

CORAL GABLES

THE CITY BEAUTIFUL

*A World Class City With A
Hometown Feel*

2016-2017 BUDGET

CITY OF CORAL GABLES



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MAYOR



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VICE MAYOR



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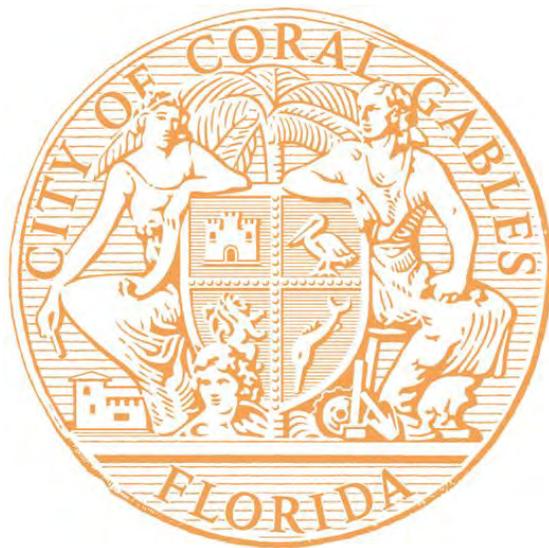
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2016-2017 BUDGET

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THE CITY OF CORAL GABLES



OFFICE OF CITY MANAGER

CITY HALL 405 BILTMORE WAY
CORAL GABLES, FLORIDA 33134

The City Beautiful

October 1, 2016

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

Dear Mayor and Commissioners:

Inspired by the City Commission's priorities of financial stability, environmental stewardship, customized public safety strategies, enhanced quality of life, exceptional service and employee engagement, I am proud to present to you the 2016-2017 Adopted Budget. This submission is actually three stand-alone yet mutually supporting documents that when combined, chart out a deliberate and measurable path to world class excellence.

The opening document is Coral Gables' newly minted 2017-2019 Strategic Plan, a three-year city-wide (yet department-specific) work program that positions the City for consistent success moving forward. This plan includes improved processes, the introduction of an ongoing community satisfaction survey to further guide improvements and validate successes, well-trained employees, and greener business practices. It is accompanied by an updated overview of the impressive array of amenities and strengths that make Coral Gables a preferred community for residents, businesses and visitors. This signature collection of strengths combined with highly responsive, yet efficient, municipal services join with a series of disciplined and measured financial policies that resulted in the City regaining its AAA bond ratings from both Standard & Poor's and Moody's this past year. Our commitment to you and our residents is to maintain these ratings moving forward while further enhancing the quality of life and aesthetics that our community the City Beautiful.

The second document is the actual Fiscal Year 2016-2017 Adopted Budget Document for all funds and all departments. You will note the Budget Document now includes action plans tied to the new Strategic Plan, including resource allocation, timelines and deliverables as requested by the City Commission, to ensure efficiency, accountability, and high quality service to your residents.

The third component of this report is the Five Year Capital Plan that will fund important physical investments in our community, ranging from new technologies such as E-Permitting,

new parks, expansion of the CCTV public safety initiative, continued refurbishment of our historic civic art, advanced traffic calming measures, and, for the first time, significant physical improvements to ensure energy efficiency, improved recycling, legitimate water re-use practices, and changes to our infrastructure that will make the City better able to adapt to sea level rise.

As expressed by you as a Commission body, the powerful legacy of true governance is not measured in an election cycle but in the decades forward, so that future generations inherit and enjoy a city that has been well-cared for in all areas including financial health, environmental sustainability, community safety, and civic infrastructure.

Below you will find a detailed summary of the 2016-17 Adopted Budget.

Regulatory

The FY 2016-2017 Budget beginning October 1, 2016 through September 30, 2017 is submitted in accordance with the requirements of Article V of the City Charter. The Annual Budget is a financial plan and management tool that guides the City and each department for the upcoming fiscal year. The Budget contains projected as well as comparative financial information with budgets of previous years and actual revenues and expenditures. The comparative data helps to analyze trends of the financial operations of the City. The Budget was presented at a budget workshop on Wednesday, July 27, 2016. As you know, state law requires that two public hearings be held in September before to officially adopt the budget. The hearings were held on Tuesday, September 13, 2016 and Tuesday, September 27, 2016; both at 5:01 PM.

Budgetary Review

I am pleased to report that the City is continuing to make strides toward pension reform and the resolution of collective bargaining issues, improving the accuracy of the City's revenue projections, and enforcing conservative (intelligent and informed) spending practices. Well thought out investment aimed at maintaining and improving the City's capital infrastructure has been deliberate and steady. Toward that goal, this budget includes significant funding for capital improvements and facility maintenance.

Total Expenditures

The total operating, capital and debt service expenditures budget proposed for FY 2016-2017 is \$182.0 million, a decrease of \$74.4 million or 29% compared to the FY 2015-2016 amended annual budget of \$256.4M. Approximately \$4 million of the change is an increase in the operating expense budget due to the implementation of the new strategic plan, maintenance programs for the City's recent investments in technology and capital improvements, and the ongoing collective bargaining process. The majority of the change is a decrease of \$78.5 million for the cumulative effect of the capital improvement projects included in the FY 2015-2016 budget that are not repeated in the FY 2016-2017 budget. If these projects are not completed by the end of FY 2015-2016, their respective balances will be re-appropriated during the first quarter of the new Fiscal Year. These projects include such items as the Miracle Mile/Giralda Avenue Streetscape project, Neighborhood

Renaissance Program, Facility repairs/improvements, Miami-Dade Building Better Communities Bond Improvements, and sanitary sewer/storm water improvements.

A comparison of expenditures for the FY 2015-2016 Budget and the FY 2016-2017 Budget is shown below:

<u>Budget Year</u>	<u>2015-2016</u>	<u>2016-2017</u>	<u>Increase (Decrease)</u>
Operating Expenses	\$154,421,673	\$158,520,942	\$ 4,099,269
Capital Expenditures	93,991,879	15,460,386	(78,531,493)
Debt Service Requirements	7,997,688	7,994,887	(2,801)
Total	<u>\$256,411,240</u>	<u>\$181,976,215</u>	<u>\$(74,435,025)</u>

Operating Expenditures

The increase in operating expenses from the FY 2015-2016 Budget of \$154,421,673 to the FY 2016-2017 Budget of \$158,520,942 is \$4,099,269, or 2.7%.

The following table summarizes the changes from the FY 2015-2016 budget to the FY 2016-2017 budget:

<u>Items</u>	<u>Increase (Decrease)</u>	<u>Total Budget</u>
Salary (Longevity, Merit)	\$3,153,020	\$ 64,211,967
Overtime	(290,219)	1,921,027
Employee Benefits		
Retirement	(1,544,255)	26,507,013
FICA	172,086	4,078,543
Workers Compensation	(800,000)	2,965,000
Health Insurance & OPEB	203,642	8,260,633
Preservation of Ben. Plan	(69,000)	101,000
Other Misc. Benefits	28,000	131,300
Professional Services	1,261,896	14,764,724
Repairs, Maintenance, Utilities & Misc. Services	1,024,830	17,281,476
Parts, Supplies & IT Maintenance Costs	692,120	8,483,753
Equipment Replacement	(550,332)	586,006
Equipment Additions	(643,623)	290,889
Debt, Employee Payouts & Contingencies	1,500,846	3,709,414
Grants	(138,708)	585,928
Non-Operating	43,767	1,432,820
Fleet Equipment Replacement	55,199	3,209,449
Net Change to Operating Budget	<u>\$4,099,269</u>	
Total Operating Budget		<u>\$158,520,942</u>

Staff costs (salary, overtime and benefits) are increasing less than 1% from the prior year. The majority of this change is due to several factors including the implementation of the final year of the current Fraternity of Police (FOP) collective bargaining contract, the recent settlement of the Teamsters contract, the cost of two (2) new positions proposed for Fiscal Year 2016-2017 (See Personnel Section below), a 4% increase in health insurance costs, as well as the normal annual merit and loyalty adjustments.

The significant increase in Professional Services and Repairs and Maintenance represents the City's ongoing commitment to address resident services issues and facility/landscape maintenance as well as the aforementioned implementation of the City's new strategic plan. Parts, supplies and IT Maintenance costs are increasing due to the much needed support for the City's Public Safety and cyber security technology systems.

A decrease in the City's grants budget is due to one-time grants included in FY 2015-2016 that are not repeating in FY 2016-2017. If the one-time/cumulative grants are not completed by the end of FY 2015-2016, the available balances will be re-appropriated in the first quarter of FY 2016-2017. In addition, the City has recently contracted with an external grant writing firm (Angie Brewer & Associates) that will help staff pursue new grant opportunities as funding programs become available. Angie Brewer and Associates has an extremely high success record with the grant applications they write and staff is looking forward to enjoying that success for Coral Gables.

Personnel Positions

The total number of full-time positions in the FY 2016-2017 Budget is 831; an increase of two (2) from the headcount in the FY 2015-2016 Amended Budget.

**Employee Classification
Ten-Year Comparison**

<u>FISCAL YEAR</u>	<u>POLICE OFFICERS</u>	<u>FIRE- FIGHTERS</u>	<u>GENERAL EMPLOYEES</u>	<u>TOTAL</u>
2008	186	139	539	864
2009	184	139	545	868
2010	183	139	486	808
2011	183	139	469	791
2012	183	139	469	791
2013	184	139	469	792
2014	191	139	470	800
2015	191	139	485	815
2016	192	139	498	829
2017	192	139	500	831

New positions:

Parking Department - **Night-Time Off-Street Operations Manager (1)** – to provide evening managerial support to parking facilities.

Public Works/Sanitary Sewer Division - **Maintenance Repair Worker (1)** – to comply with Miami-Dade County consent decree for sanitary sewer systems.

Bargaining Unit Agreements

The City reached an agreement with the Teamsters, Local 769 that was ratified by the members on June 10, 2016 and approved by the Commission on June 14, 2016. The City also reached an agreement with the International Association of Firefighters, Local 1210 that was ratified by the members on October 9, 2016 and approved by the Commission on October 11, 2016. The October 1, 2013 to September 30, 2016 agreement with the Fraternal Order of Police, Lodge 7 expired as of September 30, 2016, but will remain in effect pending recently initiated negotiations.

Capital Improvements

The Fiscal Year 2016 – 2017 budget continues the City’s commitment to fund the capital improvement needs for the short term as well as to plan and save for the long term. Staff is proud to say that similar to Fiscal Year 2015–2016, this budget addresses nearly 100% of the City Commission’s infrastructure priorities discussed at the May 4, 2016 budget workshop.

Item No.	Mayor Cason	Vice-Mayor Quesada	Commissioner Keon	Commissioner Lago	Commissioner Slesnick
1	CCTV ✓	Intersection Preemption System ✓	LED Streetlight Conversion ✓	CCTV ✓	WI-FI Installation
2	City Hall Repairs ✓	CCTV ✓	WI-FI Installation	LED Streetlight Conversion ✓	Exterior Building Lighting ✓
3	Sidewalk Extensions ✓	Exterior Building Lighting ✓	Salvadore Park Clay Court Resurfacing/Pro Shop Upg. ✓	City Hall Repairs ✓	Recycling Containers at Parks and ROW ✓
4	Sidewalk Repair/Replacement ✓	Salvadore Park Clay Court Resurfacing/Pro Shop Upg. ✓	P&R Facilities Surveillance Systems ✓	Citywide Traffic Calming Program ✓	Coral Gables Library Building Improvements ✓
5	Crosswalk Upgrades ✓	City Hall Repairs ✓	Intersection Preemption System ✓	Crosswalk Upgrades ✓	Purchase of Land ✓
6	LED Streetlight Conversion ✓	Citywide Traffic Calming Program ✓	Energy & Water Efficiency at City Facilities ✓	Energy & Water Efficiency at City Facilities ✓	Pierce Park Renovation ✓
7	CGTV Equipment Upgrade	Installation of Bike Infrastructure ✓	City Hall Repairs ✓	Purchase of Land ✓	New Sidewalk Installation ✓
8	Warehouse III Repairs ✓	Acorn LED Lights at Phillips Park ✓	Crosswalk Upgrades ✓	Sidewalk Extensions ✓	LED Streetlight Conversion ✓
9	Energy & Water Efficiency at City Facilities ✓	Purchase of Fire Station 4 ✓	CCTV ✓	Sidewalk Repair/Replacement ✓	Residential Waste Pit Restoration ✓
10	Residential Waste Pit Restoration ✓	LED Streetlight Conversion ✓	Sidewalk Repair/Replacement ✓	Salvadore Park Clay Court Resurfacing/Pro Shop Upg. ✓	Purchase of Fire Station 4 ✓
11	Salvadore Park Clay Court Resurfacing/Pro Shop Upg. ✓	Coral Gables Library Building Improvements ✓	Acorn LED Lights at Phillips Park ✓	Recycling Containers at Parks and ROW ✓	City Hall Repairs ✓

The Fiscal Year 2016-2017 budget provides for a capital improvement program totaling \$18.7 million (see pages 65 - 72). Highlights include replacement of capital equipment of \$1.4 million, facility repairs/improvements of \$1.5 million, historic facility repairs/restorations of \$0.8 million, Motor Pool equipment replacement of \$3.2 million, Parking System repairs/improvements of \$1.1 million, Parks & Recreations amenity improvements of \$2.8 million, public safety Improvements of \$3.0 million, transportation and roadway improvements of \$2.8 million and utility repairs/improvements of \$2 million.

Debt Service

The total outstanding principal debt of the City is \$95.14 million as of October 1, 2016. This includes the recently issued debt for the Miracle Mile/Giralda Avenue Streetscape Improvement Projects. The annual debt service budget of \$7.99 million includes sufficient funds to cover all previous debt as well as the Streetscape Project debt. The total debt service amount represents 4.8% of the total operating and debt service budget of \$166.5 million. This amount is well below the City's budgetary limit for debt service that is administratively capped at 8%.

The City has used the Sunshine State Governmental Financing Commission (SSGFC) as its principle source of financing since 1987. The SSGFC was created in November 1985 to allow specific, qualifying governments to participate in pooled debt financing with pricing and cost structures not normally available to governmental entities acting individually. There are 13 cities and 3 counties in Florida that are members of the SSGFC. The loans issued from the SSGFC to a specific city/county are solely the obligation and debt of that city/county.

Coral Gables has used SSGFC financing for the acquisition and construction of City facilities such as Fire Station No. 3, the Youth Center, the Miracle Theater, the Merrick Parking Garage and Shops, the City Maintenance and Storage Facility located at S.W. 72nd Avenue, the Museum Parking Garage, the 427 Biltmore Way building, and for other capital improvement program projects including the Biltmore and Granada golf course renovations, parks, entrances and plazas, information technology equipment, the Conference Center located at the Biltmore Hotel, the Country Club of Coral Gables, the construction of the Coral Gables Museum Building, dredging of the Coral Gables Canal, the Neighborhood Renaissance Program, and most recently the Miracle Mile/Giralda Streetscape improvement Projects. Today, all of the City's current long term debt is financed through the Sunshine State Commission. For a detailed listing of bond/loan series with the purpose of each, please refer to page 76 of this document.

Ad-Valorem Property Tax Millage Rate

For Fiscal Year 2016 – 2017 (tax year 2016), taxable values are the highest in the history of the City at \$14.4 billion. As of the July 1, 2016 Property Appraiser certification, the split between existing property and new construction is \$14.3 billion and \$85.6 million, respectively. This represents a 5.0% increase over the tax year 2015 taxable values of \$13.7 billion.

I am pleased to report that the FY 2016-2017 Budget includes a property tax rate of **5.559**, the same property tax millage rate as the previous fiscal year. This will be the sixth consecutive year the City has not raised its millage rate. The table below shows the City's millage rates for the past ten years.

City Ad-Valorem Tax Rates

<u>Fiscal Year</u>	<u>Adopted Rate</u>
2007-2008	5.250
2008-2009	5.250
2009-2010	5.895
2010-2011	6.072
2011-2012	5.869
2012-2013	5.669
2013-2014	5.629
2014-2015	5.589
2015-2016	5.559
2016-2017	5.559

Revenues

The estimated revenues for FY 2016-2017 (including property taxes based on July 1st certified property values) are projected to be \$168.8 million, a net decrease of \$23.8 million, or 12.3%, compared to estimated amended revenues of \$192.5 million for FY 2015-2016.

Total decreases in revenue from Fiscal Year 2015-2016 to Fiscal Year 2016-2017 come to \$30.40 million, the most significant of which is the one-time \$24.4 million proceeds from debt for the Miracle Mile/Giralda Streetscape projects received during Fiscal Year 2015-2016. These proceeds are not included in the Fiscal Year 2016-2017 starting October 1, 2016. Rather, the balance of the proceeds will be re-appropriated early in Fiscal Year 2016-2017 as part of the Fiscal Year 2015-2016 closing process.

Other significant revenue decreases include \$3.5 million of Miami-Dade County General Obligation Bond funds, \$1.7 million of Miami-Dade Roadway Impact Fees, and \$0.5 of intergovernmental revenue (grants) similarly included in the Fiscal Year 2015-2016 budget, but not in Fiscal Year 2016-2017 budget until the re-appropriation process.

Total increases in revenue from Fiscal Year 2015-2016 to Fiscal Year 2016-2017 come to \$6.6 million made up of several significant components including an increase in property tax revenue. Applying the 5.559 millage rate (unchanged from Fiscal Year 2015-2016) to the July 1, 2016 Property Appraiser taxable values of \$14.4 billion generates additional property tax revenue of \$3.7 million. The City is putting this very valuable increase to work by investing in the implementation our new strategic plan, the continuing commitment to invest in our facility maintenance and capital infrastructure, as well as the funding of the collective bargaining agreements for our City employees.

Other significant revenue increases include \$1.0 million in Storm Water fees, \$0.57 million in Sanitary Sewer fees, both due to the recently approved change to the fee schedules; \$0.36 million in parking fees and \$0.2 million in franchise fees, both due to upward collection trends; \$0.25

million in rentals & concessions due to contractual obligations, escalations and new lease agreements; and \$0.2 million in swimming fees due to increased activity at the Venetian pool.

Reserves

A significant part of the City's recent recovery was restoring reserves (fund balance) to responsible levels. Though reserve policies differ from city to city, it is generally accepted to maintain reserves of 20% to 25% of a city's operating budget. Those reserves are maintained for "a rainy day" or more importantly, a catastrophic event. On the surface, a 25% reserve sounds like a fairly large amount to set aside. However, in reality 25% represents just three months of maintaining important City services. The City's current General Fund reserve represents 25% of the Fiscal Year 2016-2017 total (all funds) operating budget.

Cultural and Community Events

The FY 2016-2017 Budget includes an additional \$25,000 for cultural grants and events, bringing the annual total to \$175,000. The Cultural Development Board reviews grant applications made by local cultural and community organizations and recommends funding based on the available budget. The Fiscal Year 2016-2017 budget also includes a \$225,000 grant to support operating expenditures at the Coral Gables Museum.

Conclusion

We are pleased to present to you this year's budget. This is a balanced budget that adequately provides for the operational needs of the City while allowing us to fund a number of significant capital improvement projects focused on improving infrastructure and quality of life. A sustainable organization is one that maintains its own viability by using techniques that allow for continued success. In developing this budget, my staff and I strove to impart this philosophy into every aspect of our budgetary planning. The end result, the goal for us all, was and always is to create a more beautiful, livable and sustainable Coral Gables.

Acknowledgments

The preparation of the City's annual budget is a joint effort that includes the Assistant City Managers, department directors and supporting staff. The personal efforts of the following individuals are specifically acknowledged for their commitment to the budget process and the preparation of this budget: Diana M. Gomez, Finance Director; Keith R. Kleiman, Assistant Finance Director for Management & Budget, Mitranand Bhagirathi, Senior Management & Budget Analyst, Kenneth Ingersoll, Management & Budget Assistant and Yvette Diaz, Administrative Assistant.

Respectfully submitted,


Cathy Swanson-Rivenbark, ICMA-CM, AICP, CEcD
City Manager

CORAL GABLES®

THE CITY BEAUTIFUL



2017-2019 Strategic Plan



A WORLD-CLASS CITY WITH A HOMETOWN FEEL

Strategic Planning Statements

Mission:

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

Vision:

A world-class City with a hometown feel.

Values:

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

Aesthetics – preserving and enhancing the beauty of our City

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

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

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

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

Customer-focused Excellence

Goal:

Provide exceptional service that meets or exceeds the requirements and expectations of our community.

Objectives:

Attain world-class performance levels in overall community satisfaction with City services by 2019

Attain world-class performance levels in public safety by 2019

Improve mobility throughout the City

Create accessible “home-town” recreation opportunities in all areas of the City

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

Financial Excellence

Goal:

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

Objectives:

Attain / maintain AAA ratings by 2017

Decrease unfunded pension liability by 3% per year by 2019

Attain 80% funded status for existing capital improvement plan asset class matrices through recurring revenue by 2019. Develop and attain 60% funded status for newly developed capital improvement plan asset class matrices through recurring revenue by 2019.

Maintain minimum of 25% general fund unassigned reserve based on total operating budget

Increase the percentage of development agreement and grant funding to 4% of total revenue by 2019

Workforce-focused Excellence

Goal:

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

Objectives:

Ensure sufficient workforce capacity and capability to deliver high quality results by 2019

Attain world-class levels of performance in workforce satisfaction and engagement by 2019

Develop and implement a comprehensive staff development program by 2019 to ensure appropriate workforce training, opportunities, & leadership skills

Attain world-class performance levels in workforce health and safety by 2019



Process Excellence

Goal:

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

Objectives:

Improve customer satisfaction with City communications to 75% by 2019

Expand knowledge-based library across departments and operations by Q1-2017

Provide training on process improvement / performance excellence methodologies to all employees by 2019

Community-focused Excellence

Goal:

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

Objectives:

Increase community access and knowledge of historic and cultural sites

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

Enhance the pedestrian experience, safety, and connectivity in the City through improved lighting, crosswalks, sidewalks, and way finding

Create and fund ongoing programs to restore and preserve the City's significant historic resources through grants each year that the City is eligible

Attain world-class performance levels in resident satisfaction with City-sponsored special events by 2019

Implement best practices for urban and landscape design in public places, and sustainable historic aesthetics by 2019

Acquire/design and construct significant art for permanent display in public places

Promote appropriate development and economic growth by retaining, expanding, and recruiting businesses that complement the City's brand

Develop and deploy a training program for the workforce regarding the City's culture, history, and brand by 2019

Sustainability-focused Excellence

Goal:

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

Objectives:

Reduce the City's electricity use 15% below 2013 levels by 2019

Reduce the City's water use 8% below 2013 levels by 2019 in City buildings, parks, and irrigation

Meet 60% of the state waste diversion goal of 75% by 2019

Reduce the City's gasoline and diesel fuel use 2% below 2013 levels by 2019

Increase outreach and education efforts with City employees and the community to enhance sustainability

Increase alternative mobility options to the community by 2019

Develop contingency plans and resources to address potential environmental changes such as sea level rise





As the City of Coral Gables completes its celebration of its 90th year, reflecting upon the decades of phenomenal achievements of the City and its people, and looking ahead to our Centennial Celebration, our attention must now be focused upon the City’s future and our unwavering commitment to our new Mission – To honor our history by providing exceptional services that enhance the quality of life for our community.

We are proud to introduce to you our 2017-2019 strategic plan. This plan will serve as the City’s roadmap to our new Vision – A world-class city with a hometown feel – and describes our strategic goals and objectives to accomplish over the coming three years, detailing specifically our intent to achieve world-class performance levels in all key measurement areas while embodying our **GABLES** values:

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

Aesthetics – preserving and enhancing the beauty of our City

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

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

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

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

The City remains committed to delivering essential municipal services in an exceptional way with new technology and old-fashioned customer service combined with best practices, high performance standards, and accountability and transparency at all levels of the organization.

In addition to fixing sidewalks, planting trees, improving recreation spaces, and renovating facilities, the City will also be introducing neighborhood street lighting, and enhancing safety initiatives to help preserve the quiet residential neighborhoods that make Coral Gables “The City Beautiful.” We encourage your participation in community meetings and events as your input is valued and appreciated.

Finally, we, your City Staff, want to thank you for allowing us the opportunity to serve you in a world-class manner that preserves the City’s historic and cultural character, balances the economic, environmental, and social needs of our community, and helps lead us to a sustainable city with the highest level of quality of life.



Cathy Swanson-Rivenbark
City Manager

Coral Gables at a Glance

- Incorporated 1925
- Commission-City Manager form of Government
- Five-member City Commission, nonpartisan
- City Manager, City Attorney and City Clerk appointed by the City Commission

Land Use

Land Area 12.92 sq. miles

Land Use:	% of Total
Residential	43%
Commercial	3%
Waterways	9%
Developed	42%
Undeveloped	3%

Economics

Office Space 10,800,000 million sq. ft.
 Retail Space 3,500,000 million sq. ft.
 Assessed Taxable Property Valuation \$14,353,000,000

Principal taxpayers:

Merrick Park LLC	1.11%
Banyan St. Gap Douglas ENT. LLC	0.63%
Prisa Ponce de Leon LLC	0.54%
South Florida Equities Riet Inc.	0.49%
LG Coral Gables LLC	0.49%
Ponte Gadea Gables LLC	0.47%
Prim Bac Colonnade LLC	0.43%
The Collection Properties LLC	0.43%

Source: City of Coral Gables Fiscal Year 2015 CAFR

Demographics

Population per U.S. Census Bureau

1950	19,837
1960	34,793
1970	42,494
1980	43,241
1990	40,091
2000	42,249
2010	46,780
2015	51,117

Median Age 39.7

Median Housing Value \$664,333

Average Household Income \$120,672

Education

Number of Public/Private Schools	18
Elementary	11
Middle	2
High School	3
Universities	2

Property Tax Millage Rate (Fiscal Year 2016):

City	5.5590
School	7.9740
County	5.9009
Regional	0.4187

Bond Ratings

Moody's Investors Service	AAA
Standard and Poor's	AAA

School Ratings (Based on A-F Grading System)

Coral Gables Senior High	A
Coral Gables Preparatory Academy	A
Henry S. West Laboratory	A
International Studies Preparatory	A
Ponce De Leon Middle School	B
George Washington Carver Middle	A

Source: Florida Department of Education

Fiscal Year 2017 Adopted Budget: \$183,635,652

Fiscal Year 2017 Estimate-Capital \$ 18,669,835

Fire Assessment (single-family) \$ 70.00

Solid Waste Fee Paid on Tax Bill \$ 869.00

Early Payment Option \$ 743.00

Storm Water Fee (per ERU) \$ 11.89

CORAL GABLES

THE CITY BEAUTIFUL

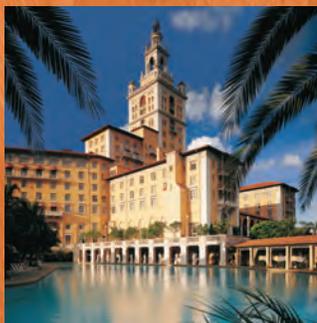


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Coral Gables City Hall



ECONOMIC OVERVIEW

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

The City of 51,000 residents is also centrally located with easy access to key destinations. Coral Gables is just a short drive from Miami International Airport and PortMiami, two of the largest passenger and cargo hubs in the nation, 35 miles from Ft. Lauderdale-Hollywood International Airport, and just minutes from downtown Miami. A vintage-style trolley connects many of the commercial districts to Metrorail, the region's elevated rapid transit system.

Coral Gables is considered one of the premium office markets in South Florida with approximately 11 million square feet of prime office space. The City's total tax-assessed value is \$14.4 billion. It is also an ideal place for corporate officers and employees to live and work. The City offers multiple venues to entertain clients, world-class restaurants, first-class hotels, rich cultural offerings and a broad range of retail establishments.

CORPORATE CAPITAL OF THE AMERICAS

In 1925, Coral Gables founder George Merrick predicted the City would "serve as a gateway to Latin America." Today, Coral Gables is home to more than 150 multinational corporations in such varied fields as telecommunications and technology, international finance, health care, biomedical research, import and export, transportation, spirits, travel and tourism, news information services and real estate. Regional offices are heavy purchasers of professional services, particularly in the areas of international law, accounting and global marketing, making Coral Gables an ideal location for such businesses. Many of the multinational companies have located in Coral Gables to serve South and Central America, and several of the offices have expanded their reach to include other parts of the globe due to the ease of international travel, reliable telecommunications and a multilingual and multicultural professional workforce. In fact, more than 100 countries are served from corporate addresses in the City Beautiful.



SAMPLING OF LARGEST EMPLOYERS

- AECOM
- American Airlines
- Bacardi U.S.A.
- Baptist Health South Florida HQ
- Bayview Financial Trading Group
- The Biltmore Hotel
- Cable & Wireless Communications
- Cherry Bekaert
- The Collection
- C3TS/Stantec
- Coral Gables Hospital
- Del Monte Fresh Produce
- Diageo
- Doctors Hospital
- Gables Engineering
- Gibraltar Bank
- HBO Latin America
- Hyatt Regency Coral Gables
- IBM
- Infiniti of Coral Gables
- Kindred Hospital S. Fla. Coral Gables
- Mercantil Commerce Bank, N.A.
- Mercedes-Benz of Coral Gables
- Quirch Food
- Richemont Latin America & Caribbean
- The Westin Colonnade Hotel
- University of Miami
- Univision Radio Florida
- Zubi Advertising Services



ACCESS TO AIR, SEA & LAND

The Greater Miami region attracts more than 4 million visitors a year, and many are drawn to Coral Gables for its diversity of offerings.



AIRPORT (MIA)

Coral Gables is just 5 minutes from Miami International Airport, the nation's second-busiest airport for international passengers with 101 air carriers serving 153 destinations. In 2015, MIA served 44.3 million passengers – or a weekly average of 775,000 – and handled more than 2.2 million tons of domestic and international cargo, making it the top U.S. airport for international freight. The airport has a 400,000-square-foot international arrivals facility for quick access from any of North Terminal's 50 gates and an above-ground, automated people mover system that connects various modes of transportation between Miami, Palm Beach County, Fort Lauderdale and the Florida Keys, making regional travel easier for residents and visitors.

CORAL GABLES TROLLEY

Transportation through Coral Gables is free and convenient on the City's vintage-style trolley, which connects many of the City's commercial districts to Metrorail, the region's elevated rapid transit system. The trolley carries 1.2 million passengers a year along Ponce de Leon Boulevard between the Douglas Metrorail Station and Flagler Street, with convenient stops every 1-2 blocks and a trolley running every 10 to 12 minutes.



PORT (PORTMIAMI)

Only 15 minutes away from Coral Gables, PortMiami is recognized as the "Cruise Capital of the World" and "Cargo Gateway of the Americas." The Port, which is home to 17 cruise lines, handled more than 4.9 million passengers and 8.6 million tons of cargo in 2015. Additionally, bold plans are underway to accommodate the expansion of the Panama Canal, which is expected to double the amount of cargo as trade with Asia increases. As the nearest U.S. port to the Panama Canal, PortMiami will be the first port of call for fully laden post-Panamax vessels. To take full advantage of bigger ships and shifts in trade, the Port is investing more than \$2 billion in infrastructure improvements. The PortMiami Tunnel project completed in 2014 has doubled the capacity of truck and cargo movement, while PortMiami's Rail project completed in 2014 links rail service from the port directly to the national rail network, allowing goods to reach 70 percent of the US population within one to four days. PortMiami is ranked the 3rd fastest imports port in the US by the Journal of Commerce.



INTELLECTUAL AND MULTILINGUAL WORKFORCE



University of Miami

Employers in Coral Gables have the opportunity to draw from a highly educated and talented multilingual workforce. More than half of Coral Gables residents are fluent in another language. Approximately 60 percent of Coral Gables' residents 25 and older have a bachelor's degree, and approximately 30 percent also have a graduate or professional degree, about three times the countywide rate. In addition, Coral Gables is home to many excellent academic institutions.

The world-renowned University of Miami, one of the country's leading research universities, has its main campus located on 239 acres in the City. UM's student population of 16,774 includes students from more than 120 nations. The University offers 116 undergraduate and 168 masters and doctoral degree programs, as well as 59 research/scholarship programs. It was among the 50 top universities in the U.S. News & World Report rankings of "America's Best Colleges."

UM is accelerating its progress in all key areas, and in particular in the biomedical and life sciences. In 2011, UM launched the first phase of its Life Science & Technology Park with the grand opening of the 252,000-square-foot R+D Building One. The facility is near the University's Miller School of Medicine campus, which is home to the acclaimed Interdisciplinary Stem Cell Institute and the John P. Hussman Institute for Human Genomics.

Also located in the City is Northwestern University's prestigious Kellogg School of Management Executive MBA program. Kellogg is ranked #6 in the U.S. News & World Report's current list of "America's Best Business Schools."

INTERNATIONAL HUB SAMPLE OF THE MULTINATIONAL COMPANIES IN CORAL GABLES

A&E Networks Latin America	Dabrein	MetLife
ABC News	Del Monte Fresh Produce	Mexbrit
ACS Infrastructure Development	Diageo	Mercantil Commercebank
Adobe Systems	ED&F Man	MGM Networks Latin America
AECOM	Egon Zehnder International	Millicom International Cellular S.A.
Alvarez & Marsal	EMC Corporation	Mondelez International
AMC Networks International	Enterprise Florida	MoneyGram Latin America
AmericaEconomia Group	ESPA International	Movado Group
American Airlines	Esri	OBM International
ANSAC	FAG Interamericana	Odebrecht Construction
Apple	Fidelity Investments	Ogilvy & Mather, Latina
Arcor USA	Fleishman Hillard	Pedelta
Arthur Murray International	Fowler, Rodriguez, Valdes-Fauli	Perkins + Will
AstraZeneca Latin America	Fox Latin America	Prudential Financial
AT&T	Fragomen, Del Rey, Bernsen & Loewy	Ravenscroft Ship Management
Bacardi USA	FTI Consulting	Raymond James & Associates
Banacol Marketing Corporation	Fyffes	RE/MAX
Banco de Credito del Peru	Garcia-Colinas Trading and Engineering	Richemont L.A. & Caribbean
Banco Internacional de Costa Rica	Gettys Miami	Robert Half International
Bank of America	Global Life Insurance	RTKL Associates
Batanga	Grupo Kettal Grupo Uno International HBO Latin America	S & K Worldwide Realty
BBC Worldwide - Latin America	Heery International	Società Dante Alighieri
Becker & Poliakoff, P.A.	Hermés	Spencer Stuart
Berlitz Language Center	Hill and Knowlton/SAMCOR	Starcom Group
Britvic North America	HSBC Bank	Steiner Management Services
Bunge Latin America	Hyatt Hotels & Resorts	Swarovski
Burns & McDonnell Engineering	IBM	T. Y. Lin International
C3TS/Stantec	Infante Zumpano	Telemundo Internacional
Cable & Wireless	Inlingua Language Center	Terra Networks
Campbell Soup Company	IntelSat InterOrient Navigation	Tiffany & Co.
Cargill	IOS Partners	TMP Worldwide Directional Marketing
Caribbean Hotel & Tourism Assoc.	Jones Lang La Salle Hotels	Towers Watson
CC1 Companies	JP Morgan Chase	Turbana Corporation
CH2M Hill Inc.	Kraft Foods Latin America	UBS International
Charles Schwab L.A. & Caribbean	La Perla	Univision Radio
Cherry, Bekaert and Holland	Latin American Agribusiness Dev.	Venevision International
Christie's Fine Art Auctioneers	Lexmark International Latin America	Walt Disney Latin America
Chopard	Lorina	Warner Brothers Entertainment
Cisco Systems	LVMH Watch & Jewelry Carib. & L.A.	Wells Fargo
Cisneros	Lynch Sales Company	William Grant & Sons Distillers
Citrix Systems	Maccaferri	Yahoo!
Coldwell Banker	Marriott	
Colliers International	MasTec	
Crystal Lagoons	Merrill Lynch	
Crosswell International		

CENTER FOR FOREIGN CONSULATES AND RELATIONSHIPS

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

ACC10 (Government of Catalonia Agency)
Consulate General of Barbados
Consulate General of Colombia
Consulate General of El Salvador
Consulate General of Italy
Consulate General of Norway
Consulate General of St. Lucia
Consulate General of the Principality of Monaco
Consulate General of Spain
Spanish Trade Commission
Spanish Office of Education
Tourist Office of Spain
Honorary Consulate of Australia
Honorary Consulate of Belize
Honorary Consulate of Hungary
Honorary Consulate General of St. Kitts & Nevis
Honorary Consulate General of Thailand
U.S. Office of Foreign Missions
Taipei Economic & Cultural Office

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

Aix-en Provence, France
Cartagena, Colombia
Granada, Spain
La Antigua, Guatemala
Province of Pisa, Italy (Emeritus)
Quito, Ecuador (Emeritus)



Historic De Soto Fountain

GLOBAL CONNECTIVITY

Coral Gables enjoys close proximity to Verizon's Network Access Point (NAP) flagship facility located in Downtown Miami. The Tier-IV facility was the first purpose-built, carrier-neutral NAP and is the only facility of its kind specifically designed to link Latin America with the rest of the world. Verizon's NAP of the Americas makes Miami the only City in the U.S. where Optical, Ethernet, MPLS, Voice and Internet traffic come together in one location, and this massive connectivity allows for faster network services. In addition, the facility offers business hosting services for equipment and technology and provides a secure colocation option designed to protect critical information and infrastructure.



Riviera Day School student

SCHOOLS

Coral Gables schools are considered by many to be the best in Miami Dade County. Seven of the nine public schools that serve the City have been given A ratings by the Florida Department of Education, and the other two received B ratings. Coral Gables Preparatory Academy, George Washington Carver Middle School and Sunset Elementary are designated as Blue Ribbon Schools of Excellence by the US Department of Education, the highest honor awarded to an American school. Several Coral Gables schools are known for their foreign language curricula. G.W. Carver Middle also holds the additional distinction of being recognized by the French, German, Spanish and Italian governments. Graduates of the prestigious International Baccalaureate programs at Coral Gables Senior High receive diplomas recognized by colleges and universities throughout the United States and the world. The International Studies Preparatory Academy, ranked among the top high schools in Florida, focuses on international studies and foreign languages. It is the result of a pioneering collaboration between the City, MiamiDade County Public Schools and the Spanish, Italian and French education ministries. Coral Gables also boasts seven highly rated private schools that include Gulliver Academy and nearby Gulliver Preparatory School, as well as half a dozen day schools. For a list of all schools, visit www.coralgables.com/schools.

QUALITY OF LIFE



The Shops at Merrick Park



Renderings for the Miracle Mile & Giralda Avenue Streetscape Project

COMMUNITY AND CONVENIENCE

As South Florida's first planned community, Coral Gables is a green oasis in the heart of one of the nation's largest metropolitan areas. The 13-square-mile City is well known for its lush, elegant surroundings, 47 miles of winding waterways and stable residential neighborhoods. Its climate is mostly sunny year-round with temperatures ranging from an average annual high of 81 degrees Fahrenheit to a low of 60.

A walk through town makes it clear why the Wall Street Journal named Coral Gables "the sixth most walkable suburb in the United States." Night and day, the city's Downtown is bustling with pedestrians who have easy access to hundreds of restaurants and an abundance of shops, many within walking distance of the downtown business district. The variety and convenience of these amenities is a significant benefit for employees who use personal and professional services during lunch, or before and after work hours. The City's many cultural offerings are also proving attractive to a growing creative class. Rand McNally and USA Today ranked Coral Gables as one of the six most beautiful towns in America, and in 2013, LivCom ranked Coral Gables among the five most livable communities of its size in the world.

One of the City's most exciting current initiatives is an investment of more than \$25 million to make Miracle Mile, the City's main street and one of its central shopping and dining areas, vibrant pedestrian destination. The initiative, which also includes "restaurant row" on nearby Giralda Avenue, includes widening the public spaces to create areas for al fresco dining and creating a more engaging retail experience. The award-winning New York firm Cooper Robertson and Partners provided an artful approach to redesigning both Miracle Mile and part of Giralda Avenue, which includes curb-less environments, shaded sidewalks, and open piazza spaces that are intimately tied to the history, character and climate of Coral Gables to promote a more vibrant and eventful Downtown." The project is currently underway with an estimated completion date of Winter 2017. Visit www.gablesstreetscape.com for more info.



Miracle Mile



Shops at Merrick Park

SHOPPING

Coral Gables is synonymous with good taste. The famed Miracle Mile and its surrounding downtown streets with their European-style outdoor cafes and many specialty stores, provide an enjoyable tropical shopping experience. Just a few minutes away, fashion and style come to life in the city at the Shops at Merrick Park, a shopping and lifestyle center anchored by luxury retailers Neiman Marcus and Nordstrom. The outdoor shopping venue also features such designer brands as Tiffany & Co., Hugo Boss, Jimmy Choo, Burberry, Diane Von Furstenberg, and Gucci.

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



Vizcaya Museum and Gardens

- Coral Gables offers four live theaters, the most of any city in South Florida. They are Actors' Playhouse at the Miracle Theatre, GableStage at the historic Biltmore Hotel, Area Stage on US 1 and the Jerry Herman Ring Theatre at the University of Miami.
 - The Coral Gables Art Cinema on Aragon Avenue and the Cosford Cinema on the University of Miami campus are top venues for foreign and independent films.
 - Coral Gables Gallery Night, held every Friday of the month, features more than a dozen private art galleries showcasing works by European and Latin American art masters and outstanding contemporary artists. A free Gallery Night Trolley winds its way through the City, making stops at the exhibits and at the Coral Gables Museum plaza, where live music, art and wine come together.
- Vizcaya Museum & Gardens, a National Historic Landmark built by agricultural industrialist James Deering in 1916, is a beautiful museum and stunning retreat minutes from Coral Gables.



Actors' Playhouse at Miracle Theatre

- Adrienne Arsht Center for the Performing Arts, Florida's largest performing arts center, is located just 15 minutes from Coral Gables in downtown Miami. The Perez Art Museum Miami, Florida Grand Opera, Miami City Ballet, New World Symphony, and other cultural venues are conveniently located nearby.



Coral Gables Museum



Books & Books

- There are four museums in the City -- the Coral Gables Museum in the heart of Downtown, the Lowe Art Museum on the UM campus, Merrick House, the boyhood home of City founder George Merrick, and the Fairchild Tropical Botanic Garden.
- Coral Gables is widely known for its vibrant and high-quality music scene. Every week from January to April, the City presents the Jazz in the Gables lunchtime concert series. Coral Gables also is a premiere stage for numerous chamber groups, symphonic orchestras and an annual Baroque Music Festival. The University of Miami's renowned Frost School of Music is a popular venue for a wide array of musical offerings.
- Coral Gables is home to Books & Books, one of the nation's top independent bookstores. The store has become a major cultural center and each year hosts more than 500 different readings and events. Former presidents and world-renowned authors have presented at the popular venue.



Chihuly art at Fairchild Gardens

QUALITY OF LIFE: CULTURAL AMENITIES *continued*

Coral Gables celebrates its strong sense of community with events that have become local traditions throughout the year. The annual Junior Orange Bowl Parade has been marching through Downtown Coral Gables for 67 years, the July 4th fireworks celebration draws more than 25,000 people to the grounds of the historic Biltmore Hotel, and the annual Holiday tree lighting ceremony and theme park for children at City Hall are highlights of the holiday season. During the local growing season from January through March, Coral Gables holds its Farmers Market in front of City Hall. The popular European-style green market offers farm-fresh produce, baked goods, juices, honey, herbs, jams and jellies, gourmet specialty foods, and a variety of plants for the home or garden. Nationally-recognized as a garden city, Coral Gables offers



two world-renowned gardens. Montgomery Tropical Botanic Garden is a global center for scientific research, boasting the largest palm tree and cycad collections in the world, while the 83-acre Fairchild Tropical Botanic Garden has become a resource of world significance. Its “Wings of the Tropics” conservatory has 3,000 butterflies on display every day. Coral Gables is strongly committed to arts and culture. In addition to its many offerings, the City has a Cultural Grants Program to support non-profit organizations and an Art in Public Places Program that requires all commercial developments of more than \$1 million to assign one percent of their budget for public artworks. The City also is home to two international cultural institutions, the Società Dante Alighieri and the Centro Cultural Brasil-USA.

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

- *Top 5 Most Beautiful Small Cities in America (Rand McNally / USA Today)*
- *Most Walkable Suburbs in the Country (Wall Street Journal)*
- *Top 10 City to Live Well in America (Forbes)*
- *Tree City for the past 30 years (The Arbor Day Foundation)*
- *Best Places to Retire in America (NBC Today Show)*
- *Playful City USA (KaBOOM!)*
- *100 Best Communities for Young People (America’s Promise Alliance)*
- *Top 10 Romantic City in the U.S. (Livability.com)*
- *Top 10 Dreamiest Places to Live in the United States (HGTV’s FrontDoor.com)*
- *Protector of the Climate Award (Audubon Society)*
- *Top 10 Cities for Books (Livability.com)*
- *Top 5 Most Livable Communities in the World (United Nations-backed LivCom International)*
- *Real Estate Achievers & Leaders (R.E.A.L.) Award - Community/Municipality recipient 2016 (Greater Miami Chamber of Commerce)*



Deering Bay Golf Course



Venetian Pool

RECREATIONAL AMENITIES

With its majestic tree canopy and shaded streets, Coral Gables invites communing with nature. There are 42 public parks and green spaces in the City Beautiful, providing perfect places to stroll, picnic, play or relax. Residents and visitors can tee off at two public golf courses – the Biltmore Golf Course, a Donald Ross, 18-hole, par-71 course, and the Granada, the oldest operating 9-hole course in Florida. There are also two private courses, the Riviera Country Club and the Deering Bay Country Club. Coral Gables also offers access to 46 tennis courts and 47 miles of waterways that invite boating, paddleboarding and kiteboarding. Other activities include hiking and cycling along one of the City’s many bike paths.

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



Marlins Ballpark



AmericanAirlines Arena
(Copyright: Karel Miragaya)

SPORTS

Coral Gables is in close proximity to a wide array of sporting events, both professional and collegiate.

- University of Miami Hurricanes NCAA athletic events.
- Miami Heat Basketball at AmericanAirlines Arena. (Approx. 15 minutes from Coral Gables)
- Miami Marlins Baseball at Marlins Park. (Approx. 15 minutes from Coral Gables)
- Miami Dolphins Football at Sun Life Stadium. (Approx. 25 minutes from Coral Gables)
- Florida Panthers Hockey at BB&T Center. (Approx. 40 minutes from Coral Gables)
- Sony Open Tennis at Key Biscayne. (Approx. 20 minutes from Coral Gables)
- NASCAR races at Homestead-Miami Speedway, features the annual Ford Championship weekend. (Approx. 40 minutes from Coral Gables)

QUALITY OF LIFE *continued*

MUNICIPAL SERVICES

The Coral Gables Police and Fire Departments are both fully-accredited. In fact, in 2014, the City's Police Department earned its seventh reaccreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA), the international gold standard in public safety. The City's Fire Department is one of only a handful of fire departments nationally to hold the distinction of Class 1 status for providing exemplary fire protection to the community. In addition, in 1993, Coral Gables became the first municipality ever to receive the National Emergency Management Award. Coral Gables provides services tailored for those of all ages—from the very young, to the elderly. Its Youth Center offers recreational programming for children, adults and seniors, while the Coral Gables Museum offers educational programs and camps for families and children. Seniors, who make up a quarter of the City's population, can choose from a wide range of services. The City's Senior Services program offers language classes, investment discussions and an annual Health Fair, and its Pilates, aerobics and Tai Chi sessions all quickly fill up. To meet the demand, the City built a new Senior Center that will serve this growing population when it opens in July 2016.



UHealth Lennar Foundation Medical Center

HEALTH SERVICES

Coral Gables residents have access to a variety of world-class healthcare services. Baptist Health South Florida ranks as one of the best hospital systems in the nation for clinical quality. Headquartered in Coral Gables, the \$2.5 billion organization is composed of seven hospitals and more than two dozen outpatient facilities. Baptist Health Doctors Hospital, located in the heart of the City, has provided high-quality medical care since 1949 and has been a leader in neurological care since 1993, serving patients from

all over the world. Its nationally recognized Sports Medicine program serves, among others, the Florida Panthers and the Miami Heat, and its Gamma Knife program was the first of its kind in Florida. The University of Miami Health System delivers South Florida's most advanced medical care by some of the region's best doctors. South Florida's only university system, UHealth is powered by the groundbreaking research and medical education of UM's Leonard M. Miller School of Medicine. Currently under construction, The Lennar Foundation Medical Center will deliver premier services including specialty care by the renowned Sylvester Comprehensive Cancer Center and Bascom Palmer Eye Institute. Other services will include urgent care, out-patient surgery, men's and women's health, physical therapy, diagnostic imaging, radiation oncology and other UHealth subspecialties. The community-based Coral Gables Hospital offers a broad range of services, from primary care to surgery. The specialty programs offered at the 245-bed facility within the City include Orthopedics, Urology, Comprehensive Diagnostics Services, Emergency care and Outpatient Rehabilitation.

COMMUNITY PROFILE

City Budget and Taxes	2016 Local Property Taxes	Total Assessed Value of Property in the City	Total Taxable Value of Property in the City
2016-2017 Fiscal City Budget: \$183,234,869	Municipal Millage Rate: 5.559 Total Millage Rate: 19.4590	\$19.468 billion	\$14.389 billion

DEMOGRAPHIC COMPARISON: 2015 ESTIMATES

	Coral Gables	Miami-Dade
Population*	51,117	2,693,117
Households	18,935	928,604
Population Growth Projection (2010-2015)*	9.3%	7.8%
Average Household Size	2.35	2.83
Median Household Income	\$68,115	\$42,148
Average Household Income	\$120,672	\$63,419
Median Age Total Population	39.7	39.3
Income less than \$ 15,000	13.01%	18.09%
Income \$ 15,000 - 24,999	9.28%	13.62%
Income \$ 25,000 - 34,999	8.37%	11.62%
Income \$ 35,000 - 49,999	10.20%	14.01%
Income \$ 50,000 - 74,999	12.63%	16.16%
Income \$ 75,000 - 99,999	7.97%	9.56%
Income \$ 100,000 - 124,999	8.11%	6.40%
Income \$ 125,000 - 149,999	4.98%	3.03%
Income \$ 150,000 - 199,999	7.34%	3.26%
Income \$ 200,000 - 499,999	3.60%	1.26%
Income \$ 250,000 - 499,999	8.46%	2.04%
Income \$ 500,000 and more	6.06%	0.95%

Data Source: Nielsen

*Census.gov



HISTORICAL LANDMARKS

Coral Gables is committed to maintaining its rich heritage. More than 1,450 properties have been designated local landmarks, including typical Mediterranean style cottages. Eleven properties have been listed on the National Register of Historic Places. They include:

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

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

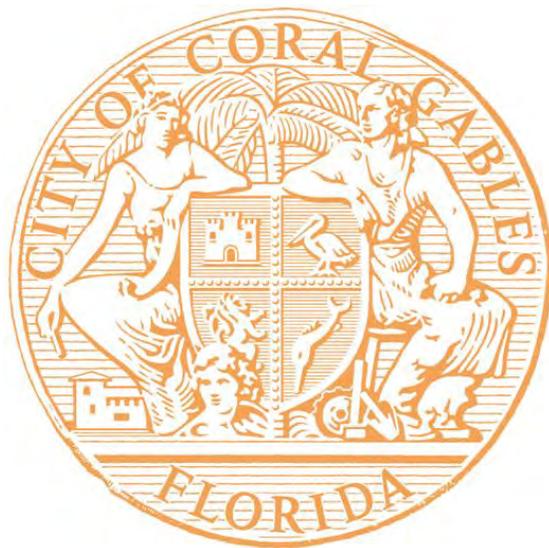
These are exciting times for Coral Gables, as the City marks its 90th anniversary. Walk, bike or drive around the City Beautiful and you will notice the kind of vibrant, international community often found only in large cities. We hope you will visit us soon and think you will agree. Welcome to Coral Gables.

RESIDENTIAL MARKET

High quality schools, responsive municipal services and the thoughtful integration of the built and natural landscape make the City Beautiful a much-sought-after address. In 2015, the estimated median value of a home in Coral Gables was \$664,333. There were an estimated 18,935 households in 2015 and an average family household income of \$120,672, compared to \$63,419 countywide. Homes in Coral Gables range from quaint historic cottages to waterfront estates valued upwards of \$35 million.

MEDITERRANEAN DESIGN

Coral Gables has set itself apart from other South Florida cities thanks in large part to the old-world charm evoked by its buildings, the discerning taste of its residents and its strict zoning laws and high architectural standards. This architectural heritage has been enhanced by the adoption of a Mediterranean Style Design Bonus that provides incentives to developers building or renovating in the Mediterranean style.



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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Coral Gables, Florida for its annual budget for the fiscal year beginning October 1, 2015.

In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document , as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

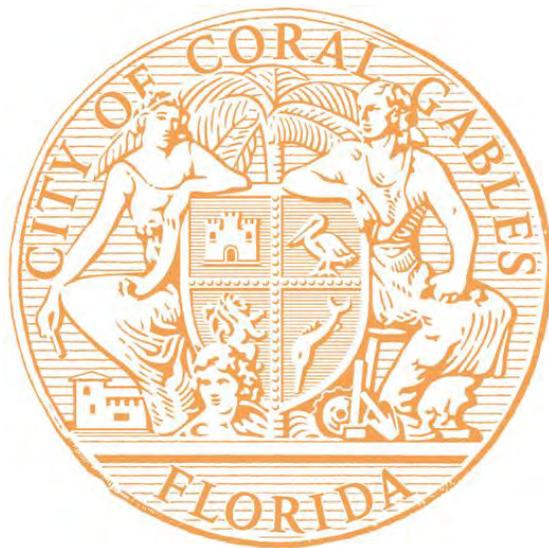
**City of Coral Gables
Florida**

For the Fiscal Year Beginning

October 1, 2015

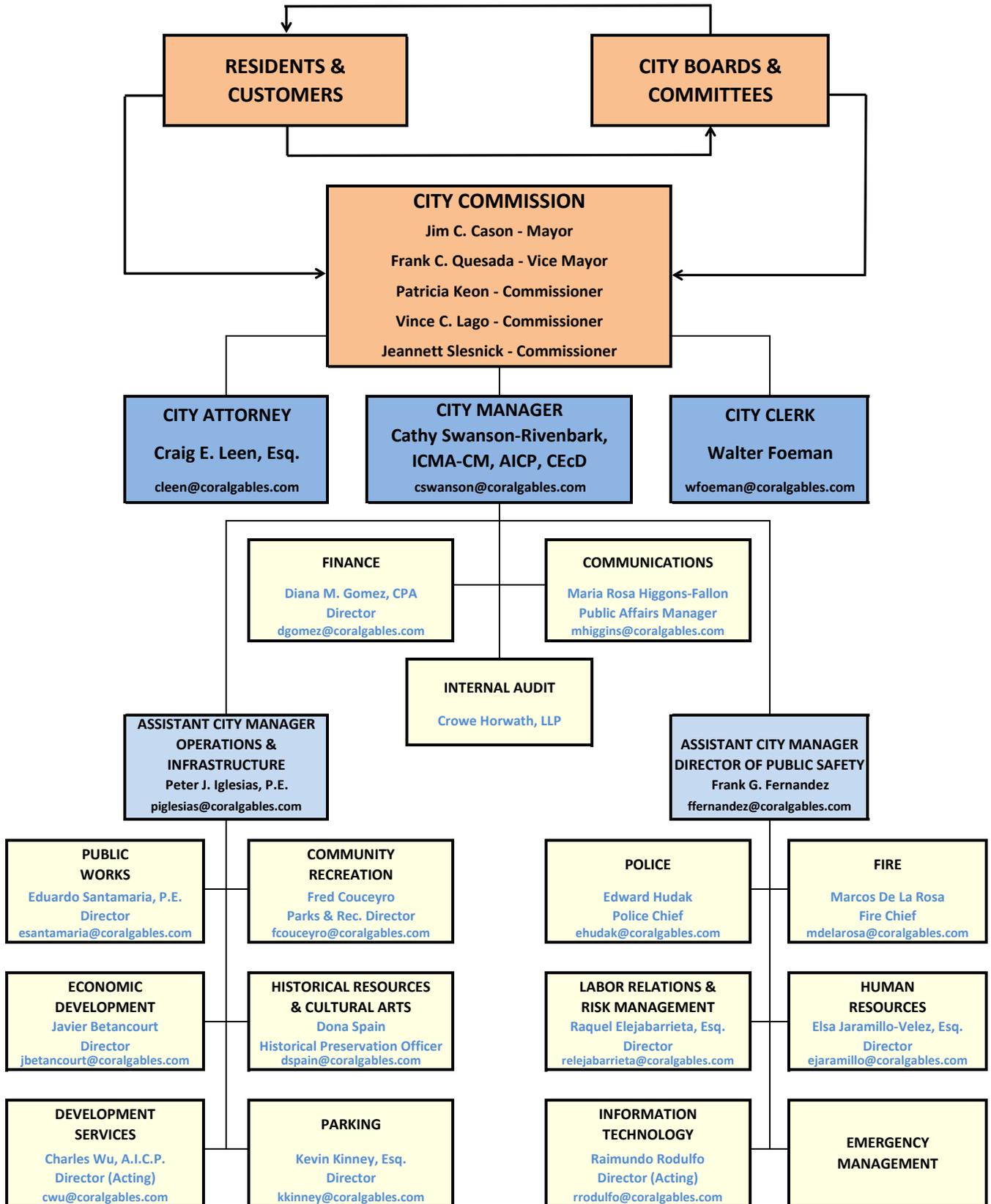
Jeffrey R. Enow

Executive Director



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**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET
ORGANIZATION CHART**



2016-2017 BUDGET

BUDGET PREPARATION CALENDAR

Budget Training	Mar 1 - 4
Base Budget Submission (100% Scenario)	Mar 7 - 18
New Needs & Capital Project Requests	Mar 7 – Apr 8
Strategic Plan & Performance Metrics	Mar 7 – Apr 8
All Scenarios Submission (100%, 97%, & 95%)	Mar 28 – Apr 8
Budget Review & Analysis	Apr 11 – May 20
Revenue Estimate Prepared	Apr 25 – May 13
City Commission 1 st Budget Workshop	May 4
Department Budget Meetings with the City Manager	May 31 - Jun 4
Delivery of the City Manager’s Budget Estimate to the City Commission	July 1
City Commission 2 nd Budget Workshop	July 27
Public Hearing – Tentative Budget for FY 2015-2016 adopted by ordinance (First Reading)	Sept 13
Public Hearing – Final Budget for FY 2015-2016 adopted by ordinance (Second Reading)	Sept 27

A GUIDE TO THE BUDGET

BUDGETS & LEGAL COMPLIANCE

On July 1 of each year the City Manager submits to the City Commission a recommended operating budget for the ensuing fiscal year. The recommended budget is prepared by funds, function and activity and includes information on the past two years, current year estimates and recommended appropriations for the next fiscal year. During September of each year the City Commission holds two public hearings and may add to, subtract from or change the recommended budget.

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

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

THE BUDGET PROCESS

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

What is a Fiscal Year?

A fiscal year is a twelve month cycle that comprises a budget and reporting period. The City's fiscal year for this budget starts October 1, 2016 and ends September 30, 2017.

What is Revenue?

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

What is an Operating Expenditure?

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

What is a Capital Expenditure?

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

What is an Encumbrance?

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

THE BUDGET STRUCTURE

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

What is a Fund?

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

Governmental Funds

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

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

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

Enterprise (Proprietary) Funds

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

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

Internal Service Funds

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

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

Pension Trust (Fiduciary) Funds

Fiduciary Funds are used to account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds.

Pension trust funds are accounted for in essentially the same manner as proprietary funds.

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

Agency Funds

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

1. **Law Enforcement Trust Fund** - used to account for resources provided as a result of certain police investigations, seizures and forfeitures.

2. **Deferred Compensation Fund** - used to account for compensation deferred by employees in accordance with internal Revenue Code Section 457 and compensation earned but unused paid leave, the payment of which is deferred until the employee's retirement.

PROPERTY TAX

What is a Property Tax?

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

What is a Millage Rate?

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

What is a Mill of Tax?

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

How are Property Taxes Calculated?

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

According to State legislation, the County Property Appraiser calculates the value of each property in Dade County as of January 1 each year. The appropriate exemptions are then applied to reach the final taxable value. The final taxable value is multiplied by the millage rates, i.e. City, County and School Board, to determine the amount of property taxes to be included in the November property tax bill. For example if your taxable value after taking all exemptions is \$500,000 and the millage rate used to determine your taxes is 5.559, then the City portion of your taxes would be \$2,780. The calculation is performed by taking the taxable value (\$500,000), dividing by 1,000 and multiplying by the millage rate (5.559).

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

What is Rolled - Back Millage Rate?

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

BUDGET POLICY

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

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

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

Requests to change the total appropriation, personnel structure, project, capital request or contract change orders must be submitted to the City Manager's office. If the change is accepted by this office, a resolution is prepared and submitted to the City Clerk for inclusion on the City Commission Agenda. The resolution is then discussed by the City Commission where it must receive a 3/5 majority vote for passage. Upon passage the Budget is legally amended.

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

Each year the CIP is prepared from project requests submitted by the various departments and boards of the city. After the requests are compiled, the projects are reviewed and ranked by the Capital Improvement Committee, i.e., composed of five administrative members from various city departments. Recommendations from the CIP Committee are reviewed by the City Commission in conjunction with their review of the annual operating budget. At the final public hearing the Capital Improvement Program is legally adopted through passage of a resolution. The Capital Improvement Committee can make

adjustments to current year projects during the budget year but cannot exceed the total capital appropriations for the current year without Commission approval.

The capital improvement projects that are approved will be financed in the most efficient and cost effective means through appropriation of funds, special revenue funds, grants and other sources.

FINANCIAL POLICIES

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

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

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

Operating Management Policies

1. All departments share in the responsibility for meeting management and service delivery goals and ensuring long-term financial stability. Operating budgets and management plans will be
2. developed using current resources available.
3. The budget process is intended to allocate limited resources among competing programs based on policy priorities, efficiency and effectiveness of services and availability of resources.
4. Additional personnel and programs will be requested only if necessary to maintain existing service levels due to expansion of service areas or service levels previously approved by the City Commission.
5. As required by City Charter and State Law the budget must be balanced. Current expenditures will be funded by using current revenue sources and revenue growth will be planned in a conservative, prudent manner. Use of fund balance in any fund to balance the current year budget must be approved by the City Commission.
6. User fees and charges for services will be reviewed annually to ensure that they cover the cost of the program at the rate determined to be responsible, competitive with other local communities and non-burdensome to program participants. Fees will be adjusted as needed based on this analysis.

7. Cash management and investment will be maintained in accordance with the City Charter and State law and will ensure the safety and security of city assets. Funds will be managed prudently and diligently with an emphasis on safety of principal, liquidity and financial return.

Debt Management Policies

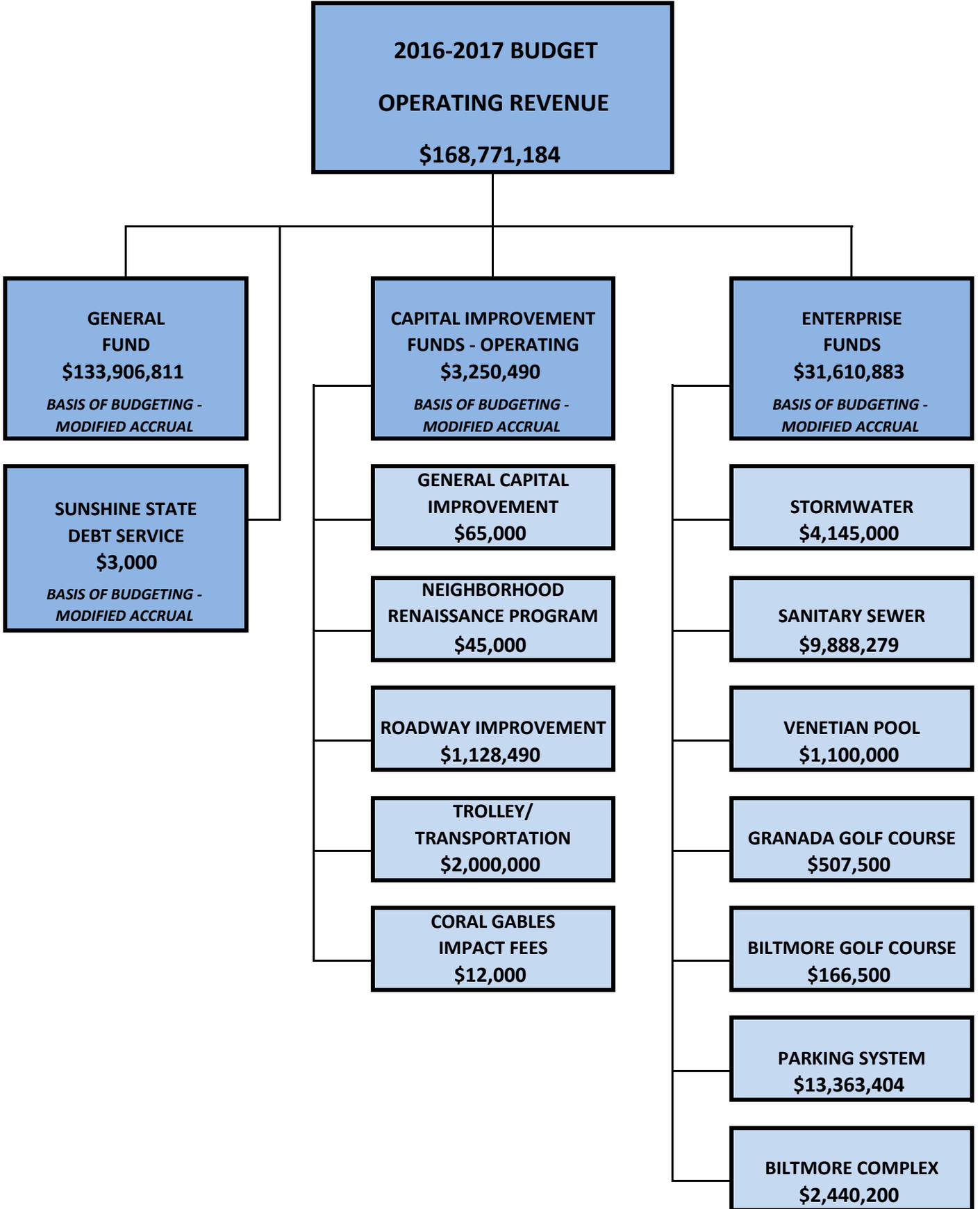
1. The City of Coral Gables will seek to maintain our AAA bond rating to minimize debt service costs and preserve access to credit markets.
2. Each bond issue will include an analysis of how the new issue and current debt impacts debt capacity.
3. Financing of projects will not exceed the useful life of the infrastructure improvement or capital acquisition.
4. The City will limit the amount of debt issued and planned in any planning period to the amount that can be supported by revenues projected to be available on a prudent and conservative basis. The City's goal is to keep the debt service under eight percent (8%) of the sum of total operating costs plus total debt service.
5. All fund designations and reserves will be evaluated annually for long-term adequacy and availability in accordance with policies developed and approved by the City Commission.
6. The General fund reserves will be maintained at a level which will adequately cover an emergency in the future. The accepted target for this purpose is 25% of the General Fund annual operating budget.
7. Fund balances will be used prudently and conservatively to fund one time expenditures and stabilize the property tax rate.

Financial Reporting Policies

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

CITY OF CORAL GABLES

FUND STRUCTURE OVERVIEW - REVENUE



2016-2017 BUDGET
REVENUES CLASSIFIED BY SOURCE

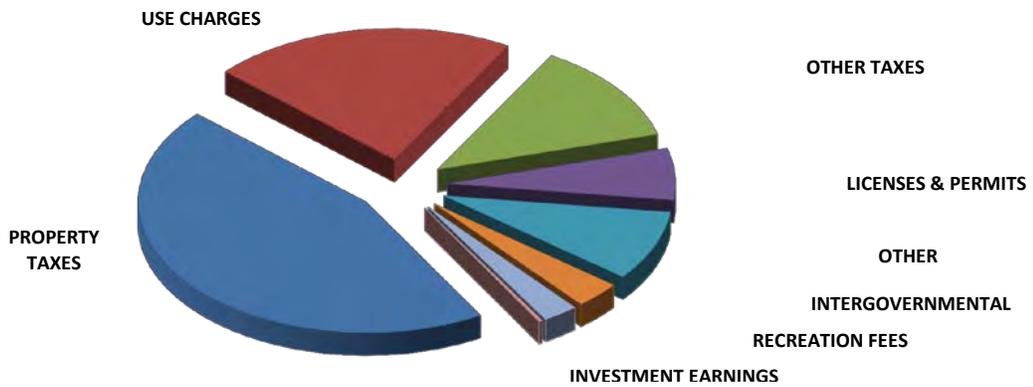
	<u>2015-2016 BUDGET</u>		<u>2016-2017 BUDGET</u>	
Property Taxes	\$ 72,311,324	\$ 72,311,324	\$ 75,989,729	\$ 75,989,729
Other Taxes				
Sales Taxes (Gasoline)	2,974,515		3,114,490	
Franchise Fees	6,600,000		6,805,000	
Utility Service Taxes	<u>11,170,000</u>	20,744,515	<u>10,950,000</u>	20,869,490
Licenses & Permits				
Business Tax Receipts	3,346,000		3,346,000	
Permits	<u>7,320,500</u>	10,666,500	<u>7,370,000</u>	10,716,000
Intergovernmental Revenues				
Federal	73,500 *		-	*
County	5,314,177 *		100,000 *	
State	<u>5,563,661</u> *	10,951,338	<u>5,420,000</u> *	5,520,000
Use Charges				
Refuse Collection Fees	8,769,000		8,758,640	
Commercial Waste Fees	998,400		963,000	
Sanitary Sewer Fees	9,292,454		9,863,279	
Stormwater Utility Fee	3,130,000		4,130,000	
Parking Fees	<u>12,379,675</u>	34,569,529	<u>12,742,600</u>	36,457,519
Recreation Fees				
Youth Center	1,766,000		1,797,000	
Tennis	703,000		644,000	
Swimming	884,400		1,100,000	
Golf	<u>699,261</u>	4,052,661	<u>674,000</u>	4,215,000
Investment Earnings				
General Fund	192,857		200,000	
Debt Service Fund	3,000		3,000	
Capital Project Funds	136,000		136,000	
Enterprise Funds	<u>44,000</u>	375,857	<u>75,000</u>	414,000
Other				
General Government Fees	2,093,000		2,205,000	
Public Safety Fees	3,882,000		3,783,500	
Fines & Forfeitures	1,958,000		1,956,000	
Rentals & Concessions	6,236,027		6,481,565	
Debt Proceeds - Lease/Purchases	24,408,323 **		-	**
Miscellaneous	<u>275,331</u>	38,852,681	<u>163,381</u>	14,589,446
Total Operating Revenues		<u>\$ 192,524,405</u>		<u>\$ 168,771,184</u>

* Fiscal Year 2015-2016 includes one-time grants that do not repeat for Fiscal Year 2016-2017. If the grants have any unused balances at Fiscal Year 2015-2016 year end, those balances will be reappropriated early in the first quarter of Fiscal Year 2016-2017.

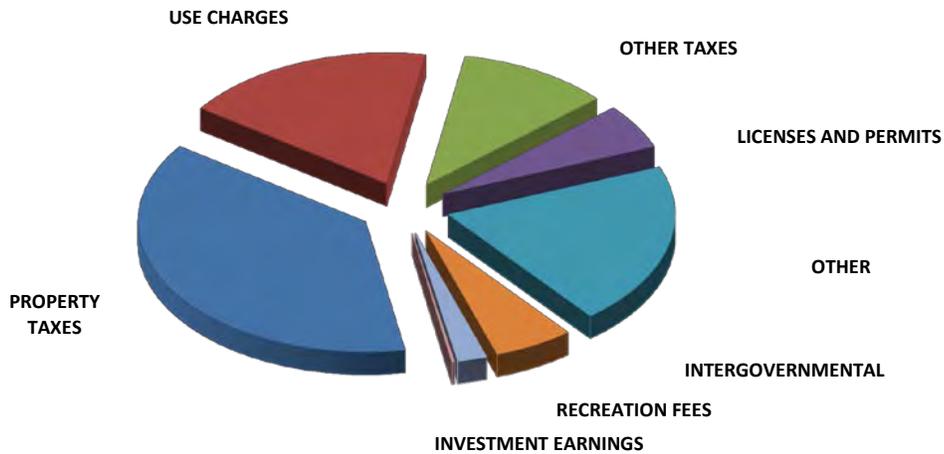
**Fiscal Year 2015-2016 includes one-time proceeds from debt that does not repeat for Fiscal Year 2016-2017. This debt is being used to fund the Miracle Mile/Giralda Streetscape Improvement Projects.

**2016-2017 BUDGET
REVENUES BY SOURCE**

2016-2017 - \$ 168,771,184



2015-2016 - \$ 192,524,405



	2015-2016		2016-2017	
	BUDGET	%	BUDGET	%
Property Taxes	\$ 72,311,324	37.5%	\$ 75,989,729	45.0%
Use Charges	34,569,529	18.0%	36,457,519	21.6%
Other Taxes	20,744,515	10.8%	20,869,490	12.4%
Licenses & Permits	10,666,500	5.5%	10,716,000	6.3%
Other	38,852,681	20.2%	14,589,446	8.6%
Intergovernmental Revenues	10,951,338	5.7%	5,520,000	3.3%
Recreation Fees	4,052,661	2.1%	4,215,000	2.5%
Investment Earnings	375,857	0.2%	414,000	0.2%
Total Revenues	\$ 192,524,405	100.0%	\$ 168,771,184	100.0%

2016-2017 BUDGET
SUMMARY OF TOTAL REVENUES AND TRANSFERS FROM RESERVES

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 BUDGET	2016-2017 BUDGET
Taxes				
Property Tax	\$ 65,257,324	\$ 68,107,835	\$ 72,311,324	\$ 75,989,729
Local Option Gas Tax	1,127,704	1,180,480	1,074,515	1,114,490
Transportation Sales Tax	1,781,041	1,897,394	1,900,000	2,000,000
Franchise Fees	6,850,950	6,908,438	6,600,000	6,805,000
Utility Service Taxes	11,861,649	11,986,127	11,170,000	10,950,000
Business Tax Receipts	3,318,725	3,255,125	3,346,000	3,346,000
Permit Fees	8,160,393	8,783,434	7,320,500	7,370,000
Intergovernmental Revenues	6,053,609	6,188,878	5,737,161	5,520,000
General Government Fees	2,748,364	2,599,714	2,093,000	2,205,000
Public Safety Fees	4,063,800	3,764,308	3,882,000	3,783,500
Physical Environment Fees				
Refuse Collection Fees	8,635,302	8,909,359	8,740,000	8,734,640
Delinquent Collections	-	1,205,769	-	-
Commercial Waste Fees	982,762	953,941	998,400	963,000
Lot Mowing & Clearing	29,505	34,463	29,000	24,000
Sanitary Sewer Fees	8,683,241	9,375,347	9,292,454	9,863,279
Stormwater Utility Fee	2,930,268	3,198,372	3,130,000	4,130,000
Recreation Fees				
Youth Center	1,833,480	1,946,285	1,754,000	1,785,000
Tennis	795,194	738,522	703,000	644,000
Special Events	28,057	28,997	12,000	12,000
Swimming	1,066,205	1,280,819	884,400	1,100,000
Golf	680,794	573,167	699,261	674,000
Automobile Parking Fees	11,106,330	12,469,039	12,379,675	12,742,600
Fines & Forfeitures	2,114,360	2,030,444	1,958,000	1,956,000
Investment Earnings				
General Fund	240,289	424,382	192,857	200,000
Debt Service Fund	8,214	9,535	3,000	3,000
Capital Projects Funds	194,830	249,195	136,000	136,000
Enterprise Funds	90,098	110,712	44,000	75,000
Rentals & Concessions				
Parking	519,378	556,013	567,178	585,804
Biltmore Complex	2,161,243	2,299,698	2,328,114	2,440,200
Other	3,447,885	3,384,631	3,340,735	3,455,561
Capital Improvement Impact Fees	180,407	1,618,121	-	-
Assessment Lien Collections				
Sidewalks	2,050	177	-	-
Capital Projects	8,580	773,844	-	-
Sale of Recycled Trash	7,026	-	-	-
Miscellaneous Other	491,659	4,300,081	275,331	163,381
FEMA: Hurricane Reimbursement	-	-	-	-
Building Better Communities Bond Program	-	-	3,523,177	-
Miami-Dade County Roadway Impact Fees	-	-	1,691,000	-
Debt Proceeds - Lease/Purchases	126,144	-	-	-
Debt Proceeds - Capital Projects	-	6,500,000	24,408,323	-
Total Operating Revenues	157,586,860	177,642,646	192,524,405	168,771,184
Prior Year Re-appropriations	4,613,067	21,338,132	41,783,619	-
Interfund Allocations/Contributions				
Storm Water Utility Fund	1,646,813	624,837	539,750	615,875
Sanitary Sewer Fund	685,000	1,810,042	1,521,321	1,574,945
Parking System Fund	565,000	565,000	565,000	565,000
Total Interfund Allocations/Contributions	2,896,813	2,999,879	2,626,071	2,755,820
Transfers from Reserves				
General Fund	-	-	4,129,323	1,552,439
General Fund - Special Revenue Reserve	100,000	-	63,171	155,207
General Fund - e911 Reserve	300,000	300,000	-	-
Sunshine State Debt Service Fund	-	-	375,000	1,000,000
General Capital Improvement Fund	-	-	5,410,248	3,510,143
Neighborhood Renaissance Program Fund	-	-	4,966,716	-
Roadway Improvement Fund	-	-	750,000	725,510
Trolley / Transportation Fund	-	-	449,356	223,171
General Obligation Bond Fund	31	40	478	-
CG Capital Improvement Impact Fee Fund	-	-	331,975	3,495,926
Stormwater Utility Fund	778,639	-	294,108	117,287
Sanitary Sewer Fund	-	-	436,685	48,196
Parking Fund	-	-	2,841,268	1,097,030
Retirement System Fund	-	-	177,237	183,739
Total Tranfers From Reserve Funds	1,178,670	300,040	20,225,565	12,108,648
Total Revenues	\$ 166,275,410	\$ 202,280,697	\$ 257,159,660	\$ 183,635,652

**2016-2017 BUDGET
GENERAL FUND REVENUE SUMMARY**

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 BUDGET	2016-2017 BUDGET
<u>Property Taxes</u>				
Current Year	\$ 65,770,446	\$ 68,703,202	\$ 72,881,324	\$ 76,609,729
Delinquent with penalties & interest	(583,264)	(633,813)	(600,000)	(650,000)
Homestead Adjustment	70,142	38,446	30,000	30,000
Total - Property Taxes	65,257,324	68,107,835	72,311,324	75,989,729
<u>Franchise Fees</u>				
Electric	4,924,276	4,932,774	4,700,000	4,900,000
Gas	128,646	124,994	150,000	110,000
Refuse	1,798,028	1,850,670	1,750,000	1,795,000
Total - Franchise Fees	6,850,950	6,908,438	6,600,000	6,805,000
<u>Utilities Service Taxes</u>				
Electric	6,407,592	6,435,440	5,900,000	6,350,000
Telecommunications	4,116,699	4,085,638	4,050,000	3,200,000
Water	1,185,858	1,301,428	1,070,000	1,250,000
Gas	150,619	162,513	150,000	150,000
Fuel Oil	881	1,108	-	-
Total - Utilities Service Taxes	11,861,649	11,986,127	11,170,000	10,950,000
<u>Business Tax Receipts</u>				
City Business Tax Receipts	3,242,347	3,155,318	3,264,000	3,264,000
Late Penalties, City Business Tax Receipts	65,172	88,137	72,000	72,000
License Application Fees	11,206	11,670	10,000	10,000
Total - Business Tax Receipts	3,318,725	3,255,125	3,346,000	3,346,000
<u>Permit Fees</u>				
Building Application Fee	45,579	43,717	45,000	45,000
Document Preservation	245,627	245,275	225,000	235,000
Threshold Bldg. Fee	-	252,355	60,000	60,000
Art in Public Places	198,680	248,177	-	-
Histori Public Art	56,565	83,007	-	-
Building Permits - B Series	-	100	-	-
Building Permits - M Series	19,045	20,090	17,000	17,000
40 yr. Recert. Fee	33,876	40,727	25,000	30,000
Zoning Permit-Paint	286,270	276,862	275,000	225,000
Zoning Reinspection	1,800	1,300	-	-
Reinspection Fee - Refund	(4,960)	-	(7,500)	-
Building Residential - New	383,921	432,946	330,000	360,000
Building Residential - Additions	209,211	237,546	210,000	220,000
Building Commercial - New	193,656	1,373,720	750,000	950,000
Building Commercial - Additions	16,856	68,005	25,000	25,000
Building - Other	4,754,555	3,925,983	3,900,000	3,700,000
Building - Expedited Structural Review	-	-	6,000	-
Excavation Permits	281,435	380,966	300,000	350,000
Photo Permits	41,012	35,641	40,000	30,000
Alarm User Certificates	222,881	239,183	200,000	215,000
False Alarm Service Charge	110,161	39,803	110,000	100,000
Garage Sale Permits	12,390	10,411	11,000	9,000
False Alarm Penalty	9,101	11,305	9,000	9,000
Fire Inspection	581,393	562,794	550,000	550,000
Fire Prevention Bureau Permits	461,339	253,521	240,000	240,000
Total - Permits Fees	8,160,393	8,783,434	7,320,500	7,370,000

2016-2017 BUDGET
GENERAL FUND REVENUE SUMMARY

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 BUDGET	2016-2017 BUDGET
<u>Intergovernmental Revenue</u>				
Federal Grants	\$ 421,989	\$ 73,444	\$ 73,500	\$ -
State Grants	(51,419)	68,871	61,948	60,000
State Revenue Sharing	1,254,219	1,352,208	1,250,000	1,425,000
State Alcohol Beverage Tax	56,626	53,939	55,000	55,000
State Shared Sales Tax	3,425,089	3,627,962	3,600,000	3,880,000
County Grants	-	320,290	-	-
City Share of County Licenses	99,792	122,048	100,000	100,000
Total - Intergovernmental Revenue	5,206,296	5,618,762	5,140,448	5,520,000
<u>General Governmental Fees</u>				
Board of Adjustment Fees	46,573	31,124	25,000	25,000
Planning & Zoning Board Fees	318,406	337,182	200,000	200,000
Board of Architects	1,323,115	1,010,449	800,000	800,000
Development Review Committee	114,925	49,700	60,000	50,000
Tree Protection Appeals	150	150	-	-
Certificate of Use	287,589	289,209	280,000	280,000
Sale of Zoning Codes	250	50	-	-
Finance Collection Div. Fees	115,322	105,912	107,000	100,000
Concurrency Fees	37,843	257,783	160,000	200,000
B. & Z. Microfilm Fees	11,597	9,203	8,000	10,000
Historic Preservation Fees	17,903	16,200	13,000	16,000
Document Filing Fee	187,859	188,438	185,000	187,000
Research Fees	41	-	-	-
Passport Fees	227,839	255,225	210,000	275,000
Passport Photos	41,252	27,240	30,000	45,000
Lobbyists Registration Fees	17,700	19,500	15,000	17,000
City Election Candidate Qualifying Fees	-	2,000	-	-
Delinquency Fees for Campaign Treasury Reports	-	279	-	-
Election Qualifying Fees	-	70	-	-
Total - General Government Fees	2,748,364	2,599,714	2,093,000	2,205,000
<u>Public Safety Fees</u>				
Police Off-Duty Assignments	159,392	107,350	130,000	130,000
EMS Transport Fee	787,166	503,243	668,000	670,000
Fire Protection Fee	2,829,559	2,940,534	2,825,000	2,825,000
Police Accident Reports	2,593	1,120	2,000	1,500
Stor/Tow Impounded Vehicle Fees	150	-	-	-
Fingerprint Cards	17,711	17,385	17,000	17,000
Telephone Surcharge for E911	206,388	153,352	180,000	140,000
Wireless 911	60,841	41,324	60,000	-
Total - Public Safety Fees	4,063,800	3,764,308	3,882,000	3,783,500
<u>Physical Environment Fees</u>				
Refuse Collection Fees	8,635,302	8,909,359	8,740,000	8,734,640
Commercial Waste Fees	982,762	953,941	998,400	963,000
Sidewalk Repair Fees	-	-	-	-
Street Repair Fees	-	-	-	-
Garbage Collection Service Assessment	-	1,205,769	-	-
Lot Mowing/Clearing	29,505	34,463	29,000	24,000
Total - Physical Environment Fees	9,647,569	11,103,532	9,767,400	9,721,640
<u>Recreation Fees</u>				
Youth Center Fees	1,833,480	1,946,285	1,754,000	1,785,000
Tennis Fees	795,194	738,522	703,000	644,000
Special Events	28,057	28,997	12,000	12,000
Total - Recreation Fees	2,656,731	2,713,804	2,469,000	2,441,000

2016-2017 BUDGET
GENERAL FUND REVENUE SUMMARY

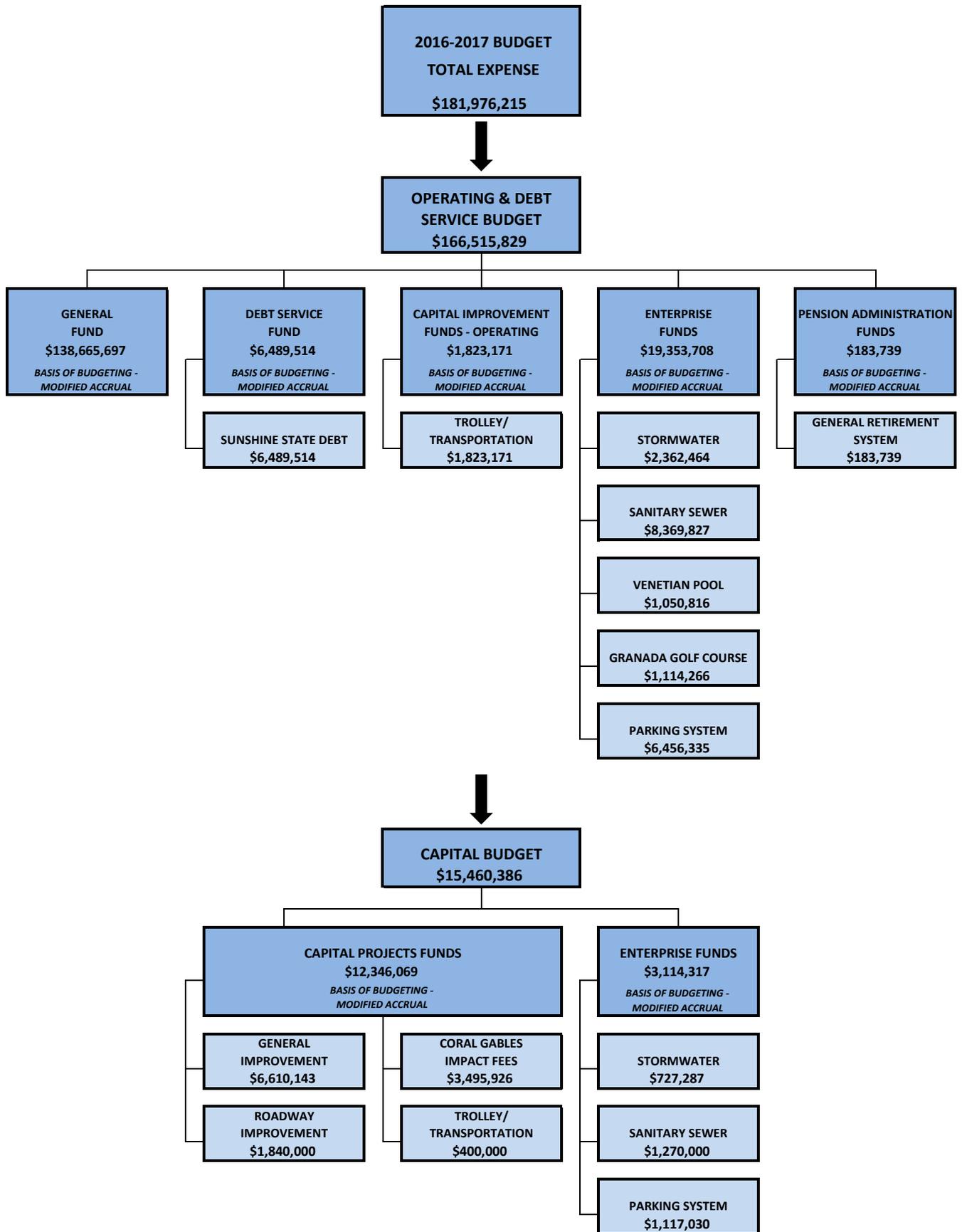
	2013-2014	2014-2015	2015-2016	2016-2017
	ACTUAL	ACTUAL	BUDGET	BUDGET
<u>Fines & Forfeitures</u>				
County Court, Traffic Fines	\$ 185,934	\$ 140,527	\$ 165,000	\$ 100,000
County Court, Parking Fines	1,043,259	1,077,782	1,000,000	1,000,000
County Court, Other Fines	-	553	-	-
School Crossing Guard Assessment	17,685	12,999	17,000	41,000
Police Education Surcharge	16,017	11,760	16,000	10,000
City Traffic Violations	95,218	(19,619)	25,000	50,000
Other Fines and Forfeits	(4,601)	6,603	-	-
Code Enforcement Board	433,722	433,074	410,000	430,000
Ticket Fines	327,126	366,765	325,000	325,000
Total - Fines & Forfeitures	2,114,360	2,030,444	1,958,000	1,956,000
<u>Investment Earnings</u>				
General Fund Investment Earnings	237,293	421,333	192,857	200,000
<u>Rental/Concessions Revenue</u>				
Coral Gables Country Club	256,101	262,260	270,122	298,562
Auto Pound	40,030	37,055	-	-
Azul and Company, INC. - Lease	76,265	46,478	82,793	-
Community Television Studio	35	57	-	-
Metro Dade Transfer Station	401,639	410,693	414,882	415,597
Sprint Spectrum lease	53,851	53,563	-	57,934
Gables Grand Plaza	326,700	357,368	340,000	390,434
McCAW Communications	23,064	23,248	23,244	23,244
Junkanoo Rental	80,214	78,145	76,756	79,351
3501 Granada Blvd	96,170	106,200	106,200	106,200
Development Agrrement Fee	500,000	500,000	500,000	500,000
Plummer Mangmnt Lease	11,900	11,220	11,220	11,220
Rouse Coll. Mrkt. Progrqm	35,000	35,000	35,000	35,000
Church Parking Lot	12,000	12,000	12,000	12,000
T Mobile	56,300	58,552	63,330	60,894
Development Fee - U of M	1,100,000	1,025,000	1,025,000	1,025,000
427 Biltmore Way	50,060	48,480	33,866	-
TL Star Parking Lot	30,492	30,492	30,492	33,412
Supercuts, Inc.	84,570	84,983	28,328	-
Stanleigh's	21,667	-	31,872	-
Palace	133,334	141,666	151,666	222,374
Dulce LLC-Lease	(836)	-	47,496	-
Verizon	50,693	51,231	52,088	52,713
Late Penalties on City Leases	-	1,647	-	-
University of Miami - INET	4,380	9,293	4,380	4,380
Fairchild Tropical Gardens - INET	4,256	-	-	-
Haagen Daz	-	-	-	44,746
Bloom Boutique	-	-	-	31,875
Starbucks	-	-	-	50,625
Total - Rental/Concession Revenue	3,447,885	3,384,631	3,340,735	3,455,561
<u>Miscellaneous Revenue</u>				
Sale of Recycled Trash	7,026	-	-	-
July 4th Celebration	41,250	23,700	-	-
Other Miscellaneous Revenues	294,819	288,530	275,331	163,381
Proceeds From Debt	126,144	-	-	-
Total - Miscellaneous Revenue	469,239	312,230	275,331	163,381
Total Operating Revenue	126,040,578	130,989,717	129,866,595	133,906,811

**2016-2017 BUDGET
GENERAL FUND REVENUE SUMMARY**

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 BUDGET	2016-2017 BUDGET
<u>Prior Year Re-Appropriations</u>	\$ -	\$ -	\$ 1,321,199	\$ -
<u>Allocations/Contributions From Other Funds</u>				
Capital Projects	-	150,000	-	-
Stormwater Utility	1,646,813	624,837	539,750	615,875
Sanitary Sewer	685,000	1,810,042	1,521,321	1,574,945
Biltmore Golf Course	163,200	164,120	165,761	166,500
Parking System	6,595,472	6,350,000	7,192,794	7,450,000
Biltmore Complex	1,421,651	1,525,000	1,540,000	1,650,000
Insurance Fund	-	1,958,653	-	-
Total - Contributions From Other Funds	10,512,136	12,582,652	10,959,626	11,457,320
<u>Transfers From Reserves</u>				
General Fund Reserve	-	-	3,740,726	1,552,439
E-911 Reserve	300,000	300,000	-	-
Fee Reserve	100,000	-	63,171	155,207
Total - Transfers From Reserves	400,000	300,000	3,803,897	1,707,646
Total General Fund Revenue	\$ 136,952,714	\$ 143,872,369	\$ 145,951,317	\$ 147,071,777

CITY OF CORAL GABLES

FUND STRUCTURE OVERVIEW - EXPENSE



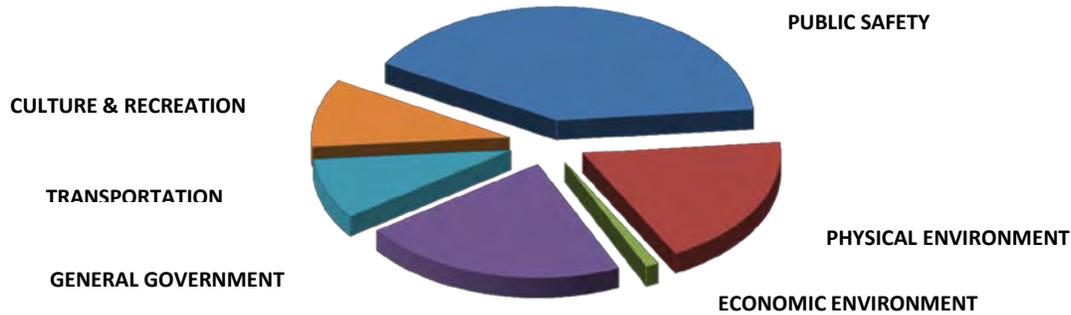
**2016-2017 BUDGET
EXPENDITURES CLASSIFIED BY FUNCTION**

	2015-2016 BUDGET	2016-2017 BUDGET
<u>GENERAL GOVERNMENT</u>		
City Commission	\$ 516,914	\$ 545,145
City Attorney	2,155,375	2,437,431
City Clerk	1,063,246	990,078
City Clerk - Special Revenue	643,206	679,207
City Clerk - Elections	122,000	244,000
City Manager - Administration	1,403,294	1,674,755
City Manager - Communications	1,014,795	878,475
City Manager - Labor Relations & Risk Management	-	649,951
City Manager - Internal Auditing	255,148	278,973
Human Resources	2,063,225	1,774,517
Development Services - Administrative	1,126,488	1,091,833
Development Services - Building	3,981,205	3,975,448
Development Services - Planning & Zoning	2,048,487	2,516,284
Development Services - Code Enforcement	1,405,968	1,484,300
Finance - Administration & Budget	1,452,430	1,239,142
Finance - Collections	647,978	725,703
Finance - Accounting	1,010,718	1,194,700
Finance - Procurement	1,018,635	1,077,370
Finance - General Services	408,014	404,266
Finance - Retirement Plan Admin.	177,330	183,739
Information Technology	5,287,227	5,450,995
Non Departmental	4,899,875	5,336,164
Sunshine State Loan	1,470,863	1,461,135
Capital Projects	10,376,248	3,346,002
	\$ 44,548,669	\$ 39,639,613
<u>ECONOMIC ENVIRONMENT</u>		
Economic Development	1,030,577	1,168,993
Sunshine State Loan	-	722,015
Capital Projects	26,429,051	-
	\$ 27,459,628	\$ 1,891,008
<u>PUBLIC SAFETY</u>		
Police - Administration	2,578,668	2,615,840
Police - Patrol	15,928,266	16,438,961
Police - Criminal Investigations	7,380,534	7,236,661
Police - Tech. Services	6,705,069	6,959,325
Police - E911 Service	266,261	285,570
Police - Police Education	77,691	17,000
Police - School Guards	45,135	70,152
Police - Professional Standards	2,604,113	2,692,249
Police - Specialized Enforcement	5,417,726	5,503,641
Fire	27,422,438	26,711,400
Parking - Violations Enforcement	1,231,269	1,267,263
Public Safety Debt Service	527,696	523,560
Capital Projects	11,908,049 *	2,750,470
	82,092,915 *	73,072,092
<u>PHYSICAL ENVIRONMENT</u>		
Public Works - Admin.	634,090	676,735
Public Works - Transportation & Sustainability	353,358	375,245
Public Works - Engineering	2,465,783	2,818,192
Public Works - Stormwater Utility	2,220,263	2,213,805
Public Works - Sanitary Sewers	7,306,926	7,945,874
Public Works - Public Service - Solid Waste Collection	10,535,120	10,984,917
Public Works - Public Service - Landscape Services	5,712,990	6,198,573
Stormwater Debt Service	150,572	148,659
Sanitary Sewer Debt Service	422,181	423,953
Capital Projects	11,154,651 *	2,368,287
	40,955,934 *	34,154,240
<u>TRANSPORTATION</u>		
Public Works - Streets	3,093,229	3,308,200
Parking - Trolley / Transportation	1,889,799	1,823,171
Parking - Garage #1	417,956	431,733
Parking - Garage #2	529,822	582,556
Parking - Garage #3	180,056	201,897
Parking - Garage #4	411,849	443,059
Parking - On Street Parking	2,589,876	1,906,398
Parking - Lots	1,148,652	933,259
Parking - Sign Shop	578,837	606,609
Parking - Garage #6	385,491	418,063
Parking Debt Service	937,507	932,761
Capital Projects - Roadway & Parking	11,295,491 *	4,117,030
	23,458,565 *	15,704,736
<u>CULTURE & RECREATION</u>		
Historic Resources & Cultural Arts - Preservation & Cultural Arts	999,671	1,113,622
Historic Resources & Cultural Arts - Museum	419,376	637,538
Community Recreation - Administration	906,969	829,673
Community Recreation - Parks & Rec - Tennis Centers	985,964	1,011,711
Community Recreation - Parks & Rec - Venetian Pool	1,055,382	1,050,816
Community Recreation - Parks & Rec - Granada Golf Course	1,107,804	1,114,266
Community Recreation - Parks & Rec - Youth Center	3,163,225	3,204,822
Community Recreation - Adult Services	712,689	550,893
Community Recreation - Parks & Rec - Special Events	370,193	451,147
Community Recreation - Parks & Rec - Golf Course & Parks Maint.	856,998	888,637
Sunshine State Loan	4,488,869	3,782,804
Capital Projects	22,828,389 *	2,878,597
	37,895,529 *	17,514,526
Total Expenditures	\$ 256,411,240	\$ 181,976,215

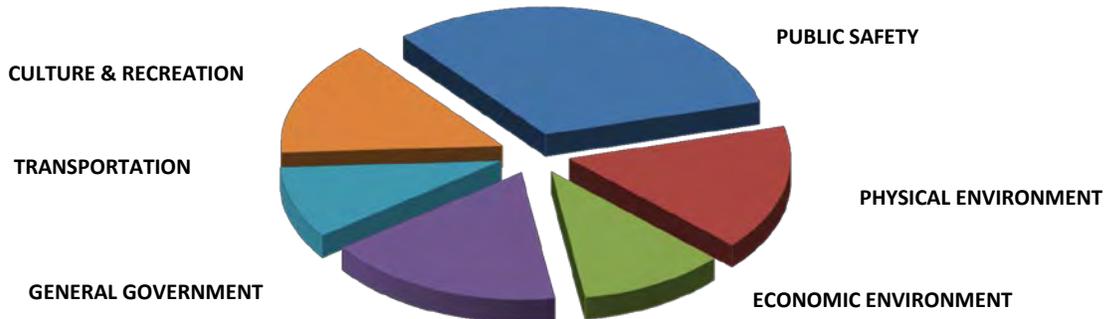
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**2016-2017 BUDGET
EXPENDITURES BY FUNCTION**

**2016-2017
\$181,976,215**



**2015-2016
\$256,411,240**

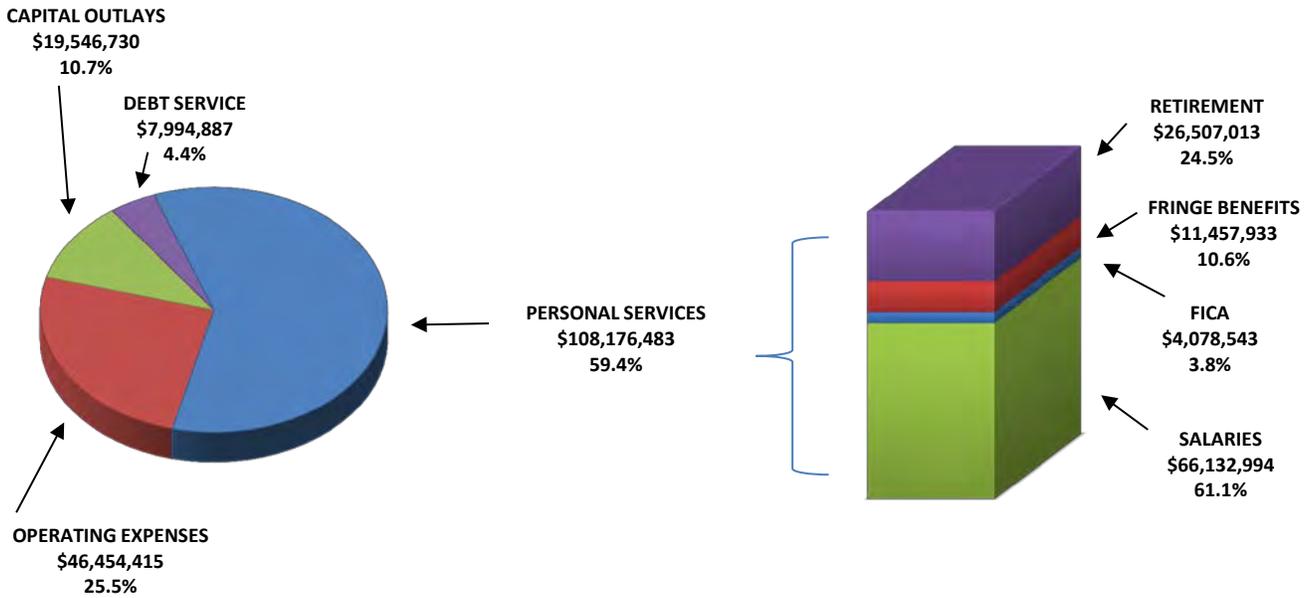


	2015-2016		2016-2017	
	BUDGET	%	BUDGET	%
PUBLIC SAFETY	\$ 82,092,915	32.0%	\$ 73,072,092	40.2%
PHYSICAL ENVIRONMENT	40,955,934	16.0%	34,154,240	18.8%
ECONOMIC ENVIRONMENT	27,459,628	10.7%	1,891,008	1.0%
GENERAL GOVERNMENT	44,548,669	17.4%	39,639,613	21.8%
TRANSPORTATION	23,458,565	9.1%	15,704,736	8.6%
CULTURE AND RECREATION	37,895,529	14.8%	17,514,526	9.6%
TOTAL EXPENDITURES	\$ 256,411,240 *	100.0%	\$ 181,976,215 *	100.0%

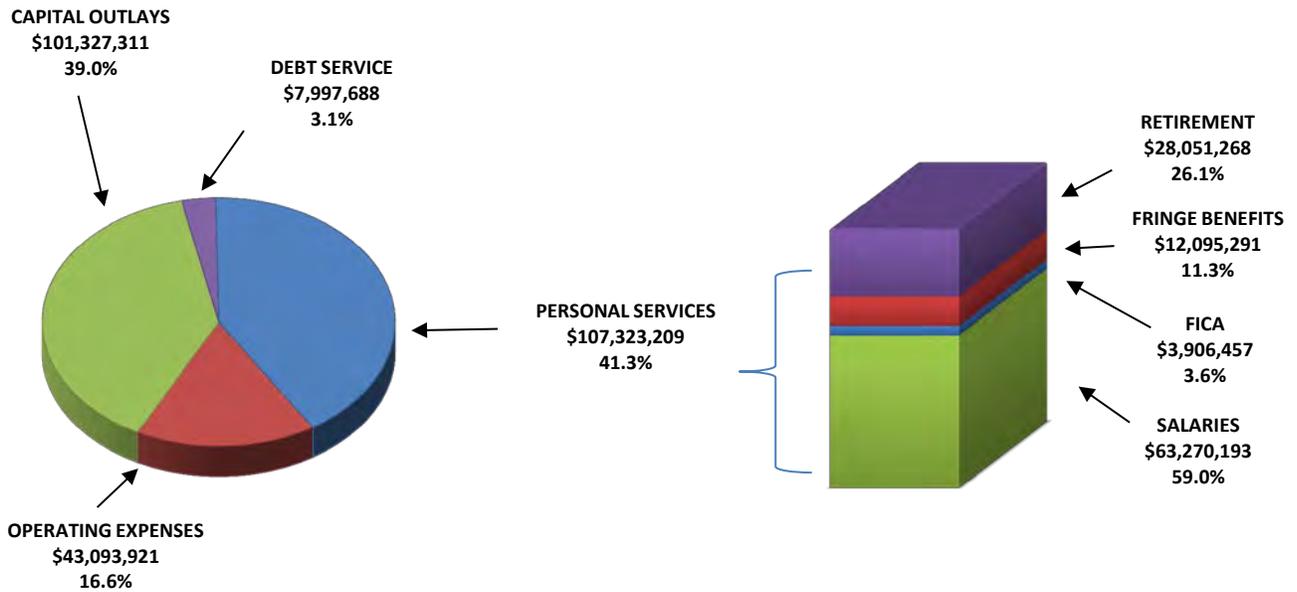
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2016-2017 BUDGET EXPENDITURES BY OBJECT OF EXPENSE

2016-2017 - \$ 181,976,215



2015-2016 - \$ 256,411,240



2016-2017 BUDGET
SUMMARY OF TOTAL EXPENDITURES AND TRANSFERS TO RESERVES

	2013-2014	2014-2015	2015-2016	2016-2017
	ACTUAL	ACTUAL	BUDGET	BUDGET
<u>Operating Expense</u>				
General Fund Divisions	\$ 115,425,896	\$ 118,986,477	\$ 134,421,630	\$ 138,665,697
Roadway Improvement Fund Division	254,004	274,635	-	-
Trolley / Transportation Fund Division	1,300,684	1,387,575	1,889,799	1,823,171
Enterprise Fund Divisions	12,749,848	14,116,527	17,932,914	17,848,335
Pension Fund Division	137,083	164,847	177,330	183,739
Total Operating Expense	129,867,515	134,930,061	154,421,673	158,520,942
<u>Capital Improvements</u>				
General Improvements	2,162,073	11,176,111	56,659,378 *	6,610,143
Neighborhood Renaissance Program	436,780	4,007,556	13,509,652 *	-
Roadway Improvements	672,446	2,485,514	2,494,140 *	1,840,000
Trolley / Transportation Improvements	-	690,860	899,141	400,000
Miami-Dade Bond Improvements	-	47,876	3,523,177 *	-
Miami-Dade Roadway Impact Fee Improvements	-	-	1,691,000 *	-
Coral Gables Impact Fee Improvements				
Impact Fee Study	-	-	65,000	-
Fire System Improvements	-	-	61,474	1,894,282
General Government System Improvements	-	-	33,405	249,569
Parks System Improvements	-	-	2,027,771 *	1,180,416
Police System Improvements	-	-	24,401	171,659
Total Impact Fee Improvements	-	-	2,212,051	3,495,926
Stormwater Utility Improvements	391,221	242,007	1,898,185	727,287
Sanitary Sewer Improvements	950,547	2,457,996	7,819,951	1,270,000
Parking System Improvements	-	115,106	3,285,204	1,117,030
Motorpool Improvements	-	-	-	-
Total Capital Improvements	4,613,067	21,223,026	93,991,879 *	15,460,386
Total Operating Exp. & Capital Improvements	134,480,582	156,153,087	248,413,552	173,981,328
<u>Debt Service</u>				
Sunshine State Debt Fund	4,517,815	4,713,709	6,487,428	6,489,514
Stormwater Fund	151,623	150,628	150,572	148,659
Sanitary Sewer Fund	50,026	-	422,181	423,953
Parking Fund	841,932	910,524	937,507	932,761
Total Debt Service	5,561,396	5,774,861	7,997,688	7,994,887
Total Expense and Debt Service	140,041,978	161,927,948	256,411,240	181,976,215
<u>Transfers to Reserves</u>				
General Fund Reserve	15,612,286	1,805,915	-	-
Sunshine State Debt Service Fund	-	-	3,000	3,000
General Capital Improvements Fund	4,543,800	30,198,235	65,000	65,000
Neighborhood Renaissance Program Fund	79,186	86,447	45,000	45,000
Roadway Improvement Fund	1,346,714	926,906	14,000	14,000
Trolley / Transportation Fund	674,331	557,348	149,644	-
Capital Improvement Impact Fund	206,463	1,644,128	12,000	12,000
Venetian Pool Fund	-	-	-	49,184
Stormwater Utility Fund	-	659,840	100,612	1,172,536
Sanitary Sewer Fund	2,898,358	2,022,505	355,032	296,648
Parking Fund	872,294	1,951,425	4,132	2,069
Pension Contribution Stabilization Fund	-	500,000	-	-
Total Transfers to Reserves	26,233,432	40,352,749	748,420	1,659,437
Total Expenditures & Transfers to Reserves	\$ 166,275,410	\$ 202,280,697	\$ 257,159,660	\$ 183,635,652

* Fiscal Year 2015-2016 includes one-time grants and reappropriated expenditures and capital projects that do not repeat for Fiscal Year 2016-2017. If any of these items have any unused balances at Fiscal Year 2015-2016 year end, those balances will be reappropriated early in the first quarter of Fiscal Year 2016-2017.

2016-2017 BUDGET
SUMMARY OF TOTAL GENERAL FUND EXPENDITURES AND TRANSFERS TO RESERVES

DEPARTMENT	DIVISION	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 BUDGET	2016-2017 BUDGET
City Commission	City Commission	\$ 510,664	\$ 447,982	\$ 516,914	\$ 545,145
City Attorney	* City Attorney	841,037	911,238	2,155,375	2,437,431
City Clerk	Administrative	709,137	921,982	1,063,246	990,078
	Special Revenue Expenses	281,127	261,012	643,206	679,207
	Elections	20	116,013	122,000	244,000
City Manager	Administrative	1,138,716	1,253,044	1,403,294	1,674,755
	** Communications	652,403	582,467	1,014,795	878,475
	** Labor Relations & Risk Mgmt	-	-	-	649,951
	Internal Auditing	270,093	183,634	255,148	278,973
Human Resources	** Human Resources	1,565,599	1,667,903	2,063,225	1,774,517
Development Services	Administrative	728,166	1,040,219	1,126,488	1,091,833
	Building	3,726,800	3,479,648	3,981,205	3,975,448
	Planning & Zoning	1,847,811	1,991,486	2,048,487	2,516,284
	Code Enforcement	1,414,683	1,331,512	1,405,968	1,484,300
Historic Resources & Cultural Arts	Historic Preservation & Cultural Arts	661,420	660,812	999,671	1,113,622
	Museum	309,219	365,534	419,376	637,538
Public Works	Administrative	426,144	636,405	634,090	676,735
	Transportation & Sustainability	-	-	353,358	375,245
	Engineering	1,714,574	1,901,258	2,465,783	2,818,192
	Streets	2,434,677	2,525,978	3,093,229	3,308,200
	Solid Waste	9,480,618	9,447,221	10,535,120	10,984,917
	Landscape Services	4,906,573	5,087,436	5,712,990	6,198,573
Finance	Administration & Budget	1,239,196	1,264,979	1,452,430	1,239,142
	Collection	724,963	632,511	647,978	725,703
	Accounting	876,864	933,860	1,010,718	1,194,700
	Procurement	767,345	813,497	1,018,635	1,077,370
	General Services	344,629	329,770	408,014	404,266
Information Technology	Information Tecnology	3,881,009	4,374,112	5,287,227	5,450,995
Police	Administrative	1,766,956	1,906,393	2,578,668	2,615,840
	Uniform Patrol	14,699,160	15,815,342	15,928,266	16,438,961
	Criminal Investigations	6,333,615	6,494,997	7,380,534	7,236,661
	Technical Services	5,598,888	5,623,166	6,705,069	6,959,325
	E911 Service	634,827	571,652	266,261	285,570
	Police Education	-	8,288	77,691	17,000
	School Crossing Guard	45,832	39,752	45,135	70,152
	Professional Standards	2,602,725	2,630,111	2,604,113	2,692,249
	Specialized Enforcement	4,699,520	4,680,655	5,417,726	5,503,641
Fire	Fire	25,593,415	25,807,987	27,422,438	26,711,400
Community Recreation	Administrative	552,635	459,459	906,969	829,673
	Tennis Centers	966,656	914,872	985,964	1,011,711
	Youth Center	2,714,255	2,729,331	3,163,225	3,204,822
	Adult Services	124,237	133,820	712,689	550,893
	Special Events	246,106	283,202	370,193	451,147
	Golf Course & Parks Maint.	628,527	625,881	856,998	888,637
Economic Development	Economic Development	851,438	821,259	1,030,577	1,168,993
Non Departmental	Non Departmental	4,837,290	5,213,237	4,899,875	5,336,164
Parking	Violations Enforcement	1,076,327	1,065,560	1,231,269	1,267,263
Total General Fund Operating Expense		115,425,896	118,986,477	134,421,630	138,665,697
	Transfer to General Fund Reserve	13,246,425	3,397,989	103,184	-
	Transfer to Sunshine State Note Debt Service	3,850,632	5,594,522	5,699,314	4,699,314
	Transfer to Capital Improvement Fund	4,110,000	14,794,674	5,026,050	3,100,000
	Transfer to Trolley Fund	-	4,330	-	-
	General Fund Subsidy of Venetian Swimming Pool	145,007	203,859	163,704	-
	General Fund Subsidy of Granada Golf	174,754	189,933	537,435	606,766
	Transfer to Public Facilities Fund	-	200,585	-	-
	Pension Contribution Stabilization Fund	-	500,000	-	-
Total General Fund		\$ 136,952,714	\$ 143,872,369	\$ 145,951,317	\$ 147,071,777

* External Legal Services budget was transferred to the City Attorney's division starting in Fiscal Year 2015-2016 and continuing in Fiscal Year 2016-2017 and thereafter.

** The Labor Relations component of Human Resources was transferred to a separate division within the City Manager's Office. The three staff positions came from Human Resources Department and the Communications Division of the City Manager's Office.

CITY OF CORAL GABLES
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
2016-2017 BUDGET
(BUDGETED FUNDS ONLY)

	GENERAL FUND	CAPITAL PROJECTS FUNDS	ENTERPRISE FUNDS	TOTAL
Fund Balance @ 10/01/15	\$ 43,126,415	\$ 65,948,293	\$ 16,332,156	\$ 127,087,709
Fiscal Year 2015-2016 (Estimated)				
Revenues	144,630,118	37,272,939	30,150,467	218,543,952
Expenditures	145,848,133	79,355,161	41,568,183	273,636,905
FY 2016 Change in Fund Balance	(1,218,015)	(42,082,222)	(11,417,716)	(55,092,953)
Fund Balance @ 09/30/16 (Estimated)	41,908,400	23,866,071	4,914,440	71,994,756
Fiscal Year 2016-2017 Budget				
Revenues:				
Taxes	93,744,729	3,114,490	-	96,859,219
Licenses	3,346,000	-	-	3,346,000
Permits	7,370,000	-	4,000	7,374,000
Fines & Forfeitures	1,956,000	-	-	1,956,000
Intergovernmental	5,520,000	-	-	5,520,000
Use Charges	9,721,640	-	26,735,879	36,457,519
Recreation Fees	2,441,000	-	1,560,000	4,001,000
Rentals & Concessions	3,455,561	-	3,236,004	6,691,565
Investment Earnings	200,000	136,000	75,000	411,000
Other	6,151,881	-	-	6,151,881
Transfers In	11,457,320	6,595,926	606,766	24,152,526
Total Revenues	145,364,131	9,846,416	32,217,649	192,920,710
Expenditures:				
General Government	34,648,737	3,346,002	-	37,994,739
Economic Environment	1,168,993	-	-	1,168,993
Public Safety	69,798,062	2,750,470	-	72,548,532
Physical Environment	21,053,662	371,000	12,580,919	34,005,581
Transportation	3,308,200	4,823,171	6,640,604	14,771,975
Culture & Recreation	8,688,043	2,878,597	2,165,082	13,731,722
Debt Service	-	-	1,081,420	1,081,420
Transfers Out	8,406,080	-	9,491,700	17,897,780
Total Expenditures	147,071,777	14,169,240	31,959,725	198,521,263
Net Change in Fund Balance	(1,707,646)	(4,322,824)	257,924	(5,600,553)
Fund Balance @ 09/30/17	\$ 40,200,754	\$ 19,543,247	\$ 5,172,364	\$ 66,394,203

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

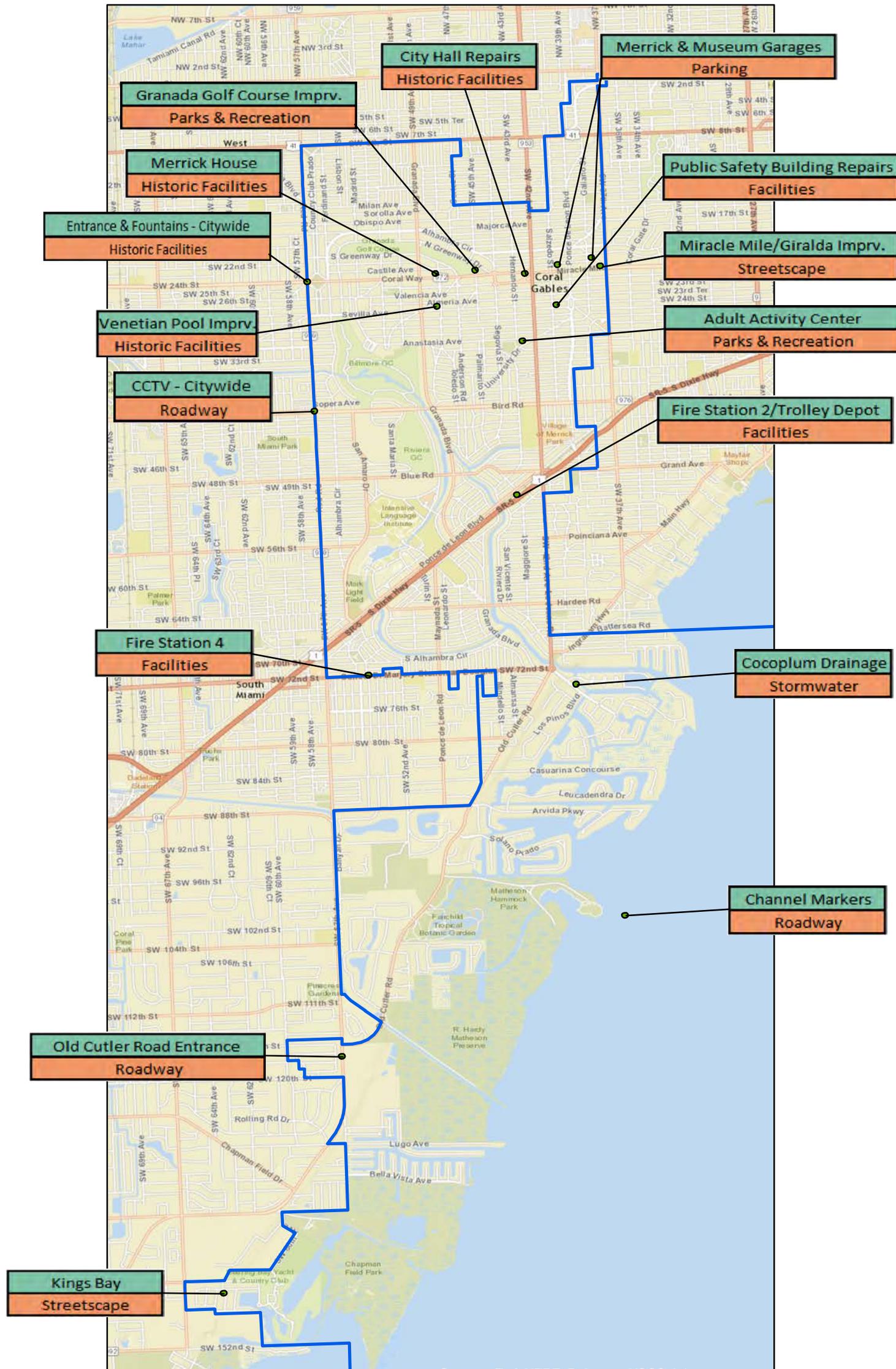
- In the General Fund - For FY16 - Reappropriation (Rollover) of prior year purchase orders
- In the General Fund - For FY17 - Planned use of fund balance for one-time operating expenditures
- In the Capital Projects Funds - For FY16 - Planned use of fund balance for capital projects and reappropriation (rollover) of prior year project balances.
- In the Capital Projects Funds - For FY17 - Planned use of fund balance for capital projects.
- In the Enterprise Funds - For FY16 - Planned use of fund balance for capital projects and reappropriation (rollover) of prior year project balances.

2016-2017 BUDGET
ENTERPRISE FUNDS OPERATIONS SUMMARY

	<u>2013-2014 ACTUAL</u>	<u>2014-2015 ACTUAL</u>	<u>2015-2016 BUDGET</u>	<u>2016-2017 BUDGET</u>
STORMWATER UTILITY FUND (400)				
Operating Revenue	\$ 2,930,270	\$ 3,198,371	\$ 3,130,000	\$ 4,130,000
Operating Expense	(1,489,033)	(1,375,165)	(1,680,513)	(1,597,930)
Operating Income (Loss)	1,441,237	1,823,206	1,449,487	2,532,070
Investment Earnings	13,478	14,847	7,000	15,000
Miscellaneous Revenue	-	2,500	-	-
Capital Projects	(391,221)	(242,007)	(1,898,185)	(727,287)
Interest Expense	(53,388)	(50,723)	-	-
Debt Expense	-	-	(150,572)	(148,659)
Depreciation Expense	(91,204)	(91,204)	-	-
Net Income (Loss)	918,902	1,456,619	346,254	1,671,124
Transfers to (from) Reserve	320,875	831,782	(193,496)	1,055,249
Contribution to (from) General Fund	<u>\$ 598,027</u>	<u>\$ 624,837</u>	<u>\$ 539,750</u>	<u>\$ 615,875</u>
SANITARY SEWER FUND (410)				
Operating Revenue	\$ 8,739,881	\$ 9,375,348	\$ 9,292,454	\$ 9,863,279
Operating Expense	(3,984,729)	(3,189,720)	(5,785,605)	(6,370,929)
Operating Income (Loss)	4,755,152	6,185,628	3,506,849	3,492,350
Grant Revenue	-	463,764	109,988	-
Investment Earnings	29,606	45,792	20,000	25,000
Prior Year Reappropriations	-	-	6,044,963	-
Miscellaneous Revenue	-	38,121	-	-
Capital Projects	(950,547)	(2,457,996)	(7,819,951)	(1,270,000)
Interest Expense	(12,418)	(91,234)	-	-
Debt Expense	-	-	(422,181)	(423,953)
Depreciation Expense	(291,469)	(354,816)	-	-
Net Income (Loss)	3,530,324	3,829,259	1,439,668	1,823,397
Transfers to (from) Reserve	1,796,538	2,019,217	(81,653)	248,452
Contribution to (from) General Fund	<u>\$ 1,733,786</u>	<u>\$ 1,810,042</u>	<u>\$ 1,521,321</u>	<u>\$ 1,574,945</u>
VENETIAN POOL FUND (420)				
Operating Revenue	\$ 1,071,302	\$ 1,287,936	\$ 886,400	\$ 1,100,000
Operating Expense	(860,045)	(956,535)	(1,055,382)	(1,050,816)
Net Income (Loss)	211,257	331,401	(168,982)	49,184
Transfers to (from) Reserve	-	-	-	49,184
Contribution to (from) General Fund	<u>\$ 211,257</u>	<u>\$ 331,401</u>	<u>\$ (168,982)</u>	<u>\$ -</u>
GRANADA GOLF COURSE FUND (430)				
Operating Revenue	\$ 684,825	\$ 416,061	\$ 561,389	\$ 507,500
Operating Expense	(876,201)	(877,526)	(1,107,804)	(1,114,266)
Net Income (Loss)	(191,376)	(461,465)	(546,415)	(606,766)
Transfers to (from) Reserve	-	-	-	-
General Fund Subsidy	<u>\$ (191,376)</u>	<u>\$ (461,465)</u>	<u>\$ (546,415)</u>	<u>\$ (606,766)</u>
PARKING SYSTEM FUND (460)				
Operating Revenue	\$ 11,625,585	\$ 13,025,045	\$ 12,946,853	\$ 13,328,404
Operating Expense	(3,282,673)	(3,419,528)	(5,677,539)	(4,958,574)
Operating Income (Loss)	8,342,912	9,605,517	7,269,314	8,369,830
Investment Earnings	30,614	33,473	17,000	35,000
Miscellaneous Revenue	125	-	-	-
Interest Expense	(309,794)	(281,754)	-	-
Prior Year Reappropriations	-	-	1,292,055	-
Capital Projects	-	(115,106)	(3,285,204)	(1,117,030)
Debt Expense	-	-	(937,507)	(932,761)
Depreciation Expense	(886,997)	(884,222)	-	-
Net Income (Loss)	7,176,860	8,357,908	4,355,658	6,355,039
Transfers to (from) Reserve	539,458	1,967,287	(2,837,136)	(1,094,961)
Contribution to (from) General Fund	<u>\$ 6,637,402</u>	<u>\$ 6,390,621</u>	<u>\$ 7,192,794</u>	<u>\$ 7,450,000</u>

City of Coral Gables

Major Capital Projects by Location



**CAPITAL PROJECTS - NEW/ADDITIONAL FUNDING
2016-2017 BUDGET**

	PRIOR YEAR AVAIL & ENCUMBRANCES	2017 NEW FUNDING	2017 TOTAL
Capital Equipment			
IT Data Systems Equipment Replacement/Upgrade	\$ 809,914	\$ 1,262,308	\$ 2,072,222
Recycling Containers in Parks & Right of Ways	-	96,000	96,000
Total Capital Equipment	809,914	1,358,308	2,168,222
Facility Repairs/Improvements			
Roof Replacements Program - Citywide	807,528	431,375	1,238,903
HVAC Replacements Program - Citywide	27,551	152,250	179,801
Elevator Repair/Replacement Program	242,201	115,000	357,201
Optimize Energy/Water Efficiency at City Facilities	-	200,000	200,000
Exterior Building Lighting	-	100,000	100,000
General Govt System Improvements (Coral Gables Impact Fee)	-	249,569	249,569
Warehouse 3 Repairs	33,250	239,000	272,250
Total Facility Projects	1,110,530	1,487,194	2,597,724
Historic Facility Repairs/Restorations			
City Hall Complex- Repairs/Improvements	3,208,004	750,000	3,958,004
Whiteway Lights Restoration	-	20,000	20,000
Library Building Improvements	-	25,000	25,000
Total Historic Facility Projects	3,208,004	795,000	4,003,004
Motor Pool Equipment Replacements/Additions			
Motor Vehicle Replacements/Additions	770,194	3,209,449	3,979,643
Total Motor Pool Projects	770,194	3,209,449	3,979,643
Parking Repairs/Improvements			
Citywide Signage Program	228,906	200,000	428,906
Installation/Replacement of Multi-Space Pay Stations	263,000	300,000	563,000
Parking Lots & Garages Repairs/Replacements	-	117,030	117,030
Parking Lot Lighting Improvements	142,353	180,000	322,353
Garage 2 and 6 Improvements - Additional Funds	350,000	320,000	670,000
Total Parking Projects	984,259	1,117,030	2,101,289
Parks & Recreation Repairs/Improvements			
Purchase of Land	1,214,699	300,000	1,514,699
Park Facilities Improvements/Replacements	2,930,798	1,353,181	4,283,979
Parks System Improvements (Coral Gables Impact Fee)	-	780,416	780,416
Development of Passive Parks (5 Newly purchased pocket parks)	559,000	400,000	959,000
Total Parks & Recreation Projects	4,704,497	2,833,597	7,538,094
Public Safety Improvements			
CCTV Security System - Roadways	1,258,240	500,000	1,758,240
Police System Improvements (Coral Gables Impact Fee)	-	171,659	171,659
Fire System Improvements (Coral Gables Impact Fee)	-	394,282	394,282
Improvements to Fire/Police Emergency Mgmt Warehouse	-	46,500	46,500
Purchase of Fire Station 4	226,943	1,500,000	1,726,943
Fire Equipment Replacement Program	34,822	184,529	219,351
Emergency Vehicle Intersection Preemption System	240,000	235,000	475,000
Total Public Safety Projects	1,760,005	3,031,970	4,791,975

**CAPITAL PROJECTS - NEW/ADDITIONAL FUNDING
2016-2017 BUDGET**

	PRIOR YEAR AVAIL & ENCUMBRANCES	2017 NEW FUNDING	2017 TOTAL
Transportation & Right of Way Improvements			
Aragon Ave. Pedestrian Lighting & Bike Amenity Improvements	-	400,000	400,000
Roadway Resurfacing	513,731	600,000	1,113,731
Traffic Calming	475,000	350,000	825,000
Decorative Streetlights	-	200,000	200,000
LED Streetlights Conversion	-	150,000	150,000
Residential Yard Waste-Pit Restoration	155,855	75,000	230,855
Citywide Alleyway Paving Improvements	200,042	100,000	300,042
Citywide Sidewalk Extensions	268,098	200,000	468,098
Citywide Sidewalk - Repair/Replacement	197,673	200,000	397,673
Citywide Sidewalk - New Installations	-	200,000	200,000
Citywide Crosswalk Upgrades	-	150,000	150,000
Citywide Bike Path Installation	698,514	200,000	898,514
Channel Marker Replacement	32,093	15,000	47,093
Total Transportation & Roadway Projects	2,541,006	2,840,000	5,381,006
Utility Repairs/Improvements			
Storm Water Improvements	250,866	392,500	643,366
Cross-Connection Removal - Storm Water	141,599	107,500	249,099
Canal Bank Stabilization	194,780	117,287	312,067
Storm Water Outfall Baffles	-	110,000	110,000
Sanitary Sewer Improvements	404,571	1,100,000	1,504,571
Cross-Connection Removal - Sanitary Sewer	228,473	165,000	393,473
Sanitary Sewer Pipe Camera Replacement	10,115	5,000	15,115
Total Utility Repair/Improvement Projects	1,230,404	1,997,287	3,227,691
Total Projects	\$ 17,118,813	\$ 18,669,835	\$ 35,788,648

CITY OF CORAL GABLES

PARK & RECREATION MAJOR REPAIR PROJECTS BY YEAR

PROJECT NAME	PRIOR YEARS EXP	2016 PROJ'D EXP	FIVE-YEAR ESTIMATE								PROJECT TOTAL
			2 0 1 7				2018	2019	2020	2021	
			PR YR AVAIL	OPEN P.O.	NEW	TOTAL					
Youth Ctr Field Resod & Irrigation	-	220,913	100	356,533	-	356,633	-	-	-	-	577,546
Youth Ctr & Grounds Improvements	8,816	76,851	122,285	99,077	-	221,362	-	-	-	-	307,029
Granada Golf Course Improvements	590,001	93,641	302,431	23,927	65,000	391,358	-	-	-	-	1,075,000
Parks & Recreation Master Plan	-	-	100,000	-	-	100,000	-	-	-	-	100,000
Youth Center Master Plan	-	-	50,000	-	-	50,000	-	-	-	-	50,000
Park Basketball and Tennis Court Renovations	-	-	10,425	-	-	10,425	-	90,000	-	-	100,425
Kerdyk Family Park Trail Renovation	-	-	90,000	-	-	90,000	-	-	-	-	90,000
Adult Activity/Multipurpose Center	3,083,839	1,375,809	41,701	97,709	8,000	147,410	-	-	-	-	4,607,058
P&R Facilities Surveillance Systems	84,383	40,162	10,664	17,291	42,500	70,455	42,500	42,500	-	-	280,000
Youth Center Structural Improv.	-	16,800	489,300	13,900	20,000	523,200	-	-	-	-	540,000
Youth Center Amenities Improv.	-	-	200,000	-	263,000	463,000	-	-	-	-	463,000
Fitness Trails	-	-	100,000	-	-	100,000	-	-	-	-	100,000
Park Furnishings	-	181,080	4,940	23,980	-	28,920	-	-	-	-	210,000
Youth Center Phase 1	-	352,263	13,583	334,154	-	347,737	-	-	-	-	700,000
Phillips Park Renovation	-	-	-	-	-	-	385,000	-	-	-	385,000
Pierce Park Renovation	-	-	-	-	200,000	200,000	200,000	-	-	-	400,000
Resurfacing of Clay Courts	-	-	-	-	130,000	130,000	-	-	-	-	130,000
Kerdyk Family Park Playground Expansion	-	-	-	-	-	-	-	185,000	-	-	185,000
Acorn LED Lights at Phillips Park	-	-	-	-	310,655	310,655	-	-	-	-	310,655
Salvadore Park Playground Expansion	-	-	-	-	-	-	350,000	-	-	-	350,000
Nat Winokur Park Renovation	-	-	-	-	-	-	-	385,000	-	-	385,000
Salvadore Park Tennis Pro Shop Renovation	-	-	-	-	11,000	11,000	-	-	-	-	11,000
Venetian Pool Improvements	851,384	328,306	246,014	102,101	383,400	731,515	363,000	-	-	-	2,274,205
Unassigned	-	-	80,683	-	(80,374)	309	\$32,979	\$691,581	\$1,414,992	\$1,436,217	3,576,078
TOTAL	\$ 4,618,423	\$ 2,685,825	\$ 1,862,126	\$ 1,068,672	\$ 1,353,181	\$ 4,283,979	\$ 1,373,479	\$ 1,394,081	\$ 1,414,992	\$ 1,436,217	\$ 17,206,996

FIRE EQUIPMENT REPLACEMENT PROGRAM PROJECTS BY YEAR

PROJECT NAME	PRIOR YEARS EXP	2016 PROJ'D EXP	FIVE-YEAR ESTIMATE								PROJECT TOTAL
			2 0 1 7				2018	2019	2020	2021	
			PR YR AVAIL	OPEN P.O.	NEW	TOTAL					
Automated External Defibrillators	37,569	-	9,179	-	5,313	14,492	9,839	9,987	10,136	10,288	92,311
Extrication Equipment	88,614	-	20,137	-	18,750	38,887	19,317	19,606	19,901	20,199	206,524
Cardiac Monitors	-	24,238	5,506	-	36,670	42,176	37,220	37,778	38,345	38,920	218,677
Self-Contained Breathing Apparatus	-	-	-	-	64,000	64,000	64,960	65,934	66,923	67,927	329,744
Unassigned	-	-	-	-	59,796	59,796	55,961	56,801	57,653	58,518	288,729
TOTAL	\$ 126,183	\$ 24,238	\$ 34,822	\$ -	\$ 184,529	\$ 219,351	\$ 187,297	\$ 190,106	\$ 192,958	\$ 195,852	\$ 1,135,985

CITY OF CORAL GABLES
FISCAL YEAR 2017-2021 FIVE YEAR CAPITAL IMPROVEMENT PLAN
PROJECT TYPE SUMMARY BY YEAR & FUNDING SOURCE & RELATED OPERATING COST

PROJECT TYPE SUMMARY BY YEAR

PROJECT NAME	PRIOR YEARS EXP	2016 PROJ'D EXP	FIVE-YEAR ESTIMATE								PROJECT TOTAL
			2 0 1 7				2018	2019	2020	2021	
			PR YR AVAIL	OPEN P.O.	NEW	TOTAL					
CAPITAL EQUIPMENT REPL/UPGRADES	\$ -	\$ 672,092	\$ 1,180,899	\$ 129,015	\$ 1,358,308	\$ 2,668,222	\$ 1,710,308	\$ 1,904,308	\$ 1,376,308	\$ 1,262,308	\$ 9,593,546
FACILITY REPAIRS/IMPROVEMENTS	361,002	215,986	897,436	538,326	1,487,194	2,922,956	1,601,637	2,097,442	1,197,752	771,496	9,168,271
HISTORIC FACILITY RESTORATION	355,012	83,675	6,204,901	105,347	795,000	7,105,248	70,000	45,000	45,000	45,000	7,748,935
MOTOR POOL EQUIP REPL/ADDITIONS	-	3,229,962	242,116	958,078	3,209,449	4,409,643	3,265,614	3,322,762	3,380,910	3,440,076	21,048,967
PARKING IMPROVEMENTS	54,149	844,285	1,096,425	1,200,451	1,117,030	3,413,906	798,785	800,567	802,376	804,212	7,518,280
PARKS & RECREATION IMPROVEMENTS	5,573,064	7,902,507	5,876,295	1,403,886	2,833,597	10,113,778	4,053,479	2,574,081	2,594,992	2,666,217	35,478,118
PUBLIC SAFETY IMPROVEMENTS	5,777,504	2,269,773	6,090,691	2,020,586	3,031,970	11,143,247	10,018,067	474,106	976,958	479,852	31,139,507
TRANSPORTATION & RIGHT OF WAY	8,193,821	8,087,833	20,856,430	8,984,528	2,840,000	32,680,958	3,719,000	4,592,502	2,215,000	2,215,000	61,704,114
UTILITY REPAIR/IMPROVEMENTS	1,171,726	1,926,475	3,079,080	3,184,609	1,997,287	8,260,976	1,770,000	1,770,000	1,770,000	1,770,000	18,439,177
TOTAL	\$ 21,486,278	\$ 25,232,588	\$ 45,524,273	\$ 18,524,826	\$ 18,669,835	\$ 82,718,934	\$ 27,006,890	\$ 17,580,768	\$ 14,359,296	\$ 13,454,161	\$ 201,838,915

PROJECT TYPE SUMMARY BY FUNDING SOURCE

PROJECT TYPE	GEN CAP IMPR	NRP	ROADWAY	GOB	CG IMP FEES	STORM WATER	SANI SEWER	MOTOR POOL	TROLLEY	PARKING SYSTEM	GRANT & OTHER	PROJECT TOTAL
CAPITAL EQUIPMENT REPL/UPGRADES	9,093,546	-	-	-	-	-	-	500,000	-	-	-	9,593,546
FACILITY REPAIRS/IMPROVEMENTS	7,450,702	-	-	-	369,569	-	-	-	-	448,000	900,000	9,168,271
HISTORIC FACILITY RESTORATION	5,573,952	1,774,983	-	-	-	-	-	-	-	-	400,000	7,748,935
MOTOR POOL EQUIP REPL/ADDITIONS	\$ 21,048,967	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,048,967
PARKING IMPROVEMENTS	745,000	-	-	-	-	-	-	-	-	6,773,280	-	7,518,280
PARKS & RECREATION IMPROVEMENTS	17,499,078	13,225,716	-	419,417	4,221,907	-	-	-	-	-	112,000	35,478,118
PUBLIC SAFETY IMPROVEMENTS	17,870,932	-	-	1,461,864	4,910,370	-	-	-	4,240,000	-	2,656,341	31,139,507
TRANSPORTATION & RIGHT OF WAY	9,734,875	5,133,789	15,138,848	1,169,397	846,200	-	-	-	2,150,002	-	27,531,003	61,704,114
UTILITY REPAIR/IMPROVEMENTS	-	-	-	-	-	4,787,860	9,331,344	-	-	-	4,319,973	18,439,177
TOTAL	\$ 89,017,052	\$ 20,134,488	\$ 15,138,848	\$ 3,050,678	\$ 10,348,046	\$ 4,787,860	\$ 9,331,344	\$ 500,000	\$ 6,390,002	\$ 7,221,280	\$ 35,919,317	\$ 201,838,915

DETAIL OF GRANT & OTHER FUNDING SOURCES BY PROJECT TYPE

PROJECT TYPE	SPEC ASSESS	M-D IMP FEE	MPO GRANT	LAW ENF. TRUST FUND	ART IN PUB. PLACES	NAT'L END FOR THE ARTS	PRIVATE GRANT	SUN STATE FINANCING	STATE GRANT	TOTAL
CAPITAL EQUIPMENT REPL/UPGRADES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FACILITY REPAIRS/IMPROVEMENTS	-	-	-	-	-	-	50,000	850,000	-	900,000
HISTORIC FACILITY RESTORATION	-	-	-	-	-	-	-	-	400,000	400,000
MOTOR POOL EQUIP REPL/ADDITIONS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PARKING IMPROVEMENTS	-	-	-	-	-	-	-	-	-	-
PARKS & RECREATION IMPROVEMENTS	-	-	-	-	112,000	-	-	-	-	112,000
PUBLIC SAFETY IMPROVEMENTS	-	-	-	-	-	-	-	2,656,341	-	2,656,341
TRANSPORTATION & RIGHT OF WAY	897,612	2,590,000	44,000	-	1,108,200	40,000	-	22,851,191	-	27,531,003
UTILITY REPAIR/IMPROVEMENTS	-	-	-	-	-	-	-	3,719,973	600,000	4,319,973
TOTAL	\$ 897,612	\$ 2,590,000	\$ 44,000	\$ -	\$ 1,220,200	\$ 40,000	\$ 50,000	\$ 30,077,505	\$ 1,000,000	\$ 35,919,317

CITY OF CORAL GABLES
FISCAL YEAR 2017-2021 FIVE YEAR CAPITAL IMPROVEMENT PLAN
PROJECT LISTING BY FISCAL YEAR

PAGE #	PROJECT NAME	PRIOR YEARS EXP	2016 PROJ'D EXP	FIVE-YEAR ESTIMATE								PROJECT TOTAL
				2 0 1 7				2018	2019	2020	2021	
				PR YR AVAIL	OPEN P.O.	NEW	TOTAL					
CAPITAL EQUIPMENT PROJECTS												
14	Network Infrastructure	\$ -	\$ 672,092	\$ 703,099	\$ 106,815	\$ 1,262,308	\$ 2,072,222	\$ 1,262,308	\$ 1,262,308	\$ 1,262,308	\$ 1,262,308	\$ 7,793,546
17	Emergency Generator Installation	-	-	477,800	22,200	-	500,000	-	-	-	-	500,000
18	CGTV Equipment Upgrade	-	-	-	-	-	-	170,000	75,000	114,000	-	359,000
19	Wi-Fi Capital Improvement Project	-	-	-	-	-	-	182,000	471,000	-	-	653,000
20	Recycling Containers in Parks & ROW	-	-	-	-	96,000	96,000	96,000	96,000	-	-	288,000
TOTAL CAPITAL EQUIPMENT PROJECTS		-	672,092	1,180,899	129,015	1,358,308	2,668,222	1,710,308	1,904,308	1,376,308	1,262,308	9,593,546
FACILITY REPAIRS/IMPROVEMENT PROJECTS												
23	Warehouse III Repairs	-	-	28,050	5,200	239,000	272,250	-	-	-	-	272,250
24	Citywide Roof Repairs	38,950	3,522	385,584	421,944	431,375	1,238,903	431,375	437,846	451,080	457,846	3,059,522
25	Facility Environmental Remediation	-	-	-	-	-	-	-	850,000	-	-	850,000
27	HVAC	125,221	147,227	66	27,485	152,250	179,801	152,250	154,534	159,205	161,593	1,079,831
29	427 Biltmore Way - Repairs/Improvements	196,831	7,438	269,435	55,797	-	325,232	-	-	-	-	529,501
31	Citywide Elevator Improvements	-	57,799	214,301	27,900	115,000	357,201	116,725	118,476	120,253	122,057	892,511
32	General Govt System Improvements	-	-	-	-	249,569	249,569	30,000	30,000	30,000	30,000	369,569
33	Public Works Maintenance Facility Assessment	-	-	-	-	-	-	30,000	-	-	-	30,000
35	Code Enforcement Division's Interior Improvements	-	-	-	-	-	-	250,000	-	-	-	250,000
36	Exterior Building Lighting	-	-	-	-	100,000	100,000	100,000	-	-	-	200,000
37	Optimize Energy And Water Efficiency At City Facilities	-	-	-	-	200,000	200,000	191,287	506,586	437,214	-	1,335,087
38	Downtown Facade Improvement Incentive Program	-	-	-	-	-	-	300,000	-	-	-	300,000
TOTAL FACILITY REPAIRS/IMPROVEMENT PROJECTS		361,002	215,986	897,436	538,326	1,487,194	2,922,956	1,601,637	2,097,442	1,197,752	771,496	9,168,271
HISTORIC FACILITY IMPROVEMENT PROJECTS												
41	Entrances & Fountains	123,521	300	1,625,875	25,287	-	1,651,162	-	-	-	-	1,774,983
43	Merrick House Repairs/Improv.	76,390	56,724	1,682,079	44,235	-	1,726,314	-	-	-	-	1,859,428
44	City Hall Repairs/Improvements	155,101	15,451	2,481,397	12,725	600,000	3,094,122	-	-	-	-	3,264,674
45	City Hall Cottage Improvements	-	11,200	215,550	23,100	150,000	388,650	-	-	-	-	399,850
46	City Hall 3rd Floor - Interior Renov.	-	-	150,000	-	-	150,000	-	-	-	-	150,000
49	Gondola Building Restoration Assessment	-	-	50,000	-	-	50,000	-	-	-	-	50,000
50	Centennial Trail	-	-	-	-	-	-	25,000	25,000	25,000	25,000	100,000
51	Coral Gables Library Renovation	-	-	-	-	25,000	25,000	25,000	-	-	-	50,000
52	White Way Lights Restoration	-	-	-	-	20,000	20,000	20,000	20,000	20,000	20,000	100,000
TOTAL HISTORIC FACILITY IMPROVEMENT PROJECTS		355,012	83,675	6,204,901	105,347	795,000	7,105,248	70,000	45,000	45,000	45,000	7,748,935
MOTOR POOL EQUIPMENT REPLACEMENTS/ADDITIONS PROJECTS												
55	Motor Vehicle Replacement/Additions	-	3,229,962	92,023	678,171	3,209,449	3,979,643	3,265,614	3,322,762	3,380,910	3,440,076	20,618,967
57	Truck Washer Rehabilitation/Replacement	-	-	150,000	-	-	150,000	-	-	-	-	150,000
58	Fuel System Upgrade	-	-	93	279,907	-	280,000	-	-	-	-	280,000
TOTAL MOTOR POOL PROJECTS		-	3,229,962	242,116	958,078	3,209,449	4,409,643	3,265,614	3,322,762	3,380,910	3,440,076	21,048,967
PARKING IMPROVEMENT PROJECTS												
61	Garages 2 & 6 Improvements	54,149	677,939	58,364	758,748	320,000	1,137,112	-	-	-	-	1,869,200
62	Parking Lots & Garages Repairs/Replacement Program	-	-	-	-	117,030	117,030	118,785	120,567	122,376	124,212	602,970
63	Parking Garages 2 & 6 Roof Fencing	-	-	350,000	-	-	350,000	-	-	-	-	350,000
65	Aragon Parking Lot Improvements	-	24,358	-	155,642	-	155,642	-	-	-	-	180,000
67	Parking Lot Lighting	-	37,647	-	142,353	180,000	322,353	180,000	180,000	180,000	180,000	1,080,000
68	Signage Program Improvements	-	21,094	86,376	142,530	200,000	428,906	200,000	200,000	200,000	200,000	1,250,000
71	Installation of Multi-Space Pay Stations	-	37,000	263,000	-	300,000	563,000	300,000	300,000	300,000	300,000	1,800,000
72	Closed Circuit Television Security System	-	46,247	338,685	1,178	-	339,863	-	-	-	-	386,110
TOTAL PARKING IMPROVEMENT PROJECTS		54,149	844,285	1,096,425	1,200,451	1,117,030	3,413,906	798,785	800,567	802,376	804,212	7,518,280
PARKS & RECREATION IMPROVEMENT PROJECTS												
74	Downtown Civic Plaza & Garden	-	-	-	-	-	-	500,000	500,000	500,000	500,000	2,000,000
75	Purchase of Land	-	3,646,317	1,200,899	13,800	300,000	1,514,699	300,000	300,000	300,000	300,000	6,361,016
77	Fred B. Hartnett/Ponce Circle Park Improvements	-	-	-	-	-	-	1,050,000	300,000	300,000	350,000	2,000,000
79	Jean Ward Sculptures	-	-	44,150	67,850	-	112,000	-	-	-	-	112,000
81	Development of Passive Parks	73,984	521,332	1,589,082	36,793	400,000	2,025,875	-	-	-	-	2,621,191
83	W.H. Kerdyk/Bilt Tennis Ctr Improv.	880,657	1,045,183	1,090,038	110,621	-	1,200,659	-	-	-	-	3,126,499
84	Lot 25 Park Development	-	3,850	90,000	106,150	-	196,150	600,000	-	-	-	800,000
85	Parks System Improvements	-	-	-	-	780,416	780,416	230,000	80,000	80,000	80,000	1,250,416
86	Parks & Recreation Major Repairs	4,618,423	2,685,825	1,862,126	1,068,672	1,353,181	4,283,979	1,373,479	1,394,081	1,414,992	1,436,217	17,206,996
TOTAL PARKS & RECREATION IMPROVEMENT PROJECTS		5,573,064	7,902,507	5,876,295	1,403,886	2,833,597	10,113,778	4,053,479	2,574,081	2,594,992	2,666,217	35,478,118
PUBLIC SAFETY IMPROVEMENT PROJECTS												
91	Central & Mobile Radio System Replacement/Upgrade	4,790,102	879,180	259,151	571,567	-	830,718	-	-	-	-	6,500,000
92	Fire Equipment Replacement Program	126,183	24,238	34,822	-	184,529	219,351	187,297	190,106	192,958	195,852	1,135,985
93	Emergency Vehicle Response Intersection Preemption Syst	-	-	240,000	-	235,000	475,000	200,000	200,000	200,000	200,000	1,275,000
95	Public Safety Building Improvements	383,884	288,732	4,804,148	35,101	-	4,839,249	-	-	-	-	5,511,865
97	Fire Station 2/Trolley Depot	52,944	48,266	126	323,395	-	323,521	8,945,770	-	-	-	9,370,501
98	Fire Station 3 - Repairs & Improvements	424,391	837,597	313,021	44,763	-	357,784	-	-	-	-	1,619,772
99	Closed Circuit Television Security System	-	191,760	230,310	1,027,930	500,000	1,758,240	500,000	-	500,000	-	2,950,000
100	Fire System Improvements	-	-	-	-	394,282	394,282	60,000	60,000	60,000	60,000	634,282
101	Police System Improvements	-	-	-	-	171,659	171,659	24,000	24,000	24,000	24,000	267,659
102	Warehouse II Repairs	-	-	-	-	46,500	46,500	-	-	-	-	46,500
103	Backup PSAP	-	-	-	-	-	-	101,000	-	-	-	101,000
104	Purchase of Fire Station 4 Building	-	-	209,113	17,830	1,500,000	1,726,943	-	-	-	-	1,726,943
TOTAL PUBLIC SAFETY IMPROVEMENT PROJECTS		5,777,504	2,269,773	6,090,691	2,020,586	3,031,970	11,143,247	10,018,067	474,106	976,958	479,852	31,139,507
TRANSPORTATION & RIGHT OF WAY IMPROVEMENT PROJECTS												
109	Beautification of Granada & Columbus Circles	24,773	-	-	21,725	-	21,725	-	278,502	-	-	325,000
111	Installation of Bike Infrastructure	137,608	7,873	666,665	31,849	200,000	898,514	600,000	1,000,000	200,000	200,000	3,043,995
113	Citywide Installation of Bicycle Racks	7,585	1,751	663	-	-	663	-	-	-	-	9,999
114	Old Cutler Bay ROW Entrance Impv	-	121,385	-	108,615	-	108,615	-	-	-	-	230,000
115	Multimodal Transportation Plan	-	-	-	-	-	300,000	-	-	-	-	300,000
117	Old Cutler Road Entry Feature	14,220	8,850	267,500	9,430	-	276,930	-	-	-	-	300,000
119	Citywide Alleyway Paving Improvements	-	49,958	50,000	150,042	100,000	300,042	100,000	100,000	100,000	100,000	750,000
121	Citywide Sidewalk Repair/Replacement Program	1,857,045	548,372	220,602	245,169	750,000	1,215,771	700,000	700,000	550,000	550,000	6,121,188

CITY OF CORAL GABLES
FISCAL YEAR 2017-2021 FIVE YEAR CAPITAL IMPROVEMENT PLAN
PROJECT LISTING BY FISCAL YEAR

PAGE #	PROJECT NAME	PRIOR YEARS EXP	2016 PROJ'D EXP	FIVE-YEAR ESTIMATE								PROJECT TOTAL
				2 0 1 7			2018	2019	2020	2021		
				PR YR AVAIL	OPEN P.O.	NEW					TOTAL	
123	Citywide Street Resurfacing Program	3,655,418	1,139,809	197,059	316,672	600,000	1,113,731	600,000	600,000	600,000	600,000	8,308,958
125	Channel Markers Upgrade & Maintenance Program	-	17,907	93	32,000	15,000	47,093	15,000	15,000	15,000	15,000	125,000
128	Citywide Traffic Calming Program	-	-	326,294	148,706	350,000	825,000	350,000	350,000	350,000	350,000	2,225,000
131	Bridges & Waterway Repairs/Impr.	15,210	31,120	45,204	-	-	45,204	50,000	50,000	50,000	50,000	291,534
132	Bridge Painting Program	-	1,222	133,482	15,296	-	148,778	-	-	-	-	150,000
133	Biltmore Way Street Scape Improv.	-	-	-	-	-	-	80,000	810,000	-	-	890,000
135	Cartagena Circle Landscape Improv.	1,227	7,188	123,797	988	-	124,785	-	-	-	-	133,200
137	De Soto Fountain Traffic Circle	6,815	-	200,000	4,185	-	204,185	-	339,000	-	-	550,000
139	Kings Bay Streetscape Improv.	59,650	282,306	14,924	269,320	-	284,244	-	-	-	-	626,200
141	Miracle Mile Streetscape Improv.	1,393,112	3,530,704	12,957,162	4,307,222	-	17,264,384	-	-	-	-	22,188,200
143	Giralda Ave. Streetscape Improv.	342,890	557,724	3,015,762	813,624	-	3,829,386	-	-	-	-	4,730,000
145	Ponce de Leon Landscape - Phase III	9,000	22,355	1,673,500	95,145	-	1,768,645	300,000	-	-	-	2,100,000
147	Ponce Median - 8th St to Flagler St	16,250	2,500	281,250	-	-	281,250	-	-	-	-	300,000
149	Residential Waste Pit Restoration	27,437	66,708	72,000	83,855	75,000	230,855	75,000	-	-	-	400,000
151	Segovia Circles Civic Monuments with Fountains	212,950	728,148	32,565	191,337	-	223,902	-	-	-	-	1,165,000
153	Street Tree Succession Plan	412,631	961,953	427,908	1,839,348	-	2,267,256	-	-	-	-	3,641,840
155	Aragon/Andalusia Pedestrian Lighting and Bike Amenity Im	-	-	-	-	400,000	400,000	400,000	-	-	-	800,000
157	South Dixie Highway Corridor Master Plan	-	-	150,000	-	-	150,000	-	-	-	-	150,000
159	Decorative Street Lights	-	-	-	-	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
161	LED Street Lights Conversion	-	-	-	-	150,000	150,000	150,000	150,000	150,000	150,000	750,000
162	Alhambra Median Landscape Lighting	-	-	-	-	-	-	99,000	-	-	-	99,000
TOTAL TRANSPORTATION & RIGHT OF WAY PROJECTS		8,193,821	8,087,833	20,856,430	8,984,528	2,840,000	32,680,958	3,719,000	4,592,502	2,215,000	2,215,000	61,704,114
UTILITY REPAIRS/IMPROVEMENTS PROJECTS												
164	Station F Rehabilitation	10,424	-	167,551	-	-	167,551	-	-	-	-	177,975
167	Sanitary Sewer Major Repair	-	532,204	117,246	287,325	1,100,000	1,504,571	1,100,000	1,100,000	1,100,000	1,100,000	6,436,775
168	Citywide Inflow & Infiltr. Abatement	546,063	185,778	1,808	2,163,918	-	2,165,726	-	-	-	-	2,897,567
171	Cross-Connection Removal	393,852	87,576	257,092	112,980	272,500	642,572	272,500	272,500	272,500	272,500	2,214,000
172	Sanitary Sewer Volume Ordinance	52,628	95,115	1,955,063	107,194	-	2,062,257	-	-	-	-	2,210,000
175	Sewer Pipe Cameras	-	89,885	8,768	1,347	5,000	15,115	5,000	5,000	5,000	5,000	125,000
177	Pump Station 1 Cocoplum Upgrade	-	-	250,000	-	-	250,000	-	-	-	-	250,000
178	Stormwater System Improvement Program	64,784	182,268	74,095	176,771	392,500	643,366	392,500	392,500	392,500	392,500	2,460,418
179	Cocoplum Drainage Improvements	98,755	753,649	90,160	107,591	-	197,751	-	-	-	-	1,050,155
180	Canal Bank Stabilization	5,220	-	154,797	39,983	117,287	312,067	-	-	-	-	317,287
183	Citywide Sea Level Rise Assessment	-	-	2,500	187,500	-	190,000	-	-	-	-	190,000
184	Stormwater Outfall Baffles	-	-	-	-	110,000	110,000	-	-	-	-	110,000
TOTAL UTILITY REPAIRS/IMPROVEMENTS PROJECTS		1,171,726	1,926,475	3,079,080	3,184,609	1,997,287	8,260,976	1,770,000	1,770,000	1,770,000	1,770,000	18,439,177
TOTAL		\$ 21,486,278	\$ 25,232,588	\$ 45,524,273	\$ 18,524,826	\$ 18,669,835	\$ 82,718,934	\$ 27,006,890	\$ 17,580,768	\$ 14,359,296	\$ 13,454,161	\$ 201,838,915

**CITY OF CORAL GABLES
FISCAL YEAR 2017-2021 FIVE YEAR CAPITAL IMPROVEMENT PLAN
PROJECT TYPE SUMMARY BY RELATED OPERATING COST**

TOTAL RELATED OPERATING COST

EXPENSE TYPE	FIVE-YEAR ESTIMATE							PROJECT TOTAL
	2 0 1 7			2018	2019	2020	2021	
	PRIOR	NEW	TOTAL					
CAPITAL EQUIPMENT REPL/UPGRADES	\$ -	\$ -	\$ -	\$ 179,100	\$ 180,433	\$ 181,798	\$ 181,798	\$ 723,129
PERSONNEL SERVICES	-	-	-	53,300	54,633	55,998	55,998	219,929
OTHER THAN PERSONNEL SERVICES	-	-	-	125,800	125,800	125,800	125,800	503,200
FACILITY REPAIRS/IMPROVEMENTS	-	96,000	96,000	-	-	-	-	96,000
PERSONNEL SERVICES	-	-	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	-	96,000	96,000	-	-	-	-	96,000
HISTORIC FACILITY RESTORATION	-	-	-	-	-	-	-	-
PERSONNEL SERVICES	-	-	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	-	-	-	-	-	-	-	-
MOTOR POOL EQUIP REPL/ADDITIONS	-	15,000	15,000	30,000	30,000	30,000	30,000	135,000
PERSONNEL SERVICES	-	-	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	-	15,000	15,000	30,000	30,000	30,000	30,000	135,000
PARKING IMPROVEMENTS	-	-	-	-	-	-	-	-
PERSONNEL SERVICES	-	-	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	-	-	-	-	-	-	-	-
PARKS & RECREATION IMPROVEMENTS	-	550,893	550,893	558,566	558,566	566,392	566,392	2,800,809
PERSONNEL SERVICES	-	383,639	383,639	391,312	391,312	399,138	399,138	1,964,539
OTHER THAN PERSONNEL SERVICES	-	167,254	167,254	167,254	167,254	167,254	167,254	836,270
PUBLIC SAFETY IMPROVEMENTS	-	1,916	1,916	(4,590)	10,800	(4,590)	(2,460)	1,076
PERSONNEL SERVICES	-	-	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	-	1,916	1,916	(4,590)	10,800	(4,590)	(2,460)	1,076
TRANSPORTATION & RIGHT OF WAY	-	-	-	-	-	-	-	-
PERSONNEL SERVICES	-	-	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	-	-	-	-	-	-	-	-
UTILITY REPAIR/IMPROVEMENTS	-	-	-	25,000	25,000	25,000	25,000	100,000
PERSONNEL SERVICES	-	-	-	-	-	-	-	-
OTHER THAN PERSONNEL SERVICES	-	-	-	25,000	25,000	25,000	25,000	100,000
TOTAL RELATED OPERATING COST	\$ -	\$ 663,809	\$ 663,809	\$ 788,076	\$ 804,799	\$ 798,600	\$ 800,730	\$ 3,856,014

2016-2017 BUDGET

DEBT ADMINISTRATION

As of October 1, 2016 the City will have \$95.1 million of special obligation debt outstanding. The City has a non-ad-valorem "AAA" from Moody's Investors Service and a "AAA" underlying rating from Standard & Poor's Corporation. A review of the City's debt position is required to provide a five-year capital financing plan for infrastructure and other improvements. Both financing resources and City capital needs drive the City's debt issuance program. Decisions regarding the use of debt is based upon a number of factors including the long-term needs of the City and the amount of resources available to repay the debt.

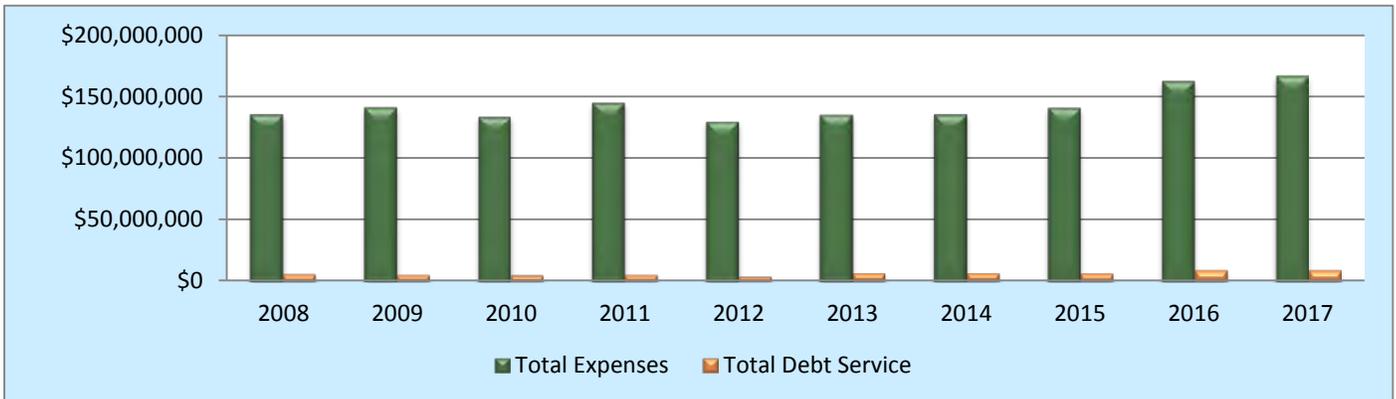
LEGAL DEBT MARGIN

The City's budgetary policy is to keep bond debt service under 8% of total expenses. As of October 1, 2016 the City's net bond debt services is well within the policy debt limit. Debt service represents **4.8%** percent of total expenses.

SUMMARY OF OUTSTANDING DEBT

<u>SERIES</u>	<u>MATURES</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
Series 2012	10/01/31	\$ 40,305,000	\$ 8,603,208	\$ 48,908,208
Series 2011B	10/01/16	525,000	7,875	532,875
Series 2011C	10/01/32	3,735,000	1,718,375	5,453,375
Series 2013A	10/01/28	15,115,000	2,500,740	17,615,740
Series 2013B	10/01/28	3,885,000	928,934	4,813,934
Series 2014	10/01/24	3,435,000	387,504	3,822,504
Series 2015B	10/01/30	6,135,000	1,213,704	7,348,704
Series 2016A	04/01/37	16,975,000	8,186,380	25,161,380
Series 2016B	04/01/37	4,460,000	1,684,881	6,144,881
Series 2016C	04/01/19	570,000	28,600	598,600
Total Projects		\$ 95,140,000	\$ 25,260,201	\$ 120,400,201

DEBT SERVICE COMPARED TO TOTAL EXPENSES



<u>Fiscal Year</u>	<u>Total Expenses</u>	<u>Total Debt Service</u>	<u>% of Total Expenditures</u>
2008	\$ 135,447,872	\$ 5,155,728	3.8%
2009	140,890,099	4,540,163	3.2%
2010	133,525,948	4,380,857	3.3%
2011	144,839,523	4,736,973	3.3%
2012	129,584,898	3,346,225	2.6%
2013	135,296,925	5,793,260	4.3%
2014	135,428,911	5,793,260	4.3%
2015	140,704,922	5,561,394	4.0%
2016	162,419,361	7,997,688	4.9%
2017	166,515,829	7,994,887	4.8%

2016-2017 BUDGET
DEBT ADMINISTRATION - PURPOSE OF BONDS/LOANS

SPECIAL REVENUE SERIES	ISSUE DATE	PURPOSE/USE	MATURITY DATE	INTEREST RATE	OUTSTANDING PRINCIPAL
Series 2011B	06/30/11	Refunded Bond Series 1999 - Biltmore Conference Center.	10/01/16	0.98%	\$ 525,000
Series 2011C	06/30/11	Refunded Bond Series 2006 (\$1.2M) - 427 Bldg. Improvements. Refunded Bond Series 2007 (\$3.2M) - Biltmore Golf Course Improvements.	10/01/32	1.57%	3,735,000
Series 2012	06/05/12	Refunded Bond Series 2011 (\$22.2M) - Neighborhood Renaissance Programs. Refunded Bond Series 2011/1999 (\$5.8M) - 72nd Avenue Maintenance Building Construction. Refunded Bond Series 2011/2001 (\$4.2M) - Country Club Improvements. Refunded Bond Series 2011/2006 (\$3.6M) - Purchase of 427 Bldg. Refunded Bond Series 2011/2007 (\$4M) - Purchase of Miracle Mile Properties 286, 292, 296 (Dulce, Ortanique, SuperCuts). Refunded Bond Series 2009 (\$3.2M) - Construction of Coral Gables Museum. 'Refunded Series 2011/1999/2004 (9M) - Merrick Way Garage and Shops Construction and Improvements.	10/01/31	2.67%	40,305,000
Series 2013A	02/28/13	Refunded Portion of Series 2004A (\$7.5M) - IT Equipment, EDEN Applications, Various Capital Projects. 'Refunded Portion of Series 2004 (\$9M) - Construction of Museum Parking Garage.	10/01/28	2.40%	15,115,000
Series 2013B	02/28/13	Refunded Portion of Series 2004B (\$4.4M) - IT Equipment, EDEN Applications, Various Capital Projects, Country Club Renovations.	10/01/28	3.43%	3,885,000
Series 2014	08/12/14	Sewer System Improvements	10/01/24	2.42%	3,435,000
Series 2015B	12/19/14	New radio system and replacement of the microwave relay system.	10/01/30	2.50%	6,135,000
Series 2016A	04/28/16	Miracle Mile Streetscape	04/01/37	2.92%	16,975,000
Series 2016B	04/28/16	Giralda Streetscape	04/01/37	3.05%	4,460,000
Series 2016C	02/26/16	Taxable Loan for the Streetscape Project	04/01/19	2.00%	570,000
Grand Total					\$ 95,140,000

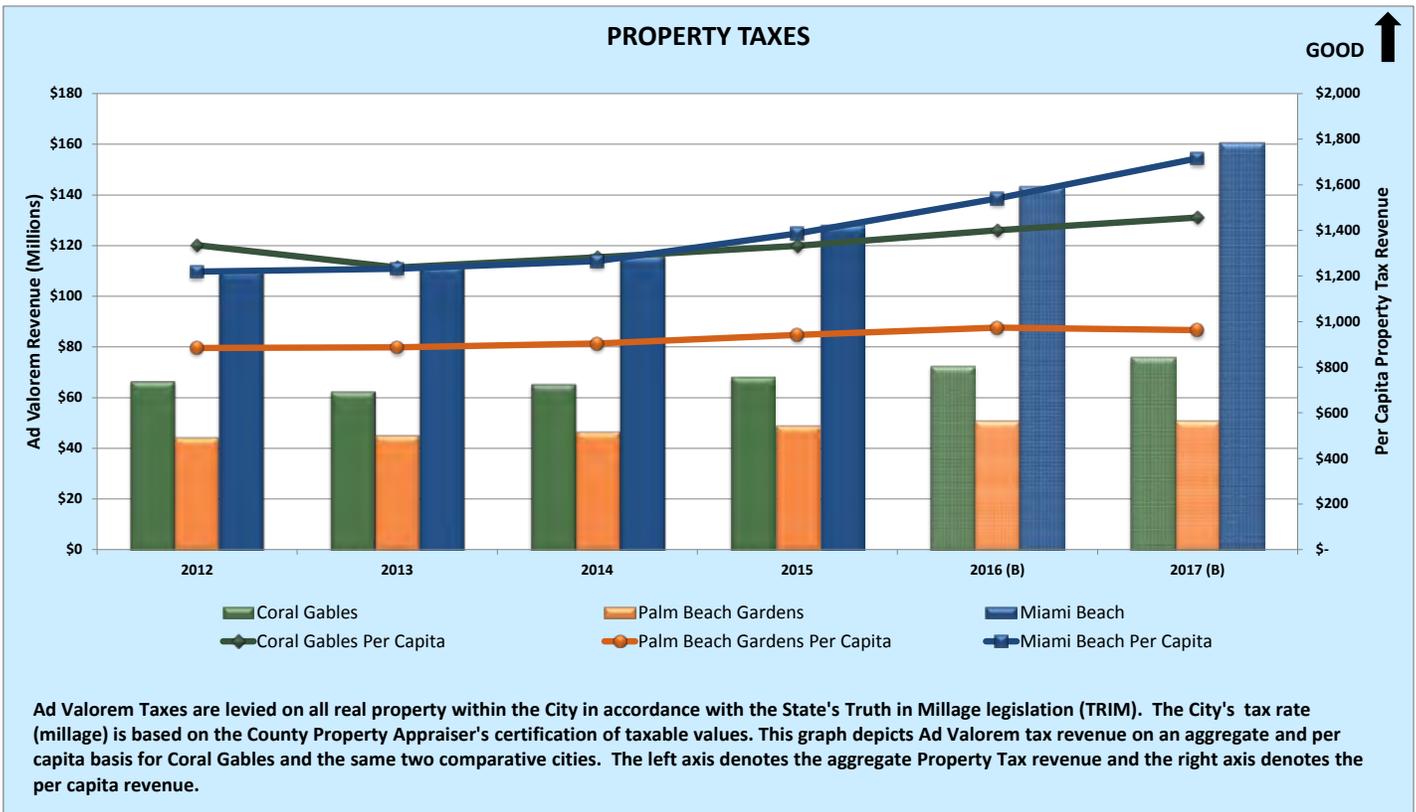
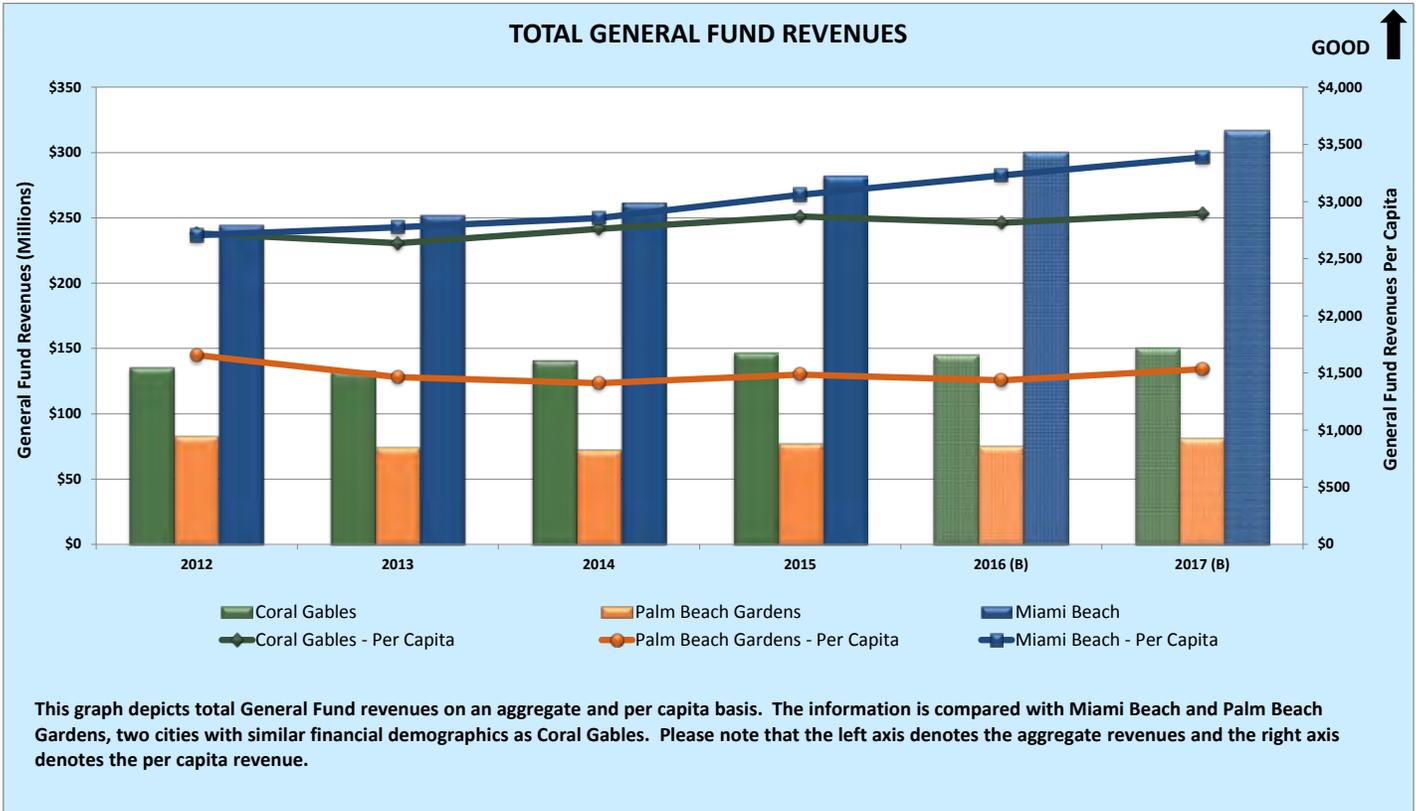
**CITY OF CORAL GABLES
DEBT SERVICE SCHEDULES
2016-2017 BUDGET**

PAYMENT DUE	SERIES 2012 (RE-FUNDING)		SERIES 2011B		SERIES 2011C		SERIES 2013A	
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
10/1/2016	\$ 2,280,000	\$ 1,045,706	\$ 525,000	\$ 7,875	\$ 170,000	\$ 182,500	\$ 870,000	\$ 352,320
10/1/2017	2,740,000	978,689	-	-	175,000	173,875	1,040,000	329,400
10/1/2018	2,790,000	904,863	-	-	180,000	165,000	1,060,000	304,200
10/1/2019	2,860,000	829,435	-	-	185,000	155,875	1,090,000	278,400
10/1/2020	2,155,000	762,485	-	-	190,000	146,500	1,115,000	251,940
10/1/2021	2,195,000	704,413	-	-	200,000	136,750	1,140,000	224,880
10/1/2022	2,450,000	642,402	-	-	205,000	126,625	1,170,000	197,160
10/1/2023	2,510,000	576,186	-	-	210,000	116,250	1,195,000	168,780
10/1/2024	2,570,000	508,368	-	-	220,000	105,500	1,225,000	139,740
10/1/2025	2,635,000	438,881	-	-	225,000	94,375	1,260,000	109,920
10/1/2026	2,705,000	367,592	-	-	235,000	82,875	1,280,000	79,440
10/1/2027	2,370,000	299,841	-	-	245,000	70,875	1,315,000	48,300
10/1/2028	2,420,000	235,895	-	-	250,000	58,500	1,355,000	16,260
10/1/2029	2,485,000	170,413	-	-	260,000	45,750	-	-
10/1/2030	2,540,000	103,329	-	-	270,000	32,500	-	-
10/1/2031	2,600,000	34,710	-	-	280,000	18,750	-	-
10/1/2032	-	-	-	-	235,000	5,875	-	-
	<u>\$ 40,305,000</u>	<u>\$ 8,603,208</u>	<u>\$ 525,000</u>	<u>\$ 7,875</u>	<u>\$ 3,735,000</u>	<u>\$ 1,718,375</u>	<u>\$ 15,115,000</u>	<u>\$ 2,500,740</u>

PAYMENT DUE	SERIES 2013B		SERIES 2014		SERIES 2015B		SERIES 2016A	
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
10/1/2016	\$ 240,000	\$ 129,140	\$ 345,000	\$ 78,953	\$ 370,000	\$ 153,560	\$ -	\$ 586,404
10/1/2017	255,000	120,651	355,000	70,483	380,000	144,298	330,000	633,950
10/1/2018	260,000	111,819	365,000	61,771	390,000	134,786	340,000	624,050
10/1/2019	265,000	102,815	370,000	52,877	400,000	125,024	645,000	613,850
10/1/2020	275,000	93,554	380,000	43,802	410,000	115,012	665,000	594,500
10/1/2021	290,000	83,864	390,000	34,485	420,000	104,750	685,000	574,550
10/1/2022	300,000	73,745	400,000	24,926	430,000	94,236	705,000	554,000
10/1/2023	300,000	63,455	410,000	15,125	440,000	83,474	725,000	532,850
10/1/2024	315,000	52,908	420,000	5,082	455,000	72,462	745,000	511,100
10/1/2025	330,000	41,846	-	-	465,000	61,074	785,000	473,850
10/1/2026	340,000	30,355	-	-	475,000	49,434	825,000	434,600
10/1/2027	350,000	18,522	-	-	490,000	37,546	865,000	393,350
10/1/2028	365,000	6,260	-	-	500,000	25,280	910,000	350,100
10/1/2029	-	-	-	-	510,000	12,768	955,000	304,600
10/1/2030	-	-	-	-	-	-	1,000,000	256,850
10/1/2031	-	-	-	-	-	-	1,050,000	206,850
10/1/2032	-	-	-	-	-	-	1,080,000	175,350
10/1/2033	-	-	-	-	-	-	1,115,000	142,950
10/1/2034	-	-	-	-	-	-	1,150,000	109,500
10/1/2035	-	-	-	-	-	-	1,180,000	75,000
10/1/2036	-	-	-	-	-	-	1,220,000	38,126
	<u>\$ 3,885,000</u>	<u>\$ 928,934</u>	<u>\$ 3,435,000</u>	<u>\$ 387,504</u>	<u>\$ 6,135,000</u>	<u>\$ 1,213,704</u>	<u>\$ 16,975,000</u>	<u>\$ 8,186,380</u>

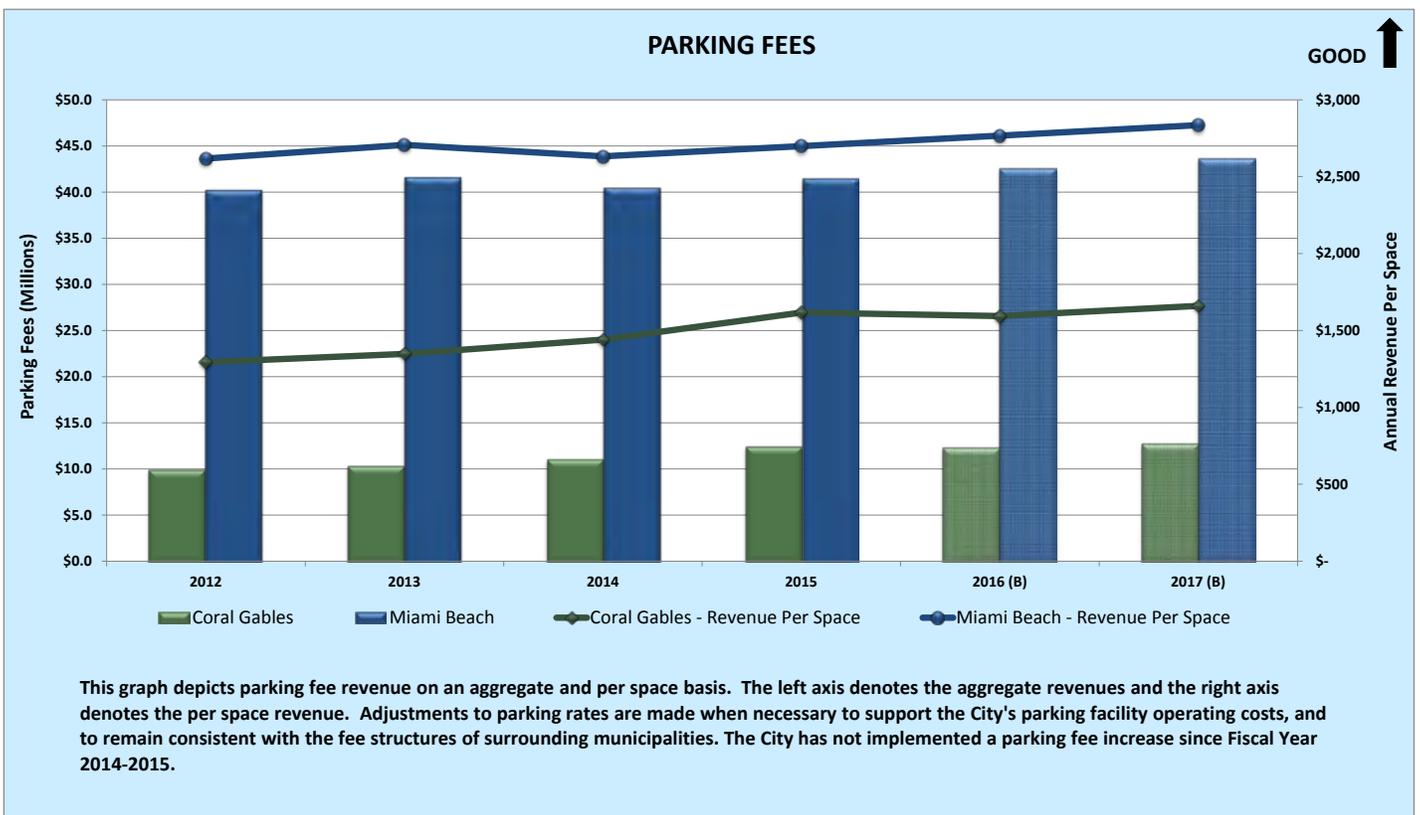
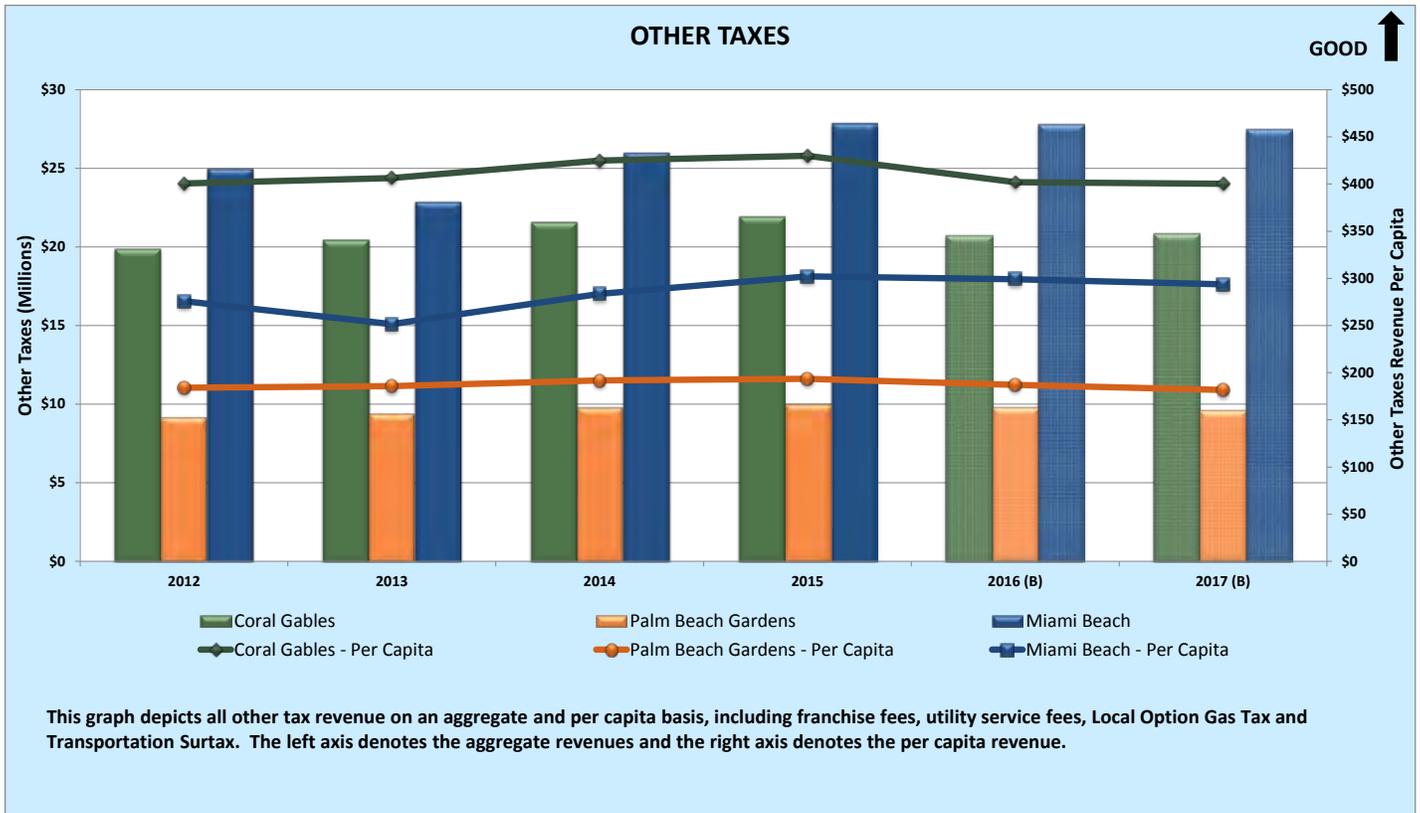
PAYMENT DUE	SERIES 2016B		SERIES 2016C		TOTAL	
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
10/1/2016	\$ -	\$ 124,211	\$ -	\$ 11,400	4,800,000	2,672,069
10/1/2017	165,000	134,282	280,000	11,400	5,720,000	2,597,028
10/1/2018	170,000	129,332	290,000	5,800	5,845,000	2,441,621
10/1/2019	175,000	124,232	-	-	5,990,000	2,282,508
10/1/2020	180,000	118,982	-	-	5,370,000	2,126,775
10/1/2021	190,000	113,582	-	-	5,510,000	1,977,274
10/1/2022	195,000	107,882	-	-	5,855,000	1,820,976
10/1/2023	200,000	102,032	-	-	5,990,000	1,658,152
10/1/2024	205,000	96,032	-	-	6,155,000	1,491,192
10/1/2025	210,000	89,882	-	-	5,910,000	1,309,828
10/1/2026	220,000	83,584	-	-	6,080,000	1,127,880
10/1/2027	220,000	78,906	-	-	5,855,000	947,340
10/1/2028	230,000	73,682	-	-	6,030,000	765,977
10/1/2029	235,000	67,932	-	-	4,445,000	601,463
10/1/2030	240,000	61,468	-	-	4,050,000	454,147
10/1/2031	250,000	49,476	-	-	4,180,000	309,786
10/1/2032	260,000	41,968	-	-	1,575,000	223,193
10/1/2033	265,000	34,168	-	-	1,380,000	177,118
10/1/2034	275,000	26,218	-	-	1,425,000	135,718
10/1/2035	285,000	17,968	-	-	1,465,000	92,968
10/1/2036	290,000	9,062	-	-	1,510,000	47,188
	<u>\$ 4,460,000</u>	<u>\$ 1,684,881</u>	<u>\$ 570,000</u>	<u>\$ 28,600</u>	<u>\$ 95,140,000</u>	<u>\$ 25,260,201</u>

**2016-2017 BUDGET
TREND ANALYSIS - MAJOR REVENUE STREAMS**



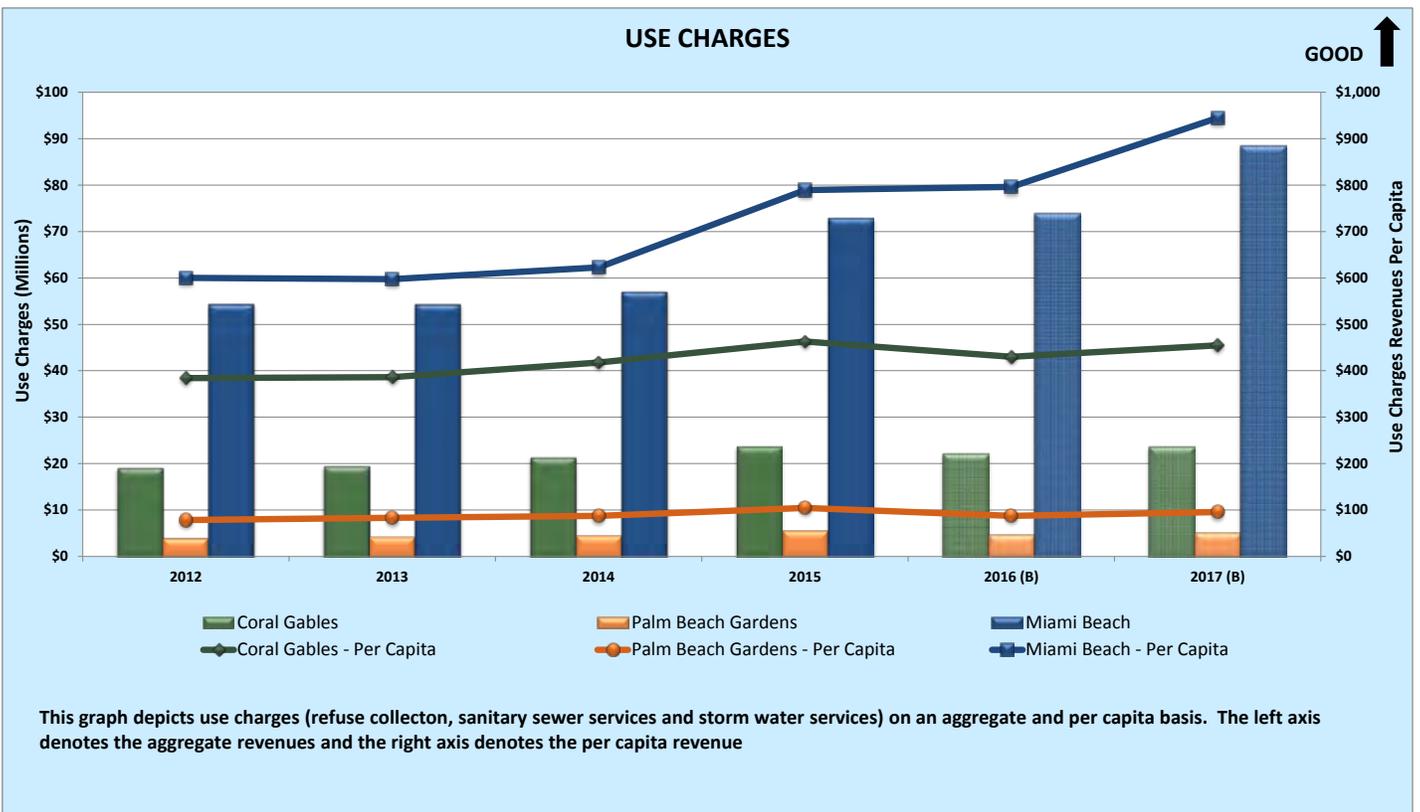
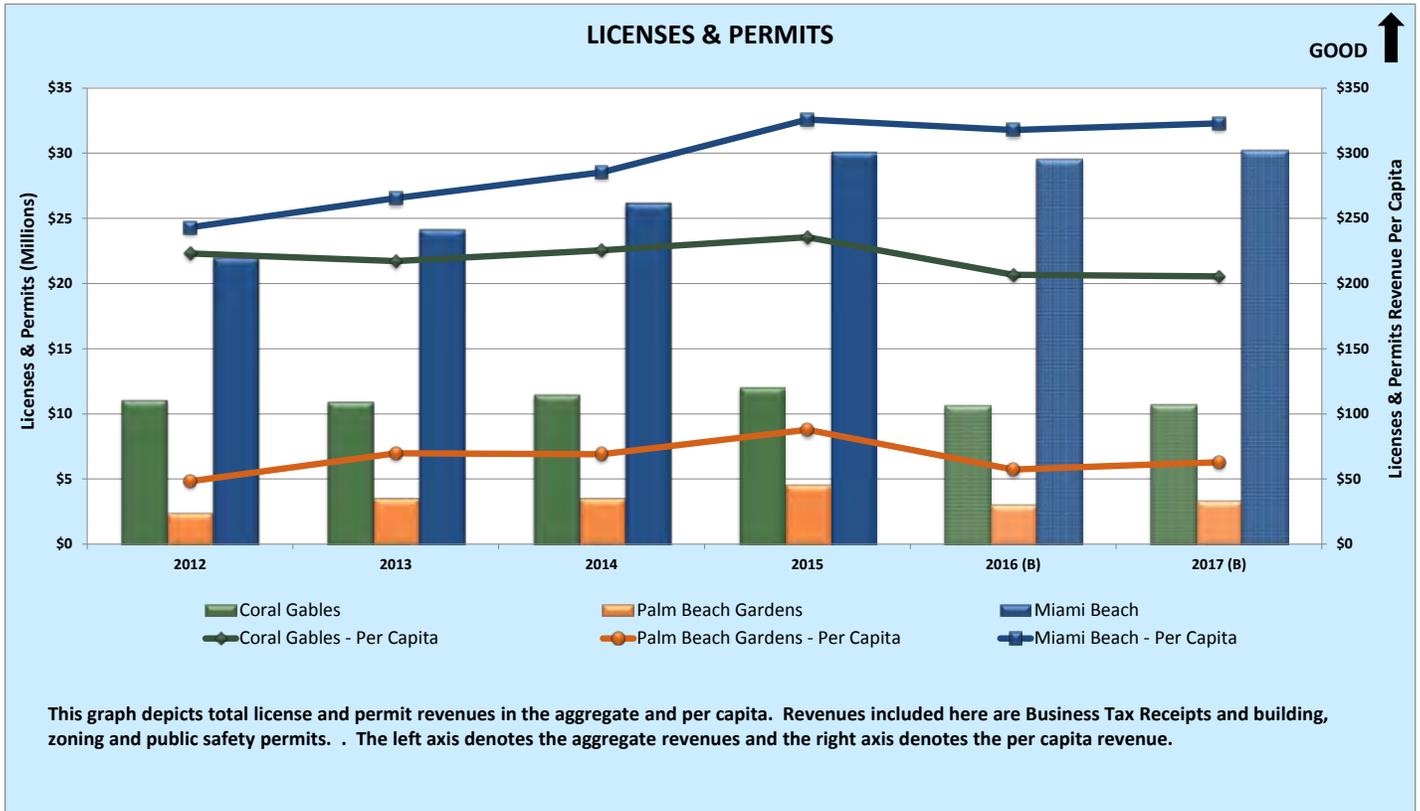
Note: (B) denotes budgeted figure, whereas other figures represent actuals

**2016-2017 BUDGET
TREND ANALYSIS - MAJOR REVENUE STREAMS**



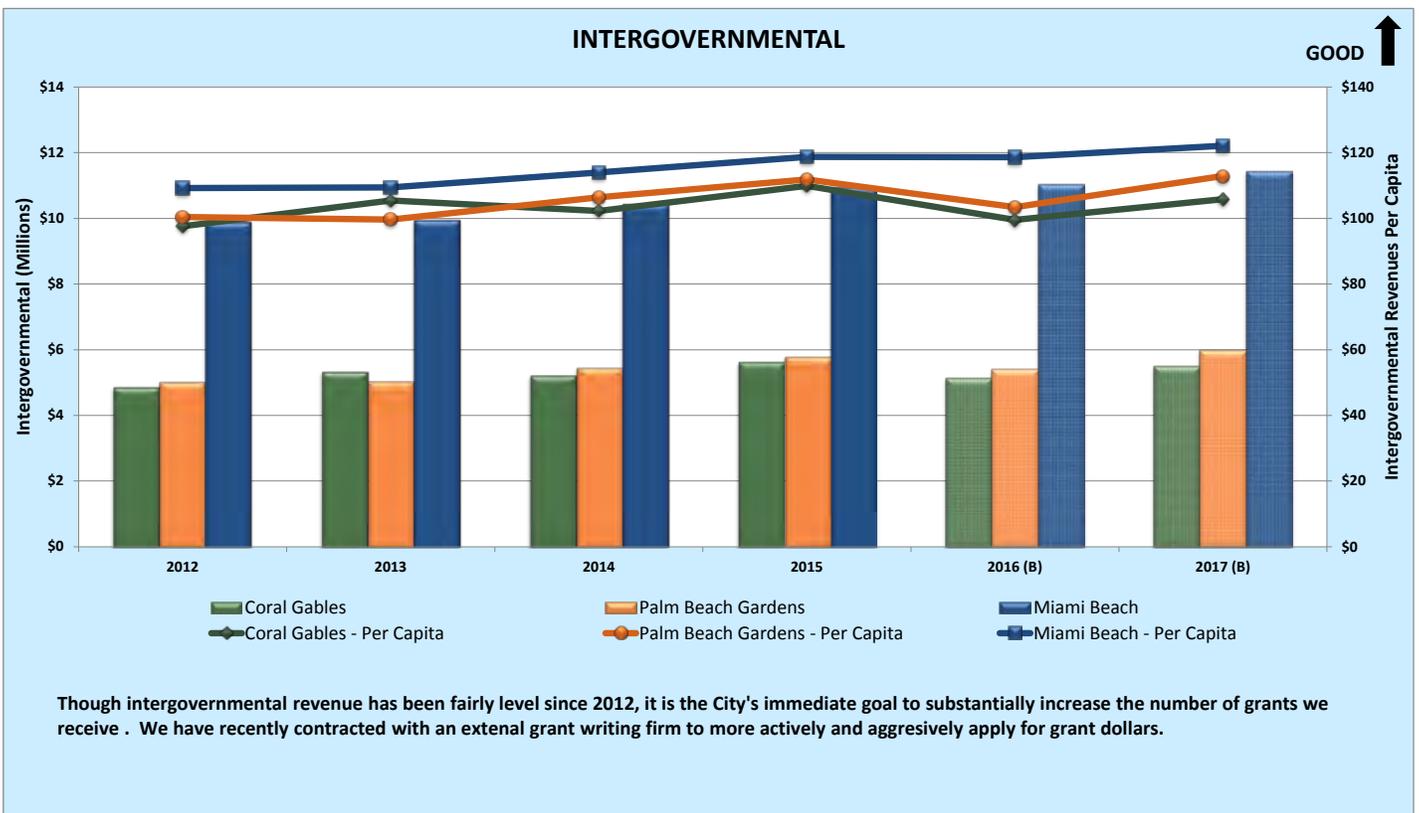
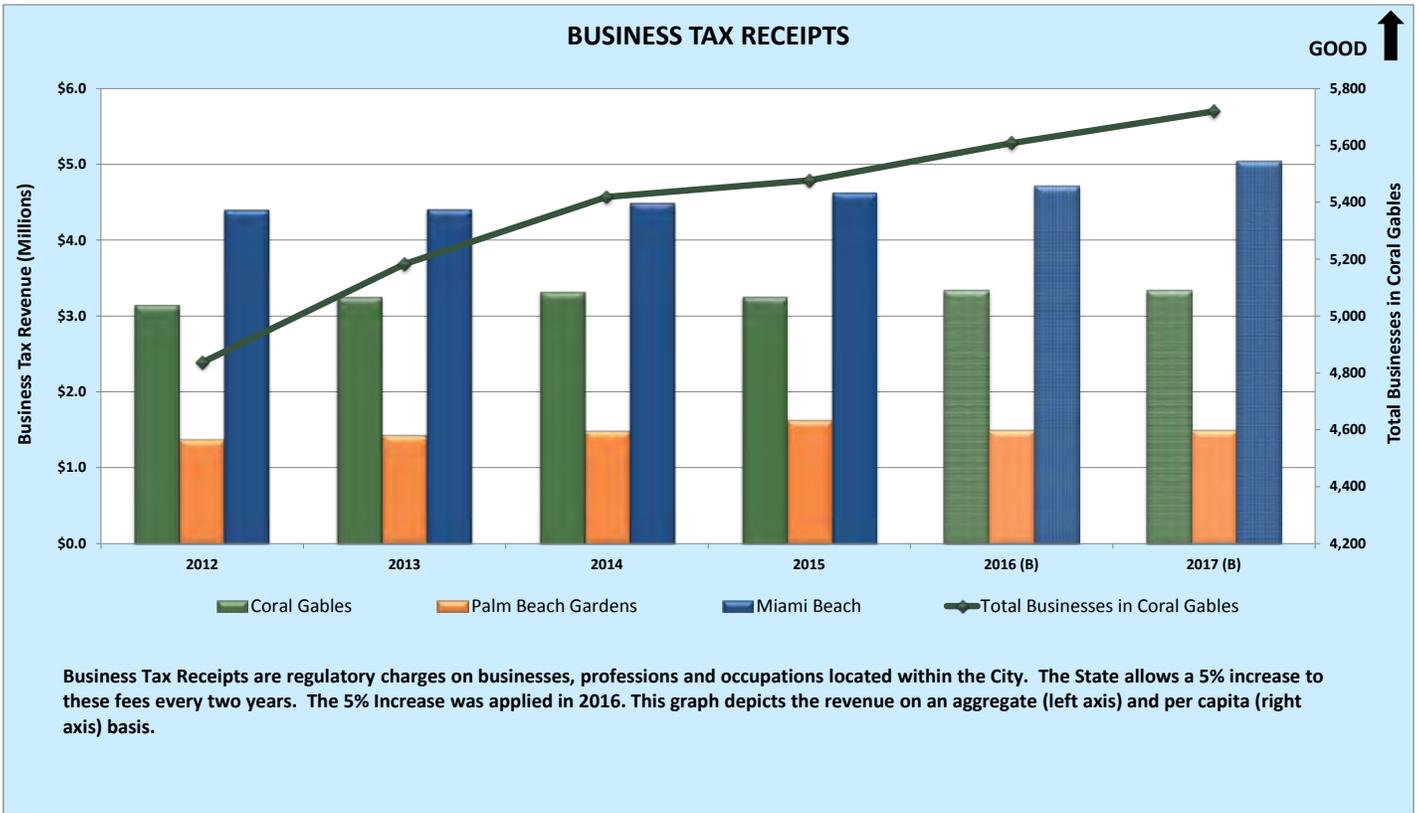
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**2016-2017 BUDGET
TREND ANALYSIS - MAJOR REVENUE STREAMS**



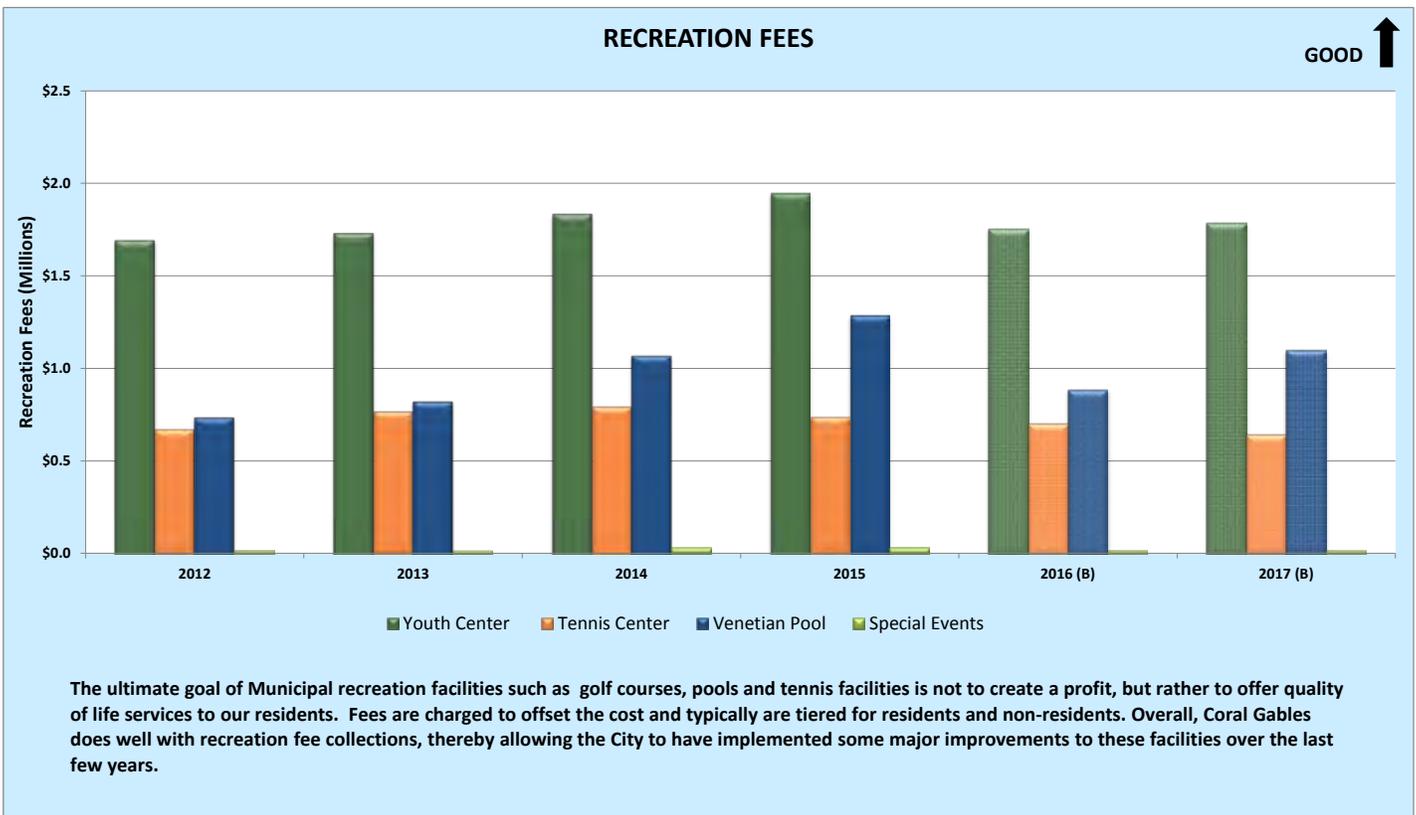
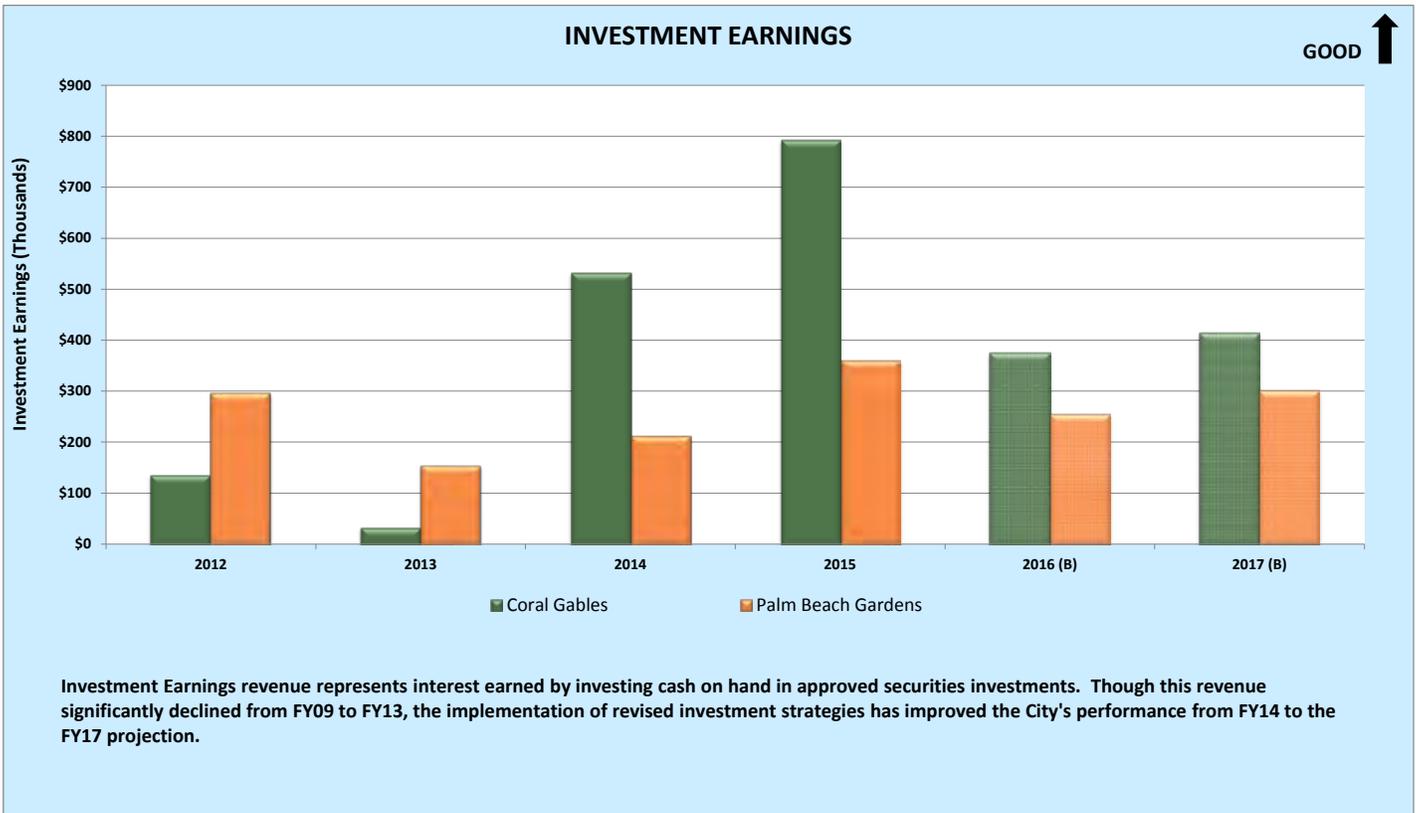
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**2016-2017 BUDGET
TREND ANALYSIS - MAJOR REVENUE STREAMS**



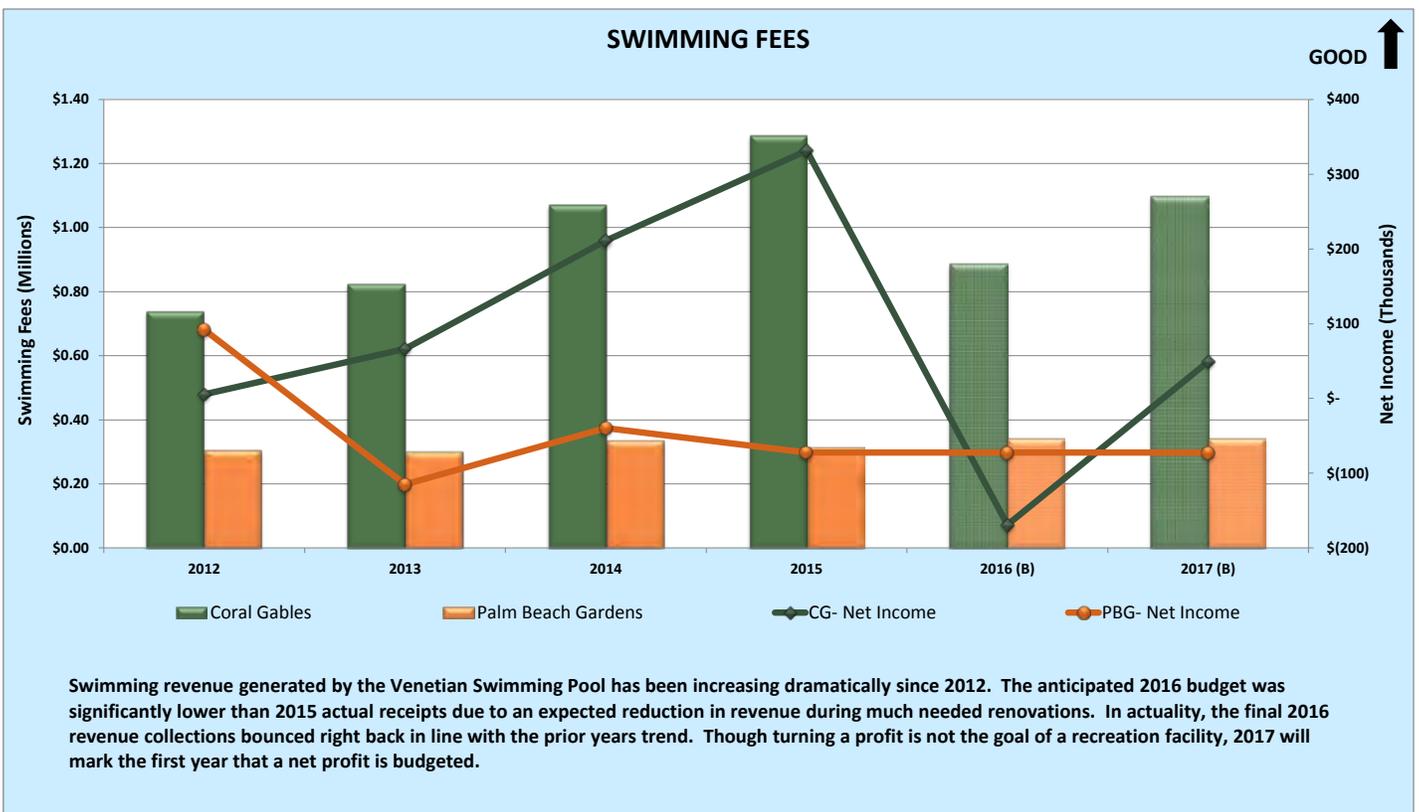
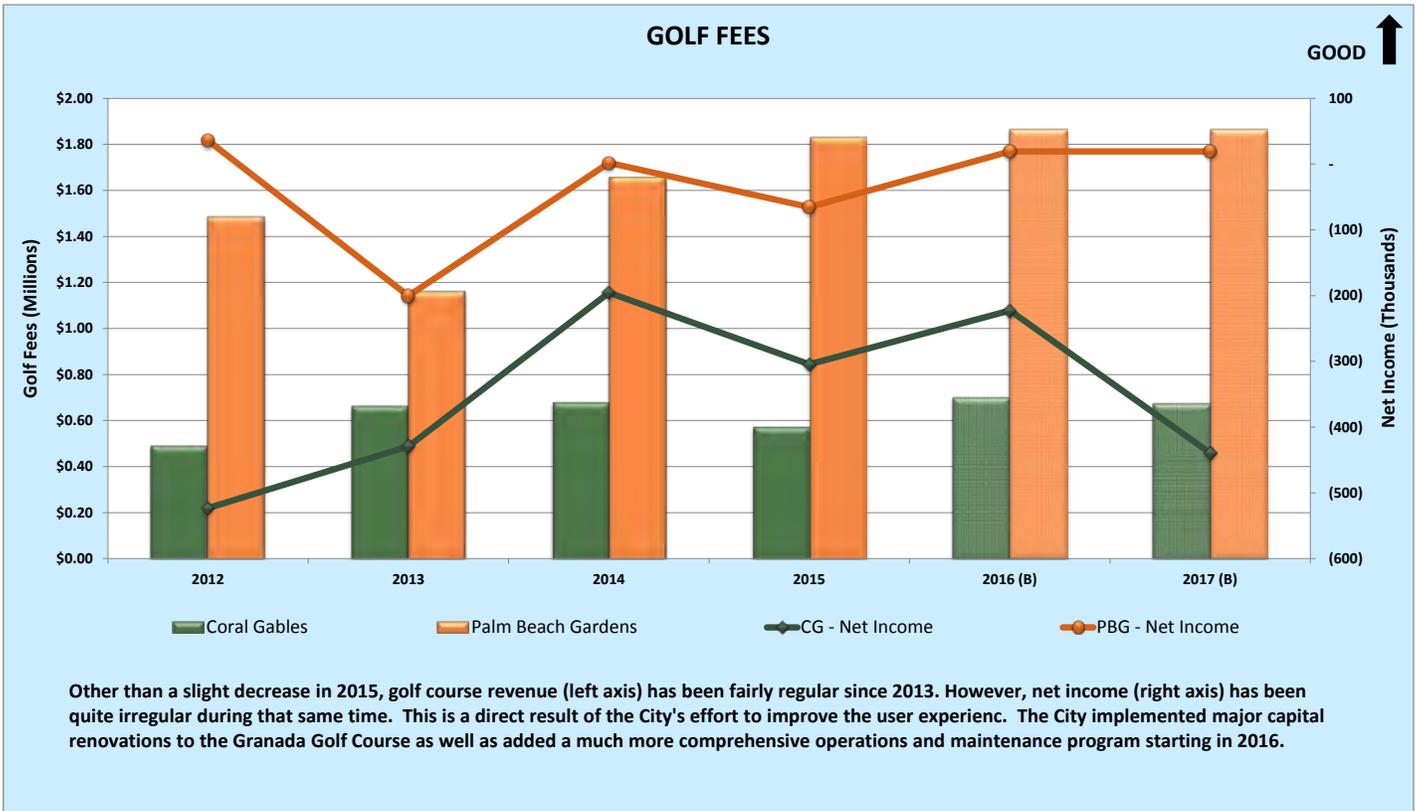
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**2016-2017 BUDGET
TREND ANALYSIS - MAJOR REVENUE STREAMS**

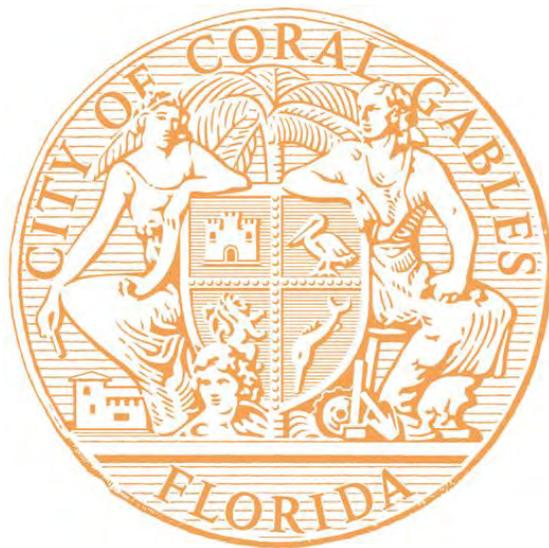


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**2016-2017 BUDGET
TREND ANALYSIS - MAJOR REVENUE STREAMS**



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**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**

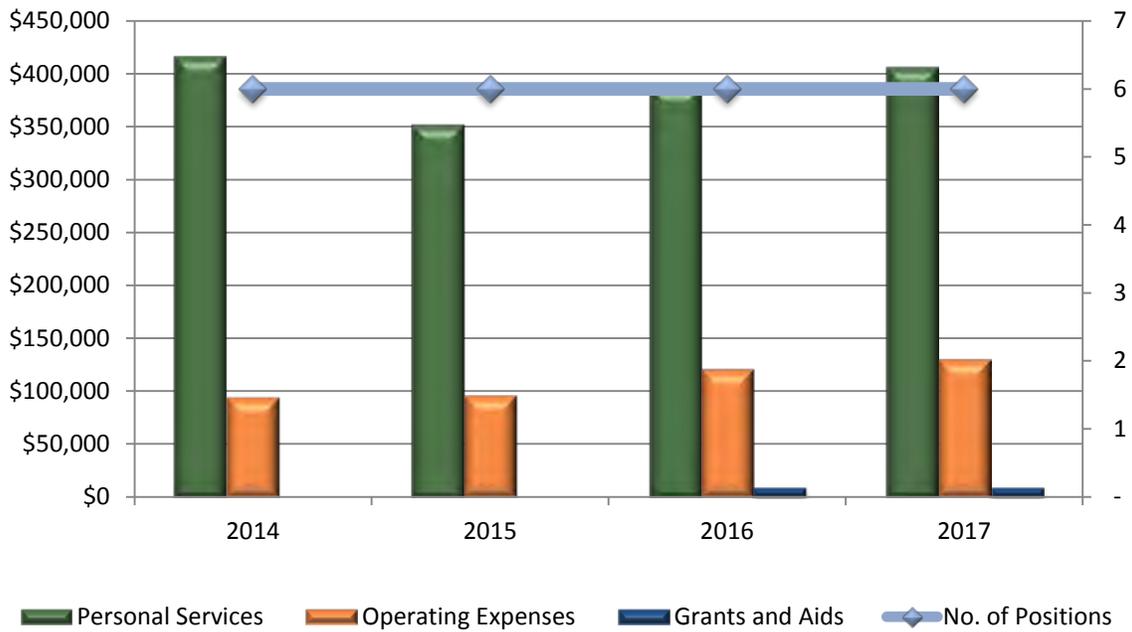


**CITY COMMISSION
BUDGET AND POSITION SUMMARY**

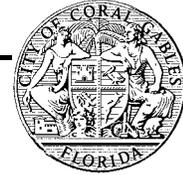
	<u>2013-2014 ACTUAL</u>	<u>2014-2015 ACTUAL</u>	<u>2015-2016 BUDGET</u>	<u>2016-2017 BUDGET</u>
Personal Services	416,480	352,227	387,734	406,539
Operating Expenses	94,184	95,755	120,180	129,606
Grants and Aids	-	-	9,000	9,000
TOTALS	510,664	447,982	516,914	545,145

No. of Positions	6	6	6	6
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EXPENDITURE/PERSONNEL COMPARISONS



**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
CITY COMMISSION
0100 CITY COMMISSION
511 LEGISLATIVE

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
8900	Mayor	1	1	1	1	\$ 38,188
8910	Vice Mayor	1	1	1	1	33,408
8920	City Commissioner	3	3	3	3	93,090
0034	Admin. Assistant to the Mayor	1	1	1	1	65,427
TOTAL		6	6	6	6	\$ 230,113

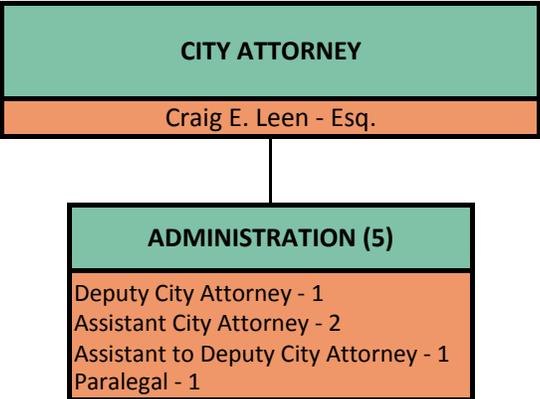
EXPENDITURE DETAIL

	2013-2014	2014-2015	2015-2016	2016-2017
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 232,341	\$ 215,855	\$ 225,349	\$ 230,113
2000 Employee Benefits - See Other Cost Dist.	184,139	136,372	162,385	176,426
4010 Expense Allowance	24,593	25,200	28,200	28,200
4011 Out-of-town Travel	-	-	5,000	6,000
4410 Rental of Machinery and Equipment	1,894	3,416	5,000	2,000
4420 Public Facilities Cost - See Other Cost Dist.	42,131	44,022	49,426	55,674
4550 General Liability Insurance	8,512	7,800	8,054	7,932
4710 Special Printed Forms	-	-	-	300
4990 Other Miscellaneous Expense	3,835	944	2,000	3,500
5100 Office Supplies	3,991	4,862	10,000	10,000
5400 Membership Dues and Subscriptions	8,983	9,351	11,000	11,000
Dade League of Cities				
Florida League of Cities				
National League of Cities				
5410 Employee Training	245	160	1,500	5,000
8100 Jim Barker Scholarship	-	-	5,000	5,000
8101 Sister Cities	-	-	4,000	4,000
TOTAL	\$ 510,664	\$ 447,982	\$ 516,914	\$ 545,145

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**

CITY ATTORNEY

ORGANIZATION CHART



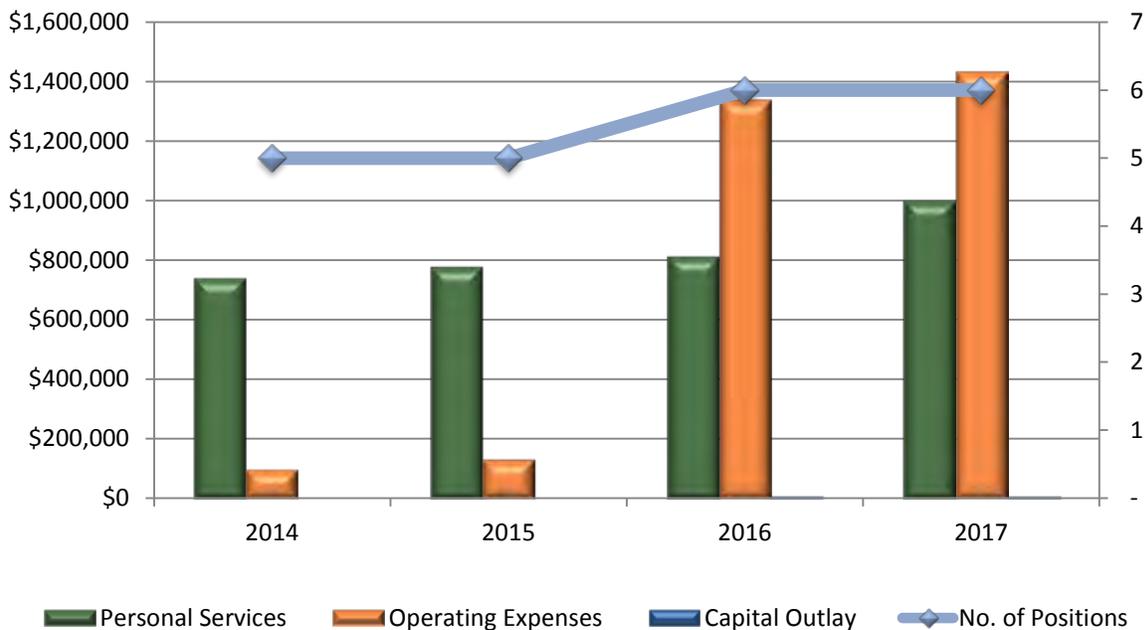
**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



**CITY ATTORNEY
BUDGET AND POSITION SUMMARY**

	<u>2013-2014 ACTUAL</u>	<u>2014-2015 ACTUAL</u>	<u>2015-2016 BUDGET</u>	<u>2016-2017 BUDGET</u>
Personal Services	740,602	777,921	812,116	1,000,084
Operating Expenses	100,435	133,317 *	1,338,639 *	1,433,692
Capital Outlay	-	-	4,620	3,655
TOTALS	841,037	911,238	2,155,375	2,437,431
No. of Positions	5	5	6	6

EXPENDITURE/PERSONNEL COMPARISONS

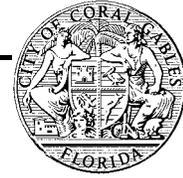


* Starting in 2016 Special Legal Services was transferred to City Attorney's Division

FISCAL YEAR 2016 MAJOR ACCOMPLISHMENTS

- ✓ Spearheaded significant anti-crime and anti-nuisance legislation.
- ✓ Enacted initiatives to increase inclusion for individuals with special needs.
- ✓ Won court victories in areas such as civil rights, sovereign immunity and separation of powers.

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
CITY ATTORNEY
0500 CITY ATTORNEY
514 LEGAL COUNSEL

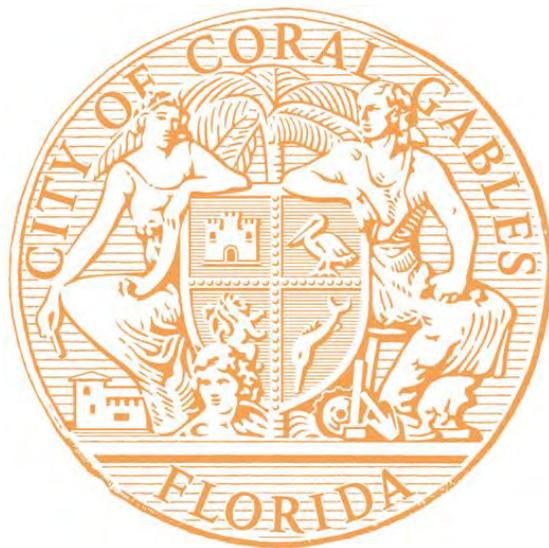
PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
8930	City Attorney	1	1	1	1	\$ 201,283
0040	Deputy City Attorney	1	1	1	1	145,929
0080	Assistant City Attorney	1	1	2	2	229,170
0070	Paralegal	1	1	1	1	73,858
0048	Ass't to Deputy City Attorney	-	-	1	1	51,475
0032	Secretary	1	1	-	-	-
9006	Part-time Employees	-	-	-	-	22,620
TOTAL		5	5	6	6	\$ 724,335

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 450,337	\$ 482,315	\$ 530,045	\$ 724,335
2000	Employee Benefits - See Other Cost Dist.	290,265	295,606	282,071	275,749
3120	Special Legal Services	-	-	1,200,000	1,300,000
3190	Other Professional Services	8,186	29,627	22,620	-
4090	Other Transportation Expense	12,600	13,500	13,500	21,600
4410	Rental of Machinery and Equipment	7,719	7,516	8,200	8,200
4420	Public Facilities Cost - See Other Cost Dist.	29,381	30,700	34,467	38,823
4550	General Liability Insurance	15,792	19,720	19,752	24,969
4720	Printing & Binding	-	335	300	300
4910	Court Costs & Investigative Expense	906	1,511	1,800	1,800
5100	Office Supplies	6,453	8,467	6,000	6,000
5400	Membership Dues and Subscriptions	15,777	18,647	18,500	18,500
5410	Employee Training	3,621	3,294	13,500	13,500
6450	Office Equipment Replacement	-	-	4,620	3,655
TOTAL		\$ 841,037	\$ 911,238	\$ 2,155,375	\$ 2,437,431

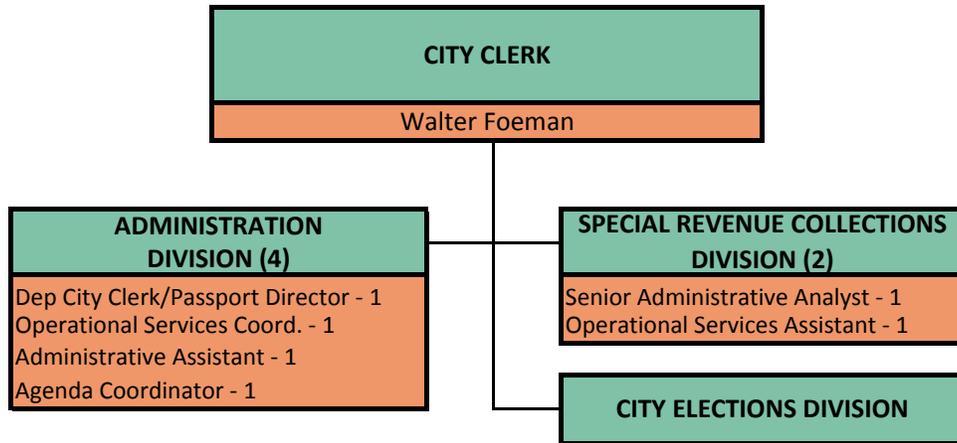


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**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**

CITY CLERK

ORGANIZATION CHART



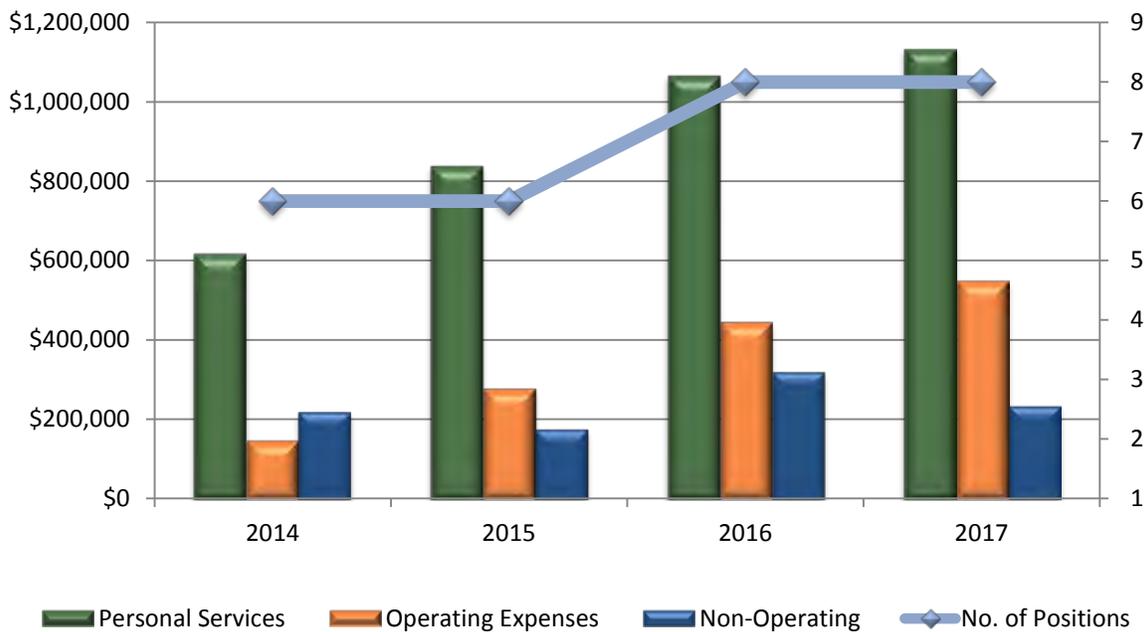
**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



**CITY CLERK
BUDGET AND POSITION SUMMARY**

	<u>2013-2014 ACTUAL</u>	<u>2014-2015 ACTUAL</u>	<u>2015-2016 BUDGET</u>	<u>2016-2017 BUDGET</u>
Personal Services	619,257	839,875	1,066,976	1,133,681
Operating Expenses	147,464	277,801	443,463	547,604
Non-Operating	217,827	174,130	317,982	232,000
TOTALS	<u>990,284</u>	<u>1,299,007</u>	<u>1,828,452</u>	<u>1,913,285</u>
 No. of Positions	 6	 6	 8	 8

EXPENDITURE/PERSONNEL COMPARISONS



FISCAL YEAR 2016 MAJOR ACCOMPLISHMENTS

- ✓ Opening of new Passport Facility to service the general public.
- ✓ Continuation of the Digital Preservation Project in conjunction with FIU.
- ✓ Implementation of eComment - providing a convenient online opportunity for attendees to participate in public meetings.

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

CITY CLERK

INDICATOR:	FY15			FY16		FY17
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Passport applications processed	9,762	10,209		10,250	12,600	11,000
Photographic prints provided	3,437	2,270		3,608	5,550	3,900
Number of Lobbyists registered ¹	82	82		90	87	90
Number of Principals registered ¹	118	119		100	90	100
Lobbyist-related Issues registered ¹	90	119		120	100	120
New digital archival collections identified for PALMM Partnership with FIU and FCLA	1	2		1	1	2
Financial disclosure documents filed annually to meet county compliance ¹	225	200		200	200	225
Financial disclosure documents filed annually to meet state compliance ¹	70	70		70	70	70
Letters forwarded to board members ¹	295	250		250	250	250
Number of Proclamations ¹	60	62		60	60	65
Number of Certificates of Appreciation, Commendation and Recognition ¹	45	76		50	30	50
Ordinances executed ¹	10	38		47	45	45
Resolutions executed ¹	37	316		290	208	225

Legend

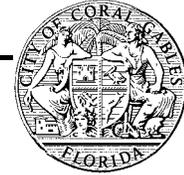
- Target met or exceeded
- Target nearly met
- Target not met

Notes:

¹Denotes calendar year figures



**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
CITY CLERK
0600 CITY CLERK
511 LEGISLATIVE

PERSONNEL SCHEDULE

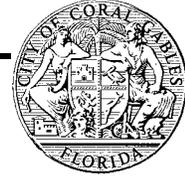
NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 BUDGET	2016-2017 BUDGET SALARIES	
8940	City Clerk	1	1	1	1	\$ 143,637
0600	Deputy City Clerk/Passport Director	1	1	1	1	104,873
0605	Operational Services Coord.	1	1	1	1	73,518
0606	Contracts & Records Mgmt Coordinator	-	-	1	1	89,785
0064	Operational Services Assistant	1	1	-	-	-
0602	Administrative Assistant	1	1	1	1	48,567
0035	Agenda Coordinator	1	1	1	1	57,978
TOTAL		6	6	6	6	\$ 518,358

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 377,159	\$ 522,989	\$ 551,116	\$ 518,358
2000	Employee Benefits - See Other Cost Dist.	201,150	265,943	357,744	307,120
3190	Other Professional Services	54,987	48,584	58,924	69,924
4090	Other Transportation Expense	8,100	8,100	8,100	8,100
4410	Rental of Machinery and Equipment	5,075	5,882	8,500	6,000
4420	Public Facilities Cost - See Other Cost Dist.	23,899	24,972	28,037	31,580
4550	General Liability Insurance	11,586	16,857	19,697	17,868
4820	Advertising Expense	19,990	19,900	20,000	20,000
4910	Court Costs & Investigative Expense	-	-	150	150
4920	Lobbyist Records	-	-	1,000	1,000
4970	Passport Expense	-	16	-	-
4990	Other Miscellaneous Expense	2,257	2,869	2,278	2,278
5100	Office Supplies	3,544	3,729	3,900	3,900
5400	Membership Dues and Subscriptions	915	960	1,000	1,000
5410	Employee Training	475	1,181	2,800	2,800
TOTAL		\$ 709,137	\$ 921,982	\$ 1,063,246	\$ 990,078

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



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

PERSONNEL SCHEDULE

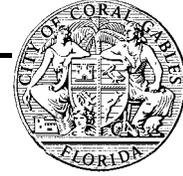
NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 BUDGET	2016-2017	
					BUDGET	SALARIES
0809	Sr. Administrative Analyst	-	-	1	1	\$ 75,930
0064	Operational Services Assistant	-	-	1	1	41,058
9006	Part-time Employees	-	-	-	-	92,176
8888	Overtime	-	-	-	-	14,560
TOTAL		0	0	2	2	\$ 223,724

EXPENDITURE DETAIL

		2013-2014			2014-2015			2015-2016			2016-2017		
		ACTUAL	ACTUAL	BUDGET	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	
1000	Salaries	\$ 38,167			\$ 47,357			\$ 123,548			\$ 223,724		
2000	Employee Benefits - See Other Cost Dist.	2,781			3,586			34,568			84,479		
3190	Other Professional Services	-			16,705			50,500			50,500		
4410	Rental of Machinery and Equipment	-			-			4,000			-		
4420	Public Facilities Cost - See Other Cost Dist.	-			-			-			33,792		
4550	General Liability Insurance	1,387			2,228			3,577			7,712		
4970	Passport Expense	15,229			9,805			109,000			47,000		
6430	Equipment Repair/Replacement	5,736			7,201			31			-		
9002	Document Filing Fee	217,827			174,130			317,982			232,000		
TOTAL		\$ 281,127			\$ 261,012			\$ 643,206			\$ 679,207		

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
CITY CLERK
0610 CITY ELECTIONS
 511 LEGISLATIVE

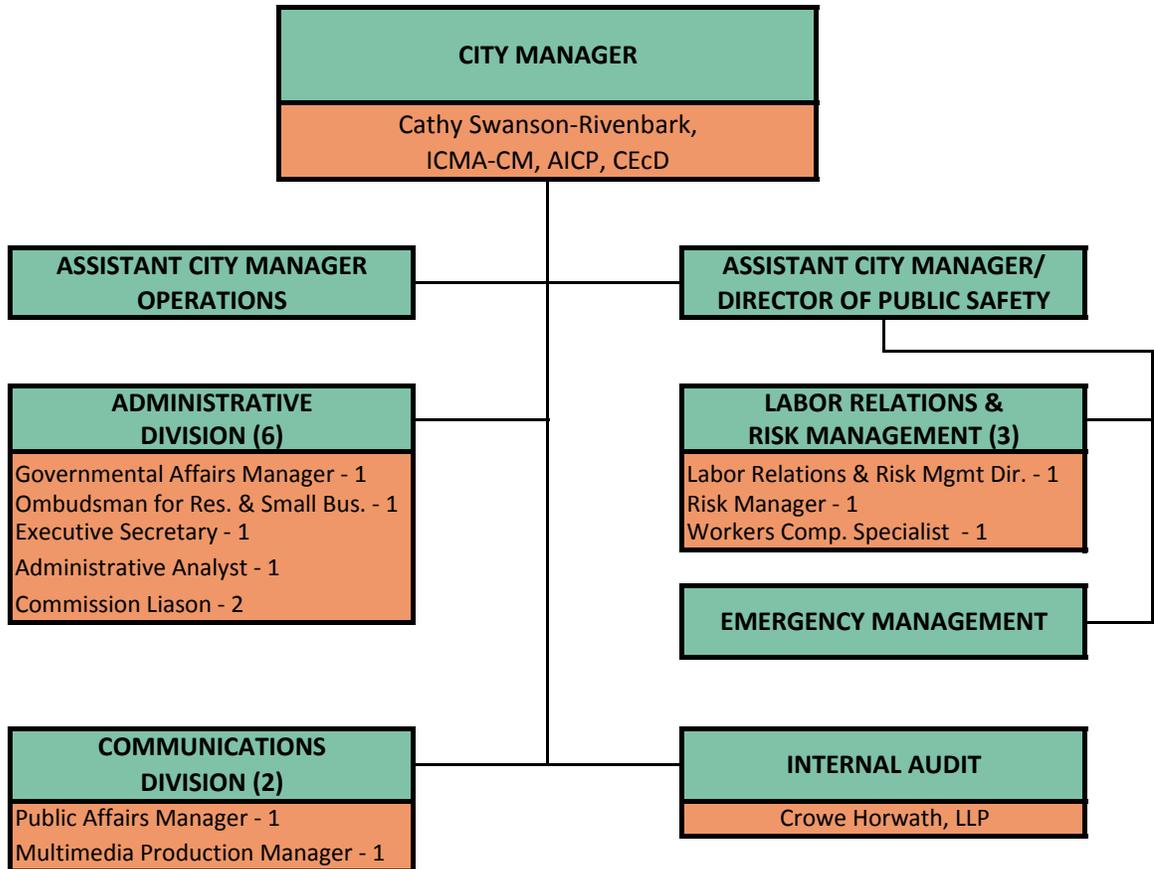
EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
3190	Other Professional Services	20	94,505	97,000	194,000
4820	Advertising Expense	-	20,730	22,000	44,000
4990	Other Miscellaneous Expense	-	778	3,000	6,000
TOTAL		\$ 20	\$ 116,013	\$ 122,000	\$ 244,000

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**

CITY MANAGER

ORGANIZATION CHART

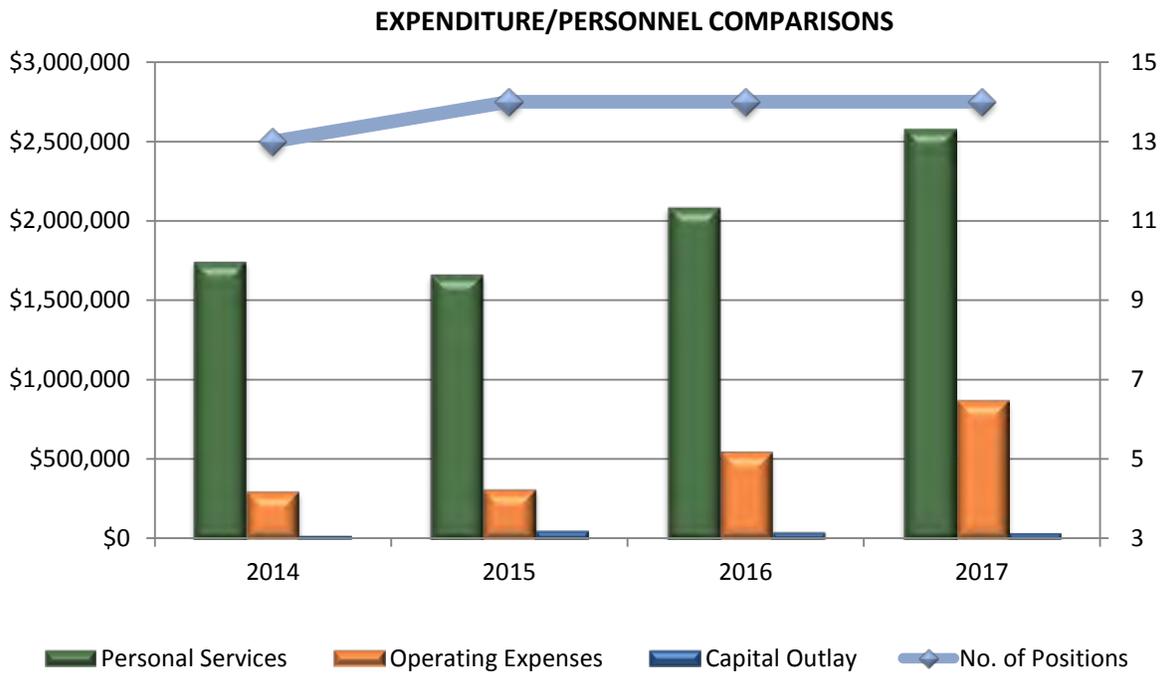


**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



**CITY MANAGER
BUDGET AND POSITION SUMMARY**

	<u>2013-2014 ACTUAL</u>	<u>2014-2015 ACTUAL</u>	<u>2015-2016 BUDGET</u>	<u>2016-2017 BUDGET</u>
Personal Services	1,743,500	1,660,661	2,084,852	2,578,269
Operating Expenses	298,422	311,908	548,954	868,885
Capital Outlay	19,290	46,576	39,431	35,000
TOTALS	<u>2,061,212</u>	<u>2,019,145</u>	<u>2,673,237</u>	<u>3,482,154</u>
 No. of Positions	 13	 14	 14	 14



**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



**CITY MANAGER
FISCAL YEAR 2016 MAJOR ACOMPLISHMENTS**

- ✓ Successfully implemented key Commission priorities ranging from facilities refurbishment, purchase of additional space for neighborhood parks, introduction of new green business practices (including electric cars and charging stations), and enhancement to the Permit Process (including the creation of an Ombudsman for residents and small businesses).

- ✓ Regained AAA bond rating (Standard & Poor's and Moody's) while introducing more sustainable business models including 401 defined contribution option for non-public safety employees and cost-effective benefits for part-time employees while continuing to improve unfunded liability position.

- ✓ Introduced innovative and customized public safety strategies including CCTV cameras, Crime Intelligence Center, Neighborhood Team Policing, Way Point Program, and Interdepartmental Problem Solving Initiative meetings which contributed to a 15% reduction in crime compared to the previous year.

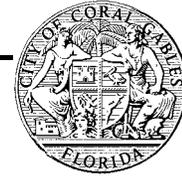
**OFFICE OF COMMUNICATIONS
FISCAL YEAR 2016 MAJOR ACOMPLISHMENTS**

- ✓ Unveiled a new tech-savvy, on-air studio design for Coral Gables Television (CGTV) and enhanced the credibility of CGTV production with seven national Telly Awards.

- ✓ Refreshed the City's brand positioning and messaging with a new set of guidelines to reinforce "The City Beautiful" brand , launching a new full-color "Living In the City Beautiful" magazine along with newly branded business cards, City vehicle logos, brochures, and other collaterals.

- ✓ Enhanced the overall community engagement with the launch of the City of Coral Gables Facebook page, the weekly full-page Miami Herald Neighbors Sunday ad, and additional audience subscriptions to e-News.

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
CITY MANAGER
1010 ADMINISTRATIVE DIVISION
512 EXECUTIVE

PERSONNEL SCHEDULE

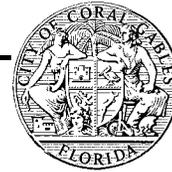
NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
8950	City Manager	1	1	1	1	\$ 209,978
0630	Assistant City Mgr for Oper. & Infrastructure	1	1	1	1	169,252
0631	Assistant City Mgr/Dir of Public Safety	1	1	1	1	180,014
0629	Governmental Affairs Manager	1	1	1	1	87,356
0810	Administrative Analyst	-	-	1	1	57,434
0076	Ombudsman for Res. & Small Bus.	-	1	1	1	79,498
0036	Executive Secretary	-	-	1	1	58,483
0071	Executive Ass't to City Manager	1	1	-	-	-
0604	Commission Liaison	1	2	2	2	101,531
8888	Overtime	-	-	-	-	12,000
9002	Part-time Employees	-	-	-	-	73,892
TOTAL		6	8	9	9	\$ 1,029,438

EXPENDITURE DETAIL

	2013-2014	2014-2015	2015-2016	2016-2017
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 584,818	\$ 784,022	\$ 780,796	\$ 1,029,438
2000 Employee Benefits - See Other Cost Dist.	460,201	355,151	422,069	437,583
3190 Other Professional Services	2,274	-	85,000	75,000
4010 Expense Allowance	5,700	-	-	-
4011 Out-of-town Travel	-	-	5,000	6,000
4020 Central Garage Motor Pool Rent	8,933	9,545	10,597	11,702
Replacement:	4,835			
Oper. & Maint:	6,867			
4090 Other Transportation Expense	9,450	8,550	5,400	6,000
4410 Rental of Machinery and Equipment	4,389	5,004	6,500	6,500
4420 Public Facilities Cost - See Other Cost Dist.	22,058	23,048	25,876	29,146
4550 General Liability Insurance	25,428	28,255	27,906	35,486
4720 Printing & Binding	-	-	-	2,500
4990 Other Miscellaneous Expense	1,473	9,526	6,250	7,500
5100 Office Supplies	6,054	12,937	8,000	8,000
5400 Membership Dues and Subscriptions	4,874	14,024	10,000	10,000
5410 Employee Training	78	2,177	9,900	9,900
6430 Equipment Repair/Replacement	2,986	805	-	-
TOTAL	\$ 1,138,716	\$ 1,253,044	\$ 1,403,294	\$ 1,674,755

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
CITY MANAGER
1030 COMMUNICATIONS DIVISION
 519 OTHER GENERAL GOVERNMENT

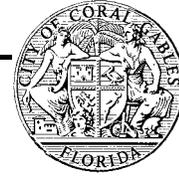
PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
0612	Public Affairs Manager	1	1	1	1	\$ 105,719
0645	Marketing & Brand Manager	1	1	-	-	-
0615	Multimedia Production Manager	1	1	1	1	72,463
9006	Part-time Employees	-	-	-	-	234,484
TOTAL		3	3	2	2	\$ 412,666

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 344,303	\$ 295,617	\$ 490,671	\$ 412,666
2000	Employee Benefits - See Other Cost Dist.	131,950	88,486	178,115	127,969
3190	Other Professional Services	26,778	34,465	85,500	85,500
4020	Central Garage Motor Pool Rent	32,006	45,766	75,314	73,019
	Replacement:	67,485			
	Oper. & Maint:	5,534			
4410	Rental of Machinery and Equipment	4,356	3,532	7,000	4,000
4420	Public Facilities Cost - See Other Cost Dist.	32,839	34,314	38,524	43,393
4550	General Liability Insurance	12,717	12,797	17,537	14,225
4620	Repair and Maint. of Office Equipment	-	-	3,000	3,000
4630	Repair/Maint. of Machinery & Equipment	6,531	6,357	4,500	4,500
4710	Special Printed Forms	9,481	4,186	-	-
4720	Printing & Binding	7,682	403	20,000	20,000
4820	Advertising Expense	-	-	32,000	32,000
4940	Taxes & License Fees Paid	1,965	1,244	3,000	3,000
4990	Other Miscellaneous Expense	1,184	831	2,000	2,000
5100	Office Supplies	4,045	3,450	10,000	10,000
5202	Chemicals and Photographic Supplies	1,821	-	-	-
5208	Household & Institutional Supplies	15,484	1,699	-	-
5214	Uniform Allowance	969	-	1,344	1,344
5215	Small Tools & Minor Equipment	-	630	3,159	3,159
5400	Membership Dues and Subscriptions	1,633	1,687	1,700	1,700
5410	Employee Training	355	1,232	2,000	2,000
6430	Equipment Repair/Replacement	13,304	43,773	29,431	25,000
6440	Equipment Additions	3,000	1,998	10,000	10,000
TOTAL		\$ 652,403	\$ 582,467	\$ 1,014,795	\$ 878,475

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
CITY MANAGER
1040 LABOR RELATIONS & RISK MANAGEMENT DIVISION
 513 FINANCIAL & ADMINISTRATIVE

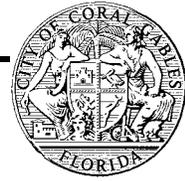
PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
0401	Dir. of Labor Relations & Risk Mgmt.	-	-	1	1	\$ 146,223
0403	Risk Manager	1	1	1	1	95,099
0402	Workers Comp. Specialist	1	1	1	1	61,115
9006	Part-time Employees	-	-	-	-	30,160
TOTAL		2	2	3	3	\$ 332,597

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ -	\$ -	\$ -	\$ 332,597
2000	Employee Benefits - See Other Cost Dist.	-	-	-	181,198
3130	Special Medical Services	-	-	-	20,000
3190	Other Professional Services	-	-	-	47,500
4090	Other Transportation Expense	-	-	-	5,400
4410	Rental of Machinery and Equipment	-	-	-	2,200
4420	Public Facilities Cost - See Other Cost Dist.	-	-	-	16,896
4550	General Liability Insurance	-	-	-	11,465
4710	Special Printed Forms	-	-	-	1,500
5100	Office Supplies	-	-	-	5,000
5400	Membership Dues and Subscriptions	-	-	-	2,195
5410	Employee Training	-	-	-	24,000
TOTAL		\$ -	\$ -	\$ -	\$ 649,951

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
CITY MANAGER
1050 INTERNAL AUDIT DIVISION
 513 FINANCIAL & ADMINISTRATIVE

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 BUDGET	2016-2017	
				BUDGET	SALARIES	
0333 *	Chief Compliance Officer	1	1	-	-	\$ -
0010	Senior Auditor	1	-	-	-	\$ -
9006	Internal Audit Coordinator - Part Time	-	-	-	-	\$ 52,780
TOTAL		2	1	0	-	\$ 52,780

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 122,934	\$ 76,095	\$ 133,953	\$ 52,780
2000	Employee Benefits - See Other Cost Dist.	99,294	61,290	79,248	4,038
3190	Other Professional Services	-	-	-	180,000
4020	Central Garage Motor Pool Rent	1,777	2,169	-	-
4090	Other Transportation Expense	5,400	3,600	5,400	-
4410	Rental of Machinery and Equipment	1,725	2,398	2,600	-
4420	Public Facilities Cost - See Other Cost Dist.	29,769	31,106	23,281	39,336
4550	General Liability Insurance	7,000	4,953	4,788	1,819
5100	Office Supplies	1,514	624	2,504	1,000
5400	Membership Dues and Subscriptions	680	440	750	-
5410	Employee Training	-	959	2,624	-
TOTAL		\$ 270,093	\$ 183,634	\$ 255,148	\$ 278,973

**Action Plan Worksheet
2017**

Action Plan Owner: Cathy Swanson-Rivenbark, City Manager

Action Plan Name: AP 1.1.1 Becoming South Florida’s Best-loved Hometown (Community Satisfaction Survey)

Strategic plan alignment (Supports which Goals and Objectives):

Goal 1: Provide exceptional service that meets or exceeds the requirements and expectations of our community.

- Objectives: this action plan supports several other objectives and key action plans that depend upon determining and understanding the current levels of satisfaction and engagement held by multiple key stakeholder groups, and especially residents and the City’s workforce. Successful accomplishment of this action plan will yield valuable information for analysis to determine key areas of strength and opportunities for improvement upon which to focus the organization’s improvement efforts in the following objectives:
 - 1.1 – Attain world-class performance levels in overall community satisfaction with City services by 2019
 - 1.2 – Attain world-class performance levels in public safety by 2019
 - 1.3 – Improve mobility throughout the City
 - 1.5 – Enhance our position as a premier destination for arts, culture, dining, and shopping
 - 2.1 – Ensure sufficient workforce capacity and capability to deliver high quality results by 2019
 - 4.1 – Improve customer satisfaction with City communications to 75% by 2019
 - 5.2 – Increase the historical and cultural components in City-sponsored programs and the community’s satisfaction with access and the programs
 - 5.5 – Attain world-class performance levels in resident satisfaction with City-sponsored special events by 2019

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Hire professional research firm to establish baseline data, collect data and conduct survey.	Summer 2016	Service contract in place
Develop and administer a series of survey instruments to accurately and consistently measure community satisfaction over time across multiple key measurement areas and market segments, (see objectives 1.1, 1.2, 1.3, 1.5, 2.1, 4.1, 5.2, and 5.5). Identify and collect relative comparison data and information.	October 2016	Survey instruments distributed
Establish (2016) baseline data for community satisfaction rates overall and by categories, with a focus on residents and businesses for Coral Gables and collect comparison data for relative comparable cities.	February 2017	Baseline analysis completed

KEY tasks that must be accomplished, deliverables, and measures of success (Continued)

What must be done	By When	How will it be evident
Analyze data and identify areas of strength and opportunities for improvement.	March 2017	Analysis complete and presented to City Manager for decision on action plan requirements
Work with individual departments to draft designated action plans to address target areas.	April- May 2017	City Manager approval / revision

What must be done	By When	How will it be evident
Obtain approval/funding for action plan requirements.	June 2017 and ongoing thereafter	Funding obtained for action plan implementation
Communicate planned improvements aimed at increasing community satisfaction to survey population.	Summer 2017	Communication plans implemented
Implement action plans.	Fall 2017	Action plans implemented
Provide updated communication to survey population.	Quarterly, following action plan implementation, and ongoing thereafter	Communication plans implemented
Develop marketing materials or a recruitment strategy while also helping to direct limited resources based on survey results (e.g., how important are bike paths to the overall resident and business satisfaction rating?).	Annually, and ongoing thereafter	Marketing materials developed and deployed
Re-survey every two years	October 2018	Survey conducted

Resource requirements (what do we need to succeed?)

- Funding
 - FY16 - \$10,500 for professional fees and travel expenditures
 - FY17 - \$31,000 – design of annual customer/business survey: collection, aggregation, segmentation, analysis of results, and comprehensive report.
- Community participation
- Staff buy-in and participation
- Effective communication strategies (medium, frequency, target audience, etc.)

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

Measure	Target	Date
Baseline satisfaction and engagement data for 2016	Accurate as possible	February 2017
Overall satisfaction on Community Satisfaction Survey	75% 90%	FY17 FY19

Frequency & venue of review

- Overall measure every other year at City Commission meeting
- Quarterly review of leading indicators at meeting with City Manager and staff

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

Stakeholder Group	Potential positive impact	Potential negative impact
Residents	Increased satisfaction and improved customer experience, community pride, increased resident retention rate	Survey fatigue, failure to be able to manage up to expectations
Businesses	Increased satisfaction and improved customer experience, community pride, increased business retention rate	Survey fatigue, failure to be able to manage up to expectations
Board of Realtors	Increased sales and revenue based on increased desirability of Coral Gables to homebuyers and renters	If resident retention rate increases and fewer people are buying/selling, the opportunity to benefit from increased property taxes may be missed
Recruitment entities (e.g. Beacon Council)	Increased data and information with which to recommend Coral Gables and establish offices in City	Managing expectations
Media	Good publicity, increased data and information with which to promote Coral Gables' attributes	Managing expectations
City Workforce	Increased workforce satisfaction, increased workplace pride, loyalty, engagement, empowerment	More demanding standards on workforce may lead to stress, anxiety, increased chance of falling short of goals
Volunteers (e.g., board members)	Increased citizen pride, increased citizen satisfaction, larger pool of volunteers, citizen empowerment and engagement	Managing expectations
Non-profit organizations	Increased data and information with which to improve customer/partner experience	Managing expectations

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

Stakeholder Group	Potential positive impact	Potential negative impact
Religious institutions	Increased data and information with which to improve customer/partner experience	Managing expectations
University of Miami /Schools	Increased data and information with which to improve customer/partner experience	Managing expectations

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

- + Undetermined increases in property value and other incomes based upon improved customer satisfaction and engagement.
- \$25K upfront costs associated with hiring firm to conduct survey and data analysis.

**Action Plan Worksheet
2017**

Action Plan Owner: Maria Rosa Higgins Fallon, Public Affairs Manager

Action Plan Name: 4.1.1 – Enhance City Communications

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 1 – Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.1 – Attain world-class performance levels in overall community satisfaction with City services by 2019
- Goal 2 – To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.
 - Objective 2.2 – Attain world-class levels of performance in workforce satisfaction and engagement by 2019
- Goal 4 – Optimize City processes and operations to provide cost-effective services that efficiently utilize City resources.
 - Objective 4.2 – Expand knowledge-based library across departments and operations by Q1-2017
- Goal 5 – Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Objective 5.2 – Increase the historical and cultural components in City-sponsored programs and the community’s satisfaction with access and the programs
 - Objective 5.5 – Attain world-class performance levels in resident satisfaction with City-sponsored special events by 2019
 - Objective 5.9 – Develop and deploy a training program for the workforce regarding the City’s culture, history, and brand by 2019
- Goal 6 – Provide exceptional services that enhance local and global environmental quality, enrich our local economy, and strengthen the health and well-being of our current and future residents, businesses, and visitors.
 - Objective 6.5 – Increase outreach and education efforts with City employees and the community to enhance sustainability

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Develop communications survey tools for internal and external customers	January, FY 17	Survey tools approved by CM
Conduct surveys of internal and external customers	April, FY 17	# responses
Increase social media presence	October, FY 17	% increase of Facebook, YouTube likes

KEY tasks that must be accomplished, deliverables, and measures of success (Continued)

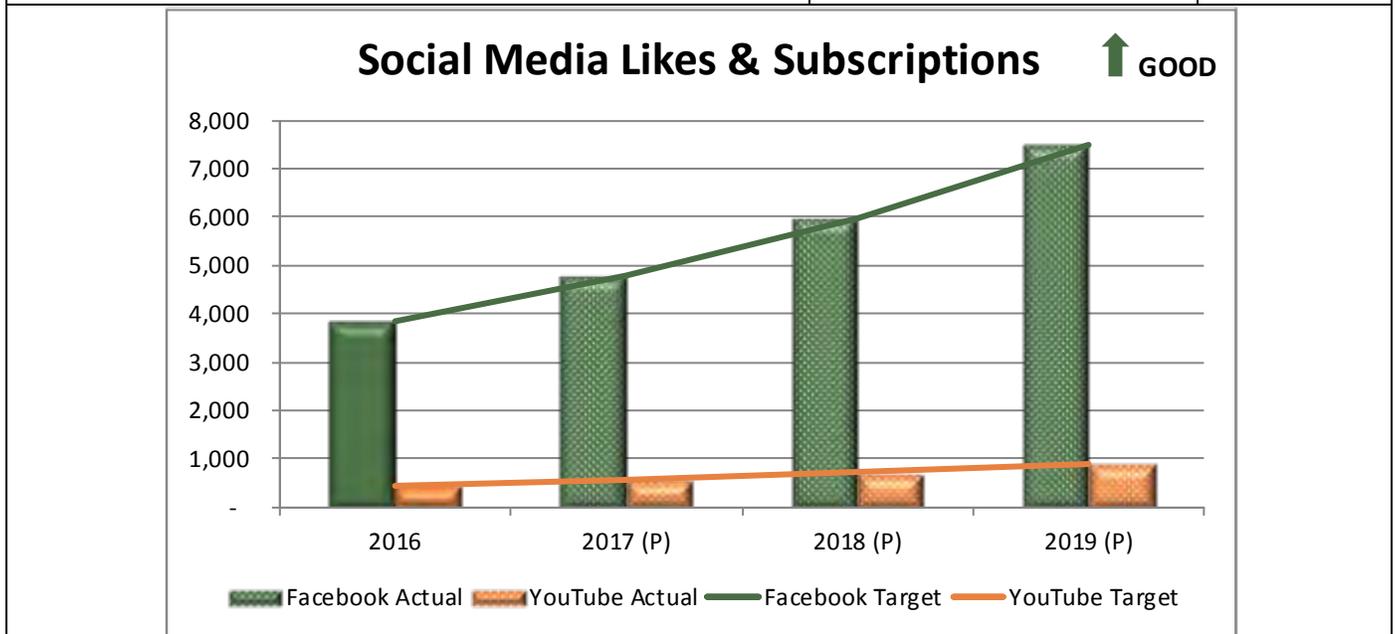
What must be done	By When	How will it be evident
Launch CG Twitter and Instagram	October, FY 17	# sign-ups
Maximize media relations	October, FY 17	# of positive articles
Maximize CGTV’s effectiveness	October, FY 17	% increase of video packages
Unify City Brand Image	October, FY 18	# of branded publications
Apply for communication awards	October, FY 18	Win top national & regional awards
Upgrade CGTV to HD equipment	October, FY 19	% increase in viewer satisfaction
Upgrade internet & intranet	October, FY 19	% increase in web customer satisfaction
Enhance City app	October, FY 19	# of sign-ups
Maximize external communications	October, FY 19	% rating increase in communication survey
Maximize internal communications	October, FY 19	% rating increase in employee survey

Resource requirements (what do we need to succeed?)

- Fund Social Media Coordinator using existing funds of unfilled vacant position in Communications
- Upgrade hourly pay of CGTV part-timers using existing funds of unfilled vacant position in Communications
- Approval of Capital Project request in FY17 and FY18 to upgrade CGTV equipment to high definition
- Secure hardware and software equipment to provide for additional social media functions
- Secure \$50,000+ funding for upgrade of internet and intranet through IT funding request

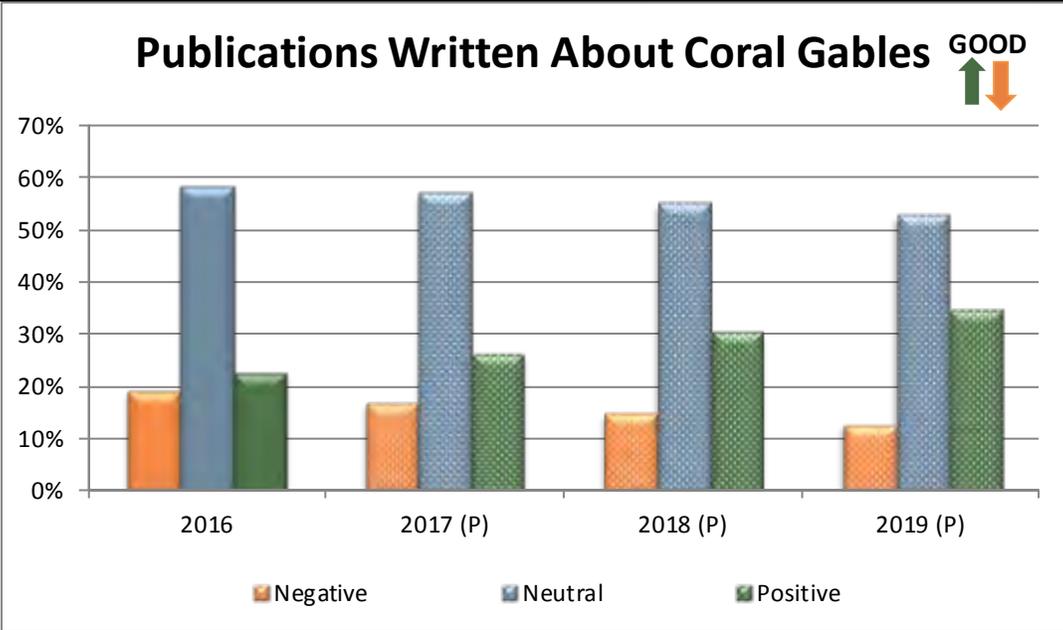
Significant Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
Facebook & YouTube “Likes”	25% + from 2016 baseline	10/17
	25% + from 2017 baseline	10/18
	25% + from 2018 baseline	10/19



Significant Short- & Longer-term measures of success, targets and / or time horizons – (Continued)

Measure	Target	Date
Positive media articles	25% + from 2016 baseline	10/17
	25% + from 2017 baseline	10/18
	25% + from 2018 baseline	10/19



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

Measure	Target	Date
# of Twitter & Instagram followers	25% + from 2016 baseline	10/17
	25% + from 2017 baseline	10/18
	25% + from 2018 baseline	10/19
External customer satisfaction with City communications	25% + from 2016 baseline	10/17
	25% + from 2017 baseline	10/18
	25% + from 2018 baseline	10/19
Employee satisfaction with internal City communications	25% + from 2016 baseline	10/17
	25% + from 2017 baseline	10/18
	25% + from 2018 baseline	10/19
Branded publications compliance	25% + from 2016 baseline	10/17
	25% + from 2017 baseline	10/18
	25% + from 2018 baseline	10/19
Positive media articles	25% + from 2016 baseline	10/17
	25% + from 2017 baseline	10/18
	25% + from 2018 baseline	10/19
# of CGTV video packages	10% + from 2016 baseline	10/17
	10% + from 2017 baseline	10/18
	10% + from 2018 baseline	10/19
Communications awards received	3 Tellys, Davie, and Emmys	2019

Frequency & venue of review

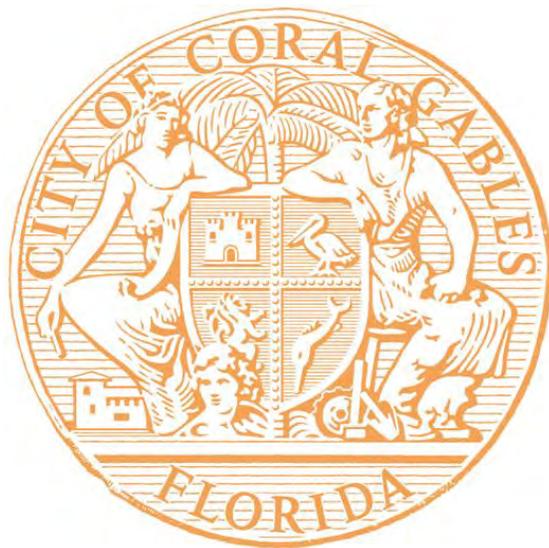
- Quarterly reviews to the City Manager at Departmental meetings.

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

Stakeholder Group	Potential positive impact	Potential negative impact
Residents	Increased satisfaction with city communications	Dissatisfaction with how City funds are being used (e.g., for applications not used by a particular resident segment)
Employees	Increased satisfaction with city communications, positive morale	None
Media	Increased opportunities to report positively on the City	None
Millennials	Increased reach through social media, CGTV, Twitter, Instagram	Dissatisfaction with the amount of time taken to obtain world-class status (not staying current with the state-of-the-art communications approaches desired by this segment)

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

- + \$None
- \$XX funding the equipment of CGTV through a Capital Projects request
- ROI for CGTV equipment upgrade are not measurable through Comcast cable’s viewership count. CGTV viewership is only measured through Facebook and website metrics. Therefore, the financial impact of CGTV equipment upgrade is not measurable through an all-venue viewership count.

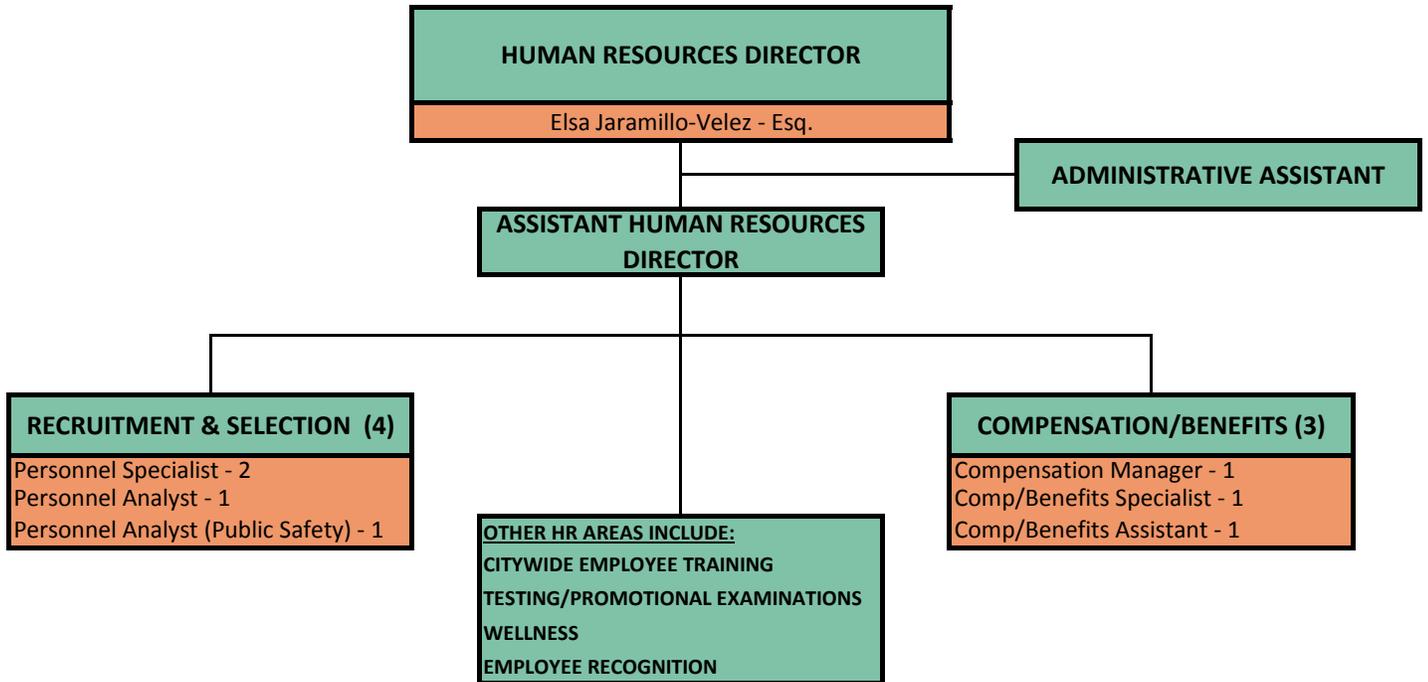


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**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**

HUMAN RESOURCES

ORGANIZATION CHART

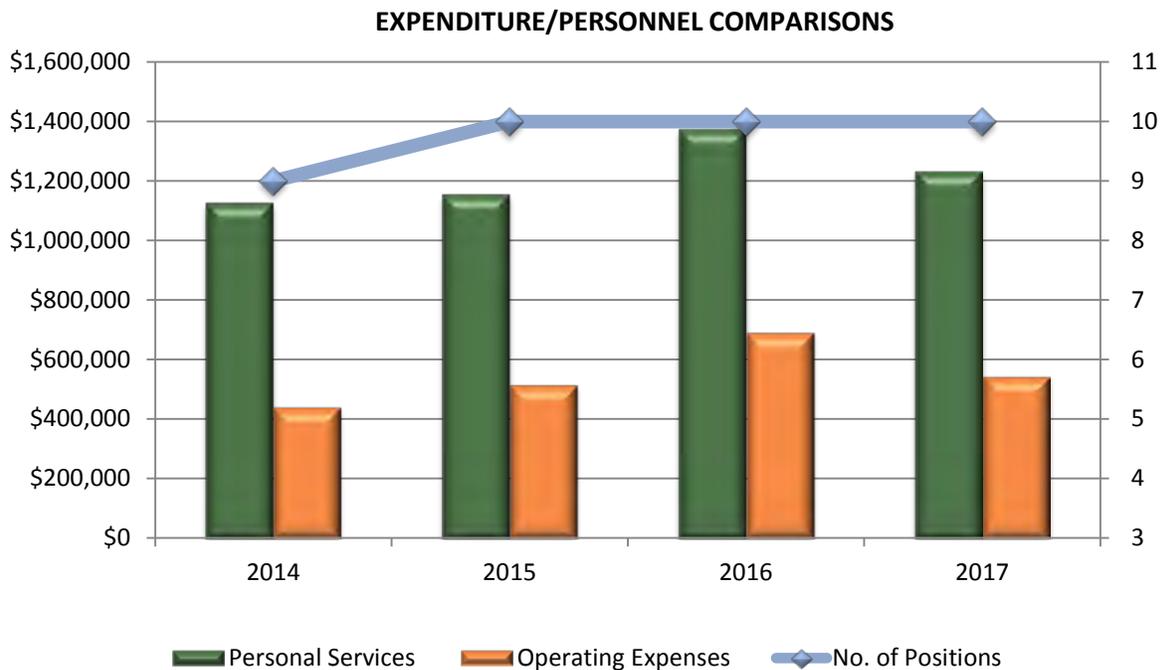


**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



**HUMAN RESOURCES DEPARTMENT
BUDGET AND POSITION SUMMARY**

	<u>2013-2014 ACTUAL</u>	<u>2014-2015 ACTUAL</u>	<u>2015-2016 BUDGET</u>	<u>2016-2017 BUDGET</u>
Personal Services	1,125,547	1,153,467	1,372,601	1,231,687
Operating Expenses	440,052	514,436	690,624	542,830
TOTALS	1,565,599	1,667,903	2,063,225	1,774,517
No. of Positions	9	10	10	10



FISCAL YEAR 2016 MAJOR ACCOMPLISHMENTS

- ✓ **Conducted successful customer service training for all City employees.**
- ✓ **Introduced proactive Public Safety recruitment initiative with focus on Police recruits.**
- ✓ **Successfully executed collective bargaining agreement with Teamsters union.**

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

HUMAN RESOURCES

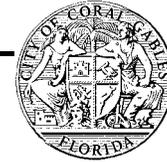
INDICATOR:	FY15			FY16		FY17
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Ensure all new hires attend orientation on their first day of employment	85%	100%	●	90%	100%	100%
Ensure all information is inserted and complete in EDEN	95%	90%	●	100%	100%	100%
Continue to conduct random drug testing for all safety sensitive positions pursuant to the Florida Drug Free Workplace Program & CDL positions pursuant to US DOT regulations (30 Random per quarter and/or per CBA)	100%	100%	●	100%	100%	100%
Conduct at least 3 in-person safety trainings	100%	100%	●	100%	100%	100%
Implement On-line Safety Training (at least 3 - starting October 2015)	100%	100%	●	100%	100%	100%
Continue to provide on-going EEOC/Sexual Harassment trainings Citywide	90%	85%	●	95%	95%	100%
Conduct customer service trainings (started May 2015)	95%	95%	●	100%	100%	100%
Review forms/process to update	95%	95%	●	96%	97%	97%
Send reminder notices to directors/managers on an annual basis	100%	100%	●	100%	100%	100%
Conduct 2 health screenings per year	100%	100%	●	100%	100%	50%
Provide wellness presentation/seminars on various health related topics (minimum of 6 per year)	80%	100%	●	85%	100%	86%

Legend

- Target met or exceeded
- Target nearly met
- Target not met



**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
HUMAN RESOURCES DEPARTMENT
1120 HUMAN RESOURCES
 513 FINANCIAL & ADMINISTRATIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
0405	Human Resources Director	1	1	1	1	\$ 163,668
0503	Assistant Human Resources Dir.	1	1	1	1	102,469
0501	Compensation Manager	1	1	1	1	66,732
0514	Personnel Analyst - Public Safety	-	1	1	1	56,424
0512	Personnel Analyst	1	1	1	1	79,503
0406	Compensation/Benefits Specialist	1	1	2	2	105,853
0510	Personnel Specialist I	2	2	2	2	87,678
0602	Administrative Assistant	1	1	1	1	44,364
0507	Compensation/Benefits Assistant	1	1	-	-	-
8888	Overtime	-	-	-	-	800
9006	Part-time Employees	-	-	-	-	77,780
TOTAL		9	10	10	10	\$ 785,271

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 724,363	\$ 735,048	\$ 825,417	\$ 785,271
2000	Employee Benefits - See Other Cost Dist.	401,184	418,419	547,184	446,416
2610	Employee Awards	15,738	14,731	13,000	16,000
2800	Tuition Reimbursement	109,493	114,449	90,000	115,000
3130	Special Medical Services	65,538	59,794	50,419	50,419
3190	Other Professional Services	119,841	160,157	222,074	173,874
4020	Central Garage Motor Pool Rent	9,169	9,924	11,401	12,452
	Replacement:	5,789			
	Oper. & Maint:	6,663			
4090	Other Transportation Expense	8,100	7,875	8,100	8,100
4410	Rental of Machinery and Equipment	4,481	6,316	10,000	4,000
4420	Public Facilities Cost - See Other Cost Dist.	39,086	40,841	45,852	34,751
4550	General Liability Insurance	25,110	30,502	30,823	27,069
4620	Repair and Maint. of Office Equipment	-	-	1,200	1,200
4710	Special Printed Forms	1,367	1,618	2,500	2,500
4810	Promotional Expense	-	-	2,000	2,000
4820	Advertising Expense	13,607	4,465	15,200	25,000
4991	Miscellaneous Expense - Wellness Program	-	22,530	157,470	-
5100	Office Supplies	10,637	11,846	11,000	11,000
5209	Protective Clothing	-	-	300	300
5215	Small Tools & Minor Equipment	2,000	-	-	-
5400	Membership Dues and Subscriptions	1,244	1,532	2,785	2,785
5410	Employee Training	14,641	27,856	16,500	56,380
TOTAL		\$ 1,565,599	\$ 1,667,903	\$ 2,063,225	\$ 1,774,517

**Action Plan Worksheet
2017**

Action Plan Owner: Elsa Jaramillo-Velez, Human Resources Director

Action Plan Name: AP 2.1.1 – Optimize City’s Hiring Process

Strategic plan alignment (Supports which Goals and Objectives)

- Goal 2 - To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.
 - Objective 2.1 - Ensure sufficient workforce capacity and capability to deliver high quality results by 2019

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Determine vacancy rates by department.	October, 2016	Complete an accurate vacancy report
Perform recruitment analysis of Police, Fire, (including Civilians within Police/Fire), all other Citywide recruitments, including part-time status.	December, 2016	Complete analysis
Establish a total hiring process timeline – including internal accountability standards.	March, 2017	Through deployment of SOP distributed Citywide
Improve external advertising resources; promote quality of City’s branding to attract highly qualified professionals.	October, 2019	Reduction in the time to hire highly qualified candidates.

Resource requirements (what do we need to succeed?)

- 600 hours of internal staff effort
- 29 hours per week of interns or part-time staff effort
- 500 hours of Communications Division or Public Relations Consultant
- \$15,000 increased budget for advertising jobs in FY17-18

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

Measure	Target	Date
Position vacancy percentage	Not to exceed 5%	October, 2017
Vacant positions filled within 4 months	85% filled within 4 months	October, 2017
Employee turnover rate	5-10% range	October, 2018

Frequency & venue of review

- Monthly at HR’s Department Staff meeting
- Quarterly review with the City Manager

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

Stakeholder Group	Potential positive impact	Potential negative impact
City Manager	Lowering the overall vacancy rates within the upper and lower control levels	None
Departments	Sufficient workforce and capacity to deliver high quality services by maintaining overall vacancy rates within the upper and lower control levels	None
Finance	Reduced personnel costs associated with high turnover	None
Residents	Enhanced overall community satisfaction with services provided	Costs/Additional Funds to hire to authorized levels

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

- + 5% approximate cost varies depending on positions requiring training. Overall, retention of experience personnel lowers cost to train new employees
- + 5% approximate savings in lower hiring/recruiting expenses
- + Estimated 5% reduced personnel costs associated with high turnover
- \$15,000 approximate additional funds to improve external advertising resources /\$25,000 to hire public relations consultant
-

**Action Plan Worksheet
2017**

Action Plan Owner: Elsa Jaramillo-Velez, Human Resources Director

Action Plan Name: 2.1.2 – Develop and implement a systematic approach to volunteerism and internships

Strategic plan alignment (Supports which Goals and Objectives)

- Goal 2.1.2 - To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.
 - Objective 2.1 - Ensure sufficient workforce capacity and capability to deliver high quality results by 2019

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Establish a part-time position for an Intern/Volunteer Coordinator in HR who will develop, coordinate all activities related to a Recruitment/Coordination of an Internship/Volunteer Program	October, 2016	Approved as a new need through FY 2016/2017 budget process
Reach out to all Department Directors to identify needs for internship/volunteer help citywide	January, 2017	Complete a log sorted by department
Department and HR draft job descriptions	June, 2017	Job descriptions
Identify and partner with universities to recruit interns/volunteers needed by departments	October, 2017	Advertisement within the institutions
Identify existing interns/volunteers and begin recruitment efforts for internships/volunteers needed by departments	January, 2018	Through tracking of existing interns/volunteers and through advertisement and intake of applications from applicants from various institutions
Identify benefits of program by preparing and sending out satisfaction of program surveys to Department Directors	December, 2018	Survey results
Identify participants' experience and satisfaction with the overall program	October, 2019	Surveys feedback at exit interviews

Resource requirements (what do we need to succeed?)

- 29 hours per week of a new HR Intern/Volunteer Coordinator
- Departments’ collaboration in drafting job descriptions, feedback of needs within deadlines
- Satisfaction feedback from Departments and participants

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

Measure	Target	Date
% of positions filled of identified needs	90%	March, 2018
Average number of days to fill positions	90 days	June, 2018
% of volunteers/interns completing onboarding process within first week of start date	100%	June, 2018
Departments satisfaction with the overall program	90%	December, 2018
Internship/Volunteer participants’ program overall satisfaction	90%	October, 2019

Frequency & venue of review

Monthly review with the Assistant City Manager at HR’s Department Staff meeting

Quarterly review with the City Manager

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

Stakeholder Group	Potential positive impact	Potential negative impact
Human Resources	Able to offer internship/volunteer opportunities to hometown university along with added help to work on special projects	None
Departments	Sufficient workforce and capacity to deliver high quality services by maintaining capability of qualified staff available to work on special projects	None
Finance	Greater workforce capacity and capability Citywide to work on special projects might create some savings while vacant budgeted positions are in between hiring process	Initially finding extra needed funds to hire part-time staff in HR
Residents	Enhanced overall community satisfaction with services provided	Costs/Additional Funds to hire to authorized levels

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

- \$27,000 approximate added annual cost for part-time staff Internship/Volunteer Coordinator position in HR.

**Action Plan Worksheet
2017**

Action Plan Owner: Elsa Jaramillo-Velez, Human Resources Director

Action Plan Name: AP 2.2.1 – Increase Overall Workforce Satisfaction

Strategic plan alignment (Supports which Objectives and Goals):

- Goal 2 - To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.
 - Objective 2.1 – Ensure sufficient workforce capacity and capability to deliver high quality results by 2019
 - Objective 2.2 – Attain world-class levels of performance in workforce satisfaction and engagement by 2019
 - Objective 2.3 – Develop and implement a comprehensive staff development program by 2019 to ensure appropriate workforce training, opportunities, & leadership skills

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Develop internal workforce survey to identify strengths and opportunities for improvement	October, 2018	Survey instrument approved by City Manager
Administer survey to employees	October, 2018	Survey results obtained from workforce
Implement key programs and action plans based upon survey results	FY 2019	Programs developed and implemented

Resource requirements (what do we need to succeed?)

- \$6,000 approximately to pay for outside consultants in FY17-18
- 100 hours approximately staff hours for IT training to develop on-line surveys (survey monkey, etc.)
- 10 hours approximately per week in staff hours for interns or part-time staff
- \$2,500 increase budget for other professional services (31-90) for quarterly Supervisory trainings and leadership skills in FY17-18.
- \$14,400 increase in budget for Team Building & Conflict Resolution Workshops in FY16-17
- \$3,000 increase in budget for Employee Awards beginning in FY16-17

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

Measure	Target	Date
Workforce satisfaction and engagement results	90 th percentile	2019
Programs and initiatives developed based on survey results	100%	October, 2019

Frequency & venue of review

- Annual review of survey results with City Manager and correspond with the City Commission as directed by the City Manager
- Quarterly review with Assistant City Manager
- Semi-Annual review with the City Manager

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

Stakeholder Group	Potential positive impact	Potential negative impact
City Staff leadership	Identification of areas of strength and opportunities for improvement in workforce satisfaction and engagement	Increased financial commitments to address survey results
Human Resources	Identification of HR areas of strength and opportunities for improvement	None
Departments	Improved workforce satisfaction and engagement	None
Workforce	Improved workforce satisfaction and engagement	None

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

- + Undetermined potential financial savings from improvements in workforce efficiency and effectiveness based upon improved satisfaction and engagement
- \$18,750.00 approximate cost to conduct survey
- Undetermined costs associated with various programs and initiatives generated based on survey results

**Action Plan Worksheet
2017**

Action Plan Owner: Elsa Jaramillo-Velez, Human Resources Director

Action Plan Name: AP 2.3.1 – Enhance Workforce Development

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 2 - To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.
 - Objective 2.2 – Attain world-class levels of performance in workforce satisfaction and engagement by 2019
 - Objective 2.3 – Develop and implement a comprehensive staff development program by 2019 to ensure appropriate workforce training, opportunities, & leadership skills
 - Objective 2.4 – Attain world-class performance levels in workforce health and safety by 2019 (see Action Plan 2.4.1)

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Develop a Citywide training matrix – Job specific	October, 2017	On-line accessible reference materials for each department
Develop a Citywide training matrix – Supervisory Training and Leadership Development specific	October, 2018	On-line accessible reference materials for Supervisory staff
Design and implement program to promote higher education in the workforce	October, 2018	Number of workforce attaining higher educational degrees
Develop and conduct Sustainability Training program	October, 2019	Workforce awareness and commitment

Resource requirements (what do we need to succeed?)

- 10 hours per week in staff hours to develop training matrices described above and based on union contracts and City’s Rules and Regulations
- 2 hours every other month approximate, staff hours to undergo training programs described above
- Or, in lieu of developing and conducting training programs with in-house assets, \$10,000 to hire consultants to perform tasks above
- \$15,480 increase in budget for EEO Trainings in FY16-17
- \$12,000 increase in budget for Safety Training in FY17-18
- \$52,780 increase in budget to add a Part-Time Training Coordinator to HR in FY16-17
- \$25,500 increase in budget for Journey & Associates to conduct Public Safety personnel backgrounds in FY16-17

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

Measure	Target	Date
% of staff fully trained IAW job specific training matrices	100%	October, 2019 and then On-going
% of supervisory staff fully trained IAW supervisory training matrix	100%	October, 2019 and then On-going
% of promotions filled from fully qualified in-house candidates	80%	October, 2019 and then On-going
Workforce satisfaction with training and development opportunities	90%	October, 2019 and then On-going
Workforce engagement	90%	October, 2019 and then On-going

Frequency & venue of review

- Monthly review with Assistant City Manager
- Semi-Annually review to City Manager
- Annual review with the City Manager and correspond with the City Commission as directed by the City Manager

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

Stakeholder Group	Potential positive impact	Potential negative impact
Human Resources	Reduction in time to fill positions Reduction in effort to file and manage workers' compensation claims	Costs for development and implementation of programs/additional funds to support programs
Workforce	Increased productivity Additional internal career growth opportunities, aides in succession planning; increased satisfaction and engagement	None
Departments	Increased productivity	Temporary loss of productivity during training events

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

- + Estimated 5% reduction in workers' compensation payments (from Action Plan 2.4.1)
- \$10,000 for additional training monies to develop and implement loss control training programs described above

**Action Plan Worksheet
2017**

Action Plan Owner: Elsa Jaramillo-Velez, Human Resources Director

Action Plan Name: AP 2.4.1 – Enhance Workforce Safety and Wellness

Strategic plan alignment: (Supports which Goals and Objectives)

Goal 2 - To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.

- Objective 2.4 - Attain world-class performance levels in workforce health and safety by 2019

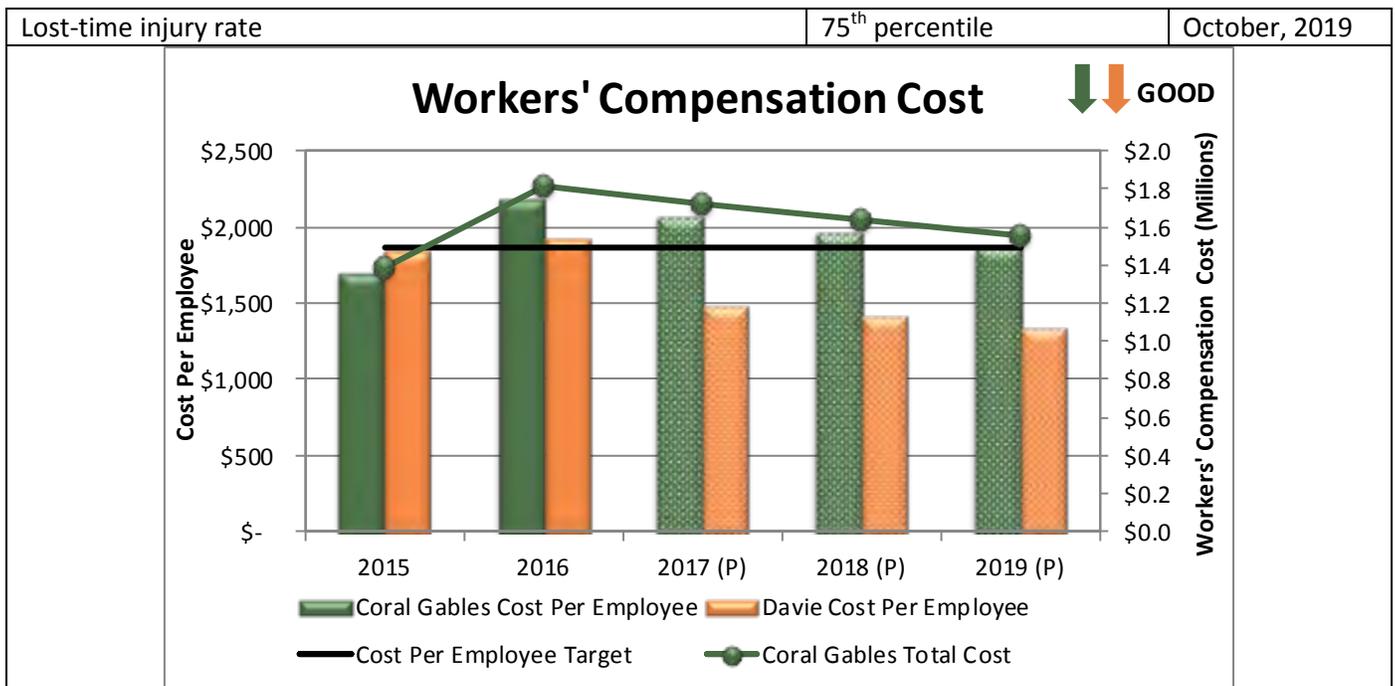
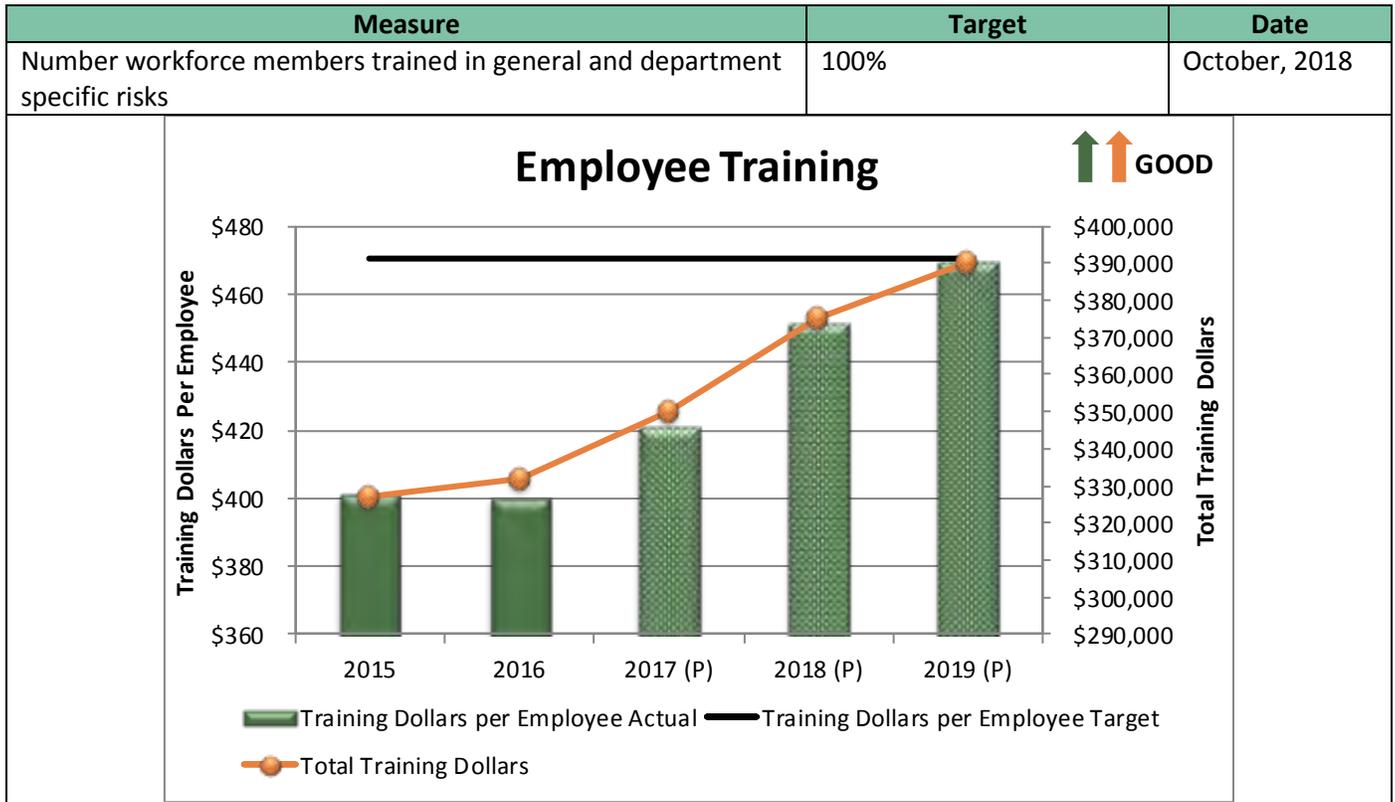
KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Develop and deploy materials to promote interest and participation in wellness-related activities	October, 2016	<ul style="list-style-type: none"> • Materials developed • Increased participation in wellness-related activities • Reduced adverse effects (e.g., injuries, illness, unhealthy lifestyle habits)
Develop department specific risk assessments	October, 2017	On-line accessibility reference for all employees
Develop and conduct training based on departments' specific risks	October, 2018	Employees trained

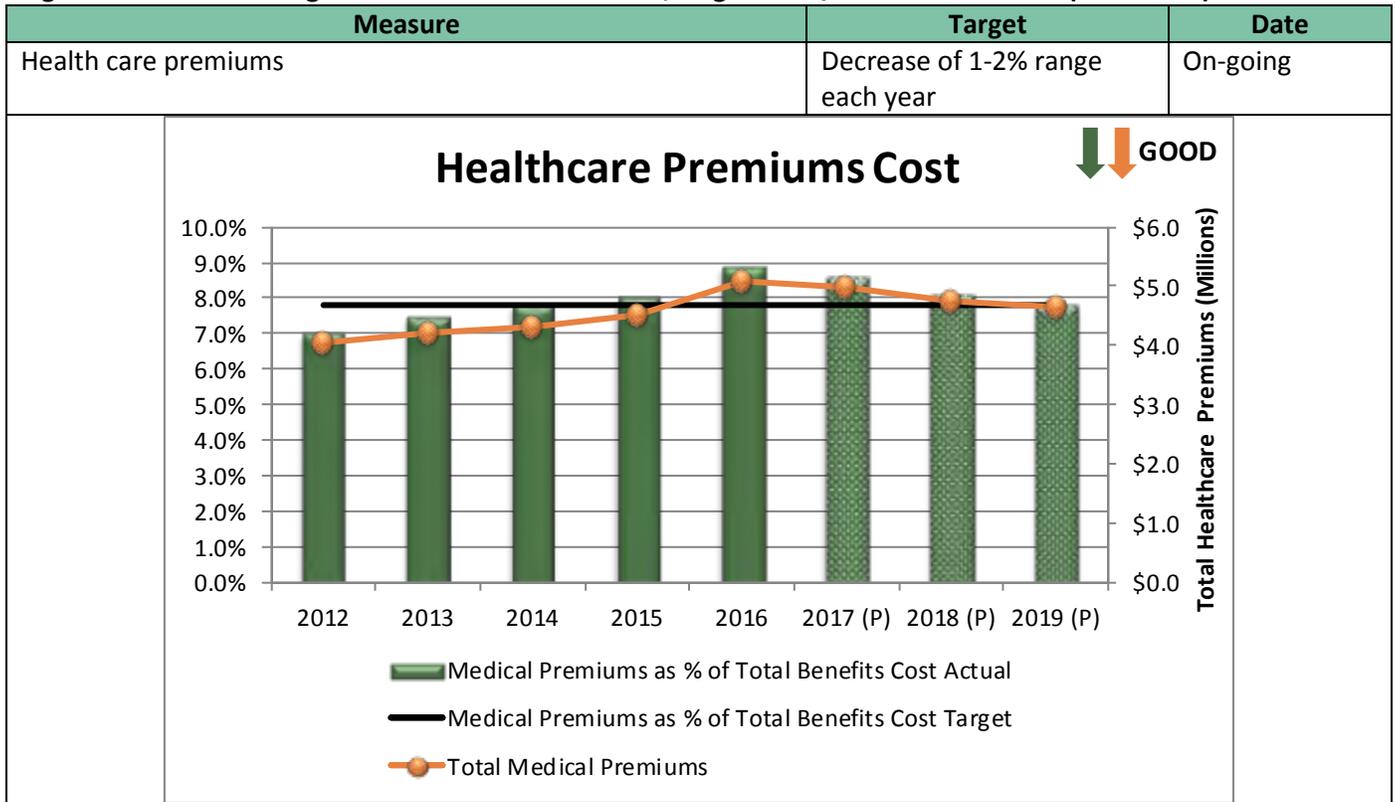
Resource requirements (what do we need to succeed?)

- 10 hours per week approximately internal staff and departmental staff (department liaisons)
- \$1,000 per training for safety and wellness increased training and programs
- IT support to establish online reference materials
- \$15,480 increase in budget for EEO Trainings in FY16-17
- \$12,000 increase in budget for Safety Training in FY17-18
- \$52,780 increase in budget to add a Part-Time Training Coordinator to HR in FY16-17
- \$25,500 increase in budget for Journey & Associates to conduct Public Safety personnel backgrounds in FY16-17

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



Significant Short- & Longer-term measures of success, targets and / or time horizons – (Continued)



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

Measure	Target	Date
Wellness program participation rate	80%	October, 2019
Claim cost rate	5% reduction each year	Ongoing
Number of employees familiar with online safety and wellness materials	100%	October, 2018

Frequency & venue of review

- Monthly meetings with the Assistant City Manager
- Semi-Annual meetings with the City Manager
- Annual review of with the City Manager and correspond with the City Commission as directed by the City Manager

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

Stakeholder Group	Potential positive impact	Potential negative impact
Human Resources	Well trained workforce	None
Departments	Lower job related injuries – improved productivity	None
Employees	Lower job related injuries – less time away from work	None
Finance	Increased availability of funding for other important actions	Costs/Additional Funds

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

- + 5% lower insurance claims and financial losses
- \$6,000 approximately for increased safety and wellness training programs. \$1,000 for each added loss control training session (6 trainings).

**Action Plan Worksheet
2017**

Action Plan Owner: Elsa Jaramillo-Velez, Human Resources Director

Action Plan Name: AP 5.9.1 – Employee Training of Cultural and City’s History

Strategic plan alignment (Supports which Objectives and Goals)

Goal 5: Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.

- Objective 5.9: Develop and deploy a training program for the workforce regarding the City’s culture, history, and brand by 2019.

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Develop a video including cultural background and history of the City	October, 2017	On-line accessibility to all employees, introduced to new hires at orientation
Post video clip in the City’s website	October, 2017	On-line accessibility to all employees
Workforce completes initial training.	October, 2018	100% of workforce has completed initial training.

Resource requirements (what do we need to succeed?)

- 260 annual hours of staff efforts to develop script and storyboarding
- 520 annual hours of staff efforts film/edit video

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

Measure	Target	Date
Percent of workforce accessing On-line viewable communication	100%	October, 2018
Percent completion of the video project (measured as project hours completed/ total estimated project hours).	75% 100%	October, 2017 October, 2018
Approved by the City Manager Posted on the internal website	1 st view approval First 20 viewers	October, 2018
Percent completion of the training program development project (measured as project hours completed/ total estimated project hours).	75% 100%	October, 2017 October, 2018
Approved by the City Manager Posted on the internal website	1 st view approval First 20 trainees	October, 2018
Percent of workforce who have completed the training (Note: this is the key performance measure identified in the strategic plan)	50% 100%	October, 2017 October, 2018

Short- & Longer-term measures of success, targets and / or time horizons – (Continued)

Measure	Target	Date
Workforce satisfaction with the culture, history, and brand training program (measured as the percentage of the training program participants who rate the program as 9 or 10 on a 10-point scale).	80%	End of fiscal year 2019

Frequency & venue of review

- Monthly meeting with Assistant City Manager
- Quarterly meetings with City Manager
- Annual review with the City Manager and correspond with the City Commission as directed by the City Manager

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

Stakeholder Group	Potential positive impact	Potential negative impact
Workforce	Increased satisfaction and engagement through improved knowledge of the City’s culture, history, and brand.	None expected
Project members (Human Resources, Historic and Cultural Arts, and IT)	Add value and pride by working on a valuable project in support of the workforce	None expected
Residents	Increased satisfaction with City Staff ability to provide exceptional service	None expected

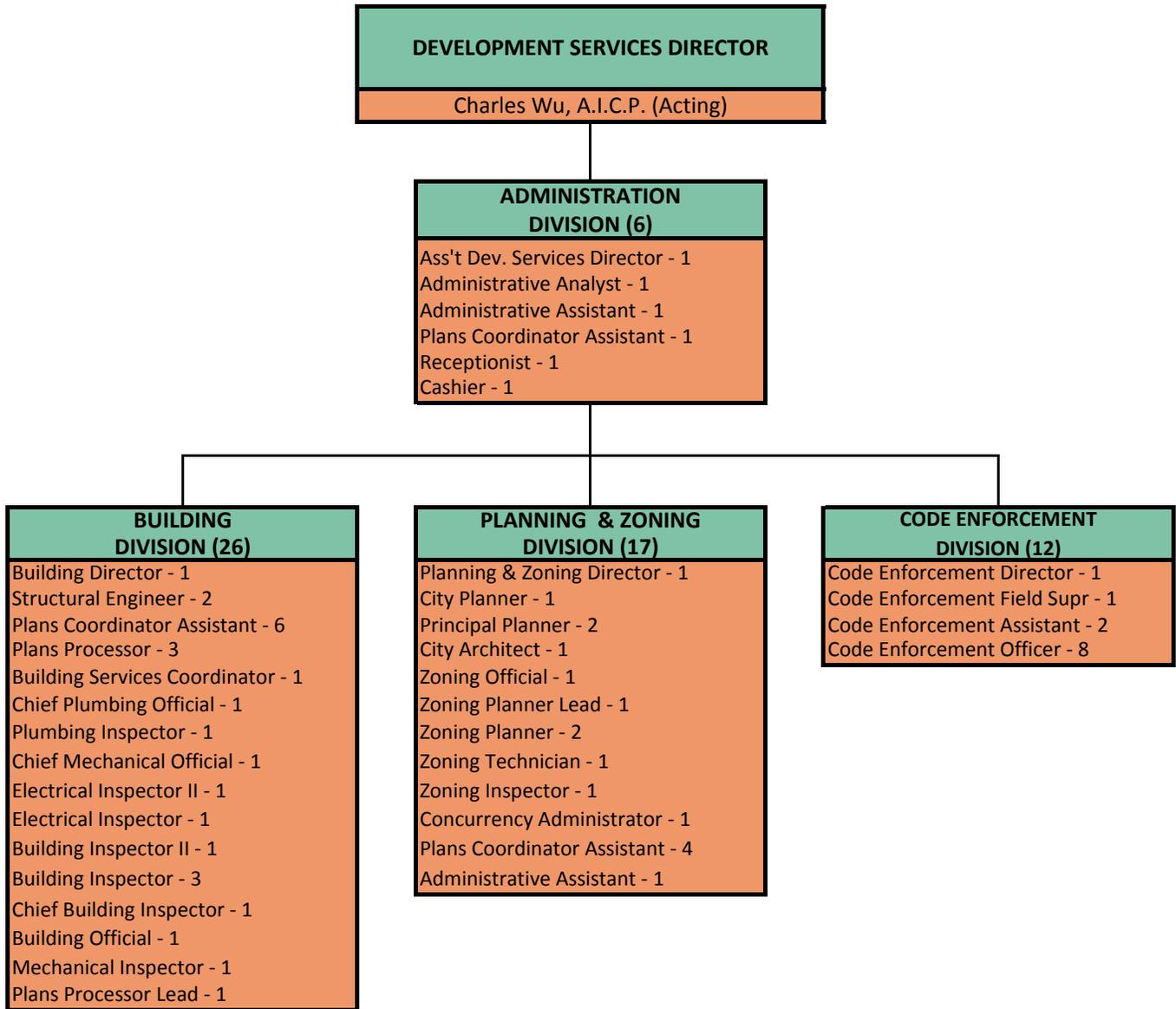
What are the positive and negative financial impacts (costs / benefits and return on investment)?

- + None
- 780 hours in staff x \$70.00 per hour = \$54,600 if completed in house

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**

DEVELOPMENT SERVICES

ORGANIZATION CHART



**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**

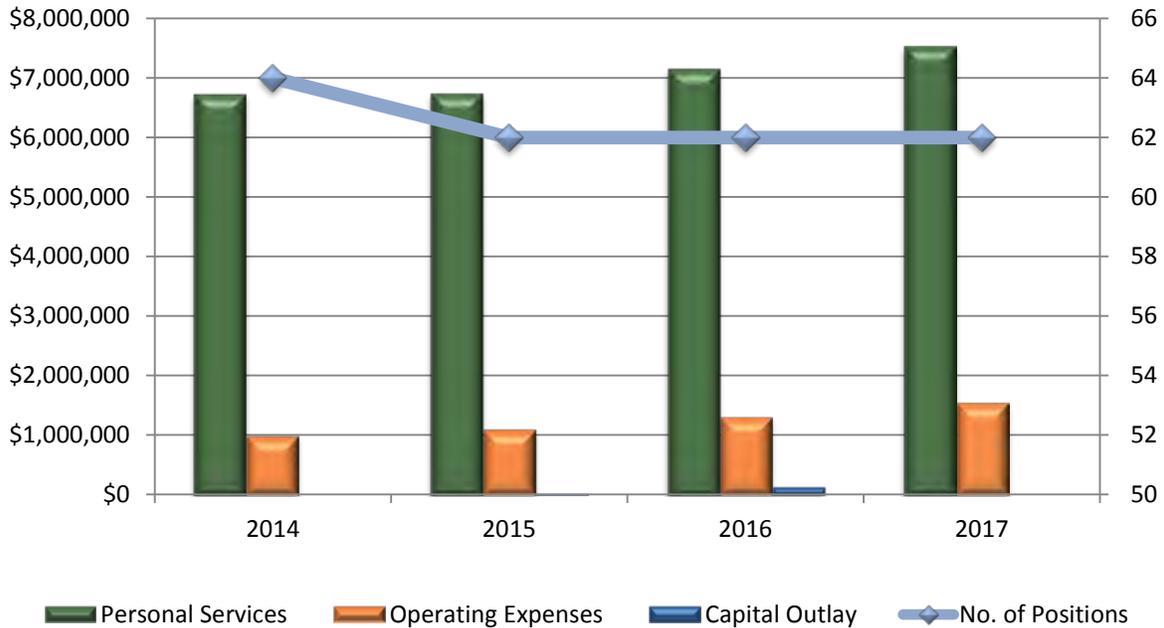


**DEVELOPMENT SERVICES DEPARTMENT
BUDGET AND POSITION SUMMARY**

	<u>2013-2014 ACTUAL</u>	<u>2014-2015 ACTUAL</u>	<u>2015-2016 BUDGET</u>	<u>2016-2017 BUDGET</u>
Personal Services	6,730,278	6,740,137	7,153,220	7,532,728
Operating Expenses	984,210	1,085,057	1,296,928	1,532,432
Capital Outlay	2,972	17,671	112,000	2,705
TOTALS	7,717,460	7,842,865	8,562,148	9,067,865

No. of Positions	64	62	62	62
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EXPENDITURE/PERSONNEL COMPARISONS



FISCAL YEAR 2016 MAJOR ACCOMPLISHMENTS

- ✓ **Initiated Mobile Permit, Victim Assistance and Permit Assistance Programs.**
- ✓ **Adopted Green Building Ordinance consistent with the citywide sustainability efforts.**
- ✓ **Acceptance of new energy-efficient vehicles which included installation of laptops, laptop mounts, safety lights, and mobile printers which will improve efficiencies, productivity and safety.**

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

DEVELOPMENT SERVICES

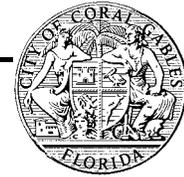
INDICATOR:	FY15			FY16		FY17
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
90 percent of Board of Architects cases approved within two meetings	90%	91%	●	90%	81%	90%
90 percent of Certificates of Use processed within five working days	90%	94%	●	90%	89%	90%
90 percent of inspections completed on requested date	90%	99%	●	90%	98%	90%
90 percent of wait times less than 10 minutes for assistance at Permit Counter	90%	84%	●	90%	94%	90%
90 percent of Zoning Verification Letters processed within five working days	90%	57%	●	90%	78%	90%
Average Score on Customer Satisfaction Survey of 2.5 or lower (on a scale of 1 to 5 with 1 being the highest score)	75%	75%	●	75%	1	75%
Number of code violations on public rights-of-way corrected	N/A	803	-	N/A	446	N/A
Number of permits issued	N/A	10,515	-	N/A	9,424	N/A

Legend

- Target met or exceeded
- Target nearly met
- Target not met



**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
DEVELOPMENT SERVICES DEPARTMENT
1200 ADMINISTRATIVE DIVISION
515 COMPREHENSIVE PLANNING

PERSONNEL SCHEDULE

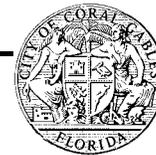
NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 BUDGET	2016-2017 BUDGET SALARIES	
1129	Development Services Director	1	1	1	1	\$ 146,223
1127	Ass't Dev. Services Director	1	1	1	1	146,241
0810	Administrative Analyst	1	1	1	1	63,791
0602	Administrative Assistant	2	1	1	1	58,214
1109	Plans Coordinator Assistant	1	1	1	1	37,544
0060	Receptionist	1	1	1	1	29,553
0061	Cashier	1	1	1	1	34,790
TOTAL		8	7	7	7	\$ 516,356

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 314,328	\$ 515,186	\$ 501,539	\$ 516,356
2000	Employee Benefits - See Other Cost Dist.	203,891	283,014	324,886	319,771
3190	Other Professional Services	150,788	176,000	219,600	176,600
4090	Other Transportation Expense	9,900	10,800	10,800	10,800
4410	Rental of Machinery and Equipment	-	3,405	4,700	4,700
4420	Public Facilities Cost - See Other Cost Dist.	20,666	21,594	24,243	27,307
4550	General Liability Insurance	13,257	18,413	17,925	17,799
4620	Repair and Maint. of Office Equipment	-	5	500	500
4710	Special Printed Forms	4,990	6,580	9,000	9,000
5100	Office Supplies	6,980	1,343	3,000	3,000
5400	Membership Dues and Subscriptions	1,546	945	1,000	1,000
5410	Employee Training	777	2,934	3,000	3,000
6451	Technology Fee/Equipment	1,043	-	6,295	2,000
TOTAL		\$ 728,166	\$ 1,040,219	\$ 1,126,488	\$ 1,091,833

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



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

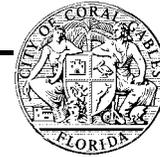
PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
1125	Building Director	1	1	1	1	\$ 135,948
1114	Structural Engineer	2	2	2	2	232,036
1109	Plans Coordinator Assistant	6	6	6	6	280,570
1108	Plans Processor	3	3	3	3	198,212
1132	Building Services Coordinator	1	1	1	1	88,537
1107	Chief Plumbing Official	1	1	1	1	101,453
1106	Plumbing Inspector	1	1	1	1	79,965
1105	Chief Mechanical Official	1	1	1	1	87,638
1133	Electrical Inspector II	1	1	1	1	83,073
1104	Electrical Inspector	1	1	1	1	63,134
1103	Chief Electrical Official	1	-	-	-	-
1134	Building Inspector II	1	1	1	1	60,487
1101	Building Inspector	3	3	3	3	244,978
1100	Chief Building Inspector	1	1	1	1	95,931
1016	Building Official	1	1	1	1	135,964
3111	Mechanical Inspector	1	1	1	1	79,117
1118	Plans Processor Lead	1	1	1	1	57,708
9006	Part-time Employees	-	-	-	-	151,665
TOTAL		27	26	26	26	\$ 2,176,416

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 2,104,554	\$ 1,952,636	\$ 2,088,741	\$ 2,176,416
2000	Employee Benefits - See Other Cost Dist.	1,296,441	1,118,785	1,277,078	1,281,314
3190	Other Professional Services	65,722	128,555	85,501	61,200
3191	Private Sector Support - Plans Review/Insp	-	-	150,000	150,000
3192	Expedited Structural Review - Fee Based	-	-	6,000	-
4020	Central Garage Motor Pool Rent	104,282	107,279	110,850	126,101
	Replacement:	40,333			
	Oper. & Maint:	85,768			
4090	Other Transportation Expense	4,053	5,400	5,400	5,400
4410	Rental of Machinery and Equipment	2,245	12,934	18,380	18,380
4420	Public Facilities Cost - See Other Cost Dist.	46,494	48,582	54,543	61,436
4550	General Liability Insurance	81,868	79,305	74,831	75,024
4620	Repair and Maint. of Office Equipment	378	30	1,284	1,000
4710	Special Printed Forms	975	1,000	1,000	1,000
4910	Court Costs & Investigative Expense	29	100	100	100
5100	Office Supplies	12,160	10,430	10,182	10,182
5209	Protective Clothing	540	820	500	1,080
5215	Small Tools & Minor Equipment	404	202	500	500
5400	Membership Dues and Subscriptions	1,778	2,814	2,815	2,815
5410	Employee Training	2,948	3,009	2,795	2,795
6430	Equipment Repair/Replacement	1,929	975	705	705
6440	Equipment Additions	-	-	15,000	-
6450	Office Equipment Replacement	-	6,792	75,000	-
TOTAL		\$ 3,726,800	\$ 3,479,648	\$ 3,981,205	\$ 3,975,448

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



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

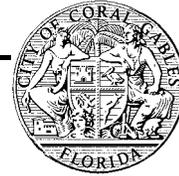
PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
1205	Planning & Zoning Director	1	1	1	1	\$ 132,633
1203	City Planner	1	1	1	1	97,399
1204	Assistant City Planner	1	1	1	-	-
1209	Principal Planner	1	1	1	2	127,277
8929	City Architect	1	1	1	1	83,876
1123	Zoning Official	1	1	1	1	109,132
1116	Zoning Planner Lead	1	1	1	1	85,147
1117	Zoning Planner	3	3	2	2	140,938
1138	Zoning Inspector	-	-	1	1	73,541
1147	Zoning Technician	-	-	1	1	46,344
1111	Concurrency Administrator	1	1	1	1	81,090
1109	Plans Coordinator Assistant	4	4	4	4	200,841
1102	Code Enforcement Officer	1	1	-	-	-
0602	Administrative Assistant	1	1	1	1	62,312
TOTAL		17	17	17	17	\$ 1,240,530

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 950,859	\$ 1,058,285	\$ 1,064,330	\$ 1,240,530
1120	Stipend for Board Members	-	-	15,000	15,000
2000	Employee Benefits - See Other Cost Dist.	642,000	675,125	723,989	766,471
3190	Other Professional Services	22,058	69,295	32,828	282,828
3193	Other Professional Services - Reimb	78,340	10,186	-	-
4010	Travel Expense	321	-	500	500
4020	Central Garage Motor Pool Rent	13,751	14,648	16,225	17,964
	Replacement:	7,458			
	Oper. & Maint:	10,506			
4090	Other Transportation Expense	2,748	1,356	8,438	8,438
4410	Rental of Machinery and Equipment	8,498	12,872	15,000	15,000
4420	Public Facilities Cost - See Other Cost Dist.	65,503	68,445	76,843	86,555
4550	General Liability Insurance	40,211	46,451	39,076	42,763
4620	Repair and Maint. of Office Equipment	378	995	1,250	1,250
4710	Special Printed Forms	1,720	4,658	8,000	8,000
4720	Printing & Binding	1,815	1,672	2,000	2,000
4820	Advertising Expense	4,334	2,591	9,622	9,000
4910	Court Costs & Investigative Expense	-	-	300	300
4990	Other Miscellaneous Expense	821	2,024	2,901	2,500
5100	Office Supplies	8,781	8,233	9,000	9,000
5400	Membership Dues and Subscriptions	2,818	3,352	4,185	4,185
5410	Employee Training	2,855	1,394	4,000	4,000
6440	Equipment Additions	-	-	15,000	-
6450	Office Equipment Replacement	-	9,904	-	-
TOTAL		\$ 1,847,811	\$ 1,991,486	\$ 2,048,487	\$ 2,516,284

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



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

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
1128	Code Enforcement Director	1	1	1	1	\$ 96,976
1126	Code Enforcement Field Supr	1	1	1	1	74,098
1135	Code Enforcement Assistant	2	2	2	2	79,335
1102	Code Enforcement Officer	8	8	8	8	477,242
8888	Overtime	-	-	-	-	5,502
TOTAL		12	12	12	12	\$ 733,153

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 717,335	\$ 699,675	\$ 687,636	\$ 733,153
2000	Employee Benefits - See Other Cost Dist.	500,870	437,431	485,021	498,717
3190	Other Professional Services	5,813	7,890	16,000	16,000
3191	Tree and Lawn Service	11,330	11,806	28,000	28,000
3192	Red Light Camera Hearing Expenses	2,225	1,300	6,600	6,600
4020	Central Garage Motor Pool Rent	102,927	104,665	105,488	121,196
	Replacement:	34,572			
	Oper. & Maint:	86,624			
4410	Rental of Machinery and Equipment	5,103	4,584	6,200	6,200
4420	Public Facilities Cost - See Other Cost Dist.	18,306	19,128	21,475	24,189
4550	General Liability Insurance	28,909	26,069	24,576	25,273
4620	Repair and Maint. of Office Equipment	215	-	1,275	1,275
4910	Court Costs & Investigative Expense	3,188	3,150	3,500	3,500
5100	Office Supplies	5,079	4,607	5,600	5,600
5209	Protective Clothing	643	590	700	700
5214	Uniform Allowance	5,212	5,000	6,000	6,000
5215	Small Tools & Minor Equipment	320	185	300	300
5400	Membership Dues and Subscriptions	35	314	200	200
5410	Employee Training	7,173	5,118	7,397	7,397
TOTAL		\$ 1,414,683	\$ 1,331,512	\$ 1,405,968	\$ 1,484,300

**Action Plan Worksheet
2017**

Action Plan Owner: Charles Wu, Acting Development Services Director

Action Plan Name: Institute an Electronic Permitting (e-Permitting) Process

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 4 - 4. Optimize City processes and operations to provide cost-effective services that efficiently utilize City resources.
 - Objective 4.2 - Expand Knowledge-based library across departments and operations by Q1-2017
 - Objective 4.3 - Provide training on process improvement / performance excellence methodologies to all employees by 2019.

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By when	How will it be evident
Budget approval for new needs for the implementation of e-permitting software	Oct. 1, 2016	Budget approval includes e-permitting implementation
Analyze system requirement for e-permitting; IT assists in writing the software specification; Procurement prepares the RFP	Nov. 1, 2016	RFP prepared with necessary specifications
Issue RFP	Jan. 1, 2016	RFP mailed to vendors, posted on city web page
Short list respondents that will provide e-permitting and future compatibility with enterprise system	Feb. 1, 2017	Staff committee short list RFP responders
Evaluate short-listed vendors	Apr. 1, 2017	Short listed vendors provide demos loaded on selected computers for evaluation by staff committee
Select vendor	June 1, 2017	Commission votes on a contract awarding the RFP to a selected vendor
Review of processes and procedures	Aug. 1, 2017	Staff maps out and optimizes for automation all processes and procedures
Deploy new software and hardware	Oct. 1, 2017	Vendor and IT install new software and hardware to affected staff members
Set up systems and processes	Dec. 1, 2017	Staff and consultant set up all necessary formatting of systems and procedures

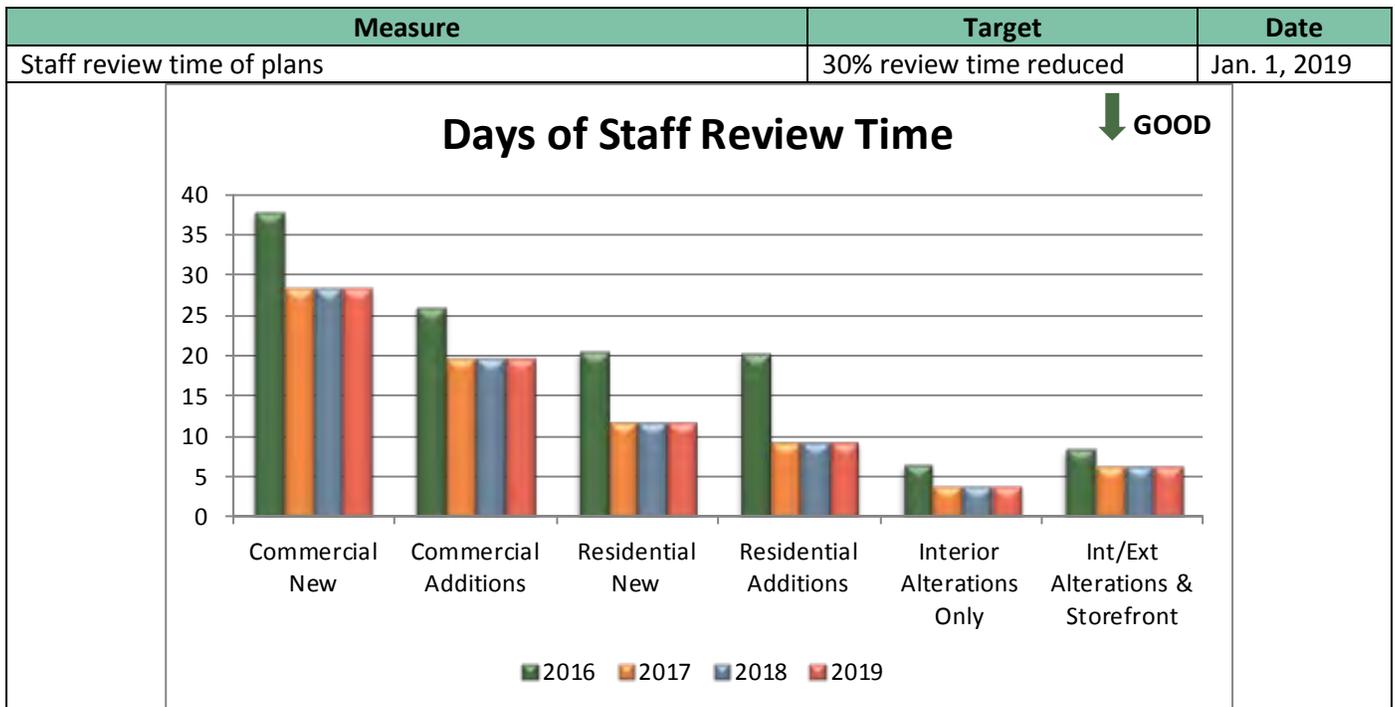
KEY tasks that must be accomplished, deliverables, and measures of success – (Continued)

What must be done	By when	How will it be evident
Staff and stakeholders trained in new system and processes	June 1, 2018	Series of internal and external training on new e-permitting; public outreach on pending e-permitting launch
Testing and troubleshooting of new system	Aug. 1, 2018	Series of testing and reconfiguring of the system between staff and vendor
Full implementation	Oct. 1, 2018	Old system turned off and full deployment of e-permitting

Resource requirements (what do we need to succeed?)

- Software and hardware (est. \$650,000)
- Annual Maintenance (est. \$110,000 over 4 years beginning in FY19)
- Process Consultant (est. \$50,000 beginning in FY18)
- 24 staff hours to document SOPs
- 40 staff hours to upgrade equipment
- Scanning services contract (est. \$20,000 over 4 years)
- Permit fee adjustment as necessary to cover costs

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



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

Measure	Target	Date
Misplaced plans	0 plans misplaced	Jan. 1, 2019

Frequency & venue of review

- Bi-monthly meeting with the City Manager and as requested
- Monthly in the office

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

Stakeholder Group	Potential positive impact	Potential negative impact
Property owners Developers Contractors Designers Permit Runners Vendors Staff	Faster review / better accountability / better tracking of changes / easier cross referencing of changes / overlaying of different plans by trade / easy to make changes /	Possible fee increase Possible reduced opportunities for permit runners Will have to accommodate e-permitting for minor permits Resistance from public that demands personal service as oppose to more automation
Real Estate Agents	Property records searches for surveys, site plans, floor plans, etc.	Privacy concerns

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

- + Possible reduction of staff due to attrition and retirement Est. \$120,000 per year
- Est. \$650,000 upfront cost
- Est. \$110,000 maintenance cost over 4 years
- Est. \$50,000 process consultant

**Action Plan Worksheet
2017**

Action Plan Owner: Charles Wu, Acting Development Services Director

Action Plan Name: 5.6.1 – Adoption of South Florida’s Preeminent Zoning Code for Coral Gables

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 5 – Preserve, celebrate and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history
 - Objective 5.6 – Implement best practices for urban and landscape design in public places, and sustainable historic aesthetics by 2019
 - Objective 5.8 – Promote appropriate development and economic growth by retaining, expanding, and recruiting businesses that complement the City’s brand.

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By when	How will it be evident
Propose new needs of \$250,000 in FY16/17 budget for consultant services to update and modernize the Zoning Code	Oct. 1, 2016	New needs approved by the City Commission
Prepare RFP	Dec. 1, 2016	RFP prepared with assistance from Procurement Dept.
Short list of respondents to RFP	Jan. 1, 2017	Staff committee evaluates RFP responses
Select consultant	Feb. 1, 2017	Commission selects a consultant
Evaluate Zoning Code	July 1, 2017	Consultant conducts a comprehensive evaluation of the Zoning Code
Prepare Area Plans and recommend priorities	Jan. 1, 2018	Consultant proposes specific Area Plans for different sections of the city
Conduct public workshops with stakeholders, property owners and interest groups	Mar. 1, 2018	Minutes from workshop
Prepare draft of Zoning Code and Area Plans	Sep. 1, 2018	Reports prepared and circulated, and summation presented to City Manager
Solicit public input	Dec. 1, 2018	Numerous public workshops and meetings held in City Hall and elsewhere as necessary to solicit public input

KEY tasks that must be accomplished, deliverables, and measures of success - Continued

What must be done	By when	How will it be evident
Adopt new Zoning Code and Area Plans	May 1, 2019	New Zoning Code adopted along with Area Plans

Resource requirements (what do we need to succeed?)

- \$250,000 for consultant services

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

Measure	Target	Date
Instances requiring legal interpretation of the Zoning Code	Less than 1 legal interpretation of the Zoning Code per month	June 2019

Frequency & venue of review

- Monthly in office

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

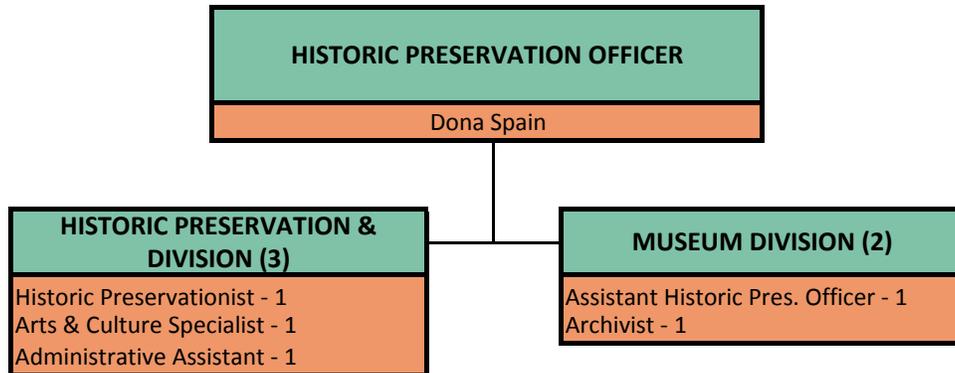
Stakeholder Group	Potential positive impact	Potential negative impact
Citizens Property owners Realtors Developers Neighborhood Associations	Ease in understanding and implementing the Zoning Code Better articulation of Area Plans tailored to specific geographic areas	None
Staff Commission	Tangible vision and clearer code implementation	None
City Attorney's Office	Reduced Zoning Code interpretation workload	None

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

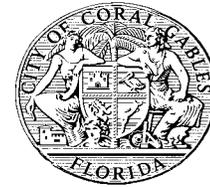
- + None
- Est. \$250,000 consultant services

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**

**HISTORICAL RESOURCES & CULTURAL ARTS
ORGANIZATION CHART**

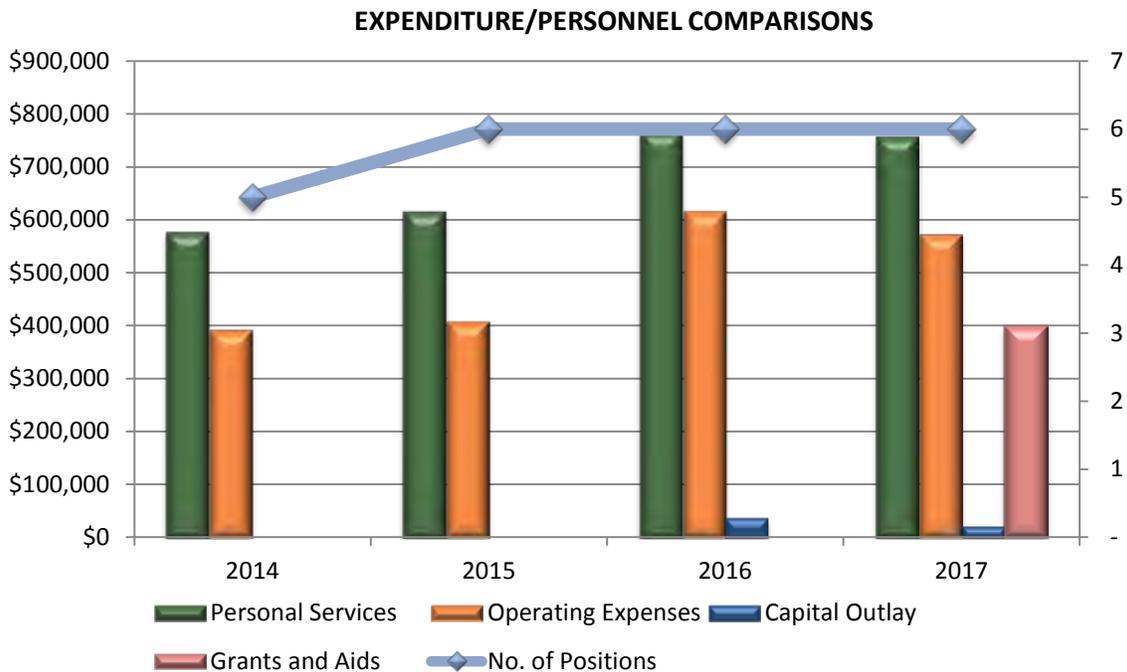


**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



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

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 BUDGET	2016-2017 BUDGET
Personal Services	578,101	617,088	767,247	758,294
Operating Expenses	392,538	408,429	616,800	572,866
Capital Outlay	-	829	35,000	20,000
Grants and Aids	-	-	-	* 400,000
TOTALS	970,639	1,026,346	1,419,047	1,751,160
No. of Positions	5	6	6	6



* The Museum Grant and Cultural Grants were moved to this department for FY17

FISCAL YEAR 2016 MAJOR ACCOMPLISHMENTS

- ✓ **Facilitated the City's acquisition of the H. George Fink Studio and 2506 Ponce de Leon Blvd.**
- ✓ **Assisted in the installation of major sculptural artworks by Alice Aycock within Segovia traffic circles and initiated the restoration of the Jean Ward sculptures.**
- ✓ **Expansion of sending sites for Transfer of Development Rights to include North Ponce area.**

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

HISTORICAL RESOURCES & CULTURAL ARTS

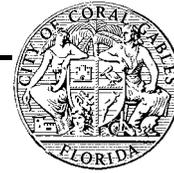
INDICATOR:	FY15			FY16		FY17
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Complete Certified Local Government Annual Report	-	Done	●	-	Done	-
Review permits for Historic Properties	Pending	1,595	-	Pending		N/A
Process and review Special Certificates of Appropriateness	N/A	21	-	N/A	34	N/A
Process and review Standard Certificates of Appropriateness	N/A	155	-	N/A	177	N/A
Process and review Ad Valorem Tax applications for historic properties	4	3	●	4	2	2
Implement local historic designations of individual properties	4	11	●	4	10	4
Implement local historic designations of districts	1	1	●	1	-	1
Process inventory of Valdes-Fauli Coral Gables Archives	1,200	1,200	●	Ongoing	450	Ongoing
Process new donations to the Valdes-Fauli Coral Gables Archives	Ongoing	5	-	Ongoing	7	Ongoing
Increase number of visitors to Coral Gables Merrick House	700	Closed	-	800	Closed	200

Legend

- Target met or exceeded
- Target nearly met
- Target not met



**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



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

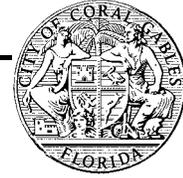
PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
2005	Historic Res. & Cultural Arts Director	1	1	1	1	\$ 140,024
2007	Historic Preservationist	1	1	1	1	60,787
0043	Arts & Culture Specialist	-	1	1	1	52,274
0602	Administrative Assistant	1	1	1	1	43,117
TOTAL		3	4	4	4	\$ 296,202

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 237,828	\$ 241,805	\$ 307,996	\$ 296,202
2000	Employee Benefits - See Other Cost Dist.	138,000	124,261	190,786	184,260
3190	Other Professional Services	14,823	11,354	46,600	46,600
4010	Travel Expense	-	-	1,000	1,000
4020	Central Garage Motor Pool Rent	2,252	2,625	3,415	3,567
	Replacement:	2,248			
	Oper. & Maint:	1,319			
4090	Other Transportation Expense	5,400	5,400	5,400	5,400
4410	Rental of Machinery and Equipment	6,516	6,438	8,018	7,018
4420	Public Facilities Cost - See Other Cost Dist.	236,737	247,369	277,720	312,820
4550	General Liability Insurance	9,349	9,241	10,829	10,210
4620	Repair and Maint. of Office Equipment	210	-	25,525	800
4720	Printing & Binding	2,145	2,878	5,266	10,000
4803	Pinewood Cemetery Reserve Expenses	1,085	225	5,987	-
4804	Historic Preservation Reserve Expenses	-	-	35,384	-
4820	Advertising Expense	1,931	1,750	3,960	3,960
4990	Other Miscellaneous Expense	343	1,642	21,500	21,500
5100	Office Supplies	3,986	4,130	7,885	7,885
5202	Chemicals and Photographic Supplies	-	-	1,000	1,000
5400	Membership Dues and Subscriptions	815	815	900	900
5410	Employee Training	-	50	5,500	5,500
6430	Equipment Repair/Replacement	-	-	20,000	20,000
6440	Equipment Additions	-	-	15,000	-
6460	Other Equipment Additions	-	829	-	-
8200	Cultural Grants (<i>Moved from Div. 7000</i>)	-	-	-	175,000
TOTAL		\$ 661,420	\$ 660,812	\$ 999,671	\$ 1,113,622

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



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

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 BUDGET	2016-2017 BUDGET SALARIES	
2006	Historic Res. & Cultural Arts Asst Director	1	1	1	1	\$ 101,458
2008	Archivist	1	1	1	1	49,989
9006	Part-time Employees	-	-	-	-	31,607
TOTAL		2	2	2	2	\$ 183,054

EXPENDITURE DETAIL

		2013-2014			2014-2015			2015-2016			2016-2017		
		ACTUAL	ACTUAL	BUDGET	ACTUAL	ACTUAL	BUDGET	ACTUAL	ACTUAL	BUDGET	ACTUAL	ACTUAL	BUDGET
1000	Salaries	\$ 143,174			\$ 168,132			\$ 172,173				\$ 183,054	
2000	Employee Benefits - See Other Cost Dist.	59,099			82,890			96,292				94,778	
3190	Other Professional Services	3,844			2,404			5,400				5,400	
4090	Other Transportation Expense	2,700			10,800			5,400				5,400	
4420	Public Facilities Cost - See Other Cost Dist.	71,782			75,005			84,208				94,851	
4550	General Liability Insurance	6,058			6,323			6,332				6,310	
4720	Printing & Binding	1,263			360			4,840				4,000	
4808	Merrick House Reserve Expenses	12,811			12,308			21,047				-	
4811	Roxcy O'Neal Merrick House Reserve Exp	-			-			4,939				-	
4820	Advertising Expense	100			50			750				750	
4990	Other Miscellaneous Expense	6,532			5,453			11,000				11,000	
5100	Office Supplies	498			614			2,800				2,800	
5201	Agricultural Supplies	1,122			693			985				985	
5202	Chemicals and Photographic Supplies	-			-			2,000				2,000	
5215	Small Tools & Minor Equipment	137			-			300				300	
5400	Membership Dues and Subscriptions	99			173			210				210	
5410	Employee Training	-			329			700				700	
8204	CG Museum Grant (<i>Moved from Div 7000</i>)	-			-			-				225,000	
TOTAL		\$ 309,219			\$ 365,534			\$ 419,376				\$ 637,538	

**Action Plan Worksheet
2017**

Action Plan Owner: Dona Spain, Historical Resources and Cultural Arts Director

Action Plan Name: AP 5.1.1 – Implement a Merrick House Docent Program

Strategic plan alignment:

- Goal 5 - Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Objective 5.1 - Increase community access and knowledge of cultural sites

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Hire part time Docent Coordinator	June, 2016	Position filled
Restoration of Merrick House	June, 2017	House re-opens
Prepare PowerPoint presentation to give to groups	Fall, 2017	PowerPoint on website
Increase docent # to 15	October, 2019	House open 6 days a week

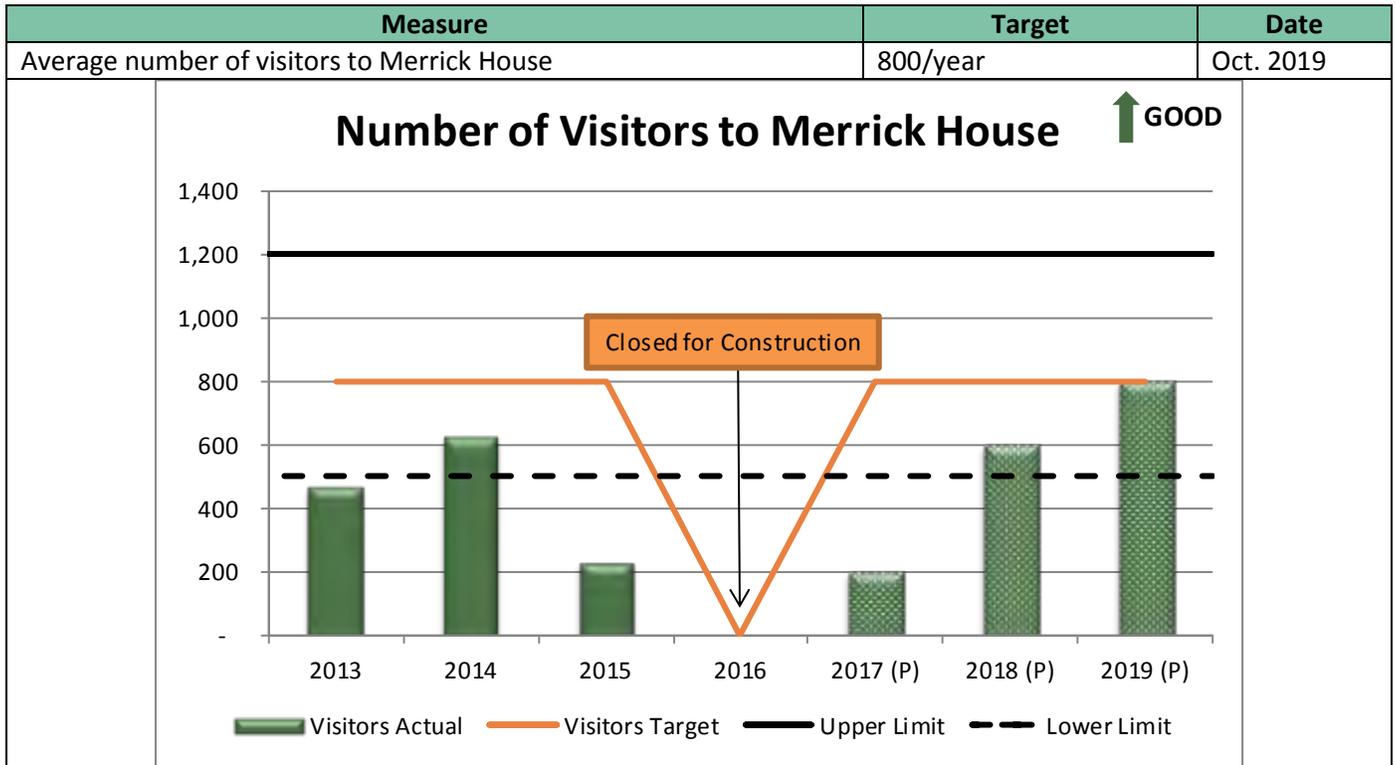
Resource requirements (what do we need to succeed?)

- Docent Coordinator position filled
- \$21,000 annual salary for Part Time Docent Coordinator
- 40 hours of docent staffing per week when fully staffed
- 80 hours to develop and implement docent training program
- 80 hours of PW support to restore the Merrick House

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

Measure	Target	Date
Number of Docents	15	Oct. 2019
Number of days Merrick House open per week	6	Oct. 2019
Visitor satisfaction with Merrick House access	95%	Oct. 2019
Resident satisfaction with access and knowledge of cultural sites	95%	Oct. 2019

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



Frequency & venue of review

- Monthly to Merrick House Governing Board
- Quarterly to City Manager via update report

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

Stakeholder Group	Potential positive impact	Potential negative impact
Public Works	Reduced maintenance hours Potential awards	None
Civic Groups	Increased number of volunteers	No interest
Historic Preservation Board	Increased resident/visitor knowledge / interest in history of city Potential awards	None
Merrick House Governing Board	Ability to once again hold events at the house	None

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

- + \$1800 increased revenue received from fees for tours of the house
- \$21,000 per year salary of the part time Docent Coordinator.

**Action Plan Worksheet
2017**

Action Plan Owner: Dona Spain, Historical Resources and Cultural Arts Director

Action Plan Name: AP 5.1.2 – Enhance virtual resources of city information (Interactive map of historic sites, scanning of archival newspaper)

Strategic plan alignment:

- Goal - 5. Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Objective 5.1 - Increase community access and knowledge of historic and cultural sites

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Purchase scanner	March, 2016	Scanner delivered to department
Send list of properties to IT	March, 2016	Confirmation of receipt of list
Send photos to IT	October, 2016	Confirmation of receipt
Map properties	January, 2018	Map with photos on city website
Scanning of newspapers	January, 2018	Scans of newspapers on website

Resource requirements (what do we need to succeed?)

- \$9,400 for scanner purchase (funding provided by Valdes-Fauli Community Foundation Fund)
- 120 hours of manpower (scanning provided by FIU through the City Clerk’s Office)
- 120 hours of staff time in Historic and IT Department for interactive map project

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

Measure	Target	Date
% properties mapped	All historic properties mapped	Jan. 2018 for existing
% of Newspapers scanned dating back to 1944	All archived newspapers scanned	January, 2018

Frequency & venue of review:

- Quarterly with department staff
- Quarterly with City Manager via update report

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

Stakeholder Group	Potential positive impact	Potential negative impact
FIU	Availability of newspapers in on-line library for student purposes	None
City Clerk	Enhanced relationship with FIU	None
Public	Increased knowledge of historic information	None
Property owners	Recognition	None
Historic Preservation Board	Goal accomplishment	None

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

- + \$9,400 value of scanner added to City property
- None

**Action Plan Worksheet
2017**

Action Plan Owner: Dona Spain, Historical Resources and Cultural Arts Director

Action Plan Name: AP 5.1.3 – Enhance visibility of designated historic locations

Strategic plan alignment:

- Goal 5 - Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Objective 5.1 -Increase community access and knowledge of cultural sites

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Hire ceramicist for landmark plaques	April, 2016	Signed agreement
Approve sample	May, 2016	Approval obtained from staff
Order plaques	May, 2016	Invoiced
Plaques presented to owners	Ongoing thru 2017	Plaques presented to owners
Plaques installed	Ongoing, thru 2017	Plaques installed on buildings
Identification of downtown walking path	August 2017	All locations finalized
Apply for grant for headstone restoration	August, 2018	Grant application submitted
Funding obtained for headstone restoration	September, 2018	Funding received
Contract for headstone restoration/installation	October, 2018	Signed contract
Headstones restored/installed	November, 2018	Contract terms satisfied
Create self-guided walking tour	October, 2018	Free Brochure available in different languages
Develop framework for Centennial Trail	August 2018	Appointments made by City Commission
Identification of key sites and confirmation of Centennial Trail route	March, 2018	Route approved by City Manager
Materials for downtown walking path written and translated	August 2018	Materials available
Completion of landmark plaque language and guided tour information	March, 2020	Materials approved by City Manager
Unveiling of Centennial Trail (completed)	April, 2025	Ceremony completed

Resource requirements (what do we need to succeed?)

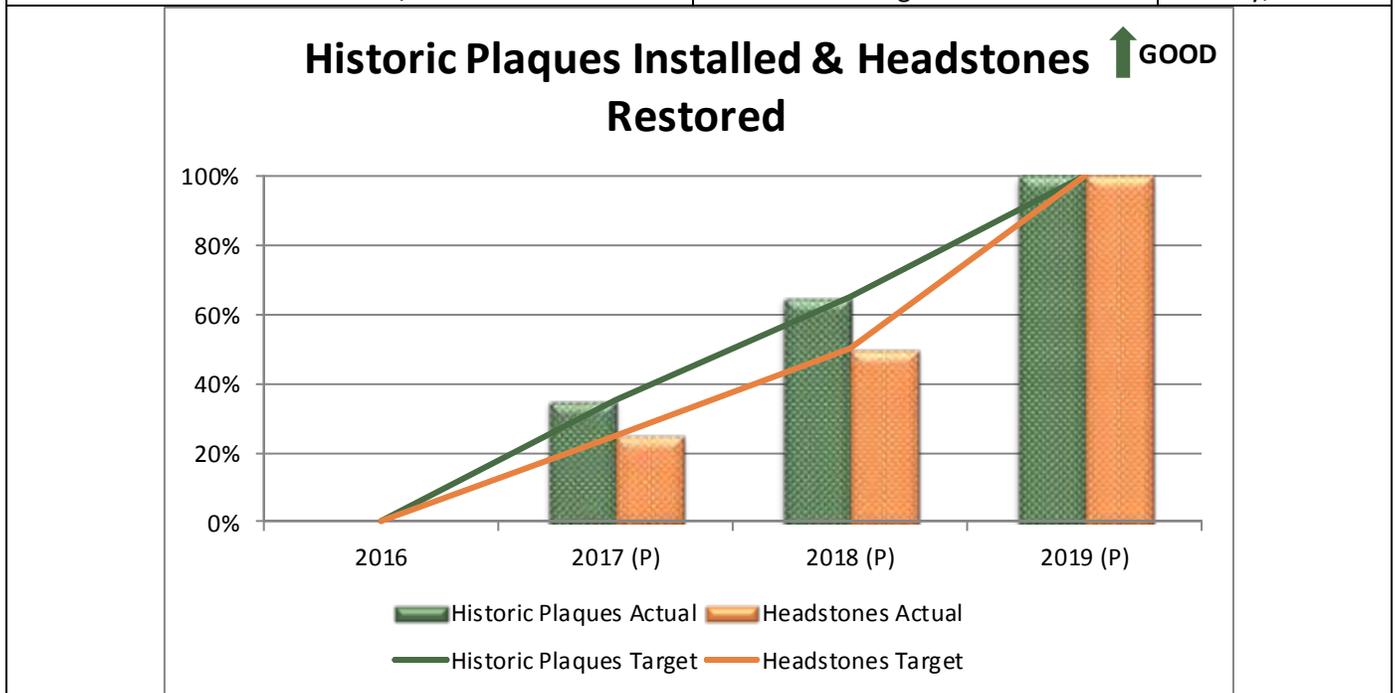
- \$17,500 funding of plaque program (includes hiring of ceramicist and purchase of plaques)
- 40 hours of Staff time to write grant
- 40 hours of Staff time to present plaques to owners
- 800 hours of staff time to serve Centennial Trail Task Force and research information

Resource requirements (what do we need to succeed?) - Continued

- \$40,000 for headstone project (\$20,000 in grants and \$20,000 in matching funds in FY17-18)

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

Measure	Target	Date
Number of plaques installed	100% of historic buildings have appropriate plaques installed	October, 2019
Number of headstones restored/installed	100% of known graves marked	January, 2019



Frequency & venue of review:

- Monthly at Historic Preservation Board meetings
- Quarterly at Pinewood Cemetery Board meetings
- Quarterly Centennial Trail Task Force meetings
- Quarterly update report to City Manager

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

Stakeholder Group	Potential positive impact	Potential negative impact
Property owners	Improved recognition and increased satisfaction	None
Historic Preservation Board	Increased satisfaction through task accomplishment	None
Pinewood Cemetery Board	Increased satisfaction through task accomplishment	None
Public	Enhanced awareness of history	None
Centennial Trail Task Force	Community Wide Participation	None

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

- + \$20,000 grant monies for headstone project (already received)
- \$20,000 for headstone restoration/installation
- \$17,500 to purchase and install plaques
- Add \$20,000 each year for ten years to Capital Improvement Plan

**Action Plan Worksheet
2017**

Action Plan Owner: Dona Spain, Historical Resources and Cultural Arts Director

Action Plan Name: AP 5.2.1 – Increase number and/or funding of community and cultural grants

Strategic plan alignment:

- Goal 1 - Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.5 - Enhance our position as a premier destination for arts, culture, dining, and shopping
- Goal 5 - Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Objective 5.2 - Increase the historical and cultural components in City-sponsored programs and the community’s satisfaction with access and the programs

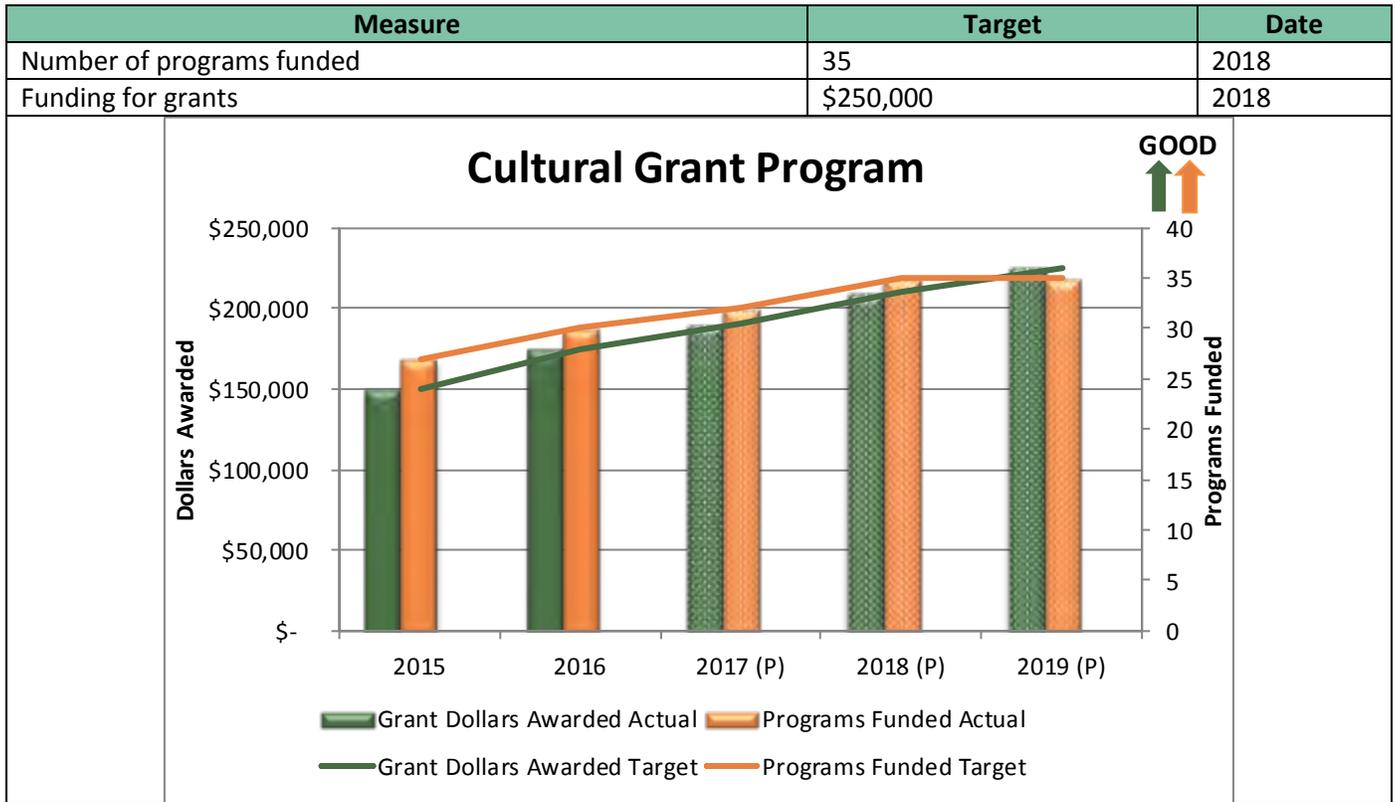
KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Develop and conduct Grant workshop required for applicants	August, 2017	Increased scores on grant applications
Increase # of programs sponsored by City to 35	August, 2018	City Commission resolution
Increase funding for grants program by \$100,000 to \$250,000	August, 2018	Approved in budget

Resource requirements (what do we need to succeed?)

- Increased quality applications to grant program
- Improved grant applications
- \$11,500 for cultural grant management software and support in FY16-17
- \$100,000 increase in funding for grants in FY17-18
- 40 staff hours to develop and implement grant writing workshop
- 20 hours increase per staff/CDB member to review increased number of applications

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



Frequency & venue of review

- Annual reviews and Monthly Updates at CDB meeting
- Yearly with City Manager at budget meeting

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

Stakeholder Group	Potential positive impact	Potential negative impact
Grant applicants	Increase in cultural programming	Less money per application
Public	Increase in cultural programming	None
Cultural Development Board	Increase in cultural programming	More review time required

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

- + None
- Increased funding to grant program by \$100,000 to \$250,000
- Increased funding to support additional staff hours to review increased number of applications

**Action Plan Worksheet
2017**

Action Plan Owner: Dona Spain, Historical Resources and Cultural Arts Director

Action Plan Name: AP 5.4.1 – Secure Special Category & Small Matching grants from State of Florida

Strategic plan alignment:

- Goal - 5. Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Objective 5.4 - Create and fund ongoing programs to restore and preserve the City's significant historic resources through grants and donations each year that the City is eligible

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Apply and obtain 2 state grants each year of eligibility	See schedule below	City Commission approval of match

Resource requirements (what do we need to succeed?)

- Capital Improvement Projects funding for match in FY17-18
- 40 hours of Staff time to write and submit grants

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

Measure	Target	Date
Special Category Grant approval	One	2018
Small Matching Grant approval	One	2017
Number of funded historic restoration and preservation programs	2 per year	2019
Dollar value of approved grants	\$400,000 per year	2019

Frequency & venue of review –

- Yearly by Historical Resources Staff
- Yearly with City Manager at budget meeting

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

Stakeholder Group	Potential positive impact	Potential negative impact
Public Works	Restoration of city-owned properties	Additional workload
Procurement	Restoration of city-owned properties	Additional workload
Historic Preservation Board	Accomplishes task	Staff time

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

- + \$400,000 grant monies received yearly – goal (\$350,000 Special Category Grant from state, \$50,000 Small matching Grant from state)
- \$200,000 C.I.P. funds minimum needed for match

Grant application schedule:

	<u>Special Category Grants</u>	<u>Small Matching Grants</u>
Application Period	May 2 - July 1, 2016	February 29 - April 29, 2016
Reviewed	October 11-12, 2016	July 12-13, 2016
Funding Request	\$50,000 to \$500,000	Up to \$50,000
Grant Period	July 1, 2017 - June 30, 2019	July 1, 2017 - June 30, 2018

**Action Plan Worksheet
2017**

Action Plan Owner: Dona Spain, Historical Resources and Cultural Arts Director

Action Plan Name: AP 5.7.1 – Increase display of art in public places

Strategic plan alignment:

- Goal 5 - Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Objective 5.7 - Acquire/design and construct significant art for permanent display in public places
- Also supports Goal 1 - Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.5 - Enhance our position as a premier destination for arts, culture, dining, and shopping

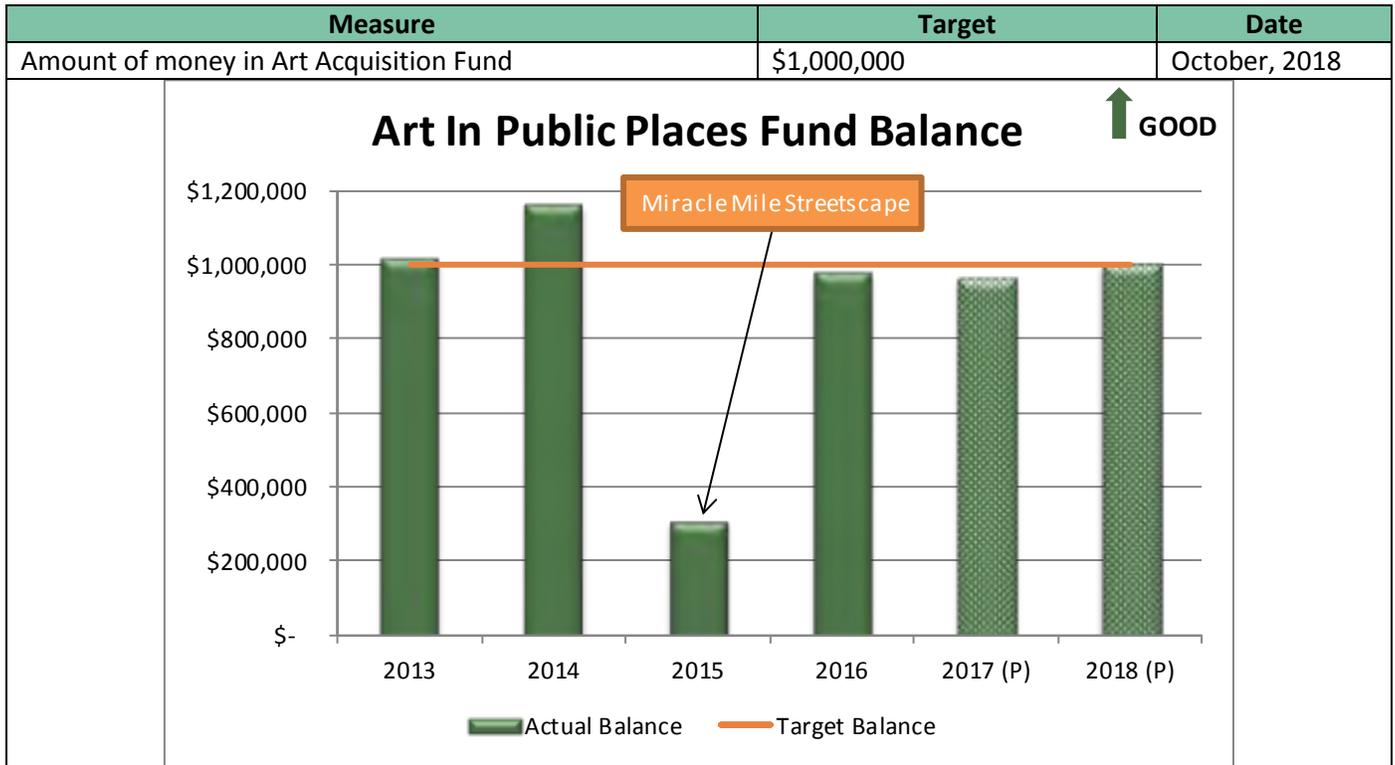
KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Identify potential locations for city-owned art	October, 2017	Map generated
Identify desired public art acquisition	4 months prior to each project installation plan	Public art and resources required for installation identified
Art Acquisition Fund monies collected from developers	Prior to issuance of building permit	Funds available to acquire art pieces
Request for Proposal issued for public art opportunity	4 months prior to project review	Public art proposals submitted
Review by Arts Advisory Panel and Cultural Development Board	6 months to 1 year prior to project approval	Board recommendation submitted to City Commission
Review by City Commission	6 months to 1 year prior to project installation	City Commission approval obtained
Art piece fabricated and/or acquired	6 months prior to each project installation	Art piece fabricated/purchased
Install significant pieces of art	1 per year starting in 2017	Art installed

Resource requirements (what do we need to succeed?)

- \$1,000,000 total for 3-years to acquire and install art
- Three City-owned parcels of land suitable for art installation
- 120 staff hours from Public Works to prepare each site; or \$100,000 to hire outside contractor for each site
- 200 minimum staff hours for research, planning, and project management for each site

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



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

Measure	Target	Date
# of locations secured to install art pieces	1 per year by 2019	October, 2019
# of pieces of art installed in city	1 every 3 years	October, 2019

Frequency & venue of review:

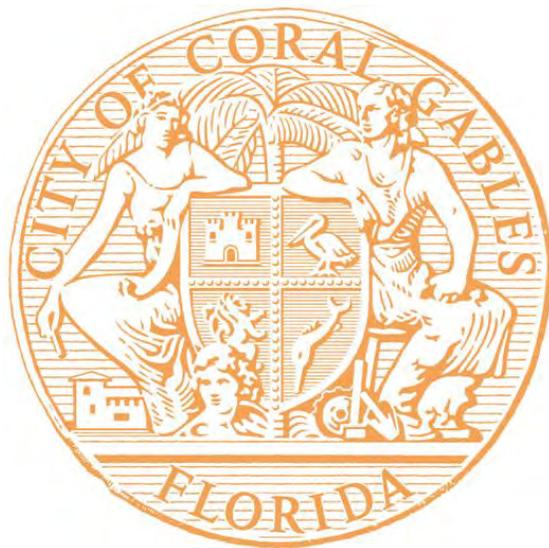
- Monthly by Arts Advisory Panel and Cultural Development Board
- As needed with City Manager
- Biannual report to the City Manager and/or City Commission

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

Stakeholder Group	Potential positive impact	Potential negative impact
Public Works	Staff engagement and pride in enhanced City position	Labor hours expended in support of this project are not available for other work. Increased requirement for ongoing maintenance of art installation sites. Purchase of plants costly
Residents / tax payers	Enhanced environment	None

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

- + \$1,000,000 received from developers, not tax payers
- \$100,000 per site needed for site preparation and landscaping
- Funds needed annually for subsequent site maintenance – assessment needed to determine amount

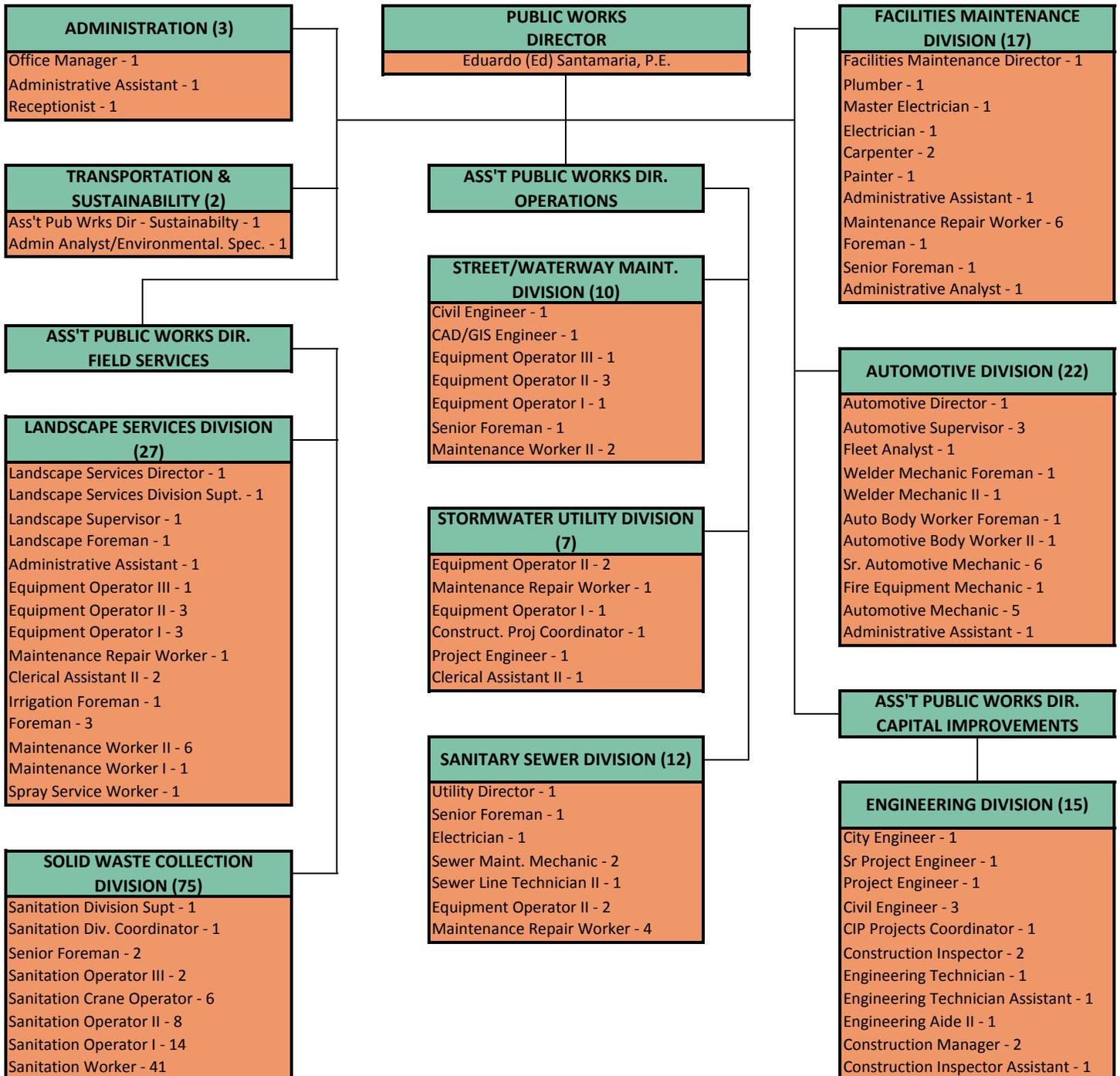


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**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**

PUBLIC WORKS

ORGANIZATION CHART



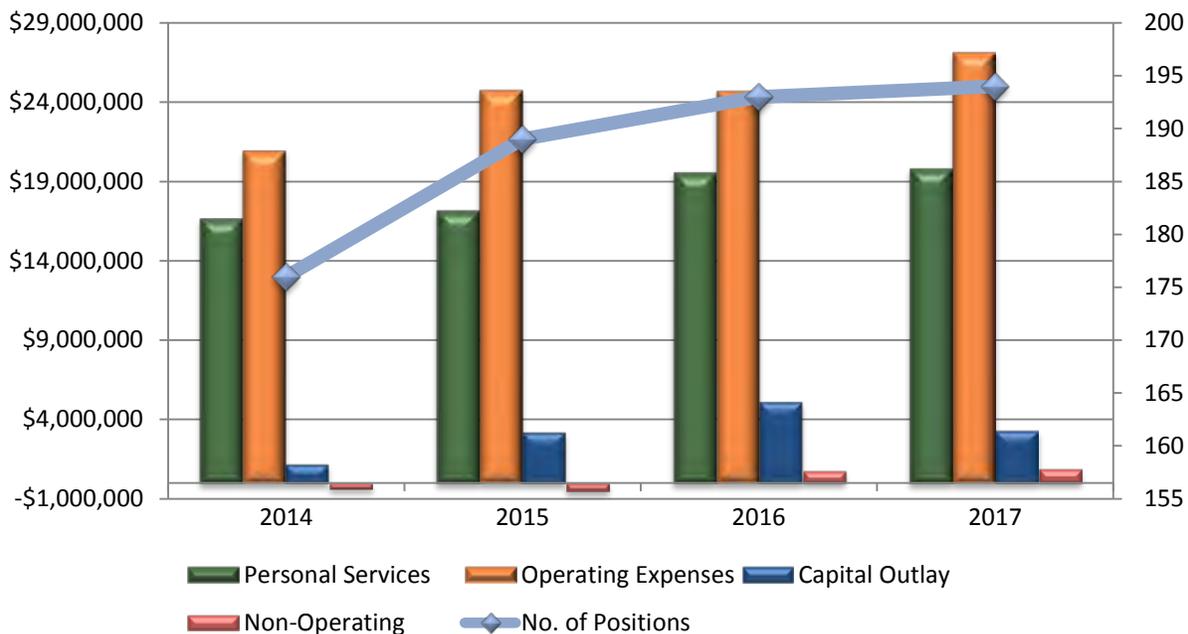
**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



**PUBLIC WORKS DEPARTMENT
BUDGET AND POSITION SUMMARY**

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 BUDGET	2016-2017 BUDGET
Personal Services	16,703,847	17,203,255	19,612,028	19,848,871
Operating Expenses	20,975,121	24,780,837	24,737,095	27,167,577
Capital Outlay	1,220,450	3,183,263	5,084,556	3,287,849
Non-Operating	(376,108)	(517,626)	710,049	836,424
TOTALS	38,523,310	44,649,729	50,143,728	51,140,721
No. of Positions	176	189	193	194

EXPENDITURE/PERSONNEL COMPARISONS



FISCAL YEAR 2016 MAJOR ACCOMPLISHMENTS

- ✓ The design for the \$27 million Miracle Mile and Giralda Avenue Streetscape projects was finalized and the groundbreaking is scheduled for the first week in July 2016.
- ✓ The City's first Adult Activity Center was completed, the Passport Office was relocated, Historic Granada Golf Course was completely renovated and Youth Center Rehabilitation was initiated – important facilities serving residents and visitors alike.
- ✓ Completed 1.1 miles of sidewalk extensions where they did not previously exist, improving accessibility and mobility options for all

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

PUBLIC WORKS

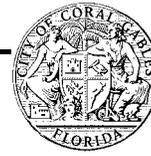
INDICATOR:	FY15			FY16		FY17
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Number of permits processed	600	577		700	556	800
Plan reviews completed	400	2,005		450	1,360	2,100
Number of trees trimmed	5,900	4,499		5,900	6,112	5,900
Amount of trees planted	1,000	450		2,000	1,045	100
Tons of recycling	2,300	2,087		3,000	2,060	2,700
% of garbage picked-up	100%	100%		100%	98%	100%
% of trash collection residences completed on the scheduled day	100%	98%		100%	99%	100%
% of residential recycling collection residences completed on the scheduled day	100%	100%		100%	99%	100%
Customer requests processed	300	814		400	1,325	900
Processed public records requests	5	4		5	3	5
% of sewage back up response within 4 hours	100%	100%		100%	100%	100%
Sewer gravity lines requests (inspected and cleaned)	200	266		250	248	250
Storm sewer system requests (inspected and cleaned)	80	138		100	370	300
Miles of complete street sweeping	6,850	6,034		6,900	6,100	6,900
Canal inspected and cleaned requests	15	23		20	16	20
Graffiti removal requests	10	19		15	42	40
Street potholes repaired	100	230		100	120	200
Sidewalks inspected and repaired	200	264		200	120	250
Number of special events set-up	50	56		50	56	50
The total percent of all classes of equipment and vehicles available and ready for use within the operational requirements outlined in the Equipment Availability Codes (EAC)	90%	95%		90%	94%	90%
Number of days to respond to traffic concerns	10	10		10	10	10

Legend

- Target met or exceeded
- Target nearly met
- Target not met



**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
PUBLIC WORKS DEPARTMENT
1500 CENTRAL ADMINISTRATIVE DIVISION
539 OTHER PHYSICAL ENVIRONMENT

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
1025	Public Works Director	1	1	1	1	\$ 169,252
1026	Ass't Pub Wrks Dir - Operations	1	1	1	1	139,277
0633	Ass't Pub Wrks Dir - Field Services	-	-	1	1	134,018
1029	Office Manager	1	1	1	1	73,914
0602	Administrative Assistant	-	-	1	1	40,143
0012	Clerical Assistant II	1	1	-	-	-
0105	Clerk I	-	-	1	1	43,181
0060	Receptionist	1	1	-	-	-
TOTAL		5	5	6	6	\$ 599,785

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 421,200	\$ 595,373	\$ 488,438	\$ 599,785
2000	Employee Benefits - See Other Cost Dist.	296,266	366,311	327,824	362,437
2610	Employee Awards	-	86	300	300
3190	Other Professional Services	12,718	99,841	102,466	1,000
4010	Travel Expense	-	-	1,500	-
4020	Central Garage Motor Pool Rent	3,050	3,322	3,780	4,142
	Replacement:	1,872			
	Oper. & Maint:	2,270			
4090	Other Transportation Expense	6,075	16,200	5,400	5,400
4410	Rental of Machinery and Equipment	9,950	11,477	11,800	12,200
4420	Public Facilities Cost - See Other Cost Dist.	20,848	21,784	19,524	21,992
4550	General Liability Insurance	19,272	27,163	19,476	20,675
4620	Repair and Maint. of Office Equipment	140	-	200	200
4630	Repair/Maint. of Machinery & Equipment	-	-	50	50
4710	Special Printed Forms	572	529	700	600
4720	Printing & Binding	-	246	400	500
4990	Other Miscellaneous Expense	352	780	1,204	700
5100	Office Supplies	7,474	8,573	8,800	8,000
5203	Drugs and Medical Supplies	-	-	50	50
5215	Small Tools & Minor Equipment	-	-	500	400
5400	Membership Dues and Subscriptions	280	779	700	700
5410	Employee Training	3,000	1,567	2,000	2,000
6460	Other Equipment Additions	1,055	-	-	-
9010	Intradepartmental Credits	(376,108)	(517,626)	(361,022)	(364,396)
TOTAL		\$ 426,144	\$ 636,405	\$ 634,090	\$ 676,735

**Public Works Administrative Services
Distributed to Utilities**

<u>Div. Code/Account</u>	<u>%</u>	<u>Amount</u>
Storm Water - 1535-31-70	10%	\$ 104,113
Sanitary Sewer - 1540-31-70	25%	260,283
	35%	\$ 364,396

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
PUBLIC WORKS DEPARTMENT
1505 TRANSPORTATION & SUSTAINABILITY
 541 OTHER PHYSICAL ENVIRONMENT

PERSONNEL SCHEDULE

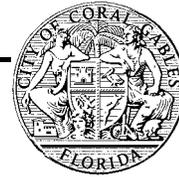
NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 BUDGET	2016-2017	
					BUDGET	SALARIES
1036	Ass't Pub Wrks Dir - Sustainability & Trans.	1	1	1	1	\$ 139,277
0811	Admin Analyst/Environmental Spec.	1	1	1	1	71,307
TOTAL		2	2	2	2	\$ 210,584

EXPENDITURE DETAIL

		2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 BUDGET	2016-2017 BUDGET
1000	Salaries	\$ -	\$ -	\$ 200,733	\$ 210,584
2000	Employee Benefits - See Other Cost Dist.	-	-	123,193	123,421
4090	Other Transportation Expense	-	-	-	5,400
4410	Rental of Machinery and Equipment	-	-	5,500	5,400
4420	Public Facilities Cost - See Other Cost Dist.	-	-	4,933	5,556
4550	General Liability Insurance	-	-	7,174	7,259
4720	Printing & Binding	-	-	1,200	2,000
4990	Other Miscellaneous Expense	-	-	4,125	4,125
5206	Food for Human Consumption	-	-	1,500	1,500
5400	Membership Dues and Subscriptions	-	-	2,000	2,000
5410	Employee Training	-	-	3,000	8,000
TOTAL		\$ -	\$ -	\$ 353,358	\$ 375,245

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
PUBLIC WORKS DEPARTMENT
1510 ENGINEERING DIVISION
 539 OTHER PHYSICAL ENVIRONMENT

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 BUDGET	2016-2017 BUDGET SALARIES	
0067	Ass't Pub Wrks Dir - Cap Impr. & Fac.	1	1	1	1	\$ 158,916
1032	City Engineer	1	1	1	1	100,042
1035	Sr Project Engineer	1	1	1	1	92,850
1015	Project Engineer	1	1	1	1	83,196
1017	Civil Engineer	3	3	3	3	231,802
1012	Construction Inspector	2	2	2	2	115,317
1005	CIP Projects Coordinator	-	-	1	1	62,467
1004	Engineering Technician	1	1	1	1	70,057
1003	Engineering Technician Assistant	1	1	1	1	60,522
1002	Engineering Aide II	1	1	1	1	54,896
1013	Construction Manager	2	2	2	2	158,338
1014	Construction Inspector Assistant	1	1	1	1	48,219
9003	Part-time Employees	-	-	-	-	59,578
8888	Overtime	-	-	-	-	15,000
TOTAL		15	15	16	16	\$ 1,311,200

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 923,980	\$ 1,056,017	\$ 1,226,989	\$ 1,311,200
2000	Employee Benefits - See Other Cost Dist.	586,718	595,265	765,100	788,014
3110	Engineering & Architect Services	-	-	182,250	422,250
3190	Other Professional Services	12,604	49,184	73,770	55,000
3195	Administrative Expense	1,125	-	-	-
4020	Central Garage Motor Pool Rent	96,900	97,654	96,702	111,902
	Replacement:	29,174			
	Oper. & Maint:	82,728			
4090	Other Transportation Expense	-	-	5,400	5,400
4410	Rental of Machinery and Equipment	1,830	309	1,300	2,500
4420	Public Facilities Cost - See Other Cost Dist.	44,605	46,608	52,327	58,940
4550	General Liability Insurance	35,750	40,686	43,853	45,199
4630	Repair/Maint. of Machinery & Equipment	-	-	500	500
4710	Special Printed Forms	498	1,254	1,200	1,200
4720	Printing & Binding	22	713	1,000	1,000
4990	Other Miscellaneous Expense	585	881	1,396	1,000
5100	Office Supplies	6,291	5,624	6,300	6,000
5208	Household & Institutional Supplies	178	81	200	500
5209	Protective Clothing	179	1,190	500	500

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**

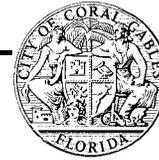


001 GENERAL FUND
PUBLIC WORKS DEPARTMENT
1510 ENGINEERING DIVISION
 539 OTHER PHYSICAL ENVIRONMENT

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
5211	Building Materials and Supplies	-	426	500	500
5213	Purchase/Rental - Employee Uniforms	1,172	2,974	1,000	1,500
5215	Small Tools & Minor Equipment	982	593	2,626	1,617
5400	Membership Dues and Subscriptions	229	742	1,020	1,620
5410	Employee Training	926	1,057	1,350	1,350
6450	Office Equipment Replacement	-	-	500	500
TOTAL		<u>\$ 1,714,574</u>	<u>\$ 1,901,258</u>	<u>\$ 2,465,783</u>	<u>\$ 2,818,192</u>

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



530 PUBLIC FACILITIES FUND
PUBLIC WORKS DEPARTMENT
1520 MAINTENANCE DIVISION
590 INTERNAL SERVICES

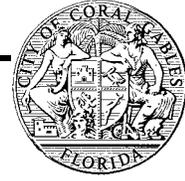
PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
3125	Maintenance Supv	1	1	-	-	\$ -
1033	Facilities Maintenance Director	1	1	1	1	83,710
3114	Plumber	1	1	1	1	46,101
3110	Master Electrician	1	1	1	1	77,229
3109	Electrician	1	1	1	1	61,373
3106	Carpenter	1	1	2	2	107,415
3112	Painter	-	-	1	1	37,859
0602	Administrative Assistant	-	-	1	1	50,419
3101	Maintenance Repair Worker	5	5	6	6	254,110
3010	Foreman	-	-	1	1	53,368
3011	Senior Foreman	1	1	1	1	63,000
0810	Administrative Analyst	1	1	1	1	53,798
0016	City Dispatcher	1	1	-	-	-
9419	Part-time Employees	-	-	-	-	114,504
8888	Overtime	-	-	-	-	26,243
TOTAL		14	14	17	17	\$ 1,029,129

EXPENDITURE DETAIL

	2013-2014	2014-2015	2015-2016	2016-2017
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 763,757	\$ 855,939	\$ 972,516	\$ 1,029,129
2000 Employee Benefits - See Other Cost Dist.	619,527	633,479	735,311	702,958
3190 Other Professional Services	7,650	10,282	13,000	13,000
4040 Central Garage Miscellaneous Charges	-	-	1,000	1,000
4410 Rental of Machinery and Equipment	1,718	2,539	3,000	3,000
4550 General Liability Insurance	56,514	35,285	36,116	35,475
4610 Repair/Maint. of Bldgs & Improvements	154	-	-	-
4613 Repair/Maint. - Miracle Theater	-	2,936	50,000	50,000
4630 Repair/Maint. of Machinery & Equipment	118	113	200	200
4990 Other Miscellaneous Expense	(366)	2,773	4,400	5,500
5100 Office Supplies	2,049	1,933	2,000	2,000
5202 Chemicals and Photographic Supplies	210	1,116	1,000	1,000
5203 Drugs and Medical Supplies	-	-	200	200
5209 Protective Clothing	2,192	4,167	2,200	2,200
5211 Building Materials and Supplies	1,105	1,205	1,500	1,500
5213 Purchase/Rental - Employee Uniforms	3,296	5,155	5,000	5,000
5215 Small Tools & Minor Equipment	868	2,739	6,000	6,000
5217 Operating Equipment Repair Parts	-	-	500	500
5218 Installed Building Equipt. Repair Parts	-	3,546	-	-
5400 Membership Dues and Subscriptions	538	659	1,060	785
5401 Software Subscriptions & Maintenance	-	-	-	4,400
5410 Employee Training	705	880	2,525	800
TOTAL	\$ 1,460,035	\$ 1,564,746	\$ 1,837,528	\$ 1,864,647

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**

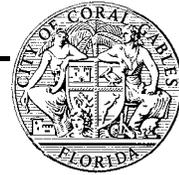


530 PUBLIC FACILITIES FUND
PUBLIC WORKS DEPARTMENT
2000 FACILITIES DIVISION
 590 INTERNAL SERVICES

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
3190	Other Professional Services	\$ 115,362	\$ 116,134	\$ 452,700	\$ 407,500
3410	Laundry & Sanitation Services	19,949	18,804	21,965	21,965
3420	Custodial & Janitorial Services	402,960	429,629	836,000	1,200,000
4310	Electric Utility Service	1,700,684	1,683,573	1,787,369	1,897,292
4330	Heating & Cooking Fuel	16,464	16,392	17,640	17,640
4350	Water & Sewer Utility Service	594,702	609,932	620,200	663,780
4410	Rental of Machinery and Equipment	3,593	4,468	5,000	5,000
4610	Repair/Maint. of Bldgs & Improvements	937,491	1,355,308	1,408,731	1,261,000
4630	Repair/Maint. of Machinery & Equipment	-	-	1,000	1,000
4940	Taxes & License Fees Paid	2,000	-	-	-
5211	Building Materials and Supplies	68,347	75,613	180,000	335,000
5218	Installed Building Equipt. Repair Parts	61,786	58,788	62,400	62,400
6300	Improvements Other Than Buildings	16,292	-	-	-
6430	Equipment Repair/Replacement	109,000	6,050	22,000	22,000
6435	Fire Hydrant Replacements	47,827	51,681	40,000	40,000
TOTAL		\$ 4,096,457	\$ 4,426,372	\$ 5,455,005	\$ 5,934,577

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



400 STORMWATER UTILITY SERVICE FUND
PUBLIC WORKS DEPARTMENT
1535 STORMWATER MGMT UTILITY DIVISION
 538 FLOOD CONTROL

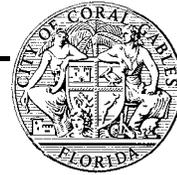
PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
3203	Equipment Operator II	2	2	2	2	\$ 118,162
3101	Maintenance Repair Worker	1	1	1	1	50,040
3201	Equipment Operator I	1	1	1	1	47,380
1030	Construction Project Coordinator	1	1	1	1	81,381
1015	Project Engineer	1	1	1	1	92,020
1005	CIP Projects Coordinator	1	1	-	0	-
0012	Clerical Assistant II	1	1	1	1	36,240
9006	Part-time Employees	-	-	-	-	41,200
8888	Overtime	-	-	-	-	30,000
TOTAL		8	8	7	7	\$ 496,423

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 504,477	\$ 462,238	\$ 514,159	\$ 496,423
2000	Employee Benefits - See Other Cost Dist.	367,811	364,001	398,785	348,457
3110	Engineering & Architect Services	121,185	51,960	110,000	110,000
3170	Mgmt & Staff Interdept'l Charge	493,054	563,813	413,494	409,113
3190	Other Professional Services	34,157	25,523	59,000	50,000
3200	Accounting & Auditing Services	45,906	47,823	41,000	50,000
4020	Central Garage Motor Pool Rent	128,273	128,498	138,646	128,386
	Replacement:	60,500			
	Oper. & Maint:	67,886			
4370	Waste Disposal Service	7,030	3,480	8,000	8,000
4420	Public Facilities Cost - See Other Cost Dist.	28,867	30,163	33,864	38,144
4550	General Liability Insurance	28,531	19,163	18,376	17,112
4610	Repair/Maint. of Bldgs & Improvements	58,863	67,272	216,889	213,995
4630	Repair/Maint. of Machinery & Equipment	-	16	500	500
4940	Taxes & License Fees Paid	89,690	7,240	10,000	10,000
4990	Other Miscellaneous Expense	3,185	2,572	3,700	4,600
5100	Office Supplies	991	725	1,000	1,000
5202	Chemicals and Photographic Supplies	1,443	999	1,500	1,500
5204	Cleaning & Janitorial Supplies	-	-	500	500
5207	Motor Fuel and Lubricants	10	-	500	500
5209	Protective Clothing	1,515	1,611	3,000	3,000
5211	Building Materials and Supplies	2,919	-	4,000	4,000

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**

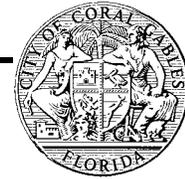


400 STORMWATER UTILITY SERVICE FUND
PUBLIC WORKS DEPARTMENT
1535 STORMWATER MGMT UTILITY DIVISION
 538 FLOOD CONTROL

EXPENDITURE DETAIL

	2013-2014	2014-2015	2015-2016	2016-2017
	ACTUAL	ACTUAL	BUDGET	BUDGET
5212 Firearms Ammunition	-	-	-	-
5213 Purchase/Rental - Employee Uniforms	1,925	1,736	2,200	2,200
5215 Small Tools & Minor Equipment	2,518	517	4,000	3,000
5217 Operating Equipment Repair Parts	101	-	1,000	1,000
5400 Membership Dues and Subscriptions	829	829	900	1,000
5410 Employee Training	438	235	500	500
6300 Improvements Other Than Buildings	230	-	-	-
9901 Return on Investment	-	-	234,750	310,875
TOTAL	\$ 1,923,948	\$ 1,780,414	\$ 2,220,263	\$ 2,213,805

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



410 SANITARY SEWER SYSTEM FUND
PUBLIC WORKS DEPARTMENT
1540 SANITARY SEWER DIVISION
535 SEWER SERVICES

PERSONNEL SCHEDULE

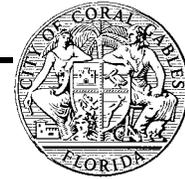
NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 BUDGET	2016-2017 BUDGET SALARIES	
3122	Utility Director	1	1	1	1	\$ 103,938
3011	Senior Foreman	1	1	1	1	45,142
3109	Electrician	1	1	1	1	81,079
3118	Sewer Maintenance Mechanic	1	2	2	2	117,735
3121	Sewer Line Technician II	1	1	1	1	38,996
3203	Equipment Operator II	2	2	2	2	105,336
3101	Maintenance Repair Worker	4	3	3	4	159,809
9008	Part-time Employees	-	-	-	-	43,415
8888	Overtime	-	-	-	-	76,000
TOTAL		11	11	11	12	\$ 771,450

EXPENDITURE DETAIL

		2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 BUDGET	2016-2017 BUDGET
1000	Salaries	\$ 697,171	\$ 661,101	\$ 752,275	\$ 771,450
2000	Employee Benefits - See Other Cost Dist.	487,929	483,051	537,382	520,794
3110	Engineering & Architect Services	14,816	19,816	30,000	30,000
3170	Mgmt & Staff Interdept'l Charge	873,054	943,813	937,528	945,283
3190	Other Professional Services	40,212	16,104	40,000	40,000
3200	Accounting & Auditing Services	56,884	59,034	70,000	67,000
4010	Travel Expense	1,039	-	1,500	1,500
4020	Central Garage Motor Pool Rent	249,905	264,199	288,578	321,233
	Replacement:	127,280			
	Oper. & Maint:	193,953			
4350	Water & Sewer Utility Service	-	-	435	435
4370	Waste Disposal Service	2,260,997	3,107,653	3,231,563	3,731,563
4410	Rental of Machinery and Equipment	-	-	2,000	2,000
4420	Public Facilities Cost - See Other Cost Dist.	287,467	300,377	337,232	379,853
4550	General Liability Insurance	40,529	27,787	26,887	26,593
4610	Repair/Maint. of Bldgs & Improvements	16,813	3,928	15,000	15,000
4630	Repair/Maint. of Machinery & Equipment	21,461	13,317	28,000	28,000
4720	Printing & Binding	-	1,500	1,500	1,500
4940	Taxes & License Fees Paid	1,100	608	4,000	4,000
4990	Other Miscellaneous Expense	15,067	15,941	17,500	17,500
5100	Office Supplies	581	905	2,200	1,200
5202	Chemicals and Photographic Supplies	12,446	17,391	23,000	20,000

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**

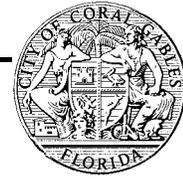


410 SANITARY SEWER SYSTEM FUND
PUBLIC WORKS DEPARTMENT
1540 SANITARY SEWER DIVISION
 535 SEWER SERVICES

EXPENDITURE DETAIL

	2013-2014	2014-2015	2015-2016	2016-2017
	ACTUAL	ACTUAL	BUDGET	BUDGET
5203 Drugs and Medical Supplies	-	-	-	-
5204 Cleaning & Janitorial Supplies	-	467	1,000	1,000
5207 Motor Fuel and Lubricants	2,935	4,452	6,000	5,500
5209 Protective Clothing	4,656	1,710	6,300	6,300
5211 Building Materials and Supplies	5,099	8,301	13,000	13,000
5213 Purchase/Rental - Employee Uniforms	3,085	5,389	3,300	3,300
5215 Small Tools & Minor Equipment	4,560	7,094	7,500	7,500
5216 Motor Equipment Repair Parts	-	-	5,000	5,000
5217 Operating Equipment Repair Parts	46,950	30,217	72,500	80,000
5218 Installed Building Equipt. Repair Parts	3,002	2,019	6,000	6,000
5400 Membership Dues and Subscriptions	-	353	425	425
5410 Employee Training	3,268	2,716	3,000	3,000
6430 Equipment Repair/Replacement	14,586	-	-	-
7200 Debt Service - Interest	12,418	91,234	-	-
9901 Return on Investment	-	-	836,321	889,945
TOTAL	\$ 5,178,030	\$ 6,090,477	\$ 7,306,926	\$ 7,945,874

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
PUBLIC WORKS DEPARTMENT
1550 R.O.W. ENFORCEMENT & MAINT DIVISION
 541 ROAD & STREET MAINTENANCE

PERSONNEL SCHEDULE

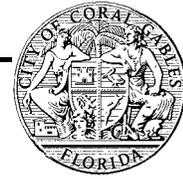
NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
1017	Civil Engineer	1	1	1	1	\$ 92,029
1018	CAD/GIS Engineer	1	1	1	1	69,543
3205	Equipment Operator III	1	1	1	1	40,943
3203	Equipment Operator II	3	3	3	3	155,837
3201	Equipment Operator I	1	1	1	1	42,640
3011	Senior Foreman	1	1	1	1	57,716
3005	Maintenance Worker II	2	2	2	2	64,526
8888	Overtime	-	-	-	-	17,000
TOTAL		10	10	10	10	\$ 540,234

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 317,468	\$ 367,548	\$ 534,800	\$ 540,234
2000	Employee Benefits - See Other Cost Dist.	297,330	295,164	434,433	406,552
4020	Central Garage Motor Pool Rent	422,889	449,997	489,324	572,313
	Replacement: 211,193				
	Oper. & Maint: 361,120				
4040	Central Garage Miscellaneous Charges	-	-	2,100	2,100
4370	Waste Disposal Service	4,823	733	7,900	7,900
4420	Public Facilities Cost - See Other Cost Dist.	1,301,419	1,359,864	1,526,714	1,685,878
4550	General Liability Insurance	13,297	13,693	19,114	18,623
4610	Repair/Maint. of Bldgs & Improvements	17,996	11,652	30,244	25,000
4630	Repair/Maint. of Machinery & Equipment	-	760	1,000	1,000
4710	Special Printed Forms	-	-	-	500
4720	Printing & Binding	-	-	-	700
5100	Office Supplies	316	992	1,000	1,000
5202	Chemicals and Photographic Supplies	-	-	1,700	1,000
5207	Motor Fuel and Lubricants	393	-	400	400
5209	Protective Clothing	3,066	2,180	3,000	3,000
5211	Building Materials and Supplies	40,237	17,044	28,000	28,000
5213	Purchase/Rental - Employee Uniforms	2,473	4,456	4,000	4,000
5215	Small Tools & Minor Equipment	2,534	1,071	1,500	2,000
5216	Motor Equipment Repair Parts	2,047	168	2,500	2,500
5217	Operating Equipment Repair Parts	1,648	-	2,000	2,000
5218	Installed Building Eqipt. Repair Parts	-	-	2,000	2,000

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**

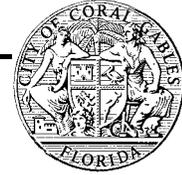


001 GENERAL FUND
PUBLIC WORKS DEPARTMENT
1550 R.O.W. ENFORCEMENT & MAINT DIVISION
 541 ROAD & STREET MAINTENANCE

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
5219	Other Repair & Maintenance Supplies	-	656	1,500	1,500
6300	Improvements Other Than Buildings	6,741	-	-	-
TOTAL		\$ 2,434,677	\$ 2,525,978	\$ 3,093,229	\$ 3,308,200

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET ESTIMATE**

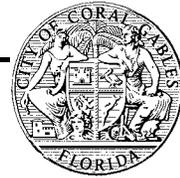


350 ROADWAY IMPROVEMENT CAPITAL PROJECT FUND
PUBLIC WORKS DEPARTMENT
1552 ROADWAY IMPROVEMENT ADMIN DIVISION
 541 ROAD & STREET MAINTENANCE

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>
1000	Salaries	\$ 128,991	\$ 159,076	\$ -	\$ -
2000	Employee Benefits - See Other Cost Dist.	107,470	108,129	-	-
4550	General Liability Insurance	8,061	5,404	-	-
4990	Other Miscellaneous Expense	7,920	1,136	-	-
5100	Office Supplies	1,562	815	-	-
5209	Protective Clothing	-	75	-	-
TOTAL		<u>\$ 254,004</u>	<u>\$ 274,635</u>	<u>\$ -</u>	<u>\$ -</u>

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
PUBLIC SERVICES DEPARTMENT
6120 SOLID WASTE COLLECTION
 534 GARBAGE & SOLID WASTE DISPOSAL

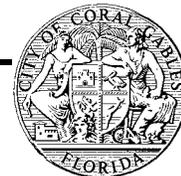
PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 BUDGET	2016-2017 BUDGET SALARIES	
2115	Sanitation Division Supt	1	1	1	1	\$ 77,559
2107	Sanitation Division Coordinator	1	1	1	1	71,967
3011	Senior Foreman	2	2	2	2	141,533
3205	Equipment Operator III	1	1	-	0	-
2106	Sanitation Operator III	3	2	2	2	109,798
2112	Sanitation Crane Operator	5	5	6	6	334,001
2105	Sanitation Operator II	7	8	8	8	413,840
2104	Sanitation Operator I	14	14	14	14	669,653
2101	Sanitation Worker	28	41	41	41	1,609,076
8888	Overtime	-	-	-	-	25,000
9999	Holiday Pay	-	-	-	-	120,000
TOTAL		62	75	75	75	\$ 3,572,427

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 2,935,197	\$ 2,890,568	\$ 3,348,607	\$ 3,572,427
2000	Employee Benefits - See Other Cost Dist.	2,665,539	2,538,089	3,240,048	3,078,848
3190	Other Professional Services	217,981	228,933	43,940	3,940
4020	Central Garage Motor Pool Rent	1,693,244	1,723,782	1,733,146	1,993,215
	Replacement: 561,833				
	Oper. & Maint: 1,431,382				
4370	Waste Disposal Service	1,744,778	1,845,025	1,895,566	2,057,371
4420	Public Facilities Cost - See Other Cost Dist.	22,055	23,046	25,874	29,144
4550	General Liability Insurance	106,640	114,453	121,113	123,146
4630	Repair/Maint. of Machinery & Equipment	-	100	500	500
5100	Office Supplies	596	665	1,035	1,035
5204	Cleaning & Janitorial Supplies	-	-	400	400
5208	Household & Institutional Supplies	7,847	6,674	8,000	8,000
5209	Protective Clothing	14,908	10,658	20,000	20,000
5211	Building Materials and Supplies	25,842	13,398	43,000	43,000
5213	Purchase/Rental - Employee Uniforms	12,884	25,169	14,376	14,376
5215	Small Tools & Minor Equipment	25,267	25,773	31,000	31,000
5217	Operating Equipment Repair Parts	7,600	590	7,615	7,615
5400	Membership Dues and Subscriptions	240	298	900	900
TOTAL		\$ 9,480,618	\$ 9,447,221	\$ 10,535,120	\$ 10,984,917

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
PUBLIC SERVICES DEPARTMENT
6130 LANDSCAPE SERVICES
539 OTHER PHYSICAL ENVIRONMENT

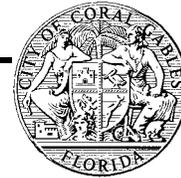
PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
2015	Landscape Services Director	1	1	1	1	\$ 121,481
2012	Landscape Services Division Supt.	1	1	1	1	78,869
3013	Landscape Supervisor	-	-	1	1	63,713
3011	Senior Foreman	1	1	-	-	-
3012	Landscape Foreman	1	1	1	1	52,350
0602	Administrative Assistant	1	1	1	1	56,518
3205	Equipment Operator III	1	1	1	1	43,531
3203	Equipment Operator II	3	3	3	3	161,522
3201	Equipment Operator I	3	3	3	3	141,638
3101	Maintenance Repair Worker	1	1	1	1	52,287
0012	Clerical Assistant II	2	2	2	2	108,752
3009	Irrigation Foreman	1	1	1	1	57,643
3010	Foreman	3	3	3	3	183,311
3005	Maintenance Worker II	6	6	6	6	215,980
3004	Maintenance Worker I	1	1	1	1	31,129
2003	Spray Service Worker	1	1	1	1	65,368
8888	Overtime	-	-	-	-	52,000
TOTAL		27	27	27	27	\$ 1,486,092

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 1,266,914	\$ 1,393,371	\$ 1,465,334	\$ 1,486,092
2000	Employee Benefits - See Other Cost Dist.	1,047,126	1,043,690	1,165,242	1,107,754
3190	Other Professional Services	1,224,488	1,251,482	1,505,734	1,842,784
3196	Million Orchid Project	30,000	-	30,000	30,000
4020	Central Garage Motor Pool Rent	474,542	492,259	522,556	588,023
	Replacement:	210,008			
	Oper. & Maint:	378,015			
4090	Other Transportation Expense	900	2,700	5,400	5,400
4110	Telecom Services	3,950	5,274	-	-
4220	Postage	23,897	24,970	-	-
4350	Water & Sewer Utility Service	454	2,666	3,500	3,500
4410	Rental of Machinery and Equipment	-	-	6,051	4,051
4420	Public Facilities Cost - See Other Cost Dist.	580,565	606,638	681,069	798,724
4550	General Liability Insurance	52,803	54,518	51,837	51,228
4620	Repair and Maint. of Office Equipment	-	39	200	200
4630	Repair/Maint. of Machinery & Equipment	-	399	500	500
4990	Other Miscellaneous Expense	1,332	1,342	1,350	1,350
5100	Office Supplies	2,529	1,996	4,800	4,800

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
PUBLIC SERVICES DEPARTMENT
6130 LANDSCAPE SERVICES
 539 OTHER PHYSICAL ENVIRONMENT

EXPENDITURE DETAIL

	2013-2014	2014-2015	2015-2016	2016-2017
	ACTUAL	ACTUAL	BUDGET	BUDGET
5201 Agricultural Supplies	152,105	141,142	212,242	212,242
5204 Cleaning & Janitorial Supplies	1,023	210	1,000	1,000
5208 Household & Institutional Supplies	1,713	4,979	3,700	3,700
5209 Protective Clothing	2,968	3,340	4,500	4,500
5211 Building Materials and Supplies	20,503	23,181	25,000	29,750
5213 Purchase/Rental - Employee Uniforms	5,037	11,159	9,355	9,355
5215 Small Tools & Minor Equipment	12,452	19,938	11,700	11,700
5400 Membership Dues and Subscriptions	896	735	1,220	1,220
5410 Employee Training	376	1,408	700	700
TOTAL	\$ 4,906,573	\$ 5,087,436	\$ 5,712,990	\$ 6,198,573

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



520 MOTOR POOL FUND
AUTOMOTIVE DEPARTMENT
4700 AUTOMOTIVE DIVISION
590 INTERNAL SERVICES

PERSONNEL SCHEDULE

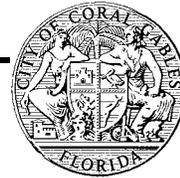
NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
4020	Automotive Director	1	1	1	1	\$ 126,315
4018	Automotive Supervisor	3	3	3	3	202,765
4017	Fleet Analyst	1	1	1	1	48,554
4016	Welder Mechanic Foreman	1	1	1	1	71,790
4015	Welder Mechanic II	1	1	1	1	43,799
4012	Auto Body Worker Foreman	1	1	1	1	66,704
4011	Automotive Body Worker II	1	1	1	1	57,627
4007	Senior Automotive Mechanic	6	6	6	6	354,676
4008	Fire Equipment Mechanic	1	1	1	1	71,639
4006	Automotive Mechanic	5	5	5	5	260,139
0602	Administrative Assistant	1	1	1	1	44,353
4001	Automotive Mechanic - PT	-	-	-	-	69,836
8888	Overtime	-	-	-	-	15,000
TOTAL		22	22	22	22	\$ 1,433,197

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 1,346,910	\$ 1,416,551	\$ 1,388,621	\$ 1,433,197
2000	Employee Benefits - See Other Cost Dist.	922,066	918,294	992,238	959,115
3190	Other Professional Services	-	-	1,000	1,000
4090	Other Transportation Expense	5,400	5,400	5,400	5,400
4370	Waste Disposal Service	2,566	18,546	11,500	9,000
4410	Rental of Machinery and Equipment	3,762	2,953	4,255	4,255
4450	Lease Equipment	67,925	2,828,237	65,000	65,000
4550	General Liability Insurance	84,260	50,877	49,630	49,404
4620	Repair and Maint. of Office Equipment	83	-	500	500
4630	Repair/Maint. of Machinery & Equipment	6,437	4,487	7,100	7,100
4691	Commercial Garages	140,089	139,538	139,000	139,000
4710	Special Printed Forms	941	472	1,200	1,200
4940	Taxes & License Fees Paid	17,683	18,423	15,000	15,000
4990	Other Miscellaneous Expense	21,137	4,748	4,000	4,000
5100	Office Supplies	5,983	5,507	7,000	7,000
5207	Motor Fuel and Lubricants	1,705,726	1,185,699	1,681,631	1,760,131
5208	Household & Institutional Supplies	-	-	500	500
5209	Protective Clothing	1,343	2,875	4,000	4,000
5213	Purchase/Rental - Employee Uniforms	5,970	9,063	6,000	6,000

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



520 MOTOR POOL FUND
AUTOMOTIVE DEPARTMENT
4700 AUTOMOTIVE DIVISION
 590 INTERNAL SERVICES

EXPENDITURE DETAIL

	2013-2014	2014-2015	2015-2016	2016-2017
	ACTUAL	ACTUAL	BUDGET	BUDGET
5214 Uniform Allowance	-	-	500	500
5215 Small Tools & Minor Equipment	5,512	3,920	15,700	15,700
5216 Motor Equipment Repair Parts	1,152,175	1,082,589	1,050,000	1,050,000
5219 Other Repair & Maintenance Supplies	7,883	9,462	8,000	8,000
5220 Motor Oil and Other Lubricants	36,412	28,485	37,000	37,000
5400 Membership Dues and Subscriptions	1,774	1,528	2,020	2,020
5410 Employee Training	9,235	7,143	10,585	10,585
6300 Improvements Other Than Buildings	-	-	280,000	-
6410 Motor Equipment Replacements in Fleet	1,024,719	3,108,859	4,076,156	3,209,449
6430 Equipment Repair/Replacement	-	13,800	165,100	15,100
6440 Equipment Additions	-	-	500,000	-
6450 Office Equipment Replacement	-	-	800	800
6470 Other Equipment Replacements	-	2,873	-	-
7260 Capital Leases - Interest	72,259	44,458	-	-
TOTAL	\$ 6,648,250	\$ 10,914,787	\$ 10,529,436	\$ 8,819,956

**Action Plan Worksheet
2017**

Action Plan Owner: Eduardo Santamaria, Public Works Director

Action Plan Name: 5.3.1 – Neighborhood Enhancement Program

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 1 – Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.1 – Attain world-class performance levels in overall community satisfaction with City services by 2019
 - Objective 1.2 – Attain world-class performance levels in public safety by 2019
 - Objective 1.3 – Improve mobility throughout the City
 - Objective 1.5 – Enhance our position as a premier destination for arts, culture, dining, and shopping
- Goal 5 – Preserve, celebrate and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history
 - Objective 5.3 – Enhance the pedestrian experience, safety, and connectivity in the City through improved lighting, crosswalks, sidewalks, and way finding
- Goal 6 – Provide exceptional services that enhance local and global environmental quality, enrich our local economy, and strengthen the health and well-being of our current and future residents, businesses, and visitors.
 - Objective 6.6 – Increase mobility options to the community

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By when	How will it be evident
Receive approval of sidewalk and lighting plan from commission	X	Commission approval
Advertise bike RFQ	March 1 2016	RFP issued
Apply for TAP funding for sidewalk program	March 2016	Funding request submitted
Develop community forms	March 2016	Meeting minutes
Write Lighting RFP	March 2016	RFP approved
Issue Lighting RFP	June 2016	RFP issued
Conduct Community meetings for transportation plan	May 2016	Meeting minutes
Recruit for retiring Construction Manager position	June 2016	Position advertised

KEY tasks that must be accomplished, deliverables, and measures of success – (Continued)

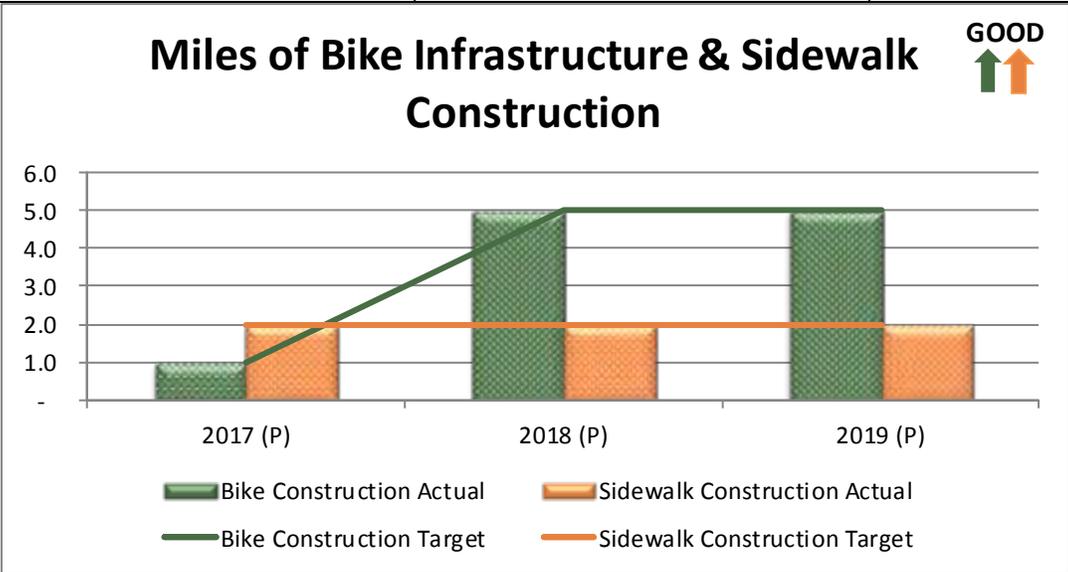
What must be done	By when	How will it be evident
Award bike RFQ	July 2016	Contract issued
Conduct Community meetings	September 2016	Meeting minutes
Engage members of the bike community	September 2016	Meeting minutes
Hire replacement for retiring Construction Manager position	September 2016	Position filled
Appropriate funds for sidewalks	October 2016	Funds are budgeted
Appropriate funds for lighting	October 2016	Funds are budgeted
Appropriate funds for crosswalks	October 2016	Funds are budgeted
Purchase signs for crosswalks	December 2016	Signs available
Complete Transportation Plan	February 2017	Plan approved by City Manager
Develop bike plans	July 2017	Plan approved by City Manager
Recruit and hire construction manager (or contractor)	October 2017	Position filled, or contract awarded
Advertise Bike Construction Contract	December 2017	Contract announced
Convert 583 streetlights to LED	December, 2017	Project completion report
Install crosswalk signage	December, 2017	Project completion report
Implement traffic calming plans - 1 per year	October 2019	Project completion report
Build 6 miles of new sidewalks	December, 2019	Project completion report
Construct 11 miles of bike routes	December, 2019	Project completion report
Install new neighborhood lighting	December, 2019	Project completion report

Resource requirements (what do we need to succeed?)

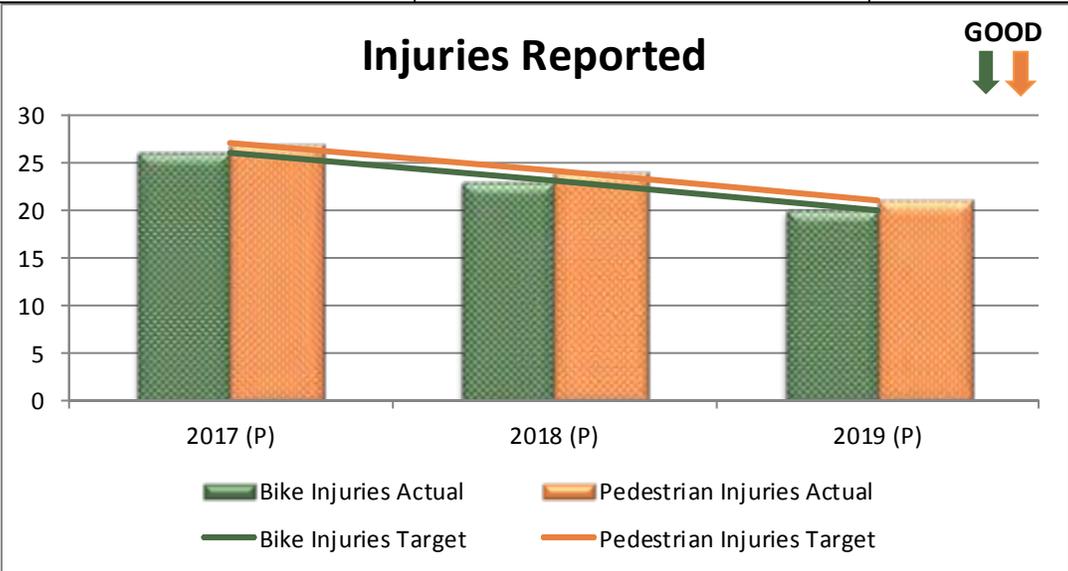
- \$5,452,492 funding (breakout by project is included below in financial impact section)
- \$240,000 for 2018-2019 Additional Construction manager (FTE or contractor)

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

Measure	Target	Date
New sidewalk construction	2 miles	2017
	2 miles	2018
	2 miles	2019
New bike route construction	1 mile	2017
	5 miles	2018
	5 miles	2019

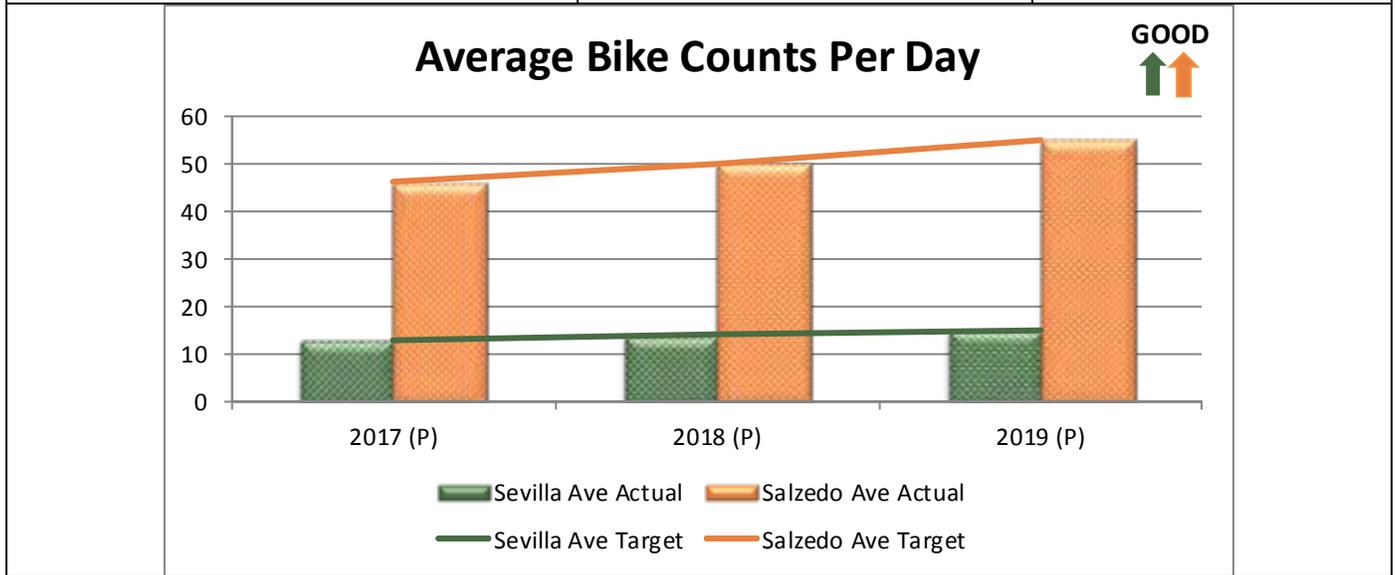


Bike injuries (2011-2014 average baseline)	26	2017
	23	2018
	20	2019
Pedestrian injuries (2011-2014 average baseline)	27	2017
	24	2018
	21	2019



Significant Short- & Longer-term measures of success, targets and / or time horizons – (Continued)

Measure	Target	Date
Bike Counts Sevilla Ave, Bike Counts Salzedo Ave	13, 46	2017
	14, 50	2018
	15, 55	2019



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

Measure	Target	Date
Pedestrian satisfaction with the walking experience (2016 baseline)	Baseline + 10 percentage points	2017
	Baseline + 20 percentage points	2018
	Baseline + 25 percentage points	2019

Frequency & venue of review

- Quarterly with City Manager

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

Stakeholder Group	Potential positive impact	Potential negative impact
Residents (Bike riders)	Improved health through increased physical activity and mobility	May not embrace construction in right of way
Residents and visitors (Crosswalks)	Safer pedestrian crossings	May not like aesthetics
Residents (traffic calming)	Will feel safer on their streets	May not like slowing down
Residents and visitors (sidewalks)	Will feel safer on their streets. Improved health through increased, physical activity and mobility	May not embrace construction in the right of way
Residents (lighting)	Will feel safer in their neighborhood; promote physical activity after dark.	None

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

Quality of life investments are not necessarily easily quantifiable.

- + Undetermined financial benefit from possible lowered insurance premiums due to increase in safety. Communities with traffic calming programs can reduce automobile crashes with pedestrians' injuries up to 15%.
 - 2017-2019 LED Light conversion - \$304,000/yr. Conversion of 583 LED lights has a negative ROI of -31% but decreases GHG emissions.
 - 2017-2019 \$150,000/yr. to fund "state law, yield to pedestrians in crosswalk" signage and crosswalk striping of 50% of all crosswalks in the City in an effort to raise awareness.
 - 2017-2019 Sidewalk funding - \$400,000/yr.
 - 2018 Bike route construction \$1,058,340
 - 2018-2019 \$120,000 (max, including benefits) Additional Construction manager (FTE or contractor)
 - 2018-2019 New neighborhood lights \$250,000/yr.
 - 2019 Bike route construction \$1,082,152
-
- This assumes existing traffic calming and bike infrastructure funding remains the same as in previous years.

**Action Plan Worksheet
2017**

Action Plan Owner: Ralph Rodriguez, Facilities Maintenance Director

Action Plan Name: 6.1.1 – Optimize Energy and Water Efficiency at City Facilities

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 6 – Provide exceptional services that enhance local and global environmental quality, enrich our local economy, and strengthen the health and well-being of our current and future residents, businesses, and visitors.
 - Objective 6.1 - Reduce the City’s electricity use 15% below 2013 levels by 2019
 - Objective 6.2 - Reduce the City’s water use 8% below 2013 levels by 2019 in City buildings, parks, and irrigation

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Evaluate major building systems starting with the Maintenance Facility at Public Works (HVAC, lighting, building automation, water heating and building envelope) using design reviews, energy audits or retro-commissioning (RCx) techniques for opportunities to implement cost-effective retrofits that reduce energy consumption.	Ongoing but completion expected by the end of 2019	Evaluations completed
Conduct a 3-month pilot project at FAC Building 7. The pilot project would entail installing a sub-meter; conducting an in-house energy assessment; identifying low-cost / no-cost energy conservation measures, including, but not limited to: LED lighting, lighting controls (e.g. occupancy sensors), removal of portable heaters, automatic door closers, blinds, etc.); implementing identified measures; and conducting post-measurement measurement and verification after a 12-month period.	First Quarter of 2017	Assessment complete – lessons learned shared as appropriate
Conduct Energy Audits at City Facilities starting with the Public Works Maintenance Facility	First Quarter of 2017	Full Report and Analysis submitted to City Manager
Utilize software tools to manage the city's utility bills on a monthly basis, including auditing bills, benchmarking facility performance, tracking the results of energy savings projects, analyze trends and report on performance.	First Quarter of 2017	Reports submitted to City Manager

KEY tasks that must be accomplished, deliverables, and measures of success - (Continued)

What must be done	By When	How will it be evident
Install digital building automation controls at the City's largest buildings.	Ongoing but completion expected by the end of 2019	Controls installed, progress report submitted to City Manager
Upgrade flow and flush fixtures in City Facilities	Ongoing but completion expected by the end of 2019	Progress report submitted to City Manager
Install LED Lighting in Parking Garages 2 & 6 working with the Parking Department.	Start of FY 2018	Progress report submitted to City Manager
Utilize renewable energy where deemed appropriate depending on CIP budgets (Solar Thermal- Fire Stations (Station 2 completed during renovation and Station 3 would be a retrofit) & Installation of a Solar Photovoltaic System at the Youth Center (during roof repair)	End of FY 2019 for Solar Thermal at Stations 2 and 3. Station 1 would be completed during construction of new Public Safety Building Solar PV System will be evaluated as part of the ongoing project to design a major renovation of the facility	Progress report submitted to City Manager

Resource requirements (what do we need to succeed?)

- Staff time to conduct studies and additional funding to complete energy and water retrofits. Please see costs outlined below.
 1. Increase Building Efficiency (Project E1 in Sustainability Master Plan Project Forms)

Costs

 - a. Professional Services: Design Review- \$15,000 (2016)
 - b. Professional Services: Energy Audits- \$66,000 (2017)
 - c. Design Building Retrofits- \$25,800 (2017)
 - d. Construct Building Retrofits- \$50,500 (2016) and \$232,200 (2017)
 2. Parking Garage LED Lighting PG 2 and PG 6 (Project E2 in Sustainability Master Plan Project Forms)

Costs

 - a. Design Engineer and Permit Lighting- \$45,000 (2018)
 - b. Install Lighting- \$403,000 (2018)
 3. Solar Thermal Systems- Fire Stations 1, 2, and 3 (Project E4 in Sustainability Master Plan Project Forms)

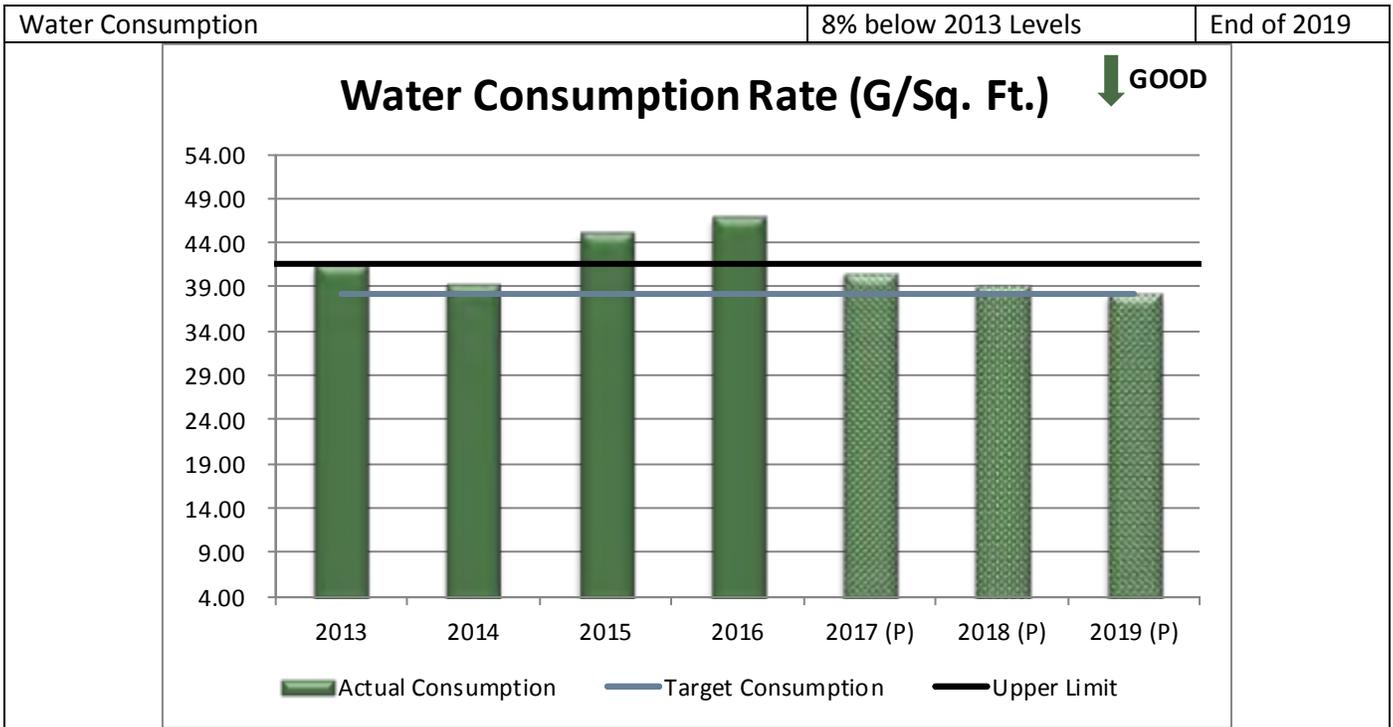
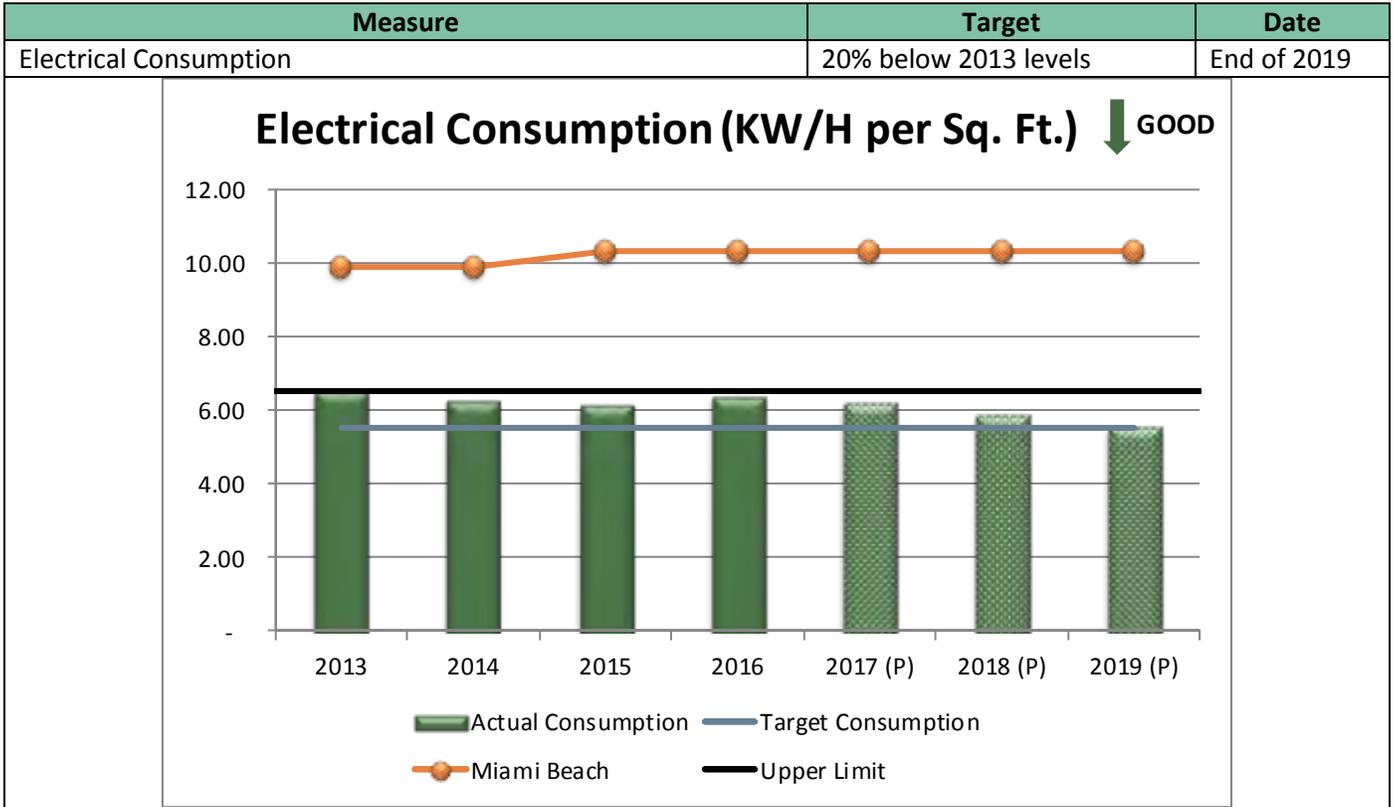
Costs

 - a. Obtain design services for solar thermal systems- \$4,667 (2018) Station 2 and 3
 - b. Construct Systems - \$42,000 (\$21,000 per system) Stations 2 and 3 (2018)

Resource requirements (what do we need to succeed?) – (Continued)

- c. Install replacement fixtures and/or upgrade existing-
 - o \$10,260 (2016)
 - o \$10,491 (2017)
 - o \$10,727 (2018)
 - o \$10,968 (2019)
- 4. Flow Fixtures (Project W1 in Sustainability Master Plan Project Forms)
Costs
 - d. Professional Services Design Review- \$0
 - a. Professional Services: Water Audits- \$0
 - b. Design/ Specify replacement fixtures - \$112 (2016) and \$557 (2017)
 - c. Install replacement fixtures and/or upgrade existing- \$3,627 (2016) and \$8,073 (2017)
- 5. Utility Management and Control (Project E6 in Sustainability Master Plan Project Forms)
Costs
 - a. Professional Software Services- \$55,000 (2016)
 - b. Software Licensing - \$5,000 per year (2018)
 - c. Professional Building Automation Services
- 6. Photovoltaic System (Project E5 in Sustainability Master Plan Project Forms)
Costs
 - a. Professional Services –design solar PV system Services- \$47,000 (2017)
 - b. Installation of Solar PV System - \$425,000 (2019)
- 7. Flush Fixtures (Project W3 in Sustainability Master Plan Project Forms)
Costs
 - a. Professional Services Design Review- \$0
 - b. Professional Services: Water Audits- \$0
 - c. Design/ Specify replacement fixtures –
 - o \$1,140 (2016)
 - o \$1,166 (2017)
 - o \$1,192 (2018)
 - o \$1,246 (2019)

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



Frequency & venue of review

- Quarterly reports to the City Manager
- Annual overall report on progress and performance

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

Stakeholder Group	Potential positive impact	Potential negative impact
All City Facilities	Lower Water and Electric Consumption	None
City Commission	Decreased cost means increased levels of funding available for other projects/programs	None

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

- + The overall return on investment on the project portfolio (10-year projects) is positive with a Net Present Value of \$1,912,000. See separate project analysis on the following pages.

**Action Plan Worksheet
2017**

Action Plan Owner: Brook Dannemiller, Landscape Services Director

Action Plan Name: 6.2.2 – Optimize Irrigation Water Use

Strategic plan alignment:

- Goal 6 - Provide exceptional services that enhance local and global environmental quality, enrich our local economy, and strengthen the health and well-being of our current and future residents, businesses, and visitors.
 - Objective 6.2 - Reduce the City’s water use 8% below 2013 levels by 2019 in City buildings, parks, and irrigation

KEY tasks that must be accomplished, deliverables, and measures of success

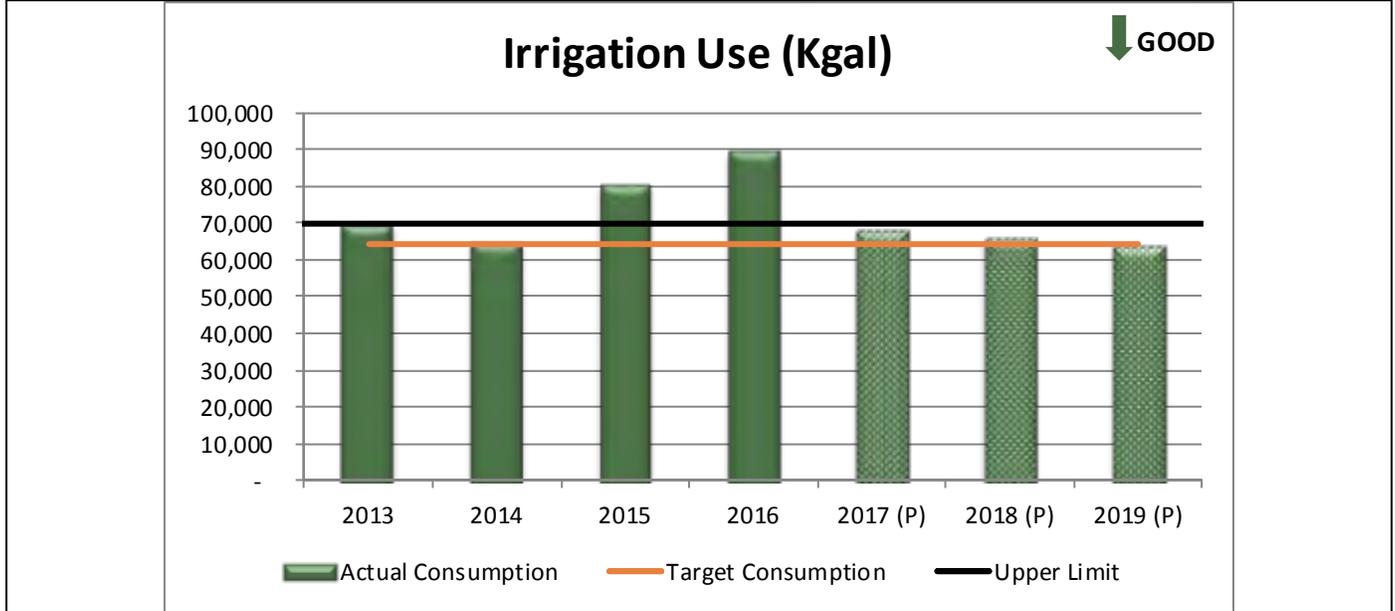
What must be done	By When	How will it be evident
Upgrade Existing Irrigation Systems with Smart Controllers with Flow Sensors that use weather and/or sensor-based irrigation controls.	Ongoing through FY19	Project completion report
Convert sprinklers to drip irrigation and/or use more efficient sprinkler heads.	Ongoing through FY19	Project completion report
Conduct study to determine cost effectiveness of using rain water harvesting for Youth Center Athletic Field Irrigation	May 2016	Study completed
Identify Irrigation Systems that can use non-potable water (wells).	FY18	Assessment completed

Resource requirements (what do we need to succeed?)

- \$450,000 in FY17-18 to procure and install higher-efficiency equipment to replace existing equipment for all of the City's 125 irrigation systems. Potential rebates of \$142,500 Implementation costs are estimated at \$3,600 installed, per system on average. The preferred alternative to this is to add a maintenance irrigation worker and provide \$35,000 per year in materials/contracted services.
- \$6,135 funds in FY17-18 for consultant to conduct rain water harvesting study

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

Measure	Target	Date
Water consumption	Save 12% of water use in 15 accounts associated with irrigation, vs. 2013 baseline usage. (20% in 5-years)	FY17-FY19



Frequency & venue of review

- Upon Receipt of Quarterly Water Bills
- Quarterly report via a memo to City Manager

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

Stakeholder Group	Potential positive impact	Potential negative impact
Public Works	Reduced Maintenance Cost and Reduced Water Consumption	Ongoing cost of cell phone cards for smart controllers.

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

- + Estimated savings of \$761,000 based on avoided water charges, estimated at \$5.06 per thousand gallons (kgal) saved, projected to increase by 2.25% on average based on the CBO's Economic Projections for 2015 - 2025 for the Consumer Price Index. The project is expected to be completed over five years, with 40% of the expenditure and savings in Year 1, 25% in Year 2, 15% in Year 3 and 10% in Years 4 and 5.

- \$450,000 to procure and install higher-efficiency equipment to replace existing equipment for all of the City's 125 irrigation systems. Implementation costs are estimated at \$3,600 installed, per system on average. The preferred alternative to this is to add a maintenance irrigation worker and provide \$35,000 per year in materials/contracted services.

- \$30 per month per system for the cost of cell phone cards for smart controllers. Totals \$50,000 per year for all 125 irrigation systems

- \$6,135 funds for consultant to conduct rain water harvesting study

**Action Plan Worksheet
2017**

Action Plan Owner: Eduardo Santamaria, Public Works Director

Action Plan Name: 6.3.1b – Waste Diversion Option 2

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 6 – Provide exceptional services that enhance local and global environmental quality, enrich our local economy, and strengthen the health and well-being of our current and future residents, businesses, and visitors.
 - Objective 6.3 – Meet 60% of the waste diversion goal of 75% by 2019 (20,336 tons diverted from landfill)

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By when	How will it be evident
Appropriate funding	October, 2017	Funding available
Market recycling	January, 2018	Annual marketing campaign launched
Implement improved recycling operation to include 65 gallon containers, retrofit garbage trucks, and replacement of existing non compacting collection vehicle with more efficient rear load compacting vehicle.	July, 2018	Equipment procured and ready for deployment.
Divert more recyclables from the landfill	December, 2018	Increased recyclable tonnage
Divert 21.3% (7,037) tons of trash from the landfill.	April, 2018	Tipping fee receipts; increased diversion tonnage
Appropriate funding	October, 2018	Funding available
Market recycling	January, 2019	Annual marketing campaign launched
Complete rollout of new recycle bins and collection equipment.	July, 2019	Equipment procured and ready for deployment.
Divert more recyclables from the landfill	December, 2019	Increased recyclable tonnage
Divert 42.6% (7,037) additional tons of trash from the landfill	December, 2019	Tipping fee receipts; increased diversion tonnage

Resource requirements (what do we need to succeed?)

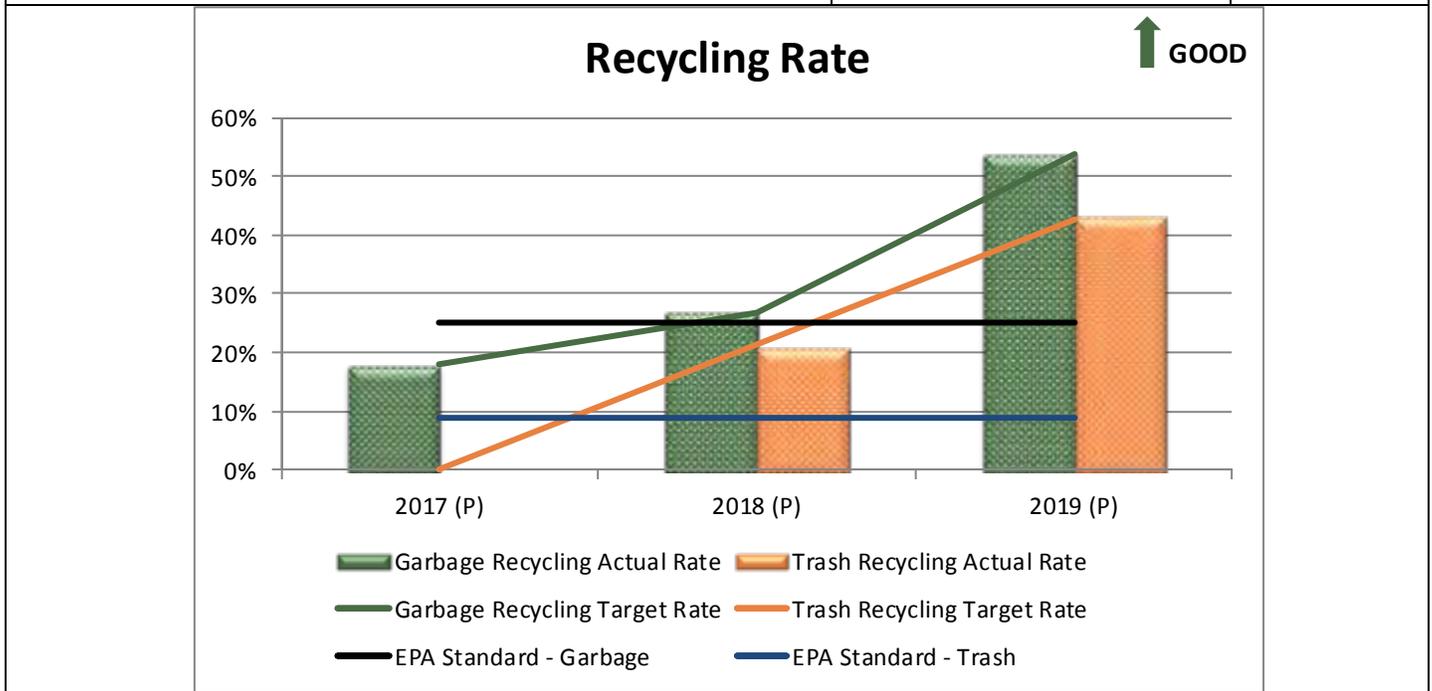
- Recycling funding:
 - 2018 – \$250,898 to provide 5,576 new 65-gallon Mobile Recycling Containers with lids for residents
 - 2018 – \$180,000 compacting rear load collection vehicle (may be included in annual vehicle replacement program); \$6,696 rear loader retrofits for two existing garbage trucks.
 - 2019 –\$250,898 to provide 5,576 new 65-gallon Mobile Recycling Containers with lids for residents

Resource requirements (what do we need to succeed?) - Continued

- 2019 - \$180,000 compacting rear load collection vehicle (may be included in annual vehicle replacement program); \$6,696 rear loader retrofits for two existing garbage trucks.
- Trash funding
 - 2018 \$280,776 to divert 21.3% (7,037) tons of trash from the landfill to “waste to energy” or composting facility
 - 2019 \$294,850 to divert an additional 42.6% (7,037) tons of trash from the landfill to “waste to energy” or composting facility

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

Measure	Target	Date
Tonnage of recycling	6,262	2019
Tonnage of trash diverted to energy facility	14,074	2019
Diversion rate	45% of all residential waste	2019



Frequency & venue of review

- Quarterly with City Manager
- Monthly – operations team, disposal facilities, recycling vendor

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

Stakeholder Group	Potential positive impact	Potential negative impact
Residents (recycling)	Increased satisfaction with City services for being good for the environment and decreased tipping fees	Averse to change
Residents (trash diversion)	Decreased GHG, decreased landfill use	Significant cost increase

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

- The estimated project cost requirement is \$875,188 over two years to change recycling operations.
- The City will incur \$575,626 in new tipping fees over two years by sending trash to the waste to energy or compost facility
- The total cost is \$1,450,814 over two years
- Based on current and projected recycling processing and waste disposal fees, estimate \$40/ton savings for recycling vs. waste disposal

**Action Plan Worksheet
2017**

Action Plan Owner: Steven Riley, Automotive Director

Action Plan Name: 6.4.1 Optimize Fuel Consumption

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 6 – Provide exceptional services that enhance local and global environmental quality, enrich our local economy, and strengthen the health and well-being of our current and future residents, businesses, and visitors.
 - Objective 6.4 – Reduce the City’s gasoline and diesel fuel use 2% below 2013 levels by 2019

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Identify fuel-inefficient vehicles scheduled for replacement and replace them with higher-efficiency models available via current State & Local Florida contracts, such as the Toyota Yaris or Nissan Versa. In order to preserve the plan rate of fleet replacement and account for planned purchase of electric vehicles, 0 vehicles are replaced in 2016, 1 in 2017, 11 in 2018, 11 in 2019	Ongoing (End of FY 2019)	New vehicles purchased according to schedule
Remove underutilized LDVs where operationally feasible	Ongoing (End of FY 2019)	LDVs no longer in service
Develop an annual procurement and operations & maintenance plan to replace 20 vehicles in 2016 and 10 vehicles in 2017 with Electric Vehicles.	End of FY 2017	Plan approved
Select and procure the most appropriate EVSE for charging the vehicles. Purchasing vs. leasing the vehicles will be evaluated and a determination regarding the most favorable method will be made.	End of FY 2017	EVSE procured and deployed appropriately

Resource requirements (what do we need to succeed?)

- Continued allocation of funding to the vehicle replacement program.

Measure	Target	Date
Fuel Consumption	2% below 2013 levels	End of 2019

Frequency & venue of review

- Once a year, report all relative changes to the fleet & fuel usage to the Public Works Director.
- Annual updates to the City Manager via a memo or at a select staff meeting

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

Stakeholder Group	Potential positive impact	Potential negative impact
City staff that drives City Vehicles	More Fuel Efficient Vehicles	None
City Fleet Budget	Reduced Maintenance	Increased cost for Electric Vehicles

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

1. Fuel Economy (Project F1 in Sustainability Master Plan Project Forms)

Costs

- a. Increased Savings of Vehicles Relative to Standard-
 - o \$1,000 (2017)
 - o \$16,000 (2018)
 - o \$16,000 (2019)

Benefits (Avoided Fleet Cost per Mile Expenditures)

- o 2017- \$1,000
- o 2018- \$5,000
- o 2019- \$11,000

Return on Investment over the 10-year project is 348% and a \$196,000 Net Present Value.

2. Fleet Size (Project F2 in Sustainability Master Plan Project Forms)

Costs

- a) Remove underutilized vehicles- \$0

Benefits (Avoided Fleet Cost Per Mile Expenditures)

- o 2016- \$1,000
- o 2017- \$2,000
- o 2018- \$2,000
- o 2019- \$2,000

Return on Investment over the 10-year project is Infinite and a \$17,000 Net Present Value.

3. Electric Vehicles and Infrastructure (Project F3 in Sustainability Master Plan Project Forms)

Costs

- a) Procure Electric Vehicles-
 - o \$71,000 (2016)
 - o \$149,000 (2017)
- b) Procure Electric Vehicle Charging Stations
 - o \$46,000 (2016)
 - o \$21,000 (2017)

Benefits (Fuel Cost per Mile Savings from Electric Vehicles)

- o 2016- \$25,000
- o 2017- \$35,000
- o 2018- \$36,000
- o 2019- \$37,000

Return on Investment over the 10-year project is 187% and an \$118,000 Net Present Value.

**Action Plan Worksheet
2017**

Action Plan Owner: Matthew Anderson, Administrative Analyst/Environmental Specialist

Action Plan Name: 6.5.1 – Increase Sustainability Outreach and Employee Training

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 6 - Provide exceptional services that enhance local and global environmental quality, enrich our local economy, and strengthen the health and well-being of our current and future residents, businesses, and visitors.
 - Objective 6.5 - Increase outreach and education efforts with City employees and the community to enhance sustainability
- Goal 2 - To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.
 - Objective 2.3 - Develop and implement a comprehensive staff development program by 2019 to ensure appropriate workforce training, opportunities, & leadership skills
- Goal 4 - Optimize City processes and operations to provide cost-effective services that efficiently utilize City resources.
 - Objective 4.1 - Improve customer satisfaction with City communications to 75% by 2019

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Develop training material with the CLEO Institute. Training would be a 2 hour class in person or 1 hour class online. Would require 1,900 staff time hours if training is done in person and 950 hours if training is web based.	End of FY 2017	Class material will be available online and sessions will be scheduled.
Train all 829 full-time budgeted positions, 121 regular part time employees, and all new hires. The program can also be eventually expanded externally to residents interested in sustainability and the city's sustainability efforts.	Have all current employees trained by end of FY 2018. New Employee training would be once a year	Have all employees complete the course

KEY tasks that must be accomplished, deliverables, and measures of success - (Continued)

What must be done	By When	How will it be evident
Develop branding of Seal of Sustainability program that identifies and highlights the City's qualifying green programs, initiatives and projects under a single brand. It also allows staff access to a clearinghouse of information (cost, benefits, etc.) on sustainability projects. Share the approval form (once developed) with all department directors, the city clerk and city manager's office.	Have program started by Jan 2017 Continuously reviewing new projects	Have all marketing materials completed and shared with staff
Place the seal on any marketing materials/website of approved sustainability projects, bumper stickers for electric/alternative fuel vehicles in the city fleet, highlight in internal and external articles, work with city clerk's office and department directors to use seal on agenda items, and add to a webpage dedicated to sharing information on all completed and upcoming sustainability projects	Place the Seal on any material of completed projects by the end of FY 2017	Branding for Sustainability will be evident on City Vehicles, website, City communications, etc.

Resource requirements (what do we need to succeed?)

- Staff Support:
 - If decision is made to record the training and make it available on the web would need approximately 80 hours of staff support from IT and the Coral Gables TV Staff to record, edit and post video on the City Internal and External Website
 - 80 hours to develop training materials working with the CLEO Institute
 - Would require 1,900 (2 hours per employee) of staff time hours if training is done in person and 950 (1 hour per employee) if training is web based.
- Funding
 - Training - \$2,295 annually in funding
 - Seal of Sustainability collateral cost would be \$2,000 per year in FY17-18

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

Measure	Target	Date
Employees trained	100%	End of FY2018
Approve completed Seal of Sustainability Projects	100%	End of FY2017

Frequency & venue of review

- Once caught up on approving past completed projects, staff to review the new projects that have a Sustainability component as they are completed
- Quarterly updates to the City Manager via a memo or at a select staff meeting
- Provide overview with results to the City Commission once all current employees have been trained. .

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

Stakeholder Group	Potential positive impact	Potential negative impact
City Staff	Increase sustainability education/outreach	Staff time to complete training
Residents, Businesses, Visitors	Increase sustainability education/outreach	N/A

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

1. Employee Sustainability Training (Project O1 in Sustainability Master Plan Project Forms)
 - a. Cost
 - i. Develop class (content, structure, etc.)- \$0
 - ii. Begin training current employees- \$20 per employee
 - o \$9,500 (2017)
 - o \$9,500 (2018)
 - iii. Continue ongoing training to employees (\$2,000 per year going forward)
 - b. Benefits
 - i. Annual avoided utility expenditure via increased awareness
 - o \$4,000 per year going forward

Over the 10 year life of the project the Employee Sustainability Training has a 17% Return on Investment with a \$4,000 Net Present Value

2. Employee Sustainability Training (Project O2 in Sustainability Master Plan Project Forms)
 - a. Cost
 - i. Project Administration and Collateral
 - o \$2,000 (2016)
 - o \$2,091 (2017)
 - o \$2,138 (2018)
 - o \$2,186 (2019)
 - b. Benefits
 - ii. Annual avoided utility expenditure via increased awareness
 - o \$2,100 per year going forward

Over the 10 year life of the project the Seal of Sustainability Project has a 0% Return on Investment with a \$0 Net Present Value

**Action Plan Worksheet
2017**

Action Plan Owner: Jorge Acevedo, Utility Director

Action Plan Name: 6.7.1 – Vulnerability and Risk Assessment

Strategic plan alignment

- Goal 6 - Provide exceptional services that enhance local and global environmental quality, enrich our local economy, and strengthen the health and well-being of our current and future residents, businesses, and visitors.
 - Objective 6.7 - Develop contingency plans and resources to address potential environmental changes such as sea level rise
The objective of this plan is to identify, analyze and prioritize risks to City of Coral Gables buildings, infrastructure, tree cover, habitat and connectivity related to flooding and extreme temperatures that are being exacerbated by climate change and to identify options to mitigate and adapt to identified risks.

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By when	How will it be evident
Collecting available data (e.g. elevation certificates; elevation data; mapping resources, including City GIS, Miami-Dade County WASD data, FEMA data, real estate data, etc.); developing a GIS model of inundation scenarios for buildings, infrastructure, habitats and connections to key services and resources	Ongoing through FY16	By-annual report
Identifying, assessing and prioritizing risks based on data analysis	Ongoing through FY16	By-annual report
Planning effort, potential adaptation (and mitigation) measures will be identified and screened via criteria including but not limited to feasibility, cost, social and environmental factors.	Ongoing through FY17	By-annual report
Engagement with stakeholders by public notifications and meetings under the City’s Outreach program	Ongoing through FY17	By-annual report
Developing preliminary recommendations for risk mitigation / adaptation; assessing recommendations and developing a implementation strategies	Ongoing through FY17	By-annual report

Resource requirements (what do we need to succeed?)

- The cost of a vulnerability assessment and adaptation plan is estimated at \$200,000.
- The cost of the adaptation plan is not estimated yet.
- 145 City staff hours to conduct studies

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

Measure	Target	Date
identification of risks,	100%	December 2016
analysis of risks	100%	December 2016
prioritization of risks	100%	December 2017
planning to mitigate or adapt to vulnerabilities	100%	December 2018

Frequency & venue of review

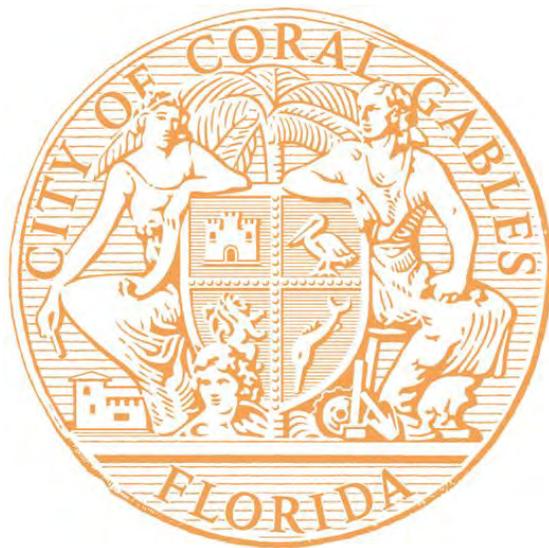
- Quarterly update to City Manager at Quarterly meeting

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

Stakeholder Group	Potential positive impact	Potential negative impact
Public Works/ City of Coral Gables	Planning effort to prepare for near-term events (e.g. storms) and mitigate / adapt to long-term changes in climate (e.g. sea level rise).	City resources expended in this effort will not be available to support other projects.
City of Coral Gables Residents	Reductions in risk exposure may be reflected in lower insurance premiums	City resources expended in this effort will not be available to support other projects.
Insurance Companies	Identify potential new customers	None

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

Benefits, while difficult to quantify, include reduced risk exposure. Reductions in risk exposure may be reflected in lower insurance premiums for the City's businesses and residents via a change in the City's rating in the FEMA Community Rating System (CRS). Currently, CRS considers improved elevation data, sea level rise modeling and adaptation projects and policies in its assessment of communities.

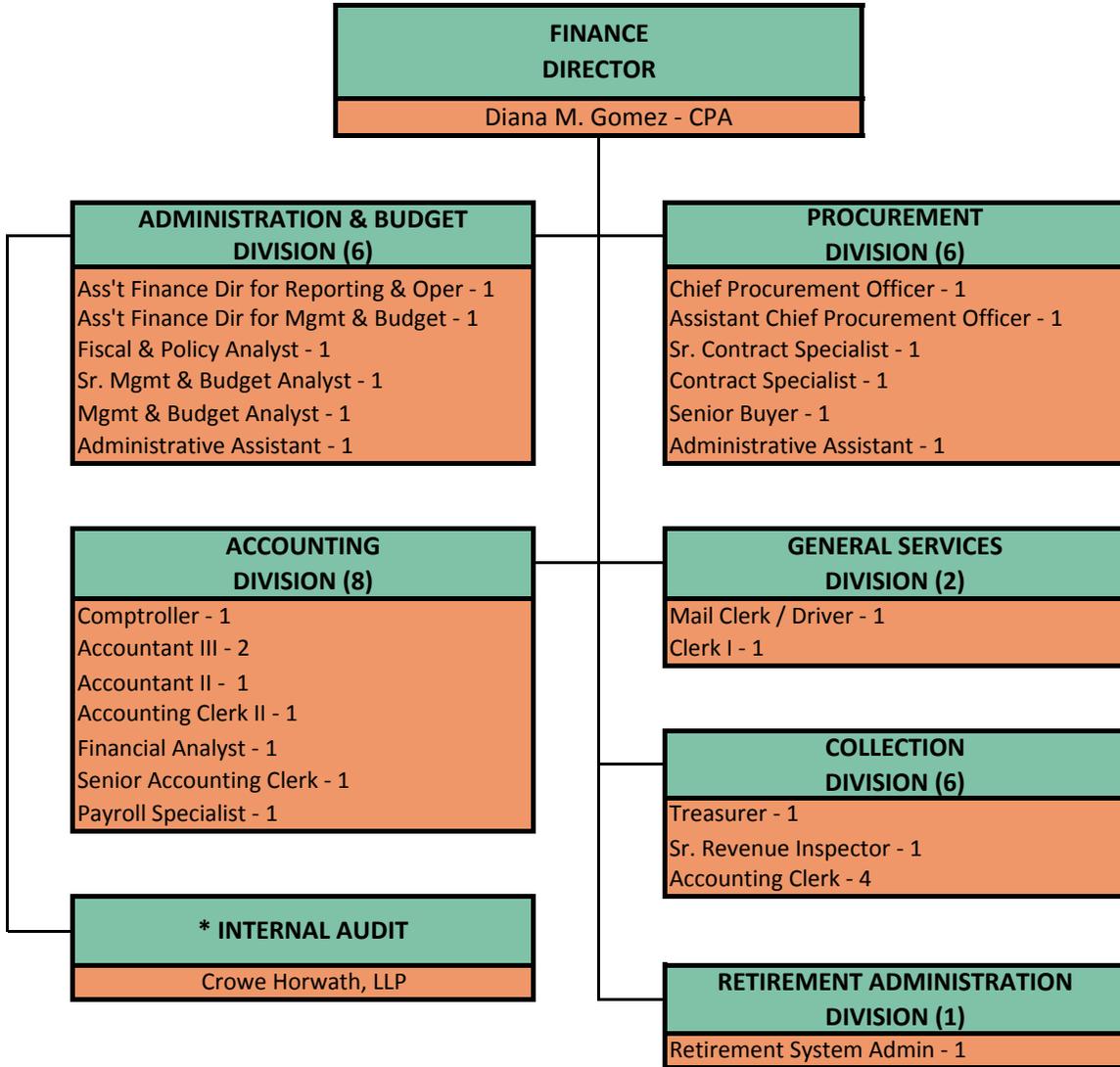


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**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**

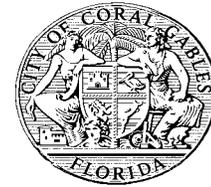
FINANCE

ORGANIZATION CHART



** The management of the Internal Audit Division is independent of the Finance Department. The Division is directly supervised by the Assistant Finance Director for Management and Budget with a dotted line reporting relationship to the City Manager*

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**

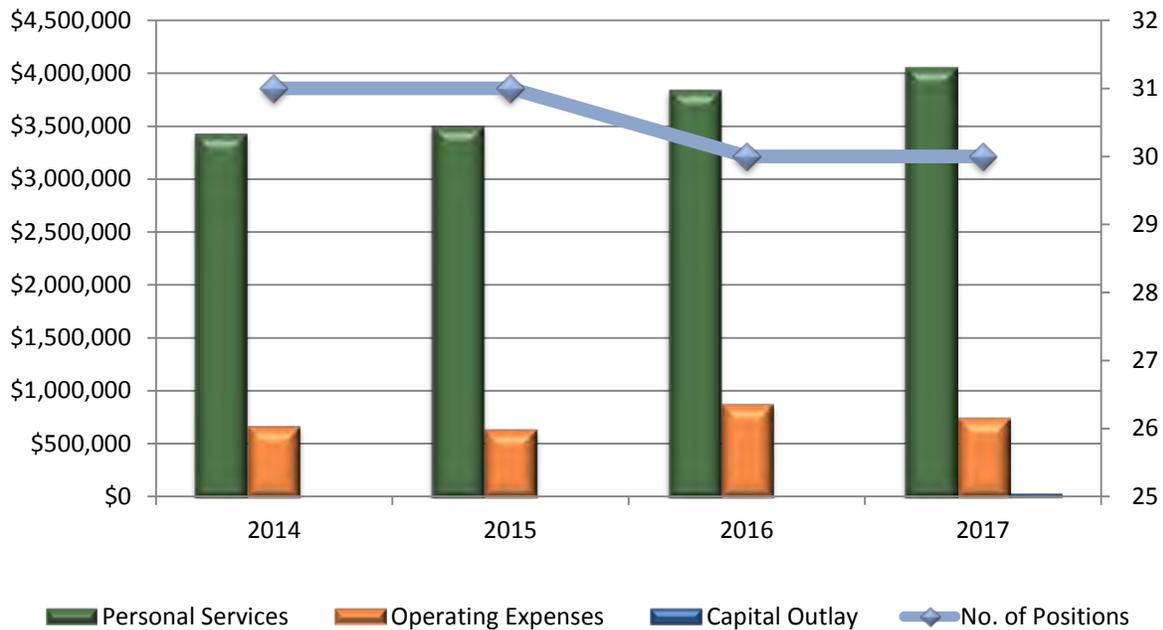


**FINANCE DEPARTMENT
BUDGET AND POSITION SUMMARY**

	<u>2013-2014 ACTUAL</u>	<u>2014-2015 ACTUAL</u>	<u>2015-2016 BUDGET</u>	<u>2016-2017 BUDGET</u>
Personal Services	3,424,464	3,499,140	3,838,054	4,052,134
Operating Expenses	665,616	636,947	873,251	744,786
Capital Outlay	-	3,377	3,800	28,000
TOTALS	4,090,080	4,139,464	4,715,105	4,824,920

No. of Positions	31	31	30	30
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EXPENDITURE/PERSONNEL COMPARISONS



FISCAL YEAR 2016 MAJOR ACCOMPLISHMENTS

- ✓ **Attained AAA Bond Rating from Moody's and Standard & Poors.**
- ✓ **Successfully issued approximately \$23M in publically offered bonds for the Miracle Mile and Giralda Streetscape Project with a fixed rate of 2.94% and a maturity of 22 years. The last time the City issued publically offered debt was in 2004.**
- ✓ **Developed a new 3-year citywide strategic management plan aimed at making Coral Gables "A World Class City with a Home Town Feel".**

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

FINANCE

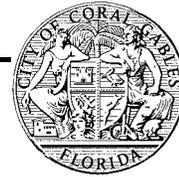
INDICATOR:	FY15			FY16		FY17
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Complete the yearly annual financial audit and issue the Comprehensive Annual Financial Report (CAFR) by no later than March of the following year	Complete by March 18, 2016	Done		Complete by March 17, 2017	TBD	Complete by March 16, 2018
Receive a "No Audit Findings" report from external auditors	Receive by March 2016	Received		Receive by March 2017	TBD	Receive by March 2017
Complete and issue the Quarterly Financial Reports no later than 15 days after end of each quarter	100%	100%		100%	50%	100%
Percentage of employees with direct deposit account	95%	93%		97%	93%	97%
Distribute payroll notices electronically	25%	-		75%	0%	25%
EPayable rebate from SunTrust	60,000	66,715		80,000	TBD	80,000
Increase vendor enrollment in the Suntrust Epayable System	45	47		55	47	60
Increase in accounts payable vendor invoices paid by wire/ACH	3,750	4,399		4,500	3,022	5,250
Increase in accounts payable vendor invoices paid by credit card	750	830		1,000	383	1,000
Decrease in accounts payable vendor invoices paid by check	16,000	16,851		14,500	9,240	12,500
Percentage of accounts with over 90 days old to total A/R	10%	99%		10%	74%	25%
General Obligation Bonds Ratings	AA+ (S&P); Aa (Moody's)	AA+ (S&P); Aaa (Moody's)		AAA (S&P); Aaa (Moody's)	AAA (S&P); Aaa (Moody's)	AAA (S&P); Aaa (Moody's)
General Fund Unassigned Fund Balance as % of the City's adopted operating and debt service expenditures budget (Rainy-day Fund)	25%	25%		25%	TBD	25%
Average number of business days from date of advertising a formal solicitation (IFB/RFP/RFQ) to award by Commission	60 business days	53 business days		60 business days	65 business days	60 business days
Percentage of Uncontested Formal Solicitations	100%	95%		100%	100%	100%

Legend

- Target met or exceeded
- Target nearly met
- Target not met



**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
FINANCE DEPARTMENT
3010 ADMINISTRATION & BUDGET DIVISION
 513 FINANCIAL & ADMINISTRATIVE

PERSONNEL SCHEDULE

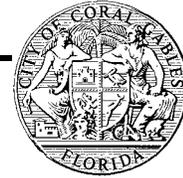
NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
0341	Finance Director	1	1	1	1	\$ 146,223
0349	Assistant Finance Dir for Reporting & Oper	2	2	1	1	119,058
0343	Assistant Finance Dir for Mgmt & Budget	1	1	1	1	132,633
0344	Fiscal & Policy Analyst	1	1	1	1	-
0346	Sr. Management & Budget Analyst	1	1	1	1	81,418
0338	Management & Budget Analyst	1	1	1	1	65,501
0055	Grants Administrator	1	1	-	-	-
0602	Administrative Assistant	1	1	1	1	56,518
9002	Part-time Employees	-	-	-	-	49,764
TOTAL		9	9	7	7	\$ 651,115

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 708,268	\$ 712,896	\$ 683,640	\$ 651,115
2000	Employee Benefits - See Other Cost Dist.	424,493	443,185	481,794	372,849
3191	Financial Advisor	-	-	15,000	17,000
3192	Professional Grant Service	-	-	50,000	50,000
4010	Travel Expense	-	26	-	-
4090	Other Transportation Expense	16,228	16,219	16,200	16,200
4420	Public Facilities Cost - See Other Cost Dist.	42,363	44,265	49,696	55,977
4430	Rental of Land and Buildings	-	-	100,000	-
4550	General Liability Insurance	27,737	33,579	28,544	22,445
4620	Repair and Maint. of Office Equipment	-	210	300	300
4720	Printing & Binding	6,425	6,377	6,800	6,800
4990	Other Miscellaneous Expense	25	356	200	200
5100	Office Supplies	5,072	3,528	8,000	4,556
5400	Membership Dues and Subscriptions	3,765	3,398	4,000	4,000
5410	Employee Training	4,820	940	8,256	9,700
6430	Equipment Repair/Replacement	-	-	-	28,000
TOTAL		\$ 1,239,196	\$ 1,264,979	\$ 1,452,430	\$ 1,239,142

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
FINANCE DEPARTMENT
3020 COLLECTIONS DIVISION
 513 FINANCIAL & ADMINISTRATIVE

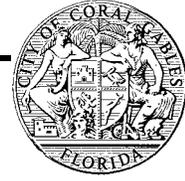
PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
0337	City Treasurer	1	1	1	1	\$ 93,939
0323	Senior Revenue Inspector	1	1	1	1	60,509
0302	Accounting Clerk II	5	4	4	4	192,170
9002	Part-time Employees	-	-	-	-	60,320
3333	Excluded Pay Supplement	-	-	-	-	-
2222	Teamsters Pay Supplement	-	-	-	-	-
TOTAL		7	6	6	6	\$ 406,938

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 394,121	\$ 344,721	\$ 338,741	\$ 406,938
2000	Employee Benefits - See Other Cost Dist.	264,526	224,951	231,700	242,065
4020	Central Garage Motor Pool Rent	4,865	5,576	6,998	7,403
	Replacement:	4,316			
	Oper. & Maint:	3,087			
4210	Messenger & Armored Car Service	4,301	8,211	10,000	14,500
4420	Public Facilities Cost - See Other Cost Dist.	12,392	12,949	14,537	16,374
4550	General Liability Insurance	15,240	14,314	12,107	14,028
4620	Repair and Maint. of Office Equipment	-	-	300	300
4710	Special Printed Forms	4,475	4,595	4,595	4,595
4910	Court Costs & Investigative Expense	13,370	2,045	15,500	4,000
5100	Office Supplies	9,114	12,520	9,500	12,000
5214	Uniform Allowance	1,000	500	1,000	500
5400	Membership Dues and Subscriptions	275	760	1,000	1,000
5410	Employee Training	1,284	1,369	2,000	2,000
TOTAL		\$ 724,963	\$ 632,511	\$ 647,978	\$ 725,703

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
FINANCE DEPARTMENT
3030 ACCOUNTING DIVISION
 513 FINANCIAL & ADMINISTRATIVE

PERSONNEL SCHEDULE

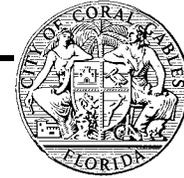
NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 BUDGET	2016-2017 BUDGET SALARIES	
0350	Comptroller	-	-	1	1	\$ 92,108
0345	Accountant III	2	2	2	2	193,250
0336	Accountant II	1	1	1	1	63,401
0324	Chief Accountant	1	-	-	-	-
0329	Financial Analyst	-	1	1	1	79,234
0304	Senior Accounting Clerk	1	1	1	1	62,124
0303	Payroll Specialist	1	1	1	1	56,945
0302	Accounting Clerk II	1	1	1	1	52,284
9002	Part-time Employees	-	-	-	-	107,460
8888	Overtime	-	-	-	-	3,278
TOTAL		7	7	8	8	\$ 710,084

EXPENDITURE DETAIL

		2013-2014			2014-2015			2015-2016			2016-2017		
		ACTUAL	ACTUAL	BUDGET	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	
1000	Salaries	\$ 472,796	\$ 560,266	\$ 560,181								\$ 710,084	
2000	Employee Benefits - See Other Cost Dist.	309,469	298,923	351,962								418,729	
3190	Other Professional Services	33,503	24,496	35,000								-	
4210	Messenger & Armored Car Service	7,653	-	-								-	
4410	Rental of Machinery and Equipment	6,866	8,775	11,000								10,000	
4420	Public Facilities Cost - See Other Cost Dist.	13,088	13,676	15,354								17,295	
4550	General Liability Insurance	19,141	19,949	20,021								24,478	
4620	Repair and Maint. of Office Equipment	-	200	300								300	
4710	Special Printed Forms	1,005	439	1,089								1,089	
4720	Printing & Binding	919	916	1,586								1,000	
4990	Other Miscellaneous Expense	231	46	300								300	
5100	Office Supplies	7,798	4,847	8,500								6,000	
5400	Membership Dues and Subscriptions	1,020	1,250	1,425								1,425	
5410	Employee Training	3,375	77	4,000								4,000	
TOTAL		\$ 876,864	\$ 933,860	\$ 1,010,718								\$ 1,194,700	

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
FINANCE DEPARTMENT
3040 PROCUREMENT DIVISION
 513 FINANCIAL & ADMINISTRATIVE

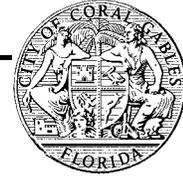
PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
0046	Chief Procurement Officer	1	1	1	1	\$ 114,585
0213	Ass't Chief Proc. Officer	1	1	1	1	99,099
0212	Sr. Contract Specialist	1	1	1	1	65,413
0209	Contract Specialist	1	2	1	1	49,362
0207	Senior Buyer	-	-	1	1	38,996
0206	Buyer	1	1	-	-	-
0602	Administrative Assistant	1	1	1	1	48,733
9002	Part-time Employees	-	-	-	-	187,716
TOTAL		6	7	6	6	\$ 603,904

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 356,076	\$ 391,055	\$ 513,303	\$ 603,904
2000	Employee Benefits - See Other Cost Dist.	223,912	220,871	302,602	272,424
3190	Other Professional Services	41,205	47,281	12,500	-
4020	Central Garage Motor Pool Rent	5,898	6,755	8,460	8,957
	Replacement:	5,196			
	Oper. & Maint:	3,761			
4410	Rental of Machinery and Equipment	3,583	4,487	5,000	6,000
4420	Public Facilities Cost - See Other Cost Dist.	110,360	115,317	141,106	145,828
4550	General Liability Insurance	14,364	15,194	19,224	20,817
4620	Repair and Maint. of Office Equipment	-	-	-	300
4710	Special Printed Forms	-	36	500	800
4990	Other Miscellaneous Expense	541	100	600	900
5100	Office Supplies	8,744	5,519	5,540	8,440
5400	Membership Dues and Subscriptions	2,102	1,135	3,000	3,000
5401	Software Subscriptions & Maintenance	-	-	-	3,000
5410	Employee Training	560	2,370	3,000	3,000
6430	Equipment Repair/Replacement	-	3,377	-	-
6460	Other Equipment Additions	-	-	3,800	-
TOTAL		\$ 767,345	\$ 813,497	\$ 1,018,635	\$ 1,077,370

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
FINANCE DEPARTMENT
3050 GENERAL SERVICES DIVISION
 513 FINANCIAL & ADMINISTRATIVE

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
0050	Mail Clerk - Driver	1	1	1	1	\$ 54,899
0105	Clerk I	-	-	1	1	37,992
9002	Part-time Employees	-	-	-	-	45,240
TOTAL		1	1	2	2	\$ 138,131

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 87,837	\$ 91,251	\$ 121,054	\$ 138,131
2000	Employee Benefits - See Other Cost Dist.	57,031	58,688	89,650	66,860
4020	Central Garage Motor Pool Rent	10,507	10,644	10,637	12,263
	Replacement:	3,353			
	Oper. & Maint:	8,910			
4220	Postage	152,207	135,653	145,000	145,000
4410	Rental of Machinery and Equipment	14,537	9,942	14,544	10,705
4420	Public Facilities Cost - See Other Cost Dist.	18,499	19,330	21,702	24,445
4550	General Liability Insurance	3,021	3,299	4,327	4,762
5100	Office Supplies	490	463	600	600
5214	Uniform Allowance	500	500	500	1,500
TOTAL		\$ 344,629	\$ 329,770	\$ 408,014	\$ 404,266

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



620 GENERAL RETIREMENT SYSTEM FUND
FINANCE DEPARTMENT
3061 RETIREMENT PLAN ADMINISTRATION DIVISION
 513 FINANCIAL & ADMINISTRATIVE

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
0039	Administrative Manager	1	1	1	1	\$ 89,479
9002	Part-time Employees	-	-	-	-	24,897
TOTAL		1	1	1	1	\$ 114,376

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 81,790	\$ 105,524	\$ 108,813	\$ 114,376
2000	Employee Benefits - See Other Cost Dist.	44,145	46,809	54,614	54,659
4410	Rental of Machinery and Equipment	-	1,998	2,500	2,500
4420	Public Facilities Cost - See Other Cost Dist.	5,041	5,268	5,914	6,661
4550	General Liability Insurance	4,338	3,929	3,889	3,943
4710	Special Printed Forms	521	326	600	600
5100	Office Supplies	1,248	993	1,000	1,000
TOTAL		\$ 137,083	\$ 164,847	\$ 177,330	\$ 183,739

**Action Plan Worksheet
2017**

Action Plan Owner: Diana Gomez, Finance Director

Action Plan Name: 3.1.1 – Financial Stability & Well-Being

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 3 - Ensure the financial ability to provide essential services that promote a high quality of life, health, and safety to the residents, businesses, and workforce.
 - Objective 3.1 - Attain / maintain AAA ratings by 2017
 - Objective 3.2 - Decrease unfunded pension liability by 3% per year by 2019
 - Objective 3.4 - Maintain minimum of 25% general fund unassigned reserve based on total operating budget plus debt service

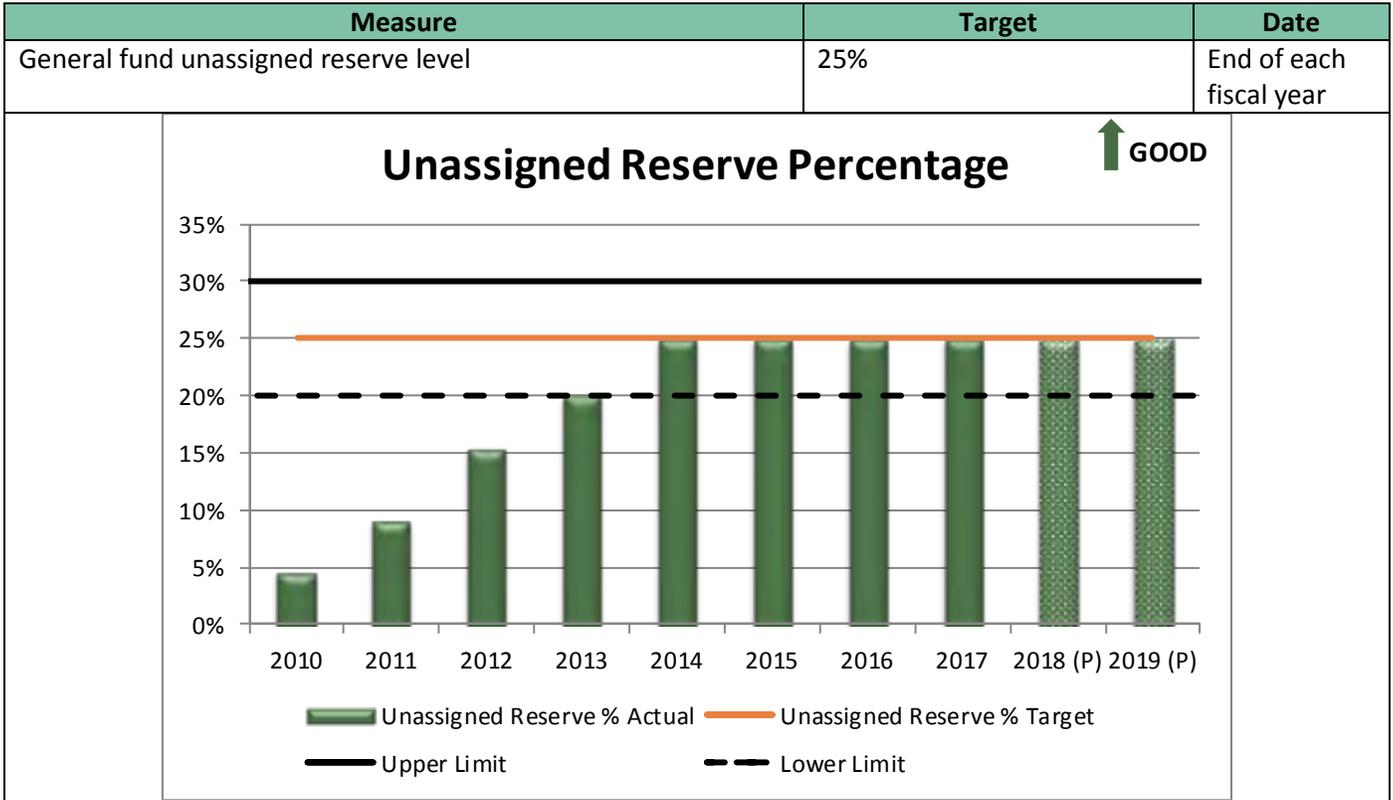
KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By when	How will it be evident
3.1 & 3.4 - Maintain General Fund reserves at 25%	Each fiscal year through 2019	The Unrestricted General Fund Reserves will be indicated in the Annual Financial statements
3.1 & 3.2 – In each budget year, base the annual pension contribution amount on the prior year’s pension contribution adjusted by the greater of the local CPI or a set index of 1.25%.	Each fiscal year through 2019	Annual pension valuation/Change in funded position

Resource requirements (what do we need to succeed?)

- 3.1 and 3.4 - The amount required to maintain the General Fund reserve at the 25% mark can only be determined during the budget process. That said, the actual dollar amounts for 2017, 2018 and 2019 will be based on 25% of the sum of each respective year’s total annual operating budget plus debt service.
- 3.1 and 3.2 – Target pension contributions - \$26,499,135 in 2017, \$26,827,202 in 2018, and \$27,159,370

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



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

Measure	Target	Date
Unfunded liability	\$232,740,889	10/1/2017
	\$225,758,662	10/1/2018
	\$218,985,903	10/1/2019
S & P Bond rating	AAA	10/1/2017
Moody's Bond rating	AAA	10/1/2017

Frequency & venue of review

- Semi-annually as follows:
 - During the presentation of the City Financial statements to the City Commission
 - During the presentation of the Budget to the City Commission
- Quarterly with the City Manager during the quarterly financials review

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

Stakeholder Group	Potential positive impact	Potential negative impact
City Commission	Lower borrowing costs Attractive to new residents, businesses and potential developers	None
Pension Board	Improved satisfaction and engagement	Funds used in support of this action plans may restrict ability to fund some parts of the Capital Improvement Plan or other initiatives
Workforce	Attractive to potential Police and Fire employment candidates	

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

- + Lowered borrowing costs on future investments/projects
- + Tax revenue and development fees from new businesses and potential developers
- Might restrict the ability to fund some parts of the Capital Improvement Plan or other initiatives

**Action Plan Worksheet
2017**

Action Plan Owner: Keith Kleiman, Assistant Finance Director for Management & Budget

Action Plan Name: 3.3.1 – Further developing and funding a long-term Capital Improvement Plan

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 3 - Ensure the financial ability to provide essential services that promote a high quality of life, health, and safety to the residents, businesses, and workforce.
 - Objective 3.3 - Attain 83% funded status for existing capital improvement plan asset class matrices through recurring revenue by 2019. Develop and attain 65% funded status for newly developed capital improvement plan asset class matrices through recurring revenue by 2019.

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Funding For Existing Matrices – Commit \$2.0M of newly identified recurring revenue and \$5.1M of fund balance to fund existing capital matrices	<ul style="list-style-type: none"> • FY 17 Budget Process – 63% funded by recurring revenue • FY 18 Budget Process – 73% funded by recurring revenue • FY 19 Budget Process – 83% funded by recurring revenue 	Specific funding % for each matrix will be identified in the Adopted Budget each fiscal year
Funding For New Matrices - Commit \$1.5M of newly identified recurring revenue and \$4.9M of fund balance to fund new capital matrices	<ul style="list-style-type: none"> • FY 17 Budget Process – 45% funded by recurring revenue • FY 18 Budget Process – 55% funded by recurring revenue • FY 19 Budget Process – 65% funded by recurring revenue 	Specific funding % for each matrix will be identified in the Adopted Budget each fiscal year

Resource requirements (what do we need to succeed?)

- Annual incremental increase in use of recurring revenues tied to an annual reduction in use of fund balance to fund Capital Improvement Plan.

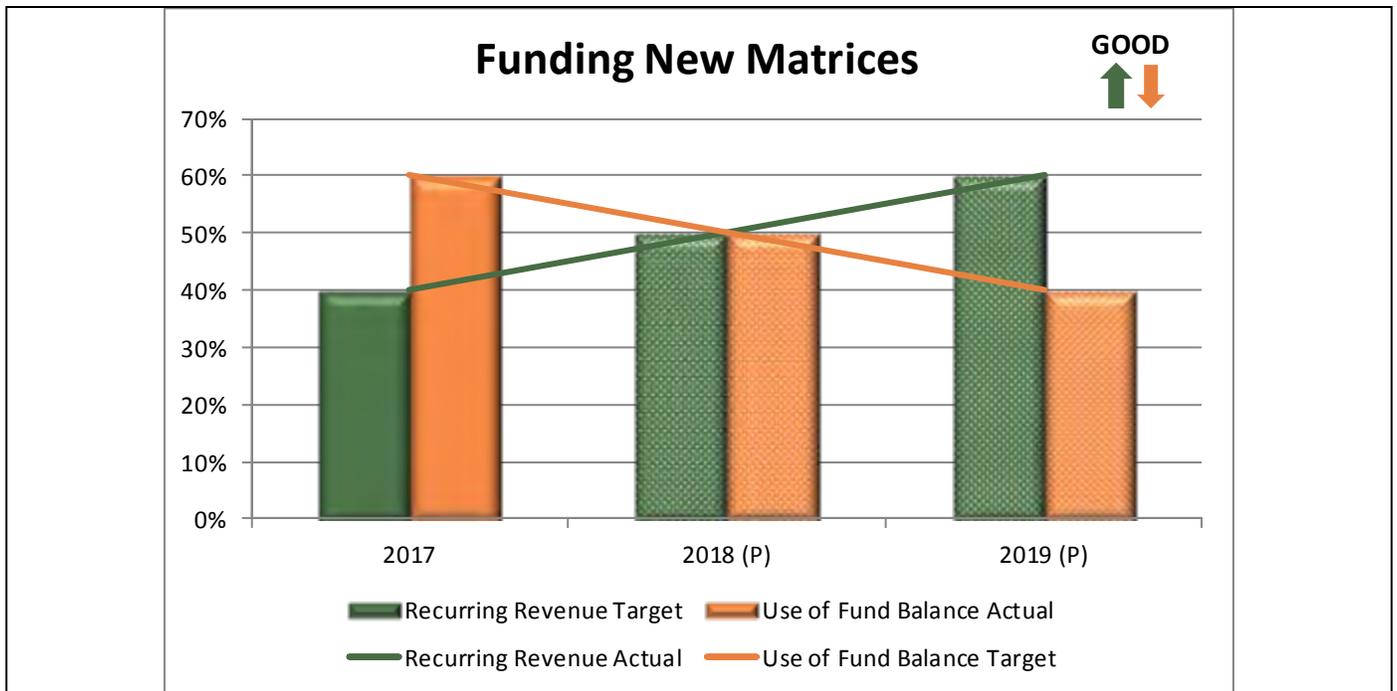
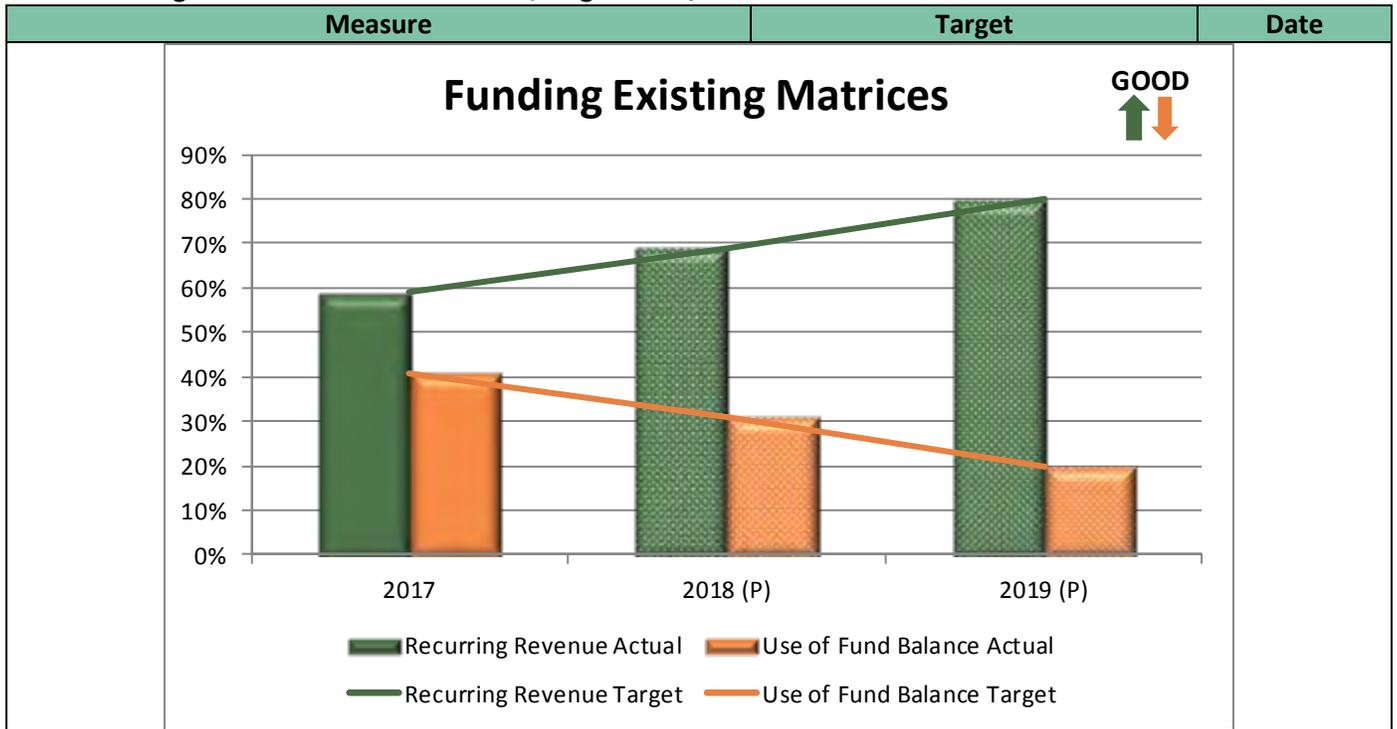
	2017	2018	2019
Existing Matrices			
Incremental increase in Recurring Revenue	\$670,822	\$672,218	\$673,636
Use of Fund Balance	\$2,311,183	\$1,695,130	\$1,107,695
	2017	2018	2019
New Matrices ¹			
Incremental increase in Recurring Revenue	\$353,000	\$510,265	\$623,344
Use of Fund Balance	\$1,999,680	\$1,646,680	\$1,293,680
Grand Total			
Incremental increase in Recurring Revenue	\$1,023,822	\$1,182,483	\$1,296,980
Use of Fund Balance	\$4,310,863	\$3,341,810	\$2,401,375

¹Consists of Sanitary Sewer, City Streetlights, Duct Cleaning, Exterior Painting, Flooring Replacement, Fountains & Entrances Refurbishment, Fountains & Entrances Pressure Cleaning, and Parking matrices

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

Measure	Target	Date
% of funding - recurring revenues/use of fund balance	Existing Matrices – 59%/41%	2017
	New Matrices – 40%/60%	
	Existing Matrices – 69%/31%	2018
	New Matrices – 50%/50%	
	Existing Matrices – 80%/20%	2019
	New Matrices – 60%/40%	

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



Frequency & venue of review

- Briefing with the City Manager at the beginning of the annual Budget Process.
- Monthly review of revenue collections to ensure sufficient recurring revenue is available to fund the Capital Improvement Plan.

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

Stakeholder Group	Potential positive impact	Potential negative impact
City Commission/City Manager	Funding will be available to replace or renovate capital assets at the end of their life cycle without searching for funding or going out for debt	Funding dedicated to capital infrastructure improvement plan projects will not be available for other City requirements
Department Directors		
Finance/Budget		

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

- Same as stated above

**CITY OF CORAL GABLES
CAPITAL MATRICES**

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET - EXISTING MATRICES				
	FY17	FY18	FY19	TOTAL
Identified Recurring Revenue from Prior Years¹	\$ 3,296,150	\$ 4,086,972	\$ 4,883,165	\$ 12,266,287
Recurring Revenue Required from Operating Revenue				
Motor Vehicles	\$ 280,199	\$ 281,165	\$ 282,148	\$ 843,512
Network Infrastructure	100,000	100,000	100,000	300,000
Elevator Replacement	20,000	21,725	21,751	63,476
Fountains & Entrances Maintenance	25,000	27,250	27,284	79,534
Fire Equipment	30,000	32,768	32,809	95,577
Parking Lots & Garages Repair	20,000	21,755	21,782	63,537
Parks & Recreation	219,998	220,298	220,602	660,898
Roof Replacement	71,375	71,471	71,568	214,414
HVAC	24,250	24,284	24,318	72,852
Incremental Funding Required From Operating Revenue	\$ 790,822	\$ 800,716	\$ 802,262	\$ 2,393,800
Prior Year and New Funding From Recurring Revenues	4,086,972	4,887,688	5,685,427	14,660,087
Use of Fund Balance²	2,888,150	2,156,620	1,453,776	6,498,546
Annual Existing Matrices Budget	\$ 6,975,122	\$ 7,044,308	\$ 7,139,203	\$ 21,158,633

¹Includes CPI Adjustment

²Total use of fund balance = \$6,498,546 over 3 fiscal years is already identified and set aside

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET - NEW MATRICES				
	FY17	FY18	FY19	TOTAL
Identified Recurring Revenue from Prior Years^{1,2}				
Sanitary Sewer	\$ 1,265,000	\$ 1,317,000	\$ 1,622,606	\$ 4,204,606
Recurring Revenue Required from Operating Revenue				
Sanitary Sewer	\$ -	\$ 250,000	\$ 253,750	\$ 503,750
City Streetlights	20,000	21,780	21,807	63,587
Duct Cleaning	5,000	5,388	5,394	15,782
Exterior Painting	12,000	12,073	13,089	37,162
Flooring Replacement	15,000	16,365	16,385	47,750
Net Replacement Cost From Operating Revenue	\$ 52,000	\$ 305,606	\$ 310,425	\$ 4,872,637
Prior Year and New Funding From Recurring Revenues	1,317,000	1,622,606	1,933,031	4,872,637
Potential Use of Fund Balance²	1,999,680	1,647,680	1,293,680	4,941,040
Annual New Matrices Budget	\$ 3,316,680	\$ 3,270,286	\$ 3,226,711	\$ 9,813,677

¹Includes CPI Adjustment

²\$1,265,000 in FY17 is only for Sanitary Sewer Matrix

²Total use of fund balance = \$4,941,040 over 3 fiscal years must be identified and set aside

**Action Plan Worksheet
2017**

Action Plan Owner: Keith Kleiman, Assistant Finance Director for Management & Budget

Action Plan Name: Establishing a centralized grants process

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 3 - Ensure the financial ability to provide essential services that promote a high quality of life, health, and safety to the residents, businesses, and workforce.
 - Objective 3.5 - Increase the percentage of development agreement and grant funding to 4% of total revenue by 2019

KEY tasks that must be accomplished, deliverables, and measures of success

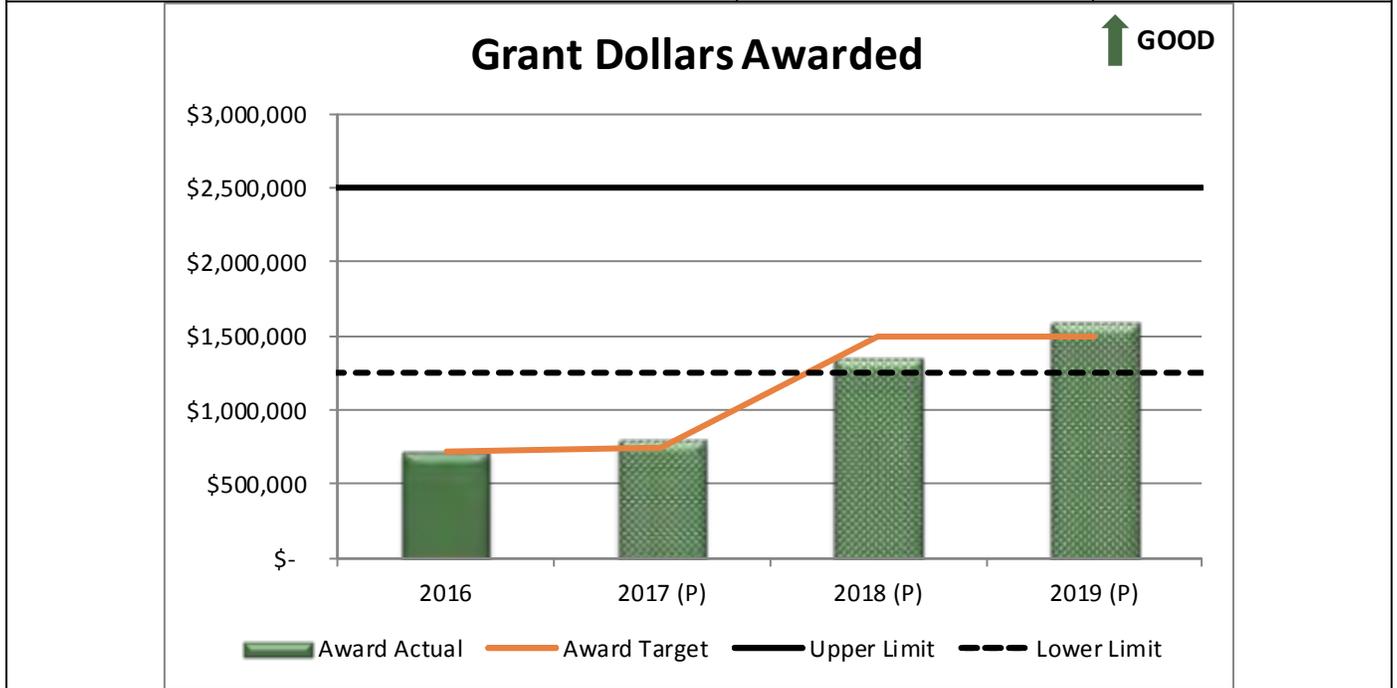
What must be done	By when	How will it be evident
Hire the consultant	End of 3 rd Quarter FY 2016	Consultant on board
Consultant to review the Capital Improvement Plan and the annual operating budget to identify viable grant opportunities	During the 1 st quarter of FY 2017, FY 2018 and FY 2019	Grants will be identified each fiscal year
Consultant to apply for grants	End of 1 st Quarter FY 2017, FY 2018 & FY 2019	Number of applications submitted
Grants awarded	Ongoing	Number of grant dollars awarded
Identify and commit matching funds	End of 1 st Quarter FY 2017, FY 2018 & FY 2019	Number of matching dollars identified and committed
Develop and centralize grant process	End of 2 nd Quarter FY 2017	Reimbursements on time/Reporting on time

Resource requirements (what do we need to succeed?)

- \$50,000 to hire consultant – budgeted annually
- 260 annual staff hours for Departmental liaison staff meetings (5 hrs. /wk. x 52 wks.)
- \$45,000 budgeted annually to hire part-time grants administrator (\$30/hr. x 29 hrs. /wk. x 52 wks.)
- Matching funds as needed – identified each fiscal year

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

Measure	Target	Date
Number of dollars awarded	\$750K \$1.5M \$1.5M	<ul style="list-style-type: none"> • 9/30/2017 • 9/30/2018 • 9/30/2019



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

Measure	Target	Date
Percent of applications submitted that are awarded	75%	
Compliance rates with grantors	100%	

Frequency & venue of review

- Quarterly review/Status report to City Manager

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

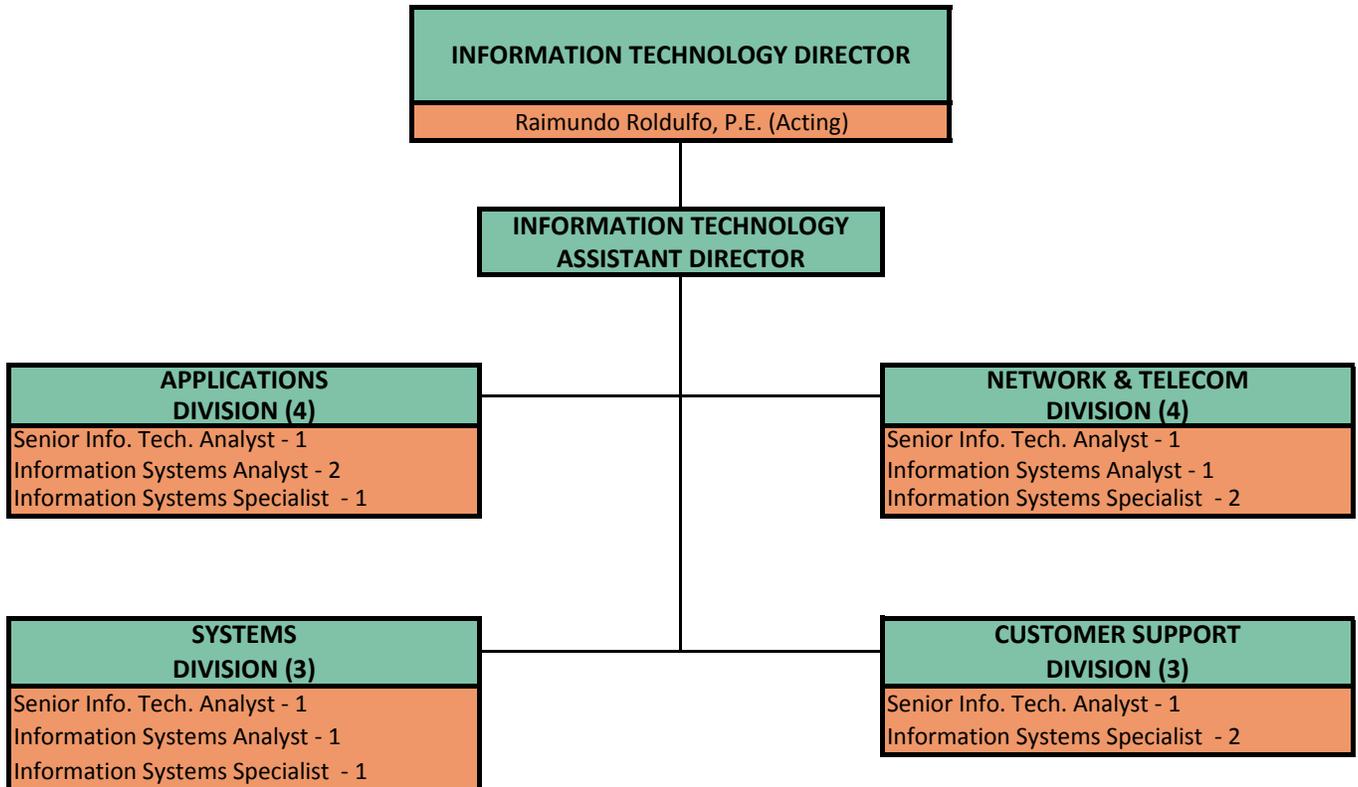
Stakeholder Group	Potential positive impact	Potential negative impact
Finance	The influx of grant funds can potentially free up City funds for other purposes	Possible drain on resources if matching funds cannot be identified.
Departments	The influx of grant funds can fund projects that currently do not have City funding	If grants are awarded, there might not be sufficient staff time to perform the work included in the grant. Additional funds might be required to hire temporary staff to handle the additional work

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

- Same as above

CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET

INFORMATION TECHNOLOGY
ORGANIZATION CHART

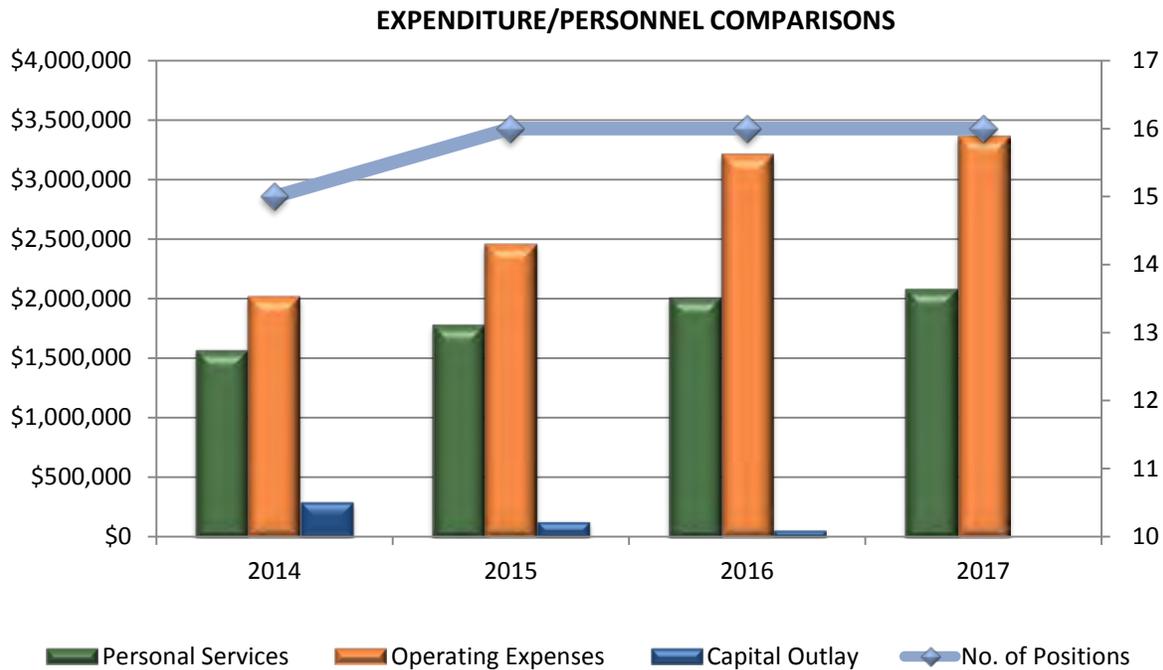


**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



**INFORMATION TECHNOLOGY
BUDGET AND POSITION SUMMARY**

	<u>2013-2014 ACTUAL</u>	<u>2014-2015 ACTUAL</u>	<u>2015-2016 BUDGET</u>	<u>2016-2017 BUDGET</u>
Personal Services	1,571,927	1,785,148	2,012,749	2,085,416
Operating Expenses	2,022,474	2,461,825	3,216,478	3,365,579
Capital Outlay	286,608	127,139	58,000	-
TOTALS	3,881,009	4,374,112	5,287,227	5,450,995
No. of Positions	15	16	16	16



FISCAL YEAR 2016 MAJOR ACCOMPLISHMENTS

- ✓ **Outfitted and launched Crime Intelligence Center.**
- ✓ **Completed enterprise Voice over IP (VoIP) deployment, and implemented several systems and applications for various departments and City processes.**
- ✓ **I.T. business process improvements and standardization, and deployment of city-wide business intelligence tools and applications.**

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

INFORMATION TECHNOLOGY

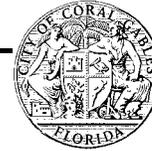
INDICATOR:	FY15			FY16		FY17
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Support tickets received	4,700	5,592	🟢	4,700	6,875	5,000
Support tickets closed	3,800	5,204	🟢	3,800	5,767	4,500
% of support tickets closed	80%	93%	🟢	80%	84%	90%
Number of projects implemented	90	103	🟢	90	81	90
Completed projects	45	70	🟢	45	41	45
CPU usage by City enterprise systems (<50%)	30%	26%	🟢	30%	29%	30%
Memory usage by City enterprise systems (<50%)	50%	48%	🟢	45%	49%	45%
System uptime on annual basis	99.90%	99.91%	🟢	99.90%	99.89%	99.90%
Number of servers citywide	31	33	🟢	31	36	35
Number of client devices (desktops, laptops, tablets, smartphones)	870	950	🟢	870	1,038	1,000
Number of network devices (routers/switches, firewalls/filters/gateways, wireless, phones, storage, audio/video)	680	900	🟢	685	940	940
Total number of applications supported	80	84	🟢	90	87	85
Home-grown applications	30	32	🟢	30	33	35
Off The Shelf (OTS) applications	50	52	🟢	60	54	50

Legend

- 🟢 Target met or exceeded
- 🟡 Target nearly met
- 🔴 Target not met



**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
INFORMATION TECHNOLOGY
3200 INFORMATION TECHNOLOGY
519 OTHER GENERAL GOVERNMENT

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
0112	Information Technology Director	1	1	1	1	\$ 133,356
0116	Ass't Information Technology Director	1	1	1	1	91,896
5034	Senior Info. Tech. Analyst	4	4	4	4	338,501
0111	Information Systems Analyst	3	4	4	4	277,327
0109	Information Systems Specialist	6	6	6	6	310,505
9003	Part-time Employees	-	-	-	-	177,668
8888	Overtime	-	-	-	-	28,000
TOTAL		15	16	16	16	\$ 1,357,253

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 997,637	\$ 1,173,962	\$ 1,294,707	\$ 1,357,253
2000	Employee Benefits - See Other Cost Dist.	574,290	611,186	718,042	728,163
3190	Other Professional Services	38,129	113,107	492,065	458,133
3191	Other Professional Services - Reimb.	-	-	9,230	-
4020	Central Garage Motor Pool Rent	27,270	30,100	35,611	38,471
	Replacement:	19,405			
	Oper. & Maint:	19,066			
4090	Other Transportation Expense	5,400	12,825	8,100	8,100
4110	Telecom Services	822,344	827,469	1,036,624	1,050,592
4111	Employee Cellular Payroll Deduction	(35,380)	(38,840)	(35,000)	(35,000)
4410	Rental of Machinery and Equipment	3,697	3,560	4,500	4,500
4420	Public Facilities Cost - See Other Cost Dist.	26,574	27,768	31,175	35,115
4450	Lease Equipment	122,886	98,001	99,746	-
4550	General Liability Insurance	37,778	45,600	46,273	46,786
4620	Repair and Maint. of Office Equipment	-	(1,300)	-	-
4630	Repair/Maint. of Machinery & Equipment	-	-	850	850
4710	Special Printed Forms	-	573	600	600
5100	Office Supplies	4,437	5,195	6,664	6,120
5214	Uniform Allowance	-	-	500	-
5215	Small Tools & Minor Equipment	11,195	11,884	9,500	12,000
5400	Membership Dues and Subscriptions	906	882	1,395	1,807
5401	Software Subscriptions & Maintenance	707,876	904,792	1,005,179	1,200,875
5402	Computer Hardware - Maintenance	229,023	385,386	422,328	448,987
5410	Employee Training	20,339	34,823	41,138	87,643
6200	Building Improvements & Upgrades	-	122,400	-	-
6430	Equipment Repair/Replacement	18,211	-	-	-
6431	Computer Hardware Replacement	257,897	889	-	-
6441	Computer Hardware - Additions	-	3,850	-	-
6442	Computer Software - Additions	10,500	-	58,000	-
TOTAL		\$ 3,881,009	\$ 4,374,112	\$ 5,287,227	\$ 5,450,995

**Action Plan Worksheet
2017**

Action Plan Owner: Raimundo Rodulfo, Acting Information Technology Director

Action Plan Name: 4.2.1 SOP Knowledge Libraries

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 1 – Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.1 – Attain world-class performance levels in overall community satisfaction with City services by 2019
- Goal 2 – To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.
 - Objective 2.1 – Ensure sufficient workforce capacity & capability to deliver higher quality results by 2019.
- Goal 4 – Optimize City processes and operations to provide cost-effective services that efficiently utilize City resources.
 - Objective 4.1 – Improve customer satisfaction with city communications to 75% by 2019.
 - Objective 4.2 – Expand knowledge-based library across departments and operations by Q1-2017
- Goal 5 – Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Objective 5.1 – Increase community access & knowledge of cultural sites.

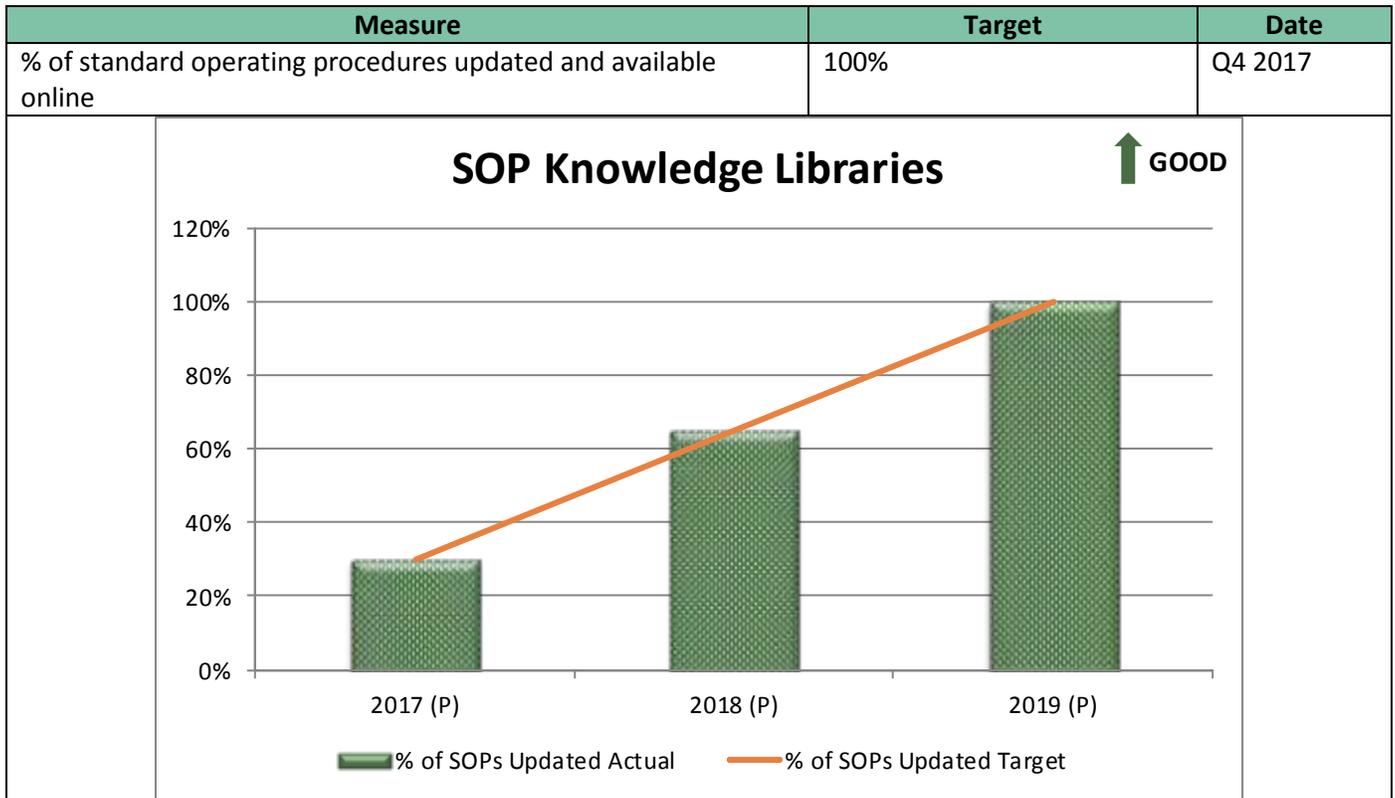
KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Perform needs assessment	Q1, 2017	Assessment document
Create scope of work	Q1, 2017	Scope document
Identify input & output requirements	Q1, 2017	Input / Output Specification Sheet
Define test acceptance document	Q1, 2017	Test acceptance document
Identify necessary tools	Q1, 2017	Bill of material & labor hours
Create job cost estimate	Q1, 2017	Quote for project
Create proposed schedule	Q1, 2017	Project schedule
Procurement	Q1, 2017	Requisition & PO
Implementation	Q1, 2017	System is running
Training	Q4, 2017	Sign-in sheets
Test	Q4, 2017	Test – punch sheet
Go-live	Q4, 2017	System in production
Document	Q4, 2017	“As-Built” document
Create maintenance schedule	Q4, 2017	Maintenance schedule

Resource requirements (what do we need to succeed?)

- \$18,000 for Software Subscription in FY16-17
- \$7,000 for Network bandwidth in FY16-17
- \$16,000 for Professional service and training in FY16-17

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



Frequency & venue of review

- Weekly meetings in conference room at PD, 4th Floor until project completes (Step 13)
- Quarterly review meetings in conference room at PD, 4th Floor (Steps 14 to 16)

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

Stakeholder Group	Potential positive impact	Potential negative impact
All department directors	Cost savings from enhanced productivity and time savings and business process & procedure improvements	Loss of productivity during training days Cost for system, labor hours, training staff coordination, initial content population and staff time for on-going maintenance life cycle
Residents	Increased satisfaction with City services due to increased efficiency of staff	Funds expended in support of this action plan will not be available for other projects

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

- + Variable cost savings depending on each department
- Total Approximate cost = \$41K

**Action Plan Worksheet
2017**

Action Plan Owner: Raimundo Rodulfo, Acting Information Technology Director

Action Plan Name: 4.3.1 – Citywide Process Improvement & Training

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 1. Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.1 – Attain world-class performance levels in overall community satisfaction with City services by 2019.
- Goal 2. To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.
 - Objective 2.1 – Ensure sufficient workforce capacity & capability to deliver higher quality results by 2019.
 - Objective 2.2 – Attain world-class levels of performance in workforce satisfaction & engagement by 2019.
 - Objective 2.3 – Develop & implement a comprehensive staff development program by 2019 to ensure appropriate workforce training, opportunities, & leadership skills.
- Goal 4. Optimize City processes and operations to provide cost-effective services that efficiently utilize City resources.
 - Objective 4.3 – Provide training on process improvement / performance excellence methodologies to all employees by 2019.

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
IT Director obtain SSBB Certification	March 2017	SSBB Certification
Create department scope of work to improve business process for departments using Lean Six Sigma and IT tools and methods	Q1, 2017	Scope document
Identify input & output requirements	Q1, 2017	Input / Output Specification Sheet
Define test acceptance document	Q1, 2017	Test acceptance document
Identify necessary tools	Q1, 2017	Bill of material & labor hours
Create job cost estimate	Q1, 2017	Quote for professional services and training
Create department schedules	Q1, 2017	Project schedule
Procurement	Q1, 2017	Requisition & PO
Implementation	Q1, 2017	System is running
Lean Six Sigma Training	Q1, 2017	Sign-in sheets

KEY tasks that must be accomplished, deliverables, and measures of success - (Continued)

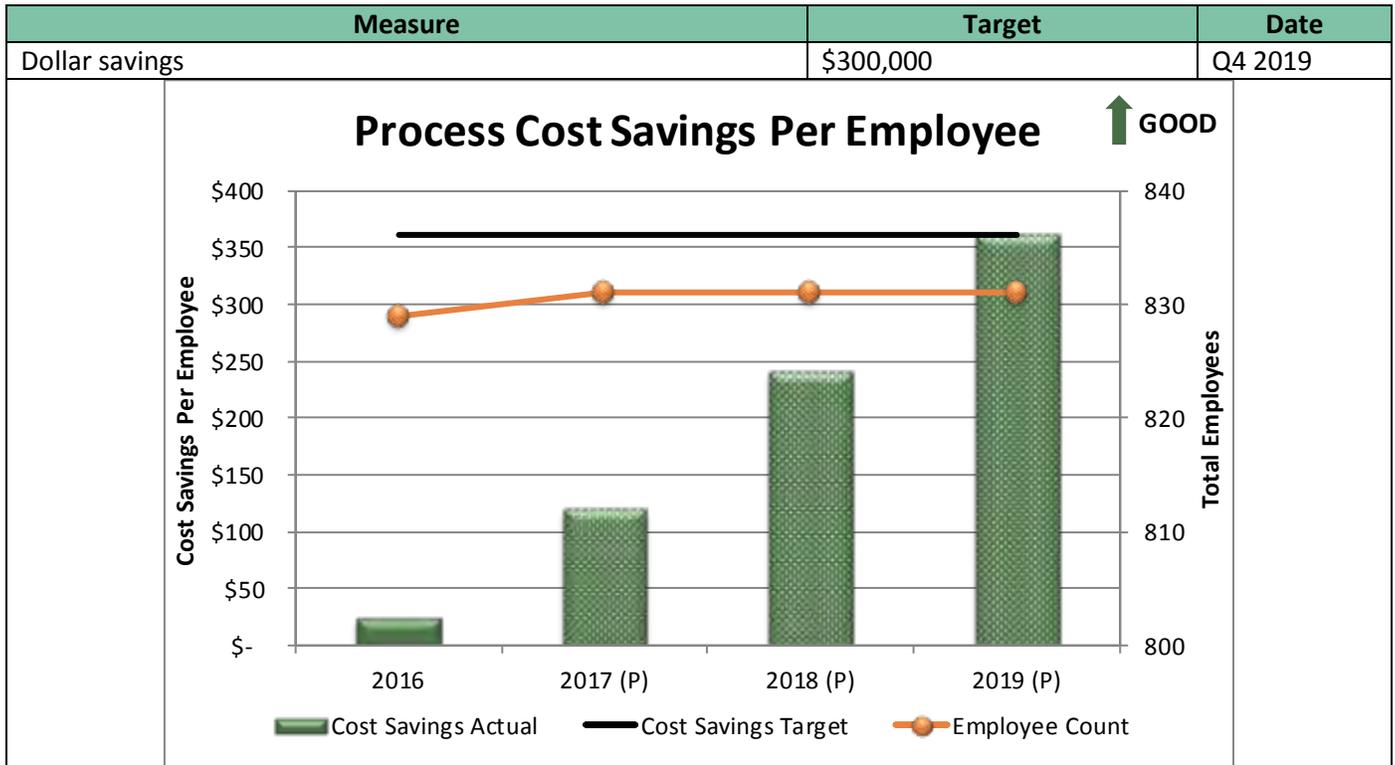
What must be done	By When	How will it be evident
Test	Q1, 2017	Test – punch sheet
Go-live	Q1, 2017	System in production
Document	Q4, 2019	“As-Built” document
Create maintenance schedule	Q4, 2019	Maintenance schedule
Conduct research to identify best practices for a systematic approach to organizational performance improvement – review Coral Springs, Irving, TX, and other systems.	Q1, 2017	Research complete. Best practices identified.
Design systematic approach	Q2, 2017	Organizational performance improvement system design approved by City Manager.
Identify specific process improvement/performance excellence training offerings to present to workforce.	Q3, 2017	Training programs identified along with cost estimates
Identify funding requirements for the development/delivery of training	Q3, 2017	Costs identified.
Select training approach (in-house vs. consultant)	Q3, 2017	Approach selected / contract approved
Schedule and begin delivery of training	Q4, 2017	Training schedules produced
Monitor delivery of training	Q1, 2018	Initial round of training completed
Monitor performance improvement/return on investment	Q4, 2017 – Q4, 2019	Quarterly reviews conducted and reports submitted

Resource requirements (what do we need to succeed?)

Identify, analyze and improve existing business processes in the city to meet new goals and objectives, such as increasing customer service quality, performance, operational costs, and speed project schedule. Improving business processes for City departments will improve the quality of services provided to the citizens.

- Provide process improvement training to workforce of 800 employees with 16 hr. sessions (2 days), 32 groups of attendees, each one needing 2 days of training.
- The cost for a consultant to provide training and business process review to these groups for that period of time is approximately \$75K.
- EDEN training in FY17 - \$12,000

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



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

Measure	Target	Date
Performance on key measures	100% overall improvement in key measures	Q4 2019
Return on investment of training dollars	4:1	Q4, 2019
% of the workforce engaged in improvement activities	100%	Q4 2019

Frequency & venue of review

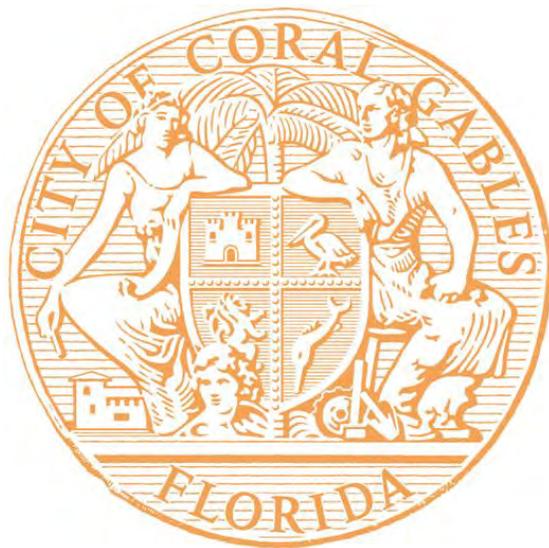
- Weekly meetings in conference room at PD, 4th Floor until project completes (Step 13)
- Quarterly review meetings in conference room at PD, 4th Floor (Steps 14 to 16)
- Quarterly to the City Manager at Staff meeting

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

Stakeholder Group	Potential positive impact	Potential negative impact
All department directors	Cost savings from business process & improvements	Loss of productivity during training days Cost for implementation and training
Residents	Increased satisfaction with City services	Funds expended in support of this action plan will not be available for other projects

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

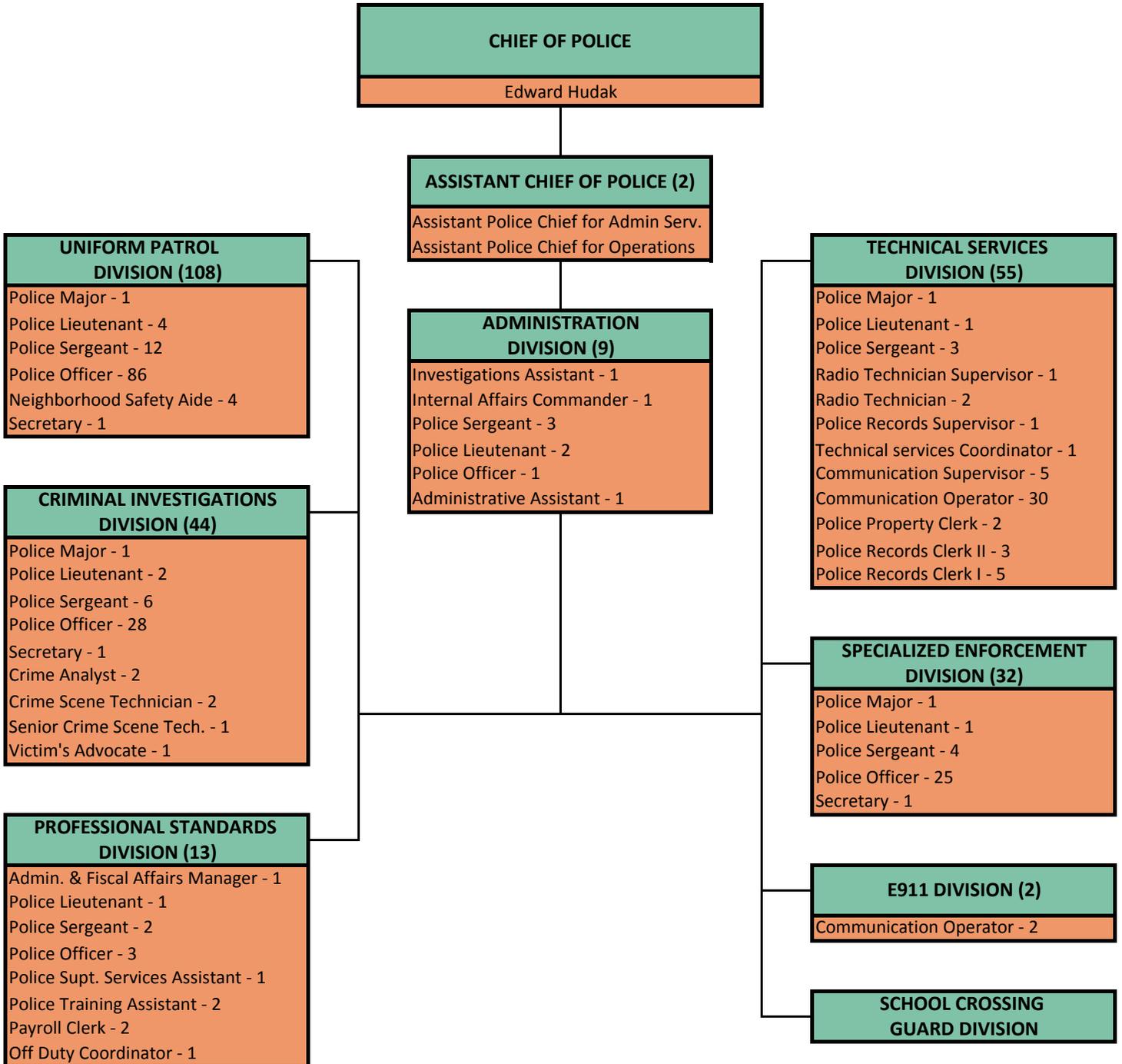
- + \$300,000 expected based on 4:1 return on investment for labor, time, & professional services cost savings (may vary by department)
- \$75,000 Initial project costs



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**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**

**POLICE
ORGANIZATION CHART**

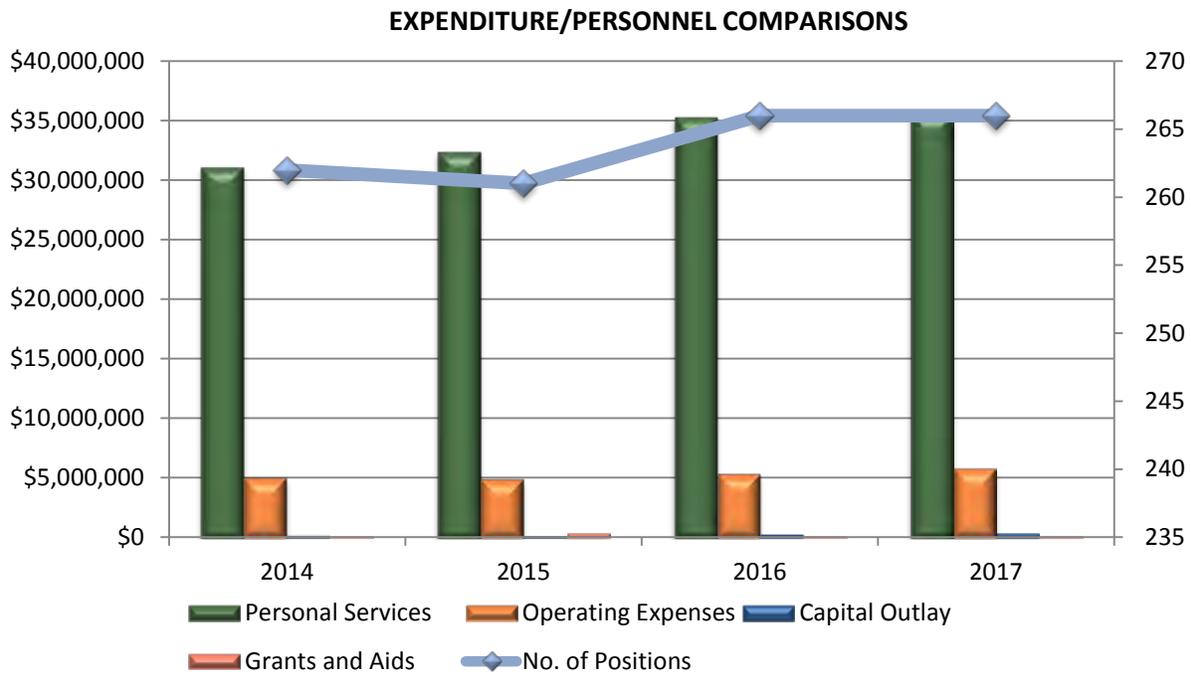


**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



**POLICE DEPARTMENT
BUDGET AND POSITION SUMMARY**

	<u>2013-2014 ACTUAL</u>	<u>2014-2015 ACTUAL</u>	<u>2015-2016 BUDGET</u>	<u>2016-2017 BUDGET</u>
Personal Services	31,137,346	32,424,095	35,329,539	35,618,201
Operating Expenses	4,943,899	4,835,182	5,280,608	5,733,184
Capital Outlay	184,530	158,182	284,638	344,336
Grants and Aids	115,748	352,897	108,678	123,678
TOTALS	<u>36,381,523</u>	<u>37,770,356</u>	<u>41,003,463</u>	<u>41,819,399</u>
No. of Positions	262	261	266	266



FISCAL YEAR 2016 MAJOR ACCOMPLISHMENTS

- ✓ Launching of Closed Circuit Television System (CCTV).
- ✓ Implementation of new P25 radio system.
- ✓ Creation of Neighborhood Team Policing.

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

POLICE

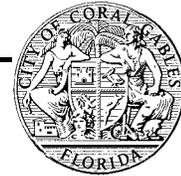
INDICATOR:	FY15			FY16		FY17
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Crime Watch programs hosted for neighborhoods and local businesses	47	27		47	15	30
Public service announcements (crime prevention tips/informational segments) created for publication (both print and Ch. 77)	15	11		15	6	8
Number of Crime Prevention Surveys (Residential & Commercial)	50	22		50	13	30
News releases distributed to the media	35	63		35	49	35
Police officers hired	25	15		25	12	25
Communications operators hired	6	3		6	5	6
Citizen complaints filed	5	8		5	10	5
Internal (employee) complaints/grievances filed	5	5		5	4	5
Number of commendations received	36	164		36	257	170
Number of CALEA accreditation standards	484	484		486	484	486
Training hours for sworn and non-sworn personnel	14,500	10,895		14,500	16,572	14,500
Calls For Service (CFS) processed	108,314	97,625		108,314	117,337	108,314
Phone calls processed	190,194	188,710		190,194	175,946	190,194
Number of I/I reports processed	9,980	9,919		9,980	10,129	9,919
Arrests processed	874	875		874	789	875
Citations processed	19,420	19,918		19,420	21,956	19,918
Crash reports processed	3,326	3,458		3,326	3,572	3,458

Legend

-  Target met or exceeded
-  Target nearly met
-  Target not met



**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5000 ADMINISTRATIVE DIVISION
521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

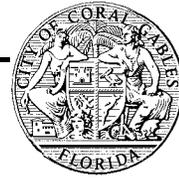
NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 BUDGET	2016-2017 BUDGET SALARIES	
5025	Police Chief	1	1	1	1	\$ 165,495
0072	Assistant Police Chief for Admin Serv.	1	1	1	1	134,306
5030	Assistant Police Chief for Operations	1	1	1	1	126,315
5039	Internal Affairs Commander	-	-	1	1	109,132
5021	Police Sergeant	3	3	3	3	278,916
5022	Police Lieutenant	2	2	2	2	231,694
5020	Police Officer	1	1	1	1	78,971
0602	Administrative Assistant	1	1	1	1	59,344
5024	Investigations Assistant	1	1	1	1	57,627
8888	Overtime	-	-	-	-	44,257
9999	Holiday Worked Pay	-	-	-	-	8,500
TOTAL		11	11	12	12	\$ 1,294,557

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 844,773	\$ 895,491	\$ 1,285,967	\$ 1,294,557
2000	Employee Benefits - See Other Cost Dist.	639,558	724,093	888,584	871,042
3190	Other Professional Services	12,866	8,044	9,301	9,301
4010	Travel Expense	28	115	1,500	1,500
4020	Central Garage Motor Pool Rent	51,690	54,488	58,538	65,580
	Replacement:	24,498			
	Oper. & Maint:	41,082			
4090	Other Transportation Expense	2,250	-	-	-
4410	Rental of Machinery and Equipment	-	-	500	500
4420	Public Facilities Cost - See Other Cost Dist.	103,991	108,662	121,994	137,412
4550	General Liability Insurance	31,768	41,977	45,961	44,625
4620	Repair and Maint. of Office Equipment	119	295	500	500
4630	Repair/Maint. of Machinery & Equipment	903	200	2,000	2,000
4710	Special Printed Forms	2,420	3,080	4,500	4,500
4910	Court Costs & Investigative Expense	4,536	2,372	5,000	5,000
4990	Other Miscellaneous Expense	28,041	5,316	9,290	9,290
5100	Office Supplies	7,271	2,953	9,000	9,000
5202	Chemicals and Photographic Supplies	-	-	500	500
5206	Food for Human Consumption	1,562	3,215	3,500	3,500
5208	Household & Institutional Supplies	375	1,741	1,900	1,900
5214	Uniform Allowance	7,397	8,559	9,000	9,000

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**

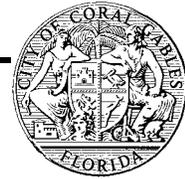


001 GENERAL FUND
POLICE DEPARTMENT
5000 ADMINISTRATIVE DIVISION
 521 LAW ENFORCEMENT

EXPENDITURE DETAIL

	2013-2014	2014-2015	2015-2016	2016-2017
	ACTUAL	ACTUAL	BUDGET	BUDGET
5400 Membership Dues and Subscriptions	2,846	3,521	6,225	6,225
5401 Software Subscriptions & Maintenance	-	42	-	-
5410 Employee Training	13,790	8,682	13,230	13,230
6440 Equipment Additions	3,646	1,144	3,000	3,000
8200 Federal Grants	7,126	32,403	98,678	123,678
TOTAL	\$ 1,766,956	\$ 1,906,393	\$ 2,578,668	\$ 2,615,840

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5020 UNIFORM PATROL DIVISION
 521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
5026	Police Major	1	1	1	1	\$ 145,942
5022	Police Lieutenant	4	4	4	4	446,495
5021	Police Sergeant	12	12	12	12	1,118,870
5020	Police Officer	86	86	86	86	5,805,567
5038	Neighborhood Safety Aide	-	-	4	4	134,776
0031	Secretary	1	1	1	1	51,007
8888	Overtime	-	-	-	-	297,258
9999	Holiday Worked Pay	-	-	-	-	210,000
TOTAL		104	104	108	108	\$ 8,209,915

EXPENDITURE DETAIL

	2013-2014	2014-2015	2015-2016	2016-2017
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 6,998,497	\$ 8,110,153	\$ 7,924,902	\$ 8,209,915
2000 Employee Benefits - See Other Cost Dist.	5,552,325	5,683,684	5,924,956	5,907,010
3190 Other Professional Services	3,923	1,367	500	500
4010 Travel Expense	1,316	943	3,400	4,400
4020 Central Garage Motor Pool Rent	1,518,137	1,361,958	1,341,556	1,555,778
Replacement:	394,056			
Oper. & Maint:	1,161,722			
4040 Central Garage Miscellaneous Charges	13	-	-	-
4420 Public Facilities Cost - See Other Cost Dist.	137,787	143,975	161,640	182,069
4550 General Liability Insurance	254,236	296,752	286,115	283,007
4630 Repair/Maint. of Machinery & Equipment	3,865	1,224	500	1,000
4710 Special Printed Forms	1,280	922	500	500
4910 Court Costs & Investigative Expense	1,529	-	-	-
5100 Office Supplies	7,595	7,377	6,477	7,977
5202 Chemicals and Photographic Supplies	490	-	139	500
5205 Expense for Animals	18,968	20,387	19,700	21,700
5206 Food for Human Consumption	221	457	-	500
5208 Household & Institutional Supplies	945	1,058	800	800
5212 Firearms Ammunition	39,133	38,196	20,301	41,069
5213 Purchase/Rental - Employee Uniforms	23,399	1,238	23,481	20,237
5214 Uniform Allowance	76,402	76,504	80,350	73,815
5215 Small Tools & Minor Equipment	13,668	14,593	14,715	7,815

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**

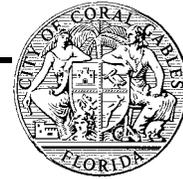


001 GENERAL FUND
POLICE DEPARTMENT
5020 UNIFORM PATROL DIVISION
 521 LAW ENFORCEMENT

EXPENDITURE DETAIL

	2013-2014	2014-2015	2015-2016	2016-2017
	ACTUAL	ACTUAL	BUDGET	BUDGET
5400 Membership Dues and Subscriptions	1,619	750	1,950	1,950
5410 Employee Training	30,748	37,086	48,450	68,035
6430 Equipment Repair/Replacement	-	-	15,000	-
6440 Equipment Additions	13,064	16,718	52,834	50,384
TOTAL	\$ 14,699,160	\$ 15,815,342	\$ 15,928,266	\$ 16,438,961

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5030 CRIMINAL INVESTIGATIONS DIVISION
 521 LAW ENFORCEMENT

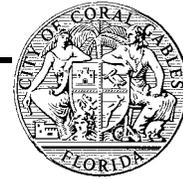
PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
5026	Police Major	1	1	1	1	\$ 142,352
5022	Police Lieutenant	2	2	2	2	231,959
5021	Police Sergeant	6	6	6	6	560,949
5020	Police Officer	28	28	28	28	2,063,466
0031	Secretary	1	1	1	1	51,007
5033	Crime Analyst	1	1	2	2	81,886
5027	Crime Scene Technician	2	2	2	2	87,496
5031	Senior Crime Scene Tech.	1	1	1	1	67,079
5037	Victim's Advocate	1	1	1	1	68,390
8888	Overtime	-	-	-	-	363,241
9999	Holiday Pay	-	-	-	-	80,000
TOTAL		43	43	44	44	\$ 3,797,825

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 3,127,373	\$ 3,338,297	\$ 3,829,099	\$ 3,797,825
2000	Employee Benefits - See Other Cost Dist.	2,454,238	2,372,562	2,623,561	2,514,708
3190	Other Professional Services	540	140	1,000	500
4010	Travel Expense	-	-	1,000	500
4020	Central Garage Motor Pool Rent	289,714	300,934	314,556	356,199
	Replacement:	119,606			
	Oper. & Maint:	236,593			
4220	Postage	29	-	250	150
4410	Rental of Machinery and Equipment	-	3,264	3,800	3,800
4420	Public Facilities Cost - See Other Cost Dist.	111,352	116,352	130,628	147,138
4550	General Liability Insurance	119,521	131,787	137,525	130,916
4620	Repair and Maint. of Office Equipment	-	125	2,000	2,000
4630	Repair/Maint. of Machinery & Equipment	1,200	899	2,500	2,500
4710	Special Printed Forms	1,202	318	500	500
4910	Court Costs & Investigative Expense	109,570	113,606	128,000	130,500
4920	TYPE IN A DESCRIPTION	-	-	-	-
4930	Information & Credit Investigation Service	39,715	42,279	42,575	42,575
4990	Other Miscellaneous Expense	1,250	1,355	500	3,500
5100	Office Supplies	13,715	12,258	13,000	14,100
5202	Chemicals and Photographic Supplies	1,364	3,988	8,200	8,200
5205	Expense for Animals	-	-	2,500	-

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**

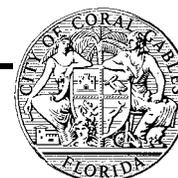


001 GENERAL FUND
POLICE DEPARTMENT
5030 CRIMINAL INVESTIGATIONS DIVISION
 521 LAW ENFORCEMENT

EXPENDITURE DETAIL

	2013-2014	2014-2015	2015-2016	2016-2017
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
5206 Food for Human Consumption	200	-	-	-
5207 Motor Fuel and Lubricants	181	621	6,000	4,000
5208 Household & Institutional Supplies	4,997	3,172	3,000	3,000
5214 Uniform Allowance	36,000	31,415	38,000	38,000
5215 Small Tools & Minor Equipment	5,219	3,863	5,550	5,550
5400 Membership Dues and Subscriptions	1,865	2,495	2,980	2,980
5401 Software Subscriptions & Maintenance	-	-	63,000	-
5410 Employee Training	14,370	15,267	20,810	27,520
TOTAL	<u>\$ 6,333,615</u>	<u>\$ 6,494,997</u>	<u>\$ 7,380,534</u>	<u>\$ 7,236,661</u>

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5040 TECHNICAL SERVICES DIVISION
521 LAW ENFORCEMENT

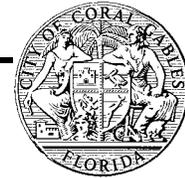
PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
5026	Police Major	1	1	1	1	\$ 120,299
5022	Police Lieutenant	1	1	1	1	116,657
5021	Police Sergeant	3	3	3	3	323,230
5005	Radio Technician Manager	1	1	1	1	92,886
5004	Radio Technician	2	2	2	2	120,128
5007	Police Records Supervisor	1	1	1	1	66,722
5013	Technical services Coordinator	1	1	1	1	86,999
5018	Communication Supervisor	5	5	5	5	348,067
5016	Communication Operator	26	26	30	30	1,659,302
5006	Police Property Clerk	2	2	2	2	103,841
5012	Police Records Clerk II	3	3	3	3	121,386
5011	Police Records Clerk I	5	5	5	5	160,971
0060	Receptionist	1	1	-	-	-
9004	Part-time Employees	-	-	-	-	88,804
8888	Overtime	-	-	-	-	250,000
9999	Holiday Pay	-	-	-	-	64,000
TOTAL		52	52	55	55	\$ 3,723,292

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 3,082,112	\$ 3,189,606	\$ 3,634,682	\$ 3,723,292
2000	Employee Benefits - See Other Cost Dist.	1,921,978	1,821,497	2,285,397	2,247,876
3190	Other Professional Services	5,390	6,696	3,800	2,500
4020	Central Garage Motor Pool Rent	85,294	90,910	100,624	111,444
	Replacement:	46,170			
	Oper. & Maint:	65,274			
4090	Other Transportation Expense	1,100	150	600	600
4220	Postage	-	-	500	-
4420	Public Facilities Cost - See Other Cost Dist.	144,371	150,854	169,363	190,768
4550	General Liability Insurance	119,083	127,381	131,063	128,347
4620	Repair and Maint. of Office Equipment	811	1,320	2,000	2,000
4630	Repair/Maint. of Machinery & Equipment	26,873	20,916	48,840	21,300
4710	Special Printed Forms	3,013	2,362	5,100	5,100
4990	Other Miscellaneous Expense	-	-	300	300
5100	Office Supplies	16,529	10,210	17,600	17,100
5206	Food for Human Consumption	394	252	1,666	1,906
5208	Household & Institutional Supplies	1,706	2,488	2,825	3,025
5214	Uniform Allowance	25,782	25,232	31,200	31,200

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**

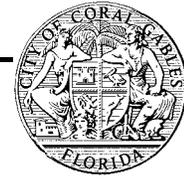


001 GENERAL FUND
POLICE DEPARTMENT
5040 TECHNICAL SERVICES DIVISION
 521 LAW ENFORCEMENT

EXPENDITURE DETAIL

	2013-2014	2014-2015	2015-2016	2016-2017
	ACTUAL	ACTUAL	BUDGET	BUDGET
5215 Small Tools & Minor Equipment	5,468	7,350	4,675	4,675
5217 Operating Equipment Repair Parts	20,831	23,786	40,000	43,150
5400 Membership Dues and Subscriptions	889	673	2,170	4,210
5401 Software Subscriptions & Maintenance	-	-	5,550	115,210
5410 Employee Training	18,105	19,214	26,810	29,370
6430 Equipment Repair/Replacement	100,785	114,768	160,604	199,902
6440 Equipment Additions	18,374	7,501	29,700	76,050
TOTAL	\$ 5,598,888	\$ 5,623,166	\$ 6,705,069	\$ 6,959,325

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5041 E911 SERVICE
 521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
5016	Communication Operator	6	6	2	2	\$ 130,619
8888	Overtime	-	-	-	-	50,000
9999	Holiday Pay	-	-	-	-	9,000
TOTAL		6	6	2	2	\$ 189,619

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 424,026	\$ 378,837	\$ 176,999	\$ 189,619
2000	Employee Benefits - See Other Cost Dist.	195,804	176,294	81,522	87,915
4550	General Liability Insurance	12,997	14,521	6,240	6,536
5214	Uniform Allowance	2,000	2,000	1,500	1,500
TOTAL		\$ 634,827	\$ 571,652	\$ 266,261	\$ 285,570

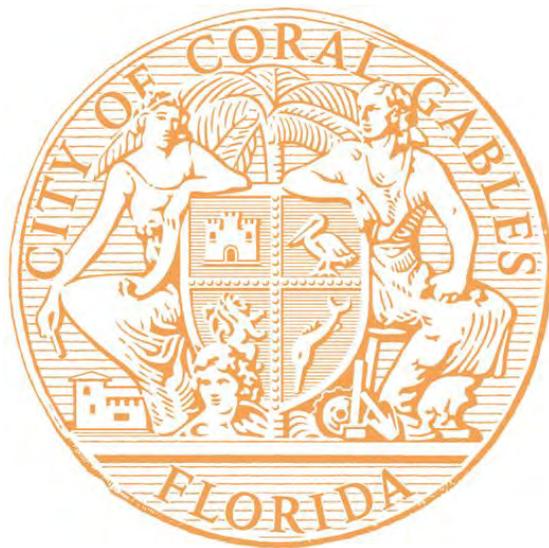
**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5042 POLICE EDUCATION
 521 LAW ENFORCEMENT

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
5410	Employee Training	\$ -	\$ 8,288	\$ 77,691	\$ 17,000
	TOTAL	\$ -	\$ 8,288	\$ 77,691	\$ 17,000



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**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5050 CROSSING GUARDS
 521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

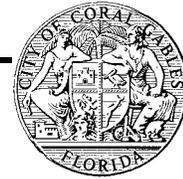
NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
9004	Part-time Employees	-	-	-	-	\$ 44,720
TOTAL		-	-	-	-	\$ 44,720

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 18,500	\$ 12,649	\$ 18,800	\$ 44,720
2000	Employee Benefits - See Other Cost Dist.	25,851	25,533	24,763	21,790
4550	General Liability Insurance	653	681	672	1,542
5214	Uniform Allowance	828	889	900	2,100
TOTAL		\$ 45,832	\$ 39,752	\$ 45,135	\$ 70,152

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5060 PROFESSIONAL STANDARDS DIVISION
521 LAW ENFORCEMENT

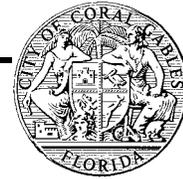
PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
0813	Administrative & Fiscal Affairs Manager	-	-	-	1	\$ 71,005
5022	Police Lieutenant	1	1	1	1	137,860
5021	Police Sergeant	2	2	2	2	202,787
5020	Police Officer	3	3	3	3	200,987
0609	Public Information Manager	1	-	-	-	-
0810	Administrative Analyst	1	1	1	-	-
5014	Police Supt. Services Assistant	1	1	1	1	60,522
5001	Police Training Assistant	2	2	2	2	114,149
0305	Payroll Clerk	2	2	2	2	103,007
6104	Off Duty Coordinator	1	1	1	1	53,589
9004	Part-time Employees	-	-	-	-	313,664
9999	Holiday Pay	-	-	-	-	6,500
8888	Overtime	-	-	-	-	25,000
TOTAL		14	13	13	13	\$ 1,289,070

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 1,054,894	\$ 1,021,526	\$ 1,205,419	\$ 1,289,070
2000	Employee Benefits - See Other Cost Dist.	721,784	620,859	672,575	683,383
3190	Other Professional Services	84,717	27,071	28,000	28,000
4020	Central Garage Motor Pool Rent	45,747	48,865	53,732	59,663
	Replacement:	24,184			
	Oper. & Maint:	35,479			
4090	Other Transportation Expense	1,350	-	-	-
4220	Postage	623	376	2,500	2,500
4410	Rental of Machinery and Equipment	40,507	47,068	64,559	64,559
4420	Public Facilities Cost - See Other Cost Dist.	136,111	142,223	159,673	179,853
4550	General Liability Insurance	38,786	36,254	34,331	44,436
4620	Repair and Maint. of Office Equipment	480	575	300	300
4630	Repair/Maint. of Machinery & Equipment	19,997	27,824	27,906	27,906
4710	Special Printed Forms	1,979	476	1,500	1,500
4910	Court Costs & Investigative Expense	34,020	22,736	38,412	15,412
5100	Office Supplies	8,457	6,482	12,715	12,700
5208	Household & Institutional Supplies	1,063	922	1,120	1,120
5212	Firearms Ammunition	76,947	73,305	73,364	73,364
5213	Purchase/Rental - Employee Uniforms	30,513	11,703	17,000	22,000
5214	Uniform Allowance	57,040	94,751	121,163	86,000

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**

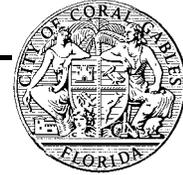


001 GENERAL FUND
POLICE DEPARTMENT
5060 PROFESSIONAL STANDARDS DIVISION
 521 LAW ENFORCEMENT

EXPENDITURE DETAIL

	2013-2014	2014-2015	2015-2016	2016-2017
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
5215 Small Tools & Minor Equipment	8,164	5,974	10,000	15,532
5217 Operating Equipment Repair Parts	21,543	27,246	24,942	24,942
5400 Membership Dues and Subscriptions	770	590	776	892
5410 Employee Training	108,611	92,791	44,126	59,117
8200 Federal Grants	108,622	320,494	10,000	-
TOTAL	<u>\$ 2,602,725</u>	<u>\$ 2,630,111</u>	<u>\$ 2,604,113</u>	<u>\$ 2,692,249</u>

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
POLICE DEPARTMENT
5070 SPECIALIZED ENFORCEMENT DIVISION
521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
5026	Police Major	1	1	1	1	\$ 87,622
5022	Police Lieutenant	1	1	1	1	125,950
5021	Police Sergeant	4	4	4	4	391,105
5020	Police Officer	25	25	25	25	1,822,377
0031	Secretary	1	1	1	1	54,896
9004	Part-time Employees	-	-	-	-	159,000
8888	Overtime	-	-	-	-	141,072
9999	Holiday Pay	-	-	-	-	70,000
TOTAL		32	32	32	32	\$ 2,852,022

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 2,272,376	\$ 2,293,512	\$ 2,716,141	\$ 2,852,022
2000	Employee Benefits - See Other Cost Dist.	1,803,257	1,759,502	2,036,172	1,883,457
4010	Travel Expense	27	557	500	500
4020	Central Garage Motor Pool Rent	422,774	435,346	446,415	509,357
	Replacement:	157,513			
	Oper. & Maint:	351,844			
4550	General Liability Insurance	87,790	100,581	101,706	98,313
4630	Repair/Maint. of Machinery & Equipment	16,628	17,824	20,000	20,000
4710	Special Printed Forms	-	1,596	750	4,250
4910	Court Costs & Investigative Expense	-	-	896	1,200
4990	Other Miscellaneous Expense	-	-	4,817	4,817
5100	Office Supplies	2,389	2,733	3,200	3,500
5202	Chemicals and Photographic Supplies	304	110	600	600
5206	Food for Human Consumption	1,978	1,156	5,104	2,000
5213	Purchase/Rental - Employee Uniforms	-	-	3,000	43,200
5214	Uniform Allowance	29,622	36,571	36,425	36,425
5215	Small Tools & Minor Equipment	8,519	6,266	8,000	8,000
5400	Membership Dues and Subscriptions	987	276	1,000	1,000
5410	Employee Training	4,208	6,574	9,500	20,000
6430	Equipment Repair/Replacement	48,661	18,051	23,500	15,000
TOTAL		\$ 4,699,520	\$ 4,680,655	\$ 5,417,726	\$ 5,503,641

**Action Plan Worksheet
2017**

Action Plan Owner: Ed Hudak, Police Chief

Action Plan Name: Safer Home-Town

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 1 – Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.2 – Attain world-class performance levels in public safety by 2019
 - Crime Rates
 - Response Times
 - Residents’ Satisfaction
 - Objective 1.3 – Improve mobility throughout the City
 - Traffic Plan

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Quality control follow-ups	December, 2016	Analysis of CFS vs. Complaints vs. Targeted 40% call-back
Real Time Crime Analysis of UCR comparative reports	January, 2017	Analysis complete
New Training	January, 2017	Training records
Community Education	January, 2017	PSA’s Crime Tips / Crime Watches held / Number of people attended
CCTV Crime Center	March, 2017	Analysis of CCTV / Assist Rate / Completion of phase one cameras
CID / UPD / SED Information Sharing Platform	June, 2017	Clearance Rate Reports
Customer Survey and Victim Survey	December, 2017	Year to year analysis of reported data
N.T.L. Program Expansion	December, 2017	Covered areas of Patrol Zones
Hire civilian analyst	January, 2018	Position filled
Hire civilian CCTV monitor	January, 2018	Position filled
Private / Public Partnership	January, 2018	Funding of Police foundation
Mobile / Patrol / App	December, 2018	Program Participants / Stats
PSA Programs	January, 2019	Officer Patrol / Response times / Time on calls
Open Internal Affairs Sub-Station	October, 2019	Facility occupied
New Facilities	October, 2019	Move in of Operations
Staffing / Allotment	December, 2019	Full Staffing of budgeted positions
Citywide Lighting Review and Implementation	December, 2019	Public Works progress reports by neighborhood

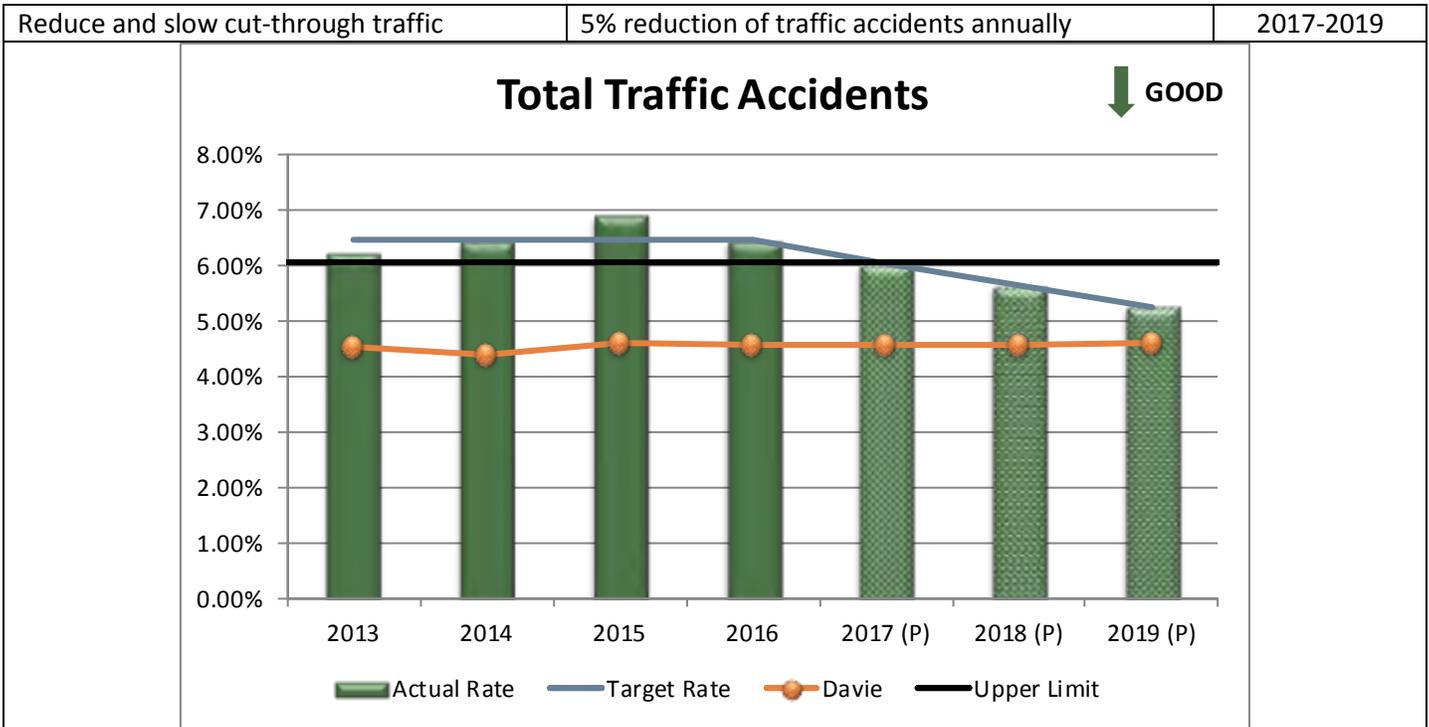
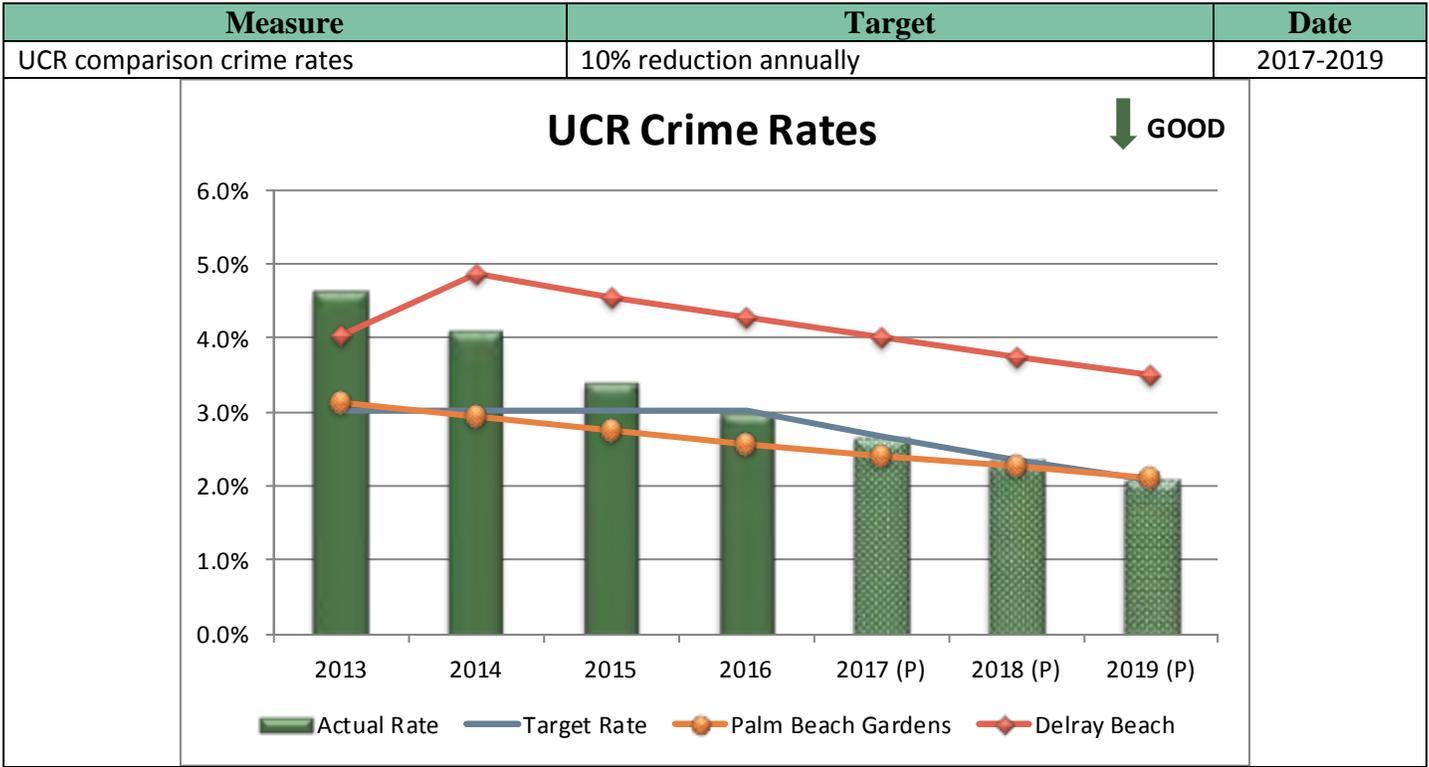
KEY tasks that must be accomplished, deliverables, and measures of success – (Continued)

What must be done	By When	How will it be evident
Purchase of Key Task-related Software	December 2019	Software acquired, installed and implemented
Establish Car Camera and Body Camera Program	January 2019	Purchase of car cameras, body cameras, acquisition of storage for footage and implementation

Resource requirements (what do we need to succeed?)

- 110 hours a week increased staffing hours
 - Required by January, 2018, as the Police Department will be covering 24/7 monitoring of the CCTV system through the Civilian CCTV Monitor, which adds approximately 12 more hours to regular business hour shifts across 5 days of the week and full 24 hours on the 2 days of the weekend ([12 night-time hours x 5 days of the week] + [24 hours x 2 days on the weekend] = approximately 110 hours added to current, normal staffing hours.
- \$300,000 to purchase software
 - Required by January 2019, as the Police Department will need software coverage for CCTV, information sharing, mobile operations, surveys and other program expansions added.
- \$50,000 to pay for civilian analyst
 - Required by January 2018, as the Police Department expects to have the Civilian Analyst position filled by that date.
- \$45,000 to pay for civilian monitor of CCTV
 - Required by October 2017, as the Police Department expects to have the Civilian CCTV Monitor position filled by that date.
- \$100,000 Funding for specific projects
 - Required by December 2019, as the Police Department will be incorporating more strategic quality controls, training related to new programs and program expansions, and new facilities.
- \$12,000 initially obtain & \$6,000/monthly to obtain Sub Station (Off-site offices) IA
 - \$84,000 (initial purchase + monthly rent) required by December 2019, \$72,000/annually beginning December 2020 and onward, as the Police Department will be obtaining new facilities by the initial date and Internal Affairs will be required to have an off-site location.
- \$300,000 to pay for car and body cameras and storage
 - Required by January 2019, as the Police Department will have purchased the hardware, software and associated equipment, and have implemented the program by that date.

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



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

Measure	Target	Date
Real time community communications with police	75% of Social media platforms communications responded to within 24-hour timeframe	2017-2019
Unit travel time	6 minutes and 30 seconds or less 90% of the time	2017-2019

Frequency & venue of review

- Monthly with City Manager at PSI meeting

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

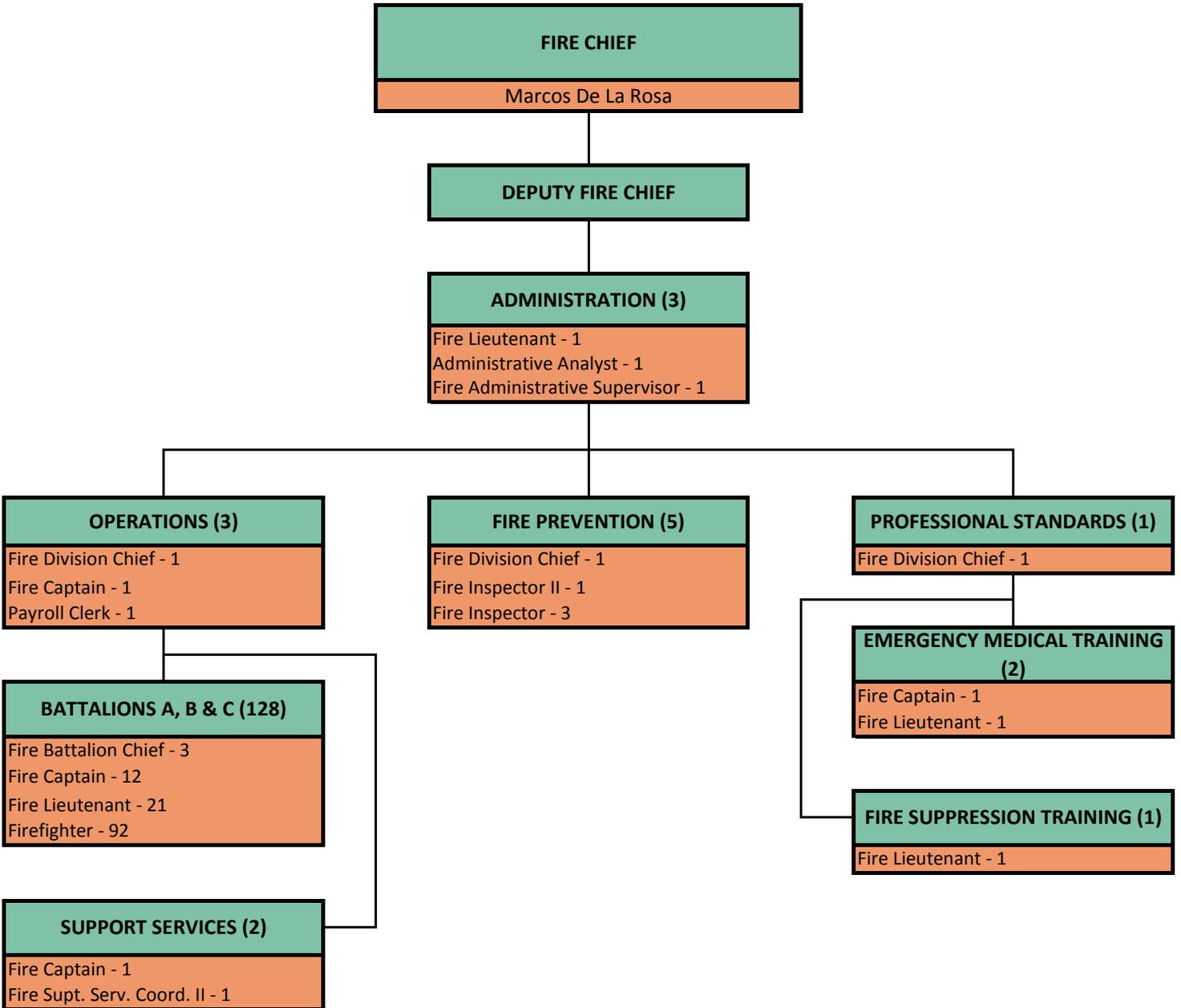
Stakeholder Group	Potential positive impact	Potential negative impact
Police Personnel	Safer work environment Improved satisfaction and engagement through improved performance	None
Residents	Less change of victimization	Costs

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

- + Reduced exposure to dollar amount awards for civil suits
- \$300,000 cost of software
- \$35,000 increase annually training budget
- \$15,000 annually cost of hardware
- \$300,000 approx. startup / \$15,000 annual cost of cameras / body cameras / car cameras / CCTV
- \$15,000 annually cost of PSA vehicles / equipment
- \$95,000 cost of additional salaries (Civilian Analyst and Civilian CCTV Monitor)

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**

**FIRE
ORGANIZATION CHART**



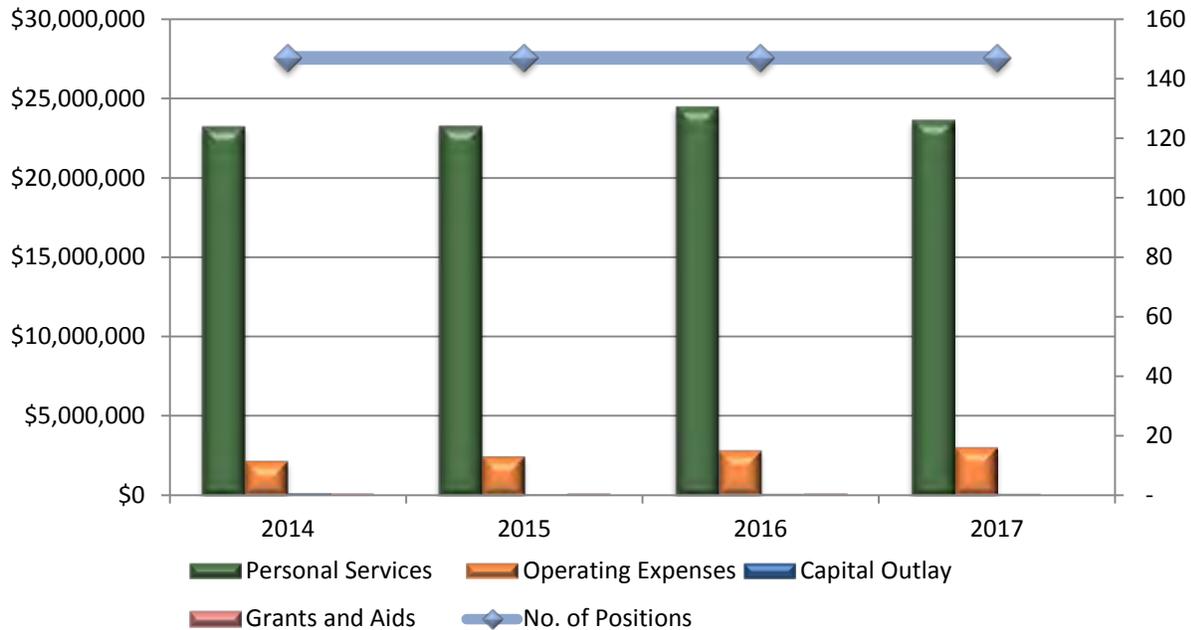
**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



**FIRE DEPARTMENT
BUDGET AND POSITION SUMMARY**

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 BUDGET	2016-2017 BUDGET
Personal Services	23,244,227	23,273,396	24,481,654	23,634,911
Operating Expenses	2,145,596	2,423,180	2,798,895	3,001,794
Capital Outlay	106,119	46,879	74,906	74,695
Grants and Aids	97,473	64,532	66,983	-
TOTALS	25,593,415	25,807,987	27,422,438	26,711,400
No. of Positions	147	147	147	147

EXPENDITURE/PERSONNEL COMPARISONS



FISCAL YEAR 2016 MAJOR ACCOMPLISHMENTS

- ✓ Successfully achieved all emergency response benchmarks.
- ✓ Enhancements to departmental infrastructure which included remodeling of Fire Station 3, purchase and installation of temporary housing for Fire Station 2, purchase of new fire engine, etc.
- ✓ Obtained full staffing of Firefighter personnel.

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

FIRE

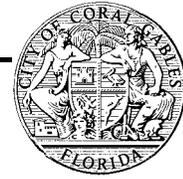
INDICATOR:	FY15			FY16		FY17
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Perform water system maintenance and testing yearly for 1,325 hydrants citywide	1,325	1,325	●	1,325	1,332	1,325
Complete the Department's Annual Compliance Report for maintaining Accredited Agency status for CFAI and Class 1 ISO rating	Pending	Done	●	Pending	Done	Pending
Process and review construction renovation plans	1,500	1,408	●	1,500	1,359	1,500
Inspections for new construction occupancies	1,500	1,780	●	1,500	1,204	1,500
Inspections on all commercial occupancies	4,510	4,743	●	4,510	4,351	4,510
Compliance re-inspections of commercial occupancies	1,500	1,405	●	1,500	1,814	1,500
Perform pre-fire plans tacticals on all commercial occupancies	1,500	1,213	●	1,500	1,436	1,500
Conduct fire & life safety presentations at various locations ¹	400	101	●	400	108	400
Track and analyze emergency response times to ensure attainment of benchmarks in accordance with the Commission on Fire Accreditation International (CFAI) standards. First Unit arrival within 8 minutes, or less Total Response Time (TRT)	90%	90%	●	90%	90%	90%
Provide ISO, OSHA, NFPA, State Fire Marshal, and DOD/HS training for each firefighter annually	Pending	Done	●	Pending	Done	Pending
Provide required HRS training to all Emergency Medical Technicians and Paramedics annually	Pending	Done	●	Pending	Done	Pending

Legend

- Target met or exceeded
- Target nearly met
- Target not met



**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
FIRE DEPARTMENT
5500 FIRE DEPARTMENT
522 FIRE CONTROL

PERSONNEL SCHEDULE

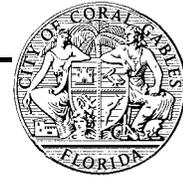
NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 BUDGET	2016-2017 BUDGET SALARIES	
5130	Fire Chief	1	1	1	1	\$ 188,818
5129	Deputy Fire Chief	1	1	1	1	140,358
5125	Fire Division Chief	3	3	3	3	444,811
5120	Fire Battalion Chief	3	3	3	3	493,006
5118	Fire Captain	15	15	15	15	1,917,715
5114	Fire Lieutenant	24	24	24	24	2,578,303
0810	Administrative Analyst	-	1	1	1	59,874
5113	Fire Inspector II	1	1	1	1	72,572
5112	Fire Inspector	2	3	3	3	188,523
5108	Fire Administrative Supervisor	1	1	1	1	68,693
0306	Payroll Clerk - Fire	1	1	1	1	40,018
5107	Fire Supt. Serv. Coord. II	1	1	1	1	63,534
5105	Firefighter	92	92	92	92	7,274,583
5103	Fire Public Education Specialist	1	-	-	-	-
0031	Secretary	1	-	-	-	-
9002	Part Time	-	-	-	-	37,489
8888	Overtime	-	-	-	-	430,000
9999	Holiday Pay	-	-	-	-	583,000
TOTAL		147	147	147	147	\$ 14,581,297

EXPENDITURE DETAIL

		2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 BUDGET	2016-2017 BUDGET
1000	Salaries	\$ 14,187,578	\$ 14,441,388	\$ 14,608,169	\$ 14,581,297
2000	Employee Benefits - See Other Cost Dist.	9,056,649	8,832,008	9,873,485	9,053,614
3130	Special Medical Services	66,000	66,000	66,000	66,000
3190	Other Professional Services	1,120	18,057	52,000	52,000
3410	Laundry & Sanitation Services	3,238	6,344	7,800	7,800
4020	Central Garage Motor Pool Rent	684,472	808,777	1,065,813	1,108,480
	Replacement:	716,943			
	Oper. & Maint:	391,537			
4040	Central Garage Miscellaneous Charges	213	1,291	3,000	3,000
4410	Rental of Machinery and Equipment	13,442	14,438	15,800	15,800
4420	Public Facilities Cost - See Other Cost Dist.	514,249	537,344	603,273	679,518
4450	Lease Equipment	20,405	-	-	84,000
4550	General Liability Insurance	506,137	522,474	522,100	502,636
4620	Repair and Maint. of Office Equipment	100	-	500	500
4630	Repair/Maint. of Machinery & Equipment	29,435	31,215	46,299	40,150
4710	Special Printed Forms	1,667	3,498	3,500	3,500
4940	Taxes & License Fees Paid	-	7,780	5,025	9,330
4990	Other Miscellaneous Expense	3,210	3,547	3,900	3,900

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



**001 GENERAL FUND
FIRE DEPARTMENT
5500 FIRE DEPARTMENT
522 FIRE CONTROL**

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
5100	Office Supplies	10,317	14,891	10,000	7,000
5202	Chemicals and Photographic Supplies	295	300	300	300
5203	Drugs and Medical Supplies	85,122	92,652	100,000	100,000
5204	Cleaning & Janitorial Supplies	11,741	11,294	12,275	12,275
5206	Food for Human Consumption	443	1,181	2,500	2,500
5208	Household & Institutional Supplies	2,175	9,819	19,400	5,000
5209	Protective Clothing	33,796	61,188	83,620	83,620
5211	Building Materials and Supplies	1,106	948	1,500	1,000
5214	Uniform Allowance	104,335	116,379	115,565	115,565
5215	Small Tools & Minor Equipment	12,717	24,011	14,000	14,500
5217	Operating Equipment Repair Parts	14,586	11,959	13,600	12,295
5220	Motor Oil and Other Lubricants	136	281	1,000	1,000
5400	Membership Dues and Subscriptions	3,293	3,944	3,890	3,890
5410	Employee Training	21,846	26,993	26,235	66,235
6430	Equipment Repair/Replacement	106,119	39,153	50,570	52,700
6440	Equipment Additions	-	7,726	24,336	21,995
7100	Debt Service - Principal	-	24,598	-	-
7200	Debt Service - Interest	-	1,977	-	-
8201	State Grants	2,060	1,082	3,483	-
8203	Urban Areas Security Initiative (UASI)	94,493	63,450	63,500	-
8210	Fire Resue Station - US-1 Expense	920	-	-	-
TOTAL		<u>\$ 25,593,415</u>	<u>\$ 25,807,987</u>	<u>\$ 27,422,438</u>	<u>\$ 26,711,400</u>

**Action Plan Worksheet
2017**

Action Plan Owner: Marcos De La Rosa, Fire Chief

Action Plan Name: Reduce morbidity and mortality through treatment, training, and response capabilities.

Strategic plan alignment (supports which Objectives and Goals)

- Goal 1 - Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.2 - Attain world-class performance levels in public safety by 2019
- Goal 3 - Ensure the financial ability to provide essential services that promote a high quality of life, health, and safety to the residents, businesses, and workforce.
 - Objective 3.3 - Attain 80% funded status of the capital infrastructure improvement plan through recurring revenue by 2019
 - Objective 3.5 - Increase the percentage of development agreement and grant funding to 4% of total revenue by 2019

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By when	How will it be evident
Develop Job Description for Quality Improvement Analyst	12-16	New Needs approval
Review Data + Key Performance Indicators	3-17	Develop list of KPI
Identify Funding opportunities to staff the Quality Improvement Analyst	4-17	Budget approval
Identify targeted medical conditions & method to evaluate	5-17	Medical Director establishes criteria
Hire Quality Improvement Analyst	2-18	Fill Position
Establish TQA to include all stakeholders	4-18	Formalized Policy
Validate medical protocols	5-18	Based on outcome studies
Validate Best Practices	7-18	Comparative List
Work with hospitals and other medical institutions to develop & introduce appropriate training topics & methods	7-18	Improved results in key measures
Evaluate all personnel on protocols & procedures	3-19	Formal test and evaluation

Resource requirements (what do we need to succeed?)

- Hiring of new Quality Improvement Analyst in FY17-18
- Collaboration with key stakeholder groups (e.g., Hospital Associations, Fire Chiefs Association, local Medical Training Institutions, Florida Bureau of EMS, etc.)
- 120 staff hours of the I.T. Department for software and analytical tools
- \$15,000 funding for key tasks above in FY17-18
- Medical Director guidance and support
- 320 staff hours of the Training Staff

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

Measure	Target	Date
Total Response Time	6 minutes and 30 seconds or less 90% of the time	January 2018

Percentage On-Time Under 6.5 Min. Benchmark

Year	Actual %	Total Calls	CFAI Goal %
2016	~70%	~7,500	90%
2017 (P)	~85%	~8,500	90%
2018 (P)	~90%	~9,500	90%
2019 (P)	~95%	~10,500	90%

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

Measure	Target	Date
% of required personnel who complete training	100%	November, 2016
Morbidity / mortality rates	Target to be established as study indicates	Ongoing
QA Data review	100% Compliance	Ongoing

Frequency & venue of review

- Weekly internal review with Professional Standards Division
- Monthly statistical compliance report submitted to Fire Chief for briefing to the City Manager
- Semi-annual Training evaluation process conducted by medical Director to determine protocol efficiency

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

Stakeholder Group	Potential positive impacts	Potential negative impact
Fire Department	Improved satisfaction and engagement through professional training and high performance	Increased expense of new hires and cost of training
Residents / Visitors	Reduce morbidity / mortality	None
Hospitals	Reduce morbidity / mortality	None

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

- + Reduction in medical procedures costs that don't produce outcome improvements
- + Reduced liability costs
- \$15,000 funding for key tasks above

**Action Plan Worksheet
2017**

Action Plan Owner: Marcos De La Rosa, Fire Chief

Action Plan Name: Distribution of Emergency Response resources

Strategic plan alignment (supports which Objectives and Goals)

- Goal 1 - 1. Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.2 Attain world-class performance levels in public safety by 2019

KEY tasks that must be accomplished, deliverables, and measures of success

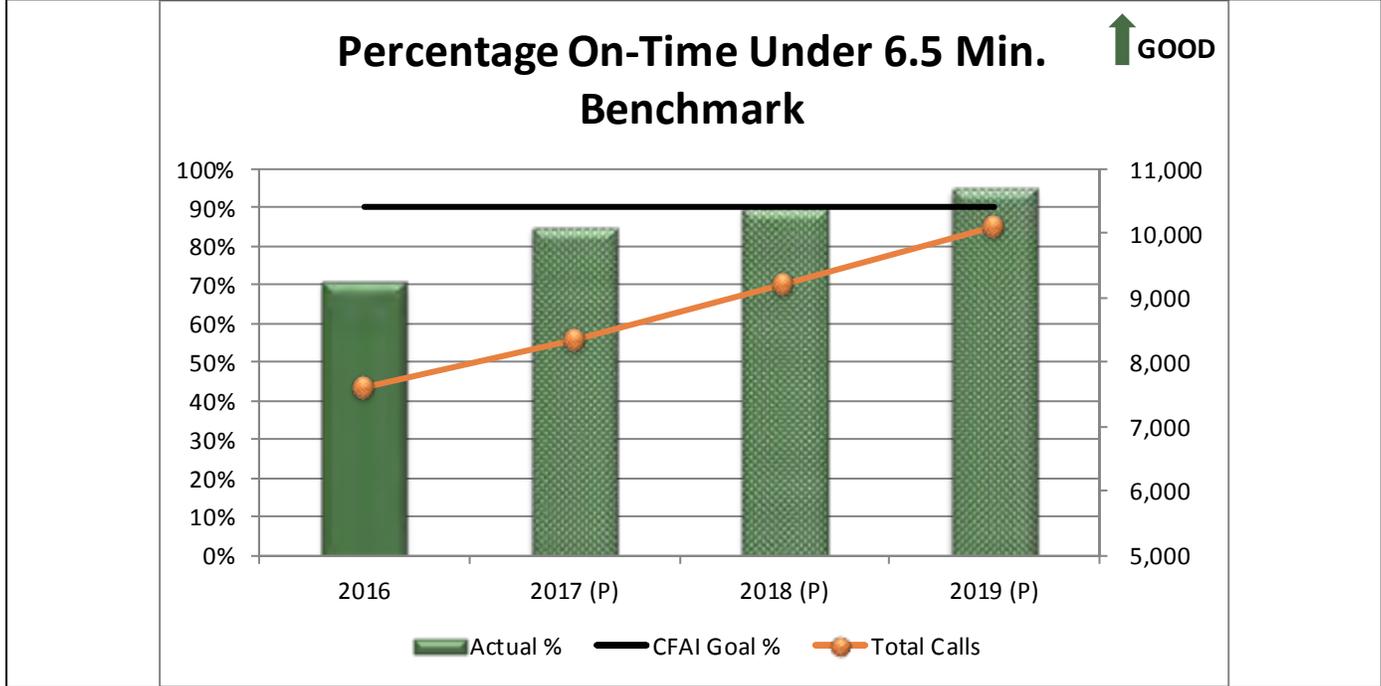
What must be done	By when	How will it be evident
I.D. site location	10-16	Site study: Response Driven Data
Negotiate purchase	10-17	Deed
Develop Start Design Scope	7-17	Draft & Commission approved
Procurement + RFP	12-17	Development
Selection + Award	2-18	Committee to review
Negotiate Contract to Build	4-18	PW to coordinate.
Commission Approval	4-18	Resolution
Design Complete	10-18	Drawings
Permits	2-19	Obtained
Ground Breaking	2-19	Ceremony
Ribbon Cutting	12-19	Open new station

Resource requirements (what do we need to succeed?)

- \$1,500,000 for land acquisition – funded in capital improvement program over multiple years
- \$2,000,000 for construction – funded in capital improvement program over multiple years
- 20 Staff hours from Finance
- 30 Staff hours from Procurement
- 2,000 Staff hours from P.W. (1 Yr. project manager)
- 20 Staff hours from I.T. - GIS
- \$20,000 for Communications (radios and alerting system) – in FY17-18
- Miami Dade County (WASA) (Fire hydrant placement and water supply to facilities)
- 20 Staff hours from Legal

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

Measure	Target	Date
Total Response Time	6 minutes and 30 seconds or less 90% of the time	January 2018



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

Measure	Target	Date
Adherence to budget	100% to schedule	12-19
Response Coverage ISO Rating	Class 1	10-17
Adherence to schedule for Construction of Facility	100% to schedule	12-19

Frequency & venue of review

- Weekly meetings with Committee
- Monthly to City Manager at Department Meetings

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

Stakeholder Group	Potential positive impacts	Potential negative impact
Residents / Visitors	Improved Response Times	Funds expended for the new facility are not available for other projects
Business	Improved Response Times	None
Firefighters	Improved Response Times Improved firefighter pride and satisfaction by having new facility	None
Annexation Areas / High Pines	Improved Response Times	None

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

- + Reduction of liability – appropriate Response Zone
- \$3,520,000 Cost of land acquisition, and facility design, construction / maintenance

**Action Plan Worksheet
2017**

Action Plan Owner: Marcos De La Rosa, Fire Chief

Action Plan Name: Implement a Traffic Signal Preemption System

Strategic plan alignment (supports which Objectives and Goals)

- Goal 1- Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.2 - Attain world-class performance levels in public safety by 2019
- Goal 5 - Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Objective 5.3 - Enhance pedestrian experience, safety, and connectivity in the City through improved lighting, crosswalks, sidewalks, and way finding

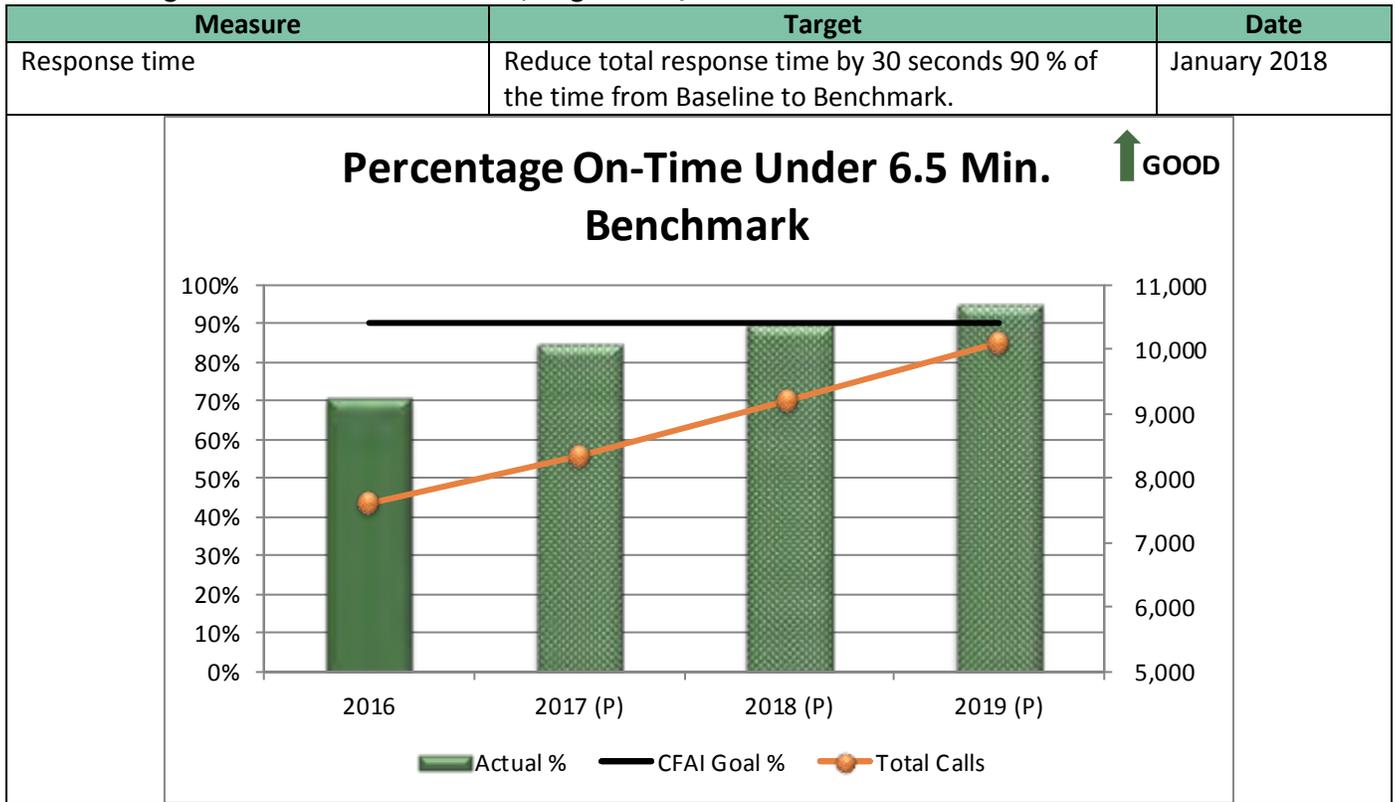
KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By when	How will it be evident
Analysis of Response Times	3-16	Analysis complete
GPS Mapping and data of Corridors	8-16	GIS mapping complete
Review vendors & technology	10-16	Selection by Committee
Secure Funding	3-16 – 3-19	Funding included in Capital Plan
Miami-Dade County & D.O.T. partnership	10 - 16	Plan approval
Procurement / RFP	11 - 16	RFP issued
Committee selection of contractor	1-17	Commission approval
Award / Negotiate contract	3-17	Contract awarded
Purchase / Multi phases	3-17 – 3-19	Purchases made
Establish and identify implementation plan	4-17 – 4-19	Plan approval
System Evaluation	5-17	Evaluation complete
Data Evaluation	5-17 – 5-19	Evaluation complete
Information & Education for Internal & External Customers	3-17	News and Press Releases City Education Sessions

Resource requirements (what do we need to succeed?)

- 40 Staff hours from Fire Department
- 20 Staff hours from I.T.
- 10 Staff hours from P.W.
- 10 Staff hours from Police
- \$1,075,000 for purchase of pre-emption system – funded in capital improvement program over multiple years
- 20 Staff hours from Procurement
- 6 Staff hours from Legal
- 4 Staff hours from Risk Management

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



Frequency & venue of review

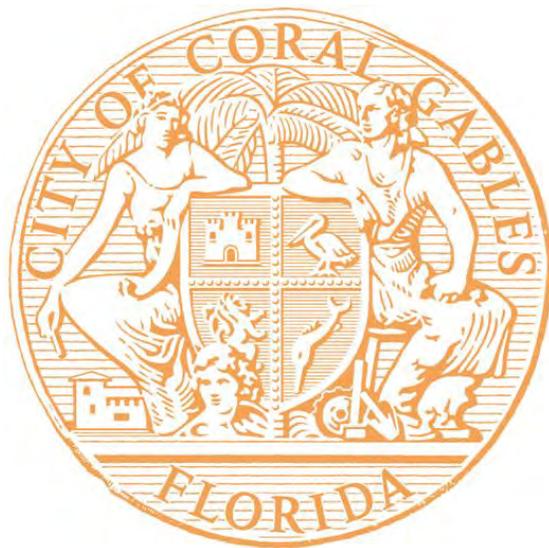
- Monthly data review by IT & Fire Operation
- Weekly Committee Updates
- Monthly Progress Reports (Team Leader) to City Manager

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

Stakeholder Group	Potential positive impacts	Potential negative impact
Police	Reduce & improve response times	None
Fire	Reduce & improve response times	None
Trolley	Improved safety and traffic flow	None
Visitors/Residents	Improved safety and reduced motor vehicle accidents	None

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

- + Undefined dollar savings in reduce fire loss
- + Reduction of City liability due to MVA's reduction
- \$1,075,000 Cost of pre-emption system
- \$10,750 Maintenance & Replacement costs

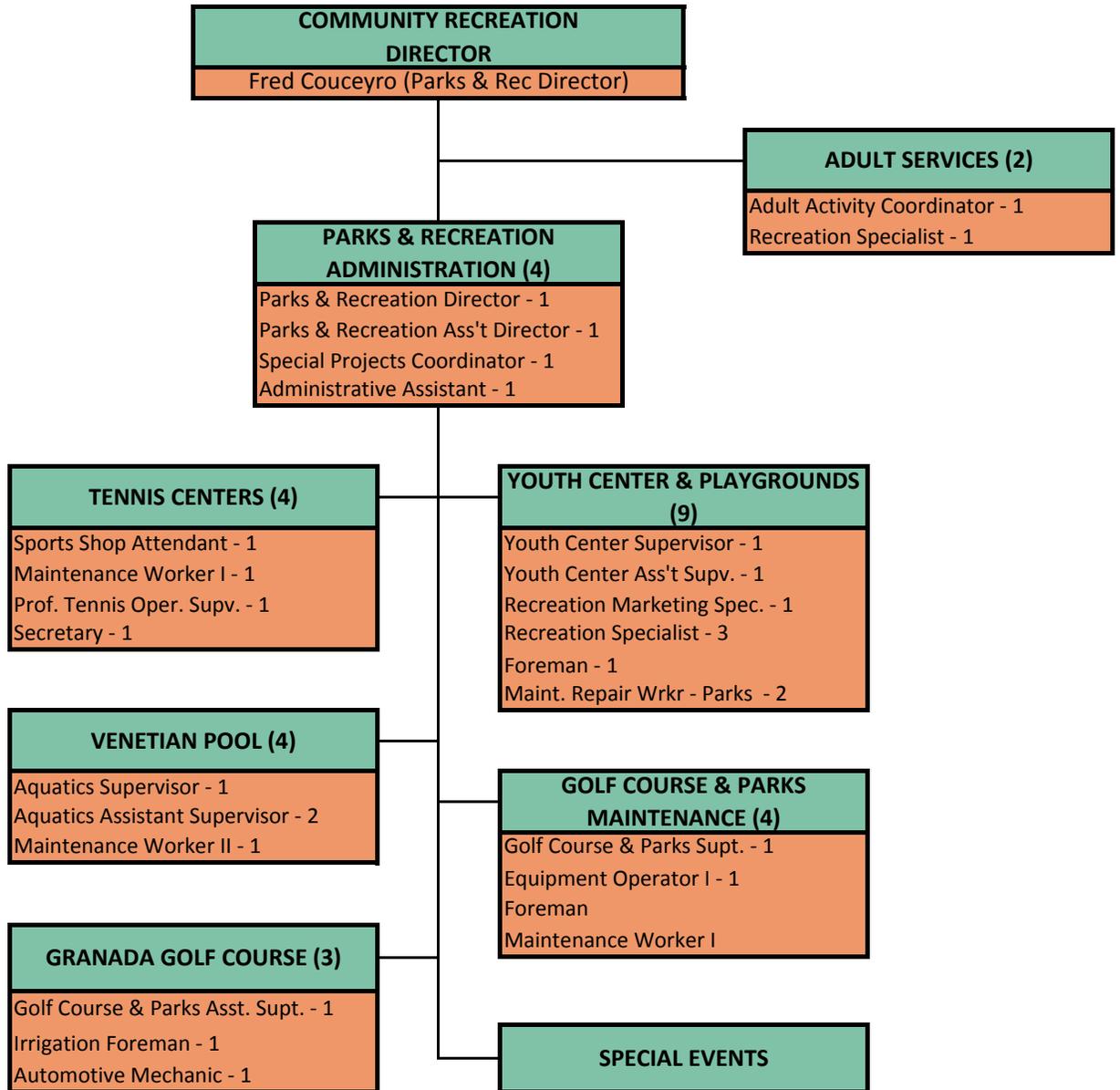


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**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**

COMMUNITY RECREATION

ORGANIZATION CHART



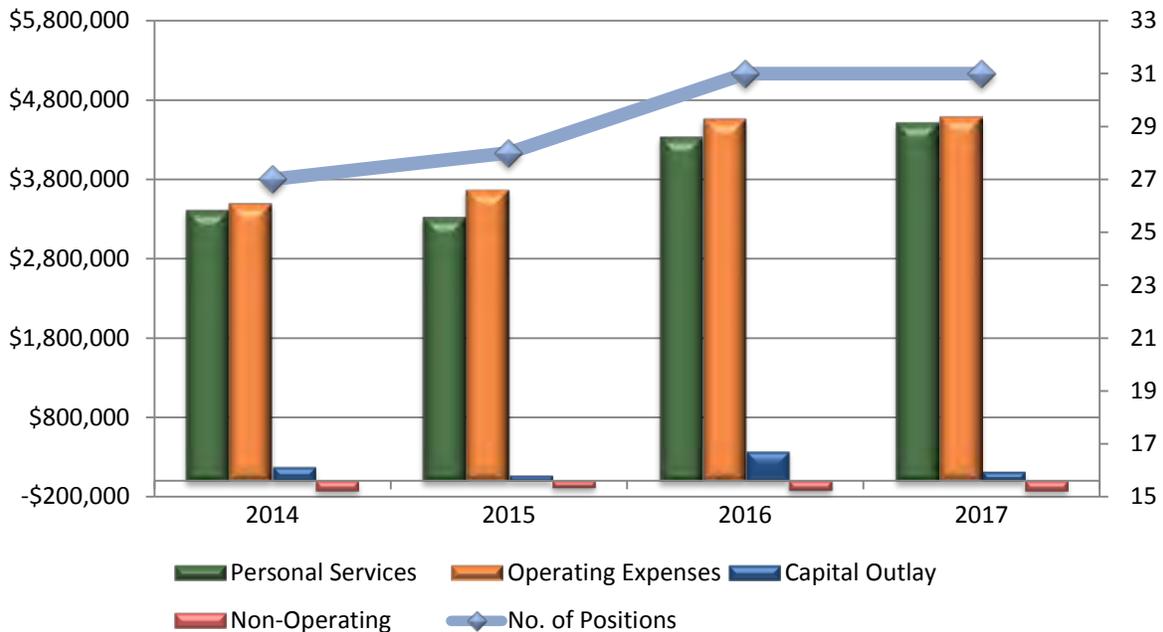
**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



**COMMUNITY RECREATION DEPARTMENT
BUDGET AND POSITION SUMMARY**

	<u>2013-2014 ACTUAL</u>	<u>2014-2015 ACTUAL</u>	<u>2015-2016 BUDGET</u>	<u>2016-2017 BUDGET</u>
Personal Services	3,412,293	3,320,944	4,334,857	4,515,101
Operating Expenses	3,500,451	3,670,817	4,567,129	4,592,019
Capital Outlay	183,532	73,878	374,924	120,560
Non-Operating	(127,614)	(85,013)	(117,686)	(125,715)
TOTALS	<u><u>6,968,662</u></u>	<u><u>6,980,626</u></u>	<u><u>9,159,224</u></u>	<u><u>9,101,965</u></u>
No. of Positions	27	28	31	31

EXPENDITURE/PERSONNEL COMPARISONS



FISCAL YEAR 2016 MAJOR ACCOMPLISHMENTS

- ✓ Awards: Playful City USA, Platinum Award for Safety - Venetian Pool, City Tennis Operations Supervisor named the "2016 Facility Manager of the Year" by USPTA/Florida.
- ✓ Renovation of Granada Golf Course, Biltmore Tennis Center, and Venetian Pool.
- ✓ Oversaw 29 special events citywide which included over 60,000 patrons.

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

COMMUNITY RECREATION

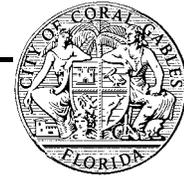
INDICATOR:	FY15			FY16		FY17
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Participation of all Youth Center activities	13,698	12,298	🟡	13,698	14,205	14,000
Youth Center programs	9,759	9,401	🟡	9,759	9,401	10,000
Guest passes	1,849	948	🟡	1,849	1,646	2,000
Rentals	225	257	🟢	225	273	230
Memberships	1,866	1,949	🟢	1,866	1,757	2,000
Hours of usage for meetings (conference room, theater, classroom, gym)	500	514	🟢	500	500	520
Total revenue of Venetian Pool	\$1.09M	\$1.28M	🟢	\$1.11M	\$1.36M	\$1.33M
Venetian Pool Gift Shop revenue	\$12,000	\$9,843	🟡	\$15,000	\$10,785	\$15,000
Number of paid admissions to the Venetian Pool	85,000	96,619	🟢	90,000	92,207	95,000
Adult Participation in Parks & Recreation activities	480	2,546	🟢	528	2,526	581
Adult Fitness Enrollment	275	2,094	🟢	303	2,172	333
Adult Arts & Sciences Enrollment	205	452	🟢	225	354	247
Participation in all Tennis Programs	2,454	2,703	🟢	2,838	2,366	2,900
Tennis Court Rentals	13,873	13,340	🟡	14,007	8,679	14,300
Number of Private Tennis Lessons	8,570	8,602	🟢	9,032	8,201	9,200

Legend

- 🟢 Target met or exceeded
- 🟡 Target nearly met
- 🔴 Target not met



**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
COMMUNITY RECREATION DEPARTMENT
6000 COMMUNITY RECREATION - ADMINISTRATION
 572 COMMUNITY RECREATION

PERSONNEL SCHEDULE

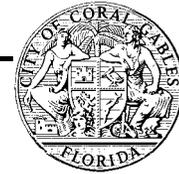
NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
6311	Community Recreation Director	1	1	1	1	\$ 146,223
6315	Parks & Recreation Director	1	1	1	1	140,024
6010	Parks & Recreation Asst. Director	-	-	1	1	96,969
0810	Administrative Analyst	-	1	-	-	-
0059	Special Projects Coordinator	1	1	1	1	59,344
0602	Administrative Assistant	1	1	1	1	41,724
TOTAL		4	5	5	5	\$ 484,284

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 319,883	\$ 228,181	\$ 430,609	\$ 484,284
2000	Employee Benefits - See Other Cost Dist.	198,354	197,281	269,385	282,810
3190	Other Professional Services	12	378	164,925	22,925
4090	Other Transportation Expense	9,450	5,400	10,800	10,800
4410	Rental of Machinery and Equipment	5,512	5,729	6,200	2,500
4550	General Liability Insurance	12,473	15,604	15,390	16,694
5100	Office Supplies	2,631	1,536	3,600	3,600
5206	Food for Human Consumption	-	169	200	200
5214	Uniform Allowance	649	477	1,000	1,000
5400	Membership Dues and Subscriptions	1,811	942	1,860	1,860
5410	Employee Training	1,860	3,762	3,000	3,000
TOTAL		\$ 552,635	\$ 459,459	\$ 906,969	\$ 829,673

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
COMMUNITY RECREATION DEPARTMENT
6010 TENNIS CENTERS
572 COMMUNITY RECREATION

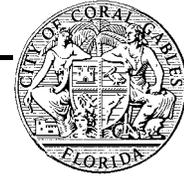
PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
6304	Sports Shop Attendant	1	1	1	1	\$ 34,759
3004	Maintenance Worker I	1	1	1	1	40,991
6102	Prof. Tennis Oper. Supv.	1	1	1	1	36,593
0031	Secretary	1	1	1	1	54,896
6666	Tennis Pro Commission	-	-	-	-	150,000
9005	Part-time Employees	-	-	-	-	115,217
TOTAL		4	4	4	4	\$ 432,456

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 464,951	\$ 385,539	\$ 422,034	\$ 432,456
2000	Employee Benefits - See Other Cost Dist.	143,820	141,159	158,836	163,023
3190	Other Professional Services	181,460	192,212	185,000	185,000
4020	Central Garage Motor Pool Rent	885	1,212	1,959	1,909
	Replacement:	1,723			
	Oper. & Maint:	186			
4410	Rental of Machinery and Equipment	-	-	2,000	-
4420	Public Facilities Cost - See Other Cost Dist.	115,174	120,346	135,112	152,188
4550	General Liability Insurance	12,630	14,847	15,084	14,907
4610	Repair/Maint. of Bldgs & Improvements	-	12,231	4,768	-
4630	Repair/Maint. of Machinery & Equipment	331	782	445	445
4690	Special Maintenance Interdept'l Charges	10,014	7,481	11,115	12,172
4710	Special Printed Forms	1,599	776	1,920	1,920
5100	Office Supplies	1,822	1,358	2,000	2,000
5203	Drugs and Medical Supplies	12	-	110	110
5204	Cleaning & Janitorial Supplies	59	41	347	347
5206	Food for Human Consumption	2,649	1,675	5,980	5,980
5208	Household & Institutional Supplies	28,177	28,246	35,891	35,891
5213	Purchase/Rental - Employee Uniforms	-	-	10	10
5214	Uniform Allowance	2,886	2,322	2,583	2,583
5215	Small Tools & Minor Equipment	187	-	100	100
5400	Membership Dues and Subscriptions	-	-	105	105
5410	Employee Training	-	-	565	565
6440	Equipment Additions	-	4,645	-	-
TOTAL		\$ 966,656	\$ 914,872	\$ 985,964	\$ 1,011,711

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



420 VENETIAN POOL FUND
COMMUNITY RECREATION DEPARTMENT
6020 VENETIAN POOL
 572 COMMUNITY RECREATION

PERSONNEL SCHEDULE

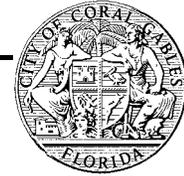
NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
6205	Aquatics Supervisor	1	1	1	1	\$ 51,244
6203	Aquatics Assistant Supervisor	2	2	2	2	98,858
3005	Maintenance Worker II	1	1	1	1	31,784
9004	Part-time Employees	-	-	-	-	264,492
9999	Holiday Pay	-	-	-	-	2,760
TOTAL		4	4	4	4	\$ 449,138

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 352,544	\$ 397,483	\$ 453,950	\$ 449,138
2000	Employee Benefits - See Other Cost Dist.	179,519	208,631	232,752	209,010
3180	TYPE IN A DESCRIPTION	1,075	2,171	2,208	2,208
3190	Other Professional Services	6,125	6,125	6,500	21,500
4410	Rental of Machinery and Equipment	1,982	2,346	3,500	2,000
4420	Public Facilities Cost - See Other Cost Dist.	133,075	139,051	156,112	175,842
4550	General Liability Insurance	21,400	15,286	16,224	15,482
4620	Repair and Maint. of Office Equipment	400	400	400	400
4630	Repair/Maint. of Machinery & Equipment	1,300	1,300	6,800	2,300
4710	Special Printed Forms	1,500	1,313	1,500	1,500
4940	Taxes & License Fees Paid	5,033	5,062	5,062	5,062
4990	Other Miscellaneous Expense	1,050	1,347	-	-
5100	Office Supplies	2,000	2,547	3,000	3,000
5201	Agricultural Supplies	5,497	5,551	5,500	5,500
5202	Chemicals and Photographic Supplies	28,273	25,983	30,000	30,000
5203	Drugs and Medical Supplies	1,978	1,995	2,000	2,000
5204	Cleaning & Janitorial Supplies	3,864	3,891	4,000	4,000
5206	Food for Human Consumption	89,736	101,730	84,760	84,760
5208	Household & Institutional Supplies	15,405	15,929	19,814	23,814
5209	Protective Clothing	305	6,131	6,300	6,300
5211	Building Materials and Supplies	146	150	150	150
5214	Uniform Allowance	4,301	3,268	3,300	3,300
5215	Small Tools & Minor Equipment	2,495	5,500	2,500	2,500

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**

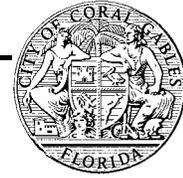


420 VENETIAN POOL FUND
COMMUNITY RECREATION DEPARTMENT
6020 VENETIAN POOL
 572 COMMUNITY RECREATION

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
5400	Membership Dues and Subscriptions	250	250	250	250
5410	Employee Training	792	735	800	800
6200	Building Improvements & Upgrades	-	2,360	-	-
6430	Equipment Repair/Replacement	-	-	6,000	-
6440	Equipment Additions	-	-	2,000	-
TOTAL		\$ 860,045	\$ 956,535	\$ 1,055,382	\$ 1,050,816

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



430 GRANADA GOLF COURSE FUND
COMMUNITY RECREATION DEPARTMENT
6030 GRANADA GOLF COURSE
 572 COMMUNITY RECREATION

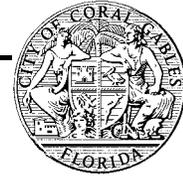
PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
2310	Golf Course & Parks Maint. Asst. Supt.	-	-	1	1	\$ 77,559
3009	Irrigation Foreman	-	-	1	1	38,996
4006	Automotive Mechanic	1	1	1	1	40,943
9999	Holiday Pay - Worked	-	-	-	-	4,000
TOTAL		1	1	3	3	\$ 161,498

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 66,744	\$ 72,100	\$ 93,722	\$ 161,498
2000	Employee Benefits - See Other Cost Dist.	46,532	44,767	126,507	108,496
3190	Other Professional Services	212,448	411,565	333,117	266,228
3191	TYPE IN A DESCRIPTION	-	-	54,000	54,000
4020	Central Garage Motor Pool Rent	57,915	58,536	58,573	67,494
	Replacement:	18,574			
	Oper. & Maint:	48,920			
4420	Public Facilities Cost - See Other Cost Dist.	111,685	116,701	131,019	147,578
4450	Lease Equipment	71,358	30,878	104,200	104,200
4550	General Liability Insurance	4,136	2,701	6,673	5,567
4620	Repair and Maint. of Office Equipment	-	-	750	750
4630	Repair/Maint. of Machinery & Equipment	8,321	8,615	11,500	11,500
4690	Special Maintenance Interdept'l Charges	85,055	53,558	74,771	73,983
4710	Special Printed Forms	741	744	1,000	1,000
4820	Advertising Expense	745	-	1,500	1,500
4950	Collection Charges on Credit Card sales	13,667	7,593	9,892	9,892
4990	Other Miscellaneous Expense	1,139	304	-	-
5100	Office Supplies	719	214	1,000	1,000
5201	Agricultural Supplies	38,928	45,362	47,108	57,108
5203	Drugs and Medical Supplies	-	-	50	50
5204	Cleaning & Janitorial Supplies	1,681	2,980	3,332	3,332
5207	Motor Fuel and Lubricants	349	476	1,050	1,050
5208	Household & Institutional Supplies	6,631	5,914	17,500	7,500
5209	Protective Clothing	-	-	775	775
5211	Building Materials and Supplies	3,426	860	2,900	2,900

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**

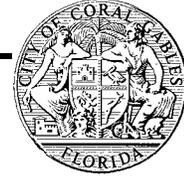


430 GRANADA GOLF COURSE FUND
COMMUNITY RECREATION DEPARTMENT
6030 GRANADA GOLF COURSE
 572 COMMUNITY RECREATION

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
5213	Purchase/Rental - Employee Uniforms	516	471	750	750
5214	Uniform Allowance	-	-	250	250
5215	Small Tools & Minor Equipment	570	1,832	1,950	1,950
5217	Operating Equipment Repair Parts	20,447	11,355	22,700	22,700
5400	Membership Dues and Subscriptions	1,275	-	590	590
5410	Employee Training	-	-	625	625
6410	Motor Equipment Replacements in Fleet	113,878	-	-	-
6430	Equipment Repair/Replacement	7,295	-	-	-
TOTAL		\$ 876,201	\$ 877,526	\$ 1,107,804	\$ 1,114,266

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
COMMUNITY RECREATION DEPARTMENT
6050 YOUTH CTR/PLAYGROUNDS
 572 COMMUNITY RECREATION

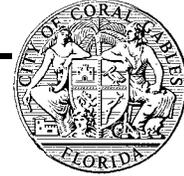
PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
6009	Youth Center Supervisor	1	1	1	1	\$ 70,123
6011	Youth Center Ass't Supv.	1	1	1	1	58,067
6006	Recreation Marketing Spec.	1	1	1	1	61,041
6005	Recreation Specialist	3	3	3	3	137,020
3010	Foreman	1	1	1	1	41,818
3103	Maint. Repair Wrkr - Parks	2	2	2	2	79,839
9999	Holiday Pay	-	-	-	-	3,400
8888	Overtime	-	-	-	-	3,000
9005	Part-time Employees	-	-	-	-	470,156
TOTAL		9	9	9	9	\$ 924,464

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 817,382	\$ 831,670	\$ 913,752	\$ 924,464
2000	Employee Benefits - See Other Cost Dist.	350,291	348,864	393,453	367,232
3180	TYPE IN A DESCRIPTION	560,687	541,522	567,901	567,901
3190	Other Professional Services	53,886	58,031	99,560	99,560
4020	Central Garage Motor Pool Rent	27,812	28,514	29,279	33,386
	Replacement:	10,385			
	Oper. & Maint:	23,001			
4090	Other Transportation Expense	27,025	30,050	42,250	42,250
4410	Rental of Machinery and Equipment	2,610	2,820	5,000	3,500
4420	Public Facilities Cost - See Other Cost Dist.	634,796	663,305	744,689	838,807
4550	General Liability Insurance	30,806	32,578	33,694	31,867
4610	Repair/Maint. of Bldgs & Improvements	-	524	-	-
4630	Repair/Maint. of Machinery & Equipment	3,150	3,343	5,000	5,000
4690	Special Maintenance Interdept'l Charges	32,545	23,974	36,125	39,560
4710	Special Printed Forms	12,629	17,193	17,000	27,740
4820	Advertising Expense	-	-	480	480
4990	Other Miscellaneous Expense	2,037	-	3,804	3,804
5100	Office Supplies	5,825	6,096	10,000	10,000
5202	Chemicals and Photographic Supplies	15	-	1,000	1,000
5203	Drugs and Medical Supplies	-	-	500	500
5204	Cleaning & Janitorial Supplies	1,902	4,624	6,750	6,750
5206	Food for Human Consumption	29,277	34,307	47,000	47,000

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**

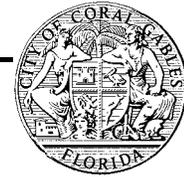


001 GENERAL FUND
COMMUNITY RECREATION DEPARTMENT
6050 YOUTH CTR/PLAYGROUNDS
 572 COMMUNITY RECREATION

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
5208	Household & Institutional Supplies	35,689	33,727	36,740	36,740
5209	Protective Clothing	63	90	330	330
5211	Building Materials and Supplies	3,478	829	3,934	3,000
5213	Purchase/Rental - Employee Uniforms	667	6,102	8,290	8,290
5214	Uniform Allowance	15,237	21,003	32,001	32,001
5215	Small Tools & Minor Equipment	299	-	1,000	1,000
5400	Membership Dues and Subscriptions	16,398	15,765	17,000	17,000
5410	Employee Training	40	-	2,350	2,350
6430	Equipment Repair/Replacement	31,809	4,404	73,693	42,660
6440	Equipment Additions	17,900	19,996	30,650	10,650
TOTAL		<u>\$ 2,714,255</u>	<u>\$ 2,729,331</u>	<u>\$ 3,163,225</u>	<u>\$ 3,204,822</u>

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
COMMUNITY RECREATION DEPARTMENT
6060 ADULT SERVICES DIVISION
 572 COMMUNITY RECREATION

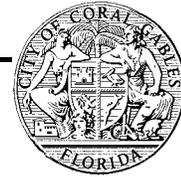
PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
6007	Adult Activity Coordinator	1	1	1	1	\$ 73,866
0634	Recreation Specialist/Adult Services	-	-	1	1	39,552
9005	Part-time Employees	-	-	-	-	177,383
TOTAL		1	1	2	2	\$ 290,801

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 78,324	\$ 87,606	\$ 285,863	\$ 290,801
2000	Employee Benefits - See Other Cost Dist.	36,297	36,445	95,048	92,838
3190	Other Professional Services	350	-	46,941	48,441
4090	Other Transportation Expense	-	350	6,600	6,600
4410	Rental of Machinery and Equipment	-	-	-	3,500
4550	General Liability Insurance	3,598	3,990	10,217	10,024
4630	Repair/Maint. of Machinery & Equipment	-	-	5,000	5,000
4710	Special Printed Forms	2,422	1,375	9,500	9,500
5100	Office Supplies	450	-	6,500	6,500
5202	Chemicals and Photographic Supplies	-	-	2,000	2,000
5203	Drugs and Medical Supplies	-	-	1,000	1,000
5204	Cleaning & Janitorial Supplies	-	-	8,000	8,000
5206	Food for Human Consumption	993	286	20,800	20,800
5208	Household & Institutional Supplies	1,552	3,768	33,270	33,270
5209	Protective Clothing	-	-	75	75
5211	Building Materials and Supplies	-	-	4,000	4,000
5213	Purchase/Rental - Employee Uniforms	-	-	3,500	3,500
5214	Uniform Allowance	251	-	310	310
5215	Small Tools & Minor Equipment	-	-	2,500	2,500
5400	Membership Dues and Subscriptions	-	-	1,234	1,234
5410	Employee Training	-	-	1,000	1,000
6440	Equipment Additions	-	-	169,331	-
TOTAL		\$ 124,237	\$ 133,820	\$ 712,689	\$ 550,893

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
COMMUNITY RECREATION DEPARTMENT
6065 SPECIAL EVENTS
 572 COMMUNITY RECREATION

PERSONNEL SCHEDULE

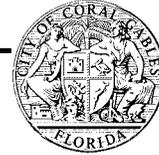
NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS			
		2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 BUDGET	2016-2017 BUDGET SALARIES
9283	Part-time Employees	-	-	-	\$ 36,465
TOTAL		0	0	0	\$ 36,465

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 5,144	\$ 44,477	\$ 36,465	\$ 36,465
2000	Employee Benefits - See Other Cost Dist.	1,063	3,496	2,790	2,790
3190	Other Professional Services	96,613	101,910	119,280	198,280
4410	Rental of Machinery and Equipment	-	-	6,700	6,700
4550	General Liability Insurance	867	904	1,303	1,257
4710	Special Printed Forms	924	2,818	2,900	2,900
4802	July 4th Celebration	108,065	104,315	166,800	166,800
4820	Advertising Expense	1,457	175	1,750	1,750
4840	Farmers Market	11,889	6,345	12,000	12,000
5202	Chemicals and Photographic Supplies	636	1,416	1,200	1,200
5206	Food for Human Consumption	1,230	169	600	600
5208	Household & Institutional Supplies	18,218	17,177	18,405	20,405
TOTAL		\$ 246,106	\$ 283,202	\$ 370,193	\$ 451,147

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
COMMUNITY RECREATION DEPARTMENT
6070 GOLF COURSE/PARKS MAINT.
 590 INTERNAL SERVICES

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
2309	Golf Course & Parks Supt.	1	1	1	1	\$ 94,287
3201	Equipment Operator I	1	1	1	1	50,235
3010	Foreman	1	1	1	1	57,643
3005	Maintenance Worker II	-	-	1	1	43,010
3004	Maintenance Worker I	1	1	-	-	-
9005	Part-time Employees	-	-	-	-	79,677
TOTAL		4	4	4	4	\$ 324,852

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 171,182	\$ 146,177	\$ 230,693	\$ 324,852
2000	Employee Benefits - See Other Cost Dist.	180,263	147,068	188,998	184,944
3190	Other Professional Services	222,643	217,426	246,480	196,480
4020	Central Garage Motor Pool Rent	62,306	71,666	90,163	95,290
	Replacement: 55,858				
	Oper. & Maint: 39,432				
4420	Public Facilities Cost - See Other Cost Dist.	37,228	38,900	43,673	49,193
4550	General Liability Insurance	9,651	9,742	10,032	11,198
4610	Repair/Maint. of Bldgs & Improvements	-	-	5,000	-
4630	Repair/Maint. of Machinery & Equipment	3,142	3,963	4,000	4,000
5201	Agricultural Supplies	32,494	14,765	30,273	30,273
5204	Cleaning & Janitorial Supplies	392	-	-	-
5207	Motor Fuel and Lubricants	-	8	550	550
5208	Household & Institutional Supplies	12,352	7,600	14,000	37,750
5209	Protective Clothing	-	507	1,000	1,000
5211	Building Materials and Supplies	2,139	-	1,900	1,900
5213	Purchase/Rental - Employee Uniforms	1,792	3,838	6,547	1,547
5215	Small Tools & Minor Equipment	3,309	4,961	5,625	5,625
5217	Operating Equipment Repair Parts	4,598	1,800	2,500	2,500
6430	Equipment Repair/Replacement	12,650	-	52,250	42,250
6440	Equipment Additions	-	42,473	41,000	25,000
9010	Intradepartmental Credits	(127,614)	(85,013)	(117,686)	(125,715)
TOTAL		\$ 628,527	\$ 625,881	\$ 856,998	\$ 888,637

**Maintenance Services Distributed to
Park Facilities**

<u>Dept Code/Account</u>	<u>%</u>	<u>Amount</u>
Tennis Centers - 6010-46-90	1.2	\$ 12,172
Youth Center - 6050-46-90	3.9	39,560
	5.1	51,732
Granada Golf - 6030-46-90		73,983
		\$ 125,715

**Action Plan Worksheet
2017**

Action Plan Owner: Fred Couceyro, Parks & Recreation Director

Action Plan Name: 1.4.1 – Develop and Implement the Accessibility Recreation Plan

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 1 - Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.1 – Attain world-class performance levels in overall community satisfaction with City services by 2019.
 - Objective 1.2 – Attain world-class performance levels in public safety by 2019
 - Objective 1.4 – Create accessible “home-town” recreation opportunities in all areas of the City.

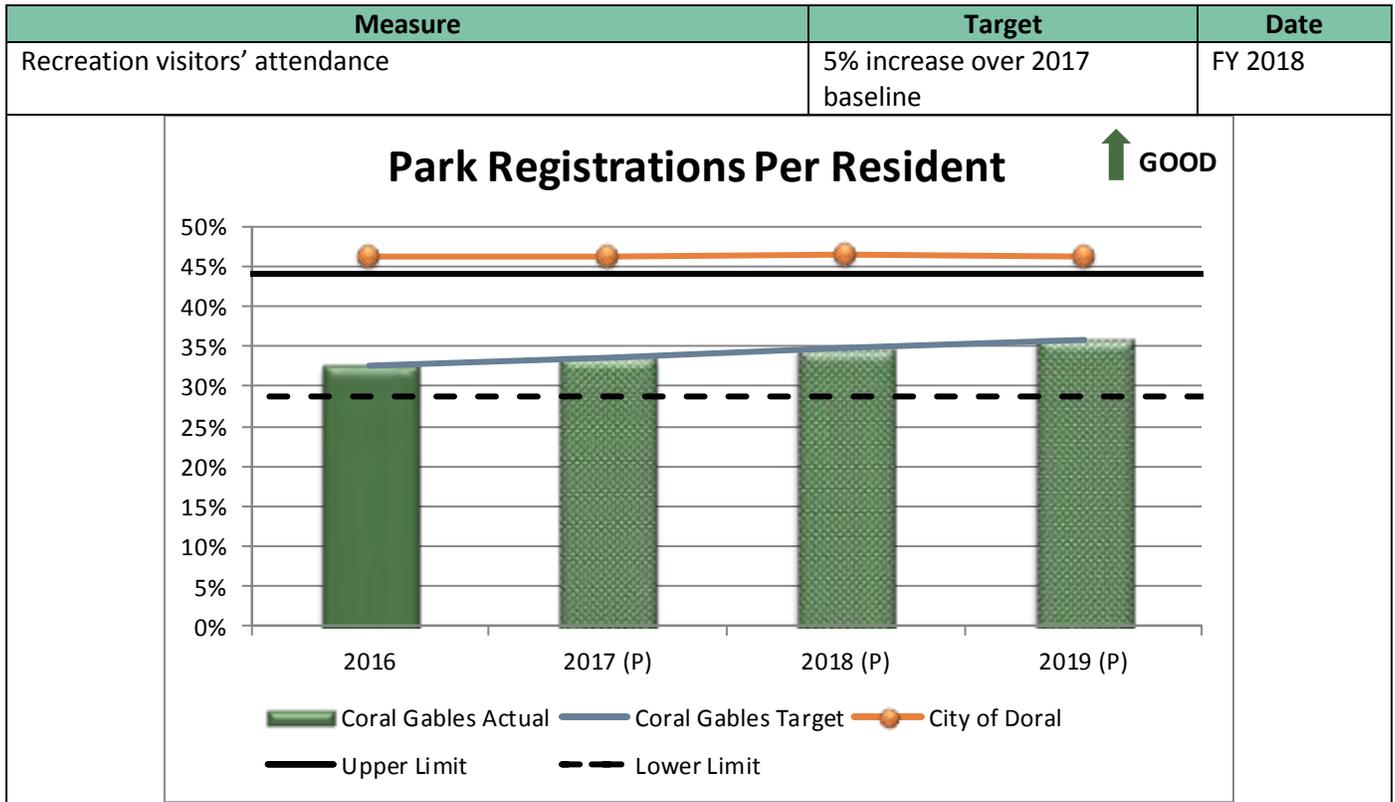
KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By when	How will it be evident
Parks inventory by type & features	May, 2016	Inventory completed
Mapping by accessibility & distance	December, 2016	Map completed
Benchmark Standards – local similar demographics	January, 2017	Study completed
Determine opportunities for improvement	March, 2017	Analysis complete
Establish citywide standards	May, 2017	Standards published
Identify and prioritize land acquisition requirements	April, 2017	Land acquisition plan approved
Land acquisition & land repurpose	Ongoing through 2019	Land acquired and repurposed

Resource requirements (what do we need to succeed?)

- \$20,000 funding for survey tools and resources in FY16-17
- \$100,000 funding for park improvements – funded as part of Capital Improvement Program
- 160 hours of staff resources & assistance from IT to map all parks
- 40 hours of staffing to research benchmarking standards
- \$1,000,000 in funding for land acquisition – funded as part of Capital Improvement Program
- \$100,000 in funding for land re-purpose beginning in FY 17-18

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



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

Measure	Target	Date
% of residences within a ½ mile distance to a park or facility (Long term goal will include accessibility)	Short Term: 80% Long Term: 90%	FY 2017 FY 2019
Resident satisfaction with parks and recreation availability (longer term measure will include accessibility)	Short Term: 80% Long Term: 90%	FY 2017 FY 2019
Employee satisfaction	90%	FY 2017
Employee engagement	90%	FY 2017
Recreation visitors' attendance	5% increase over 2017 baseline	FY 2018
Recreation visitors' satisfaction	10% increase over 2017 baseline	FY 2018

Frequency & venue of review

- Monthly review with Director
- Quarterly review of progress with City Manager

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

Stakeholder Group	Potential positive impact	Potential negative impact
City Commission	Increase resident satisfaction	Funds allocated to this effort will not be available for other projects
City Manager	Increase resident satisfaction	Funds allocated to this effort will not be available for other projects
Parks Boards Youth & Senior	Increase quality of life	None
Internal Staff	Raise morale, satisfaction, and engagement	Strain on additional work load and having to balance administrative duties with hands on work
Park/Facility users	Increase quality of life	None
Residents	Increase property value & quality of life	Funds allocated to this effort will not be available for other projects
Contractors	Increased attendance & revenues	None

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

- + 5% increase resulting from increase in property values
- + 5% increase in revenues
- \$10,000 increase in cost to support staff
- \$50,000 increase in funds for preventative maintenance
- \$1,100,000 increase in funds for land acquisition & repurpose

**Action Plan Worksheet
2017**

Action Plan Owner: Carolina Vester, Assistant Parks & Recreation Director

Action Plan Name: 1.4.2 – Improve Community Satisfaction with Recreation

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 1 – Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.1 – Attain world-class performance levels in overall community satisfaction with City services by 2019.
 - Objective 1.2 – Attain world-class performance levels in public safety by 2019.
 - Objective 1.4 – Create accessible “home-town” recreation opportunities in all areas of the City.

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By when	How will it be evident
Obtain stakeholders input on survey standards to achieve measurable results	April, 2016	Stakeholder input included in survey
New Park Ambassador Program (Part-time x 2 positions at 29 hours with 58 hours of park coverage each week)	May, 2016	Two part-time positions filled
Create preliminary on-line resident survey, distribute & compile results. (No tablets used for this preliminary survey)	July, 2016	Survey completed and results analyzed
Analyze / gather current resident satisfaction by age group with parks & facilities	September, 2016	Survey completed and results analyzed
Research customer satisfaction standards & compare with Nationally Accredited P&R	October, 2016	Review completed and recommendations submitted to City Manager

Resource requirements (what do we need to succeed?)

- \$29,677 for 2 Part-time additional staff to monitor/supervise the quality, safety and cleanliness of all parks and facilities
- \$23,750 for dog waste bags and container liners
- \$1,200 annually to purchase tablets to gather data and survey results on site (requirement included in AP 5.5.1 – Improve satisfaction with special events)
- \$5,000 to purchase signage for education and surveys (requirement included in AP 5.5.1 – Improve satisfaction with special events) in FY17-18

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

Measure	Target	Date
Hours of park coverage & vigilance	58 weeks	FY 16
Participation rate in Annual Satisfaction Survey & Awareness Program	20% 30% 40%	FY 16 FY 17 FY 18
% of residents using facilities at least once per year.	80%	FY 17
Participant satisfaction with P&R facilities and programs	90%	FY 18

Frequency & venue of review

- Monthly review with Director
- Quarterly review of progress with City Manager

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

Stakeholder Group	Potential positive impact	Potential negative impact
City Commission	Increase Resident Satisfaction	Funds allocated to this effort will not be available for other projects
City Manager	Increase Resident Satisfaction	Funds allocated to this effort will not be available for other projects
Parks Boards Youth & Senior	Increase Quality of Life	None
Internal Staff	Raise morale satisfaction, and engagement	Strain on additional work load and having to balance administrative duties with hands on work
Park/Facility users	Increase Quality of Life	None
Residents	Increase Property Value & Quality of Life	Funds allocated to this effort will not be available for other projects
Contractors	Increased attendance & revenues	None

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

- + 5% increase resulting from increase in property values
- + 5% increase in revenues
- \$10,000 increase in cost to support staff
- \$50,000 increase in funds for preventive maintenance
- \$1,100,000 increase in funds for land acquisition & repurpose

**Action Plan Worksheet
2017**

Action Plan Owner: Carolina Vester, Assistant Parks & Recreation Director

Action Plan Name: 5.5.1 – Improve Satisfaction with Special Events

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 5 - Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history
 - Objective 5.5 - Attain world-class performance levels in resident satisfaction with City-sponsored special events by 2019.
- Goal 1 - Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.2 - Attain world-class performance levels in public safety by 2019

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By when	How will it be evident
Prepare a satisfaction survey for each type of event and distribute following each event.	May 2016	Survey templates completed
Create digital surveys on tablets	August, 2017	Tablets on hand
Collect and analyze attendee satisfaction results	September 2016	Survey completed and results analyzed
Benchmark Standards – local needs	October 2016	Study completed
Conduct analysis to determine areas of strength and opportunities for improvement	October 2016	Study completed – recommendations submitted to the City Manager
Repeat survey process above for each special event	Within one month of each special event	Study completed – recommendations submitted to the City Manager

Resource requirements (what do we need to succeed?)

- \$14,000 funding for resources in FY17-19
- 40 hours of staffing to research benchmarking standards
- \$1,200 annually to purchase tablets to gather data and survey results on site (this requirement will also support tasks in AP 1.4.2)

Resource requirements (what do we need to succeed?) - Continued

- \$5,000 to purchase signage for education and surveys (this requirement will also support tasks in AP 1.4.2) in FY17-18
- \$1,000 per occurrence for a Photo booth at Special Events to attract survey participants

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

Measure	Target	Date
Resident Satisfaction with special events	75 th percentile 90 th percentile	FY 2017 FY 2019
% of residents attending events at least once per year.	60%	FY 2018

Frequency & venue of review

- Survey & annual review
- Within one month of all special events conducted

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

Stakeholder Group	Potential positive impact	Potential negative impact
City Commission	Increase Resident Satisfaction	Funds allocated to this effort will not be available for other projects
City Manager	Increase Resident Satisfaction	Funds allocated to this effort will not be available for other projects
Parks Boards Youth & Senior	Increase Quality of Life	None
Internal Staff	Raise morale, satisfaction, and engagement	Strain on additional work load and having to balance administrative duties with hands on
Park/Facility users	Increase Quality of Life	None
Residents	Increase Property Value & Quality of Life	Funds allocated to this effort will not be available for other projects
Contractors & Partners	Increased attendance & revenues	None

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

- + 5% increase resulting from increase in property values
- \$10,000 increase in cost to support staff
- \$20,000 increase funds for survey technology

**Action Plan Worksheet
2017**

Action Plan Owner: Fred Couceyro, Parks & Recreation Director

Action Plan Name: 5.5.2 – Enhance International & Cultural Events

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 5 – Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history
 - Objective 5.5 – Attain world-class performance levels in resident satisfaction with City-sponsored special events by 2019.
- Goal 1 – Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.5 – Enhance our position as a premier destination for arts, culture, dining, and shopping

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By when	How will it be evident
Provide International & History Event Enhancements by providing participation from at least one historical organization, consulate or Sister City.	September, 2017	Incorporate consular offices, historical organization and Sister City
Create a new City-Wide International & Cultural Event	October, 2018	New event

Resource requirements (what do we need to succeed?)

- \$5,000 funding for international & cultural activities and components at Special Events in FY16
- \$40,000 funding and staffing for new cultural event in FY17-18
- Police staffing
- Fire Department staffing

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

Measure	Target	Date
Customer satisfaction	Short Term: 75% Long Term: 90%	FY 2017 FY 2018

Frequency & venue of review

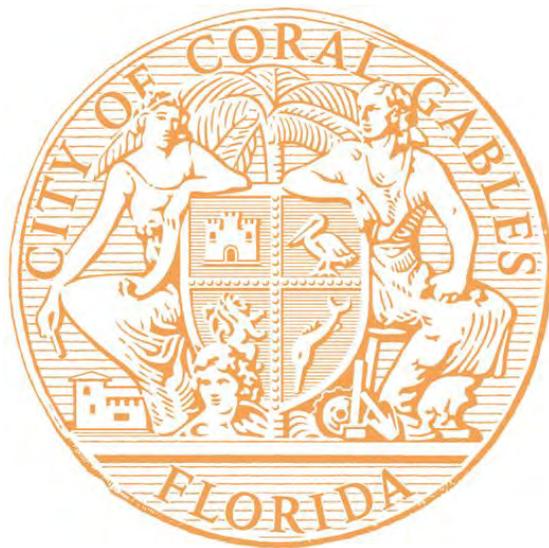
- Monthly internal staff meeting
- Quarterly meeting with City Manager

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

Stakeholder Group	Potential positive impact	Potential negative impact
City Commission	Increase Resident Satisfaction	Funds allocated to this effort will not be available for other projects
City Manager	Increase Resident Satisfaction	Funds allocated to this effort will not be available for other projects
Parks Boards Youth & Senior	Increase Quality of Life	None
Internal Staff	Raise moral & ownership	Strain on additional work load and having to balance administrative duties with hands on
Park/Facility users	Increase Quality of Life	None
Residents	Increase Property Value & Quality of Life	Increase use of tax funds
Contractors & Partners	Increased attendance & revenues	None

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

- + 5% increase resulting from increase in property values
- \$5,000 funding for international & cultural activities and components at Special Events
- Estimated \$40,000 increased cost for a new cultural event

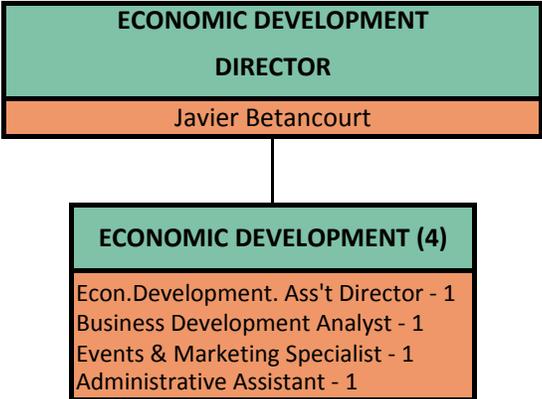


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**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**

ECONOMIC DEVELOPMENT

ORGANIZATION CHART



**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**

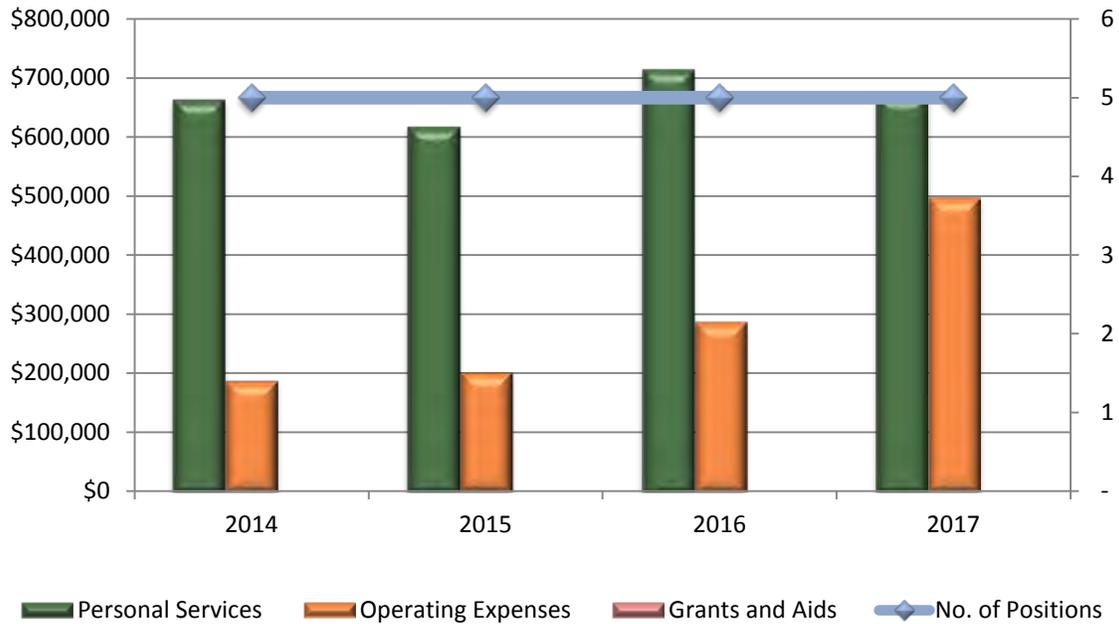


**ECONOMIC DEVELOPMENT DEPARTMENT
BUDGET AND POSITION SUMMARY**

	<u>2013-2014 ACTUAL</u>	<u>2014-2015 ACTUAL</u>	<u>2015-2016 BUDGET</u>	<u>2016-2017 BUDGET</u>
Personal Services	664,022	618,606	714,636	671,499
Operating Expenses	187,416	202,653	287,191	497,494
Grants and Aids	-	-	-	-
TOTALS	851,438	821,259	1,030,577	1,168,993

No. of Positions	5	5	5	5
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EXPENDITURE/PERSONNEL COMPARISONS



FISCAL YEAR 2016 MAJOR ACCOMPLISHMENTS

- ✓ Launched several new marketing initiatives, including the Coral Gables 90th Anniversary Campaign, the quarterly Business Update newsletter, and a monthly Business Tour on the Coral Gables Trolley
- ✓ Facilitated acquisition of the historic Fink Studio Building, and several neighborhood parks at 807 Catalonia Ave, 939 Majorca Ave, 6540 Marlin Dr, 1047 Venetia Ave, and 243 Sarto Ave
- ✓ Launched several strategic business development initiatives, including the Downtown Retail Strategy, Streetscape Marketing Plan, and South Dixie Hwy Corridor Master Plan

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

ECONOMIC DEVELOPMENT

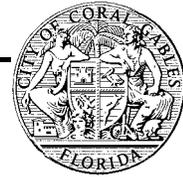
INDICATOR:	FY15			FY16		FY17
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Number of businesses assisted (includes Permitting Assistance Program (PAP))	20	22	●	30	35	40
Number of businesses helped via PAP	3	1	●	5	5	5
Number of jobs brought to the City or retained through the PAP	300	155	●	375	360	350
Net absorption of business tax licenses	80	(69)	●	100	(49)	100
Ribbon cuttings attended	30	26	●	30	35	36
Gallery Night attendees (based on trolley count)	2,000	1,938	●	2,400	735	2,400
Average attendance for Jazz in the Gables concerts	180	143	●	200	120	200
Marketing materials / collateral / ads produced (print, electronic, video)	20	16	●	20	40	30
Marketing material total audience reached	200,000	725,207	●	320,000	15,812,129	TBD
Public workshops / presentations (including small business outreach)	5	5	●	5	19	12
Were lease payments collected without default	Yes	Yes	●	Yes	Yes	Yes
Real Estate deals negotiated	6	12	●	5	23	8
Business contact database	-	-	-	-	-	5,000
Grant and Award submissions to assist with Economic Development initiatives	3	3	●	4	6	5

Legend

- Target met or exceeded
- Target nearly met
- Target not met



**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
ECONOMIC DEVELOPMENT DEPARTMENT
6900 ECONOMIC DEVELOPMENT
 552 INDUSTRY DEVELOPMENT

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
0639	Economic Development. Director	1	1	1	1	\$ 146,223
0644	Economic Development. Ass't Director	1	1	1	1	126,315
0642	Business Development Specialist	1	1	1	1	60,867
0646	Events & Marketing Specialist	1	1	1	1	75,705
0602	Administrative Assistant	1	1	1	1	47,145
TOTAL		5	5	5	5	\$ 456,255

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 428,847	\$ 366,038	\$ 442,156	\$ 456,255
2000	Employee Benefits - See Other Cost Dist.	235,175	252,568	272,480	215,244
3190	Other Professional Services	28,325	28,753	82,500	274,000
4020	Central Garage Motor Pool Rent	4,568	4,899	5,511	6,066
	Replacement:	2,646			
	Oper. & Maint:	3,420			
4090	Other Transportation Expense	6,300	5,400	8,100	8,100
4410	Rental of Machinery and Equipment	4,570	3,041	4,800	4,800
4430	Rental of Land and Buildings	45,099	46,414	33,307	54,417
4550	General Liability Insurance	15,765	20,657	15,803	15,728
4720	Printing & Binding	1,564	4,802	5,357	5,357
4810	Promotional Expense	6,541	4,738	11,100	41,100
4812	Promotional Expense - Citywide Marketing	38,358	39,868	45,787	35,000
4820	Advertising Expense	797	10,702	9,000	6,000
4830	Prospect Development Expense	26,127	22,172	43,715	28,215
4990	Other Miscellaneous Expense	1,219	1,899	4,160	4,310
5100	Office Supplies	2,732	1,347	5,923	2,273
5400	Membership Dues and Subscriptions	4,818	5,888	5,553	5,553
5410	Employee Training	633	2,073	6,575	6,575
6440	Equipment Additions	-	-	28,750	-
TOTAL		\$ 851,438	\$ 821,259	\$ 1,030,577	\$ 1,168,993

**Action Plan Worksheet
2017**

Action Plan Owner: Javier A. Betancourt, Economic Development Director

Action Plan Name: 1.5.1 – “Coral Gables Means Business” Campaign (see Exhibit for description)

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 1 - Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.5 – Enhance our position as a premier destination for arts, culture, dining and shopping
- Goal 5 - Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Objective 5.8 – Promote appropriate development and economic growth by retaining, expanding, and recruiting businesses that complement the City’s brand

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By when	How will it be evident
RETAIL STRATEGY		
Convene a focus group of key stakeholders to discuss retail strategy concept and obtain buy-in	February 2016	Memorandum of Understanding between the parties
Identify expert consultant	March 2016	Consultant identified
Enter into agreements with expert consultant and partner organizations	March/April 2016	Agreements executed between the parties
Launch retail strategy effort	May 2016	Initial actions occur
Request salaried “Business Recruiter” position and operational budget for program in FY16-17 budget	May 2016	Request submitted
Approve budget request	Sept. 2016	City Commission adopts budget
Recruit and hire Business Recruiter	October 2016	Business Recruiter hired
Retail strategy completed and approved by City Commission	February 2017 (9 months)	Strategy approved by City Commission
Execute retail strategy	Ongoing	New retailers are successfully recruited to the City

KEY tasks that must be accomplished, deliverables, and measures of success - (Continued)

What must be done	By when	How will it be evident
CORPORATE STRATEGY		
Convene a focus group of key stakeholders to discuss corporate strategy concept and obtain buy-in	April 2016	Memorandum of Understanding between the parties
Request budget line items for consultant and salaried "Business Recruiter" position and operational budget for program in FY16-17 budget	May 2016	Request submitted
Identify expert consultant (may require RFP process)	Sept. 2016	Consultant identified
Approve budget request	Sept. 2016	City Commission adopts budget
Enter into agreements with expert consultant and partner organizations	October 2016	Agreements executed between the parties
Recruit and hire "Business Recruiter"	October 2016	Business Recruiter hired
Launch corporate strategy effort	November 2016	Initial actions occur
Corporate strategy completed and approved by City Commission	August 2017 (9 months)	Strategy approved by City Commission
Execute corporate strategy	Ongoing	New corporations are successfully recruited to the City
MARKETING STRATEGY & CAMPAIGN		
Convene a focus group of key stakeholders to discuss marketing strategy & campaign concept and obtain buy-in	April 2016	Memorandum of Understanding between the parties
Request budget line items for marketing agency and operational budget for program in FY16-17 budget	May 2016	Request submitted
Identify marketing agency (may require RFP process)	Sept. 2016	Agency identified
Approve budget request	Sept. 2016	City Commission adopts budget
Enter into agreements with marketing agency and partner organizations	October 2016	Agreements executed between the parties
Launch marketing strategy effort	November 2016	Initial actions occur
Complete marketing strategy and production of collateral materials (brochures, website, video, ads...)	August 2017 (9 months)	Marketing Strategy approved by City Commission. Collateral materials are produced.

MARKETING STRATEGY & CAMPAIGN - (Continued)

Launch and execute marketing campaign	Ongoing	Collateral materials are distributed, posted, etc. Business Recruiter has the tools necessary to market the City.
Launch and execute marketing campaign	Ongoing	Collateral materials are distributed, posted, etc. Business Recruiter has the tools necessary to market the City.

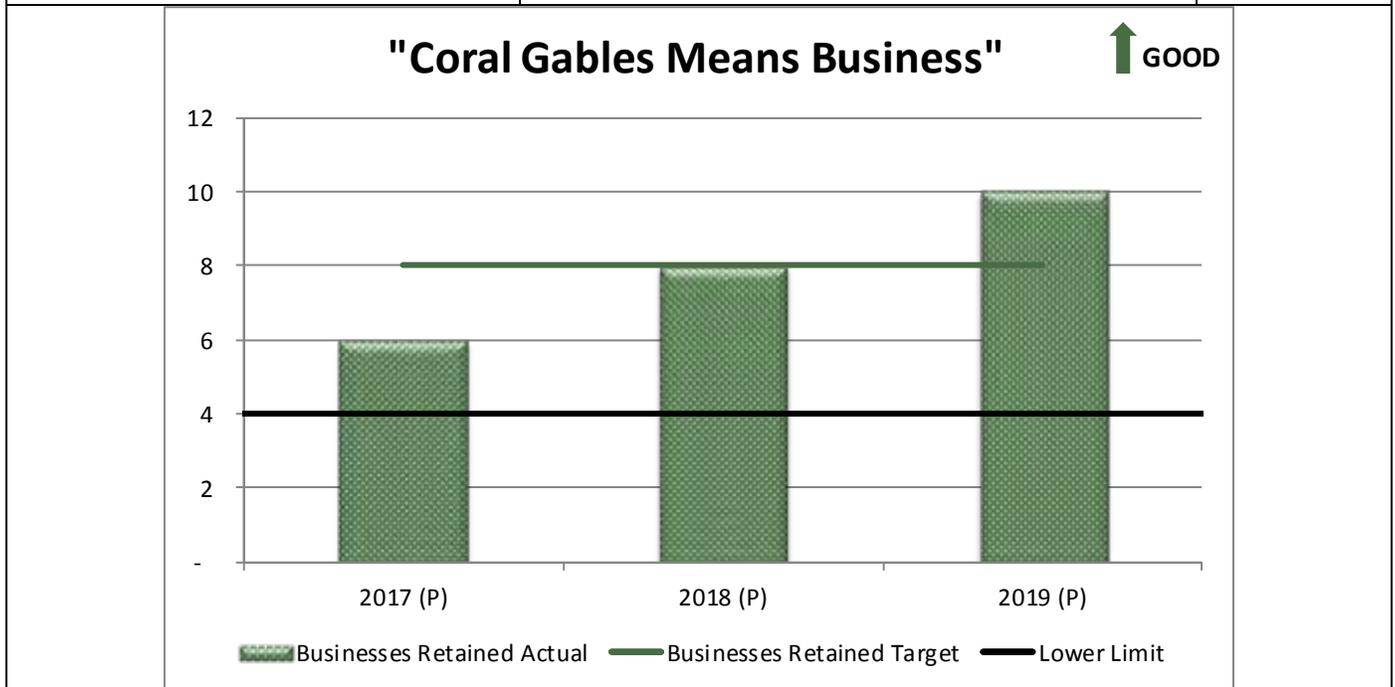
Resource requirements (what do we need to succeed?)

\$200,000 in funding allocated for the following needs:

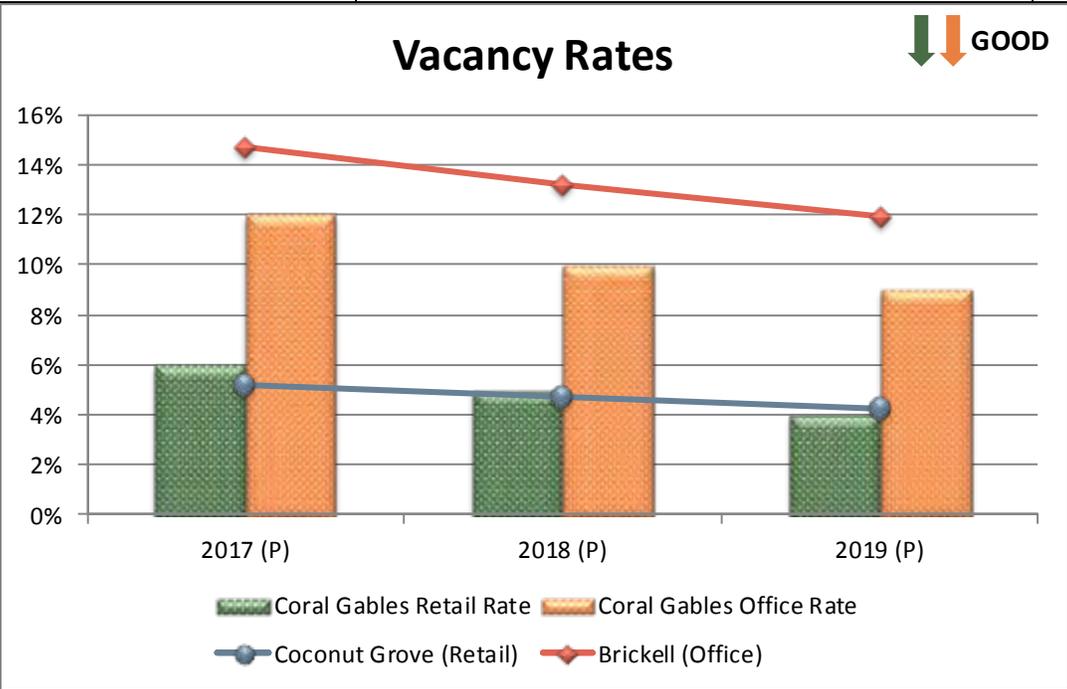
- Retail Strategy consultant
- Corporate Strategy consultant
- F/T “Business Recruiter” position (Paygrade 23E)
- Overhead expenses (workspace, equipment, supplies, training...) associated with new position
- Engagement of Marketing Agency to develop strategy and initial production of collateral materials
- Ongoing implementation of the Campaign (collateral updates and production, advertisement, travel, tradeshow, etc.)

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

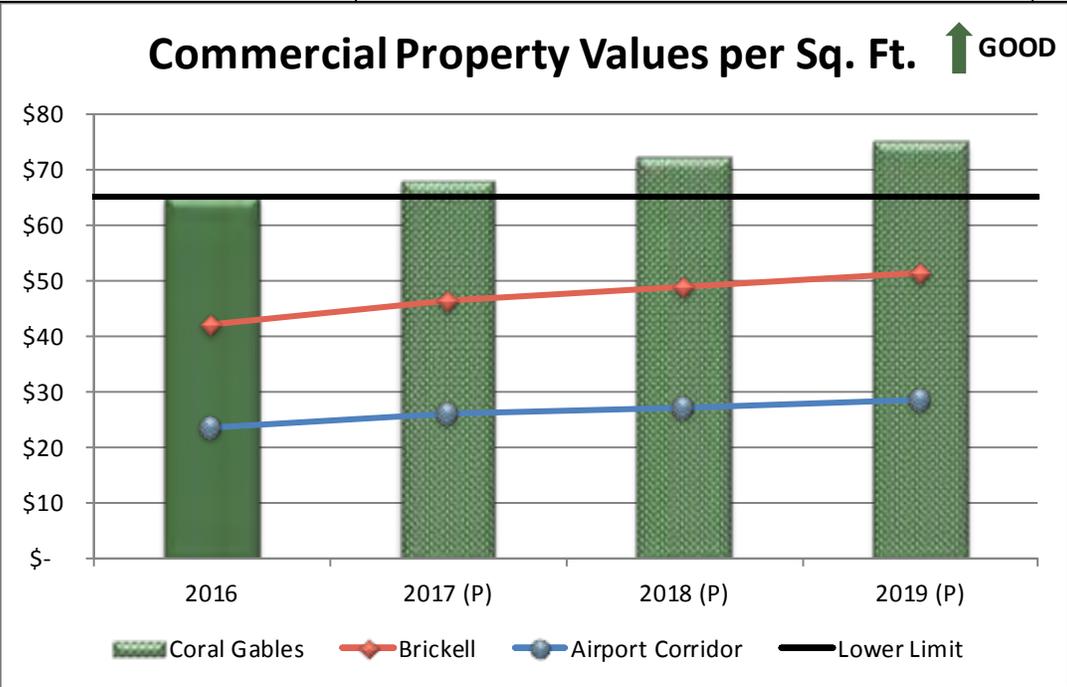
Measure	Target	Date
New-to-market corporate and retail businesses	1 retailer and 1 corporation are successfully retained and/or recruited to Coral Gables as a result of the Campaign on a quarterly basis (total of 8 per year)	Annually



Commercial Occupancy Rates	Maintain maximum 5% retail vacancy rate, and 10% office vacancy rate, throughout the City	Annually
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Property Values	5% increase over trend for commercial properties	Annually
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Other Short- & Longer-term measures of success, targets and / or time horizons

Measure	Measure	Measure
Gross Sales	5% increase over trend	Annually
Customer Satisfaction Survey	10% increase over trend in customer satisfaction with Coral Gables' reputation as a business center (property owners, businesses and residents)	Annually

Frequency & venue of review

- Monthly at Economic Development Board and Property Advisory Board meetings
- Quarterly, and as otherwise appropriate, with City Manager at biweekly meeting
- One annual update to City Commission at a selected Commission meeting
- Annual review of survey results

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

Stakeholder Group	Potential positive impact	Potential negative impact
Property Owners	Better tenants and neighbors; Increased rental rates Enhanced property values	Higher taxes as a result of increased property values
Businesses	Better neighbors Increased sales and profits Business-to-business opportunities	Higher rents as demand increases
Residents	Better shopping/dining experience Employment opportunities Decreased tax burden	May lose some legacy retailers and mom-and-pop shops as rents increase
Workers & Visitors	Better shopping/dining experience Employment opportunities	May lose some legacy retailers and mom-and-pop shops as rents increase
BID	Enhanced revenue Supports primary mission	Funds allocated to this effort will not be available for other projects

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

Stakeholder Group	Potential positive impact	Potential negative impact
Chamber of Commerce	Enhanced membership opportunities Supports existing businesses	Funds allocated to this effort will not be available for other projects
City of Coral Gables	Increased rent & property values for City assets Increased tax revenue Supports and enhances the City's brand	Funds allocated to this effort will not be available for other projects

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

- + Estimated \$1M increased property tax revenue as commercial properties become more successful
- + Estimated \$500,000 increased asset value and revenue (over time) as City assets become more valuable and successful
- + Estimated \$25,000 increased alternative revenue (fees, parking...) as commercial district(s) become more successful
- Estimated \$300,000 initial investments in expert consultants and marketing agency
- Estimated \$150,000 annual personnel, administrative and operational costs associated with the program

Exhibit

“Coral Gables Means Business” Campaign

Description: The *Coral Gables Means Business* Campaign is a multi-pronged approach to retaining, expanding and recruiting quality corporate and retail businesses to the City. This collaborative and inter-related program entails separate retail and corporate strategies, supported by a robust marketing strategy and campaign, and coordinated by a dedicated “Business Recruiter” charged with the Campaign’s implementation. Both the retail and corporate strategies would entail the engagement of expert consultants who will assess the respective markets and existing conditions, outline a strategy for retaining/recruiting desired corporate and retail businesses, and develop the infrastructure necessary to execute and implement the strategies. The corporate and retail strategies would include the hiring of a “Business Recruiter” by the City to implement the strategies by proactively working to support and recruit corporate and retail businesses identified by the plans. The marketing strategy is expected to require the engagement of a marketing agency that will assist us in creating collateral materials (brochures, website, video, ads...) and PR/media/advertising campaign(s), to be used as tools by the Business Recruiter in executing the corporate and retail strategies. Funding for the different components of the *Coral Gables Means Business* Campaign is expected to be shared between the City and partner organizations, such as the BID and Coral Gables Chamber of Commerce.

If we were to compare *Coral Gables Means Business* to a new house...

- the City, Chamber and BID would be the developers,
- the expert consultants would be the architects and general contractors,
- the strategies would be the blueprints,
- the marketing strategy/campaign would be the building tools and materials,
- the Business Recruiter would be the real estate agent, and
- the new businesses would be the tenants

**Action Plan Worksheet
2017**

Action Plan Owner: Javier A. Betancourt, Economic Development Director

Action Plan Name: Downtown Façade Improvement Incentive Program (see Exhibit for description)

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 1 – Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.5 – Enhance our position as a premier destination for arts, culture, dining and shopping
- Goal 5 – Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Objective 5.8 – Promote appropriate development and economic growth by retaining, expanding, and recruiting businesses that complement the City’s brand

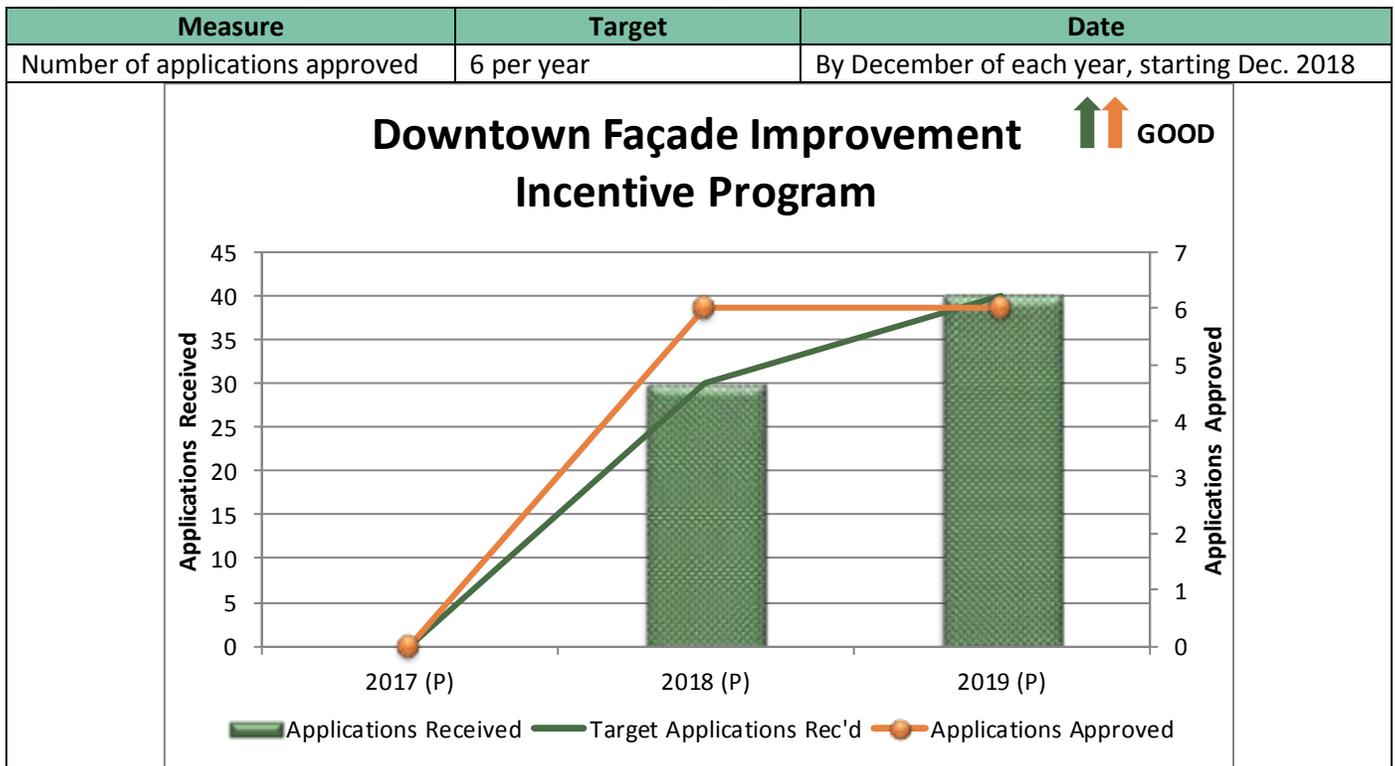
KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By when	How will it be evident
Conduct a focus group of key stakeholders to discuss concept and obtain buy-in	April 2017	Memorandum of Understanding between the parties
Request \$330,000 in “New Needs” for program costs in draft FY 16-17 Budget	May 2017	Funds in draft budget
Identify program administrator (in house or contracted out TBD)	June 2017	Administrator identified
Develop program parameters, application forms, etc.	August 2017	Draft Guidelines and Forms
Come to agreement with design, architectural and engineering service providers for discounted services for grantees	Sept. 2017	Signed agreement (contingent on available funds)
Budget request approved by City Commission	Sept. 2017	Budget line in approved FY 16-17 budget
Finalize contract with program administrator (if contracted out)	Oct. 2017	Contract for services
Set-up program; create and appoint RLF Committee to oversee program and approve applications	Nov. 2017	Program operational; RLF Committee created and appointed
Market the program to eligible property owners and businesses	Dec. 2017	Collateral materials completed and distributed
Launch the program	Jan. 2018	Loan applications received

Resource requirements (what do we need to succeed?)

- Initial \$300,000 for lendable funds in FY 17-18 for Revolving Loan Fund
- \$30,000 annually beginning in FY17-18 for program administration (10% administrative costs: contracted out, or Permanent P/T in house position)
- \$5,000 in FYI 17-18 and onwards for overhead expenses (workspace, equipment, supplies, training...) associated with new position (if not contracted out)

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



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

Measure	Target	Date
Increased Property Values	5% increase over trend for improved properties	By December of each year, starting Dec. 2018
Gross Sales Increased	5% increase over trend	By December of each year, starting Dec. 2018
Customer Satisfaction Survey	5% increase in Customer satisfaction with Downtown experience year-over-year	By December of each year, starting Dec. 2018

Frequency & venue of review

- Monthly at RLF Committee meetings
- Monthly at Economic Development Board and Property Advisory Board meetings
- Quarterly, and as otherwise appropriate, with City Manager at biweekly meeting
- One annual update to City Commission at a selected Commission meeting
- Annual review of survey results

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

Stakeholder Group	Potential positive impact	Potential negative impact
Property Owners	Better tenants and neighbors; Increased rental rates Enhanced property values	Higher taxes as a result of increased property values
Merchants	Better neighbors Increased sales	Higher rents as demand increases
Residents	Better shopping/dining experience Decreased tax burden	May lose some legacy retailers and mom-and-pop shops as rents increase
Workers & Visitors	Better shopping/dining experience	May lose some legacy retailers and mom-and-pop shops as rents increase
BID	Enhanced revenue Supports primary mission	None
Chamber of Commerce	Enhanced membership opportunities Supports existing businesses	None
City of Coral Gables	Increased rent & property values For City assets Increased tax revenue Supports and enhances the City's brand	Funds allocated to this effort will not be available for other projects

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

- + Estimated \$300,000 in increased property tax revenue/year as properties are improved and street becomes more successful
- + Estimated \$50,000 increased asset value and revenue (over time) as City assets become more valuable and successful
- + Estimated \$10,000 Increased alternative revenue (fees, parking...) as street becomes more successful
- Estimated \$300,000 initial RLF investment in year one
- Estimated \$35,000 annual administrative and operational costs associated with the program

Exhibit

Downtown Façade Improvement Incentive Program

Description: The objective of the Downtown Façade Improvement Incentive Program is to encourage and incentivize property owners and retailers in Downtown, primarily along Miracle Mile and Giralda Avenue, to enhance the street-facing facades of their buildings in concert with the Streetscape Project. The program would provide City-issued interest free loans to property/business owners to cover the projected costs of such improvements, in an amount up to \$1,000 per linear ft. of frontage (not to exceed \$50,000 per property or business). Repayment of the interest free loans would flow back in the program, establishing a “revolving loan fund” that will sustain the program over time. The program will also seek to provide design, architectural and engineering services at a discounted rate via partnerships with area schools or organizations, and continue to provide expedited permitting and waiver of permit fees as currently in effect. The City can either partner with a local financial institution to administer the loan program for an administrative fee, or attempt to administer it in-house or in collaboration with partner organizations (BID, Chamber...). An initial set-aside of \$300,000 (plus a 10% administrative budget of \$30k) would allow the program to fund up to 300 linear feet of initial improvements in Downtown, which is the equivalent of six 50 ft. storefronts.

**Action Plan Worksheet
2017**

Action Plan Owner: Javier A. Betancourt, Economic Development Director

Action Plan Name: 1.5.3 – *Spotlight*Gables! Premier International Event (see Exhibit for description)

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 1 – Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.5 – Enhance our position as a premier destination for arts, culture, dining and shopping
- Goal 5 – Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Objective 5.5. – Attain world-class performance levels in community satisfaction with City-sponsored special events
 - Objective 5.8 – Promote appropriate development and economic growth by retaining, expanding, and recruiting businesses that complement the City’s brand

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By when	How will it be evident
Convene a focus group of key stakeholders to discuss program concept and obtain buy-in	April 2017	Memorandum of Understanding between the parties
Request \$50,000 in FY 17-18 Budget for City to engage an Event Production Company	May 2017	Request submitted
Identify Event Production Company (RFQ?)	August 2017	Company selected
Develop general event parameters	August 2017	Memorandum approved by City Manager
Approve budget request	Sept. 2017	City Commission adopts budget
Finalize agreements with partner organizations	Oct. 2017	Agreements are executed
Finalize contract with Event Production Company	Nov. 2017	Contract for services
Plan the event	Jan. 2017 - Oct. 2018	Plan approved by City Manager/City Commission
International event held	November 2018	The event takes place

Resource requirements (what do we need to succeed?)

- \$50,000 in FY17-18 (and \$100,000 in FY18-19) for Event Production Company, who in turn will be responsible for securing all other revenue (partner funds, grants, sponsorships, etc.)
- 160 Staff hours/yr. from Economic Development Department for event support and planning
- 80 Staff hours/yr. from Parks & Recreation Department for event support and planning
- 80 Staff hours/yr. from Police Department for event support and planning (does not include off-duty event staffing to be covered by Event budget)
- 40 Staff hours/yr. from Fire Department for event support and planning (does not include off-duty event staffing to be covered by Event budget)

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

Measure	Target	Date
Event held	1 per year	Nov. 2018
Number of industry attendees	1,000	Nov. 2018
Number of concert attendees	8,000	Nov. 2018
Hotel Occupancy	95% during event	Nov. 2018
Event viewership (if televised)	TBD	Nov. 2018
Customer satisfaction with event (property owners, businesses and residents)	20% growth year over year	Every Dec.

Frequency & venue of review

- Monthly at Event Steering Committee (composed of Event partners)
- Quarterly at Economic Development Board and Special Event Committee meetings
- Quarterly, and as otherwise appropriate, with City Manager at biweekly meeting
- Two presentations to City Commission at selected Commission meetings (one pre event, one post event)
- Annual review of survey results

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

Stakeholder Group	Potential positive impact	Potential negative impact
Partner Organizations (U.M., Chamber, GMCVB ...)	Brand Exposure & Promotion Potential share of event revenues	Financial or in-kind expenses
Businesses	Brand Exposure & Promotion Increased sales from event attendees	None
Residents	Civic pride Potential property increase as a result of brand exposure	Typical event impacts (noise, street closures...)
City of Coral Gables	Brand Exposure & Promotion Potential share of event revenues	Funds and time allocated to this effort will not be available for other projects

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

- + Estimated \$500,000 increased property tax revenue over time as commercial and residential properties benefit from worldwide brand exposure and promotion
- + Estimated \$100,000 potential share of concert event revenue
- Estimated \$50,000 initial investment in hiring Event Production Company

Exhibit

SpotlightGables! Premier International Event

Description:

SpotlightGables! is a proposed initiative to attract a premier, internationally recognized event to Coral Gables. While Coral Gables has become known locally for a host of wonderful community-oriented events, we continue to lack a premier, internationally recognized event that celebrates the City's global orientation and promotes the City's brand. Think Art Basel and SoBe Wine & Food Festival in Miami Beach, International Book Fair in Miami, SXSW in Austin, the Academy Awards in L.A., the Cannes Film Festival, and the Venice Carnival. An event of this magnitude would support our efforts to recruit premier corporate and retail businesses, and otherwise help to activate our Downtown and support our hospitality and entertainment industry businesses during the event. Over time, it could even grow into a year-round calendar of activities associated with the main event.

In developing an event of this caliber, it is critical to identify the City's greatest assets and opportunities for success in a crowded event marketplace. What event doesn't already exist that are we are in a position to produce better than anyone else? With that thought in mind, we have had initial discussions with the Dean of the Frost School of Music -- one of the University's most prestigious and internationally recognized programs -- on ideas for co-producing an event of this type. The Dean was very supportive of the idea, and suggested that we concentrate on producing a Latin Music Conference to leverage, celebrate and promote our region's natural role as the Capital of Latin America. Not to be confused with Carnival Miami or other Latin music street festivals, the Conference would concentrate on attracting top music industry executives and top Latin music artists from throughout the world with an exclusive industry conference, and upscale, glamorous events for VIPs, including a star-studded concert at the Bank United Center that could generate revenue for the City and its partner organizations. The Conference could partner with the Latin Grammy's (held in November), other award shows, and/or locally headquartered media giants Univision or Telemundo, to broadcast the event to millions of people throughout the hemisphere. And local industry titans, like Emilio Estefan, with whom the Dean has a close relationship, could take a leading role in the effort as well. This is but one promising idea for a premier international event, but others could also be pursued.

Regardless of the event type, an experienced Event Production Company with connections to the event industry would be engaged to coordinate the effort; plan, produce and promote the event; and secure sponsorships that will pay for the event (and potentially produce net-positive revenue). Potential event venues for any international event include U.M.'s BankAtlantic Center, Biltmore Hotel, Downtown streets (Miracle Mile, Alhambra Circle, Giralda Ave.), Venetian Pool, and Coral Gables Country Club.

**Action Plan Worksheet
2017**

Action Plan Owner: Javier A. Betancourt, Economic Development Director

Action Plan Name: 5.8.1 – “*VentureAmericas*” Entrepreneurship Program (see Exhibit for description)

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 5 – Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
 - Objective 5.8 – Promote appropriate development and economic growth by retaining, expanding, and recruiting businesses that complement the City’s brand

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By when	How will it be evident
Convene a focus group of key stakeholders to discuss program concept and obtain buy-in	April 2017	Memorandum of Understanding between the parties
Request \$50,000 for City’s share of program costs in FY 16-17 Budget	May 2017	Request submitted
Identify potential program administrator	June 2017	Recommendation submitted to City Manager
Apply for grants	Ongoing	Grants obtained
Finalize agreements with partner organizations	Sept. 2017	Agreements are executed
Approve budget request	Sept. 2017	City Commission adopts budget
Finalize contract with program administrator	Dec. 2017	Contract for services
Set-up program	March 2018	Program launches on time May, 2018
Launch the program	May 2018	Companies identified in the eMerge Americas Conference StartUp Showcase are invited to participate in the program

Resource requirements (what do we need to succeed?)

- \$50,000 in FY17-18 (and \$100,000 in FY18-19) for City’s share of program costs

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

Measure	Target	Date
Number of companies hosted by the program	10 per year	By June of each year, starting June 2018

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

Measure	Target	Date
Growth in venture capital and investment secured by each company	25% growth for program cohort within the program year	By June of each year, starting June 2019
Growth in sales for each company	25% growth for program cohort within the program year	By June of each year, starting June 2019
Growth in salary levels for each company (understanding that these are normally and purposefully kept low in start-up companies as they seek to reinvest any profit back into growing the business)	10% growth for program cohort within the program year	By June of each year, starting June 2019

Frequency & venue of review

- Monthly at Economic Development Board meeting
- Quarterly, and as otherwise appropriate, with City Manager at biweekly meeting
- One annual update to City Commission at a selected Commission meeting

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

Stakeholder Group	Potential positive impact	Potential negative impact
Program participants	Business viability Increased investment, sales and profits	None
Partner Organizations (Chamber, eMerge Americas, Pipeline, UM...)	Exposure	Funds allocated to this effort will not be available for other projects
Property Owners	Potential new tenants as companies grow	None
City of Coral Gables	Supports and enhances the City's brand as a center for technology and entrepreneurship	Funds allocated to this effort will not be available for other projects

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

- + \$150,000 Increased property tax revenue over time as commercial properties become more successful with expanded business and enhanced branding resulting from the program
- \$50,000 Initial investment in 2018 and \$100,00 in 2019 for programmatic/operational expenses

Exhibit

“VentureAmericas” Entrepreneurship Program

Description:

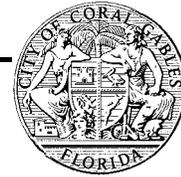
A partnership between the City of Coral Gables, eMerge Americas, Coral Gables Chamber of Commerce, Pipeline Coral Gables, the University of Miami and/or other appropriate organization, the *VentureAmericas* Entrepreneurship Program will be formed to support the continued growth and development of top companies selected in the eMerge Americas Conference Startup Showcase (<http://emergeamericas.org/startups/>). While celebrated at the annual Conference, these promising startup companies receive no further support beyond the Conference, prompting them to return home to their respective states and countries instead of staying, investing and building their business -- and creating jobs -- in South Florida.

The program aims to host and support 10-15 of these companies annually at Pipeline Coral Gables, or perhaps 2506 Ponce, and surround them with support services through the City, Chamber, eMerge Americas, University of Miami, and/or others.

This program would establish a living 365-day legacy for eMerge Americas beyond the one week conference; expand its engagement with the City year round; and extend its reach, influence and impact into the local community. In doing so, *VentureAmericas* would help to establish/retain/recruit promising technology companies in Florida, and support the expansion of those companies, thereby creating jobs, fostering economic growth, and solidifying the City’s reputation as a center for global business.

Funding of the program would be accomplished on a collaborative basis, with all partner organizations contributing financial or in-kind contributions towards the program’s programmatic and operational expenses (training, legal services, events, marketing, product research, etc.) on an annual basis for the initial three years. These funds would then be leveraged in pursuit of grants from the Knight Foundation, the legislature, and other avenues, with the entirety of leveraged funds to be disbursed as a grant to each of the participating companies for eligible start-up expenses (space, equipment, etc.) and basic living expenses.

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



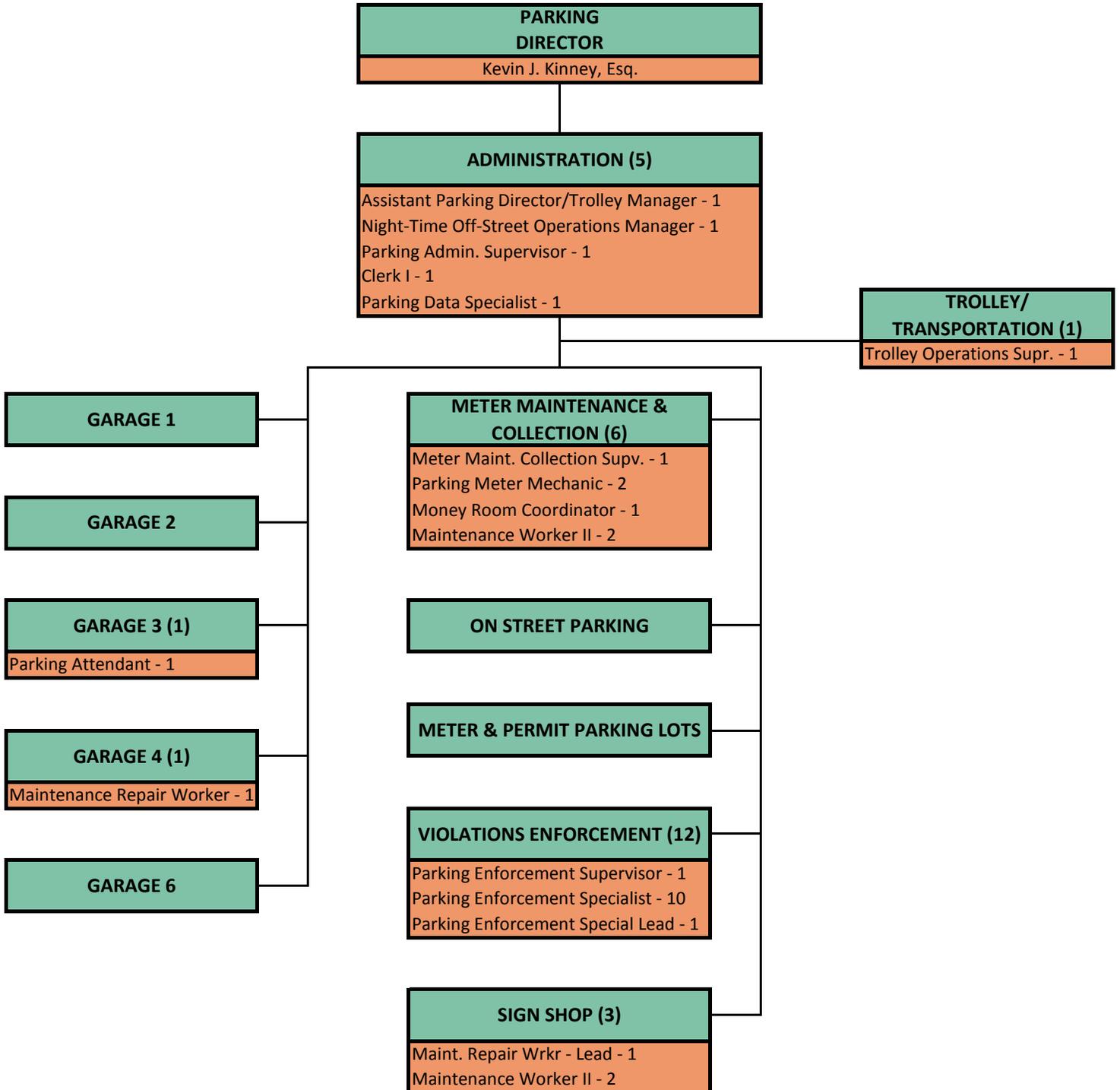
001 GENERAL FUND
NON-DEPARTMENTAL EXPENSE
7000 NON-DEPARTMENTAL
519 OTHER GENERAL GOVERNMENT

		EXPENDITURE DETAIL			
		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
2000	Employee Benefits - See Other Cost Dist.	\$ 111,523	\$ 124,121	\$ 518,057	\$ 101,000
3120	Special Legal Services	2,053,782	1,749,170	357,562	350,000
3190	Other Professional Services	385,515	378,890	1,029,583	775,000
3200	Accounting & Auditing Services	128,000	122,500	147,500	134,500
4820	Advertising Expense	5,308	-	6,000	6,000
4920	TYPE IN A DESCRIPTION	37,565	202,406	-	-
4960	Bad Debt Expense	-	577	-	-
4990	Other Miscellaneous Expense	751,001	404,385	165,000	165,000
5100	Office Supplies	21,227	20,668	20,000	17,000
5410	Employee Training	-	-	25,000	25,000
6200	Building Improvements & Upgrades	-	-	19,355	-
7191	Employee Sick/Annual Leave Payout	1,083,619	915,917	600,000	600,000
7192	Contingencies	-	63,887	1,258,568	2,759,414
7193	Employee Sale of Annual Leave	-	840,966	350,000	350,000
8200	Cultural Grants (<i>Moved to Div. 1320</i>)	125,000	150,000	150,000	-
8204	CG Museum Grant (<i>Moved to Div 1330</i>)	100,000	200,000	200,000	-
8300	Other Grants and Aids	1,500	6,500	20,000	20,000
8302	Aid to Junior Orange Bowl	33,250	33,250	33,250	33,250
TOTAL		\$ 4,837,290	\$ 5,213,237	\$ 4,899,875	\$ 5,336,164

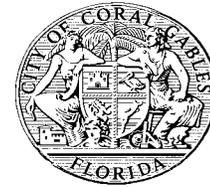
**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**

PARKING

ORGANIZATION CHART



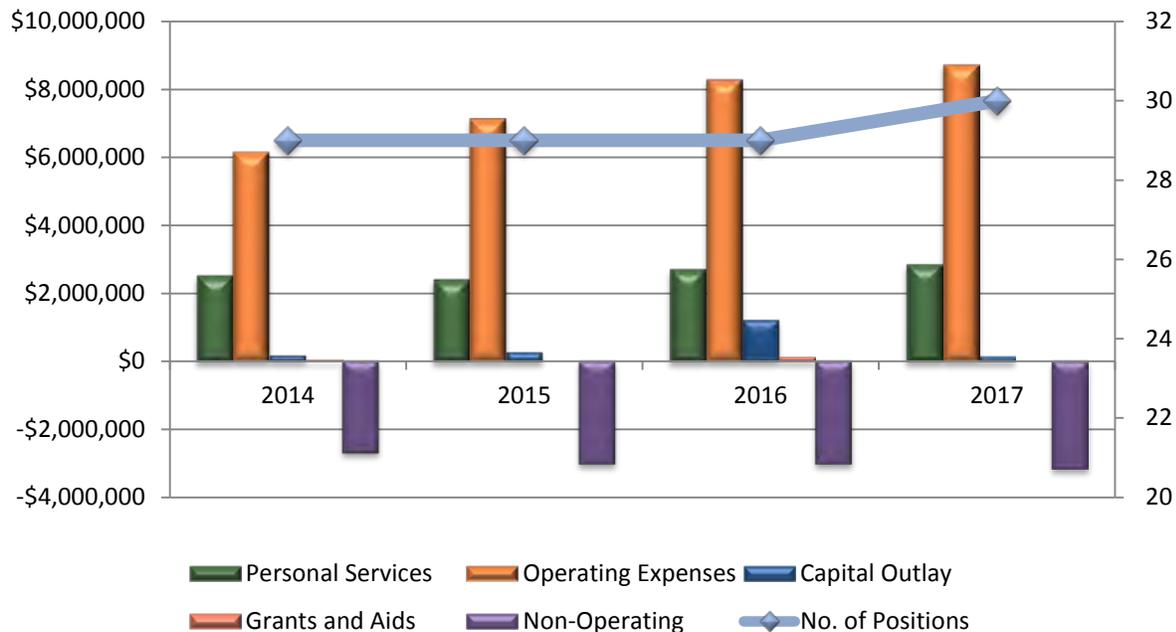
**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



**PARKING DEPARTMENT
BUDGET AND POSITION SUMMARY**

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 BUDGET	2016-2017 BUDGET
Personal Services	2,532,911	2,422,366	2,718,589	2,861,768
Operating Expenses	6,171,725	7,155,977	8,298,367	8,733,199
Capital Outlay	197,510	290,600	1,215,421	169,544
Grants and Aids	57,224	-	136,725	-
Non-Operating	<u>(2,670,735)</u>	<u>(3,004,233)</u>	<u>(3,005,495)</u>	<u>(3,150,503)</u>
TOTALS	<u><u>6,288,635</u></u>	<u><u>6,864,710</u></u>	<u><u>9,363,607</u></u>	<u><u>8,614,008</u></u>
No. of Positions	29	29	29	30

EXPENDITURE/PERSONNEL COMPARISONS



FISCAL YEAR 2016 MAJOR ACCOMPLISHMENTS

- ✓ Successful implementation of Grand Avenue trolley route connecting the MacFarlane Homestead neighborhood with Douglas Station and the City's Ponce de Leon Trolley.
- ✓ Approximately \$1.8 M in public parking garage renovations in Garages 1, 2, 3, 4 and 6.
- ✓ Development of an expanded public parking facility (parking lot) at 300 Aragon Avenue.

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

PARKING

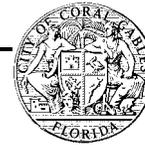
INDICATOR:	FY15			FY16		FY17
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Percentage of meter revenue processed electronically	55%	59.5%		60%	70%	75%
Parking permit sales	26,000	29,143		27,500	26,480	27,500
Parking citations issued	100,000	103,995		110,000	86,838	110,000
Total parking revenue	\$12.13M	\$13.06M		\$13.10M	\$12.37M	\$13.36M
Increase Trolley ridership	1.15M	1.151M		1.13M	1.11M	1.3M
Extension of current trolley route to service south end of Coral Gables (MacFarlane/Homestead area)	Begin	7/28/2015		Completed	27,767	36,000
Reduction of current Trolley headways	12-15 Minutes	12-15 Minutes		10-12 Minutes	10 - 12 Minutes	10 Min.

Legend

-  Target met or exceeded
-  Target nearly met
-  Target not met



**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8300 ADMINISTRATIVE
 545 PARKING FACILITIES

PERSONNEL SCHEDULE

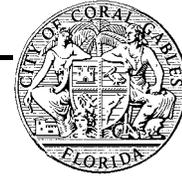
CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
0720	Parking Director	1	1	1	1	\$ 130,104
0717	Ass't Parking Director/Trolley Manager	1	1	1	1	92,962
0718	Night-Time Off-Street Operations Manager	-	-	-	1	56,481
0716	Parking Admin. Supervisor	1	1	1	1	58,577
0105	Clerk I	1	1	1	1	45,162
0708	Parking Data Specialist	1	1	1	1	51,533
0714	Parking Enforcement Specialist - PT	-	-	-	-	12,500
TOTAL		5	5	5	6	\$ 447,319

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 310,683	\$ 315,801	\$ 367,879	\$ 447,319
2000	Employee Benefits - See Other Cost Dist.	204,296	181,163	225,262	258,864
3170	Mgmt & Staff Interdept'l Charge	565,000	565,000	565,000	565,000
3190	Other Professional Services	18,075	41,491	51,273	50,000
4090	Other Transportation Expense	8,100	8,100	8,100	8,100
4110	Telecom Services	-	-	7,802	-
4410	Rental of Machinery and Equipment	1,882	2,805	3,473	4,215
4420	Public Facilities Cost - See Other Cost Dist.	15,631	16,333	18,337	20,655
4550	General Liability Insurance	20,299	11,965	13,148	15,420
4620	Repair and Maint. of Office Equipment	4,422	4,112	4,500	4,500
4710	Special Printed Forms	4,500	4,325	5,557	6,000
4820	Advertising Expense	1,000	1,000	1,000	1,000
4960	Bad Debt Expense	-	192,309	-	-
4990	Other Miscellaneous Expense	5,842	12,076	10,000	10,000
4991	Other Miscellaneous Expense - Bank Charges	492,102	604,446	600,000	600,000
5100	Office Supplies	5,622	2,786	7,500	5,500
5215	Small Tools & Minor Equipment	12,400	5,794	37,860	38,000
5400	Membership Dues and Subscriptions	755	1,100	1,100	1,100
5410	Employee Training	-	1,129	2,000	1,100
6430	Equipment Repair/Replacement	-	-	152	1,000
9010	Intradepartmental Credits	(1,670,609)	(1,971,735)	(1,929,943)	(2,037,773)
TOTAL		\$ -	\$ -	\$ -	\$ -

<u>Dept Code/Account</u>	<u>Meters</u>	<u>2013-2014</u>	<u>2014-2015</u>	<u>2015-2016</u>	<u>2016-2017</u>
8310-31-70	282	\$ 41,005	\$ 48,396	\$ 47,370	\$ 50,017
8320-31-70	589	85,644	101,082	98,939	104,467
8330-31-70	193	28,063	33,122	32,420	34,231
8340-31-70	344	50,020	59,036	57,785	61,013
8380-31-70	3873	563,160	664,667	650,580	686,930
8390-31-70	1737	252,571	298,097	291,779	308,081
8560-31-70	450	65,433	77,227	75,590	79,814
	7468	1,085,896	1,281,627	1,254,463	1,324,553
8360-31-70	25%	417,652	492,934	482,486	509,443
8500-31-70	10%	167,061	197,174	192,994	203,777
	35%	\$ 1,670,609	\$ 1,971,735	\$ 1,929,943	\$ 2,037,773

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**

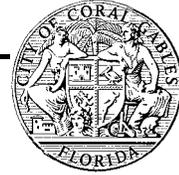


460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8310 GARAGE NO. 1
 545 PARKING FACILITIES

EXPENDITURE DETAIL

	2013-2014	2014-2015	2015-2016	2016-2017
	ACTUAL	ACTUAL	BUDGET	BUDGET
3170 Mgmt & Staff Interdept'l Charge	\$ 41,005	\$ 48,396	\$ 47,370	\$ 50,017
3190 Other Professional Services	127,441	108,440	187,117	202,117
4420 Public Facilities Cost - See Other Cost Dist.	81,643	85,309	95,776	107,881
4610 Repair/Maint. of Bldgs & Improvements	-	-	18,898	-
4630 Repair/Maint. of Machinery & Equipment	3,820	3,981	4,000	4,000
4690 Special Maintenance Interdept'l Charges	40,437	45,538	48,608	51,568
4710 Special Printed Forms	2,000	1,999	2,000	2,000
5100 Office Supplies	713	323	750	750
5204 Cleaning & Janitorial Supplies	200	200	200	200
5208 Household & Institutional Supplies	584	500	500	500
5211 Building Materials and Supplies	-	-	109	100
5215 Small Tools & Minor Equipment	-	-	128	100
6440 Equipment Additions	-	-	12,500	12,500
TOTAL	\$ 297,843	\$ 294,686	\$ 417,956	\$ 431,733

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**

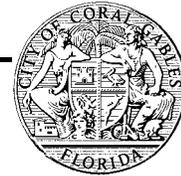


460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8320 GARAGE NO. 2
 545 PARKING FACILITIES

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
3170	Mgmt & Staff Interdept'l Charge	\$ 85,644	\$ 101,082	\$ 98,939	\$ 104,467
3190	Other Professional Services	132,643	128,326	180,819	195,944
4420	Public Facilities Cost - See Other Cost Dist.	135,889	141,992	159,413	179,561
4450	Lease Equipment	-	18,122	58,549	58,549
4610	Repair/Maint. of Bldgs & Improvements	-	-	-	11,700
4630	Repair/Maint. of Machinery & Equipment	-	-	15,150	15,150
4710	Special Printed Forms	2,995	2,849	3,000	3,000
5100	Office Supplies	742	-	247	750
5204	Cleaning & Janitorial Supplies	300	700	300	300
5208	Household & Institutional Supplies	400	329	400	400
5211	Building Materials and Supplies	-	-	405	135
5215	Small Tools & Minor Equipment	-	-	100	100
6440	Equipment Additions	163,747	-	12,500	12,500
TOTAL		\$ 522,360	\$ 393,400	\$ 529,822	\$ 582,556

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8330 GARAGE NO. 3
 545 PARKING FACILITIES

PERSONNEL SCHEDULE

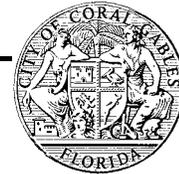
NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
0706	Parking Attendant	1	1	1	1	\$ 43,040
TOTAL		1	1	1	1	\$ 43,040

EXPENDITURE DETAIL

	2013-2014	2014-2015	2015-2016	2016-2017
	ACTUAL	ACTUAL	BUDGET	BUDGET
1000 Salaries	\$ 46,142	\$ 44,195	\$ 41,369	\$ 43,040
2000 Employee Benefits - See Other Cost Dist.	36,023	35,532	38,598	36,640
3170 Mgmt & Staff Interdept'l Charge	28,063	33,122	32,420	34,231
3190 Other Professional Services	-	-	3,567	18,567
4420 Public Facilities Cost - See Other Cost Dist.	23,779	24,847	27,896	31,422
4550 General Liability Insurance	2,403	1,528	1,479	1,484
4690 Special Maintenance Interdept'l Charges	27,680	31,178	33,267	35,293
5204 Cleaning & Janitorial Supplies	200	200	200	200
5208 Household & Institutional Supplies	377	400	400	400
5211 Building Materials and Supplies	60	62	180	60
5214 Uniform Allowance	500	500	500	500
5215 Small Tools & Minor Equipment	60	62	180	60
TOTAL	\$ 165,287	\$ 171,626	\$ 180,056	\$ 201,897

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8340 GARAGE NO. 4
 545 PARKING FACILITIES

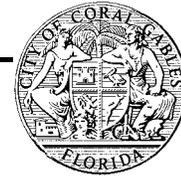
PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
3101	Maintenance Repair Worker	-	-	1	1	\$ 35,382
0706	Parking Attendant	1	1	-	-	-
TOTAL		1	1	1	1	\$ 35,382

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 35,607	\$ 20,700	\$ 34,505	\$ 35,382
2000	Employee Benefits - See Other Cost Dist.	30,411	28,801	35,170	31,117
3170	Mgmt & Staff Interdept'l Charge	50,020	59,036	57,785	61,013
3190	Other Professional Services	102,391	88,457	159,337	178,337
4420	Public Facilities Cost - See Other Cost Dist.	87,292	91,212	102,403	115,345
4550	General Liability Insurance	1,735	1,157	1,233	1,220
4630	Repair/Maint. of Machinery & Equipment	1,977	3,686	4,000	4,000
4710	Special Printed Forms	2,812	2,000	2,000	2,000
5100	Office Supplies	750	651	1,401	750
5204	Cleaning & Janitorial Supplies	300	300	300	300
5208	Household & Institutional Supplies	400	400	400	400
5211	Building Materials and Supplies	-	135	135	135
5214	Uniform Allowance	500	500	500	500
5215	Small Tools & Minor Equipment	-	60	180	60
6440	Equipment Additions	-	-	12,500	12,500
TOTAL		\$ 314,195	\$ 297,095	\$ 411,849	\$ 443,059

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8360 METER MAINT & COLLECTION
545 PARKING FACILITIES

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
0713	Meter Maint. Collection Supv.	1	1	1	1	\$ 48,506
0712	Parking Meter Mechanic	2	2	2	2	98,827
0311	Money Room Coordinator	1	1	1	1	60,522
3005	Maintenance Worker II	2	2	2	2	81,566
TOTAL		6	6	6	6	\$ 289,421

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 268,675	\$ 252,639	\$ 275,500	\$ 289,421
2000	Employee Benefits - See Other Cost Dist.	250,532	229,057	258,550	249,871
3170	Mgmt & Staff Interdept'l Charge	417,652	492,934	482,486	509,443
4020	Central Garage Motor Pool Rent	28,516	29,030	29,152	33,543
	Replacement: 9,397				
	Oper. & Maint: 24,146				
4550	General Liability Insurance	17,913	10,370	9,846	9,977
4630	Repair/Maint. of Machinery & Equipment	-	92	225	225
5100	Office Supplies	1,804	1,864	2,000	2,000
5204	Cleaning & Janitorial Supplies	-	100	100	100
5209	Protective Clothing	539	620	540	450
5211	Building Materials and Supplies	-	-	200	200
5214	Uniform Allowance	2,821	2,269	2,910	3,000
5215	Small Tools & Minor Equipment	7,382	4,023	2,500	2,500
5217	Operating Equipment Repair Parts	4,292	9,500	11,543	12,000
9010	Intradepartmental Credits	(1,000,126)	(1,032,498)	(1,075,552)	(1,112,730)
TOTAL		\$ -	\$ -	\$ -	\$ -

Meter Maintenance & Collection Services Distribution to Parking System

<u>Dept Code</u>	<u>Meters</u>	<u>2013-2014</u>	<u>2014-2015</u>	<u>2015-2016</u>	<u>2016-2017</u>
8310-46-90	282	46,349	47,850	49,845	51,568
8330-46-90	193	31,721	32,748	34,114	35,293
8380-46-90	3873	636,564	657,167	684,570	708,234
8390-46-90	1737	285,492	294,733	307,023	317,635
	6085	\$ 1,000,126	\$ 1,032,498	\$ 1,075,552	\$ 1,112,730

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**

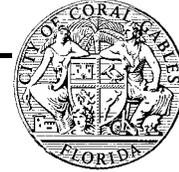


460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8380 ON STREET PARKING
 545 PARKING FACILITIES

EXPENDITURE DETAIL

	2013-2014	2014-2015	2015-2016	2016-2017
	ACTUAL	ACTUAL	BUDGET	BUDGET
3170 Mgmt & Staff Interdept'l Charge	\$ 563,160	\$ 664,667	\$ 650,580	\$ 686,930
4110 Telecom Services	74,786	81,359	136,773	134,000
4450 Lease Equipment	25,579	150,658	303,743	300,000
4690 Special Maintenance Interdept'l Charges	555,603	626,022	667,582	708,234
5215 Small Tools & Minor Equipment	32,620	22,436	13,000	13,000
6430 Equipment Repair/Replacement	-	39,580	80,327	64,234
6440 Equipment Additions	31,827	240,589	737,871	-
TOTAL	\$ 1,283,575	\$ 1,825,311	\$ 2,589,876	\$ 1,906,398

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**

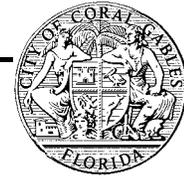


460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8390 METER & PERMIT PARKING LOTS
 545 PARKING FACILITIES

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
3170	Mgmt & Staff Interdept'l Charge	\$ 252,571	\$ 298,097	\$ 291,779	\$ 308,081
4420	Public Facilities Cost - See Other Cost Dist.	47,559	49,695	55,792	62,843
4430	Rental of Land and Buildings	-	-	171,875	224,700
4610	Repair/Maint. of Bldgs & Improvements	-	-	310,250	-
4690	Special Maintenance Interdept'l Charges	249,196	280,800	299,403	317,635
5215	Small Tools & Minor Equipment	-	-	9,553	10,000
6430	Equipment Repair/Replacement	-	10,000	10,000	10,000
TOTAL		\$ 549,326	\$ 638,592	\$ 1,148,652	\$ 933,259

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



001 GENERAL FUND
PARKING DEPARTMENT
8400 VIOLATION ENFORCEMENT
 521 LAW ENFORCEMENT

PERSONNEL SCHEDULE

NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 BUDGET	2016-2017 BUDGET SALARIES	
0711	Parking Enforcement Supervisor	1	1	1	1	\$ 65,161
0710	Parking Enforcement Specialist	10	10	10	10	406,167
0709	Parking Enforcement Special Lead	1	1	1	1	53,284
0714	Parking Enforcement Specialist - PT	-	-	-	-	120,000
TOTAL		12	12	12	12	\$ 644,612

EXPENDITURE DETAIL

		2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 BUDGET	2016-2017 BUDGET
1000	Salaries	\$ 532,657	\$ 546,850	\$ 619,955	\$ 644,612
2000	Employee Benefits - See Other Cost Dist.	370,993	342,217	420,683	412,022
4020	Central Garage Motor Pool Rent	141,730	147,877	156,254	176,188
	Replacement: 61,787				
	Oper. & Maint: 114,401				
4550	General Liability Insurance	21,829	22,056	22,157	22,221
4620	Repair and Maint. of Office Equipment	-	-	220	120
5100	Office Supplies	1,467	1,000	1,095	1,100
5214	Uniform Allowance	7,180	5,500	7,500	7,500
5215	Small Tools & Minor Equipment	471	60	500	500
5410	Employee Training	-	-	2,000	2,000
6430	Equipment Repair/Replacement	-	-	405	500
6440	Equipment Additions	-	-	500	500
TOTAL		\$ 1,076,327	\$ 1,065,560	\$ 1,231,269	\$ 1,267,263

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8500 SIGN SHOP
545 PARKING FACILITIES

PERSONNEL SCHEDULE

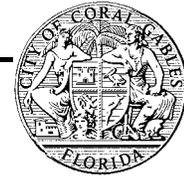
NUMBER OF AUTHORIZED POSITIONS

CLASS. NO.	CLASSIFICATION TITLE	2013-2014	2014-2015	2015-2016	2016-2017	
		ACTUAL	ACTUAL	BUDGET	BUDGET	SALARIES
3102	Maint. Repair Wrkr - Lead	1	1	1	1	\$ 57,640
3005	Maintenance Worker II	2	2	2	2	82,991
9005	Part-time Employees	-	-	-	-	25,000
TOTAL		3	3	3	3	\$ 165,631

EXPENDITURE DETAIL

		2013-2014	2014-2015	2015-2016	2016-2017
		ACTUAL	ACTUAL	BUDGET	BUDGET
1000	Salaries	\$ 133,375	\$ 132,010	\$ 153,198	\$ 165,631
2000	Employee Benefits - See Other Cost Dist.	138,996	122,774	138,634	134,925
3170	Mgmt & Staff Interdept'l Charge	167,061	197,174	192,994	203,777
4020	Central Garage Motor Pool Rent	24,237	24,403	24,010	27,856
	Replacement:	7,011			
	Oper. & Maint:	20,845			
4410	Rental of Machinery and Equipment	-	-	250	250
4420	Public Facilities Cost - See Other Cost Dist.	32,474	33,932	38,095	42,910
4550	General Liability Insurance	9,096	5,840	5,475	5,710
4630	Repair/Maint. of Machinery & Equipment	-	-	400	400
5100	Office Supplies	282	200	200	200
5204	Cleaning & Janitorial Supplies	404	800	800	800
5209	Protective Clothing	709	483	900	900
5211	Building Materials and Supplies	14,158	15,429	19,250	19,250
5213	Purchase/Rental - Employee Uniforms	-	413	1,000	1,000
5214	Uniform Allowance	1,226	(252)	-	-
5215	Small Tools & Minor Equipment	999	538	2,131	1,500
5217	Operating Equipment Repair Parts	-	-	1,500	1,500
6430	Equipment Repair/Replacement	-	212	-	-
TOTAL		\$ 523,017	\$ 533,956	\$ 578,837	\$ 606,609

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**

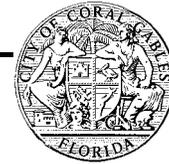


460 PARKING SYSTEM FUND
PARKING DEPARTMENT
8560 GARAGE NO. 6
 545 PARKING FACILITIES

EXPENDITURE DETAIL

	2013-2014	2014-2015	2015-2016	2016-2017
	ACTUAL	ACTUAL	BUDGET	BUDGET
3170 Mgmt & Staff Interdept'l Charge	\$ 65,433	\$ 77,227	\$ 75,590	\$ 79,814
3190 Other Professional Services	123,711	98,545	166,397	183,196
4310 Electric Utility Service	56,915	57,709	60,000	60,000
4350 Water & Sewer Utility Service	5,248	6,170	5,000	5,000
4450 Lease Equipment	-	14,827	47,903	47,903
4610 Repair/Maint. of Bldgs & Improvements	-	-	-	11,700
4630 Repair/Maint. of Machinery & Equipment	-	-	15,150	15,150
4710 Special Printed Forms	4,387	2,000	2,000	2,000
5204 Cleaning & Janitorial Supplies	381	266	300	300
5208 Household & Institutional Supplies	319	-	300	300
5211 Building Materials and Supplies	96	67	200	100
5215 Small Tools & Minor Equipment	-	98	151	100
6440 Equipment Additions	(469)	-	12,500	12,500
TOTAL	\$ 256,021	\$ 256,909	\$ 385,491	\$ 418,063

**CITY OF CORAL GABLES, FLORIDA
2016-2017 BUDGET**



360 TROLLEY/TRANSPORTATION FUND
PARKING DEPARTMENT
1580 TROLLEY/TRANSPORTATION
 544 TRANSIT SYSTEMS

PERSONNEL SCHEDULE

CLASS. NO.	CLASSIFICATION TITLE	NUMBER OF AUTHORIZED POSITIONS				
		2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 BUDGET	2016-2017	
					BUDGET	SALARIES
0009	Trolley Operations Supr	1	1	1	1	\$ 62,744
TOTAL		1	1	1	1	\$ 62,744

EXPENDITURE DETAIL

					2016-2017
		2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 BUDGET	BUDGET
1000	Salaries	\$ 87,380	\$ 100,168	\$ 57,144	\$ 62,744
2000	Employee Benefits - See Other Cost Dist.	87,141	70,459	52,142	50,180
3110	Engineering & Architect Services	10,833	-	-	-
3190	Other Professional Services	641,867	731,772	892,674	1,128,422
3191	Special Events - Reimbursable	-	17,634	-	-
4020	Central Garage Motor Pool Rent	310,532	313,130	276,806	394,414
	Replacement:	162,251			
	Oper. & Maint:	232,163			
4310	Electric Utility Service	-	6,224	18,672	18,672
4410	Rental of Machinery and Equipment	-	1,998	2,500	3,000
4420	Public Facilities Cost - See Other Cost Dist.	81,555	85,218	95,674	107,766
4430	Rental of Land and Buildings	-	44,444	-	-
4550	General Liability Insurance	8,184	3,737	2,042	2,163
4630	Repair/Maint. of Machinery & Equipment	6,726	5,312	1,000	-
4720	Printing & Binding	953	246	2,000	2,000
4820	Advertising Expense	500	-	6,154	-
4990	Other Miscellaneous Expense	666	801	1,000	1,000
5100	Office Supplies	705	800	2,000	2,000
5209	Protective Clothing	329	-	100	500
5213	Purchase/Rental - Employee Uniforms	933	2,835	2,000	3,000
5215	Small Tools & Minor Equipment	452	451	1,000	1,000
5219	Other Repair & Maintenance Supplies	1,302	1,000	1,000	1,000
5400	Membership Dues and Subscriptions	747	710	1,000	1,000
5410	Employee Training	250	417	2,000	1,000
6410	Motor Equipment Replacements in Fleet	-	-	258,426	-
6440	Equipment Additions	2,405	179	75,740	42,310
6460	Other Equipment Additions	-	40	2,000	1,000
8120	State FDOT Trolley Route Expansion Grant	57,224	-	136,725	-
TOTAL		\$ 1,300,684	\$ 1,387,575	\$ 1,889,799	\$ 1,823,171

**Action Plan Worksheet
2017**

Action Plan Owner: Kevin J. Kinney, Parking Director

Action Plan Name: 1.3.1 - Improve Parking Facility Signage and Way-Finding

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 1 - Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.1 - Attain world-class performance levels in overall community satisfaction with City services by 2019
 - Objective 1.3 - Improve mobility throughout the City

KEY tasks that must be accomplished, deliverables, and measures of success

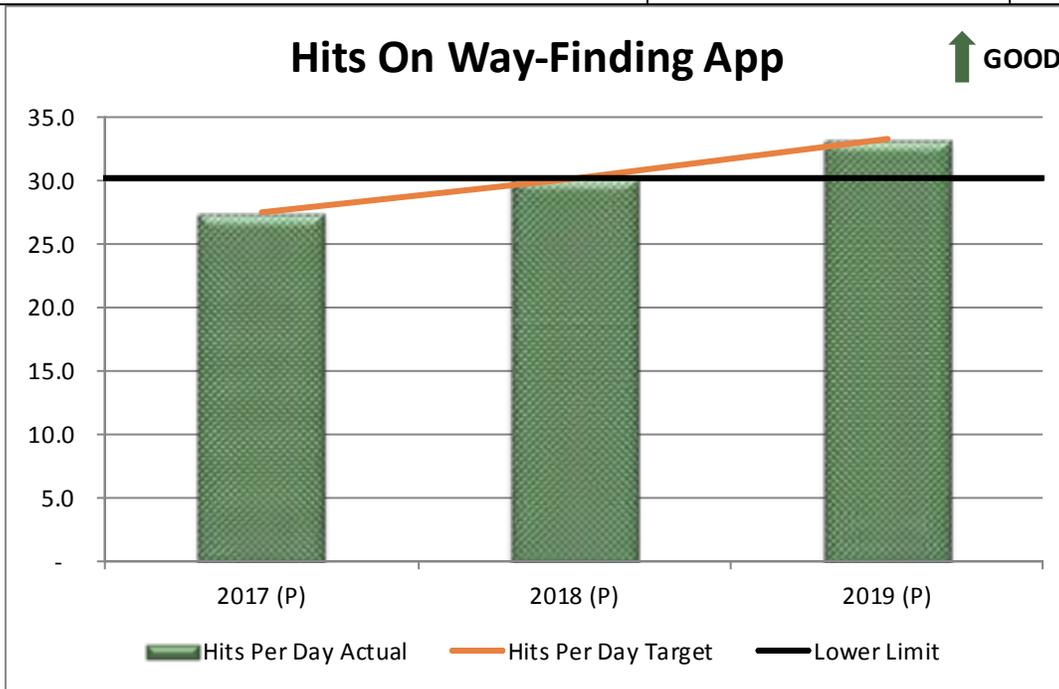
What must be done	By When	How will it be evident
Development of way-finding APP linked to City web page and City APP	December, 2016	Way-finding APP operational
Expand way-finding program designed as part of the Miracle Mile Streetscape project	March, 2017	Included as component of Multi-Model Transportation Master Plan
Match signage system with City Brand	June, 2017	Sign off by Communications Director
Contract for Manufacture and Installation of signage	June, 2017	Contract signed
Organize promotional events with Communications and IT	On Going	Increased participation in community events like Saturday Market and Carnival on the Mile

Resource requirements (what do we need to succeed?)

- Capital project funding for signage improvements \$300,000
- \$50,000 to develop way-finding app in FY17-18
- 80 staff hours from Procurement for review and selection of Contractor
- 30 staff hours from Communications Director to review and ensure compliance with City Brand
- 150 staff hours from IT to develop way-finding APP
- 100 staff hours from Communications, IT, and Parking staff to participate in promoting technology applications at community events

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

Measure	Target	Date
Number of hits on way-finding APP	10,000	October, 2017
	10% annual increase thereafter	2018-2019



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

Measure	Target	Date
% traffic accessing off-street parking facilities	10% annual increase	2018 & 2019
Availability of on-street parking spaces during normal operations	10% vacancy rates in premium parking area	January, 2019
Customer satisfaction with traffic conditions and parking availability	75% Resident survey 75% Business survey	March, 2019 March, 2019
Repeat parking customers	10% increase over 2017 baseline	June, 2019
DOT measures of congestion, mobility, and accessibility	6% increase over 2017 baseline	2019

Frequency & venue of review

- Monthly reports on parking traffic and APP usage to Parking Director
- Review by parking senior management for operational adjustments on quarterly basis
- Quarterly reports to Parking Advisory Board with summary report and recommendations submitted to City Manager’s Office

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

Stakeholder Group	Potential positive impact	Potential negative impact
Customers	Simplify the search for parking	Potential for sign proliferation leading to dissatisfaction
The driving public	Reduced traffic searching for a parking space and time needed to find a space	Potential for sign proliferation leading to dissatisfaction
Business owners	Improved customer experience	Potential for sign proliferation leading to dissatisfaction

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

- + \$500,000 in additional revenue for underutilized facilities.
- + \$100,000 additional revenue for the parking system from satisfied repeat customers.
- \$300,000 to purchase, install, and maintain signage improvements
- \$50,000 to design develop, and deploy way-finding application

**Action Plan Worksheet
2017**

Action Plan Owner: Kevin J. Kinney, Parking Director

Action Plan Name: 1.3.2 – Improve Appearance of Parking Facilities

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 1 - Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.1 - Attain world-class performance levels in overall community satisfaction with City services by 2019
 - Objective 1.3 - Improve mobility throughout the City

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Establish regular security patrols in all garages	January, 2016	Contract award completed
Complete RFP - award contract for custodians and garage attendants	June, 2016	Contract Award
Purchase scrubber/sweeper to clean parking decks (budgeted 2016)	August, 2016	Purchase completed
Review and enhance daily custodial schedule/checklist with vendor	September, 2016	Facilities meet enhanced cleanliness standards
Complete repairs and rehabilitation of Garages	September, 2016	Project completion
Establish on-site supervision for night-time operations	October, 2016	Tuesday through Saturday position to monitor contract staff and OPS for City
Reclassify City Parking Attendant positions to Maintenance Positions for Garages	November, 2016	Positions reclassified
Create scorecard system to be used by City staff for evaluating custodial/attendant performance	January, 2017	Facilities meet enhanced cleanliness standards
Establish CIP for reoccurring maintenance projects in parking facilities	June, 2017	Funds set aside for future capital improvements

Resource requirements (what do we need to succeed?)

- \$75,000 in annual custodial budget to cover cost of new attendant/custodial contract
- \$10,400 in annual operating budget to upgrade an existing Parking Attendant position to a Maintenance Repair worker to provide light maintenance for off-street facilities in FY17-18
- \$23,400 increase in annual maintenance budget 46-30 to provide quarterly pressure washing for sidewalk’s, paseo’s, loggia’s and plaza’s
- \$65,729 annually in operating budget to establish a Night Operations Manager to oversee evening parking operations including valet operations, evening events, garage operations, security patrols etc.

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

Measure	Target	Date
Daily Checklist for custodians	100% Checklist completion for every shift	September, 2016
Score on weekly walkthrough evaluation by City	90% acceptable or higher rating on scorecard used by City staff	February, 2017
Response time for reported maintenance issues	90% of maintenance issues responded to within 30 minutes	June, 2017
Customer satisfaction	90% acceptable or higher rating	March, 2017
Repeat customers	10% increase over 2017 baseline	2018

Frequency & venue of review

- Daily oversight by Parking staff of contract staff and contract supervisor overseeing day to day completion of contract services
- Weekly walkthrough by Parking Department Senior Management
- Security Patrol incident/condition reports to Parking Administration (lighting, custodial, security and maintenance issues)
- Monthly review of customer comment/survey for each facility by Parking Director
- Quarterly review by Parking Advisory Board with summary and recommendations provided to City Manager’s Office

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

Stakeholder Group	Potential positive impact	Potential negative impact
Customers	Increased satisfaction with higher level of service (comfort); repeat customers	Additional traffic in parking facilities
Parking workforce	Increased satisfaction and engagement through increased responsibility and pay	Increased personnel costs

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

- + \$500,000 additional parking revenue
- \$75,000 increase in annual operating costs for Professional Services (security and custodial hours)
- \$88,963 increase in annual operating costs for Payroll
- \$23,400 increase in annual Repair & Maintenance Budget

**Action Plan Worksheet
2017**

Action Plan Owner: Kevin J. Kinney, Parking Director

Action Plan Name: 1.3.3 – Establish Performance Based Parking Rates

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 1 - Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.1 - Attain world-class performance levels in overall community satisfaction with City services by 2019
 - Objective 1.3 - Improve mobility throughout the City
- Goal 6 - Provide exceptional services that enhance local and global environmental quality, enrich our local economy, and strengthen the health and well-being of our current and future residents, businesses, and visitors.
 - Objective 6.6 - Increase alternative mobility options to the community by 2019

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Update downtown parking study	January, 2018	Study Complete
Develop system to accurately monitor market and occupancy rates	February, 2018	System operational
Develop pricing structure for permits and hourly rates to create desired occupancies	March, 2018	Rates adjustable based on demand for spaces
Complete upgrades to parking and revenue control systems	December, 2018	Web based management and monitoring of all key parking facilities

Resource requirements (what do we need to succeed?)

- Complete PARCS upgrades \$300,000 annually beginning in FY17-18
- 25 hours of training of maintenance staff to maintain wireless and web based revenue control systems
- \$150,000 for upgrade to parking enforcement equipment in FY17-18

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

Measure	Target	Date
Occupancy rates	Minimum 10% vacancy by zone	October, 2019
Higher utilization of lower demand facilities	80 - 85% occupancy in lower demand facilities	October, 2019
Improved customer satisfaction with parking availability in Business District	20% for Resident 25% for CBD Business	December, 2018

Frequency & venue of review

- Automated and daily recording of facility or zone occupancies.
- Monthly review by senior Parking staff
- Quarterly review by Parking Advisory Board.
- Recommendations on rate adjustments to be presented to the City Manager’s office on a quarterly basis.

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

Stakeholder Group	Potential positive impact	Potential negative impact
Businesses	Improved customer satisfaction with convenient parking available	Increased dissatisfaction with higher rates for high demand spaces
Visitors	Improved satisfaction with convenient parking available	Increased dissatisfaction with higher rates for high demand spaces
The Driving Public	Improved satisfaction with traffic and parking availability	None

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

- + If rates are set at an appropriate level program will likely increase overall parking revenue by approximately \$1,250,000.
- + Updated revenue control systems will provide more efficient revenue collections, reduce shrinkage and increase overall parking revenue by approximately \$175,000.
- Eliminating parking subsidies may increase use of alternative modes of transportation; reducing traffic congestion in business districts and may cause a reduction in overall parking revenues by approximately \$100,000.
- If rates are set too high overall traffic in the CBD and parking revenue may be adversely impacted by approximately \$300,000.

**Action Plan Worksheet
2017**

Action Plan Owner: Kevin J. Kinney, Parking Director

Action Plan Name: 6.6.2 – Increase Trolley Ridership

Strategic plan alignment (Supports which Objectives and Goals)

- Goal 6 – Provide exceptional services that enhance local and global environmental quality, enrich our local economy, and strengthen the health and well-being of our current and future residents, businesses, and visitors.
 - Objective 6.6 – Increase alternative mobility options to the community by 2019
- Goal 1 - Provide exceptional service that meets or exceeds the requirements and expectations of our community.
 - Objective 1.3 – Improve mobility throughout the City

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By When	How will it be evident
Increase Trolley Fleet	1 new Trolley annually through 2019	Equipment on-hand
Improve Fleet Availability	By 2019	Reduced Out of Service Hours
Install Transit Management System	By 9/1/2016	Automated annunciation, dispatch and passenger counts working
Develop rider APP to notify passengers of next Trolley	Q1 2017	Monitoring of hits on App page
Increase hours of service (later in the evening, weekends, holidays)	Q2 2017	Service schedules
Reduce Headways to 7 minutes	Q3 2017	Reports generated by automated system to track headways
Establish a Transit Improvement District to Support Trolley Operations.	Q1 2018	Assessments issued by Finance
Create a secret shopper survey to be used quarterly	Q1 2017	Program implemented

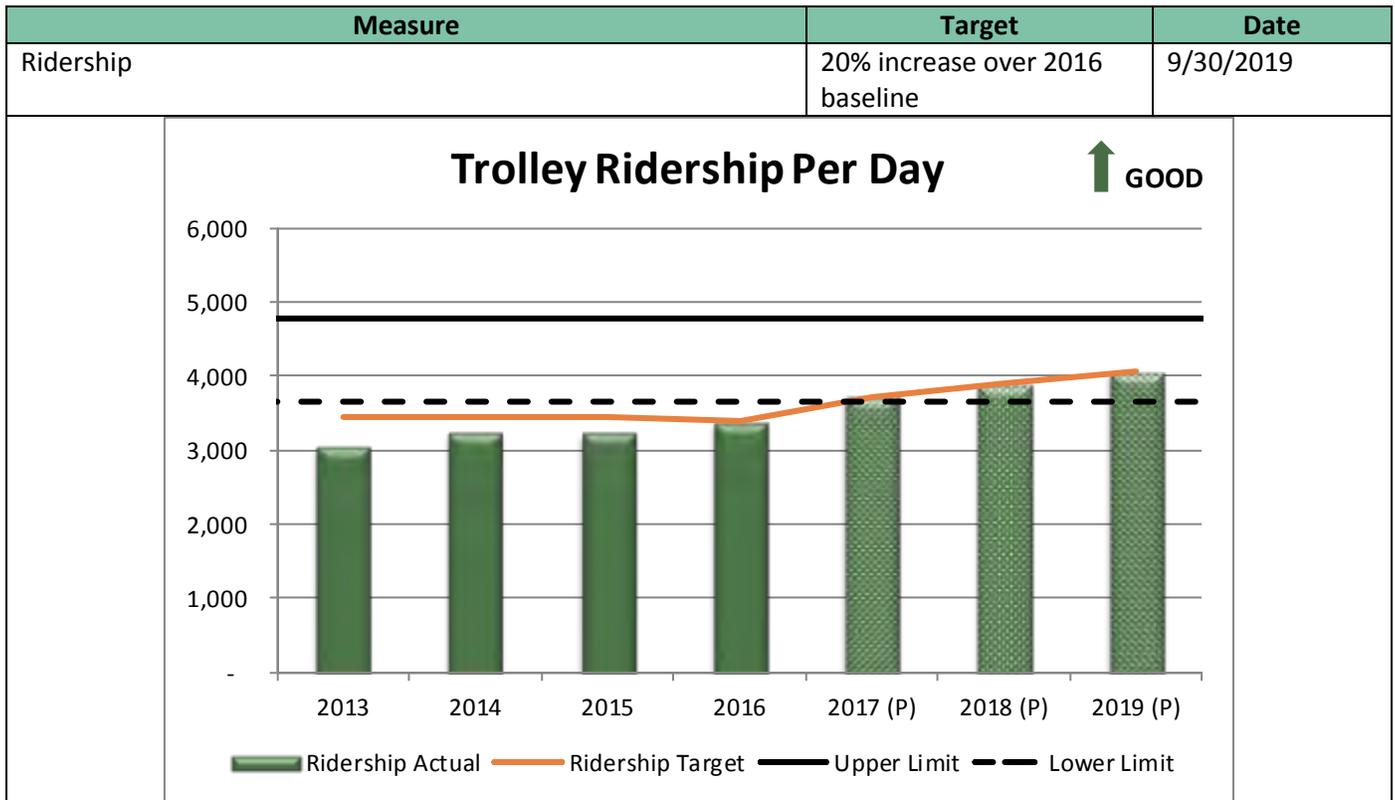
Resource requirements (what do we need to succeed?)

- \$900,000 over 3 years for Trolley fleet additions and replacement. Strong potential for service development and fleet enhancement/replacement grants to support transit (Trolley system has received many grants historically)
- In FY 2017, \$250,000 reoccurring annual funds to support service enhancements, increased service hours or reduced headways

Resource requirements (what do we need to succeed?) - Continued

- In FY 2018, \$150,000 reoccurring annual funds to support service enhancements, increased service hours or reduced headways
- 100 IT development hours to create and launch passenger APP
- \$7,500 to establish work station for dispatch to monitor and control headways in FY 2018
- 100 one-time hours and 40 ongoing maintenance hours (annually) from Procurement, Grant writer and Fleet Services for acquisition (and maintenance) of new Trolleys

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



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

Measure	Target	Date
Headways	7 to 8 Minutes	December, 2017
Secret Shopper Score Card	TBD	9/1/2016
Reduction in vehicle trips into Business District	TBD	December, 2018

Frequency & venue of review

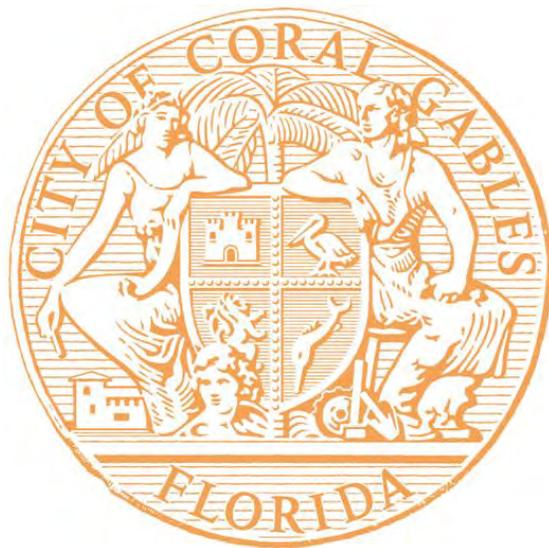
- Monthly ridership, headway, out of service reports to Parking Director
- Quarterly reports to Parking Advisory Board and Citizen’s Independent Transportation Trust
- Quarterly summary reports and recommendations to City Manager’s Office

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

Stakeholder Group	Potential positive impact	Potential negative impact
Passengers	Predictable and convenient transit (last mile) service Increased satisfaction with headways	None
The Driving Public	Reduction in vehicle traffic congestion Improved vehicle safety	None
Businesses	Additional modes of transportation for employees and customers	None

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

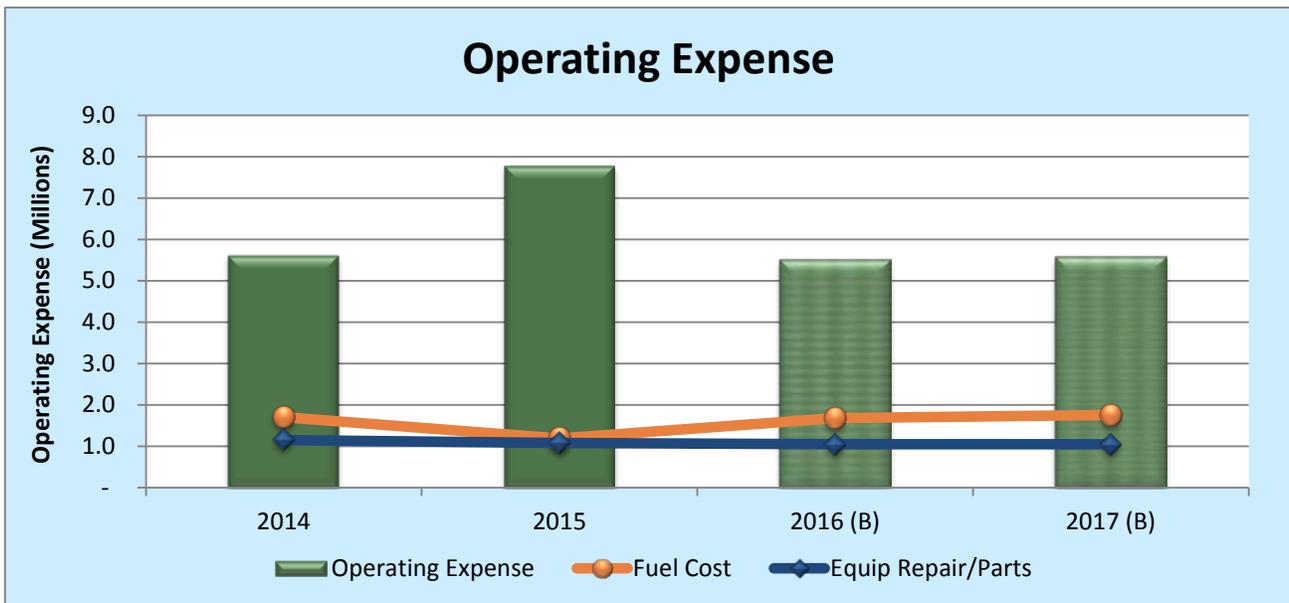
- + None
- Increase in service levels will create an ongoing operating expense of \$400,000 annually to reach targets related to headways and hours of operation



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**2016-2017 BUDGET
MOTOR POOL FUND SUMMARY**

	<u>2013-2014 ACTUAL</u>	<u>2014-2015 ACTUAL</u>	<u>2015-2016 BUDGET</u>	<u>2016-2017 BUDGET</u>
OPERATING REVENUES				
Charges to Departments for use of Vehicles & Equipment	\$ 5,735,769	\$ 5,366,952	\$ 4,566,444	\$ 5,545,504
Replacement Cost Recovery	1,413,000	1,923,000	5,073,086	3,209,452
Miscellaneous	306,180	204,359	889,906	65,000
TOTAL OPERATING REVENUES	<u>\$ 7,454,949</u>	<u>\$ 7,494,311</u>	<u>\$ 10,529,436</u>	<u>\$ 8,819,956</u>
OPERATING EXPENSES				
		*		
Operating Expense	\$ 5,623,531	\$ 7,789,255	\$ 5,507,380	\$ 5,594,607
Capital Outlay	1,024,719	3,125,532	5,022,056	3,225,349



The Motor Pool Fund is used to account for the acquisition, operation and maintenance of the automotive and miscellaneous equipment used by City departments. The funding to acquire the equipment is provided by charging the user departments an annual fee based on the estimated useful life of each piece of equipment. Similarly, the operation and maintenance costs are allocated to the user departments by charging a flat rate annual rental fee for the equipment. Rental fees are updated annually by the maintenance staff based on detail records kept for each item of equipment.

During the economic downturn, budget cuts were made to the annual fleet replacement budget to help balance the City's overall budget. Included in this budget document (See Pg. 350) is a comprehensive plan to restore the annual fleet replacement budget to 100% of the amount needed to replace the City's vehicles in accordance with their useful life.

* FY15 Actual Operating Expenditures includes a one-time pay off of lease/finance principal in the amount of \$2,765,537

CITY OF CORAL GABLES
BUILDING THE VEHICLE REPLACEMENT BUDGET (With CPI)
Based on \$35M Current Fleet Replacement Value and Useful Life from 8 to 20 Years

ANNUAL VEHICLE REPLACEMENT REQUIREMENTS ADJUSTED BY ANNUAL CPI								
	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Vehicle Replacement Requirements	\$ 3,100,000	\$ 3,100,000	\$ 3,154,250	\$ 3,209,449	\$ 3,265,614	\$ 3,322,762	\$ 3,380,910	\$ 3,440,076
CPI Adjustment @ 1.75%	-	54,250	55,199	56,165	57,148	58,148	59,166	60,201
Adjusted Vehicle Replacement Requirements	\$ 3,100,000	\$ 3,154,250	\$ 3,209,449	\$ 3,265,614	\$ 3,322,762	\$ 3,380,910	\$ 3,440,076	\$ 3,500,277

ANNUAL CALCULATION OF INCREASE TO PRIOR YEAR REPLACEMENT BUDGET								
	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Vehicle Replacement Budget - Base Distributed Cost <i>(From Prior Year Recurring Revenues)</i>	\$ 1,413,000	\$ 1,923,000	\$ 2,202,250	\$ 2,482,449	\$ 2,763,614	\$ 3,045,762	\$ 3,328,910	\$ 3,440,076
Increase to Base - <i>(By Elim. Lease Payments Budget)</i>	285,000	-	-	-	-	-	-	-
Incremental Increase to Base - <i>(From Oper. Rev.)</i>	225,000	225,000	225,000	225,000	225,000	225,000	52,000	-
Annual CPI Adjustment - <i>(From Oper. Rev.)</i>	-	54,250	55,199	56,165	57,148	58,148	59,166	60,201
Net Increase to Prior Year Distributed Cost	225,000	279,250	280,199	281,165	282,148	283,148	111,166	60,201
Net Replacement Cost From Operating Revenue	1,923,000	2,202,250	2,482,449	2,763,614	3,045,762	3,328,910	3,440,076	3,500,277
% of Budget Funded by Operating Revenue	62%	70%	77%	85%	92%	98%	100%	100%
Use of Motor Pool Fund Balance	1,177,000	952,000	727,000	502,000	277,000	52,000	-	-
Annual Vehicle Replacement Budget	\$ 3,100,000	\$ 3,154,250	\$ 3,209,449	\$ 3,265,614	\$ 3,322,762	\$ 3,380,910	\$ 3,440,076	\$ 3,500,277

USE OF FUND BALANCE								
	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Beginning Fund Balance @ 9/30/13	\$ 9,959,381	\$ 6,126,844	\$ 5,319,844	\$ 4,772,844	\$ 4,485,844	\$ 4,458,844	\$ 4,691,844	\$ 5,011,844
Projected Annual surplus (Budgetary) *	110,000	145,000	180,000	215,000	250,000	285,000	320,000	355,000
Planned Use of Fund Balance								
Payoff of Current Debt Principal	2,765,537							
Annual Use of Fund Balance	1,177,000	952,000	727,000	502,000	277,000	52,000	-	-
Ending Fund Balance - Projected	\$ 6,126,844	\$ 5,319,844	\$ 4,772,844	\$ 4,485,844	\$ 4,458,844	\$ 4,691,844	\$ 5,011,844	\$ 5,366,844

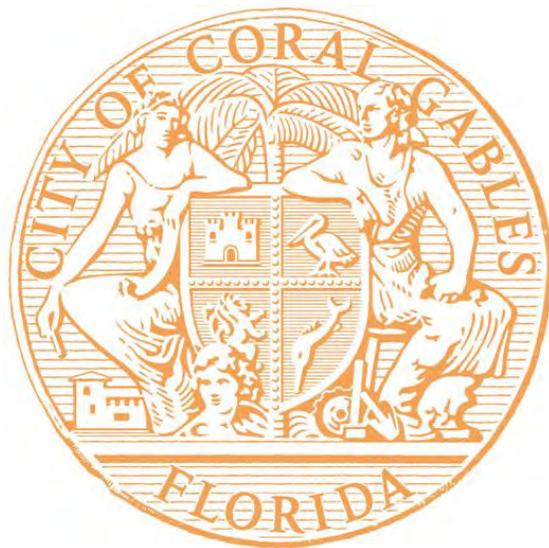
* Assumes a reduction of repair parts budget and Fleet staffing as more and more of the fleet is replaced and under factory warranty.

**2016-2017 BUDGET
MOTOR POOL FUND
VEHICLE AND EQUIPMENT PURCHASES**

<u>DEPARTMENT</u>	<u>DESCRIPTION</u>	<u>REPLACEMENTS</u>			<u>ADDITIONS</u>	<u>TOTAL</u>
		<u>VEH ID#</u>	<u>YEAR/MODEL</u>	<u>COST</u>	<u>COST</u>	<u>BUDGET</u>
Development Svcs	2001 Ford Crown Victoria	1711	Nissan Leaf	\$32,000		
	2002 Ford Crown Victoria	1712	Nissan Leaf	\$32,000		
	2002 Ford Crown Victoria	1713	Nissan Leaf	\$32,000		
	2002 Ford Crown Victoria	1708	Nissan Leaf	\$32,000		
	2002 Ford Crown Victoria	1709	Nissan Leaf	\$32,000		\$ 160,000
Fire	2002 Ford Explorer	15	Nissan Leaf	\$32,000		
	2003 Ford Expedition	19	Ford F250, Crew Cab, Topper, 4X4	\$35,000		\$ 67,000
Parking	1998 Ford Taurus	1791	Jeep Patriot, with amber lightbar	\$20,000		
	2002 GO-4 Interceptor	1997	Nissan Leaf	\$32,000		
	2002 GO-4 Interceptor	1998	Nissan Leaf	\$32,000		
	2002 GO-4 Interceptor	1999	Nissan Leaf	\$32,000		
	2001 Ford Taurus	3008	Nissan Leaf	\$32,000		\$ 148,000
Parks & Recreation	1996 Cargo Craft Trailer	956	Trailer	\$10,000		
	2006 Dixie Chopper Mower	650	Ferris Mower	\$7,500		
	2006 Dixie Chopper Mower	651	Ferris Mower	\$7,500		
	1993 F700 Flatbed Dump Trk	1871	16ft Flatbed Dump, Crew Cab, 3ft Side	\$105,000		\$ 130,000
Police	2002 Ford Crown Victoria	840	To Be Determined	\$25,000		
	2005 Ford Crown Victoria	229	Ford Police Interceptor Utility	\$38,000		
	2007 Ford Crown Victoria	252	Ford Police Interceptor Utility	\$38,000		
	2007 Ford Crown Victoria	254	Ford Police Interceptor Utility	\$38,000		
	2008 Ford Crown Victoria	263	Ford Police Interceptor Utility	\$38,000		
	2009 Ford Crown Victoria	275	Ford Police Interceptor Utility	\$38,000		
	2009 Ford Crown Victoria	288	Ford Police Interceptor Utility	\$38,000		
	2009 Ford Crown Victoria	289	Ford Police Interceptor Utility	\$38,000		
	2006 Ford Crown Victoria	309	Ford Police Interceptor Utility	\$38,000		
	2006 Ford Crown Victoria	310	Ford Police Interceptor Utility	\$38,000		
	2006Ford Crown Victoria	315	Ford Police Interceptor Utility	\$38,000		
	2006 Ford Crown Victoria	316	Ford Police Interceptor Utility	\$38,000		
	2006 Ford Crown Victoria	322	Ford Police Interceptor Utility	\$38,000		
	2007 Ford Expedition K-9	753	Ford Police Interceptor Utility K9	\$40,000		
	2006 Ford Crown Victoria	301	Ford Police Interceptor Utility	\$38,000		
	2008 Toyota Sienna	720	To Be Determined	\$25,000		
	1993 Ford Cargo Van	796	Replace with Trailer	\$5,000		
	2008 Dodge Avenger	873	To Be Determined	\$25,000		
	2005 Ford Crown Victoria	227	Ford Police Interceptor Utility	\$38,000		
	2006 Ford Crown Victoria	323	Ford Police Interceptor Utility	\$38,000		
	2002 Ford Crown Victoria	457	To Be Determined	\$25,000		
	2000 Ford Crown Expedition	725	F150, Ext Cab, 4X4, Topper, 5.0L	\$30,000		
	1999 Ford Crown Victoria	3027	To Be Determined	\$25,000		
2005 Ford Crown Victoria	228	Ford Police Interceptor Utility	\$38,000			
2005 Ford Crown Victoria	242	Ford Police Interceptor Utility	\$38,000		\$ 846,000	
Public Works	Maint Div	1998 Chevrolet 2500 Truck	1890	Ford Transit Van, shelving, amber lts	\$26,000	
	Maint Div	1998 Chevrolet 2500 Truck	1959	Ford Transit Van, shelving, amber lts	\$26,000	
	Maint Div	1998 Chevrolet 2500 Truck	1960	Ford Transit Van, shelving, amber lts	\$26,000	
	ROW Div	2004 Hydrotek Pressure Washer	636	Trailer monted pressure washer	\$25,000	
	ROW Div	1983 Liverpool Water Witch	910	Vendor TBD	\$287,449	
	Automotive	1991 Komatsu FD-30 Forklift	1149	Hyundai 10K Lb Forklift	\$60,000	
	Solid Waste Svcs	2006 Crane Carrier Recycle Trk	1844	Crane Carrier Garbage Packer	\$245,000	
	Solid Waste Svcs	2006 Crane Carrier Recycle Trk	1845	Crane Carrier Garbage Packer	\$245,000	
	Solid Waste Svcs	1995 Ford F800 Trash Dump Trk	1881	Freightliner Trash Truck	\$95,000	
	Solid Waste Svcs	1995 Ford F800 Trash Dump Trk	1882	Freightliner Trash Truck	\$95,000	
	Solid Waste Svcs	2000 Ford F250	1888	F250 with 3 yard Dump Body	\$35,000	
	Solid Waste Svcs	2005 Ford Escape	3068	F250 with 3 yard Dump Body	\$35,000	
	Landscape Svcs	1997 Ford F250	1947	F250, See Note #1	\$35,000	
	Landscape Svcs	1995 GMC Water Truck	1440	Freightliner, See Note #2	\$140,000	
	Landscape Svcs	1991 Chevrolet Step Van	1427	Replace with simular van	\$48,000	
	Landscape Svcs	1993 Ford F700 Flatbed Dump	1868	Freightliner, 16ft dump, See Note #3	\$100,000	\$ 1,523,449
Trolley	Freightliner Trolley	5010	Homtown Low-Floor Trolley	\$335,000		\$ 335,000
Total Vehicle Replacement/Additions Budget				\$ 3,209,449	\$ -	\$ 3,209,449

2016-2017 BUDGET
MOTOR POOL COST DISTRIBUTION

DEPT. NO.	DISTRIBUTION COST			DEPARTMENT
	REPL	MAINT	TOTAL	
1010	\$ 4,835	\$ 6,867	\$ 11,702	CITY MANAGER - ADMIN
1030	67,485	5,534	73,019	CITY MANAGER - COMMUNICATIONS
1120	5,789	6,663	12,452	HUMAN RESOURCES - PERSONNEL
1210	40,333	85,768	126,101	DEVELOPMENT SERVICE - BUILDING
1220	7,458	10,506	17,964	DEVELOPMENT SERVICE - PLANNING
1230	34,572	86,624	121,196	DEVELOPMENT SERVICE - CODE
1320	2,248	1,319	3,567	HIST. RESOURCES & CULTURAL ARTS - PRES./CULTURAL
1500	1,872	2,270	4,142	PUBLIC WORKS - ADMINISTRATIVE
1510	29,174	82,728	111,902	PUBLIC WORKS - ENGINEERING
1535	60,500	67,886	128,386	PUBLIC WORKS - STORMWATER MGMT
1540	127,280	193,953	321,233	PUBLIC WORKS - SANITARY SEWER
1550	211,193	361,120	572,313	PUBLIC WORKS - R.O.W. ENF & MAINT
1580	162,251	232,163	394,414	PARKING - TROLLEY/TRANS
3020	4,316	3,087	7,403	FINANCE - COLLECTIONS
3040	5,196	3,761	8,957	FINANCE - PROCUREMENT
3050	3,353	8,910	12,263	FINANCE - GENERAL SERVICES
3200	19,405	19,066	38,471	INFORMATION TECHNOLOGY
5000	24,498	41,082	65,580	POLICE - ADMINISTRATIVE
5020	394,056	1,161,722	1,555,778	POLICE - UNIFORM PATROL
5030	119,606	236,593	356,199	POLICE - CRIMINAL INVESTIGATIONS
5040	46,170	65,274	111,444	POLICE - TECHNICAL SERVICES
5060	24,184	35,479	59,663	POLICE - PROFESSIONAL STANDARDS
5070	157,513	351,844	509,357	POLICE - SPECIALIZED ENFORCEMENT
5500	716,943	391,537	1,108,480	FIRE DEPARTMENT
6010	1,723	186	1,909	COMMUNITY RECREATION - TENNIS CENTERS
6030	18,574	48,920	67,494	COMMUNITY RECREATION - GRANADA GOLF
6050	10,385	23,001	33,386	COMMUNITY RECREATION - YOUTH CENTER/PLAYGRNDS
6070	55,858	39,432	95,290	COMMUNITY RECREATION - GOLF/PARKS MAINTENANCE
6120	561,833	1,431,382	1,993,215	PUBLIC SERVICES - SOLID WASTE
6130	210,008	378,015	588,023	PUBLIC SERVICES - LANDSCAPE SERVICES
6900	2,646	3,420	6,066	ECONOMIC DEVELOPMENT
8360	9,397	24,146	33,543	PARKING - METER MAINT/COLLECTION
8400	61,787	114,401	176,188	PARKING - VIOLATION ENFORCEMENT
8500	7,011	20,845	27,856	PARKING - SIGN SHOP
	<u>\$ 3,209,452</u>	<u>\$ 5,545,504</u>	<u>\$ 8,754,956</u>	



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CITY OF CORAL GABLES
BUILDING THE IT EQUIPMENT REPLACEMENT BUDGET
Based on \$6.5M Current IT Equipment Replacement Value and Useful Life from 2 to 10 Years

ANNUAL IT EQUIPMENT REPLACEMENT REQUIREMENTS							
	FY15	FY16	FY17	FY18	FY19	FY20	FY21
IT Equipment Replacement Requirements	\$ 900,000	\$ 1,131,900	\$ 1,262,308	\$ 1,262,308	\$ 1,262,308	\$ 1,262,308	\$ 1,262,308
CPI Adjustment @ 0.0% *	-	-	-	-	-	-	-
Adjusted IT Equipment Replacement Requirements	\$ 900,000	\$ 1,131,900	\$ 1,262,308				

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET							
	FY15	FY16	FY17	FY18	FY19	FY20	FY21
IT Equipment Replacement Budget - Base Distributed Cost <i>(From Prior Year Recurring Revenues)</i>	\$ 456,000	\$ 500,000	\$ 806,900	\$ 906,900	\$ 1,006,900	\$ 1,106,900	\$ 1,206,900
Incremental Increase to Base - <i>(From Oper. Revenue)</i>	44,000	306,900	100,000	100,000	100,000	100,000	55,408
Net Replacement Cost From Operating Revenue	500,000	806,900	906,900	1,006,900	1,106,900	1,206,900	1,262,308
% of Budget Funded by Operating Revenue	56%	71%	72%	80%	88%	96%	100%
Use of Fund Balance **	400,000	325,000	355,408	255,408	155,408	55,408	-
Annual IT Equipment Replacement Budget	\$ 900,000	\$ 1,131,900	\$ 1,262,308				

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

** Total use of fund balance = \$1,546,632 over 6 fiscal years

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

ANNUAL PARKS & REC. FACILITY & EQUIPMENT REPLACEMENT REQUIREMENTS							
	FY16	FY17	FY18	FY19	FY20	FY21	FY22
P&R FAC & Equipment Replacement Requirements	\$ 1,333,183	\$ 1,333,183	\$ 1,353,181	\$ 1,373,479	\$ 1,394,081	\$ 1,414,992	\$ 1,436,217
CPI Adjustment @1.5%	-	19,998	20,298	20,602	20,911	21,225	21,543
Adjusted P&R FAC & Equip Replacement Requirements	\$ 1,333,183	\$ 1,353,181	\$ 1,373,479	\$ 1,394,081	\$ 1,414,992	\$ 1,436,217	\$ 1,457,760

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET							
	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Parks & Rec. Facility & Equip. Replacement Budget - Base Budget <i>(From Prior Year Recurring Revenues)</i>	\$ 200,000	\$ 200,000	\$ 419,998	\$ 640,296	\$ 860,898	\$ 1,081,809	\$ 1,303,034
Incremental Increase to Base - <i>(From Oper. Revenue)</i>		200,000	200,000	200,000	200,000	200,000	133,183
CPI Adjustment @1.5% *	-	19,998	20,298	20,602	20,911	21,225	21,543
Net Replacement Cost From Operating Revenue	200,000	419,998	640,296	860,898	1,081,809	1,303,034	1,457,760
% of Budget Funded by Operating Revenue	15%	31%	47%	63%	76%	91%	100%
Use of Fund Balance *	1,133,183	933,183	712,885	512,581	333,183	133,183	-
Annual Parks & Rec. Fac. & Equip. Replacement Budget	\$ 1,333,183	\$ 1,353,181	\$ 1,353,181	\$ 1,373,479	\$ 1,414,992	\$ 1,436,217	\$ 1,457,760

* Total use of fund balance = \$3,758,198 over 6 fiscal years

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

ANNUAL ROOF EQUIPMENT REPLACEMENT REQUIREMENTS							
	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Roof Equipment Replacement Requirements	\$ 425,000	\$ 425,000	\$ 431,375	\$ 437,846	\$ 444,414	\$ 451,080	\$ 457,846
CPI Adjustment @1.5%	-	6,375	6,471	6,568	6,666	6,766	6,868
Adjusted Roof Replacement Requirements	\$ 425,000	\$ 431,375	\$ 437,846	\$ 444,414	\$ 451,080	\$ 457,846	\$ 464,714

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET							
	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Roof Replacement Budget - Base Budget (From Prior Year Recurring Revenues)	\$ 65,000	\$ 65,000	\$ 136,375	\$ 207,846	\$ 279,414	\$ 351,080	\$ 422,846
Incremental Increase to Base - (From Oper. Revenue)		65,000	65,000	65,000	65,000	65,000	35,000
CPI Adjustment @1.5% *	-	6,375	6,471	6,568	6,666	6,766	6,868
Net Replacement Cost From Operating Revenue	65,000	136,375	207,846	279,414	351,080	422,846	464,714
% of Budget Funded by Operating Revenue	15%	32%	48%	64%	78%	92%	100%
Use of Fund Balance *	360,000	295,000	223,529	158,432	100,000	35,000	-
Annual Roof Replacement Budget	\$ 425,000	\$ 431,375	\$ 431,375	\$ 437,846	\$ 451,080	\$ 457,846	\$ 464,714

* Total use of fund balance = \$1,171,961 over 6 fiscal years

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

ANNUAL HVAC REPLACEMENT REQUIREMENTS							
	FY16	FY17	FY18	FY19	FY20	FY21	FY22
HVAC Replacement Requirements	\$ 150,000	\$ 150,000	\$ 152,250	\$ 154,534	\$ 156,852	\$ 159,205	\$ 161,593
CPI Adjustment @1.5%	-	2,250	2,284	2,318	2,353	2,388	2,424
Adjusted HVAC Replacement Requirements	\$ 150,000	\$ 152,250	\$ 154,534	\$ 156,852	\$ 159,205	\$ 161,593	\$ 164,017

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET							
	FY16	FY17	FY18	FY19	FY20	FY21	FY22
HVAC Replacement Budget - Base Budget (From Prior Year Recurring Revenues)	\$ 22,000	\$ 22,000	\$ 46,250	\$ 70,534	\$ 94,852	\$ 119,205	\$ 143,593
Incremental Increase to Base - (From Oper. Revenue)		22,000	22,000	22,000	22,000	22,000	18,000
CPI Adjustment @1.5% *	-	2,250	2,284	2,318	2,353	2,388	2,424
Net Replacement Cost From Operating Revenue	22,000	46,250	70,534	94,852	119,205	143,593	164,017
% of Budget Funded by Operating Revenue	15%	30%	46%	61%	75%	89%	100%
Use of Fund Balance *	128,000	106,000	81,716	59,682	40,000	18,000	-
Annual HVAC Replacement Budget	\$ 150,000	\$ 152,250	\$ 152,250	\$ 154,534	\$ 159,205	\$ 161,593	\$ 164,017

* Total use of fund balance = \$433,398 over 6 fiscal years

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

ANNUAL ELEVATOR EQUIPMENT REPLACEMENT REQUIREMENTS							
	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Elevator Equipment Replacement Requirements	\$ 115,000	\$ 115,000	\$ 116,725	\$ 118,476	\$ 120,253	\$ 122,057	\$ 123,888
CPI Adjustment @ 1.5%	-	1,725	1,751	1,777	1,804	1,831	1,858
Adjusted Elevator Equipment Replacement Requirements	\$ 115,000	\$ 116,725	\$ 118,476	\$ 120,253	\$ 122,057	\$ 123,888	\$ 125,746

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET							
	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Elevator Equipment Replacement Budget - Base Distributed Cost (From Prior Year Recurring Revenues)	\$ -	\$ 20,000	\$ 41,725	\$ 63,476	\$ 85,253	\$ 107,057	\$ 123,888
Incremental Increase to Base - (From Oper. Revenue)	20,000	20,000	20,000	20,000	20,000	15,000	-
CPI Adjustment @1.5% *	-	1,725	1,751	1,777	1,804	1,831	1,858
Net Replacement Cost From Operating Revenue	20,000	41,725	63,476	85,253	107,057	123,888	125,746
<i>% of Budget Funded by Operating Revenue</i>	<i>17%</i>	<i>36%</i>	<i>54%</i>	<i>71%</i>	<i>88%</i>	<i>100%</i>	<i>100%</i>
Use of Fund Balance *	95,000	75,000	55,000	35,000	15,000	-	-
Annual Elevator Equipment Replacement Budget	\$ 115,000	\$ 116,725	\$ 118,476	\$ 120,253	\$ 122,057	\$ 123,888	\$ 125,746

* Total use of fund balance = \$275,000 over 5 fiscal years

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

ANNUAL FOUNTAINS & ENTRANCES MAINTENANCE REQUIREMENTS							
	FY18	FY19	FY20	FY21	FY22	FY23	FY24
Fountains & Entrances Equipment Replacement Requirements	\$ 150,000	\$ 150,000	\$ 152,250	\$ 154,534	\$ 156,852	\$ 159,205	\$ 161,593
CPI Adjustment @ 1.5%	-	2,250	2,284	2,318	2,353	2,388	2,424
Adjusted Fountains & Entrances Equipment Replacement Req	\$ 150,000	\$ 152,250	\$ 154,534	\$ 156,852	\$ 159,205	\$ 161,593	\$ 164,017

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET							
	FY18	FY19	FY20	FY21	FY22	FY23	FY24
Fountains & Entrances Equipment Replacement Budget - Base Distributed Cost (From Prior Year Recurring Revenues)	\$ -	\$ 25,000	\$ 52,250	\$ 79,534	\$ 106,852	\$ 134,205	\$ 161,593
Incremental Increase to Base - (From Oper. Revenue)	25,000	25,000	25,000	25,000	25,000	25,000	-
CPI Adjustment @1.5% *	-	2,250	2,284	2,318	2,353	2,388	2,424
Net Replacement Cost From Operating Revenue	25,000	52,250	79,534	106,852	134,205	161,593	164,017
<i>% of Budget Funded by Operating Revenue</i>	<i>17%</i>	<i>34%</i>	<i>51%</i>	<i>68%</i>	<i>84%</i>	<i>100%</i>	<i>100%</i>
Use of Fund Balance *	125,000	100,000	75,000	50,000	25,000	-	-
Annual Fountains & Entrances Equipment Replacement Budge	\$ 150,000	\$ 152,250	\$ 154,534	\$ 156,852	\$ 159,205	\$ 161,593	\$ 164,017

* Total use of fund balance = \$375,000 over 5 fiscal years

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

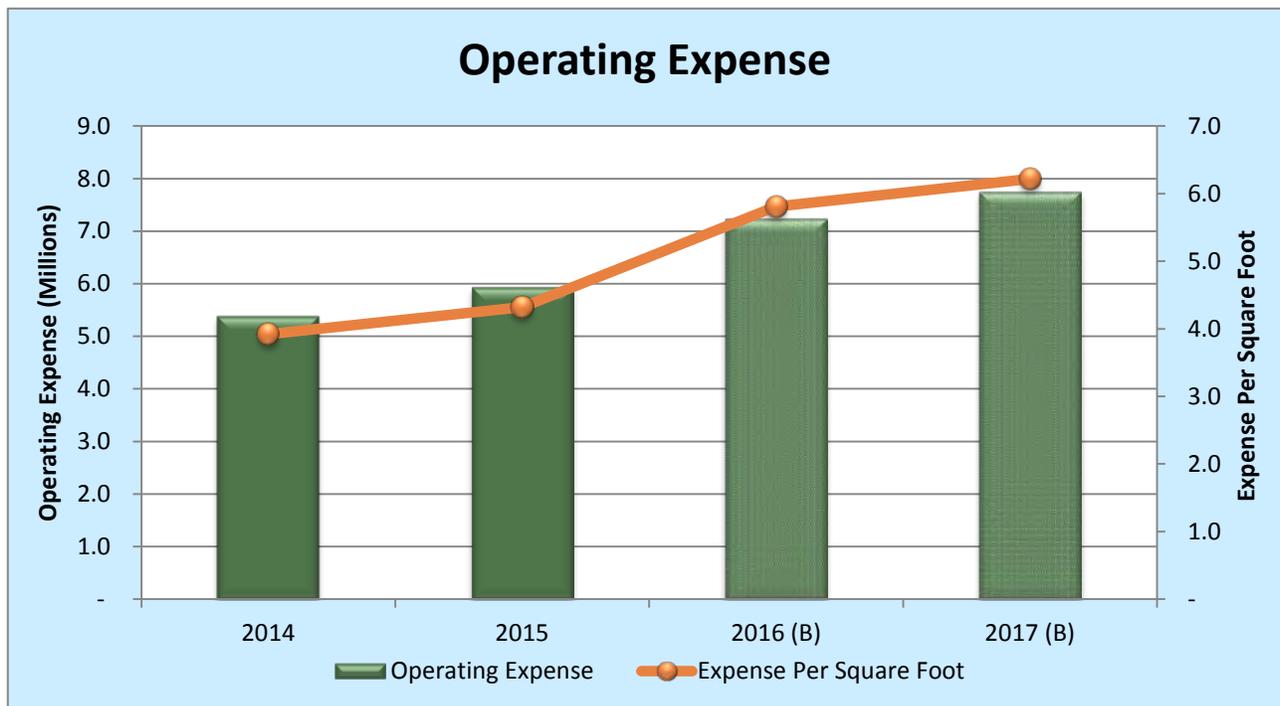
ANNUAL FIRE EQUIPMENT REPLACEMENT REQUIREMENTS							
	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Fire Equipment Replacement Requirements	\$ 184,529	\$ 184,529	\$ 187,297	\$ 190,106	\$ 192,958	\$ 195,852	\$ 198,790
CPI Adjustment @ 1.5%	-	2,768	2,809	2,852	2,894	2,938	2,982
Adjusted Fire Equipment Replacement Requirements	\$ 184,529	\$ 187,297	\$ 190,106	\$ 192,958	\$ 195,852	\$ 198,790	\$ 201,772

ANNUAL CALCULATION OF INCREASE TO PREVIOUS YEAR REPLACEMENT BUDGET							
	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Fire Equipment Replacement Budget - Base Distributed Cost <i>(From Prior Year Recurring Revenues)</i>	\$ -	\$ 30,000	\$ 60,000	\$ 90,000	\$ 120,000	\$ 150,000	\$ 180,000
Incremental Increase to Base - <i>(From Oper. Revenue)</i>	30,000	30,000	30,000	30,000	30,000	30,000	21,772
CPI Adjustment @1.5% *	-	2,768	2,809	2,852	2,894	2,938	2,982
Net Replacement Cost From Operating Revenue	30,000	60,000	90,000	120,000	150,000	180,000	201,772
<i>% of Budget Funded by Operating Revenue</i>	<i>16%</i>	<i>32%</i>	<i>47%</i>	<i>62%</i>	<i>77%</i>	<i>91%</i>	<i>100%</i>
Use of Fund Balance *	154,529	127,297	100,106	72,958	45,852	18,790	-
Annual Fire Equipment Replacement Budget	\$ 184,529	\$ 187,297	\$ 190,106	\$ 192,958	\$ 195,852	\$ 198,790	\$ 201,772

* Total use of fund balance = \$519,532 over 6 fiscal years

**2016-2017 BUDGET
PUBLIC FACILITIES FUND SUMMARY**

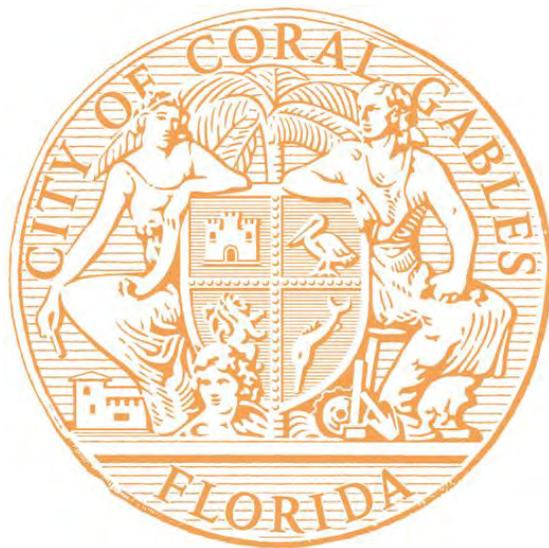
	<u>2013-2014 ACTUAL</u>	<u>2014-2015 ACTUAL</u>	<u>2015-2016 BUDGET</u>	<u>2016-2017 BUDGET</u>
OPERATING REVENUES				
Charges to Departments for use of Facilities	\$ 5,902,332	\$ 6,167,400	\$ 6,924,112	\$ 7,799,224
Miscellaneous	55,401	277,064	368,421	-
TOTAL OPERATING REVENUES	<u>\$ 5,957,733</u>	<u>\$ 6,444,464</u>	<u>\$ 7,292,533</u>	<u>\$ 7,799,224</u>
OPERATING EXPENSES				
Operating Expense	\$ 5,383,373	\$ 5,933,387	\$ 7,230,533	\$ 7,737,224
Capital Outlay	173,119	57,731	62,000	62,000
TOTAL OPERATING EXPENSES	<u>\$ 5,556,492</u>	<u>\$ 5,991,118</u>	<u>\$ 7,292,533</u>	<u>\$ 7,799,224</u>



The Public Facilities Fund is used to account for the costs of providing building maintenance, utilities and general housekeeping services for all city property. Financing is provided by charging the user departments an annual rental fee based on the facilities occupied.

2016-2017 BUDGET
TOTAL PUBLIC FACILITIES COST DISTRIBUTION

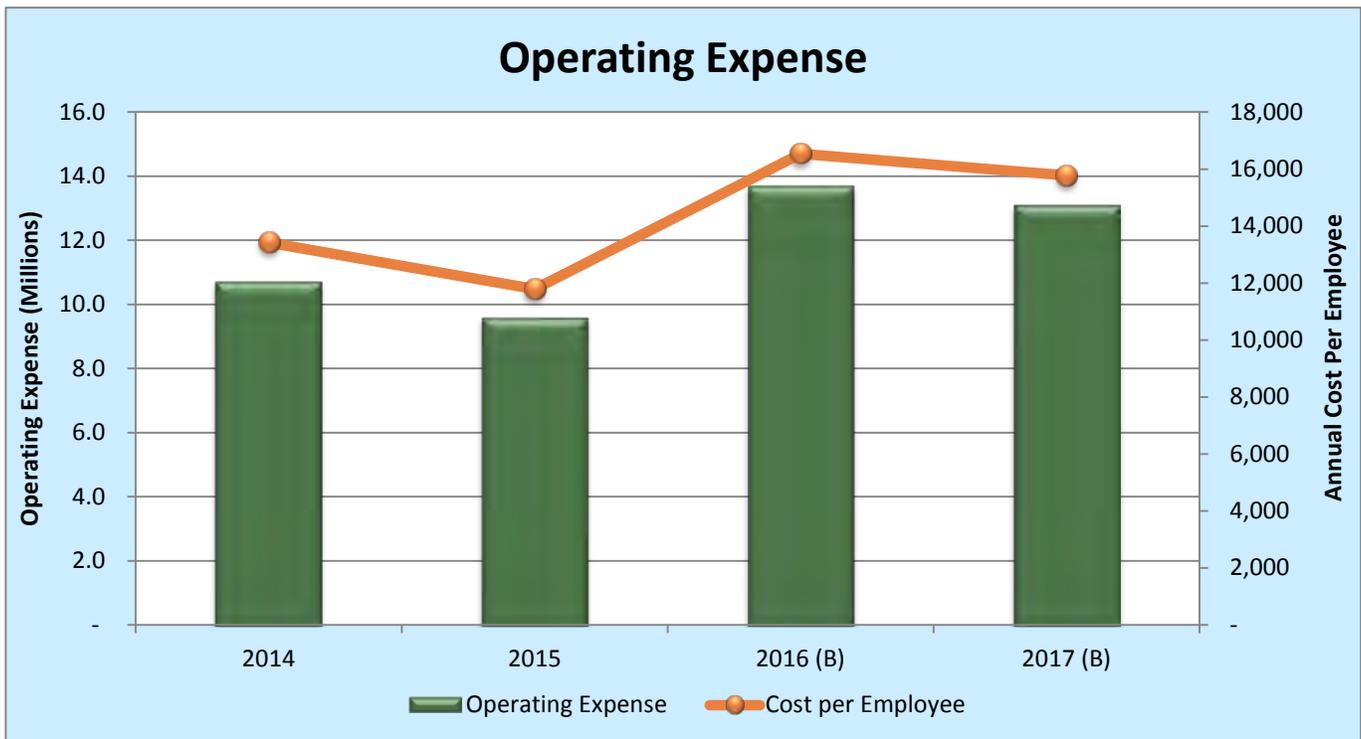
DEPT. NO.	TOTAL COST DISTRIBUTION	DEPARTMENT
0100	\$ 55,674	CITY COMMISSION
0500	38,823	CITY ATTORNEY
0600	31,580	CITY CLERK - ADMIN
0601	33,792	CITY CLERK - SPEC REV EXP
1010	29,146	CITY MANAGER - ADMIN
1030	43,393	CITY MANAGER - COMMUNICATIONS
1040	16,896	CITY MANAGER - LABOR REL & RISK MGMT
1050	39,336	CITY MANAGER - INTERNAL AUDIT
1120	34,751	HUMAN RESOURCES - PERSONNEL
1200	27,307	DEVELOPMENT SERVICE - ADMIN
1210	61,436	DEVELOPMENT SERVICE - BUILDING
1220	86,555	DEVELOPMENT SERVICE - PLANNING
1230	24,189	DEVELOPMENT SERVICE - CODE
1320	312,820	HIST. RESOURCES & CULTURAL ARTS - PRES./CULTURAL
1330	94,851	HIST. RESOURCES - MUSEUM
1500	21,992	PUBLIC WORKS - ADMINISTRATIVE
1505	5,556	PUBLIC WORKS - TRANSPORTATION & SUSTAINABILITY
1510	58,940	PUBLIC WORKS - ENGINEERING
1535	38,144	PUBLIC WORKS - STORMWATER MGMT
1540	379,853	PUBLIC WORKS - SANITARY SEWER
1550	1,685,878	PUBLIC WORKS - R.O.W. ENF & MAINT
3010	55,977	FINANCE - ADMINISTRATION & BUDGET
3020	16,374	FINANCE - COLLECTIONS
3030	17,295	FINANCE - ACCOUNTING
3040	145,828	FINANCE - PROCUREMENT
3050	24,445	FINANCE - GENERAL SERVICES
3061	6,661	FINANCE - RETIREMENT ADMIN
3200	35,115	INFORMATION TECHNOLOGY
5000	137,412	POLICE - ADMINISTRATIVE
5020	182,069	POLICE - UNIFORM PATROL
5030	147,138	POLICE - CRIMINAL INVESTIGATIONS
5040	190,768	POLICE - TECHNICAL SERVICES
5060	179,853	POLICE - PROFESSIONAL STANDARDS
5500	679,518	FIRE DEPARTMENT
6010	152,188	COMMUNITY RECREATION - TENNIS CENTERS
6020	175,842	COMMUNITY RECREATION - VENETIAN POOL
6030	147,578	COMMUNITY RECREATION - GRANADA GOLF
6050	838,807	COMMUNITY RECREATION - YOUTH CENTER/PLAYGRNDS
6070	49,193	COMMUNITY RECREATION - GOLF/PARKS MAINTENANCE
6120	29,144	PUBLIC SERVICES - SOLID WASTE
6130	798,724	PUBLIC SERVICES - LANDSCAPE SERVICES
8300	20,655	PARKING - ADMINISTRATIVE
8310	107,881	PARKING - GARAGE NO. 1
8320	179,561	PARKING - GARAGE NO. 2
8330	31,422	PARKING - GARAGE NO. 3
8340	115,345	PARKING - GARAGE NO. 4
8390	62,843	PARKING - METER/PERMIT PARKING LOTS
8500	42,910	PARKING - SIGN SHOP
1580	107,766	PARKING - TROLLEY/TRANS
	\$ 7,799,224	



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**2016-2017 BUDGET
INSURANCE FUND SUMMARY**

	<u>2013-2014 ACTUAL</u>	<u>2014-2015 ACTUAL</u>	<u>2015-2016 BUDGET</u>	<u>2016-2017 BUDGET</u>
OPERATING REVENUES				
Charges to Departments for:				
Workers Compensation	\$ 3,753,027	\$ 3,753,658	\$ 3,765,000	\$ 2,965,000
General Liability Insurance	2,218,216	2,279,177	2,279,177	2,279,174
Group Health Insurance	4,450,161	4,698,749	7,665,691	7,528,827
Miscellaneous	590,485	557,794	-	-
TOTAL OPERATING REVENUES	<u>\$ 11,011,889</u>	<u>\$ 11,289,378</u>	<u>\$ 13,709,868</u>	<u>\$ 12,773,001</u>
OPERATING EXPENSES				
Group Health, Life & Dental Premiums	\$ 4,525,877	\$ 4,767,001	\$ 7,665,691	\$ 7,866,483
Worker's Comp. & Gen. Liab. Premiums	6,211,835	4,837,898	6,044,174	5,244,174
TOTAL OPERATING EXPENSES	<u>\$ 10,737,712</u>	<u>\$ 9,604,899</u>	<u>\$ 13,709,865</u>	<u>\$ 13,110,657</u>

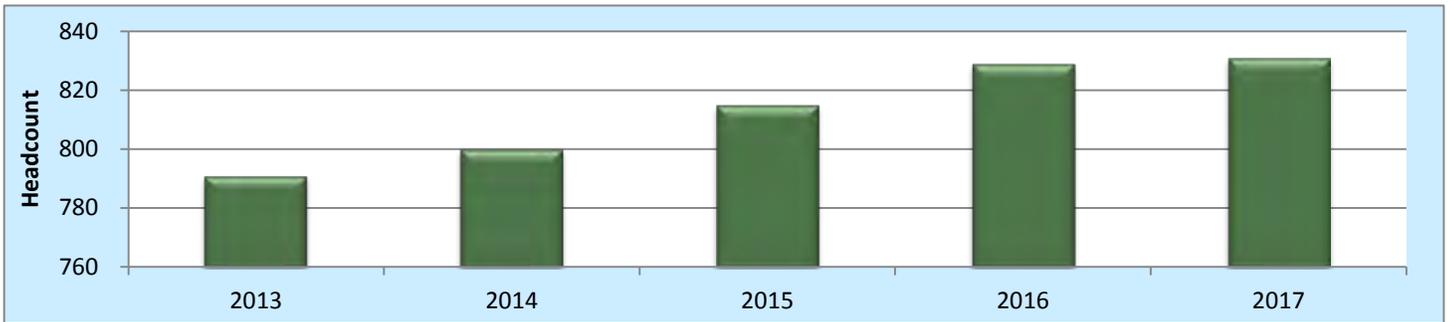


The Insurance Fund is used to account for the cost of employee health care benefits as well as the City's self-insured liability and worker's compensation program. The latter being administered by a third party professional insurance service. Financing is provided by insurance premium charges to the user departments and investment earnings on accumulated reserves.

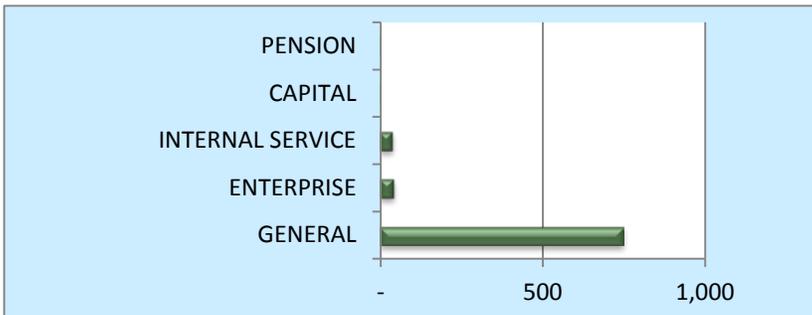
**CITY OF CORAL GABLES
2016-2017 BUDGET**

**FULL TIME POSITION SUMMARY
FIVE YEAR COMPARISON**

<u>DEPARTMENT</u>	<u>ACTUAL 2012-2013</u>	<u>ACTUAL 2013-2014</u>	<u>ACTUAL 2014-2015</u>	<u>BUDGET 2015-2016</u>	<u>BUDGET 2016-2017</u>
City Commission	7	6	6	6	6
City Attorney	5	5	5	6	6
City Clerk	5	6	6	8	8
City Manager	11	13	14	14	14
Human Resources	10	9	10	10	10
Development Services	64	64	62	62	62
Historic Resources	4	5	6	6	6
Public Works	174	176	189	193	194
Finance	33	31	31	30	30
Information Technology	15	15	16	16	16
Police	255	262	261	266	266
Fire	147	147	147	147	147
Community Recreation	26	27	28	31	31
Economic & Cultural Dev.	5	5	5	5	5
Parking	30	29	29	29	30
Total	791	800	815	829	831



FULL-TIME HEADCOUNT BY FUND TYPE



<u>FUND</u>	<u>HEAD-COUNT</u>
PENSION	1
CAPITAL	1
INTERNAL SERVICE	39
ENTERPRISE	43
GENERAL	747
FULL-TIME HEADCOUNT	831

**2016-2017 BUDGET
PAYROLL RELATED COST DISTRIBUTION**

DEPT	TOTAL EMP	TOTAL WAGES	PERSONNEL BENEFITS					TOTAL BENEFITS	GENERAL LIABILITY INSURANCE
			FICA TAX	RETIRE- MENT	WORKERS COMP	GROUP INSURANCE	POST EMPL HEALTH		
0100	6	\$ 230,113	\$ 17,604	\$ 95,391	\$ 1,297	\$ 61,184	\$ 950	\$ 176,426	\$ 7,932
0500	6	724,335	48,765	143,882	1,158	77,194	4,750	275,749	24,969
0600	6	518,358	38,189	201,642	1,297	61,242	4,750	307,120	17,868
0601	2	223,724	17,115	45,509	432	19,523	1,900	84,479	7,712
1010	9	1,029,438	66,400	254,379	1,945	107,259	7,600	437,583	35,486
1030	2	412,666	31,569	69,313	804	24,383	1,900	127,969	14,225
1040	3	332,597	23,817	117,649	2,723	34,159	2,850	181,198	11,465
1050	-	52,780	4,038	-	-	-	-	4,038	1,819
1120	10	785,271	57,365	274,903	2,161	102,487	9,500	446,416	27,069
1200	7	516,356	36,247	200,863	5,662	73,199	3,800	319,771	17,799
1210	26	2,176,416	162,553	787,628	36,738	285,845	8,550	1,281,314	75,024
1220	17	1,240,530	94,117	482,565	5,748	178,341	5,700	766,471	42,763
1230	12	733,153	56,086	283,055	23,339	134,337	1,900	498,717	25,273
1320	4	296,202	21,417	115,223	864	43,906	2,850	184,260	10,210
1330	2	183,054	14,004	58,913	432	19,529	1,900	94,778	6,310
1500	6	599,785	40,765	233,317	7,736	75,869	4,750	362,437	20,675
1505	2	210,584	14,915	81,917	2,507	22,182	1,900	123,421	7,259
1510	16	1,311,200	97,893	481,046	30,427	171,998	6,650	788,014	45,199
1520	17	1,029,129	78,731	345,578	101,612	174,187	2,850	702,958	35,475
1535	7	496,423	37,977	165,412	75,785	68,333	950	348,457	17,112
1540	12	771,450	59,015	253,642	85,216	121,971	950	520,794	26,593
1550	10	540,234	41,328	203,538	62,186	97,600	1,900	406,552	18,623
1580	1	62,744	4,800	24,407	11,211	9,762	-	50,180	2,163
3010	7	651,115	47,401	233,927	1,513	83,358	6,650	372,849	22,445
3020	6	406,938	31,130	134,834	4,236	70,915	950	242,065	14,028
3030	8	710,084	54,321	276,222	1,729	80,757	5,700	418,729	24,478
3040	6	603,904	42,000	161,898	1,297	63,429	3,800	272,424	20,817
3050	2	138,131	10,567	36,135	640	19,518	-	66,860	4,762
3061	1	114,376	8,750	34,807	384	9,768	950	54,659	3,943
3200	16	1,357,253	103,003	447,965	2,490	169,005	5,700	728,163	46,786
4700	22	1,433,197	109,248	524,513	97,576	223,028	4,750	959,115	49,404
5000	12	1,294,557	94,593	631,986	32,848	102,965	8,650	871,042	44,625
5020	108	8,209,915	626,100	3,991,570	347,062	875,028	67,250	5,907,010	283,007
5030	44	3,797,825	288,920	1,701,971	132,601	366,866	24,350	2,514,708	130,916
5040	55	3,723,292	284,814	1,365,838	33,237	560,437	3,550	2,247,876	128,347
5041	2	189,619	14,507	50,810	432	22,166	-	87,915	6,536
5050	-	44,720	3,421	-	18,369	-	-	21,790	1,542
5060	13	1,289,070	97,507	438,893	20,962	121,171	4,850	683,383	44,436
5070	32	2,852,022	217,810	1,286,826	100,704	257,667	20,450	1,883,457	98,313
5500	147	14,581,297	203,525	6,988,362	533,896	1,193,881	133,950	9,053,614	502,636
6000	5	484,284	34,180	188,387	6,647	48,846	4,750	282,810	16,694
6010	4	432,456	31,223	65,056	12,206	53,588	950	163,023	14,907
6020	4	449,138	34,358	70,754	62,014	39,034	2,850	209,010	15,482
6030	3	161,498	12,354	61,266	4,646	29,280	950	108,496	5,567
6050	9	924,464	70,722	174,236	29,900	90,474	1,900	367,232	31,867
6060	2	290,801	22,247	44,120	5,999	19,522	950	92,838	10,024
6065	-	36,465	2,790	-	-	-	-	2,790	1,257
6070	4	324,852	24,851	95,373	24,722	39,048	950	184,944	11,198
6120	75	3,572,427	273,292	1,332,430	724,529	747,647	950	3,078,848	123,146
6130	27	1,486,092	113,594	557,864	161,222	272,224	2,850	1,107,754	51,228
6900	5	456,255	32,886	120,185	1,081	56,342	4,750	215,244	15,728
8300	6	447,319	33,594	169,143	2,768	51,459	1,900	258,864	15,420
8330	1	43,040	3,293	16,743	6,846	9,758	-	36,640	1,484
8340	1	35,382	2,707	13,764	4,890	9,756	-	31,117	1,220
8360	6	289,421	22,142	112,585	51,742	63,402	-	249,871	9,977
8400	12	644,612	49,313	204,073	38,899	119,737	-	412,022	22,221
8500	3	165,631	12,670	54,705	35,633	31,917	-	134,925	5,710
831		\$ 66,117,994	\$ 4,078,543	\$ 26,507,013	\$ 2,965,000	\$ 7,866,483	\$ 394,150	\$ 41,811,189	\$ 2,279,174

BUDGET GLOSSARY

Accrual Basis of Accounting - The basis of accounting under which revenues are recorded when earned and expenditures are recorded when goods are received and services performed even though the receipt of the revenue or the payment of the expenditure may take place, in whole or part, in another accounting period.

Ad Valorem Taxes (Property Taxes) - A tax levied on the assessed value of real and personal property.

Appropriation - A legal authorization granted by the City Commission to make expenditures and to incur obligations for specific purposes.

Assessed Valuation - The pre-exemption value (Assessed Value – Exemptions = Taxable Value) of land, buildings, and business inventory and equipment as determined on an annual basis by the County Property Appraiser in accordance with State Law.

Balanced Budget - A budget in which estimated revenues and other available funds equal or exceed estimated expenditures.

Bonds – A certificate of debt issued by a government or corporation guaranteeing payment of the original investment plus interest by a specified future date.

Budget - A plan of financial operation, embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Upon approval by the City Commission, the budget appropriation ordinance becomes the legal basis for expenditures in the budget year.

Budgetary Accounts - Accounts used to enter the formally adopted annual operating budget into the general ledger as part of the management control technique of formal budgetary integration.

Budget Message - The opening section of the budget document which provides a general summary of the most important aspects of the budget and discusses significant changes from the current and previous fiscal years.

Capital Budget - The plan for the construction, rehabilitation or purchase of a capital asset. Coral Gables' capital budget is multi-year in nature with the first year for appropriation authorization incorporated into the overall annual budget process. Capital projects often extend beyond the fiscal year in which the project is first approved. Therefore, the City either appropriates the entire project cost in the initial fiscal year or identifies annual phases which may be approved in future years if funding is available.

Capital Outlay - An expenditure category for construction equipment, vehicles or machinery that results in the acquisition or addition to the City's fixed assets.

Capital Improvement Program (CIP) – The City's capital investment strategy for the Budgeted year and for the following five year period. The CIP is a comprehensive picture of the City's capital needs within the five year period and facilitates long-term budget planning.

Debt Service - The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a predetermined payment schedule.

Delinquent Taxes - Taxes that remain unpaid after the date on which a penalty for nonpayment is attached.

Department - An organizational unit responsible for carrying out a major governmental function.

Debt Service - Payments of principal and interest on borrowed funds such as bonds.

Division - The second level in the formal City organization in which a specific function is carried out; several divisions may comprise a single department.

Enterprise Fund - A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures. Enterprise funds are established for services such as parking and golf courses.

Equivalent Residential Unit (ERU) - An ERU is a unit of measure used to equate non-residential or multi-family residential water usage to a single-family residence. One ERU is equal to average consumption of one single family residence. The quantity of water that makes up an ERU is system specific. The ERU level for one system may not apply to another system with differing demographics or water use patterns.

Estimated Revenue - The amount of projected revenue to be collected during the fiscal year. The amount of revenue appropriated is the amount approved by the Commission.

Expenditures - The outflow of funds paid or to be paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid.

Fiduciary Fund - A fund used to account for the revenue and expenditures of beneficiary accounts held in trust for a group of individuals, e.g. employee pension.

Fiscal Year - A 12 month period to which the operating budget applies. For Coral Gables it begins October 1 and ends September 30.

Franchise Fee - A fee paid by public service businesses for use of City streets, alleys and property in providing their services to the citizens of a community. Services requiring franchises include electricity, telephone, natural gas refuse, and cable television.

Fund - An accounting entity with a self-balancing set of accounts which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with specific regulations, restrictions or limitations.

Fund Accounting - The legal requirement for Governmental agencies to establish accounts for segregating revenues and other resources, together with all related liabilities, obligations, and reserves, for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance - The fund reserve of governmental funds.

General Fund - Used to account for the general operations of the city and all transactions that are not accounted for in other funds.

General Obligation Bonds - Bonds that finance a variety of public projects such as streets, buildings, and improvements; these bonds are backed by the full faith and credit of the issuing government.

Goal - A broad statement of desired conditions to be achieved through the efforts of an organization.

Governmental Fund - Funds through which most general government functions are financed.

Grant - A contribution made by one governmental unit to another. The contribution is usually made to aid in the support of a specified function but it is sometimes for general purposes.

Interfund Transfers - Amounts transferred from one fund to another.

Intergovernmental Revenues - Revenues from other governments (state, federal, and local) which can be in the form of grants, shared revenue, or entitlement.

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

Levy - To impose taxes, special assessments, or service charges for the support of City activities.

Local Option - Voted by local referendum.

Line Item - A specific item or group of similar items defined by detail in a unique account in the financial records. Revenue and expenditure justifications are reviewed, anticipated and appropriated at this level.

Long-Term Debt - Debt with a maturity of more than one year after the date of issuance.

Millage Rate - The millage rate is the rate of taxation for every thousand dollars of assessed value, i.e., 1 mill equals \$1.00 of tax for each \$1,000 of property value and 2.5 mills equals \$2.50 of tax for each \$1,000 of property value, etc.

Modified Accrual Accounting - A basis of accounting in which revenues are recorded when collectable within the current period or soon enough thereafter to be used to pay liabilities of the current period, and, expenditures are recognized when the related liability is incurred.

Object Code - An expenditure category, such as Personnel Services, Operating Expenses and Capital Outlay.

Operating Budget - A financial plan which presents proposed expenditures for the fiscal year and estimates of revenue to finance them.

Operating Expenses - Expenditures associated with the general operation of a department such as office supplies, vehicle fuel, rent, utilities, etc.

Operating Revenues - Income derived from sources related to the City's everyday business operations.

Ordinance - A formal legislative enactment by the council or governing body of a municipality that has the full force and effect of law within the enacting City.

Performance Measures - The annual adopted budget for each department includes performance measures to identify the planned target levels for services in the fiscal year. The measures are also reported for prior years to allow comparison and evaluation. Performance measures include workload indicators and performance effectiveness measurements.

Personal Services - An expenditure category which includes wages, salaries, retirement, and other fringe benefits.

Property Tax Levy - The value derived by multiplying the property tax millage rate by the Taxable Value of property in the City.

Property Tax - Tax paid on the Taxable Value (Assessed Value – Exemptions = Taxable Value) of land, buildings, business inventory or equipment.

Reserve - An account used to indicate that a portion of a fund's balance is restricted for a specific purpose and is, therefore, not available for general appropriation.

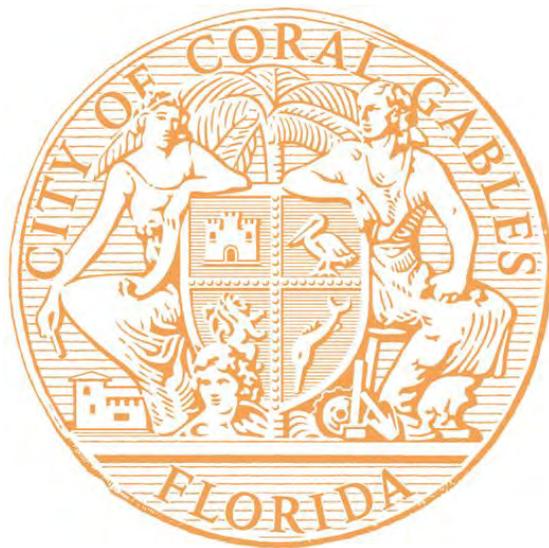
Resolution - A special or temporary legislative order requiring less legal formality than an ordinance/statute.

Retained Earnings - The accumulated earnings of an Enterprise or Internal Service Fund that have been retained in the fund and that are not reserved for any specific purpose.

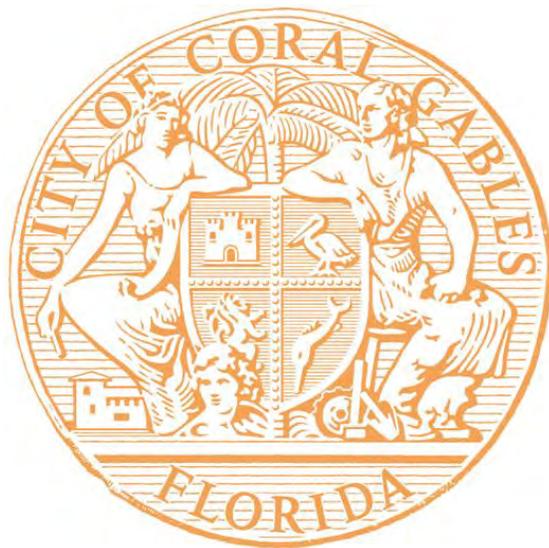
Revenue - Funds that the government receives as income. It includes such items as tax payments, fees for specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

Service Level - Workload accomplished to a specific standard within a specific time span in order to generate the total gross amount of product or service to be provided.

Trend - The continuing direction of movement of chronological series of data charted on a graph.



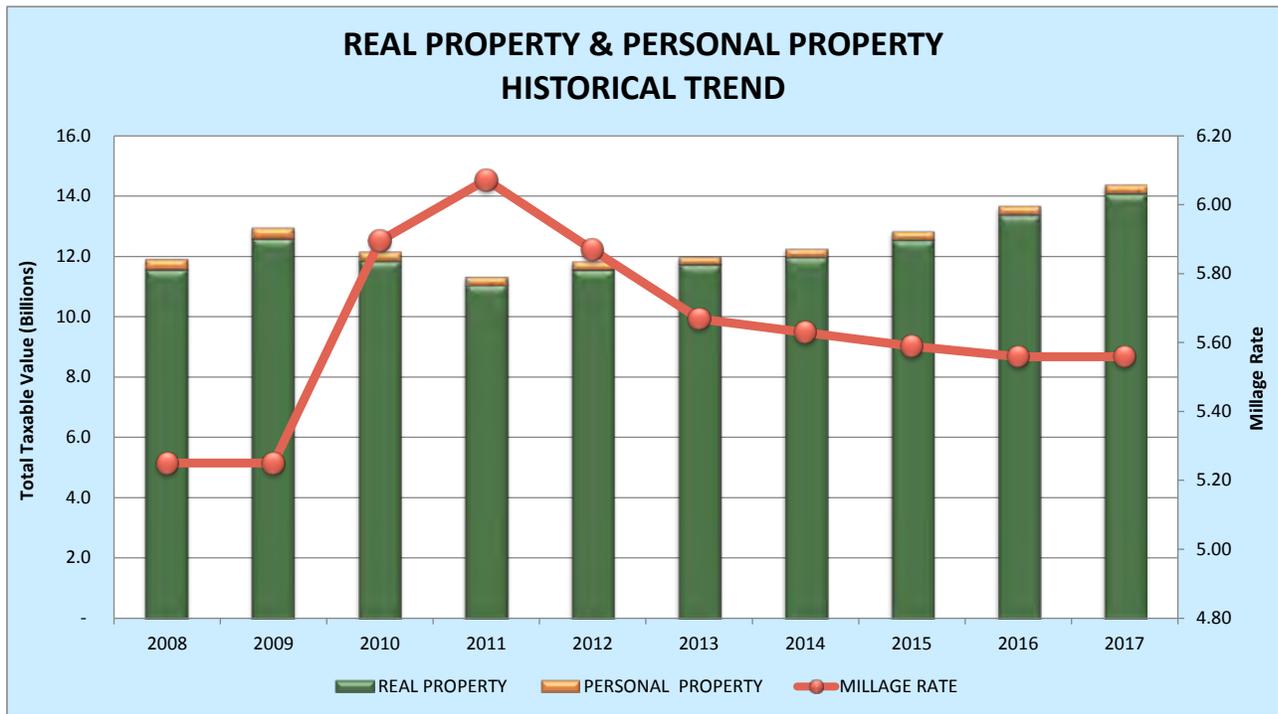
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**CITY OF CORAL GABLES
2016-2017 BUDGET
TAXABLE VALUES OF REAL & PERSONAL PROPERTY
TEN-YEAR TREND**

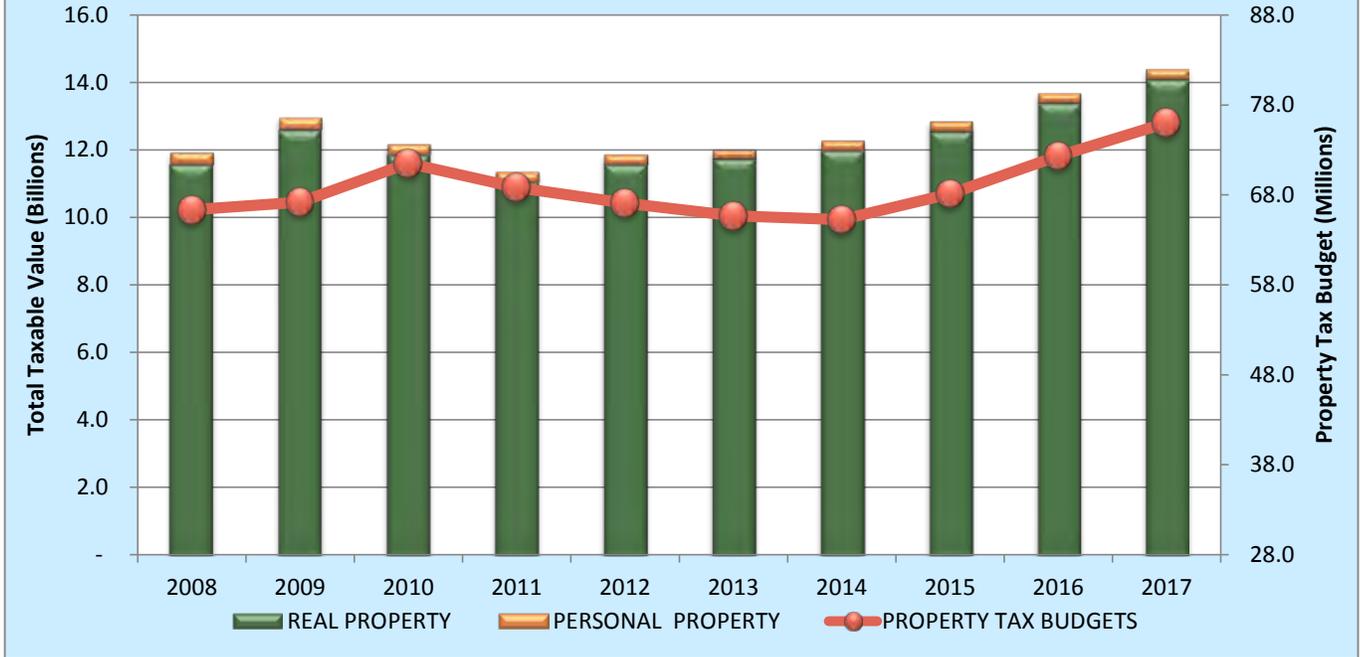
FISCAL YEAR	REAL PROPERTY	PERSONAL PROPERTY	TOTAL TAXABLE VALUE
2008	\$ 11,583,673,283	\$ 358,647,741	\$ 11,942,321,024
2009	12,608,566,150	368,490,172	12,977,056,322
2010	11,875,112,539	312,425,424	12,187,537,963
2011	11,069,459,141	297,254,234	11,366,713,375
2012	11,582,581,921	288,250,994	11,870,832,915
2013	11,752,319,227	273,243,675	12,025,562,902
2014	11,996,154,496	284,616,094	12,280,770,590
2015	12,563,996,934	291,419,796	12,855,416,730
2016	13,395,162,364	297,441,249	13,692,603,613
2017	14,091,791,819	297,340,793	14,389,132,612



FISCAL YEAR	CITY TAX RATES			COUNTY	SCHOOL DISTRICT	SPECIAL TAXING DISTRICTS	TOTAL TAX RATE FOR ALL OVERLAPPING GOVERNMENTS
	OPERATIONS	DEBT SERVICE	TOTAL				
2008	5.2500	-0-	5.2500	5.6700	7.9480	0.6590	19.5270
2009	5.2500	-0-	5.2500	5.9260	7.7970	0.6590	19.6320
2010	5.8950	-0-	5.8950	6.0050	7.9950	0.6590	20.5540
2011	6.0720	-0-	6.0720	6.6565	8.2490	0.6585	21.6360
2012	5.8690	-0-	5.8690	5.7695	8.0050	0.4708	20.1143
2013	5.6690	-0-	5.6690	5.1610	7.9980	0.4634	19.2914
2014	5.6290	-0-	5.6290	5.7980	7.9770	0.4455	19.8495
2015	5.5890	-0-	5.5890	5.9009	7.9740	0.4187	19.8826
2016	5.5590	-0-	5.5590	5.9009	7.6120	0.3896	19.4615
2017	5.5590	-0-	5.5590	5.3509	7.3220	0.3627	18.5946

**CITY OF CORAL GABLES
2016-2017 BUDGET**

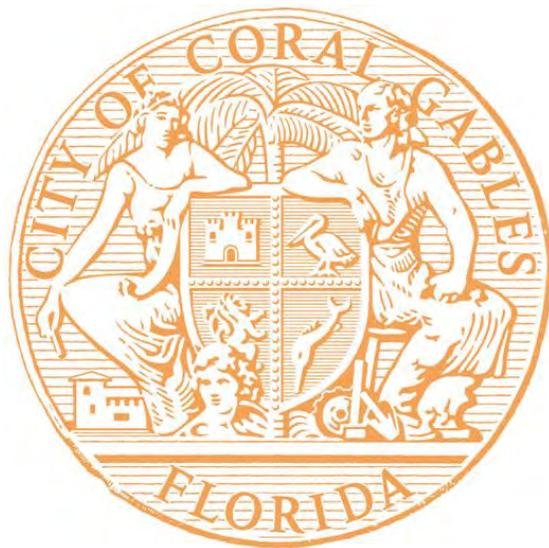
**TAXABLE VALUES AND PROPERTY TAX BUDGETS
LAST TEN YEARS**



**PROPERTY TAX BUDGETS AND TAX COLLECTIONS
LAST TEN FISCAL YEARS**

<u>FISCAL YEAR</u>	<u>PROPERTY TAX BUDGETS</u>	<u>COLLECTIONS WITHIN THE YEAR OF THE LEVY</u>	<u>PRIOR YEARS' LATE COLLECTIONS</u>	<u>* TOTAL COLLECTIONS TO DATE</u>	<u>PERCENT OF LEVY COLLECTED TO DATE</u>
2008	\$ 66,335,000	\$ 61,536,367	\$ 332,579	\$ 61,868,946	93.3%
2009	67,181,542	69,634,307	95,957	69,730,264	103.8%
2010	71,501,646	65,791,821	596,813	66,388,634	92.8%
2011	68,805,430	65,609,457	787,734	66,397,191	96.5%
2012	67,086,306	69,328,037	949,225	70,277,262	104.8%
2013	65,664,270	65,131,368	1,946,716	67,078,084	102.2%
2014	65,257,324	65,770,446	(583,264)	65,187,182	99.9%
2015	68,107,835	68,703,202	(633,813)	68,069,389	99.9%
2016	72,311,324	72,124,404	(677,917)	71,446,487	98.8%
2017	75,989,729	-	-	-	0.0%

* Fiscal Year 2016 collections and prior years late collections are partial year information, i.e. 11 months.



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