



CITY OF CORAL GABLES
BUSINESS PLAN

2004 - 2005

October 1, 2004

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



Dear Mayor and Commissioners:

This office is very pleased to present the Fiscal Year 2004/2005 Business Plan.

Fiscal Year 2004/2005 will be a particularly important year for the City of Coral Gables. The City has experienced tremendous accomplishments as well as great opportunities to improve. The City supports both the residential and business sectors with excellent municipal services, having attained the highest possible standard in every field. Coral Gables is among a few privileged cities to have a Class 1 Fire Department and Building and Zoning Department, an accredited Police Department and Parks and Recreation Department, and an award-winning Communications Division. In addition, Coral Gables has been named a "Tree City USA" for 14 consecutive years and has been recognized by the Government Finance Officers Association for 19 consecutive years for its excellent financial reporting.

The Business Plan presents the City of Coral Gables Commission goals of Downtown Development, Neighborhood Enhancement, Information Technology, Public Awareness/Communication, Transportation/Parking, and Historic Preservation. In addition to fulfilling these goals and objectives, the City has embarked on a multi-year capital improvement program to upgrade buildings and facilities. During the 2004/2005 Fiscal Year, City Administration will continue aligning departmental service delivery to achieve the Commission goals.

During an employee workshop in May 2004 all City Department Directors and this office committed to the development and implementation of strategic goals in order to maximize the effectiveness of municipal services in 2004, 2005, and subsequent years. This approach seeks to utilize limited resources toward the accomplishment of the most important responsibilities and goals of the City.

The City has embarked upon a professional, systematic, and business approach to achieve strategic priorities that are defined in this document. This Business Plan will provide the City Commission, the residents, businesses, and City employees with a tangible measure of the successes being achieved, and of future opportunities to improve.

Sincerely,

David L. Brown

City Manager

City Commission

Donald D. Slesnick, II MAYOR
Rafael "Ralph" Cabrera Jr. VICE MAYOR
Maria Anderson COMMISSIONER
Wayne "Chip" E. Withers COMMISSIONER
William H. Kerdyk Jr. COMMISSIONER



Senior Management Team

CITY MANAGER *David L. Brown*
CITY ATTORNEY *Elizabeth M. Hernandez*
CITY CLERK *Walter J. Foeman*

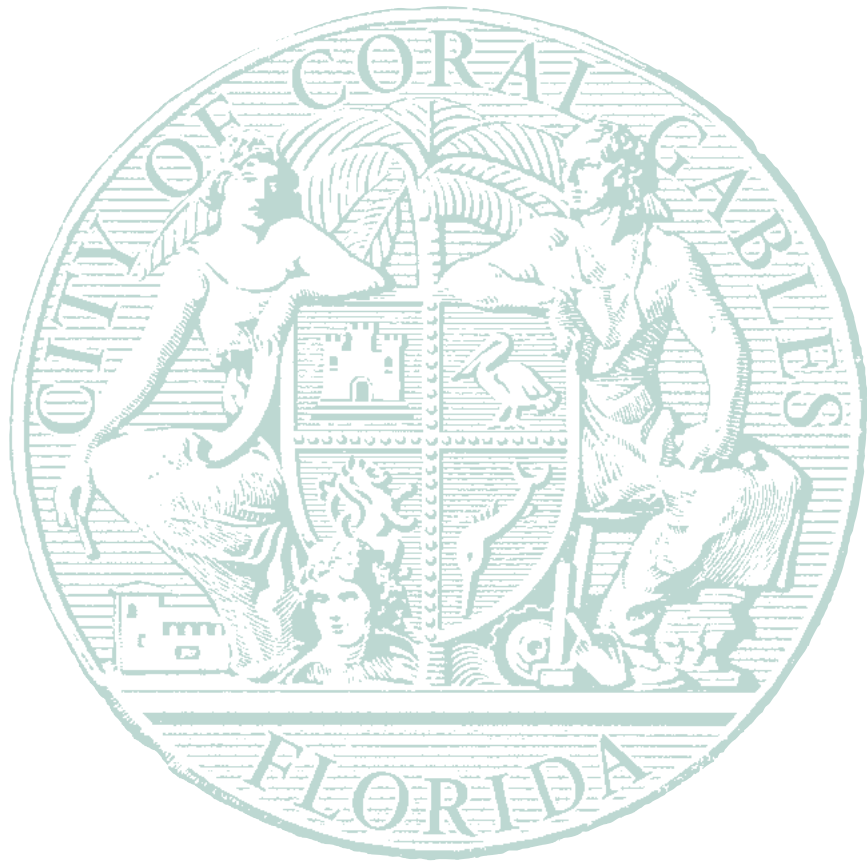
ASSISTANT CITY MANAGER *Maria Alberro-Jimenez*
ASSISTANT CITY MANAGER *Zachary L. Williams*

AUTOMOTIVE DIRECTOR *Clive Cork*
BUILDING & ZONING DIRECTOR *Margaret Pass*
DEVELOPMENT DIRECTOR *Catherine B. Swanson*
EMPLOYEE RELATIONS DIRECTOR *Marjorie H. Adler*
FINANCE DIRECTOR *Donald G. Nelson*
FIRE CHIEF *Richard Cook*
HISTORICAL RESOURCES DIRECTOR *Dona Lubin*
INFORMATION TECHNOLOGY DIRECTOR *Gee Ming Chow*
PARKING DIRECTOR *William Carlson*
PARKS & RECREATION DIRECTOR *Joseph Abel*
PLANNING DIRECTOR *Eric Riel*
POLICE CHIEF *Michael Hammerschmidt*
PROCUREMENT DIRECTOR *Carmen Lizama-Gaspa*
PUBLIC AFFAIRS MANAGER *Maria Rosa Higgins Fallon*
PUBLIC SERVICES DIRECTOR *Daniel Keys*
PUBLIC WORKS DIRECTOR *Alberto Delgado*

TABLE OF CONTENTS

Introduction 5
The City Commission Goals at a Glance 6
Economic Environment 8
Strategic Goals of the City of Coral Gables 11
Downtown Revitalization 11
Neighborhood Enhancement 12
Information Technology Development 14
Public Awareness / Communications & Outreach 15
Parking & Transportation 16
Historic Preservation 17
Other Initiatives 19
Financials
Revenues by Source 20
Expenditures Classified by Function 21
Budget 22





INTRODUCTION

In May 2004 the City Manager's Office, in conjunction with departmental leaders, created a set of strategic priorities to promote the vision of the City Commission for the next fiscal year and lay the foundation for projects to be accomplished over the next several years. This business plan articulates the City Commission's vision and provides a framework for its achievement. In accordance with this, the department directors and the City Manager's Office have developed projects for the effective and timely implementation of goals to ensure the future success of the City.

City Commission goals are:

- Downtown Revitalization
- Neighborhood Enhancement
- Information Technology Development
- Public Awareness / Communications & Outreach
- Parking & Transportation
- Historic Preservation
- Other Initiatives



THE CITY COMMISSION

GOALS AT A GLANCE

■ Downtown Revitalization

The City will undertake a set of projects whose primary purpose is the enhancement of the downtown area. Such projects will include, but are not limited to: the North Ponce Development Plan, the Miracle Mile Improvement Plan, and the Downtown Landscape Master Plan.

■ Neighborhood Enhancement

In order to maintain its “City Beautiful” standard, the City of Coral Gables is currently undertaking several neighborhood improvement projects, which include the implementation of new bike pathways and sidewalks, and the completion of traffic calming initiatives.

■ Historic Preservation

The City goes to great lengths to preserve and restore historically significant properties, and has completed the renovation of the Merrick House as well as designating landmarks and landmark districts as historical sites. In addition to these developments, the City is currently restoring the City Hall cupola, the DeSoto Fountain, other major fountains and plazas, and the Biltmore Hotel tower.

■ Information Technology

To enhance its technological infrastructure, the City will begin the implementation of new programs to improve the flow of information among City employees and between the City and its residents. These Information Technology initiatives will empower City employees by providing access to important information 24 hours a day, 7 days a week. An improvement in the flow of information will allow for better and more efficient business practices.



■ Public Awareness

The City of Coral Gables is working diligently to enhance communication between City officials and its residents. As a result, the City has made great strides in relaying information to its residents by producing new programs which are shown on the Coral Gables TV Channel 77, as well as improving its publications and other vehicles of communication, such as the City Website, the *City Beautiful Newsletter* and *e-News*.

■ Parking and Transportation

Some of the most noteworthy plans that will be introduced by the City of Coral Gables in terms of parking and transportation include: the creation of the Museum Parking Garage, set to be completed by Winter 2004; the “Pay and Display” meters pilot program; the Residential Parking Program; and the Pay-by-Cellphone Parking Meters. These and other parking enhancements will alleviate the parking congestion that has resulted as new businesses make Coral Gables home while making parking in Coral Gables more user-friendly.

■ Future Initiatives

Other important initiatives the City will undertake include, but are not limited to: a Five-Star Customer Service Program to train the staff at the City to provide the best quality services to all customers, residents, and business owners; a supervisory training program; and office space and facilities plan that will move various departments to new locations during the upcoming fiscal year.



ECONOMIC ENVIRONMENT

A large portion of the businesses located in Coral Gables service international clientele.

As a result, both domestic and international trends heavily influence the economy. Changes in Central and South America and the Caribbean particularly affect the economy due to strong business ties between these regions and the City. One of the strengths of Florida's robust economy is the diversity in both product and market geography. There is little manufacturing within the City but strong investment in commercial development and in professional services and administrative operations. The 2003 total assessed value of all commercial and residential property in Coral Gables was \$8.4 billion, which results in an increase of over \$5 billion in the past 10 years. Because of the strong municipal services, high quality of life, convenient access, responsible growth, and a diversified economy, property values will continue to increase, supplemented by new appropriate construction, making Coral Gables a highly desirable location for domestic and international investment.

Coral Gables is considered one of the premium office markets in South Florida, with 6.5 million square feet of existing prime office space and 600,000 square feet of Class "A" office space under construction for the Coral Gables submarket. The proximity of Coral Gables to both Miami International Airport and downtown Miami makes the economic environment of the City attractive on a national and international level. The abundance of world class hotels, restaurants, cultural offerings and retail establishments also allows for great entertaining of clients.

■ Retail Environment

More than one billion dollars in retail sales is generated annually in downtown Coral Gables, which has experienced dramatic and successful growth in the past 10 years. The City has seen construction of office buildings, luxury residential projects, and new restaurants, galleries, theaters and shops have opened for business.

A Retail Development Program that addresses urban development, development/retailer marketing and consumer marketing is in place. This Retail Development Program not only has a positioning strategy that is consistent with consumer demand, but also differentiates downtown Coral Gables from its competitors. The Village of Merrick Park located at Ponce de Leon Boulevard and San Lorenzo Street, which opened in September 2002, has added to shopping at Coral Gables by providing 800,000 square feet of high-end retail space as well as 120 units of high-end apartments and 125,000 square feet of office space. A constant effort to improve upon and attract more business to the popular Miracle Mile has been underway with efforts from the City and the Business Improvement District. In addition, Coral Gables has eight retail districts catering to a wide range of shoppers and offering everything from value-priced goods to luxury items, including Mercedes-Benz, Ferrari, Jaguar, and Porsche dealerships. While the purchasing power of the residents is extremely



high (median family incomes for Coral Gables exceed \$99,000) and residents have a total effective buying income, aka, EBI, of more than \$1.4 billion, the importance of wealthy international visitors into the local economy should not be underestimated.

Thirty-two banking institutions have offices in Coral Gables. Miami-Dade County is an international banking center with 42 foreign bank agencies (local offices of foreign banks licensed by the State of Florida) and 11 Edge Act banks (federally licensed subsidiaries of foreign or U.S. domestic bank holding companies authorized for international transactions only.) Coral Gables is also home to several of the financial institutions' regional or corporate headquarters, including Commercebank, Union Planters Bank, and BankBoston International. Other large financial operations include Merrill Lynch Bank & Trust and Prudential Financial.

■ **Multinational Companies in Coral Gables**

Ever since the first multinational firm moved to Coral Gables in 1951, the City has been referred to as a hub for multinational companies. The City of Coral Gables serves as a gateway to Latin America and the Caribbean. Currently, the City serves as a Latin American or regional headquarters to 175 corporations, employing 42,000 white-collar employees. The City of Coral Gables has 3,800 businesses with a combined sales figure of \$98 billion dollars. The City's multinational business community comprises an array of corporations that conduct business in many areas including oil production, health care, biomedical research, international finance, import and export, transportation, telecommunications, manufacturing, travel and tourism, publishing, news information services, and construction/real estate. International companies are located in Coral Gables because of reliable telecommunications; multilingual/multicultural professional staff; and ease of international travel through Miami International Airport, which boasts more routes to Latin American cities than any other airport in the world.

The multinationals that reside in Coral Gables are:

- Alcoa Inter-America
- American Airlines
- Apple Computer
- British Broadcasting Corp.
- Campbell Sales
- Chevron Texaco Caribbean/Central America
- Club Med
- Danone Foods Latin America
- Del Monte Fresh Produce Company
- Exxon Mobil Inter-America
- Eastman Chemical Latin America
- Fleishman-Hillard, Inc.
- HBO Latin America
- IBM Latin America
- Kraft Latin America
- Latin Trade Magazine
- Lexmark International, Inc.
- Phelps Dodge Group Wire & Cable Group
- Sotheby's
- Walt Disney Television International
- Westvaco Latin America & Africa

The Top Employers of Coral Gables are:

	<i>employees</i>
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STRATEGIC GOALS AT THE CITY OF CORAL GABLES

Downtown Development

■ **Rewrite of the Zoning Code**

The rewrite of the Zoning Code that began in 2003 will be completed this Winter. The Zoning Code will be evaluated, revised, and amended using innovative planning and zoning practices to address the technological and business-related changes that continuously take place in the community. This Fall the City will distribute the revised Zoning Code through mailers, comments cards and other various media outlets to ensure the community is involved in the public hearing process. Informal study sessions will take place one hour prior to each scheduled public meeting at the City Commission Chambers to allow interested parties to provide comments and pose questions to staff. Suggestions may also be submitted via email at rewritecomments@coralgables.com.

■ **Rewrite of the Comprehensive Land Use Plan**

In association with the rewrite of the Zoning Code, the City will also be revising the Comprehensive Land Use Plan, which provides the framework for future development. This process will be conducted later this year and will include a comprehensive public hearing and participation process similar to the Zoning Code rewrite. Updating of both documents will provide for consistent policies and regulations that will govern all future development. This is the first complete rewrite in the history of the City.

■ **Streetscape Design Programs**

The City has embarked on three streetscape design programs that will address litter, landscaping and lighting in the downtown. Consultant landscape architects have been assigned to all three projects and the design portion of each project is expected to be ready for community review within the first quarter of fiscal year 2004-2005.

■ **The Miracle Mile Streetscape Master Plan**

The Streetscape Master Plan will produce a design manual that will identify specific litter receptacles and lighting solutions and will specify placement in the streetscape. The Miracle Mile Plan will address all street furnishings inclusive of litter receptacles and ambient as well as decorative lighting, landscaping and parking.

■ **North Ponce Streetscape Master Plan**

One of the many projects undertaken in the North Ponce Streetscape Master Plan involves the design and building of the Ponce De Leon Median which was funded by the Half-Penny Transportation Surtax. Currently, the City is in the initial stages of this five-phase project, which involves the design and implementation of the Ponce de Leon Median from Alcazar Avenue to Almeria Avenue.

■ **Ponce Circle Park Accessibility Improvement**

The purpose of the Fred B. Harnett/Ponce Circle Park Accessibility Improvement Plan is to ultimately make the park more pedestrian friendly. The specific improvements that will occur include reducing traffic lanes, paving walking trails, and the redesigning of the pathway.

Neighborhood Enhancement

■ **Traffic Calming Initiatives**

The Traffic Calming Devices Project is funded both by the City budget and by the Half-Penny Transportation Surtax. Traffic Calming Initiatives include circles, diverters, and speed tables. Each serves the purpose of modifying intersections, as well as controlling the speed and the volume of traffic throughout residential areas.

■ **Residential Parking Program**

To help reduce parking congestion in residential areas, the Residential Parking Program is available to any residential property owner when there is a significant shortage of parking availability in the immediate area due to commercial parking incursion. A residential property owner can request a Residential Permit Parking Program after obtaining the approval of a minimum of 75 percent of the residents on the block. There is an annual cost per vehicle to obtain annual decals that allow parking in the designated residential areas. In order for the block in question to be considered eligible for inclusion in the Residential Parking Program, a survey will be conducted to determine if there is a significant shortage of parking.

■ **Open Space Master Plan**

In order to preserve undeveloped land the City will continue to explore opportunities to increase its open spaces. This plan involves developing an inventory of open spaces not currently owned by the City. Completion date is set for Winter 2004. In addition, the plan also involves updating the Parks and the Open Space Master Plan to reflect all community recreation facilities and changing demographic needs. This is set to be completed in the first quarter of 2005.

■ **Park Improvements**

The City will continue to enhance its neighborhood parks by offering recreational opportunities for residents that meet current safety guidelines and better meet recreational needs. To carry out this objective, the City will evaluate its partnership opportunities program by this fiscal year. It will also evaluate and/or explore alternative materials and supplies for resource sharing by March 2005. In addition, the City seeks to establish a work-plan for the newly created Parks and Recreation Facilities Maintenance Division. These efforts will allow the City to continue providing parks and recreation programs and facilities that exceed national standards and meet the needs of the community.

■ **Bike Pathways and Sidewalks Plan**

Currently, the City is involved in a five-year Bike Pathways and Sidewalks Plan. The main purpose of the project involves creating a network of bicycle lanes and paths throughout the City in areas that do not currently exist. The City is now in the stage of hiring the consultant who will be involved in the creation of the Master Plan.

■ **Bridge Enhancements**

The project, which involves creating enhancements at Hardee Road and Maynada Street, is funded by the Half-Penny Transportation Surtax.

■ **Canal Dredge Assessment**

The City is currently in the process of seeking grants from the Federal Emergency Management Act (FEMA) to begin the Canal Dredge Assessment. Estimated costs for the project average approximately \$6 million.

Information Technology Development

■ **Interactive Website**

In an era when the Internet functions as a highway of information, it can also act as a bridge between people and government. The City's goal is to enable our residents to go online to report service problems, check on building permits, register for classes at the Youth Center, and pay City bills on a 24/7 basis. Residents and businesses alike will benefit from this online convenience. To meet these objectives, a new 24-hour Citizen Service Request System has been implemented, allowing residents to input requests directly to the responsible departments and track the status of each request online from the City's Website.

■ **Wireless "Hot Spots"**

This pilot program involves the installation of "hot spots" on certain streets in the downtown area of Coral Gables with the participation of the Business Improvement District. These "hot spots" will provide wireless Internet access to visitors in the area, allowing visitors to surf the Web while enjoying the ambiance of beautiful downtown Coral Gables.

■ **Class Software Program**

To better serve citizens, the City plans to implement a new software system for the Parks and Recreation Department to allow residents to view recreational schedules and class registrations online. This interactive software will provide updated Web information regarding parks and recreation activities, programs, and classes.

■ **Installation of Network and Enterprise Resource Planning (ERP) Software**

This initiative involves the installation of network electronics, telecommunications circuits, and computer servers to provide the enterprise infrastructure to support the new ERP software. This application will allow the City to automate and enhance the efficiency of its government business operation procedures, and provide 24/7 online services for residents.

■ **Legistar Program**

The City is in the process of upgrading the way legislative documents and minutes are created, processed, and accessed by implementing an agenda workflow management and information retrieval system. This system is specifically designed for the legislative process of local governments. In addition, the City has recently installed a next generation audio recording and documenting technology system for the City Clerk's Office, allowing City officials to access public hearing audio recordings in seconds. Previously it could take up to three hours to locate this information through the use of a taped transcription request procedure.

■ Employee Intranet Web Portal

Through the use of the internal network “Intranet,” the City will disseminate information that includes, but is not limited to monthly reports, budget reports, union agreements, and employee meetings. This Employee Intranet Web portal will facilitate the availability of information to City employees, thereby increasing efficiency and productivity.

Public Awareness / Communications & Outreach

This past year, the Communications Division was created to keep residents informed in a timely and effective manner. The Division will continue improving the public information efforts through the following activities:

■ Improvement of TV programming

Currently, the Coral Gables Cable TV Channel 77 informs the public about the many programs and services available. New programs such as *Coral Gables Now*, produced in partnership between the City and the University of Miami School of Communication, are being added to the station’s lineup. Channel 77 can also be viewed online through a live Web cast accessible at www.coralgables.com.

■ Electronic Communications Database

The City has created a database of residents to ensure that information is directed to concerned citizens through *e-News*, a biweekly online newsletter available to the public by subscription. The City will increase subscription to *e-News* through a campaign that involves mailing subscription reply cards and promotion through the City Website.

■ Current Projects Updating Program

The City will continue to inform the public about major issues and/or programs in a timely manner through several communication vehicles, such as the *City Beautiful Newsletter*, *e-News*, the City’s Website and Channel 77.

■ Resident Communication Satisfaction Survey

For the first time this year, the City of Coral Gables created a services survey in order to gauge public satisfaction and receive feedback on issues that concern residents the most. The survey, which is available on the City’s Website, is distributed at the summer citizen

involvement forums and other appropriate community events. It provides the City with a quantifiable assessment of performance in a variety of areas, and allows City officials to identify the areas that need improvement.

Parking & Transportation

■ Coral Gables Trolley

The Trolley Program, implemented in November of 2003, has been tremendously successful for residents and visitors to the City. The service is funded by the County's Citizen Transportation Trust Initiative. The City will continuously review routes and hours of operation to optimize Trolley use and ensure the program is achieving the desired objectives.

■ Museum Parking Garage

The construction of the Museum Garage will be completed in the fourth quarter of 2004. The garage, which is located on the south side of Aragon Avenue between Ponce De Leon Boulevard and Salzedo Street, will accommodate 611 parking stalls, of which 400 will be monthly permits stalls, and 200 transit stalls. It will target street parking problems in downtown and alleviate the need to use parking meters for the garage users.

■ Residential Parking Program

This program is available to any residential property owner when there is a significant shortage of parking availability in the immediate area due to commercial parking incursion. A residential property owner can request a Residential Permit Parking Program after obtaining the approval of a minimum of 75 percent of the residents on the block. There is an annual cost per vehicle to obtain annual decals that allow parking in the designated residential areas. In order for a block to be considered eligible for inclusion in the Residential Parking Program, a survey will be conducted to determine if there is a significant shortage of parking availability due to commercial parking incursion.

■ Improvement of Parking Meters

The City is enhancing its existing parking system by instituting a "Pay and Display" Meter Program. This program, introduced in October 2004, has installed a set of Dunkin-Phoenix parking meters on the City Hall side on the 400 block of Biltmore Way. These meters will enhance customer service by accepting all coins as well as credit cards. In addition,

a “Pay and Display” parking machine typically displaces between eight and 10 standard parking meters. The new meters are more reliable than the standard meters and will reduce maintenance costs over time.

Another program that will enhance the parking meter system is the implementation of the “Backlit Parking Meters.” These parking meters will have back lights installed in street areas where lighting is poor and will be placed on the north side on the 100th block of Andalusia Street and on the 2400th block on both sides of Galiano Street.

■ **Construction of Roundabout at Segovia Street and Coral Way**

The Segovia Street Roundabout Project will be funded by the Miami-Dade County Impact Fees, which are county fees that fund street improvement projects. The objective of the roundabout is to improve traffic flow circulation as well as create pedestrian crosswalks and institute overall landscape improvements.

Historic Preservation

■ **Coral Gables Museum**

The City is converting the old Police and Fire Station on Salzedo Street into the Coral Gables Museum. The City has selected architect Jorge Hernandez for this project which is made possible through a \$300,000 grant provided by the State of Florida Historical Resources Division. To achieve the desired results, the City will begin working with the South Florida Historical Museum to create the Coral Gables Exhibit, evaluate museum software, research potential suppliers, and hire a consultant to catalogue the City archives in the near future.

■ **Historic Plazas and Entrances**

Currently, the City is in the process of obtaining national designation of Historic Landmark for many local properties. To receive this symbolic acknowledgment, a property must be reviewed by the Historic Preservation Board of the City, after which a recommendation is sent to the Department of State, Division of Historical Resources for assessment. Once a property is designated as a historic landmark, it is listed in the Coral Gables Register of Historic Places.

■ Merrick House Reopening

The renovation of the Merrick House, involving the installation of new flooring, the restoration of plaster and a wooden staircase, and the upgrading of the air-conditioning system, has been completed. The intent is to restore the property to its original condition and re-open the Merrick house to visitors.

■ DeSoto Fountain

The City Of Coral Gables began restoration on the DeSoto Fountain after a thorough assessment was made with a \$40,000 matching grant from the State of Florida Department of State. Currently, the assessment has been completed and the City has applied for a \$250,000 Special Category Grant from the State of Florida Department of State to begin repair on the fountain.

■ Restoration at the City Hall Cupola

Originally painted by Denmark Fink in the 1920s, the ceiling of City Hall has suffered water damage. The City Hall cupola, which was restored in the 1950s, will once again be brought to its original layout and design by Engineer Studios, a company with extensive experience in this type of restoration.

■ Biltmore Tower

After the tower of the Biltmore Hotel was deemed structurally unsound by building officials, the City required the Biltmore Hotel to repair this important landmark with the aid of a Save America Treasure Grant obtained through the Federal Government, the State of Florida and funds from Miami-Dade County.

■ Continuation of Current Historic Preservation Program

The City will continue to designate certain sites as historical landmarks and landmark districts to ensure timely preservation and to prevent destruction.

Other Initiatives

■ **Five-Star Customer Service Program**

The City of Coral Gables in partnership with other agencies and will develop a Five-Star Customer Service Program to train the staff at the City of Coral Gables in providing top quality communication and customer service skills to residents, business owners, and other members of the public at large.

■ **Performance Measurement System**

The Performance Measurement System involves the tying performance measures in the budget and/or business plan to results, to ensure that intended outcomes are fulfilled. These performance measures will be monitored through monthly, quarterly, and annual reports.

■ **Exploring Opportunities to Consolidate Departments**

The City will continuously seek opportunities where departments can be consolidated to increase productivity and efficiency and to enhance the level of services provided to residents.

■ **Study of the City's Retirement System**

A comprehensive study will be done on the Retirement System to ensure that it remains effective without taxing the financial structure of the City.

■ **Office Space and Facilities Plan**

During the next fiscal year, the City will be moving offices from various departments to new locations. One such move involves the Planning Department, which will be temporarily moved to the Trolley Depot. The offices for the Historical Resources Department will eventually move to the Museum offices.

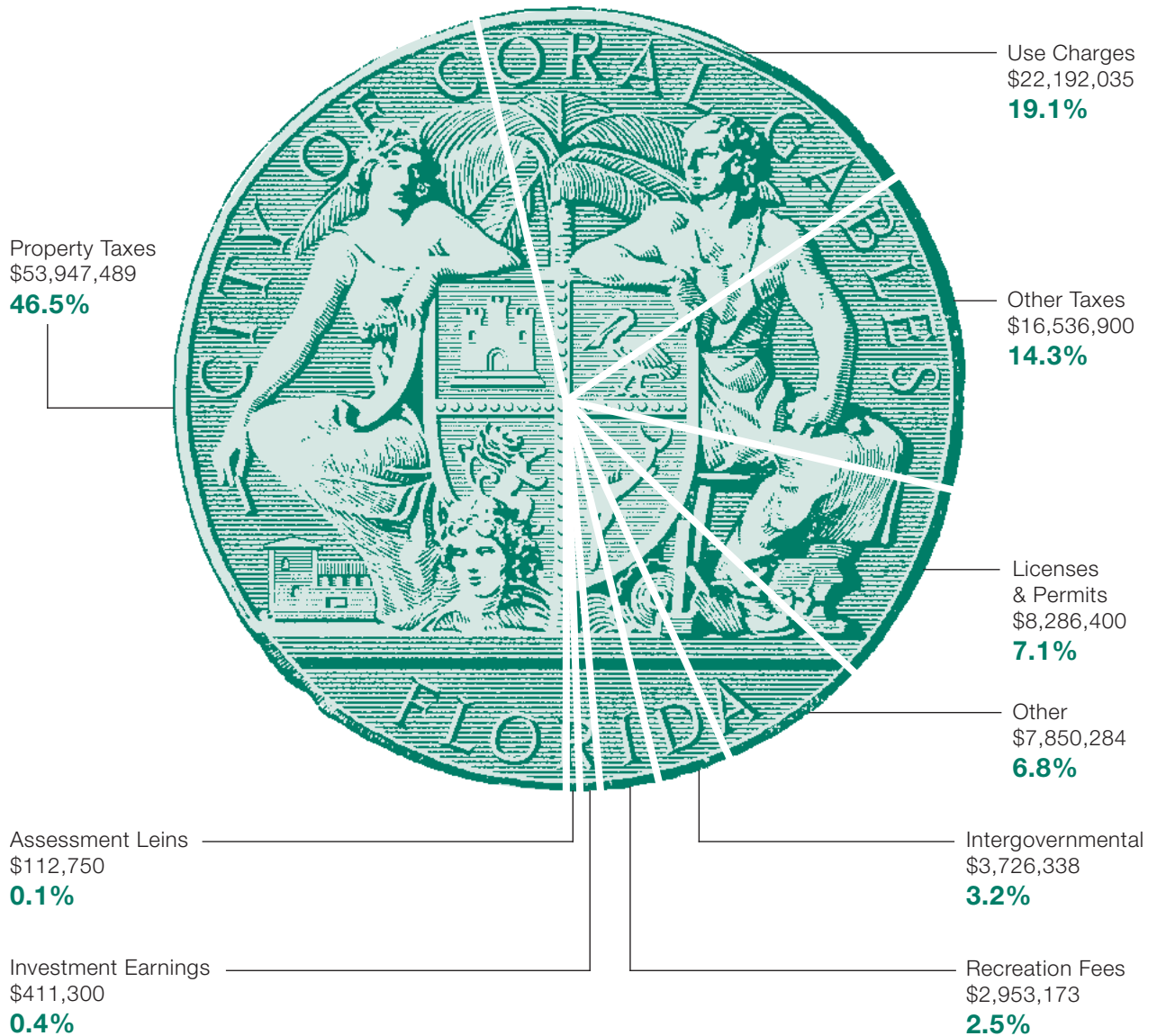
■ **Supervisory Training Program**

The Supervisory Training Program, which will be managed by the Employee Relations Department, will be implemented during the 2004-2005 fiscal year. This program will identify critical knowledge skills and abilities that managers need in order to oversee various operations that might involve grievance procedures, as well as overall project management. This training program will become a requirement for all mid-level managers.

2004-2005 CITY OF CORAL GABLES BUDGET

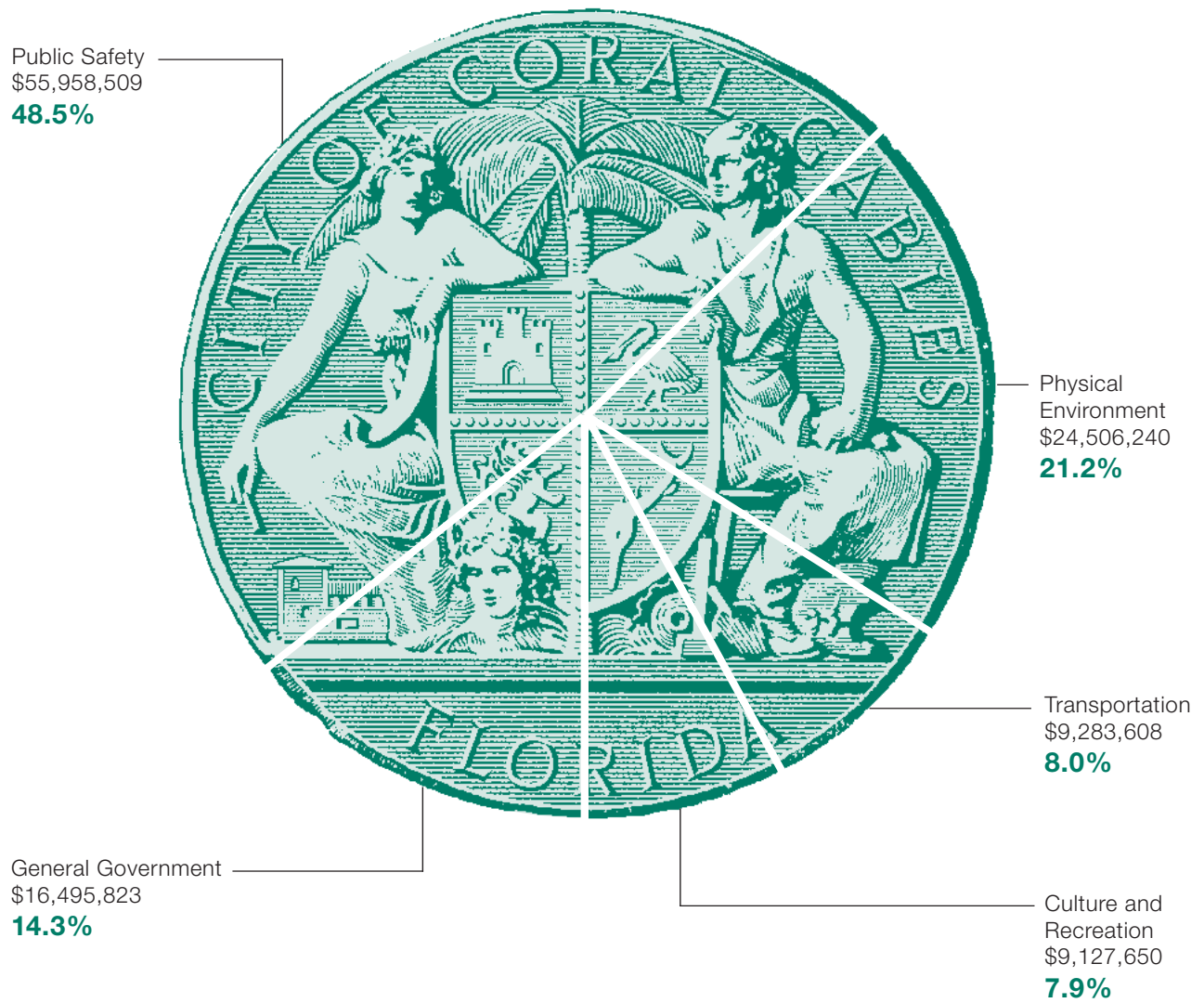
REVENUES BY SOURCE

2004-2005: \$116,016,669



EXPENDITURES CLASSIFIED BY FUNCTION

2004-2005: \$115,371,830

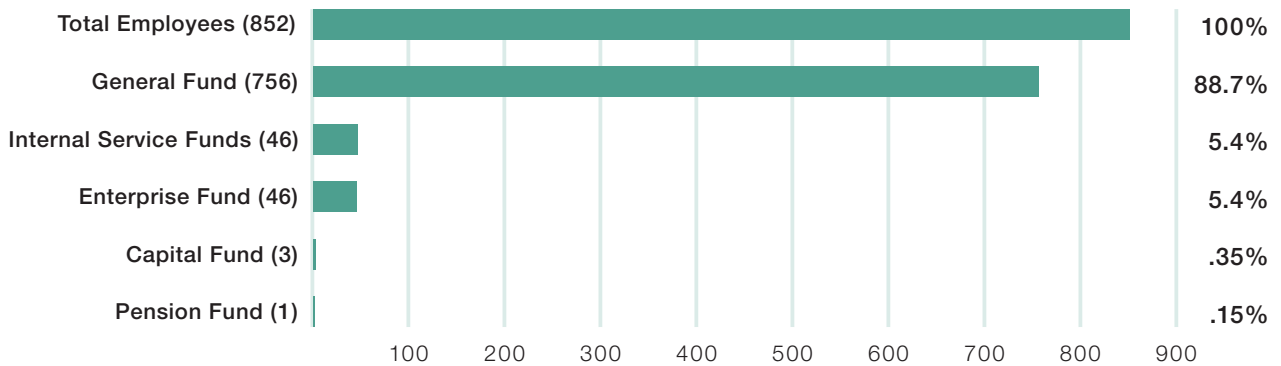


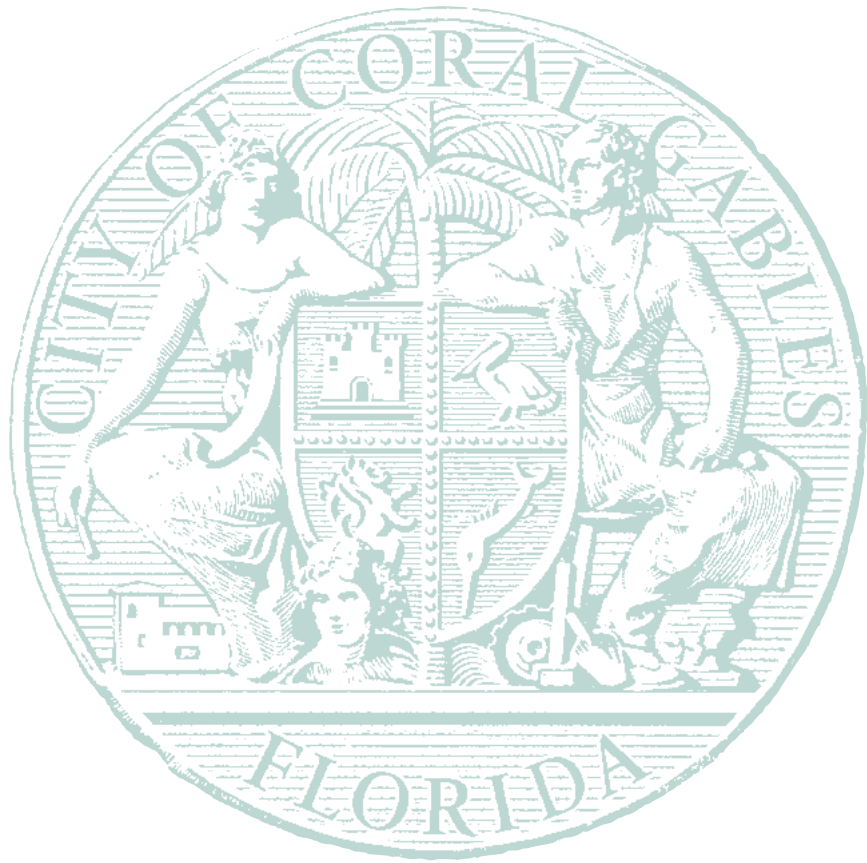
2004-2005 CITY OF CORAL GABLES BUDGET

FIVE YEAR COMPARISON OF FULL-TIME POSITIONS

Position	<i>2000-2001 Actual</i>	<i>2001-2002 Actual</i>	<i>2002-2003 Actual</i>	<i>2003-2004 Budget</i>	<i>2004-2005 Proposed</i>
City Commission	7	7	7	7	7
City Attorney	2	2	3	3	3
City Clerk	4	4	4	4	4
City Manager	9	9	11	12	12
Employee Relations	10	10	10	10	10
Building and Zoning	54	54	54	56	56
Planning	5	5	5	5	5
Historic Preservation	4	4	4	4	4
Public Works	79	81	80	80	76
Finance	26	26	24	23	23
Purchasing	11	11	11	9	8
Information Technology	0	0	10	10	11
Public Service	125	125	125	128	122
Automotive	30	30	30	30	30
Police	242	248	251	258	259
Fire	148	148	148	149	149
Parks & Recreation	46	46	46	41	36
Development	4	4	4	5	5
Parking	26	29	32	32	32
Total Positions	832	843	859	866	852

Personnel Positions by Fund 2004-2005 Budget





City of Coral Gables

P.O. Box 141549
Coral Gables, Florida 33114-1549



The City Beautiful

Visit the City of Coral Gables Web Site:

www.coralgables.com

If you require auxiliary aids for communication, please call our office at 305-460-5008 in advance of your visit. This publication can be made available in large print, tape cassette, or braille, upon request. An equal opportunity employer and provider of services.

CORAL GABLES CITY COMMISSION

DONALD D. SLESNICK II, MAYOR
RAFAEL "RALPH" CABRERA JR., VICE-MAYOR

MARIA ANDERSON
WILLIAM H. KERDYK JR.
WAYNE "CHIP" WITHERS.

DAVID L. BROWN, CITY MANAGER
ELIZABETH M. HERNANDEZ, CITY ATTORNEY
WALTER J. FOEMAN, CITY CLERK