

City of Coral Gables, Florida
2021-2022 BUDGET



FIRST BUDGET HEARING



SEPT 13, 2021

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

**CORAL
GABLES**
THE CITY BEAUTIFUL

2021 – 2022 BUDGET SIGNIFICANT CALENDAR DATES

- ✓ **MAY 10 to MAY 14, 2021** – Individual Commission Briefings
- ✓ **JUNE 1, 2021** – Property Appraiser sends estimated property values
- ✓ **JULY 1, 2021** – Budget Estimate submitted to City Commission
- ✓ **JULY 1, 2021** – Property Appraiser certifies preliminary taxable values
- ✓ **JULY 1 to JULY 14, 2021** – State revenue estimates available online
- ✓ **JULY 8, 2021** – Review Budget Estimate with Budget Advisory Board
- ✓ **JULY 14, 2021** – Budget Workshop – Presentation of Budget Estimate
- ✓ **AUGUST 4, 2021** – Certify tax rate to the Property Appraiser

SEPTEMBER 13, 2021 – 1st Budget Hearing

SEPTEMBER 27, 2021 – 2nd Budget Hearing

BUDGET REDUCTION METHODOLOGY

Three-year event:
FY20, FY21 & FY22

The goal is to keep each fiscal year's potential revenue shortfall contained to that fiscal year without the use of fund balance.

BUDGET REDUCTION METHODOLOGY

FY20

Projected Revenue Shortfall

\$9.2M

Actual Revenue Shortfall

\$8.2M

Budget Reductions Applied to Budget

- Full & Part Time Positions Frozen: \$(3.3M)
- Oper. Accts Frozen + Normal Surplus: \$(3.9M)
- Capital Project Deferrals: \$(1.0M)

BUDGET REDUCTION METHODOLOGY

FY21

Projected Revenue Shortfall

\$12.6M

Apply Hard & Soft Reductions to Budget

- **Hard Reductions** – Items eliminated from the budget to balance expenses to projected revenues.
- **Soft Reductions** – Additional items identified but remain funded in a holding code until sufficient revenue activity is confirmed.

BUDGET REDUCTION METHODOLOGY

FY21 Hard Reductions

- Vacancies frozen except for Public Safety \$(1.9M)
- Reduce Operating Expense \$(2.2M)
- Reduce Capital Transfer from Gen Fd. \$(4.6M)
- Reduce Capital Contingency in Gen Fd. \$(1.0M)
- Reduce Reserve for Future Debt \$(1.2M)
- Adjustment for Compensated Absences \$(950K)
- Reduce Fleet Replacement \$(495K)
- Health Insurance Adjustment \$(280K)

BUDGET REDUCTION METHODOLOGY

FY21 Soft Reductions

- Contingency for Budget Reductions \$(5.4M)
- Reduce Reserve for Future Debt \$(600K)
- Pension Stabilization \$(1.0M)

BUDGET REDUCTION METHODOLOGY

FY22 Soft Reductions

- Contingency for Budget Reductions \$(1.2M)
- Reduce Reserve for Future Debt \$(600K)
- Pension Stabilization \$(1.0M)

2021-2022 BUDGET SUMMARY

Annual Revenues			\$	242,565,480
Transfers From Reserves				
General Capital Improvement Fund	\$	15,026,078		
General Fund		6,000,000		
Coral Gables Impact Fee Fund		2,223,373		
Stormwater Utility Fund		1,585,823		
General Fund – Art In Public Places		867,724		
Trolley / Transportation Fund		484,000		
General Fund - City Clerks Special Revenue		309,768		
Retirement System Fund		176,805		
Roadway Improvement Fund		123,000		
All Other Funds		85,433		26,882,004
Total Revenues			\$	<u>269,447,484</u>
Expenditures				
Operating		177,658,443		
Capital		81,259,597		
Debt Service		9,107,695	\$	268,025,735
Transfers to Reserves				
General Fund – Building Division Reserve		821,749		
Parking Fund – Reserve for Capital Debt		600,000		1,421,749
Total Expenditures			\$	<u>269,447,484</u>

REVENUE INCREASES AFFECTING THE BUDGET

<u>Revenues</u>	<u>Increases</u>	<u>Total Revenue</u>
Debt Proceeds – Capital Projects	\$ 42,000,000	\$ 42,000,000
Property Tax *	3,616,258	95,894,690
Automobile Parking Fees	2,865,952	15,294,390
Stormwater Utility Fees	595,000	6,725,000
Permit Fees	507,000	7,526,000
Transportation Sales Tax	390,000	2,150,000
Golf Fees	369,400	1,073,500
General Government Fees	295,000	2,700,000
Franchise Fees	240,000	6,835,000
Swimming Fees	227,900	1,287,000
Local Option Gas Tax	172,000	1,100,000
Other Revenue Increases	675,483	37,889,968
Total Revenue Increases	\$ 51,953,993	\$ 220,475,548

* Property Tax estimate based on July 1st property valuations. The City's millage rate has been maintained at 5.559 for 7 consecutive years.

REVENUE DECREASES AFFECTING THE BUDGET

<u>Revenues</u>	<u>Decreases</u>	<u>Total Revenue</u>
Sale of Land/Buildings	\$ (5,198,586)	\$ -
Miami-Dade County Roadway Impact Fees	(1,452,395)	-
Intergovernmental Revenues	(450,817)	6,495,749
Investment Earnings – General Fund	(408,500)	111,500
Rentals/Concessions – Biltmore Complex	(120,448)	1,325,197
Rentals/Concessions – General Fund	(106,284)	3,342,079
Tennis Fees	(59,000)	657,000
Commercial Waste Fees	(12,000)	-
All Other Revenue Decreases	<u>(797,658)</u>	<u>10,158,407</u>
Total Revenue Decreases	<u>(8,605,688)</u>	<u>22,089,932</u>
Net Change/Total Revenues	<u>\$ 43,348,305</u>	<u>\$ 242,565,480</u>

EXPENDITURE CHANGES AFFECTING THE BUDGET

	INCREASE (DECREASE)	TOTAL BUDGET
<u>Personal Services (PS)</u>		
Salaries	\$ 1,360,685	\$ 71,772,456
Overtime	(35,610)	2,269,662
Employee Benefits		
Retirement (<i>Index, Assumption Change & Additional 401a</i>)	910,612	30,335,076
FICA	118,961	4,681,941
Workers Compensation	-	2,000,000
Health & OPEB	1,070,646	11,161,153
Other Misc. Benefits	(2,020)	224,325
Total Change in Personal Services	\$ 3,423,274	
Total Personal Services Budget		\$ 122,444,613

EXPENDITURE CHANGES

AFFECTING THE BUDGET

	INCREASE (DECREASE)	TOTAL BUDGET
<u>Other Than Personal Services (OTPS)</u>		
Professional Services	\$ (395,249)	\$ 15,499,941
Repairs, Maintenance, Utilities & Misc. Services	181,993	20,745,938
Parts, Supplies & IT Maintenance Subscriptions	361,007	8,728,473
Equipment Replacements	(755,950)	423,984
Equipment Additions	(250,847)	213,617
Debt, Employee Payouts & Contingencies	(1,281,464)	4,697,310
Grants	(497,603)	887,405
Fleet Equip Replacement	(1,375,976)	3,438,432
Non-Operating	<u>(447,304)</u>	<u>578,730</u>
Total Change in Other Than Personal Services	(4,461,393)	
Total Other Than Personal Services Budget	<u></u>	<u>55,213,830</u>
Net Change in Operating Budget	<u>\$ (1,038,109)</u>	
Total Operating Budget		<u>\$ 177,658,443</u>

PERSONNEL/BENEFITS ANALYSIS

	Total Salaries	Total Benefits	Total Salaries/Benefits	% of Total Expenses
City Commission	\$ 289,973	\$ 230,227	\$ 520,200	75.9%
City Attorney	902,346	441,576	1,343,922	47.3%
City Clerk	866,176	458,142	1,324,318	70.6%
City Manager	1,598,571	697,772	2,296,343	76.7%
Human Resources	899,558	673,260	1,572,818	78.5%
Labor Relations & Risk Mgmt	420,985	208,815	629,800	84.4%
Development Services	4,745,090	2,875,483	7,620,573	78.7%
Historic Resources & Cultural Arts	504,724	295,458	800,182	42.2%
Public Works	12,930,375	9,114,422	22,044,797	58.8%
Finance	2,659,106	1,415,284	4,074,390	88.8%
Information Technology	1,725,271	938,738	2,664,009	40.7%
Police	24,562,136	17,005,853	41,567,989	86.1%
Fire	15,720,786	10,860,128	26,580,914	87.4%
Community Recreation	3,692,786	1,535,688	5,228,474	50.8%
Economic Development	580,814	331,312	912,126	66.2%
Non-Departmental	101,013	148,916	249,929	4.6%
Parking	1,842,408	1,171,421	3,013,829	28.9%
Total Personnel/Benefits	\$ 74,042,118	\$ 48,402,495	\$ 122,444,613	68.9%

EMPLOYEE CLASSIFICATION TEN-YEAR COMPARISON

FISCAL	POLICE	FIRE-	GENERAL	
<u>YEAR</u>	<u>OFFICERS</u>	<u>FIGHTERS</u>	<u>EMPLOYEES</u>	<u>TOTAL</u>
2013	184	139	469	792
2014	191	139	470	800
2015	191	139	485	815
2016	192	139	498	829
2017	192	139	500	831
2018	192	139	506	837
2019	192	139	509	840
2020	193	139	514	846
2021	193	139	514	846
2022	*	139	514	846

*** Proposed**

AMERICAN RESCUE PLAN ACT OF 2021

DISTRIBUTION OF FUNDS

Broadband Smart City Technology	\$ 2,062,750
Facility Impact Glass Installation at the Youth Center	387,250
Fred B. Hartnett/Ponce Circle Park Improvements	1,993,895
Venetian Pool Structural & Pool Bottom Restoration	1,735,650
Fire House 4 Construction	<u>2,338,911</u>
Total Projects Funded By ARPA	<u>\$ 8,518,456</u>

CAPITAL PROJECTS - NEW/ADDITIONAL FUNDING 2021-2022 BUDGET

PROJECTS	2021-2022 BUDGET
Capital Equipment	
IT Data Systems Equipment Replacement/Upgrade	\$ 2,107,502
Public Art Restoration Matrix	159,150
Wi-Fi Improvement Program	235,500
Broadband Smart City Technology	1,862,750
Total Capital Equipment	4,364,902
Facility Repairs/Improvements	
Roof Replacements Program - Citywide	516,536
HVAC Replacements Program - Citywide	484,886
Elevator Repair/Replacement Matrix	113,514
Facility Environmental Remediation	283,902
Renovation of 240 Aragon Avenue (Cinema)	175,000
ADA Remediation	150,000
Energy & Water Efficiency Improvement Program	140,200
Facilities Impact Window Upgrade Program	387,250
Fuel Station Metal Canopy	7,500
Total Facility Repairs/Improvements Projects	2,258,788

CAPITAL PROJECTS - NEW/ADDITIONAL FUNDING 2021-2022 BUDGET

Historic Facility Repairs/Restorations

City Hall Complex Repairs/Improvements	575,534
White Way Lights Restoration	687,574
Structural Preservation Assessment of City Facilities	112,652
Biltmore Hotel Renovations	600,000
Venetian Pool Structural & Pool Bottom Restoration	1,735,650
Total Historic Facility Repairs/Restorations Projects	3,711,410

Motor Pool Equipment Replacements/Additions

Motor Vehicle Replacements/Additions	3,438,432
Total Motor Pool Projects	3,438,432

Parking Repairs/Improvements

Parking Lot/Garage Improvement Matrix	506,074
Installation of Multi-Space Pay Stations	150,000
Miracle Mile/Giralda Streetscape - Paver Maintenance Program	200,000
Mobility Hub Construction	42,000,000
Minorca Garage Construction	1,433,541
Total Parking Repairs/Improvements Projects	44,289,615

CAPITAL PROJECTS - NEW/ADDITIONAL FUNDING 2021-2022 BUDGET

Parks & Recreation Repairs/Improvements

Purchase of Land	1,462,624
Parks & Recreation Major Repairs	1,876,302
Cooper & Moore Park Enhancements	652,425
Fred B. Hartnett/Ponce Circle Park Improvements	3,916,109
Phillips Park Renovation & Enhancement	1,740,584
Total Parks & Recreation Repairs/Improvements Projects	9,648,044

Public Safety Improvements

Fire Equipment Replacement Program	225,845
Construction of New Public Safety Building	50,000
Fire House 4 Construction	2,610,080
Fire Station 3 - Repairs & Improvements	40,000
Mobile Radio Replacement Program	423,321
Police Sniper Rifle Replacement Program	12,878
Total Public Safety Improvement Projects	3,362,124

CAPITAL PROJECTS - NEW/ADDITIONAL FUNDING 2021-2022 BUDGET

Transportation & Right of Way Improvements

Citywide Pedestrian Infrastructure Program	1,200,000
Citywide Street Resurfacing Program	500,000
Citywide Alleyway Repaving Program	75,000
Channel Markers Upgrade & Maintenance Program	15,000
Citywide Traffic Calming Program	1,400,000
Street Tree Succession Plan	150,000
Cocoplum Street Lighting - Phase I	55,000
Miracle Mile Streetscape Improvements - Electrical & Irrigation	30,000
Granada Blvd & Coral Way Intersection Improvements	750,000
Bridge Repairs & Improvements	75,000
Last Mile Transit Stop Improvements	205,000
Street Ends Beautification	100,000
Total Transportation & Right of Way Improvement Projects	4,555,000

Utility Repairs/Improvements Projects

Sanitary Sewer Major Repair	1,589,714
Pump Station Remote Monitoring	400,000
Journey's End Pump Station and Force Main Replacement	700,000
Granada Golf/Tennis Conversion to Sewer	50,000

CAPITAL PROJECTS - NEW/ADDITIONAL FUNDING 2021-2022 BUDGET

Utility Repairs/Improvements Projects - Continued

Electric Atlas Update & Model Calibration	50,000
Sewer Pipe Cameras	5,000
Sea Level Rise Mitigation Program (Infrastructure Reserve)	3,225,000
Stormwater System Improvement Program	400,000
Cross Connection Removal	200,000
Storm Drainage Infrastructure Verification	750,000
Coral Gables Waterways Maintenance	650,000
Storm Drainage Master Plan	500,000
Galiano St. & Madeira Ave. Storm Water Improvements	400,000
Downtown Drainage Improvements	150,000
Total Utility Repairs/Improvement Projects	9,069,714

Total Projects	\$ 84,698,029
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TEN-YEAR PROPERTY TAX MILLAGE RATE SCHEDULE

<u>FISCAL YEAR</u>	<u>OPERATING</u>	<u>VOTED DEBT SERVICE</u>	<u>TOTAL</u>
2013	5.669	-	5.669
2014	5.629	-	5.629
2015	5.589	-	5.589
2016	5.559	-	5.559
2017	5.559	-	5.559
2018	5.559	-	5.559
2019	5.559	-	5.559
2020	5.559	-	5.559
2021	5.559	-	5.559
2022	* 5.559	-	5.559

* Proposed

ESTIMATED AVERAGE TAXABLE VALUE OF A HOMESTEADED PROPERTY

Tax Year	2017	2018	2019	2020 *	2021 *
Taxable Value	\$ 621,277	\$ 651,651	\$ 654,191	\$ 704,611	\$ 725,749
Percentage	5.12%	4.89%	0.39%	3.00%	3.00%
Millage Rate	5.559	5.559	5.559	5.559	5.559
Estimated Coral Gables Portion of Property Tax	3,454	3,623	3,637	3,917	4,034
Increase	166	169	14	280	117

* Average taxable value based on July 1, 2020 property valuations.

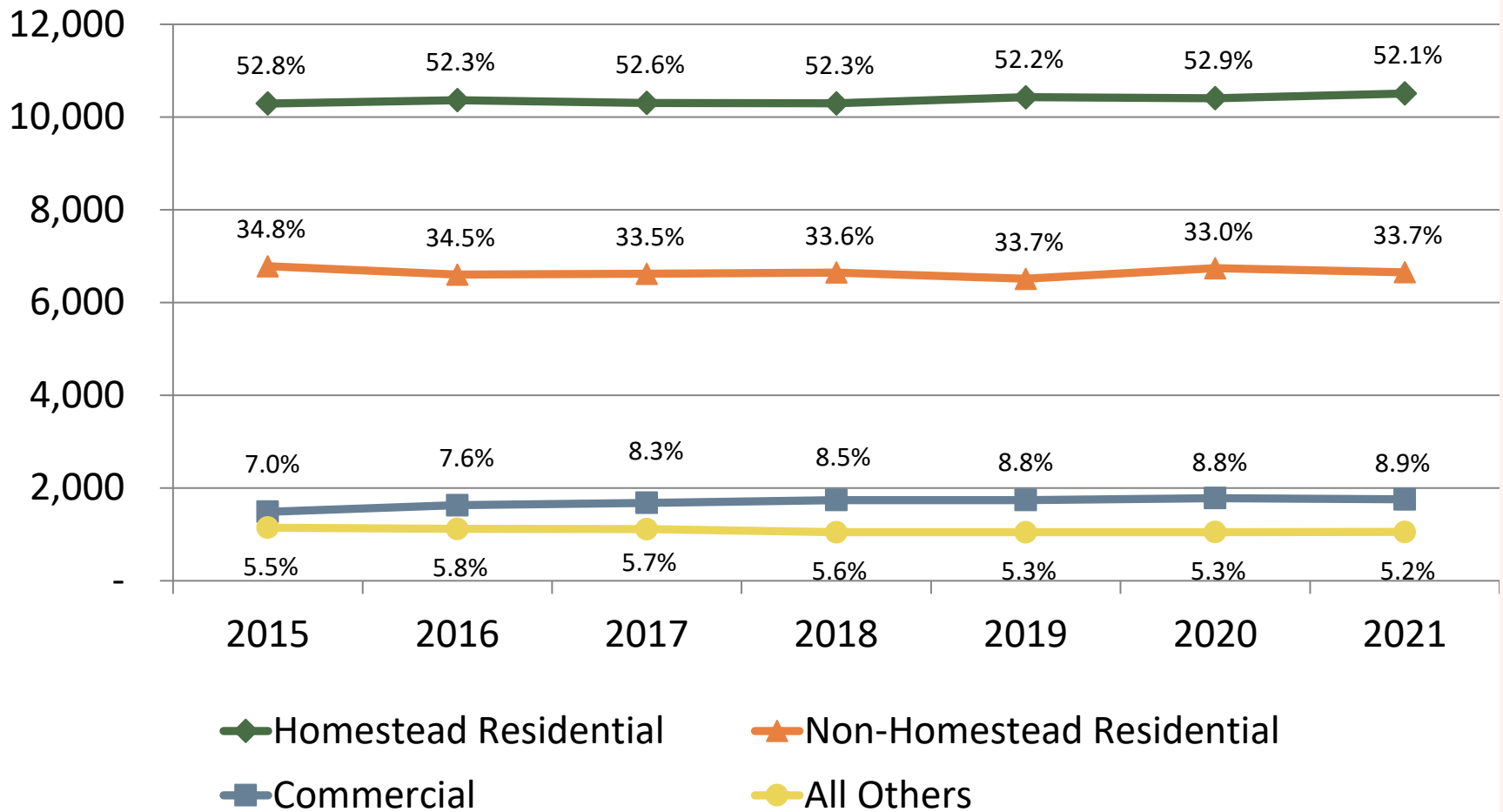
ESTIMATED AVERAGE TAXABLE VALUE OF A HOMESTEADED PROPERTY

City	Coral Gables	Miami	Miami Beach	Hialeah	Key Biscayne
Millage Rate	5.559	7.990	6.0515	6.3018	3.3267
Estimated City Portion of Property Tax	4,034	5,791	4,386	4,567	2,411
Difference from Coral Gables	-	1,756	351	533	(1,623)

Comparison of Full-Service Cities in Miami-Dade County based on average homesteaded value of \$725,749

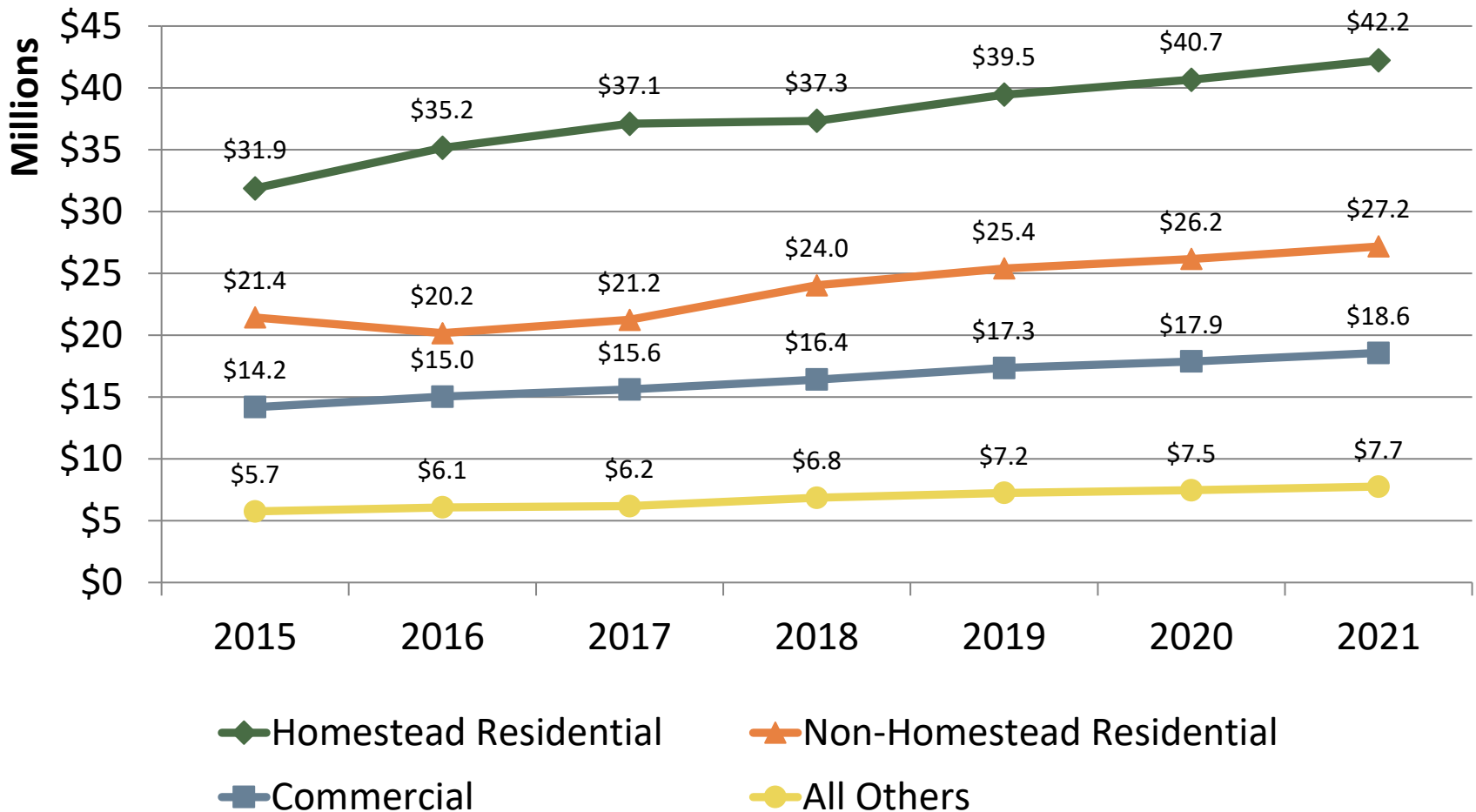
CORAL GABLES PROPERTIES BY TYPE

(PROPERTY COUNT 19,963)



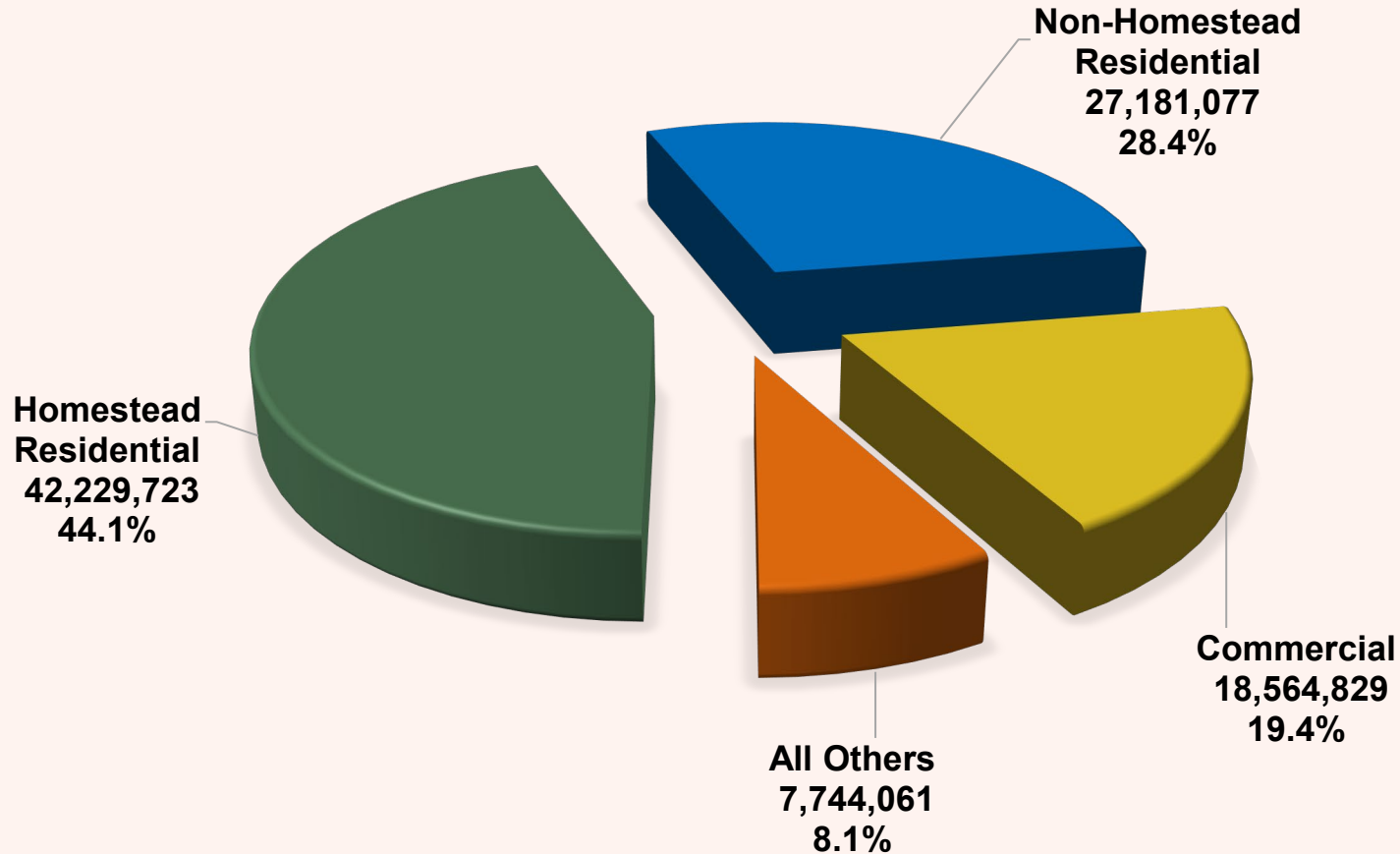
PROPERTY TAX REVENUE BY PROPERTY TYPE

(TOTAL FY22 PROJECTED PROPERTY TAX REVENUE \$95.7M)

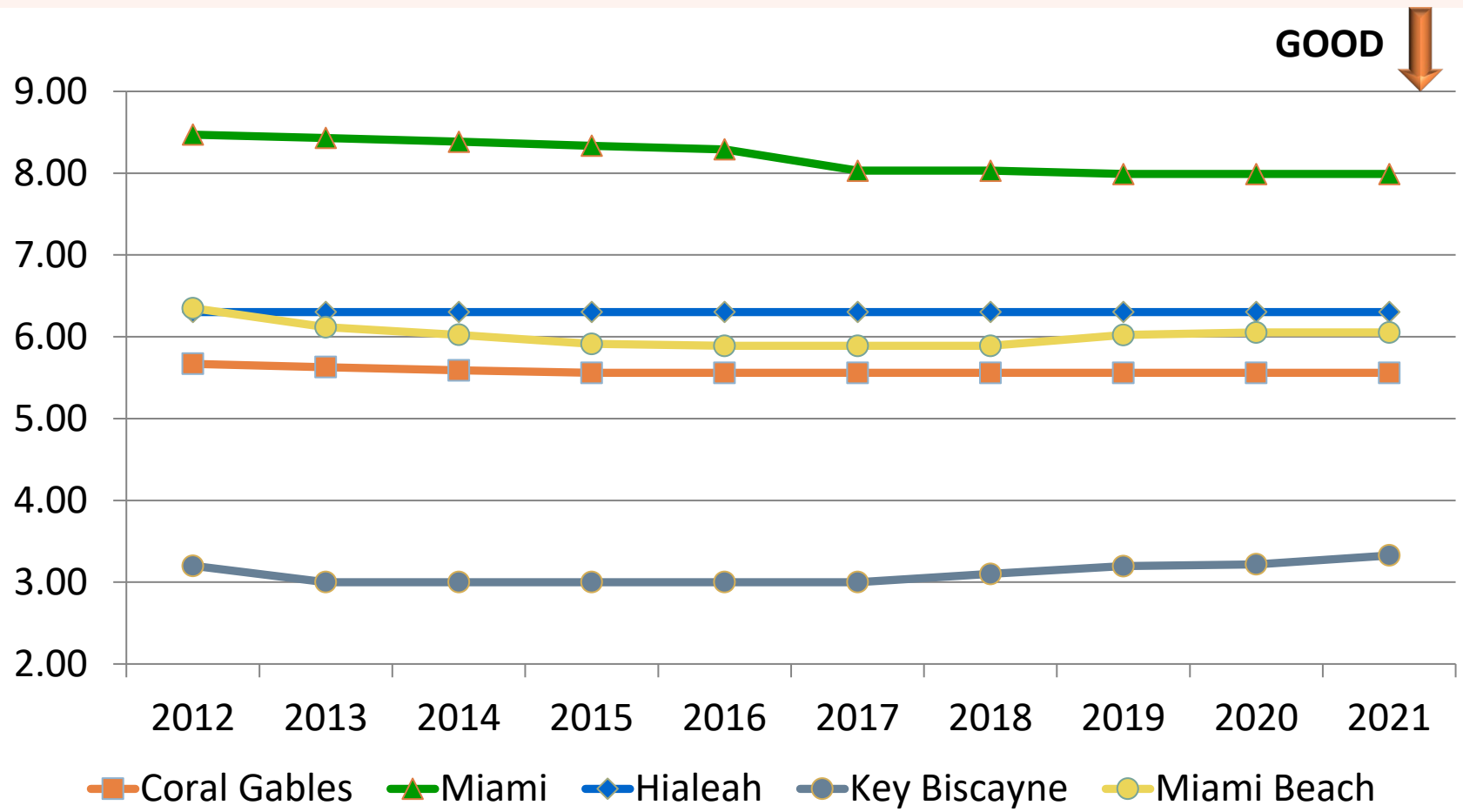


PROPERTY TAX REVENUE BY PROPERTY TYPE

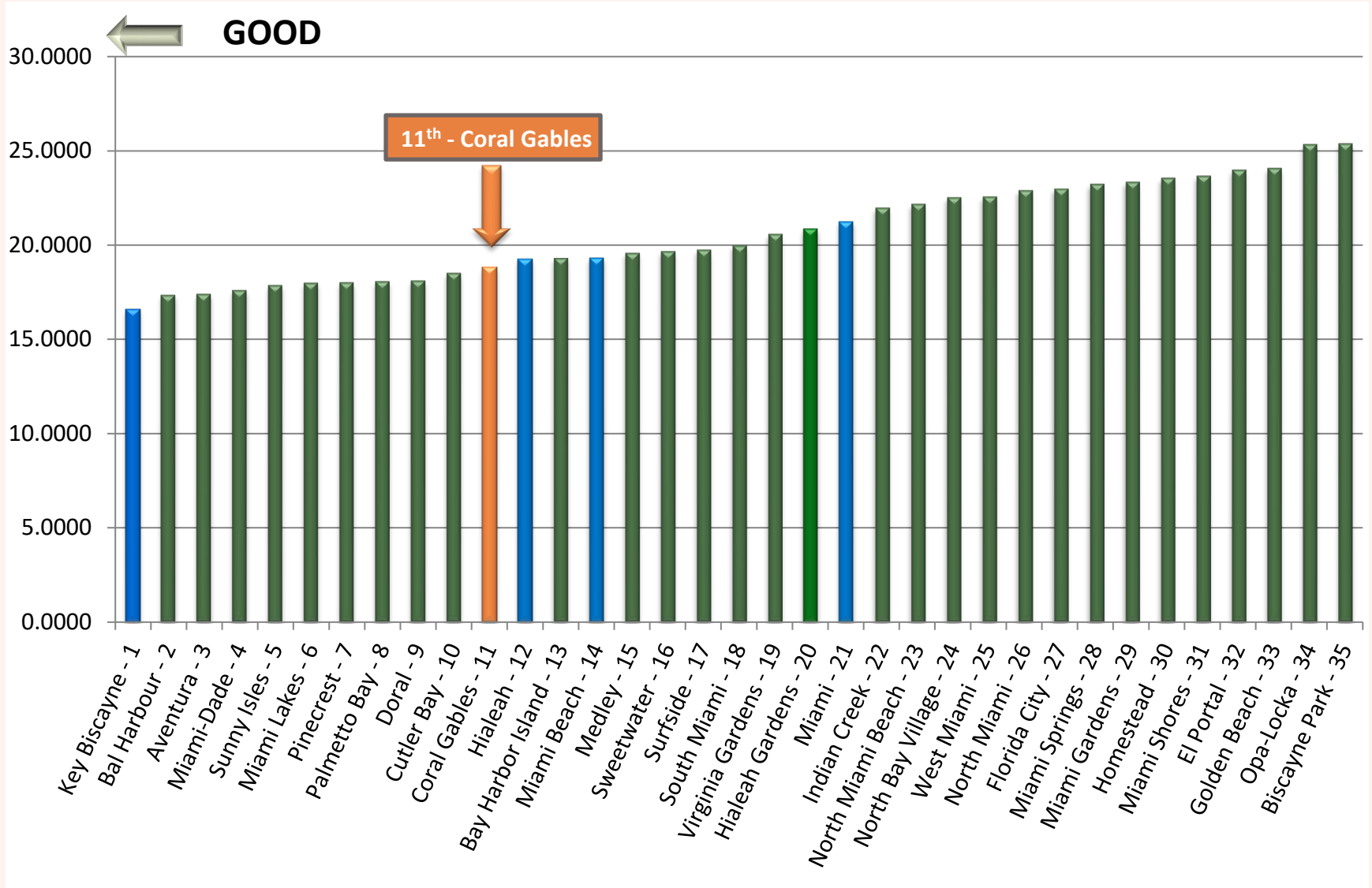
(TOTAL FY22 PROJECTED PROPERTY TAX REVENUE \$95.7M)



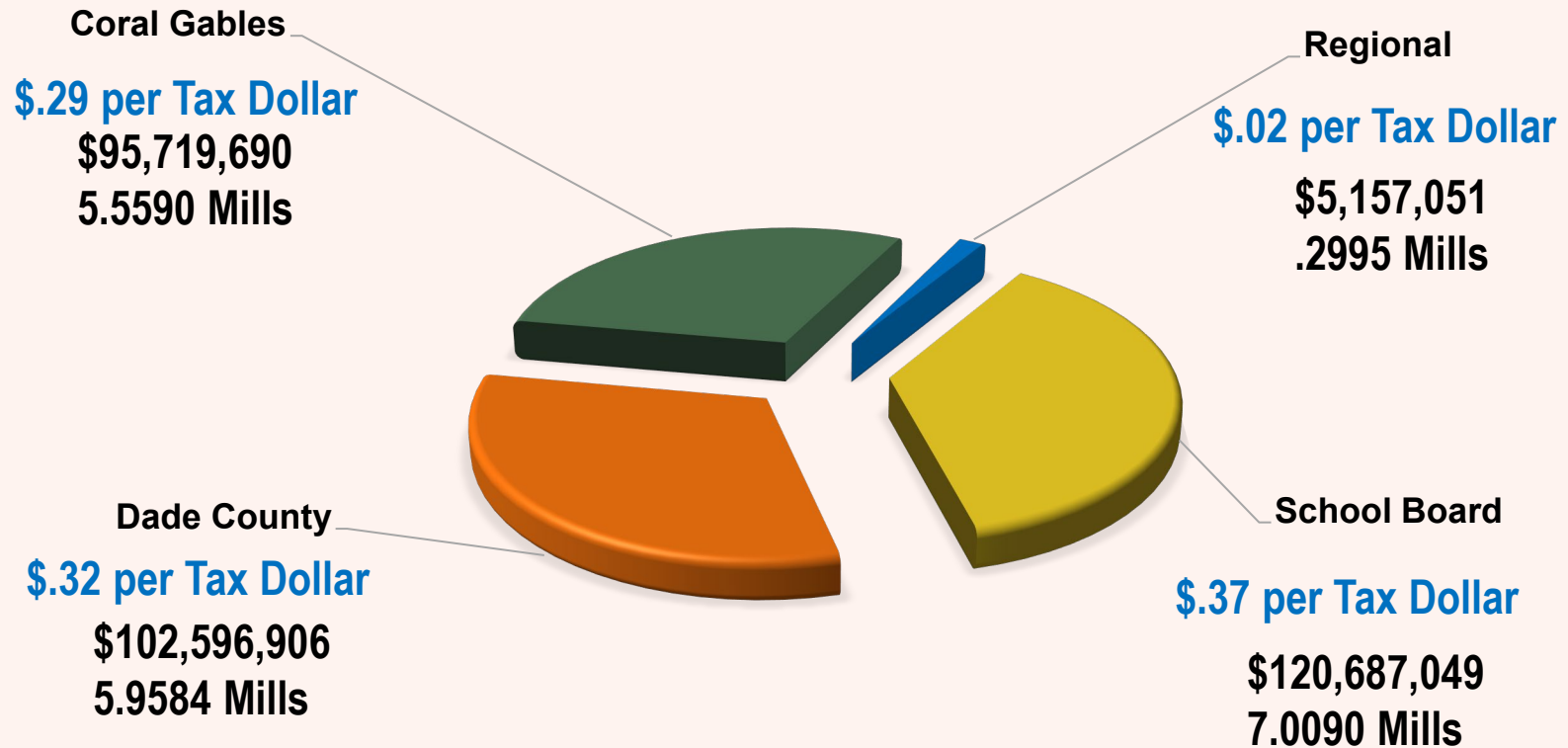
TEN-YEAR MUNICIPAL MILLAGE RATES FOR FULL-SERVICE CITIES BY TAX YEAR



RANKING OF MIAMI-DADE/MUNICIPALITY 2020 ADOPTED MILLAGE RATES COMPARED TO CORAL GABLES 2021 PROPOSED MILLAGE RATE

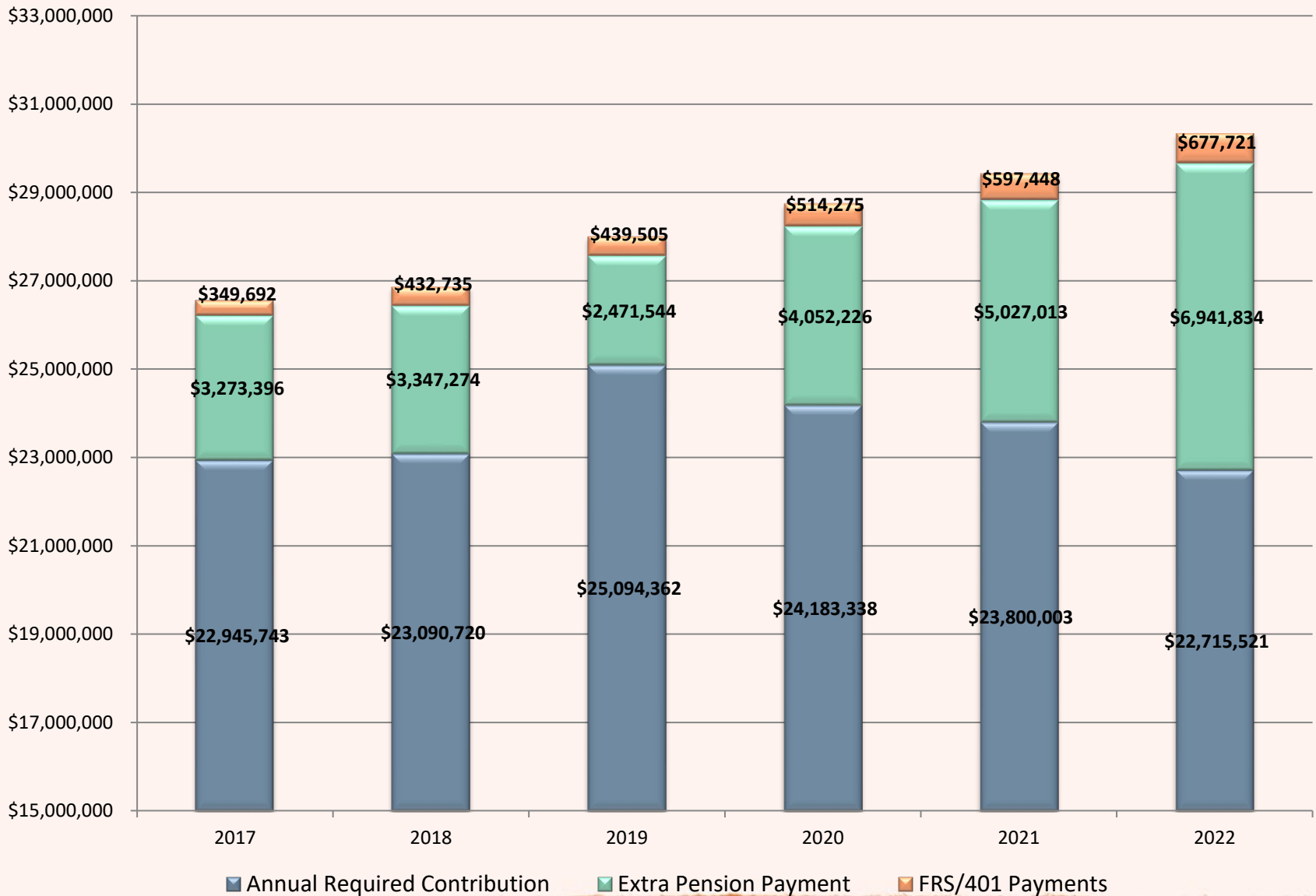


PROPERTY TAX DISTRIBUTION PER TAX DOLLAR

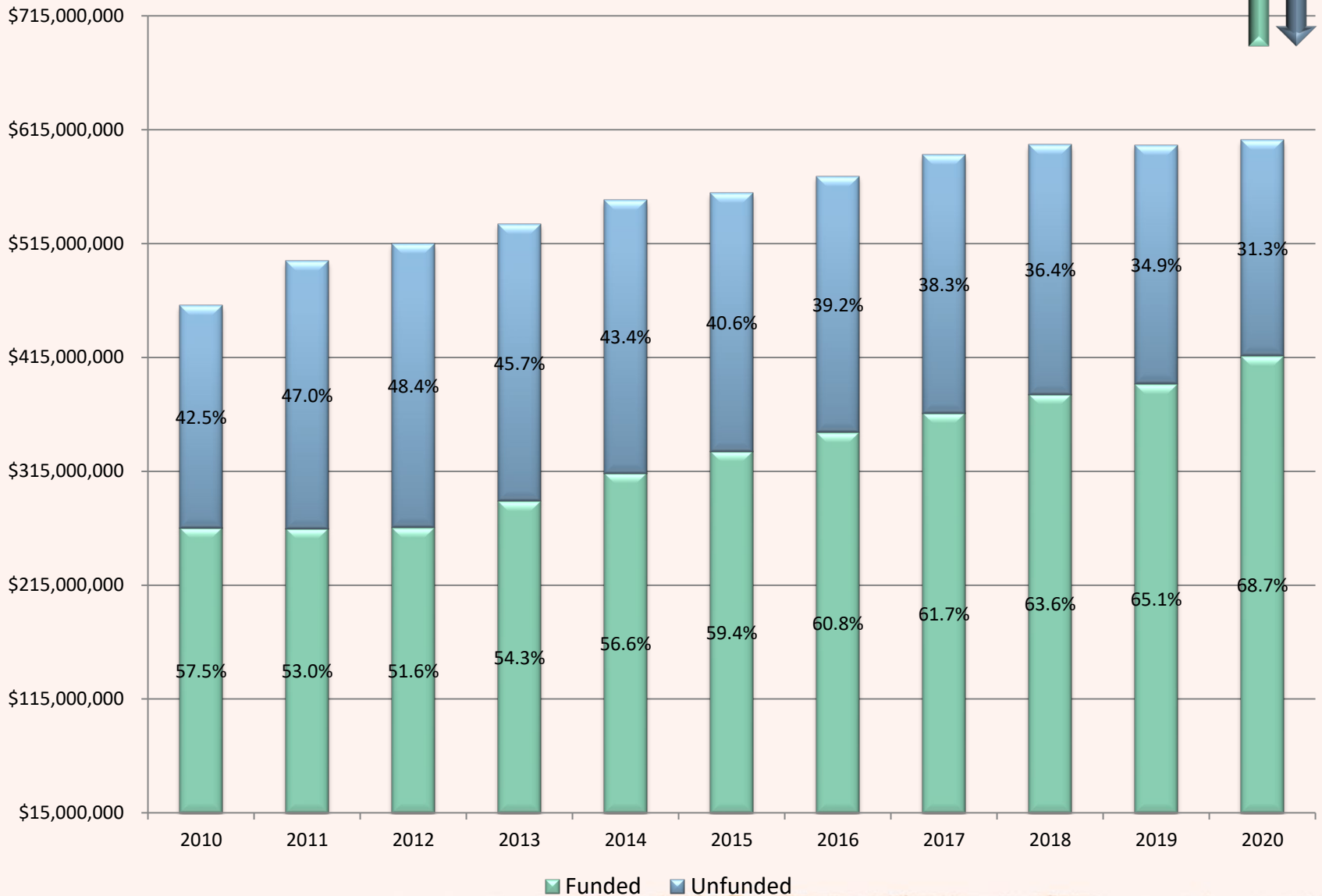


Property Tax Based on Estimated Taxable Values on July 1, 2021 of \$18,125,124,740 at 95% collection. Millage rates for the County, School Board and Regional are prior year rates.

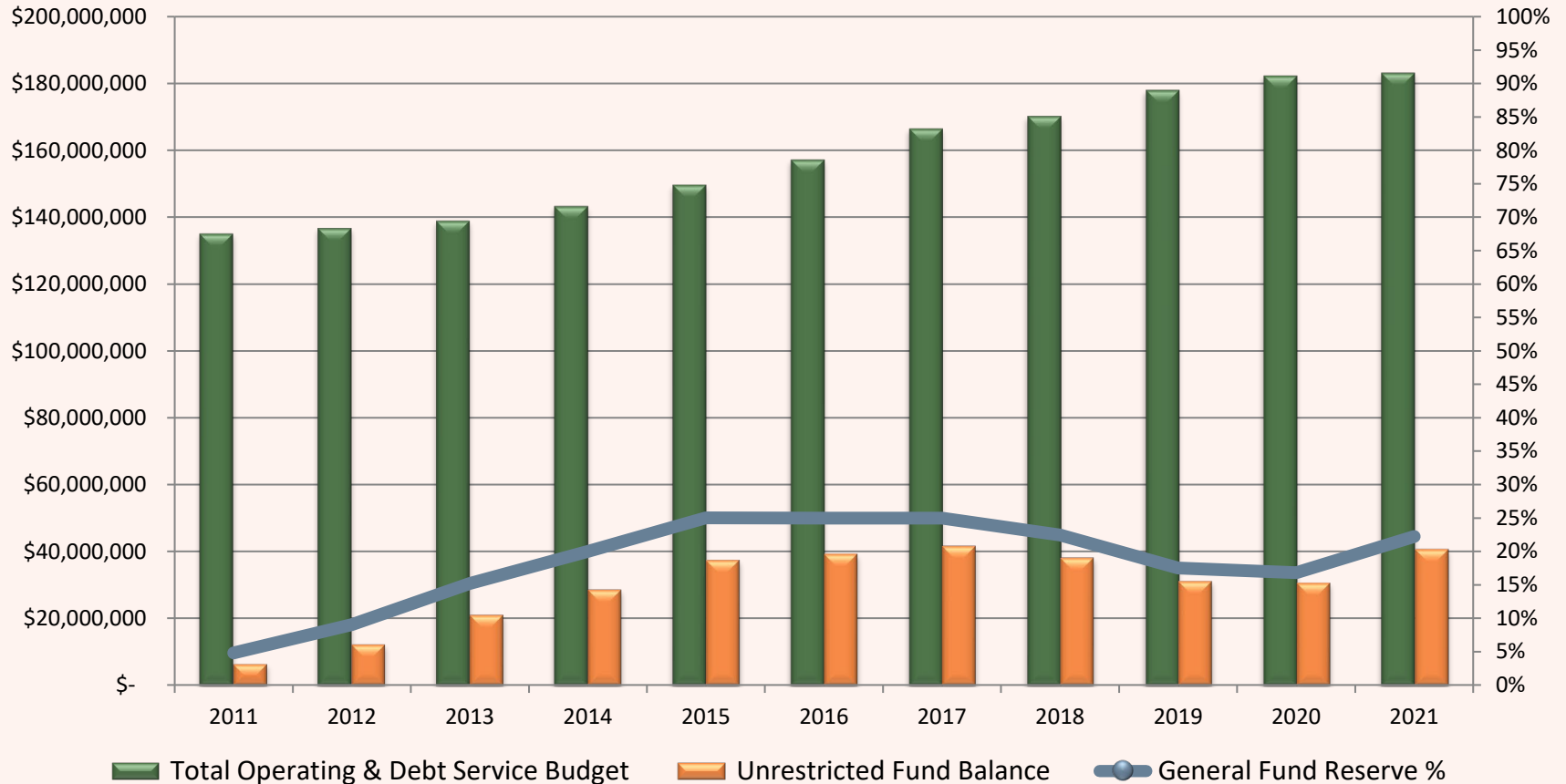
Annual Pension Contributions



Funding Ratio of Pension Plan



General Fund Reserve Analysis



The City's reserve policy calculates reserve requirements at 25% of the total operating budget, not just 25% of the General Fund. However, the 25% reserve is held in General Fund dollars, freeing up other fund balances for investment in capital infrastructure. FY18-FY21 reserves are less than 25% pending FEMA/State/County/Insurance reimbursements for Hurricane Irma/CARES/ARPA.



A WORLD CLASS CITY WITH A HOMETOWN FEEL