

**CITY OF
MIAMI SPRINGS**

FISCAL YEAR



2015-2016

**TENTATIVE
BUDGET**

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INTRODUCTORY SECTION



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Miami Springs
Florida**

For the Fiscal Year Beginning

October 1, 2014

Executive Director

LETTER OF TRANSMITTAL

CITY OF MIAMI SPRINGS



201 Westward Drive
Miami Springs, FL 33166-5289
Phone: (305) 805-5014
Fax: (305) 805-5037

September 14, 2015

To the Citizens of Miami Springs, Florida:

The City Council and City Administration respectfully present this tentative budget for the fiscal year ending September 30, 2016. The tentative budget was prepared through the collaborative efforts of the City Administration, Department Heads and the City Council. Through these cooperative efforts, we were able to develop this tentative budget that maintains our current levels of service and quality of life. These achievements are a tribute to the spirit of cooperation and professionalism that exists between all parties involved in this process.

We successfully addressed the economic realities facing the City of Miami Springs during the Fiscal Year 2015-16 budget process. We have concentrated our efforts on maintaining the exceptional quality of life the citizens have all grown to expect and appreciate. We will strive to accomplish this goal in a manner that will not jeopardize our ability to respond to local and regional economic changes or compromise the financial future of the City. It is within this framework that this budget was developed.

Taxable property values increased from \$946,504,898 last year to \$985,740,313 for the current year (a 4.1% increase), this increase will produce approx. \$285,923 in additional ad valorem revenues for FY15-16.

The following are some key factors in the tentative budget for FY2015-16:

- Reduces the current millage rate of **7.6710 to 7.5000, a reduction of 2.2%**
 - The tentative budget proposes no new outsourcing of services, while bringing back in-house the citywide landscaping function which was previously being outsourced. The FY15-16 budget maintains the current levels of services, provides pay increases for our employees, and continues to address infrastructure needs city-wide.
 - The proposed budget includes various staff additions; a Building Specialist I position, funding of the vacant Lieutenant position in Police, an Administrative Assistant I position in Public Works, a Head Lifeguard and an Aquatic Supervisor for the aquatic facility, a Golf Maintenance Mechanic and Golf Maintenance Supervisor for the Golf Course, and two Maintenance Worker I positions in Public Works-Public Properties.

- The Building function is being reported as a separate Special Revenue fund for FY2015-16.
- The General Fund budget includes approx. \$76,658 for a 4% COLA for the 59 General Employees earning under \$50,000.
- The General Fund budget includes approx. \$108,016 for a 3% COLA for the General Employees (except for the City Manager, Assistant City Manager/Finance Director, City Clerk, and the Building Official).
- The switching of health insurance carriers for FY15-16 generated a savings of over \$150,000 in health insurance costs.
- The Police budget includes retirement payouts in an amount of approx. \$152,500 while the Finance budget includes retirement payouts of approx. \$64,500.
- Budget assumes a 1% cost of living increase for all operating expenditures (e.g.: fuel, utilities, supplies, etc.)
- This General Fund budget request also contains approximately \$170,977 in police vehicles and equipment, \$52,950 for city hall air conditioner coil replacement, \$180,000 (\$90,000 in the FY15-16 budget and \$90,000 in designated fund balance) for replacement of playground at Prince Field, \$8,500 for upgrades to the city website, and \$3,000 for new field maintenance equipment.
- The Public Works budget includes a \$20,000 increase in tree planting from \$30,000 in FY2015 to \$50,000 in FY2016.
- The Elderly Services budget was increased by \$37,000 in order to fund the continuation of the exercise and yoga programs as well as weekend meal programs since the City was notified that State/County funding for these programs had been eliminated.
- Council's budget includes \$9,500 for the city's 90th birthday celebration, \$7,500 for the River Cities Festival next year, \$35,000 for CMI, \$4,800 for the Historic Museum organization, \$23,000 for the Pelican Playhouse, and \$6,500 for the annual Police appreciation dinner.

There are various major challenges facing the City in the upcoming fiscal year:

- Continuing increases in pension costs and other employee benefits.
- DERM facility compliance requirements at the golf course
- Availability of grant funds from the local, State, or Federal government.
- Succession planning for the 26 employees currently in the Deferred Retirement Option Plan (DROP).
- Recruitment and retention of new Police Officers.
- Completion of our new aquatic center.

A significant amount of our effort during the budget process has been devoted to addressing the challenges outlined above.

LONG RANGE ECONOMIC PLANNING

The City of Miami Springs is located in Southeast Florida, Miami-Dade County, immediately north and bordering the Miami International Airport. The City, primarily residential in nature, comprises approximately 3.5 square miles with approximately 14,027 full-time residents. The southern-most area of the City, located along the 36th Street business corridor, is commercial in nature with hotels, restaurants, and office & industrial complexes. These facilities primarily service the airport and support industries related to the airport and its employees.

The City Council and Administration recognize the importance of increasing its commercial tax base, which is approximately only 34% of total tax revenues, for the City's future economic health and to reduce the tax burden on the residents. To this end, the City is continuing to pursue the viability of annexing areas west of the City, aggressively pursuing the re-development of the NW 36th Street corridor including new hotels, and making various improvements to the rest of our commercial areas. There are at least three new hotels currently in the planning and development phases.

MILLAGE RATE AND FUNDING

The Miami-Dade County Property Appraiser has certified to the City that the Current Year Gross Taxable Value of all Real and Personal Property in the City is \$985,740,313 (subject to appeals), 4.1% higher than last year's Final Gross Taxable Value of \$946,504,898. It is against this figure that taxing authorities levy their millage, which results in the total tax bill for each property owner. Historically, the City's portion of the bill. The Fiscal Year 2014-2015 Millage Rate was 7.6710. The City Council and Administration are proposing reducing the millage to 7.5000 from the current rate of 7.6710 to fund the Fiscal Year 2015-16 budget. This rate will generate approximately \$7,023,400 in ad valorem taxes for the General Fund or approximately 45% of total General Fund revenues. In accordance with the provisions of Florida Law, the City is limited to budgeting only 95% of the total ad valorem tax levy. This taxation limitation takes into account discounts for early tax payments as well as potential reductions from appeals by property owners.

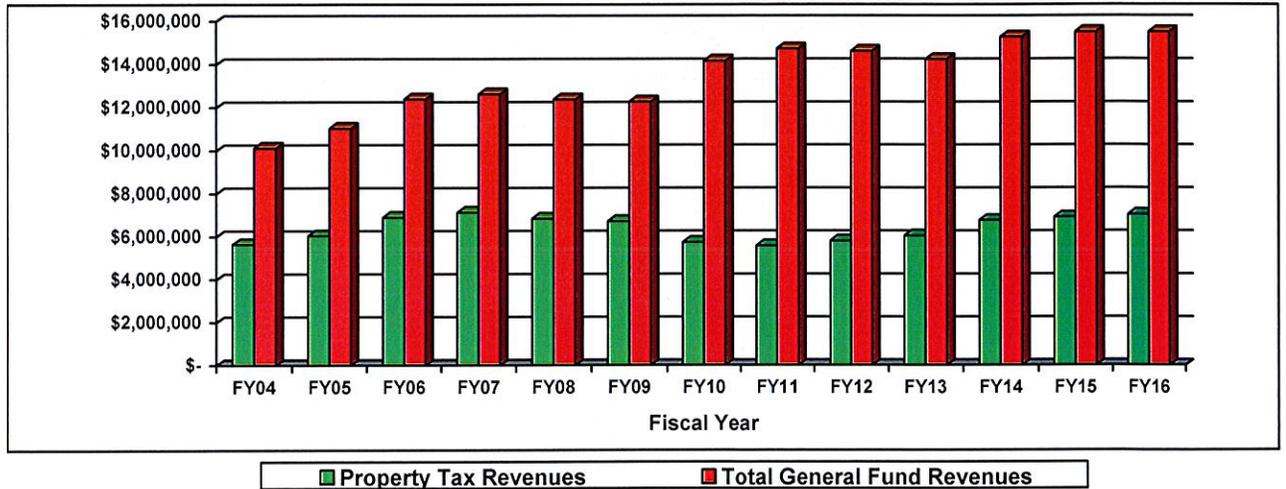
The following example illustrates the estimated Ad Valorem Tax paid by a property owner under the tentative rate for FY2016 of 7.5000 mills compared to what residents paid in the current year when the millage rate was 7.6710:

Assessed Property Values	\$150,000	\$200,000	\$275,000	\$325,000
LESS: Homestead Exemption	-50,000	-50,000	-50,000	-50,000
Taxable Value	\$100,000	\$150,000	\$225,000	\$275,000
CITY TAX BILL FOR FY 2016	\$750.00	\$1,125.00	\$1,687.50	\$2,062.50
CITY TAX BILL FOR FY 2015	\$801.62	\$1,196.68	\$1,789.26	\$2,184.32
TOTAL DECREASE*	\$51.62	\$71.68	\$101.76	\$121.82

* Although assessed values increased due to the 0.7% increase in assessed values under Florida's Save Our Home Statute, the millage decrease will result in lower tax bills for FY2016.

The following chart provides a historical comparison of the amount of property taxes collected by the city since FY2004 (green columns) compared to the total of all general fund revenues (red columns).

Property Tax Revenue History



As can be seen above, property tax revenues have decreased as a percentage of total revenues since FY2004. The budgeted property tax revenues for FY2016 are approximately the same as the amount assessed in FY2007.

PROPOSED BUDGETS FOR VARIOUS MAJOR FUNDS

The FY2015-16 budget for **all** funds totals **\$21,725,123** representing an increase of **2.9%** from the FY2014-15 amended budget of **\$21,104,066**.

Below are the various funds comprising the City's budget, delineating the anticipated revenue and expenditure levels:

Funds	Revenues/Sources	Expenditures/Uses
General Fund	\$ 15,496,291	\$ 15,496,291
Special Revenue Funds	1,953,861	1,953,861
Enterprise Funds	3,094,078	3,094,078
Debt Service Fund	1,180,893	1,180,893
Total All Funds	\$21,725,123	\$21,725,123

The General Fund

The General Fund budget decreased by \$2,256 from \$15,498,547 in FY2014-15 to \$15,496,291 in FY 2015-16. This decrease was mainly due to the decrease in the millage rate approved by Council for FY15-16.

The Road and Transportation Fund

In FY 2015-16, the transportation fund budget is \$680,484. This fund is used to account for the CITT funds received from the half-cent Peoples Transportation Tax monies distributed by Miami-Dade County.

The Golf Course Division

The FY 2015-16 budget for golf course operations allocates a general fund contribution of approximately **\$258,668** to cover the budgeted operating deficit for the year. The golf operation budget is accounted for as a separate division within the General Fund's Recreation budget. Functionally, however, it is a separate department. The debt used to purchase the golf course will be paid off in October 2017.

The Elderly Services Fund

The FY 2015-16 budget for the Elderly Services operations allocates a general fund contribution of approximately **\$176,229**.

The Sanitation Fund

In FY 2015-16 the operation is projected to breakeven, and will not require any general fund support. The billing change instituted for the FY2011, whereby we included the waste bill in the resident's property tax bill, has improved collections significantly thus providing cash flows on a timely basis, while reducing the bad debt allowance and write-offs from prior years.

Revenue Highlights

The largest source of revenue is "Ad Valorem taxes", which account for 45% of total general fund budgeted revenues and 34% of all revenues, and is budgeted at approximately \$7,023,400. This is an increase from the prior year due mainly to the increase in assessed valuation for next fiscal year.

Referring to the chart on top of page 4, one can easily see that the local economy has continued to show improvements. Total tax revenues were \$7,130,596 in FY2007, before the economic downturn began, and are projected to be \$7,023,400 for FY2015-16. The gap continues to decrease and it is expected that for FY16-17 tax revenues will surpass the FY2007 levels.

The second largest source of revenue is "Charges for Services", representing 27% of total budgeted revenues, is currently budgeted at approximately \$5,758,404, as opposed to \$4,932,681 last year. By doing this, we have shifted the burden to those using specific services, as opposed to a community-wide broader tax base.

Citizens of Miami Springs, Florida

Expenditure Highlights

Public safety is an important component of local government service. In order to provide first-rate police services, 41% of the General Fund budgeted expenditures are for Public Safety (excluding the Building & Zoning Division). The FY 2015-16 Police budget reflects a 5.5% increase from the FY 2014-15 budget. The proposed Police budget will provide for vehicle replacement, as well as the funding of the retirement payout for various Officers retiring during the next fiscal year. Total budgeted salaries (excluding fringe benefits to the City's employees) for FY 2015-16 is approximately \$8,210,820 or 37.7% of total budgeted expenditures for all funds. This represents an increase of \$591,463 (7.8%) over the FY2014-15 budgeted salaries of \$7,619,357. This increase is due to payouts to employees retiring next year, negotiated pay increases for Police and the 3% pay increase budgeted for all General Employees.

FUND BALANCE

The FY 2015-16 budget will not use any of our unreserved general fund balance in order to balance the budget. The City will retain the \$3.5 million in unreserved, undesignated reserves, which represents approximately 25% of general fund expenditures and complies with GFOA standards and State legal requirements.

ACCOMPLISHMENTS

During the past fiscal year, the City Council and City Administration have worked diligently and successfully to provide for the types of services and facilities citizens expect in Miami Springs. The City has successfully maintained, and in some cases, expanded its performance capabilities in service delivery during the past fiscal year. Public safety, infrastructure, recreation and social services are all areas that have continued to be positively cultivated for the betterment of the City.

Some of the more significant accomplishments are:

- At the end of the 2014 fiscal year the City's total expenditures were below budget which provided a surplus that increased our reserves. It is expected that another surplus will be provided at the end of FY2015.
- Conducted a search and hired a new Police Chief and subsequent organizational changes within the department.
- Conducted a search and hired a new full time Building Official.
- Re-organized the Building and Code Department.
- Facilitated the construction of the new aquatic center and necessary financing.
- Negotiated a new three year contract with the Fraternal Order of Police (FOP), the bargaining unit which represents the City's uniformed police.
- Circle renovations (paving, cross walks, sidewalks)
- Stafford Field re-grassing

- Developed a "succession plan" to replace the over 26 employees currently in the Deferred Retirement Option Plan(DROP).
- Continued efforts to develop commercial revitalization within the city with the addition of new hotel construction.

CONCLUSION

The process of budget preparation for the upcoming fiscal year has been extremely challenging, yet rewarding. This budget should ensure the continued economic and social success of this City. Through an overall review of all departmental operations, the City has been able to cut costs without reducing critical services to our residents. We are extremely proud of the fact that this budget proposal maintains the same level of services for our residents, while lowering our millage rate to **7.5000**. Our continued goal is to provide our residents with the best level of service they deserve and expect for their tax dollars.

We wish to acknowledge our appreciation to all department heads for their cooperation during this process. We would be remiss if we did not make special note of the efforts of our Finance Department staff for all of their work in preparing this budget. More importantly, we wish to thank the City Council for its continued support and diligence during this budget process.

Respectfully Submitted,

Ronald K. Gorland
City Manager

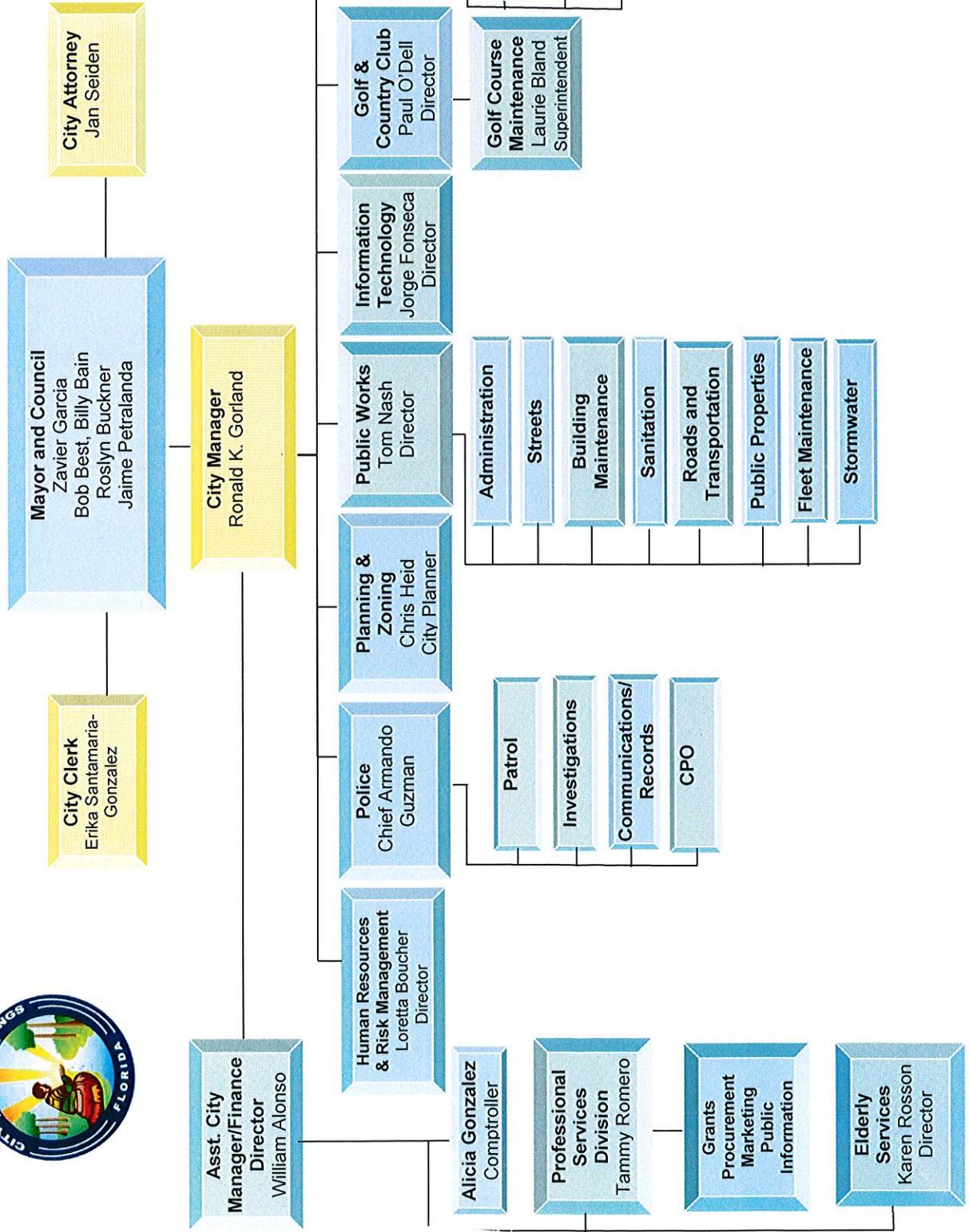
William Alonso CPA, CGFO
Assistant City Manager/Finance Director

Budget Calendar

FY 2015-16 Budget Development Process & Tentative Timetable

DATE	ACTIVITY
May 11, 2015	City Manager holds initial budget preparation meeting with department heads & staff to distribute the FY2015-2016 budget workbooks. Council Chambers
June 1, 2015	Last day for departments to submit their FY2015-2016 budget request package including base, "wish-list" items, and revenue enhancement efforts or projects City receives preliminary taxable assessment for FY2015-16 from Property Appraiser.
June 2, 2015 thru June 5, 2015	Finance Department to review individual department budget submissions, meeting with Departments to fine tune and adjust submissions
June 16, 2015 thru June 19, 2015	City Manager meetings with individual operating departments to review and consult with department heads to evaluate spending levels - Finance to advise individual department of time/date
July 1, 2015	City Manager's Office receives the 2015 Certification of Taxable Values (DR-420) from Miami-Dade County's Property Appraiser's office; simultaneously, the Miami Springs Finance Department prepares adjustments to city-wide budget presentation
Thursday, July 30, 2015	Miami Springs City Council meets in special session to propose a tentative ad valorem property tax millage levels for operating & debt service for FY2015-16
July 31, 2015	Finance Department advises City Manager of proposed funding levels - making determination and recommends (if necessary) any budgetary cuts or adjustments Proposed ad valorem millage rates on Form DR-420 sent to Miami Dade County Tax Collector
July 27th, 2015 thru July 29th, 2015	Manager and Finance Director meet with individual Councilmembers to discuss and distribute the FY2015-16 Proposed Budget
August 3rd and 17 th , 2015	City Council holds special budget workshops to review individual departmental budget submissions, city-wide revenues, trends and other issues related to the fiscal operations of the City for FY2015-16 - all tentative and to be scheduled by Council
On or about August 24, 2015	County Property Appraiser's Office mails out notices of proposed tax bills to all property owners in Miami Springs
On or about September 7 th , 2015	The Tentative Budget will be posted online at the City's website at least two days before the first public budget hearing in accordance with Florida Statute s.200.065
Monday, September 14h, 2015	City Council to hold the first of two mandatory public hearings (as defined by State Statutes) to adopt tentative operating millage rates and operating budgets for FY - 2015-2016
Within 15 days of 1st hearing, Sept 21, 2015	Advertise the tentative millage and budgets; date, time and location for second public hearing in designated papers - <u>Rivers Cities Gazette</u>
Monday Sept 28, 2015	Second of two public hearings on the FY2014-2015 operating budgets held at which point Council adopts the final millage rate and corresponding budgets
Within 3 days of 2nd hearing Wednesday Sept. 30, 2015	Final adopted millage rates and operating budgets are forwarded to the County's Property Appraiser and Tax Collector no later than 5.00 PM
Within 30 days of the final hearing	City submits Certificate of Compliance [DR-487] to the Florida Department of Revenue in Tallahassee - confirming that the City was in compliance with Truth-in-Millage rules. Adopted Budget posted online at City website within 30 days of adoption.

City of Miami Springs Organizational Chart 2015 - 2016



POSITION CLASSIFICATION AND PAY PLAN
FISCAL YEAR 2015-16
CIVIL SERVICE/NON CIVIL SERVICE EMPLOYEES

POSITION	PAY GRADE	FY2015-16	
		PAY RANGE	
		MINIMUM	MAXIMUM
MAINTENANCE WORKER I	8	24,601	36,476
PRO SHOP CLERK	8	24,601	36,476
CLERICAL ASSISTANT	9	25,265	37,463
EQUIPMENT OPERATOR	10	25,895	38,397
MAINTENANCE WORKER CREW LEADER	10	25,895	38,397
MAINTENANCE WORKER II	10	25,895	38,397
REFUSE COLLECTOR	10	25,895	38,397
TREE TRIMMER	10	25,895	38,397
RECREATION LEADER	10	25,895	38,397
REFUSE TRUCK DRIVER	13	27,884	41,349
HEAVY EQUIPMENT OPERATOR	14	28,585	42,389
ADMINISTRATIVE ASSISTANT I	15	29,299	43,449
BUILDING SPECIALIST I	15	29,299	43,449
MATERIALS MANAGEMENT CLERK	15	29,299	43,449
POLICE ADMINISTRATIVE SPECIALIST I	15	29,299	43,449
RECREATION SPECIALIST	15	29,299	43,449
HEAD LIFEGUARD	15	29,299	43,448
ACCOUNTING CLERK I	16	30,027	44,536
ACCOUNTING CLERK II	18	31,546	46,791
AUTOMATED EQUIPMENT OPERATOR	19	32,341	47,963
BUILDING MAINTENANCE SPECIALIST	19	32,341	47,963
POLICE DISPATCHER I	19	32,341	47,963
POLICE DISPATCHER II	21	33,973	50,389
ACCOUNTING CLERK III	22	34,825	51,643
ADMINISTRATIVE ASSISTANT II	22	34,825	51,643
BUILDING SPECIALIST II	22	34,825	51,643
BUILDING SPECIALIST III	22	34,825	51,643
ASSISTANT CITY CLERK	22	34,825	51,643
ADMINISTRATIVE ASSISTANT III	24	36,591	54,259
RECREATION COORDINATOR	24	36,591	54,259
PARKS MAINTENANCE FOREMAN	24	36,591	54,259
POLICE ADMINISTRATIVE SPECIALIST II	24	36,591	54,259
SANITATION FOREMAN	24	36,591	54,259
GOLF MAINTENANCE SUPERVISOR/FOREMAN	24	36,591	54,259
GOLF MAINTENANCE MECHANIC	24	36,591	54,259
OPERATIONS SUPERVISOR	26	37,000	54,877
CODE COMPLIANCE OFFICER	26	37,000	54,877
POLICE COMMUNICATIONS SUPERVISOR	26	37,000	54,877
AQUATICS DIVISION SUPERVISOR	28	38,880	57,652
RECREATION MAINTENANCE SUPERVISOR	28	38,880	57,652
BUILDING AND CODE COMPLIANCE SUPERVISOR	29	39,507	58,098
* DEPUTY CITY CLERK	29	39,507	58,098
EXECUTIVE SECRETARY	29	39,507	58,098
PROCUREMENT SUPERVISOR	29	39,507	58,098
HUMAN RESOURCES SPECIALIST	29	39,507	58,098
POLICE SENIOR ADMINISTRATIVE SPECIALIST	29	39,507	58,098
SPECIAL EVENTS/PROGRAMS SUPERVISOR	31	43,394	63,908
HUMAN RESOURCES SPECIALIST II	31	43,394	63,908
HUMAN RESOURCES SPECIALIST III	31	43,394	63,908
* ASSISTANT INFORMATION TECHNOLOGY MANAGER	37	48,550	72,002
* GRANTS WRITER/PUBLIC INFORMATION SPECIALIST	37	48,550	72,002
PROFESSIONAL SERVICES MANAGER	37	48,550	72,002
OPERATIONS SUPERINTENDENT	37	48,550	72,002
* GOLF MAINTENANCE MANAGER	40	52,255	77,495
* ELDERLY SERVICES DIRECTOR	40	52,255	77,495
* ASSISTANT PUBLIC WORKS DIRECTOR	40	52,255	77,495
* ACCOUNTING SYSTEMS/FINANCE ANALYST	41	53,331	81,417
* CITY PLANNER	44	54,930	81,466
* POLICE LIEUTENANT	44P	63,922	92,933
* HUMAN RESOURCES DIRECTOR/RISK MANAGER	45	57,994	86,006
* COMPTROLLER	46	66,519	96,721
* INFORMATION TECHNOLOGY DIRECTOR	46	66,519	96,721
* POLICE CAPTAIN	46P	67,154	97,643
* GOLF & COUNTRY CLUB DIRECTOR	49	74,006	98,673
* BUILDING AND CODE COMPLIANCE DIRECTOR	49	74,006	98,673
* RECREATION DIRECTOR	49	74,006	98,673
* PUBLIC WORKS DIRECTOR	49	74,006	98,673
* CITY CLERK	49	74,006	98,673
* BUILDING OFFICIAL	50	74,817	112,227
* BUILDING OFFICIAL & CODE COMPLIANCE DIRECTOR	50	74,817	112,227
* FINANCE DIRECTOR	50	74,817	112,227
* CHIEF OF POLICE	50P	76,270	114,406
* ASSISTANT CITY MANAGER-FINANCIAL SERVICES	50M	84,125	125,489
* NON CIVIL SERVICE			

**ANALYSIS, GRAPHICS, AND SUPPLEMENTARY
INFORMATION**

BUDGET SUMMARY FOR FISCAL YEAR 2015-16 ALL FUNDS

	2012-13 Actual	2013-14 Actual	2014-15 Amended Budget	2015-16 Budget	% of Total	% Change from 2014-15
BEGINNING BALANCE	14,878,210	13,465,487	13,674,402	12,388,115		
REVENUES/SOURCES						
Taxes	5,823,022	6,669,201	6,977,607	7,103,405	33.9%	1.8%
Franchise Fees	873,906	940,553	875,000	945,000	4.5%	8.0%
Utility Taxes	1,758,170	1,808,208	1,681,000	1,809,000	8.6%	7.6%
Licenses and Fees	740,407	1,043,212	974,700	182,000	0.9%	-81.3%
Intergovernmental Revenues	2,678,326	2,581,943	2,699,687	2,775,828	13.2%	2.8%
Charges for Services	2,014,271	2,159,640	2,310,736	3,161,404	15.1%	36.8%
Fines and Forfeitures	576,014	519,211	462,682	474,000	2.3%	2.4%
Interest Income	7,526	14,976	12,500	14,000	0.1%	12.0%
Miscellaneous	299,922	281,477	270,036	294,620	1.4%	9.1%
Interfund Transfers	-	809,383	1,345,831	1,610,885	7.7%	19.7%
Sanitation Charges	2,251,759	2,257,719	2,346,945	2,347,000	11.2%	0.0%
Stormwater Charges	279,883.80	231,001	275,000	250,000	1.2%	-9.1%
Debt proceeds	641,062	2,254,580	5,640,011	-	0.0%	-100.0%
Total Revenues/Sources	17,944,269	21,571,104	25,871,735	20,967,141	100.0%	-19.0%
EXPENDITURES/USES						
General Government	2,385,340	3,109,515	8,411,570	2,389,965	11.0%	-71.6%
Public Safety	6,561,829	6,547,197	7,065,266	7,148,089	32.9%	1.2%
Public Services	2,261,029	2,422,872	2,293,444	2,402,420	11.1%	4.8%
Recreation & Culture	3,836,019	4,757,905	4,562,528	4,029,985	18.5%	-11.7%
Economic & Community Development	354,113	55,856	-	-	0.0%	0.0%
Debt Service	568,804	698,941	1,200,781	1,189,793	5.5%	-0.9%
Transfers to other funds	641,062	809,383	579,054	1,479,692	6.8%	155.5%
Sanitation Services	2,291,070	2,441,358	2,541,033	2,531,030	11.7%	-0.4%
Stormwater Services	457,726	519,162	504,346	554,149	2.6%	9.9%
Total Expenditures/Uses	19,356,992	21,362,189	27,158,022	21,725,122	100.0%	-20.0%
Excess(Deficit) of revenues over expenditures	(1,412,723)	208,915	(1,286,287)	(757,980)		
ENDING BALANCE	13,465,487	13,674,402	12,388,115	11,630,135		

BUDGET SUMMARY FOR FISCAL YEAR 2015-16 ALL GOVERNMENTAL FUNDS

	2012-13 Actual	2013-14 Actual	2014-15 Amended Budget	2015-16 Budget	% of Total	% Change from 2014-15
BEGINNING BALANCE	5,890,537	4,694,967	5,375,682	4,518,665		
REVENUES/SOURCES						
Taxes	5,823,022	6,669,201	6,977,607	7,103,405	38.7%	1.8%
Franchise Fees	873,906	940,553	875,000	945,000	5.1%	8.0%
Utility Taxes	1,758,170	1,808,208	1,681,000	1,809,000	9.8%	7.6%
Licenses and Fees	740,407	1,043,212	974,700	182,000	1.0%	-81.3%
Intergovernmental Revenues	2,678,326	2,581,943	2,699,687	2,775,828	15.1%	2.8%
Charges for Services	2,014,271	2,159,640	2,310,736	3,161,404	17.2%	36.8%
Fines and Forfeitures	576,014	519,211	462,682	474,000	2.6%	2.4%
Interest Income	7,526	13,893	12,000	13,500	0.1%	12.5%
Miscellaneous	299,922	282,560	270,036	294,620	1.6%	9.1%
Interfund Transfers	-	809,383	1,345,831	1,609,885	8.8%	19.6%
Proceeds from Debt	641,062	2,254,580	5,640,011	-		
Total Revenues	15,412,626	19,082,384	23,249,290	18,368,641	100.0%	-21.0%
EXPENDITURES/USES						
General Government	2,385,340	3,109,515	8,411,570	2,389,965	12.8%	-71.6%
Public Safety	6,561,829	6,547,197	7,065,266	7,148,089	38.4%	1.2%
Public Services	2,261,029	2,422,872	2,293,444	2,402,420	12.9%	4.8%
Recreation & Culture	3,836,019	4,757,905	4,562,528	4,029,985	21.6%	-11.7%
Economic & Community Development	354,113	55,856	-	-	0.0%	0.0%
Debt Service	568,804	698,941	1,194,445	1,180,893	6.3%	-1.1%
Transfers to other funds	641,062	809,383	579,054	1,479,692	7.9%	0.0%
Total Expenditures	16,608,196	18,401,670	24,106,307	18,631,043	100.0%	-22.7%
Excess(Deficit) of revenues over expenditures	(1,195,570)	680,715	(857,017)	(262,402)		
ENDING BALANCE	4,694,967	5,375,682	4,518,665	4,256,263		

BUDGET SUMMARY FOR FISCAL YEAR 2015-16 GENERAL FUND

	2012-13 Actual	2013-14 Actual	2014-15 Amended Budget	2015-16 Budget	% of Total	% Change from 2014-15
BEGINNING BALANCE	4,394,464	3,692,341	4,263,646	4,346,737		
REVENUES/SOURCES						
Taxes	5,823,021	6,669,201	6,977,607	7,103,405	45.8%	1.8%
Franchise Fees	873,906	940,553	875,000	945,000	6.1%	8.0%
Utility Taxes	1,758,170	1,808,208	1,681,000	1,809,000	11.7%	7.6%
Licenses and Fees	740,407	1,043,212	974,700	182,000	1.2%	-81.3%
Intergovernmental Revenues	1,990,594	1,851,894	1,946,297	2,017,494	13.0%	3.7%
Charges for Services	1,983,774	2,124,889	2,292,361	2,423,208	15.6%	5.7%
Fines and Forfeitures	526,592	421,708	462,682	474,000	3.1%	2.4%
Interest Income	5,389	12,042	9,000	12,000	0.1%	33.3%
Miscellaneous	277,807	243,453	252,900	277,420	1.8%	9.7%
Interfund Transfers	-	-	-	252,764	1.6%	100.0%
Proceeds from Debt	-	623,843	96,949	-	0.0%	0.0%
Total Revenues	13,979,661	15,739,003	15,568,496	15,496,290	100.0%	-0.5%
EXPENDITURES/USES						
General Government	2,385,340	2,253,344	2,373,210	2,389,965	15.4%	0.7%
Public Safety	6,396,489	6,370,435	6,697,504	6,550,705	42.3%	-2.2%
Public Services	1,755,072	1,591,867	1,692,371	1,721,936	11.1%	1.7%
Recreation & Culture	3,503,822	4,142,669	4,143,266	3,606,756	23.3%	-12.9%
Transfers to other funds	641,062	809,383	579,054	1,226,928	7.9%	111.9%
Total Expenditures	14,681,784	15,167,698	15,485,405	15,496,290	100.0%	0.1%
Increase(appropriated) fund balance	(702,123)	571,305	83,091	(0)		
ENDING BALANCE	3,692,341	4,263,646	4,346,737	4,346,737		

CITY OF MIAMI SPRINGS
BUDGET SUMMARY FY 2015-16

	Actual FY13-14	Amended Budget FY14-15	Adopted Budget FY15-16	% Increase (Decrease) From FY 14-15 Budget
<u>General Fund:</u>				
Budgeted Revenues	\$ 15,739,003	\$ 15,568,496	\$ 15,496,290	-0.5%
Budgeted Expenditures	(15,167,698)	(15,485,405)	(15,496,290)	0.1%
Excess(deficit) revenues over exp	571,305	83,091	(0)	
Decrease(increase)in fund balance	(571,305)	(83,091)	0	
	\$ -	\$ -	\$ -	
<u>Law Enforcement</u>				
Budgeted Revenues	\$ 99,200	\$ 3,000	\$ 1,500	-50.0%
Budgeted Expenditures	(176,762)	(367,762)	(131,951)	-64.1%
Excess(deficit) revenues over exp	\$ (77,562)	\$ (364,762)	\$ (130,451)	
<u>Road & Transportation</u>				
Budgeted Revenues	546,227	521,025	\$ 548,533	5.3%
Budgeted Expenditures	(831,004)	(601,073)	(680,484)	13.2%
Excess(deficit) revenues over exp	\$ (284,777)	\$ (80,048)	\$ (131,951)	
<u>Elderly Services</u>				
Budgeted Revenues	333,299	419,262	\$ 423,230	0.9%
Budgeted Expenditures	(333,299)	(419,262)	(423,230)	0.9%
Excess(deficit) revenues over exp	\$ (0)	\$ -	\$ -	
<u>Debt Service</u>				
Budgeted Revenues	698,761	1,194,445	\$ 1,180,893	-1.1%
Budgeted Expenditures	(698,941)	(1,194,445)	(1,180,893)	-1.1%
Excess(deficit) revenues over exp	\$ (179)	\$ -	\$ -	
<u>Capital Projects Fund</u>				
Budgeted Revenues	\$ 1,630,890	\$ 5,543,062	\$ -	-100.0%
Budgeted Expenditures	(1,141,730)	(6,038,360)	-	-100.0%
Excess(deficit) revenues over exp	\$ 489,160	\$ (495,298)	\$ -	
<u>Building Fund</u>				
Budgeted Revenues	\$ -	\$ -	\$ 718,196	0.0%
Budgeted Expenditures	-	-	(718,196)	0.0%
Excess(deficit) revenues over exp	\$ -	\$ -	\$ 0	
<u>Total Governmental</u>				
Budgeted Revenues	\$ 19,047,381	\$ 23,249,290	\$ 18,368,641	-21.0%
Budgeted Expenditures	(18,349,435)	(24,106,307)	(18,631,043)	-22.7%
Excess(deficit) revenues over exp	697,946	(857,017)	(262,401)	

BUDGET SUMMARY FOR FISCAL YEAR 2015-16 ALL ENTERPRISE FUNDS

	2012-13 Actual	2013-14 Actual	2014-15 Amended Budget	2015-16 Budget	% of Total	% Change from 2014-15
BEGINNING NET ASSETS BALANCE	3,787,006	3,569,854	3,098,054	2,668,784		
REVENUES/SOURCES						
Charges for services	2,529,954	2,487,637	2,621,945	2,597,000	99.9%	-1.0%
Interest Income	1,689	1,083	500	500	0.0%	0.0%
Total Revenues	2,531,643	2,488,720	2,622,445	2,598,500	100.0%	-0.9%
EXPENDITURES/USES						
Administrative costs	1,503,672	1,547,481	1,535,674	1,011,841	32.7%	-34.1%
Operations and maintenance	433,164	471,146	506,449	672,338	21.7%	32.8%
Disposal and recycling costs	597,130	666,385	740,256	705,000	22.8%	-4.8%
Depreciation and amortization	210,006	267,318	263,000	271,000	8.8%	3.0%
Interest Expense	4,823	8,190	6,336	8,900	0.3%	40.5%
Total Expenditures/uses	2,748,795	2,960,520	3,051,715	3,094,078	100.0%	1.4%
Excess(Deficit) of revenues over expenditures	(217,152)	(471,800)	(429,270)	(495,578)		
ENDING NET ASSETS BALANCE	3,569,854	3,098,054	2,668,784	2,173,206		

CITY OF MIAMI SPRINGS
ENTERPRISE FUND BUDGET SUMMARY FY 2015-16

	Actual FY13-14	Amended Budget FY14-15	Adopted Budget FY15-16	% Increase (Decrease) From FY 14-15 Budget
<u>Sanitation</u>				
Revenues/Sources	\$ 2,257,719	\$ 2,346,945	\$ 2,348,000	0%
Operating Expenses	<u>(2,352,235)</u>	<u>(2,456,033)</u>	<u>(2,446,030)</u>	0%
Operating Profit(Loss)	(94,517)	(109,088)	(98,030)	-10%
Depreciation	<u>(89,122)</u>	<u>(85,000)</u>	<u>(93,000)</u>	9%
Net Income(loss)	<u>\$ (183,639)</u>	<u>\$ (194,088)</u>	<u>\$ (191,030)</u>	
<u>Stormwater</u>				
Revenues/Sources	\$ 231,001	\$ 275,500	\$ 250,500	-9%
Operating Expenses	<u>(340,966)</u>	<u>(332,682)</u>	<u>(377,049)</u>	13%
Operating Profit(Loss)	(109,965)	(57,182)	(126,549)	121%
Depreciation	<u>(178,196)</u>	<u>(178,000)</u>	<u>(178,000)</u>	0%
Net Income(loss)	<u>\$ (288,161)</u>	<u>\$ (235,182)</u>	<u>\$ (304,549)</u>	
<u>Total Enterprise</u>				
Revenues/Sources	\$ 2,488,720	\$ 2,622,445	\$ 2,598,500	-1%
Operating Expenses	<u>(2,693,202)</u>	<u>(2,788,715)</u>	<u>(2,823,078)</u>	1%
Operating Profit(Loss)	(204,482)	(166,270)	(224,578)	35%
Depreciation	<u>(267,318)</u>	<u>(263,000)</u>	<u>(271,000)</u>	3%
Net Income(loss)	<u>\$ (471,800)</u>	<u>\$ (429,270)</u>	<u>\$ (495,578)</u>	

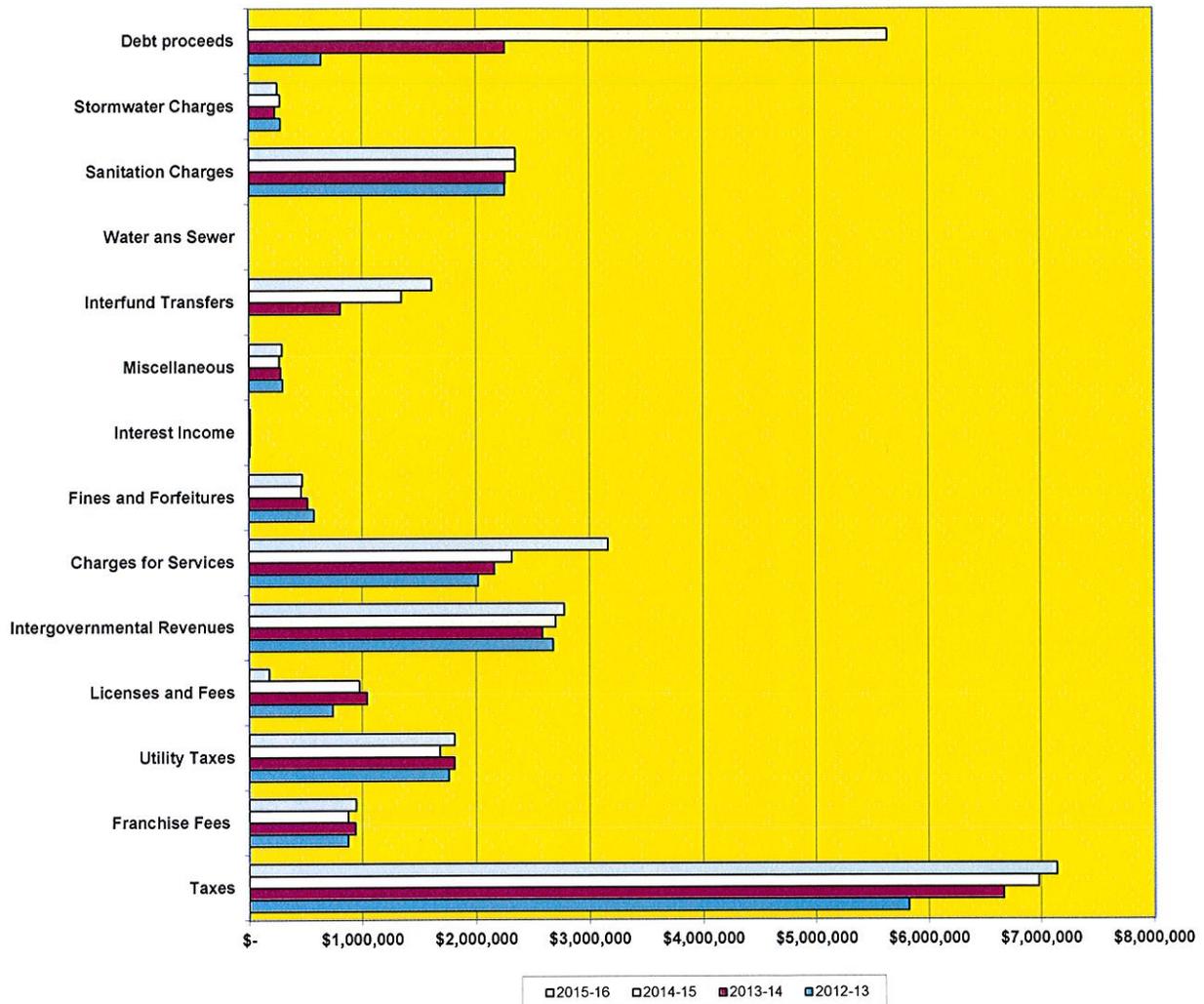
**CITY OF MIAMI SPRINGS
BUDGETED REVENUE FY 2015-16**

GENERAL FUND	\$15,496,290
SPECIAL REVENUE FUNDS:	
<u>Road and Transportation Fund</u>	
People's Transportation Tax	531,333
Misc Funds	17,200
Total Road and Transportation	548,533
Law Enforcement Trust Fund	131,951
Building Operations Fund	718,196
Elderly Services (including \$176,229 in transfers from the General Fund)	423,230
Total Special Revenue Funds	1,821,910
Debt Service Fund-G.O. Bonds	1,180,893
ENTERPRISE FUNDS:	
<u>Sanitation Fund</u>	
Residential/Recycling/Bulk	2,348,000
Appropriated Fund Balance	191,030
Total Sanitation Fund	2,539,030
<u>Stormwater Fund</u>	
Residential/Commercial/Industrial Fees	250,000
Misc Income	500
Appropriated Fund Balance	304,549
Total Stormwater Fund	555,049
Total All Funds	\$ 21,593,171

CITY OF MIAMI SPRINGS
LISTING OF TOP EXPENDITURES - ALL FUNDS

	<u>FY2014-15</u> <u>Amended Budget</u>	<u>FY2015-16</u> <u>Budget</u>	<u>% of Total</u>	<u>% of Change</u> <u>From FY2014-15</u>
Salaries	\$ 7,619,357	\$ 8,210,820	37.8%	7.8%
Health Insurance Benefits	1,084,146	1,031,054	4.7%	-4.9%
Pension costs	1,000,820	1,072,518	4.9%	7.2%
Workmens Comp	423,723	401,653	1.8%	-5.2%
Other Employee Benefits	535,946	601,739	2.8%	12.3%
Total Salaries & Benefits	10,663,992	11,317,785	52.1%	6.1%
Capital Expenditures	611,403	450,378	2.1%	-26.3%
Debt Service Payments	1,200,781	1,189,793	5.5%	-0.9%
Depreciation/Amortization	263,000	271,000	1.2%	3.0%
Operating Supplies/Uniforms	785,575	747,511	3.4%	-4.8%
Contractual Services	2,123,377	2,038,726	9.4%	-4.0%
Waste Disposal	740,256	705,000	3.2%	-4.8%
Transfers to other funds	147,605	176,229	0.8%	19.4%
Liability insurance	380,486	379,631	1.7%	-0.2%
Professional Fees	424,983	432,900	2.0%	1.9%
Management fee paid by enterprise funds	530,000	530,000	2.4%	0.0%
Fleet Maintenance	319,197	424,850	2.0%	33.1%
Repairs and Maintenance	671,492	683,194	3.1%	1.7%
Other Misc Expenses	2,252,541	2,378,126	10.9%	5.6%
Total Budgeted Expenditures(All Funds)	21,114,688	21,725,122	100.0%	2.9%

Revenues All Funds



EXPENDITURE CATEGORY MATRIX FOR FY2015-16 BUDGET

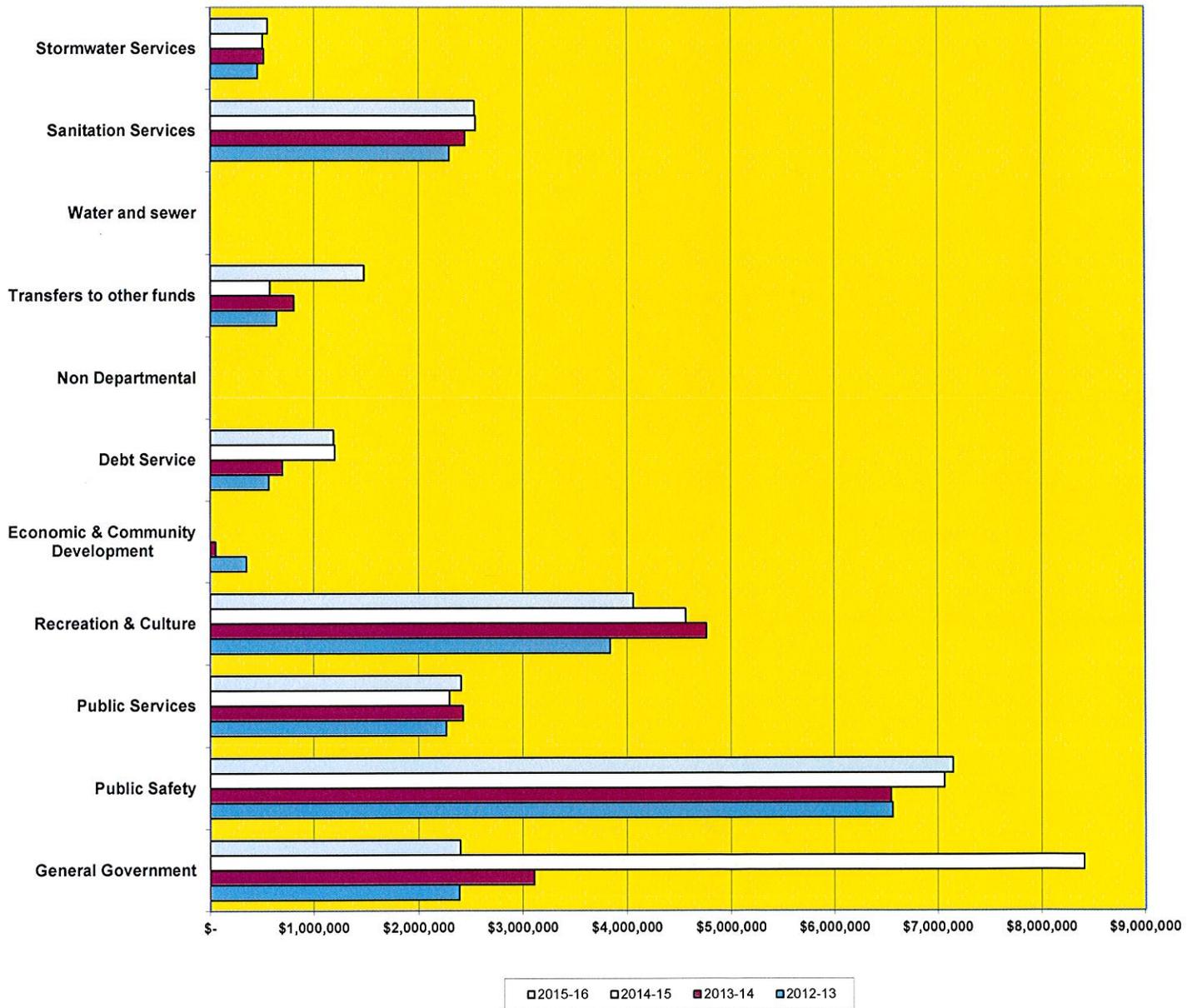
Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Other Uses	Total
General Fund						
Mayor & City Council	35,075	115,196	-	-	-	150,271
Office of the City Manager	271,762	76,851	-	-	-	348,613
Office of the City Clerk	183,538	85,849	-	-	-	269,386
Office of the City Attorney	-	166,000	-	-	-	166,000
Human Resource Department	160,027	63,292	-	-	-	223,318
Finance /Budget	668,779	137,004	-	-	-	805,783
IT Department	172,901	169,101	-	-	-	342,002
Planning Department	66,806	17,785	-	-	-	84,591
Police Department	5,698,920	484,114	170,977	-	-	6,354,011
Police - School Guards	23,123	700	-	-	-	23,823
Code Compliance	154,890	17,981	-	-	-	172,871
Public Services - Administration	344,052	61,067	-	-	-	405,119
Public Services - Streets	109,877	268,544	-	-	-	378,421
Public Services - Properties	367,597	271,254	-	-	-	638,851
Public Services - Building Maintenance	62,231	155,364	52,950	-	-	270,545
Public Services - Fleet Maintenance	-	29,000	-	-	-	29,000
Recreation	750,724	599,496	90,000	-	-	1,440,220
Aquatics	127,716	48,325	-	-	-	176,041
Tennis	-	21,291	-	-	-	21,291
Park Maintenance	46,043	195,370	3,000	-	-	244,413
Golf-Administration	-	18,968	-	-	-	18,968
Golf-Pro Shop	282,334	269,144	-	-	-	551,478
Golf-Maintenance	197,240	826,910	-	-	130,193	1,154,344
Transfers to other funds	-	-	-	-	1,226,928	1,226,928
General Fund Total	9,723,635	4,098,608	316,927	-	1,357,121	15,496,290
% of General Fund	62.7%	26.4%	2.0%	0.0%	8.8%	100.0%
Road and Transportation Fund						
Streets & Sidewalks-Maintenance	73,682	474,851	131,951	-	-	680,484
Streets & Sidewalks-Infrastructure	-	-	-	-	-	-
Road & Transportation Fund Total	73,682	474,851	131,951	-	-	680,484
% of Road & Transportation	10.8%	69.8%	19.4%	0.0%	0.0%	100.0%
Senior Center fund						
Social Services	179,868	243,361	-	-	-	423,230
Senior Center Total	179,868	243,361	-	-	-	423,230
% of Senior Center	42.5%	57.5%	0.0%	0.0%	0.0%	100.0%
Building Department						
Public Safety	340,984	377,212	-	-	-	718,196
Building Department Total	340,984	377,212	-	-	-	718,196
% of Building Department	47.5%	52.5%	0.0%	0.0%	0.0%	100.0%
Debt Service						
General Debt Service	-	-	-	1,180,893	-	1,180,893
Debt Service Total	-	-	-	1,180,893	-	1,180,893
% of Debt Service	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%

EXPENDITURE CATEGORY MATRIX FOR FY2015-16 BUDGET

Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Other Uses	Total
Sanitation Fund						
Garbage and Trash Collection	862,083	1,198,947	-	8,000	470,000	2,539,030
Sanitation Fund Total	862,083	1,198,947	-	8,000	470,000	2,539,030
% of Sanitation	34.0%	47.2%	0.0%	0.3%	18.5%	100.0%
Stormwater Fund						
Stormwater services	149,758	344,391	-	900	60,000	555,049
Stormwater Fund Total	149,758	344,391	-	900	60,000	555,049
% of Stormwater	27.0%	62.0%	0.0%	0.2%	10.8%	100.0%
Law Enforcement Fund						
Treasury & Justice Confiscated	-	130,451	1,500	-	-	131,951
Law Enforcement Fund Total	-	130,451	1,500	-	-	131,951
% of Law Enforcement	0.0%	98.9%	1.1%	0.0%	0.0%	100.0%
TOTAL 2015-16 BUDGET	11,330,009	6,867,821	450,378	1,189,793	1,887,121	21,725,122
% OF TOTAL 2015-16 BUDGET	52.2%	31.6%	2.1%	5.5%	8.7%	100.0%

Note: The following funds are not detailed in the Expenditure Category Matrix because they do not have a Proposed 2015-16 Budget: Capital Projects Fund, Hurricane Fund, Grants Fund, and the Police Grants fund.

Expenditures All Funds



CITY OF MIAMI SPRINGS
PERSONNEL COMPARISON BY DEPARTMENT
 Final

	FY 2013-14		FY 2014-15		FY 2015-16		Increase(decrease) from FY 2014-15	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Office of the City Manager	1.50	-	1.50	-	1.50	-	-	-
Office of the City Clerk	2.75	-	2.75	-	2.75	-	-	-
Human Resource Department	2.00	-	2.00	-	2.00	-	-	-
Finance & Budget Department	4.20	1.00	3.50	2.00	2.50	3.00	(1.00)	1.00
Finance-Professional Services	3.00	-	3.00	-	3.00	-	-	-
IT Department	2.00	-	2.00	-	2.00	-	-	-
Planning Department	1.25	-	1.25	-	1.25	-	-	-
Police Department	53.00	8.00	53.00	7.00	54.00	7.00	1.00	-
Building Department	4.00	8.00	4.00	9.00	5.00	8.00	1.00	(1.00)
Code Compliance	1.00	-	2.00	-	2.00	-	-	-
Public Services- Administration	4.00	-	4.00	-	5.00	-	1.00	-
Public Services - Streets	2.00	-	2.00	-	2.00	-	-	-
Public Services - Properties	6.00	-	5.00	-	7.00	-	2.00	-
Public Services - Building Maintenance	1.00	-	1.00	-	1.00	-	-	-
Recreation	7.00	43.00	6.00	43.00	6.00	43.00	-	-
Aquatics	-	25.00	-	25.00	2.00	25.00	2.00	-
Park Maintenance	-	-	1.00	-	1.00	-	-	-
Golf Course-Pro Shop	3.30	18.00	2.00	18.00	2.00	18.00	-	-
Golf Course-Maintenance	1.00	-	1.00	-	3.00	-	2.00	-
Road & Transportation Fund	1.00	-	1.00	-	1.00	-	-	-
Senior Center	1.00	7.00	1.00	7.00	1.00	8.00	-	1.00
Sanitation Fund	13.00	-	13.00	-	13.00	-	-	-
Stormwater Fund	3.00	-	3.00	-	3.00	-	-	-
TOTAL PERSONNEL	117.00	110.00	115.00	111.00	123.00	112.00	8.00	1.00

City of Miami Springs
Transfer From and Transfer To Schedule

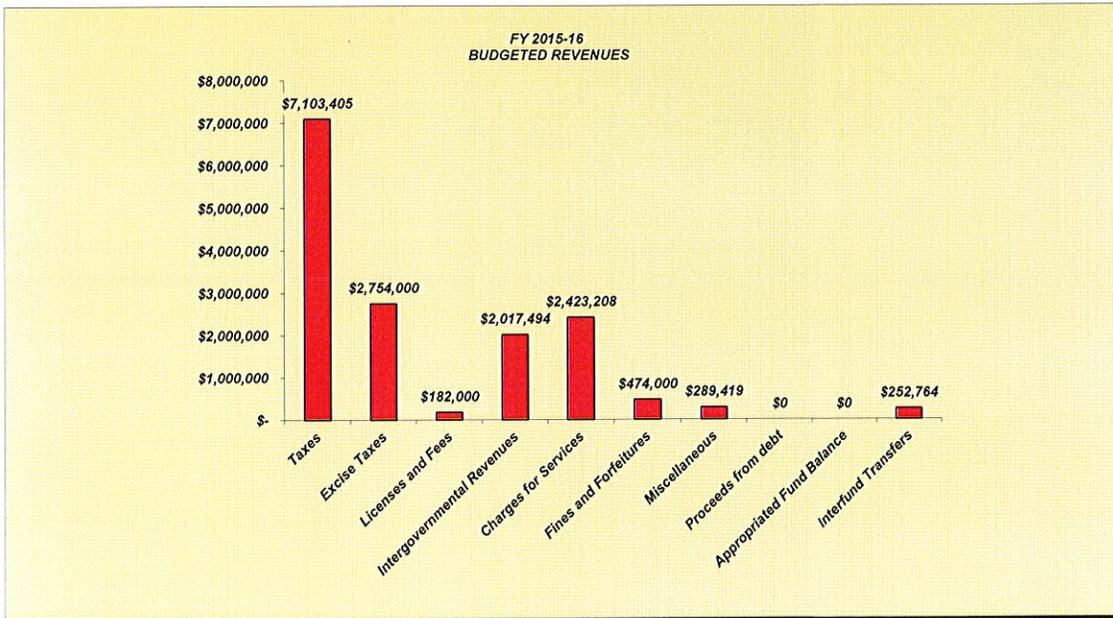
Fund	Transfer From	Transfer To
General Fund	1,357,121	782,764
Elderly Services		176,229
Debt Service		1,180,893
Building Fund*	252,764	-
Sanitation Fund*	470,000	
Stormwater Fund*	60,000	
	\$ 2,139,885	\$ 2,139,885

* Administrative charges paid to the General Fund

GENERAL FUND

**CITY OF MIAMI SPRINGS
SUMMARY OF GENERAL FUND REVENUES**

REVENUES	FY12-13 Actual	FY13-14 Actual	FY14-15 Budget	FY15-16 Budget	% of Total	% Change from 2014-15
Taxes	\$ 5,823,021	\$ 6,669,201	\$ 6,977,607	\$ 7,103,405	45.8%	1.8%
Excise Taxes	2,632,077	2,748,761	2,556,000	2,754,000	17.8%	7.7%
Licenses and Fees	740,407	1,043,212	974,700	182,000	1.2%	-81.3%
Intergovernmental Revenues	1,990,594	1,851,894	1,946,297	2,017,494	13.0%	3.7%
Charges for Services	1,983,774	2,124,889	2,292,361	2,423,208	15.6%	5.7%
Fines and Forfeitures	526,592	421,708	462,682	474,000	3.1%	2.4%
Miscellaneous	283,196	255,495	261,900	289,419	1.9%	10.5%
Proceeds from debt		623,843	96,949	-	0.0%	-100.0%
Appropriated Fund Balance	702,123	571,305	83,091	-	0.0%	-100.0%
Interfund Transfers		-	-	252,764	1.6%	0.0%
Total Revenues	\$ 14,681,784	\$ 16,310,309	\$ 15,651,587	\$15,496,290	100.0%	-1.0%



**CITY OF MIAMI SPRINGS
REVENUE COMPARISON
GENERAL FUND**

Line Item Revenue	FY 12-13	FY 13-14	FY 14-15	FY 15-16	% of	% Change
	Actual	Actual	Budget	Proposed Budget	Total	from 2014-15
Ad Valorem Taxes - Current	5,823,022	6,653,974	\$ 6,897,607	\$ 7,023,400	45.32%	1.8%
Ad Valorem Taxes - Delinquent	-	15,227	80,000	80,005	0.52%	0.0%
Franchise Fees	873,906	940,553	875,000	945,000	6.10%	8.0%
Utility Service Taxes	1,096,401	1,209,894	1,071,000	1,199,000	7.74%	12.0%
Local Communications Tax	661,769	598,314	610,000	610,000	3.94%	0.0%
Occupational Licenses - City	79,136	72,758	75,000	75,000	0.48%	0.0%
Occupational Licenses - County	20,302	21,827	15,000	20,000	0.13%	33.3%
Building Permits	190,393	414,313	450,000	-	SEE NOTE A	0.0%
Electrical Permits	54,947	90,186	75,000	-	SEE NOTE A	0.0%
Plumbing Permits	29,124	47,490	50,000	-	SEE NOTE A	0.0%
Roofing Permits	49,901	68,744	55,000	-	SEE NOTE A	0.0%
Mechanical Permits	19,624	54,504	17,000	-	SEE NOTE A	0.0%
Zoning Fees	35,670	42,513	42,000	42,000	0.27%	0.0%
Certification of Completions	1,815	3,850	2,000	-	SEE NOTE A	0.0%
Structural Permits	19,750	26,260	20,000	-	SEE NOTE A	0.0%
POD Permit Fees	2,000	1,350	700	-	SEE NOTE A	0.0%
Other Permits	237,744	199,419	135,000	-	SEE NOTE A	0.0%
Misc plan Reviews	-	-	5,000	5,000	0.03%	0.0%
State Revenue Sharing	402,234	426,621	435,970	457,679	2.95%	5.0%
Alcoholic Beverage License	10,013	12,237	15,000	15,000	0.10%	0.0%
1/2-cent Sales Tax	949,575	1,003,119	1,049,058	1,106,608	7.14%	5.5%
Local Option Gas Tax	359,996	367,298	376,729	387,207	2.50%	2.8%
Gas Tax Rebate	9,552	8,775	11,000	11,000	0.07%	0.0%
School Crossing Guards	19,863	15,225	20,000	20,000	0.13%	0.0%
Summer Camp Activity Fees	16,675	22,545	18,000	18,000	0.12%	0.0%
Summer Camp	150,037	129,745	160,000	160,000	1.03%	0.0%
Fitness Room Membership	49,581	38,122	20,000	20,000	0.13%	0.0%
After School Program	41,069	38,126	32,000	32,000	0.21%	0.0%
Gym Admission Fees	-	-	3,000	3,000	0.02%	0.0%
Gym Rental	690	-	1,000	-	0.00%	-100.0%
Senior Center rental	-	-	1,250	1,200	0.01%	-4.0%
Water Polo/Aquatics Teams	12,715	11,215	5,000	-	0.00%	-100.0%
Swimming Pool Admissions/Lessons	83,566	68,538	7,200	52,300	0.34%	626.4%
Yoga	11,651	7,115	8,550	-	0.00%	-100.0%
Pool Rental	13,397	7,180	2,000	3,000	0.02%	50.0%
Get Fit Summer Camp	-	5,750	16,000	16,000	0.10%	0.0%
Vending Machines	2,092	1,460	3,000	3,000	0.02%	0.0%
Fireworks-VG	6,000	3,000	3,000	3,000	0.02%	0.0%
Pool Memberships	6,261	8,015	1,000	2,280	0.01%	128.0%
Aquatic Multipurpose Room Rental	-	-	-	6,400	0.04%	100.0%
Shade Area/Umbrella Rentals	-	-	-	21,600	0.14%	100.0%
Basketball fees	29,075	29,490	42,175	44,450	0.29%	5.4%
Other Annual Events	3,514	5,696	7,730	9,730	0.06%	25.9%
Pelican Theatre	10,132	8,985	20,000	20,000	0.13%	0.0%
Jazzercise	3,925	3,925	4,800	3,600	0.02%	-25.0%
Daddy/Daughter Dance	3,213	4,453	4,775	7,525	0.05%	57.6%
Green Fees	655,986	808,179	978,623	1,027,535	6.63%	5.0%
Cart Fees	90,936	51,640	68,630	72,062	0.47%	5.0%
Golf Merchandise/Food & Beverage Sales	51,785	84,070	113,941	100,771	0.65%	-11.6%
Range Fees	100,980	135,504	164,857	173,101	1.12%	5.0%
Misc. Club Rental/Lessons	7,426	7,832	9,694	23,266	0.15%	140.0%
GHIN Disabled Fees	138	-	1,200	1,200	0.01%	0.0%
Golf memberships	42,845	65,380	64,936	68,188	0.44%	5.0%
Miscellaneous Charges for Serv	10	-	-	-	0.00%	0.0%
Copies & Other Charges	2,510	2,481	3,000	3,000	0.02%	0.0%
Lien Search	14,767	17,050	15,000	15,000	0.10%	0.0%
Re-Occupancy Inspection fees	22,475	26,000	19,000	22,000	0.14%	15.8%
Clerk of the Court - Fines	117,255	133,357	138,482	138,000	0.89%	-0.3%
Code Enforcement tickets	23,025	23,800	15,000	25,000	0.16%	66.7%
Disabled Parking tickets	9,184	-	9,200	11,000	0.07%	19.6%
Administrative Fee-Red Light hearings	-	9,721	19,540	15,000	0.10%	-23.2%
Police Grants-Byrne Grant	2,803	2,684	15,000	5,000	0.03%	-66.7%
Other Grants	262,171	15,936	-	-	0.00%	0.0%
Interest - Investments	4,046	10,102	7,000	10,000	0.06%	42.9%

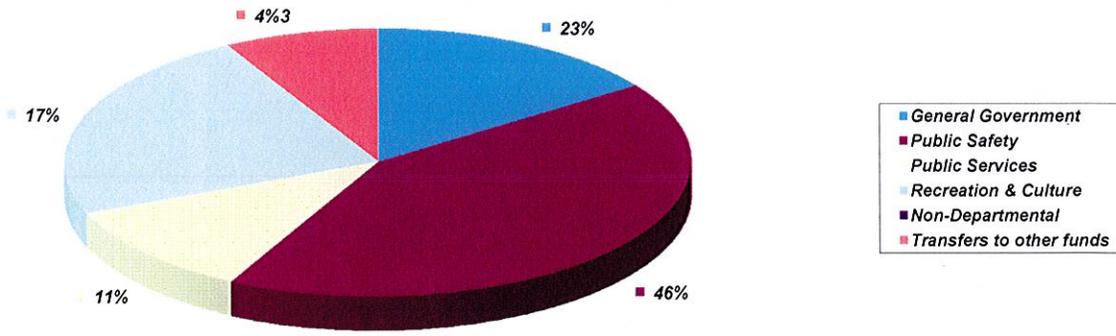
**CITY OF MIAMI SPRINGS
REVENUE COMPARISON
GENERAL FUND**

Line Item Revenue	FY 12-13	FY 13-14	FY 14-15	FY 15-16	% of	% Change
	Actual	Actual	Budget	Proposed Budget	Total	from 2014-15
Interest - Tax Collections	1,343	1,940	2,000	2,000	0.01%	0.0%
Rent - Metro Fire	11,696	12,724	15,000	14,000	0.09%	-6.7%
Rent - Dade Co. Library	8,253	8,253	8,300	8,300	0.05%	0.0%
Rent - Bus Benches	4,284	4,369	4,300	4,400	0.03%	2.3%
Recreational Activities	16,529	17,836	12,000	12,000	0.08%	0.0%
Sprint Tower	72,624	92,108	90,000	93,000	0.60%	3.3%
Nextel	6,749	-	6,800	-	0.00%	-100.0%
Metro PCS	8,540	8,881	8,500	9,000	0.06%	5.9%
Surplus sale of equipment	47,690	40,280	40,000	42,220	0.27%	5.6%
Other Miscellaneous	95,637	85,019	67,500	90,000	0.58%	33.3%
Red Light Fines	377,128	254,830	300,000	300,000	1.94%	0.0%
Returned check charges	266	353	-	500	0.00%	100.0%
Code Enforcement Liens	250	5,925	500	4,000	0.03%	700.0%
ITF - Building Fund	-	-	-	252,764	1.63%	0.0%
ITF - Sanitation Admin Fee	470,000	470,000	470,000	470,000	3.03%	0.0%
ITF- Stormwater Adim Fee	60,000	60,000	60,000	60,000	0.39%	0.0%
Appropriated Fund Balance	-	-	44,380	-	0.00%	-100.0%
Proceeds from Debt	-	623,843	96,949	-	0.00%	-100.0%
TOTALS >>>	\$13,979,661	\$15,767,908	\$ 15,612,876	\$ 15,496,290	100.00%	-0.7%

**CITY OF MIAMI SPRINGS
EXPENDITURES BY CLASS**

	FY2012-13 <u>Actual</u>	FY2013-14 <u>Actual</u>	FY2014-15 <u>Amended Budget</u>	FY2015-16 <u>Budget</u>	% of Change <u>From FY2014-15</u>
General Government	\$ 2,385,340	\$ 2,253,344	\$ 2,373,210	\$ 2,389,965	0.7%
Public Safety	6,396,489	6,370,435	6,258,370	6,550,705	4.7%
Public Services	1,755,072	1,591,867	1,692,371	1,721,936	1.7%
Recreation & Culture	3,503,822	4,142,670	3,522,888	3,606,756	2.4%
Non-Departmental	-	-	-	-	0.0%
Transfers to other funds	641,062	809,383	1,199,432	1,226,928	2.3%
Sub-Totals	\$ 14,681,784	\$ 15,167,699	\$ 15,046,271	\$ 15,496,290	3.0%
Increase(appropriated) fund balance	(702,122)	571,305	190,462	-	-100.0%
Totals	\$ 13,979,662	\$ 15,739,004	\$ 15,236,733	\$ 15,496,290	1.7%

FY 2015-16 Expenditures by Class



**CITY OF MIAMI SPRINGS
EXPENDITURES BY DEPARTMENT**

	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	% Change
<u>Department</u>	<u>Actual</u>	<u>Actual</u>	<u>Amended Budget</u>	<u>Budget</u>	<u>From FY2014-15</u>
Mayor & City Council	\$ 96,720	\$ 118,424	\$ 150,945	\$ 150,271	-0.4%
Office of the City Manager	354,013	354,558	354,311	348,613	-1.6%
Office of the City Clerk	280,342	226,228	310,013	269,386	-13.1%
Office of the City Attorney	165,986	159,454	171,000	166,000	-2.9%
Human Resource Department	206,798	211,616	209,474	223,318	6.6%
Finance /Budget	804,559	794,800	740,253	805,783	8.9%
IT Department	349,639	307,498	335,516	342,002	1.9%
Planning Department	127,284	80,764	101,698	84,591	-16.8%
Police Department	5,795,972	5,742,398	6,102,816	6,354,011	4.1%
Police - School Guards	19,724	18,412	23,471	23,823	1.5%
Code Compliance	580,793	609,625	132,083	172,871	30.9%
Public Services - Administration	346,040	354,580	369,476	405,119	9.6%
Public Services - Streets	369,739	351,735	397,185	378,421	-4.7%
Public Services - Properties	690,780	586,011	582,227	638,851	9.7%
Public Services - Building Maintenance	312,404	267,037	261,428	270,545	3.5%
Public Services - Fleet Maintenance	36,108	32,504	82,055	29,000	-64.7%
Recreation	1,484,027	1,275,603	1,424,998	1,440,220	1.1%
Aquatics	242,946	268,229	103,653	176,041	69.8%
Tennis	25,172	18,744	20,851	21,291	2.1%
Park Maintenance	108,449	97,495	227,300	244,413	7.5%
Golf Administration	22,319	22,894	20,062	18,968	-5.5%
Pro Shop	574,059	621,319	545,865	551,478	1.0%
Golf Maintenance	1,046,849	1,838,385	1,180,159	1,154,344	-2.2%
Total	\$14,040,722	\$14,358,316	\$13,846,839	\$14,269,362	3.1%
Transfers to other funds	641,062	809,383	1,199,432	1,226,928	2.3%
Increase(appropriated) fund balance	(702,122)	571,305	190,462	-	-100.0%
Total	\$13,979,662	\$15,739,004	\$15,236,733	\$15,496,290	1.7%

CITY OF MIAMI SPRINGS
LISTING OF TOP EXPENDITURES-GENERAL FUND

	<u>FY2014-15</u> <u>Amended Budget</u>	<u>FY2015-16</u> <u>Budget</u>	<u>% of Total</u>	<u>% of Change</u> <u>From FY2014-15</u>
Salaries	\$ 6,498,372	\$ 7,066,365	45.6%	8.7%
Health Insurance Benefits	858,065	846,059	5.5%	-1.4%
Pension costs	878,523	978,474	6.3%	11.4%
Workmens Comp	342,290	316,725	2.0%	-7.5%
Other Employee Benefits	466,730	516,011	3.3%	10.6%
Total Salaries & Benefits	9,043,980	9,723,635	62.7%	7.5%
Capital Expenditures	399,205	316,927	2.0%	-20.6%
Debt Service Payments	1,182,422	1,180,893	7.6%	-0.1%
Operating Supplies/Uniforms	538,352	533,124	3.4%	-1.0%
Contractual Services	1,109,670	1,022,570	6.6%	-7.8%
Utilities	430,041	391,198	2.5%	-9.0%
Transfers to other funds	147,605	176,229	1.1%	19.4%
Liability insurance	306,038	307,012	2.0%	0.3%
Professional Fees	336,940	372,555	2.4%	10.6%
Fleet Maintenance	145,429	135,450	0.9%	-6.9%
Repairs and Maintenance	330,774	369,644	2.4%	11.8%
Other Misc Expenses	1,075,815	967,055	6.2%	-10.1%
Total Budgeted Expenditures	15,046,271	15,496,290	100.0%	3.0%

City Council

Mission Statement

The mission of the City Council is to provide leadership and direction for the City, to assure the present and future fiscal integrity of the municipal government, to represent the short and long-term interests of the City, and to promote quick, courteous responses to residents' concerns.

City Council

The City Council of the City of Miami Springs is comprised of an elected Mayor and four elected Council members. These individuals serve in the capacity of elected officials for the voters of the City and act as the legislative body of the municipality. Terms are for two years and members may serve for four consecutive terms.

The body is elected to lead, direct and provide policy for the administration. Additionally, the body is responsible to establish laws, regulations, set millage rates, adopt budgets, appropriate funds and other legislative matters. To ensure continuity, the Council appoints citizens to serve as advisors to permanent boards, two retirement systems and various ad hoc advisory committees.

Regular Council meetings are held the second and fourth Mondays of each month excluding July. Special sessions are also held in August to discuss budget and other matters of critical importance.

Goals

Represent the citizens of Miami Springs in an effective and efficient manner through policy making that meets and anticipates the needs of the City.

Enhance community spirit and promote community involvement through use of City boards and committees.

Objectives

Meet regularly to discuss and decide current issues within the City and allow citizens a forum to participate in the policies affecting their City.

Support all City boards and committees and ensure that all vacant posts are filled.

2014-15 Accomplishments

Awarded a contract to Lunacon for the construction of the new aquatic facility

Approved the aquatic center facility financing note and terms

Adopted an additional Senior Citizen Homestead Exemption

Completed the Golf Cart Suitability Study

City Council

2015-16 Budget Highlights

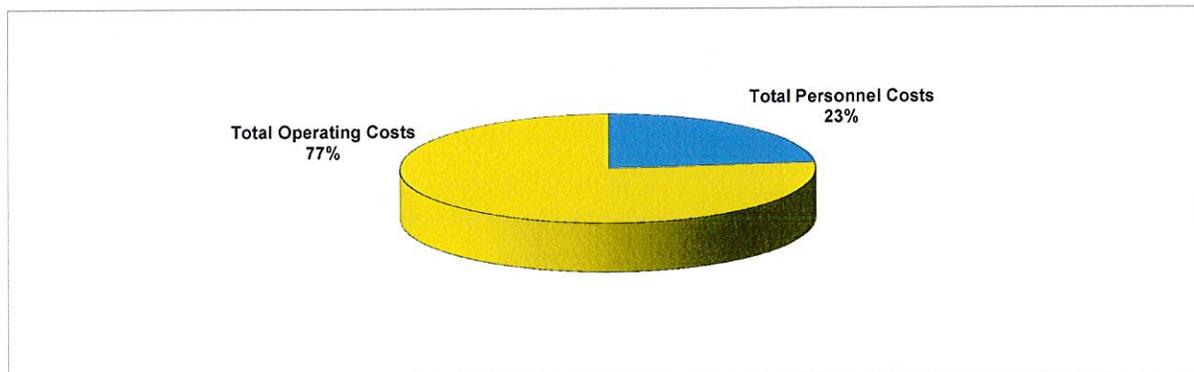
- Proposed budget is \$674 or 0.45% lower than FY2014/2015.
- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$150,271</u>
Net cost of Department	<u>\$150,271</u>
- The Promotions line item is a lump sum of \$83,550 to be allotted during the year as follows:
 1. \$43,750 will be allocated during the year for the following events:

Stafford Golf Tournament	(\$2,000)
River Cities Festival	(\$7,500)
Car shows (2)	(\$3,000)
City events	(\$8,000)
Fla League 89 th anniversary ad	(\$1,000)
Miami Dade Installation Dinner ad	(\$1,250)
Employee Holiday Dinner	(\$3,000)
Police Appreciation Dinner	(\$6,500)
Optimist BarBQ	(\$2,000)
City's 90 th Birthday Celebration	(\$9,500)
 2. \$35,000 has been allocated to the Curtis Mansion to assist with their annual operating costs.
 3. \$4,800 has been allocated to the Historic Museum for storage costs (\$400 per month for 12 months)

MAYOR AND CITY COUNCIL
Expenditure Detail

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Amended Budget	FY 2015-16 Budget	% of Total	% Change from 2014-15
PERSONNEL						
Executive Salaries	\$31,675	\$31,800	\$31,800	\$31,800	21.2%	0.0%
Payroll Taxes	2,423	2,433	2,433	\$2,433	1.6%	0.0%
Workers' Compensation	827	380	842	843	0.6%	0.1%
<i>Total Personnel Costs</i>	\$ 34,925	\$ 34,613	\$ 35,075	\$ 35,075	23.3%	0.0%
OPERATING						
Professional Services		2,500	20,000	-	0.0%	-100.0%
Travel & Related Costs	7,772	5,491	10,000	10,000	6.7%	0.0%
Telephone				3,576	2.4%	100.0%
Rentals & Lease	12,000	11,000			0.0%	0.0%
Promotions & Donations	21,344	50,296	68,250	83,550	55.6%	22.4%
Misc. Expenses	1,910	874	2,850	2,950	2.0%	3.5%
Operating Supplies	5,244	1,388	1,000	1,000	0.0%	100.0%
Dues, Memberships & Subsc.	3,171	2,866	3,400	3,400	2.3%	0.0%
Printing and binding	2,069	1,178	2,230	2,480	1.7%	11.2%
Office Supplies	1,100	76	900	1,000	0.7%	11.1%
Contractual Services	7,185	8,142	7,240	7,240	4.8%	0.0%
<i>Total Operating Costs</i>	\$ 61,795	\$ 83,811	\$ 115,870	\$ 115,196	76.7%	-0.6%
CAPITAL OUTLAY						
Machinery & Equipment	-	-	-	-	0.0%	0.0%
<i>Total Capital Outlay</i>	\$ -	\$ -	\$ -	\$ -	0.0%	0.0%
TOTAL EXPENSES	\$ 96,720	\$ 118,424	\$ 150,945	\$ 150,271	99.7%	-0.4%



Personnel Summary

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Amended Budget	FY 2015-16 Budget	% of Total	% Change from 2014-15
Mayor	1	1	1	1	20.0%	0.0%
City Council Members	4	4	4	4	80.0%	0.0%
DEPARTMENT TOTAL	5	5	5	5	100.0%	0.0%

City Clerk

Mission Statement

The mission of the City Clerk's office is committed to serving the public, the City Council, and all City Departments by striving for excellence in the preservation and management of all City records and assist in the accessibility to Public Records; to conduct all City Clerk related services with accuracy in a courteous and expeditious manner, providing the means for citizens to participate in local government.

City Clerk

The Office of the City Clerk is responsible for officially maintaining all records and minutes of the City.

The Office of the City Clerk is responsible for conducting all City elections (F.S.S.106 and City Charter 8.02(1)) and for preserving all permanent records, ordinances, resolutions, proclamations, minutes, contracts, historical documents and other official records in compliance with F.S.S. chapter 119 and Charter 8.02 (4).

The City Clerk serves as Records Management Liaison Officer (RMLO) to all City departments as needed. With the Mayor and City Manager, the Clerk attests to all official City documents and records the appropriate document with the Clerk of the Court (Charter 8.02).

The City Clerk's office attends, records and transcribes minutes of all City Council meetings, in a timely fashion, as well as a summary of actions for proper follow-up by all departments. The City Clerk also provides notary, information and referral services to the general public to enhance community relations.

Goals

Provide for and ensure the accurate and unbiased compilation and maintenance of the legislative history of the official actions and documents of the City of Miami Springs.

To serve as a principal contact for citizen inquiries and inform the residents of the actions of the City using the most current means and methods.

To develop a records management program that will benefit the City staff in order to easily locate documents to improve day to day operations.

Initiate an internal City Clerk's newsletter for City staff to be informed on Council actions and legislative activities.

Establish an annual reporting system for the dissemination of accomplishments and challenges for the City Clerk's Office.

Objectives

Compile and distribute all agenda documents for the City Council meetings, special meetings, and advisory boards and transcribe accurate minutes of all proceedings.

Create and maintain accurate minutes and notes of all meetings held by the City Council in its legislative and in its quasi-judicial capacity

Publish and post all notices of public proceedings as required by law

Act as the records custodian for the City and disseminate information to the public as necessary.

Serve as Supervisor of Elections for the City's local election.

Objectives (continued)

Continue to maintain an organized public records management system, utilizing document imaging as appropriate, in order to provide public records in a timely and reasonable manner.

Continue to administer the review the codification of the City Charter and Code through contract with Municipal Code Corporation.

Continue to provide assistance to all Departments concerning City needs.

2014-15 Accomplishments

- Supervised the April 7, 2015 Miami Springs General Election.
- Continued the paperless agenda system to replace the paper agenda packets.
- Provided secretarial support to the City Attorney.
- Ordered publication of two new supplement for the Code of Ordinances.
- Researched records and provided extensive information to the City Attorney, Administration, Department Heads and general public.
- Processed over 450 public record requests.
- Notarized 850 documents for residents and other citizens.
- Implemented a records management program in the Clerk's Department that will eventually be used city-wide.
- Researched and implemented the new audio and visual system in the Council Chambers.

2015-16 Budget Highlights

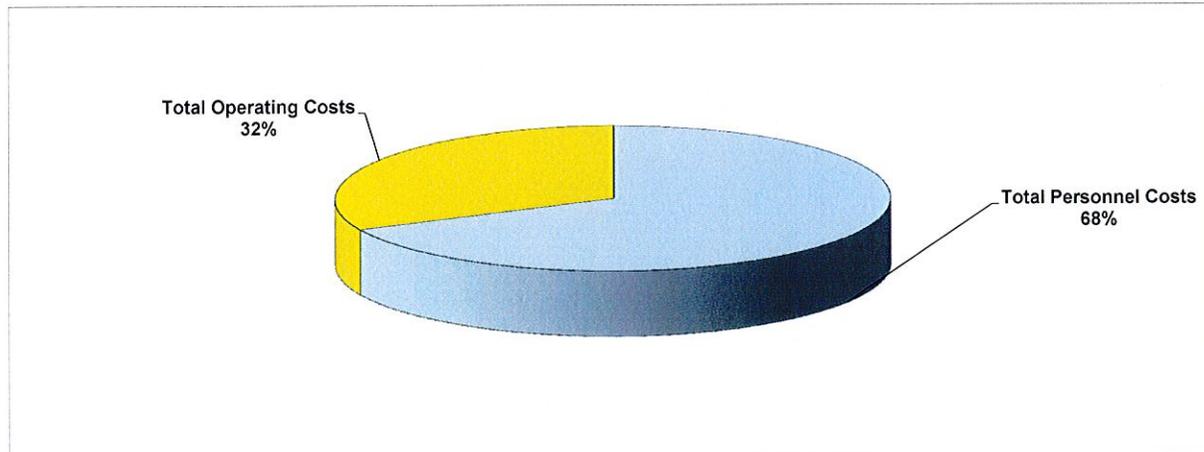
- Proposed budget is \$ 40,627 or 13% lower than FY2014/2015.
- Budget includes \$20,000 in contractual services and \$6,000 in advertising for the 2017 city election.

▪ Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$269,386</u>
Net cost of Department	<u>\$269,386</u>

OFFICE OF THE CITY CLERK
Expenditure Detail

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Amended Budget	FY 2015-16 Budget	% of Total	% Change from 2014-15
PERSONNEL						
Salaries	\$ 160,819	\$ 128,497	\$ 157,484	\$ 143,557	53.3%	-8.8%
Part Time Year Round	14,870	-	-	-	0.0%	0.0%
Overtime	1,899	1,531	1,500	-	0.0%	-100.0%
Payroll Taxes	13,856	9,947	10,066	10,075	3.7%	0.1%
Pension & Retirement	252	8,837	14,633	16,829	6.2%	0.0%
Health Insurance	13,035	15,978	26,595	12,718	4.7%	-52.2%
Workers' Compensation	406	172	394	359	0.1%	-8.9%
Total Personnel Costs	\$ 205,137	\$ 164,962	\$ 210,672	\$ 183,538	68.1%	-12.9%
OPERATING						
Contractual Services	32,300	28,885	33,573	28,500	10.6%	-15.1%
Travel & Related Costs	58	1,383	2,000	2,000	0.7%	0.0%
Telephone	639	992	337	1,056	0.4%	213.4%
Rentals and leases	4,490	2,957	3,000	3,000	1.1%	0.0%
Repairs & Maintenance	3,448	2,760	3,565	7,600	2.8%	113.2%
Printing & Binding	4,992	3,815	6,630	6,630	2.5%	0.0%
Postage	503	339	481	474	0.2%	-1.5%
Advertising & Promotions	9,679	3,205	22,000	16,000	5.9%	-27.3%
Office Supplies	3,491	4,076	5,600	5,600	2.1%	0.0%
Operating Supplies	4,919	4,494	6,179	6,000	2.2%	-2.9%
Dues, Memberships & Subsc.	1,346	1,465	2,640	2,640	1.0%	0.0%
Training & Education	750	1,625	1,550	1,675	0.6%	8.1%
Liability Insurance	2,676	2,724	3,869	3,287	1.2%	-15.0%
Vehicle registration & Tag	1,218	1,075	-	-	0.0%	0.0%
Internet Access	942	1,472	1,817	1,387	0.5%	-23.7%
Total Operating Costs	\$ 71,451	\$ 61,267	\$ 93,241	\$ 85,849	31.9%	-7.9%
CAPITAL OUTLAY						
Machinery & Equipment	4,025	-	6,100	-	0.0%	0.0%
Total Capital Outlay	\$ 4,025	\$ -	\$ 6,100	\$ -	0.0%	0.0%
TOTAL EXPENSES	\$ 280,613	\$ 226,229	\$ 310,013	\$ 269,386	100.0%	-13.1%



Personnel Summary						
	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Amended Budget	FY 2015-16 Budget	% of Total	% Change from 2014-15
City Clerk	1	1	1	1	36.4%	0.0%
Deputy City Clerk	1	1	1	1	36.4%	0.0%
Assistant City Clerk	0	0	0.75	0.75	27.3%	0.0%
Total of Full-time employees	2	2	2.75	2.75	100.0%	0.0%
Part Time Employees	0.5	0.5	0.0	0.0	0.0%	0.0%
DEPARTMENT TOTAL	2.5	2.5	2.75	2.75	100.0%	0.0%

City Manager

Mission Statement

In order to ensure the Quality of Life the residents of Miami Springs have historically enjoyed, the Mission of the Office of the City Manager is to protect that quality and manage change through the following:

To provide the most effective means of implementing the policies of the City Council and delivering personalized services to the residents of Miami Springs, all within a budget that emphasizes fiscal constraint; to direct and oversee the activities of the various department directors to ensure the activities of their staff reflect this vision; and to foster an atmosphere that inspires creative solutions to the various issues we face daily.

City Manager

The authority of this office is established and governed by Article IV of the Charter. The City Manager is deemed the Chief Administrative Officer of the City and, as such, is responsible for implementing the policies and directives of the will of the majority of the City Council. This involves daily contact with the heads of the various city departments, to assure their follow through on such implementation.

Responsibilities of this Office include but are not limited to: assuring adherence to all rules, regulations and policies; preparation and submission of an annual operating budgets to support the activities of the various departments; ensure the fiscal health of the City; and to monitor all major activities such as outside contracts, administrative positions, major capital projects, and the directives of the majority vote of the Mayor and City Council.

The City Manager serves on several boards, and attends meetings of advisory boards when required. The Manager is also required to attend meetings on behalf of the City from time to time outside the City to protect and promote the City's interests.

Goals

Provide effective and professional administration of polices and programs established by the City Council.

Provide leadership in the daily administration of the City government and assure fair, friendly and consistent treatment to all employees, residents and other customers of the City.

To continue to pursue the improvement of existing recreation facilities and identify those facilities that have outlived their useful life.

To continue to work with the Council on our strategic plan so that the City may engage in longer term planning and budgeting for future growth.

To continue to reduce personnel costs and plan ahead to replace and reorganize our future senior cadre with recognition to our departing senior cadre (DROP) replacing them only as required leaning heavily on our next tier of future managers.

To complete construction of the new pool on time and on budget.

Objectives

Review all agenda items submitted by the departments for Council approval.

Research issues and provide additional information to Council to ensure policies and directives are based on the best and most accurate information available.

City Manager

Objectives (continued)

Consult with the City Attorney on a regular basis to insure that proposed courses of action are within the law.

Provide timely response to questions and concerns of residents.

Hire individuals who understand the importance of working cooperatively and effectively with the residents.

Consider minimal rate increases in revenue producing activities such as the driving range, cart rentals, greens fees, aquatic center admissions, tennis center admissions, etc., so that the users of these facilities share a greater cost for such use.

Review all current policies, procedures and memberships to guarantee that all revenues are collected and recorded appropriately.

Continue in a more pro-active role with our new downtown improvements consultant to market our commercial district on NW 36th Street to a broader audience.

Meet with business and property owners of our commercial districts to listen to their concerns and identify those areas where the City can be of assistance.

Review all past marketing and revitalization studies to glean the proper information common to each as they relate to the formulation of solutions proffered by the downtown improvements consultant.

Finalize a comprehensive plan for our recreation facilities that will best achieve a maximization of personnel and minimize the duplication of functions.

Work with the American Red Cross and examine the operational issues that will be associated with the use of recreation facilities as disaster shelters.

2014-15 Accomplishments

- At the end of the 2014 fiscal year the city's final numbers were below budget which provided a surplus that increased our reserves. It is expected that another surplus will be provided at the end of FY2015.
- Conducted a search and hired a new Police Chief and subsequent organizational changes within the department.
- Conducted a search and hired a new full time Building Official.
- Re-organized the Building and Code Department.
- Facilitated the construction of the new aquatic center and necessary financing.
- Negotiated a new three year contract with the FOP.
- Circle renovations (paving, cross walks, sidewalks)
- Stafford Field re-grassing
- Developed a "succession plan" to replace the over 25 employees currently in the DROP plan.

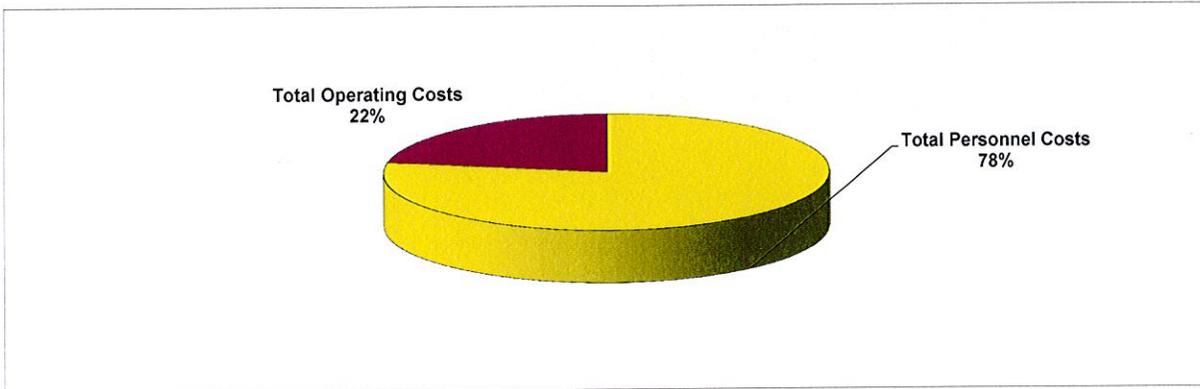
FY 2015-16 Budget Highlights

- Proposed budget is \$5.698 or 1.6% lower than FY2014/2015, this decrease is mainly due to decreased health insurance costs.
- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$348,613</u>
Net cost of Department	<u>\$348,613</u>
- Budget includes \$45,000 for the City Lobbyist.

**CITY MANAGER
Expenditure Detail**

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Amended Budget	FY 2015-16 Budget	% of Total	% Change from 2014-15
Salaries	\$ 202,166	\$ 203,572	\$ 202,943	\$ 203,193	58.3%	0.1%
Part Time Year Round	500	-	-	-	0.0%	0.0%
Payroll Taxes	13,687	13,543	13,803	14,192	4.1%	2.8%
Pension & Retirement	31,344	31,353	30,441	30,479	8.7%	0.1%
Health Insurance	17,040	19,001	23,406	18,513	5.3%	-20.9%
Workers' Compensation	5,228	2,410	5,378	5,385	1.5%	0.1%
Total Personnel Costs	\$ 269,965	\$ 269,879	\$ 275,971	\$ 271,762	78.0%	-1.5%
OPERATING						
Professional Services	60,844	62,794	53,500	53,500	15.3%	0.0%
Travel & Related Costs	8,105	7,830	7,800	7,800	2.2%	0.0%
Office Supplies	1,439	999	1,200	1,000	0.3%	-16.7%
Operating Supplies	5,763	5,216	5,068	5,000	1.4%	-1.3%
Postage	63	42	84	83	0.0%	-1.2%
Dues, Memberships & Subsc.	475	1,446	2,600	2,000	0.6%	-23.1%
Training & Education	355	-	-	-	0.0%	0.0%
Liability Insurance	3,264	3,540	4,985	4,652	1.3%	-6.7%
Telephone/Internet	2,529	2,810	3,103	2,816	0.8%	-9.2%
Total Operating Costs	\$ 82,837	\$ 84,677	\$ 78,340	\$ 76,851	22.0%	-1.9%
TOTAL EXPENSES	\$ 352,802	\$ 354,556	\$ 354,311	\$ 348,613	100.0%	-1.6%



Personnel Summary

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Amended Budget	FY 2015-16 Budget	% of Total	% Change from 2014-15
City Manager	1	1	1	1	66.7%	0.0%
Assistant City Manager	1	0.5	0.5	0.5	33.3%	0.0%
Grant Writer	1	-	-	-	0.0%	0.0%
Executive Secretary	1	-	-	-	0.0%	0.0%
Customer Service Rep.	1	-	-	-	0.0%	0.0%
DEPARTMENT TOTAL	5	1.5	1.5	1.5	100.0%	0.0%

Human Resources

Mission Statement

To provide an organizational framework to recruit, select, classify, compensate, develop, and reward the City's diverse workforce, while ensuring an environment that optimizes productivity, efficiency and effectiveness. In addition, this department is responsible for the effective administration of claims, and to provide a safe and healthy environment for the City's employees and residents.

Human Resources

Human Resources administer a comprehensive personnel program that includes: recruitment, selection, wage and salary administration, employee relations and staff development training programs for City employees. The department advises and counsels City employees on personnel matters. Department staff is responsible for general personnel administration, staff and program development, and collective bargaining with the union and the administration of the Civil Service System. The department is also responsible for Risk Management and Worker's Compensation insurance claims for all City departments.

Goals

Continue to develop and maintain effective, positive employee relations.

To minimize the City's exposure to financial loss through the effective use of loss prevention and transfer programs, safety programs, and vigilant claims processing.

Strive to be in compliance with all the new and updated employment laws.

Objectives

Continue to standardize human resources management practices in the areas of hiring, retention, employee development, benefits, testing, and compliance with federal, state, and local regulations.

Expand the City's outreach efforts to reach a diverse group of competent workers when recruiting for city vacancies.

The development, communication, and implementation of policies, discipline, administration, maintenance of records, and all other human resource functions, as well as providing in-house training programs.

To reduce the severity and frequency of workers' compensation losses by continuous safety training and updating of city-wide safety programs.

2014-15 Accomplishments

Human Resources

Processed 38 Recreation Leaders to work during the summer camp program which had to comply with new requirements that included photograph submittal along with fingerprints.

Advertised, received, and reviewed 97 resumes for Chief of Police. Scheduled selected applicants to be interviewed by Administrative Staff and recommended applicants to be interviewed by the City Manager.

Human Resources

2014-15 Accomplishments (continued)

Tested for the position of Police Officer. 21 applied. Open positions will be selected from current register..

Tested and hired for the position of Police Dispatcher. 19 applied. Open positions will be selected from current register.

Tested and hired for Public Service Aide – 12 were interviewed and 2 selected and being processed to fill two open positions.

Hired an Assistant Information Technology Manager- a number applied and a selection was made.

Hired a Building Official/Code Compliance Director

Continued the enforcement of alcohol and drug random testing for Commercial Driver's License (CDL)

Completed the annual driver's license check for all employees who drive City vehicles.

Workers' Compensation:

Continued the reduction of 5% of the City's Workers Compensation premium by enforcing the Drug-Free Workplace Program policy in place.

Reduced the number of Workers' Compensation claims, as a result of team effort of management and employees to have a safe work environment. Receive 2% off our Workers' Compensation premiums .

Risk Management:

Continued to respond to claims in a timely manner to reduce the City's exposure to financial loss.

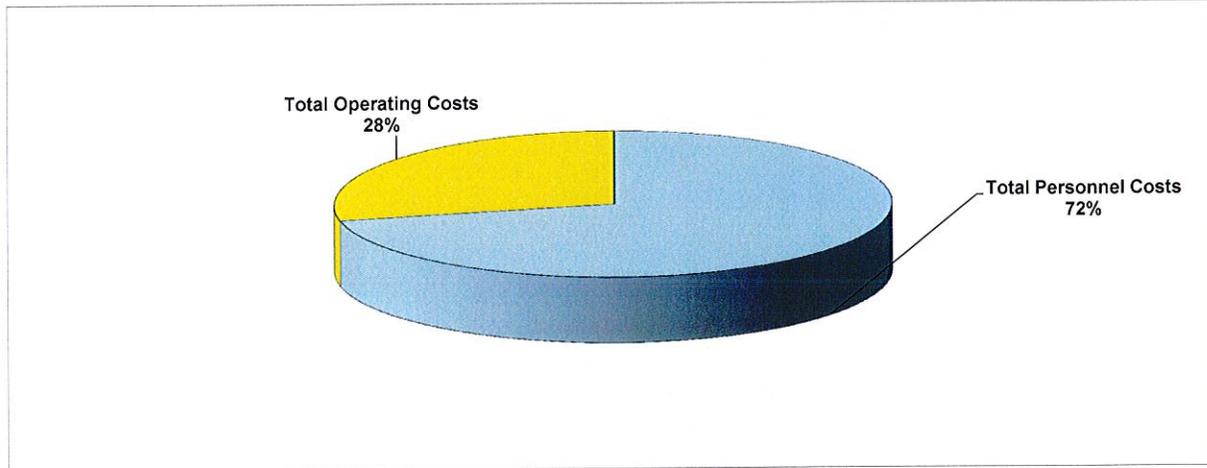
FY 2015-16 Budget Highlights

- Proposed budget is \$ 13,844 or 6.6 % higher than FY2014/2015.
- Increase due to the expected increase in the costs of fingerprinting and background checks, as well as a salary increase for the Human Resources Specialist position.
- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$223,318</u>
Net cost of Department	<u>\$223,318</u>

HUMAN RESOURCES DEPARTMENT
Expenditure Detail

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Amended Budget	FY 2015-16 Budget	% of Total	% Change from 2014-15
PERSONNEL						
Salaries	\$ 124,054	\$ 125,727	\$ 124,207	\$ 133,762	59.9%	7.7%
Payroll Taxes	9,257	9,395	8,897	9,424	4.2%	5.9%
Pension & Retirement	5,835	6,154	6,259	5,393	2.4%	-13.8%
Health Insurance	9,348	10,026	12,288	11,113	5.0%	-9.6%
Workers' Compensation	297	143	321	334	0.1%	4.2%
<i>Total Personnel Costs</i>	\$ 148,791	\$ 151,445	\$ 151,972	\$ 160,027	71.7%	5.3%
OPERATING						
Professional Services	43,280	44,796	44,000	48,000	21.5%	9.1%
Contractual Services	3,561	3,942	-	2,166	1.0%	0.0%
Travel & Related Costs	1,336	814	1,500	1,500	0.7%	0.0%
Telephone/Internet	1,581	1,938	2,154	1,867	0.8%	-13.3%
Postage	189	127	199	196	0.1%	-1.5%
Advertising & Promotions	1,823	1,628	1,500	1,500	0.7%	0.0%
Office Supplies	1,567	1,598	1,500	1,500	0.7%	0.0%
Operating Supplies	287	532	500	500	0.2%	0.0%
Dues, Memberships & Subsc.	1,619	1,664	2,000	2,000	0.9%	0.0%
Training & Education	760	923	1,000	1,000	0.4%	0.0%
Liability Insurance	2,004	2,208	3,149	3,063	1.4%	-2.7%
<i>Total Operating Costs</i>	\$ 58,007	\$ 60,170	\$ 57,502	\$ 63,292	28.3%	10.1%
TOTAL EXPENSES	\$ 206,798	\$ 211,615	\$ 209,474	\$ 223,318	100.0%	6.6%



Personnel Summary

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Amended Budget	FY 2015-16 Budget	% of Total	% Change from 2014-15
Human Resources Director/Risk Mgr	1	1	1	1	50.0%	0.0%
Human Resources Specialist II	1	1	1	1	50.0%	0.0%
<i>Total of Full-time employees</i>	2	2	2	2	100.0%	0.0%
Part Time Employees	0	0	0	0	0.0%	0.0%
DEPARTMENT TOTAL	2	2	2	2	100.0%	0.0%

Finance Department

Mission Statement

**Financial Integrity and
Transparency Through Effective
Fiscal Oversight as well as Constant
Communications with Taxpayers,
Council, and Other Stakeholders**

Finance Department-Administrative Division

The Administrative Division of the Finance Department is responsible for overseeing the financial operations of the City including: accounts payable, accounts receivable, audits, budgeting, capital projects accounting, cash management, collections, debt administration, financial analysis, financial reporting, fixed asset reporting, payroll processing, and revenue & expenditure forecasting and monitoring. The Finance Department is also responsible for safeguarding the assets of the City.

The department ensures that surplus funds are properly invested to maximize returns on cash for operations.

The department is responsible for utility billing, collections, customer service and accounts receivable collections for the sanitation and storm water funds.

Goals

To ensure complete and accurate accounting of all transactions, and to report all financial information in accordance with professional accounting standards and federal, state, and local laws. Develop and implement processes to enhance the financial viability of the City, and provide financial information and analyses that are valuable as management tools and that are readily understood by our residents.

Objectives

Coordinate the preparations of the budget document and publish the adopted budget by October 1st.

Maintain high levels of professional accounting and reporting standards worthy of the Government Finance Officers Association (GFOA) "Certificate of Achievement for excellence in Financial Reporting" and the "Distinguished Budget Presentation Award" programs.

Continue providing monthly, quarterly, and annual financial data to facilitate the proper administration of the City.

Improve the usefulness of the performance measures of each department.

Provide for audits of the City. Coordinate the audits with the City's auditors and provide account analysis, reconciliations, and audit schedules to expedite the audit process and reduce the time needed to complete the Comprehensive Annual Financial Report.

2014-15 Accomplishments

- Awarded the "Award for Outstanding Achievement in Popular Annual Financial Reporting" by the GFOA.
- Awarded the "Distinguished Budget Presentation Award" by the GFOA.
- Awarded the "Certificate of Achievement for Excellence in Financial Reporting" from the GFOA.

Finance Department-Administrative Division

2014-15 Accomplishments (continued)

- Received an unqualified audit from the City's external auditors for the fiscal year ending September 30th, 2014.

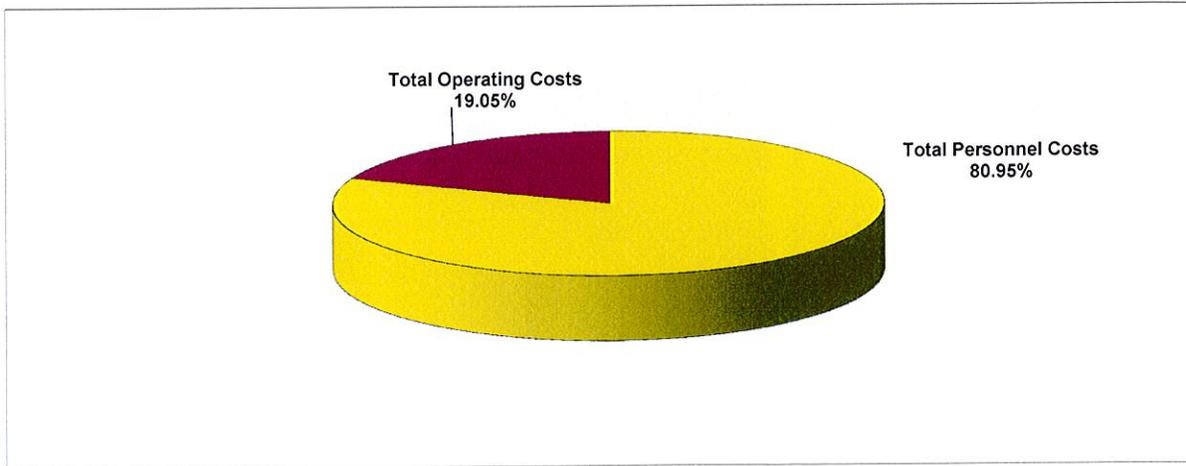
FY 2015-16 Budget Highlights

- Proposed budget is \$32,818 or 7.1 % higher than FY2014/2015.
- Increase is due to a \$42,000 retirement payout to our Finance/Systems Manager, she will continue to work on a part-time basis.
- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$495,379</u>
Net cost of Department	<u>\$495,379</u>

**FINANCE DEPARTMENT
Administration Division-Expenditure Detail**

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Amended Budget	FY 2015-16 Budget	% of Total	% Change from 2014-15
PERSONNEL						
Salaries	297,173	296,810	\$ 225,521	\$ 250,570	50.6%	11.1%
Part Time Year Round	20,519	21,883	51,510	77,418	15.6%	100.0%
Payroll Taxes	23,809	23,989	19,823	23,003	4.6%	16.0%
Pension & Retirement	36,447	23,723	22,524	20,590	4.2%	-8.6%
Health Insurance	24,381	27,347	33,442	28,609	5.8%	-14.5%
Workers' Compensation	765	351	713	820	0.2%	15.0%
Unemployment Compensation Tax	-	-	-	-	0.0%	0.0%
<i>Total Personnel Costs</i>	\$ 403,094	\$ 394,103	\$ 353,533	\$ 401,010	81.0%	13.4%
OPERATING						
Professional Services & Audit Fees	97,280	94,132	57,040	49,000	9.9%	-14.1%
Travel & Related Costs	2,782	2,428	4,000	2,500	0.5%	-37.5%
Telephone/Internet	5,408	5,044	5,290	4,707	1.0%	-11.0%
Repairs & Maintenance	3,155	2,711	2,500	2,700	0.5%	8.0%
Rentals & Lease	1,535	2,647	2,000	2,240	0.5%	12.0%
Printing & Binding	6,359	8,927	6,000	6,000	1.2%	0.0%
Advertising & Promotions	103	3,679	6,400	1,500	0.3%	-76.6%
Office Supplies	1,912	1,192	2,500	1,500	0.3%	-40.0%
Courier, UPS, Fedex-Overnight	445	518	400	500	0.1%	25.0%
Postage	2,452	1,652	2,347	2,313	0.5%	-1.4%
Operating Supplies	5,164	2,217	4,100	3,500	0.7%	-14.6%
Dues, Memberships & Subsc.	2,145	2,896	2,150	2,500	0.5%	16.3%
Training & Education	1,458	200	2,000	1,000	0.2%	-50.0%
Liability Insurance	8,041	6,396	7,902	8,409	1.7%	6.4%
Other Current Charges	6,341	5,425	4,399	6,000	1.2%	36.4%
<i>Total Operating Costs</i>	\$ 144,580	\$ 140,064	\$ 109,028	\$ 94,369	19.0%	-13.4%
CAPITAL OUTLAY						
Machinery & Equipment	1,048	-	-	-	0.0%	0.0%
<i>Total Capital Outlay</i>	\$ 1,048	\$ -	\$ -	\$ -	0.0%	0.0%
TOTAL EXPENSES	\$ 548,722	\$ 534,167	\$ 462,561	\$ 495,379	100.0%	7.1%



Personnel Summary

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Amended Budget	FY 2015-16 Budget	% of Total	% Change from 2014-15
Finance Director	0.5	0.5	0.5	0.5	16.7%	0.0%
Comptroller	1	1	0	0	0.0%	0.0%
Accounting Clerk II	1	1	1	1	33.3%	0.0%
Accounting Clerk III	1	1	1	1	33.3%	0.0%
Accounting Systems Analyst	0.7	0.7	0.7	0.0	0.0%	-100.0%
<i>Total of Full time employees</i>	4.2	4.2	3.2	2.5	83.3%	-21.9%
<i>Part-time Employee</i>						
Comptroller/Accounting Systems	0	0	1	2	66.7%	100.0%
Clerical Assistant	1	1	1	1	33.3%	0.0%
DEPARTMENT TOTAL	1.0	1.0	2.0	3.0	33.3%	50.0%

Finance Department-Professional Services Division

The Professional Services Division of the Finance Department is responsible for the procurement operations of the City, the research, writing and submission of grant proposals, the dissemination of public information, community outreach, and ensuring timely communication with City residents through a variety of media.

Goals

- To ensure complete, accurate and transparent purchasing transactions in accordance with City purchasing policies and federal, state and local laws.
 - To develop, provide and communicate information that is a valuable management tool and readily accessible by residents.
-

Objectives

- Continue to keep administration, employees and residents informed of all coming events, projects and initiatives within the City through the monthly Gazette News-Bulletin, the web site, Channel 77, Twitter, the sign on the Circle, community calendars, notices and other print media as needed, including but not limited to flyers, posters, brochures, postcards etc.
- Increase stakeholder awareness of the City's five year strategic plan, goals, objectives and core values
- Assist the City with "going green" by increasing electronic communication
- Increase resident awareness of municipal operations, procedures and issues and provide official response to citizen inquiries via a variety of communication vehicles such as quarterly newsletters and fact sheets that are issued on an "as-needed" basis
- Continue to exercise total transparency and fiscal responsibility in all procurement matters
- Continue to research, collaborate with City departments and submit appropriate grant proposals and related documents that address municipal priorities

2014-15 Accomplishments through May 2015

- Reviewed and processed 721 purchase orders
- 3 "Springs Connection" Newsletters
- 2 communication mailers
- 23 Posters/Flyers
- 12 Gazette News Bulletins
- Emergency Preparedness Guide (Eng. and Span. versions)
- 8 Press Releases
- Applied for 4 grant opportunities for the potential of \$113,662 in project funding and 3 legislative request with a potential of \$2,850,000.

Finance Department-Professional Services Division

2014-15 Accomplishments through May 2015 (continued)

- 714 Tweets for 3 accts.:@miamispringsfl, @miamispringspd and @miamispringsgc
- Maintained ongoing communication and correspondence with maintaining the Circle marquee, city website, channel 77, and community calendars up to date with current information.
- Started Art in Public Places process for new Aquatic Center

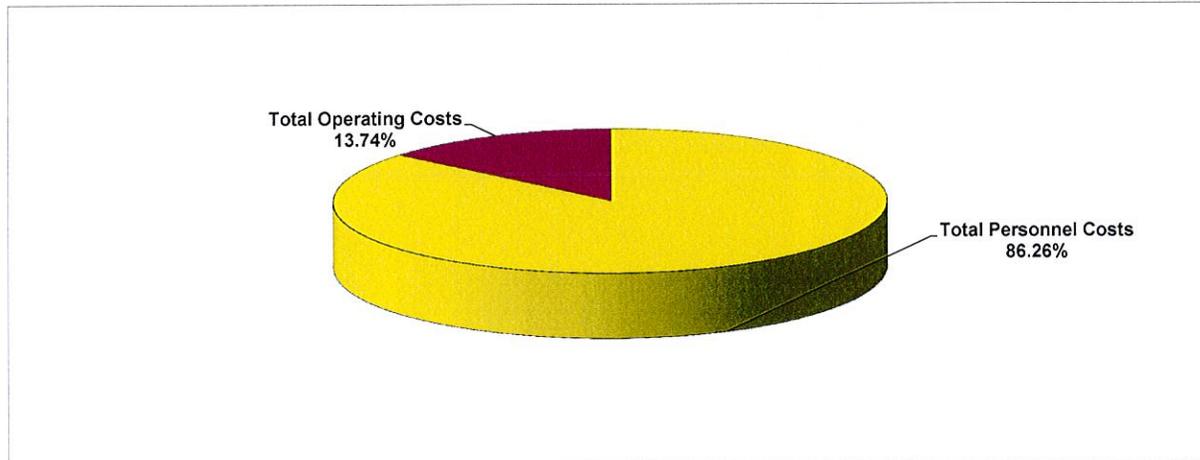
FY 2015-16 Budget Highlights

- Proposed budget is \$ 32,711 or 11.8% higher than FY2014/2015.
- Increase is due to a \$28,000 retirement payout to the city's Executive Secretary..
- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$310,403</u>
Net cost of Department	<u>\$310,403</u>

FINANCE DEPARTMENT
Professional Services Division-Expenditure Detail

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Amended Budget	FY 2015-16 Budget	% of Total	% Change from 2014-15
PERSONNEL						
Salaries	\$ 181,572	\$ 182,085	\$ 181,384	\$ 218,581	70.4%	20.5%
Payroll Taxes	13,845	13,881	11,659	14,744	4.7%	26.5%
Pension & Retirement	11,598	8,411	8,130	7,060	2.3%	-13.2%
Health Insurance	23,610	26,528	32,762	26,837	8.6%	-18.1%
Workers' Compensation	437	201	453	546	0.2%	20.6%
<i>Total Personnel Costs</i>	<i>\$ 231,062</i>	<i>\$ 231,106</i>	<i>\$ 234,388</i>	<i>\$ 267,769</i>	<i>86.3%</i>	<i>14.2%</i>
OPERATING						
Professional Services	1,281	1,445	3,200	3,200	1.0%	0.0%
Travel & Related Costs	34	35	100	100	0.0%	0.0%
Printing & Binding	10,811	12,861	17,638	17,620	5.7%	-0.1%
Advertising & Promotions	6,211	266	1,000	1,000	0.3%	0.0%
Office Supplies	56	1,106	500	500	0.2%	0.0%
Courier, UPS, Fedex-Overnight	-	-	100	100	0.0%	0.0%
Postage	1,021	5,149	12,790	12,790	4.1%	0.0%
Operating Supplies	837	823	1,700	500	0.2%	-70.6%
Dues, Memberships & Subsc.	1,598	1,724	1,820	1,820	0.6%	0.0%
Liability Insurance	2,928	3,156	4,456	5,004	1.6%	12.3%
<i>Total Operating Costs</i>	<i>\$ 24,777</i>	<i>\$ 26,565</i>	<i>\$ 43,304</i>	<i>\$ 42,634</i>	<i>13.7%</i>	<i>-1.5%</i>
CAPITAL OUTLAY						
Machinery & Equipment	-	2,960	-	-	0.0%	0.0%
<i>Total Capital Outlay</i>	<i>\$ -</i>	<i>\$ 2,960</i>	<i>\$ -</i>	<i>\$ -</i>	<i>0.0%</i>	<i>0.0%</i>
TOTAL EXPENSES	\$ 255,839	\$ 260,631	\$ 277,692	\$ 310,403	100.0%	11.8%



Personnel Summary

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Amended Budget	FY 2015-16 Budget	% of Total	% Change from 2014-15
Professional Services Supervisor	1	1	1	1	33.3%	0.0%
Grant Writer/PIO Officer	1	1	1	1	33.3%	0.0%
Executive Secretary	1	1	1	1	33.3%	0.0%
<i>Total of Full time employees</i>	<i>3</i>	<i>3</i>	<i>3</i>	<i>3</i>	<i>100.0%</i>	<i>0.0%</i>
DEPARTMENT TOTAL	3	3	3	3	100.0%	0.0%

City Attorney

Mission Statement

The mission of the City Attorney's office is to provide competent legal advice and counsel to City officials and administration in a timely manner and zealously represent the City's interest and positions in negotiations and litigation.

City Attorney

The office of the City Attorney reflects the direct charges associated with the contractual services provided by the City's legal counsel. Miami Springs, not having a large enough demand for an internal legal staff, contracts all legal services with the firm of Orshan, Lithman, Seiden, Ramos, Hatton & Huesmann, LLLP.

The firm, through its partners, represents the City on all legal matters including, but not limited to, attendance at all regular and special council meetings, planning and zoning boards, and Board of Adjustment meetings. Additionally, the office is responsible for coordinating responses and initiating all legal opinions, litigation matters and applications of all federal, state, county, and local rules, regulations, ordinances, resolutions, or other statutory matters.

Goal

Provide competent legal advice and council in a timely manner to City Officials and administration.

Objectives

Provide legal advice through attendance at meetings and workshops and by responding to all inquires in a timely manner.

Review, draft and negotiate contracts and agreements between the City and other entities or persons in a timely manner.

FY 2015-16 Budget Highlights

- Proposed budget is \$5,000 or 2.9% lower than last year.
- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$166,000</u>
Net cost of Department	<u>\$166,000</u>

OFFICE OF THE CITY ATTORNEY
Expenditure Detail

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Amended Budget	FY 2015-16 Budget	% of Total	% Change from 2014-15
OPERATING						
Professional Services	\$ 165,006	\$ 158,474	\$ 170,000	\$ 165,000	99.4%	-2.9%
Training and Education	980	500	500	500	0.3%	0.0%
Dues, Memberships & Subsc.		480	500	500	0.3%	0.0%
<i>Total Operating Costs</i>	<i>\$ 165,986</i>	<i>\$ 159,454</i>	<i>\$ 171,000</i>	<i>\$ 166,000</i>	<i>100.0%</i>	<i>-2.9%</i>
TOTAL EXPENSES	\$ 165,986	\$ 159,454	\$ 171,000	\$ 166,000	100.0%	-2.9%

Planning Department

Mission Statement

To coordinate the physical development of the City in a manner that will strengthen and diversify the tax base and will preserve its unique characteristics and enhance the quality of life for the City's residents, business operators, and visitors.

Planning and Zoning Department

The Planning and Zoning Department is responsible for general community-wide policy and program planning, as mandated by state law. This effort involves close intergovernmental coordination with county regional and state agencies. Related to this mission of the Department, research and recommendations on land use, community facilities/services and transportation matters are made to the City Manager, City Advisory and Quasi-Judicial Boards, and the City Council.

The Department is also responsible for the administration of the Zoning Code and the guidance of economic development and redevelopment.

Goals and Objectives:

Goal: Provide planning services consistent with, and in support of the Goals, Objectives, and Polices of the Comprehensive Plan. To fairly administer the Zoning Code and to guide economic development and redevelopment efforts.

Objective: Perform necessary services to effect the Departmental Mission.
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FY2014-15 Accomplishments

- Reviewed XX Permits for zoning
- Frequent meetings at Building counter with permit applicants
- Held 4 Board of Adjustment Meetings with 11 cases (YTD)
- Held one Planning Board Meeting with one case
- Retained consultant to undertake the creation of the State required "Water Supply Plan" (Will be completed FY 15/16)
- Held meetings with architects and developers to discuss potential development projects

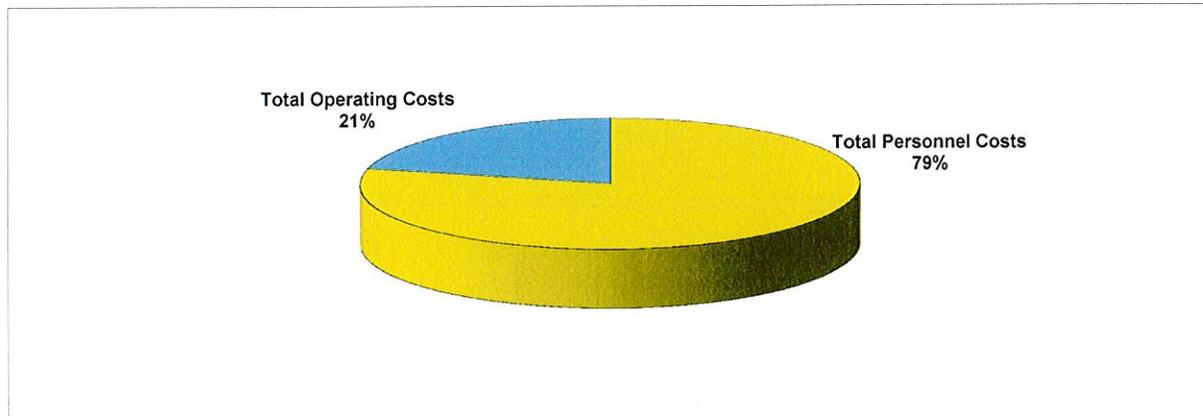
FY2015-16 Budget Highlights

- Proposed budget is \$17,107 or 16.8 % lower than FY2014/2015.
- Budget Summary:

Budgeted Revenues	\$ 47,000
Budgeted Expenditures	<u>\$ 84,591</u>
Net cost of Department	<u>\$ 47,591</u>

PLANNING DEPARTMENT
Expenditure Detail

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Amended Budget	FY 2015-16 Budget	% of Total	% Change from 2014-15
PERSONNEL						
Salaries	70,031	30,002	\$ -	\$ 8,570	10.1%	100.0%
Part Time Year Round	10,807	31,550	59,448	50,970	60.3%	-14.3%
Payroll Taxes	5,888	4,633	4,393	4,430	5.2%	0.8%
Pension & Retirement	10,536	3,647	1,235	1,005	1.2%	-18.7%
Health Insurance	9,887	4,370	2,066	1,683	2.0%	-18.6%
Workers' Compensation	187	86	149	149	0.2%	-0.1%
<i>Total Personnel Costs</i>	\$ 107,336	\$ 74,288	\$ 67,291	\$ 66,806	79.0%	-0.7%
OPERATING						
Professional Services	8,700	-	25,000	10,000	11.8%	-60.0%
Travel & Related Costs	1,453	1,360	1,500	1,500	1.8%	0.0%
Courier, UPS, Fedex-Overnight	-	-	100	-	0.0%	-100.0%
Printing & Binding	328	322	100	500	0.6%	400.0%
Postage	691	466	632	623	0.7%	-1.4%
Office Supplies	1,139	152	1,000	500	0.6%	-50.0%
Operating Supplies	406	701	400	500	0.6%	25.0%
Dues, Memberships & Subsc.	290	218	425	425	0.5%	0.0%
Advertising	676	-	1,000	-	0.0%	-100.0%
Liability Insurance	1,272	1,332	1,460	1,363	1.6%	-6.6%
Telephone/Internet	1,629	1,924	1,790	1,374	1.6%	-23.2%
Education & Training	545	-	1,000	1,000	1.2%	0.0%
<i>Total Operating Costs</i>	17,129	6,475	34,407	17,785	21.0%	-48.3%
CAPITAL OUTLAY						
Machinery & Equipment	2,819	-	-	-	0.0%	0.0%
<i>Total Capital Outlay</i>	\$ 2,819	\$ -	\$ -	\$ -	0.0%	0.0%
TOTAL EXPENSES	\$ 127,284	\$ 80,763	\$ 101,698	\$ 84,591	100.0%	-16.8%



Personnel Summary

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Amended Budget	FY 2015-16 Budget	% of Total	% Change from 2014-15
City Planner	1	1	1	1	80.0%	0.0%
<i>Total of Full-time employees</i>	1	1	1	1	80.0%	0.0%
Administrative Assistant II-Part Time	1	1	0.25	0.25	20.0%	0.0%
DEPARTMENT TOTAL	2	2	1.25	1.25	100.0%	0.0%

Miami Springs Police Department

Mission Statement

Our mission is the reduction of crime and the improvement of the quality of life. In accomplishing these goals, personal service will be our commitment, honor and integrity our mandate. We respect the dignity and personal liberties of all people and strive to maintain a partnership with the community to ensure that Miami Springs remains a place where people can live and work safely and without fear.

Police Department

The Police Department is responsible for protecting the lives and property of the residents, businesses and visitors of the City. The Department preserves the peace, prevents crime, detects and arrests offenders, regulates and controls traffic and enforces all related federal, state, county, local and other regulatory rules, regulations, laws and ordinances.

The department is also responsible, both through the General and Law Enforcement Trust Funds, to operate the Community Policing Office (CPO), the School Crossing Guard program, the operation of the Red Light Camera System, and other special law-enforcement programs related to the Department of Justice and other agencies.

Additionally, the department works closely with other regional agencies to ensure that public safety matters are addressed and implements specialized enforcement efforts including HIDTA, COPS-MORE, the VIN Program and others as identified.

Goals

Enhance and continue efforts to deliver “Personalized Police Service” to the City of Miami Springs.

Become more involved in Community Policing to further the relationship between the police and citizens of the community.

Improve Department efficiency through the increased use of digital technology and internet communications.

Increase “Homeland Security” efforts.

Objectives

Increase the commitment to addressing the enormous traffic problems and the many legitimate complaints made by residents and enhance the ability to provide traffic safety in the community.

Continue commitment to combating the drug problem through interagency cooperation by the assignment of a Police Officer to the South Florida High Intensity Drug Trafficking Area (HIDTA Program)

Increase police visibility in residential and commercial areas by utilizing bicycle patrol.

Utilize grants and alternate funding sources to facilitate additional training and equipment to enhance terrorism preparedness.

Improve communications/networking with other government agencies involved in “Homeland Security” through participation in various task forces and utilization of advanced communication technology.

Police Department

2014-15 Accomplishments

- Contracted with Loxia Technologies to completely overhaul the police computer infrastructure (currently in progress)
- Conducted two (2) Coffee with the Chief of Police as a way of the chief of Police to introduce himself to the community and establish dialogue to address neighborhood concerns
- Conducted meetings between the business community (hotel/ motel management) and the Chief of Police to establish partnerships to address crime and security concerns
- Acquired 5 new rugged laptops for use in patrol vehicles
- Acquired 1 windows tablet for use in a patrol vehicle
- Acquired 4 new portable mobile radars for use in patrol vehicles
- Acquired 4 new portable radars for use in police motorcycles
- Acquired a new tablet for the squad room so that the daily Pass On is now paperless
- Leased 4 Harley-Davidson motorcycles fully equipped with police equipment at a net savings
- Purchased an additional police vehicle with the above mentioned savings from the motorcycle lease
- Replaced 2 old computers in the squad room with new faster ones
- Hosted 4 "Community Shred Day" events
- Restarted the Honor Guard (from disbanded to 6 members)
- Joined an F.B.I./B.S.O. Internet Crimes Against Children Task Force
- Instituted new monthly motorcycle training with Miami Police Motorcycle Unit
- Instituted new monthly Honor Guard training with Miami Police Honor Guard
- Conducted Tactical K-9 back up training for Miami Springs Police patrol officers
- Sending future command officers to Strategic Management Training conducted by the Southern Police Institute
- Pursuing accreditation for Miami Springs Police Department through the Florida Police Accreditation Commission (ongoing)

FY 2015-16 Budget Highlights

- The FY2015-16 budget is \$330,695 or a 5.5% increase from the prior year, this increase is due to the following factors:
 1. Increase in pension costs from new FOP contract.
 2. Increase of 2% for pay raise in accordance to FOP contract.

Police Department

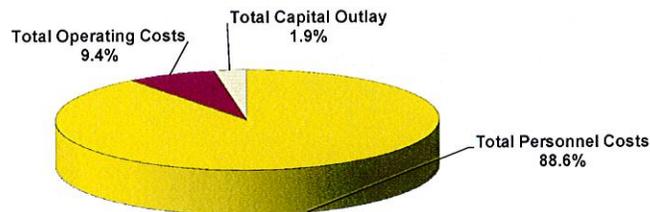
FY 2015-16 Budget Highlights (continued)

3. Increase in capital expenditures since this year we are requesting four new vehicles.
 4. Budget includes \$152,000 in payouts due to retirement.
 5. Proposed Budget includes the funding of the vacant Lieutenant position in order to fully staff the Police Department's Executive Staff
- Budget Summary:

Budgeted Revenues	\$ 458,000 (includes \$300,000 in red light)
Budgeted Expenditures	<u>\$6,354,011</u>
Net cost of Department	<u>\$5,896,011</u>
 - Budget includes \$138,977 for four new cars and \$32,000 for new phone system, and voice recording system..

POLICE DEPARTMENT
Expenditure Detail

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Amended Budget	FY 2015-16 Budget	% of Total	% Change from 2014-15
PERSONNEL						
Executive Salaries	\$ 489,111	\$ 440,725	\$ 446,219	\$ 575,945	9.1%	29.1%
Regular Salaries	2,521,032	2,521,970	2,698,774	2,732,676	43.0%	1.3%
Police Dept Civilians	443,355	457,164	441,350	445,734	7.0%	1.0%
Part Time Year Round	57,883	46,876	53,764	55,377	0.9%	3.0%
Overtime	63,159	79,456	100,000	96,000	1.5%	-4.0%
Special Pay	35,670	35,150	37,000	37,000	0.6%	0.0%
Payroll Taxes	272,334	269,717	283,081	301,619	4.7%	6.5%
Pension & Retirement	664,261	708,781	660,076	763,560	12.0%	15.7%
Health Insurance	410,299	446,371	482,879	455,619	7.2%	-5.6%
Workers' Compensation	303,639	197,176	192,528	235,391	3.7%	22.3%
Total Personnel Costs	\$ 5,260,743	\$ 5,203,386	\$ 5,395,671	\$ 5,698,920	89.7%	5.6%
OPERATING						
Professional Services	19,713	46,877	14,400	23,055	0.4%	60.1%
Contractual Services	5,402	5,706	8,176	8,243	0.1%	0.8%
Travel & Related Costs	2,155	1,589	4,000	6,900	0.1%	72.5%
Repairs & Maintenance	24,905	22,787	30,539	45,841	0.7%	50.1%
Rentals & Lease	3,775	2,854	6,000	3,230	0.1%	-46.2%
Printing & Binding	165	220	1,000	1,000	0.0%	0.0%
Advertising & Promotions	1,713	1,371	3,500	6,125	0.1%	75.0%
Office Supplies	4,971	3,848	5,000	5,000	0.1%	0.0%
Postage	518	363	421	415	0.0%	-1.4%
Operating Supplies	16,532	18,221	29,000	25,000	0.4%	-13.8%
Uniforms	64,580	60,967	80,000	82,556	1.3%	3.2%
Vehicle registration and tag	229	191	1,600	1,616	0.0%	1.0%
Courier, UPS, Fedex-Overnight	274	161	800	975	0.0%	21.9%
Dues, Memberships & Subsc.	1,924	2,360	2,500	3,075	0.0%	23.0%
Training & Education	22,441	16,657	20,299	24,480	0.4%	20.6%
Liability Insurance	72,955	79,785	89,615	90,756	1.4%	1.3%
Fleet Maintenance	71,399	82,850	82,500	68,700	1.1%	-16.7%
Fuels, Oils, Lubricants	91,064	75,341	81,000	70,000	1.1%	-13.6%
Telephone/Internet/Beepers	21,514	21,299	26,515	17,147	0.3%	-35.3%
Total Operating Costs	\$ 426,229	\$ 443,447	\$ 486,865	\$ 484,114	7.6%	-0.6%
CAPITAL OUTLAY						
Vehicles	96,979	84,807	127,780	138,977	2.2%	8.8%
Machinery & Equipment	12,019	10,758	13,000	32,000	0.5%	146.2%
Total Capital Outlay	\$ 108,998	\$ 95,565	\$ 140,780	\$ 170,977	2.7%	21.4%
TOTAL EXPENSES	\$ 5,795,970	\$ 5,742,398	\$ 6,023,316	\$ 6,354,011	100.0%	5.5%



Personnel Summary

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Amended Budget	FY 2015-16 Budget	% of Total	% Change from 2014-15
Chief of Police	1	1	1	1	1.6%	0.0%
Captain	1	1	1	1	1.6%	0.0%
Lieutenant	3	3	2	3	4.9%	50.0%
Sergeant - CPO	1	1	1	1	1.6%	0.0%
Sergeant	4	4	4	4	6.6%	0.0%
Officer - Detective	5	5	5	5	8.2%	0.0%
Officer - Motor	4	4	4	4	6.6%	0.0%
Officer - K9	2	2	2	2	3.3%	0.0%
Officer	22	22	22	22	36.1%	0.0%
Communications Supervisor	1	1	1	1	1.6%	0.0%
Dispatcher I	5	5	5	5	8.2%	0.0%
Dispatcher II	1	1	1	1	1.6%	0.0%
Parking Enforcement Officer	0	0	0	0	0.0%	0.0%
Police Sr. Admin Specialist	0	0	1	1	1.6%	0.0%
Clerical Assistant	0	0	0	0	0.0%	0.0%
Admin. Sp. II	2	2	1	1	1.6%	0.0%
Admin. Sp. I	2	2	2	2	3.3%	0.0%
Total of Full time employees	54	54	53	54	88.5%	1.9%
Part Time Employees						
Clerical Assistant	2	2	1	1	1.6%	0.0%
Public Service Aides	2	2	2	2	28.6%	0.0%
School Crossing Guards	4	4	4	4	6.6%	0.0%
Total of Part time employees	8	8	7	7	11.5%	0.0%
DEPARTMENT TOTAL	62	62	60	61	100.0%	1.7%

**POLICE DEPARTMENT- School Crossing Guards
Expenditure Detail**

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Amended Budget	FY 2015-16 Budget	% of Total	% Change from 2014-15
PERSONNEL						
Part Time Year Round	\$ 17,641	\$ 16,436	\$ 20,800	\$ 20,800	87.3%	0.0%
Payroll Taxes	1,349	1,258	1,591	1,591	6.7%	0.0%
Worker's Compensation	734	351	780	732	3.1%	-6.1%
<i>Total Personnel Costs :</i>	\$ 19,724	\$ 18,045	\$ 23,171	\$ 23,123	97.1%	-0.2%
OPERATING						
Uniforms	-	300	300	400	1.7%	33.3%
Other	-	67	-	300	1.3%	100.0%
<i>Total Operating Costs :</i>	\$ -	\$ 367	\$ 300	\$ 700	2.9%	133.3%
TOTAL EXPENSES	\$ 19,724	\$ 18,412	\$ 23,471	\$ 23,823	100.0%	1.5%

Code Compliance Function

Mission Statement

The mission of the Code Compliance function is to serve the residents of Miami Springs by ensuring compliance with all City codes through providing effective public contact and education, building cooperative partnerships throughout the community, and enforcing the law in an equitable and impartial manner.

Code Compliance

The department is responsible for the review of properties, residential and commercial, and ensuring that those properties are in compliance with the City's Code of Ordinances pertaining to zoning and other regulations.

The department, through Code Compliance, promotes, protects and improves the safety and welfare of the citizens of Miami Springs by assisting property owners and residents in complying with the City of Miami Springs Code of Ordinances.

Goals

Collect appropriate fees and issue renewal Occupational Licenses for all licensed businesses in the City, with all licenses renewed no later than September 5, 2015.

Maintain all Code Compliance cases in the appropriate status (closed or active) during the Fiscal year. Close all Code Compliance cases within 3 months of initial contact, unless specific extensions have been granted and close all cases that have been completed.

Objectives

Maintain 100% all business locations within the City up to date with all required Occupational Licenses. Prevent business locations from operating without a license by failing to renew their license within the deadline specified.

To prevent a backlog of open Code Compliance Cases by staying on track for 90% of the cases with the Departmental timetable for each step in the Code Compliance process.

Continue to update all City Codes to meet current needs.

2014-15 Accomplishments

- Maintained an adequate level of Code Compliance monitoring, in spite of having only one Full Time Code Compliance Officer for most of the year.
- Opened 810 Code Compliance cases.
- Performed 1,885 Code Compliance inspections.
- Successfully prosecuted all cases that were brought before the Code Enforcement Board.
- Maintained the Department running effectively during the transition of a retired Departmental Director (Tex Ziadie) and the beginning of a new Departmental Structure under Director/Building Official Ulises Fernandez.

Code Compliance

2014-15 Accomplishments (continued)

- Began the separation of the Building and Code Compliance Departments into two different entities, with separate budgets.
- Presented numerous Code changes to Council, most of which were adopted, including the Recreational Vehicle Code and the Commercial Vehicle Code.
- Hired a new Full Time Code Compliance Officer, as approved in the annual budget (Rose Piniella).

FY2015-16 Budget Highlights

- Proposed budget is \$ 40,788 or 31% higher than FY2013/2014.
- Increase is due to the allocation of part of the Building/Code Compliance Director's salary to this function as well as the full year cost of the additional Code Officer that was added during last fiscal year.

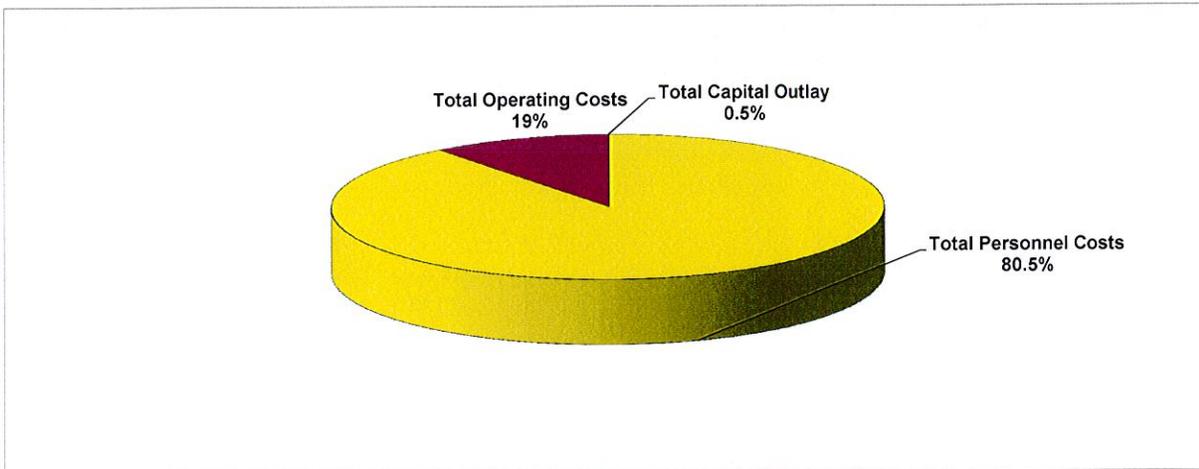
- Budget Summary:

Budgeted Revenues	\$142,000
Budgeted Expenditures	<u>\$172,871</u>
Net deficit of the Department	<u>\$(30,871)</u>

**CODE COMPLIANCE DEPARTMENT
Expenditure Detail**

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Amended Budget	FY 2015-16 Budget	% of Total	% Change from 2014-15
PERSONNEL						
Salaries	See note 1	See note 1	\$ 77,640	\$ 112,381	65.0%	44.7%
Part Time Year Round	"	"	-	-	0.0%	0.0%
Overtime	"	"	-	-	0.0%	0.0%
Payroll Taxes	"	"	4,934	7,274	4.2%	47.4%
Pension & Retirement	"	"	11,313	13,175	7.6%	16.5%
Health Insurance	"	"	19,169	17,846	10.3%	-6.9%
Workers' Compensation	"	"	3,000	4,214	2.4%	40.5%
Total Personnel Costs	\$ -	\$ -	\$ 116,056	\$ 154,890	89.6%	33.5%
OPERATING						
Repairs and Maintenance	"	"	1,200	1,200	0.7%	0.0%
Uniforms	"	"	600	600	0.3%	0.0%
Rentals & Lease	"	"	720	720	0.4%	0.0%
Printing & Binding	"	"	300	300	0.2%	0.0%
Postage	"	"	240	240	0.1%	0.1%
Office Supplies	"	"	500	600	0.3%	20.0%
Operating Supplies	"	"	1,200	1,230	0.7%	2.5%
Training & Education	"	"	250	1,000	0.6%	300.0%
Liability Insurance	"	"	4,123	4,883	2.8%	18.4%
Fleet Maintenance	"	"	3,700	3,700	2.1%	0.0%
Telephone/Internet	"	"	3,194	3,508	2.0%	9.8%
Total Operating Costs	\$ -	\$ -	\$ 16,027	\$ 17,981	10.4%	12.2%
CAPITAL OUTLAY						
Machinery & Equipment	"	"	"	-	0.0%	0.0%
Total Capital Outlay	\$ -	\$ -	\$ -	\$ -	0.0%	100.0%
TOTAL EXPENSES	\$ -	\$ -	\$ 132,083	\$ 172,871	100.0%	30.9%

Note 1-The Code Compliance & Building functions were segregated into their own budgets for FY15-16.



Personnel Summary

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Amended Budget	FY 2015-16 Budget	% of Total	% Change from 2014-15
Code Compliance Officers	1	1	1	2	100.0%	100.0%
Total Full Time Employees	1	1	1	2	100.0%	100.0%
DEPARTMENT TOTAL	1	1	1	2	100.0%	100.0%

INFORMATION TECHNOLOGY

Mission Statement

The mission of the Information Technology Department is to provide the most innovative, highest quality technology-based services, in the most cost effective manner, and to facilitate the achievement of goals and objectives of each of the City's departments.

Information Technology

Goals

- Provide effective technological support for computer systems, web-based applications, voice, video, and integrated data services to all city departments.
- Promote and facilitate the integration of technology to effectively meet the overall mission of the City using collaborative efforts through planning, programming, training, and consulting with all departments.
- Develop, enhance and manage the City's enterprise network to provide high speed, transparent, and highly functional connectivity to all resources.
- Develop and maintain highly effective, reliable, secure, and innovative information systems to support each department's functions.
- Facilitate the collection, storage, security, and integrity of electronic data while ensuring appropriate access.
- Promote new uses of technology within the organization through the development of innovative applications
- To execute the direction established by department heads as related to support and purchase of hardware, software, and networking equipment.
- To be identified by our dedication, professionalism, and pride in our achievements.

Objectives

To foster the development and application of Information services to improve the lives of the citizens of Miami Springs. Information Services will accomplish its goals by providing and coordinating Information services to its customers.

Major Functions & Activities

Infrastructure

The Information Technology Infrastructure Division provides the City with the underlying structure: networks, storage, servers, operating systems and security to enable support of applications and users for City departments and customers. The Division performs tasks such as system and network administration, and selection and deployment of enterprise computer equipment including network devices, routers, switches, and computer servers and operating systems. Future planning and testing of devices and software before deployment to customers is an on-going process within the Division. In addition, many enterprise wide applications such as e-mail, office applications, and desktop presentation are deployed and managed within the group.

Major Functions & Activities (Continued)

Infrastructure (continued)

- Firewall configurations
- Site to site VPN installation and maintenance
- Server installations and maintenance
- Domain administration and active directory maintenance.
- User and group account maintenance and security.
- Access control lists / permissions.
- System backups / replication
- Virtualization and imaging
- Network and Security policies / IT Security policies

Integration

The Information Technology Integration Division is responsible for ensuring effective and efficient implementation and operation of business solutions that support a foundation for interdepartmental communication and collaboration. This is achieved through business process review, detailed needs analysis, software selection, outcome designs and maintenance. The Integration functions consist of programming, analytical, and database administration.

- Scripting / programming that ties unlike technologies together
- Optiview / Optispool and Naviline integration
- Police Department USA software and related components
- MDT's and mobile server for police
- Routing / management of message switch and FDLE communications
- Synchronization of internal services and social networking sites
- Website support for editors in city departments
- Write and maintain documentation on installations and procedures for applications requiring non standard settings.

Support

The Information Technology Support Division provides user assistance and support for the unique technologies embraced by City staff and employees.

- Desktop PC support – hardware repairs and upgrades
- PC imaging and maintenance of images
- Security updates and patches
- Virus related support
- Network configuration and local group policy lockdown
- Write and maintain end user policies and procedures relating to software.

Major Functions & Activities (continued)

Support (continued)

- Installation, support, and end user training of
 - Microsoft Office software
 - Java / JRE
 - Naviline / iSeries and printer sessions
 - Outlook email
 - Vermont Systems Rec Trac
 - Optiview optical imaging
 - Acrobat Pro
 - Fore! Golf software
 - Looking Glass (currently in-active)
 - Qrep
 - eForms – PD
 - USA software suite – PD
- Cell phone support
- Printer support
- First level phone communications support
- Copiers and scanners

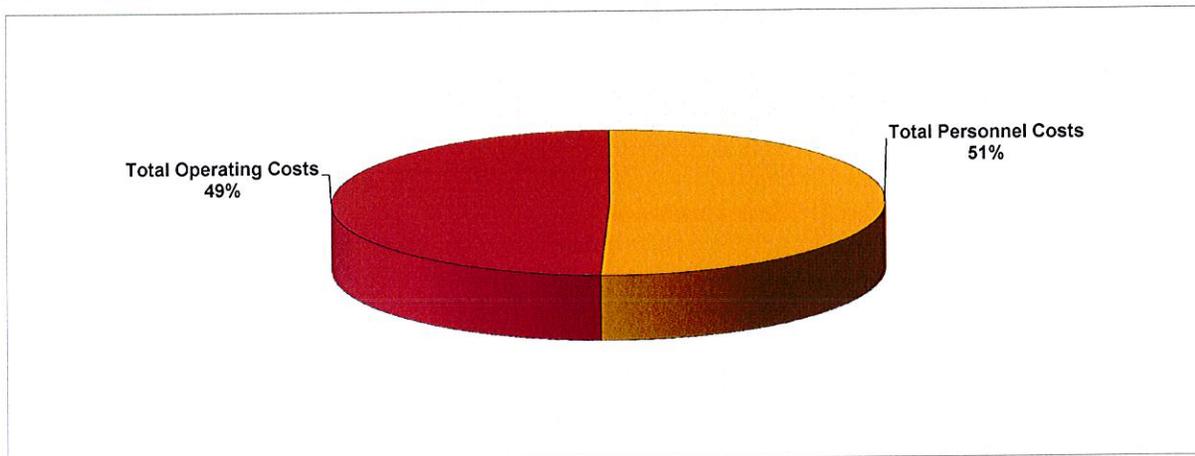
Telecommunications

The Telecommunications Division is responsible for managing and securing the wide area network of the City, the hybrid fiber-coaxial telecommunications network, PBX / phone communications, cell phones services, and VPN communications between locations.

- Management of IP PBX system
- Phones / devices that communicate with PBX
- PRI and SIP based account management
- Cell phone services – devices, account management
- Cost analysis and comparisons with related services.
- Work with integration and infrastructure
- Write and maintain communications and communications security policy
- Wifi access point installation, security, and maintenance.
 - Group Policy Objects
 - Network Login / Logout Scripts
 - Backup system
 - DDC Climate Control System
 - Vermont Systems for REC / Golfnow for Golf
 - Surveillance cameras
 - USA Software dispatch applications
 - MDT Mobile units for police department
 - SQL Server
 - Cisco routers and firewall security monitoring and updates

**INFORMATION TECHNOLOGY
Expenditure Detail**

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Amended Budget	FY 2015-16 Budget	% of Total	% Change from 2014-15
PERSONNEL						
Salaries	\$ 149,798	\$ 116,547	\$ 129,495	\$ 131,312	38.4%	1.4%
Payroll Taxes	11,021	8,440	8,073	8,776	2.6%	8.7%
Pension & Retirement	18,457	17,252	18,867	15,394	4.5%	-18.4%
Health Insurance	18,564	17,706	24,555	17,091	5.0%	-30.4%
Workers' Compensation	375	151	324	328	0.1%	1.3%
Total Personnel Costs	\$ 198,215	\$ 160,096	\$ 181,314	\$ 172,901	50.6%	-4.6%
OPERATING						
Travel and per diem	-	-	500	500	0.1%	0.0%
Contractual Services	128,344	132,236	134,981	146,221	42.8%	8.3%
Telephone/Internet	2,925	3,477	3,890	3,474	1.0%	-10.7%
Repairs & Maintenance	4,905	2,021	4,650	7,700	2.3%	65.6%
Liability Insurance	2,520	2,304	3,181	3,006	0.9%	-5.5%
Office Supplies	74	1,030	500	500	0.1%	0.0%
Operating Supplies	1,602	1,108	500	1,300	0.4%	160.0%
Dues, Memberships & Subsc.	370	370	400	400	0.1%	0.0%
Training & Education	274	158	5,600	6,000	1.8%	7.1%
Total Operating Costs	\$ 141,014	\$ 142,704	\$ 154,202	\$ 169,101	49.4%	9.7%
CAPITAL OUTLAY						
Machinery & Equipment	10,412	4,699	-	-	0.0%	0.0%
Total Capital Outlay	\$ 10,412	\$ 4,699	\$ -	\$ -	0.0%	100.0%
TOTAL EXPENSES	\$ 349,641	\$ 307,499	\$ 335,516	\$ 342,002	100.0%	1.9%



Personnel Summary						
	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Amended Budget	FY 2015-16 Budget	% of Total	% Change from 2014-15
Information Technology Manager	1	1	1	1	50.0%	0.0%
Asst. I.T. Manager	1	1	1	1	50.0%	0.0%
Systems Manager	0.3	0.3	-	-	0.0%	0.0%
Total of Full time employees	2.3	2.3	2.0	2	100.0%	0.0%
<i>Part-time Employee</i>						
IT Technician	0	0	0	-	0.0%	0.0%
DEPARTMENT TOTAL	2.3	2.3	2.0	2	100.0%	0.0%