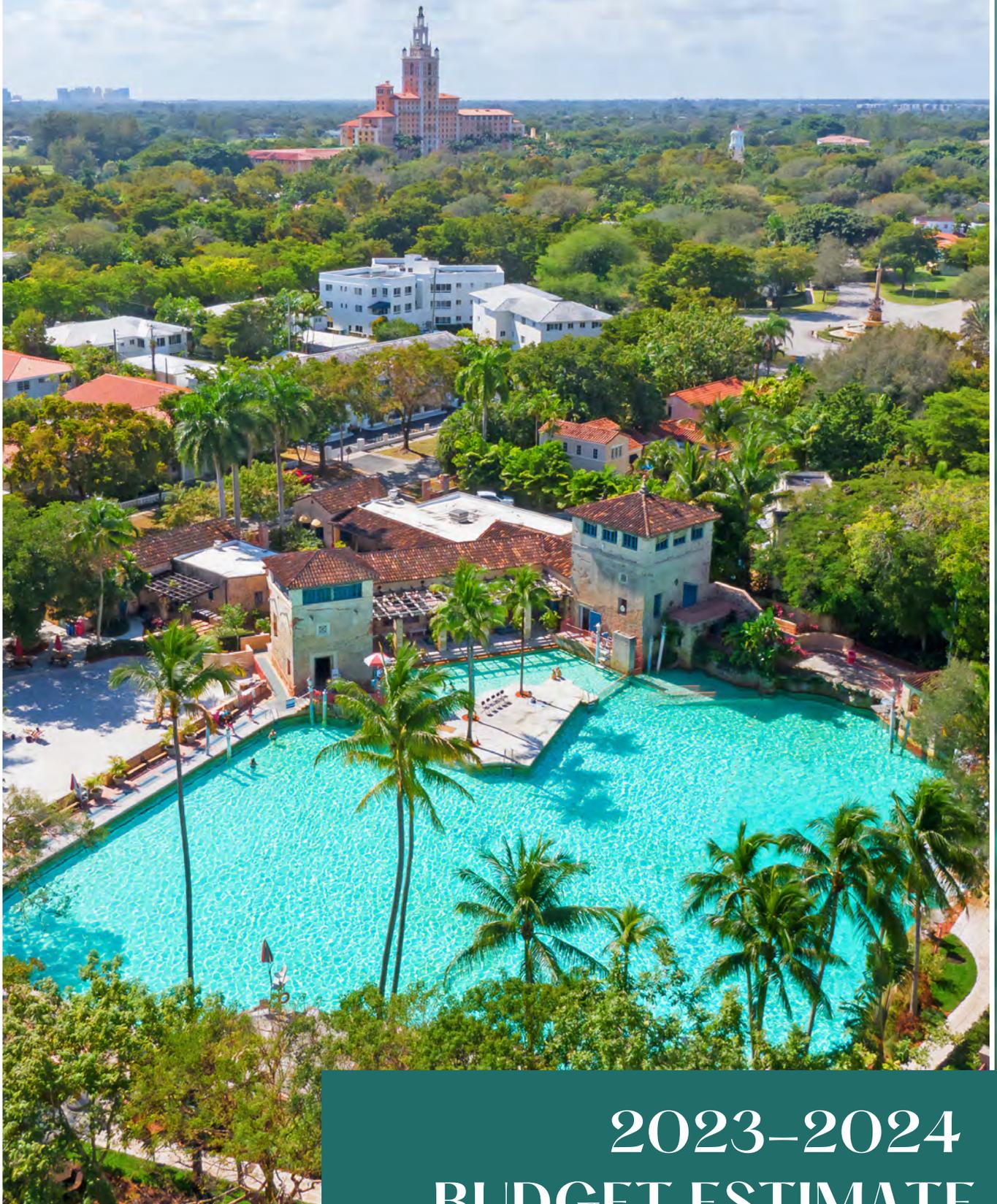


# CORAL GABLES

THE CITY BEAUTIFUL



2023-2024  
BUDGET ESTIMATE

# CITY OF CORAL GABLES



**VINCE C. LAGO**  
MAYOR



**RHONDA A. ANDERSON**  
VICE MAYOR



**KIRK R. MENENDEZ**  
COMMISSIONER



**MELISSA CASTRO**  
COMMISSIONER



**ARIEL FERNANDEZ**  
COMMISSIONER

**PETER J. IGLESIAS, P.E.**  
CITY MANAGER

**CRISTINA M. SUAREZ, ESQ., B.C.S.**  
CITY ATTORNEY

**BILLY Y. URQUIA**  
CITY CLERK

**ALBERTO N. PARJUS**  
ASSISTANT CITY MANAGER

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

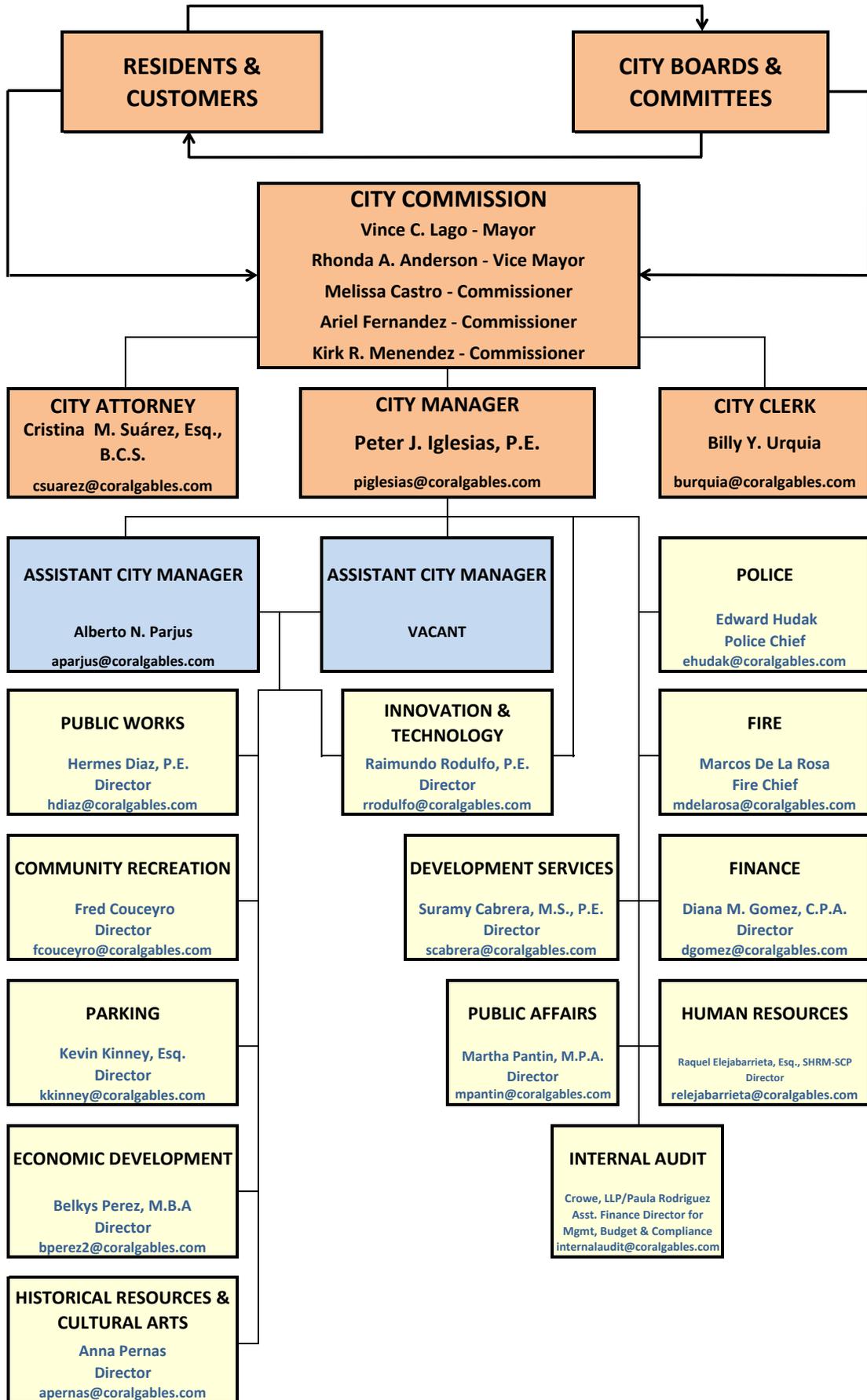
**PAULA A. RODRIGUEZ**  
ASSISTANT FINANCE DIRECTOR – MANAGEMENT, BUDGET & COMPLIANCE

**MITRANAND BHAGIRATHI**  
SR. MGMT & BUDGET ANALYST

**PEDRO SANCHEZ**  
MGMT & BUDGET ANALYST II

**ELSY FUENTES**  
INTERNAL AUDIT & GRANTS COORD.

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



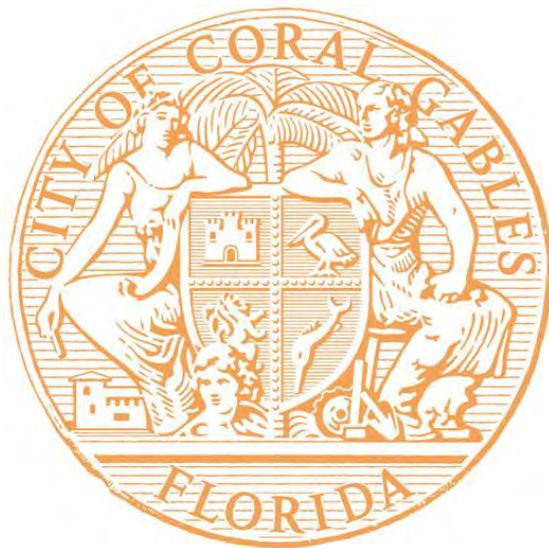


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# 2023-2024 BUDGET ESTIMATE

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# The City of Coral Gables



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

City Hall 405 Biltmore Way  
Coral Gables, FL 33134

*The City Beautiful*

July 1, 2023

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

Dear Mayor and Commissioners:

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

The City's revenues continue to outperform recent years. Overall property values remain strong and have experienced substantial increases over the past two years. For FY2023-2024, the City's property values reflect an extraordinary 11.9% annual increase in value, the highest such increase in 17 years. These increases are unusual and are not expected to continue for the long term. Historically, the City's property values experience annual increases of 4% to 5% per year, and it is anticipated that future property value increases will return to rates more in line with those experienced in the years prior to 2022. In addition to property values, other revenue categories have continued to increase and outperform prior year levels, such as franchise fees, business tax receipts, recreation, permit, and parking fees.

The City's expenditures continue to be affected by substantial inflation and escalation costs. Although the local inflation rate dropped to approximately 6% from last year's 9.5%, increased costs for materials and services continue. The availability of material and labor continues to have a significant impact on both capital and operating costs including salaries, health insurance, contracted services, property insurance, fuel, vehicles and equipment, construction, and technology services. Increased cybersecurity threats require greater investments in technology to ensure that the City's assets and information are protected. In addition, in many areas the inflation rate does not reflect the experienced escalation. The City must continue to mindfully balance increased revenues to cover increased expenditures, while maintaining current service levels.

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

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

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

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

The City's budgeting approach has proven successful, evidence of this is the City's ability to navigate turbulent years with limited impact of essential services to our residents, businesses, and visitors. I am proud to say that staff has prepared a comprehensive budget that best addresses the City's needs while ensuring that Coral Gables stays on a financially sustainable track.

### **Regulatory**

The FY 2023-2024 Budget Estimate beginning October 1, 2023, through September 30, 2024, is submitted on July 1, 2023, in accordance with the requirements of Article V of the City Charter. The Annual Budget is a financial plan and management tool that guides the City and each department for the upcoming fiscal year. The Annual Budget contains projected as well as comparative financial information with budgets of previous years, as well as actual revenues and expenditures. The comparative data helps to analyze trends of the financial operations of the City. The Budget Estimate will be presented at a Commission workshop on Wednesday, July 12, 2023, at 9:00 AM. As you know, state law requires that two public hearings be held in September

to officially adopt the budget. The hearings will be held on Wednesday, September 13, 2023, and Tuesday, September 26, 2023, both at 5:01 PM.

**Budgetary Overview**

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

**Expenditures**

The total operating, capital and debt service budget estimated for FY 2023-2024 is \$258.5M, a net decrease of \$96.1M or 27.1% compared to the FY 2022-2023 Amended Budget of \$354.6M. The vast majority of the change is a decrease of \$105.9M in capital improvement projects included in the FY 2022-2023 budget that are not repeated in the FY 2023-2024 Budget Estimate. Balances for projects not completed by the end of FY 2022-2023, will be re-appropriated during the first quarter of the new fiscal year. These projects include the construction of Minorca Garage (Garage 7), Sanitary Sewer Force Main Replacement Program, Sea-Level Rise Mitigation Program, as well as facility repairs/improvements, parks repairs/improvements, and Sanitary Sewer/Storm Water improvements.

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

| <u>Budget Year</u>  | <u>2022-2023</u>     | <u>2023-2024</u>     | <u>Increase<br/>(Decrease)</u> |
|---------------------|----------------------|----------------------|--------------------------------|
| <b>Operating</b>    | \$196,536,486        | \$206,290,636        | \$9,754,150                    |
| <b>Capital</b>      | 147,160,513          | 41,178,873           | (105,981,640)                  |
| <b>Debt Service</b> | 10,945,799           | 11,021,051           | 75,252                         |
| <b>Total</b>        | <u>\$354,642,798</u> | <u>\$258,340,607</u> | <u>\$(96,152,238)</u>          |

**Operating Expenditures**

The comparison above reflects an increase of \$9,764,150 or 5% in operating expenses from the FY 2022-2023 Amended Budget of \$196,536,486 to the FY 2023-2024 Budget Estimate. However, it is important to understand that the FY 2022-2023 Amended Budget contains significant prior year reappropriations that skew the differences between the operating budgets of the two fiscal years. Prior year reappropriations are nonrecurring (onetime) revenues. A more accurate comparison of the delta between the two years requires that the FY 2022-2023 Amended Budget be adjusted to remove the reappropriations.

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

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

| <u>Budget Item</u>                          | <u>Incr/Decr</u>          | <u>Budget Estimate</u>      |
|---|---------------------------|-----------------------------|
| Salary                                      | \$5,132,052               | \$82,457,020                |
| Overtime                                    | 26,430                    | 3,551,165                   |
| Retirement                                  | 481,367                   | 31,318,370                  |
| FICA  | 423,549                   | 5,517,596                   |
| Workers Comp                                | (2)                       | 2,000,000                   |
| Health & OPEB                               | 891,598                   | 13,046,570                  |
| Preservation of Ben. Plan                   | -                         | 65,500                      |
| Other Misc. Benefits                        | 9,625                     | 151,950                     |
| Professional Services                       | 820,115                   | 24,309,309                  |
| Repairs, Maint., Utilities & Misc. Services | 880,409                   | 27,213,869                  |
| Parts, Supplies & IT Maint. Subscriptions   | 1,604,204                 | 12,648,666                  |
| Equipment Replacements                      | (326,929)                 | 343,884                     |
| Equipment Additions                         | (290,275)                 | 690,737                     |
| Debt & Contingencies                        | 1,188,594                 | 3,876,270                   |
| Grants                                      | (1,561,827)               | 596,976                     |
| Intra/Inter Dept'l Allocations              | (807,606)                 | (6,365,704)                 |
| Fleet Equip Replacement & Additions         | 1,282,846                 | 4,868,458                   |
| <b>Total</b>                                | <b><u>\$9,754,150</u></b> | <b><u>\$206,290,636</u></b> |

Salary costs are increasing by \$5.13M. Each year salaries increase for steps/merits and cost of living adjustments implemented for existing collective bargaining agreements. The increase in the FY 2023-2024 Budget Estimate is more significant as it is the first full year of implementation the Classification and Compensation Study completed by the City during FY 2022-2023, as well as the addition of 20 new full-time positions included in this budget estimate.

Retirement costs are increasing by \$481K due to the annual 1.25% additional pension payment indexing of \$395K, as well as \$99K for new employees selecting the 401(a) plan instead of the pension. Health insurance is increasing by \$891.6K for the projected increase to premiums, as well as additional premiums for the new positions added in the budget estimate.

Repairs, maintenance, utilities, parts, and supplies and Information Technology (IT) maintenance respectively have increased by \$880K and \$1.6M. The increases are primarily made up of \$80K for fleet fuel, \$300K for electric services, and \$800K for solid waste disposal. Equipment replacement increases include the purchase of vehicles for positions added in the Police, Fire and Development Services departments, and \$1.3M increase of maintenance cost required for essential IT systems.

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

**Personnel Positions**

The FY 2023-2024 Budget Estimate increases the full-time headcount by 20 to 900 compared to the FY 2022-2023 Amended Budget of 880. The increase in headcount in the general fund includes five police officers to staff the Police Department’s Downtown Unit, five Fire Fighters to staff Fire House 4, and conversion of the P/T Professional Surveyor & Mapper to Full Time to keep up with the increased and ongoing survey-related requests. Increased headcount funded by non-general fund revenues include one Repair Worker and one Equipment Operator II to maintain the permit requirements for the Municipal Separate Storm Sewer System, one Permit Clerk in response to the substantial increase in permitting, two Building Code Enforcement Officers to focus on expired permits and work without permits, as well as one Building Reviewer, one Mechanical Inspector I, one Plumbing Inspector II, and one Building Inspector II to reduce our dependency on consultants.

Over the last several budget years, the City has enhanced services through the addition of part-time positions that not only fulfill departments’ service requirements but just as importantly offer part-time hours to employees whose life requirements dictate a part-time schedule as opposed to full-time. Part-time positions are measured as full-time equivalents (FTEs).

The FY 2023-2024 Budget Estimate includes a part-time Traffic Enforcement Police Officer to enhance enforcement of traffic laws and City ordinances. The part-time FTE count for FY 2023-2024 is 184.99 which translates to an approximate part-time headcount (number of bodies) of 237. The combined full-time headcount of 900 plus the part time FTEs of 184.99 is 1,057.64. Whereas total headcount comes to full-time headcount of 900 plus the part-time headcount of 237 is 1,137.

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

| <b><u>FISCAL</u></b><br><b><u>YEAR</u></b> | <b><u>POLICE</u></b><br><b><u>OFFICERS</u></b> | <b><u>FIRE-</u></b><br><b><u>FIGHTERS</u></b> | <b><u>GENERAL</u></b><br><b><u>EMPLOYEES</u></b> | <b><u>TOTAL</u></b> |
|--|--|---|--|---------------------|
| <b>2015</b>                                | 191  | 139   | 485  | 815                 |
| <b>2016</b>                                | 192  | 139   | 498  | 829                 |
| <b>2017</b>                                | 192  | 139   | 500  | 831                 |
| <b>2018</b>                                | 192  | 139   | 506  | 837                 |
| <b>2019</b>                                | 192  | 139   | 509  | 840                 |
| <b>2020</b>                                | 193  | 139   | 514  | 846                 |
| <b>2021</b>                                | 193  | 139   | 514  | 846                 |
| <b>2022</b>                                | 193  | 139   | 523  | 855                 |
| <b>2023</b>                                | 199  | 145   | 536  | 880                 |
| <b>2024</b>                                | 204  | 150   | 546  | 900                 |

**Bargaining Unit Agreements**

The current collective bargaining agreement with the Fraternal Order of Police (FOP) is in effect from October 1, 2020, through September 30, 2023, with FY 2022-2023 being the final contract year. The Teamsters Local Union 769 agreement is in effect from October 1, 2021, to September 30, 2024, with FY 2023-2024 being the final contract year. The agreement with the International Association of Firefighters (IAFF) Local 1210 is expired and negotiations are ongoing.

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

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

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

| DEPARTMENT                            | DESCRIPTION  | FUNDING TYPE        |                     |                   |                    |
|---------------------------------------|--|---------------------|---------------------|-------------------|--------------------|
|                                       |  | ONE-TIME            | ONGOING             | LIMITED           | TOTAL              |
| Community Recreation - Country Club   | Additional Funding for Personal Training               | \$ -                | \$ 75,000           | \$ -              | \$ 75,000          |
| Community Recreation - Special Events | Professional Installation of the Holiday Tree          | -                   | 32,000              | -                 | 32,000             |
| Community Recreation - Special Events | Increase budget for Pumpkins at the Pumpkins Patch     | -                   | 10,000              | -                 | 10,000             |
| Community Recreation - Venetian Pool  | Additional Funds for Concessions at Venetian Pool      | -                   | 30,000              | -                 | 30,000             |
| Community Recreation - Youth Center   | Additional Funding for Contracted Programs             | -                   | 150,000             | -                 | 150,000            |
| Community Recreation - Youth Center   | Additional Funds for Transportation on Field Trips     | -                   | 20,000              | -                 | 20,000             |
| Community Recreation - Youth Center   | Additional Funding for Daddy Daughter Dance            | -                   | 10,000              | -                 | 10,000             |
| Development Services - Building       | 5 New Positions for Building Dept                      | 105,000             | 526,827             | -                 | 631,827            |
| Development Services - Building       | 2 Full time Code Officers for Building                 | -                   | 129,314             | -                 | 129,314            |
| Development Services - Building       | P/T Structural Engineer                                | -                   | 97,423              | -                 | 97,423             |
| Economic Development                  | Downtown Holiday Décor previously done by BID          | -                   | -                   | 150,000           | 150,000            |
| Economic Development                  | LED String Light Replacement on Miracle Mile           | 79,964              | -                   | -                 | 79,964             |
| Economic Development                  | Events previously done by BID                          | -                   | -                   | 109,000           | 109,000            |
| Finance                               | Grant Writing Service                                  | -                   | 25,000              | -                 | 25,000             |
| Fire                                  | New Uniforms/Firefighting Gear for New Hires           | -                   | 99,693              | -                 | 99,693             |
| Fire                                  | Target/TeleStaff Licenses for New Firefighters         | -                   | 3,190               | -                 | 3,190              |
| Innovation & Technology               | Software Cost Increases for FY2024                     | -                   | 109,750             | -                 | 109,750            |
| Innovation & Technology               | ARCGIS Suite + NearMap Add-on                          | -                   | 12,000              | -                 | 12,000             |
| Innovation & Technology               | Additional funds needed for Adobe PDF subscription     | -                   | 10,000              | -                 | 10,000             |
| Innovation & Technology               | Desktop Printer Additions                              | -                   | 15,000              | -                 | 15,000             |
| Innovation & Technology               | AssetWorks Automotive Fleet Management                 | 100,000             | 80,000              | -                 | 180,000            |
| Innovation & Technology               | INFOR CloudSuite + WFM + Questica + CityBase           | 322,000             | 400,000             | -                 | 722,000            |
| Innovation & Technology               | CyberSecurity, Auditing and Compliance Requirement     | -                   | 100,000             | -                 | 100,000            |
| Innovation & Technology               | EnerGov License  | -                   | 30,000              | -                 | 30,000             |
| Innovation & Technology               | Phone Queuing System                                   | -                   | 30,000              | -                 | 30,000             |
| Innovation & Technology               | Mark43 Police, Fire and 911 CAD and RMS CloudSuite     | 500,000             | 350,000             | -                 | 850,000            |
| Innovation & Technology               | Supporting HW/SF New Police and Fire Vehicle (12)      | 147,000             | 26,000              | -                 | 173,000            |
| Innovation & Technology               | SmartCity Pole for San Sebastian and 38th Ave          | -                   | 87,000              | -                 | 87,000             |
| Innovation & Technology               | IT Professional Services Citywide                      | -                   | 30,000              | -                 | 30,000             |
| Innovation & Technology               | Cellular Services Rubicon/Cartgraph Devices            | -                   | 30,000              | -                 | 30,000             |
| Innovation & Technology               | Rubicon SaaS Annual Support                            | -                   | 80,000              | -                 | 80,000             |
| Innovation & Technology               | 311/CRM/City Mobile App SAS                            | -                   | 120,000             | -                 | 120,000            |
| Innovation & Technology               | Maintenance of Technology Additions                    | -                   | 511,000             | -                 | 511,000            |
| Parking - Garages                     | Minorca Garage Contract Staffing                       | -                   | 194,644             | -                 | 194,644            |
| Parking - Mobility & Sustainability   | Part-Time Sustainability Coordinator                   | -                   | 35,259              | -                 | 35,259             |
| Parking - Trolley                     | Extended Trolley Hours                                 | -                   | 88,845              | -                 | 88,845             |
| Parking - Trolley                     | Saturday Service Continuation                          | -                   | 68,056              | -                 | 68,056             |
| Parking - Trolley                     | Trolley Camera System                                  | 55,000              | -                   | -                 | 55,000             |
| Parking - Violation Enforcement       | LPR system for enforcement                             | 25,000              | -                   | -                 | 25,000             |
| Police                                | Increasing Budget for K-9 Expenditures                 | -                   | 10,000              | -                 | 10,000             |
| Police                                | Prisoner Cages & Lock Boxes for the 11 Addt'l Vehicles | 46,942              | -                   | -                 | 46,942             |
| Police                                | Additional Funding For Patrol Vehicle Parts            | -                   | 34,140              | -                 | 34,140             |
| Police                                | AED's Purchase   | -                   | 40,000              | -                 | 40,000             |
| Police                                | Operating Items for 5 New Officers                     | -                   | 13,385              | -                 | 13,385             |
| Police                                | 4 New Lasers / 3 New Radars                            | 30,000              | -                   | -                 | 30,000             |
| Police                                | P/T Traffic Enforcement Officer                        | -                   | 20,240              | -                 | 20,240             |
| Public Works - Engineering            | Conversion of P/T Prof Surveyor & Mapper to F/T        | -                   | 47,338              | -                 | 47,338             |
| Public Works - General Services       | FPL's Electric Utility Rate Increase                   | -                   | 283,291             | -                 | 283,291            |
| Public Works - General Services       | FPL's New Storm Restoration Recovery Charge            | -                   | 22,627              | -                 | 22,627             |
| Public Works - General Services       | Elevator Safety Improvements                           | 43,660              | -                   | -                 | 43,660             |
| Public Works - General Services       | 427 Biltmore Way Elevator Maintenance Program          | -                   | 6,600               | -                 | 6,600              |
| Public Works - General Services       | Facilities Termite Matrix                              | -                   | 65,000              | -                 | 65,000             |
| Public Works - Fleet Management       | Unfreeze Auto Mechanic Position                        | -                   | 61,916              | -                 | 61,916             |
| Public Works - Fleet Management       | Sign Shop - Truck Addition                             | 110,000             | -                   | -                 | 110,000            |
| Public Works - Fleet Management       | 11 Additional Police Vehicles                          | 660,000             | -                   | -                 | 660,000            |
| Public Works - Fleet Management       | Fire Rescue Truck Addition                             | 500,000             | -                   | -                 | 500,000            |
| Public Works - Fleet Management       | Police Motorcycle Leases Addition                      | -                   | 35,520              | -                 | 35,520             |
| Public Works - Fleet Management       | Police Motorcycle Lease Equip & Install                | 26,000              | -                   | -                 | 26,000             |
| Public Works - Fleet Management       | Building Insp Div. - Truck Additions                   | 70,000              | -                   | -                 | 70,000             |
| Public Works - Sanitary Sewer         | Add'l. Funding for Wholesale Wastewater Disposal       | -                   | 594,869             | -                 | 594,869            |
| Public Works - Solid Waste            | CPI and Rate Increase to Solid Waste Disposal          | -                   | 98,318              | -                 | 98,318             |
| Public Works - Solid Waste            | Increase to Compensation for Holiday Work              | -                   | 14,800              | -                 | 14,800             |
| Public Works - Stormwater             | Additional Staff Requirement to meet NPDES             | -                   | 113,543             | -                 | 113,543            |
| <b>TOTAL</b>                          |  | <b>\$ 2,820,566</b> | <b>\$ 5,077,588</b> | <b>\$ 259,000</b> | <b>\$8,157,154</b> |

### **Capital Improvements**

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

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

The City has been steadily increasing the amount of recurring revenue transferred from the General Fund to the Capital Improvement fund, except for FY 2020-2021 during which capital funding relied solely on prior year surplus. FY 2023-2024 Budget Estimate funds the full \$6.3M annual cost of the matrices by recurring revenues.

The Fiscal Year 2023-2024 Budget Estimate includes a significant \$46M investment in a capital improvement program. For the coming year, the City received \$3.48M in appropriations from the State of Florida, a record high. The city's success during the 2023 Legislative session is thanks to the great work of our Mayor and Commission, staff, and legislative lobbying team in advocating on our behalf.

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

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

A summary of the categories funded in the capital improvement plan includes \$2.9M for the replacement of capital equipment including IT network infrastructure and emergency generators; \$4.7M for facility repairs/improvements including the recertification of City facilities, optimizing energy and water efficiency at City facilities, and the renovation of the Passport Facility; \$5.1M for the repairs/restorations of historic facilities including City Hall, the Venetian Pool Facility (including State appropriation), and the restoration of White Way lights; \$4.8M in motor vehicle and equipment replacement, \$1.4M for parking improvement projects including

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

upgrades to City garages and lots, the installation of multi-space pay stations, and maintenance of the pavers on Miracle Mile and Giralda streetscapes; \$9.6M for parks & recreations improvements including Phillips Park (includes State appropriations), Toledo and Alava neighborhood park, Blue Road open space, planning for the Youth Center, Rotary Park enhancement; \$2.2M for Public Safety improvement projects including Fire House 4 (includes State appropriation), a Park AED pilot, and the replacement of Police and Fire equipment; \$2.4M in transportation and right of way projects including the Last Mile transit stop improvements, Ponce de Leon streetscape improvements, traffic calming, repair, replacement, and new sidewalk, bridge repairs and street resurfacing and milling (includes State appropriation); and \$8.7M for utility repairs/improvements including repair, maintenance, and improvement to the sanitary sewer and stormwater infrastructure, waterway maintenance, and the Sea Level Rise Mitigation Program.

**Debt Service**

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

**Revenues**

FY 2023-2024 operating revenues for all funds are projected to be \$245.9M. This represents a net increase of \$12.2M, or 5.2% compared to the FY 2022-2023 Amended Budget operating revenues of \$233.7M.

For a second year, preliminary taxable values (June 1 property value estimate) for Fiscal Year 2023 – 2024, based on the 2023 tax year are the highest in the City's history, with an estimate of \$22.5B or an 11.9% increase over the 2022 tax year values of \$20.1B. As of June 1, 2023, the Property Appraiser estimates the split of taxable values between existing property and new construction to be \$22.1B and \$423M, respectively. For reference, the difference between FY 2022-2023 (TY 2022) and FY 2021-2022 (TY 2021) was 7.6%.

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

I am pleased to report that the FY 2023-2024 Budget Estimate includes a property tax rate of 5.559, the same rate as Fiscal Year 2022-2023. This will be the ninth consecutive year the City has maintained the same millage rate. The table below shows the City’s millage rates for the past ten years.

**City Ad-Valorem Tax Rates**

| <b><u>Fiscal Year</u></b> | <b><u>Adopted Rate</u></b> |
|---------------------------|----------------------------|
| 2014-2015                 | 5.589                      |
| 2015-2016                 | 5.559                      |
| 2016-2017                 | 5.559                      |
| 2017-2018                 | 5.559                      |
| 2018-2019                 | 5.559                      |
| 2019-2020                 | 5.559                      |
| 2020-2021                 | 5.559                      |
| 2021-2022                 | 5.559                      |
| 2022-2023                 | 5.559                      |
| 2023-2024                 | 5.559                      |

FY 2023-2024 operating revenues for all funds (including property taxes based on the June 1 property value estimates) are projected to be \$245.9M. This represents a net increase of \$12.2M, or 5.2% compared to the FY 2022-2023 Amended Budget operating revenues of \$233.7M.

Net increases in revenue from FY 2022-2023 to FY 2023-2024 come to \$22.3M. The most significant revenue increase is \$12.7M in property tax revenue. Applying the 5.559 millage rate to the Property Appraiser’s June 1, 2023, taxable values of \$22.5B generates additional property tax revenue of \$12.7M.

Notable increases in other revenue categories include \$3.4M in State grant appropriations for Capital Projects, \$2.5M in Investment Earnings, \$1.9M in Parking Fees, \$1.1M for Stormwater Utility Fees, \$802K in Sanitary Sewer Fees, \$467K from Biltmore Complex, \$465K in General Government Fees, \$425K for Franchise Fees, \$425K for Refuse Collection fees, \$300K in Utility Service Taxes, and \$213K in Fines & Forfeitures.

Net revenue decreases from the FY 2022-2023 Amended Budget to the FY 2023-2024 Budget Estimate come to \$10.0M. This decrease is primarily made up of onetime items included in the FY 2022-2023 Amended Budget that are not recurring in the FY 2023-2024 Budget Estimate including \$1.2M of developer fees, \$1.3M of Miami-Dade County Impact fees, \$3.0M in Grants, and \$5.0M from the anticipated sale of Historic Facilities’ Transfer of Development Rights (TDR)s.

While discussing revenues, it is important to note that the \$5.0M for sale of TDRs included in the FY 2022-2023 Amended Budget will not materialize until the sales are final. Prior year appropriated revenue is contingent on the anticipated sales revenue, should the sales not materialize funding will need to be identified to cover the expenditures.

### **Reserves**

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

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

### **Cultural and Community Events**

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

### **Conclusion**

We are pleased to present to you this year's Budget Estimate. This is a balanced budget that provides for the operational needs of the City, as well as funds significant capital improvement projects focused on improving infrastructure and quality of life. High performing organizations carefully consider the current environment, have a clear strategy, strive for operational excellence, and strategically use technology. In developing this budget, staff and I applied these practices into every aspect of our budgetary planning. The end result, the goal for us all, is and always will be to create a more beautiful, livable and sustainable Coral Gables.

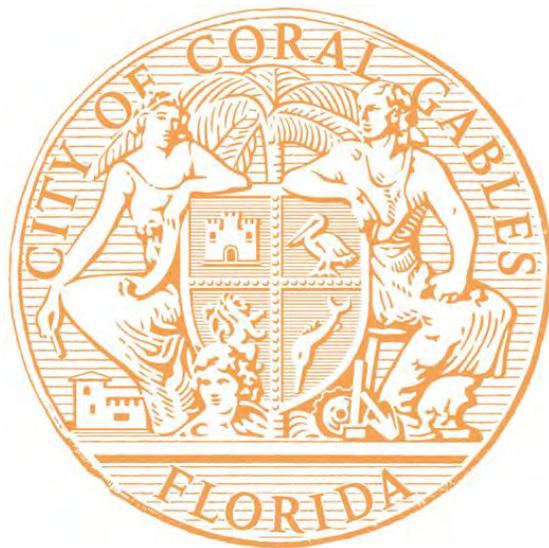
**Acknowledgments**

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

Respectfully submitted,

A handwritten signature in blue ink, appearing to read 'P. Iglesias', with a small 'v' mark at the end.

Peter J. Iglesias, P.E.  
City Manager



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CORAL GABLES  
THE CITY BEAUTIFUL

# STRATEGIC PLAN

2023 - 2025



PEOPLE. PASSION. PROGRESS.



# Strategic Planning Statements

## **Mission:**

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

## **Vision:**

A world-class city with a hometown feel.

## **Values:**

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

**Aesthetics** - preserving and enhancing the beauty of our city

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

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

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

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

# Coral Gables Strategic Focus Areas

## Customer-focused Excellence

### Goal:

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

### Objectives:

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

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

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

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

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

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

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

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

## Workforce Excellence

### Goal:

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

### Objectives:

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

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

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

- Attain workforce engagement-satisfaction rates to 75% by 2025
  - Improve workforce satisfaction with Workers Compensation claims by 10% annually over 2022 baseline levels
- Ensure appropriate workforce training, professional development opportunities, leadership skills, and advancement opportunities.

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

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

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

## Financial Excellence

### Goal:

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

### Objective:

Ensure the financial integrity and sustainability of the city.

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

## Process Excellence

### Goal:

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

### Objectives:

Enhance the effectiveness of key city processes.

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

Increase the efficiency of key resource utilization processes.

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

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

## Community-focused Excellence

### Goal:

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

### Objectives:

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

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

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

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

## Sustainability-focused Excellence

### Goal:

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

### Objectives:

Increase the resiliency of the city.

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

Support the use of environmentally-friendly practices.

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



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

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

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

**Aesthetics** – preserving and enhancing the beauty of our city

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

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

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

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

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

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

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



Peter Iglesias  
City Manager

# CORAL GABLES AT A GLANCE

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

## Demographics

Population per United States Census Bureau

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

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

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

## Education

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

## Department of Education School Ratings

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

Source: Florida Department of Education

## Land Use Statistics

Land Area 12.92 sq. miles

## Land Use Types

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

## Economic Statistics

Office Space 12.0 million sq. ft.

Retail Space 4.8 million sq. ft.

Source: CoStar Realty Information, Inc.

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

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

## Property Tax Millage Rate

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

## Bond Ratings

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

## Fiscal Year 2024 Budget Est.

|                |               |
|----------------|---------------|
| • Total Budget | \$260,751,740 |
| • Capital      | \$46,047,331  |

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

## Solid Waste Fee

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

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

# CORAL GABLES

THE CITY BEAUTIFUL

## A GUIDE TO THE CITY BEAUTIFUL





## THE CITY BEAUTIFUL

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



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

The City's distinct tropical beauty is enhanced by Fairchild Tropical Botanic Garden's Million Orchid Project, an initiative that has reintroduced one million native orchids to street trees in Miami-Dade County, including more than 250,000 in the City Beautiful. The Greenspace Management division of Coral Gables oversees the maintenance of over 40,000 trees throughout the city and continues to invest in its green canopy. In 2022, the Greenspace Management Division planted more than 200 new trees citywide on City swales and public green spaces to provide additional shade and environmental benefits.



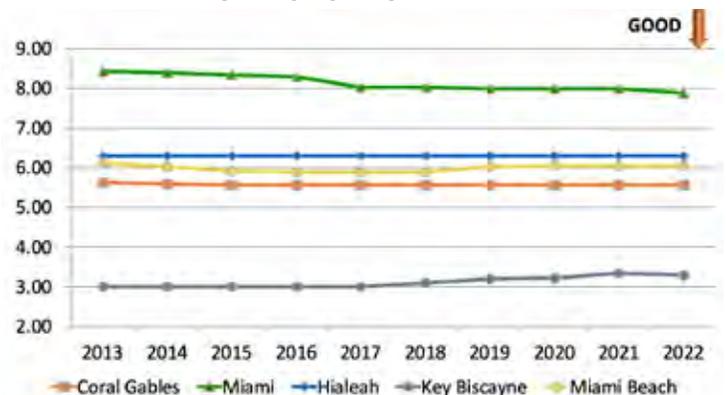
## ECONOMIC OVERVIEW

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

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

Coral Gables is one of the premium office markets in South Florida with more than 11.8 million square feet of prime office space. The City’s total tax-assessed value is \$19.5 billion. It is also an ideal place for corporate officers and employees to live and work. The City offers multiple venues to entertain clients, world-class restaurants, first-class hotels, rich cultural offerings and a broad range of retail establishments.

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



# CORPORATE CAPITAL OF THE AMERICAS

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

## BUSINESS FRIENDLY ENVIRONMENT

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

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

## INVESTING IN CORAL GABLES

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

## REAL ESTATE MARKET

High quality schools, responsive municipal services and the thoughtful integration of the built and natural landscape make the City Beautiful a much sought-after address. According to Zillow.com, the median price value of homes sold in Coral Gables is \$1.2 million. There were an estimated 18,719 households in 2021 and median household income of \$113,623, compared to \$57,815 countywide.



## SAMPLING OF LARGEST EMPLOYERS

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



# ACCESS TO AIR, SEA & LAND

In 2022, the Greater Miami region attracted more than 19 million overnight visitors, contributing over \$20 billion to the local economy. Many of those tourists were drawn to Coral Gables for its diversity of offerings.

## AIRPORT (MIA)

Coral Gables is just 5 minutes from Miami International Airport (MIA), the nation’s busiest airport for international passengers with 100 air carriers serving 176 destinations. In 2022, MIA served 38 million passengers and handled more than 2.8 million tons of domestic and international cargo, making it the #1 U.S. airport for international freight. In 2021, MIA was named J.D. Power’s Best Mega Airport. The airport has a 400,000-square-foot international arrivals facility connected to an above-ground, automated people mover system that connects various modes of transportation. This facilitates travel between Miami, Palm Beach County, Fort Lauderdale and the Florida Keys, making regional travel convenient.



## PORT (PORTMIAMI)



Only 15 minutes away from Coral Gables, PortMiami is recognized as the “Cruise Capital of the World” and “Cargo Gateway of the Americas.” The Port, which is home to 23 cruise lines and 60+ passenger ships, handled more than 4 million passengers and 10.2 million tons of cargo in 2022. Additionally, PortMiami is the nearest major U.S. logistics hub capable of handling full laden post-Panamax vessels. The PortMiami Tunnel has doubled the port’s capacity of truck and cargo movement and PortMiami’s Rail links rail service from the port directly to the national rail network, allowing goods to reach 70 percent of the US population within one to four days. PortMiami is ranked the third fastest imports port in the US by the Journal of Commerce.

## TRANSIT

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



## FREEBEE

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



## INTELLECTUAL AND MULTILINGUAL WORKFORCE



A highly-skilled workforce is at the core of Coral Gables. More than half of Coral Gables residents are fluent in another language. Approximately 66 percent of Coral Gables' residents 25 and older have a bachelor's degree, and approximately 35 percent also have a graduate or professional degree, about four times the countywide rate of 7.2 percent. In addition, Coral Gables is home to many excellent academic institutions.

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

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

Also located in the City is Northwestern University's prestigious Kellogg School of Management Executive MBA program. In 2022 Coral Gables was ranked as the 11th best small college area to live and study in the Sept. edition of the University Business. Communities were rated from economic opportunity to sheer fun. Coral Gables was selected as one of the most engaging for higher education students.

# SAMPLE OF THE MULTINATIONAL COMPANIES IN CORAL GABLES

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

# CENTER FOR FOREIGN CONSULATES AND RELATIONSHIPS

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

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

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

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

## FRIENDSHIP CITIES

Andorra La Vella, Andorra



Misión Internacional Delegation visits Coral Gables

# GLOBAL CONNECTIVITY

Coral Gables is a city rooted in history and focused on the future. Award-winning technology infrastructure sets the City apart. From a natural disaster to a health crisis, such as the COVID-19 pandemic, a robust and resilient infrastructure with high-speed communications and business intelligence is designed to keep the city constantly connected. Virtually every piece of equipment in Coral Gables, from free public Wi-Fi to traffic sensors, is part of an interconnected network that allows the City to best serve businesses through constant real-time information. The City is proud to be a recipient of the 2022 Smart City Innovation Excellence award. Coral Gables won the 2022 Geospatial Maturity Index Award, ranking in the U.S. Top 5 and the North American Top 20 GMI. GMI is a tool for public sector organizations to measure the maturity of their GIS programs.

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

## SCHOOLS

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

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

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

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

# QUALITY OF LIFE



The Shops at Merrick Park



Outdoor dining on Miracle Mile



Kiki Smith, Blue Night at Giralda Plaza

## COMMUNITY AND CONVENIENCE

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

Walk, bike or drive around the City Beautiful and you will experience a vibrant, community which is proud of its past with a vision towards a modern future. Night and day, the City's Downtown is bustling with pedestrians who have easy access to hundreds of restaurants and an abundance of shops, many within walking distance of the downtown business district. The variety and convenience of these amenities is a significant benefit for employees who use personal and professional services during lunch, or before and after work hours. The City's many cultural offerings are also attractive to a growing creative class.

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



Alhambra Circle



Miracle Mile



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

## SHOPPING & DINING

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

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

Just a few minutes away, fashion and style come to life in the city at the Shops at Merrick Park, a shopping and lifestyle center anchored by luxury retailers Neiman Marcus and Nordstrom. For more information, visit [www.shopsatmerrickpark.com](http://www.shopsatmerrickpark.com). Choo, Carolina Herrera, and Gucci. For more information, visit [www.shopsatmerrickpark.com](http://www.shopsatmerrickpark.com).

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



Coral Gables Art Cinema



Actors' Playhouse at Miracle Theatre



Pumpkin Patch

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

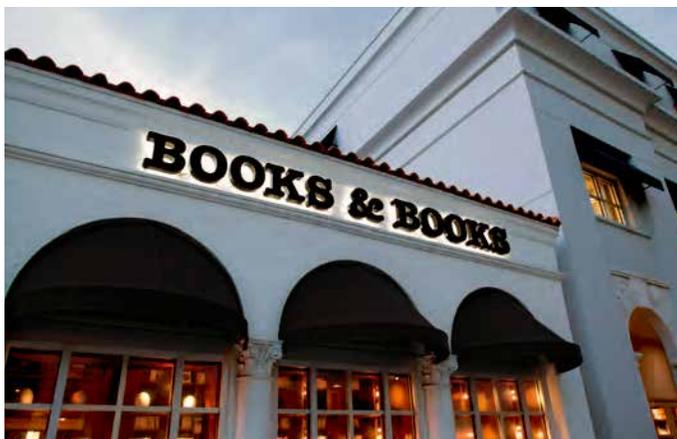


Día de los Muertos



Coral Gables Museum

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



Books & Books



Chihuly art at Fairchild Gardens



Coral Gables celebrates its strong sense of community with events that have become local traditions throughout the year. The annual Junior Orange Bowl Parade has been marching through Downtown Coral Gables for 74 years, the Fourth of July fireworks celebration draws more than 35,000 people to the grounds of the historic Biltmore Hotel, and the annual Holiday Tree Lighting spectacular and theme park for children across City Hall are highlights of the holiday season.

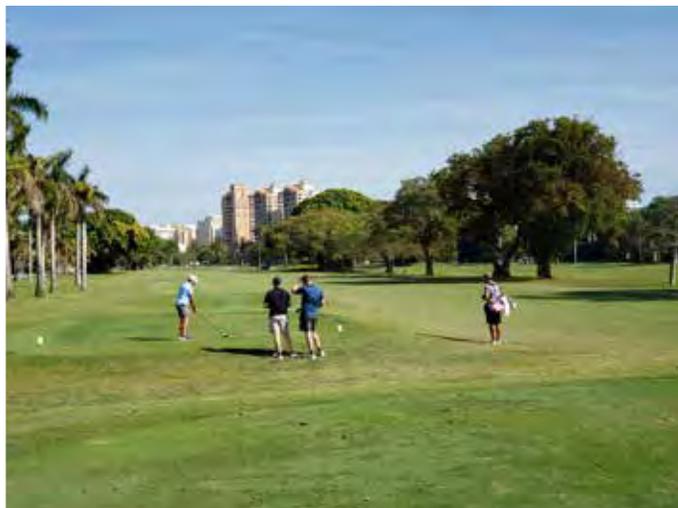
During the local growing season, from January through March, Coral Gables holds a Farmers Market in front of City Hall. The popular European-style green market offers farm-fresh produce, baked goods, juices, honey, herbs, jams and jellies, gourmet specialty foods, and a variety of plants for the home or garden. Nationally recognized as a garden city, Coral Gables offers two world-renowned gardens. Montgomery Tropical Botanic Garden is a global center for scientific research, boasting the largest palm tree and cycad collections in the world, while the 83-acre Fairchild Tropical Botanic Garden has become a resource of world significance. Its “Wings of the Tropics” conservatory has over 40 species butterflies on display. Coral Gables is strongly committed to arts and culture. In addition to its many offerings, the City has a Cultural Grants Program to support non-profit organizations and an Art in Public Places Program that requires all private developments of more than \$1 million to assign 1 percent of their budget for public artworks. The City also is home to the international cultural institution, the Società Dante Alighieri.

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

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



Venetian Pool courtesy of Kiko Ricote



Granada Golf Course



Adult Activity Center

With its majestic tree canopy and shaded streets, Coral Gables invites communing with nature. There are 63 public parks and green spaces in the City Beautiful, providing perfect places to stroll, picnic, play or relax. The City's parks and green spaces are evolving to better serve the community. Twenty-seven parks are pet friendly areas and the City is incorporating public art wherever possible.

Residents and visitors can tee off at two public golf courses – the Biltmore Golf Course, a newly renovated Donald Ross, 18-hole, par-71 course, and the Granada, the oldest operating nine-hole course in Florida. There are also two private courses, the Riviera Country Club and the Deering Bay Country Club. Coral Gables also offers access to 32 tennis courts and more than 40 miles of waterways and coastline that invite boating, paddleboarding and kiteboarding. Other activities include hiking and cycling along one of the City's many bike paths. Three centers for recreational programs are also available for residents. The War Memorial Youth Center includes a fitness center, basketball gym, gymnastics center, theater and activity rooms to house hundreds of recreational programs annually. The Adult Activity Center is a program space specifically for adults 50 years of age and older with fitness programming, educational programs and special events. The newly renovated Coral Gables Golf & Country Club offers a gym, pool and special member events. .

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

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

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



Doctors Hospital

## HEALTH SERVICES

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

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

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

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

# HISTORICAL LANDMARKS

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

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

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



Biltmore Hotel



Coral Gables City Hall



Venetian Pool

# COMMUNITY PROFILE 2023

| City Budget and Taxes                  | Local Property Tax Rates                                     | Total Just Value of Property in the City | Total Taxable Value of Property in the City |
|--|--|--|---|
| 2024 Budget Estimate:<br>\$260,751,740 | Municipal Millage Rate: 5.559<br>Total Millage Rate: 18.9154 | \$29.1 billion (as of July 1, 2022)      | \$22.50 billion                             |

## DEMOGRAPHIC COMPARISON

| Population   | Coral Gables | Miami-Dade County |
|--|--------------|-------------------|
| Population estimates, July 1, 2022, (V2022)  | 49,193       | 2,673,837         |
| Population estimates base, April 1, 2020, (V2022)                                    | 49,235       | 2,701,762         |
| Population, percent change - April 1, 2020 (estimates base) to July 1, 2022, (V2022) | -0.1%        | -1.0%             |
| Population, Census, April 1, 2020  | 49,248       | 2,701,767         |
| Age and Sex  |              |                   |
| Persons under 5 years, percent   | 5.7%         | 5.5%              |
| Persons under 18 years, percent  | 19.3%        | 20.2%             |
| Persons 65 years and over, percent   | 19.3%        | 16.9%             |
| Female persons, percent  | 53.8%        | 51.0%             |
| Race and Hispanic Origin   |              |                   |
| White alone, percent   | 72.1%        | 79.2%             |
| Black or African American alone, percent   | 3.6%         | 17.4%             |
| American Indian and Alaska Native alone, percent                                     | 0.00%        | 0.3%              |
| Asian alone, percent   | 3.2%         | 1.6%              |
| Native Hawaiian and Other Pacific Islander alone, percent                            | 0.00%        | 0.1%              |
| Two or More Races, percent   | 19.1%        | 1.3%              |
| Hispanic or Latino, percent  | 57.1%        | 69.1%             |
| White alone, not Hispanic or Latino, percent   | 34.1%        | 13.6%             |
| Population Characteristics   |              |                   |
| Veterans, 2017-2021  | 1,089        | 46,642            |
| Foreign born persons, percent, 2017-2021   | 38.8%        | 54%               |

Data Source: Census.gov

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

**Phone:** 305-460-5311

**Email:** [business@coralgables.com](mailto:business@coralgables.com)

**City of Coral Gables**

Economic Development Department

2506 Ponce de Leon Blvd.

Coral Gables, FL 33134

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

**CORAL GABLES**  
THE CITY BEAUTIFUL



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Coral Gables  
Florida**

For the Fiscal Year Beginning

**October 01, 2022**

*Christopher P. Morill*

Executive Director

## 2023-2024 BUDGET

### BUDGET PREPARATION CALENDAR

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

## A GUIDE TO THE BUDGET

### BUDGETS & LEGAL COMPLIANCE

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

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

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

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

### **THE BUDGET PROCESS**

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

#### ***What is a Fiscal Year?***

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

#### ***What is Revenue?***

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

#### ***What is an Operating Expenditure?***

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

#### ***What is a Capital Expenditure?***

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

### ***What is an Encumbrance?***

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

## **THE BUDGET STRUCTURE**

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

### ***What is a Fund?***

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

### **Governmental Funds**

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

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

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

#### **Enterprise (Proprietary) Funds**

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

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

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

### **Internal Service Funds**

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

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

### **Pension Trust (Fiduciary) Funds**

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

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

## **Agency Funds**

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

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

## **PROPERTY TAX**

### ***What is a Property Tax?***

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

### ***What is a Millage Rate?***

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

### ***What is a Mill of Tax?***

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

### ***How are Property Taxes Calculated?***

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

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

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

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

***What is Rolled - Back Millage Rate?***

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

**BUDGET POLICY**

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

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

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

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

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

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

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

## **FINANCIAL POLICIES**

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

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

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

### **Operating Management Policies**

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

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

### **Debt Management Policies**

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

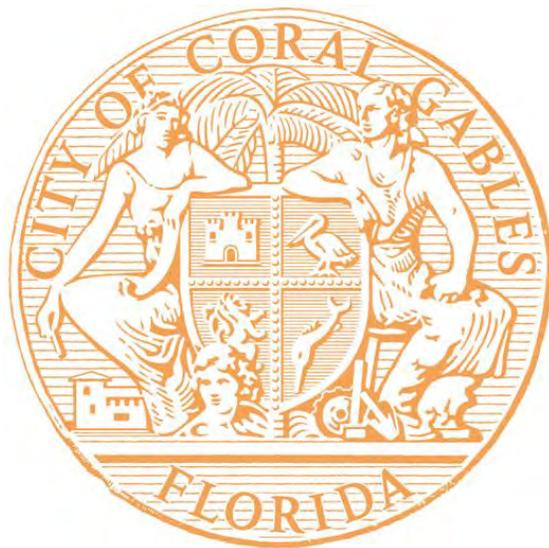
### **Financial Reporting Policies**

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

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

**USE OF FUNDS BY OPERATING DEPARTMENT**

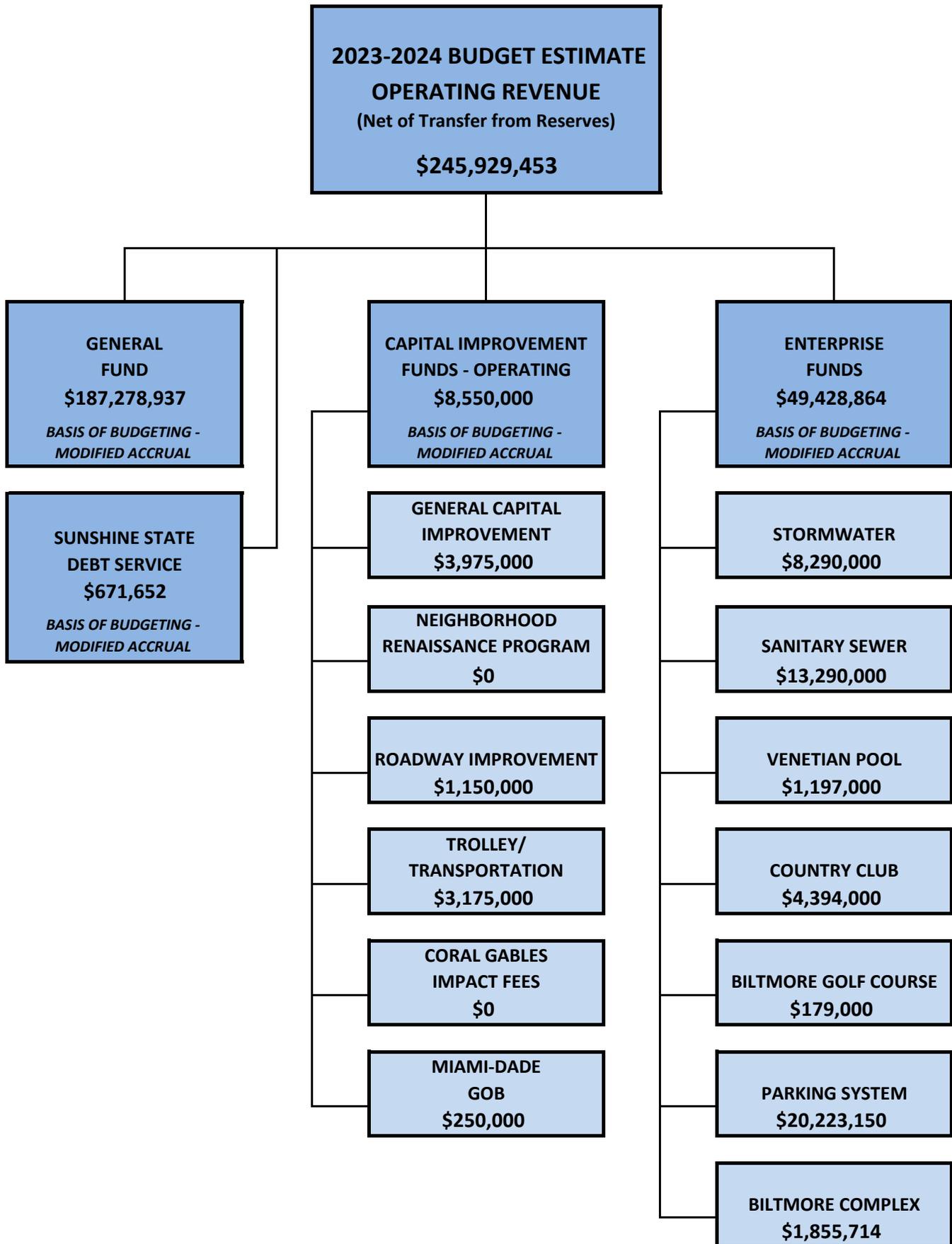
| DEPARTMENT                         | GENERAL FUND | INTERNAL SERVICE FUNDS |                 | CAPITAL              | ENTERPRISE FUNDS       |              |                     |                  |                    |
|------------------------------------|--------------|------------------------|-----------------|----------------------|-----------------------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



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**CITY OF CORAL GABLES**

**FUND STRUCTURE OVERVIEW - REVENUE**



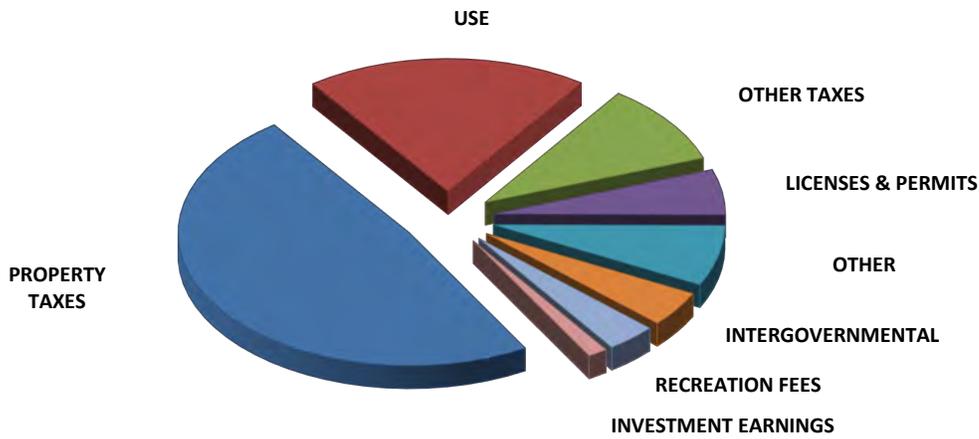
**2023-2024 BUDGET ESTIMATE**  
**REVENUES CLASSIFIED BY SOURCE**

| REVENUE TYPE                      | 2022-2023 BUDGET<br>CATEGORY DETAIL | 2022-2023 BUDGET<br>CATEGORY TOTAL | 2023-2024 BUDGET EST.<br>CATEGORY DETAIL | 2023-2024 BUDGET EST.<br>CATEGORY TOTAL |
|-----------------------------------|-------------------------------------|------------------------------------|--|---|
| <b>Property Taxes</b>             | \$ 106,279,437                      | \$ 106,279,437                     | \$ 118,998,625                           | \$ 118,998,625                          |
| <b>Other Taxes</b>                |                                     |                                    |  |   |
| Sales Taxes (Gasoline)            | 4,300,000                           |                                    | 4,325,000                                |   |
| Franchise Fees                    | 7,750,000                           |                                    | 8,175,000                                |   |
| Utility Service Taxes             | <u>11,375,000</u>                   | <u>23,425,000</u>                  | <u>11,675,000</u>                        | <u>24,175,000</u>                       |
| <b>Licenses &amp; Permits</b>     |                                     |                                    |  |   |
| Business Tax Receipts             | 3,668,125                           |                                    | 3,859,125                                |   |
| Permits                           | <u>9,464,000</u>                    | <u>13,132,125</u>                  | <u>9,691,800</u>                         | <u>13,550,925</u>                       |
| <b>Intergovernmental Revenues</b> |                                     |                                    |  |   |
| Federal *                         | 1,678,197                           |                                    | -  |   |
| County *                          | 132,547                             |                                    | 350,000                                  |   |
| State *                           | <u>11,063,849</u>                   | <u>12,874,593</u>                  | <u>10,295,000</u>                        | <u>10,645,000</u>                       |
| <b>Use Charges</b>                |                                     |                                    |  |   |
| Refuse Collection Fees            | 9,011,000                           |                                    | 9,548,640                                |   |
| Sanitary Sewer Fees               | 11,788,000                          |                                    | 12,590,000                               |   |
| Stormwater Utility Fee            | 7,170,000                           |                                    | 8,290,000                                |   |
| Parking Fees                      | <u>16,078,340</u>                   | <u>44,047,340</u>                  | <u>18,026,553</u>                        | <u>48,455,193</u>                       |
| <b>Recreation Fees</b>            |                                     |                                    |  |   |
| Youth Center                      | 1,638,500                           |                                    | 1,914,000                                |   |
| Tennis                            | 790,000                             |                                    | 878,000                                  |   |
| Swimming                          | 1,199,000                           |                                    | 1,197,000                                |   |
| Country Club                      | 4,797,000                           |                                    | 4,394,000                                |   |
| Biltmore Golf                     | <u>175,000</u>                      | <u>8,599,500</u>                   | <u>179,000</u>                           | <u>8,562,000</u>                        |
| <b>Investment Earnings</b>        |                                     |                                    |  |   |
| General Fund                      | 900,000                             |                                    | 3,000,000                                |   |
| Enterprise Funds                  | <u>-</u>                            | <u>900,000</u>                     | <u>-</u>                                 | <u>3,400,000</u>                        |
| <b>Other</b>                      |                                     |                                    |  |   |
| General Government Fees           | 3,065,000                           |                                    | 3,530,000                                |   |
| Public Safety Fees                | 3,950,000                           |                                    | 4,060,000                                |   |
| Fines & Forfeitures               | 2,683,000                           |                                    | 2,630,000                                |   |
| Rentals & Concessions             | 5,722,293                           |                                    | 6,301,058                                |   |
| Miami-Dade Impact Fees            | 1,314,576                           |                                    | -  |   |
| Miscellaneous                     | <u>7,735,845</u>                    | <u>24,470,714</u>                  | <u>1,621,652</u>                         | <u>18,142,710</u>                       |
| <b>Total Operating Revenues</b>   |                                     | <u>\$ 233,728,709</u>              |  | <u>\$ 245,929,453</u>                   |

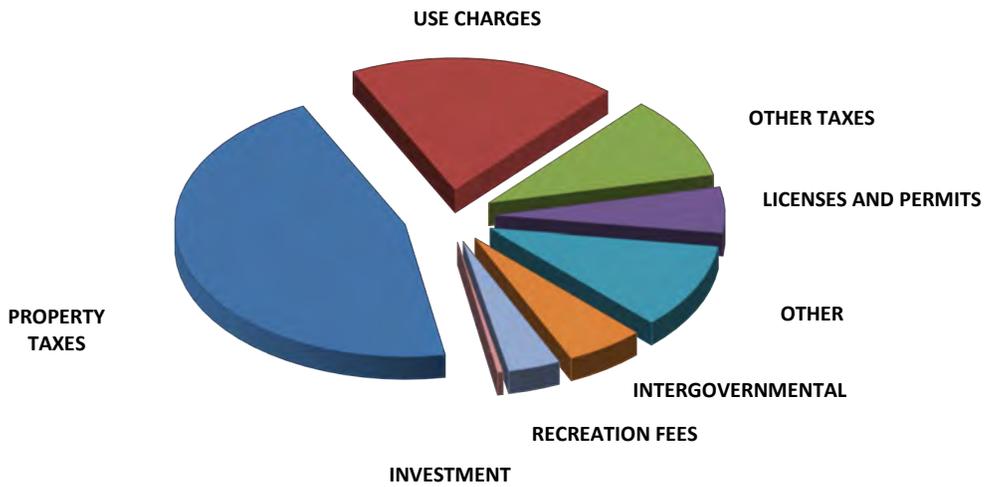
\* Fiscal Year 2022-2023 includes one-time grants that do not repeat for Fiscal Year 2023-2024. If the grants have unspent balances at Fiscal Year 2022-2023 year end, those balances will be reappropriated early in the first quarter of Fiscal Year 2023-2024.

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

**2023-2024 - \$ 245,929,453**



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



|                            | 2022-2023             |               | 2023-2024             |               |
|----------------------------|-----------------------|---------------|-----------------------|---------------|
|                            | BUDGET                | %             | ESTIMATE              | %             |
| Property Taxes             | \$ 106,279,437        | 45.6%         | \$ 118,998,625        | 48.4%         |
| Use Charges                | 44,047,340            | 18.8%         | 48,455,193            | 19.7%         |
| Other Taxes                | 23,425,000            | 10.0%         | 24,175,000            | 9.8%          |
| Licenses & Permits         | 13,132,125            | 5.6%          | 13,550,925            | 5.5%          |
| Other                      | 24,470,714            | 10.5%         | 18,142,710            | 7.4%          |
| Intergovernmental Revenues | 12,874,593            | 5.5%          | 10,645,000            | 4.3%          |
| Recreation Fees            | 8,599,500             | 3.7%          | 8,562,000             | 3.5%          |
| Investment Earnings        | 900,000               | 0.4%          | 3,400,000             | 1.4%          |
| <b>Total Revenues</b>      | <b>\$ 233,728,709</b> | <b>100.0%</b> | <b>\$ 245,929,453</b> | <b>100.0%</b> |

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

| <u>REVENUE TYPE</u>                              | <u>2020-2021</u><br><u>ACTUAL</u> | <u>2021-2022</u><br><u>ACTUAL</u> | <u>2022-2023</u><br><u>BUDGET</u> | <u>2023-2024</u><br><u>ESTIMATE</u> |
|--|-----------------------------------|-----------------------------------|-----------------------------------|-------------------------------------|
| Property Tax                                     | \$ 92,904,533                     | \$ 96,338,744                     | \$ 106,279,437                    | \$ 118,998,625                      |
| Local Option Gas Tax                             | 1,082,085                         | 1,151,863                         | 1,125,000                         | 1,150,000                           |
| Transportation Sales Tax                         | 2,298,517                         | 2,879,717                         | 3,175,000                         | 3,175,000                           |
| Franchise Fees                                   | 7,443,140                         | 8,669,524                         | 7,750,000                         | 8,175,000                           |
| Utility Service Taxes                            | 11,360,956                        | 11,996,661                        | 11,375,000                        | 11,675,000                          |
| Business Tax Receipts                            | 3,448,576                         | 3,536,941                         | 3,668,125                         | 3,859,125                           |
| Permit Fees                                      | 13,144,106                        | 16,604,400                        | 9,464,000                         | 9,691,800                           |
| Intergovernmental Revenues                       | 7,936,704                         | 16,425,343                        | 12,874,593                        | 10,645,000                          |
| General Government Fees                          | 3,601,087                         | 4,200,485                         | 3,065,000                         | 3,530,000                           |
| Public Safety Fees                               | 3,962,232                         | 4,193,461                         | 3,950,000                         | 4,060,000                           |
| Physical Environment Fees                        |                                   |                                   |                                   |                                     |
| Refuse Collection Fees - Early Payment           | 6,441,035                         | 6,325,028                         | 6,450,000                         | 6,875,235                           |
| Garbage Collection - Paid on Tax Bill            | 2,591,864                         | 2,727,194                         | 2,550,000                         | 2,661,405                           |
| Commercial Waste Fees                            | 12,000                            | 12,000                            | -                                 | -                                   |
| Lot Mowing & Clearing                            | 14,424                            | 13,007                            | 11,000                            | 12,000                              |
| Sanitary Sewer Fees                              | 10,564,504                        | 11,834,757                        | 11,788,000                        | 12,590,000                          |
| Stormwater Utility Fee                           | 6,396,266                         | 7,401,510                         | 7,170,000                         | 8,290,000                           |
| Recreation Fees                                  |                                   |                                   |                                   |                                     |
| Youth Center                                     | 985,091                           | 1,960,410                         | 1,601,500                         | 1,867,000                           |
| Tennis   | 827,342                           | 1,112,419                         | 790,000                           | 878,000                             |
| Special Events                                   | 15,298                            | 67,980                            | 37,000                            | 47,000                              |
| Swimming   | 810,870                           | 1,966,336                         | 1,199,000                         | 1,197,000                           |
| Country Club                                     | 961,316                           | 1,664,328                         | 4,797,000                         | 4,394,000                           |
| Blitmore Golf                                    | 179,726                           | 179,781                           | 175,000                           | 179,000                             |
| Automobile Parking Fees                          | 13,657,965                        | 15,856,056                        | 16,078,340                        | 18,026,553                          |
| Fines & Forfeitures                              | 2,305,134                         | 2,637,467                         | 2,683,000                         | 2,630,000                           |
| Investment Earnings                              |                                   |                                   |                                   |                                     |
| General Fund                                     | 210,972                           | (607,855)                         | 900,000                           | 3,000,000                           |
| Debt Service Fund                                | 3,094                             | (742)                             | -                                 | -                                   |
| Capital Projects Funds                           | 57,681                            | (411,448)                         | -                                 | 400,000                             |
| Enterprise Funds                                 | (3,763)                           | (82,285)                          | -                                 | -                                   |
| Rentals & Concessions                            |                                   |                                   |                                   |                                     |
| Parking  | 597,501                           | 636,588                           | 654,739                           | 696,597                             |
| Biltmore Complex                                 | 1,105,816                         | 1,587,215                         | 1,388,503                         | 1,855,714                           |
| General Fund                                     | 3,438,646                         | 4,808,737                         | 3,679,051                         | 3,748,747                           |
| Capital Improvement Impact Fees                  | 2,551,298                         | 1,983,593                         | 702,500                           | -                                   |
| Assessment Lien Collections                      |                                   |                                   |                                   |                                     |
| Capital Projects                                 | 617,740                           | 619,182                           | 673,108                           | 671,652                             |
| Miscellaneous Other                              | 7,911,223                         | 3,917,335                         | 6,360,237                         | 950,000                             |
| Building Better Communities Bond Program         | 96,077                            | 56,921                            | -                                 | -                                   |
| Miami-Dade County Roadway Impact Fees            | -                                 | 33,605                            | 1,314,576                         | -                                   |
| <b>Total Operating Revenues</b>                  | <b>209,531,056</b>                | <b>232,296,258</b>                | <b>233,728,709</b>                | <b>245,929,453</b>                  |
| Prior Year Re-appropriations                     | 75,383,393                        | 93,651,668                        | 106,364,594                       | -                                   |
| Interfund Allocations/Contributions              |                                   |                                   |                                   |                                     |
| Storm Water Utility Fund                         | 444,800                           | 382,025                           | 305,000                           | 305,000                             |
| Sanitary Sewer Fund                              | 1,193,790                         | 969,332                           | 685,000                           | 685,000                             |
| Parking System Fund                              | 565,000                           | 565,000                           | 565,000                           | 565,000                             |
| <b>Total Interfund Allocations/Contributions</b> | <b>2,203,590</b>                  | <b>1,916,357</b>                  | <b>1,555,000</b>                  | <b>1,555,000</b>                    |
| Transfers from Reserves                          |                                   |                                   |                                   |                                     |
| General Fund                                     | 7,092,739                         | -                                 | 1,657,458                         | 3,009,336                           |
| General Fund - City Clerks Special Revenue       | -                                 | -                                 | 296,997                           | 1,678,807                           |
| General Fund - Building Division                 | -                                 | -                                 | 88,207                            | 1,179,588                           |
| General Fund - Art In Public Places              | -                                 | -                                 | 631,017                           | 985,774                             |
| Special Obligation Debt Service Fund             | 766,841                           | 174,697                           | -                                 | -                                   |
| General Capital Improvement Fund                 | -                                 | -                                 | 11,074,561                        | 4,939,763                           |
| Neighborhood Renaissance Program Fund            | -                                 | -                                 | -                                 | 7,000                               |
| Roadway Improvement Fund                         | -                                 | -                                 | 341,665                           | 15,000                              |
| Trolley / Transportation Fund                    | -                                 | -                                 | 496,000                           | 950,000                             |
| CG Capital Improvement Impact Fee Fund           | -                                 | -                                 | 533,100                           | 245,000                             |
| Stormwater Utility Fund                          | -                                 | -                                 | 250,000                           | -                                   |
| Retirement System Fund                           | 183,338                           | 180,650                           | 182,349                           | 98,005                              |
| <b>Total Tranfers From Reserve Funds</b>         | <b>8,042,918</b>                  | <b>355,347</b>                    | <b>15,551,354</b>                 | <b>13,267,287</b>                   |
| <b>Total Revenues</b>                            | <b>\$ 295,160,957</b>             | <b>\$ 328,219,630</b>             | <b>\$ 357,199,657</b>             | <b>\$ 260,751,740</b>               |

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

| REVENUE TYPE                               | 2020-2021<br>ACTUAL | 2021-2022<br>ACTUAL | 2022-2023<br>BUDGET | 2023-2024<br>ESTIMATE |
|--|---------------------|---------------------|---------------------|-----------------------|
| <b><u>Property Taxes</u></b>               |                     |                     |                     |                       |
| Current Year                               | \$ 92,378,234       | \$ 96,094,311       | \$ 106,154,437      | \$ 118,823,625        |
| Delinquent with penalties & interest       | 366,814             | 159,426             | 50,000              | 100,000               |
| Homestead Adjustment                       | 159,485             | 85,007              | 75,000              | 75,000                |
| <b>Total - Property Taxes</b>              | <b>92,904,533</b>   | <b>96,338,744</b>   | <b>106,279,437</b>  | <b>118,998,625</b>    |
| <b><u>Franchise Fees</u></b>               |                     |                     |                     |                       |
| Electric                                   | 4,901,372           | 5,822,344           | 5,200,000           | 5,500,000             |
| Gas  | 124,498             | 151,444             | 125,000             | 150,000               |
| Refuse                                     | 2,417,270           | 2,695,736           | 2,425,000           | 2,525,000             |
| <b>Total - Franchise Fees</b>              | <b>7,443,140</b>    | <b>8,669,524</b>    | <b>7,750,000</b>    | <b>8,175,000</b>      |
| <b><u>Utilities Service Taxes</u></b>      |                     |                     |                     |                       |
| Electric                                   | 6,766,050           | 7,287,000           | 6,800,000           | 7,000,000             |
| Telecommunications                         | 2,699,495           | 2,753,670           | 2,725,000           | 2,725,000             |
| Water                                      | 1,668,866           | 1,714,089           | 1,600,000           | 1,700,000             |
| Gas  | 222,579             | 240,705             | 250,000             | 250,000               |
| Fuel Oil                                   | 3,966               | 1,197               | -                   | -                     |
| <b>Total - Utilities Service Taxes</b>     | <b>11,360,956</b>   | <b>11,996,661</b>   | <b>11,375,000</b>   | <b>11,675,000</b>     |
| <b><u>Business Tax Receipts</u></b>        |                     |                     |                     |                       |
| City Business Tax Receipts                 | 3,358,403           | 3,409,521           | 3,583,125           | 3,753,125             |
| Late Penalties, City Business Tax Receipts | 83,973              | 118,723             | 80,000              | 100,000               |
| License Application Fees                   | 6,200               | 8,697               | 5,000               | 6,000                 |
| <b>Total - Business Tax Receipts</b>       | <b>3,448,576</b>    | <b>3,536,941</b>    | <b>3,668,125</b>    | <b>3,859,125</b>      |
| <b><u>Permit Fees</u></b>                  |                     |                     |                     |                       |
| Document Preservation                      | 346,045             | 314,280             | 275,000             | 275,000               |
| Art in Public Places                       | 1,475,284           | 1,971,159           | -                   | -                     |
| Building Permits - B Series                | 198,209             | 636,772             | 100,000             | -                     |
| Building Permits - M Series                | 12,635              | 9,395               | 10,000              | -                     |
| 40 yr. Recert. Fee                         | 50,561              | 3,881               | 30,000              | 5,000                 |
| Zoning Permit-Paint                        | 94,362              | 47,856              | 40,000              | 50,000                |
| Zoning Reinspection                        | -                   | 75                  | -                   | -                     |
| Building Residential - New                 | 2,603,518           | 970,263             | 500,000             | -                     |
| Building Residential - Additions           | 46,438              | -                   | -                   | -                     |
| Building Commercial - New                  | 4,333,891           | 3,011,817           | 2,000,000           | -                     |
| Building Commercial - Additions            | 13,173              | -                   | -                   | -                     |
| Building - Other                           | 2,128,531           | 8,149,071           | 4,000,000           | 7,500,000             |
| Unsafe Structures Board Fee                | 17,400              | 7,200               | 7,000               | 7,000                 |
| Excavation Permits                         | 526,278             | 170,283             | 500,000             | 250,000               |
| Photo Permits                              | 22,548              | 22,693              | 20,000              | 20,000                |
| Alarm User Certificates                    | 195,828             | 259,743             | 85,000              | 112,000               |
| Garage Sale Permits                        | 3,542               | 3,630               | 2,000               | 2,800                 |
| Over/Short Alarm Fees                      | 97                  | -                   | -                   | -                     |
| False Alarm Penalty                        | (525)               | (1,310)             | -                   | -                     |
| False Alarms - Fire                        | -                   | -                   | 45,000              | 45,000                |
| Fire Inspection                            | 570,259             | 582,473             | 575,000             | 575,000               |
| Fire Prevention Bureau Permits             | 281,076             | 271,344             | 1,275,000           | 850,000               |
| Tree Removal Mitigation Assessment Fee     | 224,956             | 173,775             | -                   | -                     |
| <b>Total - Permits Fees</b>                | <b>13,144,106</b>   | <b>16,604,400</b>   | <b>9,464,000</b>    | <b>9,691,800</b>      |

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

| REVENUE TYPE                             | 2020-2021<br>ACTUAL | 2021-2022<br>ACTUAL | 2022-2023<br>BUDGET | 2023-2024<br>ESTIMATE |
|--|---------------------|---------------------|---------------------|-----------------------|
| <b><u>Intergovernmental Revenue</u></b>  |                     |                     |                     |                       |
| Federal Grants                           | \$ 580,331          | \$ 8,937,031        | \$ 1,022,410        | \$ -                  |
| State Grants                             | 115,510             | 98,640              | 74,212              | 60,000                |
| State Revenue Sharing                    | 1,649,404           | 2,014,678           | 1,800,000           | 2,000,000             |
| State Alcohol Beverage Tax               | 62,495              | 61,813              | 60,000              | 60,000                |
| State Shared Sales Tax                   | 4,151,238           | 5,106,733           | 4,300,000           | 4,700,000             |
| County Grants                            | 41,613              | 32,295              | 32,312              | -                     |
| City Share of County Licenses            | 110,072             | 102,486             | 100,000             | 100,000               |
| <b>Total - Intergovernmental Revenue</b> | <b>6,710,663</b>    | <b>16,353,676</b>   | <b>7,388,934</b>    | <b>6,920,000</b>      |
| <b><u>General Governmental Fees</u></b>  |                     |                     |                     |                       |
| Board of Adjustment Fees                 | 19,268              | 25,155              | 20,000              | 25,000                |
| Planning & Zoning Board Fees             | 139,509             | 342,777             | 130,000             | 130,000               |
| Board of Architects                      | 1,020,267           | 1,376,540           | 1,000,000           | 1,100,000             |
| Development Review Committee             | 30,200              | 61,825              | 30,000              | 50,000                |
| Certificate of Use                       | 275,885             | 253,351             | 250,000             | 250,000               |
| Lein Search Fees                         | 459,051             | 536,987             | 300,000             | 400,000               |
| Zoning Inspection Fees                   | 228                 | -                   | -                   | -                     |
| Concurrency Fees                         | 339,989             | 104,586             | 300,000             | 250,000               |
| Historic Preservation Fees               | 90,805              | 101,528             | 60,000              | 80,000                |
| Document Filing Fee                      | 251,414             | 227,565             | 200,000             | 225,000               |
| Research Fees                            | 1,641               | 2,069               | -                   | -                     |
| Passport Fees                            | 738,936             | 916,876             | 600,000             | 800,000               |
| Passport Photos                          | 201,865             | 198,877             | 150,000             | 180,000               |
| Lobbyists Registration Fees              | 21,133              | 46,250              | 25,000              | 40,000                |
| City Election Candidate Qualifying Fees  | 2,600               | -                   | -                   | -                     |
| <b>Total - General Government Fees</b>   | <b>3,592,791</b>    | <b>4,194,386</b>    | <b>3,065,000</b>    | <b>3,530,000</b>      |
| <b><u>Public Safety Fees</u></b>         |                     |                     |                     |                       |
| Police Off-Duty Assignments              | 123,774             | 163,984             | 150,000             | 150,000               |
| EMS Transport Fee                        | 639,954             | 737,317             | 650,000             | 695,000               |
| Fire Protection Fee                      | 2,963,850           | 3,042,536           | 2,950,000           | 3,000,000             |
| Police Accident Reports                  | 1                   | 3                   | -                   | -                     |
| Telephone Surcharge for E911             | 62,232              | 49,360              | 50,000              | 40,000                |
| Wireless 911                             | 172,421             | 200,261             | 150,000             | 175,000               |
| <b>Total - Public Safety Fees</b>        | <b>3,962,232</b>    | <b>4,193,461</b>    | <b>3,950,000</b>    | <b>4,060,000</b>      |
| <b><u>Physical Environment Fees</u></b>  |                     |                     |                     |                       |
| Refuse Collection Fees                   | 6,441,035           | 6,325,028           | 6,450,000           | 6,875,235             |
| Commercial Waste Fees                    | 12,000              | 12,000              | -                   | -                     |
| Garbage Collection Service Assessment    | 2,591,864           | 2,727,194           | 2,550,000           | 2,661,405             |
| Lot Mowing/Clearing                      | 14,424              | 13,007              | 11,000              | 12,000                |
| <b>Total - Physical Environment Fees</b> | <b>9,059,323</b>    | <b>9,077,229</b>    | <b>9,011,000</b>    | <b>9,548,640</b>      |
| <b><u>Recreation Fees</u></b>            |                     |                     |                     |                       |
| Youth Center Fees                        | 985,091             | 1,960,410           | 1,601,500           | 1,867,000             |
| Tennis Fees                              | 827,342             | 1,112,419           | 790,000             | 878,000               |
| Special Events                           | 15,298              | 67,980              | 37,000              | 47,000                |
| <b>Total - Recreation Fees</b>           | <b>1,827,731</b>    | <b>3,140,809</b>    | <b>2,428,500</b>    | <b>2,792,000</b>      |

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

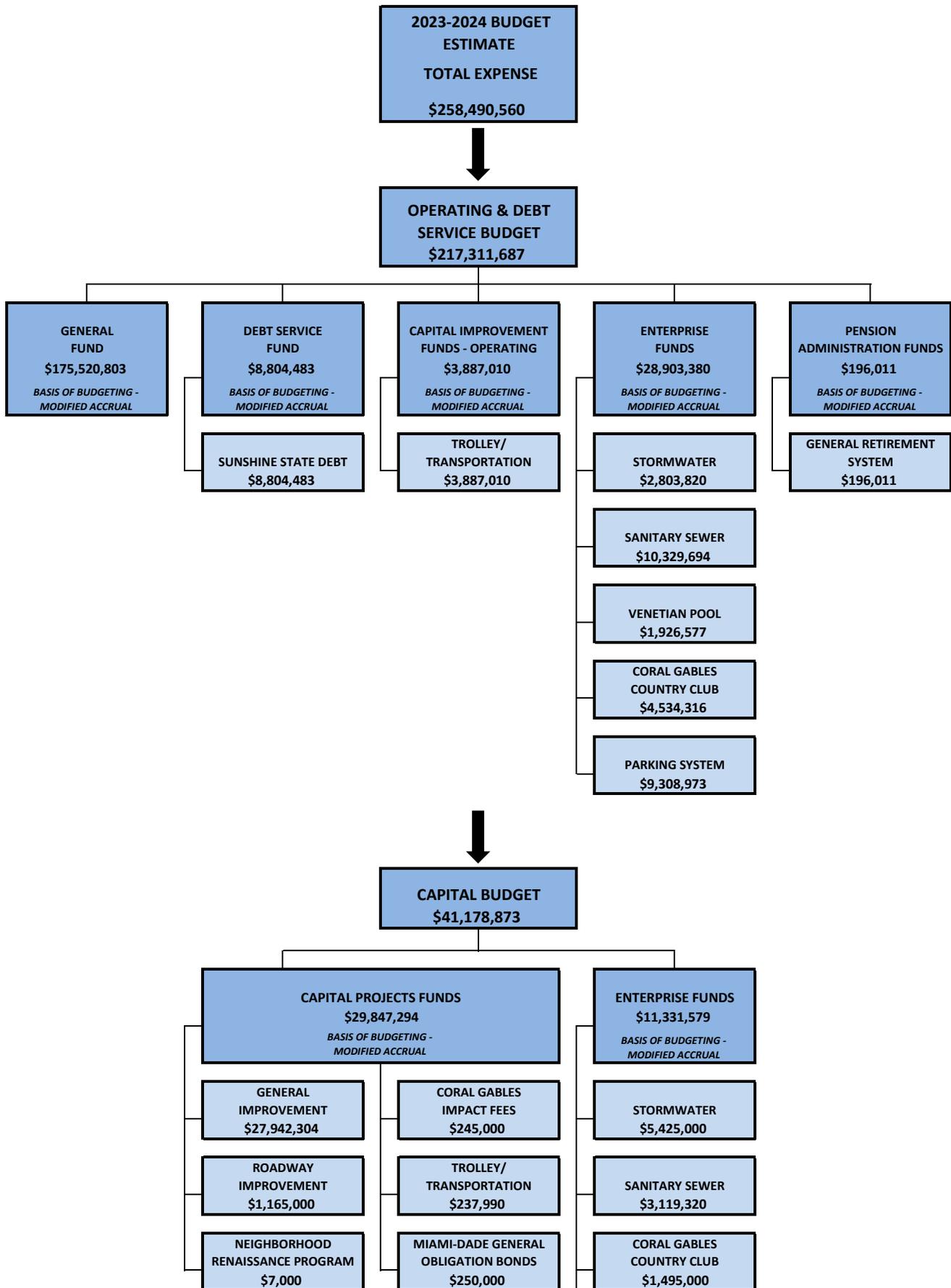
| REVENUE TYPE                             | 2020-2021<br>ACTUAL | 2021-2022<br>ACTUAL | 2022-2023<br>BUDGET | 2023-2024<br>ESTIMATE |
|--|---------------------|---------------------|---------------------|-----------------------|
| <b><u>Fines &amp; Forfeitures</u></b>    |                     |                     |                     |                       |
| County Court, Traffic Fines              | \$ 88,301           | \$ 192,165          | \$ 200,000          | \$ 200,000            |
| County Court, Other Fines                | -                   | (80)                | -                   | -                     |
| School Crossing Guard Assessment         | 13,136              | 18,421              | 15,000              | 15,000                |
| Police Education Surcharge               | 5,220               | 11,505              | 10,000              | 10,000                |
| City Traffic Violations                  | 73,119              | 214,187             | 58,000              | 100,000               |
| Other Fines and Forfeits                 | 8,446               | -                   | -                   | -                     |
| Code Enforcement Board                   | 307,180             | 333,201             | 435,000             | 430,000               |
| Ticket Fines                             | 371,966             | 359,384             | 465,000             | 375,000               |
| <b>Total - Fines &amp; Forfeitures</b>   | <b>867,368</b>      | <b>1,128,783</b>    | <b>1,183,000</b>    | <b>1,130,000</b>      |
| <b><u>Investment Earnings</u></b>        |                     |                     |                     |                       |
| General Fund Investment Earnings         | <b>210,972</b>      | <b>(607,855)</b>    | <b>900,000</b>      | <b>3,000,000</b>      |
| <b><u>Rental/Concessions Revenue</u></b> |                     |                     |                     |                       |
| Coral Gables Country Club                | 363,810             | 182,665             | -                   | -                     |
| Auto Pound                               | 19,710              | 19,700              | 20,000              | 20,000                |
| Metro Dade Transfer Station              | 437,479             | 462,744             | 462,744             | 502,876               |
| Sprint Spectrum lease                    | 67,775              | 70,486              | 73,305              | -                     |
| Gables Grand Plaza                       | 200,000             | 1,381,041           | 440,000             | 450,000               |
| McCAW Communications                     | 64,657              | 66,596              | 68,374              | 69,556                |
| Junkanoo Rental                          | -                   | -                   | -                   | 123,913               |
| Development Agrrement Fee                | 550,000             | 550,000             | 600,000             | 600,000               |
| Plummer Mangmnt Lease                    | 12,760              | 15,343              | 14,520              | 14,520                |
| Rouse Coll. Mrkt. Progrqm                | 35,000              | 35,000              | 35,000              | 35,000                |
| Church Parking Lot                       | 14,400              | 14,400              | 14,400              | 14,688                |
| T Mobile                                 | 74,087              | 77,050              | 80,133              | 80,133                |
| Development Fee - U of M                 | 1,025,000           | 1,025,000           | 1,025,000           | 1,025,000             |
| TL Star Parking Lot                      | 33,541              | 31,907              | 31,680              | 31,680                |
| Palace                                   | 296,104             | 585,242             | 448,937             | 519,583               |
| Verizon                                  | 55,459              | 59,657              | 64,657              | 64,657                |
| University of Miami - INET               | 4,380               | 4,380               | 4,380               | -                     |
| Haagen Daz                               | 48,434              | 49,403              | 50,391              | 52,166                |
| Bloom Boutique                           | 4,800               | 21,840              | 24,000              | 33,600                |
| Starbucks                                | 101,250             | 101,250             | 111,375             | 111,375               |
| IKE Revenue Sharing                      | 30,000              | 55,033              | 110,155             | -                     |
| <b>Total - Rental/Concession Revenue</b> | <b>3,438,646</b>    | <b>4,808,737</b>    | <b>3,679,051</b>    | <b>3,748,747</b>      |
| <b><u>Miscellaneous Revenue</u></b>      |                     |                     |                     |                       |
| Sale of Land, Buildings & TDRs           | 5,200,000           | -                   | 5,000,000           | -                     |
| Sale of Recycled Trash                   | 79,800              | -                   | -                   | -                     |
| July 4th Celebration                     | -                   | 15,000              | -                   | -                     |
| Other Miscellaneous Revenues             | 225,633             | 190,595             | 160,237             | 150,000               |
| <b>Total - Miscellaneous Revenue</b>     | <b>5,505,433</b>    | <b>205,595</b>      | <b>5,160,237</b>    | <b>150,000</b>        |
| <b>Total Operating Revenue</b>           | <b>163,476,470</b>  | <b>179,641,091</b>  | <b>175,302,284</b>  | <b>187,278,937</b>    |

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

| REVENUE TYPE   | 2020-2021<br>ACTUAL   | 2021-2022<br>ACTUAL   | 2022-2023<br>BUDGET   | 2023-2024<br>ESTIMATE |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
| <b><u>Prior Year Re-Appropriations</u></b>               | -                     | -                     | 3,364,864             | -                     |
| <b><u>Allocations/Contributions From Other Funds</u></b> |                       |                       |                       |                       |
| Capital Projects   | 16,000                | 30,550                | -                     | -                     |
| Stormwater Utility                                       | 444,800               | 382,025               | 305,000               | 305,000               |
| Sanitary Sewer   | 1,193,790             | 969,332               | 685,000               | 685,000               |
| Coral Gables Country Club                                | -                     | -                     | 138,209               | -                     |
| Biltmore Golf Course                                     | 170,000               | 170,000               | 175,000               | 179,000               |
| Parking System   | 6,119,244             | 8,564,739             | 8,808,507             | 7,986,918             |
| Biltmore Complex   | 1,200,000             | 1,200,000             | 1,200,000             | 1,600,000             |
| Automotive   | 731,059               | -                     | -                     | -                     |
| Facilities   | 885,089               | 1,255,065             | -                     | -                     |
| <b>Total - Contributions From Other Funds</b>            | <b>10,759,982</b>     | <b>12,571,711</b>     | <b>11,311,716</b>     | <b>10,755,918</b>     |
| <b><u>Transfers From Reserves</u></b>                    |                       |                       |                       |                       |
| General Fund Reserve                                     | -                     | -                     | 2,480,799             | 3,009,336             |
| General Fund - City Clerks Special Revenue               | -                     | -                     | 296,997               | 1,678,807             |
| General Fund - Building Division                         | -                     | -                     | 88,207                | 1,179,588             |
| Art In Public Places Reserve                             | -                     | -                     | 631,017               | 985,774               |
| <b>Total - Transfers From Reserves</b>                   | -                     | -                     | <b>3,497,020</b>      | <b>6,853,505</b>      |
| <b>Total General Fund Revenue</b>                        | <b>\$ 174,236,452</b> | <b>\$ 192,212,802</b> | <b>\$ 193,475,884</b> | <b>\$ 204,888,360</b> |

CITY OF CORAL GABLES

FUND STRUCTURE OVERVIEW - EXPENSE



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

| DEPTS/DIVISIONS BY FUNCTION              | 2022-2023 BUDGET |             | 2023-2024 BUDGET ESTIMATE |            | DIFFERENCE   |         | DETAIL   |
|--|------------------|-------------|---------------------------|------------|--------------|---------|--|
|  | DIV. AMT.        | FUNC. TTL.  | DIV. AMT.                 | FUNC. TTL. | VARIANCE     | %       |  |
| <b>GENERAL GOVERNMENT</b>                |                  |             |                           |            |              |         |  |
| City Commission                          | \$ 741,343       |             | \$ 832,900                |            | \$ 91,557    | 12.4%   | \$76K - Revised Sal & Ben; \$27K - Misc Exp  |
| City Attorney                            | 2,908,257        |             | 2,876,893                 |            | (31,364)     | -1.1%   | \$(10K) - Revised Sal & Ben; \$(22K) - Admin Alloc to Bldg Div.  |
| City Clerk                               | 1,035,552        |             | 1,025,662                 |            |              |         | \$63K - Revised Sal & Ben; \$49K - Doc Filing Fee ;  |
| City Clerk - Special Revenue             | 1,155,501        |             | 1,261,009                 |            | (243,382)    | -9.6%   | \$(340K) - FY24 - Non-Election Yr; \$(34K) - Admin Alloc to Bldg Div.  |
| City Clerk - Elections                   | 345,000          |             | 6,000                     |            |              |         |  |
| City Manager - Administration            | 2,121,547        |             | 2,209,519                 |            |              |         | \$168K - Revised Sal & Ben including moving Asset Manager from Economic Development Dept; \$(25K) -  |
| City Manager - Communications            | 999,476          |             | 893,106                   |            | (42,178)     | -1.3%   | One-time Grant; \$(54K) - Prof Serv; \$(51K) - Fleet Allocation; \$(29K) - Admin Allocation to Bldg Div;   |
| City Manager - Internal Auditing         | 121,856          |             | 98,076                    |            |              |         | \$(40K) - Contingency  |
| Human Res & Risk Mgmt - Administration   | -                |             | 607,451                   |            |              |         | \$(213K) - Revised Sal & Ben due to Reorganization Combing HR and Labor; \$(117K) - Prior Year   |
| Human Res & Risk Mgmt - Employee Serv    | 2,181,242        |             | 1,474,876                 |            | (453,117)    | -14.6%  | Reappropriation of Prof Serv-ADA; \$(18K) - Prof Serv; \$(95K) - FY20 Reappropriation - Wellness reserve; \$(6K) -   |
| Human Res & Risk Mgmt - Labor & Risk     | 928,199          |             | 573,997                   |            |              |         | Fleet Allocation; \$(25K) - Operating Contingency.   |
| Development Services - Administrative    | 563,662          |             | 622,166                   |            |              |         |  |
| Development Services - Building          | 7,010,207        |             | 8,959,588                 |            | 1,700,511    | 14.6%   | \$12M - Revised Sal & Ben (New Positions); \$(76K) - Prof Serv; \$479K - Admin Alloc to Bldg Div.; \$105K - Capital Equip Add (Vehicles for New Positions).  |
| Development Services - Planning & Zoning | 2,430,743        |             | 2,302,448                 |            |              |         |  |
| Development Services - Code Enforcement  | 1,672,201        |             | 1,493,122                 |            |              |         |  |
| Finance - Administration                 | 647,601          |             | 793,729                   |            |              |         |  |
| Finance - Collections                    | 820,893          |             | 780,520                   |            |              |         |  |
| Finance - Reporting & Operations         | 1,278,426        |             | 1,433,888                 |            | 175,701      | 3.6%    | \$260K - Revised Sal (COLA & Unfreeze Positions) & Ben; \$25K - Prof Serv (Grant Writing Serv); \$(20K) - Fleet Mtc & Equip Repl Allocation \$74K - Admin Alloc to Bldg Div.                             |
| Finance - Procurement                    | 1,347,424        |             | 1,261,777                 |            |              |         |  |
| Finance - Management & Budget            | 786,373          |             | 786,504                   |            |              |         |  |
| Innovation & Technology                  | 8,795,232        |             | 10,623,995                |            | 1,828,763    | 20.8%   | \$315K - Revised Sal & Ben; \$(79K) - Prof Serv; \$1.9M - Add'l software & hardware maint.; \$(11K) - Fleet Mtc Allocation; \$(226K) - Admin Alloc to Bldg Div.  |
| Non Departmental                         | 4,559,693        |             | 4,937,352                 |            | 377,659      | 8.3%    | \$(575K) - Temp Sal Res; \$(158K) - Prof Serv; \$(72K) - Admin Alloc to Bldg Div; \$1.2M - Contingency.  |
| Retirement Plan Admin.                   | 182,349          |             | 196,011                   |            | 13,662       | 7.5%    | \$13K - Revised Sal & Ben  |
| General Government Debt                  | 1,377,025        |             | 1,394,587                 |            | 17,562       | 1.3%    | Annual adj. per debt service schedule  |
| Capital Projects *                       | 18,449,523       |             | 7,544,814                 |            | (10,904,709) | -59.1%  | FY23 includes prior years' reapp'd balances  |
| <b>SUB TTL - GENERAL GOVERNMENT</b>      |                  | 62,459,325  |                           | 54,989,990 |              |         |  |
| <b>ECONOMIC ENVIRONMENT</b>              |                  |             |                           |            |              |         |  |
| Economic Development                     | 1,802,980        |             | 1,517,978                 |            | (285,002)    | -15.8%  | \$(75K) - Revised Sal & Ben; \$112K - Prof. Serv including Miracle Mile String Lights Prior BID exp.; \$261K - Promo Exp Prior BID exp \$(571K) - Prior Year One time Items, Reserves & Grants.          |
| Economic Environment Debt                | 1,528,226        |             | 1,529,048                 |            | 822          | 0.1%    | Annual adj. per debt service schedule  |
| Capital Projects                         | 1,231,273        |             | -                         |            | (1,231,273)  | -100.0% | FY23 includes prior years' reapp'd balances  |
| <b>SUB TTL - ECONOMIC ENVIRONMENT</b>    |                  | 4,562,479   |                           | 3,047,026  |              |         |  |
| <b>PUBLIC SAFETY</b>                     |                  |             |                           |            |              |         |  |
| Police - Administration                  | 3,002,020        |             | 3,637,826                 |            |              |         |  |
| Police - Patrol                          | 21,589,478       |             | 23,309,880                |            |              |         |  |
| Police - Criminal Investigations         | 9,133,913        |             | 8,490,144                 |            | 1,853,909    | 3.6%    | \$1.8M - Revised Sal (New Positions) & Ben; \$(800K) - FY23 includes Prior Year Grants; \$1M - Fleet Maint & Repl Allocation including new Vehicles for new Positions; \$(68K) - One-time Capital Equip. |
| Police - Tech. Services                  | 7,905,293        |             | 7,930,111                 |            |              |         |  |
| Police - Professional Standards          | 3,220,528        |             | 3,430,360                 |            |              |         |  |
| Police - Specialized Enforcement         | 6,893,662        |             | 6,800,482                 |            |              |         |  |
| Fire - Operations                        | 30,436,126       |             | 31,201,018                |            | 724,203      | 2.2%    | \$719K - Revised Sal (New Positions) & Ben; \$(181K) - One Time Grants; \$230K - Fleet Maint & Repl Allocation (includes new Fire Rescue)  |
| Fire - Community Risk Reduction          | 1,895,000        |             | 1,854,311                 |            |              |         |  |
| Parking - Violations Enforcement         | \$ 1,559,296     |             | \$ 1,697,527              |            | \$ 138,231   | 8.9%    | \$94K - Revised Sal & Ben; \$25K - Capital Equip Add - LPRs; \$18K - Fleet Main & Repl Allocation.   |
| Public Safety Debt Service               | 3,239,012        |             | 3,347,012                 |            | 108,000      | 3.3%    | Annual adj. per debt service schedule  |
| Capital Projects *                       | 14,899,843       |             | 2,176,724                 |            | (12,723,119) | -85.4%  | FY23 includes prior years' reapp'd balances  |
| <b>SUB TTL - PUBLIC SAFETY</b>           |                  | 103,774,171 |                           | 93,875,395 |              |         |  |

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

| DEPTS/DIVISIONS BY FUNCTION                | 2022-2023 BUDGET |                       | 2023-2024 BUDGET ESTIMATE |                       | DIFFERENCE   |                        | DETAIL  |
|--|------------------|-----------------------|---------------------------|-----------------------|--------------|------------------------|---|
|  | DIV. AMT.        | FUNC. TTL.            | DIV. AMT.                 | FUNC. TTL.            | VARIANCE     | %                      |   |
| <b>PHYSICAL ENVIRONMENT</b>                |                  |                       |                           |                       |              |                        |   |
| Public Works - Administration              | 887,152          |                       | 887,033                   |                       |              |                        |   |
| Public Works - Transportation              | 970,321          |                       | 779,291                   |                       | 591,738      | 12.4%                  | \$644K - Revised Sal & Ben (includes reduction for Position moved to new division in Parking); \$(84K) - Gen Operating Exp moved to Parking.  |
| Public Works - Capital Improvement         | 1,330,443        |                       | 1,978,110                 |                       |              |                        |   |
| Public Works - Engineering                 | 1,579,475        |                       | 1,714,695                 |                       |              |                        |   |
| Public Works - Solid Waste                 | 13,543,469       |                       | 13,662,948                |                       | 119,479      | 0.9%                   |   |
| Public Works - Landscape Services          | 7,248,318        |                       | 7,171,655                 |                       | (76,663)     | -1.1%                  | \$192K - Revised Sal & Ben; \$38K - Prof Serv; \$(206K) - Fleet Mtc & Equip Repl Allocation; \$(60K) - FY23 includes Prior Year Reappropriated One-Time Items.                                  |
| Public Works - Stormwater Utility          | 2,118,495        |                       | 2,665,036                 |                       | 546,541      | 25.8%                  | \$185K - Revised Sal & Ben (New Positions); \$(24K) - Prof Serv.; \$(70K) - Fleet Mtc & Equip Repl Allocation; \$450K - Op. Contingency.  |
| Public Works - Sanitary Sewers             | 8,250,117        |                       | 9,219,706                 |                       | 969,589      | 11.8%                  | \$72K - Revised Sal & Ben; \$595K - Waste Disposal.; \$147K - Fleet Mtc & Fuel Allocation; \$150K - Op. Contingency.  |
| Stormwater Debt Service                    | 139,655          |                       | 138,784                   |                       | (871)        | -0.6%                  | Annual adj. per debt service schedule   |
| Sanitary Sewer Debt Service                | 1,111,988        |                       | 1,109,988                 |                       | (2,000)      | -0.2%                  | Annual adj. per debt service schedule   |
| Capital Projects *                         | 48,638,840       |                       | 8,731,820                 |                       | (39,907,020) | -82.0%                 | FY23 includes prior years' reapp'd balances   |
| <b>SUB TTL - PHYSICAL ENVIRONMENT</b>      |                  | <b>85,818,273</b>     |                           | <b>48,059,066</b>     |              |                        |   |
| <b>TRANSPORTATION</b>                      |                  |                       |                           |                       |              |                        |   |
| Public Works - R.O.W./Maint.               | 3,771,448        |                       | 3,322,958                 |                       | (341,054)    | -8.3%                  | \$72K - Revised Sal & Ben; \$(580K) - Fleet Mtc & Fuel Allocation; \$110K - Capital Equip Addition; \$50K - Gen Serv Allocation.  |
| Public Works - Sign Shop                   | 317,960          |                       | 425,396                   |                       |              |                        |   |
| Parking - Trolley / Trans.                 | 3,493,399        |                       | 3,887,010                 |                       | 393,611      | 11.3%                  | \$13K - Revised Sal & Ben; \$262K - Prof Serv for Extended and Saturday Service Previously funded by Grants; \$662K - Fleet Maint & Fuel; \$(533) - One-Time Grants; \$(13K) - One Time Capital |
| Parking - Mobility & Sustainability        | -                |                       | 269,392                   |                       |              |                        | \$255K - Revised Sal & Ben; \$194K Prof Serv.; \$18K Gen Op.  |
| Parking - Mobility Hub                     | 503,174          |                       | 502,126                   |                       |              |                        |   |
| Parking - Museum Garage                    | 793,459          |                       | 750,253                   |                       |              |                        |   |
| Parking - Minorca Garage                   | 131,403          |                       | 324,066                   |                       | 471,175      | 7.6%                   |   |
| Parking - Andalusia Garage                 | 519,511          |                       | 517,747                   |                       |              |                        |   |
| Parking - Merrick Place                    | 569,145          |                       | 526,954                   |                       |              |                        |   |
| Parking - On-Street Prkg & Meter Maint.    | 1,900,533        |                       | 1,915,533                 |                       |              |                        |   |
| Parking - Lots                             | 1,755,250        |                       | 1,837,579                 |                       |              |                        |   |
| Parking Debt Service                       | 970,475          |                       | 967,796                   |                       | (2,679)      | -0.3%                  | Annual adj. per debt service schedule   |
| Capital Projects *                         | 30,768,132       |                       | 7,813,047                 |                       | (22,955,085) | -74.6%                 | FY23 includes prior years' reapp'd balances   |
| <b>SUB TTL - TRANSPORTATION</b>            |                  | <b>45,493,889</b>     |                           | <b>23,059,857</b>     |              |                        |   |
| <b>CULTURE &amp; RECREATION</b>            |                  |                       |                           |                       |              |                        |   |
| Hist. Res. & Cultural Arts - Preservation  | 970,639          |                       | 914,811                   |                       | (289,600)    | -13.6%                 | \$72K - Revised Sal & Ben; \$(50K) - Prof Serv Hist Scanning; \$(297K) - FY22 AIPP & Historic reserves and Grants   |
| Hist. Res. & Cultural Arts - Cultural Arts | 1,161,707        |                       | 927,935                   |                       |              |                        |   |
| Comm Rec - Administration                  | 1,274,312        |                       | 1,308,454                 |                       |              |                        | \$495K - Revised Sal & Ben; \$202K - Prof Serv.; \$47K - Gen Op.  |
| Comm Rec - Tennis Centers                  | 1,276,341        |                       | 1,332,704                 |                       | 744,301      | 8.3%                   |   |
| Comm Rec - Youth Center                    | 3,436,617        |                       | 3,909,077                 |                       |              |                        |   |
| Comm Rec - Adult Services                  | 661,007          |                       | 714,073                   |                       |              |                        |   |
| Comm Rec - Special Events                  | 662,794          |                       | 722,882                   |                       |              |                        |   |
| Comm Rec - Golf Course & Parks Maint.      | 1,653,911        |                       | 1,722,093                 |                       |              |                        |   |
| Comm Rec - Venetian Pool                   | 1,619,660        |                       | 1,926,577                 |                       | 306,917      | 18.9%                  | \$305K - Revised Sal & Ben  |
| Comm Rec - Cntry Club - Admin              | 586,709          |                       | 579,082                   |                       |              |                        | \$376K - Revised Sal & Ben; \$280K - Contracted Staff; \$30K - Promo Adv; \$(144K) - Prof Serv; \$(113K) - One Time Capital; \$23K - Gen Liability Ins.   |
| Comm Rec - Cntry Club - Event Venue        | 1,438,179        |                       | 1,718,708                 |                       | 468,963      | 11.5%                  |   |
| Comm Rec - Cntry Club - Fitness & Pool     | 1,125,904        |                       | 1,314,883                 |                       |              |                        |   |
| Comm Rec - Cntry Club - Tennis             | -                |                       | -                         |                       |              |                        |   |
| Comm Rec - Cntry Club - Granada Golf       | 914,561          |                       | 921,643                   |                       |              |                        |   |
| Culture & Recreation Debt                  | 2,579,418        |                       | 2,533,836                 |                       | (45,582)     | -1.8%                  | Annual adj. per debt service schedule   |
| Capital Projects *                         | 33,172,902       |                       | 14,912,468                |                       | (18,260,434) | -55.0%                 | FY23 includes prior years' reapp'd balances   |
| <b>SUB TTL - CULTURE &amp; RECREATION</b>  |                  | <b>52,534,661</b>     |                           | <b>35,459,226</b>     |              |                        |   |
| <b>TOTAL EXPENDITURES **</b>               |                  | <b>\$ 354,642,798</b> |                           | <b>\$ 258,490,560</b> |              | <b>\$ (96,152,238)</b> |   |

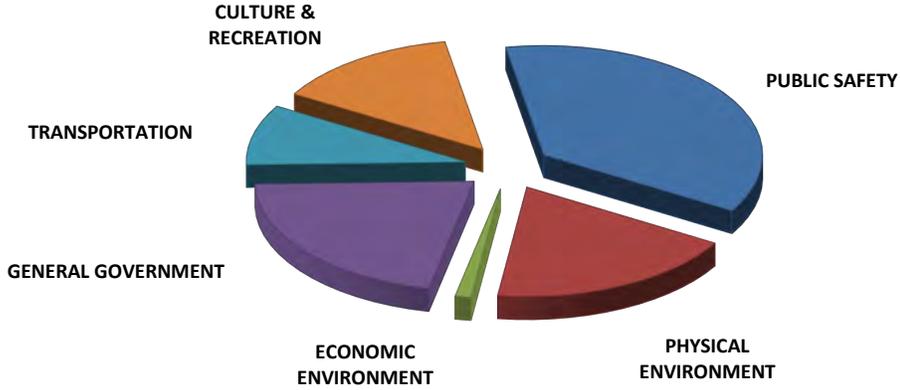
( ) Indicates a decrease from prior year.

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

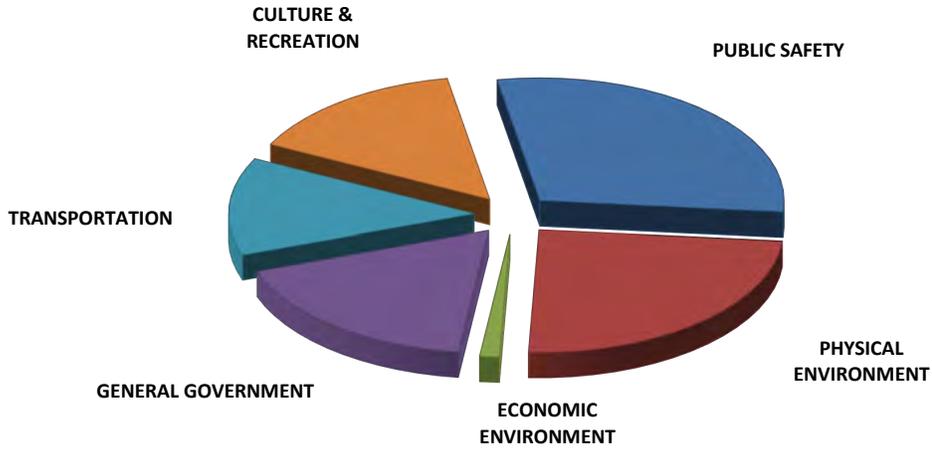
\*\* Total Expenditures are net of transfers to reserves.

**2023-2024 BUDGET ESTIMATE  
EXPENDITURES BY FUNCTION**

**2023-2024  
\$258,490,560**



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



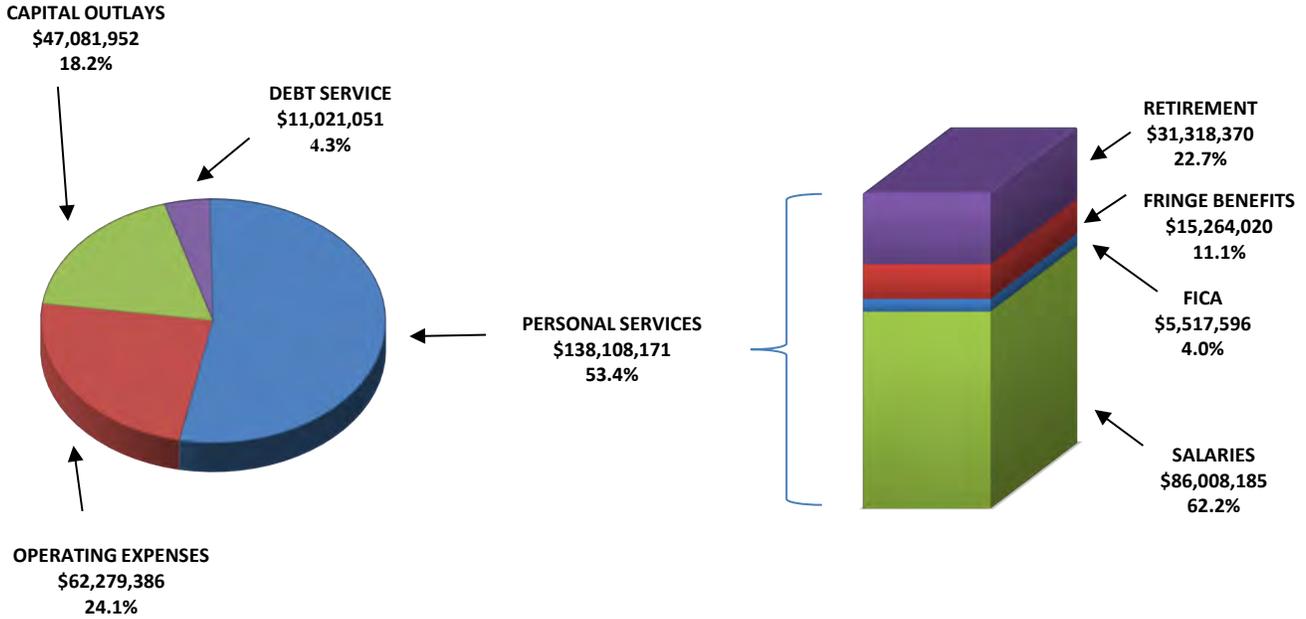
|                              | 2022-2023             |               | 2023-2024             |               |
|------------------------------|-----------------------|---------------|-----------------------|---------------|
|                              | BUDGET                | %             | ESTIMATE              | %             |
| PUBLIC SAFETY *              | \$ 103,774,171        | 29.3%         | \$ 93,875,395         | 36.3%         |
| PHYSICAL ENVIRONMENT *       | 85,818,273            | 24.2%         | 48,059,066            | 18.6%         |
| ECONOMIC ENVIRONMENT *       | 4,562,479             | 1.3%          | 3,047,026             | 1.2%          |
| GENERAL GOVERNMENT *         | 62,459,325            | 17.6%         | 54,989,990            | 21.3%         |
| TRANSPORTATION *             | 45,493,889            | 12.8%         | 23,059,857            | 8.9%          |
| CULTURE AND RECREATION *     | 52,534,661            | 14.8%         | 35,459,226            | 13.7%         |
| <b>TOTAL EXPENDITURES **</b> | <b>\$ 354,642,798</b> | <b>100.0%</b> | <b>\$ 258,490,560</b> | <b>100.0%</b> |

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

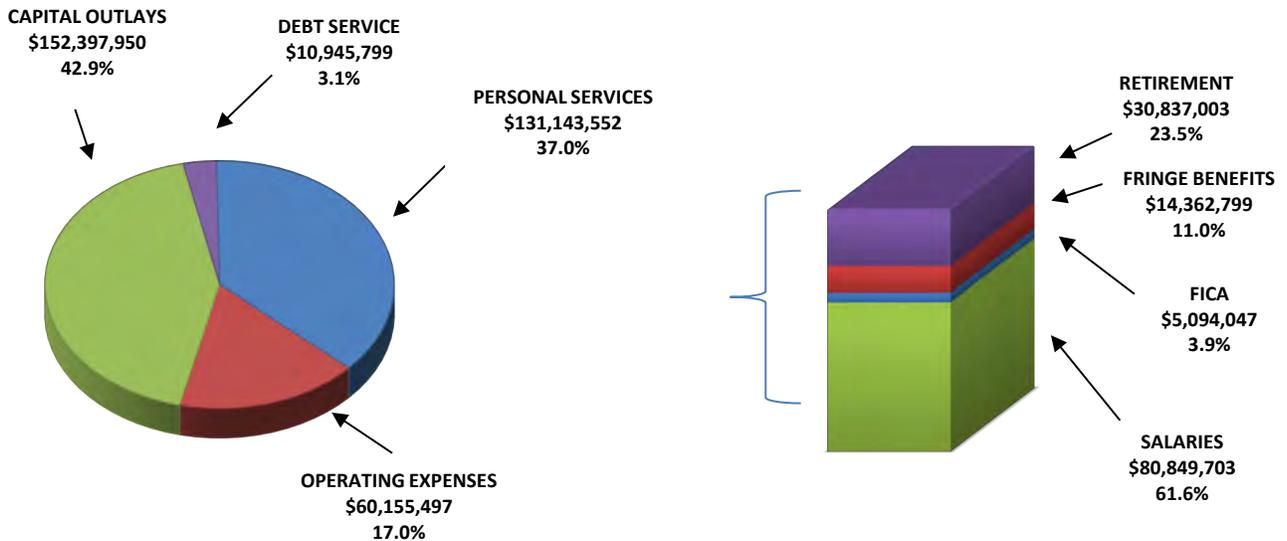
\*\* Total Expenditures are net of transfers to reserves.

## 2023-2024 BUDGET ESTIMATE EXPENDITURES BY OBJECT OF EXPENSE

**2023-2024 - \$ 258,490,560 \***



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



\* Total Expenditures are net of transfers to reserves.

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

| EXPENDITURE CATEGORIES                                 | 2020-2021<br>ACTUAL   | 2021-2022<br>ACTUAL   | 2022-2023<br>BUDGET   | 2023-2024<br>ESTIMATE |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
| <b><u>Operating Expense</u></b>                        |                       |                       |                       |                       |
| General Fund Divisions                                 | \$ 145,038,190        | \$ 149,190,990        | \$ 169,075,342        | \$ 175,520,803        |
| Trolley / Transportation Fund Division                 | 2,011,118             | 2,532,268             | 3,493,399             | 3,887,010             |
| Storm Water Division                                   | 2,033,188             | 1,775,942             | 2,118,495             | 2,665,036             |
| Sanitary Sewer Division                                | 6,043,158             | 7,360,706             | 8,250,117             | 9,219,706             |
| Venetian Pool  | 1,109,516             | 1,257,509             | 1,619,660             | 1,926,577             |
| Country Club Divisions                                 | 845,141               | 1,971,537             | 4,065,353             | 4,534,316             |
| Parking Fund Divisions                                 | 7,463,678             | 7,915,449             | 7,731,771             | 8,341,177             |
| Pension Fund Division                                  | 183,338               | 180,650               | 182,349               | 196,011               |
| <b>Total Operating Expense</b>                         | <b>164,727,327</b>    | <b>172,185,051</b>    | <b>196,536,486</b>    | <b>206,290,636</b>    |
| <b><u>Capital Improvements *</u></b>                   |                       |                       |                       |                       |
| General Improvements                                   | 18,661,596            | 14,541,811            | 66,884,582            | 27,942,304            |
| Neighborhood Renaissance Program                       | 33,777                | 72,174                | 213,523               | 7,000                 |
| Roadway Improvements                                   | 1,069,651             | 1,466,285             | 3,727,710             | 1,165,000             |
| Trolley / Transportation Improvements                  | 59,912                | 303,558               | 1,609,013             | 237,990               |
| Miami-Dade General Obligation Bond Improvements        | -                     | -                     | -                     | 250,000               |
| Miami-Dade Roadway Impact Fee Improvements             | 38,034                | 99,785                | 1,314,576             | -                     |
| Coral Gables Impact Fee Improvements                   |                       |                       |                       |                       |
| Administrative Expense                                 | 5,876                 | 3,387                 | -                     | -                     |
| Fire System Improvements                               | 256,299               | 177,400               | 2,228,626             | -                     |
| Mobility System Improvements                           | -                     | 2,275,580             | 3,251,564             | -                     |
| Parks System Improvements                              | 83,214                | 1,003,886             | 9,652,890             | 245,000               |
| Police System Improvements                             | 195,000               | 40,600                | -                     | -                     |
| Total Impact Fee Improvements                          | 540,389               | 3,500,853             | 15,133,080            | 245,000               |
| Stormwater Utility Improvements                        | 1,185,436             | 1,221,520             | 23,428,291            | 5,425,000             |
| Sanitary Sewer Improvements                            | 2,570,104             | 3,996,470             | 22,204,304            | 3,119,320             |
| Coral Gables Country Club Improvements                 | -                     | 1,612,048             | 896,645               | 1,495,000             |
| Parking System Improvements                            | 1,380,905             | 10,723,209            | 11,748,789            | 1,292,259             |
| <b>Total Capital Improvements</b>                      | <b>25,539,804</b>     | <b>37,537,713</b>     | <b>147,160,513</b>    | <b>41,178,873</b>     |
| <b>Total Operating Exp. &amp; Capital Improvements</b> | <b>190,267,131</b>    | <b>209,722,764</b>    | <b>343,696,999</b>    | <b>247,469,509</b>    |
| <b><u>Debt Service</u></b>                             |                       |                       |                       |                       |
| General Fund Debt                                      | 8,042,311             | 7,707,187             | 8,535,178             | 8,548,769             |
| Biltmore Hotel Debt                                    | 157,967               | 124,259               | 188,503               | 255,714               |
| Stormwater Fund  | 113,791               | 113,989               | 139,655               | 138,784               |
| Sanitary Sewer Fund                                    | 554,286               | 567,124               | 1,111,988             | 1,109,988             |
| Parking Fund   | 1,004,513             | 363,684               | 970,475               | 967,796               |
| <b>Total Debt Service</b>                              | <b>9,872,868</b>      | <b>8,876,243</b>      | <b>10,945,799</b>     | <b>11,021,051</b>     |
| <b>Total Expense and Debt Service</b>                  | <b>200,139,999</b>    | <b>218,599,007</b>    | <b>354,642,798</b>    | <b>258,490,560</b>    |
| <b><u>Transfers to Reserves</u></b>                    |                       |                       |                       |                       |
| General Fund Reserve                                   |                       | 12,795,550            |                       | -                     |
| General Fund - Historic Building Fund                  | -                     | -                     | 1,000,000             | -                     |
| General Capital Improvements Fund                      | 47,507,330            | 40,786,464            | -                     | -                     |
| Neighborhood Renaissance Program Fund                  | 244,320               | 220,621               | -                     | -                     |
| Roadway Improvement Fund                               | 2,849,586             | 2,344,016             | -                     | -                     |
| Trolley / Transportation Fund                          | 1,754,338             | 1,593,024             | 229,486               | -                     |
| Coral gables Impact Fee Fund                           | 9,291,591             | 522,429               | -                     | -                     |
| Venetian Pool Fund                                     | -                     | 714,658               | -                     | -                     |
| Stormwater Utility Fund                                | 11,521,829            | 16,430,881            | 115,798               | 61,180                |
| Sanitary Sewer Fund                                    | 3,926,882             | 20,199,716            | 11,575                | -                     |
| Parking Fund   | 17,925,082            | 14,013,264            | -                     | -                     |
| Parking Fund - Reserve for Capital Debt                | -                     | -                     | 1,200,000             | 2,200,000             |
| <b>Total Transfers to Reserves</b>                     | <b>95,020,958</b>     | <b>109,620,623</b>    | <b>2,556,859</b>      | <b>2,261,180</b>      |
| <b>Total Expenditures &amp; Transfers to Reserves</b>  | <b>\$ 295,160,957</b> | <b>\$ 328,219,630</b> | <b>\$ 357,199,657</b> | <b>\$ 260,751,740</b> |

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

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

| DEPARTMENT                                  | DIVISION   | 2020-2021<br>ACTUAL   | 2021-2022<br>ACTUAL   | 2022-2023<br>BUDGET   | 2023-2024<br>ESTIMATE |
|---|--|-----------------------|-----------------------|-----------------------|-----------------------|
| City Commission                             | City Commission  | \$ 550,448            | \$ 628,842            | \$ 741,343            | \$ 832,900            |
| City Attorney                               | City Attorney  | 2,311,866             | 2,479,938             | 2,908,257             | 2,876,893             |
| City Clerk                                  | Administration   | 867,060               | 962,598               | 1,035,552             | 1,025,662             |
|   | Special Revenue Expenses                                   | 908,691               | 1,028,471             | 1,155,501             | 1,261,009             |
|   | Elections  | 299,847               | 3,554                 | 345,000               | 6,000                 |
| City Manager                                | Administration   | 1,448,926             | 1,475,781             | 2,121,547             | 2,209,519             |
|   | Communications & Public Affairs                            | 814,560               | 755,093               | 999,476               | 893,106               |
|   | Internal Auditing  | 91,112                | 62,153                | 121,856               | 98,076                |
| Human Res & Risk Mgmt                       | Administration   | -                     | -                     | -                     | 607,451               |
|   | Employee Services  | 1,729,293             | 1,827,710             | 2,181,242             | 1,474,876             |
|   | Labor Relations & Risk Mgmt                                | 739,752               | 853,414               | 928,199               | 573,997               |
| Development Services                        | Administration   | 483,237               | 329,003               | 563,662               | 622,166               |
|   | Building   | 4,340,102             | 4,984,275             | 7,010,207             | 8,959,588             |
|   | Planning & Zoning  | 2,184,720             | 2,069,477             | 2,430,743             | 2,302,448             |
|   | Code Enforcement   | 1,311,760             | 1,372,467             | 1,672,201             | 1,493,122             |
| Hist. Res. & Cultural Arts                  | Historic Preservation                                      | 986,352               | 953,256               | 970,639               | 914,811               |
|   | Cultural Arts  | 1,010,053             | 903,732               | 1,161,707             | 927,935               |
| Public Works                                | Administration   | 760,008               | 797,398               | 887,152               | 887,033               |
|   | Sustainable Public Infrastructure                          | 718,135               | 881,583               | 970,321               | 779,291               |
|   | Capital Improvement  | 1,183,207             | 1,088,769             | 1,330,443             | 1,978,110             |
|   | Engineering  | 1,438,667             | 1,418,659             | 1,579,475             | 1,714,695             |
|   | ROW Enforcement & Maintenance                              | 3,400,090             | 3,402,576             | 3,771,448             | 3,322,958             |
|   | Sign Shop  | 304,642               | 306,129               | 317,960               | 425,396               |
|   | Solid Waste  | 11,983,875            | 12,188,286            | 13,543,469            | 13,662,948            |
|   | Greenspace Management                                      | 6,359,416             | 6,108,307             | 7,248,318             | 7,171,655             |
| Finance                                     | Administration   | 487,238               | 540,338               | 647,601               | 793,729               |
|   | Collections  | 754,183               | 719,017               | 820,893               | 780,520               |
|   | Reporting & Operations                                     | 1,076,975             | 1,181,623             | 1,278,426             | 1,433,888             |
|   | Procurement  | 995,431               | 992,558               | 1,347,424             | 1,261,777             |
|   | Mgmt, Budget & Compliance                                  | 686,249               | 697,929               | 786,373               | 786,504               |
| Innovation & Technology                     | Innovation & Tecnology                                     | 5,794,714             | 6,117,007             | 8,795,232             | 10,623,995            |
| Police                                      | Administration   | 3,272,053             | 2,835,826             | 3,002,020             | 3,637,826             |
|   | Uniform Patrol   | 19,556,561            | 20,098,330            | 21,589,478            | 23,309,880            |
|   | Criminal Investigations                                    | 8,636,049             | 8,495,904             | 9,133,913             | 8,490,144             |
|   | Technical Services   | 7,517,673             | 7,435,534             | 7,905,293             | 7,930,111             |
|   | Professional Standards                                     | 2,377,997             | 3,009,797             | 3,220,528             | 3,430,360             |
|   | Specialized Enforcement                                    | 6,454,482             | 6,625,285             | 6,893,662             | 6,800,482             |
| Fire  | Operations   | 30,031,489            | 30,555,034            | 30,436,126            | 31,201,018            |
|   | Community Risk Reduction                                   | -                     | -                     | 1,895,000             | 1,854,311             |
| Community Recreation                        | Administration   | 1,003,661             | 1,165,332             | 1,274,312             | 1,308,454             |
|   | Tennis Centers   | 1,018,319             | 1,133,298             | 1,276,341             | 1,332,704             |
|   | Youth Center   | 2,477,412             | 2,940,047             | 3,436,617             | 3,909,077             |
|   | Adult Services   | 277,361               | 342,136               | 661,007               | 714,073               |
|   | Special Events   | 376,941               | 680,539               | 662,794               | 722,882               |
|   | Golf Course & Parks Maint.                                 | 1,014,778             | 1,014,756             | 1,653,911             | 1,722,093             |
| Economic Development                        | Economic Development                                       | 1,240,183             | 1,221,162             | 1,802,980             | 1,517,978             |
| Non Departmental                            | Non Departmental   | 3,762,622             | 4,508,067             | 4,559,693             | 4,937,352             |
| <b>Total General Fund Operating Expense</b> |  | <b>145,038,190</b>    | <b>149,190,990</b>    | <b>169,075,342</b>    | <b>175,520,803</b>    |
|   | Transfer to General Fund Reserve                           | 509,524               | 11,258,080            | -                     | -                     |
|   | Transfer to Historic Building Fund                         | -                     | -                     | 1,000,000             | -                     |
|   | Transfer to Hurricane Fund                                 | 3,547,517             | -                     | -                     | -                     |
|   | Transfer to Sunshine State Debt Service Fund               | 8,082,686             | 6,918,373             | 7,862,070             | 7,877,117             |
|   | Transfer to Capital Improvement Fund                       | 15,046,908            | 23,779,971            | 15,072,662            | 19,027,541            |
|   | Transfer to Neighborhood Renaissance Fund                  | -                     | 11,487                | -                     | -                     |
|   | General Fund Subsidy to the Venetian Pool Fund             | 338,913               | 104,594               | 420,660               | 729,577               |
|   | General Fund Subsidy to the Coral Gables Country Club Fund | 422,537               | 57,254                | -                     | 1,635,316             |
|   | Transfer to Parking Fund                                   | -                     | 64,500                | 45,150                | -                     |
|   | Transfer to the Health Insurance Fund                      | 1,250,177             | 827,553               | -                     | -                     |
|   | Transfer to The Coral Gables Retirement System             | -                     | -                     | -                     | 98,006                |
| <b>Total General Fund</b>                   |  | <b>\$ 174,236,452</b> | <b>\$ 192,212,802</b> | <b>\$ 193,475,884</b> | <b>\$ 204,888,360</b> |

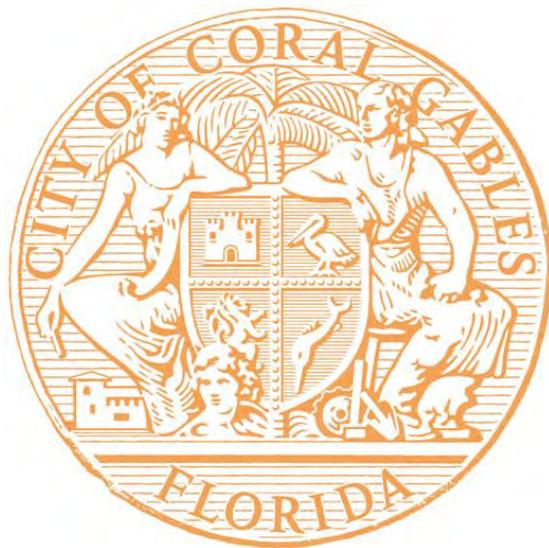
**CAPITAL AND ENTERPRISE FUND SUMMARIES  
2023-2024 BUDGET ESTIMATE**

**CAPITAL IMPROVEMENT FUNDS**

| <b>REVENUES vs EXPENDITURES</b> | <b>GENERAL<br/>CAPITAL<br/>IMPROVEMENTS</b> | <b>ROADWAY<br/>IMPROVEMENT<br/>PROGRAM</b> | <b>NEIGHBORHOOD<br/>RENAISSANCE<br/>PROGRAM</b> | <b>MIAMI-DADE<br/>COUNTY<br/>GOB</b> | <b>TROLLEY/<br/>TRANS.<br/>PROGRAM</b> | <b>CORAL<br/>GABLES<br/>IMPACT FEES</b> | <b>TOTAL</b>         |
|---------------------------------|---|--|---|--------------------------------------|--|---|----------------------|
| <b>REVENUES</b>                 |   |  |   |                                      |  |   |                      |
| Sales & Use Taxes               | \$ -  | \$ 1,150,000                               | \$ -  | \$ -                                 | \$ 3,175,000                           | \$ -                                    | \$ 4,325,000         |
| Intergovernmental Revenue       | 2,775,000                                   | -  | -   | 250,000                              | -                                      | -                                       | 3,025,000            |
| Miscellaneous Revenues          | 400,000                                     | -  | -   | -                                    | -                                      | -                                       | 400,000              |
| Developer Fees                  | -   | -  | -   | -                                    | -                                      | -                                       | -                    |
| Transfers from Other Funds      | 19,027,541                                  | -  | -   | -                                    | -                                      | -                                       | 19,027,541           |
| Transfer from Fund Balance      | 4,939,763                                   | 15,000                                     | 7,000   | -                                    | 950,000                                | 245,000                                 | 6,156,763            |
|                                 | <u>\$ 27,142,304</u>                        | <u>\$ 1,165,000</u>                        | <u>\$ 7,000</u>                                 | <u>\$ 250,000</u>                    | <u>\$ 4,125,000</u>                    | <u>\$ 245,000</u>                       | <u>\$ 32,934,304</u> |
| <b>EXPENDITURES</b>             |   |  |   |                                      |  |   |                      |
| General Government              | \$ 7,544,814                                | \$ -                                       | \$ -  | \$ -                                 | \$ -                                   | \$ -                                    | \$ 7,544,814         |
| Public Safety                   | 2,176,724                                   | -  | -   | -                                    | -                                      | -                                       | 2,176,724            |
| Physical Environment            | 187,500                                     | -  | -   | -                                    | -                                      | -                                       | 187,500              |
| Transportation                  | 4,860,798                                   | 1,165,000                                  | 7,000   | 250,000                              | 4,125,000                              | -                                       | 10,407,798           |
| Culture & Recreation            | 13,172,468                                  | -  | -   | -                                    | -                                      | 245,000                                 | 13,417,468           |
|                                 | <u>\$ 27,942,304</u>                        | <u>\$ 1,165,000</u>                        | <u>\$ 7,000</u>                                 | <u>\$ 250,000</u>                    | <u>\$ 4,125,000</u>                    | <u>\$ 245,000</u>                       | <u>\$ 33,734,304</u> |

**ENTERPRISE FUNDS**

| <b>REVENUES vs EXPENDITURES</b>        | <b>STORM<br/>WATER<br/>UTILITY</b> | <b>SANITARY<br/>SEWER</b> | <b>VENETIAN<br/>POOL</b> | <b>COUNTRY<br/>CLUB</b> | <b>PARKING<br/>SYSTEM</b> | <b>BILTMORE<br/>COMPLEX &amp;<br/>GOLF COURSE</b> | <b>TOTAL</b>         |
|--|------------------------------------|---------------------------|--------------------------|-------------------------|---------------------------|---|----------------------|
| <b>REVENUES</b>                        |                                    |                           |                          |                         |                           |   |                      |
| Charges for Services                   | \$ 8,290,000                       | \$ 12,590,000             | \$ 982,000               | \$ 6,029,316            | \$ 18,026,553             | \$ 179,000  | \$ 46,096,869        |
| Intergovernmental Revenue              | -                                  | 700,000                   | -                        | -                       | -                         | -   | 700,000              |
| Fines & Forfeitures                    | -                                  | -                         | -                        | -                       | 1,500,000                 | -   | 1,500,000            |
| Miscellaneous Revenues                 | -                                  | -                         | 215,000                  | -                       | 696,597                   | 1,855,714   | 2,767,311            |
| Transfers from Other Funds             | -                                  | -                         | 729,577                  | 1,635,316               | -                         | -   | 2,364,893            |
| Transfer from Fund Balance             | -                                  | 159,014                   | -                        | -                       | -                         | -   | 159,014              |
|  | <u>\$ 8,290,000</u>                | <u>\$ 13,449,014</u>      | <u>\$ 1,926,577</u>      | <u>\$ 7,664,632</u>     | <u>\$ 20,223,150</u>      | <u>\$ 2,034,714</u>                               | <u>\$ 53,588,087</u> |
| <b>EXPENDITURES</b>                    |                                    |                           |                          |                         |                           |   |                      |
| Physical Environment                   | \$ 7,785,036                       | \$ 11,654,026             | \$ -                     | \$ -                    | \$ -                      | \$ -  | \$ 19,439,062        |
| Transportation                         | -                                  | -                         | -                        | -                       | 9,633,436                 | -   | 9,633,436            |
| Culture & Recreation                   | -                                  | -                         | 1,926,577                | 6,029,316               | -                         | 179,000   | 8,134,893            |
| Debt Service                           | 138,784                            | 1,109,988                 | -                        | -                       | 967,796                   | 255,714   | 2,472,282            |
| Transfers/Contributions to Other Funds | 305,000                            | 685,000                   | -                        | -                       | 7,421,918                 | 1,600,000   | 10,011,918           |
| Transfer to Fund Balance               | 61,180                             | -                         | -                        | -                       | 2,200,000                 | -   | 2,261,180            |
|  | <u>\$ 8,290,000</u>                | <u>\$ 13,449,014</u>      | <u>\$ 1,926,577</u>      | <u>\$ 6,029,316</u>     | <u>\$ 20,223,150</u>      | <u>\$ 2,034,714</u>                               | <u>\$ 51,952,771</u> |



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**CITY OF CORAL GABLES**  
**SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**  
**2023-2024 BUDGET ESTIMATE**  
**(BUDGETED FUNDS ONLY)**

| <u>DETAIL</u>                             | <u>GENERAL<br/>FUND</u> | <u>DEBT<br/>SERVICE<br/>FUND</u> | <u>CAPITAL<br/>PROJECTS<br/>FUNDS</u> | <u>ENTERPRISE<br/>FUNDS</u> | <u>TOTAL</u>          |
|---|-------------------------|----------------------------------|---------------------------------------|-----------------------------|-----------------------|
| <b>Fund Balance @ 09/30/22 (Audited)</b>  | <b>\$ 77,400,477</b>    | <b>\$ 3,180</b>                  | <b>\$ 66,092,351</b>                  | <b>\$ 4,916,983</b>         | <b>\$ 148,412,991</b> |
| Fiscal Year 2022-2023 (Estimated)         |                         |                                  |                                       |                             |                       |
| Revenues                                  | 186,614,000             | 8,723,681                        | 31,646,727                            | 97,821,584                  | 324,805,992           |
| Expenditures                              | 193,475,884             | 8,723,681                        | 92,184,218                            | 93,195,908                  | 387,579,691           |
| <b>FY 2023 Change in Fund Balance</b>     | <b>(6,861,884)</b>      | <b>-</b>                         | <b>(60,537,491)</b>                   | <b>4,625,676</b>            | <b>(62,773,699)</b>   |
| <b>Fund Balance @ 09/30/23(Estimated)</b> | <b>70,538,593</b>       | <b>3,180</b>                     | <b>19,308,966</b>                     | <b>9,542,659</b>            | <b>85,639,292</b>     |
| Fiscal Year 2023-2024 Budget              |                         |                                  |                                       |                             |                       |
| Revenues:                                 |                         |                                  |                                       |                             |                       |
| Taxes                                     | 138,848,625             | -                                | 4,325,000                             | -                           | 143,173,625           |
| Licenses                                  | 3,859,125               | -                                | -                                     | -                           | 3,859,125             |
| Permits                                   | 9,691,800               | -                                | -                                     | 1,000                       | 9,692,800             |
| Intergovernmental                         | 6,920,000               | -                                | 2,775,000                             | 700,000                     | 10,395,000            |
| General Government Fees                   | 3,530,000               | -                                | -                                     | -                           | 3,530,000             |
| Public Safety Fees                        | 4,060,000               | -                                | -                                     | -                           | 4,060,000             |
| Use Charges                               | 9,548,640               | -                                | -                                     | 38,906,553                  | 48,455,193            |
| Recreation Fees                           | 2,792,000               | -                                | -                                     | 5,554,000                   | 8,346,000             |
| Fines & Forfeitures                       | 1,130,000               | -                                | -                                     | 1,500,000                   | 2,630,000             |
| Investment Earnings                       | 3,000,000               | -                                | 400,000                               | -                           | 3,400,000             |
| Rentals & Concessions                     | 3,748,747               | -                                | -                                     | 2,767,311                   | 6,516,058             |
| Miscellaneous Revenue                     | 150,000                 | 671,652                          | 800,000                               | -                           | 1,621,652             |
| Transfers In                              | 10,755,918              | 8,132,831                        | 19,027,541                            | 2,364,893                   | 40,281,183            |
| <b>Total Revenues</b>                     | <b>198,034,855</b>      | <b>8,804,483</b>                 | <b>27,327,541</b>                     | <b>51,793,757</b>           | <b>285,960,636</b>    |
| Expenditures:                             |                         |                                  |                                       |                             |                       |
| General Government                        | 45,854,578              | -                                | 7,544,814                             | -                           | 53,399,392            |
| Economic Environment                      | 1,517,978               | -                                | -                                     | -                           | 1,517,978             |
| Public Safety                             | 86,654,132              | -                                | 2,176,724                             | 1,697,527                   | 90,528,383            |
| Physical Environment                      | 26,193,732              | -                                | 187,500                               | 20,429,062                  | 46,810,294            |
| Transportation                            | 3,748,354               | -                                | 10,157,798                            | 7,935,909                   | 21,842,061            |
| Culture & Recreation                      | 15,507,263              | -                                | 13,417,468                            | 7,955,893                   | 36,880,624            |
| Debt Service                              | -                       | 8,804,483                        | -                                     | 2,216,568                   | 11,021,051            |
| Transfers Out                             | 29,367,557              | -                                | -                                     | 9,456,632                   | 38,824,189            |
| <b>Total Expenditures</b>                 | <b>208,843,594</b>      | <b>8,804,483</b>                 | <b>33,484,304</b>                     | <b>49,691,591</b>           | <b>300,823,972</b>    |
| <b>FY 2024 Change in Fund Balance</b>     | <b>(10,808,739)</b>     | <b>-</b>                         | <b>(6,156,763)</b>                    | <b>2,102,166</b>            | <b>(14,863,336)</b>   |
| <b>Fund Balance @ 09/30/24 Estimated)</b> | <b>\$ 59,729,854</b>    | <b>\$ 3,180</b>                  | <b>\$ 13,152,203</b>                  | <b>\$ 11,644,825</b>        | <b>\$ 70,775,956</b>  |

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

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

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

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

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

| DETAIL                               | 2020-2021<br>ACTUAL | 2021-2022<br>ACTUAL | 2022-2023<br>BUDGET | 2023-2024<br>ESTIMATE |
|--------------------------------------|---------------------|---------------------|---------------------|-----------------------|
| <b>STORMWATER UTILITY FUND (400)</b> |                     |                     |                     |                       |
| Operating Revenue                    | \$ 6,396,266        | \$ 7,401,510        | \$ 3,500,000        | \$ 8,290,000          |
| Operating Expense                    | (1,425,081)         | (872,443)           | (12,960)            | (120,396)             |
| Operating Income (Loss)              | 4,971,185           | 6,529,067           | 3,487,040           | 8,169,604             |
| Grant Revenue                        | 93,043              | 48,238              | 846,062             | -                     |
| Investment Earnings                  | 3,094               | (447,741)           | -                   | -                     |
| Miscellaneous Revenue                | -                   | -                   | -                   | -                     |
| Prior Year Reappropriations          | -                   | -                   | 17,536,177          | -                     |
| Capital Projects                     | (1,185,436)         | (1,221,520)         | (23,428,291)        | (5,425,000)           |
| Interest Expense                     | (32,884)            | (30,401)            | -                   | -                     |
| Debt Expense                         | -                   | -                   | (139,655)           | (138,784)             |
| Depreciation Expense                 | (110,455)           | (108,871)           | -                   | -                     |
| Net Income (Loss)                    | 3,738,547           | 4,768,772           | (1,698,667)         | 2,605,820             |
| Transfers to (from) Reserve          | 3,049,771           | 4,167,712           | (2,003,667)         | 2,300,820             |
| Contribution to (from) General Fund  | <u>\$ 688,776</u>   | <u>\$ 601,060</u>   | <u>\$ 305,000</u>   | <u>\$ 305,000</u>     |
| <b>SANITARY SEWER FUND (410)</b>     |                     |                     |                     |                       |
| Operating Revenue                    | \$ 10,564,504       | \$ 11,833,617       | \$ 11,788,000       | \$ 12,590,000         |
| Operating Expense                    | (4,586,582)         | (6,922,593)         | (7,565,117)         | (8,534,706)           |
| Operating Income (Loss)              | 5,977,922           | 4,911,024           | 4,222,883           | 4,055,294             |
| Grant Revenue                        | 44,190              | -                   | 500,000             | 700,000               |
| Investment Earnings                  | (17,292)            | 693,901             | -                   | -                     |
| Prior Year Reappropriations          | -                   | -                   | 19,289,984          | -                     |
| Miscellaneous Revenue                | -                   | -                   | -                   | -                     |
| Capital Projects                     | (2,570,104)         | (3,996,470)         | (22,204,304)        | (3,119,320)           |
| Interest Expense                     | (183,419)           | (247,124)           | -                   | -                     |
| Debt Expense                         | -                   | -                   | (1,111,988)         | (1,109,988)           |
| Depreciation Expense                 | (471,995)           | (525,529)           | -                   | -                     |
| Net Income (Loss)                    | 2,779,302           | 835,802             | 696,575             | 525,986               |
| Transfers to (from) Reserve          | 1,333,658           | (417,212)           | 11,575              | (159,014)             |
| Contribution to (from) General Fund  | <u>\$ 1,445,644</u> | <u>\$ 1,253,014</u> | <u>\$ 685,000</u>   | <u>\$ 685,000</u>     |
| <b>PARKING SYSTEM FUND (460)</b>     |                     |                     |                     |                       |
| Operating Revenue                    | \$ 15,672,748       | \$ 18,001,323       | \$ 18,233,079       | \$ 20,223,150         |
| Operating Expense                    | (5,854,103)         | 5,270,999           | (7,166,771)         | (7,776,177)           |
| Operating Income (Loss)              | 9,818,645           | 23,272,322          | 11,066,308          | 12,446,973            |
| Investment Earnings                  | 3,561               | (338,816)           | -                   | -                     |
| Miscellaneous Revenue/(Expense)      | 5                   | (45,000)            | -                   | -                     |
| Interest Expense                     | (372,080)           | (102,626)           | -                   | -                     |
| Prior Year Reappropriations          | -                   | -                   | 11,493,834          | -                     |
| Capital Projects                     | (1,380,905)         | (10,723,209)        | (11,748,789)        | (1,292,259)           |
| Debt Expense                         | -                   | -                   | (970,475)           | (967,796)             |
| Depreciation Expense                 | (946,515)           | (1,205,500)         | -                   | -                     |
| Net Income (Loss)                    | 7,122,711           | 10,857,171          | 9,840,878           | 10,186,918            |
| Transfers to (from) Reserve          | 2,396,839           | 4,737,927           | 1,032,371           | 2,200,000             |
| Contribution to (from) General Fund  | <u>\$ 4,725,872</u> | <u>\$ 6,119,244</u> | <u>\$ 8,808,507</u> | <u>\$ 7,986,918</u>   |

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

| CAPITAL PROJECT CATEGORIES   | PRIOR YEAR AVAIL<br>& ENCUMBRANCES | FY24 NEW<br>FUNDING | FY24 TOTAL<br>AVAILABLE FUNDS |
|--|------------------------------------|---------------------|-------------------------------|
| <b>Capital Equipment</b>   |                                    |                     |                               |
| IT Data Systems Equipment Matrix   | \$ 1,793,720                       | \$ 2,118,470        | \$ 3,912,190                  |
| Public Art Restoration Matrix  | 279,653                            | 52,580              | 332,233                       |
| Emergency Generator Matix  | 713,500                            | 680,000             | 1,393,500                     |
| <b>Total Capital Equipment</b>   | <b>2,786,873</b>                   | <b>2,851,050</b>    | <b>5,637,923</b>              |
| <b>Facility Repairs/Improvements</b>   |                                    |                     |                               |
| Roof Replacements Matrix - Citywide  | 1,959,096                          | 541,007             | 2,500,103                     |
| HVAC Replacements Matrix - Citywide  | 1,619,642                          | 579,996             | 2,199,638                     |
| Elevator Repair/Replacement Matrix   | 728,612                            | 258,841             | 987,453                       |
| Recertification of City Facilities   | 331,112                            | 1,200,000           | 1,531,112                     |
| ADA Remediation  | 419,250                            | 100,000             | 519,250                       |
| Trolley Depot Fueling Stat. Concrete Slab Replacement  | -                                  | 91,000              | 91,000                        |
| Renovation of Passport Facility  | 508,581                            | 1,876,300           | 2,384,881                     |
| Energy & Water efficiency at Facilities  | 291,657                            | 190,200             | 481,857                       |
| <b>Total Facility Projects</b>   | <b>5,857,950</b>                   | <b>4,837,344</b>    | <b>10,695,294</b>             |
| <b>Historic Facility Repairs/Restorations</b>  |                                    |                     |                               |
| Entrances & Fountains Matrix   | 57,652                             | 54,534              | 112,186                       |
| White Way Lights Restoration   | 694,884                            | 856,194             | 1,551,078                     |
| Centennial Trail   | -                                  | 56,000              | 56,000                        |
| Biltmore Hotel Renovations   | 600,000                            | 800,000             | 1,400,000                     |
| Alhambra Water Tower Restoration   | 46,353                             | 800,000             | 846,353                       |
| Venetian Facility Improvements   | 3,245,270                          | 1,100,000           | 4,345,270                     |
| City Hall Complex  | 2,676,809                          | 1,500,000           | 4,176,809                     |
| Coral Gables Country Club Improvements   | 736,660                            | 500,000             | 1,236,660                     |
| <b>Total Historic Facility Projects</b>  | <b>8,057,628</b>                   | <b>5,666,728</b>    | <b>13,724,356</b>             |
| <b>Motor Pool Equipment Replacements/Additions *</b>   |                                    |                     |                               |
| Motor Vehicle Replacements/Additions Matrix  | 5,736,235                          | 4,868,458           | 10,604,693                    |
| <b>Total Motor Pool Projects</b>   | <b>5,736,235</b>                   | <b>4,868,458</b>    | <b>10,604,693</b>             |
| * Motorpool is an Internal Service Fund where all costs are distributed to user departments and therefore included in the budget in those locations. The New Funding total of this schedule includes the cost of Motorpool additions/replacements for illustrative purposes only. This schedule can be reconciled with the Summary of Total Expenditures and Transfers to Reserves schedule by subtracting the Motorpool new funding contained herein. |                                    |                     |                               |
| <b>Parking Repairs/Improvements</b>  |                                    |                     |                               |
| Parking Lots 8, 12, & 16 & Garages 2, 6 & Matrix   | 1,727,523                          | 892,259             | 2,619,782                     |
| Installation of Multi-Space Pay Stations   | 304,470                            | 150,000             | 454,470                       |
| Miracle Mile/Giralda Streetscape - Paver Maintenance Program   | 312,502                            | 250,000             | 562,502                       |
| <b>Total Parking Projects</b>  | <b>2,344,495</b>                   | <b>1,292,259</b>    | <b>3,636,754</b>              |
| <b>Parks &amp; Recreation Repairs/Improvements</b>   |                                    |                     |                               |
| Purchase of Land   | 3,573,148                          | 245,000             | 3,818,148                     |
| Parks & Recreation Replacement Matrix  | 6,538,571                          | 1,836,363           | 8,374,934                     |
| Blue Road Open Space Improvements  | 200,000                            | 498,872             | 698,872                       |
| Granada Golf Course Diner Renovations  | 43,398                             | 995,000             | 1,038,398                     |
| Rotary Park Enhancement  | -                                  | 212,800             | 212,800                       |
| Phillips Park  | 3,151,502                          | 4,000,000           | 7,151,502                     |
| Youth Center Improvements  | -                                  | 500,000             | 500,000                       |
| Toledo & Alava Neighborhood Park Improvements  | 309,353                            | 905,125             | 1,214,478                     |
| <b>Total Parks &amp; Recreation Projects</b>   | <b>13,815,972</b>                  | <b>9,193,160</b>    | <b>23,009,132</b>             |

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

| CAPITAL PROJECT CATEGORIES                                 | PRIOR YEAR AVAIL<br>& ENCUMBRANCES | FY24 NEW<br>FUNDING  | FY24 TOTAL<br>AVAILABLE FUNDS |
|--|------------------------------------|----------------------|-------------------------------|
| <b>Public Safety Improvements</b>                          |                                    |                      |                               |
| Fire Equipment Replacement Program                         | 775,691                            | 249,132              | 1,024,823                     |
| Fire House 4 Construction                                  | 10,377,817                         | 975,000              | 11,352,817                    |
| Park AED/Camera Surveillance Installation                  | -                                  | 200,000              | 200,000                       |
| Mobile Radio Replacement Program                           | 1,547,649                          | 658,988              | 2,206,637                     |
| Police Sniper Rifle Replacement Program                    | 56,010                             | 12,604               | 68,614                        |
| Police Body Warn Camera Replacement Program                | 1,260,000                          | 81,000               | 1,341,000                     |
| <b>Total Public Safety Projects</b>                        | <b>14,017,167</b>                  | <b>2,176,724</b>     | <b>16,193,891</b>             |
| <b>Transportation &amp; Right of Way Improvements</b>      |                                    |                      |                               |
| Sidewalk Repair/Replacement Program                        | 564,808                            | 1,250,000            | 1,814,808                     |
| New Sidewalk Installation                                  | 429,660                            | 500,000              | 929,660                       |
| Citywide Street Resurfacing Program                        | 1,116,798                          | 700,000              | 1,816,798                     |
| Citywide Traffic Calming Program                           | 3,301,396                          | 1,465,560            | 4,766,956                     |
| Street Tree Succession Plan                                | 315,612                            | 100,000              | 415,612                       |
| Bridge Repairs & Improvements                              | 97,998                             | 800,000              | 897,998                       |
| Last Mile Transit Stop Improvements                        | 1,366,565                          | 393,651              | 1,760,216                     |
| Commodore Trail Rehabilitation                             | -                                  | 250,000              | 250,000                       |
| Granada & Columbus Plazas Transportation Impr.             | 714,647                            | 100,000              | 814,647                       |
| Ponce De Leon Blvd Streetscape Improvement - Phase III     | 2,159,465                          | 250,000              | 2,409,465                     |
| Residential Waste Pit Restoration                          | 107,292                            | 100,000              | 207,292                       |
| Citywide Landscaping & Irrigation Impr.                    | 24,061                             | 520,577              | 544,638                       |
| <b>Total Transportation &amp; Roadway Projects</b>         | <b>10,198,302</b>                  | <b>6,429,788</b>     | <b>16,628,090</b>             |
| <b>Utility Repairs/Improvements</b>                        |                                    |                      |                               |
| Sanitary Sewer Infrastructure Matrix                       | 4,219,265                          | 1,659,320            | 5,878,585                     |
| Pump Station Replacement Matrix                            | -                                  | 100,000              | 100,000                       |
| Force Main Replacement Program                             | 15,213,420                         | 800,000              | 16,013,420                    |
| Electric Atlas Update & Model Calibration                  | 128,833                            | 50,000               | 178,833                       |
| Sewer Pipe Cameras   | 54,221                             | 10,000               | 64,221                        |
| Citywide Inflow & Infiltration Abatement                   | 914,518                            | 500,000              | 1,414,518                     |
| Citywide Septic to Sewer Conversion Assessment             | 733,842                            | 187,500              | 921,342                       |
| Sea Level Rise Mitigation Program (Infrastructure Reserve) | 16,733,264                         | 4,115,000            | 20,848,264                    |
| Stormwater System Improvement Program                      | 2,085,075                          | 300,000              | 2,385,075                     |
| Cross-Connection Removal                                   | 319,223                            | 100,000              | 419,223                       |
| Coral Gables Waterways Maintenance                         | 2,060,464                          | 610,000              | 2,670,464                     |
| Cocoplum Drainage Improvements                             | 1,305,679                          | 200,000              | 1,505,679                     |
| Sunrise Harbor Drainage/Repair Assessment                  | 22,286                             | 100,000              | 122,286                       |
| <b>Total Utility Repair/Improvement Projects</b>           | <b>43,790,090</b>                  | <b>8,731,820</b>     | <b>52,521,910</b>             |
| <b>Total Projects</b>                                      | <b>\$ 106,604,712</b>              | <b>\$ 46,047,331</b> | <b>\$ 152,652,043</b>         |

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

| PROJ #  | PROJECT NAME  | PRIOR YEARS EXP   | FIVE-YEAR ESTIMATE |                  |                  |                   |                  |                  |                  |                  | FIVE-YEAR PROJECT TOTAL | TOTAL PROJ LIFE TO DATE EXP |
|---|---|-------------------|--------------------|------------------|------------------|-------------------|------------------|------------------|------------------|------------------|-------------------------|-----------------------------|
|   |   |                   | 2024               |                  |                  |                   | 2025             | 2026             | 2027             | 2028             |                         |                             |
|   |   |                   | PR YR AVAIL        | OPEN P.O.        | NEW              | TOTAL             |                  |                  |                  |                  |                         |                             |
| <b>CAPITAL EQUIPMENT PROJECTS</b>                           |   |                   |                    |                  |                  |                   |                  |                  |                  |                  |                         |                             |
| 1   | Network Infrastructure Matrix                           | \$ 12,134,269     | \$ 1,209,511       | \$ 584,209       | \$ 2,118,470     | \$ 3,912,190      | \$ 2,243,968     | \$ 2,243,968     | \$ 2,243,968     | \$ 2,243,968     | \$ 12,888,062           | \$ 25,022,331               |
| 2   | Emergency Generator Installation                        | 1,234,369         | 600,000            | 33,500           | 680,000          | 1,313,500         | 2,060,000        | 350,000          | 350,000          | 350,000          | 4,423,500               | 5,657,869                   |
| 3   | Citywide Litter Receptacles                             | 147,526           | 140,474            | -                | -                | 140,474           | -                | -                | -                | -                | 140,474                 | 288,000                     |
| 4   | Wi-Fi Capital Improvement Project                       | 115,184           | 1,981,234          | 889,700          | -                | 2,870,934         | 130,787          | 130,787          | -                | -                | 3,132,508               | 3,247,692                   |
| 5   | LPR/Speed Trailers                                      | -                 | -                  | -                | -                | -                 | 100,000          | 50,000           | 50,000           | 50,000           | 250,000                 | 250,000                     |
| 6   | Public Art Restoration Matrix                           | 167,000           | 269,653            | 10,000           | 52,580           | 332,233           | 53,369           | 54,170           | 54,983           | 55,808           | 550,563                 | 717,563                     |
| <b>TOTAL CAPITAL EQUIPMENT PROJECTS</b>                     |   | <b>13,898,548</b> | <b>4,200,872</b>   | <b>1,517,409</b> | <b>2,851,050</b> | <b>8,569,331</b>  | <b>4,588,124</b> | <b>2,828,925</b> | <b>2,698,951</b> | <b>2,699,776</b> | <b>21,385,107</b>       | <b>35,183,455</b>           |
| <b>FACILITY REPAIRS/IMPROVEMENT PROJECTS</b>                |   |                   |                    |                  |                  |                   |                  |                  |                  |                  |                         |                             |
| 7   | Citywide Roof Replacement Matrix                        | 3,662,630         | 1,142,050          | 817,046          | 541,007          | 2,500,103         | 1,497,955        | 627,852          | 659,245          | 692,207          | 5,977,362               | 9,639,992                   |
| 8   | HVAC Equipment Replacement Matrix                       | 490,588           | 1,615,015          | 4,627            | 579,996          | 2,199,638         | 485,885          | 510,179          | 535,688          | 562,472          | 4,293,862               | 4,784,450                   |
| 9   | Citywide Elevator Replacement Matrix                    | 832,407           | 721,112            | 7,500            | 258,841          | 987,453           | 227,688          | 159,535          | 365,512          | 164,357          | 1,904,545               | 2,736,952                   |
| 10  | Waterproofing of Historic Facilities Matrix             | -                 | -                  | -                | -                | -                 | 743,224          | 754,373          | 765,687          | 777,173          | 3,040,457               | 3,040,457                   |
| 11  | Waterproofing of Non-Historic Facilities Matrix         | -                 | -                  | -                | -                | -                 | 882,102          | 656,974          | 686,829          | 697,131          | 2,923,036               | 2,923,036                   |
| 12  | ADA Remediation   | 30,750            | 416,750            | 2,500            | 100,000          | 519,250           | 200,000          | 200,000          | 200,000          | 200,000          | 1,319,250               | 1,350,000                   |
| 13  | Optimize Energy And Water Efficiency At City Facilities | 533,743           | 287,032            | 4,625            | 190,200          | 481,857           | 190,200          | 190,200          | 190,200          | 190,200          | 1,242,657               | 1,776,400                   |
| 14  | Citywide Environmental Remediation                      | 66,997            | 499,258            | 1,885            | -                | 501,143           | 1,231,135        | 1,140,000        | 240,000          | 240,000          | 3,352,278               | 3,419,275                   |
| 15  | Right of Way & Utility Divisions' Employee Locker Rooms | 304,352           | 24,802             | 1,976            | -                | 26,778            | -                | -                | -                | -                | 26,778                  | 331,130                     |
| 16  | Renovation of 240 Aragon Avenue (Coral Gables Cinema)   | -                 | 350,000            | -                | -                | 350,000           | -                | -                | -                | -                | 350,000                 | 350,000                     |
| 17  | Public Works Building 6 Space Programming               | 20,155            | -                  | -                | -                | -                 | 228,949          | -                | -                | -                | 228,949                 | 249,104                     |
| 18  | Facilities Impact Glass Installation                    | -                 | 387,250            | -                | -                | 387,250           | 265,000          | 365,000          | 60,000           | -                | 1,077,250               | 1,077,250                   |
| 19  | Metal Canopy Structure for Public Works Fuel Station    | 2,500             | 200                | 4,800            | -                | 5,000             | 11,500           | 147,000          | -                | -                | 163,500                 | 166,000                     |
| 20  | Public Works Facility Exterior Painting                 | -                 | -                  | -                | -                | -                 | 178,000          | 178,000          | -                | -                | 356,000                 | 356,000                     |
| 21  | Solar PV at Public Works Facility                       | -                 | -                  | -                | -                | -                 | 250,000          | 250,000          | 250,000          | -                | 750,000                 | 750,000                     |
| 22  | Open Storage Structure at Public Works Facility         | -                 | -                  | -                | -                | -                 | -                | 2,448,000        | -                | -                | 2,448,000               | 2,448,000                   |
| 23  | Recertification of City Facilities                      | 10,386            | 212,585            | 118,527          | 1,200,000        | 1,531,112         | 100,000          | 100,000          | 100,000          | 100,000          | 1,931,112               | 1,941,498                   |
| 24  | Renovation of Passport Facility                         | -                 | 500,000            | 8,581            | 1,876,300        | 2,384,881         | -                | -                | -                | -                | 2,384,881               | 2,384,881                   |
| <b>TOTAL FACILITY REPAIRS/IMPROVEMENT PROJECTS</b>          |   | <b>5,954,508</b>  | <b>6,156,054</b>   | <b>972,067</b>   | <b>4,746,344</b> | <b>11,874,465</b> | <b>6,491,638</b> | <b>7,727,113</b> | <b>4,053,161</b> | <b>3,623,540</b> | <b>33,769,917</b>       | <b>39,724,425</b>           |
| <b>HISTORIC FACILITY IMPROVEMENT PROJECTS</b>               |   |                   |                    |                  |                  |                   |                  |                  |                  |                  |                         |                             |
| 25  | Entrances & Fountains Refurbishment Matrix              | 142,348           | 57,652             | -                | 54,534           | 112,186           | 156,818          | 159,205          | 161,593          | 164,017          | 753,819                 | 896,167                     |
| 26  | Merrick House Repairs/Improvements                      | 1,951,504         | 23,517             | -                | -                | 23,517            | -                | -                | -                | -                | 23,517                  | 1,975,021                   |
| 27  | City Hall Complex Impr. Including 427 Biltmore Way      | 5,733,897         | 2,233,096          | 443,713          | 1,500,000        | 4,176,809         | 3,407,798        | 6,650,000        | 2,871,094        | -                | 17,105,701              | 22,839,598                  |
| 28  | Jean Ward Sculptures                                    | 74,126            | 174,844            | 3,030            | -                | 177,874           | -                | -                | -                | -                | 177,874                 | 252,000                     |
| 29  | Gondola Building Restoration                            | 29,955            | 1,745,045          | -                | -                | 1,745,045         | -                | -                | -                | -                | 1,745,045               | 1,775,000                   |
| 30  | White Way Lights Restoration                            | 778,054           | 323,695            | 371,189          | 856,194          | 1,551,078         | -                | -                | -                | -                | 1,551,078               | 2,329,132                   |
| 31  | Venetian Facility Improvements                          | 2,630,435         | 3,209,740          | 35,530           | 1,100,000        | 4,345,270         | -                | -                | -                | -                | 4,345,270               | 6,975,705                   |
| 32  | Venetian Pool Salt Water Intrusion Mitigation           | -                 | -                  | -                | -                | -                 | -                | 500,000          | 500,000          | 500,000          | 1,500,000               | 1,500,000                   |
| 33  | Centennial Trail  | -                 | -                  | -                | 56,000           | 56,000            | 56,000           | 56,000           | -                | -                | 168,000                 | 168,000                     |
| 34  | Fink Building Renovations                               | 2,520,724         | 70,106             | 62,672           | -                | 132,778           | -                | -                | -                | -                | 132,778                 | 2,653,502                   |
| 35  | Alhambra Water Tower Restoration                        | 29,000            | 46,353             | -                | 800,000          | 846,353           | 954,702          | -                | 150,000          | 150,000          | 2,101,055               | 2,130,055                   |
| 36  | Biltmore Hotel Renovations                              | 3,198,617         | 600,000            | -                | 800,000          | 1,400,000         | 601,383          | -                | -                | -                | 2,001,383               | 5,200,000                   |
| 37  | Girl Scout House Restoration                            | -                 | -                  | -                | -                | -                 | 50,000           | -                | -                | -                | 50,000                  | 50,000                      |
| 38  | Structural Preservation Assessment at City Facilities   | -                 | 112,652            | -                | -                | 112,652           | 8,000            | -                | -                | -                | 120,652                 | 120,652                     |
| 39  | Miracle Theater Restoration                             | -                 | 200,000            | -                | -                | 200,000           | 600,000          | -                | 3,055,500        | 150,000          | 4,005,500               | 4,005,500                   |
| 40  | Coral Gables Museum Repairs                             | -                 | -                  | -                | -                | -                 | 491,000          | -                | -                | 100,000          | 591,000                 | 591,000                     |
| <b>TOTAL HISTORIC FACILITY IMPROVEMENT PROJECTS</b>         |   | <b>17,088,660</b> | <b>8,796,700</b>   | <b>916,134</b>   | <b>5,166,728</b> | <b>14,879,562</b> | <b>6,325,701</b> | <b>7,365,205</b> | <b>6,738,187</b> | <b>1,064,017</b> | <b>36,372,672</b>       | <b>53,461,332</b>           |
| <b>MOTOR POOL EQUIPMENT REPLACEMENTS/ADDITIONS PROJECTS</b> |   |                   |                    |                  |                  |                   |                  |                  |                  |                  |                         |                             |
| 41  | Motor Vehicle Replacement/Additions                     | 23,478,300        | 1,889,514          | 3,846,721        | 4,868,458        | 10,604,693        | 3,627,869        | 3,691,356        | 3,755,955        | 3,821,684        | 25,501,557              | 48,979,857                  |
| <b>TOTAL MOTOR POOL PROJECTS</b>                            |   | <b>23,478,300</b> | <b>1,889,514</b>   | <b>3,846,721</b> | <b>4,868,458</b> | <b>10,604,693</b> | <b>3,627,869</b> | <b>3,691,356</b> | <b>3,755,955</b> | <b>3,821,684</b> | <b>25,501,557</b>       | <b>48,979,857</b>           |
| <b>PARKING IMPROVEMENT PROJECTS</b>                         |   |                   |                    |                  |                  |                   |                  |                  |                  |                  |                         |                             |
| 42  | Upgrades/Improvements To City Garages                   | 478,077           | 243,833            | -                | 250,000          | 493,833           | 250,000          | 250,000          | 250,000          | 250,000          | 1,493,833               | 1,971,910                   |
| 43  | Upgrades/Improvements To City Parking Lots              | 1,162,149         | 1,295,737          | 187,953          | 642,259          | 2,125,949         | 1,690,164        | 287,128          | 295,185          | 303,363          | 4,701,789               | 5,863,938                   |
| 44  | Installation of Multi-Space Pay Stations                | 988,955           | 304,470            | -                | 150,000          | 454,470           | 150,000          | 150,000          | 150,000          | 150,000          | 1,054,470               | 2,043,425                   |
| 45  | Closed Circuit Television Security System               | 385,865           | 120,245            | -                | -                | 120,245           | -                | -                | -                | -                | 120,245                 | 506,110                     |
| 46  | Trolley Depot Fueling Station Concrete Slab Replacement | -                 | -                  | -                | 91,000           | 91,000            | -                | -                | -                | -                | 91,000                  | 91,000                      |
| 47  | Mobility Hub Design and Construction                    | 2,287,853         | 176,403            | 977,294          | -                | 1,153,697         | -                | -                | -                | -                | 1,153,697               | 3,441,550                   |
| 48  | Minorca Garage Design and Construction                  | 16,477,967        | 2,057,687          | 3,885,903        | -                | 5,943,590         | -                | -                | -                | -                | 5,943,590               | 22,421,557                  |
| 49  | Miracle Mile/Giralda Streetscape Paver Maintenance Prg  | 202,782           | 299,860            | 12,642           | 250,000          | 562,502           | 250,000          | 250,000          | 250,000          | 250,000          | 1,562,502               | 1,755,284                   |
| <b>TOTAL PARKING IMPROVEMENT PROJECTS</b>                   |   | <b>21,983,648</b> | <b>4,498,235</b>   | <b>5,063,792</b> | <b>1,383,259</b> | <b>10,945,286</b> | <b>2,340,164</b> | <b>937,128</b>   | <b>945,185</b>   | <b>953,363</b>   | <b>16,121,126</b>       | <b>38,104,774</b>           |
| <b>PARKS &amp; RECREATION IMPROVEMENT PROJECTS</b>          |   |                   |                    |                  |                  |                   |                  |                  |                  |                  |                         |                             |
| 50  | Purchase of Land  | 5,587,136         | 3,573,148          | -                | 245,000          | 3,818,148         | 500,000          | 500,000          | 500,000          | 500,000          | 5,818,148               | 11,405,284                  |
| 51  | Fred B. Hartnett/Ponce Circle Park Phase 1/Phase 2      | 300,618           | 5,311,108          | 304,383          | -                | 5,615,491         | -                | -                | 3,628,906        | -                | 9,244,397               | 9,545,015                   |
| 52  | Development of Neighborhood Parks                       | 2,600,827         | 50,000             | -                | -                | 50,000            | -                | -                | -                | -                | 50,000                  | 2,650,827                   |
| 53  | Betsy Adams Park Enhancements                           | -                 | -                  | -                | -                | -                 | 919,083          | -                | -                | -                | 919,083                 | 919,083                     |
| 54  | Catalonia Park Enhancements                             | -                 | -                  | -                | -                | -                 | 55,500           | 518,483          | -                | -                | 573,983                 | 573,983                     |
| 55  | Lamar Louise Curry Park Improvements                    | 497,516           | 18,648             | -                | -                | 18,648            | -                | -                | -                | -                | 18,648                  | 516,164                     |
| 56  | Durango Parks Enhancements                              | -                 | -                  | -                | -                | -                 | 81,500           | 701,573          | -                | -                | 783,073                 | 783,073                     |
| 57  | Hammock Oaks Park                                       | -                 | -                  | -                | -                | -                 | 66,500           | 518,648          | -                | -                | 585,148                 | 585,148                     |
| 58  | Maggiore Park Improvements                              | 929,374           | 71,977             | 1,562            | -                | 73,539            | -                | -                | -                | -                | 73,539                  | 1,002,913                   |
| 59  | Solano Prado Park Improvements                          | 29,021            | -                  | 145,979          | -                | 145,979           | -                | -                | -                | -                | 145,979                 | 175,000                     |
| 60  | Merrick Park Improvements                               | -                 | -                  | -                | -                | -                 | 300,000          | 350,000          | 350,000          | 350,000          | 1,350,000               | 1,350,000                   |
| 61  | William A. Cooper and Nellie B. Moore Park Enhancement  | -                 | 551,850            | 100,575          | -                | 652,425           | 399,710          | -                | -                | -                | 1,052,135               | 1,052,135                   |
| 62  | Orduna Park Enhancement                                 | -                 | -                  | -                | -                | -                 | 45,000           | 300,000          | -                | -                | 345,000                 | 345,000                     |
| 63  | Salzedo Park Development                                | -                 | -                  | -                | -                | -                 | 128,250          | 1,201,654        | -                | -                | 1,329,904               | 1,329,904                   |
| 64  | Toledo and Alava Neighborhood Park                      | 5,397             | 204,603            | 104,750          | 905,125          | 1,214,478         | -                | -                | -                | -                | 1,214,478               | 1,219,875                   |
| 65  | San Sebastian Park Enhancements                         | -                 | -                  | -                | -                | -                 | 783,073          | -                | -                | -                | 783,073                 | 783,073                     |
| 66  | Mar Street-Play Street                                  | -                 | -                  | -                | -                | -                 | -                | -                | 200,000          | -                | 200,000                 | 200,000                     |
| 67  | Manatee Overlook  | -                 | -                  | -                | -                | -                 | -                | 200,000          | -                | -                | 200,000                 | 200,000                     |
| 68  | Citywide Pickleball Court Installation Plan             | -                 | -                  | -                | -                | -                 | 2,953,000        | -                | -                | -                | 2,953,000               | 2,953,000                   |
| 69  | Coral Bay Park Renovation & Enhancement                 | -                 | -                  | -                | -                | -                 | 125,000          | 225,000          | 225,000          | 225,000          | 800,000                 | 800,000                     |
| 70  | North Entrance Park Development                         | -                 | -                  | -                | -                | -                 | 82,500           | 300,000          | 250,000          | 250,000          | 882,500                 | 882,500                     |
| 71  | Rotary Park Enhancement                                 | -                 | -                  | -                | 212,800          | 212,800           | -                | 647,792          | 531,000          | 531,000          | 1,922,592               | 1,922,592                   |
| 72  | Sunrise Harbor Park Renovation and Enhancement          | -                 | -                  | -                | -                | -                 | 266,500          | 1,339,198        | 1,200,000        | 1,200,000        | 4,005,698               | 4,005,698                   |
| 73  | Parks & Recreation Major Repairs                        | 12,571,012        | 4,816,549          | 1,722,022        | 1,836,363        | 8,374,934         | 1,962,009        | 1,991,439        | 2,021,311        | 2,051,631        | 16,401,324              | 28,972,336                  |
| 74  | Coral Gables Country Club Improvements                  | 1,444,394         | 618,105            | 118,555          | 500,000          | 1,2               |                  |                  |                  |                  |                         |                             |

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

| PROJ #  | PROJECT NAME  | PRIOR YEARS EXP   | FIVE-YEAR ESTIMATE |                  |                  |                   |                   |                   |                   |                  | FIVE-YEAR PROJECT TOTAL | TOTAL PROJ LIFE TO DATE EXP |
|---|---|-------------------|--------------------|------------------|------------------|-------------------|-------------------|-------------------|-------------------|------------------|-------------------------|-----------------------------|
|   |   |                   | 2024               |                  |                  |                   | 2025              | 2026              | 2027              | 2028             |                         |                             |
|   |   |                   | PR YR AVAIL        | OPEN P.O.        | NEW              | TOTAL             |                   |                   |                   |                  |                         |                             |
| 75  | Granada Golf Course Diner Renovations                       | 44,602            | 4,998              | 38,400           | 995,000          | 1,038,398         | -                 | -                 | -                 | -                | 1,038,398               | 1,083,000                   |
| 76  | Granada Golf Course Improvements                            | 833,016           | 468,264            | 142,009          | -                | 610,273           | 170,000           | 600,000           | 600,000           | 600,000          | 2,580,273               | 3,413,289                   |
| 77  | Salvadore Park Improvements                                 | -                 | -                  | -                | -                | -                 | 3,682,674         | -                 | -                 | -                | 3,682,674               | 3,682,674                   |
| 78  | Youth Center Improvements                                   | -                 | -                  | -                | 500,000          | 500,000           | -                 | -                 | -                 | -                | 500,000                 | 500,000                     |
| 79  | Blue Road Open Space Improvements                           | -                 | 200,000            | -                | 498,872          | 698,872           | -                 | -                 | -                 | -                | 698,872                 | 698,872                     |
| 80  | Jaycee Park Enhancements                                    | 355,358           | -                  | -                | -                | -                 | 50,000            | 200,000           | 500,000           | 1,025,875        | 1,775,875               | 2,131,233                   |
| 81  | Phillips Park Renovation and Enhancement                    | 34,248            | 3,135,196          | 16,306           | 4,000,000        | 7,151,502         | 2,287,500         | -                 | -                 | -                | 9,439,002               | 9,473,250                   |
| <b>TOTAL PARKS &amp; RECREATION IMPROVEMENT PROJECTS</b>      |   | <b>25,232,519</b> | <b>19,024,446</b>  | <b>2,694,541</b> | <b>9,693,160</b> | <b>31,412,147</b> | <b>16,247,799</b> | <b>11,743,787</b> | <b>12,656,217</b> | <b>9,383,506</b> | <b>81,443,456</b>       | <b>106,675,975</b>          |
| <b>PUBLIC SAFETY IMPROVEMENT PROJECTS</b>                     |   |                   |                    |                  |                  |                   |                   |                   |                   |                  |                         |                             |
| 82  | Central & Mobile Radio System Replacement/Upgrade           | 6,272,270         | 44,781             | 19,949           | -                | 64,730            | -                 | -                 | -                 | -                | 64,730                  | 6,337,000                   |
| 83  | Radio System Replacement Matrix                             | 297,464           | 1,522,139          | 25,510           | 658,988          | 2,206,637         | 704,078           | 714,639           | 725,358           | 736,238          | 5,086,950               | 5,384,414                   |
| 84  | Police Rifle Replacement Program                            | 58,726            | 52,320             | 3,690            | 12,604           | 68,614            | 13,466            | 13,668            | 13,873            | 14,081           | 123,702                 | 182,428                     |
| 85  | Police Body Worn Cameras                                    | -                 | 1,260,000          | -                | 81,000           | 1,341,000         | 156,000           | -                 | -                 | -                | 1,497,000               | 1,497,000                   |
| 86  | Closed Circuit Television Security System                   | 2,875,458         | 31,014             | 83,528           | -                | 114,542           | -                 | -                 | -                 | -                | 114,542                 | 2,990,000                   |
| 87  | Construction of New Public Safety Building                  | 67,929,472        | 687,131            | 500,046          | -                | 1,187,177         | -                 | -                 | -                 | -                | 1,187,177               | 69,116,649                  |
| 88  | Police Mobile Command Unit Canopy                           | -                 | -                  | -                | -                | -                 | 95,000            | -                 | -                 | -                | 95,000                  | 95,000                      |
| 89  | Fire Equipment Replacement Program                          | 869,683           | 775,691            | -                | 249,132          | 1,024,823         | 219,056           | 222,341           | 225,676           | 229,062          | 1,920,958               | 2,790,641                   |
| 90  | Development of Fire House 4                                 | 2,560,721         | 10,214,604         | 163,213          | 975,000          | 11,352,817        | -                 | -                 | -                 | -                | 11,352,817              | 13,913,538                  |
| 91  | Fire Station 3 Telecom Tower Replacement                    | -                 | 97                 | -                | -                | 97                | 480,000           | 1,232,150         | -                 | -                | 1,712,247               | 1,712,247                   |
| 92  | Emergency Vehicle Response Intersection Preemption Sys      | 4,357             | -                  | -                | -                | -                 | 170,000           | 170,000           | 160,000           | -                | 500,000                 | 504,357                     |
| 93  | Warehouse 1 Repairs & Improvements                          | 4,633             | 41,867             | -                | -                | 41,867            | 180,000           | -                 | -                 | -                | 221,867                 | 226,500                     |
| 94  | Park AED/Camera Surveillance Installation                   | -                 | -                  | -                | 200,000          | 200,000           | 500,000           | 500,000           | 500,000           | 500,000          | 2,200,000               | 2,200,000                   |
| <b>TOTAL PUBLIC SAFETY IMPROVEMENT PROJECTS</b>               |   | <b>80,872,784</b> | <b>14,629,644</b>  | <b>795,936</b>   | <b>2,176,724</b> | <b>17,602,304</b> | <b>2,517,600</b>  | <b>2,852,798</b>  | <b>1,624,907</b>  | <b>1,479,381</b> | <b>26,076,990</b>       | <b>106,949,774</b>          |
| <b>TRANSPORTATION &amp; RIGHT OF WAY IMPROVEMENT PROJECTS</b> |   |                   |                    |                  |                  |                   |                   |                   |                   |                  |                         |                             |
| 95  | Granada & Columbus Plazas Transportation Improvement        | 35,353            | 714,290            | 357              | 100,000          | 814,647           | 186,000           | 550,000           | -                 | -                | 1,550,647               | 1,586,000                   |
| 96  | Installation of Bike Infrastructure                         | 647,022           | 581,108            | 78,305           | -                | 659,413           | -                 | -                 | -                 | -                | 659,413                 | 1,306,435                   |
| 97  | Old Cutler Road Entry Feature                               | 26,020            | -                  | -                | -                | -                 | 68,139            | 389,280           | -                 | -                | 457,419                 | 483,439                     |
| 98  | Citywide Alleyway Paving Improvements                       | 244,191           | 380,809            | -                | -                | 380,809           | 200,000           | 200,000           | 200,000           | 200,000          | 1,180,809               | 1,425,000                   |
| 99  | New Sidewalk Installation                                   | 444,167           | 393,849            | 35,811           | 500,000          | 929,660           | 500,000           | 500,000           | 500,000           | 500,000          | 2,929,660               | 3,373,827                   |
| 100   | Sidewalk Repair/Replacement Program                         | 3,806,272         | 443,892            | 120,916          | 1,250,000        | 1,814,808         | 700,000           | 700,000           | 700,000           | 700,000          | 4,614,808               | 8,421,080                   |
| 101   | Sidewalk Extension/Crosswalk Installation                   | 1,979,536         | 258,119            | 172,356          | -                | 430,475           | 250,000           | 250,000           | 250,000           | 250,000          | 1,430,475               | 3,410,011                   |
| 102   | Citywide Street Resurfacing Program                         | 9,511,911         | 733,251            | 383,547          | 700,000          | 1,816,798         | 500,000           | 500,000           | 500,000           | 500,000          | 3,816,798               | 13,328,709                  |
| 103   | Milling, Resurfacing, & Restriping of Public Works Facility | -                 | -                  | -                | -                | -                 | 200,000           | 350,000           | -                 | -                | 550,000                 | 550,000                     |
| 104   | Channel Markers Upgrade & Maintenance Program               | 55,807            | 119,193            | -                | -                | 119,193           | 15,000            | 15,000            | 15,000            | 15,000           | 179,193                 | 235,000                     |
| 105   | Citywide Traffic Calming Program                            | 2,438,035         | 2,013,138          | 1,288,258        | 1,465,560        | 4,766,956         | 1,465,560         | 1,465,560         | 1,465,560         | 1,465,560        | 10,629,196              | 13,067,231                  |
| 106   | Bridge Repairs & Improvements                               | 402,017           | 92,325             | 5,673            | 800,000          | 897,998           | 352,000           | 325,000           | 220,000           | 125,000          | 1,919,998               | 2,322,015                   |
| 107   | Biltmore Way Streetscape Improv.                            | 137,506           | 97,106             | 123,853          | -                | 220,959           | 250,000           | 1,200,000         | 1,200,000         | 1,200,000        | 4,070,959               | 4,208,465                   |
| 108   | Cartagena Circle Landscape Improv.                          | 8,865             | 562                | -                | -                | 562               | 60,000            | -                 | -                 | -                | 60,562                  | 69,427                      |
| 109   | De Soto Fountain Traffic Circle                             | 20,763            | -                  | -                | -                | -                 | 339,000           | 650,000           | -                 | -                | 989,000                 | 1,009,763                   |
| 110   | Miracle Mile Streetscape Improvements                       | 23,054,632        | 299,047            | 4,189            | -                | 303,236           | 30,000            | 30,000            | 30,000            | 30,000           | 423,236                 | 23,477,868                  |
| 111   | Giralda Avenue Streetscape Improvements                     | 6,011,977         | 20,000             | -                | -                | 20,000            | 180,000           | 155,000           | 160,000           | -                | 515,000                 | 6,526,977                   |
| 112   | Ponce De Leon Boulevard Streetscape Impr. - Phase III       | 288,102           | 2,145,302          | 14,163           | 250,000          | 2,409,465         | -                 | -                 | -                 | -                | 2,409,465               | 2,697,567                   |
| 113   | Donce De Leon Improvements (SW 8th Street to Flagler St)    | 196,287           | 682,890            | 20,823           | -                | 708,713           | 1,500,000         | 1,500,000         | 1,500,000         | -                | 5,203,713               | 5,400,000                   |
| 114   | North Ponce Streetscape Planning                            | 100,954           | 278,308            | 10,738           | -                | 289,046           | -                 | -                 | -                 | -                | 289,046                 | 390,000                     |
| 115   | Ponce De Leon Park Improvements                             | -                 | -                  | -                | -                | -                 | 427,000           | 500,000           | 500,000           | -                | 1,427,000               | 1,427,000                   |
| 116   | Citywide Landscaping & Irrigation Improvements              | 288,102           | 24,061             | -                | 520,577          | 544,638           | 810,500           | 396,000           | 11,250            | 11,500           | 1,773,888               | 2,061,990                   |
| 117   | Residential Waste Pit Restoration                           | 467,708           | 54,221             | 53,071           | 100,000          | 207,292           | 150,000           | 150,000           | 150,000           | 150,000          | 807,292                 | 1,275,000                   |
| 118   | Street Tree Succession Plan                                 | 4,401,228         | 315,612            | -                | 100,000          | 415,612           | 200,000           | 200,000           | 200,000           | 200,000          | 1,215,612               | 5,616,840                   |
| 119   | LED Street Lights Conversion                                | 200,449           | 245,605            | 3,946            | -                | 249,551           | -                 | -                 | -                 | -                | 249,551                 | 450,000                     |
| 120   | Monegro Crafts Section Street Ends                          | 428,362           | 13,786             | -                | -                | 13,786            | -                 | -                 | -                 | -                | 13,786                  | 442,148                     |
| 121   | Wayfinding and Signage Program Improvements                 | 340,731           | 972,441            | 66,828           | -                | 1,039,269         | 150,000           | 150,000           | 150,000           | 150,000          | 1,639,269               | 1,980,000                   |
| 122   | Street Ends Beautification                                  | 13,200            | 286,800            | -                | -                | 286,800           | 295,000           | -                 | -                 | -                | 581,800                 | 595,000                     |
| 123   | Last Mile Transit Stop Improvements                         | 268,435           | 1,359,880          | 6,685            | 393,651          | 1,760,216         | -                 | -                 | -                 | -                | 1,760,216               | 2,028,651                   |
| 124   | Mangrove Trimming Along Waterways                           | -                 | -                  | -                | -                | -                 | 200,000           | 200,000           | 200,000           | 200,000          | 800,000                 | 800,000                     |
| 125   | Venera Neighborhood Master Planning                         | -                 | 390,775            | -                | -                | 390,775           | -                 | -                 | -                 | -                | 390,775                 | 390,775                     |
| 126   | Underline Improvements                                      | -                 | 6,375,549          | -                | -                | 6,375,549         | -                 | -                 | -                 | -                | 6,375,549               | 6,375,549                   |
| 127   | Cocoplum Street Lighting                                    | 80,132            | -                  | -                | -                | -                 | 175,000           | -                 | -                 | -                | 175,000                 | 255,132                     |
| 128   | Commodore Trail Rehabilitation                              | -                 | -                  | -                | 250,000          | 250,000           | -                 | -                 | -                 | -                | 250,000                 | 250,000                     |
| <b>TOTAL TRANSPORTATION &amp; RIGHT OF WAY PROJECTS</b>       |   | <b>55,897,764</b> | <b>19,291,919</b>  | <b>2,389,519</b> | <b>6,429,788</b> | <b>28,111,226</b> | <b>9,203,199</b>  | <b>10,375,840</b> | <b>7,951,810</b>  | <b>5,697,060</b> | <b>61,339,135</b>       | <b>117,236,899</b>          |
| <b>UTILITY REPAIRS/IMPROVEMENTS PROJECTS</b>                  |   |                   |                    |                  |                  |                   |                   |                   |                   |                  |                         |                             |
| 129   | Sanitary Sewer Infrastructure Matrix                        | 4,170,119         | 3,806,278          | 412,987          | 1,659,320        | 5,878,585         | 1,559,320         | 1,459,320         | 1,359,320         | 1,259,320        | 11,515,865              | 15,685,984                  |
| 130   | Sanitary Sewer Volume Ordinance                             | 1,763,456         | 971                | 18,509           | -                | 19,480            | -                 | -                 | -                 | -                | 19,480                  | 1,782,936                   |
| 131   | Force Main Replacement Program                              | 3,617,675         | 13,213,803         | 1,999,617        | 800,000          | 16,013,420        | 150,000           | 200,000           | 250,000           | 300,000          | 16,913,420              | 20,531,095                  |
| 132   | Citywide Inflow & Infiltration Abatement                    | 4,941,884         | 907,268            | 7,250            | 500,000          | 1,414,518         | 500,000           | 500,000           | 500,000           | 500,000          | 3,414,518               | 8,356,402                   |
| 133   | Pump Station Replacement Matrix                             | -                 | -                  | -                | 100,000          | 100,000           | 150,000           | 200,000           | 250,000           | 300,000          | 1,000,000               | 1,000,000                   |
| 134   | Pump Station D Rehabilitation                               | 1,171,553         | 96,195             | 745,269          | -                | 841,464           | -                 | -                 | -                 | -                | 841,464                 | 2,013,017                   |
| 135   | Pump Station F Rehabilitation                               | 515,257           | 85,342             | 2,974            | -                | 88,316            | -                 | -                 | -                 | -                | 88,316                  | 603,573                     |
| 136   | Pump Station Cocoplum 1 Upgrade                             | 2,406,656         | 59,806             | 297              | -                | 60,103            | -                 | -                 | -                 | -                | 60,103                  | 2,466,759                   |
| 137   | Pump Station City 2 Basin Gravity Sewer Impr. Phase II      | 1,670,594         | 1,771,970          | 9,250            | -                | 1,781,220         | -                 | -                 | -                 | -                | 1,781,220               | 3,451,814                   |
| 138   | Pump Station Remote Monitoring                              | 514,498           | 320,588            | 364,914          | -                | 685,502           | -                 | -                 | -                 | -                | 685,502                 | 1,200,000                   |
| 139   | Sanitary Sewer Electronic Atlas Update & Model Calibration  | 71,167            | 92,656             | 36,177           | 50,000           | 178,833           | 50,000            | 50,000            | 50,000            | 50,000           | 378,833                 | 450,000                     |
| 140   | Sewer Pipe Cameras  | 125,779           | 51,329             | 2,892            | 10,000           | 64,221            | 10,000            | 10,000            | 10,000            | 10,000           | 104,221                 | 230,000                     |
| 141   | Citywide Septic to Sewer Conversion Assessment              | 18,658            | 733,592            | 250              | 187,500          | 921,342           | -                 | -                 | -                 | -                | 921,342                 | 940,000                     |
| 142   | Stormwater System Improvement Program                       | 3,093,466         | 1,797,629          | 287,446          | 300,000          | 2,385,075         | 300,000           | 275,000           | 250,000           | 250,000          | 3,460,075               | 6,553,541                   |
| 143   | Storm Drainage Master Plan                                  | -                 | 1,000,000          | -                | -                | 1,000,000         | -                 | -                 | -                 | -                | 1,000,000               | 1,000,000                   |
| 144   | Cross-Connection Removal                                    | 1,855,252         | 254,706            | 64,517           | 100,000          | 419,223           | 100,000           | 100,000           | 100,000           | 100,000          | 819,223                 | 2,674,475                   |
| 145   | Cocoplum Drainage Improvements                              | 994,475           | 1,295,110          | 10,569           | 200,000          | 1,505,679         | -                 | -                 | -                 | -                | 1,505,679               | 2,500,154                   |
| 146   | Canal Bank Stabilization                                    | 59,127            | 91,557             | 496,603          | -                | 588,160           | -                 | -                 | -                 | -                | 588,160                 | 647,287                     |
| 147   | Sea Level Rise Mitigation Program                           | 187,500           | 16,733,264         | -                | 4,115,000        | 20,848,264        | 4,560,000         | 5,005,000         | 5,005,000         | 5,005,000        | 40,423,264              | 40,610,764                  |
| 148   | Stormwater Outfall Baffles                                  | -                 | 110,000            | -                | -                | 110,000           | -                 | -                 | -                 | -                | 110,000                 | 110,000                     |
| 149   | Coral Gables Waterways Maintenance                          | 539,786           | 1,713,619          | 346,845          | 610,000          | 2,670,464         |                   |                   |                   |                  |                         |                             |

**CITY OF CORAL GABLES**  
**FISCAL YEAR 2024-2028 FIVE YEAR CAPITAL IMPROVEMENT PLAN**  
**PROJECT TYPE SUMMARY BY YEAR & FUNDING SOURCE & RELATED OPERATING COST**

**PROJECT TYPE SUMMARY BY YEAR**

| PROJECT NAME                    | FIVE-YEAR ESTIMATE    |                      |                      |                       |                      |                      |                      |                      | FIVE-YEAR PROJECT TOTAL |
|---------------------------------|-----------------------|----------------------|----------------------|-----------------------|----------------------|----------------------|----------------------|----------------------|-------------------------|
|                                 | 2024                  |                      |                      |                       | 2025                 | 2026                 | 2027                 | 2028                 |                         |
|                                 | PR YR AVAIL           | OPEN P.O.            | NEW                  | TOTAL                 |                      |                      |                      |                      |                         |
| CAPITAL EQUIPMENT REPL/UPGRADES | \$ 4,200,872          | \$ 1,517,409         | \$ 2,851,050         | \$ 8,569,331          | \$ 4,588,124         | \$ 2,828,925         | \$ 2,698,951         | \$ 2,699,776         | \$ 21,385,107           |
| FACILITY REPAIRS/IMPROVEMENTS   | 6,156,054             | 972,067              | 4,746,344            | 11,874,465            | 6,491,638            | 7,727,113            | 4,053,161            | 3,623,540            | 33,769,917              |
| HISTORIC FACILITY RESTORATION   | 8,796,700             | 916,134              | 5,166,728            | 14,879,562            | 6,325,701            | 7,365,205            | 6,738,187            | 1,064,017            | 36,372,672              |
| MOTOR POOL EQUIP REPL/ADDITIONS | 1,889,514             | 3,846,721            | 4,868,458            | 10,604,693            | 3,627,869            | 3,691,356            | 3,755,955            | 3,821,684            | 25,501,557              |
| PARKING IMPROVEMENTS            | 4,498,235             | 5,063,792            | 1,383,259            | 10,945,286            | 2,340,164            | 937,128              | 945,185              | 953,363              | 16,121,126              |
| PARKS & RECREATION IMPROVEMENTS | 19,024,446            | 2,694,541            | 9,693,160            | 31,412,147            | 16,247,799           | 11,743,787           | 12,656,217           | 9,383,506            | 81,443,456              |
| PUBLIC SAFETY IMPROVEMENTS      | 14,629,644            | 795,936              | 2,176,724            | 17,602,304            | 2,517,600            | 2,852,798            | 1,624,907            | 1,479,381            | 26,076,990              |
| TRANSPORTATION & RIGHT OF WAY   | 19,291,919            | 2,389,519            | 6,429,788            | 28,111,226            | 9,203,199            | 10,375,840           | 7,951,810            | 5,697,060            | 61,339,135              |
| UTILITY REPAIR/IMPROVEMENTS     | 44,217,969            | 4,806,366            | 8,731,820            | 57,756,155            | 9,064,320            | 8,199,320            | 8,199,320            | 8,224,320            | 91,443,435              |
| <b>TOTAL</b>                    | <b>\$ 122,705,353</b> | <b>\$ 23,002,485</b> | <b>\$ 46,047,331</b> | <b>\$ 191,755,169</b> | <b>\$ 60,406,414</b> | <b>\$ 55,721,472</b> | <b>\$ 48,623,693</b> | <b>\$ 36,946,647</b> | <b>\$ 393,453,395</b>   |

**PROJECT TYPE SUMMARY BY FUNDING SOURCE**

| PROJECT TYPE                    | GEN CAP IMPR          | NRP               | ROADWAY             | CG IMP FEES          | COUNTRY CLUB        | STORM WATER          | SANI SEWER           | MOTOR POOL           | TROLLEY /TRANS      | PARKING SYSTEM       | GRANT & OTHER        | FIVE-YEAR PROJECT TOTAL |
|---------------------------------|-----------------------|-------------------|---------------------|----------------------|---------------------|----------------------|----------------------|----------------------|---------------------|----------------------|----------------------|-------------------------|
| CAPITAL EQUIPMENT REPL/UPGRADES | \$ 19,836,479         | \$ -              | \$ -                | \$ 81,605            | \$ -                | \$ -                 | \$ -                 | \$ -                 | \$ 524,099          | \$ -                 | \$ 942,924           | \$ 21,385,107           |
| FACILITY REPAIRS/IMPROVEMENTS   | 31,385,036            | -                 | -                   | -                    | -                   | -                    | -                    | -                    | -                   | -                    | 2,384,881            | 33,769,917              |
| HISTORIC FACILITY RESTORATION   | 29,110,830            | -                 | -                   | -                    | -                   | -                    | -                    | -                    | -                   | -                    | 7,261,842            | 36,372,672              |
| MOTOR POOL EQUIP REPL/ADDITIONS | -                     | -                 | -                   | -                    | -                   | 600,000              | -                    | 24,901,557           | -                   | -                    | -                    | 25,501,557              |
| PARKING IMPROVEMENTS            | 136,948               | -                 | -                   | 2,423,724            | -                   | -                    | -                    | -                    | -                   | 12,406,757           | 1,153,697            | 16,121,126              |
| PARKS & RECREATION IMPROVEMENTS | 66,469,049            | 151,979           | -                   | 3,737,097            | 7,885,331           | -                    | -                    | -                    | -                   | -                    | 3,200,000            | 81,443,456              |
| PUBLIC SAFETY IMPROVEMENTS      | 22,095,747            | -                 | -                   | 2,228,624            | -                   | -                    | -                    | -                    | -                   | -                    | 1,752,619            | 26,076,990              |
| TRANSPORTATION & RIGHT OF WAY   | 31,220,914            | 56,000            | 9,514,572           | 6,229,049            | -                   | -                    | -                    | -                    | 1,199,996           | -                    | 13,118,604           | 61,339,135              |
| UTILITY REPAIR/IMPROVEMENTS     | 974,785               | -                 | -                   | -                    | -                   | 51,185,904           | 18,666,111           | -                    | -                   | -                    | -                    | 91,443,435              |
| <b>TOTAL</b>                    | <b>\$ 201,229,788</b> | <b>\$ 207,979</b> | <b>\$ 9,514,572</b> | <b>\$ 14,700,099</b> | <b>\$ 7,885,331</b> | <b>\$ 51,785,904</b> | <b>\$ 18,666,111</b> | <b>\$ 24,901,557</b> | <b>\$ 1,724,095</b> | <b>\$ 12,406,757</b> | <b>\$ 50,431,202</b> | <b>\$ 393,453,395</b>   |

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

| PROJECT TYPE                    | SPEC ASSESS         | SPECIAL REVENUE     | M-D IMP FEES        | MDC GRANT         | DEVELOPER FEES      | ART IN PUB. PLACES  | PRIVATE GRANT   | SUN STATE FINANCING  | FEDERAL GRANT     | STATE GRANT          | HISTORIC BUILDING   | FIVE-YEAR PROJECT TOTAL |
|---------------------------------|---------------------|---------------------|---------------------|-------------------|---------------------|---------------------|-----------------|----------------------|-------------------|----------------------|---------------------|-------------------------|
| CAPITAL EQUIPMENT REPL/UPGRADES | \$ -                | \$ -                | \$ -                | \$ -              | \$ -                | \$ 550,563          | \$ -            | \$ -                 | \$ 392,361        | \$ -                 | \$ -                | \$ 942,924              |
| FACILITY REPAIRS/IMPROVEMENTS   | -                   | 2,384,881           | -                   | -                 | -                   | -                   | -               | -                    | -                 | -                    | -                   | 2,384,881               |
| HISTORIC FACILITY RESTORATION   | -                   | -                   | -                   | -                 | 309,708             | 1,703,864           | 3,000           | -                    | -                 | 1,250,000            | 3,995,270           | 7,261,842               |
| MOTOR POOL EQUIP REPL/ADDITIONS | -                   | -                   | -                   | -                 | -                   | -                   | -               | -                    | -                 | -                    | -                   | -                       |
| PARKING IMPROVEMENTS            | -                   | -                   | -                   | -                 | -                   | -                   | -               | 1,153,697            | -                 | -                    | -                   | 1,153,697               |
| PARKS & RECREATION IMPROVEMENTS | -                   | -                   | -                   | -                 | 2,600,000           | -                   | -               | -                    | -                 | 600,000              | -                   | 3,200,000               |
| PUBLIC SAFETY IMPROVEMENTS      | -                   | -                   | -                   | -                 | -                   | 460,000             | -               | 17,619               | 300,000           | 975,000              | -                   | 1,752,619               |
| TRANSPORTATION & RIGHT OF WAY   | 8,100,000           | -                   | 1,514,576           | 264,398           | 537,275             | 227,355             | -               | -                    | -                 | 2,475,000            | -                   | 13,118,604              |
| UTILITY REPAIR/IMPROVEMENTS     | -                   | -                   | -                   | -                 | -                   | -                   | -               | 12,659,331           | -                 | 7,957,304            | -                   | 20,616,635              |
| <b>TOTAL</b>                    | <b>\$ 8,100,000</b> | <b>\$ 2,384,881</b> | <b>\$ 1,514,576</b> | <b>\$ 264,398</b> | <b>\$ 3,446,983</b> | <b>\$ 2,941,782</b> | <b>\$ 3,000</b> | <b>\$ 13,830,647</b> | <b>\$ 692,361</b> | <b>\$ 13,257,304</b> | <b>\$ 3,995,270</b> | <b>\$ 50,431,202</b>    |

**CITY OF CORAL GABLES**  
**FISCAL YEAR 2024-2028 FIVE YEAR CAPITAL IMPROVEMENT PLAN**  
**PROJECT TYPE SUMMARY BY RELATED OPERATING COST**

**TOTAL RELATED OPERATING COST**

| EXPENSE TYPE                               | FIVE-YEAR ESTIMATE  |                     |                     |                     |                     | FIVE-YEAR PROJECT TOTAL |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------------|
|  | 2024                | 2025                | 2026                | 2027                | 2028                |                         |
| <b>CAPITAL EQUIPMENT REPL/UPGRADES</b>     |                     |                     |                     |                     |                     |                         |
| PERSONNEL SERVICES                         | -                   | -                   | -                   | -                   | -                   | -                       |
| OTHER THAN PERSONNEL SERVICES              | 25,000              | -                   | -                   | -                   | -                   | 25,000                  |
| <b>FACILITY REPAIRS/IMPROVEMENTS</b>       |                     |                     |                     |                     |                     |                         |
| PERSONNEL SERVICES                         | -                   | -                   | -                   | -                   | -                   | -                       |
| OTHER THAN PERSONNEL SERVICES              | 50,260              | 6,600               | 6,600               | 6,600               | 6,600               | 76,660                  |
| <b>HISTORIC FACILITY RESTORATION</b>       |                     |                     |                     |                     |                     |                         |
| PERSONNEL SERVICES                         | -                   | -                   | -                   | -                   | -                   | -                       |
| OTHER THAN PERSONNEL SERVICES              | 30,000              | 30,000              | 30,000              | 30,000              | 30,000              | 150,000                 |
| <b>MOTOR POOL EQUIP REPL/ADDITIONS</b>     |                     |                     |                     |                     |                     |                         |
| PERSONNEL SERVICES                         | -                   | -                   | -                   | -                   | -                   | -                       |
| OTHER THAN PERSONNEL SERVICES              | 61,520              | 35,520              | 35,520              | 35,520              | 35,520              | 203,600                 |
| <b>PARKING IMPROVEMENTS</b>                |                     |                     |                     |                     |                     |                         |
| PERSONNEL SERVICES                         | -                   | -                   | -                   | -                   | -                   | -                       |
| OTHER THAN PERSONNEL SERVICES              | 194,644             | 199,510             | 204,498             | 209,610             | 214,851             | 1,023,113               |
| <b>PARKS &amp; RECREATION IMPROVEMENTS</b> |                     |                     |                     |                     |                     |                         |
| PERSONNEL SERVICES                         | 75,000              | 457,733             | 466,706             | 475,903             | 485,331             | 1,960,673               |
| OTHER THAN PERSONNEL SERVICES              | 267,000             | 814,700             | 762,000             | 762,000             | 776,500             | 3,382,200               |
| <b>PUBLIC SAFETY IMPROVEMENTS</b>          |                     |                     |                     |                     |                     |                         |
| PERSONNEL SERVICES                         | -                   | 100,273             | 102,480             | 104,742             | 107,060             | 414,555                 |
| OTHER THAN PERSONNEL SERVICES              | 139,693             | 265,693             | 265,693             | 265,693             | 265,693             | 1,202,465               |
| <b>TRANSPORTATION &amp; RIGHT OF WAY</b>   |                     |                     |                     |                     |                     |                         |
| PERSONNEL SERVICES                         | -                   | -                   | -                   | -                   | -                   | -                       |
| OTHER THAN PERSONNEL SERVICES              | 79,964              | -                   | -                   | -                   | -                   | 79,964                  |
| <b>UTILITY REPAIR/IMPROVEMENTS</b>         |                     |                     |                     |                     |                     |                         |
| PERSONNEL SERVICES                         | 113,543             | 116,382             | 119,291             | 122,273             | 125,330             | 596,819                 |
| OTHER THAN PERSONNEL SERVICES              | 594,869             | 594,869             | 594,869             | 594,869             | 594,869             | 2,974,345               |
| <b>TOTAL RELATED OPERATING COST</b>        | <b>\$ 1,631,493</b> | <b>\$ 2,621,280</b> | <b>\$ 2,587,657</b> | <b>\$ 2,607,210</b> | <b>\$ 2,641,754</b> | <b>\$ 12,089,394</b>    |

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

| PROJECT NAME   | FIVE-YEAR ESTIMATE  |                     |                     |                     |                     |                     |                     |                     | FIVE-YEAR PROJECT TOTAL |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------------|
|  | 2024                |                     |                     |                     | 2025                | 2026                | 2027                | 2028                |                         |
|  | PR YR AVAIL         | OPEN P.O.           | NEW                 | TOTAL               |                     |                     |                     |                     |                         |
| Artificial Turf Safety Surfacing Replacement & Additions | \$ 300,000          | \$ -                | \$ -                | \$ 300,000          | \$ 100,000          | \$ -                | \$ 100,000          | \$ 100,000          | \$ 600,000              |
| Blue Road Open Space Renovation                          | 374,334             | 72,583              | 97,500              | 544,417             | -                   | -                   | -                   | -                   | 544,417                 |
| Cepero Park Improvements - Phase 2                       | 225,000             | -                   | -                   | 225,000             | -                   | -                   | -                   | -                   | 225,000                 |
| Coral Bay Playground                                     | -                   | -                   | -                   | -                   | -                   | 750,000             | -                   | -                   | 750,000                 |
| Creation of Dog Park at Gables Station                   | 380,000             | 21,000              | -                   | 401,000             | -                   | -                   | -                   | -                   | 401,000                 |
| Fitness Trails   | 34,371              | -                   | -                   | 34,371              | -                   | -                   | 100,000             | 100,000             | 234,371                 |
| Granada Golf Course Groundwater Diversion                | 35,000              | -                   | -                   | 35,000              | -                   | -                   | -                   | -                   | 35,000                  |
| Granada Golf Maintenance Shop Renovation                 | 309,591             | -                   | -                   | 309,591             | -                   | -                   | -                   | -                   | 309,591                 |
| Granada Golf Course Shelter Improvements                 | 173,707             | 51,191              | -                   | 224,898             | -                   | -                   | -                   | -                   | 224,898                 |
| Holiday Tree Purchase ✓                                  | 6,125               | 121,375             | -                   | 127,500             | -                   | -                   | -                   | -                   | 127,500                 |
| Ingraham Park Fitness Equipment                          | -                   | -                   | -                   | -                   | 250,000             | -                   | -                   | -                   | 250,000                 |
| Kerdyk Family Park Playground Expansion ✓                | 12,116              | -                   | -                   | 12,116              | -                   | -                   | 200,000             | 200,000             | 412,116                 |
| Kerdyk Family Park Trail Renovation ✓                    | 4,439               | -                   | -                   | 4,439               | -                   | -                   | -                   | -                   | 4,439                   |
| Lighting for Park Facilities                             | -                   | -                   | 150,000             | 150,000             | -                   | -                   | 100,000             | 100,000             | 350,000                 |
| Lightning Protection System for Facilities               | 61,000              | -                   | -                   | 61,000              | -                   | -                   | 50,000              | 50,000              | 161,000                 |
| P&R Facilities Surveillance Systems                      | 104,972             | -                   | 42,500              | 147,472             | 42,500              | 42,500              | 85,000              | 85,000              | 402,472                 |
| Park Basketball and Tennis Court Renovations ✓           | 20,000              | -                   | 100,000             | 120,000             | -                   | -                   | 20,000              | 20,000              | 160,000                 |
| Park Furnishings   | 111,344             | -                   | 115,000             | 226,344             | 75,000              | 75,000              | 75,000              | 75,000              | 526,344                 |
| Pierce Park Renovation                                   | 57,363              | 446,250             | -                   | 503,613             | -                   | -                   | -                   | -                   | 503,613                 |
| Resurfacing of Clay Courts ✓                             | -                   | -                   | 200,000             | 200,000             | -                   | -                   | -                   | -                   | 200,000                 |
| Rotary Park Improvements                                 | -                   | -                   | 567,735             | 567,735             | -                   | -                   | -                   | -                   | 567,735                 |
| Ruth Bryan Owen Waterway Park Renovation                 | 400,000             | -                   | -                   | 400,000             | -                   | -                   | 100,000             | 100,000             | 600,000                 |
| Salvadore Park Dog Designated Areas                      | 30,220              | 318,203             | -                   | 348,423             | -                   | -                   | -                   | -                   | 348,423                 |
| Salvadore Park Tennis Facility Renovation                | -                   | -                   | -                   | -                   | 1,000,000           | -                   | -                   | -                   | 1,000,000               |
| Salvadore Park Playground Expansion                      | 44,614              | 12,868              | -                   | 57,482              | -                   | -                   | -                   | -                   | 57,482                  |
| Salvadore Park Playground Replacement ✓                  | 3,623               | -                   | -                   | 3,623               | -                   | -                   | -                   | -                   | 3,623                   |
| Salvadore Park Tennis Pro Shop Renovation                | 1,000               | -                   | -                   | 1,000               | -                   | -                   | -                   | -                   | 1,000                   |
| Salvadore Park Tennis Shade Addition                     | 18,548              | -                   | -                   | 18,548              | -                   | -                   | -                   | -                   | 18,548                  |
| Shade Structure Repairs & Additions                      | 120,752             | -                   | 100,000             | 220,752             | -                   | 100,000             | 100,000             | 100,000             | 520,752                 |
| Sunrise Harbor Playground Replacement                    | -                   | -                   | -                   | -                   | 369,000             | 881,000             | -                   | -                   | 1,250,000               |
| Venetian Pool Improvements                               | 108,196             | -                   | -                   | 108,196             | 100,000             | 100,000             | 100,000             | 100,000             | 508,196                 |
| Venetian Pool Concession Stand Renovation                | 254,663             | 517,248             | -                   | 771,911             | -                   | -                   | -                   | -                   | 771,911                 |
| Venetian Pool Phase 6                                    | 99,433              | -                   | -                   | 99,433              | -                   | -                   | 200,000             | 200,000             | 499,433                 |
| Venetian Pool Pump & Utilities Renovation                | 863,974             | 80,902              | -                   | 944,876             | -                   | -                   | 50,000              | 50,000              | 1,044,876               |
| Youth Center Amenities Improvements                      | 193,789             | -                   | -                   | 193,789             | -                   | -                   | 200,000             | 200,000             | 593,789                 |
| Youth Center Courtyard Improvements                      | -                   | 29,151              | -                   | 29,151              | -                   | -                   | 400,000             | 400,000             | 829,151                 |
| Youth Center Field Doors & Gates                         | -                   | -                   | 100,000             | 100,000             | -                   | -                   | -                   | -                   | 100,000                 |
| Youth Center Fitness Center Renovation                   | 77,581              | -                   | -                   | 77,581              | -                   | -                   | -                   | -                   | 77,581                  |
| Youth Center Indoor Gym Renovation                       | 105,000             | -                   | -                   | 105,000             | -                   | -                   | -                   | -                   | 105,000                 |
| Youth Center Intercom & P.A. Replacement                 | -                   | -                   | 60,000              | 60,000              | -                   | -                   | -                   | -                   | 60,000                  |
| Youth Center Interior Renovations ✓                      | 10                  | 46,915              | -                   | 46,925              | -                   | -                   | 100,000             | 100,000             | 246,925                 |
| Youth Center Master Plan ✓                               | 9,009               | -                   | -                   | 9,009               | -                   | -                   | -                   | -                   | 9,009                   |
| Youth Center Paint Exterior Building                     | 45,000              | -                   | -                   | 45,000              | -                   | -                   | -                   | -                   | 45,000                  |
| Youth Center Phase 1 Improvements ✓                      | 24,142              | -                   | -                   | 24,142              | -                   | -                   | -                   | -                   | 24,142                  |
| Youth Center Structural Improvements ✓                   | 122,846             | 1,980               | -                   | 124,826             | -                   | -                   | -                   | 50,000              | 174,826                 |
| Youth Center & Grounds Improvements ✓                    | 3,288               | 2,356               | -                   | 5,644               | -                   | -                   | -                   | -                   | 5,644                   |
| Youth Center Field Resod & Irrigation ✓                  | 1,182               | -                   | 100,000             | 101,182             | -                   | -                   | -                   | -                   | 101,182                 |
| Well Identification Program                              | 25,000              | -                   | -                   | 25,000              | 25,000              | 25,000              | 25,000              | -                   | 100,000                 |
| Unassigned   | 55,317              | -                   | 203,628             | 258,945             | 509                 | 17,939              | 16,311              | 21,631              | 315,335                 |
| <b>TOTAL</b>   | <b>\$ 4,816,549</b> | <b>\$ 1,722,022</b> | <b>\$ 1,836,363</b> | <b>\$ 8,374,934</b> | <b>\$ 1,962,009</b> | <b>\$ 1,991,439</b> | <b>\$ 2,021,311</b> | <b>\$ 2,051,631</b> | <b>\$ 16,401,324</b>    |

✓ - Completed Project

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

| PROJECT NAME  | CURRENT STATUS  |
|---|---|
| Blue Road Open Space Park                               | Concept Design completed. Initial Community Meeting presented. Currently in community input gathering for further design action.  |
| Cepero Park Improvements - Phase 2                      | Phase 1 - completed. Design for Phase 2 to commence in FY 2023-24.  |
| William A. Cooper and Nellie B. Moore Park Enhancements | Architect selected and will complete concept design in the Fall of 2023. Community input meeting will also be held in the Fall of 2023.   |
| Coral Gables Country Club General Repairs               | Kitchen renovation complete, roofing project completed, pool vessel renovation completed. Additional renovations to continue in 2024.   |
| Fitness Trails  | Equipment for Youth Center has been installed and project has been completed. William H. Kerdyk Jr. and Family Park fitness trail project completed in August 2021.   |
| Granada Golf Diner Renovations                          | Architect completed concept design. Community Meeting completed. Currently working on revising design due to input. Demolition of diner space completed.  |
| Granada Golf Course Improvements                        | Course renovation completed. Irrigation completed. Rain Shelters postponed until further notice due to community input consensus. Pro Shop construction underway.   |
| Holiday Tree Purchase                                   | ✔ - Purchase completed  |
| Jaycee Park Playground                                  | ✔ - Playground completed in the Spring of 2021.   |
| Kerdyk Family Park Playground Expansion                 | ✔ - New playground installation has been completed.   |
| Kerdyk Family Park Trail Renovation                     | ✔ - Construction completed.   |
| Lightning Protection System for Facilities              | Site surveys completed for tennis and golf facilities. Estimate for systems options presented. Awaiting beginning of installation in concert with Pro Shop completion.  |
| Parks & Recreation Master Plan                          | ✔ - Parks Master Plan has been completed.   |
| P&R Facilities Surveillance Systems                     | Surveillance/alarm systems have been installed at the Youth Center, Venetian Pool, Adult Activity Center, Biltmore Tennis Center, and Granada Maintenance Shop. Granada Pro Shop installation is progress with construction. Camera installation at Pierce Park complete. |
| Park Furnishings  | Ongoing replacement matrix includes benches and trash receptacles.  |
| Phillips Park Renovation                                | A new park enhancement master has been completed and approved by City Commission. Community input meetings begin in the Fall of 2023 with construction in 2025.   |
| Pierce Park Renovation                                  | ✔ - Project completed   |
| Creation of Dog Park at Gables Station                  | Dog Park design completed and public input process completed. Project will be completed by Miami-Dade County with City funding.   |
| Salvadore Park Playground Expansion and Renovation      | ✔ - Project completed   |
| Salvadore Park Tennis Pro Shop Renovation               | Large renovation project has begun phased funding.  |
| Venetian Pool Improvements                              | Concession area, Pool Bottom and Structural repairs scheduled for construction beginning in September 2023. Pump and System repairs slated for assessment in the Fall of 2023.  |
| Youth Center Structural Improvements                    | ✔ - Indoor and outdoor Youth Center Playground completed.   |
| Youth Center Amenities Improvements                     | Gymnastics room completed. Roof repairs completed. Exterior painting and gym floor repairs scheduled to begin in 2023-24  |
| Youth Center Master Plan                                | ✔ - Youth Center Master Plan has been completed.  |

✔ - Completed Project

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

| ANNUAL VEHICLE REPLACEMENT REQUIREMENTS ADJUSTED BY ANNUAL CPI |                      |                     |                     |                     |                     |                     |                     |                     |
|--|----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
|  | Prior Fiscal         |                     |                     |                     |                     |                     |                     |                     |
|  | Years                | FY21                | FY22                | FY23                | FY24                | FY25                | FY26                | FY27                |
| Vehicle Replacement Requirements                               | \$ 19,751,477        | \$ 2,885,911        | \$ 3,379,415        | \$ 3,544,405        | \$ 3,362,623        | \$ 3,567,958        | \$ 3,627,869        | \$ 3,691,357        |
| One-Time funds to cover immediate need                         |                      |                     |                     |                     | 1,445,000           |                     |                     |                     |
| CPI Adjustment @ 1.75%   | 280,911              | 50,503              | 59,017              | 62,027              | 60,835              | 59,911              | 63,488              | 64,599              |
| <b>Adjusted Vehicle Replacement Requirements</b>               | <b>\$ 20,032,388</b> | <b>\$ 2,936,414</b> | <b>\$ 3,438,432</b> | <b>\$ 3,606,432</b> | <b>\$ 4,868,458</b> | <b>\$ 3,627,869</b> | <b>\$ 3,691,357</b> | <b>\$ 3,755,956</b> |

| ANNUAL CALCULATION OF INCREASE TO PRIOR YEAR REPLACEMENT BUDGET                         |                      |                     |                     |                     |                     |                     |                     |                     |
|---|----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
|   | Prior Fiscal         |                     |                     |                     |                     |                     |                     |                     |
|   | Years                | FY21                | FY22                | FY23                | FY24                | FY25                | FY26                | FY27                |
| Vehicle Replacement Budget - Base Distributed Cost (From Prior Year Recurring Revenues) | \$ 13,830,077        | \$ -                | \$ 3,372,415        | \$ 3,439,405        | \$ 3,362,623        | \$ 3,567,958        | \$ 3,627,869        | \$ 3,691,357        |
| Increase to Base - (By Elim. Lease Payments Budget)                                     | 285,000              | -                   | -                   | -                   | -                   | -                   | -                   | -                   |
| Incremental Increase to Base - (From Oper. Rev.)  | 1,350,000            | -                   | -                   | -                   | 1,445,000           | -                   | -                   | -                   |
| CPI Adjustment @1.75% - (From Oper. Rev.)   | 280,911              | -                   | 59,017              | 62,027              | 60,835              | 59,911              | 63,488              | 64,599              |
| Net Increase to Prior Year Distributed Cost   | 1,630,911            | -                   | 59,017              | 62,027              | 1,505,835           | 59,911              | 63,488              | 64,599              |
| <b>Net Replacement Cost From Operating Revenue</b>                                      | <b>15,745,988</b>    | <b>-</b>            | <b>3,431,432</b>    | <b>3,501,432</b>    | <b>4,868,458</b>    | <b>3,627,869</b>    | <b>3,691,357</b>    | <b>3,755,956</b>    |
| <i>% of Budget Funded by Operating Revenue</i>  | <i>79%</i>           | <i>0%</i>           | <i>100%</i>         | <i>97%</i>          | <i>100%</i>         | <i>100%</i>         | <i>100%</i>         | <i>100%</i>         |
| Planned Use of Motor Pool or General Fund Balance                                       | 4,286,400            | 2,936,414           | 7,000               | 105,000             | -                   | -                   | -                   | -                   |
| <b>Annual Vehicle Replacement Budget</b>  | <b>\$ 20,032,388</b> | <b>\$ 2,936,414</b> | <b>\$ 3,438,432</b> | <b>\$ 3,606,432</b> | <b>\$ 4,868,458</b> | <b>\$ 3,627,869</b> | <b>\$ 3,691,357</b> | <b>\$ 3,755,956</b> |

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

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

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

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

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

| ANNUAL I&T EQUIPMENT REPLACEMENT REQUIREMENTS              |                     |                     |                     |                     |                     |                     |                     |                     |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
|  | Prior Fiscal        |                     |                     |                     |                     |                     |                     |                     |
|  | Years               | FY21                | FY22                | FY23                | FY24                | FY25                | FY26                | FY27                |
| IT Equipment Replacement Requirements                      | \$ 7,664,020        | \$ 1,106,137        | \$ 1,557,502        | \$ 1,638,840        | \$ 1,777,937        | \$ 2,243,968        | \$ 2,243,968        | \$ 2,243,968        |
| One-Time funds to cover immediate need                     | -                   | -                   | 550,000             | -                   | 340,533             | -                   | -                   | -                   |
| CPI Adjustment @ 0.0% *                                    | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   |
| <b>Adjusted I&amp;T Equipment Replacement Requirements</b> | <b>\$ 7,664,020</b> | <b>\$ 1,106,137</b> | <b>\$ 2,107,502</b> | <b>\$ 1,638,840</b> | <b>\$ 2,118,470</b> | <b>\$ 2,243,968</b> | <b>\$ 2,243,968</b> | <b>\$ 2,243,968</b> |

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

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

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

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

| ANNUAL PARKS & REC. FACILITY & EQUIPMENT REPLACEMENT REQUIREMENTS |                     |                     |                     |                     |                     |                     |                     |                     |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
|   | Prior Fiscal        |                     |                     |                     |                     |                     |                     |                     |
|   | Years               | FY21                | FY22                | FY23                | FY24                | FY25                | FY26                | FY27                |
| P&R FAC & Equipment Replacement Requirements                      | \$ 7,187,106        | \$ 1,000,000        | \$ 1,876,302        | \$ 1,723,946        | \$ 1,810,504        | \$ 1,934,464        | \$ 1,962,009        | \$ 1,991,439        |
| CPI Adjustment @1.5%  | 87,809              | -                   | -                   | 28,145              | 25,859              | 27,545              | 29,430              | 29,872              |
| <b>Adjusted P&amp;R FAC &amp; Equip Replacement Requirements</b>  | <b>\$ 7,274,915</b> | <b>\$ 1,000,000</b> | <b>\$ 1,876,302</b> | <b>\$ 1,752,091</b> | <b>\$ 1,836,363</b> | <b>\$ 1,962,009</b> | <b>\$ 1,991,439</b> | <b>\$ 2,021,311</b> |

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

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

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

| ANNUAL ROOF EQUIPMENT REPLACEMENT REQUIREMENTS |              |                   |                   |                   |                   |                     |                   |                   |
|--|--------------|-------------------|-------------------|-------------------|-------------------|---------------------|-------------------|-------------------|
|  | Prior Fiscal |                   |                   |                   |                   |                     |                   |                   |
|  | Years        | FY21              | FY22              | FY23              | FY24              | FY25                | FY26              | FY27              |
| Roof Equipment Replacement Requirements        | \$ -         | \$ 274,271        | \$ 516,536        | \$ 491,225        | \$ 516,446        | \$ 572,133          | \$ 597,955        | \$ 627,853        |
| One-Time Funds to Cover Immediate Need         |              |                   |                   |                   |                   | 900,000             |                   |                   |
| CPI Adjustment @5%                             | -            | 4,114             | -                 | 7,748             | 24,561            | 25,822              | 29,898            | 31,393            |
| <b>Adjusted Roof Replacement Requirements</b>  | <b>\$ -</b>  | <b>\$ 278,385</b> | <b>\$ 516,536</b> | <b>\$ 498,973</b> | <b>\$ 541,007</b> | <b>\$ 1,497,955</b> | <b>\$ 627,853</b> | <b>\$ 659,246</b> |

| ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET         |                     |                   |                   |                   |                   |                     |                   |                   |
|--|---------------------|-------------------|-------------------|-------------------|-------------------|---------------------|-------------------|-------------------|
|  | Prior Fiscal        |                   |                   |                   |                   |                     |                   |                   |
|  | Years               | FY21              | FY22              | FY23              | FY24              | FY25                | FY26              | FY27              |
| Roof Replacement Budget - Base Budget (From Prior Year Recurring Revenues) | \$ 744,438          | \$ -              | \$ 516,536        | \$ 242,252        | \$ 516,446        | \$ 572,133          | \$ 597,955        | \$ 627,853        |
| Incremental Increase to Base - (From Oper. Revenue)                        | 198,843             | -                 | -                 | -                 | 900,000           | -                   | -                 | -                 |
| CPI Adjustment @5% - (From Oper. Rev.)                                     | 10,428              | -                 | -                 | 7,748             | 24,561            | 25,822              | 29,898            | 31,393            |
| <b>Net Replacement Cost From Operating Revenue</b>                         | <b>953,709</b>      | <b>-</b>          | <b>516,536</b>    | <b>250,000</b>    | <b>541,007</b>    | <b>1,497,955</b>    | <b>627,853</b>    | <b>659,246</b>    |
| <b>% of Budget Funded by Operating Revenue</b>                             | <b>100%</b>         | <b>0%</b>         | <b>100%</b>       | <b>50%</b>        | <b>100%</b>       | <b>100%</b>         | <b>100%</b>       | <b>100%</b>       |
| Planned Use of Fund Balance *  | 878,530             | 278,385           | -                 | 248,973           | -                 | -                   | -                 | -                 |
| <b>Annual Roof Replacement Budget</b>                                      | <b>\$ 1,832,239</b> | <b>\$ 278,385</b> | <b>\$ 516,536</b> | <b>\$ 498,973</b> | <b>\$ 541,007</b> | <b>\$ 1,497,955</b> | <b>\$ 627,853</b> | <b>\$ 659,246</b> |

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

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

| ANNUAL HVAC REPLACEMENT REQUIREMENTS          |                   |                   |                   |                   |                   |                   |                   |                   |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|   | Prior Fiscal      |                   |                   |                   |                   |                   |                   |                   |
|   | Years             | FY21              | FY22              | FY23              | FY24              | FY25              | FY26              | FY27              |
| HVAC Replacement Requirements                 | \$ 820,724        | \$ 187,001        | \$ 292,233        | \$ 345,208        | \$ 396,845        | \$ 424,016        | \$ 485,885        | \$ 510,179        |
| One-Time funds to cover immediate need        | -                 | -                 | 192,653           | 193,834           | 155,980           | 40,668            | -                 | -                 |
| CPI Adjustment @5%                            | 5,014             | 2,805             | -                 | 4,383             | 27,171            | 21,201            | 24,294            | 25,509            |
| <b>Adjusted HVAC Replacement Requirements</b> | <b>\$ 825,738</b> | <b>\$ 189,806</b> | <b>\$ 484,886</b> | <b>\$ 543,425</b> | <b>\$ 579,996</b> | <b>\$ 485,885</b> | <b>\$ 510,179</b> | <b>\$ 535,688</b> |

| ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET         |                   |                   |                   |                   |                   |                   |                   |                   |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|  | Prior Fiscal      |                   |                   |                   |                   |                   |                   |                   |
|  | Years             | FY21              | FY22              | FY23              | FY24              | FY25              | FY26              | FY27              |
| HVAC Replacement Budget - Base Budget (From Prior Year Recurring Revenues) | \$ 260,318        | \$ -              | \$ 292,233        | \$ 250,783        | \$ 396,845        | \$ 424,016        | \$ 485,885        | \$ 510,179        |
| Incremental Increase to Base - (From Oper. Revenue)                        | 104,283           | -                 | -                 | 193,834           | 155,980           | 40,668            | -                 | -                 |
| CPI Adjustment @5% - (From Oper. Rev.)                                     | 5,014             | -                 | -                 | 4,383             | 27,171            | 21,201            | 24,294            | 25,509            |
| <b>Net Replacement Cost From Operating Revenue</b>                         | <b>369,615</b>    | <b>-</b>          | <b>292,233</b>    | <b>449,000</b>    | <b>579,996</b>    | <b>485,885</b>    | <b>510,179</b>    | <b>535,688</b>    |
| <b>% of Budget Funded by Operating Revenue</b>                             | <b>45%</b>        | <b>0%</b>         | <b>60%</b>        | <b>83%</b>        | <b>100%</b>       | <b>100%</b>       | <b>100%</b>       | <b>100%</b>       |
| Planned Use of Fund Balance *  | 456,123           | 189,806           | 192,653           | 94,425            | -                 | -                 | -                 | -                 |
| <b>Annual HVAC Replacement Budget</b>                                      | <b>\$ 825,738</b> | <b>\$ 189,806</b> | <b>\$ 484,886</b> | <b>\$ 543,425</b> | <b>\$ 579,996</b> | <b>\$ 485,885</b> | <b>\$ 510,179</b> | <b>\$ 535,688</b> |

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

| ANNUAL FIRE EQUIPMENT REPLACEMENT REQUIREMENTS          |                   |                   |                   |                   |                   |                   |                   |                   |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|   | Prior Fiscal      |                   |                   |                   |                   |                   |                   |                   |
|   | Years             | FY21              | FY22              | FY23              | FY24              | FY25              | FY26              | FY27              |
| Fire Equipment Replacement Requirements                 | \$ 778,741        | \$ 283,224        | \$ 179,404        | \$ 184,937        | \$ 190,826        | \$ 206,599        | \$ 219,056        | \$ 222,342        |
| One-Time funds to cover immediate need                  | -                 | -                 | 43,750            | -                 | 48,925            | -                 | -                 | -                 |
| CPI Adjustment @ 1.5%                                   | 8,429             | 3,379             | 2,691             | 2,691             | 9,381             | 12,457            | 3,286             | 3,335             |
| <b>Adjusted Fire Equipment Replacement Requirements</b> | <b>\$ 787,170</b> | <b>\$ 286,603</b> | <b>\$ 225,845</b> | <b>\$ 187,628</b> | <b>\$ 249,132</b> | <b>\$ 219,056</b> | <b>\$ 222,342</b> | <b>\$ 225,677</b> |

| ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET                                       |                   |                   |                   |                   |                   |                   |                   |                   |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|  | Prior Fiscal      |                   |                   |                   |                   |                   |                   |                   |
|  | Years             | FY21              | FY22              | FY23              | FY24              | FY25              | FY26              | FY27              |
| Fire Equipment Replacement Budget - Base Distributed Cost<br><i>(From Prior Year Recurring Revenues)</i> | \$ 180,000        | \$ -              | \$ 179,404        | \$ 184,937        | \$ 190,826        | \$ 206,599        | \$ 219,056        | \$ 222,342        |
| Incremental Increase to Base - <i>(From Oper. Revenue)</i>   | 120,000           | -                 | -                 | -                 | 48,925            | -                 | -                 | -                 |
| CPI Adjustment @1.5% - <i>(From Oper. Rev.)</i>  | 8,429             | -                 | 2,691             | 2,691             | 9,381             | 12,457            | 3,286             | 3,335             |
| <b>Net Replacement Cost From Operating Revenue</b>   | <b>308,429</b>    | <b>-</b>          | <b>182,095</b>    | <b>187,628</b>    | <b>249,132</b>    | <b>219,056</b>    | <b>222,342</b>    | <b>225,677</b>    |
| <b>% of Budget Funded by Operating Revenue</b>   | <b>39%</b>        | <b>0%</b>         | <b>81%</b>        | <b>100%</b>       | <b>100%</b>       | <b>100%</b>       | <b>100%</b>       | <b>100%</b>       |
| Planned Use of Fund Balance *  | 478,741           | 286,603           | 43,750            | -                 | -                 | -                 | -                 | -                 |
| <b>Annual Fire Equipment Replacement Budget</b>  | <b>\$ 787,170</b> | <b>\$ 286,603</b> | <b>\$ 225,845</b> | <b>\$ 187,628</b> | <b>\$ 249,132</b> | <b>\$ 219,056</b> | <b>\$ 222,342</b> | <b>\$ 225,677</b> |

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

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

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

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

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

| ANNUAL ELEVATOR EQUIPMENT REPLACEMENT REQUIREMENTS          |                   |             |                   |                   |                   |                   |                   |                   |  |
|---|-------------------|-------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--|
|   | Prior Fiscal      |             |                   |                   |                   |                   |                   |                   |  |
|   | Years             | FY21        | FY22              | FY23              | FY24              | FY25              | FY26              | FY27              |  |
| Elevator Equipment Replacement Requirements                 | \$ 372,151        | \$ -        | \$ 111,836        | \$ 97,816         | \$ 115,266        | \$ 141,846        | \$ 151,938        | \$ 149,427        |  |
| One-Time funds to cover immediate need                      | 533,670           | -           | -                 | 132,000           | 132,000           | 78,750            | -                 | 208,614           |  |
| CPI Adjustment @ 1.5%                                       | 10,190            | -           | 1,678             | 1,678             | 11,575            | 7,092             | 7,597             | 7,471             |  |
| <b>Adjusted Elevator Equipment Replacement Requirements</b> | <b>\$ 916,011</b> | <b>\$ -</b> | <b>\$ 113,514</b> | <b>\$ 231,494</b> | <b>\$ 258,841</b> | <b>\$ 227,688</b> | <b>\$ 159,535</b> | <b>\$ 365,512</b> |  |

| ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET                                 |                   |             |                   |                   |                   |                   |                   |                   |  |
|--|-------------------|-------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--|
|  | Prior Fiscal      |             |                   |                   |                   |                   |                   |                   |  |
|  | Years             | FY21        | FY22              | FY23              | FY24              | FY25              | FY26              | FY27              |  |
| Elevator Equipment Replacement Budget - Base Distributed Cost (From Prior Year Recurring Revenues) | \$ 125,201        | \$ -        | \$ 111,836        | \$ 97,816         | \$ 115,266        | \$ 141,846        | \$ 151,938        | \$ 149,427        |  |
| Incremental Increase to Base - (From Oper. Revenue)  | 68,475            | -           | -                 | 132,000           | 132,000           | 78,750            | -                 | 208,614           |  |
| CPI Adjustment @1.5% - (From Oper. Rev.)   | 10,190            | -           | 1,678             | 1,678             | 11,575            | 7,092             | 7,597             | 7,471             |  |
| <b>Net Replacement Cost From Operating Revenue</b>   | <b>203,866</b>    | <b>-</b>    | <b>113,514</b>    | <b>231,494</b>    | <b>258,841</b>    | <b>227,688</b>    | <b>159,535</b>    | <b>365,512</b>    |  |
| <i>% of Budget Funded by Operating Revenue</i>   | <i>22%</i>        | <i>100%</i> | <i>100%</i>       | <i>100%</i>       | <i>100%</i>       | <i>100%</i>       | <i>100%</i>       | <i>100%</i>       |  |
| Planned Use of Fund Balance *  | 712,145           | -           | -                 | -                 | -                 | -                 | -                 | -                 |  |
| <b>Annual Elevator Equipment Replacement Budget</b>  | <b>\$ 916,011</b> | <b>\$ -</b> | <b>\$ 113,514</b> | <b>\$ 231,494</b> | <b>\$ 258,841</b> | <b>\$ 227,688</b> | <b>\$ 159,535</b> | <b>\$ 365,512</b> |  |

\* Total planned use of fund balance = \$712,145 over 10 fiscal years. Use of fund balance includes one-time funds to cover immediate needs.

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

| ANNUAL FOUNTAINS & ENTRANCES REPLACEMENT REQUIREMENTS              |                   |             |             |                  |                  |                   |                   |                   |  |
|--|-------------------|-------------|-------------|------------------|------------------|-------------------|-------------------|-------------------|--|
|  | Prior Fiscal      |             |             |                  |                  |                   |                   |                   |  |
|  | Years             | FY21        | FY22        | FY23             | FY24             | FY25              | FY26              | FY27              |  |
| Fountains & Entrances Replacement Requirements                     | \$ 150,000        | \$ -        | \$ -        | \$ 50,000        | \$ 53,784        | \$ 154,500        | \$ 156,853        | \$ 159,205        |  |
| CPI Adjustment @ 1.5%  | -                 | -           | -           | -                | 750              | 2,318             | 2,352             | 2,388             |  |
| <b>Adjusted Fountains &amp; Entrances Replacement Requirements</b> | <b>\$ 150,000</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 50,000</b> | <b>\$ 54,534</b> | <b>\$ 156,818</b> | <b>\$ 159,205</b> | <b>\$ 161,593</b> |  |

| ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET                                    |                   |             |             |                  |                  |                   |                   |                   |  |
|---|-------------------|-------------|-------------|------------------|------------------|-------------------|-------------------|-------------------|--|
|   | Prior Fiscal      |             |             |                  |                  |                   |                   |                   |  |
|   | Years             | FY21        | FY22        | FY23             | FY24             | FY25              | FY26              | FY27              |  |
| Fountains & Entrances Replacement Budget - Base Distributed Cost (From Prior Year Recurring Revenues) | \$ -              | \$ -        | \$ -        | \$ 50,000        | \$ 53,784        | \$ 154,500        | \$ 156,853        | \$ 159,205        |  |
| Incremental Increase to Base - (From Oper. Revenue)   | 25,000            | -           | -           | -                | -                | -                 | -                 | -                 |  |
| CPI Adjustment @1.5% - (From Oper. Rev.)  | -                 | -           | -           | -                | 750              | 2,318             | 2,352             | 2,388             |  |
| <b>Net Replacement Cost From Operating Revenue</b>  | <b>25,000</b>     | <b>-</b>    | <b>-</b>    | <b>50,000</b>    | <b>54,534</b>    | <b>156,818</b>    | <b>159,205</b>    | <b>161,593</b>    |  |
| <i>% of Budget Funded by Operating Revenue</i>  | <i>17%</i>        | <i>0%</i>   | <i>0%</i>   | <i>100%</i>      | <i>100%</i>      | <i>100%</i>       | <i>100%</i>       | <i>100%</i>       |  |
| Use of Fund Balance *   | 125,000           | -           | -           | -                | -                | -                 | -                 | -                 |  |
| <b>Annual Fountains &amp; Entrances Replacement Budget</b>  | <b>\$ 150,000</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 50,000</b> | <b>\$ 54,534</b> | <b>\$ 156,818</b> | <b>\$ 159,205</b> | <b>\$ 161,593</b> |  |

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

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

| ANNUAL RADIO SYSTEM REPLACEMENT REQUIREMENTS             |                   |                   |                   |                   |                   |                   |                   |                   |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|  | Prior Fiscal      |                   |                   |                   |                   |                   |                   |                   |
|  | Years             | FY21              | FY22              | FY23              | FY24              | FY25              | FY26              | FY27              |
| Radio Equipment Replacement Requirements                 | \$ 300,018        | \$ 488,504        | \$ 256,100        | \$ 374,905        | \$ 649,557        | \$ 694,193        | \$ 704,078        | \$ 714,639        |
| One-Time funds to cover immediate need                   | -                 | -                 | 162,848           | 250,000           | -                 | -                 | -                 | -                 |
| CPI Adjustment @ 1.5%                                    | 1,511             | 3,012             | 4,373             | 3,842             | 9,431             | 9,885             | 10,561            | 10,720            |
| <b>Adjusted Radio Equipment Replacement Requirements</b> | <b>\$ 301,529</b> | <b>\$ 491,516</b> | <b>\$ 423,321</b> | <b>\$ 628,747</b> | <b>\$ 658,988</b> | <b>\$ 704,078</b> | <b>\$ 714,639</b> | <b>\$ 725,359</b> |

| ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET                                 |                   |                   |                   |                   |                   |                   |                   |                   |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|  | Prior Fiscal      |                   |                   |                   |                   |                   |                   |                   |
|  | Years             | FY21              | FY22              | FY23              | FY24              | FY25              | FY26              | FY27              |
| Radio Equipment Replacement Budget - Base Distributed Cost<br>(From Prior Year Recurring Revenues) | \$ 100,730        | \$ -              | \$ 256,100        | \$ 362,011        | \$ 649,557        | \$ 694,193        | \$ 704,078        | \$ 714,639        |
| Incremental Increase to Base - (From Oper. Revenue)  | 199,288           | -                 | 162,848           | -                 | -                 | -                 | -                 | -                 |
| Annual CPI Adjustment - (From Oper. Rev.)  | 1,511             | -                 | 4,373             | 3,842             | 9,431             | 9,885             | 10,561            | 10,720            |
| <b>Net Replacement Cost From Operating Revenue</b>   | <b>301,529</b>    | <b>-</b>          | <b>423,321</b>    | <b>365,853</b>    | <b>658,988</b>    | <b>704,078</b>    | <b>714,639</b>    | <b>725,359</b>    |
| <b>% of Budget Funded by Operating Revenue</b>   | <b>100%</b>       | <b>0%</b>         | <b>100%</b>       | <b>58%</b>        | <b>100%</b>       | <b>100%</b>       | <b>100%</b>       | <b>100%</b>       |
| Planned Use of Fund Balance *  | -                 | 491,516           | -                 | 262,894           | -                 | -                 | -                 | -                 |
| <b>Annual Radio Equipment Replacement Budget</b>   | <b>\$ 301,529</b> | <b>\$ 491,516</b> | <b>\$ 423,321</b> | <b>\$ 628,747</b> | <b>\$ 658,988</b> | <b>\$ 704,078</b> | <b>\$ 714,639</b> | <b>\$ 725,359</b> |

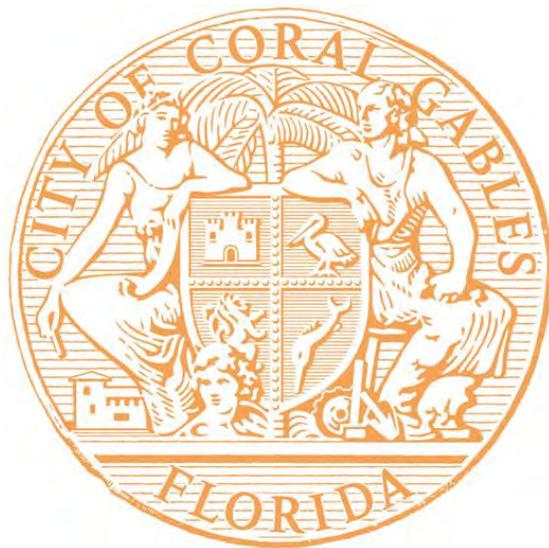
\* Total use of fund balance = \$754,410 over 3 fiscal years

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

| ANNUAL RIFLES & SCOPES REPLACEMENT REQUIREMENTS              |                  |                  |                  |                  |                  |                  |                  |                  |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|  | Prior Fiscal     |                  |                  |                  |                  |                  |                  |                  |
|  | Years            | FY21             | FY22             | FY23             | FY24             | FY25             | FY26             | FY27             |
| Rifles & Scopes Replacement Requirements                     | \$ 12,500        | \$ 12,500        | \$ 12,688        | \$ 11,835        | \$ 12,424        | \$ 13,277        | \$ 13,466        | \$ 13,668        |
| CPI Adjustment @1.5%   | -                | 188              | 190              | 190              | 180              | 189              | 202              | 205              |
| <b>Adjusted Rifles &amp; Scopes Replacement Requirements</b> | <b>\$ 12,500</b> | <b>\$ 12,688</b> | <b>\$ 12,878</b> | <b>\$ 12,025</b> | <b>\$ 12,604</b> | <b>\$ 13,466</b> | <b>\$ 13,668</b> | <b>\$ 13,873</b> |

| ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET                       |                  |                  |                  |                  |                  |                  |                  |                  |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|  | Prior Fiscal     |                  |                  |                  |                  |                  |                  |                  |
|  | Years            | FY21             | FY22             | FY23             | FY24             | FY25             | FY26             | FY27             |
| Rifles & Scopes Replacement Budget - Base Budget (From Prior<br>Year Recurring Revenues) | \$ 12,500        | \$ 12,500        | \$ 12,688        | \$ 11,835        | \$ 12,025        | \$ 12,205        | \$ 12,394        | \$ 12,596        |
| Incremental Increase to Base - (From Oper. Revenue)                                      | \$ -             | -                | -                | -                | -                | -                | -                | -                |
| CPI Adjustment @1.5% - (From Oper. Rev.)   | -                | 188              | 190              | 190              | 180              | 189              | 202              | 205              |
| <b>Net Replacement Cost From Operating Revenue</b>                                       | <b>12,500</b>    | <b>12,688</b>    | <b>12,878</b>    | <b>12,025</b>    | <b>12,205</b>    | <b>12,394</b>    | <b>12,596</b>    | <b>12,801</b>    |
| <b>% of Budget Funded by Operating Revenue</b>   | <b>100%</b>      |
| Planned Use of Fund Balance *  | -                | -                | -                | -                | -                | -                | -                | -                |
| <b>Annual Rifles &amp; Scopes Replacement Budget</b>                                     | <b>\$ 12,500</b> | <b>\$ 12,688</b> | <b>\$ 12,878</b> | <b>\$ 12,025</b> | <b>\$ 12,205</b> | <b>\$ 12,394</b> | <b>\$ 12,596</b> | <b>\$ 12,801</b> |

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



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# 2023-2024 BUDGET ESTIMATE

## DEBT ADMINISTRATION

As of October 1, 2023 the City will have \$113.7 million of special obligation debt outstanding. The City has a "AAA" Bond Rating from Moody's Investors Service, Standard & Poor's Corporation and Fitch Ratings. A review of the City's debt position is required to provide a five-year capital financing plan for infrastructure and other improvements. Decisions regarding the City's use of debt are based upon a number of factors including the long-term capital requirements and the amount of resources available to repay the debt.

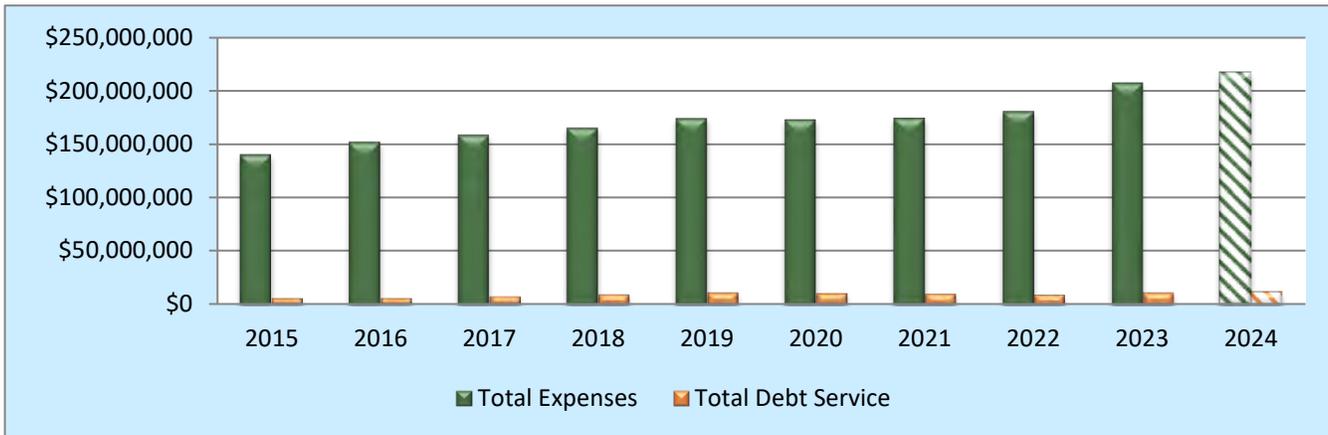
### LEGAL DEBT MARGIN

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

### SUMMARY OF OUTSTANDING DEBT

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

### DEBT SERVICE COMPARED TO TOTAL EXPENSES



| FISCAL<br>Year | TOTAL<br>EXPENSES | TOTAL<br>DEBT SERVICE | % OF TOTAL<br>EXPENSES |
|----------------|-------------------|-----------------------|------------------------|
| 2015           | \$ 140,578,821    | \$ 5,793,260          | 4.1%                   |
| 2016           | 152,321,180       | 5,793,260             | 3.8%                   |
| 2017           | 158,799,935       | 7,346,680             | 4.6%                   |
| 2018           | 165,399,836       | 9,241,745             | 5.6%                   |
| 2019           | 174,437,110       | 10,937,378            | 6.3%                   |
| 2020           | 173,321,978       | 10,364,151            | 6.0%                   |
| 2021           | 174,600,195       | 9,872,868             | 5.7%                   |
| 2022           | 181,061,294       | 8,876,243             | 4.9%                   |
| 2023           | 207,482,285       | 10,945,799            | 5.3%                   |
| 2024           | 217,311,687       | 11,021,051            | 5.1%                   |

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

| <b>SPECIAL REVENUE SERIES</b> | <b>ISSUE DATE</b> | <b>PURPOSE/USE</b>   | <b>MATURITY DATE</b> | <b>INTEREST RATE</b> | <b>OUTSTANDING PRINCIPAL</b> |
|-------------------------------|-------------------|--|----------------------|----------------------|------------------------------|
| Series 2018A                  | 04/28/16          | Public Safety Building with attached garage  | 04/01/48             | 3.64%                | \$ 45,315,000                |
| Series 2018B                  | 04/28/16          | Refunded Series 2012 (\$35.48M) which was used to fund the following:<br>'Refunded Bond Series 2011 (\$22.2M) - Neighborhood Renaissance Programs.<br>Refunded Bond Series 2011/1999 (\$5.8M) - 72nd Avenue Maintenance Building Construction.<br>Refunded Bond Series 2011/2001 (\$4.2M) - Country Club Improvements.<br>Refunded Bond Series 2011/2006 (\$3.6M) - Purchase of 427 Bldg.<br>Refunded Bond Series 2011/2007 (\$4M) - Purchase of Miracle Mile Properties 286, 292, 296 (Dulce, Ortanique, SuperCuts).<br>Refunded Bond Series 2009 (\$3.2M) - Construction of Coral Gables Museum.<br>'Refunded Series 2011/1999/2004 (9M) - Merrick Way Garage and Shops Construction and Improvements. | 10/01/31             | 2.84%                | 21,475,000                   |
| Series 2021A                  | 03/30/21          | Refunded Series 2011C which was used to refund Bond Series 2006 (\$1.2M) - 427 Bldg. Improvements.<br>Refunded Bond Series 2007 (\$3.2M) - Biltmore Golf Course Improvements.<br>Refunded Series 2013B which was used to refund portion of Series 2004B (\$4.4M) - IT Equipment, EDEN Applications, Various Capital Projects, Country Club Renovations.  | 04/01/33             | 1.89%                | 4,448,000                    |
| Series 2021B                  | 06/10/21          | Replacement of Sanitary Sewer Force Mains - (\$14.425M)<br>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.<br>Refunded Series 2014 - Sanitary Sewer Improvements (\$3.7M).<br>Refunded Series 2015B - New radio system and replacement of the microwave relay system (\$6.5M).  | 04/01/51             | 1.80%                | 24,335,000                   |
| Series 2022A                  | 03/18/22          | Refunded Series 2016A - Miracle Mile Streetscape Project (\$14.89M).   | 04/01/37             | 2.68%                | 14,555,000                   |
| Series 2022B                  | 03/18/22          | Refunded Series 2016B - Giralda Avenue Streetscape Project (\$3.77M).  | 04/01/37             | 2.68%                | 3,555,000                    |
| <b>Grand Total</b>            |                   |  |                      |                      | <b>\$ 113,683,000</b>        |

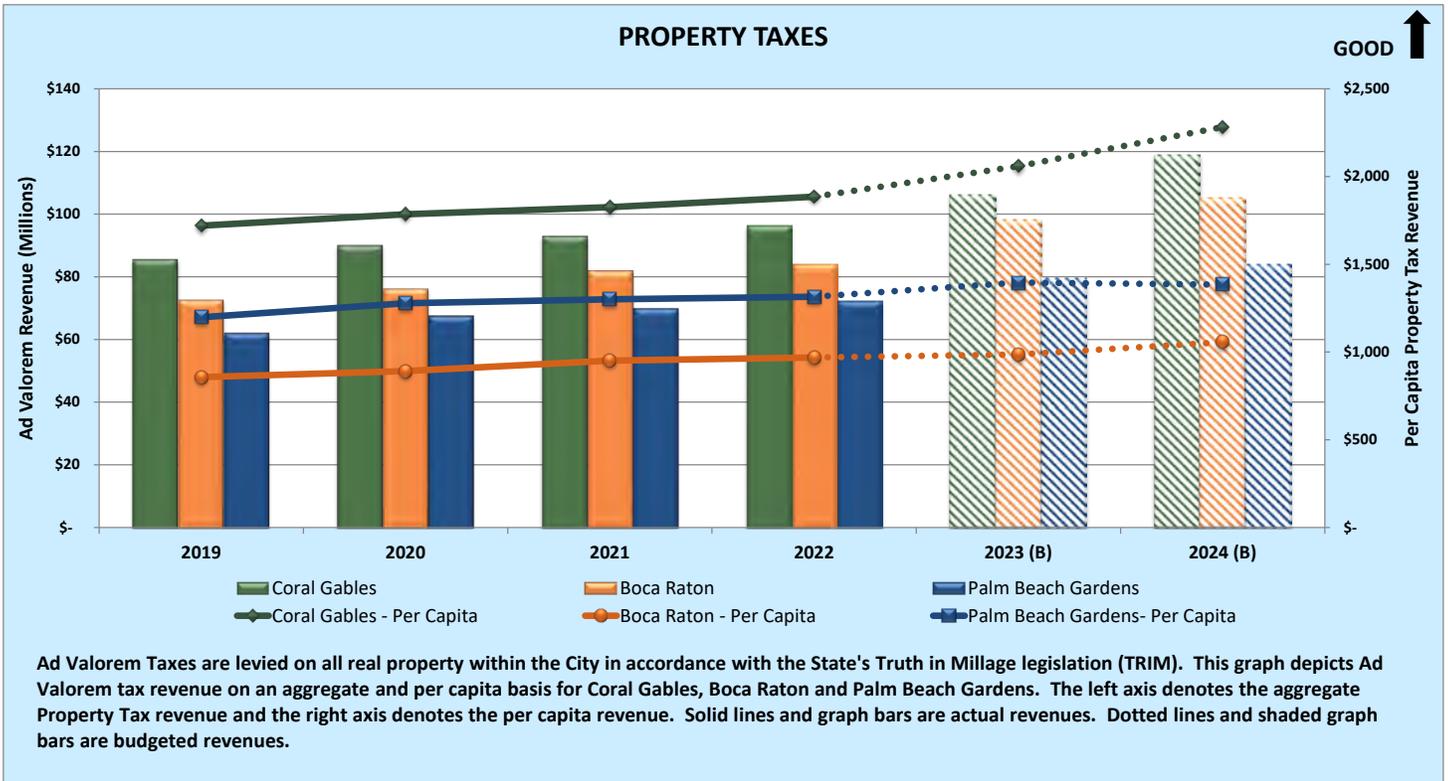
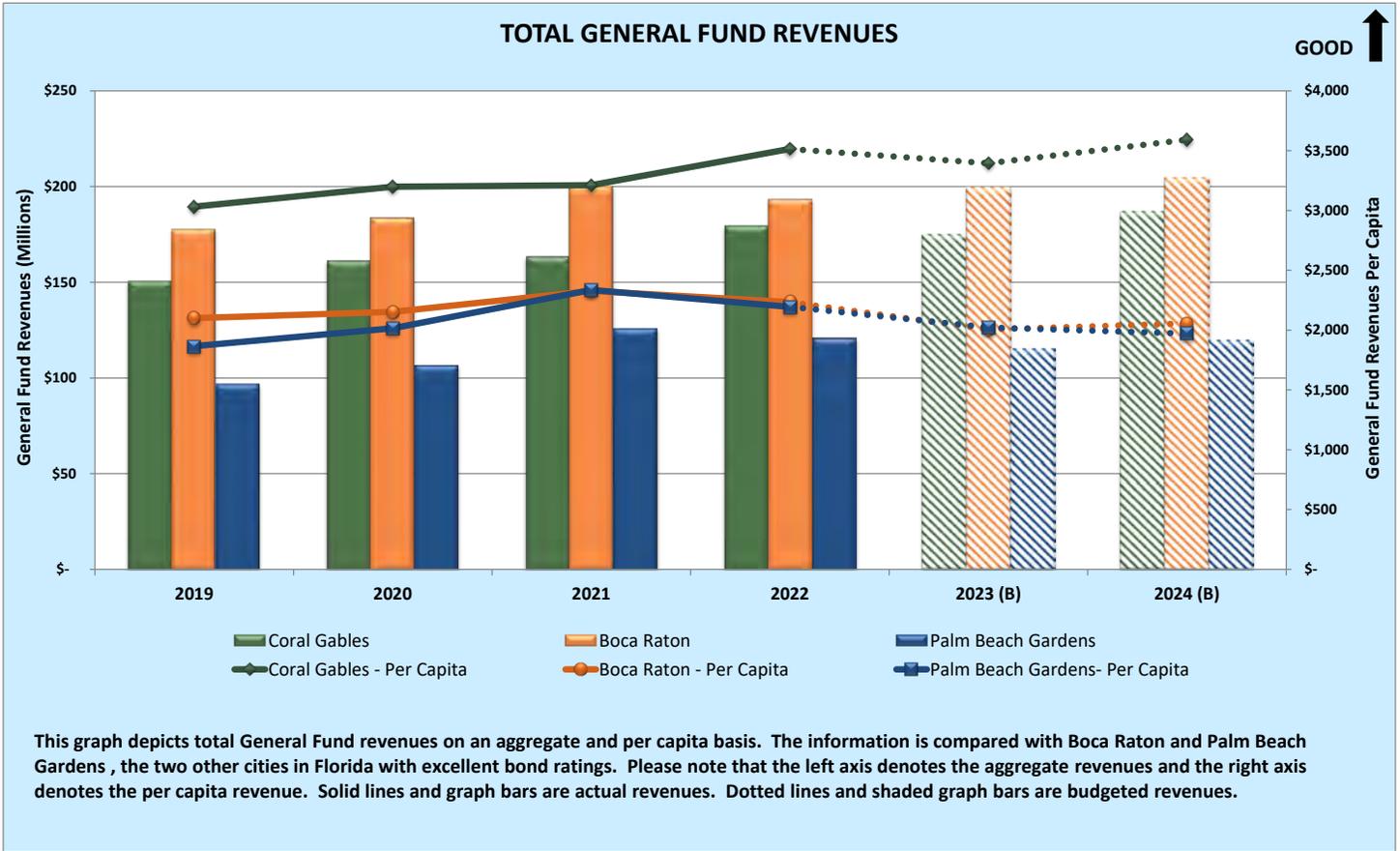
**CITY OF CORAL GABLES  
DEBT SERVICE SCHEDULES  
2023-2024 BUDGET ESTIMATE**

| PAYMENT<br>DUE | SERIES 2018A         |                      | SERIES 2018B         |                     | SERIES 2021A        |                   | SERIES 2021B         |                     |
|----------------|----------------------|----------------------|----------------------|---------------------|---------------------|-------------------|----------------------|---------------------|
|                | PRINCIPAL            | INTEREST             | PRINCIPAL            | INTEREST            | PRINCIPAL           | INTEREST          | PRINCIPAL            | INTEREST            |
| 10/1/2023      | \$ 1,055,000         | \$ 1,790,763         | \$ 2,235,000         | \$ 869,775          | \$ 530,000          | \$ 79,477         | \$ 2,010,000         | \$ 921,988          |
| 10/1/2024      | 1,110,000            | 1,738,013            | 2,325,000            | 755,775             | 550,000             | 69,217            | 2,120,000            | 821,488             |
| 10/1/2025      | 1,165,000            | 1,682,513            | 2,425,000            | 637,025             | 560,000             | 58,672            | 1,815,000            | 715,488             |
| 10/1/2026      | 1,225,000            | 1,624,263            | 2,530,000            | 513,150             | 575,000             | 47,890            | 1,890,000            | 624,738             |
| 10/1/2027      | 1,285,000            | 1,563,013            | 2,235,000            | 394,025             | 590,000             | 36,822            | 2,000,000            | 530,238             |
| 10/1/2028      | 1,350,000            | 1,498,763            | 2,320,000            | 280,150             | 605,000             | 25,470            | 2,100,000            | 430,238             |
| 10/1/2029      | 1,415,000            | 1,431,263            | 2,420,000            | 185,850             | 255,000             | 17,300            | 875,000              | 325,238             |
| 10/1/2030      | 1,490,000            | 1,360,513            | 2,465,000            | 112,575             | 265,000             | 12,360            | 415,000              | 281,488             |
| 10/1/2031      | 1,530,000            | 1,315,813            | 2,520,000            | 37,800              | 275,000             | 7,230             | 435,000              | 260,738             |
| 10/1/2032      | 1,580,000            | 1,269,913            | -                    | -                   | 243,000             | 2,309             | 450,000              | 247,688             |
| 10/1/2033      | 1,640,000            | 1,206,713            | -                    | -                   | -                   | -                 | 460,000              | 234,188             |
| 10/1/2034      | 1,695,000            | 1,155,463            | -                    | -                   | -                   | -                 | 475,000              | 220,388             |
| 10/1/2035      | 1,750,000            | 1,100,375            | -                    | -                   | -                   | -                 | 490,000              | 206,138             |
| 10/1/2036      | 1,820,000            | 1,030,375            | -                    | -                   | -                   | -                 | 505,000              | 191,438             |
| 10/1/2037      | 1,880,000            | 968,950              | -                    | -                   | -                   | -                 | 515,000              | 181,338             |
| 10/1/2038      | 1,945,000            | 903,150              | -                    | -                   | -                   | -                 | 525,000              | 171,038             |
| 10/1/2039      | 2,025,000            | 825,350              | -                    | -                   | -                   | -                 | 535,000              | 160,538             |
| 10/1/2040      | 2,105,000            | 744,350              | -                    | -                   | -                   | -                 | 545,000              | 149,838             |
| 10/1/2041      | 2,190,000            | 660,150              | -                    | -                   | -                   | -                 | 560,000              | 138,938             |
| 10/1/2042      | 2,275,000            | 572,550              | -                    | -                   | -                   | -                 | 570,000              | 126,338             |
| 10/1/2043      | 2,365,000            | 481,550              | -                    | -                   | -                   | -                 | 585,000              | 113,513             |
| 10/1/2044      | 2,460,000            | 386,950              | -                    | -                   | -                   | -                 | 595,000              | 100,350             |
| 10/1/2045      | 2,560,000            | 288,550              | -                    | -                   | -                   | -                 | 610,000              | 86,963              |
| 10/1/2046      | 2,650,000            | 195,750              | -                    | -                   | -                   | -                 | 625,000              | 73,238              |
| 10/1/2047      | 2,750,000            | 99,688               | -                    | -                   | -                   | -                 | 635,000              | 59,175              |
| 10/1/2048      | -                    | -                    | -                    | -                   | -                   | -                 | 650,000              | 44,888              |
| 10/1/2049      | -                    | -                    | -                    | -                   | -                   | -                 | 665,000              | 30,263              |
| 10/1/2050      | -                    | -                    | -                    | -                   | -                   | -                 | 680,000              | 15,300              |
|                | <u>\$ 45,315,000</u> | <u>\$ 25,894,744</u> | <u>\$ 21,475,000</u> | <u>\$ 3,786,125</u> | <u>\$ 4,448,000</u> | <u>\$ 356,747</u> | <u>\$ 24,335,000</u> | <u>\$ 7,463,200</u> |

**MOBILITY HUB DEBT TO BE**

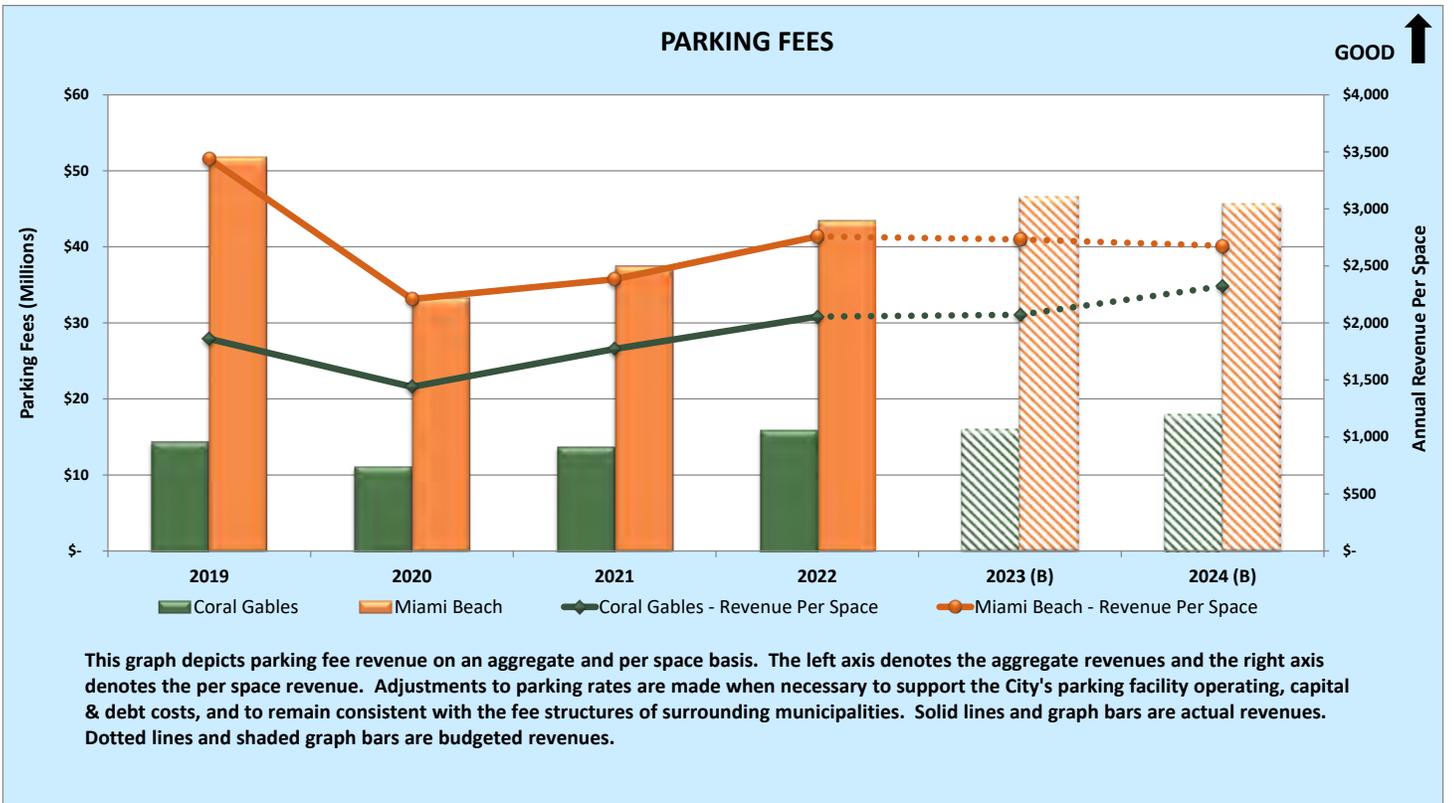
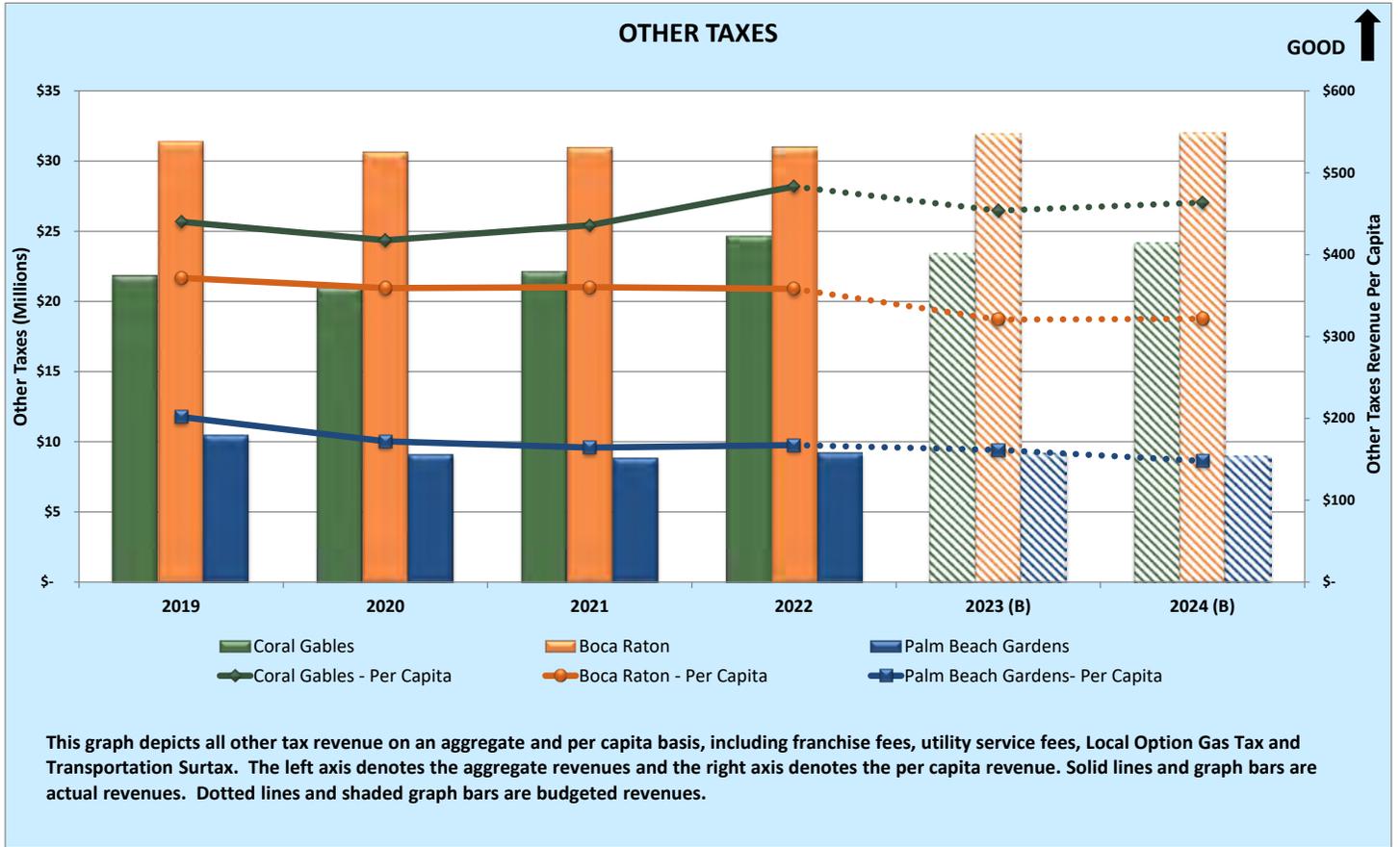
| PAYMENT<br>DUE | SERIES 2022A         |                     | SERIES 2022B        |                   | DETERMINED  |             | TOTAL                 |                      |
|----------------|----------------------|---------------------|---------------------|-------------------|-------------|-------------|-----------------------|----------------------|
|                | PRINCIPAL            | INTEREST            | PRINCIPAL           | INTEREST          | PRINCIPAL   | INTEREST    | PRINCIPAL             | INTEREST             |
| 10/1/2023      | \$ 850,000           | \$ 376,974          | \$ 210,000          | \$ 92,074         | \$ -        | \$ -        | \$ 6,890,000          | \$ 4,131,051         |
| 10/1/2024      | 870,000              | 354,960             | 215,000             | 86,636            | -           | -           | 7,190,000             | 3,826,089            |
| 10/1/2025      | 895,000              | 332,426             | 215,000             | 81,066            | -           | -           | 7,075,000             | 3,507,190            |
| 10/1/2026      | 980,000              | 309,246             | 240,000             | 75,498            | -           | -           | 7,440,000             | 3,194,785            |
| 10/1/2027      | 995,000              | 283,864             | 240,000             | 69,282            | -           | -           | 7,345,000             | 2,877,244            |
| 10/1/2028      | 1,020,000            | 258,094             | 250,000             | 63,066            | -           | -           | 7,645,000             | 2,555,781            |
| 10/1/2029      | 1,040,000            | 231,676             | 255,000             | 56,592            | -           | -           | 6,260,000             | 2,247,919            |
| 10/1/2030      | 1,060,000            | 204,740             | 260,000             | 49,986            | -           | -           | 5,955,000             | 2,021,662            |
| 10/1/2031      | 1,085,000            | 177,286             | 265,000             | 43,254            | -           | -           | 6,110,000             | 1,842,121            |
| 10/1/2032      | 1,105,000            | 149,184             | 270,000             | 36,390            | -           | -           | 3,648,000             | 1,705,484            |
| 10/1/2033      | 1,130,000            | 120,564             | 275,000             | 29,398            | -           | -           | 3,505,000             | 1,590,863            |
| 10/1/2034      | 1,155,000            | 91,298              | 280,000             | 22,274            | -           | -           | 3,605,000             | 1,489,423            |
| 10/1/2035      | 1,175,000            | 61,384              | 290,000             | 15,022            | -           | -           | 3,705,000             | 1,382,919            |
| 10/1/2036      | 1,195,000            | 30,950              | 290,000             | 7,512             | -           | -           | 3,810,000             | 1,260,275            |
| 10/1/2037      | -                    | -                   | -                   | -                 | -           | -           | 2,395,000             | 1,150,288            |
| 10/1/2038      | -                    | -                   | -                   | -                 | -           | -           | 2,470,000             | 1,074,188            |
| 10/1/2039      | -                    | -                   | -                   | -                 | -           | -           | 2,560,000             | 985,888              |
| 10/1/2040      | -                    | -                   | -                   | -                 | -           | -           | 2,650,000             | 894,188              |
| 10/1/2041      | -                    | -                   | -                   | -                 | -           | -           | 2,750,000             | 799,088              |
| 10/1/2042      | -                    | -                   | -                   | -                 | -           | -           | 2,845,000             | 698,888              |
| 10/1/2043      | -                    | -                   | -                   | -                 | -           | -           | 2,950,000             | 595,063              |
| 10/1/2044      | -                    | -                   | -                   | -                 | -           | -           | 3,055,000             | 487,300              |
| 10/1/2045      | -                    | -                   | -                   | -                 | -           | -           | 3,170,000             | 375,513              |
| 10/1/2046      | -                    | -                   | -                   | -                 | -           | -           | 3,275,000             | 268,988              |
| 10/1/2047      | -                    | -                   | -                   | -                 | -           | -           | 3,385,000             | 158,863              |
| 10/1/2048      | -                    | -                   | -                   | -                 | -           | -           | 650,000               | 44,888               |
| 10/1/2049      | -                    | -                   | -                   | -                 | -           | -           | 665,000               | 30,263               |
| 10/1/2050      | -                    | -                   | -                   | -                 | -           | -           | 680,000               | 15,300               |
|                | <u>\$ 14,555,000</u> | <u>\$ 2,982,646</u> | <u>\$ 3,555,000</u> | <u>\$ 728,050</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ 113,683,000</u> | <u>\$ 41,211,512</u> |

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



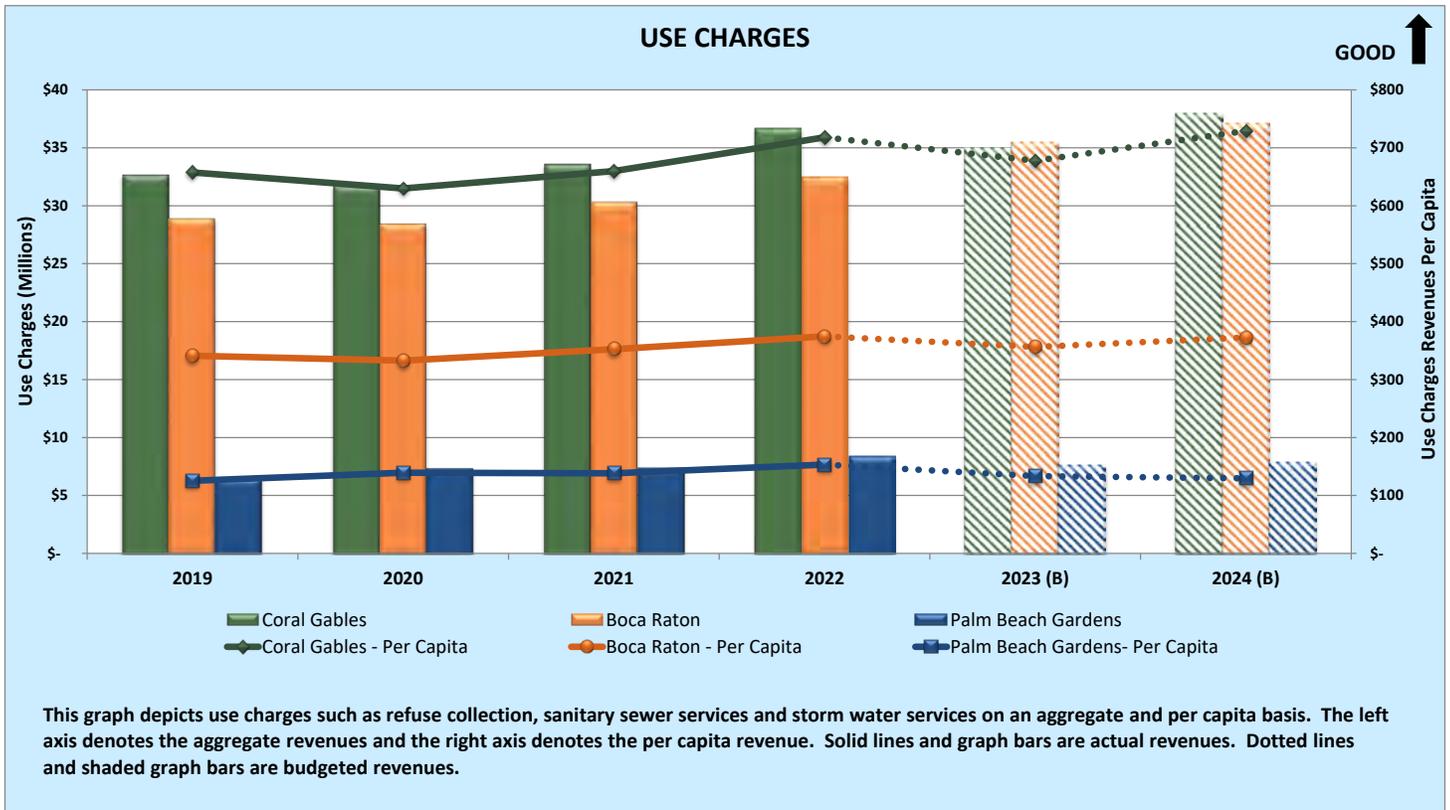
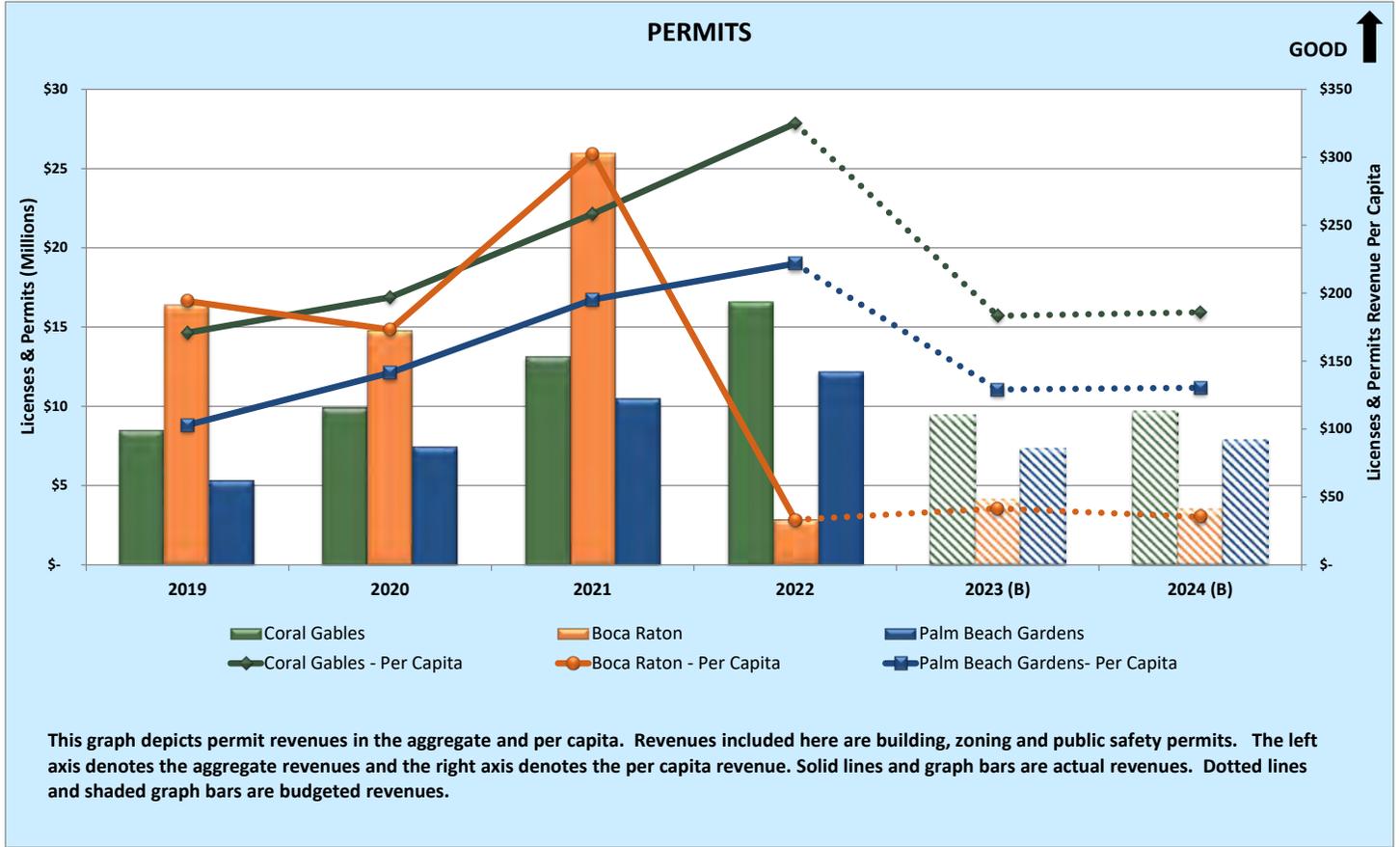
Note: (B) denotes budgeted figure, whereas other figures represent actuals

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



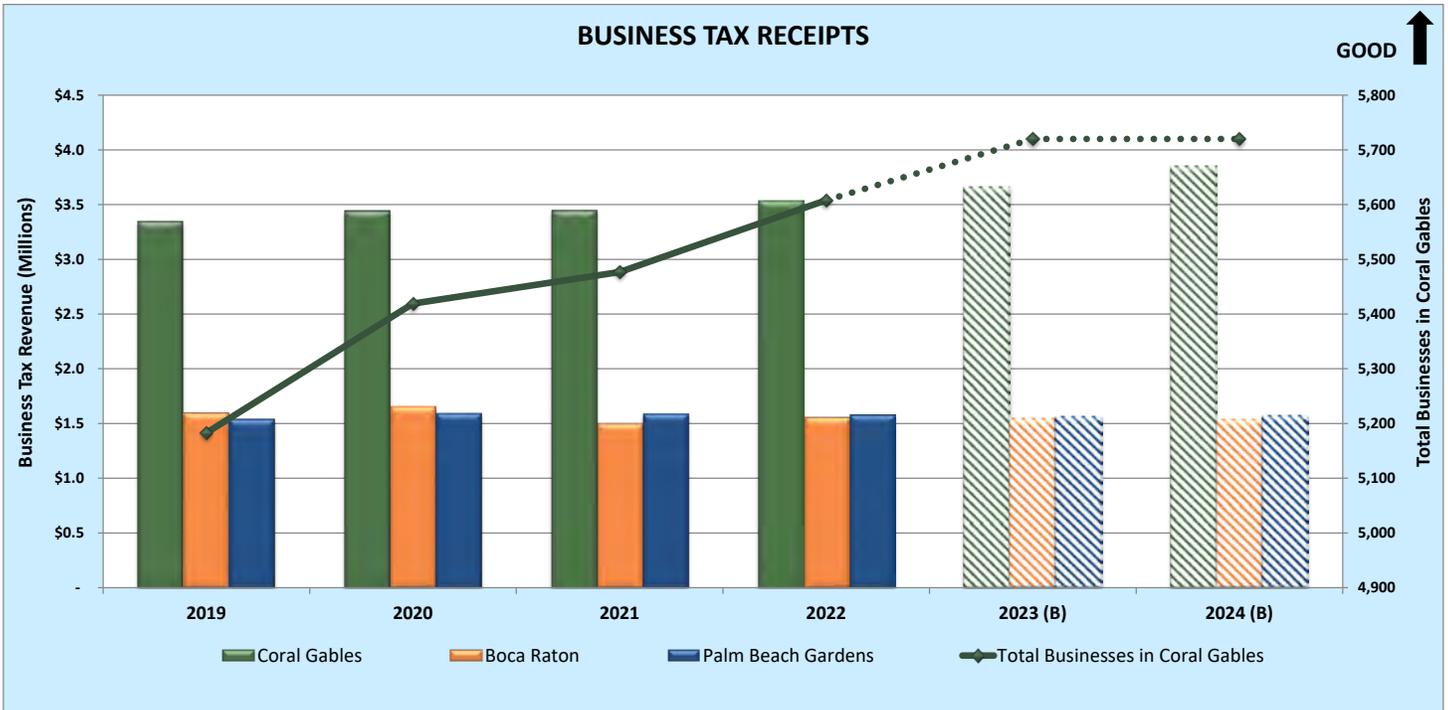
Note: (B) denotes budgeted figure, whereas other figures represent actuals

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

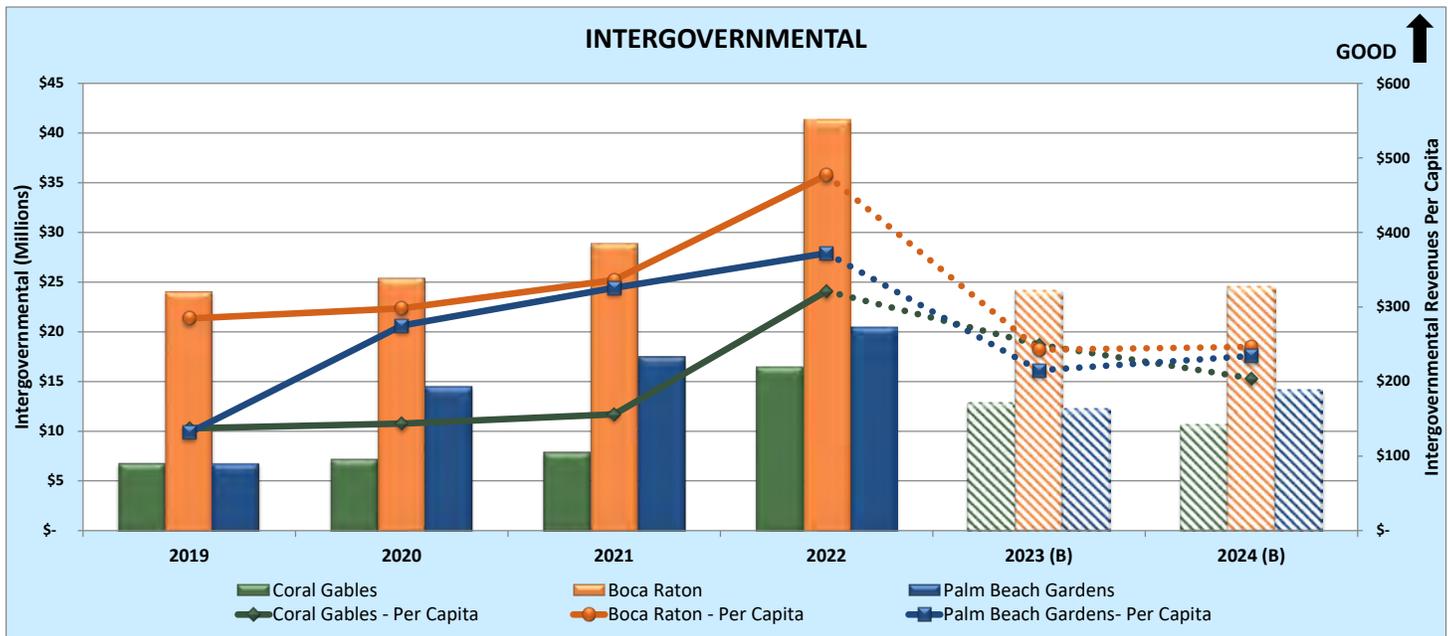


Note: (B) denotes budgeted figure, whereas other figures represent actuals

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



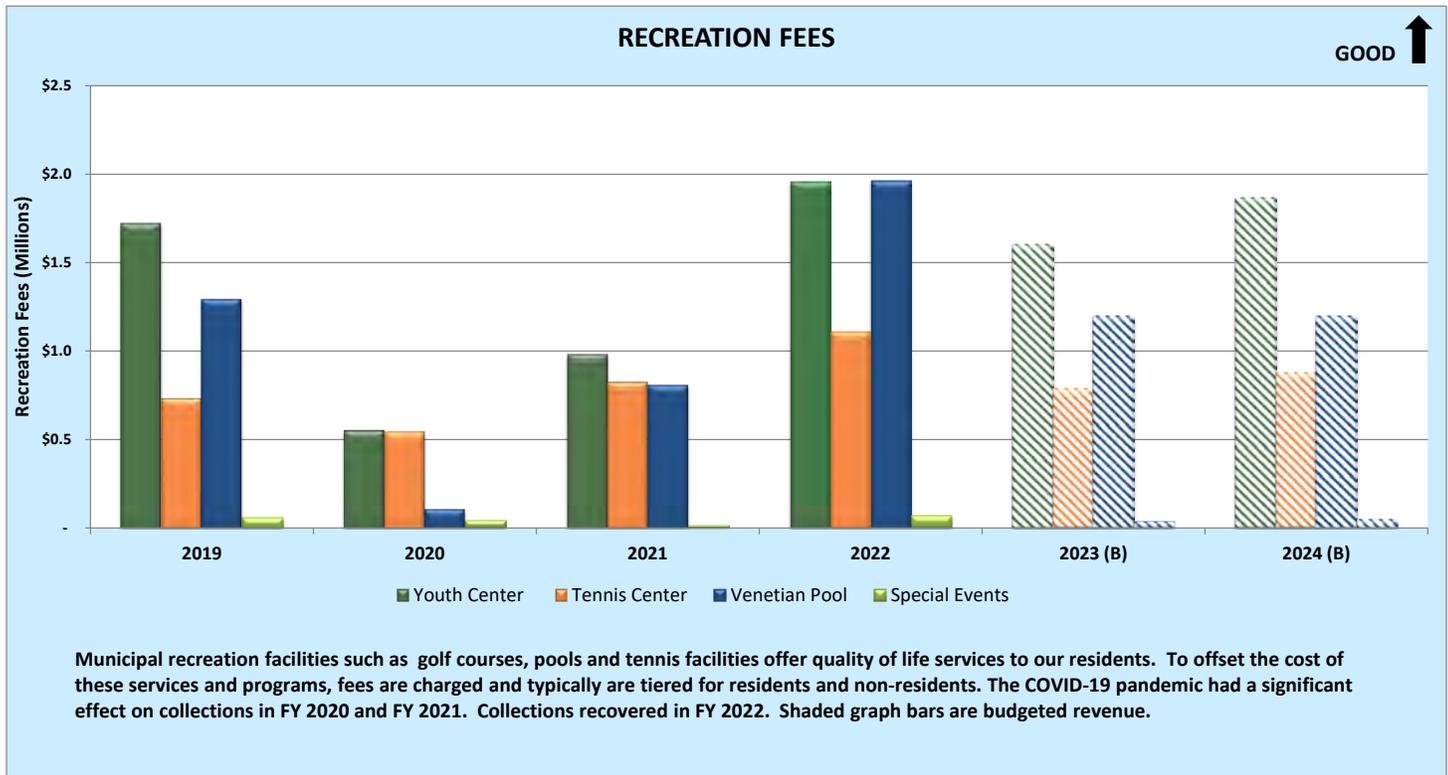
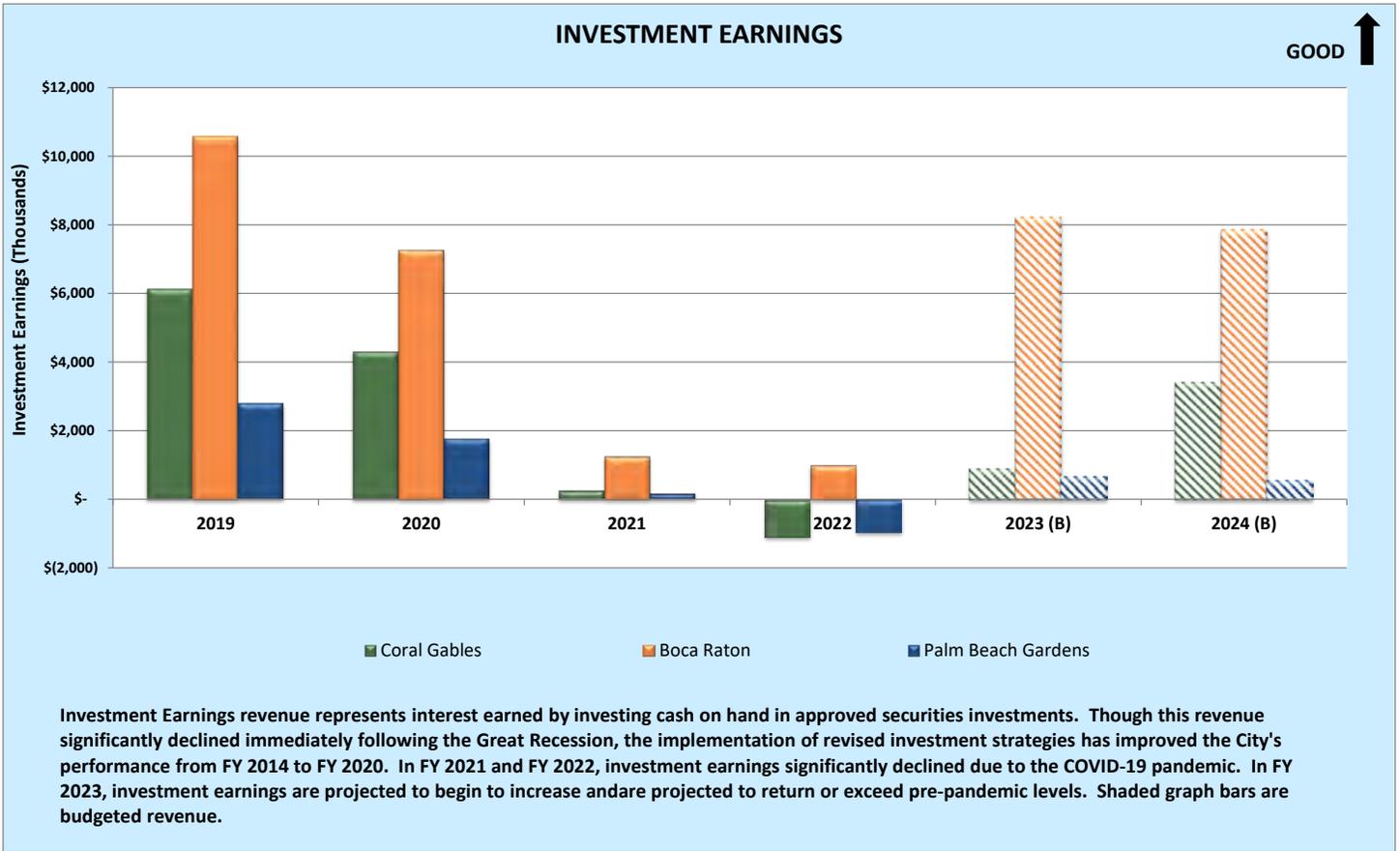
Business Tax Receipts are regulatory charges on businesses, professions and occupations located within the City. The State allows a 5% increase to these fees every two years. The 5% Increase is applied for FY 2023. This graph depicts total Business Tax Revenue revenue (left axis) and total number of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



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

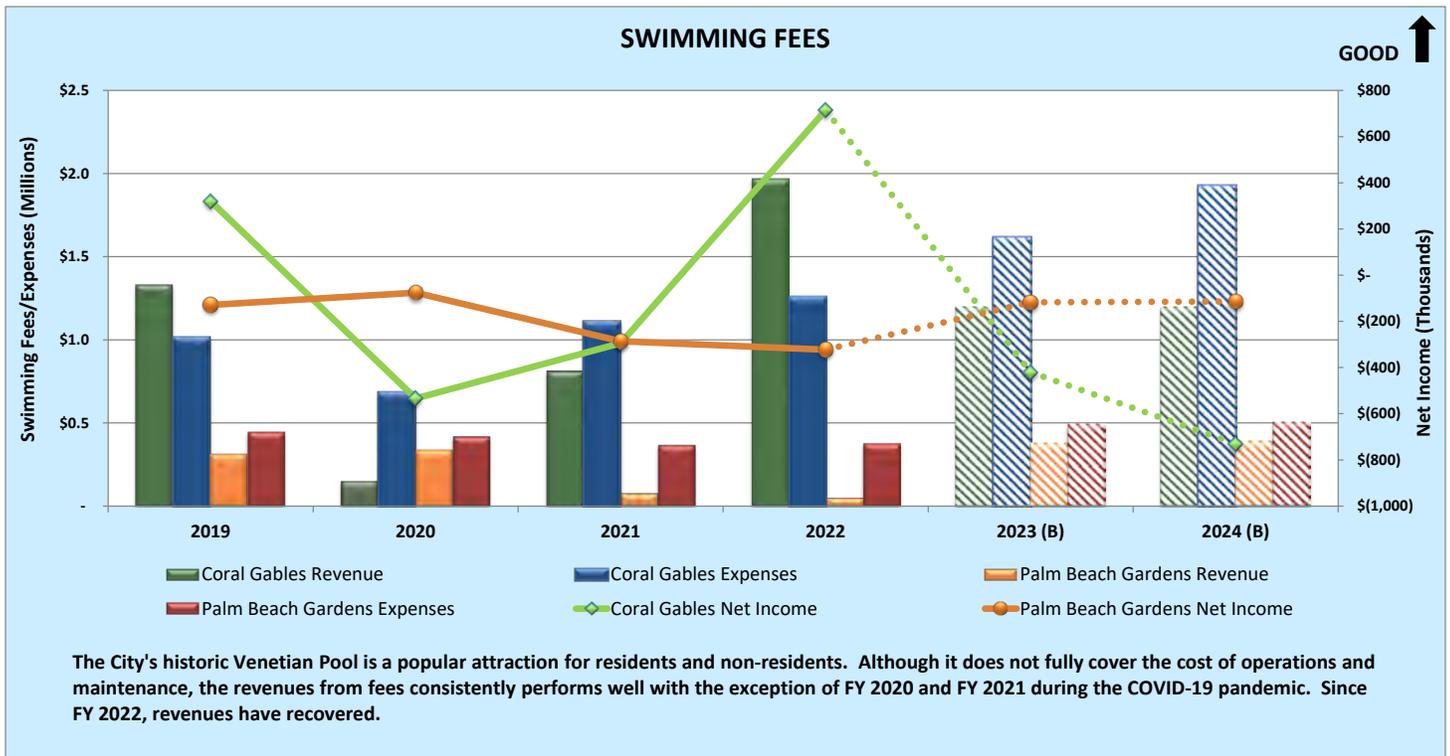
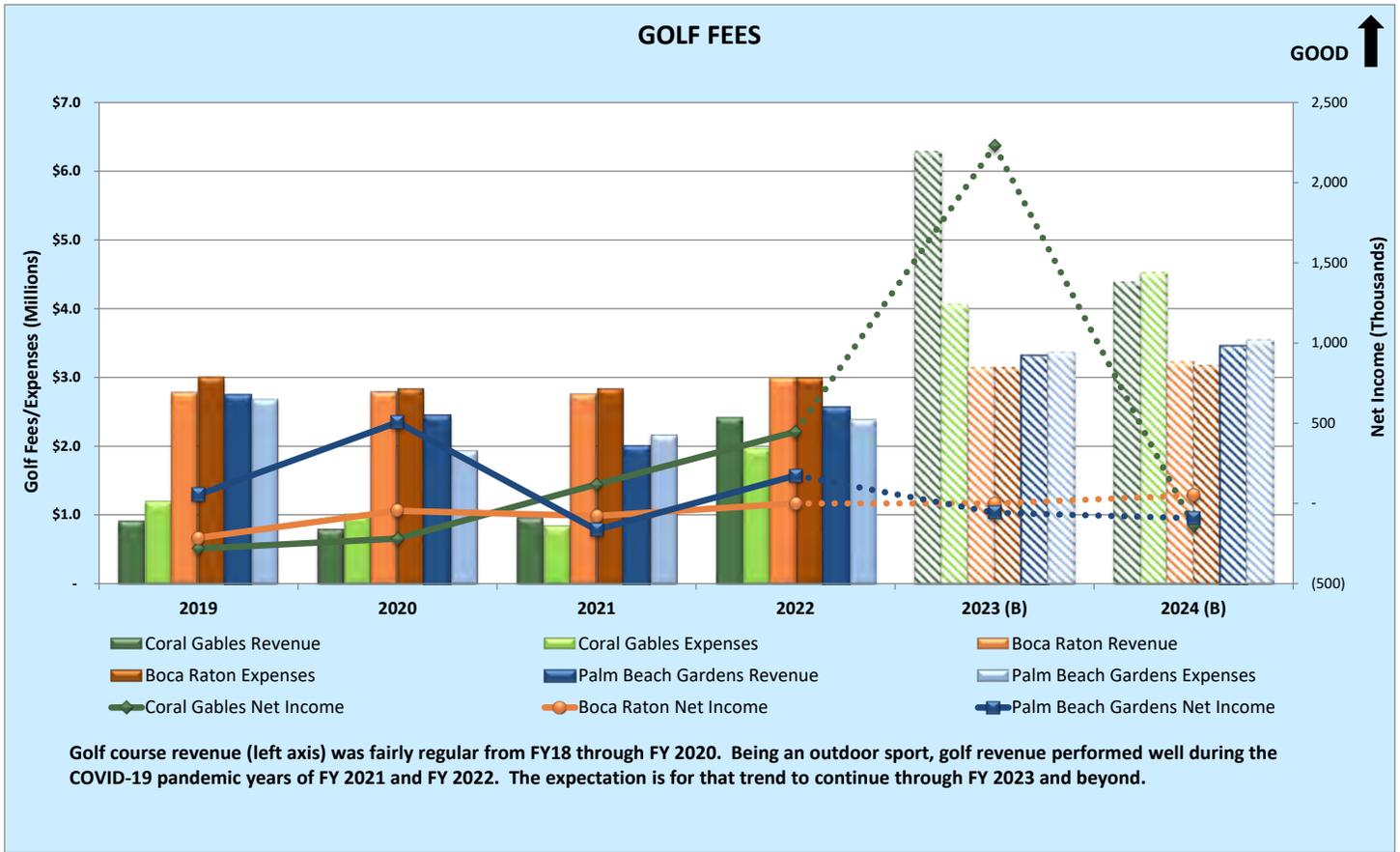
Note: (B) denotes budgeted figure, whereas other figures represent actuals

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



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

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



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

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

**General Fund**

(in \$ millions)

|                                       | 2021             | 2022             | 2023             | 2024             | 2025             | 2026             | 2027             | 2028             |
|---------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|                                       | ACTUAL           | ACTUAL           | BUDGET           | BUDGET           | PROJ             | PROJ             | PROJ             | PROJ             |
| <b>Revenues</b>                       |                  |                  |                  |                  |                  |                  |                  |                  |
| Property Taxes                        | \$ 92.90         | \$ 96.34         | \$ 106.28        | \$ 119.00        | \$ 124.95        | \$ 131.20        | \$ 136.45        | \$ 141.91        |
| Use Charges                           | 9.06             | 9.08             | 9.01             | 9.55             | 9.74             | 9.93             | 10.13            | 10.33            |
| Other Taxes                           | 18.80            | 20.67            | 19.13            | 19.86            | 20.25            | 20.66            | 21.07            | 21.49            |
| Licenses & Permits                    | 16.59            | 20.14            | 13.13            | 13.55            | 13.82            | 14.22            | 14.42            | 14.84            |
| Other Revenue                         | 17.37            | 14.53            | 20.40            | 12.62            | 12.87            | 13.12            | 13.37            | 13.63            |
| Intergovernmental Revenue             | 6.71             | 16.35            | 7.39             | 6.92             | 7.06             | 7.11             | 7.16             | 7.21             |
| Recreation Fees                       | 1.83             | 3.14             | 2.43             | 2.79             | 2.85             | 2.91             | 2.97             | 3.03             |
| Investment Earnings                   | 0.21             | (0.61)           | 0.90             | 3.00             | 3.00             | 1.50             | 1.50             | 1.50             |
| Contributions from Other Funds        | 10.76            | 12.57            | 11.31            | 10.76            | 10.98            | 11.20            | 11.42            | 11.65            |
| Transfers In                          | -                | -                | 3.50             | 6.85             | 6.99             | 6.99             | 6.99             | 6.99             |
| <b>Total Revenues</b>                 | <b>\$ 174.23</b> | <b>\$ 192.21</b> | <b>\$ 193.48</b> | <b>\$ 204.90</b> | <b>\$ 212.51</b> | <b>\$ 218.84</b> | <b>\$ 225.48</b> | <b>\$ 232.58</b> |
| <b>Expenditures by Type</b>           |                  |                  |                  |                  |                  |                  |                  |                  |
| Personal Services                     | \$ 109.76        | \$ 112.17        | \$ 116.71        | \$ 122.25        | \$ 124.70        | \$ 127.19        | \$ 129.74        | \$ 132.34        |
| Operating Expenses                    | 33.62            | 35.35            | 47.95            | 50.41            | 51.42            | 52.45            | 53.50            | 54.57            |
| Capital Outlay                        | 0.57             | 0.23             | 0.66             | 0.47             | 0.48             | 0.49             | 0.50             | 0.51             |
| Grants and Aids                       | 1.09             | 1.27             | 1.63             | 0.60             | 0.61             | 0.62             | 0.63             | 0.64             |
| Non-Operating                         | -                | -                | -                | -                | -                | -                | -                | -                |
| Transfer Out                          | 29.19            | 43.19            | 26.53            | 31.17            | 35.30            | 38.09            | 41.11            | 44.52            |
| <b>Total Expenditures by Type</b>     | <b>\$ 174.23</b> | <b>\$ 192.21</b> | <b>\$ 193.48</b> | <b>\$ 204.90</b> | <b>\$ 212.51</b> | <b>\$ 218.84</b> | <b>\$ 225.48</b> | <b>\$ 232.58</b> |
| <b>Expenditures by Function</b>       |                  |                  |                  |                  |                  |                  |                  |                  |
| General Government                    | \$ 31.64         | \$ 33.42         | \$ 40.32         | \$ 45.07         | \$ 44.96         | \$ 45.85         | \$ 46.78         | \$ 47.71         |
| Economic Environment                  | 1.24             | 1.22             | 1.80             | 1.52             | 1.55             | 1.58             | 1.61             | 1.64             |
| Public Safety                         | 77.85            | 79.06            | 84.08            | 86.65            | 88.38            | 90.15            | 91.95            | 93.79            |
| Physical Environment                  | 21.73            | 21.60            | 24.59            | 25.41            | 25.92            | 26.44            | 26.97            | 27.51            |
| Transportation                        | 4.42             | 4.59             | 5.06             | 4.53             | 4.62             | 4.71             | 4.80             | 4.90             |
| Culture & Recreation                  | 8.16             | 9.13             | 11.10            | 11.55            | 11.78            | 12.02            | 12.26            | 12.51            |
| Transfer Out                          | 29.19            | 43.19            | 26.53            | 31.17            | 35.30            | 38.09            | 41.11            | 44.52            |
| <b>Total Expenditures by Function</b> | <b>\$ 174.23</b> | <b>\$ 192.21</b> | <b>\$ 193.48</b> | <b>\$ 205.90</b> | <b>\$ 212.51</b> | <b>\$ 218.84</b> | <b>\$ 225.48</b> | <b>\$ 232.58</b> |
| <b>Gain/(Loss)</b>                    | <b>\$ -</b>      |
| <b>Beginning Unassigned Reserves</b>  |                  |                  |                  |                  |                  |                  |                  |                  |
| FEMA/Ins. Reimbursements Rcv'd        | 4.41             | 0.48             | -                | -                | -                | -                | -                | -                |
| FEMA/Ins. Outstanding                 | -                | 2.70             | -                | -                | -                | -                | -                | -                |
| Transfers In/(Transfers Out)          | -                | -                | 2.43             | -                | -                | -                | -                | -                |
| <b>Total Available</b>                | <b>\$ 45.09</b>  | <b>\$ 48.27</b>  | <b>\$ 50.70</b>  |

## **2023-2024 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 FY24 to FY28. Economic indicators from the Congressional Budget Office (CBO), i.e., the Consumer Price Index (CPI) are also utilized in areas where clear trends are not readily available or discernable.

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

#### **REVENUE DISCUSSION**

The General Fund is supported primarily by ad valorem property taxes, utility/franchise fees, permit fees, and various other user fees/charges. As with most municipalities in Florida, ad valorem property tax is by far the largest source of revenue, accounting for 63.54% of the Fund's operating revenue budget. Ad valorem dollars have rebounded consistently since the financial downturn of 2007-2009 with taxable values experiencing annual growth rates of between 1.4% to 7.4% during 2013 to 2021. In 2022, values experienced a substantial 11.28% increase which has been exceeded by the preliminary increase in value for 2023 of 11.9%. The increase in values experienced over the last two years are not anticipated to continue long term. For future years, the City is projecting an increase of 5% in values in FY25 and FY26, with a more conservative 4% increase in values in the two years following FY26 as the housing market cannot sustain such large increases year over year.

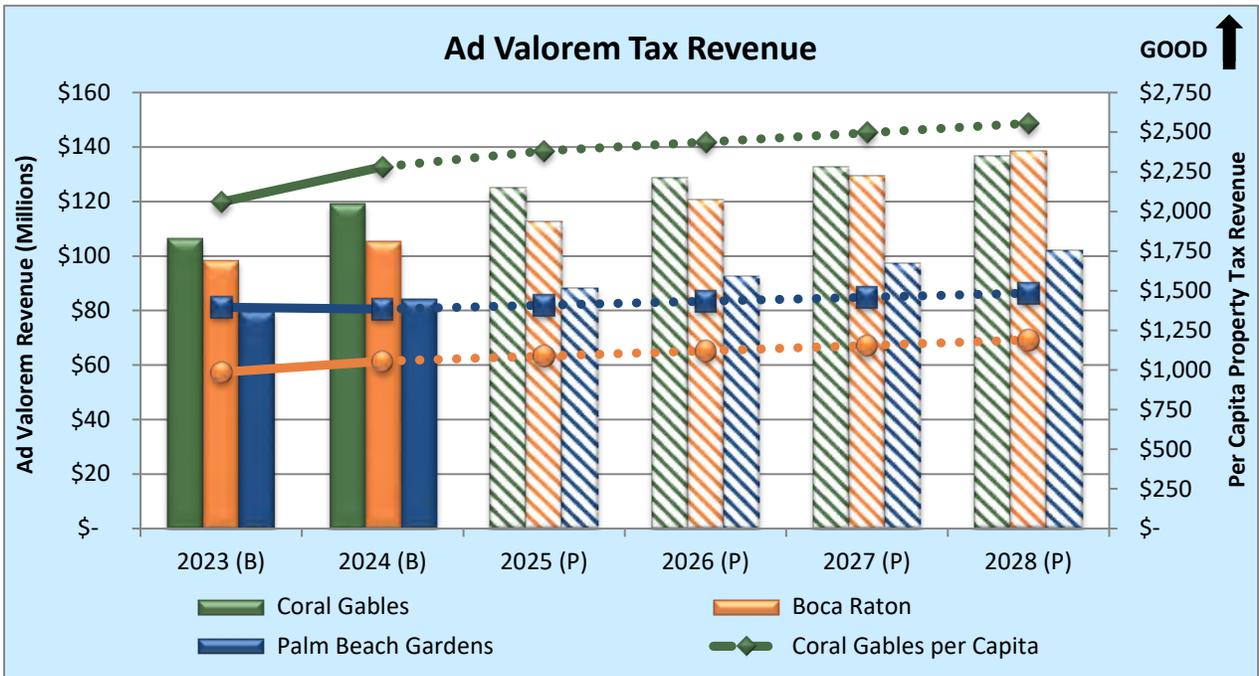
Coral Gables continues to be in high demand for commercial and residential development. The City Commission understands that development is an important way to grow the tax base and thereby generate new revenues. However, the City maintains a strict principle to be very selective with new development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

## 2023-2024 BUDGET 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.

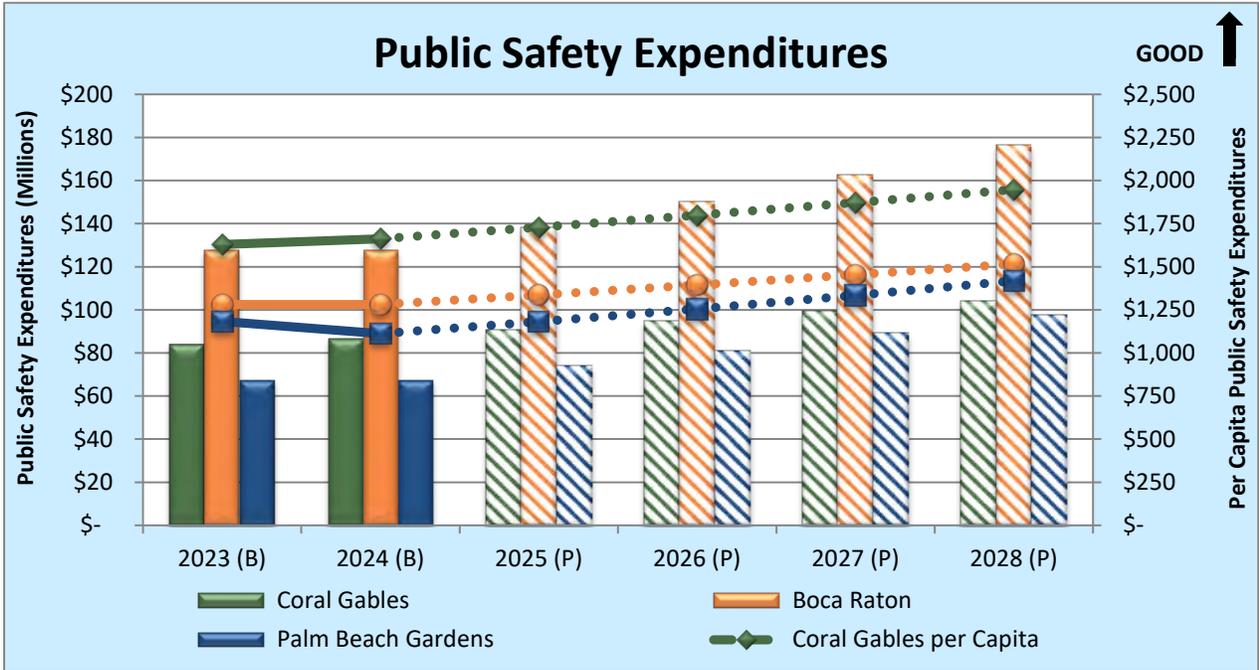
#### EXPENDITURE DISCUSSION

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 2014, the City has carefully increased authorized headcount by 94 positions to enhance services to our residents and work towards its goal of a world class City. In addition, the City has entered into several collective bargaining agreements with the FOP, IAFF, and Teamsters in a concerted effort to keep Coral Gables competitive in the employment market.

## 2023-2024 BUDGET 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 49% of the FY 2023-2024 General Fund operating budget. The graph below depicts total and per capita public safety expenses for Coral Gables and other peer municipalities.



### RESERVE POLICY & CONCLUSION

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

## 2023-2024 BUDGET ESTIMATE

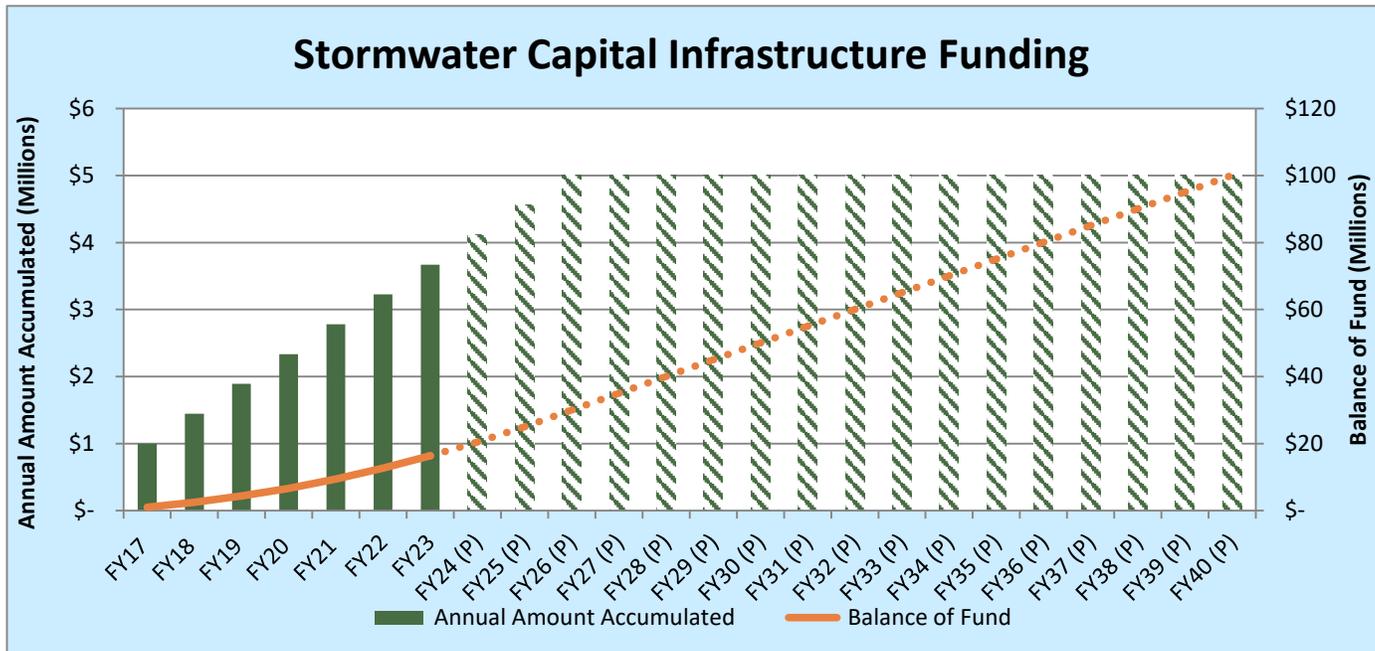
### LONG RANGE FINANCIAL PLAN FOR SEA LEVEL RISE MITIGATION

#### OVERVIEW

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

#### REVENUE DISCUSSION - STORMWATER

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



#### REVENUE DISCUSSION - SANITARY SEWER

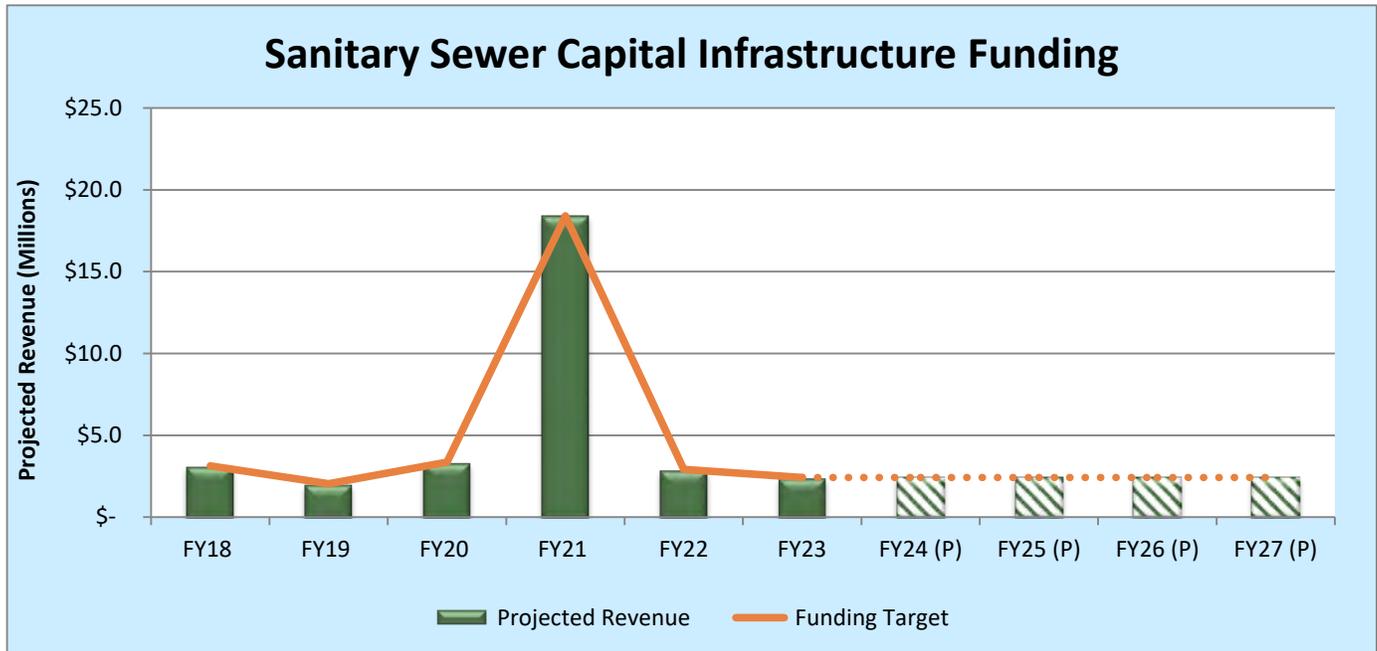
The City is also taking proactive steps to combat the impact sea level rise will have on its sanitary sewer system. As part of the capital planning process, the Public Works staff worked with the Budget Office to determine a comprehensive replacement cost estimate for the sanitary sewer infrastructure. The estimate includes replacement costs for pump stations, force mains, manholes, vitrified clay pipes (VCP), etc., as well as mitigation costs for storm hardening and sea level rise. The annual need in today's dollars comes to approximately \$4.9M annually.

## 2023-2024 BUDGET 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**

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

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

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

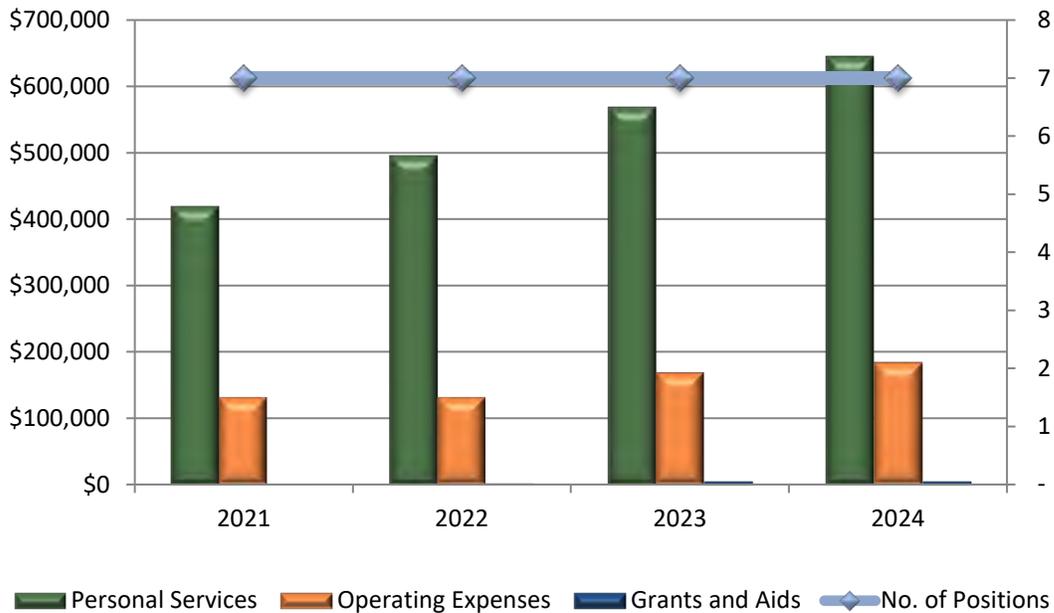
**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



**CITY COMMISSION  
BUDGET AND POSITION SUMMARY**

|                                    | <u>2020-2021<br/>ACTUAL</u> | <u>2021-2022<br/>ACTUAL</u> | <u>2022-2023<br/>BUDGET</u> | <u>2023-2024<br/>ESTIMATE</u> |
|------------------------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| Salaries & Benefits                | 419,020                     | 495,734                     | 568,543                     | 644,829                       |
| Operating Expenses                 | 131,370                     | 131,608                     | 168,800                     | 184,071                       |
| Grants and Aids                    | 58                          | 1,500                       | 4,000                       | 4,000                         |
| <b>Total</b>                       | <b>550,448</b>              | <b>628,842</b>              | <b>741,343</b>              | <b>832,900</b>                |
| <br>                               |                             |                             |                             |                               |
| Full Time Headcount                | 6.00                        | 6.00                        | 7.00                        | 7.00                          |
| Part Time FTE's                    | 0.75                        | 0.75                        | -                           | -                             |
| <b>Total Headcount &amp; FTE's</b> | <b>6.75</b>                 | <b>6.75</b>                 | <b>7.00</b>                 | <b>7.00</b>                   |

**EXPENDITURE/PERSONNEL COMPARISONS**



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



001 GENERAL FUND  
CITY COMMISSION  
0100 CITY COMMISSION  
511 LEGISLATIVE

**PERSONNEL SCHEDULE**

| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE                 | NUMBER OF AUTHORIZED POSITIONS |                  |                  |                  |                   | SALARIES |
|----------------------------------|---|--------------------------------|------------------|------------------|------------------|-------------------|----------|
|                                  |   | 2020-2021                      | 2021-2022        | 2022-2023        | 2023-2024        |                   |          |
|                                  |   | ACTUAL                         | ACTUAL           | BUDGET           | ESTIMATE         |                   |          |
|                                  | <u>FULL TIME POSITIONS</u>              | <u>HEADCOUNT</u>               | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> |                   |          |
| 8900                             | Mayor                                   | 1.00                           | 1.00             | 1.00             | 1.00             | \$ 46,252         |          |
| 8910                             | Vice Mayor                              | 1.00                           | 1.00             | 1.00             | 1.00             | 40,464            |          |
| 8920                             | City Commissioner                       | 3.00                           | 3.00             | 3.00             | 3.00             | 112,749           |          |
| 0142                             | Chief of Staff, Legislative Mgr Advisor | 1.00                           | 1.00             | 1.00             | 1.00             | 99,159            |          |
| 0034                             | Admin. Assistant to the Mayor           | -                              | -                | 1.00             | 1.00             | 55,058            |          |
| <b>TOTAL FULL TIME HEADCOUNT</b> |   | <b>6.00</b>                    | <b>6.00</b>      | <b>7.00</b>      | <b>7.00</b>      | <b>353,682</b>    |          |
|                                  | <u>PART TIME POSITIONS</u>              | <u>HC</u>                      | <u>FTE's</u>     | <u>FTE's</u>     | <u>FTE's</u>     |                   |          |
| 0517                             | Administrative Assistant - P/T          | -                              | 0.75             | 0.75             | -                | -                 |          |
| <b>TOTAL PART TIME FTE's</b>     |   | <b>-</b>                       | <b>0.75</b>      | <b>0.75</b>      | <b>0.00</b>      | <b>0.00</b>       | <b>-</b> |
| <b>TOTAL</b>                     |   | <b>6.75</b>                    | <b>6.75</b>      | <b>7.00</b>      | <b>7.00</b>      | <b>\$ 353,682</b> |          |

**EXPENDITURE DETAIL**

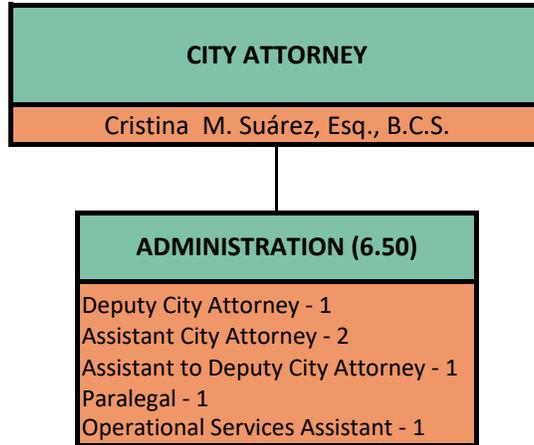
|   | 2020-2021         | 2021-2022         | 2022-2023         | 2023-2024         |
|---|-------------------|-------------------|-------------------|-------------------|
|   | ACTUAL            | ACTUAL            | BUDGET            | ESTIMATE          |
| 1000 Salaries                                 | \$ 256,748        | \$ 285,000        | \$ 309,923        | \$ 353,682        |
| 2000 Employee Benefits - See Other Cost Dist. | 162,272           | 210,734           | 258,620           | 291,147           |
| 4000 Travel - Local                           | 24,340            | 25,410            | 28,200            | 28,200            |
| 4001 Travel - Out-of-Town                     | 2,093             | 16,030            | 11,000            | 11,000            |
| 4400 Rental - Mach & Equip                    | 3,081             | 1,496             | -                 | 2,000             |
| 4500 General Liability Insurance              | 12,214            | 13,712            | 17,401            | 18,511            |
| 4633 Service Alloc - Gen Services             | 58,434            | 58,285            | 62,295            | 63,950            |
| 4700 Special Printed Forms                    | -                 | -                 | 300               | 300               |
| 4900 Misc Exp - Other                         | 3,968             | 3,504             | 12,000            | 12,000            |
| 4901 Misc Exp - Commission Group 1            | 307               | 4,068             | 2,750             | 10,000            |
| 4902 Misc Exp - Commission Group 2            | 2,071             | 4,982             | 5,000             | 10,000            |
| 4903 Misc Exp - Commission Group 3            | 2,404             | 5,315             | 5,000             | 10,000            |
| 4904 Misc Exp - Commission Group 4            | 4,798             | 2,072             | 5,000             | 10,000            |
| 4905 Misc Exp - Commission Group 5            | 409               | 2,500             | 5,000             | 10,000            |
| 5100 Supplies - Office                        | 5,666             | 3,562             | 10,000            | 10,000            |
| 5400 Membership Dues/Subscriptions            | 23,577            | 6,066             | 18,546            | 11,000            |
| 5500 Employee Training                        | -                 | 300               | 5,000             | 5,000             |
| 8206 Grants - Sister Cities                   | 58                | 1,500             | 4,000             | 4,000             |
| 9000 Interdept'l Alloc - Bldg Div             | (11,992)          | (15,694)          | (18,692)          | 1. (27,890)       |
| <b>TOTAL</b>                                  | <b>\$ 550,448</b> | <b>\$ 628,842</b> | <b>\$ 741,343</b> | <b>\$ 832,900</b> |

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

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

**CITY ATTORNEY**

**ORGANIZATION CHART**



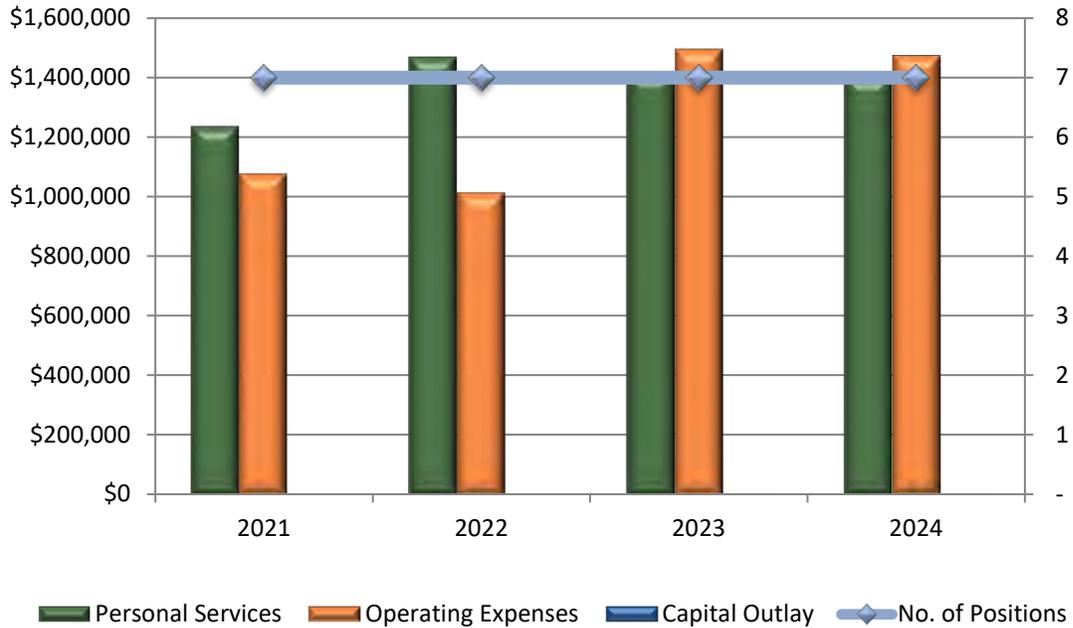
**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



**CITY ATTORNEY  
BUDGET AND POSITION SUMMARY**

|                         | <u>2020-2021<br/>ACTUAL</u> | <u>2021-2022<br/>ACTUAL</u> | <u>2022-2023<br/>BUDGET</u> | <u>2023-2024<br/>ESTIMATE</u> |
|-------------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| Salaries & Benefits     | 1,235,388                   | 1,467,208                   | 1,412,332                   | 1,401,983                     |
| Operating Expenses      | 1,076,478                   | 1,012,730                   | 1,495,425                   | 1,474,410                     |
| Capital Outlay          | -                           | -                           | 500                         | 500                           |
| <b>Total</b>            | <u><u>2,311,866</u></u>     | <u><u>2,479,938</u></u>     | <u><u>2,908,257</u></u>     | <u><u>2,876,893</u></u>       |
| <br>                    |                             |                             |                             |                               |
| Full Time Headcount     | <u>7.00</u>                 | <u>7.00</u>                 | <u>7.00</u>                 | <u>7.00</u>                   |
| Total Headcount & FTE's | <u><u>7.00</u></u>          | <u><u>7.00</u></u>          | <u><u>7.00</u></u>          | <u><u>7.00</u></u>            |

**EXPENDITURE/PERSONNEL COMPARISONS**



# City Attorney

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## Department Function:

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

## Department Goals:

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

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

**CITY ATTORNEY**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS**

- ✓ Prevailed in Mas Canosa v. City of Coral Gables, et al., with the Third District Court of Appeal affirming summary judgment in favor of the City in a challenge to the constitutionality of the City's use of Automatic License Plate Readers ("ALPRs"), a case having significant implications throughout the State of Florida and the country, as many police departments use ALPRs as an effective law enforcement tool.
- ✓ Guided City through various real estate transactions including a lease with Francesco Miracle Miles, LLC for a new restaurant at the City-owned property located at 278 Miracle Mile; and an amendment to lease with Actor's Playhouse Productions, Inc. regarding the City-owned property located at 280 Miracle Mile, commonly known as the Miracle Theater.
- ✓ Continued to assist the Community Recreation Department in complying with legal requirements relating to the management of the Coral Gables Country Club.
- ✓ Achieved compliance, pursuant to enforcement actions, from 3 additional properties on the City's Abandoned Property List.
- ✓ Negotiated fine reduction agreements in Code Enforcement and Construction Regulation Board cases which lead to over \$70,750 in collections between October 2022 and May 2023.
- ✓ Drafted numerous ordinances including amendments to the City Code to establish regulations for mobile food trucks, adding certain requirements for hotels/motels, adding preferences in the procurement processes for Miami-Dade County-based vendors, prohibiting smoking in City parks, and establishing certain requirements relating to undergrounding of utilities; and zoning code text amendments revising the provisions relating to the radius for providing mailed notice outside of the City limits, amending the vote requirement for the Planning and Zoning Board relating to comprehensive plan amendments, amending landscaping requirements as to planting height, and revising remote parking and payment-in-lieu processes and requirements.
- ✓ Assisted with resolutions and memorandums of understanding between the City, County, and other municipalities, including establishment of a revised peafowl mitigation policy as approved by Miami-Dade County and guiding the City through the process of transferring from Miami-Dade County the only remaining special taxing district not already under the control of the City.
- ✓ Assisted with setting and advocating for City's legislative priorities and proposing amendatory language in the City's interest.

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

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

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

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



001 GENERAL FUND  
CITY ATTORNEY  
0500 CITY ATTORNEY  
514 LEGAL COUNSEL

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

| CLASS.<br>NO.              | CLASSIFICATION<br>TITLE        | 2020-2021           | 2021-2022           | 2022-2023           | 2023-2024             |                   |
|----------------------------|--------------------------------|---------------------|---------------------|---------------------|-----------------------|-------------------|
|                            |                                | ACTUAL<br>HEADCOUNT | ACTUAL<br>HEADCOUNT | BUDGET<br>HEADCOUNT | ESTIMATE<br>HEADCOUNT | SALARIES          |
| <b>FULL TIME POSITIONS</b> |                                |                     |                     |                     |                       |                   |
| 8930                       | City Attorney                  | 1.00                | 1.00                | 1.00                | 1.00                  | \$ 242,071        |
| 0040                       | Deputy City Attorney           | 1.00                | 1.00                | 1.00                | 1.00                  | 163,069           |
| 0080                       | Assistant City Attorney        | 2.00                | 2.00                | 2.00                | 2.00                  | 297,142           |
| 0070                       | Paralegal                      | 1.00                | 1.00                | 1.00                | 1.00                  | 93,794            |
| 0048                       | Ass't to Deputy City Attorney  | 1.00                | 1.00                | 1.00                | 1.00                  | 72,454            |
| 0064                       | Operational Services Assistant | 1.00                | 1.00                | 1.00                | 1.00                  | 51,245            |
| 8888                       | Overtime                       | -                   | -                   | -                   | -                     | 8,000             |
| <b>TOTAL</b>               |                                | <b>7.00</b>         | <b>7.00</b>         | <b>7.00</b>         | <b>7.00</b>           | <b>\$ 927,775</b> |

**EXPENDITURE DETAIL**

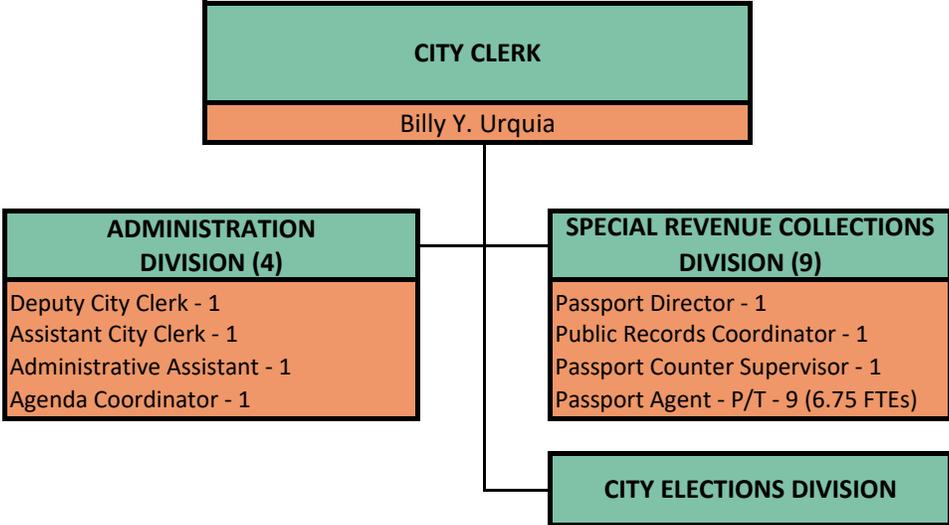
|   | 2020-2021           | 2021-2022           | 2022-2023           | 2023-2024           |
|---|---------------------|---------------------|---------------------|---------------------|
|   | ACTUAL              | ACTUAL              | BUDGET              | ESTIMATE            |
| 1000 Salaries                                 | \$ 854,461          | \$ 928,518          | \$ 965,447          | \$ 927,775          |
| 2000 Employee Benefits - See Other Cost Dist. | 380,927             | 538,690             | 446,885             | 474,208             |
| 3113 Prof Serv - Legal                        | 988,059             | 920,553             | 1,400,000           | 1,400,000           |
| 4010 Automobile Allowance                     | 28,392              | 30,135              | 29,886              | 29,886              |
| 4011 Mobile Phone Allowance                   | 5,920               | 780                 | -                   | -                   |
| 4400 Rental - Mach & Equip                    | 6,623               | 5,064               | 2,200               | 8,200               |
| 4500 General Liability Insurance              | 40,607              | 42,669              | 54,205              | 48,559              |
| 4633 Service Alloc - Gen Services             | 40,748              | 40,647              | 43,440              | 44,597              |
| 4701 Printing & Binding                       | 1,275               | 27                  | 730                 | 730                 |
| 4900 Misc Exp - Other                         | -                   | 1,450               | 500                 | 500                 |
| 4910 Misc Exp - Court & Investigate           | 20                  | 1,147               | 1,870               | 1,870               |
| 5100 Supplies - Office                        | 1,203               | 5,249               | 11,400              | 7,900               |
| 5400 Membership Dues/Subscriptions            | 15,294              | 23,412              | 18,500              | 18,500              |
| 5500 Employee Training                        | 1,441               | 6,697               | 6,500               | 10,000              |
| 6404 Equip Repl (Cap) - Office                | -                   | -                   | 500                 | 500                 |
| 9000 Interdept'l Alloc - Bldg Div             | (53,104)            | (65,100)            | (73,806)            | 1. (96,332)         |
| <b>TOTAL</b>                                  | <b>\$ 2,311,866</b> | <b>\$ 2,479,938</b> | <b>\$ 2,908,257</b> | <b>\$ 2,876,893</b> |

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

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

**CITY CLERK**

**ORGANIZATION CHART**



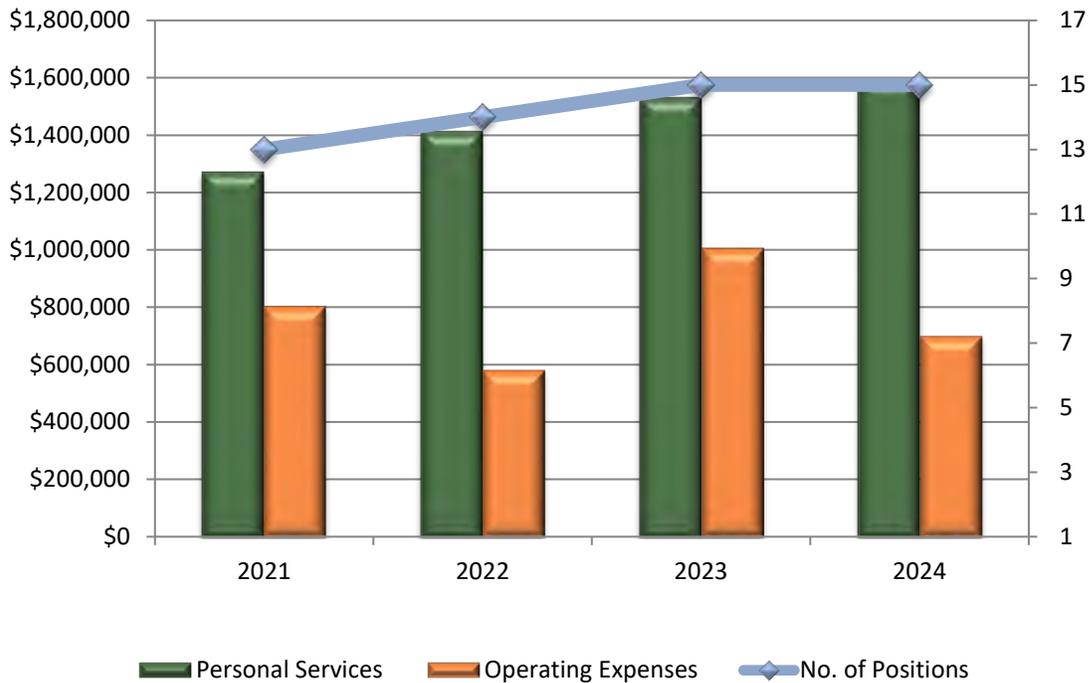
**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



**CITY CLERK  
BUDGET AND POSITION SUMMARY**

|                                    | <b>2020-2021<br/>ACTUAL</b> | <b>2021-2022<br/>ACTUAL</b> | <b>2022-2023<br/>BUDGET</b> | <b>2023-2024<br/>ESTIMATE</b> |
|------------------------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| <b>Salaries &amp; Benefits</b>     | 1,271,840                   | 1,413,237                   | 1,529,869                   | 1,593,156                     |
| <b>Operating Expenses</b>          | 803,758                     | 581,386                     | 1,006,184                   | 699,515                       |
| <b>Total</b>                       | <u>2,075,598</u>            | <u>1,994,623</u>            | <u>2,536,053</u>            | <u>2,292,671</u>              |
| <b>Full Time Headcount</b>         | 8.00                        | 8.00                        | 8.00                        | 8.00                          |
| <b>Part Time FTE's</b>             | 4.50                        | 6.00                        | 6.75                        | 6.75                          |
| <b>Total Headcount &amp; FTE's</b> | <u>12.50</u>                | <u>14.00</u>                | <u>14.75</u>                | <u>14.75</u>                  |

**EXPENDITURE/PERSONNEL COMPARISONS**



# City Clerk

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## Department Function:

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

## Department Goals:

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

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

**CITY CLERK**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS**

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



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

**CITY CLERK**

| INDICATOR:                                   | FY22   |        |        | FY23   |        | FY24   |
|--|--------|--------|--------|--------|--------|--------|
|  | TARGET | ACTUAL | STATUS | TARGET | YTD    | TARGET |
| Passport applications processed              | 18,000 | 26,196 | ●      | 20,000 | 10,888 | 20,000 |
| Photographic prints provided                 | 8,000  | 13,200 | ●      | 8,000  | 7,650  | 10,000 |
| Amount collected from Lobbyist Registration  | 15,000 | 46,250 | ●      | 15,000 | 29,250 | 20,000 |
| Number of Principals registered <sup>1</sup> | 40     | 76     | ●      | 45     | 28     | 50     |

**Legend**

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

**Notes:**

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



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



001 GENERAL FUND  
CITY CLERK  
0600 CITY CLERK  
511 LEGISLATIVE

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

| CLASS.<br>NO. | CLASSIFICATION<br>TITLE<br>FULL TIME POSITIONS | 2020-2021           | 2021-2022           | 2022-2023           | 2023-2024             |                   |
|---------------|--|---------------------|---------------------|---------------------|-----------------------|-------------------|
|               |  | ACTUAL<br>HEADCOUNT | ACTUAL<br>HEADCOUNT | BUDGET<br>HEADCOUNT | ESTIMATE<br>HEADCOUNT | SALARIES          |
| 8940          | City Clerk                                     | 1.00                | 1.00                | 1.00                | 1.00                  | \$ 160,406        |
| 0600          | Deputy City Clerk                              | 1.00                | 1.00                | 1.00                | 1.00                  | 140,682           |
| 0623          | Assistant City Clerk                           | 1.00                | 1.00                | 1.00                | 1.00                  | 114,665           |
| 0035          | Agenda Coordinator                             | 1.00                | 1.00                | 1.00                | 1.00                  | 74,703            |
| 0602          | Administrative Assistant                       | 1.00                | 1.00                | 1.00                | 1.00                  | 67,329            |
| <b>TOTAL</b>  |  | <b>5.00</b>         | <b>5.00</b>         | <b>5.00</b>         | <b>5.00</b>           | <b>\$ 557,785</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021         | 2021-2022         | 2022-2023           | 2023-2024           |
|---|-------------------|-------------------|---------------------|---------------------|
|   | ACTUAL            | ACTUAL            | BUDGET              | ESTIMATE            |
| 1000 Salaries                                 | \$ 463,106        | \$ 511,120        | \$ 539,747          | \$ 557,785          |
| 2000 Employee Benefits - See Other Cost Dist. | 273,440           | 299,936           | 313,448             | 315,353             |
| 3118 Prof Serv - Misc/Other                   | 29,824            | 50,150            | 53,063              | 52,083              |
| 4010 Automobile Allowance                     | 11,727            | 12,447            | 12,344              | 12,344              |
| 4011 Mobile Phone Allowance                   | 1,140             | 260               | -                   | -                   |
| 4400 Rental - Mach & Equip                    | 8,200             | 4,680             | 3,520               | 4,000               |
| 4500 General Liability Insurance              | 21,310            | 22,049            | 30,304              | 29,194              |
| 4633 Service Alloc - Gen Services             | 33,146            | 33,065            | 35,336              | 36,277              |
| 4830 Promo Expense - Advertising              | 13,959            | 15,802            | 20,000              | 20,000              |
| 4900 Misc Exp - Other                         | 5,151             | 4,767             | 7,700               | 7,300               |
| 5100 Supplies - Office                        | 1,984             | 2,983             | 5,900               | 7,620               |
| 5400 Membership Dues/Subscriptions            | 2,180             | 1,725             | 2,190               | 2,550               |
| 5500 Employee Training                        | 1,893             | 3,614             | 12,000              | 15,500              |
| 9000 Interdept'l Alloc - Bldg Div             | -                 | -                 | -                   | 1. (34,344)         |
| <b>TOTAL</b>                                  | <b>\$ 867,060</b> | <b>\$ 962,598</b> | <b>\$ 1,035,552</b> | <b>\$ 1,025,662</b> |

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

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



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE     | 2020-2021           | 2021-2022           | 2022-2023           | 2023-2024             |                   |
|----------------------------------|-----------------------------|---------------------|---------------------|---------------------|-----------------------|-------------------|
|                                  |                             | ACTUAL<br>HEADCOUNT | ACTUAL<br>HEADCOUNT | BUDGET<br>HEADCOUNT | ESTIMATE<br>HEADCOUNT | SALARIES          |
| <b>FULL TIME POSITIONS</b>       |                             |                     |                     |                     |                       |                   |
| 0607                             | Passport Director           | 1.00                | 1.00                | 1.00                | 1.00                  | \$ 128,185        |
| 0136                             | Public Records Coordinator  | 1.00                | 1.00                | 1.00                | 1.00                  | 56,399            |
| 0599                             | Passport Counter Supervisor | 1.00                | 1.00                | 1.00                | 1.00                  | 68,302            |
| 8888                             | Overtime                    | -                   | -                   | -                   | -                     | 6,000             |
| <b>TOTAL FULL TIME HEADCOUNT</b> |                             | <b>3.00</b>         | <b>3.00</b>         | <b>3.00</b>         | <b>3.00</b>           | <b>258,886</b>    |
| <b>PART TIME POSITIONS</b>       |                             |                     |                     |                     |                       |                   |
|                                  | TITLE                       | HC                  | FTE's               | FTE's               | FTE's                 | FTE's             |
| 9027                             | Passport Clerk - P/T        | 9.00                | 3.75                | 5.25                | 6.75                  | 6.75              |
| 0087                             | Intern - P/T                | -                   | 0.75                | 0.75                | -                     | -                 |
| <b>TOTAL PART TIME FTE's</b>     |                             | <b>9.00</b>         | <b>4.50</b>         | <b>6.00</b>         | <b>6.75</b>           | <b>6.75</b>       |
| <b>TOTAL</b>                     |                             | <b>7.50</b>         | <b>9.00</b>         | <b>9.75</b>         | <b>9.75</b>           | <b>\$ 533,544</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021         | 2021-2022           | 2022-2023           | 2023-2024           |
|---|-------------------|---------------------|---------------------|---------------------|
|   | ACTUAL            | ACTUAL              | BUDGET              | ESTIMATE            |
| 1000 Salaries                                 | \$ 376,136        | \$ 430,823          | \$ 510,889          | \$ 533,544          |
| 2000 Employee Benefits - See Other Cost Dist. | 159,158           | 171,298             | 165,785             | 186,474             |
| 3118 Prof Serv - Misc/Other                   | 61,071            | 61,412              | 62,100              | 68,400              |
| 4010 Automobile Allowance                     | 3,703             | 3,931               | 3,898               | 3,898               |
| 4400 Rental - Mach & Equip                    | 3,528             | 2,513               | 750                 | 4,750               |
| 4500 General Liability Insurance              | 19,104            | 18,910              | 28,684              | 27,925              |
| 4633 Service Alloc - Gen Services             | 35,467            | 35,380              | 37,811              | 38,818              |
| 4908 Misc Exp - Passport                      | 7,026             | 6,248               | 7,500               | 7,500               |
| 4913 Misc Exp - Lobbyist Reg & Fees           | 329               | -                   | -                   | -                   |
| 4914 Misc Exp - Document Filing Fee           | 236,037           | 284,590             | 331,084             | 380,000             |
| 5202 Supplies - Chemicals & Photo             | 7,132             | 13,366              | 7,000               | 9,700               |
| <b>TOTAL</b>                                  | <b>\$ 908,691</b> | <b>\$ 1,028,471</b> | <b>\$ 1,155,501</b> | <b>\$ 1,261,009</b> |

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



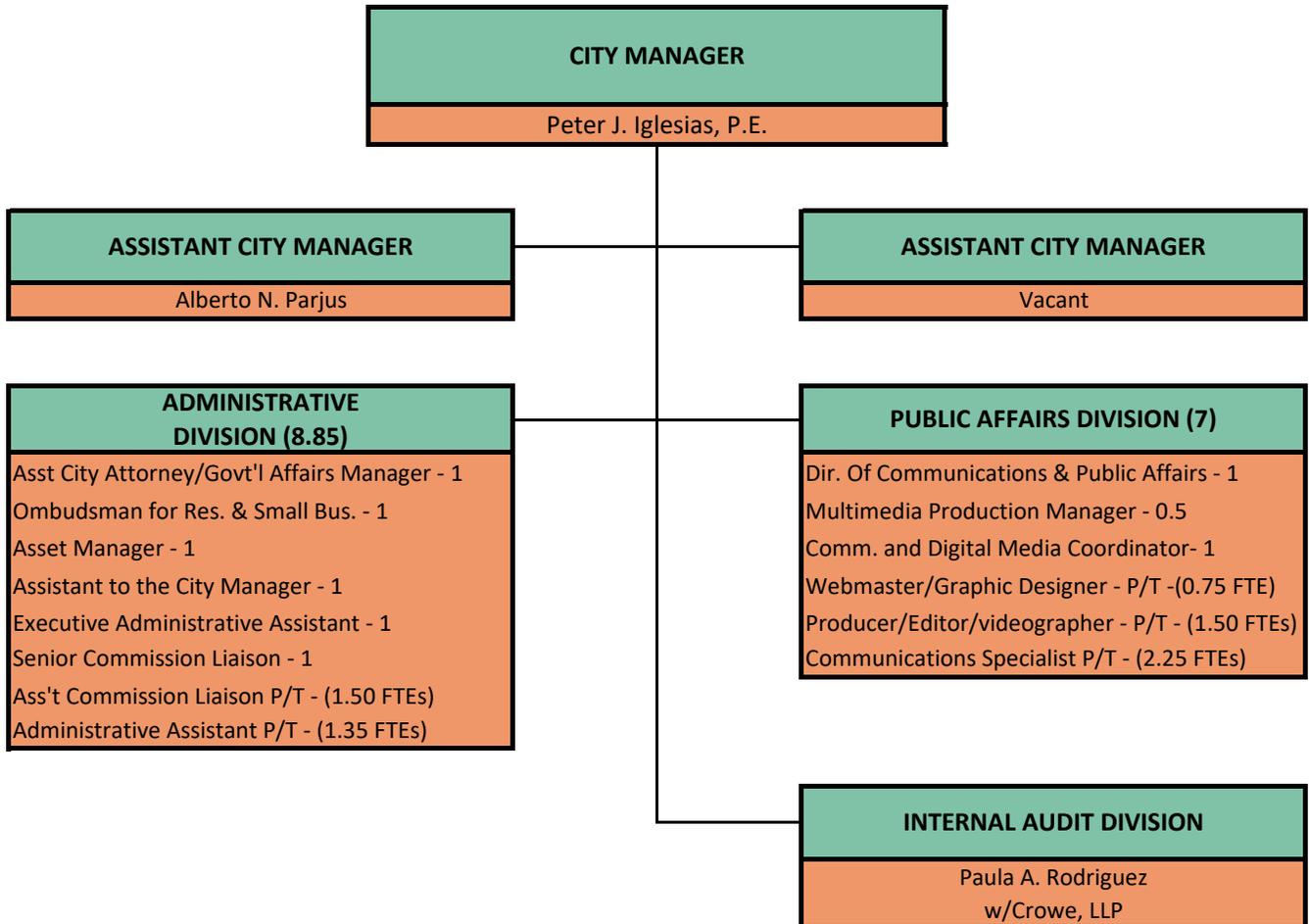
001 GENERAL FUND  
**CITY CLERK**  
**0610 CITY ELECTIONS**  
 511 LEGISLATIVE

**EXPENDITURE DETAIL**

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

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

**CITY MANAGER  
ORGANIZATION CHART**



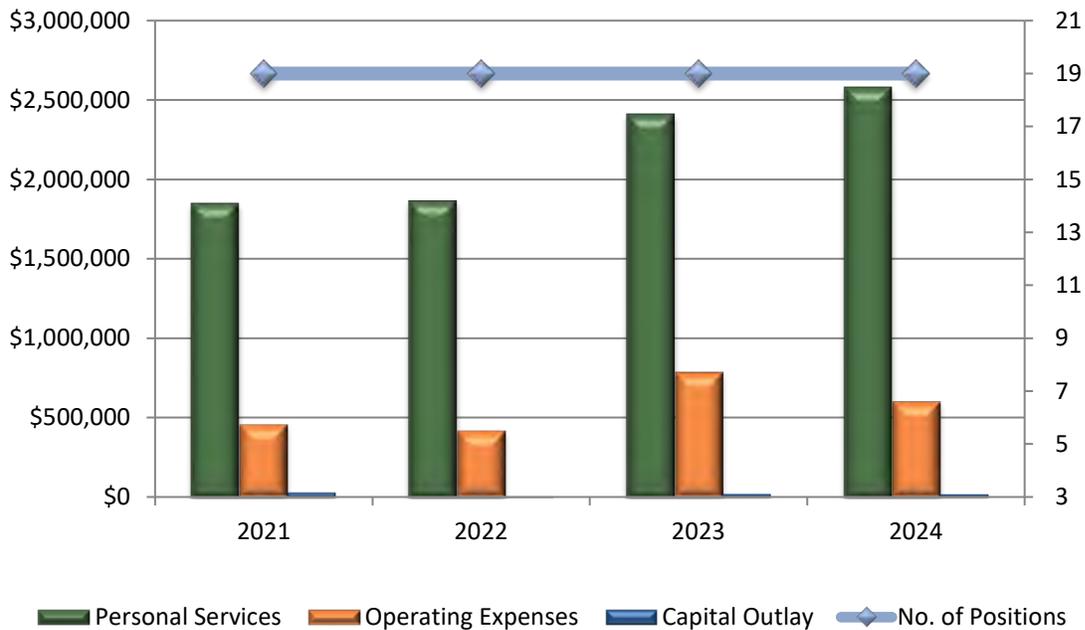
**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



**CITY MANAGER  
BUDGET AND POSITION SUMMARY**

|                                    | <b>2020-2021<br/>ACTUAL</b> | <b>2021-2022<br/>ACTUAL</b> | <b>2022-2023<br/>BUDGET</b> | <b>2023-2024<br/>ESTIMATE</b> |
|------------------------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| <b>Salaries &amp; Benefits</b>     | 1,848,677                   | 1,865,205                   | 2,410,274                   | 2,579,156                     |
| <b>Operating Expenses</b>          | 458,538                     | 420,940                     | 787,092                     | 602,545                       |
| <b>Capital Outlay</b>              | 29,883                      | 6,394                       | 21,000                      | 19,000                        |
| <b>Total</b>                       | <u>2,354,598</u>            | <u>2,293,027</u>            | <u>3,242,879</u>            | <u>3,200,701</u>              |
| <br>                               |                             |                             |                             |                               |
| <b>Full Time Headcount</b>         | 12.50                       | 12.50                       | 11.50                       | 11.50                         |
| <b>Part Time FTE's</b>             | 6.60                        | 6.60                        | 7.35                        | 7.35                          |
| <b>Total Headcount &amp; FTE's</b> | <u>19.10</u>                | <u>19.10</u>                | <u>18.85</u>                | <u>18.85</u>                  |

**EXPENDITURE/PERSONNEL COMPARISONS**



# City Manager's Office

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## Department Function:

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

## Department Goals:

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

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

**CITY MANAGER'S OFFICE**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS**

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

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

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

- ✓ Continued to provide executive-level oversight and strategic leadership in the construction of the Mobility Hub, previously known as Parking Garage 1. Procurement process for the project began and construction was slated for the end of FY23.
- ✓ Issued several Administrative Orders and Implementing Orders to establish clear best practice standards for future reference. These included Implementing Orders for the Leasing Policy, the Signature Hurricane Protection Program, and the Flag Program among others.
- ✓ Provided executive-level oversight and strategic leadership in the implementation of Infor, the City's new financial system which replaced Eden on April 3, 2023.
- ✓ Continued to provide executive-level oversight and strategic leadership in the implementation and troubleshooting of EnerGov, the City's new electronic plans review and code enforcement modules system.
- ✓ Continued to provide executive-level oversight and strategic leadership in the citywide broadband and public Wi-Fi expansion project.
- ✓ Secured record amount of State and Federal grant funding for various projects through legislative efforts.
- ✓ Assisted in the formulation of the City's 2023 legislative agenda and provided strategic leadership and oversight of the City's lobbying efforts at the State and Federal level.
- ✓ Continued to provide executive level oversight and guidance in working with several city departments to ensure maximum reimbursement of the City's COVID related expenses by the Federal Government through Miami-Dade County.
- ✓ Provided oversight and guidance in drafting numerous significant legislative items that were adopted by the City Commission.
- ✓ Oversaw the development and launch of the 2023 Community Engagement Survey.
- ✓ Continued to develop the Keep Coral Gables Beautiful program hosting over 45 community events.
- ✓ Negotiated and executed a new lease for the city-owned iconic, historic Miracle Theater property on Miracle Mile with renowned Chef Franco Danovaro to open Francesco Restaurant that includes an initial \$1,450,000 tenant investment for improvements to the city's property.

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

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

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

**OFFICE OF COMMUNICATIONS AND PUBLIC AFFAIRS**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS**

- ✓ Made significant improvements to the new website through both the back end and new requests made to the vendor. This resulted in better search results, graphics display, design, and organization for departments, among other improvements.
- ✓ Continued to grow social media following and engagement including growing LinkedIn by 44% and reaching more than 60,000 followers on Instagram.
- ✓ Continued planning city's centennial with an oral history project and meeting with city boards and committees.
- ✓ Developed Fact Sheets on city departments and issues.
- ✓ Published E-News, a weekly newsletter disseminating important information to residents. The city's open rate is 45% which is 8% higher than the average local government rate.

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

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

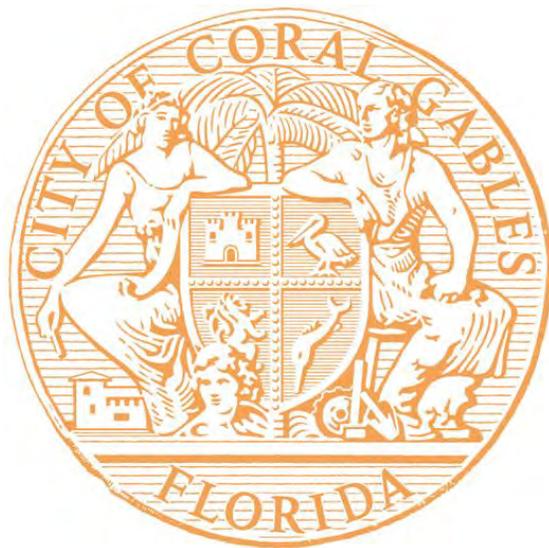
- ✓ Assisted with Legislative outreach and coordinated reception in partnership with the Coral Gables Chamber of Commerce.
- ✓ Continued placement of monthly articles in South Gables Living and Gables Living magazines at no cost to the city.
- ✓ Continued media outreach ensuring that Coral Gables is included in coverage.
- ✓ Reviewed social media sentiment and daily media coverage flagging potential issues.
- ✓ Adapted Social Media posts to more “Story” and “Reel” content.
- ✓ Created “Swale Responsibly” campaign to better inform residents of proper trash pit usage.
- ✓ Highlighted businesses and non-profits with “Why Coral Gables” campaign.
- ✓ Reviewed all outgoing flyers, newsletters and mailers.
- ✓ Coordinated the ribbon cutting ceremony of the Development Services Center.
- ✓ Coordinated the 2023-25 City Commission and new City Attorney Swearing In ceremonies.
- ✓ Created new tutorials for residents on how to use online permitting.
- ✓ Promoted city programs and projects including “Moon Over the Gables”, Women’s History Month, the Farmers Market, Tour of Kitchens 2023, Recycle Your Holiday Tree, Santa Claus and Easter Egg Hunt, and Keep Coral Gables Beautiful.
- ✓ Updated newly established emergency notification program in conjunction with the Fire Department and the Office of Emergency Management which expands outreach to residents. Gave Emergency Management Inference phone message training.
- ✓ Updated hurricane preparedness brochure and graphics and created evergreen social media posts and videos for future emergencies.
- ✓ Coordinated public outreach for the 2023 City of Coral Gables biennial elections.
- ✓ Highlighted team members in social media during Mother’s Day and Father’s Day, Labor Day as well as employees and/or departments receiving special awards and recognitions.
- ✓ Coordinated the addition of more facility and beauty photo assets.
- ✓ Began the archival process for all past meetings recorded on tapes and VHS in conjunction with the City Clerk’s Office.

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

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

- ✓ Advanced the city's Flood Program for Public Information plan. This involves various assignments designated by the PPI committee such as showcasing flood information and brochures to resident filled areas such as the Rec center and City Hall and mailing out information to residents in special flood hazard zones.
- ✓ Publicized the appointments of the new Assistant Director for Mobility and Sustainability, Assistant Director for Solid Waste Management, Director of Economic Development and Director Historic Preservation and Cultural Resources.





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



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

**PERSONNEL SCHEDULE**

| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE                   | NUMBER OF AUTHORIZED POSITIONS |                  |                  |                  |                     |
|----------------------------------|---|--------------------------------|------------------|------------------|------------------|---------------------|
|                                  |   | 2020-2021                      | 2021-2022        | 2022-2023        | 2023-2024        |                     |
|                                  |   | ACTUAL                         | ACTUAL           | BUDGET           | ESTIMATE         | SALARIES            |
| <u>FULL TIME POSITIONS</u>       |   | <u>HEADCOUNT</u>               | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> |                     |
| 8950                             | City Manager                              | 1.00                           | 1.00             | 1.00             | 1.00             | \$ 283,844          |
| 0630                             | Assistant City Mgr                        | 1.00                           | 1.00             | 1.00             | 1.00             | 185,662             |
| 0631                             | Assistant City Mgr                        | 1.00                           | 1.00             | 1.00             | 1.00             | 182,692             |
| 0629                             | Asst City Attorney/Govt'l Affairs Manager | 1.00                           | 1.00             | 1.00             | 1.00             | 139,732             |
| 0076                             | Ombudsman for Res. & Small Bus.           | 1.00                           | 1.00             | 1.00             | 1.00             | 92,876              |
| 0646                             | Asset Manager                             | 1.00                           | 1.00             | 1.00             | 1.00             | 127,727             |
| 0071                             | Assistant to the City Manager             | 1.00                           | 1.00             | 1.00             | 1.00             | 75,445              |
| 0137                             | Executive Administrative Assistant        | 1.00                           | 1.00             | 1.00             | 1.00             | 55,034              |
| 0625                             | Senior Commission Liaison                 | -                              | -                | 1.00             | 1.00             | 55,638              |
| 0604                             | Commission Liaison                        | 2.00                           | 2.00             | -                | -                | -                   |
| 8888                             | Overtime                                  | -                              | -                | -                | -                | 12,000              |
| <b>TOTAL FULL TIME HEADCOUNT</b> |   | <b>10.00</b>                   | <b>10.00</b>     | <b>9.00</b>      | <b>9.00</b>      | <b>1,210,650</b>    |
| <u>PART TIME POSITIONS</u>       |   | <u>HC</u>                      | <u>FTE's</u>     | <u>FTE's</u>     | <u>FTE's</u>     | <u>FTE's</u>        |
| 0608                             | Asst Commission Liaison                   | 2.00                           | 0.75             | 0.75             | 1.50             | 68,447              |
| 6101                             | Administrative Assistant - P/T            | 2.00                           | 1.35             | 1.35             | 1.35             | 72,940              |
| <b>TOTAL PART TIME FTE's</b>     |   | <b>4.00</b>                    | <b>2.10</b>      | <b>2.10</b>      | <b>2.85</b>      | <b>141,387</b>      |
| <b>TOTAL</b>                     |   | <b>12.10</b>                   | <b>12.10</b>     | <b>11.85</b>     | <b>11.85</b>     | <b>\$ 1,352,037</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021  | 2021-2022  | 2022-2023    | 2023-2024    |
|---|------------|------------|--------------|--------------|
|   | ACTUAL     | ACTUAL     | BUDGET       | ESTIMATE     |
| 1000 Salaries                                 | \$ 847,548 | \$ 809,844 | \$ 1,236,891 | \$ 1,352,037 |
| 2000 Employee Benefits - See Other Cost Dist. | 423,656    | 530,550    | 574,637      | 598,135      |
| 3118 Prof Serv - Misc/Other                   | 70,432     | 35,239     | 117,000      | 126,000      |
| 4001 Travel - Out-of-Town                     | 1,787      | 10,050     | 12,000       | 12,000       |
| 4010 Automobile Allowance                     | 17,618     | 15,761     | 18,841       | 18,841       |
| 4011 Mobile Phone Allowance                   | 1,100      | -          | -            | -            |
| 4400 Rental - Mach & Equip                    | 3,454      | 3,688      | 3,000        | 6,500        |
| 4500 General Liability Insurance              | 43,202     | 51,768     | 69,445       | 70,764       |
| 4630 Service Alloc - Flt Mgmt - Opr           | -          | -          | -            | 2,202        |
| 4631 Service Alloc - Flt Mgmt - Rpl           | -          | -          | -            | 2,786        |
| 4632 Service Alloc - Flt - Fuel               | -          | -          | -            | 358          |
| 4633 Service Alloc - Gen Services             | 30,592     | 30,516     | 32,613       | 33,482       |
| 4701 Printing & Binding                       | 822        | 2,714      | 8,930        | 8,930        |
| 4900 Misc Exp - Other                         | 2,749      | 8,642      | 10,000       | 10,000       |

**EXPENDITURE DETAIL**

|                                    | <u>2020-2021</u><br><u>ACTUAL</u> | <u>2021-2022</u><br><u>ACTUAL</u> | <u>2022-2023</u><br><u>BUDGET</u> | <u>2023-2024</u><br><u>ESTIMATE</u> |
|------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-------------------------------------|
| 5100 Supplies - Office             | 3,843                             | 4,838                             | 8,000                             | 8,000                               |
| 5222 Uniform - Purchase/Rental     | 902                               | 1,017                             | 1,400                             | 1,400                               |
| 5400 Membership Dues/Subscriptions | 12,275                            | 10,930                            | 23,070                            | 23,070                              |
| 5500 Employee Training             | 2,220                             | 3,448                             | 9,000                             | 9,000                               |
| 8003 Grants - Private              | 17,500                            | 488                               | 24,513                            | -                                   |
| 9000 Interdept'l Alloc - Bldg Div  | (30,774)                          | (43,712)                          | (52,793)                          | 1. (73,986)                         |
| 9901 Contingency - Soft Reductions | <u>-</u>                          | <u>-</u>                          | <u>25,000</u>                     | <u>-</u>                            |
| <b>TOTAL</b>                       | <b><u>\$ 1,448,926</u></b>        | <b><u>\$ 1,475,781</u></b>        | <b><u>\$ 2,121,547</u></b>        | <b><u>\$ 2,209,519</u></b>          |

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

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



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

**PERSONNEL SCHEDULE**

| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE                     | NUMBER OF AUTHORIZED POSITIONS |                  |                  |                  |                   |
|----------------------------------|---|--------------------------------|------------------|------------------|------------------|-------------------|
|                                  |   | 2020-2021                      | 2021-2022        | 2022-2023        | 2023-2024        |                   |
|                                  |   | ACTUAL                         | ACTUAL           | BUDGET           | ESTIMATE         | SALARIES          |
| <b>FULL TIME POSITIONS</b>       |   | <b>HEADCOUNT</b>               | <b>HEADCOUNT</b> | <b>HEADCOUNT</b> | <b>HEADCOUNT</b> |                   |
| 0621                             | Director of Communications & Public Affairs | 1.00                           | 1.00             | 1.00             | 1.00             | \$ 137,175        |
| 0615                             | Multimedia Production Pgm Coord             | 0.50                           | 0.50             | 0.50             | 0.50             | 49,763            |
| 0624                             | Comm & Digital Media Coordinator            | 1.00                           | 1.00             | 1.00             | 1.00             | 60,487            |
| <b>TOTAL FULL TIME HEADCOUNT</b> |   | <b>2.50</b>                    | <b>2.50</b>      | <b>2.50</b>      | <b>2.50</b>      | <b>247,425</b>    |
| <b>PART TIME POSITIONS</b>       |   | <b>HC</b>                      | <b>FTE's</b>     | <b>FTE's</b>     | <b>FTE's</b>     |                   |
| 0110                             | Webmaster/Graphic Designer - P/T            | 1.00                           | 0.75             | 0.75             | 0.75             | 42,638            |
| 9010                             | Producer/Editor/videographer - P/T          | -                              | 1.50             | 1.50             | 1.50             | 90,330            |
| 5047                             | Communications Spec - P/T                   | 3.00                           | 2.25             | 2.25             | 2.25             | 130,898           |
| <b>TOTAL PART TIME FTE's</b>     |   | <b>4.00</b>                    | <b>4.50</b>      | <b>4.50</b>      | <b>4.50</b>      | <b>263,866</b>    |
| <b>TOTAL</b>                     |   | <b>7.00</b>                    | <b>7.00</b>      | <b>7.00</b>      | <b>7.00</b>      | <b>\$ 511,291</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021  | 2021-2022  | 2022-2023  | 2023-2024  |
|---|------------|------------|------------|------------|
|   | ACTUAL     | ACTUAL     | BUDGET     | ESTIMATE   |
| 1000 Salaries                                 | \$ 400,076 | \$ 390,738 | \$ 480,450 | \$ 511,291 |
| 2000 Employee Benefits - See Other Cost Dist. | 177,397    | 134,073    | 118,296    | 117,693    |
| 3103 Prof Serv - Contracted Staff             | -          | -          | 5,500      | 3,500      |
| 3106 Prof Serv - Events                       | -          | -          | 40,000     | -          |
| 3118 Prof Serv - Misc/Other                   | 38,594     | 62,072     | 88,697     | 92,180     |
| 4001 Travel - Out-of-Town                     | -          | 1,910      | 1,000      | 1,000      |
| 4010 Automobile Allowance                     | 3,703      | 3,931      | 3,898      | 3,898      |
| 4011 Mobile Phone Allowance                   | 1,040      | 260        | -          | -          |
| 4400 Rental - Mach & Equip                    | 5,296      | 2,698      | 3,400      | 6,900      |
| 4500 General Liability Insurance              | 25,882     | 21,545     | 26,975     | 26,760     |
| 4610 Repair/Maint - Office Equip              | 2,000      | -          | 1,500      | 1,500      |
| 4611 Repair/Maint - Oper Equip                | 4,000      | -          | -          | -          |
| 4630 Service Alloc - Flt Mgmt - Opr           | 50,095     | 57,121     | 17,735     | 518        |
| 4631 Service Alloc - Flt Mgmt - Rpl           | -          | -          | 44,969     | 6,165      |
| 4632 Service Alloc - Flt - Fuel               | -          | -          | -          | 353        |
| 4633 Service Alloc - Gen Services             | 45,544     | 45,432     | 48,554     | 49,847     |
| 4701 Printing & Binding                       | 5,609      | 10,007     | 17,900     | 15,950     |

**EXPENDITURE DETAIL**

|                                     | <u>2020-2021</u><br><u>ACTUAL</u> | <u>2021-2022</u><br><u>ACTUAL</u> | <u>2022-2023</u><br><u>BUDGET</u> | <u>2023-2024</u><br><u>ESTIMATE</u> |
|-------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-------------------------------------|
| 4830 Promo Expense - Advertising    | 27,399                            | 30,641                            | 41,400                            | 49,500                              |
| 4900 Misc Exp - Other               | 9,259                             | 1,391                             | 2,000                             | 3,367                               |
| 4912 Misc Exp - Taxes & Fees        | 434                               | 986                               | 3,150                             | 2,250                               |
| 5100 Supplies - Office              | 6,052                             | 3,943                             | 7,500                             | 5,000                               |
| 5206 Supplies - Food - Event/Resale | 309                               | 450                               | 4,030                             | 3,580                               |
| 5220 Uniform - Allowance            | 1,580                             | 637                               | 1,350                             | 200                                 |
| 5231 Equipment (Oper) - Minor/Tools | 2,208                             | -                                 | 1,000                             | -                                   |
| 5400 Membership Dues/Subscriptions  | 847                               | 1,469                             | 560                               | 560                                 |
| 5500 Employee Training              | -                                 | 1,085                             | 3,000                             | 2,000                               |
| 6405 Equip Repl (Cap) - Misc        | 19,966                            | 3,953                             | 15,000                            | 15,000                              |
| 6425 Equip Adds (Cap) - Misc        | 9,917                             | 2,441                             | 6,000                             | 4,000                               |
| 9000 Interdept'l Alloc - Bldg Div   | (22,647)                          | (21,690)                          | (24,388)                          | 1. (29,906)                         |
| 9901 Contingency - Soft Reductions  | -                                 | -                                 | 40,000                            | -                                   |
| <b>TOTAL</b>                        | <b><u>\$ 814,560</u></b>          | <b><u>\$ 755,093</u></b>          | <b><u>\$ 999,476</u></b>          | <b><u>\$ 893,106</u></b>            |

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

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



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

**EXPENDITURE DETAIL**

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

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

## Action Plan Worksheet



**Action Plan Owner:** Solanch Lopez, Marketing Manager

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

**Strategic plan alignment:**

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

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

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

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

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

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

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

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

**Frequency & venue of review**

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

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

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

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

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

## Action Plan Worksheet



**Action Plan Owner:** Solanch Lopez, Marketing Manager

**Action Plan Name:** 1.1.2-1 Increase satisfaction levels on transactional surveys to 90<sup>th</sup> percentile by 2025

**Strategic plan alignment** (Supports which Objectives and Goals)

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

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

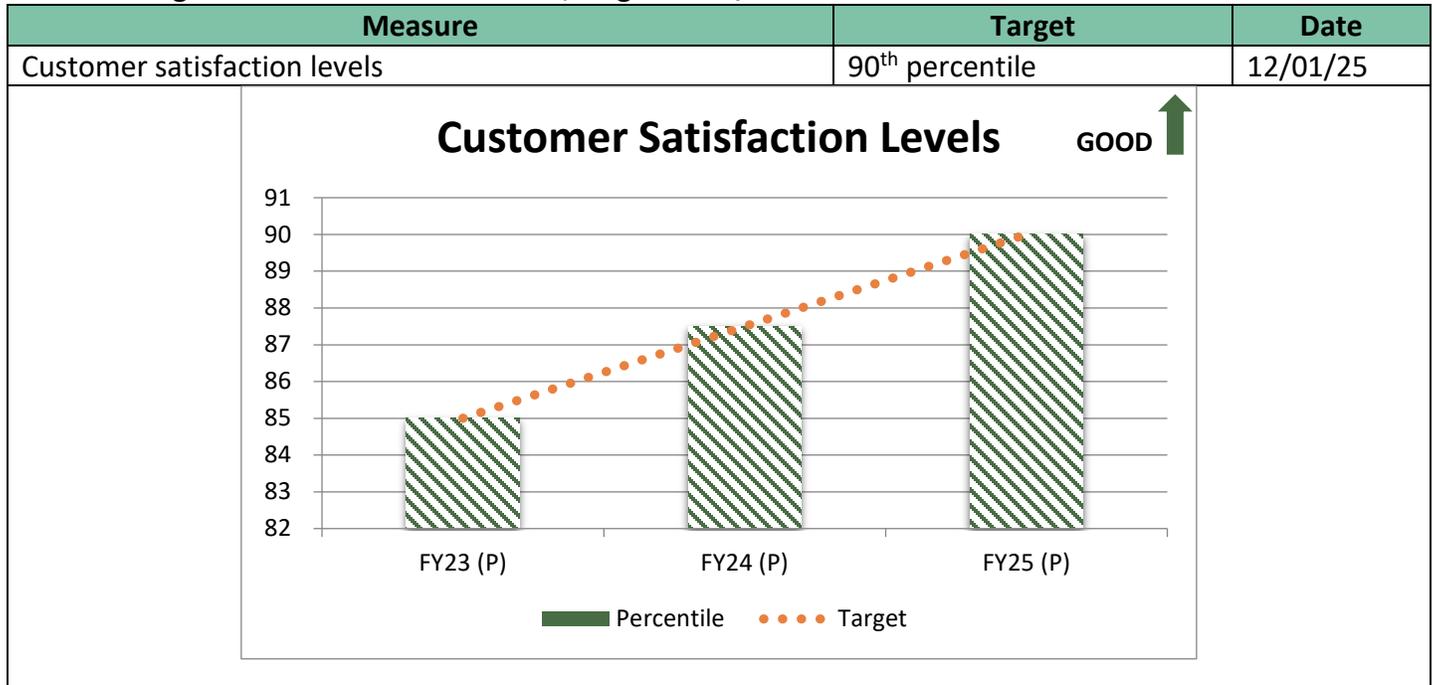
| What must be done   | By When  | How will it be evident                          |
|---|----------|---|
| Contract with consultant to continue departmental transaction surveys (new consultant or renew with existing) | 05/01/22 | Professional Services Agreement with consultant |
| Update/develop additional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

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

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

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

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



**Frequency & venue of review**

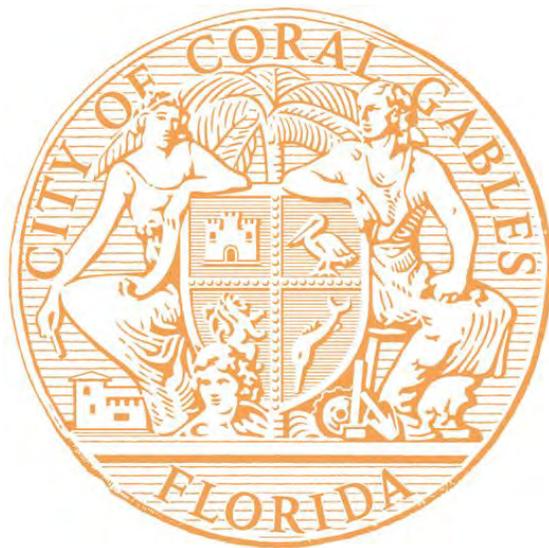
- Monthly review with involved department directors/assistant directors
- Quarterly review with City Manager

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

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

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

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

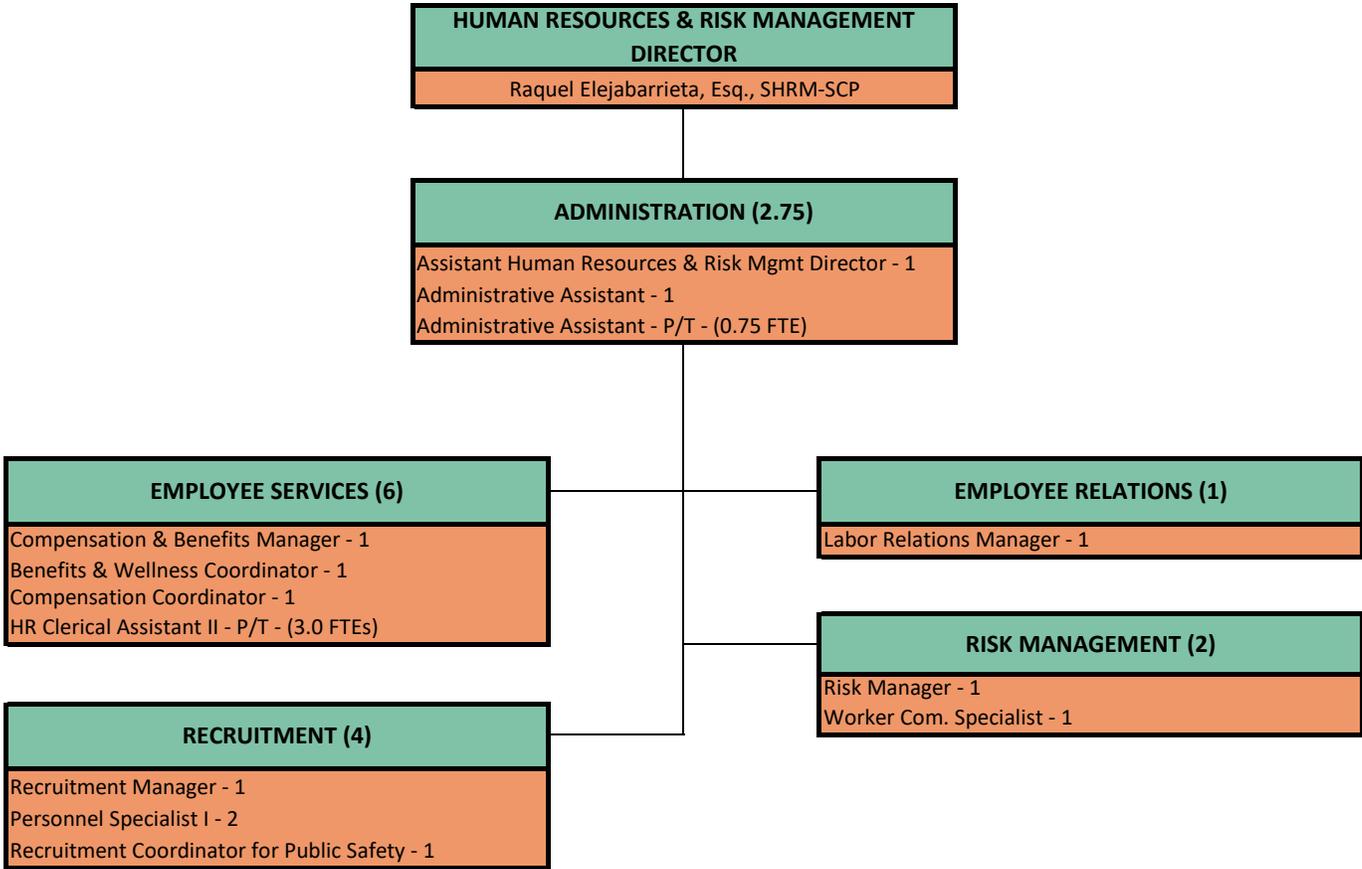


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**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**

**HUMAN RESOURCES & RISK MANAGEMENT**

**ORGANIZATION CHART**



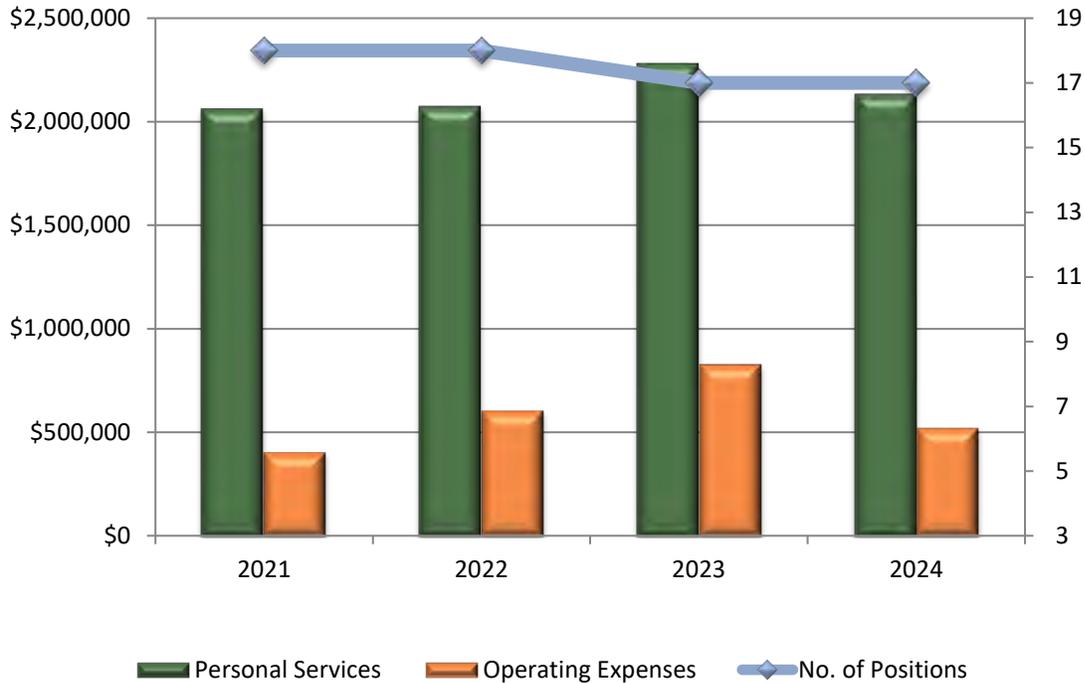
**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



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

|                                    | <u>2020-2021<br/>ACTUAL</u> | <u>2021-2022<br/>ACTUAL</u> | <u>2022-2023<br/>BUDGET</u> | <u>2023-2024<br/>ESTIMATE</u> |
|------------------------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| Salaries & Benefits                | 2,062,715                   | 2,074,762                   | 2,280,439                   | 2,132,809                     |
| Operating Expenses                 | 406,330                     | 606,362                     | 829,002                     | 523,515                       |
| <b>Total</b>                       | <b>2,469,045</b>            | <b>2,681,124</b>            | <b>3,109,441</b>            | <b>2,656,324</b>              |
| <br>                               |                             |                             |                             |                               |
| Full Time Headcount                | 14.00                       | 14.00                       | 13.00                       | 13.00                         |
| Part Time FTE's                    | 3.75                        | 3.75                        | 3.75                        | 3.75                          |
| <b>Total Headcount &amp; FTE's</b> | <b>17.75</b>                | <b>17.75</b>                | <b>16.75</b>                | <b>16.75</b>                  |

**EXPENDITURE/PERSONNEL COMPARISONS**



# Human Resources & Risk Management

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## Department Function:

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

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

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

### Benefits and Compensation

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

### Diversity, Equity, Inclusion and Accessibility

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

### Labor and Employee Relations

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

### Recruitment

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

## Risk Management

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

## Department Goals:

1. Timely and accurate processing of all employee compensation and benefit functions.
2. Fair, transparent, and efficient recruitment and hiring practices for all City positions, including sworn Police and Fire.
3. Provide a workplace culture that is supportive, inclusive, and equitable for all employees.
4. Continue the use of strategic milestone planning to achieve succession planning, and attrition goals.
5. Develop and train all City staff with onsite and online curriculum that is enhanced with specialized external and internal sources to achieve the best developed and trained City organization and staff to deliver world class services.
6. Foster a spirit of Citywide pride and teamwork by recognizing employee accomplishments and milestones with programs and awards that encourage and incentivize the workforce to perform at world class levels.
7. Promote and engage our workforce with comprehensive wellness initiatives.
8. Continue to promote collaborative and effective labor management relationships in the City.
9. Negotiate fair and sustainable collective bargaining agreements with all three unions representing the City employees.
10. Develop a comprehensive City-wide strategic diversity and inclusion plan and training program for employees.
11. Continue to identify risks and determine appropriate loss control techniques to reduce workers' compensation and liability claims and work with the departments and the City Safety Action Team to provide a safe work environment and promote safety awareness and safe habits among City employees.
12. Monitor the progress of the implementation of the City's ADA Transition Plan and update the Plan as needed.

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

**HUMAN RESOURCES & RISK MANAGEMENT**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS**

- ✓ Finalized and implemented the recommendations of the Evergreen Classification and Compensation Study. The compensation study focused on the internal and external equity of both the structure by which employees are compensated and the way in which positions relate and compare to one another across the City.
- ✓ Transitioned departmental functions to the City's new EPR system, Infor.
- ✓ Continued to create, maintain, and post, electronic versions of Human Resources forms on the City's intranet. Streamlined the approval flows by converting forms into DocuSign process.
- ✓ Hired over 100 summer seasonal employees to support the City's summer camp activities for the Community Recreation Department.
- ✓ On track to hire over 100 full-time positions in Fiscal Year 2023, including, among others:
  - Assistant Director for Public Works - Solid Waste Division
  - Labor Relations Manager
  - Greenspace Management Designer
  - Senior Procurement Manager
  - Police Officers
  - Communication Operator I
  - Code Enforcement Officers
  - Public Records Coordinator
  - Communications and Digital Media Coordinator
  - Building Inspector II
  - Plumbing Inspector II
  - Digital Evidence Specialist
  - Fire Equipment Mechanic II
  - IT Applications Analyst
  - Principal Planner
- ✓ Enhanced onboarding by streamlining the orientation process.
- ✓ Streamlined the performance evaluation process through implementation of enhanced user-friendly evaluation forms. The revised forms allow for supervisors to address issues concerning areas of performance deficiencies.

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

**HUMAN RESOURCES & RISK MANAGEMENT**

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

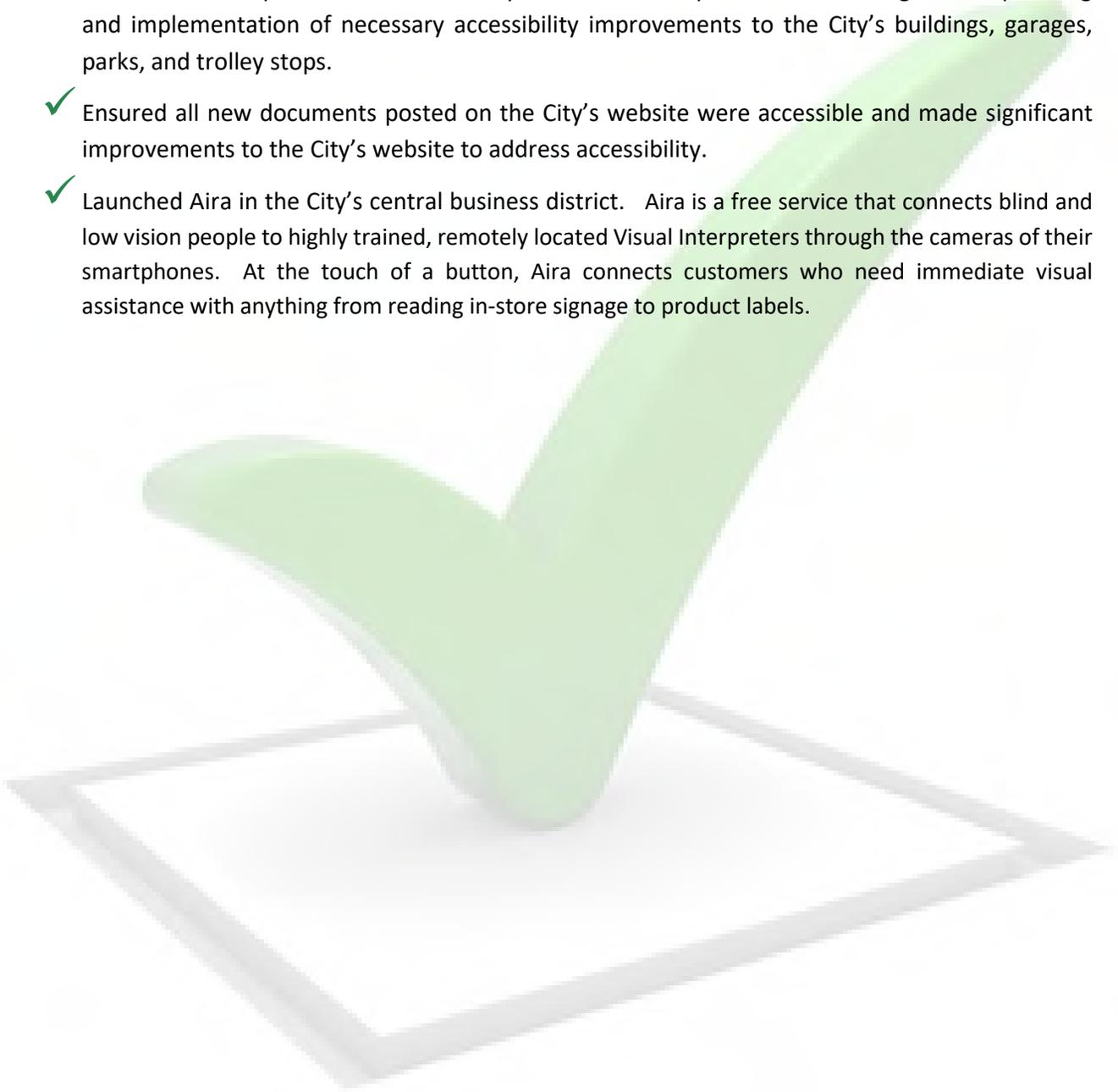
- ✓ Conducted a Citywide training covering the topic of Global Cyber Security which was completed by a record high 772 employees.
- ✓ Launched compliance trainings covering sensitive employment topics such as harassment and violence prevention.
- ✓ Engaged Florida International University to conduct a Project Management Training.
- ✓ Ongoing electronic Medical Open-Enrollment sessions via Zoom platform and in person, for medical, dental, vision and legal plans.
- ✓ Ongoing partnering with the City's medical provider Cigna, to implement new wellness incentives establishing prize thresholds to encourage employees to continue participating in wellness events/activities to help them attain/maintain a healthy lifestyle.
- ✓ Continued to offer (free of cost) fitness tools such as Humana Go365 to all employees. The Go365 mobile app allow employees to easily connect a variety of wearable devices and smartphones to track the employee's movement as well as work outs and preventive care visits while receiving points for prizes. Over 350 employees are actively enrolled in the program.
- ✓ Continued to hold citywide health challenges and workshops.
- ✓ Continued ongoing emotional and financial employee support through offerings of virtual sessions including various topics related to life and work balance, EAP and stress management.
- ✓ Hosted Wellness Week at no cost to employees that included activities such as flu shots, biometric screenings, derma scans, chair massages, and Angiograms at three separate locations citywide. Over 260 employees participated in this event.
- ✓ Held onsite mammography and vision events to educate and encouraging participants to have annual mammograms and vision screenings.
- ✓ Conducted a detailed analysis of all workers compensation and general liability claims to address recurring incidents and implement appropriate training.
- ✓ Successfully renewed the City's property and liability insurance maintaining existing and similar coverages.
- ✓ Reviewed approximately 2,500 certificates of insurance.
- ✓ Continued updating the value of the City's buildings via physical appraisals.
- ✓ Continued conducting regular on-site risk assessments.

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

**HUMAN RESOURCES & RISK MANAGEMENT**

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

- ✓ Continued the implementation of the City’s ADA transition plan that is used to guide the planning and implementation of necessary accessibility improvements to the City’s buildings, garages, parks, and trolley stops.
- ✓ Ensured all new documents posted on the City’s website were accessible and made significant improvements to the City’s website to address accessibility.
- ✓ Launched Aira in the City’s central business district. Aira is a free service that connects blind and low vision people to highly trained, remotely located Visual Interpreters through the cameras of their smartphones. At the touch of a button, Aira connects customers who need immediate visual assistance with anything from reading in-store signage to product labels.



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

**HUMAN RESOURCES & RISK MANAGEMENT**

| INDICATOR:  | FY22   |        |        | FY23   |      | FY24   |
|---|--------|--------|--------|--------|------|--------|
|   | TARGET | ACTUAL | STATUS | TARGET | YTD  | TARGET |
| Reduce number of Workers' Compensation claims   | 84     | 95     | ▲      | 82     | 31   | 82     |
| Reduce number of General & Auto Liability claims  | 72     | 72     | ●      | 68     | 35   | 68     |
| Annual Safety Training Classes offered  | 30     | 38     | ●      | 30     | 16   | 30     |
| Labor Management Meetings   | 15     | 17     | ●      | 15     | 10   | 15     |
| Certificates of Insurance evaluated within 72 hours of receipt                                  | 100%   | 100%   | ●      | 100%   | 100% | 100%   |
| Ensure all new hires attend orientation on their first day of employment                        | 100%   | 100%   | ●      | 100%   | 100% | 100%   |
| Ensure all information is inserted and complete in EDEN   | 100%   | 100%   | ●      | 100%   | 100% | 100%   |
| Continue to provide on-going EEOC/Sexual Harassment trainings Citywide                          | 100%   | 100%   | ●      | 100%   | 100% | 100%   |
| Conduct customer service trainings  | 100%   | 100%   | ●      | 100%   | 70%  | 100%   |
| Review forms/process to update  | 100%   | 100%   | ●      | 100%   | 100% | 100%   |
| Send reminder notices to directors/managers on an annual basis                                  | 100%   | 100%   | ●      | 100%   | 100% | 100%   |
| Conduct 2 health screenings per year  | 100%   | 100%   | ●      | 100%   | 100% | 100%   |
| Provide wellness presentation/seminars on various health related topics (minimum of 6 per year) | 100%   | 100%   | ●      | 100%   | 100% | 100%   |

**Legend**

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



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



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

**PERSONNEL SCHEDULE**

| CLASS.<br><u>NO.</u>             | CLASSIFICATION<br><u>TITLE</u>        | NUMBER OF AUTHORIZED POSITIONS |                  |                  |                  |                   |
|----------------------------------|---------------------------------------|--------------------------------|------------------|------------------|------------------|-------------------|
|                                  |                                       | 2020-2021                      | 2021-2022        | 2022-2023        | 2023-2024        |                   |
|                                  |                                       | <u>ACTUAL</u>                  | <u>ACTUAL</u>    | <u>BUDGET</u>    | <u>ESTIMATE</u>  | <u>SALARIES</u>   |
| <b>FULL TIME POSITIONS</b>       |                                       | <u>HEADCOUNT</u>               | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> |                   |
| 0411                             | Human Resources & Risk Mgmt Director  | -                              | -                | 1.00             | 1.00             | \$ 203,165        |
| 0503                             | Asst Human Resources & Risk Mgmt Dir. | 1.00                           | 1.00             | 1.00             | 1.00             | 128,559           |
| 0602                             | Administrative Assistant              | 1.00                           | 1.00             | 1.00             | 1.00             | 49,009            |
| <b>TOTAL FULL TIME HEADCOUNT</b> |                                       | <b>2.00</b>                    | <b>2.00</b>      | <b>3.00</b>      | <b>3.00</b>      | <b>380,733</b>    |
| <b>PART TIME POSITIONS</b>       |                                       | <u>HC</u>                      | <u>FTE's</u>     | <u>FTE's</u>     | <u>FTE's</u>     |                   |
| 6101                             | Administrative Assistant - P/T        | 1.00                           | 0.75             | 0.75             | 0.75             | 40,174            |
| <b>TOTAL PART TIME FTE's</b>     |                                       | <b>1.00</b>                    | <b>0.75</b>      | <b>0.75</b>      | <b>0.75</b>      | <b>40,174</b>     |
| <b>TOTAL</b>                     |                                       | <b>2.75</b>                    | <b>2.75</b>      | <b>3.75</b>      | <b>3.75</b>      | <b>\$ 420,907</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021     | 2021-2022     | 2022-2023     | 2023-2024         |
|---|---------------|---------------|---------------|-------------------|
|   | <u>ACTUAL</u> | <u>ACTUAL</u> | <u>BUDGET</u> | <u>ESTIMATE</u>   |
| 1000 Salaries                                 | \$ -          | \$ -          | \$ -          | \$ 420,907        |
| 2000 Employee Benefits - See Other Cost Dist. | -             | -             | -             | 175,213           |
| 4010 Automobile Allowance                     | -             | -             | -             | 10,395            |
| 4500 General Liability Insurance              | -             | -             | -             | 22,030            |
| 9000 Interdept'l Alloc - Bldg Div             | -             | -             | -             | 1. (21,094)       |
| <b>TOTAL</b>                                  | <b>\$ -</b>   | <b>\$ -</b>   | <b>\$ -</b>   | <b>\$ 607,451</b> |

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

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



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

**PERSONNEL SCHEDULE**

| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE                 | NUMBER OF AUTHORIZED POSITIONS |                  |                  |                  |                   |                |
|----------------------------------|---|--------------------------------|------------------|------------------|------------------|-------------------|----------------|
|                                  |   | 2020-2021                      | 2021-2022        | 2022-2023        | 2023-2024        |                   |                |
|                                  |   | ACTUAL                         | ACTUAL           | BUDGET           | ESTIMATE         | SALARIES          |                |
| <u>FULL TIME POSITIONS</u>       |   | <u>HEADCOUNT</u>               | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> |                   |                |
| 0405                             | Human Resources Director                | 1.00                           | 1.00             | -                | -                | \$ -              |                |
| 0501                             | Compensation & Benefits Manager         | 1.00                           | 1.00             | 1.00             | 1.00             | 106,420           |                |
| 0514                             | Recruitment Coordinator - Public Safety | 1.00                           | 1.00             | 1.00             | 1.00             | 71,002            |                |
| 0508                             | Recruitment Manager                     | 1.00                           | 1.00             | 1.00             | 1.00             | 88,175            |                |
| 0407                             | Benefits & Wellness Coordinator         | 1.00                           | 1.00             | 1.00             | 1.00             | 70,818            |                |
| 0406                             | Compensation Coordinator                | 1.00                           | 1.00             | 1.00             | 1.00             | 71,917            |                |
| 0510                             | Personnel Specialist I                  | 2.00                           | 2.00             | 2.00             | 2.00             | 103,830           |                |
| 8888                             | Overtime                                | -                              | -                | -                | -                | 800               |                |
| <b>TOTAL FULL TIME HEADCOUNT</b> |   | <b>8.00</b>                    | <b>8.00</b>      | <b>7.00</b>      | <b>7.00</b>      | <b>512,962</b>    |                |
| <u>PART TIME POSITIONS</u>       |   | <u>HC</u>                      | <u>FTE's</u>     | <u>FTE's</u>     | <u>FTE's</u>     | <u>FTE's</u>      |                |
| 0135                             | HR Clerical Assistant II - P/T          | 4.00                           | 3.00             | 3.00             | 3.00             | 3.00              | 130,234        |
| <b>TOTAL PART TIME FTE's</b>     |   | <b>4.00</b>                    | <b>3.00</b>      | <b>3.00</b>      | <b>3.00</b>      | <b>3.00</b>       | <b>130,234</b> |
| <b>TOTAL</b>                     |   | <b>11.00</b>                   | <b>11.00</b>     | <b>10.00</b>     | <b>10.00</b>     | <b>\$ 643,196</b> |                |

**EXPENDITURE DETAIL**

|   | 2020-2021  | 2021-2022  | 2022-2023  | 2023-2024  |
|---|------------|------------|------------|------------|
|   | ACTUAL     | ACTUAL     | BUDGET     | ESTIMATE   |
| 1000 Salaries                                 | \$ 850,242 | \$ 829,091 | \$ 941,262 | \$ 643,196 |
| 2000 Employee Benefits - See Other Cost Dist. | 603,929    | 620,966    | 671,938    | 429,739    |
| 3116 Prof Serv - Medical                      | 37,669     | 42,403     | 59,919     | 55,419     |
| 3118 Prof Serv - Misc/Other                   | 159,120    | 210,208    | 200,322    | 181,447    |
| 4010 Automobile Allowance                     | 9,875      | 10,157     | 10,395     | -          |
| 4011 Mobile Phone Allowance                   | 2,280      | 520        | -          | -          |
| 4400 Rental - Mach & Equip                    | 7,614      | 3,009      | -          | 4,000      |
| 4500 General Liability Insurance              | 42,734     | 42,538     | 52,847     | 33,664     |
| 4610 Repair/Maint - Office Equip              | -          | -          | 1,200      | 1,200      |
| 4630 Service Alloc - Flt Mgmt - Opr           | 4,902      | 5,245      | 3,970      | -          |
| 4631 Service Alloc - Flt Mgmt - Rpl           | -          | -          | 2,115      | -          |
| 4633 Service Alloc - Gen Services             | 36,474     | 36,385     | 38,885     | 39,921     |
| 4700 Special Printed Forms                    | 1,920      | 360        | 2,500      | 2,500      |
| 4830 Promo Expense - Advertising              | 2,784      | 6,069      | 17,500     | 17,500     |
| 4833 Promo Expense - Misc                     | -          | 1,007      | 6,500      | 6,500      |

**EXPENDITURE DETAIL**

|                                    | <u>2020-2021</u><br><u>ACTUAL</u> | <u>2021-2022</u><br><u>ACTUAL</u> | <u>2022-2023</u><br><u>BUDGET</u> |    | <u>2023-2024</u><br><u>ESTIMATE</u> |
|------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|----|-------------------------------------|
| 4916 Misc Exp - Wellness Programs  | -                                 | 16,482                            | 95,310                            |    | 27,375                              |
| 5100 Supplies - Office             | 6,137                             | 7,229                             | 7,840                             |    | 7,840                               |
| 5220 Uniform - Allowance           | 728                               | -                                 | 5,320                             |    | 5,320                               |
| 5400 Membership Dues/Subscriptions | 1,776                             | 417                               | 1,760                             |    | 1,760                               |
| 5500 Employee Training             | 22,373                            | 53,130                            | 73,367                            |    | 73,367                              |
| 9000 Interdept'l Alloc - Bldg Div  | (61,264)                          | (57,506)                          | (61,708)                          | 1. | (55,872)                            |
| 9901 Contingency - Soft Reductions | -                                 | -                                 | 50,000                            |    | -                                   |
| <b>TOTAL</b>                       | <b><u>\$ 1,729,293</u></b>        | <b><u>\$ 1,827,710</u></b>        | <b><u>\$ 2,181,242</u></b>        |    | <b><u>\$ 1,474,876</u></b>          |

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

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



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

**PERSONNEL SCHEDULE**

| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE              | NUMBER OF AUTHORIZED POSITIONS   |                                  |                                  |                                    |                |                   |
|----------------------------------|--------------------------------------|----------------------------------|----------------------------------|----------------------------------|------------------------------------|----------------|-------------------|
|                                  |                                      | 2020-2021<br>ACTUAL<br>HEADCOUNT | 2021-2022<br>ACTUAL<br>HEADCOUNT | 2022-2023<br>BUDGET<br>HEADCOUNT | 2023-2024<br>ESTIMATE<br>HEADCOUNT |                | SALARIES          |
| <b>FULL TIME POSITIONS</b>       |                                      |                                  |                                  |                                  |                                    |                |                   |
| 0401                             | Dir. of Labor Relations & Risk Mgmt. | 1.00                             | 1.00                             | -                                | -                                  | \$ -           |                   |
| 0403                             | Risk Manager                         | 1.00                             | 1.00                             | 1.00                             | 1.00                               | 113,868        |                   |
| 0410                             | Labor Relations Manager              | -                                | -                                | 1.00                             | 1.00                               | 91,111         |                   |
| 0402                             | Workers Comp. Specialist             | 1.00                             | 1.00                             | 1.00                             | 1.00                               | 77,540         |                   |
| 0408                             | Labor Relations Analyst              | 1.00                             | 1.00                             | -                                | -                                  | -              |                   |
| <b>TOTAL FULL TIME HEADCOUNT</b> |                                      | <b>4.00</b>                      | <b>4.00</b>                      | <b>3.00</b>                      | <b>3.00</b>                        | <b>282,519</b> |                   |
| <b>PART TIME POSITIONS</b>       |                                      |                                  |                                  |                                  |                                    |                |                   |
|                                  | TITLE                                | HC                               | FTE's                            | FTE's                            | FTE's                              | FTE's          |                   |
| <b>TOTAL PART TIME FTE's</b>     |                                      | -                                | <b>0.00</b>                      | <b>0.00</b>                      | <b>0.00</b>                        | <b>0.00</b>    |                   |
| <b>TOTAL</b>                     |                                      |                                  | <b>4.00</b>                      | <b>4.00</b>                      | <b>3.00</b>                        | <b>3.00</b>    | <b>\$ 282,519</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021<br>ACTUAL | 2021-2022<br>ACTUAL | 2022-2023<br>BUDGET | 2023-2024<br>ESTIMATE |
|---|---------------------|---------------------|---------------------|-----------------------|
| 1000 Salaries                                 | \$ 407,434          | \$ 420,654          | \$ 453,030          | \$ 282,519            |
| 2000 Employee Benefits - See Other Cost Dist. | 201,110             | 204,051             | 214,209             | 181,235               |
| 3100 Prof Serv - ADA                          | 50,615              | 26,897              | 116,803             | -                     |
| 3116 Prof Serv - Medical                      | 13,060              | 13,290              | 22,000              | 22,000                |
| 3118 Prof Serv - Misc/Other                   | 25,354              | 25,816              | 35,500              | 40,500                |
| 4010 Automobile Allowance                     | 6,172               | 6,551               | 6,497               | 4,497                 |
| 4011 Mobile Phone Allowance                   | 1,140               | 260                 | -                   | -                     |
| 4400 Rental - Mach & Equip                    | 1,336               | 668                 | 3,400               | 4,900                 |
| 4500 General Liability Insurance              | 20,264              | 19,907              | 25,288              | 14,787                |
| 4630 Service Alloc - Flt Mgmt - Opr           | 1,823               | 2,150               | 170                 | -                     |
| 4631 Service Alloc - Flt Mgmt - Rpl           | -                   | -                   | 2,122               | -                     |
| 4633 Service Alloc - Gen Services             | 17,733              | 17,690              | 18,905              | 19,409                |
| 4700 Special Printed Forms                    | -                   | 499                 | 1,500               | 1,500                 |
| 5100 Supplies - Office                        | 1,399               | 1,413               | 3,000               | 4,000                 |
| 5220 Uniform - Allowance                      | -                   | -                   | -                   | 2,000                 |
| 5231 Equipment (Oper) - Minor/Tools           | 13,452              | -                   | -                   | -                     |
| 5400 Membership Dues/Subscriptions            | 512                 | 776                 | 1,695               | 2,195                 |
| 5500 Employee Training                        | 382                 | 9,196               | 6,200               | 16,200                |
| 9000 Interdept'l Alloc - Bldg Div             | (22,034)            | (21,404)            | (23,620)            | 1. (21,745)           |
| 9900 Contingency - Operating                  | -                   | 125,000             | 25,000              | -                     |
| 9901 Contingency - Soft Reductions            | -                   | -                   | 16,500              | -                     |
| <b>TOTAL</b>                                  | <b>\$ 739,752</b>   | <b>\$ 853,414</b>   | <b>\$ 928,199</b>   | <b>\$ 573,997</b>     |

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

## Action Plan Worksheet



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

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

### Strategic plan alignment

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

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

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

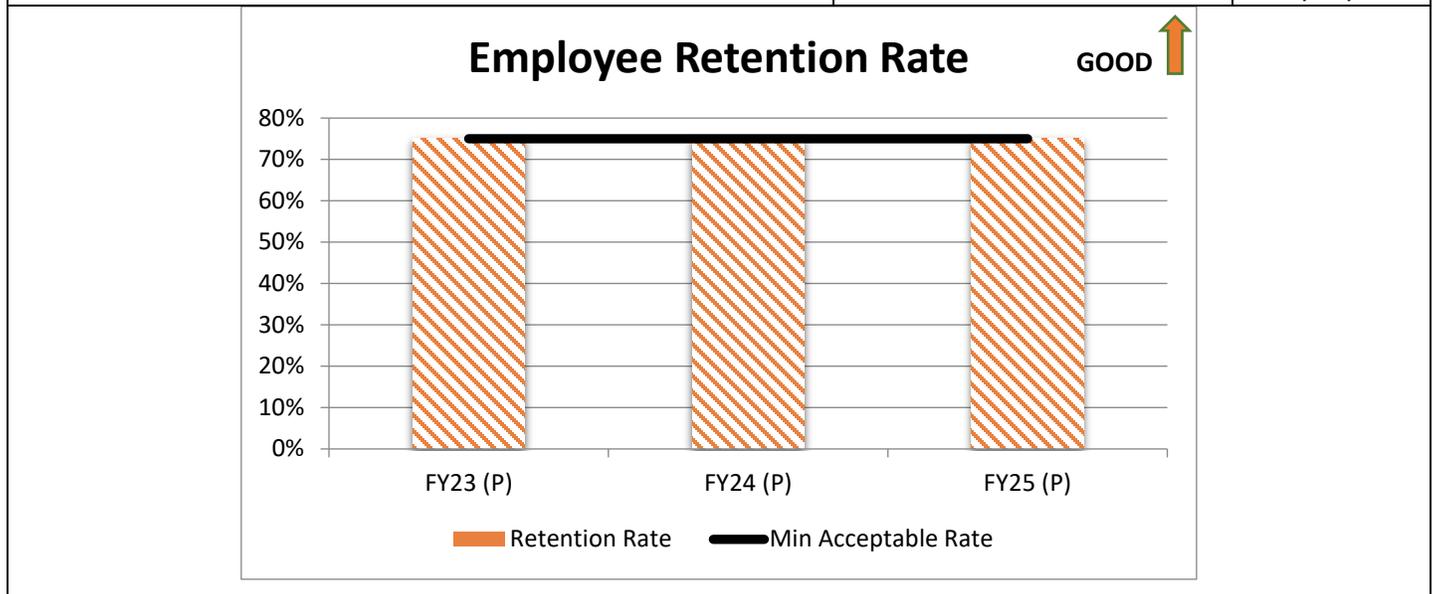
### Resource requirements (what do we need to succeed?)

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

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

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

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



**Frequency & venue of review**

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

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

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

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

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

## Action Plan Worksheet



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

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

**Strategic plan alignment**

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

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

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

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

- Funding:

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

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

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

### Employee Turnover Rate

GOOD ↓

| Fiscal Year | Turnover Rate (%) |
|-------------|-------------------|
| FY23 (P)    | ~7%               |
| FY24 (P)    | ~7%               |
| FY25 (P)    | ~7%               |

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

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

**Frequency & venue of review**

- Annual review with Budget Office and City Manager

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

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

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

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

## Action Plan Worksheet



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

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

**Strategic plan alignment**

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

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

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

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

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

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

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

### Workforce Engagement

GOOD

The chart displays Workforce Engagement as a percentage over three fiscal years. The y-axis is labeled from 60% to 76% in 2% increments. The x-axis shows FY23 (P), FY24 (P), and FY25 (P). The bars are green with diagonal stripes. A dotted orange line represents the target, which is 75% for FY25. A green arrow points up next to the word 'GOOD'.

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

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

### Frequency & venue of review

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

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

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

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

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

## Action Plan Worksheet



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

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

**Strategic plan alignment** (Supports which Objectives and Goals)

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

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

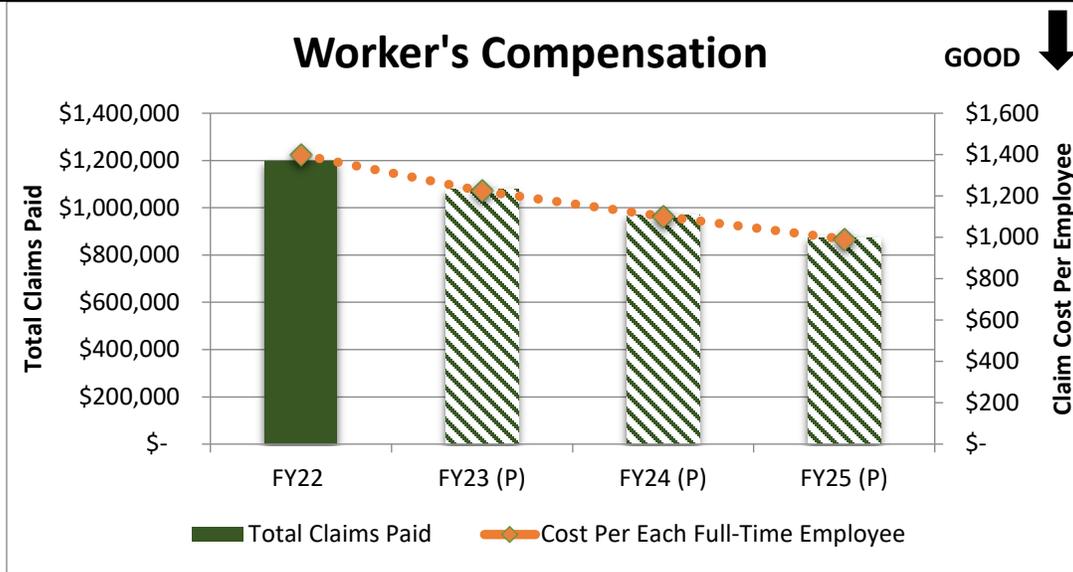
| What must be done  | By When                 | How will it be evident  |
|--|-------------------------|---|
| Develop workforce survey concerning handling of employee's workers' compensation claims.         | 10/31/22                | Survey instrument approved by City Manager.                     |
| Determine procedure for administering survey.  | 11/30/22                | Survey procedure will be added to workers' compensation manual. |
| Review survey results.   | 09/30/23                | Report to senior leaders  |
| Administer survey to employees that filed a workers' compensation claim.                         | 08/31/23                | Survey will be sent to employees with past or current claims.   |
| Continue to administer survey to employees with new workers' compensation claims.                | Ad hoc                  | Survey will be sent on all new workers' compensation claims.    |
| Analyze survey results quarterly to determine areas of improvements and satisfaction levels.     | 08/31/23 and quarterly. | Graph survey results and analyze quarterly.                     |
| Identify areas of improvements.  | 08/31/23 and quarterly. | Survey results and analysis.                                    |
| Revise workers' compensation procedures to implement processes to address areas of improvements. | 08/31/23 and quarterly. | Workers' compensation manual will be updated.                   |

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

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

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

| Measure   | Target                                 | Date                             |
|---|--|----------------------------------|
| Reduce Days Away / Restricted Time (DART) rate                            | 5% decrease over 2022 baseline levels  | 10/01/23<br>10/01/24<br>09/30/25 |
| Workforce satisfaction regarding handling of workers' compensation claim. | 10% increase over 2022 baseline levels | 10/01/23<br>10/01/24<br>09/30/25 |
| Cost of workers compensation claims per full-time employee.               | 10% decrease over 2022 baseline levels | 10/01/23<br>10/01/24<br>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.<br>Improved handling of workers' compensation claims.                                  | None.                     |
| City Leadership   | Identification of areas of improvement in handling of workers' compensation claims.<br>Improved workforce satisfaction and engagement. | None.                     |
| Departments       | Improved workforce satisfaction and engagement.  | None.                     |

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

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

## Action Plan Worksheet



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

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

**Strategic plan alignment**

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

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

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

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

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

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

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

| Measure   | Target   | Date       |      |  |            |          |     |     |          |     |     |          |     |     |
|---|--|------------|------|--|------------|----------|-----|-----|----------|-----|-----|----------|-----|-----|
| % Of workforce indicating “very satisfied” with training and development opportunities  | 70%  | 09/30/23   |      |  |            |          |     |     |          |     |     |          |     |     |
|   | 75%  | 09/30/24   |      |  |            |          |     |     |          |     |     |          |     |     |
|   | 80%  | 09/30/25   |      |  |            |          |     |     |          |     |     |          |     |     |
| <div style="text-align: center;"> <p><b>Employee Satisfaction</b> <span style="float: right;">GOOD </span></p> <table border="1" style="margin: 10px auto; border-collapse: collapse;"> <caption>Employee Satisfaction Data</caption> <thead> <tr> <th>Year</th> <th>Very Satisfied With Training Opportunities (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>FY23 (P)</td> <td>70%</td> <td>70%</td> </tr> <tr> <td>FY24 (P)</td> <td>75%</td> <td>75%</td> </tr> <tr> <td>FY25 (P)</td> <td>80%</td> <td>80%</td> </tr> </tbody> </table> </div> |  |            | Year | Very Satisfied With Training Opportunities (%) | Target (%) | FY23 (P) | 70% | 70% | FY24 (P) | 75% | 75% | FY25 (P) | 80% | 80% |
| Year  | Very Satisfied With Training Opportunities (%) | Target (%) |      |  |            |          |     |     |          |     |     |          |     |     |
| FY23 (P)  | 70%  | 70%        |      |  |            |          |     |     |          |     |     |          |     |     |
| FY24 (P)  | 75%  | 75%        |      |  |            |          |     |     |          |     |     |          |     |     |
| FY25 (P)  | 80%  | 80%        |      |  |            |          |     |     |          |     |     |          |     |     |
| % Of workforce indicating “very satisfied” with training at events  | 80%  | 09/30/23   |      |  |            |          |     |     |          |     |     |          |     |     |
|   | 80%  | 09/30/24   |      |  |            |          |     |     |          |     |     |          |     |     |
|   | 80%  | 09/30/25   |      |  |            |          |     |     |          |     |     |          |     |     |

**Frequency & venue of review**

- Yearly review with City Manager
- Quarterly internal HR meetings

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

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

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

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

## Action Plan Worksheet



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

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

### Strategic plan alignment

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

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

| What must be done   | By When              | How will it be evident   |
|---|----------------------|--|
| Gather benchmarking data from other comparable municipalities.  | 12/31/22             | By the data that has been collected.   |
| Determine acceptable lag time.  | 12/31/22             | Acceptable lag time will be included in the memo that will be drafted containing areas of improvement in workers’ compensation reporting (see next row). |
| Analyze current workers’ compensation reporting procedures to determine areas where lag time may be reduced.      | 12/31/22             | Memo will be drafted setting forth areas of improvement.   |
| Update workers’ compensation manual with new reporting requirements and automate workers’ compensation reporting. | 08/31/23             | Workers’ compensation manual will be updated with revised procedures.  |
| Provide training to employees on revised reporting procedures.  | 09/30/23             | Attendance rosters   |
| Implement new reporting procedures.   | 09/30/23             | Old reporting procedures/forms will not be accepted.   |
| Monitor lag time under new reporting procedures.  | 09/30/23 and ongoing | Monthly reports will be generated with lag times and graphed to show trends.   |

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

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

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

| Measure   | Target   | Date                             |
|---|--|----------------------------------|
| Worker's Compensation claim lag time                                  | Reduce lag time each year until goal is reached (percentage of reduction each year will be determined when the City's baseline is compared to benchmarked data). | 10/01/23<br>10/01/24<br>10/1/25  |
| Decrease cost of workers' compensation claims per full-time employee. | Percentage of reduction each year will be determined when the City's baseline is compared to benchmarked data.   | 10/01/23<br>10/01/24<br>10/01/25 |

### Worker's Compensation

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

|   |  |                                  |
|---|--|----------------------------------|
| Days Away / Restricted Time (DART) rate | Percentage of reduction each year will be determined when the City's baseline is compared to benchmarked data. | 10/01/23<br>10/01/24<br>10/01/25 |
|---|--|----------------------------------|

**Frequency & venue of review**

- Internal review every quarter
- Quarterly with CM

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

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

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

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

## Action Plan Worksheet



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

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

### Strategic plan alignment

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

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

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

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

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

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

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

**Frequency & venue of review**

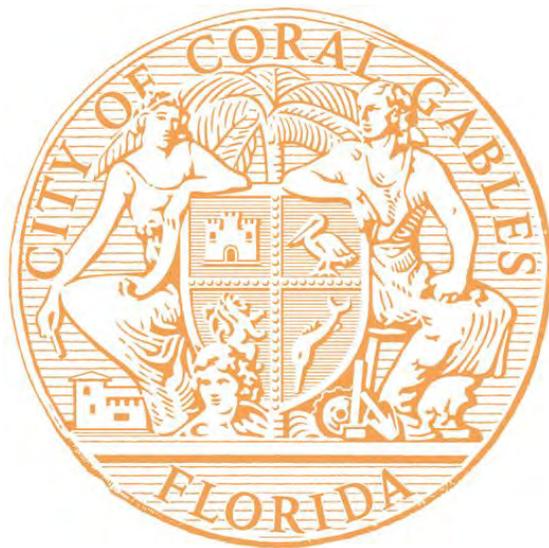
- Annual review with Assistant City Manager
- Internal meetings with the staff

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

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

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

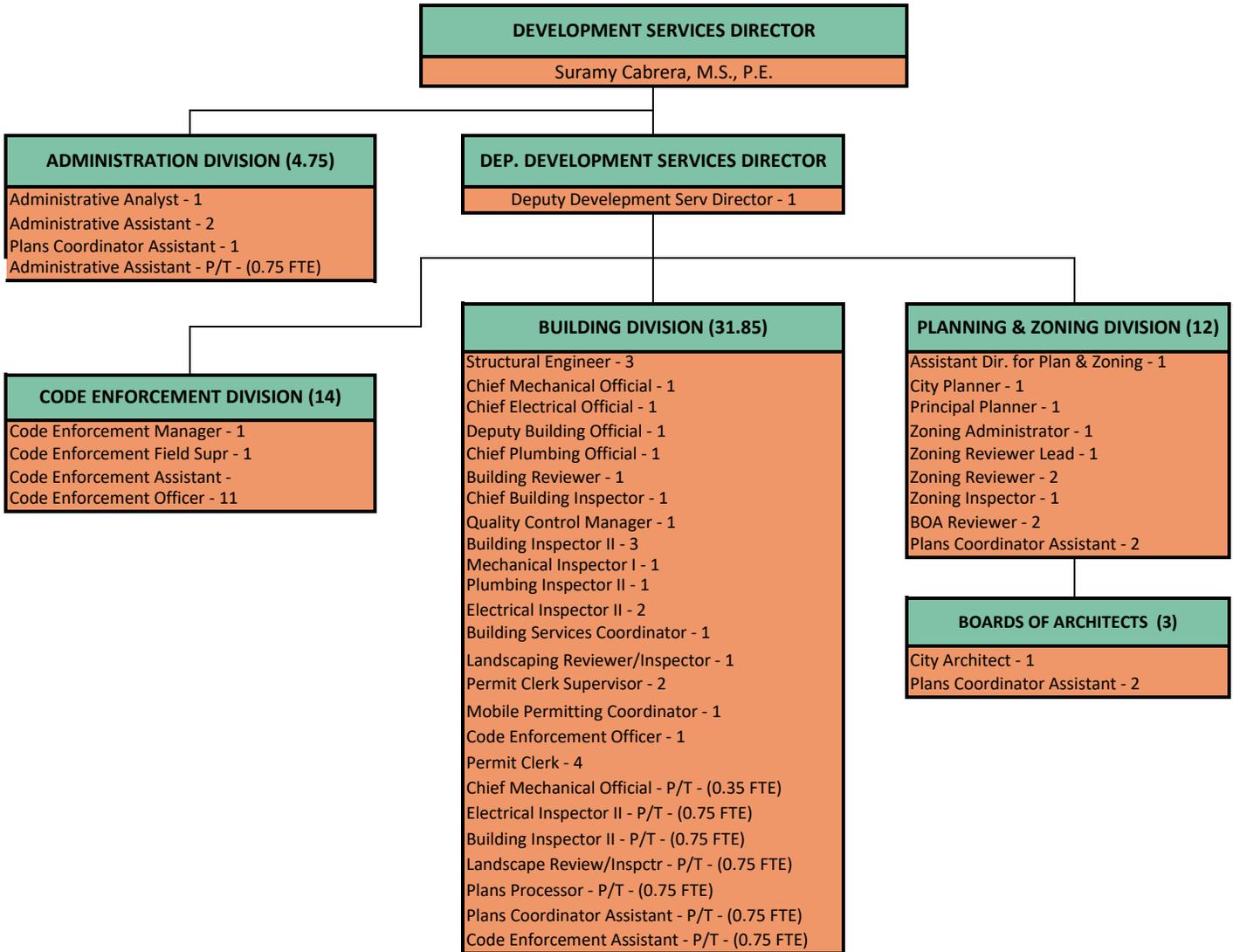
- Money: Unknown financial benefits deriving from lowered health claim costs due to improved employee wellness.
  - Costs: This initiative is funded by the City’s health provider through December 2023.
    - \$100,000 dollars funded by Cigna for employee engagement health and wellness programs.
  - Benefits: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



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

**DEVELOPMENT SERVICES  
ORGANIZATION CHART**



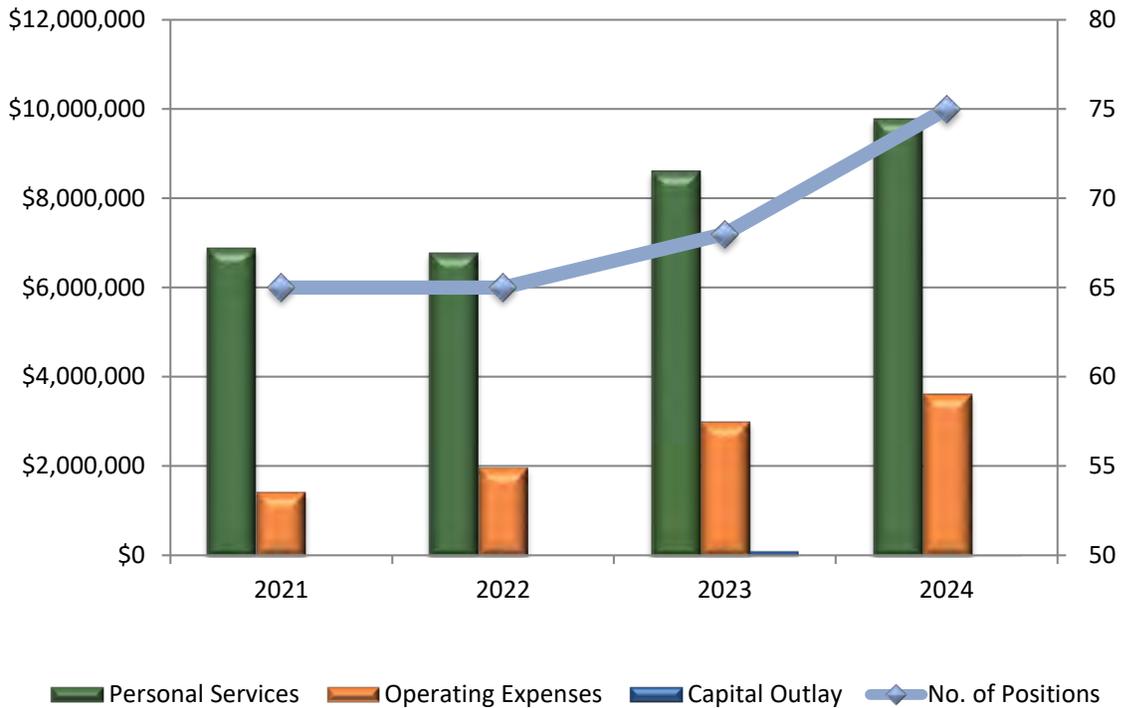
**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



**DEVELOPMENT SERVICES DEPARTMENT  
BUDGET AND POSITION SUMMARY**

|                                    | <b>2020-2021<br/>ACTUAL</b> | <b>2021-2022<br/>ACTUAL</b> | <b>2022-2023<br/>BUDGET</b> | <b>2023-2024<br/>ESTIMATE</b> |
|------------------------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| <b>Salaries &amp; Benefits</b>     | 6,891,677                   | 6,783,712                   | 8,609,040                   | 9,768,380                     |
| <b>Operating Expenses</b>          | 1,428,142                   | 1,971,510                   | 2,990,734                   | 3,606,744                     |
| <b>Capital Outlay</b>              | -                           | -                           | 77,039                      | 2,200                         |
| <b>Total</b>                       | <u>8,319,819</u>            | <u>8,755,222</u>            | <u>11,676,813</u>           | <u>13,377,324</u>             |
| <br>                               |                             |                             |                             |                               |
| <b>Full Time Headcount</b>         | 60.00                       | 60.00                       | 62.00                       | 69.00                         |
| <b>Part Time FTE's</b>             | 4.50                        | 4.50                        | 5.60                        | 6.35                          |
| <b>Total Headcount &amp; FTE's</b> | <u>64.50</u>                | <u>64.50</u>                | <u>67.60</u>                | <u>75.35</u>                  |

**EXPENDITURE/PERSONNEL COMPARISONS**



# Development Services

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## Department Function:

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

## Department Goals:

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

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

**DEVELOPMENT SERVICES**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS**

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

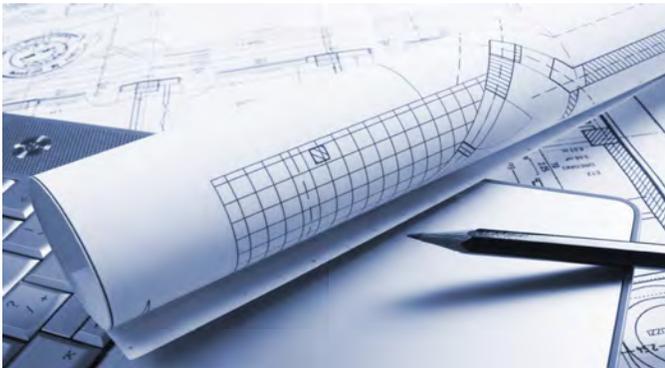
**CITY OF CORAL GABLES, FLORIDA  
PERFORMANCE INDICATOR METRICS**

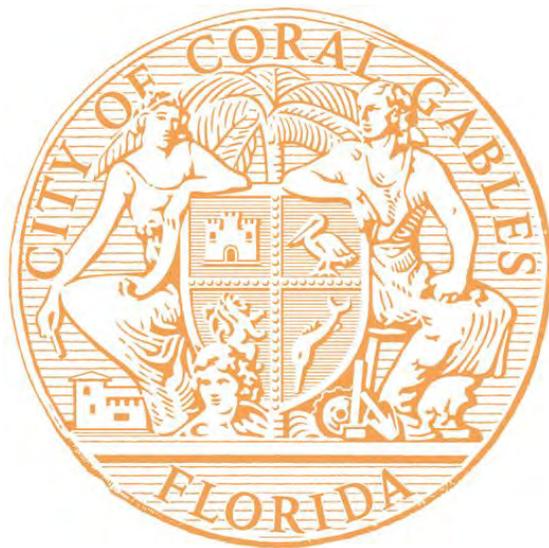
**DEVELOPMENT SERVICES**

| INDICATOR:   | FY22      |        |        | FY23      |       | FY24      |
|--|-----------|--------|--------|-----------|-------|-----------|
|  | TARGET    | ACTUAL | STATUS | TARGET    | YTD   | TARGET    |
| 90 percent of Board of Architects cases approved within two meetings         | 90%       | 94%    | ●      | 90%       | 94%   | 90%       |
| 90 percent of Certificates of Use processed within five working days         | 90%       | 96%    | ●      | 90%       | 96%   | 90%       |
| 90 percent of inspections completed on requested date                        | 90%       | 98%    | ●      | 90%       | 98%   | 90%       |
| Average Service time is less than 5 minutes at Permit Counter                | 5:00 min. | 6:49   | ●      | 5:00 min. | 2:38  | 5:00 min. |
| 90 percent of Zoning Verification Letters processed within five working days | 90%       | 100%   | ●      | 90%       | 100%  | 90%       |
| Overall Customer Satisfaction in rating strongly agree                       | 90%       | 91%    | ●      | 90%       | N/ A  | 90%       |
| Number of permits issued   | N/A       | 10,338 | N/A    | N/A       | 5,757 | N/A       |

**Legend**

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





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



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

**PERSONNEL SCHEDULE**

| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE                     | NUMBER OF AUTHORIZED POSITIONS |                     |                     |                       |                   |               |
|----------------------------------|---|--------------------------------|---------------------|---------------------|-----------------------|-------------------|---------------|
|                                  |   | 2020-2021                      | 2021-2022           | 2022-2023           | 2023-2024             |                   |               |
|                                  |   | ACTUAL<br>HEADCOUNT            | ACTUAL<br>HEADCOUNT | BUDGET<br>HEADCOUNT | ESTIMATE<br>HEADCOUNT | SALARIES          |               |
| <b>FULL TIME POSITIONS</b>       |   |                                |                     |                     |                       |                   |               |
| 1129                             | Dev Services Dir/Building Dir/Building Off. | 1.00                           | 1.00                | 1.00                | 1.00                  | \$ 197,016        |               |
| 1123                             | Deputy Development Services Director        | 1.00                           | 1.00                | 1.00                | 1.00                  | 162,140           |               |
| 0810                             | Administrative Analyst                      | 1.00                           | 1.00                | 1.00                | 1.00                  | 62,954            |               |
| 0602                             | Administrative Assistant                    | 2.00                           | 2.00                | 2.00                | 2.00                  | 130,086           |               |
| 1109                             | Plans Coordinator Assistant                 | 1.00                           | 1.00                | 1.00                | 1.00                  | 49,281            |               |
| <b>TOTAL FULL TIME HEADCOUNT</b> |   | <b>6.00</b>                    | <b>6.00</b>         | <b>6.00</b>         | <b>6.00</b>           | <b>601,477</b>    |               |
| <b>PART TIME POSITIONS</b>       |   |                                |                     |                     |                       |                   |               |
|                                  | TITLE                                       | HC                             | FTE's               | FTE's               | FTE's                 | FTE's             |               |
| 6101                             | Administrative Assistant - P/T              | 1.00                           | -                   | -                   | 0.75                  | 0.75              | 44,735        |
| <b>TOTAL PART TIME FTE's</b>     |   | <b>1.00</b>                    | <b>0.00</b>         | <b>0.00</b>         | <b>0.75</b>           | <b>0.75</b>       | <b>44,735</b> |
| <b>TOTAL</b>                     |   | <b>6.00</b>                    | <b>6.00</b>         | <b>6.75</b>         | <b>6.75</b>           | <b>\$ 646,212</b> |               |

**EXPENDITURE DETAIL**

|   | 2020-2021         | 2021-2022         | 2022-2023         | 2023-2024         |
|---|-------------------|-------------------|-------------------|-------------------|
|   | ACTUAL            | ACTUAL            | BUDGET            | ESTIMATE          |
| 1000 Salaries                                 | \$ 512,324        | \$ 403,220        | \$ 587,197        | \$ 646,212        |
| 2000 Employee Benefits - See Other Cost Dist. | 184,301           | 195,097           | 266,357           | 265,454           |
| 3118 Prof Serv - Misc/Other                   | 127,294           | 137,576           | 150,000           | 190,000           |
| 4010 Automobile Allowance                     | 9,421             | 7,363             | 6,497             | 10,395            |
| 4011 Mobile Phone Allowance                   | 2,140             | 260               | -                 | -                 |
| 4400 Rental - Mach & Equip                    | 5,154             | 3,992             | -                 | 4,000             |
| 4500 General Liability Insurance              | 23,626            | 26,141            | 32,968            | 33,822            |
| 4633 Service Alloc - Gen Services             | 28,661            | 28,590            | 35,575            | 36,523            |
| 4700 Special Printed Forms                    | (11,966)          | (6,560)           | 2,000             | 2,000             |
| 5100 Supplies - Office                        | 1,409             | 2,188             | 2,500             | 2,500             |
| 5400 Membership Dues/Subscriptions            | 484               | (40)              | 500               | 500               |
| 5500 Employee Training                        | 218               | 159               | 1,000             | 1,000             |
| 6423 Equip Adds (Cap) - Tech Fee              | -                 | -                 | 2,000             | 2,000             |
| 9000 Interdept'l Alloc - Bldg Div             | (399,829)         | (468,983)         | (562,932)         | 1. (572,240)      |
| 9901 Contingency - Soft Reductions            | -                 | -                 | 40,000            | -                 |
| <b>TOTAL</b>                                  | <b>\$ 483,237</b> | <b>\$ 329,003</b> | <b>\$ 563,662</b> | <b>\$ 622,166</b> |

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

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



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

**PERSONNEL SCHEDULE**

| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE           | NUMBER OF AUTHORIZED POSITIONS |              |              |              |                     |
|----------------------------------|-----------------------------------|--------------------------------|--------------|--------------|--------------|---------------------|
|                                  |                                   | 2020-2021                      | 2021-2022    | 2022-2023    | 2023-2024    |                     |
|                                  |                                   | ACTUAL                         | ACTUAL       | BUDGET       | ESTIMATE     | SALARIES            |
| <u>FULL TIME POSITIONS</u>       |                                   | HEADCOUNT                      | HEADCOUNT    | HEADCOUNT    | HEADCOUNT    |                     |
| 1154                             | Assistant Building Director       | -                              | 1.00         | -            | -            | \$ -                |
| 1125                             | Quality Control Manager           | -                              | 1.00         | 1.00         | 1.00         | 94,329              |
| 1114                             | Structural Engineer               | 3.00                           | 3.00         | 3.00         | 3.00         | 449,830             |
| 1155                             | Permit Clerk Supervisor           | 1.00                           | 1.00         | 2.00         | 2.00         | 129,792             |
| 1156                             | Permit Clerk                      | -                              | -            | 4.00         | 5.00         | 226,211             |
| 1109                             | Plans Coordinator Assistant       | 5.00                           | 5.00         | -            | -            | -                   |
| 1151                             | Mobile Permitting Coordinator     | 1.00                           | 1.00         | 1.00         | 1.00         | 90,924              |
| 1152                             | Board Administrator Lead          | 1.00                           | -            | -            | -            | -                   |
| 1102                             | Code Enforcement Officer          | -                              | -            | 1.00         | 3.00         | 155,743             |
| 1108                             | Plans Processor                   | 1.00                           | 1.00         | -            | -            | -                   |
| 1132                             | Building Services Coordinator     | 1.00                           | 1.00         | 1.00         | 1.00         | 114,282             |
| 1107                             | Chief Plumbing Official           | 1.00                           | 1.00         | 1.00         | 1.00         | 135,679             |
| 1140                             | Plumbing Inspector II             | 1.00                           | 1.00         | 1.00         | 2.00         | 157,433             |
| 1105                             | Chief Mechanical Official         | 1.00                           | 1.00         | 1.00         | 1.00         | 129,328             |
| 1103                             | Chief Electrical Official         | 1.00                           | 1.00         | 1.00         | 1.00         | 139,790             |
| 1133                             | Electrical Inspector II           | 2.00                           | 2.00         | 2.00         | 2.00         | 214,588             |
| 1215                             | Chief Building Inspector          | -                              | -            | 1.00         | 1.00         | 131,248             |
| 1217                             | Building Reviewer                 | -                              | -            | 1.00         | 2.00         | 187,634             |
| 1016                             | Deputy Building Official          | 1.00                           | 1.00         | 1.00         | 1.00         | 137,768             |
| 3111                             | Mechanical Inspector I            | 1.00                           | 1.00         | 1.00         | 2.00         | 173,818             |
| 1101                             | Building Inspector II             | 4.00                           | 4.00         | 3.00         | 4.00         | 413,485             |
| 3020                             | Landscaping Reviewer Inspector    | -                              | -            | 1.00         | 1.00         | 64,815              |
| <b>TOTAL FULL TIME HEADCOUNT</b> |                                   | <b>25.00</b>                   | <b>26.00</b> | <b>27.00</b> | <b>34.00</b> | <b>3,146,697</b>    |
| <u>PART TIME POSITIONS</u>       |                                   | HC                             | FTE's        | FTE's        | FTE's        | FTE's               |
| 1153                             | Electrical Inspector II - P/T     | 1.00                           | 0.75         | 0.75         | 0.75         | 34,470              |
| 1142                             | Chief Mechanical Official - P/T   | 1.00                           | -            | -            | 0.35         | 37,128              |
| 1212                             | Landscape Reviewer/Inspector      | 1.00                           | -            | -            | 0.75         | 48,749              |
| 1099                             | Code Enforcement Officer - P/T    | -                              | -            | 1.50         | -            | -                   |
| 1053                             | Code Enforcement Assistant - P/T  | 1.00                           | -            | -            | 0.75         | 28,856              |
| 1157                             | Building Inspector II - P/T       | 1.00                           | 0.75         | 0.75         | 0.75         | 99,980              |
| 1131                             | Plans Processor - P/T             | 1.00                           | 0.75         | 0.75         | 0.75         | 24,173              |
| 1158                             | Mechanical Inspector - P/T        | 1.00                           | -            | -            | 0.75         | 51,836              |
| 1136                             | Plans Coordinator Assistant - P/T | -                              | 0.75         | 0.75         | -            | -                   |
| 1143                             | Structural Engineer - P/T         | 1.00                           | -            | -            | 0.75         | 93,305              |
| <b>TOTAL PART TIME FTE's</b>     |                                   | <b>8.00</b>                    | <b>3.00</b>  | <b>4.50</b>  | <b>4.85</b>  | <b>418,497</b>      |
| <b>TOTAL</b>                     |                                   | <b>28.00</b>                   | <b>30.50</b> | <b>31.85</b> | <b>39.60</b> | <b>\$ 3,565,194</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021    | 2021-2022    | 2022-2023    | 2023-2024    |
|---|--------------|--------------|--------------|--------------|
|   | ACTUAL       | ACTUAL       | BUDGET       | ESTIMATE     |
| 1000 Salaries                                 | \$ 1,977,043 | \$ 1,929,365 | \$ 2,721,049 | \$ 3,565,194 |
| 2000 Employee Benefits - See Other Cost Dist. | 1,062,866    | 1,182,140    | 1,518,882    | 1,861,083    |
| 3118 Prof Serv - Misc/Other                   | 17,816       | 256,800      | 595,950      | 478,400      |
| 3119 Prof Serv - Priv Sect Plan Rev           | 46,581       | 134,885      | 147,000      | 147,000      |

**EXPENDITURE DETAIL**

|                                     | <u>2020-2021</u>           | <u>2021-2022</u>           | <u>2022-2023</u>           | <u>2023-2024</u>           |
|-------------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
|                                     | <u>ACTUAL</u>              | <u>ACTUAL</u>              | <u>BUDGET</u>              | <u>ESTIMATE</u>            |
| 3150 Interdept'l Alloc - Admin      | 1,008,684                  | 1,224,789                  | 1,528,835                  | 1. 2,280,135               |
| 4010 Automobile Allowance           | -                          | 1,949                      | 3,898                      | 3,898                      |
| 4400 Rental - Mach & Equip          | 3,742                      | 11,388                     | 5,800                      | 17,800                     |
| 4500 General Liability Insurance    | 89,791                     | 100,650                    | 152,099                    | 186,598                    |
| 4610 Repair/Maint - Office Equip    | -                          | -                          | 1,000                      | 1,000                      |
| 4630 Service Alloc - Flt Mgmt - Opr | 45,745                     | 50,864                     | 24,611                     | 26,538                     |
| 4631 Service Alloc - Flt Mgmt - Rpl | -                          | -                          | 32,460                     | 210,919                    |
| 4632 Service Alloc - Flt - Fuel     | -                          | -                          | -                          | 8,163                      |
| 4633 Service Alloc - Gen Services   | 64,483                     | 64,324                     | 115,477                    | 118,553                    |
| 4700 Special Printed Forms          | 752                        | 3,653                      | 7,000                      | 7,000                      |
| 5100 Supplies - Office              | 13,806                     | 7,212                      | 12,997                     | 12,997                     |
| 5220 Uniform - Allowance            | -                          | 9,355                      | 15,000                     | 21,000                     |
| 5221 Uniform - Protective (PPE)     | 241                        | 311                        | 2,500                      | 2,500                      |
| 5400 Membership Dues/Subscriptions  | 1,692                      | 313                        | 3,810                      | 3,810                      |
| 5500 Employee Training              | 6,860                      | 5,949                      | 6,800                      | 6,800                      |
| 6405 Equip Repl (Cap) - Misc        | -                          | -                          | 200                        | 200                        |
| 6425 Equip Adds (Cap) - Misc        | -                          | -                          | 74,839                     | -                          |
| 9901 Contingency - Soft Reductions  | -                          | 328                        | 40,000                     | -                          |
| <b>TOTAL</b>                        | <b><u>\$ 4,340,102</u></b> | <b><u>\$ 4,984,275</u></b> | <b><u>\$ 7,010,207</u></b> | <b><u>\$ 8,959,588</u></b> |

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

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

| DEPARTMENT                       |          | METHODOLOGY                               |          | DEPT/DIV             | ALLOCATION     |                  |
|----------------------------------|----------|---|----------|----------------------|----------------|------------------|
| <u>NAME</u>                      | <u>#</u> | <u>RULE</u>                               | <u>%</u> | <u>BUDGET PRIOR</u>  | <u>TO BLDG</u> | <u>DIV</u>       |
|                                  |          |   |          | <u>TO ALLOC</u>      |                |                  |
| City Commission                  | 0100     | % of Total Operating Budget               | 3.24%    | \$ 860,790           | \$             | 27,890           |
| City Attorney                    | 0500     | % of Total Operating Budget               | 3.24%    | 2,973,225            |                | 96,332           |
| City Clerk                       | 0600     | % of Total Operating Budget               | 3.24%    | 1,060,006            |                | 34,344           |
| City Manager - Admin             | 1010     | % of Total Operating Budget               | 3.24%    | 2,283,505            |                | 73,986           |
| City Manager - Public Affairs    | 1030     | % of Total Operating Budget               | 3.24%    | 923,012              |                | 29,906           |
| City Manager - Internal Audit    | 1050     | % of Total Operating Budget               | 3.24%    | 101,360              |                | 3,284            |
| Human Resources - Admin          | 1110     | % of Authorized Headcount                 | 3.65%    | 628,545              |                | 21,094           |
| Human Resources - Emp Services   | 1120     | % of Authorized Headcount                 | 3.65%    | 1,530,748            |                | 55,872           |
| Human Resources - Labor & Risk   | 1130     | % of Authorized Headcount                 | 3.65%    | 595,742              |                | 21,745           |
| Development Services - Admin     | 1200     | Bldg Div % of Dev. Serv. Admin. Budget    | 48.07%   | 1,194,406            |                | 572,240          |
| Development Services - Code Enf  | 1230     | Bldg Div % of Dev. Serv. Code Enf. Budget | 15.00%   | 1,756,614            |                | 263,492          |
| Finance - Admin                  | 3010     | % of Total Operating Budget               | 3.24%    | 820,307              |                | 26,578           |
| Finance - Collections            | 3020     | % of Total Operating Revenue              | 4.18%    | 814,569              |                | 34,049           |
| Finance - Reporting & Operations | 3030     | % of Total Operating Budget               | 3.24%    | 1,481,902            |                | 48,014           |
| Finance - Procurement            | 3040     | % of Total Operating Budget               | 3.24%    | 1,304,028            |                | 42,251           |
| Finance - Management & Budget    | 3050     | % of Total Operating Budget               | 3.24%    | 812,840              |                | 26,336           |
| Information & Innovaton          | 3200     | % of Total Operating Budget               | 3.24%    | 9,047,984            |                | 709,554          |
| Non-Departmental                 | 7000     | % of Authorized Headcount                 | 3.65%    | 5,130,520            |                | 193,168          |
|                                  |          |   |          | <b>\$ 33,320,103</b> | <b>\$</b>      | <b>2,280,135</b> |

**FACTORS**

|   |                |
|---|----------------|
| Total Authorized Headcount                  | 1,084.99       |
| Building Division Headcount                 | 39.60          |
| Total Operating Budget (net of allocations) | \$ 206,290,636 |
| Total Development Services Budget           | \$ 13,896,359  |
| Building Division Budget (pre-allocation)   | \$ 6,679,453   |
| Total Operating Revenue                     | \$ 187,278,937 |
| Building Division Revenue                   | \$ 7,830,000   |
| Building Division Non-Personnel Budget      | \$ 3,690,183   |

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



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

**PERSONNEL SCHEDULE**

| CLASS.<br>NO.              | CLASSIFICATION<br>TITLE              | NUMBER OF AUTHORIZED POSITIONS |              |              |              |                     |
|----------------------------|--------------------------------------|--------------------------------|--------------|--------------|--------------|---------------------|
|                            |                                      | 2020-2021                      | 2021-2022    | 2022-2023    | 2023-2024    |                     |
|                            |                                      | ACTUAL                         | ACTUAL       | BUDGET       | ESTIMATE     | SALARIES            |
| <u>FULL TIME POSITIONS</u> |                                      | HEADCOUNT                      | HEADCOUNT    | HEADCOUNT    | HEADCOUNT    |                     |
| 1206                       | Ass't Director for Planning & Zoning | 1.00                           | 1.00         | 0.00         | 0.00         | \$ -                |
| 1210                       | Ass't Director for Zoning            | 1.00                           | -            | -            | -            | -                   |
| 1203                       | City Planner                         | 1.00                           | 1.00         | 1.00         | 1.00         | 97,572              |
| 1209                       | Principal Planner                    | 2.00                           | 2.00         | 2.00         | 2.00         | 148,959             |
| 8929                       | City Architect                       | 1.00                           | 1.00         | 1.00         | 1.00         | 138,691             |
| 1120                       | Zoning Administrator                 | 1.00                           | 1.00         | 1.00         | 1.00         | 93,389              |
| 1049                       | Assistant City Architect             | 1.00                           | 1.00         | -            | -            | -                   |
| 1141                       | Zoning Reviewer Lead                 | 1.00                           | 1.00         | 1.00         | 1.00         | 108,637             |
| 1117                       | Zoning Reviewer                      | 3.00                           | 3.00         | 2.00         | 2.00         | 156,257             |
| 1138                       | Zoning Inspector                     | 1.00                           | 1.00         | 1.00         | 1.00         | 59,507              |
| 1214                       | BOA Reviewer                         | -                              | -            | 2.00         | 2.00         | 131,638             |
| 1109                       | Plans Coordinator Assistant          | 4.00                           | 4.00         | 4.00         | 4.00         | 243,036             |
| <b>TOTAL</b>               |                                      | <b>17.00</b>                   | <b>16.00</b> | <b>15.00</b> | <b>15.00</b> | <b>\$ 1,177,686</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021           | 2021-2022           | 2022-2023           | 2023-2024           |
|---|---------------------|---------------------|---------------------|---------------------|
|   | ACTUAL              | ACTUAL              | BUDGET              | ESTIMATE            |
| 1000 Salaries                                 | \$ 1,180,041        | \$ 1,055,404        | \$ 1,260,380        | \$ 1,177,686        |
| 1101 Stipend - Board Members                  | 7,050               | 9,210               | 15,000              | 15,000              |
| 2000 Employee Benefits - See Other Cost Dist. | 782,699             | 778,671             | 790,065             | 736,111             |
| 3118 Prof Serv - Misc/Other                   | 30,697              | 19,216              | 120,800             | 120,800             |
| 3123 Prof Serv - Reimbursable                 | (4,525)             | 7,217               | -                   | -                   |
| 4010 Automobile Allowance                     | 4,158               | 3,638               | 3,898               | -                   |
| 4011 Mobile Phone Allowance                   | 140                 | 60                  | -                   | -                   |
| 4400 Rental - Mach & Equip                    | 7,110               | 6,259               | 6,150               | 13,650              |
| 4500 General Liability Insurance              | 58,897              | 61,449              | 70,764              | 61,639              |
| 4630 Service Alloc - Flt Mgmt - Opr           | 10,544              | 12,392              | 1,315               | 12,043              |
| 4631 Service Alloc - Flt Mgmt - Rpl           | -                   | -                   | 11,936              | 9,705               |
| 4632 Service Alloc - Flt - Fuel               | -                   | -                   | -                   | 2,459               |
| 4633 Service Alloc - Gen Services             | 90,846              | 90,623              | 109,611             | 112,531             |
| 4700 Special Printed Forms                    | 2,273               | 5,712               | 9,275               | 9,275               |
| 4830 Promo Expense - Advertising              | 1,792               | 3,852               | 7,000               | 7,000               |
| 4900 Misc Exp - Other                         | 1,540               | 1,636               | 2,000               | 3,000               |
| 5100 Supplies - Office                        | 4,353               | 5,500               | 10,000              | 9,000               |
| 5221 Uniform - Protective (PPE)               | -                   | -                   | 200                 | 200                 |
| 5400 Membership Dues/Subscriptions            | 3,673               | 2,196               | 5,104               | 5,104               |
| 5500 Employee Training                        | 3,432               | 6,442               | 7,245               | 7,245               |
| <b>TOTAL</b>                                  | <b>\$ 2,184,720</b> | <b>\$ 2,069,477</b> | <b>\$ 2,430,743</b> | <b>\$ 2,302,448</b> |

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



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

**PERSONNEL SCHEDULE**

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

**EXPENDITURE DETAIL**

|   | 2020-2021           | 2021-2022           | 2022-2023           | 2023-2024           |
|---|---------------------|---------------------|---------------------|---------------------|
|   | <u>ACTUAL</u>       | <u>ACTUAL</u>       | <u>BUDGET</u>       | <u>ESTIMATE</u>     |
| 1000 Salaries                                 | \$ 692,356          | \$ 692,205          | \$ 856,993          | \$ 941,500          |
| 2000 Employee Benefits - See Other Cost Dist. | 500,047             | 547,610             | 608,117             | 575,140             |
| 3115 Prof Serv - Lot Clearing                 | 3,050               | 5,600               | 28,000              | 28,000              |
| 3118 Prof Serv - Misc/Other                   | 4,095               | 8,004               | 19,751              | 19,751              |
| 4400 Rental - Mach & Equip                    | 2,478               | 1,688               | 3,105               | 5,605               |
| 4500 General Liability Insurance              | 36,289              | 35,432              | 48,116              | 49,277              |
| 4630 Service Alloc - Flt Mgmt - Opr           | 39,753              | 43,795              | 24,041              | 25,700              |
| 4631 Service Alloc - Flt Mgmt - Rpl           | -                   | -                   | 25,494              | 37,775              |
| 4632 Service Alloc - Flt - Fuel               | -                   | -                   | -                   | 14,427              |
| 4633 Service Alloc - Gen Services             | 25,388              | 25,326              | 32,084              | 32,939              |
| 4910 Misc Exp - Court & Investigate           | 2,431               | 2,148               | 3,000               | 3,000               |
| 5100 Supplies - Office                        | 2,924               | 4,950               | 6,000               | 6,000               |
| 5220 Uniform - Allowance                      | 1,984               | 2,914               | 6,200               | 6,200               |
| 5221 Uniform - Protective (PPE)               | 615                 | 323                 | 1,200               | 1,200               |
| 5400 Membership Dues/Subscriptions            | 350                 | 773                 | 1,500               | 1,500               |
| 5500 Employee Training                        | -                   | 1,699               | 8,600               | 8,600               |
| 9000 Interdept'l Alloc - Bldg Div             | -                   | -                   | -                   | 1. (263,492)        |
| <b>TOTAL</b>                                  | <b>\$ 1,311,760</b> | <b>\$ 1,372,467</b> | <b>\$ 1,672,201</b> | <b>\$ 1,493,122</b> |

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

## Action Plan Worksheet



**Action Plan Owner:** Suramy Cabrera, Development Services Director

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

### Strategic plan alignment

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

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

| What must be done  | By When  | How will it be evident   |
|--|----------|--|
| Provide kiosks at City Lobby to allow quick, direct access to permits for making payments, scheduling inspections, applying on-line. | 10/01/22 | Kiosks will be in the lobby of the new building.                               |
| Create a "residents-only" line at permit counter.  | 10/01/22 | Have a ticket system for residents only.                                       |
| Create short, 30 second how-to videos for newsletter and post permanently on website.  | 03/01/23 | Videos will be posted.   |
| Offer monthly more in-depth training for customers/General Contractor of the building dept.  | 03/01/23 | Training will be scheduled, advertised and sign-in sheets filed.               |
| Create QR code for permit applications so that owners can easily follow their permitting process on-line.                            | 05/31/23 | QR code will print on approved plans and will take you directly to the permit. |
| Publish common rejection comments  | 06/01/23 | Common rejection comments will be posted on our website and on publications    |

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

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

- Finances (detailed listing of expected costs):

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

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

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

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

**Frequency & venue of review**

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

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

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

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

- Money:
  - Costs: \$18,500

## Action Plan Worksheet



**Action Plan Owner:** Suramy Cabrera, Development Services Director

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

**Strategic plan alignment**

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

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

| What must be done   | By When  | How will it be evident                              |
|---|----------|---|
| Create list and distribute equipment for employees to perform their jobs efficiently and professionally | 06/01/22 | Each employee will receive work bag with equipment. |
| Schedule biannual Continuing Education specific to Code Enforcement and Front Counter                   | 01/01/23 | Attendance rosters                                  |
| Implement a 10% QA/ QC of Inspections done  | 03/31/23 | Inspection reports                                  |
| Create training manual, SOP   | 05/31/23 | SOP will be distributed to employees                |

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

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

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

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

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

| Measure  | Target | Date     |
|--|--------|----------|
| Staff Attendance of Training   | 100%   | 01/01/24 |
| <p><b>Training of Staff</b> <span style="float: right;">GOOD ↑</span></p> <p>120%<br/>100%<br/>80%<br/>60%<br/>40%<br/>20%<br/>0%</p> <p>FY23 (P)                      FY24 (P)                      FY25 (P)</p> <p>■ Attendance    ■ QA/QC Inspection Review</p> |        |          |
| Having 100% clean QA/QC inspection review  | 100%   | 03/31/23 |

**Frequency & venue of review**

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

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

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

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

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

## Action Plan Worksheet



**Action Plan Owner:** Suramy Cabrera, Development Services Director

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

**Strategic plan alignment**

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

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

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

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

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

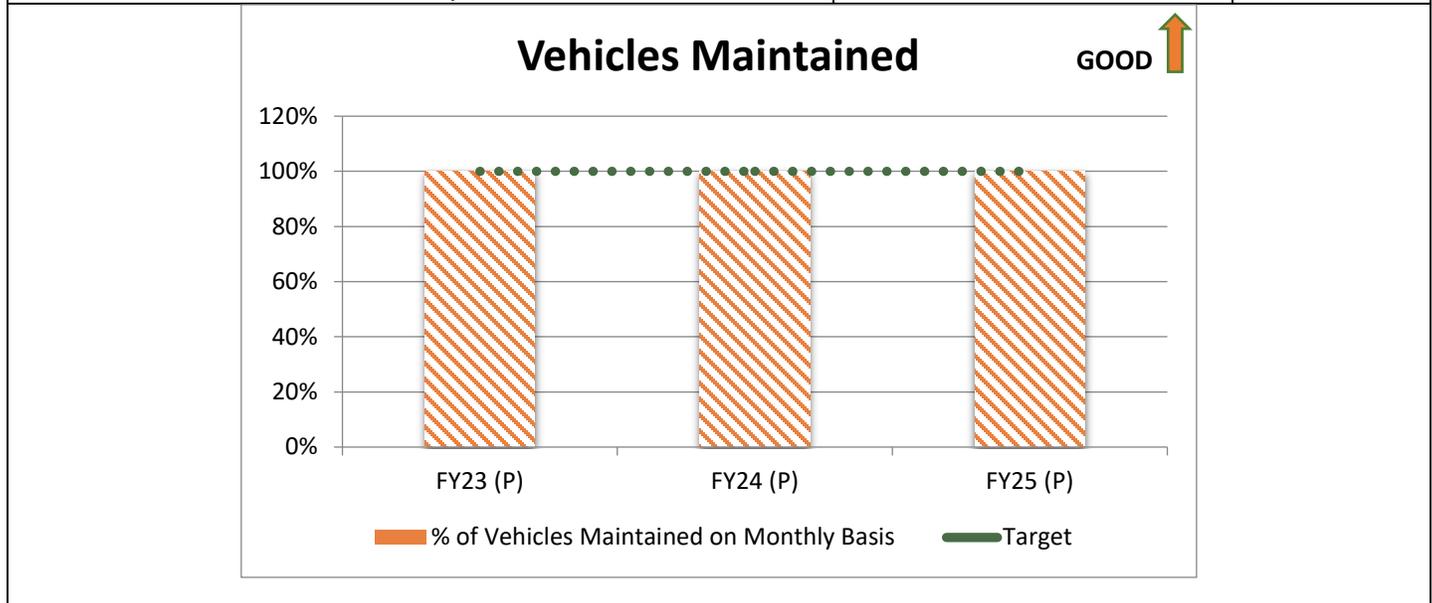
- Time (of the project team members and others as appropriate – examples below):
  - Informatics Person – None
  - Program / Subject Matter Experts – Communications
- Finances (detailed listing of expected costs):

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

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

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

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



**Frequency & venue of review**

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

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

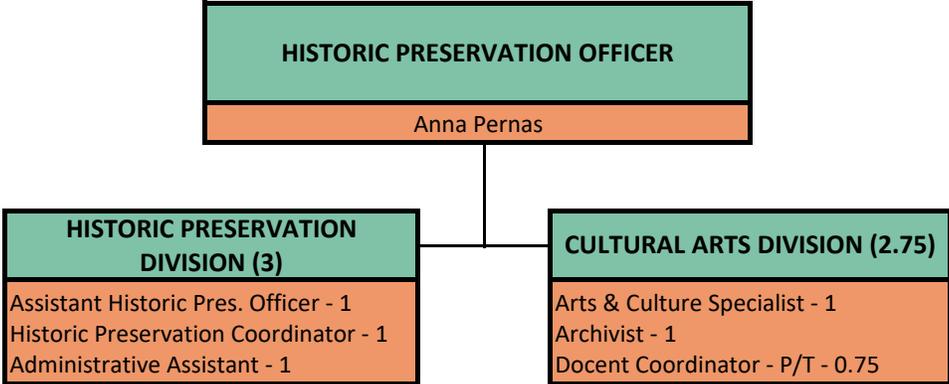
| Stakeholder Group | Potential positive impact   | Potential negative impact   |
|-------------------|---|---|
| Workforce         | <ul style="list-style-type: none"> <li>• Increased engagement through meeting customer requirements and expectations</li> </ul> | <ul style="list-style-type: none"> <li>•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

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

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

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

**HISTORICAL RESOURCES & CULTURAL ARTS  
ORGANIZATION CHART**



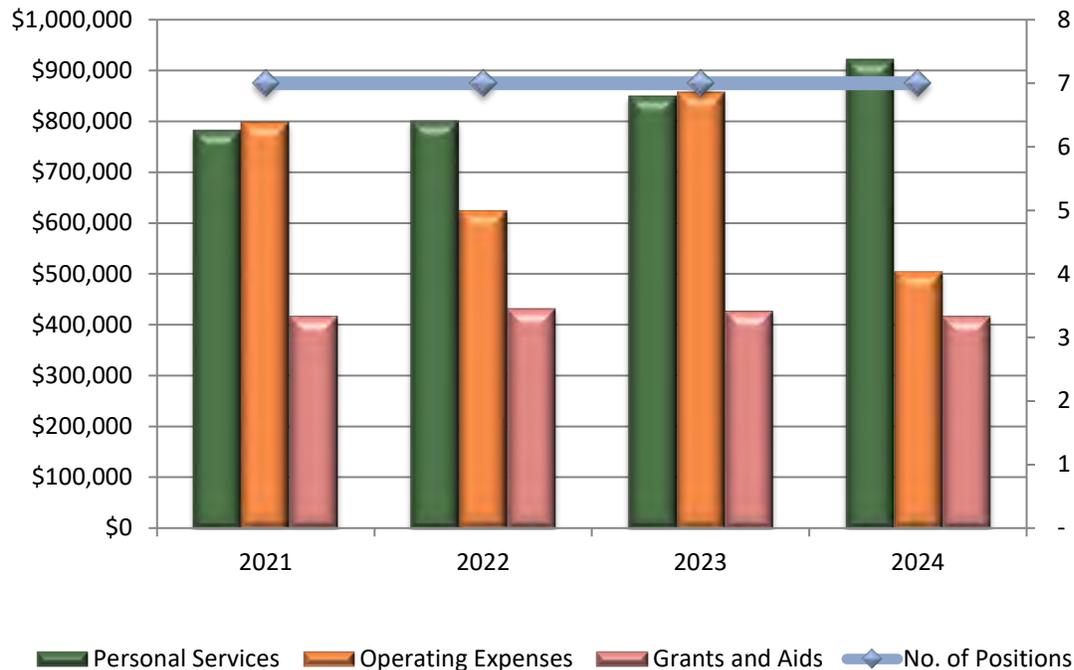
**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



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

|                                    | <u>2020-2021<br/>ACTUAL</u> | <u>2021-2022<br/>ACTUAL</u> | <u>2022-2023<br/>BUDGET</u> | <u>2023-2024<br/>ESTIMATE</u> |
|------------------------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| <b>Salaries &amp; Benefits</b>     | 782,217                     | 800,919                     | 849,396                     | 921,342                       |
| <b>Operating Expenses</b>          | 797,960                     | 624,841                     | 856,722                     | 505,176                       |
| <b>Grants and Aids</b>             | <u>416,228</u>              | <u>431,228</u>              | <u>426,228</u>              | <u>416,228</u>                |
| <b>Total</b>                       | <u><u>1,996,405</u></u>     | <u><u>1,856,988</u></u>     | <u><u>2,132,346</u></u>     | <u><u>1,842,746</u></u>       |
| <b>Full Time Headcount</b>         | 6.00                        | 6.00                        | 6.00                        | 6.00                          |
| <b>Part Time FTE's</b>             | <u>0.75</u>                 | <u>0.75</u>                 | <u>0.75</u>                 | <u>0.75</u>                   |
| <b>Total Headcount &amp; FTE's</b> | <u><u>6.75</u></u>          | <u><u>6.75</u></u>          | <u><u>6.75</u></u>          | <u><u>6.75</u></u>            |

**EXPENDITURE/PERSONNEL COMPARISONS**



# Historic Resources & Cultural Arts

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## Department Function:

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

## Department Goals:

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

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

**HISTORIC RESOURCES & CULTURAL ARTS**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS**

**HISTORIC PRESERVATION DIVISION**

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

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

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

**CULTURAL ARTS DIVISION**

- ✓ Reviewed, processed, and administered Cultural Grants to 42 (forty-two) non-profit organizations.
- ✓ Facilitated ongoing professional development opportunities through the Arts & Business Council for Cultural Grantees.
- ✓ Ongoing refinement of Cultural Grant application process and continued implementation of early application and review to align with City’s budget process and cultural arts season.
- ✓ Celebrated the artwork “Mean Average” by Tony Cragg and received Art Basel recognition, including facilitation of a pre-recorded studio walk-through by the Artist and hosting of an Art Basel VIP event.
- ✓ Submitted a Florida Department of State, Division of Cultural Affairs, Specific Cultural Project Grant for a public art exhibition which received a ranking in the top 5 of applications submitted to the category, pending passing of associated legislation.
- ✓ Submitted a Bloomberg Philanthropies Public Art Challenge Grant application and received request for additional information, pending final response from the Foundation.
- ✓ Administered completion of Art in Public Places City project: “Concepto I” by artist Zilia Sanchez for the 427 Biltmore Way municipal building.
- ✓ Administered completion of Art in Public Places City project: “Eternal Vigilance” by artists Shane Allbritton and Norman Lee.
- ✓ Administered completion of Art in Public Places City project: “Mars” by artist Julio Larraz.
- ✓ Administered completion of Art in Public Places in Private Development project donation through MG Developer at Balboa Plaza: “Coral Carpet” by R & R Studios.
- ✓ Administered completion of Art in Public Places in Private Development projects at The Plaza: “Mean Average” by Tony Cragg; monumental bench with ritual ring and lanterns by Michele Oka Doner; and “Coral Fountains” by Jean Michel Othoniel.
- ✓ Administered completion of Art in Public Places in Private Development projects at Villa Valencia: “Lady” by Thomas Houseago.
- ✓ Administered and processed approval of Art in Public Places City project: “Whispering Through a Stone” (working title) by Janine Antoni.

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

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

- ✓ Administered and processed approval of Art in Public Places City project: by artist Frank Stella, proposed for Ponce Circle Park.
- ✓ Administered and processed approval of public art on private property: “Rey del Tequila” by Leonora Carrington at The Plaza.
- ✓ Administered and processed approval of Art in Public Places in Private Development project by Carmen Herrera for Regency Tower.
- ✓ Administered and processed approval of Art in Public Places in Private Development project: “Coral Light Way” by R & R Studios for The Village.
- ✓ Completed annual maintenance of major artworks “Passion/Passiflora Incarnation” by artist Alice Aycock and “Chromatic Induction, Coral Gables” by artist Carlos Cruz-Diez.
- ✓ Completed restoration of over fifteen public artworks throughout the City.
- ✓ Completed ADA signage for fifteen artworks in the City’s public art collection.
- ✓ Conducted public art tour for Bike Walk Coral Gables.
- ✓ Interviewed for prominent international art journal Oronsko featuring Coral Gables Art in Public Places program.
- ✓ Interviewed for Coral Gables Magazine featuring Coral Gables Art in Public Places program.

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

**HISTORICAL RESOURCES & CULTURAL ARTS**

| INDICATOR:   | FY22    |         |        | FY23    |         | FY24    |
|--|---------|---------|--------|---------|---------|---------|
|  | TARGET  | ACTUAL  | STATUS | TARGET  | YTD     | TARGET  |
| Complete Certified Local Government Annual Report                      | 1       | 1       | ●      | 1       | -       | 1       |
| Process and review Special Certificates of Appropriateness             | 30      | 39      | ●      | 40      | 23      | 30      |
| Process and review Standard Certificates of Appropriateness            | 150     | 136     | ▲      | 130     | 59      | 100     |
| Process and review Ad Valorem Tax applications for historic properties | 4       | 5       | ●      | 5       | 1       | 3       |
| Implement local historic designations of individual properties         | 10      | 13      | ●      | 15      | 9       | 8       |
| Implement local historic designations of districts                     | 1       | 0       | ◆      | 1       | 0       | 1       |
| Process inventory of Valdes-Fauli Coral Gables Archives                | Ongoing | Ongoing | ●      | Ongoing | Ongoing | Ongoing |
| Process new donations to the Valdes-Fauli Coral Gables Archives        | Ongoing | Ongoing | ●      | Ongoing | Ongoing | Ongoing |
| Increase number of visitors to Coral Gables Merrick House              | 600     | 916     | ●      | 800     | 1,105   | 800     |

**Legend**

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



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



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

**PERSONNEL SCHEDULE**

| CLASS.<br>NO. | CLASSIFICATION<br>TITLE<br><u>FULL TIME POSITIONS</u> | NUMBER OF AUTHORIZED POSITIONS |                     |                     |                       |                   |
|---------------|---|--------------------------------|---------------------|---------------------|-----------------------|-------------------|
|               |   | 2020-2021                      | 2021-2022           | 2022-2023           | 2023-2024             |                   |
|               |   | ACTUAL<br>HEADCOUNT            | ACTUAL<br>HEADCOUNT | BUDGET<br>HEADCOUNT | ESTIMATE<br>HEADCOUNT | SALARIES          |
| 2005          | Historic Preservation Officer                         | 1.00                           | 1.00                | 1.00                | 1.00                  | \$ 126,738        |
| 2006          | Asst Historic Preservation Officer                    | 1.00                           | 1.00                | 1.00                | 1.00                  | 117,596           |
| 2007          | Historic Preservation Coordinator                     | 1.00                           | 1.00                | 1.00                | 1.00                  | 90,225            |
| 0602          | Administrative Assistant                              | 1.00                           | 1.00                | 1.00                | 1.00                  | 52,789            |
| <b>TOTAL</b>  |   | <b>4.00</b>                    | <b>4.00</b>         | <b>4.00</b>         | <b>4.00</b>           | <b>\$ 387,348</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021         | 2021-2022         | 2022-2023         | 2023-2024         |
|---|-------------------|-------------------|-------------------|-------------------|
|   | ACTUAL            | ACTUAL            | BUDGET            | ESTIMATE          |
| 1000 Salaries                                 | \$ 312,668        | \$ 354,541        | \$ 366,668        | \$ 387,348        |
| 2000 Employee Benefits - See Other Cost Dist. | 231,290           | 197,222           | 204,880           | 245,553           |
| 3118 Prof Serv - Misc/Other                   | 69,122            | 7,684             | 83,010            | 22,400            |
| 4010 Automobile Allowance                     | 10,179            | 13,102            | 12,994            | 12,994            |
| 4011 Mobile Phone Allowance                   | 240               | 260               | -                 | -                 |
| 4400 Rental - Mach & Equip                    | 3,262             | 1,688             | 3,518             | 7,018             |
| 4402 Rental - Land & Buildings                | 3,380             | 636               | 3,840             | 5,340             |
| 4500 General Liability Insurance              | 16,780            | 16,191            | 20,586            | 20,273            |
| 4610 Repair/Maint - Office Equip              | -                 | -                 | 800               | 710               |
| 4630 Service Alloc - Flt Mgmt - Opr           | 2,250             | 2,652             | 230               | -                 |
| 4631 Service Alloc - Flt Mgmt - Rpl           | -                 | -                 | 2,599             | -                 |
| 4633 Service Alloc - Gen Services             | 328,329           | 331,209           | 162,322           | 166,646           |
| 4701 Printing & Binding                       | 1,698             | 2,426             | 8,500             | 7,090             |
| 4820 Spec Res - Pinewood Cemetery             | -                 | -                 | 6,751             | -                 |
| 4821 Spec Res - Hist Preservation             | -                 | -                 | 20,499            | -                 |
| 4830 Promo Expense - Advertising              | 2,071             | 2,673             | 3,960             | 3,960             |
| 4900 Misc Exp - Other                         | 312               | 17,845            | 23,194            | 23,194            |
| 4910 Misc Exp - Court & Investigate           | 485               | 750               | -                 | -                 |
| 5100 Supplies - Office                        | 3,841             | 3,838             | 7,385             | 7,385             |
| 5400 Membership Dues/Subscriptions            | 445               | 290               | 900               | 900               |
| 5500 Employee Training                        | -                 | 249               | 1,000             | 4,000             |
| 9901 Contingency - Soft Reductions            | -                 | -                 | 37,003            | -                 |
| <b>TOTAL</b>                                  | <b>\$ 986,352</b> | <b>\$ 953,256</b> | <b>\$ 970,639</b> | <b>\$ 914,811</b> |

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



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

**PERSONNEL SCHEDULE**

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

**EXPENDITURE DETAIL**

|   | 2020-2021           | 2021-2022         | 2022-2023           | 2023-2024         |
|---|---------------------|-------------------|---------------------|-------------------|
|   | ACTUAL              | ACTUAL            | BUDGET              | ESTIMATE          |
| 1000 Salaries                                 | \$ 142,634          | \$ 146,073        | \$ 176,416          | \$ 183,639        |
| 2000 Employee Benefits - See Other Cost Dist. | 95,625              | 103,083           | 101,432             | 104,802           |
| 3118 Prof Serv - Misc/Other                   | 29,014              | 9,990             | 61,400              | 83,153            |
| 4500 General Liability Insurance              | 7,609               | 7,676             | 9,624               | 9,611             |
| 4633 Service Alloc - Gen Services             | 99,554              | 99,309            | 106,133             | 108,960           |
| 4701 Printing & Binding                       | 358                 | 968               | 1,000               | 1,000             |
| 4802 Events - Hist Res & Cult Arts            | 216,687             | 94,068            | 255,243             | -                 |
| 4823 Spec Res - Merr Hse R. O'Neal            | -                   | -                 | 4,939               | -                 |
| 4900 Misc Exp - Other                         | 803                 | 7,823             | 7,923               | 7,923             |
| 5100 Supplies - Office                        | 707                 | 1,464             | 2,800               | 2,800             |
| 5201 Supplies - Agricultural                  | 114                 | 308               | 985                 | 985               |
| 5202 Supplies - Chemicals & Photo             | -                   | -                 | 2,000               | 2,000             |
| 5231 Equipment (Oper) - Minor/Tools           | 86                  | -                 | 300                 | 300               |
| 5400 Membership Dues/Subscriptions            | 439                 | 50                | 210                 | 210               |
| 5500 Employee Training                        | 195                 | 1,692             | -                   | 6,324             |
| 8201 Grants - Coral Gables Museum             | 225,000             | 225,000           | 225,000             | 225,000           |
| 8202 Grants - Cultural Art Pgms               | 191,228             | 206,228           | 201,228             | 191,228           |
| 9901 Contingency - Soft Reductions            | -                   | -                 | 5,074               | -                 |
| <b>TOTAL</b>                                  | <b>\$ 1,010,053</b> | <b>\$ 903,732</b> | <b>\$ 1,161,707</b> | <b>\$ 927,935</b> |

## Action Plan Worksheet



**Action Plan Owner:** Anna Pernas, Historic Resources & Cultural Arts Director

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

**Strategic plan alignment**

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

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

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

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

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

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

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

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

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

**Visitors to Merrick House**

| Fiscal Year | Annual Visitors | Annual Revenue |
|-------------|-----------------|----------------|
| FY23 (P)    | 540             | \$10,000       |
| FY24 (P)    | 550             | \$15,000       |
| FY25 (p)    | 560             | \$20,000       |

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

**Frequency & venue of review**

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

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

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

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

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

## Action Plan Worksheet



**Action Plan Owner:** Anna Pernas, Historic Resources & Cultural Arts Director

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

**Strategic plan alignment** (Supports which Objectives and Goals)

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

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

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

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

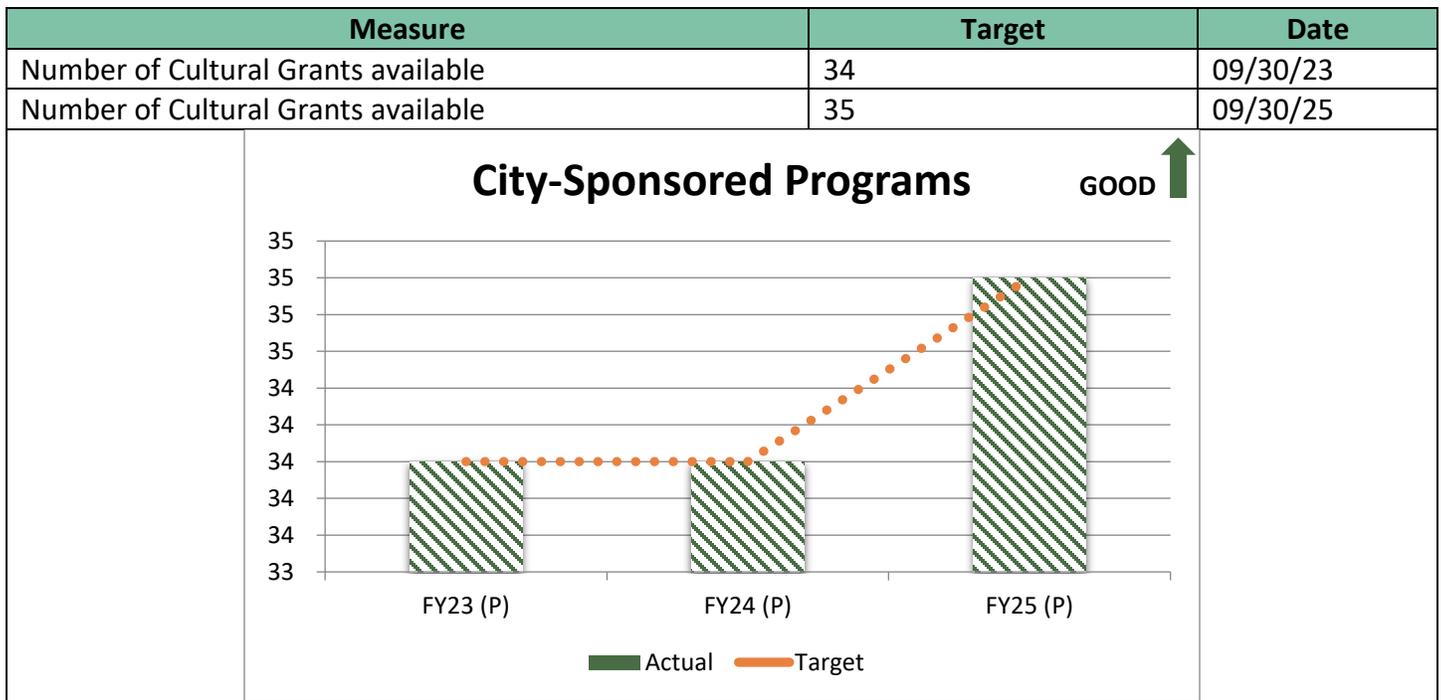
- Time (of the project team members and others as appropriate – examples below):
  - Informatics Person – 50 hours
  - Program / Subject Matter Experts – 100 hours
- Finances (detailed listing of expected costs):

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

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

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

| Measure          | Target | Date     |
|------------------|--------|----------|
| Number of events | 1,421  | 09/30/23 |
| Number of events | 1,468  | 09/30/25 |



**Frequency & venue of review**

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

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

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

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

- Money:
  - Costs: \$30,142
  - Benefits: Undetermined financial benefits due to increased city-sponsored programs
- Other benefits:
  - Increased cultural tourism, custom for local businesses, city exposure

## Action Plan Worksheet



**Action Plan Owner:** Anna Pernas, Historic Resources & Cultural Arts Director

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

### Strategic plan alignment

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

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

| What must be done  | By When | How will it be evident                         |
|--|---------|--|
| Improve Cultural Grant application process                                     | 9/30/24 | Increased number of applicants                 |
| Implement online booking and payment process for Merrick House visitors        | 9/30/24 | Increased visitor numbers                      |
| Implement credit card payment system for Merrick House visitors                | 9/30/24 | Increased visitors                             |
| Improve public awareness of sites and events through advertising opportunities | 9/30/25 | Increased participation numbers                |
| Increase number of Merrick House docents to increase opening hours             | 9/30/25 | Increased opening hours, docents, and visitors |
| Increase cultural partnership opportunities                                    | 9/30/25 | Increased events and participation             |

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

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

| \$ Amount        | Purpose   |
|------------------|---|
| \$9,561          | Improved advertising of sites and events                        |
| \$2,000          | Creation of online booking and payment system for Merrick House |
| \$1,000          | Credit card payment equipment for Merrick House                 |
| \$150,000        | \$50,000 annually for partnership related expenses              |
| <b>\$162,561</b> | <b>Total</b>  |

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

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

| Measure   | Target                                       | Date                 |             |  |                |          |     |          |          |     |          |          |     |          |
|---|--|----------------------|-------------|--|----------------|----------|-----|----------|----------|-----|----------|----------|-----|----------|
| Customer satisfaction with the Merrick House  | 95% satisfied                                | 09/30/25             |             |  |                |          |     |          |          |     |          |          |     |          |
| <div style="text-align: right;"><b>GOOD</b> ↑</div> <p><b>Customer Satisfaction</b></p> <p>The chart displays Customer Satisfaction with Merrick House as orange hatched bars and a Target as a green dotted line with diamond markers. The Y-axis ranges from 84% to 100%. The data points are approximately: FY23 (P) at 90%, FY24 (P) at 92%, and FY25 (P) at 95%. The target line is consistently above the bars, starting at 91% in FY23 and reaching 95% in FY25.</p> <table border="1"> <caption>Customer Satisfaction Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Customer Satisfaction with Merrick House (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>FY23 (P)</td> <td>90%</td> <td>91%</td> </tr> <tr> <td>FY24 (P)</td> <td>92%</td> <td>93%</td> </tr> <tr> <td>FY25 (P)</td> <td>95%</td> <td>95%</td> </tr> </tbody> </table>  |  |                      | Fiscal Year | Customer Satisfaction with Merrick House (%) | Target (%)     | FY23 (P) | 90% | 91%      | FY24 (P) | 92% | 93%      | FY25 (P) | 95% | 95%      |
| Fiscal Year   | Customer Satisfaction with Merrick House (%) | Target (%)           |             |  |                |          |     |          |          |     |          |          |     |          |
| FY23 (P)  | 90%  | 91%                  |             |  |                |          |     |          |          |     |          |          |     |          |
| FY24 (P)  | 92%  | 93%                  |             |  |                |          |     |          |          |     |          |          |     |          |
| FY25 (P)  | 95%  | 95%                  |             |  |                |          |     |          |          |     |          |          |     |          |
| Merrick House visitor numbers   | 540<br>560                                   | 09/30/23<br>09/30/25 |             |  |                |          |     |          |          |     |          |          |     |          |
| <div style="text-align: right;"><b>GOOD</b> ↑</div> <p><b>Visitors to Merrick House</b></p> <p>The chart displays Annual visitors to Merrick House as orange hatched bars and Annual Revenue as a green dotted line with diamond markers. The left Y-axis represents Annual Visitors (530-565) and the right Y-axis represents Annual Revenue (\$0-\$25,000). The data points are approximately: FY23 (P) at 540 visitors and \$10,000 revenue; FY24 (P) at 550 visitors and \$15,000 revenue; and FY25 (p) at 560 visitors and \$20,000 revenue.</p> <table border="1"> <caption>Visitors to Merrick House Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Annual visitors to Merrick House</th> <th>Annual Revenue</th> </tr> </thead> <tbody> <tr> <td>FY23 (P)</td> <td>540</td> <td>\$10,000</td> </tr> <tr> <td>FY24 (P)</td> <td>550</td> <td>\$15,000</td> </tr> <tr> <td>FY25 (p)</td> <td>560</td> <td>\$20,000</td> </tr> </tbody> </table> |  |                      | Fiscal Year | Annual visitors to Merrick House             | Annual Revenue | FY23 (P) | 540 | \$10,000 | FY24 (P) | 550 | \$15,000 | FY25 (p) | 560 | \$20,000 |
| Fiscal Year   | Annual visitors to Merrick House             | Annual Revenue       |             |  |                |          |     |          |          |     |          |          |     |          |
| FY23 (P)  | 540  | \$10,000             |             |  |                |          |     |          |          |     |          |          |     |          |
| FY24 (P)  | 550  | \$15,000             |             |  |                |          |     |          |          |     |          |          |     |          |
| FY25 (p)  | 560  | \$20,000             |             |  |                |          |     |          |          |     |          |          |     |          |
| Trained Merrick House docents   | 12 (current 10)                              | 09/30/25             |             |  |                |          |     |          |          |     |          |          |     |          |
| Cultural partnership opportunities  | 2  | 09/30/25             |             |  |                |          |     |          |          |     |          |          |     |          |

**Frequency & venue of review**

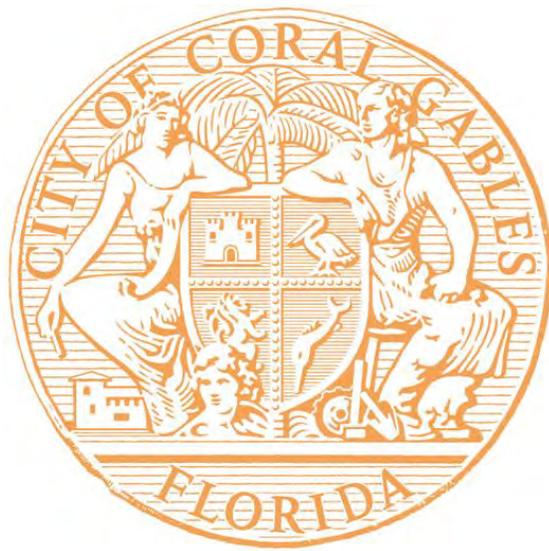
- Quarterly project team meeting.
- Quarterly Review & Analysis meeting
- Weekly/monthly/quarterly report to City Manager.

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

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

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

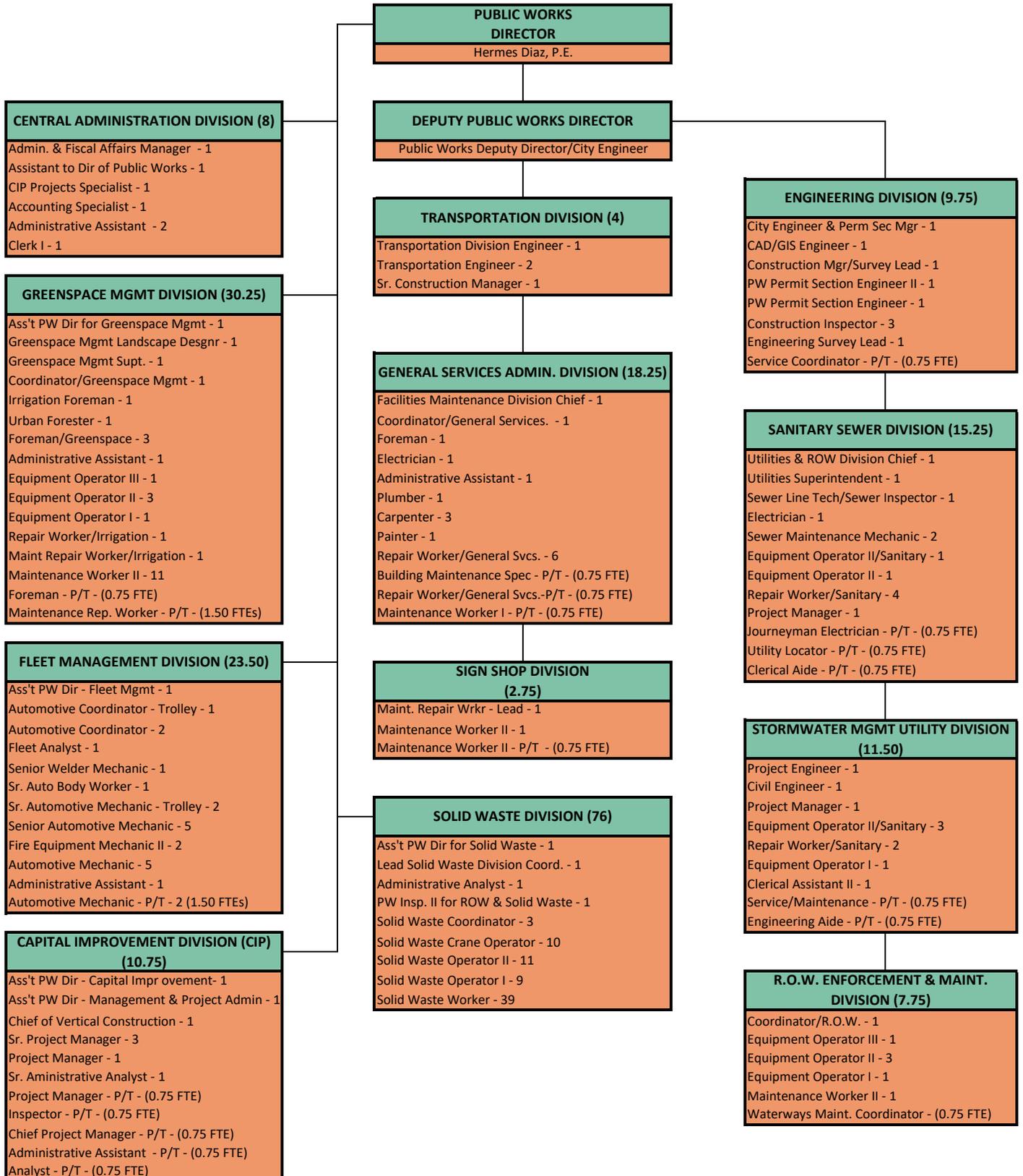
- Money:
  - Costs: \$162,561
  - Benefits:



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

**PUBLIC WORKS  
ORGANIZATION CHART**



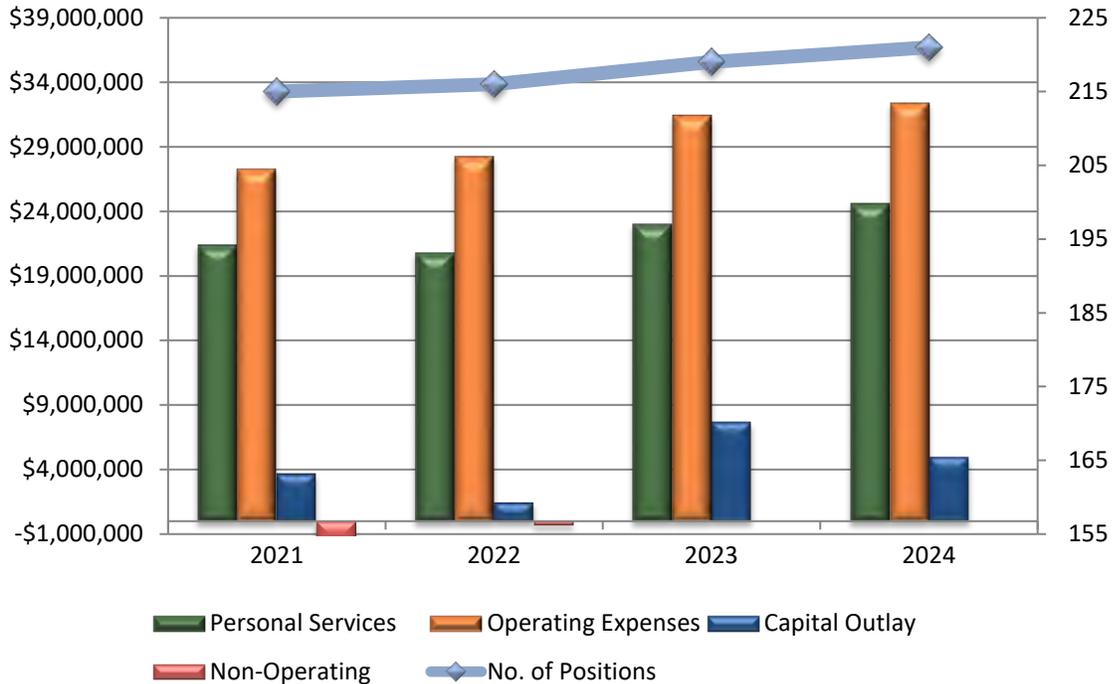
**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



**PUBLIC WORKS DEPARTMENT  
BUDGET AND POSITION SUMMARY**

|                                    | <b>2020-2021<br/>ACTUAL</b> | <b>2021-2022<br/>ACTUAL</b> | <b>2022-2023<br/>BUDGET</b> | <b>2023-2024<br/>ESTIMATE</b> |
|------------------------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| Salaries & Benefits                | 21,421,160                  | 20,807,663                  | 23,031,198                  | 24,632,947                    |
| Operating Expenses                 | 27,309,484                  | 28,261,308                  | 31,476,520                  | 32,395,872                    |
| Capital Outlay                     | 3,712,300                   | 1,494,390                   | 7,650,742                   | 4,966,258                     |
| Non-Operating                      | (2,000,000)                 | (320,000)                   | -                           | -                             |
| <b>Total</b>                       | <b>50,442,944</b>           | <b>50,243,361</b>           | <b>62,158,460</b>           | <b>61,995,077</b>             |
| <br>                               |                             |                             |                             |                               |
| Full Time Headcount                | 199.00                      | 199.00                      | 202.00                      | 205.00                        |
| Part Time FTE's                    | 15.75                       | 16.50                       | 16.50                       | 15.75                         |
| <b>Total Headcount &amp; FTE's</b> | <b>214.75</b>               | <b>215.50</b>               | <b>218.50</b>               | <b>220.75</b>                 |

**EXPENDITURE/PERSONNEL COMPARISONS**



# Public Works

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## Department Function:

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

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

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

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

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

The **Engineering Division** is comprised of the Permit Section and Construction Management/Survey Section. Permit Section staff consists of the City Engineer & Permit Section Manager, permit section engineers and construction inspectors. Construction Management/Survey Section staff consists of construction managers, surveyors, and the CAD engineer. The Permit Section is responsible for reviewing permits and overseeing inspections of all construction, erosion control and maintenance of traffic activities along the public right-of-way as well as updates and maintains Public Works standards, as needed.

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

The **Right-of-Way Maintenance Division** provides essential services within the City's right-of-way such as maintenance of streets, roadways, alleys, and waterways. Right-of-way services include street sweeping, pressure cleaning, graffiti removal, asphalt pothole repairs, sidewalk repairs, removal of debris and seaweed from navigable channels, and City-

owned bridge maintenance. In addition, the Division manages the traffic equipment for special events and in-house construction and maintenance projects. The Division Director and engineers also serve as liaisons between the City and the Waterway Advisory Board, which consists of community members who actively contribute ideas for the planning and improvements to City canals.

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

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

The **General Services Administration Division** is comprised of administrative and building trades personnel covering a wide variety of facilities maintenance, repairs and upgrades in support of the mission of the City of Coral Gables. The responsibility of this unit is to provide a physical environment that will enable our City to accomplish its broader goals and strategic plans. This environment consists of all City-owned buildings, plazas, entranceways, fountains, and streetlights. This section initiates repair orders from internal and external community stakeholders and oversees all routine maintenance functions for buildings and structures. This division assists in City sponsored special events and cultural arts installations. Additionally, the Division oversees the Sign Shop which provides maintenance and replacement of City-owned signs within the public right-of-way.

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

### Department Goals:

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

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

**PUBLIC WORKS**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS**

- ✓ **General Services Administration Division.** The Division completed over 5,000 maintenance-related requests and was instrumental in the repairs needed to re-open the Coral Gables Country Club. 34 new street markers were created and installed at Pine Bay Estates. The focus on City cleanliness continues with pressure washing of 14 facilities, 3 fountains and 8 entranceways and monuments and 2 parks. Additionally, 5 street end closure location repairs have been handled by our team in house. We continue to support all Public Works Divisions, Parks, Police, Fire and Special Events as needed.
- ✓ **Customer Service.** The Central Administrative Division is averaging 1,600 monthly calls and has generated over 5,569 customer service requests to date.
- ✓ **Traffic Calming.** As part of the ongoing traffic calming efforts, Public Works has constructed 15 traffic calming devices to date.
- ✓ **Crosswalks and Sidewalks.** Public Works replaced over 0.5 miles of damaged sidewalks and installed 33 ADA detectable warning mats.
- ✓ **Recycling Drive-Thru Events.** The City held another two very successful recycling drive-thru events in FY23 (October 22 and April 22). Over the last 8 years, the City has collected and diverted over 400,000 pounds of household hazardous waste, electronic waste, sensitive documents, and clothing from entering the landfill and potentially the environment.
- ✓ **Energy Efficiency.** Through various energy efficiency measures (conversion of indoor/outdoor lighting to LED fixtures, installation of high efficiency HVAC, and Energy Star certified equipment, etc.), the City has lowered energy consumption in its facilities by over 15% since 2019.
- ✓ **Water Efficiency.** Through various water efficiency measures (installation of low flow toilets, faucets, installation of AMI meters, native landscaping, etc.), the City has lowered its overall water consumption (city facilities and irrigation) by over 4.35% since 2019. This percentage fluctuates due to added greenspace and new facilities.
- ✓ **Coral Gables Green Business Certification Program.** The City has certified 9 businesses (Coral Gables Art Cinema, Andromeda District, University of Miami, Avion Auto Spa, Jelly Places, Barakat Law, Lovvett, Quirch Foods, and I Know Science) as part of the City's Green Business Certification Program.

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

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

- ✓ **Keep Coral Gables Beautiful Program.** The Keep Coral Gables Beautiful Program (KCGB) held over 36 community events/programs that included over 3,600 participants and 200 volunteers. KCGB also received a \$25,000 grant to help implement a Reverse Vending Machine at the War Memorial Youth Center to help increase and incentivize recycling, which includes a rewards incentive for participants to use at local businesses and the program was launched on November 16, 2022
- ✓ **Electric Vehicle Charging Station Expansion.** Added an additional 13 Level II Dual Port charging stations/25 charging points within the new Minorca Garage. The City now has over 39 charging stations and 66 charging points located on City properties.
- ✓ **City-wide Landscaping Improvements.** The Greenspace Management Division planted over 50 new trees on City swales and public green spaces to provide additional shade and environmental benefits. Coordinated (5) community volunteer landscape beautification projects at historical entrance features and City properties in partnership with 'Keep Coral Gables Beautiful'; lead (2) public presentations at the Coral Gables Farmer's Market concerning landscape beautification of public space, and organized an Arbor Day celebration with the Landscape Beautification Advisory Board and Coral Gables Garden Club; and provided design and construction supervision of the re-landscaping of eleven city blocks of public right of way from Miracle Mile to Menores Street in the central business district (Ponce de Leon landscape project). Added flowering trees and new groundcovers to the existing streetscape of Miracle Mile and Ponce de Leon to revitalize the landscaping in highly trafficked areas of downtown.
- ✓ **Black Olive Treatment.** Treated 2,000 Black Olive trees in the City's urban forest for pest control as part of the ongoing Black Olive Staining Study to help with staining of sidewalks and property caused by mites and caterpillars feeding on trees.
- ✓ **Tree Maintenance.** The Greenspace Management Division managed the professional pruning of approximately 4,000 trees in public right of way to date.
- ✓ **Inflow & Infiltration.** The Utilities Division continues to improve/repair its wastewater pumping and transmission system to prevent stormwater and/or groundwater from infiltrating the sanitary sewer system. The Division rehabilitated over 12,000 linear feet of sanitary sewer main pipelines; performed 25 Sanitary Point Repairs and Rehabilitated 116 Sanitary Manholes.

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

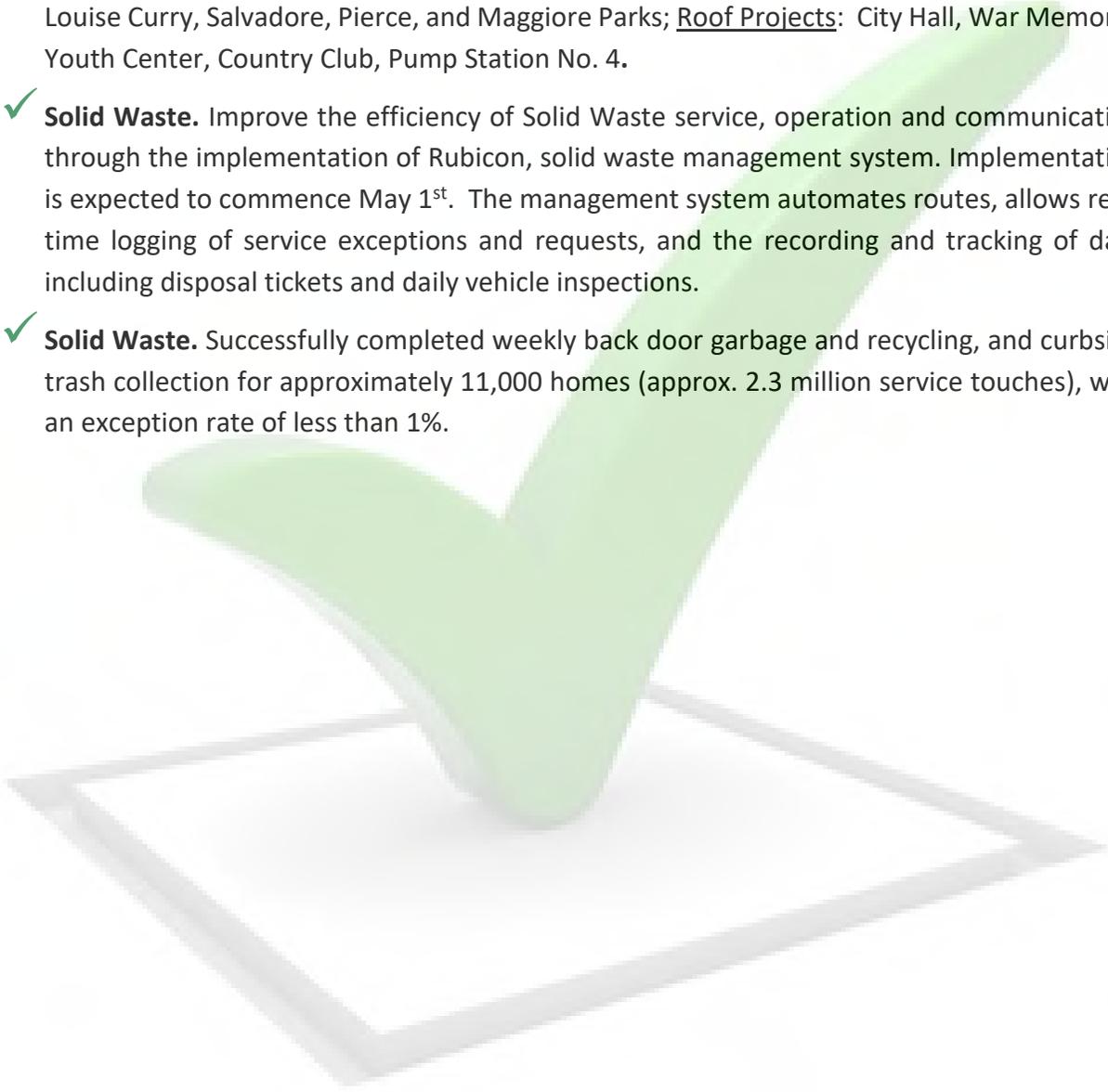
**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ **City's Storm Drainage System Maintenance.** In compliance with the National Pollutant Discharge Elimination System (NPDES) permit, the Utilities Division inspected and cleaned 46,776 linear feet of exfiltration trench and French drains. Of the City's storm drainage structures, 596 were inspected.
- ✓ **Sanitary Sewer Collection System.** The Utilities Division cleaned more than 155,000 linear feet of sewer main pipelines and 7,544 linear feet of laterals. As part of Miami-Dade County's Fats, Oils, and Grease (FOG) Program, the City cleans 60 critical segments monthly, resulting in an additional 45,000 linear feet.
- ✓ **Drainage Projects.** The Utilities Division performed in-house designs for 13 drainage construction projects, performed over 47 flood assessments and completed 8 new drainage projects consisting of the installation of new catch basins, French drains, and the rehabilitation of existing pipes.
- ✓ **Pump Station Maintenance and Rehabilitation.** The Utilities Division intensified their Pump Station Maintenance Program. Preventative maintenance visits have increased to 3 times per month, per station. The Division performed more than 1,200 routine visits. The City's supervisory control and data acquisition (SCADA) system has been analyzed and recommended for upgrade and the Division is currently in the process of upgrading the software and hardware to improve communications reliability. A total of 26 upgrades have already been completed. Additionally, 12 Sanitary Pump Stations have new electrical control panels. Currently, Sanitary Pump Stations: Cocoplum 3, Journey's End and PS-D are under construction for complete rehabilitation.
- ✓ **Street Sweeping.** In compliance with the National Pollutant Discharge Elimination System (NPDES) permit, the Right-of-Way Division swept more than 12,700 miles of City's streets and alleyways and collected more than 4,015 cubic yards of debris and material.
- ✓ **Seaweed Cleanup.** Approximately 1,000 tons of debris and seaweed were collected and removed from City-maintained canals and waterways.
- ✓ **Fleet Availability.** Due to fleet modernization efforts, the City had a combined average of 93% fleet availability for all equipment types.

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

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

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



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

**PUBLIC WORKS**

| INDICATOR:  | FY22   |         |        | FY23    |         | FY24    |
|---|--------|---------|--------|---------|---------|---------|
|   | TARGET | ACTUAL  | STATUS | TARGET  | YTD     | TARGET  |
| % of all classes of equipment and vehicles available and ready for use within the operational requirements outlined in the Equipment Availability Codes (EAC) | 95%    | 95.03%  | ●      | 95%     | 92.52%  | 95%     |
| GovQA customer requests successfully completed  | 7,000  | 9,537   | ●      | 7,000   | 5,569   | 7,000   |
| % of GovQA public records request completed within 5 days   | 100%   | 95%     | ▲      | 100%    | 98%     | 100%    |
| Number of permits issued  | 450    | 553     | ●      | 450     | 411     | 450     |
| Number of plan reviews completed  | 3,600  | 2,244   | ◆      | 3,000   | 1,459   | 3,000   |
| % of inspections conducted within 24 hours of request   | 95%    | 98%     | ●      | 95%     | 98%     | 95%     |
| Number of trees pruned  | 8,000  | 8,000   | ●      | 8,000   | 4,000   | 8,000   |
| Number of trees planted   | 150    | 100     | ▲      | 100     | 50      | 100     |
| Miles of complete street sweeping   | 10,000 | 13,100  | ●      | 10,000  | 2,654   | 10,000  |
| % of canals inspected and cleaned requests completed within 2 days  | 100%   | 100%    | ●      | 100%    | 100%    | 100%    |
| % of graffiti removal requests completed within 2 days  | 100%   | 100%    | ●      | 100%    | 100%    | 100%    |
| % of City's street potholes repaired within 2 days  | 100%   | 100%    | ●      | 100%    | 100%    | 100%    |
| Tonnage of recycling  | 2,400  | 2,656   | ●      | 2,500   | 1,400   | 2,800   |
| % of garbage collection on the scheduled day  | 100%   | 99.79%  | ●      | 100%    | 99.81%  | 100%    |
| % of trash collection on the scheduled day  | 100%   | 99.91%  | ●      | 100%    | 99.51%  | 100%    |
| % of recycling collection on the scheduled day  | 100%   | 99.81%  | ●      | 100%    | 99.50%  | 100%    |
| Reduce City's electricity use by 6% below 2019 levels by 2022   | -6.0%  | -5.54%  | ●      | -6.00%  | -15.07% | -6.00%  |
| Reduce City's water use by 17% below 2019 levels by 2022  | -17.0% | -11.19% | ▲      | -17.00% | -4.35%  | -17.00% |
| Total miles of dedicated bicycle facilities provided  | 0      | 0       | ●      | 0       | 0       | 0       |
| Total miles of pedestrian facilities (new sidewalks, replacements, and extensions)  | 3.00   | 2.20    | ▲      | 3.00    | 3.20    | 3.00    |
| Number of crosswalks striped  | 40     | 55      | ●      | 40      | 40      | 40      |
| Number of pedestrian-vehicle accidents  | >20    | 28      | ◆      | >20     | 28      | >20     |
| Number of bicycle-vehicle accidents   | >21    | 20      | ●      | >21     | 6       | >21     |
| Number of pedestrian-vehicle and bicycle-vehicle fatality accidents   | 0      | 0       | ●      | 0       | 1       | 0       |
| Sewer back-up request (response & assessment within 4 hours)  | 95%    | 100%    | ●      | 100%    | 100%    | 100%    |
| Sewer gravity lines request (response & assessment within 4 hours)  | 95%    | 100%    | ●      | 100%    | 100%    | 100%    |
| Storm sewer system request (response & assessment within 24 hours)  | 95%    | 100%    | ●      | 100%    | 100%    | 100%    |

**Legend**

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



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



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

**PERSONNEL SCHEDULE**

| CLASS.<br>NO. | CLASSIFICATION<br>TITLE<br>FULL TIME POSITIONS | NUMBER OF AUTHORIZED POSITIONS |                     |                     |                       |                   |
|---------------|--|--------------------------------|---------------------|---------------------|-----------------------|-------------------|
|               |  | 2020-2021                      | 2021-2022           | 2022-2023           | 2023-2024             |                   |
|               |  | ACTUAL<br>HEADCOUNT            | ACTUAL<br>HEADCOUNT | BUDGET<br>HEADCOUNT | ESTIMATE<br>HEADCOUNT | SALARIES          |
| 1025          | Public Works Director                          | 1.00                           | 1.00                | 1.00                | 1.00                  | \$ 186,353        |
| 0067          | Public Works Deputy Dir/City Engineer          | 1.00                           | 1.00                | 1.00                | 1.00                  | 161,717           |
| 0813          | Administrative & Fiscal Affairs Manager        | 1.00                           | 1.00                | 1.00                | 1.00                  | 111,673           |
| 0107          | Asst to the Dir of Public Works                | 1.00                           | 1.00                | 1.00                | 1.00                  | 65,012            |
| 1005          | CIP Projects Specialist                        | 1.00                           | 1.00                | 1.00                | 1.00                  | 60,854            |
| 0106          | Accounting Specialist                          | 1.00                           | 1.00                | 1.00                | 1.00                  | 69,635            |
| 0602          | Administrative Assistant                       | 2.00                           | 2.00                | 2.00                | 2.00                  | 99,135            |
| 0105          | Clerk I  | 1.00                           | 1.00                | 1.00                | 1.00                  | 54,012            |
| <b>TOTAL</b>  |  | <b>9.00</b>                    | <b>9.00</b>         | <b>9.00</b>         | <b>9.00</b>           | <b>\$ 808,391</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021  | 2021-2022  | 2022-2023  | 2023-2024  |
|---|------------|------------|------------|------------|
|   | ACTUAL     | ACTUAL     | BUDGET     | ESTIMATE   |
| 1000 Salaries                                 | \$ 656,952 | \$ 688,317 | \$ 771,167 | \$ 808,391 |
| 2000 Employee Benefits - See Other Cost Dist. | 392,337    | 429,423    | 455,359    | 442,161    |
| 3118 Prof Serv - Misc/Other                   | -          | -          | 9,974      | 1,000      |
| 4010 Automobile Allowance                     | 13,979     | 13,119     | 14,943     | 14,943     |
| 4011 Mobile Phone Allowance                   | 200        | -          | -          | -          |
| 4400 Rental - Mach & Equip                    | 9,753      | 5,339      | 3,200      | 12,200     |
| 4500 General Liability Insurance              | 33,238     | 34,998     | 43,297     | 42,310     |
| 4610 Repair/Maint - Office Equip              | -          | -          | 200        | 200        |
| 4611 Repair/Maint - Oper Equip                | -          | -          | 300        | 300        |
| 4630 Service Alloc - Flt Mgmt - Opr           | 21,288     | 24,752     | 4,405      | 844        |
| 4631 Service Alloc - Flt Mgmt - Rpl           | -          | -          | 22,311     | 1,955      |
| 4633 Service Alloc - Gen Services             | 23,082     | 23,025     | 24,607     | 25,263     |
| 4700 Special Printed Forms                    | 1,409      | 548        | 600        | 600        |
| 4701 Printing & Binding                       | -          | -          | 250        | 250        |
| 4900 Misc Exp - Other                         | 607        | 103        | 1,000      | 1,000      |
| 5100 Supplies - Office                        | 7,708      | 6,667      | 9,000      | 9,000      |
| 5203 Supplies - Drugs & Medical               | -          | -          | 50         | 50         |
| 5222 Uniform - Purchase/Rental                | -          | -          | 1,100      | 1,100      |

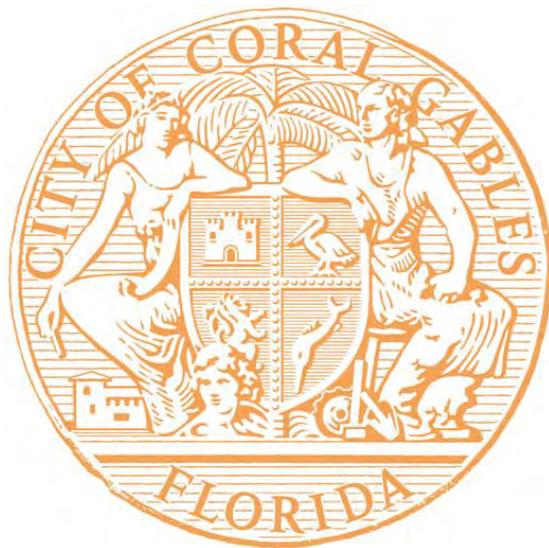
**EXPENDITURE DETAIL**

|                                      | <u>2020-2021</u>         | <u>2021-2022</u>         | <u>2022-2023</u>         | <u>2023-2024</u>         |
|--------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|                                      | <u>ACTUAL</u>            | <u>ACTUAL</u>            | <u>BUDGET</u>            | <u>ESTIMATE</u>          |
| 5231 Equipment (Oper) - Minor/Tools  | 400                      | 238                      | 400                      | 400                      |
| 5400 Membership Dues/Subscriptions   | 108                      | 237                      | 700                      | 700                      |
| 5500 Employee Training               | 594                      | -                        | 2,000                    | 2,000                    |
| 9010 Intradep't'l Alloc - Adm to Div | <u>(401,647)</u>         | <u>(429,368)</u>         | <u>(477,711)</u>         | <u>2. (477,634)</u>      |
| <b>TOTAL</b>                         | <b><u>\$ 760,008</u></b> | <b><u>\$ 797,398</u></b> | <b><u>\$ 887,152</u></b> | <b><u>\$ 887,033</u></b> |

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

**Public Works Administrative Services  
Distributed to Utilities**

| Div. Code/Account           | <u>%</u>   | <u>Amount</u>     |
|-----------------------------|------------|-------------------|
| Storm Water - 1535-31-70    | 10%        | \$ 136,467        |
| Sanitary Sewer - 1540-31-70 | 25%        | 341,167           |
|                             | <u>35%</u> | <u>\$ 477,634</u> |



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



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

| CLASS.<br>NO. | CLASSIFICATION<br>TITLE<br>FULL TIME POSITIONS | 2020-2021   | 2021-2022   | 2022-2023   | 2023-2024   |                   |
|---------------|--|-------------|-------------|-------------|-------------|-------------------|
|               |  | ACTUAL      | ACTUAL      | BUDGET      | ESTIMATE    | SALARIES          |
|               |  | HEADCOUNT   | HEADCOUNT   | HEADCOUNT   | HEADCOUNT   |                   |
| 1051          | Transportation Division Manager                | 1.00        | 1.00        | 1.00        | 1.00        | \$ 130,047        |
| 1039          | Transportation Engineer                        | 2.00        | 2.00        | 2.00        | 2.00        | 193,683           |
| 0811          | City Resiliency & Sustainability Supr          | 1.00        | 1.00        | -           | -           | -                 |
| 1000          | Sr. Construction Manager                       | 1.00        | 1.00        | 1.00        | 1.00        | 98,203            |
| 8888          | Overtime                                       | -           | -           | -           | -           | 1,063             |
| <b>TOTAL</b>  |  | <b>5.00</b> | <b>5.00</b> | <b>4.00</b> | <b>4.00</b> | <b>\$ 422,996</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021         | 2021-2022         | 2022-2023         | 2023-2024         |
|---|-------------------|-------------------|-------------------|-------------------|
|   | ACTUAL            | ACTUAL            | BUDGET            | ESTIMATE          |
| 1000 Salaries                                 | \$ 389,919        | \$ 462,498        | \$ 502,470        | \$ 422,996        |
| 2000 Employee Benefits - See Other Cost Dist. | 285,791           | 345,422           | 336,824           | 282,662           |
| 3118 Prof Serv - Misc/Other                   | 1,500             | 4,088             | -                 | -                 |
| 3123 Prof Serv - Reimbursable                 | -                 | (11,982)          | -                 | -                 |
| 4010 Automobile Allowance                     | 5,328             | 3,931             | 3,898             | 3,898             |
| 4302 Water & Sewer Service                    | -                 | 42,229            | 68,937            | -                 |
| 4303 Solid Waste/Wastewater Disp'l            | -                 | -                 | -                 | 17,913            |
| 4400 Rental - Mach & Equip                    | 1,263             | 120               | -                 | 2,708             |
| 4500 General Liability Insurance              | 25,265            | 23,424            | 28,151            | 22,139            |
| 4630 Service Alloc - Flt Mgmt - Opr           | -                 | -                 | -                 | 5,561             |
| 4631 Service Alloc - Flt Mgmt - Rpl           | -                 | -                 | -                 | 3,716             |
| 4632 Service Alloc - Flt - Fuel               | -                 | -                 | -                 | 2,215             |
| 4633 Service Alloc - Gen Services             | 5,831             | 5,817             | 6,217             | 6,383             |
| 4701 Printing & Binding                       | -                 | -                 | 1,600             | 1,500             |
| 4900 Misc Exp - Other                         | 2,041             | 2,588             | 14,125            | 2,600             |
| 5100 Supplies - Office                        | -                 | -                 | 2,599             | 1,500             |
| 5206 Supplies - Food - Event/Resale           | -                 | 34                | 1,000             | 1,000             |
| 5400 Membership Dues/Subscriptions            | -                 | 1,635             | 2,000             | 500               |
| 5500 Employee Training                        | 1,197             | 1,779             | 2,500             | 2,000             |
| <b>TOTAL</b>                                  | <b>\$ 718,135</b> | <b>\$ 881,583</b> | <b>\$ 970,321</b> | <b>\$ 779,291</b> |

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



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE                  | 2020-2021        | 2021-2022        | 2022-2023        | 2023-2024        |                     |
|----------------------------------|--|------------------|------------------|------------------|------------------|---------------------|
|                                  |  | ACTUAL           | ACTUAL           | BUDGET           | ESTIMATE         | SALARIES            |
| <b>FULL TIME POSITIONS</b>       |  | <b>HEADCOUNT</b> | <b>HEADCOUNT</b> | <b>HEADCOUNT</b> | <b>HEADCOUNT</b> |                     |
| 1026                             | Ass't Pub Wrks Dir - Capital Improvement | 1.00             | 1.00             | 1.00             | 1.00             | \$ 147,247          |
| 1216                             | PW Asst Dir for Mgmt & Project Admin     | -                | -                | 1.00             | 1.00             | 114,751             |
| 1098                             | Chief of Vertical Construction           | -                | 1.00             | 1.00             | 1.00             | 123,186             |
| 1046                             | Sr. Project Manager                      | 2.00             | 3.00             | 3.00             | 3.00             | 323,611             |
| 1050                             | Project Manager                          | 3.00             | 1.00             | 1.00             | 1.00             | 85,196              |
| 0809                             | Sr. Administrative Analyst               | 1.00             | 1.00             | 1.00             | 1.00             | 79,213              |
| <b>TOTAL FULL TIME HEADCOUNT</b> |  | <b>7.00</b>      | <b>7.00</b>      | <b>8.00</b>      | <b>8.00</b>      | <b>873,204</b>      |
| <b>PART TIME POSITIONS</b>       |  | <b>HC</b>        | <b>FTE's</b>     | <b>FTE's</b>     | <b>FTE's</b>     | <b>FTE's</b>        |
| 3200                             | Chief Project Manager - P/T              | 1.00             | 0.75             | 0.75             | 0.75             | 129,235             |
| 3202                             | Project Manager - P/T                    | 1.00             | -                | 0.75             | 0.75             | 34,766              |
| 1139                             | Inspector - P/T                          | 1.00             | 0.75             | 0.75             | 0.75             | 55,542              |
| 0812                             | Analyst - P/T                            | 1.00             | 0.75             | 0.75             | 0.75             | 60,259              |
| 6101                             | Administrative Assistant - P/T           | 1.00             | 0.75             | 0.75             | 0.75             | 35,070              |
| <b>TOTAL PART TIME FTE's</b>     |  | <b>5.00</b>      | <b>3.00</b>      | <b>3.75</b>      | <b>3.75</b>      | <b>314,872</b>      |
| <b>TOTAL</b>                     |  | <b>10.00</b>     | <b>10.75</b>     | <b>11.75</b>     | <b>11.75</b>     | <b>\$ 1,188,076</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021  | 2021-2022  | 2022-2023  | 2023-2024    |
|---|------------|------------|------------|--------------|
|   | ACTUAL     | ACTUAL     | BUDGET     | ESTIMATE     |
| 1000 Salaries                                 | \$ 807,239 | \$ 692,312 | \$ 772,050 | \$ 1,188,076 |
| 2000 Employee Benefits - See Other Cost Dist. | 270,341    | 230,471    | 351,099    | 526,615      |
| 3118 Prof Serv - Misc/Other                   | 21,029     | 79,664     | 57,540     | 57,540       |
| 4010 Automobile Allowance                     | 6,172      | 6,551      | 6,497      | 6,497        |
| 4011 Mobile Phone Allowance                   | 1,140      | 260        | -          | -            |
| 4400 Rental - Mach & Equip                    | 1,752      | 1,168      | 500        | 2,500        |
| 4500 General Liability Insurance              | 33,822     | 36,977     | 43,347     | 62,183       |
| 4611 Repair/Maint - Oper Equip                | -          | -          | 200        | 200          |
| 4630 Service Alloc - Flt Mgmt - Opr           | 10,558     | 11,473     | 7,413      | 18,022       |
| 4631 Service Alloc - Flt Mgmt - Rpl           | -          | -          | 5,720      | 24,352       |
| 4632 Service Alloc - Flt - Fuel               | -          | -          | -          | 5,257        |
| 4633 Service Alloc - Gen Services             | 27,838     | 27,769     | 29,677     | 30,468       |
| 4700 Special Printed Forms                    | -          | 183        | 400        | 400          |
| 4701 Printing & Binding                       | -          | 162        | 200        | 200          |

**EXPENDITURE DETAIL**

|                                     | <u>2020-2021</u><br><u>ACTUAL</u> | <u>2021-2022</u><br><u>ACTUAL</u> | <u>2022-2023</u><br><u>BUDGET</u> | <u>2023-2024</u><br><u>ESTIMATE</u> |
|-------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-------------------------------------|
| 4900 Misc Exp - Other               | 59                                | 4                                 | 200                               | 200                                 |
| 5100 Supplies - Office              | 2,685                             | 1,490                             | 3,000                             | 3,000                               |
| 5221 Uniform - Protective (PPE)     | 213                               | 125                               | 500                               | 500                                 |
| 5231 Equipment (Oper) - Minor/Tools | -                                 | -                                 | 300                               | 300                                 |
| 5400 Membership Dues/Subscriptions  | -                                 | -                                 | 800                               | 800                                 |
| 5500 Employee Training              | 359                               | -                                 | 800                               | 800                                 |
| 6404 Equip Repl (Cap) - Office      | -                                 | 160                               | 200                               | 200                                 |
| 9901 Contingency - Soft Reductions  | <u>-</u>                          | <u>-</u>                          | <u>50,000</u>                     | <u>50,000</u>                       |
| <b>TOTAL</b>                        | <u><b>\$ 1,183,207</b></u>        | <u><b>\$ 1,088,769</b></u>        | <u><b>\$ 1,330,443</b></u>        | <u><b>\$ 1,978,110</b></u>          |

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



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

**PERSONNEL SCHEDULE**

| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE                | NUMBER OF AUTHORIZED POSITIONS |                  |                  |                  |                   |
|----------------------------------|--|--------------------------------|------------------|------------------|------------------|-------------------|
|                                  |  | 2020-2021                      | 2021-2022        | 2022-2023        | 2023-2024        |                   |
|                                  |  | ACTUAL                         | ACTUAL           | BUDGET           | ESTIMATE         | SALARIES          |
| <u>FULL TIME POSITIONS</u>       |  | <u>HEADCOUNT</u>               | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> |                   |
| 1042                             | City Engineer & Permit Section Manager | 1.00                           | 1.00             | 1.00             | 1.00             | \$ 128,726        |
| 1018                             | CAD/GIS Engineer                       | 1.00                           | 1.00             | 1.00             | 1.00             | 89,373            |
| 1043                             | Construction Mgr/Survey Lead           | 1.00                           | 1.00             | 1.00             | 1.00             | 115,142           |
| 1045                             | Professional Surveyor & Mapper         | -                              | -                | -                | 1.00             | 94,540            |
| 1052                             | PW Permit Section Engineer II          | -                              | 1.00             | 1.00             | 1.00             | 81,193            |
| 1047                             | PW Permit Section Engineer             | 1.00                           | 1.00             | 1.00             | 1.00             | 92,784            |
| 1004                             | Engineering Technician                 | 1.00                           | -                | -                | -                | -                 |
| 1012                             | Construction Inspector                 | 3.00                           | 3.00             | 3.00             | 3.00             | 222,669           |
| 1002                             | Engineering Survey Lead                | 1.00                           | 1.00             | 1.00             | 1.00             | 81,707            |
| 8888                             | Overtime                               | -                              | -                | -                | -                | 15,000            |
| <b>TOTAL FULL TIME HEADCOUNT</b> |  | <b>9.00</b>                    | <b>9.00</b>      | <b>9.00</b>      | <b>10.00</b>     | <b>921,134</b>    |
| <u>PART TIME POSITIONS</u>       |  |                                |                  |                  |                  |                   |
|                                  | TITLE                                  | HC                             | FTE's            | FTE's            | FTE's            | FTE's             |
| 1048                             | Service Coordinator - P/T              | 1.00                           | 0.75             | 0.75             | 0.75             | 76,814            |
| 1044                             | Professional Surveyor & Mapper - P/T   | 1.00                           | 0.75             | 0.75             | 0.75             | -                 |
| <b>TOTAL PART TIME FTE's</b>     |  | <b>2.00</b>                    | <b>1.50</b>      | <b>1.50</b>      | <b>1.50</b>      | <b>76,814</b>     |
| <b>TOTAL</b>                     |  | <b>10.50</b>                   | <b>10.50</b>     | <b>10.50</b>     | <b>10.75</b>     | <b>\$ 997,948</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021  | 2021-2022  | 2022-2023  | 2023-2024  |
|---|------------|------------|------------|------------|
|   | ACTUAL     | ACTUAL     | BUDGET     | ESTIMATE   |
| 1000 Salaries                                 | \$ 836,733 | \$ 810,265 | \$ 905,872 | \$ 997,948 |
| 2000 Employee Benefits - See Other Cost Dist. | 502,307    | 509,705    | 537,891    | 607,667    |
| 4010 Automobile Allowance                     | -          | 2,436      | 3,898      | 3,898      |
| 4500 General Liability Insurance              | 40,581     | 40,888     | 50,860     | 52,231     |
| 4611 Repair/Maint - Oper Equip                | -          | -          | 300        | 300        |
| 4630 Service Alloc - Flt Mgmt - Opr           | 13,884     | 15,087     | 9,751      | -          |
| 4631 Service Alloc - Flt Mgmt - Rpl           | -          | -          | 7,519      | -          |
| 4633 Service Alloc - Gen Services             | 34,024     | 33,941     | 36,273     | 37,239     |
| 4700 Special Printed Forms                    | -          | 56         | 800        | 800        |
| 4701 Printing & Binding                       | -          | -          | 200        | 200        |
| 4900 Misc Exp - Other                         | 493        | 24         | 600        | 600        |
| 5100 Supplies - Office                        | 5,064      | 4,008      | 6,000      | 6,000      |
| 5208 Supplies - Household & Instit            | -          | -          | 100        | 100        |
| 5209 Supplies - Building Materials            | 63         | -          | 500        | 500        |

**EXPENDITURE DETAIL**

|                                     | <u>2020-2021</u><br><u>ACTUAL</u> | <u>2021-2022</u><br><u>ACTUAL</u> | <u>2022-2023</u><br><u>BUDGET</u> | <u>2023-2024</u><br><u>ESTIMATE</u> |
|-------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-------------------------------------|
| 5221 Uniform - Protective (PPE)     | 1,247                             | 1,036                             | 1,000                             | 1,000                               |
| 5222 Uniform - Purchase/Rental      | 1,286                             | 963                               | 1,500                             | 1,500                               |
| 5231 Equipment (Oper) - Minor/Tools | 800                               | -                                 | 942                               | 942                                 |
| 5400 Membership Dues/Subscriptions  | -                                 | -                                 | 1,070                             | 1,070                               |
| 5500 Employee Training              | 2,185                             | 250                               | 2,400                             | 2,400                               |
| 6404 Equip Repl (Cap) - Office      | -                                 | -                                 | 300                               | 300                                 |
| 6425 Equip Adds (Cap) - Misc        | -                                 | -                                 | 11,699                            | -                                   |
| <b>TOTAL</b>                        | <u><b>\$ 1,438,667</b></u>        | <u><b>\$ 1,418,659</b></u>        | <u><b>\$ 1,579,475</b></u>        | <u><b>\$ 1,714,695</b></u>          |

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



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

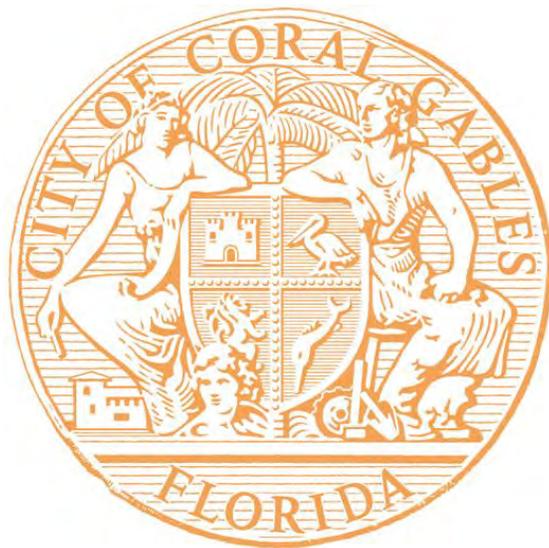
| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE           | 2020-2021           | 2021-2022           | 2022-2023           | 2023-2024             |                   |
|----------------------------------|-----------------------------------|---------------------|---------------------|---------------------|-----------------------|-------------------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

**EXPENDITURE DETAIL**

|   | 2020-2021  | 2021-2022  | 2022-2023  | 2023-2024  |
|---|------------|------------|------------|------------|
|   | ACTUAL     | ACTUAL     | BUDGET     | ESTIMATE   |
| 1000 Salaries                                 | \$ 441,603 | \$ 429,978 | \$ 442,776 | \$ 473,249 |
| 2000 Employee Benefits - See Other Cost Dist. | 312,542    | 304,887    | 305,255    | 329,335    |
| 3123 Prof Serv - Reimbursable                 | (1,896)    | (798)      | -          | -          |
| 4302 Water & Sewer Service                    | 10,504     | 6,121      | 7,000      | 7,000      |
| 4500 General Liability Insurance              | 21,089     | 19,641     | 24,860     | 24,769     |
| 4600 Repair/Maint - Buildings                 | 7,816      | 8,608      | 55,000     | 55,000     |
| 4611 Repair/Maint - Oper Equip                | -          | -          | 1,300      | 1,300      |
| 4612 Repair/Maint - Comm Garages              | -          | -          | 1,000      | 1,000      |
| 4630 Service Alloc - Flt Mgmt - Opr           | 813,402    | 837,799    | 871,721    | 256,969    |
| 4631 Service Alloc - Flt Mgmt - Rpl           | -          | -          | 133,386    | 144,051    |
| 4632 Service Alloc - Flt - Fuel               | -          | -          | -          | 53,645     |
| 4633 Service Alloc - Gen Services             | 1,769,462  | 1,765,103  | 1,886,388  | 1,936,640  |
| 4700 Special Printed Forms                    | -          | -          | 300        | 300        |
| 4701 Printing & Binding                       | -          | -          | 300        | 300        |
| 4900 Misc Exp - Other                         | 229        | -          | 500        | 500        |
| 5100 Supplies - Office                        | -          | 857        | 1,000      | 1,000      |

**EXPENDITURE DETAIL**

|                                     | <u>2020-2021</u>           | <u>2021-2022</u>           | <u>2022-2023</u>           | <u>2023-2024</u>           |
|-------------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
|                                     | <u>ACTUAL</u>              | <u>ACTUAL</u>              | <u>BUDGET</u>              | <u>ESTIMATE</u>            |
| 5207 Supplies - Fuel & Lubricants   | -                          | -                          | 400                        | 400                        |
| 5209 Supplies - Building Materials  | 20,505                     | 22,231                     | 25,000                     | 25,000                     |
| 5221 Uniform - Protective (PPE)     | 1,530                      | 985                        | 3,000                      | 3,000                      |
| 5222 Uniform - Purchase/Rental      | 2,984                      | 2,866                      | 4,000                      | 4,000                      |
| 5231 Equipment (Oper) - Minor/Tools | -                          | 2,292                      | 2,000                      | 2,000                      |
| 5240 Parts - Vehicle                | -                          | 652                        | 1,700                      | -                          |
| 5241 Parts - Building Equip         | -                          | -                          | 1,062                      | -                          |
| 5242 Parts - Misc Equip             | <u>320</u>                 | <u>1,354</u>               | <u>3,500</u>               | <u>3,500</u>               |
| <b>TOTAL</b>                        | <u><b>\$ 3,400,090</b></u> | <u><b>\$ 3,402,576</b></u> | <u><b>\$ 3,771,448</b></u> | <u><b>\$ 3,322,958</b></u> |



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



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

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

**EXPENDITURE DETAIL**

|   | 2020-2021         | 2021-2022         | 2022-2023         | 2023-2024         |
|---|-------------------|-------------------|-------------------|-------------------|
|   | ACTUAL            | ACTUAL            | BUDGET            | ESTIMATE          |
| 1000 Salaries                                 | \$ 129,910        | \$ 128,849        | \$ 131,895        | \$ 145,736        |
| 2000 Employee Benefits - See Other Cost Dist. | 87,479            | 95,710            | 78,795            | 82,079            |
| 4400 Rental - Mach & Equip                    | -                 | -                 | 250               | 250               |
| 4500 General Liability Insurance              | 6,731             | 6,581             | 7,405             | 7,628             |
| 4611 Repair/Maint - Oper Equip                | -                 | -                 | 400               | 400               |
| 4630 Service Alloc - Flt Mgmt - Opr           | 21,411            | 22,357            | 20,959            | 550               |
| 4631 Service Alloc - Flt Mgmt - Rpl           | -                 | -                 | 5,543             | 112,713           |
| 4632 Service Alloc - Flt - Fuel               | -                 | -                 | -                 | 2,048             |
| 4633 Service Alloc - Gen Services             | 45,037            | 44,926            | 48,013            | 49,292            |
| 5100 Supplies - Office                        | -                 | -                 | 200               | 200               |
| 5204 Supplies - Janitorial                    | -                 | -                 | 500               | 500               |
| 5209 Supplies - Building Materials            | 10,146            | 4,459             | 19,000            | 19,000            |
| 5221 Uniform - Protective (PPE)               | 211               | -                 | 500               | 500               |
| 5222 Uniform - Purchase/Rental                | 1,270             | 1,469             | 1,300             | 1,300             |
| 5231 Equipment (Oper) - Minor/Tools           | 1,612             | 1,453             | 2,000             | 2,000             |
| 5242 Parts - Misc Equip                       | 835               | 325               | 1,200             | 1,200             |
| <b>TOTAL</b>                                  | <b>\$ 304,642</b> | <b>\$ 306,129</b> | <b>\$ 317,960</b> | <b>\$ 425,396</b> |

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



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

| CLASS.<br>NO. | CLASSIFICATION<br>TITLE<br>FULL TIME POSITIONS | NUMBER OF AUTHORIZED POSITIONS |                     |                     |                       |                     |
|---------------|--|--------------------------------|---------------------|---------------------|-----------------------|---------------------|
|               |  | 2020-2021                      | 2021-2022           | 2022-2023           | 2023-2024             |                     |
|               |  | ACTUAL<br>HEADCOUNT            | ACTUAL<br>HEADCOUNT | BUDGET<br>HEADCOUNT | ESTIMATE<br>HEADCOUNT | SALARIES            |
| 0633          | Ass't Pub Wrks Dir for Solid Waste             | 1.00                           | 1.00                | 1.00                | 1.00                  | \$ 126,605          |
| 2115          | Lead Solid Waste Division Coord.               | 1.00                           | 1.00                | 1.00                | 1.00                  | 93,169              |
| 0810          | Administrative Analyst                         | 1.00                           | 1.00                | 1.00                | 1.00                  | 63,445              |
| 0999          | PW Inspector II for ROW & Solid Waste          | 1.00                           | 1.00                | 1.00                | 1.00                  | 89,569              |
| 2107          | Solid Waste Coordinator                        | 3.00                           | 3.00                | 3.00                | 3.00                  | 242,516             |
| 2106          | Solid Waste Operator III                       | 2.00                           | 2.00                | 0.00                | 0.00                  | -                   |
| 2112          | Solid Waste Crane Operator                     | 10.00                          | 10.00               | 10.00               | 10.00                 | 662,217             |
| 2105          | Solid Waste Operator II                        | 8.00                           | 9.00                | 11.00               | 11.00                 | 709,208             |
| 2104          | Solid Waste Operator I                         | 10.00                          | 9.00                | 9.00                | 9.00                  | 497,774             |
| 2101          | Solid Waste Worker                             | 39.00                          | 39.00               | 39.00               | 39.00                 | 1,813,076           |
| 8888          | Overtime                                       | -                              | -                   | -                   | -                     | 25,000              |
| 9999          | Holiday Pay                                    | -                              | -                   | -                   | -                     | 191,200             |
| <b>TOTAL</b>  |  | <b>76.00</b>                   | <b>76.00</b>        | <b>76.00</b>        | <b>76.00</b>          | <b>\$ 4,513,779</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021    | 2021-2022    | 2022-2023    | 2023-2024    |
|---|--------------|--------------|--------------|--------------|
|   | ACTUAL       | ACTUAL       | BUDGET       | ESTIMATE     |
| 1000 Salaries                                 | \$ 4,053,231 | \$ 3,950,349 | \$ 4,212,593 | \$ 4,513,779 |
| 2000 Employee Benefits - See Other Cost Dist. | 3,106,952    | 3,224,434    | 3,353,635    | 3,432,560    |
| 3118 Prof Serv - Misc/Other                   | 89,886       | 144,488      | 210,905      | 134,345      |
| 4000 Travel - Local                           | 2,021        | 1,179        | 1,200        | 2,200        |
| 4010 Automobile Allowance                     | 5,414        | 6,499        | 6,497        | 6,497        |
| 4011 Mobile Phone Allowance                   | 1,000        | -            | -            | -            |
| 4303 Solid Waste/Wastewater Disp'l            | 1,926,425    | 1,862,484    | 2,154,853    | 2,282,366    |
| 4500 General Liability Insurance              | 193,357      | 187,323      | 236,511      | 236,251      |
| 4611 Repair/Maint - Oper Equip                | 4,893        | -            | 1,000        | -            |
| 4630 Service Alloc - Flt Mgmt - Opr           | 2,364,685    | 2,479,809    | 2,246,290    | 1,546,288    |
| 4631 Service Alloc - Flt Mgmt - Rpl           | -            | -            | 682,125      | 880,910      |
| 4632 Service Alloc - Flt - Fuel               | -            | -            | -            | 478,767      |
| 4633 Service Alloc - Gen Services             | 30,590       | 30,514       | 32,611       | 33,480       |
| 4701 Printing & Binding                       | -            | 2,644        | 1,200        | 1,200        |
| 5100 Supplies - Office                        | 1,280        | 2,083        | 3,000        | 4,000        |
| 5208 Supplies - Household & Instit            | 13,771       | 8,717        | 11,800       | 9,500        |

**EXPENDITURE DETAIL**

|                                     | <b>2020-2021</b>            | <b>2021-2022</b>            | <b>2022-2023</b>            | <b>2023-2024</b>            |
|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
|                                     | <u>ACTUAL</u>               | <u>ACTUAL</u>               | <u>BUDGET</u>               | <u>ESTIMATE</u>             |
| 5221 Uniform - Protective (PPE)     | 15,602                      | 25,805                      | 34,500                      | 31,630                      |
| 5222 Uniform - Purchase/Rental      | 27,226                      | 37,040                      | 30,000                      | 35,605                      |
| 5231 Equipment (Oper) - Minor/Tools | 24,505                      | 23,114                      | 24,400                      | 23,770                      |
| 5242 Parts - Misc Equip             | 3,000                       | 1,613                       | 3,000                       | 3,000                       |
| 5400 Membership Dues/Subscriptions  | 863                         | 223                         | 1,700                       | 1,700                       |
| 5500 Employee Training              | -                           | -                           | 5,100                       | 5,100                       |
| 6405 Equip Repl (Cap) - Misc        | 119,174                     | 194,768                     | 225,749                     | -                           |
| 6425 Equip Adds (Cap) - Misc        | <u>-</u>                    | <u>5,200</u>                | <u>64,800</u>               | <u>-</u>                    |
| <b>TOTAL</b>                        | <b><u>\$ 11,983,875</u></b> | <b><u>\$ 12,188,286</u></b> | <b><u>\$ 13,543,469</u></b> | <b><u>\$ 13,662,948</u></b> |

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



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

**PERSONNEL SCHEDULE**

| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE         | NUMBER OF AUTHORIZED POSITIONS |                  |                  |                  |                     |
|----------------------------------|---------------------------------|--------------------------------|------------------|------------------|------------------|---------------------|
|                                  |                                 | 2020-2021                      | 2021-2022        | 2022-2023        | 2023-2024        |                     |
|                                  |                                 | ACTUAL                         | ACTUAL           | BUDGET           | ESTIMATE         | SALARIES            |
| <b>FULL TIME POSITIONS</b>       |                                 | <b>HEADCOUNT</b>               | <b>HEADCOUNT</b> | <b>HEADCOUNT</b> | <b>HEADCOUNT</b> |                     |
| 2015                             | PW Asst Dir for Greenspace Mgmt | 1.00                           | 1.00             | 1.00             | 1.00             | \$ 126,462          |
| 3014                             | Greenspace Mgmt Designer        | 1.00                           | 1.00             | 1.00             | 1.00             | 79,933              |
| 2012                             | Greenspace Mgmt Supt.           | 1.00                           | 1.00             | 1.00             | 1.00             | 89,931              |
| 2018                             | Urban Forester                  | -                              | -                | 1.00             | 1.00             | 71,455              |
| 3012                             | Coordinator/Greenspace Mgmt     | 2.00                           | 2.00             | 1.00             | 1.00             | 94,957              |
| 3009                             | Irrigation Foreman              | 1.00                           | 1.00             | 1.00             | 1.00             | 61,150              |
| 2008                             | Horticulturist                  | 1.00                           | 1.00             | 0.00             | 0.00             | -                   |
| 3019                             | Foreman/Greenspace              | 3.00                           | 3.00             | 3.00             | 3.00             | 187,513             |
| 0602                             | Administrative Assistant        | 1.00                           | 1.00             | 1.00             | 1.00             | 72,406              |
| 3205                             | Equipment Operator III          | 1.00                           | 1.00             | 1.00             | 1.00             | 49,898              |
| 3203                             | Equipment Operator II           | 3.00                           | 3.00             | 3.00             | 3.00             | 163,974             |
| 3201                             | Equipment Operator I            | 1.00                           | 1.00             | 1.00             | 1.00             | 61,352              |
| 3128                             | Repair Worker/Irrigation        | 1.00                           | 1.00             | 1.00             | 1.00             | 38,286              |
| 3100                             | Maint Repair Worker/Irrigation  | 1.00                           | 1.00             | 1.00             | 1.00             | 39,542              |
| 3005                             | Maintenance Worker II           | 6.00                           | 6.00             | 11.00            | 11.00            | 433,794             |
| 3004                             | Maintenance Worker I            | 1.00                           | 1.00             | -                | -                | -                   |
| 8888                             | Overtime                        | -                              | -                | -                | -                | 33,030              |
| <b>TOTAL FULL TIME HEADCOUNT</b> |                                 | <b>25.00</b>                   | <b>25.00</b>     | <b>28.00</b>     | <b>28.00</b>     | <b>1,603,683</b>    |
| <b>PART TIME POSITIONS</b>       |                                 | <b>HC</b>                      | <b>FTE's</b>     | <b>FTE's</b>     | <b>FTE's</b>     |                     |
| 2013                             | Foreman - P/T                   | 1.00                           | 0.75             | 0.75             | 0.75             | 55,869              |
| 9022                             | Maintenance Repair Worker - P/T | 1.00                           | 0.75             | 0.75             | 1.50             | 76,711              |
| 3007                             | Water Truck Operator - P/T      | 1.00                           | 0.75             | 0.75             | -                | -                   |
| <b>TOTAL PART TIME FTE's</b>     |                                 | <b>3.00</b>                    | <b>2.25</b>      | <b>2.25</b>      | <b>2.25</b>      | <b>132,580</b>      |
| <b>TOTAL</b>                     |                                 | <b>27.25</b>                   | <b>27.25</b>     | <b>30.25</b>     | <b>30.25</b>     | <b>\$ 1,736,263</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021    | 2021-2022    | 2022-2023    | 2023-2024    |
|---|--------------|--------------|--------------|--------------|
|   | ACTUAL       | ACTUAL       | BUDGET       | ESTIMATE     |
| 1000 Salaries                                 | \$ 1,537,951 | \$ 1,280,875 | \$ 1,627,558 | \$ 1,736,263 |
| 2000 Employee Benefits - See Other Cost Dist. | 1,140,096    | 1,076,482    | 1,203,287    | 1,287,420    |
| 3110 Prof Serv - Greenspace Maint             | -            | -            | -            | 38,000       |
| 3118 Prof Serv - Misc/Other                   | 2,135,547    | 2,128,877    | 2,445,674    | 2,445,674    |
| 4010 Automobile Allowance                     | 4,028        | 3,931        | 3,898        | 3,898        |
| 4302 Water & Sewer Service                    | 1,821        | 1,786        | 3,500        | 3,500        |
| 4400 Rental - Mach & Equip                    | 4,298        | 2,611        | 4,101        | 5,801        |
| 4500 General Liability Insurance              | 78,213       | 73,554       | 91,379       | 90,874       |
| 4600 Repair/Maint - Buildings                 | -            | 8,499        | 7,931        | -            |
| 4630 Service Alloc - Flt Mgmt - Opr           | 515,195      | 540,899      | 485,347      | 211,655      |

**EXPENDITURE DETAIL**

|                                     | <u>2020-2021</u><br><u>ACTUAL</u> | <u>2021-2022</u><br><u>ACTUAL</u> | <u>2022-2023</u><br><u>BUDGET</u> | <u>2023-2024</u><br><u>ESTIMATE</u> |
|-------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-------------------------------------|
| 4631 Service Alloc - Flt Mgmt - Rpl | -                                 | -                                 | 152,759                           | 141,374                             |
| 4632 Service Alloc - Flt - Fuel     | -                                 | -                                 | -                                 | 78,504                              |
| 4633 Service Alloc - Gen Services   | 838,322                           | 836,259                           | 893,720                           | 917,528                             |
| 4900 Misc Exp - Other               | 1,302                             | 1,206                             | 3,000                             | 3,000                               |
| 5100 Supplies - Office              | 2,825                             | 2,386                             | 3,000                             | 3,000                               |
| 5201 Supplies - Agricultural        | 45,086                            | 97,364                            | 179,934                           | 131,934                             |
| 5204 Supplies - Janitorial          | -                                 | -                                 | 410                               | -                                   |
| 5208 Supplies - Household & Instit  | -                                 | 730                               | 1,050                             | -                                   |
| 5209 Supplies - Building Materials  | 19,937                            | 13,711                            | 27,250                            | 27,250                              |
| 5221 Uniform - Protective (PPE)     | 1,802                             | 1,579                             | 3,500                             | 3,500                               |
| 5222 Uniform - Purchase/Rental      | 7,834                             | 9,125                             | 9,355                             | 10,815                              |
| 5231 Equipment (Oper) - Minor/Tools | 16,500                            | 22,423                            | 40,000                            | 20,000                              |
| 5400 Membership Dues/Subscriptions  | 1,290                             | 2,138                             | 1,520                             | 1,520                               |
| 5500 Employee Training              | 7,369                             | 3,872                             | 10,145                            | 10,145                              |
| 9901 Contingency - Soft Reductions  | -                                 | -                                 | 50,000                            | -                                   |
| <b>TOTAL</b>                        | <b><u>\$ 6,359,416</u></b>        | <b><u>\$ 6,108,307</u></b>        | <b><u>\$ 7,248,318</u></b>        | <b><u>\$ 7,171,655</u></b>          |

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



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

**PERSONNEL SCHEDULE**

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

**EXPENDITURE DETAIL**

|   | 2020-2021  | 2021-2022  | 2022-2023  | 2023-2024  |
|---|------------|------------|------------|------------|
|   | ACTUAL     | ACTUAL     | BUDGET     | ESTIMATE   |
| 1000 Salaries                                 | \$ 532,711 | \$ 401,022 | \$ 570,594 | \$ 712,210 |
| 2000 Employee Benefits - See Other Cost Dist. | 362,647    | 349,076    | 392,704    | 435,989    |
| 3105 Prof Serv - Engineering/Arch             | 70,342     | 83,449     | 110,000    | 110,000    |
| 3118 Prof Serv - Misc/Other                   | 8,616      | 16,136     | 73,948     | 50,000     |
| 3150 Interdept'l Alloc - Admin                | 305,000    | 305,000    | 305,000    | 305,000    |
| 3151 Interdept'l Alloc - Ret on Inv           | 139,800    | 77,025     | -          | -          |
| 3160 Intradep't'l Alloc - Admin               | 116,478    | 124,517    | 136,489    | 136,467    |
| 3200 Accounting & Auditing Srvcs              | 64,286     | 68,290     | 71,000     | 81,000     |
| 4302 Water & Sewer Service                    | -          | 718        | 5,000      | 5,000      |
| 4400 Rental - Mach & Equip                    | -          | 996        | -          | -          |
| 4500 General Liability Insurance              | 26,829     | 26,458     | 32,036     | 37,276     |
| 4600 Repair/Maint - Buildings                 | 213,117    | 135,745    | 220,095    | 210,095    |
| 4611 Repair/Maint - Oper Equip                | 306        | 329        | 500        | 500        |
| 4630 Service Alloc - Flt Mgmt - Opr           | 128,749    | 128,749    | 68,249     | 15,419     |

**EXPENDITURE DETAIL**

|                                     | <u>2020-2021</u>           | <u>2021-2022</u>           | <u>2022-2023</u>           | <u>2023-2024</u>           |
|-------------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
|                                     | <u>ACTUAL</u>              | <u>ACTUAL</u>              | <u>BUDGET</u>              | <u>ESTIMATE</u>            |
| 4631 Service Alloc - Flt Mgmt - Rpl | -                          | -                          | 60,500                     | 34,070                     |
| 4632 Service Alloc - Flt - Fuel     | -                          | -                          | -                          | 8,493                      |
| 4633 Service Alloc - Gen Services   | 39,664                     | 39,936                     | 42,680                     | 43,817                     |
| 4900 Misc Exp - Other               | 4,321                      | 3,598                      | 7,000                      | 7,000                      |
| 4912 Misc Exp - Taxes & Fees        | 5,824                      | 4,474                      | 9,000                      | 9,000                      |
| 5100 Supplies - Office              | -                          | -                          | 1,000                      | 1,000                      |
| 5202 Supplies - Chemicals & Photo   | -                          | -                          | 500                        | 500                        |
| 5204 Supplies - Janitorial          | -                          | -                          | 200                        | 200                        |
| 5207 Supplies - Fuel & Lubricants   | -                          | -                          | 200                        | 200                        |
| 5209 Supplies - Building Materials  | -                          | -                          | 2,100                      | 2,100                      |
| 5221 Uniform - Protective (PPE)     | 1,984                      | 961                        | 2,500                      | 2,500                      |
| 5222 Uniform - Purchase/Rental      | 625                        | 632                        | 1,500                      | 1,500                      |
| 5231 Equipment (Oper) - Minor/Tools | -                          | 944                        | 1,000                      | 1,000                      |
| 5240 Parts - Vehicle                | 6,503                      | -                          | -                          | -                          |
| 5242 Parts - Misc Equip             | 190                        | -                          | 500                        | 500                        |
| 5400 Membership Dues/Subscriptions  | 1,393                      | 1,164                      | 1,800                      | 1,800                      |
| 5500 Employee Training              | 3,803                      | 6,723                      | 2,400                      | 2,400                      |
| 9900 Contingency - Operating        | -                          | -                          | -                          | 450,000                    |
| <b>TOTAL</b>                        | <b><u>\$ 2,033,188</u></b> | <b><u>\$ 1,775,942</u></b> | <b><u>\$ 2,118,495</u></b> | <b><u>\$ 2,665,036</u></b> |

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



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE         | 2020-2021           | 2021-2022           | 2022-2023           | 2023-2024             |                     |
|----------------------------------|---------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|
|                                  |                                 | ACTUAL<br>HEADCOUNT | ACTUAL<br>HEADCOUNT | BUDGET<br>HEADCOUNT | ESTIMATE<br>HEADCOUNT | SALARIES            |
| <b>FULL TIME POSITIONS</b>       |                                 |                     |                     |                     |                       |                     |
| 3122                             | Utilities & ROW Division Chief  | 1.00                | 1.00                | 1.00                | 1.00                  | \$ 142,242          |
| 1050                             | Project Manager                 | 1.00                | 1.00                | 1.00                | 1.00                  | 85,196              |
| 3124                             | Utilities Superintendent        | 1.00                | 1.00                | 1.00                | 1.00                  | 75,543              |
| 3121                             | Sewer Line Tech/Sewer Inspector | 1.00                | 1.00                | 1.00                | 1.00                  | 73,036              |
| 3109                             | Electrician                     | 1.00                | 1.00                | 1.00                | 1.00                  | 67,248              |
| 3118                             | Sewer Maintenance Mechanic      | 2.00                | 2.00                | 2.00                | 2.00                  | 140,649             |
| 3204                             | Equipment Operator II/Sanitary  | 1.00                | 1.00                | 1.00                | 1.00                  | 80,740              |
| 3203                             | Equipment Operator II           | 1.00                | 1.00                | 1.00                | 1.00                  | 44,799              |
| 3126                             | Repair Worker/Sanitary          | 4.00                | 4.00                | 4.00                | 4.00                  | 169,404             |
| 8888                             | Overtime                        | -                   | -                   | -                   | -                     | 76,000              |
| <b>TOTAL FULL TIME HEADCOUNT</b> |                                 | <b>13.00</b>        | <b>13.00</b>        | <b>13.00</b>        | <b>13.00</b>          | <b>954,857</b>      |
| <b>PART TIME POSITIONS</b>       |                                 |                     |                     |                     |                       |                     |
|                                  | TITLE                           | HC                  | FTE's               | FTE's               | FTE's                 | FTE's               |
| 3108                             | Journeyman Electrician - P/T    | 1.00                | 0.75                | 0.75                | 0.75                  | 40,601              |
| 3119                             | Utility Locator - P/T           | 1.00                | 0.75                | 0.75                | 0.75                  | 32,528              |
| 9006                             | Clerical Aide - P/T             | 1.00                | 0.75                | 0.75                | 0.75                  | 25,434              |
| <b>TOTAL PART TIME FTE's</b>     |                                 | <b>3.00</b>         | <b>2.25</b>         | <b>2.25</b>         | <b>2.25</b>           | <b>98,563</b>       |
| <b>TOTAL</b>                     |                                 | <b>15.25</b>        | <b>15.25</b>        | <b>15.25</b>        | <b>15.25</b>          | <b>\$ 1,053,420</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021  | 2021-2022  | 2022-2023  | 2023-2024    |
|---|------------|------------|------------|--------------|
|   | ACTUAL     | ACTUAL     | BUDGET     | ESTIMATE     |
| 1000 Salaries                                 | \$ 795,219 | \$ 838,187 | \$ 981,756 | \$ 1,053,420 |
| 2000 Employee Benefits - See Other Cost Dist. | 548,129    | 231,672    | 612,325    | 613,419      |
| 3105 Prof Serv - Engineering/Arch             | 24,800     | 24,800     | 30,000     | 30,000       |
| 3118 Prof Serv - Misc/Other                   | 18,140     | 11,972     | 36,000     | 36,000       |
| 3150 Interdept'l Alloc - Admin                | 685,000    | 685,000    | 685,000    | 685,000      |
| 3151 Interdept'l Alloc - Ret on Inv           | 508,790    | 284,332    | -          | -            |
| 3160 Intradept'l Alloc - Admin                | 285,169    | 304,851    | 341,222    | 341,167      |
| 3200 Accounting & Auditing Srvc               | 81,348     | 85,610     | 90,000     | 100,000      |
| 4000 Travel - Local                           | -          | 2,184      | 2,500      | 2,500        |
| 4010 Automobile Allowance                     | 3,703      | 3,931      | 3,898      | 3,898        |
| 4011 Mobile Phone Allowance                   | 1,140      | 260        | -          | -            |
| 4302 Water & Sewer Service                    | 2,757      | 2,431      | 3,500      | 3,500        |
| 4303 Solid Waste/Wastewater Disp'l            | 3,887,688  | 4,285,888  | 4,452,838  | 5,047,707    |

**EXPENDITURE DETAIL**

|                                     | <u>2020-2021</u><br><u>ACTUAL</u> | <u>2021-2022</u><br><u>ACTUAL</u> | <u>2022-2023</u><br><u>BUDGET</u> | <u>2023-2024</u><br><u>ESTIMATE</u> |
|-------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-------------------------------------|
| 4400 Rental - Mach & Equip          | -                                 | 728                               | 2,000                             | 2,000                               |
| 4500 General Liability Insurance    | 45,931                            | 41,958                            | 55,120                            | 55,135                              |
| 4600 Repair/Maint - Buildings       | 33,878                            | 55,771                            | 45,000                            | 45,000                              |
| 4611 Repair/Maint - Oper Equip      | 32,390                            | 24,128                            | 35,000                            | 35,000                              |
| 4630 Service Alloc - Flt Mgmt - Opr | 305,602                           | 305,602                           | 176,099                           | 237,401                             |
| 4631 Service Alloc - Flt Mgmt - Rpl | -                                 | -                                 | 129,503                           | 134,680                             |
| 4632 Service Alloc - Flt - Fuel     | -                                 | -                                 | -                                 | 81,201                              |
| 4633 Service Alloc - Gen Services   | 394,990                           | 397,704                           | 425,031                           | 436,353                             |
| 4701 Printing & Binding             | -                                 | -                                 | 500                               | 500                                 |
| 4900 Misc Exp - Other               | 316,430                           | 5,581                             | 12,200                            | 12,200                              |
| 4907 Misc Exp - Bad Debt            | -                                 | 12,829                            | -                                 | -                                   |
| 4912 Misc Exp - Taxes & Fees        | 431                               | 1,926                             | 2,000                             | 2,000                               |
| 5100 Supplies - Office              | -                                 | -                                 | 1,200                             | 1,200                               |
| 5202 Supplies - Chemicals & Photo   | 4,625                             | 2,804                             | 13,000                            | 13,000                              |
| 5204 Supplies - Janitorial          | -                                 | -                                 | 500                               | 500                                 |
| 5207 Supplies - Fuel & Lubricants   | 4,423                             | 3,279                             | 8,000                             | 8,000                               |
| 5209 Supplies - Building Materials  | 7,340                             | 10,755                            | 13,000                            | 13,000                              |
| 5221 Uniform - Protective (PPE)     | 3,867                             | 2,561                             | 7,000                             | 7,000                               |
| 5222 Uniform - Purchase/Rental      | 4,219                             | 4,403                             | 4,500                             | 4,500                               |
| 5231 Equipment (Oper) - Minor/Tools | 5                                 | 4,645                             | 7,500                             | 7,500                               |
| 5240 Parts - Vehicle                | 11                                | 84                                | 1,000                             | -                                   |
| 5241 Parts - Building Equip         | 2,020                             | -                                 | 6,000                             | -                                   |
| 5242 Parts - Misc Equip             | 44,810                            | 42,589                            | 60,000                            | 50,000                              |
| 5400 Membership Dues/Subscriptions  | 100                               | 232                               | 925                               | 925                                 |
| 5500 Employee Training              | 203                               | 2,009                             | 6,000                             | 6,000                               |
| 7300 Other Costs - Bonds            | (2,000,000)                       | (320,000)                         | -                                 | -                                   |
| 9900 Contingency - Operating        | -                                 | -                                 | -                                 | <u>150,000</u>                      |
| <b>TOTAL</b>                        | <u><b>\$ 6,043,158</b></u>        | <u><b>\$ 7,360,706</b></u>        | <u><b>\$ 8,250,117</b></u>        | <u><b>\$ 9,219,706</b></u>          |

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



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE              | 2020-2021           | 2021-2022           | 2022-2023           | 2023-2024             |                     |
|----------------------------------|--------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|
|                                  |                                      | ACTUAL<br>HEADCOUNT | ACTUAL<br>HEADCOUNT | BUDGET<br>HEADCOUNT | ESTIMATE<br>HEADCOUNT | SALARIES            |
| <b>FULL TIME POSITIONS</b>       |                                      |                     |                     |                     |                       |                     |
| 4020                             | Asst Public Works Dir for Fleet Mgmt | 1.00                | 1.00                | 1.00                | 1.00                  | \$ 152,105          |
| 0327                             | Automotive Coordinator - Trolley     | 1.00                | 1.00                | 1.00                | 1.00                  | 82,640              |
| 4018                             | Automotive Coordinator               | 2.00                | 2.00                | 2.00                | 2.00                  | 170,368             |
| 4017                             | Fleet Administrative Analyst         | 1.00                | 1.00                | 1.00                | 1.00                  | 65,578              |
| 4016                             | Senior Welder Mechanic               | 1.00                | 1.00                | 1.00                | 1.00                  | 55,420              |
| 4012                             | Sr. Auto Body Worker                 | 1.00                | 1.00                | 1.00                | 1.00                  | 87,590              |
| 4011                             | Automotive Body Worker               | 1.00                | 1.00                | -                   | -                     | -                   |
| 4005                             | Sr. Automotive Mechanic - Trolley    | 2.00                | 2.00                | 2.00                | 2.00                  | 125,770             |
| 4007                             | Senior Automotive Mechanic           | 4.00                | 4.00                | 5.00                | 5.00                  | 340,814             |
| 4008                             | Fire Equipment Mechanic II           | 1.00                | 1.00                | 2.00                | 2.00                  | 123,784             |
| 4006                             | Automotive Mechanic                  | 6.00                | 6.00                | 5.00                | 5.00                  | 265,492             |
| 0602                             | Administrative Assistant             | 1.00                | 1.00                | 1.00                | 1.00                  | 58,216              |
| 8888                             | Overtime                             | -                   | -                   | -                   | -                     | 15,000              |
| <b>TOTAL FULL TIME HEADCOUNT</b> |                                      | <b>22.00</b>        | <b>22.00</b>        | <b>22.00</b>        | <b>22.00</b>          | <b>1,542,777</b>    |
| <b>PART TIME POSITIONS</b>       |                                      |                     |                     |                     |                       |                     |
|                                  | TITLE                                | HC                  | FTE's               | FTE's               | FTE's                 | FTE's               |
| 4001                             | Automotive Mechanic - P/T            | 2.00                | 1.50                | 1.50                | 1.50                  | 1.50                |
| <b>TOTAL PART TIME FTE's</b>     |                                      | <b>2.00</b>         | <b>1.50</b>         | <b>1.50</b>         | <b>1.50</b>           | <b>1.50</b>         |
| <b>TOTAL</b>                     |                                      | <b>23.50</b>        | <b>23.50</b>        | <b>23.50</b>        | <b>23.50</b>          | <b>\$ 1,623,042</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021    | 2021-2022    | 2022-2023    | 2023-2024    |
|---|--------------|--------------|--------------|--------------|
|   | ACTUAL       | ACTUAL       | BUDGET       | ESTIMATE     |
| 1000 Salaries                                 | \$ 1,445,223 | \$ 1,361,652 | \$ 1,474,758 | \$ 1,623,042 |
| 2000 Employee Benefits - See Other Cost Dist. | 960,278      | 1,232,221    | 1,011,432    | 1,075,164    |
| 3118 Prof Serv - Misc/Other                   | 49,397       | 34,595       | 102,825      | 72,825       |
| 4010 Automobile Allowance                     | 6,172        | 6,551        | 6,497        | 6,497        |
| 4011 Mobile Phone Allowance                   | 900          | -            | -            | -            |
| 4302 Water & Sewer Service                    | 5,408        | 5,399        | 7,000        | 7,000        |
| 4400 Rental - Mach & Equip                    | 2,985        | 10,316       | 14,400       | 14,400       |
| 4410 Lease Equipment                          | 96,423       | 82,500       | 107,250      | 98,000       |
| 4500 General Liability Insurance              | 68,459       | 67,232       | 82,800       | 84,948       |
| 4610 Repair/Maint - Office Equip              | 365          | -            | 500          | 500          |
| 4611 Repair/Maint - Oper Equip                | 10,924       | 15,075       | 9,000        | 10,000       |
| 4612 Repair/Maint - Comm Garages              | 121,742      | 138,360      | 231,000      | 155,491      |
| 4700 Special Printed Forms                    | 690          | 810          | 1,200        | 1,450        |

**EXPENDITURE DETAIL**

|                                     | <u>2020-2021</u><br><u>ACTUAL</u> | <u>2021-2022</u><br><u>ACTUAL</u> | <u>2022-2023</u><br><u>BUDGET</u> | <u>2023-2024</u><br><u>ESTIMATE</u> |
|-------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-------------------------------------|
| 4900 Misc Exp - Other               | 2,868                             | 2,270                             | 4,000                             | 4,000                               |
| 4912 Misc Exp - Taxes & Fees        | 15,678                            | 10,643                            | 16,000                            | 16,000                              |
| 4917 Misc Exp - Elec Veh Charging   | -                                 | 10,520                            | 20,000                            | 20,000                              |
| 5100 Supplies - Office              | 3,850                             | 3,649                             | 5,500                             | 5,500                               |
| 5207 Supplies - Fuel & Lubricants   | 1,204,342                         | 1,879,587                         | 1,859,696                         | 1,939,700                           |
| 5210 Supplies - Other Rep/Maint     | 4,791                             | 5,229                             | 7,000                             | 7,000                               |
| 5220 Uniform - Allowance            | -                                 | 1,502                             | 500                               | 500                                 |
| 5221 Uniform - Protective (PPE)     | 2,356                             | 3,465                             | 3,000                             | 3,000                               |
| 5222 Uniform - Purchase/Rental      | 8,184                             | 13,333                            | 8,500                             | 10,000                              |
| 5231 Equipment (Oper) - Minor/Tools | 8,172                             | 10,405                            | 14,000                            | 14,000                              |
| 5240 Parts - Vehicle                | 1,273,518                         | 1,433,881                         | 1,325,000                         | 1,325,000                           |
| 5400 Membership Dues/Subscriptions  | 621                               | 599                               | 2,000                             | 2,000                               |
| 5500 Employee Training              | 128                               | 204                               | 10,795                            | 10,800                              |
| 6400 Equip Repl (Cap) - Vehicles    | 3,545,246                         | 1,263,151                         | 7,220,874                         | 3,423,458                           |
| 6404 Equip Repl (Cap) - Office      | -                                 | -                                 | 1,200                             | 1,200                               |
| 6405 Equip Repl (Cap) - Misc        | 30,908                            | -                                 | 45,920                            | 15,100                              |
| 6420 Equip Adds (Cap) - Vehicles    | -                                 | -                                 | -                                 | 1,445,000                           |
| 6425 Equip Adds (Cap) - Misc        | -                                 | -                                 | 25,000                            | 26,000                              |
| <b>TOTAL</b>                        | <b><u>\$ 8,869,628</u></b>        | <b><u>\$ 7,593,149</u></b>        | <b><u>\$ 13,617,647</u></b>       | <b><u>\$ 11,417,575</u></b>         |

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



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

**PERSONNEL SCHEDULE**

| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE               | NUMBER OF AUTHORIZED POSITIONS |                  |                  |                  |                     |
|----------------------------------|---------------------------------------|--------------------------------|------------------|------------------|------------------|---------------------|
|                                  |                                       | 2020-2021                      | 2021-2022        | 2022-2023        | 2023-2024        |                     |
|                                  |                                       | ACTUAL                         | ACTUAL           | BUDGET           | ESTIMATE         | SALARIES            |
| <u>FULL TIME POSITIONS</u>       |                                       | <u>HEADCOUNT</u>               | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> |                     |
| 1033                             | Facilities Maintenance Division Chief | 1.00                           | 1.00             | 1.00             | 1.00             | \$ 122,252          |
| 3015                             | Coordinator/General Services          | 1.00                           | 1.00             | 1.00             | 1.00             | 83,626              |
| 3010                             | Foreman                               | 1.00                           | 1.00             | 1.00             | 1.00             | 65,012              |
| 3109                             | Electrician                           | 1.00                           | 1.00             | 1.00             | 1.00             | 75,162              |
| 3114                             | Plumber                               | 1.00                           | 1.00             | 1.00             | 1.00             | 62,306              |
| 0602                             | Administrative Assistant              | 1.00                           | 1.00             | 1.00             | 1.00             | 69,516              |
| 3106                             | Carpenter                             | 3.00                           | 3.00             | 3.00             | 3.00             | 185,351             |
| 3112                             | Painter                               | 1.00                           | 1.00             | 1.00             | 1.00             | 45,609              |
| 3129                             | Repair Worker/Facilities              | 6.00                           | 6.00             | 6.00             | 6.00             | 302,831             |
| 8888                             | Overtime                              | -                              | -                | -                | -                | 51,243              |
| <b>TOTAL FULL TIME HEADCOUNT</b> |                                       | <b>16.00</b>                   | <b>16.00</b>     | <b>16.00</b>     | <b>16.00</b>     | <b>1,062,908</b>    |
| <u>PART TIME POSITIONS</u>       |                                       |                                |                  |                  |                  |                     |
|                                  | TITLE                                 | HC                             | FTE's            | FTE's            | FTE's            | FTE's               |
| 1213                             | Building Maintenance Specialist - P/T | 1.00                           | 0.75             | 0.75             | 0.75             | 48,870              |
| 3130                             | Repair Worker/Facilities - P/T        | 1.00                           | 0.75             | 0.75             | 0.75             | 30,647              |
| 9018                             | Maintenance Worker I - P/T            | 1.00                           | 0.75             | 0.75             | 0.75             | -                   |
| <b>TOTAL PART TIME FTE's</b>     |                                       | <b>3.00</b>                    | <b>2.25</b>      | <b>2.25</b>      | <b>2.25</b>      | <b>79,517</b>       |
| <b>TOTAL</b>                     |                                       | <b>18.25</b>                   | <b>18.25</b>     | <b>18.25</b>     | <b>18.25</b>     | <b>\$ 1,142,425</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021    | 2021-2022  | 2022-2023    | 2023-2024    |
|---|--------------|------------|--------------|--------------|
|   | ACTUAL       | ACTUAL     | BUDGET       | ESTIMATE     |
| 1000 Salaries                                 | \$ 1,071,658 | \$ 998,122 | \$ 1,203,589 | \$ 1,142,425 |
| 2000 Employee Benefits - See Other Cost Dist. | 753,912      | 735,734    | 795,514      | 700,341      |
| 3118 Prof Serv - Misc/Other                   | -            | -          | 10,500       | 10,500       |
| 4011 Mobile Phone Allowance                   | 240          | 260        | -            | -            |
| 4400 Rental - Mach & Equip                    | 1,634        | 2,010      | 4,200        | 4,200        |
| 4500 General Liability Insurance              | 52,913       | 51,735     | 67,575       | 59,793       |
| 4611 Repair/Maint - Oper Equip                | -            | -          | 1,000        | 1,000        |
| 4612 Repair/Maint - Comm Garages              | -            | -          | 1,000        | 1,000        |
| 4615 Repair/Maint - Miracle Theater           | 3,359        | 9,895      | 50,000       | 50,000       |
| 4900 Misc Exp - Other                         | 2,342        | 1,466      | 4,800        | 4,800        |
| 4907 Misc Exp - Bad Debt                      | -            | 2,244      | -            | -            |
| 5100 Supplies - Office                        | 981          | 687        | 2,100        | 2,100        |
| 5202 Supplies - Chemicals & Photo             | -            | -          | 500          | 500          |

**EXPENDITURE DETAIL**

|                                     | <u>2020-2021</u>           | <u>2021-2022</u>           | <u>2022-2023</u>           | <u>2023-2024</u>           |
|-------------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
|                                     | <u>ACTUAL</u>              | <u>ACTUAL</u>              | <u>BUDGET</u>              | <u>ESTIMATE</u>            |
| 5203 Supplies - Drugs & Medical     | -                          | -                          | 200                        | 200                        |
| 5209 Supplies - Building Materials  | -                          | -                          | 2,500                      | 2,500                      |
| 5221 Uniform - Protective (PPE)     | 1,946                      | 2,188                      | 3,000                      | 3,000                      |
| 5222 Uniform - Purchase/Rental      | 4,322                      | 3,791                      | 5,000                      | 5,000                      |
| 5231 Equipment (Oper) - Minor/Tools | -                          | -                          | 4,910                      | 4,910                      |
| 5242 Parts - Misc Equip             | -                          | -                          | 500                        | 500                        |
| 5400 Membership Dues/Subscriptions  | -                          | -                          | 475                        | 475                        |
| 5401 Software Subscriptions & Maint | -                          | -                          | 4,400                      | 4,400                      |
| 5500 Employee Training              | -                          | -                          | 2,000                      | 2,000                      |
| <b>TOTAL</b>                        | <b><u>\$ 1,893,307</u></b> | <b><u>\$ 1,808,132</u></b> | <b><u>\$ 2,163,763</u></b> | <b><u>\$ 1,999,644</u></b> |

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



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

**EXPENDITURE DETAIL**

|                                     | <b>2020-2021</b>    | <b>2021-2022</b>    | <b>2022-2023</b>    | <b>2023-2024</b>    |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|
|                                     | <b>ACTUAL</b>       | <b>ACTUAL</b>       | <b>BUDGET</b>       | <b>ESTIMATE</b>     |
| 3400 Custodial & Janitorial Srvc    | \$ 1,498,833        | \$ 1,283,471        | \$ 1,453,810        | \$ 1,410,810        |
| 3402 Custodial - Laundry/Sanitation | 17,430              | 24,924              | 21,965              | 25,000              |
| 3403 Custodial - Exterminating      | -                   | -                   | -                   | 65,000              |
| 4300 Electric Service               | 1,740,290           | 1,892,071           | 1,895,000           | 2,200,918           |
| 4301 Heating & Cooking Fuel         | 16,289              | 19,777              | 18,000              | 20,000              |
| 4302 Water & Sewer Service          | 833,464             | 795,311             | 950,000             | 950,000             |
| 4400 Rental - Mach & Equip          | -                   | 600                 | -                   | 5,000               |
| 4600 Repair/Maint - Buildings       | 147,583             | 240,827             | 338,371             | 305,336             |
| 4602 Repair/Maint - HVAC            | 543,664             | 576,945             | 619,706             | 619,706             |
| 4604 Repair/Maint - Paint/Waterprf  | -                   | -                   | 32,000              | 30,000              |
| 4605 Repair/Maint - Fountains       | 98,743              | 94,795              | 162,000             | 190,000             |
| 4606 Repair/Maint - Electrical      | 144,468             | 171,522             | 162,000             | 162,000             |
| 4607 Repair/Maint - Plumbing        | 98,298              | 86,221              | 118,000             | 110,000             |
| 4608 Repair/Maint - Mold Removal    | 27,342              | 48,861              | 47,000              | 47,000              |
| 4609 Repair/Maint - Life/Safety Sys | 22,133              | 35,050              | 67,000              | 55,000              |
| 4611 Repair/Maint - Oper Equip      | -                   | -                   | 1,000               | 1,000               |
| 4613 Repair/Maint - Elevators       | 109,065             | 75,882              | 200,000             | 250,260             |
| 4616 Repair/Maint - Roof Repair     | 20,738              | -                   | -                   | 55,000              |
| 4912 Misc Exp - Taxes & Fees        | -                   | -                   | 4,000               | 4,000               |
| 5209 Supplies - Building Materials  | 106,695             | 115,530             | 200,000             | 190,000             |
| 5241 Parts - Building Equip         | 13,616              | 20,827              | 15,000              | -                   |
| 6403 Equip Repl (Cap) - Hydrant     | 16,972              | 31,111              | 40,000              | 40,000              |
| 6405 Equip Repl (Cap) - Misc        | -                   | -                   | 15,000              | 15,000              |
| <b>TOTAL</b>                        | <b>\$ 5,455,623</b> | <b>\$ 5,513,725</b> | <b>\$ 6,359,852</b> | <b>\$ 6,751,030</b> |

## Action Plan Worksheet



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

**Action Plan Name:** 1.3.3-1 Decrease incidence of vehicle-pedestrian accidents, pedestrian injuries, and falls

### Strategic plan alignment

- Objective – 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community
  - Goal 3 - Improve mobility throughout the city by reducing the intensity of traffic

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

| What must be done  | By When  | How will it be evident |
|--|----------|------------------------|
| Request vehicle-pedestrian accident data with locations. | 12/31/23 | Spreadsheet generated  |
| Generate heat map based on compiled data.                | 01/31/24 | Heat map generated     |
| Review data and identify correctable locations.          | 02/28/24 | Spreadsheet generated  |
| Identify areas of high incidence rates.                  | 02/28/24 | Generate report        |
| Share data with other Departments as needed.             | 02/28/24 | Email                  |
| Prioritize repairs or projects.                          | 03/31/23 | Compile list           |
| Allocate funding for projects identified.                | 10/01/23 | Purchase Orders        |
| Project execution and completion.                        | Ongoing  | Heat map updated       |

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

- Time (of the project team members and others as appropriate – examples below):
  - Informatics Person – 80 hours.
  - Program / Subject Matter Experts – 40 hours.
  - Project Manager – 780 hours.
  - Construction Manager – 1,500 hours.

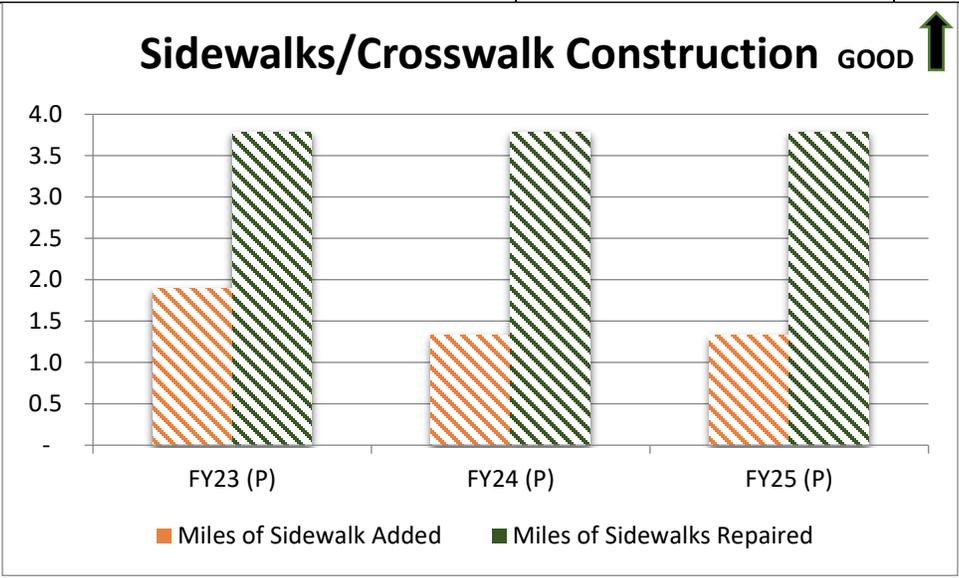
- Finances (detailed listing of expected costs):

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

- Technology:
  - Microsoft Excel and ArcGIS.
- Knowledge/Training:
  - All staff – 0 hours of training.

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

| Measure                                    | Target | Date     |
|--|--------|----------|
| Identified hazards removed                 | 20%    | 09/30/23 |
|  | 20%    | 09/30/24 |
|  | 25%    | 09/30/25 |
| Number of Sidewalks Added (linear feet)    | 10,000 | 09/30/23 |
|  | 7,000  | 09/30/24 |
|  | 7,000  | 09/30/25 |
| Number of Sidewalks Repaired (linear feet) | 20,000 | 09/30/23 |
|  | 20,000 | 09/30/24 |
|  | 20,000 | 09/30/25 |



|   |                                  |          |
|---|----------------------------------|----------|
| Number of Sidewalk Extensions Added (linear feet) | 1,000                            | 09/30/23 |
|   | 1,000                            | 09/30/24 |
|   | 1,000                            | 09/30/25 |
| Number of Crosswalks Added (linear feet)          | 800                              | 09/30/23 |
|   | 800                              | 09/30/24 |
|   | 800                              | 09/30/25 |
| Vehicle-Pedestrian Accidents                      | 50% reduction over 2021 baseline | 09/30/25 |
| Pedestrian injuries                               | 50% reduction over 2021 baseline | 09/30/25 |
| Pedestrian falls                                  | 50% reduction over 2021 baseline | 09/30/25 |
| Project funding execution                         | 100%                             | 09/30/25 |

**Frequency & venue of review**

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

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

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

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

- Money:
  - Costs: \$1,450,000/year.
  - Benefits: TBA.
  - Time to see return on investment – ongoing.
- Other benefits:
  - Undetermined savings from potential reduction in injuries and claims.

## Action Plan Worksheet



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

**Action Plan Name:** 1.3.4-1 Implement a Wayfinding Program by 2025

### Strategic plan alignment

- Objective - 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community
  - Goal 3 - Improve mobility and safety throughout the city by reducing the intensity of traffic

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

| What must be done  | By When  | How will it be evident   |
|--|----------|--|
| Schedule meeting with internal stakeholders to discuss and develop project's scope of work.                    | 03/31/23 | Scope of work  |
| Proceed with Request for Qualifications (RFQ) for consultant to develop master plan to be placed out for bids. | 09/30/23 | Contract for the development of a Citywide wayfinding program. |
| Review by all applicable boards and City Commission presentation   | 03/31/24 | Minutes  |
| Issuance of documents for permit   | 09/30/24 | Permits issued.  |
| Issuance of construction documents for bid   | 12/31/24 | Construction commences   |
| Installation of wayfinding signs citywide  | 12/31/25 | Installation completed.  |

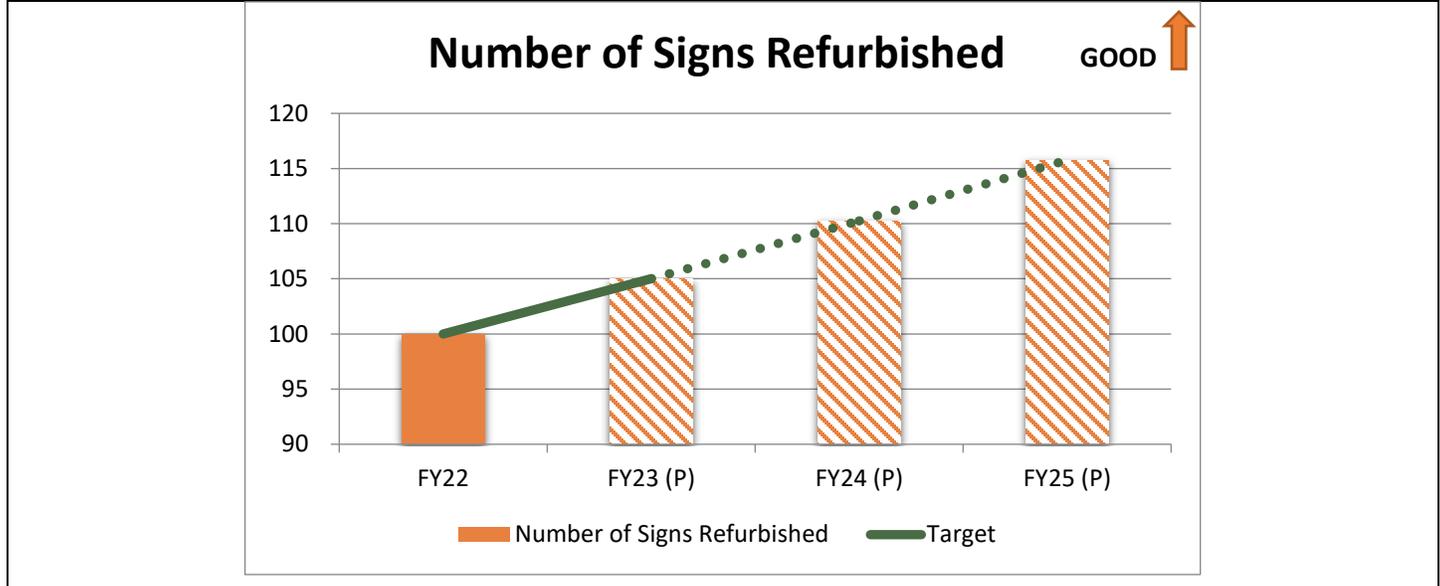
### Resource requirements (what do we need to succeed?)

- Time
  - Assistant Director of Capital Improvements – 120 hours.
  - Project Manager – 800 hours.
  - Permit Engineers – 20 hours.
  - Procurement Officer – 40 hours.
  - Inspectors - 500 hours.
- Finances (detailed listing of expected costs):

| \$ Amount    | Purpose   |
|--------------|---|
| \$ 1,039,269 | Implementation of a Citywide wayfinding program |

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

| Measure                                     | Target                      | Date     |
|---|-----------------------------|----------|
| Number of signs refurbished                 | % increase of FY22 baseline | 09/30/23 |
| Number of signs added in high traffic areas |                             | 09/30/24 |
|   |                             | 09/30/25 |



**Frequency & venue of review**

- Bi-weekly project team meeting.
- Quarterly report to Hermes Diaz.
- Quarterly R&A meeting

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

| Stakeholder Group | Potential positive impact  | Potential negative impact                                  |
|-------------------|--|--|
| Workforce         | Additional workload  | Maintenance needs will increase workload.                  |
| Commissioners     | Improved City branding and visibility.                                     | None   |
| Customers         | Improved mobility by having clearly identified points of interest citywide | Initial mobility inconvenience during installation process |

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

- Money:
  - Costs: \$1,039,269.
  - Benefits: TBD.
- Other benefits:
  - Improved City branding and mobility by having clearly identified city facilities and other relevant points of interest, including historical sites and features.

## Action Plan Worksheet



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

**Action Plan Name:** 4.2.2-1 Improve efficient use of electricity by 20% KW/H per square foot over 2013 consumption levels, gasoline consumption by 5%, and water by 5% per square foot of building areas from 2019 levels by 2025.

**Strategic plan alignment**

- Objective - 4 - Process Excellence: Optimize city processes and operations to provide cost-effective services that efficiently utilize City resources
  - Goal 2 - Increase the efficiency of key resource utilization and service processes
- Objective – 6 – Sustainability-focused Excellence: Provide exceptional services that enhance the local and global environmental ecosystem, enrich our local economy, and strengthen the health and well-being of residents, businesses, and visitors.
  - Goal 1 - Increase electric vehicles in the fleet to 72 by 2025

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

| What must be done  | By When  | How will it be evident   |
|--|----------|--|
| Negotiate cost with City contractor for Alhambra water tower LED light conversion.   | 06/30/24 | Contract will be executed. Purchase order will be issued.                    |
| Review bids for Granada Pro-Shop facility remodeling, which will include LED lighting  | 05/01/22 | Commission to approve lowest bidder selection and contract to be executed.   |
| Conduct a pilot program at Public Works Maintenance Facility to utilize building control sensors to give real-time data on occupancy, temperature, humidity, air quality, leak detection and to adjust heating and cooling set-points for tenant comfort and energy optimization. If successful, implement at other large City facilities. | 10/31/23 | Report on conclusions of pilot program.                                      |
| Complete LED light conversion at Alhambra Water Tower.   | 11/30/24 | New LED lights at Alhambra Water Tower.                                      |
| Negotiate cost with City contractor for Salvador Tennis Center LED conversion.   | 09/01/24 | Contract will be executed. Purchase order will be issued.                    |
| Installation of new LED lights at Granada Pro-Shop as part of facility remodeling.   | 07/01/23 | Upgraded facilities with LED lights.   |
| Complete LED light conversion at Salvador Tennis Center.   | 09/30/23 | New LED lights at Alhambra Water Tower.                                      |
| Develop system for real-time tracking of energy and water usage/dashboard.   | 10/01/23 | Software is purchased and historical/ongoing data is entered into dashboard. |

| What must be done   | By When  | How will it be evident  |
|---|----------|---|
| Finish retrofitting/replacing the approximately 30% of faucets and fixtures in City facilities that are not currently low flow. | 10/01/25 | Report to City Manager  |
| Continue converting City Police Fleet to hybrid SUV. Plan included below per fiscal year.                                       | 10/01/25 | Replacement schedules provided each fiscal year. Fuel consumption reports provided. |

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

- Time (of the project team members and others as appropriate – examples below):
  - Program / Subject Matter Experts.
    - Project Manager – 40 hours.
    - Resiliency and Sustainability Manager – 80 hours.
    - Deputy Director of Public Works – 12 hours.
    - Fleet Director: 40 hours.

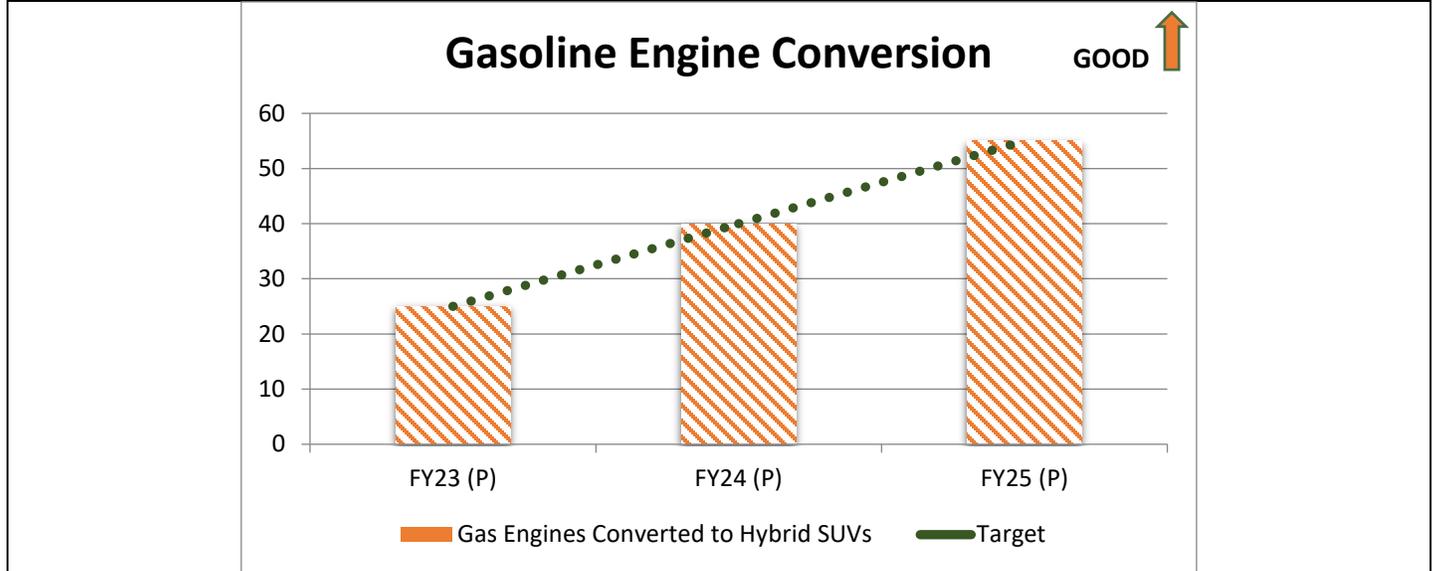
- Finances (detailed listing of expected costs):

| \$ Amount           | Purpose   |
|---------------------|---|
| \$ 2,028,000        | Cost to Covert City Police Fleet to Hybrid SUV (already included in existing estimated budget projections).                       |
| \$ 50,000           | Purchase Energy/Water Tracking Software.  |
| \$ 450,000          | Convert remaining City facilities to LED Lighting not outlined below (already included in existing estimated budget projections). |
| \$ 20,000           | Purchase and install Low flow faucets, flushometers, and toilets.   |
| \$ 50,000           | Upgrade to LED lights at Alhambra Water Tower.  |
| \$ 15,000           | New LED lights at Granada Pro-Shop.   |
| \$ 25,000           | Upgrade to LED lights at Salvador Tennis Center.  |
| <b>\$ 2,638,000</b> | <b>Total</b>  |

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

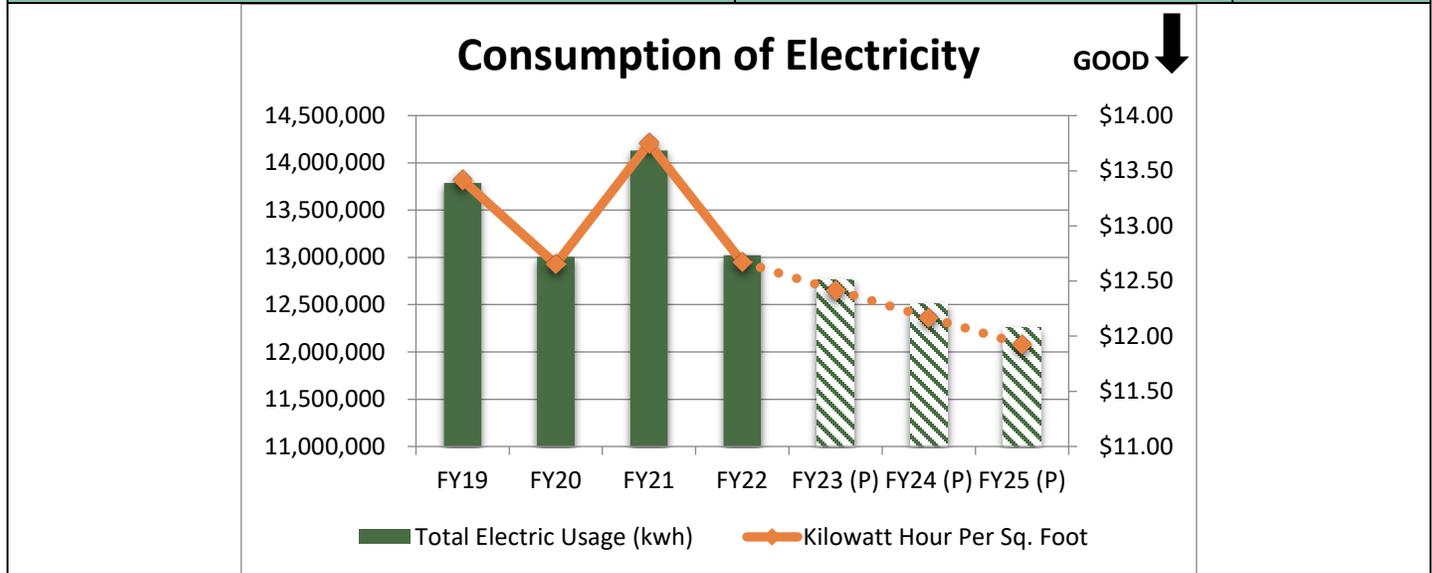
**Short- & Longer-term measures of success, targets and / or time horizons**

| Measure                                 | Target | Date     |
|---|--------|----------|
| Convert gasoline vehicles to Hybrid SUV | 25     | 09/30/23 |
|   | 40     | 09/30/24 |
|   | 55     | 09/30/25 |



|                               |   |          |
|-------------------------------|---|----------|
| Kilowatt hour per square foot | 20% reduction in KHW per square foot over 2013 baseline | 09/30/25 |
|-------------------------------|---|----------|

| Measure | Target | Date |
|---------|--------|------|
|---------|--------|------|



|  |      |          |
|--|------|----------|
| City facilities using LED Lighting                                 | 100% | 09/30/25 |
| City facilities using Low flow faucets, flushometers, and toilets. | 50%  | 09/30/25 |

**Frequency & venue of review**

- Bi-weekly project team meeting.
- Quarterly report to City Manager.

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

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

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

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

## Action Plan Worksheet



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

**Action Plan Name:** 6.1.2-1 Maintain fleet operational readiness rate of at least 90% based on class of vehicle

**Strategic plan alignment**

- Objective - 6 – Sustainability-focused Excellence: Provide exceptional services that enhance the local and global environmental ecosystem, enrich our local economy, and strengthen the health and well-being of residents, businesses, and visitors.
  - Goal 1 - Increase the resiliency of the city

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

| What must be done  | By When  | How will it be evident  |
|--|----------|---|
| Evaluation and adjustment of appropriate life cycles for critical equipment prior to each year’s budget cycle for prioritizing annual fleet purchases with the objective of reducing the equipment downtime and the overall cradle to grave cost of the fleet. | 01/31/23 | Evaluation report will be completed and costs will be budgeted, as appropriate. |
| Evaluation and adjustment of appropriate life cycles for critical equipment prior to each year’s budget cycle for prioritizing annual fleet purchases with the objective of reducing the equipment downtime and the overall cradle to grave cost of the fleet. | 01/31/24 | Evaluation report will be completed and costs will be budgeted, as appropriate. |
| Evaluation and adjustment of appropriate life cycles for critical equipment prior to each year’s budget cycle for prioritizing annual fleet purchases with the objective of reducing the equipment downtime and the overall cradle to grave cost of the fleet. | 01/31/25 | Evaluation report will be completed and costs will be budgeted, as appropriate. |

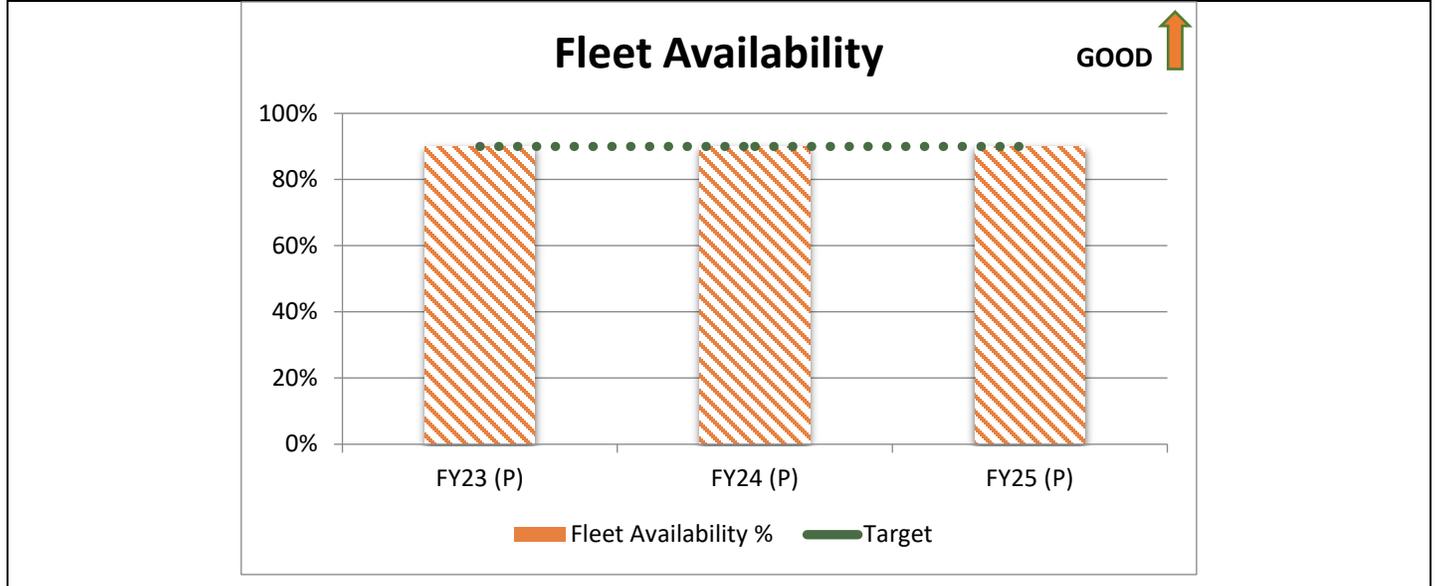
**Resource requirements (what do we need to succeed?)**

- Finances (detailed listing of expected costs):

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

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

| Measure            | Target      | Date                             |
|--------------------|-------------|----------------------------------|
| Fleet Availability | 90% Average | 01/31/23<br>01/31/24<br>01/31/25 |



**Frequency & venue of review**

- Monthly and annual reviews with the Public Works Director.
- Quarterly updates to City Manager.

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

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

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

- Money:
  - Costs: \$12,102,759 in funding over three years for vehicle replacement.
  - Benefits: Undetermined reduction in overall yearly labor and parts costs associated with operating and maintaining the fleet.

## Action Plan Worksheet



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

**Action Plan Name:** 6.2.3-1 Increase the Utilization of LED Street Lighting to 85% by 2025

**Strategic plan alignment**

- Objective - 6 – Sustainability-focused Excellence: Provide exceptional services that enhance the local and global environmental ecosystem, enrich our local economy, and strengthen the health and well-being of residents, businesses, and visitors.
  - Goal 2 – Support the use of environmental friendly practices

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

| What must be done  | By When  | How will it be evident                |
|--|----------|---------------------------------------|
| Coordinate receipt of City-owned streetlight fixtures with Contractor. | 05/31/22 | Fixtures will be received.            |
| Contractor to complete fixture installation for City-owned lights.     | 12/01/22 | Fixtures will be installed.           |
| Negotiate streetlight conversion contract with FPL for 351 lights.     | 12/31/22 | Executed contract.                    |
| FPL to convert 351 streetlights.                                       | 09/30/23 | Poles and fixtures will be installed. |
| Negotiate streetlight conversion contract with FPL for 10 lights.      | 12/31/23 | Executed contract.                    |
| FPL to convert 10 streetlights.  | 09/30/24 | Poles and fixtures will be installed. |
| Negotiate streetlight conversion contract with FPL for 20 lights.      | 12/31/24 | Executed contract.                    |
| FPL to convert 20 streetlights.  | 09/30/25 | Poles and fixtures will be installed. |

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

- Time (of the project team members and others as appropriate – examples below):
  - Sr. Administrative Analyst – 270 hours.
  - Deputy Public Works Director – 27 hours.
- Finances (detailed listing of expected costs):

| \$ Amount        | Purpose   |
|------------------|---|
| \$205,000        | Capital cost of 361 City-owned streetlights (already budgeted)  |
| \$225,000        | Net cost increase for maintenance and electricity for LED conversion of 381 FPL-owned streetlights at \$75,000 annually |
| <b>\$430,000</b> | <b>Total</b>  |

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

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

**Frequency & venue of review**

- Bi-weekly project team meeting.
- Quarterly report to Hermes Diaz.

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

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

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

- Money:
  - Costs: \$205,000 in upfront capital and \$75,000 in additional annual billings.
  - Benefits: Updated infrastructure.
- Other benefits:
  - Reduction in carbon emissions through lower energy consumption.

## Action Plan Worksheet



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

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

**Strategic plan alignment:**

- Objective: Provide exceptional services that enhance the local and global environmental ecosystem, enrich our local economy, and strengthen the health and well-being of residents, businesses, and visitors.
  - Goal: Support the use of environmentally friendly practices.

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

| What must be done   | By When       | How will it be evident    |
|---|---------------|---------------------------|
| Plant new canopy trees in public right of way where trees must be removed to provide a succession of the urban forest canopy in perpetuity. | In perpetuity | Inventory of canopy trees |

**Resource requirements:**

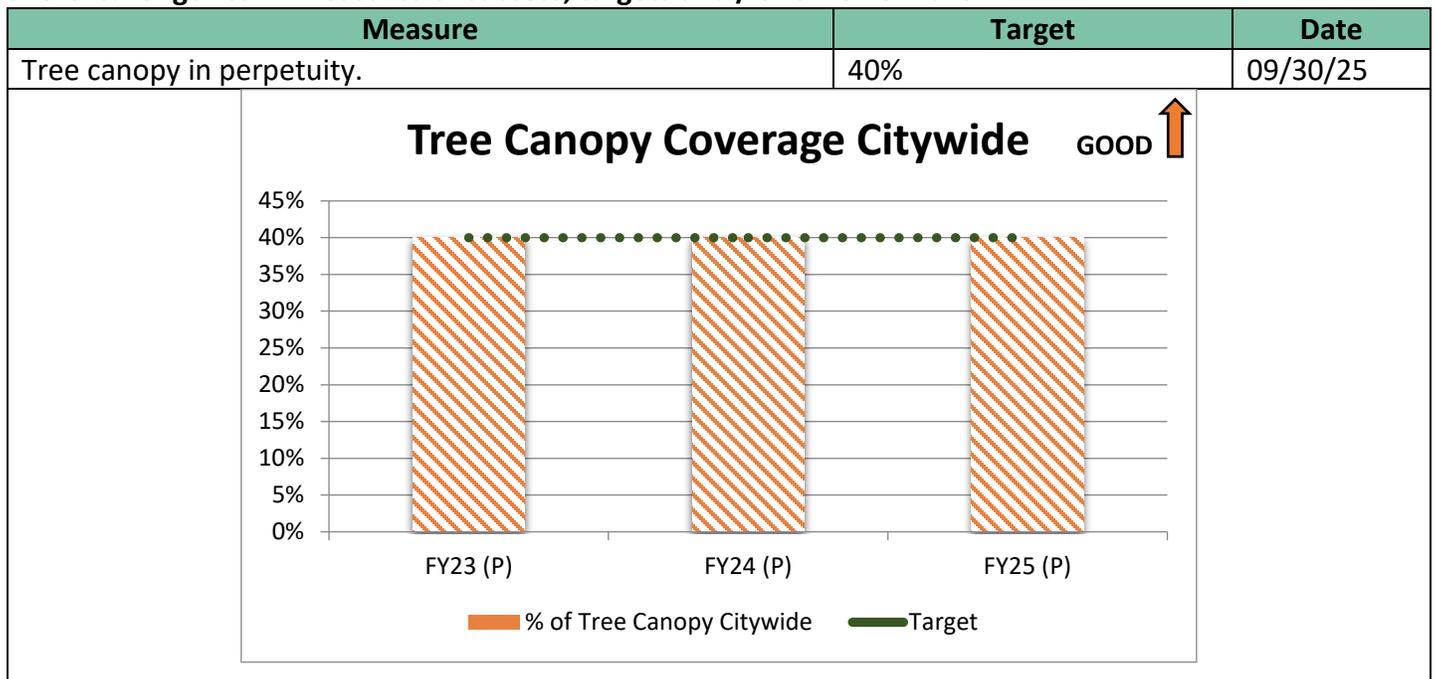
Maintain the professional expertise of the following staff members currently in place to manage and supervise both the tree and landscape maintenance contracting companies currently under contract for the maintenance of approximately 40,000 City right of way trees existing:

- 1 Landscape Architect, 2 certified arborists, 1 horticulturalist, 1 landscape designer, 20 tree installation and maintenance crew members already on staff. The employ of up to 6 temporary workers is required to perform the proper scope of service and is already budgeted.
- Tree Planting Budget to remove, dispose of debris, then plant approximately 150 trees / year.
- Perform tree removal / mitigation plan reviews submitted through the development services department to obtain and manage “Tree Trust Fund” mitigation payments to purchase additional trees. Tree Trust Funds (outlined in chapter 82 of City code) supplement the annual budget allocated to the greenspace management division of public works for tree purchases.
- Finances (for tree purchases and paying contracted companies with contracts already in place):

| \$ Amount    | Purpose   |
|--------------|---|
| \$ 300,000   | Cost to purchase and install 150 new shade trees per year (already budgeted).                                     |
| \$ 1,205,672 | Cost to hire tree contractors to perform tree maintenance and removals per year.                                  |
| \$ 920,478   | Cost to hire landscape contractors to perform tree planting and general greenspace management services            |
| \$ 2,426,150 | Total to maintain tree canopy at 40% coverage per year (not including City staff salaries and benefits in place). |

- Technology: (already in place in the Greenspace Management division of Public Works):
  - Maintain computers and iPads for staff to utilize in the field to map tree planting and removal.
  - Trucks and landscape equipment for staff to perform tree planting and maintenance tasks.
  - Itree.com software (by USDA Forest Service) to measure tree canopy cover by mapping.
  - Cartegraph program to map sites and quantities of trees existing and to be planted.
- Knowledge/Training: (ongoing for current staff in place):
  - Professional City staff is required for proper supervision and coordination of tree and greenspace management contractors and temporary workers. Staff must be credentialed with education in the fields of landscape architecture, arboriculture, botany, and horticulture to design, plan and supervise contractors and staff maintenance workers. Professional licenses and continuing education courses are required yearly for professionals to maintain licenses and remain current with latest technology and methods in the industry.
- Other
  - Space for contractors to park tree maintenance equipment (5 trucks, 1 chipper, and a dumpster) is needed in the current public works yard. This space is already provided for on the public works site.

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



**Frequency & venue of mapping of data:**

- Weekly project team meeting to plan and implement tree planting, removal, and pruning schedules.
- Daily site visits and supervision on approximately 380 City right of way job locations.
- Yearly measure of tree canopy coverage using satellite technology database. (Itree.com is a free satellite database provided by the USDA Forest Service).
- Staff answers resident tree maintenance requests for right of way trees by Gov Qa software, currently in operation, at the rate of approximately 150-200 tree pruning requests per month. There is a waiting time to fulfill tree pruning requests for a period of 3 months in the current contracts and budget for staff. Additional tree crews would be required to reduce the work request waiting time.
- Quarterly report to Hermes Diaz.
- Quarterly report to City Manager

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

| Stakeholder Group                | Potential positive impact  | Potential negative impact   |
|----------------------------------|--|---|
| Workforce                        | <ul style="list-style-type: none"> <li>• Retain employment and learn skills.</li> </ul>  | <ul style="list-style-type: none"> <li>• none</li> </ul>  |
| Program / Subject Matter Experts | <ul style="list-style-type: none"> <li>• Utilize knowledge and share expertise.</li> </ul>   | <ul style="list-style-type: none"> <li>• none</li> </ul>  |
| Informatics                      | <ul style="list-style-type: none"> <li>• Implement technology and share research.</li> </ul>   | <ul style="list-style-type: none"> <li>• none</li> </ul>  |
| Sr. Leadership                   | <ul style="list-style-type: none"> <li>• Deliver on city strategic plan goals.</li> </ul>  | <ul style="list-style-type: none"> <li>• none</li> </ul>  |
| Commissioners                    | <ul style="list-style-type: none"> <li>• Accomplish sustainability goals for the city.</li> </ul>  | <ul style="list-style-type: none"> <li>• none</li> </ul>  |
| Customers                        | <ul style="list-style-type: none"> <li>• Enjoy environmental and financial benefits of living in a City with high tree canopy coverage.</li> </ul> | <ul style="list-style-type: none"> <li>• Extensive tree canopy can result in property and right-of-way damage due to tree roots and fallen branches.</li> </ul> |
| Regulators                       | <ul style="list-style-type: none"> <li>• Prevent depletion of canopy by over-development and removal.</li> </ul>                                   | <ul style="list-style-type: none"> <li>• None</li> </ul>  |

**Positive financial impacts:**

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

- Financial benefits: Property values are proven to increase in neighborhoods with high tree canopy coverage.
- Environmental benefits: Water /flood management, filtering pollution, providing shade to reduce heat island effects in urban areas, creating oxygen to sustain life through evapotranspiration, and providing wildlife habitat in urban areas.
- Time to see return on investment is immediate upon planting of a tree.

**Negative financial impacts:**

- Damage to urban infrastructure due to expanding tree root systems requiring repair to sidewalks, curbs, drainage piping and grates, paved plazas, etc.
- Property damage claims from residents for falling branches, fruit, and staining.

## Action Plan Worksheet



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

**Action Plan Name:** 6.2.7-1 Minimize the cost of the City’s recycling operations

### Strategic plan alignment

- Objective - 6 – Sustainability-focused Excellence: Provide exceptional services that enhance the local and global environmental ecosystem, enrich our local economy, and strengthen the health and well-being of residents, businesses, and visitors.
  - Goal 2 – Support the use of environmentally friendly practices.

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

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

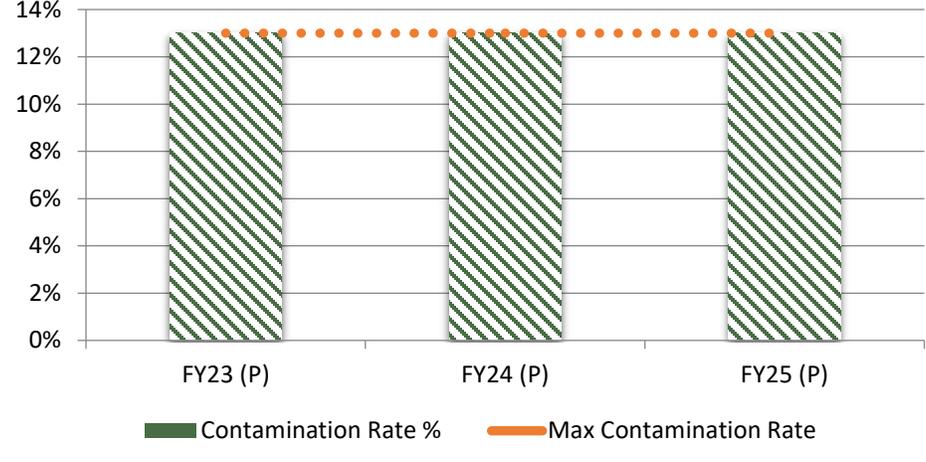
### Resource requirements (what do we need to succeed?)

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

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

- Technology:
  - Social media, website, e-news, and other communication media.
- Knowledge/Training:
  - All staff – 20 hours.
- Other
  - Educational material.
  - Door hangers/notices, etc.

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

| Measure  | Target               | Date                   |      |                      |                        |          |      |     |          |      |     |          |      |     |
|--|----------------------|------------------------|------|----------------------|------------------------|----------|------|-----|----------|------|-----|----------|------|-----|
| % of recycling contamination (single-family residential program)   | Below 13%            | 9/30/23                |      |                      |                        |          |      |     |          |      |     |          |      |     |
| <div style="text-align: center;"> <p><b>Contamination Rate of Recyclables</b> GOOD </p>  <table border="1" style="margin: 10px auto; border-collapse: collapse;"> <caption>Contamination Rate Data</caption> <thead> <tr> <th>Year</th> <th>Contamination Rate %</th> <th>Max Contamination Rate</th> </tr> </thead> <tbody> <tr> <td>FY23 (P)</td> <td>~13%</td> <td>13%</td> </tr> <tr> <td>FY24 (P)</td> <td>~13%</td> <td>13%</td> </tr> <tr> <td>FY25 (P)</td> <td>~13%</td> <td>13%</td> </tr> </tbody> </table> </div> |                      |                        | Year | Contamination Rate % | Max Contamination Rate | FY23 (P) | ~13% | 13% | FY24 (P) | ~13% | 13% | FY25 (P) | ~13% | 13% |
| Year   | Contamination Rate % | Max Contamination Rate |      |                      |                        |          |      |     |          |      |     |          |      |     |
| FY23 (P)   | ~13%                 | 13%                    |      |                      |                        |          |      |     |          |      |     |          |      |     |
| FY24 (P)   | ~13%                 | 13%                    |      |                      |                        |          |      |     |          |      |     |          |      |     |
| FY25 (P)   | ~13%                 | 13%                    |      |                      |                        |          |      |     |          |      |     |          |      |     |

**Frequency & venue of review**

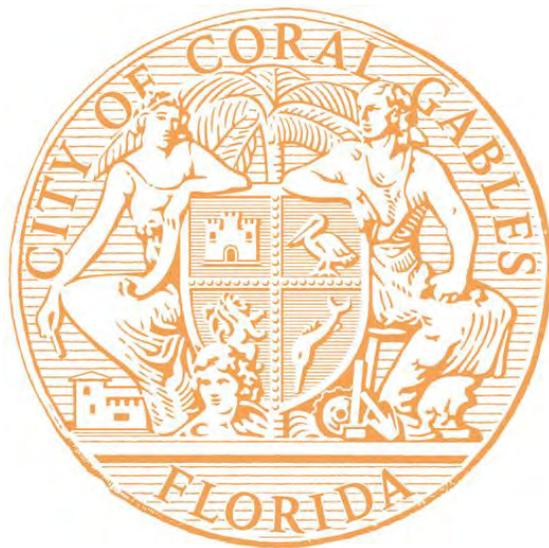
- Bi-weekly project team meeting.
- Weekly/monthly/quarterly report to Hermes Diaz.
- Quarterly report to City Manager

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

| Stakeholder Group | Potential positive impact   | Potential negative impact   |
|-------------------|---|---|
| Customers         | <ul style="list-style-type: none"> <li>• Mitigate increased cost of service to residents</li> </ul> | <ul style="list-style-type: none"> <li>• Resources expended in this effort are not available for other initiatives</li> </ul> |

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

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

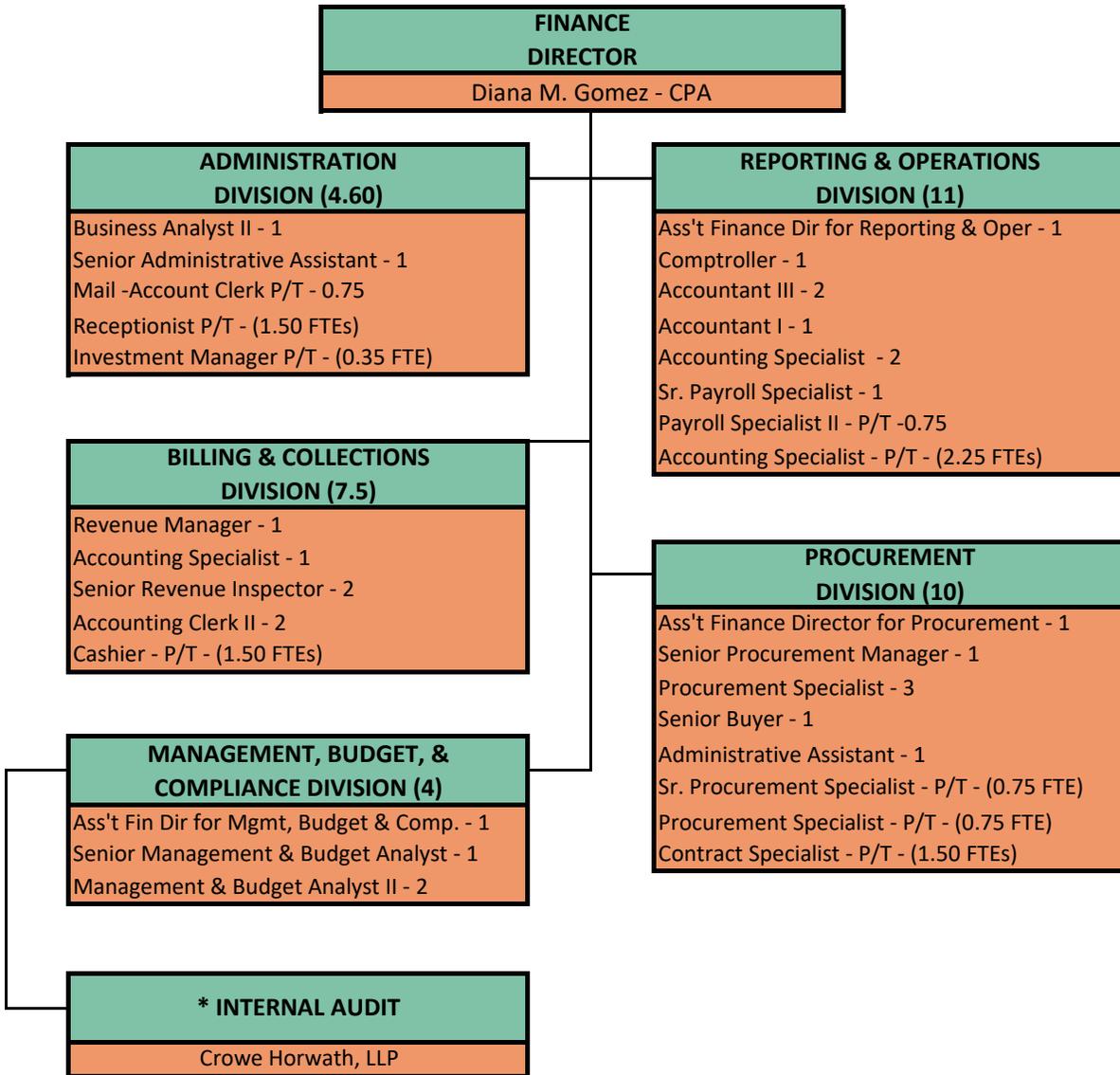


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**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**

**FINANCE**

**ORGANIZATION CHART**



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

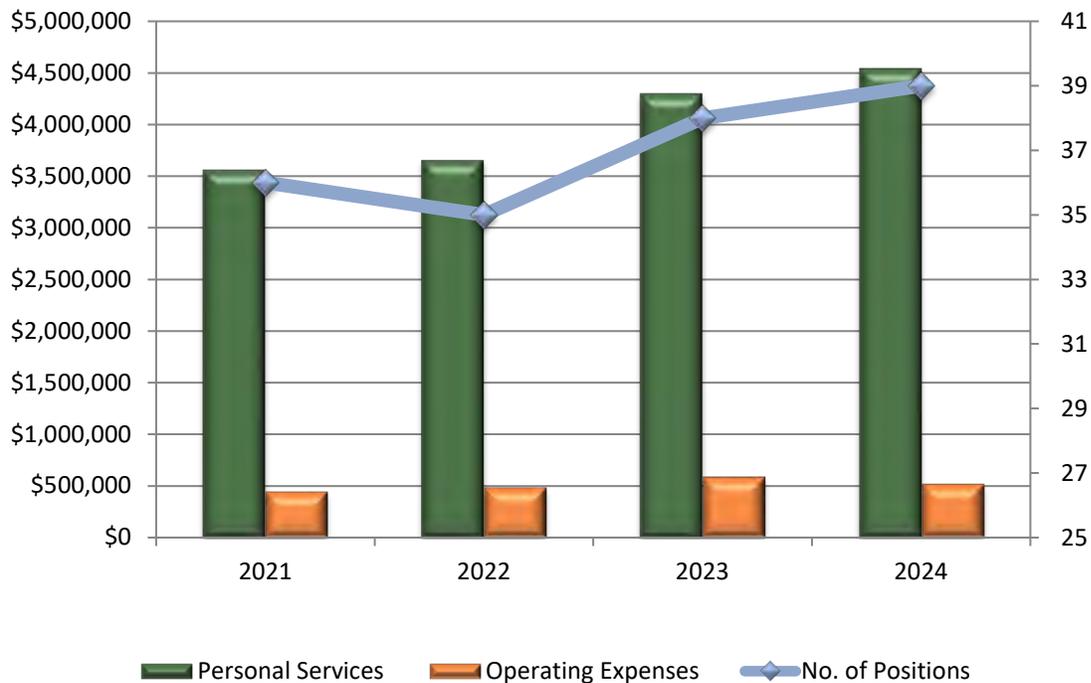
**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



**FINANCE DEPARTMENT  
BUDGET AND POSITION SUMMARY**

|                                    | <u>2020-2021<br/>ACTUAL</u> | <u>2021-2022<br/>ACTUAL</u> | <u>2022-2023<br/>BUDGET</u> | <u>2023-2024<br/>ESTIMATE</u> |
|------------------------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| Salaries & Benefits                | 3,561,412                   | 3,655,281                   | 4,300,589                   | 4,544,767                     |
| Operating Expenses                 | 438,664                     | 476,184                     | 580,128                     | 511,651                       |
| <b>Total</b>                       | <b>4,000,076</b>            | <b>4,131,465</b>            | <b>4,880,717</b>            | <b>5,056,418</b>              |
| <br>                               |                             |                             |                             |                               |
| Full Time Headcount                | 27.00                       | 26.00                       | 28.00                       | 28.00                         |
| Part Time FTE's                    | 9.35                        | 9.35                        | 10.10                       | 10.85                         |
| <b>Total Headcount &amp; FTE's</b> | <b>36.35</b>                | <b>35.35</b>                | <b>38.10</b>                | <b>38.85</b>                  |

**EXPENDITURE/PERSONNEL COMPARISONS**



# Finance

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## Department Function:

The Finance Department is responsible for centralized financial management, record keeping, budget preparation, payroll and procurement for all departments of the City. The Department issues business taxes, alarm permits, garbage and trash bills, other City billings, receipt of various payments from City residents and departments, and purchase of goods and services. The Department prepares quarterly Financial Reports, the Annual Comprehensive Financial Report, and the Single Audit Report. It also prepares the City's operating and capital budgets and monitors compliance with the adopted budget.

The Department's work program is divided among five separate divisions. The Administrative Division is responsible for the finance administration of the department and its divisions. The Collection Division is responsible for the investing of the City's surplus funds, billing, collection and processing of all taxes and fees (business taxes, special assessments, garbage and trash removal fees, alarm service charges, lease payments) and a City Hall receptionist. The Accounting Division maintains the City's financial accounting records, prepares financial reports and is responsible for payroll. The Management and Budget Division develops in partnership with other departments the City's operating and capital budget, coordinates strategic planning, grants coordination, and internal/external audit oversight. The Procurement Division is responsible for providing City Departments with supplies, equipment and services necessary to perform city activities. This Division is charged with the responsibility of professional purchasing, including development and review of bid specifications, administration of the formal bid process, contract administration, and sale of fixed assets.

## Department Goals:

1. Timely preparation of Annual Comprehensive Financial Report (ACFR).
2. Preparation of City's Operating and Capital Budget in compliance with City's charter and State of Florida laws.
3. Ethical and transparent financial management of the City's financial resources.
4. Maintaining AAA bond ratings from the three major rating agencies.
5. Courteous and professional services rendered to the City's residents and other internal/external customers.
6. Issuance of all solicitations in transparent and ethical manner.
7. Award and maintain contracts that are compliant with all local, state and federal requirements.
8. To manage all P-card transactions and payment in accordance with City policy and regulations.

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

**FINANCE**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS**

- ✓ Maintained AAA bond ratings with Moody's, Standard & Poor's, and Fitch Ratings.
- ✓ Received Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report for FY2021 and received the highest rating of "Proficient" in all grading categories.
- ✓ Accurately and timely processed over 6,000 p-card transactions valued at nearly \$3.9M.
- ✓ Processed over 1,338 requisition requests valued at over \$70M.
- ✓ Received the FAPPO (Florida Association of Public Procurement Officials) 2022-23
- ✓ Awards for:
  - Excellence in Public Procurement
- ✓ Received the NPI (National Procurement Institute) 2022-23 Achievement of Excellence in Procurement Award
- ✓ Received the NIGP (National Institute for Governmental Procurement) 2022-2025 Accreditation for Quality Public Procurement Departments
- ✓ Won Distinguished Budget Presentation Award for FY2022-2023 Adopted Budget.
  - Awarded Outstanding in the following areas:
    - Introduction and Overview
    - Financial Structure, Policy, and Process
    - Financial Summaries
    - Capital & Debt
    - Departmental Information
    - Document-wide Criteria
  - Proficiency was achieved in all areas.
- ✓ Balanced the City's' budget using conservative revenue projections based on immediately experienced revenue trends and identified certain actual reductions to the expense and capital budgets to balance the budget with projected revenues. These reductions were implemented without major effects to resident services.
- ✓ In coordination with other City departments, the City was awarded \$8.2M in grant funding during FY 2023.

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

**FINANCE**

| INDICATOR:   | FY22                                       |  |        | FY23                                       |  | FY24                                       |
|--|--|--|--------|--|--|--|
|  | TARGET                                     | ACTUAL                                     | STATUS | TARGET                                     | YTD  | TARGET                                     |
| Complete the yearly annual financial audit and issue the Comprehensive Annual Financial Report (CAFR) by no later than March of the following year | Complete FY21 ACFR by 3/31/22              | FY21 CAFR completed by 3/31/22             | ●      | Complete FY22 ACFR by 3/31/23              | Completed FY22 ACFR by 3/31/23             | Complete FY23 ACFR by 3/31/24              |
| Receive a "No Audit Findings" report from external auditors  | Receive by March 2022                      | Received                                   | ●      | Receive by March 2023                      | Received                                   | Receive by March 2024                      |
| Complete and issue the Quarterly Financial Reports no later than 30 days after end of each quarter   | 100%                                       | 100%                                       | ●      | 100%                                       | 50%  | 100%                                       |
| Percentage of employees with direct deposit account  | 97%  | 97%  | ●      | 97%  | 97%  | 97%  |
| Distribute payroll notices electronically  | 100%                                       | 100%                                       | ●      | 100%                                       | 100%                                       | 100%                                       |
| EPayable rebate from SunTrust  | \$ 75,000                                  | \$ 55,725                                  | ◆      | \$ 70,000                                  | \$ 41,598                                  | \$ 20,000                                  |
| Increase vendor enrollment in the Suntrust Epayable System   | 115  | 102  | ▲      | 2  | 2  | -  |
| Increase in accounts payable vendor invoices paid by wire/ACH  | 6,000                                      | 3,261                                      | ◆      | 8,000                                      | 3,634                                      | 9,000                                      |
| Increase in accounts payable vendor invoices paid by credit card   | 2,000                                      | 1,113                                      | ◆      | 2,000                                      | 633  | 2,000                                      |
| Decrease in accounts payable vendor invoices paid by check   | 11,000                                     | 11,936                                     | ●      | 11,000                                     | 4,819                                      | 5,000                                      |
| Percentage of accounts with over 90 days old to total A/R  | 25%  | 82%  | ◆      | 25%  | 73%  | 25%  |
| General Obligation Bonds Ratings   | AAA (S&P);<br>Aaa (Moody's)<br>AAA (Fitch) | AAA (S&P);<br>Aaa (Moody's)<br>AAA (Fitch) | ●      | AAA (S&P);<br>Aaa (Moody's)<br>AAA (Fitch) | AAA (S&P);<br>Aaa (Moody's)<br>AAA (Fitch) | AAA (S&P);<br>Aaa (Moody's)<br>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                           | 55 Business Days                           | ●      | 70 Business Days                           | 50 Business Days                           | 70 Business Days                           |
| Percentage of Uncontested Formal Solicitations   | 100%                                       | 100%                                       | ●      | 100%                                       | 100%                                       | 100%                                       |
| Number of Formal Solicitations Issued  | 30   | 24   | ▲      | 30   | 6  | 30   |

**Legend**

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



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



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

**PERSONNEL SCHEDULE**

| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE         | NUMBER OF AUTHORIZED POSITIONS |                     |                     |                       |                   |
|----------------------------------|---------------------------------|--------------------------------|---------------------|---------------------|-----------------------|-------------------|
|                                  |                                 | 2020-2021                      | 2021-2022           | 2022-2023           | 2023-2024             |                   |
|                                  |                                 | ACTUAL<br>HEADCOUNT            | ACTUAL<br>HEADCOUNT | BUDGET<br>HEADCOUNT | ESTIMATE<br>HEADCOUNT | SALARIES          |
| <b>FULL TIME POSITIONS</b>       |                                 |                                |                     |                     |                       |                   |
| 0341                             | Finance Director                | 1.00                           | 1.00                | 1.00                | 1.00                  | \$ 211,527        |
| 0816                             | Business Analyst II             | -                              | -                   | 1.00                | 1.00                  | 68,733            |
| 0141                             | Senior Administrative Assistant | 1.00                           | 1.00                | 1.00                | 1.00                  | 55,929            |
| 8888                             | Overtime                        | -                              | -                   | -                   | -                     | 10,000            |
| <b>TOTAL FULL TIME HEADCOUNT</b> |                                 | <b>2.00</b>                    | <b>2.00</b>         | <b>3.00</b>         | <b>3.00</b>           | <b>346,189</b>    |
| <b>PART TIME POSITIONS</b>       |                                 |                                |                     |                     |                       |                   |
|                                  | TITLE                           | HC                             | FTE's               | FTE's               | FTE's                 | FTE's             |
| 0101                             | Mail-Account Clerk - P/T        | 1.00                           | 0.75                | 0.75                | 0.75                  | 39,647            |
| 0353                             | Investment Manager - P/T        | 1.00                           | 0.35                | 0.35                | 0.35                  | 33,415            |
| 0063                             | Receptionist - P/T              | 2.00                           | 1.50                | 1.50                | 1.50                  | 50,729            |
| <b>TOTAL PART TIME FTE's</b>     |                                 | <b>4.00</b>                    | <b>2.60</b>         | <b>2.60</b>         | <b>2.60</b>           | <b>123,791</b>    |
| <b>TOTAL</b>                     |                                 | <b>4.60</b>                    | <b>4.60</b>         | <b>5.60</b>         | <b>5.60</b>           | <b>\$ 469,980</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021         | 2021-2022         | 2022-2023         | 2023-2024          |
|---|-------------------|-------------------|-------------------|--------------------|
|   | ACTUAL            | ACTUAL            | BUDGET            | ESTIMATE           |
| 1000 Salaries                                 | \$ 240,001        | \$ 295,756        | \$ 337,005        | \$ 469,980         |
| 2000 Employee Benefits - See Other Cost Dist. | 157,327           | 153,429           | 180,721           | 216,772            |
| 3108 Prof Serv - Financial                    | 16,000            | 16,000            | 17,000            | 17,000             |
| 3118 Prof Serv - Misc/Other                   | -                 | -                 | 24,000            | -                  |
| 4010 Automobile Allowance                     | 6,172             | 6,551             | 6,497             | 6,497              |
| 4011 Mobile Phone Allowance                   | 1,140             | 260               | -                 | -                  |
| 4400 Rental - Mach & Equip                    | -                 | -                 | 500               | 500                |
| 4500 General Liability Insurance              | 11,808            | 10,942            | 19,988            | 24,598             |
| 4610 Repair/Maint - Office Equip              | -                 | -                 | 400               | 400                |
| 4633 Service Alloc - Gen Services             | 58,753            | 58,608            | 62,635            | 64,304             |
| 4701 Printing & Binding                       | 317               | 1,430             | 2,000             | 2,000              |
| 4900 Misc Exp - Other                         | 556               | 29                | 1,000             | 1,000              |
| 5100 Supplies - Office                        | 3,668             | 4,574             | 4,356             | 4,356              |
| 5220 Uniform - Allowance                      | -                 | -                 | 1,900             | 1,900              |
| 5400 Membership Dues/Subscriptions            | 870               | 665               | 2,000             | 2,000              |
| 5500 Employee Training                        | 420               | 3,395             | 4,000             | 9,000              |
| 9000 Interdept'l Alloc - Bldg Div             | (9,794)           | (11,301)          | (16,401)          | <u>1.</u> (26,578) |
| <b>TOTAL</b>                                  | <b>\$ 487,238</b> | <b>\$ 540,338</b> | <b>\$ 647,601</b> | <b>\$ 793,729</b>  |

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

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



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

**PERSONNEL SCHEDULE**

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

**EXPENDITURE DETAIL**

|   | 2020-2021         | 2021-2022         | 2022-2023         | 2023-2024          |
|---|-------------------|-------------------|-------------------|--------------------|
|   | ACTUAL            | ACTUAL            | BUDGET            | ESTIMATE           |
| 1000 Salaries                                 | \$ 468,445        | \$ 427,666        | \$ 479,057        | \$ 443,176         |
| 2000 Employee Benefits - See Other Cost Dist. | 230,456           | 223,322           | 241,256           | 257,758            |
| 4201 Armored Car Service                      | 13,175            | 15,628            | 32,000            | 32,000             |
| 4500 General Liability Insurance              | 24,500            | 24,624            | 26,897            | 23,195             |
| 4630 Service Alloc - Flt Mgmt - Opr           | 26,069            | 27,892            | 21,156            | 4,588              |
| 4631 Service Alloc - Flt Mgmt - Rpl           | -                 | -                 | 11,209            | 9,458              |
| 4632 Service Alloc - Flt - Fuel               | -                 | -                 | -                 | 473                |
| 4633 Service Alloc - Gen Services             | 17,186            | 17,144            | 18,322            | 18,810             |
| 4700 Special Printed Forms                    | 5,176             | 13,447            | 13,000            | 13,000             |
| 4910 Misc Exp - Court & Investigate           | 1,086             | 798               | 2,011             | 2,011              |
| 5100 Supplies - Office                        | 1,004             | 2,829             | 2,800             | 2,800              |
| 5220 Uniform - Allowance                      | 96                | 353               | 1,600             | 1,600              |
| 5400 Membership Dues/Subscriptions            | 633               | 797               | 1,200             | 1,200              |
| 5500 Employee Training                        | 150               | -                 | 2,500             | 4,500              |
| 9000 Interdept'l Alloc - Bldg Div             | (33,793)          | (35,483)          | (34,115)          | <u>1.</u> (34,049) |
| 9901 Contingency - Soft Reductions            | -                 | -                 | 2,000             | -                  |
| <b>TOTAL</b>                                  | <b>\$ 754,183</b> | <b>\$ 719,017</b> | <b>\$ 820,893</b> | <b>\$ 780,520</b>  |

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

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



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

**PERSONNEL SCHEDULE**

| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE                    | NUMBER OF AUTHORIZED POSITIONS |                  |                  |                  |                   |
|----------------------------------|--|--------------------------------|------------------|------------------|------------------|-------------------|
|                                  |  | 2020-2021                      | 2021-2022        | 2022-2023        | 2023-2024        |                   |
|                                  |  | ACTUAL                         | ACTUAL           | BUDGET           | ESTIMATE         | SALARIES          |
|                                  | <u>FULL TIME POSITIONS</u>                 | <u>HEADCOUNT</u>               | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> |                   |
| 0349                             | Assistant Finance Dir for Reporting & Oper | 1.00                           | 1.00             | 1.00             | 1.00             | \$ 156,652        |
| 0350                             | Comptroller                                | 1.00                           | 1.00             | 1.00             | 1.00             | 119,018           |
| 0345                             | Accountant III                             | 2.00                           | 2.00             | 3.00             | 3.00             | 295,400           |
| 0335                             | Accountant I                               | 1.00                           | 1.00             | -                | -                | -                 |
| 0313                             | Senior Payroll Specialist                  | 1.00                           | 1.00             | 1.00             | 1.00             | 84,595            |
| 0106                             | Accounting Specialist                      | 2.00                           | 1.00             | 2.00             | 2.00             | 112,425           |
| 8888                             | Overtime                                   | -                              | -                | -                | -                | 2,278             |
| <b>TOTAL FULL TIME HEADCOUNT</b> |  | <b>8.00</b>                    | <b>7.00</b>      | <b>8.00</b>      | <b>8.00</b>      | <b>770,368</b>    |
|                                  | <u>PART TIME POSITIONS</u>                 | <u>HC</u>                      | <u>FTE's</u>     | <u>FTE's</u>     | <u>FTE's</u>     | <u>FTE's</u>      |
| 0314                             | Payroll Specialist II - P/T                | 1.00                           | 0.75             | 0.75             | 0.75             | 41,760            |
| 0310                             | Accounting Specialist - P/T                | 3.00                           | 0.75             | 0.75             | 2.25             | 100,866           |
| 0087                             | Intern - P/T                               | -                              | 0.75             | 0.75             | -                | -                 |
| <b>TOTAL PART TIME FTE's</b>     |  | <b>4.00</b>                    | <b>2.25</b>      | <b>2.25</b>      | <b>3.00</b>      | <b>142,626</b>    |
| <b>TOTAL</b>                     |  | <b>10.25</b>                   | <b>9.25</b>      | <b>11.00</b>     | <b>11.00</b>     | <b>\$ 912,994</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021           | 2021-2022           | 2022-2023           | 2023-2024           |
|---|---------------------|---------------------|---------------------|---------------------|
|   | ACTUAL              | ACTUAL              | BUDGET              | ESTIMATE            |
| 1000 Salaries                                 | \$ 686,511          | \$ 738,542          | \$ 802,783          | \$ 912,994          |
| 2000 Employee Benefits - See Other Cost Dist. | 337,568             | 395,428             | 416,383             | 463,788             |
| 4010 Automobile Allowance                     | 3,703               | 3,931               | 3,898               | 3,898               |
| 4011 Mobile Phone Allowance                   | 1,140               | 260                 | -                   | -                   |
| 4400 Rental - Mach & Equip                    | 9,079               | 6,984               | 3,989               | 11,489              |
| 4500 General Liability Insurance              | 33,363              | 37,243              | 45,072              | 47,785              |
| 4610 Repair/Maint - Office Equip              | -                   | -                   | 300                 | 300                 |
| 4633 Service Alloc - Gen Services             | 18,152              | 18,107              | 19,352              | 19,868              |
| 4700 Special Printed Forms                    | 1,265               | 725                 | 2,500               | 2,500               |
| 4701 Printing & Binding                       | -                   | -                   | 500                 | 500                 |
| 4900 Misc Exp - Other                         | 6                   | 13                  | 1,000               | 1,000               |
| 5100 Supplies - Office                        | 2,126               | 2,433               | 3,500               | 3,500               |
| 5220 Uniform - Allowance                      | -                   | -                   | 1,500               | 1,500               |
| 5400 Membership Dues/Subscriptions            | 2,845               | 1,765               | 1,850               | 1,850               |
| 5500 Employee Training                        | 2,647               | 5,193               | 7,930               | 10,930              |
| 9000 Interdept'l Alloc - Bldg Div             | (21,430)            | (29,001)            | (32,631)            | <u>1.</u> (48,014)  |
| 9901 Contingency - Soft Reductions            | -                   | -                   | 500                 | -                   |
| <b>TOTAL</b>                                  | <b>\$ 1,076,975</b> | <b>\$ 1,181,623</b> | <b>\$ 1,278,426</b> | <b>\$ 1,433,888</b> |

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

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



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

**PERSONNEL SCHEDULE**

| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE               | NUMBER OF AUTHORIZED POSITIONS |                     |                     |                       |                | SALARIES          |
|----------------------------------|---------------------------------------|--------------------------------|---------------------|---------------------|-----------------------|----------------|-------------------|
|                                  |                                       | 2020-2021                      | 2021-2022           | 2022-2023           | 2023-2024             |                |                   |
|                                  |                                       | ACTUAL<br>HEADCOUNT            | ACTUAL<br>HEADCOUNT | BUDGET<br>HEADCOUNT | ESTIMATE<br>HEADCOUNT |                |                   |
| <b>FULL TIME POSITIONS</b>       |                                       |                                |                     |                     |                       |                |                   |
| 0046                             | Assistant Finance Dir for Procurement | 1.00                           | 1.00                | 1.00                | 1.00                  | \$ 154,672     |                   |
| 0211                             | Assistant Chief Procurement Officer   | -                              | -                   | 1.00                | 1.00                  | 113,931        |                   |
| 0213                             | Senior Procurement Manager            | 1.00                           | 1.00                | -                   | -                     | -              |                   |
| 0216                             | Procurement Specialist                | 3.00                           | 3.00                | 3.00                | 3.00                  | 215,957        |                   |
| 0225                             | Procurement Sourcing Specialist       | -                              | -                   | 1.00                | 1.00                  | 64,655         |                   |
| 0206                             | Senior Buyer                          | 1.00                           | 1.00                | -                   | -                     | -              |                   |
| 0648                             | Pcard Admin/Admin Assistant           | 1.00                           | 1.00                | 1.00                | 1.00                  | 47,397         |                   |
| <b>TOTAL FULL TIME HEADCOUNT</b> |                                       | <b>7.00</b>                    | <b>7.00</b>         | <b>7.00</b>         | <b>7.00</b>           | <b>596,612</b> |                   |
| <b>PART TIME POSITIONS</b>       |                                       |                                |                     |                     |                       |                |                   |
|                                  | <b>TITLE</b>                          | <b>HC</b>                      | <b>FTE's</b>        | <b>FTE's</b>        | <b>FTE's</b>          | <b>FTE's</b>   |                   |
| 0222                             | Sr. Procurement Specialist - P/T      | 1.00                           | 0.75                | 0.75                | 0.75                  | 0.75           | 51,836            |
| 0217                             | Procurement Specialist - P/T          | 2.00                           | 0.75                | 0.75                | 0.75                  | 0.75           | 47,006            |
| 0223                             | Contract Specialist - P/T             | 2.00                           | 0.75                | 1.50                | 1.50                  | 1.50           | 84,181            |
| 9026                             | Pcard Administrator/Admin Asst        | 1.00                           | 0.75                | -                   | -                     | -              | -                 |
| <b>TOTAL PART TIME FTE's</b>     |                                       | <b>6.00</b>                    | <b>3.00</b>         | <b>3.00</b>         | <b>3.00</b>           | <b>3.00</b>    | <b>183,023</b>    |
| <b>TOTAL</b>                     |                                       | <b>10.00</b>                   | <b>10.00</b>        | <b>10.00</b>        | <b>10.00</b>          | <b>10.00</b>   | <b>\$ 779,635</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021         | 2021-2022         | 2022-2023           | 2023-2024           |
|---|-------------------|-------------------|---------------------|---------------------|
|   | ACTUAL            | ACTUAL            | BUDGET              | ESTIMATE            |
| 1000 Salaries                                 | \$ 518,612        | \$ 497,927        | \$ 781,028          | \$ 779,635          |
| 2000 Employee Benefits - See Other Cost Dist. | 278,327           | 266,175           | 326,768             | 281,392             |
| 3118 Prof Serv - Misc/Other                   | -                 | 20,315            | -                   | -                   |
| 4010 Automobile Allowance                     | 3,703             | 3,931             | 3,898               | 3,898               |
| 4011 Mobile Phone Allowance                   | 240               | 260               | -                   | -                   |
| 4400 Rental - Mach & Equip                    | 3,262             | 1,688             | 3,500               | 5,500               |
| 4500 General Liability Insurance              | 29,577            | 33,224            | 43,851              | 40,805              |
| 4610 Repair/Maint - Office Equip              | -                 | -                 | 300                 | 300                 |
| 4630 Service Alloc - Flt Mgmt - Opr           | 1,910             | 2,282             | -                   | 524                 |
| 4631 Service Alloc - Flt Mgmt - Rpl           | -                 | -                 | 2,407               | 1,955               |
| 4633 Service Alloc - Gen Services             | 153,058           | 152,681           | 163,172             | 167,519             |
| 4700 Special Printed Forms                    | -                 | -                 | 900                 | 900                 |
| 4900 Misc Exp - Other                         | 307               | 959               | 630                 | 630                 |
| 5100 Supplies - Office                        | 2,168             | 3,492             | 6,400               | 6,400               |
| 5400 Membership Dues/Subscriptions            | 3,006             | 5,100             | 5,570               | 5,570               |
| 5401 Software Subscriptions & Maint           | 605               | 175               | 1,000               | 1,000               |
| 5500 Employee Training                        | 656               | 4,349             | 5,000               | 8,000               |
| 9000 Interdept'l Alloc - Bldg Div             | -                 | -                 | -                   | <u>1.</u> (42,251)  |
| 9901 Contingency - Soft Reductions            | -                 | -                 | 3,000               | -                   |
| <b>TOTAL</b>                                  | <b>\$ 995,431</b> | <b>\$ 992,558</b> | <b>\$ 1,347,424</b> | <b>\$ 1,261,777</b> |

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

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



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

**PERSONNEL SCHEDULE**

| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE                   | NUMBER OF AUTHORIZED POSITIONS   |                                  |                                  |                                    |                   |
|----------------------------------|---|----------------------------------|----------------------------------|----------------------------------|------------------------------------|-------------------|
|                                  |   | 2020-2021<br>ACTUAL<br>HEADCOUNT | 2021-2022<br>ACTUAL<br>HEADCOUNT | 2022-2023<br>BUDGET<br>HEADCOUNT | 2023-2024<br>ESTIMATE<br>HEADCOUNT |                   |
| <b>FULL TIME POSITIONS</b>       |   |                                  |                                  |                                  |                                    |                   |
| 0343                             | Asst Fin Dir for Mgmt, Budget & Comp.     | 1.00                             | 1.00                             | 1.00                             | 1.00                               | \$ 141,821        |
| 0346                             | Sr. Management & Budget Analyst           | 1.00                             | 1.00                             | 1.00                             | 1.00                               | 113,863           |
| 0352                             | Management & Budget Analyst II            | 1.00                             | 1.00                             | 2.00                             | 2.00                               | 149,311           |
| 0351                             | Internal Audit & Grants Coordinator       | 1.00                             | 1.00                             | -                                | -                                  | -                 |
| <b>TOTAL FULL TIME HEADCOUNT</b> |   | <b>4.00</b>                      | <b>4.00</b>                      | <b>4.00</b>                      | <b>4.00</b>                        | <b>404,995</b>    |
| <b>PART TIME POSITIONS</b>       |   |                                  |                                  |                                  |                                    |                   |
|                                  | TITLE                                     | HC                               | FTE's                            | FTE's                            | FTE's                              | FTE's             |
| 0207                             | Internal Audit & Grants Coordinator - P/T | 1.00                             | -                                | -                                | -                                  | 0.75              |
| <b>TOTAL PART TIME FTE's</b>     |   | <b>1.00</b>                      | <b>0.00</b>                      | <b>0.00</b>                      | <b>0.00</b>                        | <b>0.75</b>       |
| <b>TOTAL</b>                     |   |                                  | <b>4.00</b>                      | <b>4.00</b>                      | <b>4.00</b>                        | <b>4.75</b>       |
|                                  |   |                                  |                                  |                                  |                                    | <b>\$ 475,562</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021<br>ACTUAL | 2021-2022<br>ACTUAL | 2022-2023<br>BUDGET | 2023-2024<br>ESTIMATE |
|---|---------------------|---------------------|---------------------|-----------------------|
| 1000 Salaries                                 | \$ 417,607          | \$ 402,649          | \$ 448,621          | \$ 475,562            |
| 2000 Employee Benefits - See Other Cost Dist. | 226,558             | 254,387             | 286,967             | 243,710               |
| 3108 Prof Serv - Financial                    | -                   | -                   | -                   | 25,000                |
| 3118 Prof Serv - Misc/Other                   | 3,974               | 2,000               | 5,000               | 5,000                 |
| 4000 Travel - Local                           | -                   | -                   | 100                 | 100                   |
| 4010 Automobile Allowance                     | 6,172               | 6,876               | 6,497               | 6,497                 |
| 4011 Mobile Phone Allowance                   | 240                 | 260                 | -                   | -                     |
| 4500 General Liability Insurance              | 16,257              | 19,388              | 25,188              | 24,890                |
| 4610 Repair/Maint - Office Equip              | -                   | -                   | 1,000               | 1,000                 |
| 4633 Service Alloc - Gen Services             | 25,657              | 25,594              | 27,352              | 28,081                |
| 4900 Misc Exp - Other                         | -                   | -                   | 600                 | 600                   |
| 5100 Supplies - Office                        | 846                 | 1,455               | 600                 | 600                   |
| 5220 Uniform - Allowance                      | -                   | -                   | 200                 | 200                   |
| 5400 Membership Dues/Subscriptions            | -                   | 200                 | 600                 | 600                   |
| 5500 Employee Training                        | 630                 | 1,882               | 3,500               | 1,000                 |
| 9000 Interdept'l Alloc - Bldg Div             | (11,692)            | (16,762)            | (19,852)            | <u>1.</u> (26,336)    |
| <b>TOTAL</b>                                  | <b>\$ 686,249</b>   | <b>\$ 697,929</b>   | <b>\$ 786,373</b>   | <b>\$ 786,504</b>     |

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

## Action Plan Worksheet



**Action Plan Owner:** Diana M. Gomez, Finance Director

**Action Plan Name:** 3.1.1-1 Maintain AAA Bond Ratings from Moody’s, Standard & Poor’s, and Fitch

**Strategic plan alignment**

- Objective – 3 – Financial Excellence - Ensure financial sustainability in order to provide essential services that promote a high quality of life, health, and safety to the residents, businesses, and workforce.
  - Goal 3.1 – Ensure the financial integrity and sustainability of the city.

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

| What must be done   | By When  | How will it be evident |
|---|----------|------------------------|
| Fund a minimum of an additional \$5 Million annually above the Actuarial Required Contribution (ARC) to help pay down the pension liability | 09/30/22 | Annual budget document |
| Keep debt between 3% & 8% of total operating budget   | 09/30/22 | FY 2023 Budget         |
| Maintain 25% of General Fund unassigned reserve balance based on total operating budget plus debt service                                   | 09/30/22 | FY 2023 Budget         |
| Fund a minimum of an additional \$5 Million annually above the Actuarial Required Contribution (ARC) to help pay down the pension liability | 09/30/23 | Annual budget document |
| Keep debt between 3% & 8% of total operating budget   | 09/30/23 | FY 2024 Budget         |
| Maintain 25% of General Fund unassigned reserve balance based on total operating budget plus debt service                                   | 09/30/23 | FY 2024 Budget         |
| Fund a minimum of an additional \$5 Million annually above the Actuarial Required Contribution (ARC) to help pay down the pension liability | 09/30/24 | Annual budget document |
| Keep debt between 3% & 8% of total operating budget   | 09/30/24 | FY 2025 Budget         |
| Maintain 25% of General Fund unassigned reserve balance based on total operating budget plus debt service                                   | 09/30/24 | FY 2025 Budget         |

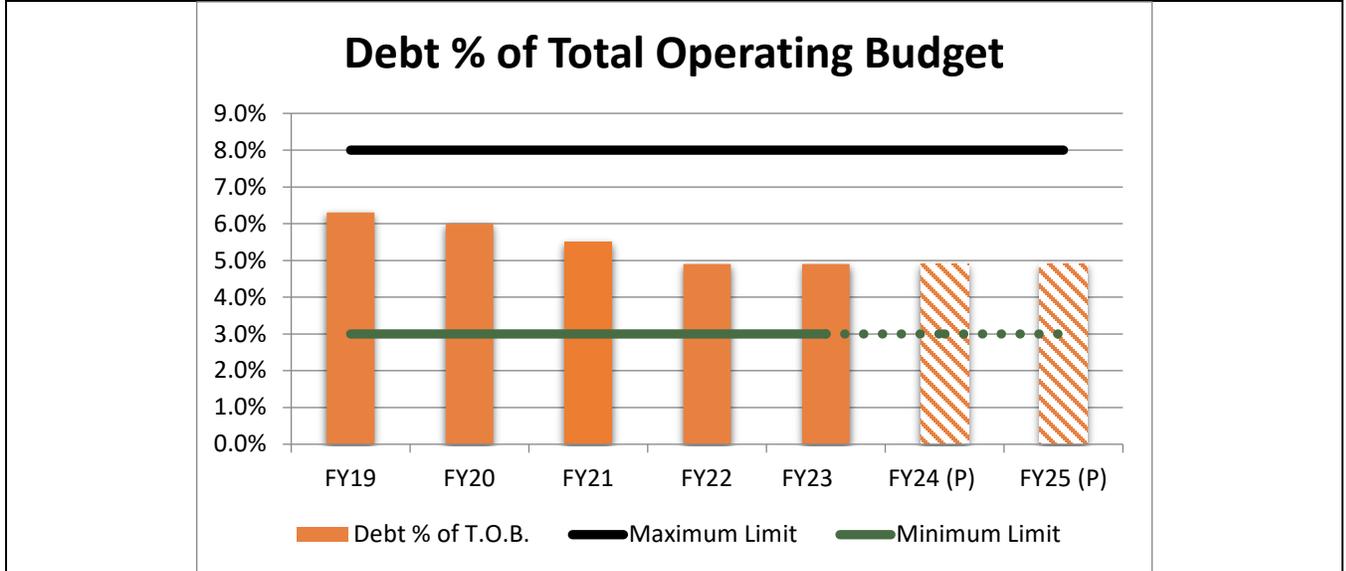
**Resource requirements (what do we need to succeed?)**

- Finances (detailed listing of expected costs):

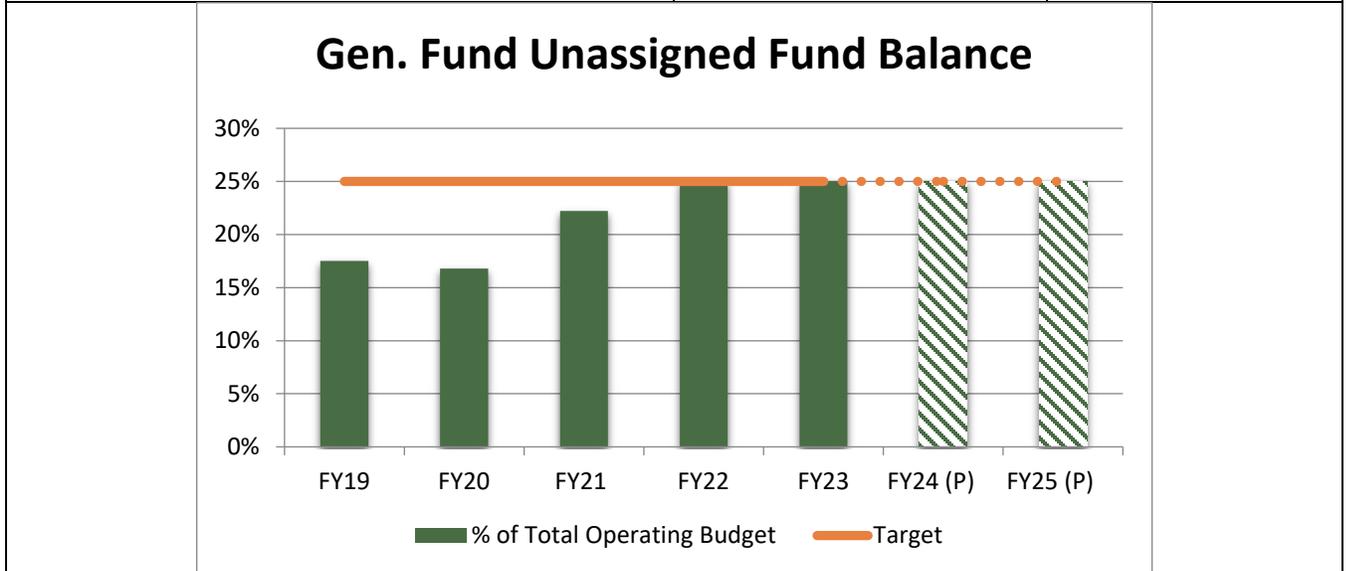
| \$ Amount   | Purpose                 |
|-------------|-------------------------|
| \$5,000,000 | Annual funding required |

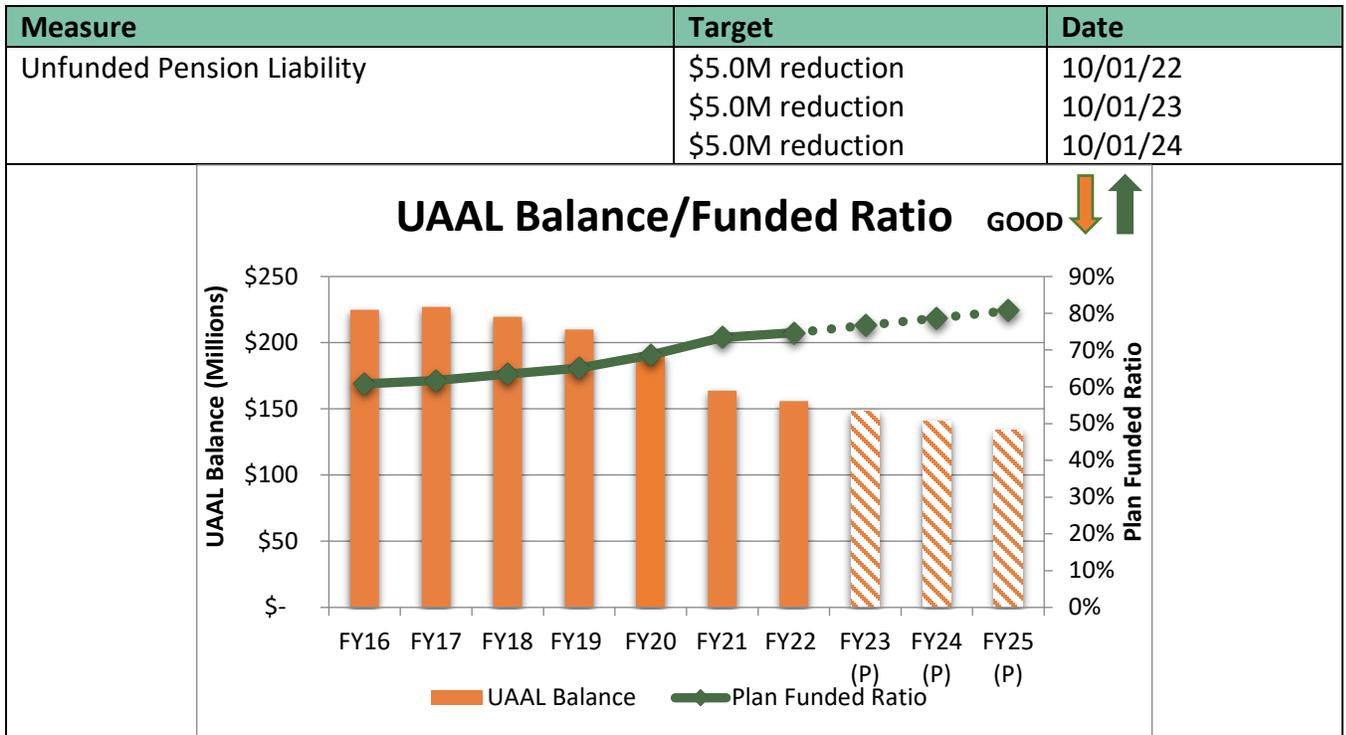
**Short- & Longer-term measures of success, targets and / or time horizons**

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



|                                       |     |          |
|---------------------------------------|-----|----------|
| General Fund unassigned reserve level | 25% | 10/01/22 |
|                                       | 25% | 10/01/23 |
|                                       | 25% | 10/01/24 |





**Frequency & venue of review**

- Debt Ratio and Unfunded Pension Liability - at time of annual budget adoption
- General Fund Reserve % – at time of year-end closing process

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

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

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

- Money:
  - Costs: \$5,000,000

## Action Plan Worksheet



**Action Plan Owner:** Diana M. Gomez, Finance Director

**Action Plan Name:** 3.1.2-1 Attain \$2.0M of grant funding by 2025

**Strategic plan alignment**

- Objective – 3 – Financial Excellence - Ensure financial sustainability in order to provide essential services that promote a high quality of life, health, and safety to the residents, businesses, and workforce.
  - Goal 3.1 – Ensure the financial integrity and sustainability of the city.

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

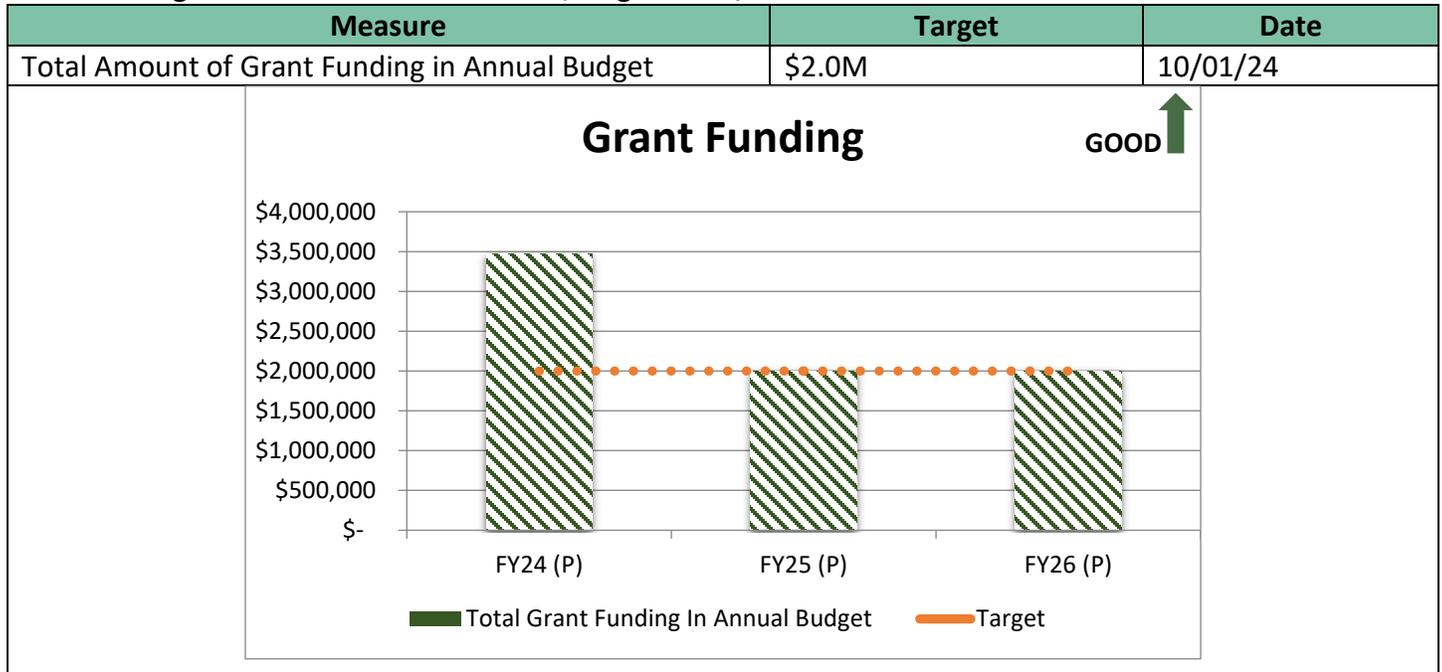
| What must be done  | By When               | How will it be evident   |
|--|-----------------------|--|
| Research funding opportunities for citywide projects (Federal, State, Miami Dade County and Private)<br>Prioritize the funding opportunities.    | Done on a daily basis | Identify citywide projects that meet the eligibility criterion of the funding opportunities. |
| Target of grant applications for citywide projects (Federal, State, Miami Dade County and Private) dependent of City match funding availability. | Done on a daily basis | Actual grant applications submitted.   |
| Target number of grants to be awarded to the City in the fiscal year.  | Quarterly             | Actual grant awarded to the City in the fiscal year.   |
| Target number of grants being worked in the fiscal year.   | Quarterly             | Actual number of grants being worked in the fiscal year.                                     |

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

- Finances (detailed listing of expected costs):

| \$ Amount   | Purpose                                   |
|-------------|---|
| \$2,000,000 | Expected matching requirements for grants |

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



**Frequency & venue of review**

- Quarterly with the City Manager
- Annually, during the budgeting process

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

| Stakeholder Group             | Potential positive impact                                | Potential negative impact                            |
|-------------------------------|--|--|
| Residents and City Commission | City funds can be diverted to other projects/initiatives | Matching requirement for grants will require funding |

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

- Money:
  - Costs: \$2,000,000

## Action Plan Worksheet



**Action Plan Owner:** Diana M. Gomez, Finance Director

**Action Plan Name:** 3.1.3-1 Maintain Reserve Balance of 25% for Operating Budget

### Strategic plan alignment

- Objective – 3 – Financial Excellence - Ensure financial sustainability in order to provide essential services that promote a high quality of life, health, and safety to the residents, businesses, and workforce.
  - Goal 3.1 - Ensure the financial integrity and sustainability of the city.

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

| What must be done  | By When  | How will it be evident  |
|--|----------|---|
| Adjusting fund balance during fiscal year closeout process to meet 25% reserve requirement | 09/30/22 | Unassigned fund balance will equal 25% of the total operating budget + debt service as indicated in the annual financial statements |
| Adjusting fund balance during fiscal year closeout process to meet 25% reserve requirement | 09/30/23 | Unassigned fund balance will equal 25% of the total operating budget + debt service as indicated in the annual financial statements |
| Adjusting fund balance during fiscal year closeout process to meet 25% reserve requirement | 09/30/24 | Unassigned fund balance will equal 25% of the total operating budget + debt service as indicated in the annual financial statements |

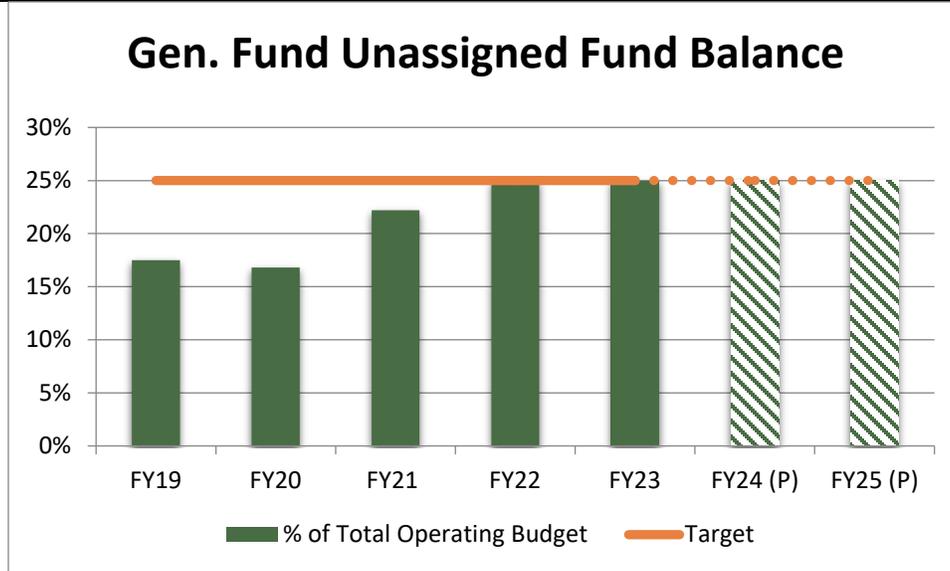
### Resource requirements (what do we need to succeed?)

- Finances (detailed listing of expected costs):

| \$ Amount       | Purpose                 |
|-----------------|-------------------------|
| \$1.0M - \$3.0M | Annual funding required |

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

| Measure                               | Target | Date     |
|---------------------------------------|--------|----------|
| General Fund unassigned reserve level | 25%    | 10/01/22 |
|                                       | 25%    | 10/01/23 |
|                                       | 25%    | 10/01/24 |



**Frequency & venue of review**

- Annually, during the fiscal year-end closing process

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

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

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

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

## Action Plan Worksheet



**Action Plan Owner:** Diana M. Gomez, Finance Director

**Action Plan Name:** 3.1.4-1 Implement an Operating Financial Sustainability Plan by 2025

**Strategic plan alignment**

- Objective – 3 Financial Excellence - Ensure financial sustainability in order to provide essential services that promote a high quality of life, health, and safety to the residents, businesses, and workforce.
  - Goal 3.1 – Ensure the financial integrity and sustainability of the city.

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

| What must be done   | By When  | How will it be evident  |
|---|----------|---|
| Meet with City Manager for preliminary discussion on the structure of the Financial Sustainability Plan | 03/31/23 | Meeting occurred with direction forward from the City Manager |
| Create a draft structure of the Plan  | 09/30/23 | Draft Plan created  |
| Meet with City Manager for his review, input and approval of the Draft Plan                             | 09/30/23 | Meeting occurred with Plan approval by City Manager           |
| Share Plan structure with department directors via individual working meetings                          | 12/31/23 | Meetings occurred with Directors                              |
| Department directors prepare their respective list of cost reductions                                   | 01/31/24 | Cost reductions submitted to Budget Office                    |
| Present department submissions to City Manager and work with department directors to fine tune          | 02/28/24 | Submissions accepted/approved by City Manager                 |
| Finalize department submissions   | 03/31/24 | Submissions finalized   |
| Present to Commission   | 07/20/24 | Plan approved   |
| Develop and publish SOP   | 09/30/24 | SOP approved by City Manager                                  |

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

- Budget Staff – cost development: 80 to 120 hours
- Department Directors – develop, select and prioritize items: 40 to 50 hours/directors

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

| Measure                                       | Target | Date     |
|---|--------|----------|
| % of Cost reductions realized (by department) | 10%    | 09/30/25 |

**Frequency & venue of review**

- Full status review at each milestone deadline with Finance Director
- Quarterly with City Manager

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

| Stakeholder Group             | Potential positive impact  | Potential negative impact   |
|-------------------------------|--|---|
| Residents and City Commission | Continuity of key resident services and funding for capital improvement projects during economic downturns   | Opportunity cost of more immediate use of funds for current operating and capital needs |
| City Departments              | The City will have a fully approved and viable financial plan in place in case of an economic downturn. The plan would enable the City to continue to provide essential resident services, in addition to maintaining funding for ongoing capital infrastructure improvements. | Opportunity cost of more immediate use of funds for current operating and capital needs |

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

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

## Action Plan Worksheet



**Action Plan Owner:** Diana M. Gomez, Finance Director

**Action Plan Name:** 3.1.4-2 Implement A Capital Improvement Financial Sustainability Reserve (CIFSR) by 2025

**Strategic plan alignment**

- Objective – 3 – Financial Excellence - Ensure financial sustainability in order to provide essential services that promote a high quality of life, health, and safety to the residents, businesses, and workforce.
  - Goal 3.1 - Ensure the financial integrity and sustainability of the city.

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

| What must be done  | By When  | How will it be evident  |
|--|----------|---|
| During the fiscal year-end closing process, adjust the CIFSR balance by \$1.0M | 03/31/25 | CIFSR reserve increase each year in the City's year- end financial statements |
| During the fiscal year-end closing process, adjust the CIFSR balance by \$1.0M | 03/31/26 | CIFSR reserve increase each year in the City's year- end financial statements |
| During the fiscal year-end closing process, adjust the CIFSR balance by \$1.0M | 03/31/27 | CIFSR reserve increase each year in the City's year- end financial statements |

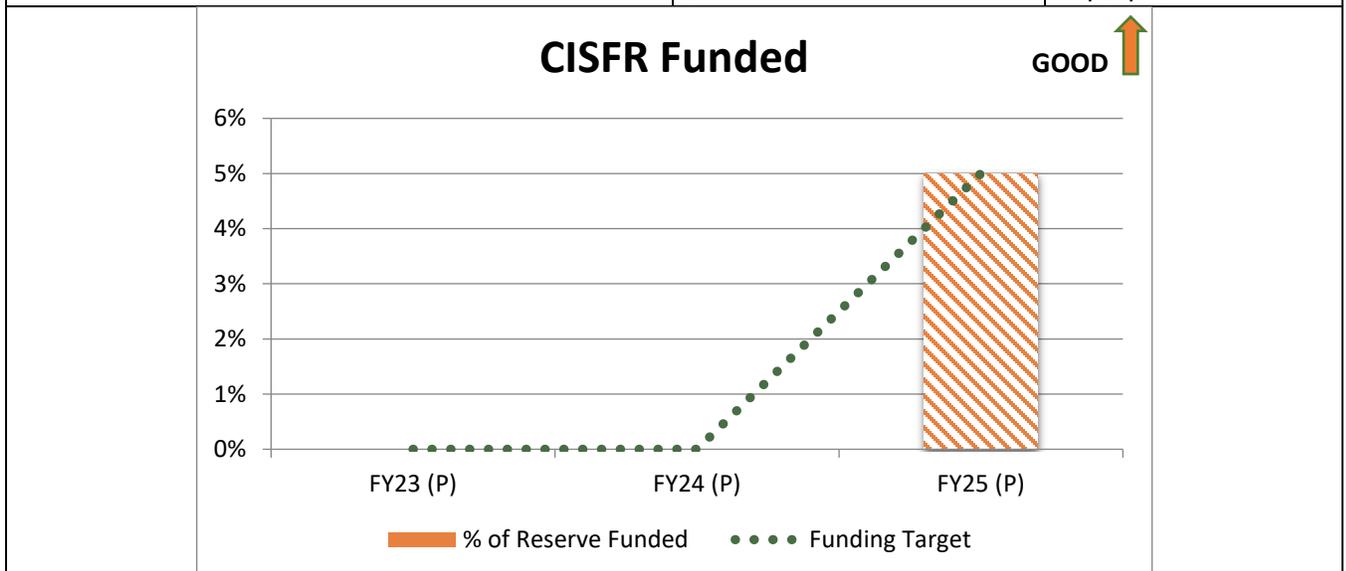
**Resource requirements (what do we need to succeed?)**

- Finances (detailed listing of expected costs):

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

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

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



**Frequency & venue of review**

- Annually, during the fiscal year-end closing process

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

| Stakeholder Group                            | Potential positive impact  | Potential negative impact   |
|--|--|---|
| Residents, City Commission, City Departments | Continuity of resident services and funding for capital improvement projects during economic downturns | Opportunity cost of more immediate use of funds for current operating and capital needs |

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

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

## Action Plan Worksheet



**Action Plan Owner:** Diana M. Gomez, Finance Director

**Action Plan Name:** 3.1.5-1 Fund a Minimum of an Additional \$5 Million Annually Above the Actuarial Required Contribution (ARC)

**Strategic plan alignment**

- Objective – 3 – Financial Excellence - Ensure financial sustainability in order to provide essential services that promote a high quality of life, health, and safety to the residents, businesses, and workforce.
  - Goal 3.1 - Ensure the financial integrity and sustainability of the city.

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

| What must be done   | By When  | How will it be evident |
|---|----------|------------------------|
| Fund a minimum of an additional \$5 Million above the ARC | 09/30/22 | Annual budget document |
| Fund a minimum of an additional \$5 Million above the ARC | 09/30/23 | Annual budget document |
| Fund a minimum of an additional \$5 Million above the ARC | 09/30/24 | Annual budget document |

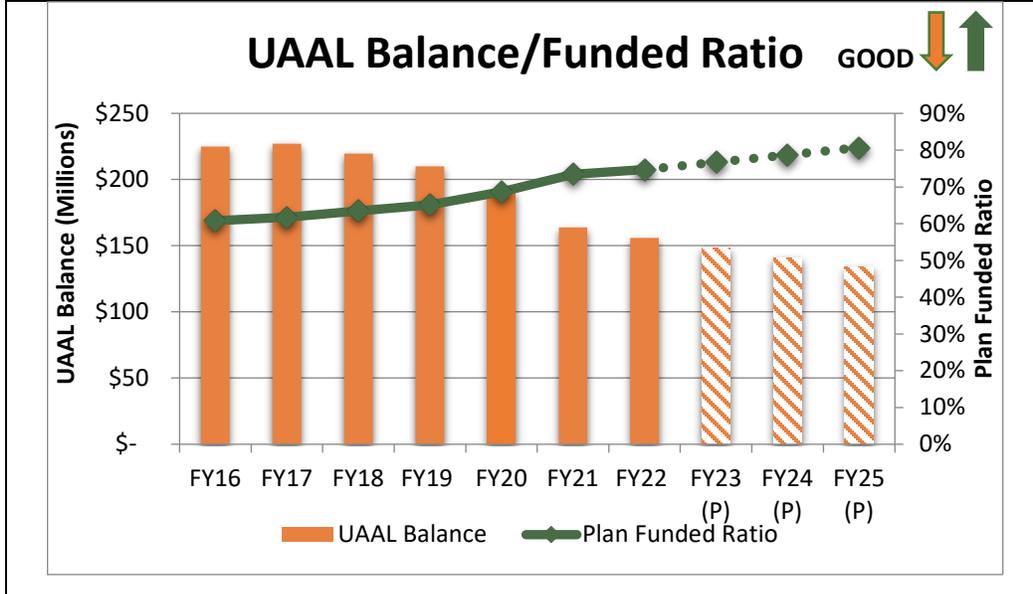
**Resource requirements (what do we need to succeed?)**

- Finances (detailed listing of expected costs):

| \$ Amount   | Purpose                           |
|-------------|-----------------------------------|
| \$5,000,000 | Annual funding required above ARC |

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

| Measure  | Target | Date     |
|--|--------|----------|
| Pension contribution amount - additional payment to fund Unfunded Actuarial Accrued Liability (UAAL) | \$5.0M | 10/01/22 |
|  | \$5.0M | 10/01/23 |
|  | \$5.0M | 10/01/24 |



**Frequency & venue of review**

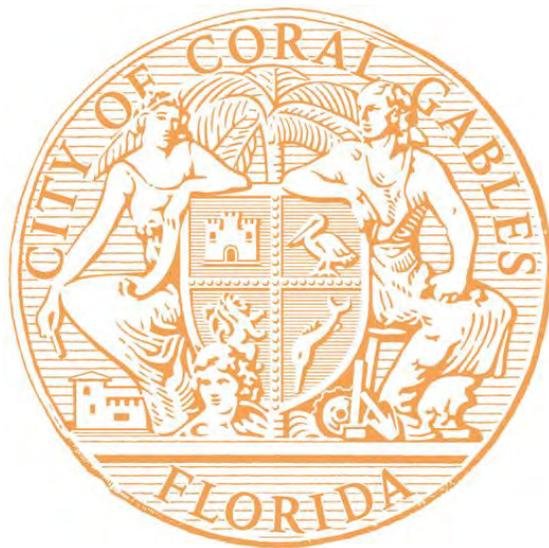
- At time of annual budget adoption

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

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

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

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

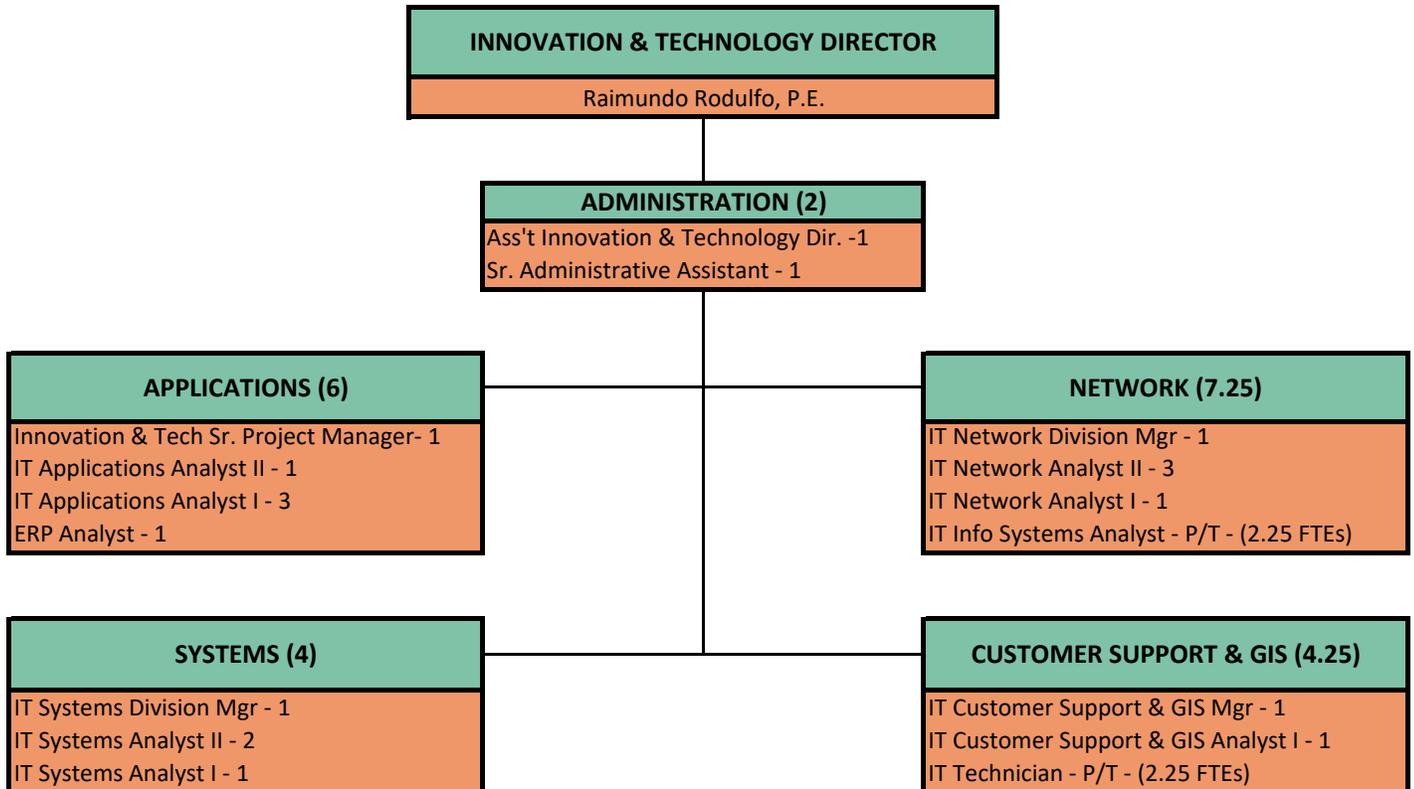


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**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**

**INNOVATION & TECHNOLOGY**

**ORGANIZATION CHART**



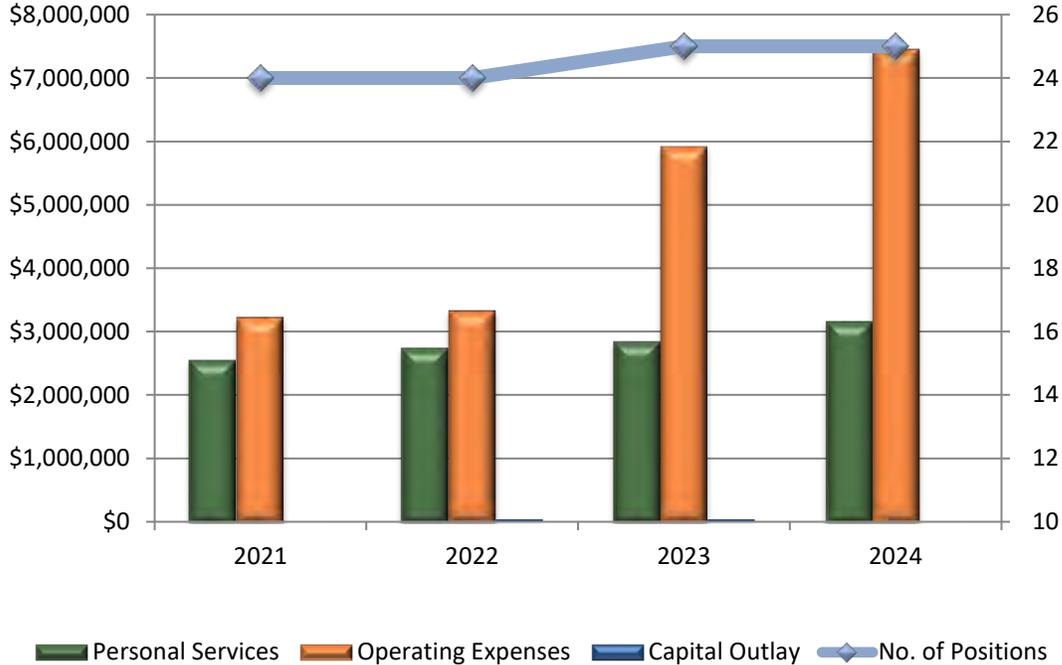
**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



**INNOVATION & TECHNOLOGY  
BUDGET AND POSITION SUMMARY**

|                                    | <u>2020-2021<br/>ACTUAL</u> | <u>2021-2022<br/>ACTUAL</u> | <u>2022-2023<br/>BUDGET</u> | <u>2023-2024<br/>ESTIMATE</u> |
|------------------------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| Salaries & Benefits                | 2,547,703                   | 2,740,729                   | 2,841,617                   | 3,156,552                     |
| Operating Expenses                 | 3,244,144                   | 3,347,152                   | 5,926,115                   | 7,459,943                     |
| Capital Outlay                     | <u>2,867</u>                | <u>29,126</u>               | <u>27,500</u>               | <u>7,500</u>                  |
| <b>TOTALS</b>                      | <u><u>5,794,714</u></u>     | <u><u>6,117,007</u></u>     | <u><u>8,795,232</u></u>     | <u><u>10,623,995</u></u>      |
| <br>                               |                             |                             |                             |                               |
| Full Time Headcount                | 19.00                       | 19.00                       | 20.00                       | 20.00                         |
| Part Time FTE's                    | <u>4.50</u>                 | <u>4.50</u>                 | <u>4.50</u>                 | <u>4.50</u>                   |
| <b>Total Headcount &amp; FTE's</b> | <u><u>23.50</u></u>         | <u><u>23.50</u></u>         | <u><u>24.50</u></u>         | <u><u>24.50</u></u>           |

**EXPENDITURE/PERSONNEL COMPARISONS**



# Innovation and Technology

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## Department Function:

The Innovation and Technology Department (CGIT) works together with the city's leadership and departments as a key strategic partner bringing value, efficiencies, resilience, innovation, and process improvements across organization through technology solutions, smart city initiatives and projects. CGIT also helps departments achieve accreditation and compliance with federal, state, county, city and industry standards, regulations and best practices. CGIT plays an important role in facilitating communication between employees, constituents and stakeholders; fostering innovation and collaboration, expediting tasks, increasing productivity and operational efficiencies, assessing and managing risks, and enhancing the delivery of citizen services. Smart technologies, digital transformation and innovation programs led by CGIT also help our City become more sustainable, resilient, and livable; improve quality of life, foster economic growth and digital inclusion, develop high-tech innovation districts, and grow an entrepreneurial tech ecosystem and community of excellence that creates jobs and attracts talent and investment. CGIT is responsible for strategic planning, oversight, management, improvement and execution of citywide IT services, operations, infrastructure, and initiatives for the City's business needs. This includes, but is not limited to, digital services, business analysis, service desk and multi-tier tech support; systems and software engineering, programming; data governance, management and analytics; server and client computers, enterprise applications, wired and wireless telecommunications, cloud computing, cybersecurity; smart city technology and infrastructure engineering, design and integration; public safety technologies, Internet of Things (IoT) and cyber-physical infrastructure, advanced automation and analytics powered by artificial intelligence (AI) and machine learning (ML); process improvement and optimization, and compliance with government and industry standards and best practices.

## Department Goals:

1. Provide a high quality of service for internal and external customers and stakeholders by pursuing a level of excellent customer service. Bring value to the City and its constituents by leveraging technology, innovation and creativity to achieve the City's vision, mission and goals.
2. Provide the right technology solutions to ongoing and new requirements and challenges from internal and external customers and stakeholders. Provide adequate infrastructure resources and capacity for existing services and applications, and provision for planned enhancements, emergency scenarios, projected growth, and demand forecast.
3. Save costs and cut waste in infrastructure, services operations, energy use, carbon footprint, and maintenance overhead. Drive continuous improvement of citywide operations, maintenance, research and development practices through standardization, innovation, automation, citywide lean six sigma process improvements, quality assurance, and optimization of I.T. processes and infrastructure.
4. Advance Smart City programs with sustainable use of resources, citizen engagement, excellent public safety services and smart technologies for advanced and responsive citizen services. Leverage existing and emerging innovative technologies and skillsets to increase efficiency for the entire City. Implement smart technologies to improve quality of life, sustainability, resilience, and livability in our City.
5. Improve and guarantee resilience, security, service levels and quality assurance, business continuity and high availability of services during emergency events as well as during normal operations.
6. Facilitate compliance with federal, state, county, city and industry standards, best practices, rules, and regulations for information management, security and public safety, sustainability and environmental conservation, financial regulations, government controls, and any other applicable area of compliance.

7. Build and maintain a strong and cohesive team of I.T. professionals with high standards of responsiveness, integrity, dedication, competency, skillset, expertise, leadership, customer service, work ethics, loyalty, innovation, accountability, teamwork, collaboration and accessibility. A successful team that is focused on innovation, smart work, and exceptional customer service in a fiscally prudent manner. Enable those on the team we lead to reach and fulfill their own potential and goals.
8. Develop high-tech innovation districts with digital inclusion and intelligent and connected infrastructure for citizen services and community programs. Help our city grow an entrepreneurial tech ecosystem and a community of excellence that generates revenue, creates jobs, and attracts talent and investment.

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

**INNOVATION AND TECHNOLOGY**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS**

- ✓ Technology planning, engineering, and provisioning milestones for ongoing building projects, including: Minorca Parking Garage 7, Development Services Center, Coral Gables Country Club, Granada Pro Shop, City Hall renovation, Passport Office renovation, Mobility Hub, New Fire Station 4, and other projects.
- ✓ Working with Finance, Human Resources, project Executive Steering Team and Working Groups, completed the implementation and go-live of the City's new Core Financial, HR and Supply Chain Enterprise System (INFOR CloudSuite ERP). Finance and Supply Chain Management went live on April 3<sup>rd</sup>, 2023. Supplier registration portal and User Adoption training content platform went live on March 1<sup>st</sup>, 2023. Global HR and Payroll functions are scheduled to go live on July 17<sup>th</sup>, 2023. This enterprise business capabilities (EBC) advanced system completes the transition to paperless processes and digital efficiencies citywide, integrating with several other enterprise systems recently implemented in key areas such as infrastructure services, community recreation, electronic permitting, and asset management.
- ✓ Started construction work on a broadband and public Wi-Fi expansion project, that is building 26 additional fiber optics segments to connect multiple city buildings and facilities and install additional smart city poles to improve/enhance connectivity, mobility, public safety, network resilience, situational awareness, digital inclusion, citizen services, and foster innovation, quality of life programs and economic opportunities for the entire community, with a regional impact.
- ✓ Working with Development Services department, implemented new functions and modules for the City's Enterprise Permits and Land Management system (EnerGov): Code Enforcement 311 Requests portal, Code Enforcement electronic process, and Electronic Plan Review Bluebeam integration. Also, implemented a new queuing system (QMinder) and customer waiting times dashboards for the Development Services Center.
- ✓ Implemented new functions and modules for the City's Asset Management System (Cartegraph): Public Works Utilities, Public Works Greenspace, and Property Management services. Provided administrative training, additional tablets and mobile App deployment, application configuration, GIS layers and forms design, interactive web site resource design, and optimized/automated workflows.
- ✓ Content Management system (LaserFiche) horizontal integration with Electronic Permits (EnerGov), GIS platforms (ESRI ArcGIS) and CGIT's homegrown smart city platforms (Digital Twin and Smart City Hub) to improve efficiencies, interoperability, and accessibility of property records.
- ✓ Working with Police, Fire, and 911 Communications, completed the implementation and go-live of the new Priority Dispatch system for Police and Fire 911 Communications (ProQA Police & Fire). The system and the new electronic process went live on April 11, 2023.

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

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

- ✓ Working with Public Works, implemented a Waste Management System successful pilot and production system deployment (Rubicon), to bring digital efficiencies and innovation in citywide sustainable waste management, recycling, and operations.
- ✓ Kicked off and started project execution of the new City Mobile App, Mobile Digital Experience Platform (DXP) and Customer Relationship Management (CRM) 311 platform (Salesforce). This platform will provide advanced communication capabilities for Coral Gables residents, businesses, and visitors, including a chatbot AI assistant and text messaging and notification functionalities.
- ✓ Completed several Smart Lighting Upgrades and Additions: *i.* Migrated the Miracle Mile Smart Lighting controllers to a new Lighting App for improved asset and energy management and data reporting; *ii.* Integrated the City's Smart Lighting assets with the City's Urban Analytics AI Platform (Quantela Atlantis) and deployed live smart lighting asset management and energy efficiency dashboards in the Coral Gables Smart City Hub public platform.
- ✓ Implemented several GIS systems and improvements: *i.* Created a web experience builder app for Development Agreements/Covenants; *ii.* Transportation Speeds and Volumes Data Management portals for Public Works; *iii.* Public Map of City of Coral Gables Traffic Calming Zones; *iv.* Property Tax Value Analysis for Economic Development and Central Business District; *v.* Art in Public Places technologies for Historic Resources; *vi.* Pine Bay area road name updates in Google maps; *vii.* New GIS Lab internships; *viii.* IT GIS completed the PSD Geospatial Maturity Index 2022 benchmark assessment and received the GMI Award; *ix.* IT received GISCI Endorsing Designation from the GIS Certification Institute; *x.* Enhancements to the City's digital twin platform 3D layers and the Public Works GIS Portal.
- ✓ Working with Police, Fire and 911 Communications, executed contract and kicked off project execution of the new Police/Fire/911 CAD and RMS cloud suite (Mark43). The new smart public safety cloud-native system that is being implemented features advanced and smart data reporting, mobile applications, systems integration and interoperability, with a robust and resilient platform and automated electronic process capabilities and functionalities for public safety. The user interface is modern and provides a seamless experience for users, with accessible and integrated up-to-date geospatial information, and advanced record management capabilities with streamlined workflows, intuitive search, and native NIBRS record format validations.
- ✓ Installed multiple CCTV additions to enhance public safety and code enforcement: *i.* CCTV cameras installations at Rotary Park and Catalonia Park completed; *ii.* Solar Cellular CCTV cameras deployment in several blocks to monitor Illegal dumping; *iii.* San Sebastian / Monegro CCTV camera installed. The new camera feeds were integrated with the City's Community Intelligence Center (CIC) monitoring system.
- ✓ Finalized audiovisual (AV) equipment retrofitting at various City facilities: *i.* Community Meeting Room (CMR) in the Police and Fire HQ building; *ii.* Fairchild/BOA conference room in the Development Services Center building; *iii.* Other City conference rooms and offices.

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

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

- ✓ Public Wi-Fi at Pittman Park (Alhambra Cir Financial District) completed.
- ✓ Trolley fleet technology upgrades/additions: *i.* Deployed Wi-Fi service inside the Trolleys; *ii.* Implemented automated people counter (APC); *iii.* Live Data dashboards and Analytics.
- ✓ Developed multiple homegrown applications for various city functions and departments: *i.* Police Property Evidence log application; *ii.* Crime View and Analysis dashboards; *iii.* Smart City Hub AIDA AI bot Beta Testing and integration with OpenAI GPT4 / ChatGPT API; *iv.* Several GIS apps.
- ✓ Implemented multiple Cyberinfrastructure Upgrades/Additions: *i.* Security Information and Event Management (SIEM) enhancement; *ii.* Multi-factor Authentication (MFA) enhancement; *iii.* Single-Sign-on (SSO) cybersecurity integration with various city apps; *iv.* Active Directory (AD) management and reporting cybersecurity solution; *v.* Hyperconverged Datacenter Infrastructure Upgrade; *vi.* Security Cloud enhancements for data backup protection, risk analysis and monitoring; *vii.* Automatic Call Attendant implementation for main numbers at Building and Zoning, City Hall, and Finance Department; *viii.* Country Club point of sale software implementation to allow restaurant operations by the city; *ix.* Deployment of new fingerprint scanner system for Police; *x.* Implementation of Crash Mapping system, and Police Record Management standard, and integration with the City's Public Safety systems; *xi.* New smart city public kiosks additions in collaboration with Public Works, Economic Development and City Clerk's Office (City Hall, Alhambra Cir., Ponce Circle Park / The Plaza.)
- ✓ Upgraded the communications technology for the Coral Gables Police state-of-the-art Mobile Command Center, and supported its deployment at the Carnival on the Mile event, CCTV Trailers deployments at various City events, and hurricane Ian mutual aid operations with CGPD, CGFD and CGIT in Lee County (Ft. Myers, Sanibel).
- ✓ Began manufacturing production of the City's new smart city poles which feature the Coral Gables industrial design developed with world-renowned design firm Pininfarina and innovative smart city electronics engineering firm Ekin. The City's modular AI-powered poles will now incorporate The City Beautiful unique brand and Mediterranean revival aesthetics. Manufacturing CAD 3D design and tooling were created for industrial production and prototypes. First prototypes of the new designs will be installed at various city parks and street intersections to enhance public Wi-Fi connectivity, public safety and situational awareness, traffic management, and environmental control.

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

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

- ✓ Kicked off in Coral Gables the Autonomous Intelligent Assistant (AutonomIA) traffic/energy AI optimization project – funded by the U.S. DOE Advanced Research Project Agency (ARPA-E) – with scientists from the Pacific Northwest National Laboratory (PNNL), UC Berkeley, industry partners (Siemens/Yunex, Aimsum, TTS) and City engineers from the City of Coral Gables Innovation & Technology and Public Works departments. CGIT presented this project with PNNL scientists and industry partners at the ARPA-E Energy Innovation Summit in Washington D.C. and NEXTCAR Industry Day in Detroit. This exciting R&D project combines artificial intelligence, multiscale simulation, and real-time control to improve energy efficiencies and reduce energy expenditures, congestion, and emissions for regional transportation systems for multiple operational scenarios. Our project team will showcase AutonomIA on a small-scale traffic network in Coral Gables for varying Connected and Automated Vehicles (CAV) penetration levels to demonstrate these gains. Project execution started, developing a smart traffic network digital twin environment for various Coral Gables testbed traffic corridors (Ponce de Leon Blvd., Alhambra Cir., and Miracle Mile).
- ✓ Developed and presented a project concept proposal for a Technopark community innovation, R&D, training, and incubator/accelerator multi-purpose technological center that can provide high-tech skills to young students and entrepreneurs in our community, connect local tech talent with projects and job opportunities in the local industry in Coral Gables, provide revenue-generating affordable tech solutions and work/office/lab space to local business needs, and scale the Coral Gables smart districts projects. This P3 initiative would be accomplished with partners in academia, tech industry, local businesses, and NPOs. As part of this initiative, CGIT started an MOU for Industry 4.0 High-tech upskilling (AI, data science, software engineering) of local businesses and workforce, working with the education and technology partners and in collaboration with the Economic Development Department.
- ✓ Received the 2022 IEEE Smart Cities Jury Award from the Institute of Electrical and Electronics Engineers (IEEE), for the IT project “Coral Gables Smart District Expansion”. “IEEE recognizes city/municipalities projects around that have successfully leveraged smart city technologies and innovation.” The CGIT team participated remotely in the IEEE Smart Cities Award ceremony transmitted live from Paphos, Cyprus, and received this international award on behalf of our city.
- ✓ Received the 2023 Smart 50 Award from Smart Cities Connect and Smart Cities Connect Foundation, for the IT project “Coral Gables Smart City Digital Twin Horizontal Integration Platform”. “Smart 50 Awards - in partnership with Smart Cities Connect and Smart Cities Connect Foundation - annually recognize global smart cities projects, honoring the most innovative and influential work.” This is CGIT’s second Smart 50 international award – our team also received it in 2020 for the IT urban infrastructure project “Coral Gables Smart Districts Expansion.”

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

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

- ✓ City of Coral Gables was named one of the world's Smart21 Communities of 2023. The Intelligent Community Forum (ICF) co-hosted by Economic Development Australia (EDA) and the Economic Developers Association of Canada (EDAC), named City of Coral Gables one of the world's Smart21 Communities of 2023 and a semifinalist for the 2023 Intelligent Community of the Year, with other communities from eight nations over five continents. The Smart21 Communities have applied six principles evaluated by ICF: *i.* Broadband Connectivity, *ii.* Sustainability, *iii.* Knowledge Work, *iv.* Digital Inclusion, *v.* Innovation, *vi.* Community Engagement. The Intelligent Community of the Year will be announced in October based on the Community Accelerator Strategy of building inclusive economic prosperity, social health and cultural richness, which together create strength and resilience.
- ✓ Received the 2022 Geospatial Maturity Index (GMI) Award from the Public Sector Digest (PSD) organization. Coral Gables Ranked in the U.S. Top-5 and the North America Top-20 GMI. "The 2022 Geospatial Maturity Index (GMI) is the fourth year that PSD Citywide has published its benchmarking study for GIS programs. The GMI survey is a tool for public sector organizations to measure the maturity of their GIS (geographic information system) programs and serves as a resource to guide participants in advancing their programs. A total of 97 organizations completed the 2022 GMI survey. Among the participants were 72 organizations from Canada and 25 from the United States. This report includes the announced Top 25 GIS Programs in North America for 2022, a trend analysis of survey results, and a glance at the achievements and challenges of some of our top participants." This is CGIT's third PSD award – our team also received the Open Cities Index award and ranked first place in the U.S. in 2020 and 2019.
- ✓ City of Coral Gables and CGIT were recognized as a best-practice case study at the Opening Keynote of the Gartner IT Symposium/Xpo in Orlando, with thousands of technology leaders from around the world in attendance. "During the opening keynote, Gartner showcased Coral Gables as a best-practice example of how to use intelligent connected infrastructure (ICI) to enable faster, less expensive and safer movement." "IT Symposium/Xpo, Gartner's flagship conference, is the world's most important gathering of CIOs and senior IT executives. The Symposium opening keynote is the most important session Gartner put on their stage, revealing Gartner's thought leadership for the coming 12 months." "Gartner global IT Symposium/Xpo series attracted more than 24,000 attendees globally, including more than 7,000 CIOs. The series starts in Gold Coast, Australia in Sept. 2022, continues in Orlando, USA; Barcelona, Spain; and Tokyo, Japan in Oct. 2022, and concludes in Kochi, India in November 2022."
- ✓ Received the 2022 LocalSmart GoldenGov Award: "Scoop News Group is thrilled to announce the winners of the fourth annual LocalSmart Awards, a program that highlights the people and projects making city, county and municipal government better." "From Gallatin County, Montana, to Chicago, to Coral Gables, Florida, technology is playing an increasingly important role in residents' lives. These leaders are the ones making that happen in an efficient, secure and prominent way."

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

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

- ✓ Presented the City's smart city innovation and technology initiatives at professional events, creating productive partnerships with experts in academia, government and industry professional organizations and increasing outreach and adoption of City technologies. Also, for the second year in a row, the City of Coral Gables Innovation and Technology team (CGIT) hosted the Smart Cities Council Innovation Conference at the City of Coral Gables Community Meeting Room (CMR).
- ✓ Authored and submitted papers and articles to professional publications, including engineering research papers for the Institute of Electrical and Electronics Engineers (IEEE), Florida Engineering Society (FES), Smart Cities Americas, and CIO Magazines. Also, Florida International University (FIU), Harvard University, MIT Media Lab, IEEE, FES, Gartner Inc., TechTables, StateTech, StateScoop, and multiple other organizations published case study videos, papers and articles highlighting City of Coral Gables smart city initiatives and accomplishments.
- ✓ Collaborated with the National Institute of Standards and Technology (NIST, U.S. Department of Commerce) on the development of a federal strategic plan and framework for smart cities. Worked together with the leaders of the Smart Cities program within the NIST Communications Technology Laboratory, the NIST Global Community Technology Challenge (GCTC) think tank, and George Mason University (GMU) scientists developing the national strategic foundation.
- ✓ Several STEM research and education partnerships and smart city collaboration initiatives with University of Miami, Florida International University, NOVA University, Miami-Dade College, UC Berkeley, Georgia Tech, Institute of Electrical & Electronics Engineers (IEEE), Cities Today Institute (CTI), Smart Cities Council, Dense Networks Think Tank, U.S. Department of Energy (DOE), Department of State (DOS) and Department of Commerce (DOC), Advanced Research project Agency-Energy (ARPA-E), The Atlantic Council GeoTech Center, Pacific Northwest National Laboratory (PNNL), National Institute of Standards and Technology (NIST), World Business Angel Investment Forum (WBAF) Smart City Commission, 4Geeks Academy, Beyond Academics, and other organizations. Also, collaborated with IEEE and NIST in the development of engineering standards and frameworks for smart cities.

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

**INNOVATION & TECHNOLOGY**

| INDICATOR:  | FY22    |         |        | FY23    |         | FY24     |
|---|---------|---------|--------|---------|---------|----------|
|   | TARGET  | ACTUAL  | STATUS | TARGET  | YTD     | TARGET   |
| Support tickets received  | 5,000   | 3,463   | ●      | 5,000   | 1,427   | 4,000    |
| Support tickets closed  | 5,000   | 3,342   | ●      | 5,000   | 1,320   | 4,000    |
| % of support tickets closed   | 100%    | 96.5%   | ●      | 100%    | 92.5%   | 98%      |
| Number of projects implemented  | 62      | 68      | ●      | 65      | 72      | 65       |
| Completed projects  | 38      | 42      | ●      | 38      | 55      | 45       |
| CPU usage by City enterprise systems (<50%)   | 30%     | 9.40%   | ●      | 30%     | 8.92%   | 30%      |
| Memory usage by City enterprise systems (<50%)  | 60%     | 50%     | ●      | 60%     | 50%     | 60%      |
| System uptime on annual basis   | 99.90%  | 99.89%  | ●      | 99.90%  | 99.96%  | 99.90%   |
| Number of physical servers/hosts citywide   | 45      | 35      | ●      | 45      | 35      | 35       |
| Number of client devices (desktops, laptops, tablets, smartphones)  | 1,550   | 1,552   | ●      | 1,550   | 1,434   | 1,500    |
| Number of network devices (routers/switches, firewalls/filters/gateways, wireless, phones, storage, audio/video, cameras, trailers) | 1,310   | 1,310   | ●      | 1,310   | 1,385   | 1,400    |
| Total number of applications supported  | 145     | 153     | ●      | 145     | 173     | 185      |
| Home-grown applications   | 70      | 72      | ●      | 70      | 83      | 90       |
| Off The Shelf (OTS) applications  | 75      | 81      | ●      | 75      | 90      | 95       |
| E-Waste Processed/Disposed/Recycled (pounds) - cumulated metric since 2016  | 34000   | 32031   | ●      | 37000   | 41541   | 45000    |
| IT Spending as a Percent of Operating Expense (<7.5% - 2022 gov't avg benchmark - Gartner Report)                                   | 6%      | 3.7%    | ●      | 6%      | 4.3%    | 7%       |
| IT Spending Per Employee (<\$13,000 - 2022 gov't avg benchmark - Gartner Report)  | \$8,900 | \$6,457 | ●      | \$9,000 | \$9,300 | \$10,000 |
| IT FTE Employees as a Percent of Total Employees (<4.9% - 2022 gov't avg benchmark - Gartner Report)                                | 4%      | 2.2%    | ●      | 4%      | 2.0%    | 4%       |

**Legend**

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



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



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

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE                | 2020-2021           | 2021-2022           | 2022-2023           | 2023-2024             |                     |                |
|----------------------------------|--|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------|
|                                  |  | ACTUAL<br>HEADCOUNT | ACTUAL<br>HEADCOUNT | BUDGET<br>HEADCOUNT | ESTIMATE<br>HEADCOUNT | SALARIES            |                |
| <b>FULL TIME POSITIONS</b>       |  |                     |                     |                     |                       |                     |                |
| 0112                             | Information Technology Director        | 1.00                | 1.00                | 1.00                | 1.00                  | \$ 211,775          |                |
| 0116                             | Ass't Information Technology Director  | 1.00                | 1.00                | 1.00                | 1.00                  | 147,216             |                |
| 5034                             | Innovation & Tech Sr. Project Manager  | 1.00                | 1.00                | 1.00                | 1.00                  | 138,622             |                |
| 5038                             | IT Customer Support & GIS Division Mgr | 1.00                | 1.00                | 1.00                | 1.00                  | 111,711             |                |
| 5042                             | IT Network Division Mgr                | 1.00                | 1.00                | 1.00                | 1.00                  | 103,710             |                |
| 5043                             | IT Systems Division Mgr                | 1.00                | 1.00                | 1.00                | 1.00                  | 109,525             |                |
| 0127                             | IT Applications Analyst II             | 3.00                | 2.00                | 1.00                | 1.00                  | 86,477              |                |
| 0128                             | IT Systems Analyst II                  | 2.00                | 2.00                | 2.00                | 2.00                  | 181,797             |                |
| 0129                             | IT Network Analyst II                  | 3.00                | 3.00                | 3.00                | 3.00                  | 259,366             |                |
| 0141                             | Senior Administrative Assistant        | -                   | -                   | 1.00                | 1.00                  | 60,207              |                |
| 0602                             | Administrative Assistant               | 1.00                | 1.00                | -                   | -                     | -                   |                |
| 0121                             | IT Applications Analyst I              | 1.00                | 2.00                | 3.00                | 3.00                  | 201,694             |                |
| 0122                             | IT Customer Support & GIS Analyst I    | 1.00                | 1.00                | 1.00                | 1.00                  | 64,338              |                |
| 0123                             | IT Network Analyst I                   | 1.00                | 1.00                | 1.00                | 1.00                  | 70,251              |                |
| 0124                             | IT Systems Analyst I                   | 1.00                | 1.00                | 1.00                | 1.00                  | 65,144              |                |
| 9030                             | ERP Analyst                            | -                   | -                   | 1.00                | 1.00                  | 64,815              |                |
| 8888                             | Overtime                               | -                   | -                   | -                   | -                     | 28,000              |                |
| <b>TOTAL FULL TIME HEADCOUNT</b> |  | <b>19.00</b>        | <b>19.00</b>        | <b>20.00</b>        | <b>20.00</b>          | <b>1,904,648</b>    |                |
| <b>PART TIME POSITIONS</b>       |  |                     |                     |                     |                       |                     |                |
|                                  | <b>TITLE</b>                           | <b>HC</b>           | <b>FTE's</b>        | <b>FTE's</b>        | <b>FTE's</b>          | <b>FTE's</b>        |                |
| 0130                             | IT Info Systems Analyst - P/T          | 2.00                | 1.50                | 1.50                | 2.25                  | 2.25                | 123,224        |
| 0203                             | IT Technician - P/T                    | 3.00                | 3.00                | 3.00                | 2.25                  | 2.25                | 114,467        |
| <b>TOTAL PART TIME FTE's</b>     |  | <b>5.00</b>         | <b>4.50</b>         | <b>4.50</b>         | <b>4.50</b>           | <b>4.50</b>         | <b>237,691</b> |
| <b>TOTAL</b>                     |  | <b>23.50</b>        | <b>23.50</b>        | <b>24.50</b>        | <b>24.50</b>          | <b>\$ 2,142,339</b> |                |

**EXPENDITURE DETAIL**

|   | 2020-2021    | 2021-2022    | 2022-2023    | 2023-2024    |
|---|--------------|--------------|--------------|--------------|
|   | ACTUAL       | ACTUAL       | BUDGET       | ESTIMATE     |
| 1000 Salaries                                 | \$ 1,674,289 | \$ 1,794,291 | \$ 1,872,062 | \$ 2,142,339 |
| 2000 Employee Benefits - See Other Cost Dist. | 873,414      | 946,438      | 969,555      | 1,014,213    |
| 3118 Prof Serv - Misc/Other                   | 180,397      | 163,878      | 580,613      | 508,575      |
| 3123 Prof Serv - Reimbursable                 | -            | (1,353)      | 7,134        | -            |
| 4010 Automobile Allowance                     | 9,875        | 10,482       | 10,395       | 10,395       |
| 4011 Mobile Phone Allowance                   | 240          | 260          | -            | -            |
| 4100 Telecom Services                         | 1,063,001    | 1,002,869    | 1,315,280    | 1,367,108    |
| 4101 Emp Mobile Phone Payroll Ded             | (24,620)     | (11,060)     | (24,000)     | (24,000)     |
| 4400 Rental - Mach & Equip                    | 2,598        | 1,416        | 179,464      | -            |
| 4401 Rental - Copiers                         | -            | -            | -            | 18,000       |

**EXPENDITURE DETAIL**

|                                     | <u>2020-2021</u>           | <u>2021-2022</u>           | <u>2022-2023</u>           | <u>2023-2024</u>            |
|-------------------------------------|----------------------------|----------------------------|----------------------------|-----------------------------|
|                                     | <u>ACTUAL</u>              | <u>ACTUAL</u>              | <u>BUDGET</u>              | <u>ESTIMATE</u>             |
| 4500 General Liability Insurance    | 80,910                     | 82,164                     | 105,106                    | 112,128                     |
| 4603 Repair/Maint - Info Tech Equip | 401,157                    | 678,091                    | 984,613                    | 1,463,265                   |
| 4611 Repair/Maint - Oper Equip      | 271                        | -                          | 500                        | 500                         |
| 4630 Service Alloc - Flt Mgmt - Opr | 48,974                     | 51,624                     | 44,797                     | 33,322                      |
| 4631 Service Alloc - Flt Mgmt - Rpl | -                          | -                          | 15,891                     | 20,866                      |
| 4632 Service Alloc - Flt - Fuel     | -                          | -                          | -                          | 4,308                       |
| 4633 Service Alloc - Gen Services   | 36,856                     | 36,765                     | 39,291                     | 40,338                      |
| 4700 Special Printed Forms          | 589                        | -                          | 500                        | 500                         |
| 5100 Supplies - Office              | 3,497                      | 4,208                      | 5,500                      | 5,500                       |
| 5220 Uniform - Allowance            | -                          | -                          | 2,500                      | -                           |
| 5231 Equipment (Oper) - Minor/Tools | 8,203                      | 7,337                      | 7,500                      | 7,500                       |
| 5400 Membership Dues/Subscriptions  | 1,055                      | 1,981                      | 2,471                      | 2,471                       |
| 5401 Software Subscriptions & Maint | 1,624,147                  | 1,532,789                  | 3,102,147                  | 4,431,721                   |
| 5402 CALEA Accreditation            | -                          | -                          | -                          | 147,000                     |
| 5500 Employee Training              | 6,629                      | 19,777                     | 20,000                     | 20,000                      |
| 6401 Equip Repl (Cap) - Comp Hware  | 2,676                      | 29,140                     | 27,500                     | 7,500                       |
| 6405 Equip Repl (Cap) - Misc        | -                          | (14)                       | -                          | -                           |
| 6425 Equip Adds (Cap) - Misc        | 191                        | -                          | -                          | -                           |
| 9000 Interdept'l Alloc - Bldg Div   | (199,635)                  | (234,076)                  | (483,587)                  | (709,554)                   |
| 9901 Contingency - Soft Reductions  | -                          | -                          | 10,000                     | -                           |
| <b>TOTAL</b>                        | <u><b>\$ 5,794,714</b></u> | <u><b>\$ 6,117,007</b></u> | <u><b>\$ 8,795,232</b></u> | <u><b>\$ 10,623,995</b></u> |



## Action Plan Worksheet

**Action Plan Owner:** Raimundo Rodolfo, Innovation & Technology Director

**Action Plan Name:** 4.1.1-1 Citywide Horizontal Integration of Enterprise Systems and Dashboards

### Strategic plan alignment:

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

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

| What must be done   | By When  | How will it be evident   |
|---|----------|--|
| Elicit requirements and key metrics information from City department and officials for actionable data dashboards. Perform team meetings to analyze requirements and determine data parameters, thresholds and guidelines for triggers and visualization. | 12/31/22 | Business Analysis requirement sheets completed from interviews and questionnaires with department heads and city management  |
| Mockup design and prototyping of dashboards for three layers: City Management, Departmental supervisors, and Hands-on/Field teams. Build the dashboards from relevant key metrics with actionable information.  | 12/31/21 | Mockup design sheets and renderings  |
| Develop project charter and scope of work. Stakeholder review and acceptance.   | 09/30/21 | Accepted project charter document  |
| Build an internal City Management Dashboard (CMD) platform on GIS   | 09/30/22 | New CMD platform is accessible by authorized City users from any device connected to the Internet; GIS datasets can be accessed from the platform.   |
| Approval of resource requirements by Budget Office  | 10/01/22 | Decision Packages approved   |
| Procurement of Identity Management System, Cloud-based Electronic Document Management System, and integration professional services   | 12/31/22 | Purchase orders issued   |
| Role-based Identity and Access Management Integration Citywide  | 06/30/23 | Single-sign-on with role-based authentication works effectively on main enterprise systems (ERP, EOS, Asset management, GIS, document management, public safety, etc.) and on the new CMD platform |
| Connect and populate enterprise data sources into the City Management Dashboard and the Smart City Hub  | 12/31/22 | Data is discoverable in the CMD GIS platform and the smart city hub  |

| What must be done   | By When  | How will it be evident   |
|---|----------|--|
| Implement and Integrate Cloud-based Enterprise Document Management platform                               | 09/30/22 | Records are shared between the document management and other enterprise systems (permits, land management, asset management, etc.)   |
| Build customer-driven data visualization and business intelligence data analytics dashboards in the cloud | 06/30/23 | Real-time data dashboards are accessible in their cloud silos  |
| Integrate all dashboards and analytics in the City Management dashboard (CMD) platform                    | 09/30/23 | Real-time data dashboards are accessible in the CMD platform from any device connected to the Internet   |
| Testing and validation, Training Citi-wide, and go-live   | 12/31/23 | Testing acceptance sheets from stakeholders and training attendance sheets. New CMD platform is accessible from any device connected to the Internet.                              |
| Inter-cloud data replication (City Hybrid Cloud-Azure-AWS-ESRI-ERP)                                       | 12/31/23 | Data is shared between cloud systems, for example: Cisco IoT and Azure exchange sensor data, Land Management & facility Management enterprise systems share data by location, etc. |

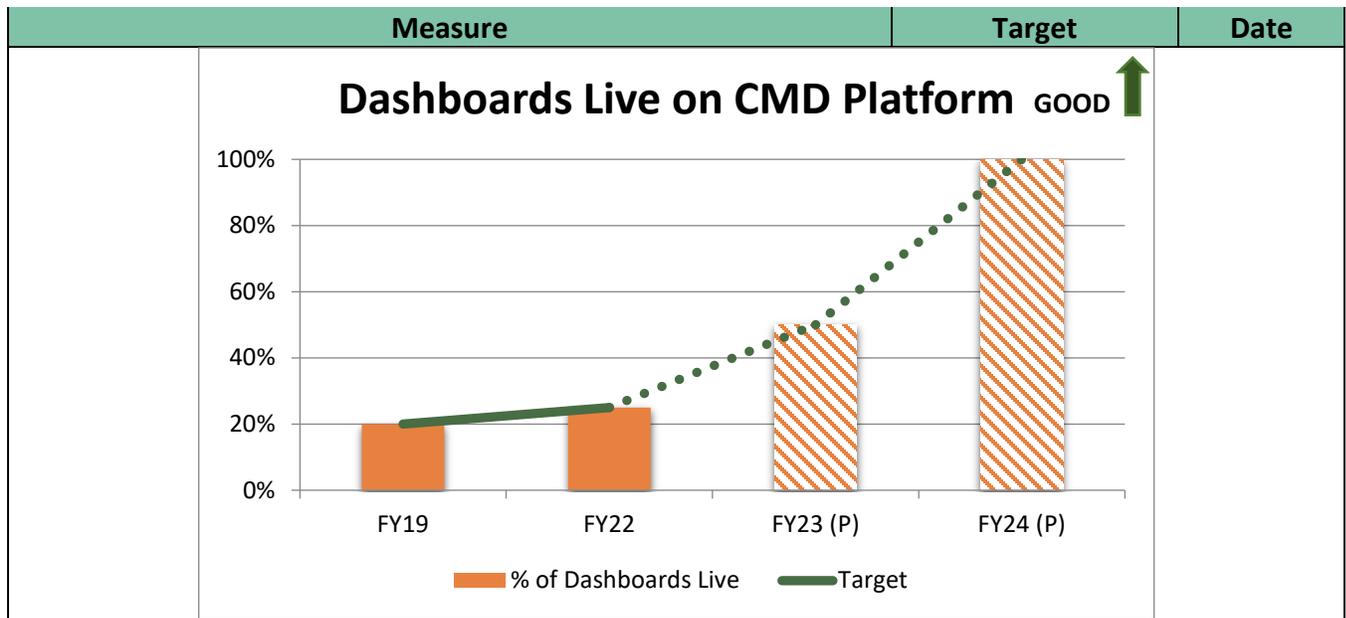
**Resource requirements (what do we need to succeed?)**

- Finances (detailed listing of expected costs):

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

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

| Measure   | Target                       | Date                             |             |             |        |      |      |     |          |      |     |          |      |     |          |      |     |
|---|------------------------------|----------------------------------|-------------|-------------|--------|------|------|-----|----------|------|-----|----------|------|-----|----------|------|-----|
| Internal customer (City departments) satisfaction   | 95% satisfied/very satisfied | 09/30/23                         |             |             |        |      |      |     |          |      |     |          |      |     |          |      |     |
| Percentage of department dashboard mockups designed and accepted  | 75%<br>100%                  | 03/31/23<br>09/30/24             |             |             |        |      |      |     |          |      |     |          |      |     |          |      |     |
| <div style="text-align: center;"> <p><b>Dashboards Designed &amp; Accepted</b> <span style="float: right;">GOOD ↑</span></p> <table border="1" style="margin: 10px auto; border-collapse: collapse;"> <caption>Dashboards Designed &amp; Accepted Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>% Completed</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>FY22</td> <td>~50%</td> <td>75%</td> </tr> <tr> <td>FY23 (P)</td> <td>~75%</td> <td>75%</td> </tr> <tr> <td>FY24 (P)</td> <td>100%</td> <td>75%</td> </tr> <tr> <td>FY25 (P)</td> <td>100%</td> <td>75%</td> </tr> </tbody> </table> </div> |                              |                                  | Fiscal Year | % Completed | Target | FY22 | ~50% | 75% | FY23 (P) | ~75% | 75% | FY24 (P) | 100% | 75% | FY25 (P) | 100% | 75% |
| Fiscal Year   | % Completed                  | Target                           |             |             |        |      |      |     |          |      |     |          |      |     |          |      |     |
| FY22  | ~50%                         | 75%                              |             |             |        |      |      |     |          |      |     |          |      |     |          |      |     |
| FY23 (P)  | ~75%                         | 75%                              |             |             |        |      |      |     |          |      |     |          |      |     |          |      |     |
| FY24 (P)  | 100%                         | 75%                              |             |             |        |      |      |     |          |      |     |          |      |     |          |      |     |
| FY25 (P)  | 100%                         | 75%                              |             |             |        |      |      |     |          |      |     |          |      |     |          |      |     |
| Number of enterprise systems with single-sign-on and inter-cloud data sharing   | 3<br>6<br>10                 | 03/31/20<br>03/31/22<br>03/31/23 |             |             |        |      |      |     |          |      |     |          |      |     |          |      |     |
| Percentage of department dashboards live on the CMD platform  | 25%<br>50%<br>100%           | 09/30/22<br>09/30/23<br>09/30/24 |             |             |        |      |      |     |          |      |     |          |      |     |          |      |     |



**Frequency & venue of review**

- Monthly review with I.T. director, assistant director and division managers at the I.T. Department
- Quarterly review with City Manager, Assistant City Manager, and Directors at CMO Meetings

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

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

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

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

- Money:
  - Costs: \$160,000
  - Benefits: \$25,000 reduction in annual IT costs reduction from eliminating the cost of legacy document management system.
- Other benefits:
  - Increased transparency and accountability
  - Cyber-risk reduction and increased security posture from integrated identity management across City enterprise systems, clouds, and platforms. It helps with compliance, accreditation, and ratings.



## Action Plan Worksheet

**Action Plan Owner:** Raimundo Rodulfo, Innovation & Technology Director

**Action Plan Name:** 4.1.2-1 Implement citywide paperless processes and digital efficiencies by 2025

**Strategic plan alignment:**

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

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

| What must be done   | By When  | How will it be evident         |
|---|----------|--------------------------------|
| New City Website / DXP - go live  | 07/31/22 | Website Live and in Production |
| Other systems/electronic processes: Cartegraph Property Mgmt module – go-live & integration, 2022 - metrics: post-go-live user satisfaction, number of leases/properties  | 12/31/22 | System Live and in Production  |
| Approval of resource requirements by Budget Office  | 10/01/22 | Decision Packages Approved     |
| EnerGov LMS and Development Service Center building technology - complete bldg. tech, ePR/Code Enf/BT licensing   | 12/31/22 | System Live and in Production  |
| Police & Fire Priority Dispatch System (ProQA): - metrics: response times, system network performance metrics, customer satisfaction from officers/dispatchers/callers – improve Police/Fire/911 communication, call taking, dispatch, computer operations, incident response, digital functionalities. | 06/30/23 | System Live and in Production  |
| Infor Cloudsuite ERP (Finance/HR/SCM) - go live and integration   | 07/31/23 | System Live and in Production  |
| Automotive system replacement- metrics: post-go-live user satisfaction, number of fleet vehicles/repair orders  | 09/30/24 | System Live and in Production  |
| Waste Management electronic process and system implementation - paperless, improve efficiencies and interoperability  | 09/30/23 | System Live and in Production  |
| Revamp City’s mobile app and CRM/311 platforms  | 12/31/23 | Apps Live and in Production    |
| Police/Fire/911 CAD and Police RMS systems replacement - go live New CAD/RMS CloudSuite System  | 09/30/25 | System Live and in Production  |

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

- Finances (detailed listing of expected costs):

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

- Other
  - Space, equipment, etc.

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

| Measure   | Target | Date     |
|---|--------|----------|
| paperless processes implemented   | 100%   | 09/30/25 |
| number of modules and city functions moved and live in the systems  | 100%   | 09/30/25 |
| post-go-live customer acceptance  | 100%   | 09/30/25 |
| improved operational efficiencies (KPIs)  | 25%    | 09/30/25 |
| improved citizen services and digital experience  | 25%    | 09/30/25 |
| Post-go-live transactions process acceptance  | 100%   | 09/30/25 |
| web pages and digital services live, citizen satisfaction, SEO web traffic metrics, citizen engagement metrics acceptance | 100%   | 09/30/25 |

**Frequency & venue of review**

- Weekly project team meetings.
- Weekly/monthly/quarterly reports to management and stakeholders.

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

| Stakeholder Group                | Potential positive impact   | Potential negative impact   |
|----------------------------------|---|---|
| Workforce                        | improve Employees, Police/Fire/911 communication, call taking, dispatch, computer operations, incident response, digital functionalities. | Initial discomfort in adjusting to new processes  |
| Program / Subject Matter Experts | More time available for more value-added activities   | Initial discomfort in helping others in adjusting to new processes                                |
| Sr. Leadership                   | Improved visibility, reporting, data-driven capabilities  | Funds and other resources used for this project are not available for other strategic initiatives |
| Commissioners                    | Increased engagement due to staff reaching environmental impact goals   | Funds and other resources used for this project are not available for other strategic initiatives |
| Customers                        | Improved customer experience  | None  |
| Regulators                       | Improved auditing processes   | None  |

**What are the positive and negative financial impacts (costs / benefits and return on investment)?**

- Efficiencies and cost reductions from increased efficiencies, visibility and situational awareness for decision making, resource allocation planning and operations.
- Increased transparency and accountability
- Cyber-risk reduction and increased security posture from integrated identity management across City enterprise systems, clouds, and platforms. It helps with compliance, accreditation, and ratings.

**Negative:**

- New costs: additional annual costs to implement and support the new enterprise systems and the new cloud infrastructure (already included in the project budget plans).



## Action Plan Worksheet

**Action Plan Owner:** Raimundo Rodulfo, Innovation & Technology Director

**Action Plan Name:** 4.1.3-1 Implement Smart and Connected Districts, Buildings, and Facilities (Broadband)

### Strategic plan alignment:

- Objective – 4 – Process Excellence: Optimize city processes and operations to provide cost-effective services that efficiently utilize City resources
  - Goal 1 - Enhance the effectiveness of key city processes
- Objective – 6 – Sustainability-focused Excellence: Provide exceptional services that enhance the local and global environmental ecosystem, enrich our local economy, and strengthen the health and well-being of residents, businesses, and visitors.
  - Goal 2 - Support the use of environmentally friendly practices.

### KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

| What must be done   | By When  | How will it be evident                                     |
|---|----------|--|
| Expansion of smart districts – broadband/digital inclusion, fiber optics corridors, wireless/public Wi-Fi networks, smart poles/IoT traffic/safety/camera/environmental sensors – 5 phases of expansion | 09/30/25 | Technology Infrastructure installed, lit and in production |
| New construction projects, with technology infrastructure and smart building capabilities: PG7, FS4, Mobility Hub, technology provisioning completion   | 09/30/25 | Technology Infrastructure installed, lit and in production |
| Building renovation projects, with technology infrastructure and smart building capabilities: 427 DSC, City Hall, Fink Studio   | 09/30/24 | Technology Infrastructure installed, lit and in production |
| Increase monitoring capability from 2 to 9 sensors by 2025 to analyze, understand, and efficiently improve water quality  | 09/30/24 | 9 sensors will be active measuring water quality           |
| Increase monitoring capability from 5 to 16 sensors by 2025 to analyze, understand, and efficiently improve air quality   | 09/30/24 | 16 sensors will be active measuring air quality            |

### Resource requirements (what do we need to succeed?)

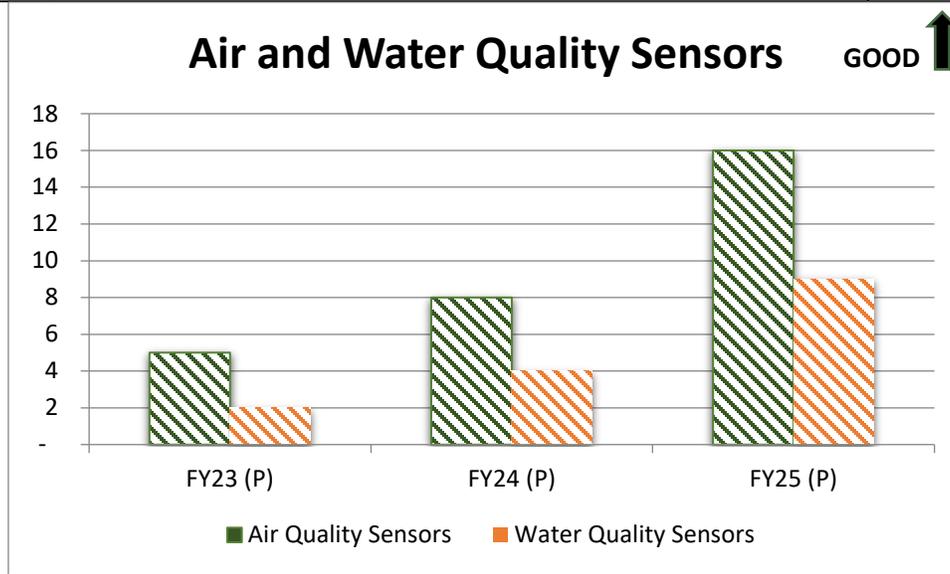
- Finances (detailed listing of expected costs):

| \$ Amount   | Purpose   |
|-------------|---|
| \$2,713,769 | Smart City Broadband as part of Wi-Fi CIP project |

### Short- & Longer-term measures of success, targets and / or time horizons

| Measure  | Target               | Date     |
|--|----------------------|----------|
| Number of districts completed with broadband, wi-fi & wireless/5G connectivity areas, buildings connected, smart/connected mobility, traffic/public safety, connectivity/visibility/automation efficiencies, smart kiosks, smart streets, number of users impacted | 9 (districts A to I) | 09/30/25 |

| Measure                         | Target | Date     |
|---------------------------------|--------|----------|
| Number of water quality sensors | 9      | 09/30/25 |
| Number of air quality sensors   | 16     | 09/30/25 |



**Frequency & venue of review**

- Weekly project team meeting.
- Weekly/monthly/quarterly report to City Manager.

**Who are the stakeholders / what is the anticipated impact on them?**

| Stakeholder Group                          | Potential positive impact   | Potential negative impact   |
|--|---|---|
| Residents, Visitors, Businesses, Employees | <ul style="list-style-type: none"> <li>• Impact on quality of life: mobility, public safety, digital inclusion, and high-speed connectivity (telehealth, tele-edu, telework, MaaS, V2E), foster innovation, entrepreneurship, job creation, economic growth</li> <li>• value-adding, safer, greener, more resilient, smarter, more functional infrastructure for public services</li> </ul> | <ul style="list-style-type: none"> <li>• Increased cyber risks (need to be properly mitigated with best practices)</li> </ul> |

**What are the positive and negative financial impacts (costs / benefits and return on investment)?**

Previous studies on the impact of broadband and smart cities infrastructure (e.g.: Brookings Institute Studies) have found a significant ROI and economic growth from investment, entrepreneurship, jobs creation and opportunities, innovation/patents, digital inclusion, tech entrepreneurship, incubators/accelerators/scaleups, techno-parks, and other effects. Results vary from place to place, but are consistently positive.

- Money:
  - Costs: \$2,713,769
  - Benefits: Undetermined
  - Time to see return on investment: Undetermined



## Action Plan Worksheet

**Action Plan Owner:** Raimundo Rodulfo, Innovation & Technology Director

**Action Plan Name:** 4.2.5-1 Implement a systematic program for process improvement by 2025

### Strategic plan alignment:

- Objective – 4 – Process Excellence: Optimize city processes and operations to provide cost-effective services that efficiently utilize City resources
  - Goal 2 - Increase the efficiency of key resource utilization and service processes

### KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

| What must be done   | By When  | How will it be evident   |
|---|----------|--|
| Develop with FIU a syllabus/curriculum for an annual Lean Six Sigma Green Belt training and certification for new supervisors/managers                                    | 06/30/24 | Syllabus completed   |
| Develop with HR and SkillSoft an internal annual Lean Six Sigma and Process Improvement online training program   | 06/30/24 | Recurring courses added to the Skillsoft online catalog  |
| Year 1 green belt FIU training implementation funding and coordination with faculty   | 03/31/25 | FIU student registered, and classes scheduled  |
| Year 1 green belt FIU training implementation execution   | 09/30/25 | Certificates of completion and certifications  |
| Year 1 Skillsoft online training implementation coordination with HR and department directors   | 06/30/24 | SkillSoft online courses and tests assigned to staff by HR, with deadlines                             |
| Year 1 Skillsoft online training implementation execution – by deadline   | 09/30/25 | SkillSoft course and test pass completion records  |
| Develop and start with a retained LSS consultant an internal annual Lean Six Sigma and Process Improvement training and Kaizen Blitz hands-on/actionable workshop program | 09/30/25 | Process Improvement hands-on workshop program content developed, funded, and first iteration executed. |

### Resource requirements (what do we need to succeed?)

- Finances (detailed listing of expected costs):

| \$ Amount        | Purpose  |
|------------------|--|
| \$50,000         | Annual FIU LSS GB Course/Certification for ~10 new supervisors |
| \$50,000         | Annual LSS Process Improvement Consulting Services             |
| <b>\$100,000</b> | <b>Total</b>   |

- Technology:
  - The City already has an HR Op-Ex budgeted item for SkillSoft LMS annual SaaS cost

- Knowledge/Training:
  - All staff – 1000 hours of online LSS training per year (1000 employees, 1 hour course) + 2 x 16-hour workshops a year for 50 managerial staff = 1600 hours + 80 hour FIU course \* 10 new supervisors = 800 hr. Total Hours / year: 3400 training manhours
- Other
  - Space, equipment, etc.: will use City and FIU facilities/network/resources already included above.

**Short- & Longer-term measures of success, targets and / or time horizons**

| Measure  | Target                         | Date     |
|--|--------------------------------|----------|
| Number of additional staff trained and certified by FIU  | 10                             | 09/30/25 |
| Number of employees trained online                       | 1000                           | 09/30/25 |
| Number of employees that attended the hands-on workshops | 50                             | 09/30/25 |
| Number of departmental processes improved                | 20                             | 09/30/25 |
| Cost Savings   | 5% reduction on process costs  | 09/30/25 |
| Operational Efficiencies                                 | 5% improvement on process KPIs | 09/30/25 |

**Frequency & venue of review**

- Weekly project team meeting.
- Weekly/monthly/quarterly report to City Manager.

**Who are the stakeholders / what is the anticipated impact on them?**

| Stakeholder Group        | Potential positive impact   | Potential negative impact  |
|--------------------------|---|--|
| All department directors | <ul style="list-style-type: none"> <li>• Cost savings from business process &amp; improvements</li> </ul> | Loss of productivity during training days <ul style="list-style-type: none"> <li>• Cost for implementation and training</li> </ul>         |
| Residents                | <ul style="list-style-type: none"> <li>• Increased satisfaction with City services</li> </ul>             | <ul style="list-style-type: none"> <li>• Funds expended in support of this action plan will not be available for other projects</li> </ul> |

**What are the positive and negative financial impacts (costs / benefits and return on investment)?**

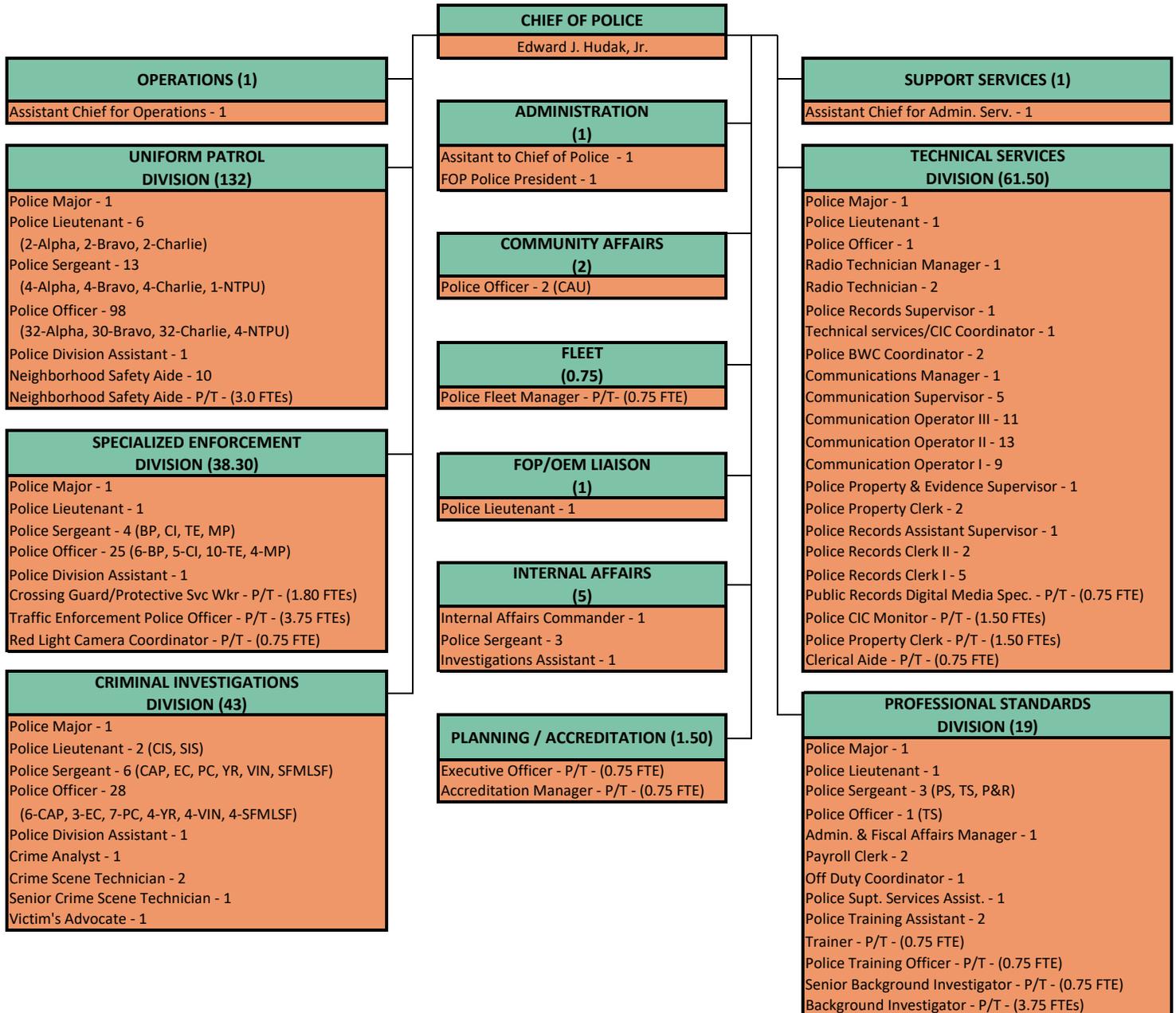
- + \$400,000 expected based on 4:1 return on investment for labor, time, & professional services cost savings (may vary by department) during a 4-year period
- \$100,000 Initial project costs



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**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**

**POLICE  
ORGANIZATION CHART**



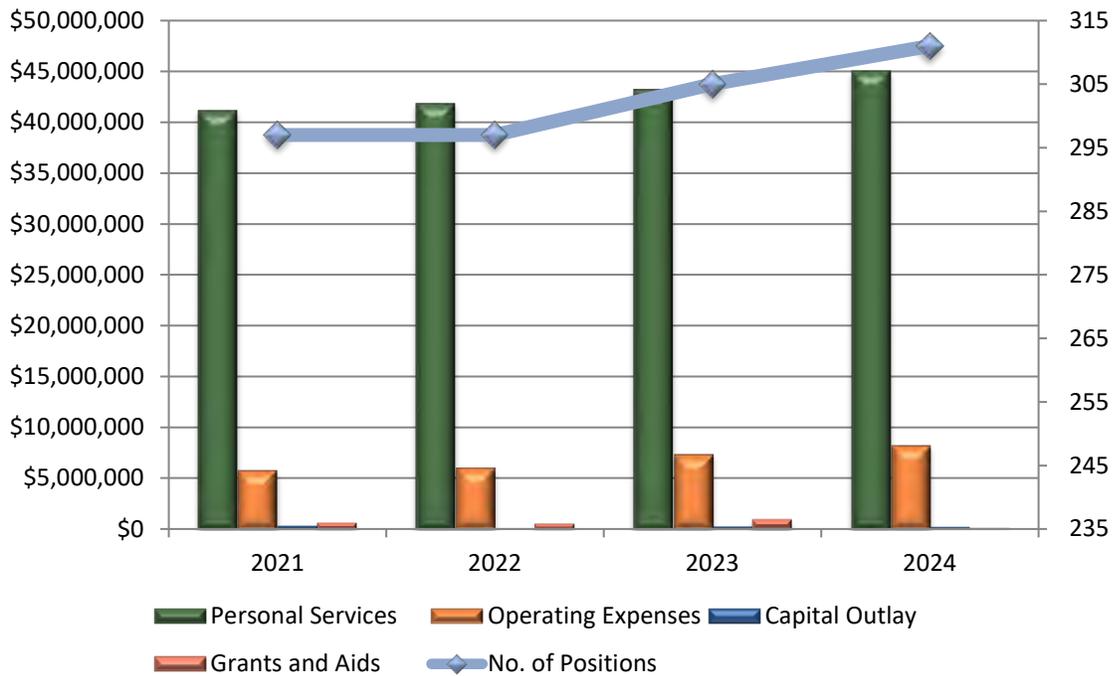
**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



**POLICE DEPARTMENT  
BUDGET AND POSITION SUMMARY**

|                                    | <b>2020-2021<br/>ACTUAL</b> | <b>2021-2022<br/>ACTUAL</b> | <b>2022-2023<br/>BUDGET</b> | <b>2023-2024<br/>ESTIMATE</b> |
|------------------------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| <b>Salaries &amp; Benefits</b>     | 41,153,103                  | 41,861,176                  | 43,235,282                  | 45,045,875                    |
| <b>Operating Expenses</b>          | 5,789,339                   | 6,056,821                   | 7,364,816                   | 8,244,964                     |
| <b>Capital Outlay</b>              | 283,758                     | 62,129                      | 234,865                     | 179,466                       |
| <b>Grants and Aids</b>             | 588,615                     | 520,550                     | 909,931                     | 128,498                       |
| <b>Total</b>                       | <u>47,814,815</u>           | <u>48,500,676</u>           | <u>51,744,894</u>           | <u>53,598,803</u>             |
| <br>                               |                             |                             |                             |                               |
| <b>Full Time Headcount</b>         | 275.00                      | 275.00                      | 283.00                      | 288.00                        |
| <b>Part Time FTE's</b>             | 22.05                       | 22.05                       | 22.05                       | 22.80                         |
| <b>Total Headcount &amp; FTE's</b> | <u>297.05</u>               | <u>297.05</u>               | <u>305.05</u>               | <u>310.80</u>                 |

**EXPENDITURE/PERSONNEL COMPARISONS**



# Police

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## Department Function:

The Police Department is responsible for the protection of life and property and provides a comprehensive range of law enforcement services and crime prevention programs. The Police Department is composed of the Office of the Chief of Police, three operational divisions and two support services divisions.

The **Office of the Chief of Police** includes top Police leadership, as well the Internal Affairs Section, Body Worn Camera Unit, Community Affairs Unit, Fleet Management, Accreditation and Special Projects sections.

The **Uniform Patrol Division** provides the primary 24 hour a day police emergency and routine service response as well as uniform police patrol services. This division has numerous responsibilities which includes protecting life and property through the enforcement of laws and regulations, proactively patrolling assigned areas, crime prevention patrols and crime suppression efforts while responding to calls for police service and conducting preliminary and follow-up criminal and traffic investigations. The Uniform Patrol Division's operations also include S.W.A.T Team, Crisis Negotiations Team, and K9 team response. Also, this division oversees the security guard services offered city-wide.

The **Specialized Enforcement Division** provides specialized police services of traffic enforcement, traffic crash investigation, bike patrol, marine patrol, and mounted patrol. The traffic units include motorcycle traffic enforcement and crash investigation units. The marine patrol unit patrols the waterways within the city and multi-jurisdictional bay areas. The bicycle patrol emphasizes patrol efforts in the high-density environments throughout the city. The mounted patrol provides high visibility, crowd control, assists in deterring crime and engages in community policing at City and other special events. Further, the division manages all special events, and addresses many quality-of-life concerns presented to the department.

The **Criminal Investigations Division** provides services that include criminal investigations, undercover operations, dignitary protection, youth resource programs, crime intelligence and analysis, victim advocacy, and crime scene investigations. Additionally, division personnel actively participate in various local, state, and federal law enforcement task forces.

The **Technical Services Division** provides services that include the Communication Section, Records Management, Data Management Section, Radio Shop, Community Information Center (CIC), and the Property & Evidence Section. It is responsible for all citywide radio communications, 911 phone service, dispatching of all calls for service 24 hours a day, the secure storage of evidence and the safeguarding and maintenance of all Police Department records. The Division is also responsible for the CIC, which manages and provides evidentiary media that is recorded on the City Video Management System.

The **Professional Standards Division** provides services that includes the Personnel Selection Section, Training Section, Planning and Research Section, Off Duty Section, Payroll Section, and the Administrative & Fiscal Affairs Section. This division prepares the annual Police Department proposed budget estimate and oversees all Police Department fiscal expenditure activity. It is responsible for the recruitment, background and hiring of Police Department Personnel.

## Department Goals:

1. Provide exceptional Police services that exceed the requirements and expectations of the community, including residents, businesses, and visitors.
2. Maintain efforts toward crime reduction – crime trends analysis, effective and efficient use of resources, community engagement, and enhanced Police presence.
3. Provide and foster a comprehensive training environment for all Police employees to prepare, support, empower and retain a quality workforce.
4. Enhance community, law enforcement and other partnerships to better combat crime and achieve a safer community.
5. Strengthen communication and awareness through innovative and integrative technology.

**CITY OF CORAL GABLES, FLORIDA**  
**2023-2024 BUDGET ESTIMATE**

**POLICE**

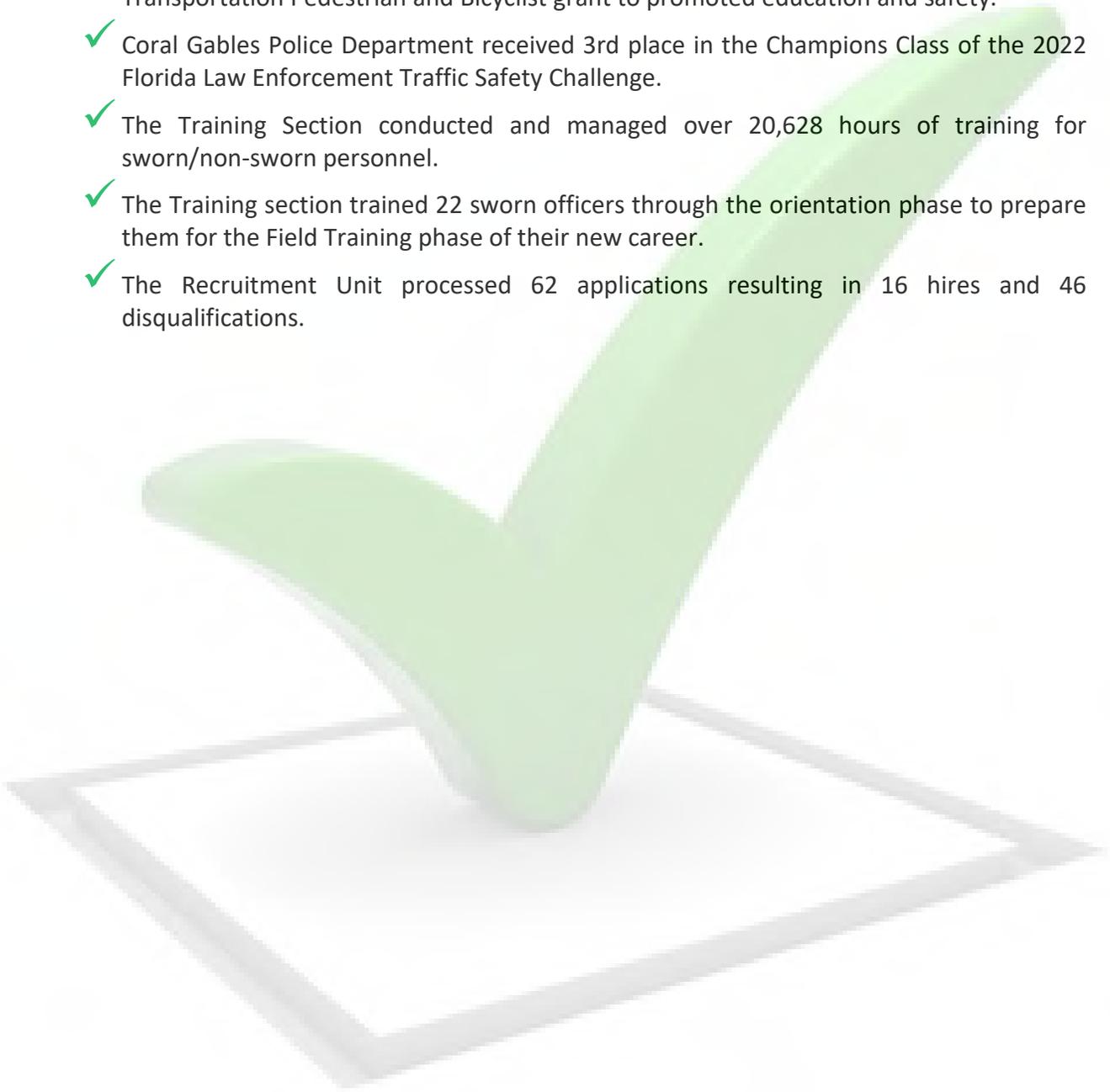
**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS**

- ✓ The Neighborhood Safety Aid Unit was fully staffed making it possible to provide the entire City with a better quality of life in all neighborhoods, due to their increased visibility, community engagement, community assistance, and community education.
- ✓ The Neighbor Safety Aid Unit has a full fleet of electric Bolt vehicles that provides more coverage throughout the day, while maintaining the fleet green and environmentally friendly.
- ✓ Successfully completed training for two (2) operators, in all four phases, CT, TT, PD & FD. They also attained their PST certification, giving them the ability to operate all disciplines within the Communication Center.
- ✓ Communications Acquired the Emergency Priority Dispatch for police. This allows our Communication Operators the ability to recognize life-threatening situations and to safely prioritize calls for the police department.
- ✓ Data Management transitioned from Central Square to the Tracs system. It provides better data collection which leads to better effectiveness of our resources.
- ✓ The Community Affairs Unit will unveil the Veteran's Police Vehicle.
- ✓ YRU – hosted 3 D.A.R.E. graduations (7 classes taught) 186 students graduated.
- ✓ SIS – 1 Detective assigned to the SAO's Human Trafficking Section. This new role provides enhanced investigative capabilities as it relates to sex trafficking and forced labor.
- ✓ CID – 2 Detectives deputized/ onboarded to Secret Service Miami Cyber Fraud Task Force. This new role provides CID leverage in the areas of digital forensics and cyber investigation.
- ✓ Sergeant Melissa DeJong, supervisor of the Youth Resource Unit, was presented at the Annual South Florida Police Explorers Awards Ceremony with the William H. Spurgeon, III Award, the highest recognition for individuals who have rendered outstanding leadership to the Police Exploring program.
- ✓ The Professional Standards Division (PSD) Planning & Research (P&R) Section has completed a total of thirty-seven (37) PSD projects during the first (1st) half of Fiscal Year 2023 (FY23). The P&R Section's accomplishments are broken down as follows:
  - Six (6) Standard Operating Procedures
  - Five (5) Manuals
  - Three (3) Directives
  - Seventeen (17) Forms
  - Thirteen (13) Others (Planning and/or Research Related)

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ Awarded and executed for a second consecutive year the Florida Department of Transportation Pedestrian and Bicyclist grant to promoted education and safety.
- ✓ Coral Gables Police Department received 3rd place in the Champions Class of the 2022 Florida Law Enforcement Traffic Safety Challenge.
- ✓ The Training Section conducted and managed over 20,628 hours of training for sworn/non-sworn personnel.
- ✓ The Training section trained 22 sworn officers through the orientation phase to prepare them for the Field Training phase of their new career.
- ✓ The Recruitment Unit processed 62 applications resulting in 16 hires and 46 disqualifications.



**CITY OF CORAL GABLES, FLORIDA  
PERFORMANCE INDICATOR METRICS**

**POLICE**

| INDICATOR:  | FY22    |         |        | FY23    |        | FY24    |
|---|---------|---------|--------|---------|--------|---------|
|   | TARGET  | ACTUAL  | STATUS | TARGET  | YTD    | TARGET  |
| Crime Watch programs hosted for neighborhoods and local businesses  | 12      | 15      | ●      | 12      | 6      | 12      |
| Public service announcements (crime prevention tips/informational segments) created for publication (both print and Ch. 77) | 10      | 5       | ◆      | 10      | 2      | 6       |
| Number of Crime Prevention Surveys (Residential & Commercial)   | 7       | 5       | ●      | 7       | 6      | 7       |
| News releases distributed to the media  | 12      | 15      | ●      | 12      | 3      | 10      |
| Social media posts and distributions  | 350     | 268     | ◆      | 350     | 125    | 335     |
| Police officers hired   | 5       | 11      | ●      | 5       | 4      | 9       |
| Communications Operators hired  | 5       | 14      | ●      | 5       | 4      | 9       |
| Citizen complaints filed  | 12      | 11      | ●      | 12      | 4      | 12      |
| Internal (employee) complaints/grievances filed   | 12      | 14      | ◆      | 12      | 5      | 16      |
| Number of commendations received  | 300     | 308     | ●      | 300     | 43     | 200     |
| Number of CALEA accreditation standards   | 461     | 461     | ●      | 461     | 461    | 461     |
| Training hours for sworn and non-sworn personnel  | 12,000  | 20,628  | ●      | 12,000  | 6,302  | 15,000  |
| Calls For Service (CFS) processed   | 200,000 | 129,348 | ◆      | 200,000 | 64,618 | 150,000 |
| Phone calls processed   | 165,000 | 169,517 | ●      | 165,000 | 86,921 | 175,000 |
| Number of I/I reports processed   | 7,205   | 8,091   | ●      | 7,205   | 4,230  | 7,205   |
| Arrests processed   | 474     | 536     | ●      | 474     | 289    | 474     |
| Citations processed   | 24,360  | 28,633  | ●      | 24,360  | 12,875 | 24,360  |
| Crash reports processed   | 2,091   | 2,534   | ●      | 2,091   | 1,312  | 2,091   |

**Legend**

- Target met or exceeded
- ▲ Target nearly met
- ◆ Target not met



**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



001 GENERAL FUND  
**POLICE DEPARTMENT**  
**5000 ADMINISTRATION DIVISION**  
 521 LAW ENFORCEMENT

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE                | 2020-2021           | 2021-2022           | 2022-2023           | 2023-2024             |                     |
|----------------------------------|--|---------------------|---------------------|---------------------|-----------------------|---------------------|
|                                  |  | ACTUAL<br>HEADCOUNT | ACTUAL<br>HEADCOUNT | BUDGET<br>HEADCOUNT | ESTIMATE<br>HEADCOUNT | SALARIES            |
| <b>FULL TIME POSITIONS</b>       |  |                     |                     |                     |                       |                     |
| 5025                             | Police Chief                           | 1.00                | 1.00                | 1.00                | 1.00                  | \$ 225,351          |
| 0072                             | Assistant Police Chief for Admin Serv. | 1.00                | 1.00                | 1.00                | 1.00                  | -                   |
| 5030                             | Assistant Police Chief for Operations  | 1.00                | 1.00                | 1.00                | 1.00                  | 170,526             |
| 5039                             | Internal Affairs Commander             | 1.00                | 1.00                | 1.00                | 1.00                  | 144,141             |
| 5045                             | Police Lieutenant - FOP Office         | 1.00                | 1.00                | 1.00                | 1.00                  | 151,795             |
| 5021                             | Police Sergeant                        | 3.00                | 3.00                | 3.00                | 3.00                  | 388,032             |
| 5090                             | FOP Police President                   | -                   | -                   | 1.00                | 1.00                  | 102,244             |
| 5020                             | Police Officer                         | 1.00                | 1.00                | 2.00                | 2.00                  | 156,469             |
| 5024                             | Investigations Assistant               | 1.00                | 1.00                | -                   | 0.00                  | -                   |
| 0132                             | Assistant to Chief of Police           | 1.00                | 1.00                | 1.00                | 1.00                  | 82,909              |
| 5051                             | Internal Affairs Assistant             | -                   | -                   | 1.00                | 1.00                  | 57,805              |
| 5050                             | Police BWC Coordinator                 | -                   | -                   | 2.00                | 2.00                  | 114,056             |
| 8888                             | Overtime                               | -                   | -                   | -                   | -                     | 44,257              |
| 9999                             | Holiday Worked Pay                     | -                   | -                   | -                   | -                     | 8,500               |
| <b>TOTAL FULL TIME HEADCOUNT</b> |  | <b>11.00</b>        | <b>11.00</b>        | <b>15.00</b>        | <b>15.00</b>          | <b>1,646,085</b>    |
| <b>PART TIME POSITIONS</b>       |  |                     |                     |                     |                       |                     |
|                                  | TITLE                                  | HC                  | FTE's               | FTE's               | FTE's                 | FTE's               |
| 4022                             | Police Fleet Manager - P/T             | 1.00                | 0.75                | 0.75                | 0.75                  | 64,235              |
| 0219                             | Accreditation Manager - P/T            | 1.00                | 0.75                | 0.75                | 0.75                  | 68,716              |
| 9024                             | Executive Officer                      | 1.00                | 0.75                | 0.75                | 0.75                  | 64,110              |
| <b>TOTAL PART TIME FTE's</b>     |  | <b>3.00</b>         | <b>2.25</b>         | <b>2.25</b>         | <b>2.25</b>           | <b>197,061</b>      |
| <b>TOTAL</b>                     |  | <b>13.25</b>        | <b>13.25</b>        | <b>17.25</b>        | <b>17.25</b>          | <b>\$ 1,843,146</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021    | 2021-2022    | 2022-2023    | 2023-2024    |
|---|--------------|--------------|--------------|--------------|
|   | ACTUAL       | ACTUAL       | BUDGET       | ESTIMATE     |
| 1000 Salaries                                 | \$ 1,800,746 | \$ 1,537,340 | \$ 1,526,991 | \$ 1,843,146 |
| 2000 Employee Benefits - See Other Cost Dist. | 915,929      | 790,334      | 787,562      | 1,032,861    |
| 3118 Prof Serv - Misc/Other                   | 30,853       | 31,335       | 33,501       | 33,501       |
| 4000 Travel - Local                           | 1,795        | 2,075        | 3,500        | 3,500        |
| 4011 Mobile Phone Allowance                   | 1,380        | 520          | -            | -            |
| 4200 Postage                                  | 154          | 325          | 1,720        | 1,720        |
| 4400 Rental - Mach & Equip                    | 51,700       | 45,215       | 10,460       | 57,000       |
| 4402 Rental - Land & Buildings                | -            | 5,856        | 7,000        | 7,000        |
| 4500 General Liability Insurance              | 81,188       | 67,392       | 85,732       | 96,468       |
| 4610 Repair/Maint - Office Equip              | 590          | 318          | 790          | 790          |
| 4611 Repair/Maint - Oper Equip                | 187          | -            | 1,000        | 1,000        |

**EXPENDITURE DETAIL**

|                                     | <u>2020-2021</u>           | <u>2021-2022</u>           | <u>2022-2023</u>           | <u>2023-2024</u>           |
|-------------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
|                                     | <u>ACTUAL</u>              | <u>ACTUAL</u>              | <u>BUDGET</u>              | <u>ESTIMATE</u>            |
| 4630 Service Alloc - Flt Mgmt - Opr | 52,575                     | 58,266                     | 25,675                     | 41,207                     |
| 4631 Service Alloc - Flt Mgmt - Rpl | -                          | -                          | 39,974                     | 126,104                    |
| 4632 Service Alloc - Flt - Fuel     | -                          | -                          | -                          | 31,784                     |
| 4633 Service Alloc - Gen Services   | 144,225                    | 143,870                    | 153,756                    | 157,852                    |
| 4700 Special Printed Forms          | 4,672                      | 3,474                      | 5,220                      | 5,220                      |
| 4900 Misc Exp - Other               | 6,780                      | 8,984                      | 9,290                      | 9,290                      |
| 4910 Misc Exp - Court & Investigate | 6,843                      | 4,036                      | 6,080                      | 6,080                      |
| 5100 Supplies - Office              | 15,359                     | 3,754                      | 5,500                      | 5,500                      |
| 5202 Supplies - Chemicals & Photo   | 289                        | -                          | 500                        | 500                        |
| 5206 Supplies - Food - Event/Resale | 1,977                      | 3,279                      | 3,500                      | 3,500                      |
| 5208 Supplies - Household & Instit  | -                          | 1,451                      | 1,550                      | 1,550                      |
| 5220 Uniform - Allowance            | 11,019                     | 11,906                     | 11,814                     | 10,900                     |
| 5400 Membership Dues/Subscriptions  | 5,060                      | 2,832                      | 6,715                      | 6,855                      |
| 5401 Software Subscriptions & Maint | 6,666                      | -                          | 21,346                     | -                          |
| 5500 Employee Training              | 9,664                      | 11,977                     | 13,000                     | 13,000                     |
| 5501 Special Police Education       | 2,326                      | 12,557                     | 30,601                     | 10,000                     |
| 6425 Equip Adds (Cap) - Misc        | 3,000                      | -                          | 56,000                     | 3,000                      |
| 8204 Grants - Camillus House        | 117,076                    | 88,730                     | 148,243                    | 128,498                    |
| 9901 Contingency - Soft Reductions  | <u>-</u>                   | <u>-</u>                   | <u>5,000</u>               | <u>-</u>                   |
| <b>TOTAL</b>                        | <b><u>\$ 3,272,053</u></b> | <b><u>\$ 2,835,826</u></b> | <b><u>\$ 3,002,020</u></b> | <b><u>\$ 3,637,826</u></b> |

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



001 GENERAL FUND  
**POLICE DEPARTMENT**  
**5010 UNIFORM PATROL DIVISION**  
 521 LAW ENFORCEMENT

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE        | 2020-2021        | 2021-2022        | 2022-2023        | 2023-2024        |                      |
|----------------------------------|--------------------------------|------------------|------------------|------------------|------------------|----------------------|
|                                  |                                | ACTUAL           | ACTUAL           | BUDGET           | ESTIMATE         | SALARIES             |
| <u>FULL TIME POSITIONS</u>       |                                | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> |                      |
| 5026                             | Police Major                   | 1.00             | 1.00             | 1.00             | 1.00             | \$ 158,452           |
| 5022                             | Police Lieutenant              | 6.00             | 6.00             | 6.00             | 6.00             | 847,437              |
| 5021                             | Police Sergeant                | 13.00            | 13.00            | 13.00            | 13.00            | 1,597,840            |
| 5020                             | Police Officer                 | 88.00            | 88.00            | 93.00            | 98.00            | 7,375,034            |
| 5038                             | Neighborhood Safety Aide       | 10.00            | 10.00            | 10.00            | 10.00            | 422,787              |
| 0032                             | Police Division Assistant      | 1.00             | 1.00             | 1.00             | 1.00             | 69,099               |
| 8888                             | Overtime                       | -                | -                | -                | -                | 347,258              |
| 9999                             | Holiday Worked Pay             | -                | -                | -                | -                | 210,000              |
| <b>TOTAL FULL TIME HEADCOUNT</b> |                                | <b>119.00</b>    | <b>119.00</b>    | <b>124.00</b>    | <b>129.00</b>    | <b>11,027,907</b>    |
| <u>PART TIME POSITIONS</u>       |                                | <u>HC</u>        | <u>FTE's</u>     | <u>FTE's</u>     | <u>FTE's</u>     | <u>FTE's</u>         |
| 9021                             | Neighborhood Safety Aide - P/T | 4.00             | 3.00             | 3.00             | 3.00             | 3.00                 |
| <b>TOTAL PART TIME FTE's</b>     |                                | <b>4.00</b>      | <b>3.00</b>      | <b>3.00</b>      | <b>3.00</b>      | <b>3.00</b>          |
| <b>TOTAL</b>                     |                                | <b>122.00</b>    | <b>122.00</b>    | <b>127.00</b>    | <b>132.00</b>    | <b>\$ 11,027,907</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021    | 2021-2022     | 2022-2023     | 2023-2024     |
|---|--------------|---------------|---------------|---------------|
|   | ACTUAL       | ACTUAL        | BUDGET        | ESTIMATE      |
| 1000 Salaries                                 | \$ 9,659,500 | \$ 10,030,574 | \$ 10,572,204 | \$ 11,027,907 |
| 2000 Employee Benefits - See Other Cost Dist. | 7,339,162    | 7,612,804     | 7,793,963     | 8,090,970     |
| 3118 Prof Serv - Misc/Other                   | 491,211      | 446,986       | 515,140       | 515,140       |
| 4000 Travel - Local                           | 11,188       | 8,353         | 8,500         | 8,500         |
| 4011 Mobile Phone Allowance                   | 1,040        | 260           | -             | -             |
| 4500 General Liability Insurance              | 459,454      | 460,847       | 593,573       | 577,188       |
| 4610 Repair/Maint - Office Equip              | -            | -             | -             | 30,000        |
| 4611 Repair/Maint - Oper Equip                | 2,063        | 2,448         | 2,200         | 2,200         |
| 4630 Service Alloc - Flt Mgmt - Opr           | 1,074,130    | 1,165,560     | 679,110       | 662,410       |
| 4631 Service Alloc - Flt Mgmt - Rpl           | -            | -             | 668,692       | 1,190,767     |
| 4632 Service Alloc - Flt - Fuel               | -            | -             | -             | 534,652       |
| 4633 Service Alloc - Gen Services             | 191,095      | 190,625       | 203,723       | 209,150       |
| 4700 Special Printed Forms                    | 1,933        | 1,197         | 2,000         | 2,000         |
| 5100 Supplies - Office                        | 5,993        | 5,985         | 7,977         | 7,977         |
| 5200 Supplies - Ammunition                    | 27,938       | 5,899         | 48,274        | 39,669        |

**EXPENDITURE DETAIL**

|                                     | <u>2020-2021</u>            | <u>2021-2022</u>            | <u>2022-2023</u>            | <u>2023-2024</u>            |
|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
|                                     | <u>ACTUAL</u>               | <u>ACTUAL</u>               | <u>BUDGET</u>               | <u>ESTIMATE</u>             |
| 5202 Supplies - Chemicals & Photo   | 559                         | 758                         | 800                         | 800                         |
| 5205 Supplies - Animals             | 19,916                      | 17,069                      | 28,000                      | 38,000                      |
| 5206 Supplies - Food - Event/Resale | 436                         | 528                         | 600                         | 600                         |
| 5208 Supplies - Household & Instit  | 791                         | 818                         | 800                         | 800                         |
| 5220 Uniform - Allowance            | 88,779                      | 90,004                      | 116,140                     | 115,640                     |
| 5222 Uniform - Purchase/Rental      | 18,607                      | 10,248                      | 30,070                      | 40,237                      |
| 5231 Equipment (Oper) - Minor/Tools | 13,595                      | 16,538                      | 13,597                      | 13,597                      |
| 5400 Membership Dues/Subscriptions  | 1,220                       | 1,826                       | 2,175                       | 2,175                       |
| 5500 Employee Training              | 17,035                      | 26,417                      | 68,035                      | 68,035                      |
| 6405 Equip Repl (Cap) - Misc        | 15,444                      | -                           | -                           | -                           |
| 6425 Equip Adds (Cap) - Misc        | 115,472                     | 2,586                       | 123,905                     | 131,466                     |
| 9901 Contingency - Soft Reductions  | <u>-</u>                    | <u>-</u>                    | <u>110,000</u>              | <u>-</u>                    |
| <b>TOTAL</b>                        | <b><u>\$ 19,556,561</u></b> | <b><u>\$ 20,098,330</u></b> | <b><u>\$ 21,589,478</u></b> | <b><u>\$ 23,309,880</u></b> |

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



001 GENERAL FUND  
**POLICE DEPARTMENT**  
**5020 CRIMINAL INVESTIGATIONS DIVISION**  
 521 LAW ENFORCEMENT

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

| CLASS.<br>NO. | CLASSIFICATION<br>TITLE    | 2020-2021           | 2021-2022           | 2022-2023           | 2023-2024             |                     |
|---------------|----------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|
|               |                            | ACTUAL<br>HEADCOUNT | ACTUAL<br>HEADCOUNT | BUDGET<br>HEADCOUNT | ESTIMATE<br>HEADCOUNT | SALARIES            |
|               | <u>FULL TIME POSITIONS</u> |                     |                     |                     |                       |                     |
| 5026          | Police Major               | 1.00                | 1.00                | 1.00                | 1.00                  | \$ 194,527          |
| 5022          | Police Lieutenant          | 2.00                | 2.00                | 2.00                | 2.00                  | 296,227             |
| 5021          | Police Sergeant            | 6.00                | 6.00                | 6.00                | 6.00                  | 776,857             |
| 5020          | Police Officer             | 28.00               | 28.00               | 28.00               | 28.00                 | 2,432,756           |
| 0032          | Police Division Assistant  | 1.00                | 1.00                | 1.00                | 1.00                  | 69,413              |
| 5033          | Crime Analyst              | 1.00                | 1.00                | 1.00                | 1.00                  | 53,149              |
| 5027          | Crime Scene Technician     | 2.00                | 2.00                | 2.00                | 2.00                  | 103,907             |
| 5031          | Senior Crime Scene Tech.   | 1.00                | 1.00                | 1.00                | 1.00                  | 71,357              |
| 5037          | Victim's Advocate          | 1.00                | 1.00                | 1.00                | 1.00                  | 65,284              |
| 8888          | Overtime                   | -                   | -                   | -                   | -                     | 363,241             |
| 9999          | Holiday Pay                | -                   | -                   | -                   | -                     | 80,000              |
| <b>TOTAL</b>  |                            | <b>43.00</b>        | <b>43.00</b>        | <b>43.00</b>        | <b>43.00</b>          | <b>\$ 4,506,718</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021    | 2021-2022    | 2022-2023    | 2023-2024    |
|---|--------------|--------------|--------------|--------------|
|   | ACTUAL       | ACTUAL       | BUDGET       | ESTIMATE     |
| 1000 Salaries                                 | \$ 4,300,556 | \$ 4,150,862 | \$ 4,335,391 | \$ 4,506,718 |
| 2000 Employee Benefits - See Other Cost Dist. | 2,952,748    | 3,003,571    | 2,979,827    | 3,038,495    |
| 3118 Prof Serv - Misc/Other                   | 1,025        | 523          | 1,500        | 1,500        |
| 4000 Travel - Local                           | 1,502        | (128)        | 2,000        | 2,000        |
| 4011 Mobile Phone Allowance                   | 100          | -            | -            | -            |
| 4200 Postage                                  | 7            | 16           | 150          | 150          |
| 4400 Rental - Mach & Equip                    | 1,188        | 1,091        | 4,000        | 4,000        |
| 4500 General Liability Insurance              | 200,375      | 199,338      | 243,409      | 235,876      |
| 4610 Repair/Maint - Office Equip              | 645          | -            | 1,000        | 1,000        |
| 4611 Repair/Maint - Oper Equip                | 470          | -            | 2,380        | 2,380        |
| 4630 Service Alloc - Flt Mgmt - Opr           | 277,945      | 295,937      | 228,274      | 87,673       |
| 4631 Service Alloc - Flt Mgmt - Rpl           | -            | -            | 116,729      | 88,338       |
| 4632 Service Alloc - Flt - Fuel               | -            | -            | -            | 58,261       |
| 4633 Service Alloc - Gen Services             | 154,433      | 154,052      | 164,637      | 169,023      |
| 4700 Special Printed Forms                    | 1,310        | 361          | 1,500        | 1,500        |
| 4900 Misc Exp - Other                         | 552          | 1,493        | 2,000        | 2,000        |
| 4909 Misc Exp - Info & Credit Check           | 38,216       | 34,443       | 41,000       | 41,000       |

**EXPENDITURE DETAIL**

|                                     | <u>2020-2021</u><br><u>ACTUAL</u> | <u>2021-2022</u><br><u>ACTUAL</u> | <u>2022-2023</u><br><u>BUDGET</u> | <u>2023-2024</u><br><u>ESTIMATE</u> |
|-------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-------------------------------------|
| 4910 Misc Exp - Court & Investigate | 159,064                           | 127,080                           | 130,750                           | 130,750                             |
| 5100 Supplies - Office              | 10,237                            | 7,512                             | 15,100                            | 15,100                              |
| 5202 Supplies - Chemicals & Photo   | 5,123                             | 3,667                             | 6,000                             | 6,000                               |
| 5207 Supplies - Fuel & Lubricants   | -                                 | -                                 | 1,000                             | 1,000                               |
| 5208 Supplies - Household & Instit  | 941                               | 975                               | 1,000                             | 1,000                               |
| 5220 Uniform - Allowance            | 36,212                            | 41,756                            | 46,937                            | 49,895                              |
| 5231 Equipment (Oper) - Minor/Tools | 5,256                             | 1,832                             | 5,550                             | 5,550                               |
| 5400 Membership Dues/Subscriptions  | 1,485                             | 2,130                             | 2,980                             | 2,980                               |
| 5401 Software Subscriptions & Maint | 8,974                             | 11,435                            | 11,435                            | 11,435                              |
| 5500 Employee Training              | 20,796                            | 34,714                            | 29,520                            | 26,520                              |
| 8000 Grants - Federal               | 456,889                           | 423,244                           | 756,844                           | -                                   |
| 9901 Contingency - Soft Reductions  | <u>-</u>                          | <u>-</u>                          | <u>3,000</u>                      | <u>-</u>                            |
| <b>TOTAL</b>                        | <b><u>\$ 8,636,049</u></b>        | <b><u>\$ 8,495,904</u></b>        | <b><u>\$ 9,133,913</u></b>        | <b><u>\$ 8,490,144</u></b>          |

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



001 GENERAL FUND  
POLICE DEPARTMENT  
5030 TECHNICAL SERVICES DIVISION  
521 LAW ENFORCEMENT

**PERSONNEL SCHEDULE**

| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE<br>FULL TIME POSITIONS | NUMBER OF AUTHORIZED POSITIONS |                     |                     |                       |                     |
|----------------------------------|--|--------------------------------|---------------------|---------------------|-----------------------|---------------------|
|                                  |  | 2020-2021                      | 2021-2022           | 2022-2023           | 2023-2024             |                     |
|                                  |  | ACTUAL<br>HEADCOUNT            | ACTUAL<br>HEADCOUNT | BUDGET<br>HEADCOUNT | ESTIMATE<br>HEADCOUNT | SALARIES            |
| 5026                             | Police Major                                   | 1.00                           | 1.00                | 1.00                | 1.00                  | \$ 176,667          |
| 5022                             | Police Lieutenant                              | 1.00                           | 1.00                | 1.00                | 1.00                  | 152,185             |
| 5005                             | Radio Technician Manager                       | 1.00                           | 1.00                | 1.00                | 1.00                  | 119,249             |
| 5004                             | Radio Technician                               | 2.00                           | 2.00                | 2.00                | 2.00                  | 130,394             |
| 5007                             | Police Records Supervisor                      | 1.00                           | 1.00                | 1.00                | 1.00                  | 87,746              |
| 5013                             | Technical services/CIC Coordinator             | 1.00                           | 1.00                | 1.00                | 1.00                  | 77,125              |
| 6316                             | Communications Manager                         | 1.00                           | 1.00                | 1.00                | 1.00                  | 98,173              |
| 5018                             | Communication Supervisor                       | 4.00                           | 5.00                | 5.00                | 5.00                  | 489,223             |
| 5049                             | Communication Operator III                     | 11.00                          | 11.00               | 11.00               | 11.00                 | 770,878             |
| 5016                             | Communication Operator II                      | 13.00                          | 13.00               | 13.00               | 13.00                 | 776,196             |
| 5015                             | Communication Operator I                       | 10.00                          | 9.00                | 9.00                | 9.00                  | 438,615             |
| 5008                             | Police Property & Evidence Supervisor          | 1.00                           | 1.00                | 1.00                | 1.00                  | 88,501              |
| 5006                             | Property & Evidence Specialist                 | 2.00                           | 2.00                | 2.00                | 2.00                  | 94,432              |
| 5053                             | Police Records Assistant Supervisor            | -                              | -                   | 1.00                | 1.00                  | 63,441              |
| 5012                             | Police Records Technician II                   | 3.00                           | 3.00                | 2.00                | 2.00                  | 122,114             |
| 5011                             | Police Records Clerk I                         | 5.00                           | 5.00                | 5.00                | 5.00                  | 236,307             |
| 8888                             | Overtime                                       | -                              | -                   | -                   | -                     | 300,000             |
| 9999                             | Holiday Pay                                    | -                              | -                   | -                   | -                     | 73,000              |
| <b>TOTAL FULL TIME HEADCOUNT</b> |  | <b>57.00</b>                   | <b>57.00</b>        | <b>57.00</b>        | <b>57.00</b>          | <b>4,294,246</b>    |
| <b>PART TIME POSITIONS</b>       |  |                                |                     |                     |                       |                     |
|                                  | <b>TITLE</b>                                   | <b>HC</b>                      | <b>FTE's</b>        | <b>FTE's</b>        | <b>FTE's</b>          | <b>FTE's</b>        |
| 5046                             | Public Records Digital Media Specialist - P/   | 1.00                           | 0.75                | 0.75                | 0.75                  | 42,181              |
| 5048                             | Police CIC Monitor - P/T                       | 2.00                           | 1.50                | 1.50                | 1.50                  | 91,123              |
| 5041                             | Police Property Clerk - P/T                    | 2.00                           | 1.50                | 1.50                | 1.50                  | 64,353              |
| 9006                             | Clerical Aide - P/T                            | 1.00                           | 0.75                | 0.75                | 0.75                  | 24,668              |
| <b>TOTAL PART TIME FTE's</b>     |  | <b>6.00</b>                    | <b>4.50</b>         | <b>4.50</b>         | <b>4.50</b>           | <b>222,325</b>      |
| <b>TOTAL</b>                     |  | <b>61.50</b>                   | <b>61.50</b>        | <b>61.50</b>        | <b>61.50</b>          | <b>\$ 4,516,571</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021    | 2021-2022    | 2022-2023    | 2023-2024    |
|---|--------------|--------------|--------------|--------------|
|   | ACTUAL       | ACTUAL       | BUDGET       | ESTIMATE     |
| 1000 Salaries                                 | \$ 4,346,299 | \$ 4,164,182 | \$ 4,386,422 | \$ 4,516,571 |
| 2000 Employee Benefits - See Other Cost Dist. | 2,315,280    | 2,437,115    | 2,517,250    | 2,516,963    |
| 3118 Prof Serv - Misc/Other                   | 1,062        | 830          | 36,872       | 9,300        |
| 4400 Rental - Mach & Equip                    | -            | 16,400       | 7,950        | -            |
| 4410 Lease Equipment                          | 12,000       | 12,000       | -            | -            |
| 4500 General Liability Insurance              | 190,379      | 195,321      | 247,165      | 236,392      |
| 4610 Repair/Maint - Office Equip              | 1,233        | 281          | 1,500        | 1,500        |
| 4611 Repair/Maint - Oper Equip                | 9,043        | 44,085       | 33,337       | 60,337       |
| 4630 Service Alloc - Flt Mgmt - Opr           | 56,606       | 61,872       | 35,534       | 23,465       |

**EXPENDITURE DETAIL**

|                                     | <u>2020-2021</u>           | <u>2021-2022</u>           | <u>2022-2023</u>           | <u>2023-2024</u>           |
|-------------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
|                                     | <u>ACTUAL</u>              | <u>ACTUAL</u>              | <u>BUDGET</u>              | <u>ESTIMATE</u>            |
| 4631 Service Alloc - Flt Mgmt - Rpl | -                          | -                          | 34,973                     | 23,852                     |
| 4632 Service Alloc - Flt - Fuel     | -                          | -                          | -                          | 9,355                      |
| 4633 Service Alloc - Gen Services   | 200,226                    | 199,733                    | 213,457                    | 219,143                    |
| 4700 Special Printed Forms          | 2,844                      | 3,593                      | 4,800                      | 4,800                      |
| 4900 Misc Exp - Other               | 651                        | 380                        | 1,400                      | 1,400                      |
| 5100 Supplies - Office              | 13,101                     | 14,746                     | 16,600                     | 16,600                     |
| 5206 Supplies - Food - Event/Resale | 1,163                      | 892                        | 2,906                      | 2,906                      |
| 5208 Supplies - Household & Instit  | 2,864                      | 4,090                      | 5,025                      | 5,025                      |
| 5220 Uniform - Allowance            | 2,070                      | 35,117                     | 51,840                     | 31,200                     |
| 5221 Uniform - Protective (PPE)     | 109                        | 296                        | -                          | -                          |
| 5231 Equipment (Oper) - Minor/Tools | 4,160                      | 4,153                      | 4,675                      | 9,675                      |
| 5242 Parts - Misc Equip             | 36,515                     | 35,083                     | 43,150                     | 36,150                     |
| 5400 Membership Dues/Subscriptions  | 6,006                      | 7,197                      | 8,215                      | 1,165                      |
| 5401 Software Subscriptions & Maint | 146,653                    | 150,464                    | 184,438                    | 164,438                    |
| 5500 Employee Training              | 30,448                     | 15,499                     | 43,224                     | 39,874                     |
| 6405 Equip Repl (Cap) - Misc        | 107,484                    | 32,205                     | 7,560                      | -                          |
| 6425 Equip Adds (Cap) - Misc        | <u>31,477</u>              | <u>-</u>                   | <u>17,000</u>              | <u>-</u>                   |
| <b>TOTAL</b>                        | <b><u>\$ 7,517,673</u></b> | <b><u>\$ 7,435,534</u></b> | <b><u>\$ 7,905,293</u></b> | <b><u>\$ 7,930,111</u></b> |

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



001 GENERAL FUND  
**POLICE DEPARTMENT**  
**5040 PROFESSIONAL STANDARDS DIVISION**  
 521 LAW ENFORCEMENT

**PERSONNEL SCHEDULE**

| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE                 | NUMBER OF AUTHORIZED POSITIONS |                  |                  |                  |                     |
|----------------------------------|---|--------------------------------|------------------|------------------|------------------|---------------------|
|                                  |   | 2020-2021                      | 2021-2022        | 2022-2023        | 2023-2024        |                     |
|                                  |   | ACTUAL                         | ACTUAL           | BUDGET           | ESTIMATE         | SALARIES            |
| <b>FULL TIME POSITIONS</b>       |   | <b>HEADCOUNT</b>               | <b>HEADCOUNT</b> | <b>HEADCOUNT</b> | <b>HEADCOUNT</b> |                     |
| 5026                             | Police Major                            | 1.00                           | 1.00             | 1.00             | 1.00             | \$ 165,046          |
| 5022                             | Police Lieutenant                       | 1.00                           | 1.00             | 1.00             | 1.00             | 150,185             |
| 0813                             | Administrative & Fiscal Affairs Manager | 1.00                           | 1.00             | 1.00             | 1.00             | 85,253              |
| 5021                             | Police Sergeant                         | 3.00                           | 3.00             | 3.00             | 3.00             | 382,621             |
| 5020                             | Police Officer                          | 1.00                           | 1.00             | 1.00             | 1.00             | 59,997              |
| 0305                             | Payroll Clerk                           | 2.00                           | 2.00             | 2.00             | 2.00             | 131,469             |
| 5001                             | Police Training Specialist              | 2.00                           | 2.00             | 2.00             | 2.00             | 126,026             |
| 5014                             | Police Supt. Services Assistant         | 1.00                           | 1.00             | 1.00             | 1.00             | 43,966              |
| 6104                             | Off Duty Coordinator                    | 1.00                           | 1.00             | 1.00             | 1.00             | 43,972              |
| 9999                             | Holiday Pay                             | -                              | -                | -                | -                | 6,500               |
| 8888                             | Overtime                                | -                              | -                | -                | -                | 32,500              |
| <b>TOTAL FULL TIME HEADCOUNT</b> |   | <b>13.00</b>                   | <b>13.00</b>     | <b>13.00</b>     | <b>13.00</b>     | <b>1,227,535</b>    |
| <b>PART TIME POSITIONS</b>       |   | <b>HC</b>                      | <b>FTE's</b>     | <b>FTE's</b>     | <b>FTE's</b>     |                     |
| 0224                             | Police Training Officer - P/T           | 2.00                           | 0.75             | 0.75             | 1.50             | 114,265             |
| 0102                             | Sr. Background Investigator - P/T       | 1.00                           | 0.75             | 0.75             | 0.75             | 68,262              |
| 0075                             | Background Investigator - P/T           | 5.00                           | 3.75             | 3.75             | 3.75             | 229,189             |
| 5028                             | Trainer - P/T                           | 1.00                           | 0.75             | 0.75             | -                | -                   |
| <b>TOTAL PART TIME FTE's</b>     |   | <b>9.00</b>                    | <b>6.00</b>      | <b>6.00</b>      | <b>6.00</b>      | <b>411,716</b>      |
| <b>TOTAL</b>                     |   | <b>19.00</b>                   | <b>19.00</b>     | <b>19.00</b>     | <b>19.00</b>     | <b>\$ 1,639,251</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021    | 2021-2022    | 2022-2023    | 2023-2024    |
|---|--------------|--------------|--------------|--------------|
|   | ACTUAL       | ACTUAL       | BUDGET       | ESTIMATE     |
| 1000 Salaries                                 | \$ 1,113,876 | \$ 1,445,520 | \$ 1,496,170 | \$ 1,639,251 |
| 2000 Employee Benefits - See Other Cost Dist. | 635,242      | 794,469      | 807,163      | 869,357      |
| 3118 Prof Serv - Misc/Other                   | -            | 54           | 13,000       | 13,000       |
| 4500 General Liability Insurance              | 57,252       | 71,279       | 84,002       | 85,797       |
| 4610 Repair/Maint - Office Equip              | 567          | 309          | 300          | 300          |
| 4611 Repair/Maint - Oper Equip                | 4,140        | 1,142        | 4,296        | 4,296        |
| 4630 Service Alloc - Flt Mgmt - Opr           | 64,488       | 68,652       | 54,582       | 52,727       |
| 4631 Service Alloc - Flt Mgmt - Rpl           | -            | -            | 25,429       | 38,931       |
| 4632 Service Alloc - Flt - Fuel               | -            | -            | -            | 23,359       |
| 4633 Service Alloc - Gen Services             | 188,771      | 188,306      | 201,245      | 206,606      |
| 4700 Special Printed Forms                    | 105          | 32           | 7,780        | 7,780        |
| 4910 Misc Exp - Court & Investigate           | 11,973       | 19,984       | 16,962       | 16,962       |

**EXPENDITURE DETAIL**

|                                     | <u>2020-2021</u>           | <u>2021-2022</u>           | <u>2022-2023</u>           | <u>2023-2024</u>           |
|-------------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
|                                     | <u>ACTUAL</u>              | <u>ACTUAL</u>              | <u>BUDGET</u>              | <u>ESTIMATE</u>            |
| 5100 Supplies - Office              | 5,880                      | 10,408                     | 12,691                     | 12,700                     |
| 5200 Supplies - Ammunition          | 62,183                     | 73,361                     | 91,713                     | 94,684                     |
| 5208 Supplies - Household & Instit  | 1,003                      | 854                        | 1,120                      | 1,120                      |
| 5220 Uniform - Allowance            | 70,645                     | 79,442                     | 90,146                     | 89,827                     |
| 5222 Uniform - Purchase/Rental      | 18,500                     | 20,600                     | 22,000                     | 22,715                     |
| 5231 Equipment (Oper) - Minor/Tools | 6,663                      | 6,201                      | 7,500                      | 47,744                     |
| 5242 Parts - Misc Equip             | 17,352                     | 10,822                     | 13,000                     | 13,423                     |
| 5400 Membership Dues/Subscriptions  | 1,385                      | 1,500                      | 3,410                      | 3,410                      |
| 5500 Employee Training              | 103,322                    | 188,886                    | 219,775                    | 186,371                    |
| 6405 Equip Repl (Cap) - Misc        | -                          | 12,600                     | 15,400                     | -                          |
| 6425 Equip Adds (Cap) - Misc        | -                          | 6,800                      | -                          | -                          |
| 8000 Grants - Federal               | 14,650                     | 8,576                      | 4,844                      | -                          |
| 9901 Contingency - Soft Reductions  | -                          | -                          | 28,000                     | -                          |
| <b>TOTAL</b>                        | <b><u>\$ 2,377,997</u></b> | <b><u>\$ 3,009,797</u></b> | <b><u>\$ 3,220,528</u></b> | <b><u>\$ 3,430,360</u></b> |

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



001 GENERAL FUND  
**POLICE DEPARTMENT**  
**5050 SPECIALIZED ENFORCEMENT DIVISION**  
 521 LAW ENFORCEMENT

**PERSONNEL SCHEDULE**

| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE                 | NUMBER OF AUTHORIZED POSITIONS |                  |                  |                  |                     |
|----------------------------------|---|--------------------------------|------------------|------------------|------------------|---------------------|
|                                  |   | 2020-2021                      | 2021-2022        | 2022-2023        | 2023-2024        |                     |
|                                  |   | ACTUAL                         | ACTUAL           | BUDGET           | ESTIMATE         | SALARIES            |
| <b>FULL TIME POSITIONS</b>       |   | <b>HEADCOUNT</b>               | <b>HEADCOUNT</b> | <b>HEADCOUNT</b> | <b>HEADCOUNT</b> |                     |
| 5026                             | Police Major                            | 1.00                           | 1.00             | 1.00             | 1.00             | \$ 163,498          |
| 5022                             | Police Lieutenant                       | 1.00                           | 1.00             | 1.00             | 1.00             | 145,031             |
| 5021                             | Police Sergeant                         | 4.00                           | 4.00             | 4.00             | 4.00             | 496,812             |
| 5020                             | Police Officer                          | 25.00                          | 25.00            | 24.00            | 24.00            | 2,034,809           |
| 0032                             | Police Division Assistant               | 1.00                           | 1.00             | 1.00             | 1.00             | 81,903              |
| 8888                             | Overtime                                | -                              | -                | -                | -                | 141,072             |
| 9999                             | Holiday Pay                             | -                              | -                | -                | -                | 70,000              |
| <b>TOTAL FULL TIME HEADCOUNT</b> |   | <b>32.00</b>                   | <b>32.00</b>     | <b>31.00</b>     | <b>31.00</b>     | <b>3,133,125</b>    |
| <b>PART TIME POSITIONS</b>       |   | <b>HC</b>                      | <b>FTE's</b>     | <b>FTE's</b>     | <b>FTE's</b>     | <b>FTE's</b>        |
| 9004                             | Crossing Guard/Protective Svc Wkr - P/T | 3.00                           | 1.80             | 1.80             | 1.80             | 77,236              |
| 5220                             | Traffic Enforcement Police Officer      | 6.00                           | 3.75             | 3.75             | 3.75             | 430,599             |
| 5000                             | Red Light Camera Coordinator - P?T      | 1.00                           | 0.75             | 0.75             | 0.75             | 44,224              |
| <b>TOTAL PART TIME FTE's</b>     |   | <b>10.00</b>                   | <b>6.30</b>      | <b>6.30</b>      | <b>6.30</b>      | <b>7.05</b>         |
| <b>TOTAL</b>                     |   | <b>38.30</b>                   | <b>38.30</b>     | <b>37.30</b>     | <b>38.05</b>     | <b>\$ 3,685,184</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021    | 2021-2022    | 2022-2023    | 2023-2024    |
|---|--------------|--------------|--------------|--------------|
|   | ACTUAL       | ACTUAL       | BUDGET       | ESTIMATE     |
| 1000 Salaries                                 | \$ 3,468,186 | \$ 3,482,268 | \$ 3,670,887 | \$ 3,685,184 |
| 2000 Employee Benefits - See Other Cost Dist. | 2,305,579    | 2,412,137    | 2,361,452    | 2,278,452    |
| 3118 Prof Serv - Misc/Other                   | -            | 97           | -            | -            |
| 4000 Travel - Local                           | 91           | 381          | 2,000        | 2,000        |
| 4500 General Liability Insurance              | 168,318      | 167,296      | 206,101      | 192,878      |
| 4611 Repair/Maint - Oper Equip                | 17,702       | 14,863       | 19,200       | 18,200       |
| 4630 Service Alloc - Flt Mgmt - Opr           | 415,918      | 457,751      | 242,965      | 203,742      |
| 4631 Service Alloc - Flt Mgmt - Rpl           | -            | -            | 275,497      | 165,142      |
| 4632 Service Alloc - Flt - Fuel               | -            | -            | -            | 122,492      |
| 4700 Special Printed Forms                    | 2,395        | 3,984        | 6,050        | 6,050        |
| 4900 Misc Exp - Other                         | 2,008        | 3,773        | 9,295        | 4,817        |
| 4910 Misc Exp - Court & Investigate           | -            | 1,034        | 1,200        | 1,200        |
| 5100 Supplies - Office                        | 2,619        | 2,897        | 3,500        | 3,500        |
| 5202 Supplies - Chemicals & Photo             | 465          | 423          | 600          | 600          |
| 5206 Supplies - Food - Event/Resale           | -            | 870          | 2,000        | 2,000        |

**EXPENDITURE DETAIL**

|                                     | <u>2020-2021</u>           | <u>2021-2022</u>           | <u>2022-2023</u>           | <u>2023-2024</u>           |
|-------------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
|                                     | <u>ACTUAL</u>              | <u>ACTUAL</u>              | <u>BUDGET</u>              | <u>ESTIMATE</u>            |
| 5220 Uniform - Allowance            | 38,767                     | 41,221                     | 48,915                     | 43,725                     |
| 5231 Equipment (Oper) - Minor/Tools | 4,833                      | 4,610                      | 4,500                      | 4,500                      |
| 5400 Membership Dues/Subscriptions  | 820                        | 662                        | 1,000                      | 1,000                      |
| 5500 Employee Training              | 15,900                     | 23,080                     | 20,000                     | 20,000                     |
| 6405 Equip Repl (Cap) - Misc        | 10,881                     | 7,938                      | 15,000                     | 15,000                     |
| 6425 Equip Adds (Cap) - Misc        | -                          | -                          | -                          | 30,000                     |
| 9901 Contingency - Soft Reductions  | <u>-</u>                   | <u>-</u>                   | <u>3,500</u>               | <u>-</u>                   |
| <b>TOTAL</b>                        | <b><u>\$ 6,454,482</u></b> | <b><u>\$ 6,625,285</u></b> | <b><u>\$ 6,893,662</u></b> | <b><u>\$ 6,800,482</u></b> |

## Action Plan Worksheet



**Action Plan Owner:** Edward J. Hudak, Jr., Chief of Police

**Action Plan Name:** 1.2.3-1 Achieve police response time of 90% of responses within 9 minutes of call for non-emergency and 5 minutes for emergency calls by 2025

**Strategic plan alignment:**

- Objective - 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community
  - Goal 2 - Attain world-class performance levels in public safety

**KEY tasks that must be accomplished, deliverables, and measures of success:**

| What must be done  | By When   | How will it be evident                                       |
|--|-----------|--|
| Officer Wellness Program (Pilot) to help ensure sufficient officer availability  | 07/31/22  | PSA executed and employee attendance at wellness sessions.   |
| ProQA software acquisition and implementation  | 02/28/23  | IT acquisition and implementation in Communications Section. |
| Communications Section staffing shortfalls eliminated  | 05/31/23  | Full staffing of Communications Section budgeted positions.  |
| Department staffing – Alignment and expansion of budgeted positions in critical areas of Department  | 01/01/24  | Changes approved by City Manager                             |
| Response Fleet Vehicles and Equipment Standards – Align all response fleet vehicles and equipment to law enforcement standards – technology, safety, enforcement capabilities. | 01/01/24  | Inspection checklists  |
| Department-wide Training of Personnel – Incorporation of simulation systems and broadening training curriculum   | 09/30/25  | Attendance rosters   |
| PSI Meetings – Review of crime rates, response times, crash rates, other performance metrics.  | Quarterly | Meeting minutes  |

**Resource requirements:**

- Time:
  - Program / Subject Matter Experts – IT and consultants needed for critical software replacements, BWC Program implementation, and other technological needs. Fleet SMEs, particularly for vehicles and associated law enforcement technology/equipment, will be needed. Additional physical trainers and wellness experts for officer safety and wellness programs. Also, possible SMEs for quality assurance for Communications and the Department.

- Finances:

| \$ Amount          | Purpose  |
|--------------------|--|
| \$1,500,000        | Estimated <i>annual</i> costs foreseen regarding BWC Program – ongoing equipment, video storage, redaction, training, and software components.   |
| \$1,500,000        | Estimated costs for software requirements, including ProQA ongoing needs, Communications Section technology needs, other department-wide software initiatives.                           |
| \$375,000          | Estimated <i>annual</i> costs foreseen for capital matrix replacement of Police & Fire Headquarters equipment to enhance training, wellness, reporting capabilities, and response times. |
| \$300,000          | Equipment needs for Department related to Fleet technology replacements and advancements.  |
| \$250,000          | Funds needed for Department staffing based on strategic needs assessment of operations and budgeted positions.   |
| \$150,000          | Overtime funds to properly budget for the overtime usage of each Police Division (includes backfill for training and task forces).   |
| \$50,000           | Increase funds needed for training budget to conduct and expand necessary trainings to Department personnel (including specialized training).  |
| \$7,000            | Enhancement and replacements needed for existing equipment related to prisoner van.  |
| \$25,000           | Anticipated expenses for an ongoing Officer Wellness Program.  |
| <b>\$4,157,000</b> | <b>Total</b>   |

- Technology:

- 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:**

| Measure  | Target   | Date                             |             |                                      |                                  |          |     |     |          |     |     |          |      |      |
|--|--|----------------------------------|-------------|--------------------------------------|----------------------------------|----------|-----|-----|----------|-----|-----|----------|------|------|
| Unit travel time   | Non-emergency: 9 minutes or less;<br>Emergency: 5 minutes or less. | 09/30/25                         |             |                                      |                                  |          |     |     |          |     |     |          |      |      |
| <div style="text-align: center;"> <h3>Unit Travel Time</h3> <table border="1"> <caption>Unit Travel Time Performance Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Non-emergency: 9 Minutes or Less (%)</th> <th>Emergency: 5 Minutes or Less (%)</th> </tr> </thead> <tbody> <tr> <td>FY23 (P)</td> <td>90%</td> <td>90%</td> </tr> <tr> <td>FY24 (P)</td> <td>95%</td> <td>95%</td> </tr> <tr> <td>FY25 (P)</td> <td>100%</td> <td>100%</td> </tr> </tbody> </table> </div> |  |                                  | Fiscal Year | Non-emergency: 9 Minutes or Less (%) | Emergency: 5 Minutes or Less (%) | FY23 (P) | 90% | 90% | FY24 (P) | 95% | 95% | FY25 (P) | 100% | 100% |
| Fiscal Year  | Non-emergency: 9 Minutes or Less (%)                               | Emergency: 5 Minutes or Less (%) |             |                                      |                                  |          |     |     |          |     |     |          |      |      |
| FY23 (P)   | 90%  | 90%                              |             |                                      |                                  |          |     |     |          |     |     |          |      |      |
| FY24 (P)   | 95%  | 95%                              |             |                                      |                                  |          |     |     |          |     |     |          |      |      |
| FY25 (P)   | 100%   | 100%                             |             |                                      |                                  |          |     |     |          |     |     |          |      |      |
| Essential training of personnel  | 100% of personnel  | 09/30/25                         |             |                                      |                                  |          |     |     |          |     |     |          |      |      |
| Officer Wellness Program participation   | 50%  | 09/30/25                         |             |                                      |                                  |          |     |     |          |     |     |          |      |      |
| Communications section staffing levels   | 95%  | 09/30/25                         |             |                                      |                                  |          |     |     |          |     |     |          |      |      |
| Percent of response vehicle fleet meeting law enforcement standards  | 70%  | 09/30/25                         |             |                                      |                                  |          |     |     |          |     |     |          |      |      |
| Percent of response officer availability   | 75%  | 09/30/25                         |             |                                      |                                  |          |     |     |          |     |     |          |      |      |

**Frequency & venue of review:**

- Weekly meetings with Department Senior Staff for briefings on Division activities, goals, events.
- Monthly report detailing audits of crash reports and other crime statistics.
- Quarterly PSI meetings with other City Department Heads and internal stakeholders.
- Quarterly Review & Analysis meetings

**Who are the stakeholders / what is the anticipated impact on them?**

| Stakeholder Group           | Potential positive impact  | Potential negative impact   |
|-----------------------------|--|---|
| Police Department employees | <ul style="list-style-type: none"> <li>• Safer work environment;</li> <li>• Career development and skills enhancement opportunities;</li> <li>• Improved job satisfaction and engagement;</li> <li>• Better health and safety of officers and employees</li> </ul> | <ul style="list-style-type: none"> <li>• Training and changes require time, effort, and input from employees.</li> </ul>                |
| Sr. Leadership              | <ul style="list-style-type: none"> <li>• Overall improved performance from staff.</li> </ul>   | <ul style="list-style-type: none"> <li>• Required involvement to direct necessary changes.</li> </ul>                                   |
| Residents and Public        | <ul style="list-style-type: none"> <li>• Improved satisfaction with police response times</li> <li>• Less chance of victimization</li> <li>• Reduced exposure to dollar amount awards resulting from civil suits</li> </ul>  | <ul style="list-style-type: none"> <li>• Resources required to implement these changes are not available for other projects.</li> </ul> |

**What are the positive and negative financial impacts (costs / benefits and return on investment)?**

- Money:
  - Costs: \$4.15 million in costs needed to support Department strategic plans.
  - Benefits: Undetermined savings from having healthier officers and reduced exposure to dollar amount awards resulting from civil suits.
  - Return on investment should be seen annually as plans are implemented and evaluations are conducted.
- Other benefits:
  - Better resident and public response to law enforcement.

## Action Plan Worksheet



**Action Plan Owner:** Edward J. Hudak, Jr., Chief of Police

**Action Plan Name:** 1.2.4-1 Maintain at least 90th percentile performance for crime rates within the State of Florida for similar sized cities

**Strategic plan alignment:**

- Objective - 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community
  - Goal 2 - Attain world-class performance levels in public safety

**KEY tasks that must be accomplished, deliverables, and measures of success:**

| What must be done                              | By When   | How will it be evident   |
|--|-----------|--|
| Complete and evaluate transition to NIBRS      | 10/01/22  | Analysis, compliance with FDLE standards and successful FDLE audits.   |
| Body-Worn Cameras (BWC) Program implementation | 10/01/23  | RFP completion, City Commission approval, contract execution; followed by equipment acquisition and training of personnel. |
| Citywide lighting review and implementation    | 12/31/22  | Public Works progress reports by neighborhood.   |
| TASER Replacement Cycle                        | 01/01/24  | Initiate new cycle of TASER replacement (previous cycle ends in FY23).   |
| Department staffing                            | 01/01/24  | Alignment and expansion of budgeted positions to assess critical areas of Department.                                      |
| CAD replacement                                | 07/31/24  | IT and Police evaluation of software, procurement, and implementation.   |
| Department-wide Training of Personnel          | 09/30/25  | Incorporation of simulation systems and broadening training curriculum.  |
| CALEA Accreditation On-Site Review             | 12/01/25  | Awarding of re-accreditation with excellence.  |
| PSI Meetings                                   | Quarterly | Review of crime rates, response times, crash rates, other performance metrics.   |

**Resource requirements:**

- Time:
  - Program / Subject Matter Experts – IT and consultants needed for critical software replacements (CAD), BWC Program implementation, and other technological needs. SMEs from City regarding lightning needs will be critical to key tasks.

- Finances:

| \$ Amount          | Purpose  |
|--------------------|--|
| \$1,500,000        | Estimated <i>annual</i> costs foreseen regarding BWC Program – ongoing equipment, video storage, redaction, training, and software components                    |
| \$1,500,000        | Estimated costs for software requirements, including CAD replacement, other Communications Section technology needs, other department-wide software initiatives. |
| \$750,000          | Estimated costs for new five-year replacement cycle for existing TASER units.  |
| \$250,000          | Funds needed for Department staffing based on strategic needs assessment of operations and budgeted positions.   |
| \$150,000          | Overtime funds to properly budget for the overtime usage of each Police Division (includes backfill for officer training and ongoing NIBRS improvements).        |
| \$50,000           | Increase funds needed for training budget to conduct and expand necessary trainings to Department personnel (including specialized training).                    |
| <b>\$4,200,000</b> | <b>Total</b>   |

- Technology:

- Enhancement and replacements needed for TASER replacement cycle and prisoner holding cells.
- Enhancements for Department-wide training.

- Knowledge/Training:

- All staff – 100 hours of training.

- Other

- Fleet of vehicles requiring upgrade to latest models and available law enforcement technology, as well as associated equipment for the vehicles.

**Short- & Longer-term measures of success, targets and / or time horizons:**

| Measure   | Target                   | Date                             |                   |                        |                      |                   |                       |                     |                  |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |          |       |       |       |      |      |      |          |       |       |       |      |      |      |          |     |       |     |      |      |      |          |     |       |     |      |      |      |
|---|--------------------------|----------------------------------|-------------------|------------------------|----------------------|-------------------|-----------------------|---------------------|------------------|------|-------|-------|-------|------|------|------|------|-------|-------|-------|------|------|------|------|-------|-------|-------|------|------|------|------|-------|-------|-------|------|------|------|------|-------|-------|-------|------|------|------|----------|-------|-------|-------|------|------|------|----------|-------|-------|-------|------|------|------|----------|-----|-------|-----|------|------|------|----------|-----|-------|-----|------|------|------|
| UCR/NIBRS comparison crime rates  | 5-10% reduction annually | 09/30/23<br>09/30/24<br>09/30/25 |                   |                        |                      |                   |                       |                     |                  |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |          |       |       |       |      |      |      |          |       |       |       |      |      |      |          |     |       |     |      |      |      |          |     |       |     |      |      |      |
| <div style="text-align: center;"> <h3>UCR Crime Rates</h3> <p><b>GOOD</b> ↓</p> </div> <table border="1"> <caption>UCR Crime Rates Data (Estimated from Chart)</caption> <thead> <tr> <th>Year</th> <th>Coral Gables Incidents</th> <th>Boca Raton Incidents</th> <th>Jupiter Incidents</th> <th>Coral Gables Rate (%)</th> <th>Boca Raton Rate (%)</th> <th>Jupiter Rate (%)</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>1,400</td> <td>2,700</td> <td>1,300</td> <td>2.4%</td> <td>3.1%</td> <td>1.9%</td> </tr> <tr> <td>2018</td> <td>1,300</td> <td>2,500</td> <td>1,100</td> <td>2.2%</td> <td>2.9%</td> <td>1.7%</td> </tr> <tr> <td>2019</td> <td>1,400</td> <td>2,300</td> <td>1,150</td> <td>2.1%</td> <td>2.7%</td> <td>1.6%</td> </tr> <tr> <td>2020</td> <td>1,200</td> <td>2,200</td> <td>1,100</td> <td>1.9%</td> <td>2.6%</td> <td>1.5%</td> </tr> <tr> <td>2021</td> <td>1,100</td> <td>2,150</td> <td>1,050</td> <td>1.8%</td> <td>2.5%</td> <td>1.4%</td> </tr> <tr> <td>2022 (P)</td> <td>1,050</td> <td>2,100</td> <td>1,050</td> <td>1.7%</td> <td>2.4%</td> <td>1.3%</td> </tr> <tr> <td>2023 (P)</td> <td>1,000</td> <td>2,050</td> <td>1,000</td> <td>1.6%</td> <td>2.3%</td> <td>1.2%</td> </tr> <tr> <td>2024 (P)</td> <td>950</td> <td>2,000</td> <td>950</td> <td>1.5%</td> <td>2.2%</td> <td>1.1%</td> </tr> <tr> <td>2025 (P)</td> <td>900</td> <td>1,950</td> <td>900</td> <td>1.4%</td> <td>2.1%</td> <td>1.0%</td> </tr> </tbody> </table> |                          |                                  | Year              | Coral Gables Incidents | Boca Raton Incidents | Jupiter Incidents | Coral Gables Rate (%) | Boca Raton Rate (%) | Jupiter Rate (%) | 2017 | 1,400 | 2,700 | 1,300 | 2.4% | 3.1% | 1.9% | 2018 | 1,300 | 2,500 | 1,100 | 2.2% | 2.9% | 1.7% | 2019 | 1,400 | 2,300 | 1,150 | 2.1% | 2.7% | 1.6% | 2020 | 1,200 | 2,200 | 1,100 | 1.9% | 2.6% | 1.5% | 2021 | 1,100 | 2,150 | 1,050 | 1.8% | 2.5% | 1.4% | 2022 (P) | 1,050 | 2,100 | 1,050 | 1.7% | 2.4% | 1.3% | 2023 (P) | 1,000 | 2,050 | 1,000 | 1.6% | 2.3% | 1.2% | 2024 (P) | 950 | 2,000 | 950 | 1.5% | 2.2% | 1.1% | 2025 (P) | 900 | 1,950 | 900 | 1.4% | 2.1% | 1.0% |
| Year  | Coral Gables Incidents   | Boca Raton Incidents             | Jupiter Incidents | Coral Gables Rate (%)  | Boca Raton Rate (%)  | Jupiter Rate (%)  |                       |                     |                  |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |          |       |       |       |      |      |      |          |       |       |       |      |      |      |          |     |       |     |      |      |      |          |     |       |     |      |      |      |
| 2017  | 1,400                    | 2,700                            | 1,300             | 2.4%                   | 3.1%                 | 1.9%              |                       |                     |                  |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |          |       |       |       |      |      |      |          |       |       |       |      |      |      |          |     |       |     |      |      |      |          |     |       |     |      |      |      |
| 2018  | 1,300                    | 2,500                            | 1,100             | 2.2%                   | 2.9%                 | 1.7%              |                       |                     |                  |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |          |       |       |       |      |      |      |          |       |       |       |      |      |      |          |     |       |     |      |      |      |          |     |       |     |      |      |      |
| 2019  | 1,400                    | 2,300                            | 1,150             | 2.1%                   | 2.7%                 | 1.6%              |                       |                     |                  |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |          |       |       |       |      |      |      |          |       |       |       |      |      |      |          |     |       |     |      |      |      |          |     |       |     |      |      |      |
| 2020  | 1,200                    | 2,200                            | 1,100             | 1.9%                   | 2.6%                 | 1.5%              |                       |                     |                  |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |          |       |       |       |      |      |      |          |       |       |       |      |      |      |          |     |       |     |      |      |      |          |     |       |     |      |      |      |
| 2021  | 1,100                    | 2,150                            | 1,050             | 1.8%                   | 2.5%                 | 1.4%              |                       |                     |                  |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |          |       |       |       |      |      |      |          |       |       |       |      |      |      |          |     |       |     |      |      |      |          |     |       |     |      |      |      |
| 2022 (P)  | 1,050                    | 2,100                            | 1,050             | 1.7%                   | 2.4%                 | 1.3%              |                       |                     |                  |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |          |       |       |       |      |      |      |          |       |       |       |      |      |      |          |     |       |     |      |      |      |          |     |       |     |      |      |      |
| 2023 (P)  | 1,000                    | 2,050                            | 1,000             | 1.6%                   | 2.3%                 | 1.2%              |                       |                     |                  |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |          |       |       |       |      |      |      |          |       |       |       |      |      |      |          |     |       |     |      |      |      |          |     |       |     |      |      |      |
| 2024 (P)  | 950                      | 2,000                            | 950               | 1.5%                   | 2.2%                 | 1.1%              |                       |                     |                  |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |          |       |       |       |      |      |      |          |       |       |       |      |      |      |          |     |       |     |      |      |      |          |     |       |     |      |      |      |
| 2025 (P)  | 900                      | 1,950                            | 900               | 1.4%                   | 2.1%                 | 1.0%              |                       |                     |                  |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |          |       |       |       |      |      |      |          |       |       |       |      |      |      |          |     |       |     |      |      |      |          |     |       |     |      |      |      |
| Essential training of personnel   | 100% of personnel        | 09/30/25                         |                   |                        |                      |                   |                       |                     |                  |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |      |       |       |       |      |      |      |          |       |       |       |      |      |      |          |       |       |       |      |      |      |          |     |       |     |      |      |      |          |     |       |     |      |      |      |

**Frequency & venue of review:**

- Weekly meetings with Senior Staff for briefings on Division activities, goals, events.
- Monthly report detailing audits of crash reports and other crime statistics.
- Quarterly PSI meetings with other City Department Heads and internal stakeholders.
- Monthly meetings with City Manager.

**Who are the stakeholders / what is the anticipated impact on them?**

| Stakeholder Group           | Potential positive impact  | Potential negative impact  |
|-----------------------------|--|--|
| Police Department employees | <ul style="list-style-type: none"> <li>• Safer work environment;</li> <li>• Career development and skills enhancement opportunities;</li> <li>• Improved job satisfaction and engagement.</li> </ul> | <ul style="list-style-type: none"> <li>• Training and changes require time, effort, and input from employees.</li> </ul>                       |
| Sr. Leadership              | <ul style="list-style-type: none"> <li>• Overall improved performance from staff.</li> </ul>   | <ul style="list-style-type: none"> <li>• Required involvement to direct necessary changes.</li> </ul>  |
| Residents and Public        | <ul style="list-style-type: none"> <li>• Less chance of victimization.</li> </ul>  | <ul style="list-style-type: none"> <li>• Resources required to implement these changes will not be available for other initiatives.</li> </ul> |

**What are the positive and negative financial impacts (costs / benefits and return on investment)?**

- Money:
  - Costs: \$4.20 million in costs needed to support Department strategic plans.
  - Benefits: Reduced crime, increased/quicker response rate, better health and safety of officers and employees, increase capabilities of law enforcement, and reduced exposure to dollar amount awards resulting from civil suits.
  - Return on investment should be seen annually as plans are implemented and evaluations are conducted.
- Other benefits:
  - Better resident and public response to law enforcement.

## Action Plan Worksheet



**Action Plan Owner:** Edward J. Hudak, Jr., Chief of Police

**Action Plan Name:** 1.2.5-1 Reduce crash rates by 5% annually

**Strategic plan alignment:**

- Objective - 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community
  - Goal 2 - Attain world-class performance levels in public safety

**KEY tasks that must be accomplished, deliverables, and measures of success:**

| What must be done   | By When   | How will it be evident  |
|---|-----------|---|
| Citywide lighting review and implementation   | 12/31/22  | Public Works progress reports by neighborhood   |
| Acquisition of Meridian barricades and associated safety equipment  | 01/01/23  | Barricades on hand  |
| Department staffing   | 01/01/24  | Alignment and expansion of budgeted positions to assess critical areas of Department. |
| Department-wide Training of Personnel   | 09/30/25  | Incorporation of simulation systems and broadening training curriculum.               |
| Audit of traffic accidents and top locations  | Monthly   | Monthly audit reports from SED.   |
| Education campaigns for public on high accident locations, DUI initiatives, pedestrian safety, bicycle safety, etc. | Quarterly | Review of reports on education campaigns and initiatives.                             |
| PSI Meetings  | Quarterly | Review of crime rates, response times, crash rates, other performance metrics.        |
| Review of crash rates and fatalities trends and mitigation approaches   | Annually  | Report showing trends, analysis, and objectives.                                      |

**Resource requirements:**

- Time:
  - Program / Subject Matter Experts –
    - IT and consultants needed for critical software replacements, equipment acquisition, and other technological needs. Total amount of time to be determined.
    - SMEs from City regarding lightning needs will be critical to key tasks. Total amount of time to be determined.
    - SMEs for training and equipment assistance to reduce crash rates and minimize fatalities. Total amount of time to be determined.

- Finances:

| \$ Amount        | Purpose   |
|------------------|---|
| \$300,000        | Equipment needs for Department related to technology replacements and advancements.   |
| \$200,000        | Safety equipment to secure road closures and public at special events and other City events.  |
| \$25,000         | Anticipated cost for traffic mitigation and traffic certification trainings for crash reduction (costs might be supplemented by FDOT grants). |
| <b>\$525,000</b> | <b>Total</b>  |

- Technology:

- o Enhancement and replacements needed for traffic mitigation and education campaigns.
- o Enhancements for Department-wide training.

- Knowledge/Training:

- o All staff – 100 hours of training.

**Short- & Longer-term measures of success, targets and / or time horizons:**

| Measure  | Target  | Date                             |                                |                              |                       |                                |                         |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |          |       |       |      |      |          |       |       |      |      |          |       |       |      |      |          |       |       |      |      |
|--|---|----------------------------------|--------------------------------|------------------------------|-----------------------|--------------------------------|-------------------------|------|-------|-------|------|------|------|-------|-------|------|------|------|-------|-------|------|------|------|-------|-------|------|------|------|-------|-------|------|------|----------|-------|-------|------|------|----------|-------|-------|------|------|----------|-------|-------|------|------|----------|-------|-------|------|------|
| Crash rates  | 5% reduction annually of traffic accidents over 2022 baseline | 09/30/23<br>09/30/24<br>09/30/25 |                                |                              |                       |                                |                         |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |          |       |       |      |      |          |       |       |      |      |          |       |       |      |      |          |       |       |      |      |
| <p><b>Traffic Accident Rates</b></p> <p>GOOD ↓</p> <table border="1"> <caption>Estimated Data from Traffic Accident Rates Chart</caption> <thead> <tr> <th>Year</th> <th>Coral Gables Total Accidents</th> <th>Davie Total Accidents</th> <th>Coral Gables Accident Rate (%)</th> <th>Davie Accident Rate (%)</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>3,400</td> <td>4,200</td> <td>6.5%</td> <td>4.8%</td> </tr> <tr> <td>2018</td> <td>3,100</td> <td>4,600</td> <td>6.2%</td> <td>4.6%</td> </tr> <tr> <td>2019</td> <td>3,100</td> <td>4,600</td> <td>6.2%</td> <td>4.6%</td> </tr> <tr> <td>2020</td> <td>1,800</td> <td>4,600</td> <td>3.5%</td> <td>3.3%</td> </tr> <tr> <td>2021</td> <td>2,300</td> <td>4,400</td> <td>4.2%</td> <td>3.3%</td> </tr> <tr> <td>2022 (P)</td> <td>2,100</td> <td>4,600</td> <td>3.9%</td> <td>3.3%</td> </tr> <tr> <td>2023 (P)</td> <td>2,000</td> <td>3,400</td> <td>3.9%</td> <td>3.3%</td> </tr> <tr> <td>2024 (P)</td> <td>1,900</td> <td>3,200</td> <td>3.8%</td> <td>3.3%</td> </tr> <tr> <td>2025 (P)</td> <td>1,800</td> <td>3,100</td> <td>3.7%</td> <td>3.3%</td> </tr> </tbody> </table> |   |                                  | Year                           | Coral Gables Total Accidents | Davie Total Accidents | Coral Gables Accident Rate (%) | Davie Accident Rate (%) | 2017 | 3,400 | 4,200 | 6.5% | 4.8% | 2018 | 3,100 | 4,600 | 6.2% | 4.6% | 2019 | 3,100 | 4,600 | 6.2% | 4.6% | 2020 | 1,800 | 4,600 | 3.5% | 3.3% | 2021 | 2,300 | 4,400 | 4.2% | 3.3% | 2022 (P) | 2,100 | 4,600 | 3.9% | 3.3% | 2023 (P) | 2,000 | 3,400 | 3.9% | 3.3% | 2024 (P) | 1,900 | 3,200 | 3.8% | 3.3% | 2025 (P) | 1,800 | 3,100 | 3.7% | 3.3% |
| Year   | Coral Gables Total Accidents                                  | Davie Total Accidents            | Coral Gables Accident Rate (%) | Davie Accident Rate (%)      |                       |                                |                         |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |          |       |       |      |      |          |       |       |      |      |          |       |       |      |      |          |       |       |      |      |
| 2017   | 3,400   | 4,200                            | 6.5%                           | 4.8%                         |                       |                                |                         |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |          |       |       |      |      |          |       |       |      |      |          |       |       |      |      |          |       |       |      |      |
| 2018   | 3,100   | 4,600                            | 6.2%                           | 4.6%                         |                       |                                |                         |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |          |       |       |      |      |          |       |       |      |      |          |       |       |      |      |          |       |       |      |      |
| 2019   | 3,100   | 4,600                            | 6.2%                           | 4.6%                         |                       |                                |                         |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |          |       |       |      |      |          |       |       |      |      |          |       |       |      |      |          |       |       |      |      |
| 2020   | 1,800   | 4,600                            | 3.5%                           | 3.3%                         |                       |                                |                         |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |          |       |       |      |      |          |       |       |      |      |          |       |       |      |      |          |       |       |      |      |
| 2021   | 2,300   | 4,400                            | 4.2%                           | 3.3%                         |                       |                                |                         |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |          |       |       |      |      |          |       |       |      |      |          |       |       |      |      |          |       |       |      |      |
| 2022 (P)   | 2,100   | 4,600                            | 3.9%                           | 3.3%                         |                       |                                |                         |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |          |       |       |      |      |          |       |       |      |      |          |       |       |      |      |          |       |       |      |      |
| 2023 (P)   | 2,000   | 3,400                            | 3.9%                           | 3.3%                         |                       |                                |                         |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |          |       |       |      |      |          |       |       |      |      |          |       |       |      |      |          |       |       |      |      |
| 2024 (P)   | 1,900   | 3,200                            | 3.8%                           | 3.3%                         |                       |                                |                         |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |          |       |       |      |      |          |       |       |      |      |          |       |       |      |      |          |       |       |      |      |
| 2025 (P)   | 1,800   | 3,100                            | 3.7%                           | 3.3%                         |                       |                                |                         |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |          |       |       |      |      |          |       |       |      |      |          |       |       |      |      |          |       |       |      |      |
| Essential training of personnel  | 100% of personnel   | 09/30/25                         |                                |                              |                       |                                |                         |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |      |       |       |      |      |          |       |       |      |      |          |       |       |      |      |          |       |       |      |      |          |       |       |      |      |

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|-----------------------------|--|--|
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| Sr. Leadership              | <ul style="list-style-type: none"><li>• Overall improved performance from staff.</li></ul>   | <ul style="list-style-type: none"><li>• Leadership time required to direct and implement necessary changes is not available for other initiatives.</li></ul>               |
| Residents and Public        | <ul style="list-style-type: none"><li>• Less chance of victimization.</li></ul>  | <ul style="list-style-type: none"><li>• Resources expended to implement these changes are not available for other initiatives.</li></ul>                                   |

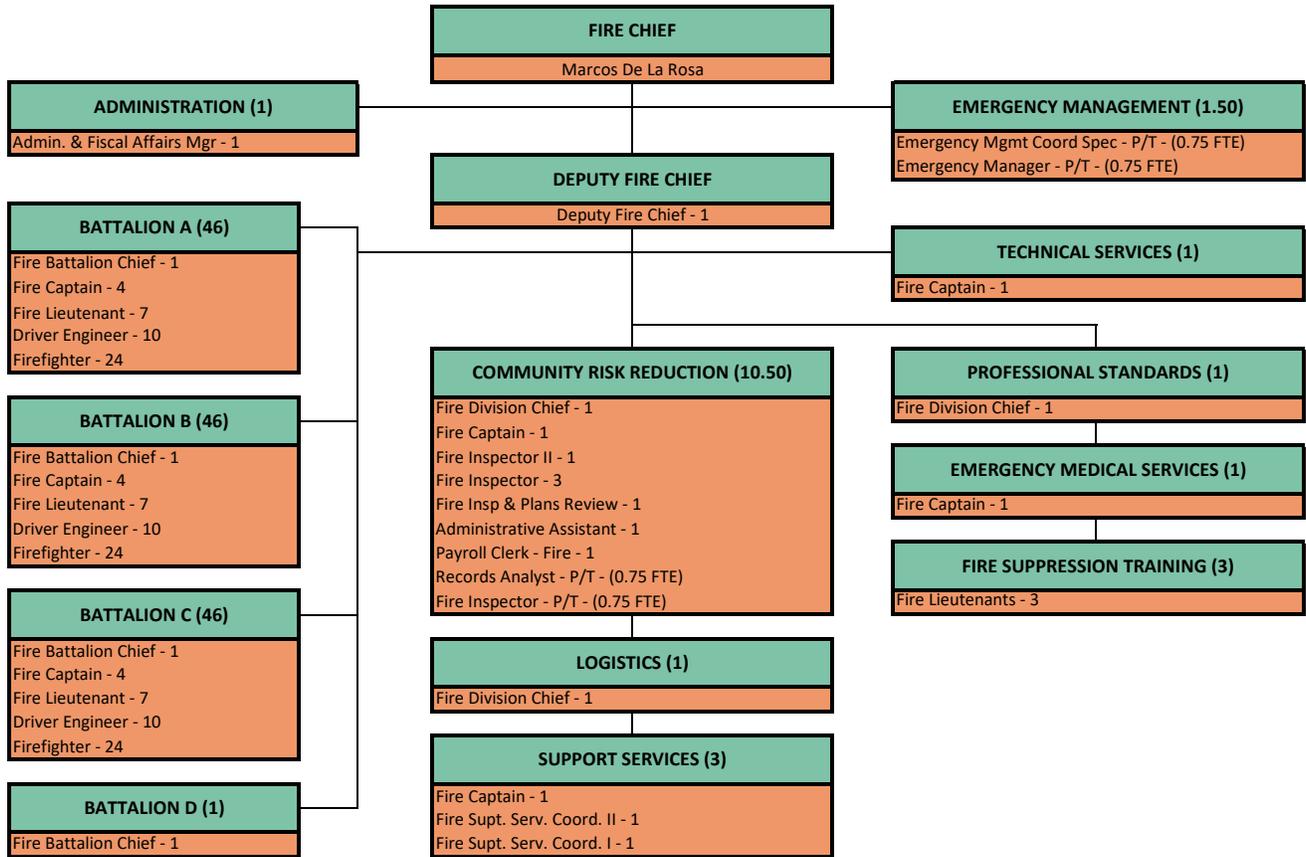
**What are the positive and negative financial impacts (costs / benefits and return on investment)?**

- Money:
  - Costs: \$225,000 in costs needed to support Department strategic plans.
  - Benefits: Undetermined savings from the results of reduced crime, increased/quicker response rate, better health and safety of officers and employees, increase capabilities of law enforcement, and reduced exposure to dollar amount awards resulting from civil suits.
  - Return on investment should be seen annually as plans are implemented and evaluations are conducted.
- Other benefits:
  - Better resident and public response to law enforcement.

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**

**FIRE**

**ORGANIZATION CHART**



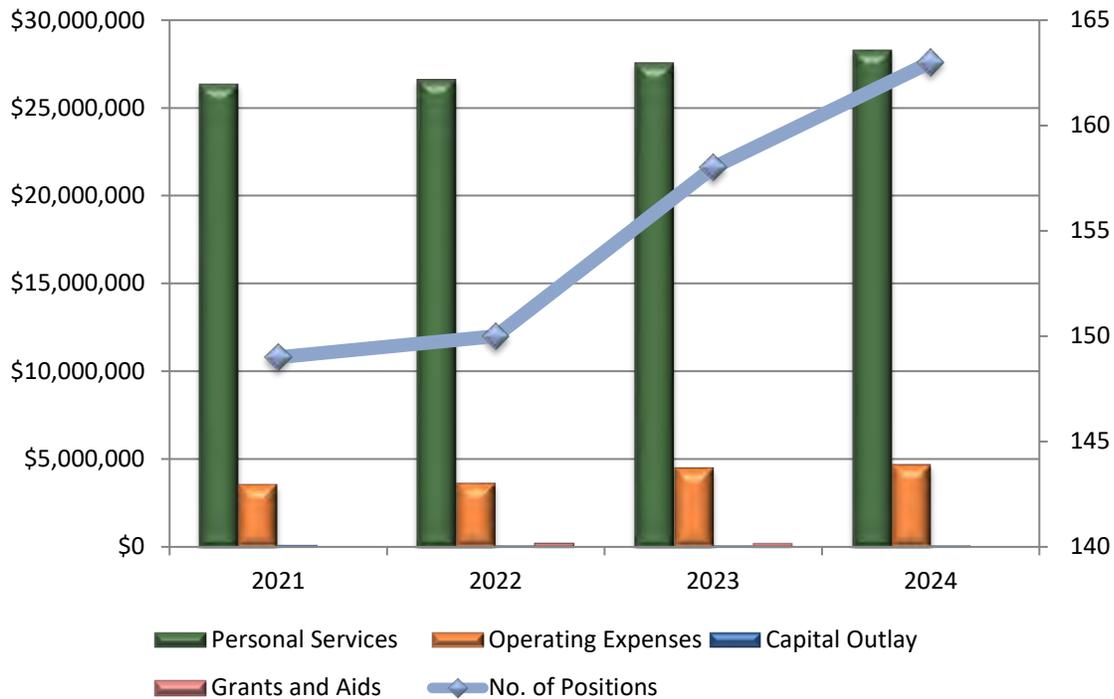
**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



**FIRE DEPARTMENT  
BUDGET AND POSITION SUMMARY**

|                                    | <u>2020-2021<br/>ACTUAL</u> | <u>2021-2022<br/>ACTUAL</u> | <u>2022-2023<br/>BUDGET</u> | <u>2023-2024<br/>ESTIMATE</u> |
|------------------------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| Salaries & Benefits                | 26,371,622                  | 26,641,899                  | 27,587,283                  | 28,306,364                    |
| Operating Expenses                 | 3,559,125                   | 3,630,097                   | 4,488,207                   | 4,674,770                     |
| Capital Outlay                     | 100,742                     | 72,139                      | 74,195                      | 74,195                        |
| Grants and Aids                    | -                           | 210,899                     | 181,441                     | -                             |
| <b>Total</b>                       | <u><b>30,031,489</b></u>    | <u><b>30,555,034</b></u>    | <u><b>32,331,126</b></u>    | <u><b>33,055,329</b></u>      |
| <br>                               |                             |                             |                             |                               |
| Full Time Headcount                | 147.00                      | 148.00                      | 155.00                      | 160.00                        |
| Part Time FTE's                    | 2.25                        | 2.25                        | 3.00                        | 3.00                          |
| <b>Total Headcount &amp; FTE's</b> | <u><b>149.25</b></u>        | <u><b>150.25</b></u>        | <u><b>158.00</b></u>        | <u><b>163.00</b></u>          |

**EXPENDITURE/PERSONNEL COMPARISONS**



# Fire

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## Department Function:

The Coral Gables Fire Department's principal objective is the protection and preservation of life and property. This is accomplished through two distinct functions:

### **Emergency Services**

Emergency Services provides for the immediate response to any emergency that may occur in the City of Coral Gables. Primary Functions are fire suppression, emergency medical services, and specialized rescue.

### **Community Risk Reduction**

Community Risk Reduction provides for programs, actions and services which prevent or preserve the loss of life and property through the identification and prioritization of specific risks to the community. Primary Functions are fire and life safety inspections, public education, fire code enforcement and plans review.

The Fire Department is comprised of the Office of the Fire Chief and four divisions. The Fire Chief is supported by a Deputy Fire Chief, Administrative staff, and a Medical Director. Emergency services and Department operations are under the direction of the Deputy Chief. The Deputy Chief coordinates all Division functions in conjunction with ensuring an effective and efficient emergency response.

The **Professional Standards Division** has the overall responsibility for the training and development of all personnel. This division administers and coordinates the public education programs for the community, in conjunction with the Fire Prevention Division. The Professional Compliance Division is the coordinating point for ensuring compliance with Commission of Fire Accreditation International (CFAI) as well as Insurance Services Organization ISO Class 1 designation.

The **Fire Prevention Division** coordinates all Community Risk Reduction (CRR) programs. Amongst the CRR functions are fire and life safety inspections, code compliance, plans review, and public education programs. The Division oversees compliance with the insurance services office (ISO) requirements for our Class 1 Fire Department rating.

The **Logistics & Capital Planning Division** is responsible for the logistical support of all Fire Department operations. The Division manages and coordinates the maintenance and accountability of all Department assets. The Logistics Division is the coordinating point for the procurement and inventory of capital and Department assets. The Division Chief or their designee serves as the project manager for all Department capital projects to include fire apparatus and facilities.

The **Technical Service Division** is responsible for working in conjunction with the Police Department Technical Division for fire -rescue 911 communications as well as the Information Technology Department for fire rescue IT systems. The Division works to establish best practices in the response and coordination of fire – rescue communications at the 911 Communications Center as well as the management of the fire radio system. The Division manages the records management systems for the Fire Department.

## Department Goals:

1. Provide exceptional services that meet or exceed the requirements and expectations of our community.
2. Ensure the financial ability to provide essential services that promote a high quality of life, health, and safety to the residents, businesses, and workforce.
3. Develop a process driven organization through validated processes and procedures.
4. Provide professional career paths through education and training programs for all stakeholders.
5. Develop and provide robust Community Risk Reduction programs.
6. Identify innovative and progressive service delivery models and methodologies.
7. Meet or exceed the City's mission, vision, core values and goals outlined in adopted Strategic Plan.
8. Prevent, prepare, protect, mitigate, and respond to all hazards.

**CITY OF CORAL GABLES, FLORIDA**  
**2023-2024 BUDGET ESTIMATE**

**FIRE**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS**

- ✓ **Fire Engine 2:** The design and build of this apparatus began over a year ago when the logistics team sat at the drawing board for the initial design. Thoughtful placement of our very important equipment was paramount, resulting in countless hours being spent on the design. In the industry, Pierce Fire Trucks are at the top of their class. The new fire engine set to be deployed at Fire Station 2 is the greatest example of Innovation, Quality, Ergonomics, Safety, and Serviceability. With the reduced wheelbase, TAK-4® Independent Suspension, and PUC Configuration, we have increased maneuverability, enhanced our ability to access otherwise limited areas, created a better ride and experience for the end user and have reduced wasted space which has maximized room for equipment. This unique design improved ergonomic access to medical supplies, pre-connected hoses, ladders, breathing apparatus, and equipment without sacrificing lifesaving capabilities. Mechanically we have designed a vehicle that will minimize downtime for servicing, by giving easier access to the working service areas of the apparatus. Finally, the fit and finish are in are in direct alignment with our brand the City of Coral Gables “The City Beautiful.”
- ✓ **UASI Funded Light Technical Rescue Team Equipment and Training:** This project provided for training of personnel as well as the equipment necessary to responds to incidents that involved technical rescues such as confined spaces and construction related incidents. This project was funded in its entirety through the Urban Area Security Initiative (UASI) Grant fund, at no cost to the residents of Coral Gables. The addition of a Light Technical Rescue Team would enhance the fire department’s current ability to mitigate variety of complex and dangerous rescue operations by providing a cross functional team of highly trained personnel. This highly trained team immediately responds to any incident resulting in structural collapse, vehicle and heavy machinery entrapment, confined space rescue, and elevated or high angle rescue focusing on entrapped survivors and their needs. The capability target would be to provide advanced search and rescue operations for up to 25,000 people within the first five (5) days of the incident until additional resources arrive. The overall objective will be to mitigate the impact of incidents and events to reduce loss of life, and property, while responding in an immediate, efficient, and coordinated manner.

**CITY OF CORAL GABLES, FLORIDA**  
**2023-2024 BUDGET ESTIMATE**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ **Coral Gables Fire Rescue in the top 5 percentile in Emergency Medical Services in the Nation:** Coral Gables Fire Department was named one of the Top Five (5) Emergency Medical Services agencies with the highest Patient Satisfaction and Engagement. The survey involved many of the nation’s largest and most respected fire and EMS organizations throughout the United States. In order to achieve the annual list of the top 5, participating agencies were ranked, not by the percent of patient who were “satisfied”, but by a much higher standard, the percent of patients who rated the care as “very satisfied.” Surveys were conducted on the following key questions toward system performance:
- Response times
  - Paramedics listening and explaining what they are doing and why
  - Paramedics displaying a caring attitude about their situation
  - Paramedics ability to manage their emergency
  - Paramedic professionalism
- ✓ This survey validates our Department’s strategic goal to provide exceptional services that meet or exceeds the requirements and expectations of our community. More importantly, it illustrates the Coral Gables Firefighters commitment and dedication to the residents and visitors we serve.
- ✓ **American Heart Association’s Mission: Lifeline EMS Gold Plus Recognition Award:** Coral Gables Fire Rescue has received the American Heart Association’s Mission: Lifeline EMS Gold Plus Award for implementing quality improvement measures for the treatment of patients who experience severe heart attacks. Every year, more than 250,000 people experience an ST elevation myocardial infarction (STEMI) the deadliest type of heart attack caused by a blockage of blood flow to the heart that requires timely treatment. Mission: Lifeline’s EMS recognition program recognizes emergency medical services for their efforts in improving systems of care to rapidly identify suspected heart attack patients, promptly notify the medical center and trigger an early response from the awaiting hospital personnel. Coral Gables Fire Rescue has received this reward in the past and continues to maintain a high level of competency and effectiveness to ensure continued care to the community.

**CITY OF CORAL GABLES, FLORIDA  
PERFORMANCE INDICATOR METRICS**

**FIRE**

| INDICATOR:   | FY22      |           |        | FY23      |           | FY24      |
|--|-----------|-----------|--------|-----------|-----------|-----------|
|  | TARGET    | ACTUAL    | STATUS | TARGET    | YTD       | TARGET    |
| Perform water system maintenance and testing yearly for 1,400 hydrants citywide  | 1,400     | 1,400     | ●      | 1,400     | 1,400     | 1,400     |
| Complete the Department's Annual Compliance Report for maintaining Accredited Agency status for CFAI and Class 1 ISO rating  | Completed | Completed | ●      | Completed | Completed | Completed |
| Process and review construction renovation plans   | 100%      | Ongoing   | ●      | 100%      | 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       | 350       | 600       |
| Conduct fire & life safety presentations at various locations  | 50        | 50        | ▲      | 50        | 30        | 50        |
| Track and analyze emergency response times to ensure attainment of benchmarks in accordance with the Commission on Fire Accreditation International (CFAI) standards. First Unit arrival within 8 minutes, or less Total Response Time (TRT) | 90%       | 90%       | ●      | 90%       | Pending   | 90%       |
| Provide ISO, OSHA, NFPA, State Fire Marshal, and DOD/HS training for each firefighter annually   | 100%      | 100%      | ●      | 100%      | 100%      | 100%      |
| Provide required HRS training to all Emergency Medical Technicians and Paramedics annually   | 100%      | 100%      | ●      | 100%      | 100%      | 100%      |

**Legend**

- Target met or exceeded
- ▲ Target nearly met
- ◆ Target not met



**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



001 GENERAL FUND  
**FIRE DEPARTMENT**  
**5500 OPERATIONS**  
522 FIRE CONTROL

**PERSONNEL SCHEDULE**

| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE                 | NUMBER OF AUTHORIZED POSITIONS |                  |                  |                  |                      |
|----------------------------------|---|--------------------------------|------------------|------------------|------------------|----------------------|
|                                  |   | 2020-2021                      | 2021-2022        | 2022-2023        | 2023-2024        |                      |
|                                  |   | ACTUAL                         | ACTUAL           | BUDGET           | ESTIMATE         | SALARIES             |
| <b>FULL TIME POSITIONS</b>       |   | <b>HEADCOUNT</b>               | <b>HEADCOUNT</b> | <b>HEADCOUNT</b> | <b>HEADCOUNT</b> |                      |
| 5130                             | Fire Chief                              | 1.00                           | 1.00             | 1.00             | 1.00             | \$ 219,835           |
| 5129                             | Deputy Fire Chief                       | 1.00                           | 1.00             | 1.00             | 1.00             | 202,896              |
| 5125                             | Fire Division Chief                     | 3.00                           | 3.00             | 2.00             | 2.00             | 351,672              |
| 5120                             | Fire Battalion Chief                    | 4.00                           | 4.00             | 4.00             | 4.00             | 617,868              |
| 5118                             | Fire Captain                            | 15.00                          | 16.00            | 15.00            | 15.00            | 2,026,335            |
| 5114                             | Fire Lieutenant                         | 24.00                          | 24.00            | 24.00            | 24.00            | 2,730,738            |
| 0813                             | Administrative & Fiscal Affairs Manager | 1.00                           | 1.00             | 1.00             | 1.00             | 103,662              |
| 5113                             | Fire Inspector II                       | 1.00                           | 1.00             | -                | -                | -                    |
| 5112                             | Fire Inspector                          | 3.00                           | 3.00             | -                | -                | -                    |
| 0306                             | Payroll Clerk - Fire                    | 1.00                           | 1.00             | -                | -                | -                    |
| 5107                             | Fire Supp. Serv. Coord. II              | 1.00                           | 1.00             | 1.00             | 1.00             | 58,440               |
| 5101                             | Fire Supp. Serv. Coord. I               | 1.00                           | 1.00             | 1.00             | 1.00             | 55,867               |
| 5105                             | Firefighter                             | 91.00                          | 91.00            | 96.00            | 101.00           | 8,231,537            |
| 8888                             | Overtime                                | -                              | -                | -                | -                | 743,060              |
| 9999                             | Holiday Pay                             | -                              | -                | -                | -                | 583,000              |
| <b>TOTAL FULL TIME HEADCOUNT</b> |   | <b>147.00</b>                  | <b>148.00</b>    | <b>146.00</b>    | <b>151.00</b>    | <b>15,924,910</b>    |
| <b>PART TIME POSITIONS</b>       |   | <b>HC</b>                      | <b>FTE's</b>     | <b>FTE's</b>     | <b>FTE's</b>     |                      |
| 0815                             | Records Analyst - Fire - P/T            | 1.00                           | 0.75             | 0.75             | 0.00             | -                    |
| 0077                             | Emergency Mgmt Coord Specialist - P/T   | 1.00                           | 0.75             | 0.75             | 0.75             | 42,991               |
| 0099                             | Emergency Management Planner - P/T      | 1.00                           | 0.75             | 0.75             | 0.75             | 89,595               |
| <b>TOTAL PART TIME FTE's</b>     |   | <b>3.00</b>                    | <b>2.25</b>      | <b>2.25</b>      | <b>1.50</b>      | <b>132,586</b>       |
| <b>TOTAL</b>                     |   | <b>149.25</b>                  | <b>150.25</b>    | <b>147.50</b>    | <b>152.50</b>    | <b>\$ 16,057,496</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021     | 2021-2022     | 2022-2023     | 2023-2024     |
|---|---------------|---------------|---------------|---------------|
|   | ACTUAL        | ACTUAL        | BUDGET        | ESTIMATE      |
| 1000 Salaries                                 | \$ 16,079,630 | \$ 15,927,869 | \$ 15,809,490 | \$ 16,057,496 |
| 2000 Employee Benefits - See Other Cost Dist. | 10,291,992    | 10,714,030    | 10,541,714    | 10,953,346    |
| 3116 Prof Serv - Medical                      | 66,000        | 65,515        | 66,000        | 66,000        |
| 3118 Prof Serv - Misc/Other                   | 61,177        | 89,374        | 21,700        | 31,700        |
| 3402 Custodial - Laundry/Sanitation           | 9,490         | 8,127         | 20,813        | 20,813        |
| 4011 Mobile Phone Allowance                   | 4,800         | 1,300         | -             | -             |
| 4400 Rental - Mach & Equip                    | 15,125        | 18,440        | 4,800         | 30,800        |
| 4500 General Liability Insurance              | 770,817       | 743,392       | 887,619       | 840,431       |
| 4611 Repair/Maint - Oper Equip                | 38,694        | 51,929        | 46,852        | 51,252        |
| 4612 Repair/Maint - Comm Garages              | 2,995         | 2,570         | 5,500         | 5,500         |
| 4630 Service Alloc - Flt Mgmt - Opr           | 1,302,900     | 1,418,125     | 713,600       | 533,020       |
| 4631 Service Alloc - Flt Mgmt - Rpl           | -             | -             | 767,014       | 1,047,400     |

**EXPENDITURE DETAIL**

|                                     | <u>2020-2021</u><br><u>ACTUAL</u> | <u>2021-2022</u><br><u>ACTUAL</u> | <u>2022-2023</u><br><u>BUDGET</u> | <u>2023-2024</u><br><u>ESTIMATE</u> |
|-------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-------------------------------------|
| 4632 Service Alloc - Flt - Fuel     | -                                 | -                                 | -                                 | 129,939                             |
| 4633 Service Alloc - Gen Services   | 713,208                           | 711,451                           | 656,831                           | 674,328                             |
| 4700 Special Printed Forms          | 2,338                             | (831)                             | 3,000                             | 3,000                               |
| 4824 Spec Res - FF - Expl/Rescue    | -                                 | 190                               | 39,052                            | -                                   |
| 4900 Misc Exp - Other               | 14,642                            | 15,697                            | 10,900                            | 21,069                              |
| 4901 Misc Exp - Commission Group 1  | -                                 | -                                 | (130,000)                         | (130,000)                           |
| 4912 Misc Exp - Taxes & Fees        | 8,419                             | 50                                | 7,705                             | 3,305                               |
| 5100 Supplies - Office              | 11,145                            | 24,147                            | 16,000                            | 16,000                              |
| 5203 Supplies - Drugs & Medical     | 115,097                           | 102,474                           | 110,775                           | 110,775                             |
| 5204 Supplies - Janitorial          | 16,849                            | 17,642                            | 12,500                            | 12,500                              |
| 5206 Supplies - Food - Event/Resale | 11,032                            | 6,172                             | 33,039                            | 48,039                              |
| 5208 Supplies - Household & Instit  | 5,996                             | 6,961                             | 7,000                             | 7,000                               |
| 5209 Supplies - Building Materials  | 1,252                             | 990                               | 1,500                             | 1,500                               |
| 5220 Uniform - Allowance            | 179,555                           | 193,345                           | 186,700                           | 216,575                             |
| 5221 Uniform - Protective (PPE)     | 73,570                            | 72,895                            | 140,557                           | 200,375                             |
| 5231 Equipment (Oper) - Minor/Tools | 24,237                            | 17,897                            | 19,260                            | 19,260                              |
| 5242 Parts - Misc Equip             | 14,713                            | 17,913                            | 23,000                            | 18,000                              |
| 5400 Membership Dues/Subscriptions  | 5,397                             | 4,607                             | 6,295                             | 6,295                               |
| 5500 Employee Training              | 89,677                            | 89,725                            | 110,105                           | 131,105                             |
| 6405 Equip Repl (Cap) - Misc        | 27,699                            | 49,727                            | 52,200                            | 52,200                              |
| 6425 Equip Adds (Cap) - Misc        | 73,043                            | 22,412                            | 21,995                            | 21,995                              |
| 8000 Grants - Federal               | -                                 | 210,899                           | 176,184                           | -                                   |
| 8001 Grants - State                 | -                                 | -                                 | 5,257                             | -                                   |
| 9000 Interdept'l Alloc - Bldg Div   | -                                 | (50,000)                          | -                                 | -                                   |
| 9901 Contingency - Soft Reductions  | -                                 | -                                 | 41,169                            | -                                   |
| <b>TOTAL</b>                        | <u><b>\$ 30,031,489</b></u>       | <u><b>\$ 30,555,034</b></u>       | <u><b>\$ 30,436,126</b></u>       | <u><b>\$ 31,201,018</b></u>         |

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



001 GENERAL FUND  
**FIRE DEPARTMENT**  
**5501 COMMUNITY RISK REDUCTION**  
 522 FIRE CONTROL

**PERSONNEL SCHEDULE**

| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE       | NUMBER OF AUTHORIZED POSITIONS |                  |                  |                  |                   |
|----------------------------------|-------------------------------|--------------------------------|------------------|------------------|------------------|-------------------|
|                                  |                               | 2020-2021                      | 2021-2022        | 2022-2023        | 2023-2024        |                   |
|                                  |                               | ACTUAL                         | ACTUAL           | BUDGET           | ESTIMATE         | SALARIES          |
| <u>FULL TIME POSITIONS</u>       |                               | <u>HEADCOUNT</u>               | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> |                   |
| 5125                             | Fire Division Chief           | -                              | -                | 1.00             | 1.00             | \$ 169,141        |
| 5118                             | Fire Captain                  | -                              | -                | 1.00             | 1.00             | 135,370           |
| 5113                             | Fire Inspector II             | -                              | -                | 1.00             | 1.00             | 89,724            |
| 5112                             | Fire Inspector                | -                              | -                | 3.00             | 3.00             | 180,178           |
| 5111                             | Fire Inspector & Plans Review | -                              | -                | 1.00             | 1.00             | 55,989            |
| 0306                             | Payroll Clerk - Fire          | -                              | -                | 1.00             | 1.00             | 60,191            |
| 0602                             | Administrative Assistant      | -                              | -                | 1.00             | 1.00             | 47,397            |
| <b>TOTAL FULL TIME HEADCOUNT</b> |                               | <b>0.00</b>                    | <b>0.00</b>      | <b>9.00</b>      | <b>9.00</b>      | <b>737,990</b>    |
| <u>PART TIME POSITIONS</u>       |                               |                                |                  |                  |                  |                   |
|                                  | <u>TITLE</u>                  | <u>HC</u>                      | <u>FTE's</u>     | <u>FTE's</u>     | <u>FTE's</u>     |                   |
| 0815                             | Records Analyst - Fire - P/T  | 1.00                           | -                | -                | 0.75             | -                 |
| 5221                             | Fire Inspector - P/T          | 1.00                           | -                | -                | 0.75             | 38,669            |
| <b>TOTAL PART TIME FTE's</b>     |                               | <b>2.00</b>                    | <b>0.00</b>      | <b>0.00</b>      | <b>1.50</b>      | <b>38,669</b>     |
| <b>TOTAL</b>                     |                               | <b>0.00</b>                    | <b>0.00</b>      | <b>10.50</b>     | <b>10.50</b>     | <b>\$ 776,659</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021   | 2021-2022   | 2022-2023           | 2023-2024           |
|---|-------------|-------------|---------------------|---------------------|
|   | ACTUAL      | ACTUAL      | BUDGET              | ESTIMATE            |
| 1000 Salaries                                 | \$ -        | \$ -        | \$ 738,161          | \$ 776,659          |
| 2000 Employee Benefits - See Other Cost Dist. | -           | -           | 497,918             | 518,863             |
| 3118 Prof Serv - Misc/Other                   | -           | -           | 233,257             | 233,257             |
| 4500 General Liability Insurance              | -           | -           | 41,444              | 40,649              |
| 4630 Service Alloc - Flt Mgmt - Opr           | -           | -           | 92,189              | 17,452              |
| 4631 Service Alloc - Flt Mgmt - Rpl           | -           | -           | 50,326              | 15,937              |
| 4632 Service Alloc - Flt - Fuel               | -           | -           | -                   | 7,032               |
| 4633 Service Alloc - Gen Services             | -           | -           | 103,505             | 106,262             |
| 4900 Misc Exp - Other                         | -           | -           | 120,000             | 130,000             |
| 5220 Uniform - Allowance                      | -           | -           | 4,000               | 4,000               |
| 5221 Uniform - Protective (PPE)               | -           | -           | 1,200               | 1,200               |
| 5500 Employee Training                        | -           | -           | 13,000              | 3,000               |
| <b>TOTAL</b>                                  | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 1,895,000</b> | <b>\$ 1,854,311</b> |

## Action Plan Worksheet



**Action Plan Owner:** Marcos De La Rosa, Fire Chief

**Action Plan Name:** 1.2.1-1 Enhance Fire/EMS call processing modalities.

**Strategic plan alignment:**

- Objective - 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community.
  - Goal 2 – Attain world-class performance levels in public safety

**KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)**

| What must be done                                | By When  | How will it be evident                         |
|--|----------|--|
| Procure Software                                 | 12/31/22 | Commission Approval                            |
| Software Implementation                          | 02/28/23 | IT Approval & Delivery                         |
| Train & Certify Personnel                        | 03/31/23 | 100% Training Complete & Certification         |
| Develop Quality Assurance and Compliance Program | 10/01/23 | Performance indicators identified and measured |

**Resource requirements (what do we need to succeed?)**

- Finance: \$223,000 to procure software
- IT support: 120 hours for software implementation
- Subject Matter Experts: 100 hours to develop quality assurance and compliance program
- Knowledge/Training:
  - All call center staff – 40 hours of training

**Short- & Longer-term measures of success, targets and / or time horizons**

| Measure  | Target  | Date       |             |                                   |            |          |     |     |          |     |     |          |     |     |
|--|---|------------|-------------|-----------------------------------|------------|----------|-----|-----|----------|-----|-----|----------|-----|-----|
| Call Response Times  | 90 <sup>th</sup> percentile in call processing times under 1 minute | 09/30/25   |             |                                   |            |          |     |     |          |     |     |          |     |     |
| <div style="display: flex; justify-content: space-between; align-items: center;"> <div style="text-align: center;"> <h3>90th Percentile in Call Processing Times Under 1 Min</h3> <table border="1" style="margin: 10px auto;"> <caption>90th Percentile in Call Processing Times Under 1 Min Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Competency Evaluation Results (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>FY23 (P)</td> <td>~88</td> <td>~90</td> </tr> <tr> <td>FY24 (P)</td> <td>~88</td> <td>~90</td> </tr> <tr> <td>FY25 (P)</td> <td>~88</td> <td>~90</td> </tr> </tbody> </table> </div> <div style="text-align: right;"> <p><b>GOOD</b> ↑</p> </div> </div> |   |            | Fiscal Year | Competency Evaluation Results (%) | Target (%) | FY23 (P) | ~88 | ~90 | FY24 (P) | ~88 | ~90 | FY25 (P) | ~88 | ~90 |
| Fiscal Year  | Competency Evaluation Results (%)                                   | Target (%) |             |                                   |            |          |     |     |          |     |     |          |     |     |
| FY23 (P)   | ~88   | ~90        |             |                                   |            |          |     |     |          |     |     |          |     |     |
| FY24 (P)   | ~88   | ~90        |             |                                   |            |          |     |     |          |     |     |          |     |     |
| FY25 (P)   | ~88   | ~90        |             |                                   |            |          |     |     |          |     |     |          |     |     |
| Call routing accuracy  | 30 seconds per NFPA 1710  | ongoing    |             |                                   |            |          |     |     |          |     |     |          |     |     |

| Measure                                 | Target  | Date    |
|---|---|---------|
| Quality assurance of emergency response | Within 60 seconds per NFPA 1710                     | ongoing |
| Travel time                             | 240 seconds or less for first company per NFPA 1710 | ongoing |

#### Frequency & venue of review

- Weekly project team meeting.
- Quarterly Review & Analysis meeting

#### Who are the stakeholders / what is the anticipated impact on them?

| Stakeholder Group | Potential positive impact  | Potential negative impact   |
|-------------------|--|---|
| Workforce         | <ul style="list-style-type: none"> <li>• Higher Level of Training and Increased Capabilities</li> </ul>  | <ul style="list-style-type: none"> <li>• Perceived increase in work volume and responsibility</li> </ul>                                      |
| Customers         | <ul style="list-style-type: none"> <li>• Improved Call Processing Efficiency</li> <li>• Improved Accuracy of Call Routing</li> <li>• Effective Quality Assurance of Emergency Response</li> </ul>                                      | <ul style="list-style-type: none"> <li>• None</li> </ul>  |
| Leadership        | <ul style="list-style-type: none"> <li>• Objective and Measurable Training and Development Program</li> <li>• Process Driven Management of 911 Communications</li> <li>• Validated 911 program through center accreditation</li> </ul> | <ul style="list-style-type: none"> <li>• Resources expended toward this project are not available for other projects of importance</li> </ul> |

#### What are the positive and negative financial impacts (costs / benefits and return on investment)?

##### Negative Impacts:

- \$230,000 in initial purchase cost
- Increased operational cost to be determined.

##### Positive Impact:

- Accredited
- National State Standards toward 911 Statute
- Better/Accurate Quality of Service
- Consistency in level of service to citizens

## Action Plan Worksheet



**Action Plan Owner:** Marcos De La Rosa, Fire Chief

**Action Plan Name:** 1.2.6-1 Construction of Fire House 4

### Strategic plan alignment

- Objective - 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community.
  - Goal 2 - Attain world-class performance levels in public safety

### KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

| What must be done                           | By When  | How will it be evident               |
|---|----------|--------------------------------------|
| Secure funding for the construction project | 10/01/22 | Funding approved by City Commission  |
| Negotiate and award the contract to build   | 09/01/23 | Commission approval                  |
| Permitting                                  | 10/30/22 | Development Services/Associated Dept |
| Groundbreaking and Construction             | 11/01/23 | Groundbreaking ceremony              |
| Facility operational                        | 12/01/24 | C.O. issued                          |

### Resource requirements (what do we need to succeed?)

- Land Purchase/Design/Art In Public Places Contribution - \$3,010,539
- Construction/Contingency - \$9,969,985
- Furniture/Radio System - \$410,000
- I.T. Wiring - \$350,000

### Short- & Longer-term measures of success, targets and / or time horizons

| Measure                  | Target | Date     |
|--------------------------|--------|----------|
| Progress of Construction | 100%   | 01/31/24 |

### Frequency & venue of review

- Monthly project team meeting.
- Quarterly Updates to the Manager

### Who are the stakeholders / what is the anticipated impact on them?

| Stakeholder Group | Potential positive impact   | Potential negative impact  |
|-------------------|---|--|
| Workforce         | <ul style="list-style-type: none"> <li>• Greater access to resources</li> </ul> | <ul style="list-style-type: none"> <li>• None</li> </ul>   |
| Customers         | <ul style="list-style-type: none"> <li>• Improved response times</li> </ul>     | <ul style="list-style-type: none"> <li>• Potential dissatisfaction or other negative response to the impact to the neighboring residential area adjacent to the facility.</li> </ul> |

**What are the positive and negative financial impacts (costs / benefits and return on investment)?**

**Positive:**

- Enhanced distribution of resources that increases efficiency and effectiveness of current resources.

**Negative:**

- Cost of construction and project implementation - \$13,740,524
- Increased cost of supporting an additional city facility - \$99,693 of annual operating costs in FY24 and thereafter for firefighter supplies.

## Action Plan Worksheet



**Action Plan Owner:** Marcos De La Rosa, Fire Chief

**Action Plan Name:** 2.3.4-1 Professional Development for Fire Officers through achieving Chief Officer Designation through Center for Public Safety Excellence (CPSE)

### Strategic plan alignment

- Objective - 2 - Workforce-focused Excellence: To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.
  - Goal 3 – Ensure appropriate workforce training, professional development opportunities, leadership skills, and advancement opportunities

### KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)

| What must be done   | By When  | How will it be evident                               |
|---|----------|--|
| Funding approved as part of FY23 New Needs                  | 10/01/22 | Decision Package included in Adopted Budget          |
| Conduct needs assessment and internal stakeholder feedback. | 12/20/22 | Gap Analysis identified through the Needs Assessment |
| Develop Executive Fire Officer Training Program             | 05/06/23 | Program Curriculum                                   |
| Executive Fire Officer Program Implementation               | 10/20/23 | Attendance roster                                    |
| Division and Officer Mentoring                              | 11/20/23 | Officer completion of task book                      |
| Professional Credentialing Fire Officer                     | 12/20/24 | Fire Officer Designation through CPSE                |

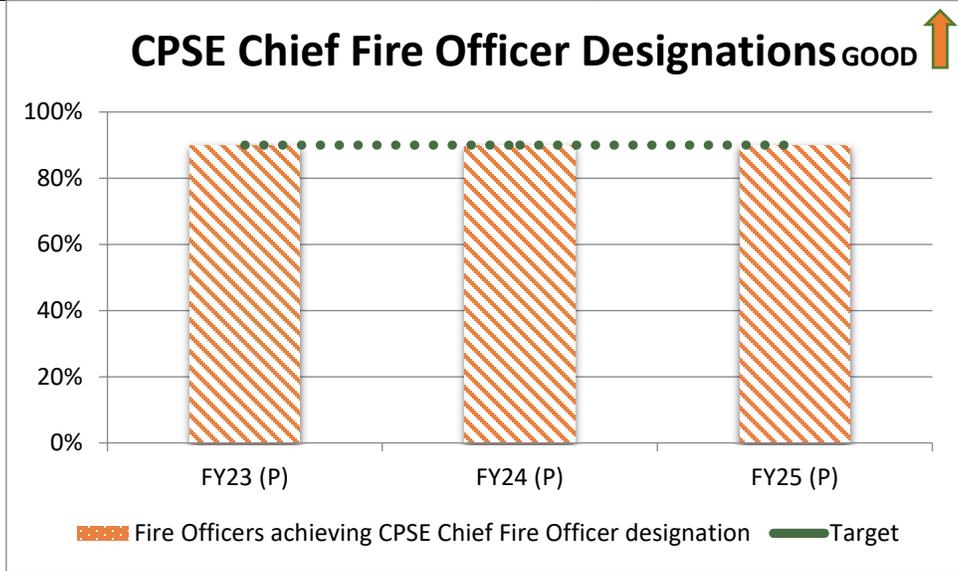
### Resource requirements (what do we need to succeed?)

- 160 hours of Staff research for benchmarking comparable agencies
- 80 Hours of Staff training during Leadership Training Academy
- Finances (detailed listing of expected costs):

| \$ Amount       | Purpose   |
|-----------------|---|
| \$10,000        | Executive Fire Officer Program Training Expense |
| \$5,000         | Professional Credentialing                      |
| <b>\$15,000</b> | <b>Total</b>                                    |

**Short- & Longer-term measures of success, targets and / or time horizons**

| Measure   | Target        | Date     |
|---|---------------|----------|
| Survey (Needs Assessment) Results                           | 95% Completed | 12/20/22 |
| Fire Officer participation in training                      | 100%          | 12/20/24 |
| Fire Officers achieving CPSE Chief Fire Officer designation | 100%          | 12/20/24 |



**Frequency & venue of review**

- Monthly project team meeting.
- Quarterly report to City Manager.

**Who are the stakeholders / what is the anticipated impact on them?**

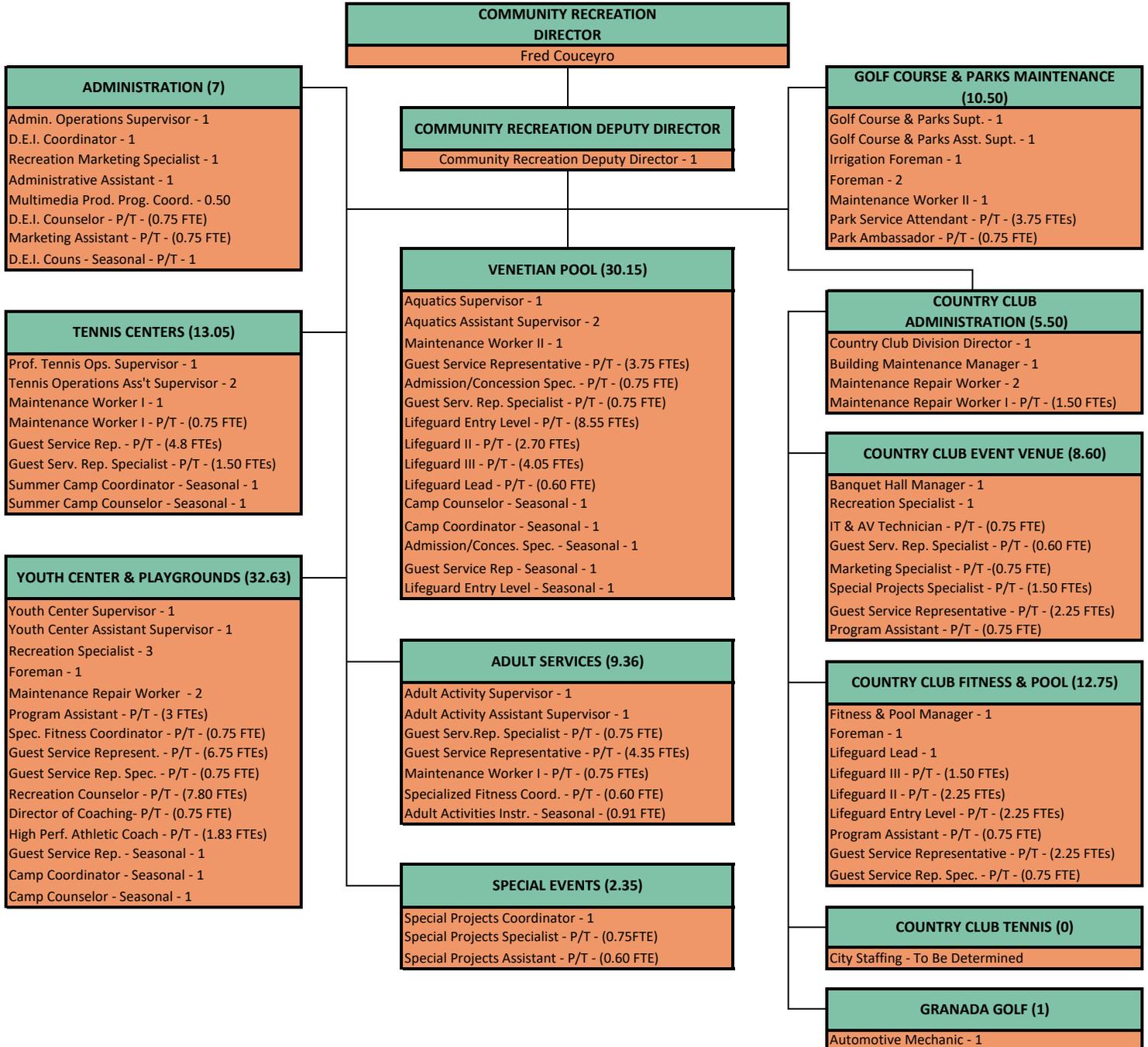
| Stakeholder Group | Potential positive impact  | Potential negative impact   |
|-------------------|--|---|
| Workforce         | Increased competency; professional development opportunities             | None  |
| Sr. Leadership    | Higher customer satisfaction with the performance of the Fire Department | Trained officers could potentially leave Coral Gables Fire Dept. for other jobs |

**What are the positive and negative financial impacts (costs / benefits and return on investment)?**

- Money:
  - Costs: \$15,000

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**

**COMMUNITY RECREATION  
ORGANIZATION CHART**



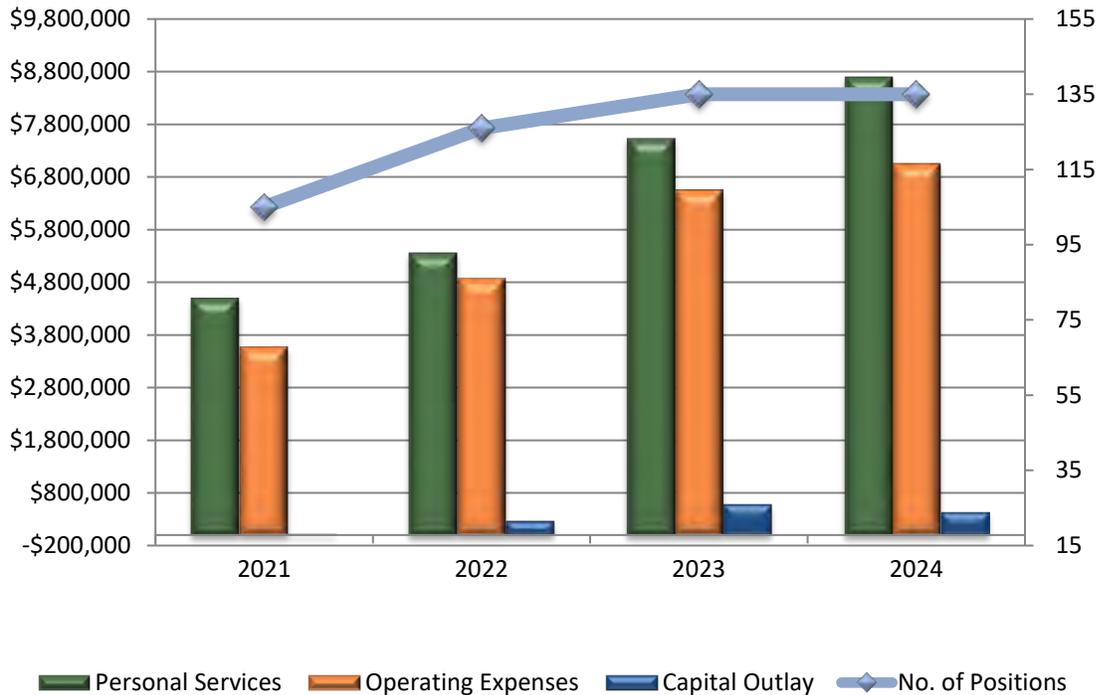
**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



**COMMUNITY RECREATION DEPARTMENT  
BUDGET AND POSITION SUMMARY**

|                                    | <u>2020-2021<br/>ACTUAL</u> | <u>2021-2022<br/>ACTUAL</u> | <u>2022-2023<br/>BUDGET</u> | <u>2023-2024<br/>ESTIMATE</u> |
|------------------------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| Salaries & Benefits                | 4,505,467                   | 5,360,646                   | 7,529,956                   | 8,697,868                     |
| Operating Expenses                 | 3,587,094                   | 4,877,912                   | 6,550,601                   | 7,047,248                     |
| Capital Outlay                     | 30,568                      | 266,596                     | 569,438                     | 425,060                       |
| <b>Total</b>                       | <b>8,123,129</b>            | <b>10,505,154</b>           | <b>14,649,995</b>           | <b>16,170,176</b>             |
| <br>                               |                             |                             |                             |                               |
| Full Time Headcount                | 32.50                       | 39.50                       | 41.50                       | 41.50                         |
| Part Time FTE's                    | 72.99                       | 86.79                       | 93.39                       | 93.39                         |
| <b>Total Headcount &amp; FTE's</b> | <b>105.49</b>               | <b>126.29</b>               | <b>134.89</b>               | <b>134.89</b>                 |

**EXPENDITURE/PERSONNEL COMPARISONS**



# Community Recreation

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## Department Function:

The Community Recreation Department's primary function is to provide the City of Coral Gables residents and guests of all ages, access to first class and an environmentally sensitive system of green and open space, facilities, programs and events to promote play, health and quality of life. The recreation system provides residents with neighborhood parks and open spaces that offer both passive and active recreation activities and facilities that are linked together with a network of sidewalks, pathways and bike lanes; and provide public/open spaces that serve as gathering places.

The Department manages, maintains and operates all parks and recreation facilities, including the War Memorial Youth Center, Venetian Pool, Salvadore and William H. Kerdyk Biltmore Tennis Centers, Adult Activity Center, Granada Golf Course and all active and passive parks; is responsible for the permitting of all special events and film permits, and coordinates a variety of special events including the Holiday Tree Lighting, Eggstreme Egg Hunt, 4<sup>th</sup> of July festivities, Farmers Market, Gables Family Literacy Festival, and many more; develops and implements programs for cultural and recreational activities and provides principles of inclusion to allow for accessibility; identifies geographical deficiencies in levels of service for walkable parks and coordinates capital improvements and acquisitions of land.

## Vision Statement:

"Enhancing your lifestyle by making leisure our passion."

## Mission Statement:

"To enrich the quality of life for residents and guests through inclusive recreational opportunities, facilities, services, and events that create memorable life experiences."

## Department Goals:

1. Provide leisure opportunities innovatively that elevate the customer experience while preserving our history.
2. Empower leisure professionals with the tools and guidance to provide excellent services.
3. Utilize financial resources efficiently and ensure sustainable cost recovery through responsible processes.
4. Ensure efficient and consistent processes by optimizing business practices.
5. Align with our Community's expectations by providing world-class facilities and services.
6. Protect and preserve the changing environment by identifying efficient, innovative and sustainable practices.

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**

**COMMUNITY RECREATION**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS**

- ✓ Continued to serve the community providing recreational facilities and programs for all ages:
  - Held several special events with a combined attendance of over 91,000 event participants.
  - Granada Golf course continued to operate at near capacity with over 50,000 rounds of golf.
  - Continued to provide programming to adults through the Adult Activity Center. In the past fiscal year, the center registered over 18,000 visits. In addition, there were over 8,800 different program registrations.
  - The Youth Center was a focal point of activity with an approximate 400,000 visits to the Youth Center facility, field and playground. There were over 13,000 individual program enrollments and approximately 35,000 fitness center visits. Summer camp increased with over 4,000 summer camp registrations.
  - Venetian Pool continued to be a premier destination for visitors with almost 56,000 visitors to the pool.
  
- ✓ Continued the development of the Diversity, Equity and Inclusion services provided to participants. This year department staff presented programs, innovations, and initiatives such as:
  - Changed Special Populations division to the Diversity, Equity and Inclusion division and included inclusive DEI language in all job descriptions within the department.
  - Introduced Teen Scene social program for teens with intellectual disabilities and autism.
  - Increased participation of the My Squad Social Club, for adults with intellectual disabilities and autism, by hosting monthly events and opening the building for regular club hours.
  - Initiated the Inclusive Recreation Accreditation process through the National Inclusion Project.
  - Launched a Summer Camp Open House to promote department-wide summer programming and events and offer inclusive site tours.
  - Piloted a Social Emotional Learning program with the Youth Center.

**CITY OF CORAL GABLES, FLORIDA**  
**2023-2024 BUDGET ESTIMATE**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ Renovated and reopened the Coral Gables Golf & Country Club providing a country club space for Coral Gables residents and venue services to the community.
  - Renovated and refurbished several areas of the club including the grand ballroom, swimming pool, kitchen facilities, café dining areas, roof, IT infrastructure, landscaping, fitness center and general building and parking improvements and repairs.
  - Contracted with new concessionaire to provide café offerings including breakfast and lunch services.
  - Acquired new fitness equipment for the fitness center including cardiovascular machines and weight equipment.
  - Introduced several new club events including the monthly members mixers, the Christmas Holiday event, Glow-in-the-Dark Easter Egg Hunt and Pollinator planting events.
  - Provided venue rental services for a variety of events including weddings, anniversary parties, trade shows, and awards galas.
  
- ✓ Developed service innovations and resource additions that increased customer service, cost savings and quality of life goals.
  - Began the transition from gas blowers to electric blowers for certain maintenance tasks.
  - Introduced beneficial microbes to spraying program to reduce fertilizer usage at the Granada Golf Course.
  - Installed 11 new dog waste stations to bring the total of dog waste stations maintained by the Department to over 130. Installed 4 new Little Libraries and 8 new memorial benches in parks.
  - Installed new LED lighting in the Youth Center and the Granada Golf Course maintenance facility.
  - Installed three blended line pickleball courts at the Youth Center outdoor basketball courts to provide multipurpose usage.
  - Addition of two new pickleball instructors to provide lessons and instructions at Salvadore Tennis Center and the Youth Center.
  - Provided a satellite office for Miami-Dade County for Golden Passport services at the Adult Activity Center and for Division of Motor Vehicles Services at the Youth Center.

**CITY OF CORAL GABLES, FLORIDA**  
**2023-2024 BUDGET ESTIMATE**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ Developed new program and event offerings that met resident needs, increased customer satisfaction and advanced quality of life goals.
  - 2022 World Cup Final Watch Party – a special event featuring a live broadcast of the world Cup Final at the Youth Center with food, giveaways and participation games.
  - Partnered with the Coral Gables Community Foundation on the Museum of the Moon, a three-week event at Ponce Circle Park.
  - Introduced several Adult Activity programs including National Senior Citizen’s Day, End of Summer Social, Self-Defense Class, Gentle Yoga, Aqua Zumba, Joy Share Club and Hurricane Preparation class.
  - Introduced several new programs at the Coral Gables Youth Center including the monthly community sports event series, pickleball drop-in days, fitness programming and Abakadoodle classes for youth.
  
- ✓ The Community Recreation Department received accolades and recognitions this year including:
  - The Department continued annual compliance with National Reaccreditation by the Commission of Accredited Parks and Recreation Agencies and has maintained National Accreditation for its 22<sup>nd</sup> year.
  - Golf Course and Maintenance Superintendent Troy Hall named City of Coral Gables Employee of the Year.
  - The Venetian Pool was awarded the Jeff Ellis and Associates Gold Award for water safety. Venetian Pool also featured on America’s Back Roads television program focusing on hidden gems for travel across the country.
  
- ✓ Assisted in the development and renovation of parks and facilities.
  - Completion of the enhancements and renovations of Pierce Park. The enhanced park features three new playground structures including two different climbing apparatus, swings, renovated pavilion, new perimeter fencing, landscaping and security lighting and cameras.
  - Completion of a new park construction at Maggiore Park. Project included installation of two playground structures, perimeter fencing with entrance features complementing the neighborhood architecture, extensive landscaping and new walkways.
  - Began construction process on new projects slated including the renovation of the Granada Golf Course Pro Shop, the new Salvadore Dog Park and the renovation of the Granada Pro Shop restaurant space.
  - Began the community input process and concept design process for several upcoming projects including Phillips Park, Blue Road Park, William Cooper Park, Nellie B. Moore Park, and Toledo and Alava Park.

**CITY OF CORAL GABLES, FLORIDA  
PERFORMANCE INDICATOR METRICS**

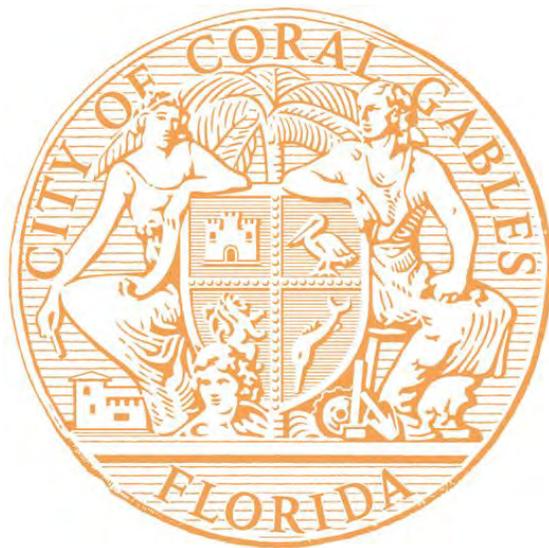
**COMMUNITY RECREATION**

| INDICATOR:                                      | FY22     |             |        | FY23     |           | FY24     |
|---|----------|-------------|--------|----------|-----------|----------|
|   | TARGET   | ACTUAL      | STATUS | TARGET   | YTD       | TARGET   |
| Community Recreation Department Revenue         | \$5M     | \$5.17M     | ●      | \$6M     | \$4.5M    | \$7M     |
| Number of Film Permits issued                   | 100      | 107         | ●      | 100      | 72        | 100      |
| Number of Special Event Permits issued          | 50       | 26          | ◆      | 50       | 43        | 50       |
| Number of Special Event Vendor Permits issued   | 500      | 730         | ●      | 700      | 759       | 700      |
| Participation in Youth Center Programs          | 10,000   | 14,705      | ●      | 14,000   | 6,216     | 14,000   |
| Youth Center Guest Passes                       | 300      | 849         | ●      | 500      | 566       | 500      |
| Youth Center & Park Rentals                     | 200      | 305         | ●      | 300      | 264       | 300      |
| Youth Center Active Memberships                 | 2,000    | 1,517       | ◆      | 2,000    | 1,773     | 2,000    |
| Total revenue of Venetian Pool                  | \$1.1M   | \$1.58M     | ●      | \$1.1M   | \$538,392 | \$1.1M   |
| Venetian Pool Gift Shop Revenue                 | \$10,000 | \$9,916     | ▲      | \$10,000 | \$3,473   | \$10,000 |
| Number of paid admissions to the Venetian Pool  | 60,000   | 50,215      | ▲      | 60,000   | 18,508    | 60,000   |
| Participation in Adult Activity Center programs | 3,500    | 3,549       | ●      | 5,000    | 5,223     | 5,000    |
| Participation in Tennis Programs                | 2,000    | 1,659       | ◆      | 2,000    | 876       | 2,000    |
| Tennis Active Annual Pass Holders               | 400      | 392         | ●      | 300      | 345       | 300      |
| Tennis Court Rentals                            | 14,000   | 17,410      | ●      | 14,000   | 7,519     | 14,000   |
| Number of Private Tennis Lessons                | 9,000    | 9,847       | ●      | 9,000    | 7,884     | 9,000    |
| Country Club Venue Rentals                      | NA       | NA          | NA     | 100      | 35        | 150      |
| Number of Country Club Members                  | 500      | 491         | ▲      | 1,000    | 843       | 1,500    |
| Granada Golf Revenues                           | \$1.1M   | \$1,219,272 | ●      | \$1.1M   | \$474,578 | \$1.1M   |

**Legend**

- Target met or exceeded
- ▲ Target nearly met
- ◆ Target not met





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**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



001 GENERAL FUND  
**COMMUNITY RECREATION DEPARTMENT**  
**6000 ADMINISTRATION DIVISION**  
 572 COMMUNITY RECREATION

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE              | 2020-2021           | 2021-2022           | 2022-2023           | 2023-2024             |                   |
|----------------------------------|--------------------------------------|---------------------|---------------------|---------------------|-----------------------|-------------------|
|                                  |                                      | ACTUAL<br>HEADCOUNT | ACTUAL<br>HEADCOUNT | BUDGET<br>HEADCOUNT | ESTIMATE<br>HEADCOUNT | SALARIES          |
| <b>FULL TIME POSITIONS</b>       |                                      |                     |                     |                     |                       |                   |
| 6311                             | Community Recreation Director        | 1.00                | 1.00                | 1.00                | 1.00                  | \$ 201,334        |
| 6010                             | Deputy Community Recreation Director | 1.00                | 1.00                | 1.00                | 1.00                  | 169,292           |
| 0615                             | Multimedia Production Pgm Coord      | 0.50                | 0.50                | 0.50                | 0.50                  | 49,763            |
| 0606                             | Administrative Operations Supervisor | 1.00                | 1.00                | 1.00                | 1.00                  | 75,613            |
| 0091                             | D.E.I. Counselor                     | 1.00                | 1.00                | 1.00                | 1.00                  | 65,943            |
| 6006                             | Recreation Marketing Specialist      | 1.00                | 1.00                | 1.00                | 1.00                  | 80,029            |
| 0602                             | Administrative Assistant             | 1.00                | 1.00                | 1.00                | 1.00                  | 47,397            |
| 8888                             | Overtime                             | -                   | -                   | -                   | -                     | 500               |
| 9999                             | Holiday Pay                          | -                   | -                   | -                   | -                     | 500               |
| <b>TOTAL FULL TIME HEADCOUNT</b> |                                      | <b>6.50</b>         | <b>6.50</b>         | <b>6.50</b>         | <b>6.50</b>           | <b>690,371</b>    |
| <b>PART TIME POSITIONS</b>       |                                      |                     |                     |                     |                       |                   |
|                                  | TITLE                                | HC                  | FTE's               | FTE's               | FTE's                 | FTE's             |
| 0027                             | D.E.I. Counselor - P/T               | 1.00                | 0.75                | 0.75                | 0.75                  | 36,373            |
| 6016                             | Marketing Assistant - P/T            | 1.00                | 0.75                | 0.75                | 0.75                  | 16,000            |
| 0133                             | Spec Pop Couns - P/T - Seasonal      | 1.00                | 1.00                | 1.00                | 1.00                  | -                 |
| <b>TOTAL PART TIME FTE's</b>     |                                      | <b>3.00</b>         | <b>2.50</b>         | <b>2.50</b>         | <b>2.50</b>           | <b>52,373</b>     |
| <b>TOTAL</b>                     |                                      | <b>9.00</b>         | <b>9.00</b>         | <b>9.00</b>         | <b>9.00</b>           | <b>\$ 742,744</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021           | 2021-2022           | 2022-2023           | 2023-2024           |
|---|---------------------|---------------------|---------------------|---------------------|
|   | ACTUAL              | ACTUAL              | BUDGET              | ESTIMATE            |
| 1000 Salaries                                 | \$ 576,334          | \$ 663,278          | \$ 715,164          | \$ 742,744          |
| 2000 Employee Benefits - See Other Cost Dist. | 361,885             | 416,209             | 435,902             | 441,243             |
| 3118 Prof Serv - Misc/Other                   | 3,714               | 5,100               | 17,043              | 17,043              |
| 4010 Automobile Allowance                     | 9,875               | 10,482              | 10,395              | 10,395              |
| 4011 Mobile Phone Allowance                   | 240                 | 260                 | -                   | -                   |
| 4400 Rental - Mach & Equip                    | 3,979               | 1,416               | 3,500               | 6,000               |
| 4500 General Liability Insurance              | 28,103              | 30,791              | 40,153              | 38,874              |
| 4700 Special Printed Forms                    | 2,025               | 10,774              | 30,000              | 23,000              |
| 5100 Supplies - Office                        | 4,643               | 3,646               | 3,100               | 3,100               |
| 5201 Supplies - Agricultural                  | 26                  | 392                 | -                   | -                   |
| 5206 Supplies - Food - Event/Resale           | 2,233               | 6,733               | 5,000               | 7,000               |
| 5208 Supplies - Household & Instit            | 2,636               | 6,703               | 5,228               | 4,673               |
| 5220 Uniform - Allowance                      | 1,473               | 1,024               | 1,850               | 2,405               |
| 5400 Membership Dues/Subscriptions            | 1,102               | 1,075               | 1,860               | 1,860               |
| 5500 Employee Training                        | 5,393               | 7,449               | 5,117               | 10,117              |
| <b>TOTAL</b>                                  | <b>\$ 1,003,661</b> | <b>\$ 1,165,332</b> | <b>\$ 1,274,312</b> | <b>\$ 1,308,454</b> |

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



001 GENERAL FUND  
**COMMUNITY RECREATION DEPARTMENT**  
**6010 TENNIS CENTERS DIVISION**  
 572 COMMUNITY RECREATION

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE                      | 2020-2021           | 2021-2022           | 2022-2023           | 2023-2024             |                   |                |
|----------------------------------|--|---------------------|---------------------|---------------------|-----------------------|-------------------|----------------|
|                                  |  | ACTUAL<br>HEADCOUNT | ACTUAL<br>HEADCOUNT | BUDGET<br>HEADCOUNT | ESTIMATE<br>HEADCOUNT | SALARIES          |                |
| <b>FULL TIME POSITIONS</b>       |  |                     |                     |                     |                       |                   |                |
| 6108                             | Tennis Operations Assistant Supervisor       | 1.00                | 2.00                | 2.00                | 2.00                  | \$ 119,691        |                |
| 3004                             | Maintenance Worker I                         | 1.00                | 1.00                | 1.00                | 1.00                  | 53,094            |                |
| 6102                             | Prof. Tennis Oper. Supv.                     | 1.00                | 1.00                | 1.00                | 1.00                  | 42,175            |                |
| 0031                             | Secretary                                    | 1.00                | -                   | -                   | -                     | -                 |                |
| 6666                             | Tennis Pro Commission                        | -                   | -                   | -                   | -                     | 145,000           |                |
| 8888                             | Overtime                                     | -                   | -                   | -                   | -                     | 200               |                |
| 9999                             | Holiday Pay                                  | -                   | -                   | -                   | -                     | 200               |                |
| <b>TOTAL FULL TIME HEADCOUNT</b> |  | <b>4.00</b>         | <b>4.00</b>         | <b>4.00</b>         | <b>4.00</b>           | <b>360,360</b>    |                |
| <b>PART TIME POSITIONS</b>       |  |                     |                     |                     |                       |                   |                |
|                                  | TITLE  | HC                  | FTE's               | FTE's               | FTE's                 | FTE's             |                |
| 9018                             | Maintenance Worker I - P/T                   | 1.00                | -                   | -                   | 0.75                  | 0.75              | 12,528         |
| 6004                             | Park Service Attendant - P/T                 | 1.00                | 0.75                | 0.75                | -                     | -                 | -              |
| 0024                             | Guest Service Representative - P/T           | 7.00                | 4.80                | 4.80                | 4.80                  | 4.80              | 165,248        |
| 0093                             | Guest Service Representative Specialist - P/ | 2.00                | 1.50                | 1.50                | 1.50                  | 1.50              | 60,491         |
| 6001                             | Summer Camp Coordinator - Seasonal           | 1.00                | 1.00                | 1.00                | 1.00                  | 1.00              | -              |
| 2308                             | Spring Break Camp Counselor - Seasonal       | 1.00                | 1.00                | 1.00                | 1.00                  | 1.00              | -              |
| <b>TOTAL PART TIME FTE's</b>     |  | <b>13.00</b>        | <b>9.05</b>         | <b>9.05</b>         | <b>9.05</b>           | <b>9.05</b>       | <b>238,267</b> |
| <b>TOTAL</b>                     |  | <b>13.05</b>        | <b>13.05</b>        | <b>13.05</b>        | <b>13.05</b>          | <b>\$ 598,627</b> |                |

**EXPENDITURE DETAIL**

|   | 2020-2021  | 2021-2022  | 2022-2023  | 2023-2024  |
|---|------------|------------|------------|------------|
|   | ACTUAL     | ACTUAL     | BUDGET     | ESTIMATE   |
| 1000 Salaries                                 | \$ 436,637 | \$ 540,944 | \$ 547,722 | \$ 613,627 |
| 2000 Employee Benefits - See Other Cost Dist. | 181,833    | 191,571    | 221,549    | 232,718    |
| 3118 Prof Serv - Misc/Other                   | 152,888    | 150,000    | 213,657    | 198,657    |
| 4400 Rental - Mach & Equip                    | 1,432      | -          | 3,000      | 3,000      |
| 4500 General Liability Insurance              | 21,741     | 21,335     | 30,752     | 31,331     |
| 4611 Repair/Maint - Oper Equip                | 385        | 370        | 445        | 445        |
| 4633 Service Alloc - Gen Services             | 159,734    | 159,340    | 170,289    | 174,825    |
| 4640 Service Alloc - Intradep't'l             | 24,727     | 24,941     | -          | -          |
| 4700 Special Printed Forms                    | -          | 91         | 520        | 520        |
| 4900 Misc Exp - Other                         | 34         | -          | -          | -          |
| 5100 Supplies - Office                        | 1,372      | 119        | 2,000      | 2,000      |
| 5203 Supplies - Drugs & Medical               | 412        | 41         | 500        | 500        |
| 5204 Supplies - Janitorial                    | 100        | 95         | 347        | 347        |

**EXPENDITURE DETAIL**

|                                     | <u>2020-2021</u><br><u>ACTUAL</u> | <u>2021-2022</u><br><u>ACTUAL</u> | <u>2022-2023</u><br><u>BUDGET</u> | <u>2023-2024</u><br><u>ESTIMATE</u> |
|-------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-------------------------------------|
| 5206 Supplies - Food - Event/Resale | 7,189                             | 11,713                            | 16,980                            | 14,980                              |
| 5208 Supplies - Household & Instit  | 15,283                            | 16,572                            | 17,000                            | 25,000                              |
| 5209 Supplies - Building Materials  | 11,266                            | 14,014                            | 14,611                            | 16,611                              |
| 5210 Supplies - Other Rep/Maint     | -                                 | -                                 | -                                 | 6,530                               |
| 5220 Uniform - Allowance            | 3,186                             | 1,547                             | 3,443                             | 3,443                               |
| 5222 Uniform - Purchase/Rental      | -                                 | 255                               | 400                               | 400                                 |
| 5231 Equipment (Oper) - Minor/Tools | -                                 | 113                               | 100                               | 100                                 |
| 5400 Membership Dues/Subscriptions  | -                                 | 237                               | 105                               | 105                                 |
| 5500 Employee Training              | 100                               | -                                 | 565                               | 565                                 |
| 6425 Equip Adds (Cap) - Misc        | -                                 | -                                 | 10,826                            | 7,000                               |
| 9901 Contingency - Soft Reductions  | -                                 | -                                 | <u>21,530</u>                     | -                                   |
| <b>TOTAL</b>                        | <u><b>\$ 1,018,319</b></u>        | <u><b>\$ 1,133,298</b></u>        | <u><b>\$ 1,276,341</b></u>        | <u><b>\$ 1,332,704</b></u>          |

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



420 VENETIAN POOL FUND  
**COMMUNITY RECREATION DEPARTMENT**  
**6020 VENETIAN POOL DIVISION**  
 572 COMMUNITY RECREATION

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

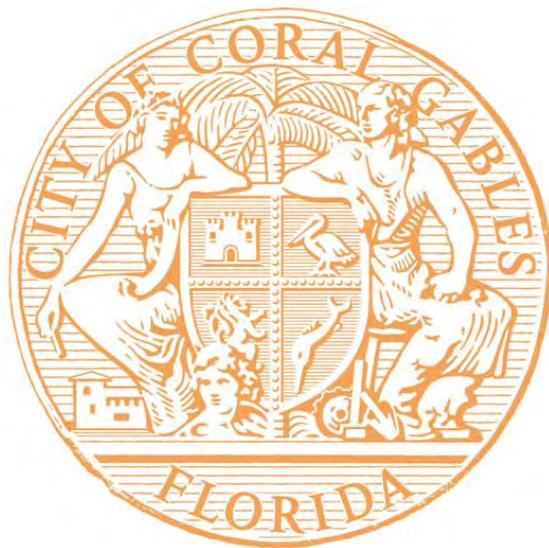
| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE                      | 2020-2021           | 2021-2022           | 2022-2023           | 2023-2024             |                     |
|----------------------------------|--|---------------------|---------------------|---------------------|-----------------------|---------------------|
|                                  |  | ACTUAL<br>HEADCOUNT | ACTUAL<br>HEADCOUNT | BUDGET<br>HEADCOUNT | ESTIMATE<br>HEADCOUNT | SALARIES            |
| <b>FULL TIME POSITIONS</b>       |  |                     |                     |                     |                       |                     |
| 6205                             | Aquatics Supervisor                          | 1.00                | 1.00                | 1.00                | 1.00                  | \$ 73,999           |
| 6203                             | Aquatics Assistant Supervisor                | 2.00                | 2.00                | 2.00                | 2.00                  | 104,343             |
| 3005                             | Maintenance Worker II                        | 1.00                | 1.00                | 1.00                | 1.00                  | 38,369              |
| 9999                             | Holiday Pay                                  | -                   | -                   | -                   | -                     | 840                 |
| <b>TOTAL FULL TIME HEADCOUNT</b> |  | <b>4.00</b>         | <b>4.00</b>         | <b>4.00</b>         | <b>4.00</b>           | <b>217,551</b>      |
| <b>PART TIME POSITIONS</b>       |  |                     |                     |                     |                       |                     |
|                                  | TITLE  | HC                  | FTE's               | FTE's               | FTE's                 | FTE's               |
| 0024                             | Guest Service Representative - P/T           | 7.00                | 3.75                | 3.75                | 3.75                  | 142,032             |
| 9011                             | Admission/Concession Specialist - P/T        | 1.00                | 0.75                | 0.75                | 0.75                  | 14,460              |
| 0093                             | Guest Service Representative Specialist - P/ | 1.00                | 0.75                | 0.75                | 0.75                  | 29,633              |
| 0021                             | Lifeguard Entry Level - P/T                  | 14.00               | 3.75                | 8.55                | 8.55                  | 308,486             |
| 0042                             | Lifeguard II - P/T                           | 4.00                | 7.95                | 2.70                | 2.70                  | 92,512              |
| 0082                             | Lifeguard III - P/T                          | 6.00                | 4.05                | 4.05                | 4.05                  | 158,241             |
| 6206                             | Lifeguard Lead - P/T                         | 1.00                | 0.60                | 0.60                | 0.60                  | 39,503              |
| 6001                             | Summer Camp Coordinator - Seasonal           | 1.00                | 1.00                | 1.00                | 1.00                  | 7,000               |
| 2308                             | Spring Break Camp Counselor - Seasonal       | 1.00                | 1.00                | 1.00                | 1.00                  | 25,000              |
| 6015                             | Admission/Concession Specialist - Seasonal   | 1.00                | 1.00                | 1.00                | 1.00                  | 4,025               |
| 0053                             | Guest Service Rep - Seasonal                 | 1.00                | 1.00                | 1.00                | 1.00                  | 23,500              |
| 0025                             | Lifeguard Entry Level - Seasonal             | 1.00                | 1.00                | 1.00                | 1.00                  | 27,000              |
| <b>TOTAL PART TIME FTE's</b>     |  | <b>39.00</b>        | <b>26.60</b>        | <b>26.15</b>        | <b>26.15</b>          | <b>871,392</b>      |
| <b>TOTAL</b>                     |  | <b>30.60</b>        | <b>30.15</b>        | <b>30.15</b>        | <b>30.15</b>          | <b>\$ 1,088,943</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021  | 2021-2022  | 2022-2023  | 2023-2024    |
|---|------------|------------|------------|--------------|
|   | ACTUAL     | ACTUAL     | BUDGET     | ESTIMATE     |
| 1000 Salaries                                 | \$ 542,284 | \$ 610,397 | \$ 819,664 | \$ 1,088,943 |
| 2000 Employee Benefits - See Other Cost Dist. | 169,811    | 162,745    | 226,819    | 262,847      |
| 3103 Prof Serv - Contracted Staff             | 2,297      | 2,399      | 5,680      | 5,680        |
| 3118 Prof Serv - Misc/Other                   | 18,691     | 19,660     | 32,296     | 35,796       |
| 4400 Rental - Mach & Equip                    | 2,595      | 1,010      | 3,500      | 3,500        |
| 4500 General Liability Insurance              | 36,422     | 35,477     | 46,020     | 56,994       |
| 4610 Repair/Maint - Office Equip              | 191        | 60         | 400        | 400          |
| 4611 Repair/Maint - Oper Equip                | 3,162      | 1,925      | 6,800      | 3,300        |
| 4630 Service Alloc - Flt Mgmt - Opr           | 6,868      | 7,081      | 7,312      | 1,054        |
| 4631 Service Alloc - Flt Mgmt - Rpl           | -          | -          | 1,177      | 2,541        |
| 4632 Service Alloc - Flt - Fuel               | -          | -          | -          | 289          |
| 4633 Service Alloc - Gen Services             | 182,849    | 184,105    | 196,756    | 201,997      |

**EXPENDITURE DETAIL**

|                                     | <u>2020-2021</u><br><u>ACTUAL</u> | <u>2021-2022</u><br><u>ACTUAL</u> | <u>2022-2023</u><br><u>BUDGET</u> | <u>2023-2024</u><br><u>ESTIMATE</u> |
|-------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-------------------------------------|
| 4700 Special Printed Forms          | 813                               | 1,269                             | 1,500                             | 1,500                               |
| 4900 Misc Exp - Other               | 3,402                             | 4,751                             | -                                 | -                                   |
| 4912 Misc Exp - Taxes & Fees        | 5,470                             | 5,027                             | 5,667                             | 5,667                               |
| 5100 Supplies - Office              | 1,585                             | 2,886                             | 3,000                             | 3,000                               |
| 5201 Supplies - Agricultural        | 2,595                             | 3,066                             | 4,500                             | 4,500                               |
| 5202 Supplies - Chemicals & Photo   | 18,140                            | 23,405                            | 40,000                            | 40,000                              |
| 5203 Supplies - Drugs & Medical     | 3,000                             | 2,874                             | 3,000                             | 3,000                               |
| 5204 Supplies - Janitorial          | 3,738                             | 3,495                             | 4,000                             | 4,000                               |
| 5206 Supplies - Food - Event/Resale | 89,033                            | 157,916                           | 137,760                           | 167,760                             |
| 5208 Supplies - Household & Instit  | 9,501                             | 14,267                            | 49,859                            | 19,859                              |
| 5209 Supplies - Building Materials  | 120                               | 139                               | 150                               | 150                                 |
| 5220 Uniform - Allowance            | 3,284                             | 3,152                             | 3,300                             | 3,300                               |
| 5221 Uniform - Protective (PPE)     | 946                               | 6,299                             | 6,300                             | 6,300                               |
| 5222 Uniform - Purchase/Rental      | -                                 | -                                 | 650                               | 650                                 |
| 5231 Equipment (Oper) - Minor/Tools | 2,099                             | 2,768                             | 2,500                             | 2,500                               |
| 5400 Membership Dues/Subscriptions  | -                                 | -                                 | 250                               | 250                                 |
| 5401 Software Subscriptions & Maint | -                                 | 999                               | -                                 | -                                   |
| 5500 Employee Training              | 620                               | 337                               | 800                               | 800                                 |
| 9901 Contingency - Soft Reductions  | -                                 | -                                 | 10,000                            | -                                   |
| <b>TOTAL</b>                        | <b><u>\$ 1,109,516</u></b>        | <b><u>\$ 1,257,509</u></b>        | <b><u>\$ 1,619,660</u></b>        | <b><u>\$ 1,926,577</u></b>          |



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**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



430 CORAL GABLES COUNTRY CLUB FUND  
**COMMUNITY RECREATION DEPARTMENT**  
**6030 COUNTRY CLUB - ADMINISTRATION**  
 572 COMMUNITY RECREATION

**PERSONNEL SCHEDULE**

| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE        | NUMBER OF AUTHORIZED POSITIONS |                  |                  |                  |                   |
|----------------------------------|--------------------------------|--------------------------------|------------------|------------------|------------------|-------------------|
|                                  |                                | 2020-2021                      | 2021-2022        | 2022-2023        | 2023-2024        |                   |
|                                  |                                | ACTUAL                         | ACTUAL           | BUDGET           | ESTIMATE         | SALARIES          |
| <b>FULL TIME POSITIONS</b>       |                                | <b>HEADCOUNT</b>               | <b>HEADCOUNT</b> | <b>HEADCOUNT</b> | <b>HEADCOUNT</b> |                   |
| 6317                             | Country Club Division Director | -                              | 1.00             | 1.00             | 1.00             | \$ 104,000        |
| 6319                             | Building Maintenance Manager   | -                              | 1.00             | 1.00             | 1.00             | 88,354            |
| 3101                             | Maintenance Repair Worker      | -                              | 1.00             | 2.00             | 2.00             | 86,238            |
| <b>TOTAL FULL TIME HEADCOUNT</b> |                                | <b>0.00</b>                    | <b>3.00</b>      | <b>4.00</b>      | <b>4.00</b>      | <b>278,592</b>    |
| <b>PART TIME POSITIONS</b>       |                                | <b>HC</b>                      | <b>FTE's</b>     | <b>FTE's</b>     | <b>FTE's</b>     |                   |
| 9018                             | Maintenance Worker I - P/T     | 1.00                           | -                | 1.50             | 1.50             | 58,270            |
| <b>TOTAL PART TIME FTE's</b>     |                                | <b>1.00</b>                    | <b>0.00</b>      | <b>1.50</b>      | <b>1.50</b>      | <b>58,270</b>     |
| <b>TOTAL</b>                     |                                | <b>0.00</b>                    | <b>4.50</b>      | <b>5.50</b>      | <b>5.50</b>      | <b>\$ 336,862</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021   | 2021-2022   | 2022-2023         | 2023-2024         |
|---|-------------|-------------|-------------------|-------------------|
|   | ACTUAL      | ACTUAL      | BUDGET            | ESTIMATE          |
| 1000 Salaries                                 | \$ -        | \$ -        | \$ 307,733        | \$ 336,862        |
| 2000 Employee Benefits - See Other Cost Dist. | -           | -           | 201,698           | 162,477           |
| 4010 Automobile Allowance                     | -           | -           | -                 | 4,000             |
| 4500 General Liability Insurance              | -           | -           | 17,278            | 17,631            |
| 4631 Service Alloc - Flt Mgmt - Rpl           | -           | -           | -                 | 2,112             |
| 5220 Uniform - Allowance                      | -           | -           | -                 | 1,250             |
| 5221 Uniform - Protective (PPE)               | -           | -           | -                 | 1,000             |
| 5222 Uniform - Purchase/Rental                | -           | -           | -                 | 750               |
| 5400 Membership Dues/Subscriptions            | -           | -           | -                 | 1,000             |
| 5500 Employee Training                        | -           | -           | -                 | 2,000             |
| 6425 Equip Adds (Cap) - Misc                  | -           | -           | 60,000            | 50,000            |
| <b>TOTAL</b>                                  | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 586,709</b> | <b>\$ 579,082</b> |

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



430 CORAL GABLES COUNTRY CLUB FUND  
**COMMUNITY RECREATION DEPARTMENT**  
**6032 COUNTRY CLUB - EVENT VENUE**  
 572 COMMUNITY RECREATION

**PERSONNEL SCHEDULE**

| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE                      | NUMBER OF AUTHORIZED POSITIONS |                  |                  |                  |                   |
|----------------------------------|--|--------------------------------|------------------|------------------|------------------|-------------------|
|                                  |  | 2020-2021                      | 2021-2022        | 2022-2023        | 2023-2024        |                   |
|                                  |  | ACTUAL                         | ACTUAL           | BUDGET           | ESTIMATE         | SALARIES          |
| <u>FULL TIME POSITIONS</u>       |  | <u>HEADCOUNT</u>               | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> |                   |
| 6318                             | Banquet Hall Manager                         | -                              | 1.00             | 1.00             | 1.00             | \$ 79,296         |
| 6005                             | Recreation Specialist                        | -                              | 1.00             | 1.00             | 1.00             | 64,772            |
| <b>TOTAL FULL TIME HEADCOUNT</b> |  | <b>0.00</b>                    | <b>2.00</b>      | <b>2.00</b>      | <b>2.00</b>      | <b>144,068</b>    |
| <u>PART TIME POSITIONS</u>       |  | <u>HC</u>                      | <u>FTE's</u>     | <u>FTE's</u>     | <u>FTE's</u>     | <u>FTE's</u>      |
| 9032                             | Marketing Specialist                         | 1.00                           | -                | 0.75             | 0.75             | 44,453            |
| 0093                             | Guest Service Representative Specialist - P/ | 1.00                           | -                | -                | 0.60             | 36,103            |
| 0097                             | Special Projects Specialist - P/T            | 1.00                           | -                | -                | 1.50             | 85,184            |
| 0019                             | Program Assistant - P/T                      | 1.00                           | -                | -                | 0.75             | 26,179            |
| 0024                             | Guest Service Representative - P/T           | 1.00                           | -                | -                | 2.25             | 107,301           |
| 9033                             | IT & AV Technician - P/T                     | 1.00                           | -                | 0.75             | 0.75             | 36,839            |
| <b>TOTAL PART TIME FTE's</b>     |  | <b>6.00</b>                    | <b>0.00</b>      | <b>1.50</b>      | <b>6.60</b>      | <b>6.60</b>       |
| <b>TOTAL</b>                     |  | <b>0.00</b>                    | <b>3.50</b>      | <b>8.60</b>      | <b>8.60</b>      | <b>\$ 480,127</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021 | 2021-2022 | 2022-2023  | 2023-2024  |
|---|-----------|-----------|------------|------------|
|   | ACTUAL    | ACTUAL    | BUDGET     | ESTIMATE   |
| 1000 Salaries                                 | \$ -      | \$ 53,441 | \$ 242,018 | \$ 480,127 |
| 2000 Employee Benefits - See Other Cost Dist. | -         | 12,436    | 65,749     | 113,173    |
| 3103 Prof Serv - Contracted Staff             | -         | 62,410    | 100,000    | 250,000    |
| 3118 Prof Serv - Misc/Other                   | -         | 20,158    | 226,550    | 82,500     |
| 4400 Rental - Mach & Equip                    | -         | 5,858     | 20,000     | 20,000     |
| 4410 Lease Equipment                          | -         | -         | 3,360      | -          |
| 4500 General Liability Insurance              | -         | -         | 8,583      | 25,129     |
| 4600 Repair/Maint - Buildings                 | -         | -         | 287,529    | 287,529    |
| 4611 Repair/Maint - Oper Equip                | -         | 5,915     | 20,000     | 20,000     |
| 4633 Service Alloc - Gen Services             | -         | 396,962   | -          | -          |
| 4640 Service Alloc - Intradep't'l             | -         | 7,380     | -          | -          |
| 4700 Special Printed Forms                    | -         | 401       | 5,000      | 5,000      |
| 4830 Promo Expense - Advertising              | -         | 11,880    | 5,000      | 35,000     |
| 4912 Misc Exp - Taxes & Fees                  | -         | 349       | 5,000      | 5,000      |
| 5100 Supplies - Office                        | -         | 1,347     | 15,000     | 15,000     |
| 5201 Supplies - Agricultural                  | -         | 17,444    | 50,000     | 50,000     |

**EXPENDITURE DETAIL**

|                                     | <u>2020-2021</u> | <u>2021-2022</u>  | <u>2022-2023</u>    | <u>2023-2024</u>    |
|-------------------------------------|------------------|-------------------|---------------------|---------------------|
|                                     | <u>ACTUAL</u>    | <u>ACTUAL</u>     | <u>BUDGET</u>       | <u>ESTIMATE</u>     |
| 5202 Supplies - Chemicals & Photo   | -                | -                 | 5,000               | 5,000               |
| 5203 Supplies - Drugs & Medical     | -                | -                 | 1,500               | 1,500               |
| 5204 Supplies - Janitorial          | -                | 1,580             | 10,000              | 10,000              |
| 5206 Supplies - Food - Event/Resale | -                | 7,995             | 100,000             | 100,000             |
| 5208 Supplies - Household & Instit  | -                | 5,521             | 25,000              | 25,000              |
| 5209 Supplies - Building Materials  | -                | 4,715             | 10,000              | 10,000              |
| 5220 Uniform - Allowance            | -                | 29                | 1,750               | 1,750               |
| 5221 Uniform - Protective (PPE)     | -                | 120               | 1,000               | 1,000               |
| 5222 Uniform - Purchase/Rental      | -                | -                 | 5,000               | 5,000               |
| 5231 Equipment (Oper) - Minor/Tools | -                | 1,757             | 5,000               | 5,000               |
| 5400 Membership Dues/Subscriptions  | -                | -                 | 500                 | 500                 |
| 5500 Employee Training              | -                | -                 | 3,000               | 3,000               |
| 6405 Equip Repl (Cap) - Misc        | -                | 11,454            | 20,000              | 20,000              |
| 6425 Equip Adds (Cap) - Misc        | -                | 119,352           | 196,640             | 142,500             |
| <b>TOTAL</b>                        | <u>\$ -</u>      | <u>\$ 748,504</u> | <u>\$ 1,438,179</u> | <u>\$ 1,718,708</u> |

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



430 CORAL GABLES COUNTRY CLUB FUND  
**COMMUNITY RECREATION DEPARTMENT**  
**6034 COUNTRY CLUB - FITNESS & POOL**  
 572 COMMUNITY RECREATION

**PERSONNEL SCHEDULE**

| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE                      | NUMBER OF AUTHORIZED POSITIONS |                  |                  |                  |                   |
|----------------------------------|--|--------------------------------|------------------|------------------|------------------|-------------------|
|                                  |  | 2020-2021                      | 2021-2022        | 2022-2023        | 2023-2024        |                   |
|                                  |  | ACTUAL                         | ACTUAL           | BUDGET           | ESTIMATE         | SALARIES          |
| <u>FULL TIME POSITIONS</u>       |  | <u>HEADCOUNT</u>               | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> |                   |
| 6320                             | Fitness & Pool Manager                       | -                              | 1.00             | 1.00             | 1.00             | \$ 88,354         |
| 3010                             | Foreman                                      | -                              | 1.00             | 1.00             | 1.00             | 55,989            |
| 6207                             | Lifeguard Lead                               | -                              | -                | 1.00             | 1.00             | 52,204            |
| 8888                             | Overtime                                     | -                              | -                | -                | -                | 500               |
| <b>TOTAL FULL TIME HEADCOUNT</b> |  | <b>0.00</b>                    | <b>2.00</b>      | <b>3.00</b>      | <b>3.00</b>      | <b>197,047</b>    |
| <u>PART TIME POSITIONS</u>       |  | <u>HC</u>                      | <u>FTE's</u>     | <u>FTE's</u>     | <u>FTE's</u>     |                   |
| 0093                             | Guest Service Representative Specialist - P/ | 1.00                           | -                | 0.75             | 0.75             | 44,730            |
| 0024                             | Guest Service Representative - P/T           | 1.00                           | -                | 2.25             | 2.25             | 121,683           |
| 0019                             | Program Assistant - P/T                      | 1.00                           | -                | -                | 0.75             | 26,179            |
| 0082                             | Lifeguard III - P/T                          | 1.00                           | -                | 0.75             | 1.50             | 63,618            |
| 0042                             | Lifeguard II - P/T                           | 3.00                           | -                | 2.25             | 2.25             | 86,568            |
| 0021                             | Lifeguard Entry Level - P/T                  | 3.00                           | -                | 2.25             | 2.25             | 78,537            |
| <b>TOTAL PART TIME FTE's</b>     |  | <b>10.00</b>                   | <b>0.00</b>      | <b>8.25</b>      | <b>9.75</b>      | <b>421,315</b>    |
| <b>TOTAL</b>                     |  | <b>0.00</b>                    | <b>10.25</b>     | <b>12.75</b>     | <b>12.75</b>     | <b>\$ 618,362</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021 | 2021-2022 | 2022-2023  | 2023-2024  |
|---|-----------|-----------|------------|------------|
|   | ACTUAL    | ACTUAL    | BUDGET     | ESTIMATE   |
| 1000 Salaries                                 | \$ -      | \$ 60,866 | \$ 472,766 | \$ 618,362 |
| 2000 Employee Benefits - See Other Cost Dist. | -         | 12,974    | 207,333    | 145,407    |
| 3103 Prof Serv - Contracted Staff             | -         | 16,788    | 100,000    | 230,000    |
| 4400 Rental - Mach & Equip                    | -         | -         | 10,000     | 10,000     |
| 4410 Lease Equipment                          | -         | -         | 51,000     | 51,000     |
| 4500 General Liability Insurance              | -         | -         | 26,543     | 32,364     |
| 4611 Repair/Maint - Oper Equip                | -         | -         | 10,000     | 10,000     |
| 4700 Special Printed Forms                    | -         | -         | 1,000      | 1,000      |
| 4830 Promo Expense - Advertising              | -         | -         | 1,000      | 1,000      |
| 4912 Misc Exp - Taxes & Fees                  | -         | 556       | 5,000      | 5,000      |
| 5100 Supplies - Office                        | -         | 43        | 5,000      | 5,000      |
| 5201 Supplies - Agricultural                  | -         | -         | 10,000     | 10,000     |
| 5202 Supplies - Chemicals & Photo             | -         | -         | 25,000     | 25,000     |
| 5203 Supplies - Drugs & Medical               | -         | 386       | 5,000      | 5,000      |
| 5204 Supplies - Janitorial                    | -         | 2,117     | 5,000      | 25,000     |

**EXPENDITURE DETAIL**

|                                     | <u>2020-2021</u> | <u>2021-2022</u>  | <u>2022-2023</u>    | <u>2023-2024</u>    |
|-------------------------------------|------------------|-------------------|---------------------|---------------------|
|                                     | <u>ACTUAL</u>    | <u>ACTUAL</u>     | <u>BUDGET</u>       | <u>ESTIMATE</u>     |
| 5206 Supplies - Food - Event/Resale | -                | 750               | 10,000              | 10,000              |
| 5208 Supplies - Household & Instit  | -                | 8,341             | 25,000              | 25,000              |
| 5209 Supplies - Building Materials  | -                | 1,951             | 5,000               | 5,000               |
| 5220 Uniform - Allowance            | -                | -                 | 750                 | 750                 |
| 5221 Uniform - Protective (PPE)     | -                | -                 | 5,000               | 5,000               |
| 5222 Uniform - Purchase/Rental      | -                | 964               | 5,000               | 3,500               |
| 5231 Equipment (Oper) - Minor/Tools | -                | 1,108             | 3,000               | 3,000               |
| 5400 Membership Dues/Subscriptions  | -                | -                 | 500                 | 500                 |
| 5500 Employee Training              | -                | -                 | 3,000               | 3,000               |
| 6405 Equip Repl (Cap) - Misc        | -                | 1,819             | 10,000              | 10,000              |
| 6425 Equip Adds (Cap) - Misc        | -                | 80,425            | 124,012             | 75,000              |
| <b>TOTAL</b>                        | <b>\$ -</b>      | <b>\$ 189,088</b> | <b>\$ 1,125,904</b> | <b>\$ 1,314,883</b> |

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



430 CORAL GABLES COUNTRY CLUB FUND  
**COMMUNITY RECREATION DEPARTMENT**  
**6038 COUNTRY CLUB - GRANADA GOLF**  
 572 COMMUNITY RECREATION

**PERSONNEL SCHEDULE**

| CLASS.<br>NO. | CLASSIFICATION<br>TITLE    | NUMBER OF AUTHORIZED POSITIONS |             |             |             |                  |
|---------------|----------------------------|--------------------------------|-------------|-------------|-------------|------------------|
|               |                            | 2020-2021                      | 2021-2022   | 2022-2023   | 2023-2024   |                  |
|               |                            | ACTUAL                         | ACTUAL      | BUDGET      | ESTIMATE    | SALARIES         |
|               | <u>FULL TIME POSITIONS</u> | HEADCOUNT                      | HEADCOUNT   | HEADCOUNT   | HEADCOUNT   |                  |
| 4006          | Automotive Mechanic        | 1.00                           | 1.00        | 1.00        | 1.00        | \$ 56,045        |
| 9999          | Holiday Pay - Worked       | -                              | -           | -           | -           | 1,000            |
| <b>TOTAL</b>  |                            | <b>1.00</b>                    | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> | <b>\$ 57,045</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021 | 2021-2022  | 2022-2023 | 2023-2024 |
|---|-----------|------------|-----------|-----------|
|   | ACTUAL    | ACTUAL     | BUDGET    | ESTIMATE  |
| 1000 Salaries                                 | \$ 46,969 | \$ 110,885 | \$ 51,573 | \$ 57,045 |
| 2000 Employee Benefits - See Other Cost Dist. | 37,069    | 58,310     | 40,142    | 42,269    |
| 3118 Prof Serv - Misc/Other                   | 218,296   | 264,358    | 371,788   | 371,788   |
| 3130 Prof Serv - Gran Pro Shp Maint           | 54,000    | 54,000     | 54,000    | 54,000    |
| 4010 Automobile Allowance                     | -         | 812        | -         | -         |
| 4410 Lease Equipment                          | 82,365    | 82,095     | 107,505   | 107,505   |
| 4500 General Liability Insurance              | 2,286     | 2,290      | 2,896     | 2,986     |
| 4610 Repair/Maint - Office Equip              | -         | -          | 750       | 750       |
| 4611 Repair/Maint - Oper Equip                | 3,750     | 5,540      | 11,500    | 11,500    |
| 4630 Service Alloc - Flt Mgmt - Opr           | 26,880    | 32,023     | 556       | 5,348     |
| 4631 Service Alloc - Flt Mgmt - Rpl           | -         | -          | 33,290    | 21,333    |
| 4632 Service Alloc - Flt - Fuel               | -         | -          | -         | 3,202     |
| 4633 Service Alloc - Gen Services             | 153,459   | 154,514    | 125,981   | 129,337   |
| 4640 Service Alloc - Intradep't'l             | 121,576   | 122,626    | -         | -         |
| 4700 Special Printed Forms                    | 796       | 1,362      | 1,000     | 1,000     |
| 4830 Promo Expense - Advertising              | 812       | 987        | 1,000     | 1,000     |
| 4900 Misc Exp - Other                         | 3,134     | 4,101      | -         | -         |
| 4907 Misc Exp - Bad Debt                      | -         | 8,990      | -         | -         |
| 4912 Misc Exp - Taxes & Fees                  | 308       | 308        | -         | -         |
| 5100 Supplies - Office                        | 907       | 1,273      | 1,000     | 1,000     |
| 5201 Supplies - Agricultural                  | 60,481    | 61,535     | 67,608    | 67,608    |

**EXPENDITURE DETAIL**

|                                     | <u>2020-2021</u>         | <u>2021-2022</u>           | <u>2022-2023</u>         | <u>2023-2024</u>         |
|-------------------------------------|--------------------------|----------------------------|--------------------------|--------------------------|
|                                     | <u>ACTUAL</u>            | <u>ACTUAL</u>              | <u>BUDGET</u>            | <u>ESTIMATE</u>          |
| 5203 Supplies - Drugs & Medical     | 139                      | -                          | 150                      | 150                      |
| 5204 Supplies - Janitorial          | 579                      | 3,280                      | 3,332                    | 3,332                    |
| 5207 Supplies - Fuel & Lubricants   | 1,396                    | 1,508                      | 1,050                    | 1,050                    |
| 5208 Supplies - Household & Instit  | 4,655                    | 10,627                     | 7,500                    | 7,500                    |
| 5209 Supplies - Building Materials  | 1,689                    | 2,802                      | 2,500                    | 2,500                    |
| 5220 Uniform - Allowance            | 215                      | 188                        | 250                      | 250                      |
| 5221 Uniform - Protective (PPE)     | 162                      | 741                        | 775                      | 775                      |
| 5222 Uniform - Purchase/Rental      | 1,110                    | 724                        | 1,150                    | 1,150                    |
| 5231 Equipment (Oper) - Minor/Tools | 2,054                    | 2,299                      | 1,950                    | 1,950                    |
| 5242 Parts - Misc Equip             | 16,960                   | 20,992                     | 21,700                   | 21,700                   |
| 5400 Membership Dues/Subscriptions  | 1,492                    | 972                        | 990                      | 990                      |
| 5500 Employee Training              | 1,602                    | 1,075                      | 2,625                    | 2,625                    |
| 6425 Equip Adds (Cap) - Misc        | <u>-</u>                 | <u>22,728</u>              | <u>-</u>                 | <u>-</u>                 |
| <b>TOTAL</b>                        | <b><u>\$ 845,141</u></b> | <b><u>\$ 1,033,945</u></b> | <b><u>\$ 914,561</u></b> | <b><u>\$ 921,643</u></b> |

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



001 GENERAL FUND  
**COMMUNITY RECREATION DEPARTMENT**  
**6050 YOUTH CTR/PLAYGROUNDS DIVISION**  
572 COMMUNITY RECREATION

**PERSONNEL SCHEDULE**

| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE                      | NUMBER OF AUTHORIZED POSITIONS |              |              |              |                |                     |
|----------------------------------|--|--------------------------------|--------------|--------------|--------------|----------------|---------------------|
|                                  |  | 2020-2021                      | 2021-2022    | 2022-2023    | 2023-2024    |                |                     |
|                                  |  | ACTUAL                         | ACTUAL       | BUDGET       | ESTIMATE     | SALARIES       |                     |
|                                  | <u>FULL TIME POSITIONS</u>                   | HEADCOUNT                      | HEADCOUNT    | HEADCOUNT    | HEADCOUNT    |                |                     |
| 6009                             | Youth Center Supervisor                      | 1.00                           | 1.00         | 1.00         | 1.00         | \$ 89,702      |                     |
| 6011                             | Youth Center Ass't Supv.                     | 1.00                           | 1.00         | 1.00         | 1.00         | 54,111         |                     |
| 6005                             | Recreation Specialist                        | 3.00                           | 3.00         | 3.00         | 3.00         | 169,565        |                     |
| 3010                             | Foreman                                      | 1.00                           | 1.00         | 1.00         | 1.00         | 59,249         |                     |
| 3103                             | Repair Worker - Parks                        | 2.00                           | 2.00         | 2.00         | 2.00         | 87,841         |                     |
| 8888                             | Overtime                                     | -                              | -            | -            | -            | 5,000          |                     |
| <b>TOTAL FULL TIME HEADCOUNT</b> |  | <b>8.00</b>                    | <b>8.00</b>  | <b>8.00</b>  | <b>8.00</b>  | <b>465,468</b> |                     |
|                                  | <u>PART TIME POSITIONS</u>                   | HC                             | FTE's        | FTE's        | FTE's        | FTE's          |                     |
| 0019                             | Program Assistant - P/T                      | 4.00                           | 3.00         | 3.00         | 3.00         | 3.00           | 104,789             |
| 0095                             | Specialized Fitness Coordinator - P/T        | 1.00                           | -            | 0.75         | 0.75         | 0.75           | 34,389              |
| 0024                             | Guest Service Representative - P/T           | 9.00                           | 4.50         | 6.75         | 6.75         | 6.75           | 245,319             |
| 0093                             | Guest Service Representative Specialist - P/ | 1.00                           | 0.75         | 0.75         | 0.75         | 0.75           | 31,664              |
| 0023                             | Recreation Counselor - P/T                   | 11.00                          | 7.80         | 7.80         | 7.80         | 7.80           | 258,447             |
| 6000                             | Director of Youth Soccer - P/T               | 1.00                           | 0.75         | 0.75         | 0.75         | 0.75           | 49,670              |
| 6017                             | High Perf Athletic Coach - P/T               | 4.00                           | 1.40         | 1.40         | 1.40         | 1.40           | 45,118              |
| 6018                             | High Perf Athletic Coach - P/T - Seasonal    | 3.00                           | 0.43         | 0.43         | 0.43         | 0.43           | 13,500              |
| 0053                             | Guest Service Rep - Seasonal                 | 1.00                           | 1.00         | 1.00         | 1.00         | 1.00           | 7,000               |
| 2308                             | Spring Break Camp Counselor - Seasonal       | 1.00                           | 1.00         | 1.00         | 1.00         | 1.00           | 118,784             |
| 6001                             | Summer Camp Coordinator - Seasonal           | 1.00                           | 1.00         | 1.00         | 1.00         | 1.00           | 20,995              |
| <b>TOTAL PART TIME FTE's</b>     |  | <b>37.00</b>                   | <b>21.63</b> | <b>24.63</b> | <b>24.63</b> | <b>24.63</b>   | <b>929,675</b>      |
| <b>TOTAL</b>                     |  |                                | <b>29.63</b> | <b>32.63</b> | <b>32.63</b> | <b>32.63</b>   | <b>\$ 1,395,143</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021  | 2021-2022  | 2022-2023    | 2023-2024    |
|---|------------|------------|--------------|--------------|
|   | ACTUAL     | ACTUAL     | BUDGET       | ESTIMATE     |
| 1000 Salaries                                 | \$ 728,789 | \$ 822,427 | \$ 1,155,330 | \$ 1,395,143 |
| 2000 Employee Benefits - See Other Cost Dist. | 338,157    | 354,184    | 408,483      | 432,350      |
| 3103 Prof Serv - Contracted Staff             | 333,643    | 562,943    | 529,217      | 679,217      |
| 3118 Prof Serv - Misc/Other                   | 14,562     | 63,281     | 60,731       | 70,731       |
| 4000 Travel - Local                           | -          | 46,092     | 33,500       | 53,500       |
| 4400 Rental - Mach & Equip                    | 2,854      | 2,416      | 2,500        | 5,000        |
| 4500 General Liability Insurance              | 40,630     | 44,856     | 64,866       | 73,020       |
| 4611 Repair/Maint - Oper Equip                | 408        | 1,667      | 5,000        | 5,000        |
| 4630 Service Alloc - Flt Mgmt - Opr           | 12,647     | 13,984     | 7,318        | 10,301       |
| 4631 Service Alloc - Flt Mgmt - Rpl           | -          | -          | 8,449        | 12,574       |
| 4632 Service Alloc - Flt - Fuel               | -          | -          | -            | 2,780        |
| 4633 Service Alloc - Gen Services             | 880,395    | 878,226    | 938,571      | 963,574      |

**EXPENDITURE DETAIL**

|                                     | <u>2020-2021</u>           | <u>2021-2022</u>           | <u>2022-2023</u>           | <u>2023-2024</u>           |
|-------------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
|                                     | <u>ACTUAL</u>              | <u>ACTUAL</u>              | <u>BUDGET</u>              | <u>ESTIMATE</u>            |
| 4640 Service Alloc - Intradep't'l   | 59,758                     | 60,274                     | -                          | -                          |
| 4700 Special Printed Forms          | -                          | 582                        | 740                        | 740                        |
| 4830 Promo Expense - Advertising    | -                          | -                          | 480                        | 480                        |
| 4900 Misc Exp - Other               | -                          | 905                        | 3,804                      | 3,804                      |
| 4912 Misc Exp - Taxes & Fees        | -                          | 300                        | -                          | -                          |
| 5100 Supplies - Office              | 1,903                      | 3,814                      | 7,671                      | 7,671                      |
| 5201 Supplies - Agricultural        | 16,709                     | 17,066                     | 20,000                     | 20,000                     |
| 5202 Supplies - Chemicals & Photo   | -                          | -                          | 1,000                      | 1,000                      |
| 5203 Supplies - Drugs & Medical     | -                          | -                          | 1,000                      | 1,000                      |
| 5204 Supplies - Janitorial          | 2,479                      | 1,838                      | 4,500                      | 4,500                      |
| 5206 Supplies - Food - Event/Resale | 5,207                      | 22,173                     | 26,671                     | 26,671                     |
| 5208 Supplies - Household & Instit  | 13,548                     | 24,233                     | 25,695                     | 25,695                     |
| 5209 Supplies - Building Materials  | -                          | -                          | 3,000                      | 3,000                      |
| 5220 Uniform - Allowance            | 4,158                      | 15,163                     | 32,001                     | 32,001                     |
| 5221 Uniform - Protective (PPE)     | 80                         | 125                        | 375                        | 375                        |
| 5222 Uniform - Purchase/Rental      | 415                        | -                          | 7,290                      | 7,290                      |
| 5231 Equipment (Oper) - Minor/Tools | 744                        | 704                        | 1,000                      | 1,000                      |
| 5400 Membership Dues/Subscriptions  | 617                        | 1,794                      | 17,000                     | 17,000                     |
| 5500 Employee Training              | 300                        | -                          | 350                        | 350                        |
| 6405 Equip Repl (Cap) - Misc        | 15,890                     | 1,000                      | 42,660                     | 42,660                     |
| 6425 Equip Adds (Cap) - Misc        | 3,519                      | -                          | 10,650                     | 10,650                     |
| 9901 Contingency - Soft Reductions  | -                          | -                          | 16,765                     | -                          |
| <b>TOTAL</b>                        | <b><u>\$ 2,477,412</u></b> | <b><u>\$ 2,940,047</u></b> | <b><u>\$ 3,436,617</u></b> | <b><u>\$ 3,909,077</u></b> |

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



001 GENERAL FUND  
**COMMUNITY RECREATION DEPARTMENT**  
**6060 ADULT SERVICES DIVISION**  
 573 COMMUNITY RECREATION

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

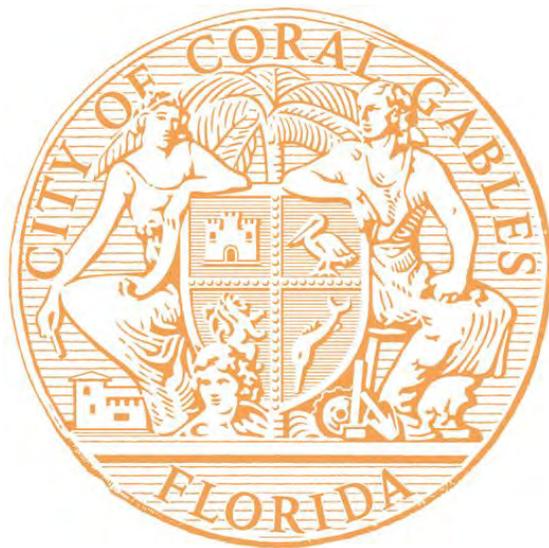
| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE                       | 2020-2021        | 2021-2022        | 2022-2023        | 2023-2024        |                   |
|----------------------------------|---|------------------|------------------|------------------|------------------|-------------------|
|                                  |   | ACTUAL           | ACTUAL           | BUDGET           | ESTIMATE         | SALARIES          |
| <b>FULL TIME POSITIONS</b>       |   | <b>HEADCOUNT</b> | <b>HEADCOUNT</b> | <b>HEADCOUNT</b> | <b>HEADCOUNT</b> |                   |
| 6007                             | Adult Activity Supervisor                     | 1.00             | 1.00             | 1.00             | 1.00             | \$ 69,705         |
| 0634                             | Adult Activity Assistant Supervisor           | 1.00             | 1.00             | 1.00             | 1.00             | 50,454            |
| 8888                             | Overtime                                      | -                | -                | -                | -                | 500               |
| 9999                             | Holiday Pay                                   | -                | -                | -                | -                | 500               |
| <b>TOTAL FULL TIME HEADCOUNT</b> |   | <b>2.00</b>      | <b>2.00</b>      | <b>2.00</b>      | <b>2.00</b>      | <b>121,159</b>    |
| <b>PART TIME POSITIONS</b>       |   | <b>HC</b>        | <b>FTE's</b>     | <b>FTE's</b>     | <b>FTE's</b>     | <b>FTE's</b>      |
| 0093                             | Guest Service Representative Specialist - P/T | 1.00             | 0.75             | 0.75             | 0.75             | 29,367            |
| 0024                             | Guest Service Representative - P/T            | 6.00             | 4.35             | 4.35             | 4.35             | 152,964           |
| 9018                             | Maintenance Worker I - P/T                    | 1.00             | 0.75             | 0.75             | 0.75             | 25,246            |
| 0095                             | Specialized Fitness Coordinator - P/T         | 1.00             | 0.60             | 0.60             | 0.60             | 28,729            |
| 0100                             | Adult Activities Instructor - Seasonal        | 1.00             | 0.91             | 0.91             | 0.91             | 38,197            |
| <b>TOTAL PART TIME FTE's</b>     |   | <b>10.00</b>     | <b>7.36</b>      | <b>7.36</b>      | <b>7.36</b>      | <b>274,503</b>    |
| <b>TOTAL</b>                     |   | <b>9.36</b>      | <b>9.36</b>      | <b>9.36</b>      | <b>9.36</b>      | <b>\$ 395,662</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021  | 2021-2022  | 2022-2023  | 2023-2024  |
|---|------------|------------|------------|------------|
|   | ACTUAL     | ACTUAL     | BUDGET     | ESTIMATE   |
| 1000 Salaries                                 | \$ 143,948 | \$ 187,146 | \$ 337,765 | \$ 395,662 |
| 2000 Employee Benefits - See Other Cost Dist. | 97,253     | 93,398     | 119,073    | 109,588    |
| 3118 Prof Serv - Misc/Other                   | 3,691      | 10,671     | 118,941    | 118,941    |
| 4000 Travel - Local                           | -          | 357        | 4,684      | 4,684      |
| 4400 Rental - Mach & Equip                    | 2,162      | 2,092      | 1,400      | 3,500      |
| 4500 General Liability Insurance              | 12,840     | 14,725     | 18,154     | 20,708     |
| 4611 Repair/Maint - Oper Equip                | 3,209      | -          | 3,584      | 3,584      |
| 4700 Special Printed Forms                    | 2,303      | 1,272      | 4,084      | 4,084      |
| 4900 Misc Exp - Other                         | 40         | -          | -          | -          |
| 5100 Supplies - Office                        | 1,012      | 3,755      | 5,500      | 5,500      |
| 5202 Supplies - Chemicals & Photo             | -          | -          | 500        | 500        |
| 5203 Supplies - Drugs & Medical               | -          | 511        | 1,000      | 1,000      |
| 5204 Supplies - Janitorial                    | -          | -          | 1,000      | 1,000      |
| 5206 Supplies - Food - Event/Resale           | 903        | 11,648     | 15,300     | 15,300     |
| 5208 Supplies - Household & Instit            | 4,529      | 12,022     | 17,153     | 17,153     |
| 5209 Supplies - Building Materials            | 420        | -          | 4,000      | 4,000      |

**EXPENDITURE DETAIL**

|                                     | <u>2020-2021</u><br><u>ACTUAL</u> | <u>2021-2022</u><br><u>ACTUAL</u> | <u>2022-2023</u><br><u>BUDGET</u> | <u>2023-2024</u><br><u>ESTIMATE</u> |
|-------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-------------------------------------|
| 5220 Uniform - Allowance            | 718                               | 477                               | 500                               | 500                                 |
| 5221 Uniform - Protective (PPE)     | -                                 | -                                 | 75                                | 75                                  |
| 5222 Uniform - Purchase/Rental      | 648                               | 758                               | 3,060                             | 3,060                               |
| 5231 Equipment (Oper) - Minor/Tools | 234                               | -                                 | 2,500                             | 2,500                               |
| 5400 Membership Dues/Subscriptions  | 397                               | 486                               | 1,234                             | 1,234                               |
| 5500 Employee Training              | <u>3,054</u>                      | <u>2,818</u>                      | <u>1,500</u>                      | <u>1,500</u>                        |
| <b>TOTAL</b>                        | <u><b>\$ 277,361</b></u>          | <u><b>\$ 342,136</b></u>          | <u><b>\$ 661,007</b></u>          | <u><b>\$ 714,073</b></u>            |



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**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



001 GENERAL FUND  
**COMMUNITY RECREATION DEPARTMENT**  
**6065 SPECIAL EVENTS DIVISION**  
 572 COMMUNITY RECREATION

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE           | 2020-2021           | 2021-2022           | 2022-2023           | 2023-2024             |                   |
|----------------------------------|-----------------------------------|---------------------|---------------------|---------------------|-----------------------|-------------------|
|                                  |                                   | ACTUAL<br>HEADCOUNT | ACTUAL<br>HEADCOUNT | BUDGET<br>HEADCOUNT | ESTIMATE<br>HEADCOUNT | SALARIES          |
| <b>FULL TIME POSITIONS</b>       |                                   |                     |                     |                     |                       |                   |
| 0059                             | Special Projects Coordinator      | 1.00                | 1.00                | 1.00                | 1.00                  | \$ 89,778         |
| <b>TOTAL FULL TIME HEADCOUNT</b> |                                   | <b>1.00</b>         | <b>1.00</b>         | <b>1.00</b>         | <b>1.00</b>           | <b>89,778</b>     |
| <b>PART TIME POSITIONS</b>       |                                   |                     |                     |                     |                       |                   |
|                                  | TITLE                             | HC                  | FTE's               | FTE's               | FTE's                 | FTE's             |
| 0097                             | Special Projects Specialist - P/T | 1.00                | 0.75                | 0.75                | 0.75                  | 30,497            |
| 0086                             | Special Projects Assistant        | 1.00                | 0.60                | 0.60                | 0.60                  | 20,139            |
| <b>TOTAL PART TIME FTE's</b>     |                                   | <b>2.00</b>         | <b>1.35</b>         | <b>1.35</b>         | <b>1.35</b>           | <b>50,636</b>     |
| <b>TOTAL</b>                     |                                   | <b>2.35</b>         | <b>2.35</b>         | <b>2.35</b>         | <b>2.35</b>           | <b>\$ 140,414</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021         | 2021-2022         | 2022-2023         | 2023-2024         |
|---|-------------------|-------------------|-------------------|-------------------|
|   | ACTUAL            | ACTUAL            | BUDGET            | ESTIMATE          |
| 1000 Salaries                                 | \$ 135,560        | \$ 259,205        | \$ 126,031        | \$ 140,414        |
| 2000 Employee Benefits - See Other Cost Dist. | 57,693            | 66,536            | 61,372            | 63,752            |
| 3106 Prof Serv - Events                       | -                 | -                 | -                 | 42,000            |
| 3118 Prof Serv - Misc/Other                   | 150,834           | 339,157           | 274,030           | 241,780           |
| 4400 Rental - Mach & Equip                    | -                 | -                 | 5,096             | 5,096             |
| 4500 General Liability Insurance              | 5,483             | 5,087             | 7,076             | 7,349             |
| 4630 Service Alloc - Flt Mgmt - Opr           | -                 | -                 | -                 | 1,633             |
| 4631 Service Alloc - Flt Mgmt - Rpl           | -                 | -                 | -                 | 1,669             |
| 4700 Special Printed Forms                    | 756               | -                 | 2,500             | 2,500             |
| 4800 Events - Parks                           | -                 | -                 | 175,000           | 175,000           |
| 4830 Promo Expense - Advertising              | -                 | -                 | -                 | 1,250             |
| 5100 Supplies - Office                        | -                 | 45                | -                 | -                 |
| 5202 Supplies - Chemicals & Photo             | -                 | -                 | 1,000             | 1,000             |
| 5206 Supplies - Food - Event/Resale           | 1,816             | 1,007             | 4,700             | 1,400             |
| 5208 Supplies - Household & Instit            | 24,799            | 9,472             | 5,589             | 37,639            |
| 5220 Uniform - Allowance                      | -                 | -                 | 400               | 400               |
| 5231 Equipment (Oper) - Minor/Tools           | -                 | 30                | -                 | -                 |
| <b>TOTAL</b>                                  | <b>\$ 376,941</b> | <b>\$ 680,539</b> | <b>\$ 662,794</b> | <b>\$ 722,882</b> |

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



001 GENERAL FUND  
**COMMUNITY RECREATION DEPARTMENT**  
**6070 GOLF COURSE/PARKS MAINT. DIVISION**  
 590 INTERNAL SERVICES

**PERSONNEL SCHEDULE**

| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE                | NUMBER OF AUTHORIZED POSITIONS |                  |                  |                  |              | SALARIES       |
|----------------------------------|--|--------------------------------|------------------|------------------|------------------|--------------|----------------|
|                                  |  | 2020-2021                      | 2021-2022        | 2022-2023        | 2023-2024        |              |                |
|                                  |  | ACTUAL                         | ACTUAL           | BUDGET           | ESTIMATE         |              |                |
| <b>FULL TIME POSITIONS</b>       |  | <b>HEADCOUNT</b>               | <b>HEADCOUNT</b> | <b>HEADCOUNT</b> | <b>HEADCOUNT</b> |              |                |
| 2309                             | Golf Course & Parks Supt.              | 1.00                           | 1.00             | 1.00             | 1.00             | \$           | 97,081         |
| 2310                             | Golf Course & Parks Maint. Asst. Supt. | 1.00                           | 1.00             | 1.00             | 1.00             |              | 74,963         |
| 3009                             | Irrigation Foreman                     | 1.00                           | 1.00             | 1.00             | 1.00             |              | 69,951         |
| 3010                             | Foreman                                | 2.00                           | 2.00             | 2.00             | 2.00             |              | 156,449        |
| 3005                             | Maintenance Worker II                  | 1.00                           | 1.00             | 1.00             | 1.00             |              | 53,365         |
| 8888                             | Overtime                               | -                              | -                | -                | -                |              | 473            |
| 9999                             | Holiday Pay                            | -                              | -                | -                | -                |              | 200            |
| <b>TOTAL FULL TIME HEADCOUNT</b> |  | <b>6.00</b>                    | <b>6.00</b>      | <b>6.00</b>      | <b>6.00</b>      |              | <b>452,482</b> |
| <b>PART TIME POSITIONS</b>       |  | <b>HC</b>                      | <b>FTE's</b>     | <b>FTE's</b>     | <b>FTE's</b>     | <b>FTE's</b> |                |
| 6004                             | Park Service Attendant - P/T           | 5.00                           | 3.75             | 3.75             | 3.75             | 3.75         | 99,860         |
| 6107                             | Park Ambassador - P/T                  | 1.00                           | 0.75             | 0.75             | 0.75             | 0.75         | 27,911         |
| <b>TOTAL PART TIME FTE's</b>     |  | <b>6.00</b>                    | <b>4.50</b>      | <b>4.50</b>      | <b>4.50</b>      | <b>4.50</b>  | <b>127,771</b> |
| <b>TOTAL</b>                     |  | <b>10.50</b>                   | <b>10.50</b>     | <b>10.50</b>     | <b>10.50</b>     | <b>\$</b>    | <b>580,253</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021  | 2021-2022  | 2022-2023  | 2023-2024  |
|---|------------|------------|------------|------------|
|   | ACTUAL     | ACTUAL     | BUDGET     | ESTIMATE   |
| 1000 Salaries                                 | \$ 446,274 | \$ 467,780 | \$ 534,681 | \$ 580,253 |
| 2000 Employee Benefits - See Other Cost Dist. | 204,971    | 215,914    | 231,389    | 242,862    |
| 3118 Prof Serv - Misc/Other                   | 352,428    | 278,308    | 507,840    | 507,840    |
| 4500 General Liability Insurance              | 22,438     | 22,221     | 30,019     | 30,370     |
| 4611 Repair/Maint - Oper Equip                | 2,250      | 2,976      | 3,500      | 3,500      |
| 4616 Repair/Maint - Roof Repair               | 897        | 1,560      | 9,696      | -          |
| 4630 Service Alloc - Flt Mgmt - Opr           | 36,302     | 42,126     | 8,050      | 30,201     |
| 4631 Service Alloc - Flt Mgmt - Rpl           | -          | -          | 37,495     | 35,395     |
| 4632 Service Alloc - Flt - Fuel               | -          | -          | -          | 26,365     |
| 4633 Service Alloc - Gen Services             | 51,632     | 51,504     | 55,043     | 56,509     |
| 5100 Supplies - Office                        | -          | -          | 547        | 547        |
| 5201 Supplies - Agricultural                  | 36,696     | 48,742     | 64,273     | 64,273     |
| 5204 Supplies - Janitorial                    | -          | 160        | -          | 2,000      |
| 5207 Supplies - Fuel & Lubricants             | -          | 75         | 550        | 550        |
| 5208 Supplies - Household & Instit            | 42,974     | 44,542     | 37,715     | 37,715     |

**EXPENDITURE DETAIL**

|                                      | <b>2020-2021</b>           | <b>2021-2022</b>           | <b>2022-2023</b>           | <b>2023-2024</b>           |
|--------------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
|                                      | <b>ACTUAL</b>              | <b>ACTUAL</b>              | <b>BUDGET</b>              | <b>ESTIMATE</b>            |
| 5209 Supplies - Building Materials   | 1,048                      | 574                        | 900                        | 900                        |
| 5220 Uniform - Allowance             | -                          | -                          | 250                        | 250                        |
| 5221 Uniform - Protective (PPE)      | -                          | 3,068                      | 1,000                      | 1,000                      |
| 5222 Uniform - Purchase/Rental       | 6,426                      | 4,735                      | 5,500                      | 5,500                      |
| 5231 Equipment (Oper) - Minor/Tools  | 3,014                      | 6,012                      | 5,375                      | 26,313                     |
| 5242 Parts - Misc Equip              | 2,330                      | 2,482                      | 2,500                      | 2,500                      |
| 6405 Equip Repl (Cap) - Misc         | 3,761                      | 17,708                     | 69,650                     | 42,250                     |
| 6425 Equip Adds (Cap) - Misc         | 7,398                      | 12,110                     | 25,000                     | 25,000                     |
| 9011 Intradep't'l Alloc - Svc to Div | (206,061)                  | (207,841)                  | -                          | -                          |
| 9901 Contingency - Soft Reductions   | -                          | -                          | <u>22,938</u>              | -                          |
| <b>TOTAL</b>                         | <b><u>\$ 1,014,778</u></b> | <b><u>\$ 1,014,756</u></b> | <b><u>\$ 1,653,911</u></b> | <b><u>\$ 1,722,093</u></b> |

## Action Plan Worksheet



**Action Plan Owner:** Fred Couceyro, Community Recreation Director

**Action Plan Name:** 5.3.1-1 Increase the percentage of geographic areas within a 10-minute walk of a park, playground, or other recreational space to at least 85% by 2025

**Strategic plan alignment:**

- Objective – 5 – Community-focused Excellence: Preserve, celebrate, and enhance the “City Beautiful” hometown community ambiance and safe environment with a vibrant downtown, world-class neighborhoods, and rich culture and history.
  - Goal 3 - Promote world-class neighborhood experience

**KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)**

| What must be done   | By When  | How will it be evident  |
|---|----------|---|
| Assessment and identification of applicable spaces                                    | 07/01/23 | Listing of all playgrounds, parks, and recreational spaces            |
| Assess and quantify percentage of homes within a 10-minute accessible walk of spaces. | 12/01/23 | Levels of service map including identification of accessibility needs |
| Identify areas with deficient level of service  | 03/01/24 | Listing and map of areas in need or improvement                       |
| Identify properties for purchase or repurpose   | 10/01/24 | Listing of properties   |
| Community Meeting for approval of purchase  | 11/01/24 | Community presentation and meeting minutes                            |
| Secure, purchase or repurpose property  | 02/01/25 | Establishment of new recreation space                                 |
| Identify accessibility improvements needed for new space                              | 02/01/25 | Project scope for each new space                                      |
| Community Meeting for development of space  | 05/01/25 | Community Presentation and meeting minutes                            |
| Secure funding and begin construction for space                                       | 09/30/25 | Budgeted project and construction date                                |

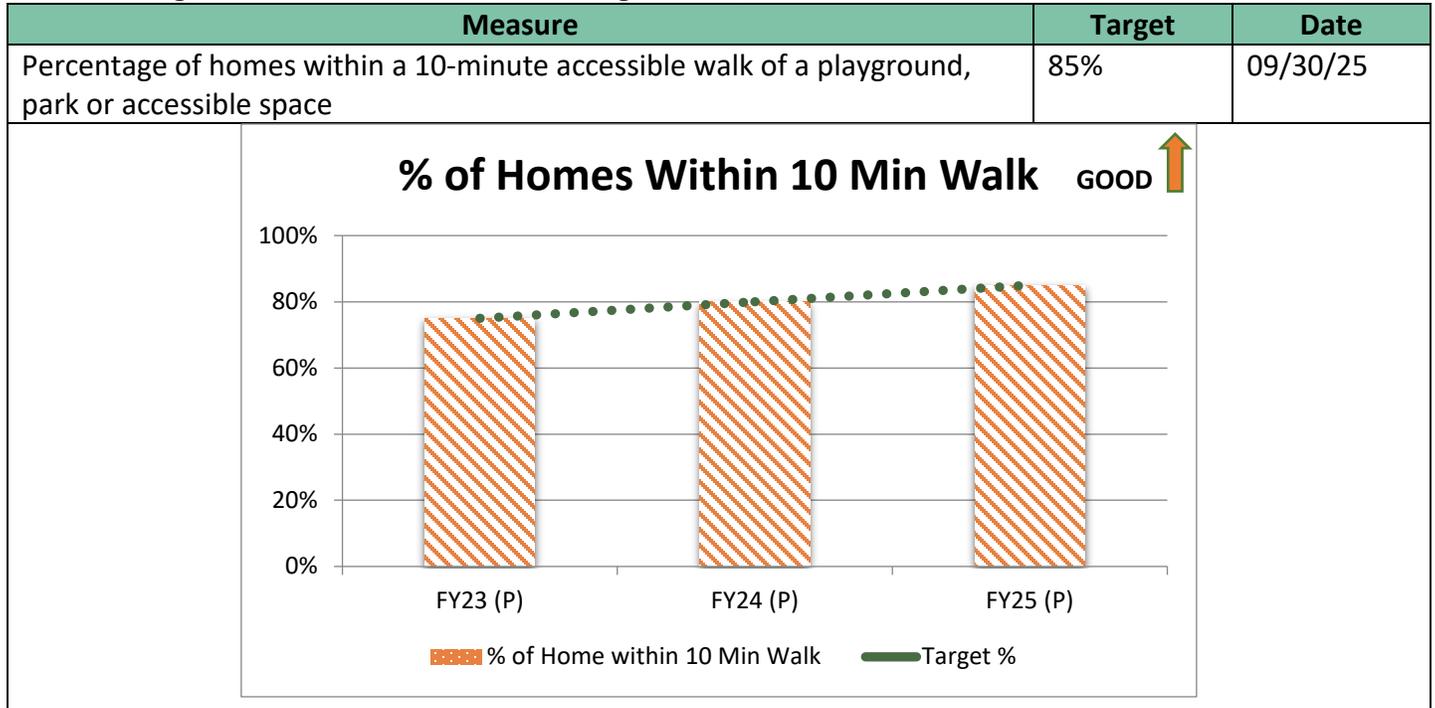
**Resource requirements (what do we need to succeed?)**

- Time (of the project team members and others as appropriate – examples below):
  - Informatics Person – Director (100 hours annually)
  - Program / Subject Matter Experts – Director, Administrative Supervisor, IT/GIS staff, CIP team, Architects, Greenspace Management (100 hours annually)
- Finances (detailed listing of expected costs):

| \$ Amount   | Purpose   |
|-------------|---|
| \$5,818,148 | Purchase of properties for recreational space through Land Purchase project |
| \$2,000,000 | Expected capital expenditures for construction                              |
| \$7,818,148 | Total   |

- Technology:
  - Use of Mapping GIS through IT staff support
- Other
  - Space, equipment, etc.

**Short- & Longer-term measures of success, targets and / or time horizons**



**Frequency & venue of review**

- Quarterly project team meeting.
- Annual report to City Manager.

**Who are the stakeholders / what is the anticipated impact on them?**

| Stakeholder Group                | Potential positive impact   | Potential negative impact  |
|----------------------------------|---|--|
| Workforce                        | <ul style="list-style-type: none"> <li>• Consolidation of locations and uses will allow for easier maintenance</li> </ul> | <ul style="list-style-type: none"> <li>• Increased workload</li> </ul>                     |
| Program / Subject Matter Experts | <ul style="list-style-type: none"> <li>• Provide blueprint for expansion in future</li> </ul>                             | <ul style="list-style-type: none"> <li>• Unhappiness with location or design</li> </ul>    |
| Sr. Leadership                   | <ul style="list-style-type: none"> <li>• Resident support</li> </ul>  | <ul style="list-style-type: none"> <li>• Neighborhood unrest with activity</li> </ul>      |
| Commissioners                    | <ul style="list-style-type: none"> <li>• Support for acquisition of land</li> </ul>                                       | <ul style="list-style-type: none"> <li>• 15% still in need</li> </ul>                      |
| Customers                        | <ul style="list-style-type: none"> <li>• Accessibility to park spaces</li> </ul>  | <ul style="list-style-type: none"> <li>• Park spaces not designed for all needs</li> </ul> |

**What are the positive and negative financial impacts (costs / benefits and return on investment)?**

- Money:
  - Costs: \$7,818,148
  - Benefits: Undetermined increase in tax revenues due to increased home values
  - Time to see return on investment: 3 years
- Other benefits:

## Action Plan Worksheet



**Action Plan Owner:** Fred Couceyro, Community Recreation Director

**Action Plan Name:** 5.3.2-1 Provide dog parks for the community to meet the top-ten benchmark City national standard for dog parks by 2025

**Strategic plan alignment:**

- Objective – 5 – Community-focused Excellence: Preserve, celebrate, and enhance the “City Beautiful” hometown community ambiance and safe environment with a vibrant downtown, world-class neighborhoods, and rich culture and history.
  - Goal 3 - Promote world-class neighborhood experience

**KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)**

| What must be done                                  | By When  | How will it be evident  |
|--|----------|---|
| Research dog park concurrency benchmark standards  | 12/01/22 | Listing and results of benchmark study                            |
| Assessment and identification of applicable spaces | 03/01/23 | Listing of all potential city owned spaces suitable for dog parks |
| Identify areas with deficient level of service     | 06/01/23 | Listing and map of areas in need or improvement                   |
| Identify properties for purchase or repurpose      | 10/01/23 | Listing of properties   |
| Community Meeting for approval of purchase         | 01/01/25 | Meeting minutes   |
| Secure, purchase or repurpose property             | 03/01/25 | Establishment of new recreation space                             |
| Community Meeting for development of space         | 05/01/25 | Meeting minutes   |
| Secure funding and begin construction for space    | 09/30/25 | Budgeted project and construction date                            |

**Resource requirements (what do we need to succeed?)**

- Time (of the project team members and others as appropriate – examples below):
  - Program / Subject Matter Experts – Director, Assistant Director, Admin. Supervisor, Golf and Parks staff, Greenspace management, CIP staff
- Finances (detailed listing of expected costs):

| \$ Amount        | Purpose  |
|------------------|--|
| \$751,000        | Development costs for dog park (Gables Station and Salvadore Park) |
| \$75,000         | Dog Park Waste supplies annually                                   |
| \$75,000         | Annual staffing expenditures                                       |
| <b>\$901,000</b> | <b>Total (not including cost to purchase the property)</b>         |

- Knowledge/Training:
  - Part-time staff – training of dog park monitoring and servicing
- Other
  - Equipment and furnishings for dog park.

**Short- & Longer-term measures of success, targets and / or time horizons**

| Measure                                  | Target | Date     |
|--|--------|----------|
| Number of dog parks per 50,000 residents | 2      | 09/30/25 |

**Frequency & venue of review**

- Quarterly project team meeting.
- Annual report to City Manager.

**Who are the stakeholders / what is the anticipated impact on them?**

| Stakeholder Group                | Potential positive impact   | Potential negative impact  |
|----------------------------------|---|--|
| Program / Subject Matter Experts | <ul style="list-style-type: none"> <li>• Provide blueprint for future expansion</li> </ul>          | <ul style="list-style-type: none"> <li>• Unhappiness with design</li> </ul>                  |
| Sr. Leadership                   | <ul style="list-style-type: none"> <li>• Alleviate complaints and issues related to dogs</li> </ul> | <ul style="list-style-type: none"> <li>• Need for more resources dependent on use</li> </ul> |
| Commissioners                    | <ul style="list-style-type: none"> <li>• Voter approval</li> </ul>                                  | <ul style="list-style-type: none"> <li>• Residents unhappy with locations</li> </ul>         |
| Customers                        | <ul style="list-style-type: none"> <li>• Fulfill need for many</li> </ul>                           | <ul style="list-style-type: none"> <li>• Needs still not met</li> </ul>                      |
| Regulators                       | <ul style="list-style-type: none"> <li>• Reduces need for enforcement</li> </ul>                    | <ul style="list-style-type: none"> <li>• Complaints about non-resident use</li> </ul>        |

**What are the positive and negative financial impacts (costs / benefits and return on investment)?**

- Money:
  - Costs: \$901,000
  - Benefits: increased home values
  - Time to see return on investment : 3 years
- Other benefits:
  - Resident satisfaction
  - Dog waste control

## Action Plan Worksheet



**Action Plan Owner:** Fred Couceyro, Community Recreation Director

**Action Plan Name:** 5.3.3-1 Provide a fully operational Country Club for residents achieving 80% operating cost recovery by 2025

**Strategic plan alignment:**

- Objective – 5 – Community-focused Excellence: Preserve, celebrate, and enhance the “City Beautiful” hometown community ambiance and safe environment with a vibrant downtown, world-class neighborhoods, and rich culture and history.
  - Goal 3 - Promote world-class neighborhood experience

**KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)**

| What must be done  | By When  | How will it be evident                |
|--|----------|---------------------------------------|
| Develop and implement an operational plan.   | 05/01/22 | Completed & approved plan.            |
| Develop a fiscal operational cost estimate.  | 05/01/22 | Complete cost estimate.               |
| Develop a 5-year capital cost estimate and timeline.   | 05/01/22 | Complete estimate.                    |
| Develop a staffing and onboarding plan.  | 05/01/22 | Complete and implement onboarding.    |
| Develop annual revenue estimates with a 5-year projection.   | 10/01/22 | Complete estimate.                    |
| Establish fees for rentals, services, and programming.   | 10/01/22 | Have fees approved by the Commission. |
| Complete a facility inventory of assets and programming amenities.                                   | 12/31/22 | Complete inventory listing.           |
| Provide seasonal cost analysis for operational expenditures and revenues to assess level of success. | Ongoing  | Ongoing review.                       |

**Resource requirements (what do we need to succeed?)**

- Time (of the project team members and others as appropriate – examples below):
  - Informatics Person – Carolina Vester
  - Program / Subject Matter Experts – Carolina Vester
- Finances (detailed listing of expected costs): see attached detailed operating estimates

| \$ Amount           | Purpose                                     |
|---------------------|---|
| \$4,532,779         | Fiscal Operating Budget – ongoing each year |
| \$10,076,660        | Capital 5-Year Budget                       |
| <b>\$14,609,439</b> | <b>Total</b>                                |

- Technology:
  - See attached separate technology needs.
- Knowledge/Training:
  - All staff – Onboarding training

- Other
  - Space, equipment, etc.

**Short- & Longer-term measures of success, targets and / or time horizons**

| Measure   | Target                      | Date                 |      |                             |          |          |      |      |          |      |      |          |      |      |
|---|-----------------------------|----------------------|------|-----------------------------|----------|----------|------|------|----------|------|------|----------|------|------|
| Operating cost recovery   | 80%<br>100%                 | 09/30/25<br>09/30/26 |      |                             |          |          |      |      |          |      |      |          |      |      |
| <div style="text-align: center;"> <p><b>Operating Cost Recovery</b> <span style="float: right;">GOOD ↑</span></p> <table border="1"> <caption>Operating Cost Recovery Data</caption> <thead> <tr> <th>Year</th> <th>Operating Cost Recovery (%)</th> <th>Target %</th> </tr> </thead> <tbody> <tr> <td>FY24 (P)</td> <td>~80%</td> <td>~80%</td> </tr> <tr> <td>FY25 (P)</td> <td>~90%</td> <td>~90%</td> </tr> <tr> <td>FY26 (P)</td> <td>100%</td> <td>100%</td> </tr> </tbody> </table> </div> |                             |                      | Year | Operating Cost Recovery (%) | Target % | FY24 (P) | ~80% | ~80% | FY25 (P) | ~90% | ~90% | FY26 (P) | 100% | 100% |
| Year  | Operating Cost Recovery (%) | Target %             |      |                             |          |          |      |      |          |      |      |          |      |      |
| FY24 (P)  | ~80%                        | ~80%                 |      |                             |          |          |      |      |          |      |      |          |      |      |
| FY25 (P)  | ~90%                        | ~90%                 |      |                             |          |          |      |      |          |      |      |          |      |      |
| FY26 (P)  | 100%                        | 100%                 |      |                             |          |          |      |      |          |      |      |          |      |      |
| Operating and capital infrastructure costs recovery   | 100%                        | 09/30/28             |      |                             |          |          |      |      |          |      |      |          |      |      |

**Frequency & venue of review**

- Weekly project team meeting.
- Quarterly report to ACM or CM.

**Who are the stakeholders / what is the anticipated impact on them?**

| Stakeholder Group | Potential positive impact   | Potential negative impact   |
|-------------------|---|---|
| Workforce         | <ul style="list-style-type: none"> <li>• Opportunities for promotions and jobs.</li> </ul>  | <ul style="list-style-type: none"> <li>• Additional strain on the pension. Additional strain on existing administrative workforce.</li> </ul> |
| Informatics       | <ul style="list-style-type: none"> <li>• None</li> </ul>  | <ul style="list-style-type: none"> <li>• Additional strain to existing workforce.</li> </ul>  |
| Sr. Leadership    | <ul style="list-style-type: none"> <li>• Increased resident satisfaction and engagement. Increased City revenue.</li> </ul>   | <ul style="list-style-type: none"> <li>• Additional managerial oversight required.</li> </ul>   |
| Commissioners     | <ul style="list-style-type: none"> <li>• Increased resident satisfaction and engagement. Increased home value. Increased City brand value and recognition.</li> </ul> | <ul style="list-style-type: none"> <li>• Potential complaints from residents due to operations of the facility.</li> </ul>                    |

|           |   |   |
|-----------|---|---|
| Customers | <ul style="list-style-type: none"> <li>Increased resident satisfaction and engagement.</li> </ul> | <ul style="list-style-type: none"> <li>Potential dissatisfaction by some members of the community.</li> </ul> |
| Finance   | <ul style="list-style-type: none"> <li>Increased City revenue.</li> </ul>                         | <ul style="list-style-type: none"> <li>Additional unfunded start-up costs.</li> </ul>                         |

**What are the positive and negative financial impacts (costs / benefits and return on investment)?**

- Money:
  - Costs: \$4,532,779 operating each year and \$10,076,660 in capital expenditures up to FY28.
  - Benefits: \$5,000,000 profitability each year after year five.
  - Time to see return on investment – Five years.
- Other benefits:
  - Resident satisfaction and engagement.

## Action Plan Worksheet



**Action Plan Owner:** Fred Couceyro, Community Recreation Director

**Action Plan Name:** 5.4.1-1 Provide 2 new offerings annually to address identified needs in technology, literacy, innovation, and business development

**Strategic plan alignment:**

- Objective – 5 – Community-focused Excellence: Preserve, celebrate, and enhance the “City Beautiful” hometown community ambiance and safe environment with a vibrant downtown, world-class neighborhoods, and rich culture and history.
  - Goal 4 - Enhance the sense of community through educational offerings to meet the needs of residents and small businesses

**KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)**

| What must be done   | By When  | How will it be evident   |
|---|----------|--|
| Research and collect benchmarks of new programming                                | 12/01/22 | Creating a listing of all new and innovative programming           |
| Hold round table to discuss and present to all supervisors of impacted facilities | 04/01/23 | Minutes with feedback from supervisors                             |
| Develop new programs for AAC and YC   | 06/01/23 | Create a program proposal which is approved by staff/admin         |
| Schedule and allocate funding for pilot programs                                  | 11/01/23 | Entered into recreation management software and City-wide calendar |
| Create new needs and appropriately budget full programs                           | 02/01/24 | Entered into budget approval process for new needs.                |
| Implementation of pilot initiative during summer programming session              | 04/01/24 | Participation of our resident base as well as possible feedback    |

**Resource requirements (what do we need to succeed?)**

- Time (of the project team members and others as appropriate – examples below):  
 Program / Subject Matter Experts – Director, Assistant Director, Admin. Supervisor, Youth Center Supervisor and Adult Activities Center Supervisor

- Finances (detailed listing of expected costs):

| \$ Amount       | Purpose  |
|-----------------|--|
| \$10,000        | Funding for an initial program/event for the Adult Activities Center |
| \$10,000        | Funding for an initial program/event at the Youth Center             |
| <b>\$20,000</b> | <b>Total</b>   |

- Knowledge/Training:
  - Training and hiring of program experts. As well as training part time staff and full-time staff in implementation of programming/event
- Other
  - Possible equipment purchasing and usage of space at facilities for programming

**Short- & Longer-term measures of success, targets and / or time horizons**

| Measure  | Target          | Date     |
|--|-----------------|----------|
| Attendee satisfaction at Adult Activities Center event | 95%             | 09/30/24 |
| Attendee satisfaction at Youth Center event            | 95%             | 09/30/24 |
| Registrations at Adult Activities Center event         | 7,000 annually  | 09/30/24 |
|  |                 |          |
| Registrations at Youth Center event                    | 12,000 annually | 09/30/24 |

**Frequency & venue of review**

- Weekly project team meeting.
- End of program/event S.W.O.T. analysis and debrief with supervisors/staff.

**Who are the stakeholders / what is the anticipated impact on them?**

| Stakeholder Group                | Potential positive impact  | Potential negative impact   |
|----------------------------------|--|---|
| Workforce                        | <ul style="list-style-type: none"> <li>• Improving knowledge of staff on different subject matters</li> </ul>      | <ul style="list-style-type: none"> <li>• Retention of staff as a result</li> </ul>  |
| Program / Subject Matter Experts | <ul style="list-style-type: none"> <li>• Provide programming plan and Rectrac access to residents/users</li> </ul> | <ul style="list-style-type: none"> <li>• Unhappiness with registration/time or locations</li> </ul>                           |
| Sr. Leadership                   | <ul style="list-style-type: none"> <li>• Resident Support</li> </ul>   | <ul style="list-style-type: none"> <li>• Using program space for initiatives that may not align with resident base</li> </ul> |
| Customers                        | <ul style="list-style-type: none"> <li>• Accessibility to new and innovative programming</li> </ul>                | <ul style="list-style-type: none"> <li>• Dissatisfaction with programming</li> </ul>  |

**What are the positive and negative financial impacts (costs / benefits and return on investment)?**

- Money:
  - Costs: \$20,000
  - Benefits: A more attuned resident base to the needs of technology, literacy, innovation, and business development
  - Time to see return on investment : 2-3 years
- Other benefits:
  - Resident Satisfaction
  - Becoming more world class

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**

**ECONOMIC DEVELOPMENT**

**ORGANIZATION CHART**



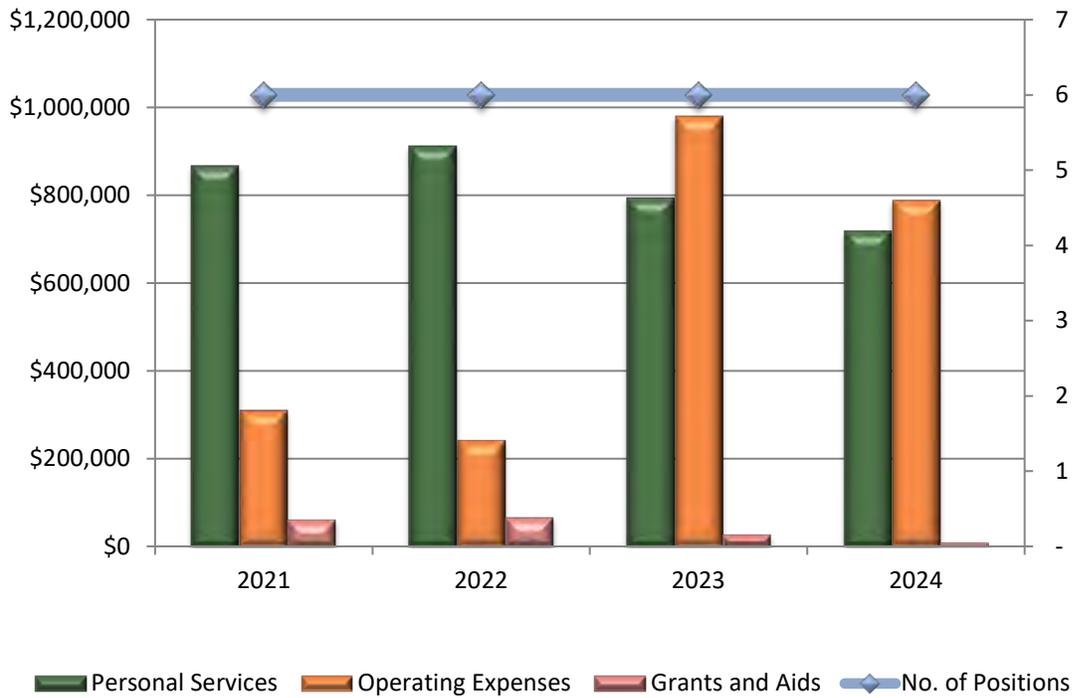
**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



**ECONOMIC DEVELOPMENT DEPARTMENT  
BUDGET AND POSITION SUMMARY**

|                                    | <u>2020-2021</u><br><u>ACTUAL</u> | <u>2021-2022</u><br><u>ACTUAL</u> | <u>2022-2023</u><br><u>BUDGET</u> | <u>2023-2024</u><br><u>ESTIMATE</u> |
|------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-------------------------------------|
| <b>Salaries &amp; Benefits</b>     | <b>867,123</b>                    | <b>912,256</b>                    | <b>794,261</b>                    | <b>718,627</b>                      |
| <b>Operating Expenses</b>          | <b>311,471</b>                    | <b>242,468</b>                    | <b>980,424</b>                    | <b>789,351</b>                      |
| <b>Grants and Aids</b>             | <b>61,589</b>                     | <b>66,438</b>                     | <b>28,295</b>                     | <b>10,000</b>                       |
| <b>Total</b>                       | <b><u>1,240,183</u></b>           | <b><u>1,221,162</u></b>           | <b><u>1,802,980</u></b>           | <b><u>1,517,978</u></b>             |
| <br>                               |                                   |                                   |                                   |                                     |
| <b>Full Time Headcount</b>         | <b>4.00</b>                       | <b>4.00</b>                       | <b>4.00</b>                       | <b>4.00</b>                         |
| <b>Part Time FTE's</b>             | <b>1.50</b>                       | <b>1.50</b>                       | <b>1.50</b>                       | <b>1.50</b>                         |
| <b>Total Headcount &amp; FTE's</b> | <b><u>5.50</u></b>                | <b><u>5.50</u></b>                | <b><u>5.50</u></b>                | <b><u>5.50</u></b>                  |

**EXPENDITURE/PERSONNEL COMPARISONS**



# Economic Development

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## Department Function:

The Economic Development department was created in 1989 to foster sound economic growth and quality of life in the City of Coral Gables.

### **Economic Development**

The department is tasked with the responsibility of managing the city's economic development initiatives which are designed to support the needs of the business ecosystem. This involves the development and implementation of the city's comprehensive economic development program, business recruitment, and the implementation of economic/planning software tools to provide real-time data, technical workshops and/or webinars to existing businesses and new to market companies, while supporting viable economic development initiatives. The department conducts city sponsored business events, proactively participates in the search for public and private grants to financially assist our small businesses. The department serves as liaison to the city's Economic Development Board.

The Department also oversees the City's international affairs activities, and participates in several multi-departmental efforts - pursuant to the following:

### **Retail Development**

The department works to attract retailers and restaurants to complement the downtown and works closely with property owners, landlords and brokers on scouting and introduction to new businesses. The department works to continuously implement the City's Retail Strategy which includes several goals including increasing a sense of place in the downtown, clarifying signage criteria, and assisting businesses navigate the City's permitting process. Business retention is a strong goal of the department, working closely with existing businesses by providing workshops, grants, and assistance with relocation.

### **International Affairs**

The department is responsible for managing the City's Sister Cities Program, the International Cultural Events Program, and all communications and relations with members of the Consular Corps of Miami. The department works with foreign government offices and trade commission offices to find business and cultural opportunities that are mutually beneficial. The department works closely with the Consular Corps to accomplish this goal. The department serves as liaison to the city's International Affairs Coordinating Council (IACC). Additionally, the department works directly with the international business community, and particularly with the new to market companies to help them navigate the City's and county's regulatory process.

### **Technological Integration**

The department, in cooperation with the City's Innovation Officer, is leveraging its national Smart City status to attract tech-focused companies and startups to Coral Gables. The department has sponsored a series of workshops, conferences, and other related activities with partners such as Google, the University of Miami and cyber security experts from Silicon Valley, to increase the digital literacy of the business community in a rapidly evolving tech ecosystem. The department also works with the City's Innovation Officer to market Coral Gables to tech and fintech companies.

## Department Goals:

The City of Coral Gables Economic Development Department has adopted the following goals to guide the operations of the organization in the utmost professional and cost-effective manner consistent with the City's economic development mission.

1. To create an integrated business-friendly environment guided by an experienced, multi-disciplinary professional staff supportive of new business ideas including the application of smart city technology for small businesses to be more resilient during economic downturns and/or crisis.
2. To attract businesses to our community, providing them location assistance and permitting assistance once they have made the decision to come to Coral Gables.
3. To create a retail friendly environment, promoting the downtown to other communities and attracting businesses in line with the City's retail strategy.
4. To proactively participate as a technical resource during the preparation, negotiation, and implementation of development agreements and/or public/private partnerships that will have positive economic impacts in the community, such as new development or redevelopment projects.
5. To proactively participate with the city's regional and local partners (e.g., Enterprise Florida, Miami-Dade Beacon Council, Endeavor Miami, Foreign Trade Commission, Chambers of Commerce, the Business Improvement District of Coral Gables, Regional Planning Council, Foreign Consulates and Universities) to create new jobs and business opportunities in the city's core industries.
6. To complete the citywide economic study to support the implementation of the "City's Corporate Strategy" and further the implementation of the "City's Corporate and Retail Strategy."
7. To proactively work with local business associations and economic development agencies to retain and/or expand the operations of local businesses.

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**

**ECONOMIC DEVELOPMENT**

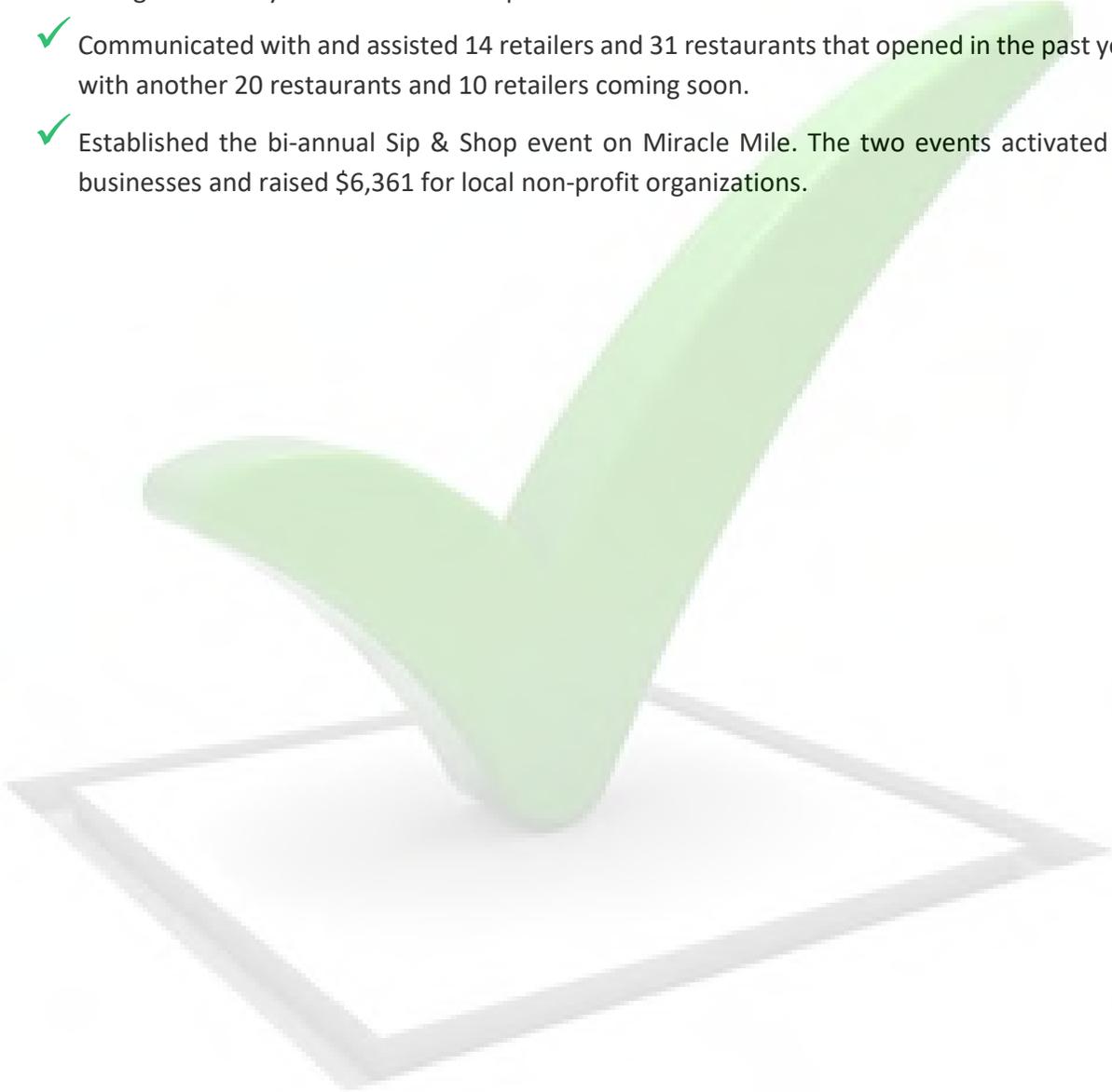
**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS**

- ✓ Supported the Consulate of Mexico in bringing the Day of the Dead to Coral Gables as part of the City's International Cultural Program. This event brought in an estimated 4,000 visitors to the downtown area.
- ✓ Supported the Consulate of Colombia in bringing the Festival de Barranquilla as part of the City's International Cultural Program.
- ✓ Established Tuesdays with Tony which offers permitting and code enforcement guidance for businesses.
- ✓ Held first Business Recycling Drive-Thru Event collecting 878 pounds of e-waste, 2,100 pounds of paper, and 50 pounds of clothing.
- ✓ Assisted the Consulates of Guatemala, Paraguay and Mexico in moving to Coral Gables bringing the total number of foreign offices located in the city to 22.
- ✓ Established free Wi-Fi at Pittman Park, in the heart of the Central Business District, in collaboration with the Innovation and Technology Department.
- ✓ Negotiated and received Commission approval for a corporate relocation plan for "Project Bell".
- ✓ Assisted with the donation of gas detectors to Villa Elisa, Paraguay through the Consulate of Paraguay.
- ✓ Organized and executed the City's first Trick-or-Treat on the Mile event which brought an estimated 38,663 visitors to the area based on pedestrian sensor counts. Additional holiday events, activities and décor on Miracle Mile and Giralda Plaza were also organized and executed.
- ✓ Produced the Museum of the Moon project at Ponce Circle Park in collaboration with the Coral Gables Community Foundation. This month-long activation attracted an estimated 30,000 visitors to the area. A post activation survey was conducted showing that 71% of those surveyed shopped at a local business while visiting the moon installation.
- ✓ Received Commission approval for a one-year extension of the Murals on the Mile program.
- ✓ Assisted the Consulate of Saint Lucia with holding their Independence Day ceremony at Merrick House.
- ✓ Began to develop the City's Economic Strategic Plan.

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS - (Continued)**

- ✓ Continued to actively participate in the Community of Excellence initiative with the Coral Gables Chamber of Commerce, Coral Gables Foundation and Baptist Health.
- ✓ Brought the Navy Band Southeast to perform in Coral Gables.
- ✓ Communicated with and assisted 14 retailers and 31 restaurants that opened in the past year with another 20 restaurants and 10 retailers coming soon.
- ✓ Established the bi-annual Sip & Shop event on Miracle Mile. The two events activated 35 businesses and raised \$6,361 for local non-profit organizations.



**CITY OF CORAL GABLES, FLORIDA  
PERFORMANCE INDICATOR METRICS**

**ECONOMIC DEVELOPMENT**

| INDICATOR:   | FY22   |        |        | FY23   |         | FY24    |
|--|--------|--------|--------|--------|---------|---------|
|  | TARGET | ACTUAL | STATUS | TARGET | YTD     | TARGET  |
| Number of businesses helped via PAP  | 2      | 1      | ◆      | 2      | 2       | 2       |
| Visitation of existing business  | 25     | 34     | ●      | 25     | 26      | 25      |
| Local Business Outreach Assistance (issues/concerns/questions)                               | 25     | 48     | ●      | 25     | 25      | 25      |
| Marketing total audience reached   | 1M     | 1.5M   | ●      | 1M     | 178,766 | 500,000 |
| Public workshops / Presentations   | 10     | 54     | ●      | 10     | 28      | 13      |
| Business contact database  | 8,500  | 8,480  | ●      | 8,250  | 7,247   | 8,000   |
| Participation in Business Recruitment Efforts (not in the Gables/<br>Corporate & Commercial) | 3      | 19     | ●      | 3      | 4       | 5       |

**Legend**

- Target met or exceeded
- ▲ Target nearly met
- ◆ Target not met



**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



001 GENERAL FUND  
**ECONOMIC DEVELOPMENT DEPARTMENT**  
**6900 ECONOMIC DEVELOPMENT**  
 552 INDUSTRY DEVELOPMENT

**PERSONNEL SCHEDULE**

| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE                | NUMBER OF AUTHORIZED POSITIONS |                  |                  |                  |                   |
|----------------------------------|--|--------------------------------|------------------|------------------|------------------|-------------------|
|                                  |  | 2020-2021                      | 2021-2022        | 2022-2023        | 2023-2024        |                   |
|                                  |  | ACTUAL                         | ACTUAL           | BUDGET           | ESTIMATE         | SALARIES          |
| <b>FULL TIME POSITIONS</b>       |  | <b>HEADCOUNT</b>               | <b>HEADCOUNT</b> | <b>HEADCOUNT</b> | <b>HEADCOUNT</b> |                   |
| 0639                             | Economic Development. Director         | 1.00                           | 1.00             | 1.00             | 1.00             | \$ 142,865        |
| 0644                             | Economic Development. Ass't Director   | 1.00                           | 1.00             | -                | -                | -                 |
| 0645                             | Marketing & Brand Manager              | -                              | -                | 1.00             | 1.00             | 91,356            |
| 0642                             | Business Development Coordinator       | 1.00                           | 1.00             | 1.00             | 1.00             | 89,720            |
| 0602                             | Administrative Assistant               | 1.00                           | 1.00             | 1.00             | 1.00             | 58,574            |
| <b>TOTAL FULL TIME HEADCOUNT</b> |  | <b>4.00</b>                    | <b>4.00</b>      | <b>4.00</b>      | <b>4.00</b>      | <b>382,515</b>    |
| <b>PART TIME POSITIONS</b>       |  | <b>HC</b>                      | <b>FTE's</b>     | <b>FTE's</b>     | <b>FTE's</b>     | <b>FTE's</b>      |
| 1150                             | Int'l Business Development Coord - P/T | 1.00                           | 0.75             | 0.75             | 0.75             | 55,233            |
| 9019                             | Receptionist/Office Asst - P/T         | 1.00                           | 0.75             | 0.75             | 0.75             | 26,179            |
| <b>TOTAL PART TIME FTE's</b>     |  | <b>2.00</b>                    | <b>1.50</b>      | <b>1.50</b>      | <b>1.50</b>      | <b>81,412</b>     |
| <b>TOTAL</b>                     |  | <b>5.50</b>                    | <b>5.50</b>      | <b>5.50</b>      | <b>5.50</b>      | <b>\$ 463,927</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021  | 2021-2022  | 2022-2023  | 2023-2024  |
|---|------------|------------|------------|------------|
|   | ACTUAL     | ACTUAL     | BUDGET     | ESTIMATE   |
| 1000 Salaries                                 | \$ 554,704 | \$ 582,321 | \$ 512,622 | \$ 463,927 |
| 2000 Employee Benefits - See Other Cost Dist. | 312,419    | 329,935    | 281,639    | 254,700    |
| 3106 Prof Serv - Events                       | -          | 355        | 28,300     | 100,000    |
| 3118 Prof Serv - Misc/Other                   | 66,934     | 64,394     | 142,279    | 182,743    |
| 4000 Travel - Local                           | -          | 2,385      | 9,835      | -          |
| 4010 Automobile Allowance                     | 9,875      | 9,670      | 10,395     | 10,395     |
| 4011 Mobile Phone Allowance                   | 1,340      | 260        | -          | -          |
| 4400 Rental - Mach & Equip                    | 2,880      | 2,416      | 2,300      | 4,800      |
| 4402 Rental - Land & Buildings                | 67,470     | 37,158     | 21,250     | 21,250     |
| 4500 General Liability Insurance              | 27,189     | 27,465     | 27,644     | 24,281     |
| 4701 Printing & Binding                       | 1,930      | 8,522      | 9,600      | 9,600      |
| 4801 Events - Econ Dev                        | 15,139     | -          | 15,600     | 15,600     |
| 4830 Promo Expense - Advertising              | 12,912     | 16,848     | 20,000     | 20,000     |
| 4831 Promo Expense - Rouse                    | 23,975     | -          | 524,455    | 35,000     |
| 4832 Promo Expense - Prospect Dev             | 57,339     | 27,398     | 112,898    | 49,314     |
| 4833 Promo Expense - Misc                     | 5,168      | 14,245     | 20,933     | 281,933    |

**EXPENDITURE DETAIL**

|                                     | <u>2020-2021</u><br><u>ACTUAL</u> | <u>2021-2022</u><br><u>ACTUAL</u> | <u>2022-2023</u><br><u>BUDGET</u> | <u>2023-2024</u><br><u>ESTIMATE</u> |
|-------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-------------------------------------|
| 4900 Misc Exp - Other               | 383                               | 1,297                             | 2,000                             | 2,000                               |
| 5100 Supplies - Office              | 1,058                             | 1,641                             | 2,212                             | 2,212                               |
| 5220 Uniform - Allowance            | -                                 | 243                               | 2,000                             | 1,500                               |
| 5400 Membership Dues/Subscriptions  | 17,155                            | 27,946                            | 22,148                            | 22,148                              |
| 5500 Employee Training              | 724                               | 225                               | 6,575                             | 6,575                               |
| 8200 Grants - Outside Organizations | 1,800                             | 9,540                             | 148                               | -                                   |
| 8207 Grants - BID Activities        | <u>59,789</u>                     | <u>56,898</u>                     | <u>28,147</u>                     | <u>10,000</u>                       |
| <b>TOTAL</b>                        | <b><u>\$ 1,240,183</u></b>        | <b><u>\$ 1,221,162</u></b>        | <b><u>\$ 1,802,980</u></b>        | <b><u>\$ 1,517,978</u></b>          |

## Action Plan Worksheet



**Action Plan Owner:** Belkys Perez, Economic Development Director

**Action Plan Name:** 1.4.1-1 Achieve 90 percentile rank in the measurement of excellent for vibrancy of downtown/commercial area by 2025

**Strategic plan alignment**

- Objective - Objective - 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community
  - Goal 4 - Enhance our position as a premier destination for arts, culture, dining, and shopping

**KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)**

| What must be done   | By When  | How will it be evident  |
|---|----------|---|
| Recommend at least five (5) artists to participate in the program | 10/01/23 | Selected artists approved by the Arts Advisory Panel and Cultural Development Board |
| Selection of at least two (2) art installations for the CBD       | 11/01/24 | Executed PSA with selected artists  |
| Installation of the art pieces in the CBD                         | 12/31/24 | Art installed   |
| Release of a satisfaction survey to residents                     | 03/01/24 | Residents’ responses  |
| Review the survey results   | 03/31/24 | Analysis of results   |

**Resource requirements (what do we need to succeed?)**

- Time (of the project team members and others as appropriate):
  - In-house time commitment 160 staff hours (art installations and marketing consultant).
  - Procurement Time: 16 staff hours; Historic Resources and Cultural Arts 12 staff hours per installations
  - Informatics Person – None
  - Program / Subject Matter Experts – Hours included with in-house staff time.

- Finances (detailed listing of expected costs):

| \$ Amount | Purpose   |
|-----------|---|
| \$75,000  | Marketing Consultant Professional Services Contract |

- Technology:
  - Mobile pedestrian counters (if none are available) in areas where activity is occurring
  - Survey will take place through a questionnaire on the IKE kiosks (if the activity is occurring in the area where kiosks are available) and through surveys conducted by the City Manager’s office.

**Short- & Longer-term measures of success, targets and / or time horizons**

| Measure   | Target                      | Date                             |
|---|-----------------------------|----------------------------------|
| Satisfaction of resident/ visitors to the CBD (Giralda Plaza/Miracle Mile/Downtown) using the measurement of “excellent for vibrancy of down/commercial area” | 90 <sup>th</sup> percentile | 10/01/23<br>10/01/24<br>10/01/25 |

**Resident/Visitor Satisfaction** GOOD ↑

| Fiscal Year | % Satisfied/Very Satisfied | Percentile Target |
|-------------|----------------------------|-------------------|
| FY23 (P)    | ~90%                       | 90%               |
| FY24 (P)    | ~90%                       | 90%               |
| FY25 (P)    | ~90%                       | 90%               |

**Frequency & venue of review**

- Project Update Meeting – Monthly
- Quarter Update Report – City Manager Office

**Who are the stakeholders / what is the anticipated impact on them?**

| Stakeholder Group                               | Potential positive impact   | Potential negative impact                                       |
|---|---|---|
| Historical Resources & Cultural Arts Department | Increase recognition of the City’s AIPP Program<br>Providing opportunities for local artists<br>Participating in the development of art in the County                 | Cost of implementing the program                                |
| Business Improvement District                   | Involved with high-level art installations<br>Participating in the development of market survey   | Cost of participating in the programs                           |
| Coral Gables Chamber for Commerce               | Involved with high-level art installations<br>Participating in the development of market survey   | Cost of participating in the programs                           |
| Merchant  | Improve the area’s aesthetics<br>Increase foot traffic attracted by the art installations<br>Market survey provide valuable information regarding customer preference | Potential customers would be attracted to the art installations |
| Residents                                       | Gathering place<br>Community pride  | Traffic congestion  |
| Visitors  | Tourist attraction location   | None  |

**What are the positive and negative financial impacts (costs / benefits and return on investment)?**

- Money:
  - Costs: \$75,000
  - Benefits: \$500,000(est.)
  - Time to see return on investment
- Other benefits:
  - Increase property values in the surrounding areas of the installation
  - Increase the parking garage and lots revenues in the vicinity of the art installations
  - Increase patronage of local businesses

## Action Plan Worksheet



**Action Plan Owner:** Belkys Perez, Economic Development Director

**Action Plan Name:** 5.2.1-1 Increase the number of business tax licenses that complement the brand by 25% by 2025

**Strategic plan alignment:**

- Objective – 5 – Community-focused Excellence: Preserve, celebrate, and enhance the “City Beautiful” hometown community ambiance and safe environment with a vibrant downtown, world-class neighborhoods, and rich culture and history.
  - Goal 2 - Promote appropriate development and economic growth by retaining, expanding, and recruiting businesses

**KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)**

| What must be done   | By When  | How will it be evident   |
|---|----------|--|
| Work with the Economic Development Advisory Board members to refine the recommendations provided by the Economic Study consultant | 10/01/22 | Development of economic strategic strategies   |
| Hold public meetings to present the data generated by the economic study  | 06/30/23 | Attendance roster  |
| Adoption of the Economic Study  | 09/30/23 | City Commission approval   |
| Implement the Economic Study’s strategic policies   | 11/30/23 | Adopted Economic Study   |
| Prepare the economic development sub-element of the comprehensive plan with Planning and Zoning Department                        | 06/30/23 | Transmittal to State of Florida Department of Economic Opportunities, State Land Planning Agency |
| Continue to enhance the capabilities of the GIS Program   | On-going | Information provided to the residents, business community and interested stakeholders            |
| Prepare quarterly economic development reports  | On-going | Distribution to the business community   |
| Implementation of the Corporate Strategic Plan  | 12/31/23 | Community-wide distribution  |
| Enhance the integration of smart cities technology to support the department’s economic initiatives                               | On-going | Information available to the community, businesses and interested stakeholders                   |
| Conduct technology workshops  | 03/31/25 | Attendance rosters   |

**Resource requirements (what do we need to succeed?)**

- Time: In-house time commitment of 160 staff hours (implementation economic strategic policies, economic sub-element of comprehensive plan, technology integration, and public outreach meetings). Planning and Zoning Department 60 staff hours.
  - Program / Subject Matter Experts – Belkys Perez (in-house staff hours already included above)

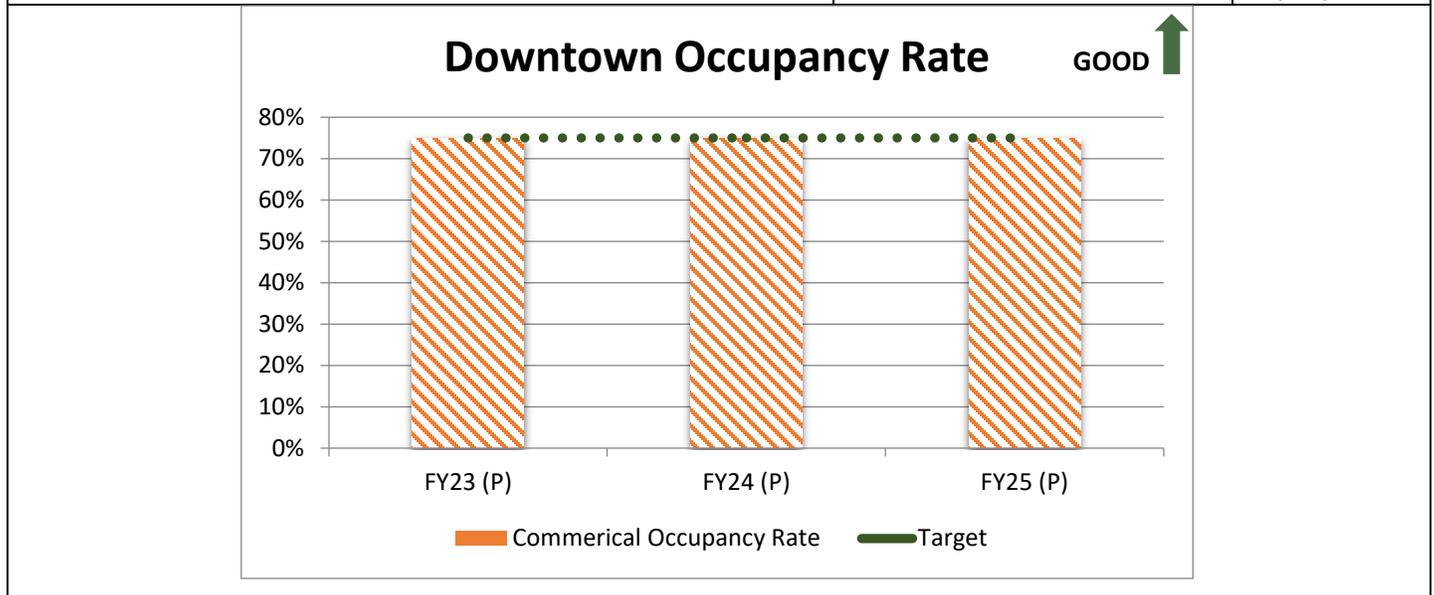
- Finances (detailed listing of expected costs):

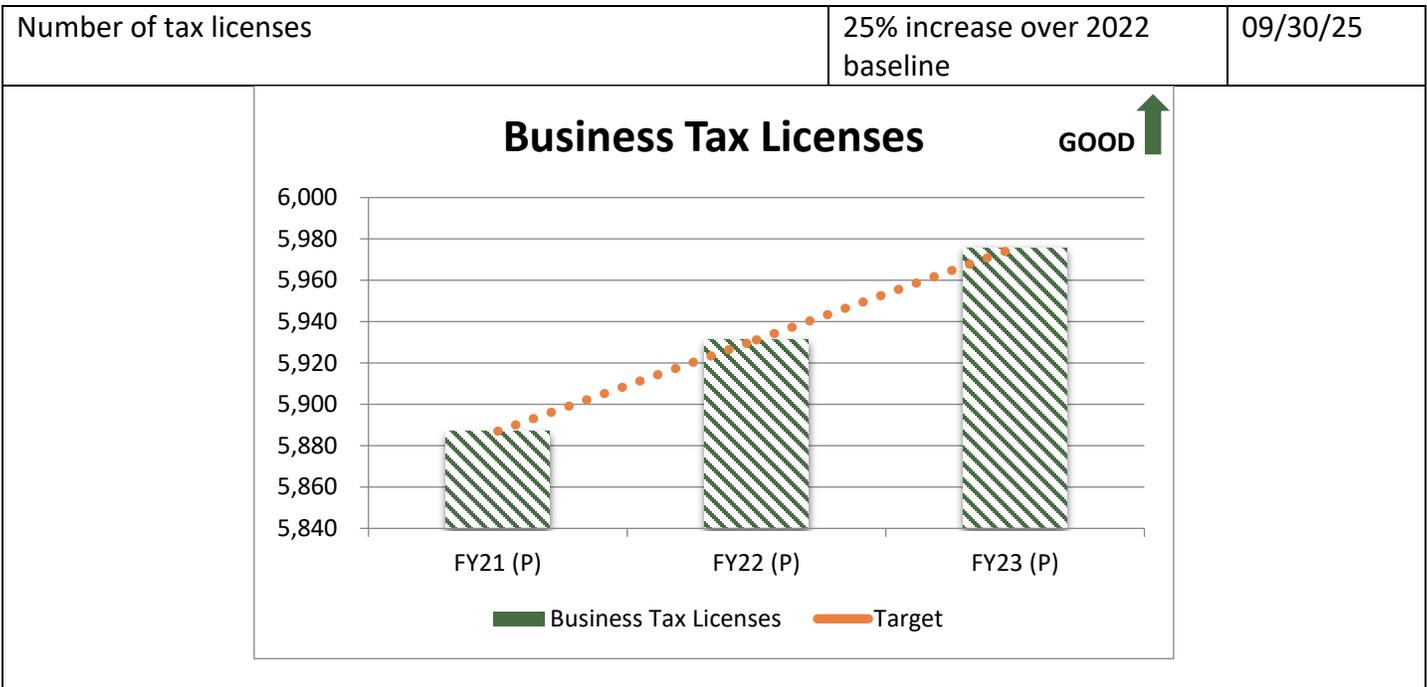
| \$ Amount       | Purpose   |
|-----------------|---|
| \$50,000        | Implementation of the economic study strategic policies; preparation and adoption of the economic development sub-element; and community outreach program. Lump-sum request.              |
| \$45,000        | Technology workshops (part of the integration of smart city technologies into the city's economic development initiatives). \$15,000 per year for a period not to exceed three (3) years. |
| <b>\$95,000</b> | <b>Total</b>  |

- Technology:
  - None
- Knowledge/Training:
  - All staff – 200 hours
- Other (space and equipment, etc.)
  - Commitment to expand the services, if necessary, of the economic development professional consulting services/community outreach activities
  - Staff alignment – Economic Development staff to help support the proposed activities
  - Interdepartmental cooperation (Economic Development, IT, Communication, Economic Development Consultant, and Development Services)
  - Hosting outreach meetings

**Short- & Longer-term measures of success, targets and / or time horizons**

| Measure  | Target | Date                             |
|--|--------|----------------------------------|
| Commercial Occupancy Rate in Downtown Coral Gables | 75%    | 09/30/23<br>09/30/24<br>09/30/25 |





**Frequency & venue of review**

- Economic development staff will review the implementation of the corporate strategies monthly.
- Internal Economic Development Working Group will meet quarterly evaluate the implementation of the Corporate Strategies.”
- Regular updates to the City Manager during the monthly department meetings.
- Quarterly meetings with the City’s Innovation Officer to evaluate the technology workshops.
- Quarterly Coordination meeting with our technology partners.

**Who are the stakeholders / what is the anticipated impact on them?**

| Stakeholder Group  | Potential positive impact  | Potential negative impact |
|--|--|---------------------------|
| Coral Gables – Business Community  | Development of market data useful for strategic planning<br>Availability of real-time market data                                | None                      |
| Coral Gables Chamber of Commerce and BID and other economic development partners | Data available for strategic planning<br>Economic information to support programmatic activities and business strategic planning | None                      |
| Community and interested stakeholders  | Availability of real-time market data  | None                      |

**What are the positive and negative financial impacts (costs / benefits and return on investment)?**

- Money:
  - Costs: \$95,000
  - Benefits: \$300,000
  - Return on investment: 3-5 year after implementation of the program
  
- Other benefits:
  - Expand the technological capabilities of existing small businesses
  - Generate new opportunities for existing businesses
  - Increase the number jobs generated by the city
  - Increase tax revenues

## Action Plan Worksheet



**Action Plan Owner:** Belkys Perez, Economic Development Director

**Action Plan Name:** 5.2.2-1 Design and Implement Storefront and Signage Guidelines including by 2025

**Strategic plan alignment** (Supports which Objectives and Goals)

- Objective - 5 – Community-focused Excellence: Preserve, celebrate, and enhance the “City Beautiful” hometown community ambiance and safe environment with a vibrant downtown, world-class neighborhoods, and rich culture and history.
  - Goal 2 - Promote appropriate development and economic growth by retaining, expanding, and recruiting businesses

**KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)**

| What must be done  | By When  | How will it be evident                                 |
|--|----------|--|
| Funding request (\$150,000) in “New Needs” to initiate the program   | 03/31/23 | Budget allocation                                      |
| Manager and City Commission authorization to proceed with the selection of the Downtown Storefront and Signage Guidelines consultant | 10/31/23 | City Manager and elected officials’ approval           |
| Development of the Downtown Storefront and Signage Guidelines Request for Proposal (RFP)   | 12/31/23 | RFP approved by City Manager                           |
| Release the Downtown Storefront and Signage Guidelines RFP   | 02/28/24 | Advertisement of the RFP by the Procurement Department |
| Selection of the consultant  | 04/30/24 | PSA sent to selected consultant                        |
| Negotiate and execute contract with selected consultant  | 06/30/24 | Executed the PSA                                       |
| Project kick-off meeting with Consultant and key stakeholders.   | 07/31/24 | Adoption of scope of work                              |
| Adoption of the Signage and Storefront Plan (guidelines)   | 08/30/25 | Approved by the City Manager and City Commission       |

**Resource requirements (what do we need to succeed?)**

- Time (of the project team members and others as appropriate – examples below):
  - Informatics Person – Belkys Perez
  - Program / Subject Matter Experts – Francesca Valdes

- Finances (detailed listing of expected costs):

| \$ Amount | Purpose        |
|-----------|----------------|
| \$150,000 | Consulting Fee |

- Knowledge/Training:
  - Procurement Input (RFP) – 8 hours
  - City Attorney (Review the Consultant’s PSA for legal sufficiency) - 8 hours

**Short- & Longer-term measures of success, targets and / or time horizons**

| Measure   | Target     | Date                             |
|---|------------|----------------------------------|
| Development that utilizes the new guidelines    | 1 per year | 09/30/23<br>09/30/24<br>09/30/25 |
| Single landlords that utilize new guidelines    | 2 per year | 09/30/23<br>09/30/24             |
| Number of new target businesses in the downtown | 2 per year | 09/30/23<br>09/30/24<br>09/30/25 |

**Frequency & venue of review**

- Monthly Project Updates – City Manager Office
- Four (4) Quarterly Project Progress Reports – City Manager Office and Procurement Department

**Who are the stakeholders / what is the anticipated impact on them?**

| Stakeholder Group    | Potential positive impact   | Potential negative impact  |
|----------------------|---|--|
| Property Owner       | The program will allow for a beautified downtown with shoppable storefronts, better signage allocations and streamlined guidelines that will allow for a balanced downtown, of modern and traditional architecture and design. The grant money will ensure that only major developers will implement the updated guidelines and will give the small property owner the help and ability to revitalize their builds. | Higher taxes due to an increase in property values.                    |
| Merchants            | Attract or expand the customer base and increase sales  | Higher rents as demand increases; possible construction                |
| Residents            | Better shopping environment and experience  | May lose some legacy retailers and mom and pop shops as rents increase |
| Architects/Designers | Better design guidelines, easier permitting process   | None   |

|                              |   |   |
|------------------------------|---|---|
| Downtown Workforce & Visitor | Better shopping/dining experience   | May lose some legacy retailers and mom and pop shops as rents increase  |
| BID                          | Enhanced revenue  | None  |
| Chamber of Commerce          | Enhanced membership opportunities;<br>Supports existing businesses  | None  |
| City of Coral Gables         | Increased rent and property value<br>For City Assets<br>Increased tax revenue<br>Supports and enhances the City's brand | Funds allocated to this effort will not be available for other projects |

**What are the positive and negative financial impacts (costs / benefits and return on investment)?**

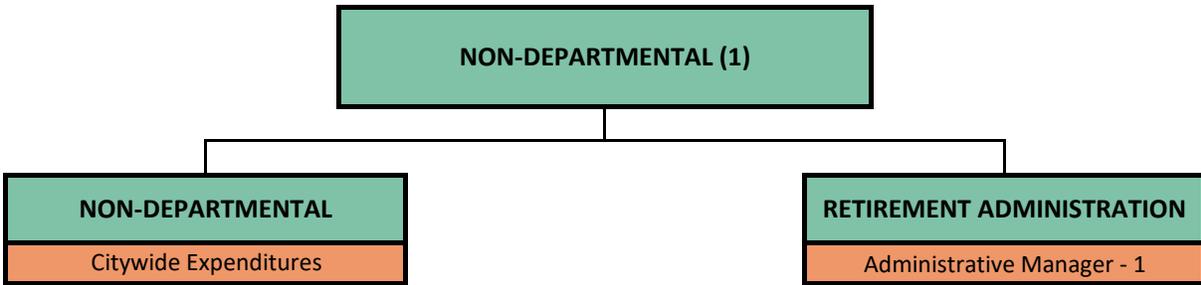
- Money:
  - Costs: \$150,000
  - Benefits: \$250,000 (est.)
  - Return on investment: 3-5 year after implementation of the program
- Other benefits:
  - Increase property value
  - Increase tax revenues
  - Improve the downtown aesthetics



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**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**

**NON-DEPARTMENTAL  
ORGANIZATION CHART**



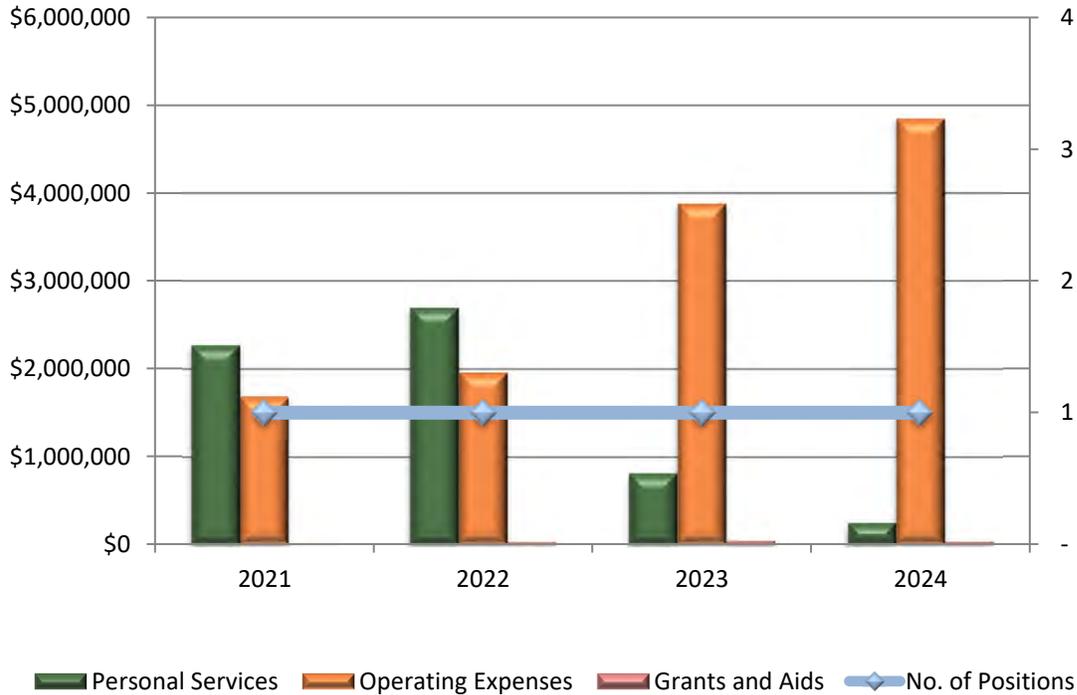
**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**

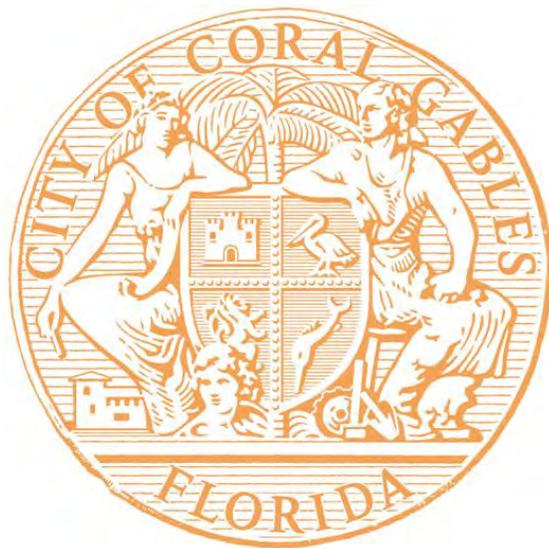


**NON-DEPARTMENTAL EXPENSE  
BUDGET AND POSITION SUMMARY**

|                                    | <b>2020-2021<br/>ACTUAL</b> | <b>2021-2022<br/>ACTUAL</b> | <b>2022-2023<br/>BUDGET</b> | <b>2023-2024<br/>ESTIMATE</b> |
|------------------------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| <b>Salaries &amp; Benefits</b>     | 2,265,753                   | 2,694,282                   | 812,849                     | 251,361                       |
| <b>Operating Expenses</b>          | 1,677,707                   | 1,958,685                   | 3,878,443                   | 4,843,752                     |
| <b>Grants and Aids</b>             | 2,500                       | 35,750                      | 50,750                      | 38,250                        |
| <b>Total</b>                       | <u>3,945,960</u>            | <u>4,688,717</u>            | <u>4,742,042</u>            | <u>5,133,363</u>              |
| <b>Full Time Headcount</b>         | <u>1.00</u>                 | <u>1.00</u>                 | <u>1.00</u>                 | <u>1.00</u>                   |
| <b>Total Headcount &amp; FTE's</b> | <u>1.00</u>                 | <u>1.00</u>                 | <u>1.00</u>                 | <u>1.00</u>                   |

**EXPENDITURE COMPARISONS**





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**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



001 GENERAL FUND  
**NON-DEPARTMENTAL EXPENSE**  
**7000 NON-DEPARTMENTAL**  
 519 OTHER GENERAL GOVERNMENT

**EXPENDITURE DETAIL**

|   | <b>2020-2021</b>    | <b>2021-2022</b>    | <b>2022-2023</b>    | <b>2023-2024</b>    |
|---|---------------------|---------------------|---------------------|---------------------|
|   | <b>ACTUAL</b>       | <b>ACTUAL</b>       | <b>BUDGET</b>       | <b>ESTIMATE</b>     |
| 1000 Salaries                                 | \$ -                | \$ -                | \$ 575,000          | \$ -                |
| 2000 Employee Benefits - See Other Cost Dist. | 2,090,861           | 2,520,480           | 65,500              | 65,500              |
| 3113 Prof Serv - Legal                        | 801,331             | 661,213             | 350,000             | 350,000             |
| 3118 Prof Serv - Misc/Other                   | 213,499             | 301,535             | 758,052             | 600,000             |
| 3200 Accounting & Auditing Srvc               | 135,000             | 135,000             | 154,000             | 154,000             |
| 4200 Postage                                  | 50,914              | 58,132              | 200,000             | 200,000             |
| 4402 Rental - Land & Buildings                | 8,000               | 3,000               | 9,000               | 9,000               |
| 4830 Promo Expense - Advertising              | -                   | -                   | 5,000               | 5,000               |
| 4900 Misc Exp - Other                         | 76,897              | 77,170              | 162,500             | 162,500             |
| 4901 Misc Exp - Commission Group 1            | 456,166             | 648,889             | 300,000             | 300,000             |
| 4915 Misc Exp - Judgements/Damages            | 44,116              | 201,903             | -                   | -                   |
| 5100 Supplies - Office                        | 12,098              | 16,802              | 20,000              | 20,000              |
| 8203 Grants - Junior Orange Bowl              | -                   | 33,250              | 33,250              | 33,250              |
| 8205 Hopkins/Cooper Scholarship               | 2,500               | 2,500               | 17,500              | 5,000               |
| 9000 Interdept'l Alloc - Bldg Div             | (128,760)           | (151,807)           | (121,806)           | <b>1.</b> (193,168) |
| 9900 Contingency - Operating                  | -                   | -                   | 2,031,697           | 3,226,270           |
| <b>TOTAL</b>                                  | <b>\$ 3,762,622</b> | <b>\$ 4,508,067</b> | <b>\$ 4,559,693</b> | <b>\$ 4,937,352</b> |

**1. Administrative departments cost distributed to Development Services Building Division.**

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



620 GENERAL RETIREMENT SYSTEM FUND  
**NON-DEPARTMENTAL EXPENSE**  
**7010 RETIREMENT PLAN ADMINISTRATION DIVISION**  
 518 PENSION BENEFITS

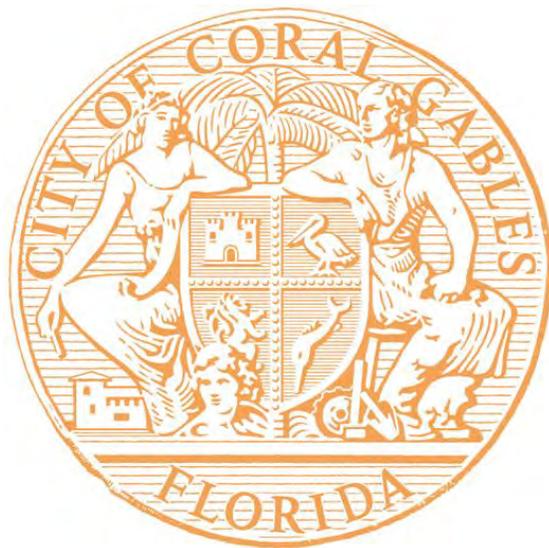
**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

| CLASS.<br>NO.              | CLASSIFICATION<br>TITLE | 2020-2021        | 2021-2022        | 2022-2023        | 2023-2024        |                   |
|----------------------------|-------------------------|------------------|------------------|------------------|------------------|-------------------|
|                            |                         | ACTUAL           | ACTUAL           | BUDGET           | ESTIMATE         | SALARIES          |
| <u>FULL TIME POSITIONS</u> |                         | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> |                   |
| 0039                       | Administrative Manager  | 1.00             | 1.00             | 1.00             | 1.00             | \$ 115,585        |
| <b>TOTAL</b>               |                         | <b>1.00</b>      | <b>1.00</b>      | <b>1.00</b>      | <b>1.00</b>      | <b>\$ 115,585</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021                | 2021-2022                | 2022-2023                | 2023-2024                |
|---|--------------------------|--------------------------|--------------------------|--------------------------|
|   | ACTUAL                   | ACTUAL                   | BUDGET                   | ESTIMATE                 |
| 1000 Salaries                                 | \$ 109,624               | \$ 106,107               | \$ 105,094               | \$ 115,585               |
| 2000 Employee Benefits - See Other Cost Dist. | 65,268                   | 67,695                   | 67,255                   | 70,276                   |
| 4400 Rental - Mach & Equip                    | 3,085                    | 3,037                    | 2,500                    | 2,500                    |
| 4500 General Liability Insurance              | 4,726                    | 3,570                    | 5,900                    | 6,050                    |
| 4700 Special Printed Forms                    | 443                      | -                        | 600                      | 600                      |
| 5100 Supplies - Office                        | <u>192</u>               | <u>241</u>               | <u>1,000</u>             | <u>1,000</u>             |
| <b>TOTAL</b>                                  | <b><u>\$ 183,338</u></b> | <b><u>\$ 180,650</u></b> | <b><u>\$ 182,349</u></b> | <b><u>\$ 196,011</u></b> |

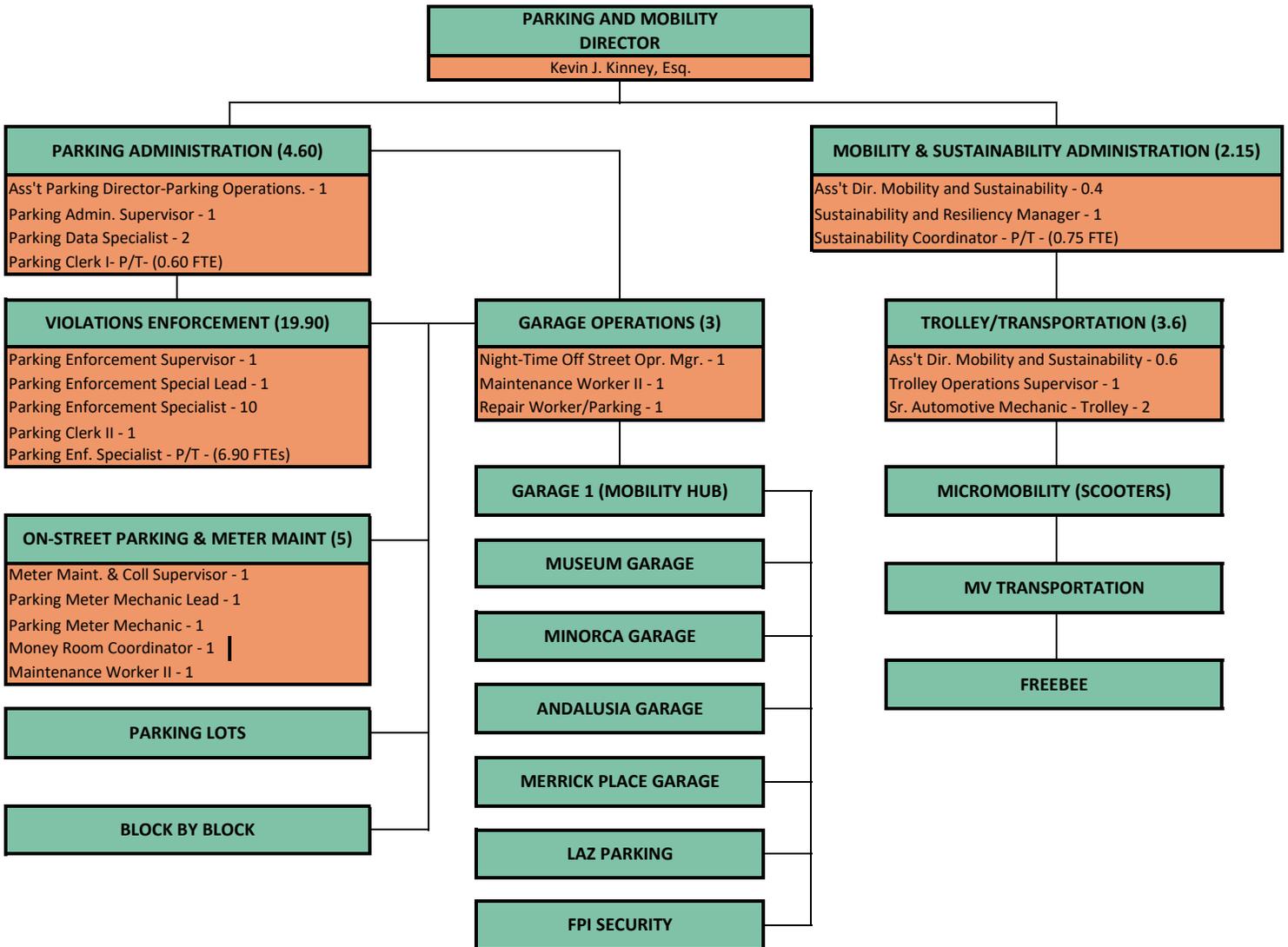


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**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**

**PARKING & MOBILITY SERVICES**

**ORGANIZATION CHART**



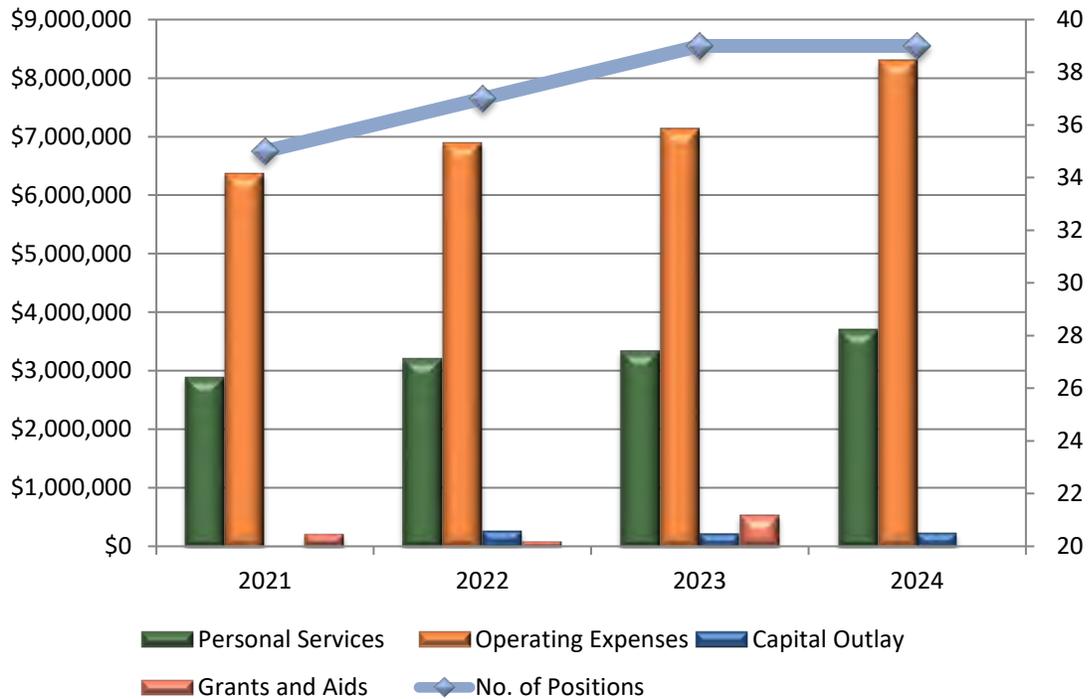
**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



**PARKING DEPARTMENT  
BUDGET AND POSITION SUMMARY**

|                                    | <u>2020-2021<br/>ACTUAL</u> | <u>2021-2022<br/>ACTUAL</u> | <u>2022-2023<br/>BUDGET</u> | <u>2023-2024<br/>ESTIMATE</u> |
|------------------------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| Salaries & Benefits                | 2,887,100                   | 3,200,909                   | 3,335,624                   | 3,697,155                     |
| Operating Expenses                 | 6,372,312                   | 6,893,076                   | 7,138,481                   | 8,302,132                     |
| Capital Outlay                     | 170                         | 259,201                     | 217,420                     | 228,900                       |
| Grants and Aids                    | <u>215,214</u>              | <u>94,531</u>               | <u>533,645</u>              | -                             |
| <b>Total</b>                       | <b><u>9,474,796</u></b>     | <b><u>10,447,717</u></b>    | <b><u>11,225,170</u></b>    | <b><u>12,228,187</u></b>      |
| <br>                               |                             |                             |                             |                               |
| Full Time Headcount                | 28.00                       | 30.00                       | 31.00                       | 31.00                         |
| Part Time FTE's                    | <u>6.90</u>                 | <u>6.90</u>                 | <u>7.50</u>                 | <u>8.25</u>                   |
| <b>Total Headcount &amp; FTE's</b> | <b><u>34.90</u></b>         | <b><u>36.90</u></b>         | <b><u>38.50</u></b>         | <b><u>39.25</u></b>           |

**EXPENDITURE/PERSONNEL COMPARISONS**



# Parking and Mobility Services

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## Department Function:

The Parking and Mobility Services Department is responsible for the operation and maintenance of the City's on-street and off-street parking facilities including parking lots, garages, and all managed on-street spaces. Management of the public parking system is accomplished through permit sales, parking enforcement, facility maintenance and revenue collection. Parking permits are sold for use in off-street facilities, residential parking zones, and for valet parking. Parking enforcement is provided to ensure the appropriate, safe, and efficient use of the public parking resources. Maintenance is provided for all parking facilities to ensure they are clean and in good operating condition. In addition, as part of the overall maintenance program Parking oversees the cleaning and maintenance of Miracle Mile and Giralda Plaza. Revenue collection services are provided through cashiering, pay by phone, automated payment systems and a money room that provides accounting and deposit services. Parking also has oversight of the City's public transportation system, including the daily trolley service, our new on-demand Freebee point to point service, and the Micromobility program (electric scooters). Our goal is to ensure that these mobility systems provide the best service possible within existing budgetary constraints. Finally, the City's sustainability and resiliency program is located within Parking and is focused on reducing the city's operational impacts on the environment. This includes reducing city operational and community wide electricity, fuel, waste, water and greenhouse gas emissions. The program also oversees the water quality initiatives and sea level impacts. The Sustainability Program also includes overseeing the City's Keep Coral Gables Beautiful Program which focuses on implementing programs, policies and events focused on recycling, litter prevention, and sustainability.

## Department Goals:

1. Increase utilization of public parking spaces in garages.
  - Provide APPs and way-finding that show occupancy levels and price
  - Maintain a rate structure that encourages use of parking garages
  - Provide a validation program available for downtown merchants
  - Maintain clean, well-lit, and safe parking facilities and public areas
2. Reduce Vehicle Miles Traveled in Central Business District.
  - Provide circulator, micro transit, and last mile service to support regional transit
  - Use marketing, Apps, and wayfinding to reduce search times for transit rides and parking
  - Notify customers where parking supply is available
  - Support the downtown streetscape and walkability
3. Improve customer experience in City operated parking facilities.
  - Provide easy to use payment methods that allow multiple forms of payment
  - Maintain clean, well-lit, and safe parking facilities
  - Enable customers to easily access parking system information
4. Support small scale and infill development consistent with City's development goals.
  - Develop additional public parking where needed
  - Manage existing public parking spaces efficiently for priority customers
  - Support alternative transportation and micro-mobility

5. Increase Trolley and Transit Ridership.
  - Manage a rider interface that provides stop arrival information and tracks headways
  - Establish micro-transit and connector services to support Ponce circulator.
  - Reduce headways and maintain high quality fleet vehicles.
6. Reduce electricity, fuel, water, waste and greenhouse gas emissions.
  - Implement policies and programs focused on reducing natural resource usage.
  - Work with other city departments and the community (residents, businesses, visitors) to reduce community wide natural resource usage.
7. Continue growing Keep Coral Gables Beautiful Program
  - Implement and hold community events/programs/policies focused on litter reduction, recycling and sustainability.
  - Track volunteers, pounds of litter collected, etc.
8. Implement and track City Electric Vehicle Charging Infrastructure Strategy.
  - Track number of charging sessions, etc. for existing infrastructure
  - Build out map/policy for new proposed infrastructure.

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**

**PARKING**

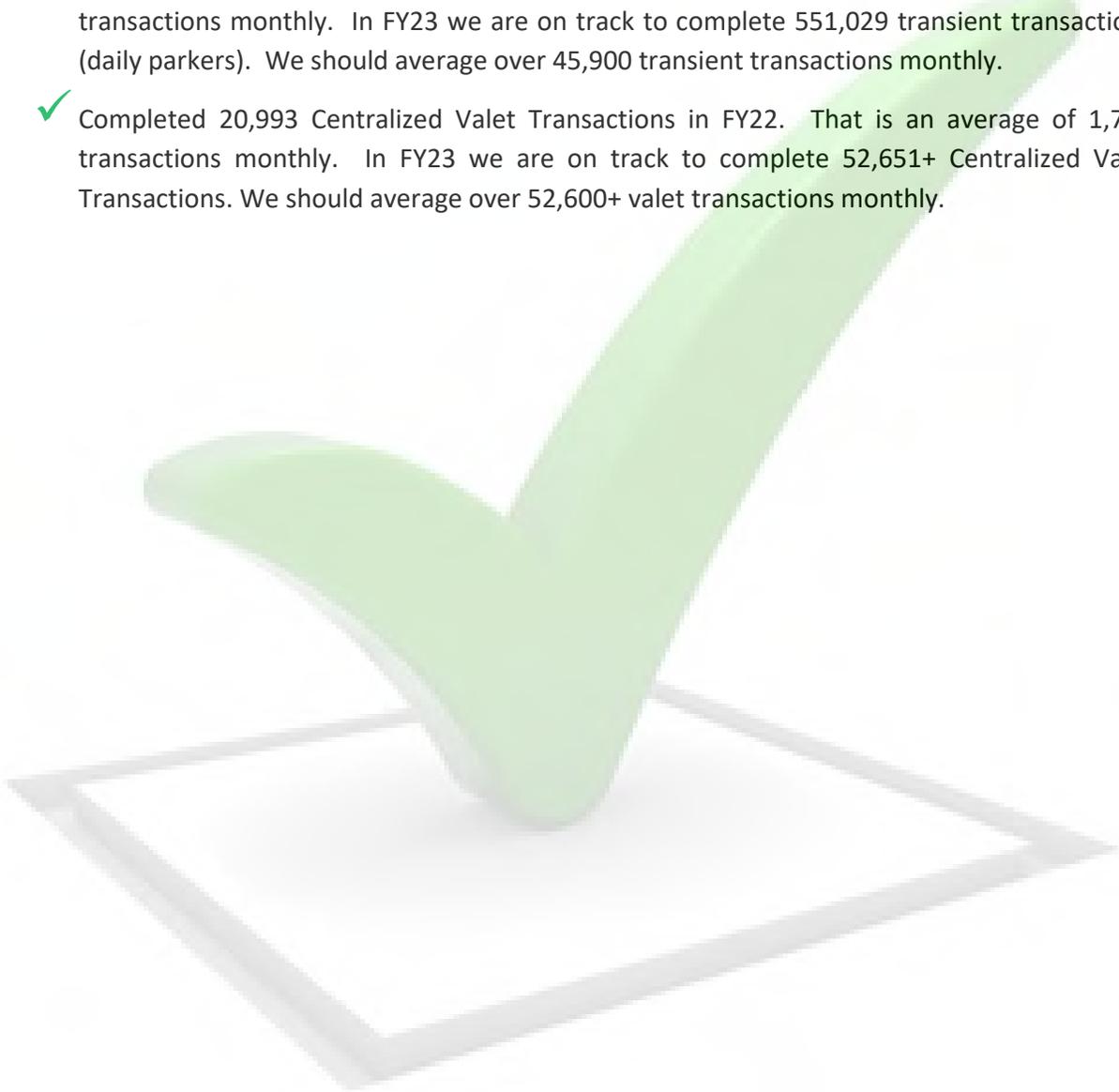
**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS**

- ✓ Trolley Saturday and Extended Service. Saturday operations began on October 2, 2021, from 6:30am – 8:00pm Monday-Friday to 6:30am – 10pm Monday-Saturday.
- ✓ Trolley ridership is on track to reach pre-pandemic levels with total passengers expected to exceed 1 million for FY23. Saturday ridership continues to increase with an average of 1,500 passengers each day.
- ✓ Obtained Service Development from FDOT to support additional Trolley Service on Saturdays and later in the evening for FY22 and FY23.
- ✓ Acquisition of new security camera, public Wi-Fi, GPS and passenger count system for use within all Coral Gables Trolleys.
- ✓ Construction for a new public parking garage at 250 Minorca Avenue next to the Public Safety Building. This will be a 450-space garage servicing North Ponce de Leon businesses and residents that will include 40 EV charging ports.
- ✓ Extension of FREEBEE contract on a month-to-month basis pending final determination by City Commission. In June 2023, the City extended service to the Coral Gables Country Club. Ridership is expected to exceed 57,000 passengers in FY23.
- ✓ Restriping of 250 parking spaces within City of Coral Gables R.O.W.
- ✓ Installation of new Elevators in the Museum Garage.
- ✓ LAZ PARKING Centralized Valet and Garage Attendant, Ambassador Contract procured. Contract awarded through 2027.
- ✓ Procurement of thirty new pay stations with a total inventory of 245 pay stations city wide.
- ✓ Completion of paver repairs on crosswalks, Miracle Mile and Giralda Plaza streetscape sidewalk improvements.
- ✓ Completion of design for the Mobility Hub project that will replace the outdated Garage 1 facility at 245 Andalusia Avenue.
- ✓ Removal of two hundred (200) single space meters providing for a more open and uncluttered sidewalk and improved pedestrian experience.
- ✓ Completion of redesign and rehabilitation of Parking Lots 8, 12, 16 and 17. Lot improvements include new lighting, landscaping, pavement, eight EV charging ports and new ADA parking spaces.
- ✓ Expansion of on-line portal to allow customers to renew Surface Lot parking permits on-line.

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**

**FISCAL YEAR 2023 MAJOR ACCOMPLISHMENTS – (Continued)**

- ✓ Completed 223,230 garage monthly access card transactions in FY22. That is an average of 18,603 transactions monthly. In FY23 we are on track to complete 226,614 garage monthly access card transactions. We should average over 18,800 transactions monthly.
- ✓ Completed 509,208 transient transaction (daily parkers) in FY22. That is an average of 42,434 transactions monthly. In FY23 we are on track to complete 551,029 transient transactions (daily parkers). We should average over 45,900 transient transactions monthly.
- ✓ Completed 20,993 Centralized Valet Transactions in FY22. That is an average of 1,749 transactions monthly. In FY23 we are on track to complete 52,651+ Centralized Valet Transactions. We should average over 52,600+ valet transactions monthly.



**CITY OF CORAL GABLES, FLORIDA  
PERFORMANCE INDICATOR METRICS**

**PARKING AND MOBILITY SERVICES**

| INDICATOR:  | FY22     |          |        | FY23      |         | FY24      |
|---|----------|----------|--------|-----------|---------|-----------|
|   | TARGET   | ACTUAL   | STATUS | TARGET    | YTD     | TARGET    |
| Percentage of meter revenue processed electronically  | 96.0%    | 96.8%    | ●      | 97.0%     | 97.1%   | 97.5%     |
| Parking permit sales  | 24,000   | 23,514   | ●      | 24,000    | 10,547  | 24,000    |
| Parking citations issued  | 90,000   | 80,438   | ▲      | 90,000    | 26,420  | 85,000    |
| Total Parking revenue   | \$16.25M | \$18.25M | ●      | \$19.00M  | \$7.92M | \$19.50M  |
| Green House Gas Savings Through EV Charging   | N/A      | 96,000kg | ●      | 120,000kg | N/A     | 150,000kg |
| EV Charging Session   | N/A      | 13,000   | ●      | 15,000    | 9,148   | 20,000    |
| Keep Coral Gables Beautiful Events  | N/A      | 30       | ●      | 35        | 0       | 40        |
| Increase Trolley ridership  | .95M     | .88M     | ▲      | 1M        | .40M    | 1.1M      |
| Extension of current trolley route to service south end of Coral Gables (MacFarlane/Homestead area) | 12,000   | 20,181   | ●      | 24,000    | 10,685  | 26,000    |
| Freebee Passenger Trips   | 60,000   | 55,921   | ▲      | 50,000    | 22,447  | 55,000    |
| Reduction of current Trolley headways   | 10 Min   | 11 Min   | ▲      | 10 Min    | 10 Min  | 10 Min    |

**Legend**

- Target met or exceeded
- ▲ Target nearly met
- ◆ Target not met



**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8000 ADMINISTRATION DIVISION**  
 545 PARKING FACILITIES

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE               | 2020-2021           | 2021-2022           | 2022-2023           | 2023-2024             |                   |
|----------------------------------|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|-------------------|
|                                  |                                       | ACTUAL<br>HEADCOUNT | ACTUAL<br>HEADCOUNT | BUDGET<br>HEADCOUNT | ESTIMATE<br>HEADCOUNT | SALARIES          |
| <b>FULL TIME POSITIONS</b>       |                                       |                     |                     |                     |                       |                   |
| 0720                             | Parking & Mobility Services Director  | 1.00                | 1.00                | 1.00                | 1.00                  | \$ 185,439        |
| 0721                             | Ass't Parking Director for Operations | 0.50                | 0.50                | 1.00                | 1.00                  | 134,655           |
| 0716                             | Parking Admin. Supervisor             | 1.00                | 1.00                | 1.00                | 1.00                  | 80,883            |
| 0708                             | Parking Data Specialist               | 1.00                | 2.00                | 2.00                | 2.00                  | 83,637            |
| 0088                             | Parking Clerk II                      | 1.00                | -                   | -                   | -                     | -                 |
| <b>TOTAL FULL TIME HEADCOUNT</b> |                                       | <b>4.50</b>         | <b>4.50</b>         | <b>5.00</b>         | <b>5.00</b>           | <b>484,614</b>    |
| <b>PART TIME POSITIONS</b>       |                                       |                     |                     |                     |                       |                   |
|                                  | TITLE                                 | HC                  | FTE's               | FTE's               | FTE's                 | FTE's             |
| 6323                             | Parking Clerk I                       | 1.00                | -                   | -                   | 0.60                  | 0.60              |
| <b>TOTAL PART TIME FTE's</b>     |                                       | <b>1.00</b>         | <b>0.00</b>         | <b>0.00</b>         | <b>0.60</b>           | <b>24,918</b>     |
| <b>TOTAL</b>                     |                                       | <b>4.50</b>         | <b>4.50</b>         | <b>5.60</b>         | <b>5.60</b>           | <b>\$ 509,532</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021  | 2021-2022  | 2022-2023  | 2023-2024  |
|---|------------|------------|------------|------------|
|   | ACTUAL     | ACTUAL     | BUDGET     | ESTIMATE   |
| 1000 Salaries                                 | \$ 433,260 | \$ 434,180 | \$ 397,815 | \$ 509,532 |
| 2000 Employee Benefits - See Other Cost Dist. | 277,451    | 235,780    | 263,410    | 272,686    |
| 3118 Prof Serv - Misc/Other                   | 11,500     | 45,000     | 25,000     | 25,000     |
| 3150 Interdept'l Alloc - Admin                | 565,000    | 565,000    | 565,000    | 565,000    |
| 4010 Automobile Allowance                     | 9,713      | 10,482     | 10,395     | 10,395     |
| 4011 Mobile Phone Allowance                   | 240        | 260        | -          | -          |
| 4400 Rental - Mach & Equip                    | 3,559      | 2,010      | 4,215      | 4,215      |
| 4402 Rental - Land & Buildings                | 6,600      | 77,441     | 58,719     | -          |
| 4500 General Liability Insurance              | 22,047     | 17,725     | 22,335     | 26,668     |
| 4610 Repair/Maint - Office Equip              | 3,465      | 3,500      | 3,500      | 3,500      |
| 4633 Service Alloc - Gen Services             | 21,478     | 21,625     | 23,111     | 23,727     |
| 4701 Printing & Binding                       | 6,998      | 6,539      | 9,000      | 9,000      |
| 4900 Misc Exp - Other                         | 95,619     | 9,643      | 16,431     | 53,111     |
| 4907 Misc Exp - Bad Debt                      | -          | 35,152     | -          | -          |
| 4911 Misc Exp - Credit Card Charges           | 972,747    | 840,561    | 1,000,000  | 1,000,000  |
| 5100 Supplies - Office                        | 5,500      | 4,899      | 5,500      | 5,500      |

**EXPENDITURE DETAIL**

|                                      | <u>2020-2021</u> | <u>2021-2022</u> | <u>2022-2023</u> | <u>2023-2024</u> |
|--------------------------------------|------------------|------------------|------------------|------------------|
|                                      | <u>ACTUAL</u>    | <u>ACTUAL</u>    | <u>BUDGET</u>    | <u>ESTIMATE</u>  |
| 5231 Equipment (Oper) - Minor/Tools  | 737              | 1,302            | 2,000            | 2,000            |
| 5400 Membership Dues/Subscriptions   | 695              | 1,507            | 1,200            | 1,200            |
| 5500 Employee Training               | 1,095            | 1,589            | 2,500            | 2,500            |
| 9010 Intradep't'l Alloc - Adm to Div | (2,437,704)      | (2,314,195)      | (2,410,131)      | 2. (2,514,034)   |
| <b>TOTAL</b>                         | <u>\$ -</u>      | <u>\$ -</u>      | <u>\$ -</u>      | <u>\$ -</u>      |

2. See cost distribution below.

**Administraton Division Distribution to Parking System**

| <b>Dept Code/Account</b> | <b>Meters</b> | <b>2020-2021</b>    | <b>2021-2022</b>    | <b>2022-2023</b>    | <b>2023-2024</b>    |
|--------------------------|---------------|---------------------|---------------------|---------------------|---------------------|
| 8101-31-60               | 282           | \$ 92,050           | \$ 87,387           | \$ 91,009           | \$ 94,933           |
| 8102-31-60               | 589           | 192,261             | 182,520             | 190,087             | 198,281             |
| 8103-31-60               | 193           | 62,999              | 59,807              | 62,286              | 64,972              |
| 8104-31-60               | 344           | 112,288             | 106,599             | 111,018             | 115,804             |
| 8105-31-60               | 450           | 146,891             | 139,447             | 145,228             | 151,488             |
| 8200-31-60               | 3,873         | 1,264,224           | 1,200,171           | 1,249,925           | 1,303,811           |
| 8300-31-60               | 1,737         | 566,991             | 538,264             | 560,578             | 584,745             |
|                          | <u>7,468</u>  | <u>\$ 2,437,704</u> | <u>\$ 2,314,195</u> | <u>\$ 2,410,131</u> | <u>\$ 2,514,034</u> |

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8001 VIOLATION ENFORCEMENT DIVISION**  
 521 LAW ENFORCEMENT

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE             | 2020-2021           | 2021-2022           | 2022-2023           | 2023-2024             |                     |
|----------------------------------|-------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|
|                                  |                                     | ACTUAL<br>HEADCOUNT | ACTUAL<br>HEADCOUNT | BUDGET<br>HEADCOUNT | ESTIMATE<br>HEADCOUNT | SALARIES            |
| <b>FULL TIME POSITIONS</b>       |                                     |                     |                     |                     |                       |                     |
| 0711                             | Parking Enforcement Supervisor      | 1.00                | 1.00                | 1.00                | 1.00                  | \$ 82,668           |
| 0710                             | Parking Enforcement Specialist      | 10.00               | 10.00               | 10.00               | 10.00                 | 531,516             |
| 0709                             | Parking Enforcement Special Lead    | 1.00                | 1.00                | 1.00                | 1.00                  | 72,872              |
| 6322                             | Parking Clerk II                    | -                   | -                   | 1.00                | 1.00                  | 39,404              |
| <b>TOTAL FULL TIME HEADCOUNT</b> |                                     | <b>12.00</b>        | <b>12.00</b>        | <b>13.00</b>        | <b>13.00</b>          | <b>726,460</b>      |
| <b>PART TIME POSITIONS</b>       |                                     |                     |                     |                     |                       |                     |
|                                  | TITLE                               | HC                  | FTE's               | FTE's               | FTE's                 | FTE's               |
| 0714                             | Parking Enforcement Specialist - PT | 10.00               | 6.90                | 6.90                | 6.90                  | 295,227             |
| <b>TOTAL PART TIME FTE's</b>     |                                     | <b>10.00</b>        | <b>6.90</b>         | <b>6.90</b>         | <b>6.90</b>           | <b>295,227</b>      |
| <b>TOTAL</b>                     |                                     | <b>18.90</b>        | <b>18.90</b>        | <b>19.90</b>        | <b>19.90</b>          | <b>\$ 1,021,687</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021           | 2021-2022           | 2022-2023           | 2023-2024           |
|---|---------------------|---------------------|---------------------|---------------------|
|   | ACTUAL              | ACTUAL              | BUDGET              | ESTIMATE            |
| 1000 Salaries                                 | \$ 803,430          | \$ 916,774          | \$ 927,434          | \$ 1,021,687        |
| 2000 Employee Benefits - See Other Cost Dist. | 454,598             | 502,541             | 518,784             | 518,307             |
| 4500 General Liability Insurance              | 41,390              | 41,377              | 52,070              | 53,474              |
| 4610 Repair/Maint - Office Equip              | 87                  | -                   | -                   | -                   |
| 4630 Service Alloc - Flt Mgmt - Opr           | 39,036              | 44,013              | 17,029              | 35,194              |
| 4631 Service Alloc - Flt Mgmt - Rpl           | -                   | -                   | 31,759              | 30,897              |
| 4632 Service Alloc - Flt - Fuel               | -                   | -                   | -                   | 748                 |
| 5100 Supplies - Office                        | 1,100               | 1,100               | 1,600               | 1,600               |
| 5220 Uniform - Allowance                      | 6,122               | 4,256               | 7,500               | 7,500               |
| 5231 Equipment (Oper) - Minor/Tools           | 500                 | -                   | -                   | -                   |
| 5500 Employee Training                        | -                   | 985                 | 2,000               | 2,000               |
| 6405 Equip Repl (Cap) - Misc                  | 170                 | -                   | -                   | -                   |
| 6425 Equip Adds (Cap) - Misc                  | -                   | 438                 | 1,120               | 26,120              |
| <b>TOTAL</b>                                  | <b>\$ 1,346,433</b> | <b>\$ 1,511,484</b> | <b>\$ 1,559,296</b> | <b>\$ 1,697,527</b> |

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8002 MOBILITY & SUSTAINABILITY**  
 545 PHYSICAL ENVIRONMENT

**PERSONNEL SCHEDULE**

| CLASS.<br>NO.                    | CLASSIFICATION<br>TITLE                      | NUMBER OF AUTHORIZED POSITIONS |                     |                     |                       |                   |
|----------------------------------|--|--------------------------------|---------------------|---------------------|-----------------------|-------------------|
|                                  |  | 2020-2021<br>ACTUAL            | 2021-2022<br>ACTUAL | 2022-2023<br>BUDGET | 2023-2024             |                   |
|                                  |  | HEADCOUNT                      | HEADCOUNT           | HEADCOUNT           | ESTIMATE<br>HEADCOUNT | SALARIES          |
| <b>FULL TIME POSITIONS</b>       |  |                                |                     |                     |                       |                   |
| 0723                             | Ass't Director for Mobility & Sustainability | -                              | -                   | 0.40                | 0.40                  | \$ 44,595         |
| 0811                             | City Resiliency & Sustainability Supr        | -                              | -                   | 1.00                | 1.00                  | 60,487            |
| <b>TOTAL FULL TIME HEADCOUNT</b> |  | <b>0.00</b>                    | <b>0.00</b>         | <b>1.40</b>         | <b>1.40</b>           | <b>105,082</b>    |
| <b>PART TIME POSITIONS</b>       |  |                                |                     |                     |                       |                   |
|                                  | TITLE  | HC                             | FTE's               | FTE's               | FTE's                 | FTE's             |
| 9034                             | Sustainability Coordinator - P/T             | 1.00                           | -                   | -                   | -                     | 0.75              |
| <b>TOTAL PART TIME FTE's</b>     |  | <b>1.00</b>                    | <b>0.00</b>         | <b>0.00</b>         | <b>0.00</b>           | <b>0.75</b>       |
| <b>TOTAL</b>                     |  | <b>0.00</b>                    | <b>0.00</b>         | <b>1.40</b>         | <b>2.15</b>           | <b>\$ 139,052</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021<br>ACTUAL | 2021-2022<br>ACTUAL | 2022-2023<br>BUDGET | 2023-2024<br>ESTIMATE |
|---|---------------------|---------------------|---------------------|-----------------------|
| 1000 Salaries                                 | \$ -                | \$ -                | \$ -                | \$ 139,052            |
| 2000 Employee Benefits - See Other Cost Dist. | -                   | -                   | -                   | 67,975                |
| 4303 Solid Waste/Wastewater Disp'l            | -                   | -                   | -                   | 52,087                |
| 4500 General Liability Insurance              | -                   | -                   | -                   | 7,278                 |
| 5100 Supplies - Office                        | -                   | -                   | -                   | 500                   |
| 5400 Membership Dues/Subscriptions            | -                   | -                   | -                   | 1,500                 |
| 5500 Employee Training                        | -                   | -                   | -                   | 1,000                 |
| <b>TOTAL</b>                                  | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ 269,392</b>     |

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8100 GARAGE OPERATIONS**  
 545 PARKING FACILITIES

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

| CLASS.<br>NO.              | CLASSIFICATION<br>TITLE                  | 2020-2021           | 2021-2022           | 2022-2023           | 2023-2024             |                   |
|----------------------------|--|---------------------|---------------------|---------------------|-----------------------|-------------------|
|                            |  | ACTUAL<br>HEADCOUNT | ACTUAL<br>HEADCOUNT | BUDGET<br>HEADCOUNT | ESTIMATE<br>HEADCOUNT | SALARIES          |
| <b>FULL TIME POSITIONS</b> |  |                     |                     |                     |                       |                   |
| 0718                       | Night-Time Off-Street Operations Manager | 1.00                | 1.00                | 1.00                | 1.00                  | \$ 62,309         |
| 3005                       | Maintenance Worker II                    | 1.00                | 1.00                | 1.00                | 1.00                  | 51,763            |
| 0312                       | Money Room Clerk                         | 1.00                | 1.00                | -                   | -                     | -                 |
| 3127                       | Repair Worker/Parking                    | 1.00                | 1.00                | 1.00                | 1.00                  | 44,620            |
| <b>TOTAL</b>               |  | <b>4.00</b>         | <b>4.00</b>         | <b>3.00</b>         | <b>3.00</b>           | <b>\$ 158,692</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021         | 2021-2022         | 2022-2023   | 2023-2024    |
|---|-------------------|-------------------|-------------|--------------|
|   | ACTUAL            | ACTUAL            | BUDGET      | ESTIMATE     |
| 1000 Salaries                                 | \$ 71,805         | \$ 161,224        | \$ 193,753  | \$ 158,692   |
| 2000 Employee Benefits - See Other Cost Dist. | 53,152            | 102,073           | 122,276     | 105,960      |
| 4500 General Liability Insurance              | 3,488             | 8,035             | 10,878      | 8,306        |
| 9011 Intradep't'l Alloc - Svc to Div          | -                 | -                 | (326,907)   | 2. (272,958) |
| <b>TOTAL</b>                                  | <b>\$ 128,445</b> | <b>\$ 271,332</b> | <b>\$ -</b> | <b>\$ -</b>  |

2. See cost distribution below.

**Garage Operations Distribution to Garages**

| Dept Code  | Meters       | 2020-2021         | 2021-2022         | 2022-2023         | 2023-2024         |
|------------|--------------|-------------------|-------------------|-------------------|-------------------|
| 8101-46-40 | 282          | \$ 19,495         | \$ 41,182         | \$ 49,617         | \$ 41,429         |
| 8102-46-40 | 589          | \$ 40,718         | \$ 86,014         | \$ 103,631        | \$ 86,529         |
| 8103-46-40 | 193          | \$ 13,342         | \$ 28,185         | \$ 33,958         | \$ 28,354         |
| 8104-46-40 | 344          | \$ 23,781         | \$ 50,236         | \$ 60,525         | \$ 50,537         |
| 8105-46-40 | 450          | \$ 31,109         | \$ 65,716         | \$ 79,176         | \$ 66,109         |
|            | <b>1,858</b> | <b>\$ 128,445</b> | <b>\$ 271,333</b> | <b>\$ 326,907</b> | <b>\$ 272,958</b> |

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8101 GARAGE 1/MOBILITY HUB**  
 545 PARKING FACILITIES

**EXPENDITURE DETAIL**

|                                    | <b>2020-2021</b>  | <b>2021-2022</b>  | <b>2022-2023</b>  | <b>2023-2024</b>  |
|------------------------------------|-------------------|-------------------|-------------------|-------------------|
|                                    | <b>ACTUAL</b>     | <b>ACTUAL</b>     | <b>BUDGET</b>     | <b>ESTIMATE</b>   |
| 3118 Prof Serv - Misc/Other        | \$ 169,277        | \$ 170,687        | \$ 215,387        | \$ 215,387        |
| 3160 Intradep't'l Alloc - Admin    | 92,050            | 87,387            | 91,009            | 94,933            |
| 4611 Repair/Maint - Oper Equip     | 16,410            | 14,982            | 15,000            | 15,000            |
| 4633 Service Alloc - Gen Services  | 112,180           | 112,950           | 120,711           | 123,927           |
| 4640 Service Alloc - Intradep't'l  | 19,495            | 41,182            | 49,617            | 41,429            |
| 4700 Special Printed Forms         | 105               | 500               | 500               | 500               |
| 5100 Supplies - Office             | 250               | 250               | -                 | -                 |
| 5204 Supplies - Janitorial         | 600               | 600               | 600               | 600               |
| 5209 Supplies - Building Materials | 100               | 100               | 350               | 350               |
| 6425 Equip Adds (Cap) - Misc       | -                 | -                 | 10,000            | 10,000            |
| <b>TOTAL</b>                       | <b>\$ 410,467</b> | <b>\$ 428,638</b> | <b>\$ 503,174</b> | <b>\$ 502,126</b> |

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8102 MUSEUM GARAGE (GARAGE 2)**  
545 PARKING FACILITIES

**EXPENDITURE DETAIL**

|                                     | <u>2020-2021</u><br><u>ACTUAL</u> | <u>2021-2022</u><br><u>ACTUAL</u> | <u>2022-2023</u><br><u>BUDGET</u> | <u>2023-2024</u><br><u>ESTIMATE</u> |
|-------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-------------------------------------|
| 3118 Prof Serv - Misc/Other         | \$ 160,968                        | \$ 164,541                        | \$ 208,241                        | \$ 208,241                          |
| 3160 Intradep't Alloc - Admin       | 192,261                           | 182,520                           | 190,087                           | 198,281                             |
| 4600 Repair/Maint - Buildings       | 9,246                             | 10,827                            | 51,350                            | 11,700                              |
| 4611 Repair/Maint - Oper Equip      | 25,000                            | 18,902                            | 25,200                            | 25,200                              |
| 4633 Service Alloc - Gen Services   | 186,716                           | 187,999                           | 200,916                           | 206,268                             |
| 4640 Service Alloc - Intradep't'l   | 40,718                            | 86,014                            | 103,631                           | 86,529                              |
| 4700 Special Printed Forms          | -                                 | 1,765                             | 1,800                             | 1,800                               |
| 5100 Supplies - Office              | 750                               | 750                               | 750                               | 750                                 |
| 5204 Supplies - Janitorial          | 300                               | 300                               | 700                               | 700                                 |
| 5208 Supplies - Household & Instit  | 400                               | 400                               | -                                 | -                                   |
| 5209 Supplies - Building Materials  | 184                               | 184                               | 184                               | 184                                 |
| 5220 Uniform - Allowance            | 200                               | 400                               | 400                               | 400                                 |
| 5221 Uniform - Protective (PPE)     | 100                               | 100                               | -                                 | -                                   |
| 5231 Equipment (Oper) - Minor/Tools | 100                               | 19                                | 200                               | 200                                 |
| 6425 Equip Adds (Cap) - Misc        | -                                 | -                                 | 10,000                            | 10,000                              |
| <b>TOTAL</b>                        | <b><u>\$ 616,943</u></b>          | <b><u>\$ 654,721</u></b>          | <b><u>\$ 793,459</u></b>          | <b><u>\$ 750,253</u></b>            |

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8103 MINORCA GARAGE (GARAGE 3)**  
 545 PARKING FACILITIES

**EXPENDITURE DETAIL**

|                                   | <u>2020-2021</u><br><u>ACTUAL</u> | <u>2021-2022</u><br><u>ACTUAL</u> | <u>2022-2023</u><br><u>BUDGET</u> | <u>2023-2024</u><br><u>ESTIMATE</u> |
|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-------------------------------------|
| 3103 Prof Serv - Contracted Staff | \$ -                              | \$ -                              | \$ -                              | \$ 194,644                          |
| 3160 Intradep't'l Alloc - Admin   | 62,999                            | 59,807                            | 62,286                            | 64,972                              |
| 4633 Service Alloc - Gen Services | 32,674                            | 32,899                            | 35,159                            | 36,096                              |
| 4640 Service Alloc - Intradep't'l | <u>13,342</u>                     | <u>28,185</u>                     | <u>33,958</u>                     | <u>28,354</u>                       |
| <b>TOTAL</b>                      | <b><u>\$ 109,015</u></b>          | <b><u>\$ 120,891</u></b>          | <b><u>\$ 131,403</u></b>          | <b><u>\$ 324,066</u></b>            |

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8104 ANDALUSIA GARAGE (GARAGE 4)**  
 545 PARKING FACILITIES

**EXPENDITURE DETAIL**

|                                     | 2020-2021         | 2021-2022         | 2022-2023         | 2023-2024         |
|-------------------------------------|-------------------|-------------------|-------------------|-------------------|
|                                     | <u>ACTUAL</u>     | <u>ACTUAL</u>     | <u>BUDGET</u>     | <u>ESTIMATE</u>   |
| 3118 Prof Serv - Misc/Other         | \$ 145,040        | \$ 162,584        | \$ 190,654        | \$ 190,654        |
| 3160 Intradep't'l Alloc - Admin     | 112,288           | 106,599           | 111,018           | 115,804           |
| 4611 Repair/Maint - Oper Equip      | 16,190            | 14,000            | 14,000            | 14,000            |
| 4633 Service Alloc - Gen Services   | 119,942           | 120,766           | 129,064           | 132,502           |
| 4640 Service Alloc - Intradep't'l   | 23,781            | 50,236            | 60,525            | 50,537            |
| 4700 Special Printed Forms          | -                 | 2,000             | 2,000             | 2,000             |
| 5100 Supplies - Office              | 750               | 750               | 750               | 750               |
| 5204 Supplies - Janitorial          | 300               | 300               | 300               | 300               |
| 5208 Supplies - Household & Instit  | 400               | 400               | 400               | 400               |
| 5209 Supplies - Building Materials  | 200               | 200               | 200               | 200               |
| 5220 Uniform - Allowance            | 500               | 83                | -                 | -                 |
| 5231 Equipment (Oper) - Minor/Tools | 100               | -                 | 600               | 600               |
| 6425 Equip Adds (Cap) - Misc        | -                 | -                 | 10,000            | 10,000            |
| <b>TOTAL</b>                        | <b>\$ 419,491</b> | <b>\$ 457,918</b> | <b>\$ 519,511</b> | <b>\$ 517,747</b> |

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8105 MERRICK PLACE GARAGE (GARAGE 5)**  
545 PARKING FACILITIES

**EXPENDITURE DETAIL**

|                                     | <b>2020-2021</b>  | <b>2021-2022</b>  | <b>2022-2023</b>  | <b>2023-2024</b>  |
|-------------------------------------|-------------------|-------------------|-------------------|-------------------|
|                                     | <b>ACTUAL</b>     | <b>ACTUAL</b>     | <b>BUDGET</b>     | <b>ESTIMATE</b>   |
| 3118 Prof Serv - Misc/Other         | \$ 68,427         | \$ 124,913        | \$ 194,857        | \$ 194,857        |
| 3160 Intradep't'l Alloc - Admin     | 146,891           | 139,447           | 145,228           | 151,488           |
| 4300 Electric Service               | 36,214            | 42,464            | 60,000            | 60,000            |
| 4302 Water & Sewer Service          | (7,291)           | (17,880)          | 5,000             | 5,000             |
| 4600 Repair/Maint - Buildings       | 3,482             | 603               | 47,084            | 11,700            |
| 4611 Repair/Maint - Oper Equip      | 23,157            | 22,249            | 25,200            | 25,200            |
| 4640 Service Alloc - Intradep't'l   | 31,109            | 65,716            | 79,176            | 66,109            |
| 4700 Special Printed Forms          | -                 | 4,671             | 1,800             | 1,800             |
| 5204 Supplies - Janitorial          | 300               | 300               | 600               | 600               |
| 5208 Supplies - Household & Instit  | 300               | 300               | -                 | -                 |
| 5209 Supplies - Building Materials  | 100               | 100               | 200               | 200               |
| 5231 Equipment (Oper) - Minor/Tools | 100               | 22                | -                 | -                 |
| 6425 Equip Adds (Cap) - Misc        | -                 | -                 | 10,000            | 10,000            |
| <b>TOTAL</b>                        | <b>\$ 302,789</b> | <b>\$ 382,905</b> | <b>\$ 569,145</b> | <b>\$ 526,954</b> |

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8200 ON-STREET PARKING & METER MAINT DIVISION**  
 545 PARKING FACILITIES

**PERSONNEL SCHEDULE**

**NUMBER OF AUTHORIZED POSITIONS**

| CLASS.<br>NO.              | CLASSIFICATION<br>TITLE            | 2020-2021        | 2021-2022        | 2022-2023        | 2023-2024        |                   |
|----------------------------|------------------------------------|------------------|------------------|------------------|------------------|-------------------|
|                            |                                    | ACTUAL           | ACTUAL           | BUDGET           | ESTIMATE         | SALARIES          |
| <u>FULL TIME POSITIONS</u> |                                    | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> |                   |
| 0713                       | On Street Meter Maint. & Coll Supv | 1.00             | 1.00             | 1.00             | 1.00             | \$ 68,015         |
| 0704                       | Parking Meter Mechanic - Lead      | 1.00             | 1.00             | 1.00             | 1.00             | 61,501            |
| 0712                       | Parking Meter Mechanic             | 2.00             | 2.00             | 1.00             | 1.00             | 51,013            |
| 0311                       | Money Room Coordinator             | 1.00             | 1.00             | 1.00             | 1.00             | 65,179            |
| 3005                       | Maintenance Worker II              | 1.00             | 1.00             | 1.00             | 1.00             | 40,510            |
| <b>TOTAL</b>               |                                    | <b>6.00</b>      | <b>6.00</b>      | <b>5.00</b>      | <b>5.00</b>      | <b>\$ 286,218</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021  | 2021-2022  | 2022-2023  | 2023-2024  |
|---|------------|------------|------------|------------|
|   | ACTUAL     | ACTUAL     | BUDGET     | ESTIMATE   |
| 1000 Salaries                                 | \$ 322,896 | \$ 270,161 | \$ 299,976 | \$ 286,218 |
| 2000 Employee Benefits - See Other Cost Dist. | 259,028    | 224,553    | 232,119    | 223,782    |
| 3118 Prof Serv - Misc/Other                   | 426,468    | 374,963    | 550,000    | 550,000    |
| 3160 Intradep't'l Alloc - Admin               | 1,264,224  | 1,200,171  | 1,249,925  | 1,303,811  |
| 4100 Telecom Services                         | 150,140    | 140,524    | 160,000    | 160,000    |
| 4500 General Liability Insurance              | 15,515     | 13,351     | 16,842     | 14,980     |
| 4611 Repair/Maint - Oper Equip                | 818        | 161        | 725        | 1,625      |
| 4630 Service Alloc - Flt Mgmt - Opr           | 41,602     | 43,322     | 41,503     | 8,648      |
| 4631 Service Alloc - Flt Mgmt - Rpl           | -          | -          | 9,971      | 20,013     |
| 4632 Service Alloc - Flt - Fuel               | -          | -          | -          | 2,663      |
| 4900 Misc Exp - Other                         | 798,804    | 762,764    | 64,012     | 75,662     |
| 5100 Supplies - Office                        | 1,383      | 1,467      | 1,500      | 1,500      |
| 5204 Supplies - Janitorial                    | 100        | 100        | 100        | 100        |
| 5209 Supplies - Building Materials            | 200        | 200        | 200        | 200        |
| 5220 Uniform - Allowance                      | 587        | 1,438      | 1,000      | 3,000      |
| 5221 Uniform - Protective (PPE)               | 246        | 227        | 900        | -          |
| 5231 Equipment (Oper) - Minor/Tools           | 2,493      | 2,707      | 17,500     | 15,500     |
| 5242 Parts - Misc Equip                       | 6,332      | 11,557     | 12,000     | 12,000     |
| 6405 Equip Repl (Cap) - Misc                  | -          | 244,297    | 56,774     | 56,774     |

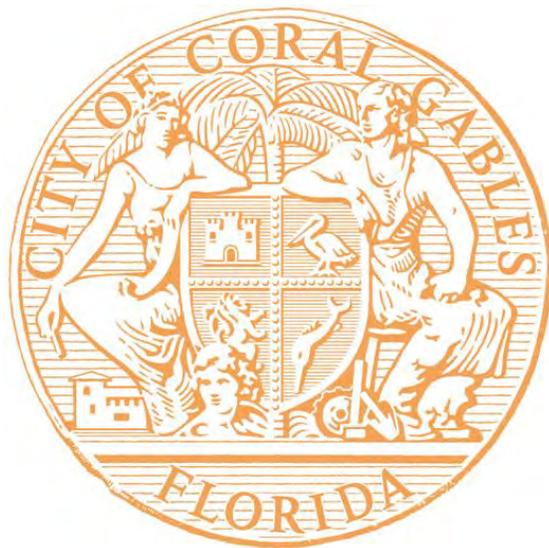
**EXPENDITURE DETAIL**

|                                      | <u>2020-2021</u>           | <u>2021-2022</u>           | <u>2022-2023</u>           | <u>2023-2024</u>           |
|--------------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
|                                      | <u>ACTUAL</u>              | <u>ACTUAL</u>              | <u>BUDGET</u>              | <u>ESTIMATE</u>            |
| 9011 Intradep't'l Alloc - Svc to Div | <u>(1,070,650)</u>         | <u>(1,058,134)</u>         | <u>(814,514)</u>           | 2. <u>(820,943)</u>        |
| <b>TOTAL</b>                         | <b><u>\$ 2,220,186</u></b> | <b><u>\$ 2,233,829</u></b> | <b><u>\$ 1,900,533</u></b> | <b><u>\$ 1,915,533</u></b> |

2. See cost distribution below.

**Distribution to Meter & Permit Parking Lots Division**

| <u>Dept Code</u>          | <u>%</u>   | <u>2019-2020</u>         | <u>2020-2021</u>         | <u>2021-2022</u>         | <u>2022-2023</u>         |
|---------------------------|------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 8300-46-40                | 30%        | \$ 987,251               | \$ 987,589               | \$ 814,514               | \$ 820,943               |
| <b>Total Distribution</b> | <b>30%</b> | <b><u>\$ 987,251</u></b> | <b><u>\$ 987,589</u></b> | <b><u>\$ 814,514</u></b> | <b><u>\$ 820,943</u></b> |



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**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



460 PARKING SYSTEM FUND  
**PARKING DEPARTMENT**  
**8300 PARKING LOTS DIVISION**  
 545 PARKING FACILITIES

**EXPENDITURE DETAIL**

|                                     | <u>2020-2021</u>           | <u>2021-2022</u>           | <u>2022-2023</u>           | <u>2023-2024</u>           |
|-------------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
|                                     | <u>ACTUAL</u>              | <u>ACTUAL</u>              | <u>BUDGET</u>              | <u>ESTIMATE</u>            |
| 3160 Intradep't'l Alloc - Admin     | \$ 566,991                 | \$ 538,264                 | \$ 560,578                 | \$ 584,745                 |
| 4402 Rental - Land & Buildings      | 256,269                    | 243,100                    | 243,102                    | 243,102                    |
| 4600 Repair/Maint - Buildings       | 32,770                     | 4,515                      | 50,140                     | 100,000                    |
| 4633 Service Alloc - Gen Services   | 65,348                     | 65,797                     | 70,318                     | 72,191                     |
| 4640 Service Alloc - Intradep't'l   | 987,251                    | 987,589                    | 814,514                    | 820,943                    |
| 5231 Equipment (Oper) - Minor/Tools | 1,280                      | -                          | 6,598                      | 6,598                      |
| 6405 Equip Repl (Cap) - Misc        | -                          | 14,466                     | 10,000                     | 10,000                     |
| <b>TOTAL</b>                        | <b><u>\$ 1,909,909</u></b> | <b><u>\$ 1,853,731</u></b> | <b><u>\$ 1,755,250</u></b> | <b><u>\$ 1,837,579</u></b> |

**CITY OF CORAL GABLES, FLORIDA  
2023-2024 BUDGET ESTIMATE**



360 TROLLEY/TRANSPORTATION FUND  
**PARKING DEPARTMENT**  
**8800 TROLLEY/TRANSPORTATION DIVISION**  
 544 TRANSIT SYSTEMS

**PERSONNEL SCHEDULE**

| CLASS.<br>NO. | CLASSIFICATION<br>TITLE                      | NUMBER OF AUTHORIZED POSITIONS |                  |                  |                  |                   |
|---------------|--|--------------------------------|------------------|------------------|------------------|-------------------|
|               |  | 2020-2021                      | 2021-2022        | 2022-2023        | 2023-2024        |                   |
|               |  | ACTUAL                         | ACTUAL           | BUDGET           | ESTIMATE         | SALARIES          |
|               | <u>FULL TIME POSITIONS</u>                   | <u>HEADCOUNT</u>               | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> | <u>HEADCOUNT</u> |                   |
| 0723          | Ass't Director for Mobility & Sustainability | -                              | -                | 0.60             | 0.60             | \$ 66,893         |
| 0721          | Ass't Parking Director for Operations        | 0.50                           | 0.50             | -                | -                | -                 |
| 0009          | Trolley Operations Supr                      | 1.00                           | 1.00             | 1.00             | 1.00             | 84,533            |
| 4005          | Sr. Automotive Mechanic - Trolley            | -                              | 2.00             | 2.00             | 2.00             | 119,416           |
| <b>TOTAL</b>  |  | <b>1.50</b>                    | <b>3.50</b>      | <b>3.60</b>      | <b>3.60</b>      | <b>\$ 270,842</b> |

**EXPENDITURE DETAIL**

|   | 2020-2021  | 2021-2022  | 2022-2023  | 2023-2024  |
|---|------------|------------|------------|------------|
|   | ACTUAL     | ACTUAL     | BUDGET     | ESTIMATE   |
| 1000 Salaries                                 | \$ 120,155 | \$ 232,289 | \$ 252,870 | \$ 270,842 |
| 2000 Employee Benefits - See Other Cost Dist. | 91,325     | 121,334    | 127,187    | 122,422    |
| 3112 Prof Serv - Last Mile Transit            | 215,212    | 483,625    | 483,636    | 483,636    |
| 3118 Prof Serv - Misc/Other                   | 872,126    | 1,093,068  | 1,479,492  | 1,741,498  |
| 3123 Prof Serv - Reimbursable                 | (1,373)    | 12,160     | -          | -          |
| 4010 Automobile Allowance                     | 162        | -          | -          | -          |
| 4400 Rental - Mach & Equip                    | 2,497      | 1,416      | 3,000      | 3,000      |
| 4500 General Liability Insurance              | 6,607      | 6,632      | 14,197     | 14,176     |
| 4630 Service Alloc - Flt Mgmt - Opr           | 349,086    | 349,086    | 183,993    | 497,198    |
| 4631 Service Alloc - Flt Mgmt - Rpl           | -          | -          | 165,093    | 268,003    |
| 4632 Service Alloc - Flt - Fuel               | -          | -          | -          | 246,108    |
| 4633 Service Alloc - Gen Services             | 112,060    | 112,830    | 126,160    | 129,521    |
| 4701 Printing & Binding                       | 419        | 1,703      | 2,000      | 2,000      |
| 4900 Misc Exp - Other                         | 23,126     | 22,930     | 1,000      | 1,000      |
| 5100 Supplies - Office                        | 1,272      | 95         | 2,000      | 2,000      |
| 5210 Supplies - Other Rep/Maint               | 760        | 478        | 1,000      | 1,000      |
| 5221 Uniform - Protective (PPE)               | 141        | -          | 600        | 600        |
| 5222 Uniform - Purchase/Rental                | 964        | -          | 3,000      | 3,000      |
| 5231 Equipment (Oper) - Minor/Tools           | 894        | 91         | 1,000      | 1,000      |
| 5242 Parts - Misc Equip                       | 471        | -          | -          | -          |

**EXPENDITURE DETAIL**

|                                    | <u>2020-2021</u><br><u>ACTUAL</u> | <u>2021-2022</u><br><u>ACTUAL</u> | <u>2022-2023</u><br><u>BUDGET</u> | <u>2023-2024</u><br><u>ESTIMATE</u> |
|------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-------------------------------------|
| 5400 Membership Dues/Subscriptions | -                                 | -                                 | 1,000                             | 1,000                               |
| 5500 Employee Training             | -                                 | -                                 | 3,000                             | 3,000                               |
| 6424 Equip Adds (Cap) - Office     | -                                 | -                                 | 1,000                             | 1,000                               |
| 6425 Equip Adds (Cap) - Misc       | -                                 | -                                 | 108,526                           | 95,006                              |
| 8001 Grants - State                | <u>215,214</u>                    | <u>94,531</u>                     | <u>533,645</u>                    | <u>-</u>                            |
| <b>TOTAL</b>                       | <b><u>\$ 2,011,118</u></b>        | <b><u>\$ 2,532,268</u></b>        | <b><u>\$ 3,493,399</u></b>        | <b><u>\$ 3,887,010</u></b>          |

## Action Plan Worksheet



**Action Plan Owner:** Kevin Kinney, Parking Director

**Action Plan Name:** 1.3.1-1 Increase participation in alternative mobility options and integrate with parking management and operations systems

**Strategic plan alignment** (Supports which Objectives and Goals)

- Objective 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community
  - Goal 1.3 – Improve mobility and safety throughout the city by reducing the intensity of traffic

**KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)**

| What must be done  | By When  | How will it be evident   |
|--|----------|--|
| Issue RFP of City-wide parking and mobility master plan                        | 10/31/23 | Contract Issued  |
| Expand frictionless (non-cash, no stop) parking and mobility option (on-going) | 03/31/24 | Additional cashless options for parking and mobility customer transactions |
| Completed City-wide parking and mobility master plan                           | 06/30/24 | Commission approval of master plan with implementation steps               |
| Increase alternative mobility options  | 09/30/24 | Minimum of 4 alternative mobility options available                        |
| Unified dashboard of parking and mobility operations                           | 09/30/25 | Single site management portal for parking and mobility operations          |
| Integration of IoT concepts into parking and mobility operations and systems   | 09/30/25 | Data and services trackable in IT Smart Cities portal                      |
| Increase in EV Charging Infrastructure to 120 Charging Ports                   | 12/31/25 | Ports will be listed on Chargepoint and City websites.                     |
| Increase Customer searches using of Parkme or Alternative Apps to find Parking | 01/31/25 | Data from applications   |

**Resource requirements (what do we need to succeed?)**

- Time (of the project team members and others as appropriate – examples below):
  - Informatics Person –
  - Program / Subject Matter Experts –
- Finances (detailed listing of expected costs):

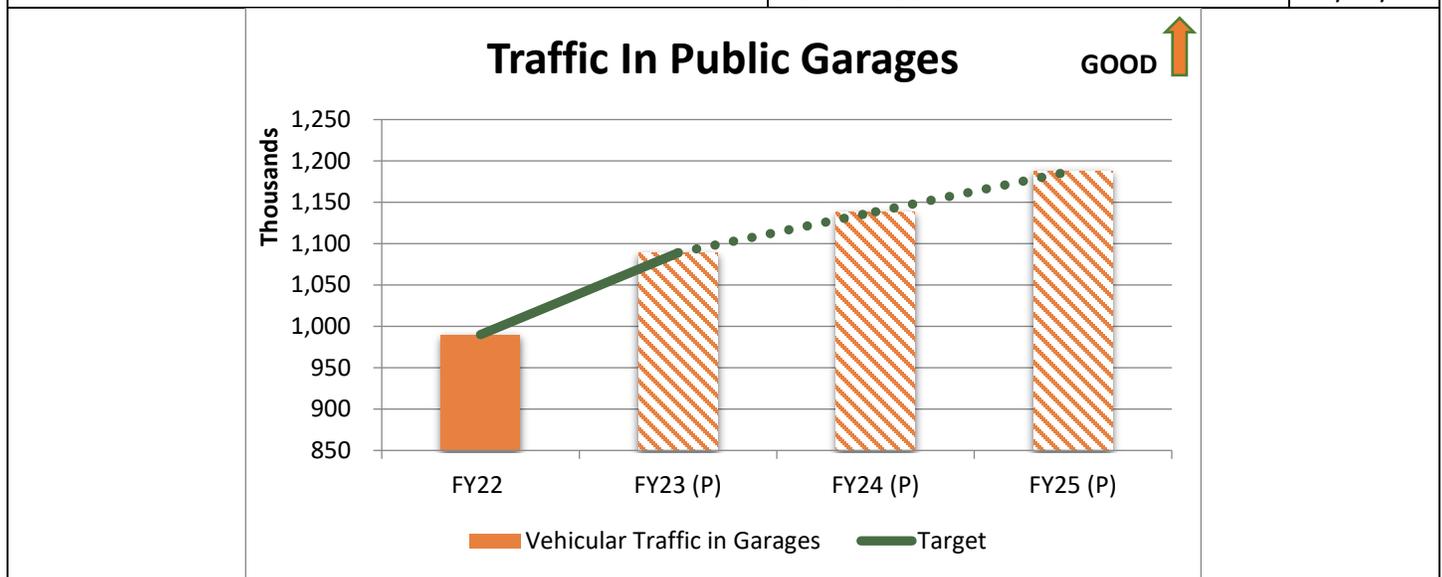
| \$ Amount         | Purpose   |
|-------------------|---|
| \$ 250,000        | Parking and Mobility Master Plan                  |
| \$ 200,000        | Enterprise Management System for Parking/Mobility |
| <b>\$ 450,000</b> | <b>Total</b>                                      |

- Technology:
  - 20 Hours a month to review available systems and technology for implementation and integration.

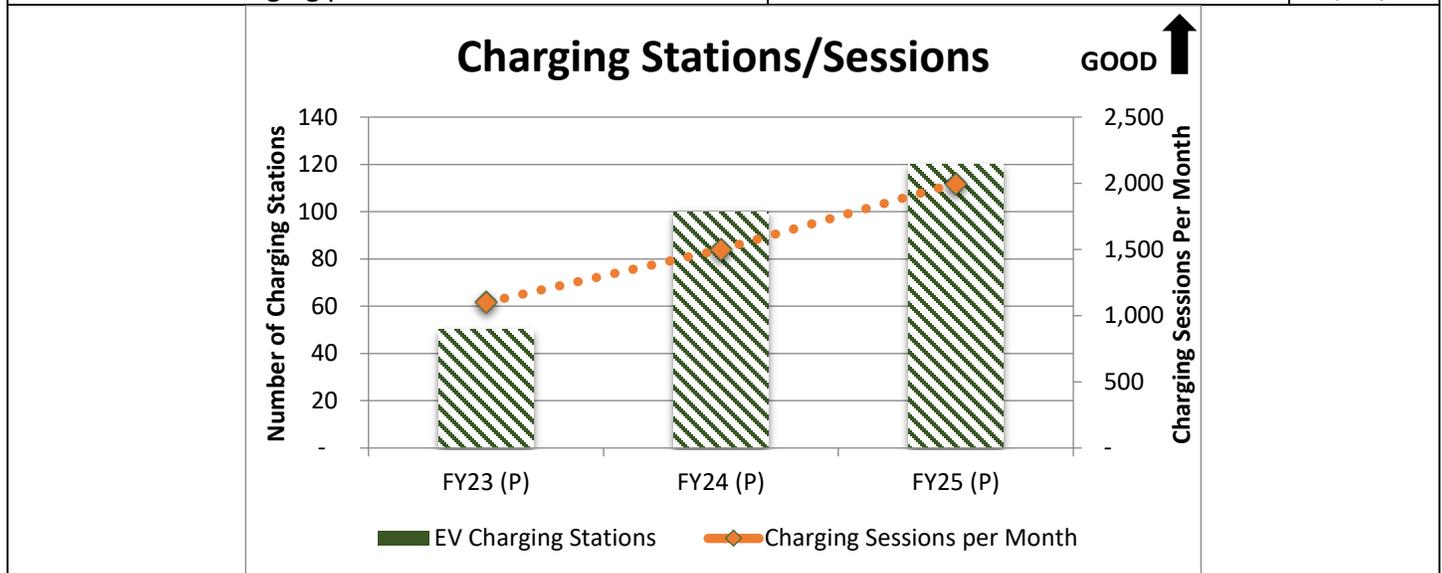
- Knowledge/Training:
  - All staff – 200 hours of training for new systems

**Short- & Longer-term measures of success, targets and / or time horizons**

| Measure  | Target                                | Date     |
|--|---------------------------------------|----------|
| In-person transactions at Administrative Office  | 25% Reduction over 2022 baseline      | 01/31/24 |
| Customer satisfaction with City Transit Services | 90 <sup>th</sup> Percentile Satisfied | 09/30/25 |
| Garage traffic                                   | 2022 + 10%                            | 09/30/23 |
|  | 2022 + 15%                            | 09/30/24 |
|  | 2022 + 20%                            | 09/30/25 |



|   |                                  |          |
|---|----------------------------------|----------|
| Utilization rate of alternative modes of transportation | 6% increase over FY22 baseline   | 09/30/25 |
| Frictionless parking and mobility options               | Four additional types of options | 09/30/25 |
| Number of EV charging ports                             | 120                              | 12/31/25 |



|  |                                 |          |
|--|---------------------------------|----------|
| Percentage of Customers using Parkme or Alternative Apps to find Parking | 20% increase over 2022 baseline | 12/31/25 |
|--|---------------------------------|----------|

### Frequency & venue of review

- Bi-Weekly review by Master Plan Steering Team.
- Quarterly reports to City Manager.

### Who are the stakeholders / what is the anticipated impact on them?

| Stakeholder Group | Potential positive impact  | Potential negative impact   |
|-------------------|--|---|
| Workforce         | Reduced level of effort required   | Reduction in level of effort may necessitate other personnel actions (reassignment, task consolidation, etc.)   |
| Informatics       | Additional workload  | Level of effort and other resources associated with integrating Enterprise Management System for Parking/Mobility are not available for other initiatives |
| Sr. Leadership    | Improved situational awareness through consolidation of traffic and revenue data | Level of effort and other resources associated with integrating Enterprise Management System for Parking/Mobility are not available for other initiatives |
| Commissioners     | Improved tax base within the CBD   | None  |
| Customers         | Easier driving or moving within the CBD  | None  |

### What are the positive and negative financial impacts (costs / benefits and return on investment)?

- Money:
  - Costs: \$450,000
  - Benefits: \$300,000
  - Return on investment will occur within strategic planning timeline
- Other benefits:
  - Improved customer satisfaction

## Action Plan Worksheet



**Action Plan Owner:** Kevin Kinney, Parking Director

**Action Plan Name:** 1.3.1-2 Develop and program Coral Gables Mobility Hub

**Strategic plan alignment:**

- Objective - 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community
  - Goal 3.1 – Increase utilization rate of alternative modes of transportation by 6% by 2025
  - Goal 3.2 – Increase satisfaction with city transit services to 95% satisfied / very satisfied by 2025
- Objective – 6 – Sustainability-focused Excellence: Provide exceptional services that enhance the local and global environmental ecosystem, enrich our local economy, and strengthen the health and well-being of residents, businesses, and visitors.
  - Goal 2.2 – Increase electric charging stations to 120 by 2025

**KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)**

| What must be done   | By When  | How will it be evident  |
|---|----------|---|
| Execute Construction Contract   | 09/30/23 | Finalized Agreement with Contractor                           |
| Obtain Construction Financing   | 10/31/23 | Funds Available   |
| Complete Mobility Hub Design  | 07/31/23 | Construction Permits Issued                                   |
| Demolish Existing Facility  | 10/31/23 | Garage 1 is Gone  |
| Commence Construction   | 12/31/23 | Contractor on-site and working                                |
| Increase Micro-Mobility Initiatives   | 03/31/24 | Identify and Procure 2 Micro-Mobility Services                |
| Increase Mobility as a Service Initiative that will Operate from Mobility Hub | 06/30/24 | Identify and Procure 3 new partnerships for mobility services |
| Purchase// Install gateless (frictionless) PARCs system                       | 12/31/24 | New City PARCs system managing garages and curb               |
| Grand opening of Mobility Hub   | 03/31/25 | Cars parked, Vehicles charged, Scooters rented                |

**Resource requirements (what do we need to succeed?)**

- Time (of the project team members and others as appropriate – examples below):
  - Program / Subject Matter Experts – 100 hours a month through completion (03/31/24)

- Finances (detailed listing of expected costs):

| \$ Amount           | Purpose  |
|---------------------|--|
| \$1,000,000         | 2 Micro-Mobility Services (Estimated)                |
| \$100,000           | 3 new partnerships for mobility services (Estimated) |
| \$600,000           | Purchase 120 charging stations (Estimated)           |
| \$3,241,574         | Design   |
| \$68,660,000        | Demolition/Construction/Contingency                  |
| \$1,300,000         | I.T. Wiring  |
| \$ 1,098,024        | Art In Public Places Contribution                    |
| <b>\$75,999,598</b> | <b>Estimated Total</b>                               |

Technology:

- 10 hours a month IT staff through construction
- Knowledge/Training:
  - All staff – LEED Mobility training for staff 100 hours of training
- Other
  - Space, equipment, etc.

Short- & Longer-term measures of success, targets and / or time horizons

| Measure  | Target               | Date                             |      |                      |                             |          |     |        |          |     |        |          |     |        |
|--|----------------------|----------------------------------|------|----------------------|-----------------------------|----------|-----|--------|----------|-----|--------|----------|-----|--------|
| Number of EV Charging stations   | 120                  | 09/30/25                         |      |                      |                             |          |     |        |          |     |        |          |     |        |
| <div style="text-align: center;"> <h3>Charging Stations/Sessions</h3> <table border="1"> <caption>Chart Data</caption> <thead> <tr> <th>Year</th> <th>EV Charging Stations</th> <th>Charging Sessions per Month</th> </tr> </thead> <tbody> <tr> <td>FY23 (P)</td> <td>~50</td> <td>~1,000</td> </tr> <tr> <td>FY24 (P)</td> <td>100</td> <td>~1,500</td> </tr> <tr> <td>FY25 (P)</td> <td>120</td> <td>~2,000</td> </tr> </tbody> </table> </div> |                      |                                  | Year | EV Charging Stations | Charging Sessions per Month | FY23 (P) | ~50 | ~1,000 | FY24 (P) | 100 | ~1,500 | FY25 (P) | 120 | ~2,000 |
| Year   | EV Charging Stations | Charging Sessions per Month      |      |                      |                             |          |     |        |          |     |        |          |     |        |
| FY23 (P)   | ~50                  | ~1,000                           |      |                      |                             |          |     |        |          |     |        |          |     |        |
| FY24 (P)   | 100                  | ~1,500                           |      |                      |                             |          |     |        |          |     |        |          |     |        |
| FY25 (P)   | 120                  | ~2,000                           |      |                      |                             |          |     |        |          |     |        |          |     |        |
| Charging sessions per month  | 1100<br>1500<br>2000 | 12/31/22<br>12/31/23<br>12/31/24 |      |                      |                             |          |     |        |          |     |        |          |     |        |
| Utilization of alternative mobility options over 2022 baseline   | 15%                  | 12/31/25                         |      |                      |                             |          |     |        |          |     |        |          |     |        |

Frequency & venue of review

- Weekly mobility team meeting.
- Quarterly report to Management and Budget.

**Who are the stakeholders / what is the anticipated impact on them?**

| Stakeholder Group | Potential positive impact  | Potential negative impact  |
|-------------------|--|--|
| Sr. Leadership    | <ul style="list-style-type: none"> <li>Reduction of SOV trips within CBD</li> </ul>                | <ul style="list-style-type: none"> <li>Resources applied to this effort will not be available for other initiatives</li> </ul> |
| Commissioners     | <ul style="list-style-type: none"> <li>Promotion and enhancement of CBD</li> </ul>                 | <ul style="list-style-type: none"> <li>Potential resident dissatisfaction due to additional congestion</li> </ul>              |
| Customers         | <ul style="list-style-type: none"> <li>Increased parking and mobility to and within CBD</li> </ul> | <ul style="list-style-type: none"> <li>Potential dissatisfaction due to additional congestion</li> </ul>                       |

**What are the positive and negative financial impacts (costs / benefits and return on investment)?**

- Money:
  - Costs: \$75,506,685 (estimated cost - does not include unknown costs for purchases identified above)
  - Benefits: \$3,250,000/month in revenue
  - 16 years to see return on investment
- Other benefits:
  - Improved mobility, City promotes smart development, vehicle storage to support vital CBD

## Action Plan Worksheet



**Action Plan Owner:** Kevin Kinney, Parking Director

**Action Plan Name:** 1.3.1-3 Increase/Expand alternative transportation services and options

**Strategic plan alignment:**

- Objective - 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community
  - Goal 3 – Improve mobility and safety throughout the city by reducing the intensity of traffic
  - Goal 1 - Attain/sustain 90th percentile on transactional surveys within departments by 2025

**KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)**

| What must be done  | By When  | How will it be evident   |
|--|----------|--|
| Obtain transit/mobility consulting services  | 10/31/23 | May be combined or related to parking and mobility master plan |
| Review industry trends and innovations   | 01/31/24 | Incorporate in master planning process                         |
| Update City Transit/Mobility master plan   | 06/30/24 | May be combined or related to parking and mobility master plan |
| Stakeholder meetings and input   | 03/31/24 | Incorporate in master planning process                         |
| Identify and prioritize service enhancements and expansions in transit (mobility) services | 06/30/24 | Results compiled, ranked, and approved                         |
| Obtain service development grants (transit)  | 03/31/25 | Funding obtained   |
| Implement new or expanded services that increase transit capacity by 25%                   | 09/30/25 | Results compiled and evaluated                                 |

**Resource requirements (what do we need to succeed?)**

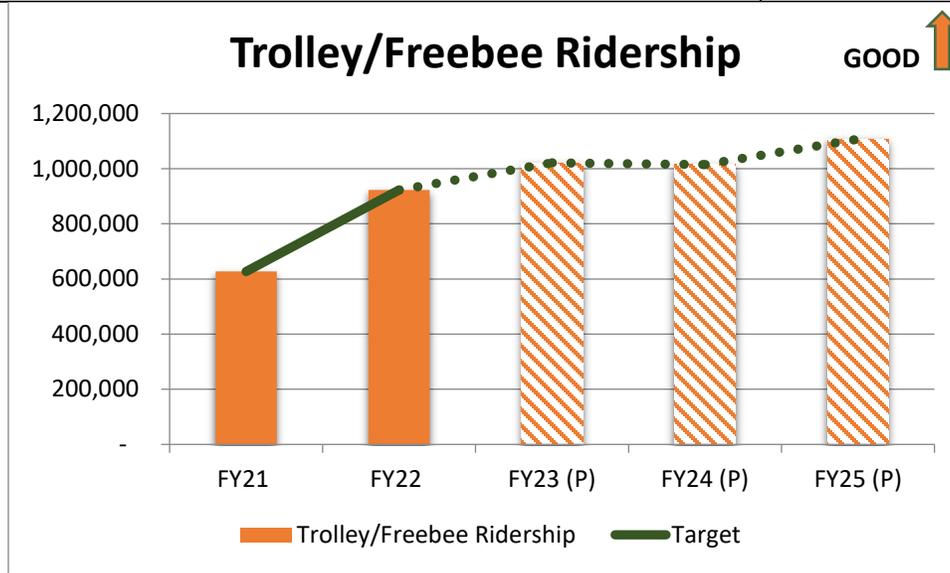
- Finances (detailed listing of expected costs):

| \$ Amount        | Purpose   |
|------------------|---|
| \$75,000         | Master plan update (Trolley portion of Master Plan Study) |
| \$250,000        | Service Expansion Operating Costs                         |
| <b>\$325,000</b> | <b>Total</b>  |

- Knowledge/Training:
  - Consulting Services
- Other
  - Fleet vehicles or contractors to provide service expansions or enhancement (new trolleys)

**Short- & Longer-term measures of success, targets and / or time horizons**

| Measure  | Target | Date     |
|--|--------|----------|
| Increase in alternative transportation capacity over 2022 baseline | 25%    | 09/30/25 |
| Ridership/utilization growth over 2022 baseline                    | 5%     | 09/30/23 |
|  | 10%    | 09/30/24 |
|  | 20%    | 09/30/25 |



|   |                             |          |
|---|-----------------------------|----------|
| Customer satisfaction with Trolley Services | 90 <sup>th</sup> Percentile | 09/30/25 |
|---|-----------------------------|----------|



**Frequency & venue of review**

- Weekly project team meeting.
- Quarterly report and review with Parking Director.
- Annual report to CM Office

**Who are the stakeholders / what is the anticipated impact on them?**

| Stakeholder Group | Potential positive impact  | Potential negative impact   |
|-------------------|--|---|
| Sr. Leadership    | <ul style="list-style-type: none"> <li>• Reduced Traffic Congestion</li> </ul> | <ul style="list-style-type: none"> <li>• Need for additional operational funds</li> </ul> |
| Commissioners     | <ul style="list-style-type: none"> <li>• Traffic Calming</li> </ul>            | <ul style="list-style-type: none"> <li>• Need for additional operational funds</li> </ul> |
| Customers         | <ul style="list-style-type: none"> <li>• Increased ridership</li> </ul>        | <ul style="list-style-type: none"> <li>• None</li> </ul>                                  |

**What are the positive and negative financial impacts (costs / benefits and return on investment)?**

- Money:
  - Costs: \$325,000
  - Benefits: \$0
  - Return on investment are related to quality of life.
- Other benefits:
  - Traffic Calming – Sustainability – Efficiency of Roadways

## Action Plan Worksheet



**Action Plan Owner:** Kevin Kinney, Parking Director

**Action Plan Name:** 1.3.2-1 Achieve 90<sup>th</sup> Percentile on Trolley/Freebee transactional passenger survey by 2025

**Strategic plan alignment:**

- Objective - 1 – Customer-focused Excellence: Provide exceptional services that meet or exceed the requirements and expectations of our community
  - Goal 1 - Attain world-class performance levels in overall community satisfaction with city services
  - Goal 3 - Improve mobility and safety throughout the city by reducing the intensity of traffic

**KEY tasks that must be accomplished, deliverables, and measures of success (Plan of Actions/Milestones)**

| What must be done                                | By When  | How will it be evident               |
|--|----------|--------------------------------------|
| Develop questionnaire (transactional survey)     | 09/30/23 | Approved by CM Office                |
| Establish baseline ranking (Survey Riders)       | 11/30/23 | Results compiled and compared        |
| Analyze survey results - create improvement plan | 01/31/24 | Plan Approved by Parking Director    |
| Implement Improvement Plan                       | 03/31/24 | Plan implemented                     |
| Survey Ridership and evaluate progress           | 05/31/24 | Results compiled and ranked          |
| Adjust improvement plan                          | 07/31/24 | Adjustments Approved by Parking Dir. |
| Survey Ridership and evaluate progress           | 10/31/24 | Results compiled and ranked          |

**Resource requirements (what do we need to succeed?)**

- Finances (detailed listing of expected costs):

| \$ Amount | Purpose  |
|-----------|--|
| \$20,000  | Baseline ridership survey  |
| \$20,000  | 2023 Survey  |
| \$20,000  | 2024 Survey  |
| \$140,000 | Implementation costs (addition trolleys, freebee units, increased service hours, etc.) |
| \$200,000 | <b>Total</b>   |

- Technology:
  - Electronic survey forms (QR codes, Apps, etc.)
- Knowledge/Training:
  - Driver and Dispatcher – 8 hours of training annually
- Other
  - Survey materials, (QR code, paper surveys).

**Short- & Longer-term measures of success, targets and / or time horizons**

| Measure  | Target                      | Date     |
|--|-----------------------------|----------|
| Satisfied or highly satisfied with service   | 95%                         | 12/31/23 |
| <p><b>Rider Satisfaction</b> GOOD ↑</p> <p>100%<br/>80%<br/>60%<br/>40%<br/>20%<br/>0%</p> <p>FY23 (P)      FY24 (P)      FY25 (P)</p> <p>■ Satisfied or Highly Satisfied With Service    — Target</p> |                             |          |
| Top Decile ranking   | 90 <sup>th</sup> percentile | 09/30/25 |

**Frequency & venue of review**

- Weekly project team meeting.
- Quarterly report and review with Parking Director.
- Annual report to CM Office

**Who are the stakeholders / what is the anticipated impact on them?**

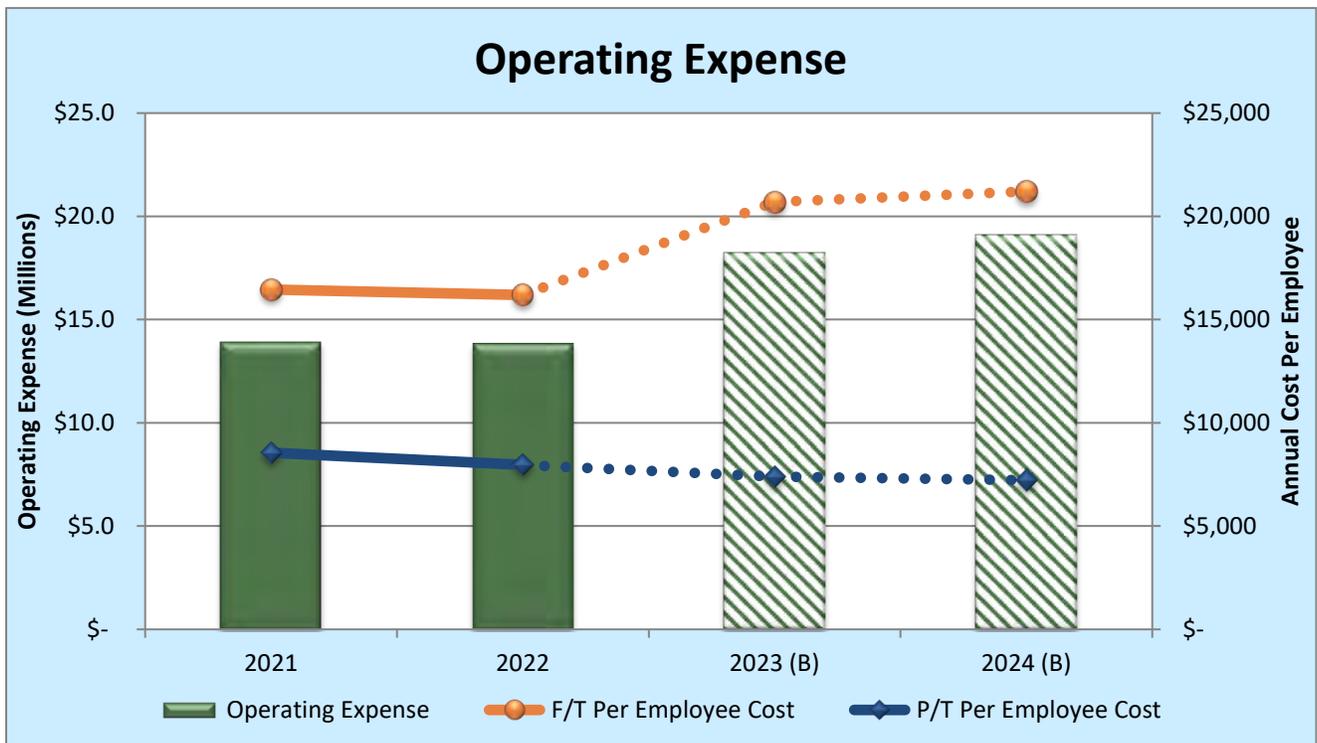
| Stakeholder Group | Potential positive impact                        | Potential negative impact  |
|-------------------|--|--|
| Sr. Leadership    | Reduced Traffic Congestion                       | None   |
| Commissioners     | Traffic Calming                                  | None   |
| Customers         | Increased ridership                              | None   |
| Other: CITT       | Justification of resources (1/2 penny sales tax) | Resources applied to this effort are not available for other strategic initiatives |

**What are the positive and negative financial impacts (costs / benefits and return on investment)?**

- Money:
  - Costs: \$200,000
  - Benefits: Undetermined financial benefits due to increased economic development supported by increased trolley ridership.
- Other benefits:
  - Traffic Calming – Sustainability - Efficiency
  - Benefits: Increased rider satisfaction with trolley experience

## 2023-2024 BUDGET ESTIMATE INSURANCE FUND SUMMARY

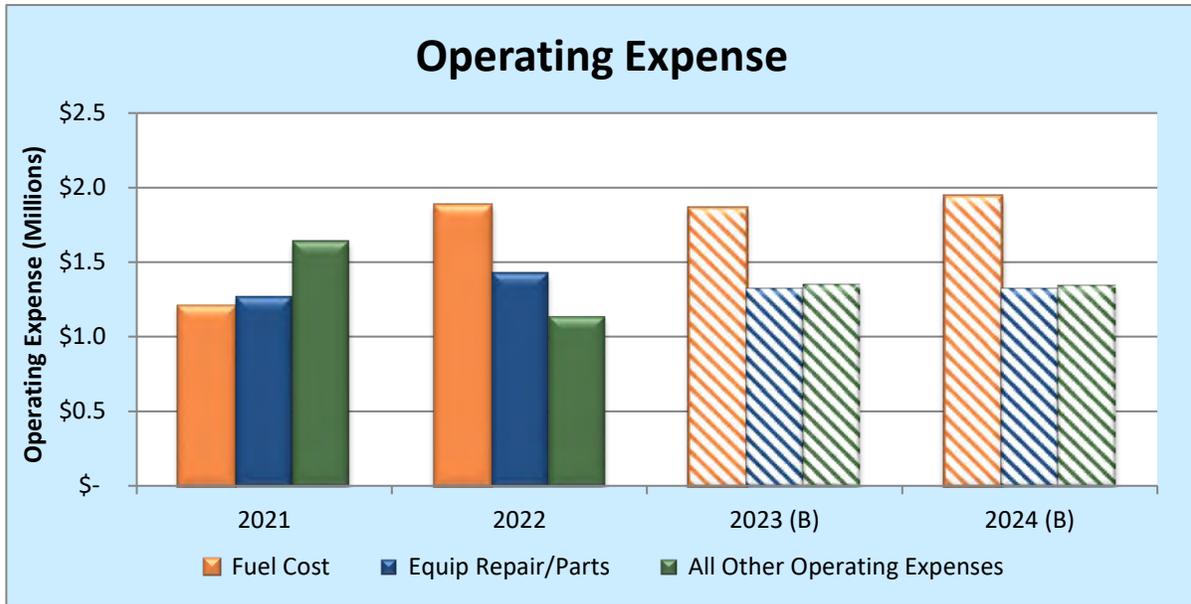
|  | 2020-2021<br>ACTUAL  | 2021-2022<br>ACTUAL  | 2022-2023<br>BUDGET  | 2023-2024<br>ESTIMATE |
|--|----------------------|----------------------|----------------------|-----------------------|
| <b>OPERATING REVENUES</b>                |                      |                      |                      |                       |
| Charges to Departments for:              |                      |                      |                      |                       |
| Workers Compensation                     | \$ 2,002,156         | \$ 1,986,912         | \$ 2,000,000         | \$ 2,000,000          |
| General Liability Insurance              | 3,500,000            | 3,499,987            | 4,500,000            | 4,500,000             |
| Group Health Insurance                   | 6,683,203            | 7,039,489            | 11,702,372           | 12,583,170            |
| Miscellaneous                            | 1,733,496            | 1,317,024            | 10,000               | -                     |
| <b>TOTAL OPERATING REVENUES</b>          | <b>\$ 13,918,855</b> | <b>\$ 13,843,412</b> | <b>\$ 18,212,372</b> | <b>\$ 19,083,170</b>  |
| <b>OPERATING EXPENSES</b>                |                      |                      |                      |                       |
| Group Health Premiums & Claims           | \$ 6,791,868         | \$ 7,058,775         | \$ 11,702,372        | \$ 12,583,170         |
| Worker's Compensation                    | 1,654,342            | 1,344,037            | 1,811,000            | 2,000,000             |
| General Liability Premiums & Claims      | 5,038,272            | 4,937,830            | 4,264,000            | 4,500,000             |
| Prof'l Services & Misc. Exp. & Transfers | 434,373              | 502,770              | 435,000              | -                     |
| <b>TOTAL OPERATING EXPENSES</b>          | <b>\$ 13,918,855</b> | <b>\$ 13,843,412</b> | <b>\$ 18,212,372</b> | <b>\$ 19,083,170</b>  |



The Insurance Fund is used to account for the cost of employee health care benefits as well as the City's self-insured liability and worker's compensation program. The latter being administered by a third party professional insurance service. Financing is provided by insurance premium charges to the user departments and investment earnings on accumulated reserves.

**2023-2024 BUDGET ESTIMATE  
MOTOR POOL FUND SUMMARY**

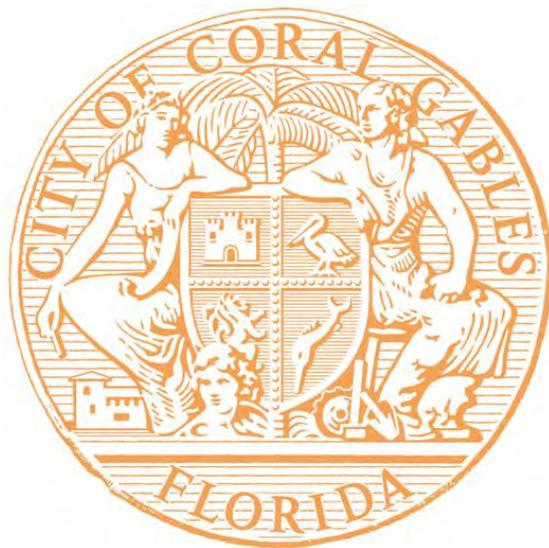
| <b>Charges to Departments</b>   | <b>2020-2021<br/>ACTUAL</b> | <b>2021-2022<br/>ACTUAL</b> | <b>2022-2023<br/>BUDGET</b> | <b>2023-2024<br/>ESTIMATE</b> |
|---------------------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| <b>OPERATING REVENUES</b>       |                             |                             |                             |                               |
| Operating & Maintenance         | \$ 4,043,063                | \$ 3,393,725                | \$ 4,506,253                | \$ 4,609,417                  |
| Replacement of Vehicles         | 2,936,417                   | 3,438,432                   | 7,241,698                   | 4,868,458                     |
| Fuel Usage                      | 1,204,342                   | 1,879,587                   | 1,859,696                   | 1,939,700                     |
| Miscellaneous                   | 249,494                     | 143,717                     | 10,000                      | -                             |
| <b>TOTAL OPERATING REVENUES</b> | <b>\$ 8,433,316</b>         | <b>\$ 8,855,461</b>         | <b>\$ 13,617,647</b>        | <b>\$ 11,417,575</b>          |
| <b>OPERATING EXPENSES</b>       |                             |                             |                             |                               |
| Operating & Maintenance         | \$ 4,120,040                | \$ 4,450,411                | \$ 4,537,077                | \$ 4,609,417                  |
| Replacement of Vehicles         | 3,545,246                   | 1,263,151                   | 7,220,874                   | 4,868,458                     |
| Fuel Usage                      | 1,204,342                   | 1,879,587                   | 1,859,696                   | 1,939,700                     |
|                                 | <b>\$ 8,869,628</b>         | <b>\$ 7,593,149</b>         | <b>\$ 13,617,647</b>        | <b>\$ 11,417,575</b>          |



*The Motor Pool Fund is used to account for the acquisition, operation and maintenance of the automotive and miscellaneous equipment used by City departments. The funding to acquire the equipment is provided by charging the user departments an annual fee based on the estimated useful life of each piece of equipment. Similarly, the operation and maintenance costs are allocated to the user departments by charging an annual rental fee for the equipment. Rental fees are updated annually by the maintenance staff based on detail records kept for each item of equipment.*

**2023-2024 BUDGET ESTIMATE  
MOTOR POOL COST DISTRIBUTION**

| DEPT.<br>NO. | DISTRIBUTION COST   |                     |                     |                      | DEPARTMENT  |
|--------------|---------------------|---------------------|---------------------|----------------------|---|
|              | REPL                | OPER                | FUEL                | TOTAL                |   |
| 1010         | \$ 2,786            | \$ 2,202            | \$ 358              | \$ 5,346             | CITY MANAGER - ADMINISTRATION                         |
| 1030         | 6,165               | 518                 | 353                 | 7,036                | CITY MANAGER - COMMUNICATIONS & PUBLIC AFFAIRS        |
| 1210         | 210,919             | 26,538              | 8,163               | 245,620              | DEVELOPMENT SERVICE - BUILDING                        |
| 1220         | 9,705               | 12,043              | 2,459               | 24,207               | DEVELOPMENT SERVICE - PLANNING                        |
| 1230         | 37,775              | 25,700              | 14,427              | 77,902               | DEVELOPMENT SERVICE - CODE ENFORCEMENT                |
| 1500         | 1,955               | 844                 | -                   | 2,799                | PUBLIC WORKS - ADMINISTRATION                         |
| 1501         | 3,716               | 5,561               | 2,215               | 11,492               | PUBLIC WORKS - SUSTAINABLE PUBLIC INFRASTRUCTURE      |
| 1502         | 24,352              | 18,022              | 5,257               | 47,631               | PUBLIC WORKS - CAPITAL IMPROVEMENT                    |
| 1504         | 144,051             | 256,969             | 53,645              | 454,665              | PUBLIC WORKS - R.O.W. ENF & MAINT                     |
| 1505         | 112,713             | 550                 | 2,048               | 115,311              | PUBLIC WORKS - SIGN SHOP                              |
| 1506         | 880,910             | 1,546,288           | 478,767             | 2,905,965            | PUBLIC WORKS - SOLID WASTE                            |
| 1507         | 141,374             | 211,655             | 78,504              | 431,533              | PUBLIC WORKS - GREENSPACE MANAGEMENT                  |
| 1508         | 34,070              | 15,419              | 8,493               | 57,982               | PUBLIC WORKS - STORMWATER MGMT                        |
| 1509         | 134,680             | 237,401             | 81,201              | 453,282              | PUBLIC WORKS - SANITARY SEWER                         |
| 3020         | 9,458               | 4,588               | 473                 | 14,519               | FINANCE - BILLING & COLLECTIONS                       |
| 3040         | 1,955               | 524                 | -                   | 2,479                | FINANCE - PROCUREMENT                                 |
| 3200         | 20,866              | 33,322              | 4,308               | 58,496               | INNOVATION & TECHNOLOGY                               |
| 5000         | 126,104             | 41,207              | 31,784              | 199,095              | POLICE - ADMINISTRATION                               |
| 5010         | 1,190,767           | 662,410             | 534,652             | 2,387,829            | POLICE - UNIFORM PATROL                               |
| 5020         | 88,338              | 87,673              | 58,261              | 234,272              | POLICE - CRIMINAL INVESTIGATIONS                      |
| 5030         | 23,852              | 23,465              | 9,355               | 56,672               | POLICE - TECHNICAL SERVICES                           |
| 5040         | 38,931              | 52,727              | 23,359              | 115,017              | POLICE - PROFESSIONAL STANDARDS                       |
| 5050         | 165,142             | 203,742             | 122,492             | 491,376              | POLICE - SPECIALIZED ENFORCEMENT                      |
| 5500         | 1,047,400           | 533,020             | 129,939             | 1,710,359            | FIRE - OPERATIONS                                     |
| 5501         | 15,937              | 17,452              | 7,032               | 40,421               | FIRE - COMMUNITY RISK REDUCTION                       |
| 6020         | 2,541               | 1,054               | 289                 | 3,884                | COMMUNITY RECREATION - VENETIAN POOL                  |
| 6030         | 2,112               | -                   | -                   | 2,112                | COMMUNITY RECREATION - COUNTRTY CLUB - ADMINISTRATION |
| 6038         | 21,333              | 5,348               | 3,202               | 29,883               | COMMUNITY RECREATION - COUNTRTY CLUB - GRANADA GOLF   |
| 6050         | 12,574              | 10,301              | 2,780               | 25,655               | COMMUNITY RECREATION - YOUTH CENTER/PLAYGRNDS         |
| 6065         | 1,669               | 1,633               | -                   | 3,302                | COMMUNITY RECREATION - SPECIAL EVENTS                 |
| 6070         | 35,395              | 30,201              | 26,365              | 91,961               | COMMUNITY RECREATION - GOLF/PARKS MAINTENANCE         |
| 8001         | 30,897              | 35,194              | 748                 | 66,839               | PARKING - VIOLATION ENFORCEMENT                       |
| 8200         | 20,013              | 8,648               | 2,663               | 31,324               | PARKING - ON-STREET PARKING & METER MAINTENANCE       |
| 8800         | 268,003             | 497,198             | 246,108             | 1,011,309            | PARKING - TROLLEY/TRANS                               |
|              | <u>\$ 4,868,458</u> | <u>\$ 4,609,417</u> | <u>\$ 1,939,700</u> | <u>\$ 11,417,575</u> |   |



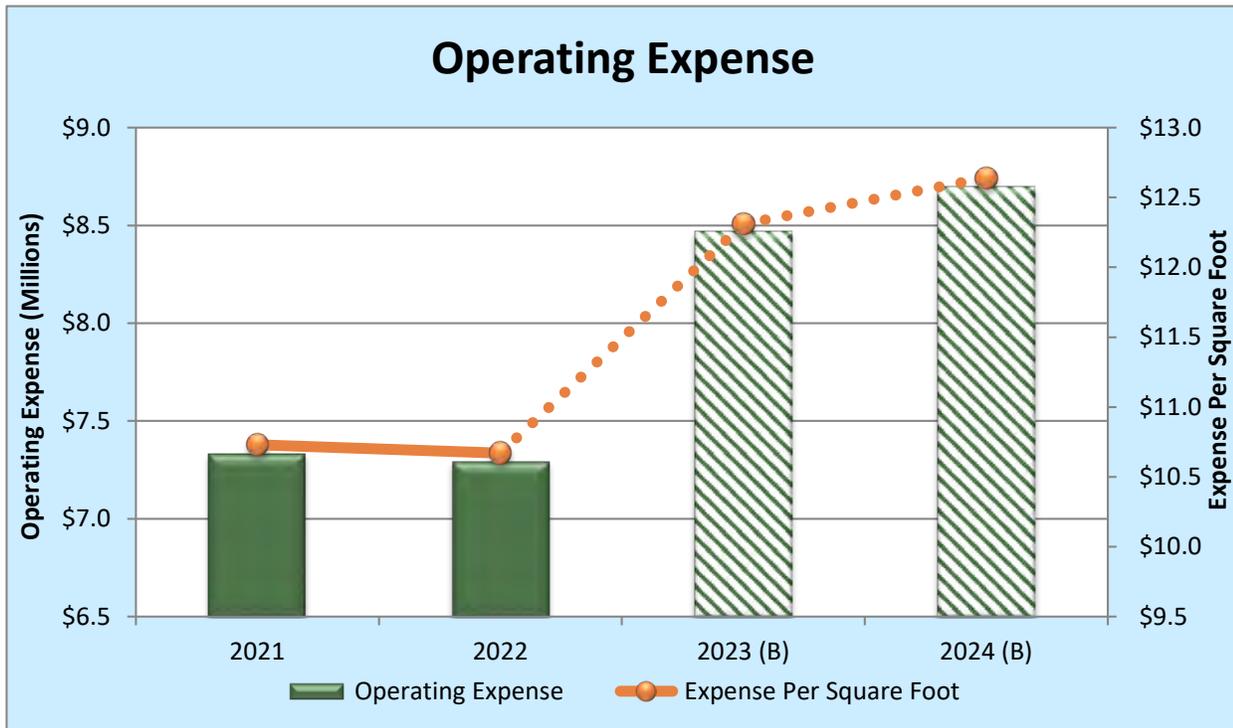
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**2023-2024 BUDGET ESTIMATE**  
**MOTOR POOL FUND**  
**VEHICLE AND EQUIPMENT PURCHASES**

| <u>DEPARTMENT</u>                       | <u>DESCRIPTION</u>            | <u>VEH ID#</u> | <u>REPLACEMENT</u>                    | <u>BUDGET AMOUNT</u> |                     |                     |
|---|-------------------------------|----------------|---------------------------------------|----------------------|---------------------|---------------------|
|   |                               |                |                                       | <u>REPL.</u>         | <u>ADD</u>          | <u>TOTAL</u>        |
| <b>DEV SERVICES</b>                     |                               |                |                                       |                      |                     |                     |
| 1210                                    |                               | TBD            |                                       | \$ -                 | \$ 35,000           |                     |
| 1210                                    |                               | TBD            |                                       | -                    | 35,000              |                     |
| 1210                                    |                               | TBD            |                                       | -                    | 35,000              |                     |
| 1210                                    |                               | TBD            |                                       | -                    | 35,000              |                     |
| 1210                                    |                               | TBD            |                                       | -                    | 35,000              |                     |
|   |                               |                |                                       |                      |                     | <u>\$ 175,000</u>   |
| <b>FIRE</b>                             |                               |                |                                       |                      |                     |                     |
| 5500                                    | 2008 Freightliner Rescue      | 68             | 2024 Freightliner Rescue              | 560,000              | -                   |                     |
| 5500                                    |                               |                | Horton Rescue Truck                   | -                    | 500,000             |                     |
|   |                               |                |                                       |                      |                     | <u>1,060,000</u>    |
| <b>POLICE</b>                           |                               |                |                                       |                      |                     |                     |
| 5000                                    | 2015 Chevrolet Equinox        | 742            | TBD                                   | 49,000               | -                   |                     |
| 5000                                    | 2014 Chevrolet Tahoe          | 766            | TBD                                   | 49,000               | -                   |                     |
| 5000                                    | 2015 Chevrolet Tahoe          | 869            | TBD                                   | 49,000               | -                   |                     |
| 5010                                    |                               |                | 11 SUV Interceptors                   | -                    | 660,000             |                     |
| 5010                                    | 2017 Ford SUV Interceptor     | 235            | 2024 Chevy Tahoe                      | 49,000               | -                   |                     |
| 5010                                    | 2011 Ford Crown Victoria      | 349            | 2024 Chevy Tahoe                      | 49,000               | -                   |                     |
| 5010                                    | 2015 Ford SUV Interceptor     | 376            | 2024 Chevy Tahoe                      | 49,000               | -                   |                     |
| 5010                                    | 2015 Ford SUV Interceptor     | 381            | 2024 Chevy Tahoe                      | 49,000               | -                   |                     |
| 5010                                    | 2016 Ford SUV Interceptor     | 384            | 2024 Chevy Tahoe                      | 49,000               | -                   |                     |
| 5010                                    | 2016 Ford SUV Interceptor     | 385            | 2024 Chevy Tahoe                      | 49,000               | -                   |                     |
| 5010                                    | 2016 Ford SUV Interceptor     | 390            | 2024 Chevy Tahoe                      | 49,000               | -                   |                     |
| 5010                                    | 2016 Ford SUV Interceptor     | 394            | 2024 Chevy Tahoe                      | 49,000               | -                   |                     |
| 5010                                    | 2016 Ford SUV Interceptor     | 395            | 2024 Chevy Tahoe                      | 49,000               | -                   |                     |
| 5010                                    | 2018 Ford SUV Interceptor     | 402            | 2024 Chevy Tahoe                      | 49,000               | -                   |                     |
| 5010                                    | 2018 Ford SUV Interceptor     | 406            | 2024 Chevy Tahoe                      | 49,000               | -                   |                     |
| 5010                                    | 2014 Ford K9 SUV Interceptor  | 736            | 2024 Chevy Tahoe                      | 49,000               | -                   |                     |
| 5010                                    | 2014 Ford K9 SUV Interceptor  | 740            | 2024 Chevy Tahoe                      | 49,000               | -                   |                     |
| 5010                                    | 2014 Dodge Grand Caravan      | 721            | 2024 Chevy Tahoe                      | 49,000               | -                   |                     |
| 5020                                    | 2014 Nissan Altima            | 884            | TBD                                   | 45,000               | -                   |                     |
| 5030                                    | 2014 Dodge Ram 1500           | 724            | TBD                                   | 55,000               | -                   |                     |
| 5030                                    | 2014 Dodge Charger            | 857            | TBD                                   | 45,000               | -                   |                     |
| 5040                                    | 2015 Dodge Charger            | 768            | TBD                                   | 45,000               | -                   |                     |
| Multiple                                | Strobes-R-Us Police/Fire Veh  |                | Outfitting of 22 Police/Fire Vehicles | 309,750              | -                   |                     |
|   |                               |                |                                       |                      |                     | <u>1,992,750</u>    |
| <b>PUBLIC WORKS</b>                     |                               |                |                                       |                      |                     |                     |
| 1505                                    |                               |                | Ford F-250 Regular Cab Truck          | -                    | 55,000              |                     |
| 1505                                    |                               |                | Ford F-250 Regular Cab Truck          | -                    | 55,000              |                     |
| 1509                                    | 2008 Ford Reg Cab F-250       | 1964           | Ford F-250                            | 55,125               | -                   |                     |
| 1509                                    | 2008 Ford Crew Cab F-150 XLT  | 711            | Ford F-150 Crew Cab w/Strobes         | 53,000               | -                   |                     |
| 1506                                    | 2007 International 4400 Tdump | 1603           | 2024 International 4400 TDUMP         | 140,000              | -                   |                     |
| 1506                                    | 2007 International 4400 Tdump | 1605           | 2024 International 4400 TDUMP         | 140,000              | -                   |                     |
| 1506                                    | 2007 International 4300       | 1184           | 2024 International 4300               | 250,000              | -                   |                     |
| 1506                                    | 2007 International 4300       | 1185           | 2024 International 4300               | 250,000              | -                   |                     |
| 1506                                    | 2013 International 4300       | 1180           | 2024 International 4300               | 250,000              | -                   |                     |
| 1506                                    | 2011 Crane Carrier Loadmaster | 1811           | 2024 Crane Carrier Loadmaster         | 355,583              | -                   |                     |
| 1507                                    | 2004 Ford Ranger              | 1904           | 2024 Ford Ranger                      | 37,000               | -                   |                     |
|   |                               |                |                                       |                      |                     | <u>1,640,708</u>    |
| <b>TOTAL VEHICLE REPLACEMENT BUDGET</b> |                               |                |                                       | <b>\$ 3,423,458</b>  | <b>\$ 1,445,000</b> | <b>\$ 4,868,458</b> |

**2023-2024 BUDGET ESTIMATE  
GENERAL SERVICES FUND SUMMARY**

|  | <u>2020-2021<br/>ACTUAL</u> | <u>2021-2022<br/>ACTUAL</u> | <u>2022-2023<br/>BUDGET</u> | <u>2023-2024<br/>ESTIMATE</u> |
|--|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| <b>OPERATING REVENUES</b>                    |                             |                             |                             |                               |
| Charges to Departments for use of Facilities | \$ 8,124,326                | \$ 8,117,578                | \$ 8,523,615                | \$ 8,750,674                  |
| Miscellaneous                                | 11,576                      | (17,745)                    | -                           | -                             |
| <b>TOTAL OPERATING REVENUES</b>              | <b><u>\$ 8,135,902</u></b>  | <b><u>\$ 8,099,833</u></b>  | <b><u>\$ 8,523,615</u></b>  | <b><u>\$ 8,750,674</u></b>    |
| <b>OPERATING EXPENSES</b>                    |                             |                             |                             |                               |
| Operating Expense                            | \$ 7,331,958                | \$ 7,290,746                | \$ 8,468,615                | \$ 8,695,674                  |
| Capital Outlay                               | 16,972                      | 31,111                      | 55,000                      | 55,000                        |
| <b>TOTAL OPERATING EXPENSES</b>              | <b><u>\$ 7,348,930</u></b>  | <b><u>\$ 7,321,857</u></b>  | <b><u>\$ 8,523,615</u></b>  | <b><u>\$ 8,750,674</u></b>    |



*The General Services Fund is used to account for the costs of providing building maintenance, utilities and general housekeeping services for all City property. Financing is provided by charging the user departments an annual rental fee based on the facilities occupied.*

**2023-2024 BUDGET ESTIMATE**  
**TOTAL GENERAL SERVICES COST DISTRIBUTION**

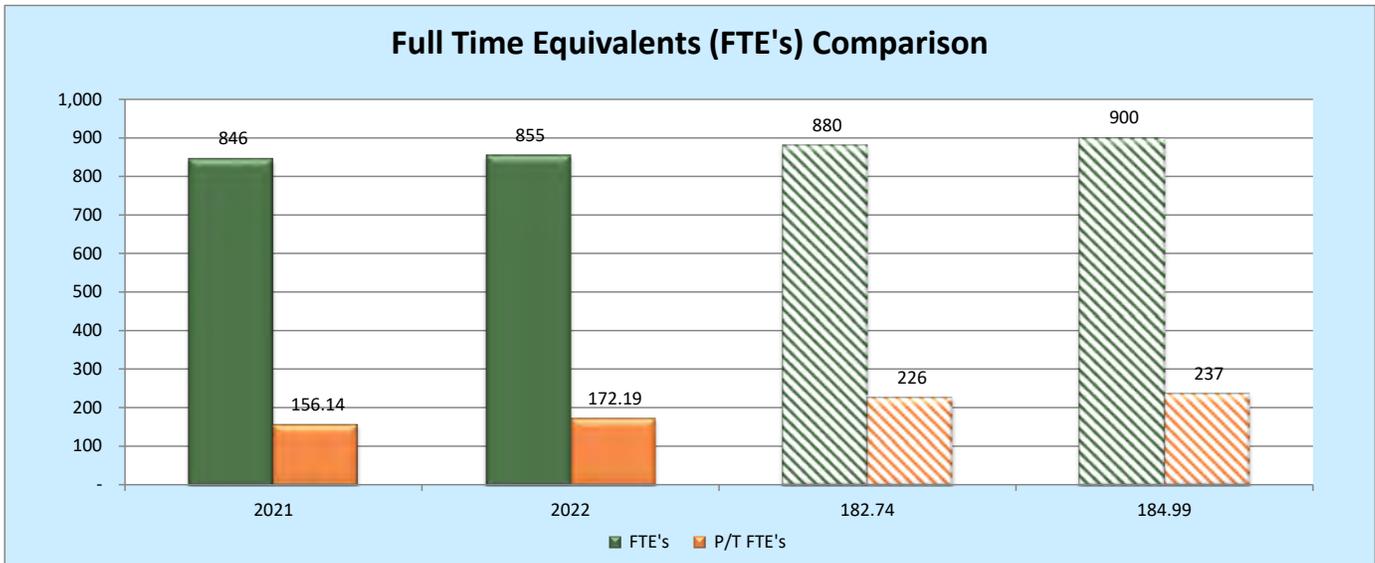
| DEPT.<br>NO. | TOTAL<br>COST<br>DISTRIBUTION | DEPARTMENT  |
|--------------|-------------------------------|---|
| 0100         | \$ 63,950                     | CITY COMMISSION                                     |
| 0500         | 44,597                        | CITY ATTORNEY                                       |
| 0600         | 36,277                        | CITY CLERK - ADMINISTRATION                         |
| 0601         | 38,818                        | CITY CLERK - SPEC REV EXP                           |
| 1010         | 33,482                        | CITY MANAGER - ADMINISTRATION                       |
| 1030         | 49,847                        | CITY MANAGER - COMMUNICATIONS & PUBLIC AFFAIRS      |
| 1120         | 39,921                        | HUMAN RES & RISK MGMT - EMPLOYEE SERVICES           |
| 1130         | 19,409                        | HUMAN RES & RISK MGMT - LABOR RELATIONS & RISK MGMT |
| 1200         | 36,523                        | DEVELOPMENT SERVICE - ADMINISTRATION                |
| 1210         | 118,553                       | DEVELOPMENT SERVICE - BUILDING                      |
| 1220         | 112,531                       | DEVELOPMENT SERVICE - PLANNING                      |
| 1230         | 32,939                        | DEVELOPMENT SERVICE - CODE ENFORCEMENT              |
| 1320         | 166,646                       | HIST. RESOURCES & CULTURAL ARTS - PRESERVATION      |
| 1330         | 108,960                       | HIST. RESOURCES & CULTURAL ARTS - CULTURAL ARTS     |
| 1500         | 25,263                        | PUBLIC WORKS - ADMINISTRATION                       |
| 1501         | 6,383                         | PUBLIC WORKS - SUSTAINABLE PUBLIC INFRASTRUCTURE    |
| 1502         | 30,468                        | PUBLIC WORKS - CAPITAL IMPROVEMENT                  |
| 1503         | 37,239                        | PUBLIC WORKS - ENGINEERING                          |
| 1504         | 1,936,640                     | PUBLIC WORKS - R.O.W. ENF & MAINT                   |
| 1505         | 49,292                        | PUBLIC WORKS - SIGN SHOP                            |
| 1506         | 33,480                        | PUBLIC WORKS - SOLID WASTE                          |
| 1507         | 917,528                       | PUBLIC WORKS - GREENSPACE MANAGEMENT                |
| 1508         | 43,817                        | PUBLIC WORKS - STORMWATER MGMT                      |
| 1509         | 436,353                       | PUBLIC WORKS - SANITARY SEWER                       |
| 3010         | 64,304                        | FINANCE - ADMINISTRATION                            |
| 3020         | 18,810                        | FINANCE - BILLING & COLLECTIONS                     |
| 3030         | 19,868                        | FINANCE - REPORTING & OPERATIONS                    |
| 3040         | 167,519                       | FINANCE - PROCUREMENT                               |
| 3050         | 28,081                        | FINANCE - MANAGEMENT & BUDGET                       |
| 3200         | 40,338                        | INNOVATION & TECHNOLOGY                             |
| 5000         | 157,852                       | POLICE - ADMINISTRATION                             |
| 5010         | 209,150                       | POLICE - UNIFORM PATROL                             |
| 5020         | 169,023                       | POLICE - CRIMINAL INVESTIGATIONS                    |
| 5030         | 219,143                       | POLICE - TECHNICAL SERVICES                         |
| 5040         | 206,606                       | POLICE - PROFESSIONAL STANDARDS                     |
| 5500         | 674,328                       | FIRE - OPERATIONS                                   |
| 5501         | 106,262                       | FIRE - COMMUNITY RISK REDUCTION                     |
| 6010         | 174,825                       | COMMUNITY RECREATION - TENNIS CENTERS               |
| 6020         | 201,997                       | COMMUNITY RECREATION - VENETIAN POOL                |
| 6038         | 129,337                       | COMMUNITY RECREATION - COUNTRTY CLUB - GRANADA GOLF |
| 6050         | 963,574                       | COMMUNITY RECREATION - YOUTH CENTER/PLAYGRNDS       |
| 6070         | 56,509                        | COMMUNITY RECREATION - GOLF/PARKS MAINTENANCE       |
| 8000         | 23,727                        | PARKING - ADMINISTRATION                            |
| 8101         | 123,927                       | PARKING - MOBILITY HUB                              |
| 8102         | 206,268                       | PARKING - MUSEUM GARAGE                             |
| 8103         | 36,096                        | PARKING - MINORCA GARAGE                            |
| 8104         | 132,502                       | PARKING - ANDALUSIA GARAGE                          |
| 8300         | 72,191                        | PARKING - PARKING LOTS                              |
| 8800         | 129,521                       | PARKING - TROLLEY/TRANS                             |
|              | <u>\$ 8,750,674</u>           |   |

**CITY OF CORAL GABLES  
2023-2024 BUDGET ESTIMATE**

**POSITION SUMMARY**

**FOUR YEAR COMPARISON OF FULL TIME EQUIVALENTS (FTE's)**

| DEPARTMENT              | ACTUAL<br>2020-2021 |               |                 | ACTUAL<br>2021-2022 |               |                 | BUDGET<br>2022-2023 |               |                 | ESTIMATE<br>2023-2024 |               |                 |
|-------------------------|---------------------|---------------|-----------------|---------------------|---------------|-----------------|---------------------|---------------|-----------------|-----------------------|---------------|-----------------|
|                         | FT                  | P/T           | Total           | FT                  | P/T           | Total           | FT                  | P/T           | Total           | FT                    | P/T           | Total           |
|                         | FTE's               | FTEs          | FTE's           | FTE's               | FTEs          | FTE's           | FTE's               | FTEs          | FTE's           | FTE's                 | FTEs          | FTE's           |
| City Commission         | 6.00                | 0.75          | 6.75            | 6.00                | 0.75          | 6.75            | 7.00                | -             | 7.00            | 7.00                  | -             | 7.00            |
| City Attorney           | 7.00                | -             | 7.00            | 7.00                | -             | 7.00            | 7.00                | -             | 7.00            | 7.00                  | -             | 7.00            |
| City Clerk              | 8.00                | 4.50          | 12.50           | 8.00                | 6.00          | 14.00           | 8.00                | 6.75          | 14.75           | 8.00                  | 6.75          | 14.75           |
| City Manager            | 12.50               | 6.60          | 19.10           | 12.50               | 6.60          | 19.10           | 11.50               | 7.35          | 18.85           | 11.50                 | 7.35          | 18.85           |
| Human Res & Risk Mgmt   | 14.00               | 3.75          | 17.75           | 14.00               | 3.75          | 17.75           | 13.00               | 3.75          | 16.75           | 13.00                 | 3.75          | 16.75           |
| Development Services    | 60.00               | 4.50          | 64.50           | 60.00               | 4.50          | 64.50           | 62.00               | 5.60          | 67.60           | 69.00                 | 6.35          | 75.35           |
| Historic Resources      | 6.00                | 0.75          | 6.75            | 6.00                | 0.75          | 6.75            | 6.00                | 0.75          | 6.75            | 6.00                  | 0.75          | 6.75            |
| Public Works            | 199.00              | 15.75         | 214.75          | 199.00              | 16.50         | 215.50          | 202.00              | 16.50         | 218.50          | 205.00                | 15.75         | 220.75          |
| Finance                 | 27.00               | 9.35          | 36.35           | 26.00               | 9.35          | 35.35           | 28.00               | 10.10         | 38.10           | 28.00                 | 10.85         | 38.85           |
| Innovation & Technology | 19.00               | 4.50          | 23.50           | 19.00               | 4.50          | 23.50           | 20.00               | 4.50          | 24.50           | 20.00                 | 4.50          | 24.50           |
| Police                  | 275.00              | 22.05         | 297.05          | 275.00              | 22.05         | 297.05          | 283.00              | 22.05         | 305.05          | 288.00                | 22.80         | 310.80          |
| Fire                    | 147.00              | 2.25          | 149.25          | 148.00              | 2.25          | 150.25          | 155.00              | 3.00          | 158.00          | 160.00                | 3.00          | 163.00          |
| Community Recreation    | 32.50               | 72.99         | 105.49          | 39.50               | 86.79         | 126.29          | 41.50               | 93.39         | 134.89          | 41.50                 | 93.39         | 134.89          |
| Economic Development    | 4.00                | 1.50          | 5.50            | 4.00                | 1.50          | 5.50            | 4.00                | 1.50          | 5.50            | 4.00                  | 1.50          | 5.50            |
| Non-Departmental        | 1.00                | -             | 1.00            | 1.00                | -             | 1.00            | 1.00                | -             | 1.00            | 1.00                  | -             | 1.00            |
| Parking                 | 28.00               | 6.90          | 34.90           | 30.00               | 6.90          | 36.90           | 31.00               | 7.50          | 38.50           | 31.00                 | 8.25          | 39.25           |
| <b>Total</b>            | <b>846.00</b>       | <b>156.14</b> | <b>1,002.14</b> | <b>855.00</b>       | <b>172.19</b> | <b>1,027.19</b> | <b>880.00</b>       | <b>182.74</b> | <b>1,062.74</b> | <b>900.00</b>         | <b>184.99</b> | <b>1,084.99</b> |



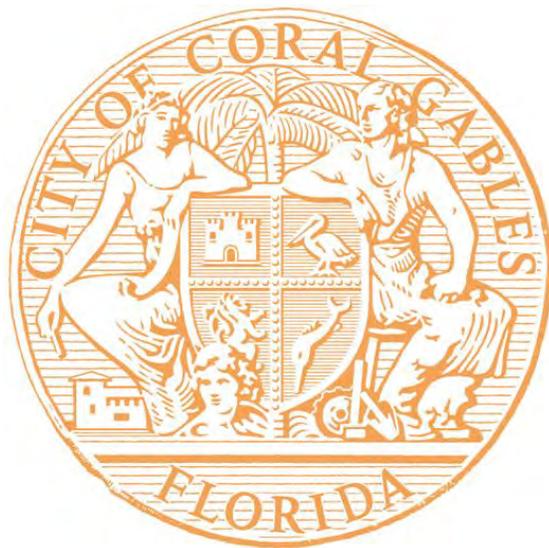
**FOUR YEAR COMPARISON OF TOTAL HEADCOUNT (Number of Employees)**

| Total Headcount        | ACTUAL<br>2020-2021 |            |              | ACTUAL<br>2021-2022 |            |              | BUDGET<br>2022-2023 |            |              | ESTIMATE<br>2023-2024 |            |              |
|------------------------|---------------------|------------|--------------|---------------------|------------|--------------|---------------------|------------|--------------|-----------------------|------------|--------------|
|                        | F/T                 | P/T        | Total        | F/T                 | P/T        | Total        | F/T                 | P/T        | Total        | F/T                   | P/T        | Total        |
|                        | Pos.                | Pos.       | Pos.         | Pos.                | Pos.       | Pos.         | Pos.                | Pos.       | Pos.         | Pos.                  | Pos.       | Pos.         |
| <b>Total Headcount</b> | <b>846</b>          | <b>214</b> | <b>1,060</b> | <b>855</b>          | <b>216</b> | <b>1,071</b> | <b>880</b>          | <b>226</b> | <b>1,106</b> | <b>900</b>            | <b>237</b> | <b>1,137</b> |

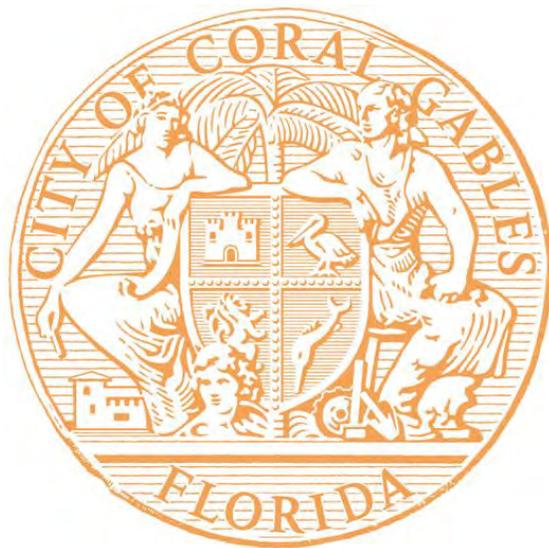
Please note that part time positions are counted as Full Time Equivalents (FTE's) for budgetary purposes. In other words, a part time employee who works 20 hours of a 40 hour work week counts as 0.50 FTE's. That same position would count as 1.00 for Headcount (HC) purposes.

**2023-2024 BUDGET ESTIMATE  
PAYROLL RELATED COST DISTRIBUTION**

| DEPT            | TOTAL                |                     | PERSONNEL BENEFITS   |                     |                      |                   |                      |                     | GENERAL             |
|-----------------|----------------------|---------------------|----------------------|---------------------|----------------------|-------------------|----------------------|---------------------|---------------------|
|                 | FT HC & PT FTE's     | TOTAL WAGES         | FICA TAX             | RETIRE-MENT         | WORKERS COMP         | GROUP INSURANCE   | POST EMPL HEALTH     | TOTAL BENEFITS      | LIABILITY INSURANCE |
| 0100            | 7.00                 | \$ 353,682          | \$ 27,056            | \$ 160,971          | \$ 938               | \$ 100,282        | \$ 1,900             | \$ 291,147          | \$ 18,511           |
| 0500            | 7.00                 | 927,775             | 64,457               | 275,821             | 766                  | 125,764           | 7,400                | 474,208             | 48,559              |
| 0600            | 5.00                 | 557,785             | 42,026               | 187,092             | 670                  | 81,265            | 4,300                | 315,353             | 29,194              |
| 0601            | 9.75                 | 533,544             | 40,816               | 102,192             | 402                  | 40,914            | 2,150                | 186,474             | 27,925              |
| 1010            | 11.85                | 1,352,037           | 90,894               | 362,426             | 1,591                | 135,474           | 7,750                | 598,135             | 70,764              |
| 1030            | 7.00                 | 511,291             | 39,114               | 38,061              | 1,586                | 37,507            | 1,425                | 117,693             | 26,760              |
| 1110            | 3.75                 | 420,907             | 28,903               | 92,073              | 504                  | 50,633            | 3,100                | 175,213             | 22,030              |
| 1120            | 10.00                | 643,196             | 49,203               | 124,587             | 1,345                | 100,304           | 6,650                | 282,089             | 33,664              |
| 1130            | 3.00                 | 282,519             | 21,613               | 114,166             | 1,688                | 40,918            | 2,850                | 181,235             | 14,787              |
| 1200            | 6.75                 | 646,212             | 42,346               | 128,974             | 2,191                | 86,693            | 5,250                | 265,454             | 33,822              |
| 1210            | 39.60                | 3,565,194           | 272,709              | 1,033,019           | 46,818               | 495,237           | 13,300               | 1,861,083           | 186,598             |
| 1220            | 15.00                | 1,177,686           | 90,093               | 414,252             | 7,474                | 219,542           | 4,750                | 736,111             | 61,639              |
| 1230            | 14.00                | 941,500             | 72,026               | 275,971             | 18,592               | 206,651           | 1,900                | 575,140             | 49,277              |
| 1320            | 4.00                 | 387,348             | 29,631               | 156,528             | 536                  | 54,558            | 4,300                | 245,553             | 20,273              |
| 1330            | 2.75                 | 183,639             | 14,049               | 56,875              | 370                  | 32,558            | 950                  | 104,802             | 9,611               |
| 1500            | 9.00                 | 808,391             | 58,861               | 236,029             | 3,777                | 135,094           | 8,100                | 441,861             | 42,310              |
| 1501            | 4.00                 | 422,996             | 32,359               | 170,504             | 5,679                | 70,320            | 3,800                | 282,662             | 22,139              |
| 1502            | 11.75                | 1,188,076           | 90,887               | 303,666             | 12,189               | 111,773           | 8,100                | 526,615             | 62,183              |
| 1503            | 10.75                | 997,948             | 76,344               | 366,170             | 15,265               | 146,088           | 3,800                | 607,667             | 52,231              |
| 1504            | 7.75                 | 473,249             | 36,204               | 160,406             | 34,645               | 98,080            | -                    | 329,335             | 24,769              |
| 1505            | 2.75                 | 145,736             | 11,148               | 34,378              | 9,285                | 27,268            | -                    | 82,079              | 7,628               |
| 1506            | 76.00                | 4,513,779           | 345,305              | 1,554,500           | 442,546              | 1,084,159         | 4,050                | 3,430,560           | 236,251             |
| 1507            | 30.25                | 1,736,263           | 132,822              | 634,698             | 119,016              | 396,834           | 4,050                | 1,287,420           | 90,874              |
| 1508            | 11.50                | 712,210             | 54,485               | 212,805             | 29,501               | 136,348           | 2,850                | 435,989             | 37,276              |
| 1509            | 15.25                | 1,053,420           | 80,585               | 317,712             | 31,349               | 180,673           | 3,100                | 613,419             | 55,135              |
| 1510            | 23.50                | 1,623,042           | 124,034              | 598,860             | 34,559               | 311,661           | 4,050                | 1,073,164           | 84,948              |
| 1520            | 18.25                | 1,142,425           | 87,393               | 346,950             | 34,784               | 229,064           | 2,150                | 700,341             | 59,793              |
| 3010            | 5.60                 | 469,980             | 32,139               | 135,854             | 852                  | 45,777            | 2,150                | 216,772             | 24,598              |
| 3020            | 7.50                 | 443,176             | 33,902               | 136,568             | 3,579                | 81,809            | 1,900                | 257,758             | 23,195              |
| 3030            | 11.00                | 912,994             | 69,434               | 270,621             | 1,479                | 114,404           | 7,850                | 463,788             | 47,785              |
| 3040            | 10.00                | 779,635             | 59,353               | 107,422             | 1,345                | 106,372           | 6,900                | 281,392             | 40,805              |
| 3050            | 4.75                 | 475,562             | 36,380               | 139,818             | 638                  | 62,824            | 4,050                | 243,710             | 24,890              |
| 3200            | 24.50                | 2,142,339           | 160,061              | 543,227             | 2,454                | 301,321           | 7,150                | 1,014,213           | 112,128             |
| 5000            | 17.25                | 1,843,146           | 134,946              | 684,603             | 23,773               | 177,589           | 11,950               | 1,032,861           | 96,468              |
| 5010            | 132.00               | 11,027,907          | 842,398              | 5,342,658           | 257,316              | 1,570,398         | 78,200               | 8,090,970           | 577,188             |
| 5020            | 43.00                | 4,506,718           | 341,931              | 2,059,843           | 82,057               | 529,114           | 25,550               | 3,038,495           | 235,876             |
| 5030            | 61.50                | 4,516,571           | 343,732              | 1,348,175           | 15,854               | 804,502           | 4,700                | 2,516,963           | 236,392             |
| 5040            | 19.00                | 1,639,251           | 124,457              | 555,471             | 13,807               | 170,222           | 5,400                | 869,357             | 85,797              |
| 5050            | 38.05                | 3,685,184           | 281,077              | 1,528,721           | 73,506               | 374,148           | 21,000               | 2,278,452           | 192,878             |
| 5500            | 152.50               | 16,057,496          | 255,797              | 7,897,504           | 346,343              | 2,311,152         | 142,550              | 10,953,346          | 840,431             |
| 5501            | 10.50                | 776,659             | 34,125               | 340,943             | 13,106               | 127,589           | 3,100                | 518,863             | 40,649              |
| 6000            | 9.00                 | 742,744             | 52,441               | 278,575             | 10,989               | 93,513            | 5,725                | 441,243             | 38,874              |
| 6010            | 13.05                | 598,627             | 45,794               | 86,865              | 30,331               | 66,878            | 2,850                | 232,718             | 31,331              |
| 6020            | 30.15                | 1,088,943           | 83,301               | 70,523              | 51,640               | 54,533            | 2,850                | 262,847             | 56,994              |
| 6030            | 5.50                 | 336,862             | 25,770               | 68,377              | 11,637               | 54,543            | 2,150                | 162,477             | 17,631              |
| 6032            | 8.60                 | 480,127             | 36,730               | 36,578              | 11,643               | 27,272            | 950                  | 113,173             | 25,129              |
| 6034            | 12.75                | 618,362             | 47,304               | 32,464              | 23,784               | 40,905            | 950                  | 145,407             | 32,364              |
| 6038            | 1.00                 | 57,045              | 4,364                | 22,648              | 1,623                | 13,634            | -                    | 42,269              | 2,986               |
| 6050            | 32.63                | 1,395,143           | 106,733              | 152,224             | 62,420               | 109,073           | 1,900                | 432,350             | 73,020              |
| 6060            | 9.36                 | 395,662             | 30,268               | 31,700              | 19,401               | 27,269            | 950                  | 109,588             | 20,708              |
| 6065            | 2.35                 | 140,414             | 10,742               | 36,279              | 3,092                | 13,639            | -                    | 63,752              | 7,349               |
| 6070            | 10.50                | 580,253             | 44,388               | 80,626              | 30,717               | 85,231            | 1,900                | 242,862             | 30,370              |
| 6900            | 5.50                 | 463,927             | 35,491               | 154,575             | 739                  | 59,845            | 4,050                | 254,700             | 24,281              |
| 7010            | 1.00                 | 115,585             | 8,842                | 46,708              | 134                  | 13,642            | 950                  | 70,276              | 6,050               |
| 8000            | 5.60                 | 509,532             | 36,783               | 167,890             | 750                  | 65,463            | 1,800                | 272,686             | 26,668              |
| 8001            | 19.90                | 1,021,687           | 78,158               | 230,239             | 25,177               | 184,733           | -                    | 518,307             | 53,474              |
| 8002            | 2.15                 | 139,052             | 10,638               | 42,464              | 289                  | 13,634            | 950                  | 67,975              | 7,278               |
| 8100            | 3.00                 | 158,692             | 12,140               | 43,310              | 6,017                | 43,543            | 950                  | 105,960             | 8,306               |
| 8200            | 5.00                 | 286,218             | 21,895               | 115,661             | 10,561               | 75,665            | -                    | 223,782             | 14,980              |
| 8800            | 3.60                 | 270,842             | 20,719               | 69,550              | 4,881                | 27,272            | -                    | 122,422             | 14,176              |
| <b>1,084.99</b> | <b>\$ 85,978,185</b> | <b>\$ 5,517,596</b> | <b>\$ 31,318,370</b> | <b>\$ 2,000,000</b> | <b>\$ 12,583,170</b> | <b>\$ 463,400</b> | <b>\$ 51,882,536</b> | <b>\$ 4,500,000</b> |                     |



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**CITY OF CORAL GABLES  
2023-2024 BUDGET ESTIMATE  
JULY 1st TAXABLE VALUES OF REAL & PERSONAL PROPERTY  
TEN-YEAR TREND**

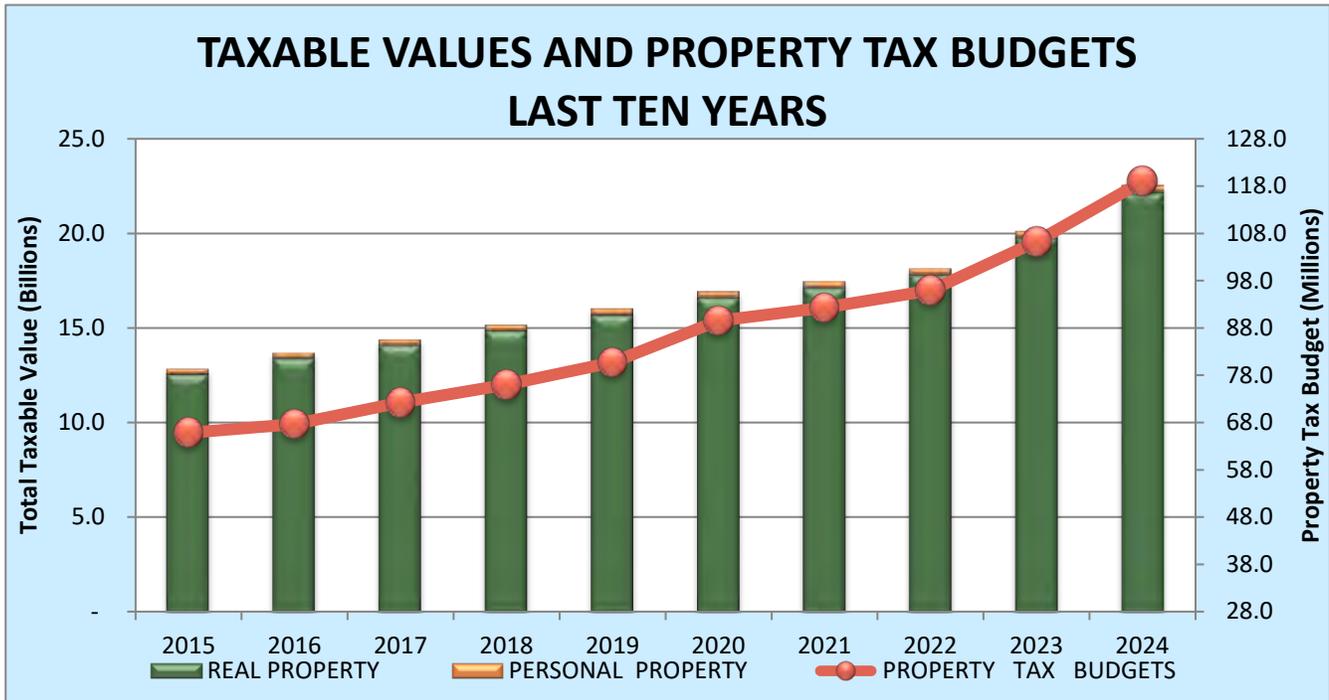
| FISCAL YEAR | REAL PROPERTY     | PERSONAL PROPERTY | TOTAL JULY 1st TAXABLE VALUE |
|-------------|-------------------|-------------------|------------------------------|
| 2015        | \$ 12,563,996,934 | \$ 291,419,796    | \$ 12,855,416,730            |
| 2016        | 13,395,162,364    | 297,441,249       | 13,692,603,613               |
| 2017        | 14,091,791,819    | 297,340,793       | 14,389,132,612               |
| 2018        | 14,843,019,453    | 328,994,637       | 15,172,014,090               |
| 2019        | 15,669,652,415    | 353,724,881       | 16,023,377,296               |
| 2020        | 16,595,199,135    | 341,167,483       | 16,936,366,618               |
| 2021        | 17,093,184,916    | 356,646,565       | 17,449,831,481               |
| 2022        | 17,774,827,280    | 350,297,460       | 18,125,124,740               |
| 2023        | 19,743,728,759    | 357,280,828       | 20,101,009,587               |
| 2024        | 22,130,214,343    | 369,785,657       | 22,500,000,000               |



| FISCAL YEAR | CORAL GABLES TAX RATES |              |        | * COUNTY | * SCHOOL | * REGIONAL | TOTAL TAX MILLAGE RATE |
|-------------|------------------------|--------------|--------|----------|----------|------------|------------------------|
|             | OPERATIONS             | DEBT SERVICE | TOTAL  |          |          |            |                        |
| 2015        | 5.5890                 | -0-          | 5.5890 | 5.9009   | 7.9740   | 0.4187     | 19.8826                |
| 2016        | 5.5590                 | -0-          | 5.5590 | 5.9009   | 7.6120   | 0.3871     | 19.4590                |
| 2017        | 5.5590                 | -0-          | 5.5590 | 5.8509   | 7.3220   | 0.3627     | 19.0946                |
| 2018        | 5.5590                 | -0-          | 5.5590 | 5.8182   | 6.9940   | 0.3420     | 18.7132                |
| 2019        | 5.5590                 | -0-          | 5.5590 | 5.8568   | 6.7330   | 0.3256     | 18.4744                |
| 2020        | 5.5590                 | -0-          | 5.5590 | 5.8969   | 7.1480   | 0.3115     | 18.9154                |
| 2021        | 5.5590                 | -0-          | 5.5590 | 5.8796   | 7.1290   | 0.2995     | 18.8671                |
| 2022        | 5.5590                 | -0-          | 5.5590 | 5.9584   | 7.0090   | 0.2892     | 18.8156                |
| 2023        | 5.5590                 | -0-          | 5.5590 | 5.3867   | 6.5890   | 0.2621     | 17.7968                |
| 2024        | 5.5590                 | -0-          | 5.5590 | 5.3867   | 6.5890   | 0.2621     | 17.7968                |

\* FY24 County, School & Regional millages are not determined as of the date this book was printed.

**CITY OF CORAL GABLES  
2023-2024 BUDGET ESTIMATE**



| 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 |
|-------------|----------------------|---|-------------------------------|-----------------------------|-----------------------------------|
| 2015        | \$ 65,822,035        | \$ 68,741,648                           | \$ (633,813)                  | \$ 68,107,835               | 103.5%                            |
| 2016        | 67,686,478           | 72,124,540                              | (677,399)                     | 71,447,141                  | 105.6%                            |
| 2017        | 72,261,324           | 75,984,395                              | 39,933                        | 76,024,328                  | 105.2%                            |
| 2018        | 76,034,729           | 80,589,615                              | 172,533                       | 80,762,148                  | 106.2%                            |
| 2019        | 80,724,165           | 80,589,615                              | 172,533                       | 80,762,148                  | 100.0%                            |
| 2020        | 89,541,799           | 89,831,650                              | 170,561                       | 90,002,211                  | 100.5%                            |
| 2021        | 92,278,432           | 92,537,719                              | 366,814                       | 92,904,533                  | 100.7%                            |
| 2022        | 95,894,690           | 96,179,318                              | 159,426                       | 96,338,744                  | 100.5%                            |
| 2023        | 106,279,437          | 97,931,653                              | 1,953                         | 97,933,606                  | 92.1%                             |
| 2024        | 118,998,625          | 118,898,625                             | 100,000                       | -                           | 0.0%                              |

\* Fiscal Year 2023 collection data is partial year information, i.e. Year-to-Date 9 months.

## **BUDGET GLOSSARY**

**Accrual Basis of Accounting** - The basis of accounting under which revenues are recorded when earned and expenditures are recorded when goods are received and services performed even though the receipt of the revenue or the payment of the expenditure may take place, in whole or part, in another accounting period.

**Ad Valorem Taxes (Property Taxes)** - A tax levied on the assessed value of real and personal property.

**Appropriation** - A legal authorization granted by the City Commission to make expenditures and to incur obligations for specific purposes.

**Assessed Valuation** - The pre-exemption value (Assessed Value – Exemptions = Taxable Value) of land, buildings, and business inventory and equipment as determined on an annual basis by the County Property Appraiser in accordance with State Law.

**Balanced Budget** - A budget in which estimated revenues and other available funds equal or exceed estimated expenditures.

**Bonds** – A certificate of debt issued by a government or corporation guaranteeing payment of the original investment plus interest by a specified future date.

**Budget** - A plan of financial operation, embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Upon approval by the City Commission, the budget appropriation ordinance becomes the legal basis for expenditures in the budget year.

**Budgetary Accounts** - Accounts used to enter the formally adopted annual operating budget into the general ledger as part of the management control technique of formal budgetary integration.

**Budget Message** - The opening section of the budget document which provides a general summary of the most important aspects of the budget and discusses significant changes from the current and previous fiscal years.

**Capital Budget** - The plan for the construction, rehabilitation or purchase of a capital asset. Coral Gables' capital budget is multi-year in nature with the first year for appropriation authorization incorporated into the overall annual budget process. Capital projects often extend beyond the fiscal year in which the project is first approved. Therefore, the City either appropriates the entire project cost in the initial fiscal year or identifies annual phases which may be approved in future years if funding is available.

**Capital Outlay** - An expenditure category for construction equipment, vehicles or machinery that results in the acquisition or addition to the City's fixed assets.

**Capital Improvement Program (CIP)** – The City's capital investment strategy for the Budgeted year and for the following five year period. The CIP is a comprehensive picture of the City's capital needs within the five year period and facilitates long-term budget planning.

**Debt Service** - The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a predetermined payment schedule.

**Delinquent Taxes** - Taxes that remain unpaid after the date on which a penalty for nonpayment is attached.

**Department** - An organizational unit responsible for carrying out a major governmental function.

**Debt Service** - Payments of principal and interest on borrowed funds such as bonds.

**Division** - The second level in the formal City organization in which a specific function is carried out; several divisions may comprise a single department.

**Enterprise Fund** - A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures. Enterprise funds are established for services such as parking and golf courses.

**Equivalent Residential Unit (ERU)** - An ERU is a unit of measure used to equate non-residential or multi-family residential water usage to a single-family residence. One ERU is equal to average consumption of one single family residence. The quantity of water that makes up an ERU is system specific. The ERU level for one system may not apply to another system with differing demographics or water use patterns.

**Estimated Revenue** - The amount of projected revenue to be collected during the fiscal year. The amount of revenue appropriated is the amount approved by the Commission.

**Expenditures** - The outflow of funds paid or to be paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid.

**Fiduciary Fund** - A fund used to account for the revenue and expenditures of beneficiary accounts held in trust for a group of individuals, e.g. employee pension.

**Fiscal Year** - A 12 month period to which the operating budget applies. For Coral Gables it begins October 1 and ends September 30.

**Franchise Fee** - A fee paid by public service businesses for use of City streets, alleys and property in providing their services to the citizens of a community. Services requiring franchises include electricity, telephone, natural gas refuse, and cable television.

**Fund** - An accounting entity with a self-balancing set of accounts which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with specific regulations, restrictions or limitations.

**Fund Accounting** - The legal requirement for Governmental agencies to establish accounts for segregating revenues and other resources, together with all related liabilities, obligations, and reserves, for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

**Fund Balance** - The fund reserve of governmental funds.

**General Fund** - Used to account for the general operations of the city and all transactions that are not accounted for in other funds.

**General Obligation Bonds** - Bonds that finance a variety of public projects such as streets, buildings, and improvements; these bonds are backed by the full faith and credit of the issuing government.

**Goal** - A broad statement of desired conditions to be achieved through the efforts of an organization.

**Governmental Fund** - Funds through which most general government functions are financed.

**Grant** - A contribution made by one governmental unit to another. The contribution is usually made to aid in the support of a specified function but it is sometimes for general purposes.

**Interfund Transfers** - Amounts transferred from one fund to another.

**Intergovernmental Revenues** - Revenues from other governments (state, federal, and local) which can be in the form of grants, shared revenue, or entitlement.

**Internal Service Fund** - Fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit on a cost-reimbursement basis.

**Levy** - To impose taxes, special assessments, or service charges for the support of City activities.

**Local Option** - Voted by local referendum.

**Line Item** - A specific item or group of similar items defined by detail in a unique account in the financial records. Revenue and expenditure justifications are reviewed, anticipated and appropriated at this level.

**Long-Term Debt** - Debt with a maturity of more than one year after the date of issuance.

**Millage Rate** - The millage rate is the rate of taxation for every thousand dollars of assessed value, i.e., 1 mill equals \$1.00 of tax for each \$1,000 of property value and 2.5 mills equals \$2.50 of tax for each \$1,000 of property value, etc.

**Modified Accrual Accounting** - A basis of accounting in which revenues are recorded when collectable within the current period or soon enough thereafter to be used to pay liabilities of the current period, and, expenditures are recognized when the related liability is incurred.

**Object Code** - An expenditure category, such as Personnel Services, Operating Expenses and Capital Outlay.

**Operating Budget** - A financial plan which presents proposed expenditures for the fiscal year and estimates of revenue to finance them.

**Operating Expenses** - Expenditures associated with the general operation of a department such as office supplies, vehicle fuel, rent, utilities, etc.

**Operating Revenues** - Income derived from sources related to the City's everyday business operations.

**Ordinance** - A formal legislative enactment by the council or governing body of a municipality that has the full force and effect of law within the enacting City.

**Performance Measures** - The annual adopted budget for each department includes performance measures to identify the planned target levels for services in the fiscal year. The measures are also reported for prior years to allow comparison and evaluation. Performance measures include workload indicators and performance effectiveness measurements.

**Personal Services** - An expenditure category which includes wages, salaries, retirement, and other fringe benefits.

**Property Tax Levy** - The value derived by multiplying the property tax millage rate by the Taxable Value of property in the City.

**Property Tax** - Tax paid on the Taxable Value (Assessed Value – Exemptions = Taxable Value) of land, buildings, business inventory or equipment.

**Reserve** - An account used to indicate that a portion of a fund's balance is restricted for a specific purpose and is, therefore, not available for general appropriation.

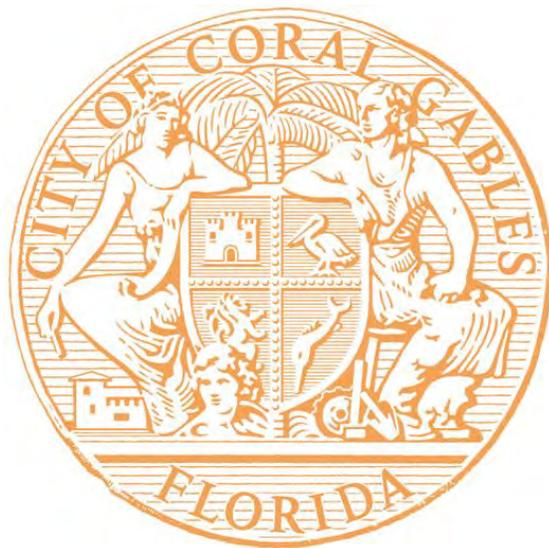
**Resolution** - A special or temporary legislative order requiring less legal formality than an ordinance/statute.

**Retained Earnings** - The accumulated earnings of an Enterprise or Internal Service Fund that have been retained in the fund and that are not reserved for any specific purpose.

**Revenue** - Funds that the government receives as income. It includes such items as tax payments, fees for specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

**Service Level** - Workload accomplished to a specific standard within a specific time span in order to generate the total gross amount of product or service to be provided.

**Trend** - The continuing direction of movement of chronological series of data charted on a graph.



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