

*City of Coral Gables, Florida*  
2019-2020 BUDGET ESTIMATE



# FIRST BUDGET HEARING



SEPT. 12, 2019

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

**CORAL  
GABLES**  
THE CITY BEAUTIFUL

# 2019 – 2020 BUDGET SIGNIFICANT CALENDAR DATES

**JUNE 1, 2019** – Property Appraiser sends estimated property values

**JULY 1, 2019** – Budget Estimate submitted to City Commission

**JULY 1, 2019** – Property Appraiser certifies preliminary taxable values

**JULY 1 to JULY 10, 2019** – State revenue estimates available online

**JULY 9, 2019** – Budget Workshop – Presentation of Budget Estimate

**JULY 10 to SEPTEMBER 11, 2019** – Individual Commission Briefings (As requested)

**AUGUST 4, 2019** – Certify tax rate to the Property Appraiser

**SEPTEMBER 12, 2019** – 1<sup>st</sup> Budget Hearing

**SEPTEMBER 20, 2019** – 2<sup>nd</sup> Budget Hearing

# 2019-2020 BUDGET SUMMARY

Annual Revenues			\$		198,950,998
Transfers From Reserves					
General Fund	\$			14,826,608	
Capital Improvement Impact Fee Fund				8,148,979	
General Capital Improvement Fund				5,238,995	
Transportation Fund				745,000	
Roadway Improvement Fund				675,000	
Storm Water Utility Fund				467,344	
Automotive Fund				367,400	
Neighborhood Renaissance Program Fund				350,000	
Retirement System Fund				170,047	
All Other Funds				14,354	
				31,003,727	
Total Revenues			\$	229,954,725	
Expenditures					
Operating				171,825,259	
Capital				45,110,329	
Debt Service				10,566,137	
				227,501,725	\$ 227,501,725
Transfers to Reserves					
Sunshine State Debt Service Fund				1,855,000	
General Capital Improvement Fund				260,000	
All Other Funds				338,000	
				2,453,000	
Total Expenditures			\$	229,954,725	

# REVENUE INCREASES AFFECTING THE BUDGET

<u>Revenues</u>	<u>Increases</u>	<u>Total Revenue</u>
Property Tax *	\$ 4,896,543	\$ 89,541,799
Development Agreement Contributions	2,700,000	2,700,000
General Fund Investment Earnings	1,700,000	2,310,000
Automobile Parking Fees	1,574,200	16,036,700
Stormwater Utility Fee	535,000	5,585,000
Fines & Forfeitures	490,833	2,452,833
Sanitary Sewer Fees	358,503	10,637,000
General Government Fees	305,000	2,570,000
Permit Fees	157,000	7,812,000
Transportation Sales Tax	150,000	2,200,000
Enterprise Funds Investment Earnings	147,000	270,000
Public Safety Fees	143,000	3,696,500
Other Revenue Increases	679,150	17,942,750
Total Revenue Increases	<u>\$ 13,836,229</u>	<u>\$ 163,754,582</u>

\* Property Tax estimate based on July 1<sup>st</sup> property valuations.

# REVENUE DECREASES AFFECTING THE BUDGET

<u>Revenues</u>	<u>Decreases</u>	<u>Total Revenue</u>
Intergovernmental Revenues	\$ (1,867,495)	\$ 6,089,000
Miami-Dade County Roadway Impact Fees	(1,662,395)	-
Building Better Communities Bond Program	(1,651,891)	-
Interfund Allocations	(277,272)	2,524,864
Utility Service Taxes	(216,000)	11,294,000
Parking Rentals & Concessions	(102,537)	514,733
All Other Revenue Decreases	(464,971)	14,773,819
 Total Revenue Decreases	 <u>(6,242,561)</u>	 <u>35,196,416</u>
Net Change/Total Revenues	<u>\$ 7,593,668</u>	<u>\$ 198,950,998</u>

# EXPENDITURE CHANGES AFFECTING THE BUDGET

	<u>INCREASE (DECREASE)</u>	<u>TOTAL BUDGET</u>
<u>Personal Services (PS)</u>		
Salaries (Longevity, Merits)	\$ 3,752,723	\$ 72,196,796
Overtime	(13,521)	2,367,382
Employee Benefits		
Retirement	741,165	28,746,576
FICA	211,903	4,664,243
Workers Compensation	(1,686)	2,000,000
Health & OPEB	90,724	8,911,335
Other Misc. Benefits	(3000)	223,825
Total Change in Personal Services	\$ 4,778,308	
Total Personal Services Budget		\$ 119,110,157

# EXPENDITURE CHANGES AFFECTING THE BUDGET

	INCREASE <u>(DECREASE)</u>	TOTAL <u>BUDGET</u>
<u>Other Than Personal Services (OTPS)</u>		
Professional Services	\$ 136,630	\$ 15,783,905
Repairs, Maintenance, Utilities & Misc. Services	(446,295)	19,067,586
Parts, Supplies & IT Maintenance Subscriptions	294,708	8,714,044
Equipment Replacements	(666,591)	518,323
Equipment Additions	(952,334)	290,831
Debt, Employee Payouts & Contingencies	391,143	2,648,528
Grants	(313,695)	811,389
Fleet Equip Replacement	(1,826,141)	3,668,910
Non-Operating	<u>(261,112)</u>	<u>1,211,586</u>
Total Change in Other Than Personal Services	(3,643,687)	
Total Other Than Personal Services Budget		<u>52,715,102</u>
Net Change in Operating Budget	<u>\$ 1,134,621</u>	
Total Operating Budget		<u>\$ 171,825,259</u>

# PERSONNEL/BENEFITS ANALYSIS

	Total Salaries	Total Benefits	Total Salaries/Benefits	% of Total Expenses
City Commission	\$ 249,312	\$ 190,203	\$ 439,515	72.4%
City Attorney	788,337	347,788	1,136,125	43.3%
City Clerk	787,165	372,002	1,159,167	67.2%
City Manager	1,540,302	646,460	2,186,762	76.7%
Human Resources	964,202	621,879	1,586,081	77.0%
Labor Relations & Risk Management	410,828	187,181	598,009	81.6%
Development Services	5,042,048	2,920,937	7,962,985	79.3%
Historic Resources & Cultural Arts	537,715	324,519	862,234	43.7%
Public Works	13,178,415	8,677,970	21,856,385	40.4%
Finance	2,736,529	1,364,005	4,100,534	87.5%
Information Technology	1,670,567	798,762	2,469,329	41.4%
Police	24,321,627	15,869,360	40,190,987	85.8%
Fire	16,356,691	9,361,992	25,718,683	87.1%
Community Recreation	3,512,563	1,404,412	4,916,975	49.9%
Economic Development	545,563	279,885	825,448	55.4%
Non-Departmental	100,542	146,685	247,227	5.7%
Parking	1,821,772	1,031,939	2,853,711	29.8%
<b>Total Personnel/Benefits</b>	<b>\$ 74,564,178</b>	<b>\$ 44,545,979</b>	<b>\$ 119,110,157</b>	<b>63.0%</b>

# EMPLOYEE CLASSIFICATION TEN-YEAR COMPARISON

<b>FISCAL</b>	<b>POLICE</b>	<b>FIRE-</b>	<b>GENERAL</b>	
<b><u>YEAR</u></b>	<b><u>OFFICERS</u></b>	<b><u>FIGHTERS</u></b>	<b><u>EMPLOYEES</u></b>	<b><u>TOTAL</u></b>
<b>2011</b>	<b>183</b>	<b>139</b>	<b>469</b>	<b>791</b>
<b>2012</b>	<b>183</b>	<b>139</b>	<b>469</b>	<b>791</b>
<b>2013</b>	<b>184</b>	<b>139</b>	<b>469</b>	<b>792</b>
<b>2014</b>	<b>191</b>	<b>139</b>	<b>470</b>	<b>800</b>
<b>2015</b>	<b>191</b>	<b>139</b>	<b>485</b>	<b>815</b>
<b>2016</b>	<b>192</b>	<b>139</b>	<b>498</b>	<b>829</b>
<b>2017</b>	<b>192</b>	<b>139</b>	<b>500</b>	<b>831</b>
<b>2018</b>	<b>192</b>	<b>139</b>	<b>506</b>	<b>837</b>
<b>2019</b>	<b>192</b>	<b>139</b>	<b>509</b>	<b>840</b>
<b>2020</b>	<b>*</b>	<b>193</b>	<b>139</b>	<b>514</b>

**\* Proposed**

# NEW FULL TIME POSITIONS

TITLE	DEPARTMENT/DIVISION
Electrical Inspector II	Development Services - Building
Project Managers (2)	Public Works – Capital Improvement
Police Lieutenant – F.O.P. Office	Police – Administration
Communications Operators (2)	Police – Technical Services

# CITY COMMISSION C.I.P. PRIORITIES

Item No.	Mayor Valdes-Fauli	Vice-Mayor Lago	Commissioner Fors	Commissioner Keon	Commissioner Mena
1	Restoration of Fink Studio	Citywide Traffic Calming	Street Resurfacing	427 Biltmore Way Renovation	Jaycee Park Enhancements
2	427 Biltmore Way Renovation	Phillips Park Renovation/Enhancement	Citywide Traffic Calming	405 Biltmore Way Restoration	Phillips Park Renovation/Enhancement
3	405 Biltmore Way Restoration	Biltmore Way Streetscape	Citywide Pedestrian Infrastructure	Flagler Neighborhood Improvements	Citywide Traffic Calming
4	Development of Ponce De Leon Park	LED Street Lights Conversion	I.T. Infrastructure in Downtown	Assessment of Drainage & Repair of Sunrise Harbor	Sea Level Rise Mitigation Program
5	Street Resurfacing	White Way Lights Restoration	Sea Level Rise Mitigation Program	I.T. Infrastructure in Downtown	White Way Lights Restoration
6	Flagler Neighborhood Improvements	Granada/Columbus Plaza Transportation Improvements	North Ponce Streetscape	North Ponce Tree Planting/Sidewalk Assessment	LED Street Lights Conversion
7	Citywide Traffic Calming	Citywide Pedestrian Infrastructure	Wayfinding & Signage Program	Granada/Columbus Plaza Transportation Improvements	Blue Road Open Space Renovation
8	Biltmore Way Streetscape	De Soto Traffic Circle Improvements	427 Biltmore Way Renovation	Restoration of Fink Studio	Salvadore Park Playground Expansion
9	Ponce De Leon Phase III Improvements	Infrastructure Upgrades/FPL Assessment	405 Biltmore Way Restoration	De Soto Traffic Circle Improvements	Salvador Park Shade Structure Repair & Additions
10	De Soto Traffic Circle Improvements	Jaycee Park Enhancements	North Ponce Tree Planting/Sidewalk Assessment	Biltmore Way Streetscape	427 Biltmore Way Renovation
11		Blue Road Open Space Renovation	Restoration of Fink Studio	Connectivity to Parks	

# CITY COMMISSION C.I.P. PRIORITIES

Item No.	Mayor Valdes-Fauli	Vice-Mayor Lago	Commissioner Fors	Commissioner Keon	Commissioner Mena
1	Restoration of Fink Studio ★✓	Citywide Traffic Calming ★✓	Street Resurfacing ★✓	427 Biltmore Way Renovation ★✓	Jaycee Park Enhancements
2	427 Biltmore Way Renovation ★✓	Phillips Park Renovation/Enhancement ★✓	Citywide Traffic Calming ★✓	405 Biltmore Way Restoration ★✓	Phillips Park Renovation/Enhancement ★✓
3	405 Biltmore Way Restoration ★✓	Biltmore Way Streetscape ★✓	Citywide Pedestrian Infrastructure ★✓	Flagler Neighborhood Improvements ★✓	Citywide Traffic Calming ★✓
4	Development of Ponce De Leon Park	LED Street Lights Conversion ★✓	I.T. Infrastructure in Downtown ★✓	Assessment of Drainage & Repair of Sunrise Harbor ✓	Sea Level Rise Mitigation Program ★✓
5	Street Resurfacing ★✓	White Way Lights Restoration ★✓	Sea Level Rise Mitigation Program ★✓	I.T. Infrastructure in Downtown ★✓	White Way Lights Restoration ★✓
6	Flagler Neighborhood Improvements ★✓	Granada/Columbus Plaza Transportation Improvements	North Ponce Streetscape ★✓	North Ponce Tree Planting/Sidewalk Assessment ★✓	LED Street Lights Conversion ★✓
7	Citywide Traffic Calming ★✓	Citywide Pedestrian Infrastructure ★✓	Wayfinding & Signage Program ★✓	Granada/Columbus Plaza Transportation Improvements	Blue Road Open Space Renovation
8	Biltmore Way Streetscape ★✓	De Soto Traffic Circle Improvements ★	427 Biltmore Way Renovation ★✓	Restoration of Fink Studio ★✓	Salvatore Park Playground Expansion ★
9	Ponce De Leon Phase III Improvements ✓	Infrastructure Upgrades/FPL Assessment	405 Biltmore Way Restoration ★✓	De Soto Traffic Circle Improvements ★	Salvador Park Shade Structure Repair & Additions ✓
10	De Soto Traffic Circle Improvements ★	Jaycee Park Enhancements	North Ponce Tree Planting/Sidewalk Assessment ★✓	Biltmore Way Streetscape ★✓	427 Biltmore Way Renovation ★✓
11		Blue Road Open Space Renovation	Restoration of Fink Studio ★✓	Connectivity to Parks ★✓	

★ - Available Funds from Prior Fiscal Years  
 ✓ - Funded in FY20

CAPITAL PROJECTS - NEW/ADDITIONAL FUNDING  
2019-2020 BUDGET

PROJECTS	<u>2019-2020 BUDGET</u>
<b>Capital Equipment</b>	
IT Data Systems Equipment Replacement/Upgrade	\$ 1,557,502
Emergency Generator Installation	450,000
WI-FI Capital Improvement Project	<u>182,000</u>
<b>Total Capital Equipment</b>	<u><b>2,189,502</b></u>
 <b>Facility Repairs/Improvements</b>	
Roof Replacements Program - Citywide	274,271
HVAC Replacements Program – Citywide	187,001
Elevator Repair/Replacement Program	236,665
General Govt System Improvements (Coral Gables Impact Fee)	80,908
Right of Way (ROW) & Utility Divisions' Employee Lounges	165,000
Facility Environmental Remediation	240,000
Hurricane Container Program	74,000
Renovation of Space at 240 Aragon Ave.	175,000
ADA Remediation	<u>200,000</u>
<b>Total Facility Projects</b>	<u><b>1,632,845</b></u>

## CAPITAL PROJECTS - NEW/ADDITIONAL FUNDING 2019-2020 BUDGET

### Historic Facility Repairs/Restorations

Entrances & Fountains	150,000
City Hall Complex Repairs/Improvements	685,964
White Way Lights Restoration	125,000
Gondola Building Restoration - Grant Match	250,000
Fink Building Actual Conditions Assessment	480,000
Alhambra Water Tower Restoration	50,000
Biltmore Hotel Renovations	800,000
<b>Total Historic Facility Projects</b>	<b>2,540,964</b>

### Motor Pool Equipment Replacements/Additions

Motor Vehicle Replacements/Additions	3,696,310
<b>Total Motor Pool Projects</b>	<b>3,696,310</b>

### Parking Repairs/Improvements

Upgrades/Improvements to City Parking Lots	302,376
North Ponce Garage Construction (Garage 7)	11,629,995
Garage 1 Construction	501,000
Installation of Multi-Space Pay Stations	150,000
Closed Circuit Television Security System	120,000
<b>Total Parking Projects</b>	<b>12,703,371</b>

## CAPITAL PROJECTS - NEW/ADDITIONAL FUNDING 2019-2020 BUDGET

### Parks & Recreation Repairs/Improvements

Purchase of Land	500,000
Parks & Recreation Major Repairs	1,820,992
Parks Underline Improvements (Coral Gables Impact Fee)	680,544
Development of Neighborhood Parks	406,250
Fred B. Hartnett/Ponce Circle Park Improvements	1,000,000
Phillips Park Renovation & Enhancement	375,000
<b>Total Parks &amp; Recreation Projects</b>	<b>4,782,786</b>

### Public Safety Improvements

Fire Equipment Replacement Program	225,238
Construction of New Public Safety Building	5,164,824
Fire Station 2/Trolley Depot	554,011
Emergency Vehicle Response Intersection Preemption System	200,000
Mobile Radio Replacement Program	200,799
Fire System Improvements (Coral Gables Impact Fee)	973,703
Police System Improvements (Coral Gables Impact Fee)	626,080
Police Sniper Rifle Replacement Program	12,500
<b>Total Public Safety Projects</b>	<b>7,957,155</b>

## CAPITAL PROJECTS - NEW/ADDITIONAL FUNDING 2019-2020 BUDGET

### Transportation & Right of Way Improvements

Installation of Bike Infrastructure	200,000
Citywide Pedestrian Infrastructure Program	500,000
Citywide Street Resurfacing Program	500,000
Citywide Alleyway Repaving Program	100,000
Channel Markers Upgrade & Maintenance Program	65,000
Citywide Traffic Calming Program	755,000
Mobility System Improvements (Coral Gables Impact Fee)	47,715
Mobility Underline Improvements (Coral Gables Impact Fee)	1,475,699
Neighborhood Improvements North of SW 8th Street	200,000
Street Tree Succession Plan	200,000
LED Street Lights Conversion	150,000
Wayfinding and Signage Program Improvements	280,000
8th Street Beautification	250,000
North Ponce Streetscape	300,000
Miracle Mile Streetscape Improvements - Electrical & Irrigation	105,200
Ponce de Leon Landscape - Phase III	300,000
Bridge Repairs & Improvements	100,000
Biltmore Way Streetscape Improv.	250,000
Residential Waste Pit Restoration	75,000

## CAPITAL PROJECTS - NEW/ADDITIONAL FUNDING 2019-2020 BUDGET

### Transportation & Right of Way Improvements – (Continued)

Underline Bicycle and Pedestrian Bridge	250,000
Last Mile Transit Stop Improvements	295,000
<b>Total Transportation &amp; Right of Way Improvements Projects</b>	<b><u>6,398,614</u></b>

### Utility Repairs/Improvements Projects

Pump Station 1 - Cocoplum Upgrade	1,552,300
Pump Station Remote Monitoring	400,000
Journey's End Pump Station and Force Main Replacement	300,000
Station F Rehabilitation	205,000
Sanitary Sewer Major Repair	200,392
Station D Rehabilitation	100,000
Pump Station 3 Cocoplum Upgrade	60,000
Cross-Connection Removal - Sanitary Sewer	50,000
Electronic Atlas and Model Update and Calibration	50,000
Sewer Pipe Cameras	5,000
Sea Level Rise Mitigation Program (Infrastructure Reserve)	2,335,000
Stormwater System Improvement Program	400,000
Cocoplum Drainage Improvements	300,000

CAPITAL PROJECTS - NEW/ADDITIONAL FUNDING  
2019-2020 BUDGET

Utility Repairs/Improvements Projects – (Continued)

Sunrise Harbor Drainage/Repair Assessment	250,000
Water Quality Studies/Evaluation	200,000
Coruna Canal Salinity Berm Rehabilitation	60,000
Cross-Connection Removal - Storm Water	50,000
Canal Bank Stabilization	20,000
<b>Total Utility Repairs/Improvements Projects</b>	<u><u>6,537,692</u></u>

<b>Total Projects</b>	<u><u>\$ 48,439,239</u></u>
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# TEN-YEAR PROPERTY TAX MILLAGE RATE SCHEDULE

<u>FISCAL YEAR</u>	<u>OPERATING</u>	<u>VOTED DEBT SERVICE</u>	<u>TOTAL</u>
2011	6.072	-	6.072
2012	5.869	-	5.869
2013	5.669	-	5.669
2014	5.629	-	5.629
2015	5.589	-	5.589
2016	5.559	-	5.559
2017	5.559	-	5.559
2018	5.559	-	5.559
2019	5.559	-	5.559
2020	* 5.559	-	5.559

\* Proposed

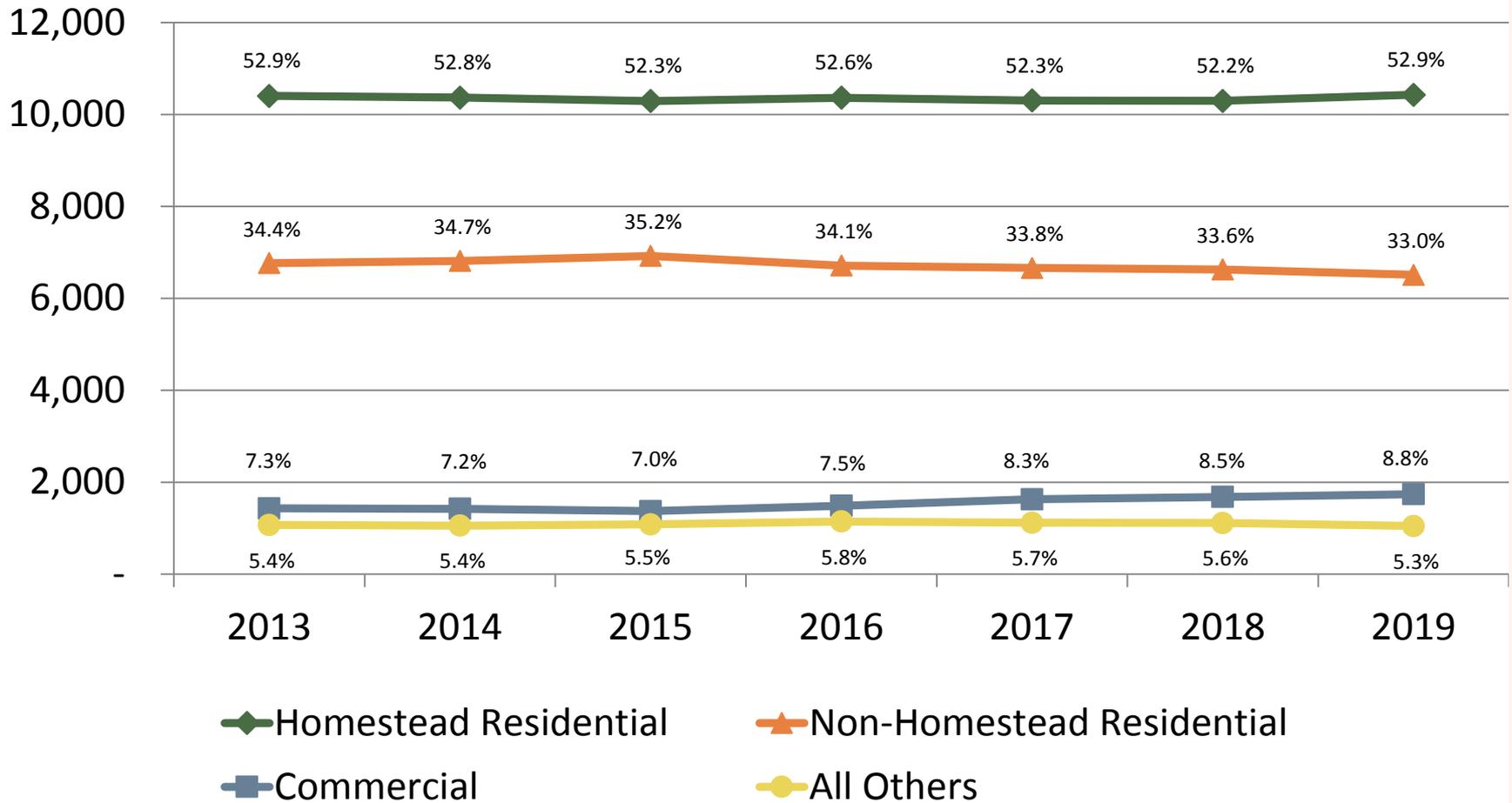
# ESTIMATED AVERAGE TAXABLE VALUE OF A HOMESTEADED PROPERTY

Tax Year	2015	2016	2017	2018	2019 *
Taxable Value	\$ 573,792	\$ 591,542	\$ 621,277	\$ 651,651	\$ 671,201
Percentage	2.65%	3.09%	5.12%	4.89%	3.00%
Millage Rate	5.559	5.559	5.559	5.559	5.559
Estimated Coral Gables Portion of Property Tax	3,190	3,288	3,454	3,623	3,731
Increase (Decrease)	66	95	166	169	108

\* Property Tax estimate based on July 1<sup>st</sup> property valuations.

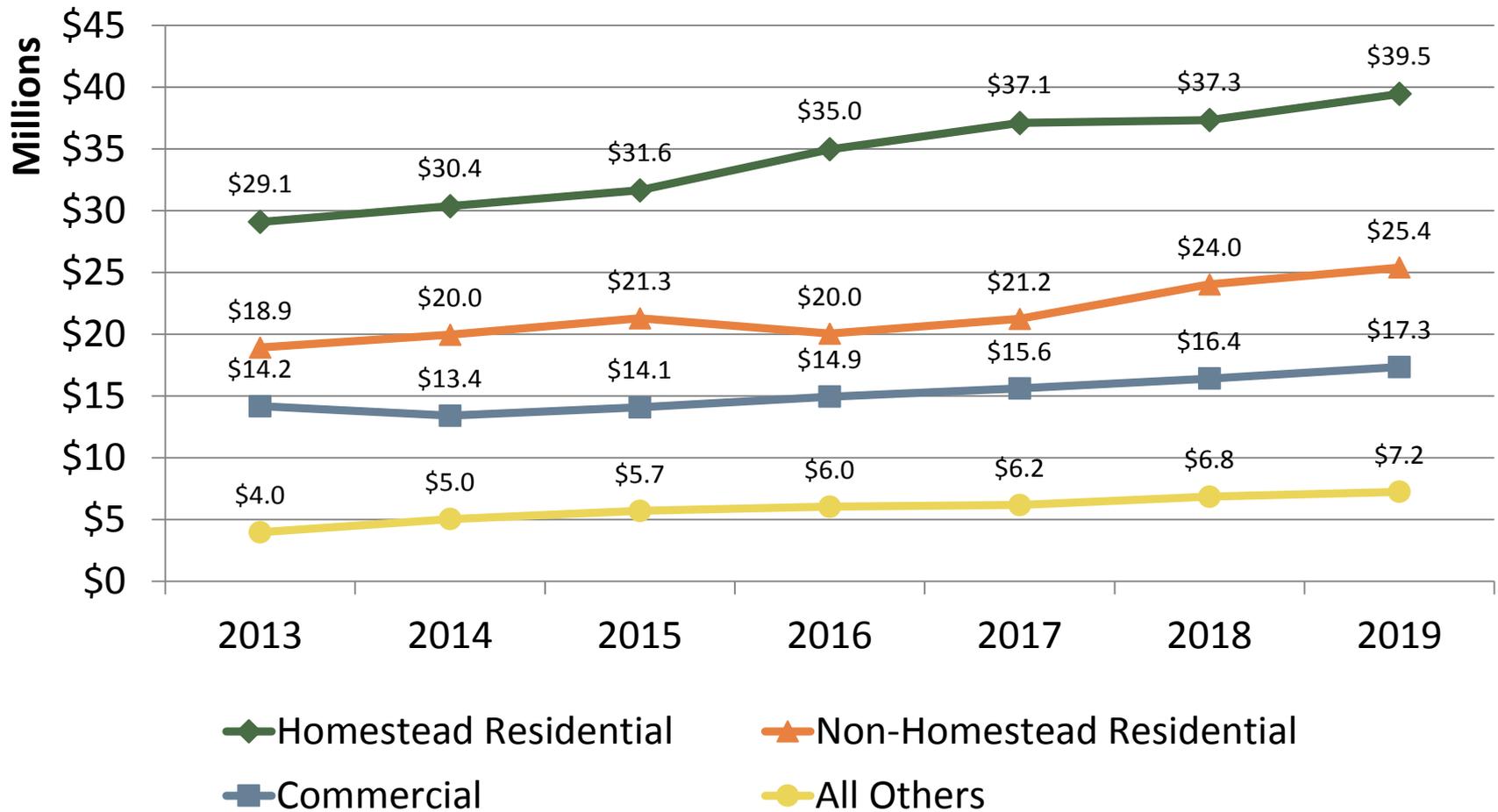
# CORAL GABLES PROPERTIES BY TYPE

(PROPERTY COUNT 19,723)



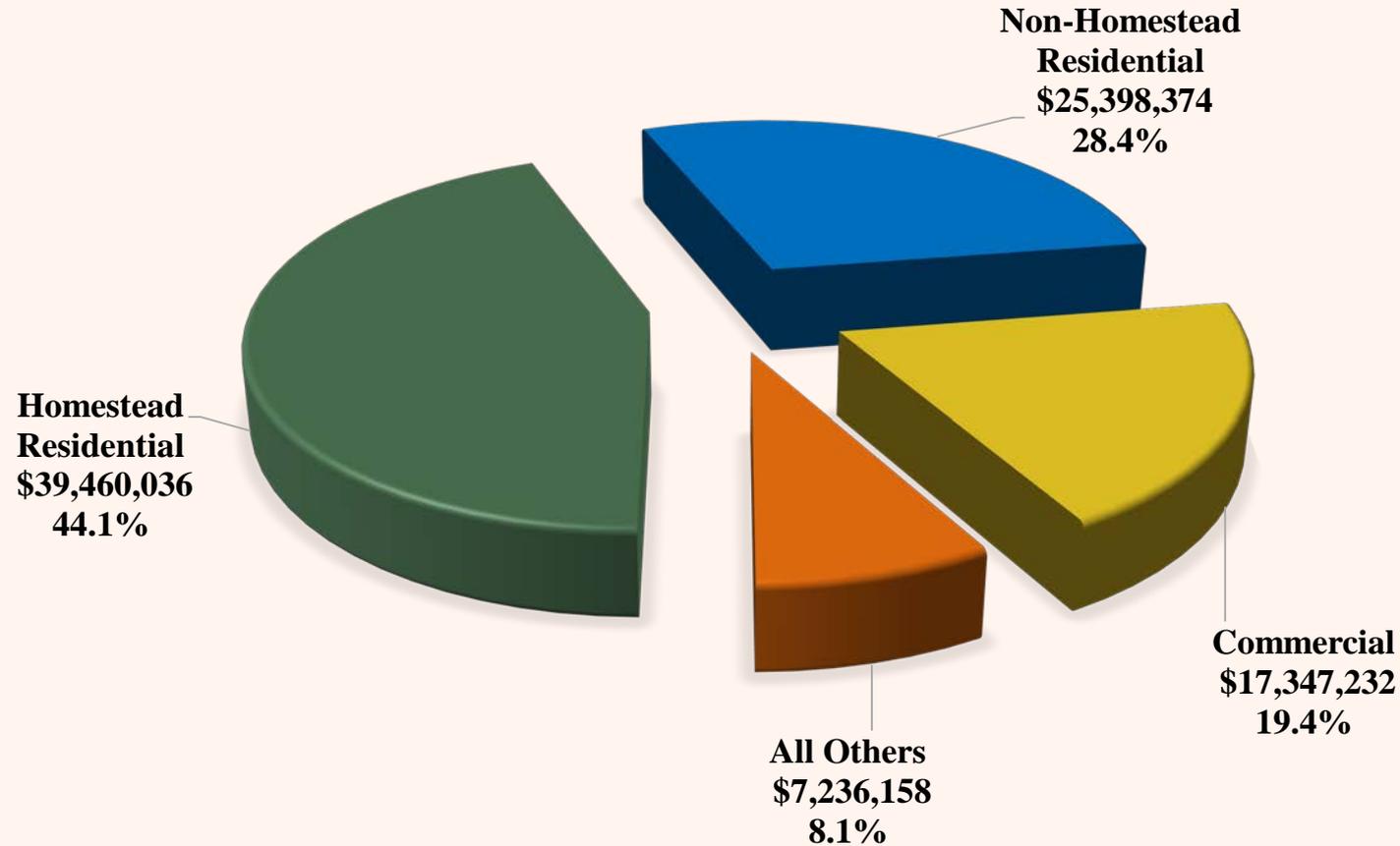
# PROPERTY TAX REVENUE BY PROPERTY TYPE

(TOTAL FY20 PROJECTED PROPERTY TAX REVENUE \$89.4M)

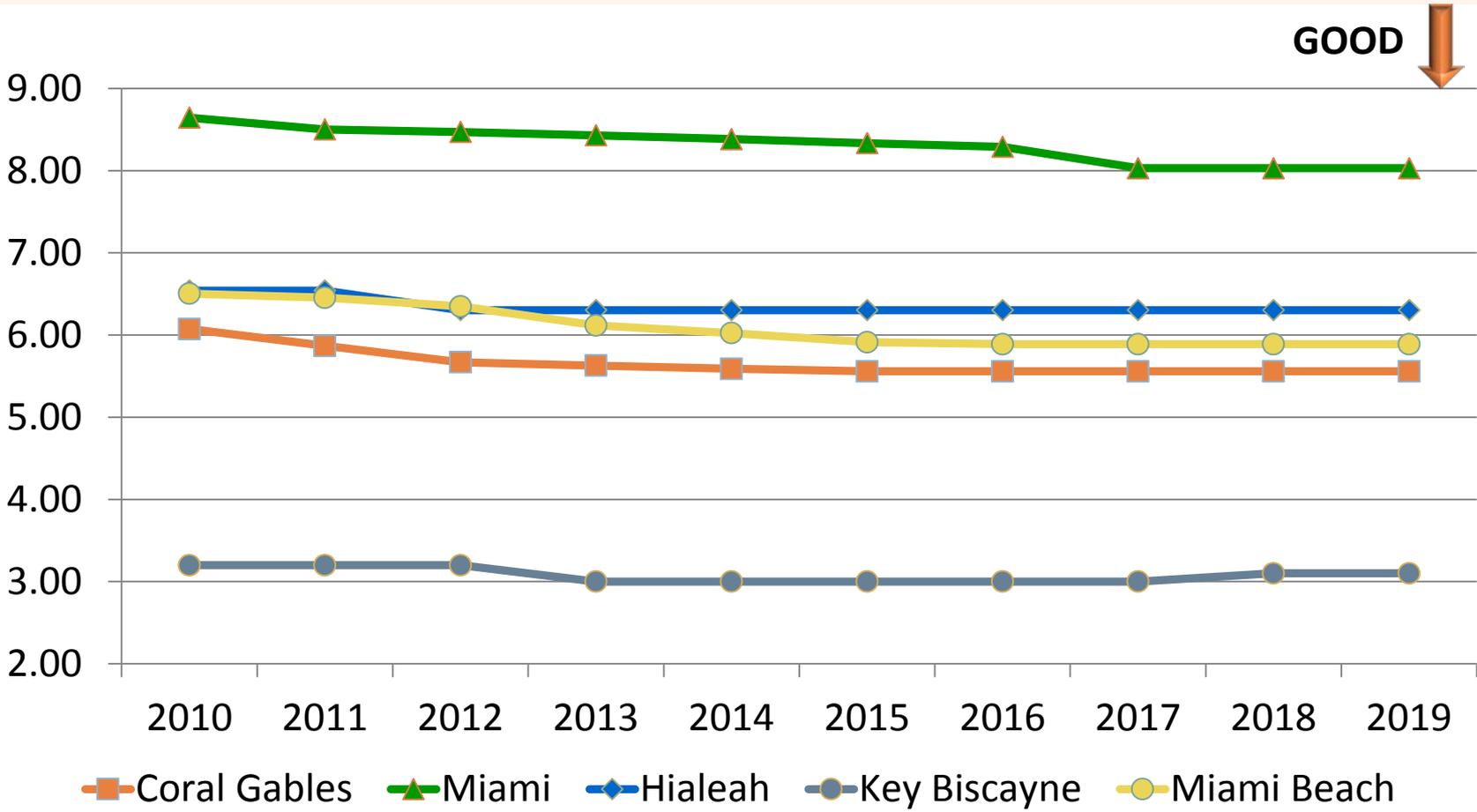


# PROPERTY TAX REVENUE BY PROPERTY TYPE

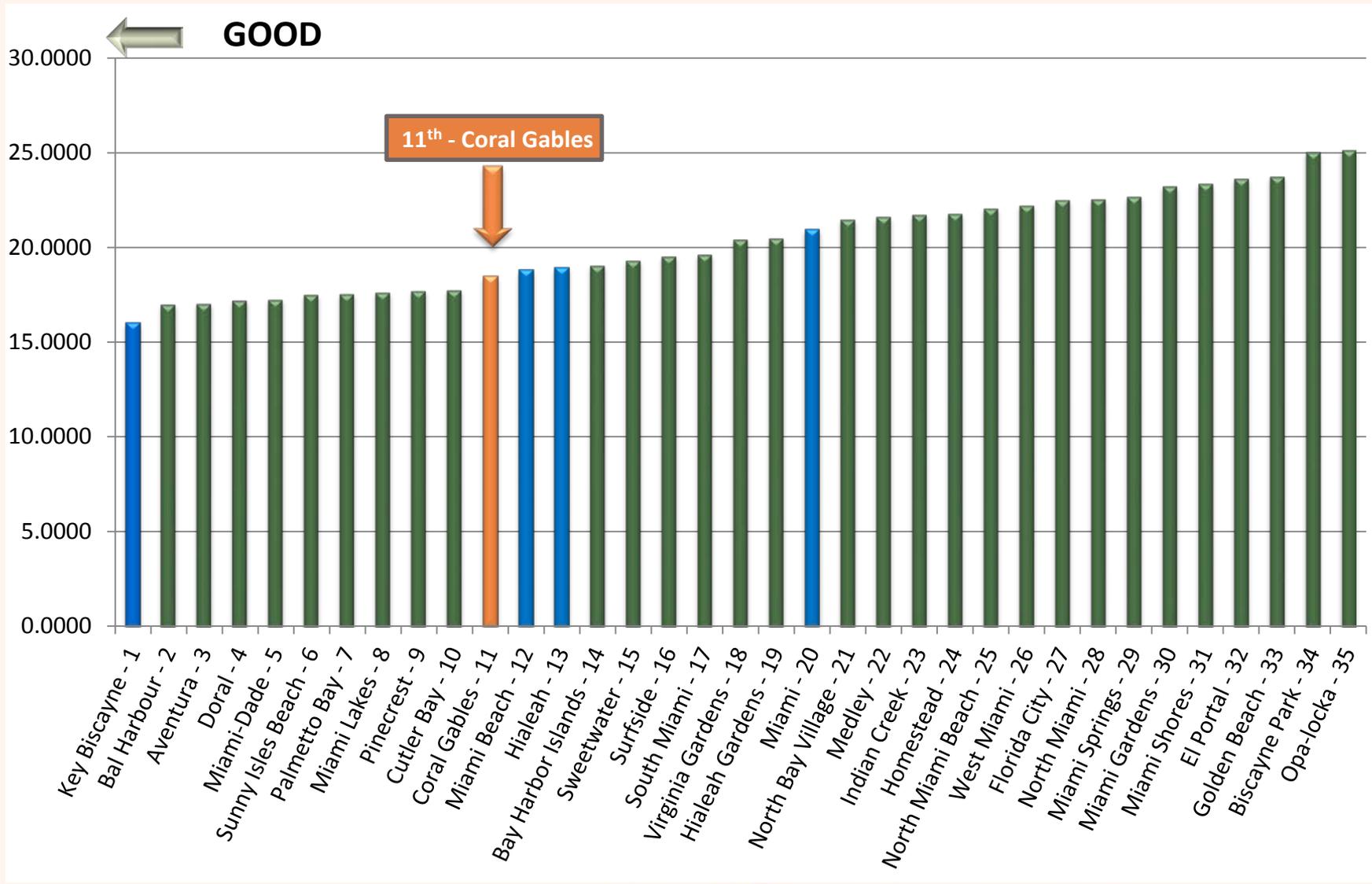
(TOTAL FY20 PROJECTED PROPERTY TAX REVENUE \$89.4M)



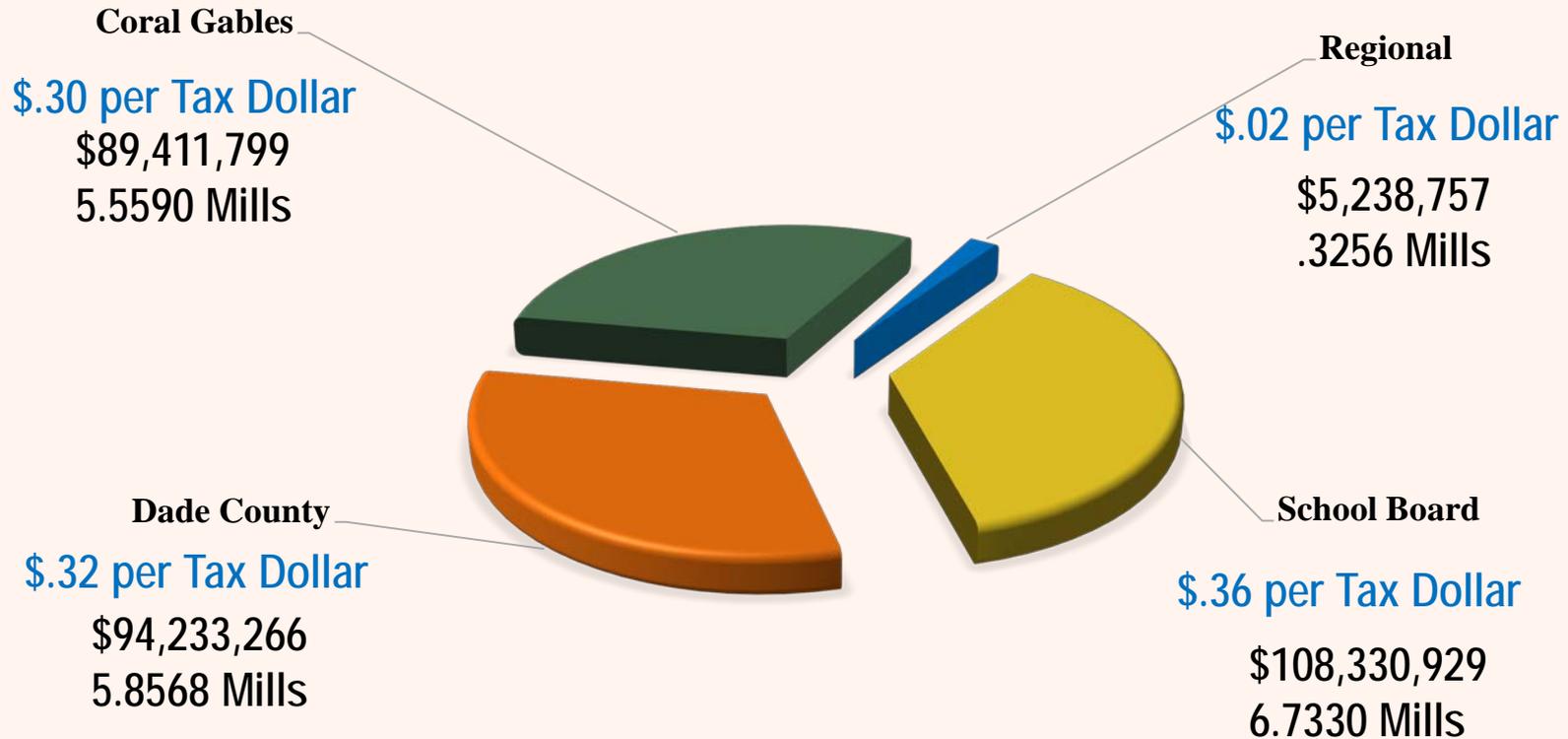
# TEN-YEAR MUNICIPAL MILLAGE RATES FOR FULL SERVICE CITIES BY TAX YEAR



# RANKING OF MIAMI-DADE/MUNICIPALITY 2018 ADOPTED MILLAGE RATES COMPARED TO CORAL GABLES 2019 PROPOSED MILLAGE RATE

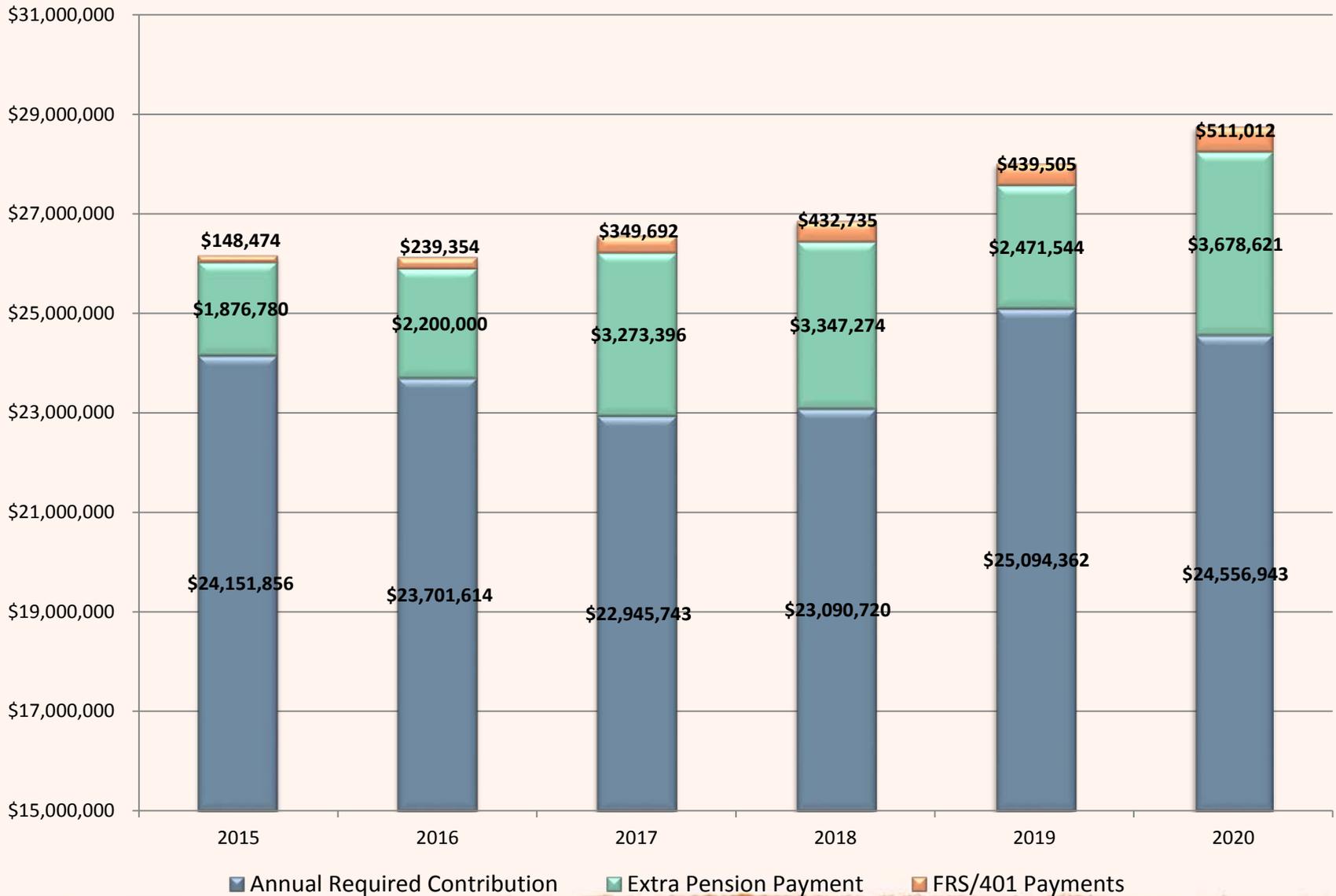


# PROPERTY TAX DISTRIBUTION PER TAX DOLLAR

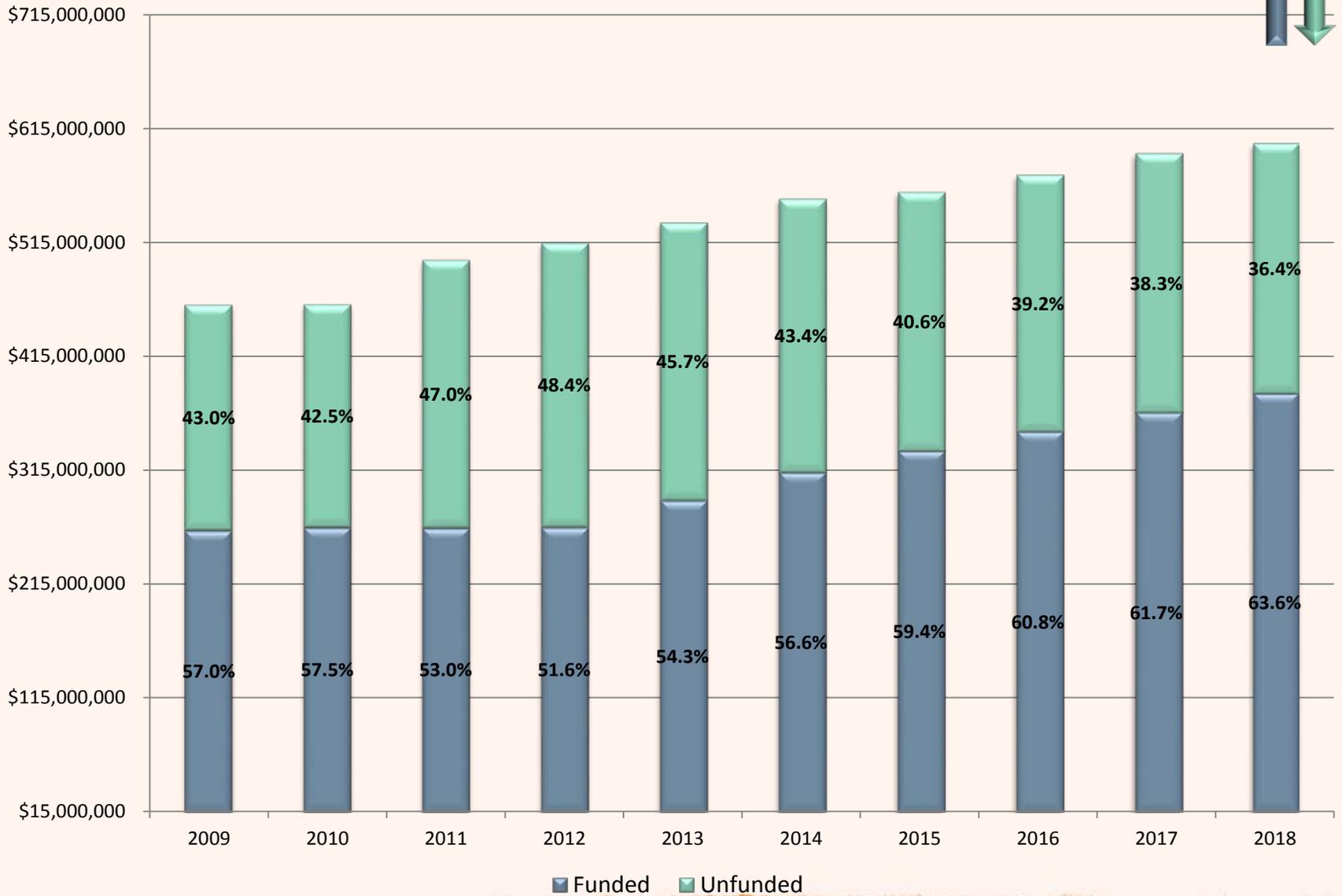


Property Tax Based on Estimated Taxable Values on July 1, 2019 of \$16,936,366,618 at 95% collection. All respective millage rates are tentative pending final approval.

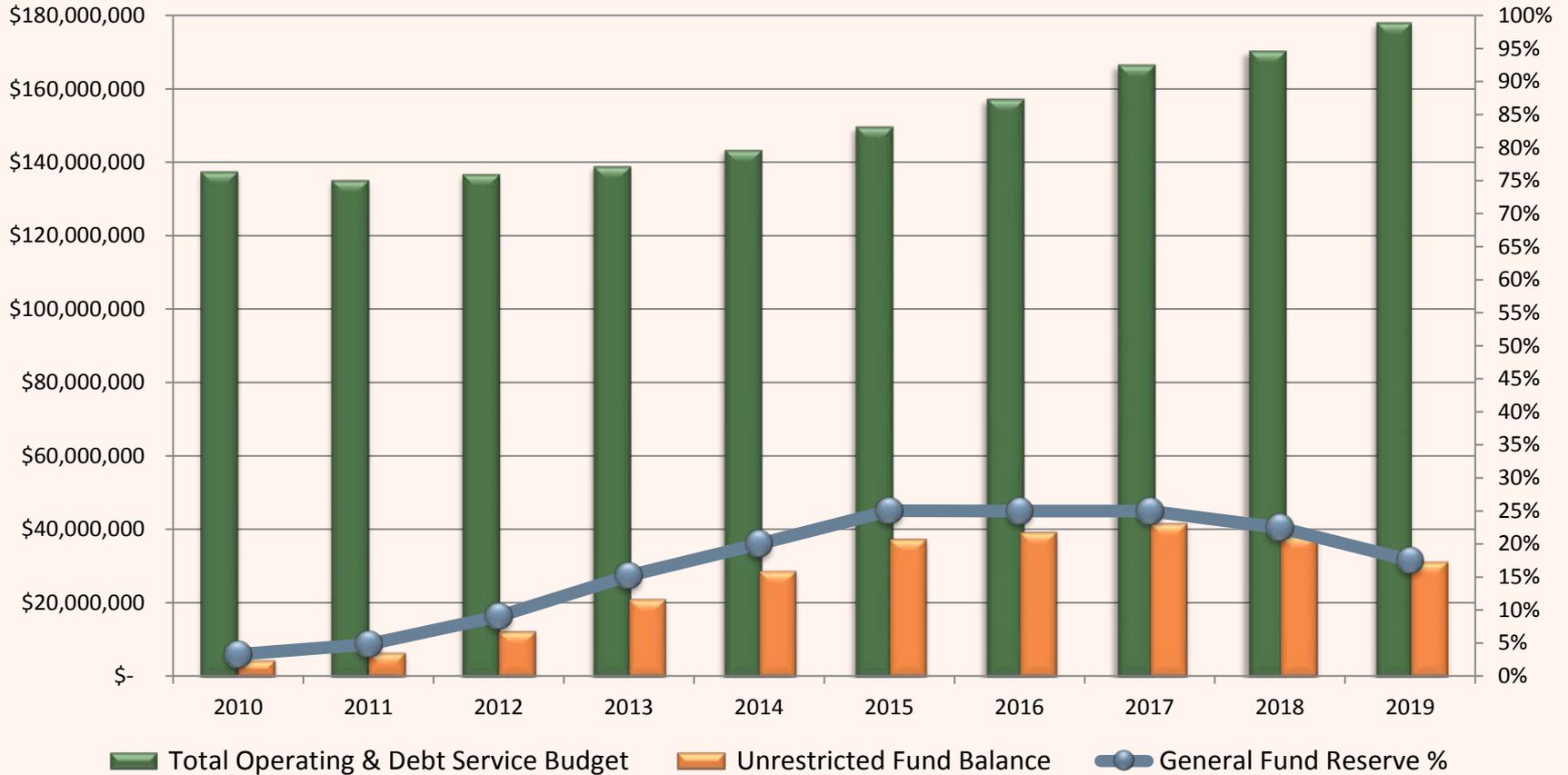
# Annual Pension Contributions



# Funding Ratio of Pension Plan



# General Fund Reserve Analysis



The City’s reserve policy calculates reserve requirements at 25% of the total operating budget, not just 25% of the General Fund. However, the 25% reserve is held in General Fund dollars, freeing up other fund balances for investment in capital infrastructure. FY18 and FY19 reserves are less than 25% pending FEMA/State/Insurance reimbursements for Hurricane Irma.

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