

#### CITY OF CORAL GABLES



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

PEDRO SANCHEZ SR. MGMT & BUDGET ANALYST

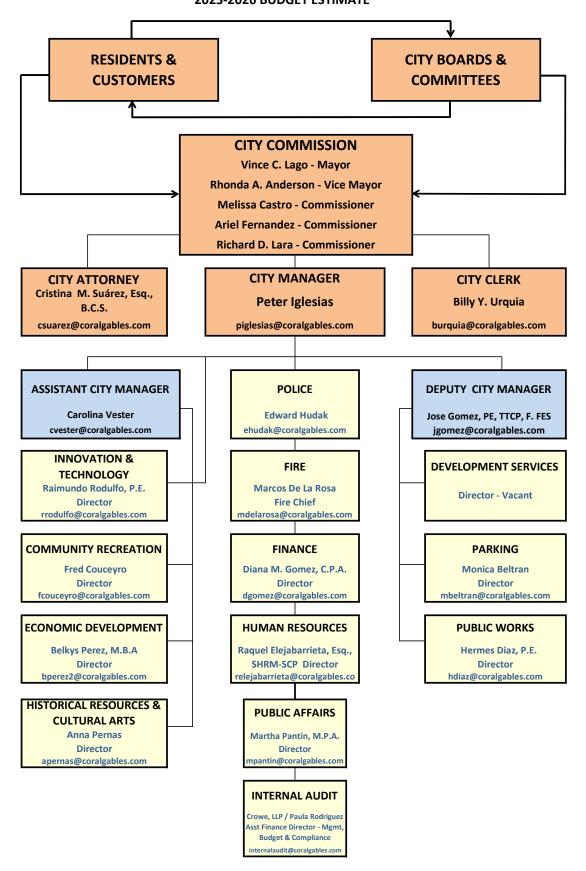
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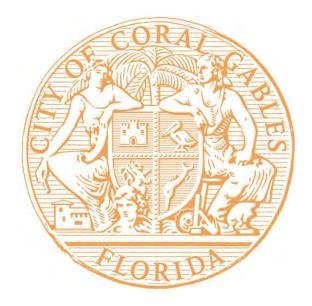
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**ANAMY GARCIA GRANTS & INTERNAL AUDIT COORDINATOR** 

# CITY OF CORAL GABLES, FLORIDA ORGANIZATION CHART 2025-2026 BUDGET ESTIMATE





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#### 2025-2026 BUDGET ESTIMATE

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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Coral Gables, Florida for its annual budget for the fiscal year beginning October 1, 2024.
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, 2024

Christopher P. Morrill

**Executive Director** 



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#### The City of Coral Gables

CORAL

Office of the City Manager Peter J. Iglesias, P.E. City Hall 405 Biltmore Way Coral Gables, FL 33134

The City Beautiful

July 1, 2025

Dear Honorable Mayor and Members of the City Commission,

I am pleased to present the City's FY 2025-2026 Budget Estimate. This budget furthers our commitment to build on our success and ongoing commitment to fiscal responsibility and investment in infrastructure, furthering our mission "to honor our history by providing exceptional services that enhance the quality of life for our community".

This commitment begins with our more than 1,100 team members who dedicate themselves, 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 budgeting approach has proven successful, evidence of this is the City's ability to navigate turbulent years with limited impact on essential services for our residents, businesses, and visitors. I am proud to say that staff has prepared a comprehensive budget that best addresses the City's immediate needs and plans for future opportunities, while ensuring that Coral Gables stays on a financially sustainable track.

The 2025 June 1<sup>st</sup> Estimated Taxable Property Values for the city are \$25.90B, an increase of 5.40% over the 2024 tax year values of \$24.57B. The total taxable value is comprised of \$25.86B for existing properties and \$45M for new construction. The value of new construction for the 2025 tax year reflects a significant decrease from the prior year which was \$268M.

The FY 2025-2026 Budget Estimate maintains a millage rate (property tax rate) of 5.559 for the eleventh consecutive year. In the City's long-term planning we have always anticipated that these increases would not continue. For this reason, we have given thoughtful consideration when recommending adding recurring costs to the City's operating budget.

The City's estimated revenues other than property tax revenue continue to outperform prior years with an overall increase of \$11.39M or 8.67% from the FY 2024-2025 Amended Budget with estimated increases in franchise fees, permit fees, sanitary sewer and stormwater utility fees, and fees for community recreation programs.

City expenditures are estimated to increase in total by \$17.48M or 7.66% compared to the FY 2024-2025 Amended Budget less reappropriations. The estimate includes an increase of 9.63% in the cost of personnel services for salary increases, including the cost of seven (7) new full-time positions included in the budget and twenty new positions in the Building division added during the FY 2024-2025 Amended Budget funded from restricted building permit revenue. Also included in the estimate is a \$1.375M increase in retirement cost resulting from the annual 1.25% additional payment indexing, additional funding to cover the normal cost increases, and increases to the 401K plan. Health insurance costs are increasing by \$2.33M for anticipated increased premiums.

Expenditures other than personnel services included in the FY 2025-2026 Budget Estimate are primarily for necessary increases that ensure the continuation of existing services, programs, and projects, and wherever possible, enhance the services our residents, businesses, and visitors have come to rely on. Most significantly, the City includes an increase of 3.95M or 13.77% in professional services for the increased cost of services contracts for parking and trolley operations, janitorial, tree trimming, landscaping, electrical and plumbing services. Additions to the budget expenditures for new or enhanced programs with increased funding for Community Recreation programming, enhancements to technology and cybersecurity, public works services.

The City's Strategic Plan captures the programmatic and budgetary priorities of the City Commission with supporting action plans and performance measures. To ensure that we continue to plan for the city's future and remain on our journey towards performance excellence, the City is in the process of updating the Strategic Plan and department action plans. The update will be concluded and adopted with the final budget presented in September.

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

The FY 2025-2026 Budget Estimate beginning October 1, 2025, through September 30, 2026, was submitted on July 1, 2025, in accordance with the requirements of Article V of the City Charter and will be presented at a Commission workshop on Wednesday, July 2, 2025, at 9:00 AM. State law requires that two public hearings be held in September to officially adopt the budget. The hearings are scheduled to be held on Wednesday, September 10, 2025, and Thursday, September 25, 2025, both at 5:01 PM.

#### **BUDGET OVERVIEW**

#### Revenues

Operating revenues are estimated to be \$279.77M, a total increase of \$14.64M or 5.23% compared to the FY 2024-2025 Amended Budget operating revenues of \$265.13M. While revenue categories including property taxes, investment earnings, franchise fees, permit fees, utility fees, and certain service fees are estimated to increase. The increases are offset by estimated decreases in local option gas tax, general government fees, and intergovernmental revenues which include grants and appropriations.

The table below summarizes estimated increases and decreases by revenue categories.

## OPERATING REVENUE (in millions)

	FY 2025-2026	Increase /	%
REVENUE INCREASES	<b>Budget Estimate</b>	Decrease	Change
Property Tax	\$ 136.95	\$ 7.01	5.12%
Franchise Fees	10.55	1.74	16.45%
Utility Service Taxes	13.03	0.20	1.54%
Business Tax Receipts	4.06	0.20	4.85%
Permit Fees (Restricted)	15.22	1.96	12.88%
Public Safety Fees	4.85	0.79	16.29%
Refuse Collection Fees	6.58	0.61	9.28%
Sanitary Sewer Fees (Restricted)	14.10	1.30	9.19%
Stormwater Utility Fee	10.02	1.73	17.27%
Youth Center	2.92	0.57	19.42%
Tennis	1.08	0.10	9.06%
Swimming	1.36	0.21	15.48%
Automobile Parking Fees	19.08	0.26	1.35%
Rentals & Concessions	7.14	0.30	4.18%
Other Revenue Increases	6.45	0.51	7.84%
REVENUE DECREASES			
Local Option Gas Tax	1.13	(80.0)	(7.03%)
Intergovernmental Revenues - Grants	1.94	(1.56)	(80.50%)
Intergovernmental Revenues - State Taxes	7.58	0.04	0.46%
General Government Fees	3.24	(0.31)	(9.45%)
Investment Earning	7.51	(0.82)	(10.96%)
All Other Revenue Decreases	5.00	(0.09)	(1.82%)
TOTAL	\$ 279.77	\$ 14.64	5.23%

#### **Property Values**

The 2025 June 1<sup>st</sup> Estimated Taxable Property Values for the city are \$25.90B, an increase of 5.40% over the 2024 tax year values of \$24.57B. The total taxable value is comprised of \$25.86B for existing properties and \$45M for new construction, which decreased significantly from the prior year which was \$268M.

The City experienced substantial increases in property values over the past three years with increases of 11.28% in 2022, 12.46% in 2023, and 8.53% in 2024, for the current fiscal year 2025. The city's property values experienced annual increases of 4% to 5% per year for fifteen years prior to 2022. Hence, it was anticipated that future property value increases will return to rates more in line with years prior to 2022.

The taxable property values are used to estimate the FY 2025-2026 Property Tax revenue which represents 49.0% of the city's operating revenue. The estimated taxable property value of \$25.90B generates \$136.78M in property tax revenue to the city, an increase of \$7.0M from FY 2024-2025 Amended Budget. The FY 2025-2026 Budget Estimate maintains the millage rate (property tax rate) of 5.559, for the eleventh consecutive year.

#### **Other Revenue Categories**

Increases in revenue categories other than Property Tax revenue total \$10.73M, including \$1.74M in Franchise Fees, \$1.96M in Permit Fees, \$790K in Public Safety Fees, \$570K for Youth Center Fees, \$260K in Parking Fees, \$1.73M for Stormwater Utility Fees, \$1.30M Sanitary Sewer fees, \$300K for Rental and Concessions, and \$506K in other revenues.

Revenue decreases total \$2.83M, are primarily made up of onetime items included in the FY 2024-2025 Amended Budget that are not recurring in the FY 2025-2026 Budget Estimate including an estimated decrease of \$1.53M in Intergovernmental primarily made up of grants and \$823K in Interest Earnings.

#### **Expenditures**

The total operating, capital and debt service budget for FY 2025-2026 is \$308.19M, a net decrease of \$113.61M or 26.93% compared to the FY 2024-2025 Amended Budget of \$421.79M.

The table below provides a comparison of expenditures for the FY 2024-2025 Amended Budget and the FY 2025-2026 Budget Estimate:

### FY 2025-2026 BUDGET ESTIMATE (in millions)

Budget Year	 24-2025 ded Budget	_	025-2026 jet Estimate	 crease/ ecrease)	% Change
Operating	\$ 231.19	\$	245.58	\$ 14.38	6.22%
Capital	179.59		52.03	(127.56)	(71.03%)
Debt Service	11.02		10.58	(0.43)	(3.94%)
Total	\$ 421.79	\$	308.19	\$ (113.61)	(26.93%)

The FY 2024-2025 Amended Budget includes significant prior year reappropriations that skew the differences between the two fiscal years. Prior year reappropriations consist of nonrecurring (one-time) revenues and expenditures that are not repeated in the FY 2025-2026 Budget Estimate. Similarly, balances for projects not completed by the end of FY 2024-2025 will be reappropriated during the first quarter of the new fiscal year. A more accurate comparison of the delta between the two years requires that the FY 2024-2025 Amended Budget be adjusted to remove the reappropriations.

The overall decrease of \$113.61M includes reappropriations of \$138.64M for one-time or multi-year prior year capital improvement projects and \$3.10M of one-time operating projects or purchases, and grants. When considering the reappropriations and grants the actual change in the total operating, capital, and debt service budget results in a \$27.08M increase.

#### **Operating Expenditures**

Operating expenditures are estimated to increase in total by \$17.48M or 7.66% compared to the FY 2024-2025 Amended Budget less reappropriations of prior year and multi-year projects and programs.

The table below summarizes the changes in operating expenses by category from the FY 2024-2025 Amended Budget to the FY 2025-2026 Budget:

# OPERATING EXPENDITURES ADJUSTED INCREASE / (DECREASE) (in millions)

			(In	millions)				FY 2	2025	Adi	usted	
	FY 2024-20	025	FY 20	25-2026	Inc	rease /	%	One-	Time	-	ease/	%
Personnel Services	Amended Bu	udget	Budget	Estimate		crease)	Change	lte	ms		rease)	Change
Salaries		92.89	\$	101.66	\$	8.77	9.44%			\$	8.77	9.44%
Overtime		3.93		4.23		0.30	7.51%				0.30	7.51%
Retirement		31.79		34.22		2.43	7.66%				2.43	7.66%
FICA		6.06		6.66		0.60	9.93%				0.60	9.93%
Workers Comp		2.00		2.00		-	0.00%				-	0.00%
Health & OPEB		13.23		15.56		2.33	17.63%				2.33	17.63%
Preservation of Benefits Plan		0.07		0.07		-	0.00%				-	0.00%
Compensated Absences		2.53		2.78		0.25	9.89%				0.25	9.89%
Other Benefits		0.18		0.21		0.02	13.43%				0.02	13.43%
Total Personnel Services	\$ 1	52.67	\$	167.38	\$	14.71	9.63%	\$	-	\$	14.71	9.63%
Other than Personnel Services												
Professional Services		29.61		32.67		3.06	10.34%		0.89		3.95	13.77%
Repairs, Maint., Utilities & Misc. Services		31.12		31.59		0.48	1.54%		0.44		0.92	3.00%
Parts, Supplies & IT Maint. Subscriptions		13.75		13.49		(0.25)	(1.85%)		0.40		0.15	1.13%
Equipment Additions & Replacements		2.65		1.12		(1.54)	(57.87%)		0.43		(1.10)	(49.64%)
Debt & Contgencies		3.07		2.28		(0.79)	(25.75%)		-		(0.79)	(25.75%)
Grants		2.32		0.69		(1.63)	(70.11%)		0.92		(0.71)	(50.49%)
Intra/Inter Depepartmental Allocations		(7.99)		(8.58)		(0.59)	7.40%		-		(0.59)	7.40%
Fleet Equip Replacement & Additions		3.98		9 4.92		0.94	23.54%				0.94	23.54%
Total Other than Personnel Services	\$	78.52	\$	78.20	\$	(0.32)	(0.41%)	\$	3.09	\$	2.77	3.68%
Total Operating Expenditures	\$ 2	31.19	\$	245.58	\$	14.38	6.22%	\$	3.09	\$	17.48	7.66%

This estimate includes an increase of 9.63% in the cost of personnel services. Salary increases include annual merits, cost of living adjustments implemented for existing collective bargaining agreements negotiated with our fire and general staff, and seven (7) new full-time positions included in the budget and twenty new positions in the Building division added during the FY 2024-2025 Amended Budget not reflected in the chart above, funded from restricted building permit revenue.

Retirement costs are increasing by \$2.43M due to the annual 1.25% additional pension payment indexing of \$383K as well as additional funding of \$1.375M normal increases to the cost due to mortality, reduction in assumption rate, and expiration of an actuarial base, and \$413K for increase cost of 401K participants. Although the funding for retirement cost is increasing, the total reflects a decrease in the extra payment amount of \$1.876M due to the 4% COLA awarded to retirees in FY 2024-2025. Health insurance is increasing by \$2.33M for the projected increase to premiums, as well as additional premiums for new positions included in the budget.

Expenditures other than personnel services are estimated to increase overall by \$2.78M or 3.68% compared to FY 2024-2025 Amended Budget less reappropriations. Professional services increase of 13.77% includes increases to service contracts for trolley and parking management, janitorial, tree trimming, landscaping, electrical, and plumbing services. Repairs, maintenance, utility and other services increased by 3.00%, parts, supplies & information technology maintenance subscriptions increased by 1.13% for the cost of information technology software and hardware maintenance contracts, interdepartmental allocation including administrative allocations to support the Building division, Stormwater, and Sanitary Sewer division increase by 7.40%.

Funding for equipment additions and replacements decreased by \$1.1M from the prior year where one-time available funding was used for new equipment. Decreases in the following expenditure categories of Grants and Intra/Inter Departmental Allocations reflect the elimination of one-time items that are not recurring in FY 2025-2026 Budget Estimate.

#### **Personnel**

The FY 2025-2026 Budget Estimate increases the full-time headcount by 7 to 955 and reduces the part-time headcount by 4 to 252 compared to the FY 2024-2025 Amended Budget of 948 and 256, respectively.

The full-time positions added to the headcount are:

- 1 Assistant Fire Chief for Community Risk Reduction division funded by permit fees
- 1 Enterprise Resource Planning (ERP) Analyst
- 1 Application Manager
- 1 full-time Procurement Contract Specialist converted from 2 part-time positions
- 1 full-time Grants and Internal Audit Coordinator converted from 1 part-time position
- 1 Administrative Assistant in Greenspace Management converted from 2 part-time positions
- 1 Zoning Reviewer

The table below shows the number of full-time positions over the last ten years.

### FULL-TIME EMPLOYEE CLASSIFICATION TEN-YEAR COMPARISON

FISCAL YEAR	_	POLICE FFICERS	FIRE- FIGHTERS	GENERAL EMPLOYEES	TOTAL
2017		192	139	500	831
2018		192	139	506	837
2019		192	139	509	840
2020		193	139	514	846
2021		193	139	514	846
2022		193	140	522	855
2023		199	145	536	880
2024		204	150	548	902
2025		209	155	584	948
2026	*	209	155	591	955
4 -					

<sup>\*</sup> Proposed

The part-time positions added to the headcount are:

- 1 part-time Communications Videographer
- 1 part-time Public Works Repair Worker
- 1 part-time Public Works Sign Shop Maintenance Worker

The part-time full-time equivalent (FTE) count for FY 2025-2026 Budget Estimate is 178.14 which translates to an approximate part-time headcount (number of people) of 252. The combined full-time headcount of 955 plus the part-time FTEs of 178.14 is 1,133.14. Whereas the total headcount is 1,207, which is made up of 955 full-time plus 252 part-time.

#### **Bargaining Unit Agreements**

Three employee bargaining units represent employees in the city, Fraternal Order of Police (FOP), International Association of Firefighters (IAFF) Local 1210 and Teamsters Local Union 769. The IAFF agreement is in effect from October 1, 2020, through September 30, 2026, FY 2025-2026 is the final

contract year. The Teamsters agreement is in effect from October 1, 2024, to September 30, 2027. The FOP agreement is in effect from October 1, 2023, through September 30, 2025 and this budget estimate plans for a successful negotiation with the FOP.

#### **Additions to the Budget**

Each fiscal year, departments request new or additional funding to address increased cost to current service levels and enhance essential resident services. The funding requests are considered and prioritized based on available funding and the programs support of the city's strategic goals, and operational needs while evaluating the ongoing budget impact.

The FY 2025-2026 Budget Estimate includes a total of \$5.74M in new or additional funding added to the operating budget and is comprised of \$1.95M one-time (non-recurring), and \$3.78M ongoing (recurring) initiatives. Funding is comprised of \$4.45M from the General Fund, \$182.5K from restricted fire permit fees, and \$1.1M is funded from Parking Revenues.

#### **Additions to Operating Budget**

City Manager - Communications Adding P/T Producer/Editor/V Ideographer \$ City Manager - Communications Updated City Brand Guidelines		FUNDING TYPE					
	ONE-TIME	ONGOING	LIMITED	TOTAL			
City Manager - Communications	Adding P/T Producer/Editor/V Ideographer	\$ -	\$ 49,644	5 .	\$ 49,644		
City Manager - Communications	Updated City Brand Guidelines	50,000			50,000		
Human Resources	Employee BBQ	*	41,217		41,217		
Development Services - Planning & Zoning	Zoning Reviewer		83,600		83,600		
Development Services - Code Enforcement	Short-Term Rental Software	10,000			10,000		
Development Services - Code Enforcement	Chicken / Rooster / Peafoul Removal	-	8,600		8,600		
Historic Resources - Cultural Arts	Cultural Grant for Coral Gables Youth Arts Program (CGYAP)	-	50,000	- 3	50,000		
Public Works - Administration	Funding for Holiday Luncheon	~	2,000		2,000		
Public Works - Administration	Part-time Repair Worker for Public Works Central Division		35,279	1.61	35,279		
Public Works - Administration	Pickup Truck for Public Works part-time Repair Maintenance Worker	40,000			40,000		
Public Works - Sign Shop	Part-Time Maintenance Worker II for Sign Shop	-	33,663	-	33,663		
Public Works - Greenspace Management	Increase Cost of Landscape Maintenance Contract		206,956		206,956		
Public Works - Greenspace Management	Citywide Re-planting of Seasonal Landscaping	-	29,216		29,216		
Public Works - Greenspace Management	Convert Part-time Clerical Assistant and Part-time Maintenance Worker into Full-		(13,007)	-	(13,007		
Public Works - Motor Pool	Tire Balancer for Fleet	25,000		-	25,000		
Public Works - Motor Pool	Subscription for Truck/Car Washing	- 2	15,000		15,000		
Public Works - Motor Pool	Increase funding for Commercial Garages Contract		25,000	1,50	25,000		
Public Works - General Services - Facilities	Increase funding for Jantorial Contract		144,000	1.41	144,000		
Public Works - General Services - Facilities	Increase funding for Fire House 4 Maintnenance	-	38,800		38,800		
Public Works - General Services - Facilities	Increase funding for HVAC Contract	8	152,250		152,250		
Public Works - General Services - Facilities	Increase funding for Pool/Fountain Maintenance Contract	-	15,000	1.4	15,000		
Public Works - General Services - Facilities	Increase funding for FPL Electric Rate Increases	-	69,000		69,000		
Public Works - General Services - Facilities	Pressure Washing for Police and Fire Headquarters		20,000		20,000		
Finance - Reporting & Operations	Financial Reporting Software Add-on to INFOR	100,000	-		100,000		
Finance - Purchasing	Conversion of 2 P/T to F/T Contract Specialist	-		- 3			
Finance - Management & Budget	Conversion of P/T Grant and Internal Audit Coordinator to F/T			1,50			
Innovation & Technology	Fleet Management GPS and Route full fleet installation and annual maintenance	220,000	86,000		306,000		
Innovation & Technology	Parking System SaaS Maintenance		60,000	-	60,000		
Innovation & Technology	Illegal Dumping camera support and maintenance	100,000	25,000	3	125,000		
Innovation & Technology	ERP Analyst II		109,862	1.0	109,862		
Innovation & Technology	Application Manager	2	100,747		100,747		
Innovation & Technology	AV professional services and hardware replacement		35,000		35,000		
Innovation & Technology	APM Cybersecurity systems	8	220,000	9.1	220,000		
Innovation & Technology	New Comcast and SunCom circuit for Passport, FS4, Elevators and Fire Alarms		15,000	-	15,000		
Innovation & Technology	Additional Cost Increase items for PY26 based on actual increase guoted on PY25		200,000	1	200,000		
Innovation & Technology	Economic Development CRM Implementation	60,000		-	60,000		
Innovation & Technology	Implementation for Security for CJIS Audit items	100,000		-	100,000		
Innovation & Technology	Ongoing Maintenance and Support of Urban SDK Traffic Analysis Solution		20,000		20,000		
Innovation & Technology	Power DMS Application	15,000			15,000		
Police - Uniform Patrol	Bite Suits	2,000		-	2,000		
Police - Criminal Investigation	K-9 Expenses	-	16,000		16,000		
Police - Technical Services	SaferWatch Llive Streaming Software Agreement	-	25,000		25,000		
Police - Technical Services	Fingerprint Readers		30,450	1.40	30,450		
Police - Specialized Enforcement	Outfit new and existing officers	1	7,500	-	7,500		
Police - Specialized Enforcement	Repair and Maintenance of Equipment	-	11,500		11,500		
Fire - Operations	Increase Overtime Allocation For Opening of Fire House 4	-	101,558		101,558		
Fire - Operations	Technical Rescue Training		41,250	14	41,250		
Fire - Community Risk Reduction	Assistant Chief For Community Risk Division		182,519		182,519		

#### Additions to Operating Budget (Cont'd)

		_	FUNDIN	G TYPE	
DEPARTMENT	DESCRIPTION	ONE-TIME	ONGOING	LIMITED	TOTAL
Community Recreation - Administration	Update to Park's Master Plan	60,000	-	-	60,000
Community Recreation - Administration	Funding to add contracted programming specialized in Accessible Recreation	-	25,000	-	25,000
Community Recreation - Tennis Centers	Increase in Hourly Pay for Contracted Professionals	-	27,000	-	27,000
Community Recreation - Venetian Pool	Increase to Repair and Maintenance Equipment Fund & Agricultural Supplies	-	10,000	-	10,000
Community Recreation - Country Club Fitness &	Funding to add contracted Golf programming	-	90,000	-	90,000
Community Recreation - Country Club Fitness &	Additional funds for Contracted Towel Services	-	70,000	-	70,000
Community Recreation - Country Club Fitness &	Additional funds for contracted Personal Training Professionals	-	34,500	-	34,500
Community Recreation - Granada Golf Course	Ford Pick-up Truck with Lift Gate for Coral Gables Golf and Country Club	60,000	_	-	60,000
Community Recreation - Granada Golf Course	Contracted Maintenance of Granada Golf Course	-	150,000	-	150,000
Community Recreation - Youth Center	Summer Camp Lunch Vendor	-	25,000	-	25,000
Community Recreation - Youth Center	Additional Funding to cover the cost of increased revenues generated from	-	400,000	-	400,000
Community Recreation - Adult Services	Additional Funding for Contracted Program Instructors	-	20,000	-	20,000
Community Recreation - Adult Services	Additional Funding for Adult Activity Center Member Parking Fees	-	7,050	-	7,050
Community Recreation - Special Events	Drone Show for 4th of July Event	-	65,000	-	65,000
Community Recreation - Field Maintenance	Ford F-250 Double Axle Crew Cab with trailer for Parks Maintenance Crew	90,000	-	-	90,000
Community Recreation - Field Maintenance	New Tow Behind Trailer with Double Axles for Parks Maintenance	25,000	-	-	25,000
Community Recreation - Field Maintenance	Addition of Dog Park Maintenance Supplies	-	17,000	-	17,000
Community Recreation - Field Maintenance	Addition of Parks Maintenance Crew	25,000	115,500	-	140,500
Economic Development	Giralda Plaza Overhead Installation	245,000	-	-	245,000
Economic Development	Fink Studio Lecture Hall Modular Furniture	60,000	-	-	60,000
Parking	Increase funding for for Service Contracts	-	8,943	-	8,943
Trolley - Operations	Mobility Master Plan	100,000	-	-	100,000
Trolley - Operations	Passenger Van For Trolley Division	65,000	-	-	65,000
Trolley - Operations	Hometown Low Floor Trolley	500,000	-	-	500,000
Trolley - Operations	Extention of Southern Loop partially funded by FDOT Smart Transportation	-	400,000	-	400,000
Trolley - Operations	Increase funding for Service Contracts	-	26,000	-	26,000
TOTAL		\$1,952,000	\$3,784,597	\$ -	\$5,736,597

#### **Investment in Facility Operations and Capital Infrastructure**

The city is committed to ensuring sustainable and expanded capital programs, city facilities, and infrastructure. Through the Capital Improvement Plan the city prioritizes funding of short-term and long-term capital improvement needs. The development of this plan is a coordinated effort between all departments, budget staff, and the Commission. The FY 2026-2030 Capital Improvement Plan included in FY 2025-2026 Budget Estimate furthers the city's commitment by funding many of the city's ongoing capital infrastructure needs and several one-time community 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 one-time use of fund balance from both the General and Capital Improvement funds. These one-time funds are generally a result of balances generated by operating surplus from prior years and any surpluses from completed capital projects.

The city's goal has been to steadily increase the amount of recurring revenue transferred from the General Fund to the Capital Improvement fund. This goal has been met each year, except for FY 2020-2021 during which capital funding relied solely on the prior year surplus. The FY 2025-2026 Budget Estimate funds 86% of the \$12.15M annual cost of the matrices with recurring revenues.

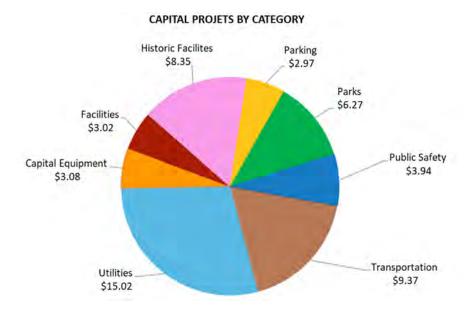
In addition, through the combined efforts of the City Commission, city staff, and the City's lobbyist team the city was awarded \$1.185M appropriations for infrastructure projects from the State of Florida including \$500K for the Granada Basin Sanitary Sewer Inflow and Infiltration Rehabilitation, \$310K for ADA Improvement in the Central Business District, and \$375K for Road Safety Improvements. Two of which have since been vetoed by the Governor.

The FY 2026-2030 Capital Improvement Plan includes a significant investment of \$52.02M in capital infrastructure, in addition to \$4.1M for vehicle replacements in the operating budget.

Key initiatives funded in the plan include:

- \$7.8M for restoration of historic facilities; including \$6M towards a multi-year restoration plan for the City Hall Complex
- \$966K for the enhancements of both William and Leona Cooper and Nellie B. Moore Parks
- \$3M funding for sidewalk replacement and installations
- \$1.03M for the Biltmore Way Streetscape Improvements
- \$15.02M funding project to improve the aging sanitary sewer and stormwater systems, including \$5.01M towards the city's sea level rise mitigation program

The chart below shows the total funding in capital by project category.



These projects are essential to maintaining the quality of life in our city and ensuring that we remain prepared for future growth.

#### **Debt Service**

The city's total outstanding principal debt as of fiscal year ending September 30, 2024, will be \$99.58M. The FY 2025-2026 debt service budget of \$10.58M includes sufficient funds to cover all debt services due for the year. The \$10.58M debt service is 4.1% of the total operating and debt service budgets of \$256.5M. This amount is well below the city's administratively capped budgetary debt service limit of 8%.

#### **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

Fiscal Year 2025-2026 Budget City Manager's Budget Message

aside. However, 25% represents just three months of maintaining essential city services if operating revenues are cut off.

While the city does not budget for contributions to the reserve, at the close of each fiscal year the reserve is funded with unrestricted surpluses generated by increased revenue over budget and unspent budgeted expenditures. At the close of FY 2023-2024, the city's certified financial statements indicate that the General Fund reserve was fully funded with a balance of \$59.37M which represents 25% of the FY 2024-2025 total operating plus debt service adopted budget of \$237.5M. The contribution to the reserve balance based on the FY 2025-2026 Adopted Budget will be determined at the FY 2024-2025 fiscal year when financial statements are issued.

#### **CULTURAL AND COMMUNITY EVENTS**

The FY 2025-2026 Budget Estimate includes allowances for cultural grants and events in the amount of \$278,228, including an increase of \$50,000 for Coral Gables Youth Arts Program. 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 2025-2026 Budget Estimate also continues to fund a \$225,000 grant to support operating expenditures at the Coral Gables Museum.

#### **CONCLUSION**

The FY 2025-2026 Budget Estimate is a balanced budget that provides for the operational needs of the city and 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. The development of this budget applies these practices in every aspect of the budget planning with the goal of creating a more beautiful, livable and sustainable Coral Gables.

I extend my gratitude to the City Commission, city staff and our community members for their ongoing support. I would like to specifically acknowledge the personal efforts Diana M. Gomez, Finance Director; Paula A. Rodriguez, Assistant Finance Director for Management, Budget and Compliance, Pedro Sanchez, Senior Management and Budget Analyst, Christopher Garcia, Management and Budget Analyst II, Ivan Baez, Management and Budget Analyst II, Elsy Fuentes, Internal Audit and Grants Coordinator and Anamy Garcia, Grants and Internal Audit Coordinator for their hard work and commitment to the budget process and the preparation of this budget.

This budget demonstrates the progress that can be made through our collective efforts and responsible allocation of resources through strategic and long-term planning.

Respectfully submitted.

City Manager

# CORAL GABLES

# 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.

#### Obiectives:

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

#### Workforce Excellence

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
- Establish a financial sustainability plan by 2025 Fund a minimum of an additional \$2 Million
- annually above the Actuarial Required Contribution (ARC) to reduce pension liability
- · Obtain a 5% of reserve

#### Process Excellence

#### Goal:

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

#### **Objectives:**

Enhance the effectiveness of key city processes.

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

#### Increase the efficiency of key resource utilization processes.

 Decrease the usage rates of electricity by 20%, fuel by 5%, and water by 5% by 2025 · Develop and implement a systematic program for process improvement by 2025

#### Community-focused Excellence

#### Goal:

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

#### **Objectives:**

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

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

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

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









s the City of Coral Gables approaches its ••th 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 202 -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 ub 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.

#### **2025-2026 BUDGET ESTIMATE**

#### **BUDGET PREPARATION CALENDAR**

Capital Improvement Plan Training	Feb 21
Operating Budget Training	Feb 27
Base Budget Submission (100% Scenario)	Feb 21 – Mar 14
	Feb 21 – Mar 29
New Needs & Capital Project Requests	Mar 22 – Mar 29
All Scenarios Submission (100%, 99%, 98% & 97%)	
Actions Plans, Accomplishments, Performance Metrics & Department Functions/Goals	Mar 20 – Apr 19
Budget Analysis, New Needs & Department Meetings	Apr 1 – April 26
Revenue Estimate & Projections	April 11-May 3
	Apr 17
Capital Project Planning & Review	
One on One Meetings with Commissioners to discuss their individual capital priorities.	May 13 – May 17
Department Budget Meetings with the City Manager	June 3 – 5
City Commission - 1 <sup>st</sup> Budget Workshop (Capital Improvement Plan)	June 11
Deliver City Manager's Budget Estimate to the City Commission	July 1
City Commission - 2 <sup>nd</sup> Budget Workshop	July 2
Public Hearing – Tentative FY 2025-2026 Budget adopted by ordinance (First Reading)	Sept 10
Public Hearing – Final FY 2025-2026 Budget adopted by ordinance (Second Reading)	Sept 25



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#### 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, 2025 and ends September 30, 2026.

#### 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 though user charges; or where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

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

- 2. **Sanitary Sewer Fund** used to account for the operation, maintenance and capital improvement costs of a sanitary sewer collection system providing services to certain residents of the City, the University of Miami and certain non-resident sewer connections in areas adjacent to the City.
- 3. **Venetian Swimming Pool Fund** used to account for the operation and maintenance costs of the municipal swimming pool. The swimming pool provides facilities where those persons interested in this outdoor recreation sport can participate.
- 4. **Coral Gables Country Club 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 for 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.

- 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 because 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).

\$500,000 = \$500 1,000 \$500 x 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 ensure 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 based on 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 how 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 2025-2026 BUDGET ESTIMATE

#### **USE OF FUNDS BY OPERATING DEPARTMENT**

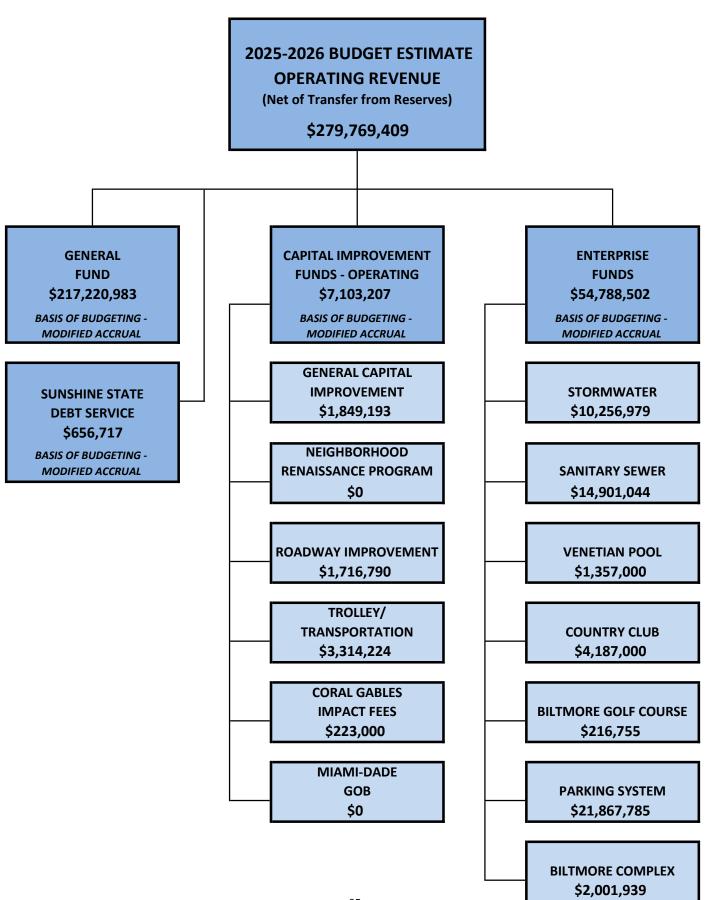
	INTERNAL SERVICE FUNDS			CAPITAL	ENTERPRISE FUNDS					
DEPARTMENT	GENERAL FUND	GENERAL SERVICES FUND	MOTOR POOL FUND	TROLLEY/ TRANS. FUND	C.G. COUNTRY CLUB FUND	PARKING FUND	SANITARY SEWER FUND	STORM WATER FUND	VENETIAN POOL FUND	
City Attorney	<b>√</b>									
City Clerk	<b>1</b>									
City Commission	<b>1</b>									
City Manager	<b>1</b>									
Community Recreation	<b>√</b>				<b>1</b>				<b>√</b>	
Development Services	<b>√</b>									
Economic Development	<b>1</b>									
Finance	<b>1</b>									
Fire	<b>1</b>									
Historic Resources & Cultural Arts	<b>√</b>									
Human Resources & Risk Management	<b>1</b>									
Innovation & Technology	<b>√</b>									
Non-Departmental	<b>√</b>									
Parking/Transportation				<b>✓</b>		1				
Police	<b>√</b>									
Public Works	<b>1</b>	<b>√</b>	<b>1</b>				1	<b>√</b>		



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#### **CITY OF CORAL GABLES**

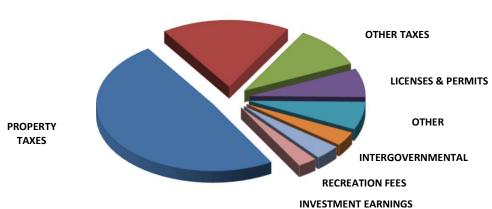
#### **FUND STRUCTURE OVERVIEW - REVENUE**



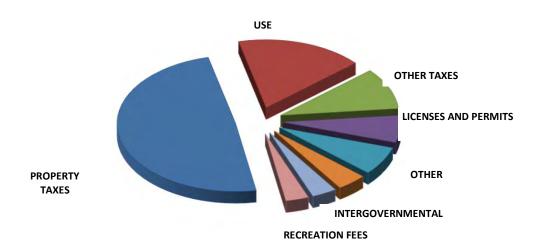
# 2025-2026 BUDGET ESTIMATE OPERATING REVENUES BY SOURCE

#### 2025-2026 \$ \$279,769,409

USE



#### 2024-2025 \$ 264,926,361



INVESTMENT EARNINGS

2024-2025 2025-2026 **BUDGET** % **BUDGET ESTIMATE** % **Property Taxes** \$ 129,944,446 49.1% \$ 136,954,195 49.0% **Use Charges** 45,895,624 17.3% 49,786,085 17.8% 9.9% Other Taxes 25,959,267 9.8% 27,815,524 **Licenses & Permits** 17,118,625 6.5% 19,275,800 6.9% 6.8% Other 17,871,011 6.7% 18,892,844 Intergovernmental Revenues 10,846,458 4.1% 9,523,000 3.4% **Recreation Fees** 8,960,650 3.4% 10,014,505 3.6% **Investment Earnings** 8,330,280 3.1% 7,507,456 2.7% **Total Revenues** \$ 264,926,361 100.0% \$ 279,769,409 100.0%

### 2025-2026 BUDGET ESTIMATE REVENUES CLASSIFIED BY SOURCE

REVENUE TYPE	2024-2025 AMENDED BUDGET CATEGORY DETAIL	2024-2025 AMENDED BUDGET CATEGORY TOTAL	2024-2025 BUDGET CATEGORY DETAIL	2024-2025 BUDGET CATEGORY TOTAL	
Property Taxes	\$ 129,944,446	\$ 129,944,446	\$ 136,954,195	\$ 136,954,195	
Other Taxes					
Sales Taxes (Gasoline)	4,323,224		4,244,072		
Franchise Fees Utility Service Taxes	8,811,043 12,825,000	25,959,267	10,546,452 13,025,000	27,815,524	
Licenses & Permits					
Business Tax Receipts Permits	3,859,125 13,259,500	17,118,625	4,056,000 15,219,800	19,275,800	
Intergovernmental Revenues					
Federal *	-		-		
County * State *	133,097 10,713,361	10,846,458	570,000 8,953,000	9,523,000	
Use Charges					
Refuse Collection Fees	5,977,016		6,583,970		
Sanitary Sewer Fees	12,804,651		14,101,044		
Stormwater Utility Fee Parking Fees	8,290,000 18,823,957	45,895,624	10,020,479 19,080,592	49,786,085	
Recreation Fees					
Youth Center	2,413,000		3,022,000		
Soccer Program	180,400		150,000		
Tennis	983,750		1,081,750		
Swimming	1,147,000		1,357,000		
Country Club Biltmore Golf	4,236,500 	8,960,650	4,187,000 216,755	10,014,505	
Investment Earnings					
General Fund	5,355,000		5,180,988		
Debt Service Fund	92,480		-		
Capital Project Funds Enterprise Funds	2,188,800 694,000	8,330,280	1,478,135 848,333	7,507,456	
Other					
General Government Fees	3,545,500		3,239,307		
Public Safety Fees	4,060,000		4,850,000		
Fines & Forfeitures	2,313,000		2,405,000		
Rentals & Concessions	6,838,655		7,137,320		
Miami-Dade Impact Fees	-		-		
Debt Proceeds - Capital Projects Miscellaneous	1,113,856	17,871,011	1,261,217	18,892,844	
<b>Total Operating Revenues</b>		\$ 264,926,361		\$ 279,769,409	

<sup>\*</sup> Fiscal Year 2024-2025 includes one-time grants that do not repeat for Fiscal Year 2025-2026. If the grants have unspent balances at Fiscal Year 2024-2025 year end, those balances will be reappropriated early in the first quarter of Fiscal Year 2025-2026.

### 2025-2026 BUDGET ESTIMATE SUMMARY OF TOTAL REVENUES AND TRANSFERS FROM RESERVES

SUMIN	ARY OF TOTAL REV	ENUES AND TRAN	ISFERS FROM KES	EKVES
DEVENUE TYPE	2022-2023	2023-2024	2024-2025	2025-2026
REVENUE TYPE Property Tax	ACTUAL \$ 107,249,183	ACTUAL \$ 120,588,808	* 129,944,446	\$ 136,954,195
Local Option Gas Tax	\$ 107,249,183 1,271,467	1,161,108	1,205,000	1,125,848
Transportation Sales Tax	3,077,119	3,251,732	3,118,224	3,118,224
Franchise Fees	9,417,220	9,420,987	8,811,043	10,546,452
Utility Service Taxes	13,354,827	13,771,849	12,825,000	13,025,000
Business Tax Receipts	3,715,510	4,052,670	3,859,125	4,056,000
Permit Fees	20,381,223	29,474,527	13,259,500	15,219,800
Intergovernmental Revenues	9,084,754	9,901,758	11,050,498	9,523,000
General Government Fees	4,751,948	3,970,138	3,545,500	3,239,307
Public Safety Fees	4,338,363	4,621,308	4,060,000	4,850,000
Physical Environment Fees				
Refuse Collection Fees - Early Payment	6,718,244	6,749,545	4,361,464	4,785,600
Garbage Collection - Paid on Tax Bill	2,603,749	2,780,924	1,608,552	1,794,870
Commercial Waste Fees	-	-	-	-
Lot Mowing & Clearing	4,010	4,844	7,000	3,500
Sanitary Sewer Fees	12,409,971	13,247,603	12,804,651	14,101,044
Stormwater Utility Fee Recreation Fees	7,772,395	9,130,479	8,290,000	10,020,479
Youth Center	2,555,081	3,029,191	2,353,000	2,920,000
Soccer Program	25,383	173,315	180,400	150,000
Tennis	997,376	1,184,245	983,750	1,081,750
Special Events	67,091	81,379	60,000	102,000
Swimming	1,648,468	1,300,735	1,147,000	1,357,000
Country Club	3,048,585	3,914,969	4,236,500	4,187,000
Blitmore Golf	210,226	214,227	-	216,755
Automobile Parking Fees	16,352,627	18,864,921	18,823,957	19,080,592
Fines & Forfeitures	2,347,730	2,389,792	2,313,000	2,405,000
Investment Earnings				
General Fund	6,495,921	11,615,296	5,355,000	5,180,988
Debt Service Fund	27,685	390	92,480	-
Capital Projects Funds	1,753,109	3,100,487	2,188,800	1,478,135
Enterprise Funds	1,912,093	2,942,125	694,000	848,333
Rentals & Concessions				
Parking	642,200	766,780	859,134	975,360
Biltmore Complex	2,163,142	2,129,625	1,993,454	2,001,939
General Fund	3,740,833	4,038,623	3,986,067	4,160,021
Capital Improvement Impact Fees	1,363,706	3,849,162	7,078	-
Assessment Lien Collections				
Capital Projects	684,498	677,844	657,134	656,717
Miscellaneous Other	3,804,277	3,007,106	449,644	604,500
Building Better Communities Bond Program	-	-	-	-
Miami-Dade County Roadway Impact Fees				
L.E.T.F. Repayment Settlement Debt Proceeds - Capital Projects	-		-	-
Total Operating Revenues	255,990,014	295,408,492	265,130,401	279,769,409
Prior Year Re-appropriations	109,999,856	128,137,019	141,514,784	
Interfund Allocations/Contributions				
Storm Water Utility Fund	381,250	305,000	305,000	305,000
Sanitary Sewer Fund	856,250	685,000	685,000	685,000
·	706.250	565,000	565,000	565,000
Parking System Fund				
Total Interfund Allocations/Contributions	1,943,750	1,555,000	1,555,000	1,555,000
Transfers from Reserves				
General Fund	2,796,140		4,500,000	10,000,000
General Fund - City Clerks Special Revenue	-	-	-	-
General Fund - Building Division	-	-	500,000	3,587,872
General Fund - Art In Public Places	-	-	1,107,950	237,369
General Fund - Tree Trust Fund	-	-	-	-
General Fund - Fire Inspection Reserve	-	-	-	65,646
Hurricane Fund	-	-	-	-
Special Obligation Debt Service Fund	-	-	-	-
General Capital Improvement Fund	-	-	5,194,829	8,622,336
Neighborhood Renaissance Program Fund	-	-	892	807
Roadway Improvement Fund	-	-	231,697	90,942
Trolley / Transportation Fund	_	-	-	-
General Obligation Bond Fund	-	-	-	-
		-	3.500.701	
CG Capital Improvement Impact Fee Fund	6,203,604	-	2,500,701	870,737
Stormwater Utility Fund	-	-	1,644,672	-
Sanitary Sewer Fund	-	-	-	4,369,792
		-	4,169,191	3,382,128
Parking Fund	-			
	-	-		-
Parking Fund	-	-	-	-
Parking Fund Automotive Fund	-	-	-	- -
Parking Fund Automotive Fund Public Facilities Fund	- - - 179,059	- - 190,683	- - 204,703	- - -
Parking Fund Automotive Fund Public Facilities Fund Insurance Fund	- - - 179,059	- - 190,683 -	- - 204,703 -	-
Parking Fund Automotive Fund Public Facilities Fund Insurance Fund Retirement System Fund Federal Asset Forfeture Fund	179,059	190,683	- - 204,703 -	
Parking Fund Automotive Fund Public Facilities Fund Insurance Fund Retirement System Fund Federal Asset Forfeture Fund Pension Stabilization Fund	-	-	-	- - - 21 277 620
Parking Fund Automotive Fund Public Facilities Fund Insurance Fund Retirement System Fund Federal Asset Forfeture Fund	179,059 9,178,803 \$ 377,112,423	190,683 190,683 \$ 425,291,194	204,703 - 20,054,635 \$ 428,254,820	31,227,629 \$ 312,552,038

REVENUE TYPE	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 AMENDED BUDGET	2025-2026 BUDGET ESTIMATE
Property Taxes			<u> </u>	
Current Year	\$ 106,930,362	\$ 120,361,273	\$ 129,769,446	\$ 136,779,195
Delinquent with penalties & interest	233,567	147,623	100,000	100,000
Homestead Adjustment	85,254	79,912	75,000	75,000
Total - Property Taxes	107,249,183	120,588,808	129,944,446	136,954,195
Franchise Fees				
	C	C 2C0 270	C 000 000	7.750.000
Electric	6,554,238	6,268,379	6,000,000	7,750,000
Gas Refuse	185,866 2,677,116	206,714 2,945,894	186,043 2,625,000	151,452 2,645,000
Total - Franchise Fees	9,417,220	9,420,987	8,811,043	10,546,452
Utilities Service Taxes				
Electric	8,415,690	8,689,573	8,000,000	8,200,000
Telecommunications	2,821,735	2,845,659	2,875,000	2,875,000
Water	1,869,561	1,953,782	1,700,000	1,700,000
Gas	247,640	282,835	250,000	250,000
Fuel Oil	201			
Total - Utilities Service Taxes	13,354,827	13,771,849	12,825,000	13,025,000
Business Tax Receipts				
City Business Tax Receipts	3,564,360	3,891,578	3,753,125	3,950,000
Late Penalties, City Business Tax Receipts License Application Fees	145,887 5,263	155,592 5,500	100,000 6,000	100,000 6,000
Total - Business Tax Receipts	3,715,510	4,052,670	3,859,125	4,056,000
Permit Fees				
Building Application Fee	-	-	-	-
Document Preservation	370,944	463,547	360,000	400,000
Art in Public Places	848,841	1,538,762	-	-
Building Permits - B Series	801,011	279,709	225,000	225,000
Building Permits - M Series	13,550	18,635	11,000	11,000
40 yr. Recert. Fee	1,000	500	-	-
Zoning Permit-Paint	87,384	88,575	70,000	80,000
Zoning Reinspection	-	-	-	-
Building Residential - New	74,467	2,132	2,200	-
Building Residential - Additions	3,685	-	-	-
Building Commercial - New	1,072,792	1,100	-	-
Building Commercial - Additions	-	-	-	-
Building - Other	14,456,065	21,972,979	10,000,000	12,000,000
Building - Expedited Structural Review	-	-	-	-
Unsafe Structures Board Fee	48,050	38,775	24,000	34,000
Excavation Permits	224,012	382,354	300,000	275,000
Photo Permits	16,333	15,564	20,000	15,000
Alarm User Certificates	(72,505)	12,405	32,000	2,000
Garage Sale Permits	3,780	2,998	2,800	2,800
Over/Short Alarm Fees	-	-	-	-
False Alarma Penalty	62,490	41,160	-	10,000
False Alarms - Fire	91,160	24,550	45,000	15,000
Fire Inspection	635,948	642,896	650,000	650,000
Fire Prevention Bureau Permits Tree Removal Mitigation Assessment Fee	1,564,890 77,326	3,659,191 288,695	1,500,000 17,500	1,500,000
Total - Permits Fees	20,381,223	29,474,527	13,259,500	15,219,800

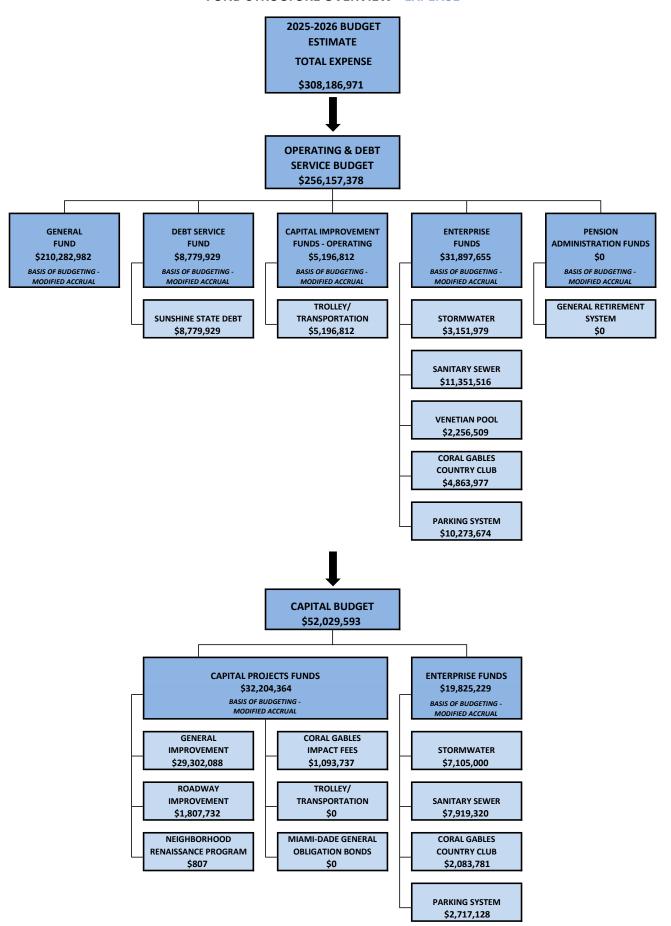
REVENUE TYPE	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 AMENDED BUDGET	2025-2026 BUDGET ESTIMATE
Intergovernmental Revenue				
Federal Grants	\$ 952,658	\$ 385,143	\$ 675,748	\$ -
State Grants	60,340	85,340	188,044	60,000
State Revenue Sharing	2,218,634	2,204,507	2,167,000	2,167,000
State Alcohol Beverage Tax	73,490	81,983	60,000	75,000
State Shared Sales Tax	5,368,965	5,359,481	5,220,000	5,270,000
County Grants	32,822	-	33,097	-
City Share of County Licenses	66,784	59,076	100,000	70,000
Total - Intergovernemental Revenue	8,773,693	8,175,530	8,443,889	7,642,000
General Governmental Fees				
Board of Adjustment Fees	32,460	9,677	5,500	10,500
Planning & Zoning Board Fees	182,698	289,033	290,000	100,000
Board of Architects	2,257,063	1,378,964	1,100,000	1,100,000
Development Review Committee	83,650	63,309	50,000	50,000
Certificate of Use	267,521	243,963	200,000	200,000
Sale of Zoning Codes	-	-	-	-
Lein Search Fees	356,020	304,463	300,000	300,000
Zoning Inspection Fees	-	-	=	-
Concurrency Fees	106,399	392,951	250,000	150,000
Historic Preservation Fees	73,186	42,676	75,000	75,000
Passport Fees	-	-	=	-
Document Filing Fee	266,191	327,469	250,000	300,000
E-Recording Fee	5,933	4,881	5,000	5,000
Research Fees	5,224	8,771	-	-
Passport Fees	818,596	641,761	800,000	708,807
Passport Photos	247,257	215,220	180,000	200,000
Lobbyists Registration Fees City Election Candidate Qualifying Fees	49,750	47,000	40,000	40,000
<b>Total - General Government Fees</b>	4,751,948	3,970,138	3,545,500	3,239,307
Public Safety Fees				
Police Off-Duty Assignments	149,488	142,893	150,000	140,000
EMS Transport Fee	871,179	949,878	695,000	1,295,000
Fire Protection Fee	3,079,384	3,262,031	3,000,000	3,200,000
Police Accident Reports	1	-	-	-
Fingerprint Cards	5,590	10,070	-	-
Telephone Surcharge for E911	36,285	36,893	30,000	30,000
Wireless 911	196,436	219,543	185,000	185,000
Total - Public Safety Fees	4,338,363	4,621,308	4,060,000	4,850,000
Physical Environment Fees				
Refuse Collection Fees	6,718,244	6,749,545	4,361,464	4,785,600
Commercial Waste Fees	-	-	-	-
Garbage Collection Service Assessment	2,603,749	2,780,924	1,608,552	1,794,870
Lot Mowing/Clearing	4,010	4,844	7,000	3,500
Total - Physical Environment Fees	9,326,003	9,535,313	5,977,016	6,583,970
Recreation Fees				
Youth Center Fees	2,555,081	3,032,473	2,360,932	2,920,000
Soccer Program	25,383	173,315	180,400	150,000
Tennis Fees	997,376	1,184,245	983,750	1,081,750
Special Events	67,091	81,379	60,000	102,000
Total - Recreation Fees	3,644,931	4,471,412	3,585,082	4,253,750

2022-2023 REVENUE TYPE ACTUAL		2023-2024 ACTUAL	2024-2025 AMENDED BUDGET	2025-2026 BUDGET ESTIMATE	
Fines & Forfeitures					
County Court, Traffic Fines	\$ 162,204	\$ 168,171	\$ 160,000	\$ 175,000	
County Court, Parking Fines	-	-	-	-	
County Court, Other Fines	69	366	-	-	
School Crossing Guard Assessment	18,380	12,782	15,000	10,000	
Police Education Surcharge	9,046	9,059	10,000	10,000	
City Traffic Violations	139,523	140,454	123,000	135,000	
Other Fines and Forfeits	-	296	· -	· -	
Code Enforcement Board	339,929	258,922	330,000	250,000	
Ticket Fines	325,152	325,500	375,000	325,000	
Total - Fines & Forfeitures	994,303	915,550	1,013,000	905,000	
Investment Earnings					
General Fund Investment Earnings	6,495,921	11,615,296	5,355,000	5,180,988	
Rental/Concessions Revenue					
Coral Gables Country Club	-	-	-	-	
Auto Pound	17,940	17,700	20,000	20,000	
Metro Dade Transfer Station	478,930	494,529	519,256	519,256	
Sprint Spectrum lease	-	-	-	-	
Gables Grand Plaza	493,534	534,110	530,000	530,000	
McCAW Communications	68,594	70,652	72,120	78,282	
Junkanoo Rental	-	154,211	137,094	141,205	
3501 Granada Blvd	-	-	, -	-	
Development Agrrement Fee	554,167	600,000	600,000	600,000	
Plummer Mangmnt Lease	14,520	9,680	, -	-	
Rouse Coll. Mrkt. Program	35,000	35,000	35,000	35,000	
Church Parking Lot	14,544	14,835	15,181	15,485	
T Mobile	80,132	83,338	85,282	88,693	
Development Fee - U of M	1,025,000	1,025,000	1,025,000	1,025,000	
TL Star Parking Lot	31,680	31,680	31,680	31,680	
Palace	514,497	567,199	614,083	622,583	
Verizon	66,178	65,345	68,384	71,119	
University of Miami - INET	4,380	4,380	4,380	4,380	
Haagen Daz	50,256	51,399	54,007	55,591	
Bloom Boutique	28,735	37,764	42,000	63,000	
Starbucks	107,156	110,715	111,375	111,375	
224 Minorca Ave	107,130	110,713	-	147,372	
IKE Revenue Sharing	155,590	131,086	21,225		
Total - Rental/Consession Revenue	3,740,833	4,038,623	3,986,067	4,160,021	
Miscellaneous Revenue					
Sale of Land, Buildings & TDRs	-	1,642,760	=	-	
Sale of Recycled Trash	-	6,823	-	-	
July 4th Celebration	17,500	30,000	15,000	-	
LEFT Repayment Settlement	-	-	-	-	
Other Miscellaneous Revenues	287,037	317,454	177,500	604,500	
Total - Miscellaneous Revenue	304,537	1,997,037	192,500	604,500	
Total Operating Revenue	196,488,495	226,649,048	204,857,168	217,220,983	

	2022-2023	2023-2024	2024-2025	2025-2026
REVENUE TYPE	ACTUAL	ACTUAL	AMENDED BUDGET	BUDGET ESTIMATE
Prior Year Re-Appropriations Allocations/Contributions From Other Funds	-	-	3,558,578	-
Hurricane	-	-	-	-
Capital Projects		1,425,000	88,179	-
Stormwater Utility	381,250	305,000	305,000	305,000
Sanitary Sewer	856,250	685,000	685,000	685,000
Coral Gables Country Club	138,209	-	-	-
Biltmore Golf Course	175,000	179,000	219,996	216,755
Parking System	8,949,757	7,986,269	8,725,683	8,624,111
Biltmore Complex	1,200,000	1,600,000	1,800,000	1,811,606
Automotive		-		-
Facilities		-	-	-
Insurance Fund - Gen Liab & Workers Comp	<u> </u>	19,300		
Federal Forfeiture Trust Fund	-	-	-	-
Pension Contribution Stabilization Fund	-	-	-	-
<b>Total - Contributions From Other Funds</b>	11,700,466	12,199,569	11,823,858	11,642,472
Transfers From Reserves				
General Fund Reserve	-	-	4,500,000	10,000,000
General Fund - City Clerks Special Revenue	-	-	-	-
General Fund - Building Division	-	-	500,000	3,027,832
Art In Public Places Reserve	-	-	1,107,950	237,369
Tree Trust Fund	-	-	-	-
Fire Inspection Reserve	-	-	-	65,646
Total - Transfers From Reserves	<u> </u>		6,107,950	13,330,847
Total General Fund Revenue	\$ 208,188,961	\$ 238,848,617	\$ 226,347,554	\$ 242,194,302

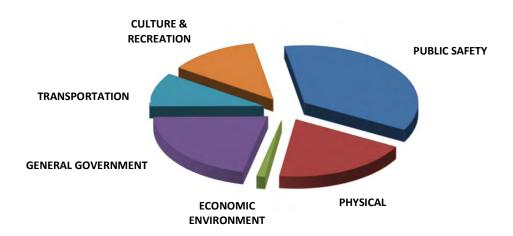
#### **CITY OF CORAL GABLES**

#### **FUND STRUCTURE OVERVIEW - EXPENSE**

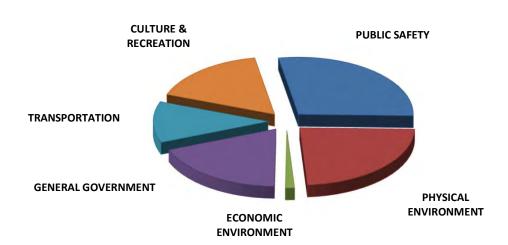


# 2025-2026 BUDGET ESTIMATE EXPENDITURES BY FUNCTION

2025-2026 - \$ 308,186,971



2024-2025 - \$ 422,851,765



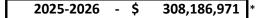
	2024-2025		 2025-2026	
	 BUDGE1	<u>%</u>	 BUDGET ESTIMATE	%
PUBLIC SAFETY *	\$ 119,073,569	28.2%	\$ 110,144,000	35.7%
PHYSICAL ENVIRONMENT *	99,574,604	23.5%	59,621,408	19.3%
<b>ECONOMIC ENVIRONMENT *</b>	5,426,936	1.3%	3,653,687	1.2%
GENERAL GOVERNMENT *	79,615,324	18.8%	65,965,650	21.4%
TRANSPORTATION *	48,982,723	11.6%	29,504,290	9.6%
CULTURE AND RECREATION *	70,178,609	16.6%	39,297,936	12.8%
TOTAL EXPENDITURES **	\$ 422,851,765	100.0%	\$ 308,186,971	100.0%

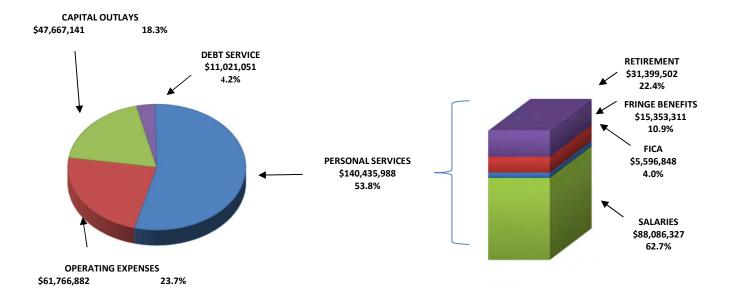
<sup>\*</sup> Fiscal Year 2024-2025 includes one-time grants that do not repeat for Fiscal Year 2025-2026. If the grants have unspent balances at Fiscal Year 2024-2025 year end, those balances will be reappropriated early in the first quarter of Fiscal Year 2025-2026.

<sup>\*\*</sup> Total Expenditures are net of transfers to reserves.

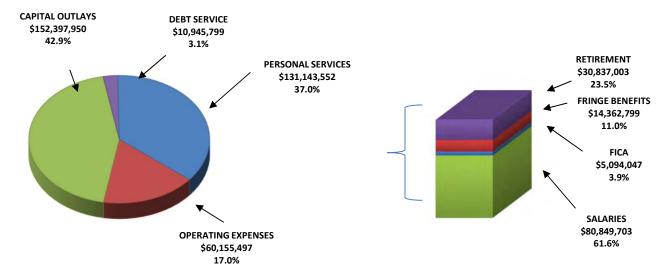
# 2025-2026 BUDGET ESTIMATE EXPENDITURES BY OBJECT OF EXPENSE

-6015175





2024-2025 <sup>-</sup> \$ 422,851,765 |



<sup>\*</sup> Total Expenditures are net of transfers to reserves.

### 2025-2026 BUDGET ESTIMATE EXPENDITURES CLASSIFIED BY FUNCTION \*

	2024-2025 AMEN		"		DETAIL
NIEDAL COVERNIMENT	DIV. AMT.	FUNC. TTL. DIV. AMT.	FUNC. TTL. VARIANCE	%	DETAIL
NERAL GOVERNMENT				1	\$(247K) - Revised Sal & Ben; \$(42K) - Automobile
City Commission	\$ 1,150,188	\$ 817,723	\$ (332,465)	-28.9%	Allowance; \$(25K) - Commission Exp; (\$22K) - Admin Alloc to Bldg Div
City Attorney	2,802,467	2,806,054	3,587	0.1%	\$77K - Revised Sal & Ben; \$(109)K - Admin Alloc to Blo Div; \$8K Rental Copiers; \$9.3K - Gen Liability; \$3.6K - General Svcs Alloc
City Clerk	1,075,883	1,160,508			\$242.8K - Revised Sal & Ben; (\$115K) - Doc Filing Fee (\$285K) - FY25 - Election Yr. \$10.7K - Professional Services; \$10K - Rental Copiers; \$1.6K - Supplies
City Clerk - Special Revenue	1,205,298	1,247,109	(213,564)	-8.1%	Chemicals & Photos; \$5.5K - General Services Allocation; \$16.4K - Gen Liability; (\$45K) - Promo Exp (\$12.2K) - Misc.; \$750 - Membership; \$3K - Training;
City Clerk - Elections	349,500	9,500			(\$48.4K) - Interdept Alloc
City Manager - Administration	2,506,873	2,546,693			\$242.3K - Revised Sal & Ben ; \$(134.2K) - Accounting
City Manager - Communications	1,023,029	1,097,032	(28,013)	-0.7%	Audit Services; \$7.2K - Gen Liability; \$(21K) -
		234,575	, , , , ,		Professional Services; \$21K - General Svcs Alloc; (\$146.4) - Admin Alloc to Bldg
City Manager - Internal Auditing	376,411	234,373			
Human Res & Risk Mgmt - Administration	674,651	706,964			\$123K - Revised Sal & Ben; \$(22.7K) - Auto Allowance \$(26.2K) - Professional Services Medical; \$(80K) - Pro Serv-ADA; \$(50K) - Professional Services; \$(46.6K) -
Human Res & Risk Mgmt - Employee Serv	1,760,739	1,697,038	(266,007)	-7.8%	Wellness Program one-time; \$45K - Employee Trainin \$(56.7K) - Admin Alloc to Bldg Div; \$8.9K - Rental - Copiers; \$4.3K - General Svcs Allocation; \$(149K)-
Human Res & Risk Mgmt - Labor & Risk	959,128	724,509			Contingency
Development Services - Administrative	582,468	244,363			\$3.5M - Revised Sal & Ben (Position transferred); \$30 - Professional Services; \$27K - Service Allocations;
Development Services - Building	8,784,129	15,297,832	5 003 564	42.00/	\$151K - General Liability; \$11K - Auto Allowance; \$40
Development Services - Planning & Zoning	2,413,110	2,247,994	5,883,564	43.8%	Rental Copiers; \$2K - Supplies; \$9K - Training; \$1.2M Interdept Alloc; (\$4K) - Uniforms; \$41K - Rental Copie \$97K - Equip Repl; \$100K - Software Subscription; \$4
Development Services - Code Enforcement	1,653,065	1,526,147			- Misc Other, (\$2.4K) - Repairs/Maint
Finance - Administration	819,010	1,048,425			\$546.7K - Revised Sal & Ben; \$21K -Svcs Allocation;
Finance - Collections	790,649	822,234			\$(216K) - Admin Alloc to Bldg Div; \$1K -Misc. Exp; \$3 General Liability; \$1K -Printed Forms; \$200 - Office
Finance - Reporting & Operations	1,649,592	1,753,763	518,270	9.4%	Supplies; \$256 -Employee Training; (\$1K) -
Finance - Procurement Finance - Management & Budget	1,353,954 900,680	1,381,170 1,026,563			Memberships; \$100K -Prof Srvc; \$180 -Uniform; \$500 Rental Copiers
Innovation & Technology	12,219,004	11,705,295	(513,709)	-4.2%	\$627K - Revised Sal & Ben; (\$26K) - Prof Serv; (\$9K) - Prof Serv - Reimb; \$100K - Pro Serv - Security; \$34K - General Liability; (\$767K) - Add'l software & hardwar maint.repair and telecom; \$31K - Service Allocations; \$386K - Repair - Info Tech Equip; \$(179K) - Rental Copiers; (\$5K) - Employee Training \$(485K) - Admin Alloc to Bldg Div.
Non Departmental	6,785,480	8,843,250	2,057,770	30.3%	\$1.9M Temp Holding Sal & Ben; \$(360K) - Profession Services; \$750K - Rental Land & Buildings; \$(11K) - M Expenses; \$(150K) Alloc to Bldg Div; \$(68K) - Contingency
Retirement Plan Admin.	204,703	-	(204,703)	-100.0%	(\$194K) - Revised Sal & Ben; (\$2.5K) - Rental Copiers; (\$5.8K) - General Liability; (\$1.6K) - Special Printed Forms & Supplies
General Government Debt	1,363,021	1,356,256	(6,765	_	Annual adj. per debt service schedule
Capital Projects *	26,212,292	5,664,653	(20,547,639)	-78.4%	FY25 includes prior years' reapp'd balances
SUB TTL - GENERAL GOVERNMENT		79,615,324	65,965,650		
Economic Development	2,405,668	2,130,195	(275,473	) -11.5%	\$13.2K - Revised Sal & Ben; \$(14.9K) - Professional Services; \$(620.4K) - Promo Expense - Rouse; \$13.4K Promo Expense - Prospect Dev; \$5.1K - General Liabili Insurance; \$292.5K - Prof Serv - Events; (\$21K) - Outs Grants; \$60K - Equip Adds (Cap) - Office - One Time.
		1,523,492	(3,104)	_0.20/	Annual adj. per debt service schedule
Economic Environment Debt	1,526,596				

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### 2025-2026 BUDGET ESTIMATE EXPENDITURES CLASSIFIED BY FUNCTION \*

DEPTS/DIVISIONS BY FUNCTION			UDGET ESTIMATE			DIFFERENCE
	DIV. AMT.	FUNC. TTL. DIV. AMT.	FUNC. TTL.	VARIANCE	%	DETAIL
UBLIC SAFETY						
Police - Administration	4,341,473	4,289,7	2			
Police - Patrol	25,801,956	27,053,4	10			\$3.5M - Revised Sal & Ben; \$(60K) - Repair/Maint -
Police - Criminal Investigations	10,334,431	9,357,3				Office Equip; \$(490.6K) - Equip Adds/Repl (Cap) - Misc ;\$(28.5K) - Employee Training; \$(95K) - Repair/Maint -
Police - Tech. Services	8,532,187	9,485,0	22	1,634,608	2.7%	Roof Repair; \$(46.4K) - Uniform - Allowance; \$(40K) -
						Software Subscriptions & Maint; \$(138.6K) - Equipmen (Oper) - Minor/Tools & Office; \$(18K) - One Time
Police - Professional Standards	3,795,246	4,149,5	17			Grants; \$(58K) - Principal - Bonds
Police - Specialized Enforcement	8,505,421	8,610,2	1			
Fire - Operations	33,832,264	35,854,5		1,875,469	5.2%	\$2.4M - Revised Sal & Ben; \$(77K) - Professional Services; \$(150K) - Equipment Additions One Time; \$180K - General Liability Insurance; \$(260K) - One Tin
Fire - Community Risk Reduction	2,214,110	2,067,2	7			Grants; \$318K - Fleet Maint & Repl Allocation; \$41K - Employee Training; \$57K - General Serv. Allocation
Parking - Violations Enforcement	\$ 1,960,468	\$ 2,081,8	0	\$ 121,422	6.2%	\$126.7K - Revised Sal & Ben; (\$44K) - Capital Equip Addition; \$14.3K - Fleet Main & Repl Allocation; \$13K General Liablilty; \$20K - Special Printed Forms
Public Safety Debt Service	3,356,512	3,352,0		(4,500)		Annual adj. per debt service schedule
Capital Projects *	16,399,501	3,842,9		(12,556,568)	-76.6%	FY25 includes prior years' reapp'd balances
SUB TTL - PUBLIC SAFETY		119,073,569	110,144,000			
HYSICAL ENVIRONMENT						
Public Works - Administration	939,468	1,210,5	9	316,049	5.7%	\$450K - Revised Sal & Ben; \$(31K) - Prof Serv; \$(17K) -
Public Works - Budget & Cap Fd Admin	442,056	472,9	.2			Solid Waste/Wastewater Disposal . \$40K - General
Public Works - Transportation	852,679	771,3	4			Liability Insurance; \$(146K) - Interdept'l Allocation;
Public Works - Capital Improvement	1,693,170	1,666,7	.5			
Public Works - Engineering	1,659,339	1,781,2	1			\$17K - Rental Copiers
Public Works - Solid Waste	14,102,401	15,176,8	6	1,074,455	7.6%	\$705K - Revised Sal & Ben; \$(9K) - Prof Serv; \$59K- General Liability Insurance; \$384K - Fleet Mtc & Equip Repl Allocation; \$(20K) - Equipment Additions One Tin Capital
Public Works - Greenspace Management	8,498,816	9,013,9	6	515,160	6.1%	\$274K - Revised Sal & Ben; \$206K - Prof Serv; \$17K - General Liability; \$68K - General Services Allocation; \$59K - Fleet Mtc & Equip Repl Allocation; \$29K - Agricultural & Building Supplies; \$(11K) - Equipment Tools; \$(8K) - Equipment & Repair & Maint.
Public Works - Stormwater Utility	2,312,992	3,015,1	96	702,114	30.4%	\$56K - Revised Sal & Ben; \$8K - General Liability; \$1K General Services Allocations; \$42K - Fleet Allocation; \$42K - Interdept'l Allocation; \$3K - Travel \$(53K) - Building Repair Maintenance; \$549K - Op. Contingenc
Public Works - Sanitary Sewers	10,440,951	10,655,2	8	214,327	2.1%	\$72K - Revised Sal & Ben; \$11K - General Liability; \$30 General Services Allocation; \$(15K) - Prof Serv; \$105K Interdept'l Allocation; \$33K - Fleet Mtc & Fuel Allocation; \$(2K) - Building Repair Maintenance; \$33K Op. Contingency.
Public Works - Sanitary Sewers  Stormwater Debt Service	10,440,951	10,655,2		214,327		General Services Allocation; \$(15K) - Prof Serv; \$105K Interdept'l Allocation; \$33K - Fleet Mtc & Fuel Allocation; \$(2K) - Building Repair Maintenance; \$33K
·			3		-0.6%	General Services Allocation; \$(15K) - Prof Serv; \$105K Interdept'l Allocation; \$33K - Fleet Mtc & Fuel Allocation; \$(2K) - Building Repair Maintenance; \$33K Op. Contingency.

 SUB TTL - PHYSICAL ENVIRONMENT
 99,574,604
 59,621,408

### 2025-2026 BUDGET ESTIMATE EXPENDITURES CLASSIFIED BY FUNCTION \*

DEPTS/DIVISIONS BY FUNCTION	2024-2025 AM	ENDED BUDGET	2025-2026 BUI	OGET ESTIMATE		DIFFERENCE			
	DIV. AMT.	FUNC. TTL.	DIV. AMT.	FUNC. TTL.	VARIANCE	%	DETAIL		
RANSPORTATION									
Public Works - R.O.W./Maint.	3,622,542		3,717,614		37,017	0.9%	\$(38K) - Revised Sal & Ben; \$50K - Fleet Mtc & Fuel Allocation; \$(15K) - Prof Serv; \$146K - Gen Serv		
Public Works - Sign Shop	532,402		474,347				Allocation		
Parking - Trolley / Trans.	4,008,067		5,196,812		1,188,745	29.7%	\$63K - Revised Sal & Ben; \$9.5K - General Services Allocation; \$753K - Professional Serv; (\$43K) - Operating Contingency; \$192K - Service Allocations; (\$309K) - One-Time Grants; \$3.3K - General Liability; (\$1K) - Office Supplies; \$524K - Equip Rel & Additions \$3.8K - Auto Allowance		
Parking - Administration	94,982		-		(94,982)	-100.0%	(\$10K) - Revised Sal & Ben; (\$10K) - Prof Services; (\$1.2M) - Equipment Vehicles, \$5.5K - General Liabili (\$80K) - Software; \$1.2M - Interdept Alloc		
Parking - Mobility & Sustainability Parking - Mobility Hub	466,856 579,265		360,707 577,911				\$118.8K - Revised Sal & Ben; \$40.7K Prof Serv; \$(49K		
	954,089		916,542				Disposal for Sustainability; \$6.5K -General Liability;		
Parking - Museum Garage	•		,				\$(58K) - Misc. Other; \$250K - Services Allocation;		
Parking - Minorca Garage Parking - Andalusia Garage	429,668 632,756		425,409 614,524		(1,260,824)	-14.9%	\$115K - Repair & Maint; \$(18K) - prior year Grants;		
Parking - Merrick Place	664,608		630,702				- Training; \$6K - Supplies; (\$163K) - Rental-		
Parking - Merrick Place Parking - On-Street Prkg & Meter Maint.	2,496,658		2,047,263				Land/Building; (\$20.4K) - Equip Additions; (\$201K) -		
	2,496,658		1,649,576				Interdept Allocation		
Parking - Lots Parking Debt Service	966,234		969,150		2,916	0.29/	Annual adj. per debt service schedule		
Capital Projects *	31,275,038		11,923,733		(19,351,305)		FY25 includes prior years' reapp'd balances		
SUB TTL - TRANSPORTATION	52,273,000	48,982,723	11,525,755	29,504,290	(13,531,563)	02.570	1725 merades prior years reapp a balances		
ULTURE & RECREATION		40,302,723		25,304,250					
DETONE & RECREATION							\$60K - Revised Sal & Ben; \$(333K) - Historic & Cultura		
Hist. Res. & Cultural Arts - Preservation  Hist. Res. & Cultural Arts - Cultural Arts	1,153,346 1,571,811		1,002,141		(510,205)	-18.7%	Events; (\$95K) - Maint. of Art; \$(237K) - Prof Serv; \$: Grants; \$21K - General Services Allocation; \$6K - General Liability; (\$3K) - Promo Exp- Advertising; \$: Rental Copiers; \$50K - Misc Other; \$3K - Employee		
							Training		
Comm Rec - Administration	1,349,843		1,611,247						
Comm Rec - Tennis Centers	1,455,162		1,542,243				\$390K - Revised Sal & Ben; \$750.1K - Prof Serv.; \$11		
Comm Rec - Youth Center	4,025,112		4,564,172				Equipment Replacement & Additions; \$43.2K - Gene		
Comm Rec - Adult Services	763,312		837,335		1,375,248	13.1%	Liability Insurance; \$25K - Parts - Misc Equip; \$88.2k		
Comm Rec - Special Events	872,943		938,045				Service Alloc - Gen Services		
Comm Rec - Golf Course & Parks Maint.	1,818,355		2,166,933						
Comm Rec - Soccer Program	180,400		180,400						
Comm Rec - Venetian Pool	2,141,522		2,256,509		114,987	5.4%	\$96K - Revised Sal & Ben; \$12K - General Liability Insurance; \$15K - General Services Allocation; \$5K - Supplies - Agricultural; \$5K - Repair/Maint - Oper Eq		
Comm Rec - Cntry Club - Admin	625,434		691,017				3		
Comm Rec - Cntry Club - Event Venue	1,514,459		1,420,443				\$92K - Revised Sal & Ben; \$124.5K - Contracted Staf		
Comm Rec - Cntry Club - Fitness & Pool	1,225,547		1,487,777		451,124	10.29/	\$150K - Prof Serv - Financial; \$70K - Supplies - Janito		
Comm Rec - Cntry Club - Tennis	14,229		-		451,124	10.270	\$25.5K - Supplies - Building Materials		
Comm Rec - Cntry Club - Le Parc	129,055		130,000				Jacobar - Supplies - Building Materials		
Comm Rec - Cntry Club - Granada Golf	904,129		1,134,740						
Culture & Recreation Debt	2,554,528		2,548,169		(6,359)		Annual adj. per debt service schedule		
Capital Projects *	47,879,422		15,573,954		(32,305,468)	67 50/	FY25 includes prior years' reapp'd balances		

<sup>( )</sup> Indicates a decrease from prior year.

TOTAL EXPENDITURES \*

70,178,609

\$ 422,851,765

39,297,936

\$ 308,186,971 \$ (114,664,794)

SUB TTL - CULTURE & RECREATION

<sup>\*</sup> Fiscal Year 2023-2024 includes one-time grants that do not repeat for Fiscal Year 2024-2025. If the grants have unspent balances at Fiscal Year 2023-2024 year end, those balances will be reappropriated early in the first quarter of Fiscal Year 2024-2025.

 $<sup>\</sup>ensuremath{^{**}}$  Total Expenditures are net of transfers to reserves.

### 2025-2026 BUDGET ESTIMATE SUMMARY OF TOTAL EXPENDITURES AND TRANSFERS TO RESERVES

	2022-2023	2023-2024	2024-2025 AMENDED	2025-2026 BUDGET
EXPENDITURE CATEGORIES	ACTUAL	ACTUAL	BUDGET	ESTIMATE
Operating Expense				
General Fund Divisions	\$ 161,268,892			
Trolley / Transportation Fund Division	3,406,814		4,008,067	5,196,812
Storm Water Division	1,735,117		2,312,992	3,015,106
Sanitary Sewer Division	7,702,946		10,440,951	10,655,278
Venetian Pool	1,590,601		2,141,522	2,256,509
Country Club Divisions	3,709,279		4,412,853	4,863,977
Parking Fund Divisions	7,696,523		10,538,908	9,304,524
Pension Fund Division  Total Operating Expense	179,059	· <u> </u>	204,703	245 575 400
rotal Operating Expense	187,289,231	196,730,384	231,191,217	245,575,188
Capital Improvements *				
General Improvements	9,041,831		101,239,441	29,302,088
Neighborhood Renaissance Program	136,207		19,436	807
Roadway Improvements	742,062		4,651,530	1,807,732
Trolley / Transportation Improvements	308,974	137,928	1,544,352	-
Miami-Dade Beneral Obligation Bond Improvements	1 21 4 576	-	-	-
Miami-Dade Roadway Impact Fee Improvements Coral Gables Impact Fee Improvements	1,314,576	-	-	-
Impact Fee Study	- 2.427	-	-	-
Administrative Expense	2,427	-	- 017 225	-
Fire System Improvements General Government System Improvements	-	-	917,235	-
Mobility System Improvements	2,565,659	950,088	756,023	-
Parks System Improvements	5,190,812		5,254,445	1,093,737
Police System Improvements	217,400			-
Total Impact Fee Improvements	7,976,298		6,927,703	1,093,737
Stormwater Utility Improvements Sanitary Sewer Improvements	925,717 4,013,538		37,552,358 17,052,562	7,105,000 7,919,320
Coral Gables Country Club Improvements	1,104,258		2,952,283	2,083,781
Parking System Improvements	5,044,967		8,704,793	2,717,128
Total Capital Improvements	30,608,428		180,644,458	52,029,593
Total Operating Exp. & Capital Improvements	217,897,659		411,835,675	297,604,781
Debt Service				
<u> </u>	0.455.627	0.406.603	0.607.202	0 500 500
General Fund Debt Biltmore Hotel Debt	8,455,637		8,607,203 193,454	8,589,596
Stormwater Fund	187,046 137,257		137,711	190,333 136,873
Sanitary Sewer Fund	1,095,988		1,111,488	696,238
Parking Fund	953,388	,	966,234	969,150
Total Debt Service	10,829,316		11,016,090	10,582,190
Total Expense and Debt Service	228,726,975		422,851,765	308,186,971
	· · · · · · · · · · · · · · · · · · ·	·	· · · · · · · · · · · · · · · · · · ·	
Transfers to Reserves  Constal Fund Reserves	0 400 047	13 444 000	735 363	
General Fund Reserve General Fund - City Clerk's Special Revenue	8,400,917 2,162,798		725,282 69,702	- 1,698
General Fund - Building Division Reserve	11,952,551		1,508,071	1,098
General Fund - Historic Building Fund	,,		-,,	-
General Fund - Fire Inspection Fee Reserve	-	270,820	-	163,369
Special Obligation Debt Service Fund	302,137		-	-
General Capital Improvements Fund	59,376,695		-	-
Neighborhood Renaissance Program Fund	78,161		-	-
Roadway Improvement Fund Trolley / Transportation Fund	2,844,614 1,066,855		-	-
Coral Gables Impact Fee Fund	7,693,876		-	_
Venetian Pool Fund	89,537		-	-
Coral Gables Country Club Fund	-	871,822	-	-
Stormwater Utility Fund	22,962,276		-	-
Sanitary Sewer Fund	19,479,610		-	-
	11,975,421			
Parking Fund		2,200,000	3,100,000	4,200,000
Parking Fund - Reserve for Capital Debt	-	2,200,000		
•	- - -		-	-
Parking Fund - Reserve for Capital Debt Motor Pool Fund	148,385,448		5,403,055	4,365,067

<sup>\*</sup> Fiscal Year 2024-2025 includes one-time grants, and reappropriated expenditures and capital projects that do not repeat for Fiscal Year 2025-2026. If any of these items have unused balances at Fiscal Year 2024-2025 year end, those balances will be reappropriated early 49 the first quarter of Fiscal Year 2025-2026.

### 2025-2026 BUDGET ESTIMATE SUMMARY OF TOTAL GENERAL FUND EXPENDITURES AND TRANSFERS TO RESERVES

DEPARTMENT	DIVISION	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 AMENDED BUDGET	2025-2026 BUDGET ESTIMATE
City Commission	City Commission	\$ 723,203	\$ 1,061,995	\$ 1,150,188	\$ 817,723
City Attorney	City Attorney	2,674,982	2,235,265	2,802,467	2,806,054
City Clerk	Administration	1,041,958	1,013,681	1,075,883	1,160,508
	Special Revenue Expenses	900,795	1,090,463	1,205,298	1,247,109
	Elections	256,004	2,649	349,500	9,500
City Manager	Administration	1,640,338	1,939,311	2,506,873	2,546,693
	Communications & Public Affairs	806,592	748,676	1,023,029	1,097,032
	Internal Auditing	68,949	22,024	376,411	234,575
Human Res & Risk Mgmt	Administration	319,336	664,433	674,651	706,964
	Employee Services	1,774,477	1,385,228	1,760,739	1,697,038
	Labor Relations & Risk Mgmt	640,027	466,349	959,128	724,509
Development Services	Administration	310,880	163,241	582,468	244,363
	Building	6,227,883	7,411,778	8,784,129	15,297,832
	Planning & Zoning	1,955,365	1,980,773	2,413,110	2,247,994
	Code Enforcement	1,596,115	1,257,761	1,653,065	1,526,147
Hist. Res. & Cultural Arts	Historic Preservation	749,051	847,124	1,153,346	1,002,141
	Cultural Arts	840,053	1,058,346	1,571,811	1,212,811
Public Works	Administration	897,839	974,922	939,468	1,210,569
	Budget & Capital Fund Admin.	-	292,886	442,056	472,922
	Transportation	854,725	856,063	852,679	771,334
	Capital Improvement	1,045,321	1,180,095	1,693,170	1,666,715
	Engineering	1,498,524	1,527,934	1,659,339	1,781,221
	ROW Enforcement & Maintenance	3,740,688	3,294,590	3,622,542	3,717,614
	Sign Shop	259,294	385,932	532,402	474,347
	Solid Waste	12,758,871	13,244,424	14,102,401	15,176,856
	Greenspace Management	6,430,554	6,495,642	8,498,816	9,013,976
Finance	Administration	630,126	631,749	819,010	1,048,425
	Collections	642,088	582,551	790,649	822,234
	Reporting & Operations	1,200,450	1,401,000	1,649,592	1,753,763
	Procurement	1,164,536	1,025,517	1,353,954	1,381,170
	Mgmt, Budget & Compliance	814,269	765,637	900,680	1,026,563
Innovation & Technology	Innovation & Tecnology	8,588,727	10,133,412	12,219,004	11,705,295
Police	Administration	3,141,182	3,675,584	4,341,473	4,289,722
	Uniform Patrol	21,347,112	22,797,590	25,801,956	27,053,440
	Criminal Investigations	9,479,795	9,811,598	10,334,431	9,357,300
	Technical Services	7,733,893	7,675,077	8,532,187	9,485,072
	Professional Standards	3,085,435	3,400,280	3,795,246	4,149,547
	Specialized Enforcement	6,824,508	7,123,251	8,505,421	8,610,241
Fire	Operations	31,055,943	33,203,707	33,832,264	35,854,566
THE	Community Risk Reduction	1,601,425	1,388,771	2,214,110	2,067,277
Community Recreation	Administration	1,222,119	1,260,212	1,349,843	1,611,247
community recreation	Tennis Centers	1,275,546	1,375,552	1,455,162	1,542,243
	Youth Center	3,483,147	3,860,821	4,025,112	4,564,172
	Adult Services	450,410	539,085	763,312	837,335
		745,146	713,195		
	Special Events Golf Course & Parks Maint.	1,426,241	1,511,744	872,943 1,818,355	938,045 2,166,933
		1,420,241	1,311,744		
Facus mis Davidson aut	Soccer Program  Economic Development	1 172 010	,	180,400	180,400
Economic Development Non Departmental	Non Departmental	1,172,010 4,172,960	1,212,867 4,675,917	2,405,668 6,785,480	2,130,195 8,843,250
·	•				
Total General Fund Operatin		161,268,892	170,488,363	197,131,221	210,282,982
Transfer to General Fund I		2,272,394	13,444,999		-
Transfer to City Clerk's Spe		178,429	60,721	59,951	1,698
Transfer to Building Division		9,420,273	12,745,715	2,319,158	-
Transfer to Fire Inspection		440	270,820	-	163,369
Transfer to Historic Buildir	ng Fund	-	101,018		-
Transfer to Hurricane Fund		-	-	-	-
Transfer to Sunshine State	Poebt Service Fund	8,050,573	7,877,177	7,857,589	7,932,879
Transfer to Capital Improv	rement Fund	26,483,450	31,481,720	16,292,501	18,270,519
Transfer to Neighborhood	Renaissance Fund	=	=	-	=
Tansfer to Roadway Fund		-	-	-	-
Transfer to Motor Pool Fu	nd	-	-		-
Transfer to Trolley Fund		-	-	524,179	1,882,588
Transfer to General Obliga	ation Bond Fund	-	-	-	-
General Fund Subsidy to t	he Venetian Pool Fund	420,660	726,997	994,522	899,509
	he Coral Gables Country Club Fund	-,	1,633,646	1,006,492	2,760,758
Transfer to Parking Fund	·	45,150	-,,	-,, 132	-,. 11,.55
Transfer to Motor Pool Fu	nd	48,700	17,441	37,050	-
Transfer to Public Facilitie		-		19,500	-
Transfer to the Health Insu		-	-		_
Transfer to The Coral Gabl		-	-	105,391	_
Total General Fund		\$ 208,188,961	\$ 238,848,617	\$ 226,347,554	\$ 242,194,302
. Star Scriciai i uilu		y 200,100,301	230,040,017	- 220,341,334	- 272,134,302

### CAPITAL AND ENTERPRISE FUND SUMMARIES 2025-2026 BUDGET ESTIMATE

### **CAPITAL IMPROVEMENT FUNDS**

				O,	•••	INO V EIVIEIVI							
REVENUES vs EXPENDITURES	GENERAL CAPITAL IMPROVEMENTS		ROADWAY IMPROVEMENT TS PROGRAM		NEIGHBORHOOD RENAISSANCE PROGRAM		MIAMI-DADE COUNTY GOB		TROLLEY/ TRANS. PROGRAM		CORAL GABLES IMPACT FEES		TOTAL
REVENUES													
Sales & Use Taxes	\$	-	\$	1,125,848	\$	-	\$	-	\$	3,118,224	\$	-	\$ 4,244,072
Intergovernmental Revenue		685,000	\$	500,000		-		-		196,000		-	1,381,000
Miscellaneous Revenues		1,164,193		90,942		-		-		-		-	1,255,135
Investment Earnings		-		-		-		-		-		223,000	223,000
Developer Fees		-		-		-		-		-		-	-
Transfers from Other Funds		18,270,519		-		-		-		1,882,588		-	20,153,107
Transfer from Fund Balance		9,182,376		90,942	_	807		_		_	_	870,737	10,144,862
	\$	29,302,088	\$	1,807,732	\$	807	\$		\$	5,196,812	\$	1,093,737	\$ 37,401,176
EXPENDITURES													
General Government	\$	5,664,653	\$	-	\$	-	\$	-	\$	-	\$	-	\$ 5,664,653
Public Safety		3,842,933		-		-		-		-		-	3,842,933
Physical Environment		-		-		-		-		-		-	-
Transportation		7,398,066		1,807,732		807		-		5,196,812		-	14,403,417
Culture & Recreation		12,396,436			_	_	_	_	_		_	1,093,737	 13,490,173
	\$	29,302,088	\$	1,807,732	\$	807	\$		\$	5,196,812	\$	1,093,737	\$ 37,401,176

#### **ENTERPRISE FUNDS**

REVENUES vs EXPENDITURES		STORM WATER UTILITY		SANITARY SEWER	VENETIAN POOL	COUNTRY CLUB			PARKING SYSTEM		BILTMORE COMPLEX & GOLF COURSE		TOTAL
REVENUES			_					_		_			
Charges for Services	\$	10,020,479	\$	14,101,044	\$ 1,142,000	\$	4,187,000	\$	19,034,792	\$	216,755	\$	48,702,070
Intergovernmental Revenue		-		500,000	-		-		-		-		500,000
Fines & Forfeitures		-		-	-		-		1,500,000		-		1,500,000
Miscellaneous Revenues		236,500		300,000	215,000		-		1,332,993		2,001,939		4,086,432
Transfers from Other Funds		-		-	899,509		2,760,758		-		-		3,660,267
Transfer from Fund Balance		<u> </u>		4,369,792	<u> </u>				3,382,128		-		7,751,920
	\$	10,256,979	\$	19,270,836	\$ 2,256,509	\$	6,947,758	\$	25,249,913	\$	2,218,694	\$	66,200,689
EXPENDITURES		_					_						
Physical Environment	\$	9,815,106	\$	17,889,598	\$ -	\$	-	\$	-	\$	-	\$	27,704,704
Transportation		-		-	-		-		12,021,652		-		12,021,652
Culture & Recreation		-		-	2,256,509		6,947,758		-		216,755		9,421,022
Debt Service		136,873		696,238	-		-		969,150		190,333		1,992,594
Transfers/Contributions to Other Funds		305,000		685,000	-		-		8,059,111		1,811,606		10,860,717
Transfer to Fund Balance			_	<u>-</u>			<u>-</u>		4,200,000	_			4,200,000
	<u>\$</u>	10,256,979	\$	<u>19,270,836</u>	\$ 2,256,509	\$	6,947,758	\$	25,249,913	\$	2,218,694	\$	66,200,689

## 2025-2026 BUDGET ESTIMATE ENTERPRISE FUNDS OPERATIONS SUMMARY

DETAIL			2022-2023 ACTUAL	_	2023-2024 ACTUAL		2024-2025 BUDGET	В	2025-2026 JDGET ESTIMATE
	STORMW	/A	TER UTILITY	FL	JND (400)				
Operating Revenue Operating Expense		\$	7,772,395 (1,430,117)			\$	8,290,000 (2,007,992)	\$	10,020,479 (2,710,106)
Operating Income (Loss)			6,342,278		7,856,612		6,282,008		7,310,373
Grant Revenue			154,130		418,115		1,681,782		-
Investment Earnings			631,982		1,282,370		-		236,500
Miscellaneous Revenue Prior Year Reappropriations			-		-		-		-
Capital Projects			- (925,717)		- (1,674,848)		28,386,607 (37,552,358)		(7,105,000)
Interest Expense			(27,403)		(24,471)		(37,332,330)		(7,103,000)
Debt Expense			-		(= :, :, =,		(137,711)		(136,873)
Depreciation Expense			(131,522)	_	(131,522)		<u> </u>		
Net Income (Loss) Transfers to (from) Reserve			6,043,748 5,738,748		7,726,256 7,421,256		(1,339,672) (1,644,672)		305,000
Contribution to (from) General Fund		\$	305,000	\$	305,000	\$	305,000	\$	305,000
	SANIT	ΑR	Y SEWER FU	NI	D (410)				
Operating Revenue Operating Expense		\$	12,409,971 (7,702,946)	\$	13,177,573 (9,287,969)	\$	12,804,651 (9,755,951)	\$	14,041,044 (9,970,278)
Operating Income (Loss)  Proceeds from Debt			4,707,025		3,889,604		3,048,700		4,070,766 -
Grant Revenue			500,000		1,117,371		700,000		500,000
Investment Earnings			740,131		991,210		450,000		300,000
Prior Year Reappropriations			-		-		14,650,351		-
Miscellaneous Revenue			-		335		-		-
Capital Projects			(4,013,538)		(10,385,456)		(17,052,562)		(7,919,320)
Interest Expense Debt Expense			(233,855)		(229,646)		(1,111,488)		(696,238)
Depreciation Expense			(599,422)		(617,842)		(1,111,400)		(090,238)
Net Income (Loss)			1,100,341		(5,234,424)		685,001		(3,744,792)
Transfers to (from) Reserve		_	415,341	-	(5,919,424)	_	1	_	(4,429,792)
Contribution to (from) General Fund		<u>\$</u>	685,000	\$ =	685,000	<u>\$</u>	685,000	\$	685,000
	PARKII	NG	SYSTEM FU						
Operating Revenue Operating Expense		\$ 	18,338,420 (7,696,523)	\$	21,057,278 (6,735,048)	\$	20,921,291 (9,973,908)	\$	21,510,152 (8,739,524)
Operating Income (Loss) Grant Revenue			10,641,897		14,322,230		10,947,383		12,770,628
Investment Earnings			499,219		603,234		244,000		311,833
Miscellaneous Revenue/(Expense)			276		20		-		-
Interest Expense			(86,325)		(75,256)		-		-
Prior Year Reappropriations			-		-		6,047,336		-
Capital Projects			(5,044,967)		(1,749,359)		(8,704,793)		(2,717,128)
Debt Expense Depreciation Expense			- (1,267,764)		- (1,136,245)		(966,234) -		(969,150) -
Net Income (Loss)			4,742,336	_	11,964,624	_	7,567,692		9,396,183
Transfers to (from) Reserve			(1,376,908)	_	5,845,380	_	(1,157,991)		772,072
Contribution to (from) General Fund		\$	6,119,244	\$	6,119,244	\$	8,725,683	\$	8,624,111

#### **CITY OF CORAL GABLES**

### SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE 2025-2026 BUDGET ESTIMATE (BUDGETED FUNDS ONLY)

<u>DETAIL</u>	GENERAL FUND		DEBT SERVICE FUND			CAPITAL PROJECTS FUNDS		ENTERPRISE FUNDS		TOTAL
Fund Balance @ 09/30/24 (Audited)	\$	124,592,620	\$	231,674	\$	70,294,539	\$	22,651,858	\$	217,770,691
Fiscal Year 2024-2025 (Estimated)										
Revenues		216,681,026		8,800,657		105,943,348		105,709,639		437,134,670
Expenditures		223,968,445		8,800,657		118,390,529		105,746,505		456,906,136
FY 2024 Change in Fund Balance		(7,287,419)		-		(12,447,181)		(36,866)		(19,771,466)
Fund Balance @ 09/30/24 (Audited)		117,305,201		231,674		57,847,358		22,614,992		197,999,225
Fiscal Year 2025-2026 (Estimated)										
Revenues:										
Taxes		160,525,647		-		4,244,072		-		164,769,719
Licenses		4,056,000		-		-		-		4,056,000
Permits		15,219,800		-		-		4,000		15,223,800
Intergovernmental		7,642,000		-		881,000		500,000		9,023,000
General Government Fees		3,239,307		-		-		-		3,239,307
Public Safety Fees		4,850,000		-		-		-		4,850,000
Use Charges		6,583,970		-		-		43,096,315		49,680,285
Recreation Fees		4,253,750		-		-		5,191,755		9,445,505
Fines & Forfeitures		905,000		-		-		1,500,000		2,405,000
Investment Earnings		5,180,988		-		1,478,135		848,333		7,507,456
Rentals & Concessions		4,160,021		-		-		3,192,299		7,352,320
Miscellaneous Revenue		604,500		656,717		-		45,800		1,307,017
Transfers In		11,642,472		8,123,212		20,153,107		3,660,267		43,579,058
Total Revenues		228,863,455		8,779,929		26,756,314		58,038,769		322,438,467
Expenditures:										
General Government		58,944,741		-		5,664,653		-		64,609,394
Economic Environment		2,130,195		-		-		-		2,130,195
Public Safety		100,867,165		-		3,842,933		2,081,890		106,791,988
Physical Environment		30,093,593		-		-		28,694,704		58,788,297
Transportation		4,191,961		-		14,403,417		9,939,762		28,535,140
Culture & Recreation		18,228,287		-		13,490,173		9,204,267		40,922,727
Debt Service		-		8,779,929		-		1,802,261		10,582,190
Transfers Out		31,747,951						10,277,805	_	42,025,756
Total Expenditures		246,203,893		8,779,929		37,401,176		62,000,689		354,385,687
FY 2026 Change in Fund Balance		(17,340,438)		_	_	(10,644,862)		(3,961,920)		(31,947,220)
Fund Balance @ 09/30/25 (Estimated)	\$	99,964,763	\$	231,674	\$	47,202,496	\$	18,653,072	\$	166,052,005

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

In the General Fund - For FY25 - Planned use of fund balance for one-time items or transfer to General Capital Improvement Fund. In the General Fund - For FY26 - Planned use of fund balance for one-time items or transfer to General Capital Improvement Fund.

In the Capital Projects Funds - For FY25 - Planned use of fund balance for capital projects. In the Capital Projects Funds - For FY26 - Planned use of fund balance for capital projects.

In the Enterprise Funds - For FY25 - Planned use of fund balance for capital projects. In the Enterprise Funds - For FY26 - Planned use of fund balance for capital projects.

### CAPITAL PROJECTS - NEW/ADDITIONAL FUNDING 2025-2026 BUDGET ESTIMATE

	PRIOR YEAR AVAII	. & FY25 NEW	FY25 TOTAL
CAPITAL PROJECT CATEGORIES	ENCUMBRANCES	FUNDING	AVAILABLE FUNDS
Capital Equipment			
IT Data Systems Equipment Matrix	\$ 2,586,81	.6 \$ 2,788,626	5 \$ 5,375,442
Public Art Restoration Matrix	385,60	2 54,170	439,772
Emergency Generator Matix	1,965,00		
Total Capital Equipment	4,937,41	.8 3,082,796	8,020,214
Facility Repairs/Improvements			
Roof Replacements Matrix - Citywide	2,563,98	710,638	3,274,618
HVAC Replacements Matrix - Citywide	1,057,38	591,669	1,649,056
Elevator Repair/Replacement Matrix	1,137,45	3 193,720	1,331,173
Waterproofing of Historic Facilities Matrix		- 105,000	105,000
ADA Remediation at City Facilities	456,47	0 200,000	656,470
Citywide Facilities Impact Glass Installation	387,25	60 482,750	870,000
Public Works Facility Improvements	200,00	00 515,000	715,000
PW Maintenance Facility Warehouse 1 Improvements	41,86	220,000	261,867
Total Facility Projects	5,844,40	3,018,777	8,863,184
Historic Facility Repairs/Restorations			
Entrances & Fountains Matrix	68,77	'5 162,199	230,974
City Hall Complex Impr. Including 427 Biltmore Way	10,721,15	6,500,000	17,221,150
Venetian Facility Improvements	2,539,85	1,490,932	4,030,783
Coral Gables Museum Repairs	500,00	00 200,000	700,000
Total Historic Facility Projects	13,829,77	6 8,353,131	22,182,907
Motor Pool Equipment Replacements/Additions *			
Motor Vehicle Replacements/Additions Matrix	9,148,03	4,075,662	13,223,693
Total Motor Pool Projects	9,148,03	4,075,662	13,223,693

<sup>\*</sup> Motorpool is an Internal Service Fund where all costs are distributed to user departments and therefore included in the budget in those locations. The New Funding total of this schedule includes the cost of Motorpool additions/replacements for illustrative purposes only. This schedule can be reconciled with the Summary of Total Expenditures and Transfers to Reserves schedule by subtracting the Motorpool new funding contained herein.

Parking Repairs/Improvements			
Upgrades/Improvements To City Garages	722,538	1,160,000	1,882,538
Upgrades/Improvements To City Parking Lots	3,601,178	887,128	4,488,306
Installation of Multi-Space Pay Stations	308,149	250,000	558,149
Closed Circuit Television Security System	370,245	420,000	790,245
Miracle Mile/Giralda Streetscape Paver Maintenance Pgrm.	640,210	250,000	890,210
Total Parking Projects	5,642,320	2,967,128	8,609,448
Parks & Recreation Repairs/Improvements			
Purchase of Land	5,191,651	440,540	5,632,191
Phillips Park Renovation and Enhancement	5,317,717	200,000	5,517,717
Ponce Circle Park Art in Public Places Acquisition	2,040,000	100,000	2,140,000
Hammocks Oaks Park	-	149,000	149,000
William and Leona Cooper and Nellie B. Moore Park Enhancements	745,917	966,279	1,712,196
Citywide Pickleball Court Installation Plan	475,945	1,300,000	1,775,945
North Entrance Park Development	-	107,500	107,500
Parks & Recreation Major Repairs	1,925,392	775,000	2,700,392
Coral Gables Country Club Improvements	1,573,007	851,451	2,424,458
Granada Golf Course Improvements	1,360,562	749,580	2,110,142
Youth Center Improvements	1,000,076	225,000	1,225,076
Salvadore Park Improvements	61,897	130,000	191,897
Blue Road Open Space Improvements	430,206	279,158	709,364
Total Parks & Recreation Projects	20,122,370	6,273,508	26,395,878

### CAPITAL PROJECTS - NEW/ADDITIONAL FUNDING 2025-2026 BUDGET ESTIMATE

CAPITAL PROJECT CATEGORIES	PRIOR YEAR AVAIL & ENCUMBRANCES	FY25 NEW FUNDING	FY25 TOTAL AVAILABLE FUNDS
Public Safety Improvements	ENCOMBINATELS	ronding	AVAILABLETONDS
LPR/Speed Trailers	18,493	100,000	118,493
Radio System Replacement Matrix	1,473,853	799,629	2,273,482
Police Rifle Replacement Program	57,483	13,668	71,151
Police Body Worn Cameras	439,909	743,289	1,183,198
Police Station Gym Equipment Replacement Program	-	12,303	12,303
Closed Circuit Television Security System	251,033	250,000	501,033
Fire Equipment Replacement Program	1,543,431	808,044	2,351,475
Fire Stations Gym Equipment Replacement Program		16,000	16,000
Fire Station 3 Telecom Tower Reinforcement & Enhancement	_	700,000	700,000
Park AED/Camera Surveillance Installation	322,173	500,000	822,173
Total Public Safety Projects	4,087,882	3,942,933	7,930,815
Transportation & Right of Way Improvements			
Coral Way at Columbus Blvd Improvements	-	250,000	250,000
Installation of Bike Infrastructure	542,860	250,000	792,860
Citywide Alleyway Paving Improvements	329,462	200,000	529,462
ADA Improvement in the Central Business District	-	310,000	310,000
New Sidewalk Installation	963,503	750,000	1,713,503
Granada Pedestrian Infrastructure Improvements	-	250,000	250,000
Sidewalk Repair/Replacement Program	694,183	2,000,000	2,694,183
Sidewalk Extension/Crosswalk Installation	381,324	250,000	631,324
Citywide Street Resurfacing Program	1,510,175	500,000	2,010,175
Citywide Traffic Calming Program	4,843,188	875,000	5,718,188
Bridge Repairs & Improvements	1,130,528	325,000	1,455,528
Biltmore Way Streetscape Improvements	562,587	1,030,000	1,592,587
De Soto Fountain Traffic Circle	500,000	350,000	850,000
Ponce De Leon Boulevard Streetscape Impr Phase III	2,944,900	300,000	3,244,900
Ponce De Leon Improvements (SW 8th Street to Flagler St)	635,794	225,000	860,794
Ponce De Leon Park Improvements	=	42,000	42,000
Citywide Landscaping & Irrigation Improvements	930,272	1,190,000	2,120,272
Cocoplum Street Lighting	40,201	270,000	310,201
Total Transportation & Roadway Projects	16,008,977	9,367,000	25,375,977
Utility Repairs/Improvements			
Sanitary Sewer Infrastructure Matrix	3,442,320	1,459,320	4,901,640
Force Main Replacement Program	5,490,523	5,200,000	10,690,523
Coral Gables Granada Basin Sanitary Sewer Inflow and Infiltration Rehabilitation	-	500,000	500,000
Citywide Inflow & Infiltration Abatement	1,414,519	500,000	1,914,519
Pump Station Replacement Matrix	250,000	200,000	450,000
Sanitary Sewer Electronic Atlas Update & Model Calibration	200,465	50,000	250,465
Sewer Pipe Cameras	347,165	10,000	357,165
Stormwater System Improvement Program	2,444,909	1,600,000	4,044,909
Golden Gate Drainage Improvements	63,715	400,000	463,715
Cross-Connection Removal	446,471	100,000	546,471
Sea Level Rise Mitigation Program  Total Utility Repair/Improvement Projects	26,832,252 <b>40,932,339</b>	5,005,000 <b>15,024,320</b>	31,837,252 <b>55,956,659</b>
	·		
Total Projects	\$ 120,553,520	\$ 56,105,255	\$ 176,558,775

#### CITY OF CORAL GABLES FISCAL YEAR 2026-2030 FIVE YEAR CAPITAL IMPROVEMENT PLAN PROJECT LISTING BY FISCAL YEAR

		PRIOR				FIVE-YEAR E	STIMATE				FIVE-YEAR	TOTAL PROJ
PAGE	PROJECT	YEARS			)25						PROJECT	LIFE TO DATE
#	NAME	EXP	PR YR AVAIL		NEW	TOTAL	2026	2027	2028	2029	TOTAL	EXP
10	Network Infrastructure Matrix	\$15,254,439	\$2,122,266	\$464,550	\$2,788,626	\$5,375,442	\$2,788,626	\$2,788,626	\$2,788,626	\$2,788,626	\$16,529,946	\$31,784,384
11	Emergency Generator Installation	1,234,369	1,965,000	-	240,000	2,205,000	807,333	311,943	316,622	321,372	3,962,270	5,196,639
12	Citywide Litter Receptacles	147,526	140,474			140,474	25,000	25,000	25,000	25,000	240,474	388,000
13	WI-FI Capital Improvement Project	1,569,730	1,776,288	74,198	-	1,850,486	-	-	-	-	1,850,486	3,420,216
15	Public Art Restoration Matrix	233,800	385,602	-	54,170	439,772	54,982	55,807	56,644	57,494	664,699	898,499
	TOTAL CAPITAL EQUIPMENT PROJECTS	18,439,864	6,389,630	538,748	3,082,796	10,011,174	3,675,941	3,181,376	3,186,892	3,192,492	23,247,875	41,687,738
18	Citywide Roof Replacement Matrix	4,776,499	2,561,409	2,571	710,638	3,274,618	746,169	783,478	822,652	863,784	6,490,701	11,267,200
19	HVAC Equipment Replacement Matrix	2,182,839	809,642	247,745	591,669	1,649,056	621,252	652,315	684,931	719,177	4,326,731	6,509,570
20	Citywide Elevator Replacement Matrix	832,407	1,012,202	125,251	193,720	1,331,173	440,005	209,505	219,981	230,980	2,431,644	3,264,051
21	Waterproofing of Historic Facilities Matrix		-	-	105,000	105,000	765,970	777,460	789,121	800,958	3,238,509	3,238,509
22	Waterproofing of Non-Historic Facilities Matrix ADA Remediation at City Facilities	93,530	456,470	-	200,000	656,470	836,298 200,000	848,843 200,000	861,576 200,000	874,499 200,000	3,421,216 1,456,470	3,421,216 1,550,000
24	Optimize Energy And Water Efficiency At City Facilities	533,743	111,769		- 200,000	111,769	100,000	100,000	100,000	100,000	511,769	1,045,512
25	Citywide Environmental Remediation	185,362	358,983	29,717		388,701	1,140,000	1,380,000	240,000	240,000	3,388,701	3,574,062
26	Renovation of 240 Aragon Avenue (Coral Gables Cinema)	-	350,000	-		350,000	-	-	-	-	350,000	350,000
27	Citywide Facilities Impact Glass Installation  Metal Canopy Structure for Public Works Fuel Station	2,500	387,250 200	4,800	482,750	870,000 5,000	460,000 120,000	400,000			1,730,000 125,000	1,730,000 127,500
29	Public Works Facility Improvements	-	200,000	- 4,000	515,000	715,000	500,000	475,000	-	-	1,690,000	1,690,000
30	Recertification of City Facilities	641,215	1,923,249	300,883		2,224,132	100,000	100,000	100,000	100,000	2,624,132	3,265,347
31	Renovation of Passport Facility	2,243,333	489,565	312,529		802,093	-	-	-	-	802,093	3,045,426
32	PW Maintenance Facility Warehouse 1 Improvements	4,633	41,867		220,000	261,867					261,867	266,500
	TOTAL FACILITY REPAIRS/IMPROVEMENT PROJECTS	11,496,061	8,702,606	1,023,496	3,018,777	12,744,879	6,029,694	5,926,601	4,018,261	4,129,398	32,848,833	44,344,893
34	Entrances & Fountains Refurbishment Matrix	235,760	40,376	28,399	VEMENT PROJE 162,199	230,974	164,632	167,101	169,608	172,152	904,467	1,140,227
35	Merrick House Repairs/Improvements	703,591	206,517	- 20,333	- 102,135	206,517	-	-	-		206,517	910,108
36	City Hall Complex Impr. Including 427 Biltmore Way	7,892,940	9,599,788	1,121,362	6,500,000	17,221,150	-	-	-	-	17,221,150	25,114,090
37	Jean Ward Sculptures	74,126	177,875			177,875	-	-	-	-	177,875	252,001
38 39	Gondola Building Restoration  White Way Lights Restoration	164,980 1,978,163	1,517,215 286,834	92,805 64,140		1,610,020 350,974					1,610,020 350,974	1,775,001 2,329,137
40	Venetian Facility Improvements	8,150,014	1,890,636	199,215	1,490,932	3,580,783	100,000	100,000	150,000	150,000	4,080,783	12,230,797
41	Venetian Pool Salt Water Intrusion Mitigation	-	-		-		600,000	500,000	500,000	-	1,600,000	1,600,000
42	Centennial Public Art Programming	- 2.004.407	1,019,081	-	-	1,019,081	-	-	-	-	1,019,081	1,019,081
43	Fink Building Renovations Alhambra Water Tower Restoration	2,661,187 29,000	51,818 1,947,433	19,924 335,800		71,742 2,283,233		150,000	150,000	150,000	71,742 2,733,233	2,732,929 2,762,233
45	Biltmore Hotel Renovations	5,035,873	215,000	-		215,000		-	-	-	215,000	5,250,873
46	Miracle Theater Restoration	-	256,326	-		256,326	3,055,500	150,000	150,000	150,000	3,761,826	3,761,826
47	Coral Gables Museum Repairs		500,000	-	200,000	700,000		100,000	100,000	100,000	1,000,000	1,000,000
48	Maintenance of Historic Facilities		- 48 800 000			-	50,000	50,000	50,000	50,000	200,000	200,000
	TOTAL HISTORIC FACILITY IMPROVEMENT PROJECTS	26,925,634	R POOL EQUIPM	1,861,645	8,353,131	27,923,675	3,970,132	1,217,101	1,269,608	772,152	35,152,668	62,078,303
50	Motor Vehicle Replacement/Additions	29,041,592	3,078,193	6,069,838	4,075,662	13,223,693	3,755,955	3,821,684	3,888,118	3,956,160	28,645,610	57,687,201
	TOTAL MOTOR POOL PROJECTS	29,041,592	3,078,193	6,069,838	4,075,662	13,223,693	3,755,955	3,821,684	3,888,118	3,956,160	28,645,610	57,687,201
		29,041,592	3,078,193		4,075,662							
52	TOTAL MOTOR POOL PROJECTS  Upgrades/Improvements To City Garages	774,183	3,078,193 PARKIN 386,389	6,069,838 IG IMPROVEM 336,149	4,075,662 ENT PROJECTS 1,160,000	<b>13,223,693</b> 1,882,539	<b>3,755,955</b>	<b>3,821,684</b> 300,000	3,888,118	<b>3,956,160</b>	<b>28,645,610</b> 3,082,539	<b>57,687,201</b> 3,856,721
53	TOTAL MOTOR POOL PROJECTS  Upgrades/Improvements To City Garages  Upgrades/Improvements To City Parking Lots	774,183 1,346,300	3,078,193 PARKIN 386,389 2,782,202	6,069,838 IG IMPROVEM	4,075,662 ENT PROJECTS 1,160,000 887,128	13,223,693 1,882,539 4,488,307	3,755,955 300,000 295,185	3,821,684 300,000 303,363	3,888,118 300,000 311,664	3,956,160 300,000 321,014	28,645,610 3,082,539 5,719,533	3,856,721 7,065,832
53 54	TOTAL MOTOR POOL PROJECTS  Upgrades/Improvements To City Garages  Upgrades/Improvements To City Parking Lots Installation of Multi-Space Pay Stations	774,183 1,346,300 1,214,927	3,078,193 PARKIN 386,389 2,782,202 308,149	6,069,838 IG IMPROVEM 336,149	4,075,662 ENT PROJECTS 1,160,000 887,128 250,000	1,882,539 4,488,307 558,149	3,755,955 300,000 295,185 250,000	3,821,684 300,000 303,363 250,000	3,888,118	<b>3,956,160</b>	3,082,539 5,719,533 1,558,149	3,856,721 7,065,832 2,773,076
53	TOTAL MOTOR POOL PROJECTS  Upgrades/Improvements To City Garages  Upgrades/Improvements To City Parking Lots	774,183 1,346,300	3,078,193 PARKIN 386,389 2,782,202	6,069,838 IG IMPROVEM 336,149	4,075,662 ENT PROJECTS 1,160,000 887,128	13,223,693 1,882,539 4,488,307	3,755,955 300,000 295,185	3,821,684 300,000 303,363	3,888,118 300,000 311,664	3,956,160 300,000 321,014	28,645,610 3,082,539 5,719,533	3,856,721 7,065,832
53 54 55 56 57	Upgrades/Improvements To City Garages Upgrades/Improvements To City Parking Lots Installation of Multi-Space Pay Stations Installation Closed Circuit Television Security System - Parking Facilities Trolley Depot Fueling Station Concrete Slab Replacement Mobility Hub Design and Construction	774,183 1,346,300 1,214,927 385,865 16,101 2,358,590	3,078,193  PARKIN 386,389 2,782,202 308,149 370,245 5,200 116,405	6,069,838 IG IMPROVEM 336,149 818,976 - - - 70,343 990,686	4,075,662 ENT PROJECTS 1,160,000 887,128 250,000	13,223,693 1,882,539 4,488,307 558,149 790,245 75,543 1,107,091	3,755,955 300,000 295,185 250,000	3,821,684 300,000 303,363 250,000	3,888,118 300,000 311,664	3,956,160 300,000 321,014	28,645,610 3,082,539 5,719,533 1,558,149 1,390,245 75,543 1,107,091	3,856,721 7,065,832 2,773,076 1,776,110 91,644 3,465,681
53 54 55 56 57 58	Upgrades/Improvements To City Garages Upgrades/Improvements To City Parking Lots Installation of Multi-Space Pay Stations Installation Closed Circuit Television Security System - Parking Facilities Trolley Depot Fueling Station Concrete Slab Replacement Mobility Hub Design and Construction Minorca Garage Design and Construction	774,183 1,346,300 1,214,927 385,865 16,101	3,078,193  PARKIN 386,389 2,782,202 308,149 370,245 5,200 116,405 612,194	6,069,838 IG IMPROVEM 336,149 818,976 - - 70,343	4,075,662 ENT PROJECTS 1,160,000 887,128 250,000	13,223,693 1,882,539 4,488,307 558,149 790,245 75,543 1,107,091 703,451	3,755,955 300,000 295,185 250,000 350,000 -	3,821,684 300,000 303,363 250,000	3,888,118 300,000 311,664	3,956,160 300,000 321,014	28,645,610 3,082,539 5,719,533 1,558,149 1,390,245 75,543 1,107,091 703,451	3,856,721 7,065,832 2,773,076 1,776,110 91,644 3,465,681 19,719,294
53 54 55 56 57 58 59	Upgrades/Improvements To City Garages Upgrades/Improvements To City Parking Lots Installation of Multi-Space Pay Stations Installation Closed Circuit Television Security System - Parking Facilities Trolley Depot Fueling Station Concrete Slab Replacement Mobility Hub Design and Construction Minorca Garage Design and Construction Rooftop Solar Photovoltaic (PV) Canopy at Minorca Garage	774,183 1,346,300 1,214,927 385,865 16,101 2,358,590 19,015,842	3,078,193  PARKIN 386,389 2,782,202 308,149 370,245 5,200 116,405 612,194 50,000	6,069,838 IG IMPROVEM 336,149 818,976 - - 70,343 990,686 91,257	4,075,662 ENT PROJECTS 1,160,000 887,128 250,000 420,000	13,223,693 1,882,539 4,488,307 558,149 790,245 75,543 1,107,091 703,451 50,000	3,755,955 300,000 295,185 250,000 350,000 - - 1,000,000	3,821,684 300,000 303,363 250,000 250,000 - -	3,888,118 300,000 311,664 250,000 - - -	3,956,160 300,000 321,014 250,000 - - -	3,082,539 5,719,533 1,558,149 1,390,245 75,543 1,107,091 703,451 1,050,000	3,856,721 7,065,832 2,773,076 1,776,110 91,644 3,465,681 19,719,294 1,050,000
53 54 55 56 57 58	Upgrades/Improvements To City Garages Upgrades/Improvements To City Parking Lots Installation of Multi-Space Pay Stations Installation Closed Circuit Television Security System - Parking Facilities Trolley Depot Fueling Station Concrete Slab Replacement Mobility Hub Design and Construction Minorca Garage Design and Construction Minorca Garage Design and Construction Rofotop Solar Photovoltaic (PV) Canopy at Minorca Garage Miracle Mile/Giralda Streetscape Paver Maintenance Pgrm.	774,183 1,346,300 1,214,927 385,85 16,101 2,358,590 19,015,842 - 497,568	3,078,193  PARKIN 386,389 2,782,202 308,149 370,245 5,200 116,405 612,194 50,000 376,782	6,069,838 IG IMPROVEM 336,149 818,976 - - 70,343 990,686 91,257 - 263,428	4,075,662 ENT PROJECTS 1,160,000 887,128 250,000 420,000 250,000	13,223,693 1,882,539 4,488,307 558,149 790,245 75,543 1,107,091 703,451 50,000 890,210	3,755,955 300,000 295,185 250,000 350,000 - - 1,000,000 250,000	3,821,684 300,000 303,363 250,000 250,000 - - - 250,000	3,888,118 300,000 311,664 250,000 - - - - 250,000	3,956,160 300,000 321,014 250,000 - - - - 250,000	28,645,610 3,082,539 5,719,533 1,558,149 1,390,245 75,543 1,107,091 703,451 1,050,000 1,890,210	3,856,721 7,065,832 2,773,076 1,776,110 91,644 3,465,681 19,719,294 1,050,000 2,387,778
53 54 55 56 57 58 59	Upgrades/Improvements To City Garages Upgrades/Improvements To City Parking Lots Installation of Multi-Space Pay Stations Installation Closed Circuit Television Security System - Parking Facilities Trolley Depot Fueling Station Concrete Slab Replacement Mobility Hub Design and Construction Minorca Garage Design and Construction Rooftop Solar Photovoltaic (PV) Canopy at Minorca Garage	774,183 1,346,300 1,214,927 385,865 16,101 2,358,590 19,015,842	3,078,193  PARKIN 386,389 2,782,202 308,149 370,245 5,200 116,405 612,194 50,000 376,782	6,069,838 IG IMPROVEM 336,149 818,976 70,343 990,686 91,257 - 263,428 2,570,839	4,075,662 ENT PROJECTS 1,160,000 887,128 250,000 420,000	13,223,693 1,882,539 4,488,307 558,149 790,245 75,543 1,107,091 703,451 50,000 890,210 10,545,535	3,755,955 300,000 295,185 250,000 350,000 - - 1,000,000	3,821,684 300,000 303,363 250,000 250,000 - -	3,888,118 300,000 311,664 250,000 - - -	3,956,160 300,000 321,014 250,000 - - -	3,082,539 5,719,533 1,558,149 1,390,245 75,543 1,107,091 703,451 1,050,000	3,856,721 7,065,832 2,773,076 1,776,110 91,644 3,465,681 19,719,294 1,050,000
53 54 55 56 57 58 59 60	Upgrades/Improvements To City Garages Upgrades/Improvements To City Parking Lots Installation of Multi-Space Pay Stations Installation Closed Circuit Television Security System - Parking Facilities Trolley Depot Fueling Station Concrete Slab Replacement Mobility Hub Design and Construction Minorca Garage Design and Construction Rooftop Solar Photovoltaic (PV) Canopy at Minorca Garage Miracle Mile/Giralda Streetscape Paver Maintenance Pgrm. TOTAL PARKING IMPROVEMENT PROJECTS	774,183 1,346,300 1,214,927 385,865 16,101 2,358,590 19,015,842 - 497,568 25,609,376	3,078,193  PARKIN 386,389 2,782,202 308,149 370,245 5,200 116,405 612,194 50,000 376,782 5,007,566  PARKS & REC 5,191,651	6,069,838 IG IMPROVEM 336,149 818,976 70,343 990,686 91,257 - 263,428 2,570,839 REATION IMPR	4,075,662 ENT PROJECTS 1,160,000 887,128 250,000 420,000 250,000 250,000	13,223,693  1,882,539 4,488,307 558,149 790,245 75,543 1,107,091 703,451 50,000 890,210 10,545,535 IECTS	3,755,955 300,000 295,185 250,000 350,000 - - 1,000,000 250,000	3,821,684 300,000 303,363 250,000 250,000 1,353,363	3,888,118 300,000 311,664 250,000 - - - - 250,000	3,956,160 300,000 321,014 250,000 - - - - 250,000	28,645,610  3,082,539 5,719,533 1,558,149 1,390,245 75,543 1,107,091 703,451 1,050,000 1,890,210 16,576,761	3,856,721 7,065,832 2,773,076 1,776,110 91,644 3,465,681 19,719,294 1,050,000 2,387,778 42,186,136
53 54 55 56 57 58 59 60 64 65	Upgrades/Improvements To City Garages Upgrades/Improvements To City Garages Upgrades/Improvements To City Parking Lots Installation of Multi-Space Pay Stations Installation Good Circuit Television Security System - Parking Facilities Trolley Depot Fueling Station Concrete Slab Replacement Mobility Hub Design and Construction Minorca Garage Design and Construction TOTAL PARKING IMPROVEMENT PROJECTS  Purchase of Land Fred B. Hartnett/Ponce Circle Park Phase 1/Phase 2	774,183 1,346,300 1,214,927 385,865 16,101 2,358,590 19,015,842 - 497,568 25,609,376	3,078,193  PARKIN 386,389 2,782,202 308,149 370,245 5,200 116,405 612,194 50,000 376,782 5,007,566 PARKS & REC 5,191,651 5,298,489	6,069,838 IG IMPROVEM 336,149 818,976 70,343 990,686 91,257 - 263,428 2,570,839	4,075,662 ENT PROJECTS 1,160,000 887,128 250,000 420,000 250,000 2,967,128 OVEMENT PRO 440,540 -	13,223,693  1,882,539 4,488,307 558,149 790,245 75,543 1,107,091 50,000 890,210 10,545,535 IECTS 5,632,191 5,381,169	3,755,955 300,000 295,185 250,000 - - - 1,000,000 250,000 2,445,185	3,821,684 300,000 303,363 250,000 250,000 1,353,363	3,888,118 300,000 311,664 250,000 - - - - 250,000 1,111,664	3,956,160  300,000 321,014 250,000 250,000 1,121,014	28,645,610  3,082,539 5,719,533 1,558,149 1,390,245 75,543 1,107,091 1,050,000 1,890,210 16,576,761  7,632,191 9,077,169	\$7,687,201  3,856,721 7,065,832 2,773,076 1,776,110 91,644 3,465,681 19,719,294 1,105,000 2,387,778 42,186,136
53 54 55 56 57 58 59 60 64 65 66	Upgrades/Improvements To City Garages Upgrades/Improvements To City Parking Lots Installation of Multi-Space Pay Stations Installation Glosed Circuit Television Security System - Parking Facilities Troiley Depot Fueling Station Concrete Slab Replacement Mobility Hub Design and Construction Minora Garage Design and Construction Rooftop Solar Photovoltaic (PV) Canopy at Minorca Garage Miracle Mile/Giralda Streetscape Paver Maintenance Pgrm. TOTAL PARKING IMPROVEMENT PROJECTS  Purchase of Land  Fred B. Hartnett/Ponce Circle Park Phase 1/Phase 2 Ponce Circle Park Art in Public Places Acquisition	774,183 1,346,300 1,214,927 385,865 16,101 2,358,590 19,015,842 - 497,568 25,609,376 5,599,921 534,942	3,078,193  PARKIN 386,389 2,782,202 308,149 370,245 5,200 116,405 612,194 50,000 376,782 5,007,566 PARKS & REC 5,191,651 5,298,489 2,040,000	6,069,838 IG IMPROVEM 336,149 818,976 70,343 990,686 91,257 - 263,428 2,570,839 REATION IMPR	4,075,662 ENT PROJECTS  1,160,000 887,128 250,000 420,000 250,000 2,967,128  OVEMENT PROJECTS  ENTRY PROJECTS  4,0000 2,967,128  OVEMENT PROJECTS  ENTRY PROJECTS  1,160,000 2,967,128	13,223,693  1,882,539 4,488,307 558,149 790,245 75,543 1,107,091 703,451 50,000 890,210 10,545,535 IECTS 5,632,191 5,381,169 2,140,000	3,755,955 300,000 295,185 250,000 - - - 1,000,000 250,000 2,445,185	3,821,684 300,000 303,363 250,000 250,000 1,353,363	3,888,118 300,000 311,664 250,000 - - - - 250,000 1,111,664	3,956,160  300,000 321,014 250,000 250,000 1,121,014	28,645,610  3,082,539 5,719,533 1,558,149 1,390,245 75,543 1,107,091 703,451 1,050,000 1,890,210 16,576,761  7,632,191 9,077,169 2,140,000	3,856,721 7,065,832 2,773,076 1,776,110 91,644 3,465,681 19,719,294 1,050,000 2,387,778 42,186,136
53 54 55 56 57 58 59 60 64 65	Upgrades/Improvements To City Garages Upgrades/Improvements To City Garages Upgrades/Improvements To City Parking Lots Installation of Multi-Space Pay Stations Installation Good Circuit Television Security System - Parking Facilities Trolley Depot Fueling Station Concrete Slab Replacement Mobility Hub Design and Construction Minorca Garage Design and Construction TOTAL PARKING IMPROVEMENT PROJECTS  Purchase of Land Fred B. Hartnett/Ponce Circle Park Phase 1/Phase 2	774,183 1,346,300 1,214,927 385,865 16,101 2,358,590 19,015,842 - 497,568 25,609,376	3,078,193  PARKIN 386,389 2,782,202 308,149 370,245 5,200 116,405 612,194 50,000 376,782 5,007,566 PARKS & REC 5,191,651 5,298,489	6,069,838 IG IMPROVEM 336,149 818,976 70,343 990,686 91,257 - 263,428 2,570,839 REATION IMPR	4,075,662 ENT PROJECTS 1,160,000 887,128 250,000 420,000 250,000 2,967,128 OVEMENT PRO 440,540 -	13,223,693  1,882,539 4,488,307 558,149 790,245 75,543 1,107,091 50,000 890,210 10,545,535 IECTS 5,632,191 5,381,169	3,755,955 300,000 295,185 250,000 - - - 1,000,000 250,000 2,445,185	3,821,684 300,000 303,363 250,000 250,000 1,353,363	3,888,118 300,000 311,664 250,000 - - - - 250,000 1,111,664	3,956,160  300,000 321,014 250,000 250,000 1,121,014	28,645,610  3,082,539 5,719,533 1,558,149 1,390,245 75,543 1,107,091 1,050,000 1,890,210 16,576,761  7,632,191 9,077,169	\$7,687,201  3,856,721 7,065,832 2,773,076 1,776,110 91,644 3,465,681 19,719,294 1,105,000 2,387,778 42,186,136
53 54 55 56 57 58 59 60 64 65 66 68 69 70	Upgrades/Improvements To City Garages Upgrades/Improvements To City Parking Lots Installation of Multi-Space Pay Stations Installation Closed Circuit Television Security System - Parking Facilities Trolley Depot Fueling Station Concrete Slab Replacement Mobility Hub Design and Construction Minora Garage Design and Construction Rooftop Solar Photovoltaic (PV) Canopy at Minora Garage Miracle Mile/Giralda Streetscape Paver Maintenance Pgrm. TOTAL PARKING IMPROVEMENT PROJECTS  Purchase of Land Pered B. Hartnett/Ponce Circle Park Phase 1/Phase 2 Ponce Circle Park Art in Public Places Acquisition Development of Neighborhood Parks Betsy Adams Park Enhancements Catalonia Park Enhancements	774,183 1,346,300 1,214,927 385,865 16,101 2,358,590 19,015,842 - 497,568 25,609,376 5,599,921 534,942	3,078,193  PARKIN 386,389 2,782,202 308,149 370,245 5,200 116,405 612,194 50,000 376,782 5,007,566 PARKS & REC 5,191,651 5,298,489 2,040,000	6,069,838 IG IMPROVEM 336,149 818,976 70,343 990,686 91,257 - 263,428 2,570,839 REATION IMPR	4,075,662 ENT PROJECTS 1,160,000 887,128 250,000 420,000 250,000 2,967,128 OVEMENT PRO 440,540 -	13,223,693  1,882,539 4,488,307 558,149 790,245 75,543 1,107,091 703,451 50,000 890,210 10,545,535 IECTS 5,632,191 5,381,169 2,140,000	3,755,955  300,000 295,185 250,000 350,000 1,000,000 250,000 2,445,185  500,000 100,000 80,500	3,821,684 300,000 303,363 250,000 250,000 1,353,363 500,000 3,696,000	3,888,118 300,000 311,664 250,000 - - - - 250,000 1,111,664	3,956,160  300,000 321,014 250,000 250,000 1,121,014	28,645,610 3,082,539 5,719,533 1,558,149 1,390,245 7,5243 1,107,091 1,050,000 1,890,210 16,576,761 7,932,191 9,937,1090 5,0,000 900,000 702,888	\$7,687,201  3,856,721  7,065,832  2,773,076  1,776,110  91,644  3,465,681  1,971,924  1,050,000  2,387,778  42,186,136  13,232,112  9,612,111  2,140,000  2,651,235  900,000  702,888
53 54 55 56 57 58 59 60 64 65 66 68 69 70 71	Upgrades/Improvements To City Garages Upgrades/Improvements To City Parking Lots Installation of Multi-Space Pay Stations Installation Closed Circuit Television Security System - Parking Facilities Trolley Depot Fueling Station Concrete Slab Replacement Mobility Hub Design and Construction Minorca Garage Design and Construction Rooftop Solar Photovoltaic (PV) Canopy at Minorca Garage Miracle Mile/Giralda Streetscape Paver Maintenance Pgrm. TOTAL PARKING IMPROVEMENT PROJECTS  Purchase of Land Fred B. Hartnett/Ponce Circle Park Phase 1/Phase 2 Ponce Circle Park Art in Public Places Acquisition Development of Neighborhood Parks Betsy Adams Park Enhancements Catalonia Park Enhancements Durago Parks Enhancements Durago Parks Enhancements	774,183 1,346,300 1,214,927 385,865 16,101 2,358,590 19,015,842 - 497,568 25,609,376 5,599,921 534,942	3,078,193  PARKIN 386,389 2,782,202 308,149 370,245 5,200 116,405 612,194 50,000 376,782 5,007,566 PARKS & REC 5,191,651 5,298,489 2,040,000	6,069,838 IG IMPROVEM 336,149 818,976 70,343 990,686 91,257 - 263,428 2,570,839 REATION IMPR	4,075,662 ENT PROJECTS 1,160,000 887,128 250,000 420,000 250,000 250,000 440,540 - 100,000	13,223,693  1,882,539  4,488,307  558,149  790,245  1,107,091  703,451  50,000  890,210  10,545,335  ECTS  5,632,191  5,381,169  2,140,000	3,755,955  300,000 295,185 250,000 350,000 1,000,000 250,000 - 500,000 100,000	3,821,684 300,000 303,363 250,000 250,000 250,000 1,353,363 500,000 3,696,000 .	3,888,118 300,000 311,664 250,000 - - - - 250,000 1,111,664	3,956,160  300,000 321,014 250,000 250,000 1,121,014	28,645,610 3,082,539 5,719,533 1,558,149 1,390,245 75,543 1,107,091 1,050,000 1,890,210 7,632,191 7,632,191 9,077,169 5,000 900,000 702,888 774,123	57,687,201  3,856,721 7,065,832 2,773,076 1,776,110 91,644 3,465,681 19,719,294 1,050,000 2,387,778 42,186,136  13,232,112 9,612,111 2,140,000 2,4551,235 900,000 702,888 774,123
53 54 55 56 57 58 59 60 64 65 66 68 69 70 71 72	Upgrades/Improvements To City Garages Upgrades/Improvements To City Parking Lots Installation of Multi-Space Pay Stations Installation of Good Circuit Television Security System - Parking Facilities Trolley Depot Fueling Station Concrete Slab Replacement Mobility Hub Design and Construction Minorca Garage Design and Construction Rooftop Solar Photovoitaic (PV) Canopy at Minorca Garage Miracle Mile/Giralda Streetscape Paver Maintenance Pgrm.  TOTAL PARKING IMPROVEMENT PROJECTS  Purchase of Land Fred B. Hartnett/Ponce Circle Park Phase 1/Phase 2 Ponce Circle Park Art in Public Places Acquisition Development of Neighborhood Parks Betsty Adams Park Enhancements Catalonia Park Enhancements Catalonia Park Enhancements Durango Parks Enhancements Langmocks Oalss Park	774,183 1,346,300 1,214,927 385,865 16,101 2,358,590 19,015,842 - 497,568 25,609,376 5,599,921 534,942	3,078,193  PARKIN 386,389 2,782,202 308,149 370,245 5,200 116,405 612,194 50,000 376,782 5,007,566 PARKS & REC 5,191,651 5,298,489 2,040,000	6,069,838 IG IMPROVEM 336,149 818,976 70,343 990,686 91,257 - 263,428 2,570,839 REATION IMPR	4,075,662 ENT PROJECTS 1,160,000 887,128 250,000 420,000 250,000 2,967,128 OVEMENT PRO 440,540 -	13,223,693  1,882,539 4,488,307 558,149 790,245 75,543 1,107,091 703,451 50,000 890,210 10,545,535 IECTS 5,632,191 5,381,169 2,140,000	3,755,955  300,000 295,185 250,000 350,000 1,000,000 250,000 2,445,185  500,000 100,000 80,500	3,821,684 300,000 303,363 250,000 250,000 1,353,363 500,000 3,696,000	3,888,118 300,000 311,664 250,000 250,000 1,111,664 500,000	3,956,160  300,000 321,014 250,000 250,000 1,121,014	28,645,610 3,082,539 5,719,533 1,558,149 1,590,245 75,543 1,107,091 7,03,451 1,050,000 1,890,210 16,576,761 7,632,719 2,140,000 50,000 702,888 774,123 149,000	57,687,201  3,856,721  7,065,832  2,773,076  1,776,110  91,644  3,465,681  19,719,240  1,050,000  2,387,778  42,186,136  13,232,112  2,140,000  2,651,235  900,000  702,888  774,123  149,000
53 54 55 56 57 58 59 60 64 65 66 68 69 70 71	Upgrades/Improvements To City Garages Upgrades/Improvements To City Parking Lots Installation of Multi-Space Pay Stations Installation Closed Circuit Television Security System - Parking Facilities Trolley Depot Fueling Station Concrete Slab Replacement Mobility Hub Design and Construction Minora Garage Design and Construction Rooftop Solar Photovoltaic (PV) Canopy at Minora Garage Miracle Mile/Giralda Streetscape Paver Maintenance Pgrm. TOTAL PARKING IMPROVEMENT PROJECTS  Purchase of Land Fred B. Hartnett/Ponce Circle Park Phase 1/Phase 2 Ponce Circle Park Art in Public Places Acquisition Development of Neighborhood Parks Betsy Adams Park Enhancements Catalonia Park Enhancements Durango Parks Enhancements Hammocks Oaks Park Merrick Park Improvements	774,183 1,346,300 1,214,927 385,865 16,101 2,358,590 19,015,842 - 497,568 25,609,376 5,599,921 534,942	3,078,193  PARKIN 386,389 2,782,202 308,149 370,245 5,200 116,405 612,194 50,000 376,782 5,007,566 PARKS & REC 5,191,651 5,298,489 2,040,000	6,069,838 IG IMPROVEM 336,149 818,976 70,343 990,686 91,257 - 263,428 2,570,839 REATION IMPR	4,075,662 ENT PROJECTS 1,160,000 887,128 250,000 420,000 250,000 250,000 440,540 - 100,000	13,223,693  1,882,539  4,488,307  558,149  790,245  1,107,091  703,451  50,000  890,210  10,545,335  ECTS  5,632,191  5,381,169  2,140,000	3,755,955  300,000 295,185 250,000 350,000 1,000,000 250,000 2,445,185  500,000 100,000 80,500	3,821,684 300,000 303,363 250,000 250,000 1,353,363 500,000 3,696,000	3,888,118 300,000 311,664 250,000 - - - - 250,000 1,111,664	3,956,160  300,000 321,014 250,000 250,000 1,121,014	28,645,610 3,082,539 5,719,533 1,558,149 1,390,245 75,543 1,107,091 1,050,000 1,890,210 7,632,191 7,632,191 9,077,169 5,000 900,000 702,888 774,123	57,687,201  3,856,721 7,065,832 2,773,076 1,776,110 91,644 3,465,681 19,719,294 1,050,000 2,387,778 42,186,136  13,232,112 9,612,111 2,140,000 2,651,235 900,000 702,888 774,123
53 54 55 56 57 58 59 60 64 65 66 68 69 70 71 72 73 74 75	Upgrades/Improvements To City Garages Upgrades/Improvements To City Farking Lots Installation of Multi-Space Pay Stations Installation of Good Circuit Television Security System - Parking Facilities Trolley Depot Fueling Station Concrete Slab Replacement Mobility Hub Design and Construction Minora Garage Design and Construction Rooftop Solar Photovoltaic (PV) Canopy at Minora Garage Miracle Mile/Giralda Streetscape Paver Maintenance Pgrm.  TOTAL PARKING IMPROVEMENT PROJECTS  Purchase of Land Fred B. Hartnett/Ponce Circle Park Phase 1/Phase 2 Ponce Circle Park Art in Public Places Acquisition Development of Neighborhood Parks Betsy Adams Park Enhancements Catalonia Park Enhancements Catalonia Park Enhancements Harmocks Oaks Park Merrick Park Improvements William and Leona Cooper and Neilie B. Moore Park Enhancements Ulliam and Leona Cooper and Neilie B. Moore Park Enhancements Ulliam and Leona Cooper and Neilie B. Moore Park Enhancements	774,183 1,346,300 1,214,927 385,865 16,101 2,358,590 19,015,842 - 497,568 25,609,376 5,599,921 534,942 - 2,601,235	3,078,193  PARKIN 386,389 2,782,202 308,149 370,245 5,200 116,405 612,194 50,000 376,782 5,007,566 PARKS & REC 5,191,651 5,298,489 2,040,000 50,000 -	6,069,838 GI IMPROVEM 336,149 818,976	4,075,662 ENT PROJECTS 1,160,000 887,128 250,000 420,000 250,000 2,967,128 OVEMENT PRO - 100,000	13,223,693  4,488,307  558,149  790,245  703,451  50,000  890,210  10,545,535  ECTS  5,632,191  5,381,169  2,140,000  -  149,000	3,755,955  300,000 295,185 250,000 300,000 1,000,000 250,000 2,445,185 500,000 100,000 80,500 106,500	3,821,684 300,000 303,363 250,000 250,000 1,353,363 500,000 3,696,000	3,888,118 300,000 311,664 250,000 250,000 1,111,664 500,000	3,956,160  300,000 321,014 250,000 250,000 1,121,014	28,645,610 3,082,539 5,719,533 1,586,149 1,390,245 75,543 1,107,091 703,481 1,050,000 1,890,210 16,576,761 7,632,191 2,140,000 900,000 702,888 774,123 149,000 1,350,000 1,212,196 1,350,000 1,212,196 1,350,000 1,212,196 1,350,000 1,212,196 1,350,000 1,212,196 1,350,000 1,212,196 1,350,000 1,212,196 1,350,000 1,212,196 1,350,000 1,212,196 1,350,000 1,212,196 1,350,000	\$7,687,201  3,856,721  7,065,832  2,773,076  1,776,110  91,644  3,465,681  1,950,000  2,387,778  42,186,136  13,232,112  2,440,000  2,651,235  90,000  702,888  774,123  149,000  1,350,000  1,374,7906  516,500
53 54 55 56 57 58 59 60 64 65 66 68 69 70 71 72 73 74 75 76	Upgrades/Improvements To City Garages Upgrades/Improvements To City Parking Lots Installation of Multi-Space Pay Stations Installation Closed Circuit Television Security System - Parking Facilities Trolley Depot Fueling Station Concrete Slab Replacement Mobility Hub Design and Construction Minorac Garage Design and Construction Rooftop Solar Photovoltaic (PV) Canopy at Minorac Garage Miracle Mile/Giralda Streetscape Paver Maintenance Pgrm. TOTAL PARKING IMPROVEMENT PROJECTS  Purchase of Land Fred B. Hartnett/Ponce Circle Park Phase 1/Phase 2 Ponce Circle Park Art in Public Places Acquisition Development of Neighborhood Parks Betsy Adams Park Enhancements Catalonia Park Enhancements Durango Parks Enhancements Durango Parks Enhancements Hammocks Oaks Park Merrick Park Improvements William and Leona Cooper and Neille B. Moore Park Enhancements Orduna Park Enhancement Solteado Park Enhancement Solduna Park Enhancements	774,183 1,346,300 1,214,927 385,865 16,101 2,358,590 19,015,842 - 497,568 25,609,376 5,599,921 534,942 - 2,601,235 35,710	3,078,193  PARKIN 386,389 2,782,202 308,149 370,245 5,200 116,405 612,194 50,000 376,782 5,007,566 PARKS & REC 5,191,651 5,298,489 2,040,000 681,052	6,069,838 IG IMPROVEM 336,149 818,976	4,075,662 ENT PROJECTS 1,160,000 887,128 250,000 420,000 250,000 2,967,128 OVEMENT PRO - 100,000	13,223,693  4,488,307  558,149  790,245  75,543  1,107,091  703,451  50,000  890,210  10,545,535  EECTS  5,632,191  5,381,169  2,140,000  -  -  149,000  1,712,196  -  1,712,196	3,755,955  300,000 295,185 250,000 - 1,000,000 2,445,185  500,000 100,000 80,500 16,500	3,821,684 300,000 303,363 250,000 250,000 1,353,363 500,000 3,696,000	3,888,118 300,000 311,664 250,000 250,000 1,111,664 500,000	3,956,160  300,000 321,014 250,000 250,000 1,121,014	28,645,610 3,082,539 5,719,533 1,558,149 1,390,245 75,543 1,107,091 703,451 1,050,000 1,890,210 7,632,191 9,077,169 9,000 900,000 702,888 744,123 1,450,000 1,350,000 1,712,196 1,353,000 1,712,196 1,353,000	\$7,687,201  3,856,721  7,065,832  2,773,076  1,776,110  91,644  3,465,681  19,719,294  1,050,000  2,387,778  42,186,136  13,232,112  9,612,111  9,612,114  9,612,141,000  2,651,235  900,000  702,888  774,123  149,000  1,1350,000  1,1350,000  1,1370,000
53 54 55 56 57 58 59 60 64 65 66 68 69 70 71 72 73 74 75 76 77	Upgrades/Improvements To City Garages Upgrades/Improvements To City Garages Upgrades/Improvements To City Parking Lots Installation of Multi-Space Pay Stations Installation of Good Circuit Television Security System - Parking Facilities Trolley Depot Fueling Station Concrete Slab Replacement Mobility Hub Design and Construction Minorca Garage Design and Construction Rooftop Solar Photovoitaic (Pv) Canopy at Minorca Garage Miracle Mile/Giralda Streetscape Paver Maintenance Pgrm.  TOTAL PARKING IMPROVEMENT PROJECTS  Purchase of Land Fred B. Hartnett/Ponce Circle Park Phase 1/Phase 2 Ponce Circle Park Art in Public Places Acquisition Development of Neighborhood Parks Betsy Adams Park Enhancements Catalonia Park Enhancements Durango Parks Enhancements Durango Parks Enhancements Hammocks Oaks Park Merrick Park Improvements William and Leona Cooper and Nellie B. Moore Park Enhancements Orduna Park Enhancement Salzedo Park Development Mayor Dorothy H. Thomson Park	774,183 1,346,300 1,214,927 385,865 16,101 2,358,590 19,015,842 - 497,568 25,609,376 5,599,921 534,942 - 2,601,235	3,078,193  PARKIN 386,389 2,782,202 308,149 370,245 5,200 116,405 612,194 50,000 376,782 5,007,566 PARKS & REC 5,191,651 5,298,489 2,040,000 50,000 -	6,069,838 GI IMPROVEM 336,149 818,976	4,075,662 ENT PROJECTS 1,160,000 887,128 250,000 420,000 250,000 2,967,128 OVEMENT PRO - 100,000	13,223,693  4,488,307  558,149  790,245  703,451  50,000  890,210  10,545,535  ECTS  5,632,191  5,381,169  2,140,000  -  149,000	3,755,955  300,000 295,185 250,000 350,000 - 1,000,000 2,445,185 500,000	3,821,684 300,000 303,363 250,000	3,888,118 300,000 311,664 250,000 250,000 1,111,664 500,000	3,956,160  300,000 321,014 250,000 250,000 1,121,014	28,645,610 3,082,539 5,719,533 1,558,149 1,590,245 75,543 1,107,091 703,451 1,050,000 16,576,761 7,623,191 2,140,000 50,000 702,888 774,123 149,000 1,350,000 1,350,000 1,350,000 1,351,00	57,687,201  3,856,721  7,065,832  2,773,076  1,776,110  91,644  3,465,681  19,719,249  1,050,000  2,387,778  42,186,136  13,232,112  9,612,111  2,140,000  702,888  774,123  149,000  1,376,000  1,376,000  1,376,000  1,376,000  1,376,000  1,376,000  1,376,500  1,339,849  1,335,168
53 54 55 56 57 58 59 60 64 65 66 68 69 70 71 72 73 74 75 76	Upgrades/Improvements To City Garages Upgrades/Improvements To City Parking Lots Installation of Multi-Space Pay Stations Installation Closed Circuit Television Security System - Parking Facilities Trolley Depot Fueling Station Concrete Slab Replacement Mobility Hub Design and Construction Minorac Garage Design and Construction Rooftop Solar Photovoltaic (PV) Canopy at Minorac Garage Miracle Mile/Giralda Streetscape Paver Maintenance Pgrm. TOTAL PARKING IMPROVEMENT PROJECTS  Purchase of Land Fred B. Hartnett/Ponce Circle Park Phase 1/Phase 2 Ponce Circle Park Art in Public Places Acquisition Development of Neighborhood Parks Betsy Adams Park Enhancements Catalonia Park Enhancements Durango Parks Enhancements Durango Parks Enhancements Hammocks Oaks Park Merrick Park Improvements William and Leona Cooper and Neille B. Moore Park Enhancements Orduna Park Enhancement Solteado Park Enhancement Solduna Park Enhancements	774,183 1,346,300 1,214,927 385,865 16,101 2,358,590 19,015,842 - 497,568 25,609,376 5,599,921 534,942 - 2,601,235 35,710	3,078,193  PARKIN 386,389 2,782,202 308,149 370,245 5,200 116,405 612,194 50,000 376,782 5,007,566 PARKS & REC 5,191,651 5,298,489 2,040,000 681,052	6,069,838 IG IMPROVEM 336,149 818,976	4,075,662 ENT PROJECTS 1,160,000 887,128 250,000 420,000 250,000 2,967,128 OVEMENT PRO - 100,000	13,223,693  4,488,307  558,149  790,245  75,543  1,107,091  703,451  50,000  890,210  10,545,535  EECTS  5,632,191  5,381,169  2,140,000  -  -  149,000  1,712,196  -  1,712,196	3,755,955  300,000 295,185 250,000 300,000 1,000,000 250,000 2,445,185 500,000 100,000 80,500 106,500	3,821,684 300,000 303,363 250,000 250,000 1,353,363 500,000 3,696,000	3,888,118 300,000 311,664 250,000 250,000 1,111,664 500,000	3,956,160  300,000 321,014 250,000 250,000 1,121,014	28,645,610 3,082,539 5,719,533 1,558,149 1,390,245 75,543 1,107,091 703,451 1,050,000 1,890,210 7,632,191 9,077,169 9,000 900,000 702,888 744,123 1,450,000 1,350,000 1,712,196 1,353,000 1,712,196 1,353,000	\$7,687,201  3,856,721  7,065,832  2,773,076  1,776,110  91,644  3,465,681  19,719,294  1,050,000  2,387,778  42,186,136  13,232,112  9,612,111  9,612,114  9,612,141,000  2,651,235  900,000  702,888  774,123  149,000  1,1350,000  1,1350,000  1,1370,000
53 54 55 56 57 58 59 60 64 65 66 68 69 70 71 72 73 74 75 76 77 78	Upgrades/Improvements To City Garages Upgrades/Improvements To City Farking Lots Installation of Multi-Space Pay Stations Installation of Good Circuit Television Security System - Parking Facilities Trolley Depot Fueling Station Concrete Slab Replacement Mobility Hub Design and Construction Minora Garage Design and Construction Rooftop Solar Photovoitaic (PV) Canopy at Minora Garage Miracle Mile/Giralda Streetscape Paver Maintenance Pgrm.  TOTAL PARKING IMPROVEMENT PROJECTS  Purchase of Land Fred B. Hartnett/Ponce Circle Park Phase 1/Phase 2 Ponce Circle Park Art in Public Places Acquisition Development of Neighborhood Parks Betsty Adams Park Enhancements Catalonia Park Enhancements Durango Parks Enhancements Uprango Parks Enhancements Uprango Parks Enhancements Uprango Parks Enhancements Uprango Park Enhancements Uprango Park Enhancements Salzedo Park Development Milliam and Leona Cooper and Nellie B. Moore Park Enhancements Orduna Park Enhancement Salzedo Park Development Mayor Dorothy H. Thomson Park San Sebastian Park Enhancements Man Streete-Play Street Manatee Overlook	774,183 1,346,300 1,214,927 385,865 16,101 2,358,590 19,015,842 - 497,568 25,609,376 5,599,921 534,942 - 2,601,235 35,710	3,078,193  PARKIN 386,389 2,782,202 308,149 370,245 5,200 116,405 612,194 50,000 376,782 5,007,566  PARKS & REC 5,191,651 5,298,489 2,040,000	6,069,838 IG IMPROVEM 336,149 818,976	4,075,662 ENT PROJECTS 1,160,000 887,128 250,000 420,000 250,000 2,967,128  OVEMENT PROJECTS - 100,000 149,000	13,223,693  4,488,307  558,149  4,92,325  75,543  1,107,091  703,451  50,000  10,545,535  ECTS  5,532,191  5,381,169  2,140,000  50,000  - 149,000  - 1,712,196  - 727,947	3,755,955  300,000 295,185 250,000 350,000 1,000,000 250,000	3,821,684 300,000 303,363 250,000	3,888,118 300,000 311,664 250,000	3,956,160  300,000 321,014 250,000 250,000 1,121,014	28,645,610 3,082,539 5,719,533 1,558,149 1,590,245 75,543 1,107,091 703,481 1,050,000 1,890,210 16,576,761 7,632,191 9,077,169 2,140,000 900,000 1,250,000 1	\$7,687,201  3,856,721  7,065,832  2,773,076  1,776,110  91,644  3,465,681  19,719,294  1,050,000  2,387,778  42,186,136  13,232,112  9,612,111  2,140,000  702,888  774,123  149,000  1,376,900  1,374,906  516,500  1,393,849  1,365,500  200,000  200,000
53 54 55 56 57 58 59 60 64 65 66 68 69 70 71 72 73 74 75 76 77 78 80 81	Upgrades/Improvements To City Garages Upgrades/Improvements To City Farking Lots Installation of Multi-Space Pay Stations Installation Closed Circuit Television Security System - Parking Facilities Trolley Depot Fueling Station Concrete Slab Replacement Mobility Hub Design and Construction Minora Garage Design and Construction Rooftop Solar Photovoltaic (PV) Canopy at Minora Garage Miracle Mile/Giralda Streetscape Paver Maintenance Pgrm. TOTAL PARKING IMPROVEMENT PROJECTS  Purchase of Land Fred B. Hartnett/Ponce Circle Park Phase 1/Phase 2 Ponce Circle Park Art in Public Places Acquisition Development of Neighborhood Parks Betsy Adams Park Enhancements Catalonia Park Enhancements Durango Parks Enhancements Durango Parks Enhancements Hammocks Oaks Park Merrick Park Improvements William and Leona Cooper and Neilie B. Moore Park Enhancements Salzedo Park Development Mayor Dorothy H. Thomson Park San Sebastian Park Enhancements Mar Street-Play Street Manataee Overlook Citywide Pickleball Court Installation Plan	774,183 1,346,300 1,214,927 385,865 16,101 2,358,590 19,015,842 - 497,568 25,609,376 5,599,921 534,942 - 2,601,235 35,710	3,078,193  PARKIN 386,389 2,782,202 308,149 370,245 5,200 116,405 612,194 50,000 376,782 5,007,566 PARKS & REC 5,191,651 5,298,489 2,040,000 681,052	6,069,838 IG IMPROVEM 336,149 818,976	4,075,662 ENT PROJECTS 1,160,000 887,128 250,000 420,000 250,000 2,967,128 OVEMENT PRO - 100,000	13,223,693  4,488,307  558,149  790,245  75,543  1,107,091  703,451  50,000  890,210  10,545,535  EECTS  5,632,191  5,381,169  2,140,000  -  -  149,000  1,712,196  -  1,712,196	3,755,955  300,000 295,185 250,000 350,000 1,000,000 250,000 2,445,185  500,000	3,821,684 300,000 303,363 250,000 250,000 250,000 1,353,363 500,000 3,696,000	3,888,118 300,000 311,664 250,000	3,956,160  300,000 321,014 250,000 250,000 1,121,014	28,645,610 3,082,539 5,719,533 1,558,149 1,390,245 7,5543 1,107,091 7,03,451 1,050,000 1,890,210 16,576,761 7,632,191 9,077,169 9,077,169 9,077,169 1,712,196 1,712,19	\$7,687,201  3,856,721  7,065,832  2,773,076  1,776,110  91,644  3,465,681  1,971,924  1,050,000  2,387,778  42,186,136  13,232,112  9,612,111  2,140,000  702,888  774,123  1,350,000  1,747,906  1,333,849  1,365,168  616,500  200,000  200,000  2,375,945
53 54 55 56 57 58 59 60 64 65 66 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82	Upgrades/Improvements To City Garages Upgrades/Improvements To City Garages Upgrades/Improvements To City Parking Lots Installation Good Circuit Television Security System - Parking Facilities Trolley Depot Fueling Station Concrete Slab Replacement Mobility Hub Design and Construction Minorca Garage Design and Construction Minorca Garage Design and Construction Miracle Mile/Giralda Streetscape Paver Maintenance Pgrm.  TOTAL PARKING IMPROVEMENT PROJECTS  Purchase of Land Fred B. Hartnett/Ponce Circle Park Phase 1/Phase 2 Ponce Circle Park Art in Public Places Acquisition Development of Neighborhood Parks Betsy Adams Park Enhancements Catalonia Park Enhancements Uprago Parks Enhancements Uprago Parks Enhancements Werlick Park Improvements Werlick Park Improvements Werlick Park Improvements William and Leona Cooper and Nellie B. Moore Park Enhancements Orduna Park Enhancement Salzedo Park Development Mayor Dorothy H. Thomson Park San Sebastian Park Enhancements Mar Street-Play Street Manatee Overlook Citywide Pickleball Court Installation Plan Coral Bay Park Renovation & Enhancement	774,183 1,346,300 1,214,927 385,865 16,101 2,358,590 19,015,842 - 497,568 25,609,376 5,599,921 534,942 - 2,601,235 35,710	3,078,193  PARKIN 386,389 2,782,202 308,149 370,245 5,200 116,405 612,194 50,000 376,782 5,007,566  PARKS & REC 5,191,651 5,298,489 2,040,000	6,069,838 IG IMPROVEM 336,149 818,976	4,075,662 ENT PROJECTS 1,160,000 887,128 250,000 420,000 250,000 2,967,128 OVEMENT PROJECTS 100,000 149,000 149,000 1,300,000 - 1,300,000	13,223,693  1,882,539  4,488,307  558,149  790,245  75,543  1,107,091  703,451  50,000  890,210  10,545,535  ECTS  5,532,191  5,381,169  2,140,000  -  149,000  -  1,712,196  -  727,947  -  1,775,945	3,755,955  300,000 295,185 250,000 350,000 - 1,000,000 2,445,185  500,000	3,821,684 300,000 303,363 250,000	3,888,118  300,000 311,664 250,000 250,000 1,111,664 500,000	3,956,160  300,000 321,014 250,000 250,000 1,121,014	28,645,610 3,082,539 5,719,533 1,558,149 1,558,149 1,570,543 1,107,091 7,03,491 1,6596,761 7,652,191 2,140,000 90,000 90,000 1,350,000 1,350,000 1,350,000 1,350,000 1,350,000 1,350,000 1,350,000 1,350,000 2,375,947 616,500 200,000 200,000 20,375,945	57,687,201  3,856,721  7,065,832  2,773,076  1,776,110  91,644  3,465,681  19,719,294  1,050,000  2,387,778  42,186,136  13,232,112  9,612,111  2,140,000  702,888  774,123  149,000  1,747,906  516,500  200,000  200,000  23,75,945  4,305,123
53 54 55 56 57 58 59 60 64 65 66 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83	Upgrades/Improvements To City Garages Upgrades/Improvements To City Farking Lots Installation of Multi-Space Pay Stations Installation of Good Circuit Television Security System - Parking Facilities Trolley Depot Fueling Station Concrete Slab Replacement Mobility Hub Design and Construction Minora Garage Design and Construction Rooftop Solar Photovoitaic (PV) Canopy at Minora Garage Miracle Mile/Giralda Streetscape Paver Maintenance Pgrm. TOTAL PARKING IMPROVEMENT PROJECTS  Purchase of Land Fred B. Hartnett/Ponce Circle Park Phase 1/Phase 2 Ponce Circle Park Art in Public Places Acquisition Development of Neighborhood Parks Betsy Adams Park Enhancements Catalonia Park Enhancements Durango Parks Enhancements Uprango Parks Enhancements Uprango Parks Enhancements Uprango Parks Enhancements Uprango Parks Enhancements Orduna Park Enhancement Salzedo Park Development Milliam and Leona Cooper and Nellie B. Moore Park Enhancements Orduna Park Enhancement Salzedo Park Development Mayor Dorothy H. Thomson Park San Sebastian Park Enhancements Mar Street-Play Street Manastee Overlook Citywide Pickleball Court Installation Plan Coral Bay Park Renovation & Enhancement North Entrance Park Development	774,183 1,346,300 1,214,927 385,865 16,101 2,358,590 19,015,842 - 497,568 25,609,376 5,599,921 534,942 - 2,601,235 35,710	3,078,193  PARKIN 386,389 2,782,202 308,149 370,245 5,200 116,405 612,194 50,000 376,782 5,007,566  PARKS & REC 5,191,651 5,298,489 2,040,000	6,069,838 GI IMPROVEM 336,149 818,976	4,075,662 ENT PROJECTS 1,160,000 887,128 250,000 420,000 250,000 2,967,128  OVEMENT PROJECTS - 100,000 149,000	13,223,693  4,488,307  558,149  4,790,245  75,543  1,107,091  703,451  50,000  10,545,535  ECTS  5,632,191  5,381,169  2,140,000  50,000  -  149,000  -  1,712,196  -  1,775,945  -  107,5945	3,755,955  300,000 295,185 250,000 350,000 1,000,000 2,445,185  500,000	3,821,684 300,000 303,363 250,000 250,000 250,000 1,353,363 500,000 3,696,000	3,888,118 300,000 311,664 250,000	3,956,160  300,000 321,014 250,000 250,000 1,121,014	28,645,610 3,082,539 5,719,533 1,558,149 1,590,245 75,543 1,107,091 703,481 1,050,000 1,890,210 16,576,761 2,140,000 50,000 702,888 774,123 149,000 1,712,196 516,500 1,393,849 516,500 200,000 200,000 200,000 22,375,945 4,305,123	57,687,201  3,856,721  7,065,832  2,773,076  1,776,110  91,644  3,465,681  1,976,124  1,050,000  2,387,778  42,186,136  13,232,112  2,140,000  2,651,235  900,000  702,888  774,123  149,000  1,350,000  1,374,700  1,374,700  1,374,700  2,651,355  616,500  200,000  200,000  200,000  2,375,945
53 54 55 56 57 58 59 60 64 65 66 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83	Upgrades/Improvements To City Garages Upgrades/Improvements To City Garages Upgrades/Improvements To City Parking Lots Installation Good Circuit Television Security System - Parking Facilities Trolley Depot Fueling Station Concrete Slab Replacement Mobility Hub Design and Construction Minorca Garage Design and Construction Minorca Garage Design and Construction Miracle Mile/Giralda Streetscape Paver Maintenance Pgrm.  TOTAL PARKING IMPROVEMENT PROJECTS  Purchase of Land Fred B. Hartnett/Ponce Circle Park Phase 1/Phase 2 Ponce Circle Park Art in Public Places Acquisition Development of Neighborhood Parks Betsy Adams Park Enhancements Catalonia Park Enhancements Uprago Parks Enhancements Uprago Parks Enhancements Werlick Park Improvements Werlick Park Improvements Werlick Park Improvements William and Leona Cooper and Nellie B. Moore Park Enhancements Orduna Park Enhancement Salzedo Park Development Mayor Dorothy H. Thomson Park San Sebastian Park Enhancements Mar Street-Play Street Manatee Overlook Citywide Pickleball Court Installation Plan Coral Bay Park Renovation & Enhancement	774,183 1,346,300 1,214,927 385,865 16,101 2,358,590 19,015,842 - 497,568 25,609,376 5,599,921 534,942	3,078,193  PARKIN 386,389 2,782,202 308,149 370,245 5,200 116,405 612,194 50,000 376,782 5,007,566  PARKS & REC 5,191,651 5,298,489 2,040,000	6,069,838 GIMPROVEM 336,149 818,976	4,075,662 ENT PROJECTS 1,160,000 887,128 250,000 420,000 250,000 2,967,128  OVEMENT PROJECTS 100,000 1149,000 1149,000 1,300,000 1,300,000	13,223,693  1,822,539  4,488,307  558,149  790,245  75,543  1,107,091  703,451  50,000  10,545,533  ECTS  5,632,191  2,140,000  - 147,121,196  - 1,712,196  - 1,772,947  - 1,775,945  - 107,500  937,125	3,755,955  300,000 295,185 250,000 350,000 1,000,000 2,445,185  500,000	3,821,684 300,000 303,363 250,000	3,888,118 300,000 311,664 250,000 250,000 1,111,664 500,000	3,956,160  300,000 321,014 250,000 250,000 1,121,014 500,000	28,645,610 3,082,539 5,719,533 1,558,149 1,590,245 75,543 1,107,091 703,481 1,050,000 16,576,761 7,621,91 2,140,000 50,000 900,000 702,888 774,123 149,000 1,350,000 1,353,000 1,373,949 774,123 149,000 2,275,945 4,305,123 1,100,159 2,447,077	57,687,201  3,856,721  7,065,832  2,773,076  1,776,110  91,644  3,465,681  19,719,244  1,050,000  2,387,778  42,186,136  13,232,112  9,612,111  2,140,000  702,888  13,322,112  149,000  1,350,000  1,376,74,123  149,000  1,376,74,123  149,000  2,375,945  616,500  200,000  23,75,945  4,305,123  1,100,159  2,447,077  4,294,973
53 54 55 55 56 57 58 60 60 64 65 66 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86	Upgrades/Improvements To City Garages Upgrades/Improvements To City Parking Lots Installation of Multi-Space Pay Stations Installation of Good Circuit Television Security System - Parking Facilities Trolley Depot Fueling Station Concrete Slab Replacement Mobility Hub Design and Construction Minora Garage Design and Construction Rooftop Solar Photovoitalc (PV) Canopy at Minorac Garage Miracle Mile/Giralda Streetscape Paver Maintenance Pgrm.  TOTAL PARKING IMPROVEMENT PROJECTS  Purchase of Land Fred B. Hartnett/Ponce Circle Park Phase 1/Phase 2 Ponce Circle Park Art in Public Places Acquisition Development of Neighborhood Parks Betsy Adams Park Enhancements Catalonia Park Enhancements Durango Parks Enhancements Uarnago Parks Enhancements Hammocks Oaks Park Merrick Park Improvements William and Leona Cooper and Nellie B. Moore Park Enhancements Orduna Park Enhancement Salzedo Park Development Mayor Dorothy H. Thomson Park San Sebastian Park Enhancements Mar Street-Play Street Manastee Overlook Citywide Pickleball Court Installation Plan Coral Bay Park Renovation & Enhancement North Entrance Park Development Rotary Park Enhancement Rotary Park Enhancement Parks & Recreation Major Repairs	774,183 1,346,300 1,214,927 385,865 16,101 2,358,590 19,015,842 - 497,568 25,609,376  5,599,921 534,942 - 2,601,235	3,078,193  PARKIN 386,389 2,782,202 308,149 370,245 5,200 116,405 612,194 50,000 376,782 5,007,566  PARKS & REC 5,191,651 5,298,489 2,040,000 50,000	6,069,838 GI IMPROVEM 336,149 818,976	4,075,662 ENT PROJECTS 1,160,000 887,128 250,000 420,000 250,000 2,967,128 OVEMENT PROJECTS 100,000 1149,000 - 1440,540 - 1149,000 - 1149,000 - 1149,000 - 117,500	13,223,693  4,488,307  558,149  4,588,307  558,149  790,245  5,000  10,545,535  ECTS  5,621,91  5,240,000  50,000  -  1,712,196  -  1,772,947  -  1,775,945  -  1,775,945  -  1,775,945  -  1,775,945  -  1,775,945  -  1,775,945	3,755,955  300,000 295,185 250,000 350,000 1,000,000 250,000 2,445,185  500,000	3,821,684 300,000 303,363 250,000 250,000 1,353,363 500,000 3,696,000	3,888,118 300,000 311,664 250,000 250,000 1,111,664  500,000	3,956,160  300,000 321,014 250,000 250,000 1,121,014  500,000	28,645,610 3,082,539 5,719,533 1,586,149 1,390,245 75,543 1,107,091 703,481 1,050,000 1,890,210 16,576,761 7,632,191 2,140,000 702,888 774,123 149,000 1,712,196 5,100,000 1,712,196 616,500 200,000 2,375,945 4,305,123 1,100,159 2,447,077 4,2447,077 4,2447,077	57,687,201  3,856,721  7,065,832  2,773,076  1,776,110  91,644  3,465,681  1,971,924  1,050,000  2,387,778  42,186,136  13,232,112  2,140,000  702,888  774,123  149,000  1,747,906  516,500  1,393,849  1,365,168  616,500  200,000  200,000  2,375,945  4,305,123  1,100,152  1,100,152  2,447,077  4,294,973  13,398,957
53 54 55 55 56 57 58 59 60 64 65 66 68 69 70 71 72 73 74 75 76 77 78 80 81 82 83 84 85 86 89	Upgrades/Improvements To City Garages Upgrades/Improvements To City Garages Upgrades/Improvements To City Parking Lots Installation of Multi-Space Pay Stations Installation of Good Circuit Television Security System - Parking Facilities Trolley Depot Fueling Station Concrete Slab Replacement Mobility Hub Design and Construction Minorca Garage Design and Construction Minorca Garage Design and Construction Minorca Garage Design and Construction Miracle Mile/Giralda Streetscape Paver Maintenance Pgrm.  TOTAL PARKING IMPROVEMENT PROJECTS  Purchase of Land Fred B. Hartnett/Ponce Circle Park Phase 1/Phase 2 Ponce Circle Park Art in Public Places Acquisition Development of Neighborhood Parks Betsy Adams Park Enhancements Qurango Parks Enhancements Uprango Parks Enhancements William and Leona Cooper and Nellie B. Moore Park Enhancements William and Leona Cooper and Nellie B. Moore Park Enhancements Orduna Park Enhancement Salzedo Park Development Mayor Dorothy H. Thomson Park San Sebastian Park Enhancements Mar Street-Play Street Manatee Overlook Citywide Pickleball Court Installation Plan Coral Bay Park Renovation & Enhancement North Entrance Park Development North Entrance Park Development North Entrance Park Development The James and Sallye Jude Park Renovation and Enhancement The James and Sallye Jude Park Renovation and Enhancement Parks & Recreation Major Repairs	774,183  1,346,300  1,214,927  385,865  16,101  2,358,590  19,015,842  - 497,568  25,609,376  5,599,921  534,942  - 2,601,235	3,078,193  PARKI 386,389 2,782,202 308,149 370,245 5,200 116,405 612,194 50,000 376,782 5,007,566 PARKS & REC 5,191,651 5,298,489 2,040,000	6,069,838 GIMPROVEM 336,149 336,149 818,976	4,075,662 ENT PROJECTS 1,160,000 887,128 250,000 420,000 250,000 2,967,128  OVEMENT PROJECTS 100,000 1149,000 1149,000 1,300,000 1,300,000	13,223,693  1,882,539  4,488,307  558,149  790,245  75,543  1,107,931  703,451  50,000  890,210  10,545,553  ECTS  5,532,191  5,381,169  2,140,000  -  1,712,196  -  1,712,196  -  1,775,945  -  107,500  937,125  -  2,700,333  2,700,333	3,755,955  300,000 295,185 250,000 350,000 1,000,000 2,445,185  500,000	3,821,684 300,000 303,363 250,000	3,888,118 300,000 311,664 250,000 250,000 1,111,664 500,000	3,956,160  300,000 321,014 250,000 250,000 1,121,014 500,000	28,645,610 3,082,539 5,719,533 1,558,149 1,570,543 1,107,091 703,481 1,900,210 16,576,761 9,077,169 900,000 900,000 702,888 774,123 1,49,000 1,1350,000 1,1350,000 200,000 200,000 200,000 200,000 200,000 200,000 21,375,945 4,365,123 1,100,159 2,444/,077 4,244/,973 4,244/,973	57,687,201  3,856,721  7,065,832 2,773,076 1,776,110 91,644 3,465,681 19,719,294 1,050,000 2,387,778 42,186,136  13,232,112 2,140,000 702,888 774,123 149,000 1,747,906 516,500 200,000 200,000 203,754,64 616,500 200,000 203,759,45 4,105,123 1,100,159 2,447,077 4,294,973 13,398,957
53 54 55 55 56 57 58 59 60 60 64 65 66 68 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86 89 91	Upgrades/Improvements To City Garages Upgrades/Improvements To City Garages Upgrades/Improvements To City Parking Lots Installation of Multi-Space Pay Stations Installation Good Circuit Television Security System - Parking Facilities Trolley Depot Fueling Station Concrete Slab Replacement Mobility Hub Design and Construction Minorca Garage Design and Construction Rooftop Solar Photovoitaic (PV) Canopy at Minorca Garage Miracle Mile/Giralda Streetscape Paver Maintenance Pgrm.  TOTAL PARKING IMPROVEMENT PROJECTS  Purchase of Land Fred B. Hartnett/Ponce Circle Park Phase 1/Phase 2 Ponce Circle Park Art in Public Places Acquisition Development of Neighborhood Parks Betsty Adams Park Enhancements Catalonia Park Enhancements Durango Parks Enhancements Uprango Parks Enhancements Umrango Parks Enhancements Orduna Park Enhancement Salzedo Park Development Mayor Dorothy H. Thomson Park San Sebastian Park Enhancements Mar Street-Play Street Manatee Overlook Citywide Pickleball Court Installation Plan Coral Bay Park Renovation & Enhancement North Entrance Park Development North Ent	774,183 1,346,300 1,214,927 385,865 16,101 2,358,590 19,015,842 - 497,568 25,609,376  5,599,921 534,942 - 2,601,235	3,078,193  PARKIN 386,389 2,782,202 308,149 370,245 5,200 116,405 612,194 50,000 376,782 5,007,566  PARKS & REC 5,191,651 5,298,489 2,040,000	6,069,838 GIMPROVEM 336,149 818,976	4,075,662 ENT PROJECTS 1,160,000 887,128 250,000 420,000 250,000 2,967,128  OVEMENT PROJECTS 100,000 1149,000 149,000 - 1,300,000 - 1,300,000 1,300,000 1,300,000 1,300,000	13,223,693  1,882,539  4,488,307  558,149  790,245  75,543  1,107,091  703,451  50,000  890,210  10,545,538  IECTS  5,632,191  5,381,169  2,140,000  -  149,000  -  1,712,196  -  1,775,945  -  1,775,945  107,500  937,125  2,200,383  2,242,439	3,755,955  300,000 295,185 250,000 350,000 1,000,000 2,445,185  500,000	3,821,684 300,000 303,363 250,000	3,888,118 300,000 311,664 250,000 250,000 1,111,664 500,000	3,956,160  300,000 321,014 250,000 250,000 1,121,014 500,000	28,645,610 3,082,539 5,719,533 1,558,149 1,590,245 75,543 1,107,091 703,481 1,050,000 1,890,210 16,576,761 7,632,191 9,077,169 2,140,000 900,000 1,250,000 1	57,687,201  3,856,721  7,065,832  2,773,076  91,644  3,465,681  1,975,102  1,050,000  2,387,778  42,186,136  13,232,112  2,140,000  702,888  74,123  149,000  1,350,000  1,359,000  1,359,000  1,359,000  1,359,000  2,375,945  1,100,159  2,474,077  2,474,077  2,474,077  1,435,168  1,335,945  1,100,159  2,474,077  1,474,077  1,474,077  1,474,077  1,474,077  1,474,077  1,474,077  1,474,077  1,531,653
53 54 55 55 56 57 58 59 60 64 65 66 68 69 70 71 72 73 74 75 76 77 78 80 81 82 83 84 85 86 89	Upgrades/Improvements To City Garages Upgrades/Improvements To City Garages Upgrades/Improvements To City Parking Lots Installation of Multi-Space Pay Stations Installation of Good Circuit Television Security System - Parking Facilities Trolley Depot Fueling Station Concrete Slab Replacement Mobility Hub Design and Construction Minorca Garage Design and Construction Minorca Garage Design and Construction Minorca Garage Design and Construction Miracle Mile/Giralda Streetscape Paver Maintenance Pgrm.  TOTAL PARKING IMPROVEMENT PROJECTS  Purchase of Land Fred B. Hartnett/Ponce Circle Park Phase 1/Phase 2 Ponce Circle Park Art in Public Places Acquisition Development of Neighborhood Parks Betsy Adams Park Enhancements Qurango Parks Enhancements Uprango Parks Enhancements William and Leona Cooper and Nellie B. Moore Park Enhancements William and Leona Cooper and Nellie B. Moore Park Enhancements Orduna Park Enhancement Salzedo Park Development Mayor Dorothy H. Thomson Park San Sebastian Park Enhancements Mar Street-Play Street Manatee Overlook Citywide Pickleball Court Installation Plan Coral Bay Park Renovation & Enhancement North Entrance Park Development North Entrance Park Development North Entrance Park Development The James and Sallye Jude Park Renovation and Enhancement The James and Sallye Jude Park Renovation and Enhancement Parks & Recreation Major Repairs	774,183  1,346,300  1,214,927  385,865  16,101  2,358,590  19,015,842  - 497,568  25,609,376  5,599,921  534,942  - 2,601,235	3,078,193  PARKI 386,389 2,782,202 308,149 370,245 5,200 116,405 612,194 50,000 376,782 5,007,566 PARKS & REC 5,191,651 5,298,489 2,040,000	6,069,838 GIMPROVEM 336,149 336,149 818,976	4,075,662 ENT PROJECTS 1,160,000 887,128 250,000 420,000 250,000 2,967,128 OVEMENT PROJECTS 100,000 1149,000 - 1440,540 - 1149,000 - 1149,000 - 1149,000 - 117,500	13,223,693  1,882,539  4,488,307  558,149  790,245  75,543  1,107,931  703,451  50,000  890,210  10,545,553  ECTS  5,532,191  5,381,169  2,140,000  -  1,712,196  -  1,712,196  -  1,775,945  -  107,500  937,125  -  2,700,333  2,700,333	3,755,955  300,000 295,185 250,000 350,000 1,000,000 250,000 2,445,185  500,000	3,821,684 300,000 303,363 250,000 250,000 1,353,363 500,000 3,696,000	3,888,118 300,000 311,664 250,000 250,000 1,111,664  500,000	3,956,160  300,000 321,014 250,000 250,000 1,121,014  500,000	28,645,610 3,082,539 5,719,533 1,558,149 1,570,543 1,107,091 703,481 1,900,210 16,576,761 9,077,169 900,000 900,000 702,888 774,123 1,49,000 1,1350,000 1,1350,000 200,000 200,000 200,000 200,000 200,000 200,000 21,375,945 4,365,123 1,100,159 2,444/,077 4,244/,973 4,244/,973	57,687,201  3,856,721  7,055,832  2,773,076  1,775,179  91,644  3,465,681  91,640  1,9719,294  1,050,000  2,387,778  42,186,136  42,186,136  42,186,136  1,323,112  9612,111  2,140,000  702,888  774,123  1,479,006  1,550,000  1,350,000  200,000  200,000  203,794,945  1,365,168  615,500  200,000  200,000  203,794,945  4,305,123  1,100,159  2,447,077  4,249,973  4,249,973  4,249,973  4,249,973  4,249,973  4,249,973  4,249,973
53 54 55 56 57 58 59 60 64 65 66 68 69 70 71 72 73 74 75 76 80 81 82 83 84 85 86 89 91 92 93 94	Upgrades/Improvements To City Garages Upgrades/Improvements To City Farking Lots Installation of Multi-Space Pay Stations Installation of Good Circuit Television Security System - Parking Facilities Trolley Depot Fueling Station Concrete Slab Replacement Mobility Hub Design and Construction Minora Garage Design and Construction Rooftop Solar Photovoitalc (PV) Canopy at Minorca Garage Miracle Mile/Giralda Streetscape Paver Maintenance Pgrm.  TOTAL PARKING IMPROVEMENT PROJECTS  Purchase of Land Fred B. Hartnett/Ponce Circle Park Phase 1/Phase 2 Ponce Circle Park Art in Public Places Acquisition Development of Neighborhood Parks Betsy Adams Park Enhancements Catalonia Park Enhancements Uprango Parks Enhancements Uprango Parks Enhancements Uprango Parks Enhancements Uprango Parks Enhancements Orduna Park Enhancement Salzedo Park Development Mayor Dorothy H. Thomson Park San Sebastian Park Enhancements Mar Street-Play Street Manatee Overlook Citywide Pickleball Court Installation Plan Coral Bay Park Renovation & Enhancement North Entrance Park Development North Entrance Park Development Rotary Park Enhancement North Entrance Park Development North Entrance Park Development Rotary Park Enhancement North Entrance Park Development North Entrance Park Development Rotary Park Enhancement North Entrance Park Development Rotary Park Enhancement North Entrance Park Development Rotary Park Enhancement Upraks & Recreation Major Repairs Coral Gables Courty Club Improvements Granada Golf Course Improvements Granada Golf Course Improvements Vouth Center Improvements	774,183 1,346,300 1,214,927 385,865 16,101 2,358,590 19,015,842 - 497,568 25,609,376  5,599,921 534,942 - 2,601,235	3,078,193  PARKIN 386,389 2,782,202 308,149 370,245 5,200 116,405 612,194 50,000 376,782 5,007,566  PARKS & REC 5,191,651 5,298,489 2,040,000	6,069,838 GIMPROVEM 336,149 818,976	4,075,662 ENT PROJECTS 1,160,000 887,128 250,000 420,000 250,000 40,000 40,000 - 100,000 - 1149,000 - 1149,000 - 1149,000 - 1149,000 - 117,500 - 175,000 851,451	13,223,693  4,488,307  558,149  4,92,636  75,543  1,107,091  703,451  50,000  10,545,535  ECTS  5,632,191  5,381,169  2,140,000  -  149,000  -  1,712,196  -  1,775,945  -  107,500  937,125  2,700,393  2,424,459  9,208  2,110,142  1,122,5076	3,755,955  300,000 295,185 250,000 350,000 1,000,000 250,000 2,445,185  500,000	3,821,684 300,000 303,363 250,000 250,000 1,353,363 500,000 3,696,000	3,888,118 300,000 311,664 250,000	3,956,160  300,000 321,014 250,000 250,000 1,121,014 500,000	28,645,610 3,082,539 5,719,533 1,558,149 1,590,245 75,543 1,107,091 703,481 1,050,000 1,890,210 16,576,761 7,632,191 9,077,169 2,140,000 702,888 774,123 149,000 1,350	57,687,201  3,856,721  7,065,832  2,773,076  91,644  3,465,681  1,975,110  1,050,000  2,387,778  42,185,132  13,232,112  2,140,000  702,888  702,888  13,232,132  140,000  1,350,000  1,350,000  1,350,000  1,379,046  11,379,369  200,000  200,000  23,75,945  14,100,139  24,470,973  14,289,01  1,335,186  1,100,139  1,163,165  1,163,
53 54 55 55 56 57 58 59 60 64 65 66 68 69 70 71 72 73 74 75 76 77 78 80 81 82 83 84 89 91 92 93	Upgrades/Improvements To City Garages Upgrades/Improvements To City Parking Lots Installation of Multi-Space Pay Stations Installation Glosed Circuit Television Security System - Parking Facilities Troiley Depot Fueling Station Concrete Slab Replacement Mobility Hub Design and Construction Minora Garage Design and Construction Rooftop Solar Photovoltaic (PV) Canopy at Minorca Garage Minacle Mile/Giralda Streetscape Paver Maintenance Pgrm.  TOTAL PARKING IMPROVEMENT PROJECTS  Purchase of Land Pred B. Hartnett/Ponce Circle Park Phase 1/Phase 2 Ponce Circle Park Art in Public Places Acquisition Development of Neighborhood Parks Betsy Adams Park Enhancements Catalonia Park Enhancements Durango Parks Enhancements Hammocks Oaks Park Merrick Park Improvements William and Leona Cooper and Nellie B. Moore Park Enhancements Salzedo Park Development Mayor Dorothy H. Thomson Park San Sebastian Park Enhancements Mar Street-Play Street Manastee Overlook Citywide Picklebail Court Installation Plan Coral Bay Park Renovation & Enhancement Rotary Park Enhancement	774,183 1,346,300 1,214,927 385,865 16,101 2,358,590 19,015,842 497,568 25,609,376 5,599,921 534,942 - 2,601,235 35,710	3,078,193  PARKIN 386,389 2,782,202 308,149 370,245 5,200 116,405 612,194 50,000 376,782 5,191,651 5,298,489 2,040,000 50,000	6,069,838 GIMPROVEM 336,149 818,976	4,075,662 ENT PROJECTS 1,160,000 887,128 250,000 420,000 250,000 440,540 - 100,000 - 149,000 - 149,000 - 149,000 - 149,000 - 175,000 851,451 - 749,580 130,000 - 775,000 851,451	1,822,539 4,488,307 558,149 4,588,307 558,149 790,245 75,543 1,107,091 703,451 5,000 89,0,210 10,545,535 ECTS 5,632,191 5,381,169 2,140,000 - 1,712,196 - 1,772,947 - 1,775,945 - 107,500 937,125 - 107,500 937,125 - 2,700,393 2,424,459 98,208 2,110,142 191,897 1,255,076 5,000	3,755,955  300,000 295,185 250,000 350,000 1,000,000 250,000 2,445,185  500,000	3,821,684 300,000 303,363 250,000	3,888,118 300,000 311,664 250,000 250,000 1,111,664  500,000 1,350,000 200,000 1,710,000	3,956,160  300,000 321,014 250,000	28,645,610 3,082,539 5,719,533 1,558,149 1,390,245 7,554,31 1,107,091 7,03,451 1,050,000 1,890,210 16,576,761 7,632,191 9,000 900,000 702,888 774,123 149,000 1,712,196 516,500 200,000 2,375,943 616,500 200,000 2,375,945 4,205,123 1,100,139 2,447,077 4,294,973 5,710,100 1,100,139 1,100,	57,687,201  3,856,721  7,065,832  2,773,076  1,776,1104  3,465,681  19,1544  1,050,000  2,387,778  42,186,136  13,232,112  9,612,111  13,232,112  9,612,111  13,232,112  14,9,000  702,888  774,123  149,010  1,747,906  1,350,000  2,075,945  4,105,139  2,447,077  4,249,973  1,100,139  2,447,077  4,249,973  1,531,65,168  615,500
53 54 55 55 56 57 58 59 60 64 65 66 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 89 91 91 92 93 94 94 95 96 96 97 97 98 98 99 99 99 99 99 99 99 99	Upgrades/Improvements To City Garages Upgrades/Improvements To City Garages Upgrades/Improvements To City Parking Lots Installation of Multi-Space Pay Stations Installation of Good Circuit Television Security System - Parking Facilities Trolley Depot Fueling Station Concrete Slab Replacement Mobility Hub Design and Construction Minorca Garage Design and Construction Rooftop Solar Photovoitaic (Pv) Canopy at Minorca Garage Miracle Mile/Giralda Streetscape Paver Maintenance Pgrm.  TOTAL PARKING IMPROVEMENT PROJECTS  Purchase of Land Fred B. Hartnett/Ponce Circle Park Phase 1/Phase 2 Ponce Circle Park Art in Public Places Acquisition Development of Neighborhood Parks Betsy Adams Park Enhancements Catalonia Park Enhancements Durango Parks Enhancements Hammocks Oaks Park Merrick Park Improvements William and Leona Cooper and Nellie B. Moore Park Enhancements Orduna Park Enhancement Salzedo Park Development Mayor Dorothy H. Thomson Park San Sebastian Park Enhancements Mar Street-Play Street Manatee Overlook Citywide Picklebail Court Installation Plan Corral Bay Park Renovation & Enhancement North Entrance Park Development Rotary Park Enhancement The James and Sallye Jude Park Renovation and Enhancement Parks & Recreation Major Repairs Corral Gables Courty Club Improvements Granada Golf Course Improvements Salvadore Park Improvements Salvadore Park Improvements Solvadore Park Improvements	774,183 1,346,300 1,214,927 385,865 16,101 2,358,590 19,015,842 - 497,568 25,609,376  5,599,921 534,942	3,078,193  PARKIN 386,389 2,782,202 308,149 370,245 5,200 116,405 612,194 50,000 376,782 5,007,566  PARKS & REC 5,191,651 5,298,489 2,040,000 50,000	6,069,838 GIMPROVEM 336,149 336,149 818,976	4,075,662 ENT PROJECTS 1,160,000 887,128 250,000 420,000 250,000 2,967,128  OVEMENT PROJECTS 149,000 149,000 149,000 1,300,000 1,300,000 1,300,000	13,223,693  4,488,307  558,149  4,988,307  558,149  790,245  703,451  50,000  10,545,533  ECTS  5,632,191  2,140,000  1,772,947	3,755,955  300,000 295,185 250,000 350,000 1,000,000 250,000 2,445,185  500,000	3,821,684 300,000 303,363 250,000	3,888,118 300,000 311,664 250,000 250,000 1,111,664  500,000 1,350,000 200,000 1,710,000	3,956,160  300,000 321,014 250,000	28,645,610 3,082,539 5,719,533 1,558,149 1,590,245 75,543 1,107,091 703,481 1,050,000 16,576,761 1,590,270 16,576,761 1,590,270 1,210,000 1,235	57,687,201  3,856,721  7,065,832  2,773,076  91,644  3,465,681  19,719,294  1,050,000  2,387,778  42,185,135  42,140,000  702,888  774,123  149,000  1,390,000  1,393,849  1,365,185  1,375,110  1,375,945  1,375,945  1,375,945  1,335,338,395  1,335,338,3957  1,331,655  1,336,539  1,429,697  1,429,697  1,331,655  1,331,655  1,331,657
53 54 55 55 56 57 58 59 60 64 65 66 68 69 70 71 72 73 74 75 76 77 78 80 81 82 83 84 89 91 92 93	Upgrades/Improvements To City Garages Upgrades/Improvements To City Parking Lots Installation of Multi-Space Pay Stations Installation Glosed Circuit Television Security System - Parking Facilities Troiley Depot Fueling Station Concrete Slab Replacement Mobility Hub Design and Construction Minora Garage Design and Construction Rooftop Solar Photovoltaic (PV) Canopy at Minorca Garage Minacle Mile/Giralda Streetscape Paver Maintenance Pgrm.  TOTAL PARKING IMPROVEMENT PROJECTS  Purchase of Land Pred B. Hartnett/Ponce Circle Park Phase 1/Phase 2 Ponce Circle Park Art in Public Places Acquisition Development of Neighborhood Parks Betsy Adams Park Enhancements Catalonia Park Enhancements Durango Parks Enhancements Hammocks Oaks Park Merrick Park Improvements William and Leona Cooper and Nellie B. Moore Park Enhancements Salzedo Park Development Mayor Dorothy H. Thomson Park San Sebastian Park Enhancements Mar Street-Play Street Manastee Overlook Citywide Picklebail Court Installation Plan Coral Bay Park Renovation & Enhancement Rotary Park Enhancement	774,183 1,346,300 1,214,927 385,865 16,101 2,358,590 19,015,842 497,568 25,609,376 5,599,921 534,942 - 2,601,235 35,710	3,078,193  PARKIN 386,389 2,782,202 308,149 370,245 5,200 116,405 612,194 50,000 376,782 5,191,651 5,298,489 2,040,000 50,000	6,069,838 GIMPROVEM 336,149 818,976	4,075,662 ENT PROJECTS 1,160,000 887,128 250,000 420,000 250,000 440,540 - 100,000 - 149,000 - 149,000 - 149,000 - 149,000 - 175,000 851,451 - 749,580 130,000 - 775,000 851,451	1,822,539 4,488,307 558,149 4,588,307 558,149 790,245 75,543 1,107,091 703,451 5,000 89,0,210 10,545,535 ECTS 5,632,191 5,381,169 2,140,000 - 1,712,196 - 1,772,947 - 1,775,945 - 107,500 937,125 - 107,500 937,125 - 2,700,393 2,424,459 98,208 2,110,142 191,897 1,255,076 5,000	3,755,955  300,000 295,185 250,000 350,000 1,000,000 250,000 2,445,185  500,000	3,821,684 300,000 303,363 250,000	3,888,118 300,000 311,664 250,000 250,000 1,111,664  500,000 1,350,000 200,000 1,710,000	3,956,160  300,000 321,014 250,000	28,645,610 3,082,539 5,719,533 1,558,149 1,390,245 7,554,31 1,107,091 7,03,451 1,050,000 1,890,210 16,576,761 7,632,191 9,000 900,000 702,888 774,123 149,000 1,712,196 516,500 200,000 2,375,943 616,500 200,000 2,375,945 4,205,123 1,100,139 2,447,077 4,294,973 5,710,100 1,100,139 1,100,	57,687,201  3,856,721  7,065,832  2,773,076  1,776,110  91,644  3,465,681  1,951,924  1,050,000  2,387,778  42,186,136  13,232,112  9,612,111  2,140,000  702,888  774,123  1,393,897  1,393,897  1,393,899  2,000,000  2,375,945  4,105,139  2,447,077  4,294,973  1,531,65,168  615,500  20,0000  2,375,945  4,305,123  1,100,139  2,447,077  4,294,973  1,531,65,316  3,365,493  5,966,316
53 54 55 56 60 66 66 68 69 70 71 72 73 74 75 76 77 78 80 81 82 83 84 85 89 91 92 93 94 95 99 99	Upgrades/Improvements To City Garages Upgrades/Improvements To City Garages Upgrades/Improvements To City Parking Lots Installation of Multi-Space Pay Stations Installation of Good Circuit Television Security System - Parking Facilities Trolley Depot Fueling Station Concrete Slab Replacement Mobility Hub Design and Construction Minora Garage Design and Construction Minora Garage Design and Construction Minora Garage Design and Construction Minarce Mile/Giralda Streetscape Paver Maintenance Pgrm.  TOTAL PARKING IMPROVEMENT PROJECTS  Purchase of Land Fred B. Hartnett/Ponce Circle Park Phase 1/Phase 2 Ponce Circle Park Art in Public Places Acquisition Development of Neighborhood Parks Betsy Adams Park Enhancements Catalonia Park Enhancements Durango Parks Enhancements Durango Parks Enhancements Milliam and Leona Cooper and Nellie B. Moore Park Enhancements Orduna Park Enhancement Salzedo Park Development Mayor Dorothy H. Thomson Park San Sebastian Park Enhancements Mar Street-Play Street Manatee Overlook Citywide Pickleball Court Installation Plan Coral Bay Park Renovation & Enhancement North Entrance Park Development North Entrance Pa	774,183 1,346,300 1,214,927 385,865 16,101 2,358,590 19,015,842 - 497,568 25,609,376  5,599,921 534,942 - 2,601,235	3,078,193  PARKIN 386,389 2,782,202 308,149 370,245 5,200 116,405 612,194 50,000 376,782 5,007,566  PARKS & REC 5,191,651 5,298,489 2,040,000 50,000	6,069,838 GIMPROVEM 336,149 818,976	4,075,662 ENT PROJECTS 1,160,000 887,128 250,000 420,000 250,000 2,967,128  OVEMENT PROJECTS 100,000 1149,000 1,300,000 1,300,000 1,300,000 1,300,000	13,223,693  1,822,539  4,488,307  558,149  790,245  75,543  1,107,091  703,451  50,000  890,210  10,545,533  IECTS  5,632,191  5,632,191  1,712,196  1,772,947  1,775,945  1,775,945  1,775,945  1,775,00,383  2,424,439  98,208  2,110,142  191,887  1,225,076  50,000  50,000  590,000  590,000	3,755,955  300,000 295,185 250,000 350,000 1,000,000 250,000 2,445,185  500,000	3,821,684 300,000 303,363 250,000	3,888,118 300,000 311,664 250,000 250,000 1,111,664  500,000 1,350,000 200,000 1,710,000	3,956,160  300,000 321,014 250,000	28,645,610 3,082,539 5,719,533 1,558,149 1,590,245 75,543 1,107,091 703,451 1,050,000 1,890,210 16,576,761 7,632,191 9,077,169 2,140,000 900,000 1,250,000 1	\$7,687,201  3,856,721  7,065,832  2,773,076  91,644  3,465,681  19,719,240  1,050,000  2,387,778  42,186,136  5,962,131  140,000  702,888  15,325,245  140,000  200,000  200,000  200,000  200,000  200,000  200,000  200,000  21,325,345  24,420,773  13,354,849  13,354,849  13,354,849  13,354,849  13,354,849  14,355,168  15,500  1,193,504  15,351,683  15,365,693  15,365,693  15,365,693  15,365,693  15,365,693  15,365,693  15,365,693  15,365,693  15,365,693  15,365,693  15,365,693  15,365,693
53 54 55 56 60 66 66 68 69 70 71 72 73 74 75 76 77 78 80 81 82 83 84 85 89 91 92 93 94 95 99 99	Upgrades/Improvements To City Garages Upgrades/Improvements To City Garages Upgrades/Improvements To City Parking Lots Installation of Multi-Space Pay Stations Installation of Good Circuit Television Security System - Parking Facilities Trolley Depot Fueling Station Concrete Slab Replacement Mobility Hub Design and Construction Minorca Garage Design and Construction Miracle Mile/Giralda Streetscape Paver Maintenance Pgrm.  TOTAL PARKING IMPROVEMENT PROJECTS  Purchase of Land Fred B. Hartnett/Ponce Circle Park Phase 1/Phase 2 Ponce Circle Park Art in Public Places Acquisition Development of Neighborhood Parks Betsy Adams Park Enhancements Catalonia Park Enhancements Uprango Parks Enhancements William and Leona Cooper and Nellie B. Moore Park Enhancements William and Leona Cooper and Nellie B. Moore Park Enhancements Orduna Park Enhancement Salzedo Park Development Mayor Dorothy H. Thomson Park San Sebastian Park Enhancements Mar Street-Play Street Manatee Overlook Citywide Pickleball Court Installation Plan Coral Bay Park Renovation & Enhancement North Entrance Park Development North Entrance Park Development Rotary Park Enhancement The James and Sallye Jude Park Renovation and Enhancement Parks & Recreation Major Repairs Coral Gables Course Diprovements Salvadore Park Improvements Salvadore Park Parkse 2 Ruth Bryan Owen Waterway Park Renovation	774,183 1,346,300 1,214,927 385,865 16,101 2,358,590 19,015,842 497,568 25,609,376 5,599,921 534,942 - 2,601,235	3,078,193  PARKIN 386,389 2,782,202 308,149 370,245 5,200 116,405 612,194 50,000 376,782 5,007,566  PARKS & REC 5,191,651 5,298,489 2,040,000	6,069,838 GIMPROVEM 336,149 818,976	4,075,662 ENT PROJECTS 1,160,000 887,128 250,000 420,000 250,000 440,540 - 100,000 - 149,000 - 149,000 - 149,000 - 149,000 - 175,000 851,451 - 749,580 130,000 - 775,000 851,451	13,223,693  4,488,307  558,149  4,988,307  558,149  790,245  50,000  10,545,535  ECTS  5,632,191  2,140,000  50,000  -  149,000  -  1,712,196  -  1,775,945  -  107,500  937,125  -  2,700,393  2,424,459  98,208  2,110,142  191,837  1,212,5076  50,000  709,364  2225,000	3,755,955  300,000 295,185 250,000 350,000 1,000,000 250,000 2,445,185  500,000	3,821,684 300,000 303,363 250,000 250,000 1,353,363 500,000 3,696,000	3,888,118  300,000 311,664 250,000	3,956,160  300,000 321,014 250,000	28,645,610 3,082,539 5,719,533 1,558,149 1,570,543 1,107,091 703,481 1,900,101 16,576,761 7,632,191 9,077,169 2,140,000 900,000 702,888 774,123 1,49,000 1,350,000 1,350,000 200,000 2	57,687,201  3,856,721  7,065,832  2,773,076  91,644  3,465,681  1,776,110)  1,971,974  42,186,136  42,186,136  42,186,136  42,186,136  1,323,112  9,612,111  2,140,000  702,888  774,123  1,350,000  1,350,000  200,0000  200,0000  20,00000  20,00000  20,00000  20,00000  20,00000  20,00000  20,00000  20,00000  20,00000  20,00000  20,00000  20,00000  20,00000  20,00000  20,00000  20,000000  21,100,159  23,754,945  31,338,957  13,338,957  13,336,5433  5,986,316  5,000000  1,991,604  25,0000  89,00000  89,00000000

#### CITY OF CORAL GABLES FISCAL YEAR 2026-2030 FIVE YEAR CAPITAL IMPROVEMENT PLAN PROJECT LISTING BY FISCAL YEAR

		PROJECT LISTING BY FISCAL YEAR  FIVE-YEAR ESTIMATE  FOR THE PROPERTY OF THE PR									FIVE-YEAR	TOTAL PROJ
PAGE	PROJECT	YEARS		2	025	FIVE-TEAR E	I				PROJECT	LIFE TO DATE
#	NAME	EXP	PR YR AVAIL	OPEN P.O.	NEW	TOTAL	2026	2027	2028	2029	TOTAL	EXP
				AFETY IMPROV	EMENT PROJECT			ı				
14	LPR/Speed Trailers Central & Mobile Radio System Replacement/Upgrade	81,507 6,272,948	18,493 64,055	-	100,000	118,493 64,055	100,000	50,000	50,000	50,000	368,493 64,055	450,000 6,337,003
103	Radio System Replacement Matrix	1,999,514	1,441,062	32,791	799,629	2,273,482	796,225	808,168	820,291	832,595	5,530,761	7,530,275
	Police Rifle Replacement Program	88,748	11,825	45,658	13,668	71,151	13,873	14,081	14,292	14,507	127,904	216,652
	Police Body Worn Cameras	1,548,019	426,325	13,584	743,289	1,183,198	734,138	745,150	756,327	767,671	4,186,484	5,734,503
	Police Station Gym Equipment Replacement Program  Installation of Closed Circuit Television Security System - Roadways	3,078,847	251,033	-	12,303 250,000	12,303 501,033	12,488 250,000	12,675	12,865	13,058	63,389 751,033	63,389 3,829,880
109	Construction of New Public Safety Building	68,556,233	904,080	133,777	- 230,000	1,037,857	- 230,000	-		-	1,037,857	69,594,090
110	Police Mobile Command Unit Canopy	22,261	18,689	77,450	-	96,139	-	-	-	-	96,139	118,400
	Fire Equipment Replacement Program	1,556,774	698,303	845,128	808,044	2,351,475	564,675	573,146	581,743	590,469	4,661,508	6,218,281
112 113	Fire Stations Gym Equipment Replacement Program Development of Fire House 4	7,569,707	1,120,340	3,589,890	16,000	16,000 4,710,230	16,240	16,484	16,731	16,982	82,437 4,710,230	82,437 12,279,937
	Fire Station 3 Telecom Tower Reinforcement & Enhancement	39,903	-	-	700,000	700,000	-			-	700,000	739,903
	Emergency Vehicle Response Intersection Preemption Sys.	4,357	50,000	-	-	50,000	170,000	170,000	160,000	-	550,000	554,357
116	Park AED/Camera Surveillance Installation	77,828	206,829	115,344	500,000	822,173	500,000	500,000	500,000	500,000	2,822,173	2,900,001
	TOTAL PUBLIC SAFETY IMPROVEMENT PROJECTS	90,896,646	5,211,034	4,853,622	3,942,933	14,007,589	3,157,639	2,889,704	2,912,249	2,785,282	25,752,463	116,649,109
120	Granada & Columbus Plazas Transportation Improvements	306,019	598,342	191,760	Y IMPROVEMEN	790,102	T.	I -	1,300,000	T.	2,090,102	2,396,121
121	Coral Way at Columbus Blvd Improvements	-	- 330,342	-	250,000	250,000	1,110,000	-	-		1,360,000	1,360,000
122	Installation of Bike Infrastructure	724,477	523,388	19,472	250,000	792,860	1,000,000	300,000	2,600,000	-	4,692,860	5,417,337
	Old Cutler Road Entry Feature	80,734	7,643		-	7,643	410,000	-	-	-	417,643	498,377
124 0	Citywide Alleyway Paving Improvements  ADA Improvement in the Central Business District	266,540	76,810	252,652	200,000 310,000	529,461 310,000	200,000	200,000	200,000	200,000	1,329,461 310,000	1,596,001 310,000
	New Sidewalk Installation	977,220	537,487	426,016	750,000	1,713,503	750,000	750,000	2,000,000	750,000	5,963,503	6,940,723
126	Granada Pedestrian Infrastructure Improvements	-		-	250,000	250,000	1,700,000	-	-	-	1,950,000	1,950,000
127	Sidewalk Repair/Replacement Program	6,356,819	215,667	478,516	2,000,000	2,694,183	1,000,000	1,000,000	1,000,000	1,000,000	6,694,183	13,051,002
128 129	Sidewalk Extension/Crosswalk Installation Citywide Street Resurfacing Program	2,498,372 10,247,065	46,216 1,157,181	335,108 352,994	250,000 500,000	631,324 2,010,175	250,000 1,000,000	250,000 1,000,000	250,000 1,000,000	250,000 1,000,000	1,631,324 6,010,175	4,129,696 16,257,239
130	Channel Markers Upgrade & Maintenance Program	62,317	106,093	-	-	106,093	15,000	15,000	15,000	15,000	166,093	228,410
131	Citywide Traffic Calming Program	3,777,449	2,982,123	1,861,065	875,000	5,718,188	1,000,000	1,000,000	1,000,000	1,000,000	9,718,188	13,495,637
	Bridge Repairs & Improvements	521,478	1,113,462	17,066	325,000	1,455,528 1,592,587	325,000	325,000	325,000	325,000	2,755,528	3,277,006
133	Biltmore Way Streetscape Improvements  Cartagena Circle Landscape Improvments	240,390 8,865	339,662 562	222,925	1,030,000	1,592,587					1,592,587 562	1,832,977 9,427
	De Soto Fountain Traffic Circle	20,763	500,000	-	350,000	850,000	455,000	1,805,000	-	-	3,110,000	3,130,763
	Miracle Mile Streetscape Improvements	23,077,880	257,000	23,600		280,600	30,000	30,000	30,000	30,000	400,600	23,478,480
	Giralda Avenue Tree Grate Installations	6,011,977	- 2.044.000	-	200,000	2 244 000	120,000	120,000	120,000	120,000	480,000	6,491,977
	Ponce De Leon Boulevard Streetscape Impr Phase III  Ponce De Leon Improvements (SW 8th Street to Flagler St)	327,223 264,207	2,944,900 560,603	75,191	300,000 225,000	3,244,900 860,794	400,000	400,000	5,200,000	-	3,244,900 6,860,794	3,572,123 7,125,001
	North Ponce Streetscape Planning	100,954	414,046	-	-	414,046	-	-	-	-	414,046	515,000
141	Ponce De Leon Park Improvements			-	42,000	42,000	223,930	-	-	-	265,930	265,930
142	Citywide Landscaping & Irrigation Improvements Residential Waste Pit Restoration	290,306 574,550	862,549 169,823	67,723 30,630	1,190,000	2,120,272 200,453				-	2,120,272 200,453	2,410,577 775,003
	Street Tree Succession Plan	4,720,746	196,095	-		196,095	250,000	250,000	250,000	250,000	1,196,095	5,916,841
145	LED Street Lights Conversion	200,449	162,841	86,710	-	249,551	-	-	-	-	249,551	450,000
146 147	Wayfinding and Signage Program Improvements	375,035	591,343	13,623 31,843	-	604,966	-	-	-	-	604,966	980,001
148	Street Ends Beautification  Last Mile Transit Stop Improvements	24,057 331,199	244,100 1,757,637	205		275,944 1,757,842					275,944 1,757,842	300,000 2,089,041
	Venera Neighborhood Master Planning	-	390,775		-	390,775	-	-	-	-	390,775	390,775
	Underline Improvements	6,989,525	146,500	-	-	146,500	-	-	-	-	146,500	7,136,025
151 152	Cocoplum Street Lighting Commodore Trail Rehabilitation	80,132	40,201 250,000	-	270,000	310,201 250,000	-	-	-	-	310,201 250,000	390,333 250,000
	FPL Streetlight Replacement Program	-	- 230,000	-		- 230,000	2,110,000				2,110,000	2,110,000
	TOTAL TRANSPORTATION & RIGHT OF WAY PROJECTS	69,456,748	17,193,049	4,487,099	9,367,000	31,047,148	12,348,930	7,445,000	15,290,000	4,940,000	71,071,078	140,527,822
			UTILITY REF	PAIRS/IMPROV	EMENTS PROJE	CTS						
157	Sanitary Sewer Infrastructure Matrix	5,389,575	3,068,058	374,262	1,459,320	4,901,640	1,359,320	1,259,320	1,159,320	1,159,320	9,838,920	15,228,496
	Sanitary Sewer Volume Ordinance Force Main Replacement Program	1,764,528 15,058,943	18,478 2,360,354	3,130,169	5,200,000	18,478 10,690,523	250,000	300,000	350,000	350,000	18,478 11,940,523	1,783,006 26,999,466
	Gravity Sanitary Sewer Pipe Rehabilitation	- 13,030,343	1,992,255	560,665	- 5,200,000	2,552,920	- 230,000	-	- 330,000	- 330,000	2,552,920	2,552,920
0	Coral Gables Granada Basin Sanitary Sewer Inflow and Infiltration Rehabilitation	-	-	-	500,000	500,000	-	-	-	-	500,000	500,000
161	Citywide Inflow & Infiltration Abatement	5,496,501	1,414,519	-	500,000	1,914,519	500,000	500,000	500,000	500,000	3,914,519	9,411,020
162 163	Pump Station Replacement Matrix Pump Station D Rehabilitation	2,357,882	250,000 30,840	-	200,000	450,000 30,840	250,000	300,000	350,000	350,000	1,700,000 30,840	1,700,000 2,388,722
	Pump Station Cocoplum 1 Upgrade	2,413,597	53,162	-	-	53,162		-	-	-	53,162	2,466,759
165	Pump Station City 2 Basin Gravity Sewer Impr. Phase II	3,465,431	194,196	200,044	-	394,240	-	-	-	-	394,240	3,859,671
	Pump Station Remote Monitoring	814,152	309,714	123,155	- 50.00	432,869					432,869	1,247,021
	Sanitary Sewer Electronic Atlas Update & Model Calibration Sewer Pipe Cameras	93,417 128,581	192,657 10,001	7,808 337,164	50,000 10,000	250,464 357,165	50,000 10,000	50,000 10,000	50,000 10,000	50,000 10,000	450,464 397,165	543,881 525,746
	Citywide Septic to Sewer Conversion Assessment	404,660	290,062	216,513	-	506,575	-	-	-	-	506,575	911,235
	Stormwater System Improvement Program	4,766,593	645,553	1,799,356	1,600,000	4,044,909	1,600,000	1,600,000	1,600,000	1,600,000	10,444,909	15,211,502
	Citywide/Granada Basin Drainage Improvements  Downtown Drainage Improvements	79,475 160,400	542,281 1,017,148	28,244 68,559	-	570,524 1,085,707		-	-		570,524 1,085,707	650,000 1,246,107
	Downtown Drainage Improvements  Golden Gate Drainage Improvements	79,998	- 1,017,148	63,715	400,000	463,715	500,000	-	-	-	963,715	1,043,713
174	Storm Drainage Master Plan	103,208	-	795,732	-	795,732	-	-	-	-	795,732	898,940
	Cross-Connection Removal	1,928,005	446,471		100,000	546,471	100,000	100,000	100,000	100,000	946,471	2,874,476
	Cocoplum Drainage Improvements  Canal Bank Stabilization	1,045,481 769,878	1,083,240 24,179	887,208	-	1,970,448 24,179		-	-		1,970,448 24,179	3,015,929 794,057
	Sea Level Rise Mitigation Program	187,500	26,832,252	-	5,005,000	31,837,252	5,005,000	5,005,000	5,005,000	5,005,000	51,857,252	52,044,752
179	Coral Gables Waterways Maintenance	823,538	1,697,665	89,265	-	1,786,930	-	-	-	-	1,786,930	2,610,468
180	Coruna Canal Salinity Berm Rehabilitation	-	60,000	-	-	60,000	-	-	-	-	60,000	60,000
	TOTAL UTILITY REPAIRS/IMPROVEMENTS PROJECTS	47,331,343	42,533,085	8,681,859	15,024,320	66,239,262		9,124,320	9,124,320	9,124,320	103,236,542	150,567,886
	TOTAL	\$347,081,515	\$131,641,856	\$32,451,168	\$56,105,255	\$220,198,278	\$56,689,931	\$53,248,256	\$51,013,987	\$34,672,818	\$415,823,270	\$762,904,785

# CITY OF CORAL GABLES FISCAL YEAR 2026-2030 FIVE YEAR CAPITAL IMPROVEMENT PLAN PROJECT TYPE SUMMARY BY YEAR & FUNDING SOURCE & RELATED OPERATING COST

#### PROJECT TYPE SUMMARY BY YEAR

				FIVE-YEAR	RESTIMATE				FIVE-YEAR
PROJECT		20	)25						PROJECT
NAME	PR YR AVAIL	OPEN P.O.	NEW	TOTAL	2026	2027	2028	2029	TOTAL
CAPITAL EQUIPMENT REPL/UPGRADES	\$6,389,629	\$538,748	\$3,082,796	\$10,011,174	\$3,675,941	\$3,181,376	\$3,186,892	\$3,192,492	\$23,247,874
FACILITY REPAIRS/IMPROVEMENTS	8,702,606	1,023,496	3,018,777	12,744,879	6,029,694	5,926,601	4,018,261	4,129,398	32,848,833
HISTORIC FACILITY RESTORATION	17,708,899	1,861,645	8,353,131	27,923,675	3,970,132	1,217,101	1,269,608	772,152	35,152,668
MOTOR POOL EQUIP REPL/ADDITIONS	3,078,193	6,069,838	4,075,662	13,223,693	3,755,955	3,821,684	3,888,118	3,956,160	28,645,610
PARKING IMPROVEMENTS	5,007,567	2,570,839	2,967,128	10,545,534	2,445,185	1,353,363	1,111,664	1,121,014	16,576,760
PARKS & RECREATION IMPROVEMENTS	25,817,796	2,364,025	6,273,508	34,455,328	11,682,135	18,289,107	10,212,875	4,652,000	79,291,445
PUBLIC SAFETY IMPROVEMENTS	5,211,034	4,853,622	3,942,933	14,007,589	3,157,639	2,889,704	2,912,249	2,785,282	25,752,464
TRANSPORTATION & RIGHT OF WAY	17,193,048	4,487,097	9,367,000	31,047,145	12,348,930	7,445,000	15,290,000	4,940,000	71,071,075
UTILITY REPAIR/IMPROVEMENTS	42,533,085	8,681,858	15,024,320	66,239,262	9,624,320	9,124,320	9,124,320	9,124,320	103,236,542
TOTAL	\$131,641,856	\$32,451,168	\$56,105,255	\$220,198,278	\$56,689,931	\$53,248,256	\$51,013,987	\$34,672,818	\$415,823,270

#### 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	\$21,754,061	\$-	\$-	\$173,105	\$-	\$-	\$-	\$-	\$524,099	\$-	\$796,610	\$23,247,874
FACILITY REPAIRS/IMPROVEMENTS	30,715,104	-	-	-	1,202,233	-	-	-	-	-	931,495	32,848,833
HISTORIC FACILITY RESTORATION	28,920,948	-	-	-	-	-	-	-	-	-	6,231,720	35,152,668
MOTOR POOL EQUIP REPL/ADDITIONS	150,000	-	-	-	-	600,000	-	26,762,062	-	1,133,548	-	28,645,610
PARKING IMPROVEMENTS	295,947	-	-	31,301	-	-	-	-	75,543	15,066,879	1,107,091	16,576,760
PARKS & RECREATION IMPROVEMENTS	54,226,594	6,000	-	6,021,891	15,780,337	300,000	-	-	=	-	2,956,625	79,291,445
PUBLIC SAFETY IMPROVEMENTS	24,988,652	-	-	605,481	-	-	-	-	=	-	158,330	25,752,464
TRANSPORTATION & RIGHT OF WAY	38,490,631	1,699	13,827,210	925,785	-	230,000	-	-	835,119	-	16,760,631	71,071,075
UTILITY REPAIR/IMPROVEMENTS	451,348	-	-	=	-	67,737,531	25,179,432	-	=	-	9,868,231	103,236,542
TOTAL	\$199,993,284	\$7,699	\$13,827,210	\$7,757,562	\$16,982,570	\$68,867,531	\$25,179,432	\$26,762,062	\$1,434,761	\$16,200,427	\$38,810,732	\$415,823,270

#### 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	CORAL GABLES FINANCING	FEDERAL GRANT	STATE GRANT	HISTORIC BUILDING	FIVE-YEAR PROJECT TOTAL
CAPITAL EQUIPMENT REPL/UPGRADES	\$-	\$-	\$-	\$-	\$-	\$664,699	\$-	\$-	\$131,911	\$-	\$-	\$796,610
FACILITY REPAIRS/IMPROVEMENTS	-	802,093	1	-	-	-	-	129,402	-	-	-	931,495
HISTORIC FACILITY RESTORATION	-	-	-	-	297,910	1,233,928	3,000	-	-	800,000	3,896,881	6,231,720
MOTOR POOL EQUIP REPL/ADDITIONS	-	-	-	-	-	-	-	-	-	-	-	-
PARKING IMPROVEMENTS	-		-	-	-	-	-	1,107,091	-	-	-	1,107,091
PARKS & RECREATION IMPROVEMENTS	-	-	-	_	2,650,000	-	-	-	-	306,625	-	2,956,625
PUBLIC SAFETY IMPROVEMENTS	-	-	-	-	-	78,000	-	14,703	13,058	52,569	-	158,330
TRANSPORTATION & RIGHT OF WAY	4,925,000		4,624,576	2,330,235	643,423	184,718	-	-	-	4,052,679	-	16,760,631
UTILITY REPAIR/IMPROVEMENTS	-	1	1	-	89,865	-	-	4,418,004	1,222,390	4,137,972	-	9,868,231
TOTAL	\$4,925,000	\$802,093	\$4,624,576	\$2,330,235	\$3,681,198	\$2,161,345	\$3,000	\$5,669,200	\$1,367,359	\$9,349,845	\$3,896,881	\$38,810,732

# CITY OF CORAL GABLES FISCAL YEAR 2026-2030 FIVE YEAR CAPITAL IMPROVEMENT PLAN PROJECT TYPE SUMMARY BY RELATED OPERATING COST

### **TOTAL RELATED OPERATING COST**

		FIV	/E-YEAR ESTIM/	ATE		FIVE-YEAR
EXPENSE						PROJECT
ТҮРЕ	2025	2026	2027	2028	2029	TOTAL
CAPITAL EQUIPMENT REPL/UPGRADES	\$19,000	\$19,000	\$19,000	\$19,000	\$19,000	\$95,000
PERSONNEL SERVICES	-	=	-	-	-	-
OTHER THAN PERSONNEL SERVICES	19,000	19,000	19,000	19,000	19,000	95,000
FACILITY REPAIRS/IMPROVEMENTS	50,260	6,600	6,600	6,600	6,600	76,660
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	50,260	6,600	6,600	6,600	6,600	76,660
HISTORIC FACILITY RESTORATION	31,816	31,870	31,927	115,227	115,377	326,217
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	31,816	31,870	31,927	115,227	115,377	326,217
MOTOR POOL EQUIP REPL/ADDITIONS	35,520	35,520	35,520	35,520	35,520	177,600
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	35,520	35,520	35,520	35,520	35,520	177,600
PARKING IMPROVEMENTS	247,644	252,510	257,498	262,610	267,851	1,288,113
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	247,644	252,510	257,498	262,610	267,851	1,288,113
PARKS & RECREATION IMPROVEMENTS	1,504,356	3,209,238	2,894,187	2,924,117	3,022,506	13,554,404
PERSONNEL SERVICES	834,106	1,227,488	1,256,687	1,286,617	1,348,756	5,953,654
OTHER THAN PERSONNEL SERVICES	670,250	1,981,750	1,637,500	1,637,500	1,673,750	7,600,750
PUBLIC SAFETY IMPROVEMENTS	326,289	281,896	287,644	293,535	299,573	1,488,937
PERSONNEL SERVICES	236,289	241,896	247,644	253,535	259,573	1,238,937
OTHER THAN PERSONNEL SERVICES	90,000	40,000	40,000	40,000	40,000	250,000
TRANSPORTATION & RIGHT OF WAY	(11,160)	(18,944)	(26,716)	(34,475)	(42,221)	(133,516)
PERSONNEL SERVICES	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	(11,160)	(18,944)	(26,716)	(34,475)	(42,221)	(133,516)
UTILITY REPAIR/IMPROVEMENTS	708,412	711,251	714,160	717,142	720,199	3,571,164
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
TOTAL RELATED OPERATING COST	\$2,912,137	\$4,528,941	\$4,219,820	\$4,339,276	\$4,444,405	\$20,444,579

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

#### FIVE-YEAR ESTIMATE FIVE-YEAR 2025 PROJECT PROJECT NAME PR YR AVAIL OPEN P.O. NEW TOTAL 2027 2028 2029 2026 TOTAL Artificial Turf Safety Surfacing Replacement & Additions \$400,000 \$-\$100,000 \$500,000 \$100,000 \$100,000 \$100,000 \$100,000 \$900,000 Coral Bay Playground Creation of Dog Park at Gables Station 11,248 11,248 11,248 111,957 134,478 334,478 Fitness Trails 22,521 100,000 100,000 Holiday Tree Purchase Ingraham Park Fitness Equipment 200,000 200,000 200,000 **√** Kerdyk Family Park Playground Expansion 200,000 200,000 400,000 Kerdyk Family Park Trail Renovation Lighting for Park Facilities 200,000 100,000 300,000 100,000 100,000 100,000 100,000 700,000 Lightning Protection System for Facilities 111,000 50,000 161,000 50,000 50,000 50,000 50,000 361,000 P&R Facilities Surveillance Systems 156,351 156,351 42,500 42,500 85,000 85,000 411,351 **√** Renovations 119,000 100,000 219,000 20,000 20,000 20,000 20,000 299,000 Park Furnishings 204,403 37,422 75,000 316,825 75,000 75,000 75,000 75,000 616,825 Park Facilities Furnishings - Interiors 67,958 50,000 117,958 50,000 50,000 50,000 50,000 317,958 Pierce Park Renovation **√** Resurfacing of Clay Courts **Rotary Park Improvements** Dog Park Artificial Turf Installation Shade Structure Repairs & Additions 248,044 100,000 100,000 348,044 100,000 100,000 100,000 748,044 Sunrise Harbor Playground Replacement Water Fountain Replacement 50,000 50,000 50,000 50,000 150,000 Well Identification Program 25,000 25,000 25,000 75,000 185,489 185,489 185,489 Unassigned

\$

1,764,766

160,627

\$

775,000 \$ 2,700,393

612,500 \$

562,500

955,000

880,000

5,710,393

TOTAL

<sup>✓ -</sup> Completed Project

#### CITY OF CORAL GABLES

#### **COMMUNITY RECREATION ACTIVE MAJOR REPAIR PROJECTS**

PROJECT NAME	CURRENT STATUS
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.
Holiday Tree Purchase	✓ - Purchase completed
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.
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.

<sup>✓ -</sup> Completed Project

### CITY OF CORAL GABLES BUILDING THE VEHICLE REPLACEMENT BUDGET

Based on Current Fleet Replacement Value and Useful Life from 8 to 20 Years

ANNUAL VE	HICLE REPLACEMEN	NT REQUIREM	ENTS ADJUST	ED BY ANNU	AL CPI			
	Prior Fiscal							
	Years	FY24	FY25	FY26	FY27	FY28	FY29	FY30
Vehicle Replacement Requirements	\$29,561,208	\$3,362,623	\$3,567,958	\$4,005,565	\$4,075,662	\$4,146,986	\$4,219,559	\$4,293,401
One-Time funds to cover immediate need		\$ 1,445,000						
CPI Adjustment @ 1.75%	452,458	60,835	59,911	70,097	71,324	72,572	73,842	75,135
Adjusted Vehicle Replacement Requirements	\$30,013,666	\$4,868,458	\$3,627,869	\$4,075,662	\$4,146,986	\$4,219,559	\$4,293,401	\$4,368,536

ANNUAL CALCI	JLATION OF INCE	REASE TO PRIC	OR YEAR REP	LACEMENT BU	JDGET			
	Prior Fiscal							
	Years	FY24	FY25	FY26	FY27	FY28	FY29	FY30
Vehicle Replacement Budget - Base Distributed Cost (From								
Prior Year Recurring Revenues)	\$20,201,376	\$3,362,623	\$3,567,958	\$4,005,565	\$2,552,278	\$4,146,986	\$4,219,559	\$4,293,401
Increase to Base -								
(By Elim. Lease Payments Budget)	285,000	-	-	-	-	-	-	-
Incremental Increase to Base - (From Oper. Rev.)	1,350,000	-	-	-	-	-	-	-
CPI Adjustment @1.75% - (From Oper. Rev.)	452,458	60,835	59,911	70,097	71,324	72,572	73,842	75,135
Net Increase to Prior Year Distributed Cost	1,802,458	60,835	59,911	70,097	71,324	72,572	73,842	75,135
Net Replacement Cost From Operating Revenue	22,288,834	3,423,458	3,627,869	4,075,662	2,623,603	4,219,559	4,293,401	4,368,536
% of Budget Funded by Operating Revenue	74%	70%	100%	100%	100%	100%	100%	100%
Planned Use of Motor Pool or General Fund Balance	7,724,832	1,445,000	-	-	-	-	-	_
Annual Vehicle Replacement Budget	\$30,013,666	\$4,868,458	\$3,627,869	\$4,075,662	\$2,623,603	\$4,219,559	\$4,293,401	\$4,368,536

### 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	N REQUIREN	/IENTS				
	Prior Fiscal Year	FY24	FY25	FY26	FY27	FY28	FY29	FY30
Public Art Restoration Requirements	\$51,483	\$51,803	\$52,580	\$53,369	\$54,170	\$54,982	\$55,807	\$56,644
One-Time Funds to Cover Immediate Need	377,000	-	-	-	-	-	-	-
CPI Adjustment @1.5%	320	777	789	801	813	825	837	850
Adjusted Public Art Restoration Requirements	\$428,803	\$52,580	\$53,369	\$54,170	\$54,982	\$55,807	\$56,644	\$57,494

	Prior Fi	scal							
	Years	<u> </u>	FY24	FY25	FY26	FY27	FY28	FY29	FY30
ublic Art Restoration Budget - Base Budget (From Prior Year									
ecurring Revenues)	\$-		\$-	\$-	\$-	\$-	\$-	\$-	\$-
Incremental Increase to Base - (From Oper. Revenue)	-		-	-	-	-	-	-	-
et Replacement Cost From Operating Revenue	-		-	-	-	-	-	_	-
% of Budget Funded by Operating Revenue	-	0%	0%	0%	6 0%	5 0%	0%	0%	09
CPI Adjustment @1.5% - (From Art in Public Places Reserve	e) -		777	789	801	813	825	837	850
Planned Use of Art in Public Places Reserve *	428	,803	51,803	52,580	53,369	54,170	54,982	55,807	56,644

<sup>\*</sup> Total planned use of fund balance = \$813,849 over 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

AN	NUAL IT EQUIPME	NT REPLACEN	MENT REQUIR	EMENTS				
	Prior Fiscal							
	Years	FY24	FY25	FY26	FY27	FY28	FY29	FY30
IT Equipment Replacement Requirements	\$11,470,405	\$2,118,470	\$2,258,670	\$2,788,626	\$2,788,626	\$2,788,626	\$2,788,626	\$2,788,626
One-Time funds to cover immediate need	1,046,094	-	-	-	-	-	-	-
CPI Adjustment @ 0.0% *	-	-	-	-	-	-	-	-
Adjusted I&T Equipment Replacement Requirements	\$12,516,499	\$2,118,470	\$2,258,670	\$2,788,626	\$2,788,626	\$2,788,626	\$2,788,626	\$2,788,626

ANNUAL CALCULA'	TION OF INCREA	ASE TO PREVI	OUS YEAR REI	PLACEMENT I	BUDGET			
	Prior Fiscal							
	Years	FY24	FY25	FY26	FY27	FY28	FY29	FY30
I&T Equipment Replacement Budget - Base Distributed Cost								
(From Prior Year Recurring Revenues)	\$5,071,294	\$2,118,470	\$2,258,670	\$2,788,626	\$2,788,626	\$2,788,626	\$2,788,626	\$2,788,626
Incremental Increase to Base - (From Oper. Revenue)	1,046,094	-	-	-	-	-	-	-
Net Replacement Cost From Operating Revenue	6,117,388	2,118,470	2,258,670	2,788,626	2,788,626	2,788,626	2,788,626	2,788,626
% of Budget Funded by Operating Revenue	56%	100%	100%	100%	100%	100%	100%	100%
Use of Fund Balance **	6,399,111	-	-	-	-	-	-	-
Annual I&T Equipment Replacement Budget	\$12,516,499	\$2,118,470	\$2,258,670	\$2,788,626	\$2,788,626	\$2,788,626	\$2,788,626	\$2,788,626

<sup>\*</sup> 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.

#### **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	& EQUIPMEN	T REPLACEME	NT REQUIREN	<b>MENTS</b>			
	Prior Fiscal							
	Years	FY24	FY25	FY26	FY27	FY28	FY29	FY30
P&R FAC & Equipment Replacement Requirements	\$11,787,354	\$1,810,504	\$1,827,489	\$763,547	\$603,448	\$554,187	\$940,887	\$866,995
CPI Adjustment @1.5%	115,954	25,859	27,152	11,453	9,052	8,313	14,113	13,005
Adjusted P&R FAC & Equip Replacement Requirements	\$11,903,308	\$1,836,363	\$1,854,641	\$775,000	\$612,500	\$562,500	\$955,000	\$880,000

	Prior Fiscal							
	Years	FY24	FY25	FY26	FY27	FY28	FY29	FY30
Parks & Rec. Facility & Equip. Replacement Budget - Base								
Budget (From Prior Year Recurring Revenues)	\$2,321,191	\$1,810,504	\$1,827,489	\$763,547	\$603,448	\$554,187	\$940,887	\$866,995
Incremental Increase to Base - (From Oper. Revenue)	950,000	-	-	-	-	-	-	-
CPI Adjustment @1.5% *	115,954	25,859	27,152	11,453	9,052	8,313	14,113	13,005
Net Replacement Cost From Operating Revenue	3,387,145	1,836,363	1,854,641	775,000	612,500	562,500	955,000	880,000
% of Budget Funded by Operating Revenue	28%	100%	100%	100%	100%	100%	100%	100%
Use of Fund Balance *	8,516,163	-	-	-	-	-	-	-
Annual Parks & Rec. Fac. & Equip. Replacement Budget	\$11,903,308	\$1,836,363	\$1,854,641	\$775,000	\$612,500	\$562,500	\$955,000	\$880,000

<sup>\*</sup> Total use of fund balance = \$8,516,163 over fiscal years

<sup>\*\*</sup> Total use of fund balance = \$6,399,111 over 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

А	NNUAL ROOF EQUIPN	IENT REPLA	CEMENT REQU	JIREMENTS				
	Prior Fiscal							
	Years	FY24	FY25	FY26	FY27	FY28	FY29	FY30
Roof Equipment Replacement Requirements	\$3,103,843	\$516,446	\$476,190	\$675,106	\$710,638	\$746,170	\$783,478	\$822,652
One-Time Funds to Cover Immediate Need	-	-	\$ 950,000	-	-	-	-	-
CPI Adjustment @5%	28,761	24,561	23,810	35,532	35,532	37,308	39,174	41,133
Adjusted Roof Replacement Requirements	\$3,132,604	\$541,007	\$1,450,000	\$710,638	\$746,170	\$783,478	\$822,652	\$863,785

ANNUAL CALCULA	ATION OF INCRE	ASE TO PREV	IOUS YEAR RE	PLACEMENT I	BUDGET			
	Prior Fiscal							
	Years	FY24	FY25	FY26	FY27	FY28	FY29	FY30
Roof Replacement Budget - Base Budget (From Prior Year								
Recurring Revenues)	\$1,260,974	\$516,446	\$476,190	\$675,106	\$710,638	\$746,170	\$783,478	\$822,652
Incremental Increase to Base - (From Oper. Revenue)	205,314	-	-	-	-	-	-	-
CPI Adjustment @5% - (From Oper. Rev.)	28,761	24,561	23,810	35,532	35,532	37,308	39,174	41,133
Net Replacement Cost From Operating Revenue	1,495,049	541,007	500,000	710,638	746,170	783,478	822,652	863,785
% of Budget Funded by Operating Revenue	100%	100%	34%	100%	100%	100%	100%	100%
Planned Use of Fund Balance *	1,637,555	-	950,000	_	-	-	-	-
Annual Roof Replacement Budget	\$3,132,604	\$541,007	\$1,450,000	\$710,638	\$746,170	\$783,478	\$822,652	\$863,785

<sup>\*</sup> Total planned use of fund balance = \$2,587,555 over 6 fiscal years

#### **CITY OF CORAL GABLES**

#### **BUILDING THE HVAC REPLACEMENT BUDGET**

Based on Current HVAC Replacement Value and Useful Life from 10 to 20 Years

ANNUAL HVAC REPLACEMENT REQUIREMENTS									
		EPLACEMENT	REQUIREME	NTS					
	Prior Fiscal	FV24	EVAE	FV2C	EV27	EV20	EV20	EV20	
	Years	FY24	FY25	FY26	FY27	FY28	FY29	FY30	
HVAC Replacement Requirements	\$1,645,166	\$396,845	\$380,952	\$562,085	\$591,669	\$621,252	\$652,315	\$684,931	
One-Time Need	385,306	155,980	150,000	-	-	-	-	-	
CPI Adjustment @5%	7,819	27,171	19,048	29,584	29,583	31,063	32,616	34,247	
Adjusted HVAC Replacement Requirements	\$2,038,291	\$579,996	\$550,000	\$591,669	\$621,252	\$652,315	\$684,931	\$719,177	

ANNUAL CALCULA	ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET											
	Prior Fiscal											
	Years	FY24	FY25	FY26	FY27	FY28	FY29	FY30				
HVAC Replacement Budget - Base Budget (From Prior Year												
Recurring Revenues)	\$257,513	\$396,845	\$380,952	\$562,085	\$591,669	\$621,252	\$652,315	\$684,931				
Incremental Increase to Base - (From Oper. Revenue)	1,316,836	-	-	-	-	-	-	-				
CPI Adjustment @5% - (From Oper. Rev.)	7,819	27,171	19,048	29,584	29,583	31,063	32,616	34,247				
Net Replacement Cost From Operating Revenue	1,582,168	424,016	400,000	591,669	621,252	652,315	684,931	719,177				
% of Budget Funded by Operating Revenue	78%	73%	73%	100%	100%	100%	100%	100%				
Planned Use of Fund Balance *	456,123	155,980	150,000	-	-	-	-	-				
Annual HVAC Replacement Budget	\$2,038,291	\$579,996	\$550,000	\$591,669	\$621,252	\$652,315	\$684,931	\$719,177				

<sup>\*</sup> Total planned use of fund balance = \$762,103 over fiscal years

### CITY OF CORAL GABLES BUILDING THE FIRE EQUIPMENT REPLACEMENT BUDGET

Based on Current Fire Equipment Replacement Value and Useful Life from 2 to 20 Years

ANN	UAL FIRE EQUIPM	ENT REPLAC	EMENT REQUI	REMENTS				
	Prior Fiscal							
	Years	FY24	FY25	FY26	FY27	FY28	FY29	FY30
Fire Equipment Replacement Requirements	\$1,410,376	\$184,509	\$210,744	\$552,028	\$556,205	\$564,549	\$573,146	\$581,743
One-Time funds to cover immediate need	43,750	55,242	991,789	247,736	-	-	-	-
CPI Adjustment @ 1.5%	30,429	3,059	3,161	8,280	8,470	8,597	8,597	8,726
Adjusted Fire Equipment Replacement Requirements	\$1,484,555	\$242,810	\$1,205,695	\$808,044	\$564,675	\$573,146	\$581,743	\$590,469

	Prior Fiscal							
	Years	FY24	FY25	FY26	FY27	FY28	FY29	FY30
Fire Equipment Replacement Budget - Base Distributed Cost								
(From Prior Year Recurring Revenues)	\$180,000	\$184,509	\$210,744	\$552,028	\$556,205	\$564,549	\$573,146	\$581,743
Incremental Increase to Base - (From Oper. Revenue)	120,000	-	-	-	-	-	-	-
CPI Adjustment @1.5% - (From Oper. Rev.)	30,429	3,059	3,161	8,280	8,470	8,597	8,597	8,726
Net Replacement Cost From Operating Revenue	330,429	187,568	213,906	560,308	564,675	573,146	581,743	590,469
% of Budget Funded by Operating Revenue	22%	77%	18%	69%	100%	100%	100%	100%
Planned Use of Fund Balance *	1,154,126	55,242	991,789	247,736	-	-	-	-
Annual Fire Equipment Replacement Budget	\$1,484,555	\$242,810	\$1,205,695	\$808,044	\$564,675	\$573,146	\$581,743	\$590,469

<sup>\*</sup> Total planned use of fund balance = \$ 2,448,893 over 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 PA	ARKING LOT/G	ARAGE IMPR	OVEMENTS R	EQUIREMENT	rs			
	Prior Fiscal							
	Years	FY24	FY25	FY26	FY27	FY28	FY29	FY30
Parking Lot/Garage Improvement Requirements One-Time funds to cover immediate need	\$1,483,698 -	\$506,074 \$ 370,889	\$521,370 \$ 1,655,000	\$578,451 \$ 1,460,000	\$ 586,389	\$594,446	\$602,625	\$611,836
CPI Adjustment @ 1.5%	14,800	15,296	7,821	8,677	8,796	8,917	9,039	9,178
Adjusted Parking Lot/Garage Improvements Requirements	\$1,498,498	\$892,259	\$2,184,191	\$2,047,128	\$595,185	\$603,363	\$611,664	\$621,014

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET											
	Prior Fiscal										
	Years	FY24	FY25	FY26	FY27	FY28	FY29	FY30			
Parking Lot/Garage Improvement Requirements - Base					_		_				
Distributed Cost (From Prior Year Recurring Revenues)	\$626,074	\$506,074	\$521,370	\$578,451	\$586,389	\$594,446	\$602,625	\$611,836			
Incremental Increase to Base - (From Oper. Revenue)	80,000	-	-	-	-	-	-	-			
CPI Adjustment @1.5% - (From Oper. Rev.)	14,800	15,296	7,821	8,677	8,796	8,917	9,039	9,178			
Net Replacement Cost From Operating Revenue	720,874	521,370	529,191	587,128	595,185	603,363	611,664	621,014			
% of Budget Funded by Operating Revenue	48%	58%	24%	0%	100%	100%	100%	100%			
Planned Use of Fund Balance *	777,624	370,889	1,655,000	1,460,000	-	-	-	-			
Annual Parking Equipment Replacement Budget	\$1,498,498	\$892,259	\$2,184,191	\$2,047,128	\$595,185	\$603,363	\$611,664	\$621,014			

<sup>\*</sup> Total planned use of fund balance = \$ 4,263,513 over fiscal years

#### **CITY OF CORAL GABLES**

#### **BUILDING THE ELEVATOR EQUIPMENT REPLACEMENT BUDGET**

Based on Current Elevator Equipment Replacement Value and Useful Life up to 25 Years

ANNUAL E	LEVATOR EQUI	PMENT REPL	ACEMENT REG	QUIREMENTS				
	Prior Fiscal							
	Years	FY24	FY25	FY26	FY27	FY28	FY29	FY30
Elevator Equipment Replacement Requirements	\$581,803	\$115,266	\$142,857	\$184,660	\$180,957	\$200,005	\$209,505	\$219,981
One-Time funds to cover immediate need	665,670	132,000	-	-	250,000	-	-	-
CPI Adjustment @ 1.5%	13,545	11,575	7,143	9,060	9,048	9,500	10,475	10,999
Adjusted Elevator Equipment Replacement Requirements	\$1,261,018	\$258,841	\$150,000	\$193,720	\$440,005	\$209,505	\$219,981	\$230,980

ANNUAL CALCULA	TION OF INCREA	SE TO PREVI	OUS YEAR RE	PLACEMENT I	BUDGET			
	Prior Fiscal							
	Years	FY24	FY25	FY26	FY27	FY28	FY29	FY30
Elevator Equipment Replacement Budget - Base Distributed								
Cost (From Prior Year Recurring Revenues)	\$581,803	\$115,266	\$142,857	\$184,660	\$180,957	\$200,005	\$209,505	\$219,981
Incremental Increase to Base - (From Oper. Revenue)	-	-	-	-	-	-	-	-
CPI Adjustment @1.5% - (From Oper. Rev.)	13,545	11,575	7,143	9,060	9,048	9,500	10,475	10,999
Net Replacement Cost From Operating Revenue	595,348	126,841	150,000	193,720	190,005	209,505	219,981	230,980
% of Budget Funded by Operating Revenue	47%	49%	100%	100%	145%	48%	100%	100%
Planned Use of Fund Balance *	665,670	132,000	-	-	250,000	-	-	-
Annual Elevator Equipment Replacement Budget	\$1,261,018	\$258,841	\$150,000	\$193,720	\$440,005	\$209,505	\$219,981	\$230,980

<sup>\*</sup> Total planned use of fund balance = \$1,047,670 over 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

ΔΝΝΙΙΔΙ ΕΟΙΙ	NTAINS & ENT	RANCES REP	ACEMENT RI	FOLUREMENT	S			
7MMO/LTCC	Prior Fiscal	TO THOUS THE !	- CENTER I	- QOINEINEN				
	Years	FY24	FY25	FY26	FY27	FY28	FY29	FY30
Fountains & Entrances Replacement Requirements	\$200,000	\$53,784	\$49,261	\$159,766	\$162,199	\$164,632	\$167,101	\$169,608
CPI Adjustment @ 1.5%	-	750	739	2,433	2,433	2,469	2,507	2,544
Adjusted Fountains & Entrances Replacement Requirements	\$200,000	\$54,534	\$50,000	\$162,199	\$164,632	\$167,101	\$169,608	\$172,152

ANNUAL CALCULATION	ON OF INCREA	SE TO PREVIO	OUS YEAR RE	PLACEMENT E	BUDGET			
	Prior Fiscal	51/24	EVOE	EVAC	51/27	EVOC	EVO	E1/20
	Years	FY24	FY25	FY26	FY27	FY28	FY29	FY30
Fountains & Entrances Replacement Budget - Base Distributed								
Cost (From Prior Year Recurring Revenues)	\$50,000	\$53,784	\$49,261	\$159,766	\$162,199	\$164,632	\$167,101	\$169,608
Incremental Increase to Base - (From Oper. Revenue)	25,000		-	-	-	-	-	-
CPI Adjustment @1.5% - (From Oper. Rev.)	-	750	739	2,433	2,433	2,469	2,507	2,544
Net Replacement Cost From Operating Revenue	75,000	54,534	50,000	162,199	164,632	167,101	169,608	172,152
% of Budget Funded by Operating Revenue	38%	100%	100%	100%	100%	100%	100%	100%
Use of Fund Balance *	125,000		-	-	-	-	-	-
Annual Fountains & Entrances Replacement Budget	\$200,000	\$54,534	\$50,000	\$162,199	\$164,632	\$167,101	\$169,608	\$172,152

<sup>\*</sup> Total use of fund balance = \$125,000 over 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

ANN	ANNUAL RADIO SYSTEM REPLACEMENT REQUIREMENTS										
	Prior Fiscal										
	Years	FY24	FY25	FY26	FY27	FY28	FY29	FY30			
Radio Equipment Replacement Requirements	\$1,467,943	\$649,249	\$693,673	\$787,812	\$784,458	\$796,225	\$808,168	\$820,291			
One-Time funds to cover immediate need	358,174	-	265,186	-	-	-	-	-			
CPI Adjustment @ 1.5%	18,996	9,739	10,405	11,817	11,767	11,943	12,123	12,304			
Adjusted Radio Equipment Replacement Requirements	\$1,845,113	\$658,988	\$969,264	\$799,629	\$796,225	\$808,168	\$820,291	\$832,595			

ANNUAL CALCULAT	Prior Fiscal			-				
	Years	FY24	FY25	FY26	FY27	FY28	FY29	FY30
Radio Equipment Replacement Budget - Base Distributed Cost								
(From Prior Year Recurring Revenues)	\$1,467,943	\$649,249	\$693,673	\$787,812	\$784,458	\$796,225	\$808,168	\$ 820,291
Incremental Increase to Base - (From Oper. Revenue)	-	-	_	_	-	_	_	-
Annual CPI Adjustment - (From Oper. Rev.)	18,996	9,739	10,405	11,817	11,767	11,943	12,123	12,304
Net Replacement Cost From Operating Revenue	1,486,939	658,988	704,078	799,629	796,225	808,168	820,291	832,595
% of Budget Funded by Operating Revenue	81%	100%	73%	100%	100%	100%	100%	100%
Planned Use of Fund Balance *	358,174	-	265,186	-	-	-	-	-
Annual Radio Equipment Replacement Budget	\$1,845,113	\$658,988	\$969,264	\$799,629	\$796,225	\$808,168	\$820,291	\$832,595

<sup>\*</sup> Total use of fund balance = \$623,360 over 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	FY24	FY25	FY26	FY27	FY28	FY29	FY30		
Rifles & Scopes Replacement Requirements	\$38,065	\$12,418	\$13,267	\$13,466	\$13,668	\$13,873	\$14,081	\$14,292		
CPI Adjustment @1.5%	383	186	199	202	205	208	211	214		
Adjusted Rifles & Scopes Replacement Requirements	\$38,449	\$12,604	\$13,466	\$13,668	\$13,873	\$14,081	\$14,292	\$14,507		

	Prior Fiscal							
_	Years	FY24	FY25	FY26	FY27	FY28	FY29	FY30
Rifles & Scopes Replacement Budget - Base Budget (From Prior								
Year Recurring Revenues)	\$38,065	\$12,418	\$13,267	\$13,466	\$13,668	\$13,873	\$14,081	\$14,292
Incremental Increase to Base - (From Oper. Revenue)				-	-	-	-	-
CPI Adjustment @1.5% - (From Oper. Rev.)	383	186	199	202	205	208	211	214
Net Replacement Cost From Operating Revenue	38,449	12,604	13,466	13,668	13,873	14,081	14,292	14,507
% of Budget Funded by Operating Revenue	100%	100%	100%	100%	100%	100%	100%	100%
Planned Use of Fund Balance *				_	-	-	-	-

<sup>\*</sup> Total planned use of fund balance = \$0



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#### 2025-2026 BUDGET ESTIMATE

#### **DEBT ADMINISTRATION**

As of October 1, 2024 the City will have \$106.8 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.

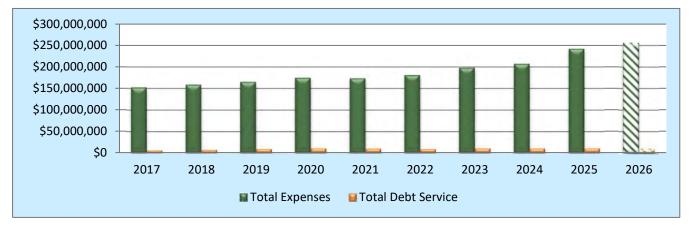
#### **LEGAL DEBT MARGIN**

The City's budgetary policy is to keep bond debt service under 8% of total expenses. As of October 1, 2024 the City's net bond debt services is well within the policy debt limit. Debt service represents 4.6% percent of total expenses (operating and debt expense).

#### **SUMMARY OF OUTSTANDING DEBT**

SERIES	MATURES	_	PRINCIPAL	AL INTEREST		INTEREST	
Series 2018A	10/01/47	\$	43,150,000	\$	22,365,968	\$	65,515,968
Series 2018B	10/01/31		16,915,000		2,160,575		19,075,575
Series 2021A	10/01/32		3,368,000		208,053		3,576,053
Series 2021B	04/01/50		20,205,000		5,719,724		25,924,724
Series 2022A	10/01/36		12,815,000		2,250,712		15,065,712
Series 2022B	10/01/36		3,130,000		549,340		3,679,340
TOTAL OUTSTANDING DEBT		\$	99,583,000	\$	33,254,372	\$	132,837,372

#### **DEBT SERVICE COMPARED TO TOTAL EXPENSES**



FISCAL Year	 TOTAL EXPENSES	D	TOTAL EBT SERVICE	% OF TOTAL EXPENSES	
2017	\$ 152,321,180	\$	5,793,260	3.8%	
2018	158,799,935		7,346,680	4.6%	
2019	165,399,836		9,241,745	5.6%	
2020	174,437,110		10,937,378	6.3%	
2021	173,321,978		10,364,151	6.0%	
2022	181,067,393		8,876,243	4.9%	
2023	198,118,547		10,829,316	5.5%	
2024	207,240,606		10,510,222	5.1%	
2025	242,207,307		11,016,090	4.5%	
2026	256,157,378		10,582,190	4.1%	

### 2025-2026 BUDGET ESTIMATE DEBT ADMINISTRATION - PURPOSE OF BONDS/LOANS

CDECIAL		DEBT ADMINISTRATION - PURPOSE OF BONI	55/ EGAN5			
SPECIAL REVENUE SERIES	ISSUE DATE	PURPOSE/USE	MATURITY DATE	INTEREST RATE		JTSTANDING PRINCIPAL
Series 2018A	04/28/16	Public Safety Building with attached garage	04/01/48	3.64%	\$	43,150,000
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%		16,915,000
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%		3,368,000
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%		20,205,000
Series 2022A	03/18/22	Refunded Series 2016A - Miracle Mile Streetscape Project (\$14.89M).	04/01/37	2.68%		12,815,000
Series 2022B  Grand Total	03/18/22	Refunded Series 2016B - Giralda Avenue Streetscape Project (\$3.77M).	04/01/37	2.68%	\$	3,130,000 <b>99,583,000</b>
Grana rotar					Y	33,303,000

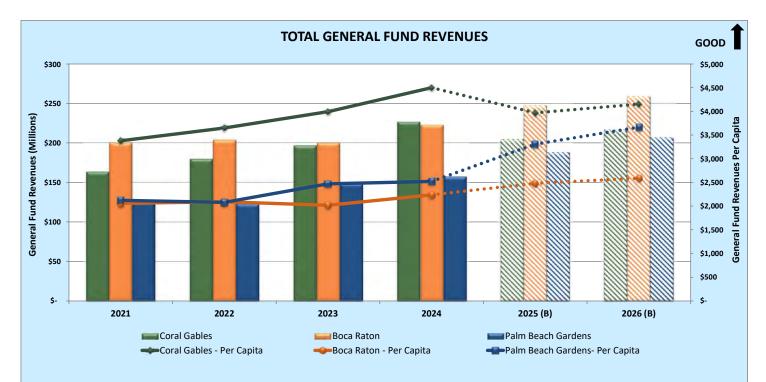
# CITY OF CORAL GABLES DEBT SERVICE SCHEDULES 2025-2026 BUDGET ESTIMATE

DEBT SERVICE SCHEDULES										
2025-2026 BUDGET ESTIMATE										
PAYMENT	SERIES	5 2018A	SERIES	2018B	SERIES	S 2021A	SERIES	2021B		
DUE	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST		
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		2,420,000	•	255,000	17,300	875,000	325,238		
10/1/2030	1,490,000		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		<u> </u>		<u> </u>			680,000	15,300		
	\$ 43,150,000	\$ 22,365,968	\$ 16,915,000	\$ 2,160,575	\$ 3,368,000	\$ 208,053	\$ 20,205,000	\$ 5,719,724		
					MOBILITY HU	JB DEBT TO BE				
PAYMENT	SERIES	2022A	SERIES	2022B	DETERMINED		TO	TAL		
DUE	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST		
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		275,000		-	-	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		
10/1/2026	1 175 000		200,000	7 512		_	2 700 000	1 260 275		

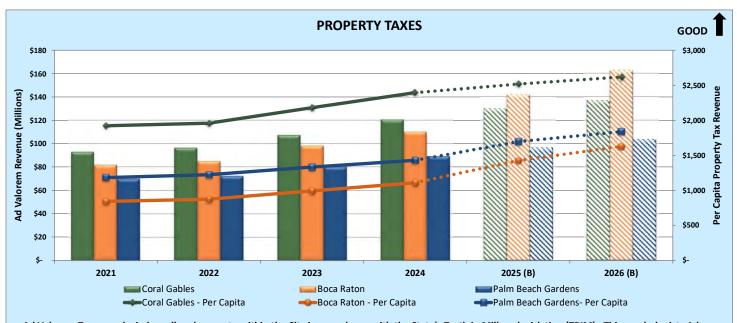
<u>DUE</u>	<b>PRINCIPAL</b>	<u>INTEREST</u>	<b>PRINCIPAL</b>	<u>INTEREST</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>
10/1/2025	\$ 895,000	\$ 332,426	\$ 215,000	\$ 81,066	-	-	7,075,000	3,507,190
10/1/2026	980,000	309,246	240,000	75,498	-	-	7,440,000	3,194,785
10/1/2027	995,000	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	1,175,000	30,950	290,000	7,512	-	-	3,790,000	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
	\$ 12,815,000	\$ 2,250,712	\$ 3,130,000	\$ 549,340	\$ -	\$ -	\$ 99,583,000	\$ 33,254,372



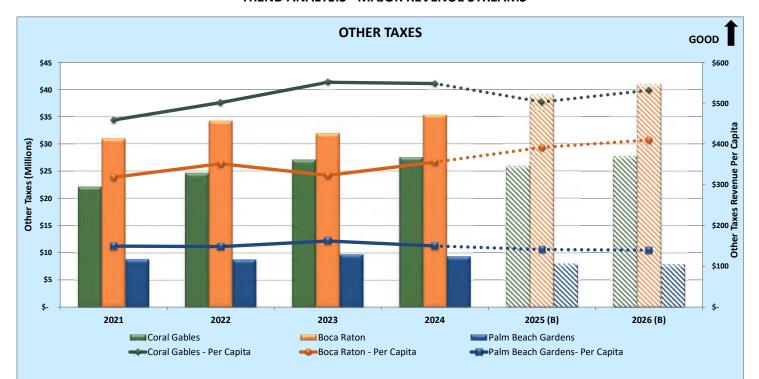
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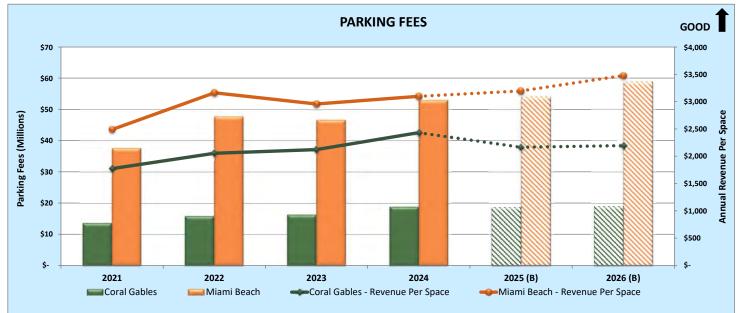
This graph depicts total General Fund revenues on an aggregate and per capita basis. The information is compared with Boca Raton and Palm Beach Gardens, the two other cities in Florida with excellent bond ratings. Please note that the left axis denotes the aggregate revenues and the right axis denotes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



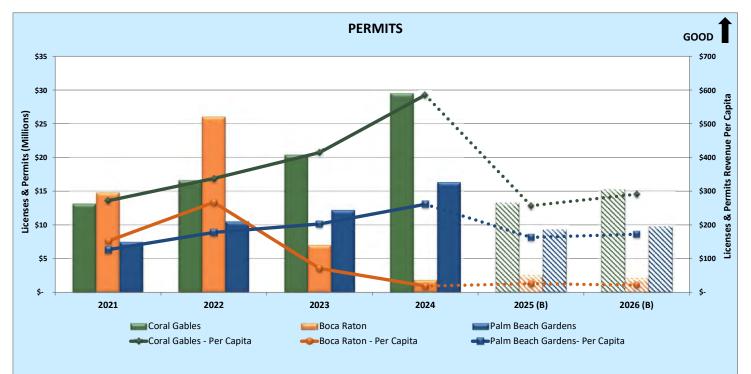
Ad Valorem Taxes are levied on all real property within the City in accordance with the State's Truth in Millage legislation (TRIM). This graph depicts Ad Valorem tax revenue on an aggregate and per capita basis for Coral Gables, Boca Raton and Palm Beach Gardens. The left axis denotes the aggregate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



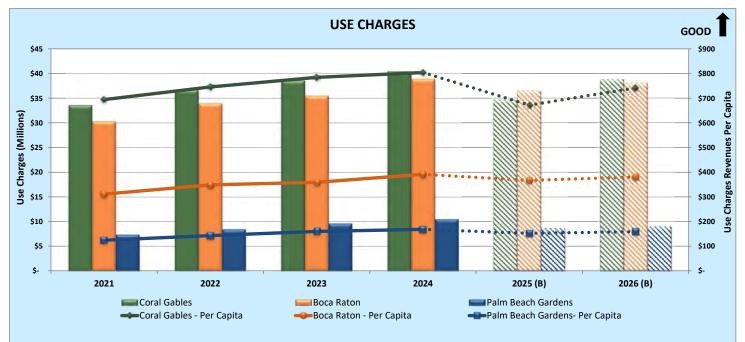
This graph depicts all other tax revenue on an aggregate and per capita basis, including franchise fees, utility service fees, Local Option Gas Tax and Transportation Surtax. The left axis denotes the aggregate revenues and the right axis denotes the per capita revenue. Solid lines and graph bars are actual revenues. Dotted lines and shaded graph bars are budgeted revenues.



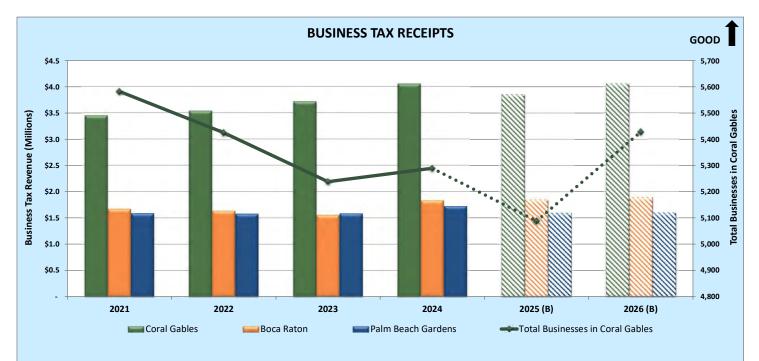
This graph depicts parking fee revenue on an aggregate and per space basis. The left axis denotes the aggregate revenues and the right axis denotes the per space revenue. Adjustments to parking rates are made when necessary to support the City's parking facility operating, capital & debt costs, and to remain consistent with the fee structures of surrounding municipalities. Solid lines and graph bars are actual revenues. Dotted lines and shaded graph bars are budgeted revenues.



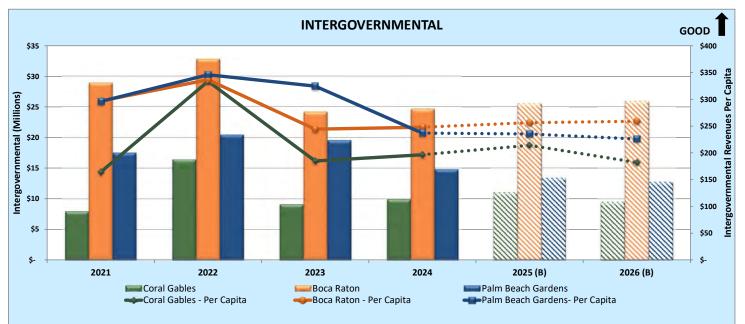
This graph depicts permit revenues in the aggregate and per capita. Revenues included here are building, zoning and public safety permits. The left axis denotes the aggregate revenues and the right axis denotes the per capita revenue. Solid lines and graph bars are actual revenues. Dotted lines and shaded graph bars are budgeted revenues.



This graph depicts use charges such as refuse collection, sanitary sewer services and storm water services on an aggregate and per capita basis. The left axis denotes the aggregate revenues and the right axis denotes the per capita revenue. Solid lines and graph bars are actual revenues. Dotted lines and shaded graph bars are budgeted revenues.



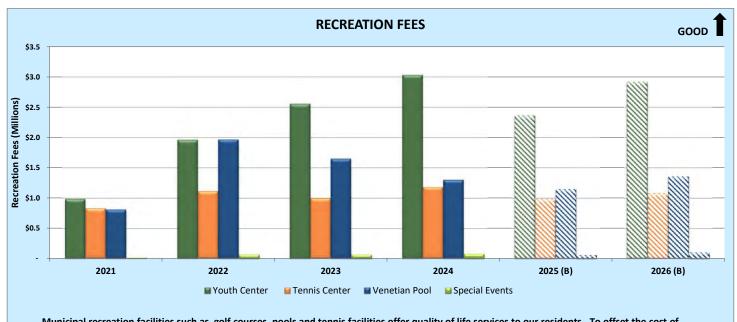
Business Tax Receipts are regulatory charges on businesses, professions and occupations located within the City. The State allows a 5% increase to these fees every two years. The 5% Increase is applied for FY 2023. This graph depicts total Business Tax Revenue revenue (left axis) and total number of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



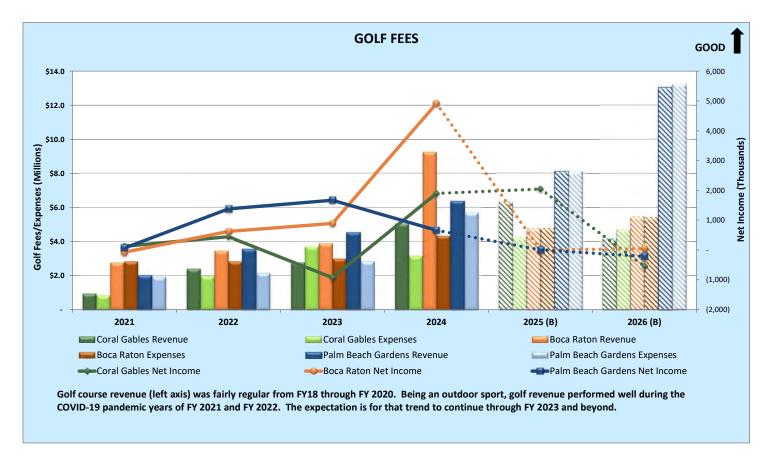
The City's goal is to actively identify and pursue grant opportunities. This graph depicts the revenue on an aggregate (left axis) and per capita (right axis) basis. Solid lines and graph bars are actual revenues. Dotted lines and shaded graph bars are budgeted revenue. For FY 2018 through 2023 Boca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

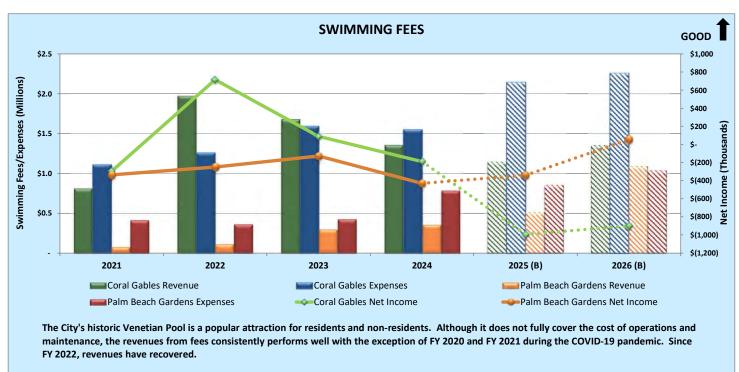


Investment Earnings revenue represents interest earned by investing cash on hand in approved securities investments. Though this revenue significantly declined immediately following the Great Recession, the implementation of revised investment strategies has improved the City's performance from FY 2014 to FY 2020. In FY 2021 and FY 2022, investment earnings significantly declined due to the COVID-19 pandemic. In FY 2023, investment earnings are projected to begin to increase andare projected to return or exceed pre-pandemic levels. Shaded graph bars are budgeted revenue.



Municipal recreation facilities such as golf courses, pools and tennis facilities offer quality of life services to our residents. To offset the cost of these services and programs, fees are charged and typically are tiered for residents and non-residents. The COVID-19 pandemic had a significant effect on collections in FY 2020 and FY 2021. Collections recovered in FY 2022. Shaded graph bars are budgeted revenue.





# 2025-2026 BUDGET ESTIMATE LONG RANGE FINANCIAL PLAN FOR THE GENERAL FUND

### **General Fund**

(in \$ millions)	2023	2024	2025	2026	2027	2028	2029	2030
	ACTUAL	ACTUAL	BUDGET	BUDGET	PROJ	PROJ	PROJ	PROJ
Revenues								
Property Taxes	\$ 107.25	\$ 120.59	\$ 129.94	\$ 136.95	\$ 143.80	\$ 150.99	\$ 157.03	\$ 163.31
Use Charges	9.33	9.54	5.98	6.58	6.71	6.84	6.98	7.12
Other Taxes	22.77	23.19	21.64	23.58	24.05	24.54	25.03	25.53
Licenses & Permits	24.10	33.52	17.12	19.28	19.66	20.18	20.50	21.04
Other Revenue	14.12	15.55	16.36	13.76	14.03	14.31	14.60	14.89
Intergovernmental Revenue	8.77	8.18	8.44	7.64	7.79	7.85	7.91	7.97
Recreation Fees	3.64	4.47	3.59	4.25	4.34	4.43	4.52	4.61
Investment Earnings	6.50	11.62	5.36	5.18	5.18	2.59	2.59	2.59
Contributions from Other Funds	11.70	12.20	11.82	11.64	11.87	12.11	12.35	12.60
Transfers In			6.11	13.33	13.60	13.60	13.60	13.60
Total Revenues	\$ 208.18	\$ 238.86	\$ 226.36	\$ 242.19	\$ 251.03	\$ 257.44	\$ 265.11	\$ 273.26
Expenditures by Type								
Personal Services	\$ 116.08	\$ 122.00	\$ 135.55	\$ 149.35	\$ 152.34	\$ 155.39	\$ 158.51	\$ 161.69
Operating Expenses	41.55	44.68	55.01	56.64	57.77	58.93	60.11	61.31
Capital Outlay	0.48	0.32	1.75	0.93	0.95	0.97	0.99	1.01
Grants and Aids	1.56	1.68	1.99	0.69	0.70	0.71	0.72	0.73
Non-Operating		-		-	-	-	-	-
Transfer Out	46.91	68.53	31.24	33.81	38.00	40.84	43.92	47.39
Total Expenditures by Type	\$ 206.58	\$ 237.21	\$ 225.54	\$ 241.42	\$ 249.76	\$ 256.84	\$ 264.25	\$ 272.13
	<u> </u>	<u></u>	<u>,                                     </u>	<u></u>	<u>·                                      </u>	<u> </u>	<u>· · · · · · · · · · · · · · · · · · · </u>	<u>.                                      </u>
Expenditures by Function								
General Government	\$ 38.15	\$ 41.32	\$ 50.10	\$ 57.78	\$ 57.93	\$ 59.08	\$ 60.27	\$ 61.47
Economic Environment	1.17	1.21	2.41	2.13	2.17	2.21	2.25	2.30
Public Safety	84.27	89.08	97.36	100.87	102.89	104.95	107.05	109.19
Physical Environment	22.63	23.42	26.89	28.85	29.43	30.02	30.62	31.23
Transportation	4.85	4.54	5.01	4.96	5.06	5.16	5.26	5.37
Culture & Recreation	10.19	11.17	13.01	13.87	14.15	14.43	14.72	15.01
Transfer Out	46.91	68.53	31.24	33.81	38.00	40.84	43.92	47.39
<b>Total Expenditures by Function</b>	\$ 208.17	\$ 239.27	\$ 226.02	\$ 242.27	\$ 249.63	\$ 256.69	\$ 264.09	\$ 271.96
Gain/(Loss)	\$ 1.60	<u>\$ 1.65</u>	\$ 0.82	\$ 0.77	<u>\$ 1.27</u>	\$ 0.60	\$ 0.86	\$ 1.13
Beginning Unassigned Reserves	\$ 40.68	\$ 45.09	\$ 48.27	\$ 50.70	\$ 50.70	\$ 50.70	\$ 50.70	\$ 50.70
FEMA/Ins. Reimbursements Rcv'd	4.41	0.48	-	-	-	-	-	-
FEMA/Ins. Outstanding	-	2.70	-	-	-	-	-	-
Transfers In/(Transfers Out)			2.43					
Total Available	\$ 45.09	\$ 48.27	\$ 50.70	\$ 50.70	\$ 50.70	\$ 50.70	\$ 50.70	\$ 50.70

### 2025-2026 BUDGET ESTIMATE LONG RANGE FINANCIAL PLAN FOR THE GENERAL FUND

#### **OVERVIEW**

The City's Long Range Financial Plan for the General Fund provides a potential roadmap for financial planning and policy decisions. The General Fund is the primary source of funding for many of the City's services and the fund's performance affects the City across the board. General Fund departments include City Commission, City Clerk, City Attorney, City Manager, Human Resources & 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 FY26 to FY30. 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 63.68% 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.

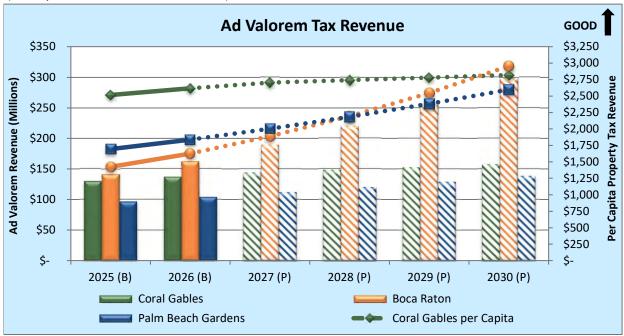
Coral Gables continues to be in high demand for commercial and residential development. The City Commission understands that development is an important way to grow the tax base and thereby generate new revenues. However, the City maintains a strict principle to be very selective with new development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

#### 2025-2026 BUDGET ESTIMATE

#### LONG RANGE FINANCIAL PLAN FOR THE GENERAL FUND

#### **REVENUE DISCUSSION - (Continued)**

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



An equally conservative approach is taken when projecting other revenues of the General Fund. 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.

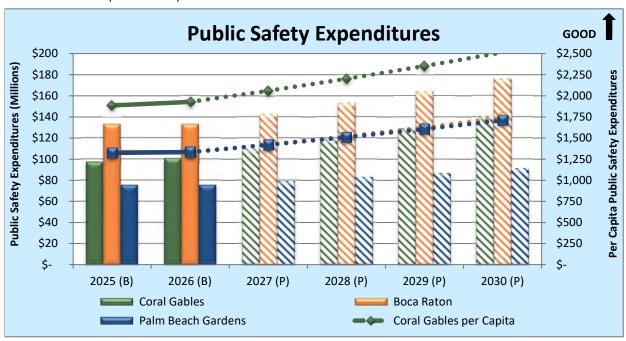
#### **EXPENDITURE DISCUSSION**

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 2017, the City has carefully increased authorized headcount by 97 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.

### 2025-2026 BUDGET ESTIMATE 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 39.1% of the FY 2025-2026 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.

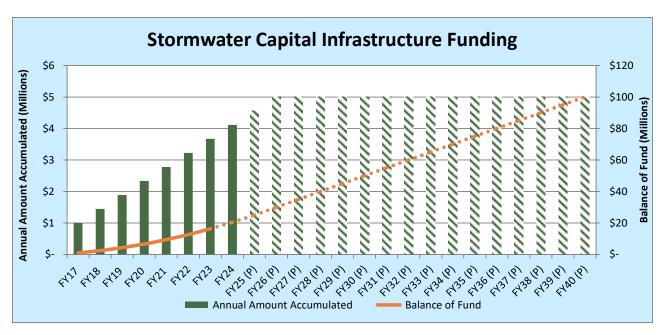
### 2025-2026 BUDGET ESTIMATE LONG RANGE FINANCIAL PLAN FOR SEA LEVEL RISE MITIGATION

#### **OVERVIEW**

As numerous academic studies have suggested, climate change in the 21st century will impact coastal communities across the globe in devestating 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.



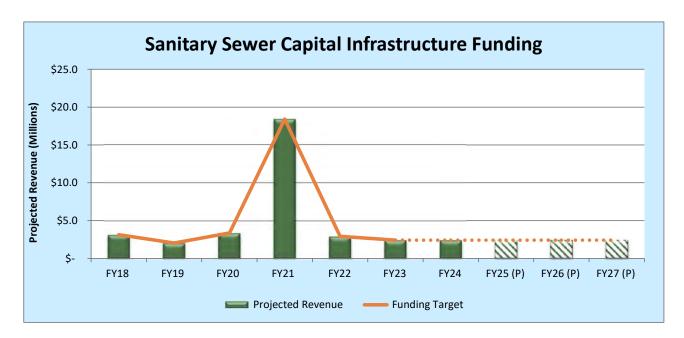
#### **REVENUE DISCUSSION - SANITARY SEWER**

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 \$1.4M annually.

### 2025-2026 BUDGET ESTIMATE LONG RANGE FINANCIAL PLAN FOR SEA LEVEL RISE MITIGATION

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

It is essential to note that a Return on Investment (ROI) Elimination Program was initiated in FY19 to rescind the enabling legislation that originated an ROI payment from the Sanitary Sewer and Storm Water Funds to the General Fund. The Program eliminates the ROI over the five-year period from FY19 to FY23 by redirecting the ROI back to the Storm Water and Sanitary Sewer fund's respective capital replacement programs. For each fund, the ROI was reduced by 20% in FY19, 40% in FY20, etc. until the ROI is fully rescinded in FY23. 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** 2025-2026 BUDGET ESTIMATE

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

		INCREMENTAL AMOUNT	CURRENT REVENUE	% OF REVENUE	CURRENT ERU	PROPOSED INCREASE	PROPOSED ERU	ANNUAL AMOUNT ACCUMULATED
Storm Water Sea Level Rise Capital Infrastructure Improvements	Year 1 (FY17)	1,000,000	3,130,000	35.14%	\$ 8.80	\$ 3.09	\$ 11.89	\$ 1,000,000
Storm Water Sea Level Rise Capital Infrastructure Improvements	Year 2 (FY18)	445,000	4,130,000	11.85%	\$ 11.89	\$ 1.41	\$ 13.30	1,445,000
Storm Water Sea Level Rise Capital Infrastructure Improvements	Year 3 (FY19)	445,000	4,575,000	10.70%	\$ 13.30	\$ 1.42	\$ 14.72	1,890,000
Storm Water Sea Level Rise Capital Infrastructure Improvements	Year 4 (FY20)	445,000	5,020,000	9.75%	\$ 14.72	\$ 1.44	\$ 16.16	2,335,000
Storm Water Sea Level Rise Capital Infrastructure Improvements	Year 5 (FY21)	445,000	5,465,000	8.96%	\$ 16.16	\$ 1.45	\$ 17.61	2,780,000
Storm Water Sea Level Rise Capital Infrastructure Improvements	Year 6 (FY22)	445,000	5,910,000	8.28%	\$ 17.61	\$ 1.46	\$ 19.07	3,225,000
Storm Water Sea Level Rise Capital Infrastructure Improvements	Year 7 (FY23)	445,000	6,355,000	7.70%	\$ 19.07	\$ 1.47	\$ 20.54	3,670,000
Storm Water Sea Level Rise Capital Infrastructure Improvements	Year 8 (FY24)	445,000	6,800,000	7.20%	\$ 20.54	\$ 1.48	\$ 22.02	4,115,000
Storm Water Sea Level Rise Capital Infrastructure Improvements	Year 9 (FY25)	445,000	7,245,000	6.76%	\$ 22.02	\$ 1.49	\$ 23.51	4,560,000
Storm Water Sea Level Rise Capital Infrastructure Improvements	Year 10 (FY26)	445,000	7,690,000	6.37%	\$ 23.51	\$ 1.50	\$ 25.01	5,005,000
		Pro	ojected Accur			ulation by Ye Y40 (\$5,005,0	, ,	30,025,000 70,070,000
				1	otal Project	ed Accumula	tion by FY40	\$ 100,095,000

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



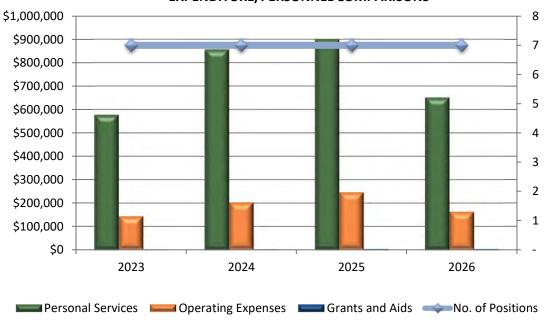
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### CITY COMMISSION BUDGET AND POSITION SUMMARY

	2022-2023	2023-2024	2024-2025	2025-2026
	ACTUAL	ACTUAL	BUDGET	BUDGET ESTIMATE
Salaries & Benefits	578,526	857,002	899,800	651,227
Operating Expenses	143,452	203,158	246,388	162,496
Grants and Aids	1,225	1,835	4,000	4,000
Total	723,203	1,061,995	1,150,188	817,723
Full Time Headenman	6.00	7.00	7.00	7.00
Full Time Headcount	6.00	7.00	7.00	7.00
Part Time FTE's	0.75			
Total Headcount & FTE's	6.75	7.00	7.00	7.00

### **EXPENDITURE/PERSONNEL COMPARISONS**



**PERSONNEL SCHEDULE** 

# 001 GENERAL FUND CITY COMMISSION 0100 CITY COMMISSION



511 LEGISLATIVE

		PERS	ONNEL SCHI		/IBER OF AUTH	ORIZED POSITIONS			
CLASS.	CLASSIFICATION	CLASSIFICATION 2022-2023		2023-2024	2024-2025	2025-2026			
NO.	TITLE		ACTUAL	ACTUAL	BUDGET	BUDGET ESTIMATE		SALARIES	
	FULL TIME POSITIONS		HEADCOUNT	· · · · · · · · · · · · · · · · · · ·	HEADCOUNT	HEADCOUNT	_		
162	Mayor		1.00	1.00	1.00	1.00	\$	48,736	
376 51	Vice Mayor City Commissioner		1.00 3.00	1.00 3.00	1.00 3.00	1.00 3.00		42,637 118,803	
414	Chief of Staff/Legislative Manager Advisor		1.00	1.00	0.00	0.00		110,005	
42	Chief Community Outreach & Policy Advis		0.00	0.00	1.00	1.00		72,122	
385	Administrative Assistant to Mayor		0.00	1.00	1.00	1.00		51,274	
	TOTAL FULL TIME HEADCOUNT		6.00	7.00	7.00	7.00		333,572	
	PART TIME POSITONS								
176	TITLE P/T Administrative Assistant-25P	HC	FTE's 0.75	FTE's	FTE's	FTE's		_	
	TOTAL PART TIME FTE's	-	0.75	0.00	0.00	0.00		-	
	TOTAL		6.75	7.00	7.00	7.00	\$	333,572	
			EXPEND	ITURE DETAIL					
			2022-2023	2023-2024	2024-2025		2	025-2026	
			ACTUAL	ACTUAL	BUDGET		BUDG	SET ESTIMATE	
1000	Salaries		\$ 332,719	\$ 478,033	\$ 506,462		\$	333,572	
2000	Employee Benefits - See Other Cost Dist.		245,807	378,969	393,338			317,655	
4000	Travel - Local		26,000	-	-			-	
4001	Travel - Out-of-Town		12,286	5,940	15,000			15,000	
4010	Automobile Allowance		-	38,711	42,230			-	
4012	Expense Allowance		-	48,250	48,000			48,000	
	Rental - Copiers		-	-	-			2,000	
	General Liability Insurance		17,401	·	23,964			17,599	
	Service Alloc - Gen Services		62,295	64,409	69,907			74,485	
	Special Printed Forms Printing & Binding		- 584	520	300			300	
	Misc Exp - Other		327		8,000			8,000	
	Misc Exp - Commission Group 1		5,326	•	10,000			5,000	
	Misc Exp - Commission Group 2		5,000		10,000			5,000	
4903	Misc Exp - Commission Group 3		5,239	9,945	10,000			5,000	
4904	Misc Exp - Commission Group 4		126	8,480	10,335			5,000	
4905	Misc Exp - Commission Group 5		3,976	4,840	10,000			5,000	
5100	Supplies - Office		3,714	2,319	9,000			9,000	

5400 Membership Dues/Subscriptions

5500 Employee Training

8206 Grants - Sister Cities

9000 Interdept'l Alloc - Bldg Div

19,224

646

1,225

(18,692)

13,181

1,835

(34,421)

723,203 \$ 1,061,995 \$ 1,150,188

14,500

2,500

4,000

(37,348)

14,500

2,500

4,000

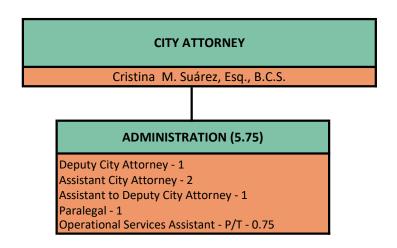
(53,888)

817,723

<sup>1.</sup> Administrative departments cost distributed to Development Services Building Division.

### **CITY ATTORNEY**

### **ORGANIZATION CHART**

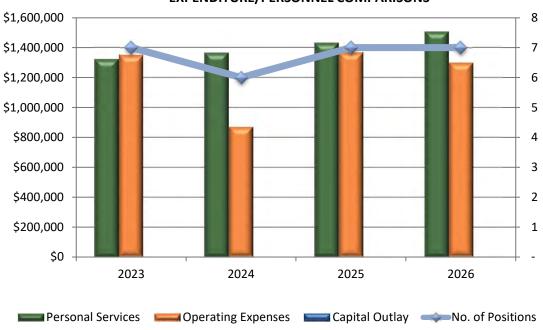




### CITY ATTORNEY BUDGET AND POSITION SUMMARY

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
Salaries & Benefits	1,322,532	1,365,868	1,431,851	1,507,019
Operating Expenses	1,352,450	869,397	1,370,116	1,298,535
Capital Outlay	<u>-</u>		500	500
Total	2,674,982	2,235,265	2,802,467	2,806,054
Full Time Headcount	7.00	6.00	6.00	6.00
Total Headcount & FTE's	7.00	6.00	6.75	6.75

### **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 ATTORNEY**

#### **FISCAL YEAR 2025 MAJOR ACCOMPLISHMENTS**

- Prevailed in <u>Simon Gerald Sullenberger v. City of Coral Gables.</u>, with the Southern District of Florida dismissing all claims against the City and one of our officers with prejudice; certain claims against two of our officers remain and we continue to defend.
- Guided City through various real estate transactions including an amendment to the lease with Bogey Grill, LLC dba Birdie Bistro regarding operation of the diner located at the Granada Golf Course; lease agreement to relocate the City's Police Bike Patrol Unit Office to the Plaza Coral Gables; lease agreement with the Miami-Dade Tax Collector for use of space at the Minorca Garage; a purchase and sale agreement for the City's purchase of vacant land near Salvadore Park; and a purchase and sale agreements for the sale of transferable development rights.
- Continued to assist the Community Recreation Department in complying with legal requirements relating to the management of the Coral Gables Country Club, specifically updating form venue agreement and management agreement with tennis operator.
- Achieved compliance, pursuant to enforcement actions, from additional properties on the City's Abandoned Property List.
- ✓ Negotiated fine reduction agreements in Code Enforcement and Construction Regulation Board cases.
- Drafted numerous ordinances including amendments to the City Code to provide for reduced fitness membership fees at the Youth Center for board members; further expanding benefits to board members; designating Patriot Day as an official City Holiday; amending requirements for private parking lots consistent with state law; providing for a code enforcement mechanism for illegal dumping of animal waste bags in trash pits; modifying bird sanctuary protections to specify certain exclusions; clarifying and amending public comment and Commission sponsorship procedures; adjusting compensation and expense allowances of Commission; adjusting dates of elections; codifying the Fund Balance and Reserve Policy; providing City responsibility for sewer laterals located in the right-of-way under certain conditions; clarifying Mayor's duties; offering board members access to pickleball facilities.

### FISCAL YEAR 2025 MAJOR ACCOMPLISHMENTS – (Continued)

- Assisted with resolutions and memorandums of understanding between the City, County, and other municipalities.
- Assisted with setting and advocating for City's legislative priorities and proposing amendatory language in the City's interest.
- Interpreted final bills resulting from 2025 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.
- Drafted ballot language and resolutions calling for special elections on proposed amendments to the City Charter regarding the convening and composition of a Charter Review Committee; inspector general services; the fund balance and reserve policy; prohibition on amending dates of election via ordinance; and removal of board members.
- Assisted the Charter Review Committee by serving as its counsel, making presentations at all meetings, and preparing a draft report of all actions taken by the Charter Review Committee to date.
- Negotiated agreement with Ponce Park Residences, LLC regarding enhancements to Fred B. Hartnett Ponce Circle Park and certain roadway improvements.
- Negotiated various agreements regarding public art, including long-term loan of five Jean Ward sculptures to The Underline; and acquisition of artwork by Frank Stella.
- ✓ Assisted City Manager and staff regarding resolution involving tree relocation project.
- ✓ Finalized the 2025 update to the Sea Level Rise White Paper.
- ✓ Guided City through administrative transitions.
- ✓ Provided guidance to City Clerk and Canvassing Board regarding 2025 Biennial Election.
- ✓ Provided training to Fire Department personnel regarding proper handling of subpoena requests and public records laws.
- Collaborated with City Clerk's Office to present lunch and learn session regarding public records requests.

001 GENERAL FUND
CITY ATTORNEY
0500 CITY ATTORNEY
514 LEGAL COUNSEL



#### **PERSONNEL SCHEDULE**

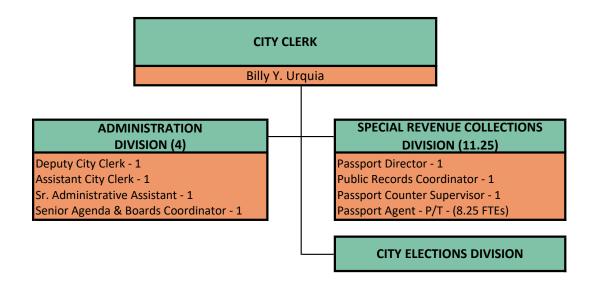
		NUMBER OF AUTHORIZED POSITIONS									
CLASS.	CLASSIFICATION		2022-2023	2023-2024	2024-2025	2025	5-202	i			
NO.	<u>TITLE</u>		<b>ACTUAL</b>	<b>ACTUAL</b>	BUDGET	<b>BUDGET ESTIMATE</b>		SALARIES			
	<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>					
49	City Attorney		1.00	1.00	1.00	1.00	\$	268,687			
84	Deputy City Attorney		1.00	1.00	1.00	1.00		201,120			
20	Assistant City Attorney		2.00	2.00	2.00	2.00		339,283			
282	Paralegal		1.00	1.00	1.00	1.00		114,035			
27	Assistant to the Deputy City Attorney		1.00	1.00	1.00	1.00		85,312			
172	Operational Services Assistant		1.00	0.00	0.00	0.00		-			
8888	Overtime		-	-	-	-		9,550			
	TOTAL FULL TIME HEADCOUNT		7.00	6.00	6.00	6.00		1,017,987			
	PART TIME POSITONS										
	<u>TITLE</u>	HC	FTE's	FTE's	FTE's	FTE's					
418	P/T Operational Services Assistant		-	-	0.75	0.75		37,091			
	TOTAL PART TIME FTE's	-	0.00	0.00	0.75	0.75		37,091			
	TOTAL		7.00	6.00	6.75	6.75		1,055,078.00			
			EXPENDI	TURE DETAIL							

	EXPENDI	TURE DETAIL		
	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
1000 Salaries	\$ 887,862	\$ 903,536	\$ 980,798	\$ 1,055,078
2000 Employee Benefits - See Other Cost Dist.	434,670	462,332	451,053	451,941
3113 Prof Serv - Legal	1,276,496	824,659	1,300,000	1,300,000
4010 Automobile Allowance	28,289	26,232	27,937	27,937
4011 Mobile Phone Allowance	-	-	-	-
4401 Rental - Copiers	-	-	-	8,200
4500 General Liability Insurance	54,205	48,296	46,308	55,665
4633 Service Alloc - Gen Services	43,440	44,916	48,749	51,942
4701 Printing & Binding	-	-	730	730
4900 Misc Exp - Other	(2)	-	500	500
4910 Misc Exp - Court & Investigate	30	17	1,870	1,870
5100 Supplies - Office	3,326	2,678	7,900	7,900
5400 Membership Dues/Subscriptions	16,437	14,381	18,500	18,500
5500 Employee Training	4,035	5,193	10,000	10,000
6404 Equip Repl (Cap) - Office	-	-	500	500
9000 Interdept'l Alloc - Bldg Div	(73,806)	(96,975)	(92,378)	1. (184,709)
TOTAL	\$ 2,674,982	\$ 2,235,265	\$ 2,802,467	\$ 2,806,054

 $<sup>{\</sup>bf 1.}\ Administrative\ departments\ cost\ distributed\ to\ Development\ Services\ Building\ Division.$ 

### **CITY CLERK**

#### **ORGANIZATION CHART**

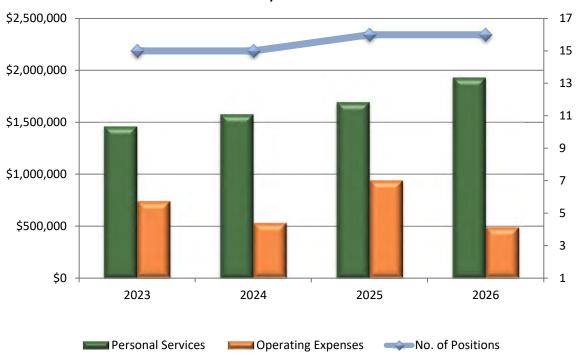




### CITY CLERK BUDGET AND POSITION SUMMARY

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
Salaries & Benefits	1,460,424	1,577,451	1,692,309	1,929,969
Operating Expenses	738,333	529,342	938,372	487,148
Total	2,198,757	2,106,793	2,630,681	2,417,117
Full Time Headcount	8.00	8.00	8.00	8.00
Part Time FTE's	6.75	6.75	8.25	8.25
Total Headcount & FTE's	14.75	14.75	16.25	16.25

### **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:

- 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 CLERK**

#### **FISCAL YEAR 2025 MAJOR ACCOMPLISHMENTS**

- The extensive renovations of the Passport Office located at 4520 Ponce de Leon Boulevard have now been successfully completed, and the office has officially returned to its updated premises. The upgraded facility now boasts additional service windows, designed to accommodate a higher volume of customers. This enhancement is anticipated to not only streamline the passport application process but also improve overall customer satisfaction by reducing wait times and providing a more efficient service experience. These improvements reflect our ongoing commitment to providing faster and more accessible services to the public.
- Successfully coordinated and executed the lease agreement with the Miami-Dade County Tax Collector's office, enabling the establishment of a service location within Coral Gables to provide residents with convenient access to driver's license issuance and related motor vehicle services."
- Played an integral role in assisting with the management and organization of Public Works records, contributing to the successful digitization of the department's entire record archive. This initiative was aimed at improving efficiency, accessibility, and long-term preservation of critical data while supporting the department's transition to a more streamlined and paperless workflow.
- ✓ Facilitated the establishment of various venues for municipal meetings.
- Fully completed a new portal for publication of Public Notices to increase citizen engagement and reduce costs.

# CITY OF CORAL GABLES, FLORIDA PERFORMANCE INDICATOR METRICS

### **CITY CLERK**

INDICATOR:		FY24		FY	FY26	
INDICATOR.	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Passport applications processed	20,000	23,197		20,000	23,020	20,000
Photographic prints provided	10,000	16,440		10,000	20,001	11,000
Amount collected from Lobbyist Registration	20,000	37,250		20,000	47,000	30,000
Number of Principals registered <sup>1</sup>	50	105		50	188	100

### **Legend**



Target met or exceeded



Target nearly met
Target not met

### Notes:

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





001 GENERAL FUND
CITY CLERK
0600 CITY CLERK
511 LEGISLATIVE



### **PERSONNEL SCHEDULE**

		NUMBER OF AUTHORIZED POSITIONS								
CLASS.	CLASSIFICATION	2022-2023	2023-2024	2024-2025	2025	6				
NO.	<u>TITLE</u>	<u>ACTUAL</u>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET ESTIMATE</b>		<b>SALARIES</b>			
	<b>FULL TIME POSITIONS</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>					
50	City Clerk	1.00	1.00	1.00	1.00	\$	178,058			
85	Deputy City Clerk	1.00	1.00	1.00	1.00		175,550			
21	Assistant City Clerk	1.00	1.00	1.00	1.00		143,260			
461	Senior Agenda & Boards Coordinator	0.00	0.00	1.00	1.00		96,702			
12	Agenda Coordinator	1.00	1.00	0.00	0.00		-			
388	Senior Administrative Assistant	1.00	1.00	1.00	1.00		89,596			
7	Administrative Assistant	0.00	-	-	-		-			
	TOTAL	5.00	5.00	5.00	5.00	\$	683,166			

	EXPENDIT	URI	E DETAIL				
	022-2023 ACTUAL		023-2024 ACTUAL	_	2024-2025 BUDGET		25-2026 ET ESTIMATE
1000 Salaries	\$ 557,250	\$	600,054	\$	612,506		\$ 683,166
2000 Employee Benefits - See Other Cost Dist.	315,650		293,442		313,386		350,268
3118 Prof Serv - Misc/Other	45,732		21,865		50,403		55,153
4010 Automobile Allowance	20,628		15,566		16,242		16,242
4011 Mobile Phone Allowance	-		-		-		-
4401 Rental - Copiers	-		-		-		4,000
4500 General Liability Insurance	30,304		29,345		28,725		36,043
4633 Service Alloc - Gen Services	35,336		36,537		39,654		42,252
4830 Promo Expense - Advertising	12,932		36,656		20,000		15,000
4900 Misc Exp - Other	8,313		3,645		7,300		8,800
5100 Supplies - Office	2,717		2,751		8,300		8,300
5400 Membership Dues/Subscriptions	2,472		2,470		2,550		3,300
5500 Employee Training	10,624		6,536		11,500		14,500
9000 Interdept'l Alloc - Bldg Div	 		(35,186)		(34,683)	1.	 (76,516)
TOTAL	\$ 1,041,958	\$	1,013,681	\$	1,075,883		\$ 1,160,508

<sup>1.</sup> Administrative departments cost distributed to Development Services Building Division.

001 GENERAL FUND
CITY CLERK

### **0601 SPECIAL REVENUE COLLECTIONS: EXPENDITURES**

511 LEGISLATIVE



		PERSO	ONNEL SCHEE	DULE				
				NUN	IBER OF AUTHO	ORIZED POSITIONS		
CLASS.	CLASSIFICATION		2022-2023	2023-2024	2024-2025	2025	-2026	5
NO.	<u>TITLE</u>		<u>ACTUAL</u>	<u>ACTUAL</u>	<b>BUDGET</b>	<b>BUDGET ESTIMATE</b>		<b>SALARIES</b>
	<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>		
294	Passport Director		1.00	1.00	1.00	1.00	\$	159,179
325	Public Records Coordinator		1.00	1.00	1.00	1.00		66,575
293	Passport Counter Supervisor		1.00	1.00	1.00	1.00		80,691
8888	Overtime		-	-	-	-		7,162
	TOTAL FULL TIME HEADCOUNT		3.00	3.00	3.00	3.00		313,607
	PART TIME POSITONS							
	TITLE	НС	FTE's	FTE's	FTE's	FTE's		
239	P/T Passport Agent	11.00	6.75	6.75	8.25	8.25		370,653
	TOTAL PART TIME FTE's	11.00	6.75	6.75	8.25	8.25		370,653
	TOTAL		9.75	9.75	11.25	11.25	\$	684,260

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
1000 Salaries	\$ 445,295	\$ 490,929	\$ 575,621	\$ 684,260
2000 Employee Benefits - See Other Cost Dist.	142,093	193,026	190,796	212,275
3118 Prof Serv - Misc/Other	68,639	71,050	75,000	81,000
4010 Automobile Allowance	3,898	3,736	3,898	3,898
4401 Rental - Copiers	-	-	-	6,000
4500 General Liability Insurance	28,684	27,495	26,951	36,101
4633 Service Alloc - Gen Services	37,811	39,096	42,432	45,211
4900 Misc Exp - Other	(349)	-	-	-
4908 Misc Exp - Passport	7,785	6,447	7,700	9,000
4914 Misc Exp - Document Filing Fee	151,213	249,952	266,500	151,364
5202 Supplies - Chemicals & Photo	15,726	8,732	16,400	18,000
TOTAL	\$ 900,795	\$ 1,090,463	\$ 1,205,298	\$ 1,247,109

# 001 GENERAL FUND CITY CLERK 0610 CITY ELECTIONS

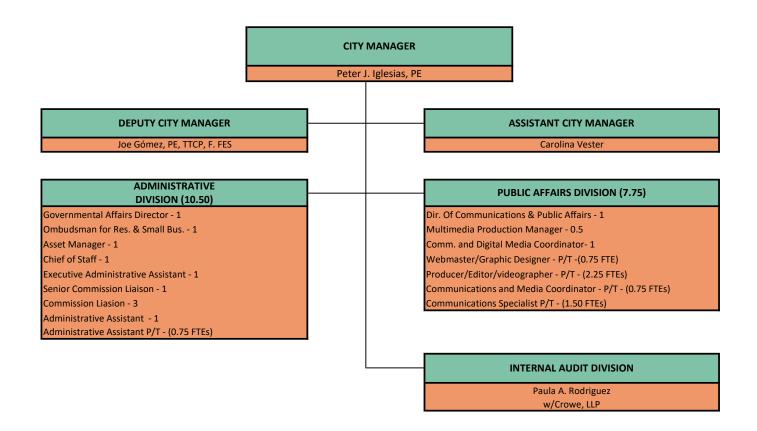


511 LEGISLATIVE

	EXPENDITURE DETAIL								
	2022-2023 ACTUAL		2023-2024 ACTUAL		2024-2025 BUDGET			2025-2026 BUDGET ESTIMATE	
2000 Employee Benefits - See Other Cost Dist.	\$	136	\$	-	\$	-		\$	-
3104 Prof Serv - Elections		232,856		2,854		289,500			4,500
3118 Prof Serv - Misc/Other		-		-		-			-
4830 Promo Expense - Advertising		12,937		-		40,000			-
4900 Misc Exp - Other		10,075		(205)		20,000			5,000
TOTAL	\$	256,004	\$	2,649	\$	349,500		\$	9,500

#### **CITY MANAGER**

#### **ORGANIZATION CHART**

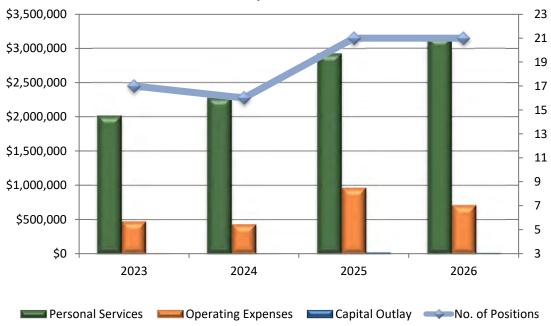




### CITY MANAGER BUDGET AND POSITION SUMMARY

	2022-2023	2023-2024	2024-2025	2025-2026
	ACTUAL	ACTUAL	BUDGET	BUDGET ESTIMATE
Salaries & Benefits	2,017,018	2,276,224	2,925,487	3,156,042
Operating Expenses	472,887	431,511	961,902	708,823
Capital Outlay	1,585	2,276	18,800	13,435
Total	2,515,879	2,710,011	3,906,313	3,878,300
Full Time Headcount	9.50	9.00	14.50	14.50
Part Time FTE's	7.35	7.35	6.00	6.75
Total Headcount & FTE's	16.85	16.35	20.50	21.25

### **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 the Deputy City Manager to create a high performing organization that embraces innovation, best practices, and municipal effectiveness in service of the City Commission, its residents, businesses, and visitors.

### Department Goals:

- 1. Deliver 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 as outlined in the 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, productivity, respect, accessibility, diversity and inclusion.
- 9. Provide executive-level administrative direction in the planning and execution of city projects.

#### **CITY MANAGER'S OFFICE**

#### **FISCAL YEAR 2025 MAJOR ACCOMPLISHMENTS**

#### **Executive Leadership & Talent Management**

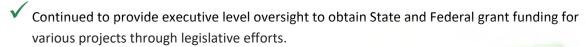
- Promoted and elevated from within talent which prioritizes the needs of the community, and which reflect the strength and talent within our organization. This included the promotion of José "Joe" Gómez as Deputy City Manager, Carolina Vester as Assistant City Manager, Chelsea Granell as Governmental Affairs Director, and Sarah Espino and Carlos Pichardo as Assistant Directors for Community Recreation.
- Recruited additional top-tier talent in critical areas while creating fair and transparent talent management processes. This included the recruitment of Page Perez as Asset Manager and Miguel Lockward as Public Works Assistant Director for Utilities & R.O.W.
- Provided executive oversight for all City departments, ensuring seamless operations, fiscal responsibility, and strategic alignment with Commission and resident priorities.
- Directed the development and rollout of a citywide comprehensive performance management plan, aligning goals, tracking metrics, and increasing transparency.

### **Administrative Innovation & Asset Management**

- Began quarterly visits to inspect city properties and ensured tenant/landlord compliance of City lease requirements.
- Continued implementation and refinement of major technology platforms including **Infor ERP**, **EnerGov**, and **Bluebeam**, improving permitting, finance, payroll, and inspection services citywide.
- Assisted City Departments in a cross-departmental digital records transformation, including support for the digitization of Public Works records and launch of a **Public Notices Portal** via the City Clerk's Office.
- Enabled new revenue and customer service improvements through completion of the Passport
   Office renovation and coordination of a Miami-Dade Tax Collector's satellite office.
- 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.
- ✓ Assisted with quarterly City-owned property conditions and business retail vacancy reports.
- Provided executive level strategic leadership of Transfer of Development Rights (TDR) to fund the restoration and ongoing maintenance of City-owned historic buildings.

### FISCAL YEAR 2025 MAJOR ACCOMPLISHMENTS – (Continued)

#### **Government Relations & Policy**



- Assisted in the formulation of the City's legislative agenda and provided strategic leadership and oversight of the City's lobbying efforts at the State and Federal level.
- Provided oversight and guidance in drafting legislative items that were adopted by the City Commission.
- Provided executive level oversight and guidance for negotiating and administering the City's collective bargaining agreements with the City's unions.

#### **Capital Projects & Infrastructure**

- ✓ Oversaw major capital investments across multiple departments, including:
  - Initiated the phased restoration and renovation plan of City Hall and initiated the construction of the Cottage Building.
  - o Initiated and oversaw the buildouts of the **Minorca Garage** office spaces.
  - Oversaw the construction of Fire Station 4.
  - o Initiated and oversaw the restoration and construction of **Venetian Pool**.
  - Completed the Birdie Bistro at Granada Golf Course, as part of the Granada Diner project.
  - Expanded recreational assets at Blue Road Park and Dorothy Thomson Park, and secured funding and initiated planning for a phased renovation of Phillips Park using FRDAP grant funds.
  - Acquired new parkland including the purchase of a vacant lot at 1301 Valencia Avenue adjacent to Salvadore Park.

### Innovation, Customer Experience & Smart City Integration

- Supported the rollout of the City's text to 911 during emergency situations and the pilot for emergency smart poles in public parks.
- Supported the continued rollout and enhancement of the City's 311 CRM platform, improving digital accessibility and citizen interaction with Development Services and Code Enforcement.

### FISCAL YEAR 2025 MAJOR ACCOMPLISHMENTS – (Continued)

Continued to provide executive level oversight and strategic leadership in the citywide broadband and public Wi-Fi expansion project.

#### **Public Safety & Emergency Readiness**

- Directed coordination for public safety readiness through the hiring of 18 new firefighterparamedics, the launch of a Technical Rescue Team, and expansion of Emergency Management Division programming (including Florida's F-ROC disaster reimbursement initiative).
- Oversaw training and outreach programs such as CERT, reaching over 500 residents and UM students, and Fire Cadet competitions building future career pathways.

#### **Economic Development, Tourism & International Affairs**

- Supported the first National Business Survey, which returned an 87% satisfaction rating, exceeding national benchmarks.
- Helped draw over 3.2 million visitors to Miracle Mile and hosted cultural events bringing over 21,000 international attendees to Coral Gables.
- Supported the business community through citywide events and initiatives, including Giralda Live, Fleet Week performances, the third Taste the Gables and the International Cultural Events program with partner Consulates (Spain, Mexico, and Colombia).

#### OFFICE OF COMMUNICATIONS AND PUBLIC AFFAIRS

#### FISCAL YEAR 2025 MAJOR ACCOMPLISHMENTS

- Made significant improvements to the website through both the back end and new requests made to the vendor. This resulted in better search results for contacting employees and improved commissioner-to-resident communication.
- Advanced efforts with website vendor to raise accessibility website score, working with the ADA coordinator and HR to secure funding.
- Continued to grow social media following and engagement including growing LinkedIn followers by over 30% and Instagram by nearly 14k followers.
- Executed city's centennial plans, including:
  - Developed Oral history project including producing videos of people that have impacted Coral Gables' history. On pace to complete 100 oral history videos for the centennial website.
  - Continued to develop centennial website www.100coralgables.com as a hub for all matters.
  - Developed an audio booth concept and staffed activations at Farmers Market and other key city events to engage with the community.
  - Collaborated with University of Miami, the Coral Gables Bar Association, Bike Walk Coral Gables Garden Club and other organizations on centennial activities.
  - Created and coordinated Centennial flag raising event at City Hall to celebrate the city's
     100th birthday and engage with the community.
  - Coordinated creation and placement of centennial themed manhole covers.
  - Assisted media creating centennial special sections and programming including Miami Today, Coral Gables Magazine, Community News and Diario las Americas as well as WPLG-Local 10, PBS and Florida Road Show.
  - Created art for centennial themed coloring book for Passport Office.
  - o Produced and distributed centennial coins and pins.
  - Coordinated with the Coral Gables Museum and the Innovation & Technology
     Department to display the city's oral history videos as part of the museum's "Path to 100" activation.

#### FISCAL YEAR 2025 MAJOR ACCOMPLISHMENTS – (Continued)

- Published E-News, a weekly electronic newsletter disseminating important information to residents. The city boasts a 52% open rate, which is 16% higher than the average municipal government open rate.
- Coordinated Communications outreach plan for city elections resulting in the highest voter turnout for a runoff election in the city's history.
- Coordinated the commission swearing in ceremony and festivities.
- Coordinated unveiling of McFarlane and Golden Gate historic designation sign.
- Began more interactive strategies to increase newsletter subscribers such as doing promotions at events.
- Continued placement of monthly articles in South Gables Living and Gables Living magazines at no cost to the city through April 2025 when it ceased publication.
- Continued media outreach ensuring that Coral Gables is featured in coverage and responded to inquiries in a timely manner.
- Reviewed social media sentiment and daily media coverage flagging potential issues.
- Responded to social media comments and queries.
- Expanded business spotlights on social media platforms, garnering the highest views for businesses and the city.
- Reviewed all outgoing Community Recreation, Economic Development, Parking and Mobility Services, and Public Works departmental flyers, newsletters and mailers.
- Promoted city programs and projects including Music at McBride, Taste the Gables, Bike-Walk Coral Gables bike tours, community days at the cinema, Women's History Month, the Farmers Market, Royal Poinciana Festival, Recycle Your Holiday Tree, Easter Egg Hunt, and Keep Coral Gables Beautiful.
- Renewed and updated emergency notification program in conjunction with the Fire Department and the Office of Emergency Management which expands outreach to residents. Expanded Emergency Management notification training.
- Received crisis management training with the Innovation & Technology Department on handling cybersecurity attacks.

#### FISCAL YEAR 2025 MAJOR ACCOMPLISHMENTS - (Continued)

- Updated hurricane preparedness information and graphics and reviewed evergreen social media posts and videos for future emergencies.
- Created an informational campaign on disposing of pet waste properly, including distributing signs for residents to place near their trash pits to curb improper disposal.
- Highlighted employees and/or departments receiving special awards and recognitions on social media.
- Coordinated the addition of more facility and beauty photo assets and new drone footage.
- 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.
- Record and broadcast city meetings, including City Commission, Code Enforcement, Historic Preservation, Planning & Zoning, and town halls, totaling nearly 200 hours.
- Created communications plan for disseminating solid waste information, including updated copy for webpages, news articles, ENEWS, Coral Gables app, and social media.
- Redesigned the way construction and city development projects, and traffic updates are showcased including providing more information and updates.
- Publicized the appointments of Assistant City Manager, Deputy/Acting City Manager and City Manager.

# 001 GENERAL FUND CITY MANAGER 1010 ADMINISTRATION DIVISION





# PERSONNEL SCHEDULE

			NUMBER OF AUTHORIZED POSITIONS							
CLASS.	CLASSIFICATION		2022-2023	2023-2024	2024-2025	2025-2026		5		
NO.	<u>TITLE</u>		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET ESTIMATE</b>		<b>SALARIES</b>		
	<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>				
53	City Manager		1.00	1.00	1.00	1.00	\$	306,800		
428	Deputy City Manager		0.00	0.00	1.00	1.00		249,502		
22	Assistant City Manager		1.00	1.00	1.00	1.00		227,457		
135	Governmental Affairs Director		0.50	1.00	1.00	1.00		127,745		
170	Ombudsman Residents/Small Business		1.00	1.00	1.00	1.00		108,892		
91	Asset Manager		1.00	1.00	1.00	1.00		108,432		
102	Executive Administrative Assistant		1.00	1.00	1.00	1.00		68,234		
7	Administrative Assistant		1.00	0.00	1.00	1.00		60,713		
26	Chief of Staff		1.00	1.00	1.00	1.00		98,885		
392	Senior Commission Liaison		1.00	1.00	1.00	1.00		59,865		
62	Commission Liaison		0.00	0.00	2.00	2.00		109,779		
8888	Overtime		-	-	-	-		14,325		
	TOTAL FULL TIME HEADCOUNT		8.50	8.00	12.00	12.00		1,540,629		
	PART TIME POSITONS									
	TITLE	НС	FTE's	FTE's	FTE's	FTE's				
180	P/T Assistant Commission Liaison	-	1.50	1.50	0.00	0.00		-		
176	P/T Administrative Assistant-25P	2.00	1.35	1.35	1.50	1.50		75,876		
	TOTAL PART TIME FTE's	2.00	2.85	2.85	1.50	1.50		75,876		
	TOTAL		11.35	10.85	13.50	13.50	\$	1,616,505		

FXPI	FNDIT	IIRF	DETAIL
LAF		OIL	DLIAIL

	022-2023 ACTUAL	_	2023-2024 ACTUAL	_	2024-2025 BUDGET	<u>_l</u>	025-2026 ET ESTIMATE
1000 Salaries	\$ 952,392	\$	1,129,851	\$	1,533,031	\$	1,616,505
2000 Employee Benefits - See Other Cost Dist.	503,491		560,898		704,854		730,970
3118 Prof Serv - Misc/Other	52,403		42,741		126,000		120,000
4001 Travel - Out-of-Town	7,873		4,372		12,000		12,000
4010 Automobile Allowance	17,623		22,144		33,147		33,147
4400 Rental - Mach & Equip	-		-		-		-
4401 Rental - Copiers	-		-		-		6,500
4500 General Liability Insurance	69,445		69,667		72,286		85,285
4630 Service Alloc - Flt Mgmt - Opr	-		2,197		2,469		2,865
4631 Service Alloc - Flt Mgmt - Rpl	-		2,786		1,408		1,826
4632 Service Alloc - Flt - Fuel	-		358		121		222
4633 Service Alloc - Gen Services	32,613		33,721		36,598		38,995
4701 Printing & Binding	1,077		2,542		5,000		5,000
4900 Misc Exp - Other	8,032		117,510		11,000		18,100

#### **EXPENDITURE DETAIL**

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
5100 Supplies - Office	4,595	3,669	6,900	5,800
5222 Uniform - Purchase/Rental	1,383	186	3,330	3,330
5400 Membership Dues/Subscriptions	15,382	20,945	25,170	25,170
5500 Employee Training	2,433	220	9,000	9,000
8003 Grants - Private	-	-	-	-
8205 Hopkins/Cooper Scholarship	24,389	-	124	-
9000 Interdept'l Alloc - Bldg Div	(52,793)	(74,496)	(75,565)	1. (168,022)
TOTAL	\$ 1,640,338	\$ 1,939,311	\$ 2,506,873	\$ 2,546,693

 $<sup>\</sup>textbf{1.} \ \textbf{Administrative departments cost distributed to Development Services Building Division.} \\$ 

### 001 GENERAL FUND

#### **CITY MANAGER**

#### **1030 COMMUNICATIONS & PUBLIC AFFAIRS DIVISION**

573 OTHER GENERAL GOVERNMENT



	P	ERSON	NEL SCHEDUI	LE				
NUMBER OF AUTHORIZED POSITIONS								
CLASS.	CLASSIFICATION		2022-2023	2023-2024	2024-2025	2025-2026		
NO.	<u>TITLE</u>		<u>ACTUAL</u>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET ESTIMATE</b>		SALARIES
	<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>		
90	Director of Communications & Public Affairs		1.00	1.00	1.00	1.00	\$	164,911
166	Multimedia & Production Program Coordinator		0.00	0.00	0.50	0.50		58,743
67			0.00	0.00	1.00	1.00		82,408
	TOTAL FULL TIME HEADCOUNT		1.00	1.00	2.50	2.50		306,062
	PART TIME POSITONS							
	TITLE	НС	FTE's	FTE's	FTE's	FTE's		
280	P/T Webmaster/Graphic Designer	1.00	0.75	0.75	0.75	0.75		51,959
248	P/T Producer/Editor/Videographer	3.00	1.50	1.50	1.50	2.25		143,750
431	P/T Communications and Media Coordinator 25	1.00	0.00	0.00	0.75	0.75		54,787
191	P/T Communications Specialist	3.00	2.25	2.25	1.50	1.50		97,104
	TOTAL PART TIME FTE's	8.00	4.50	4.50	4.50	5.25		347,600
	TOTAL		5.50	5.50	7.00	7.75	\$	653,662
			EXPENDITUR	E DETAIL				
			2022-2023	2023-2024	2024-2025			2025-2026
		ACTUAL	ACTUAL	BUDGET		BU	DGET ESTIMATE	
1000	Salaries		\$ 442,515	\$ 468,340	\$ 558,836		\$	653,662
1000	Salaries		\$ 442,515	\$ 408,340	\$ 556,650		Ş	053,002
2000	Employee Benefits - See Other Cost Dist.		118,620	117,135	128,766			154,905
3103	Prof Serv - Contracted Staff		950	-	7,000			2,000

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMAT
1000 Salaries	\$ 442,515	\$ 468,340	\$ 558,836	\$ 653,66
2000 Employee Benefits - See Other Cost Dist.	118,620	117,135	128,766	154,90
3103 Prof Serv - Contracted Staff	950	-	7,000	2,00
3118 Prof Serv - Misc/Other	73,581	69,350	161,904	151,85
4001 Travel - Out-of-Town	644	1,185	1,500	1,50
4010 Automobile Allowance	3,898	3,736	3,898	3,89
4011 Mobile Phone Allowance	-	-	-	
4401 Rental - Copiers	-	-	-	6,90
4500 General Liability Insurance	26,975	26,374	26,329	34,48
4610 Repair/Maint - Office Equip	-	-	1,500	1,50
4630 Service Alloc - Flt Mgmt - Opr	17,735	517	5,414	6,34
4631 Service Alloc - Flt Mgmt - Rpl	44,969	6,165	814	1,13
4632 Service Alloc - Flt - Fuel	-	353	403	42
4633 Service Alloc - Gen Services	48,554	50,204	54,488	58,05
4701 Printing & Binding	5,536	15,871	15,950	15,95

#### **EXPENDITURE DETAIL**

	2022-2023	2023-2024	2024-2025	2025-2026
	ACTUAL	ACTUAL	BUDGET	BUDGET ESTIMATE
4820 Spec Res - Pinewood Cemetery	75	-	-	-
4830 Promo Expense - Advertising	27,387	9,619	51,585	43,400
4900 Misc Exp - Other	5,254	1,083	3,367	6,867
4912 Misc Exp - Taxes & Fees	3,654	2,226	2,500	2,500
5100 Supplies - Office	1,968	853	5,000	4,000
5206 Supplies - Food - Event/Resale	1,693	1,091	3,100	3,100
5220 Uniform - Allowance	459	316	680	680
5400 Membership Dues/Subscriptions	1,777	197	1,110	800
5500 Employee Training	3,151	1,869	2,000	2,000
6405 Equip Repl (Cap) - Misc	414	-	14,500	9,135
6425 Equip Adds (Cap) - Misc	1,171	2,276	4,300	4,300
9000 Interdept'l Alloc - Bldg Div	(24,388)	(30,084)	(31,915)	<u>1.</u> (72,371)
TOTAL	\$ 806,592	\$ 748,676	\$ 1,023,029	\$ 1,097,032

<sup>1.</sup> Administrative departments cost distributed to Development Services Building Division.

# 001 GENERAL FUND CITY MANAGER 1050 INTERNAL AUDIT DIVISION



513 FINANCIAL & ADMINISTRATIVE

	EXPENDITUR	E DETAIL			
	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET		025-2026 GET ESTIMATE
3118 Prof Serv - Misc/Other	\$ -	\$ -	\$ -	\$	-
3200 Accounting & Auditing Srvc	71,453	25,308	384,286		250,000
9000 Interdept'l Alloc - Bldg Div	(2,504)	(3,284)	(7,875)	1	(15,425)
TOTAL	\$ 68,949	\$ 22,024	\$ 376,411	\$	234,575

<sup>1.</sup> 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

o Goal: Attain world-class performance levels in overall community satisfaction with city services



What must be done	By When	How will it be evident
Contract with consultant to develop community	04/01/23	Professional Services Agreement with
survey 3.0		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	12/01/23	Analysis with recommendations for
benchmarks with comparable cities		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	12/15/23
	40% Top-box	12/15/25
	<b>Top-Box Responses</b>	GOOD
100%		
95%		
90%	_	
85%		
80%		
75%		
70%		
FY	(23 (A) FY24 (A) FY	Y25 (P)
	■ Quality of Service ■ Feeling of Safety	
Overall feeling of safety	60% Top-box	12/15/23
	70% Top-box	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	None
	of life etc. and feeling of safety in the	
	community	
City Commission	More satisfied constituents	Resources expended in this effort
		will not be available for other
		initiatives.
City Administration	More satisfied residents, less complaints,	None
	data available for decision making based on	
	resident rating of satisfaction/importance	
	rating.	
City staff in surveyed	More satisfied stakeholders, staff will have	Potential resistance if results are
departments	metrics that reflect the good work they are	not positive.
	doing	



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

- Money:
  - o Costs: \$22,000
  - o Nothing immediately measurable, but overall favorable reputation helps to maintain property values, attract businesses and visitors to the City.
  - o Time to see return on investment: N/A
- Other benefits:
  - o 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	05/01/22	Professional Services
transaction surveys (new consultant or renew with		Agreement with consultant
existing)		
Update/develop additional transaction surveys	05/15/2024	Survey instruments
Launch updated and new transactional surveys	04/30/24	Completed returned surveys
Analyze results on a continuous basis	04/30/24	Data from survey results
Compare transactional survey results to other leading cities	10/31/24	Data from survey comparisons
Develop follow up action plans as appropriate	05/15/24	Action plans developed

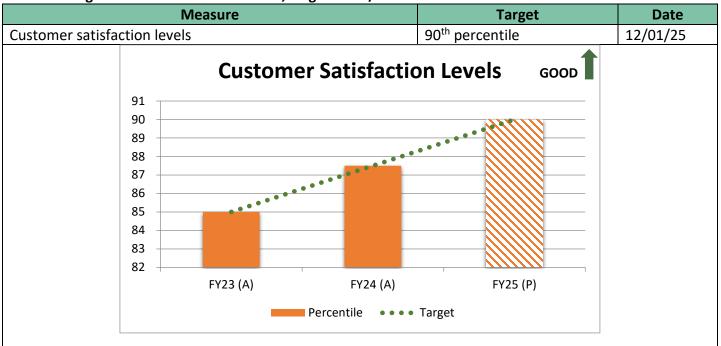
#### Resource requirements (what do we need to succeed?)

- Time:
  - o Solanch Lopez 30 hours
  - o 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	None
	customers	
City Administration	Higher satisfaction among residents and	Resources allocated to this effort
	customers	are not available for other
		initiatives
City staff in surveyed	Clear indications of performance and customer	Potential stress if ratings are not
departments	perspectives	high

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

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



#### **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.
  - o Goal 1 Ensure sufficient workforce capacity to deliver high quality results

#### <u>KEY</u> 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?)

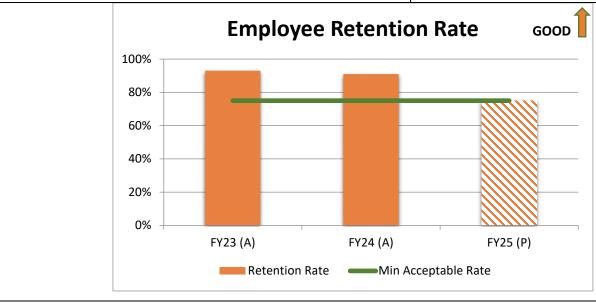
- Time:
  - On-going
  - Other City department staff hours attending career fairs with HR (including departments: Police, Parks, Fire)
  - o The new ERP will facilitate formulation of analytical data, metrics, and dashboards, etc.
- Finances (detailed listing of expected costs):

\$ Amount	Purpose
	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
\$2,500	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	None
	quality services by maintaining overall vacancy	
	rates within the upper and lower control levels	
Finance	Reduced personnel costs associated with high	None
	turnover	
Residents	Enhanced overall community satisfaction with	None
	services provided	



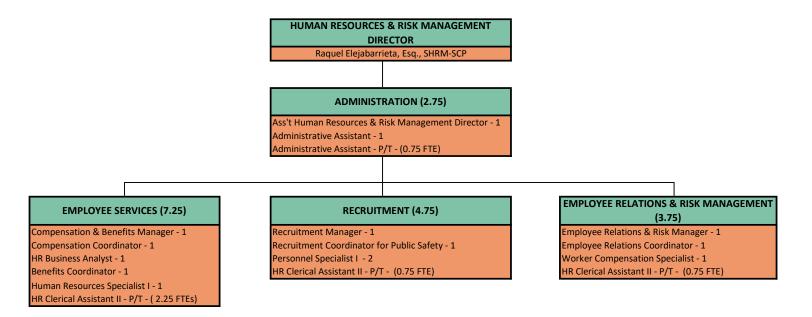
### What are the positive and negative financial impacts (costs / benefits and return on investment)?

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



#### **HUMAN RESOURCES & RISK MANAGEMENT**

#### **ORGANIZATION CHART**

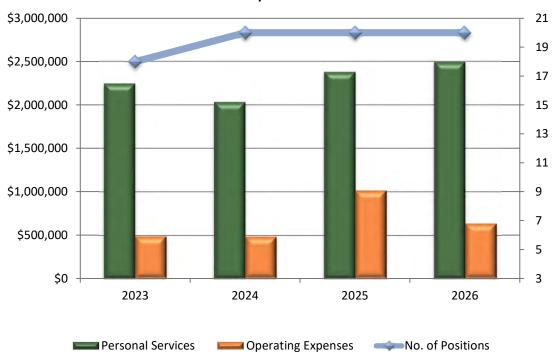




# HUMAN RESOURCES & RISK MGMT DEPARTMENT BUDGET AND POSITION SUMMARY

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
Salaries & Benefits	2,246,670	2,033,085	2,378,224	2,494,033
Operating Expenses	487,170	482,925	1,016,294	634,478
Total	2,733,840	2,516,010	3,394,518	3,128,511
Full Time Headcount	13.00	15.00	15.00	15.00
Part Time FTE's	4.50	4.50	4.50	4.50
Total Headcount & FTE's	17.50	19.50	19.50	19.50

#### **EXPENDITURE/PERSONNEL COMPARISONS**



# Human Resources & Risk Management

### Department Function:

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

- Benefits and Compensation
- Inclusion and Accessibility
- 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 Non-discrimination and ADA Coordinator.

#### 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.

#### Inclusion and Accessibility

Responsible for developing and implementing a comprehensive, city-wide strategy that advances a welcoming and inclusive environment for all residents and employees, while ensuring full compliance with the Americans with Disabilities Act and all applicable local, state, and federal employment laws.

#### **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 sourcing, attracting, and interviewing candidates; selecting and hiring top talent; administering promotional testing; and guiding new property as seamless on boarding process.

#### 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 initiatives.

#### 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.
- 3. Reduce cost associated with new hires and improve the onboarding process.
- 4. Improve employee feedback and employee engagement.
- 5. Provide a workplace culture that is supportive, inclusive, and equitable for all employees.
- 6. Continue the use of strategic milestone planning to achieve succession planning, and attrition goals.
- 7. 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.
- 8. 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.
- 9. Promote and engage our workforce with comprehensive wellness initiatives.
- 10. Continue to promote collaborative and effective labor management relationships in the City.
- 11. Negotiate fair and sustainable collective bargaining agreements with all three unions representing the City employees.
- 12. Develop a comprehensive City-wide strategic inclusion plan and training program for employees.
- 13. 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.
- 14. Monitor the progress of the implementation of the City's ADA Transition Plan and update the Plan as needed.

#### **HUMAN RESOURCES & RISK MANAGEMENT**

#### FISCAL YEAR 2025 MAJOR ACCOMPLISHMENTS

- Successfully evaluated and audited processes in Infor, Workforce Management (WFM), and Global Human Resources (GHR) systems, which were recently implemented, to improve efficiency and ensure 100% data integrity post go-live.
- Spearheaded the City's first open-enrollment cycle using the new Infor platform, delivering a seamless, on-time experience for all employees.
- Implemented Infor's digital HR workflow approvals, eliminating paper forms and streamlining HR processes for greater efficiency.
- Hired over 100 summer seasonal employees to support the City's summer camp activities for the Community Recreation Department.
- Ensured all new documents posted on the City's website were accessible and continued to make improvements to the City's website to address accessibility.
- ✓ On track to hire over 100 full-time positions in Fiscal Year 2025, including, among others:
  - Asset Manager
  - Assistant City Manager
  - Administrative Analyst
  - Automotive Mechanic
  - Building Inspector II
  - Business Community Manager
  - Code Enforcement Officers
  - Country Club Division Director
  - Emergency Dispatch Trainees
  - Equipment Operator I
  - Equipment Operator II
  - Firefighters
  - Fire Equipment Mechanic II
  - Fire Inspector
  - Fire Support Services Coordinator
  - Golf Course and Parks
     Superintendent

- Governmental Affairs Director
- IT Applications Analyst I
- Landscaping Reviewer/ Inspector
- Maintenance Worker II
- Parking Enforcement Specialists
- Planning Official
- Plumbing Inspector II
- Police Records Technician
- Police Officers
- Procurement Specialist
- Senior Automotive Mechanic
- Senior Construction Manager
- Solid Waste Crane Operator
- Solid Waste Workers
- Transportation Engineer

#### FISCAL YEAR 2025 MAJOR ACCOMPLISHMENTS – (Continued)

- ✓ Updated police-officer recruitment strategies, boosting applicant volume and expediting the background-check process.
- ✓ Successfully negotiated and implemented a 2024-2027 collective bargaining agreement with the Teamsters, Local Union 769.
- Continued the leadership development program to prepare employees for upper management roles.
- Audited and updated the City's HR handbook, ensuring full legal compliance while integrating the latest industry best practices.
- Ongoing partnership 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 the partnership with Calm (the #1 app for sleep, meditation, and relaxation) to provide all employees with free access to their extensive library of guided meditations, sleep stories, mindfulness exercises, and other resources designed to help you reduce stress, improve sleep, and enhance your overall well-being.
- ✓ Continued to hold citywide health challenges and workshops and various topics.
- 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. Held onsite a mammography event to educate and encouraging participants to have annual mammograms.
- 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.
- ✓ Successfully implemented an online safety training program.
- ✓ Continued conducting regular on-site risk assessments.
- 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.

# CITY OF CORAL GABLES, FLORIDA PERFORMANCE INDICATOR METRICS

#### **HUMAN RESOURCES & RISK MANAGEMENT**

INDICATOR:		FY24			FY25		
INDICATOR.		ACTUAL	STATUS	TARGET	YTD	TARGET	
Reduce number of Workers' Compensation claims	82	83		82	58	80	
Reduce number of General & Auto Liability claims	68	61		68	43	65	
Annual Safety Training Classes offered	30	31		30	18	30	
Labor Management Meetings	15	15		15	12	20	
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 (Infor after 12/18/2023)	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



001 GENERAL FUND

#### **HUMAN RESOURCES & RISK MGMT DEPARTMENT**

#### 1110 ADMINISTRATION DIVISION

513 FINANCIAL & ADMINISTRATIVE



	PERSONNEL SCHEDULE								
			NUMBER OF AUTHORIZED POSITIONS						
CLASS.	CLASSIFICATION		2022-2023	2023-2024	2024-2025	2025	-2026		
NO.	<u>TITLE</u>		<u>ACTUAL</u>	<b>ACTUAL</b>	BUDGET	<b>BUDGET ESTIMATE</b>		SALARIES	
	FULL TIME POSITIONS		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>			
134	Human Resources & Risk Management Director/Chief DEI Officer		1.00	1.00	1.00	1.00	\$	248,788	
133	Human Resources & Risk Management Assistant Director		1.00	1.00	1.00	1.00		155,325	
7	Administrative Assistant		1.00	1.00	1.00	1.00		57,891	
	TOTAL FULL TIME HEADCOUNT		3.00	3.00	3.00	3.00		462,004	
	PART TIME POSITONS								
	TITLE	HC	FTE's	FTE's	FTE's	FTE's			
176	P/T Administrative Assistant-25P	1.00	0.75	0.75	0.75	0.75		46,066	
	TOTAL PART TIME FTE's	1.00	0.75	0.75	0.75	0.75		46,066	
	TOTAL		3.75	3.75	3.75	3.75	\$	508,070	

	EXPENDITURE DETAIL			
	2022-2023	2023-2024	2024-2025	2025-2026
	ACTUAL	ACTUAL	BUDGET	BUDGET ESTIMATE
1000 Salaries	\$ 255,278	\$ 468,495	\$ 458,647	\$ 508,070
2000 Employee Benefits - See Other Cost Dist.	58,362	187,331	182,846	199,071
4010 Automobile Allowance	5,847	9,962	33,135	10,395
4500 General Liability Insurance	-	22,103	21,673	26,805
4833 Promo Expense - Misc	(151)	-	-	-
9000 Interdept'l Alloc - Bldg Div	<del>-</del>	(23,458)	(21,650)	1. (37,377)
TOTAL	\$ 319,336	\$ 664,433	\$ 674,651	\$ 706,964

<sup>1.</sup> Administrative departments cost distributed to Development Services Building Division.

001 GENERAL FUND

# **HUMAN RESOURCES DEPARTMENT**

#### **1120 EMPLOYEE SERVICES**

513 FINANCIAL & ADMINISTRATIVE



PERSONNEL SCHEDULE									
			NUMBER OF AUTHORIZED POSITIONS						
CLASS.	CLASSIFICATION		2022-2023	2023-2024	2024-2025	2025-2026			
NO.	<u>TITLE</u>		<b>ACTUAL</b>	<b>ACTUAL</b>	BUDGET	<b>BUDGET ESTIMATE</b>	SALARIES		
	FULL TIME POSITIONS		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>			
71	Compensation & Benefits Manager		1.00	1.00	1.00	1.00	73,759		
338	Recruitment Manager		1.00	1.00	1.00	1.00	103,954		
300	Recruitment Coordinator for Public Safety		1.00	1.00	1.00	1.00	70,485		
33	Benefits & Wellness Coordinator		1.00	1.00	1.00	1.00	80,728		
72	Compensation Coordinator		1.00	1.00	1.00	1.00	74,676		
436	HR Business Analyst		0.00	1.00	1.00	1.00	65,251		
434	HR Specialist I		0.00	1.00	1.00	1.00	56,252		
301	Personnel Specialist I		2.00	2.00	2.00	2.00	117,381		
8888	Overtime		-	-	-	-	955		
	TOTAL FULL TIME HEADCOUNT		7.00	9.00	9.00	9.00	643,441		
	PART TIME POSITONS								
	TITLE	НС	FTE's	FTE's	FTE's	FTE's			
211	P/T HR Clerical Assistant II	4.00	3.00	3.00	3.00	3.00	144,217		
	TOTAL PART TIME FTE's	4.00	3.00	3.00	3.00	3.00	144,217		
	TOTAL		10.00	12.00	12.00	12.00	787,658		

EXPENDITURE DETAIL								
		022-2023 ACTUAL		023-2024 ACTUAL	_	2024-2025 BUDGET		2025-2026 GET ESTIMATE
1000 Salaries	\$	759,721	\$	607,315	\$	788,326	\$	787,658
2000 Employee Benefits - See Other Cost Dist.		662,438		385,327		472,862		526,807
3116 Prof Serv - Medical		13,718		47,803		71,653		45,419
3118 Prof Serv - Misc/Other		232,386		210,924		266,447		196,447
4010 Automobile Allowance		5,631		-		-		-
4011 Mobile Phone Allowance		-		-		-		-
4401 Rental - Copiers		-		-		-		4,000
4500 General Liability Insurance		52,847		32,839		36,893		41,556
4610 Repair/Maint - Office Equip		-		194		1,200		1,200
4630 Service Alloc - Flt Mgmt - Opr		3,970		-		-		-
4631 Service Alloc - Flt Mgmt - Rpl		2,115		-		-		-
4633 Service Alloc - Gen Services		38,885		40,206		43,637		46,495
4700 Special Printed Forms		2,679		490		2,500		2,500
4830 Promo Expense - Advertising		3,637		3,615		12,500		12,500
4833 Promo Expense - Misc		7,349		15,577		1,500		6,500

#### **EXPENDITURE DETAIL**

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
4916 Misc Exp - Wellness Programs	15,512	42,984	74,007	27,375
5100 Supplies - Office	7,980	6,583	7,840	7,840
5220 Uniform - Allowance	1,208	118	5,320	5,320
5400 Membership Dues/Subscriptions	398	512	1,760	1,760
5500 Employee Training	25,711	46,543	28,367	73,367
9000 Interdept'l Alloc - Bldg Div	(61,708)	(55,802)	(54,073)	1. (89,706)
TOTAL	\$ 1,774,477	\$ 1,385,228	\$ 1,760,739	\$ 1,697,038

<sup>1.</sup> Administrative departments cost distributed to Development Services Building Division.

001 GENERAL FUND

### **HUMAN RESOURCES DEPARTMENT**

#### 1130 LABOR RELATIONS & RISK MANAGEMENT

513 FINANCIAL & ADMINISTRATIVE



	PERSONNEL SCHEDULE							
				NUM	BER OF AUTHO	RIZED POSITIONS		
CLASS.	CLASSIFICATION		2022-2023	2023-2024	2024-2025	2025-	2026	
NO.	<u>TITLE</u> FULL TIME POSITIONS		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	BUDGET ESTIMATE HEADCOUNT		SALARIES
345 387 378	Risk and Employee Relations Manager Employee Relations Coordinator Workers Compensation Specialist		1.00 1.00 1.00	1.00 1.00 1.00	1.00 1.00 1.00	1.00 1.00 1.00		117,520 70,914 88,688
	TOTAL FULL TIME HEADCOUNT		3.00	3.00	3.00	3.00		277,122
	PART TIME POSITONS							
211	TITLE P/T HR Clerical Assistant II	<u>HC</u> 1.00	FTE's 0.75	FTE's 0.75	FTE's 0.75	FTE's 0.75		37,101
	TOTAL PART TIME FTE's	1.00	0.75	0.75	0.75	0.75		37,101
	TOTAL		3.75	3.75	3.75	3.75	\$	314,223
			5\/D51\ D17	TIDE DETAIL	-	·		

EXPENDITURE DETAIL									
		22-2023 CTUAL		23-2024 ACTUAL		024-2025 BUDGET			25-2026 T ESTIMATE
1000 Salaries	\$	334,039	\$	251,798	\$	307,444			\$ 314,223
2000 Employee Benefits - See Other Cost Dist.		176,832		132,819		168,099			158,204
3100 Prof Serv - ADA		37,628		26,480		80,003			-
3116 Prof Serv - Medical		14,995		13,255		22,000			22,000
3118 Prof Serv - Misc/Other		15,348		28,638		40,500			40,500
4010 Automobile Allowance		2,436		-		-			-
4011 Mobile Phone Allowance		-		-		-			-
4401 Rental - Copiers		-		-		-			4,900
4500 General Liability Insurance		25,288		16,094		14,203			16,578
4630 Service Alloc - Flt Mgmt - Opr		170		-		-			-
4631 Service Alloc - Flt Mgmt - Rpl		2,122		-		-			-
4633 Service Alloc - Gen Services		18,905		19,547		21,215			22,605
4700 Special Printed Forms		-		101		1,500			1,500
5100 Supplies - Office		1,354		1,191		4,000			4,000
5220 Uniform - Allowance		-		-		2,000			2,000
5400 Membership Dues/Subscriptions		344		764		2,195			2,195
5500 Employee Training		1,790		3,205		16,200			16,200
9000 Interdept'l Alloc - Bldg Div		(23,620)		(28,352)		(19,422)	1	L.	(30,396)
9900 Contingency - Operating		32,396		809		299,191			150,000
TOTAL	\$	640,027	\$	466,349	\$	959,128			\$ 724,509

<sup>1.</sup> 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:** 2.1.3-1 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.
  - o 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	10/01/22	Annual report to the city manager
competitive salary ranges and benefits.		
Conduct a citywide compensation study	11/30/22	A comprehensive report with
		comparison data
Benchmark market rates and scales to ensure	10/01/23	Annual report to the city manager
competitive salary ranges and benefits.		
Benchmark market rates and scales to ensure	10/01/24	Annual report to the city manager
competitive salary ranges and benefits.		

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

Funding:

\$ Amount	Purpose
¢20.000	Funding to hire an outside consultant to conduct the compensation study.
\$30,000	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 %	"% of staff earning 105 % to 100% of market			09/30/23
Measure			Target	Date
Workforce turnover			7%	09/30/23
	Emplo	yee Turnov	er Rate	GOOD
18%				
16%	(			
14%				
12%				
10%				
8%			****	
6%				
4%				
2%				
0% +	FY23 (A) Furnover Rate	FY24 (A) Max Acceptable Rate	FY25	
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:
  - o 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.
  - o 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	10/01/22	Survey instrument approved
opportunities for improvement.	10/01/22	by City Manager.
Administer survey to employees.	11/01/22	Survey results
Review initial survey results with leadership team, establish	02/28/23	Meeting minutes
plan for next steps	02/26/23	
HR to initiate a monthly meeting with the leadership team to		Meeting minutes
address organization performance and develop plans for	03/01/23	
improvement.		
Identify group of participants with low and high scores and	05/01/23	Analysis of findings
host focus groups with departments with low and high scores.	03/01/23	
Present proposed key programs and action plans based upon	07/31/23	Meeting minutes
survey results to the leadership team	07/31/23	
Implement key programs and action plans based upon survey	08/31/23	Employee engagement plan
results.	00/31/23	
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.
  - o 200 hours approximately of internal staff to address the gaps.
- Technology:
  - o 2-3 City issued laptops for use by FIU unpaid interns
- Other
  - o 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			
76%					
74%		<i> </i>			
72%		<u>  </u>			
70%					
68%		<u>  </u>			
66%		<u>  </u>			
64%		<u>                                     </u>			
62%		<i>  </i>			
60%		<u></u>			
FY2	23 (A) FY24 (P) FY25 (	P)			
Workforce Engagement Target					
Workforce score regarding comm	unication	75%	09/30/25		
Workforce score regarding recogn	nition	75%	09/30/25		
Workforce score regarding oppor	75%	09/30/25			
Workforce score regarding immed	diate 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	Resource commitments to
	opportunities for improvement in workforce	address survey results
	satisfaction and engagement	
Human Resources	Identification of HR areas of strength and	Time and other resources
	opportunities for improvement	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:
  - o 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.
  - o Goal 2 Attain world-class levels of performance in workforce satisfaction and engagement

<u>KEY</u> 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	10/31/22	Survey instrument approved by City
employee's workers' compensation claims.		Manager.
Determine procedure for administering survey.	11/30/22	Survey procedure will be added to
		workers' compensation manual.
Review survey results.	04/01/24	Report to senior leaders
Administer survey to employees that filed a	04/01/24	Survey will be sent to employees
workers' compensation claim.		with past or current claims.
Continue to administer survey to employees with	Ad hoc	Survey will be sent on all new
new workers' compensation claims.		workers' compensation claims.
Analyze survey results quarterly to determine	04/01/24 and	Graph survey results and analyze
areas of improvements and satisfaction levels.	quarterly.	quarterly.
Identify areas of improvements.	04/01/24 and	Survey results and analysis.
	quarterly.	
Revise workers' compensation procedures to	04/01/24 and	Workers' compensation manual will
implement processes to address areas of	quarterly.	be updated.
improvements.		

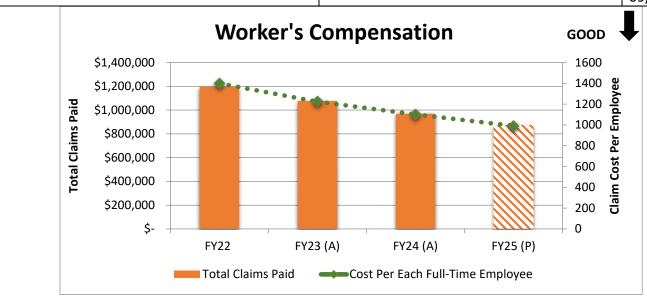
#### Resource requirements (what do we need to succeed?)

- 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)	5% decrease over 2022 baseline levels	10/01/23
rate		10/01/24
		09/30/25
Workforce satisfaction regarding handling of	10% increase over 2022 baseline levels	10/01/23
workers' compensation claim.		10/01/24
		09/30/25
Cost of workers compensation claims per full-	10% decrease over 2022 baseline levels	10/01/23
time employee.		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.	None.
	Improved handling of workers' compensation claims.	
City Leadership	Identification of areas of improvement in handling of	None.
	workers' compensation claims.	
	Improved workforce satisfaction and engagement.	
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	Ongoing	Employee attendance/training
solutions, online courses from the existing training		completion
portal and roll-out in-person workshops.		
Design and implement short satisfaction surveys	12/31/22	Transaction evaluation scores
to capture employee training satisfaction.		
Create matrix to document key areas indicated in	03/30/23	Matrix
the survey that require improvement as it relates		
to delivery of training workshops.		
Analyze matrix data and address deficiencies in	05/30/23	Score on matrix
training delivery and satisfaction		
Identify training opportunities and goals for staff	09/30/23	Matrix of trainings per department and
with each department head.		job role specific
HR to meet with department head to recommend	Ongoing	Recorded and reflected on employee's
list of job role specific trainings staff shall		annual evaluations
complete. Employees to meet required training		
goals by their evaluation dates		
Identify qualified internal talent pool for future	Ongoing	Succession talent management plan
mapping and consideration for future leadership		
and management job opportunity		

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

- Time:
  - o Leaders to complete a minimum of 5 hours of required trainings per year
  - o 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
  - o Outside training consultant



- Finances:
- Knowledge/Training:
  - o All staff Staff to complete a minimum of 8 hours of training per year
- Other
  - o Space, equipment, etc. Conference rooms and CMR to hold in person workshops/training

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

	Measure		Target	Date
Of workforce indicatin oportunities	orkforce indicating "very satisfied" with training and development unities			
	Empl	loyee Satisfaction	•	09/30/25
90% 80% 70% 60% 50% 40% 30% 20% 10%				
	FY23 (A)	FY24 (A)	FY25 (P)	
	very saustieu v	With Training Opportunities	Target	
			222/	
Of workforce indicating	g "very satisfied" wi	th training at events	80%	09/30/23

#### Frequency & venue of review

- Yearly review with City Manager
- Quarterly internal HR meetings



09/30/25

80%

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

Stakeholder Group	Potential positive impact	Potential negative impact
Human Resources	<ul> <li>Improved workforce satisfaction, engagement, performance</li> </ul>	• None
Departments	<ul> <li>Improved workforce performance and engagement</li> </ul>	• None
Workforce	Improved workforce performance and engagement	• None

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

- Money:
  - Costs: Ongoing yearly \$6,000 in costs associated with trainings conducted by outside vendor (\$1,200 per day, 5 days)
  - Ongoing yearly \$19,000 in maintenance of Percipio online learning platform (Skillsoft software)
  - o 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	12/31/22	By the data that has been collected.
comparable municipalities.		
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	12/31/22	Memo will be drafted setting forth areas of
reporting procedures to determine areas		improvement.
where lag time may be reduced.		
Update workers' compensation manual	08/31/23	Workers' compensation manual will be
with new reporting requirements and		updated with revised procedures.
automate workers' compensation		
reporting.		
Provide training to employees on revised	04/01/24	Attendance rosters
reporting procedures.		
Implement new reporting procedures.	04/01/24	Old reporting procedures/forms will not be
		accepted.
Monitor lag time under new reporting	04/01/24 and	Monthly reports will be generated with lag
procedures.	ongoing	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):
  - o Informatics Person 40 hours from IT staff.
  - o 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

	Measui	e		Target					
Worker's Co	mpensation cl	aim lag time	R	Reduce lag time each year until goal is					
			re	eached (pe	rcentage c	of reduction ea	ch	10/01/24	
					determine	d when the Ci	ty's	10/1/25	
			b	aseline is o	compared t	o benchmarke	ed		
			d	ata).					
Decrease cos	st of workers'	compensation	P	ercentage	of reduction	on each year w	ill be	10/01/23	
laims per fu	ll-time emplo	yee.	d	etermined	when the	City's baseline	is	10/01/2	
			co	compared to benchmarked data.					
		Work	er's Co	mpen	sation		GOOD		
	\$1,400,000					<b>1600</b>			
	\$1,200,000	•					1400	ee/	
aid	\$1,000,000			•••••	•			old	
ls P.	\$800,000							E E	
lain							800	Per	
Total Claims Paid	\$600,000						- 600	Claim Cost Per	
	\$400,000						400	<u>E</u>	
	\$200,000						200	C	
	\$-						<b>⊥</b> օ		
		FY22	FY23 (	A) I	FY24 (A)	FY25 (P)			
		Total Claims	s Paid 🕳	Cost Per	Each Full-Tir	ne Employee			
Days Away /	Restricted Tir	ne (DART) rate	P	ercentage	of reduction	on each year w	ill be	10/01/23	
•		•		determined when the City's baseline is					
			co	compared to benchmarked data.					

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



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

- Money:
  - o Costs: Cost of training employees on new procedures.
  - o 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
  - o 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	10/01/22	Meeting minutes
around wellness needs based on annual health plan review		
Conduct wellness events	04/30/23	Attendance roster
	08/30/23	
Create and conduct wellness and work-life balance employee	After each	Transactional survey
surveys	Wellness event	scores
Implement key programs and action plans based upon employee	Ongoing	Programs developed
wellness needs driven by results of annual health plan reviews		and implemented
and survey results.		
Provide greater employee incentives to motivate employees to	Ongoing	Activity reports
participate in wellness efforts.		
Meet with insurance provider to identify funding and assistance	08/30/23	Meeting minutes
that the provider can contribute to the City		
Meet with healthcare providers and insurance consultant to	11/30/23	Meeting minutes
identify wellness initiatives for FY 2023/2025		

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

- Time:
  - o Project team member will need approximately 500 hours
  - Internal staff to host the events
  - o 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	None
	engagement	

#### 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.
  - o 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.
  - o Benefits: undetermined savings in medical insurance claims

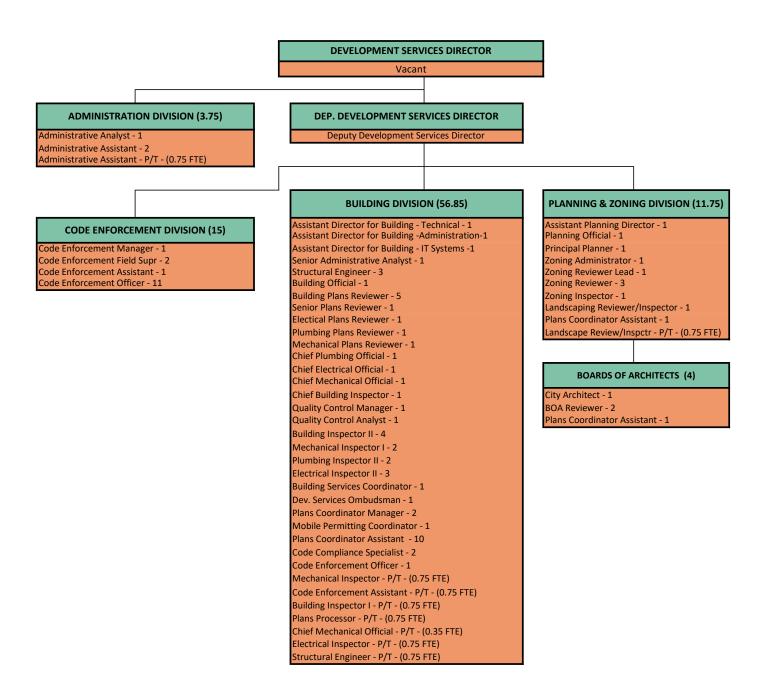




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#### **DEVELOPMENT SERVICES**

#### **ORGANIZATION CHART**

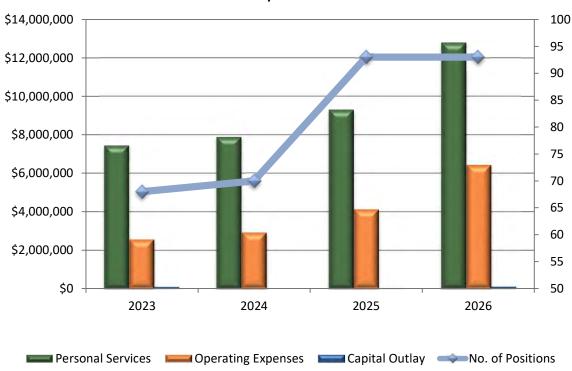




## DEVELOPMENT SERVICES DEPARTMENT BUDGET AND POSITION SUMMARY

	2022-2023	2023-2024	2024-2025	2025-2026
	ACTUAL	ACTUAL	BUDGET	BUDGET ESTIMATE
Salaries & Benefits	7,446,889	7,893,335	9,310,933	12,785,642
Operating Expenses	2,561,240	2,920,218	4,119,639	6,431,494
Capital Outlay	82,114		2,200	99,200
Total	10,090,243	10,813,553	13,432,772	19,316,336
Full Time Headcount	62.00	64.00	86.00	87.00
Part Time FTE's	6.35	6.35	7.10	6.35
Total Headcount & FTE's	68.35	70.35	93.10	93.35

#### **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 policymaking 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. 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.

#### **DEVELOPMENT SERVICES**

#### **FISCAL YEAR 2025 MAJOR ACCOMPLISHMENTS**

- Refining integration of Energov, our permitting software, allowing for more efficient fully digital plan submittals, easier inspection requests, access to online systems, and payments for citizens.
- Refining integration of Bluebeam, our digital plan review software, allowing fully digital plan reviews.
- Refining the 311 online system to allow for Code Enforcement complaints to be input and tracked online.
- Developed the City's Comprehensive Plan Map Series to be interactive and GIS-compatible, intergraded with the current online Zoning Code.
- ✓ Updating the goals, objectives, and policies along with critical maps of the City's Comprehensive Plan to align with current local community and state-wide priorities.
- Developing and providing interactive and GIS-compatible maps online to better inform property owners and potential owners of site-specific regulations and historic applicability.
- Expanded the public notification of proposed development projects and specific Zoningrelated items via email to the growing number of subscribed residents.
- Developing clear architectural drawings and building precedents to be available as design resources to architects, designers, builders, etc. on the central online webpage of information, materials, design guidelines, and other resources for Coral Gables Mediterranean architecture and design.
- ✓ Improving the access and availability of proposed development plans and e-comment for public hearings and workshops.
- ✓ Drafting Zoning Code legislation with elected officials to improve the quality of life in the city and the welfare of residents.
- Refining modernization of the City's Board of Architect's review processes from paper to digital processes, with the goal of ultimately allowing significant cost savings to applicants and saving time by allowing the Board's findings to be posted online immediately.
- ✓ Working towards modernization of the City's Certificate of Use processes to allow for online processing and payments.

#### FISCAL YEAR 2025 MAJOR ACCOMPLISHMENTS - (Continued)

- Working towards improvement of the processing of impact fees, allowing for more transparent division of funds and automating the accounting of impact fees.
- Developing materials for the website that will help applicants with common rejection comments.
- ✓ Developing checklists for submittal requirements based on different permit types.
- ✓ Implemented outreach for education of applicants regarding bond refunds

## CITY OF CORAL GABLES, FLORIDA PERFORMANCE INDICATOR METRICS

#### **DEVELOPMENT SERVICES**

INDICATOR:	FY24			FY	25	FY26
INDICATOR.	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
90 percent of Board of Architects cases approved within two meetings	N/A	92%	•	N/A	No Data Available	N/A
90 percent of Certificates of Use processed within five working days	90%	96%		90%	95%	95%
90 percent of inspections completed on requested date	90%	98%		90%	98%	98%
Average wait time is less than 5 minutes at Permit Counter	5:00 min.	2:50		5:00 min.	3:34	5:00 min.
90 percent of Zoning Verification Letters processed within five working days	N/A	100%		90%	81%	85%
Overall Customer Satisfaction in rating strongly agree	90%	N/ A		90%	81%	85%
Number of permits issued	N/A	9,102	N/A	N/A	6,428	N/A

Legend



Target met or exceeded



Target nearly met







#### 001 GENERAL FUND

#### **DEVELOPMENT SERVICES DEPARTMENT**

#### **1200 ADMINISTRATION DIVISION**

515 COMPREHENSIVE PLANNING



	PERSON	NEL	SCHEDULE					
		_	NUMBER OF AUTHORIZED POSITIONS					
CLASS.	CLASSIFICATION		2022-2023	2023-2024	2024-2025	2025	-2026	5
NO.	<u>TITLE</u>		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET ESTIMATE</b>		SALARIES
	FULL TIME POSITIONS		HEADCOUNT	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>		
88	Development Services Director/Building Director/Building O	ff	1.00	1.00	1.00	1.00	\$	146,386
86	Deputy Development Services Director		1.00	1.00	1.00	1.00		207,901
6	Administrative Analyst		1.00	1.00	1.00	1.00		65,416
7	Administrative Assistant		2.00	2.00	2.00	2.00		149,148
302	Plans Coordinator Assistant		1.00	1.00	0.00	0.00		-
8888	Overtime		-	-	-	-		3,000
	TOTAL FULL TIME HEADCOUNT		6.00	6.00	5.00	5.00		571,851
	PART TIME POSITONS							
	<u>TITLE</u> HO	С	FTE's	FTE's	FTE's	FTE's		
176	P/T Administrative Assistant-25P 1.0		0.75	0.75	0.75	0.75		40,749
	TOTAL PART TIME FTE's 1.0	00	0.75	0.75	0.75	0.75		40,749
	TOTAL		6.75	6.75	5.75	5.75	\$	612,600

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
1000 Salaries	\$ 512,654	\$ 441,716	\$ 624,417	\$ 612,600
2000 Employee Benefits - See Other Cost Dist.	246,345	191,543	242,719	263,932
3118 Prof Serv - Misc/Other	30,193	32,494	82,000	83,000
4010 Automobile Allowance	9,583	3,736	10,395	10,395
4401 Rental - Copiers	-	-	-	4,000
4500 General Liability Insurance	32,968	33,666	29,390	32,320
4632 Service Alloc - Flt - Fuel	-	-	-	151
4633 Service Alloc - Gen Services	35,575	36,784	39,923	42,538
4700 Special Printed Forms	993	1,278	2,000	3,000
5100 Supplies - Office	4,242	1,851	3,000	4,000
5400 Membership Dues/Subscriptions	372	155	1,000	1,000
5500 Employee Training	887	422	2,500	5,000
6423 Equip Adds (Cap) - Tech Fee	-	-	2,000	2,000
9000 Interdept'l Alloc - Bldg Div	(562,932)	(580,404)	(456,876)	<b>1.</b> (819,573)
TOTAL	\$ 310,880	\$ 163,241	\$ 582,468	\$ 244,363

<sup>1.</sup> Administrative departments cost distributed to Development Services Building Division.

001 GENERAL FUND

## DEVELOPMENT SERVICES DEPARTMENT 1210 BUILDING INSPECTIONS DIVISION

**524 PROTECTIVE INSPECTIONS** 



#### PERSONNEL SCHEDULE

	I Litt	ONIVEL SCITE	NUM	BER OF AUTHO	ORIZED POSITIONS	
CLASS.	CLASSIFICATION	2022-2023	2023-2024	2024-2025	2025-20	026
NO.	TITLE	ACTUAL	ACTUAL	BUDGET	BUDGET ESTIMATE	SALARIES
	FULL TIME POSITIONS	HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	
17	Assistant Building Director	1.00	-	_	- \$	_
	Assistant Director for Building - Technical	0.00	_	1.00	1.00	114,698
	Assistant Director for Building - Administration	0.00	_	1.00	1.00	114,698
	Assistant Director for Building - Information Tech		_	1.00	1.00	114,698
	Development Services Onbudsman	-	0.00	1.00	1.00	65,416
	Building Official	1.00	1.00	1.00	1.00	162,000
	Senior Administrative Analyst	0.00	-	1.00	1.00	75,734
	Quality Control Manager	1.00	1.00	1.00	1.00	115,838
	Quality Control Analyst	0.00	0.00	1.00	1.00	75,734
	Structural Engineer	3.00	2.00	3.00	3.00	465,709
	Plans Coordinator Manager	1.00	2.00	2.00	2.00	168,514
	Permit Clerk	4.00	4.00	0.00	0.00	
	Plans Coordinator Assistant	0.00	-	10.00	10.00	515,743
	Mobile Permitting Coordinator	1.00	1.00	1.00	1.00	104,051
	Code Compliance Specialist	-	0.00	2.00	2.00	119,038
	Code Enforcement Officer	-	3.00	1.00	1.00	57,476
	Plans Processor	1.00	-	-	-	-
37	Building Services Coordinator	1.00	1.00	1.00	1.00	130,752
46	Chief Plumbing Official	1.00	1.00	1.00	1.00	164,949
	Plumbing Inspector II	1.00	1.00	2.00	2.00	170,420
	Chief Mechanical Official	1.00	1.00	1.00	1.00	101,472
43	Chief Electrical Official	1.00	1.00	1.00	1.00	157,282
94	Electrical Inspector II	2.00	2.00	3.00	3.00	338,125
	Chief Building Inspector	-	1.00	1.00	1.00	155,046
	Building Inspector II	4.00	4.00	4.00	4.00	426,097
	Landscaping Reviewer/Inspector	-	1.00	0.00	0.00	-
	Building Plans Reviewer	1.00	1.00	5.00	5.00	545,886
	Electical Plans Reviewer	0.00	0.00	1.00	1.00	85,210
4112	Plumbing Plans Reviewer	0.00	0.00	1.00	1.00	85,210
	Mechanical Plans Reviewer	0.00	0.00	1.00	1.00	85,210
3832	Senior Plans Reviewer	0.00	0.00	1.00	1.00	87,669
163	Mechanical Inspector I	1.00	1.00	2.00	2.00	175,630
	Overtime	-	-	_	-	40,000
	TOTAL FULL TIME HEADCOUNT	26.00	29.00	52.00	52.00	5,018,305
	PART TIME POSITONS					
	TITLE HC	FTE's	FTE's	FTE's	FTE's	
197	P/T Electrical Inspector II 1.00		0.75	0.75	0.75	36,552
	P/T Chief Mechanical Official 1.00		0.35	0.35	0.35	40,158
220	P/T Landscaping Reviewer/Inspector -	0.75	0.75	0.00	0.00	-
	P/T Structural Engineer 1.00		-	0.75	0.75	48,189
190	P/T Code Enforcement Officer -	0.00	-	-	-	-
	P/T Code Enforcement Assistant 1.00		0.75	0.75	0.75	33,132
183 P/T Building Inspector II UNC -		0.75	0.75	0.75	0.00	-
420 P/T Building Inspector I 25P 1.00			0.75	0.75	0.75	85,835
242 P/T Plans Processor 1.00			0.75	0.75	0.75	58,571
	P/T Mechanical Inspector 1.00		0.75	0.75	0.75	56,060
	P/T Plans Coordinator Assistant -	0.00	-	-	-	-
	TOTAL PART TIME FTE's 7.00	5.60	5.60	5.60	4.85	358,497
	TOTAL	31.60	34.60	57.60	56.85 \$	5,376,802

**EXPENDITURE DETAIL** 

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
1000 Salaries	\$ 2,231,235	\$ 2,771,709	\$ 3,155,418	\$ 5,376,802
2000 Employee Benefits - See Other Cost Dist.	1,372,561	1,479,299	1,613,261	2,770,867
3118 Prof Serv - Misc/Other	673,706	142,367	915,887	1,036,000
3119 Prof Serv - Priv Sect Plan Rev	11,372	181,324	465,000	647,000
3150 Interdept'l Alloc - Admin	1,528,835	2,248,031	2,205,906	<b>1.</b> 4,774,146
4010 Automobile Allowance	-	-	-	11,694
4401 Rental - Copiers	-	-	-	17,800
4500 General Liability Insurance	152,099	183,004	156,497	283,674
4610 Repair/Maint - Office Equip	-	-	1,800	1,800
4630 Service Alloc - Flt Mgmt - Opr	24,611	26,471	52,798	52,410
4631 Service Alloc - Flt Mgmt - Rpl	32,460	210,919	27,380	30,172
4632 Service Alloc - Flt - Fuel	-	8,163	7,086	6,882
4633 Service Alloc - Gen Services	115,477	119,401	129,589	138,078
4700 Special Printed Forms	2,018	2,221	7,000	7,000
5100 Supplies - Office	9,841	13,373	12,997	12,997
5220 Uniform - Allowance	6,388	5,443	10,000	10,000
5221 Uniform - Protective (PPE)	1,042	1,489	2,500	2,500
5400 Membership Dues/Subscriptions	5,938	1,894	3,810	3,810
5500 Employee Training	16,300	16,670	17,000	17,000
6400 Equip Repl (Cap) - Vehicles	-	-	-	90,000
6405 Equip Repl (Cap) - Misc	-	-	200	200
6425 Equip Adds (Cap) - Misc	44,000	-	-	-
6426 Equip Adds (Cap) - Radio/Cam				7,000
TOTAL	\$ 6,227,883	\$ 7,411,778	\$ 8,784,129	\$ 15,297,832

<sup>1.</sup> Administrative departments cost distributed to Development Services Building Division.

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

DED 4 DE 4 SALE		**************************************		DEPT/DIV BUDGET PRIOR	ALLOCATION TO BLDG	
DEPARTMENT						
<u>NAME</u>	<u>#</u>	<u>RULE</u>	<u>%</u>	TO ALLOC	DIV	
City Commission	0100	% of Total Operating Budget	6.23%	\$ 871,611	\$ 53,888	
City Attorney	0500	% of Total Operating Budget	6.23%	2,990,763	184,709	
City Clerk	0600	% of Total Operating Budget	6.23%	1,237,024	76,516	
City Manager - Admin	1010	% of Total Operating Budget	6.23%	2,714,715	168,022	
City Manager - Public Affairs	1030	% of Total Operating Budget	6.23%	1,169,403	72,371	
City Manager - Internal Audit	1050	% of Total Operating Budget	6.23%	250,000	15,425	
Human Resources - Admin	1110	% of Authorized Headcount	5.02%	744,341	37,377	
Human Resources - Emp Services	1120	% of Authorized Headcount	5.02%	1,786,744	89,706	
Human Resources - Labor & Risk	1130	% of Authorized Headcount	5.02%	604,905	30,396	
Development Services - Admin	1200	Bldg Div % of Dev. Serv. Admin. Budget	76.56%	1,063,936	819,573	
Development Services - P&Z	1220	Bldg Div % of Planning & Zoning	50.00%	944,157	454,001	
Development Services - Code Enf	1230	Bldg Div % of Dev. Serv. Code Enf. Budget	15.00%	1,796,458	270,311	
Finance - Admin	3010	% of Total Operating Budget	6.23%	1,115,770	67,345	
Finance - Collections	3020	% of Total Operating Revenue	4.94%	864,033	41,799	
Finance - Reporting & Operations	3030	% of Total Operating Budget	6.23%	1,869,952	116,189	
Finance - Procurement	3040	% of Total Operating Budget	6.23%	1,472,230	91,060	
Finance - Management & Budget	3050	% of Total Operating Budget	6.23%	1,094,360	67,797	
Information & Innovaton	3200	% of Total Operating Budget	6.23%	12,835,094	1,855,128	
Non-Departmental	7000	% of Authorized Headcount	5.02%	4,405,783	262,533	
			-	\$ 39,831,279	\$ 4,774,146	

<b>FACTORS</b>
----------------

Total Authorized Headcount	1,133.14
Building Division Headcount	56.85
Total Operating Budget (net of allocations)	245,600,188
Total Development Services Budget	\$ 19,980,504
Building Division Budget (pre-allocation)	\$ 15,297,832
Total Operating Revenue	\$ 217,220,983
Building Division Revenue	\$ 10,722,200
Building Division Non-Personnel Budget	\$ 7.708.036

001 GENERAL FUND

#### DEVELOPMENT SERVICES DEPARTMENT

#### 1220 PLANNING & ZONING DIVISION

515 COMPREHENSIVE PLANNING



	PERSONNEL SCHEDULE									
			NUMBER OF AUTHORIZED POSITIONS							
CLASS.	CLASSIFICATION		2022-2023	2023-2024	2024-2025	202	5-2026	5		
NO.	<u>title</u>		<b>ACTUAL</b>	<b>ACTUAL</b>	BUDGET	<b>BUDGET ESTIMATE</b>		SALARIES		
	<b>FULL TIME POSITIONS</b>		HEADCOUNT	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>				
23	Assistant Director for Planning & Zoning		1.00	-	1.00	1.00	\$	141,474		
1210	Ass't Director for Zoning		-	-	-	-		-		
429	Planning Official		1.00	1.00	0.00	1.00		115,148		
54	City Planner		0.00	-	0.00	0.00	-			
318	Principal Planner		2.00	2.00	2.00	1.00		82,524		
48	City Architect		1.00	1.00	1.00	1.00		168,079		
381	Zoning Administrator		1.00	1.00	1.00	1.00		106,834		
1049	Assistant City Architect		0.00	-	-	-		-		
401	Landscaping Reviewer/Inspector		-	0.00	1.00	1.00		73,173		
384	Zoning Reviewer Lead		1.00	1.00	1.00	1.00		117,341		
383	Zoning Reviewer		2.00	2.00	2.00	3.00		250,420		
382	Zoning Inspector		1.00	1.00	1.00	1.00		94,193		
34	BOA Reviewer		2.00	2.00	2.00	2.00		155,254		
302	Plans Coordinator Assistant		4.00	4.00	2.00	2.00		135,834		
8888	Overtime		-	-	-	-		6,000		
	TOTAL FULL TIME HEADCOUNT		16.00	15.00	14.00	15.00		1,446,274		
	PART TIME POSITONS									
	TITLE	HC	FTE's	FTE's	FTE's	FTE's		40.5==		
220	P/T Landscaping Reviewer/Inspector	1.00	0.00	0.00	0.75	0.75		42,078		
	TOTAL PART TIME FTE's	1.00	0.00	0.00	0.75	0.75		42,078.00		
	TOTAL		16.00	15.00	14.75	15.75	\$	1,488,352		

	EXPENDI <sup>*</sup>	TUR	E DETAIL				
	22-2023 CTUAL		023-2024 ACTUAL	_	2024-2025 BUDGET	BU	2025-2026 DGET ESTIMATE
1000 Salaries	\$ 982,645	\$	1,085,129	\$	1,279,681	\$	1,488,352
1101 Stipend - Board Members	7,200		9,780		15,000		15,000
2000 Employee Benefits - See Other Cost Dist.	709,654		633,404		743,687		783,747
3118 Prof Serv - Misc/Other	29,546		29,831		119,625		119,625
3123 Prof Serv - Reimbursable	940		-		-		-
4010 Automobile Allowance	4,710		7,309		7,796		7,796
4401 Rental - Copiers	-		-		-		13,650
4500 General Liability Insurance	70,764		60,931		60,101		78,524
4630 Service Alloc - Flt Mgmt - Opr	1,315		12,013		8,785		9,988
4631 Service Alloc - Flt Mgmt - Rpl	11,936		9,705		12,435		10,473
4632 Service Alloc - Flt - Fuel	-		2,459		1,995		1,778
4633 Service Alloc - Gen Services	109,611		113,335		123,006		131,063
4700 Special Printed Forms	5,927		7,456		9,300		9,000
4830 Promo Expense - Advertising	3,594		627		7,000		7,000
4900 Misc Exp - Other	1,534		375		3,000		3,100
5100 Supplies - Office	11,667		3,389		9,000		10,000
5221 Uniform - Protective (PPE)	125		148		200		400
5400 Membership Dues/Subscriptions	3,426		1,518		5,200		5,200
5500 Employee Training	771		3,364		7,299		7,299
9000 Interdept'l Alloc - Bldg Div	 		<u>-</u>	_	<u>-</u>		(454,001)
TOTAL	\$ 1,955,365	\$	1,980,773	\$	2,413,110	\$	2,247,994

**PERSONNEL SCHEDULE** 

001 GENERAL FUND

#### **DEVELOPMENT SERVICES DEPARTMENT**

#### **1230 CODE ENFORCEMENT DIVISION**

**524 PROTECTIVE INSPECTIONS** 



		BER OF AUTHO	ORIZED POSITIONS				
CLASS.	CLASSIFICATION	2022-2023	2023-2024	2024-2025	202	2025-2026  MATE SALARIES  NT  \$ 93,463	
NO.	<u>TITLE</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<b>BUDGET</b>	<b>BUDGET ESTIMATE</b>		<u>SALARIES</u>
	<b>FULL TIME POSITIONS</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>		
60	Code Enforcement Manager	1.00	1.00	1.00	1.00	\$	93,463
59	Code Enforcement Field Supervisor	1.00	1.00	2.00	2.00		167,228

58 Code Enforcement Assistant 1.00 1.00 1.00 1.00 59,338 61 Code Enforcement Officer 652,262 11.00 11.00 11.00 11.00 8888 Overtime 13,953 9999 Holiday Worked Pay 3,500 TOTAL FULL TIME HEADCOUNT 14.00 14.00 15.00 15.00 989,744

TOTAL	14.00	14.00	15.00	15.00	\$	989,744
	EXPENDIT	TURE DETAIL				
	2022-2023	2023-2024	2024-2025			025-2026
	ACTUAL	ACTUAL	BUDGET			SET ESTIMATE
1000 Salaries	\$ 801,078	\$ 840,634	\$ 1,056,619		\$	989,744
2000 Employee Benefits - See Other Cost Dist.	590,717	449,901	595,131			499,598
3115 Prof Serv - Lot Clearing	250	11,200	34,400			27,556
3118 Prof Serv - Misc/Other	6,760	48,537	18,000			21,800
4401 Rental - Copiers	-	-	-			5,601
4500 General Liability Insurance	48,116	48,114	49,502			52,218
4603 Repair/Maint - Info Tech Equip	-	-	42,400			40,000
4630 Service Alloc - Flt Mgmt - Opr	24,041	25,635	33,714			38,874
4631 Service Alloc - Flt Mgmt - Rpl	25,494	37,775	28,048			27,747
4632 Service Alloc - Flt - Fuel	-	14,427	12,064			10,957
4633 Service Alloc - Gen Services	32,084	33,174	36,005			38,364
4900 Misc Exp - Other	-	-	500			2,500
4910 Misc Exp - Court & Investigate	1,996	2,871	500			3,000
5100 Supplies - Office	8,655	1,925	6,400			7,000
5220 Uniform - Allowance	8,897	2,382	11,100			6,100
5221 Uniform - Protective (PPE)	2,044	477	600			1,000
5400 Membership Dues/Subscriptions	1,791	1,356	2,499			1,999
5401 Software Subscriptions & Maint	-	-	-			10,000
5500 Employee Training	6,078	2,429	5,356			12,400
6425 Equip Adds (Cap) - Misc	38,114	-	-			-
9000 Interdept'l Alloc - Bldg Div		(263,076)	(279,773)		1	(270,311)
TOTAL	\$ 1,596,115	\$ 1,257,761	\$ 1,653,065		\$	1,526,147

<sup>1.</sup> 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

# CORA

#### Strategic plan alignment

- Objective 1 Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community
  - o 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	10/01/22	Kiosks will be in the lobby of the new
access to permits for making payments, scheduling		building.
inspections, applying on-line.		
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	10/01/23	Videos will be posted.
newsletter and post permanently on website.		
Offer monthly more in-depth training for	04/01/24	Training will be scheduled, advertised
customers/General Contractor of the building dept.		and sign-in sheets filed.
Create QR code for permit applications so that	07/01/24	QR code will print on approved plans
owners can easily follow their permitting process on-		and will take you directly to the permit.
line.		
Publish common rejection comments	08/01/24	Common rejection comments will be
		posted on our website and on
		publications

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

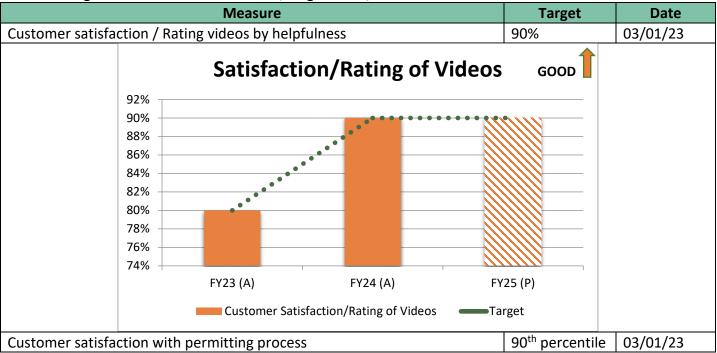
- Time (of the project team members and others as appropriate examples below):
  - Program / Subject Matter Experts
    - 50 hours from IT for QR code.
    - 10 hours from Communications for video production and outreach.
    - 36 hours from Subject Matter Experts to develop training materials and monthly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

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

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



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



#### 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	Increased satisfaction with helping	Time and other resources
Matter Experts	customers	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:

o 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 costeffective services that efficiently utilize City resources
  - o 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	02/01/24	Each employee will receive work bag with equipment.
Schedule biannual Continuing Education specific	02/01/24	Attendance rosters
to Code Enforcement and Front Counter		
Implement a 10% QA/ QC of Inspections done	07/01/24	Inspection reports
Create training manual, SOP	10/01/24	SOP will be distributed to employees

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

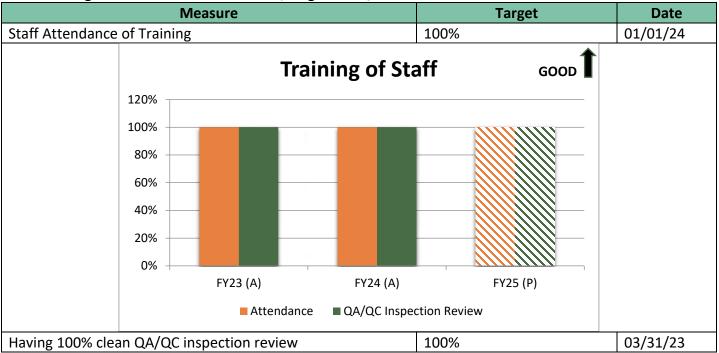
- Time (of the project team members and others as appropriate examples below):
  - o Informatics Person 10 Hours
  - Program / Subject Matter Experts –
- Finances (detailed listing of expected costs):

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

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



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



#### 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	Improved Business functions	<ul> <li>Resources expended in this effort are not available for other initiatives</li> </ul>
Customers	• Improved Customer Service	None

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

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



#### **Action Plan Worksheet**

Action Plan Owner: Douglas Ramirez, Deputy Development Services Director

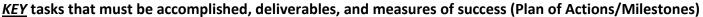
Action Plan Name: 5.2.3-1 Enhance the brand image of "The City Beautiful" in

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.

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



What must be done	By When	How will it be evident
Coordinate with Public Affairs to set up recurring messages	02/01/24	Messages developed
Educate residents through social media on what Development	02/01/24	Monthly, short social
Services does. Have a focus on safety and on City aesthetics		media posts.
affecting their property values.		
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):
  - o Informatics Person None
  - Program / Subject Matter Experts Communications
- Finances (detailed listing of expected costs):

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

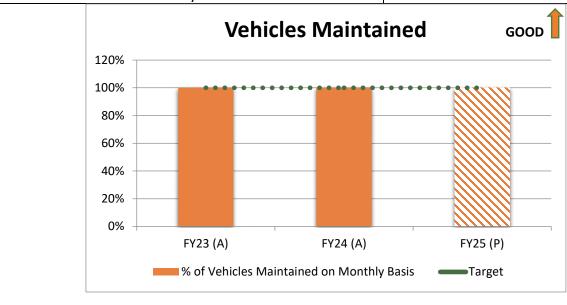
- Technology:
  - o None
- Knowledge/Training:
  - o All staff –
- Other
  - Space, equipment, etc.





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> <li>Increased engagement though meeting customer requirements and expectations</li> </ul>	<ul> <li>Time spent on this effort is not available for other job duties</li> </ul>
Sr. Leadership	Improved City image	<ul> <li>Resources expended in this effort are not available for other initiatives</li> </ul>
Commissioners	Improved City image	<ul> <li>Resources expended in this effort are not available for other initiatives</li> </ul>
Customers	• Improved satisfaction with City image	None

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

Money:

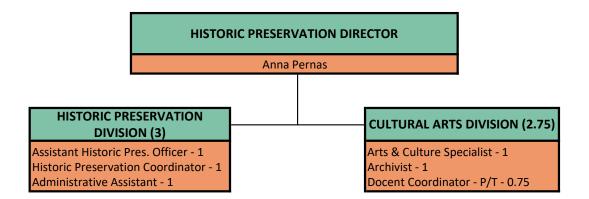
Costs: \$6,000Benefits: \$0

Time to see return on investment



#### **HISTORICAL RESOURCES & CULTURAL ARTS**

#### **ORGANIZATION CHART**

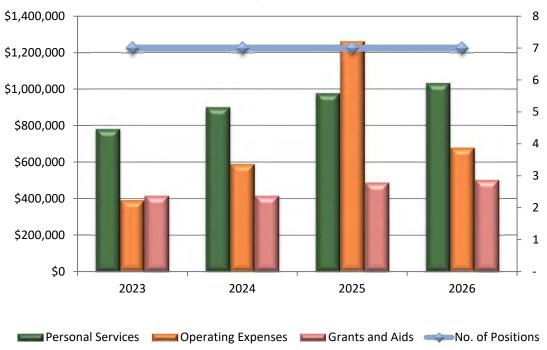




## HISTORICAL RES & CULTURAL ARTS DEPARTMENT BUDGET AND POSITION SUMMARY

	2022-2023	2023-2024	2024-2025	2025-2026
	ACTUAL	ACTUAL	BUDGET	BUDGET ESTIMATE
Salaries & Benefits	781,491	900,220	976,335	1,033,147
Operating Expenses	391,385	589,022	1,260,594	678,577
Grants and Aids	416,228	416,228	488,228	503,228
Total	1,589,104	1,905,470	2,725,157	2,214,952
Full Time Headcount	6.00	6.00	6.00	6.00
Part Time FTE's	0.75	0.75	0.75	0.75
Total Headcount & FTE's	6.75	6.75	6.75	6.75

#### **EXPENDITURE/PERSONNEL COMPARISONS**



#### 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 cultural programs, including art in public places.
- 2. To provide exceptional service to the owners of historic properties, to guide the preservation of Cityowned 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.

#### HISTORIC PRESERVATION DIVISION

#### **FISCAL YEAR 2025 MAJOR ACCOMPLISHMENTS**

- Processed 19 Special Certificates of Appropriateness and 96 Standard Certificates of Appropriateness.
- ✓ Processed 14 Local Historic Landmark Designations.
- Performed over 120 inspections on historic properties.
- ✓ Issued 74 Historical Significance Determinations.
- Completed the restoration and replication of the White Way Lights project.
- Installed a State of Florida Division of Historical Resources Historical Marker honoring the MacFarlane Homestead and Golden Gate Subdivisions.
- ✓ Planned and hosted a Concert on the Merrick House Lawn honoring Veterans Day featuring Miami's Top Brass.
- Welcomed over 1,900 visitors to the Coral Gables Merrick House.
- Continued the "100 Voices" oral history series at Merrick House.
- Planned and hosted "The Coral Market," a vintage market on the grounds of the Merrick House.
- Hosted a Pinewood Cemetery Clean-Up event in collaboration with Keep Coral Gables

  Beautiful
- Participated with FIU Landscape Architecture + Environmental and Urban Design Studio for master plan design of Pinewood Cemetery.
- Collaborated with Coral Gables Museum on multiple exhibits including Centennial shows, Phineas Paist exhibit, Coral Gables Fire Department Centennial, Coral Gables Congregational Church, George Merrick.
- ✓ Collaborated with local historians such as Dr. Paul George and Les Standiford.
- Collaborated with Phillip Church for the "Place maker-Poet," a play inspired by the biography "George E. Merrick: Son of the Southwind" by Arva Moore parks.
- ✓ Processed 10 cubic feet of archival material
- ✓ Ongoing processing of archival materials including the estate and research papers of a local historian, Arva Moore Parks.
- Ongoing processing of donations received for City Centennial.
- ✓ Coordinating the distribution of signs recognizing Local Historic Landmarks built in 1925 as Centennial Homes.

#### **CULTURAL ARTS DIVISION**

#### FISCAL YEAR 2025 MAJOR ACCOMPLISHMENTS

- Reviewed, processed, and administered Cultural Grants to 52 (fifty-two) non-profit organizations.
- Implemented addition to the Cultural Grant Program of Coral Gables Youth Arts Program (CGYAP) category.
- Facilitated ongoing professional development opportunities through the Arts & Business Council for Cultural Grantees.
- Celebrated artist Janine Antoni with a presentation of a documentary about the artist's work and received Art Basel recognition, including hosting an Art Basel VIP event.
- Celebrated installation of commissioned artwork "Whispering Through a Stone" by artist Janine Antoni at 332 Miracle Mile.
- Submitted a Florida Department of State, Division of Cultural Affairs, Specific Cultural Project Grant for a public art exhibition, pending passing of associated legislation.
- Administered and processed approval of a long-term loan to The Underline of five sculptures by artist Jean Ward.
- Administered and processed approval of "Planting Pollinators" by artist Xavier Cortada, commissioned as a donation from the Coral Gables Garden Club in celebration of the Club's centennial.
- Administered and processed approval of Art in Public Places City project: "Puffed and Inverted Star II" by artist Frank Stella.
- Administered and processed approval of Gables Go! Virtual/Digital Extended Reality (XR) experience in celebration of the city's centennial.
- Administered and processed approval of commissioning a city score in partnership with the University of Miami and composer Carlos Rafael Rivera in celebration of the city's centennial.
- Administered and processed approval of mural on private property: "Frank Sinatra and Tom Jobin" by artist Kobra at The Plaza Development.
- ✓ Administered and processed approval of public art on private property: "Power Tower" by artist Lynda Benglis at Regency Parc, 2601 Salzedo Street.
- Administered and processed approval of public art on private property: "Minna" by artist Jaume Plensa at 4241 Aurora Street.
- Conducted public art tour in partnership with the Economic Development Department. Ms. Cathers received the 2025 Serving the Arts, Public Art Award co-presented by the Miami-Dade County Department of Cultural Affairs with the Arts & Business Council of Miami.

## CITY OF CORAL GABLES, FLORIDA PERFORMANCE INDICATOR METRICS

#### **HISTORICAL RESOURCES & CULTURAL ARTS**

INDICATOR:		FY24		FY	FY26	
INDICATOR.	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	34		30	29	30
Process and review Standard Certificates of Appropriateness	100	140		100	96	100
Process and review Ad Valorem Tax applications for historic properties	3	3		3	5	3
Implement local historic designations of individual properties	8	11		8	14	10
Implement local historic designations of districts	1	0	•	1	0	1
Process inventory of Valdes-Fauli Coral Gables Archives	Ongoing	Ongoing		Ongoing	Ongoing	Ongoing
Process new donations to the Valdes-Fauli Coral Gables Archives	Ongoing	Ongoing		Ongoing	Ongoing	Ongoing
Increase number of visitors to Coral Gables Merrick House	800	1,923		800	1,590	900

#### <u>Legend</u>



Target met or exceeded



Target nearly met



001 GENERAL FUND

## HISTORICAL RES & CULTURAL ARTS DEPARTMENT 1320 HISTORIC PRESERVATION DIVISION

**573 CULTURAL SERVICES** 



	PERSONNEL SCHEDULE								
	NUMBER OF AUTHORIZED POSITIONS								
CLASS.	CLASSIFICATION	2022-2023	2023-2024	2024-2025	2025	-2026	<del>,</del>		
NO.	<u>TITLE</u>	<b>ACTUAL</b>	<b>ACTUAL</b>	BUDGET	<b>BUDGET ESTIMATE</b>		<u>SALARIES</u>		
	<b>FULL TIME POSITIONS</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>				
131	Historic Restoration & Cultural Arts Director	1.00	1.00	1.00	1.00	\$	141,914		
24	Assistant Historic Preservation Officer	1.00	1.00	1.00	1.00		144,201		
130	Historic Preservation Coordinator	1.00	1.00	1.00	1.00		100,720		
7	Administrative Assistant	1.00	1.00	1.00	1.00		54,410		
	TOTAL	4.00	4.00	4.00	4.00	ė	441 245		

TOTAL	4.00 4.00		4.00	4.00	4.00	\$	441,245
	EXP	NDITUI	RE DETAIL				
	2022-20 ACTU			2024-2025 BUDGET		2025-202 BUDGET ESTI	
1000 Salaries	\$ 338	,112 \$	382,842	\$ 407,940		\$	441,245
2000 Employee Benefits - See Other Cost Dist.	188	,536	230,512	245,148			246,485
3118 Prof Serv - Misc/Other	6	,653	16,864	197,210			22,400
4010 Automobile Allowance	11	,911	12,453	12,994			12,994
4401 Rental - Copiers		-	-	-			7,018
4402 Rental - Land & Buildings	4	,628	5,255	5,340			5,340
4500 General Liability Insurance	20	,586	20,232	19,246			23,280
4610 Repair/Maint - Office Equip		-	-	710			710
4630 Service Alloc - Flt Mgmt - Opr		230	-	-			-
4631 Service Alloc - Flt Mgmt - Rpl	2	,599	-	-			1,450
4633 Service Alloc - Gen Services	162	,322	167,837	182,158			194,090
4701 Printing & Binding		512	-	7,090			7,090
4820 Spec Res - Pinewood Cemetery		-	-	8,176			1,000
4821 Spec Res - Hist Preservation		-	30	26,855			800
4830 Promo Expense - Advertising	2	,596	5,485	7,200			3,960
4900 Misc Exp - Other	1	,111	567	19,994			19,994
5100 Supplies - Office	3	,561	3,536	7,385			7,385
5400 Membership Dues/Subscriptions		434	721	900			900
5500 Employee Training	5	,260	790	5,000			6,000
TOTAL	\$ 749	,051 \$	847,124	\$ 1,153,346		\$	1,002,141

001 GENERAL FUND

#### HISTORICAL RES & CULTURAL ARTS DEPARTMENT

#### **1330 CULTURAL ARTS DIVISION**

**573 CULTURAL SERVICES** 



		PERS	ONN	IEL SCHEI		MRI	ER OE ALITUC	ORIZED POSITIONS		
CLASS.	CLASSIFICATION		20	22-2023	2023-2024	VIDI	2024-2025		5-2026	
NO. 15 14	TITLE FULL TIME POSITIONS Arts and Culture Coordinator Archivist		<u> </u>	ACTUAL ADCOUNT 1.00 1.00	ACTUAL HEADCOUNT 1.00 1.00	<u> </u>	BUDGET HEADCOUNT 1.00 1.00	BUDGET ESTIMATE HEADCOUNT 1.00 1.00	\$	93,734 75,616
	Overtime Trans USA DOCUME			-			-	-		10,969
	TOTAL FULL TIME HEADCOUNT  PART TIME POSITONS			2.00	2.00		2.00	2.00		180,319
196	TITLE P/T Docent Coordinator	HC 1.00		FTE's 0.75	FTE's 0.75		FTE's 0.75	<u>FTE's</u> 0.75		45,746
	TOTAL PART TIME FTE's	1.00		0.75	0.75		0.75	0.75		45,746
	TOTAL			2.75	2.75		2.75	2.75	\$	226,065
				EXPENDIT	URE DETAIL					
				22-2023 ACTUAL	2023-2024 ACTUAL		2024-2025 BUDGET		BU	2025-2026 DGET ESTIMATE
1000	Salaries		\$	150,956	\$ 174,540	\$	212,532		\$	226,065
2000	Employee Benefits - See Other Cost Dist.			103,887	112,326	i	110,715			119,352
3118	Prof Serv - Misc/Other			20,041	28,911		143,748			81,153
4500	General Liability Insurance			9,624	9,385	;	9,651			11,927
4633	Service Alloc - Gen Services			106,133	109,739	)	119,103			126,904
4701	Printing & Binding			849	1,150	)	3,000			3,000
4802	Events - Hist Res & Cult Arts			23,827	196,813		401,861			68,000
4822	Spec Res - Merrick House			5,548	3,510	)	57,492			-
4823	Spec Res - Merr Hse R. O'Neal			-	-		4,939			-
4900	Misc Exp - Other			1,558	3,125	,	7,923			57,923
5100	Supplies - Office			663	478	3	2,800			2,800
5201	Supplies - Agricultural			669	381	-	985			985
5202	Supplies - Chemicals & Photo			-	125	•	2,000			2,000
5231	Equipment (Oper) - Minor/Tools			20	16	•	300			300
5400	Membership Dues/Subscriptions			50	315	,	210			210
5500	Employee Training			-	1,304	ļ	6,324			8,964
8201	Grants - Coral Gables Museum			225,000	225,000	)	225,000			225,000
8202	Grants - Cultural Art Pgms			191,228	191,228		263,228			278,228
	TOTAL		\$	840,053	\$ 1,058,346	\$	1,571,811		\$	1,212,811

#### **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.
  - o 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	09/30/24	Visitor log
for Merrick House visitors		
Implement credit card payment system for	09/30/24	Credit card receipts
Merrick House visitors		
Improve public awareness of sites and events	09/30/25	Advertisements published
through advertising opportunities		
Increase number of trained Merrick House	09/30/25	Training records
docents to increase opening hours		
Increase number of public art activations in	09/30/25	Artwork activations
downtown area		

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

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

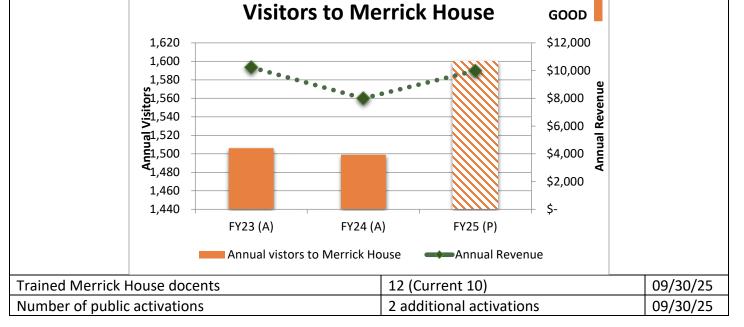
\$ Amount	Purpose	
\$9,000	\$3,000 annually for improved advertising of sites and events	
\$2,000	Creation of online booking and payment system for Merrick House	
\$1,000	Credit card payment equipment for Merrick House	
\$12,000	Total	

- Technology:
  - o Online booking and payment system for Merrick House visitors
- Knowledge/Training:
  - o 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	\$10,000	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	Training, efficiency through booking Increased visitor numbers possibly leading	
Matter Experts	process improvements	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:
  - o Costs: \$12,000
  - o Benefits: \$20,000 in additional revenue plus undetermined positive financial impacts due to increased visitor traffic
- Other benefits:
  - o 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	10/01/24	Decision Package Approved
Budget process		
Increase outreach to source additional event	09/30/25	Increased event opportunities
opportunities		
Increase number of available City Cultural Grants for	09/30/25	Increased number of grant-funded
disbursement for events within the city		events

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

- Time (of the project team members and others as appropriate examples below):
  - o 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
  - o 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



	Measure	Target	Date			
Number of Cultural	l Grants available	34	09/30/23			
Number of Cultural	l Grants available	35	09/30/25			
	City-Sponsored P	rograms GOOD				
	45					
	40					
	35	••••••				
	30					
	25					
	20					
	15					
	10					
	5					
	-					
	FY23 (A) FY24 (A)	FY25 (P)				
	Actual ——Target					

# 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	Job security and satisfaction	Increased workload
Program / Subject	Job security and satisfaction	Increased workload
Matter Experts		
Sr. Leadership	Improved public experiences	Increased costs
Commissioners	Improved public experiences	Increased costs
Customers	Additional events, economic benefits	Increased traffic

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

Money:

o Costs: \$30,142

o Benefits: Undetermined financial benefits due to increased city-sponsored programs

• Other benefits:

o 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

<u>KEY</u> 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	9/30/24	Increased visitor numbers
Merrick House visitors		
Implement credit card payment system for Merrick	9/30/24	Increased visitors
House visitors		
Improve public awareness of sites and events through	9/30/25	Increased participation numbers
advertising opportunities		
Increase number of Merrick House docents to	9/30/25	Increased opening hours, docents,
increase opening hours		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):
  - o Informatics Person 10 hours
  - o 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
\$162,561	Total

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



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



# 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	Training, efficiency through booking process	Increased visitor numbers
Matter Experts		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:

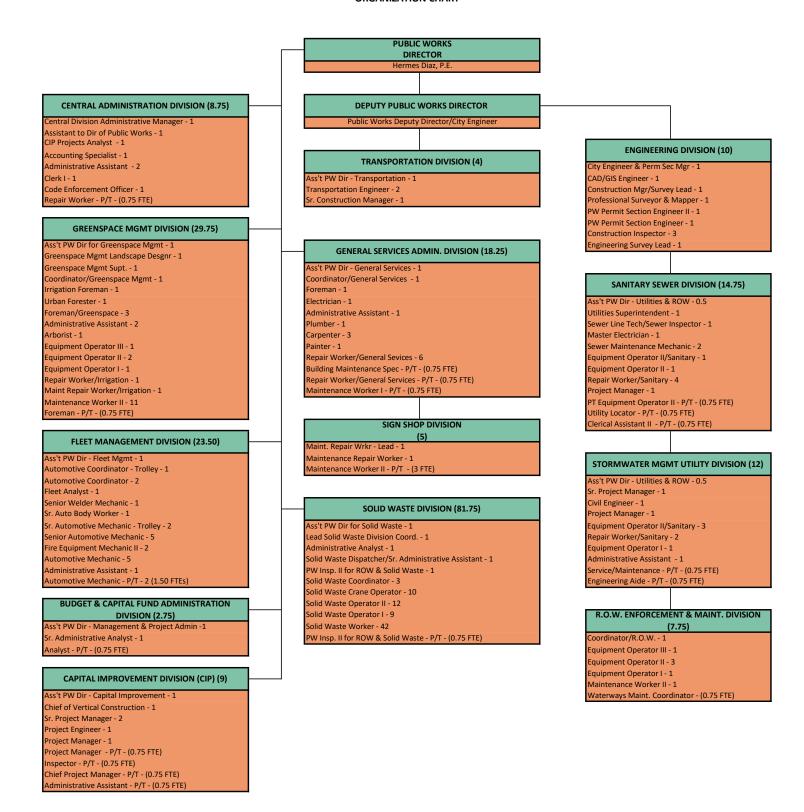
o Costs: \$162,561

o Benefits:



#### **PUBLIC WORKS**

#### **ORGANIZATION CHART**

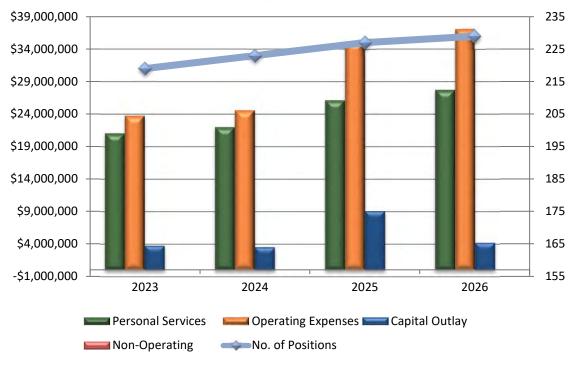




# PUBLIC WORKS DEPARTMENT BUDGET AND POSITION SUMMARY

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
Salaries & Benefits	21,028,955	21,990,699	26,144,301	27,748,912
Operating Expenses	23,740,905	24,588,036	35,104,025	37,081,715
Capital Outlay	3,752,209	3,527,850	9,071,534	4,207,462
Non-Operating				
Total	48,522,069	50,106,585	70,319,860	69,038,089
Full Time Headcount	202.00	205.00	210.00	212.00
Part Time FTE's	16.50	18.00	17.25	17.25
Total Headcount & FTE's	218.50	223.00	227.25	229.25

## **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 <u>Fleet Division</u> 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 <u>Central Division</u> receives and manages all customer service-related requests submitted via telephone, email, and inperson 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 and processes for uniformity.

The <u>Capital Improvement (CIP) Division</u> 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 <u>Budget & Capital Fund Division</u> is responsible for all fiscal responsibilities of the Public Works Department. This division is responsible for reviewing all requisitions, change orders, purchase orders, invoices, budget change requests, preparing of detailed financial statements, financial projections, and capital project management.

The <u>Engineering Division</u> 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 <u>Greenspace Management Division</u> 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 <u>Right-of-Way Maintenance Division</u> 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 <u>Solid Waste Division</u> 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 <u>Transportation Division</u> 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 <u>General Services Administration Division</u> 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 <u>Utilities Division</u> 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 2025-2026 BUDGET ESTIMATE PUBLIC WORKS

### **FISCAL YEAR 2025 MAJOR ACCOMPLISHMENTS**

- ✓ **Customer Service.** The Central Administrative Division is averaging over 3,200 monthly calls and has generated an average of over 1,800 monthly customer service requests to date.
- ✓ Keep Coral Gables Beautiful Program Partnership. During FY25, in partnership with the KCGB, Greenspace Management staff coordinated clean- up and planting projects to improve the landscape at Fewell Park, Ingraham Park and the Pinewood Cemetery. Approximately 10,000 lbs. of invasive exotic plants were removed at these sites utilizing volunteer assistance.
- Tree Succession and Landscaping Improvements. Planted approximately 150 new trees on City swales and in public green spaces to provide additional shade and environmental benefits, while certain trees were removed in rights-of-way for health and safety reasons. Flowering trees and thousands of new groundcovers were added to the downtown streetscape of City Hall, Merrick Park, Miracle Mile, Ponce De Leon in downtown and traffic circles to enhance the beauty of the landscape by adding colorful plants.
- ▶ Black Olive Treatment. Treated approximately 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.
- Landscape Architectural Design. Provided in-house design for US 1 medians and the King's Bay improvements. Working with the CIP Division on the design for Biltmore Way Streetscape, City Hall, North Ponce Neighborhood, Ponce South of Bird, and Country Club Prado Historic Entrance landscaping and irrigation designs.
- Site Maintenance. Coordinated re-bidding and award of the 2025 landscape maintenance contract of approximately 400 City greenspaces. Refined processes for the City's mapping technology, Cartegraph, to accurately catalogue City landscape assets for detailed documenting and reporting of site maintenance and inspections.
- ▼ Tree Maintenance. Managed the pruning of approximately 8,000 trees, at an average of 200 specific resident requests per month through the online request system. Coordinated the scope of work to launch the solicitation for the consultant to begin a full update to the urban tree canopy with the IT department. Coordinated re-bidding and award of the new 2025 tree maintenance contract.

## FISCAL YEAR 2025 MAJOR ACCOMPLISHMENTS - (Continued)

- ✓ **Development Plans Review.** Approximately 295 permits for tree pruning, tree removal/mitigation, swale planting, and larger development projects have been issued for review by the Greenspace Management division since October 1, 2024, which is an average of almost 37 reviews per month.
- Community Outreach. The Assistant Director of Public Works for the division serves as liaison to the City's Landscape Beautification Advisory Board and is active in the Coral Gables Garden Club. Community speaking engagements included the garden workshop at the Coral Gables Farmer's Market, and presentations to the Garden Club, The Villagers Historic Preservation organization, the Dade Heritage Trust, the Landscape Inspectors Association of Florida, and the Tropical Flowering Tree Society at Fairchild Tropical Botanic Garden.
- ✓ **Motor Pool.** Maintain 92% of all classes of equipment and vehicles available and ready for use within the operational requirements outlined in the Equipment Availability Codes (EAC).
- Solid Waste. Continued use of Rubicon Smart City's routing optimization software, which will assist with the balancing of routes and improve route efficiency. Rubicon bases our optimization recommendations on observed fleet data through our in-truck technology combined with pre-existing data from our city.
- Completed Capital Improvement Projects in FY25. The following capital improvement projects were completed or are substantially completed by the CIP Division:
  - Venetian Pool Concrete Bottom Replacement to be completed early Summer 2025.
  - Venetian Pool Pumps Replacement including wells rehabilitation to be completed early Summer 2025.
  - White Way Lights Phase III.
  - Passport Office Building Renovation.
  - Minorca Garage Construction.
  - City Hall Cottage Building Renovation.
  - Fire House 4 Construction to be completed Summer 2025.
  - Mayor Dorothy Thompson Park Construction to be completed Summer 2025.
  - Blue Road Park Construction to be completed Summer 2025.
  - Parking Lot 8 to be completed Summer 2025.

## FISCAL YEAR 2025 MAJOR ACCOMPLISHMENTS - (Continued)

- General Services Administration Division. The Division completed over 777 maintenance-related requests. Hundreds of street markers have been repaired and painted in a continuous effort to maintain cleanliness and legibility. Our sign shop continues to straighten, replace or remove signage to meet state and local requirements. Street end closures are being repaired and restored to meet Fire Department requirements; 14 street end closure location repairs have been handled by our team in house. 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. We continue to support all Public Works Divisions, Parks, Police, Fire and Special Events as needed.
- ✓ **Street Signs/Monuments.** The Sign Shop has completed 2,638 requests this fiscal year to date.
- ▼ Trash Pits. Public Works' Contractor and Solid Waste working in tandem have filled 683 trash pits.
- ✓ **Drainage Projects.** The Utilities Division completed 14 new drainage projects consisting of the installation of new catch basins, French drains, and the rehabilitation of existing pipes.
- Sanitary Pump Stations SCADA/Telemetry Retrofit. The Utilities Division completed 9 SCADA/Telemetry Retrofits consisting of the installation of new control panels on 9 pump stations throughout the City of Coral Gables.
- ✓ Pump Station E Force Main Bridge Relocation Project. The Utilities division completed the relocation of a 12-inch sewer force main pipe off the Le Jeune Road and S.W. 57 Avenue Roadway Bridge to the Pedestrian Bridge connecting Cartagena Park to Ingram Park.
- ✓ Traffic Calming and Pedestrian Facilities. As part of the ongoing traffic calming efforts, Public Works completed 8 traffic calming devices (6 speed cushions and 2 speed tables) and 20 temporary speed tables this fiscal year. The City has installed 52 traffic calming devices to date since the program's inception in 2019. In addition, Public Works has completed nearly 4.5 miles of new sidewalks, sidewalk repairs, and sidewalk extensions. The City also striped 6 crosswalks and installed 87 ADA mats this fiscal year
- ✓ **Sidewalk Replacement.** Public Works has replaced nearly 4 miles of damaged sidewalks.

# CITY OF CORAL GABLES, FLORIDA PERFORMANCE INDICATOR METRICS

# **PUBLIC WORKS**

INDICATOR:		FY24			FY25		
INDICATOR:	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%	97.53%		95%	91.62%	95%	
Number of trees pruned	8,000	4,000		8,000	5,333	8,000	
Number of trees planted	100	50		100	150	100	
GovQA customer requests successfully completed	7,000	8,649		7,000	6,045	7,000	
Reduce City's cost of electricity by square footage in City Facilites by 3%	-3.00%	-12.33%		-3.00%	-3.66%	-3.00%	
Reduce City's cost of water by square footage in City Facilites by 3%	-3.00%	13.71%	•	-3.00%	-15.90%	-3.00%	
Total miles of pedestrian facilities (new sidewalks, replacements, and extensions)	4	4		4	4.5	4	
Number of crosswalks striped	>20	47		>20	18	>20	
Number of plan reviews completed on-time	95%	95%		95%	99%	95%	
% of inspections conducted within 24 hours of request	10,000	12,971		10,000	7,416	10,000	
Miles of complete street sweeping performed	10,000	9,060		15,000	13,329	15,000	
Street markers cleaned and painted	160	140		1,000	832	1,000	
% of graffiti removal requests dispatched to field crews within 2 days	100%	100%		100%	100%	100%	
% of City's street potholes requets dispatched to field crews within 2 days	100%	100%		100%	100%	100%	
% of sewer back-up requests responsed within 4 hours	100%	100%		100%	100%	100%	
Catch basins, inlets, manholes cleaned	300	295		1,000	423	1,000	
Number of trash pits completely filled	500	786		600	346	600	
Tonnage of recycling	2,600	2,428		2,592	1,586	2,500	
% of garbage collection on the scheduled day	100%	99.81%		99%	99%	99%	
% of trash collection on the scheduled day	100%	99.51%		99%	99%	99%	
% of recycling collection on the scheduled day	100%	99.50%		99%	99%	99%	

# Legend



Target met or exceeded



Target nearly met



Target not met



001 GENERAL FUND

# PUBLIC WORKS DEPARTMENT

## **1500 ADMINISTRATION DIVISION**

539 OTHER PHYSICAL ENVIRONMENT



## PERSONNEL SCHEDULE

			NUI	MBER OF AUTH	ORIZED POSITIONS		
CLASS.	CLASSIFICATION	CLASSIFICATION 2022-2023 2023-2024 2		2024-2025	2025-2026		
NO. TITLE		<b>ACTUAL</b>	<b>ACTUAL</b>	BUDGET	<b>BUDGET ESTIMATE</b>		SALARIES
	<b>FULL TIME POSITIONS</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>		
331	Public Works Director	1.00	1.00	1.00	1.00	\$	224,415
330	Public Works Deputy Director/City Engineer	1.00	1.00	1.00	1.00		195,879
419	Central Division Administration Manager	-	1.00	1.00	1.00		149,285
5	Administrative & Fiscal Affairs Manager	1.00	-	-	-		-
28	Assistant to the Director of Public Works	1.00	1.00	1.00	1.00		74,856
47	CIP Projects Specialist	1.00	1.00	0.00	0.00		_
1231	CIP Projects Analyst				1.00		71,092
61	Code Enforcement Officer	0.00	0.00	1.00	1.00		105,534
4	Accounting Specialist	1.00	1.00	1.00	1.00		80,060
7	Administrative Assistant	2.00	2.00	2.00	2.00		106,520
57	Clerk I	1.00	1.00	1.00	1.00		61,042
8888	Overtime	-	-	-	-		1,500
	TOTAL FULL TIME HEADCOUNT	9.00	9.00	9.00	10.00		1,070,183
	PART TIME POSITONS						
	TITLE H	IC FTE's	FTE's	FTE's	FTE's		
2591		0.00	0.00	0.00	0.75		32,772
	TOTAL PART TIME FTE's 1.	0.00	0.00	0.00	0.75		32,772
	TOTAL	9.00	9.00	9.00	10.75	\$	1,102,955

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
1000 Salaries	\$ 776,952	\$ 858,170	\$ 878,853	\$ 1,102,955
2000 Employee Benefits - See Other Cost Dist.	442,032	490,081	462,589	590,132
3118 Prof Serv - Misc/Other	-	-	1,000	-
4010 Automobile Allowance	14,943	14,320	11,045	11,045
4401 Rental - Copiers	-	-	-	12,200
4500 General Liability Insurance	43,297	42,505	41,335	58,191
4610 Repair/Maint - Office Equip	-	-	800	800
4630 Service Alloc - Flt Mgmt - Opr	4,405	842	1,738	2,012
4631 Service Alloc - Flt Mgmt - Rpl	22,311	1,955	1,148	1,406
4633 Service Alloc - Gen Services	24,607	25,443	27,615	29,423
4700 Special Printed Forms	-	-	600	600
4701 Printing & Binding	-	-	250	250
4900 Misc Exp - Other	229	377	1,000	1,000
5100 Supplies - Office	15,303	4,842	9,000	8,500

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
5222 Uniform - Purchase/Rental	1,000	769	1,100	1,100
5230 Equipment (Oper) - Office	-	6,053	-	-
5231 Equipment (Oper) - Minor/Tools	-	-	100	100
5400 Membership Dues/Subscriptions	-	294	700	700
5500 Employee Training	89	2,225	2,000	2,000
6404 Equip Repl (Cap) - Office	-	16,739	-	-
6405 Equip Repl (Cap) - Misc	12,539	-	-	-
6420 Equip Adds (Cap) - Vehicles	-	-	-	40,000
6425 Equip Adds (Cap) - Misc	-	-	7,572	-
9010 Intradept'l Alloc - Adm to Div	(459,868)	(489,693)	(508,977)	<u>2.</u> (651,845)
TOTAL	\$ 897,839	\$ 974,922	\$ 939,468	\$ 1,210,569

<sup>1.</sup> Administrative departments cost distributed to Development Services Building Division.

# Public Works Administrative Services Distributed to Utilities

Div. Code/Account	<u>%</u>		<u>Amount</u>
Storm Water - 1535-31-70	10%	\$	186,241
Sanitary Sewer - 1540-31-70	25%		465,604
	35%	Ş	651,845

<sup>2.</sup> See cost distribution below.

001 GENERAL FUND

# PUBLIC WORKS DEPARTMENT

## 1501 SUSTAINABLE PUBLIC INFRASTRUCTURE DIVISION

541 OTHER PHYSICAL ENVIRONMENT



# PERSONNEL SCHEDULE

		NUMBER OF AUTHORIZED POSITIONS								
CLASS.	CLASSIFICATION	2022-2023	2023-2024	2024-2025	2025	5-2026	<u> </u>			
NO.	<u>TITLE</u>	<u>ACTUAL</u>	<b>ACTUAL</b>	BUDGET	<b>BUDGET ESTIMATE</b>		<b>SALARIES</b>			
	FULL TIME POSITIONS	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>					
357	Public Works Assistant Director for Transportation	1.00	1.00	1.00	1.00	\$	160,127			
372	Transportation Engineer	2.00	2.00	2.00	2.00		238,910			
0811	Sustainability & Resilience Supervisor	0.00	-	-	-		-			
350	Senior Construction Manager	1.00	1.00	1.00	1.00		81,879			
8888	Overtime	-	-	-	-		1,063			
	TOTAL	4.00	4.00	4.00	4.00	\$	481,979			

TOTAL 4.00			4.00	4.00	\$	481,979			
EXPENDITURE DETAIL									
	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET			025-2026 SET ESTIMATE			
1000 Salaries	\$ 424,166	\$ 426,797	\$ 479,919		\$	481,979			
2000 Employee Benefits - See Other Cost Dist.	330,989	267,449	291,175			249,001			
3118 Prof Serv - Misc/Other	38,288	111,814	28,959			-			
4010 Automobile Allowance	3,898	3,736	3,898			3,898			
4303 Solid Waste/Wastewater Disp'l	16,850	-	-			(17,913)			
4400 Rental - Mach & Equip	-	-	-			-			
4401 Rental - Copiers	-	-	-			2,708			
4500 General Liability Insurance	28,151	21,849	22,611			25,429			
4630 Service Alloc - Flt Mgmt - Opr	-	5,547	3,353			2,012			
4631 Service Alloc - Flt Mgmt - Rpl	-	3,716	4,317			5,759			
4632 Service Alloc - Flt - Fuel	-	2,215	2,371			1,928			
4633 Service Alloc - Gen Services	6,217	6,428	6,976			7,433			
4701 Printing & Binding	-	1,110	1,000			1,000			
4900 Misc Exp - Other	2,248	2,743	2,600			2,600			
5100 Supplies - Office	2,152	822	2,000			2,000			
5206 Supplies - Food - Event/Resale	-	53	1,000			1,000			
5400 Membership Dues/Subscriptions	397	335	500			500			
5500 Employee Training	1,369	1,449	2,000			2,000			
TOTAL	\$ 854,725	\$ 856,063	\$ 852,679		\$	771,334			

001 GENERAL FUND

### **PUBLIC WORKS DEPARTMENT**

### **1511 BUDGET & CAPITAL FUND ADMINISTRATION**

539 OTHER PHYSICAL ENVIRONMENT



#### PERSONNEL SCHEDULE NUMBER OF AUTHORIZED POSITIONS CLASS. CLASSIFICATION 2022-2023 2023-2024 2024-2025 2025-2026 NO. TITLE **ACTUAL ACTUAL** BUDGET **BUDGET ESTIMATE SALARIES FULL TIME POSITIONS** HEADCOUNT **HEADCOUNT HEADCOUNT HEADCOUNT** 139,658 82,397 405 Public Works Assistant Director for Managmt. & Project Admin 1.00 1.00 1.00 1.00 1.00 1.00 1.00 1.00 \$ 346 Senior Administrative Analyst 8888 Overtime 1,000 TOTAL FULL TIME HEADCOUNT 2.00 2.00 2.00 2.00 223,055 PART TIME POSITONS HC 1.00 FTE's FTE's FTE's TITLE FTE's 179 P/T Analyst 69,128 0.75 0.75 0.75 0.75 TOTAL PART TIME FTE's 1.00 0.75 0.75 0.75 0.75 69,128 TOTAL 2.75 2.75 2.75 2.75 \$ 292,183

EXPENDITURE DETAIL								
	2022-2023 2023-2024		2024-2025	2025-2026				
	ACTI	JAL	ACTUAL	BUDGET	BUDGET ESTIM	ATE		
1000 Salaries	\$	-	\$ 175,316	\$ 271,10	1 \$ 29	2,183		
2000 Employee Benefits - See Other Cost Dist.		-	100,726	149,87	7 15	8,028		
4000 Travel - Local		-	-		-	898		
4010 Automobile Allowance		-	3,249	7,79	6	3,898		
4500 General Liability Insurance		-	13,595	12,78	2 1	5,415		
5100 Supplies - Office		-	-		-	500		
5500 Employee Training				50		2,000		
TOTAL	\$		\$ 292,886	\$ 442,05	<u>\$ 47</u>	2,922		

001 GENERAL FUND

# PUBLIC WORKS DEPARTMENT 1502 CAPITAL IMPROVEMENT (CIP) DIVISION

539 OTHER PHYSICAL ENVIRONMENT



	PER:	SONNEL SCHE	DULE									
		NUMBER OF AUTHORIZED POSITIONS										
CLASS.	CLASSIFICATION	2022-2023	2023-2024	2024-2025	202	5-2026	<u>i                                      </u>					
NO.	<u>TITLE</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<b>BUDGET</b>	<b>BUDGET ESTIMATE</b>		<b>SALARIES</b>					
	FULL TIME POSITIONS	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>							
326	Public Works Assistant Director for Capital Impro	v 1.00	1.00	1.00	1.00	\$	176,686					
45	Chief of Vertical Construction	1.00	1.00	1.00	0.00		-					
430	Senior Project Manager	3.00	3.00	2.00	2.00		229,981					
322	Project Manager	1.00	1.00	1.00	2.00		214,043					
321	Project Engineer	0.00	0.00	1.00	1.00		147,753					
	TOTAL FULL TIME HEADCOUNT	6.00	6.00	6.00	6.00		768,463					
	PART TIME POSITONS											
	TITLE HC	FTE's	FTE's	FTE's	FTE's							
187	P/T Chief Project Manager - CIP 1.00	0.75	0.75	0.75	0.75		147,938					
251	P/T Project Manager 1.00	0.75	0.75	0.75	0.75		58,863					
214	P/T Inspector 1.00	0.75	0.75	0.75	0.75		67,026					
176	P/T Administrative Assistant-25P 1.00	0.75	0.75	0.75	0.75		39,014					
	TOTAL PART TIME FTE's 4.00	3.00	3.00	3.00	3.00		312,841					
	TOTAL	9.00	9.00	9.00	9.00	\$	1,081,304					

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
1000 Salaries	\$ 632,349	\$ 704,133	\$ 1,039,740	\$ 1,081,304
2000 Employee Benefits - See Other Cost Dist.	301,099	282,776	402,822	318,307
3118 Prof Serv - Misc/Other	16,925	56,026	108,778	107,540
4010 Automobile Allowance	7,309	6,714	6,497	6,497
4401 Rental - Copiers	-	-	-	2,500
4500 General Liability Insurance	43,347	47,987	48,986	57,048
4611 Repair/Maint - Oper Equip	-	-	400	400
4630 Service Alloc - Flt Mgmt - Opr	7,413	17,977	21,754	25,060
4631 Service Alloc - Flt Mgmt - Rpl	5,720	24,352	18,989	20,588
4632 Service Alloc - Flt - Fuel	-	5,257	5,701	5,786
4633 Service Alloc - Gen Services	29,677	30,685	33,303	35,485
4700 Special Printed Forms	-	-	400	400
4900 Misc Exp - Other	26	14	200	200

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
5100 Supplies - Office	932	2,891	3,000	3,000
5221 Uniform - Protective (PPE)	376	-	500	500
5231 Equipment (Oper) - Minor/Tools	9	-	300	300
5400 Membership Dues/Subscriptions	139	240	800	800
5500 Employee Training	-	115	800	800
6404 Equip Repl (Cap) - Office			200	200
TOTAL	\$ 1,045,321	\$ 1,180,095	\$ 1,693,170	\$ 1,666,715

001 GENERAL FUND

# **PUBLIC WORKS DEPARTMENT**

## **1503 ENGINEERING DIVISION**

539 OTHER PHYSICAL ENVIRONMENT



PERSONNEL SCHEDULE											
NUMBER OF AUTHORIZED POSITIONS											
CLASS.	CLASSIFICATION		2022-2023	2023-2024	2024-2025	2025	5-2026	5			
NO.	<u>TITLE</u>		<u>ACTUAL</u>	<b>ACTUAL</b>	BUDGET	<b>BUDGET ESTIMATE</b>		<b>SALARIES</b>			
	<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>					
52	City Engineer & Permit Section Manager		1.00	1.00	1.00	1.00	\$	155,773			
39	CAD/GIS Engineer		1.00	1.00	1.00	1.00		116,710			
75	Construction Manager/Survey Lead		1.00	1.00	1.00	1.00		127,802			
324	Pubilc Works Permit Section Engineer II		1.00	1.00	1.00	1.00		82,374			
323	Pubilc Works Permit Section Engineer		1.00	1.00	1.00	1.00		109,586			
422	Professional Surveyor & Mapper		-	1.00	1.00	1.00		110,900			
74	Construction Inspector		3.00	3.00	3.00	3.00		235,556			
96	Engineering Survey Lead		1.00	1.00	1.00	1.00		97,230			
8888	Overtime		-	-	-	-		17,906			
	TOTAL FULL TIME HEADCOUNT		9.00	10.00	10.00	10.00		1,053,837			
	PART TIME POSITONS										
	TITLE	НС	FTE's	FTE's	FTE's	FTE's					
262	P/T Service Coordinator	-	0.75	0.75	0.00	0.00		-			
249	P/T Professional Land Surveyor & Mapper	-	0.75	0.00	0.00	0.00		-			
	TOTAL PART TIME FTE's	-	1.50	0.75	0.00	0.00		-			
	TOTAL		10.50	10.75	10.00	10.00	\$	1,053,837			

EXPENDITURE DETAIL								
	2022-2023 ACTUAL		2023-2024 ACTUAL		2024-2025 BUDGET		2025-2026 BUDGET ESTIMA	
1000 Salaries	\$	826,665	\$	878,746	\$	970,513	\$	1,053,837
2000 Employee Benefits - See Other Cost Dist.		515,626		545,427		583,099		608,803
3103 Prof Serv - Contracted Staff		28,851		3,869		-		-
4010 Automobile Allowance		3,898		3,736		3,898		3,898
4500 General Liability Insurance		50,860		51,229		45,412		55,599
4611 Repair/Maint - Oper Equip		-		-		500		500
4630 Service Alloc - Flt Mgmt - Opr		9,751		-		-		-
4631 Service Alloc - Flt Mgmt - Rpl		7,519		-		-		-
4633 Service Alloc - Gen Services		36,273		37,505		40,705		43,372
4700 Special Printed Forms		355		220		800		800
4900 Misc Exp - Other		9		380		600		600
5100 Supplies - Office		3,064		4,800		6,000		6,000
5208 Supplies - Household & Instit		-		-		100		-
5209 Supplies - Building Materials		-		500		500		-

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
5221 Uniform - Protective (PPE)	1,348	533	1,000	1,000
5222 Uniform - Purchase/Rental	958	120	1,500	2,100
5231 Equipment (Oper) - Minor/Tools	120	7	942	942
5400 Membership Dues/Subscriptions	160	-	1,070	1,070
5500 Employee Training	1,368	862	2,400	2,400
6404 Equip Repl (Cap) - Office	-	-	300	300
6425 Equip Adds (Cap) - Misc	11,699	<del>_</del>		
TOTAL	\$ 1,498,524	\$ 1,527,934	\$ 1,659,339	<u>\$ 1,781,221</u>

001 GENERAL FUND

# PUBLIC WORKS DEPARTMENT 1504 R.O.W. ENFORCEMENT & MAINT DIVISION

541 ROAD & STREET MAINTENANCE



		PERS	SONNEL SCHE	DULE						
			NUMBER OF AUTHORIZED POSITIONS							
CLASS.	CLASSIFICATION		2022-2023	2023-2024	2024-2025	202	5-2026	5		
NO.	<u>TITLE</u>		<u>ACTUAL</u>	<u>ACTUAL</u>	BUDGET	<b>BUDGET ESTIMATE</b>		SALARIES		
	<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	HEADCOUNT				
78	Coordinator of R.O.W.		1.00	1.00	1.00	1.00	\$	98,840		
100	Equipment Operator III		1.00	1.00	1.00	1.00		77,167		
98	Equipment Operator II		3.00	3.00	3.00	3.00		172,543		
97	Equipment Operator I		1.00	1.00	1.00	1.00		45,650		
160	Maintenance Worker II		1.00	1.00	1.00	1.00		39,046		
8888	Overtime		-	-	-	-		20,293		
	TOTAL FULL TIME HEADCOUNT		7.00	7.00	7.00	7.00		453,53		
	PART TIME POSITONS									
	TITLE	НС	FTE's	FTE's	FTE's	FTE's				
279	P/T Waterway Maintenance Coordinator	1.00	0.75	0.75	0.75	0.75		67,943		
	TOTAL PART TIME FTE's	1.00	0.75	0.75	0.75	0.75		67,943		
	TOTAL		7.75	7.75	7.75	7.75	\$	521,480		
EXPENDITURE DETAIL										

EXPENDITURE DETAIL								
	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE				
1000 Salaries	\$ 460,383	\$ 508,699	\$ 517,287	\$ 521,480				
2000 Employee Benefits - See Other Cost Dist.	299,167	325,535	342,238	334,485				
3118 Prof Serv - Misc/Other	-	-	88,179	-				
4303 Solid Waste/Wastewater Disp'l	3,679	2,686	7,000	7,000				
4500 General Liability Insurance	24,860	24,185	23,853	27,513				
4600 Repair/Maint - Buildings	39,220	8,420	40,000	51,000				
4611 Repair/Maint - Oper Equip	285	130	1,300	1,300				
4612 Repair/Maint - Comm Garages	-	-	1,000	1,000				
4630 Service Alloc - Flt Mgmt - Opr	871,721	256,324	131,773	138,039				
4631 Service Alloc - Flt Mgmt - Rpl	133,386	144,051	244,015	288,751				
4632 Service Alloc - Flt - Fuel	-	53,645	52,882	46,372				
4633 Service Alloc - Gen Services	1,886,388	1,950,482	2,116,915	2,255,574				
4700 Special Printed Forms	-	-	300	300				
4701 Printing & Binding	-	-	300	300				
4900 Misc Exp - Other	477	-	-	-				
4906 Misc Exp - Bank Charges	204	328	-	-				
5100 Supplies - Office	1,020	-	1,000	1,000				

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
5207 Supplies - Fuel & Lubricants	-	-	400	400
5209 Supplies - Building Materials	11,484	12,011	25,000	27,000
5210 Supplies - Other Rep/Maint	1,660	964	-	-
5221 Uniform - Protective (PPE)	1,364	899	3,000	3,000
5222 Uniform - Purchase/Rental	3,159	2,984	5,600	5,600
5231 Equipment (Oper) - Minor/Tools	1,797	2,952	2,000	4,000
5240 Parts - Vehicle	329	241	-	-
5242 Parts - Misc Equip	105	54	3,500	3,500
TOTAL	\$ 3,740,688	\$ 3,294,590	\$ 3,622,542	\$ 3,717,614

001 GENERAL FUND

# PUBLIC WORKS DEPARTMENT 1505 SIGN SHOP DIVISION

541 ROAD & STREET MAINTENANCE



		PERS	PERSONNEL SCHEDULE								
			NUMBER OF AUTHORIZED POSITIONS								
CLASS.	CLASSIFICATION		2022-2023	2023-2024	2024-2025	202	5-2026	5			
NO.	TITLE FULL TIME POSITIONS		ACTUAL HEADCOUNT	ACTUAL HEADCOUNT	BUDGET HEADCOUNT	BUDGET ESTIMATE HEADCOUNT		<u>SALARIES</u>			
156 449	· · · · · · · · · · · · · · · · · · ·		1.00 1.00	1.00 1.00	1.00 1.00	1.00 1.00	\$	52,195 39,046			
	TOTAL FULL TIME HEADCOUNT		2.00	2.00	2.00	2.00		91,241			
	PART TIME POSITONS										
231	TITLE P/T Maintenance Worker II-25P	<u>HC</u> 4.00	FTE's 0.75	FTE's 2.25	FTE's 2.25	FTE's 3.00		128,196			
	TOTAL PART TIME FTE's	4.00	0.75	2.25	2.25	3.00		128,196			
	TOTAL		2.75	4.25	4.25	5.00	\$	219,437			

	IOIAL		2.73		7.23		7.23	3.00	<u>, , </u>		213,437
			EXPEND	ITUR	E DETAIL						
			22-2023 CTUAL		)23-2024 ACTUAL		2024-2025 BUDGET			2025-20 BUDGET EST	
10	00 Salaries	\$	98,454		136,687		218,632		\$	DODGET EST	219,437
10	ou salaties	Ş		Ş	·	Ş	210,032		Ş		·
20	100 Employee Benefits - See Other Cost Dist.		70,124		66,421		123,326				74,972
31	18 Prof Serv - Misc/Other		-		-		72,900				72,900
44	01 Rental - Copiers		-		-		-				250
45	00 General Liability Insurance		7,405		7,448		10,199				11,577
46	11 Repair/Maint - Oper Equip		-		-		400				400
46	30 Service Alloc - Flt Mgmt - Opr		20,959		549		2,421				6,501
46	31 Service Alloc - Flt Mgmt - Rpl		5,543		112,713		2,016				3,082
46	32 Service Alloc - Flt - Fuel		-		2,048		2,077				2,268
46	33 Service Alloc - Gen Services		48,013		49,644		53,881				57,410
51	00 Supplies - Office		-		-		200				200
52	04 Supplies - Janitorial		-		-		500				500
52	09 Supplies - Building Materials		5,099		8,001		38,700				19,000
52	21 Uniform - Protective (PPE)		-		-		500				500
52	22 Uniform - Purchase/Rental		1,657		1,533		2,450				2,150
52	31 Equipment (Oper) - Minor/Tools		1,427		476		2,000				2,000
52	42 Parts - Misc Equip		613		412	_	2,200		_		1,200
	TOTAL	\$	259,294	\$	385,932	\$	532,402		\$		474,347

001 GENERAL FUND

## **PUBLIC WORKS DEPARTMENT**

# **1506 SOLID WASTE DIVISION**

534 GARBAGE & SOLID WASTE DISPOSAL



	PE	RSONNEL	SCHEDULE					
NUMBER OF AUTHORIZED POSITIONS								
CLASS.	CLASSIFICATION		2022-2023	2023-2024	2024-2025	202	i	
NO.	<u>TITLE</u>		<b>ACTUAL</b>	<b>ACTUAL</b>	BUDGET	<b>BUDGET ESTIMATE</b>		SALARIES
	FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT		
329	Public Works Assistant Director for Solid Waste		1.00	1.00	1.00	1.00	Ş	153,217
155	Lead Solid Waste Coordinator		1.00	1.00	1.00	1.00		109,608
6	Administrative Analyst		1.00	1.00	1.00	1.00		69,096
3461	Solid Waste Dispatcher/Sr. Administrative Assistant		0.00	0.00	1.00	1.00		57,523
332	Public Works Inspector II for R.O.W. and Solid Waste		1.00	1.00	1.00	1.00		107,720
361	Solid Waste Coordinator		3.00	3.00	3.00	3.00		285,290
2106	Solid Waste Operator III		2.00	0.00	0.00	0.00		-
362	Solid Waste Crane Operator		10.00	10.00	10.00	10.00		742,057
364	Solid Waste Operator II		9.00	11.00	12.00	12.00		909,363
363	Solid Waste Operator I		9.00	9.00	9.00	9.00		600,165
366	Solid Waste Worker		39.00	39.00	42.00	42.00		2,269,062
8888	Overtime		-	-	-	-		65,655
9999	Holiday Pay		-	-	-	-		228,800
	TOTAL FULL TIME HEADCOUNT		76.00	76.00	81.00	81.00		5,597,556
	PART TIME POSITONS							
	<u>TITLE</u>	HC	FTE's	FTE's	FTE's	FTE's		
445	P/T Inspector II for R.O.W. and Solid Waste	1.00	0.00	0.75	0.75	0.75		43,924
	TOTAL PART TIME FTE's	1.00	0.00	0.75	0.75	0.75		43,924
	TOTAL		76.00	76.75	81.75	81.75	\$	5,641,480

	EXPENDITURE DE	TAIL		
	2022-2023	2023-2024	2024-2025	2025-2026
	ACTUAL	ACTUAL	BUDGET	BUDGET ESTIMATE
1000 Salaries	\$ 4,137,006	\$ 4,421,710	\$ 5,259,083	\$ 5,641,480
2000 Employee Benefits - See Other Cost Dist.	3,293,475	3,353,276	3,149,966	3,430,834
3103 Prof Serv - Contracted Staff	113,926	151,284	94,345	94,345
3118 Prof Serv - Misc/Other	-	35,154	11,406	2,000
4000 Travel - Local	2,092	1,478	2,200	2,200
4010 Automobile Allowance	5,956	6,226	6,497	6,497
4303 Solid Waste/Wastewater Disp'l	1,913,075	1,965,263	2,298,812	2,330,812
4400 Rental - Mach & Equip	-	50,000	32,000	-
4500 General Liability Insurance	236,511	230,745	238,392	297,640
4611 Repair/Maint - Oper Equip	683	(88)	-	2,000
4630 Service Alloc - Flt Mgmt - Opr	2,246,290	1,542,406	804,234	1,088,468
4631 Service Alloc - Flt Mgmt - Rpl	682,125	880,910	1,424,223	1,577,081
4632 Service Alloc - Flt - Fuel	-	478,767	454,201	397,634
4633 Service Alloc - Gen Services	32,611	33,719	36,594	38,990
4701 Printing & Binding	310	1,000	1,200	1,200
5100 Supplies - Office	1,904	817	4,000	4,000
5208 Supplies - Household & Instit	10,369	6,233	9,500	9,500

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
5209 Supplies - Building Materials	-	-	120,000	120,000
5221 Uniform - Protective (PPE)	26,839	23,075	36,630	36,630
5222 Uniform - Purchase/Rental	25,707	19,729	48,505	46,505
5231 Equipment (Oper) - Minor/Tools	13,124	12,209	40,710	32,240
5242 Parts - Misc Equip	3,000	-	3,000	10,000
5400 Membership Dues/Subscriptions	290	525	1,700	1,700
5500 Employee Training	3,638	2,666	5,100	5,100
6425 Equip Adds (Cap) - Misc	9,940	27,320	20,103	
TOTAL	\$ 12,758,871	\$ 13,244,424	\$ 14,102,401	\$ 15,176,856

001 GENERAL FUND

# PUBLIC WORKS DEPARTMENT 1507 GREENSPACE MANAGEMENT DIVISION

539 OTHER PHYSICAL ENVIRONMENT



## **PERSONNEL SCHEDULE**

LASS. NO.	CLASSIFICATION TITLE	2022-2023					
	TITI C		2023-2024	2024-2025	2025-2026		
220	<u>IIILE</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	BUDGET	BUDGET ESTIMATE		SALARIES
220	<b>FULL TIME POSITIONS</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>		
328	Public Works Assistant Director for Greenspace Man	1.00	1.00	1.00	1.00	\$	148,385
128	Greenspace Management Designer	1.00	1.00	1.00	1.00		94,461
129	Greenspace Management Superintendent	1.00	1.00	1.00	1.00		105,779
391	Urban Forester	1.00	1.00	1.00	1.00		93,231
77	Coordinator of Greenspace Management	1.00	1.00	1.00	1.00		113,622
124	Foreman	4.00	4.00	4.00	4.00		299,583
771	Arborist	0.00	0.00	1.00	1.00		65,416
132	Horticulturist	0.00	0.00	0.00	0.00		-
7	Administrative Assistant	1.00	1.00	1.00	2.00		136,715
100	Equipment Operator III	1.00	1.00	1.00	1.00		60,472
98	Equipment Operator II	3.00	3.00	2.00	2.00		98,416
97	Equipment Operator I	1.00	1.00	1.00	1.00		71,642
341	Repair Worker/Irrigation	1.00	1.00	1.00	1.00		46,681
158	Maintenance Repair Worker/Irrigation	1.00	1.00	1.00	1.00		46,734
3005	Maintenance Worker II	11.00	11.00	11.00	11.00		470,485
3004	Maintenance Worker I	0.00	-	-	-		-
8888	Overtime	-	-	-	-		39,429
1	TOTAL FULL TIME HEADCOUNT	28.00	28.00	28.00	29.00		1,891,051
	PART TIME POSITONS						
	TITLE HC	FTE's	FTE's	FTE's	FTE's		
426 F	P/T Clerical Assistant II-25P 1.00	0.00	-	0.75	0.00		-
278 F	P/T Water Truck Operator -	0.00	-	-	-		-
229 F	P/T Maintenance Repair Worker-25P 1.00	1.50	1.50	0.75	0.00		-
203 F	P/T Foreman 1.00	0.75	0.75	0.75	0.75		63,952
٦	TOTAL PART TIME FTE's 3.00	2.25	2.25	2.25	0.75		63,952
1	TOTAL	30.25	30.25	30.25	29.75	\$	1,955,003

	EXPENDI	TURE DETAIL		
	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
1000 Salaries	\$ 1,347,552	\$ 1,487,454	\$ 1,866,565	\$ 1,955,003
2000 Employee Benefits - See Other Cost Dist.	1,071,728	1,129,874	1,587,837	1,653,879
3110 Prof Serv - Greenspace Maint	2,143,542	2,235,143	2,948,674	3,455,630
3118 Prof Serv - Misc/Other	-	-	330,000	30,000
4010 Automobile Allowance	3,898	3,736	3,898	3,898
4302 Water & Sewer Service	2,600	2,764	3,500	3,500
4401 Rental - Copiers	-	-	-	1,301
4500 General Liability Insurance	91,379	88,956	85,235	103,144
4600 Repair/Maint - Buildings	-	-	7,931	-
4630 Service Alloc - Flt Mgmt - Opr	485,347	211,124	128,208	160,984

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
4631 Service Alloc - Flt Mgmt - Rpl	152,759	141,374	191,848	222,660
4632 Service Alloc - Flt - Fuel	-	78,504	71,260	66,267
4633 Service Alloc - Gen Services	893,720	924,086	1,002,937	1,068,630
4900 Misc Exp - Other	2,940	260	3,000	3,000
5100 Supplies - Office	2,662	1,941	3,000	3,000
5201 Supplies - Agricultural	160,370	137,285	176,934	205,650
5208 Supplies - Household & Instit	774	-	-	-
5209 Supplies - Building Materials	21,716	13,170	31,450	31,450
5221 Uniform - Protective (PPE)	1,954	1,168	3,500	3,500
5222 Uniform - Purchase/Rental	8,329	10,185	10,815	10,815
5231 Equipment (Oper) - Minor/Tools	30,079	17,713	30,559	20,000
5400 Membership Dues/Subscriptions	1,451	1,023	1,520	1,520
5500 Employee Training	7,754	9,882	10,145	10,145
TOTAL	\$ 6,430,554	\$ 6,495,642	\$ 8,498,816	\$ 9,013,976

## 400 STORMWATER UTILITY SERVICE FUND

# PUBLIC WORKS DEPARTMENT 1508 STORMWATER MGMT UTILITY DIVISION

538 FLOOD CONTROL



### PERSONNEL SCHEDULE

		NUMBER OF AUTHORIZED POSITIONS								
CLASS.	CLASSIFICATION	2022-2023	2023-2024	2024-2025	202	5-2026	<u> </u>			
NO.	<u>TITLE</u>	<b>ACTUAL</b>	<b>ACTUAL</b>	BUDGET	<b>BUDGET ESTIMATE</b>		<b>SALARIES</b>			
	FULL TIME POSITIONS	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>					
432	Public Works Assistant Director for Utilities & R.O.	0.00	0.50	0.50	0.50	\$	75,248			
430	Senior Project Manager	0.00	1.00	1.00	1.00		106,270			
321	Project Engineer	1.00	1.00	0.00	0.00		-			
322	Project Manager	1.00	1.00	1.00	1.00		92,152			
55	Civil Engineer	1.00	1.00	1.00	1.00		85,485			
99	Equipment Operator II/Sanitary	2.00	2.00	3.00	3.00		166,375			
343	Repair Worker/Sanitary Sewer	1.00	2.00	2.00	2.00		121,792			
97	Equipment Operator I	1.00	1.00	1.00	1.00		45,196			
7	Administrative Assistant	0.00	0.00	1.00	1.00		51,274			
56	Clerical Assistant II	1.00	1.00	0.00	0.00		-			
8888	Overtime	-	-	-	-		35,812			
	TOTAL FULL TIME HEADCOUNT	8.00	10.50	10.50	10.50		779,604			
	PART TIME POSITONS									
	TITLE HC	FTE's	FTE's	FTE's	FTE's					
263	P/T Service/Maintenance 1.00	0.75	0.75	0.75	0.75		25,680			
200	P/T Engineering Aide II 1.00	0.75	0.75	0.75	0.75		25,680			
	TOTAL PART TIME FTE's 2.00	1.50	1.50	1.50	1.50		51,360			
	TOTAL	9.50	12.00	12.00	12.00	\$	830,964			

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		2022-2023 ACTUAL		2023-2024 ACTUAL		024-2025 BUDGET	<u> </u>	2025-2026 BUDGET ESTIMAT	
1000 Salaries	\$	485,484	\$	560,037	\$	739,751	\$		830,964
2000 Employee Benefits - See Other Cost Dist.		316,137		285,671		412,847			425,489
3105 Prof Serv - Engineering/Arch		26,508		34,310		110,000			110,000
3118 Prof Serv - Misc/Other		90,409		80,088		131,000			131,000
3150 Interdept'l Alloc - Admin		362,637		305,000		305,000			305,000
3160 Intradept'l Alloc - Admin		75,724		139,912		145,422			186,241
4000 Travel - Local		-		-		-			3,000
4303 Solid Waste/Wastewater Disp'l		-		-		5,000			5,000
4500 General Liability Insurance		32,036		36,397		36,279			43,841
4600 Repair/Maint - Buildings		157,683		11,925		260,095			207,095
4611 Repair/Maint - Oper Equip		-		-		500			500
4630 Service Alloc - Flt Mgmt - Opr		68,249		15,380		36,518			76,963

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
4631 Service Alloc - Flt Mgmt - Rpl	60,500	34,070	15,291	18,475
4632 Service Alloc - Flt - Fuel	-	8,493	8,736	7,649
4633 Service Alloc - Gen Services	42,680	44,130	49,896	51,032
4900 Misc Exp - Other	2,947	-	2,200	2,200
4906 Misc Exp - Bank Charges	1,361	10,667	4,800	4,800
4912 Misc Exp - Taxes & Fees	7,807	6,181	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)	1,190	1,986	2,500	2,500
5222 Uniform - Purchase/Rental	850	854	1,950	1,950
5231 Equipment (Oper) - Minor/Tools	-	-	1,000	1,000
5242 Parts - Misc Equip	-	-	500	500
5400 Membership Dues/Subscriptions	950	-	1,800	1,800
5500 Employee Training	1,965	3,766	2,400	2,400
9900 Contingency - Operating			26,507	582,707
TOTAL	\$ 1,735,117	\$ 1,578,867	\$ 2,312,992	\$ 3,015,106

410 SANITARY SEWER SYSTEM FUND

# PUBLIC WORKS DEPARTMENT 1509 SANITARY SEWER DIVISION

535 SEWER SERVICES



### PERSONNEL SCHEDULE

			NUMBER OF AUTHORIZED POSITIONS					
CLASS.	CLASSIFICATION		2022-2023	2023-2024	2024-2025	2025-2026		5
NO.	<u>TITLE</u>		<b>ACTUAL</b>	<u>ACTUAL</u>	BUDGET	<b>BUDGET ESTIMATE</b>		<b>SALARIES</b>
	<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>		
432	Public Works Assistant Director for Utilities & R.O.W	1.	0.00	0.50	0.50	0.50	\$	75,248
374	Utilities & R.O.W. Division Chief		1.00	0.00	0.00	0.00		-
322	Project Manager		1.00	1.00	1.00	1.00		86,641
375	Utilities Superintendent		1.00	1.00	1.00	1.00		89,051
359	Sewer Line Technician/Sewer Inspector		1.00	1.00	1.00	1.00		79,922
437	Master Electrician		1.00	1.00	1.00	1.00		88,946
98	Equipment Operator II		2.00	2.00	2.00	2.00		101,857
360	Sewer Maintenance Mechanic		2.00	2.00	2.00	2.00		171,675
343	Repair Worker/Sanitary Sewer		4.00	4.00	4.00	4.00		215,974
8888	Overtime		-	-	-	-		90,724
	TOTAL FULL TIME HEADCOUNT		13.00	12.50	12.50	12.50		1,000,038
	PART TIME POSITONS							
	<u>TITLE</u>	HC	FTE's	FTE's	FTE's	FTE's		
219	P/T Journeyman Electrician	-	0.75	0.75	0.75	0.00		-
277	P/T Utility Locator	1.00	0.75	0.75	0.75	0.75		36,398
189	P/T Clerical Asst II	-	0.75	0.00	0.00	0.00		-
416	P/T Equipment Operator II/Sanitary	1.00	0.00	0.00	0.00	0.75		53,268
426	P/T Clerical Assistant II-25P	1.00	0.00	0.75	0.75	0.75		30,395
	TOTAL PART TIME FTE's	3.00	2.25	2.25	2.25	2.25		120,061
	TOTAL		15.25	14.75	14.75	14.75	\$	1,120,099

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
1000 Salaries	\$ 837,045	\$ 838,361	\$ 1,105,289	\$ 1,120,099
2000 Employee Benefits - See Other Cost Dist.	491,288	424,021	597,159	581,991
3105 Prof Serv - Engineering/Arch	8,002	147,872	45,009	30,000
3118 Prof Serv - Misc/Other	131,690	90,398	136,000	136,000
3150 Interdept'l Alloc - Admin	1,011,506	685,000	685,000	685,000
3160 Intradept'l Alloc - Admin	-	349,781	363,555	465,604
4000 Travel - Local	-	-	2,500	2,500
4010 Automobile Allowance	2,451	325	3,898	3,898
4302 Water & Sewer Service	3,665	3,018	3,500	3,500
4303 Solid Waste/Wastewater Disp'l	4,948,213	6,392,112	5,812,707	5,812,707

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
4401 Rental - Copiers	-	-	2,000	2,000
4500 General Liability Insurance	55,120	54,088	47,705	59,095
4600 Repair/Maint - Buildings	523	47,016	47,099	45,000
4611 Repair/Maint - Oper Equip	5,093	222	35,000	35,000
4630 Service Alloc - Flt Mgmt - Opr	176,152	236,805	147,856	145,687
4631 Service Alloc - Flt Mgmt - Rpl	129,503	134,680	209,797	250,401
4632 Service Alloc - Flt - Fuel	-	81,201	72,914	66,944
4633 Service Alloc - Gen Services	435,481	439,472	478,973	508,214
4701 Printing & Binding	-	-	500	500
4900 Misc Exp - Other	2,053	574	8,500	8,500
4906 Misc Exp - Bank Charges	(424)	(859)	3,700	3,700
4912 Misc Exp - Taxes & Fees	536	347	2,000	2,000
5100 Supplies - Office	-	-	1,200	1,200
5202 Supplies - Chemicals & Photo	2,254	4,317	13,000	13,000
5204 Supplies - Janitorial	-	371	500	500
5207 Supplies - Fuel & Lubricants	774	1,312	8,000	8,000
5209 Supplies - Building Materials	7,332	6,545	13,000	13,000
5221 Uniform - Protective (PPE)	1,578	354	7,000	7,000
5222 Uniform - Purchase/Rental	4,874	4,921	6,950	6,950
5231 Equipment (Oper) - Minor/Tools	5,020	1,883	7,500	7,500
5240 Parts - Vehicle	24	-	-	-
5242 Parts - Misc Equip	75,915	12,224	48,500	50,000
5400 Membership Dues/Subscriptions	1,489	305	2,425	925
5500 Employee Training	5,789	1,303	6,000	6,000
9900 Contingency - Operating			516,215	572,863
TOTAL	\$ 7,702,946	\$ 9,287,969	\$ 10,440,951	\$ 10,655,278

520 MOTOR POOL FUND

# **PUBLIC WORKS DEPARTMENT**

## **1510 FLEET MANAGEMENT DIVISION**

**590 INTERNAL SERVICES** 



### PERSONNEL SCHEDULE

			NUMBER OF AUTHORIZED POSITIONS						
CLASS.	CLASS. CLASSIFICATION		2022-2023	2023-2024	2024-2025	202	5-2026	<b>i</b>	
NO.	<u>TITLE</u>		<b>ACTUAL</b>	<u>ACTUAL</u>	<b>BUDGET</b>	<b>BUDGET ESTIMATE</b>		<b>SALARIES</b>	
	FULL TIME POSITIONS		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>			
327	Public Works Assistant Director for Fleet Manage	ment	1.00	1.00	1.00	1.00	\$	139,204	
30	Automotive Coordinator		3.00	3.00	3.00	3.00		251,359	
123	Fleet Administrative Analyst		1.00	1.00	1.00	1.00		77,835	
358	Senior Welder Mechanic		1.00	1.00	1.00	1.00		60,561	
347	Senior Automotive Body Worker		1.00	1.00	1.00	1.00		103,489	
29	Automotive Body Worker		1.00	-	-	-		-	
4005	Senior Automotive Mechanic		2.00	2.00	2.00	2.00		161,271	
348	Senior Automotive Mechanic		4.00	5.00	5.00	5.00		355,871	
4008	Fire Equipment Mechanic II		1.00	2.00	2.00	2.00		160,625	
31	Automotive Mechanic		6.00	5.00	5.00	5.00		291,280	
7	Administrative Assistant		1.00	1.00	1.00	1.00		55,309	
8888	Overtime		-	-	-	-		20,402	
	TOTAL FULL TIME HEADCOUNT		22.00	22.00	22.00	22.00		1,677,206	
	PART TIME POSITONS								
	TITLE	HC	FTE's	FTE's	FTE's	FTE's			
181	P/T Automotive Mechanic	2.00	1.50	1.50	1.50	1.50		89,695	
	TOTAL PART TIME FTE's	2.00	1.50	1.50	1.50	1.50		89,695	
	TOTAL		23.50	23.50	23.50	23.50	\$	1,766,901	

	EXPENDITUI	RE DETAIL		
	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
1000 Salaries	\$ 1,198,829	\$ 1,376,429	\$ 1,701,209	\$ 1,766,901
2000 Employee Benefits - See Other Cost Dist.	835,732	1,001,251	1,013,717	1,101,558
3118 Prof Serv - Misc/Other	41,065	62,472	97,990	97,825
4010 Automobile Allowance	4,765	4,061	3,898	3,898
4303 Solid Waste/Wastewater Disp'l	2,368	2,675	8,000	8,000
4400 Rental - Mach & Equip	-	-	10,000	10,000
4401 Rental - Copiers	2,995	2,000	4,400	4,400
4410 Lease Equipment	97,680	106,560	133,520	133,520
4500 General Liability Insurance	82,800	83,215	76,546	93,220
4610 Repair/Maint - Office Equip	-	-	500	500
4611 Repair/Maint - Oper Equip	19,640	28,217	17,800	17,800
4612 Repair/Maint - Comm Garages	234,635	93,309	335,491	230,491
4700 Special Printed Forms	940	267	1,450	1,450

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
4900 Misc Exp - Other	1,924	979	1,500	1,500
4906 Misc Exp - Bank Charges	1,305	2,173	2,500	2,500
4912 Misc Exp - Taxes & Fees	20,055	12,058	16,000	16,000
4917 Misc Exp - Elec Veh Charging	9,526	4,476	15,000	10,000
5100 Supplies - Office	3,989	4,748	5,500	5,500
5207 Supplies - Fuel & Lubricants	1,735,704	1,613,833	1,760,459	1,702,700
5210 Supplies - Other Rep/Maint	4,020	8,946	53,241	41,000
5221 Uniform - Protective (PPE)	1,908	2,757	3,000	3,000
5222 Uniform - Purchase/Rental	8,280	8,591	14,650	14,650
5231 Equipment (Oper) - Minor/Tools	10,994	11,363	20,000	20,000
5240 Parts - Vehicle	1,501,813	1,626,555	1,325,000	1,475,000
5400 Membership Dues/Subscriptions	-	549	2,000	2,000
5500 Employee Training	-	1,618	10,000	10,000
6400 Equip Repl (Cap) - Vehicles	3,718,031	3,018,772	7,545,398	4,075,662
6404 Equip Repl (Cap) - Office	-	-	1,200	1,200
6405 Equip Repl (Cap) - Misc	-	-	55,100	40,100
6420 Equip Adds (Cap) - Vehicles	-	465,019	1,114,981	-
6425 Equip Adds (Cap) - Misc			261,680	
TOTAL	\$ 9,492,415	\$ 9,553,245	\$ 15,611,730	\$ 10,890,375

530 GENERAL SERVICES FUND

#### **PUBLIC WORKS DEPARTMENT**

#### **1520 GENERAL SERVICES - ADMINISTRATION**

590 INTERNAL SERVICES



PERSONNEL SCHEDULE							
		NUMBER OF AUTHORIZED POSITIONS					
CLASS.	CLASSIFICATION	2022-2023	2023-2024	2024-2025	202	5-2026	5
<u>NO.</u>	<u>TITLE</u>	<b>ACTUAL</b>	<u>ACTUAL</u>	<b>BUDGET</b>	<b>BUDGET ESTIMATE</b>		<b>SALARIES</b>
	<b>FULL TIME POSITIONS</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>		
125	Public Works Assistant Director for General Servi	c 1.00	1.00	1.00	1.00	\$	157,846
76	Coordinator of General Services	1.00	1.00	1.00	1.00		98,383
124	Foreman	1.00	1.00	1.00	1.00		79,104
95	Electrician	1.00	1.00	1.00	1.00		90,212
303	Plumber	1.00	1.00	1.00	1.00		55,535
7	Administrative Assistant	1.00	1.00	1.00	1.00		81,974
40	Carpenter	3.00	3.00	3.00	3.00		217,702
281	Painter	1.00	1.00	1.00	1.00		52,085
340	340 Repair Worker/General Services		6.00	6.00	6.00		355,661
8888 Overtime		-	-	-	-		57,367
	TOTAL FULL TIME HEADCOUNT	16.00	16.00	16.00	16.00		1,245,869
	PART TIME POSITONS						
	TITLE HC	FTE's	FTE's	FTE's	FTE's		
184	P/T Building Maintenance Specialist 1.00	0.75	0.75	0.75	0.75		56,075
259	P/T Repair Worker/Facilities 1.00	0.75	0.75	0.75	0.75		50,798
230	P/T Maintenance Worker I-25P 1.00	0.75	0.75	0.75	0.75		-
	TOTAL PART TIME FTE's 3.00	2.25	2.25	2.25	2.25		106,873
	TOTAL	18.25	18.25	18.25	18.25	\$	1,352,742

	EXPEND	ITURE DETAIL		
	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
1000 Salaries	\$ 1,141,124	\$ 1,124,050	\$ 1,254,068	\$ 1,352,742
2000 Employee Benefits - See Other Cost Dist.	695,549	221,602	725,639	801,069
3118 Prof Serv - Misc/Other	1,679	-	10,500	10,500
4401 Rental - Copiers	-	-	4,200	4,200
4500 General Liability Insurance	67,575	58,601	57,995	71,369
4600 Repair/Maint - Buildings	47,466	5,160	76,566	50,000
4611 Repair/Maint - Oper Equip	-	-	1,000	1,000
4612 Repair/Maint - Comm Garages	-	-	1,000	1,000
4900 Misc Exp - Other	1,883	510	2,400	2,400
4906 Misc Exp - Bank Charges	864	(257)	2,400	2,400
5100 Supplies - Office	627	552	2,100	2,100
5202 Supplies - Chemicals & Photo	-	-	500	500

#### **EXPENDITURE DETAIL**

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
5203 Supplies - Drugs & Medical	-	-	200	200
5209 Supplies - Building Materials	596	2,877	2,500	2,500
5221 Uniform - Protective (PPE)	3,686	5,000	3,000	3,000
5222 Uniform - Purchase/Rental	7,172	3,189	8,600	8,600
5231 Equipment (Oper) - Minor/Tools	-	-	4,910	4,910
5242 Parts - Misc Equip	-	-	500	500
5400 Membership Dues/Subscriptions	-	55	475	475
5401 Software Subscriptions & Maint	-	-	4,400	4,400
5500 Employee Training			2,000	2,000
TOTAL	\$ 1,968,221	\$ 1,421,339	\$ 2,164,953	\$ 2,325,865

#### 530 GENERAL SERVICES FUND

## PUBLIC WORKS DEPARTMENT 1530 GENERAL SERVICES - OPERATIONS





EXPENDITURE DETAIL					
	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE	
3400 Custodial & Janitorial Srvc	\$ -	\$ -	\$ 1,743,097	\$ 2,004,097	
3402 Custodial - Laundry/Sanitation	-	-	24	20,000	
3403 Custodial - Exterminating	-	-	58,772	66,000	
4300 Electric Service	-	-	2,325,022	2,406,922	
4301 Heating & Cooking Fuel	-	-	23,500	20,000	
4302 Water & Sewer Service	-	-	951,000	952,000	
4600 Repair/Maint - Buildings	4,877	11,342	257,336	349,336	
4601 Repair/Maint - Parks Equip	-	-	20,573	55,000	
4602 Repair/Maint - HVAC	86,973	-	839,537	799,356	
4604 Repair/Maint - Paint/Waterprf	-	-	65,700	46,200	
4605 Repair/Maint - Fountains	-	-	160,000	205,000	
4606 Repair/Maint - Electrical	43,650	280	263,600	214,200	
4607 Repair/Maint - Plumbing	-	-	145,800	147,600	
4608 Repair/Maint - Mold Removal	-	-	30,000	50,000	
4609 Repair/Maint - Life/Safety Sys	580	-	121,300	57,600	
4611 Repair/Maint - Oper Equip	-	-	1,000	1,000	
4613 Repair/Maint - Elevators	-	-	217,600	227,600	
4912 Misc Exp - Taxes & Fees	-	-	1,000	1,000	
5209 Supplies - Building Materials	1,474	1,055	171,500	193,000	
6403 Equip Repl (Cap) - Hydrant	-	-	40,000	40,000	
6405 Equip Repl (Cap) - Misc			10,000	10,000	
TOTAL	\$ 137,554	\$ 12,677	\$ 7,446,361	\$ 7,865,911	

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
  - o 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.	01/01/24	Spreadsheet generated
Generate heat map based on compiled data.	06/30/24	Heat map generated
Review data and identify correctable locations.	07/31/24	Spreadsheet generated
Identify areas of high incidence rates.	07/31/24	Generate report
Share data with other Departments as needed.	08/31/24	Email
Prioritize repairs or projects.	04/01/25	Compile list
Allocate funding for projects identified.	10/01/26	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):
  - o Informatics Person 80 hours.
  - o Program / Subject Matter Experts 40 hours.
  - o Project Manager 780 hours.
  - o Construction Manager 1,500 hours.
- Finances (detailed listing of expected costs):

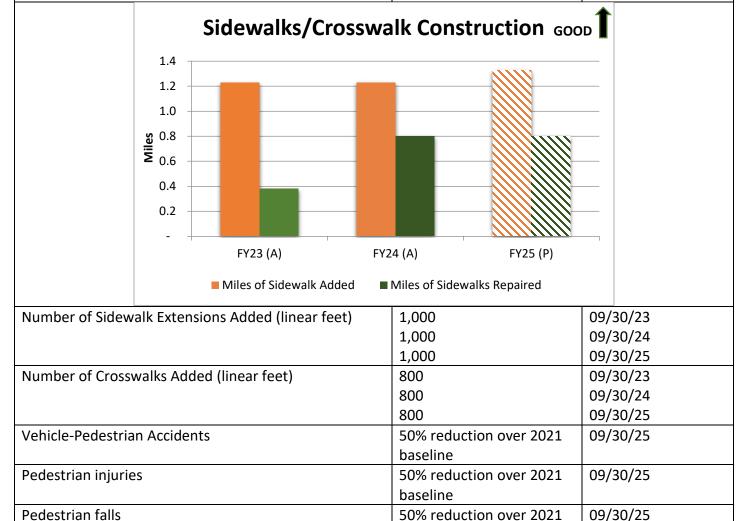
\$ Amount	Purpose
\$ 1,450,000	Average Annual Need for Pedestrian Infrastructure Improvements
\$ 4,350,000	Total over 3-year period

- 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



Project funding execution

- Bi-weekly project team meeting.
- Weekly/monthly/quarterly report to Hermes Diaz.
- Quarterly Review & Analysis meeting



09/30/25

baseline

100%

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

Stakeholder Group	Potential positive impact	Potential negative impact
Workforce	Organized approach	None
Program / Subject Matter Experts	Information readily available	• None
Informatics	Information readily available	<ul> <li>Time spent generating map is not available for other projects</li> </ul>
Sr. Leadership	<ul><li>Information readily available</li><li>Reduced claims against the City</li></ul>	• None
Commissioners	Fewer claims and injuries	None
Customers	<ul><li>Improved satisfaction</li><li>Fewer injuries</li></ul>	Potential annoyance with construction activities

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

Money:

o Costs: \$1,450,000/year.

o Benefits: TBA.

o Time to see return on investment – ongoing.

Other benefits:

o Undetermined savings from potential reduction in injuries and claims.

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

o Goal 3 - Improve mobility and safety throughout the city by reducing the intensity of traffic



What must be done	By When	How will it be evident
Schedule meeting with internal stakeholders to discuss and	03/31/23	Scope of work
develop project's scope of work.		
Proceed with Request for Qualifications (RFQ) for	09/30/23	Contract for the development of
consultant to develop master plan to be placed out for		a Citywide wayfinding program.
bids.		
Review by all applicable boards and City Commission	03/31/24	Minutes
presentation		
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.
  - o Project Manager 800 hours.
  - o Permit Engineers 20 hours.
  - o Procurement Officer 40 hours.
  - o 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

	Meas	ure		Targe	et	Date
Number of signs refurbished			9	% increase of FY22	2 baseline	09/30/23
Number of signs ac	dded in h	igh traffic are	eas			09/30/24
						09/30/25
		Numb	er of Signs	s Refurbishe	ed GOOD	
	120					
	115				(/////	
	110					
	105					
	100					
	95	_				
	90					
		FY22	FY23 (A)	FY24 (A)	FY25 (P)	
		Nu	mber of Signs Refu	urbishedTarg	get	

- 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	Initial mobility inconvenience	
	identified points of interest citywide	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:

o Improved City branding and mobility by having clearly identified city facilities and other relevant points of interest, including historical sites and features.



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
  - o 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 wellbeing of residents, businesses, and visitors.
  - o 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	04/30/26	Contract will be executed. Purchase
water tower LED light conversion.		order will be issued.
Review bids for Granada Pro-Shop facility	05/01/22	Commission to approve lowest bidder
remodeling, which will include LED lighting		selection and contract to be executed.
Conduct a pilot program at Public Works	10/31/25	Report on conclusions of pilot program.
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.		
Complete LED light conversion at Alhambra Water	06/30/26	New LED lights at Alhambra Water
Tower.		Tower.
Negotiate cost with City contractor for Salvador	03/31/24	Contract will be executed. Purchase
Tennis Center LED conversion.		order will be issued.
Installation of new LED lights at Granada Pro-Shop	07/31/24	Upgraded facilities with LED lights.
as part of facility remodeling.		
Complete LED light conversion at Salvador Tennis	09/30/24	New LED lights at Alhambra Water
Center.		Tower.
Develop system for real-time tracking of energy	03/31/24	Software is purchased and
and water usage/dashboard.		historical/ongoing data is entered into
		dashboard.



What must be done	By When	How will it be evident
Finish retrofitting/replacing the approximately	10/01/25	Report to City Manager
30% of faucets and fixtures in City facilities that		
are not currently low flow.		
Continue converting City Police Fleet to hybrid	10/01/25	Replacement schedules provided each
SUV. Plan included below per fiscal year.		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):
  - o 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
	Cost to Covert City Police Fleet to Hybrid SUV (already included in existing estimated
\$ 2,028,000	budget projections).
\$ 50,000	Purchase Energy/Water Tracking Software.
	Convert remaining City facilities to LED Lighting not outlined below (already included
\$ 450,000	in existing estimated budget projections).
\$ 20,000	Purchase and install Low flow faucets, flushometers, and toilets.
\$ 50,000	Upgrade to LED lights at Alhambra Water Tower.
\$ 15,000	New LED lights at Granada Pro-Shop.
\$ 25,000	Upgrade to LED lights at Salvador Tennis Center.
\$ 2,638,000	Total

#### Technology:

- o 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
	Gasoline Engin	e Conversion GOOD	
	120		
	100	WALL.	
	80		
	60		
	40		
	20		
	0		
	FY23 (A) FY2	4 (A) FY25 (P)	
	Gas Engines Converted to	Hybrid SUVs Target	
Kilowatt hour pe	r square foot	20% reduction in KHW per square	09/30/25
Measure		foot over 2013 baseline  Target	Date
IVICASAIC		Taiget	Date
	Consumption	of Electricity GOOD <b>↓</b>	
	14,400,000	\$14.00	
	14,200,000	\$13.80	
	14,000,000	\$13.60	
	13,800,000 13,600,000	\$13.40 \$13.20	
	13,400,000	\$13.00	
	13,200,000	\$12.80	
	13,000,000	\$12.60	
	12,800,000	\$12.40 \$12.20	
	12,400,000	\$12.20	
		722 FY23 (A) FY24 (A) FY25 (P)	
	Total Electric Usage (kwh)	Kilowatt Hour Per Sq. Foot	
City facilities usin	ng LED Lighting	100%	09/30/25
	ng Low flow faucets, flushometers,	50%	09/30/25
and toilets.			

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

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

- Money:
  - o Costs: \$2,638,000.
  - o Benefits: Undetermined savings in fuel, water, and energy.
  - o Time to see return on investment TBD.
- Other benefits:
  - o Reduction in emissions through lower fuel, energy, and water consumption.



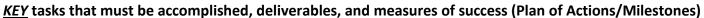
Action Plan Owner: Hermes Diaz, P.E., Public Works Director

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 wellbeing of residents, businesses, and visitors.
  - o Goal 1 Increase the resiliency of the city



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
\$12,102,759	Total Need



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

M	easure		Target	Date
Fleet Availability		90% Av	erage	01/31/23
				01/31/24
				01/31/25
	Fle	eet Availability	GOOD	
96%				
95%			· · · · · · · · · · · · · · · · · · ·	
94%				
93%		•••		
92%			_//////	
91%		•••		
90%		•••••		
89%				
88%				
87%	FY23 (A)	FY24 (A)	FY25 (P)	
	Flee	et Availability % ——Target		

- 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.	Uninterrupted ability of the departments to perform their daily mission.	Resources expended in this effort are not available for other initiatives
City business and residents.	Uninterrupted services.	<ul> <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:
  - o 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 Owner: Hermes Diaz, P.E., Public Works Director

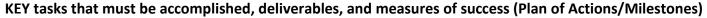
Action Plan Name: 6.2.3-1 Increase the Utilization of LED Street Lighting to

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 wellbeing of residents, businesses, and visitors.

o Goal 2 – Support the use of environmental friendly practices



What must be done	By When	How will it be evident
Coordinate receipt of City-owned streetlight fixtures with	05/31/22	Fixtures will be received.
Contractor.		
Contractor to complete fixture installation for City-owned	12/01/22	Fixtures will be installed.
lights.		
Negotiate streetlight conversion contract with FPL for 351	12/31/22	Executed contract.
lights.		
FPL to convert 351 streetlights.	09/30/23	Poles and fixtures will be installed.
Negotiate streetlight conversion contract with FPL for 10	12/31/23	Executed contract.
lights.		
FPL to convert 10 streetlights.	09/30/24	Poles and fixtures will be installed.
Negotiate streetlight conversion contract with FPL for 20	12/31/24	Executed contract.
lights.		
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)
	Net cost increase for maintenance and electricity for LED conversion of 381
\$225,000	FPL-owned streetlights at \$75,000 annually
\$430,000	Total

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

Measure	Target	Date
Convert City-owned streetlights to LED	361	12/01/22
Convert FPL-maintained streetlights to LED	351	09/30/23
	10	09/30/24
	20	09/30/25



- 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> <li>Achieving City's sustainability goals.</li> </ul>	None
Customers	Decreased energy consumption resulting in a reduction of carbon emissions.	<ul> <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:
  - o Costs: \$205,000 in upfront capital and \$75,000 in additional annual billings.
  - o Benefits: Updated infrastructure.
- Other benefits:
  - o Reduction in carbon emissions through lower energy consumption.



Action Plan Owner: Hermes Diaz, P.E., Public Works Director

Action Plan Name: 6.2.6-1 Maintain at Least 40 Percent Tree Canopy

# CORAL

#### 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	In perpetuity	Inventory of canopy trees
where trees must be removed to provide a		
succession of the urban forest canopy in		
perpetuity.		

#### **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).
	Cost to hire tree contractors to perform tree maintenance and removals per
\$ 1,205,672	year.
	Cost to hire landscape contractors to perform tree planting and general
\$ 920,478	greenspace management services
	Total to maintain tree canopy at 40% coverage per year (not including City
\$ 2,426,150	staff salaries and benefits in place).

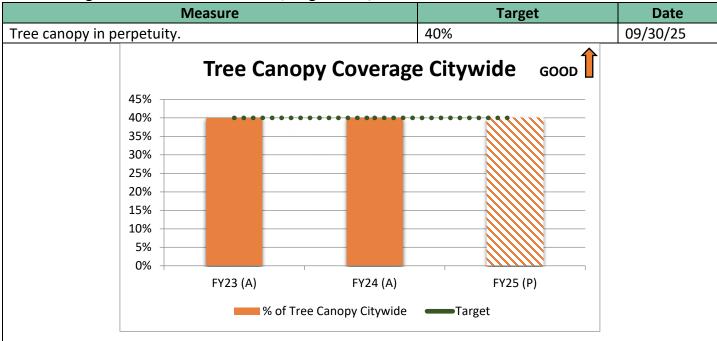


- Technology: (already in place in the Greenspace Management division of Public Works):
  - o Maintain computers and iPads for staff to utilize in the field to map tree planting and removal.
  - Trucks and landscape equipment for staff to perform tree planting and maintenance tasks.
  - o Itree.com software (by USDA Forest Service) to measure tree canopy cover by mapping.
  - o Cartegraph program to map sites and quantities of trees existing and to be planted.
- Knowledge/Training: (ongoing for current staff in place):
  - O 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	Retain employment and learn skills.	• none
Program / Subject Matter	Utilize knowledge and share expertise.	• none
Experts		
Informatics	<ul> <li>Implement technology and share research.</li> </ul>	• none
Sr. Leadership	Deliver on city strategic plan goals.	• none
Commissioners	<ul> <li>Accomplish sustainability goals for the city.</li> </ul>	• none
Customers	Enjoy environmental and financial benefits of living in a City with high tree canopy coverage.	<ul> <li>Extensive tree canopy can result in property and right-of-way damage due to tree roots and fallen branches.</li> </ul>
Regulators	Prevent depletion of canopy by over- development and removal.	• None



#### **Positive financial impacts:**

Approximately 2.5-million-dollar investment per year for tree purchases and maintenance of contractors in place.

- Financial benefits: Property values are proven to increase in neighborhoods with high tree canopy coverage.
- o 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.
- o 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.
- o Property damage claims from residents for falling branches, fruit, and staining.



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

# CORAI

#### 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 wellbeing of residents, businesses, and visitors.
  - o Goal 2 Support the use of environmentally friendly practices.

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

What must be done	By When	How will it be evident
Educate residents on allowable recyclable items.	09/30/23	Educational materials distributed
Host bi-annual Drive-Thru Recycling Events.	09/30/23	Results
Coordinate events that encourage participation in	09/30/23	# of residents attending events.
residential recycling program.		
Train Solid Waste collection staff on what can be	09/30/23	Training rosters
collected and what items cannot be collected.		
Notice residents when non-allowable items are	09/30/23	# of door hangers issued for
not collected.		unacceptable items.

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

- Time:
  - 100 hours tracking data and reporting.
  - 160 hours coordinating and hosting events.
- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$70,000	Bi-annual Drive Thru Recycling Events.
\$12,000	Sustainability Events.
\$ 5,000	Educational material and other collateral (door hangers/notices).
\$ 87,000	Total

- Technology:
  - o Social media, website, e-news, and other communication media.
- Knowledge/Training:
  - o 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 contami program)	nation (single-family re	Below 13%	9/30/23	
	Contaminati	ion Rate of	Recyclables GOOD	
14%				
12%				
10%				
8%				
6%				
4%				
2%				
0%				
	FY23 (A)	FY24 (A)	FY25 (P)	
	Contamination	Rate % — Max	Contamination Rate	

- 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	Mitigate increased cost of service to	Resources expended in this
	residents	effort are not available for
		other initiatives

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

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



#### **FINANCE**

#### **ORGANIZATION CHART**

#### **FINANCE** DIRECTOR Diana M. Gomez - CPA ADMINISTRATION **REPORTING & OPERATIONS DIVISION (5.60) DIVISION (11.50)** Business Analyst II - 1 Ass't Finance Dir for Reporting & Oper - 1 Senior Administrative Assistant - 1 Comptroller - 1 Finance Administrative Specialist - 1 Accountant III - 3 Mail -Account Clerk - P/T - 0.75 Accounting Specialist - 2 Receptionist - P/T - (1.50 FTEs) Sr. Payroll Specialist - 1 Investment Manager P/T - (0.35 FTE) Payroll Specialist II - 2 Accounting Specialist - P/T - (1.50 FTEs) **BILLING & COLLECTIONS DIVISION (8.25) PROCUREMENT** Revenue Manager - 1 **DIVISION (9)** Ass't Finance Director for Procurement - 1 Senior Revenue Inspector - 2 Accounting Clerk II - 3 Ass't Chief Procurement Officer - 1 Accounting Specialist - P/T - (0.75 FTEs) Procurement Specialist - 4 Cashier - P/T - (1.50 FTEs) Procurement Sourcing Specialist - 1 Sr. P-Card Admin/Administrator - 1 Contract Specialist - 1 **MANAGEMENT, BUDGET, & COMPLIANCE DIVISION (6)** Ass't Fin Dir for Mgmt, Budget & Comp. - 1 Senior Management & Budget Analyst - 1 Management & Budget Analyst II - 2 Grants & Internal Audit Coordinator - 2 \* INTERNAL AUDIT

Crowe Horwath, LLP

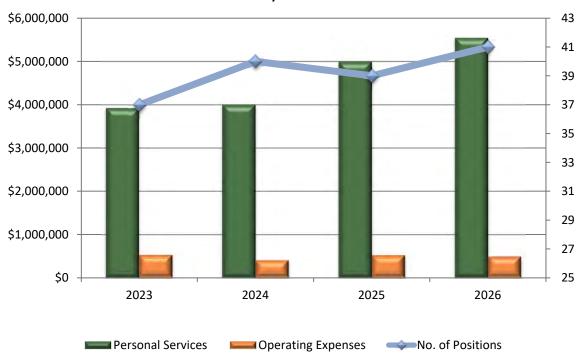
<sup>\*</sup> The management of the Internal Audit Division is independent of Finance Department operations. The Division is directly supervised by the Assistant Finance Director for Management, Budget & Compliance with a dotted line reporting relationship to the City Manager.



## FINANCE DEPARTMENT BUDGET AND POSITION SUMMARY

	2022-2023	2023-2024	2024-2025	2025-2026
	ACTUAL	ACTUAL	BUDGET	BUDGET ESTIMATE
Salaries & Benefits	3,925,290	4,001,599	4,996,702	5,543,035
Operating Expenses	526,179	404,855	517,183	489,120
Total	4,451,469	4,406,454	5,513,885	6,032,155
Full Time Headcount	28.00	31.00	32.00	35.00
Part Time FTE's	8.60	9.35	7.10	6.35
Total Headcount & FTE's	36.60	40.35	39.10	41.35

#### **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.

#### **FINANCE**

#### FISCAL YEAR 2025 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 FY 2023 and received the highest rating of "Proficient" in all grading categories.
- ✓ Accurately and timely processed over 6,145 p-card transactions valued at nearly \$1.8M.
- ✓ Processed over 1,690 requisition requests valued at over \$76.5M.
- ✓ Received the FAPPO (Florida Association of Public Procurement Officials) 2023-24
- Received the NPI (National Procurement Institute) 2023-24 Achievement of Excellence in Procurement Award
- Received the NIGP (National Institute for Governmental Procurement) 2022-2025

  Accreditation for Quality Public Procurement Departments
- ✓ Successfully implemented new ERP System (INFOR) and rolled out citywide training
- ✓ Won Distinguished Budget Presentation Award for FY 2023-2024 Adopted Budget.
  - Awarded Outstanding in the following areas:
    - Introduction and Overview
    - o Financial Structure, Policy, and Process
    - Financial Summaries
    - o Capital & Debt
    - Departmental Information
    - o 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 on resident services.
- ✓ In coordination with other City departments, the city was awarded \$1.7M in grant funding during FY 2025.

## CITY OF CORAL GABLES, FLORIDA PERFORMANCE INDICATOR METRICS

#### **FINANCE**

INIDICATOR		FY24		FY	FY26	
INDICATOR:	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 FY23 ACFR by 3/31/24	Completed FY23 ACFR by 5/31/25		Complete FY24 ACFR by 3/31/24	Complete FY24 ACFR by 6/30/25	Complete FY25 ACFR by 4/30/2025
Receive a "No Audit Findings" report from external auditors	Receive by March 2024	Received		Receive by March 2025	Received	Receive by March 2026
Complete and issue the Quarterly Financial Reports no later than 30 days after end of each quarter	100%	100%		100%	100%	100%
Percentage of employees with direct deposit account	97%	97%		97%	97%	97%
Distribute payroll notices electronically	100%	100%		100%	100%	100%
Increase in accounts payable vendor invoices paid by wire/ACH	9,000	5,126		9,000	427	9,000
Decrease in accounts payable vendor invoices paid by check	5,000	6,832		5,000	610	5,000
Percentage of accounts with over 90 days old to total A/R	25%	7%		25%	21%	25%
General Obligation Bonds Ratings	AAA (S&P); Aaa (Moody's) AAA (Fitch)	AAA (S&P); Aaa (Moody's) AAA (Fitch)		AAA (S&P); Aaa (Moody's) AAA (Fitch)	AAA (S&P); Aaa (Moody's) AAA (Fitch)	AAA (S&P); Aaa (Moody's) AAA (Fitch)
General Fund Unassigned Fund Balance as % of the City's adopted operating and debt service expenditures budget (Rainy-day Fund)	25%	25%		25%	25%	25%
Average number of business days from date of advertising a formal solicitation (IFB/RFP/RFQ) to award by Commission	70 Business Days	45 Business Days		70 Business Days	29 Business Days	60 Business Days
Percentage of Uncontested Formal Solicitations	100%	100%		100%	100%	100%
Number of Formal Solicitations Issued	30	21		30	27	30



001 GENERAL FUND

#### **FINANCE DEPARTMENT**

#### **3010 ADMINISTRATION DIVISION**

513 FINANCIAL & ADMINISTRATIVE



	PERSONNEL SCHEDULE								
			NUMBER OF AUTHORIZED POSITIONS						
CLASS.	CLASSIFICATION		2022-2023	2023-2024	2024-2025	2025	-2026	5	
NO.	<u>TITLE</u>		<b>ACTUAL</b>	<u>ACTUAL</u>	<b>BUDGET</b>	<b>BUDGET ESTIMATE</b>		<u>SALARIES</u>	
	<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>			
106	Finance Director		1.00	1.00	1.00	1.00	\$	262,670	
389	Business Analyst II		1.00	1.00	1.00	1.00		87,669	
388	Senior Administrative Assistant		1.00	1.00	1.00	1.00		65,964	
8	Finance Administrative Specialist		0.00	0.00	0.00	1.00		97,118	
8888	Overtime		-	-	-	-		11,937	
	TOTAL FULL TIME HEADCOUNT		3.00	3.00	3.00	4.00		525,358	
	PART TIME POSITONS								
	TITLE	HC	FTE's	FTE's	FTE's	FTE's			
228	P/T Mail/Accounting Clerk	1.00	0.75	0.75	0.75	0.75		45,452	
216	P/T Investment Manager	1.00	0.35	0.35	0.35	0.35		36,142	
253	P/T Receptionist	2.00	1.50	1.50	1.50	1.50		53,920	
	TOTAL PART TIME FTE's	4.00	2.60	2.60	2.60	2.60		135,514	
	TOTAL		5.60	5.60	5.60	6.60	\$	660,872	

TOTAL	5.60	5.60	5.60	6.60	\$ 660,872
	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET		2025-2026 BUDGET ESTIMATE
1000 Salaries	\$ 332,034	\$ 350,736	\$ 501,766		\$ 660,872
2000 Employee Benefits - See Other Cost Dist.	177,681	189,684	222,131		304,765
3103 Prof Serv - Contracted Staff	23,602	-	-		-
3108 Prof Serv - Financial	16,000	16,000	18,000		18,000
4010 Automobile Allowance	6,497	6,226	6,497		6,497
4401 Rental - Copiers	-	-	-		500
4500 General Liability Insurance	19,988	24,396	23,626		34,867
4610 Repair/Maint - Office Equip	-	-	400		400
4633 Service Alloc - Gen Services	62,635	64,763	70,289		74,893
4701 Printing & Binding	611	1,000	-		-
4900 Misc Exp - Other	459	333	1,000		800
5100 Supplies - Office	4,077	1,523	4,376		4,576
5220 Uniform - Allowance	82	163	600		600
5400 Membership Dues/Subscriptions	1,028	570	1,580		1,000
5500 Employee Training	1,833	3,250	8,000		8,000
9000 Interdept'l Alloc - Bldg Div	(16,401)	(26,895)	(39,255)	<u>1.</u>	(67,345)
TOTAL	\$ 630,126	\$ 631,749	\$ 819,010		\$ 1,048,425

<sup>1.</sup> Administrative departments cost distributed to Development Services Building Division.

#### 001 GENERAL FUND

#### **FINANCE DEPARTMENT**

#### **3020 BILLING & COLLECTIONS DIVISION**

513 FINANCIAL & ADMINISTRATIVE



#### PERSONNEL SCHEDULE

			NUMBER OF AUTHORIZED POSITIONS					
CLASS.	CLASSIFICATION		2022-2023	2023-2024	2024-2025	202	5-2026	6
NO.	<u>TITLE</u>		<u>ACTUAL</u>	<b>ACTUAL</b>	BUDGET	<b>BUDGET ESTIMATE</b>		SALARIES
	<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>		
344	Revenue Manager		1.00	1.00	1.00	1.00	\$	100,185
0106	Accounting Specialist		1.00	1.00	0.00	0.00		-
356	Senior Revenue Inspector		2.00	2.00	2.00	2.00		114,408
3	Accounting Clerk II		2.00	2.00	3.00	3.00		193,226
8888	Overtime		-	-	-	-		895
	TOTAL FULL TIME HEADCOUNT		6.00	6.00	6.00	6.00		408,714
	PART TIME POSITONS							
	TITLE	HC	FTE's	FTE's	FTE's	FTE's		
185	P/T Cashier	2.00	1.50	1.50	1.50	1.50		63,389
173	P/T Accounting Specialist	1.00	0.00	0.00	0.75	0.75		36,132
	TOTAL PART TIME FTE's	1.00	0.00	0.00	0.75	2.25		99,521
	TOTAL		6.00	6.00	6.75	8.25	\$	508,235
			EXPENDI	TURE DETAIL				

	EXPENDI	TURE	DETAIL				
	022-2023 ACTUAL		23-2024 CTUAL	024-2025 BUDGET			2025-2026 GET ESTIMATE
1000 Salaries	\$ 355,549	\$	334,878	\$ 462,049		\$	508,235
2000 Employee Benefits - See Other Cost Dist.	199,902		187,166	249,808			240,412
4201 Armored Car Service	23,421		24,397	30,000			30,000
4500 General Liability Insurance	26,897		22,648	21,638			26,814
4630 Service Alloc - Flt Mgmt - Opr	21,156		4,576	8,367			7,341
4631 Service Alloc - Flt Mgmt - Rpl	11,209		9,458	3,873			4,312
4632 Service Alloc - Flt - Fuel	-		473	436			320
4633 Service Alloc - Gen Services	18,322		18,945	20,561			21,908
4700 Special Printed Forms	12,858		11,964	15,857			17,000
4910 Misc Exp - Court & Investigate	420		221	2,011			2,011
5100 Supplies - Office	1,267		848	1,400			1,200
5220 Uniform - Allowance	1,152		708	600			780
5400 Membership Dues/Subscriptions	916		17	1,000			700
5500 Employee Training	3,134		-	3,744			3,000
9000 Interdept'l Alloc - Bldg Div	(34,115)		(33,748)	(30,695)	<u>:</u>	<u>l.</u>	(41,799)
TOTAL	\$ 642,088	\$	582,551	\$ 790,649		\$	822,234

<sup>1.</sup> Administrative departments cost distributed to Development Services Building Division.

001 GENERAL FUND

#### FINANCE DEPARTMENT

#### **3030 REPORTING & OPERATIONS DIVISION**

513 FINANCIAL & ADMINISTRATIVE



#### PERSONNEL SCHEDULE

	PEH	RSON	NEL SCHEDU	LE				
NUMBER OF AUTHORIZED POSITIONS								
CLASS.	CLASSIFICATION		2022-2023	2023-2024	2024-2025	2025	5-2026	;
NO.	<u>TITLE</u>		<u>ACTUAL</u>	<u>ACTUAL</u>	BUDGET	BUDGET ESTIMATE		SALARIES
	FULL TIME POSITIONS		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>		
105	Finance Assistant Director for Reporting & Operatio	ns	1.00	1.00	1.00	1.00	\$	203,619
73	Comptroller		1.00	1.00	1.00	1.00		139,962
2	Accountant III		3.00	3.00	3.00	3.00		345,614
1	Accountant I		0.00	-	-	-		-
353	Senior Payroll Specialist		1.00	1.00	1.00	1.00		96,896
433	Payroll Specialist II		0.00	2.00	2.00	2.00		126,362
4	Accounting Specialist		2.00	2.00	2.00	2.00		126,259
8888	Overtime		-	-	-	-		2,719
	TOTAL FULL TIME HEADCOUNT		8.00	10.00	10.00	10.00		1,041,431
	PART TIME POSITONS							
	TITLE	HC	FTE's	FTE's	FTE's	FTE's		
240	P/T Payroll Specialist II	1.00	0.75	0.75	0.00	0.00		-
173	P/T Accounting Specialist	3.00	2.25	2.25	1.50	1.50		72,264
408	P/T Internship (UNCLASSIFY)	-	0.00	-	-	-		-
	TOTAL PART TIME FTE's	4.00	3.00	3.00	1.50	1.50		72,264
	TOTAL		11.00	13.00	11.50	11.50	\$	1,113,695
			EXPENDITUR	RE DETAIL				
			2022-2023	2023-2024	2024-2025			2025-2026
			ACTUAL	ACTUAL	BUDGET		BU	JDGET ESTIMATE
1000	Salaries		\$ 744 697	\$ 923 372	\$ 1,022,346		\$	1 113 695

	EXPENDITUR	RE DETAIL		
	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
1000 Salaries	\$ 744,697	\$ 923,372	\$ 1,022,346	\$ 1,113,695
2000 Employee Benefits - See Other Cost Dist.	408,131	442,659	571,351	538,794
3118 Prof Serv - Misc/Other	-	-	-	100,000
4010 Automobile Allowance	3,898	3,736	3,898	3,898
4400 Rental - Mach & Equip	-	-	11,489	11,489
4500 General Liability Insurance	45,072	46,937	47,974	58,757
4610 Repair/Maint - Office Equip	-	-	300	300
4633 Service Alloc - Gen Services	19,352	20,010	21,717	23,139
4700 Special Printed Forms	1,872	2,234	1,300	1,800
4701 Printing & Binding	450	-	2,200	2,500
4900 Misc Exp - Other	110	61	1,000	500
5100 Supplies - Office	2,126	2,057	3,500	3,700
5220 Uniform - Allowance	459	500	500	500
5400 Membership Dues/Subscriptions	1,877	2,385	3,585	2,585
5500 Employee Training	5,037	4,431	10,295	8,295
9000 Interdept'l Alloc - Bldg Div	(32,631)	(48,182)	(51,863)	<u>1.</u> (116,189)
TOTAL	\$ 1,200,450	\$ 1,401,000	\$ 1,649,592	\$ 1,753,763

<sup>1.</sup> Administrative departments cost distributed to Development Services Building Division.

001 GENERAL FUND

#### FINANCE DEPARTMENT

#### **3040 PROCUREMENT DIVISION**

513 FINANCIAL & ADMINISTRATIVE



#### **PERSONNEL SCHEDULE**

		PERS	OUNINEL SCHE	DOLE					
NUMBER OF AUTHORIZED POSITIONS									
CLASS.	CLASSIFICATION		2022-2023	2023-2024	2024-2025	202	5-2026	ŝ	
NO.	NO. TITLE		<u>ACTUAL</u>	<u>ACTUAL</u>	<b>BUDGET</b>	BUDGET ESTIMATE		SALARIES	
	<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>			
104	Finance Assistant Director for Procurem	ent	1.00	1.00	1.00	1.00	\$	180,984	
355	Assistant Chief Procurement Officer		-	1.00	1.00	1.00		128,773	
213	P/T Information Systems Analyst-25P		1.00	-	-	-		-	
319	Procurement Specialist		3.00	3.00	4.00	4.00		318,726	
349	Senior Buyer		1.00	-	-	=		-	
462	Contract Specialist/Administrative Assist	tant	0.00	-	-	1.00		70,791	
409	Procurement Sourcing Specialist		-	1.00	1.00	1.00		68,747	
2971	Senior P-Card Admin/Administrator		0.00	0.00	1.00	1.00		68,820	
297	P-Card Admin/Administrative Assistant		1.00	1.00	0.00	0.00		-	
3333	Excluded Pay Supplement		-	-	_	-		-	
2222	Teamsters Pay Supplement		-	-	-	-		-	
	TOTAL FULL TIME HEADCOUNT		7.00	7.00	8.00	9.00		836,841	
	PART TIME POSITONS								
	TITLE	НС	FTE's	FTE's	FTE's	FTE's			
261	P/T Senior Procurement Specialist	-	0.75	0.75	0.00	0.00		-	
247	P/T Procurement Specialist	-	0.75	0.75	0.00	0.00		-	
192	P/T Contract Specialist	-	1.50	1.50	1.50	0.00		-	
	TOTAL PART TIME FTE's	-	3.00	3.00	1.50	0.00		-	
	TOTAL		10.00	10.00	9.50	9.00	\$	836,841	
	EXPENDITURE DETAIL								

	EXPENDI	TURE DETAIL		
	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
1000 Salaries	\$ 616,678	\$ 609,492	\$ 800,886	\$ 836,841
2000 Employee Benefits - See Other Cost Dist.	320,818	229,954	339,685	361,440
4010 Automobile Allowance	3,898	3,736	3,898	3,898
4400 Rental - Mach & Equip	-	-	5,500	5,500
4500 General Liability Insurance	43,851	40,119	37,757	44,151
4610 Repair/Maint - Office Equip	-	-	300	300
4630 Service Alloc - Flt Mgmt - Opr	-	523	1,725	2,012
4631 Service Alloc - Flt Mgmt - Rpl	2,407	1,955	593	481
4633 Service Alloc - Gen Services	163,172	168,716	183,113	195,107
4700 Special Printed Forms	-	-	900	900
4900 Misc Exp - Other	32	-	630	630
5100 Supplies - Office	6,928	5,866	6,000	6,000
5400 Membership Dues/Subscriptions	3,735	3,424	5,570	5,570
5401 Software Subscriptions & Maint	108	112	1,000	1,000
5500 Employee Training	2,909	4,061	8,400	8,400
9000 Interdept'l Alloc - Bldg Div		(42,441)	(42,003)	1. (91,060)
TOTAL	\$ 1,164,536	\$ 1,025,517	\$ 1,353,954	\$ 1,381,170

<sup>1.</sup> Administrative departments cost distributed to Development Services Building Division.

001 GENERAL FUND

#### FINANCE DEPARTMENT

#### **3050 MANAGEMENT, BUDGET & COMPLIANCE DIVISION**

513 FINANCIAL & ADMINISTRATIVE



#### **NUMBER OF AUTHORIZED POSITIONS** CLASS. CLASSIFICATION 2022-2023 2023-2024 2024-2025 2025-2026 **SALARIES** NO. TITLE **ACTUAL ACTUAL BUDGET BUDGET ESTIMATE FULL TIME POSITIONS HEADCOUNT HEADCOUNT HEADCOUNT HEADCOUNT** 103 Finance Assistant Director for Management & Budget/Complianc \$ 184,303 1.00 1.00 1.00 1.00 352 Senior Management & Budget Analyst 1.00 1.00 1.00 1.00 92,952 137 Grants & Internal Audit Coordinator 1.00 0.00 2.00 161,853 435 Grants Coordinator 1.00 0.00 1.00 0.00 161 Management & Budget Analyst II 1.00 2.00 2.00 2.00 168,848 TOTAL FULL TIME HEADCOUNT 4.00 6.00 607,956 5.00 5.00

PERSONNEL SCHEDULE

PART TIME POSITONS FTE's HC TITLE FTE's 393 P/T Grants/Audit Coordinator 0.75 0.75 0.00 TOTAL PART TIME FTE's 0.00 0.00 0.75 0.75 TOTAL Ś 4.00 5.75 5.75 6.00 607.956

TOTAL	4.00	5.75	5.75	6.00	Ş	607,956
E	XPENDITURE DET	AIL				
	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET			2025-2026 GET ESTIMATE
1000 Salaries	\$ 479,968	\$ 493,835	\$ 552,660		\$	607,956
2000 Employee Benefits - See Other Cost Dist.	289,832	239,823	274,020			370,025
3108 Prof Serv - Financial	-	-	25,000			25,000
3118 Prof Serv - Misc/Other	-	-	5,000			5,000
4000 Travel - Local	-	-	100			100
4010 Automobile Allowance	5,414	3,736	3,898			3,898
4011 Mobile Phone Allowance	-	-	-			-
4500 General Liability Insurance	25,188	22,927	25,988			32,075
4610 Repair/Maint - Office Equip	-	-	1,000			1,000
4633 Service Alloc - Gen Services	27,352	28,281	30,695			32,706
4701 Printing & Binding	-	-	2,000			3,000
4900 Misc Exp - Other	-	592	1,000			3,000
5100 Supplies - Office	2,241	1,285	2,800			2,800
5220 Uniform - Allowance	98	312	200			200
5400 Membership Dues/Subscriptions	650	1,300	2,600			2,600
5500 Employee Training	3,378	-	2,000			5,000
9000 Interdept'l Alloc - Bldg Div	(19,852)	(26,454)	(28,281)		<u>1.</u>	(67,797)
TOTAL	\$ 814,269	\$ 765,637	\$ 900,680		\$	1,026,563

<sup>1.</sup> Administrative departments cost distributed to Development Services Building Division.

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.

o Goal 3.1 – Ensure the financial integrity and sustainability of the city.



What must be done	By When	How will it be
		evident
Fund a minimum of an additional \$5 Million annually above the Actuarial	09/30/22	Annual budget
Required Contribution (ARC) to help pay down the pension liability		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	09/30/22	FY 2023 Budget
operating budget plus debt service		
Fund a minimum of an additional \$5 Million annually above the Actuarial	09/30/23	Annual budget
Required Contribution (ARC) to help pay down the pension liability		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	09/30/23	FY 2024 Budget
operating budget plus debt service		
Fund a minimum of an additional \$5 Million annually above the Actuarial	09/30/24	Annual budget
Required Contribution (ARC) to help pay down the pension liability		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	09/30/24	FY 2025 Budget
operating budget plus debt service		

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

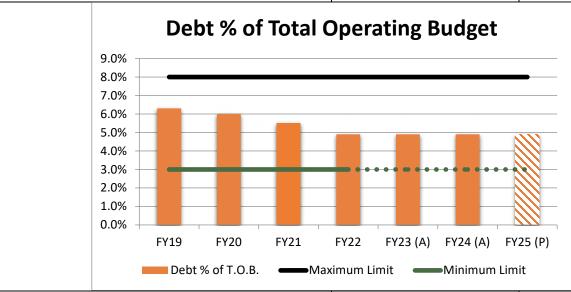
Finances (detailed listing of expected costs):

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

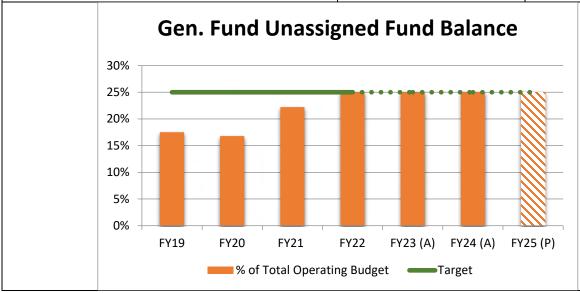


Short- & Longer-term measures of success, targets and / or time horizons

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



		Target	Date
sion Liabil	ity	\$5.0M reduction	10/01/22
		\$5.0M reduction	10/01/23
		\$5.0M reduction	10/01/24
	UAAL Balance	/Funded Ratio GOO	
<del>م</del> \$250 T			90%
<u>ö</u>			- 80%
ξ <sup>7200</sup>			- 70% oi - 60% -
ខ្លី \$150			50% <b>2</b>
2alar			- 50% b - 40% u - 30% u - 20% d
<b>A</b> \$100 +			- 30% <u>=</u>
<b>≶</b> \$50			- 20% <b>a</b>
			- 10%
	EV16 EV17 EV19 EV10 EV20	N EV21 EV22 EV24 EV25	- 0%
	LITO LITY LITO LITA LISO		
	UAAL Balance	Plan Funded Ratio	
	\$250   \$200   \$200   \$150   \$150   \$	\$250 \$200 \$150 \$100 \$50 \$- FY16 FY17 FY18 FY19 FY20	Sion Liability  \$5.0M reduction \$5.0M reduction \$5.0M reduction  \$25.0M reduction  \$5.0M reduction  \$5.0M reduction  \$5.0M reduction  \$5.0M reduction  \$5.0M reduction  \$5.0M reduction

- 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	City Financial Stability, Prestige,	Funds used to pay down unfunded
Commission,	Attracts quality businesses &	liability are not available for other
Businesses	developments	strategic initiatives
Workforce	Greater satisfaction that their	None
	retirement system is viable	

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

Money:

o Costs: \$5,000,000



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.
  - o 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	Done on a daily	Identify citywide projects that meet
projects (Federal, State, Miami Dade County	basis	the eligibility criterion of the funding
and Private)		opportunities.
Prioritize the funding opportunities.		
Target of grant applications for citywide	Done on a daily	Actual grant applications submitted.
projects (Federal, State, Miami Dade County	basis	
and Private) dependent of City match funding		
availability.		
Target number of grants to be awarded to the	Quarterly	Actual grant awarded to the City in
City in the fiscal year.		the fiscal year.
Target number of grants being worked in the	Quarterly	Actual number of grants being
fiscal year.		worked in the fiscal year.

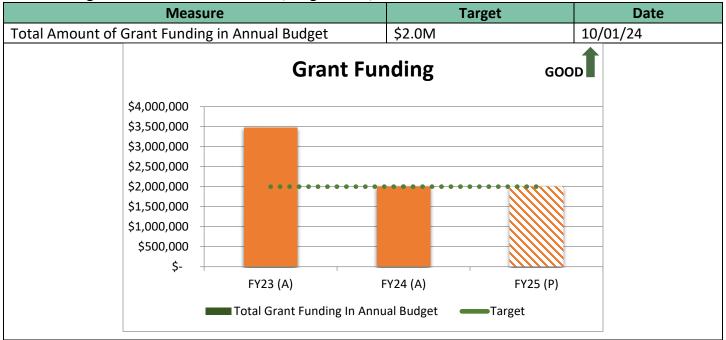
#### Resource requirements (what do we need to succeed?)

• 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



- · 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	City funds can be diverted to other	Matching requirement for grants
Commission	projects/initiatives	will require funding

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

Money:

o Costs: \$2,000,000



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.
  - o 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	09/30/22	Unassigned fund balance will equal 25% of the
closeout process to meet 25% reserve		total operating budget + debt service as
requirement		indicated in the annual financial statements
Adjusting fund balance during fiscal year	09/30/23	Unassigned fund balance will equal 25% of the
closeout process to meet 25% reserve		total operating budget + debt service as
requirement		indicated in the annual financial statements
Adjusting fund balance during fiscal year	09/30/24	Unassigned fund balance will equal 25% of the
closeout process to meet 25% reserve		total operating budget + debt service as
requirement		indicated in the annual financial statements

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

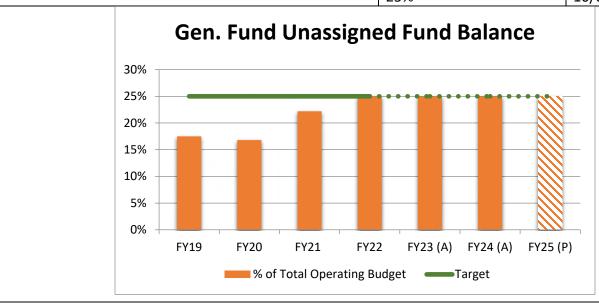
Finances (detailed listing of expected costs):

\$ 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



Annually, during the fiscal year-end closing process

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

Stakeholder	Potential positive impact	Potential negative impact
Group		
Residents and City	The continuity of operations	Opportunity cost of more immediate use of
Commission	following an emergency declaration	funds for current operating and capital needs
	without incurring debt	

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

- Money:
  - o Costs: \$1.0M to \$3.0M per year



Action Plan Owner: Diana M. Gomez, Finance Director

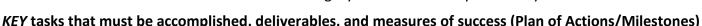
Action Plan Name: 3.1.4-1 Implement an Operating Financial Sustainability

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.

o Goal 3.1 – Ensure the financial integrity and sustainability of the city.



What must be done	By When	How will it be evident
Meet with City Manager for preliminary discussion on the	03/31/23	Meeting occurred with direction
structure of the Financial Sustainability Plan		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	09/30/23	Meeting occurred with Plan
of the Draft Plan		approval by City Manager
Share Plan structure with department directors via	12/31/23	Meetings occurred with Directors
individual working meetings		
Department directors prepare their respective list of cost	01/31/24	Cost reductions submitted to
reductions		Budget Office
Present department submissions to City Manager and work	02/28/24	Submissions accepted/approved
with department directors to fine tune		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	Continuity of key resident services and funding	Opportunity cost of more
Commission	for capital improvement projects during	immediate use of funds for current
	economic downturns	operating and capital needs
City Departments	The City will have a fully approved and viable	Opportunity cost of more
	financial plan in place in case of an economic	immediate use of funds for current
	downturn. The plan would enable the City to	operating and capital needs
	continue to provide essential resident services,	
	in addition to maintaining funding for ongoing	
	capital infrastructure improvements.	

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

- Money:
  - o Costs: There are no direct costs associated with the implementation of this SOP
  - o Savings: 10% cost reductions by City Departments



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.
  - o 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,	03/31/24	CIFSR reserve increase each year in the
adjust the CIFSR balance by \$1.0M		City's year- end financial statements
During the fiscal year-end closing process,	03/31/25	CIFSR reserve increase each year in the
adjust the CIFSR balance by \$1.0M		City's year- end financial statements
During the fiscal year-end closing process,	03/31/26	CIFSR reserve increase each year in the
adjust the CIFSR balance by \$1.0M		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
	CISFR F	unded	GOOD
6% -			
5% -			
4% -		•	
3% -		•••	
2% -		•••	
1% -		···	
0% -	•••••	•••	
	FY23 (A) FY	(24 (A) FY25 (P)	
	% of Reserve Funde	ed •••• Funding Target	



• 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	Continuity of resident services and	Opportunity cost of more
Commission, City	funding for capital improvement	immediate use of funds for
Departments	projects during economic downturns	current operating and capital
		needs

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

- Money:
  - o Costs: \$1,000,000 per year added to reserve fund



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.

o 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	09/30/23	Annual budget document
ARC Fund a minimum of an additional \$5 Million above the	09/30/24	Annual budget document
ARC		

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

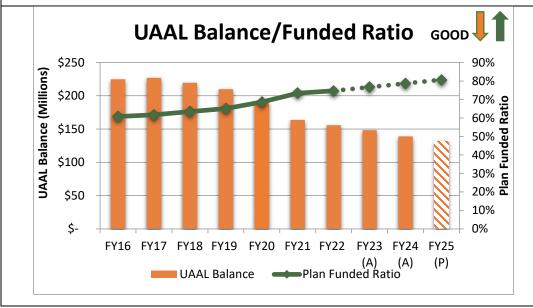
Finances (detailed listing of expected costs):

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



• At time of annual budget adoption

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

Stakeholder	Potential positive impact	Potential negative impact
Group		
Residents, City	Better City financial stability. Once unfunded	Opportunity cost of more immediate
Commission, &	liability is paid down, funds will be available for	use of \$5.0M for current operating
City Departments	other operating and capital needs	and capital needs

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

- Money:
  - o Costs: \$5,000,000 per year
  - o 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

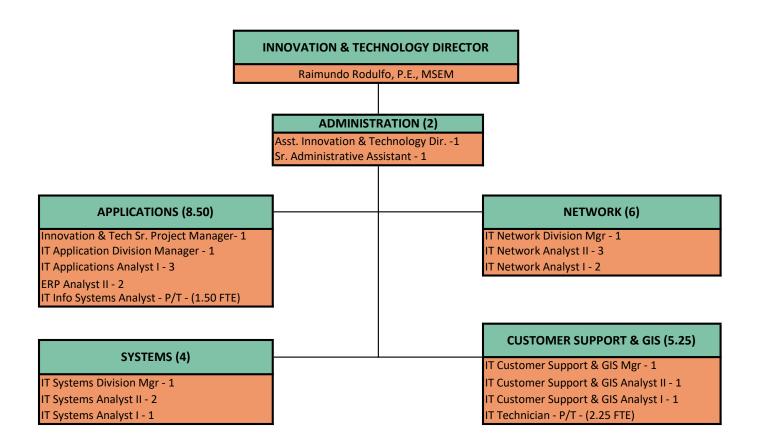




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#### **INNOVATION & TECHNOLOGY**

#### **ORGANIZATION CHART**

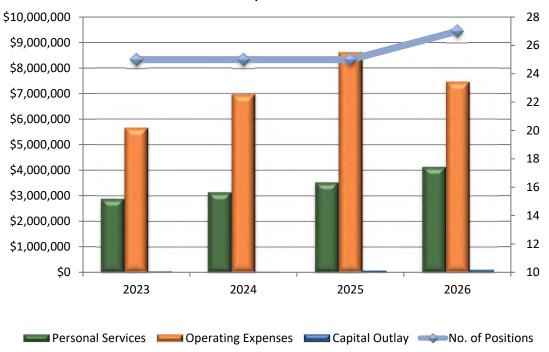




### INNOVATION & TECHNOLOGY BUDGET AND POSITION SUMMARY

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
Salaries & Benefits	2,881,902	3,141,430	3,525,089	4,136,474
Operating Expenses	5,663,260	6,968,256	8,621,415	7,458,821
Capital Outlay	43,565	23,726	72,500	110,000
TOTALS	8,588,727	10,133,412	12,219,004	11,705,295
Full Time Headcount	20.00	20.00	21.00	22.00
		20.00		23.00
Part Time FTE's	4.50	4.50	3.75	3.75
Total Headcount & FTE's	24.50	24.50	24.75	26.75

#### **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, R&D lab incubators, 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, build hightech innovation districts, develop and upskill regional workforces, and grow an entrepreneurial tech ecosystem and community of excellence that creates jobs and attracts talent and investment. CGIT is responsible for strategic planning, design, 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 and emergency management 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, workforce development, 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.

#### INNOVATION AND TECHNOLOGY

#### **FISCAL YEAR 2025 MAJOR ACCOMPLISHMENTS**

- Technology engineering and provisioning for building projects, including Passport office network provisioning project and relocation, Venetian Pool Concession stand renovation technology, AV overhaul for Community Meeting Room, Youth Center wireless communications upgrades, Public Works new offices tech provisioning, and other projects.
- Working with several city departments (Finance, Human Resources, Development Services, Community Recreations, Historical resources), completed various Enterprise Systems enhancements, including an employee portal implementation, HR benefit module implementation, enterprise permit and licensing process review, Community Recreation system payment process upgrade, Utility Management implementation, LiDAR street scanning system upgrade plan, Web3 immersive experience applications and digital content for the City's Centennial, and other improvements and optimizations.
- Completed phases I-IV of the municipal fiber, broadband and public Wi-Fi expansion project (Ponce de Leon, Alhambra Circle, Aragon, and Andalucia corridors; and new segments at University, Merrick Way, Parking Garage 1, Parking Garage 2, Parking Garage 6, and Adult Activity Center). Built additional fiber optics segments to connect multiple city buildings and facilities, and installed additional smart city poles to improve/enhance connectivity, mobility, public safety, network resilience, situational awareness, digital inclusion, and citizen services; and foster innovation, quality of life programs and economic opportunities for the entire community, with a regional impact.
- New smart city Al-powered modular pole featuring the Coral Gables v3 award-winning custom industrial design was installed in the Alhambra Cir. financial corridor at the Douglas Rd. intersection. This new design was created as a collaboration between our City, Ekin, and Pininfarina, with SME advice from the University of Miami School of Architecture. The CGIT team worked with engineers and contractors installing the new pole (the third in the corridor). This new pole –connected to the City's Community Intelligence Center (CIC) and integrated with the Coral Gables Smart City Hub Urban Analytics platform provides free public Wi-Fi, CCTV, traffic/environmental IoT sensor data and traffic safety automation, and enhances public safety in that busy area of our central business district.
- Working with the Parking & Mobility department, completed the implementation of the parking enforcement and citation module of the City's new integrated smart parking system, and started the implementation of the digital parking permit module, to improve operational efficiencies and user experience with advanced functionalities and interoperability between multiple parking systems.

Working with Public Works' Automotive division, implemented a new enterprise fleet management system, to improve operational efficiencies with advanced functionalities and interoperability between fleet operation systems and comprehensive solution for tracking assets, reducing downtime, and optimizing maintenance, with automated maintenance schedules, real-time alerts, paperless work orders, advanced data reporting, digital workflows and other efficiencies.

#### FISCAL YEAR 2025 MAJOR ACCOMPLISHMENTS - (Continued)

- Implemented multiple network and computer upgrades and additions: network equipment upgrade at Parking Garage 2, Parking Garage 4, Parking Garage 6, Adult Activity Center, Biltmore Tennis Center, and City Facilities at 72<sup>nd</sup> Ave; deployment of Parking officers' handheld equipment and system configuration; enterprise call manager equipment upgrade; Police fleet and Fire fleet hardware upgrade; Code Enforcement hardware upgrade; Cybersecurity and Network Management infrastructure upgrades and enhancements, three new public safety trailers with advanced sensing and communications technology, citywide CCTV cameras upgrades, 16 new cameras deployed to mitigate illegal dumping, and other infrastructure upgrades and enhancements.
- Achieved PCI Compliance and completed an independent network security assessment among other audits; completed a full cycle of vulnerability management without incidents and hardened the City's infrastructure; conducted multiple cybersecurity trainings citywide and tabletop exercises; and secured a State Cyber Security Grant to continue hardening critical areas of the infrastructure.
- Upgraded the City's IT Service Management and Ticketing system and completed phase I the revamping of the employee Intranet platform and internal service portal.
- Developed multiple homegrown software applications and GIS systems for various city functions and departments, including a Police Training software, a Citizen Crime Map portal, Passport Office software update, a Santa Tracker for Fire Department Santa visits to children at their neighborhoods, new permit statistic reports, Digital Twin platform upgrade, built a Tree of the Year partner program with Greenspace Management issuing Tree of the Year commemorative NFTs, LiDAR scan and 3D construction of Public Works as a unique digital twin, 3D Drone Flight creation of Centennial sites and City facilities and landmarks, Historical Resources data presentation and analysis, among other software engineering projects.
- Responded to and addressed over 2,000 IT service support tickets received from internal and external customers; implemented over 60 medium-to-large enterprise IT projects; and maintained and supported a comprehensive indoor and outdoor technology infrastructure throughout city districts, buildings and facilities, including over 2,900 hardware equipment/devices (servers, desktops, laptops, tablets, smartphones, routers/switches, firewalls/filters/gateways, wireless, phones, storage, audio/video, cameras, and trailers), and over 180 off-the-shelf and homegrown enterprise software applications.
- The City of Coral Gables officially earned full certification as an Intelligent Community from the Intelligent Community Forum (ICF), becoming only the second city in the U.S. to receive this prestigious recognition. The city was named one of the Top 7 Intelligent Communities in the world for two consecutive years (2023 and 2024), based on a rigorous evaluation by ICF auditors in six key areas: Connectivity & Broadband, Tech & Knowledge Workforce, Innovation, Digital Inclusion, Sustainability, Community Engagement. With an impressive overall score of 95/100, these milestones reflect Coral Gables' commitment to innovation, inclusion and smart city leadership on a global scale. These initiatives collectively enhance the quality of life and economic opportunities for residents and

#### FISCAL YEAR 2025 MAJOR ACCOMPLISHMENTS – (Continued)

businesses alike. The city's strategic investments in smart city infrastructure, including innovation districts and advanced technologies, have positioned it as a leader in urban development.

- Worked with Economic Development, Gables TechTank incubator partners, CGIT Lab team, Miami Tech Talent organizations, education partners (UM, FIU, MDC, 4Geeks Academy, Coral Gables High School, and others) and industry partners (Microsoft, Salesforce, and others) developing tech talent and internship programs, conducting hackathons and other education events, and connecting local talent with jobs and career development opportunities.
- Completed Year-2 milestones and kicked off Year-3 phase in Coral Gables of 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 and City engineers from the City of Coral Gables Innovation & Technology and Public Works and Mobility departments. 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 is showcasing AutonomIA on a smallscale traffic network in Coral Gables for varying Connected and Automated Vehicles (CAV) penetration levels to demonstrate these gains. Project execution is undergoing, and the teams have already developed a smart traffic network digital twin environment for various Coral Gables testbed traffic corridors (Ponce de Leon Blvd., Alhambra Cir., and Miracle Mile), published scientific white papers (including a research team paper presentation at the Institute of Electrical and Electronics Engineers' International Conference on Machine Learning and Applications IEEE ICMLA on December 2024 held in Coral Gables), performed field testing, integrated the system with the Coral Gables Smart City Hub platform, and completed other key project milestones.
- City of Coral Gables received Tech Talent Pipeline Workforce Development Award. The CGIT team were honored with an award for Tech Talent Pipeline workforce development at the Miami Tech Works' Future Workforce Development 2025 (FWD 2025) event, for our CGIT tech internship program, which has mentored over 170 tech interns over the years. The Tech organization indicated: "This recognition celebrates the City's outstanding contributions to advancing tech talent and fostering innovation in our community" and "the City's leadership in driving meaningful change within Miami's tech ecosystem."
- Top7 Award received at the Intelligent Community Forum Global Summit and the Smart City Expo World Congress in Barcelona, Spain in November 2024. At the Intelligent Community Forum (ICF) Global Summit in Barcelona, held in partnership with the Smart City Expo World Congress (SCEWC), City of Coral Gables was recognized as one of the Top 7 Intelligent Communities of the world, and CGIT leadership presented at four sessions across three separate events during the same week: ICF Top7 Awards reception, ICF Global Summit, and two presentations at the Smart City Expo World Congress and the SmartCitiesWorld roundtables on urban resilience and technology. City of Coral

#### FISCAL YEAR 2025 MAJOR ACCOMPLISHMENTS - (Continued)

- Gables was named one of the Smart21 Communities of 2025, for the third consecutive year, by the Intelligent Community Forum (ICF). The announcement was made at the ICF conference in Hamilton, Ontario, Canada. The Smart21 Communities of 2025 include cities and counties from nine countries spread over five continents. In 2023 and 2024 the ICF named Coral Gables one of the world's Top 7 Intelligent Communities of the year. This award recognizes cities, towns, or regions that apply broadband connectivity, sustainability, knowledge work, digital inclusion, innovation, and community engagement to their information technology work.
- Research collaboration with FIU for Green Stormwater Infrastructure at the City Facilities IT Lab campus, and research collaboration with UM on a proposal to build digital twins for modeling and management of infrastructure systems and collaborate to integrate the research into the Coral Gables Smart City Hub and Digital Twin platforms. Several other STEM research, education and lab internship partnerships and smart city collaboration initiatives with University of Miami, Florida International University, FAU, NOVA University, Miami-Dade College, UC Berkeley, 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), 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, emergency management and incident response, and with the Government AI (GovAI) Coalition on AI policies and use cases.
- Collaborated with the National Institute of Standards and Technology (NIST, U.S. Department of Commerce) on the development of a federal strategic plan and frameworks for smart cities and incident management, published by NIST in 2024 and 2025. 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. NIST published a new strategic plan for its Smart Cities program in 2024 and several papers in 2025, which reference Coral Gables contribution and smart city case studies.
- 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, the City of Coral Gables Innovation and Technology team (CGIT) hosted the Connected Cities Tour event in Coral Gables for the fourth time, with insightful presentations, workshops and discussions on Innovation, Broadband, Digital Enablement, Public Safety, and Network Technology held with leaders from Miami Dade County and multiple organizations. CGIT also hosted a State of Florida's Cybersecurity Townhall in Coral Gables, and a smart cities collaboration workshop with the City of South Bend, IN. Authored and submitted papers and articles to professional publications, including engineering research papers for the Institute of Electrical and Electronics Engineers (IEEE), Smart Cities Americas,

#### FISCAL YEAR 2025 MAJOR ACCOMPLISHMENTS – (Continued)

and CIO Magazines. Also, Florida International University (FIU), U.S. DOC, NIST, U.S. DOE, PNNL, Harvard University, IEEE, FES, Gartner Inc., ICF, Smart Cities America 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 PERFORMANCE INDICATOR METRICS

### **INNOVATION & TECHNOLOGY**

INDICATOR	FY24			FY	FY26	
INDICATOR:	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Support tickets received	4,000	2,496		4,000	1,465	4,000
Support tickets closed	4,000	1,961		4,000	1,153	4,000
% of support tickets closed	98%	78.6%		98%	78.7%	90%
Number of projects implemented	65	72		65	78	65
Completed projects	45	59		45	64	50
CPU usage by City enterprise systems (<50%)	30%	8.92%		30%	10.00%	30%
Memory usage by City enterprise systems (<50%)	60%	50%		60%	48%	60%
System uptime on annual basis	99.90%	99.96%		99.90%	99.94%	99.90%
Number of physical servers/hosts citywide	35	35		35	35	35
Number of client devices (desktops, laptops, tablets, smartphones)	1,500	1,434		1,500	1,449	1,500
Number of network devices (routers/switches, firewalls/filters/gateways, wireless, phones, storage, audio/video, cameras, trailers)	1,400	1,385		1,400	1,477	1,500
Total number of applications supported	185	173		185	181	195
Home-grown applications	90	83		90	89	95
Off The Shelf (OTS) applications	95	90		95	92	100
E-Waste Processed/Disposed/Recycled (pounds) - cumulated metric since 2016	45,000	41,541		45,000	44,776	48,000
IT Spending as a Percent of Operating Expense (<8.2% - 2025 gov't avg benchmark - Gartner Report)	7%	4.3%		7%	4.4%	7%
IT Spending Per Employee (<\$12,700 - 2025 gov't avg benchmark - Gartner Report)	\$10,000	\$9,300		\$10,000	\$10,127	\$11,000
IT FTE Employees as a Percent of Total Employees (<5.4% - 2025 gov't avg benchmark - Gartner Report)	4%	2.0%		4%	2.0%	5%

Legend

Target met or exceeded



Target nearly met



Target not met



001 GENERAL FUND

## INNOVATION & TECHNOLOGY 3200 INNOVATION & TECHNOLOGY

519 OTHER GENERAL GOVERNMENT



#### PERSONNEL SCHEDULE

	NUMBER OF AUTHORIZED POSITIONS							
CLASS.	CLASSIFICATION		2022-2023	2023-2024	2024-2025	2025-2	026	
NO.	<u>title</u>		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET ESTIMATE</b>		<b>SALARIES</b>
	<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>		
144	IT Director		1.00	1.00	1.00	1.00	Ş	255,967
0116	IT Assistant Director		1.00	1.00	1.00	1.00		177,973
148	IT Senior Project Manager		1.00	1.00	1.00	1.00		169,594
143	IT Customer Support & GIS Division Mana	ger	1.00	1.00	1.00	1.00		137,375
147	IT Network Division Manager	-	1.00	1.00	1.00	1.00		134,025
1471	IT Application Division Manager		0.00	0.00	0.00	1.00		79,516
151	IT Systems Division Manager		1.00	1.00	1.00	1.00		134,025
0127	IT Applications Analyst II		2.00	1.00	1.00	0.00		-
150	IT Systems Analyst II		2.00	2.00	2.00	2.00		235,835
146	IT Network Analyst II		3.00	3.00	3.00	3.00		330,070
101	ERP Analyst II		-	1.00	1.00	2.00		158,084
388	Senior Administrative Assistant		-	1.00	1.00	1.00		73,157
7	Administrative Assistant		1.00	-	-	-		´-
139	IT Applications Analyst I		3.00	2.00	2.00	3.00		231,714
142	IT Customer Support & GIS Analyst I		1.00	1.00	1.00	1.00		77,267
442	IT Customer Support & GIS Analyst II		0.00	1.00	1.00	1.00		90,949
145	IT Network Analyst I		0.00	0.00	0.00	0.00		· -
149	IT Systems Analyst I		2.00	2.00	3.00	3.00		227,148
8888	Overtime		-	-	=	=		33,425
	TOTAL FULL TIME HEADCOUNT		20.00	20.00	21.00	23.00		2,546,124
	PART TIME POSITONS							
	TITLE	НС	FTE's	FTE's	FTE's	FTE's		
213	P/T Information Systems Analyst-25P	2.00	1.50	2.25	1.50	1.50		92,092
	P/T IT Technician	3.00	3.00	2.25	2.25	2.25		123,391
	TOTAL PART TIME FTE's	5.00	4.50	4.50	3.75	3.75		215,483
	TOTAL		24.50	24.50	24.75	26.75	\$	2,761,607
			EXPENDIT	URE DETAIL				
			2022-2023	2023-2024	2024-2025			2025-2026

EXPENDITURE DETAIL					
	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE	
1000 Salaries	\$ 1,910,152	\$ 2,120,989	\$ 2,403,116	\$ 2,761,607	
2000 Employee Benefits - See Other Cost Dist.	971,750	1,020,441	1,121,973	1,374,867	
3118 Prof Serv - Misc/Other	502,938	427,936	1,046,688	960,480	
3123 Prof Serv - Reimbursable	11,910	4,529	9,129	-	
3124 Prof Serv - Security	-	-	-	100,000	
4010 Automobile Allowance	10,395	9,962	10,395	10,395	
4100 Telecom Services	1,185,932	1,169,002	1,401,208	1,456,768	
4101 Emp Mobile Phone Payroll Ded	(7,980)	(5,160)	(24,000)	(24,000)	
4401 Rental - Copiers	161,291	187,472	197,078	18,000	

#### **EXPENDITURE DETAIL**

	2022-2023	2023-2024	2024-2025 BUDGET	2025-2026
	ACTUAL	ACTUAL	BODGET	BUDGET ESTIMATE
4500 General Liability Insurance	105,106	110,123	111,129	145,699
4603 Repair/Maint - Info Tech Equip	996,832	1,658,746	1,564,315	1,950,595
4611 Repair/Maint - Oper Equip	-	-	500	500
4630 Service Alloc - Flt Mgmt - Opr	44,797	33,239	19,017	49,116
4631 Service Alloc - Flt Mgmt - Rpl	15,891	20,866	32,349	30,251
4632 Service Alloc - Flt - Fuel	-	4,308	3,645	3,684
4633 Service Alloc - Gen Services	39,291	40,626	44,093	46,981
4700 Special Printed Forms	-	288	500	500
5100 Supplies - Office	4,680	4,429	5,500	5,500
5220 Uniform - Allowance	1,618	-	-	-
5231 Equipment (Oper) - Minor/Tools	17,299	11,216	7,500	7,500
5400 Membership Dues/Subscriptions	3,205	3,093	2,471	2,471
5401 Software Subscriptions & Maint	3,030,462	3,929,833	4,924,859	4,499,509
5500 Employee Training	23,180	67,713	55,000	50,000
6401 Equip Repl (Cap) - Comp Hware	43,565	23,726	72,500	110,000
9000 Interdept'l Alloc - Bldg Div	(483,587)	(709,965)	(789,961)	(1,855,128)
TOTAL	\$ 8,588,727	\$ 10,133,412	\$ 12,219,004	\$ 11,705,295

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
  - o Goal 1 Enhance the effectiveness of key city processes

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

tasks that mast be accomplished, active asies, and in		
What must be done	By When	How will it be evident
Elicit requirements and key metrics information from	12/31/22	Business Analysis requirement sheets
City department and officials for actionable data		completed from interviews and
dashboards. Perform team meetings to analyze		questionnaires with department
requirements and determine data parameters,		heads and city management
thresholds and guidelines for triggers and visualization.		
Mockup design and prototyping of dashboards for	12/31/21	Mockup design sheets and renderings
three layers: City Management, Departmental		
supervisors, and Hands-on/Field teams. Build the		
dashboards from relevant key metrics with actionable		
information.		
Develop project charter and scope of work. Stakeholder	09/30/21	Accepted project charter document
review and acceptance.		
Build an internal City Management Dashboard (CMD)	09/30/22	New CMD platform is accessible by
platform on GIS		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-	12/31/22	Purchase orders issued
based Electronic Document Management System, and		
integration professional services		
Role-based Identity and Access Management	10/31/23	Single-sign-on with role-based
Integration Citywide		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	12/31/22	Data is discoverable in the CMD GIS
City Management Dashboard and the Smart City Hub		platform and the smart city hub



What must be done	By When	How will it be evident
Implement and Integrate Cloud-based Enterprise	09/30/22	Records are shared between the
Document Management platform		document management and other
		enterprise systems (permits, land
		management, asset management, etc.)
Build customer-driven data visualization and business	01/31/24	Real-time data dashboards are
intelligence data analytics dashboards in the cloud		accessible in their cloud silos
Integrate all dashboards and analytics in the City	01/31/24	Real-time data dashboards are
Management dashboard (CMD) platform		accessible in the CMD platform from
		any device connected to the Internet
Testing and validation, Training Citi-wide, and go-live	03/31/24	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-	03/31/24	Data is shared between cloud systems,
AWS-ESRI-ERP)		for example: Cisco IoT and Azure
		exchange sensor data, Land
		Management & facility Management
		enterprise systems share data by
		location, etc.



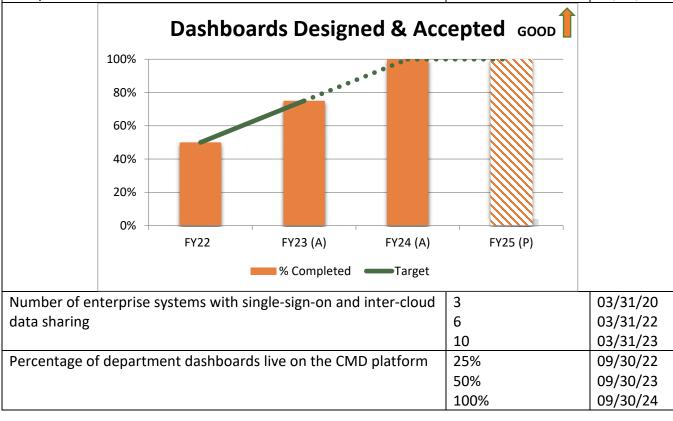
#### Resource requirements (what do we need to succeed?)

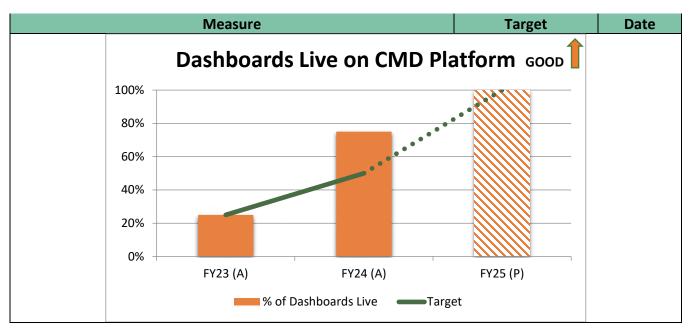
• Finances (detailed listing of expected costs):

\$ Amount	Purpose
	Ongoing funding to acquire subscriptions from a cloud solutions broker, single
\$60,000	sign-on & role-based identity management system
	Acquisition of cloud document management system (acquired in previous
\$70,000	year)
\$30,000	200 hours of professional services of developing and integration
\$160,000	Total

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

Measure	Target	Date
Internal customer (City departments) satisfaction	95% satisfied/very	09/30/23
	satisfied	
Percentage of department dashboard mockups designed and	75%	03/31/23
accepted	100%	09/30/24





• 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	Potential positive impact	Potential negative
Group		impact
City Manager,	Increased visibility into horizontally integrated location-	Data entry inaccuracies
ACM, City	aware data. Improved situational awareness and insight	or data gaps may lead to
Officials	from real-time data to aid decision making, and resource	inaccurate metrics and
	allocation processes. Track quality of life and customer	dashboards.
	service performance levels (sustainability, resilience,	
	livability).	
Department	Ability to access inter-departmental data for easier project	Data entry inaccuracies
Heads and	planning and solutions design. Increased operational	or data gaps may lead to
Supervisors	efficiencies and effectiveness from real-time visibility over	inaccurate metrics and
	departmental metrics and customer satisfaction metrics.	dashboards.
Hands-on & Field	Reduced manual data entry, reconciliation, and reporting	Data entry inaccuracies
Teams	processes. Improved workday planning.	or data gaps may lead to
		inaccurate metrics and
		dashboards.
Public Safety	Improve visibility, situational awareness and decision-	Data entry inaccuracies
	making historical and predictive analytics on public safety	or data gaps may lead to
	data such as crime analysis, real-time traffic, EMS, Fire, 911	inaccurate metrics and
	PSAP, CAD & RMS, communications, EOC, CIC and others.	dashboards.



Stakeholder	Potential positive impact	Potential negative	
Group		impact	
Development	Provide customer-driven reporting, actionable data and	Data entry inaccuracies	
Services,	insight to manage permitting, inspections, plan review,	or data gaps may lead to	
Economic	developments, planning, concurrency impact, parcel	inaccurate metrics and	
Development,	properties, real estate, business licenses, business	dashboards.	
Public	development, economic growth, marketing, public		
Engagement	communications and other parameters. This data will help		
teams	to promptly detect issues in operations and customer		
	service and apply timely corrections.		
Public Works,	Provide actionable data and insight to manage	Data entry inaccuracies	
Parks, Historical,	infrastructure and operations to improve maintenance,	or data gaps may lead to	
Parking	monitoring of performance and condition of buildings,	inaccurate metrics and	
Infrastructure	equipment and ROW assets lifecycle, water and energy	dashboards.	
teams	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.		
Finance	Increased oversight, accountability and transparency on	Data entry inaccuracies	
	financial management and transactions with real-time	or data gaps may lead to	
	visibility and business intelligence analytics over accounts,	inaccurate metrics and	
	revenues, expenditures, for financial planning and decision	dashboards.	
	making.		
Citizens	Increased data transparency, inclusion, accessibility and	Data entry inaccuracies	
	citizen engagement.	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:

o Costs: \$160,000

o Benefits: \$25,000 reduction in annual IT costs reduction from eliminating the cost of legacy document management system.

#### Other benefits:

o 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 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
  - o 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 Mgmnt module – go-live & integration, 2022 - metrics: postgo-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	12/31/23	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	01/31/24	Apps Live and in Production
Police/Fire/911 CAD and Police RMS systems replacement - go live New CAD/RMS CloudSuite System	12/31/24	System Live and in Production



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

• Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$45,360	Additional Cellular Data Public Works, Fire, Dev Services, Parks and Rec - \$15,120 annually
\$175,000	City Mobile App Replacement - \$100,000 one-time cost and \$25,000 annually
\$267,000	Solid Waste Management System - \$89,000 annually
\$225,285	Automotive Management System - \$75,095 annually
\$52,500	Priority Dispatch Police and Fire Ongoing Annual Maintenance - \$17,000 annually
\$60,000	Forerunner Floodplain and CRS Management - \$20,000 annually
\$90,000	BlueBeam Electronic Signature Software - \$30,000 annually
\$150,000	New City Website Platform Support - \$50,000 annually
\$30,000	Cartegraph New Modules And New Users Maintenance – One-time cost
\$2,160,000	INFOR + WFM + CityBase + Questica ERP Annual Maintenance and Support - \$720,000 annually
\$900,000	Inflation Escalation Costs - \$300,000 annually
\$4,155,145	Total

#### Other

o 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	100%	09/30/25
metrics, citizen engagement metrics acceptance		



- 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	
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 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
  - o 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 wellbeing of residents, businesses, and visitors.
  - o 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,	09/30/25	Technology Infrastructure
fiber optics corridors, wireless/public Wi-Fi networks, smart		installed, lit and in production
poles/IoT traffic/safety/camera/environmental sensors – 5		
phases of expansion		
New construction projects, with technology infrastructure and	09/30/25	Technology Infrastructure
smart building capabilities: PG7, FS4, Mobility Hub, technology		installed, lit and in production
provisioning completion		
Building renovation projects, with technology infrastructure	09/30/24	Technology Infrastructure
and smart building capabilities: 427 DSC, City Hall, Fink Studio		installed, lit and in production
Increase monitoring capability from 2 to 9 sensors by 2025 to	09/30/24	9 sensors will be active
analyze, understand, and efficiently improve water quality		measuring water quality
Increase monitoring capability from 5 to 16 sensors by 2025 to	09/30/24	16 sensors will be active
analyze, understand, and efficiently improve air quality		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	9 (districts	09/30/25
areas, buildings connected, smart/connected mobility, traffic/public safety,	A to I)	
connectivity/visibility/automation efficiencies, smart kiosks, smart streets,		
number of users impacted		



Measure				Target	Date
Number of water quali	ty sensors			9	09/30/25
Number of air quality s	ensors			16	09/30/25
	Air and V	Vater Quality S	<b>Sensors</b> G	OOD	
20					
15 10 5					
-	FY23 (A)	FY24 (A)	FY25 (P)		
	■ Air Quality	Sensors Water Qual	ity Sensors		

- 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> <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>	Increased cyber risks     (need to be properly     mitigated with best     practices)

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

Previous studies on the impact of broadband and smart cities infrastructure (e.g.: Brookins 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:

o Costs: \$2,713,769

o Benefits: Undetermined

o Time to see return on investment: Undetermined



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
  - o 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	12/31/24	Syllabus completed
Lean Six Sigma Green Belt training and certification		
for new supervisors/managers		
Develop with HR and SkillSoft an internal annual	12/31/24	Recurring courses added to the Skillsoft
Lean Six Sigma and Process Improvement online		online catalog
training program		
Year 1 green belt FIU training implementation	03/31/25	FIU student registered, and classes
funding and coordination with faculty		scheduled
Year 1 green belt FIU training implementation	09/30/25	Certificates of completion and
execution		certifications
Year 1 Skillsoft online training implementation	12/31/24	SkillSoft online courses and tests
coordination with HR and department directors		assigned to staff by HR, with deadlines
Year 1 Skillsoft online training implementation	09/30/25	SkillSoft course and test pass
execution – by deadline		completion records
Develop and start with a retained LSS consultant an	09/30/25	Process Improvement hands-on
internal annual Lean Six Sigma and Process		workshop program content developed,
Improvement training and Kaizen Blitz hands-		funded, and first iteration executed.
on/actionable workshop program		

#### 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
\$100,000	Total

- Technology:
  - o 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	50	09/30/25
workshops		
Number of departmental processes improved	20	09/30/25
Cost Savings	5% reduction on process	09/30/25
	costs	
Operational Efficiencies	5% improvement on process	09/30/25
	KPIs	

#### 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	•	Cost savings from business process &		ss of productivity during	
		improvements	tra	training days	
			•	Cost for implementation and	
				training	
Residents	•	Increased satisfaction with City services	•	Funds expended in support of	
				this action plan will not be	
				available for other projects	

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

- + \$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



#### POLICE

#### **ORGANIZATION CHART**

# OPERATIONS (1) Assistant Chief for Operations - 1

#### UNIFORM PATROL DIVISION (137)

Police Major - 1 Police Lieutenant -6

(2-Alpha, 2-Bravo, 2-Charlie)

Police Sergeant - 12

(4-Alpha, 3-Bravo, 4-Charlie, 1-NTPU)

Police Officer - 104

(32-Alpha, 35-Bravo, 33-Charlie, 4-NTPU)

Police Division Assistant - 1

Neighborhood Safety Aide - 10

Neighborhood Safety Aide - P/T - (3.0 FTEs)

#### SPECIALIZED ENFORCEMENT DIVISION (41.05)

Police Major - 1

Police Lieutenant - 1

Police Sergeant - 4 (BP, CI, TE, MP)

Police Officer - 28 ( 6-BP, 5-CI, 10-TE, 3-MP, 4-MT )

Police Division Assistant - 1

Crossing Guard/Protective Svc Wkr - P/T - (1.80 FTEs)

Traffic Enforcement Police Officer - P/T - (4.50 FTEs)

Red Light Camera Coordinator - P/T - (0.75 FTE)

### CRIMINAL INVESTIGATIONS DIVISION (39)

Police Major - 1

Police Lieutenant - 2 (CIS, SIS)

Police Sergeant - 5 (CAP, EC, PC, YRU, SFMLSF)

Police Officer - 25

(6-CAP, 3-EC, 5-PC, 1-CID, 5-YRU, 2-VIN, 3-SFMLSF)

Police Division Assistant - 1

Crime Analyst - 1

Crime Scene Technician - 2

Senior Crime Scene Technician - 1

Victim's Advocate - 1

#### **CHIEF OF POLICE**

Edward J. Hudak, Jr.

#### ADMINISTRATION

(1)

Assitant to Chief of Police - 1

#### COMMUNITY AFFAIRS

(2)

Police Officer - 1 (CAU) Police Sergeant - 1 (CAU)

#### FLEET

(0.75)

Police Fleet Manager - P/T- (0.75 FTE)

#### FOP/OEM LIAISON

(1)

Police Officer - 1

#### INTERNAL AFFAIRS

(8)

Internal Affairs Commander - 1

Police Sergeant - 3

Digital Evidence Supervisor - 1

Internal Affairs Assistant - 1

Digital Evidence Spec - 2

#### PLANNING / ACCREDITATION (2.50)

Police Lieutenant - 1

Executive Officer - P/T - (0.75 FTE)

Accreditation Manager - P/T - (0.75 FTE)

#### **SUPPORT SERVICES (1)**

Assistant Chief for Admin. Serv. - 1

### TECHNICAL SERVICES DIVISION (62)

Police Major - 1

Police Lieutenant - 1

Police Sergeant - 1

Radio Technician Manager - 1

Radio Technician - 2

Police Records Supervisor - 1

Police Records Assistant Supervisor - 1

Technical services/CIC Coordinator - 1

Emergency Dispatch Manager - 1

Emergency Dispatch Supervisor - 6

Emergency Dispatch - 23

Emergency Dispatch Assistant - 9

Police CIC Monitor - 1

Police Property & Evidence Supervisor - 1

Police Property Specialist - 2

Police Records Technician II - 2

Police Records Technician I - 5

Public Records Digital Media Spec. - P/T - (0.75 FTE)

Police CIC Monitor - P/T - (0.75 FTE)

Police Property Clerk - P/T - (0.75 FTEs)

Clerical Aide - P/T - (0.75 FTE)

#### PROFESSIONAL STANDARDS DIVISION (18.75)

Police Major - 1

Police Lieutenant - 1

Police Sergeant - 4 (2PS, TS, P&R)

Admin. & Fiscal Affairs Manager - 1

Payroll Clerk - 2

Off Duty Coordinator - 1

Police Supt. Services Assist. - 1

Police Training Specialist - 2

Senior Background Investigator - 1

Background Investigator - 1

Police Training Officer - PT - (1.50 FTEs)
Background Investigator - P/T - (2.25 FTEs)

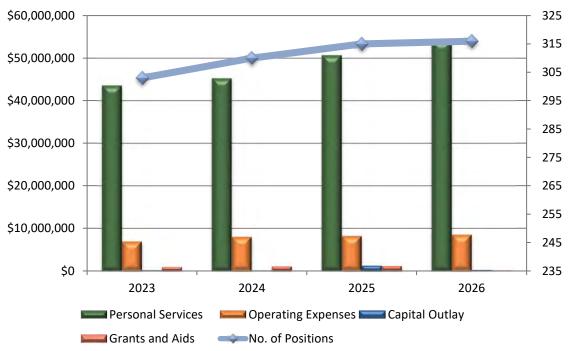
Duckground IIIVestigator 1/1 (2.25112)



### POLICE DEPARTMENT BUDGET AND POSITION SUMMARY

	2022-2023	2023-2024	2024-2025	2025-2026
	ACTUAL	ACTUAL	BUDGET	BUDGET ESTIMATE
Salaries & Benefits	43,602,482	45,291,246	50,703,610	54,044,153
Operating Expenses	6,941,448	8,025,663	8,200,527	8,537,697
Capital Outlay	154,379	87,223	1,242,930	224,974
Grants and Aids	913,616	1,079,248	1,163,647	138,498
Total	51,611,925	54,483,380	61,310,714	62,945,322
Full Time Headcount	282.00	289.00	296.00	297.00
Part Time FTE's	21.30	20.55	19.05	19.05
Total Headcount & FTE's	303.30	309.55	315.05	316.05

#### **EXPENDITURE/PERSONNEL COMPARISONS**



### Police

### **Department Function:**

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

The <u>Office of the Chief of Police</u> 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 <u>Uniform Patrol Division</u> 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 include 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 services 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, Crime Suppression Team, K9 Team, Honor Guard, Neighborhood Team Policing Unit, and Drone Response Team. Additionally, 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 Enforcement Unit conducts traffic enforcement operations/details for a variety of violations such as speeding, traffic control devices, improper equipment/registration, etc. Members in the unit also conduct traffic crash investigations and secure motorcade/escort service. The Crash Investigation Unit officers investigate various forms of vehicle traffic crashes including minor fender benders, hit and runs, as well as those involving serious injury and /or death. Members also participate in traffic enforcement activities. This includes operations/campaigns for Driving Under the Influence (DUI). The Marine Patrol Unit patrols the waterways within the city and multi-jurisdictional bay areas. Marine Patrol members enforce applicable regulatory, statutory, and ordinance laws relating to boating and marine safety. The members also investigate vessel crashes and environmental hazards. The Bicycle Patrol Unit emphasizes patrol efforts in the new downtown district of Coral Gables. This area includes many businesses, restaurants, shops, and parking garages. The unit members assist the business community with any concerns/problems they may have. The bicycle unit enforces traffic laws, scooter violations and bicycles/skateboards on the sidewalk. In addition, the unit members are available as a resource for both tourists to the area as well as homeless individuals. The Mounted Patrol Unit provides high visibility, responds to a variety of special/community events and ceremonies, assists in deterring crime, and engages in community policing. Further, the Special Enforcement Division manages all special events, oversees the red-light camera program and addresses many quality-of-life concerns presented to the department.

The <u>Criminal Investigations Division</u> 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 <u>Technical Services Division</u> 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 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 <u>Professional Standards Division</u> provides services that include 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 proposed budget estimate and oversees all Police Department fiscal expenditure activity. It is responsible for the recruitment, background and hiring of Police Department Personnel. The Professional Standards Division is also accountable to provide all officers with the most up to date laws and training as well as maintaining compliance with FDLE certifications and standards.

### 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. Strengthening communication and awareness through innovative and integrative technology.

#### **POLICE**

#### **FISCAL YEAR 2025 MAJOR ACCOMPLISHMENTS**

- The Uniform Patrol Division created and implemented a 5-person full-time Crime Suppression Team that is being utilized to address specific and measurable crime trends within Coral Gables.
- ✓ Uniform Patrol Division added personnel to the Honor Guard and Neighborhood Team Policing units.
- SWAT obtained their first tactical drone.
- The Technical Services Division hired one full-time Community Information Center Analyst to provide increased support for police investigations and crime reduction.
- The Police and Fire department upgraded their Computer Aided Dispatch and Records Management System to Mark43 to improve interoperability between multiple city interfaces.
- The Police and Fire Department are in the process of upgrading their legacy handheld radios to an updated radio system that provides increased officer safety and situational awareness.
- ✓ The Training Section conducted and managed over 10,218 hours of training for sworn/non-sworn personnel.
- The Training section trained 11 recruits through the orientation phase to prepare them for the Field Training phase of their new career.
- ▼ The Recruitment Unit processed 83 qualified applications resulting in 21 hires.
- Fifth lane was added to the firing range and is FDLE certified to be used by Miami-Dade North Academy.
- ✓ The Training section has certified 15 new drone operators.
- ✓ Marine Patrol Unit acquired an additional marine vessel with partial grant funding.
- ✓ The Mounted Patrol Unit retired its initial horse "Rockaway" and purchased two new horses for the unit.
- ✓ The Specialized Enforcement Division, in conjunction with other city departments, purchased the Urban SDK which will provide near real-time data sets, speeds on all roadways, volumes on all roadways, custom dashboarding, and geospatial data management.

#### FISCAL YEAR 2025 MAJOR ACCOMPLISHMENTS – (Continued)

- The Specialized Enforcement Division also purchased two (2) new message boards to assist with special events, traffic control and disseminating messages to the public from the department.
- The Specialized Enforcement Division purchased an additional sixteen (16) Meridian Barriers with two (2) trailers.
- ✓ The Specialized Enforcement Division was awarded and executed the Florida Department of Transportation Pedestrian and Bicyclist grant for the fourth consecutive year.
- ✓ The Criminal Investigations Division/SIS has successfully augmented their K9 unit to now consist of 2 single purpose K9s. These K9s will assist the Patrol Division as needed.
- ✓ The Criminal Investigations Division has augmented their civilian analysts to a total of 3, leveraging civilian personnel to enhance real time and post incident investigations.
- ✓ The Youth Resource Unit obtained a \$15,000 National PAL Mentorship Grant.

# CITY OF CORAL GABLES, FLORIDA PERFORMANCE INDICATOR METRICS

### **POLICE**

INDICATOR:		FY24		FY	FY26	
INDICATOR:	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Crime Watch programs hosted for neighborhoods and local businesses	12	9		12	50	20
Public service announcements (crime prevention tips/informational segments) created for publication (both print and Ch. 77)	6	2	<u> </u>	6	10	10
Number of Crime Prevention Surveys (Residential & Commercial)	7	8		7	1	7
News releases distributed to the media	10	6		10	11	10
Social media posts and distributions	335	281		335	230	300
Police officers hired	9	8		9	18	20
Communications Operators hired	9	5	_	9	3	7
Citizen complaints filed	12	2		12	2	10
Internal (employee) complaints/grievances filed	12	8		12	5	10
Number of commendations received	200	132	_	200	25	125
Number of CALEA accreditation standards	461	461		461	461	461
Training hours for sworn and non-sworn personnel	15,000	11,479		15,000	10,218	15,000
Calls For Service (CFS) processed	150,000	133,306		150,000	71,993	135,000
Phone calls processed	175,000	160,935		175,000	95,987	175,000
Number of I/I reports processed	7,205	7,791		7,205	3,406	10,000
Arrests processed	474	478		474	368	500
Citations processed	24,360	17,678		24,360	10,541	25,000
Crash reports processed	2,091	3,104		2,091	1,988	3,558

### <u>Legend</u>



Target met or exceeded
Target nearly met



Target not met





#### 001 GENERAL FUND

### POLICE DEPARTMENT 5000 ADMINISTRATION DIVISION

**521 LAW ENFORCEMENT** 



#### PERSONNEL SCHEDULE

	NUMBER OF AUTHORIZED POSITIONS							
CLASS.	CLASSIFICATION		2022-2023	2023-2024	2024-2025	202	5-2026	<u> </u>
NO.	<u>TITLE</u>		<b>ACTUAL</b>	<u>ACTUAL</u>	BUDGET	<b>BUDGET ESTIMATE</b>		SALARIES
	<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>		
305	Police Chief		1.00	1.00	1.00	1.00	\$	265,795
18-1	Assistant Chief of Police for Admin Serv		1.00	1.00	1.00	1.00		-
18	Assistant Chief of Police for Operations		1.00	1.00	1.00	1.00		215,148
136	Internal Affairs Commander		1.00	1.00	1.00	1.00		188,171
307	Police Lieutenant		1.00	1.00	1.00	1.00		165,475
315	Police Sergeant		3.00	3.00	4.00	4.00		527,482
309	Police Officer		3.00	3.00	2.00	2.00		236,472
781	Body Worn Camera Analyst		0.00	0.00	0.00	0.00		-
443	Digital Evidence Supervisor		0.00	0.00	1.00	1.00		72,140
25	Assistant to the Chief of Police		1.00	1.00	1.00	1.00		98,236
386	Internal Affairs Assistant		1.00	1.00	1.00	1.00		69,402
89	Digital Evidence Specialist		2.00	2.00	2.00	2.00		135,847
8888	Overtime		-	-	-	-		44,257
9999	Holiday Worked Pay		-	-	-	-		9,211
	TOTAL FULL TIME HEADCOUNT		15.00	15.00	16.00	16.00		2,027,636
	PART TIME POSITONS							
	TITLE	НС	FTE's	FTE's	FTE's	FTE's		
244	P/T Police Fleet Manager	1.00	0.75	0.75	0.75	0.75		73,499
174	P/T Accreditation Manager	1.00	0.75	0.75	0.75	0.75		78,836
201	P/T Executive Officer	1.00	0.75	0.75	0.75	0.75		73,525
	TOTAL PART TIME FTE's	3.00	2.25	2.25	2.25	2.25		225,860
	TOTAL		17.25	17.25	18.25	18.25	\$	2,253,496
			EVDENDI	TUBE DETAIL				

	EXPEND	ITURE DETAIL		
	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
1000 Salaries	\$ 1,715,702	2 \$ 2,061,842	\$ 2,333,993	\$ 2,253,496
2000 Employee Benefits - See Other Cost Dist.	830,563	887,428	1,133,284	1,142,267
3116 Prof Serv - Medical	(384	1) -	-	-
3118 Prof Serv - Misc/Other	27,539	38,746	33,751	33,501
4000 Travel - Local	1,417	7 3,046	3,500	3,500
4200 Postage	345	5 1,172	1,720	1,720
4400 Rental - Mach & Equip			-	-
4401 Rental - Copiers	5,400	-	-	57,000
4402 Rental - Land & Buildings	6,710	10,995	15,000	15,000
4500 General Liability Insurance	85,732	96,585	104,424	118,892
4610 Repair/Maint - Office Equip	68	314	790	790
4611 Repair/Maint - Oper Equip		- 120	1,000	1,000

#### **EXPENDITURE DETAIL**

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
4630 Service Alloc - Flt Mgmt - Opr	25,675	41,104	111,426	161,201
4631 Service Alloc - Flt Mgmt - Rpl	39,974	126,104	45,983	54,655
4632 Service Alloc - Flt - Fuel	-	31,784	37,798	32,283
4633 Service Alloc - Gen Services	153,756	158,980	172,546	183,848
4700 Special Printed Forms	2,275	742	720	5,220
4900 Misc Exp - Other	33,332	7,908	7,606	4,720
4910 Misc Exp - Court & Investigate	3,358	729	2,580	6,080
5100 Supplies - Office	4,069	4,632	5,500	5,500
5202 Supplies - Chemicals & Photo	-	-	500	500
5206 Supplies - Food - Event/Resale	3,882	3,188	3,500	3,500
5208 Supplies - Household & Instit	1,389	1,120	1,550	1,550
5220 Uniform - Allowance	11,266	13,043	12,870	12,146
5400 Membership Dues/Subscriptions	3,475	4,595	4,855	6,855
5401 Software Subscriptions & Maint	-	43,846	38,404	-
5500 Employee Training	10,224	16,217	23,000	13,000
5501 Special Police Education	1,641	7,685	70,675	10,000
6424 Equip Adds (Cap) - Office	-	-	20,000	20,000
6425 Equip Adds (Cap) - Misc	51,024	-	3,000	3,000
8200 Grants - Outside Organizations	-	-	5,000	10,000
8204 Grants - Camillus House	122,750	113,659	146,498	128,498
TOTAL	\$ 3,141,182	\$ 3,675,584	\$ 4,341,473	\$ 4,289,722

001 GENERAL FUND

### POLICE DEPARTMENT 5010 UNIFORM PATROL DIVISION

**521 LAW ENFORCEMENT** 



		PERS	SONNEL SCHE	DULE				
				NUM	BER OF AUTHO	RIZED POSITIONS		
CLASS.	CLASSIFICATION		2022-2023	2023-2024	2024-2025	2025-2026		
NO.	<u>TITLE</u>		<b>ACTUAL</b>	<u>ACTUAL</u>	<b>BUDGET</b>	BUDGET ESTIMATE		SALARIES
	<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>		
308	Police Major		1.00	1.00	1.00	1.00	\$	213,526
307	Police Lieutenant		6.00	6.00	6.00	6.00		996,155
315	Police Sergeant		13.00	13.00	13.00	12.00		1,741,697
309	Police Officer		93.00	98.00	103.00	104.00		9,557,502
5038	Neighborhood Safety Aide		10.00	10.00	10.00	10.00		513,292
306	Police Division Assistant		1.00	1.00	1.00	1.00		81,650
8888	Overtime		-	-	-	-		385,457
9999	Holiday Worked Pay		-	-	-	-		267,594
	TOTAL FULL TIME HEADCOUNT		124.00	129.00	134.00	134.00		13,756,873
	PART TIME POSITONS							
	TITLE	НС	FTE's	FTE's	FTE's	FTE's		
234	P/T Neighborhood Safety Aide	4.00	3.00	3.00	3.00	3.00		-
	TOTAL PART TIME FTE's	4.00	3.00	3.00	3.00	3.00		-
	TOTAL		127.00	132.00	137.00	137.00	Ś	13.756.873

	EXPENDI	TURE DETAIL		
	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
1000 Salaries	\$ 10,529,026	\$ 10,699,638	\$ 13,435,315	\$ 13,756,873
2000 Employee Benefits - See Other Cost Dist.	7,848,190	8,055,795	8,457,670	9,529,368
3118 Prof Serv - Misc/Other	511,426	491,378	575,140	575,140
4000 Travel - Local	7,885	5,304	8,500	8,500
4500 General Liability Insurance	593,573	581,414	623,094	725,797
4610 Repair/Maint - Office Equip	-	-	89,997	30,000
4611 Repair/Maint - Oper Equip	2,075	2,042	2,200	2,200
4630 Service Alloc - Flt Mgmt - Opr	679,110	660,748	480,829	557,516
4631 Service Alloc - Flt Mgmt - Rpl	658,692	1,190,767	698,629	731,842
4632 Service Alloc - Flt - Fuel	-	534,652	518,761	453,339
4633 Service Alloc - Gen Services	203,723	210,645	229,619	243,593
4700 Special Printed Forms	1,997	1,579	2,000	2,000
5100 Supplies - Office	7,781	7,987	7,977	7,977
5200 Supplies - Ammunition	34,356	33,480	39,669	39,669

#### **EXPENDITURE DETAIL**

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
5202 Supplies - Chemicals & Photo	855	776	800	800
5205 Supplies - Animals	25,665	41,139	53,586	50,000
5206 Supplies - Food - Event/Resale	208	713	600	600
5208 Supplies - Household & Instit	1,162	795	800	800
5220 Uniform - Allowance	98,582	118,010	142,349	128,858
5222 Uniform - Purchase/Rental	22,779	34,766	40,237	40,237
5231 Equipment (Oper) - Minor/Tools	13,652	8,816	13,597	13,597
5400 Membership Dues/Subscriptions	1,270	2,038	2,175	2,175
5500 Employee Training	41,585	79,194	68,218	68,035
6425 Equip Adds (Cap) - Misc	63,520	35,914	310,194	84,524
TOTAL	\$ 21,347,112	\$ 22,797,590	\$ 25,801,956	\$ 27,053,440

001 GENERAL FUND

## POLICE DEPARTMENT 5020 CRIMINAL INVESTIGATIONS DIVISION

**521 LAW ENFORCEMENT** 



#### PERSONNEL SCHEDULE

			NUMBER OF AUTHORIZED POSITIONS							
CLASS.	CLASSIFICATION	2022-2023	2023-2024	2024-2025	2025-2026					
NO.	<u>TITLE</u>	<u>ACTUAL</u>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET ESTIMATE</b>		<b>SALARIES</b>			
	<b>FULL TIME POSITIONS</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>					
308	Police Major	1.00	1.00	1.00	1.00	\$	229,416			
307	Police Lieutenant	2.00	2.00	2.00	2.00		274,955			
315	Police Sergeant	6.00	6.00	6.00	5.00		805,145			
309	Police Officer	28.00	28.00	28.00	25.00		2,853,914			
306	Police Division Assistant	1.00	1.00	1.00	1.00		79,320			
80	Crime Analyst	1.00	1.00	1.00	1.00		60,737			
81	Crime Scene Technician	2.00	2.00	2.00	2.00		122,988			
351	Senior Crime Scene Technician	1.00	1.00	1.00	1.00		86,709			
377	Victims Advocate	1.00	1.00	1.00	1.00		79,373			
8888	Overtime	-	-	-	-		403,198			
9999	Holiday Pay	-	-	-	-		86,696			
	TOTAL	43.00	43.00	43.00	39.00	\$	5,082,451			

	EXPENDI	TURE DETAIL		
	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
1000 Salaries	\$ 4,595,015	\$ 4,769,626	\$ 5,256,850	\$ 5,082,451
2000 Employee Benefits - See Other Cost Dist.	3,021,017	3,179,780	3,074,389	3,223,421
3118 Prof Serv - Misc/Other	-	-	1,500	1,500
4000 Travel - Local	1,334	596	2,000	2,000
4200 Postage	-	-	150	150
4400 Rental - Mach & Equip	-	3,992	3,600	4,000
4401 Rental - Copiers	998	-	-	-
4500 General Liability Insurance	243,409	236,928	244,018	268,144
4610 Repair/Maint - Office Equip	208	-	1,000	1,000
4611 Repair/Maint - Oper Equip	-	-	2,380	2,380
4630 Service Alloc - Flt Mgmt - Opr	228,274	87,453	79,739	84,004
4631 Service Alloc - Flt Mgmt - Rpl	116,729	88,338	104,037	117,746
4632 Service Alloc - Flt - Fuel	-	58,261	63,235	57,213
4633 Service Alloc - Gen Services	164,637	170,231	184,756	196,858
4700 Special Printed Forms	519	606	1,900	1,500
4900 Misc Exp - Other	(1,638)	(11,061)	2,000	2,000
4909 Misc Exp - Info & Credit Check	32,822	30,471	41,000	41,000

#### **EXPENDITURE DETAIL**

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
4910 Misc Exp - Court & Investigate	190,682	128,219	132,644	130,750
5100 Supplies - Office	7,017	11,119	16,850	15,100
5202 Supplies - Chemicals & Photo	4,690	3,314	6,000	6,000
5205 Supplies - Animals	-	-	-	16,000
5207 Supplies - Fuel & Lubricants	10	-	1,000	1,000
5208 Supplies - Household & Instit	2,632	1,886	1,000	1,000
5220 Uniform - Allowance	43,503	46,185	62,936	55,598
5231 Equipment (Oper) - Minor/Tools	4,652	2,891	2,000	5,550
5400 Membership Dues/Subscriptions	2,381	2,954	2,980	2,980
5401 Software Subscriptions & Maint	11,435	12,235	13,091	11,435
5500 Employee Training	24,413	28,117	26,520	26,520
8000 Grants - Federal	785,056	959,457	1,006,856	
TOTAL	\$ 9,479,795	\$ 9,811,598	\$ 10,334,431	\$ 9,357,300

## 001 GENERAL FUND POLICE DEPARTMENT

#### **5030 TECHNICAL SERVICES DIVISION**

**521 LAW ENFORCEMENT** 



ERSONNEL SCHEDULE	
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**NUMBER OF AUTHORIZED POSITIONS** 

CLASS.	CLASSIFICATION		2022-2023	2023-2024	2024-2025	2021	5-2026	
						-	<b>5-2U2</b> 6	
NO.	TITLE		ACTUAL	<u>ACTUAL</u>	<u>BUDGET</u>	BUDGET ESTIMATE		<u>SALARIES</u>
200	FULL TIME POSITIONS		HEADCOUNT	HEADCOUNT	HEADCOUNT	HEADCOUNT	^	240 272
	Police Major		1.00 1.00	1.00	1.00 1.00	1.00	\$	210,273
	Police Lieutenant Police Sergeant		0.00	1.00 1.00	1.00	1.00 1.00		171,592 162,373
	Radio Technician Manager		1.00	1.00	1.00	1.00		113,051
	Radio Technician		2.00	2.00	2.00	2.00		169,847
	Police Records Supervisor		1.00	1.00	1.00	1.00		106,804
	Technical Services Coordinator/CIC Coordin	ator	1.00	1.00	1.00	1.00		93,705
	Emergency Dispatch Manager		1.00	1.00	1.00	1.00		100,122
	Emergency Dispatch Supervisor		5.00	5.00	5.00	6.00		625,543
63	Emergency Dispatcher Emergency Dispatch Assistant/Trainee		24.00 9.00	23.00 9.00	23.00 9.00	23.00 9.00		1,753,445 543,074
	Police Property/Evidence Supervisor		1.00	1.00	1.00	1.00		104,292
	Property & Evidence Specialist		2.00	2.00	2.00	2.00		124,541
	Police Records Assistant Supervisor		1.00	1.00	1.00	1.00		77,132
	Police Records Technician II		2.00	2.00	2.00	2.00		130,504
312	Police Records Technician I		5.00	5.00	5.00	5.00		296,127
	Police CIC Monitor		0.00	0.00	0.00	0.00		-
	Police CIC Analyst		-	0.00	1.00	1.00		74,608
	Overtime		-	-	-	-		333,000
9999	Holiday Pay		-	-	-	-		79,110
	TOTAL FULL TIME HEADCOUNT		57.00	57.00	58.00	59.00		5,269,143
	PART TIME POSITONS							
	TITLE	HC	FTE's	FTE's	FTE's	FTE's		
	P/T Public Records/Digital Media Specialist	1.00	0.75	0.75	0.75	0.75		48,304
	P/T Police CIC Monitor P/T Property & Evidence Specialist	1.00 1.00	1.50 1.50	1.50 1.50	0.75 0.75	0.75 0.75		50,830 37,277
	P/T Clerical Aide-25M	1.00	0.75	0.75	0.75	0.75		28,867
	TOTAL PART TIME FTE's	4.00	4.50	4.50	3.00	3.00		165,278
	TOTAL		61.50	61.50	61.00	62.00	\$	5,434,421
			EVDENIDI:	TURE DETAIL				
					2024 2025			2025 2026
			2022-2023	2023-2024	2024-2025			2025-2026
			ACTUAL	ACTUAL	BUDGET		BU	DGET ESTIMATE
1000	Salaries		\$ 4,449,356	\$ 4,626,494	\$ 4,960,825		\$	5,434,421
2000	Employee Benefits - See Other Cost Dist.		2,342,598	2,282,928	2,585,925			2,944,603
3118	Prof Serv - Misc/Other		50,879	16,149	7,100			9,300
4000	Travel - Local		-	200	-			-
4400	Rental - Mach & Equip		16,340	18,045	10,925			-
4401	Rental - Copiers		7,950	-	-			-
4410	Lease Equipment		3,000	-	-			-
4500	General Liability Insurance		247,165	229,776	229,073			286,714
4610	Repair/Maint - Office Equip		-	-	1,500			1,500
4611	Repair/Maint - Oper Equip		(571)	59,007 300	60,337			60,337

#### **EXPENDITURE DETAIL**

36,916

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
4631 Service Alloc - Flt Mgmt - Rpl	34,973	23,852	25,350	34,252
4632 Service Alloc - Flt - Fuel	-	9,355	10,356	9,830
4633 Service Alloc - Gen Services	213,457	220,710	239,542	255,232
4700 Special Printed Forms	952	2,863	4,800	4,800
4900 Misc Exp - Other	1,104	1,394	1,400	1,400
4910 Misc Exp - Court & Investigate	-	(300)	-	-
5100 Supplies - Office	16,151	11,073	16,600	16,600
5206 Supplies - Food - Event/Resale	1,407	1,151	2,906	2,906
5208 Supplies - Household & Instit	3,787	4,864	5,025	5,025
5220 Uniform - Allowance	22,051	21,605	53,817	34,766
5221 Uniform - Protective (PPE)	125	125	-	-
5231 Equipment (Oper) - Minor/Tools	4,648	275	9,675	9,675
5242 Parts - Misc Equip	42,021	32,873	36,150	36,150
5400 Membership Dues/Subscriptions	3,368	1,960	3,365	1,165
5401 Software Subscriptions & Maint	172,411	51,538	148,436	229,156
5500 Employee Training	40,752	35,734	39,874	39,874
6405 Equip Repl (Cap) - Misc	7,560	-	-	-
6424 Equip Adds (Cap) - Office	-	-	-	30,450
6425 Equip Adds (Cap) - Misc	16,875		57,740	
TOTAL	\$ 7,733,893	\$ 7,675,077	\$ 8,532,187	\$ 9,485,072

001 GENERAL FUND

### POLICE DEPARTMENT

#### **5040 PROFESSIONAL STANDARDS DIVISION**

**521 LAW ENFORCEMENT** 



		PERS	ONNEL SCHE	DULE				
				NUMBE	R OF AUTHORI	ZED POSITIONS		
CLASS.	CLASSIFICATION		2022-2023	2023-2024	2024-2025	2025-20	026	
NO.	<u>TITLE</u>		<u>ACTUAL</u>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET ESTIMATE</b>		<u>SALARIES</u>
	FULL TIME POSITIONS		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>		
	Police Major		1.00	1.00	1.00	1.00	\$	221,706
	Police Lieutenant		1.00	1.00	1.00	1.00		179,427
	Administrative & Fiscal Affairs Manager		1.00	1.00	1.00	1.00		87,206
	Police Sergeant		3.00	3.00	3.00	4.00		638,246
	Senior Background Investigator		-	1.00 1.00	1.00 1.00	1.00		100,122
	Background Investigator Payroll Clerk		2.00	2.00	2.00	1.00 2.00		86,591 157,368
	Police Training Specialist		2.00	2.00	2.00	2.00		142,408
	Police Support Services Assistant		1.00	1.00	1.00	1.00		46,959
	Off Duty Coordinator		1.00	1.00	1.00	1.00		49,766
	Holiday Pay		1.00	-	1.00	-		7,044
	Overtime		-	-	-	-		36,075
	TOTAL FULL TIME HEADCOUNT		12.00	14.00	14.00	15.00		1,752,918
	PART TIME POSITONS							
	TITLE	HC	FTE's	FTE's	FTE's	FTE's		
	P/T Trainer	-	0.00	-	-	-		-
	P/T Police Training Officer	2.00	1.50	1.50	1.50	1.50		134,467
	DNU P/T Senior Background Investigator	-	0.75	0.00	2.25	2.25		-
	P/T Background Investigator	3.00	3.00	2.25	2.25	2.25		104,819
	TOTAL PART TIME FTE's	5.00	5.25	3.75	3.75	3.75		239,286
	TOTAL		17.25	17.75	17.75	18.75	\$	1,992,204
			EXPENDITUR	RE DETAIL				
					2024-2025			2025-2026
			2022-2023	2023-2024				
			2022-2023 ACTUAL	2023-2024 ACTUAL	BUDGET			GET ESTIMAT
1000	Salaries							
	Salaries Employee Benefits - See Other Cost Dist.		ACTUAL	ACTUAL	BUDGET		BUD	GET ESTIMAT
2000			**ACTUAL \$ 1,488,045	**ACTUAL \$ 1,688,645	<b>BUDGET</b> \$ 1,758,629		BUD	<b>GET ESTIMA</b> T 1,992,204
2000 3118	Employee Benefits - See Other Cost Dist.		* 1,488,045 786,159	*** 1,688,645 789,843	\$ 1,758,629 948,516		BUD	1,992,204 1,091,724
2000 3118 4500	Employee Benefits - See Other Cost Dist.  Prof Serv - Misc/Other		* 1,488,045 786,159 9,749	* 1,688,645 789,843 5,273	\$ 1,758,629 948,516 19,376		BUD	1,992,204 1,091,724 19,376
2000 3118 4500 4610	Employee Benefits - See Other Cost Dist.  Prof Serv - Misc/Other  General Liability Insurance		* 1,488,045 786,159 9,749 84,002	* 1,688,645 789,843 5,273	\$ 1,758,629 948,516 19,376 80,194		BUD	1,992,204 1,091,724 19,376 105,106
2000 3118 4500 4610 4611	Employee Benefits - See Other Cost Dist.  Prof Serv - Misc/Other  General Liability Insurance  Repair/Maint - Office Equip		\$ 1,488,045 786,159 9,749 84,002 189	* 1,688,645 789,843 5,273	\$ 1,758,629 948,516 19,376 80,194 300		BUD	1,992,204 1,091,724 19,376 105,106 300
2000 3118 4500 4610 4611 4630	Employee Benefits - See Other Cost Dist.  Prof Serv - Misc/Other  General Liability Insurance  Repair/Maint - Office Equip  Repair/Maint - Oper Equip		\$ 1,488,045 786,159 9,749 84,002 189 2,468	* 1,688,645 789,843 5,273 83,462	\$ 1,758,629 948,516 19,376 80,194 300 4,296		BUD	1,992,204 1,091,724 19,376 105,106 300 4,296
2000 3118 4500 4610 4611 4630 4631	Employee Benefits - See Other Cost Dist.  Prof Serv - Misc/Other  General Liability Insurance  Repair/Maint - Office Equip  Repair/Maint - Oper Equip  Service Alloc - Flt Mgmt - Opr		\$ 1,488,045 786,159 9,749 84,002 189 2,468 54,582	* 1,688,645	\$ 1,758,629 948,516 19,376 80,194 300 4,296 35,322		BUD	1,992,204 1,091,724 19,376 105,106 300 4,296 42,018
2000 3118 4500 4610 4611 4630 4631 4632	Employee Benefits - See Other Cost Dist.  Prof Serv - Misc/Other  General Liability Insurance  Repair/Maint - Office Equip  Repair/Maint - Oper Equip  Service Alloc - Flt Mgmt - Opr  Service Alloc - Flt Mgmt - Rpl		\$ 1,488,045 786,159 9,749 84,002 189 2,468 54,582	***	\$ 1,758,629 948,516 19,376 80,194 300 4,296 35,322 53,550		BUD	1,992,204 1,091,724 19,376 105,106 300 4,296 42,018 55,145

#### **EXPENDITURE DETAIL**

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMAT
4910 Misc Exp - Court & Investigate	16,381	22,393	24,201	16,962
5100 Supplies - Office	8,141	9,193	12,700	12,700
5200 Supplies - Ammunition	72,975	94,496	94,684	94,684
5208 Supplies - Household & Instit	912	859	1,120	1,120
5220 Uniform - Allowance	65,044	82,398	127,992	100,095
5222 Uniform - Purchase/Rental	18,298	18,607	22,715	22,715
5231 Equipment (Oper) - Minor/Tools	4,561	40,265	55,798	47,744
5242 Parts - Misc Equip	13,862	13,261	13,423	13,423
5400 Membership Dues/Subscriptions	1,318	250	3,410	3,410
5500 Employee Training	204,139	216,299	206,571	186,371
6405 Equip Repl (Cap) - Misc	15,400	-	-	-
6425 Equip Adds (Cap) - Misc	-	-	72,000	72,000
8000 Grants - Federal	5,810	6,132	5,293	<u>-</u>
TOTAL	\$ 3,085,435	\$ 3,400,280	\$ 3,795,246	\$ 4,149,547

001 GENERAL FUND

#### POLICE DEPARTMENT

#### **5050 SPECIALIZED ENFORCEMENT DIVISION**

521 LAW ENFORCEMENT



	F	ERSON	NEL SCHEDU	LE				
			NUMBER OF AUTHORIZED POSITIONS					
CLASS.	CLASSIFICATION		2022-2023	2023-2024	2024-2025	2025	5-2026	;
NO.	<u>TITLE</u>		<u>ACTUAL</u>	<u>ACTUAL</u>	BUDGET	BUDGET ESTIMATE		SALARIES
	<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>		
308	Police Major		1.00	1.00	1.00	1.00	\$	224,963
307	Police Lieutenant		1.00	1.00	1.00	1.00		170,992
315	Police Sergeant		4.00	4.00	4.00	4.00		612,807
309	Police Officer		24.00	24.00	24.00	27.00		2,783,803
306	Police Division Assistant		1.00	1.00	1.00	1.00		93,560
8888	Overtime		-	-	-	-		156,590
9999	Holiday Pay		-	-	-	-		81,928
	TOTAL FULL TIME HEADCOUNT		31.00	31.00	31.00	34.00		4,124,643
	PART TIME POSITONS							
	TITLE	НС	FTE's	FTE's	FTE's	FTE's		
193	P/T Crossing Guard/Protective Services Worker	3.00	1.80	1.80	1.80	1.80		83,867
275	P/T Traffic Enforcement Police Officer	6.00	3.75	4.50	4.50	4.50		490,354
258	P/T Red Light Camera Coordinator	1.00	0.75	0.75	0.75	0.75		53,327
	TOTAL PART TIME FTE's	10.00	6.30	7.05	7.05	7.05		627,548
	TOTAL		37.30	38.05	38.05	41.05	\$	4,752,191
			EXPENDITUR	RE DETAIL				
			2022-2023	2023-2024	2024-2025			2025-2026

	EXPENDITUR	E DETAIL		
	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
1000 Salaries	\$ 3,591,434	\$ 3,796,251	\$ 4,397,088	\$ 4,752,191
2000 Employee Benefits - See Other Cost Dist.	2,405,377	2,452,976	2,361,126	2,841,134
3118 Prof Serv - Misc/Other	-	-	4,000	4,500
4000 Travel - Local	-	194	2,000	2,000
4402 Rental - Land & Buildings	-	-	18,270	-
4500 General Liability Insurance	206,101	193,406	204,459	250,720
4611 Repair/Maint - Oper Equip	16,776	15,213	19,665	29,700
4630 Service Alloc - Flt Mgmt - Opr	242,965	203,230	149,245	142,071
4631 Service Alloc - Flt Mgmt - Rpl	275,497	165,142	202,073	209,228
4632 Service Alloc - Flt - Fuel	-	122,492	135,378	113,807
4700 Special Printed Forms	4,549	2,032	1,050	6,050
4900 Misc Exp - Other	7,277	2,458	24,317	4,817
4910 Misc Exp - Court & Investigate	-	130	1,200	1,200
5100 Supplies - Office	3,383	2,614	2,000	3,500
5202 Supplies - Chemicals & Photo	411	170	600	600
5205 Supplies - Animals	-	-	133,780	150,000
5206 Supplies - Food - Event/Resale	1,751	1,095	2,000	2,000

#### **EXPENDITURE DETAIL**

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
5220 Uniform - Allowance	45,052	39,652	45,674	48,723
5222 Uniform - Purchase/Rental	-	-	-	7,500
5231 Equipment (Oper) - Minor/Tools	4,663	53,753	4,500	4,500
5400 Membership Dues/Subscriptions	1,108	775	1,000	1,000
5500 Employee Training	18,164	20,359	16,000	20,000
6405 Equip Repl (Cap) - Misc	-	21,220	30,000	15,000
6425 Equip Adds (Cap) - Misc		30,089	749,996	<u>-</u>
TOTAL	\$ 6,824,508	\$ 7,123,251	\$ 8,505,421	\$ 8,610,241

#### **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
  - o 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	07/31/22	PSA executed and employee
sufficient officer availability		attendance at wellness sessions.
ProQA software acquisition and implementation	02/28/23	IT acquisition and implementation in
		Communications Section.
Communications Section staffing shortfalls	09/30/24	Full staffing of Communications Section
eliminated		budgeted positions.
Department staffing – Alignment and expansion	12/31/24	Changes approved by City Manager
of budgeted positions in critical areas of		
Department		
Response Fleet Vehicles and Equipment	12/31/24	Inspection checklists
Standards – Align all response fleet vehicles and		
equipment to law enforcement standards –		
technology, safety, enforcement capabilities.		
Department-wide Training of Personnel –	09/30/25	Attendance rosters
Incorporation of simulation systems and		
broadening training curriculum		
PSI Meetings – Review of crime rates, response	Quarterly	Meeting minutes
times, crash rates, other performance metrics.		

#### **Resource requirements:**

- Time:
  - o 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
	Estimated <u>annual</u> costs foreseen regarding BWC Program – ongoing equipment, video
\$1,500,000	storage, redaction, training, and software components.
	Estimated costs for software requirements, including ProQA ongoing needs,
	Communications Section technology needs, other department-wide software
\$1,500,000	initiatives.
	Estimated <u>annual</u> costs foreseen for capital matrix replacement of Police & Fire
	Headquarters equipment to enhance training, wellness, reporting capabilities, and
\$375,000	response times.
	Equipment needs for Department related to Fleet technology replacements and
\$300,000	advancements.
	Funds needed for Department staffing based on strategic needs assessment of
\$250,000	operations and budgeted positions.
	Overtime funds to properly budget for the overtime usage of each Police Division
\$150,000	(includes backfill for training and task forces).
	Increase funds needed for training budget to conduct and expand necessary trainings
\$50,000	to Department personnel (including specialized training).
	Enhancement and replacements needed for existing equipment related to prisoner
\$7,000	van.
\$25,000	Anticipated expenses for an ongoing Officer Wellness Program.
\$4,157,000	Total

#### Technology:

- o Enhancement and replacements needed for existing equipment related to prisoner van.
- o Enhancements for Department-wide training.
- o Capital replacement cycle of Police & Fire Headquarters Building.
- HR Support: Recruit, hire, and onboard required personnel
- Knowledge/Training:
  - o All staff 100 hours of total training.
- Other
  - o Fleet of vehicles requiring upgrade to latest models and available law enforcement technology, as well as associated equipment for the vehicles.



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

Short- & Longer-t	erm measi	ures or success,	targets and / or time horizo	115.	
	Measure		Target		Date
Unit travel time			Non-emergency: 9 minutes or less; (Emergency: 5 minutes or less.		09/30/25
		U	Init Travel Time	GOOD	
	120%				
	100%				
	80%				
	60%				
	40%				
	20%				
	0%				
		FY23 (A)	FY24 (A)	FY25 (P)	
	■ N	on-emergency: 9 M	inutes or Less	Minutes or Less	
Essential training	of person	nel	100% of personnel		09/30/25
Officer Wellness	Program p	articipation	50%		09/30/25
Communications	section st	affing levels	95%		09/30/25
Percent of respon		_	70%		09/30/25
law enforcement	standards	5			
Percent of respo	nse 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> <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>	Training and changes require time, effort, and input from employees.
Sr. Leadership	Overall improved performance from staff.	Required involvement to direct necessary changes.
Residents and Public	<ul> <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>	Resources required to implement these changes are not available for other projects.

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

- Money:
  - o 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:
  - o 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
  - o 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	12/31/24	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
	Estimated <u>annual</u> costs foreseen regarding BWC Program – ongoing equipment, video
\$1,500,000	storage, redaction, training, and software components
	Estimated costs for software requirements, including CAD replacement, other
\$1,500,000	Communications Section technology needs, other department-wide software initiatives.
\$750,000	Estimated costs for new five-year replacement cycle for existing TASER units.
	Funds needed for Department staffing based on strategic needs assessment of
\$250,000	operations and budgeted positions.
	Overtime funds to properly budget for the overtime usage of each Police Division
\$150,000	(includes backfill for officer training and ongoing NIBRS improvements).
	Increase funds needed for training budget to conduct and expand necessary trainings to
\$50,000	Department personnel (including specialized training).
\$4,200,000	Total

#### Technology:

- o Enhancement and replacements needed for TASER replacement cycle and prisoner holding cells.
- o Enhancements for Department-wide training.
- Knowledge/Training:
  - o All staff 100 hours of training.
- Other
  - o Fleet of vehicles requiring upgrade to latest models and available law enforcement technology, as well as associated equipment for the vehicles.



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

Measure	Target	Date
UCR/NIBRS comparison crime rates	5-10% reduction annually	09/30/23 09/30/24 09/30/25
UCR Crime Ra	tes GOOD	
3,000	3.5%	6
2,500	- 3.0%	6
2,000	- 2.5%	
1,500	2.0%	
1,000	1.09	
500	0.5%	6
2017 2018 2019 2020 2021 20	0.09 022 2023 (A) 2024 (A) 2025 (P)	6
Coral Gables Incidents Boca Raton Incide	ents Jupiter Incidents	
Coral Gables Rate Boca Raton Rate	Jupiter Rate	
ssential 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	Safer work environment;	Training and changes require
employees	Career development and skills	time, effort, and input from
	enhancement opportunities;	employees.
	Improved job satisfaction and	
	engagement.	
Sr. Leadership	Overall improved performance from	Required involvement to direct
	staff.	necessary changes.
Residents and Public	Less chance of victimization.	Resources required to implement
		these changes will not be
		available for other initiatives.



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

- Money:
  - o Costs: \$4.20 million in costs needed to support Department strategic plans.
  - o 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.
  - o Return on investment should be seen annually as plans are implemented and evaluations are conducted.
- Other benefits:

o 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
  - o 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	01/01/23	Barricades on hand
safety equipment		
Department staffing	12/31/24	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	Quarterly	Review of reports on education
locations, DUI initiatives, pedestrian safety,		campaigns and initiatives.
bicycle safety, etc.		
PSI Meetings	Quarterly	Review of crime rates, response times,
		crash rates, other performance
		metrics.
Review of crash rates and fatalities trends and	Annually	Report showing trends, analysis, and
mitigation approaches		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
	Equipment needs for Department related to technology replacements and
\$300,000	advancements.
	Safety equipment to secure road closures and public at special events and other
\$200,000	City events.
	Anticipated cost for traffic mitigation and traffic certification trainings for crash
\$25,000	reduction (costs might be supplemented by FDOT grants).
\$525,000	Total

#### Technology:

- o Enhancement and replacements needed for traffic mitigation and education campaigns.
- o Enhancements for Department-wide training.
- Knowledge/Training:
  - o All staff 100 hours of training.

Measure	Date	
Crash rates	5% reduction annually of traffic accidents over	
	2022 baseline	09/30/24
		09/30/25
	Traffic Accident Rates GOO	D L
5,000		8.0%
4,500		7.0%
4,000		6.0%
3,500		5.0%
3,000		
2,500		4.0%
2,000 1,500		3.0%
1,000		2.0%
500		1.0%
	, , , , , , , , , , , , , , , , , , , ,	0.0%
2017 2018	2019 2020 2021 2022 2023 (A) 2024 (A) 2025 (P)	
Coral G	Gables Total Accidents Davie Total Accidents	
<b>←</b> Coral €	Gables Accident Rate ——Davie Accident Rate	
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> <li>Safer work environment;</li> <li>Career development and skills enhancement opportunities;</li> <li>Improved job satisfaction and engagement.</li> </ul>	Training and changes require time, effort, and input from employees that are not available to support other initiatives.
Sr. Leadership	Overall improved performance from staff.	Leadership time required to direct and implement necessary changes is not available for other initiatives.
Residents and Public	Less chance of victimization.	Resources expended to implement these changes are not available for other initiatives.

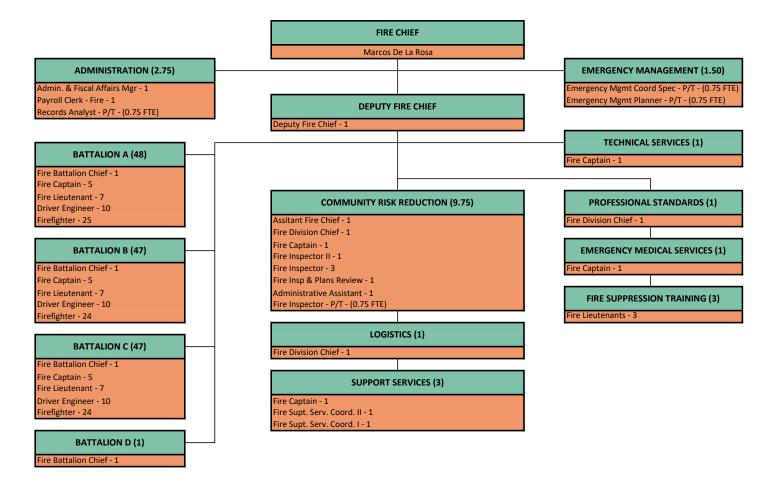
#### What are the positive and negative financial impacts (costs / benefits and return on investment)?

- Money:
  - o 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.
  - o Return on investment should be seen annually as plans are implemented and evaluations are conducted.
- Other benefits:
  - o Better resident and public response to law enforcement.



#### FIRE

#### **ORGANIZATION CHART**

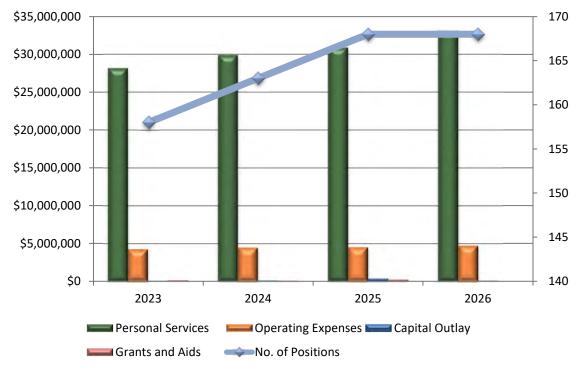




### FIRE DEPARTMENT BUDGET AND POSITION SUMMARY

	2022-2023	2023-2024	2024-2025	2025-2026
	ACTUAL	ACTUAL	BUDGET	BUDGET ESTIMATE
Salaries & Benefits	28,156,068	29,914,461	30,884,838	33,107,667
Operating Expenses	4,268,551	4,476,456	4,527,027	4,727,481
Capital Outlay	62,117	97,658	374,195	86,695
Grants and Aids	170,632	103,903	260,314	-
Total	32,657,368	34,592,478	36,046,374	37,921,843
Full Time Headcount	155.00	160.00	165.00	165.00
Part Time FTE's	3.00	3.00	3.00	3.00
Total Headcount & FTE's	158.00	163.00	168.00	168.00

#### **EXPENDITURE/PERSONNEL COMPARISONS**



### Fire

#### Department Function:

The Coral Gables Fire Department's principle objective is the protection and preservation of life and property. This is accomplished through two distinct functions.

#### **Emergency Services**

Emergency Services provides for the immediate response to any emergency that may occur in the City of Coral Gables. Primary Functions are fire suppression, emergency medical services, and specialized rescue.

#### **Community Risk Reduction**

Community Risk Reduction provides for programs, actions and services which prevent or preserve the loss of life and property through the identification and prioritization of specific risks to the community. Primary Functions are fire and life safety inspections, public education, fire code enforcement and plans review.

The Fire Department is comprised of the Office of the Fire Chief and three divisions. The Fire Chief is supported by a Deputy Fire Chief, Administrative staff, and a Medical Director. Emergency services and Department operations are under the direction of the Deputy Chief. The Deputy Chief coordinates all Division functions in conjunction with ensuring an effective and efficient emergency response.

The <u>Professional Standards Division</u> has the overall responsibility for training and development of all personnel. This division administers and coordinates the public education programs for the community, in conjunction with the Fire Prevention Division. The Professional Compliance Division is the coordinating point for ensuring compliance with Commission of Fire Accreditation International (CFAI) as well as Insurance Services Organization ISO Class 1 designation.

The <u>Fire Prevention Division</u> 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 <u>Logistics & Capital Planning Division</u> is responsible for the logistical support of all Fire Department operations. The Division manages and coordinates the maintenance and accountability of all Department assets. The Logistics Division is the coordinating point for the procurement and inventory of capital and Department assets. The Division Chief or their designee serves as the project manager for all Department capital projects to include fire apparatus and facilities.

#### Department Goals:

- 1. Provide exceptional services that meet or 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 for professional career paths through education and training programs for all stakeholders.
- 5. Develop and provide for robust Community Risk Reduction programs.
- 6. Identify innovative and progressive service delivery models and methodologies.
- 7. Meet or exceed the City's mission, vision, core values and goals outlined in adopted Strategic Plan.
- 8. Prevent, prepare, protect, mitigate and respond to all hazards.

#### **FIRE**

#### **FISCAL YEAR 2025 MAJOR ACCOMPLISHMENTS**

- Coral Gables Fire Department Hires Largest Class Since 1993: The Fire Department hired 18 Firefighters Paramedics. The new hires fill the ranks of retiring Firefighters as well as the last of the 15 Firefighters-Paramedics approved by Commission for Firehouse -4.
- Coral Fire Department Establishes a Technical Rescue Team: The Coral Gables Fire Department established a Technical Rescue Team. The team comprised of 40 specially trained and equipped Firefighter-Paramedics are available to respond to complex incidents involving high-angle rescues, construction accidents, and confined spaces. The establishment of the team enhances the City's capabilities to respond and recover from disasters such as hurricanes and tornados.
- Construction Commenced on Firehouse 4: Construction began on the City's newest fire facility the much-anticipated Firehouse Number 4. The station located on Sunset and 52 Avenue will enhance access and response times to areas of the city south of the Gables Waterway, specifically the communities along Old Cutler Road and the west side of the University of Miami. Firehouse 4 is slated to be completed and in service by late summer 2025.
- Community Emergency Response Team (CERT): The program is a community risk reduction initiative that brings lifesaving skills to our residents. Firefighters Paramedics continue to teach skills such as CPR, AED, Stop the Bleed, and fire safety throughout our communities. The program taught over 500 city residents and students from the University of Miami.

#### FISCAL YEAR 2025 MAJOR ACCOMPLISHMENTS – (Continued)

- Emergency Management Division: The Coral Gables Emergency Operations Division is an integral component within the Fire Department. The structure of Emergency Management is organized to take advantage of the many interdisciplinary skills and resources that exist on an everyday basis. The city takes a participative approach to achieving the fundamentals of Emergency Management. All City Department Directors and staff coordinate efforts to achieve an effective workforce.
  - The Emergency Management Division maintained an active role in The Community. In line with the City's established Intern and Volunteers program, the Emergency Management Division hosted two interns associated to Florida International University (FIU). Both Interns successfully obtained employment within the Emergency Management profession with Miami Dade County.
  - Florida Recovery Obligation Calculation (F-ROC) is a new initiative, sponsored by the Florida Division of Emergency Management (FDEM) that standardizes, streamlines, and simplifies the Public Assistance process. The Emergency Management Division has successfully completed the Disaster Readiness Assessment and received a validated score. This will allow the city to receive baseline upfront funding post disaster, significantly improving the reimbursement process following a disaster.
- Fire Cadet Program: The Coral Gables Fire Department takes immense pride in its Fire Cadet Program's outstanding accomplishments. The program is designed for students currently enrolled in High School; our cadets receive training in CPR, Stop the bleed and fundamentals of firefighting. The curriculum is designed to foster leadership, teamwork, and lifesaving skills. Many of our alumni have transitioned into successful careers within the Coral Gables Fire Department and beyond, equipped with the expertise and dedication instilled during their time as cadets. This year the cadets placed in four competitions held among other cadet post throughout the State of Florida.

# CITY OF CORAL GABLES, FLORIDA PERFORMANCE INDICATOR METRICS

### **FIRE**

INDICATOR		FY24		FY	FY26	
INDICATOR:	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Perform water system maintenance and testing yearly for 1,400 hydrants citywide	1,400	1,400		1,400	1,400	1,400
Complete the Department's Annual Compliance Report for maintaining Accredited Agency status for CFAI and Class 1 ISO rating	Completed	Completed		Completed	Completed	Completed
Process and review construction renovation plans	100%	100%		100%	100%	100%
Inspections for new construction occupancies	100%	100%		100%	100%	100%
Provide patient care to the STEMI patients within 60 minutes (Door to Catherization Lab) 100% of the time	100%	100%		100%	100%	100%
Perform pre-fire plans tacticals on all commercial occupancies	600	600		600	600	600
Conduct fire & life safety presentations at various locations	50	50		50	60	60
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%	90%	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





001 GENERAL FUND
FIRE DEPARTMENT
5500 OPERATIONS

522 FIRE CONTROL



#### PERSONNEL SCHEDULE

			NUMBER OF AUTHORIZED POSITIONS					
CLASS.	CLASSIFICATION		2022-2023	2023-2024	2024-2025	202	5-2026	i
NO.	<u>TITLE</u>		<u>ACTUAL</u>	<u>ACTUAL</u>	BUDGET	<b>BUDGET ESTIMATE</b>		<b>SALARIES</b>
	<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>		
110	Fire Chief		1.00	1.00	1.00	1.00	\$	247,629
87	Deputy Fire Chief		1.00	1.00	1.00	1.00		240,254
111	Fire Division Chief		2.00	2.00	2.00	2.00		391,362
107	Fire Battalion Chief		4.00	4.00	4.00	4.00		747,680
108	Fire Captain		15.00	18.00	18.00	18.00		2,999,762
116	Fire Lieutenant		24.00	24.00	24.00	24.00		3,288,583
5	Administrative & Fiscal Affairs Manager		1.00	1.00	1.00	1.00		122,300
115	Fire Inspector II		0.00	-	-	-		-
113	Fire Inspector		0.00	-	-	-		-
296	Payroll Clerk Fire		0.00	0.00	0.00	1.00		68,732
119	Fire Support Services Coordinator II		1.00	1.00	1.00	1.00		68,983
118	Fire Support Services Coordinator I		1.00	1.00	1.00	1.00		55,157
120	Firefighter		96.00	98.00	103.00	103.00		9,797,341
8888	Overtime		-	-	-	-		843,060
9999	Holiday Pay		-	-	-	-		583,000
	TOTAL FULL TIME HEADCOUNT		146.00	151.00	156.00	157.00		19,453,843
	PART TIME POSITONS							
	TITLE	HC	FTE's	FTE's	FTE's	FTE's		
255	P/T Records Analyst	1.00	0.00	0.00	0.00	0.75		47,370
199	P/T Emergency Management Planner	1.00	0.75	0.75	0.75	0.75		102,603
198	P/T Emergency Management Coordinator 5	1.00	0.75	0.75	0.75	0.75		43,924
	TOTAL PART TIME FTE's	3.00	1.50	1.50	1.50	2.25		193,897
	TOTAL		147.50	152.50	157.50	159.25	\$	19,647,740
			EVDEND	ITUDE DETAIL				

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
1000 Salaries	\$ 16,560,008	\$ 17,170,238	\$ 18,410,664	\$ 19,647,740
2000 Employee Benefits - See Other Cost Dist.	10,457,339	11,633,165	11,026,250	11,765,734
3116 Prof Serv - Medical	66,000	66,000	143,997	66,000
3118 Prof Serv - Misc/Other	2,317	5,326	31,700	31,700
3402 Custodial - Laundry/Sanitation	7,000	5,068	20,813	20,813
4400 Rental - Mach & Equip	-	-	30,800	30,800
4500 General Liability Insurance	887,619	875,394	872,685	1,036,593
4611 Repair/Maint - Oper Equip	46,308	57,111	51,252	51,252
4612 Repair/Maint - Comm Garages	-	2,454	5,500	5,500
4630 Service Alloc - Flt Mgmt - Opr	671,314	531,682	491,086	770,435
4631 Service Alloc - Flt Mgmt - Rpl	767,014	1,047,400	515,331	565,646

#### **EXPENDITURE DETAIL**

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
4632 Service Alloc - Flt - Fuel	4,036	129,939	128,163	116,730
4633 Service Alloc - Gen Services	656,831	679,148	738,099	785,380
4700 Special Printed Forms	2,999	(145)	3,000	3,000
4824 Spec Res - FF - Expl/Rescue	-	-	39,052	-
4900 Misc Exp - Other	12,117	20,905	21,669	26,069
4912 Misc Exp - Taxes & Fees	8,290	50	5,705	3,805
5100 Supplies - Office	8,182	7,377	25,904	16,000
5203 Supplies - Drugs & Medical	108,405	126,598	123,775	133,775
5204 Supplies - Janitorial	12,475	12,483	16,500	15,000
5206 Supplies - Food - Event/Resale	6,623	2,008	30,300	16,639
5208 Supplies - Household & Instit	7,229	8,441	7,000	9,500
5209 Supplies - Building Materials	733	2,234	1,500	1,500
5220 Uniform - Allowance	180,513	230,950	216,575	216,575
5221 Uniform - Protective (PPE)	176,363	197,850	200,375	200,375
5231 Equipment (Oper) - Minor/Tools	19,080	16,179	19,260	19,260
5242 Parts - Misc Equip	22,812	21,372	18,000	18,000
5400 Membership Dues/Subscriptions	4,255	4,490	5,695	5,695
5500 Employee Training	127,332	148,429	147,105	188,355
6405 Equip Repl (Cap) - Misc	40,841	70,292	52,200	64,700
6425 Equip Adds (Cap) - Misc	21,276	27,366	171,995	21,995
8000 Grants - Federal	170,632	103,903	249,176	-
8001 Grants - State			11,138	<del>.</del>
TOTAL	\$ 31,055,943	\$ 33,203,707	\$ 33,832,264	\$ 35,854,566

001 GENERAL FUND

# FIRE DEPARTMENT

# **5501 COMMUNITY RISK REDUCTION**

522 FIRE CONTROL



CLASSIFICATION  TITLE  FULL TIME POSITIONS  and Fire Chief aision Chief btain - Staff		2022-2023 ACTUAL HEADCOUNT 0.00	NUM 2023-2024 ACTUAL HEADCOUNT	2024-2025 BUDGET	ORIZED POSITIONS  2029  BUDGET ESTIMATE	5-2026	SALARIES
TITLE FULL TIME POSITIONS  Int Fire Chief ision Chief brain - Staff		ACTUAL HEADCOUNT	ACTUAL	BUDGET		5-2026	
FULL TIME POSITIONS  Int Fire Chief Irision Chief Intotalin - Staff		HEADCOUNT			<b>BUDGET ESTIMATE</b>		SALARIES
nt Fire Chief rision Chief otain - Staff			<b>HEADCOUNT</b>	LIEADCOLINE			JALANILJ
ision Chief otain - Staff		0.00		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>		
otain - Staff			0.00	0.00	1.00	\$	164,967
		1.00	1.00	1.00	1.00		193,480
		1.00	1.00	1.00	1.00		186,826
pector II		1.00	1.00	1.00	1.00		105,804
pector		3.00	3.00	3.00	3.00		203,826
pector & Plans Revewer		1.00	1.00	1.00	1.00		68,671
Clerk Fire		1.00	1.00	1.00	0.00		-
strative Assistant		1.00	1.00	1.00	1.00		67,111
ne		-	-	-	-		50,000
ULL TIME HEADCOUNT		9.00	9.00	9.00	8.00		1,040,685
PART TIME POSITONS							
TITLE	НС	FTE's	FTE's	FTE's	FTE's		
ords Analyst	-	0.75	0.75	0.75	0.00		-
Inspector	1.00	0.75	0.75	0.75	0.75		41,832
PART TIME FTE's	1.00	1.50	1.50	1.50	0.75		41,832
		10.50	10.50	10.50	8.75	\$	1,082,517
ו	ULL TIME HEADCOUNT PART TIME POSITONS TITLE ords Analyst Inspector	ULL TIME HEADCOUNT  PART TIME POSITONS  TITLE  ords Analyst - Inspector 1.00	PART TIME POSITONS	PART TIME POSITONS   HC   FTE's   FTE's	PART TIME FTE'S   1.00   1.5	PART TIME POSITIONS   PTE'S   PTE'S   PTE'S   PTE'S	PART TIME POSITIONS   P.00   P.00

	EXPEND	ITURE DETAIL		
	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
1000 Salaries	\$ 689,159	\$ 639,024	\$ 924,240	\$ 1,082,517
2000 Employee Benefits - See Other Cost Dist.	449,562	472,034	523,684	611,676
3103 Prof Serv - Contracted Staff	160,950	65,906	-	-
3118 Prof Serv - Misc/Other	-	-	233,257	233,257
4500 General Liability Insurance	41,444	40,524	41,140	57,112
4630 Service Alloc - Flt Mgmt - Opr	92,189	17,408	14,423	16,401
4631 Service Alloc - Flt Mgmt - Rpl	50,326	15,937	20,339	18,087
4632 Service Alloc - Flt - Fuel	-	7,032	7,628	6,748
4633 Service Alloc - Gen Services	103,505	107,022	116,154	123,762
4900 Misc Exp - Other	6,011	15,434	58,000	52,000
5220 Uniform - Allowance	1,000	2,000	2,000	8,000
5221 Uniform - Protective (PPE)	250	-	1,200	1,200
5500 Employee Training	7,029	6,450	7,000	7,000
6420 Equip Adds (Cap) - Vehicles	-	-	150,000	-
9900 Contingency - Operating			115,045	(150,483)
TOTAL	\$ 1,601,425	\$ 1,388,771	\$ 2,214,110	\$ 2,067,277

# **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.

# CORAL

# Strategic plan alignment:

- Objective 1 Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community.
  - o Goal 2 Attain world-class performance levels in public safety

# <u>KEY</u> 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	10/01/24	Performance indicators identified and
Program		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:
  - o All call center staff 40 hours of training

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

nort- & Longer-term measures of success, targets and / or time norizons				
Measure		Target	t en	Date
Call Response Times	90 <sup>th</sup> perce	90 <sup>th</sup> percentile in call processing times under 1 minute		09/30/25
90		e in Call Proces	ssing GOOD	
100% —				
80% —				
60%	_	_		
40%				
20%				
0%	EV22 (A)	5)/2.4./A)	5)/25 (2)	
	FY23 (A)	FY24 (A)	FY25 (P)	
	Competen	cy Evaluation Results	Target	
Call routing accuracy	30 second	ls per NFPA 1710		ongoing



Measure	Target	Date
Quality assurance of emergency	Within 60 seconds per NFPA 1710	ongoing
response		
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> <li>Higher Level of Training and Increased Capabilities</li> </ul>	<ul> <li>Perceived increase in work volume and responsibility</li> </ul>
Customers	<ul> <li>Improved Call Processing Efficiency</li> <li>Improved Accuracy of Call Routing</li> <li>Effective Quality Assurance of Emergency Response</li> </ul>	• None
Leadership	<ul> <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> <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.

o 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	02/12/24	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	Greater access to resources	None	
Customers	Improved response times	Potential dissatisfaction or other negative response to the impact to the neighboring	
		residential area adjacent to the facility.	



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

# **Positive:**

• Enhanced distribution of resources that increases efficiency and effectiveness of current resources.

# **Negative:**

- Cost of construction and project implementation \$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	12/20/22	Gap Analysis identified through the
feedback.		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?)

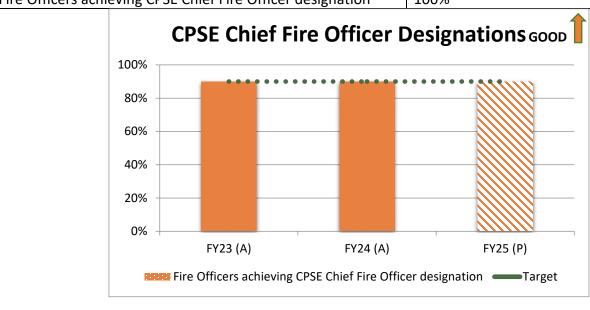
- 160 hours of Staff research for benchmarking comparable agencies
- 80 Hours of Staff training during Leadership Training Academy
- Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$10,000	Executive Fire Officer Program Training Expense
\$5,000	Professional Credentialing
\$15,000	Total



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

Measure	Target	Date
Survey (Needs Assessment) Results	95% Completed	12/20/22
Fire Officer participation in training	100%	12/20/24
Fire Officers achieving CPSE Chief Fire Officer designation	100%	12/20/24



# Frequency & venue of review

- Monthly project team meeting.
- Quarterly report to City Manager.

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

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

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

Money:

o Costs: \$15,000





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#### COMMUNITY RECREATION

#### **ORGANIZATION CHART**

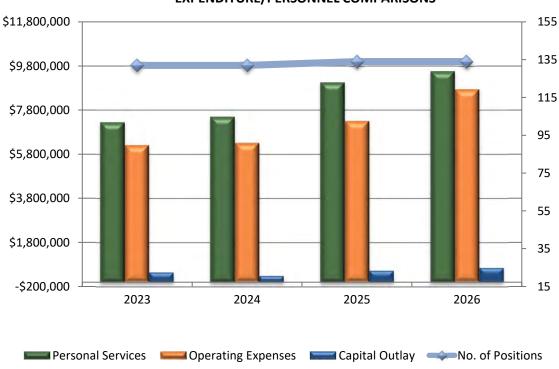
#### COMMUNITY RECREATION DIRECTOR Fred Couceyro - 1 **ADMINISTRATION (9) GOLF COURSE & PARKS MAINTENANCE (9.75)** COMMUNITY RECREATION ASSISTANT Admin. Operations Manager - 1 Golf Course & Parks Supt. - 1 **DIRECTORS** Recreation Accessibility Coordinator - 1 Golf Course & Parks Asst. Supt. - 1 Marketing & Branding Coordinator - 1 Community Recreation Assistant Director - 2 Irrigation Foreman - 1 Multimedia Prod. Prog. Coord. - 0.50 Foreman - 2 Rec. Accessibility Coordinator - P/T - (0.75 FTE) Maintenance Worker II - 1 Marketing Specialist - P/T - (0.75 FTE) Park Service Attendant - P/T - (3 FTEs) Rec. Accessibility Couns - Seasonal - P/T - 1 Park Ambassador - P/T - (0.75 FTE) **VENETIAN POOL (30.50)** COUNTRY CLUB Aquatics Manager - 1 **TENNIS CENTERS (13.80)** Aquatics Supervisor - 2 **ADMINISTRATION (7.25)** Country Club Division Director - 1 Prof. Tennis Ops. Manager - 1 Maintenance Worker II - 1 Guest Service Representative - P/T - (4.10 FTEs) Tennis Operations Supervisor - 2 Administrative Analyst - 1 Maintenance Worker I - 1 Admission/Concession Spec. - P/T - (0.75 FTE) Maintenance/Pool Foreman - 1 Maintenance Worker I - P/T - (1.50 FTE) Guest Serv. Rep. Specialist - P/T - (0.75 FTE) Maintenance Repair Worker - 2 Guest Service Rep. - P/T - (4.8 FTEs) Lifeguard Entry Level - P/T - (8.55 FTEs) Maintenance Repair Worker I - P/T - (1.50 FTEs) Guest Serv. Rep. Specialist - P/T - (1.50 FTEs) Lifeguard II - P/T - (2.70 FTEs) Marketing Coordinator - P/T - (0.75 FTE) Summer Camp Coordinator - Seasonal - P/T - 1 Lifeguard III - P/T - (4.05 FTEs) Summer Camp Counselor - Seasonal - P/T - 1 Lifeguard Lead - P/T - (0.60 FTE) **COUNTRY CLUB EVENT VENUE (5.75)** Camp Counselor - Seasonal - P/T - 1 Camp Coordinator - Seasonal - P/T - 1 Venue Manager - 1 Venue Specialist - 1 Admission/Conces. Spec. - Seasonal - P/T - 1 **YOUTH CENTER & PLAYGROUNDS (32.63)** Guest Service Rep - Seasonal - P/T - 1 Venue Specialist - P/T - (3 FTE) Youth Center Manager - 1 Lifeguard Entry Level - Seasonal - P/T - 1 Program Assistant - P/T - (0.75 FTE) Youth Center Supervisor - 2 Recreation Specialist - 2 **COUNTRY CLUB FITNESS & POOL (14.00)** Foreman - 1 **ADULT SERVICES (8.61)** Maintenance Repair Worker - 2 Fitness & Pool Manager - 1 Program Assistant - P/T - (3 FTEs) Adult Activity Manager - 1 Lead Lifeguard - 1 Spec. Fitness Coordinator - P/T - (0.75 FTE) Lifeguard III - P/T - (1.50 FTEs) Adult Activity Supervisor - 1 Guest Service Represent. - P/T - (6.75 FTEs) Guest Serv.Rep. Specialist - P/T - (0.75 FTE) Lifeguard II - P/T - (2.25 FTEs) Guest Service Rep. Spec. - P/T - (0.75 FTE) Guest Service Representative - P/T - (3.60 FTEs) Lifeguard Entry Level - P/T - (2.25 FTEs) Recreation Counselor - P/T - (7.80 FTEs) Maintenance Worker I - P/T - (0.75 FTEs) Program Assistant - P/T - (0.75 FTE) Director of Coaching- P/T - (0.75 FTE) Specialized Fitness Coord. - P/T - (0.60 FTE) Guest Service Representative - P/T - (3.75 FTEs) Adult Activities Instr. - Seasonal - (0.91 FTE) Guest Service Rep. Spec. - P/T - (1.50 FTE) High Perf. Athletic Coach - P/T - (1.83 FTEs) Guest Service Rep. - Seasonal - 1 Camp Coordinator - Seasonal - 1 **COUNTRY CLUB TENNIS** Camp Counselor - Seasonal - 1 **SPECIAL EVENTS (2.35)** City Staffing - To Be Determined Special Projects Manger - 1 Special Projects Specialist - P/T - (0.75FTE) **GRANADA GOLF (1)** pecial Projects Assistant - P/T - (0.60 FTE) Automotive Mechanic - 1



# COMMUNITY RECREATION DEPARTMENT BUDGET AND POSITION SUMMARY

	2022-2023	2023-2024	2024-2025	2025-2026
	ACTUAL	ACTUAL	BUDGET	BUDGET ESTIMATE
Salaries & Benefits	7,246,598	7,501,385	9,055,057	9,563,946
Operating Expenses	6,210,226	6,311,273	7,311,390	8,743,455
Capital Outlay	445,665	282,694	524,000	653,460
Total	13,902,489	14,095,352	16,890,447	18,960,861
Full Time Headcount	38.50	38.50	40.50	40.50
Part Time FTE's	93.39	93.39	93.14	93.14
Total Headcount & FTE's	131.89	131.89	133.64	133.64

# **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 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. The Department also manages, maintains, and operates the Coral Gables Country Club, a city landmark that provides club membership activities including fitness center and swimming pool, venue and event rentals and the Le Parc café.

### Vision Statement:

"Creating community through memorable experiences."

### Mission Statement:

"Enhancing our community's quality of life through exceptional recreational opportunities."

### Department Goals:

Provide recreation opportunities innovatively, that elevate the customer experience while preserving our history.

Empower recreation professionals with the tools and quidance to provide excellent services.

Utilize financial resources efficiently and ensuring sustainable cost recovery through responsible processes.

Ensure efficient and consistent business systems by optimizing best practices.

Exceed community's expectations by striving to provide world-class facilities and services.

Protect and preserve the environment by identifying efficient, innovative, and sustainable practices.

#### **COMMUNITY RECREATION**

#### **FISCAL YEAR 2025 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 100,000 event participants.
  - Granada Golf course continued to operate at capacity with over 51,000 rounds of golf.
  - Continued to provide programming to adults through the Adult Activity Center. In the past fiscal year, the center registered over 24,000 visits. In addition, there were over 9,000 different program registrations.
  - The Youth Center was a focal point of activity with approximately 480,000 visits to the Youth Center facility, field, and playground. There were over 13,500 individual program enrollments and approximately 37,000 fitness center visits. Summer camp increased with over 4,000 summer camp registrations.
  - The Country Club's athletic club and pool had over 50,000 visits to its facilities. The Country Club also hosted over 180 revenue-driven events.
- Continued the development of Accessible Recreation services provided to participants. This year department staff presented programs, innovations, and initiatives such as
  - Continued to maintain the National Inclusion Project Accreditation for City-run Camps and Programs at the Coral Gables War Memorial Youth Center.
  - Continued to present events to the accessible recreation population. Events included the Sensory Friendly 4<sup>th</sup> of July celebration at the ruth Bryan Owen Waterway Park in conjunction with the larger A gables Fourth celebration at the Biltmore golf Course, Gentle Egg Hunt event in conjunction with the Youth Center Eggstreme Egg Hunt, The gentle Trick or Treat event to celebrate Halloween, a stem science program for lower elementary age children, and the Teen Wolf Moon, an after dark program for teens, with disabilities to celebrate the full moon.
  - Provided services and programs to the community through partnerships with the University of Miami, city Police and Fire Departments and the South Florida Therapeutic Recreation Professionals Group.

## FISCAL YEAR 2025 MAJOR ACCOMPLISHMENTS – (Continued)

- Developed service innovations and resource additions that increased customer service, cost savings and quality of life goals.
  - Converted two tennis courts at the Kerdyk Biltmore Tennis Center into six pickleball courts resulting in an increase in player participation by 50 percent.
  - Installed new pet wash down area at Salvadore Dog Run.
  - Installed 7 park benches, installed a new outdoor fitness gym in Ingraham Park, replaced 18 patio tables and chair sets at Venetian Pool, installed new awnings at Venetian Pool and refurbished all lounge chairs at Venetian Pool. Replaced 14 dog waste stations maintained by the Department.
  - Installed new LED tennis court lighting and clay court renovation at the Salvadore Tennis Center.
  - The Adult Activity Center became a satellite office for the Miami-Dade Golden Passport services providing residents with the opportunity to register for services with Miami Dade County, assisting over 150 resident seniors.
  - Continued to expand services to meet resident needs including expanding hours at the Adult Activity Center, and hosting pickleball on Sundays at the Coral Gables youth Center.
- Developed new program and event offerings that met resident's needs, increased customer satisfaction and advanced quality of life goals.
  - Introduced several new programs and events in recreation facilities including open play for pickleball at Biltmore Tennis Center and Youth Center (Sundays), Furia Flamenco classes and E-Sports tournaments at the Youth Center, Events such as Twinkle and toast on the Lawn, Pancake and Pajamas, Holiday Dog Park at Le Parc and Spring Break Pool Bash event at the Country Club, City Hall Menorah Lighting Celebration and Festival of Lights Chanukah Celebration, a new artisan row added to the Farmers Market, The Centennial Birthday Luncheon at the Palace, Canasta, DIY Jewelry, Portrait Drawing, Daytrippers field trips, and Sustainability Bingo.
- ✓ 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 24<sup>th</sup> year.
  - Tennis Operations Supervisor Robert Gomez was awarded the 2025 RSPA Florida Professional of the Year Award.

## FISCAL YEAR 2025 MAJOR ACCOMPLISHMENTS – (Continued)

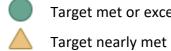
- The Venetian Pool was awarded the Jeff Ellis and Associates Platinum Award for water safety awarded to top 10 percent of all facilities. Venetian Pool also featured on historic documentary.
- The Coral Gables Country Club Voted Favorite Wedding Venue in Miami-Dade in Miami Herald's Miami-Dade Favorites issue.
- ✓ Assisted in the development and renovation of parks and facilities.
  - Implemented major renovation project at Venetian Pool. The facility restoration and renovation project included renovation of the pool bottom, improvements to the pump system, restoration of the tower structures, restoration of historic features, and renovation of the concession stand.
  - Several construction and improvement projects were initated or completed including Blue Road park, Dorothy Thomson Park, Bark Park, Phillips Park, Youth Center Basketball Gym Floor and Wall Pads, Youth Center fitness center flooring, oral Gables Country Club, the resurfacing of the youth center basketball courts for pickleball use and the exterior painting of the Youth Center building.
  - Construction completed on the Granada Diner project culminating with the opening of Birdie Bistro.
  - Completed the community input process and concept design process for upcoming projects including Granada Golf Course Shelters and Rotary Park.

# CITY OF CORAL GABLES, FLORIDA PERFORMANCE INDICATOR METRICS

# **COMMUNITY RECREATION**

INDICATOR.		FY24		FY	FY26	
INDICATOR:	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Community Recreation Department Revenue	\$7M	\$6.63M		\$7M	\$5.0 M	\$9.5M
Number of Film Permits issued	100	105		100	91	100
Number of Special Event Permits issued	50	46		50	38	50
Number of Special Event Vendor Permits issued	700	759		700	811	800
Participation in Youth Center Programs	14,000	10,556	_	14,000	8,246	14,000
Youth Center Guest Passes	500	1,028		500	1,001	1,500
Youth Center & Park Rentals	300	377		300	276	300
Youth Center Active Memberships	2,000	1,901		2,000	2,017	2,000
Total revenue of Venetian Pool	\$1.1M	\$1.5M		\$1.1M	\$34,460	\$250,000
Venetian Pool Gift Shop Revenue	\$10,000	\$7,043		\$10,000	\$114	\$2,000
Number of paid admissions to the Venetian Pool	60,000	51,169	•	60,000	1,419	25,000
Participation in Adult Activity Center programs	5,000	6,293		5,000	9,129	12,000
Participation in Tennis Programs	2,000	1,518	•	2,000	774	2,000
Tennis Active Annual Pass Holders	300	325		300	281	300
Tennis Court Rentals	14,000	14,515		14,000	15,418	14,000
Number of Private Tennis Lessons	9,000	11,332		9,000	7,725	10,000
Country Club Venue Rentals	150	70		150	214	285
Number of Country Club Memberships	1,500	1,131	_	1,500	1,625	1,650
Granada Golf Revenues	\$1.1M	\$922,011		\$1.1M	\$698,154	\$1.2M

# **Legend**



Target met or exceeded



Target not met



001 GENERAL FUND

# COMMUNITY RECREATION DEPARTMENT

# **6000 ADMINISTRATION DIVISION**

**572 COMMUNITY RECREATION** 



		PERSC	NNEL SCHED	ULE					
		NUMBER OF AUTHORIZED POSITIONS							
CLASS.	CLASSIFICATION		2022-2023 2023-2024 2024-2025 2025-2026						
NO.	<u>TITLE</u>		<b>ACTUAL</b>	<u>ACTUAL</u>	<b>BUDGET</b>	<b>BUDGET ESTIMATE</b>		SALARIES	
	FULL TIME POSITIONS		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>			
70	Community Recreation Director		1.00	1.00	1.00	1.00	\$	236,178	
69	Assistant Community Recreation Director		0.00	0.00	1.00	1.00		263,842	
460	Multimedia & Production Program Manager		0.00	0.00	0.50	0.50		58,743	
166	Multimedia & Production Program Coordinat	or	0.50	0.50	0.00	0.00		-	
453	Administrative Operations Manager		0.00	0.00	1.00	1.00		78,279	
9	Administrative Operations Supervisor		1.00	1.00	0.00	0.00		-	
82	Recreation Accessibility Coordinator		1.00	1.00	1.00	1.00		77,737	
458	Marketing & Brand Coordinator		0.00	0.00	1.00	1.00		102,811	
6006	Recreation Marketing Specialist		1.00	1.00	0.00	0.00		-	
7	Administrative Assistant		1.00	1.00	0.00	0.00		-	
8888	Overtime		-	-	-	-		2,984	
9999	Holiday Pay		-	-	-	-		500	
	TOTAL FULL TIME HEADCOUNT		5.50	5.50	5.50	5.50		821,074	
	PART TIME POSITONS								
	TITLE	HC	FTE's	FTE's	FTE's	FTE's			
194	P/T Recreation Accessibility Coordinator	1.00	1.00	1.00	1.00	0.75		37,938	
232	P/T Marketing Specialist	1.00	0.00	0.00	0.75	0.75		34,707	
233	P/T Marketing Assistant	-	0.75	0.75	0.00	0.00		-	
413	P/T D.E.I. Counselor - Seasonal (UNCLASSIFY)	1.00	0.75	0.75	0.75	1.00		16,000	
	TOTAL PART TIME FTE's	3.00	2.50	2.50	2.50	2.50		88,645	
	TOTAL		8.00	8.00	8.00	8.00	\$	909,719	

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
1000 Salaries	\$ 691,147	\$ 772,518	\$ 816,073	\$ 909,719
2000 Employee Benefits - See Other Cost Dist.	429,110	406,150	402,104	471,041
3100 Prof Serv - ADA	-	-	5,000	5,000
3106 Prof Serv - Events	145	-	5,000	5,000
3118 Prof Serv - Misc/Other	10,792	1,624	2,043	62,043
3122 Prof Serv - Recreation Pgms	-	-	5,000	30,000
4010 Automobile Allowance	10,395	9,962	10,395	14,293
4500 General Liability Insurance	40,153	38,620	38,073	47,996
4700 Special Printed Forms	13,816	8,926	21,000	21,000
5100 Supplies - Office	3,213	4,112	5,000	5,000
5201 Supplies - Agricultural	-	-	1,500	1,500
5206 Supplies - Food - Event/Resale	5,769	5,299	7,000	7,000
5208 Supplies - Household & Instit	8,974	3,009	12,000	12,000
5220 Uniform - Allowance	1,851	803	2,678	2,678
5400 Membership Dues/Subscriptions	1,598	2,776	4,860	4,860
5500 Employee Training	5,156	5,963	12,117	12,117
TOTAL	\$ 1,222,119	\$ 1,260,212	\$ 1,349,843	\$ 1,611,247

340

001 GENERAL FUND

# COMMUNITY RECREATION DEPARTMENT

# **6010 TENNIS CENTERS DIVISION**



	ı	PERSO	NNEL SCHEDU	ILE					
	NUMBER OF AUTHORIZED POSITIONS								
CLASS.	CLASSIFICATION		2022-2023	2023-2024	2024-2025	2025	5-2026	5	
NO.	<u>TITLE</u>		<u>ACTUAL</u>	<b>ACTUAL</b>	BUDGET	<b>BUDGET ESTIMATE</b>		SALARIES	
	<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>			
371	Tennis Operations Assistant Supervisor		0.00	0.00	0.00	0.00	Ş	-	
159	Maintenance Worker I		1.00	1.00	1.00	1.00		35,421	
320	Professional Tennis Operations Supervisor		1.00	1.00	1.00	0.00		-	
455	Professional Tennis Operations Manager		-	-	-	1.00		51,326	
456	Tennis Operations Supervisor		0.00	0.00	2.00	2.00		153,082	
6666	Tennis Pro Commission		-	-	-	-		160,000	
8888	Overtime		-	-	-	-		239	
9999	Holiday Pay		-	-	-	-		200	
	TOTAL FULL TIME HEADCOUNT		2.00	2.00	4.00	4.00		400,268	
	PART TIME POSITONS								
	TITLE	HC	FTE's	FTE's	FTE's	FTE's			
230	P/T Maintenance Worker I-25P	1.00	0.75	0.75	1.50	1.50		53,010	
236	P/T Park Service Attendant	-	0.00	-	-	-		-	
205	P/T Guest Services Representative-25P	7.00	4.80	4.80	4.80	4.80		218,155	
207	P/T Guest Services Representative Specialist-25	2.00	1.50	1.50	1.50	1.50		67,059	
271	P/T Summer Camp Coordinator	1.00	1.00	1.00	1.00	1.00		2,984	
272	P/T Summer Camp Counselor	1.00	1.00	1.00	1.00	1.00		12,528	
	TOTAL PART TIME FTE's	12.00	9.05	9.05	9.80	9.80		353,736	
	TOTAL		11.05	11.05	13.80	13.80	\$	754,004	

	EXPENDITURE DETAIL						
	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE			
1000 Salaries	\$ 627,686	\$ 713,630	\$ 721,225	\$ 754,004			
2000 Employee Benefits - See Other Cost Dist.	228,676	207,302	225,120	232,839			
3103 Prof Serv - Contracted Staff	144,548	-	198,657	225,657			
3118 Prof Serv - Misc/Other	-	177,343	-	-			
4500 General Liability Insurance	30,752	30,592	32,715	39,780			
4611 Repair/Maint - Oper Equip	590	168	445	445			
4633 Service Alloc - Gen Services	170,289	176,075	191,099	203,617			
4700 Special Printed Forms	94	-	520	520			
5100 Supplies - Office	1,471	1,699	2,000	2,000			
5203 Supplies - Drugs & Medical	70	70	500	500			
5204 Supplies - Janitorial	575	298	347	347			

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
5206 Supplies - Food - Event/Resale	14,149	16,065	18,980	18,980
5208 Supplies - Household & Instit	21,007	29,389	29,800	25,000
5209 Supplies - Building Materials	10,264	21,638	21,611	26,411
5210 Supplies - Other Rep/Maint	2,630	-	530	530
5220 Uniform - Allowance	4,960	1,027	3,443	3,443
5222 Uniform - Purchase/Rental	-	-	400	400
5231 Equipment (Oper) - Minor/Tools	63	100	100	100
5400 Membership Dues/Subscriptions	-	156	105	105
5500 Employee Training	399	-	565	565
6425 Equip Adds (Cap) - Misc	17,323		7,000	7,000
TOTAL	\$ 1,275,546	\$ 1,375,552	\$ 1,455,162	\$ 1,542,243

420 VENETIAN POOL FUND

# **COMMUNITY RECREATION DEPARTMENT**

# **6020 VENETIAN POOL DIVISION**



	PER	SONN	EL SCHEDULE					
NUMBER OF AUTHORIZED POSITIONS								
CLASS.	CLASSIFICATION		2022-2023	2023-2024	2024-2025	2025	5-2026	;
NO.	<u>TITLE</u>		<b>ACTUAL</b>	<u>ACTUAL</u>	<b>BUDGET</b>	<b>BUDGET ESTIMATE</b>		SALARIES
	<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>		
451	Aquatics Manager		0.00	1.00	1.00	1.00	\$	95,975
13	Aquatics Supervisor		1.00	0.00	0.00	2.00		135,190
16	Assistant Aquatics Supervisor		2.00	2.00	2.00	0.00		-
160	Maintenance Worker II		1.00	1.00	1.00	1.00		40,290
9999	Holiday Pay		-	-	-	-		840
	TOTAL FULL TIME HEADCOUNT		4.00	4.00	4.00	4.00		272,295
	PART TIME POSITONS							
	TITLE	НС	FTE's	FTE's	FTE's	FTE's		
204	P/T Guest Services Representative-25M	8.00	3.75	3.75	4.10	4.10		212,933
177	P/T Admission & Concession Specialist	1.00	0.75	0.75	0.75	0.75		36,120
207	P/T Guest Services Representative Specialist-25P	1.00	0.75	0.75	0.75	0.75		33,632
222	P/T Lifeguard Entry Level-25M	14.00	8.55	8.55	8.55	8.55		338,042
224	P/T Lifeguard II-25M	4.00	2.70	2.70	2.70	2.70		106,331
227	P/T Lifeguard III-25P	6.00	4.05	4.05	4.05	4.05		193,359
221	P/T Lead Lifeguard	1.00	0.60	0.60	0.60	0.60		44,434
271	P/T Summer Camp Coordinator	1.00	1.00	1.00	1.00	1.00		7,000
269	P/T Spring Break Camp Counselor	1.00	1.00	1.00	1.00	1.00		25,000
178	P/T Admission & Concession Specialist - Seasonal (UNC	1.00	1.00	1.00	1.00	1.00		4,025
273	P/T Summer Guest Services Representative	1.00	1.00	1.00	1.00	1.00		23,500
274	P/T Summer Lifeguard Entry Level	1.00	1.00	1.00	1.00	1.00		27,000
	TOTAL PART TIME FTE's	40.00	26.15	26.15	26.50	26.50		1,051,376
	TOTAL		30.15	30.15	30.50	30.50	\$	1,323,671

	EXPENDITURE	DETAIL		
	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
1000 Salaries	\$ 792,695	\$ 829,893	\$ 1,246,857	\$ 1,323,671
2000 Employee Benefits - See Other Cost Dist.	235,629	245,364	300,385	301,056
3103 Prof Serv - Contracted Staff	3,020	3,336	-	-
3106 Prof Serv - Events	-	-	15,108	15,108
3118 Prof Serv - Misc/Other	16,193	14,625	7,500	7,500
3124 Prof Serv - Security	-	-	9,188	9,188
4401 Rental - Copiers	1,111	2,000	3,500	3,500
4500 General Liability Insurance	46,020	55,649	57,920	69,835
4610 Repair/Maint - Office Equip	182	242	400	400
4611 Repair/Maint - Oper Equip	6,657	3,033	3,300	8,300
4630 Service Alloc - Flt Mgmt - Opr	7,312	1,051	2,241	2,614
4631 Service Alloc - Flt Mgmt - Rpl	1,177	2,541	766	1,212
4632 Service Alloc - Flt - Fuel	-	289	640	945
4633 Service Alloc - Gen Services	196,756	203,441	220,801	235,264

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
4700 Special Printed Forms	916	1,267	1,500	1,500
4900 Misc Exp - Other	10,225	-	-	-
4906 Misc Exp - Bank Charges	4,650	8,381	-	-
4911 Misc Exp - Credit Card Charges	7,208	8,429	-	-
4912 Misc Exp - Taxes & Fees	5,256	6,150	10,767	10,767
5100 Supplies - Office	2,817	2,454	3,000	3,000
5201 Supplies - Agricultural	3,707	4,453	4,500	9,500
5202 Supplies - Chemicals & Photo	28,419	26,262	40,000	40,000
5203 Supplies - Drugs & Medical	3,069	3,285	3,000	3,000
5204 Supplies - Janitorial	1,259	608	4,000	4,000
5206 Supplies - Food - Event/Resale	171,915	54,558	167,760	167,760
5208 Supplies - Household & Instit	32,239	58,589	19,209	19,859
5209 Supplies - Building Materials	51	-	150	150
5220 Uniform - Allowance	4,125	2,584	5,000	5,000
5221 Uniform - Protective (PPE)	5,600	4,422	6,300	6,300
5222 Uniform - Purchase/Rental	-	-	1,300	650
5231 Equipment (Oper) - Minor/Tools	1,885	2,325	2,500	2,500
5400 Membership Dues/Subscriptions	-	-	250	250
5401 Software Subscriptions & Maint	-	-	2,880	2,880
5500 Employee Training	508	515	800	800
TOTAL	\$ 1,590,601	\$ 1,546,526	\$ 2,141,522	\$ 2,256,509

# 430 CORAL GABLES COUNTRY CLUB FUND

# **COMMUNITY RECREATION DEPARTMENT**

# **6030 COUNTRY CLUB - ADMINISTRATION**



		PERS	ONNEL SCHE	DULE						
NUMBER OF AUTHORIZED POSITIONS										
CLASS.	CLASSIFICATION		2022-2023	2023-2024	2024-2025	202	5-2026	;		
NO.	<u>title</u>		<u>ACTUAL</u>	<u>ACTUAL</u>	<b>BUDGET</b>	BUDGET ESTIMATE		<u>SALARIES</u>		
	FULL TIME POSITIONS		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>				
79 36	<b>,</b>		1.00 1.00	1.00 1.00	1.00 0.00	1.00 0.00	\$	103,889 -		
6	Administrative Analyst		0.00	0.00	1.00	1.00		73,964		
440	Country Club Foreman		0.00	1.00	1.00	1.00		65,404		
157 8888	Maintenance Repair Worker Overtime		2.00	2.00	2.00	2.00		96,497 597		
	TOTAL FULL TIME HEADCOUNT		4.00	5.00	5.00	5.00		340,351		
	PART TIME POSITONS									
	TITLE	НС	FTE's	FTE's	FTE's	FTE's				
457	P/T Marketing and Outreach Coordinator	1.00	0.00	0.00	0.75	0.75		39,590		
230	P/T Maintenance Worker I-25P	2.00	1.50	1.50	1.50	1.50		52,298		
	TOTAL PART TIME FTE's	3.00	1.50	1.50	2.25	2.25		91,888		
	TOTAL		5.50	6.50	7.25	7.25	\$	432,239		
			EXPENDI	TURE DETAIL	<del></del>	_				

200 1/1 manitenance Worker 1 201	00						2.00	•		32,230
TOTAL PART TIME FTE's	3.00	:	1.50		1.50	2.25	2.25	i .		91,888
TOTAL			5.50		6.50	7.25	7.25	j	\$	432,239
			EXPENDI	TURE	DETAIL					
			22-2023 CTUAL		023-2024 ACTUAL	024-2025 BUDGET				2025-2026 GET ESTIMATE
1000 Salaries		\$	264,384	\$	235,941	\$ 405,783			\$	432,239
2000 Employee Benefits - See Other Cost Dist.			202,492		141,411	166,272				195,916
4010 Automobile Allowance			4,223		2,112	4,000				3,898
4500 General Liability Insurance			17,278		17,401	19,068				22,804
4630 Service Alloc - Flt Mgmt - Opr			-		-	1,916				4,931
4631 Service Alloc - Flt Mgmt - Rpl			-		2,112	2,895				6,308
4632 Service Alloc - Flt - Fuel			-		-	-				9,421
4900 Misc Exp - Other			5,164		-	-				-
4912 Misc Exp - Taxes & Fees			308		(938)	-				-
5201 Supplies - Agricultural			764		-	-				-
5204 Supplies - Janitorial			276		-	-				-
5207 Supplies - Fuel & Lubricants			678		-	-				-
5208 Supplies - Household & Instit			629		-	-				-
5220 Uniform - Allowance			-		142	1,250				1,250
5221 Uniform - Protective (PPE)			-		-	1,000				1,000
5222 Uniform - Purchase/Rental			-		-	750				750
5400 Membership Dues/Subscriptions			-		600	1,000				1,000
5500 Employee Training			-		-	1,500				1,500
6425 Equip Adds (Cap) - Misc			31,793			 20,000			-	10,000
TOTAL		\$	527,989	\$	398,781	\$ 625,434			\$	691,017
				345						

# 430 CORAL GABLES COUNTRY CLUB FUND

# **COMMUNITY RECREATION DEPARTMENT**

# **6032 COUNTRY CLUB - EVENT VENUE**



	P	ERSO	NNEL SCHEDU	ILE				
				NUM	BER OF AUTHO	ORIZED POSITIONS		
CLASS.	CLASSIFICATION		2022-2023	2023-2024	2024-2025	2025	<b>i</b>	
NO.	<u>TITLE</u>		<u>ACTUAL</u>	<b>ACTUAL</b>	<b>BUDGET</b>	BUDGET ESTIMATE		SALARIES
	<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>		
32	Banquet Hall Manager		1.00	1.00	1.00	1.00	\$	91,979
337			1.00	1.00	1.00	1.00		48,531
8888	Overtime		-	-	-	-		2,000
9999	Holiday Pay - Worked		-	-	-	-		1,000
	TOTAL FULL TIME HEADCOUNT		2.00	2.00	2.00	2.00		143,510
	PART TIME POSITONS							
	TITLE	HC	FTE's	FTE's	FTE's	FTE's		
232	P/T Marketing Specialist	-	0.75	0.75	0.00	-		-
207	P/T Guest Services Representative Specialist-25P	-	0.60	0.60	-	-		-
266	P/T Venue Specialist	4.00	1.50	1.50	3.00	3.00		130,103
250	P/T Program Assistant	1.00	0.75	0.75	0.75	0.75		28,308
205	P/T Guest Services Representative-25P	-	2.25	2.25	-	-		-
217	P/T IT & AV Technician	-	0.75	0.75	-	-		-
	TOTAL PART TIME FTE's	5.00	6.60	6.60	3.75	3.75		158,411
	TOTAL		8.60	8.60	5.75	5.75	\$	301,921

	E	XPENDITU	RE D	ETAIL			
		022-2023 ACTUAL		023-2024 ACTUAL	024-2025 BUDGET	_	25-2026 T ESTIMATE
1000 Salaries	\$	168,924	\$	218,367	\$ 329,382	\$	301,921
2000 Employee Benefits - See Other Cost Dist.		69,438		74,405	94,572		70,314
3103 Prof Serv - Contracted Staff		89,219		204,003	250,000		250,000
3118 Prof Serv - Misc/Other		258,293		61,828	86,500		82,500
3400 Custodial & Janitorial Srvc		-		92,877	-		-
4400 Rental - Mach & Equip		402		5,528	18,000		18,000
4410 Lease Equipment		10,327		2,200	2,500		-
4500 General Liability Insurance		8,583		24,536	15,308		15,929
4600 Repair/Maint - Buildings		609,771		12,266	287,529		287,529
4611 Repair/Maint - Oper Equip		5,528		900	20,000		20,000
4700 Special Printed Forms		2,733		7,851	5,000		5,000
4830 Promo Expense - Advertising		18,204		4,266	35,000		35,000
4912 Misc Exp - Taxes & Fees		649		469	5,000		5,000
5100 Supplies - Office		7,718		4,470	9,000		9,000
5201 Supplies - Agricultural		10,322		18,661	50,000		50,000

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
5202 Supplies - Chemicals & Photo	3,126	4,283	5,000	5,000
5203 Supplies - Drugs & Medical	166	301	1,500	1,500
5204 Supplies - Janitorial	5,687	13,286	16,000	16,000
5206 Supplies - Food - Event/Resale	15,958	12,257	63,655	90,000
5208 Supplies - Household & Instit	17,373	20,646	31,945	25,000
5209 Supplies - Building Materials	10,742	7,894	26,345	10,000
5220 Uniform - Allowance	2,438	-	1,750	1,750
5221 Uniform - Protective (PPE)	115	-	1,000	1,000
5222 Uniform - Purchase/Rental	4,652	820	5,000	5,000
5231 Equipment (Oper) - Minor/Tools	2,562	5,832	5,000	5,000
5400 Membership Dues/Subscriptions	3,921	3,802	3,500	3,500
5401 Software Subscriptions & Maint	9,816	(1)	6,000	6,000
5500 Employee Training	2,603	795	3,000	3,000
6405 Equip Repl (Cap) - Misc	16,893	4,280	20,000	20,000
6425 Equip Adds (Cap) - Misc	184,786	47,127	116,973	77,500
TOTAL	\$ 1,540,949	\$ 853,949	\$ 1,514,459	\$ 1,420,443

# 430 CORAL GABLES COUNTRY CLUB FUND

# **COMMUNITY RECREATION DEPARTMENT**

# 6034 COUNTRY CLUB - FITNESS & POOL



		PERSO	NNEL SCHEDU	JLE				
				NUM	IBER OF AUTH	ORIZED POSITIONS		
CLASS.	CLASSIFICATION		2022-2023	2023-2024	2024-2025	202	5-2026	5
NO.	<u>TITLE</u>		<u>ACTUAL</u>	<u>ACTUAL</u>	<b>BUDGET</b>	<b>BUDGET ESTIMATE</b>		<b>SALARIES</b>
	<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>		
122	Fitness and Pool Manager		1.00	1.00	1.00	1.00	\$	101,595
124	Foreman		1.00	0.00	0.00	0.00		-
154	Lead Lifeguard		1.00	1.00	1.00	1.00		54,161
8888	Overtime		-	-	-	-		1,194
9999	Holiday Pay - Worked		-	-	-	-		2,000
	TOTAL FULL TIME HEADCOUNT		3.00	2.00	2.00	2.00		158,950
	PART TIME POSITONS							
	TITLE	HC	FTE's	FTE's	FTE's	FTE's		
207	P/T Guest Services Representative Specialist-25	2.00	0.75	0.75	1.50	1.50		68,076
205	P/T Guest Services Representative-25P	5.00	2.25	2.25	3.75	3.75		150,105
250	P/T Program Assistant	1.00	0.75	0.75	0.75	0.75		30,758
227	P/T Lifeguard III-25P	2.00	1.50	1.50	1.50	1.50		70,558
225	P/T Lifeguard II-25P	3.00	2.25	2.25	2.25	2.25		96,300
223	P/T Lifeguard Entry Level-25P	3.00	2.25	2.25	2.25	2.25		84,924
	TOTAL PART TIME FTE's	16.00	9.75	9.75	12.00	12.00		500,721
	TOTAL		12.75	11.75	14.00	14.00	\$	659,671

	E	XPENDITU	RE D	ETAIL				
		)22-2023 ACTUAL		023-2024 ACTUAL	)24-2025 BUDGET		2025-202 BUDGET ESTI	
		ACTUAL		ACTUAL	 ODGET		ВОРОЕ	I ESTIIVIATE
1000 Salaries	\$	248,486	\$	482,067	\$ 624,524		\$	659,671
2000 Employee Benefits - See Other Cost Dist.		168,104		101,602	73,054			107,552
3103 Prof Serv - Contracted Staff		100,864		149,030	200,000			324,500
3118 Prof Serv - Misc/Other		-		800	55,000			50,000
4400 Rental - Mach & Equip		-		6,014	10,000			10,000
4410 Lease Equipment		56,910		62,083	63,000			63,000
4500 General Liability Insurance		26,543		31,601	29,185			34,804
4600 Repair/Maint - Buildings		502		-	-			-
4611 Repair/Maint - Oper Equip		8,199		8,367	10,000			10,000
4700 Special Printed Forms		2,463		999	1,000			1,000
4830 Promo Expense - Advertising		-		443	1,000			1,000
4912 Misc Exp - Taxes & Fees		3,064		3,021	5,000			5,000
5100 Supplies - Office		1,010		543	5,000			5,000
5201 Supplies - Agricultural		901		-	2,500			7,500
5202 Supplies - Chemicals & Photo		33,736		21,077	25,000			25,000
5203 Supplies - Drugs & Medical		1,535		461	5,000			5,000
5204 Supplies - Janitorial		5,385		35,516	5,000			75,000

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
5206 Supplies - Food - Event/Resale	16,311	12,237	10,000	10,000
5208 Supplies - Household & Instit	32,458	20,807	25,000	25,000
5209 Supplies - Building Materials	7,493	5,066	5,000	5,000
5220 Uniform - Allowance	225	-	750	750
5221 Uniform - Protective (PPE)	-	-	5,000	5,000
5222 Uniform - Purchase/Rental	746	2,791	3,500	3,500
5231 Equipment (Oper) - Minor/Tools	691	1,176	3,000	3,000
5400 Membership Dues/Subscriptions	-	-	500	500
5500 Employee Training	700	-	3,000	3,000
6405 Equip Repl (Cap) - Misc	13,341	9,031	10,000	10,000
6425 Equip Adds (Cap) - Misc	94,133	32,898	45,534	38,000
TOTAL	\$ 823,800	\$ 987,630	\$ 1,225,547	\$ 1,487,777

# 430 CORAL GABLES COUNTRY CLUB FUND

# COMMUNITY RECREATION DEPARTMENT

# 6038 COUNTRY CLUB - GRANADA GOLF



		PERSON	INEL SCHE	DUI		D 41	DED OF ALITY	ODIZED DOCITIONS		_
CLASS.	CLASSIFICATION		2022-2023	2	NU 023-2024	IVI	2024-2025	ORIZED POSITIONS	5-2026	
NO.	TITLE	-	ACTUAL		ACTUAL		BUDGET	BUDGET ESTIMATE	3 2020	<u>SALARIES</u>
<del></del>	FULL TIME POSITIONS	H	ADCOUNT		ADCOUNT	E	HEADCOUNT	HEADCOUNT		<u></u>
	Automotive Mechanic		1.00		1.00		1.00	1.00	\$	65,966
9999	Holiday Pay - Worked		-		-		-	-		1,000
	TOTAL		1.00	1.00			1.00	1.00	\$	66,966
			EXPEND	ITU	RE DETAIL					
			2022-2023 ACTUAL		023-2024 ACTUAL	2024-2025 BUDGET			В	2025-2026 JDGET ESTIMATE
1000	Salaries	\$	61,064	\$	134,385	\$	61,793		\$	66,966
2000	Employee Benefits - See Other Cost Dist.		31,025		76,813		41,924			44,826
3103	Prof Serv - Contracted Staff		-		-		349,771			349,771
3108	Prof Serv - Financial		-		-		-			150,000
3109	Prof Serv - Golf Course Mgmt		13,500		54,000		54,000			54,000
3118	Prof Serv - Misc/Other		380,632		339,606		24,254			26,300
3125	Prof Serv - Tree Maint		-		-		1,384			1,384
4410	Lease Equipment		33,160		40,808		41,551			35,505
4500	General Liability Insurance		2,896		2,915		2,882			3,533
4610	Repair/Maint - Office Equip		-		-		750			750
4611	Repair/Maint - Oper Equip		4,469		8,675		10,500			11,500
4630	Service Alloc - Flt Mgmt - Opr		556		5,334		18,773			21,953
4631	Service Alloc - Flt Mgmt - Rpl		33,290		21,333		4,500			3,892
4632	Service Alloc - Flt - Fuel		-		3,202		2,118			2,170
4633	Service Alloc - Gen Services		125,981		130,261		141,376			150,637
4700	Special Printed Forms		930		2,519		4,000			4,000
4830	Promo Expense - Advertising		996		890		1,000			1,000

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
4906 Misc Exp - Bank Charges	717	775	-	-
4912 Misc Exp - Taxes & Fees	-	-	5,824	5,824
5100 Supplies - Office	953	1,132	1,000	1,000
5201 Supplies - Agricultural	85,924	60,049	87,608	87,608
5203 Supplies - Drugs & Medical	-	162	150	150
5204 Supplies - Janitorial	1,087	246	2,332	3,332
5207 Supplies - Fuel & Lubricants	685	969	3,050	3,050
5208 Supplies - Household & Instit	9,789	11,671	7,500	8,500
5209 Supplies - Building Materials	-	928	2,500	2,500
5220 Uniform - Allowance	240	158	250	250
5221 Uniform - Protective (PPE)	840	-	755	755
5222 Uniform - Purchase/Rental	375	604	1,150	1,150
5231 Equipment (Oper) - Minor/Tools	1,415	2,802	1,950	1,950
5242 Parts - Misc Equip	23,114	24,793	24,840	25,840
5400 Membership Dues/Subscriptions	820	885	2,019	2,019
5500 Employee Training	2,083	281	2,625	2,625
6420 Equip Adds (Cap) - Vehicles				60,000
TOTAL	\$ 816,541	\$ 926,196	\$ 904,129	\$ 1,134,740

# 430 CORAL GABLES COUNTRY CLUB FUND

# COMMUNITY RECREATION DEPARTMENT

# 6132 COUNTRY CLUB - LE PARC



	EXPENDITUR	E DETAIL		
	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
3118 Prof Serv - Misc/Other	-	2,981	9,000	9,000
4410 Lease Equipment	-	-	7,000	7,000
4611 Repair/Maint - Oper Equip	-	598	8,000	8,000
4700 Special Printed Forms	-	-	3,000	3,000
4830 Promo Expense - Advertising	-	930	11,055	12,000
5100 Supplies - Office	-	-	1,000	1,000
5202 Supplies - Chemicals & Photo	-	-	18,000	18,000
5203 Supplies - Drugs & Medical	-	-	500	500
5204 Supplies - Janitorial	-	3,879	5,000	5,000
5208 Supplies - Household & Instit	-	3,491	5,000	5,000
5212 Supplies - Alcohol Beverage/Resale	-	10,325	45,000	45,000
5400 Membership Dues/Subscriptions	-	7,428	6,500	6,500
6405 Equip Repl (Cap) - Misc		10,311	10,000	10,000
TOTAL	\$ -	\$ 41,294	\$ 129,055	\$ 130,000

001 GENERAL FUND

# COMMUNITY RECREATION DEPARTMENT 6050 YOUTH CTR/PLAYGROUNDS DIVISION





# PERSONNEL SCHEDULE

			NUMBER OF AUTHORIZED POSITIONS						
CLASS.	CLASSIFICATION		2022-2023	2023-2024	2024-2025	2025	-2026	;	
NO.	<u>TITLE</u>		<u>ACTUAL</u>	<u>ACTUAL</u>	<b>BUDGET</b>	<b>BUDGET ESTIMATE</b>		<b>SALARIES</b>	
	FULL TIME POSITIONS		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>			
452	Youth Center Manager		0.00	0.00	1.00	1.00	\$	72,122	
380	Youth Center Supervisor		1.00	1.00	2.00	2.00		117,623	
379	Youth Center Assistant Supervisor		2.00	2.00	0.00	0.00		-	
6005	Recreation Specialist		2.00	2.00	2.00	2.00		122,639	
124	Foreman		1.00	1.00	1.00	1.00		60,561	
339	Repair Worker/Comm Rec		2.00	2.00	2.00	2.00		103,679	
8888	Overtime		-	-	-	-		5,969	
	TOTAL FULL TIME HEADCOUNT		8.00	8.00	8.00	8.00		482,593	
	PART TIME POSITONS								
	<u>TITLE</u>	HC	FTE's	FTE's	FTE's	FTE's			
250	P/T Program Assistant	4.00	3.00	3.00	3.00	3.00		124,508	
268	P/T Specialized Fitness Coordinator-25P	1.00	0.75	0.75	0.75	0.75		28,892	
205	P/T Guest Services Representative-25P	9.00	6.75	6.75	6.75	6.75		275,355	
207	P/T Guest Services Representative Specialist-25P	1.00	0.75	0.75	0.75	0.75		34,212	
257	P/T Recreation Counselor-25P	11.00	7.80	7.80	7.80	7.80		278,596	
195	P/T Director Of Coaching Youth Soccer	1.00	0.75	0.75	0.75	0.75		42,441	
208	P/T High Performance Athletic Coach	4.00	1.40	1.40	1.40	1.40		46,016	
209	P/T High Performance Athletic Coach - Seasonal (UN	1.00	0.43	0.43	0.43	0.43		13,500	
273	P/T Summer Guest Services Representative	1.00	1.00	1.00	1.00	1.00		7,000	
272	P/T Summer Camp Counselor	1.00	1.00	1.00	1.00	1.00		118,784	
271	P/T Summer Camp Coordinator	1.00	1.00	1.00	1.00	1.00		20,995	
	TOTAL PART TIME FTE's	35.00	24.63	24.63	24.63	24.63		990,299	
	TOTAL		32.63	32.63	32.63	32.63	\$	1,472,892	

EXPE	וחוא:	THR	F DF	ΤΔΙΙ

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
1000 Salaries	\$ 1,120,372	\$ 1,099,208	\$ 1,469,748	\$ 1,472,892
2000 Employee Benefits - See Other Cost Dist.	408,936	402,832	399,807	426,600
3103 Prof Serv - Contracted Staff	673,302	993,809	5,000	5,000
3106 Prof Serv - Events	-	-	16,771	16,771
3118 Prof Serv - Misc/Other	75,079	84,255	-	-
3122 Prof Serv - Recreation Pgms	-	-	669,217	1,094,217
4000 Travel - Local	60,563	84,242	63,500	63,500
4401 Rental - Copiers	-	-	-	5,000
4500 General Liability Insurance	64,866	71,655	68,224	77,708
4611 Repair/Maint - Oper Equip	2,486	1,610	5,000	5,000
4630 Service Alloc - Flt Mgmt - Opr	7,318	10,275	11,155	10,454
4631 Service Alloc - Flt Mgmt - Rpl	8,449	12,574	6,477	8,169
4632 Service Alloc - Flt - Fuel	-	2,780	2,096	1,754
4633 Service Alloc - Gen Services	938,571	970,461	1,053,270	1,122,260

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
4700 Special Printed Forms	-	-	740	740
4830 Promo Expense - Advertising	-	-	480	480
4900 Misc Exp - Other	3,899	671	-	-
4911 Misc Exp - Credit Card Charges	11,194	11,177	-	-
4912 Misc Exp - Taxes & Fees	-	308	48,960	48,960
5100 Supplies - Office	3,219	2,387	7,671	7,671
5201 Supplies - Agricultural	3,539	2,920	20,000	20,000
5202 Supplies - Chemicals & Photo	-	-	1,000	1,000
5203 Supplies - Drugs & Medical	637	-	1,000	1,000
5204 Supplies - Janitorial	4,177	4,883	4,500	4,500
5206 Supplies - Food - Event/Resale	33,425	33,557	26,671	26,671
5208 Supplies - Household & Instit	27,870	24,525	29,499	29,499
5209 Supplies - Building Materials	-	247	3,000	3,000
5220 Uniform - Allowance	12,684	19,289	32,001	32,001
5221 Uniform - Protective (PPE)	-	195	375	375
5222 Uniform - Purchase/Rental	1,809	200	7,290	7,290
5231 Equipment (Oper) - Minor/Tools	904	1,402	1,000	1,000
5400 Membership Dues/Subscriptions	8,083	4,822	17,000	17,000
5500 Employee Training	(35)	-	350	350
6405 Equip Repl (Cap) - Misc	11,800	16,105	42,660	42,660
6425 Equip Adds (Cap) - Misc		4,432	10,650	10,650
TOTAL	\$ 3,483,147	\$ 3,860,821	\$ 4,025,112	\$ 4,564,172

001 GENERAL FUND

# COMMUNITY RECREATION DEPARTMENT 6060 ADULT SERVICES DIVISION

**573 COMMUNITY RECREATION** 



### PERSONNEL SCHEDULE

		NUMBER OF AUTHORIZED POSITIONS								
CLASS.	ASS. CLASSIFICATION		2022-2023	2023-2024	2024-2025	2025-2026				
NO.	<u>TITLE</u>		<b>ACTUAL</b>	<u>ACTUAL</u>	<b>BUDGET</b>	<b>BUDGET ESTIMATE</b>		<b>SALARIES</b>		
	FULL TIME POSITIONS		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>				
450	Adult Activities Manager		0.00	0.00	1.00	1.00	\$	121,316		
11	Adult Activities Supervisor		1.00	1.00	1.00	1.00		63,427		
10	Adult Activities Assistant Supervisor		1.00	1.00	0.00	0.00		-		
8888	Overtime		-	-	-	-		597		
9999	Holiday Pay		-	-	-	-		500		
	TOTAL FULL TIME HEADCOUNT		2.00	2.00	2.00	2.00		185,840		
	PART TIME POSITONS									
	TITLE	HC	FTE's	FTE's	FTE's	FTE's				
207	P/T Guest Services Representative Specialist-25P	1.00	0.75	0.75	0.75	0.75		35,416		
205	P/T Guest Services Representative-25P	5.00	4.35	4.35	3.60	3.60		149,705		
230	P/T Maintenance Worker I-25P	1.00	0.75	0.75	0.75	0.75		25,680		
267	P/T Specialized Fitness Coordinator-25M	1.00	0.60	0.60	0.60	0.60		34,366		
270	P/T Summer Adult Activities Instructor	1.00	0.91	0.91	0.91	0.91		38,197		
	TOTAL PART TIME FTE's	9.00	7.36	7.36	6.61	6.61		283,364		
	TOTAL		9.36	9.36	8.61	8.61	\$	469,204		

EXPENDITURE DETAIL										
	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE						
1000 Salaries	\$ 263,385	\$ 297,149	\$ 431,362	\$ 469,204						
2000 Employee Benefits - See Other Cost Dist.	104,662	81,679	116,238	128,211						
3106 Prof Serv - Events	-	-	12,000	12,000						
3118 Prof Serv - Misc/Other	23,193	102,698	82,950	90,000						
3122 Prof Serv - Recreation Pgms	-	-	29,991	43,991						
4000 Travel - Local	-	-	4,684	4,684						
4401 Rental - Copiers	-	-	-	3,500						
4500 General Liability Insurance	18,154	20,220	20,097	24,755						
4611 Repair/Maint - Oper Equip	-	-	3,584	3,584						
4700 Special Printed Forms	1,645	-	4,084	4,084						
5100 Supplies - Office	3,151	1,160	5,500	5,500						
5202 Supplies - Chemicals & Photo	-	-	500	500						
5203 Supplies - Drugs & Medical	-	120	1,000	1,000						
5204 Supplies - Janitorial	137	200	1,000	1,000						
5206 Supplies - Food - Event/Resale	16,113	23,739	15,300	15,300						
5208 Supplies - Household & Instit	14,528	11,537	22,153	17,153						
5209 Supplies - Building Materials	276	65	4,000	4,000						

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
5220 Uniform - Allowance	499	-	500	500
5221 Uniform - Protective (PPE)	-	-	75	75
5222 Uniform - Purchase/Rental	1,592	-	3,060	3,060
5231 Equipment (Oper) - Minor/Tools	917	-	2,500	2,500
5400 Membership Dues/Subscriptions	603	518	1,234	1,234
5500 Employee Training	1,555		1,500	1,500
TOTAL	\$ 450,410	\$ 539,085	\$ 763,312	\$ 837,335

001 GENERAL FUND

# **COMMUNITY RECREATION DEPARTMENT**

# **6065 SPECIAL EVENTS DIVISION**



	PERSONNEL SCHEDULE													
			NUMBER OF AUTHORIZED POSITIONS											
CLASS.	CLASSIFICATION		2022-2023	2023-2024	2024-2025	202	5-2026	6						
NO.	<u>TITLE</u>		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET ESTIMATE</b>		<b>SALARIES</b>						
	FULL TIME POSITIONS		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>								
454 367	- 1		1.00	1.00	1.00	1.00	\$	75,963 -						
9999	Holiday Pay		-	-	-	-		37,500						
	TOTAL FULL TIME HEADCOUNT		1.00	1.00	1.00	1.00		113,463						
	PART TIME POSITONS													
	<u>TITLE</u>	HC	FTE's	FTE's	FTE's	FTE's								
266	P/T Special Projects Specialist-25P	1.00	0.75	0.75	0.75	0.75		33,108						
265	P/T Special Projects Assistant-25M	1.00	0.60	0.60	0.60	0.60		23,428						
	TOTAL PART TIME FTE's	2.00	1.35	1.35	1.35	1.35		56,536						
	TOTAL		2.35	2.35	2.35	2.35	\$	169,999						

TOTAL	2.35	5	2.35 2.		2.35	2.35	5	\$ 169,999
	EXF	PENDIT						
	2022-2023 ACTUAL		23-2024 ACTUAL		024-2025 BUDGET			025-2026 GET ESTIMATE
1000 Salaries	\$ 28	8,693	\$ 260,232	\$	211,958			\$ 169,999
2000 Employee Benefits - See Other Cost Dist.	7	3,591	52,564		22,793			58,115
3106 Prof Serv - Events	36	7,802	237,215		579,964			672,085
3109 Prof Serv - Golf Course Mgmt		-	251		-			-
3118 Prof Serv - Misc/Other		3,752	1,600		-			-
4500 General Liability Insurance		7,076	7,176		2,520			8,969
4630 Service Alloc - Flt Mgmt - Opr		-	1,629		1,482			1,717
4631 Service Alloc - Flt Mgmt - Rpl		-	1,669		908			1,180
4700 Special Printed Forms		295	336		2,500			2,500
4800 Events - Parks		-	140,121		15,300			-
4830 Promo Expense - Advertising		-	-		1,250			1,250
4912 Misc Exp - Taxes & Fees		-	350		-			-
5202 Supplies - Chemicals & Photo		-	-		1,000			1,000
5206 Supplies - Food - Event/Resale		2,165	1,623		2,499			2,400
5208 Supplies - Household & Instit		1,685	8,429		30,369			18,430
5220 Uniform - Allowance		87	 		400			 400
TOTAL	\$ 74	5,146	\$ 713,195	\$	872,943			\$ 938,045

001 GENERAL FUND

# COMMUNITY RECREATION DEPARTMENT 6070 GOLF COURSE/PARKS MAINT. DIVISION



PERSONNEL SCHEDULE												
		NUMBER OF AUTHORIZED POSITIONS										
CLASS.	CLASSIFICATION		2022-2023	2023-2024	2024-2025	202!	5					
NO.	<u>TITLE</u>		<b>ACTUAL</b>	<b>ACTUAL</b>	BUDGET	<b>BUDGET ESTIMATE</b>		<b>SALARIES</b>				
	<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>						
127	Golf Course and Parks Superintendent		1.00	1.00	1.00	1.00	\$	92,051				
126	Golf Course and Parks Assistant Superintende	ent	1.00	1.00	1.00	1.00		94,306				
124	Foreman		3.00	3.00	3.00	3.00		261,918				
160	Maintenance Worker II		1.00	1.00	1.00	1.00		64,834				
8888	Overtime		-	-	-	-		565				
9999	Holiday Pay		-	-	-	-		200				
	TOTAL FULL TIME HEADCOUNT		6.00	6.00	6.00	6.00		513,874				
	PART TIME POSITONS											
	TITLE	HC	FTE's	FTE's	FTE's	FTE's						
236	P/T Park Service Attendant	4.00	3.75	3.75	3.00	3.00		113,885				
235	P/T Park Ambassador	1.00	0.75	0.75	0.75	0.75		32,009				
	TOTAL PART TIME FTE's	5.00	4.50	4.50	3.75	3.75		145,894				
	TOTAL		10.50	10.50	9.75	9.75	\$	659,768				
			EVDENDIT	LIDE DETAIL		·						

EXPENDITURE DETAIL											
		2022-2023 ACTUAL		023-2024 ACTUAL		024-2025 BUDGET			025-2026 GET ESTIMATE		
1000 Salaries	\$	535,404	\$	476,022	\$	629,102		\$	659,768		
2000 Employee Benefits - See Other Cost Dist.		232,695		191,851		264,981			307,422		
3103 Prof Serv - Contracted Staff		376,978		514,804		507,840			607,840		
4500 General Liability Insurance		30,019		29,653		29,220			34,809		
4601 Repair/Maint - Parks Equip		(5,644)		13,646		17,655			-		
4611 Repair/Maint - Oper Equip		3,445		2,982		3,500			3,500		
4630 Service Alloc - Flt Mgmt - Opr		8,050		30,125		31,761			45,815		
4631 Service Alloc - Flt Mgmt - Rpl		37,495		35,395		33,615			36,712		
4632 Service Alloc - Flt - Fuel		-		26,365		26,580			23,953		
4633 Service Alloc - Gen Services		55,043		56,913		61,770			65,816		
5100 Supplies - Office		92		-		547			547		
5201 Supplies - Agricultural		25,040		34,234		64,273			64,273		
5202 Supplies - Chemicals & Photo		-		-		-			4,000		
5204 Supplies - Janitorial		-		83		2,000			2,000		
5207 Supplies - Fuel & Lubricants		-		155		550			550		
5208 Supplies - Household & Instit		37,433		27,354		37,715			59,715		

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
5209 Supplies - Building Materials	290	41	900	900
5220 Uniform - Allowance	-	242	250	250
5221 Uniform - Protective (PPE)	469	1,000	1,000	1,000
5222 Uniform - Purchase/Rental	5,384	6,972	5,500	7,000
5231 Equipment (Oper) - Minor/Tools	6,310	14,481	26,313	51,313
5242 Parts - Misc Equip	2,142	1,552	2,500	2,500
6405 Equip Repl (Cap) - Misc	72,696	31,672	45,783	42,250
6420 Equip Adds (Cap) - Vehicles	-	-	-	115,000
6425 Equip Adds (Cap) - Misc	2,900	15,488	25,000	30,000
TOTAL	\$ 1,426,241	\$ 1,511,744	\$ 1,818,355	\$ 2,166,933

001 GENERAL FUND

# **COMMUNITY RECREATION DEPARTMENT**

# **6090 SOCCER PROGRAM**



	2022- ACT		 023-2024 ACTUAL	_	024-2025 BUDGET	BU	2025-2026 DGET ESTIMATE
3103 Prof Serv - Contracted Staff	\$	-	\$ 120,511	\$	162,000	\$	162,000
3118 Prof Serv - Misc/Other		-	-		2,000		2,000
5208 Supplies - Household & Instit		-	-		10,000		10,000
5400 Membership Dues/Subscriptions			 1,150		6,400		6,400
TOTAL	\$	-	\$ 121,661	\$	180,400	\$	180,400

# **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

# CORA

# 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.
  - o 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	07/01/23	Listing of all playgrounds, parks, and
spaces		recreational spaces
Assess and quantify percentage of homes within a	12/01/23	Levels of service map including
10-minute accessible walk of spaces.		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	02/01/25	Project scope for each new space
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:
  - o Use of Mapping GIS through IT staff support
- Other
  - o Space, equipment, etc.

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

iort- & conger-term measu	100 01 00.00000, 10.1	J = 10 - 11 - 11 - 11 - 11 - 11 - 11 - 11			
	Measure			Target	Date
Percentage of homes within park or accessible space	a 10-minute acces	ssible walk of a playgı	ound,	85%	09/30/25
	% of Homes	s Within 10 M	in Walk	GOOD 1	
100%					
80%	• • • • •	• • • • • • • • • • • • •	••••		
60%					
40%					
20%					
0%	FY23 (A)	FY24 (A)	FY25	5 (P)	
	. ,	vithin 10 Min Walk	Target %		

# 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> <li>Consolidation of locations and uses will allow for easier maintenance</li> </ul>	Increased workload
Program / Subject Matter Experts	Provide blueprint for expansion in future	<ul> <li>Unhappiness with location or design</li> </ul>
Sr. Leadership	Resident support	<ul> <li>Neighborhood unrest with activity</li> </ul>
Commissioners	Support for acquisition of land	• 15% still in need
Customers	Accessibility to park spaces	<ul> <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:
  - o Costs: \$7,818,148
  - o Benefits: Undetermined increase in tax revenues due to increased home values
  - o 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

# CORAL

# 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.
  - o Goal 3 Promote world-class neighborhood experience

<u>KEY</u> 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	12/01/22	Listing and results of benchmark study
standards		
Assessment and identification of applicable	03/01/23	Listing of all potential city owned
spaces		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
\$901,000	Total (not including cost to purchase the property)

- Knowledge/Training:
  - Part-time staff training of dog park monitoring and servicing
- Other
  - o 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	Provide blueprint for future expansion	<ul> <li>Unhappiness with design</li> </ul>
Matter Experts		
Sr. Leadership	Alleviate complaints and issues related to	Need for more resources
	dogs	dependent on use
Commissioners	Voter approval	Residents unhappy with
		locations
Customers	Fulfill need for many	Needs still not met
Regulators	Reduces need for enforcement	Complaints about non-
		resident use

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

Money:

o Costs: \$901,000

o Benefits: increased home values

o Time to see return on investment: 3 years

• Other benefits:

o Resident satisfaction

o 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

# CORA

# 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.
  - o Goal 3 Promote world-class neighborhood experience

<u>KEY</u> 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	05/01/22	Complete estimate.
timeline.		
Develop a staffing and onboarding plan.	05/01/22	Complete and implement onboarding.
Develop annual revenue estimates with a 5-year	10/01/22	Complete estimate.
projection.		
Establish fees for rentals, services, and	10/01/22	Have fees approved by the
programming.		Commission.
Complete a facility inventory of assets and	12/31/22	Complete inventory listing.
programming amenities.		
Provide seasonal cost analysis for operational	Ongoing	Ongoing review.
expenditures and revenues to assess level of		
success.		

# 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	
\$14,609,439	Total	

- Technology:
  - See attached separate technology needs.
- Knowledge/Training:
  - All staff Onboarding training



# • Other

o Space, equipment, etc.

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

	Measure			Target	Date
perating cost recovery			80%		09/30/25
			100%		09/30/26
	Operati	ng Cost Re	covery	GOOD	
120%					
100%				•••(////	
80%					
60%	_				
40%					
20% —					
0% +	71.75.411				
	FY23 (A)	FY24 (A)	FY25 (P)	FY26 (P)	
	Ope	rating Cost Recove	ry ——Target	%	
perating and capital infr	astructure 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	Opportunities for promotions and jobs.	Additional strain on the
		pension. Additional strain on
		existing administrative
		workforce.
Informatics	None	Additional strain to existing
		workforce.
Sr. Leadership	Increased resident satisfaction and	Additional managerial
	engagement. Increased City revenue.	oversight required.
Commissioners	Increased resident satisfaction and	Potential complaints from
	engagement. Increased home value.	residents due to operations of
	Increased City brand value and	the facility.
	recognition.	



Customers	Increased resident satisfaction and engagement.	Potential dissatisfaction by some members of the community.
Finance	Increased City revenue.	<ul> <li>Additional unfunded start-up costs.</li> </ul>

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

- Money:
  - o Costs: \$4,532,779 operating each year and \$10,076,660 in capital expenditures up to FY28.
  - o Benefits: \$5,000,000 profitability each year after year five.
  - o Time to see return on investment Five years.
- Other benefits:
  - o 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.
  - o 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	12/01/22	Creating a listing of all new and
programming		innovative programming
Hold round table to discuss and present to all	04/01/23	Minutes with feedback from supervisors
supervisors of impacted facilities		
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	11/01/24	Entered into recreation management
		software and City-wide calendar
Create new needs and appropriately budget full	02/01/25	Entered into budget approval process for
programs		new needs.
Implementation of pilot initiative during summer	04/01/25	Participation of our resident base as well
programming session		as possible feedback

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

- Time (of the project team members and others as appropriate examples below):
  - Program / Subject Matter Experts Director, Assistant Director, Admin. Supervisor, Youth
     Center Supervisor and Adult Activities Center Supervisor
- Finances (detailed listing of expected costs):

\$ Amount	Purpose			
\$10,000	Funding for an initial program/event for the Adult Activities Center			
\$10,000	Funding for an initial program/event at the Youth Center			
\$20,000	Total			

- Knowledge/Training:
  - Training and hiring of program experts. As well as training part time staff and full-time staff in implementation of programming/event
- Other
  - Possible equipment purchasing and usage of space at facilities for programming



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

	Measure	e	Target	Date
Attendee satisfac	tion at Adult Activities Co	95%	09/30/24	
Attendee satisfac	tion at Youth Center eve	95%	09/30/24	
Registrations at A	Adult Activities Center ev	ent	7,000	09/30/24
			annually	
		Registrations	GOOD Î	
	14,000			
	12,000			
	10,000			
	8,000			
	6,000			
	4,000			
	2,000			
	FY23 (A)	FY24 (A) F	Y25 (P)	
	■ Registration	s at Youth Center Registrations at A	AC	

# Frequency & venue of review

• Weekly project team meeting.

Registrations at Youth Center event

• 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> <li>Improving knowledge of staff on different subject matters</li> </ul>	Retention of staff as a result
Program / Subject Matter Experts	<ul> <li>Provide programming plan and Rectrac access to residents/users</li> </ul>	<ul> <li>Unhappiness with registration/time or locations</li> </ul>
Sr. Leadership	Resident Support	Using program space for initiates that may not align with resident base
Customers	Accessibility to new and innovative programming	Dissatisfaction with programming



09/30/24

12,000 annually

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

- Money:
  - o Costs: \$20,000
  - o Benefits: A more attuned resident base to the needs of technology, literacy, innovation, and business development
  - o Time to see return on investment: 2-3 years
- Other benefits:
  - o Resident Satisfaction
  - o Becoming more world class





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# **ECONOMIC DEVELOPMENT**

# **ORGANIZATION CHART**

# ECONOMIC DEVELOPMENT DIRECTOR

Belkys. Perez, M.B.A.

# **ECONOMIC DEVELOPMENT (4.50)**

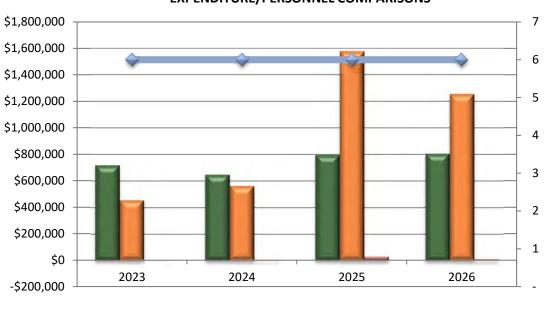
Marketing Manager - 1
Business Development Coordinator - 1
Administrative Assistant - 1
Int'l Business Dev. Coord. - P/T - 0.75
Receptionist/Office Asst - P/T - 0.75

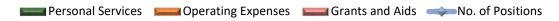


# ECONOMIC DEVELOPMENT DEPARTMENT BUDGET AND POSITION SUMMARY

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
Salaries & Benefits	718,046	646,892	795,955	805,878
Operating Expenses	454,263	561,975	1,578,606	1,254,317
<b>Grants and Aids</b>	(299)	4,000	31,107	10,000
Total	1,172,010	1,212,867	2,405,668	2,130,195
Full Time Headcount	4.00	4.00	4.00	4.00
Part Time FTE's	1.50	1.50	1.50	1.50
Total Headcount & FTE's	5.50	5.50	5.50	5.50

# **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 responsible for marketing and 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 multidepartmental efforts, among them:

### **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 contains 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 Initiative, 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 and 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 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 and 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., Select Florida, Miami-Dade Beacon Council, Endeavor Miami, Foreign Trade Commission, Chambers of Commerce, Regional Planning Council, Foreign Consulates and Universities) to create new jobs and business opportunities in the city's core industries.
- 6. To implement the "City's Corporate Strategy" and further the implementation of the "City's Corporate and Retail Strategy."
- 7. To proactively work with local business associations and economic development agencies to retain and/or expand the operations of local businesses.
- 8. To help promote our downtown and existing businesses through events and campaigns that attract additional foot traffic to the area.

# **ECONOMIC DEVELOPMENT**

## **FISCAL YEAR 2025 MAJOR ACCOMPLISHMENTS**

- Conducted the first National Business Survey to gauge sentiment from our business community. Rated 87% excellent/good as a place to do business. On average throughout the survey, Coral Gables was rated higher than the national benchmark.
- Held 60+ meetings with existing Coral Gables businesses which included informational and introductory meetings and ribbon cuttings.
- Met and assisted 90+ existing and incoming businesses regarding issues, concerns and questions related to their business.
- Reached more than 2.5 million people through the Department's marketing efforts. Topics included transportation options, business-friendly environment, Taste the Gables, and downtown events.
- Received more than 3.2 million visitors to Miracle Mile (6.9% increase YOY) and more than 518,500 visitors to Giralda Plaza (1.9% decrease YOY) thus far this fiscal year.
- Receive an average of 12,200 employees daily in the Central Business District, a 10.9% increase year over year and 58,400 employees citywide, a 7.7% increase year over year.
- Held third Business Recycling Drive-Thru Event collecting 2,715 pounds of e-waste, 2,800 pounds of paper, and 357 pounds of clothing.
- Coordinated the quarterly paver cleaning on Giralda Plaza with Block by Block, Parking, and Public Works.
- Hosted Trick-or-Treat on the Mile, a former BID event, bringing an estimated 7,500 visitors to Miracle Mile, a 10% increase from 2023. Promoted the first Drink-or-Treat activation to promote local restaurants on Halloween.
- Supported the Consulate of Mexico in bringing the Day of the Dead to Coral Gables as part of the City's International Cultural Program. The event was held at Ponce Circle Park in Oct. 2024, bringing in an estimated 3,400 visitors to the downtown area.
- Supported the Consulate of Spain in bringing the Feria de Sevilla as part of the City's International Cultural Program. This event which had been previously held in Key Biscayne, brought an estimated 13,000 visitors to the downtown area.

# FISCAL YEAR 2025 MAJOR ACCOMPLISHMENTS - (Continued)

- Supported the Consulate of Colombia in bringing the Festival de Barranquilla as part of the City's International Cultural Program. Approximately 5,100 people attended the event, a 83% increase from prior year.
- Celebrated French Month in Coral Gables during February. This included a number of community events such as film screenings at the Art Cinema, a French Market at McBride Plaza and a Cezanne discussion and reception titled Odessey Cezanne at the Coral Gables Museum.
- ✓ Hosted a delegation from our Sister City Aix-En-Provence during French Month.
- Collaborated with the Innovation and Technology Department to promote the Gables TechTank through publications and various events.
- ✓ Produced the Giralda Live event series which ran from January to May 2025. This series activated Giralda Plaza on the first Friday of the month and brought over 19,400 visitors to Giralda Plaza in the five-month run. This was a 16% increase from the prior season and lead to an 8% increase in parking revenue for Parking Garage 6.
- Held three Downtown Community Cleanup events in collaboration with the Chamber and Keep Coral Gables Beautiful which brought over 90 volunteers who removed close to 500 pounds of litter from the downtown.
- ✓ Brought the Navy Band Southeast to perform 2 times in Coral Gables at various locations for Fleet Week.
- Produced the third annual Taste the Gables Restaurant Month, with over 70 participating restaurants throughout the city. A brand new website was developed for this year's program, increasing awareness and visitor traffic.
- Organized the installation of Fall and Christmas decorations for Miracle Mile and Giralda Plaza Celebrated the city's centennial through the creation, production and installation of light pole banner, City Hall rotunda banners, and Ike Kiosk display.

# CITY OF CORAL GABLES, FLORIDA PERFORMANCE INDICATOR METRICS

# **ECONOMIC DEVELOPMENT**

INDICATOR		FY24		FY	FY26	
INDICATOR:	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Number of businesses helped via PAP	2	6		2	2	2
Visitation of existing business	25	35		25	56	25
Local Business Outreach Assistance (issues/concerns/questions)	25	48		25	112	25
Marketing total audience reached	500,000	1,265,880		500,000	551,383	500,000
Public workshops / Presentations	13	40		13	34	15
Business contact database	7,500	7,424		7,500	6,900	7,000
Participation in Business Recruitment Efforts (not in the Gables/ Corporate & Commercial)	5	10		5	14	5

# **Legend**

Target met or exceeded



Target nearly met





001 GENERAL FUND

# ECONOMIC DEVELOPMENT DEPARTMENT

# 6900 ECONOMIC DEVELOPMENT

552 INDUSTRY DEVELOPMENT



		PERS	ONNEL SCHE	DULE				
				NUN	BER OF AUTH	ORIZED POSITIONS		
CLASS.	CLASSIFICATION		2022-2023	2023-2024	2024-2025	2025	5-2020	6
NO.	<u>TITLE</u>		<b>ACTUAL</b>	<u>ACTUAL</u>	<b>BUDGET</b>	<b>BUDGET ESTIMATE</b>		<b>SALARIES</b>
	<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>		
93	Economic Development Director		1.00	1.00	1.00	1.00	\$	178,203
0644	Economic Development Ass't Director		1.00	-	-	-		-
398	Marketing Manager		-	1.00	1.00	1.00		108,870
407	Business Community Manager		1.00	1.00	1.00	1.00		83,486
0602	Administrative Assistant		1.00	1.00	1.00	1.00		66,953
	TOTAL FULL TIME HEADCOUNT		4.00	4.00	4.00	4.00		437,512
	PART TIME POSITONS							
	TITLE	HC	FTE's	FTE's	FTE's	FTE's		
215	P/T International Business Development Cc	1.00	0.75	0.75	0.75	0.75		66,590
254	P/T Receptionist/Office Assistant	1.00	0.75	0.75	0.75	0.75		28,672
	TOTAL PART TIME FTE's	2.00	1.50	1.50	1.50	1.50		95,262
	TOTAL		5.50	5.50	5.50	5.50	\$	532,774

	EXPENDI	ΓUR	E DETAIL				
	 2022-2023 ACTUAL		023-2024 ACTUAL	024-2025 BUDGET	BU	2025-2026 DGET ESTIMATE	
1000 Salaries	\$ 450,558	\$	421,773	\$ 537,934	\$	532,774	
2000 Employee Benefits - See Other Cost Dist.	267,488		225,119	258,021		273,104	
3106 Prof Serv - Events	9		372	52,430		345,000	
3118 Prof Serv - Misc/Other	65,407		148,293	99,779		84,879	
4000 Travel - Local	5,678		4,279	395		-	
4001 Travel - Out-of-Town	-		1,801	-		-	
4010 Automobile Allowance	5,739		6,226	6,497		6,497	
4401 Rental - Copiers	-		-	-		4,800	
4402 Rental - Land & Buildings	6,702		-	21,250		21,250	
4500 General Liability Insurance	27,644		23,964	22,971		28,109	
4701 Printing & Binding	2,036		6,950	9,600		9,600	
4801 Events - Econ Dev	3,368		24,643	15,600		15,600	
4830 Promo Expense - Advertising	19,424		17,143	20,000		20,000	

### **EXPENDITURE DETAIL**

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
4831 Promo Expense - Rouse	163,739	4,083	658,972	35,000
4832 Promo Expense - Prospect Dev	109,005	31,064	48,861	62,314
4833 Promo Expense - Misc	17,177	268,536	584,666	581,933
4900 Misc Exp - Other	1,365	1	2,000	2,000
5100 Supplies - Office	1,576	251	2,212	2,212
5220 Uniform - Allowance	880	514	1,500	1,500
5400 Membership Dues/Subscriptions	23,765	21,645	25,298	27,048
5500 Employee Training	749	2,210	6,575	6,575
6424 Equip Adds (Cap) - Office	-	-	-	60,000
8200 Grants - Outside Organizations	(299)	4,000	31,107	10,000
TOTAL	\$ 1,172,010	\$ 1,212,867	\$ 2,405,668	\$ 2,130,195

# **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
  - o 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	10/01/23	Selected artists approved by the Arts
the program		Advisory Panel and Cultural
		Development Board
Selection of at least two (2) art installations for the	11/01/24	Executed PSA with selected artists
CBD		
Installation of the art pieces in the CBD	12/01/24	Art installed
Release of a satisfaction survey to residents	02/01/24	Residents' responses
Review the survey results	12/01/23	Analysis of results

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

- Time (of the project team members and others as appropriate):
  - o 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

itors to the CBD (Gown) using the mea own/commercial a Resident	asurement of area"	90 <sup>th</sup> percentile	10/01/23 10/01/24 10/01/25
own/commercial a	rea"	•	
·	_	•	10/01/25
Resident	/Visitor Satio	<b>^</b>	
	, visitoi sati	sfaction GOOD	
•••••	••••	••••••	
FY23 (A)	FY24 (A)	FY25 (P)	
% Satisfied/V	ery Satisfied	Percentile Target	
	. ,		FY23 (A) FY24 (A) FY25 (P)  % Satisfied/Very Satisfied Percentile Target

# 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	Increase recognition of the City's AIPP Program	Cost of implementing the
& Cultural Arts	Providing opportunities for local artists	program
Department	Participating in the development of art in the County	
Business	Involved with high-level art installations	Cost of participating in the
Improvement District	Participating in the development of market survey	programs
Coral Gables	Involved with high-level art installations	Cost of participating in the
Chamber for	Participating in the development of market survey	programs
Commerce		
Merchant	Improve the area's aesthetics	Potential customers would
	Increase foot traffic attracted by the art installations	be attracted to the art
	Market survey provide valuable information regarding	installations
	customer preference	
Residents	Gathering place	Traffic congestion
	Community pride	
Visitors	Tourist attraction location	None



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

Money:

o Costs: \$75,000

o Benefits: \$500,000(est.)

o Time to see return on investment

## Other benefits:

- o Increase property values in the surrounding areas of the installation
- o Increase the parking garage and lots revenues in the vicinity of the art installations
- o 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

# CORAZ

# 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	05/30/24	Development of economic strategic
Board members to refine the recommendations		strategies
provided by the Economic Study consultant		
Hold public meetings to present the data	06/30/24	Attendance roster
generated by the economic study		
Adoption of the Economic Study	07/31/24	City Commission approval
Implement the Economic Study's strategic policies	11/30/24	Adopted Economic Study
Prepare the economic development sub-element	01/30/25	Transmittal to State of Florida
of the comprehensive plan with Planning and		Department of Economic Opportunities,
Zoning Department		State Land Planning Agency
Continue to enhance the capabilities of the GIS	On-going	Information provided to the residents,
Program		business community and interested
		stakeholders
Prepare quarterly economic development reports	On-going	Distribution to the business community
Implementation of the Corporate Strategic Plan	On-going	Community-wide distribution
Enhance the integration of smart cities technology	On-going	Information available to the community,
to support the department's economic initiatives		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.
  - o Program / Subject Matter Experts Belkys Perez (in-house staff hours already included above)

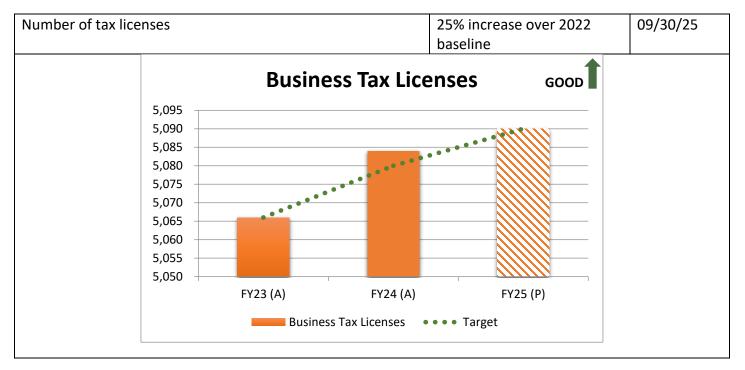


Finances (detailed listing of expected costs):

\$ Amount	Purpose
	Implementation of the economic study strategic policies; preparation and adoption of the economic development sub-element; and community outreach program. Lump-
\$50,000	sum request.
	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
\$45,000	three (3) years.
\$95,000	Total

- Technology:
  - o None
- Knowledge/Training:
  - o All staff 200 hours
- Other (space and equipment, etc.)
  - o Commitment to expand the services, if necessary, of the economic development professional consulting services/community outreach activities
  - o Staff alignment Economic Development staff to help support the proposed activities
  - o 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				
ıre	Target	Date		
Commercial Occupancy Rate in Downtown Coral Gables 75%				
		09/30/24		
		09/30/25		
23 (A) FY24 (A)  Commerical Occupancy Rate	rcy Rate GOOD T			
	Downtown Occupal  23 (A) FY24 (A)	Downtown Occupancy Rate GOOD  Target  Towntown Occupancy Rate  GOOD  FY24 (A)  FY25 (P)		



# 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	None
	Availability of real-time market data	
Coral Gables Chamber of	Data available for strategic planning	None
Commerce and BID and other	Economic information to support programmatic	
economic development	activities and business strategic planning	
partners		
Community and interested	Availability of real-time market data	None
stakeholders		



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

# Money:

Costs: \$95,000Benefits: \$300,000

o Return on investment: 3-5 year after implementation of the program

## Other benefits:

- o Expand the technological capabilities of existing small businesses
- o Generate new opportunities for existing businesses
- o Increase the number jobs generated by the city
- o 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	03/31/23	Budget allocation
program		
Manager and City Commission authorization to proceed with	10/31/23	City Manager and elected
the selection of the Downtown Storefront and Signage		officials' approval
Guidelines consultant		
Development of the Downtown Storefront and Signage	12/31/23	RFP approved by City
Guidelines Request for Proposal (RFP)		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):
  - o Informatics Person Belkys Perez
  - Program / Subject Matter Experts Francesca Valdes



• Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$150,000	Consulting Fee

- Knowledge/Training:
  - o Procurement Input (RFP) 8 hours
  - o 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 &	Better shopping/dining experience	May lose some legacy retailers
Visitor		and mom and pop shops as rents
		increase
BID	Enhanced revenue	None
Chamber of Commerce	Enhanced membership opportunities;	None
	Supports existing businesses	
City of Coral Gables	Increased rent and property value	Funds allocated to this effort will
	For City Assets	not be available for other
	Increased tax revenue	projects
	Supports and enhances the City's brand	

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

Money:

o Costs: \$150,000

o Benefits: \$250,000 (est.)

o Return on investment: 3-5 year after implementation of the program

Other benefits:

o Increase property value

o Increase tax revenues

o Improve the downtown aesthetics

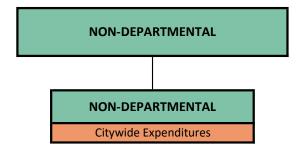




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# **NON-DEPARTMENTAL**

# **ORGANIZATION CHART**

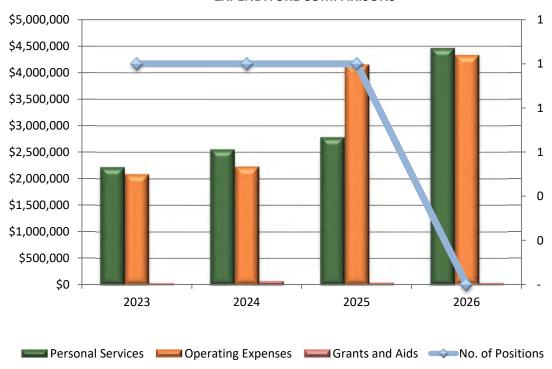




# NON-DEPARTMENTAL EXPENSE BUDGET AND POSITION SUMMARY

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
Salaries & Benefits	2,223,724	2,558,239	2,788,571	4,468,833
Operating Expenses	2,092,545	2,234,311	4,155,862	4,336,167
Grants and Aids	35,750	74,050	45,750	38,250
Total	4,352,019	4,866,600	6,990,183	8,843,250
Full Time Headcount	1.00	1.00	1.00	
Total Headcount & FTE's	1.00	1.00	1.00	

# **EXPENDITURE COMPARISONS**



001 GENERAL FUND

# NON-DEPARTMENTAL EXPENSE

# 7000 NON-DEPARTMENTAL

519 OTHER GENERAL GOVERNMENT



EXPENDITURE DETAIL													
	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE									
1000 Salaries	\$ 88,284	\$ -	\$ -	\$ 1,625,000									
2000 Employee Benefits - See Other Cost Dist.	1,957,021	2,369,583	2,593,833	2,843,833									
3106 Prof Serv - Events	-	-	100,000	-									
3113 Prof Serv - Legal	387,714	343,795	350,000	350,000									
3118 Prof Serv - Misc/Other	447,015	430,911	860,519	600,000									
3200 Accounting & Auditing Srvc	117,316	196,979	173,100	202,200									
4200 Postage	92,155	89,116	200,000	200,000									
4402 Rental - Land & Buildings	-	-	9,000	759,000									
4830 Promo Expense - Advertising	-	-	5,000	5,000									
4900 Misc Exp - Other	125,987	29,478	132,705	162,500									
4906 Misc Exp - Bank Charges	34,194	47,716	25,000	-									
4911 Misc Exp - Credit Card Charges	975,204	1,189,117	300,000	300,000									
4912 Misc Exp - Taxes & Fees	-	26,049	15,566	-									
4915 Misc Exp - Judgements/Damages	25,795	7,320	-	-									
5100 Supplies - Office	8,331	6,611	20,000	20,000									
8200 Grants - Outside Organizations	2,500	7,500	12,500	5,000									
8203 Grants - Junior Orange Bowl	33,250	33,250	33,250	33,250									
8300 Other Grants & Aids	-	33,300	-	-									
9000 Interdept'l Alloc - Bldg Div	(121,806)	(134,808)	(112,290)	<b>1.</b> (262,533)									
9900 Contingency - Operating			2,067,297	2,000,000									
TOTAL	\$ 4,172,960	\$ 4,675,917	\$ 6,785,480	\$ 8,843,250									

<sup>1.</sup> Administrative departments cost distributed to Development Services Building Division.

# 620 GENERAL RETIREMENT SYSTEM FUND

# NON-DEPARTMENTAL EXPENSE

# 7010 RETIREMENT PLAN ADMINISTRATION DIVISION

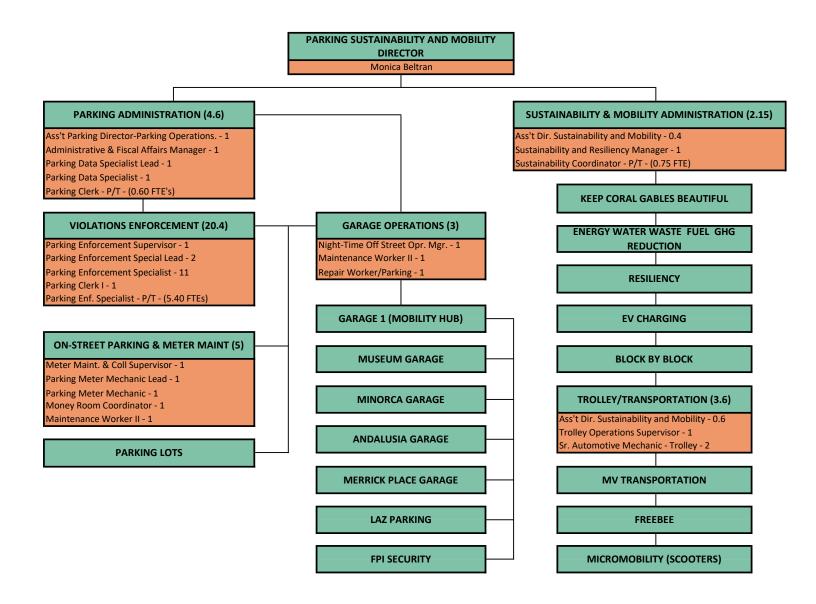
**518 PENSION BENEFITS** 



PERSONNEL SCHEDULE												
		NUMBER OF AUTHORIZED POSITIONS										
CLASS.	CLASSIFICATION	2022-2023		20	023-2024 2024-202		2024-2025	2025-2026		;		
NO.	<u>TITLE</u>	<u>A</u>	CTUAL	<u> </u>	ACTUAL		BUDGET	<b>BUDGET ESTIMATE</b>		<b>SALARIES</b>		
	FULL TIME POSITIONS	HEA	ADCOUNT	HE/	ADCOUNT	1	HEADCOUNT	<b>HEADCOUNT</b>				
8	Finance Administrative Specialist		1.00		1.00		1.00	0.00	\$	-		
	TOTAL		1.00		1.00		1.00	0.00	\$	-		
EXPENDITURE DETAIL												
		20	2022-2023 2023-2024		2024-2025				2025-2026			
		ACTUAL			ACTUAL		BUDGET		Вι	JDGET ESTIMATE		
1000	Salaries	\$	110,866	\$	119,113	\$	124,702		\$	-		
2000	Employee Benefits - See Other Cost Dist.		67,553		69,543		70,036			-		
4401	Rental - Copiers		405		2,000		2,500			-		
4500	General Liability Insurance		-		-		5,865			-		
4700	Special Printed Forms		-		-		600			-		
5100	Supplies - Office		235		27	_	1,000					
	TOTAL	\$	179,059	\$	190,683	\$	204,703		\$	<u> </u>		

#### **PARKING & MOBILITY SERVICES**

#### **ORGANIZATION CHART**

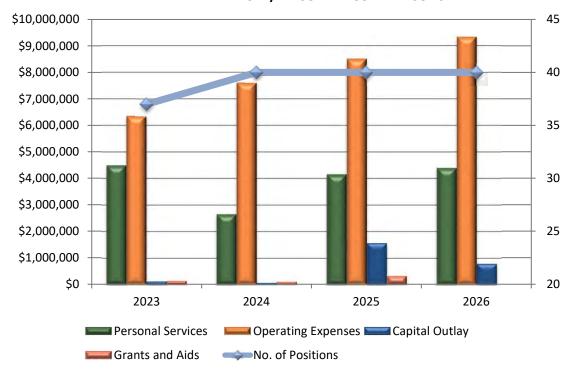




## PARKING DEPARTMENT BUDGET AND POSITION SUMMARY

	2022-2023	2023-2024	2024-2025	2025-2026
	ACTUAL	ACTUAL	BUDGET	BUDGET ESTIMATE
Salaries & Benefits	4,489,092	2,648,049	4,148,786	4,387,093
Operating Expenses	6,345,687	7,600,880	8,500,901	9,325,683
Capital Outlay	130,960	72,718	1,568,559	788,560
<b>Grants and Aids</b>	137,598	108,479	328,729	
Total	11,103,337	10,430,126	14,546,975	14,501,336
Full Time Headcount	29.50	31.40	33.40	33.40
Part Time FTE's	7.50	8.25	6.75	6.75
Total Headcount & FTE's	37.00	39.65	40.15	40.15

## **EXPENDITURE/PERSONNEL COMPARISONS**



## Parking, Sustainability, and Mobility Services

## Department Function:

The Parking, Sustainability, and Mobility Services Department (PSM) 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 offstreet 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, PSM 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. PSM 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 water quality initiatives and sea level impacts. The Sustainability Program also includes overseeing the City's Block by Block contractor and 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 rates
  - Maintain a rate structure that encourages use of parking garages
  - Provide a validation program available for downtown merchants
  - Maintain clean, well-lighted, 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-lighted, 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
  - 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 circulating.
  - 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
  - Build out map/policy for new proposed infrastructure

### PARKING, SUSTAINABILITY AND MOBILITY SERVICES

### **FISCAL YEAR 2025 MAJOR ACCOMPLISHMENTS**

- The new Minorca Garage became fully operational. We received the Certificate of Occupancy in May 2025 for the 452-space Minorca Garage.
- Trolley ridership is expected to surpass 1 million passenger again this fiscal year similar to fiscal year 2024. The Grand Ave Trolley route continues to increase ridership and is projected to surpass 36,000 passengers this year. Saturday ridership also increased with an overall average exceeding 2,000 passengers each day.
- In the process of reviewing a parking and revenue control system that includes a closed-circuit camera system, that monitors all entrances and exits in the new Minorca Garage.
- Freebee ridership is expected to surpass 75,000 passengers this fiscal year. Freebee hours were extended on Friday and Saturday until 12:00AM to meet ridership demand. In addition, the service area was expanded in Nov 2024 to include Venetian pool and to run further north to SW 10<sup>th</sup> St. /SANTILLANE.
- ✓ Upgraded striping in City surface lots and garages
- Expanded Centralized Valet within the CBD to provide service to several new restaurants that opened during FY 2025.
- Expect to acquire up to 45 pay stations to replace more single space meters and older models within the existing inventory of 240+ pay stations.
- Removed two hundred (200) single space meters, providing for a more open and uncluttered sidewalk and improved pedestrian experience. The department also partnered with PayByPhone through their "Meters for Trees" program, receiving a monetary contribution to the City's tree fund and planting over 300 trees in Florida.
- ✓ Initiated the Resident Parking Discount Pilot program granting registered residents a 25% discount on transient parking transactions.

## FISCAL YEAR 2025 MAJOR ACCOMPLISHMENTS – (Continued)

- Completed lot improvements at Parking Lots 8, and 17. We will start the design for lots 3, 18, 12 and 16. Lot improvements included new lighting, landscaping, pavement, EV charging ports and ADA parking spaces.
- Completed Garage 6 generator relocation and conversion of old generator room into commercial trash room for new Tenant.
- ✓ Completed fuel station slab replacement.
- Completed 57 events with approximately 5,117 participants and volunteers as part of the Keep Coral Gables Beautiful Program. Through these events we picked up over 54,300 pounds of litter and recycled over 35,000 pounds of batteries and electronic waste. With our alternative recycling programs, over 50,086 pounds of plastic film, cigarette waste, and Christmas trees have been successfully recycled throughout FY25. Over 2,400 pounds of clothing have been donated to Camillus House and Suited for Success, instead of contributing to growing landfills. Installed 26 new level 2 charging ports in the new Minorca garage, the city now has 58 public charging stations. In FY24 the city had over 9,926 sessions, diverting 152,713 kg of greenhouse gas emissions in the first 8 months.
- In FY25, the Keep Coral Gables Beautiful (KCGB) program received two prestigious awards in recognition of its environmental innovation and community impact. KCGB was honored with the Keep America Beautiful National Innovation Merit Award for its alternative recycling initiatives, the NexTrex Plastic Film & Bag Recycling Program and the Battery Recycling Program, which provide residents with sustainable solutions for hard-to-recycle materials. This award was presented at the 2025 Keep America Beautiful National Conference in Washington, D.C. Additionally, KCGB received the Keep Florida Beautiful Clean Communities Award during the Keep Florida Beautiful Annual Conference for its efforts to maintain and beautify the downtown area. This recognition highlights the success of KCGB's quarterly Downtown Community Cleanup events, hosted in partnership with the Coral Gables Chamber of Commerce, which mobilize volunteers to keep the city's downtown beautiful and litter-free.
- Prevention Recycling program, funded by a grant from Keep America Beautiful, to reduce cigarette waste in public spaces and prevent it from entering local waterways. Through a partnership with TerraCycle, this alternative recycling initiative allows for the collection and recycling of cigarette butts rather than sending them to landfill. As part of the program, ten customized receptacles were installed throughout the downtown area, with two additional units placed at Ruth Bryan Owens Waterway Park. Since implementation, nearly 11 pounds of cigarette litter, equating to hundreds of individual cigarette butts, have been collected and recycled. Block by Block, the maintenance contractor responsible for keeping Miracle Mile and Giralda clean, has enthusiastically supported the program by initiating a friendly competition among employees to see who can collect the most cigarette waste each day. Their active participation and regular drop-offs at the parking office have made them a key contributor to the program's early success.

# CITY OF CORAL GABLES, FLORIDA PERFORMANCE INDICATOR METRICS

## PARKING SUSTAINABILITY AND MOBILITY SERVICES

INDICATOR.		FY24		FY	25	FY26
INDICATOR:	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Percentage of meter revenue processed electronically	97.5%	98.6%		97.5%	99.1%	98.5%
Parking permit sales	24,000	22,339		24,000	14,401	24,000
Parking citations issued	85,000	65,369		85,000	58,349	85,000
Total Parking revenue	\$19.50M	\$23.40M		\$19.50M	\$11.91M	\$20M
Green House Gas Savings Through EV Charging	150,000kg	151,798kg		150,000kg	153,378kg	150,000kg
EV Charging Session	20,000	18,738		20,000	9,926	20,000
Keep Coral Gables Beautiful Events	40	71		40	57	45
Increase Trolley ridership	1.1M	1.04M		1.1M	.59M	1.1M
Extension of current trolley route to service south end of Coral Gables (MacFarlane/Homestead area)	26,000	37,900		35,000	20,570	36,000
Freebee Passenger Trips	55,000	74,721		60,000	45,277	65,000
Reduction of current Trolley headways	10 Min	10 Min		10 Min	10 Min	10 Min

## <u>Legend</u>



Target met or exceeded



Target nearly met

Target not met



# 460 PARKING SYSTEM FUND PARKING DEPARTMENT 8000 ADMINISTRATION DIVISION





	PERSO	NNEL SCHEDI	JLE				
			NUM	BER OF AUTHO	DRIZED POSITIONS		
CLASSIFICATION		2022-2023	2023-2024	2024-2025	2025	-2026	6
<u>TITLE</u>		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET ESTIMATE</b>		<b>SALARIES</b>
<b>FULL TIME POSITIONS</b>		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>		
Parking & Mobility Services Director		1.00	1.00	1.00	1.00	\$	209,057
Assistant Director for Operations		0.50	1.00	1.00	1.00		168,970
Administrative & Fiscal Affairs Manager		-	1.00	1.00	1.00		86,158
Parking Administration Supervisor		1.00	-	-	-		-
Parking Data Specialist Lead		-	1.00	1.00	1.00		57,058
Parking Data Specialist		2.00	1.00	1.00	1.00		46,437
TOTAL FULL TIME HEADCOUNT		4.50	5.00	5.00	5.00		567,680
PART TIME POSITONS							
TITLE	HC	FTE's	FTE's	FTE's	FTE's		
P/T Parking Clerk	1.00	0.60	0.60	0.60	0.60		28,796
TOTAL PART TIME FTE's	1.00	0.60	0.60	0.60	0.60		28,796
TOTAL		5.10	5.60	5.60	5.60	\$	596,476
	TITLE FULL TIME POSITIONS  Parking & Mobility Services Director Assistant Director for Operations Administrative & Fiscal Affairs Manager Parking Administration Supervisor Parking Data Specialist Lead Parking Data Specialist TOTAL FULL TIME HEADCOUNT PART TIME POSITONS TITLE P/T Parking Clerk  TOTAL PART TIME FTE's	CLASSIFICATION  TITLE  FULL TIME POSITIONS  Parking & Mobility Services Director Assistant Director for Operations Administrative & Fiscal Affairs Manager Parking Administration Supervisor Parking Data Specialist Lead Parking Data Specialist  TOTAL FULL TIME HEADCOUNT  PART TIME POSITONS  TITLE P/T Parking Clerk  1.00  TOTAL PART TIME FTE'S  1.00	CLASSIFICATION  TITLE  FULL TIME POSITIONS  Parking & Mobility Services Director Assistant Director for Operations Administrative & Fiscal Affairs Manager Parking Administration Supervisor Parking Data Specialist Lead Parking Data Specialist TOTAL FULL TIME HEADCOUNT  PART TIME POSITONS  TITLE P/T Parking Clerk  TOTAL PART TIME FTE'S  1.00  0.60	CLASSIFICATION         2022-2023         2023-2024           TITLE         ACTUAL         ACTUAL           FULL TIME POSITIONS         HEADCOUNT         HEADCOUNT           Parking & Mobility Services Director         1.00         1.00           Assistant Director for Operations         0.50         1.00           Administrative & Fiscal Affairs Manager         -         1.00           Parking Administration Supervisor         1.00         -           Parking Data Specialist Lead         -         1.00           Parking Data Specialist         2.00         1.00           TOTAL FULL TIME HEADCOUNT         4.50         5.00           PART TIME POSITONS         FTE's         FTE's           P/T Parking Clerk         1.00         0.60         0.60           TOTAL PART TIME FTE's         1.00         0.60         0.60	NUMBER OF AUTHOR           CLASSIFICATION         2022-2023         2023-2024         2024-2025           TITLE         ACTUAL         ACTUAL         BUDGET           FULL TIME POSITIONS         HEADCOUNT         HEADCOUNT         HEADCOUNT           Parking & Mobility Services Director         1.00         1.00         1.00           Assistant Director for Operations         0.50         1.00         1.00           Administrative & Fiscal Affairs Manager         -         1.00         1.00           Parking Administration Supervisor         1.00         -         -           Parking Data Specialist Lead         -         1.00         1.00           Parking Data Specialist         2.00         1.00         1.00           TOTAL FULL TIME HEADCOUNT         4.50         5.00         5.00           PART TIME POSITONS           TITLE         HC         FTE's         FTE's         FTE's           P/T Parking Clerk         1.00         0.60         0.60         0.60           TOTAL PART TIME FTE's         1.00         0.60         0.60         0.60	CLASSIFICATION   2022-2023   2023-2024   2024-2025   2025     TITLE	CLASSIFICATION   2022-2023   2023-2024   2024-2025   2025-2026

IOTAL		3.10		3.00		3.00	3.00	٠	330,470
	E	XPENDITU	RE I	DETAIL					
		022-2023		023-2024		2024-2025			2025-2026
		ACTUAL		ACTUAL	_	BUDGET		BUL	OGET ESTIMATE
1000 Salaries	\$	393,035	\$	384,983	\$	551,775		\$	596,476
2000 Employee Benefits - See Other Cost Dist.		969,312		(542,054)		279,879			225,509
3118 Prof Serv - Misc/Other		-		23,914		35,028			25,000
3150 Interdept'l Alloc - Admin		565,000		565,000		565,000			565,000
4010 Automobile Allowance		10,395		10,504		10,395			10,395
4401 Rental - Copiers		897		-		4,215			4,215
4402 Rental - Land & Buildings		75,080		-		-			-
4500 General Liability Insurance		22,335		26,235		26,041			31,469
4610 Repair/Maint - Office Equip		-		-		3,500			5,600
4633 Service Alloc - Gen Services		23,111		23,896		25,936			27,634
4700 Special Printed Forms		998		-		-			-
4701 Printing & Binding		4,146		4,625		7,000			7,000
4900 Misc Exp - Other		17,359		58,018		57,065			53,111
4906 Misc Exp - Bank Charges		857		7,153		-			-
4911 Misc Exp - Credit Card Charges		860,069		974,263		1,000,000			1,000,000

### **EXPENDITURE DETAIL**

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
5100 Supplies - Office	-	2,951	7,000	7,000
5222 Uniform - Purchase/Rental	-	-	500	500
5231 Equipment (Oper) - Minor/Tools	95	-	2,000	2,000
5400 Membership Dues/Subscriptions	1,130	715	700	1,535
5401 Software Subscriptions & Maint	-	-	80,000	-
5500 Employee Training	695	-	4,000	7,500
6420 Equip Adds (Cap) - Vehicles	-	-	1,240,000	-
9010 Intradept'l Alloc - Adm to Div	(1,659,648)	(2,402,362)	(3,805,052)	<b>2.</b> (2,569,944)
9011 Intradept'l Alloc - Svc to Div	(434,581)			
TOTAL	\$ 850,285	\$ (862,159)	\$ 94,982	\$ -

2. See cost distribution below.

Administraton Division Distribution to Parking System

	7.4												
Dept Code/Account	Meters	2020-2021	2021-2022	2022-2023	2023-2024								
8101-31-60	282	\$ 111,188	\$ 58,160	\$ 147,270	97,044								
8102-31-60	589	232,233	121,476	307,595	202,691								
8103-31-60	193	76,097	39,804	100,791	66,417								
8104-31-60	344	135,634	70,947	179,648	118,380								
8105-31-60	450	177,430	92,808	235,006	154,857								
8200-31-60	3,873	1,527,062	798,769	2,022,607	1,332,806								
8300-31-60	1,737	684,872	358,240	907,118	597,749								
	7,468	\$ 2,944,516	\$ 1,540,204	\$ 3,900,035	\$ 2,569,944								

### **460 PARKING SYSTEM FUND**

### **PARKING DEPARTMENT**

## **8001 VIOLATION ENFORCEMENT DIVISION**

**521 LAW ENFORCEMENT** 

5500 Employee Training

TOTAL

6425 Equip Adds (Cap) - Misc



	PERSONNEL SCHEDULE											
				NUN	IBER OF AUTHO	PRIZED POSITIONS						
CLASS.	CLASSIFICATION		2022-2023	2023-2024	2024-2025	2025	5-2026	5				
<u>NO.</u>	<u>TITLE</u>		<u>ACTUAL</u>	<u>ACTUAL</u>	<b>BUDGET</b>	<b>BUDGET ESTIMATE</b>		<b>SALARIES</b>				
	FULL TIME POSITIONS		<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>						
290	Parking Enforcement Supervisor		1.00	1.00	1.00	1.00	Ş	100,409				
	Parking Enforcement Specialist		10.00	10.00	11.00	11.00		589,736				
289			1.00	1.00	2.00	2.00		163,335				
	Parking Clerk I		0.00	1.00	1.00	1.00		46,559				
	Overtime		-	-	-	-		59,687				
	Holiday Pay			-	-	-		5,200				
	TOTAL FULL TIME HEADCOUNT		12.00	13.00	15.00	15.00		964,926				
	PART TIME POSITONS											
	TITLE	HC	FTE's	FTE's	FTE's	FTE's						
237	P/T Parking Enforcement Specialist-25M	8.00	6.90	6.90	5.40	5.40		259,908				
	TOTAL PART TIME FTE's	8.00	6.90	6.90	5.40	5.40		259,908				
	TOTAL		18.90	19.90	20.40	20.40	\$	1,224,834				
			EXPENDITU	IRE DETAIL								
			2022-2023	2023-2024	2024-2025			2025-2026				
			ACTUAL	ACTUAL	BUDGET		BU	JDGET ESTIMATE				
1000	Salaries		\$ 884,221	\$ 869,895	\$ 1,155,999		\$	1,224,834				
1000	Salaries		ŷ 001,221	Ţ 005,055	Ψ 1,133,333		7	1,22 1,03 1				
2000	Employee Benefits - See Other Cost Dist.		513,224	531,443	571,036			620,333				
4500	General Liability Insurance		52,070	52,212	51,212			64,621				
4630	Service Alloc - Flt Mgmt - Opr		17,029	35,106	27,757			38,570				
4631	Service Alloc - Flt Mgmt - Rpl		31,759	30,897	30,729			34,193				
4632	Service Alloc - Flt - Fuel		_	748	515			459				
.002				, .0	313			.55				
4700	Special Printed Forms		-	-	-			20,000				
5100	Supplies - Office		1,728	1,004	1,600			1,600				
5220	Uniform - Allowance		2,859	5,874	8,500			8,500				

2,000

<u>55,900</u> <u>56,178</u> <u>111,120</u>

\$ 1,558,790 \$ 1,583,357 \$ 1,960,468

2,000

66,780

2,081,890

## 460 PARKING SYSTEM FUND

## PARKING DEPARTMENT

## **8002 MOBILITY & SUSTAINABILITY**

545 PHYSICAL ENVIRONMENT

TOTAL



		PERS	ONNEL SCHE	DUI	LE					
					NUM	BER	OF AUTHO	RIZED POSITION	S	
CLASS.	CLASSIFICATION		2022-2023	:	2023-2024	2	2024-2025	2	025-202	6
NO.	<u>TITLE</u>		<u>ACTUAL</u>		<u>ACTUAL</u>		BUDGET	BUDGET ESTIMA	<u>TE</u>	<b>SALARIES</b>
	FULL TIME POSITIONS		<b>HEADCOUNT</b>	H	<u>EADCOUNT</u>	HE	EADCOUNT	<b>HEADCOUNT</b>		
	Assistant Director for Mobility & Sustainab	ility	0.00		0.40		0.40	0.40	\$	58,394
400	Sustainability & Resilience Supervisor		0.00		1.00		1.00	1.00		69,573
	TOTAL FULL TIME HEADCOUNT		0.00		1.40		1.40	1.40		127,967
	PART TIME POSITONS									
	TITLE	HC	FTE's		FTE's		FTE's	FTE's		
395	P/T Sustainability Coordinator	1.00	-		0.75		0.75	0.75		38,887
	TOTAL PART TIME FTE's	1.00	0.00		0.75		0.75	0.75		38,887
	TOTAL		0.00		2.15		2.15	2.15	\$	166,854
			EXPENDIT	ΓUR	E DETAIL					
			2022-2023	22-2023 2023-2024 2		2024-2025				2025-2026
			ACTUAL		ACTUAL		BUDGET		ВІ	UDGET ESTIMATE
1000	Salaries		\$ 81,016	\$	139,297	\$	153,897		\$	166,854
2000	Employee Benefits - See Other Cost Dist.		11,400		62,364		92,193			78,002
3118	Prof Serv - Misc/Other		-		8,974		-			-
4010	Automobile Allowance		633		3,541		3,898			3,898
4303	Solid Waste/Wastewater Disp'l		37,996		31,639		119,257			70,000
4500	General Liability Insurance		-		7,186		7,190			8,803
4631	Service Alloc - Flt Mgmt - Rpl		-		-		-			928
4900	Misc Exp - Other		2,629		3,607		44,264			1,500
5100	Supplies - Office		-		6		500			-
5400	Membership Dues/Subscriptions		-		1,500		24,722			24,722
	Employee Training		650		586		2,087			6,000
8001	Grants - State				15,265	_	18,848			

134,324 \$ 273,965 \$

466,856

360,707

460 PARKING SYSTEM FUND

## PARKING DEPARTMENT 8100 GARAGE OPERATIONS

**545 PARKING FACILITIES** 



### PERSONNEL SCHEDULE

		NUMBER OF AUTHORIZED POSITIONS								
CLASS.	CLASSIFICATION	2022-2023	2023-2024	2024-2025	2025-2026					
NO.	<u>TITLE</u>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET ESTIMATE</b>		<b>SALARIES</b>			
	<b>FULL TIME POSITIONS</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>					
168	Night-Time Off-Street Operator Supervisor	1.00	1.00	1.00	1.00	\$	70,808			
160	Maintenance Worker II	1.00	1.00	1.00	1.00		39,046			
342	Repair Worker/Parking	1.00	1.00	1.00	1.00		52,529			
	TOTAL	3.00	3.00	3.00	3.00	\$	162,383			

EXPENDITURE DETAIL									
	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE					
1000 Salaries	\$ 152,462	\$ 76,022	\$ 154,631	\$ 162,383					
2000 Employee Benefits - See Other Cost Dist.	113,507	87,392	147,785	175,439					
4500 General Liability Insurance	10,878	8,110	7,236	8,567					
4600 Repair/Maint - Buildings	-	-	115,000	235,156					
9010 Intradept'l Alloc - Adm to Div	(53,096)	-	-	-					
9011 Intradept'l Alloc - Svc to Div	(200,248)	(245,983)	(424,652)	2. (581,545)					
TOTAL 2. See cost distribution below.	\$ 23,503	\$ (74,459)	\$ -	<u>\$</u>					

Garage	Operatio	ns Distri	bution to	o Garages
--------	----------	-----------	-----------	-----------

Dept Code	Meters	20	20-2021	20	21-2022	20	22-2023	2023-	2024
8101-46-40	282	\$	42,019	\$	26,033	\$	64,452	\$	88,265
8102-46-40	589	\$	87,763	\$	54,374	\$	134,617		184,354
8103-46-40	193	\$	28,758	\$	17,817	\$	44,111		60,408
8104-46-40	344	\$	51,257	\$	31,757	\$	78,622		107,670
8105-46-40	450	\$	67,051	\$	41,542	\$	102,849		140,848
	1,858	Ş	276,848	Ş	171,523	Ş	424,651		581,545

# 460 PARKING SYSTEM FUND PARKING DEPARTMENT 8101 GARAGE 1/MOBILITY HUB



	EXPENDITUR			
	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
3118 Prof Serv - Misc/Other	\$ 211,733	\$ 199,283	\$ 217,431	\$ 226,253
3160 Intradept'l Alloc - Admin	79,080	90,716	143,683	97,044
4611 Repair/Maint - Oper Equip	14,184	15,000	14,227	17,523
4633 Service Alloc - Gen Services	120,711	124,812	135,463	144,336
4640 Service Alloc - Intradept'l	38,452	37,334	64,452	88,265
4700 Special Printed Forms	110	500	250	250
5100 Supplies - Office	-	-	-	-
5204 Supplies - Janitorial	1,200	506	2,500	2,740
5209 Supplies - Building Materials	694	295	1,200	1,500
6425 Equip Adds (Cap) - Misc	<del>_</del>	9,122	59	<del>_</del>
TOTAL	\$ 466,164	\$ 477,568	\$ 579,265	\$ 577,911

# 460 PARKING SYSTEM FUND PARKING DEPARTMENT 8102 MUSEUM GARAGE (GARAGE 2)

FLORIDA

	2022-2023	2023-2024	2024-2025	2025-2026
	ACTUAL	ACTUAL	BUDGET	BUDGET ESTIMATE
3118 Prof Serv - Misc/Other	\$ 203,218	\$ 189,462	\$ 216,934	\$ 225,731
3160 Intradept'l Alloc - Admin	165,172	189,474	300,105	202,691
4600 Repair/Maint - Buildings	8	50,596	22,300	12,000
4611 Repair/Maint - Oper Equip	25,200	25,200	26,612	32,288
4633 Service Alloc - Gen Services	200,916	207,743	225,470	240,238
4640 Service Alloc - Intradept'l	80,312	77,978	134,618	184,354
4700 Special Printed Forms	750	1,800	250	250
5100 Supplies - Office	-	632	750	350
5204 Supplies - Janitorial	1,371	590	2,500	2,740
5208 Supplies - Household & Instit	-	-	-	-
5209 Supplies - Building Materials	183	155	650	1,500
5220 Uniform - Allowance	-	391	400	400
5221 Uniform - Protective (PPE)	-	-	-	-
5231 Equipment (Oper) - Minor/Tools	-	196	1,000	1,500
6425 Equip Adds (Cap) - Misc		=	22,500	12,500
TOTAL	\$ 677,130	\$ 744,217	\$ 954,089	\$ 916,542

# 460 PARKING SYSTEM FUND PARKING DEPARTMENT 8103 MINORCA GARAGE (GARAGE 3)



	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
3118 Prof Serv - Misc/Other	-	173,951	194,765	202,454
3160 Intradept'l Alloc - Admin	54,123	62,085	98,336	66,417
4600 Repair/Maint - Buildings	-	-	12,000	12,000
4611 Repair/Maint - Oper Equip	-	-	24,000	24,000
4633 Service Alloc - Gen Services	35,159	36,354	39,456	42,040
4640 Service Alloc - Intradept'l	26,316	25,552	44,111	60,408
5100 Supplies - Office	-	-	750	350
5204 Supplies - Janitorial	-	-	2,500	2,740
5209 Supplies - Building Materials	-	-	750	1,500
5231 Equipment (Oper) - Minor/Tools	-	-	500	1,000
6425 Equip Adds (Cap) - Misc			12,500	12,500
TOTAL	\$ 115,598	\$ 297,942	\$ 429,668	\$ 425,409

## 460 PARKING SYSTEM FUND

## PARKING DEPARTMENT

## **8104 ANDALUSIA GARAGE (GARAGE 4)**



	EXPENDITURE DETAIL						
	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE			
3118 Prof Serv - Misc/Other	\$ 183,726	\$ 165,423	\$ 188,591	\$ 195,971			
3160 Intradept'l Alloc - Admin	96,467	110,660	175,273	118,380			
4611 Repair/Maint - Oper Equip	61,897	14,000	16,184	19,590			
4633 Service Alloc - Gen Services	129,064	133,449	144,836	154,323			
4640 Service Alloc - Intradept'l	-	45,543	78,622	107,670			
4700 Special Printed Forms	-	2,000	500	500			
5100 Supplies - Office	-	632	750	350			
5204 Supplies - Janitorial	300	253	2,500	2,740			
5208 Supplies - Household & Instit	400	337	1,000	-			
5209 Supplies - Building Materials	199	169	1,000	1,500			
5220 Uniform - Allowance	-	-	-	-			
5231 Equipment (Oper) - Minor/Tools	250	587	1,000	1,000			
6425 Equip Adds (Cap) - Misc	<u>-</u> _		22,500	12,500			
TOTAL	\$ 471,441	\$ 473,053	\$ 632,756	\$ 614,524			

## 460 PARKING SYSTEM FUND

## PARKING DEPARTMENT

## **8105 MERRICK PLACE GARAGE (GARAGE 5)**



	EXPENDITUR	E DETAIL		
	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
	ACTOAL	ACTUAL	BODGET	BODGET ESTIMATE
3118 Prof Serv - Misc/Other	\$ 189,510	\$ 165,919	\$ 202,566	\$ 210,645
3160 Intradept'l Alloc - Admin	126,192	144,760	229,281	154,857
4300 Electric Service	46,997	47,379	60,000	60,000
4302 Water & Sewer Service	(15,038)	(12,813)	5,000	5,000
4600 Repair/Maint - Buildings	16,120	2,000	21,700	12,000
4611 Repair/Maint - Oper Equip	25,200	25,200	26,612	29,112
4640 Service Alloc - Intradept'l	61,359	59,576	102,849	140,848
4700 Special Printed Forms	-	1,800	500	500
5204 Supplies - Janitorial	888	506	2,500	2,740
5208 Supplies - Household & Instit	-	-	-	-
5209 Supplies - Building Materials	199	169	1,100	1,500
5231 Equipment (Oper) - Minor/Tools	-	-	-	1,000
6425 Equip Adds (Cap) - Misc		7,418	12,500	12,500
TOTAL	\$ 451,427	\$ 441,914	\$ 664,608	\$ 630,702

460 PARKING SYSTEM FUND

### **PARKING DEPARTMENT**

### 8200 ON-STREET PARKING & METER MAINT DIVISION

**545 PARKING FACILITIES** 



PERSONNEL SCHEDULE	
	NUMBER OF AUTHORIZED POSITIONS

CLASS.	CLASSIFICATION	2022-2023	2023-2024	2024-2025	2025-2026		5
NO.	<u>TITLE</u>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET ESTIMATE</b>		<b>SALARIES</b>
	FULL TIME POSITIONS	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>		
171	On Street Meter Maintenance & Collect Supervisor	1.00	1.00	1.00	1.00	\$	82,763
292	Parking Meter Mechanic Lead	1.00	1.00	1.00	1.00		56,994
291	Parking Meter Mechanic	2.00	1.00	1.00	1.00		50,175
165	Money Room Coordinator	1.00	1.00	1.00	1.00		79,260
160	Maintenance Worker II	1.00	1.00	1.00	1.00		61,760
	TOTAL	6.00	5.00	5.00	5.00	\$	330,952

	ITURE	

	2022-2023 ACTUAL		2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
1000 Salaries	\$ 236,5	72 \$ 323,405	\$ 299,548	\$ 330,952
2000 Employee Benefits - See Other Cost Dist.	205,9	86 236,205	303,569	309,151
3160 Intradept'l Alloc - Admin	1,086,0	93 1,245,895	1,973,348	1,332,806
3401 Custodial - Enh'd Street Clng	383,7	04 449,739	550,000	550,000
4100 Telecom Services	131,0	70 146,303	160,000	160,000
4500 General Liability Insurance	16,8	42 14,627	13,908	17,461
4611 Repair/Maint - Oper Equip	3	40 -	1,625	1,625
4630 Service Alloc - Flt Mgmt - Opr	41,5	03 8,626	17,738	18,774
4631 Service Alloc - Flt Mgmt - Rpl	9,9	71 20,013	9,646	8,157
4632 Service Alloc - Flt - Fuel		- 2,663	2,003	1,961
4900 Misc Exp - Other	8,5	31 44,865	116,028	100,000
5100 Supplies - Office			500	500
5204 Supplies - Janitorial	2	00 84	100	-
5209 Supplies - Building Materials	1	00 169	5,200	10,000
5220 Uniform - Allowance	9	05 2,934	3,000	3,000
5231 Equipment (Oper) - Minor/Tools	15,5	31 9,543	13,841	11,500
5242 Parts - Misc Equip	8,0	61 -	12,000	12,000
6405 Equip Repl (Cap) - Misc	10,4	63 -	56,774	56,774
9011 Intradept'l Alloc - Svc to Div	(771,6	78) (636,716	(1,042,170)	2. (877,398)
TOTAL  2. See cost distribution below.	\$ 1,384,1	94 \$ 1,868,355	\$ 2,496,658	\$ 2,047,263

2. See cost distribution below.

## Distribution to Meter & Permit Parking Lots Division

	Dept Code	%	201	9-2020	20	20-2021	20	21-2022	2022-	2023
8300-46-40		30%	\$	646,762	\$	751,521	\$	1,061,648	\$	877,398
	Total Distribution	30%	<b>Ş</b>	646,762	Ş	751,521	Ş	1,061,648	Ş	877,398

## 460 PARKING SYSTEM FUND PARKING DEPARTMENT

## 8300 PARKING LOTS DIVISION



	EXPENDITUR	E DETAIL		
	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
3160 Intradept'l Alloc - Admin	\$ 487,102	\$ 558,771	\$ 885,026	\$ 597,749
4402 Rental - Land & Buildings	222,843	243,101	163,102	-
4600 Repair/Maint - Buildings	-	-	73,750	73,750
4633 Service Alloc - Gen Services	70,318	72,707	78,912	84,081
4640 Service Alloc - Intradept'l	771,678	636,716	1,042,170	877,398
5231 Equipment (Oper) - Minor/Tools	1,889	-	6,598	6,598
6405 Equip Repl (Cap) - Misc	8,637		10,000	10,000
TOTAL	\$ 1,563,667	\$ 1,511,295	\$ 2,259,558	\$ 1,649,576

## 360 TROLLEY/TRANSPORTATION FUND

## PARKING DEPARTMENT 8800 TROLLEY/TRANSPORTATION DIVISION

**544 TRANSIT SYSTEMS** 



## PERSONNEL SCHEDULE

		NUMBER OF AUTHORIZED POSITIONS							
CLASS.	CLASSIFICATION	2022-2023	2023-2024	2024-2025	2025	-202	6		
NO.	<u>TITLE</u>	<u>ACTUAL</u>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET ESTIMATE</b>		<b>SALARIES</b>		
	FULL TIME POSITIONS	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>	<b>HEADCOUNT</b>				
399	Assistant Director for Mobility & Sustainability	0.00	0.60	0.60	0.60	\$	87,592		
284	Assistant Director for Operations	0.50	-	-	-		-		
373	Trolley Operations Supervisor	1.00	1.00	1.00	1.00		99,055		
348	Senior Automotive Mechanic	2.00	2.00	2.00	2.00		144,392		
	TOTAL	3.50	3.60	3.60	3.60	\$	331,039		

	EXPENDI	TURE DETAIL		
	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
1000 Salaries	\$ 751,364	\$ 346,301	\$ 302,850	\$ 331,039
2000 Employee Benefits - See Other Cost Dist.	176,655	132,796	135,624	166,121
3112 Prof Serv - Last Mile Transit	483,625	464,727	295,973	520,785
3118 Prof Serv - Misc/Other	-	-	-	100,000
3123 Prof Serv - Reimbursable	2,288	-	-	-
3124 Prof Serv - Security	-	-	5,600	5,631
3126 Prof Serv - Trolley Operations	1,304,977	1,497,380	1,608,768	2,037,737
4010 Automobile Allowance	1,478	-	-	3,898
4401 Rental - Copiers	810	2,200	3,000	3,000
4500 General Liability Insurance	14,197	13,961	14,115	17,465
4630 Service Alloc - Flt Mgmt - Opr	183,993	495,950	567,232	703,607
4631 Service Alloc - Flt Mgmt - Rpl	165,093	268,003	234,518	305,595
4632 Service Alloc - Flt - Fuel	-	246,108	249,999	233,077
4633 Service Alloc - Gen Services	126,713	130,447	141,578	150,851
4701 Printing & Binding	-	656	2,000	2,000
4900 Misc Exp - Other	589	58	1,000	1,000
4906 Misc Exp - Bank Charges	(108)	91	-	-
5100 Supplies - Office	259	258	2,000	2,000
5210 Supplies - Other Rep/Maint	325	-	1,000	-

### **EXPENDITURE DETAIL**

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE
5221 Uniform - Protective (PPE)	556	313	600	600
5222 Uniform - Purchase/Rental	-	1,920	3,000	3,000
5231 Equipment (Oper) - Minor/Tools	442	-	1,400	1,400
5400 Membership Dues/Subscriptions	-	695	1,000	-
5500 Employee Training	-	-	3,000	3,000
6420 Equip Adds (Cap) - Vehicles	-	-	-	565,000
6424 Equip Adds (Cap) - Office	-	-	1,000	-
6425 Equip Adds (Cap) - Misc	55,960	-	79,606	40,006
8001 Grants - State	137,598	93,214	309,881	-
9900 Contingency - Operating			43,323	
TOTAL	\$ 3,406,814	\$ 3,695,078	\$ 4,008,067	\$ 5,196,812

### **Action Plan Worksheet**

Action Plan Owner: Monica Beltran, 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
  - o 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	10/31/25	Contract Issued
master plan		
Expand frictionless (non-cash, no stop) parking	03/31/25	Additional cashless options for parking
and mobility option (on-going)		and mobility customer transactions
Completed City-wide parking and mobility master	06/30/26	Commission approval of master plan
plan		with implementation steps
Increase alternative mobility options	09/30/26	Minimum of 4 alternative mobility
		options available
Unified dashboard of parking and mobility	09/30/25	Single site management portal for
operations		parking and mobility operations
Integration of IoT concepts into parking and	09/30/25	Data and services trackable in IT Smart
mobility operations and systems		Cities portal
Increase in EV Charging Infrastructure to 120	09/30/25	Ports will be listed on Chargepoint and
Charging Ports		City websites.
Increase Customer searches using of Parkme or	12/31/26	Data from applications
Alternative Apps to find Parking		

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

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

\$ Amount	Purpose
\$ 250,000	Parking and Mobility Master Plan
\$ 200,000	Enterprise Management System for Parking/Mobility
\$ 450,000	Total

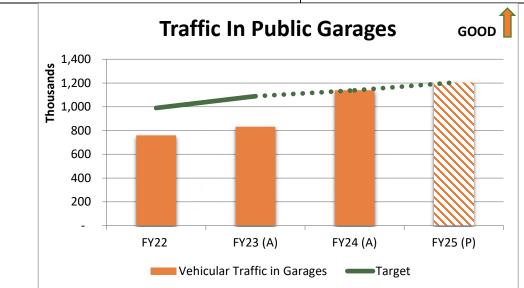
- Technology:
  - 20 Hours a month to review available systems and technology for implementation and integration.



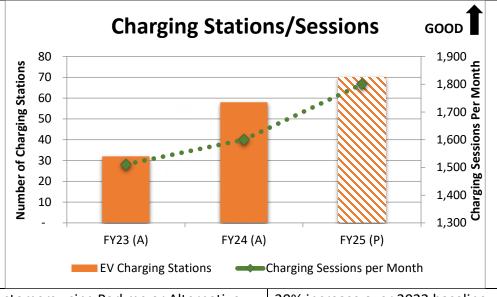
- Knowledge/Training:
  - o All staff 200 hours of training for new systems

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: \$450,000Benefits: \$300,000

o Return on investment will occur within strategic planning timeline

Other benefits:

o Improved customer satisfaction



### **Action Plan Worksheet**

Action Plan Owner: Monica Beltran, 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
  - o Goal 3.1 Increase utilization rate of alternative modes of transportation by 6% by 2025
  - o 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 wellbeing of residents, businesses, and visitors.
  - Goal 2.2 Increase electric charging stations to 120 by 2025

## **<u>KEY</u>** 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	09/30/25	Finalized Agreement with Contractor
Obtain Construction Financing	10/31/25	Funds Available
Complete Mobility Hub Design	07/31/25	Construction Permits Issued
Demolish Existing Facility	10/31/25	Garage 1 is Gone
Commence Construction	12/31/25	Contractor on-site and working
La successi Milana Malailita da talatina	03/31/25	Identify and Procure 2 Micro-Mobility
Increase Micro-Mobility Initiatives		Services
Increase Mobility as a Service Initiative that will	06/30/25	Identify and Procure 3 new
Operate from Mobility Hub		partnerships for mobility services
Purchase// Install gateless (frictionless) PARCs system	4/30/24	New City PARCs system managing
Purchase// Instail gateless (Inctionless) PARCS system		garages and curb
Grand opening of Mobility Hub	03/31/26	Cars parked, Vehicles charged,
Grand opening or Mobility nub		Scooters rented

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

- Time (of the project team members and others as appropriate examples below):
  - o Program / Subject Matter Experts 100 hours a month through completion (03/31/24)

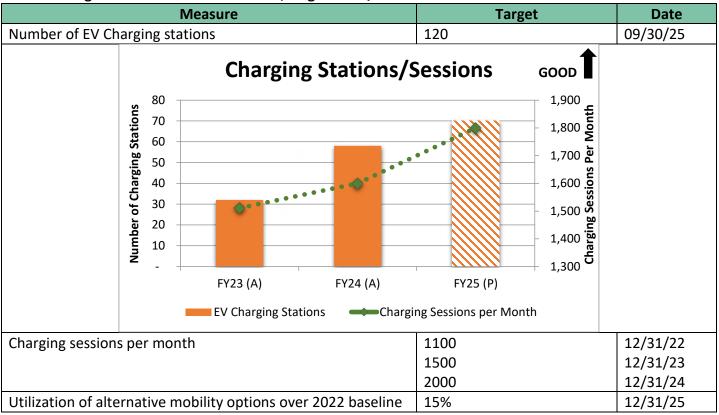


• Finances (detailed listing of expected costs):

\$ 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
\$75,999,598	Estimated Total

- Technology:
  - o 10 hours a month IT staff through construction
- Knowledge/Training:
  - All staff LEED Mobility training for staff 100 hours of training
- Other
  - o Space, equipment, etc.

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



### 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	Reduction of SOV trips within CBD	Resources applied to this effort will not be available for other initiatives
Commissioners	Promotion and enhancement of CBD	Potential resident     dissatisfaction due to     additional congestion
Customers	<ul> <li>Increased parking and mobility to and within CBD</li> </ul>	<ul> <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)
  - o Benefits: \$3,250,000/month in revenue
  - o 16 years to see return on investment
- Other benefits:
  - o Improved mobility, City promotes smart development, vehicle storage to support vital CBD

### **Action Plan Worksheet**

Action Plan Owner: Monica Beltran, 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
  - o Goal 3 Improve mobility and safety throughout the city by reducing the intensity of traffic
  - o 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	10/31/24	May be combined or related to parking
		and mobility master plan
Review industry trends and innovations	01/31/25	Incorporate in master planning process
Update City Transit/Mobility master plan	06/30/25	May be combined or related to parking
		and mobility master plan
Stakeholder meetings and input	03/31/25	Incorporate in master planning process
Identify and prioritize service enhancements and	06/30/25	Results compiled, ranked, and
expansions in transit (mobility) services		approved
Obtain service development grants (transit)	03/31/26	Funding obtained
Implement new or expanded services that increase	09/30/26	Results compiled and evaluated
transit capacity by 25%		

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

Finances (detailed listing of expected costs):

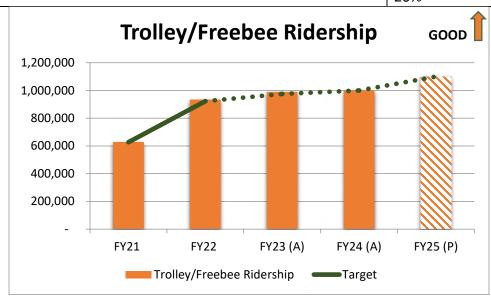
\$ Amount	Purpose
\$75,000	Master plan update (Trolley portion of Master Plan Study)
\$250,000	Service Expansion Operating Costs
\$325,000	Total

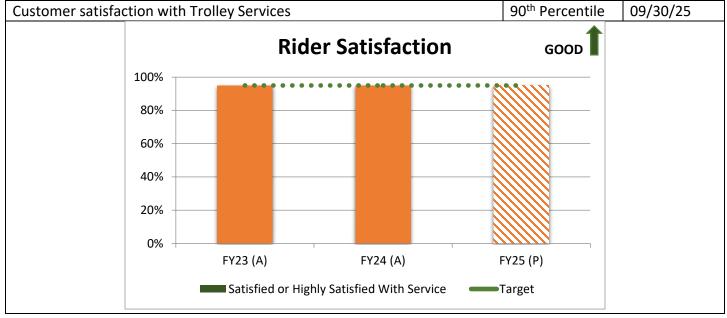
- Knowledge/Training:
  - Consulting Services
- Other
  - o Fleet vehicles or contractors to provide service expansions or enhancement (new trolleys)



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





## 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	Need for additional
		operational funds
Commissioners	Traffic Calming	Need for additional
		operational funds
Customers	Increased ridership	None

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

Money:

Costs: \$325,000Benefits: \$0

o Return on investment are related to quality of life.

• Other benefits:

o Traffic Calming – Sustainability – Efficiency of Roadways



### **Action Plan Worksheet**

Action Plan Owner: Monica Beltran, Parking Director

Action Plan Name: 1.3.2-1 Achieve 90th Percentile on Trolley/Freebee transactional

passenger survey by 2025

### Strategic plan alignment:

- Objective 1 Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community
  - Goal 1 Attain world-class performance levels in overall community satisfaction with city services
  - Goal 3 Improve mobility and safety throughout the city by reducing the intensity of traffic

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

What must be done	By When	How will it be evident
Develop questionnaire (transactional survey)	12/31/23	Approved by CM Office
Establish baseline ranking (Survey Riders)	03/31/25	Results compiled and compared
Analyze survey results - create improvement plan	06/01/25	Plan Approved by Parking Director
Implement Improvement Plan	08/01/25	Plan implemented
Survey Ridership and evaluate progress	09/01/25	Results compiled and ranked
Adjust improvement plan	11/01/25	Adjustments Approved by Parking Dir.

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

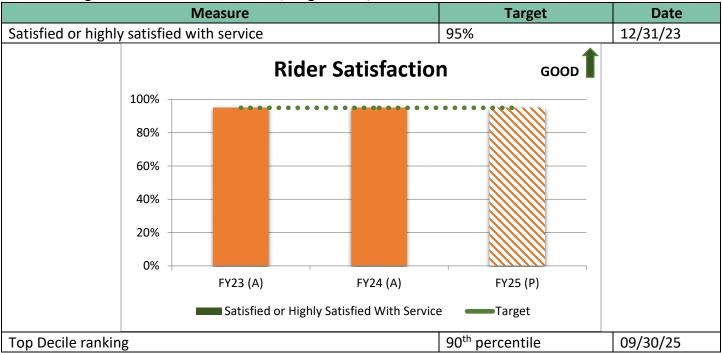
• Finances (detailed listing of expected costs):

\$ Amount	Purpose
\$20,000	Baseline ridership survey
\$20,000	2023 Survey
\$20,000	2024 Survey
\$140,000	Implementation costs (addition trolleys, freebee units, increased service hours, etc.)
\$200,000	Total

- Technology:
  - o Electronic survey forms (QR codes, Apps, etc.)
- Knowledge/Training:
  - o 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



## 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	Resources applied to this effort
	tax)	are not available for other
		strategic initiatives

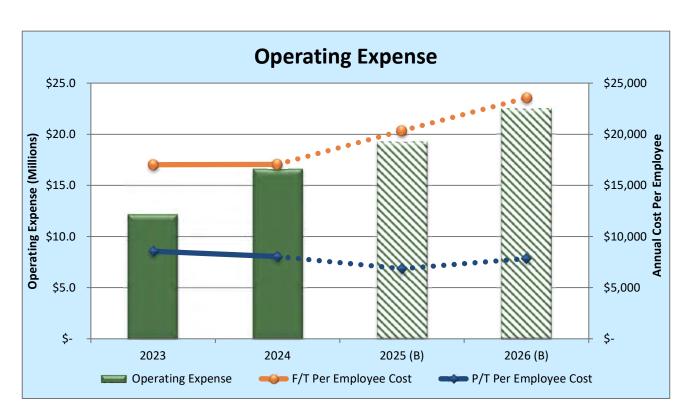
### What are the positive and negative financial impacts (costs / benefits and return on investment)?

- Money:
  - o Costs: \$200,000
  - o Benefits: Undetermined financial benefits due to increased economic development supported by increased trolley ridership.
- Other benefits:
  - Traffic Calming Sustainability Efficiency
  - o Benefits: Increased rider satisfaction with trolley experience



## 2025-2026 BUDGET ESTIMATE INSURANCE FUND SUMMARY

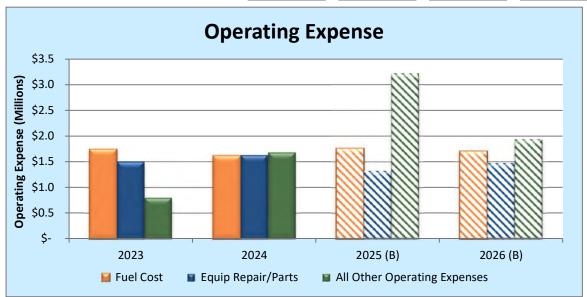
	2022-2023 ACTUAL		2023-2024 ACTUAL		2024-2025 BUDGET		2025-2026 BUDGET ESTIMAT	
OPERATING REVENUES								
Charges to Departments for:								
Workers Compensation	\$	2,012,222	\$	1,982,443	\$	2,000,000	\$	2,000,000
General Liability Insurance		4,498,877		4,502,194		4,500,000		5,500,000
Group Health Insurance		7,437,448		8,133,235		12,783,722		14,998,577
Miscellaneous		1,027,081		768,119				<u>-</u>
TOTAL OPERATING REVENUES	\$	14,975,628	\$	15,385,991	\$	19,283,722	\$	22,498,577
OPERATING EXPENSES								
Group Health Premiums & Claims		\$7,587,021		\$8,148,859		\$12,783,722	\$	14,998,577
Worker's Compensation		118,519		1,940,859		1,807,490		2,000,000
General Liability Premiums & Claims		4,133,975		6,128,171		4,371,660		5,500,000
Prof'l Services & Misc. Exp. & Transfers		340,512		410,850		320,850		
TOTAL OPERATING EXPENSES	\$ 1		\$	16,628,739	\$	19,283,722	\$	22,498,577



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.

## 2025-2026 BUDGET ESTIMATE MOTOR POOL FUND SUMMARY

	2022-2023	2023-2024	2024-2025	2025-2026			
Charges to Departments	ACTUAL	ACTUAL	BUDGET	BUDGET ESTIMATE			
OPERATING REVENUES							
Operating & Maintenance	\$ 5,161,607	\$ 4,657,959	\$ 4,676,806	\$ 5,087,013			
Replacement of Vehicles	3,606,436	4,868,458	8,047,364	4,075,662			
Fuel Usage	1,204,342	1,879,587	1,902,700	1,702,700			
Miscellaneous	450,285	336,802	984,860	25,000			
TOTAL OPERATING REVENUES	\$ 10,422,670	\$ 11,742,806	\$ 15,611,730	\$ 10,890,375			
OPERATING EXPENSES							
Operating & Maintenance	\$ 4,038,680	\$ 4,920,640	\$ 6,305,873	\$ 5,112,013			
Replacement of Vehicles	3,718,031	3,018,772	7,545,398	4,075,662			
Fuel Usage	1,735,704	1,613,833	1,760,459	1,702,700			
	\$ 9,492,415	\$ 9,553,245	\$ 15,611,730	\$ 10,890,375			



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.

## 2025-2026 BUDGET ESTIMATE MOTOR POOL COST DISTRIBUTION

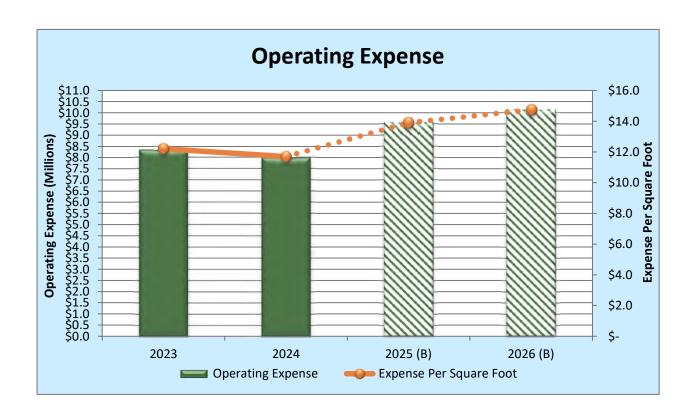
DEPT.	PT. DISTRIBUTION COST						
NO.	OPER	OPER REPL FUEL TOTAL		TOTAL	DEPARTMENT		
1010	\$ 1,826	\$	2,865	\$ 222	\$	4,913	CITY MANAGER - ADMINISTRATION
1030	1,139		6,345	425		7,909	CITY MANAGER - COMMUNICATIONS & PUBLIC AFFAIRS
1200	-		-	151		151	DEVELOPMENT SERVICE - ADMINISTRATION
1210	30,172		52,410	6,882		89,464	DEVELOPMENT SERVICE - BUILDING
1220	10,473		9,988	1,778		22,239	DEVELOPMENT SERVICE - PLANNING
1230	27,747		38,874	10,957		77,578	DEVELOPMENT SERVICE - CODE ENFORCEMENT
1320	1,450		-	-		1,450	HIST. RESOURCES & CULTURAL ARTS - PRESERVATION
1500	1,406		2,012	-		3,418	PUBLIC WORKS - ADMINISTRATION
1501	5,759		2,012	1,928		9,699	PUBLIC WORKS - SUSTAINABLE PUBLIC INFRASTRUCTURE
1502	20,588		25,060	5,786		51,434	PUBLIC WORKS - CAPITAL IMPROVEMENT
1504	288,751		138,039	46,372		473,162	PUBLIC WORKS - R.O.W. ENF & MAINT
1505	3,082		6,501	2,268		11,851	PUBLIC WORKS - SIGN SHOP
1506	1,577,081		1,088,468	397,634		3,063,183	PUBLIC WORKS - SOLID WASTE
1507	222,660		160,984	66,267		449,911	PUBLIC WORKS - GREENSPACE MANAGEMENT
1508	18,475		76,963	7,649		103,087	PUBLIC WORKS - STORMWATER MGMT
1509	250,401		145,687	66,944		463,032	PUBLIC WORKS - SANITARY SEWER
3020	4,312		7,341	320		11,973	FINANCE - BILLING & COLLECTIONS
3040	481		2,012	-		2,493	FINANCE - PROCUREMENT
3200	30,251		49,116	3,684		83,051	INNOVATION & TECHNOLOGY
5000	54,655		161,201	32,283		248,139	POLICE - ADMINISTRATION
5010	731,842		557,516	453,339		1,742,697	POLICE - UNIFORM PATROL
5020	117,746		84,004	57,213		258,963	POLICE - CRIMINAL INVESTIGATIONS
5030	34,252		36,916	9,830		80,998	POLICE - TECHNICAL SERVICES
5040	55,145		42,018	19,743		116,906	POLICE - PROFESSIONAL STANDARDS
5050	209,228		142,071	113,807		465,106	POLICE - SPECIALIZED ENFORCEMENT
5500	565,646		770,435	116,730		1,452,811	FIRE - OPERATIONS
5501	18,087		16,401	6,748		41,236	FIRE - COMMUNITY RISK REDUCTION
6020	1,212		2,614	945		4,771	COMMUNITY RECREATION - VENETIAN POOL
6030	6,308		4,931	9,421		20,660	COMMUNITY RECREATION - COUNTRTY CLUB - ADMINISTRATION
6038	3,892		21,953	2,170		28,015	COMMUNITY RECREATION - COUNTRTY CLUB - GRANADA GOLF
6050	8,169		10,454	1,754		20,377	COMMUNITY RECREATION - YOUTH CENTER/PLAYGRNDS
6065	1,180		1,717	-		2,897	COMMUNITY RECREATION - SPECIAL EVENTS
6070	36,712		45,815	23,953		106,480	COMMUNITY RECREATION - GOLF/PARKS MAINTENANCE
8001	34,193		38,570	459		73,222	PARKING - VIOLATION ENFORCEMENT
8002	928		-	-		928	PARKING - SUSTAINABILITY
8200	8,157		18,774	1,961		28,892	PARKING - ON-STREET PARKING & METER MAINTENANCE
8800	703,607		305,595	233,077	_	1,242,279	PARKING - TROLLEY/TRANS
	\$ 5,087,013	\$	4,075,662	\$ 1,702,700	\$	10,865,375	

#### 2025-2026 BUDGET ESTIMATE MOTOR POOL FUND VEHICLE AND EQUIPMENT PURCHASES

		VEING	LE AND EQUIT	INCIN I ONCINSES		7200	
						COST	
	DEPARTMENT	DESCRIPTION	VEH ID#	REPLACEMENT	REPLACEMENT	ADDITION	TOTAL
FIRE	5500	2003 Ford 3/4 Ton Van	29	Ford T-350 Transit Van	65,000		
	5500	2015 Ford Explorer	20	2026 Ford Explorer	50,000		
	5500	2015 Ford Explorer	25	2026 Ford Explorer	50,000		
	5500	2015 Ford Explorer	21	2026 Ford Explorer	50,000		
	5500	2015 Ford Explorer	22	2026 Ford Explorer	50,000		
	5501	2014 NISSAN SENTRA	38	TBD	50,000		
	5501	2015 Ford Explorer	23	2026 Ford Explorer	50,000		
POLICE						_	365,00
OLICE	5000	2017 Ford Explorer (Fire Damage)	253	2026 Chevy Tahoe	62,000		
	5000	2015 Ford Explorer	835	TBD	62,000		
	5000		364	TBD	62,000		
		2014 Ford Interceptor					
	5010	2015 Ford Interceptor	370	TBD	60,000		
	5020	2015 Toyota Sienna	772	TBD	50,000		
	5020	2015 Toyota Sienna	771	TBD	50,000		
	5030	2009 WACKER GENERATOR	689	2026 G30 Generator	60,000		
	5040	2008 Ford F-250	710	TBD	75,000		
	5040	2005 Ford F-250 4X4	813	TBD	80,000		
	5040	2008 Ford Crown Victoria	872	TBD	65,000		
	5040	2014 Ford Fusion	882	TBD	50,000		
	5040	2013 Dodge Charger	877	TBD	50,000		
	Multiple	Strobes-R-Us Police/Fire Vehicles		Outfitting of Police/Fire Vehicles	199,662	_	
PUBLIC	WORKS					_	925,66
	1501	Ford Maverick Pickup				40,000	
	1504	1995 GMC Top Kick dual wheel	1437	Ford F-650 With Boom and Body	260,000	,	
	1504	2012 Ford F-350 With Aux. Fuel Tank	1967	TBD	140,000		
	1504	2001 JOHN DEERE 710D BACKHOE	1674	John Deere Backhoe	260,000		
	1504	2011 Elgin Sweeper	1654	Sweeper	500,000		
	1506	2013 International 4300	1180	2025 International 4300	250,000		
	1506	2007 International 4300	1183	2025 International 4300	250,000		
	1506	2007 International 4400 TDump	1601	2026 International 4400 TDump	150,000		
	1506	2015 Jeep Patriot	1716	2026 Ford Explorer	55,000		
	1506	· · · · · · · · · · · · · · · · · · ·	1716				
	1506	2015 Jeep Patriot		2026 Ford Explorer TBD	55,000		
		1995 Wells Cargo Trailer	955		25,000		
	1507	2003 Toro Dingo	522	2026 Toro DX1000	80,000		
	1509	2012 Ford F-350	1969	2026 Ford F-250	125,000		
	1509	2012 Ford F-250	1968	2026 Ford F-250	125,000		2,315,00
OMM	IUNITY RECREATION						
	6038	Ford F-250 Regular Cab Truck with Lift Gate and Hitch				60,000	
	6070	Ford F-250 Double Axle Crew Cab with 14-foot trailer				90,000	
	6070	New 14-Foot Tow Behind Trailer with Double Axles				25,000	175.00
							175,00
PARKII							
	8800	2012 Gillig Trolley	5017	2026 Hometown Trolley	510,000		
	8800	Hometown Low Floor Trolley				500,000	
	8800	Ford Transit Low Roof Passenger Van				65,000	
							1,075,00
TOTAL	VEHICLE REPLACEM	TENT BUDGET			4,075,662	780,000	4,855,66
	TELLICEE MET LACEIV				7,073,002	,00,000	-,003,00

## 2025-2026 BUDGET ESTIMATE GENERAL SERVICES FUND SUMMARY

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2025-2026 BUDGET ESTIMATE		
OPERATING REVENUES Charges to Departments for use						
of Facilities	\$ 8,523,616	\$ 8,813,219	\$ 9,591,814	\$ 10,191,776		
Miscellaneous	116,119	75,471	19,500			
TOTAL OPERATING REVENUES	\$ 8,639,735	\$ 8,888,690	\$ 9,611,314	\$ 10,191,776		
OPERATING EXPENSES						
Operating Expense	\$8,345,290	\$7,995,848	\$ 9,561,314	\$ 10,141,776		
Capital Outlay	31,071	27,751	50,000	50,000		
TOTAL OPERATING EXPENSES	\$ 8,376,361	\$ 8,023,599	\$ 9,611,314	\$ 10,191,776		



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

## 2025-2026 BUDGET ESTIMATE TOTAL GENERAL SERVICES COST DISTRIBUTION

TOTAL

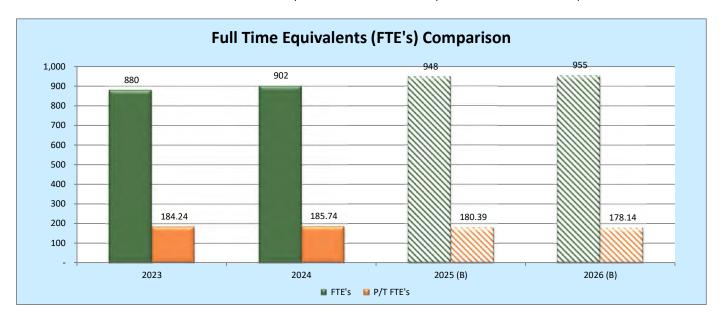
DEPT.	COST	
NO.	DISTRIBUTION	DEPARTMENT
0100	\$ 74,485	CITY COMMISSION
0500	51,942	CITY ATTORNEY
0600	42,252	CITY CLERK - ADMINISTRATION
0601	45,211	CITY CLERK - SPEC REV EXP
1010	38,995	CITY MANAGER - ADMINISTRATION
1030	58,056	CITY MANAGER - COMMUNICATIONS & PUBLIC AFFAIRS
1120	46,495	HUMAN RES & RISK MGMT - EMPLOYEE SERVICES
1130	22,605	HUMAN RES & RISK MGMT - LABOR RELATIONS & RISK MGMT
1200	42,538	DEVELOPMENT SERVICE - ADMINISTRATION
1210	138,078	DEVELOPMENT SERVICE - BUILDING
1220	131,063	DEVELOPMENT SERVICE - PLANNING
1230	38,364	DEVELOPMENT SERVICE - CODE ENFORCEMENT
1320	194,090	HIST. RESOURCES & CULTURAL ARTS - PRESERVATION
1330	126,904	HIST. RESOURCES & CULTURAL ARTS - CULTURAL ARTS
1500	29,423	PUBLIC WORKS - ADMINISTRATION
1501	7,433	PUBLIC WORKS - SUSTAINABLE PUBLIC INFRASTRUCTURE
1502	35,485	PUBLIC WORKS - CAPITAL IMPROVEMENT
1503	43,372	PUBLIC WORKS - ENGINEERING
1504	2,255,574	PUBLIC WORKS - R.O.W. ENF & MAINT
1505	57,410	PUBLIC WORKS - SIGN SHOP
1506	38,990	PUBLIC WORKS - SOLID WASTE
1507	1,068,630	PUBLIC WORKS - GREENSPACE MANAGEMENT
1508	51,032	PUBLIC WORKS - STORMWATER MGMT
1509	508,214	PUBLIC WORKS - SANITARY SEWER
3010	74,893	FINANCE - ADMINISTRATION
3020	21,908	FINANCE - BILLING & COLLECTIONS
3030	23,139	FINANCE - REPORTING & OPERATIONS
3040	195,107	FINANCE - PROCUREMENT
3050	32,706	FINANCE - MANAGEMENT & BUDGET
3200	46,981	INNOVATION & TECHNOLOGY
5000	183,848	POLICE - ADMINISTRATION
5010	243,593	POLICE - UNIFORM PATROL
5020	196,858	POLICE - CRIMINAL INVESTIGATIONS
5030	255,232	POLICE - TECHNICAL SERVICES
5040	240,631	POLICE - PROFESSIONAL STANDARDS
5500	785,380	FIRE - OPERATIONS
5501	123,762	FIRE - COMMUNITY RISK REDUCTION
6010	203,617	COMMUNITY RECREATION - TENNIS CENTERS
6020	235,264	COMMUNITY RECREATION - VENETIAN POOL
6038	150,637	COMMUNITY RECREATION - COUNTRTY CLUB - GRANADA GOLF
6050	1,122,260	COMMUNITY RECREATION - YOUTH CENTER/PLAYGRNDS
6070	65,816	COMMUNITY RECREATION - GOLF/PARKS MAINTENANCE
8000	27,634	PARKING - ADMINISTRATION
8101	144,336	PARKING - MOBILITY HUB
8102	240,238	PARKING - MUSEUM GARAGE
8103	42,040	PARKING - MINORCA GARAGE
8104	154,323	PARKING - ANDALUSIA GARAGE
8300	84,081	PARKING - PARKING LOTS
8800	150,851	PARKING - TROLLEY/TRANS
	\$ 10,191,776	

## CITY OF CORAL GABLES 2025-2026 BUDGET ESTIMATE

#### **POSITION SUMMARY**

### FOUR YEAR COMPARISON OF FULL TIME EQUIVALENTS (FTE's)

	ACTUAL 2022-2023			ACTUAL				BUDGET		BUDGET ESTIMATE			
<u>DEPARTMENT</u>					2023-2024			2024-202	5	2025-2026			
	FT	P/T	Total	FT	FT P/T Total		FT	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	7.00	_	7.00	7.00	_	7.00	7.00	_	7.00	
City Attorney	7.50	-	7.50	6.00	_	6.00	6.00	0.75	6.75	6.00	0.75	6.75	
City Clerk	8.00	6.75	14.75	8.00	6.75	14.75	8.00	8.25	16.25	8.00	8.25	16.25	
City Manager	12.00	7.35	19.35	11.50	7.35	18.85	14.50	6.00	20.50	14.50	6.75	21.25	
Human Res & Risk Mgmt	14.00	4.50	18.50	15.00	4.50	19.50	15.00	4.50	19.50	15.00	4.50	19.50	
Development Services	62.00	6.35	68.35	65.00	6.35	71.35	86.00	7.10	93.10	87.00	6.35	93.35	
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	202.00	16.50	215.75	205.00	18.00	220.25	211.00	17.25	225.50	212.00	17.25	229.25	
Finance	28.00	10.10	38.10	31.00	10.85	41.85	32.00	8.60	40.60	35.00	6.35	41.35	
Innovation & Technology	20.00	4.50	24.50	20.00	4.50	24.50	21.00	3.75	24.75	23.00	3.75	26.75	
Police	283.00	21.30	304.30	290.00	20.55	310.55	297.00	19.05	316.05	297.00	19.05	316.05	
Fire	155.00	3.00	158.00	160.00	3.00	163.00	165.00	3.00	168.00	166.00	3.00	169.00	
Community Recreation	41.50	93.39	134.89	41.50	93.39	134.89	41.50	93.14	134.64	41.50	93.14	134.64	
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	-	-	-	
Parking	30.00	7.50	37.50	31.00	8.25	39.25	33.00	6.75	39.75	33.00	6.75	39.75	
Total	880.00	184.24	1,061.49	902.00	185.74	1,084.99	948.00	180.39	1,125.64	955.00	178.14	1,133.14	



FOUR YEAR COMPARISON OF TOTAL HEADCOUNT (Number of Employees)												
	ACTUAL 2022-2023			ACTUAL 2023-2024				BUDGET		BUDGET ESTIMATE <u>2025-2026</u>		
								2024-202	<u>5</u>			
	F/T	P/T	Total	F/T	P/T	Total	F/T	P/T	Total	F/T	P/T	Total
	Pos.	Pos.	Pos.	Pos.	Pos.	Pos.	Pos.	Pos.	Pos.	Pos.	Pos.	Pos.
Total Headcount	880	252	1,132	902	253	1,155	948	256	1,204	955	252	1,207

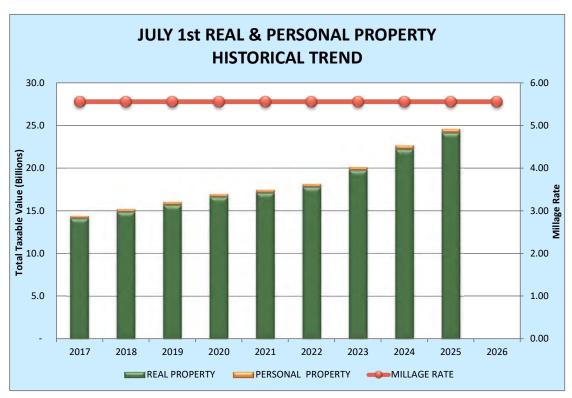
Please note that part time positions are counted as Full Time Equivalents (FTE's) for budgetary purposes. In other words, a part time employee who works 20 hours of a 40 hour work week counts as 0.50 FTE's. That same position would count as 1.00 for Headcount (HC) purposes.

## 2025-2026 BUDGET ESTIMATE PAYROLL RELATED COST DISTRIBUTION

	TOTAL	TOTAL PERSONNEL BENEFITS GEN									
	FT HC &	TOTAL	FICA	RETIRE-	WORKERS	GROUP	POST EMPL	TOTAL	LIABILITY		
DEPT	PT FTE's	WAGES	TAX	MENT	COMP	INSURANCE	HEALTH	BENEFITS	INSURANCE		
0100	7.00	\$ 333,572	\$ 25,516	\$ 167,273	\$ 4,269	\$ 118,697	\$ 1,900	\$ 317,655	\$ 17,599		
0500	6.75	1,055,078	73,372	242,688	4,269	126,112	5,500	451,941	55,665		
0600	5.00	683,166	52,141	202,288	2,134	89,405	4,300	350,268	36,043		
0601	11.25	684,260	52,346	109,125	3,201	45,453	2,150	212,275	36,101		
1010	13.50	1,616,505	107,824	396,261	24,210	192,200	10,475	730,970	85,285		
1030	7.75	653,662	50,006	43,178	12,672	46,424	2,625	154,905	34,486		
1110	3.75	508,070	34,361	100,805	2,935	57,620	3,350	199,071	26,805		
1120	12.00	787,658	60,255	109,998	10,671	148,466	8,550	337,940	41,556		
1130 1200	3.75 5.75	314,223 612,600	24,038 44,893	78,395 126,882	3,201 800	49,720 86,107	2,850 5,250	158,204 263,932	16,578 32,320		
1210	56.85	5,376,802	411,100	1,443,842	65,511	827,814	22,600	2,770,867	283,674		
1210	15.75	1,488,352	113,861	380,157	30,880	253,599	5,250	783,747	78,524		
1230	15.00	989,744	75,715	159,619	16,007	245,407	2,850	499,598	52,218		
1320	4.00	441,245	33,754	141,561	3,201	63,919	4,050	246,485	23,280		
1330	2.75	226,065	17,295	60,306	2,935	36,916	1,900	119,352	11,927		
1500	10.75	1,102,955	80,153	309,847	23,410	166,972	7,400	587,782	58,191		
1501	4.00	481,979	36,872	133,815	4,269	69,995	4,050	249,001	25,429		
1502	9.00	1,081,304	82,683	125,833	9,604	94,237	5,950	318,307	57,048		
1503	10.00	1,053,837	80,620	345,327	4,269	173,587	5,000	608,803	55,599		
1504	7.75	521,480	39,893	140,041	40,951	113,600	-	334,485	27,513		
1505	5.00	219,437	16,787	17,558	4,269	36,358	-	74,972	11,577		
1506	81.75	5,641,480	431,574	1,630,782	85,264	1,276,214	5,000	3,428,834	297,640		
1507	29.75	1,955,003	149,555	597,537	442,731	457,156	6,900	1,653,879	103,144		
1508	12.00	830,964	63,569	181,518	12,994	163,608	3,800	425,489	43,841		
1509	14.75	1,120,099	85,685	241,745	66,629	186,032	1,900	581,991	59,095		
1510	23.50	1,766,901	135,168	589,990	24,010	345,390	5,000	1,099,558	93,220		
1511	2.75	292,183	22,352	79,074	18,074	36,378	2,150	158,028	15,415		
1520 3010	18.25 6.60	1,352,742 660,872	103,485 45,190	377,184 182,830	61,693 6,003	256,557 66,692	2,150 4,050	801,069 304,765	71,369 34,867		
3020	8.25	508,235	38,878	98,392	8,003	94,189	4,030 950	240,412	26,814		
3030	11.50	1,113,695	83,492	245,933	41,485	158,134	9,750	538,794	58,757		
3040	9.00	836,841	63,716	127,075	8,537	153,312	8,800	361,440	44,151		
3050	6.00	607,956	46,001	216,492	6,403	95,179	5,950	370,025	32,075		
3200	26.75	2,761,607	206,197	752,174	27,479	380,917	8,100	1,374,867	145,699		
5000	18.25	2,253,496	163,664	687,390	16,274	250,119	15,250	1,132,697	118,892		
5010	137.00	13,756,873	1,049,955	6,182,132	146,197	2,033,984 117,100		9,529,368	725,797		
5020	39.00	5,082,451	385,502	2,173,444	38,417	594,458	31,600	3,223,421	268,144		
5030	62.00	5,434,421	403,888	1,575,986	23,477	936,252	5,000	2,944,603	286,714		
5040	18.75	1,992,204	149,369	680,659	18,942	233,954	8,800	1,091,724	105,106		
5050	41.05	4,752,191	360,515	1,889,780	43,886	515,353	31,600	2,841,134	250,720		
5500	159.25	19,647,740	318,001	8,752,189	167,806	2,379,038	147,300	11,764,334	1,036,593		
5501	9.75	1,082,517	37,540	425,194	8,270 136,372		4,300	611,676	57,112		
6000	9.00	909,719	65,868	291,143	8,604	98,501	6,925	471,041	47,996		
6010	13.80	754,004	57,680	75,268	27,078	69,963	2,850	232,839	39,780		
6020 6030	30.50 7.25	1,323,671 432,239	101,263 33,067	66,193 77,922	70,164 3,735	60,586 79,042	2,850 2,150	301,056 195,916	69,835 22,804		
6032	5.75	301,921	23,098	9,836	6,136	30,294	2,130 950	70,314	15,929		
6034	14.00	659,671	50,463	10,903	14,940	30,296	950	107,552	34,804		
6038	1.00	66,966	5,123	23,490	1,067	15,146	-	44,826	3,533		
6050	32.63	1,472,892	112,678	155,961	33,948	121,163	2,850	426,600	77,708		
6060	8.61	469,204	35,895	47,641	8,204	34,571	1,900	128,211	24,755		
6065	2.35	169,999	13,005	27,050	1,962	15,148	950	58,115	8,969		
6070	9.75	659,768	50,470	111,466	48,421	95,165	1,900	307,422	34,809		
6900	5.50	532,774	40,627	155,798	5,402	67,227	4,050	273,104	28,109		
8000	5.60	596,476	43,587	101,365	6,003	72,754	1,800	225,509	31,469		
8001	20.40	1,224,834	93,700	262,122	21,876	242,635	-	620,333	64,621		
8002	2.15	166,854	12,764	25,664	23,477	15,147	950	78,002	8,803		
8100	3.00	162,383	12,422	57,825	59,759	45,433	-	175,439	8,567		
8200	5.00	330,952	25,317	101,546	98,976	83,312	-	309,151	17,461		
8800	3.60	331,039	25,325	96,492 <b>\$ 34,219,984</b>	14,006	30,298	¢	166,121	17,465 <b>\$ 5,500,000</b>		
	1,133.14	\$ 104,247,831	7 و و و و و	34,219,984 ر	2,000,000	\$ 14,998,577	\$ 562,525	\$ 58,440,219	\$ 5,500,000		

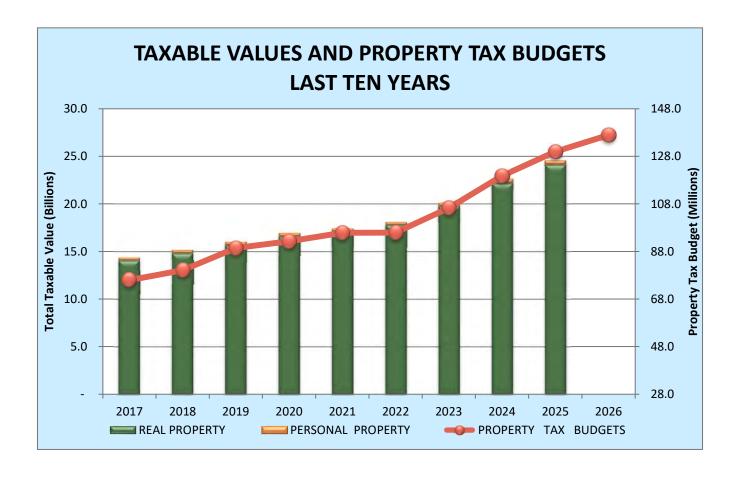
# CITY OF CORAL GABLES 2025-2026 BUDGET ESTIMATE JULY 1st TAXABLE VALUES OF REAL & PERSONAL PROPERTY TEN-YEAR TREND

						TOTAL	
FISCAL YEAR	REAL PROPERTY			PERSONAL PROPERTY	JULY 1st TAXABLE VALUE		
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		22,185,831,168		457,137,307		22,642,968,475	
2025		24,121,017,599		451,642,360		24,572,659,959	
2026		#N/A		#N/A		#N/A	



	CORA	L GABLES TAX	RATES	_			TOTAL TAX
FISCAL	DEBT			*	*	*	MILLAGE
YEAR	OPERATIONS	SERVICE	TOTAL	COUNTY	SCHOOL	REGIONAL	RATE
2017	5.5590	-0-	5.5590	5.9009	7.9740	0.4187	19.8526
2018	5.5590	-0-	5.5590	5.9009	7.6120	0.3871	19.4590
2019	5.5590	-0-	5.5590	5.8509	7.3220	0.3627	19.0946
2020	5.5590	-0-	5.5590	5.8182	6.9940	0.3420	18.7132
2021	5.5590	-0-	5.5590	5.8568	6.7330	0.3256	18.4744
2022	5.5590	-0-	5.5590	5.8969	7.1480	0.3115	18.9154
2023	5.5590	-0-	5.5590	5.8796	7.1290	0.2995	18.8671
2024	5.5590	-0-	5.5590	5.9584	7.0090	0.2892	18.8156
2025	5.5590	-0-	5.5590	5.8867	6.5890	0.2621	18.2968
2026	5.5590	-0-	5.5590	5.7823	6.6020	0.2589	18.2022

<sup>\*</sup> FY25 County, School & Regional millages are proposed as of the date this book was printed.



FISCAL YEAR	PROPERTY TAX BUDGETS		COLLECTIONS WITHIN THE YEAR OF THE LEVY		PRIOR YEARS' LATE COLLECTIONS		* TOTAL COLLECTIONS TO DATE		PERCENT OF LEVY COLLECTED TO DATE
2017	\$	75,989,729	\$	75,984,394	\$	(633,813)	\$	75,350,581	99.2%
2018		80,124,165		80,589,614		(677,399)		79,912,215	99.7%
2019		89,466,799		85,219,153		39,933		85,259,086	95.3%
2020		92,253,432		89,831,649		172,533		90,004,182	97.6%
2021		95,844,690		92,537,718		172,533		92,710,251	96.7%
2022		95,894,690		95,794,690		100,000		95,894,690	100.0%
2023		106,279,437		107,015,616		233,567		107,249,183	100.9%
2024		119,753,649		120,441,185		147,623		120,588,808	100.7%
2025		129,944,446		126,259,277		25,686		126,284,963	97.2%
2026		136,954,195		136,854,195		100,000		-	0.0%

### **BUDGET GLOSSARY**

<u>Accrual Basis of Accounting</u> - 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.

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

<u>Assessed Valuation</u> - 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.

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

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

<u>Budget</u> - 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.

<u>Budgetary Accounts</u> - 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.

<u>Budget Message</u> - 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.

<u>Capital Budget</u> - 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.

<u>Capital Outlay</u> - An expenditure category for construction equipment, vehicles or machinery that results in the acquisition or addition to the City's fixed assets.

<u>Capital Improvement Program (CIP)</u> – 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.

<u>Debt Service</u> - The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a predetermined payment schedule.

<u>Delinquent Taxes</u> - Taxes that remain unpaid after the date on which a penalty for nonpayment is attached.

**<u>Department</u>** - An organizational unit responsible for carrying out a major governmental function.

**Debt Service** - Payments of principal and interest on borrowed funds such as bonds.

<u>Division</u> - The second level in the formal City organization in which a specific function is carried out; several divisions may comprise a single department.

<u>Enterprise Fund</u> - 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 multifamily 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.

<u>Estimated Revenue</u> - The amount of projected revenue to be collected during the fiscal year. The amount of revenue appropriated is the amount approved by the Commission.

<u>Expenditures</u> - 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.

<u>Fiduciary Fund</u> - 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.

<u>Fiscal Year</u> - A 12 month period to which the operating budget applies. For Coral Gables it begins October 1 and ends September 30.

<u>Franchise Fee</u> - 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.

<u>Fund</u> - 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.

<u>Fund Balance</u> - The fund reserve of governmental funds.

<u>General Fund</u> - Used to account for the general operations of the city and all transactions that are not accounted for in other funds.

<u>General Obligation Bonds</u> - 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.

<u>Grant</u> - 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.

<u>Intergovernmental Revenues</u> - Revenues from other governments (state, federal, and local) which can be in the form of grants, shared revenue, or entitlement.

<u>Internal Service Fund</u> - 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.

<u>Local Option</u> - Voted by local referendum.

<u>Line Item</u> - 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.

<u>Millage Rate</u> - 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.

<u>Modified Accrual Accounting</u> - 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.

<u>Object Code</u> - An expenditure category, such as Personnel Services, Operating Expenses and Capital Outlay.

<u>Operating Budget</u> - A financial plan which presents proposed expenditures for the fiscal year and estimates of revenue to finance them.

<u>Operating Expenses</u> - Expenditures associated with the general operation of a department such as office supplies, vehicle fuel, rent, utilities, etc.

<u>Operating Revenues</u> - Income derived from sources related to the City's everyday business operations.

<u>Ordinance</u> - 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.

<u>Performance Measures</u> - 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.

<u>Personal Services</u> - An expenditure category which includes wages, salaries, retirement, and other fringe benefits.

<u>Property Tax Levy</u> - The value derived by multiplying the property tax millage rate by the Taxable Value of property in the City.

<u>Property Tax</u> - 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.

<u>Resolution</u> - A special or temporary legislative order requiring less legal formality than an ordinance/statute.

<u>Retained Earnings</u> - 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.

<u>Service Level</u> - 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.