



***CITY OF MIAMI SPRINGS, FLORIDA***

**Mayor Xavier M. Garcia**

**Vice Mayor Michael Windrem  
Councilman George V. Lob**

**Councilman Billy Bain  
Councilman Jaime A. Petralanda**

**Decorum:** "Any person making impertinent or slanderous remarks or who becomes boisterous while addressing the City Council, shall be barred from further audience before the City Council by the Mayor, unless permission to continue or again address the City Council is granted by the majority vote of the City Council members present. In accordance with the foregoing, the City Council has determined that racial or ethnic slurs, personal attacks and comments unrelated to City matters or issues constitute prohibited comments from the podium".

**AGENDA**

**REGULAR MEETING**

**Monday, April 8, 2013 – 7:00 p.m.**

**Council Chambers – City Hall**

**201 Westward Drive – Miami Springs**

**1. Call to Order/Roll Call**

**2. Invocation: Mayor Garcia**

**Salute to the Flag:** Students from All Angels' Academy will lead the audience in the Pledge of Allegiance and Salute to the Flag

**3. Awards & Presentations:**

**A) Certificate of Recognition – Harvest Moon Bistro**

**B) Yard of the Month Award for April 2013 – 1291 Redbird Avenue – Victor and Zoraida Gutierrez**

**C) Presentation by Richard Singer of NGF Consulting, Inc. Regarding the Operation of the Golf and Country Club**

**4. Open Forum:** Persons wishing to speak on items of general city business, please sign the register located on the speaker's stand before the meeting begins

5. **Approval of Council Minutes:**
  - A) 03-25-2013 – Regular Meeting
6. **Reports from Boards & Commissions:**
  - A) 03-19-2013 – Education Advisory Board – Minutes
  - B) 03-21-2013 – Historic Preservation Board – Minutes
  - C) 03-26-2013 – Ecology Board – Cancellation Notice
  - D) 03-28-2013 – Code Review Board – Cancellation Notice
  - E) 04-01-2013 – Zoning and Planning Board – Cancellation Notice
  - F) 04-01-2013 – Board of Adjustment – Cancellation Notice
  - G) 04-01-2013 – Memorial Committee – Minutes
  - H) 04-02-2013 – Code Enforcement Board – Cancellation Notice
7. **Public Hearings:** None
8. **Consent Agenda:**
  - A) Approval of the City Attorney’s Invoice for March 2013 in the Amount of \$11,913.75
9. **Old Business:**
  - A) Appointments to Advisory Boards by the Mayor and Council Members
  - B) Update for Energy Consulting Services
  - C) Wall of Fame in the Community Center
  - D) Strategic Plan Update
  - E) Pool Renovation/Repairs Update
  - F) Code Compliance Presentation
  - G) Paperless Agenda Implementation
  - H) Capital Expenditures Over the Next 5-10 Years
  - I) Affordable Care Act and its Effects on the City’s Budget

**10. New Business:**

- A) Recommendation that Council Approves the Facility Agreement with Miami-Dade County Aquatic Club, Inc. (MDCAC) for a 1-year Period Beginning on May 1, 2013 and Ending on April 30, 2014
- B) Recommendation from the Education Advisory Board Regarding Asking the City Council to Authorize Representation to the Board from Public Works, Police and the Chamber of Commerce in Order to Achieve the Collaboration Between the City and Miami-Dade County Public Schools

**11. Other Business:**

- A) Scheduling of Executive Session for Thursday, April 25, 2013 at 6:00 p.m.

**12. Reports & Recommendations:**

- A) City Attorney
- B) City Manager
- C) City Council

**13. Adjourn**

\*\*\*\*\*  
If any person decides to appeal any decision of this Board with respect to any matter considered, s/he will need a record of the proceedings and for such purpose may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is made (F. S. 286.0105), all of which the City does not provide.  
\*\*\*\*\*

In accordance with the Americans with Disabilities Act, persons needing a special accommodation to participate in this proceeding should contact the City Clerk, 201 Westward Drive, Miami Springs, Florida 33166. Telephone: (305) 805-5006, no later than (7) days prior to the proceeding.  
\*\*\*\*\*

Pursuant to Sec. 2-11.1 (S) of the Miami-Dade County Code and Miami Springs Code of Ordinances Chapter 33 - §33-20, all persons, firms or corporations employed or retained by a principal who seeks to encourage the passage, defeat, or modifications of (1) ordinance, resolution, action or decision of the City Council; (2) any action, decision, recommendation of any City Board or Committee; or (3) any action, decision or recommendation of City personnel during the time period of the entire decision-making process on such action, decision or recommendation which will be heard or reviewed by the City Council, or a City Board or Committee shall register with the City before engaging in any lobbying activities on forms prepared for this purpose and shall state under oath his or her name, business address, the name and business address of each person or entity which has employed said registrant to lobby, and the specific issue on which he or she has been employed to lobby. A copy of the lobbyist registration form is available from the Office of the City Clerk.  
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## **CERTIFICATE OF RECOGNITION**

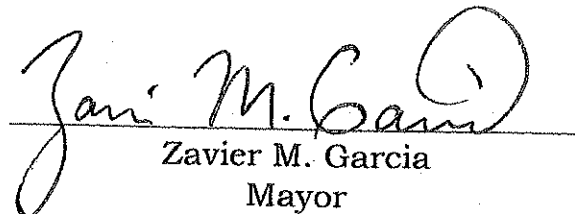
Presented to

### **HARVEST MOON BISTRO**

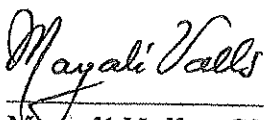
A family restaurant established in 1997,  
that is surrounded by a tropical garden  
setting with lush landscaping,  
flowering vines growing on ornate trellises, and  
a variety of palms and beautiful hanging plants.  
The setting provides for a  
relaxing dining environment and truly  
enhances the beauty of Downtown Miami Springs.

Presented this 11<sup>th</sup> day of March 2013.

**CITY OF MIAMI SPRINGS, FLORIDA**

  
Zavier M. Garcia  
Mayor

**ATTEST:**



Magali Valls, CMC  
City Clerk



# CERTIFICATE OF RECOGNITION

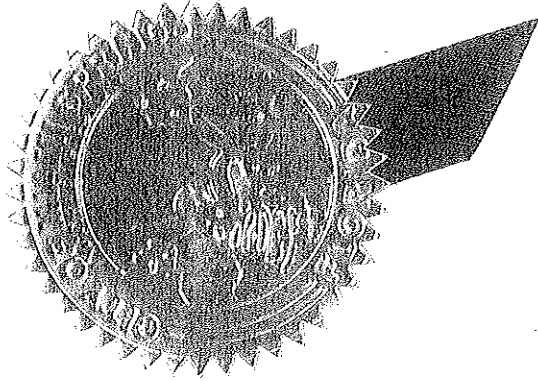
Presented to

**Victor & Zoraida Gutierrez**  
of  
**1291 Redbird Avenue**

for their home being designated as

**“YARD OF THE MONTH”**  
**APRIL 2013**

Presented this 8<sup>th</sup> day of April 2013.



CITY OF MIAMI SPRINGS, FLORIDA

*Zavier M. Garcia*  
Zavier M. Garcia  
Mayor

ATTEST:

*Magali Valls*

Magali Valls, CMC  
City Clerk

# Summary Operations Review of the Miami Springs Golf and Country Club

Prepared For  
**City of Miami Springs**

Presented By  
**Richard Singer**  
National Golf Foundation Consulting, Inc.  
**(561) 354-1642**  
[rsinger@ngf.org](mailto:rsinger@ngf.org)

## Miami Springs Golf and Country Club

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### National Golf Foundation

- Founded 1936
- Golf industry research
- Custom golf facility research and consulting
- Municipal golf facility consulting
- Richard Singer
- Not advocate for any position other than Miami Springs Golf and Country Club success

## Miami Springs Golf and Country Club

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### Why We're Here

- To see if Miami Springs G & CC can improve its economic performance
- Define what has to be done to bring the Miami Springs G & CC to a level of operational “break-even” (excludes capital expenditures and debt service)
- Define the attributes of a new Golf Director position that provides the City with the best chance to accomplish that break-even level



## Miami Springs Golf and Country Club

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### Methodology

- The NGF completed an on-site review of the Miami Springs Golf & Country Club to identify key issues related to continued operation, including:
  - Present physical condition of the golf facility
  - Key areas that are deficient and/or in need of improvement
  - Improving revenue performance and/or reducing expenses in the operation
- The NGF evaluated performance in comparison to industry norms for municipal golf operations on revenue, expenses, marketing and maintenance standards.

## Miami Springs Golf and Country Club

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### Physical Condition

- Has the basic design features and location to be a successful public golf course
- Several mitigating factors prevent it from achieving its maximum economic potential:
  - Aging infrastructure
  - Condition of turf and greens
  - Drainage
  - Cart paths
- Needs substantial investment in the next 2 years for continued operation and improved economic performance
- May never break-even in present condition

## Miami Springs Golf and Country Club

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### Operations

- Producing lower-than-average rounds activity
- Declines in total rounds in the last three years are comparable to the overall market
- Total top-line revenue of <\$1.1 million from all sources - decline from levels earned five years ago
- The City has not been able to break even on this operation since it was purchased in 1997, and this is not expected to change for the foreseeable future

## Miami Springs Golf and Country Club

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### Operations - Contracts

- F & B agreement appears to be relieving the City of an economic burden, but City has concern about proper attention given to the needs of day-to-day golfers
- The maintenance agreement appears more problematic:
  - Was implemented only to reduce labor expense
  - Does not include equipment, materials, supplies
  - A maintenance agreement that covers all aspects of golf maintenance would be more efficient and is more typical and common in successful municipal golf course operations

## Miami Springs Golf and Country Club

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### Operations

- Lack of entrepreneurial focus in the operation and management of the Miami Springs G & CC
- External golf market is not favorable for strong economic performance of the Miami Springs Golf & Country Club:
  - Immediate local market does not have characteristics typically associated with high participation in golf
  - Overall golf course performance is expected to be lower than other municipal golf courses in similar-size cities
- May not even be reasonable for operation to break-even, let alone handle other items such as debt service or capital upgrades / improvements

Miami Springs Golf and Country Club

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# NGF Recommendations

## Miami Springs Golf and Country Club

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### Overall Recommendations

1. Slightly modify operating structure
2. Invest in improvements to the golf course
3. Make a renewed commitment to marketing and promoting the facility to a wider segment of prospective golfers than at present

## Miami Springs Golf and Country Club

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### Structure Considerations

1. **Modify Self-Operation** by retaining a self-operated pro shop and privatized F & B operation, adding a new on-site, hands-on Golf Director
  - If the City outsources maintenance, contract should be structured so the City pays a private vendor to maintain the entire golf facility, not just for labor
2. **Contract Management**
  - City can enter into a contract agreement with a professional golf management firm with national prominence and reputation to operate Miami Springs G & CC
  - However, a long term agreement (10+ years) is not allowable in Miami Springs without a referendum of voters, and thus is not likely to be implemented



## Miami Springs Golf and Country Club

### Specific Operational Recommendations

- **NGF Recommendation on Structure**
  - Continue to operate the Miami Springs G&CC under a modified structure that would allow for maximum economic performance for the City
  - This structure will be dependent upon finding the right individual for the Golf Director position with skills such as:
    - Bilingual
    - Tech savvy
    - Dedicated to marketing
  - New structure may require the addition of a new FTE for counter work to free up the Director
  - New structure should include a revised, full-service maintenance contract

## Miami Springs Golf and Country Club

### Specific Physical Recommendations

- Improve turf conditions
- Improve on-course services
  - Restrooms, drinking fountains, benches, ball washers, etc.
  - Cart paths and drainage
- Improve cart paths and drainage - Can lead to increased capacity of rounds and potentially increased revenue
- Total estimated cost likely >\$1.0 million
  - Over time, should improve operational efficiencies to improve rounds and revenue
  - But not sufficient to cover the capital expense needed to make the improvements

**Miami Springs Golf and Country Club**

**Specific Operational Recommendations**

- **Additional Recommendations**
  - Improve marketing
  - Enhance electronic capabilities (website, email, etc.)
  - Promote bilingualism
  - Improve branding
  - Enhance programming (tournaments, outings, leagues)
  - Improve signage
  - Enhance player development programs
  - Increase emphasis on improving female golf participation

# Summary Operations Review of the Miami Springs Golf and Country Club

Prepared For  
**City of Miami Springs**

Presented By  
**Richard Singer**  
**National Golf Foundation Consulting, Inc.**  
**(561) 354-1642**  
**rsinger@ngf.org**

April 3, 2013

Ron Gorland  
City Manager  
City of Miami Springs  
201 Westward Drive  
Miami Springs, FL 33166

**RE: Miami Springs Golf & Country Club Assessment**

Dear Ron:

The following letter and report comprise a summary of the National Golf Foundation's ("NGF") review of the City of Miami Springs's ("City") golf program, specifically related to the Miami Springs Golf & Country Club ("Miami Springs G & CC"). The review is based on NGF market research, visits to the properties, and meetings with City officials in early 2013. The review included a strategic look at the City's overall municipal golf offering, with specific review of the operational program and long-term market viability of Miami Springs G & CC. NGF has considered the present physical condition of the golf facility, the market environment in which it operates, alternatives for continued operation, and concluding with NGF recommendations for maximizing the economic potential of municipal golf within the City.

This NGF review was managed by Richard Singer, MBA, NGF's Director of Consulting Services, with assistance from Ed Getherall, NGF's Director of Operations. Our activities conducted in preparation of this report included a visit and inspection of the subject Miami Springs G & CC, review of the area market, meetings with key golf course staff, meetings with City of Miami Springs staff, and visits to several other area golf facilities that were deemed to be directly competitive with the subject Miami Springs golf facility.

This executive summary letter is presented to provide an "at-a-glance" summarization of the full NGF review, detailing the main findings and NGF recommendations for the City of Miami Springs in the continued operation of the Miami Springs G & CC. Additional details and support data can be found in the full body of our report and its appendix.

**OVERALL SUMMARY**

The points listed below represent a brief summary of NGF findings on Miami Springs Golf & Country Club in March 2013. Full detail and elaboration of these items can be found in the attached full report from 2013. Key findings include:

- The Miami Springs G & CC has the basic design features and location to be a successful public golf course. However, as it sits today (March 2013), the course does have several mitigating factors that prevent it from achieving its maximum economic potential, including:

- Aging infrastructure, especially related to the condition of turf and greens.
  - Declining golf market regionally and nationally due to increased competition, aging population, and changing demographics.
  - Lack of entrepreneurial focus in the operation and management of the Miami Springs G & CC.
- The Miami Springs Golf & Country Club asset is deteriorating and will need substantial investment in the coming two years to bring the facility to a minimum level of functionality that would allow for continued operation and improved economic performance. In this report, I have recommended and detailed approximately \$1.0 million in improvements to the property, mostly related to the golf course playing area (turf conditions, drainage, on-course services, cart paths, etc.).
  - Miami Springs G & CC is producing lower-than-average rounds activity, with declines in total rounds in the last three years that are comparable to the market overall (more in next section). The total top-line revenue of under \$1.1 million (from all sources including resort) represents a decline from levels earned five years ago. The City has not been able to break-even on this operation since it was purchased in 1997, and this is not expected to change for the foreseeable future.
  - The contracts in place at Miami Springs G & CC are mixed in that they offer both positives and negatives for the City's golf operation:
    - The food and beverage agreement appears to be relieving the City of an economic burden, although the City expressed concern about proper attention given to the F & B needs of day-to-day golfers.
    - The maintenance agreement appears to be more problematic in that it was implemented to reduce labor expense, but the agreement does not include equipment, materials and supplies. A more "full service" maintenance agreement (covers all aspects of golf maintenance) would be more efficient and is more typical and common among successful municipal golf courses.
  - The City should understand that the external golf market is not favorable for strong economic performance of the Miami Springs Golf & Country Club. The immediate local market surrounding the golf course does not have characteristics typically associated with high participation in golf, and thus overall golf course performance is expected to be lower than other municipal golf courses in similar-size cities. It may not even be reasonable for Miami Springs G & CC to break-even, let alone other items such as debt service or capital upgrades / improvements.
  - There is no "easy answer" for the Miami Springs G & CC in operational structure or alterations to the operational model currently in place. The City could:
    - **Modify Self-Operation** by retaining a self-operated pro shop and privatized F & B operation, but add a new on-site Golf Director. The new position should be staffed by a hands-on golf facility manager who is: (1) fluent in Spanish; (2) dedicated to marketing and promoting the Miami Springs golf facility; and (3) "tech-savvy" and understands the importance of electronic marketing (website, email, tee-times online, etc.). **The NGF also recommends that if the City is to outsource maintenance labor, the contract should be structured as a full-service maintenance contract whereby the City pays a private vendor to maintain the entire golf facility, not just for labor.** This should provide both cost savings and improvement to the condition of the golf course facility.

- **Contract Management.** The City can enter into a contract agreement with a professional golf management firm (with national prominence and reputation) to operate Miami Springs G & CC for the City. This concept will have added expense for the City but may end up enhancing the overall economic picture through golf expertise and employment expense savings. The NGF understands that this option was in place for Miami Springs G & CC in previous years with disastrous consequences, although some of the chosen vendors were not nationally-known golf management firms with numerous properties under management.

## **RECOMMENDED COURSE OF ACTION**

The NGF recommendation to the City of Miami Springs for Miami Springs G & CC is three-fold: (1) slightly modify its operating structure; (2) invest in improvements to the golf course; and (3) make a renewed commitment to marketing and promoting the facility to a wider segment of prospective golfers that at present.

### **Basic Oversight and Structure**

**The NGF team is recommending that the City of Miami Springs continue to operate the Miami Springs Golf & Country Club under a modified structure that would allow for maximum economic performance for the City, but will be dependent upon finding the right individual for the Golf Director position.** This structure may also require the addition of new staff to cover basic counter duties and help free up the new director to focus on marketing, socialization and working to grow the golf business for the City. The only reason for the City to consider contract management is to entice a private partner to come in and fund needed improvements to the golf course in exchange for some type of long term agreement. However, a long term agreement (10+ years) is not allowable in Miami Springs without a referendum of voters, and thus is not likely to be implemented. Given this, the modified structure with a revised, full-service maintenance contract is the most preferred structure for Miami Springs G & CC.

### **Physical Improvements**

In addition to the basic recommendation described above, the City should work to make physical improvements to the golf course playing area. The conditions observed by NGF during the February 2013 site visit were less than ideal and would be difficult to market aggressively. The Miami Springs G & CC is in clear need of upgrade to turf conditions, on-course services (restrooms, drinking fountains, benches, ball washers, etc.), cart paths, and drainage. Improvement in the last two items (cart paths and drainage) should lead directly to an increased capacity of rounds that can be accommodated, thus potentially leading to increased revenue.

The total estimated cost of these improvements will likely exceed \$1.0 million, and it is not likely that the improved revenue performance will be sufficient to cover the capital expense. However, over time, the improvements to the facility should improve the operational efficiencies of the operation and allow the golf course to improve rounds and revenue, but not to a level sufficient to cover the capital expense (debt service) needed to make the improvements.

## Operational Recommendations

The NGF has also prepared a list of additional recommendations that should be helpful in growing Miami Springs G & CC business and lowering expenses. These recommendations are based on the lead consultant's experience and expertise and stem from a limited review of the operation and facilities. We also recognize that some of these items may already be enacted and that various administrative and other limitations may prevent the City from enacting some of them. Our recommendations include improvements to marketing, enhancement of electronic capabilities (website, email, etc.), promotion of bilingualism, improved branding, enhanced programming (tournaments, outings, leagues), improved signage, enhanced player development programs, and an increased emphasis on improving female golf participation.

## SUMMARY

The Miami Springs G & CC is a good quality golf facility that can be an appropriate fit with the City of Miami Springs, as both offer rich history and prestige. NGF Consulting recognizes the fiscal challenges faced by the City in the Miami Springs G & CC operation and reminds the City staff that these **challenges are common in the golf facility industry in 2013 and not at all unique to Miami Springs G & CC**. As the City moves forward in creating a new plan for Miami Springs G & CC, clearly defining the purposes and goals of the facility is an important component.

Ron, I very much appreciate your confidence in the National Golf Foundation and its consulting services, and I have enjoyed the opportunity to be a part of your planning for the Miami Springs Golf & Country Club. I am hopeful that the information and recommendations I have provided will assist you and other City officials in your upcoming decisions on the City's golf property. I am happy to talk with you or any other City staff or Council member to discuss our report, or other matters related to golf facility operations or market/industry trends. I look forward to your questions and I hope you enjoy reading our consulting report.

Sincerely,



Richard B. Singer  
Director of Consulting Services

[rsinger@ngf.org](mailto:rsinger@ngf.org)  
561.354.1642



**Review of Golf Operation  
For  
Miami Springs Golf & Country Club  
Miami Springs, FL**

Prepared For:

**City of Miami Springs**  
201 Westward Drive  
Miami Springs, FL 33166

Prepared By:

***NGF* CONSULTING**  
NATIONAL GOLF FOUNDATION

1150 South U.S. Highway One, Suite 401  
Jupiter, FL 33477  
(561) 744-6006

March 2013

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# Introduction

## PURPOSE

NGF Consulting was retained by the City of Miami Springs, Florida to assist in evaluating the current condition and future market potential possibility of the City-owned Miami Springs Golf & Country Club. The City is considering options for the future of this facility and seeking to better understand the realistic economic potential of the facility given market and site realities. The results of this market and facility analysis will be used to help determine the appropriate course of action.

## BACKGROUND

The Miami Springs Golf & Country Club ("Miami Springs G & CC") is a large community golf facility that includes an 18-hole golf course, driving range, maintenance barn, and multi-purpose clubhouse facility (pro shop, snack bar, and banquet facility). The facility is now owned and operated by the City of Miami Springs, although maintenance employees are retained via contract with Greens Grade Services, Inc.

Under consideration for this report is the present condition of the Miami Springs Golf & Country Club and the status of the greater Miami Springs / Dade County area public golf market. The purpose of this market and facility analysis is to provide the City with an evaluation of the local golf market and an estimate of the overall economic potential of the Miami Springs G & CC as a City-run municipal golf course.

The key issues evaluated in this report include:

- Status of the local golf market.
- The present condition of Miami Springs Golf & Country Club and requirements for improving the facility to its optimal level.
- Economic potential of Miami Springs Golf & Country Club given its current status and market environment.
- Defining the optimal operating structure for the facility (City employees, contracts, leases, management agreement, etc.).
- The realistic net revenue potential of the City golf facility and estimate of what, if any, City subsidy may be required for continued operation.

Field activities conducted in completion of this consultant's report included meetings with key City of Miami Springs staff (City Manager, Assistant City Manager / Finance Director and others), an inspection of the subject Miami Springs G & CC, meetings with the on-site facility Acting Manager and Golf Maintenance Superintendent, collection of materials to aid in the understanding of the area golf market, visits to several of the area's competing public golf facility operations, and review of other materials and records related to Miami Springs Golf & Country Club and the City of Miami Springs.

## Subject Facility—Miami Springs G & CC

The subject property is Miami Springs Golf & Country Club, an 18-hole golf facility located within the small Miami area community of Miami Springs. The facility is fully owned by the City of Miami Springs and operated directly by the City, with a separate employment contract for maintenance workers. Miami Springs G & CC is operated as an affordable, high-quality public-access golf course that serves year-round and seasonal residents of Miami Springs, as well as a large number of tourists and visitors to the area. All of the property used by Miami Springs Golf & Country Club is deeded for use as a golf course, and it is assumed that change in use of the site can be accomplished only through referendum.

### **SITE OVERVIEW**

#### **Miami Springs**

The Miami Springs Golf & Country Club is located within the City of Miami Springs on a total of 217 acres of property (the 'standard' for an 18-hole golf course is around 130+ acres). The large size of the golf course property results in a large space of golf course property that is not directly in use for golf, but maintained by the golf course staff. The course has a basic golf course layout with two separate "core" parcels – the front nine holes on the east/southeast parcel and the back nine holes and driving range on the west/northwest parcel- bisected by Curtiss Parkway. The two separate parcels require golfers to cross Curtiss Pkwy on two occasions to begin at hole #1 and on to hole #10 after completion of hole #9. This crossing of a busy street could be potentially hazardous.

The site is bounded by individual property fences to provide separation from surrounding elements, which are almost entirely residential. There are two hotels (Sleep Inn – Miami Airport and Homestead Studio Suites – Miami Airport) that are right at the southern edge of the property (near Hole #2). The property has a total of about 150 parking spaces, all located in the median between two lanes of Curtiss Pkwy traffic. This amount appears sufficient for most days of activity, but busier weekends in season and/or during large golf events, the total can be less than is needed.

Access to the golf course is via Curtiss Pkwy., which connects to primary area thoroughfares State Road 27 to the north and Doral Blvd. to the south. It is reported that Curtiss Parkway has become a major thoroughfare in its own right, connecting between State Road 27 and Doral Blvd. and carrying a high volume of traffic. Locational aspects of the golf course are positive in that access to the property is easy and convenient from both major roadways in the area (SR 27 and Doral Blvd.), and the facility is proximate to major area destinations such as the Miami International Airport (3 driving miles away) and the Doral Golf Resort and Spa. Overall, the location is deemed by NGF to be an advantage for this golf facility



*Google Earth image showing the Miami Springs G & CC and its immediate surrounding elements. Curtiss Pkwy bisects the property, with connections to major roadways shown. The site is a large parcel of open green space and a key recreation amenity for the City of Miami Springs.*

## **INVENTORY OF FACILITIES – MIAMI SPRINGS**

The Miami Springs Golf & Country Club includes the following elements:

- 18-hole golf course
- 12,000 square foot (sf) golf clubhouse/pro shop
- 7.5-acre driving range
- Maintenance facility

The above elements offer a varied mix for a City golf course, allowing for appeal to all segments of golfers from beginners to seasoned players. The 18-hole championship golf course dates back to the 1920s (as City of Miami Country Club) and has undergone only one major

renovation in 1982. The course is rich in history as was host to the PGA Tour's Miami open from 1925 through 1955. The City has reinvested in the golf course on several occasions, including the addition of new greens in 2007 and a new \$1.1 million irrigation system in 2010.

### **Golf Course – Miami Springs**

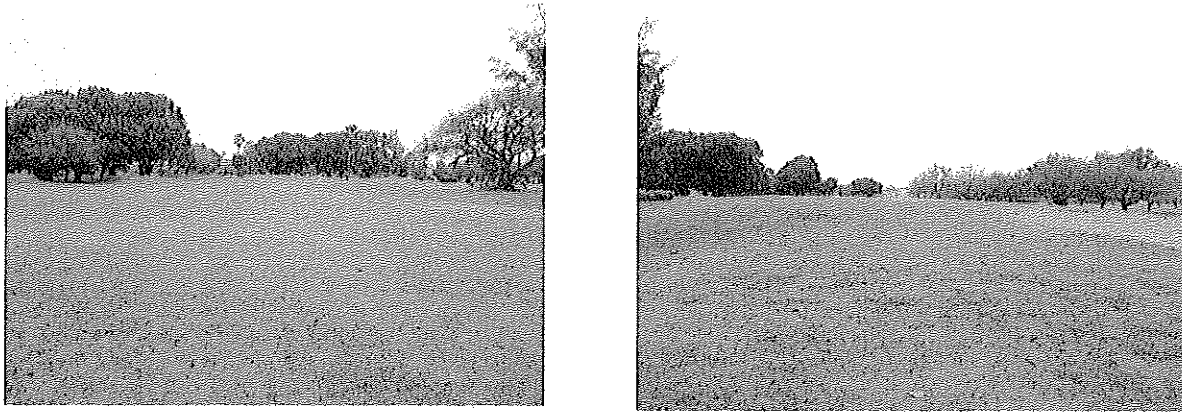
The NGF consultant has identified the following key elements for consideration on the 18-hole golf course at Miami Springs G & CC:

- Miami Springs G & CC is one of the City of Miami Springs's oldest existing recreational and athletic facilities, dating back to 1923, and designated as a Miami Springs Historic Site. The course was designed to appeal to golfers seeking the "classic" golf designs of that era.
- The course has golf design features that are typically associated with high quality golf, capable of commanding at or above median market rates. The course has attractive and challenging features that make it desirable for golfers.
- The golf course is relatively flat with some tree-lined holes and a few water hazards that come into play on four holes on the back nine. The larger property size has led to a generally longer golf course and open configuration of holes.
- The Miami Springs G & CC golf course plays 6,755 yards from its longest tee and to a par of 71, which is below the "standard" of 72. The course has a USGA slope rating of 119, which represents that the golf course is approximately 7% "harder" than the standard slope of 111. The general ease of the golf course from its more forward tees does give this facility strong appeal in the large senior golfer market in Miami Springs.
- The key defining feature of the Miami Springs G & CC golf course is the dense tree cover and tree-lined golf holes. While this adds to the aesthetics, it also contributes to some of the difficulty of the course and golf course maintenance.
- Miami Springs G & CC has limited on-course facilities such as restrooms and drinking stations other than two on-course restrooms, one of which (on front nine) is in very poor condition.

### **Golf Course Condition**

At the time of the NGF inspection of the Miami Springs G & CC in February 2013, the facility was observed to be in less than ideal condition despite the peak season time of year. Based on NGF observations, review of recent USGA reports and interviews with the course superintendent, the NGF notes the following key issues related to the Miami Springs G & CC condition as of March 2013:

- Although the layout and design of holes is a positive for the Miami Springs G & CC, the golf course is over 80 years old and it does not appear that the golf course turf reacts well to any kind of stress.
- The result of stressed turf is conditions that are less than ideal for golfers (see pictures below). The conditions observed by NGF in February 2013 do not represent a golf course that can command high market rates, and thus demand may be affected.



Photos showing deteriorating turf conditions.

This type of problem was prevalent throughout the golf course during NGF's visit in early Spring 2013.

- The solution to the turf conditions at Miami Springs G & CC may require a full re-grassing of the property, likely to be at great expense. However, given the large footprint of the property there are several key "out-of-play" areas that would not have to be re-grassed, thus allowing some savings in cost. The **NGF Estimated cost = \$350,000 to \$500,000.**
- **Cart paths/ Bridges** – Miami Springs G & CC has limited cart paths and does not have "wall-to-wall" cart path coverage. A full cart path system may allow for carts to return to the course with "cart path only" service to help maximize rounds. More study should be conducted to estimate the cost to complete (NGF has observed other golf facilities spending a standard of \$20 per linear foot (lf) of asphalt cart path and 'typical' golf course will have 20,000 (+/-) lf for full "wall-to-wall" coverage of an 18-hole golf course). **NGF estimates that new cart paths at Miami Springs G & CC will cost \$400,000 for the approximately 20,000 linear feet needed to complete full coverage.**
- **On-Course Services** – The on-course restroom on the front course (well located between holes #3, 4, 5, + 6) is in very poor condition and should be replaced. The facility on the back nine holes (near #10 + #17) is in better condition, but could be enhanced. Some form of stations with drinking water (either fountains or refillable coolers and cups) should be added at key locations on the golf course. The improvement of on-course services like these is common at other area facilities with similar pricing, show the facility to be of higher quality and will go a long way to help attract the female segment to the golf course. **NGF Estimated cost = approximately \$30,000 to \$40,000 for one new restroom facility on the front nine and upgrades to the facility on the back nine.**
- **Drainage Improvements** – Miami Springs G & CC was reported to have generally favorable drainage characteristics, although some portions of the property do have thicker soils and tend to drain slowly and retain standing water for longer periods after rain events. The result is key areas of the golf course that cannot be open to cart use, and thus serving to limit the total demand for rounds of golf, even when the weather is nice and the golf course is open to walkers. A program to improve drainage should also be considered for Miami Springs G & CC, although no formal estimate of cost can be made without further study. The best possible drainage characteristics can lead to the most possible rounds of golf being played, ultimately leading to enhanced revenue.



- **Driving Range Upgrade** - A program to renovate the driving range with improved turf, new mats, new tee markers and upgraded landing area to reduce the loss of range balls. **NGF estimated cost = \$100,000.**

#### Estimated Cost and Priority of Physical Improvements

The estimated cost to complete the above noted facility improvements are detailed in the table below. The figures do not include any lost revenue that may occur due to business disruption during the period these projects are ongoing.

| <b>Miami Springs Golf &amp; Country Club<br/>Needed Physical Improvements</b> |                                   |
|---|-----------------------------------|
| <b>Highest Priority Items</b>   | <b>Highest<br/>Estimated Cost</b> |
| Turf Upgrade / Replacement  | \$500,000                         |
| Cart Path/Bridge Program  | 400,000                           |
| Driving Range Repair  | 100,000                           |
| On-Course Services  | 40,000                            |
| <b>Sub-Total – Most Immediate</b>   | <b>\$1,040,000</b>                |
| Drainage Improvement Program  | TBD                               |
| <b>Total Miami Springs G &amp; CC Upgrades</b>                                | <b>TBD</b>                        |

#### Clubhouse / Maintenance Facility Review

The support structures at Miami Springs G & CC include three key separate pieces: the golf clubhouse (includes pro shop and snack bar), the banquet area and the maintenance barn. The structures all date back to the 1970s and are showing age. However, all elements appear to be fully functional with no urgent problems reported to NGF. As such, the NGF recommends that upgrades be completed to the golf course (turf and drainage) in higher priority to the building structures. Key issues on each include:

- **Clubhouse / Pro Shop** – The space is generally small but functional. The location is good with proximity and visibility of the driving range, 10<sup>th</sup> and 18<sup>th</sup> holes. Small size of the building provides for a ‘crammed-in’ feel, with a small inventory of merchandise being displayed.
- **Banquet Space** - The banquet entrance provides a nice presentation with front portico and side veranda overlooking the 10<sup>th</sup> and 18<sup>th</sup> holes. The space is large enough for gatherings such as weddings and banquets of up to 150 persons. The restrooms in the building are in need of upgrade.
- **Maintenance Structure** – The maintenance structure appears fully functional with adequate storage for maintenance equipment.

## REVIEW OF GOLF OPERATIONS

The City of Miami Springs operates the Miami Springs G & CC with an on-site Golf Director reporting directly to the City Manager. The City has had one individual serve as Golf Director for more than 10 years, until a recent retirement leaving the position open in early 2013. Within the golf course operation, there are two separate sub-categories for private vendors to perform services for the City in the golf operation, including a contract to provide food and beverage services and a contract for golf course maintenance labor.

### Food and Beverage Service Contract

- Contract with Miami Springs Country Club F & B, Inc.
- Lease does not include any payment to the City for services.
- City continues to upgrade the golf clubhouse building (\$300,000 over several years).
- City reported losses on food and beverage of over \$350,000 per year, led to lease agreement.
- City has concern that the vendor is focused on banquet business and not devoting enough attention on day-to-day needs of the golfers.

### Golf Maintenance Labor Contract

- Contract with Greens Grade Services Inc.
- Agreement is not a full service maintenance contract, but is for staff labor only.
- Head Superintendent is City employee. All other golf maintenance staff employed by contract vendor.
- City pays Greens Grade Services, Inc. approximately \$350,000 annually (\$368,349 in 2012).

### Oversight and Staffing

Staff at Miami Springs G & CC is divided between the City and its two selected vendors. Traditionally, the City has employed a full-time Golf Director, although this position is vacant in March 2013. The NGF review shows a total of only three full-time City employees at the facility:

- **Pro Shop / Clubhouse Staff**
  - Golf Director (FT – Salary)
  - Cashiers (4 PT)
  - Golf Attendants (14 all PT)
  - Customer Service (FT - Salary)
- **Golf Maintenance Staff (7.0 FTE)**
  - Golf Superintendent (FT – Salary)
  - Additional maintenance staff employed by contract

The “standard” golf facility in the U.S. southern climates (12-month golf season) employed a total of 22 FTE personnel in 2012, with 12 in golf maintenance, 7 in pro shop/operations and another 3 for clubhouse/F & B. This level of staffing represents a reduction from 2009 figures as a result of declining income and the need to reduce expense. As a result, many golf operations around the country are operating with very lean staff and Miami Springs G & CC is no different.

Based on the NGF review of the Miami Springs G & CC staffing, and in comparison to golf industry norms, it appears that Miami Springs G & CC is operating with a staff that is just barely sufficient to sustain operations at a high level.

## Marketing and Fees

Miami Springs G & CC is engaged in several initiatives that are designed to increase overall sales at the facility including a membership plan, a modest marketing program, and maintenance of the facility website. At present the facility does not employ a dedicated marketing specialist responsible for growing the all facets of the business (golf, restaurant, banquets). It appears to NGF that activities related to marketing the facility are below the "standard" for municipal golf courses, and will need to be improved (more later in this report). The key activities/programs underway at Miami Springs G & CC are summarized below:

- **Website** - There is no doubt that the Internet is the most cost-effective form of advertising outside of word-of-mouth. Miami Springs G & CC has a website (<http://www.Miamispringsgolfcourse.com>), although it is clear that much improvement will be needed. The Miami Springs G & CC website includes information on many of the most important elements of a golf course website including fees (although not fully up-to-date), a map of the golf holes, pictures of the facility, directions for out-of-town golfers, and contact information. The site does not offer the ability to book tee times on-line (key feature for successful public golf courses). There is also a separate website ([www.miamispringscountryclub.com](http://www.miamispringscountryclub.com)) for the food and beverage/banquet operation.
- **Email** – NGF Consulting encourages an active email campaign. The email program should have two parts – one for locals and one for tourists. The local program would promote specials and could be used to help fill up the tee sheet at the last minute. The tourist program would be used to help book future business. This can also help in cross marketing with hotels in the area for golf packages.
- **Organized Events** – Organized events (commonly referred to in the industry as "Tournaments" or "outings") are a great way to enhance overall business at a golf facility. These events encourage use by golfers who otherwise may not use a facility, and these events are typically accompanied by high ancillary spending, providing the ancillary amenities are adequate. As such, a high volume of organized events is desirable as long as the events are played at a fee rate comparable to, or in excess of the average play rate for non-events. Miami Springs G & CC presently lists a relatively small overall schedule of organized events.
- **In person efforts** – During the course of this engagement, the NGF observed direct in-person efforts to increase golf business through efforts aimed at area hotels, chambers of commerce and other local advertising.
- **Fee Structure and Membership Program** – Miami Springs G & CC utilizes a repeat player / membership program, and reports approximately 35 total members (down from a recent high of 80 members). This program is common in the industry as it promotes higher repeat activity from a loyal core of participants, while still providing a discount for frequent users. A summary of Miami Springs G & CC fees are shown in the table that follow. More detail on revenue generation and competitive market fees appear later in this report.

| <b>Miami Springs Golf Course<br/>2012-13 Rates</b>   |                     |                 |
|--|---------------------|-----------------|
|  | <b>Non-resident</b> | <b>Resident</b> |
| Weekend  | \$54                | \$48            |
| After 11:00 a.m.   | \$44                | \$40            |
| Weekday  | \$44                | \$25            |
| Twilight   | \$33                | \$35            |
| Super Twilight   | \$20                | \$20            |
| Seniors  | \$30                | \$30            |
| Rates include tax<br>Twilight after 1:00 p.m.<br>Super Twilight after 4:00 p.m.<br>Seniors weekdays only |                     |                 |

| <b>Miami Springs Golf Course Membership<br/>2012-2013 (October 1, 2012 – September 30, 2013)</b>                                |                 |                     |
|---|-----------------|---------------------|
|   | <b>Resident</b> | <b>Non-resident</b> |
| <b>Annual Seven Days</b>  |                 |                     |
| Single  | \$895           | \$1,220             |
| Family  | \$1,200         | \$1,525             |
| Senior Single   | \$815           | \$1,175             |
| Senior Couple   | \$1,050         | \$1,450             |
| <b>Weekday</b>  |                 |                     |
| Single  | \$815           | \$1,075             |
| Family  | \$905           | \$1,250             |
| Senior Single   | \$725           | \$1,025             |
| Senior Couple   | \$845           | \$1,185             |
| <b>Junior<sup>1</sup></b>   | \$100           | \$150               |
| <b>Trail Fee</b>  |                 |                     |
| Individual  | \$775           | \$775               |
| Corporate <sup>2</sup>  | \$5,250         | \$5,250             |
| Rates do not include 7% sales tax<br>1. Junior age 17 and under<br>2. Corporate trail fee 5 passes, transferable within company |                 |                     |

## FACILITY PERFORMANCE AND DATA ANALYSIS

Miami Springs is operating as a public golf course, generating the vast majority of its revenue totals from green and cart fees. Additional revenue is also earned from ancillary items (pro shop, range, concessions). The following paragraphs summarize each of these revenue sources, plus the expenses required to maintain the facilities and service customers.

### Rounds Activity

At the time of the NGF Consulting review, the Miami Springs G & CC had been experiencing a decline in golf rounds played from a recent peak in FY2007, which was the first year of operation after the replacement of the greens in 2006. In the last six years the club has experienced a rapid decline from 2007 through 2010, with relative stability since 2010. Average rounds per 18-hole golf course in the total U.S. now stand at about 31,000 rounds per year, with 37,000 rounds per year for golf courses in the "Sunbelt" region of the U.S. (12-month golf market).

| <b>Miami Springs Golf &amp; Country Club<br/>Historical Total Reported – 2007-2012</b> |               |               |               |               |               |               |                |
|--|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
|  | <b>FY2007</b> | <b>FY2008</b> | <b>FY2009</b> | <b>FY2010</b> | <b>FY2011</b> | <b>FY2012</b> | <b>Average</b> |
| Total Rounds   | 45,322        | 40,569        | 39,785        | 33,123        | 33,388        | 34,865        | 37,842         |
| Annual % Change  |               | -10.5%        | -1.9%         | -16.7%        | 0.8%          | 4.4%          |                |
| <b>Total % Change (2006-11)</b>  | <b>-23.1%</b> |               |               |               |               |               |                |
| Source: City of Miami Springs  |               |               |               |               |               |               |                |

### Rounds by Type – Miami Springs

A summary of golf rounds by category for FY2012 shows that the facility is dominated by senior play (30% of rounds) and member rounds (27%), with average fees below \$26 per round of golf. Only about 17% of total rounds in 2012 were played at the highest rack rate (over \$40), including some weekend group rates and men's golf association. The overall average rate per round for green fees at Miami Springs was \$26.66 for 2012. Employee and complimentary rounds appeared to be a negligible amount, which is well below the 5% norm in municipal golf (favorable for the operation).

**Miami Springs Golf & Country Club  
Rounds Played by Type (2012)**

|   | Number        | % of Total    | Revenue          | Avg. Revenue   |
|---|---------------|---------------|------------------|----------------|
| <b>Rack Rates</b>                             |               |               |                  |                |
| Weekend non-resident                          | 1,532         | 4.4%          | \$73,768         | \$48.15        |
| Weekday non-resident                          | 1,070         | 3.1%          | \$40,323         | \$37.69        |
| Weekend/holiday resident                      | 1,520         | 4.4%          | \$62,891         | \$41.38        |
| Weekday resident                              | 457           | 1.3%          | \$11,003         | \$24.08        |
| <b>Totals for Top Rack Rates</b>              | <b>4,579</b>  | <b>13.1%</b>  | <b>\$187,985</b> | <b>\$41.05</b> |
| <b>Other Discounted Rack Rates</b>            |               |               |                  |                |
| Resident weekend > 11:00                      | 796           | 2.3%          | \$28,532         | \$35.84        |
| Non-resident weekend >11:00                   | 701           | 2.0%          | \$27,088         | \$38.64        |
| Twilight weekday                              | 1,312         | 3.8%          | \$39,607         | \$30.19        |
| Twilight weekend                              | 2,490         | 7.1%          | \$80,289         | \$32.24        |
| Super twilight > 4:00                         | 608           | 1.7%          | \$11,363         | \$18.69        |
| Tee Time USA                                  | 2             | 0.0%          | \$73             | \$36.50        |
| Shootout                                      | 752           | 2.2%          | \$18,769         | \$24.96        |
| Seniors weekday                               | 10,533        | 30.2%         | \$270,466        | \$25.68        |
| Group rate weekend                            | 1,061         | 3.0%          | \$46,303         | \$43.64        |
| Spectator                                     | 34            | 0.1%          | \$612            | \$18.00        |
| Prime Timers                                  | 346           | 1.0%          | \$7,423          | \$21.45        |
| Teacher, police, fire                         | 183           | 0.5%          | \$4,588          | \$25.07        |
| Men's Golf Association                        | 232           | 0.7%          | \$9,646          | \$41.58        |
| Women's Golf Association                      | 0             | 0.0%          | \$0              |                |
| Weekday resident walking                      | 667           | 1.9%          | \$3,115          | \$4.67         |
| Junior  | 115           | 0.3%          | \$859            | \$7.47         |
| Junior with Parent                            | 88            | 0.3%          | \$1,583          | \$17.99        |
| PGA Golf Pass weekday                         | 0             | 0.0%          | \$0              |                |
| PGA member                                    | 240           | 0.7%          | \$4,318          | \$17.99        |
| Can-Am Golf                                   | 76            | 0.2%          | \$2,107          | \$27.72        |
| Tex exempt tournament                         | 593           | 1.7%          | \$15,699         | \$26.47        |
| Replay 18 holes                               | 0             | 0.0%          | \$0              |                |
| Replay 9 holes                                | 17            | 0.0%          | \$203            | \$11.94        |
| <b>Totals for Other Discounted Rack Rates</b> | <b>20,846</b> | <b>59.8%</b>  | <b>\$572,643</b> | <b>\$27.47</b> |
| <b>Totals for All Rack Rates</b>              | <b>25,425</b> | <b>72.9%</b>  | <b>\$760,628</b> | <b>\$29.92</b> |
| <b>Membership Activity</b>                    |               |               |                  |                |
| Member 18-hole cart                           | 5,816         | 16.7%         | \$108,702        | \$18.69        |
| Weekday resident cart fee                     | 78            | 0.2%          | \$1,822          | \$23.36        |
| Member 9-hole cart                            | 345           | 1.0%          | \$4,113          | \$11.92        |
| Trail fee                                     | 2             | 0.0%          | \$1,550          | \$775.00       |
| Membership pro-rated income                   | 0             | 0.0%          | \$52,824         |                |
| Member walk                                   | 3,199         | 9.2%          | \$0              | \$0.00         |
| <b>Totals for All Member Rounds</b>           | <b>9,440</b>  | <b>27.1%</b>  | <b>\$169,011</b> | <b>\$17.90</b> |
| <b>Totals for All Paid Rounds</b>             | <b>34,865</b> | <b>100.0%</b> | <b>\$929,639</b> | <b>\$26.66</b> |
| Source: City of Miami Springs                 |               |               |                  |                |

### Capacity Issues

A golf course's *theoretical capacity* can be determined mathematically by multiplying the number of available tee times (utilizing only the first tee as the starting hole) by the maximum number of players in a group, usually a foursome. This measure, while not realistic for any golf course, results in a total available inventory of golf rounds of 224 rounds per day and approximately 80,000 rounds per year in a 52-week golf season. A more realistic measure, a golf course's *actual capacity* takes into account the loss of tee times for weather, unplayable conditions, cancellations, no-shows, groups of less than four players, and other reasons a golf course would never actually play the *theoretical capacity* such as a desire to maintain course conditions and market realities. In estimating capacity, NGF Consulting has defined a "round" as one person teeing off in an authorized start, so 9-hole and 18-hole rounds are counted equally.

The *actual capacity* for a given course is difficult, if not impossible, to calculate because most courses differ in physical characteristics and management procedures. For example, a course that has paved cart paths and good drainage can quickly resume play after a heavy rain, whereas a course that does not have paved cart paths and / or has poor drainage may have to suspend play for several hours or the entire day. In the South Florida market golf facilities are operating with a year-round golf activity, but a strongly compacted high demand golf season in December through April, with more limited activity in the May through November summer season. Based on Miami Springs G & CC's course type and size, fee structure, weather conditions, down time for maintenance, NGF Consulting has estimated an *actual capacity* of about 65,000 rounds per year, although it will be very difficult to achieve its capacity.

### Revenue Analysis – Miami Springs G & CC

NGF Consulting's review of performance shows that Miami Springs has experienced a decline in total revenue since reaching a recent peak of \$1.37 million in 2008. Since 2008, revenue declined about 22% to just over \$1.026 million in 2011, increasing back to over \$1.074 million in 2012. This decline was relatively consistent across all categories and reflective of the decline in activity. These revenues are in line with expectations for public golf courses in this climate. Overall, the average public golf course in the United States produces approximately \$23.00 per round in golf revenue (green, cart, membership), \$2.50 per round in merchandise and \$6.00 per round in food and beverage.

| <b>Miami Springs Golf &amp; Country Club<br/>Total Gross Revenue – 2008-2012</b> |                    |                    |                    |                    |                    |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|
|  | FY2008             | FY2009             | FY2010             | FY2011             | FY2012             |
| <b>Rounds Played</b>   | 40,569             | 39,785             | 33,123             | 33,388             | 34,865             |
| <b>Revenues</b>  |                    |                    |                    |                    |                    |
| Green Fees   | \$974,251          | \$897,737          | \$724,000          | \$742,317          | \$745,253          |
| Memberships  | 117,305            | 95,022             | 84,882             | 64,034             | 52,824             |
| Cart Revenues  | 93,121             | 89,660             | 72,368             | 62,301             | 113,563            |
| Range Fees   | 112,824            | 108,329            | 80,868             | 94,688             | 98,907             |
| Golf - Other Revenue   | 11,009             | 21,578             | 17,926             | 17,776             | 10,885             |
| Merchandise Sales  | 61,775             | 57,568             | 43,095             | 45,653             | 53,489             |
| <b>Total Pro Shop Revenues</b>   | <b>\$1,370,285</b> | <b>\$1,269,894</b> | <b>\$1,023,139</b> | <b>\$1,026,769</b> | <b>\$1,074,921</b> |
| Source: City of Miami Springs  |                    |                    |                    |                    |                    |

### Average Revenue Analysis

The total average revenue earned per round of golf played now stands at \$30.83 for 2012, and has shown some decline over the period shown (max is \$33.78 in 2008). This indicates that Miami Springs has experienced a decline in both rounds played and the average revenue per round, an indication that future increases in revenue will require both increased activity (rounds) and an increase in average revenue earned per round. A close analysis of average golf fee revenue shows that average revenue by category has mirrored the overall revenue, with no one line item standing out as being unique.

| <b>Miami Springs Golf &amp; Country Club<br/>Average Revenue per Round 2008 – 2012</b> |                |                |                |                |                |
|--|----------------|----------------|----------------|----------------|----------------|
|  | <b>FY2008</b>  | <b>FY2009</b>  | <b>FY2010</b>  | <b>FY2011</b>  | <b>FY2012</b>  |
| <b>Rounds Played</b>   | <b>40,569</b>  | <b>39,785</b>  | <b>33,123</b>  | <b>33,388</b>  | <b>34,865</b>  |
| <b>Revenues</b>  |                |                |                |                |                |
| Green Fees   | \$24.01        | \$22.56        | \$21.86        | \$22.23        | \$21.38        |
| Memberships  | \$2.89         | \$2.39         | \$2.56         | \$1.92         | \$1.52         |
| Cart Revenues  | \$2.30         | \$2.25         | \$2.18         | \$1.87         | \$3.26         |
| Range Fees   | \$2.78         | \$2.72         | \$2.44         | \$2.84         | \$2.84         |
| Golf - Other Revenue   | \$0.27         | \$0.54         | \$0.54         | \$0.53         | \$0.31         |
| Merchandise Sales  | \$1.52         | \$1.45         | \$1.30         | \$1.37         | \$1.53         |
| <b>Total Pro Shop Revenues</b>   | <b>\$33.78</b> | <b>\$31.92</b> | <b>\$30.89</b> | <b>\$30.75</b> | <b>\$30.83</b> |
| Source: City of Miami Springs  |                |                |                |                |                |

### Expense Findings

Total expenses to operate the Miami Springs G & CC were reported at \$1.32 million, a figure that has been relatively consistent since 2008. Other key NGF findings on Miami Springs golf expenses include:

- Labor expenses for Miami Springs G & CC have fallen from 40% of total operating expenses in 2008 to 28% in 2012. This is representative of the contracts in place for F & B and maintenance. The U.S. standard for golf course operations is 50% of total expenses (excluding cost of sales, overhead and depreciation) allocated to labor.
- The total expense for golf course maintenance of \$773,000 in 2012 is higher than the U.S. industry standard of \$600,000 for golf course maintenance on an 18-hole golf course in a year-round market. One concern expressed by the City was the size of the property – 217 acres – which is also higher than the standard of 130 acres for an 18-hole golf course. When reviewed on a per acre basis, we see Miami Springs G & CC expending approximately \$3,570 per acre as opposed to the \$4,600 per acre standard for \$600,000 on 130 acres. However, the NGF notes that the per-acre basis is not an accepted metric in the golf industry as so much of golf maintenance costs are fixed regardless of acreage.
- Direct cost of sales for merchandise fall between 65% and 76% for each year from 2008 to 2012. This compares well to the industry standard of 67% for direct cost of sales on pro shop merchandise.



**Miami Springs Golf & Country Club  
Total Facility Expenses 2008 – 2012**

| <b>Personnel Expenses</b>           | <b>FY2008</b>      | <b>FY2009</b>      | <b>FY2010</b>      | <b>FY2011</b>      | <b>FY2012</b>      |
|-------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Regular Salaries                    | \$134,475          | \$103,152          | \$93,969           | \$118,888          | \$115,107          |
| Part-time Salaries                  | 121,644            | 146,641            | 170,483            | 130,571            | 115,814            |
| Overtime                            | 657                | 272                | 209                | 46                 | 0                  |
| Seasonal & Other                    | 557                | 335                | 56                 | 0                  | 0                  |
| FICA Taxes                          | 19,734             | 19,155             | 20,247             | 19,088             | 17,666             |
| Pension                             | 7,619              | 5,267              | 5,532              | 11,698             | 16,546             |
| Medical Insurance                   | 9,669              | 7,161              | 5,713              | 10,397             | 12,414             |
| Worker's Compensation               | 878                | 805                | 1,287              | 1,532              | 2,069              |
| Unemployment Compensation           | 0                  | 0                  | 405                | 0                  | 0                  |
| <b>Total Personnel Services</b>     | <b>\$295,233</b>   | <b>\$282,788</b>   | <b>\$297,901</b>   | <b>\$292,220</b>   | <b>\$279,616</b>   |
| <b>Operating Expenses</b>           |                    |                    |                    |                    |                    |
| Contractual Services                | \$7,564            | \$8,647            | \$12,417           | \$11,993           | \$8,216            |
| Rentals and Leases                  | 57,618             | 61,884             | 58,937             | 61,853             | 63,961             |
| Repairs and Maintenance             | 3,395              | 47,056             | 23,884             | 8,036              | 4,281              |
| Printing and Binding                | 3,297              | 2,135              | 0                  | 3,250              | 2,962              |
| Promotions and Advertising          | 28,016             | 17,030             | 15,340             | 21,487             | 35,634             |
| Other - Bank & Credit Card Charges  | 36,680             | 29,318             | 25,530             | 34,167             | 39,993             |
| Operating Supplies                  | 5,282              | 3,333              | 8,688              | 6,327              | 8,398              |
| Utility Services - Electricity      | 30,088             | 34,312             | 24,455             | 25,620             | 28,783             |
| Utility Services - Water            | 948                | 359                | 296                | 653                | 470                |
| Liability Insurance                 | 14,508             | 9,684              | 13,056             | 13,718             | 12,778             |
| Telecommunications                  | 8,287              | 8,511              | 8,832              | 9,427              | 14,049             |
| Merchandise                         | 40,163             | 36,601             | 32,765             | 33,134             | 33,811             |
| Driving Range                       | 13,807             | 10,601             | 9,346              | 6,917              | 9,914              |
| Office Supplies                     | 1,440              | 1,128              | 1,918              | 1,110              | 2,518              |
| Dues and Memberships                | 1,344              | 1,224              | 767                | 851                | 957                |
| Maintenance Department Total        | 849,695            | 808,048            | 844,019            | 775,328            | 773,435            |
| <b>Total Operating Expenditures</b> | <b>\$1,102,132</b> | <b>\$1,079,871</b> | <b>\$1,080,250</b> | <b>\$1,013,871</b> | <b>\$1,040,160</b> |
| <b>Total Facility Expenditures</b>  | <b>\$1,397,365</b> | <b>\$1,362,659</b> | <b>\$1,378,151</b> | <b>\$1,306,091</b> | <b>\$1,319,776</b> |

Source: City of Miami Springs

**Miami Springs Golf & Country Club Financial Summary**

NGF Consulting's review of performance shows that Miami Springs Golf & Country Club is generating a modest level of revenue, with rapid declines in just the last three years. The total revenue earned at Miami Springs is comparable to the national average for public golf courses of this type, a good sign for the City of Miami Springs when considering ideas to enhance revenues in the coming years.

Total expenses to operate the facility are now just under \$1.32 million, an amount considerably higher than the expected average for an 18-hole facility and an area of concern for the City of Miami Springs. The Miami Springs G & CC has not been able to generate revenue sufficient to cover basic operating expenses for any of the years shown (2008-2012). This is even before "blow-the-line" items such as debt service, capital/equipment and transfers are factored in. The basic summary of the Miami Springs golf operation financial position is shown in the table that follows:

**Miami Springs Golf & Country Club  
Summary of Operations – 2008 – 2012**

|   | 2008               | 2009               | 2010                 | 2011               | 2012               |
|---|--------------------|--------------------|----------------------|--------------------|--------------------|
| <b>Total Pro Shop Revenues</b>                                | <b>\$1,370,285</b> | <b>\$1,269,894</b> | <b>\$1,023,139</b>   | <b>\$1,026,769</b> | <b>\$1,074,921</b> |
| Total Personnel Services                                      | \$295,233          | \$282,788          | \$297,901            | \$292,220          | \$279,616          |
| Maintenance Department Total                                  | \$849,695          | \$808,048          | \$844,019            | \$775,328          | \$773,435          |
| Total Operating Expenditures                                  | \$1,102,132        | \$1,079,871        | \$1,080,250          | \$1,013,871        | \$1,040,160        |
| <b>Total Pro Shop Operation Expenditures</b>                  | <b>\$1,397,365</b> | <b>\$1,362,659</b> | <b>\$1,378,151</b>   | <b>\$1,306,091</b> | <b>\$1,319,776</b> |
| <b>Operating Profit (Loss) Before Other Costs</b>             | <b>(\$27,080)</b>  | <b>(\$92,765)</b>  | <b>(\$355,012)</b>   | <b>(\$279,322)</b> | <b>(\$244,855)</b> |
| <b>Other Costs Associated with Operations of the Pro Shop</b> |                    |                    |                      |                    |                    |
| Debt Service Payment - Maintenance                            | \$113,087          | \$128,256          | \$85,511             | \$61,529           | \$18,872           |
| Transfers from General Fund                                   | \$0                | \$0                | \$0                  | \$0                | \$0                |
| Transfers to General Fund                                     | \$0                | \$0                | \$0                  | \$0                | \$0                |
| Machinery & Equipment - Maintenance                           | \$86,833           | \$0                | \$81,108             | \$49,361           | \$0                |
| Proceeds from Debt - Maintenance                              | (\$86,833)         | \$0                | (\$81,108)           | \$0                | \$0                |
| Machinery & Equipment   | \$0                | \$0                | \$1,954              | \$0                | \$0                |
| Grant Funds   | \$0                | (\$1,018)          | (\$18,000)           | \$0                | \$0                |
| Improvement O/T Buildings - Maintenance                       | \$1,995            | \$0                | \$1,092,925          | \$0                | \$0                |
| <b>Total Other Costs</b>                                      | <b>\$115,082</b>   | <b>\$127,238</b>   | <b>\$1,162,390</b>   | <b>\$110,890</b>   | <b>\$18,872</b>    |
| <b>Net Profit (Loss)</b>                                      | <b>(\$142,162)</b> | <b>(\$220,003)</b> | <b>(\$1,517,402)</b> | <b>(\$390,212)</b> | <b>(\$263,727)</b> |
| Source: City of Miami Springs                                 |                    |                    |                      |                    |                    |

**SUMMARY – MIAMI SPRINGS GOLF & COUNTRY CLUB**

The City of Miami Springs golf course is located within the heart of the small City, and in immediate proximity to the Miami International Airport and the growing western communities of the Miami metro region. The facility also forms a nice mix of services for Miami Springs, ranging from a highly accessible and lighted driving range, all the way to a full 18-hole championship golf course that was once host to PGA Tour professionals. Other findings from NGF Consulting's review of Miami Springs G & CC:

- The Miami Springs G & CC offers a high quality mix of amenities that should be very marketable in the local Miami Springs market. Both the golf course and banquet amenity are charging fees well below other area venues and championship golf courses.
- However, it is clear that the overall condition of the golf course and clubhouse are declining due to age and some level of renovation / upgrade is likely to be required in the coming years. The NGF sees the golf course playing area, particularly the turf conditions and drainage characteristics, as having the highest priority for replacement, expected to be needed within three to five years.
- The contracts in place at Miami Springs G & CC are mixed in that they offer both positives and negatives for the City's golf operation:
  - The food and beverage agreement appears to be appropriate for the City in that it is relieving the economic burden on that part of the operation.

However, the City expressed concern about proper attention given to the F & B needs of day-to-day golfers.

- The maintenance agreement appears to be more problematic in that it was implemented to reduce labor expense, but the agreement is not typical for the industry and does not include overall maintenance of facilities. Given the present condition of the golf course this agreement structure may need to be reviewed more closely (more later in this report).
- The green fees at Miami Springs G & CC are generally appropriate for the market and the overall quality of the golf course offering. Miami Springs G & CC is priced at the lower end of the scale of area golf courses, with most public golf courses priced higher and several priced much higher than Miami Springs G & CC. Miami Springs G & CC is among the lowest priced golf courses in the entire Miami Springs area market.
- Miami Springs G & CC is producing lower-than-average rounds activity, with declines in total rounds in the last three years that are comparable to the market overall (more in next section). The total top-line revenue of under \$1.1 million (from all sources including resort) represents a decline from levels earned five years ago. The City has not been able to cover basic expenses on this operation for any of the last five years, and total operating losses are increasing in 2012.

# External Factors Affecting the Operation of Public Golf Facilities

The NGF team completed a thorough analysis of the local Miami Springs area golf market to review the supply/demand dynamic that is driving the competitive golf market. The summation to follow will identify the existing and projected supply and demand balance, helping to identify the most appropriate balance of golf facilities for the City of Miami Springs. NGF also reviewed existing golf facilities in the market area to provide benchmarking data and metrics on key factors such as location, course type, relative quality, annual rounds played, fee levels, revenues and expenses (to the extent available).

## BASIC DEMOGRAPHICS AND THE LOCAL ECONOMY

In the following table, NGF Consulting summarizes the population, median age, and median household income trends for the local market, plus Miami-Dade County, the state of Florida, and the total United States.

### Demographic Analysis

| Miami Springs G & CC             | 5 mi     | 10 mi     | Miami-Dade County | Florida    | U.S.        |
|----------------------------------|----------|-----------|-------------------|------------|-------------|
| <b>Summary Demographics</b>      |          |           |                   |            |             |
| Population 1990 Census           | 481,370  | 1,325,529 | 1,936,985         | 12,936,271 | 248,584,652 |
| Population 2000 Census           | 517,082  | 1,481,285 | 2,253,397         | 15,982,261 | 281,399,034 |
| CAGR 1990-2000                   | 0.72%    | 1.12%     | 1.52%             | 2.14%      | 1.25%       |
| Population 2010 Census           | 528,593  | 1,576,559 | 2,496,435         | 18,801,310 | 308,745,538 |
| CAGR 2000-2010                   | 0.22%    | 0.63%     | 1.03%             | 1.64%      | 0.93%       |
| Population Projected 2012        | 549,707  | 1,639,317 | 2,596,000         | 19,173,769 | 314,893,068 |
| Population 2017 Projected        | 596,499  | 1,778,466 | 2,816,734         | 20,001,454 | 328,560,041 |
| CAGR 2010-2017                   | 1.74%    | 1.74%     | 1.74%             | 0.89%      | 0.89%       |
| Median HH Income (2012 Estimate) | \$32,740 | \$40,339  | \$45,279          | \$48,900   | \$59,501    |
| Median Age (2012 Estimate)       | 41.6     | 39.4      | 38.7              | 41.1       | 37.5        |

From the data collected for this study, NGF Consulting has made the following observations regarding the demographics of Miami Springs and surrounding areas:

- There are estimated to be almost 550,000 people living within five miles of the Miami Springs G & CC in 2012, and over 1.6 million within 10 miles, indicating dense urban / suburban neighborhoods. Miami-Dade County's population is now approximately 2.6 million. Population growth in this area has been above the national rate through the 1990s, with growth expected to continue through 2017. We note that the above figures are for permanent residents only and do not consider the large seasonal population in the Miami Springs area each winter.
- The Median Household Income of the local markets is considerably lower than the rest of Miami-Dade County, the State of Florida and the nation as a whole. This

indicates the presence of a large number of lower-income households in the proximity to Miami Springs G & CC (84% under \$75,000 in annual income). In general, higher income residents are more likely to participate in golf, and they play more frequently than lower income golfers. The above income estimates are derived from permanent resident population data, and thus do not consider transfer income that is often common with large retiree populations (i.e. those living off a 'nest-egg').

- The Median Ages in the subject markets are higher than the national median of 37.5 years, an indication of south Florida's large retiree population. In general, golf participation rates and frequency of play increase with age (though both decline among the elderly), making relatively older markets more attractive to golf facility operators, all other factors being equal.
- The overall trade area has significant and growing (as percentage of overall population) African-American and Hispanic populations. The 5-mile ring around Miami Springs G & CC has an estimated 75% Hispanic population and 15% African-American. Overall, Miami-Dade County reports about 65% residents of Hispanic origin, while Broward County is just below 30%. Research studies have revealed that the golf participation rates among Hispanics and African-Americans aged 18 and older are about 7.7% and 3.9%, respectively, compared to the overall U.S. golf participation rate of 9.6%. Therefore, NGF believes it is important that the City cultivate player development programs aimed at stimulating latent golf demand among these communities in order to sustain and maximize utilization of the golf course in the future.

### **Key Economic Factors**

It is unclear what effects the troubled regional and national economies will have on activity levels at public courses. On one hand, decreased discretionary income and the plunging values of many stock portfolios, retirement accounts, and homes will almost certainly cut down on recreational / leisure spending. The restaurant industry in central Florida has certainly experienced this phenomenon, and interviews with area golf operators have borne out that this is beginning to happen to them, as golfers are shifting to less expensive rounds, and tournament and banquet business is off at many clubs. On the other hand, deep declines in asset values may result in many golfers giving up expensive memberships at private golf clubs in favor of playing at high quality public courses. Some observations related to the local area economy at the beginning of 2013:

#### **Greater Miami**

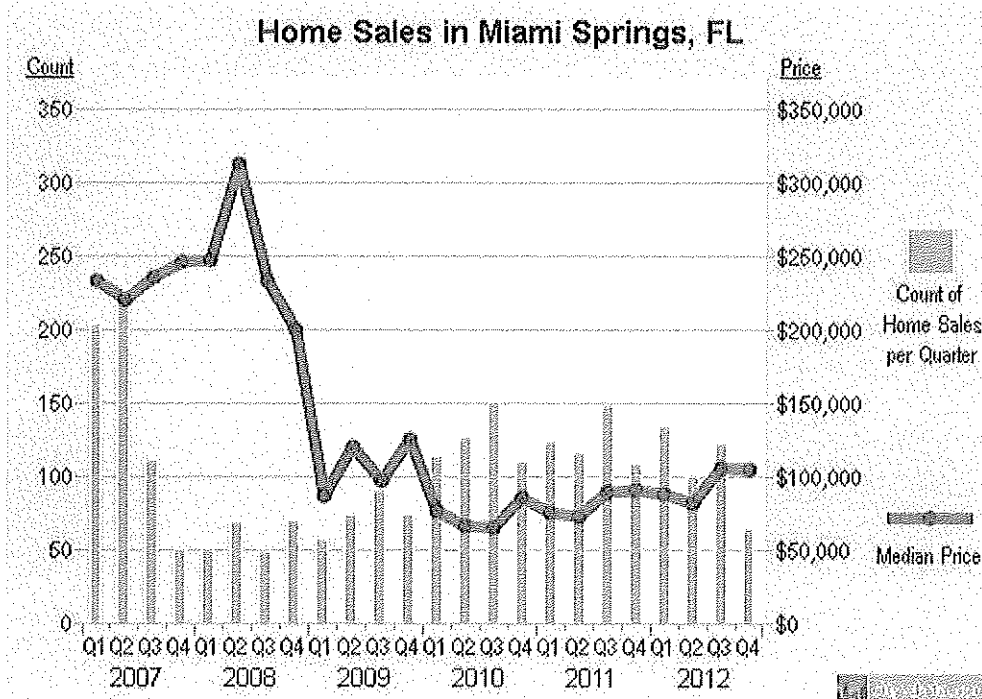
- According to the U.S. Census Bureau, Miami's metro area is the seventh most populous and fourth-largest urban area in the United States, with a population of around 5.5 million. Miami is nicknamed the "Capital of Latin America", is the second-largest U.S. city (after El Paso, Texas) with a Spanish-speaking majority, and the largest city with a Cuban-American plurality.
- Miami is a major center and a leader in finance, commerce, culture, media, entertainment, the arts, and international trade. Miami was ranked as the richest city in the United States, and the world's fifth-richest city in terms of purchasing power.
- Miami is one of the most visited American cities, with well over 38 million visitors annually spending over \$17.1 billion. Its airport, the Miami International Airport (MIA), hosts over 35 million passengers annually, is the busiest airport in Florida, and the

largest gateway between the United States and Latin America. This airport is less than three miles from the Miami Springs G & CC.

- Miami is a major center of commerce, finance, and boasts a strong international business community. Several large companies are headquartered in or around Miami, including many well-known brands like Burger King, Carnival Cruise Lines, CompUSA, Holland & Knight, Royal Caribbean Cruise Lines and Ryder Systems. Because of its proximity to Latin America, Miami serves as the headquarters of Latin American operations for more than 1400 multinational corporations, including AIG, American Airlines, Cisco, Disney, Exxon, FedEx, and others.
- Since 2001, Miami has been undergoing a large building boom with more than 50 skyscrapers rising over 400 feet (122 m) built or currently under construction in the city. However, as the building boom has slowed in recent years, the Miami area became a national leader (ranked 8th in the U.S.) in foreclosures. Other problems documented in national and local media that can impact the demand for golf include a high violent crime rate and workers that face lengthy daily commutes.

### Miami Springs Local

- The real estate market in Miami Springs has been affected by the recent recession. The site City Data.com documented home sales falling from around 300 per quarter at an average price of about \$300,000 in late 2007, to fewer than 100 per quarter at below \$100,000 average price for each quarter from the first quarter of 2010 through the second quarter of 2012. Some recovery to over 100 units at an average price of over \$100,000 is seen in the last two quarters of 2012 (table below).



## GOLF MARKET SUPPLY AND DEMAND INDICATORS

NGF made several key observations regarding the local Miami Springs area golf market, including national trends, local demand/supply, and area golf facility competition. These are summarized in the section that follows.

### National Trends in Golf

#### Participation

Golf participation in the U.S. has grown from 3.5% of the population in the early 1960s to about 9% of the population in 2011. NGF estimates that the number of golfers fell in 2011 to 25.7 million, essentially even with 2010. For research purposes, a golfer is defined as a person age 6 or above who plays at least one round of golf in a given year.

| All U.S. Golfers<br>(in millions) |      |      |      |      |      |      |
|-----------------------------------|------|------|------|------|------|------|
|                                   | 1985 | 1990 | 1995 | 2000 | 2005 | 2011 |
| All golfers age 6+                | 19.5 | 27.4 | 24.7 | 28.8 | 30.0 | 25.7 |
| Source: National Golf Foundation  |      |      |      |      |      |      |

The number of golfers remained essentially steady in 2011 at 25.7 million. (Compared to the 26.1 million recorded in 2010, the estimated drop of 400,000 golfers is within the range of research sampling error.) For research purposes, a golfer is defined as a person age 6 or above who played at least one round of golf in a given year. The Pacific Coast Region, which includes California, statistics are shown below:

| Regional Profile<br>(at end of 2011)   |                       |                      |                       |                        |
|--|-----------------------|----------------------|-----------------------|------------------------|
|  | Participation<br>Rate | Number<br>of Golfers | Percent<br>of Golfers | Total Annual<br>Rounds |
| South Atlantic Region  | 8.2%                  | 4,560,000            | 17.8%                 | 103,700,000            |
| United States  | 9.0%                  | 25,682,000           | 100.0%                | 463,000,000            |
| Source: <i>Golf Participation in the U.S.</i> , 2012 edition, National Golf Foundation |                       |                      |                       |                        |

Considering the severity of the recession and its effects on both discretionary income and time, golf has held up rather well. Multiple NGF studies of golfers since 2008 would attribute the gradual decline in golfers and rounds primarily to the impact of lower job security and concern over personal finances, not waning appeal for the game.

#### Preliminary Data from 2013 Participation Report (2012 Data)

##### 2012 Rounds Played – The Largest Single-Year Jump since the Millennium

The most influential factor in the golf economy in 2012 was the 5.7% increase in rounds played, through the end of the year. The resulting increase of 27 million rounds takes the national total to about 490 million. Since rounds declined approximately 11% or 55 million during the past 10 years, 2012 alone recovers half of that dip.

Nearly every state experienced a gain versus 2011. The geographic engine for the improvement has been a huge section of the northern half of the country where average year-over-year

growth was 9.5%, compared to 3.8% for the rest of the country. This area from the Dakotas to Vermont (technically, the North Central, North East Central and Mid-Atlantic regions) drove up the national numbers...mainly because 44% of all U.S. golf courses and 47% of America's public golf courses are located there.

Improved weather was the biggest influence on rounds played. PGA PerformanceTrak has reported a healthy 6.5% increase in playable days nationwide in 2012. Weather in the northern region of the country that drove up the national rounds played numbers was particularly favorable compared to 2011. Playable days in these states increased 13.6%, compared to 5.5% in the rest of the country.

It is important to note that Mother Nature probably doesn't deserve all the credit for the increase in rounds played. National measurements of consumer confidence and spending have also been slowly and consistently edging upward from dips we saw in the Great Recession. Feelings of personal financial well-being are undoubtedly tied to an individual's positivity toward all types of discretionary and recreational spending, including golf.

As you would expect, golf course operators have benefitted most directly from the jump in rounds played. PerformanceTrak reported that median golf fee revenues were up 6.6% at member facilities through December 2012. However, given that "all golf is local," individual facility performance is driven largely by the nature of local competition, weather, and economic/socio-demographic factors.

Competition certainly remains fierce in many markets, and the battle for market share is illuminated by the following statistic: the national average for rounds-per-18 holes – approximately 32,000 – is more than 20% lower than it was prior to the start of the building boom in the late 1980s. Despite positive trends, golf remains a "buyer's market."

**2012 Facility Openings and Closings** - U.S. golf course openings remain at historic lows, as NGF recorded only 13.5 openings in 2012, compared to 154.5 golf course closures, measured in 18-hole equivalents (18HEQ). As in recent years, closures were disproportionately lower priced public facilities (68% of total closures).

According to NGF data, since the market correction in golf course supply began in 2006, there has been a cumulative net reduction of 499.5 golf courses (18HEQ), which represents a drop of 3.3% off the peak supply year of 2005. However, the cumulative decline over that period must be considered in context: even with seven consecutive years of net reduction in supply, closures represent only about 500 of 16,000 total facilities. For perspective, we opened 400 courses in a single year during the heart of the building boom. And, over the 20-year period from 1986 to 2005 the U.S. saw more than 4,500 18HEQ golf courses open.

|  | Openings | Closures | Net Change |
|--|----------|----------|------------|
| Total 2012                             | 13.5     | 154.5    | -141.0     |
| Daily Fee                              | 8.5      | 130.5    | -122.0     |
| Municipal                              | 1.5      | 8.5      | -7.0       |
| Private                                | 3.5      | 15.5     | -12.0      |
| Source: National Golf Foundation, 2013 |          |          |            |



| 18-Hole Equivalents (U.S.) as of December 31, 2012 |                  |            |                   |            |                   |            |
|--|------------------|------------|-------------------|------------|-------------------|------------|
|  | Openings<br>13.5 |            | Closures<br>154.5 |            | Total<br>14,671.5 |            |
|  | Number           | % of Total | Number            | % of Total | Number            | % of Total |
| Public   | 10.0             | 74         | 139.0             | 90         | 10,696.5          | 73         |
| Daily Fee  | 8.5              | 63         | 130.5             | 84         | 8,415.0           | 57         |
| Municipal  | 1.5              | 11         | 8.5               | 6          | 2,281.5           | 16         |
| Private  | 3.5              | 26         | 15.5              | 10         | 3,975.0           | 27         |
| Real Estate  | 7.0              | 52         | 34.5              | 22         | 3,529.5           | 24         |
| Public Fee <\$40                                   | 4.5              | 33         | 105.5             | 68         | 4,884.0           | 33         |
| Source: National Golf Foundation, 2013             |                  |            |                   |            |                   |            |

NGF projects that golf course openings will remain at 20 or fewer per year for the foreseeable future, while annual closures are expected to continue in the 150-180 range. The gradual market correction is expected to continue with annual net reduction of supply in the 130-160 range, helping us inch gradually closer to equilibrium.

#### Local Area Closed Facilities

Following a nation-wide trend, there have been several golf facility closures in the Miami-Dade County area. A search of the NGF Golf Facilities database provides the following information on golf facilities that have closed in the past ten years:

#### 5-mile Ring

- Fontainebleau Golf Course in Miami – closed near the end of 2005 to be housing development.

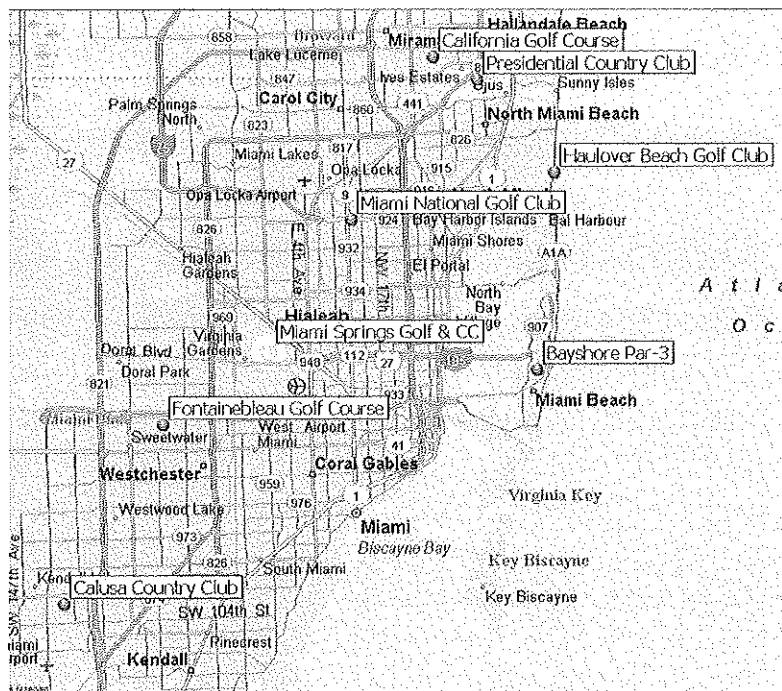
#### 10-mile Ring

- Miami National Golf Club in Miami –
- Bayshore Par-3 in Miami Beach –

#### Remainder of Miami-Dade County (all within a 15-mile ring of Miami Springs Golf & Country Club)

- Calusa Country Club in Miami –
- Fontainebleau Golf Course in Miami –
- California Golf Course in Miami –
- Presidential Country Club in Miami –
- Haulover Beach Golf Club, in Bal Harbour –

## Map of Closed Facilities in Relation to Miami Springs G&CC



### Local Golf Demand

The **Golfing Household Index** is based on Predicted Number of Golfing Households, and compares golfing household participation in a particular geography to the national base index of 100. The **Rounds Index** is based on Predicted Number of Rounds, and compares the propensity of rounds played per household in a particular geography to the national average rounds index of 100.

The golf demand indices for Miami-Dade County overall and the local Miami Springs G & CC sub-market indicate golf participation rates that are 20% to 30% lower than the total U.S. average among permanent residents. In addition, despite the year-round golf market, influx of tourists and seasonal residents, and high number of golf courses, predicted rounds played per household are between 7% and 16% lower than the U.S. benchmark in these markets. **Overall, the NGF golf demand estimates suggest a lower demand for golf in this local market when compared to regional and national averages.**

| SITE: Miami Springs G & CC    | 5 mi    | 10 mi     | Miami-Dade County | Florida    | U.S.        |
|-------------------------------|---------|-----------|-------------------|------------|-------------|
| <b>Golf Demand Indicators</b> |         |           |                   |            |             |
| # of Golfing Households (HH)  | 19,867  | 69,842    | 116,187           | 1,246,397  | 18,334,168  |
| Projected Golfing HH (2018)   | 19,867  | 20,457    | 73,632            | 22,129     | 18,902,232  |
| Number of Rounds Played       | 566,355 | 1,912,136 | 3,244,868         | 42,532,596 | 424,452,832 |
| Golfing Household Index       | 69      | 79        | 83                | 105        | 100         |
| Rounds Played Index           | 84      | 93        | 100               | 155        | 100         |

## Visitor Golf Demand

Data collected by NGF (presented earlier) show a total volume of about 38 million visitors to the Miami MSA in 2012. These visitors have a significant impact on golf course activity in the region, especially during the peak winter/spring season when the majority of each golf course's annual rounds are realized.

NGF research shows that roughly one-third of all golfers participate in the activity while traveling, playing 0.557 rounds per day of travel. To illustrate the potential demand from visitors, NGF has crafted the estimate for tourist demand below.

| <b>Miami MSA Visitors 2012</b>                      |                  |
|---|------------------|
| Estimated Overnight Visitors to Miami MSA           | 38,000,000       |
| X Estimated % Adult Travelers                       | 75%              |
| Estimated Adult Overnight Visitors to Miami MSA     | 28,500,000       |
| X Estimated National Golf Participation Rate        | 9.0%             |
| = Estimated Visiting Golfers to Miami               | 2,565,000        |
| X Percent Participating in golf while traveling     | 33.0%            |
| X Estimated Golf Frequency Rate (Traveling Golfers) | .557 rounds/trip |
| <b>Estimated Potential Visitor Rounds Demanded</b>  | <b>476,234</b>   |

The estimate for total tourist golf rounds in Greater Miami, even using very conservative estimates for annual visitors, shows potential demand for golf from vacationers to the region at almost 480,000 rounds annually. These visiting golfers could be especially important for adding support to the local play levels experienced at area golf courses. We note that traveling golfers often exhibit high incomes and are typically much less price sensitive than resident golfers.

## Golf Supply Factors

There are seven total golf facilities totaling 171 holes, within five miles of Miami Springs G & CC. Of these facilities, all are listed as public access, although a recent ownership change at the Doral Resort may affect the level of public access at that facility (more later in this report). The 10-mile market is home to 14 facilities (12 public), totaling 306 holes (279 public). The ratio analysis that follows puts these numbers in context, compared to national benchmarks.

| <b>SITE: Miami Springs G &amp; CC<br/>Golf Supply Summary</b> | <b>5 mi</b> | <b>10 mi</b> | <b>Miami-<br/>Dade<br/>County</b> | <b>Florida</b> | <b>U.S.</b> |
|---|-------------|--------------|-----------------------------------|----------------|-------------|
| Total Golf Facilities   | 7           | 14           | 26                                | 1,049          | 15,647      |
| Public Golf Facilities  | 7           | 12           | 20                                | 653            | 11,644      |
| Private Golf Facilities                                       | 0           | 2            | 6                                 | 396            | 4,003       |
| Total Golf Holes  | 171         | 306          | 531                               | 21,546         | 264,627     |
| Public Golf Holes   | 171         | 279          | 414                               | 12,735         | 191,916     |
| Private Golf Holes  | 0           | 27           | 117                               | 8,811          | 72,711      |

### Household/Supply Ratios and Indices

The Household/Supply Ratios are derived by dividing the number of households by the number of 18-hole equivalent golf courses. This measure is used as a benchmark to establish the level of support (households) that is available for each 18 holes of golf in the market. A Household /Supply index is derived from these ratios and compared with the base national figure of 100.

As the table below indicates, the subject markets have a much higher proportion of households per total 18-hole golf course than the national average, an indication that the golf course supply in this part of South Florida is generally favorable to golf operators, compared to the nation as a whole. These ratios are mitigated somewhat by the lower income nature of the area's households and the previously noted lower golf demand.

| <b>SITE: Miami Springs G &amp; CC<br/>Households per 18-Holes</b> | <b>5 mi</b> | <b>10 mi</b> | <b>Miami-<br/>Dade<br/>County</b> | <b>Florida</b> | <b>U.S.</b> |
|---|-------------|--------------|-----------------------------------|----------------|-------------|
| Households per 18 Holes: Total                                    | 19,924      | 34,023       | 30,915                            | 6,475          | 8,149       |
| Households per 18 Holes: Public                                   | 19,924      | 37,315       | 39,651                            | 10,955         | 11,237      |
| Households per 18 Holes: Private                                  | NA          | 385,593      | 140,305                           | 15,834         | 29,658      |
| Households Supply Index: Total                                    | 244         | 418          | 379                               | 79             | 100         |
| Households Supply Index: Public                                   | 177         | 332          | 353                               | 97             | 100         |
| Households Supply Index: Private                                  | 0           | 1,300        | 473                               | 53             | 100         |

### Recent Construction Activity

The rate of new golf course construction in this part of South Florida was among the highest in the nation between 1990 and 1999, but has slowed considerably in 2000-2008 and has now seen contraction in 2008-2012. The NGF estimates that a net of 162 total holes of golf were closed in Miami-Dade County in the last 10 years (mostly in the last 3 years), the equivalent of nine 18-hole golf courses. This is consistent with an overall trend in the industry that is seeing contraction of golf courses in all areas of the country since 2008.

| <b>SITE: Miami Springs /<br/>Miami Springs G &amp; CC Midpoint</b> | <b>5 mi</b> | <b>10 mi</b> | <b>Miami-<br/>Dade<br/>County</b> | <b>Florida</b> | <b>U.S.</b> |
|--|-------------|--------------|-----------------------------------|----------------|-------------|
| <b>Golf Supply Change</b>  |             |              |                                   |                |             |
| Total holes added past 10 years                                    | -54         | -99          | -162                              | -387           | -2,241      |
| Public holes added past 10 years                                   | -54         | -81          | -144                              | -369           | 2,772       |
| Private holes added past 10 years                                  | 0           | -18          | -18                               | -18            | -5,013      |
| Percent Total Holes Added  | 10.50%      | -5.90%       | -30.50%                           | -1.80%         | -0.80%      |
| Percent Public Holes Added   | 10.50%      | 0.00%        | -34.80%                           | -2.90%         | 1.40%       |
| Percent Private Holes Added  | NA          | -66.70%      | -15.40%                           | -0.20%         | -6.90%      |

### Facilities in Planning or Under Construction

The NGF has not recorded any new golf courses in planning or under construction in the Miami Springs market area, although there are several renovation projects throughout Miami-Dade County that are planned, underway or recently completed.

## **Golf Course Market Supply / Demand Summary**

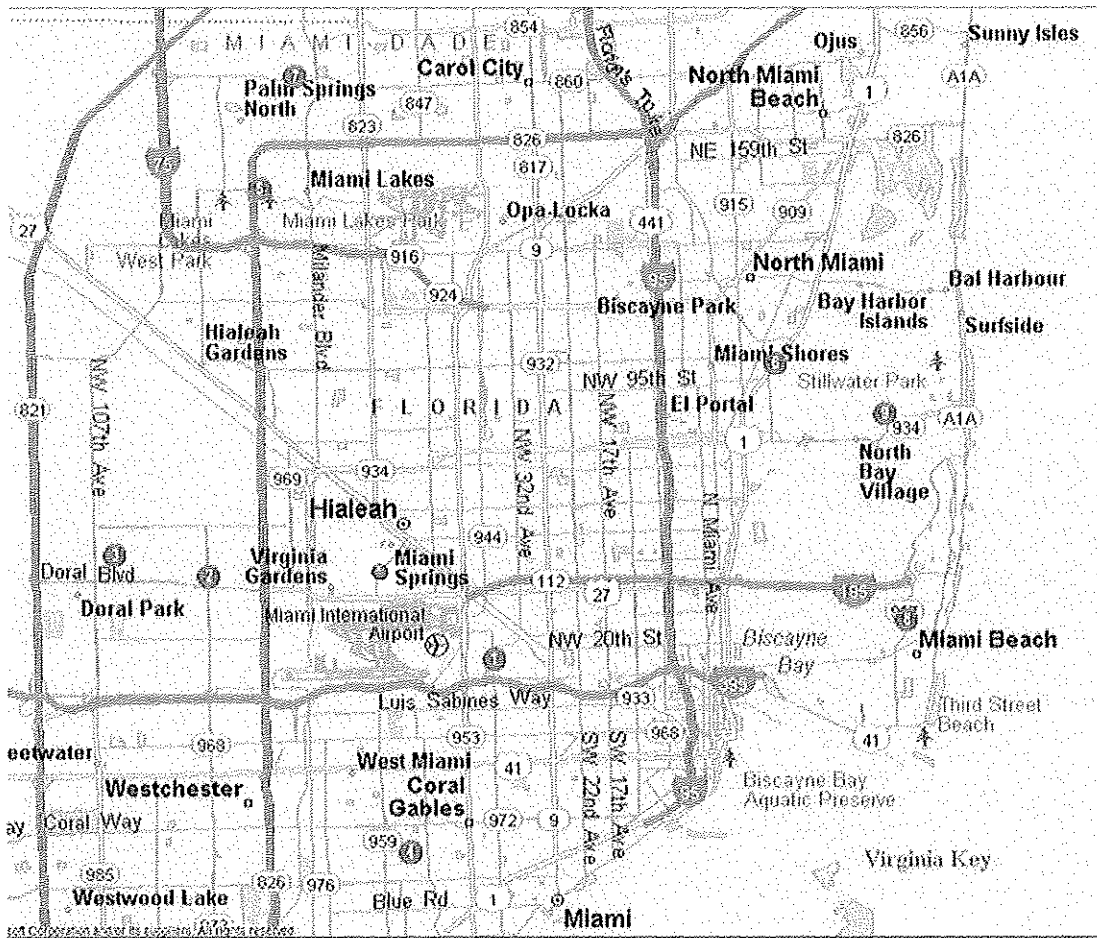
Using the most basic measures of golf demand and supply, the Miami Springs / Miami-Dade County golf markets would appear to be stable, with a generally low per capita supply of golf courses when compared to the national benchmark, although the demand from households is much lower than the national standard. Further, these measures can be enhanced somewhat by the large seasonal resident and tourist populations that contribute significant golf demand during the winter and early spring, and will have to be a strong source of rounds volume for Miami Springs G & CC in the future.

Though the predictive demand model and supply ratio analysis is very useful in evaluating the relative strength of golf markets, it cannot stand on its own in determining the status or health of a golf market. Rather, these analyses must be considered in the context of what is actually happening "on the ground" in the market, in terms of price point and activity level trends at existing golf courses.

## **LOCAL COMPETITIVE GOLF MARKET**

NGF Consulting has analyzed the public access golf market in Miami Springs G & CC's primary trade area, with particular emphasis on determining Miami Springs G & CC's current market position, and prospects for sustaining and/or building market share in the future. On the following pages, we list summary operating information for a group of selected golf facilities in the greater market area for comparison to Miami Springs G & CC. This list was not meant to be totally exhaustive or to account for all of the potential competition to Miami Springs G & CC. Rather, NGF Consulting is presenting this information to offer a frame of reference in evaluating actual performance of the subject Miami Springs G & CC in recent years. At the end of this section, we provide our significant findings regarding the competitive market.

## Competitive Public Access Golf Facilities Map



| Map Key |   |
|---------|---|
| 1       | International Links Miami - Melreese CC |
| 2       | Trump Doral Golf Resort & Spa           |
| 3       | Jim McLean Signature Course             |
| 4       | Biltmore Golf Course                    |
| 5       | Shula's Golf Club                       |
| 6       | Miami Shores Country Club               |
| 7       | Country Club of Miami                   |
| 8       | Miami Beach Golf Club                   |
| 9       | Normandy Shores Golf Course             |

## Summary Information

The following tables provide summary information for Miami Springs G & CC and a selection of other area golf facilities.

| Miami Springs Golf & Country Club and Primary Competitive Golf Facilities |               |              |           |                         |          |            |                                   |
|---|---------------|--------------|-----------|-------------------------|----------|------------|-----------------------------------|
| Facility  | Location      | Type / Holes | Year Open | Par / Slope             | Back Tee | Range Tees | Distance From Miami Springs G&CC* |
| Miami Springs Golf & Country Club   | Miami Springs | MU-18        | 1923      | 71/119                  | 6,755    | 40         | --                                |
| International Links Miami - Melreese CC                                   | Miami         | MU-18        | 1960      | 71 / 128                | 7,173    | 20         | 2.6                               |
| Trump Doral Golf Resort & Spa   | Miami         | DF-72        | 1961      | 72 / 143 (Blue Monster) | 7,288    | 32         | 3.1                               |
| Jim McLean Signature Course   | Doral         | DF-18        | 1985      | 70 / 153                | 7,105    | 0          | 4.7                               |
| Biltmore Golf Course  | Coral Gables  | MU-18        | 1924      | 71 / --                 | 6,800    | 30         | 5.1                               |
| Shula's Golf Club   | Miami Lakes   | DF-18**      | 1962      | 72 / 129 (Senator)      | 6,982    | 35         | 7.2                               |
| Miami Shores Country Club   | Miami Shores  | DF-18        | 1939      | 71 / 131                | 6,705    | 20         | 7.9                               |
| Country Club of Miami   | Hialeah       | MU-36        | 1959      | 72 / 132 (West)         | 6,970    | 30         | 9.0                               |
| Miami Beach Golf Club   | Miami Beach   | MU-18        | 1932      | 72 / 131                | 6,813    | 16         | 9.4                               |
| Normandy Shores Golf Course   | Miami Beach   | MU-18        | 1916      |                         |          | 10         | 9.4                               |

**KEY**  
 DF = Daily Fee; MU = Municipal  
 \*Air Miles; driving distances will be greater. \*\* Shula's also has an 18-h par 3  
 Source: National Golf Foundation

### Primary Public Access Competitive Golf Facilities

| Golf Course   | 2012 Rounds         | Peak Season Morning WD/WE Green + Cart Fee | Peak Season 1 <sup>st</sup> Twilight WD/WE Green + Cart Fee | Off Season (Summer) WD/WE Green + Cart Fee | Single / Family Annual Membership |
|---|---------------------|--|---|--|-----------------------------------|
| <b>18 Holes</b>   |                     |  |   |  |                                   |
| Miami Springs Golf & Country Club   | 34,865              | \$44/\$54 <sup>1</sup>                     | \$33/\$44 <sup>1</sup>                                      | \$44/\$54 <sup>1</sup>                     |                                   |
| International Links Miami - Melreese CC   | 35,000              | \$150/\$150 <sup>1</sup>                   | \$44/\$64 <sup>1</sup>                                      | \$125/\$125 <sup>1</sup>                   | \$2,500/\$3,200                   |
| Trump Doral Golf Resort & Spa   | 112,000             | \$350 <sup>2</sup>                         | N/A   | \$130/\$100/\$75                           | N/A                               |
| Jim McLean Signature Course   | 21,000              | \$190 <sup>2</sup>                         | N/A   | \$130/\$100/\$75                           | N/A                               |
| Biltmore Golf Course  | 36,000              | \$169/\$189 <sup>3</sup>                   | \$89/\$99 <sup>3</sup>                                      | \$52/\$62*                                 | \$2,850/\$3,900                   |
| Shula's Golf Club   | 37,000 <sup>4</sup> | \$55/\$65 <sup>4</sup>                     | DNA/\$45  | DNA/\$45                                   | \$4,275/\$6,235 <sup>4</sup>      |
| Miami Shores Country Club   | 40,000              | \$60/\$75 <sup>5</sup>                     | DNA/\$30 <sup>5</sup>                                       | DNA/\$30 <sup>5</sup>                      | \$2,000/\$2,750 <sup>5</sup>      |
| Country Club of Miami   | 45,000              | \$45/\$58                                  | \$40/\$29   | \$40/\$29                                  | \$1,920/\$2,695                   |
| Miami Beach Golf Club   | 42,000              | \$200                                      | \$80/\$95   | \$100                                      | \$3,500/\$4,500                   |
| Normandy Shores Golf Course   | 39,000              | \$120                                      | \$60/\$90   | \$75                                       | \$2,000/\$3,000                   |
| <b>Source:</b> National Golf Foundation<br>1 Rate shown is the non-resident rate – resident discounts offered \$28 for seniors at Miami Springs and \$68 for City of Miami Residents at International.<br>2 for Blue Monster. Great White at \$250, Gold - \$190, Red \$150.<br>3 Coral Gables resident rates are \$72/\$84; twilight rates are \$65 for CG res., \$119 non-res<br>4 Champ course only. Non-res. rates are \$134/\$175; Shula's also offers guest rates; initiation fee is \$2,000<br>5 Florida resident rate; non-resident rate is \$99 peak, \$75 off; non-res. twilight is \$50; monthly memberships available also. |                     |  | <b>KEY</b><br>DF = Daily Fee; MU = Municipal                |  |                                   |

### General Findings – Local Supply

NGF Consulting research indicates the following general findings regarding the supply of public golf facilities in the Miami Springs / Miami market.

- The local market area offers a wide variety of golf facility types and offerings. The pricing is also varied offering the golf consumer a wide range of choices for price, quality, and facility type.
- Anecdotal evidence suggests that, both regionally and nationally, golfers are playing fewer rounds, as well as shifting their play to less expensive rounds, such as twilight. Additionally, large outing/tournament and banquet business is off at many golf facilities.
- As is the case in most markets nationally, local golf operators reported a drop-off in rounds played between about 2000 and about 2005/2006. Some markets nationally experienced declines on a per-facility basis of 25% to 30% or more. The decrease in per-course activity levels, both regionally and nationally, has been attributed to



several factors, including emerging socio-economic trends and a general oversupply of public golf courses fighting for market share at a time when golf demand is flat.

- Total rounds activity among golf courses in this market has clearly declined since a recent peak around 2008, and the long term peak around 1999-2000. In 2012, only two of the area's golf courses exceeded 40,000 total rounds of golf, a figure that a decade ago was a "standard" for the area.
- Almost all of the primary competition is presently operating at a much higher price point than Miami Springs G & CC. Crandon is among a few facilities at the top tier of the area's public access golf market, along with Doral Golf Resort, Miami Beach Golf Club, International Links and the Biltmore. NGF market research, including interviews with area golfers and golf operators, as well as golfer surveys, suggest that the maintenance condition of Miami Springs G & CC is generally not to the standard of its primary competition.
- Several public golf courses in this market area have made substantial investment in upgrading facilities, including Miami Beach GC, Normandy Shores, and more recently, the nearby International Links. Each of these facilities was able to raise green fees after re-opening, while still maintaining strong activity (rounds):
  - International Links reported 35,000 rounds in 2012 at an average rate of \$48 per round
  - Miami Beach GC charges upwards of \$200 per round of golf in peak season and has maintained rounds activity at or above 40,000 annual rounds.
  - Normandy Shores has been able to increase rates to over \$100 per round in peak season and has been able to maintain rounds at close to 40,000 per year
  - These facilities have been able to benefit from "built in" markets, either through on-site resort components (Biltmore / Doral), or proximity to and relationships with many of the larger Miami Beach hotels. Miami Beach GC reports an active program of working with and directly incentivizing hotel concierges).
- The NGF expects that Miami Springs G & CC would be able to generate activity in the 36,000 to 44,000 rounds per year range, with highest green fees (with cart) in the \$45 range and summer green fees (with cart) in the \$30 range. It is also assumed that all rounds would be cart rounds, except for a few off-season walking rounds allowed.

## EXTERNAL FACTORS SUMMARY

The local demographic and economic factors affecting the demand for public-access golf in this market tend to be mixed in that the local and regional Miami area golf market tends to show characteristics unfavorable to golf participation, the area is still a mecca for large-scale tourist/visitor activity which tends to boost demand for golf. The most concerning aspect of the local Miami Springs market area is the modest income levels of residents in this market area. Lack of growth in local market incomes is viewed by NGF Consulting to be a limiting factor in the City's continued operation of the subject Miami Springs Golf & Country Club.

The local Miami Springs area has many attributes that tend to be unfavorable for strong golf demand, including an isolated permanent population base, generally lower-than-average incomes and high proportion of minority populations that historically have demonstrated lower participation in golf. The positive attributes include a large and diverse economy, proximity to the airport and proximity to local lodging and resorts. The Miami Springs G & CC is also the lowest priced championship 18-hole golf course in the immediate market area. As such, the long term sustainability of the Miami Springs G & CC will require it to capture a strong share of the market of golfers not presently residing in Miami Springs, meaning the course will require a strong non-resident clientele in order to survive.

The City should understand that the external golf market is not favorable for strong economic performance of the Miami Springs G & CC. The local market is crowded with golf courses, the national golf market is stagnant (or in decline), and the expense to operate golf facilities is increasing rapidly (faster than the rate of inflation). The national trends in golf facility operations show increasing expense to operate golf facilities, particularly in the public sector. Further, while our research notes a general stabilization in the growth of golf rounds demanded, there are considerably more golf facilities present to divide up the total volume of play. The result is generally lower average rounds per golf course across all facilities in both the U.S. overall, and in this local market.

Locally, the NGF Consulting estimates for golf participation and frequency in the Miami Springs market mirror the modest income demographic profile we noted earlier. Furthermore, the market is highly seasonal, with limited time in which premium fees can be charged. In the peak winter season, local public access golf courses like Miami Beach, Key Biscayne and Doral \$250+ for a single round of golf on a premium facility. However, during the 8-month summer off-season playing fees for golf are much lower and many area restricted (private) clubs can open up for public play, further complicating the market golf supply dynamic. As a result, most golf facility operators in this market reported a significant drop-off in rounds played between the late 1990s and about 2005. The local area market shows a generally favorable household / supply ratio that is generally more favorable to golf facility operators, indicating there may be an opportunity to stimulate more demand from local residents through an enhanced beginner / player development program at Miami Springs G & CC.

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# Review of Management Options

Below are descriptions of the most typical management options for golf courses, as well as advantages and disadvantages of each. In our experience, there is no ideal operating scenario that fits all situations, and each golf course owner must arrive at its own unique approach to operation and maintenance. The most common management options (these are not intended to be exhaustive, as there are hybrids and variations thereof) follow, presented in order from most direct City involvement to the least:

1. **Self Operation:** City of Miami Springs operates the golf facilities under direct control of the City, retaining all employees. This is close to the “status-quo” for Miami Springs G & CC, as the City has an F & B concession and a modified maintenance contract – more below).
2. **Concession Agreements:** Similar to a lease agreements and can come in several types or combinations. The key areas of operation include Pro Shop, Food and Beverage and/or Maintenance and involve the City contracting for one, some, or all of these services. One subset of this concept includes multiple concessions, a system in which the City creates multiple contract agreements for separate entities for each facet of the golf operation
3. **Full-Service Management Contract:** City hires a management company to operate all aspects of the golf facility.
4. **Operating Lease(s):** City of Miami Springs leases the golf facilities to a private operator in exchange for an annual lease payment. Leases are typically established to include a minimum lessee requirement, including capital investment in facility improvements. Maintenance standards and compliance policies should be included, as well as requirements for green fees and resident uses could be included.

A general discussion of the common operating structures, along with key advantages and disadvantages of each, is presented below.

## SELF-OPERATION BY THE CITY

Self-operation gives the City the greatest control over golf operations, including personnel, course maintenance, policies, fee schedules, and budgets. The City is responsible for all needed capital improvements and must cover any losses on operations (City assumes full risk).

### Advantages of Self-Operation

- Simplest option
- Direct City control of the assets
- All workers are City employees
- Full participation in upside revenue potential.
- Allows the option to convert program to another structure at later date.

### Disadvantages of Self-Operation

- This option requires the highest City administrative support for the operation.

- Golf operation may require subsidies from the City to meet basic expenses.
- The City may lack necessary expertise in managing golf facilities.
- Revenues may not cover rapidly increasing costs (particularly labor), especially when golf market is in decline.
- When revenues and/or operating/capital reserves are down, needed improvements may not be funded (or at least deferred).

### **Self-Operation Discussion**

Any golf facility owner must consider how it views its golf facilities. If the golf facilities are seen primarily as amenities to the overall City experience like other recreation amenities that have lower cost recovery, then the City should be prepared to realize lower economic return, and self-operation may make more sense. However, if the City desires a positive economic return from its golf course, then the course must be run more like businesses, free of political considerations that place constraints on revenues and operational efficiencies. If a golf course owner is unable to fund capital improvements, it will result in a less attractive product for golfers, leading to continued rounds and revenue decreases, and ultimately resulting in larger and larger subsidies by the City and continued deferral of needed capital upgrades.

### **CONCESSION AGREEMENTS**

This form of agreement involves granting a license to operate a facility rather than the right to occupy the premises. It is very common in the golf industry, especially in the pro shop and food and beverage service areas. Maintenance-only contracts are also growing in the golf industry in the last few years.

#### **Food and Beverage Concession**

The most common concession agreement at public golf courses nationwide is the food and beverage concession like the one that exists with Miami Springs Country Club F & B, Inc. This agreement typically covers all aspects of food and beverage operations and is in place in many public golf courses due to factors such as the inherent difficulty of making these operations profitable, lack of expertise, and restrictions on public sector agencies holding liquor licenses. These agreements will typically involve the concessionaire owning all revenues and paying a share to the City (typically less than 10% of gross revenue, depending on the type of facility). The concessionaire is responsible for all direct expenses and typically providing some capital investment such as kitchen equipment. If banquets and other non-golf events are hosted at the facility, the concessionaire would have rights to provide all food and beverage service.

#### **Pro Shop Concession**

The second most typical concession agreement is for the Pro Shop, including one or more of the cart, merchandise, lesson, and driving range revenue centers. The most common pro shop concession agreements usually involve the City owning all green fees, along with varying percentages of the other revenue centers noted above. All money will typically flow in one direction with either the City collecting all revenue and paying the concessionaire, or vice-versa. Because of the short term of most pro shop concession agreements, there is little incentive for the concessionaire to make major investments.

## **Maintenance-Only Concession**

Another area of separate concessions is in maintenance-only contracts. In this case, the pro shop and food & beverage operations would operate under separate concession agreements, or one or both by the City, but the maintenance function is outsourced in its entirety to a private entity. This model has become more common in certain areas of the country where labor costs for maintenance are increasing too rapidly to keep under control, are unionized, or where maintenance staffs have been reduced to the point where the overall quality of maintenance has deteriorated. Golf course maintenance, including associated labor, is almost universally the largest single line item expense on a golf course's operating budget. This is especially true in public agency golf operations, when employee wage and benefit costs are often significantly higher than in the private sector. Miami Springs is presently using a modified version of this concession in the agreement with Greens Grade Services, which includes only maintenance staff labor and excludes the facility Head Superintendent.

There are a number of companies that specialize in fixed-fee outsourced golf course maintenance, and these companies are able to offer maintenance cost savings due to several reasons, foremost of which is the ability to employ cost-effective manpower and scheduling strategies, which most public agencies are constrained from doing. Additional savings are often achieved through the ability of the larger companies to leverage national purchasing agreements for equipment, materials, and supplies, and through other economies of scale.

## **Advantages of Concession Agreements**

- The City is removed from the day-to-day operation (in a pro shop concession) in exchange for green fees and a pre-determined percentage of other gross receipts.
- Concession agreements provide some control to the City for items such as pricing, marketing, and availability (though less control than a management contract).
- The term of a concession agreement is typically shorter than an operating lease.
- In a maintenance-only contract the vendor will typically provide all maintenance equipment.
- The agreement(s) will typically include a reduction in labor expense (especially maintenance labor) with comparable quality.
- Flexibility – the City has the option to retain one or more of the elements of the operation, or remove one or more of the elements at each renewal period.
- The City can participate in upside revenue potential.
- The term of a concession agreement is typically shorter than an operating lease.

## **Disadvantages of Concession Agreements**

- Concession agreements do not provide guaranteed revenue to the City and the City will still be responsible for most capital expenditures (operating risk is reduced, but still shared between vendor and City).
- Possible conflict between concessionaires when multiple concessions.
- Contract enforcement still requires City staff time and overhead expense, although this should be reduced from the self-operation scenario.
- When multiple concessions are in place the City is paying multiple concession fees, each one of which includes a built-in profit for the concessionaire.

## **Discussion and Policy Implications**

The advantage to concession agreements is the City's relief from day-to-day operational responsibilities, while still retaining control of the operation and keeping some City service benefit. The structure generally results in decreased labor costs, as employees belong to the private vendor (maintenance labor may remain public). The structure can also result in reduction of a City's administration / overhead expense and/or responsibility.

## **FULL SERVICE MANAGEMENT CONTRACT**

The primary goal of a management contract or management agreement is to provide a golf facility with a single experienced, professional operator to be responsible for all aspects of the golf facility, thus relieving the City of this task. In a typical management contract, the City hires a firm that is charged with all management and maintenance responsibility. The City funds all capital improvements, and the management firm hires all employees. Because employees work for the management firm and not the City, payroll costs are likely to be less than under self-operation. The management firm collects all revenue and provides accounting reports to the City. All revenues belong to the City, as well as the responsibility for all expenses. The City reimburses the management firm for all payroll and pays the firm a management fee.

Management fees vary depending on the size of the facility and the level of responsibility of the management firm, but typical annual fees for an 18-hole regulation golf course can range from approximately 3.0% to 6.0% of total gross facility revenue, with a minimum of \$60,000 or higher when including additional ancillary components such as a food and beverage operations. The City of Miami Springs should anticipate a management fee for the Miami Springs G & CC to be at least \$60,000 per year, up to as high as \$90,000 per year. The length of the typical agreement is relatively short, two to five years, and may include option periods as the typical management contract requires frequent revision.

## **Advantages of Management Contracts**

- Reputable management companies generally possess experience and expertise in all facets of golf facility operations, including marketing, maintenance, tee-sheet management, merchandising, and food & beverage operations.
- The very nature of the agreement ensures that management company interests with respect to the golf course are aligned with the interests of the City/owner.
- Marketing and overall operating cohesion and effectiveness is generally maximized under this structure if a qualified company is chosen.
- A single entity controls every aspect of the golfer experience from the time he or she sets foot on the property.
- There is upside to the City when a facility is on the upswing, as the City owns all of the net revenues, minus incentives earned by the management company. Also, incremental revenues generated by capital investments belong to the City.
- Operating costs may be reduced because the management firm hires all employees at costs that can be less than what the City would have to pay. (This benefit accrues mostly to municipalities that manage and/or maintain their facilities with public labor).
- The City retains overall control and remains the ultimate authority on fee structures, compensation, policies, employment practices, etc. Therefore, the management contract provides the most flexibility and municipal control of any structure short of self-operation.

## Disadvantages of Management Contracts

- Though this option offers the City more control than with an operating lease, it offers less control than self-operation.
- The City still needs a person in the structure with golf course expertise who could spend sufficient time overseeing the golf operation and contract compliance.
- Unlike an operating lease, management contracts do not provide a guaranteed income for the City, and the fixed portion of the management fee is guaranteed as long as the contract provisions have been met. Therefore, positive net operating income to the City is not assured and operating risk remains with the City.
- Unlike with a lease agreement, the City would still be responsible for the capital improvements.

## Discussion

The full-service management contract structure can result in significant positive results and is an option that is typically considered as a reaction to insufficient economic performance among municipal golf courses that are presently self-operated. The overall quality of these types of agreements rests with the City's ability to find a qualified company, negotiate a contract that is "win-win" for both sides, and then provide proper oversight to see to it that the contract is complied with.

In conjunction with a well-constructed contract, the management contract form of operation provides the controls necessary to protect a substantial asset. A management contract, unlike a lease agreement, offers no assurance of a net profit to the City. In the case where a golf facility is experiencing, or expects to experience, an upswing in revenues due to factors such as an improved product or new capital investment, the management contract provides the greatest amount of up-side revenue potential to the City, and allows the City to reinvest in operating and capital programs. Finally, this option provides the most flexibility of any management style short of self-operation.

The large downside to the management company option for a City-owned golf course is the lack of any guarantees in terms of net revenues. ***In short, none of the operating risk inherent in the self-operation scenario is shifted away from the City by virtue of entering into a management agreement.***

## OPERATING LEASE

The primary goals of an operating lease are to relieve the golf course owner (City) of all operating concerns, to ensure a minimum rent payment to the City, and to improve and/or protect the asset. An operating lease is similar to a management contract in that the lessee, like the management firm, hires and fires all employees and is responsible for the day-to-day operation of the facility. The difference between the two is that the lessee would be committed to pay all operating expenses, supply equipment, and, typically, provide some capital for investment in the golf facility. Operating leases are typically for a longer term (typically 10+ years), especially when large lessee capital investment is involved.

## Advantages to Leasing

- **Burden of Risk:** Leasing the facility to a private entity should shift the burden of operational risk to the lessee. The only expenses remaining with the City will be those associated with administering the contract, oversight, and compliance.
- **Simplicity:** The City is relieved of the day-to-day responsibility in maintaining and operating the facility, although the City does need to have a golf person monitoring the operation and enforcing contract compliance.
- **Capital Improvements:** Depending on the relative attractiveness of the business opportunity to the private entity, as well as the length of the term, the lease contract could require the lessee to make, or at least contribute significantly to, needed capital improvements (e.g., turf, drainage and infrastructure improvements, etc. in case of Miami Springs G & CC).
- **Maintenance Equipment:** The lessee is typically responsible for providing maintenance equipment and golf carts.

## Disadvantages to Leasing

- **Finding a Qualified Vendor.** In the present golf economy, finding a private vendor willing to absorb the risk of a golf operation already losing money can sometimes be difficult.
- **Control.** This lease option offers the City the least amount of control over the golf course operation, especially with regard to pricing and community benefits.
- **Revenue Constraint.** As the City's risk is reduced, the City would receive less of the upside revenue potential than it would with a management contract.
- **Long Term.** Leases are typically for a long term, especially if capital improvements are required in the lease agreement. This may make it more difficult for the City to get out of the lease, should the City become displeased with the lessee's operation of the facility.
- **Down Market.** The lessee may be forced to cut maintenance expenses and/or raise fees if revenues do not meet expectations. Unexpected market downturns often lead to declines in property condition or lessees seeking to renegotiate terms.

## Discussion

Leasing out the golf operations shifts the burden of operating risk to the private vendor, and provides guaranteed revenue (or elimination of losses) to the owner. Although the appeal of turning everything over to an outside agency has had merit for the City of Miami Springs, the most successful lease agreements in municipal golf are typically for a longer term (5 to 10 years) and involve a contribution to capital investment. This may be a more significant issue for the Miami Springs Golf & Country Club facility as we have documented the aging infrastructure and the coming need to improve turf conditions and some infrastructure.

Trouble in lease agreements often results from arrangements where one party is doing considerably better than the other. If the deal is too favorable to the City, the lessee may struggle and the facilities could suffer. Likewise, if the deal is too favorable for the vendor, the City could experience lower returns than expected.



# NGF Recommendations for City of Miami Springs Golf

Based on our evaluation of the City golf system, as well as our operations review and market analysis, NGF has formulated recommendations that the City can use to enhance or supplement its existing business and marketing plan for the City's golf course. The goal of this phase of the study was to help the City identify the operating structure and business plan that will maximize rounds and net revenues for the City, while maintaining or enhancing the golfer experience at Miami Springs G & CC. The objective of our recommendations is to provide the City with a strategic vision for the future operation of the golf course, inclusive of operating structure and the defined mix of activities to be undertaken.

NGF Consulting has prepared a schedule of specific recommendations to be considered by the City of Miami Springs for the continued operation of its golf facility. These recommendations have been organized into: (1) basic oversight and structure; (2) physical enhancements; and (3) operational recommendations.

## **BASIC OVERSIGHT AND STRUCTURE**

The NGF Consulting recommendation for the future operation of Miami Springs G & CC is based on our understanding of the economic performance of the facility and the upcoming physical improvement needs that will be required at this facility. The City must clearly establish the primary purpose and most important goals of including the Miami Springs G & CC as a City asset. If the primary function of the golf course is to be an added amenity to the City, then direct City investment in the property appears most appropriate. However, if the fiscal situation is such that sustaining an economic gain on the facility is the higher priority, then some form of private funding source will be required for the needed improvements, and thus a longer-term lease arrangement that includes capital investment will be recommended.

### **Structure Considerations**

The NGF review of the various operational considerations for the Miami Springs G & CC shows three concepts for the City to strongly consider for the future operation of the Miami Springs G & CC:

- A. **Modified Self-Operation.** The City can continue on an "as-is" basis with a self-operated pro shop and privatized F & B operation, but with the addition of a new on-site Golf Director. The new position should be staffed by a qualified and experienced golf facility manager that is: (1) fluent in Spanish; (2) dedicated to marketing and promoting the Miami Springs golf facility; (3) "tech-savvy" and understands the importance of electronic marketing (website, email, tee-times online, etc.); and (4) is a "hands-on" promoter and marketer willing to take action, rather than assign duties elsewhere. The NGF also recommends that if the City is to outsource maintenance labor, the contract should be structured as a full-service maintenance contract whereby the City pays a private vendor to maintain the entire golf facility, not just for labor, as described earlier. This should provide both cost savings and improvement to the condition of the golf course facility.

- B. **Contract management.** The City can enter into a contract agreement with a professional golf management firm to operate Miami Springs G & CC for the City. This concept will have added expense for the City but may end up enhancing the overall economic picture through golf expertise and employment expense savings.

### **NGF Recommendation**

The NGF team is recommending that the City of Miami Springs continue to operate the Miami Springs Golf & Country Club under the Option A structure listed above. This form of modified structure should allow for maximum economic performance for the City, but will be dependent upon finding the right individual for the Golf Director position. The NGF notes that golf is a difficult business to be in right now and that the City is served well by an aggressive on-site manager dedicated to growing the game of golf in Miami Springs and increasing the volume of golf rounds at the City's golf course. This structure may also require the addition of new staff to cover basic counter duties and help free up the new director to focus on marketing, socialization and working to grow the golf business for the City. The only reason for the City to consider Option B is to entice a private partner to come in and fund needed improvements to the golf course in exchange for some type of full-service lease agreement. While this agreement could help relieve economic stress on the City (assuming you can find a partner), it is expected that the City would have to relinquish some control of the golf operation to a private third-party, much the same way it has with the food and beverage operation in place at Miami Springs G & CC today.

### **SPECIFIC PHYSICAL RECOMMENDATIONS**

In an effort to raise the quality of the Miami Springs golf course and help to improve performance, the City must be prepared to make some capital investment in the facility to help improve the economics of the operation. The most significant of these physical upgrades are outlined below:

1. **Upgrade Turf Conditions** – may require a full re-grassing of the property, likely to be at great expense. However, given the large footprint of the property there are several key “out-of-play” areas that would not have to be re-grassed, thus allowing some savings in cost.
2. **Cart Paths / Bridges** – A full cart path system may allow for carts to return to the course with “cart path only” service to help maximize rounds. Bridges do not need repair at present but planning for future upgrade may be important.
3. **Drainage**– A program to improve drainage should also be considered for Miami Springs G & CC. The best possible drainage characteristics can lead to the most possible rounds of golf being played, ultimately leading to enhanced revenue.
4. **Driving Range Upgrade** - A program to renovate the driving range with improved turf, new mats, new tee markers and upgraded landing area to reduce the loss of range balls.
5. **On Course Services** – The improvement of on-course services like these is common at other area facilities with similar pricing, show the facility to be of higher quality and will go a long way to help attract the female segment to the golf course.

## Estimated Cost and Priority of Physical Improvements

The estimated cost to complete the above noted facility improvements are detailed in the table below. The figures do not include any lost revenue that may occur due to business disruption during the period these projects are ongoing.

| <b>Miami Springs Golf &amp; Country Club<br/>Needed Physical Improvements</b> |                                   |
|---|-----------------------------------|
| <b>Highest Priority Items</b>   | <b>Highest<br/>Estimated Cost</b> |
| Turf Upgrade / Replacement  | \$500,000                         |
| Cart Path/Bridge Program  | 400,000                           |
| Driving Range Repair  | 100,000                           |
| On-Course Services  | 40,000                            |
| <b>Sub-Total – Most Immediate</b>   | <b>\$1,040,000</b>                |
| Drainage Improvement Program  | TBD                               |
| <b>Total Miami Springs G &amp; CC Upgrades</b>                                | <b>TBD</b>                        |

## OPERATIONAL RECOMMENDATIONS

In addition to the larger management and physical Recommendations, NGF Consulting offers the following list of additional recommendations that we consider to be potentially helpful in growing Miami Springs G & CC business and lowering expenses. These recommendations are based on the lead consultant's experience and expertise and stem from a limited review of the operation and facilities. We also recognize that some of these items may already be enacted and that various administrative and other limitations may prevent the City from enacting some of these items. Our recommendations include:

### Marketing Plan

A marketing emphasis is critical to creating awareness, correcting any misperceptions in the market (e.g., Miami Springs will soon be closing), and increasing daily fee and tournament play. Strategies may include advertising to create a brand image (e.g., centered around themes such as Miami Springs's history and high quality) and maintain awareness, developing a public relations campaign, promoting bilingualism, and increasing utilization of web, print, and yield management strategies. An effective and comprehensive marketing plan must incorporate research, planning, strategy, market identification, budget, advertising, timetable, and follow-up. Advertising should be tracked adequately to gauge its effectiveness.

Efforts to enhance golf activity at Miami Springs Golf & Country Club should include (in order of importance): (1) Website; (2) E-mail programs; (3) Golf school / lesson programs; (4) Member clubs; (5) Printed promotions / advertisements and (6) improved signage. While some of these activities were ongoing under the previous ownership group in prior years, it is clear that these efforts, particularly web and e-mail, could be enhanced in the coming years of operations.

The marketing plan that at Miami Springs Golf & Country Club should be revised annually and address:

- Market conditions
- Competition – including pricing and any changes in facilities or market strategy.
- Target markets
- Overall Strategy / Implementation strategy
- Media sources, Budget, Specials / Promotions
- Customer feedback, research and Follow-up
- Measurement (a mechanism to gauge the effectiveness of the marketing plan).
- Create a “Rack” brochure for hotel tourist racks, and include:
  - Color pictures.
  - Be designed to fit on the tourist racks seen at various visitor centers.
  - Have the word “GOLF” written on the top 1 ½” so that it is clearly visible in a rack.
  - Have facility descriptions (features, amenities, etc.)
  - Have a map and directions.
  - NOT have pricing, as pricing changes too frequently.

**E-mail** – E-mail databases are essential in today’s golf market place, as a means of staying in touch with the club’s customer base. The City should create and then aggressively market to an e-mail database. E-mail marketing, with the exception of word-of-mouth and free advertising, is the most cost-effective advertising possible. In today’s market, it is essential to have and use an e-mail database. E-mails can be captured from customers via a sign-up sheet at the pro shop, with a notice that people on the e-mail list will receive notice of special promotions. The facility’s website should help Miami Springs G & CC build upon its existing database.

**Website and Internet** – The Internet is having a larger and larger impact on golf as time goes on. Golfers, especially when traveling, are using the web more and more to find places to play. The web has several key advantages over other forms of advertising:

- **Cost:** A website is relatively inexpensive to setup and maintain.
- **Reach:** As the name “world wide web” indicates, the Internet is international in scope. Today, almost every household that contains a golfer will have access to the Internet.
- **Information:** The amount of information that can be put on the Web is virtually unlimited. At the very least, clear directions and contact information can be used to dramatically increase impact.

Of course, for a Website to be effective, people have to be able to find it. It has to be designed such that today’s Web search engines will find it based on key terms people are likely to use. It is essential that the Website be kept current for rates, hours, etc. The best sites are the ones that are constantly being updated with new promotions and news items, so that customers get in the habit of checking them regularly. The Website (or page) should continue to include:

- Pictures and verbal descriptions of the facility

- A full scorecard
- Map/directions to the course
- E-mail signup: There should be a way to sign up for the e-mail program.
- Information about group and individual lessons
- Current rates and operating hours
- Amenities
- A calendar or news of promotions and upcoming events

**Branding** – Miami Springs should strive to differentiate itself from other area public courses. Add emphasis of “Miami Springs” brand to all advertising, printed materials and logo on shirts, etc. NGF recommends using the “Miami Springs Golf & Country Club” name as much as possible on hats, shirts, balls, jackets, umbrellas, etc.

**Bilingualism** – Miami Springs should promote bilingualism as best as possible in all phases of the Miami Springs G & CC operation:

- Incoming phone calls
- On-site signage and promotions
- Golf lessons and driving range
- When promoting tournaments, outings and leagues

**Signage** – Improve signage in and around the perimeters of Miami Springs, including better signage along US 27 and Airport Expressway/Doral Blvd.

**Programming** – Increase promotions of group activities such as ladies 9-hole games, leagues, events, clinics, golf schools, etc. Give people a reason to be at Miami Springs G & CC.

## **Player Development**

We note that new player development will be one of the critical elements to the long-term viability of Miami Springs G & CC, and this should be a point of emphasis at the facility. Direct selling, advertising, and public relations are key to any successful attempts at building market share at Miami Springs. However, one of the critical elements to the long-term viability of the club is player development, including a strong Junior Program. Also, because of today’s difficult climate for golf operations, tapping latent demand among groups that traditionally have shown relatively low golf participation – such as women and minorities – is more important than ever.

**Increased Women’s Participation** - Recently, PGA Magazine dedicated an issue to women and golf. Of the many conclusions drawn in the series of articles, two that were unanimous were that when women play golf they like to involve their families, and that women view the social aspect of the game as very important. There are common characteristics that female-friendly golf facilities exhibit, such as:

- On-course restrooms (cleaned daily) at least every six holes on the golf course.
- Ball washers on the forward tees.
- Golf instruction that takes a consistent approach to all players regardless of gender.
- Promotion of Ladies clubs
- Women-only demo days.

# Appendices

**A: Golf Course Life Cycle**

**B: National Rounds Played**

APPENDIX A – GOLF COURSE LIFE CYCLE

# GOLF COURSE ITEMS

**HOW LONG SHOULD PARTS OF THE GOLF COURSE LAST?**

| ITEM                             | YEARS                       | ITEM                      | YEARS         |
|----------------------------------|-----------------------------|---------------------------|---------------|
| Greens (1)                       | 15 – 30 years               | Cart Paths – concrete     | 15 – 30 years |
| Bunker Sand                      | 5 – 7 years                 | Practice Range Tees       | 5 – 10 years  |
| Irrigation System                | 10 – 30 years               | Tees                      | 15 – 20 years |
| <i>Irrigation Control System</i> | 10 – 15 years               | Corrugated Metal Pipes    | 15 – 30 years |
| <i>PVC Pipe (under pressure)</i> | 10 – 30 years               | Bunker Drainage Pipes (3) | 5 – 10 years  |
| <i>Pump Station</i>              | 15 – 20 years               | Mulch                     | 1 – 3 years   |
| Cart Paths – asphalt (2)         | 5 – 10 years<br>(or longer) | Grass (4)                 | Varies        |

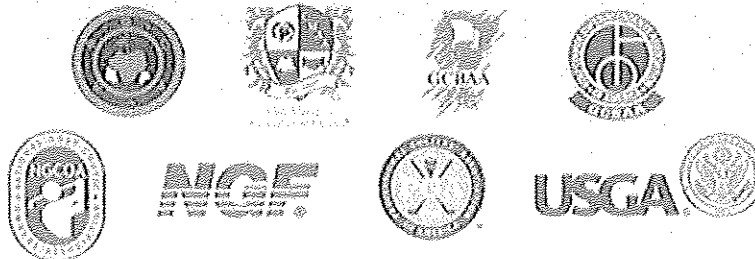
**NOTES:** (1) Several factors can weigh into the decision to replace greens, accumulation of layers on the surface of the original construction, the desire to convert to new grasses and response to changes in the game from an architectural standpoint like the interaction between green speed and hole location! (2) Assumes on going maintenance beginning 1 – 2 years after installation. (3) Typically replaced because the sand is being changed – while the machinery is there to change sand, it's often a good time to replace the drainage pipes as well. (4) As new grasses enter the marketplace – for example, those that are more drought and disease tolerant – replanting may be appropriate, depending upon the site.

Component life spans can vary depending upon location of the golf course, quality of materials, original installation and past maintenance practices. We encourage golf course leaders to work with their golf course architect, superintendents and others to assess the longevity of their particular course's components.

The American Society of Golf Course Architects (ASGCA) thanks those at the USGA Green Section, Golf Course Builders Association of America, Golf Course Superintendents Association of America and various suppliers for their assistance in compiling this information.

The materials presented on this chart have been reviewed by the following Allied Associations of Golf:

For more information,  
contact ASGCA at  
262-786-5960 or  
[www.asgca.org](http://www.asgca.org)

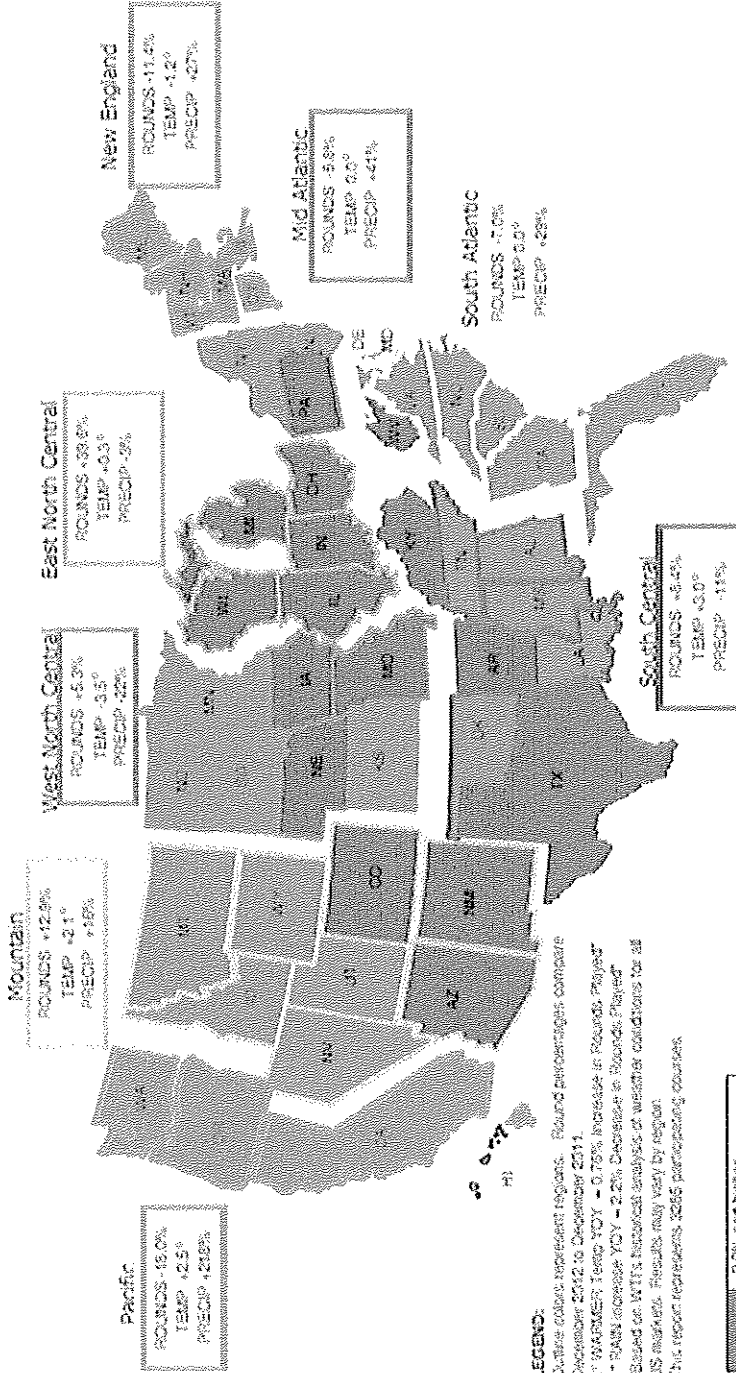


DATA COMPILED BY ASGCA, 175 NORTH EXECUTIVE DRIVE, SUITE 100, BROOKFIELD, WISCONSIN

# APPENDIX B – NATIONAL GOLF ROUNDS PLAYED REPORT

## NATIONAL GOLF ROUNDS PLAYED REPORT

**U.S. TOTAL**  
**DECEMBER '12 YTD '12**  
**+5.7%**  
**-3.8%**



**LEGEND:**  
 Outline color dependent regions. Round percentages compare December 2012 to December 2011.  
 1° WARMER Temp YOY = 0.75% Increase in Rounds Played  
 1° COLDER Temp YOY = 0.75% Decrease in Rounds Played  
 \*Based on WTI's historical analysis of weather conditions for all US markets. Results may vary by region.  
 This report represents 3265 participating courses.

|                   |
|-------------------|
| + 2.0% and higher |
| - 1.5% and - 1.9% |
| - 2.0% and lower  |



PGA PerformanceTrak in cooperation with NGCOA, the 10th financial benchmarking initiative of the PGA of America and the National Golf Course Owners Association, sponsors the National Rounds Played Report by supplying data included in this report.



# NATIONAL GOLF ROUNDS PLAYED REPORT

POWERED BY



|                       | DEC    | YTD   |                    | DEC    | YTD   |                      | DEC    | YTD   |
|-----------------------|--------|-------|--------------------|--------|-------|----------------------|--------|-------|
| PACIFIC               | -18.0% | 1.6%  |                    | -3.8%  | 5.7%  |                      |        |       |
| CA                    | -18.1% | 1.6%  | UNITED STATES      | -3.5%  | 5.5%  | SOUTH ATLANTIC       | -7.0%  | 2.4%  |
| Los Angeles           | -18.7% | -0.4% | PUBLIC ACCESS      | -3.5%  | 5.5%  | DE, DC, MD           | -8.7%  | 4.1%  |
| Orange County         | -8.8%  | 1.7%  | PRIVATE            | -4.5%  | 2.8%  | Washington/Baltimore | -7.2%  | 6.3%  |
| Palm Springs          | -5.4%  | 2.8%  |                    |        |       | FL                   | -4.8%  | 1.3%  |
| Sacramento            | -35.4% | 0.7%  | EAST NORTH CENTRAL | 39.6%  | 10.8% | Jacksonville/Daytona | -7.3%  | 0.1%  |
| San Diego             | -5.0%  | 2.2%  | IL                 | 48.7%  | 8.6%  | Orlando              | -2.6%  | 7.6%  |
| San Francisco/Oakland | -35.1% | 2.7%  | Chicago            | 45.5%  | 8.6%  | Tampa                | -4.5%  | -0.3% |
| HI                    | -0.8%  | -0.8% | IN                 | 36.6%  | 9.6%  | Palm Beach           | -8.1%  | -2.0% |
| OR                    | -23.6% | -1.1% | MI                 | 50.6%  | 12.9% | Sarasota             | -7.6%  | 0.1%  |
| Portland              | -15.8% | 0.2%  | OH                 | 60.6%  | 18.9% | Naples/FL Myers      | -4.6%  | 4.2%  |
| WA                    | -27.1% | 4.5%  | Detroit            | 23.8%  | 13.9% | Miami/FL Lauderdale  | -0.7%  | -6.6% |
| Seattle               | -27.3% | 3.3%  | Cincinnati         | 13.4%  | 17.9% | Atlanta              | -10.6% | 5.5%  |
| MOUNTAIN              | 12.9%  | 7.0%  | Cleveland          | 40.1%  | 14.3% | Greensboro/Raleigh   | -13.7% | -1.5% |
| AZ                    | 12.4%  | 5.2%  | Columbus           | 24.8%  | 9.1%  | NC                   | -13.4% | 0.1%  |
| Phoenix               | 7.4%   | 3.8%  | Milwaukee          | 74.9%  | 7.0%  | SC                   | -7.7%  | 3.8%  |
| CO                    | 62.1%  | 7.8%  | SOUTH CENTRAL      | 6.4%   | 5.0%  | Charleston           | -5.8%  | 3.6%  |
| Denver                | 39.7%  | 8.6%  | AL                 | -11.4% | 5.9%  | Hilton Head          | -7.9%  | 4.1%  |
| ID, WY, MT            | -6.2%  | 6.2%  | AR                 | 3.8%   | 10.5% | Myrtle Beach         | -4.0%  | 6.7%  |
| NM                    | 27.9%  | 3.5%  | LA                 | 1.5%   | -2.1% | VA                   | -8.7%  | 6.0%  |
| NV                    | 6.4%   | 1.9%  | MS                 | -21.0% | -2.8% | WV                   | 32.1%  | 8.5%  |
| Las Vegas             | 2.6%   | 2.5%  | OK                 | -3.1%  | 6.3%  | MID ATLANTIC         | -5.8%  | 10.1% |
| UT                    | -6.6%  | 15.4% | TN                 | -0.7%  | 2.3%  | NJ                   | -15.0% | 7.5%  |
| WEST NORTH CENTRAL    | 5.3%   | 7.6%  | TX                 | -15.6% | 4.9%  | NY                   | -14.4% | 8.4%  |
| IA                    | 5.9%   | 8.9%  | Dallas/Ft. Worth   | 20.9%  | 5.0%  | PA                   | -17.7% | 7.4%  |
| KS                    | -4.8%  | 6.7%  | Houston            | 26.5%  | 9.1%  | New York City        | 7.5%   | 13.3% |
| NE                    | 27.4%  | 8.8%  | San Antonio        | 11.1%  | 5.1%  | Philadelphia         | -8.0%  | 8.8%  |
| NE                    | 36.1%  | 9.8%  |                    | 25.1%  | 5.1%  | Pittsburgh           | 59.5%  | 17.1% |
| ND, SD                | -15.3% | 4.7%  |                    |        |       | NEW ENGLAND          | -11.4% | 3.2%  |
| MIN                   | -26.6% | 7.2%  |                    |        |       | CT                   | -8.5%  | 6.2%  |
| Missapolis/St. Paul   | 16.0%  | 9.8%  |                    |        |       | MA, RI               | -10.5% | 5.9%  |
| MO                    | 13.2%  | 11.4% |                    |        |       | Hartford             | -10.6% | 1.7%  |
| St. Louis             | -0.4%  | 6.1%  |                    |        |       | Boston               | -10.5% | 2.7%  |
| Kansas City           |        |       |                    |        |       | ME, NH, VT           | -16.9% | 3.4%  |

The percentages represent the differences in number of rounds played comparing December 2012 to December 2011. For more information contact Golf-DataTech, [golfroundsplayed@golfdatatech.com](mailto:golfroundsplayed@golfdatatech.com) or call 407-944-4116



DRAFT

*City of Miami Springs, Florida*

The Miami Springs City Council held a **REGULAR MEETING** in the Council Chambers at City Hall on Monday, March 25, 2013, at 7:00 p.m.

1. **Call to Order/Roll Call**

The meeting was called to order at 7:02 p.m.

The following were present:

Mayor Xavier M. Garcia  
Vice Mayor Jennifer Ator (arrived at 7:03 p.m.)  
Councilwoman Grace Bain  
Councilman Bob Best  
Councilman George Lob

Also Present:

City Manager Ronald K. Gorland  
Assistant City Manager/Finance Director William Alonso  
City Attorney Jan K. Seiden  
Police Captain Jon Kahn  
Interim Golf Course Director Sandy Pell  
City Clerk Magalí Valls  
Clerical Assistant Elora R. Sakal

2. **Invocation:** Councilman Best offered the invocation.

Salute to the Flag: The audience participated.

3. **Awards & Presentations:**

3A) **Certificate of Recognition – Harvest Moon Bistro**

Terry Margolis from Harvest Moon Bistro was not present.

3B) **Certificate of Recognition – Gabriel Rios**

Mayor Garcia informed Council that he toured all the schools in the City with School Board Member Susie Castillo and he came in contact with students, teachers and administrators. There are many great new programs, three of the schools are graded “A”, and this is because of the hard work and dedication of the administrators, teachers and the students.

Mayor Garcia explained that Miami Springs Senior High School students Gabriel Rios and Kevin Paz are two gentlemen who stood out to him in particular. They are involved in a program for developing application programs for cellular phones. He congratulated Mr. Rios for developing the first iOS Apple application and Mr. Paz for developing the first Android application. The applications will be available online.

The Mayor presented a Certificate of Recognition to Gabriel Rios for his many accomplishments, including the first iOS Apple Application for Elan Art and Poetry Journal, designing the school's new Website, pioneering/developing the Miami-Dade County Youth Commission Web site, interning with the Miami Cultural Tours to develop internet presence, and designing for the Miami River Walk Festival.

Mr. Rios thanked Mayor Garcia for the opportunity to receive the award.

### **3C) Certificate of Recognition – Kevin Paz**

Mayor Garcia presented a Certificate of Recognition to Kevin Paz who developed the first Android Application for the Elan Art and Poetry Journal, contributed information technology support, designed blogs, implemented social networks for teachers, and interned with the Miami Cultural Tours to develop internet presence.

Mr. Paz thanked Mayor Garcia and his parents for providing the opportunity for him to attend school and learn about information technology.

## **4. Open Forum:**

### **Education Advisory Board**

Dr. Mara Zapata of 272 Cherokee Street, Vice Chair of the Education Advisory Board, stated that the minutes from the March 19<sup>th</sup> meeting were not yet available and she is requesting that Council pay close attention to them because an important motion was passed during the meeting.

Dr. Zapata explained that the Education Advisory Board is a partnership with Miami-Dade County Public Schools. She took the opportunity to attend an education meeting for another municipality to see how they function and she found that they function differently, which was the reason for her motion. She emphasized that the City's schools are stronger than ever and she feels that the Education Advisory Board should also be stronger.

## **5. Approval of Council Minutes:**

### **5A) 03-11-2013 – Regular Meeting**

Minutes of the March 11, 2013 Regular Meeting were approved as written on motion by Councilman Lob. Councilwoman Bain seconded the motion which was carried 4-0 on roll call vote with Councilman Best abstaining since he was not present at that meeting.

## 6. Reports from Boards & Commissions:

### 6A) 03-06-2013 – Architectural Review Board – Minutes

Minutes of the March 6, 2013 Architectural Review Board meeting were received for information.

Councilwoman Bain said that she was disturbed at the way Vice Mayor Ator handled herself at the Architectural Review Board meeting of March 6<sup>th</sup>, and she feels that some of her discussion was inappropriate. She asked City Attorney Seiden about the guidelines that Council is supposed to uphold when attending advisory board meetings and her understanding is that Council members are allowed to respond to questions, but they are not supposed to get personal or use their position to their own advantage.

City Attorney Seiden responded that generally Board liaisons just participate by listening and bringing items back to the Council. As a liaison, a Council member has the ability to address the boards should there be an issue between Council and the board.

Councilwoman Bain asked the City Attorney if he felt that Vice Mayor Ator was out of line based on the discussion in the minutes as she feels that she used her power as a platform for her political campaign for Mayor.

City Attorney Seiden replied that Vice Mayor Ator gave a brief summary of Council action that, in her opinion, impacted the Architectural Review Board's powers. He advised that any Council member has the ability to respond in writing or otherwise if they feel that the comments that she made were inappropriate or if they have a different opinion. He does not feel that Vice Mayor Ator represented the opinion of Council in the minutes and the only opinions she represented were hers.

Councilman Best said that he found nothing in the minutes that was along the lines of what Councilwoman Bain described. He felt that Vice Mayor Ator's discussion at the meeting was procedural and no campaign issues or any decisions that Council would make going forward were discussed, other than items that had already been addressed. He does not see her actions as a platform for her campaign at all.

Councilman Lob explained that he tended to agree with Councilwoman Bain. If he were to run for Council again, he would not attend an Education Advisory Board meeting and mention that he is running for a certain seat, especially during a meeting that has nothing to do with the election.

Mayor Garcia recalled previous discussions with the City Attorney when Mr. Seiden asked Council not to do exactly what he read in the Architectural Review Board minutes. He explained that he was not going to make an issue of this, but this has happened before and the City Attorney instructed Council not to do it, but yet it has happened again.

City Attorney Seiden clarified that any Council member who is a liaison to a board is present at the advisory board meetings only as a liaison to listen, answer questions and not become involved in the discussions unless it involves a specific question.

Councilwoman Bain commented that the meeting minutes are public record for anyone who wants to read them. The only statement that she is trying to make is that everybody should be accountable in the same way.

Mayor Garcia referred to the Architectural Review Board minutes of March 6<sup>th</sup> and noted that only two paragraphs did not begin with Vice Mayor Ator's comments and her participation in the discussion. The City Attorney has made it very clear that the advisory board meetings should not be run by the Council liaison and he knows that what Vice Mayor Ator did was wrong. He said that Council was advised not to do this and it is exactly what she did. He apologized for not reading the minutes completely ahead of time, and he reiterated that it is clear in the minutes that every paragraph includes the discussion of the Vice Mayor.

**6B) 03-12-2013 – Recreation Commission – Minutes**

Minutes of the March 12, 2013 Recreation Commission meeting were received for information without comment.

**6C) 03-13-2013 – Golf and Country Club Advisory Board – Cancellation Notice**

Cancellation Notice of the March 13, 2013 Golf and Country Club Advisory Board meeting was received for information without comment.

**6D) 03-14-2013 – Board of Parks and Parkways – Cancellation Notice**

Cancellation Notice of the March 14, 2013 Board of Parks and Parkways meeting was received for information without comment.

**6E) 03-18-2013 – Revitalization and Redevelopment Ad-Hoc Committee – Cancellation Notice**

Cancellation Notice of the March 18, 2013 Revitalization and Redevelopment Ad-Hoc Committee meeting was received for information without comment.

**6F) 03-26-2013 – Ecology Board – Cancellation Notice**

Cancellation Notice of the March 26, 2013 Ecology Board meeting was received for information without comment.

**6G) 03-28-2013 – Code Review Board – Cancellation Notice**

Cancellation Notice of the March 28, 2013 Code Review Board meeting was received for information without comment.

7. Public Hearings:

7A) Second Reading – Ordinance No. 1052-2013 – An Ordinance of the City Council of the City of Miami Springs Amending Code of Ordinance Section 95-02, Parks and Recreation Facilities – Hours of Operation; By Including the City Gazebo and Adjacent Grassed Area Within the Hours of Operation Restrictions; Repealer; Effective Date (First Reading: 03-11-2013 – Advertised: 03-13-2013)

City Attorney Jan K. Seiden read the ordinance by title.

Attorney Seiden stated that this is the second reading of the ordinance and public hearing. There were no changes since the first reading. The purpose of the ordinance is to create consistency in enforcement as noted in Section 95-02 that deals with the other recreation facilities and park areas in the City so that Code Enforcement and the Police Department have the ability to enforce closure at the appropriate times.

Mayor Garcia opened the public hearing to those persons wishing to speak.

Nery Owens of 332 Payne Drive said that when the Gazebo was built in 1974, it was seldom used and now it is a place where people gather, hold events and it is treated like a park. She feels that it is correct to allow enforcement by the Police Department in order to regulate the hours and its use, which is good for the safety of the children. She urged Council to adopt the ordinance.

There were no additional speakers and the public hearing was closed.

**Councilman Best moved to adopt Ordinance No. 1052-2013 on second reading. Councilman Lob seconded the motion.**

Vice Mayor Ator said that her understanding is that there is a curfew and the City Attorney responded that there is no curfew; the hours of operation are set forth on the sign, although there is a county ordinance in regard to curfew that goes into effect during certain times.

Vice Mayor Ator said that one resident mentioned that this ordinance basically targets youth in the community and there is no place for them to gather in the City. If the intention is to target young people there are other measures that can be taken to work with them.

City Manager Gorland emphasized that the intention is not to target young people. The quickest way to ruin a business district is to allow activity to get out of control when the kids gather there. There were some problems that the Police Captain can speak on, including drug deals and damage to the Gazebo. The Police felt that they were losing control and the best way to deal with the situation is to place a curfew. In order to be enforceable, the regulations must be in ordinance form.

Mayor Garcia clarified that the hours of operation extend until 10:00 p.m.

Police Captain Jon Kahn explained that the Police Department was experiencing problems and they asked the City Administration to give them a tool in order to enforce the regulations. The prohibited hours are from 10:00 p.m. to 6:00 a.m. and they will not run off kids that are not creating problems; there are some undesirable people who are causing problems and the ordinance allows the Police Department to send them on their way.

To answer Vice Mayor Ator's question, Captain Kahn assured her that it would not be a problem if she were to be at the Gazebo at 10:30 at night. The ordinance is intended to control loitering and hanging out and it is not age specific.

Vice Mayor Ator was told by a resident that the county curfew ordinance was 11:00 p.m. and it seemed that the ordinance is targeting the teenagers.

Captain Kahn explained that people are coming from outside the city to hang out at the Gazebo and the Police Department needs an enforcement tool in order to ask them to leave.

Councilwoman Bain was of the opinion that the ordinance is more of a safety issue and it does not target any age group. The resident who spoke to Vice Mayor Ator should realize that it is a safety issue for the kids since there are drug deals and inappropriate activity going on, which the Police Department takes very seriously.

City Attorney Seiden clarified that it is different than a curfew because the City owns a number of properties and the City Staff cannot possibly control all the properties without proper police protection. The Gazebo is being included because there were several incidents and the Police requested an enforcement tool.

Councilman Best asked if the City would be liable for a lawsuit if the police were to take action without the appropriate ordinance.

City Attorney Seiden said that the difficult laws have always been the loitering laws because there is no real way to define them. If there were 50 people hanging out in the Gazebo there would be no way to control them without the proper ordinance.

To answer the Mayor's question, the City Manager confirmed that there would be exceptions for scheduled events at the Gazebo.

Councilman Lob clarified that according to the County ordinance, curfew hours are from 11p.m. to 6a.m., from Sunday nights to Friday mornings and between 12a.m. and 6a.m. from Friday nights to Sunday mornings.

The motion was carried 4-1 with Vice Mayor Ator casting the dissenting vote.

**8. Consent Agenda: (approved with one motion)**

**8A) Recommendation that Council Approve an Expenditure of \$75,359.00 to H&R Paving Inc., Utilizing Miami Dade County RPQ 20120073, as Provided in Section 31.11 (E) (5) of the City Code**

City Manager Ronald K. Gorland read the title of the award.

Vice Mayor Ator moved the item. Councilman Lob seconded the motion which was unanimously carried on roll call vote.

**8B) Recommendation that Council Approve a Change Order to Branching Out, Inc., in the Amount of \$2,000.00, for One New ConVault 500 Gallon Split Compartment Fuel Tank, Pursuant to Section 31.11 (F) (11) (c) of the City Code**

City Manager Ronald K. Gorland read the title of the award.

Vice Mayor Ator moved the item. Councilman Lob seconded the motion which was unanimously carried on roll call vote.

(Agenda Item 10D was considered before 9A)

**9. Old Business:**

**9A) Appointments to Advisory Boards by the Mayor and Council Members**

Vice Mayor Ator (Group IV) appointed Laura Pilgrim to the Ecology Board for a full term ending of April 30, 2016.

Councilman Best commented that he has appointments pending to the Recreation Commission, the Ecology Board and the Ad-Hoc Committee and after thinking long and hard he decided that the successor to his seat should make that decision.

**9B) Pool Renovation/Repairs Discussion**

City Manager Ronald K. Gorland stated that at the previous Council meeting on February 25, 2013, issues with the pool were discussed and three options were suggested. He advised that they were trying to locate an engineering firm that has a non-invasive method of determining the structural integrity of the pool. Subsequently, Professional Services Supervisor Tammy Romero and Recreation Director Omar Luna met with two additional firms with what they thought would be non-invasive methods and to date, they have met with a total of twelve different firms/individuals to discuss the project at length as shown in the back up documentation.

Method one involves x-raying the pool walls and floor surface and method two is a ground penetrating radar (GPR), according to Mr. Gorland. Under the GPR method, the pool will not have to be drained and it only identifies spacing, size and orientation of the rebar and will not show to what extent the rebar is eroded. Link Construction has recommended YH Engineering, one of the last two firms that were met with, and they verbally indicated that neither of the methods would provide the information that the City is seeking. Additionally, they provided photographs of the damages and an assessment of the pool, along with their recommendation.

City Manager Gorland explained that the two methods that were thought to be non-invasive were determined not to be the solution. Based on the additional information and the advice of YH Engineering, the Administration does not recommend moving forward with either method. Building Official Edwin "Skip" Reed is working closely with the Administration to come up with some alternatives in order to be able to move forward with the future of the pool project and they anticipate having the information ready and available for Council at the April 8<sup>th</sup> meeting.



City Manager Gorland referred to the color photographs included in the back up documentation that clearly show the condition of the pool. He invited Council to visit the facility to see the underneath structure of the pool in order to see the problems. The project will be driven through the Building Official who has the primary contacts that are necessary to make the assessments before making his recommendation. There is no additional information other than what is being presented at this time.

Mayor Garcia commented that the photographs that were provided show exactly what the old Recreation Center looked like behind the wood barriers that were placed on the walls with the rebar blowing out the concrete. He is looking forward to the opinion of the engineers in order to determine if the structure can last a little longer.

#### **9C) Status Report on Annexation (Verbal)**

City Manager Ronald K. Gorland stated that the City's lobbyists are working with a messaging consultant to develop an outreach program for the City to use with the proposed annexation businesses and property owners. The outreach testing is part of the process and has already started, although the documentation has not been released yet.

Jose Gonzalez, Vice President, Corporate Development for FEC Industries, is in the process of providing a letter supporting the area that the City is trying to annex, according to Mr. Gorland. Moving forward, the County Commission Land Use Development Committee will meet in May to review the proposed four-city annexation, which is headed by Commissioner Jose "Pepe" Diaz.

Mayor Garcia commented that the City Manager explained exactly what is occurring. He reminded the residents that the annexation process had reached this point before and it did not happen, but this time it is the closest that he has ever seen annexation coming to fruition. He is hoping that the annexation proposal will pass the first Committee when they meet in May.

#### **10. New Business:**

##### **10A) Request that Council Approve the Serving of Alcohol During the Bikini Fashion Show Taking Place on Saturday, March 30<sup>th</sup> at the Rebeca Sosa Theater**

City Manager Ronald K. Gorland stated that the item was pulled. He clarified that the Fashion Show would still take place, but the sponsor would not be providing alcohol.

##### **10B) Resolution No. 2013-3574 – A Resolution of the City Council of the City of Miami Springs Amending the Schedule of Golf Charges and Fees for the Operation of the Miami Springs Golf and Country Club; Reserving the Right and Authority to Amend or Supplement the Schedule of Charges; Effective Date**

City Attorney Jan K. Seiden read the resolution by title.

Attorney Seiden stated that the resolution provides for another amendment to the Schedule of Charges and Fees, as suggested by the City Manager and outlined in the backup documentation.

**Councilman Best moved to adopt Resolution No. 2013-3574. Councilwoman Bain seconded the motion.**

Vice Mayor Ator indicated that she was not provided with a copy of the Resolution after the cover memorandum.

City Manager Gorland referred to the changes to the Golf and Recreation fee schedules, as outlined in Agenda Items 10B and 10C. He said that this is an excellent way to reward the business community and property owners that own businesses; they are being treated as residents in regard to the fees that are charged.

Vice Mayor Ator asked what would constitute satisfactory proof of owning a business in Miami Springs.

City Manager Gorland responded that the intention is to be liberal with the interpretation of the rule and if someone says they own a business and shows proof of the business name that is associated with their name it will be fine. The same would apply to someone who lives outside the City and owns property in Miami Springs and has something to show that they own the property.

City Attorney Seiden said that the process is something that can be done by example and at some points in the beginning it might be necessary to check with the City Manager to determine what constitutes sufficient proof. A program must be developed, such as showing a utility bill or something along those lines that shows ownership. It could also be a tax bill or business license.

City Manager Gorland explained what happened at the last Christmas event at the Circle when a restaurant owner and her children were excluded by the rules that were in place for residents. He said that this incident showed that there was a loophole in the procedures and this provision is one way to address it.

The motion was carried 5-0 on roll call vote.

**10C) Resolution No. 2013-3575 – A Resolution of the City Council of the City of Miami Springs Amending the Current Schedule of Charges for the Use of City Recreation Facilities and Relates Services; Effective Date**

City Attorney Jan K. Seiden read the resolution by title.

Attorney Seiden stated that this resolution includes basically the same wording that is included in the previous resolution, except that it has been applied to the Schedule of Charges for the use of the Recreation facilities and services.

City Manager Gorland noted a change in his cover memorandum; the reference to the “Golf Course” should be “Recreation” rate sheet and the attached resolution is correct.

City Attorney Seiden pointed out that there is a typographical error in the fee schedule under Section 9, and the age should be changed from 19 to 25.

Councilman Best moved to adopt Resolution 2013-3575. Councilman Lob seconded the motion, which was carried 5-0 on roll call vote.

*Agenda Item 10D discussed after Agenda Item 8B.*

**10D) Approval of Facility Agreement with PJA Golf Clinic and Events, Inc. for a Youth Golf Summer Camp**

City Manager Ronald K. Gorland read the recommendation to enter into the facility agreement based on the proposal received from Philip J. Argianas, a PGA certified professional instructor to initiate a Youth Golf Summer Camp Program. He said that with extensive marketing and programming it could be successful this summer and in future summers. The new relationship could also result in a much desired year-round youth golf and family golf program.

City Manager Gorland said that the program is designed to provide a serious and professional golf experience for youth as well as promote resident family golfing. The marketing plan of PJA Golf will include targeting community leaders at schools, churches, Chamber of Commerce and businesses, and youth organizations in the surrounding areas.

City Manager Gorland explained that Mr. Argianas is well known in South Florida, has excellent references and is highly motivated and committed to make the program successful. He has also made separate arrangements with Carlos Santana for using the Country Club for camp meals/refreshments. He has provided the required insurance and is responsible for all advertising, programming, every day programming, professional golf instruction by PGA professionals and staff, equipment for campers, trophies and awards, junior golf rule books, and refreshments for campers during the day.

City Manager Gorland said that there is essentially no cost to the City with the potential for certain limited revenue from the camp operations. The proposal was submitted by Interim Golf Course Manager Sandy Pell.

Interim Golf Course Manager Pell introduced Mr. Argianas who is highly recommended by many of the neighboring golf facilities.

Philip J. Argianas, PGA Golf Professional, thanked the Mayor and Council for the opportunity to speak about golf and the impact to junior golfers in Miami Springs. He presented a proposed program sheet for PJA Golf, which is a company in Miami since 1991, with a number of summer camps. The goal is to provide a fun, safe atmosphere for Juniors and introduce them to the game of golf so that they can progress. He has a passion for golf that he hopes to bring to the students who attend the school so that they can enjoy and learn the traditions and rules of the game. There are many important qualities in life that the students will learn as they participate in the program.

Mayor Garcia asked for the time schedule for the full-day program and Mr. Argianas responded 9:00 a.m. to 3:00 p.m., with an early drop-off at 8:30 a.m. There is also a half-day program that is available.

Vice Mayor Ator noted that some camps build progressively based on skills and asked if someone could only attend the last week.

Mr. Argianas replied that there is a discount for attending more than one week, but the program is available for any one of the weeks. The campers are divided into three groups based on skill level and age and as they progress they are challenged differently than those campers who are attending for the first time.

To answer Councilwoman Bain's question, Mr. Argianas responded that the number of staff would depend on the number of campers that will attend during the week. There are professionals that he contracts with that he has worked with in the past and the high school golfers will work as counselors.

Councilman Lob asked Mr. Argianas what is the average participation based on past history and Mr. Argianas said that the facility he was at began with 20 campers for the first year and after time and various opportunities the number increased up to 52 golfers, which the facility could not handle based on available space.

To answer the Mayor's question, Mr. Argianas said that Carlos Santana would provide the campers with lunch which is included in the fee.

Mayor Garcia asked if the camp staff would be held to the same guidelines as the City requires for camp instructors with the appropriate background checks and the City Manager answered affirmatively.

Councilman Best asked if there were different levels of instruction based on the campers' progress during the eight sessions.

Mr. Argianas clarified that there are three different groups within the camp; the first level is an introduction for the first time students and as they progress and become familiar with the rules they will compete with each other at the third level.

To answer the Mayor's question, Mr. Argianas said that they will provide the golf equipment based on their age and size for children who do not have golf clubs.

Councilman Best moved the item. Councilwoman Bain seconded the motion, which was carried 5-0 on roll call vote.

#### **10E) Revised Golf and Recreation Position Organizational Classifications**

City Manager Ronald K. Gorland read the memorandum recommending a revision to the Position Classification and Pay Plan as follows:

1. Reinstate the Golf Director position/title and rename it Golf and Country Club Director; pay grade 49; pay range \$71,850 to \$95,799.
2. Eliminate the current Golf Pro position/title; pay grade 46; range \$63,316 to \$92,063.
3. Reinstate the Recreation Director position/title; pay grade 49; range \$71,850 to \$95,799.
4. Eliminate the Recreation/Golf Director position/title; pay grade 49; range \$71,850 to \$95,799.
5. Organizational change – Golf and Country Club Director reports directly to the City Manager.

Re-grading the Golf Director position is necessary to support hiring of a professional golf and country club business manager rather than filling the current Golf Pro position, according to Mr. Gorland. As a business manager (Golf and Country Club Director), this person will have full authority, responsibility and accountability for the Golf and Country Club.

The Golf Pro position/title to be eliminated currently reports to the Golf and Recreation Director. By returning this function to reporting directly to the City Manager, the Golf and Country Club Director position is clearly responsible for all aspects of Golf, including bottom-line, budget, organization, operations, etc. The person envisioned to fill the Golf and Country Club Director position will have demonstrated successful golf course management experience and preferably have a golf and country club business background.

The Recreation/Golf Director position is re-titled because the Golf and Country Club Director will report directly to the City Manager, no longer reporting to the Recreation Director (Recreation will no longer include Golf).

City Manager Gorland explained that there is little material impact to the budget by the recommended position/title changes other than elimination of the 5% pay increase that the Golf/Recreation Director received while the Golf Pro reported directly to that position.

Vice Mayor Ator said that when Mr. Gorland became City Manager he went out of his way to say that he had too many employees directly reporting to him and there should not be as many directors. Now, he wants to add back a director, which seems premature in light of the fact that this Council voted to pay someone to analyze what is needed for the Golf Course. She questioned why this recommendation is being brought forward before Council knows what the suggestions for the Golf Course are going to be.

City Manager Gorland responded that he knows that the consultant is going to recommend this change. At the time the change was made, there was optimism that there would be no major issues for Recreation Director to work with and now the pool issue is going to take most of his direct time and energy, and he is fully supportive of the change.

Mayor Garcia stated that he fully believes in the City Manager's recommendations and that is why he was selected for the position. He does not want to tell the City Manager how to do his job; he has already discussed the matter with him in his office and he firmly believes that this will be a step in the right direction.

Councilman Best said that although he appreciates the Vice Mayor's concern, he felt that it was too much for one person to handle both the Golf and Recreation activities and he applauds this move.

City Manager Gorland explained that he had been talking with a number of people who could fill the position that have the proper credentials. He said that over \$12MM has gone into the Golf Course, including debt service, which is a large amount of money and the City had no idea it would cost that much. In order to make a change, they must try a number of different things. The first two outsource managers were an unmitigated disaster. Subsequently, there was a City employee who managed it that did better, but not as well as the Golf Pro manager that was brought on board. The new attempt will be to hire a business manager who can manage costs and a decision should be made very shortly.

To answer Councilman Lob's question, the City Manager confirmed that the pay range is comparable to other golf courses and it works within the City's pay range of grade 49.

Councilwoman Bain commented that the organizational classifications could be changed at any time and the City Manager agreed.

Councilman Lob moved to approve the changes as recommended in Agenda Item 10E. Councilman Best seconded the motion, which was carried 4-1 on roll call vote with Vice Mayor Ator casting the dissenting vote.

**10F) Resolution No. 2013-3576 – A Resolution of the City Council of the City of Miami Springs Approving and Adopting a Revised City Employee “Pay Plan” for Fiscal Year 2012-2013; Reserving the Right and Authority to Amend or Supplement the Plan; Effective Date**

City Attorney Jan K. Seiden read the resolution by title.

City Attorney Seiden stated that the City Code requires Council to adopt a Pay Plan as part of the budget process and Council has now approved a change in the Pay Plan. He explained that in order to make the change official, Council must now adopt the resolution approving the revised Pay Plan that is attached as Exhibit “A”. The changes that were made are the elimination of Golf Pro; the addition of Golf Director; the elimination of Recreation/Golf Director and the addition of Recreation Director.

Councilman Best moved to adopt Resolution No. 2013-3576. Councilman Lob seconded the motion, which carried 5-0 on roll call vote.

Councilman Lob asked when Council could expect to receive the outcome of the analysis from the golf advisory company and the City Manager responded that the report should be ready for the next meeting.

## **12. Reports & Recommendations:**

### **12A) City Attorney**

None.

### **12B) City Manager**

#### **April 2, 2013 General Election**

City Manager Gorland reminded everyone to vote in the upcoming election. He said goodbye to those Council members who will be leaving office and announced that the next meeting on April 8<sup>th</sup> at 6:00 p.m. is the Special meeting for the installation of the new Council.

#### **Spring Break/Easter Holiday**

City Manager Gorland wished everyone a great and safe Spring Break and Easter holiday.

#### **Springs River Festival**

City Manager Gorland urged everyone to remember the annual Springs River Festival that will take place on Friday, April 5<sup>th</sup> through Sunday, April 7<sup>th</sup>.

## 12C) City Council

### Thank You

Councilman Best explained that he did not know what to say after sitting on Council for eight years. He has enjoyed every minute of his time serving as an elected official and he thanked his wife and family for their patience throughout his terms of office, going back to 2001. He also thanked the previous and current Council, the City Administration and Department heads who provided him with information and satisfactory answers.

Councilman Best said that holding office had been an educational experience for him; it is something that he wanted to accomplish at the age of 47 and after losing the first election, he came back to serve for eight years. He reiterated his appreciation to his family and his colleagues on Council, the City Attorney and the City Clerk who he feels are indispensable. He learned how government operates, that it is a democratic process that is not really perfect, but it works. He thanked all his constituents for their support over the years and said that it has been an honor to represent each and every one of them.

### April 2, 2013 General Election

Councilman Best reminded everyone of the upcoming election on Tuesday, April 2<sup>nd</sup> that is very important since there will be a new mix on Council. He wished all candidates the very best during their campaign. He thanked the River Cities Gazette and the press for their coverage of the meetings during his tenure on Council.

Councilman Best stated that an election is not a popularity contest and it should never digress to that point; an elected office is something that a person runs for because of a passion and desire to serve and represent the people, while it is also an opportunity to bring contentious issues to the table. He urged the candidates to stand up and address the issues. The future of the City is very bright based on the current Administration that is responsible for the day-to-day operations of the City. Councilman Best received a standing ovation.

### Early Voting

Vice Mayor Ator announced that Early Voting for the April 2, 2013 General Election would take place at City Hall on Friday, March 29<sup>th</sup> and Saturday, March 30<sup>th</sup>.

### Easter Holiday

Vice Mayor Ator commented that Easter is on Sunday, March 31<sup>st</sup> and All Angels is holding services every night this week and welcomes everyone with open arms. In addition, All Angels will have an egg hunt on Easter Sunday with 1,000 eggs.

### Farmers Market

Vice Mayor Ator reported that Saturday, March 30<sup>th</sup> is the final day for the All Angels Farmers Market, there are still many vendors participating and she hopes it will continue in the fall.

## Architectural Review Board

Vice Mayor Ator commented that she stands by what she said at the March 6<sup>th</sup> Architectural Review Board meeting and she does not feel that there was anything wrong with her comments. As the Council liaison, she attends her respective board meetings and she reads the minutes of all the advisory boards and there is no mention of any other Council members attending. She at least attends the meetings to stand up and thank the members for their service.

Vice Mayor Ator continued to explained that at the Architectural Review Board meeting, only one particular person had ever been to a meeting before because everyone else quit the board and there is not much left for them to do. She stands by everything that she said and Councilwoman Bain might be supportive of the Mayor and that might be where her comments are coming from.

Councilwoman Bain addressed Vice Mayor Ator and asked her not to talk like she knows where she is coming from because she can speak for herself.

Vice Mayor Ator reiterated that she stands by her comments and does not regret anything that she said.

Councilwoman Bain said that how Vice Mayor Ator feels is fine, but that she should not speak for anyone else as she can talk for herself.

## Councilman Best

Vice Mayor Ator said that it had been a pleasure serving with Councilman Best and he expressed the same to her.

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Mayor Garcia recognized Georgie Carter Krell who was present and allowed her the opportunity to come forward to speak. He recognized that she did not sign up to speak under Open Forum, but that he would definitely make an exception for her.

Georgie Carter Krell, mother of Pfc. Bruce Wayne Carter, Medal of Honor Recipient, stated that she was placed on the Board of the Military Hospitality Lounge at Miami International Airport and she is asking for the City's support.

Keith Whitbeck, Executive Director of the Armed Forces Service Center, explained that the organization is a replacement for the USO that left in 1989, and they perform a service for the military with more than 2,000 people arriving at Miami International Airport every month. The main purpose is to accommodate the personnel that are lonesome, traveling and have been through difficult times. They are seeing more psychological problems and have been dealing with this on a daily basis. He has volunteered for thirty years; he is a former officer and formed the corporation to replace the USO, with the sole purpose of assisting the military personnel. He added that County Commissioner Jose "Pepe" Diaz is one of their sponsors and they receive no support from the federal government.



Mr. Whitbeck said that the Armed Forces Service Center is a 501-c-3 corporation. He requested support from the community and said that donations can be made through the website at [www.MilitaryLoungeMiami.com](http://www.MilitaryLoungeMiami.com).

Mayor Garcia thanked Ms. Krell and Mr. Whitbeck.

Councilman Lob said that for those people who do not use computers the telephone number to call is 305.876.7585. He thanked Mr. Whitbeck and Ms. Krell for everything they do.

Mr. Whitbeck added that his cellular phone number is 305.968.4399, and he will leave the information with the City Clerk.

Mayor Garcia asked the City Manager if the information could be posted on the City's website and the City Manager agreed.

City Attorney Seiden asked if the space at the airport was donated to the organization and Mr. Whitbeck replied that the airport has provided space that is equivalent to \$406,000 per year, for only \$1.00 per year. It is in an older section of the building and they are in the process of remodeling. They will be receiving new carpeting, furniture and computers that will cost the airport \$129,000.

Councilman Best asked who funds support of the 2,400 personnel that Mr. Whitbeck mentioned are in Haiti and Mr. Whitbeck responded that they are funded by the United Nations.

Vice Mayor Ator mentioned that a couple of people from the Daughters of the American Revolution (DAR) have trained and are now working at the Hospitality Lounge.

#### **Councilman Best**

Councilman Lob said that it had been an honor and privilege serving with Councilman Best and he wished him the best of luck.

#### **Council Position**

Councilwoman Bain commented that she does not need anyone to assume who she is talking for; she speaks for herself and the only reason she sits on Council is because she loves to serve. It has been an experience and there have been good and bad points, but she has learned tremendously and would not change anything. She respects and enjoys working with everyone; the Staff and the Administration have done a good job to the best of their ability, and there is always room for improvement. She will be leaving her seat in good hands and she will always be involved because that is who she is. She received a standing ovation.

#### **Thank You**

Mayor Garcia thanked Councilman Best and Councilwoman Bain and said that it had been fun serving with them on Council and dealing with them outside of City business at various events. They are true public servants whose interest is not moving up to another level or to criticize anyone; they only want to serve the residents of Miami Springs. He thanked them for their service to the City, not only as a former Councilman and now as the Mayor, but as a resident of the City and he is honored to call both of them his friends. He is also grateful to have worked with his colleagues, Councilman Lob and Vice Mayor Ator.

## April 2, 2013 General Election

Mayor Garcia reminded everyone of the April 2<sup>nd</sup> General Election that is preceded by Early Voting on Friday, March 29<sup>th</sup> and Saturday, March 30<sup>th</sup>. He said that he is honored and blessed to have served as Mayor and he is looking forward to serving as Mayor again. If that is not the case, he is willing to support Vice Mayor Ator and he will continue to work hard for the community regardless of whether or not he is the Mayor because he loves to serve. At the end of the day, everyone is a resident of the City of Miami Springs and the decisions that are made are not taken lightly as they will affect Council and their families as well.

### Thank You

Mayor Garcia thanked the City Manager, the Assistant City Manager/Finance Director, the City Attorney, the City Clerk, the Deputy City Clerk and the rest of the Staff and employees of the City of Miami Springs.

### 13. Adjourn.

There being no further business to be discussed the meeting was adjourned at 8:29 p.m.

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Zavier M. Garcia  
Mayor

### ATTEST:

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Magalí Valls, CMC  
City Clerk

Approved as \_\_\_\_\_ during meeting of:

Transcription assistance provided by Suzanne S. Hitaffer.

Words ~~stricken through~~ have been deleted. Underscored words represent changes. All other words remain unchanged.



***CITY OF MIAMI SPRINGS, FLORIDA***

***DRAFT***

The Miami Springs Education Advisory Board met at 6:30 p.m., on Tuesday, March 19, 2013 in the City Hall Council Chambers.

The meeting was called to order at 6:32 p.m.

**1) Call to Order/Roll Call**

The following were present:

Chair Dr. John Salomon  
Vice Chair Dr. Mara Zapata  
Caridad Hidalgo  
Michael G. Hunter  
Kim Werner

Also Present:

Deputy City Clerk Suzanne Hitaffer

**2) Approval of Minutes: February 19, 2013 Regular Meeting**

Minutes of the February 19, 2013 meeting were approved as written.

Vice Chair Zapata moved to approve the minutes and Board member Hidalgo seconded the motion, which carried unanimously on voice vote.

**3) Individual School Reports**

Dr. Adam Kosnitsky from Miami Springs Senior High School reported on student activities, including a community initiative for 50 homeless citizens and the Senior luncheon and picnic. Seniors participated in the Miami International Film Festival and a number of students attended a meeting with the Superintendent at Ronald Reagan Senior High School and three band students are going to the State competition for the solo ensemble.

Dr. Kosnitsky announced that many students earned scholarships; one student was accepted to Yale; two students were accepted to M.I.T. and two students were accepted to Stanford. He will provide a list of students next month.

Dr. Kosnitsky reported that Phase One of the iTech program began this year with 25 students. He and Principal Rodriguez met with District Staff regarding the next phase of the project because there are 75 new applicants for next year that will increase the enrollment to 100 students. Students will work on computer gaming or programming with animation and it is four-year program that starts in 9<sup>th</sup> grade.

Dr. Kosnitsky said that District representatives visited the school today and the iTech program is estimated to cost \$500,000, including the equipment. The bond funds will not begin streaming until the end of the summer and the goal for this year is to allocate approximately \$100,000. In addition, School Board member Susie Castillo visited the school today and she was accompanied by the Mayor.

AIE Charter School 2<sup>nd</sup> grade teacher Nevenka Huertas reported that they currently have 303 students. School Board member Susie Castillo along with the Mayor also visited the school. She explained that her classroom was provided iPad's through a grant and she also was provided an iPad to use in her classroom lectures. The school also had Hector Dueñes with Instructional Technology visit the school to film her class using the iPad.

Ms. Huertas commented that the school has a new Media Center that has many computers and students can work on many programs. Earlier this month they had the Dr. Seuss celebration in which the students read Dr. Seuss books throughout the entire week. The school has made over \$800 in box tops and the winning classroom will have a cupcake party. The chocolate fundraising will be starting soon. Two weeks ago, the school hosted a family night where approximately 300 students and their family members attended a Miami Heat game. She reported that they are preparing for the FCAT and the SAT's that begin next month and the mock testing will begin in April.

Principal Dovale from Springview Elementary reported that the Science Teacher of the Year was 1<sup>st</sup> grade teacher, Jennifer Fernandez. The AR program is now web based and the parents enjoy it. The students also celebrated Dr. Seuss by reading stories and participating in activities. The CELLA testing is ongoing and the school has also been working with their IT Department for the CBT testing to ensure infrastructure because the 5<sup>th</sup> graders will be tested on-line this year for the math test.

Ms. Dovale commented that they are working with Public Works Director Tom Nash regarding a reading garden near the Media Center. The tutoring is ongoing for ELL and CANA. School Board member Susie Castillo and Mayor Garcia also visited the school today to see the technology that is being used in the classrooms.

Chair Salomon asked if Ms. Castillo looked at the playground and Ms. Dovale responded that she did see the playground and it was pointed out that they are waiting for the bond funds.

Board member Werner asked how the partnership with Mr. Nash was created and Ms. Dovale replied that she contacted him and whenever she would like something done that is related to landscapes, she contacts the experts in the City and Mr. Nash works hand in hand with the school.

Miami Springs Elementary School Principal Sally Hutchings reported that the top 90% students for AR will have a snow cone party; those that met their goal will have a popcorn party and the four top performers will receive a gift certificate for \$25. The PTA sponsored a Valentines Dance to raise funds to continue the AR rewards program. She recognized Springview Elementary because they are assisting Miami Springs Elementary with the web based AR program. CELLA testing has been completed. The school celebrated Dr. Seuss by reading and dressing up and parading around the school.

Ms. Hutchings commented that she contacted Mr. Nash regarding trees that needed to be trimmed and he responded back very quickly and has worked with the school for other things such as the biome. Enrollment is down by three and they are currently at 542 students. The 4<sup>th</sup> grade students will be going on a field trip to St. Augustine. They received a \$1,300 donation from Mayor Garcia for students who could not afford the trip. They will be having a Spring Dance tomorrow and the proceeds will support the AR program incentives.

Ms. Hutchings stated that the PTA completed a book fair with proceeds exceeding approximately \$500. The lost and found clothing is announced on the afternoon announcements and parents that need the clothes pick them up and what is left over goes to a teacher's charity. The school will have an art exhibit in City Hall on April 8<sup>th</sup>. ELL tutoring and the CASTA program are ongoing and are very successful. The class size remains the same. Ibley provided a coupon for a free polo shirt for every staff member. She contacted Chief Baan inquiring if a four-way stop can be placed between Nakhoda Drive and Park Street and Chief Baan said that it should be done in approximately four weeks.

Ms. Hutchings reported that ADA came to look at the playground and they are also on the waiting list.

Assistant Principal, Vicky Rodriguez of Miami Springs Middle School reported that they held a Movie night and over 200 community members attended a viewing of "Monsters Inc.", along with a DJ and food sales. The 7<sup>th</sup> graders will be going on an annual field trip to SeaWorld. Afterschool and Saturday school tutoring is ongoing for FCAT skill building. The school held the District keyboard evaluation and 15 of their own students received a rating of superior.

Ms. Rodriguez commented that the articulation between the elementary schools and the high schools has been completed successfully. They will have the Cambridge Program next year and were one of four Middle schools selected. Construction is slated for the iPrep math center and it will begin in May. The Principal's Honor Roll students will be going to the Youth Fair tomorrow. They will be hosting a math night after Spring Break. The current enrollment is 1,561.

Discussion ensued regarding the Cambridge Program and progress of the program.

Ms. Rodriguez reported that the school has gone through physical restoration. She explained that some buildings would be removed and some renovated. The school was painted and the PTSA has funded a shelter for the students.

#### 4) PTA Reports

No reports.

#### 5) Education Advisory Board Goals

##### a. School Visits

Vice Chair Zapata visited both elementary schools in regard to the Youth Advisory Council and for the purpose of discussing how the Board can assist the schools with their needs. She visited the Middle School today and was very impressed with the positive dynamics of the leadership team. She was also there to perform a clinical observation of a student from Miami-Dade College.

Dr. Zapata also visited the High School and spoke with the Principal about the Youth Advisory Council representative. She was also a judge for the All Angels History Fair.

Board member Werner reported that she has a visit scheduled with the High School.

Chair Salomon visited Miami Springs Elementary School to specifically look at the playground. He also sent a letter to Councilman Lob about the school playgrounds and emphasized the need for repair as soon as possible.

#### 6) Youth Advisory Council Update

Vice Chair Zapata said that the application forms that were originally provided to the school Principals involved a lot of personal contact information, and the Principals would be responsible for contacting the students. She announced the following appointments: Ulisses Cantana from Springview Elementary; Benjamin Jarrell from Miami Springs Elementary and Jose Maldonado from Miami Springs Senior High. She is waiting for the names of the students for the Middle School and All Angels.

Vice Chair Zapata explained that her intent is to go back to the schools and meet with each of the students to get an idea of how they perceive the civic piece and to make sure that they are willing to serve. She will then talk to the Administration to see how they perceive the Youth Advisory Council going forward and she will also contact the Chamber of Commerce to get their ideas. She will report further at next month's meeting.

#### 7) Other

Board member Werner commented that she is very grateful for what is happening in the community, especially the Eye Care Program because the plan must be sent to the District tomorrow. She is amazed with the partnership between the schools and the City's Mayor, Police and Public Works, as well as the relationship between the school Principals.

Board member Werner would like to see the plans for eye care and she suggested that the schools could set up a booth at Springs River Festival to introduce the Principals and Staff to the community.

Assistant Principal Rodriguez explained that the Middle School will have a booth at the Springs River Festival and the PTSA and school administrators would be there.

Vice Chair Zapata reported that she was privileged to attend the Miami Beach Board for Quality Education meeting that works in the same capacity as the City's Education Advisory Board, through a Compact with Miami-Dade County Public Schools. She did this to get an idea of how other boards are working.

Vice Chair Zapata explained that the Board had discussed the Compact with Lubby Navarro who was not able to be here. She said that some of the important notes were that Miami Beach had participation from their City, including Public Works, Police, Chamber of Commerce and PTSA. She felt that in order to comply with the City of Miami Springs' Compact that this would be a great benefit. She feels that the collaboration that is outlined in the Compact requires City representatives to be present at the meeting.

In speaking with the school Principals, Dr. Zapata said that topics were raised that involved public safety, swale maintenance, the loan of public works' equipment, and other safety issues and concerns. She added that the Chamber of Commerce is important in terms of student participation, specifically internships for the High School students. Students need to have access in order to learn how the city and the businesses operate.

Vice Chair Zapata moved to recommend to the City Council that they authorize representation to the Board from Public Works, Police and the Chamber of Commerce in order to achieve the collaboration between the City and Miami-Dade County Public Schools. Board member Hidalgo seconded the motion, which was approved by consensus.

Vice Chair Zapata commented that the City of Miami Beach agenda is framed by their Compact. She created a sample of what the Miami Springs Education Advisory Board agenda would look like if it were to be structured in line with the sections in the Compact (attached for the record). She feels that the Board should take a proactive role and the agenda should follow the important sections in the Compact in order to be productive.

Dr. Zapata said that the Board could wait for District representative Lubby Navarro to discuss the Compact and at that point she would like to restructure the agenda. It is wonderful for the Principals to share their information with the Board, but there should be more input from the PTSA.

The school Principals expressed their comments from the audience.

Vice Chair Zapata said that even if the PTSA representatives cannot attend they could provide a written report through the Principals because the parental voice is very important.

Board member Werner explained that she was not aware of the Education Advisory Board and their role in the community. She asked how the word could be spread to the parents.

Vice Chair Zapata said that if the school Principals were to advise her of the PTA meeting dates that she would be happy to attend and let them know that they have a voice in the City.

Board member Hunter suggested that on a regular basis, the school Principals or administrators could invite parents to give a report on their perception of what is working, what is not working or what is missing. He would also like to hear from the students as well.

Chair Salomon said that the first section listed in the Compact is student achievement and there are some issues the Principals could speak to, while there are some points that they might not be able to address. He gave one example as “recruitment of businesses to support schools.”

Vice Chair Zapata said that the City support was discussed and the Board must take a more proactive role in the recruitment of businesses.

Chair Salomon referred to the sample agenda and questioned how it would for the Board.

Vice Chair Zapata replied that the sample agenda items were taken directly from the Compact; they are not activities that are actively happening at this time. She had asked Principal Dovale about the health related item, which is important to involve the students and their peers. She provided examples of what could apply to each of the sections in the Compact. The School District has protocol in place to promote their policies, such as green or drug free policies and whatever the community does must be in line with the District protocol. She added that Ms. Lubby Navarro is responsive to any questions.

Board member Werner suggested that the Board could tie in with what is already happening in the District, like the Eye Care initiative. She offered to follow Dr. Zapata’s lead with anything she asks her to do.

Chair Salomon requested some guidance from Dr. Zapata and suggested that she could take over the next meeting.

Vice Chair Zapata responded that she would assist with the agenda for the next meeting and send it to the Board Secretary. She offered to work together with Dr. Salomon through the Board Secretary.

Board member Hunter asked the school Principals to forward their most recent Climate Surveys for students, teachers and parents. He said that if the current year had not been released that he would like to have last year’s so that it can be measured as part of the Compact.

The school Principals offered to forward the link to the electronic Climate Surveys to the Board Secretary.

Board member Werner asked the Principals to provide with the Eye Care plans for each of the schools since it is current and relevant.

Vice Chair Zapata mentioned that the various club organizations in the City and the senior citizens could also be involved in order to share their experiences. This is a topic she is looking forward to discussing with the Youth Advisory Council.

Board member Werner brought up the Youth Empowerment initiative and asked if there is a way to tie this with the youth civic engagement.



Vice Chair Zapata felt that it is important for the Youth Advisory Council to focus on educating students who live here about the City. The focus should be very specific to the community, although what is happening in the District could frame what they work on.

**8) Adjourn**

There was no further business to discuss and the meeting adjourned at 7:21 p.m.

Respectfully Submitted,

Suzanne Hitaffer  
Clerk of the Board

Transcription assistance provided by Clerical Assistant Elora R. Sakal.

Approved as written at meeting of:

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The comments, discussions, recommendations and proposed actions of City Citizen Advisory Boards do not constitute the policy, position, or prospective action of the City, which may only be established and authorized by an appropriate vote or other action of the City Council.

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**DRAFT**

***CITY OF MIAMI SPRINGS, FLORIDA***

The Miami Springs Historic Preservation Board met at 7:00 p.m., on Thursday, March 21, 2013 in the City Hall Council Chambers.

The meeting was called to order at 7:07 p.m.

**1. Call to Order/Roll Call**

The following were present: Vice Chair Sydney Garton  
Charles M. Hill  
Yvonne Shonberger  
Michael Windrem

Absent: Jo Ellen Phillips

Also Present: Clerical Assistant Elora R. Sakal

**2. Approval of Minutes: October 18, 2012 Regular Meeting**

Minutes of the October 18, 2012 meeting were approved as written.

Board member Windrem moved to approve the minutes as written and Board member Shonberger seconded the motion, which was carried unanimously on voice vote.

**3. Selection of Board Chairman and Any Other Vacant Board Position**

Board member Shonberger commented that she would like to discuss this item. There are two names that stand out to her for this position. The first person is Vice Chair Garton who has helped former Chair Goodlett-Taylor and who is prepared to be a Chairman. The other person is Board member Phillips who is a strong voice and who is politically savvy and knowledgeable. It has been her experience that sometimes it is better to have a person who has been on the board for a longer term.

Board member Shonberger stated that sometimes the lack of knowing the political undertones has hurt the Board so she feels that the Board should discuss whether it is best to have the long term knowledge or the politically savvy as Chair.

Board member Hill said that Board member Shonberger has also done a lot on this board.

Board member Shonberger explained that she is not ready to become a Chair and that she has too many things going on. She believes that it is Board member Garton's time to become Chair and her time may be in a few years. She noted that Board member Phillips knows how to communicate with Council.

Board member Windrem commented that he has a function that he must attend tonight so he will be giving his opinion and then he will have to excuse himself from the meeting. He believes that any of his three fellow Board members who are present would do fine sitting as Chair. He also believes that Board member Phillips would do fine as well. Former Chair Goodlett-Taylor will never be replaced and she is an incredible woman.

Board member Windrem said that he appreciated the time and perspective that he has received from his fellow Board members.

Vice Chair Garton stated that the importance of this meeting is to appoint a Chair so that the Chair can sit on the Memorial Committee.

Board member Shonberger moved to nominate Vice Chair Garton as Chair. Board member Hill seconded the motion which was carried unanimously on voice vote.

Chair Garton recommended nominating Board member Phillips as Vice Chair and by consensus the Board members agreed.

**4. Old Business:**

**a. Discussion Regarding Next Property to be Designated**

Discussion ensued regarding a person who may be very well versed in helping the Board with properties such as the schools. The Board agreed to discuss this topic further when there is a full board.

**5. New Business: None**

**6. Reports/Requests:**

a. Council Liaison: None.

b. Board members: None.

7. Adjourn

There was no further business to discuss and the meeting adjourned at 7:19 p.m.

Respectfully Submitted,

Elora R. Sakal  
Clerk of the Board

Approved as written at meeting of:

\*\*\*\*\*  
**The comments, discussions, recommendations and proposed actions of City Citizen Advisory Boards do not constitute the policy, position, or prospective action of the City, which may only be established and authorized by an appropriate vote or other action of the City Council.**  
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## *Ecology Board*

### *Cancellation Notice*

The Ecology Board Meeting of Tuesday, March 26, 2013 has been canceled in advance.

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Elora R. Sakal  
Board Secretary

cc: Mayor and Council  
City Manager  
Assistant City Manager/Finance Director  
City Attorney  
Ecology Board Members  
Public Works Director  
Post



## ***CANCELLATION NOTICE***

### ***CODE REVIEW BOARD***

Due to the fact that the City Council has not directed the Code Review Board to review any ordinances this month, the regular meeting of Thursday, March 28, 2013 has been canceled in advance.

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Magalí Valls, CMC  
City Clerk

cc: Mayor and Council  
City Manager  
Assistant City Manager/Finance Director  
City Attorney  
Planning and Zoning Director  
Building and Code Compliance Director  
Code Review Board Members and Secretary  
Post



## *Zoning and Planning Board*

### *Cancellation Notice*

The Zoning and Planning Board meeting of Monday, April 1, 2013 has been canceled in advance.

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Elora R. Sakal  
Board Secretary

cc: City Council  
City Manager  
City Attorney  
City Planner  
City Clerk  
Zoning and Planning Board Members  
Post



*City of Miami Springs, Florida*  
*Board of Adjustment*

CANCELLATION NOTICE

The Board of Adjustment Regular Meeting of April 1, 2013 has been canceled in advance.

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Elora R. Sakal  
Board Secretary

cc: Mayor and Council  
City Manager  
Assistant City Manager/Finance Director  
City Attorney  
Planning and Zoning Director  
Board of Adjustment Members  
Post





DRAFT

## *City of Miami Springs, Florida*

The Miami Springs Memorial Committee met at 6:00 p.m., on April 1, 2013 in the City Hall Council Chambers.

The meeting was called to order at 6:12 p.m.

### 1) Call to Order/Roll Call

The following were present:                   Chairman Eric Richey  
  Manuel Pérez-Vichot  
  Clark Rinehart

Absent:    Sydney Garton  
  Reverend Mother Susan Keedy

Also Present:                                        Board Secretary Elora R. Sakal

### 2) Approval of Minutes: May 2, 2011 Regular Meeting

City Attorney Jan K. Seiden stated that there are only two members of the Committee that were present at the last meeting. He asked the Committee to approve the minutes administratively, since the other members who were present are not available any longer.

Committee member Pérez-Vichot moved to administratively approve the minutes as written and Chair Richey seconded the motion, which carried unanimously on voice vote.

Chairman Richey welcomed Clark Rinehart to the Committee. He was hoping that Sydney Garton and Reverend Susan Keedy would be present as he always reviews the duties of the Committee.

Chairman Richey stated that the Memorial Committee is a unique committee because it is emotionally charged and they must deal with death, which makes every decision very difficult.

Chairman Richey referred to the criteria that the Committee must consider each time they meet. He said that it is important to honor people who are deserving of the recognition and the Committee must protect that honor by making sure that the person being considered is valuable to the community, so that they do not reduce the value of those persons who were previously recognized.

**3) Selection of Vice Chair**

By consensus, the Committee members agreed to table the selection of a Vice Chair until there is a full board.

**4) New Business:**

**a) Consideration of a request to name a street after Charles Quijano**

City Attorney Seiden commented that it would not be appropriate to consider this item without the family being present because they were the ones that petitioned for the consideration. The family should have the opportunity to respond to whatever comments might be made from the Chair or the other members of the Committee when there is a full board present. He suggested that another meeting could be scheduled for the first Monday in May, before the Board of Adjustment meeting, which would only be fair to the family.

Chairman Richey clarified that the family was notified of the meeting and the Board Secretary agreed.

\*\*\*\*\*

Chairman Richey continued to review the criteria that the Committee should use in evaluating the eligibility for memorialization as follows:

1. The person under consideration must be deceased.
2. The person must have resided in the City of Miami Springs.
3. The person must have contributed in some significant manner to the City.
4. That a person with ties to the City must have distinguished himself or herself in acts, actions or activities unrelated to the City.

To answer Chairman Richey's question in regard to No. 4, City Attorney Seiden said that this item applied to Police Officer Amanda Haworth. If a person had distinguished himself or herself to the City, No. 4 would not apply. He explained that No. 3 applies to citizens and No. 4 is for people who have ties to the City, but they might not have lived here their entire lives, but have significant ties with their families or the history of the City.

5. That although compliance with the criteria set forth in subsection 1 herein is required; the failure to comply with any other single criteria is not fatal to consideration so long as at least a combination of two of the other criteria is met.
6. That notwithstanding anything contained herein to the contrary, the City Council may approve memorialization, by a four-fifths vote, even if a person proposed for memorialization fails to meet any or all of the aforesaid criteria previously set forth herein.

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(Elma Quijano arrived at 6:58 p.m. and the item was discussed under Other Business)

**b) Consideration of Re-naming 59<sup>th</sup> Avenue from Where it Enters Miami Springs to Hunting Lodge Drive Father Carney Way**

Chairman Richey commented that obviously there is no presentation for this item.

Committee member Pérez-Vichot understood that the renaming would apply from N. W. 36<sup>th</sup> Street going north on Curtiss Parkway up to Hunting Lodge Drive.

Chairman Richey asked if 59<sup>th</sup> Avenue was Curtiss Parkway and Committee member Pérez-Vichot said that it was 57<sup>th</sup> Avenue, but it must change to 59<sup>th</sup> Avenue at some point.

Discussion ensued regarding the location of the street that is under consideration.

City Attorney Seiden added that if this item is approved, the City will ask Virginia Gardens to see if they would go along with their portion of the street that falls under their jurisdiction. The street actually fronts Blessed Trinity Church and the Rectory is on Hunting Lodge Drive.

Chairman Richey said that City Manager Gorland had stated that Father Carney had a significant impact on the City's residents during his long term of service at Blessed Trinity and Council agreed to forward the matter to the Memorial Committee. He added that Councilwoman Bain requested and it was agreed that Virginia Gardens be contacted.

Chairman Richey asked if there was any additional information on Father Carney and City Attorney Seiden noted that there was no back-up material, but it could be provided if Chair Richey feels that is important for the board to review.

Chairman Richey commented that the number of years that Father Carney served is a significant factor to consider and Mr. Pérez-Vichot agreed that it was more than twenty years.

Attorney Seiden added that Father Carney seemed to have made a great impact on a lot of people because of his service through the school.

Committee member Pérez-Vichot said that Father Carney was responsible for a new school building and he was responsible for implementing several programs as the head of the Church. He was very liked and respected by many people and was never accused of any wrong doings.

Chairman Richey noted that the Committee never considered re-naming a street before, other than Stadnik Way.

Committee member Pérez-Vichot commented that there is a street named after Hugh Frank.

City Attorney Seiden stated that most streets, whether they are city, county or municipal streets, are co-named; virtually all have a mutually exclusive designation at a certain avenue or street.

Attorney Seiden said that the City Council has sent a resolution to the County Commission to designate N. W. 36<sup>th</sup> Street, from 57<sup>th</sup> Avenue to the Abraham District, as N. W. 36<sup>th</sup> Street/Miami Springs Boulevard, instead of Doral Boulevard. Anything that involves the state or the county would need their permission. He believes that 59<sup>th</sup> Avenue is a city street, while Curtiss Parkway is not.

Chairman Richey informed the board that he previously headed a committee that considered the renaming of East 4<sup>th</sup> Avenue, from 47<sup>th</sup> Street to 49<sup>th</sup> Street, as Lorenzo Ladago Way. He was the Principal of Hialeah High School that died a couple of years after retirement.

Chair Richey explained that the process was lengthy and it was considered by two different boards in the City of Hialeah. The City of Hialeah has co-named many streets and they do not bear the cost of the signs; the County is involved in the signage and they must be reimbursed for the work. He asked to consider who should bear the cost of the signage.

City Attorney Seiden said that the City Manager and Council brought up the idea and Blessed Trinity was never involved in the suggestion. He felt that the City is prepared to foot the bill for the signage.

To answer Chairman Richey's question, City Attorney Seiden replied that Council proposed re-naming the street and they would like to know if the Memorial Committee supports the proposal as an appropriate way of memorializing the memory of Father Carney.

Committee member Rinehart moved to approve the proposal to re-name 59<sup>th</sup> Avenue from where it enters Miami Springs to Hunting Lodge Drive as Father Carney Way. Committee member Pérez-Vichot seconded the motion, which carried 3-0 on voice vote.

#### **c) Recommendation to Honor Pastor Schmidt's Long-Time Service to Miami Springs**

Chairman Richey asked if there is any documentation to consider and City Attorney Seiden commented that there were many articles published about Pastor Schmidt; he was very involved with Fair Havens and he was always very agreeable.

Chairman Richey said that he personally has no problem with approving the recommendation. Pastor Schmidt was an icon in Miami Springs for more than 50 years. He asked how the other board members felt about the recommendation and in what fashion Council is recommending that he be honored.

Attorney Seiden responded that the recommendation is to rename Curtiss Parkway in front of Grace Lutheran Church or alternatively a section of Azure Way or Glen Way on the back side of the Church. He felt that it would be easier to avoid Curtiss Parkway and rename Azure Way, Glen Way or both sections. Curtiss Parkway would involve the County since it is their street.

Committee member Pérez-Vichot said that the section fronting the Church on Curtiss Parkway would be renamed.

Chairman Richey asked to consider the roads or if there are other alternatives for a memorial. He felt that the Church itself could do something on their own grounds to recognize Pastor Schmidt and there are other forms of recognition like the plaques on the Curtiss Parkway memorial stand at the Circle or a free standing monument. He personally does not feel that a name on a street sign is as dignified as a memorial that stands alone. He has no problem with what the people of the Church and the City might want, but street signs seem like the only recommendations being considered at this time, which the Committee has never dealt with before, other than for John Stadnik.

City Attorney Seiden felt that Pastor Schmidt would not qualify for the memorial monument where the names of Alice von Suskil and Jack Odin were placed, because that recognition was service oriented. He agreed that the Church might also want to place a memorial on their grounds and perhaps the City should check with them. Co-naming the streets is very popular because the name draws the attention of people who see the signs that are not familiar with the community and it gives immediate recognition.

Committee member Pérez-Vichot said that in the case of Father Carney, the Church is naming a new building in his memory.

Chairman Richey commented that naming a street is a huge designation and he would like to make sure that the information about the person is available to the community when it is put into action so that people realize what contributions the person made.

City Attorney Seiden said that careful consideration should be given to the decisions so that they do not “water down” the impact of prior memorials.

Chairman Richey recalled that in the past, the Memorial Committee turned down a recommendation to honor someone who received the Congressional Medal of Honor because they were not a resident of the City. He said the Committee should pay close attention to the historical significance and value of the contribution that the person made.

Committee member Pérez-Vichot said that before a recommendation is sent to the Committee it should be clarified why the person is worthy of the designation and not just a couple of notes.

City Attorney Seiden agreed with Mr. Pérez-Vichot, even though the Committee members might be familiar with the two gentlemen. He said that in the past the Committee was provided with a lot of material for consideration. He reiterated that the City Manager was responsible for proposing the two recommendations because he felt they were important as a long-time citizen. He said that more information could be provided if the Committee felt it was necessary.

Chairman Richey said that in the future, the Committee would appreciate as much back-up information as possible on any nomination that is generated by the City.

Committee member Rinehart asked the other members if they would agree that Pastor Schmidt fits two of the items listed in the criteria and they both agreed.

Attorney Seiden assured the Committee that in the future that the appropriate information would be provided, especially if the recommendation was made by a citizen group. In these two instances, the gentlemen were very well known by the community; in this case it is only a matter of considering which of the streets is more appropriate.

Committee member Pérez-Vichot said that he could visualize Glen Way, but he is not sure about Azure Way and he would like to have received a map.

Discussion ensued regarding the respective streets and extra signage that could be given to the families.

Committee member Rinehart mentioned that a street was named after High School Principal Alex Bromir.

City Attorney Seiden suggested that the Committee should rank the streets one, two and three. He agreed with the Chair that Curtiss Parkway would provide more recognition and County Commission Chairwoman Rebeca Sosa has been very helpful and supportive of requests from Miami Springs.

Committee member Rinehart moved to approve the recommendation for the signage, ranking Curtiss Parkway #1, Azure Way #2 and Glen Way #3. Mr. Pérez-Vichot seconded the motion.

Committee member Pérez-Vichot added that Curtiss Parkway is more in line with what is being proposed for Father Carney.

The motion was carried 3-0 on voice vote.

Discussion ensued regarding the location and jurisdiction of the Blessed Trinity Church property.

#### 5) Other Business:

Attorney Seiden suggested that the next meeting could be scheduled for Monday, May 6<sup>th</sup> before the Board of Adjustment meeting if the Quijano family is available to attend.

Chairman Richey commented that the decision in regard to Charles Quijano would be more difficult since it is a different situation.

City Attorney Seiden said that the Administration could confirm when the family is available and if they cannot be reached, the meeting can be established and it can be noted for the record that the family did not respond and the Committee can take whatever action they feel is appropriate.

Chairman Richey was concerned that the family was not present since their request, which is very important. He agreed to schedule the item for the next meeting on May 6<sup>th</sup>.

Chairman Richey referred to a recommendation made by the Board of Parks and Parkways to renovate the Marine Memorial on Curtiss Parkway at Deer Run. He described the condition of the site that is in need of renovation with a garden retainer wall and plantings. He asked if there is someone that could provide a drawing of the plan.

Committee member Pérez-Vichot agreed to help with the design and the assistance of a landscape architect. Further discussion ensued regarding the proposed project and the private raising of funds.

*(Agenda Item 4a – Charles Quijano was considered at this time)*

Elma Quijano of 1191 Quail Avenue arrived at 6:58 p.m.

City Attorney Seiden stated that Ms. Quijano had been very patient waiting for the Memorial Committee to have a full board to consider her request. Unfortunately, two of the members were unable to be present at this meeting due to the Easter holiday. He said that voting on a matter of this magnitude should require three affirmative votes out of five. Right now there are only three people present and it is up to Ms. Quijano to decide if the matter should be tabled until there are five members present.

Ms. Quijano commented that the three Committee members were not present at the previous meetings when she spoke to Council and Chair Richey explained that the matter was never presented to the Memorial Committee.

Ms. Quijano asked if a decision could be made at this meeting by the three members who are present and the City Attorney responded that they were able to make the decision, but from his experience there would be better odds if she waited for five members to consider her request.

Ms. Quijano informed the board that she had previously spoken to Mother Keedy who is familiar with her request and she would like to go ahead with the consideration of the recommendation. She explained the history of her request that extended back more than one year with her letters to Mayor Garcia, the State Representative and the County Commissioners. Since her request is related to rename a section of Ludlam Road within the boundaries of Miami Springs to Charlie Quijano Way, she was told that the County would agree but that she first needed the City's approval.

Ms. Quijano explained that her son passed away in a vehicle accident in 2006, when he was 20 years old. He was born and raised in Miami Springs since 1986; he attended all the schools in the City and was attending Miami Dade College at the time of his passing. He was also working for Doug Orr Plumbing, which is an icon in Miami Springs. Her son was loved by both the young and old; he participated in Little League and played basketball for the City league. As his mother, she hopes and prays to leave something in her son's memory in Miami Springs as they live one block away from Ludlam.

Ms. Quijano continued to express her sentiments to the Board in memory of her son and urged the Board to approve her request.

Committee member Pérez-Vichot commented that he did not know Ms. Quijano's son, but obviously he was a very good person and he remembers Ms. Quijano from working at the bank. He has children of his own so he knows what the pain feels like and he feels the grief of Ms. Quijano. He agrees that her son deserves recognition and he would like to consider what type of recognition is proper based on the Memorial Committee criteria.

Mr. Pérez-Vichot said that there are memorial plaques at the end of Curtiss Parkway and in other parts of the City. He would like to consider the type of recognition that would be appropriate since her son was very young and was not old enough to contribute to the City.

Chairman Richey asked if Ms. Quijano's son was affiliated with any other organizations in the City besides the sports teams.

Ms. Quijano responded that her son was a student and participated in the various sports and church activities at St. John's. He was not a member of any particular clubs in the City.

Chairman Richey informed Ms. Quijano that the Committee had previously gone over the criteria for memorialization before she arrived. He brought her attention to items listed one through six in the City Code of Ordinances. He said that the person should have distinguished themselves in organizations like the military, Congress or the State Legislature or have been distinguished in the City.

City Attorney Seiden commented that the person must be deceased, which is No. 1, and the person must meet a combination of any two of the other criteria. He said that in the final analysis there should be compliance with either No. 3 or No. 4. The person should have contributed in a significant manner to the City or have ties to the City and have made significant acts, in some fashion, outside of the City.

To answer Ms. Quijano's question, Chair Richey explained that he asked if Charles had been in any City organizations because it might be more appropriate for the church or organization to recognize him. His concern is to guarantee the reverence that the Memorial Committee holds for this type of recognition and there must be some significant contribution to the City in general. For example, if Charles was significant in the Little League then something could be done at the baseball field by the team itself.

Chair Richey informed Ms. Quijano that only two streets had been named after people in the history of the Memorial Committee; one was for the High School Principal who lived in the City and was a fixture in the community and the second was after City Pioneer John Stadnik. He said that despite the level of the tragedy of the loss of Ms. Quijano's son, the City must look at how involved he was in the City itself and what his contributions were.

Ms. Quijano said that it would have been nice for the City to have addressed this matter in January 2012, and her efforts would not have been in vain.



Committee member Pérez-Vichot asked Ms. Quijano to consider if there is anything else in her mind that she would consider adequate in terms of recognition, and whether her son was a member of any clubs or organizations to which she could make a contribution in his memory at her own expense, like a plaque. He does not want to diminish her thoughts of her son, but naming a street after someone is very limited and they must have made significant contributions to the City.

Chairman Richey added that most of the people who are recognized have made contributions over long periods of time. He said that this is the first time that the Memorial Committee had received her request and the City Council, as the elected officials referred it to the Committee. He is not sure what happened since January 2012.

City Attorney Seiden explained that the problem was with the vacant positions of the Board Chairpersons and the scheduling did not work out; it was a difficult situation.

Ms. Quijano felt that when someone comes to the City to inquire about a matter, the City Clerk or someone who is actually there could respond on behalf of the City, and they could have stated that "according to our procedures, these are the things that you have to meet." She said that if these items were brought to her attention, she would not have proceeded with her request and she has come to the meetings at least four times. She completely understands the position of the Memorial Committee and said that it would have been nice if she had been told about the criteria.

Ms. Quijano pointed out that she belongs to a global organization called the "Compassionate Friends" and one of the parents was able, through the County Commissioners, to name a section of Bird Road in memory of her son. She now understands and only wishes that the criteria had been brought to her attention back in 2012 when she came in person to speak with the City Administration.

Chairman Richey emphasized that he will definitely make a recommendation that Council should tell the City Manager that anytime someone makes a request for memorialization that they be given a copy of the criteria. He explained that the Memorial Committee is only an advisory committee.

Committee member Pérez-Vichot urged Ms. Quijano to consider another way to honor her son that would be adequate and she agreed to ask one of the churches.

Committee member Rinehart moved to deny the recommendation for memorialization since it does not meet the criteria. Mr. Pérez-Vichot seconded the motion.

Committee member Pérez-Vichot suggested that the Administration could look for an alternative to recognize Ms. Quijano's loss in another way that would not conflict with the criteria.

The motion to deny was carried 3-0 on voice vote.

City Attorney Seiden stated that if the family decides on something more appropriate, they can contact the City. He is a little surprised that Ms. Quijano was not given a copy of the criteria.

Committee member Rinehart noted that the received stamp on Ms. Quijano's letter is August 2012.

City Attorney Seiden agreed that anyone who requests memorialization should be given a copy of the code regulations and the criteria for consideration.

Discussion ensued regarding the procedures for disbursing information to people who come to the City requesting a memorial or street dedication.

**6) Adjourn**

There was no further business to discuss and the meeting adjourned at 7:26 p.m.

Respectfully Submitted,

Elora R. Sakal  
Clerk of the Board

Transcription assistance by Suzanne Hitaffer.

Approved as written at meeting of:

\*\*\*\*\*  
The comments, discussions, recommendations and proposed actions of City Citizen Advisory Boards do not constitute the policy, position, or prospective action of the City, which may only be established and authorized by an appropriate vote or other action of the City Council.  
\*\*\*\*\*



CITY OF MIAMI SPRINGS  
FLORIDA

CANCELLATION NOTICE  
CODE ENFORCEMENT BOARD

The regular meeting of the Code Enforcement Board scheduled for Tuesday, April 2, 2013 has been cancelled in advance due to no cases to be heard.

*Tex Ziadie*

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Tex Ziadie  
Director-Building and Code Compliance Department

cc: City Clerk  
City Manager  
Code Enforcement Board Members by E-Mail  
Post

The City of Miami Springs  
 Summary of Monthly Attorney Invoice  
 Orshan, Lithman, Seiden, Ramos, Hatton & Huesmann, LLLP

April 4 for March

| <u>General Fund Departments</u>                  | <u>Cost</u>        | <u>Hours</u> |
|--|--------------------|--------------|
| Office of the City Clerk                         | 2,821.50           | 20.90        |
| Human Resources Department                       | 1,097.55           | 8.13         |
| Risk Management                                  | 513.00             | 3.80         |
| Finance Department                               | 702.00             | 5.20         |
| Building, Zoning & Code Enforcement Department   | 897.75             | 6.65         |
| Planning   | 209.25             | 1.55         |
| Police Department                                | 382.05             | 2.83         |
| Public Works Department                          | 580.50             | 4.30         |
| Recreation Department                            | 297.00             | 2.20         |
| IT Department                                    |                    | 0.00         |
| Golf   | 1,200.15           | 8.89         |
| Senior   |                    | 0.00         |
| General - Administrative Work                    | 3,213.00           | 23.80        |
| <b>Sub-total - General Fund</b>                  | <u>\$11,913.75</u> | <u>88.25</u> |
| <br>   |                    |              |
| <u>Special Revenue, Trust &amp; Agency Funds</u> |                    |              |
| Golf Course Operations                           |                    | 0.00         |
| L.E.T.F.   |                    | 0.00         |
| Due from Pension Funds                           |                    | 0.00         |
| <b>Sub-total - Special Funds</b>                 | \$0.00             | 0.00         |
| <br>   |                    |              |
| <b>GRAND TOTAL: ALL FUNDS</b>                    | \$11,913.75        | 88.25        |



CITY OF MIAMI SPRINGS  
 OFFICE OF THE CITY CLERK  
 201 Westward Drive  
 Miami Springs, FL 33166-5259  
 Phone: 305.805.5006  
 Fax: 305.805.5028

Agenda Item No. 9A

City Council Meeting of:

04-08-2013

TO: Honorable Mayor Garcia and Members of the City Council  
 FROM: Magali Valls, City Clerk  
 DATE: April 4, 2013  
 SUBJECT: PENDING BOARD APPOINTMENTS

\*\*\*\*\*

The following appointments are pending:

| APPOINTMENT<br>COUNCILMEMBER      | CURRENT<br>MEMBER   | NEW<br>TERM<br>EXPIRES | ORIGINAL<br>APPOINTMENT<br>DATE | LAST<br>APPOINTMENT<br>DATE |
|-----------------------------------|---------------------|------------------------|---------------------------------|-----------------------------|
| <u>Board of Adjustment</u>        |                     |                        |                                 |                             |
| Mayor Zavier Garcia               | Francisco Fernández | 04-30-2015             | 10-14-1991                      | 11-28-2011                  |
| Councilman Bain – Group 2         | Ernie Aloma         | 04-30-2016             | 04-13-2009                      | 01-11-2011                  |
| Councilman Lob – Group 3          | Bill Tallman        | 04-30-2016             | 01-11-2010                      | 05-14-2012                  |
| <u>Architectural Review Board</u> |                     |                        |                                 |                             |
| Councilman Bain – Group 2         | Joe Valencia        | 10-31-2014             | 02-27-2012                      | 02-27-2012                  |
| <u>Civil Service Board</u>        |                     |                        |                                 |                             |
| Councilman Bain – Group 2         | Carrie Figueredo    | 06-30-2015             | 08-24-2009                      | 08-24-2009                  |
| Vice Mayor Windrem – Group 1      | Rob Youngs          | 06-30-2015             | 01-11-2010                      | 01-11-2010                  |
| <u>Code Review Board</u>          |                     |                        |                                 |                             |
| Mayor Zavier Garcia               | Connie Kostyra*     | 04-30-2015             | VACANT                          | VACANT                      |
| Councilman Lob – Group 3          | Dan Dorrego         | 04-30-2016             | 08-11-2003                      | 05-24-2010                  |
| Councilman Petralanda–Group 4     | Jana Armstrong      | 04-30-2016             | 06-11-2001                      | 05-10-2010                  |
| <u>Disability Advisory Board</u>  |                     |                        |                                 |                             |
| Mayor Zavier Garcia               | Charlene Anderson*  | 12-31-2013             | VACANT                          | VACANT                      |
| Councilman Bain – Group 2         | Peter Newman*       | 12-31-2013             | VACANT                          | VACANT                      |
| <u>Ecology Board</u>              |                     |                        |                                 |                             |
| Vice Mayor Windrem – Group 1      | Martin Crossland*   | 04-30-2015             | VACANT                          | VACANT                      |
| Councilman Lob – Group 3          | Dr. Mara Zapata*    | 04-30-2016             | VACANT                          | VACANT                      |
| Councilman Petralanda–Group 4     | Laura Pilgrim       | 04-30-2016             | 03-25-2013                      | 03-25-2013                  |

| <u>APPOINTMENT<br/>COUNCILMEMBER</u>                       | <u>CURRENT<br/>MEMBER</u> | <u>NEW<br/>TERM<br/>EXPIRES</u> | <u>ORIGINAL<br/>APPOINTMENT<br/>DATE</u> | <u>LAST<br/>APPOINTMENT<br/>DATE</u> |
|--|---------------------------|---------------------------------|--|--------------------------------------|
| <u>Historic Preservation Board</u>                         |                           |                                 |  |                                      |
| Mayor Xavier Garcia  | Sydney Garton**           | 01-31-2016                      | 11-08-1993                               | 02-08-2010                           |
| Councilman Lob – Group 3                                   | Michael Windrem*          | 02-28-2015                      | 06-13-2005                               | 09-10-2012                           |
| <u>Recreation Commission</u>                               |                           |                                 |  |                                      |
| Mayor Xavier Garcia  | E. Jorge Santin           | 04-30-2016                      | 04-14-2008                               | 12-13-2010                           |
| Vice Mayor Windrem – Group 1                               | Jim Caudle*               | 04-30-2015                      | VACANT                                   | VACANT                               |
| Councilman Petralanda-Group 4                              | Beth Tilman               | 04-30-2016                      | 05-26-2009                               | 05-10-2010                           |
| <u>Revitalization &amp; Redevelopment Ad-Hoc Committee</u> |                           |                                 |  |                                      |
| Vice Mayor Windrem – Group 1                               | Arturo Rábade*            | N/A                             | VACANT                                   | VACANT                               |
| Councilman Petralanda-Group 4                              | Todd Stiff*               | N/A                             | VACANT                                   | VACANT                               |

- \* Connie Kostyra resigned on April 28, 2011.  
 Charlene Anderson resigned on June 6, 2011.  
 Peter Newman resigned on August 1, 2009.  
 Dr. Mara Zapata resigned from the Ecology Board to become a member of the Education Advisory Board.  
 Martin Crossland resigned on January 9, 2013.  
 Todd Stiff resigned from the Revitalization & Redevelopment Ad-Hoc Committee to become the alternate member of the Board of Adjustment/Zoning & Planning Board  
 Jim Caudle resigned on January 31, 2013.  
 Arturo Rábade was removed by Councilman Best on January 28, 2013.  
 Michael Windrem resigned on April 3, 2013 to become a Council member in Group 1.
- \*\* Historic Preservation Board – Council confirmation required per §153.11 of the City Code of Ordinances: “..... No board member who shall have served three consecutive terms of office shall be eligible to serve an additional term of office for 2 years thereafter, unless the appointment for any additional term shall be confirmed by a majority of the council.....”


cc: City Manager  
 Assistant City Manager/Finance Director  
 City Attorney  
 Affected Board Members

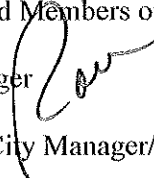



**CITY OF MIAMI SPRINGS**  
Finance Department  
201 Westward Drive  
Miami Springs, FL 33166-5259  
Phone: (305) 805-5035  
Fax: (305) 805-5018

Agenda Item No.

City Council Meeting of:

04-08-2013 

**TO:** Honorable Mayor Garcia and Members of the City Council  
**VIA:** Ronald Gorland, City Manager   
**FROM:** William Alonso, Assistant City Manager/ Finance Director   
**DATE:** April 3, 2013  
**RE:** **UPDATE FOR ENERGY CONSULTING SERVICES**

The State of Florida issued an ITN, (Invitation to Negotiate), number 973-320-08-1 (**Attachment "A"**) in which 10 Energy Performance Contractors (EPCO's) were qualified by the State to submit proposals for furnishing Energy Performance Contracting Services.

On February 4<sup>th</sup>, 2013, the City notified by email (**Attachment "B"**) all 10 Energy Performance Contractors, who qualified under the State of Florida contract Award, of the opportunity to work with the City of Miami Springs. Contractors were asked to respond to the City's Statement of Interest (SOI) (**Attachment "C"**) no later than February 27<sup>th</sup>, 2013.

We received 3 responses of interest from 1) ConEdison; 2) ESG; and 3) Trane. The evaluation committee consisting of Ron Gorland, Jan Seiden, Tammy Romero and I all met with each company to discuss with them their overall programs.

At this point, we have directed all three vendors to provide their Preliminary Audits on or before close of business May 8<sup>th</sup>, 2013 (**Attachment "D"**). Once responses have been received we will begin our process of selecting an Energy Service Company (ESCO). If necessary, the companies may be asked to participate in an Oral (Q&A) Presentation of which details will follow at a later date.

The next step thereafter would be for the committee (mentioned above) to meet again and evaluate each companies overall response and rank them accordingly. A selection of an ESCO is expected by mid May at which point a recommendation will be made to Council to award and enter into an Energy Savings Performance Contract with that company.

Professional Services approval

  
\_\_\_\_\_



DEPARTMENT OF MANAGEMENT  
**SERVICES**

Governor Charlie Crist  
Secretary Linda H. South

Division of State Purchasing  
4050 Esplanade Way, Suite 360  
Tallahassee, Florida 32399-0950

850-488-8440: TEL  
850-414-6122: FAX  
<http://dms.myflorida.com>

Suite 315

## CERTIFICATION OF CONTRACT

TITLE: Energy Savings

CONTRACT NO.: 973-320-08-1

ITN NO.: 24-973-320-X

EFFECTIVE: See Contract Paragraph 1.03, Term, and 2.36, Effective Date

SUPERSEDES: 973-320-03-1

CONTRACTOR(S): Trane U.S., Inc.  
FPL Services, LLC  
BGA, Inc.  
Energy Systems Group, LLC  
TAC Americas, Inc.  
Johnson Controls, Inc.  
Siemens Building Technologies, Inc.  
Honeywell Building Solutions  
Chevron Energy Solutions  
Ameresco, Inc.

- 
- A. AUTHORITY – Upon affirmative action taken by the State of Florida Department of Management Services, a contract has been executed between the State of Florida and the designated contractors.
- B. EFFECT – This contract was entered into to provide economies in Energy Savings by all State of Florida agencies and institutions. Therefore, in compliance with Section 287.042, Florida Statutes, all purchases of these commodities shall be made under the terms, prices, and conditions of this contract and with the suppliers specified.
- C. ORDERING INSTRUCTIONS – All purchase orders shall be issued in accordance with the attached ordering instructions. Purchaser shall order at the prices indicated, exclusive of all Federal, State and local taxes.



All contract purchase orders shall show the State Purchasing contract number, product number, quantity, description of item, with unit prices extended and purchase order totaled. (This requirement may be waived when purchase is made by a blanket purchase order.)

- D. CONTRACTOR PERFORMANCE – Agencies shall report any vendor failure to perform according to the requirements of this contract on Complaint to Vendor, form PUR7017. Should the vendor fail to correct the problem within a prescribed period of time, then form PUR7029, Request for Assistance, is to be filed with this office.
- E. SPECIAL AND GENERAL CONDITIONS – Special and general conditions are enclosed for your information. Any restrictions accepted from the supplier are noted on the ordering instructions.



12/20/07  
(date)

Authorized Signature

DSP/db/jdb

Attachments



## State Term Contract for Energy Savings

No. 973-320-08-1

Contract Term: Five Years with Five Year Renewal Option

## 6.1 Definitions

The definitions found in section 489.145 Florida Statutes and section 60A-1.001, F.A.C. shall apply to this ITN.

## 6.2 Purpose

The primary purpose of this ITN is to create a list of qualified Contractors to perform work for agencies of the State of Florida, and for other eligible users of state term contracts (collectively, "Eligible Users"), under the Guaranteed Energy Performance Savings Contract Act, codified in section 489.145 of the Florida Statutes. Users of the contract derived from this ITN must comply with the requirements in section 489.145 of the Florida Statutes which includes that a Guaranteed Energy Performance Savings Contractor must be selected in compliance with section 287.055 of the Florida Statutes.

## 6.3 General Technical Requirements

Pursuant to section 489.145(6) of the Florida Statutes, the Chief Financial Officer has developed model agreements and related forms that affected State agencies shall use, and others may use, to execute a purchase under this Contract (electronic copies of the model agreements are available at the Chief Financial Officer's web page devoted to this project, which is currently [www.fldfs.com/aadir/cefp](http://www.fldfs.com/aadir/cefp). An Agency Contract executed under this State Term Contract shall survive expiration of the State Term Contract in accordance with the agreement's terms.

At the Chief Financial Officer's web page devoted to this project, Eligible Users and Respondent's will find an Energy Savings Model Contract that addresses design and installation of energy conservation measures and an Energy Savings Financing Agreement. Also, at [Model Audit Agreement Website](#) Eligible Users and Contractor will find a Model Audit Agreement they may use to procure the report required by subsection 489.145(4)(b) of the Florida Statutes. Any questions regarding the Model Audit Agreement should be addressed to the attention of Dan Hedrick [Daniel.Hedrick@dms.Myflorida.com](mailto:Daniel.Hedrick@dms.Myflorida.com), phone (850) 413-9515.

Prior to entering into any agreement to effect a purchase under this Contract, including any financing agreement, state agencies shall submit the proposed agreement to the Chief Financial Officer for review and approval. Currently, all such agreements should be addressed to the attention of Roy Jeter [Roy.Jeter@fldfs.com](mailto:Roy.Jeter@fldfs.com), phone (850) 413-5363.

**Tammy Romero**

**From:** Tammy Romero  
**Sent:** Monday, February 04, 2013 11:08 AM  
**To:** 'Stokes, Jeff'; 'Acosta, Alex'; 'breardon@energysystemsgroup.com'; 'jbosch@ameresco.com'; 'david2.powell@jci.com'; 'jajohnson@cheveron.com'; 'cleanenergy@chevron.com'; 'inquiries@siemensgovt.com'; 'Teri.Hamlin@siemensgovt.com'; 'Meredyth.Jensen@siemensgovt.com'; 'pass@buildings-schneider.electric.com'; 'thgraham@trane.com'; 'fdlagoma@trane.com'; 'jwalsh@trane.com'; 'phil.smith2@honeywell.com'; 'andrew.m.morton@jci.com'; 'michael.angerame@siemensgovt.com'; 'kevin.vaughn@buildings.schneider-electric.com'; 'natasha.shah@siemens.com'; 'jwilkins@trane.com'  
**Subject:** Energy Savings Performance Contracting  
**Importance:** High  
**Attachments:** Letter of Interest.doc

Good morning,

Based on the award of the State of Florida's ITN, the City has opted to notify all 10 Energy Performance Contractors and allow them the opportunity to respond to this Statement of Interest (SOI) request. The primary purpose of this SOI is to narrow down the list to only interested contractors willing to provide the City of Miami Springs with a Preliminary Assessment Audit prior to potentially contracting with one particular EPCO. Please see attached.

Responses:

Statements of Interest responses should be forwarded to the City of Miami Springs, Finance Department, Attention: Tammy Romero, 201 Westward Drive, Miami Springs, FL 33166 no later than close of business on February 27, 2013.

*Tammy Romero*

Tammy Romero  
Professional Services Supervisor  
**CITY OF MIAMI SPRINGS**  
201 Westward Drive  
Miami Springs, FL 33166  
305-805-5035 Phone  
305-805-5018 Fax  
[romerot@miamisprings-fl.gov](mailto:romerot@miamisprings-fl.gov)

# Statements of Interest (SOI) for Energy Savings Performance Contracts

The State of Florida issued an ITN, (Invitation to Negotiate), number 973-320-08-1. As a result of this ITN ten (10) EPCO's (Energy Performance Contractors), were qualified to submit proposals to State agencies and eligible users, of which we are one, for the furnishing of energy performance contracting services.

Based on the award of the State of Florida's ITN, the City has opted to notify all 10 Energy Performance Contractors and allow them the opportunity to respond to this Statement of Interest (SOI) request. The primary purpose of this SOI is to narrow down the list to only interested contractors willing to provide the City of Miami Springs with a Preliminary Assessment Audit prior to potentially contracting with one particular EPCO.

## Selection Process

The City will consider and review all responses submitted to this Statement of Interest. The information will be evaluated by a Selection Committee.

The City reserves the right to proceed with whichever selection process is deemed in the best interests of the City as follows: Solicit Request for Qualifications; or Conduct Oral Presentations.

In either case, vendors will be notified of the City's decision to continue forward.

## Negotiation and Award

Once the City has identified a process which best meets the City's needs as discussed above, the City will then begin to negotiate with a short list of vendors the cost of performing an Investment Grade Audit (IGA) to identify the best energy-saving opportunities for the City of Miami Springs.

## Project Name:

City of Miami Springs Energy Savings Performance Contract

## Scope of Services:

The following are the criteria that the City of Miami Springs will be requiring with response to this Statement of Interest which will include but not limited to:

- **Providing a Preliminary Audit** (free of charge) for the following City owned facilities:
  - City Hall Building – 201 Westward Drive
  - Public Works Buildings- 345 N. Royal Poinciana Blvd.
  - Senior Center Building- 343 Payne Drive
  - Recreation & Pool Buildings- 1401 Westward Drive
  - Golf & Country Club Building- 650 Curtiss Parkway
- Evaluation of current conditions to determine potential energy/operation savings
- Evaluate current conditions to achieve a greater reduction in life cycle costs.
- Identify potential energy savings through energy conservation measures and other viable measures.
- Identify the types and costs of energy usage and enhance operational efficiencies.
- Identify and evaluate alternatives to reduce energy costs.
- Perform an economic analysis of alternatives to determine their feasibility and cost effectiveness.
- Define the basics for an energy management program.
- Evaluate current physical conditions of all City owned facilities, including electrical infrastructure, and recommend replacements to provide maximum life cycle value with minimum life cycle costs.
- Provide automation to all proposed sites.
- Provide maximum warranty.

**NOTE:** By performing a Preliminary Audit no Firm will be guaranteed the award of an Energy Performance Contract (EPC).

Additional Information Required:

Provide the following information:

- A. Full, legal name of firm, including address;
- B. Federal Identification Number;
- C. Unemployment Compensation Number;
- D. State in which incorporated, and if not incorporated, indicate type of business (e.g., partnership, sole proprietorship, etc.);
- E. Date incorporated;
- F. Description of the organization, including subsidiaries, parent corporations, officers; include organization charts and details concerning the number of facilities by geographic location;
- G. Brief description of the principal type of business;
- H. State whether your firm has had a contract terminated for default within the past five years, and if so, describe in detail;
- I. State whether your firm has filed for bankruptcy protection in the past five (5) years, or is currently in the process of filing or planning to file for bankruptcy protection or financial restructuring or refinancing. If so provide Court and case number;
- J. Describe in detail a plan to provide continued service and support to the City in the event your firm goes out of business, merges with another or, is acquired by another, etc.;
- K. Certify that your firm is not currently under suspension or debarment by the Federal government, the State of Florida, or any other state government;
- L. Certify that your firm does not owe the Federal government, the State of Florida, or another state any outstanding taxes or fees;
- M. State whether any contract with the State, or negotiation with any other clients, would represent a possible conflict of interest;
- N. Indicate whether your firm has any pending or threatened litigation against the State or any agency of the State;
- O. If your firm is proposing to use any sub-contractors for the project, describe in detail the experience as a prime Respondent in dealing with sub-contractors, and how the plan to manage and coordinate any proposed sub-contractors;
- P. Provide the names and addresses of all affiliated or related companies, partnerships or associations (including sub-contractor, if any) and a brief description of their relationship to your firm;
- Q. Document your firm's insurability and ability to obtain bonding as required by the State;
- R. Provide a statement letterhead that your firm agrees to comply with all Federal and state laws regarding fair employment practices and non-discrimination.
- S. Provide a summary of all projects as defined within F.S. 489.145 that your business has contracted for with any government entity during the last five years. The summary should be brief and include but not be limited to a description of the project, outcome, referral/contact information, and dollar amount.

Responses:

Statements of Interest responses should be forwarded to the City of Miami Springs, Finance Department, Attention: Tammy Romero, 201 Westward Drive, Miami Springs, Fl. 33166 no later than close of business on February 27, 2013.

## CITY OF MIAMI SPRINGS

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*Purchasing Department  
201 Westward Drive  
Miami Springs, FL 33166  
Phone: (305)805-5035  
Fax: (305)805-5018*

*Tammy Romero  
Professional Services Supervisor  
[romerot@miamisprings-fl.gov](mailto:romerot@miamisprings-fl.gov)*

### **RE: Preliminary Audit**

To Whom It May Concern:

Thank you for your submission response to the Statement of Interest (SOI) for Energy Savings Performance Contracts. Based on our understanding and interpretation of your response it would benefit our City to further pursue such a Contract, therefore, by receipt of this letter, we respectfully invite your firm to consider providing a Preliminary Audit for our further review.

In your response to the Preliminary Audit, we would expect to see your feedback on the opportunities the City has for potential energy-savings, energy management and maintenance services your firm offers, your guarantee for performance and savings, financing capabilities and offers in addition to providing the detail required per the Scope of Services outlined below.

**Preliminary Audit responses should be forwarded to the City of Miami Springs, Finance Department, Attention: Tammy Romero, 201 Westward Drive, Miami Springs, FL 33166 no later than close of business May 8th, 2013.**

Once the Preliminary Audits are received the City will begin its process of selecting an Energy Service Company (ESCO). Firms may be asked to participate in an Oral (Q&A) Presentation. If necessary, details will follow at a later date.

An ESCO will be selected based on our overall ranking of your preliminary audit report, personnel project background, references on completed jobs, oral presentations (if applicable) and cost savings. Once a selection is made the City would enter into an Energy Savings Performance contract.

If you have any additional questions or concerns, please do not hesitate to contact me at 305-805-5035.

Sincerely,

*Tammy Romero*

Tammy Romero

Attachments: Scope of Services

### **Scope of Services:**

The following are the criteria that the City of Miami Springs will be requiring with your response:

- **Preliminary Audit** (free of charge) for the following City owned facilities:
  - City Hall Building – 201 Westward Drive
  - Public Works Buildings- 345 N. Royal Poinciana Blvd.
  - Senior Center Building- 343 Payne Drive
  - Recreation & Pool Buildings- 1401 Westward Drive
  - Golf & Country Club Building- 650 Curtiss Parkway
- Evaluation of current conditions to determine potential energy/operation savings
- Evaluate current conditions to achieve a greater reduction in life cycle costs.
- Identify potential energy savings through energy conservation measures and other viable measures.
- Identify the types and costs of energy usage and enhance operational efficiencies.
- Identify and evaluate alternatives to reduce energy costs.
- Perform an economic analysis of alternatives to determine their feasibility and cost effectiveness.
- Define the basics for an energy management program.
- Evaluate current physical conditions of all City owned facilities, including electrical infrastructure, and recommend replacements to provide maximum life cycle value with minimum life cycle costs.
- Provide automation to all proposed sites.
- Provide maximum warranty.

**NOTE:** By performing a Preliminary Audit no Firm will be guaranteed the award of an Energy Performance Contract (EPC).



04-08-2013

# CITY OF MIAMI SPRINGS

Recreation Department  
1401 Westward Drive  
Miami Springs, FL 33166-5289  
Phone: (305) 805-5075  
Fax: (305) 805-5077



TO: Honorable Mayor Garcia and Members of the City Council

VIA: Ron Gorland, City Manager *Ron Gorland*

FROM: Omar Luna, Recreation Director *Omar Luna*

DATE: April 3, 2013

SUBJECT: Wall of Fame in the Community Center

The "Wall of Fame" project has been in discussion since November 2010. As indicated in Attachment "A". The City Council on November 22, 2010 discussed the creation of a "Wall of Fame" at the Community Center and at that time requested that the Recreation Commission make a recommendation.

The Recreation Department respectfully requests that it be allowed to pursue this project from this point on.

Excerpts: 05-08-2012 Recreation Commission Meeting

3. Old Business

3C) Status on The Wall of Fame in the Community Center

Recreation Director Luna commented that he does not know what the status is on the Wall of Fame in the Community Center.

Vice Chair Rinehart asked if any of the board members knew anything regarding the Wall of Fame and Board member Santin replied that he does not know anything and that the initiative was made by former Mayor Billy Bain.

Board member Santin asked if Recreation Director Luna could ask the City Council and Recreation Director Luna replied that he will ask Council what the status is regarding the Wall of Fame.

EXCERPTS – RECREATION COMMISSION MINUTES – OCTOBER 11, 2011

3) **Old Business:**

Chairman Shapiro said that in previous minutes a motion was put forth to Council regarding the Wall of Fame in the Community Center. He asked what the status was on that topic and if the Board Secretary could look into it and the Board Secretary replied that she will find out and let him know.

**EXCERPTS - CITY COUNCIL REGULAR MEETING: MARCH 28, 2011**

**9E) Wall of Fame at Community Center**

City Manager Borgmann stated that Mayor Bain had requested and Council supported the recommendation for creating a Wall of Fame at the Community Center and the Recreation Commission was assigned to come up with some ideas. It appears that their recommendation is for a mural type situation instead of a simple plaque that is placed on the wall and they also recommended some language that could be codified.

Mayor Bain said that he likes the ideas presented by the Recreation Commission although they were a little extravagant in regard to the cost. His idea was for placing plaques on the wall but he is open to other ideas.

Mayor Bain explained that he appreciates the recommendation from the Commission. He would like to propose that Council appoint a special board that would meet in January for a few months for the purpose of recommending individuals for the Wall of Fame and they would be recognized during the Springs River Festival. He would recommend that no more than five individuals be recognized each year, although there could be more than five the first year.

Councilman Espino clarified that every year five individuals are showcased and they will remain in the Wall of Fame.

Councilman Best agreed with the Mayor's idea to limit the number each year.

Mayor Bain stated that history is not honored in all areas, except for what the historians are interested in. He offered his help to continue working on the ideas since it cannot be finalized at this meeting.

Vice Mayor Ator said that she visualized the Wall of Fame being a wall with photographs.

Mayor Bain reiterated that his original idea was for a wall of plaques and the Recreation Commission came up with a better idea except that they were taken back by the cost of their proposal. He wants to honor those individuals who gave their time, effort and service to the community for many years in the recreation field. He added that compared to other cities Miami Springs is far behind in giving the proper public recognition.

Councilman Best asked if the Mayor thought that the Recreation Commission should give further consideration to the Wall of Fame.

City Attorney Seiden explained that the Recreation Commission followed the standards set by the Memorial Committee. He does not feel that the language should be codified; it could be set as a rule or policy of the City. The Mayor brought up a good point about limiting the number of individuals who are recognized.

Mayor Bain was concerned about not having enough time since this is his last official meeting and he wants to be sure the Wall of Fame is done in the right way.

City Attorney Seiden said that as a citizen, the Mayor could provide a suggested format for the program.

**By consensus, Council approved the Wall of Fame in concept.**

Mayor Bain suggested that Council could discuss the thoughts that were presented tonight at the next meeting.

Vice Mayor Ator would like to have feedback from the Community Center Staff in regard to their vision of where the Wall of Fame should be and how it should be since she and the Mayor originally had two different visions.

The City Clerk clarified that the Recreation Commission canceled their meeting of Tuesday, April 12<sup>th</sup> when they learned that Council was meeting on that night.

Mayor Bain reminded Council that the Memorial Committee would meet on Monday, April 4<sup>th</sup> to consider a memorial for Amanda Haworth. He said that they will also consider a memorial request for Thelma Butler for the location on the Circle at Bluebird and Lenape.

The City Clerk will revise the Memorial Committee agenda per the Mayor's instruction and call Suzie Funderburk to obtain the information for Thelma Butler.

**EXCERPTS – RECREATION COMMISSION MEETING: MARCH 15, 2011**

**3) Old Business:**

**A) Creation of a “Wall of Fame” at the Community Center**

Chairman Shapiro praised the discussions held by the Board members about the “Wall of Fame” during the last meeting and he asked the Board to follow up on the conversations about the Memorial.

Board member Santin suggested simple metal plaques for the individuals that are selected for the “Wall of Fame”. He explained that the plaques will have a low price and will be easily approved by the City Council.

Chairman Shapiro agreed and suggested to keep the word “Memorial” out, because this word mainly refers to deceased people.

Board member Santin and Board member Kondy agreed with changing the word “Memorial”.

Board member Tilman pointed out that she has a personal bias against buying trophies or plaques, she reiterated that the plaques fall off; they never match and are dusty and boring. She explained that the Board could find somebody to paint the walls at a very low price and it could be prettier and different, like the painted wall at the Recreation Center in the Walking Track; she loves the idea of a mural.

Chairman Shapiro liked her idea but clarified that the same artist should do all the paintings.

Board member Kondy agreed with him.

Board member Tilman replied that it does not have to be the same artist. She explained that if you look at it over a course of time it will be reflective of one year, and then of another year, and then the next year and so on. The painting would be different, but they all will have a uniform size and they could be distinguished based on the year.

Chairman Shapiro replied that the artwork will have to be sealed.

Board member Tilman agreed and explained that there are several ways to preserve the wall because the names do not change.

Board member Santin liked the idea, but he noted that it is the Council who has the last word on the recommendation and the item should be open for discussion. The Board could make a recommendation and wait for the Council’s direction.

Board member Tilman reiterated that the mural is atypical and people will like it. A plaque is like somebody is selected for being the Employee of the Month.

Board member Santin reiterated that the Board could only make recommendations to the Council.

Chairman Shapiro stated that by the end of the meeting they must have specific recommendations to the City Council, like the cost of the plaques versus the cost of the paintings and the right location; the jogging track or the wall at the entrance of the Recreation Center.

Board member Santin and Board member Kondy felt that the white wall at the entrance of the Recreation Center is the ideal location.

Board member Tilman also liked it and said that the presentation should include a little ceremony.

Chairman Shapiro agreed.

Board member Santin suggested discussing the guideline criteria.

Chairman Shapiro praised the discussions about the criteria that the Board members had at the last meeting and said that he agreed with everything, especially the selection of non-resident people.

Board member Tilman pointed out that the importance of the selection is based on what people do for the community, not if the person is a resident or not.

Chairman Shapiro said the Board should be inclusive, not exclusive.

Board member Santin highlighted the importance of at least two letters of recommendation for the nominees and everybody agreed by consensus.

The Board members and the Chairman read the Guidelines of the Code referring to the **Memorial Committee** and changed them to apply to the **Recreation Commission**; this segment is contained at the part of the Code referring to "*Boards, Commissions, Committees*". The following language reflects the changes the Board made during the meeting:

**Article IV. COMMUNITY CENTER WALL OF FAME. RECREATION  
COMMISSION**

**Sec. 32-21. Duties.**

The Recreation Commission is charged with recommending to City Council appropriate candidates for induction into the Miami Springs Community Center Wall of Fame.

**Sec. 32-22. Rules of Procedure.**

In the performance of these duties the Recreation Commission and the City Council shall be governed by the following rules of procedure:

- A) Recommendation for a selection for a candidate may be sought only upon petition of a Miami Springs citizen or citizen group, or by majority vote of the City Council. Nominations from citizens or citizen groups may be made in person at each Recreation Meeting or via the City Clerk in writing.
- B) The Recreation Commission shall consider all petitions and requests for consideration from City Council as noted in Section A at the next Recreation Meeting.
- C) Recommendations of the Recreation Commission shall be considered by the City Council at its next regular meeting following receipt of the Board's recommendation.
- D) All honorees established under the procedures prescribed by this section shall stand for a minimum of ten years before a name may be removed by majority vote of the City Council. However, a honoree may have a name removed at any time subsequent to a public hearing specifically called to consider the matter, and the rendering of an affirmative four-fifths votes of the City Council for such removing of dismantling.
- E) The Recreation Commission shall utilize the following criteria in evaluating eligibility for nomination:
  - 1. That a person under consideration may be alive or deceased.
  - 2. That a person must have contributed in some significant manner to the City in the areas of Parks and Recreation of the City.
  - 3. That a person with ties to the City must have distinguished themselves in acts, actions or activities within the City.



4. That although compliance with the criteria set forth in subsection 1 herein is required; the failure to comply with any other single criteria is not fatal to consideration so long as at least a combination of two of the other criteria is met.
5. That notwithstanding anything contained herein to the contrary, the City Council may approve recognition by a four-fifths vote, even if a person proposed for recognition fails to meet any or all of the aforesaid criteria previously set forth herein.

**Chairman Shapiro made a motion to propose the City Council approval for the "Wall of Fame" in a mural type format at an entry wall of the Community Center following the criteria set forth at the Board meeting this evening. Board member Santin seconded the motion and it was carried unanimously.**

EXCERPTS – RECREATION COMMISSION MINUTES – MARCH 8, 2011

3) **Old Business**

A) **Creation of a “Wall of Fame” at the Community Center**

Board member Tilman wanted to know what was discussed at the last meeting in reference to the “Wall of Fame”.

Board member Santin said that the last meeting was canceled due to lack of a quorum, and that she was present at the last meeting the Board held. He explained that the Council suggested the creation of a “Wall of Fame” to recognize the local community residents that gave a lot of their time to recreational activities and this is something to be considered by the Recreation Commission members.

Board member Kondy asked if it is only for recreation or there are other community involvements.

Board member Santin replied that the creation of the “Wall of Fame” applies specifically to the Recreation Department. The Memorial Committee has a wider spectrum for other community involvements and the Council asked the Recreation Commission to center in recreational activities and to consider the nominations at their own capacity.

Board member Tilman noted that the Pelican Playhouse is not a sport but should be included since it is at the Recreation Center and is part of the package of recreational activities.

Board member Santin agreed.

Board member Tilman said that the Board could come to a conclusion about how the people will be nominated. After that, the Recreation Commission should present its selection to Council for approval.

Board member Santin noted that this is one of the things that should be discussed tonight.

Board member Kondy commented that the last minutes said that Chairman Shapiro is going to represent the Board with the Memorial Committee and she would like to read the Guidelines for that.

Board member Santin said that he does not have the guidelines for the Memorial Committee but he feels that the person does not have to be a resident of Miami Springs.

Board member Tilman suggested that the selection could include a ceremony once a year and the people selected will be sports criteria concerned and have shown some impact at the community. She sets the example of a coach, whose work could have a tremendous impact at the youth of the community, and the kids see him as a role model.

Board member Tilman stated that the nomination process should follow some criteria and she asked how many people a year could be selected; it could be five or ten people a year. She pointed out that it could not be so exclusive but it cannot be so huge because the City has a lot of recreation programs, like swimming, football, wrestling, basketball, soccer, baseball, the Pelican Playhouse.

Board member Kondy agreed and stated that if the Board makes the process so open, it could loose the impact at the community and she feels that every person nominated does not have to be selected.

Board member Tilman said that Summer Camp or After School Care programs that are actually going on at the Recreation Center could have people that should be included in the process if over a period of time they make a positive impact in the community.

Board member Santin stated that the process would begin with a resume which reflect the activities, experiences and contributions to the community of the person nominated and it should includes at least two letters of recommendation.

Board member Tilman added that the letters could include the experiences of people who have been impacted by them. She noted that she knows people whose lives have been changed by somebody's work, and she set the example of her own children whose lives have been changed by the people at the pool of the Recreation Center.

Board member Tilman mentioned Joe Milligan who is deceased and was the pool manager of the Recreation Center and worked tirelessly to have the pool ready for the children all the time, and it was like the kid's home. She remarked that people like this deserve to be remembered.

Board member Santin remarked that being a resident of the City is not a condition to be nominated and everybody agreed by consensus.

Board member Kondy asked if the nominations will be open for the general public, excluding the Board members.

Board member Tilman and Board member Santin agreed.

Board member Tilman asked if the nominations would come to the Recreation Commission Board and then the Memorial Committee will make that decision.

Board member Santin agreed and clarified that they will probably create a sub-committee for the selection of candidates.

Board member Tilman reiterated if the Board members liked the idea of nominating a certain number of persons per year. Board member Santin and Board member Kondy agreed that it could be implemented at the beginning.

Board member Kondy commented that the process could not be limited. She said that somebody could do something fabulous and come up with a grant. She explained that maybe that person did not have to be involved for a long time, but things like these could have a big impact on the community and could be one of the factors at the criteria selection.

Board member Tilman suggested that the Board could find a time of the year that will be somehow associated with the nominations. She said that it could be the anniversary of the opening of the Recreation Center, or something remarkable where people felt that they are really recognized by the City of Miami Springs.

Board member Kondy suggested the River Cities Festival, with a crowd attending the ceremony.

Board member Tilman remarked that Recreation Director Omar Luna might know something that is coming up. She suggested making a note of that to ask Mr. Luna at the next meeting.

Board member Santin asked if it is going to be a plaque on a wall with the name of the person selected. He clarified that it could be a potential for vandalism and chose the lobby of the Recreation Center for the mural.

Board member Tilman and Board member Kondy agreed. Ms. Tilman advised that she does not want just a metal thing with a name; she prefers something more artistic and beautifully painted in the wall with the name and title of the person selected that everybody could read and understand and will not be forgotten with time.

Board member Santin asked if the Memorial should be in the Wall and everybody agreed.

Board member Kondy said that it could be a metal plaque and a banner, and the names of the persons in the banner go to the plaques at the end of the year.

Board member Santin suggested working on the details progressively and advise the Council to direct the City Manager to inquire on the cost and agreed that this is something which the Board has to move forward with.

At a question asked by Board member Kondy, Board member Tilman felt that the budget for the "Wall of Fame" will be large. She recognized that she does not know how much the cost will be.

Board member Tilman suggested that the Board could begin accepting nominations for the "Wall of Fame" at the Rivers City Festival. She suggested having booths with forms and the criteria required at the Recreation Center where people could deposit their nominations. She mentioned the Fourth of July as an alternative date for receiving the nominations.

Board member Santin asked if the letters of recommendation will be necessary and he reiterated that they should have at least two.

Board member Tilman replied that the recommendation letters make a lot of sense and Board member Kondy agreed.

Board member Santin asked if they agreed with the idea of the Recreation Commission Board selecting the candidates for the "Wall of Fame" until a sub-committee is created and everybody agreed.

Board member Tilman recognized that this is something that cannot be done in a night. She reiterated that this is a process that should be slowly digested by all Board members and set an example about the nomination process. She said that it could be done in February but the final decision could be in April, with enough time to think and come to a conclusion, especially because every member of the Board knows different things which could be shared in a meeting.

Board member Tilman suggested publishing the application form at the Gazette and that way people will think of somebody to nominate. She suggested that Mr. Gorland might know the cost.

Board member Santin said that he can put the form in his personal board.

Board member Kondy recognized that they have to share a decision about the criteria and how the form for the nomination is going to look like.

Board member Santin stated that all the Board members should agreed on the criteria.

Board member Tilman suggested to come back at the next meeting with something drafted based on the discussions of this meeting.

Board member Santin asked the Secretary to the Board to send the guidelines for the selection of the Memorial Committee.

**Board member Santin moved to approve the "Wall of Fame" for the selection of persons who spent a lot of time helping others and contributing to recreational programs in the City. Board member Kondy offered the second. The motion was carried unanimously on voice vote.**

Board member Tilman said that she wanted to mention the Middle School field, since it was discussed at the meeting of January, 2011.

*3-8-2011*

Board member Santin replied that it was about re-soding the whole field and bringing it up to safety standards to be able to play and utilize it. The cost for landscaping and re-soding the whole field is about \$150,000 and the irrigation can also be installed if this happens.

**Board member Santin moved that Council direct the City Manager to investigate the possibilities of the Middle School being re-soded and a new irrigation system installed plus the signing of a long term agreement with the County or the School System to utilize the fields near the Middle School as a sports recreation site. Board member Kondy seconded the motion and it was carried unanimously on voice vote.**

3-8-2011

EXCERPTS – RECREATION COMMISSION MINUTES – JANUARY 12, 2011

4) **New Business:**

**A) Creation of a “Wall of Fame” at the Community Center**

Assistant City Manager Gorland stated that the creation of a “Wall of Fame” at the new Community Center was a request from the Council to the Board.

Assistant City Manager Gorland informed the Board that Council approved \$32,000 for an 8-foot fence around Stafford Park. The idea is to preserve the fields so that they are in better condition for soccer. The only disadvantage is that the field will be locked, which takes away the use of the park by the residents. He added that there are plans to improve a grassy area off South Royal Poinciana Boulevard on Lee Drive that can be used for soccer, although it will not have lights. Assistant City Manager Gorland recognized that this is part of a long-term recreation plan conceived by the City Manager that they are reviewing and hope to get estimates before bringing it to Council and the Recreation Commission.

Chairman Shapiro asked if the park on South Royal Poinciana and Lee Drive belongs to the City of Miami Springs and Assistant City Manager Gorland responded affirmatively.

The Assistant City Manager explained that at one point there was some serious interest in putting artificial turf at Stafford Park and the estimate was about a million dollars, which was cost prohibitive and it would not be appropriate for the softball and baseball field. This also included some elevation and laser grading. He added that in the next budget consideration will be given to a laser grade field at Stafford Park for soccer, but the City does not own that property.

Chairman Shapiro said that he heard rumors that public schools were looking to put a football field at Stafford Park.

Assistant City Manager Gorland said that Miami-Dade County Public Schools probably does not have the funding for a football field, but if they were considering it at one point, they might consider it again.

Board member Santin said that the City has no control over Stafford Park because it does not own the property, although he assumes there are some limitations as to what can be done in the neighborhood.

Assistant City Manager Gorland stated that Stafford Park could be taken away with 90-day notice. He added that the site has a vita-track, a new concession stand and restrooms, a storage area, baseball and softball diamonds, two soccer fields and a tot-lot. In addition, this is one of the only sites where the proposed skate park could be built.

Board member Santin asked the Assistant City Manager for details about the "Wall of Fame".

\*Board member Tilman arrived at this time.

Assistant City Manager Gorland replied that the Mayor brought up the idea for a "Wall of Fame" approximately two months ago. The Mayor would like for the Board to develop a process for recommending individuals to include on the Wall, along with the criteria that will be endorsed by Council.

Chairman Shapiro asked if there is supposed to be a joint meeting with the Memorial Committee, as mentioned by the City Attorney. He said that deceased individuals would fall under the purview of the Memorial Committee.

Assistant City Manager Gorland replied that the City Attorney suggested reviewing the criteria of the Memorial Committee. He did not recall the direction to have the Memorial Committee consider deceased individuals. If the person being considered for the "Wall of Fame" is deceased, it would follow the same process for a person that is alive; being deceased would not be a requirement.

Chairman Shapiro noted that he has the criteria for the Memorial Committee and offered to scan it for distribution to the other Board members.

Assistant City Manager Gorland was surprised that the Board members do not have the information about the Memorial Committee and asked the Secretary to send it to all of them. He felt that more individuals would qualify for the "Wall of Fame" than the Memorial Committee could ever endorse.

Chairman Shapiro explained that the criteria set by the Memorial Committee is very stringent.

Board member Santin said that the main idea for the "Wall of Fame" is for people who actually contributed to recreational programs in the City.

Assistant City Manager Gorland explained that the direction from Council was for the Recreation Commission to develop a criteria used in the process for recommending individuals, so that any resident could introduce someone for consideration. He added that there are many people who are deserving of recognition on the "Wall of Fame", including Tony Bray who was outstanding in the sports programs.

Chairman Shapiro suggested that after the Board members receive the information from the Secretary they could send e-mails amongst themselves.

Board member Tilman asked if it would be appropriate to read the Memorial Committee criteria, draft new language and forward it to Chairman Shapiro.



Chairman Shapiro agreed and said that he would forward the correspondence to Councilman Bob Best.

Board member Tilman said that she does not want to violate the Sunshine Law.

Chairman Shapiro replied that this is not a violation of the Sunshine Law.

Assistant City Manager Gorland explained that the Board members cannot talk or communicate with each other by any form, about something that is going to be voted on.

Chairman Shapiro replied that they are not being asked to vote on the criteria; they are being asked to create something to submit. He explained that it would be a group effort based on the ideas of all the Board members.

Assistant City Manager Gorland stated that he does not see any problem as long as they do not discuss it with people that they are recommending for the "Wall of Fame". He offered to double check with the City Attorney.

Board member Tilman suggested that the appropriate process would be to prepare a draft for the criteria that could be discussed and approved at the next Recreation Commission meeting that could then be sent to Council.

Chairman Shapiro thanked the Assistant City Manager for his help in this matter.

Vice Chair Rinehart asked if there is a specific place in the building for the "Wall of Fame". He asked if the recognition would be a plaque or a painting.

Assistant City Manager Gorland replied that it is up to the Board to select a location and set the criteria for the "Wall of Fame".

Vice Chair Rinehart added that they would need to know the size of the wall in order to know what could be placed on it.

Chairman Shapiro remarked that hopefully the "Wall of Fame" would allow the program to go on for another fifty years. He said that the Memorial Committee used to approve individual memorials throughout the City and in the last couple of years the late Jack Odin came up with the idea for one memorial stand on the first block of Curtiss Parkway that holds several names.

**Excerpts: 12-13-2010 CCRM**

**9A) Appointments to Advisory Boards by the Mayor and Council Members**

Councilman Lob (Group III) **re-appointed** Juan A. Calvo to the Architectural Review Board for a full 2-year term ending on October 31, 2012.

Mayor Bain confirmed the **re-appointment** of Jorge Santín to the Recreation Commission for an unexpired term ending on April 30, 2013.

The Mayor explained that he spoke with Mr. Santín who is excited and is looking forward to working on the “Wall of Fame”. He added that Little League President Tim Cox will submit the criteria used by the Little League.



**OFFICE OF THE CITY CLERK  
MEMORANDUM**

**TO:** Recreation Commission Members  
**FROM:** Magali Valls, City Clerk  
**DATE:** November 30, 2010  
**SUBJECT:** "Wall of Fame" at the Community Center

\*\*\*\*\*

At their Regular Meeting of November 22, 2010, under Agenda Item 10L, the City Council discussed the creation of a "Wall of Fame" at the Community Center. Excerpts of the minutes are enclosed, which are self-explanatory.

Also attached is Article IV – Memorial Committee, Sections 32-20 through 32-22, specifying the establishment, membership, duties, rules of procedure and criteria for evaluating eligibility for memorialization.

If additional information is required, please call me at 305.805.5007.

Thank you.

cc: Mayor and Council  
City Manager James R. Borgmann  
Assistant City Manager Ronald K. Gorland  
City Attorney Jan K. Seiden  
Secretary to the Recreation Commission



**CITY OF MIAMI SPRINGS**  
Finance Department  
201 Westward Drive  
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Agenda Item No. 9D

City Council Meeting of:

04-08-2013  
(M)

To: The Honorable Mayor Xavier Garcia and Members of the City Council

Via: Ron Gorland, City Manager *Ron*

From: William Alonso CPA, CGFO, Assistant City Manager/ Finance Director *WAl*

Date: April 4, 2013

Subject: Strategic Plan Update

We are providing the newly elected Council with the attached Strategic Plan update that was reported to the previous Council back in November 2012. We are attaching reports for each major area covered by the plan along with status and FY2012-13 updates (see attachment a). This was the city's first strategic plan update, so we had this report reviewed by both the responsible Department Heads as well as Mr. Bill Busutil so that we could have some level of assurance that we were proceeding appropriately. We are also providing Council with a copy of the City's adopted Strategic plan (see attachment b), this plan is also on line at the City's website.

We will be using these reports each budget year in order to ensure that future budgets address the plan's objectives. At the same time, these reports may be used by Council to track progress and to adjust the strategic plan as needed.

Let me know if there are any questions regarding these updates.

**Communication**

**GOAL:** Continue to improve communication with our residents.

| OBJECTIVES   | STRATEGIES/INITIATIVES   | STATUS   | FY 2012-13 UPDATE  |
|--|--|--|--|
| <p>Achieve a minimum 90% customer satisfaction score on the City's ability to communicate effectively with its residents regarding upcoming, important City matters.</p> | <ul style="list-style-type: none"> <li>Continue to improve all cost effective communication methods, including, but not limited to:</li> </ul>   |  | <ul style="list-style-type: none"> <li>The Professional Services Division anticipates on accomplishing the following within the FY 12/13 Budget as follows:</li> </ul>   |
|  | <ul style="list-style-type: none"> <li>Channel 77</li> </ul>   | on going   | <p>Constantly communicate with COMCAST to make sure that they show the Council meetings on time / update Ch. 77 notices * Communicate with IT RE: Comcast Issues* Communicate weekly or more often with events and programs for Residents</p>  |
|  | <ul style="list-style-type: none"> <li>City Website</li> </ul>   | on going   | <p>City Clerk- Post agendas for Council and all advisory boards as soon as finalized, Council summary actions, minutes, resolutions and ordinances once they are approved and signed by the Mayor. Prof. Serv. Div.-updates weekly or more often events, programs and important information for Residents</p>  |
|  | <ul style="list-style-type: none"> <li>Twitter</li> </ul>  | on going   | <ul style="list-style-type: none"> <li>average of 5 tweets daily * 5 days a week</li> </ul>  |
|  | <ul style="list-style-type: none"> <li>Circle Bulletin Board</li> </ul>  | on going   | <ul style="list-style-type: none"> <li>continuously updated as needed but at least once a month</li> </ul>   |
|  | <ul style="list-style-type: none"> <li>River Cities Gazette</li> </ul>   | on going   | <ul style="list-style-type: none"> <li>Monthly News Bulletin publications for citywide departments</li> </ul>  |
|  |  | <ul style="list-style-type: none"> <li>Misc. Flyers/Posters</li> </ul> | on going   |
|  | <ul style="list-style-type: none"> <li>Newsletters- Spring Connection and Golf</li> </ul>  | on going   | <ul style="list-style-type: none"> <li>Springs Connection Newsletter- Quarterly issues delivered via "Every Door Direct Mail"- Completed 2 (8 pagers) Fall 2012 &amp; Winter 2013, Completed 7 monthly Golf Newsletters (Oct. - April)</li> </ul>  |
|  | <ul style="list-style-type: none"> <li>Conduct an annual resident satisfaction telephone survey with a random sample of residents and business owners.</li> </ul>  | on going   | <ul style="list-style-type: none"> <li>Annual Communications Survey will be conducted with incentives of resident's names being entered into a drawing for cart and greens fees for four at the Miami Springs Golf Course or a \$25 gift certificate to one of COMS local restaurants (to be determined at a later time). Conducted 2012 Survey/drawing and Monica Santana was the lucky winner of a \$25 gift certificate from Holleman's Restaurant</li> </ul> |
|  | <ul style="list-style-type: none"> <li>Facilitate two community forums per year. These forums would be designed to provide progress updates to our residents and business owners on the goals and objectives of the strategic plan, and receive community input on how to achieve them.</li> </ul> | Pending  | <p>Management and Administration to determine dates and meeting places to accomplish this</p>  |

| Performance Indicators:   | FY2012-13  |
|---|--|
| <p>Results of an annual resident satisfaction survey on the level of customer satisfaction regarding the City's ability to communicate effectively with its residents</p> | <p>Results of the FY2011/2012 survey are available upon request.</p> |

# Financial Management

**GOAL:** Guard the Public Trust with consistent, sound financial management practices.

| OBJECTIVES  | STRATEGIES/INITIATIVES  | STATUS     | FY 2012-13 UPDATE  |
|---|---|------------|--|
| <ul style="list-style-type: none"> <li>Obtain a clean audit opinion on the City's Comprehensive Annual Financial Report (CAFR) every year.</li> </ul> | <ul style="list-style-type: none"> <li>Ensure the financial health and stability of the City.</li> </ul>                            | On going   | <ul style="list-style-type: none"> <li>Continue to work on this, we have maintained a healthy reserve since FY2004.</li> </ul>   |
| <ul style="list-style-type: none"> <li>Receive the G.F.O.A. excellence award for financial presentation every year.</li> </ul>                        | <ul style="list-style-type: none"> <li>Strictly adhere to all G.F.O.A. guidelines for financial and budget presentation.</li> </ul> | On going   | <ul style="list-style-type: none"> <li>Have done so and the proof is that we have received GFOA awards for our budgets and CAFR's for the past 20 years.</li> </ul>              |
| <ul style="list-style-type: none"> <li>Receive the G.F.O.A. excellence award for budget presentation every year.</li> </ul>                           | <ul style="list-style-type: none"> <li>Re-establish a line of credit for catastrophic emergencies.</li> </ul>                       | In process | <ul style="list-style-type: none"> <li>Working with local banks in order to achieve this, expect a response within the next three months.</li> </ul>                             |
| <ul style="list-style-type: none"> <li>Maintain the City's required reserves of 25 percent of budgeted expenditures.</li> </ul>                       | <ul style="list-style-type: none"> <li>Search for additional sources of grant funding.</li> </ul>                                   | In process | <ul style="list-style-type: none"> <li>Our grants writer continues to look for any grant opportunities as they become available.</li> </ul>                                      |
|   | <ul style="list-style-type: none"> <li>Develop a Capital Improvement Plan that supports this strategic plan.</li> </ul>             | On going   | <ul style="list-style-type: none"> <li>Our five year capital improvement plan is included in the FY2013 budget and covers as much of this strategic plan as possible.</li> </ul> |

| Performance Indicators:   | FY2011-12 | FY2012-13   |
|---|-----------|-------------|
| Annual Audit Opinion  | CLEAN     | In Process  |
| Annual G.F.O.A. excellence awards for financial and budget presentation | YES       | applied for |
| Ratio of reserves to budgeted expenditures                              | 25%       | 25%         |

**Municipal Service Delivery**  
**(Public Works, Recreation,**  
**Golf and Senior Services)**

**GOAL #1:** Maintain the high standards of municipal services that support the ambiance of our neighborhoods.

| OBJECTIVES   | STRATEGIES/INITIATIVES   | STATUS   | FY 2012-13 UPDATE   |
|--|--|----------|---|
| Continue to receive the annual Tree City U.S.A. and Growth awards.   | Obtain public input to determine general maintenance priorities of City-owned property, including: sidewalks, buildings, street lights, fields, landscapes, alleys, etc. | On going | Public Works receives calls on a daily basis for the various needs of the residents. We have been proactive in identifying areas where sidewalks are in need of repair. We have our Police Department collecting data on street lights that are out as they are on their routine patrols. Our Building and Zoning Department has set up a partnership with Public Works to maintain properties that are in foreclosure or if the resident has a hardship and can't maintain the property. |
| Increase community awareness of municipal services through all public media (see the "Communication" strategic area for more details). | Implement appropriate changes to maintenance priorities  | On going | Here at Public Works maintenance priorities are our main concern. We make public safety our number one concern. We evaluate each request and channel them through the appropriate division so that the work can be implemented.   |
|  |  |          |   |
|  | GOAL #2: Expand recreational and leisure services for residents of all ages and needs.   |          |   |
| Increase selected program offerings by 5%, by October 2013.  | Obtain public input to establish priorities for program offerings.   | Pending  | Due to cost considerations and budget restrictions, we have deferred this proposal to later years   |
| Increase participation by youth, adults and seniors in selected programs by 5%, by October 2013.                                       | Implement appropriate changes to program offerings.  | Pending  | Will plan on future implementations after public meetings are held  |
|  | Revisit and explore the feasibility of redesigning the golf course in a way that would "free up" unused land on the property for other recreational purposes             | Pending  | Due to cost considerations and budget restrictions, we have deferred this proposal to later years   |

| Performance Indicators:                              | FY2011-12 | FY2012-13   |
|--|-----------|-------------|
| • Annual Tree City U.S.A. and Growth awards          | YES       | N/A         |
| • Results of an annual resident satisfaction survey  | N/A       | N/A         |
| • Number(#) and/or level(s) of program offerings     | 10        | N/A         |
| • Participation levels for youth, adults and seniors | N/A       | 5% increase |

**Economic Development**

GOAL: Strengthen and diversify the tax base.

| OBJECTIVES   | STRATEGIES/INITIATIVES  | STATUS   | FY 2012-13 UPDATE  |
|--|---|--|--|
| Increase the current 20% ratio of commercial tax revenue to total tax revenue to 25%, by October 2016. | <ul style="list-style-type: none"> <li>Establish development guidelines that encourage business investment along N.W. 36<sup>th</sup> Street and the downtown business district.</li> <li>Expand marketing efforts to attract new businesses to the City.</li> <li>Work closely with the Beacon Council, Miami International Airport and the Port of Miami to facilitate business investment in the City.</li> <li>Re-establish communication with the County to pursue annexation.</li> <li>Work with Virginia Gardens to explore the feasibility of a targeted commercial redevelopment initiative at the intersection of N.W. 36<sup>th</sup> Street and Curtiss Parkway. This initiative would include the entry way to both Cities.</li> <li>Encourage additional development of public access from the north side of commercial buildings along N.W. 36<sup>th</sup> Street.</li> <li>To encourage business investment in the City, develop financial and logistical incentives, which may include:                             <ul style="list-style-type: none"> <li>o reduced permit fees as appropriate, on a case by case basis</li> <li>o expedited plan review and permit processing, and</li> <li>o other financial incentives.</li> </ul> </li> <li>Improve teamwork between the City, civic organizations, business owners and commercial property owners.</li> <li>Provide an economic development plan for the City that supports this strategic plan.</li> <li>Explore the feasibility of implementing other creative measures that would foster commercial development, which may include:                             <ul style="list-style-type: none"> <li>o making use of air rights and transfer of development rights, and</li> <li>o expanding permissible color selections for commercial buildings.</li> </ul> </li> </ul> | <p>In Process</p> <p>In Process</p> <p>On going</p> <p>On going</p> <p>On going</p> <p>In Process</p> <p>Pending</p> <p>In Process</p> <p>Pending</p> <p>Pending</p> | <p>Abraham Tract Regulations adopted; NW 36th Street District partially revised; second revision is in process; Airport Golf regulations in process</p> <p>Marketing plan is in the process of preparation</p> <p>A working relationship with the County Aviation Dept has been established</p> <p>Lobbyist is pursuing at this time.</p> <p>Dialog with the Village has been established.</p> <p>NW 36 Street District Regulations embrace this concept</p> <p>Due to budgetary constraints, this item is being deferred</p> <p>This will be an element of the Marketing Plan</p> <p>Draft expected by mid-year</p> <p>Draft expected by mid-year</p> |

| Performance Indicators:                                  | FY2011-12 | FY2012-13 |
|--|-----------|-----------|
| Commercial tax base as it appears on the annual tax roll | 25.11%    | 24.33%    |
| Number (#) of business licenses                          | 572       | 587       |



# Public Safety

GOAL: Enhance public safety and security.

| OBJECTIVES  | STRATEGIES/INITIATIVES  | STATUS    | FY 2012-13 UPDATE   |
|---|---|-----------|---|
| Reduce traffic accidents by 15%, by October 2015.                             | Install and implement red light cameras.  | Completed | The Red Light Camera System has been operational since 01/09/2012 and consists of 5 installations on NW 36 St. Several additional installations are under consideration.  |
| Reduce property crimes by 10%, by October 2015.                               | Install a City-wide video surveillance system.  | Pending   | Due to cost considerations, this project has been delayed pending research for a cost effective system  |
| Increase communication and positive interaction between Police and residents. | Deploy a pro-active crime prevention/detection system.  | On going  | During FY 11/12, a 2 man proactive crime prevention team was deployed and has been very effective in apprehending suspects and preventing criminal activity within the City   |
| Expand Police Personnel development and education programs.                   | Expand public education via various media and outreach programs.  | On going  | The Police Department is currently interfacing with the community through the use of the local newspapers/press releases, the interactive police website and the Crimewatch program   |
|   | Improve Police/resident communication through social media, cellular applications and information systems.              | Pending   | Currently on hold, pending the resolution of legal / public record issues.  |
|   | Increase the use of cutting-edge technology to improve the efficiency of crime prevention, detection and investigation. | On going  | The following were initiated during the past fiscal year: 1) Initiated a connection with the County-wide "Automated Arrest Form System" 2) LiceScan software, 3) Fully automated submission of Police crash reports to DHSMV, and 4) Established connectivity to the Miami Dade Police Photo file database. |
|   | Enhance educational and professional development incentives for Police personnel.                                       | On going  | The Police Department is currently selecting candidates to attend upper management level training, including the Southern Police Institute and The FBI National Academy. This is to insure a smooth leadership transition as the current administration retires from service over the next 5 years.         |

| Performance Indicators:   | PROJECTED   |             |
|---|-------------|-------------|
|   | FY2011-12   | FY2012-13   |
| Number (#) of traffic accidents   | 404         | 380 (-5%)   |
| Number (#) of police reports filed involving crimes                           | 914         | 896 (-2%)   |
| Satisfaction survey responses   | 0           | 1           |
| Number (#) of college degrees obtained and completions of in-service training | 0 CD/23 IST | 2 CD/30 IST |

Attachment b

# City of Miami Springs



## Strategic Plan

2012-2017

Prepared By: Bill Busutil

January 2012

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## Preamble

Through the participation of our residents and business owners, the City of Miami Springs has completed and we, the City Council, hereby adopt this 2012-2017 Strategic Plan as a blueprint for continued progress toward the realization of our vision. In addition, we pledge that any ordinances or resolutions passed by this Council will be consistent with the concepts, goals and priorities represented in this Strategic Plan.

# Mission Statement

Our mission is to protect the health, welfare and safety of our residents, property owners, business owners and visitors, by delivering quality services at a reasonable cost, in a personalized manner.

## Our Vision for Miami Springs

*In five years...*

- Our beautiful residential ambiance will be even more striking than it is today.
- Our tax base will be strengthened and diversified, while our taxes are further reduced through targeted commercial development and annexation.
- Both the quality and level of municipal services we provide will be enhanced in a fiscally responsible manner.
- Miami Springs will be viewed both as the preferred community in which to live and raise a family, and as a choice destination for businesses and visitors.

Our mission is a clear, concise statement of the overall purpose of Miami Springs' City Government. It also describes what the City must aspire to achieve every day.

Our five year vision briefly describes “where” we want our community to be five years from now.

Taken together, the five year vision and mission serve as the primary steering mechanism for growth and development, and form the framework for prioritizing the delivery of municipal services for the next five years.

## Core Values

The City Government's core values represent our most basic beliefs. They define what we stand for, and serve as the foundation for the design of our Strategic Plan.

- Every resident, property owner and business owner is valued equally.
- Diversity and tolerance are valued and encouraged.
- Innovation is encouraged.
- We must have the courage to take on important projects, even when confronted with risk or pessimism.
- We encourage regional approaches to large scale problems and opportunities, mindful of the well being of our neighbors outside of Miami Springs.
- We demand an uncompromising commitment to high quality public services.
- We demand principled leadership.
- We demand honest, responsive governance.
- We practice transparent, responsible financial management.
- We demand excellent, ethical City management.

## **Strategic Plan Structure**

This strategic plan contains five strategic areas: Public Safety, Economic Development, Municipal Service Delivery, Financial Management and Communication.

The City of Miami Springs must achieve outstanding results in each strategic area in order to realize our vision and achieve our mission.

Each strategic area contains one or more goals. Each goal is supported by one or more measurable objectives, strategies or initiatives, and key performance indicators.

The measurable objectives describe specific achievements designed to ensure the successful accomplishment of their related goals.

Each goal is also supported by a set of strategies and/or initiatives, which describe “how” the goals will be achieved.

The final component of each strategic area is a set of key performance indicators that will be tracked on an ongoing basis to monitor progress toward the achievement of the goals and objectives.

## **Public Safety**

Ensuring our residents' public safety is our most important municipal service. Miami Springs has enjoyed a long standing tradition of exceptionally low crime rates and safe streets. This strategic area focuses on enhancing the proactive capabilities of the Police Department to further reduce crime and improve traffic safety.

### **Goal**

Enhance public safety and security.

### **Objectives**

- Reduce traffic accidents by 15%, by October 2015.
- Reduce property crimes by 10%, by October 2015.
- Increase communication and positive interaction between Police and residents.
- Expand Police Personnel development and education programs.

### **Strategies/Initiatives**

- Install and implement red light cameras.
- Install a City-wide video surveillance system.
- Deploy a pro-active crime prevention/detection system.
- Expand public education via various media and outreach programs.
- Improve Police/resident communication through social media, cellular applications and information systems.
- Increase the use of cutting-edge technology to improve the efficiency of crime prevention, detection and investigation.
- Enhance educational and professional development incentives for Police personnel.



## Key Performance Indicators

- Number (#) of traffic accidents
- Number (#) of police reports filed involving crimes
- Satisfaction survey responses
- Number (#) of college degrees obtained and completions of in-service training

## **Economic Development**

Economic development is a critical priority for the City of Miami Springs during the next five years. Prudent commercial development, along with targeted annexation will enable us to increase revenue while simultaneously lowering the tax burden on our residents.

### **Goal**

Strengthen and diversify the tax base.

### **Objective**

Increase the current 20% ratio of commercial tax revenue to total tax revenue to 25%, by October 2016.

### **Strategies/Initiatives**

- Establish development guidelines that encourage business investment along N.W. 36<sup>th</sup> Street and the downtown business district.
- Expand marketing efforts to attract new businesses to the City.
- Work closely with the Beacon Council, Miami International Airport and the Port of Miami to facilitate business investment in the City.
- Re-establish communication with the County to pursue annexation.
- Work with Virginia Gardens to explore the feasibility of a targeted commercial redevelopment initiative at the intersection of N.W. 36<sup>th</sup> Street and Curtiss Parkway. This initiative would include the entry way to both Cities.
- Encourage additional development of public access from the north side of commercial buildings along N.W. 36<sup>th</sup> Street.
- To encourage business investment in the City, develop financial and logistical incentives, which may include:
  - reduced permit fees as appropriate, on a case by case basis
  - expedited plan review and permit processing, and
  - other financial incentives.
- Improve teamwork between the City, civic organizations, business owners and commercial property owners.

- Provide an economic development plan for the City that supports this strategic plan.
- Explore the feasibility of implementing other creative measures that would foster commercial development, which may include:
  - making use of air rights and transfer of development rights, and
  - expanding permissible color selections for commercial buildings.

### **Key Performance Indicators**

- Commercial tax base as it appears on the annual tax roll
- Number (#) of business licenses

# **Municipal Service Delivery (Public Works, Recreation, Golf and Senior Services)**

Miami Springs' residents have enjoyed outstanding municipal services throughout the years. Our community's exceptional residential ambiance and recreation programs are directly attributable to the quality of those services. We are committed to maintaining and/or enhancing both the quality and level(s) of municipal services provided to our residents during the next five years.

## **Goal #1**

Maintain the high standards of municipal services that support the ambiance of our neighborhoods.

## **Objectives**

- Continue to receive the annual Tree City U.S.A. and Growth awards.
- Increase community awareness of municipal services through all public media (see the "Communication" strategic area for more details).

## **Strategies/Initiatives**

- Obtain public input to determine general maintenance priorities of City-owned property, including: sidewalks, buildings, street lights, fields, landscapes, alleys, etc.
- Implement appropriate changes to maintenance priorities.

## **Key Performance Indicators**

- Annual Tree City U.S.A. and Growth awards
- Results of an annual resident satisfaction survey

## **Municipal Service Delivery...Continued**

### **Goal#2**

Expand recreational and leisure services for residents of all ages and needs.

### **Objectives**

- Increase selected program offerings by 5%, by October 2013.
- Increase participation by youth, adults and seniors in selected programs by 5%, by October 2013.

### **Strategies/Initiatives**

- Obtain public input to establish priorities for program offerings.
- Implement appropriate changes to program offerings.
- Revisit and explore the feasibility of redesigning the golf course in a way that would “free up” unused land on the property for other recreational purposes.

### **Key Performance Indicators**

- Number(#) and/or level(s) of program offerings
- Participation levels for youth, adults and seniors

## **Financial Management**

As guardians of the Public Trust, we are fully committed to sustaining the City's financial well being, and making prudent, conservative financial decisions that are in the best long term interest of our community.

### **Goal**

Guard the Public Trust with consistent, sound financial management practices.

### **Objectives**

- Obtain a clean audit opinion on the City's Comprehensive Annual Financial Report (CAFR) every year.
- Receive the G.F.O.A. excellence award for financial presentation every year.
- Receive the G.F.O.A. excellence award for budget presentation every year.
- Maintain the City's required reserves of 25 percent of budgeted expenditures.

### **Strategies/Initiatives**

- Ensure the financial health and stability of the City.
- Strictly adhere to all G.F.O.A. guidelines for financial and budget presentation.
- Re-establish a line of credit for catastrophic emergencies.
- Search for additional sources of grant funding.
- Develop a Capital Improvement Plan that supports this strategic plan.

### **Key Performance Indicators**

- Annual Audit Opinion
- Annual G.F.O.A. excellence awards for financial and budget presentation
- Ratio of reserves to budgeted expenditures

## **Communication**

Effective communication with residents is the hallmark of participative local governance. We will continue to improve the methods by which we communicate with our residents, and provide them with every opportunity to share their ideas and opinions at Council meetings and other public forums.

### **Goal**

Continue to improve communication with our residents.

### **Objective**

Achieve a minimum 90% customer satisfaction score on the City's ability to communicate effectively with its residents regarding upcoming, important City matters.

### **Strategies/Initiatives**

- Continue to improve all cost effective communication methods, including, but not limited to:
  - Channel 77
  - City Website
  - Twitter
  - Circle Bulletin Board
  - River Cities Gazette
  
- Conduct an annual resident satisfaction telephone survey with a random sample of residents and business owners.
  
- Facilitate two community forums per year. These forums would be designed to provide progress updates to our residents and business owners on the goals and objectives of the strategic plan, and receive community input on how to achieve them.

### **Key Performance Indicator**

Results of an annual resident satisfaction survey on the level of customer satisfaction regarding the City's ability to communicate effectively with its residents

## Acknowledgements

This strategic plan was developed in large part, on the basis of valuable input we received at several community forums facilitated with residents and business owners. We thank them for their active participation and excellent ideas.

There were some additional suggestions that emerged during the community forums and other work sessions. These suggestions would have significant policy implications for the City if implemented, but did not fit directly into any of the strategic areas in the plan. They are listed in the Appendix of this document.

We are committed to the successful implementation of our Strategic Plan. We embrace all of the plan's goals and objectives, and assume full responsibility for achieving them.



# Appendix

## **Additional Suggestions Emerging from the Community Forums and other Work Sessions**

- Implement four-year, staggered terms of office for the Mayor and Council Members.
- Let citizens vote on important changes.
- Give better direction to Boards appointed by Council.
- Consult with other successful cities on important issues affecting the strategic plan.
- Improve teamwork between CMI and the Historical Society.



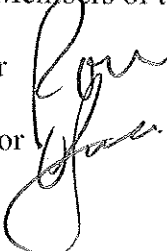
**CITY OF MIAMI SPRINGS**  
Recreation Department  
1401 Westward Drive  
Miami Springs, FL 33166-5259  
Phone: (305) 805-5075  
Fax: (305) 805-5077


Agenda Item No.

City Council Meeting of:

04-08-2013

**TO:** Honorable Mayor Garcia and Members of the City Council

**VIA:** Ronald Gorland, City Manager 

**FROM:** Omar Luna, Recreation Director 

**DATE:** April 3, 2013

**RE:** **POOL RENOVATION/REPAIRS UPDATE – PROCESS TO DETERMINE ASSESSMENT AND RECOMMENDATION OF POOL CONDITION- SKIP REED**

Since our last update on March 25, 2013 we have met with Skip Reed, Building Official at length to discuss some alternatives for the pool project. At this point his involvement is crucial to the project.

To date we have accomplished the following:

- 1) Spoken with several firms/individuals regarding interior pool repairs
- 2) Determined that x-raying and Ground penetrating Radar (GPR), thought to be non-invasive methods will not provide the information needed and at this time are not recommended.
- 3) Obtained an expert opinion from YH Engineering, Inc. that the City should investigate the possibility of a new pool complex.
- 4) We learned that the deck is potentially a bigger problem than the pool itself.
- 5) Skip Reed, Building Official has scheduled for us to meet, beginning next Tuesday, with 7 different firms to provide technical expertise regarding their professional recommendation of how to proceed (Ex. Drain pool, deck and pool assessment, sample testing, etc.)
- 6) A recommendation to City Administration and Council on how to proceed is expected for the May 13<sup>th</sup> Council meeting.

**City of Miami Springs**



**Code Compliance  
Presentation**

**CITY COUNCIL  
April 2013**

**Code Compliance  
Current State  
(STAFFING)**

**One Full Time  
Code Compliance Officer**

**One Part Time  
Code Compliance Officer**

**One Open Position for  
PT CC Officer**

**100% TURNOVER OF  
ALL OFFICE  
PERSONNEL  
(BUILDING SPECIALISTS)  
IN LAST 18 MONTHS.**

**JANUARY 2012-DECEMBER 2012  
1,797 NEW CC CASES**

**562 CASES WERE NON CODE  
VIOLATIONS  
122 WERE CRO'S**

**10 WERE COMM'L  
(.81%)**

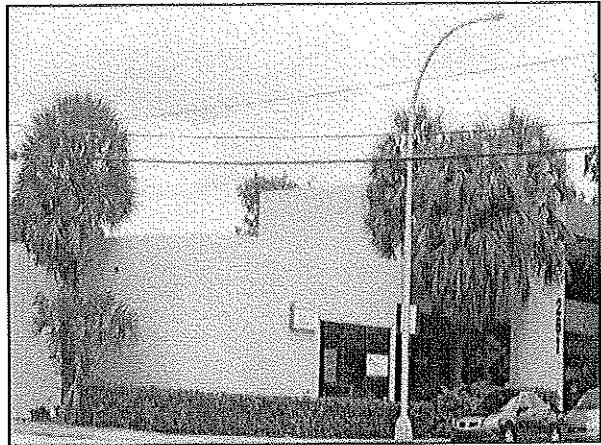
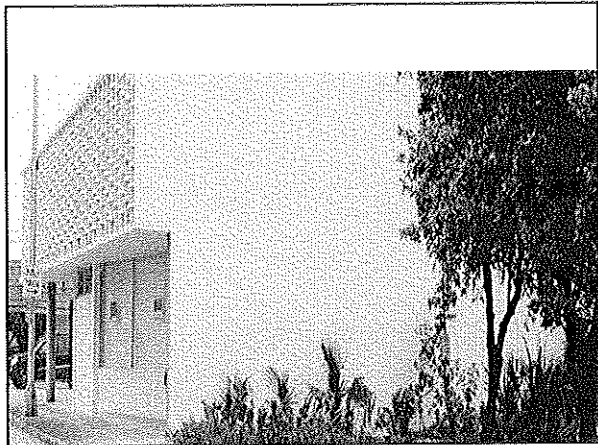
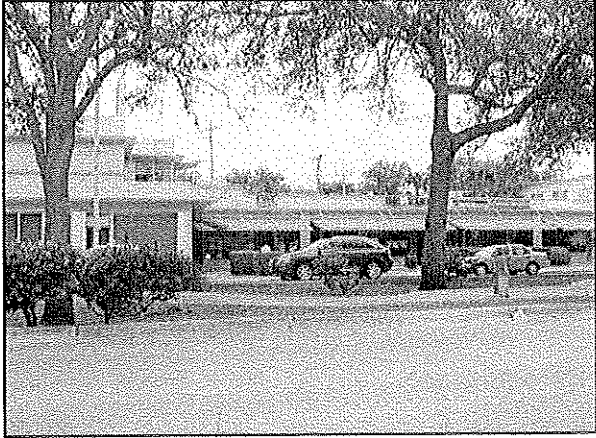
**JANUARY 1, 2013 TO PRESENT**

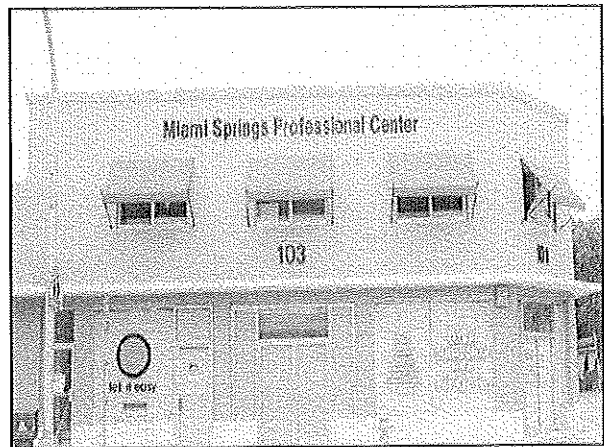
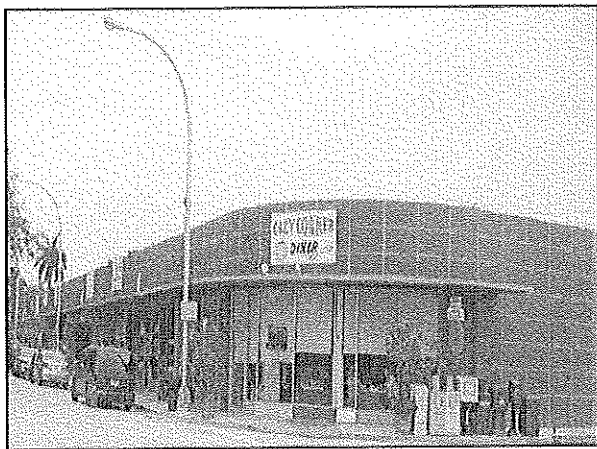
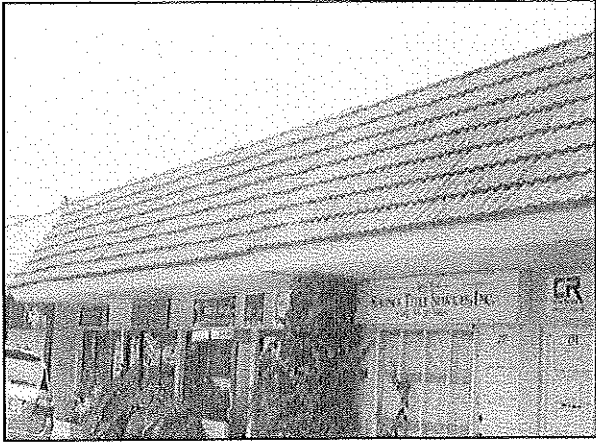
**419 CASES  
147 WERE NON CODE  
VIOLATIONS  
30 WERE CRO'S  
4 WERE COMM'L  
(1.5%)**

**OUR CURRENT FOCUS:**

- 1-RESIDENTIAL SWEEPS**
- 2-COMPLAINT RESPONSE**

**SOME SUCCESS CASES  
COMMERCIAL SECTOR  
COLOR PALETTE**





THE PROCESS  
TWO TYPES OF VIOLATION

CIVIL INFRACTIONS  
STEP 1-NOTICE TO CORRECT OR  
TICKET  
STEP 2-TICKET  
STEP 3-CE BOARD

CIVIL INFRACTIONS  
EXAMPLES:  
REC VEHICLES  
INOPERABLE VEHICLES  
COMMERCIAL VEHICLES  
TREE PRUNING  
WORK WITHOUT PERMIT  
BUSINESS WITHOUT LICENSE  
SAFETY/SANITARY VIOLATIONS

NORMAL VIOLATIONS  
STEP 1-COURTESY NOTICE  
STEP 2-NOTICE OF VIOLATION  
STEP 3-CE BOARD



**NORMAL VIOLATIONS**

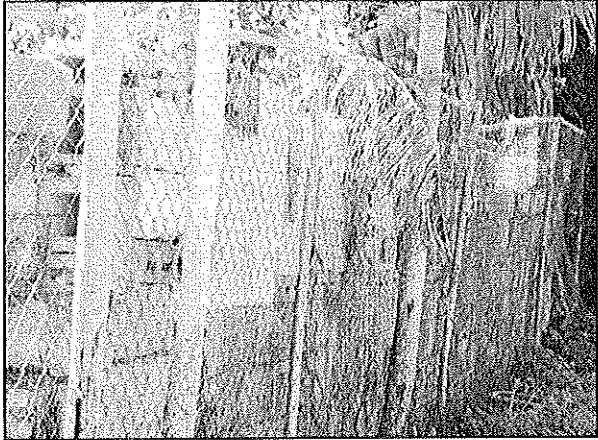
**EXAMPLES:**

**MAINTENANCE OF PROPERTY  
(PAINTING, CLEANING)  
NOISE  
IMPROPER TRASH DISPOSAL  
IMPROPER PLANTINGS**

**CURRENT SWEEP  
EXCESS MATERIAL ON  
PROPERTY**

**EXAMPLES**





**CODE REVIEWS PENDING**

- \* COMMERCIAL VEHICLES
- \* SIGNS
- \* FEEDING OF ANIMALS (NEW CODE)
- \* NOISE
- \* DUMPSTER ENCLOSURES
- \* TRASH PICKUP REGULATIONS
- \* WALL MURAL REGULATIONS

**NEW CITY COUNCIL  
THANK YOU VERY MUCH  
FOR YOUR SUPPORT!**






**CITY OF MIAMI SPRINGS**  
City Manager  
201 Westward Drive  
Miami Springs, FL 33166-5259  
Phone: (305) 805-5010  
Fax: (305) 805-5040

Agenda Item No. 9G

City Council Meeting of:

04-08-2013

**TO:** Honorable Mayor Garcia and Members of the City Council  
**FROM:** Ron Gorland, City Manager   
**DATE:** April 4, 2013  
**Subject:** Paperless Agenda Implementation

Per attached minutes regarding subject, everything that's needed to accomplish subject is now in place and well tested. However, the final piece that's required to complete implementation of our paperless agenda is to select the hardware and software that each us sitting up here will be using. The hardware/software configuration as recommended by other cities that went paperless, and used by us to date for testing, which has worked extremely well, is an iPad with Adobe Reader (the cost of which was previously approved by Council). Our recommendation is to move forward with this configuration over the next two weeks with a target of outfitting and training each person up here so that our next meeting can be paperless (or at least a transitional paper to paperless meeting).

Excerpts: 11-19-2012 CCRM

**3A) Paperless Agenda i-Pad Instructions by I. T. Director Jorge Fonseca**

I. T. Director Jorge Fonseca explained that before the meeting he gave a short demonstration on the iPad to show Council the new paperless agenda. The City Clerk's Office is doing a great job with quickly learning how to optimize the pdf files.

Mayor Garcia stated that the paperless agenda is going to be easier for everyone including the residents and if the residents still want a hard paper copy it will be available. The paperless agenda will save the City money and in turn save the residents money as well.

City Manager Gorland said that he plans to run the paperless agenda parallel with the normal agenda process for a couple of months until Council is ready to make a full commitment.

Excerpts: 08-06-2012 CCWM

IV. City Council

Assistant City Manager/Finance Director Alonso stated that the City Council budget was reduced to approximately 3.4% from last year and the budget is \$110,431. He pointed out that the \$12,000 under rentals and leases is for the museum and Council has received a request from Mr. Snook for \$18,000 for next year but what is in the budget right now is \$12,000. Under Promotions, \$25,000 is broken down into circle events, Springs River Festival, Stafford golf tournament, Police appreciation dinner and employee holiday luncheon.

Mayor Garcia commented that it was agreed that the description for circle events was going to be changed to City events so that the funds could be used for events throughout the City.

Assistant City Manager/Finance Director Alonso said that the \$5,400 under operating supplies is for i-Pads for the paperless agendas. The budget is approximately \$3,900 less than the prior year.

# CITY OF MIAMI SPRINGS



Agenda Item No. 9 H

City Council Meeting of:

04-08-2013

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

TO: MAYOR ZAVIER GARCIA AND MEMBERS OF THE CITY COUNCIL  
VIA: RON GORLAND, CITY MANAGER  
FR: WILLIAM ALONSO, ASSISTANT CITY MANAGER/ FINANCE DIRECTOR  
DATE: APRIL 7, 2012  
SUBJECT: CAPITAL EXPENDITURE OVER THE NEXT 5-10 YEARS

In order to prepare for the upcoming budget season, we requested that our Department Heads review their operations and provide us with a listing of critical infrastructure needs as well as non-critical (wish list) items.

We are providing Council with a departmental report showing the critical capital requirements expected over the next 5-10 years, as reported to us by the individual Department Heads (attachment B). We have also provided a non-critical "wish list" column showing items that are not critical needs but would enhance both the esthetics of our City as well as improving services to our residents.

We are also providing Council with an updated report showing the fund balance designations as approved by the previous Council (attachment A). These designations can be changed or adjusted by Council majority vote at any time during the fiscal year.

Attachment C is the proposed schedule for this year's budget process, we will kickoff on May 14<sup>th</sup> with the Departments, workshops are scheduled for Aug. 5<sup>th</sup> and 19<sup>th</sup>.

We hope this information will be useful to Council as we move along with our budget workshops during August 2013.

**CITY OF MIAMI SPRINGS  
PROPOSED GENERAL FUND BALANCE DESIGNATIONS  
PROJECTED FISCAL YEAR 2012-2013**

| <u>DESIGNATION</u>                           | <u>Actual</u>                      | <u>FY2012-13</u> |  | <u>Projected</u>                   |
|--|------------------------------------|------------------|--|------------------------------------|
|  | <u>Balance</u><br><u>9/30/2012</u> | <u>Additions</u> | <u>Reductions</u>                                      | <u>Balance</u><br><u>9/30/2013</u> |
| Country Club Roof                            | 60,120                             | -                | 60,120   | -                                  |
| Storage Tank-DERM project at the golf course | 25,760                             | -                | 21,800   | 3,960                              |
| Westward Median                              | 3,000                              | -                | 3,000  | -                                  |
| Contingency-Hurricane Costs                  | 500,000                            | -                | -  | 500,000                            |
| Pool improvements                            | 258,542                            | -                | 8,000  | 250,542                            |
| Total proposed designations                  | \$ 847,422                         | \$ -             | \$ -   | \$ 754,502                         |
| Encumbrances appropriated FY2013             | \$ 86,325                          | \$ -             | -  | \$ 86,325                          |
| Total Available Fund Balance                 | <u>4,394,465</u>                   | <u>-</u>         | <u>92,920</u>  | <u>4,301,545</u>                   |
| Unrestricted, Undesignated fund Balance      | <u>3,460,718</u>                   |                  |  | <u>3,460,718</u>                   |
|  |                                    |                  | 25% of FY12-13 Budgeted expenditures.....              | \$ 3,460,718                       |
|  |                                    |                  | <b>Excess(deficit) funds available for designation</b> | <b>\$ (0)</b>                      |

Approved by Council at the November 19, 2012 meeting.



**Attachment B**

**CITY OF MIAMI SPRINGS  
CAPITAL IMPROVEMENT PLAN (5-10 YEARS)  
MAJOR COST ITEMS REQUIRING DESIGNATION OF RESERVES  
(DOES NOT INCLUDE ANNEXATION AREAS)**

|  | <u>Must Do</u>   | <u>Wish List</u>    |
|--|------------------|---------------------|
| <b>GOLF COURSE</b>   |                  |                     |
| Cart Barn  | 300,000          | Within next 5 years |
| T-Boxes  |                  | 180,000             |
| Renovate sand bunkers                                      |                  | 30,000              |
| New restrooms  |                  | 40,000              |
| Fairway grass replacement                                  | 250,000          | Within next 5 years |
| <b>Police</b>  |                  |                     |
| New Local Frequency Radio repeater                         | 50,000           | Within next 5 years |
| New PSA Light Pickup Truck                                 | 25,000           | Within next 5 years |
| New PSA Hybrid Vehicle                                     | 30,000           | Within next 5 years |
| New Police Building  |                  | 2,500,000           |
| <b>Information Technology</b>                              |                  |                     |
| Exchange SVR Redundancy                                    | 6,000            | Within next 5 years |
| API Storage Server replacement - Optiview document imaging | 10,000           | Within next 5 years |
| <b>RECREATION</b>  |                  |                     |
| Tennis Courts at the Golf Course                           |                  | 550,000             |
| New Water Park   |                  | 3,500,000           |
| Prince Field Lighting Project                              | 130,000          | Within next 5 years |
| New truck  | 20,000           | Within next 5 years |
| Premier Fence at Prince Field                              | 30,000           | Within next 5 years |
| Replace Playground Surface at Prince/Pdove                 | 10,000           | Within next 5 years |
| Replace Bleacher at Prince with Shade Structure            |                  | -                   |
| Replace Mounds at Prince Field                             |                  | 3,400               |
| Shade Structures at Stafford for new and existing          |                  | -                   |
| Replace Vita Course at Stafford Park                       |                  | 100,000             |
| Repave Vita Course Track                                   | 40,000           | Within next 5 years |
| Vita Course Lighs  |                  | -                   |
| 5 Tier bleachers for Community Center                      |                  | -                   |
| Laser Grade and Clay to Ballfields                         | 30,000           | Within next 5 years |
| New Park Benches, Trash Receptacles and Picnic             |                  | 20,000              |
| Community Center paint                                     | 50,000           | Within next 5 years |
| Re-sod Prince and Stafford Fields                          |                  | 300,000             |
| Re-Paint Concession Stands at Stafford and PD              |                  | 30,000              |
| Replace Playground at Prince Field                         | 175,000          | Within next 5 years |
| Resurface and Repaint Gym Floor w/ City Logo               |                  | 20,000              |
| Resurface Gym Floor  |                  | 25,000              |
| Replace Playground at Peavy Dove                           | 50,000           | Within next 5 years |
| Tables/Trash Receptacles at Dog Park and Tennis            |                  | 35,000              |
| 10 Neighborhood Pocket Parks                               |                  | 150,000             |
| <b>PUBLIC WORKS</b>  |                  |                     |
| Replace 10 Interior Lamps On Main Circle                   | 15,900           | WITHIN 12 MONTHS    |
| Re-piping of galvanizes water lines at City hall           | 75,000           | WITHIN 12 MONTHS    |
| Re-building the gazebo on the Circle possibly in concrete  | 15,000           | WAIT 1-5 YEARS      |
| Curbing around the Circle                                  | 35,000           | WAIT 1-3 YEARS      |
| Re-roofing main Building at Public Works                   | 40,000           | WAIT 4 YEARS        |
| Re-roof City Hall  | 40,000           | WAIT 4 YEARS        |
| Replace three A/C units at the Country Club                | 25,000           | WITHIN 24 MONTHS    |
| Decorative street lights-Westward-esplanade                |                  | ???                 |
| Decorative street lights-Circle-hook Square area           |                  | ???                 |
| Electrical for Circle (underground wiring)                 |                  | ???                 |
| <b>ELDERLY SERVICES</b>                                    |                  |                     |
| Bldg Addition & Replacement of Sliding Glass Walls         |                  | 400,000             |
| New Bus  | 40,000           | Within next 5 years |
| <b>TOTAL</b>   | <b>1,491,900</b> | <b>7,883,400</b>    |

**Budget Calendar**

**FY 2013-2014 Budget Development Process & Tentative Timetable**

| DATE  | ACTIVITY  |
|---|---|
| May 14, 2013  | City Manager holds initial budget preparation meeting with department heads & staff to distribute the FY2012-2013 budget workbooks. Council Chambers  |
| June 3, 2013  | Last day for departments to submit their FY2012-2013 budget request package including base, "wish-list" items, and revenue enhancement efforts or projects<br>City receives preliminary taxable assessment for FY2012-13 from Property Appraiser.                       |
| June 5, 2013 thru<br>June 7, 2013                           | Finance Department to review individual department budget submissions, meeting with Departments to fine tune and adjust submissions   |
| June 11, 2013 thru<br>June 13, 2013                         | 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, 2013  | City Manager's Office receives the <i>2012 Certification of Taxable Values (DR-420)</i> from Miami-Dade County's Property Appraiser's office; simultaneously, the Miami Springs Finance Department prepares adjustments to city-wide budget presentation                |
| Thursday, July 25,<br>2013                                  | Miami Springs City Council meets in special session to propose a tentative ad valorem property tax millage levels for operating & debt service for FY2012-2013  |
| July 30, 2013   | Finance Department advises City Manager of proposed funding levels - making determination and recommends (if necessary) any budgetary cuts or adjustments<br>Proposed ad valorem millage rates on Form DR-420 sent to Miami Dade County Tax Collector                   |
| July 31, 2013 thru<br>August 2nd, 2013                      | Manager and Finance Director meet with individual Councilmembers to discuss and distribute the FY2012-13 Proposed Budget  |
| August 5th and<br>19 <sup>th</sup> , 2013                   | 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 FY2012-2013 - all tentative and to be scheduled by Council               |
| On or about August<br>23, 2013                              | <i>County Property Appraiser's Office mails out notices of proposed tax bills to all property owners in Miami Springs</i>   |
| On or about<br>September 7, 2013                            | <i>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</i>   |
| Monday, September<br>9th, 2013                              | 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 - 2012-2013  |
| <i>Within 15 days of<br/>1st hearing, Sept<br/>24, 2013</i> | <i>Advertise the tentative millage and budgets; date, time and location for second public hearing in designated papers - <u>Daily Business Review</u> and <u>Rivers Cities Gazette</u></i>  |
| Monday Sept 23,<br>2013                                     | Second of two public hearings on the FY2012-2013 operating budgets held at which point Council adopts the final millage rate and corresponding budgets  |
| Within 3 days of 2nd<br>hearing Wednesday<br>Sept. 25, 2013 | 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<br>the final hearing                      | City submits <i>Certificate of Compliance [DR-487]</i> to the Florida Department of Revenue in Tallahassee - confirming that the City was in compliance with Truth-in-Millage rules.<br><i>Adopted Budget posted online at City website within 30 days of adoption.</i> |

# CITY OF MIAMI SPRINGS



Agenda Item No.

City Council Meeting of:

04-08-2013

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

TO: MAYOR ZAVIER GARCIA AND MEMBERS OF THE CITY COUNCIL  
VIA: RON GORLAND, CITY MANAGER   
FR: WILLIAM ALONSO, ASSISTANT CITY MANAGER/ FINANCE DIRECTOR   
DATE: APRIL 7, 2012  
SUBJECT: AFFORDABLE CARE ACT AND ITS EFFECTS ON THE CITY'S BUDGET

In order to prepare for the upcoming budget season, we requested that our Health Benefits Consultant, Mr. Bob Shafer, conduct a presentation on Thursday April 4, 2013 to all Department Heads regarding the upcoming changes to health care taking effect on January 1, 2014.

We are attaching a fact sheet and key terms sheet that provide a wide overview of the new law. The following are the key areas that will likely affect our City for FY2013-14:

1. All part time employees will be limited to 29 hours weekly, if an employee works more than 29 hours the City will be required to offer them health insurance coverage.
2. It is expected that the Aetna renewal rate for next fiscal year will be at a minimum a 15-20% increase.
3. Medicare payroll deductions which are now 1.45% will increase to 2.35% beginning January 1, 2014. This means employees will have lower take home pay and the City which matches the rate will also pay 2.35%.

There are other requirements to the new law, however those are not expected to affect us in any significant manner other than administrative work.

As we receive more information we will certainly share it with Council since we need to determine the additional costs for the upcoming budget process.

# What the Affordable Care Act (ACA) Means for Workers: A Fact Sheet

Want more ACA info?  
Visit [www.ifebp.org/acacentral](http://www.ifebp.org/acacentral).

## The goal of the Affordable Care Act (ACA) is to increase access to health care for all Americans.

As of January 1, 2014, ACA:

- Requires most **individuals** to have minimum essential **health coverage** or pay a penalty.
- Establishes **health insurance exchanges** (also called marketplaces) in each state to allow individuals without employer health coverage to purchase their own insurance.
- Provides tax credits (**subsidies**) for low-income individuals to pay for coverage through the health insurance exchange.
- Requires **employers** with 50 or more employees to pay a penalty if they do not provide **affordable coverage** of minimum value to full-time employees.
- Expands health coverage for adult **children to age 26** on their parents' plan.
- Requires coverage of **preventive services** with no cost sharing such as copays and deductibles.\*
- Broadens an individual's **choice of doctors**.\*
- Prevents health plans from denying or charging more for coverage because of an individual's **preexisting condition**.
- Limits **waiting periods** on health plans to no more than 90 days.
- Eliminates **lifetime and annual limits** for essential health benefits.
- Prevents health plans from **dropping an eligible individual's coverage** except in cases of fraud.
- Broadens the **appeal process** for health coverage determinations and claims.\*
- Requires health plans to provide a **summary of benefits and coverage** offered, including examples and a glossary of terms commonly used in health insurance.
- Allows health plans to increase **wellness incentives** from 20% to 30% of plan costs (or up to 50% if appropriate).
- Disallows reimbursement for **over-the-counter (OTC) drugs** from health savings accounts (HSAs), health reimbursement arrangements (HRAs) and health flexible spending accounts (FSAs).
- Limits to **\$2,500** the amount of money an individual can contribute to a **health FSA**.
- Increases the **Medicare payroll tax** for high-income individuals.
- Requires employers to report the cost of an individual's health care coverage on their **W-2 form**.

\*Does not apply to grandfathered plans (health plans in existence on or before March 23, 2010 that have not significantly reduced benefits or increased participant costs).

*Note: This fact sheet highlights the main provisions of ACA that affect American workers. The law contains other provisions affecting Medicare, insurance companies, employers and plan sponsors, and the health care industry. For more information, see [www.healthcare.gov](http://www.healthcare.gov).*

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pdf/213

# Key ACA Terms

A quick reference of frequently used terms

## **Accountable Care Organization (ACO)**

A group of health care providers that give coordinated care and chronic disease management, thereby improving the quality of care received by patients. The organization's payment is tied to achieving health care quality goals and outcomes that result in cost savings.

## **Affordable Health Care**

Health care coverage is defined as affordable if the participant's cost for self-only coverage does not exceed 9.5% of the participant's household income.

## **Annual Limit**

A cap on the benefits an insurance company will pay in a year in a particular health insurance plan. This cap is sometimes placed on particular services such as prescriptions or hospitalizations. An annual limit may be placed on the dollar amount of covered services or on the number of visits that will be covered for a particular service. After an annual limit is reached, all associated health care costs for the rest of the year are paid by the individual covered by the insurance. ACA provisions prohibit most annual limits on essential health benefits as of January 1, 2014.

## **Automatic Enrollment**

The process by which an employer signs up all eligible workers for a benefit plan unless the worker tells the employer otherwise during the enrollment period.

## **Cadillac Tax**

See "High-Cost Excise Tax."

## **Comparative Clinical Effectiveness Research Fee**

See "Patient-Centered Outcomes Research Institute (PCORI) Fee."

## **Consumer Operated and Oriented Plan (CO-OP)**

A qualified health plan sold through the exchanges by customer-governed, nonprofit organizations.

## **Early Retirement Reinsurance Program (ERRP)**

A temporary reinsurance program to provide financial assistance to employers, unions, and state and local governments to help them maintain coverage for early retirees aged 55 and older who are not yet eligible for Medicare.

## **Employer Mandate or Responsibility**

Starting in 2014, if an employer with at least 50 full-time equivalent employees doesn't provide affordable health insurance and a worker uses a tax credit (subsidy) to help pay for insurance through an exchange, the employer must pay a fee to help cover the cost of the tax credits.

## **Essential Health Benefits**

The ACA requires that health plans sold in the individual and small group markets, both inside and outside of the exchanges, offer a comprehensive package of items and services, known as essential health benefits. Essential health benefits must include items and services within at least the following ten categories: ambulatory patient services; emergency services; hospitalization; maternity and newborn care; mental health and substance use disorder services, including behavioral health treatment; prescription drugs; rehabilitative and habilitative services and devices; laboratory services; preventive and wellness services and chronic disease management; and pediatric services, including oral and vision care.

## **Federal Poverty Level (FPL)**

A measure of income level issued annually by the Department of Health and Human Services. The federal poverty level is used to determine an individual's eligibility for certain programs and benefits, including subsidies that can be used to buy health coverage through the exchanges.

## **Full-Time Employee (FTE)**

An individual who is employed on average at least 30 hours per week in any month or has worked a total of 130 hours in the month.

## **Grandfathered Health Plan**

A group health plan that was created—or an individual health insurance policy that was purchased—on or before March 23, 2010. A grandfathered plan is exempted from many changes required under ACA. A plan or policy may lose its "grandfathered" status if it makes certain significant changes that reduce benefits or increase costs to those covered. A health plan must disclose in its plan materials whether it considers itself to be a grandfathered plan and must also advise individuals how to contact the Department of Labor or the Department of Health and Human Services with questions.

## **Health Insurance Exchange or Marketplace**

A new insurance marketplace in each state, designed to be transparent and competitive, where individuals and small businesses can buy affordable and qualified health benefit plans. An exchange will offer individuals a choice of health plans that meet certain benefits and cost standards.

## **High-Cost Excise Tax**

Starting in 2018, a 40% excise tax on health plans with values exceeding a specified threshold. The thresholds are \$10,200 for individual coverage and \$27,500 for family coverage (indexed to inflation). The excise tax will be assessed on the amount that exceeds the threshold, not on the whole value of coverage. Also known as the "Cadillac tax."

## **Individual Mandate or Responsibility**

Starting in 2014, most individuals must be enrolled in a health insurance plan that meets basic minimum standards or pay a penalty.

### **Lifetime Maximum Limit**

A cap on the total maximum amount an insurer will pay for all eligible medical expenses that an individual incurs while insured under the health insurance policy. An insurance company may impose a total lifetime dollar limit on benefits (like a \$1 million lifetime cap) or limits on specific benefits (like a \$200,000 lifetime cap on organ transplants or one gastric bypass per lifetime) or a combination of the two. ACA provisions prohibit lifetime limits on essential health benefits.

### **Medical Loss Ratio (MLR)**

The percentage of premium dollars spent on direct care for patients and efforts to improve health care quality, as opposed to administrative costs or profits. ACA sets minimum medical loss ratios for different markets (i.e., 85% for large group insurers and 80% for individual and small group insurers).

### **Minimum Essential Coverage**

The type of coverage an individual must have to meet the individual responsibility requirement under the ACA. This includes individual market policies or coverage through employment, Medicare, Medicaid, TRICARE, the Children's Health Insurance Program (CHIP) or certain other programs.

### **Minimum Value Health Plan**

A health plan provides minimum value by covering at least 60% of the total allowed cost of benefits that are expected to be incurred under the plan.

### **Patient-Centered Outcomes Research Institute (PCORI) Fee**

A new fee on health plan sponsors and insurance companies used to fund the Patient-Centered Outcomes Research Institute (PCORI). PCORI will conduct research that compares different medical treatments and interventions to provide evidence on which strategies are most effective in different populations and situations. For the first year, the fee is \$1 per covered individual per year. This increases in the second year to \$2 per covered individual. The fee is then indexed to national health expenditures until 2019, when it will no longer be collected.

### **Pay or Play Mandate**

See "Employer Responsibility."

### **Preexisting Condition Exclusion Period**

The time period during which a health plan won't pay for care relating to a preexisting medical condition. Under a job-based plan, this cannot exceed 12 months for an individual who enrolls as soon as possible or 18 months for an individual who enrolls later. ACA includes provisions prohibiting preexisting condition exclusions.

### **Preexisting Condition Insurance Plan (PCIP)**

A new program that provides a health coverage option for individuals who have been denied coverage due to a preexisting condition and have been uninsured for at least six months. This program will provide coverage until 2014, when coverage will be available through an exchange.

### **Premium Subsidy**

A fixed amount of money or a designated percentage of the premium cost that is provided as a tax credit to help low-income individuals buy health coverage through the exchanges.

### **Preventive Services**

Routine health care that includes screenings, check-ups and patient counseling to prevent illnesses, disease or other health problems.

### **Rescission**

The retroactive cancellation of a health insurance policy. Under ACA, rescission is illegal except in cases of fraud or intentional misrepresentation of material fact as prohibited by the terms of the plan or coverage.

### **Risk Adjustment**

A statistical process that takes into account the underlying health status and health spending of the enrollees in an insurance plan when looking at their health care outcomes or health care costs.

### **Small Business Health Options Program (SHOP)**

State health insurance exchanges that are designed for small businesses up to 100 workers.

### **Small Business Tax Credit**

A tax credit available to small businesses that offer health coverage to their workers. To qualify, a small employer must have 25 or fewer full-time workers, pay average annual wages under \$50,000 per full-time worker and pay at least half of the cost of single health coverage. Tax credits vary with the contribution, size and tax status of the small employer.

### **Subsidy**

See "Premium Subsidy."

### **Summary of Benefits and Coverage (SBC)**

ACA requires group health plans and health insurance companies to provide access to a brief, standardized document that describes the benefits and coverage under the applicable health plan so those covered can compare plan benefits among and between carriers.

### **Transitional Reinsurance Program Fee**


A fee used to fund a transitional reinsurance program, established by ACA to stabilize the individual health insurance market during the first three years the state health insurance exchanges are in operation (2014-2016). The program will collect contributions from health insurers and self-funded group health plans. The Department of Health and Human Services has estimated that the fee assessed in 2014 will be \$63 for each covered individual (including participants and their dependents).

### **Uniform Glossary**

In conjunction with the Summary of Benefits and Coverage, ACA requires group health plans and health insurance companies to provide standard definitions of terms commonly used in health insurance coverage.

*Definitions drawn from [www.healthcare.gov](http://www.healthcare.gov) or developed by International Foundation staff.*

City Council Meeting of:

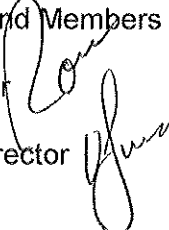

04-08-2013 

# CITY OF MIAMI SPRINGS

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Recreation Department  
1401 Westward Drive  
Miami Springs, FL 33166-5289  
Phone: (305) 805-5075  
Fax: (305) 805-5077

TO: Honorable Mayor Garcia and Members of the City Council  
VIA: Ron Gorland, City Manager   
FROM: Omar Luna, Recreation Director   
DATE: April 2, 2013  
SUBJECT: Miami Dade County Aquatic Club Agreement (MDCAC)

MDCAC is a very popular program in Miami Springs that provides our community with an opportunity for our children to learn to swim at a very high competitive level.

Proposed agreement is for one year:

**Fall/Winter Schedule** from April 29, 2013 to June 9, 2013 and August 26, 2013 to April 30, 2014  
Monday through Friday from 4:45 A.M. to 6:30 A.M.  
Monday through Friday from 5:00 P.M. to 7:00 P.M.

**Summer schedule** from June 10, 2013 to August 25, 2013  
Monday through Friday from 8:00 A.M. to 10:00 A.M.  
Monday through Friday from 4:00 P.M. to 6:00 P.M.  
Saturday from 8:30 A.M. to 11:00 A.M.

MDCAC agrees to pay the City a monthly use fee of one thousand dollars (\$1,000.00) which is due, in advance, on the first of each month commencing May 1, 2012 and ending with final payment on April 1, 2013. Payments received more than 10 days after the due date will be subject to a twenty dollar (\$20.00) per day late payment fee.

MDCAC acknowledges its review and understanding of certain City reports and other documents describing the current condition of the City pool and the potential actions that may be taken by the City. MDCAC further acknowledges and agrees that the term of this Agreement may be prematurely terminated, in the City's sole and exclusive discretion, to allow for whatever actions the City deems appropriate for the City pool.

Ricardo Rodriguez and the MDCAC coaches do an excellent job of providing a program that's professional. They also have a great working relationship with the Recreation Department and the Pool Staff. It is recommended that Recreation continue to offer MDCAC to our residents by approving the attached agreement.

# FACILITY AGREEMENT

THIS AGREEMENT is entered into this 1<sup>st</sup> day of May, 2013 by and between the CITY OF MIAMI SPRINGS, a Florida Municipal Corporation, hereinafter referred to as "City", and Miami-Dade County Aquatic Club, Inc., a Florida Corporation, hereinafter referred to as "MDCAC";

## W I T N E S S E T H:

WHEREAS, MDCAC has approached the City to solicit authorization to utilize the Swimming Pool to conduct classes Monday through Friday mornings and evenings and Saturday morning; and,

WHEREAS, the Recreation Department of the City is desirous of providing the widest variety of recreational and educational activities for citizens on a continuing basis; and,

WHEREAS, the City Council of the City of Miami Springs has reviewed and discussed the proposal of the MDCAC program and has determined that, subject to the terms and conditions of this Agreement, it is in the best interests of the City and its citizens to authorize the limited usage of the Miami Springs Swimming Pool for the purposes proposed;

NOW, THEREFORE, in consideration of the mutual covenants contained herein, the mutual sufficiency of which is hereby acknowledged, the parties hereby agree as follows:

## USE OF PREMISES

The City of Miami Springs hereby grants to MDCAC the right to use the swimming pool as follows:

Fall/Winter Schedule from April 29, 2013 to June 9, 2013 and August 26, 2013 to April 30, 2014

Monday through Friday from 4:45 A.M. to 6:30 A.M.  
Monday through Friday from 5:00 P.M. to 7:00 P.M.

Summer schedule from June 10, 2013 to August 25, 2013  
Monday through Friday from 8:00 A.M. to 10:00 A.M.  
Monday through Friday from 4:00 P.M. to 6:00 P.M.  
Saturday from 8:30 A.M. to 11:00 A.M.,

for the operation of a program known as MDCAC, upon the terms and conditions set forth herein. Notwithstanding the foregoing, the City reserves the right to utilize the areas being provided to MDCAC upon reasonable advance notice for City related or sponsored activities. The City also requires that MDCAC to leave a lane open at the deep end of the pool at all times, and to have a coach/representative on the premises until all swimmers have left the facility.



## PAYMENTS FOR USAGE

MDCAC agrees to pay the City a monthly use fee of one thousand dollars (\$1,000.00) which is due, in advance, on the first of each month commencing May 1, 2012 and ending with final payment on April 1, 2013. Payments received more than 10 days after the due date will be subject to a twenty dollar (\$20.00) per day late payment fee.

## MAINTENANCE OF PREMISES

MDCAC agrees to clean and maintain the area used for its activities so that it is returned to the City in the same condition as received (i.e. swimming caps, goggles, equipment, boards, water bottles and drinks). In the event that MDCAC does not comply with this clean up and maintenance provision, MDCAC agrees to reimburse the City for the actual costs incurred in cleaning the facility following its usage.

## ACCEPTANCE OF AGREEMENT

MDCAC hereby accepts this agreement granted by the City for the use of the Miami Springs Pool for the operation of and MDCAC program upon the terms and conditions set forth herein.

## TERM OF AGREEMENT

This Agreement shall be for a period of one (1) year beginning on May 1, 2013 and continue through April 30, 2013.

## RENEWAL OF AGREEMENT

This Agreement may be renewed upon the mutual consent and agreement of the parties hereto.

## TERMINATION OF AGREEMENT

This Agreement may be terminated by either party hereto, without cause, by providing the other party written notice thereof by certified mail, return receipt requested, or by hand delivery, to be effective thirty (30) days from receipt of said written notice.

MDCAC acknowledges its review and understanding of certain City reports and other documents describing the current condition of the City pool and the potential actions that may be taken by the City. MDCAC further acknowledges and agrees that the term of this Agreement may be prematurely terminated, in the City's sole and exclusive discretion, to allow for whatever actions the City deems appropriate for the City pool.

## INSURANCE

MDCAC shall, at all times during the term hereof, maintain insurance coverage in the amount of \$1,000,000, (One million dollars) which shall also name the City as an additional insured under the policy. All such insurance, including renewals, shall be subject to the approval of the City for adequacy of protection and evidence of such

coverage shall be furnished to the City on Certificates of Insurance indicating such insurance to be in force and effect and providing that it will not be cancelled during the performance of the services under this Agreement without thirty (30) calendar days prior written notice to the City. Completed Certificates of Insurance shall be filed with the City prior to the performance of services hereunder, provided, however, that MDCAC shall, at any time, upon request, file duplicate copies of the policies of such insurance with the City.

#### HOLD HARMLESS AND INDEMNIFICATION

In addition to the aforementioned required insurance coverage to be provided to the City, MDCAC shall hold the City, including its officials, employees and representatives, harmless and indemnify it against all claims, demands, damages, actions, causes of actions, liability, costs, expenses, and attorney's fees arising out of, or resulting from, injury to or death of persons, or damage to or loss of property, sustained on or about the licensed premises, arising from the services, acts, actions, omissions or failures to act of MDCAC or of any of its employees, agents, representatives, invitees, or guests. Additionally, the protections provided by this provision shall also include any costs, expenses, or legal fees the City may incur in establishing that MDCAC or its insurer are responsible to provide protection, coverage, and representation to the City, its officials, employees, and representatives for any incident that may occur during the term hereof.

#### PROHIBITED ACTIVITIES

MDCAC shall not use the premises for any inappropriate or unlawful purpose and shall comply with all State, County and City laws, statutes, ordinances, policies, rules and regulations applicable now, or in the future, to the operation of MDCAC and the premises. MDCAC shall not permit any offensive, or dangerous activity, nor any nuisance or other conduct in violation of the public policy of the City, county or state on the premises.

#### COMPLIANCE WITH CITY SAFETY RULES, REGULATIONS AND PROCEDURES

MDCAC agrees to abide by all City safety rules, regulations and procedures during its use of the City swimming pool. In addition, all personnel in any manner involved with the operation and activities of MDCAC must successfully comply with the City's background investigation and fingerprinting policy and procedures. Further, MDCAC acknowledges the existence of the City's Thorguard Lighting Early Warning System and agrees to follow the procedures established by the City for safety compliance should the system be activated during MDCAC use of the City's pool.

#### NONDISCRIMINATION

MDCAC represents and warrants to the City that it does not and will not engage in discriminatory practices and that there shall be no discrimination in connection with the performance of this Agreement on account of race, color, sex, religion, age, handicap, marital status or national origin. MDCAC further covenants that no otherwise qualified individual shall, solely by reason of his/her race, color, sex, religion, age, handicap, marital status or national origin, be excluded from participation in, be denied services, or be subject to discrimination under any provision of this Agreement.

## ASSIGNMENT

This Agreement shall not be assigned, in whole or in part, without the prior written consent of the City Manager, which may be withheld or conditioned, in the City Manager's sole and exclusive discretion.

## ATTORNEY FEES AND COSTS

If either party to this Agreement initiates litigation to enforce any provisions hereof or for damages on account of any breach of this Agreement, the prevailing party in any such litigation, and any appeals there from, shall be entitled to recover from the other party, in addition to any damages or other relief granted as a result of such litigation, all costs and expenses of such litigation and reasonable attorney's fee as fixed by the court.

## NOTICES

All notices or other communications required under this agreement shall be in writing and shall be given by hand-delivery or by registered or certified U.S. mail, return receipt requested, addressed to the other party at the following address or to such other address as a party may designate for notice:

### NOTICES TO BE GIVEN TO CITY SHALL BE ADDRESSED AS FOLLOWS:

CITY OF MIAMI SPRINGS  
Attention: Ronald K. Gorland, City Manager  
201 Westward Drive  
Miami Springs, FL 33166

### NOTICES TO BE GIVEN TO MDCAC SHALL BE ADDRESSED AS FOLLOWS:

Miami-Dade County Aquatic Club, Inc.  
Attention: Ricardo Rodriguez  
10015 S.W. 2<sup>nd</sup> Terrace  
Miami, Florida 33174

## MISCELLANEOUS PROVISIONS

A. That this Agreement shall be construed and enforced in accordance with the laws of the State of Florida.

B. That title and paragraph headings contained herein are for convenient reference and are not a part of this Agreement.

C. That should any provision, paragraph, sentence, word or phrase contained in this Agreement be determined by a court of competent jurisdiction to be invalid, illegal or otherwise unenforceable under the laws of the State of Florida, such provision, paragraph, sentence, word or phrase shall be deemed modified to the extent necessary in order to conform with such law, or if not modifiable, then same shall be deemed severable, and in either event, the remaining terms and provisions of this Agreement shall remain unmodified and in full force and effect or limitation of its use.

D. That this Agreement constitutes the sole and entire understanding between the parties hereto. No modification or amendment hereto shall be valid unless in writing and executed by properly authorized representatives of the parties hereto.

E. That this Agreement shall be binding upon the parties hereto, their heirs, executors, legal representatives, successors or assigns.

F. That MDCAC has not been procured and is being engaged to provide services to the City as an Independent Contractor, and not as an agent or employee of the City. Accordingly, MDCAC shall not attain, nor be entitled to, any rights or benefits under the Civil Service or Pensions Ordinances of the City, nor any rights generally afforded civil services or non-civil service employees. MDCAC further understands that Florida Worker's Compensation benefits available to employees of the City are not available to it, and it agrees to provide workers' compensation insurance for any employee or agent rendering services.

**THIS SPACE INTENTIONALLY LEFT BLANK**

IN WITNESS WHEREOF, MDCAC and the City have set their hands and seals on the day and year first above written.

Miami - Dade County Aquatic Club, Inc.,  
a Florida Corporation

WITNESSES:

\_\_\_\_\_

By:\_\_\_\_\_

Print Name:\_\_\_\_\_

Ricardo Rodriguez, President

\_\_\_\_\_

Print Name:\_\_\_\_\_

STATE OF FLORIDA  
COUNTY OF MIAMI-DADE

The foregoing instrument was acknowledged before me this \_\_\_ day of \_\_\_\_\_, 2013, by Ricardo Rodriguez, President of Miami-Dade County Aquatic Club, Inc. He is personally known to me or has produced \_\_\_\_\_ as identification, and did take an oath.

\_\_\_\_\_  
Notary Public, State of Florida

COMMISSION:

WITNESSES:

\_\_\_\_\_

CITY OF MIAMI SPRINGS  
A Florida Municipal Corporation

Print Name:\_\_\_\_\_

By:\_\_\_\_\_

RONALD K. GORLAND,  
City Manager

\_\_\_\_\_

Print Name:\_\_\_\_\_

ATTEST:\_\_\_\_\_

Magalí Valls,  
City Clerk

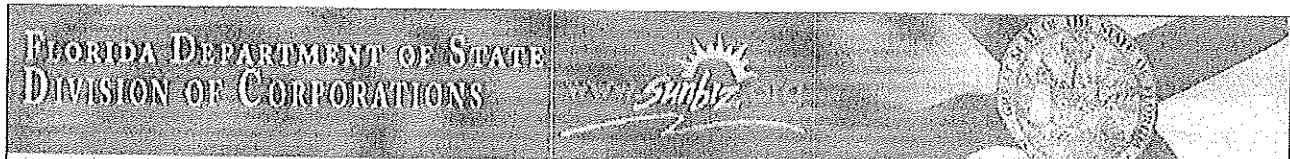
STATE OF FLORIDA  
COUNTY OF MIAMI-DADE

The foregoing instrument was acknowledged before me this \_\_\_ day of \_\_\_\_\_, 2013, by RONALD K. GORLAND, City Manager and MAGALÍ VALLS, City Clerk of the City of Miami Springs, Florida. They are personally known to me or have produced \_\_\_\_\_ as identification, and did take an oath.

\_\_\_\_\_  
Notary Public, State of Florida

COMMISSION:

O:\3\Contracts\Facility Agreement - MDCAC - Ricardo Rodriguez - 2013.doc  
City Clerk's Office - 4/4/2013



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## Detail by Entity Name

### Florida Non Profit Corporation

MIAMI-DADE COUNTY AQUATIC CLUB, INC.

This detail screen does not contain information about the 2013 Annual Report.  
 Click the 'Search Now' button to determine if the 2013 Annual Report has been filed.

### Filing Information

Document Number N01000001993  
 FEI/EIN Number 651085958  
 Date Filed 03/21/2001  
 State FL  
 Status ACTIVE

### Principal Address

2200 N.W. 95TH AVENUE  
 DORAL FL 33172-2346  
 Changed 04/24/2012

### Mailing Address

2200 N.W. 95TH AVENUE  
 DORAL FL 33172-2346  
 Changed 04/28/2011

### Registered Agent Name & Address

RODRIGUEZ, RICARDO  
 2200 N.W. 95TH AVENUE  
 DORAL FL 33172-2346 US

Name Changed: 04/28/2011  
 Address Changed: 04/24/2012

### Officer/Director Detail

#### Name & Address

Title PDS  
 RODRIGUEZ, RICARDO  
 2200 N.D. 95TH AVENUE  
 DORAL FL 33172-2346



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
03/20/2013

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

|  |                                   |  |                             |
|--|-----------------------------------|--|-----------------------------|
| PRODUCER<br>Risk Management Services, Inc.<br>P.O. Box 32712<br>Phoenix, AZ 85064-2712   | 1-602-840-3234                    | CONTACT NAME<br>PHONE (A/C, No, Ext):<br>E-MAIL ADDRESS: info@theriskpeople.com<br>PRODUCER CUSTOMER ID #: | FAX (A/C, No): 602-274-9138 |
| INSURED<br>MIAMI DADE COUNTY AQUATIC CLUB<br>USA Swimming, Inc dba USA Swimming<br>MARGARITA DEL CERRO<br>10015 SW 2nd TERRACE<br>MIAMI, FL 33174-1836 | INSURER(S) AFFORDING COVERAGE     |  | NAIC #                      |
|  | INSURER A: LEXINGTON INS CO       |  | 19437                       |
|  | INSURER B: MUTUAL OF OMAHA INS CO |  | 71412                       |
|  | INSURER C:                        |  |                             |
|  | INSURER D:                        |  |                             |
|  | INSURER E:                        |  |                             |
|  | INSURER F:                        |  |                             |

COVERAGES CERTIFICATE NUMBER: 32569632 REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR | TYPE OF INSURANCE   | ADDE SUBR INSR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS   |
|----------|---|--------------------|---------------|-------------------------|-------------------------|--|
| A        | GENERAL LIABILITY<br><input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY<br><input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR<br><input checked="" type="checkbox"/> Participant Legal<br><input checked="" type="checkbox"/> Liability Included<br>GEN'L AGGREGATE LIMIT APPLIES PER:<br><input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC | X X                | 011429193     | 01/01/13                | 01/01/14                | EACH OCCURRENCE \$ 1,000,000<br>DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000<br>MED EXP (Any one person) \$ EXCLUDED<br>PERSONAL & ADV INJURY \$ EXCLUDED<br>GENERAL AGGREGATE \$ 2,000,000<br>PRODUCTS - COMP/OP AGG \$ 1,000,000<br>\$ |
|          | AUTOMOBILE LIABILITY<br><input type="checkbox"/> ANY AUTO<br><input type="checkbox"/> ALL OWNED AUTOS<br><input type="checkbox"/> SCHEDULED AUTOS<br><input type="checkbox"/> HIRED AUTOS<br><input type="checkbox"/> NON-OWNED AUTOS   |                    |               |                         |                         | COMBINED SINGLE LIMIT (Ea accident) \$<br>BODILY INJURY (Per person) \$<br>BODILY INJURY (Per accident) \$<br>PROPERTY DAMAGE (Per accident) \$<br>\$<br>\$  |
|          | UMBRELLA LIAB<br>EXCESS LIAB<br>DEDUCTIBLE<br>RETENTION \$  |                    |               |                         |                         | EACH OCCURRENCE \$<br>AGGREGATE \$<br>\$<br>\$   |
|          | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY<br>ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)<br>If yes, describe under DESCRIPTION OF OPERATIONS below  | Y/N                | N/A           |                         |                         | WC STATU-TORY LIMITS <input type="checkbox"/> OTH-ER \$<br>E.L. EACH ACCIDENT \$<br>E.L. DISEASE - EA EMPLOYEE \$<br>E.L. DISEASE - POLICY LIMIT \$  |
| B        | XS MEDICAL/DENTAL   |                    | T5MPSP35054   | 01/01/13                | 01/01/14                | Maximum Limit \$ 25,000  |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)  
Verification of General Liability coverage for INSURED ACTIVITIES. Excess Medical/Dental coverage provided for participants only. The Certificate Holder is included as Additional Insured per attached  
ADDITIONAL INSURED ENDORSEMENT EFFECTIVE CERTIFICATE ISSUE DATE.  
\*30 DAY CANCELLATION PER POLICY PROVISIONS\*

|   |  |
|---|--|
| <b>CERTIFICATE HOLDER</b><br>City of Miami Springs<br>1401 Westward Drive<br>Miami Springs, FL 33166<br>USA | <b>CANCELLATION</b><br>SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.<br>AUTHORIZED REPRESENTATIVE<br><i>Carolyn J. Blumit</i> |
|---|--|



## Endorsement No. 2

This endorsement, effective January 1, 2013, forms a part of Policy Number 011429193 issued to United States Swimming, Inc. by Lexington Insurance Company.

### OTHER INSURED – CLUBS OR GROUP MEMBERS

**Section II – Who is An Insured** is amended to include United States Swimming, Inc. member clubs, in which all athletes or participants and coaches are members of United States Swimming, Inc., and group members as insured's solely as respects to "bodily injury" and "property damage" arising from "insured activities".

"Insured activities" are defined as:

- a. Swimming meets that have been issued a written "sanction" or "approval";
- b. Swimming practices, "dry land training activities" and learn to swim programs, where all swimmers or participants are members of United States Swimming, Inc., and are conducted under the direct and active supervision of a "member coach";
- c. United States Swimming, Inc. Swim-A-Thons ®;
- d. "Approved social events" and "approved fund raising activities";
- e. "Swimming Tryouts";

"Sanction" is defined as a permit that has been issued by one of the "United States Swimming, Inc. Local Swimming Committees" to a US Swimming, Inc. club to conduct a meet in conformance with all United States Swimming, Inc. rules.

"Approval" is defined as a permit issued by one of the "United States Swimming, Inc. Local Swimming Committees" for meets conducted in conformance with United States Swimming, Inc. technical rules in which both members and non members may compete. United States Swimming, Inc. member clubs that either host or participate in a meet that has been issued an "approval" will be consider an insured provided that all of its athletes or participants and coaches are members of United States Swimming, Inc.

"Member coach" is defined as a coach member of United States Swimming, Inc. who has complied with safety training required by United States Swimming, Inc.

"Approved social events" and "approved fund raising activities" are events and activities for which an insured has received approval from Risk Management Services, Inc.

"Swimming Tryouts" are defined as swimming practices where a swimmer(s) who is not and who has never been a member of United States Swimming, Inc. participates with a

United States Swimming, Inc. club, for a period not to exceed thirty consecutive days in a twelve month period, to determine the swimmer's interest in becoming a member of United States Swimming, Inc.

"Dry land training activities" are defined as weight training, running, calisthenics, exercise machine training and any other activity for which an insured has received approval from Risk Management Services, Inc.

## ENDORSEMENT No. 4

This endorsement shall be effective the issue date of the Certificate of Insurance to which it is attached and forms a part of Policy Number 011429193 Issued to United States Swimming, Inc. by Lexington Insurance Company.

### ADDITIONAL INSURED – OWNERS AND/OR LESSORS OF PREMISES

**Section II – Who is An Insured** is amended to include as an “Additional Insured” any person or organization of the type designated below, and as evidenced by a certificate of insurance issued to the “Additional Insured” by us or on our behalf, but only with respect to liability arising out of “insured activities” by a United States Swimming, Inc. club or group member.

“Additional Insured” for the purpose of this endorsement is defined as an owner and/or lessor of a premise(s) that is leased, rented or loaned to a Named Insured or a United States Swimming, Inc. club or group member.

The insurance afforded with respect to an “Additional Insured” by this endorsement is subject to the following additional exclusions:

- a. This insurance applies only to an “occurrence” which takes place while the Named Insured or a United States Swimming, Inc. club or group member is utilizing the premises;
- b. This insurance does not apply to an “occurrence” arising out of or related to structural alterations, new construction or demolition operations performed by or on behalf of an “Additional Insured”;
- c. This insurance does not apply to an “occurrence” arising out of or related to any design defect or maintenance of the premises by or on behalf of an “Additional Insured”;
- d. This insurance shall be considered primary and non contributory if required by a written agreement with any insurance that the “Additional Insured” maintains except when caused by the Additional Insured’s “sole” negligence.

Agenda Item No.

City Council Meeting of:

4-08-2013



**CITY OF MIAMI SPRINGS  
OFFICE OF THE CITY  
CLERK**

201 Westward Drive  
Miami Springs, FL 33166-5259  
Phone: 305.805.5006  
Fax: 305.805.5028

TO: Ronald K. Gorland, City Manager

VIA: Magali Valls, City Clerk *M. Valls*

FROM: Suzanne S. Hitaffer, Clerk of the Education Advisory Board

DATE: April 2, 2013

SUBJECT: Education Advisory Board Recommendation

Based on their actions taken at their meeting of March 19, 2013, the Education Advisory Board members would like to bring the following recommendation to the attention of the City Council:

*"Vice Chair Zapata moved to recommend to the City Council that they authorize representation to the Board from Public Works, Police and the Chamber of Commerce in order to achieve the collaboration between the City and Miami-Dade County Public Schools. Board member Hidalgo seconded the motion, which was approved by consensus."*

Attachment: Excerpts of Minutes

Excerpts: 03-19-2013 Education Advisory Board Meeting

**7. Other**

Vice Chair Zapata reported that she was privileged to attend the Miami Beach Board for Quality Education meeting that works in the same capacity as the City's Education Advisory Board, through a Compact with Miami-Dade County Public Schools. She did this to get an idea of how other boards are working.

Vice Chair Zapata explained that the Board had discussed the Compact with Lubby Navarro who was not able to be here. She said that some of the important notes were that Miami Beach had participation from their City, including Public Works, Police, Chamber of Commerce and PTSA. She felt that in order to comply with the City of Miami Springs' Compact that this would be a great benefit. She feels that the collaboration that is outlined in the Compact requires City representatives to be present at the meeting.

In speaking with the school Principals, Dr. Zapata said that topics were raised that involved public safety, swale maintenance, the loan of public works' equipment, and other safety issues and concerns. She added that the Chamber of Commerce is important in terms of student participation, specifically internships for the High School students. Students need to have access in order to learn how the city and the businesses operate.

Vice Chair Zapata moved to recommend to the City Council that they authorize representation to the Board from Public Works, Police and the Chamber of Commerce in order to achieve the collaboration between the City and Miami-Dade County Public Schools. Board member Hidalgo seconded the motion, which was approved by consensus.



**CITY OF MIAMI SPRINGS**  
City Manager  
201 Westward Drive  
Miami Springs, FL 33166-5259  
Phone: (305) 805-5010  
Fax: (305) 805-5040

Agenda Item No. 11A

City Council Meeting of:

04-08-2013 (M)

**TO:** Honorable Mayor Garcia and Members of the City Council

**FROM:** Ron Gorland, City Manager *Ron*

**DATE:** April 4, 2013

**RECOMMENDATION:**

Schedule an Executive Council session for 6PM on April 25<sup>th</sup> to discuss PBA contract issues.

**DISCUSSION:**

Due to upcoming budgeting requirements, we need to meet as soon as possible regarding PBA "demands." Jim Linn, the City's pension consultant, has limited time availability in the next few months so I strongly recommend that we hold subject in Chambers in order to get this project underway as quickly as possible.