Ford SUV Interceptor	235	2024 Chevy Tahoe	49,000	-	
5010	2011 Ford Crown Victoria	349	2024 Chevy Tahoe	49,000	-	
5010	2015 Ford SUV Interceptor	376	2024 Chevy Tahoe	49,000	-	
5010	2015 Ford SUV Interceptor	381	2024 Chevy Tahoe	49,000	-	
5010	2016 Ford SUV Interceptor	384	2024 Chevy Tahoe	49,000	-	
5010	2016 Ford SUV Interceptor	385	2024 Chevy Tahoe	49,000	-	
5010	2016 Ford SUV Interceptor	390	2024 Chevy Tahoe	49,000	-	
5010	2016 Ford SUV Interceptor	394	2024 Chevy Tahoe	49,000	-	
5010	2016 Ford SUV Interceptor	395	2024 Chevy Tahoe	49,000	-	
5010	2018 Ford SUV Interceptor	402	2024 Chevy Tahoe	49,000	-	
5010	2018 Ford SUV Interceptor	406	2024 Chevy Tahoe	49,000	-	
5010	2014 Ford K9 SUV Interceptor	736	2024 Chevy Tahoe	49,000	-	
5010	2014 Ford K9 SUV Interceptor	740	2024 Chevy Tahoe	49,000	-	
5010	2014 Dodge Grand Caravan	721	2024 Chevy Tahoe	49,000	-	
5020	2014 Nissan Altima	884	TBD	45,000	-	
5030	2014 Dodge Ram 1500	724	TBD	55,000	-	
5030	2014 Dodge Charger	857	TBD	45,000	-	
5040	2015 Dodge Charger	768	TBD	45,000	-	
Multiple	Strobes-R-Us Police/Fire Veh		Outfitting of 22 Police/Fire Vehicles	309,750	-	
						<u>1,992,750</u>
<b>PUBLIC WORKS</b>						
1505			Ford F-250 Regular Cab Truck	-	55,000	
1505			Ford F-250 Regular Cab Truck	-	55,000	
1509	2008 Ford Reg Cab F-250	1964	Ford F-250	55,125	-	
1509	2008 Ford Crew Cab F-150 XLT	711	Ford F-150 Crew Cab w/Strobes	53,000	-	
1506	2007 International 4400 Tdump	1603	2024 International 4400 TDUMP	140,000	-	
1506	2007 International 4400 Tdump	1605	2024 International 4400 TDUMP	140,000	-	
1506	2007 International 4300	1184	2024 International 4300	250,000	-	
1506	2007 International 4300	1185	2024 International 4300	250,000	-	
1506	2013 International 4300	1180	2024 International 4300	250,000	-	
1506	2011 Crane Carrier Loadmaster	1811	2024 Crane Carrier Loadmaster	355,583	-	
1507	2004 Ford Ranger	1904	2024 Ford Ranger	37,000	-	
						<u>1,640,708</u>
<b>TOTAL VEHICLE REPLACEMENT BUDGET</b>				<u>\$ 3,423,458</u>	<u>\$ 1,445,000</u>	<u>\$ 4,868,458</u>



**2023-2024 BUDGET  
GENERAL SERVICES FUND SUMMARY**

	<u>2020-2021 ACTUAL</u>	<u>2021-2022 ACTUAL</u>	<u>2022-2023 BUDGET</u>	<u>2023-2024 BUDGET</u>
<b>OPERATING REVENUES</b>				
Charges to Departments for use of Facilities	\$ 8,124,326	\$ 8,117,578	\$ 8,523,615	\$ 8,820,627
Miscellaneous	11,576	(17,745)	-	-
<b>TOTAL OPERATING REVENUES</b>	<b><u>\$ 8,135,902</u></b>	<b><u>\$ 8,099,833</u></b>	<b><u>\$ 8,523,615</u></b>	<b><u>\$ 8,820,627</u></b>
<b>OPERATING EXPENSES</b>				
Operating Expense	\$ 7,331,958	\$ 7,290,746	\$ 8,468,615	\$ 8,765,627
Capital Outlay	16,972	31,111	55,000	55,000
<b>TOTAL OPERATING EXPENSES</b>	<b><u>\$ 7,348,930</u></b>	<b><u>\$ 7,321,857</u></b>	<b><u>\$ 8,523,615</u></b>	<b><u>\$ 8,820,627</u></b>



*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.*

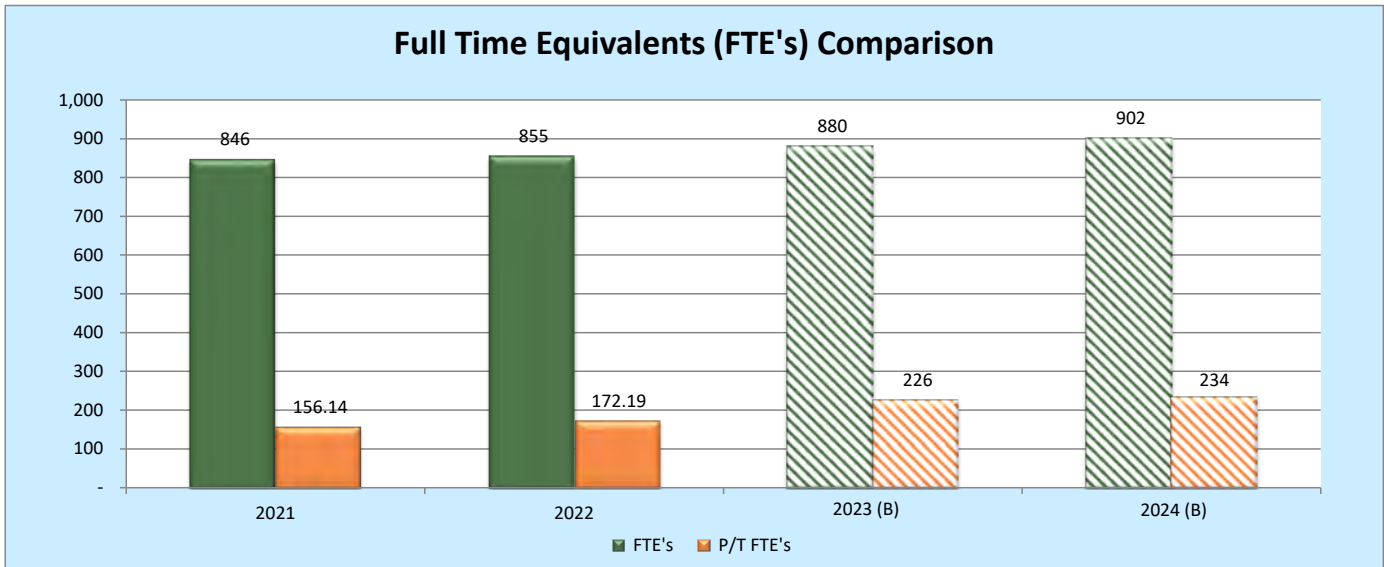
**2023-2024 BUDGET**  
**TOTAL GENERAL SERVICES COST DISTRIBUTION**

DEPT. NO.	TOTAL COST DISTRIBUTION	DEPARTMENT
0100	\$ 64,465	CITY COMMISSION
0500	44,954	CITY ATTORNEY
0600	36,567	CITY CLERK - ADMINISTRATION
0601	39,129	CITY CLERK - SPEC REV EXP
1010	33,749	CITY MANAGER - ADMINISTRATION
1030	50,246	CITY MANAGER - COMMUNICATIONS & PUBLIC AFFAIRS
1120	40,240	HUMAN RES & RISK MGMT - EMPLOYEE SERVICES
1130	19,564	HUMAN RES & RISK MGMT - LABOR RELATIONS & RISK MGMT
1200	36,815	DEVELOPMENT SERVICE - ADMINISTRATION
1210	119,501	DEVELOPMENT SERVICE - BUILDING
1220	113,431	DEVELOPMENT SERVICE - PLANNING
1230	33,202	DEVELOPMENT SERVICE - CODE ENFORCEMENT
1320	167,978	HIST. RESOURCES & CULTURAL ARTS - PRESERVATION
1330	109,831	HIST. RESOURCES & CULTURAL ARTS - CULTURAL ARTS
1500	25,464	PUBLIC WORKS - ADMINISTRATION
1501	6,434	PUBLIC WORKS - SUSTAINABLE PUBLIC INFRASTRUCTURE
1502	30,711	PUBLIC WORKS - CAPITAL IMPROVEMENT
1503	37,537	PUBLIC WORKS - ENGINEERING
1504	1,952,121	PUBLIC WORKS - R.O.W. ENF & MAINT
1505	49,686	PUBLIC WORKS - SIGN SHOP
1506	33,747	PUBLIC WORKS - SOLID WASTE
1507	924,863	PUBLIC WORKS - GREENSPACE MANAGEMENT
1508	44,167	PUBLIC WORKS - STORMWATER MGMT
1509	439,842	PUBLIC WORKS - SANITARY SEWER
3010	64,818	FINANCE - ADMINISTRATION
3020	18,960	FINANCE - BILLING & COLLECTIONS
3030	20,026	FINANCE - REPORTING & OPERATIONS
3040	168,858	FINANCE - PROCUREMENT
3050	28,305	FINANCE - MANAGEMENT & BUDGET
3200	40,660	INNOVATION & TECHNOLOGY
5000	159,114	POLICE - ADMINISTRATION
5010	210,822	POLICE - UNIFORM PATROL
5020	170,374	POLICE - CRIMINAL INVESTIGATIONS
5030	220,895	POLICE - TECHNICAL SERVICES
5040	208,258	POLICE - PROFESSIONAL STANDARDS
5500	679,719	FIRE - OPERATIONS
5501	107,112	FIRE - COMMUNITY RISK REDUCTION
6010	176,223	COMMUNITY RECREATION - TENNIS CENTERS
6020	203,612	COMMUNITY RECREATION - VENETIAN POOL
6038	130,371	COMMUNITY RECREATION - COUNTRTY CLUB - GRANADA GOLF
6050	971,276	COMMUNITY RECREATION - YOUTH CENTER/PLAYGRNDS
6070	56,961	COMMUNITY RECREATION - GOLF/PARKS MAINTENANCE
8000	23,916	PARKING - ADMINISTRATION
8101	124,917	PARKING - MOBILITY HUB
8102	207,917	PARKING - MUSEUM GARAGE
8103	36,384	PARKING - MINORCA GARAGE
8104	133,561	PARKING - ANDALUSIA GARAGE
8300	72,768	PARKING - PARKING LOTS
8800	130,556	PARKING - TROLLEY/TRANS
	\$ 8,820,627	

**CITY OF CORAL GABLES  
2023-2024 BUDGET  
POSITION SUMMARY**

**FOUR YEAR COMPARISON OF FULL TIME EQUIVALENTS (FTE's)**

DEPARTMENT	ACTUAL 2020-2021			ACTUAL 2021-2022			BUDGET 2022-2023			BUDGET 2023-2024		
	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	7.00	-	7.00	7.00	-	7.00
City Attorney	7.00	-	7.00	7.00	-	7.00	7.00	-	7.00	7.00	-	7.00
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	12.50	6.60	19.10	12.50	6.60	19.10	11.50	7.35	18.85	11.50	7.35	18.85
Human Res & Risk Mgmt	14.00	3.75	17.75	14.00	3.75	17.75	13.00	4.50	17.50	13.00	4.50	17.50
Development Services	60.00	4.50	64.50	60.00	4.50	64.50	62.00	5.60	67.60	69.00	6.35	75.35
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	199.00	15.75	213.00	199.00	16.50	213.75	202.00	16.50	215.75	205.00	15.75	218.00
Finance	27.00	9.35	36.35	26.00	9.35	35.35	28.00	10.10	38.10	28.00	10.85	38.85
Innovation & Technology	19.00	4.50	23.50	19.00	4.50	23.50	20.00	4.50	24.50	20.00	4.50	24.50
Police	275.00	22.05	297.05	275.00	22.05	297.05	283.00	21.30	304.30	290.00	20.55	310.55
Fire	147.00	2.25	149.25	148.00	2.25	150.25	155.00	3.00	158.00	160.00	3.00	163.00
Community Recreation	32.50	72.99	105.49	39.50	86.79	126.29	41.50	93.39	134.89	41.50	93.39	134.89
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	6.90	34.90	30.00	6.90	36.90	31.00	7.50	38.50	31.00	8.25	39.25
<b>Total</b>	<b>846.00</b>	<b>156.14</b>	<b>1,000.39</b>	<b>855.00</b>	<b>172.19</b>	<b>1,025.44</b>	<b>880.00</b>	<b>182.74</b>	<b>1,059.99</b>	<b>902.00</b>	<b>183.49</b>	<b>1,082.74</b>



**FOUR YEAR COMPARISON OF TOTAL HEADCOUNT (Number of Employees)**

	ACTUAL 2020-2021			ACTUAL 2021-2022			BUDGET 2022-2023			BUDGET 2023-2024		
	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.
<b>Total Headcount</b>	<b>846</b>	<b>214</b>	<b>1,060</b>	<b>855</b>	<b>216</b>	<b>1,071</b>	<b>880</b>	<b>226</b>	<b>1,106</b>	<b>902</b>	<b>234</b>	<b>1,136</b>

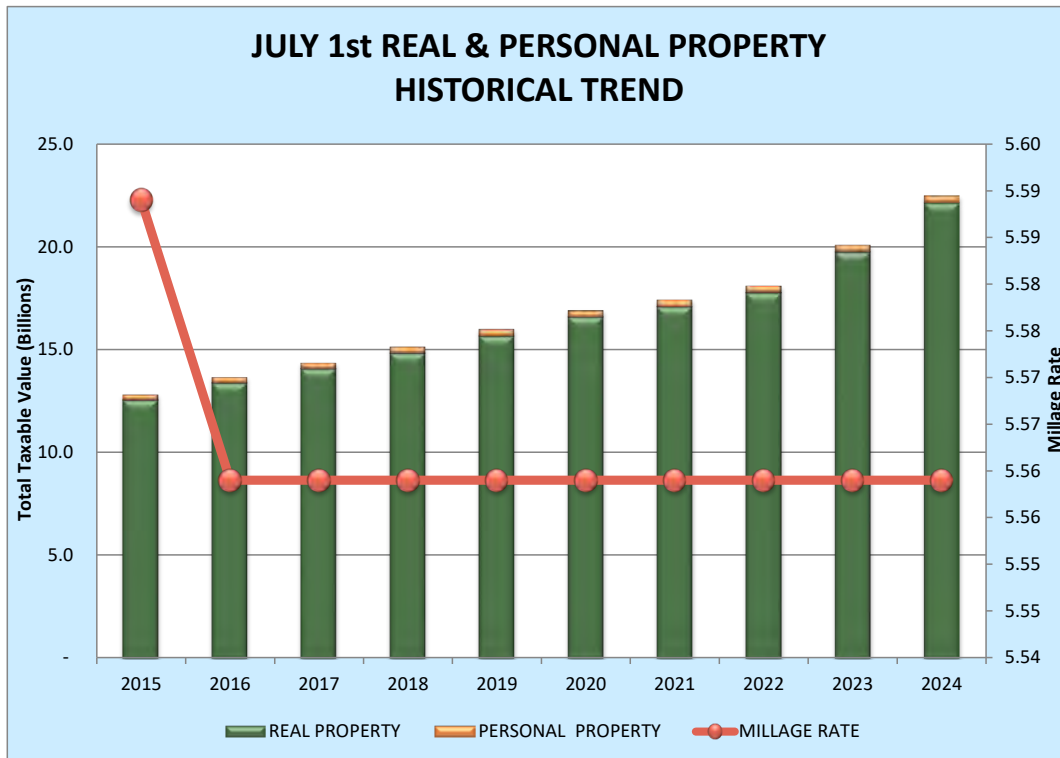
Please note that part time positions are counted as Full Time Equivalents (FTE's) for budgetary purposes. In other words, a part time employee who works 20 hours of a 40 hour work week counts as 0.50 FTE's. That same position would count as 1.00 for Headcount (HC) purposes.

**2023-2024 BUDGET  
PAYROLL RELATED COST DISTRIBUTION**

DEPT	TOTAL	PERSONNEL BENEFITS							GENERAL
	FT HC & PT FTE's	TOTAL WAGES	FICA TAX	RETIREMENT	WORKERS COMP	GROUP INSURANCE	POST EMPL HEALTH	TOTAL BENEFITS	LIABILITY INSURANCE
0100	7.00	\$ 485,217	\$ 37,122	\$ 237,669	\$ 937	\$ 105,152	\$ 1,900	\$ 382,780	\$ 24,796
0500	7.00	945,058	64,883	278,852	766	112,709	7,400	464,610	48,296
0600	5.00	574,234	43,236	190,165	670	80,529	4,300	318,900	29,345
0601	9.75	538,030	41,159	102,742	402	43,558	2,150	190,011	27,495
1010	11.85	1,363,253	90,868	361,964	1,591	136,188	7,750	598,361	69,667
1030	7.00	516,092	39,481	38,297	1,586	42,359	1,425	123,148	26,374
1110	3.75	432,517	29,350	93,709	504	50,635	3,100	177,298	22,103
1120	10.00	642,601	49,157	123,285	1,345	100,304	6,650	280,741	32,839
1130	3.75	314,923	24,092	112,782	1,687	40,918	2,850	182,329	16,094
1200	6.75	658,783	42,528	128,872	2,191	86,694	5,250	265,535	33,666
1210	39.60	3,581,037	273,921	1,042,120	46,808	488,415	14,250	1,865,514	183,004
1220	15.00	1,192,297	91,211	413,621	7,473	231,219	3,800	747,324	60,931
1230	14.00	941,500	72,026	272,879	18,588	206,651	1,900	572,044	48,114
1320	4.00	395,899	30,286	158,043	536	57,202	4,300	250,367	20,232
1330	2.75	183,639	14,049	56,186	370	32,558	950	104,113	9,385
1500	9.00	831,740	59,892	240,856	3,777	139,947	8,100	452,572	42,505
1501	4.00	427,547	32,707	170,253	5,678	62,058	3,800	274,496	21,849
1502	9.00	939,006	71,685	223,040	11,817	84,494	5,950	396,986	47,987
1503	10.75	1,002,453	76,688	363,526	15,262	146,089	3,800	605,365	51,229
1504	7.75	473,249	36,204	158,462	34,637	95,437	-	324,740	24,185
1505	2.75	145,736	11,148	33,993	9,283	27,268	-	81,692	7,448
1506	76.00	4,515,253	345,417	1,539,546	442,447	1,093,145	4,050	3,424,605	230,745
1507	30.25	1,740,689	133,161	628,769	118,991	391,983	4,050	1,276,954	88,956
1508	11.50	712,210	54,485	210,335	29,495	142,403	2,850	439,568	36,397
1509	15.25	1,058,399	80,965	315,942	31,343	185,525	3,100	616,875	54,088
1510	23.50	1,628,366	124,111	593,770	34,551	314,305	4,050	1,070,787	83,215
1511	2.75	266,022	20,351	82,141	370	32,132	2,150	137,144	13,595
1520	18.25	1,146,704	87,721	344,611	34,776	234,352	2,150	703,610	58,601
3010	5.60	477,383	32,246	137,162	852	49,190	2,150	221,600	24,396
3020	7.50	443,176	33,902	134,956	3,578	81,809	1,900	256,145	22,648
3030	11.00	918,476	69,514	269,629	1,478	111,761	7,850	460,232	46,937
3040	10.00	785,048	59,431	106,838	1,345	101,521	6,900	276,035	40,119
3050	4.75	448,643	34,322	126,419	637	54,556	4,050	219,984	22,927
3200	24.50	2,154,903	160,415	542,202	2,453	301,322	7,150	1,013,542	110,123
5000	17.25	1,889,991	137,339	684,558	23,768	174,953	11,950	1,032,568	96,585
5010	132.00	11,377,161	867,888	5,341,959	257,260	1,572,663	78,200	8,117,970	581,414
5020	43.00	4,636,221	351,080	2,058,609	82,039	529,138	25,550	3,046,416	236,928
5030	61.50	4,496,271	341,465	1,334,631	15,749	816,849	4,700	2,513,394	229,776
5040	18.75	1,633,193	123,309	621,249	14,201	197,500	7,300	963,559	83,462
5050	38.05	3,784,588	288,326	1,528,340	73,490	374,165	21,000	2,285,321	193,406
5500	152.50	17,129,765	271,270	7,899,439	346,269	2,335,782	142,550	10,995,310	875,394
5501	10.50	792,977	34,361	335,640	13,103	122,740	3,100	508,944	40,524
6000	9.00	755,716	52,630	280,376	10,987	93,515	5,725	443,233	38,620
6010	13.05	598,627	45,794	85,812	30,325	66,878	2,850	231,659	30,592
6020	30.15	1,088,943	83,301	69,710	51,629	54,533	2,850	262,023	55,649
6030	5.50	340,502	26,048	69,114	11,635	54,543	2,150	163,490	17,401
6032	8.60	480,127	36,730	36,189	11,640	27,272	950	112,781	24,536
6034	12.75	618,362	47,304	32,190	23,779	40,905	950	145,128	31,601
6038	1.00	57,045	4,364	22,373	1,623	13,634	-	41,994	2,915
6050	32.63	1,402,156	107,269	153,264	62,407	109,074	2,850	434,864	71,655
6060	9.36	395,662	30,268	31,358	19,397	27,269	950	109,242	20,220
6065	2.35	140,414	10,742	35,839	3,092	13,639	-	63,312	7,176
6070	10.50	580,253	44,388	79,907	30,711	85,231	1,900	242,137	29,653
6900	5.50	468,927	35,874	154,696	739	64,696	4,050	260,055	23,964
7010	1.00	115,585	8,842	46,142	134	13,642	950	69,710	5,907
8000	5.60	513,365	36,674	167,455	884	64,260	1,800	271,073	26,235
8001	19.90	1,021,687	78,158	227,606	25,172	194,435	-	525,371	52,212
8002	2.15	140,613	10,757	42,571	289	13,634	950	68,201	7,186
8100	3.00	158,692	12,140	42,838	6,016	43,543	950	105,487	8,110
8200	5.00	286,218	21,895	114,258	10,558	73,458	-	220,169	14,627
8800	3.60	273,183	20,898	69,743	4,880	27,272	-	122,793	13,961
<b>1,085.49</b>	<b>\$ 88,056,327</b>	<b>\$ 5,596,848</b>	<b>\$ 31,399,502</b>	<b>\$ 2,000,000</b>	<b>\$ 12,669,611</b>	<b>\$ 466,250</b>	<b>\$ 52,132,211</b>	<b>\$ 4,500,000</b>	

**CITY OF CORAL GABLES  
2023-2024 BUDGET  
JULY 1st TAXABLE VALUES OF REAL & PERSONAL PROPERTY  
TEN-YEAR TREND**

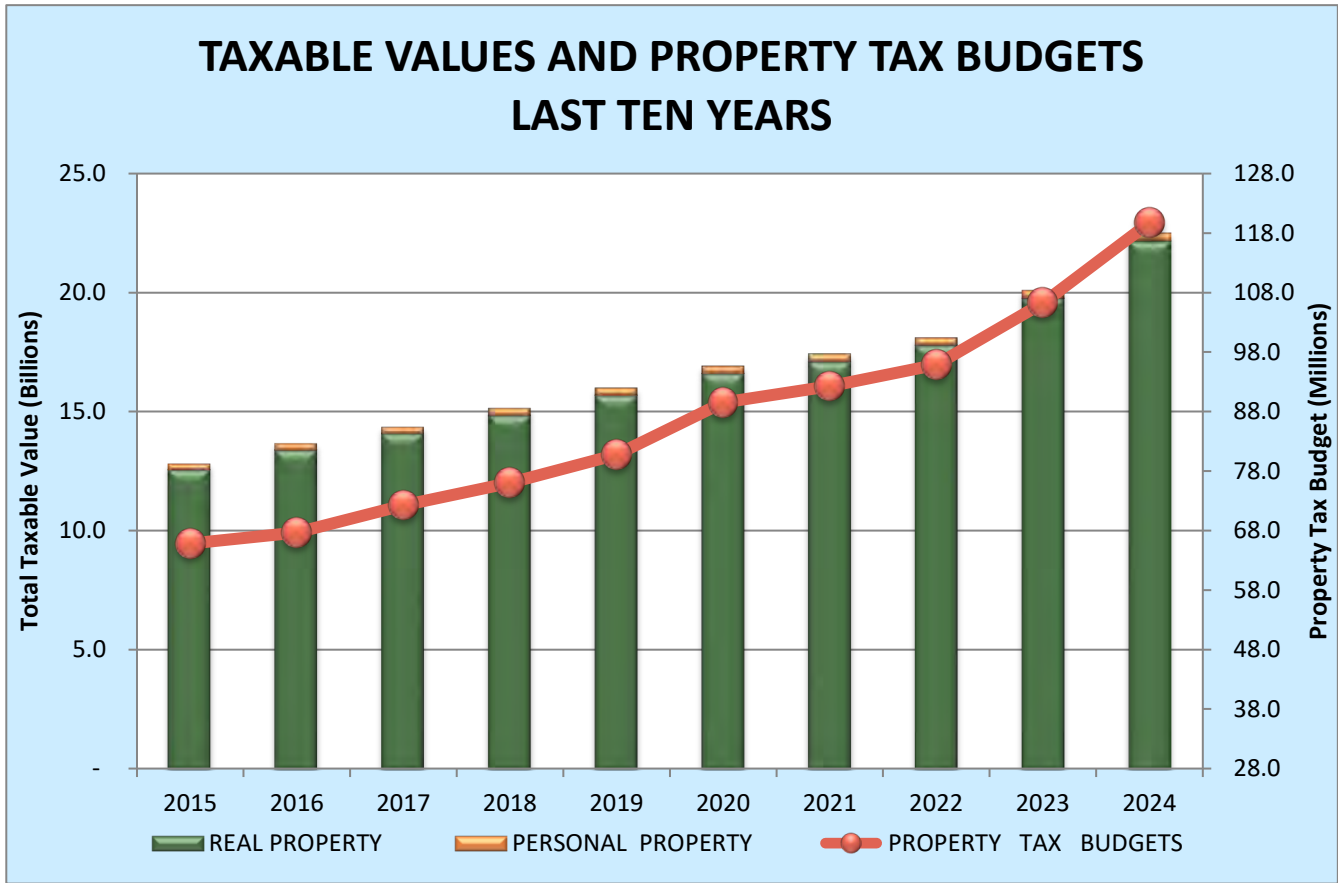
FISCAL YEAR	REAL PROPERTY	PERSONAL PROPERTY	TOTAL JULY 1st TAXABLE VALUE
2015	\$ 12,563,996,934	\$ 291,419,796	\$ 12,855,416,730
2016	13,395,162,364	297,441,249	13,692,603,613
2017	14,091,791,819	297,340,793	14,389,132,612
2018	14,843,019,453	328,994,637	15,172,014,090
2019	15,669,652,415	353,724,881	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
2024	22,130,214,343	369,785,657	22,500,000,000



FISCAL YEAR	CORAL GABLES TAX RATES			*	*	*	TOTAL TAX MILLAGE RATE
	OPERATIONS	DEBT SERVICE	TOTAL				
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	5.8867	6.5890	0.2621	18.2968
2024	5.5590	-0-	5.5590	5.7907	6.6990	0.2589	18.3076

\* FY24 County, School & Regional millages are proposed as of the date this book was printed.

**CITY OF CORAL GABLES  
2023-2024 BUDGET**



FISCAL YEAR	PROPERTY TAX BUDGETS	COLLECTIONS			* TOTAL COLLECTIONS TO DATE	PERCENT OF LEVY COLLECTED TO DATE
		WITHIN THE YEAR OF THE LEVY	PRIOR YEARS' LATE COLLECTIONS			
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	80,589,615	172,533	80,762,148	100.0%	
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	96,179,318	159,426	96,338,744	100.5%	
2023	106,279,437	106,918,829	48,573	106,967,402	100.6%	
2024	119,753,649	119,653,649	100,000	-	0.0%	

\* Fiscal Year 2023 collection data is partial year information, i.e. Year-to-Date 11.5 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.

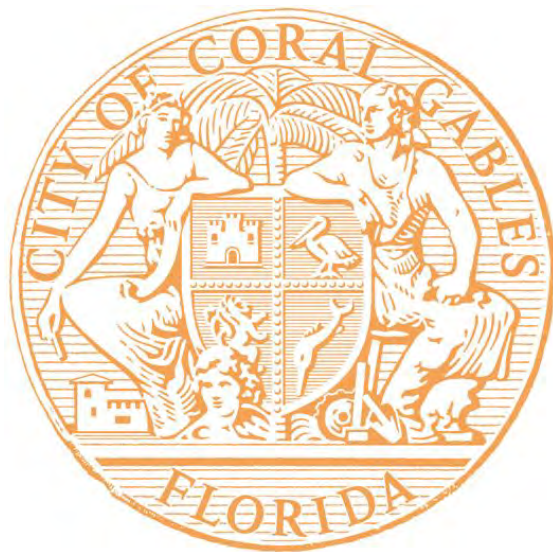
**Resolution** - A special or temporary legislative order requiring less legal formality than an ordinance/statute.

**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.



This page left intentionally blank