

**City of Coral Gables City First Budget Hearing
September 13, 2021
City Commission Chambers
405 Biltmore Way, Coral Gables, FL**

City Commission

**Mayor Vince Lago
Vice Mayor Michael Mena
Commissioner Rhonda Anderson
Commissioner Jorge Fors
Commissioner Kirk Menendez**

City Staff

**City Manager, Peter Iglesias
Assistant City Manager, Ed Santamaria
City Attorney, Miriam Ramos
City Clerk, Billy Urquia
Budget Director, Keith Kleiman
Finance Director, Diana Gomez
Community Recreation Director, Fred Couceyro
Fire Chief, Marcos De La Rosa
Police Chief, Ed Hudak
Police Major, Brian Lawrence**

Public Speaker(s)

**David Perez, Coral Gables Professional Firefighters IAFF Local 1210
Maria Cruz**

First Budget Hearing [Start: 5:00 p.m.]

Mayor Lago: Good evening. First off, I'd like to thank everyone for being with us today, everyone who's watching and everyone who's in person here. I welcome you to the first budget hearing, Monday, September 13th at 5:07. I'd like to call this meeting to order. I ask you to please do me a favor and rise for the Pledge of Allegiance. And I ask for our Vice Mayor to lead us in the Pledge of Allegiance.

Pledge of Allegiance recited.

Mayor Lago: Thank you very much. Mr. Assistant Director, the floor is yours. Now, we have a brief staff presentation.

Assistant Finance Director Kleiman: Yes, I believe the City Manager wants to...

City Manager Iglesias: I'd like some starting comments, Mayor, if you don't mind.

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Mayor Lago: Of course, please.

City Manager Iglesias: Good evening. Welcome, Mayor, Vice Mayor, Commissioners, City staff and the residents to the first hearing to adopt the Fiscal Year 2022 budget. This budget marks the third fiscal year the City of Coral Gables is dealing with the global pandemic that has affected so many throughout the world. I'm happy to report that the plan we put in place in March of 2020 has been working. We have been able to successfully navigate the City's finances without compromising services to our residents. Each department worked with the Budget Office to adjust spending to best match anticipated revenues. We projected revenue shortfalls of \$8.2 million in Fiscal Year 2020 and \$12.6 million in Fiscal Year 2021 and adjusted budget expenditures accordingly. In the fiscal -- in the current fiscal year, we can safely say that revenues are performing as projected, if not slightly higher. Many of the expenditure reductions hold as we move into Fiscal Year 2022 budget. Hopefully, Fiscal Year 2022 will see the end of this pandemic and our revenues will recover fully by year-end. The budget that Keith Kleiman will present is a balanced budget that provides for the operational needs of the city, as well as funding significant capital improvement projects, focusing on improving infrastructure and quality of life. Despite the challenges of real shortfalls due to the pandemic, the City will be funding over \$84 million towards capital and technology projects. Our commitment to capital, as well as maintaining essential Services is the direct result of conservative budgeting and a steadfast commitment to our residents, businessowners and visitors. Our budgetary policies provide the needed flexibility to address unforeseen circumstances, and any remaining surplus is reinvested in subsequent years. This alone is a very important factor in our rating determinations. The City's multi-layer flexible approach to financial sustainability has paid off this past year as all three rating agencies have reaffirmed our AAA ratings. Maintaining a strong credit rating is very important to the city and our ability to finance future projects at the lowest cost possible. Mayor, your commitment to fiscal responsibility that you have expressed over the years is reflected in this budget. With that, I will turn it over to Assistant Director Keith Kleiman.

Mayor Lago: Thank you, Mr. Manager.

Assistant Finance Director Kleiman: Thank you, Mr. Manager. Good evening, Mayor, and Vice Mayor, and Commissioners. Before we start with the budget presentation, I'd like to take a few minutes to talk about the budget process and where it's come from ten years ago when Diana and I first got here, to where it is now, and why we had to make changes. First slide. Can you queue up the presentation, the budget discussion? Okay, why was it necessary? First of all, to restore financial stability and reserves. Back -- I believe the first financial statements that we experienced when Diana and I got here, we had reserves of \$4 million. That's next to nothing for a city that is as robust as Coral Gables. I've always said it, we've never had a revenue problem. We had a revenue management problem. And what we've done is actually managed the revenue in a better way by instilling a very strict budget policy here. One of the other items was to improve operational efficiency, staffing and operating costs. When we first got here, the City Manager at the time had to do some major cuts to staffing. It was close to almost 100 positions, and we knew that we were over-budgeted on staffing, and we did not have any ill effect to City services after that was done. Now, we know we have come up in head count since then, but we've also enhanced the budget and we've enhanced services to the city. But we have a steadfast commitment to the Commission to keep the head count as low as possible without increasing too much. Okay, the next is to establish a comprehensive capital improvement program. As some of the long-term people on the Commission know, there was little

to no capital process or Capital Improvement Plan going back ten years ago. There was some capital for utilities, but next to nothing for the rest of the City's infrastructure. Our goal, as I mentioned, was to better allocate revenue to not only for operating departments to fulfill their mandates, but also for the Capital Improvement Plan. And of course, as Peter mentioned, to restore the AAA bond ratings. We had two AAA bond ratings back right before the turn of the century, and we lost them as of, I think 2004. And honestly, it was due to just the poor management of the City's finances. And now we have gotten back those two plus one. We are at three AAA bond ratings. And I am proud to say that it is due to some of the steadfast direction from the Commission, from the City Manager, and from all the success we got from all the departments pitching in to help us out. So, what steps did we take? The first step was monitoring, monthly account variance review. When we got here, the variance was done once a year at mid-term. So, you can well imagine at that point what some of the accounts looked like in the city with honestly six months passing before anyone looked at them. So, we implemented on a monthly basis, and we basically reach out to every department, and we say, "Okay, what's going on with your accounts? You're going to be running short in these accounts soon, or some of these accounts are actually over." The biggest scare I had here, literally when I got here, was the budget checking in the Eden system was turned off. So, if you can picture your bank not checking up on your account, so you keep writing checks and they're letting it go through, you get a warning but not a hard stop. So, you're not bouncing checks. Your account is going in the negative and the negative. That's what it was like here. So, we made a formal request to the then Finance Director -- it wasn't Diana yet -- and they turned on the budget checking in Eden. And lo and behold, it was a fast and hard stop to anyone who had reached the end of their account balance. The quarterly overtime review. That was done by a previous internal auditor on probably a -- it wasn't a monthly basis. I believe it was on a quarterly basis. And we weren't allowed, honestly, to do it. I requested the authority to do it and I was given a flat no. So, we took it over later on once Diana got here, and we look at it on a regular basis. All of the departments have pitched in and are keeping their overtime in check, even Police and Fire, which we know there's a solid reason sometimes when they have to use their overtime, they are doing very, very well in maintaining their overtime balances. We've took one further step over the last couple of years. We created separate accounts with different types of overtime, which helped the departments manage their overtime better. Okay, requisition invoice review. There was none of that when we got here. We were -- nobody in Budget was looking at requisitions nor invoices. We now look at every requisition that goes through for capital projects, and we look at invoices for a majority of the invoices that go through, except for some of the smaller operating ones. Now, what gave us that has the authority to do that? When Diane first got here, she put in motion a formal year-end closing policy, and whereas, honestly, when I first got here a year before Diana, I had asked and I actually looked at every single requisition that was going to be reappropriated and I said to departments, "No, you can't do this, and you can't do that." Because they were operating -- standard operating requisitions and you have operating again next year. So, basically, the goal was to put that money back into fund balance and use it accordingly for capital, which at that point we were still just generating initially. So, when Diana got here in this closing policy, she gave us the authority to look at any and all requisitions that are being requested for rolling over into the next fiscal year, and we actually look at every one, and we now stop the ones that are standard operating that they have the repeated funds the following year, and those funds go into fund balance. Okay, planning. There was a very, very small planning process for the budget. As I said, the budget had large dollar amounts in different accounts with no detail. We implemented EDEN's automated budget planning module, and all of the departments caught on really quick. It actually helped us put a new needs process in place that they didn't have before, and though it is a competitive process, because there's only certain dollars available for new needs, the City Manager will then select

which new needs will go forth and present it to the City Commission for the first -- for the hearings. And the biggest one -- and I know honestly a pet item for all the Commission -- is the pension reform and management. We have come a long way. As our presentation will show, we are at almost 69 percent funded, that's a big, big change from where we were back in 2012, where I believe we were 51 percent funded. So, we've come a long way. Next slide. Capital Improvement: What steps did we take? Implemented a formal Capital Improvement Plan process, which we did not have before. It is now a formal process that starts at the same time the operating budget process starts, and almost every department is involved if they have any Capital needs. We developed Capital Improvement matrices, as we've discussed with the City Commission over the last few years, and these were for the timely asset replacement of all asset categories. We've redesigned and enhanced the CIP document for greater readability. And honestly, it is a book that flows very well. There are pictures. And as you'll see for the second hearing, they are -- we've enhanced some of the pictures with some new ones. We're using drones for that. And thank you to Martha Pantin and her staff for helping us out. We've expanded the CIP planning process to include workshops with the City Commission. Ten years ago, it wasn't there. Any Capital items were just included in the final budget, and the City Commission got to vote on it at that point. Now, we have two workshops that include Capital, and the City Commission gets to help us during the planning process. We also implemented monthly review meetings for the Public Works project managers to make sure that projects move along at a steady rate, that any overages are adjusted and taken care of as they occur. The Capital Improvement Plan: How do we pay for it? Now, we've had this discussion before. I really -- but I honestly, I want to take this opportunity to really talk to the residents to let them know that we have two sources of revenue for Capital. We have recurring revenue, which we didn't have before. We've been slowly increasing the amount of recurring revenue in order to cover the recurring Capital Projects. Now, as we know, when we went into FY-21, we were cut short. Our recurring revenue, which we planned so difficulty and hard over the last number of years, we went by the wayside. We were able to use only surpluses to cover the capital need. But now we're coming back in FY-22. Some of the recurring revenue is now going towards Capital once again, and we also then have our year-end surplus. Now, the year-end surplus is -- we're very strict with it. Any and all surpluses that are generated by the operations flow into Fund Balance at the close of a Fiscal Year. They are then used two years later. So, FY-20's surplus is used for FY-22. FY-21 surplus -- which we're going to close out -- will be used for FY-23, which that process will start this coming spring. Okay. So now as you can imagine, during COVID, we had a problem. So, FY-21, had -- thank God it had some surpluses. I'm sorry, it had -- yeah, some surpluses from prior year, but we had no recurring revenue. Going into '22, we have some recurring revenue, but sort of limited and more modest amounts of surpluses because of COVID. So, we're hoping the FY-23 brings us back to our two funding streams, the recurring revenue and the year-end surplus. And let's also keep in mind that that year-end surplus gives flexibility to the operating budget during the year that it is generated. And again, with the departments the way they are right now, they know what they have in their budgets. They have a detailed budget, line-item detail. It doesn't show up in the budget book, but we have backup documentation that is in EDEN that has all the detail of what those large numbers are. And they know what they have in their budget. They're not forced to scurry at the end of the year and put forth requisitions just to utilize the funds. Okay, and again, that did happen in the past. Ten years ago, it was happening. People were using whatever money they could at the very end of the year and just buying up, and we put a stop to that, and are very, very proud of that policy. So, did the enhancement help? We've gone to three departments who lived the whole process from start to finish. Now, there are others, but for sake of time, we chose three departments that have great exposure to the City's residents: Police, Fire and Communication. So, if I could ask the Chiefs and the Parks Director to come up. Chief, you want to

start. And honestly, we did not tell them what to say. We've asked them to give us a true feeling of how they feel about what the budget process has done for them over the last ten years or so.

Community Recreation Director Couceyro: I'll go first. Good evening. Fred Couceyro, Community Recreation Director. From Community Recreation's point of view, I think one of the most important things that was highlighted there was the Capital Improvements Program. I think a game changer for our department was the matrices that we were able to develop with Keith. In the time that we've had that matrix, I think it's been eight years or so that we did that...

Assistant Finance Director Kleiman: It's been a while.

Community Recreation Director Couceyro: Yeah, the projects that we've been able to get done in those eight years, I mean, large projects like the whole golf course renovation, the Youth Center field renovation, smaller projects like playgrounds, like Kerdyk Park, playgrounds like Jaycee Park. They have two playgrounds at Salvador Park that we're completing. It's just been a lot more production and that's due to the matrices, because prior to that, it was kind of a haphazard capital funding process. It was, "We need things fixed, and we'll see what we can do." This allows us to plan five years in advance. It's slated. When the year comes up, I know I have that budgeting. I'm able to move forward with project planning and design. And what we've been able to do I think is great. Sometimes our projects take a little longer than we wish, but in terms of before a matrix started, it's night and day. And you could see it just fine. And also, what the matrix does, which was a great tool for us is it separated it from the park's enhancement. The matrix and the things that we're replacing, we were still able to get those neighborhood parks done, those new ones, Venetia, Catalonia. And it didn't interfere with the constant upkeep that we have to do from our renovation. So, a lot of the other stuff that Keith described -- as he can tell you -- we kind of did a lot of that in-house. Our department, being an accredited agency, we had to. But getting it formalized and having it on a computer and being able to see a lot of the things that we even still didn't even put in there, like our project streams that we were doing for events, things that are new innovations that really have helped us budget for things like events, which are ever-expanding costs that go across departments, the project stream funding that he enabled with me, I think that's working great as well. So, we are a heavy proponent of what they do, and we work very closely with them, and I think they've made our job a lot easier. So, that's from the Community Recreation perspective. Thank you.

Assistant Finance Director Kleiman: Thank you, Fred.

Police Chief Hudak: Being the elder statesman of all the department heads, I guess I can go back to what we've done 25 years ago. And we had no idea -- as departments, we had no idea what was coming on the budget. And I can't -- to this day, I have Major Adderley who's in charge of the Professional Standards. He's responsible for our Fiscal Affairs, Krizia and McGraw. They look at everything that comes, not that I don't have to be aware of it. Also, Communications Major is here as well to answer any of the issues that come up on some of our big-cost items. The difference in this -- and I can attribute this -- you've heard me say this before. We started an accreditation in 1992 to work in the police accreditation, and it was pushed back from all the officers like, "Why are we doing this? Why are we doing this?" The reason why the Police Department's an accredited with excellence right now of one percent of the entire country is because it has become a way of life the way we do business within the Police Department. That said, the same thing with what we're doing in the budget process, going back, and looking at what we've done every five years and spreading

that out. And not making us any accountants but understand every penny that we're responsible for. To Keith's point, it's absolutely true. When it came to the end of the year, if you had money, you spent it, because you didn't know what was going to happen and what were you going to get, what cuts you were going to get. The involved process right now from beginning to end is remarkable. I mean, every time that we are asked to put something together, it is -- I know where every penny's coming from. I know what we're going to cut, if we have to cut, you know. In days of late, where we're talked about -- and the human cry to defund the police department in different places, in different cities, I can tell you unequivocally that we are running on the shoestring that the Manager and Finance and you all have dictated. That's it. There is no excess. The important part on CIP that we've been able to deal with is we do have, as you know, the law enforcement trust funds that we -- there's certain ticket items that we can defer and that's also sits on a committee with myself, the Finance Director, Legal, where we look at -- make sure that that money that we are taking from ill-gotten gains is something we can use to offset the taxpayer cost. But there are certain limitations because, historically, we've also gotten a slap on the hand for not using that correctly as a city, and I'm aware of that. I'm acutely aware of it. So, I believe the process itself -- and my staff knows that if they come up with anything, we have to go through to make sure that every dollar is accounted for in those projects streams, the budget adjustments have to be made, and the procurement now, in this whole totality of it, that Procurement will -- I won't sign anything or send it to the Manager unless I know that Procurement has everything in place to go forward. Again, the process is working. It is really -- from our standpoint, it is a hearing for us. I mean, we will present line items to the Finance Director, in front of the Manager, and we -- all of us have to have a buy-in on what that is, so there is no waste. I mean, we are running on everything that we need. And the first time I would come back to you, through the Manager, obviously, if there's something that we need in the Police Department, we're going to ask, but we are not going to try and stock hold our money, which was done in the past.

Mayor Lago: Thank you, Chief.

Assistant Finance Director Kleiman: Thank you, Chief.

Fire Chief De La Rosa: So, not to belabor the theme, I guess, from the three department heads. I would definitely point to, as Fred started, when we look at the process that was put in place for the Capital budget, and the fact that there's a Capital Improvement Plan matrix. So, that has enabled us not only to make capital purchases that the department needs, but plan and budget its eventual obsolescence. That is a great tool from a budgeting standpoint because you know the life expectancy of that equipment, that equipment has been budgeted for its eventual replacement. There isn't a last-minute ask on a fiscal year because the equipment now has gotten to the point where it can no longer be repaired, and now it has an unplanned fiscal burden on either the current budget or next year's budget. I'll give you some examples. There is planned maintenance and support for all of the investments that we've put into our infrastructure. So, in the last five years?

Assistant Finance Director Kleiman: Um-hmm.

Fire Chief De La Rosa: In the last five years or so, Fire Station 3 was remodeled, enhanced, and strengthened for hurricane resistance. Fire Station 2 was completely redone with an addition built onto it. And obviously, as you know, Fire Station 1 and the Police and Fire Headquarters was completely done. That was an incredible accomplishment from an infrastructure reliability standpoint, provided that all major City functions are now housed in hurricane resistant buildings. I

can't say that that was the case eight years ago, for instance. The same goes for our apparatus, the same goes for our jaws of life, our cardiac monitors, our stretcher. Everything that was funded and purchased has a matrix that its eventual replacement is budgeted for every year. On the operations side of the budget, both directors before me alluded to the fact that we have -- and the develop of the project streams. So, every dollar we spent can go back and be accounted for, and there's a specific reason why that money was used. So, for instance, there's automatic project streams that are enacted if we go under a hurricane warning, meaning any expense therefore now that is directly as a result of that hurricane warning or hurricane strike is accounted for. Not only does that allow for accountability standpoint, it enables for better documentation when it comes to reimbursement, and it also allows us to be accountable on how we're spending every dollar. So, I think I went a little bit longer than I wanted to with the fact that I just really repeated what the other two directors said, but it's very important for us to speak on not only the increased accountability, but the documentation process and the planning process that's in place. We are assured that, especially when it comes to our equipment, that that is not only budgeted for, but the eventual replacement of that gear is identified and budgeted for as well. Thank you.

Mayor Lago: Thank you, Chief.

Assistant Finance Director Kleiman: Thank you, Chief. So, I'd just like to add just one or two comments, then we can move on to the presentation. The goal of what we do for Capital is we want to avoid debt, long-term debt. Honestly, and that's what having the surpluses that we get each fiscal year that we can put toward capital, it helps us reduce the need for long-term debt. And to me, that is just such a major priority. And as anything I'd like to have as a legacy when I leave here, it is to know that we have a plan for paying down the long-term debt that we have, and then when you consider the pension, when the unfunded liability is paid off 10 to 12 years from now, the City Commission has the full -- you know, it's a lot of money. It's 27 -- no, it's \$30 million. I mean, that's a lot of leeway to decide what you want to do with it, and that's all coming from recurring revenue. So, you can decide how you want to utilize those funds. I mean, one of your options could be paying down some of your long-term debt. And again, it'll be up to you. So, I think, honestly, this is why we do what we do. And if I can just leave one small tidbit, going back about three or four years ago, when we did one of our strategic plans, there was a survey taken of some of the city staff. And one of the responses -- and I don't know who it was -- said, "Budget has too much authority." Okay, so my work here is done because, honestly, that's my goal. I want people to think that there's someone in control -- and not just me, of course -- that my staff and Diana, oversight into what they're doing. Okay. Well, thank you for the time on that. So, now let's move over to the budget presentation. Okay, on this first slide, we have the calendar. We're at the second to last stop, September 13th, the First Budget Hearing. We have one more hearing after this, and then we'll be ready to start for October 1st. And just as a summary, the last three years, you know, we all know we've been in COVID. FY-22 is the final year of what we term to be a three-year event. Then the goal was to keep each fiscal year's potential revenue shortfall contained to that fiscal year without the use of Fund Balance. I'm happy to say that has been the case. We have not dipped into any -- other than planned Fund Balance for Capital, we have not used our emergency reserves to address this. FY-20, we projected a revenue shortfall of 9.2. The actual shortfall turned out to be 8.2. The budget reductions applied to the budget was -- at that year -- for that year was full and part-time positions frozen, \$3.3 million; operating accounts frozen plus the normal surplus was \$3.9 million; and capital project deferments, a million. For FY-21, the projected revenue shortfall, \$12.6 million. For that, we actually had a very novel look to the budget. We applied hard and soft reductions. And to this day, I still

believe we were the only city that addressed the budget cuts in that manner. The hard reductions were items eliminated from the budget to balance with projected revenues. Soft reductions were additional items identified but remaining in holding codes until sufficient revenue activity is confirmed. These soft reductions are covered by revenue, but just in case revenue underperformed, we had additional places where the departments already said, "Okay, we don't want you to cut this, but it's the least effective on our budget." Okay.

Vice Mayor Mena: How do you track that real-time? In other words...

Assistant Finance Director Kleiman: They're in a holding code. No one can touch it.

Vice Mayor Mena: No, but the projected 12.6. In other words, today (INAUDIBLE)...

Assistant Finance Director Kleiman: Oh, yeah.

Vice Mayor Mena: Today until September, like how do you track where you are relative to that projection?

Assistant Finance Director Kleiman: Which right now, actually, it probably will come in slightly less than 12.6, because as the Manager mentioned, we are slightly ahead of our revenue projections. So, then we know that by that point, 12.6 -- like last year, it was 9.2. It was 8.2 in the end.

Vice Mayor Mena: Right.

Assistant Finance Director Kleiman: 12.6, we can't tell you yet, but when we close out FY-21, we'll be able to tell you exactly what the full shortfall was.

Mayor Lago: And I know you can't give us the exact numbers, but that shortfall revenue increase that you've seen -- so it won't be 12.6 -- you think most of it came from parking revenues from the County that were not -- that didn't hit us as hard as we expected?

Assistant Finance Director Kleiman: From the County, you mean the parking citations?

Mayor Lago: Yeah. What do you think we made...?

Assistant Finance Director Kleiman: Off the top of my head -- I don't remember the number...

Mayor Lago: Okay.

Assistant Finance Director Kleiman: The parking citations did not go down as much as we anticipated. Parking revenues, they tanked, and we all know they tanked, and that was a big chunk of the \$12.6 million -- I think 4 or \$5 million at least. But I don't want to quote that number really, because I really don't remember off the top of my head.

Mayor Lago: Well, maybe for the Second Budget Hearing, you can give us an idea of, you know, where we made up a little bit of that 12.6.

Assistant Finance Director Kleiman: Okay, right.

Mayor Lago: Okay. So, I'd like for that -- okay, well, you have it here. Take it away. Okay, perfect. Keep going. Thank you.

Assistant Finance Director Kleiman: So, for FY-21, the hard reductions that we use to balance the budget, vacancies frozen, except for public safety, \$1.9 million. We reduced the operating expense, \$2.2 million across the board; reduced capital transfer from the general fund, \$4.6 million. Those are the recurring revenues that we spoke of that we didn't have. Reduced capital contingency in the general fund, \$1 million; reduced reserve for future debt, \$1.2 million. We had budgeted originally 1.8 going into FY-21, and we had -- going into FY-20, and we had to bring that down. So, that was the -- helped us balance it. Adjust for compensated absence, \$950,000; reduce fleet replacement, \$495,000 -- that was a one-time reduction -- and health insurance adjustment of \$280,000. Soft reductions for the FY-21 budget, contingency for budget reductions -- this was labeled as is the account, \$5.4 million. We reduced the -- we didn't reduce. We had the money set aside for the future debt of \$600,000, and pension stabilization of \$1 million. FY-22, we are still maintaining soft budget reductions of \$1.2 million. We still have the possibility of reducing reserve for future debt of \$600,000; and pension stabilization, \$1 million is still available that we do not think we're going to be using any of it. The Budget Summary: Annual revenues projected for FY-22, \$242.6 million; planned use of fund balance is \$26.9 million; expenditures, the operating budget -- oh, I'm sorry, for a total budget of \$269.4 million. Expenditures, \$178 million; capital, \$81 million -- and let me just sidestep that. The automotive budget, which is in the operating budget -- so it doesn't show up here, but as Peter mentioned, \$84 million is the total capital investment. \$3.6 million of it is in the operating budget for fleet, so it just doesn't show up in this number, but the total is actually \$84 million. Debt service, \$9.1 million; transfer to reserves, \$1.4 million, for a balanced budget of \$269.5 million. Revenue increases affecting the budget. Debt proceeds for capital projects, \$42 million. That is an estimated amount at this point for the Mobility Hub. That can change, but right now, we want to show because we're going to be actually hopefully breaking ground during FY-22, and we want to have this number in the budget for the time being. It is really a placeholder and things can actually change as we move forward, hopefully less and not more. Property tax. We have our -- the values at \$18.125 billion. That's generating \$95.9 million, which is \$3.6 million higher than the previous year. Parking fees have recovered to almost 2.8 -- almost \$2.9 million from the prior year. Still haven't recovered all the way, but they have recovered. The garages are still under-performing. Stormwater utility fees, the majority of that is going to the sea level rise program. I think it was \$445,000 of it. The rest is just trend. Permit fees, that's trend also, \$507,000. The transportation and sales tax -- the State estimate -- \$390,000 increase. Golf fees, that is an activity that has come back, about \$370,000. General government fees, franchise fees, those are trends. Swimming fees, that has returned. Local option gas tax -- the State estimate -- \$172,000 higher. And then a summary of all the other smaller increases, \$675,000.

Mayor Lago: Keith, can you do me a favor?

Assistant Finance Director Kleiman: Um-hmm.

Mayor Lago: In regard to golf fees, for the Second Budget Hearing, could you break that down? I was speaking with the Manager today about Granada Golf Course, and I'd like for my colleagues in the Commission to get a little bit of understanding that we're in the red in regard to Granada.

Assistant Finance Director Kleiman: Okay, sure.

Mayor Lago: Because that's something that I would like to tackle in the future, and it's been an issue for some time now. The number's not huge, but it's still...

Assistant Finance Director Kleiman: Yes.

Mayor Lago: We chip away 300,000 here, we chip away 200,000. I think we can potentially get into the millions if we continue to find money.

Assistant Finance Director Kleiman: Okay.

Mayor Lago: Fred, am I off, or no? Am I off? I am?

Community Recreation Director Couceyro: (INAUDIBLE) increases, we might be in the black. I'm waiting for the end of the month. We're close.

Mayor Lago: Perfect, okay. Because I know there was increases.

Community Recreation Director Couceyro: Yeah. I don't want to commit to say we're in the black. I have to look at the end. But I know (INAUDIBLE).

Mayor Lago: And I -- because I was speaking with the Manager and I know that we're -- and again, I don't golf, so correct me if I'm wrong. I don't have the books in front of me. But my understanding was that we're around 75 percent resident use versus 25 non-residents. And I know that there's a difference -- just like the Venetian Pool has done a great job in hiking the non-resident versus resident, which I think is...

Community Recreation Director Couceyro: Right.

Mayor Lago: Critically important, not only for the added revenue. It's so that the residents can actually use the facility.

Community Recreation Director Couceyro: Right.

Mayor Lago: We made sure a few years ago that they got first dibs on it. I want to do to the same thing with the Granada Golf Course. But in this case, you have 75 percent actual resident use, so it's the opposite.

Community Recreation Director Couceyro: But you will see a change because when we brought the fee amendment for all of our programs a couple of months back to the Commission and there was more of an increase for non-residents. It's not the same jump with the pool, which is -- but it's a significant -- I think it's like a 30 or 40 percent -- I forgot what it is exactly. I think it's...

Mayor Lago: But it's important to mention and put it on the record that your department has done an incredible job.

Community Recreation Director Couceyro: Thank you.

Mayor Lago: With Venetian Pool, with the Youth Center, with the golf course. The golf course has never looked better. So, I think that, you know, if we could take a look at that once you have those actual numbers, end of your numbers that are now this month, send us a memo -- or just -- forget it, don't waste your time. Just bring it to the next budget hearing, and we can bring it up.

Community Recreation Director Couceyro: Sure.

Mayor Lago: And we can talk about it because I want to make sure that the residents have first dibs to use that facility, they're enjoying it as much as possible. And that if we are in the red for any reason, maybe we got to -- we have to increase for non-residents.

Community Recreation Director Couceyro: Absolutely.

Mayor Lago: Thank you.

Community Recreation Director Couceyro: Sure.

Commissioner Menendez: Fred, if you don't mind -- and I echo -- I agree with the Mayor completely. I'm curious to see maybe next time around -- or it could be a memo; it's perfectly fine -- the revenues for Venetian Pool. How much do non-residents represent and how much residents? Again, you all, I agree, have done a phenomenal job.

Community Recreation Director Couceyro: Historically, it's been a very large percentage of non-residents. It's been anywhere between 80 and 90 percent, but I don't know what the exact numbers are because COVID kind of skewed the numbers a little bit. I don't have those set numbers right now.

Commissioner Menendez: And again, it's not pool use. It's just the actual dollar amounts that, you know, at the end of the day...

Community Recreation Director Couceyro: Absolutely.

Commissioner Menendez: I'm curious.

Mayor Lago: The biggest issue there, Commissioner, that we talked about two years ago -- and this is very different from the golf course -- is that we wanted to make sure that people who didn't have pools and wanted to use the Venetian Pool and that were residents, that they get first dibs.

Community Recreation Director Couceyro: Absolutely.

Mayor Lago: So, that -- on that instance, on that situation, on that amenity, that's what we're really focused in on. But on the golf course, the golf course was in the red pretty significantly. I think it was about 6, \$700,000.

Community Recreation Director Couceyro: COVID has actually -- it was a positive influence on the

golf course. Business picked up, because at one point, we were the -- golf was one of the only allowable activities during a large portion of the COVID restrictions, so we've -- business picked up. We're pretty busy.

Mayor Lago: So, in reference to that, I know that we've talked about it, that we don't run the golf course, but maybe that's something that in the near future maybe we should be running the golf course because your department does a really good job. I don't want to put more pressure on you.

Community Recreation Director Couceyro: No, well, we run half of it. We maintain it...

Mayor Lago: But maybe you run the whole thing.

Community Recreation Director Couceyro: And the pro shop. Well...

Mayor Lago: Maybe you run the whole thing. You never...

Community Recreation Director Couceyro: We've talked about that, so we'll continue to explore that.

Mayor Lago: But again, I just wanted to commend to you and your department on that front because...

Community Recreation Director Couceyro: Appreciate it. Thank you.

Mayor Lago: We're always trying to chip away and see how we can save money and make sure that the residents get first use. Thank you, Fred.

Assistant Finance Director Kleiman: Okay, the next slide is revenue decreases affecting the budget. The biggest item is one time. It was the \$5.2 million for the land swap with Codina for the sale of the old Public Safety Building. That was in for '21, and it'll be obviously out for '22. Next is a grant, Miami-Dade roadway impact fees. It started as 1.5. There has been some spending, but that will get re-appropriated in the first quarter of FY-22. The same thing for intergovernmental revenues, \$450,000, mostly grants. And if there's anything -- once the year-end closes, we'll know what is still available to spend in those grants, then we'll re-appropriate it into the next fiscal year. Investment earnings, as you know, the interest rates are very, very low. So, whereas last year, the budget was somewhere about a half a million dollars, this year it's at 1.1. We're being very conservative. We don't know what to expect, so that's why you see such a large decrease in the interest. Biltmore Complex and rentals, they're just -- they're minor adjustments downwards. Tennis fees, we're just being conservative with that. I think we went high a little bit in FY-21, so we just reduced it slightly for '22. We'll see how that fares. We'll look at it again between this hearing and the second, and we might adjust that number one way or the other. Okay, all other small revenue decreases total almost \$800,000, and we have the total net change in revenues of \$43 million. Expenditure changes affecting the budget. Salary is \$1.3 million. Overtime is down \$35,000. That was a one-time item in FY-21. Retirement, we're increasing \$910,000, and that is for the 1.25 percent index that we promised the Commission every year. We've been adding on to it. We're covering assumption changes that were -- and obviously, they were voted on by the board. And then the additional 401 takers, that estimate a total of \$910,000 increase, bringing in the total pension retirement budget to \$30.3 million.

Mayor Lago: Keith, can we go over the overtime? I know it's a small number. It's still a loss for \$35,000, but I think it's important. And you mentioned before that we're making a significant effort, a step forward, to addressing that issue of overtime. I know that the Commission has been working hard. I know all my colleagues have been dealing with the issue, working with the Manager in regard to our Solid Waste Department, which again, we are blessed to have them working on behalf of the City every day. But my understanding is that overtime number's pretty significant this year.

Assistant Finance Director Kleiman: Yes.

Mayor Lago: And I want to commend them, I want to commend that team that, over the last two weeks, they've done an incredible job. And I know the Manager has really stepped out and -- along with his team -- to make sure that -- give them that added push and that added reinforcement to make sure that they're out there doing their best and putting their best foot forward. With that being said, the \$500,000 of overtime -- is my understanding -- it's about 400 or \$500,000 so far in regard to the Solid Waste Department. And correct -- Am I wrong, or no? Not a problem; correct me if I'm wrong.

Assistant Finance Director Kleiman: I just want to make sure -- I'm not sure who told you the number. It's \$300,000 right now.

Mayor Lago: Okay, 300.

Assistant Finance Director Kleiman: Which is still...

Mayor Lago: Still huge.

Assistant Finance Director Kleiman: Huge because normally they have a budget of close -- I think under \$100,000.

Mayor Lago: Yeah, I think you've learned already with me being on the Commission, you can always correct me.

Assistant Finance Director Kleiman: Oh, no, no, no, yeah.

Mayor Lago: I don't have an issue at all.

Assistant Finance Director Kleiman: Because, again, I'm not sure who gave you that information so...

Mayor Lago: No, I just talked to the...

Assistant Finance Director Kleiman: Okay.

Mayor Lago: You know, to staff and to some other -- but again, \$300,000 is -- in my opinion and I think on behalf of the Commission -- is a number that we need to work on. We need to be a little bit more diligent because we just cannot allow, you know, that cost to spiral out of control.

Assistant Finance Director Kleiman: Right.

Mayor Lago: I know we had issues like COVID. I know certain things were out of our control and this has been a very trying year. But I want to keep a real focus on that one-line item, especially in the Solid Waste Department. It's not that I'm singling them out. I met with the residents -- excuse me, I met with the -- with that department in 100 days of listening, and we sat down for about two hours and really listened to their concerns. And I know the Manager also had a subsequent meeting with them. But \$300,000 is unsustainable. It's an unsustainable number, and we need to make sure that we address that issue. And that if there is an issue, I'm asking my colleagues and the Manager, let's work together. Let's have -- let's see what is it that we need to do to nip that and not have that same situation next year.

Vice Mayor Mena: I was going to mention that actually. I agree with everything you just said, and I don't know if now is the appropriate time or after you're done.

Assistant Finance Director Kleiman: By all means, ask the question, sure.

Vice Mayor Mena: And I know -- and I was looking at -- through the budget notebooks. I was curious how you're budgeting for overtime. Is it just based on prior years? How do you do it? I know one of the things I thought of was in Police, for example, where we've had vacancies at times. And then, you know, that may lead to more overtime or less overtime depending. So, like from a police perspective, how do you budget, for example, for that, for overtime specifically, and as it relates specifically to vacancies?

Assistant Finance Director Kleiman: We budget for normal overtime, annual leave, normal sick leave. We don't budget for vacancies. Where -- when vacancies occur, we take the funds from salary surplus because basically, we -- that's the only time we touch salary surplus is to cover any additional overtime needs that are caused by the vacancies. And Police -- both Police and Fire have been really good. On the quarterly report, you will see almost all of the divisions within Police and Fire are well within the boundaries and keeping within the bottom-line budget. So, at the last quarterly report, which is the third quarter, we were in really good shape. So, again, overtime is for normal overtime, not for vacancies. We don't cover vacancies.

Vice Mayor Mena: Right. I guess what I'm saying is overtime -- if you have vacancies in the department, I presume that increases overtime.

Assistant Finance Director Kleiman: Overtime usage...

Vice Mayor Mena: Right.

Assistant Finance Director Kleiman: If we cover that, we increase the budget internally using salary surplus, so we never look at then, okay, "How much did you spend in overtime," and readjust the adopted budget for the next fiscal year. We've been holding the departments to the same budget for many years. We have not increased the overtime budget. So, honestly -- and they've been keeping up with that.

Vice Mayor Mena: Okay.

Assistant Finance Director Kleiman: Again, the only outlier right now -- and we understand I t-- is Solid Waste -- and they are experiencing a good number of vacancies right now. Obviously, we know it's justified, but again, we're watching it very closely.

Vice Mayor Mena: I was going to ask if Chief Hudak wanted to address that at some point, but I -- you know, if now is not the appropriate time, we could wait till after. Just...

Assistant Finance Director Kleiman: Oh, no, you can. And I can tell you, honestly, the Chief has asked for adjustments in overtime. And honestly, from our point of view, we've been saying no. And the Manager has backed us up on that. But, please, Chief, go ahead.

Police Chief Hudak: So, Commissioner -- again, we don't look at things as a pot of money, but when we do our budgeted, we are able to move around what we have to do, so we are well within it. And we do, as Keith has started -- our biggest exposure right now in working with the Manager has been our Communications Section. Now, I say this in the context that I have the appropriate amount of dollars, but we have started some things because we have all been kind of concerned about our Communications vacancies. As of today, we're up to eight. And so -- I mean, our numbers are extremely high in that section, well within the budget. Major Lawrence has that. We've already started doing some things to change how to address that issue.

Vice Mayor Mena: Okay.

Police Chief Hudak: Okay, on the overtime. So, if you want to talk about anything that we've done to offset a very large amount -- we're probably about 138 percent above, just his division.

Vice Mayor Mena: Okay. And as you address it -- like -- and I guess my question as a follow-up would be -- and I don't want to get too off topic, but what do we -- what do you attribute the sort of increase in vacancies in that particular department to? Because it does sound like it's a significant number, I mean.

Police Major Lawrence: It's a complex issue from what I've been looking at. I took command of the section on November 30th of last year, and we've had vacancies ever since. So, it's one part of the puzzle. So, to -- it's -- the Communication Section, as you know, it has to be staffed 24/7. If somebody takes off, or if there's a vacancy, the position has to be filled, so it necessitates overtime. If we send somebody to a training course to further develop their skillset, there is a cost to send. We have to fill -- while that person is in training, we have to pay overtime to have someone fill their spot for them. I think the Mayor mentioned earlier about COVID. We did have some people that were affected by that. These operators were mandated to stay home while they were recovering, and so there was overtime costs for that. What I've been trying to work on is basically a three-pronged approach is hiring -- been working with -- through the Chief's office and through Major Atherley's office is to aggressively hire people. We want to make sure that we're vetting these people properly because we want to hire the right person for the job. Secondly, it would be training people and giving them opportunities, but which also again, has cost a little bit of money with overtime. The third part -- piece of the puzzle is we have to retain the people that we have that are already working here. I can candidly tell you -- I'm not -- it's -- like I said, it's difficult. But we have had some people that have left. People have left for different reasons. We've had people that, number one, they couldn't finish the training, or they couldn't pass the requirements, so we had to let them go. We've had people

that after they were here with us for a week or two, maybe a little bit longer, said this wasn't for them. They thought that maybe it was going to be some kind of other job. And I know that the Chief has mentioned this in previous Commission meetings, that it does get stressful in the Center. You're dealing with people under difficult circumstances that are very stressful.

Vice Mayor Mena: Alright.

Police Major Lawrence: Not everybody can handle that. So, we've had some people that have just washed out on their own. They could do the job, but they ended up saying, "This just isn't for me. I don't want to be, you know, on the phones or on the radio."

Vice Mayor Mena: What's the headcount supposed to be in that? You said eight vacancies.

Police Major Lawrence: 39.

Vice Mayor Mena: It's a budget of 39?

Police Major Lawrence: We're budgeted for 39.

Vice Mayor Mena: And you're at 31?

Police Major Lawrence: Yes. Now, in addition to that -- I'm glad you brought that up because there are another 6 people that are in training, so technically, you have to minus another 6 from that 31 because...

Vice Mayor Mena: Six of the 31 are in training is what you're...

Police Major Lawrence: Are in training, so they can't even handle...

Vice Mayor Mena: So, you're really at 25.

Police Major Lawrence: They can't even handle a position yet. They haven't been fully trained. It's kind of like when you hire a police officer. The person's a trainee; they haven't gone to the academy yet, so they're really not an officer yet. This is the same thing. So, you've had -- and that's another dynamic that's added to it. So, this has increased the use for the overtime thus far.

City Manager Iglesias: But if I may say. We've had a number of meetings with the Chief and we're looking at restructuring this department and we've already started. Because I think there are a number of things that we look at. And those are -- Chief, would you like to elaborate on...

Police Chief Hudak: Well, again, the thing that jumped out at me because of our process was that I'm spending more overtime in Communications than I am in the Uniform Patrol Division, which has 100 people and has a minimum staffing at a higher rate. So, we have looked at our processes of how we're doing this. So, what the Major touched on, instead of having somebody get trained -- it takes over a year and a half to get them trained in all facilities -- the Manager and I have met and now we have a Call Taker 1, a Call Taker 2, a Call Taker 3, so then somebody can answer phones and do one job. We can get them on board and kind of push them to continue to move up in the organization.

Because the problem that we're having is when we backfill these positions and we don't have enough people in Communications, we're using officers and sergeants, so that number -- the overtime number jumps up exponentially within that division. And again, to explain to you all that I have a civilian division that's costing me more than it is the uniform position is -- and this is why we started changing these protocols, if you will, in our hiring. So, the number does jump out at you at a line item. It did to me. And again, to Keith's point that we are well within our budget of overtime within the department itself. Most of the issues that we have -- and again, with the Manager's permission, every time we go help out another agency, there is a reimbursable cost. So, I don't agree to send people to help on the Beach or help Miami, unless there are some recoupable dollars that we get, and that money comes out of my account in the Chief's division, and then it's reimbursed that way. So, you know, to the point on the overtime is it looks exponentially bigger than it is for the whole department. However, we are making changes. We're looking at hiring those 35. The Manager has been personally involved with looking at how we restructure the entire division.

Vice Mayor Mena: Well, it's my -- you know, and my concern there is because of the -- you know, you described it -- I know you've described it in the past -- the stressful nature of that role. I could be wrong about this, but it would strike me as you have people doing overtime in that role, you're almost likely to see more vacancies, right?

Police Chief Hudak: Right.

Vice Mayor Mena: You know, in other words, if you don't manage the staffing, you know, to get it to a point where it's full, then, you know, I don't want it to be a recurring problem.

Police Chief Hudak: No, and...

City Manager Iglesias: And Vice Mayor, if I may say, it's been a problem for a long time.

Vice Mayor Mena: Right.

City Manager Iglesias: And we're addressing it now from a basic issue, structuring the department, looking at different classifications, looking at different kind of training, looking at multi-level training, so we're looking at a holistic approach right now to that department. And I think once we implement all these things it's going to pay revenues.

Police Chief Hudak: To subway on that -- only because I'm the oldest person in the room -- I remember the day we went from Communications on the first floor in the old building to the fourth floor. And that's when we combined Police and Fire and Communications in 1994. And we went from a minimum staffing of six personnel to 12 personnel, and it worked that way for two years. The Communications operators were working 12 hours a day, six days a week, because we -- the decision at the time with nobody here -- okay, nobody was here except for me, apparently -- was that we would rather pay the overtime than all the other compensatory benefits we would have to hire those civilians. It has taken us years to catch up with that, and then we've had additional impacts that the Manager talks on that just hiring people and getting them in there. I had a meeting this morning with the command staff, all the civilian staff as well, as far as what else we can do for the employee engagement, but also the employees' aptitude and well-being because of what they're dealing with.

Vice Mayor Mena: And Keith, the reason I'm -- in looking at our budget estimate notebook, you know, and you -- I was going through the Police section, and it's broken down by his uniform patrol, eventually you get to technical services, which is Communications, right?

Assistant Finance Director Kleiman: Umm-hmm.

Vice Mayor Mena: The way it's structured, which makes sense, is you have a headcount for a prior few years, and then you have like an estimate for this year with the salary number, but obviously for overtime, there's no head count numbers -- right? -- it's just the...

Assistant Finance Director Kleiman: Yeah.

Vice Mayor Mena: Number, right?

Assistant Finance Director Kleiman: Right. It's just the number.

Vice Mayor Mena: And so, yeah, I had noticed that it was budgeted -- or the budget estimate was to 300,000 for that division, but it's hard to kind of put that in context because I don't know what it was the prior year, at least not on this page.

Assistant Finance Director Kleiman: Okay, yeah, no, it's not -- we can get you that detail.

Vice Mayor Mena: And yeah, it had stood out to me that, you know, like uniform patrol, you have, I guess, twice as many people -- right? -- and the budgeted amount is almost the same for overtime, although you also have holiday pay there, which is higher so...

Assistant Finance Director Kleiman: We can bring the third quarter overtime report -- which now because all the departments...

Vice Mayor Mena: You can bring that next time, if you want.

Assistant Finance Director Kleiman: Yeah, we'll bring it for you. And even if you want, when we do issue it, we can issue to the Commission as well so on a regular basis, you can -- of every quarter, you can...

Vice Mayor Mena: Sure.

Assistant Finance Director Kleiman: See where we are. We used to do it for every single department. All the departments came in line, so now we don't do it. This -- that report is actually for the Budget Advisory Board.

Vice Mayor Mena: No, but I think that dovetails nicely...

Assistant Finance Director Kleiman: Yeah, no...

Vice Mayor Mena: With what the Mayor said earlier.

Assistant Finance Director Kleiman: Absolutely.

Vice Mayor Mena: About, you know, kind of keeping track of this particular item. You know, if you guys already are preparing a quarterly, you might as well send it to us as well.

Assistant Finance Director Kleiman: Umm-hmm.

Commissioner Menendez: I have a quick question. I see the Manager answered one of my questions. So, in terms of the vacancies in Communications, it's a trend that started pre-COVID. If I'm not mistaken, we started to see...

City Manager Iglesias: This -- I think, Commissioner, this is a problem I think county-wide.

Police Chief Hudak: Yeah, hiring civilians for this position is a challenge throughout the state. I can speak for the state.

Commissioner Menendez: And it's not just COVID-related. It's just industry.

Police Chief Hudak: No, no, no. I think, honestly, people get enamored with 911. There's a television show now. And the people that apply for this job think it's like a customer service job, and when they get there, they understand the stressors that it takes to -- and I -- and you've all heard me say that. Nobody knows what happens when you push that button and you say, "Hello." And it -- you have to have a unique skill set, and we have to take care of our employees when that happens. So, yes, I don't say it's unique. We've always struggled in finding the right people. We have modified our training within the last, I want to say three months where we've changed and re-classified going through our budget process of a Call Taker 1, a Call Taker 2, a Call Taker 3, so when somebody passes that Call Taker 1, we can hire them, get them to answer the phones, and then we can continue along the way. We've had some...

City Manager Iglesias: And Chief, we've modified our training.

Police Chief Hudak: Yes.

City Manager Iglesias: We've modified our training so...

Police Chief Hudak: We've modified our training down where we were training somebody for a year and half. To the Manager's point, we'd have to train somebody for almost a year and a half, extend their probation, and if they could get through all of that, but they can't be a police dispatcher, which is the hardest job -- right? -- most taxing. If they can't do that, then the policy was before, thank you, but no thank you. And that to me, and to the Manager and the administrators were like, "That doesn't make sense to me." So, we are changing the paradigm. To Keith's point -- and we can do good on those numbers, sir, Vice Mayor. Here's my bucket of money. I don't ask for more on the overtime because we're always moving it around to make sure that's done. The true test for us right now is that I'm at plus one or plus two vacancies for officers.

Unidentified Speaker: And you're down two.

Police Chief Hudak: Down two because of retirements. We have three in the pipeline, and so -- and the Manager and I have talked about making sure I'm above for police officers.

Vice Mayor Mena: Right.

Police Chief Hudak: Still got to have people answer the phone, so we've kind of shifted our game over here, but we're not going to go over. I can tell you with assurity, we are not going to go over our overtime budget for the department. That's not going to happen. Within the division, we're managing that, but that number jumps out, so I appreciate the question.

City Manager Iglesias: And I think once we implement everything that we've talked about on Communications, I think we'll see a different result.

Police Chief Hudak: Right, and I'm not to the point -- I want to make sure I'm not here asking for more people. I'm going to do it with what we've got. Once we evaluate and we get fully staffed, we'll see what our numbers are, and then we'll actually approach the Manager and...

Vice Mayor Mena: But you know, the same sort of discussion we've had in the past about the broader vacancy, you know, topic and the strategies that have obviously been put into place the last few years to correct that department-wide, you know, I think what we want to hear from you at some point is, is there anything we can do on this particular division where you're having these issues. And it sounds like it's not unique to our city. What can we do to incentivize getting people to apply or into the program and to stay, you know, once they do? You know, obviously, that's a conversation for another day.

Police Chief Hudak: Right. There's a...

City Manager Iglesias: There's a lot of the issues there.

Vice Mayor Mena: Right.

City Manager Iglesias: That we have addressed, and that's from a job description to the training, to looking at it from a different perspective. And we've looked at different agencies, different issues throughout the county, and everybody seems to have the same problem, so we're addressing it differently because I -- and I believe that once we -- we're implementing it already, by the way -- that once we implement the new hiring process, the new training process and so forth, that we're going to get -- that -- we're looking at it from a holistic approach.

Vice Mayor Mena: Understood. No, listen, it's an issue that...

City Manager Iglesias: And that's what we need to do.

Vice Mayor Mena: It's an issue that -- it's important to all of us, obviously, but it sticks out to me because when I ran for office the first time, which was in 2017, you know, we were in a much different place, and really the broader vacancy issue was sort of the topic desure in the City, if you will. It was

a major problem, and we made great, great strides over the last four years, which I'm proud of, so this is more of a sort of microcosm of that smaller, you know, issue, but let's see what we can do.

City Manager Iglesias: But it hasn't gone unnoticed and we're taking care of it.

Vice Mayor Mena: Okay.

Mayor Lago: Thank you.

Assistant Finance Director Kleiman: And as the Manager mentioned, the new structure is included in this budget, the new titles in Communications.

Vice Mayor Mena: Got you.

Assistant Finance Director Kleiman: Okay, so one last item to talk about on this slide, the health, is the increase of \$1 million, and that is an 11 percent estimate from the -- our insurer. Expenditure changes affecting the budget. This is on the operating side. Professional services, decrease of almost \$400,000. These are one-time items that were in the budget. Most likely, most of them were re-appropriated from prior years. There might have been some one-time items in there that were approved in FY-21 that are not included in FY-22. Repairs, maintenance, utilities up \$182,000. Parks up \$361,000. Equipment replacements, all of that is one-time items. They're re-appropriations. The \$250,000 also. Contingencies, that's where we stored a lot of the funds that we used, the soft reductions and some of the funds for collective bargaining, and we resolved one contract with Police. So, it came out of contingency and was added to the salary line. Grants down 495 -- \$97,000, also one-time items. Fleet equipment replacement, that one point -- almost \$4 million of re-appropriations from prior years. And non-operating also one-time items. So, the total reduction is \$4,461,000. The total operating budget, \$177.7 million. Personnel benefit analysis, total salaries, \$74 million, this includes overtime in it, whereas the previous slide shows \$71 million. The overtime was on a separate line. This includes both of them. The benefits at \$48 million. Total salary and benefits, 122. And total percentage of salaries of the operating budget, \$68.9 million. Employee classification, 846. This will be the third year in a row that we are keeping the headcount at the exact same level. There have been changes up and down within it, but we're keeping 846. Now, the American Rescue Plan - Before we go into this slide, I'd like to switch over to the slide that shows all the detail of the Capital Improvement Plan for the items that are being funded in FY-22. The Commission saw the previous version of that, and now we've added a considerable amount of money to it, because we've included ARPA and we've included the sales of some properties, so we're going to switch over to that slide right now. Okay, so if you see here the font that that is in the blue color, those are all the changes that have occurred since the last time we met. So, you can see in Fund 310, the Capital went up by \$3.8 million. The ARPA is eight and a half million dollars. Roadway, we got an increase of \$75,000. Impact fees, we are looking for the Commission to obligate almost \$1.4 million additional that is available impact fees, and they're going to where they are dedicated based on the impact fee ordinance. Okay, now to go through some of the detail. We used \$300,000 of the new funds to make Fred whole on his Capital matrix. Originally, when we balanced the budget for the July 1, we promised that we would do our best to get the matrix up to where it should be, and that is what we're doing here with adding the \$300,000 to it. The same thing for the radio system matrix, but we're not giving it everything that they want, we're adding another \$162,000 to bring -- to make them a little more whole. ADA remediation, we were funded, I believe, \$100,000. As of July 1, we're adding an

extra 50 here. The city-wide environmental remediation, which is the site -- the incinerator site over 72nd, we're covering the first piece -- the first phase of that, and there'll be -- there's more to come and that'll be funded in subsequent years. The energy and water efficiency at facilities, we've funded, I believe \$100,000 before now, and now we're up to we're up to \$140,000. The purchase of land which I know is very near and dear to the Commission -- the request was \$500,000. That was the agreement. We said if we can do it every year, we try and do that out of the City's General Fund money, we could not do it again. However, we have the sale of the Doctor's lot, and by the Commission resolution, \$875,000 of that sale goes to purchase of land. So, we are obligating that money, putting it in that project. It will not be spent until the Commission approves purchase of land.

Mayor Lago: If I could just say something about that.

Assistant Finance Director Kleiman: Sure.

Mayor Lago: I think we've made it -- I've made it very clear, along with the Vice Mayor and my colleagues on the Commission, how important parks is to the city and how obviously we know how Commissioner Menendez feels and Commissioner Anderson feels about green space and Commissioner Fors. This is one of my biggest priorities in the city. The Vice Mayor has said that amenizing these parks to the proper level is the minimum we can do for this community. So, to me, it hurt me a little bit to see a \$500,000 reduction. And when I went to the City Manager -- and I'm telling this to everybody, so they understand that this community -- this -- all the employees, our City Manager, our City Attorney, our City Clerk, everyone took a step forward and said, cut from what we love the most. So, when you see that number of 875, that's not the real number. That number was negotiated over two years ago from the sale of a lot. And it represents a quarter of the sale of a lot. Other proceeds are going to other obligations like public safety and other things that the Manager has detailed as immediate necessities. So, that number should really be close to \$1.375 million, correct? So, that money is critical. I hope that next year we can return it back to the \$500,000, even though there is a significant shortfall next year, obviously, as a result of COVID. I just want to put it out there because it's important that we try to bring that \$500,000 back.

Assistant Finance Director Kleiman: Right.

Mayor Lago: Because we're able to identify, for example, that piece of property that you're currently negotiating, that this Commission requested to negotiate on 37th Avenue, that those are properties that come once in a lifetime and when they come, we have to buy those properties, because the residents in those neighborhoods deserve at a minimum to have the same entrance features that you have on Coral Way, that you have on 8th Street, that you have in certain areas of our city that they should be beautified. They should be beautified. So, I wanted to put that on the record, so people understand the cuts that were made here were significant cuts, and they were cuts that went against some of our best interests or most important interests in the city.

Assistant Finance Director Kleiman: We definitely understand that, and we will do our best going to FY-23 to restore...

Mayor Lago: This is about teamwork.

Assistant Finance Director Kleiman: Absolutely.

Mayor Lago: This is about teamwork as a Commission, as employees. We have to come together. And I want to put it on the record, because when we sit down with employees and we sit down with residents and they say, "Oh, you can't do this work until next year," you know, we just -- we had a significant shortfall this year as a result of COVID and we're going to try to get to as many things as possible, we have to budget appropriately because it goes back to, you said in the beginning, we want to limit our debt, because it's not about us currently who are maybe sitting here for two or four years, it's about the future and ensure that the City is not put in a financial position that could be catastrophic for years to come. Could we spend the money via debt, of course we could. We could find the money.

Assistant Finance Director Kleiman: Right.

Mayor Lago: But to me that I think is, it's not a one to. Is not the way to go, right?

Vice Mayor Mena: Thank you for saying that, because trust me, when we first met on this, I kind of asked Keith to see if you could find a way to get that number to where we'd like it to be, and he did his best, but there's only so much you can do given the shortfalls, but you're right, we've talked about it before, or you know. This is not the federal government, were not going to put these things we'd all love to do the credit card, if you will. We take a lot of pride in doing things in a really fiscally conservative fashion, we've been making great strides on that front, what you've talked about recently. So, it's tough. It's hard to look certain residents in the eye, when you hope to deliver on something by a certain time, and I have to tell them it's going to take a little longer than you'd like. I think everybody understands obviously, that we're kind of dealing with an unprecedented situation over the last couple of years, but the one thing I hope, as much as it hurts me to compromise on that budget on parts, for example, I won't compromise on, you know, being fiscally conservative and budgeting things the right way, and debt, and our own fund liability. So, I'm happy to say that we're in a great place on those things, despite the obstacles that we've had the last two years.

Assistant Finance Director Kleiman: And I can tell you we really appreciate that understanding as we move forward and get out of way out of this pandemic, honestly.

Commissioner Anderson: And while you're interrupted, I'll interrupt you a little further. I totally agree with every comment you all have made, and I'm going to ask you before we get to the Second Budget Hearing, if we can. Mayor Cava has agreed to do a dollar-for-dollar match with us from the Rescue Plan, money for septic to sewer, and I know staff is looking into seeing whether grants can be used instead as opposed to the Rescue Plan. I'd like you to get back to us even before the next Budget Hearing is let us know where we stand on that issue in case we need to adjust which funds are used where. Okay.

Mayor Lago: Perfect.

Assistant Finance Director Kleiman: Okay, now on the same topic, with the purchase of land, we are appropriating in this budget \$487,000 of impact fees that are restricted for purchase of land, that's another one of the resolutions that go back...years, I think it was 2017 maybe?

Mayor Lago: So, I think it's important if I can just add something that for my colleague on the

Commission. That's a piece of legislation that I'm privileged to have written, and Vice Mayor, then Commissioner Mena, basically requested that we change, that we amend the piece of legislation and go 65-35, that's the one you are talking about, correct?

Assistant Finance Director Kleiman: Yes.

Mayor Lago: And I want people to understand, that's an important piece of legislation, because that's a funding source. I don't know if this perpetuity. I think it was, I don't know, a 10-year, 20-year window.

Vice Mayor Mena: No, I think it was perpetuity.

Mayor Lago: Perpetuity – that's going to bring significant funds to ensure that we can, not only purchase green space, but that we can also, like I said before, I amenitize it in a way that is conducive to the expectations here in the City. So that's a good example of it brought in over \$500,000, almost \$500,000 this year. That's a big number.

Assistant Finance Director Kleiman: That is. It does help us out, and I think the one for the Underline had the limitation on time, if I remember correctly.

Mayor Lago: Yes, that's right. That's for the Underline. Correct.

Assistant Finance Director Kleiman: Right. Right. So, now we are adding, if you add these numbers at \$875,000 plus \$587,000, so yes, we haven't met our obligation on the \$500,000, but at least we are lucky enough to have these other sources of revenue to help purchase park land. Okay, so bridge pairs, \$50,000 and 25 coming from roadway. So, we're funding that \$75,000. The alleyways -- We are at \$75,000, we were less, I believe, yes, we were less before, we're coming at \$75,000 for that. And pedestrian infrastructure -- Of the request of \$1.23 million, we are budgeting \$1.2 million, so we're almost there. Okay. The next one. Oh yes, the citywide street resurfacing program -- The request was \$500,000, and we're giving you \$500,000. I'm sorry, I can't read the whole thing, I'm going to move my laptop here. Now, the next one, which is, I know this was very important to Peter, because he got this directive right from the City Commission, traffic calming. One of the highest priorities in the city. We are on a five-year program, and we're funding one fifth of that, so we are right on schedule for this year for FY-22 to get started toward that program. Street ends beautification -- We're funding at \$100,000. The Street Tree Succession Plan, they requested 200, we're funding 150. Those are the recurring projects. Getting into the one-time or multi-year projects, the Wi-Fi capital, which is, honestly, very close, is tied to the next item, which is the broad band. We're using some of the ARPU toward this. This was infrastructure, it's one of their items that they specifically said that we can use the money for, so we're choosing to do that \$200,000 toward the Wi-Fi; \$1.862 toward the broadband Smart City technology. \$387,000 for facility impact glass installation, I believe the Youth Center, it would be the first stop for that. It's a metal canopy, that's the Public Works fuel station, that's just some of the design funds. The Cinema, which is that we have it down here, is a renovation of 240 Argon, this is the other obligation of \$175,000. We already funded them 175. This is the other half of that obligation; they only get it if they meet their obligation of the donations they are supposed to receive. City Hall complex. The request is \$576,000 for the assessment. We are matching that. We're funding that now. Again, I'm just going through the changes. The structural preservation assessment facility facilities, \$113,000 we're funding that. Menorca Garage

construction, which is Garage 7, we are funding the contingency for that. Ponce Circle Park -- We are actually over-funding this by, I think about 123-\$143,000, the total amount we are funding is, \$3.9 million. And that will cover Phase 1 of Ponce Circle Park. Phillips Park -- We are covering the request of \$1.7 million, I believe, let me just make sure. Yes, \$1.7 is what we are covering.

Vice Mayor Mena: Why are we over-funding that, Ponce Circle?

Assistant Finance Director Kleiman: The Ponce Circle -- Again, it was ARPA, and we had a small balance left over opportunity to use, so, we put a toward that project. It's going to be used in Phase II, we're not funded yet, so anything we have left and will just go towards Phase II.

Commissioner Anderson: How much is it over-funded?

Assistant Finance Director Kleiman: \$143,000. We have to keep in mind, we are trying to use the money in large projects, because the ARPA will require different procurement.

Vice Mayor Mena: The what money, I'm sorry?

Assistant Finance Director Kleiman: The ARPA money will require different procurement, which is typically more expensive. So, we're trying not to spread it out to a lot of different projects which will affect the City's finances, so we want to try and aim toward significant, like most of the funding of a project will be the ARPA money, so we're not spreading it out and spreading that pain across many projects.

City Manager Iglesias: The ARPA money is going to require federal procurement, so we don't want to spread out over small projects where we have federal requirements on every one of those projects. We want to put it on certain projects to minimize the federal procurement process, which is very expensive, and so we certainly want to keep it in amounts that can be used effectively throughout the project and not have many projects with federal procurement.

Mayor Lago: Things like... I imagine that, obviously, will only increased the cost. By the way, I forgot a few calls from text messages from residents telling me that they can't see this on the screen. What they're seeing is the operating budget oversight slide.

Assistant Finance Director Kleiman: Michael, can you make sure that this document is being shown on the screen and on Zoom.

Mayor Lago: And I want to make sure that, I know we are on first reading, but I want to make sure that all the documents and everything we're showing today is available for public consumption after.

Assistant Finance Director Kleiman: Yes.

Mayor Lago: In one way or another. You can lock all the Excel spreadsheets and everything, but I want to make sure they can see it.

Assistant Finance Director Kleiman: Yes. The budget discussion, that was...

Mayor Lago: But if somebody wants to see this, for example, because we haven't.

Assistant Finance Director Kleiman: This is already on Legistar, in a PDF version.

Mayor Lago: Perfect. Good.

Commissioner Anderson: I pulled it up from that.

Mayor Lago: You're one step ahead. I like it.

City Clerk Urquia: And Mr. Mayor, this is on Zoom.

Mayor Lago: Perfect. I don't know. I just got two text messages, saying they couldn't see it. I don't know why.

Assistant Finance Director Kleiman: Can they see it now? Has anybody responded to you?

Mayor Lago: No, nobody has.

Assistant Finance Director Kleiman: Oh, you see it now. Perfect. Okay, it's on Zoom.

Mayor Lago: Okay, thank you.

Assistant Finance Director Kleiman: Thank you, Michael. Okay, so where were we?

Mayor Lago: What are we doing in all the tennis pro shop and Salvador tennis? I feel like we've been doing that probably for four years. Every year is something. That's 61.

Assistant Finance Director Kleiman: Salvador Tennis – I don't think we're funding that one. No, we're not funding that one.

Mayor Lago: No, we're not funding. Okay.

Assistant Finance Director Kleiman: We did not fund that Now, Venetian Pool – The Venetian Pool was funded from General Capital Improvement. We move that over to ARPA, and we freed up money there, and that's how some of the other items are being able to be funded, that's the \$1.75 million.

Mayor Lago: That's resurfacing the pool, correct?

Assistant Finance Director Kleiman: Yes – and the structural renovation on the bottom of the pool.

City Manager Iglesias: We have some floor issues, concrete issues and is substantial, but the entire amount would be ARPA, so we don't spread those small amounts to the project. So, we have federal procurement there, but it would be for that one project and not many projects.

Assistant Finance Director Kleiman: And we are using \$2.3 million for the development of Fire House 4, because then we were a break ground in this coming fiscal year. Fire Station 3 repairs is a

small item, \$40,000; last mile transit stop improvements, the \$205,000 is our city match.

Mayor Lago: So, can I ask you a quick question about 60 Coco Plum Street lighting. Is that funded, or no?

Assistant Finance Director Kleiman: Yes. the first phase is funded for 55.

Mayor Lago: Phase I, correct.

Assistant Finance Director Kleiman: And the second Phase will be funded next fiscal year.

Mayor Lago: So just so you are aware, please speak with the Manager and staff, so I've been working on that project with the residents, and they're actually going to a vote now for probably what, four years now, and they're transitioning from the city to FPL, which is important because my understanding and I know that Hermes can probably give you a more background on it. It's going to save the city significant money every single year, resulting from less maintenance, am I correct?

City Manager Iglesias: Mayor is less maintenance, it also provides FPL with that infrastructure at their responsibility, so it takes it off the City having to go and address this issue, it frees up staff along with saving significant money a year. So, it's a good project and please, maybe you can address some of my colleagues on that on your own time, so they can be a little more aware of just in case one of the residents reach out to them, but we're working on it for about four years now.

City Manager Iglesias: Of course, Mayor.

Mayor Lago: And it's about to come to fruition, which is a good thing.

Commissioner Anderson: And I believe it's also quicker for FPL to service as well.

Mayor Lago: Yeah, I imagine in a catastrophic situation, the city's got to address it versus FPL, which actually has the wherewithal and the tools to address issues and something of that magnitude.

City Manager Iglesias: If we have storm surge and damage it becomes FPL's responsibility, who do pole work all the time, that's not really our expertise.

Mayor Lago: Sir, thank you.

Assistant Finance Director Kleiman: Okay. So, the next item, \$205,000, city's match to a, I believe it's a one-million-dollar grant that we're getting for last mile transit stock improvements. There is a \$30,000 shortfall for Miracle Mile, its minor work that has to get done, so, we're funding that. And that is the end of the use for...

Mayor Lago: What is that Miracle Mile streetscape shortfall for \$30,000, is that repairs?

Assistant Finance Director Kleiman: I think its landscaping. I think is a small amount of electrical work and some landscaping. I think that's really about it. Just one more thing on Fire House 4. Yes, so of these impact fees of \$252,000 going toward that, because I only mentioned the ARPA funds, I

just want to go back to just revisit this \$252,000 going for that. Phillips Park is using \$539,000, was \$540,000 of enhancement money from – that's part of the \$35,000 and some left-over funds that was pre the resolution, so that's being used up here.

Mayor Lago: Did we fund anything for the San Amaro/Miller circle improvements that we have been talking about for some time?

Assistant Finance Director Kleiman: I don't believe so.

Mayor Lago: I'd like to sit down with a Manager and staff, but Public Works Department before second reading to make sure we discuss those improvements in the current situation that we're having.

Assistant Finance Director Kleiman: Okay.

Commissioner Anderson: On the Miracle Mile lighting, can you provide us a little more detail on what type of lighting has been installed.

Assistant Finance Director Kleiman: Well, I think the lighting is there. This might be a small adjustment to it. I don't know if Public Works has the information right now Hermes. Do you know what the short, the \$30,000 amount for Miracle Mile?

Director Diaz: I think that's landscaping.

Assistant Finance Director Kleiman: Mostly landscaping.

Director Diaz: [Inaudible]

Commissioner Anderson: Maybe we can follow up on the lighting on Miracle Mile in between this meeting and the next.

Director Diaz: We'll do that...[Inaudible - off mic]

Commissioner Anderson: Okay.

Director Diaz: [Inaudible – off mic]

Mayor Lago: I'd like to meet with you before, potentially next week, if possible.

Director Diaz: Sure.

Mayor Lago: Maybe with the Manager, so we can discuss San Amaro and the Miller circle. Thank you.

Assistant Finance Director Kleiman: So, this is what we're proposing for the additional funding that has come through since July, the July 1st budget. Now, going back to the presentation. Michael, if you can put the presentation back on Zoom and the big screen here in the Commission Chambers. Okay, okay. So just as a summary, for the American Rescue Plan Act, known as ARPA, \$8.5 million

dollars; \$2 million dollars is going to broadband and Wi-Fi; \$87,000 is going for impact installation for that, the Youth Center impact windows; Ponce Circle Park is getting almost \$2 million dollars; Venetian Pool is getting \$1.7 million dollars and Fire House 4 construction is getting \$2.3 million dollars. Okay, now, so we've actually talked a lot about Capital, I'm just going to read off for the sake of the residents, anyone was just listening, the category totals to the Capital Improvement budget that is funded for FY-22. Capital equipment, \$4.3 million, almost \$4.4 million; facility repairs and improvements, almost \$2.3 million; historic facility repairs and restorations, \$3.7 million; motor vehicle replacement and additions, \$3.4 million.

Mayor Lago: I'm sorry to interrupt.

Assistant Finance Director Kleiman: No, no, no, please, please.

Mayor Lago: We need to highlight, one item that we're doing here, in regard to White Way Lights restoration.

Assistant Finance Director Kleiman: Okay.

Mayor Lago: Can you explain a little bit about the magnitude of that project, is it at 50 percent funding? How much of the project are we funding, because this has been long anticipated and it's something that is incredibly important to the history of our city, so.

Assistant Finance Director Kleiman: Right. So, this is, it's being done in phases. The \$687,000 was actually discussed with the Commission of the first time we ask permission to use art in public places funds. And just to remind the Commission, you asked us, please for the next year and maybe after that, if it was not used Art in Public Places, and that's going to be our goal to transition into more of the general use funds, but that's how it's being funded for FY-22. What is actually being included in that phase, we'd have to bring up Public Works.

Mayor Lago: That's fine. The reason why I wanted you to talk about it, because I want to memorialize again, this is another example of a compromise.

Assistant Finance Director Kleiman: Yes.

Mayor Lago: Where we are unhappy with the funding source, because I think even though I consider this some sort of art, because of the beauty of the actual pole. I'm willing to move and start the restoration a year early because it's in such deterioration. And when you drive, for example, down Bird Road and Granada it's embarrassing to see the poles out there. So, I really want to make sure that we move forward as quickly as possible, I know that staff is working on this, so we can start taking some action on this issue before it continues to only get worse.

Assistant Finance Director Kleiman: Okay. Parking improvements, \$44.3 million. As we know, \$42 million of that is for the Mobility Hub. Parks and Recreation repairs and improvements, \$9.6 million. Public safety improvements, \$3.4 million. Transportation and right-of-way improvements, almost \$4.6 million; and utility repairs and improvements, \$9 million. The total Capital Improvement budget, \$84.7 million, of which you'll recognize the number of \$81 million being Capital and \$3.6 million is automotive, and that's in the operating budget. We are proposing a 5.559 mill rate for the city's tax

rate. It'll be the seventh consecutive year that we maintain that same rate. If you take a look at our average Homesteaded property, \$725,000, and we look at just the city's portion of the tax, the tax would be \$4,000, compared to last year's, \$3,900,000, and that's a \$117 increase. Now, all you have to consider that there's a good number of people here on fixed incomes, and their homes are typically the wines they've been Homestead for a long amount of time, so I took a look actually, and some of those type of homes, their taxable values are more than \$250,000 range, to take off a third of this, two-thirds of this, and that's what the increase would be to some of the more modest evaluate homes. So, it makes a big difference to those looking at this. This average value is given to us by the county, it includes new construction, it's sort of not exactly a very pure number, it is the best we can give, so it may be high for most of the people in the northern part of Coral Gables. Now, if you take those values and apply it to the five full-service cities, you can see that Carl Gables, other than Key Biscayne, is the cheapest in taxes for the same value home. Okay, this is a very important point, because people think our taxes are high, our values are high. The tax rate here is really a modest tax rate.

Vice Mayor Mena: For the benefit of the public, that's because Key Biscayne has a lower percentage of Homesteaded properties. You have more vacation homes and things like that, right.

Assistant Finance Director Kleiman: Yes. Yes. And then also, they do not have the pension.

Vice Mayor Mena: Right.

Assistant Finance Director Kleiman: That makes a big difference. Coral Gables properties by type - there's just under 20,000 properties. 52.1 percent are Homesteaded; 33.7 percent are non-homesteaded, both residential; commercial, 8.9 percent, and all others, 5.2 percent. Now, the property tax revenue generated by those properties. So, for Homestead residential, 42.2, this is of the \$95 or \$96 million revenue that we're bringing in; non-homesteaded properties are bringing in 27.2; commercial, \$18.6 million, and all others, \$7.7 million. This is that same information just in a pie chart for those who like to see just the visual representation. The ten municipal millage rates for the five full-service cities. Carl Gables, as you can see, is second to lowest, which is what we want to be to be, see the arrow in the upper right-hand corner, good is down. The only one below us would be Key Biscayne, and this is just based on the city tax. The next slide is based on the total tax and all of the municipalities in the county, and you can see Coral Gables stands at number 11. These bars in blue are the full-service cities, the only one lower than us would be Key Biscayne. Once again, my favorite slide, and it has been in the 11 years I've been presenting the budget, is this very tax dollar that our residents pay. Coral Gables, it's 29 cents; and we all know that we give the vast majority of services to our residents. And if you ask most residents, when was the last time they had to get in touch with the county for anything? Most of them, absolutely not that they would never have to do that. So, this is, they're getting a good bang for their buck. For the county its 32 cents; regional is two cents, and it's 37 cents for the School Board. The annual pension contributions -- So the arc, the required contribution is down from last year at 23.8 to this year, 22.7. The extra payment is going from \$5 million to almost \$7 million.

Mayor Lago: And I think that -- I want to stop there one second. That is incredibly important that we spend a moment amongst the Commission and our staff to really focus in on that number. That is a commitment to our employees, and by making a commitment to our employees with me and coming into our residents. Because they provide the services that our residents love so much. So those \$7

million is a testament to our combined effort, to not only provide the best services, but to be as fiscally responsible as possible to ensure that mistakes that happen in the past, that even though we're paying for them today, we could have taken the easier route and run up the credit card, like it's happened in the past, but we're making the prudent decisions to ensure that the future is viable. So, I think that moment just so people understand, and that we don't have to spend those \$7 million, we make that investment in the future viability of our city. And I want to thank the residents and the employees for having faith that we're going to come through for them and that we're going to ensure that their pensions are taken care of.

Assistant Finance Director Kleiman: Right. And I just want to repeat what we said in the budget discussion earlier, that 10 to 12 years from now, I know it sounds like a long time, but it's going very quickly, we will be out of the unfunded liability, we will be free and clear. That's the goal at this point. It's a projection, yes, if the market remains doing what it does, and also if we keep doing what we're doing by funding all of any new assumptions that come up with the pension, we fund them ahead of time.

Mayor Lago: Another Commission will enjoy \$20-plus million dollars of...

Assistant Finance Director Kleiman: You never know who's going to be back up and is still on the board.

Mayor Lago: You never know, but at the end of the day, they're going to be a lot more free.

Assistant Finance Director Kleiman: But hopefully, you never know what you want. But again, to have, by that point, the \$30 million you're paying, now it's going to be higher, because we're indexing it every year, so you're going to have all that recurring revenue to decide what, that Commission, we'll have all that. What do they want to do with it? The funding ratio, the pension plan -- As I mentioned also earlier, we are at almost 69 percent, and that's a long way from the low in 2012 of 51.6 percent. We've come a long way, okay, and I have to thank the Commission for that, because this is one of the ones that you guys pounded into us. We had to take care of this, and it's one of the things that we knew we had to, and this is how we addressed it.

Mayor Lago: That started a long time before any of us were on the Commission, by the way. That started back when Vice Mayor Quesada and Mayor Cason really started this process and they set an example on this type of commitment. So, they deserve a lot of the credit. And I want to make sure that they receive that.

Assistant Finance Director Kleiman Okay. And the General Fund Reserve analysis, we are at about 20 percent. Okay, we know that the money that is owed to us from all of the funding sources out there, and that's a FEMA, and it's due to Irma, CARES is FEMA ARPA money that's still coming in. So, we have covered all of the amounts that we know will not get reimbursed. So, technically, we are just waiting for the money to come in, and when it comes in, we'll be at 25 percent. And that is the end of the presentation. If there are any questions that the Commission has, I'll be glad to answer any questions, if not, then the first in the ordinance for the taxes and Miriam will, the City Attorney will cover that.

Mayor Lago: So, I have two requests for the second budget hearing. I would like for you and your

team to put together, maybe showing from last year or potentially the year before, what departments have gone over budget, and where have you seen the most overtime? -- because I want to start reviewing a trend year in and year out to monitor those departments. I want to understand what we're spending too much money, whether it be overtime or whether the department goes over budget. Again, if it's an emergency issue, it should be documented as an emergency issue, and I know we are very careful. But I want to make sure people understand, that this is not because I'm looking for anything. This is because, I mentioned to the Manager, and like I mentioned to you, and I mentioned to Diana very, very clearly, we need to celebrate and we need to be a lot more diligent and clear when we're doing a great job, when I say we, when staff is doing a great job, and I think that we fail, and I told you, I think that we fail on doing that, because we should be celebrating a lot of the good things that we're doing, and sometimes in these meetings, we just rush through. If everybody wants to go home and we don't spend the appropriate time to really showcase. And I know it's boring, nobody wants to talk numbers, but at the end of day, you want to put it out there so people understand. For example, that 25 percent, you spend time to explain that we're at 20, but we should be at 25 as per the Commission's legislative actions in the past, and now people will understand. Okay, we're not a 25 percent because we're owed certain monies from the state as a result of the past hurricanes and clean-ups and different things like that. So, I'd like to see in the second budget hearing, where do we fall short and where are we going over budget in regard to certain departments. And see why are we potentially going over budget in those different budgets? The second thing that I like to put on the record is, this year we had an \$8.2 million shortfall, obviously as a result of COVID, correct.

Assistant Finance Director Kleiman: FY-20.

Mayor Lago: Yes, and we're looking now at 12.6. Moving on to next year, God willing, God willing, we come out of this gloominess, I want to make sure, and I'm expecting property values to continue to rise, as I've spoken into the Property Appraiser, there's always a lag in the numbers, as you know. I want to make sure that we just don't absorb those \$12 million. I want to make sure that we clearly show where those monies, since we've tightened our belt to make sure that we can balance our budget this year. Once you go back next year and the budget comes out, I want to understand, look, we had \$12 million, we had a delta of \$12 million, we used that monies to do the following things, because we went back to normal as a result of our funding streams. That's something that I want to do every year, because I want to show the residents that our budget was X, and now we're at Y and what are we spending that delta on? And I think it's important to show that.

Assistant Finance Director Kleiman: Any other questions?

Commissioner Menendez: My only comment, and sometimes I work backwards is, I commend the city, the administration, the work that you and your team do, because in such difficult times, I was working at the City of Miami, 2008, 2007, 2009 when the bottom fell out of the economy, and they were in crisis mode, and the measures they had to take were drastic. And we've weathered this storm so far and maintained things stable, to the point where our residents really haven't felt the impact on our city to be able to provide services. So, I commend the professionalism by which you all conduct business day-to-day. My concern, it's not really a concern, but I think it's important to have an awareness. I'd like to know, and it's partly, let's say in the area of Community Recreation, are there events, are there activities that, not because of COVID, but because we've had to tighten our belt, things that the community's gotten used to or enjoy traditionally as families that, perhaps we put on the back burner, because we've had to tighten their belt, because those are things that there are a lot

of different issues and items that we may want to discuss, how can we find funding for them, because at the end of the day, it's difficult enough to weather this pandemic storm, but if we can maintain as much as possible and Community Recreation is doing a phenomenal job, I'm in awe of your work, is that the more we can keep things, I don't know how to describe it, community-based, the easier it is for everybody to weather the storm together. So those are the things. I just want to see, are we missing out on things that we can provide the community that perhaps we can find creative ways in a fund.

Assistant Finance Director Kleiman: Okay.

Vice Mayor Mena: Are we budgeted for fourth of July?

Assistant Finance Director Kleiman: Yes. That was the first event that we put back in the budget.

Vice Mayor Mena: Good.

Assistant Finance Director Kleiman: And it hurt.

[Laughter]

Mayor Lago: What was the budget number? I think it was like...

Assistant Finance Director Kleiman: It's over \$100,000. I don't remember the exact number, but I can get it for you, for Fourth of July – 175.

Mayor Lago: It's a big number.

Assistant Finance Director Kleiman: Right.

Mayor Lago: But it's a signature event in the City of Coral Gables, and I got so many calls. I know that we all got calls, are we being cheap, I go no, we are not being cheap, we are being safe. We have a lot of people who don't live in this community who come into our community, and I want to make sure that we do everything in our power. That was not an easy decision, not only by this Commission, but by the Manager and his team to cancel Fourth of July, because it's such a special holiday as Americans.

Assistant Finance Director Kleiman: Right, but they were cut, and we couldn't afford it. Cheap is not the word. Honestly, we could not afford it and it was unsafe.

Vice Mayor Mena: And we also didn't have the luxury of knowing whether we're at the time we budgeted for that year, what was going to be going on.

Assistant Finance Director Kleiman: But it is back in the budget for FY-22.

Mayor Lago: Even though we couldn't afford it, we would have found the money. We would have found the money if it was safe, but it wasn't.

Assistant Finance Director Kleiman: Okay, exactly. Any other comments from the Commissioners?

City Attorney Ramos: Before I read the items, Mayor, public comment.

Mayor Lago: You have anything to say, or no?

Commissioner Anderson: No, no -- water pipes were working incorrectly.

Mayor Lago: No worries. Mr. Clerk, do we have any public comment?

City Clerk Urquiza: Yes sir, we do. We have two members of the public requesting to speak. First is Mr. David Perez.

Mayor Lago: Mr. Perez, good evening, the floor is yours.

Mr. Perez: Good evening Mr. Mayor, Commissioners, Mr. Manager, my name is David Perez, I'm representing the Coral Gables Professional Firefighters, IAFF Local 1210. The reason we are here this evening is to discuss firefighter staffing. This proposed budget calls for no increase in the current level of firefighters. Page 15 of this budget presentation has it at 139. Page 13 of the official proposed budget also has current staffing levels at 139. Page 339 in the department specific information of the official proposed budget also list that number at 139. As all of you know, we've brought this to you privately in our discussions. We brought it to your attention. Today as part of this budget meeting, we are asking for two public safety items. First and foremost, two additional firefighters to fully staff the ladder truck, as promised to the residents and the Commission at the time, as part of the Agave Project. Secondly, allocation of funds to be reserved for new personnel and new apparatus for the opening of Fire House 4 in March of 2023. As mentioned, we've met with each of you and shared the history of the Agave Project. To recap, the fully staffed ladder truck, those two additional firefighters were part of the original development agreement because of the size and scope of that project. As a reminder, that project is an entire city block. It is 1.1 million square feet with every possible zoning classification there is. You have mixed-use, you have commercial, you have hotel, you have residents in that property. The memo written at the time by the Fire Chief called for the additional firefighters and put a price tag of \$600,000 in 2017. Here we are five years later and no additional firefighters. The 2018 agreement was amended by removing the public safety memo and eliminating the need for all those additional firefighters. There was an agreement where the developer would pay an additional \$2.7 million dollars, which was to be used for public safety first, as stipulated in the contract, and then public art, but instead, that was used to fill holes in the funding of the new Public Safety Building and then to go to art if there was any available. At tomorrow's Commission meeting, there is an item related to those additional monies. Additional staffing for the ladder truck is important for two reasons. First and foremost, we are currently not meeting NFPA 1710 standard for the organization and deployment of fire suppression operations, emergency medical operations and special operations to the public by career fire departments when it comes specifically to high-rise fires; and secondly, the Commission on Fire Accreditation International, a peer review agency also had findings related to our staffing levels. Number one, on NFPA Standard 1710, it states, for any buildings 75 feet or more, which are seven stories, the initial attack of the incident requires 43 firefighters. There are currently 32 firefighters on duty each and every day in this city, and again, that number has not changed since 1993. We are short 11 people right from the initial call. This is a matter of public safety for the residents, we provide the service to, and for the men and women who respond to these calls. At the end of the day, we want to make sure our residents are safe, and our members

go home to their families, like we all wish to do. There are a number of assigned tasks that must be accomplished at a high-rise fire. There is water supply, there is fire attacks, search and rescue, ventilation, evacuation of the building, elevator control, medical care, accountability of personnel, safety and staging, equipment transfer and many more. By not having 53 firefighters, the possibility of not meeting the required task is very real and very high. Secondly, the accreditation report – the Commission on Fire Accreditation International, the peer review group has designated the department a Class 1 Fire Department, but within those findings, there was one glaring public safety issue that must be addressed and I will quote from the accreditation report. Their finding stated, “the validation team noted that based on current and future risk within the community, associated with technical rescue and the addition of new and planned construction, there are a considerable number of areas, including waterways, city and county infrastructure and structures that the department is not currently trained and equipped to safely mitigate. It is recommended that the department identify and enhance operational capabilities to address the known risk within the community that are currently fully dependent on mutual aid response.” That is from page 13 of the Accreditation Report, close quote. Now we’ve heard many reasons why this can’t be accomplished, why we cannot get to 43 firefighters. First and foremost, the first argument we heard was mutual aid and as I just stated, you cannot depend on mutual aid as a full backup. NFPA 1710 has a 610 second benchmark for arrival of mutual aid units, that has never been met in the past. And would just quickly go over some of the fires we had in the past. In 2006, we called for mutual aide, first unit arrived 17 minutes later. The last unit, 55 minutes later. 2014 – 30 minutes for the first mutual aid unit to arrive; 2016, 18 minutes for the first mutual aid unit to respond; 2019, 20 minutes, and a total of 18 units were requested for a fire we had in the City of Coral Gables. Call volume – that was another reason we heard as to why not. Our city’s call volume does not call for 43 firefighters on duty each and every day. The standard does not make exceptions for call volume. It is based on high-rises seven stories or more. That is the standard. Just recently we heard station bed space capacity, there wasn’t enough bed space for the additional firefighters. There is plenty of bed space. Station 1 and Station 3 has available bed space, and we would work with the administration to make sure this gets done. Another one – we need more medics. If we need more medics, paramedics, hence more rescues, why is there a new truck coming online. We understand that there might be a memorandum of understanding that has been signed between the department and the State of Florida for additional grant funding to supply or to be able to provide a technical rescue truck, another fire engine. So again, the question is if we need more paramedics, if we need more rescues, then why are we getting another fire engine. The last one we’ve heard is, we need more time. They would like an additional three years to try and achieve the 43 firefighters on duty. Well, five years has already passed since that development was signed and called for two additional firefighters to fully staff our ladder. Now the cost. I will get to cost solutions later for you all to think over and possibly implement to try and fund the additional firefighters. Fully staffing the ladder is priority number one in this immediate proposed budget. Second, for this proposed budget is meeting the NFPA standard of 43 firefighters on duty. Again, the allocation of new personnel for the opening of Fire House 4 has to be included in this budget proposal. We are not asking for a full 43 firefighters’ day one when that Fire House opens. But we need to account for a new fire engine and new personnel in 2023. Eventually in subsequent years, new apparatus, including a new rescue should be planned for in the coming budget years as well. All of this additional staffing on the ladder and new personnel to increase staffing levels with the opening of Fire House 4, is needed to comply once again with NFPA standard 1710 and to also address the findings in the Accreditation Report. As to the cost. Possible solutions for you all to consider or implement moving forward. First and foremost, amend the Agave Development Agreement once again, to allow for any excess money that developer contribution, that \$2.7 million dollars that may become available as of tomorrow’s agenda, to go

towards public safety, to those additional firefighters. Create a new one percent ordinance on all new construction for firefighter staffing. It was done for art in the past. There is a one percent public art fee, the same should be done for firefighter staffing to eventually get us to the 43 firefighters. We heard about the American Rescue Plan, the \$8.2 million dollars from the federal government. That money does call for public safety use. In our discussions with the Budget Department, they said it is city policy not to use that money because it is one-time revenue and the firefighter staffing is a reoccurring expense, and I understand that. Again, that is city policy.

Mayor Lago: Can I ask you a question?

Mr. Perez: Yes sir.

Mayor Lago: Why would you bring that up then?

Mr. Perez: Because that American Rescue Plan money allows for public safety use. It is up to you all, you all set policy Mr. Mayor.

Mayor Lago: It's not an issue about policy, it's an issue about our team, our Finance team. We listen to our Finance team, and they give us the guidance. So, when you stand up here, its misleading when you make a comment like that. Please finish.

Mr. Perez: Once again, the Rescue Plan money does allow for public safety use. Lastly, we can use General Fund Balance. To quote from the CAFR (Combined Annual Financial Report) report of the city, from page 3, the city has no general obligation bonds outstanding. From page 12, the city budgeted \$160 million dollars in General Fund Revenues, that actually came in at \$169 million. The city budgeted \$160 in expenditures; it actually came in just \$148 million. So, in essence, there was a budget surplus of \$20.14 million dollars at the year's end. The total General Fund Balance is a little more than \$69 million dollars.

Vice Mayor Mena: Can you explain that again.

Mayor Lago: I want to stop for one second.

Vice Mayor Mena: You lost me there.

Mayor Lago: So, before we even get into that. Keith, you heard those numbers, you are the expert, please explain, because this is not the first time this happens. I was given a book and I met with the Fire Department and the Fire Union, and I imagine everyone was given the same book. I reviewed that book. There are a lot of things that I am not privy to, based on my background, I don't think anybody else's background here, on NFPA and other standards that were stated. I decided to take that book and meet with the Manager and meet with staff to understand where we were falling short and what we could do to address these needs. I found out a lot after those documents were reviewed by the Manager and his team. Certain things that were included that were incorrect in that document, like the memo that was amended, like the impact fees which were not actually impact fees that were stated there. This gentleman just made a comment about our finances, I would like for you to please correct that on the record or state that his statement is correct.

Budget Director Kleiman: One thing – Diana has a response prepared, but to those numbers, until I see where they are coming from, it's hard for me to say if they are accurate or not. They sound very, very high, I mean a surplus of \$20 million. I don't really know where they are coming from. I'd have to look at them and how that interpretation is being made, but I would like to ask Diana to come up and talk about it.

Mayor Lago: Let me tell you why I say that, because we need to be incredibly careful about what we say in the public, because we say today then starts snowball that we are not meeting the residents' demands here and that we have all this surplus money coming out of Covid, hopefully coming out of Covid, and that we are not meeting the needs in regards to our Fire Department, along with our residents. So, we need to be very, very, very careful and I think that these are discussions that you are having with the Manager, who in turn have those discussions with us and will also be dealt with as we continue to negotiate our union contracts. So, my opinion is, we can have this discussion here, but those numbers aren't vetted and if they are not vetted by our Finance Department, I don't think it's in the best interest of the city to have this full-on conversation on numbers that you didn't give to us before the meeting. I can't vet those numbers today, and you have our Assistant Finance Director telling us that he needs to look at those numbers, and if you are having an issue and you can't tell me that you don't know about those numbers right off the bat, I have a big problem, because you never told me one time standing up here that you'll get back to me, you'll look at the number and you say this is exactly what's going on with these numbers, and that's a concern to me. So, I ask you to please finish up and I also recommend that you have another conversation with our Manager, sit down with Raquel, if need be, sit down with our City Attorney and if you'd like, we can have another round of meetings with the Commission.

Mr. Perez: Okay. We have a meeting with the Manager scheduled for Wednesday and as to your point, Mr. Mayor, where these numbers came from, again, I will reiterate, this is from the city's CAFR report, page number 12, the city budgeted \$160 million dollars in General Fund Revenues, it came in at \$169.

Vice Mayor Mena: But you just sat through the meeting where you heard we have a \$12 million dollar shortfall this year, right.

Mayor Lago: You do understand that, right.

Mr. Perez: Yes.

Vice Mayor Mena: So where do you get a \$20 million dollar surplus, I guess is what I'm trying to understand.

Mayor Lago: That would be a flip of \$32 million.

Vice Mayor Mena: I'm just trying to understand your numbers, because they are not numbers that have.

Mr. Perez: What I'm saying is, the General Fund Revenues came in at \$169, they were budgeted at \$160; there was a \$9 million dollar surplus. The city budgeted \$160 in expenditures, and it actually came in at \$148 million. If you do the math that is \$20.14 million dollar difference between those

two numbers.

Mayor Lago: Would you like to address that?

Budget Director Kleiman: I don't have the CAFR memorized, but I can honestly tell you it's an accounting document and it needs to be interpreted properly. So, if, honestly, the union would come to us with questions before they present to anybody, this is what would help. Honestly, the public understand and then we vetted the numbers, we can't challenge them, we can say yes, we agree to these numbers. Right now, I can't.

Mayor Lago: This is what I said before and it goes back to my point. You brought a document to me that was probably 75 pages and I think you brought it to everyone on the Commission and you discussed your concerns. I immediately took those documents to staff and the City Manager, and we sat down and reviewed those for probably an hour. We reviewed them again today, correct, where you gave me responses page by page by page in regard to impact fees that were incorrect, assumptions that were made that were incorrect, funding that were made that was incorrect, memos from Chief Stolzenberg that were incorrect, NFPA documentation that again, can be misconstrued one way or another. This is not the place or the time to have this conversation. I know you want to put your comments on the record, and I fully respect that, but I think that if you want to have a negotiation on issues that deal with your union, I think you are in the process of that right now. I don't think that this is the place to potentially make some statements that could scare, not only our residents, but this community and I think that that's what we want to avoid. Madam Director do you have a comment?

Budget Director Gomez: Just real quickly. So yes, he is stating something out of the CAFR on page 12, that is correct, but in that sentence, it does not go on to say that we have transfers planned uses of those monies for other funds, so maybe its accumulated in the General Fund, those surpluses, but then they get transferred for use in the other funds. So, if you look on page 24, you'll see that there are transfers out netting \$19 million of the \$20 million that he's referring to, that was planned for use in other funds.

Mayor Lago: When were those planned for?

Finance Director Gomez: So, they are planned throughout the budgeting process, they are planned throughout the year. They are needed in the other funds. I don't have the detail right now.

Mayor Lago: They are obligations, a lot of them are obligations, correct?

Finance Director Gomez: Correct – and so the net change in Fund Balance for the General Fund was a one-million-dollar positive net change of Fund Balance that was reported when we presented the financial statements.

Mayor Lago: So, I will tell you one thing. I will tell you one thing. When I got elected eight years ago, the firefighters asked me to visit all the Fire Stations, every single one of them. I went and visited every single one of them and I've been here a while and I was part of the team that made a commitment to make sure that the firefighters didn't have just adequate, had the best, the best trucks, the best uniforms, the best equipment, the best fire stations, world-class Public Safety Building, unmatched in Miami-Dade County or the State of Florida, Mr. Iglesias delivered that, along with you,

our employees. So, to call into question the commitment of this Commission, in my opinion is shameful. We want the best and we'll negotiate, but we are not going to negotiate on this Commission floor today. So, what I ask you again is when we say numbers and we present things, let's do it in an honest, transparent way, because I don't think it serves you, this Commission, and in turn, the entire city. Let's work on this. Let's work together, but doing this today on the floor, in my opinion doesn't serve anyone well.

Commissioner Anderson: I do think we can work together and come up with a timeframe for staffing increases, together with the City Manager and the Chief.

Mayor Lago: Madam Commissioner, that's one of the conversations that again, I had today with the Manager, talking about a window over the next two to three years to meet staffing requirements, but again, these are not discussions that we are having today in our Budget Hearing. These are discussions that we have with the City Manager, with our staff, while we devise a plan to meet our funding strategies, because by the way, when you say its two or its one additional firefighter per eight hours, it's not one, it's one times 3.75, so the number is significant. So, anybody that tells you, hey, it's only four firefighters, not it's not, it's only ten firefighters. No, you've got to take that number and multiply by 3.75, which is 4, you can't get a .75 firefighter, doesn't exist. So the number here is a significant commitment that we have to make financially, that is not something that when the Agave money supposedly expires, we've got to pick up the tab and we have to find a way to make sure that that money is allocated appropriately, because don't forget what happened last time when money wasn't allocated appropriately, our pension got unfunded to the tune of almost 50 percent; and at least under my watch, I'm not going to give something to you that later I have to take away. Would you like to finish sir?

Mr. Perez: Yes. So, in closing what we are asking for is to fund the additional firefighter positions to fully staff one of the most important apparatus we have, when it comes to dealing with high-rise fires, the ladder truck. Again, according to that memo, that's part of the agreement, the funding required would be \$600,000. A lot has changed in this city; high-rise buildings continue to come. More assisted living facilities and independent living facilities are on the books. Just to give you a quick summary of some of the buildings that have already been approved and their height approved – 44 Zamora, 7 stories; Merrick Park Hotel, 7 stories; 33 Alhambra, 12 stories; 100 Miracle Mile, 14 stories, and the list goes on and on. As I said, another senior living facility that includes an assisted living facility and an independent living facility. What hasn't changed in the last 30 years or so, 28 to be exact is the number of firefighters on duty in this city, 32. We ask you to please, let's address the public safety issue for the sake of the residents and the sake of the men and women of this Fire Department, so at the end of the day, they can go home to their families. This past year has been something else for the fire service. To mention some of the deployments that we have gone to: Surfside; FEMA deployments for hurricane relief; we were also part of Covid testing; Covid vaccinations; homebound vaccinations; mobile vaccinations; and the same for the testing. Again, we ask you to please consider the funding of the additional firefighters to the tune of \$600,000. We appreciate your attention.

Mayor Lago: Thank you for being here. Mr. Vice Mayor.

Vice Mayor Mena: I just want the opportunity to address some of the comments. We've met privately, you and several of your colleagues. I think you'll agree this is consistent with some of the things I sent to you when we met privately. I'm more than willing to engage in a real discussion about

budgeting additional positions that are needed. What I asked for from you is, I need data, not that there was a mutual aide in 2006 and it took 15 minutes, sort of few examples you gave me, but real data about what our response times look like, how often are we tapping into mutual aide, you know, for actual fires that have occurred, things like that, so I can see the trends and everything that's going on. So that's important, and I'm willing to, as we move forward here, make commitments, you know, and hey, by the time Fire Station 4 opens we should have X, and figure out how to really fund it. I want to be careful about some of the bases that you're using, while I appreciate it may seem like effective advocacy, it's not something that I can really rely on. So, for example, I know there was that development agreement at one point with the Agave Project, I think it predated my time on the Commission, if I'm not mistaken, but the things that were in there weren't in the version that was ultimately passed. So, you know, I appreciate that there was a discussion about that at the time and that deserves further discussion, it also wasn't something that was in the final agreement. So, the idea that somehow, we're not complying by that is, I don't think really entirely accurate. The other issue I have is this idea of the accreditation. I appreciate the point you are making that there is an item within that accreditation process that says that you need to have, I think it was 42 or 43, if you have a certain amount of buildings. And this is what I said to you when we met privately, that agency accredited our Fire Department, right.

Mr. Perez: Correct.

Vice Mayor Mena: And it accredited it Class 1.

Mr. Perez: Correct.

Vice Mayor Mena: Despite that term that's part of the accreditation process, right.

Mr. Perez: Um huh.

Vice Mayor Mena: I appreciate the point you're making, which is that ideally, we should strive to check 100 percent of the boxes for that guidance, but I also think it's important, as you say that we are accredited Class 1 by that very agency. So, you kind of have to look at the totality of the picture to really appreciate whether how we rank and how we stack up, which circles back to what I mentioned earlier about having data about – show me with data that we are not getting where we need to be or we are not getting there on time.

Mayor Lago: Can I add something? Mr. Vice Mayor, may I? Mr. Manager, when you and I met today, to review this for a third time, didn't I ask you in the next few weeks to get me information in regard to how many times we take out the ladder truck versus the rescue?

City Manager Iglesias: Yes, you did.

Mayor Lago: Didn't I ask you to look at other cities to see what other cities are doing in regards to calls, not only response times, which is critical, which is what the Vice Mayor is asking for, but I want to understand other cities like City of Miami, Hialeah, Miami Beach, North Miami Beach, cities that are comparable to us, say the top ten cities in Miami-Dade County, are they using more ladder trucks, are they using more – what are the calls? – what are the type of calls? – are there more medical calls? – are there more fire calls? I want to understand, and I want to compare it to what we as a city

are seeing over the last 2, 3, 4 years. And the reason why I bring that up is because I want you to understand, just like the Vice Mayor says, I'm asking for information. I'm asking for information from the staff, I'm asking for information for you, so that we can make a decision that we as elected officials, I don't have that information. You want to talk to me about design and construction, I can talk to you about it all day, I can shoot from the hip, because that's what I've been doing my entire life. Just like my colleagues on the Commission can talk about the law. But to make a decision that will affect this city and significantly cost the city, we need to be thorough and concise in regard to the information that we have.

City Manager Iglesias: I'm sorry Commissioner.

Vice Mayor Mena: I don't mean to interrupt. I have a few more comments.

City Manager Iglesias: For the record, we have already started the beginning of the year to work on this with Chief Hudak and Chief de la Rosa, because it affects both departments, and we will do so but we will not ask for additional headcount in place of fire until we do an adequate analysis of what we need and why we need it, and that will be presented to the City Commission. And aside from NFPA and other issues which I could actually – I'm very familiar with all these documents and I could actually come in and discuss them very effectively with anyone. However, this is an issue for the Chiefs and for the administration to look at. We will be looking at it, we've already started looking at it and it's something that we will present to the Commission completely documented, well documented and presented.

Vice Mayor Mena: Let me just say a few more things, because this is an important topic and I don't ever want to feel like I'm litigating with you about this issue, that's not what I'm trying to do. I'm trying to work with you on this issue.

Mr. Perez: Understood.

Vice Mayor Mena: Because I want to get to a resolution and listen, I can point to all kinds of things in our track record about us being committed to public safety and making sure that what I talked about earlier, you know, when I ran for office four years ago, I don't know how many vacancies we had in the Police Department, but it was a lot, and we made that a priority and that may not be, those positions may have been budgeted but they weren't filled and so, one could say that led to a surplus to the city and it might be to our financial gain to have those vacancies, but it was not. I didn't want those vacancies, I wanted to fill those vacancies. Same with the Fire House and I appreciate your points about the Fire House. You are going to have a new station; you know you may need additional bodies for that. So, I want to work with you on that, but we need to do it together, we need to do it with data, whether it's from you, whether it's from our Chief, which I think is important. We need to hear from our Chief about what he thinks about this issue and what he thinks needs to prioritize from his respect. I'll say to the Manager's point, I would ask that you please do that analysis as soon as possible. Let's not lag on that. Let's get to the bottom of what we want to do and when we can commit to it. To do it on the eve of the budget now, we've been talking for a few weeks now, but it's still kind of late in the game, to be honest with you for this budget cycle to make the kind of commitment, because the one-time funds doesn't get us there to your point about the ARP funds, that's why it's the policy, right, because this isn't a one-time commitment. It's not a one-year commitment, it's a perpetual basically. And we just viewed all the charts about our pension fund plan and all that, that

we've made a lot of strides on. So, any decision we make on this front, we have to be very judicious on how we are funding it in perpetuity. But again, I will do that with you. I will do that with our directors and our staff, but we need real information, and we need to get to the bottom of it. The last thing I'll say, we need to be careful about, this needs to be an administrative diligent, thorough process, it's not a political one. I know there is a lot of concern about the volume of development in this city. Feels like you are tapping into that a little bit, when you say we've got all these large buildings, need to get there, all these buildings are coming online. I get the point you are making, it's somewhat, but not totally subtle. I need data. I can't just deal in the abstract and the hypothetical. I need data about how we're doing. Maybe there are other reasons why we don't need more, maybe technology has improved, maybe the response time. I need the data to work with you meaningfully on resolving this. It can't just be about a five-year-old expired, frankly, development agreement that wasn't ultimately signed, and it can't just be about this one-line item in the accreditation, although it's important. Your point about that portion of the accreditation is important and that should be something we strive for generally, but let's work on it together and let's get all the data well in advance of our next budget cycle so that by the time we are sitting here next year, we've made a decision on this, hopefully months earlier, and not only a decision, but hopefully a commitment to you that by whatever milestone we are going to do X. I can't say what that milestone is today, or what X is going to be, because I don't have enough information. But let's get there well in advance of next year's budget cycle so we can get that done. There is not a single person in this city that would ever want to be in a situation that our residents or firefighters are at risk because we are understaffed, and a lot of other things we've done, I think are establish that and show that, and so, this certainly is not going to be something that we skimp on in any way. So, I think I've belabored the point, but again, I want you to know that we want to work with you, but we need to do it in a more clear, diligent fashion and with a real plan for funding that takes care of the city's finances in the long term.

Mr. Perez: Understood. And we look forward to working with you Commissioner.

Mayor Lago: Commissioner, go ahead.

Commissioner Menendez: Thank you. As you can see, the quality of work that you all do fire, police, you know, like the Mayor said, top in South Florida and top in the country, and the landscape in South Florida, Miami-Dade County and Coral Gables is an evolving landscape. You can take a snapshot today and that snapshot will change five years later. So, I totally understand the concern and the need and like my colleagues said, we will work together to make sure going forward the city is in the best possible place it needs to be. But I don't know if you noticed where things took off in a different direction was when there was a disagreement on the numbers. I ask and actually I would ask sort of to limit the group to Finance/Budget and your team, your group, to work on the numbers so that when it comes to the Commission there is one set of numbers that both parties agree, because if you come with two different sets of numbers, we can't make the best decision going forward for the community. So that's the starting point. Second, and this has nothing to do with your presentation, but it made me think. The Mayor made a great point and this is something I think we share a message we want to send to the community. It's counterproductive to have negotiations during an open Commission meeting. There is so much leg work, there is so much homework that needs to be done before it gets here. It's a disservice to us, it's a disservice to staff, it's a disservice to the community, and we all want to get to the right place, the best place, in the most efficient and effective way. Again, it has nothing to do with your presentation, but I know of other situations. So, I encourage everyone that works behind the scenes diligently and quietly, present us with agreed upon numbers. Going forward,

we need to see what's out there and what's coming. It's an evolving landscape and I'm pretty sure my understanding, we are here to make things the best possible for our community.

Mayor Lago: Thank you Commissioner.

Commissioner Fors: This will be brief. We've also met on several occasions. As we go forward discussing this, I don't want to get too caught up in what the development agreement says and what it does. I think it's largely a "red herring," the different changes that were made to the development agreement. At the end of the day, the development agreement does not remove allocation of funds for public safety. They are still there to be used for public safety. The question becomes what sub area of public safety, the one you are advocating for today, is the addition of firefighters and addition of staff to man an engine, etc. So, I also think that, and I want to be careful to avoid saying that this is a public safety issue and urging the Commission to take care of this public safety issue, because I think on this particular issue, on staffing, we do have a situation, I think that's what everybody is getting at here, where reasonable minds are differing on whether that is a public safety issue or not. And I just think that all of us up here and the commitment I've made to the union is to listen to all sides 100 percent, because I can assure you that if I'm convinced that it is a public safety issue and that the allocation of public safety funds should be put towards that, as opposed to something else, then I've said, I'm 100 percent on board. I think the gray area that we are in right now is simply that reasonable minds are differing, or certain reasonable minds aren't prepared to conclude that it is a public safety issue. Once there is a consensus on that or a majority on that, then I think it follows that this Commission will immediately address it. For instance, if we had an expert and the head of the department saying, Commission, we need two additional firefighters starting on Monday, because we need it, I'm pretty confident that we would vote in favor of doing it if it was a necessity. The question is, is that the best necessity, money doesn't grow on trees, obviously. So, I hope this conversation that we can all look at very carefully and then be prepared to act decisively once we determine if it needed or not.

Mayor Lago: Thank you. Commissioner.

Commissioner Anderson: Mr. Perez, I just want to thank you for the time and the effort you've taken to meet with each and every one of us, educate us with certain standards that we may not have been familiar with, and to tell you that we are committed, I'm committed, to making sure that there is proper staffing. The City Manager, I know, has met with me and assured me that there is going to be a timeline here, that we are going to be able to put in the proper staffing. And as we spoke, when we hire firefighters, they are also paramedics, they are cross trained, so it's going to be able to take care of a variety of issues, whether it's from higher demand from assisted living facilities, or the taller buildings in one timeline. And as everybody here has said, we asked the Manager to expedite this analysis and bring it back to us. Thank you for your time.

Mr. Perez: Absolutely.

City Manager Iglesias: And let me say that we have two very competent Chiefs that would never place this city in jeopardy at any time. We are working with that to look at this in a professional way to bring it back completely analyzed to the City Commission, so that we can properly look at this new, at what we need from a headcount perspective in both police and fire.

Mayor Lago: So, Mr. Manager, as we review today, we reviewed for a third time the memo that was provided, the documents that were provided by the fire union. I look forward to, along with my colleagues, I don't have an issue having a Sunshine meeting to discuss the request by the union. I look forward to that and please ask you to expedite that as quickly as possible, so we can get to the bottom of the real facts. Everything from the impact fees that were stated, the memo that was provided by Chief Stolzenberg, the NFPA 17 requirements, funding strategies in regard to payment of the proposed positions and which positions are actually needed, and I want a detail and I want to understand exactly what are the cost implications of the positions that are being requested, so my colleagues understand the cost associated with making this decision. Cost will never trump safety, but I want to get to the bottom of the numbers, and I want to understand where we really stand in regard to our response times. And I think that the Vice Mayor made a very strong comment that I commend him for and that was, we are a first-class Fire Station and were approved, and we got the highest ranking that we could have gotten as a Fire Department, and I take great pride in that, along with our police, but there is a reason why they gave us that. If we were delinquent or if we were deficient in one form or another, we would have not received that recommendation and that classification.

City Manager Iglesias: We were first ranked in fire and were first ranked in police.

Mayor Lago: Yes sir. So, Mr. Perez, you have anything else you'd like to say on the record?

Mr. Perez: Just to add, we'll certainly go back and continue to work on this issue. We thank you for your attention. We see it as a budget item that's why we are up here today, but to answer some of the questions that you all might have on NFPA 1710 and why it's needed. The second speaker via Zoom is the actual committee chairperson for 1710, former City of Miami Fire Chief Shorty Rison, also former Miami-Dade Fire Rescue Chief. He was a committee chairman who rewrote the standard when it comes to 1710 and high-rise response. So again, he's available via Zoom, he can provide follow up comment or answer any questions that you might have for him.

Commissioner Fors: I think it would be very interesting to have him attend the Sunshine meeting.

Mayor Lago: I agree.

Commissioner Fors: That would be really where his thoughts would count.

Mayor Lago: And I'd also like to, if I may add something, I'd also like to have an outside consultant that could represent the city who has that background, who has dealt with this issue and who's an expert, who's a world-class expert in regard to NFPA standards. I want the best. Before we make any decision one way or another, I don't have an issue spending money. This is something that is going to affect the city one way or another. So, let's get the best, so we can have the best information and the best guidance before we make a decision.

Mr. Perez: Thank you sir.

City Manager Iglesias: We will do that Mayor.

Commissioner Fors: And by the way, the gentleman is free to speak if he would like. I was just

suggesting that.

Mr. Perez: Via Zoom.

City Clerk Urquia: He is but he has not requested to speak sir.

Commissioner Fors: Bring him to the Sunshine meeting.

Mayor Lago: Ms. Cruz the floor is yours. Thank you, Mr. Perez, for being here, have a wonderful evening.

Ms. Cruz: Good evening.

Mayor Lago: Ms. Cruz, good evening.

Ms. Cruz: My name is Maria Cruz; 1447 Miller Road and I've been here since 1976. I have first a question. When something is budgeted, some building, some project, whatever the case, and it doesn't happen as scheduled or as expected, where does the money go, is number one; and number two, does the City Commission consulted as to where those funds are going to go if they are not going to go where the budget was set up? That's question number one. The second one, the second statement, the second comment I have is, I was listening carefully, and I heard the overtime issue with Sanitation or Solid Waste, you called it today. As of the first week of June, we were over \$309,791.52. Since then, we've had most of June, all of July, all of August, I know that the department is working wonderfully, and I think very few issues of overtime for September, but it seems to me that just \$300,000 is not a good idea. I think it's going to be way over that and by the way, the last time, the only time in one, two, three, four, five years that we went over, over \$251 was 2020, and the year that we had the hurricane that we had half a million dollars. So, we are talking 2021 it must be close to \$400,000, if I can add, okay. So that's one concern. The other concern is vacancies in Sanitation are still there. There is one that's frozen and there is total 7 as of the beginning of this month. Come on, this needs to be taken care of. It doesn't do any good to have them in the budget if you don't fill them. This is the same thing that somebody said. What good is it to have positions budgeted if we don't fund them. We need those positions funded and it needs to be done right away. We cannot wait till the New Year starts, okay.

Mayor Lago: Ms. Cruz can we answer the first three questions?

Ms. Cruz: Yes.

Mayor Lago: I just don't want to forget them.

Ms. Cruz: Go ahead. Go ahead.

Mayor Lago: Mr. Kleiman you want to start.

Budget Director Kleiman: So, on the very first item, Ms. Cruz spoke of, so if an item is on the Operating Budget and it does not get done, it falls into Fund Balance, and we use it for Capital two years in the future. If it's in the Capital Budget, which means it's already been approved by the City

Commission as a Capital Project, it gets reappropriated into the next year in that same project. So that...

Vice Mayor Mena: In either event, its subject to the following budget cycle.

Budget Director Kleiman: Yes – always.

Mayor Lago: In certain cases, for example like the White Way Lights, we fund 50 percent this year and we fund 50 percent the following year. So, we may not do 50 percent of the work this year, and we may just carry it over and it's a strategy and an effort to limit the hit on the bottom line.

Ms. Cruz: Wait a second. Wait a second Mr. Kleiman. The only reason I asked that was because I spoke with you about some project that was not done, and you told me that it was moved into a different project as they asked you to do it. And my question, that's why I'm asking, if the Commission approved something, they should be the ones that are asked where do they want to move the money, as opposed to them and remember you have always told me, I'm a good learner and I have a good memory, if a Commissioner wants something you can find the money. Well, if you can find the money, where's the money kept?

Budget Director Kleiman: Okay. Let's take this all-in connection here. So, the project that Ms. Cruz was referring to was bike paths and there was CITT money in there set aside with Commission approval and direction. We took that money put it back into Fund Balance and it is now being used in the budget here for additional projects that are right-of-way, okay, its onetime money. We don't use that for the trolley operations, unless it is something that is absolutely just one time, we'll use it for one time Capital Projects, which the legislation allows us to do. So again, we are coming to the Commission, we are showing the funding, which we did already today, so that money is coming out of Fund Balance and being used with Commission approval, if the Commission adopts the budget. When you, the Commission asks us for something, it is translated right to us from the City Manager, it is during the budget process, which allows us to allocate those funds as we have now generated revenue, okay. Something like right now what Mr. Perez has brought up, is spur of the moment from our point of view. We have a budget process that started last February, okay. This is a very, very organized new needs process where all this should have been considered. We consider new needs and new positions all the time. We help departments delineate what their costs are. They come to us. We tell them. We have budget training specifically and we tell them how you put through a new need that includes new headcount, okay. So, we are objective when it comes to this. We don't have any predetermined notions of what we should say no to and what to say yes to. So honestly, it's not our job, okay. It is competitive with dollars. We do make a recommendation to the City Manager when we think our understanding of what the Commission priorities are, it will then make his, the final decision that we bring to you is the City Manager, with his knowledge of what you, as a Commission wants. So, there is a strict policy and a process in place for all of this. So, unless you come to us at the very last second, which you have not, to say find this money, it's been honestly, in my eleven years here, I'm trying to remember any time that the Commission as-a-whole has asked for that.

Vice Mayor Mena: Yes, I was going to say I'd like to dispel the notion that whenever we want money for something you find it, and I don't say that as a complaint. It's the nature of the budget, right. So, listen, we just talked about the fact that we are \$500,000 short on an item that's important to me, but that's kind of what we are dealing with this year, and we deal with it. So that's not entirely true, but

I understand Ms. Cruz' question. I think it's a good point to clarify.

Budget Director Kleiman: It's a very good question. That's what we try to do here at the beginning of this meeting. To try and show people that we are trying to be as transparent as possible, and every dime is accounted for.

Vice Mayor Mena: And the important thing is that the surplus, I don't want to use the word surplus, but to the extent that the money doesn't get used, it gets rolled back in and then it goes into the following year's budget cycle, at a minimum if not two years or more.

Budget Director Kleiman: We never use it one year.

Vice Mayor Mena: Correct.

Budget Director Kleiman: So, we close out FY20 is 22; 21 will be 23.

Mayor Lago: Can we get to Ms. Cruz second question?

Budget Director Kleiman: I forgot what it was, I'm sorry. Ms. Cruz could you repeat your second question?

Ms. Cruz: It actually was a statement. The fact that at the beginning of June it was \$309,791.52, and after that we've had half of June, July, August and part of September, I think you'll be closer to \$400,000 than closer to 3.

Mayor Lago: Can we respond to her statement, not her question.

Budget Director Kleiman: Yes. So, I'm going to respond to the statement. My staff has our software up on his laptop right now. At this current moment, we are \$304,000 of overtime for Solid Waste. Do you know who supplied those numbers to you?

Ms. Cruz: Yes. Ms. Diana Gomez has a public records request at the beginning of June, \$309,791.52.

Budget Director Kleiman: Again, if it's just a report, and again, this is the weak point, when someone takes a number that's an accounting number, where there are other things at play. If that number was – I haven't seen those reports, but I guarantee there was a journal entry that would have reduced that and put those charges somewhere else that were more appropriate, okay. It is fully going with accounting standards and budget policy. But right now, the proof in the pudding is that EDEN is showing \$304,000 as of this moment.

Mayor Lago: Third question, Ms. Cruz.

Ms. Cruz: No, that was it. Simple. I don't want anybody complaining about me talking too much.

Mayor Lago: Perfect.

Commissioner Menendez: Mayor?

Mayor Lago: Yes.

Commissioner Menendez: Just observation. I notice because it's a budget hearing, we have the benefit of having the team here to answer questions from the public, but there are Commission meetings sometimes where we do get a question from the public that is answered, not addressing finances or budget, but other issues that get answered, but perhaps not in such great detail as you are able to provide. I would like us as a Commission and administration to find ways to have follow-ups with those members of the public that do ask questions that perhaps got a partial answer, but not enough of detail to then be able to go back to their community, to their neighborhood and share the details. That way I think everyone has, we're on the same page, government and residents and sometimes we just assume that they understood and sometimes it's just not the case. Nothing escapes Ms. Cruz so I'm not worried with her, but in other situations I think we should try to see if we can have someone on administration follow up with that person on Zoom or on the call.

Mayor Lago: Thank you Commissioner. Do we have any other speakers?

City Clerk Urquia: No sir.

Mayor Lago: Perfect. Then we close the public hearing.

Finance Director Gomez: Can I just make a – So the report that, yes, I hold up the report that I pulled up that I had provided in that public records request at the end of or early July. So, there's a lot of different types of overtime, so the \$309,000 include holiday overtime, which is a separate line item than what you are looking at there, so we pulled all the overtime as a request, we just pulled a report straight out of the system, because we don't prepare, we don't modify things for public records requests. We run reports straight out of the system and so, for that recap year-to-date it was \$309,791. I guess the number that you are looking at there is...

Budget Director Kleiman: Overtime is \$304,000, that's the regular overtime what is being generated now, because of the position shortfalls.

Finance Director Gomez: But the holiday overtime is separate from that.

Budget Director Kleiman: Yes.

Finance Director Gomez: So that's where the difference is coming from, just so you know that the information that we provide is accurate, but it is exactly what is being asked for. You are not asking us to analyze it, the public records request just asked for the overtime year-to-date. So that is what is provided. If there is discussion, we can then clarify certain things, obviously.

Mayor Lago: So, thank you for providing that clarity. That's an example of what I requested for next meeting. I'd like to see departments that are going over on overtime and also, going over in regard to their budgeted amounts, whatever that may be. If they bought additional paper, if they had additional consultants, whatever they may be. I want to understand and see what departments are not following the budgets that they are allocated to.

Budget Director Kleiman: On that note, you are talking about the bottom line of a department, right, because they have the right to move money back and forth.

Mayor Lago: The bottom line, the bottom line.

Budget Director Kleiman: Okay, that's it, very good. Okay.

Mayor Lago: Very simple – just tell me what the bottom line is. Does anybody else have any other comments? With that, I'm going to turn it over to our City Attorney to read the ordinance into the record.

City Attorney Ramos: Yes Mr. Mayor. An Ordinance of the City Commission providing for the levy of taxes for the Fiscal Year beginning October 1, 2021, and ending September 30, 2022; fixing the rate of such levy; providing for the segregation and the application of the proceeds of such levy; providing for the separability of the provisions hereof; and providing that this ordinance shall become effective October 1, 2021. Be it ordained by the Commission of the City of Coral Gables that they are hereby levied upon all real and personal property within the present corporate limit of Coral Gables, which is assessed for taxation for the year 2021 and which is subject to taxation on the Constitution and laws of the State of Florida as now written. A tax of 5.559 mills which is a 3.58 percent increase over the roll back rate of 5.3668, all proceeds of the collection of this levy to be recorded into the General Fund of the city and shall be reserved therein and distributed, transferred therefrom for the sole and express purpose of paying the necessary operating capital expenditures of the City of Coral Gables, its departments, offices, and properties for the Fiscal Year ending on September 30, 2022.

Mayor Lago: I'll entertain a motion.

Commissioner Menendez: Motion.

Commissioner Anderson: Second.

Mayor Lago: Mr. Clerk.

Commissioner Anderson: Yes

Commissioner Fors: Yes

Vice Mayor Mena: Yes

Commissioner Menendez: Yes

Mayor Lago: Yes

(Vote: 5-0)

Mayor Lago: Madam City Attorney, the second ordinance.

City Attorney Ramos: An Ordinance of the City Commission adopting the Annual Budget of Estimated Revenues and Expenditures for the Fiscal Year beginning October 1, 2021, and ending September 30, 2022; providing for the separability of the provisions hereof; and providing that this ordinance shall become effective October 1, 2021. Whereas the City Manager prepared and on July 1, 2021, submitted to the Commission a budget estimate of the revenues and expenditures of all city departments, divisions, offices and properties for the Fiscal Year commencing October 1, 2021, and copies of such estimate have been made available for public viewing at the Coral Gables Library and

the Office of the City Clerk; and whereas the budget estimates submitted to the Commission on July 1, 2021 in the amount of \$255,660,343 has been revised by the City Manager to include revenues and expenditure increases in the amount of \$13,787,141, bringing the total budget amount to \$263,447,484. That the following summary of estimated revenues and expenditures for the Fiscal Year commencing October 1, 2021, and ending September 30, 2022, is hereby agreed upon and adopted, along with the supporting data related thereto on file with the Finance Department. The City of Coral Gables is the official 2021-22 Budget of the City of Coral Gables. Total Operating Revenue \$242,565,480; total transfers from reserves \$26,882,004; total Revenue \$269,447,484; total Operating Expenditures \$177,658,443; Capital Projects in the amount of \$81,259,597, for a total expenditure of \$269,447,484.

Mayor Lago: Thank you Madam City Attorney. I'll entertain a motion.

Commissioner Anderson: I'll move it.

Commissioner Menendez: I'll second.

Mayor Lago: Mr. Clerk.

Commissioner Fors: Yes

Vice Mayor Mena: Yes

Commissioner Menendez: Yes

Commissioner Anderson: Yes

Mayor Lago: Yes

(Vote: 5-0)

Mayor Lago: With that being said, thank you very much. With no further comments I'll adjourn the meeting. I ask the public to please join us on September 27th, as we ratify the budget for 2021-2022. It will be our Second Budget Hearing, and everyone is welcome. So, I look forward to it and I'll see everyone tomorrow morning at 9 o'clock for our standard Commission meeting. Thank you and God bless.