

AUGUST 27, 2011



Celebrating 85 Years

At the Heart of it All!

Adopted Budget

Fiscal Year 2011-2012

City of Miami Springs, Florida

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INTRODUCTORY SECTION



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Miami Springs
Florida**

For the Fiscal Year Beginning

October 1, 2010

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **City of Miami Springs, Florida** for the Annual Budget beginning **October 01, 2010**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

LETTER OF TRANSMITTAL

CITY OF MIAMI SPRINGS



201 Westward Drive
Miami Springs, FL 33166-5289
Phone: (305) 805-5014
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October 1, 2011

To the Honorable Mayor, City Council, and Citizens of Miami Springs, Florida:

As authorized and directed by Florida Statute Section 200.165 Florida Statutes and Article IX, Section 9.01(2)(a)-(e) of City Charter, the City Administration respectfully presents the adopted budget for the fiscal year ending September 30, 2012. The budget was prepared through the collaborative efforts of the City Administration and the City Council. The City Council, through extensive preparation and numerous workshops, was able to provide a budget that decreases taxes while maintaining our current levels of service. These achievements are a tribute to the spirit of cooperation and professionalism that exists between the City Administration and City Council.

This budget was particularly challenging. Although assessed values increased slightly from 902,535,320 last year to \$905,241,464 for the current year (a 0.3% increase), increasing fuel and operating costs resulted in a budget shortfall that needed to be addressed. The city's total assessed values have decreased by almost \$161 million over the past four years, a reduction of 15.4%. The following are some key factors in the proposed budget for FY2011-12:

- A proposed reduction in millage of .2008 mills or 2.9% from the current 6.9408 to **6.7400. This results in a tax cut for our residents!**
- The FY2011-12 budget was balanced by 1) eliminating the position of Assistant City Manager as of January 1, 2012, 2) Applying a 3% reduction if salaries to all Department Heads and Assistants, 3) savings generated from issuing requests for proposals for the city's liability insurance and fleet maintenance services, 4) delaying the purchase of new police vehicles for an additional year, and 5) instituting a one year freeze on all merit increases and longevity pay for all general employees.
- Budgeted Pension plan costs increased by 4.5% for all employees. The actuarial report for next year actually required an 11% increase in city contributions to both pension plans, however due to the number of employees entering the DROP plan, actual budgeted contributions only increased by 4.5%. Based on the renewal rate received from Aetna, budgeted health insurance costs will increase by 8% for next year.
- The budget also has budgeted a golf loss of \$149,877 based on the Golf Director's estimates for increased revenues next year.
- Overall, this budget maintains our current levels of service without layoffs, and is cognizant of, and presumes the increased costs and revenue reductions to be experienced by the City in the upcoming year.

We have attempted to address the economic realities facing the City of Miami Springs during the Fiscal Year 2011-12 budget process. We have concentrated our efforts on maintaining the exceptional quality of life the citizens have all grown to expect and appreciate. We will strive to accomplish this goal in a manner that will not jeopardize our ability to respond to local and regional economic changes or compromise the financial future of the City. It is within this framework that this budget was developed.

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

- Continuing increases in employee costs (i.e.: Pension, health insurance, etc).
- Increasing fuel and operating costs.
- Stagnant property values.
- Continued losses at the golf operation
- Decreasing availability of grant funds from local, State, or Federal governments.

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

LONG RANGE ECONOMIC PLANNING

The City of Miami Springs is located in Southeast Florida, Miami-Dade County, immediately north and bordering the Miami International Airport. The City, primarily residential in nature, comprises approximately 3.5 square miles with approximately 13,700 full-time residents. The southern-most area of the City, located along the 36th Street business corridor, is commercial in nature with hotels, restaurants, and office & industrial complexes. These facilities primarily service the airport and support industries related to the airport and its employees.

The Administration recognizes the importance of increasing its commercial tax base for the City's future economic health and to reduce the tax burden on the residents. To this end, the City continues to aggressively pursue the re-development of the NW 36th Street corridor, and considering various improvements to the downtown district ("the Circle"). During FY2011, the City contracted with a firm to develop a plan for the downtown business district, and a second firm to begin the establishment of a long-term strategic plan for the city..

MILLAGE RATE AND FUNDING

The Miami-Dade County Property Appraiser has certified to the City that the Current Year Gross Taxable Value of all Real and Personal Property in the City is \$905,241,464 (subject to appeals), 0.3% higher than last year's Final Gross Taxable Value of \$902,535,320. It is against this figure that taxing authorities levy their millage, which results in the total tax bill for each property owner. Historically, the City's portion of the total property tax bill has accounted for approximately 25-29% of the resident's total tax bill.

The Fiscal Year 2010-2011 Millage Rate was 6.9408. The Administration is proposing a millage rate of 6.7400 to fund the Fiscal Year 2011-12 budget, a decrease of 0.2008 mills from FY 2010-11. This rate will generate approximately \$5,796,261 in ad valorem taxes for the General Fund or approximately 41% of total General Fund revenues. In accordance with the provisions of Florida Law, the City is limited to budgeting only 95%

MILLAGE RATE AND FUNDING (continued)

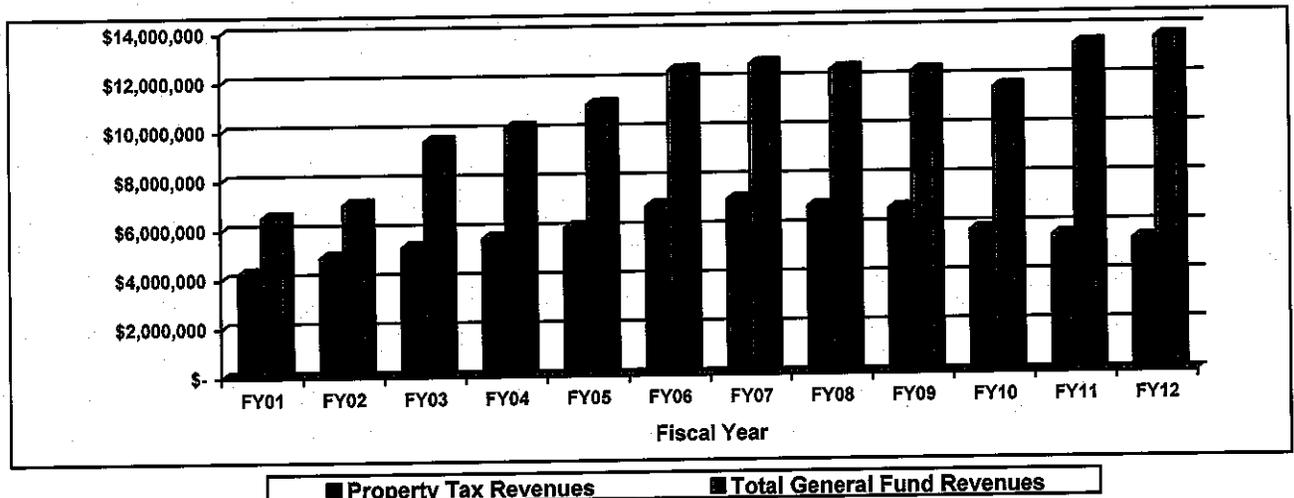
of the total ad valorem tax levy. This taxation limitation takes into account discounts for early tax payments as well as potential reductions from appeals by property owners.

The following example illustrates the estimated Ad Valorem Tax paid by a property owner under the adopted rate for FY2012 compared to what residents paid last year when the millage rate was 6.9408 (including debt service):

Assessed Property Values	\$150,000	\$200,000	\$275,000	\$325,000
LESS: Homestead Exemption	<u>-50,000</u>	<u>-50,000</u>	<u>-50,000</u>	<u>-50,000</u>
Taxable Value	\$100,000	\$150,000	\$225,000	\$275,000
CITY BILL FOR FY 2012	\$674.00	\$1,011.00	\$1,516.50	\$1,853.50
CITY BILL FOR FY 2011	<u>\$694.08</u>	<u>\$1,041.12</u>	<u>\$1,561.68</u>	<u>\$1,908.72</u>
TOTAL DECREASE	<u>\$20.08</u>	<u>\$30.12</u>	<u>\$45.18</u>	<u>\$55.22</u>

The following chart provides a historical comparison of the amount of property taxes collected by the city since FY2001 (green columns) compared to the total of all general fund revenues (red columns).

Property Tax Revenue History



As can be seen above, property tax revenues have significantly decreased as a percentage of total revenues since FY2003. The budgeted property tax revenues for FY2012 are approximately the same as the amount assessed in FY2004.

GENERAL OBLIGATION BOND ISSUE DEBT SERVICE LEVY FOR GOLF COURSE

The City had been required to adopt a mandatory debt service millage levy of .4698 for FY2010-2011. However since this bond was refunded during FY2011 and replaced with a Revenue Bond, the City is no longer required to assess a separate debt service millage. As can be seen on pages 7-1 to 7-5 the debt service is now paid from General Fund revenue sources so the City's operating millage now includes all debt service payments. Page 7-1 also shows that residents are saving \$37,306 less in debt service payments as a result of refinancing the golf course bonds.

PROPOSED BUDGETS FOR VARIOUS MAJOR FUNDS

The FY2011-12 budget for **all** funds totals **\$18,646,176** representing a decrease of **15.6%** from the FY2010-11 amended budget of **\$22,103,885**.

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

<u>Funds</u>	<u>Revenues/Sources</u>	<u>Expenditures/Uses</u>
General Fund	\$ 14,141,973	\$ 14,141,973
Special Revenue Funds	1,234,028	1,234,028
Enterprise Funds	2,700,697	2,700,697
Debt Service Fund	569,478	569,478
Total All Funds	<u>\$18,646,176</u>	<u>\$18,646,176</u>

The General Fund

The General Fund budget decreased by \$956,548 (6.3%), from \$15,098,521 in FY2010-11 to \$14,141,973 in FY 2011-12. This decrease is mainly due to the fact that for FY2011-12 the City did not have any transfers to the Capital Projects Fund for the Mansion project. In addition, there was also a reduction in debt service payments from the prior year due to re-financings and debt pay-offs, and finally there were several cost reductions approved by Council during the budget workshops which included the elimination of the Assistant City Manager position as well as salary reductions for all Department heads and Assistants.

The Golf Course Division

The FY 2011-12 budget for golf course operations allocates a general fund contribution of approximately **\$149,877** to cover the budgeted operating deficit for the year. As mentioned above, the golf operation budget is now being accounted for as a separate division within the General Fund's Recreation budget. Functionally, however, it currently remains a separate department.

The Elderly Services Fund

The FY 2011-12 budget for the Elderly Services operations allocates a general fund contribution of approximately **\$167,820**.

The Sanitation Fund

In FY 2011-12, the operation is projected to report an operating surplus, and will not require any general fund support. The billing change instituted for the FY2011 has improved collections significantly thus providing cash flows on a timely basis, and reducing the bad debt allowance and write-offs from prior years. *These savings mean that again this year there will be no increase in sanitation fees!!!*

The Road and Transportation Fund

In FY 2011-12, the transportation fund budget is \$740,579. This fund is used to account for the CITT funds received from the half-cent Peoples Transportation Tax monies distributed by Miami-Dade County.

Revenue Highlights

The largest source of revenue is "Ad Valorem taxes", which account for 41% of total budgeted revenues, and is budgeted at approximately \$5,796,261. This is a reduction from the prior year due mainly to reductions in assessed values of properties within the City as well as the reduction in millage approved by Council.

Referring to the chart in the middle of page 3, one can easily see that since the nationwide downturn in the economy, we have lowered the total tax revenues from a high of \$7,130,596 in FY2007 to the current projected budget of \$5,796,261 for FY2011-12.

The second largest source of revenue is "Charges for Services", representing 23% of total budgeted revenues, is currently budgeted at approximately \$4,168,530, as opposed to \$4,158,859 last year. By doing this, we have shifted the burden to those using specific services, as opposed to a community-wide broader tax base.

Expenditure Highlights

Public safety is an important component of local government service. In order to provide first-rate police services, 38% of the General Fund budgeted expenditures are for Public Safety (excluding the Building & Zoning Division). The FY 2011-12 Police budget reflects a 0.1% decrease from the FY 2010-11 budget. The proposed Police budget will delay vehicle replacement for one year without affecting the level of services to our residents. The Police budget of \$5,399,857 represents approximately 93% of the budgeted tax revenues for FY2012 of \$5,796,261.

Total budgeted salaries (excluding fringe benefits to the City's employees) for FY 2011-12 is approximately \$8,511,551 or 45.6% of total budgeted expenditures for all funds. This represents a decrease of \$78,438 (0.9%) over the FY2010-11 budgeted salaries of \$8,433,113. This decrease is due to the salary reductions budgeted for next year offset by the step increases due to the uniformed police personnel per contract. As discussed above, health insurance costs will increase by 8% for FY2012, while pension costs increased by 4.5% for all employees. As in FY2011, there will be no COLA increases for FY2012.

FUND BALANCE

The FY 2011-12 budget will not use any of our unreserved general fund balance in order to balance the budget. The City will retain the \$3.6 million in unreserved, undesignated reserves, which represents approximately 25% of general fund expenditures and complies with GFOA standards and legal requirements.

ACCOMPLISHMENTS (continued)

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

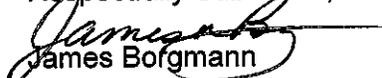
- Substantially completed the renovation project of the Curtis Mansion.
- Continued commercial area improvements and city branding for marketing effect.
- Contracted with Calvin, Giordano & Associates and approved Work Orders for professional planning and engineering services to amend district boundary regulations for the N. W. 36th District, the Abraham Tract District, and to update the zoning map.
- Adopted Ordinance establishing the N. W. 36th Street District and specifying lot coverage and floor area, height limitations, etc.
- Approved the steps involved in the Development Review Procedures for the N. W. 36th Street District.
- Approved the color palette for N. W. 36th Street District and all other commercial areas.
- Completed first full year of operations at the new community center, providing a wide variety of activities for people of all ages.
- Contracted a firm to begin developing the City's long-term Strategic Plan

CONCLUSION

The process of budget preparation for the upcoming fiscal year has been extremely challenging, yet rewarding. This budget should ensure the continued economic and social success of this City. Through an overall review of all departmental operations, the City has been able to cut costs, where possible, without reducing critical services to our residents. We are extremely proud of the fact that this budget proposes using the "rollback rate" which produces the same level of tax revenues as the prior year, while most municipalities around us are increasing millages, reducing services, and laying off staff. Our continued goal is to provide our residents with tax relief while maintaining the excellent level of service they deserve.

I wish to acknowledge my appreciation to all department heads for their cooperation during this process. I would be remiss if I did not make special note of the efforts of our Finance Director, William Alonso and the Finance Department staff for all of their efforts in preparing this budget. More importantly, I wish to thank the City Council for its continued support and diligence during the most difficult budget we have had to develop in many years

Respectfully Submitted,


James Borgmann
City Manager


William Alonso CPA, CGFO
Finance Director

INTRODUCTION TO BUDGET PROCESS

**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2011-12**

Budget Process:

- 1) During June, departmental access to the proposed budget module is enabled to initiate the capture of data for the ensuing fiscal period. The budget module provides the following tools that facilitate the preparation and completion of the budget process:
 - a. Defined object codes required by the State Uniform Accounting System.
 - b. An alphabetical listing of object codes for expenditure accounts.
 - c. A current personnel roster for each department.
 - d. Computer generated budget worksheets showing actual expenditures for the prior and current years; the current working budget; and a status quo personnel cost projection.
 - e. Various computer generated worksheets showing departmental allocations of certain general costs (e.g.: insurance, telephone, internet, employee benefits, etc.)

- 2) Each individual department prepares a proposed budget comprised of the following:
 - a. Mission/Goals
 - b. Objective
 - c. Functions and major activities
 - d. Budget highlights
 - e. Budget projections by line item
 - f. Staffing levels
 - g. Supporting schedules
 - h. Organizational chart
 - i. Performance measures

- 3) This information is reviewed by the Finance department for accuracy and proper form. A budget package is then prepared for meetings with the City Manager.

- 4) During the month of July, the City manager, Department Directors, and the Finance Director, review the proposed budget and make necessary revisions.

- 5) During the beginning of August, the city Manager submits to the City Council a budget estimate of the expenditures and revenues of all City departments and divisions for the fiscal year commencing October 1st.

- 6) Two public hearings are conducted at the City Council Chambers, to inform the taxpayers and receive their comments. The adopted budget is integrated into the accounting software system effective October 1st. It establishes the legal authority to incur expenditures up to the appropriated amount for each line item.

**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2011-12**

Budget Process (continued):

- 7) The City Code requires a majority affirmative vote of the City Council to adopt the budget, which prior to October 1st, is legally enacted through passage of an ordinance.
- 8) The adopted budget may be amended as follows:
 - a. The City Council approves budget amendments/adjustments that transfer monies from fund to fund, within departments, or interdepartmentally.
 - b. The City Council may approve supplemental appropriations of revenues and expenditures. If this is done, adoption of an amended budget ordinance is required.

Other Budget Information:

- 1) Section 9.04 of the City Charter stipulates that the legal level of control is at the departmental level.
- 2) The following funds have annual appropriated budgets:

Governmental Funds:

 - a. General Fund
 - b. Debt Service Fund
 - c. Special Revenue Funds which consist of the following:
 - i. Law Enforcement Trust Fund
 - ii. Road and Transportation Fund
 - iii. Elderly Center

Proprietary Funds:

- a. Sanitation Fund
- b. Stormwater fund

There were three Special Revenue Funds that were not appropriated in the current year's budget; they include the Grants Fund, Hurricane Fund, and the Police Grants Fund. Additionally, the Capital Projects Fund was not appropriated for FY2011-12.

- 3) There are four basic differences between the budgetary basis of accounting and the basis of accounting that follows Generally Accepted Accounting Principles (GAAP) for state and local governments:

**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2011-12**

Other Budget Information (continued):

- a. **Basis of accounting:** “Cash plus encumbrances” (accrual) and “modified accrual” are two different ways to define revenues and expenditures.
- b. **Timing:** The budget period may differ from the accounting reporting period (i.e.: lapse periods for encumbrances)
- c. **Perspective:** The budget and accounting reports may have different fund reporting structures (i.e.: a budget may account for debt service in the general fund, while GAAP principles require debt service to be recorded in a separate fund); and
- d. **Entity:** The Comprehensive Annual Financial Report may not include the same entities and funds as the budget document.

The budgets of the *governmental funds* (for example, the General Fund, and the Road and Transportation Fund) are prepared on the modified accrual basis of accounting. This means revenues must be both measurable and available to liquidate liabilities of the current period. Likewise, expenditures generally are recognized when an event or transaction is expected to draw upon current spendable resources. For example, debt service payments are budgeted in the year that they are paid, as opposed to the period to which the interest costs relate. Similarly, capital outlays are budgeted when expenditures are expected to occur.

Budgets for the *proprietary funds* are adopted on the accrual basis of accounting with the exception that capital outlays and principal payments on debt are budgeted as expenditures. The accrual basis means transactions and events are recognized as revenues/gains or expenditures/losses when they occur, regardless of the timing of the related cash flows.

The Comprehensive Annual Financial Report (CAFR) shows the status of the City’s finances on the basis of GAAP. In most cases this conforms to the way the City prepares its budget. During June 1999, the Government Accounting Standards Board (GASB) issued Statement No. 34. This statement established new accounting and financial reporting standards for state and local governments. The City implemented the new financial reporting requirements of GASB 34. From a budgetary perspective, the statement requires a budget to actual comparison, showing both the original adopted budget and the final working budget.

**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2011-12**

Other Budget Information (continued):

- 4) The budget is monitored on a monthly basis to track variances between actual and budgeted amounts. Significant variances are investigated and compared to prior year. Changes are made to cover unacceptable variances. In addition, budget staff review personnel requisitions and monitor Council agendas for any financial impact.

For budgetary purposes, significant capital encumbrances outstanding at year-end are re-appropriated in the subsequent year's revised budget, rather than shown in the adopted budget. Insignificant encumbrances outstanding at year-end are deemed to have lapsed and the related expenditures are charged to the subsequent year's budget when incurred. Accounting for encumbrances, provides a means of controlling and monitoring the budgetary process. Approved capital projects and equipment purchases outstanding at the close of the current fiscal year are submitted to the Council as a subsequent year's revision. Encumbrances do not constitute expenditures or liabilities in the current year, but instead are defined as commitments related to unperformed contracts for goods or services, which are only reported in governmental funds.

- 5) The hierarchy for reporting and budgetary control is as follows:

- a) Fund
- b) Function
- c) Division
- d) Project
- e) Object Code

Capital Budget Process

The City Manager and the various department directors submit plans, which are incorporated as part of the five-year capital improvement Program (see 5-Year Capital Improvement section). The source of funding is identified five years before the actual expenditures are made. The department directors are responsible for preparing the annual budget to operate the new facilities. Capital expenditures are an integral part of the annual budget, and follow the same approval process as the operating budget.

Fund Structure

The accounts of the City are organized and operated on the basis of funds: A fund is an independent fiscal and accounting entity with a self-balancing set of accounts. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance-related legal and contractual provisions. The minimum number of funds is maintained consistent with legal and managerial requirements.

**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2011-12**

Other Budget Information (continued):

The City of Miami Springs has the following fund types:

Governmental funds are used to account for the City's general government activities. Governmental fund types use the flow of current financial resources measurement focus and the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e.: when they are "measurable and available") "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to pay liabilities of the current period. The government considers all revenues available if they are collected within 60 days after year-end.

Expenditures are recorded when the related fund liability is incurred, except unmatured interest on general long-term debt which is recognized when due, and certain compensated absences and claims and judgments which are recognized when the obligations are expected to be liquidated with expendable, available financial resources.

Property taxes, franchise and communications taxes, licenses and interest associated with the current fiscal period are all considered to be susceptible to accrual, and are recognized as revenues. Only the portion of special assessments receivable, due within the current fiscal period is considered to be susceptible to accrual as revenue of the current period. All other revenue items are considered to be measurable and available only when cash is received.

Entitlements and shared revenues are recorded at the time of receipt or earlier if the accrual criterion is met. Expenditure driven grants are recognized as revenue when the qualifying expenditures have been incurred and all other grant requirements have been met.

Governmental funds include the following fund types:

The *general fund* is the City's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

The *special revenue funds* account for revenue sources that are legally restricted to expenditure for specific purposes (not including expendable trusts or major capital projects).

The *debt service fund* accounts for servicing of general long-term debt not being financed by proprietary or nonexpendable trust funds.

**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2011-12**

Other Budget Information (continued):

Proprietary funds are accounted for on the flow of economic resources measurement focus and use the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred. The City applies all applicable GASB pronouncements as well as the following pronouncements issued on or before November 30, 1989, unless those pronouncements conflict with or contradict GASB pronouncements. Financial Accounting Standards Board (FASB) statements and interpretations, Accounting Principles Board (APB) opinions and Accounting Research Bulletins (ARB's).

Proprietary funds include the following fund types:

Enterprise funds are used to account for those operations that are financed and operated in a manner similar to private business or where the Council has decided that the determination of revenues earned, costs incurred and/or net income is necessary for management accountability.

Funds Excluded from Adopted Budget

There were three Special Revenue Funds that were not appropriated in the current year's budget; they include the Grants Fund, Hurricane Fund, and the Police Grants Fund. Additionally, the Capital Projects Fund was not appropriated for FY2011-2012. These funds, however, are included as part of the City's audited financial statements.

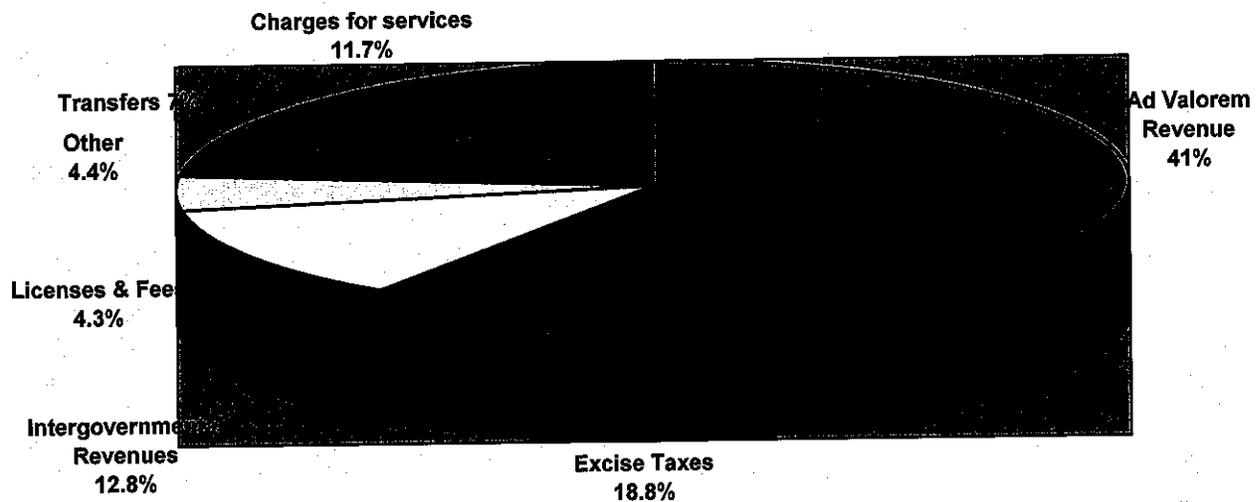
**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2011-12**

BASIS OF REVENUE AND EXPENDITURE ESTIMATES

Estimation of revenues and expenditures are predicated on the considerations presented below. In addition, tables and charts highlighting the major revenue and expenditure components have been provided. Due to rounding, the percentages related to the components of some charts and graphs may not add up to 100.0%.

General Fund Major Revenues

\$14,141,973



Revenues: The revenues depicted in the chart above, represent the top revenue categories of the General Fund, all other revenues are grouped together as "Other". The four most significant revenue sources are, Ad Valorem Revenues, which provide (41%) or approximately \$5.8 million, Excise Taxes which represent 18.8% or \$2.7 million, Charges for Services represents 11.7% or \$1.7 million, and Intergovernmental revenues which represent 12.8% or \$1.8 million of the General Fund's revenues.

Basis of Revenue Estimates

The City has several sources of revenue that support the services that are provided to residents. Descriptions of the major revenue sources from both governmental and proprietary funds are provided along with the pertinent forecast methodology.

Although some revenue sources are impacted by unique independent variables, there is one primary variable (Consumer Price Index [CPI]) that influences most of the City's revenue sources. Population growth is not a factor since the City's population has remained stable for the past ten years.

**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2011-12**

Trend analysis is the only quantitative technique currently used for forecasting revenues. The trend analysis employed, described below, determines the growth pattern of a particular revenue source based on the most recent 24-months of actual receipts:

Rate of Change: The rate of change is determined by the relationship of the most recent 12 months [1-12] to the previous 12 months [13-24]. This is the first step [#1].

Current Year Forecast: The balance of the current year is projected by applying the rate of change developed above to the unmatched months of the prior year [Step #2]. The result is added to the current year-to-date receipts to yield the forecast for the current year [Step#3].

Budget Year Forecast: The current year forecast is multiplied by the rate of change to project the budget year revenue [Step #4]. The inherent assumption is that the rate of change in the revenue will be sustained. In an attempt to include economic factors, the result is adjusted by the change in CPI. All references to the historical trend in the following pages are based on this methodology. *The CPI used for the FY2010-11 projection is 4%.*

Step # 1-Calculation of rate of change:

$$\frac{\text{Most recent 12 months}}{\text{Prior 12 months}} = \frac{\text{Months 1 through 12}}{\text{Months 13 through 24}} = 1 + \text{Rate of Change}$$

Step # 2- Calculation of remaining months of current year:

$$\{\text{Unmatched months in prior year}\} \times \{\text{rate of change}\} = \text{Balance of Current Year Projection}$$

Step # 3- Calculation of current year projection:

$$\{\text{Current YTD receipts}\} + \{\text{Rest of current year projection}\} = \text{Current year projection}$$

Step #4- Calculation of new budget year projection:

$$\{\text{Current Year Projection}\} \times \{\text{Rate of change}\} \times \text{CPI} = \text{New Year Projection}$$

**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2011-12**

Major Revenue Sources: Governmental and Proprietary Funds

Ad Valorem Taxes

Description

A tax on property paid by owners of real and personal property within the City limits. The tax is based on an assessment by the Miami-Dade County Property Appraiser of the market value of property and improvements. This revenue source is found in the General Fund .

Forecast

Methodology

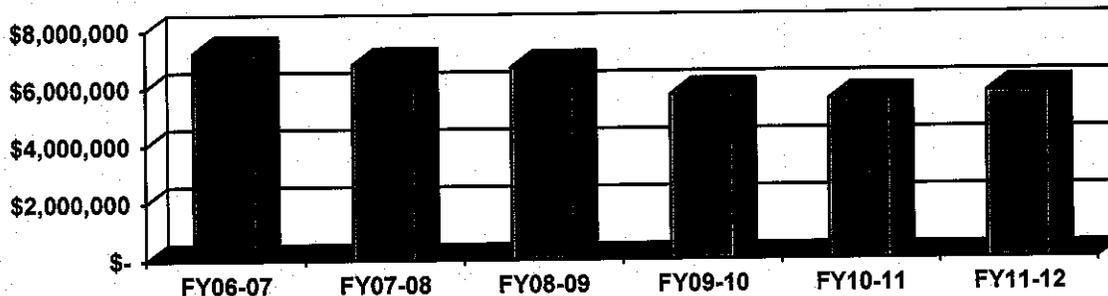
The millage of 6.7400 multiplied by the taxable value, less 5% for possible adjustments to assessed values and/or discounts taken for early payment.

Fiscal Year	Millage Rate	Ad Valorem	% Change
11-12 (Est)	6.7400	\$ 5,796,261	4.47%
10-11 (Est)	6.4710	\$ 5,548,449	-3.22%
09-10	6.1698	\$ 5,732,869	-14.56%
08-09	6.4305	\$ 6,710,088	-1.77%
07-08	6.3000	\$ 6,831,093	0.00%

Fiscal Year	Millage Rate	Debt Service	% Change
11-12 (Est)	Note A	\$ -	0.00%
10-11 (Est)	0.4698	\$ 402,658	0.74%
09-10 (Est)	0.4226	\$ 399,719	0.36%
08-09	0.3687	\$ 398,275	0.00%
07-08	0.3579	\$ 398,275	0.00%

Note A: The General Obligation Bond was refunded in FY2011 with a Revenue Bond.

Ad Valorem Revenues



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2011-12**

Major Revenue Sources: Governmental and Proprietary Funds

Sanitation Charges

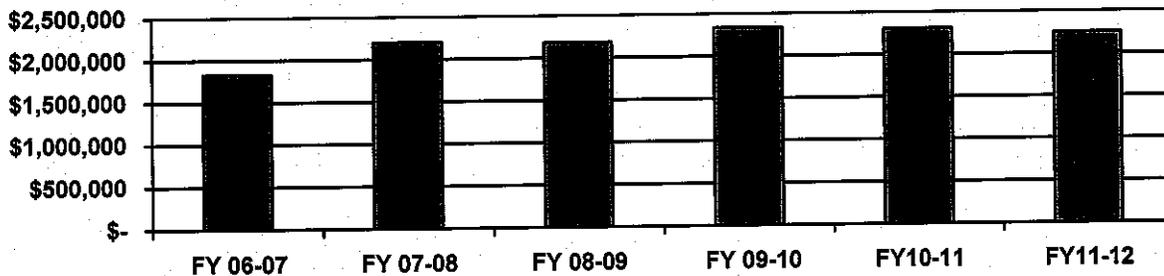
Description Charges paid by residents for garbage and trash pick up services. Sanitation charges are billed monthly on a flat rate basis; residents pay a flat fee for garbage and another flat fee for trash services. Bulk trash pick up services are billed separately based on volume of trash picked up. Commercial businesses are picked up by independent contractors who pay the City a franchise fee. These revenues are accounted for in the Sanitation Fund (Proprietary Fund).

Forecast Methodology The main factors considered in projecting this revenue are historical trend, and projected CPI increase. However in FY2011 the billing was placed on the annual property tax bill which provides for 4% discount when paid on a timely basis.

Please refer to the "Basis of Revenue Estimates" section above for the projected CPI.

Fiscal Year	Sanitation Charges	% Change
11-12 (Est)	\$ 2,249,126	-2.45%
10-11 (Est)	\$ 2,305,700	-1.22%
09-10	\$ 2,334,259	7.16%
08-09	\$ 2,178,205	-0.99%
07-08	\$ 2,200,000	0.00%

Sanitation Revenues



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2011-12**

Major Revenue Sources: Governmental and Proprietary Funds

Stormwater Charges

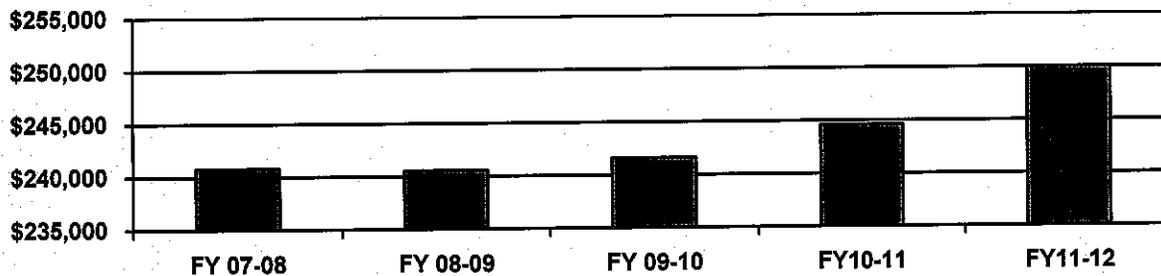
Description Charges paid by residents and businesses for stormwater mitigation. Stormwater charges are billed monthly on a flat rate basis. These revenues are accounted for in the Stormwater Fund (Proprietary Fund).

Forecast Methodology The main factors considered in projecting this revenue are historical trend, estimated new connections, and estimated new rates based on the 12 month change in the CPI.

Please refer to the “Basis of Revenue Estimates” section above for the projected CPI.

Fiscal Year	Charges	% Change
11-12 (Est)	\$ 250,000	2.21%
10-11 (Est)	\$ 244,587	1.24%
09-10	\$ 241,587	0.44%
08-09	\$ 240,528	-0.11%
07-08	\$ 240,789	0.00%

Stormwater Revenues



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2011-12**

Major Revenue Sources: Governmental and Proprietary Funds

Franchise Fees

Description Franchise fees are established by the franchise agreement between the City and service providers of electricity, gas, towing, resource recovery and recycling.

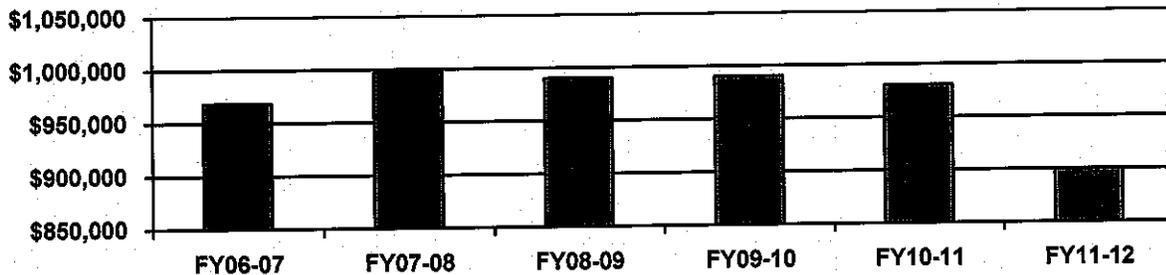
This revenue is generated based on all residential, commercial and industrial revenues collected by the provider for services within the City. This revenue is accounted for in the General Fund.

**Forecast
Methodology**

The main factors considered in projecting this revenue are historical trend, and estimated inflation (CPI). However, the City received notification from Florida Power and Light that franchise fee collections would be reduced for FY2012.

Fiscal Year	Fund	% Change
11-12 (Est)	\$ 900,000	-8.16%
10-11 Est)	\$ 980,000	8.70%
09-10	\$ 901,539	-8.93%
08-09	\$ 989,929	-0.71%
07-08	\$ 996,967	0.00%

Franchise Fee Revenue



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2011-12**

Major Revenue Sources: Governmental and Proprietary Funds

State Shared Revenues

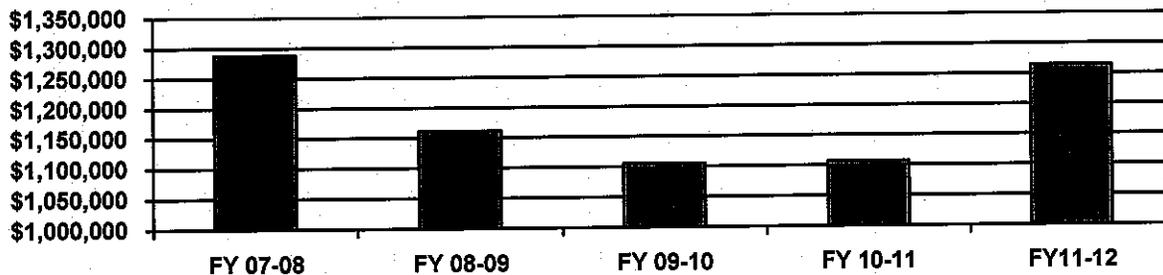
Description Taxes collected and remitted to the State of Florida are deposited in the State Sharing Trust Fund for Municipalities. The Trust Fund revenue consists of (1) Sales Tax Proceeds, (2) Municipal Tax 8th Cent, (3) Special Motor and Other Tax and (4) Local Government ½ Cent Sales Tax. The State uses a three factor additive formula to determine a municipality's annual share of the fund.

The City's share grows with the overall growth of the economy and the City's population.

Forecast Methodology This revenue is forecasted by the State of Florida.

Fiscal Year	Sales Tax Proceeds	Municipal Gas Tax 8 th Cent	Local Gov ½ cent Sales Tax	Total	% Change
11-12 (Est)	\$394,850	\$-0-	\$869,125	\$1,263,975	14.2%
10-11 (Est)	\$309,422	\$-0-	\$797,205	\$1,106,627	0.15%
09-10	\$362,335	\$-0-	\$742,550	\$1,104,885	(4.8%)
08-09	\$320,891	\$ 63,961	\$775,907	\$1,160,759	(9.8%)
07-08	\$306,002	\$113,233	\$868,369	\$1,287,604	

State Shared Revenues



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2011-12**

Major Revenue Sources: Governmental and Proprietary Funds

Utility Services Taxes

Description A tax levied on the purchase of electric, gas, propane, and water.

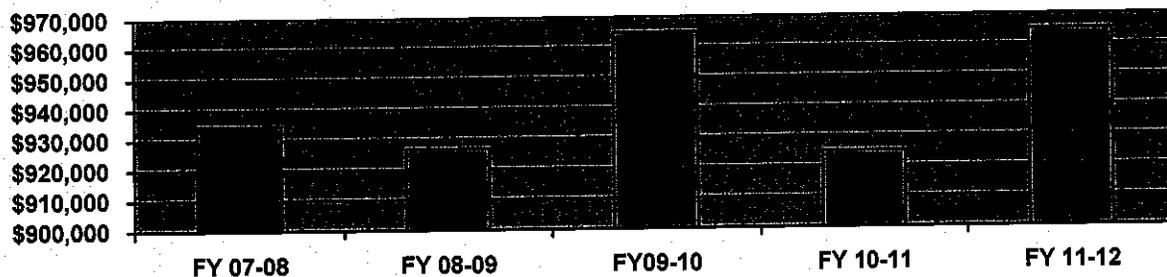
This revenue is based on a percent charge applied to the taxable amounts charged by the seller of the service. This revenue is accounted for in the General Fund.

**Forecast
Methodology**

The main factors considered in projecting this revenue are historical trend, and estimated inflation (CPI). Please refer to the "Basis of Revenue Estimates" section above for the projected CPI.

Fiscal Year	Fund	% Change
11-12 (Est)	\$ 965,000	4.32%
10-11 (Est)	\$ 925,000	-8.74%
09-10	\$ 1,013,594	9.36%
08-09	\$ 926,807	-0.83%
07-08	\$ 934,547	0.00%

Utility Tax Revenues



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2011-12**

Major Revenue Sources: Governmental and Proprietary Funds

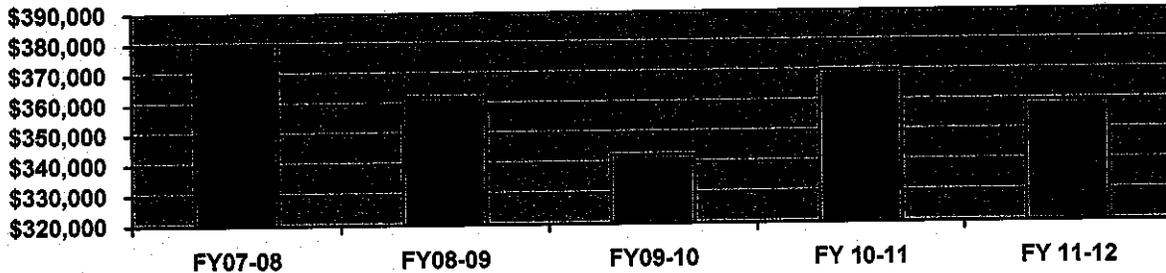
Local Option Gas Tax

Description Pursuant to F.S. 336.025(1)(a)(b)(2), the County has exercised its authority in levying a tax on every gallon of motor fuel and diesel sold in the county. The proceeds may be used for transportation expenditures.

Forecast Methodology This revenue is forecasted by the State of Florida.

Local Option		
Fiscal Year	Gas Tax	% Change
11-12 (Est)	\$ 359,859	-2.81%
10-11 (Est)	\$ 370,277	8.05%
09-10	\$ 342,694	-5.43%
08-09	\$ 362,386	-4.67%
07-08	\$ 380,131	0.00%

Local Option Gas Tax



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2011-12**

Major Revenue Sources: Governmental and Proprietary Funds

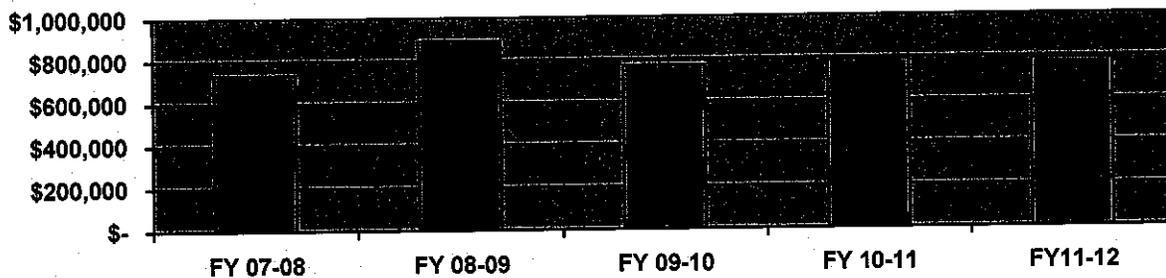
Communications Services Tax

Description The new communications tax effective 10/01/01 represents a combination of the former cable television and telecommunications franchise fees as well as the public service tax on telecommunications services. Previously each service provider remitted these taxes and fees directly to each municipality throughout the State. In an effort to eliminate the onerous disbursement burden placed upon the providers the State decided to become the central receiving authority for these taxes. The State retains a 1% administrative fee and redistributes the monies to the municipalities according to a pre-determined percentage.

Forecast Methodology This revenue is forecasted by the State of Florida.

Fiscal Year	Fund	% Change
11-12 (Est)	\$ 790,000	0.00%
10-11 (Est)	\$ 790,000	2.62%
09-10	\$ 769,864	-13.63%
08-09	\$ 891,322	21.62%
07-08	\$ 732,846	0.00%

Communications Tax



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2011-12**

Expenditures

Personnel Services

Description: This category include expenditures for City employees' base wages and salaries plus expenditures for other forms of employee compensation: life and health insurance, social security, workers compensation, retirement contributions, longevity pay, overtime and special duty/status pay.

Significant

Assumptions: The proposed personnel services budget is based on the following assumptions:

- Merit increase based on approved pay plans for eligible employees, longevity pay based on years of service and City policy. Longevity pay ranges from \$500 for 8 years or more, \$1,000 for 10 years or more, \$1,500 for 15 years or more, and \$1,750 for 20 or more years of service. All merit increases and longevity payments were frozen for FY11-12 for all general employees only.
- There is no COLA budgeted for general employees and police for FY11-12.
- Worker's Compensation – Since we are self insured under the Miami Dade County Workmen's Compensation Program, annual costs are based on actual claims paid, a reserve for future claims payments, and an annual administrative fee. The annual fee is allocated to each department based on payroll, claims are charged to the department generating those claims.
- Projected increases in pension contributions based on the latest actuarial report and an 8% increase in health insurance benefits.

Operating Expenses

Description: This category includes expenditures for governmental programs that are not classified as personnel, capital outlay or capital projects. Operating expenses include such things as office supplies, postage, utilities, travel and entertainment, dues and subscriptions, gasoline, telephone and advertising to name a few.

Significant

Assumptions: Projected increases (decreases) are based on a departmental level decision-making process. The Departments were given two guidelines: (1) to prepare a budget based on a Status Quo Assumption in order to maintain the current level of services; and (2) to submit a detailed "wish list" of budget requests for new programs, activities, or operational needs. They are given flexibility over allocation in the various line items. The budget section of the Finance Department calculates the personnel cost based on the staffing requested by each

**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2011-12**

Expenditures (continued)

Operating Expenses (continued)

department. Expenditures are then adjusted to reflect management priorities, and to reflect updated information on costs.

Capital Outlay

Description: This category includes expenditures for capital items, with an initial individual cost of \$1,000 or more, with an estimated useful life in excess of one year. Purchase orders encumbered at the end of the previous year are carried over.

Significant

Assumptions: Projected expenditures are based on the estimated cost of each capital item.

Funding for most of the capital expenditures are identified within the department's target budget. Capital outlays are ranked in order to reflect management priorities.

Capital Projects

Description: This category includes expenditures for construction.

Significant

Assumptions: Projected expenditures are based on an estimated cost to completion.

**CITY OF MIAMI SPRINGS
BUDGET DEVELOPMENT GUIDELINES
FISCAL YEAR 2011-12**

Strategies

The long term municipal goals focus on Community Health and Safety, Economic Development, Community Services, a Productive Work Environment, Quality Leadership, Ecological Preservation and the improvement of the City's reserve balances. These goals provide a point of reference for programs and services as it relates to the development of the budget.

The City's strategy for achieving these goals is to provide significant attention to revenue streams, establish an atmosphere conducive to cost-cutting and reduction of unnecessary waste, and require department directors to incorporate more direct and specific attention to their management controls, projections, and supervision of programs and projects.

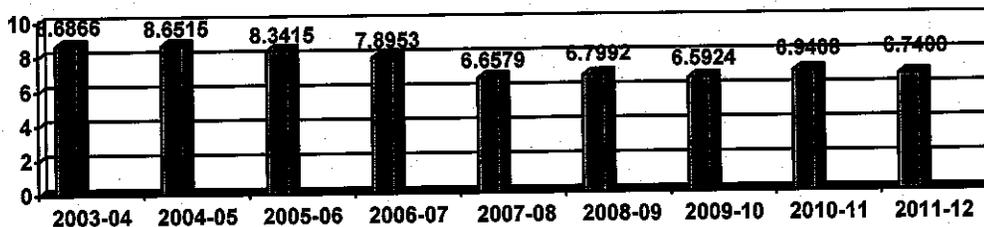
A cautious approach to personnel growth has been adopted since personnel-related costs account for approximately 69% of General Fund operating expenses. This budget reflects expenditure containment in response to the rising cost of personnel benefits, specifically health insurance costs.

The City is pursuing a strategy of improving technology and acquiring available new technologies in order to increase efficiency and operational effectiveness which in turn will decrease costs while improving services provided to its taxpayers.

Budget Goals and Guidelines

- 1) **Property Tax Reform Through Cost Reduction and New Revenue Sources:** The City's goal is to minimize increases in the millage rate. This traditionally was accomplished by finding new sources of revenue where possible and by implementing tight budgetary controls on expenditures. This 2011-2012 budget reduces the millage rate to 6.7400. This millage is approximately 29% of a total property tax bill.

**Historical Millage Rates
(including debt service millage)**

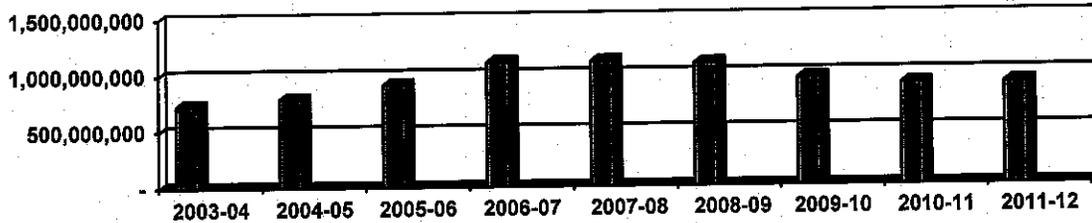


This graph illustrates the City's millage rates for the current and past eight years.

**CITY OF MIAMI SPRINGS
BUDGET DEVELOPMENT GUIDELINES
FISCAL YEAR 2011-12**

Budget Goals and Guidelines (continued)

Taxable Assessed Values



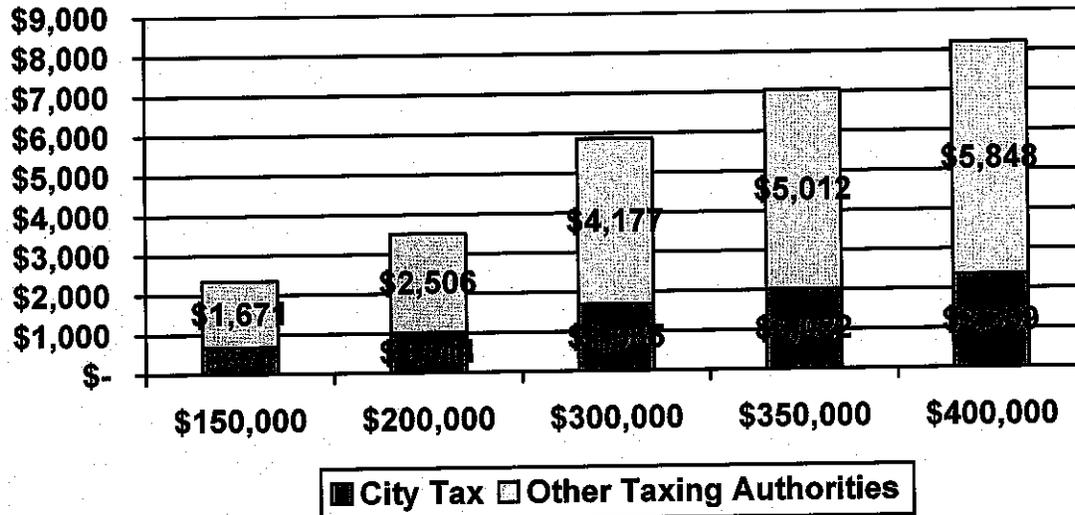
This graph illustrates the City's assessed values for the current and past six years.

Components of Property Tax Bill	2010-11	2011-12	% Change
Miami Dade County Schools	7.8640	7.7650	(1.3%)
Environmental Protection	.0894	.0624	(30.2%)
South Florida Water Management	.5346	.3739	(30.1%)
Florida Inland Navigational District	.0345	.0345	0.00%
Miami Dade County Government Services	5.4275	4.8050	(11.5%)
Children's Trust	.5000	.5000	0.00%
City of Miami Springs	6.4710	6.7400	4.2%
Fire and Rescue	2.5753	2.4496	(4.9%)
Library	.2840	.1795	(36.8%)
Voter Approved Debt Payments			
School	.3850	.2400	(37.7%)
Miami Dade County	.4450	.2850	(36%)
Fire	.0200	.0131	(34.5%)
City of Miami Springs	.4698	.0000	(100%)
Total Millage Rate	25.1001	23.4480	(6.6%)

**CITY OF MIAMI SPRINGS
BUDGET DEVELOPMENT GUIDELINES
FISCAL YEAR 2011-12**

Budget Goals and Guidelines (continued)

Your Total Property Tax Bill



The above calculations show the city of Miami Springs and county-wide total property taxes based upon assessed values between \$150,000 and \$400,000 and assuming a \$50,000 homestead exemption.

- 2) **Fund Balance Goal:** The City will plan the budget in such a way to retain an unrestricted fund balance in the General Fund of at least 25% of planned expenditures. This level also provides a contingency for unexpected future events.

- 3) **User fees for Services:** Fees for services will be set with the goal to recover 100% of costs, except in specific instances in which the City Commission determines that it is in the public interest to offset some of the costs through the use of other revenues, such as general tax support. Where necessary, departments have updated their fee schedules during the budget process.

- 4) **Full Range of Municipal Services:** The City provides a full range of municipal services in order to maintain and enhance the quality of life in Miami Springs. The City acknowledges that the highest priority service areas relate to those that protect and enhance public safety and health.

**CITY OF MIAMI SPRINGS
BUDGET DEVELOPMENT GUIDELINES
FISCAL YEAR 2011-12**

Budget Goals and Guidelines (continued)

- 5) **Public Safety Services:** Public safety services are a high priority. The City will ensure that services are provided in an efficient, effective manner, and through thoughtful plans, public safety needs can be met in our community. The budget for the Police department represents approximately 38% of budgeted general fund expenditures.

- 6) **Employee Safety/Productivity:** The City is making great strides in updating the fleet of vehicles, and in providing equipment and supplies to employees that enhance safety and productivity. In the budget, departments were asked to identify and to request funding to continue this policy of providing up-to-date equipment, supplies, and facilities to assure employee safety.

Financial Policies

The City of Miami Springs financial policies, compiled below, set forth the basic framework for the overall fiscal management of the City. Operating independently of changing circumstances and conditions, these policies assist the decision-making process of the City Council and the Administration. These policies provide guidelines for evaluating both current activities and proposals for future programs.

Most of the policies represent long-standing principles; traditions and practices that have guided the City in the past and will help establish financial stability in the future. They will be reviewed annually as a decision making tool and to ensure their continued relevance in an ever-changing environment.

Balanced Budget Policy

To the extent that the appropriated revenues and estimated budget savings equal or exceed the appropriated expenditures, the budget is considered balanced. To the extent that the appropriated revenues and estimated budget savings equal or exceed the appropriated expenditures, the budget is considered balanced. Should the appropriated expenditures exceed the appropriated revenues and estimated budget savings, the difference would be shown in the revenue section as beginning Surplus. The amount of the beginning Surplus would specify the amount by which the fund Balance would be depleted. Estimated budget savings is the projection of the budget variance for both revenue and expenditures based on the last five years of historical data.

**CITY OF MIAMI SPRINGS
BUDGET DEVELOPMENT GUIDELINES
FISCAL YEAR 2011-12**

Operating Budget Policies

- 1) The City will maintain at a minimum, an accessible cash reserve equivalent to twelve weeks of operating costs.
- 2) The City pays for medical insurance for its employees and 50% of the cost associated with dependent coverage.
- 3) No new or expanded services shall be implemented without implementing trade-offs of expenses or revenues at the same time. This applies to personnel, equipment and any other peripheral expenses associated with the service.
- 4) The City shall continue to support a scheduled level of maintenance and replacement of its infrastructure and fleet. Expansions to the fleet must be justified based on growth of the City.
- 5) The City shall support capital expenditures that reduce future operating costs.

Revenue Policies

- 1) The City will attempt to maintain a diversified and stable revenue system as a shelter from short-run fluctuations in any single revenue source.
- 2) The City will attempt to obtain additional major revenue sources as a way of ensuring a balanced budget.
- 3) The City will establish user charges and fees at a level to recover the full cost (direct and indirect) of providing the service in the Sanitation and Stormwater funds, which are self-sustaining. User fees in the Recreation department provide approximately 15-20% of its operating costs.
- 4) The City will review fees/charges annually and will design or modify revenue systems to include provisions that automatically allow charges to grow at a rate that keeps pace with the cost of providing the service.

**CITY OF MIAMI SPRINGS
BUDGET DEVELOPMENT GUIDELINES
FISCAL YEAR 2011-12**

Revenue Policies

- 5) The City will consider market rates and charges levied by other public and private organizations for similar services in establishing fees and charges.

Cash management/Investment Policies

- 1) The City will deposit all funds received by 2:00 PM, on the next day.
- 2) Investment of City funds will emphasize preservation of principal; the objective will be to match or exceed the yield of the State Board of Administration.
- 3) The City will collect revenues aggressively, including any past due amounts owed.

Debt Policies

- 1) The City may, as necessary, issue bonds for capital improvements.
- 2) Projects that are financed fall into one of two categories:
 - a) Projects that are revenue producing and require no subsidy for payment of debt service.
 - b) Projects requiring subsidy for payment of debt service shall enhance the quality of life of citizens of the City.
- 3) The City will publish and distribute an official statement for each bond issue.
- 4) General obligation debt will only be issued is approved by the voters in a referendum.
- 5) The City will maintain bond reserves as required by the various bond issues.

**CITY OF MIAMI SPRINGS
BUDGET DEVELOPMENT GUIDELINES
FISCAL YEAR 2011-12**

Reserve Policies

- 1) The City will maintain an unreserved, undesignated fund balance in the General Fund of at least 25% of the Fund's expenditures.
- 2) The City will maintain designated unreserved Fund Balance for disaster assistance in the General Fund of at least \$500,000. This would provide the required 12.5% matching of up to \$4,000,000 in Federal and State assistance.

Accounting, Auditing, and Financial Reporting Policies

- 1) An independent audit will be performed annually.
- 2) The City will produce annual financial reports in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board (GASB).

Capital Budget Policies

For the FISCAL YEAR 2011-12 budget, the City will implement a five year capital improvement plan, this plan was prepared with the assistance of all department heads and shows the City's capital requirements over the next five fiscal years.

- 1) The City will maintain its physical assets at a level adequate to protect the City's capital investment and minimize future maintenance and replacement costs. The budget will provide for the adequate maintenance and the orderly replacement of the capital plant and equipment from current revenues where possible.
- 2) The City has provided sufficient funds to replace and upgrade equipment as well as to take advantage of new technology thereby ensuring that employees have safe and efficient tools to service the public. It reflects a commitment to further automation and use of available technology to improve productivity of the City's work force.
 - a) The objective for upgrading and replacing equipment includes:
 - (1) normal replacement as equipment completes its useful life,
 - (2) upgrades of new technology, and (3) additional equipment necessary to service the needs of the City.

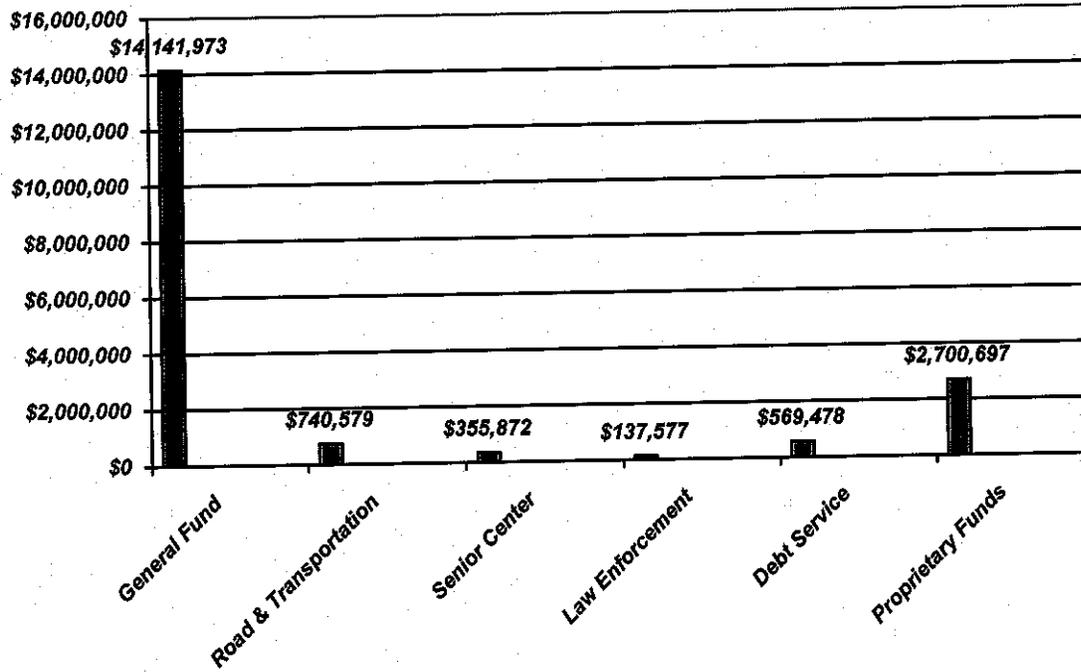
**CITY OF MIAMI SPRINGS
BUDGET DEVELOPMENT GUIDELINES
FISCAL YEAR 2011-12**

Capital Budget Policies

- 3) The City will use the following criterion to evaluate the relative merit of each capital project. Capital expenditures will foster goals of:
- a) Economic and neighborhood vitality
 - b) Infrastructure and heritage preservation
 - c) Capital projects which implement a component of an approved redevelopment plan
 - d) Projects specifically included in an approved replacement schedule
 - e) Projects which reduce the cost of operations. Projects which increase the cost of operations shall have identified trade-offs to support those additional costs.
 - f) Projects which significantly improve safety and reduce risk exposure.

**CITY OF MIAMI SPRINGS
BUDGET DEVELOPMENT GUIDELINES
FISCAL YEAR 2011-12**

2011-2012 BUDGET-EXPENDITURES BY FUND

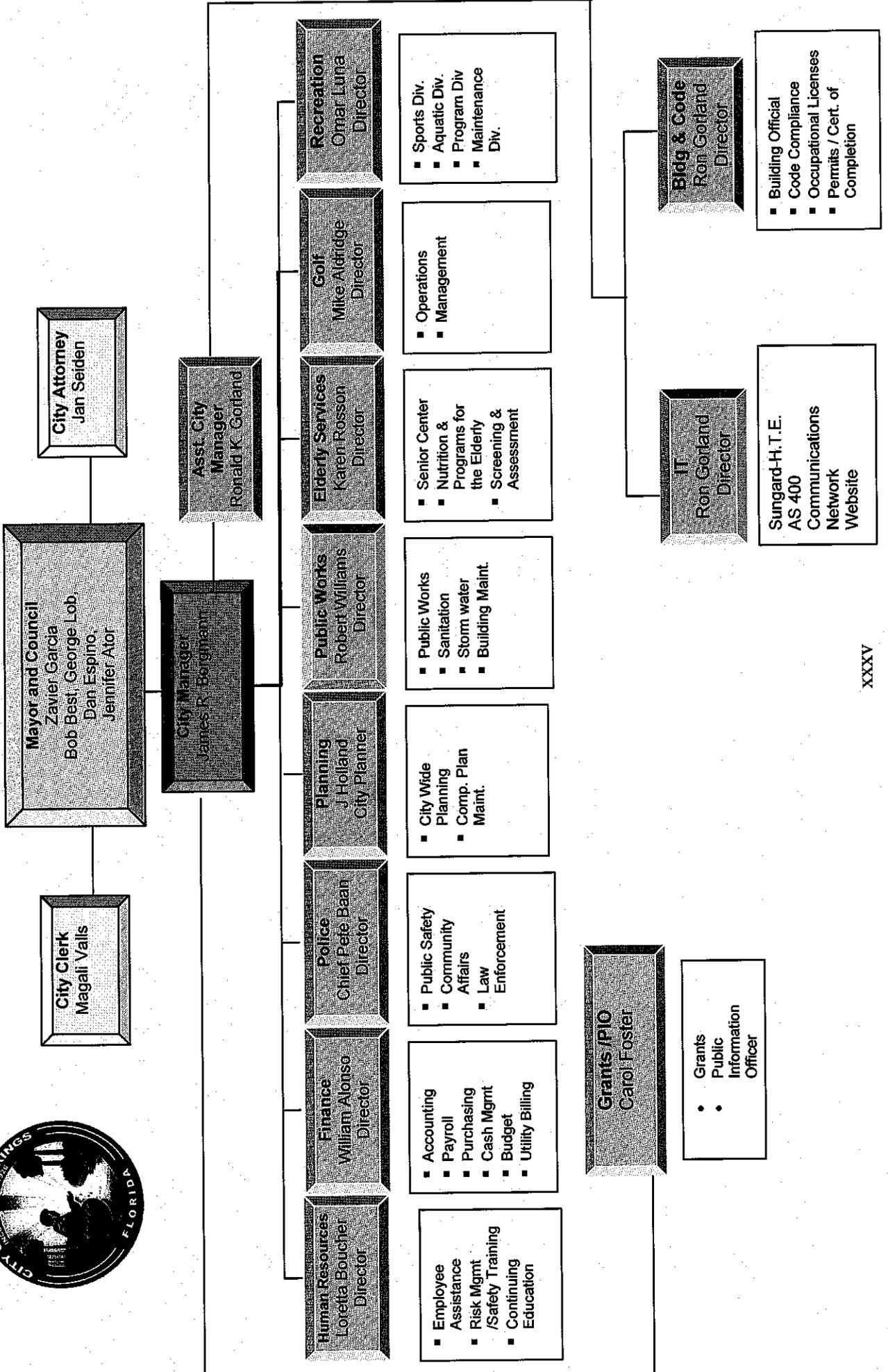


Budget Calendar

FY 2011-2012 Budget Development Process & Tentative Timetable

DATE	ACTIVITY
May 16, 2011	City Manager holds initial budget preparation meeting with department heads & staff to distribute the FY2011-2012 budget workbooks. Council Chambers
June 3, 2011	Last day for departments to submit their FY2011-2012 budget request package including base, "wish-list" items, and revenue enhancement efforts or projects
June 6, 2011 thru June 10, 2011	Finance Department to review individual department budget submissions, meeting with Departments to fine tune and adjust submissions
June 13, 2011 thru June 17, 2011	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, 2011	City Manager's Office receives the 2011 Certification of Taxable Values (DR-420) from Miami-Dade County's Property Appraiser's office; simultaneously, the Miami Springs Finance Department prepares adjustments to city-wide budget presentation
Thursday, July 28, 2011	Miami Springs City Council meets in special session to propose a tentative ad valorem property tax millage levels for operating & debt service for FY2011-2012
July 29, 2011	Finance Department advises City Manager of proposed funding levels - making determination and recommends (if necessary) any budgetary cuts or adjustments Proposed ad valorem millage rates on Form DR-420 sent to Miami Dade County Tax Collector
August 5, 2011	Manager's FY 2011-2012 Proposed Operating Budgets delivered to Council
August 15 and 29 th , 2011	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 FY2011-2012 - all tentative and to be scheduled by Council
On or about August 23, 2011	<i>County Property Appraiser's Office mails out notices of proposed tax bills to all property owners in Miami Springs</i>
Monday, September 12, 2011	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 -2011-2012
<i>Within 15 days of 1st hearing, Sept 22, 2011</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 26, 2011	Second of two public hearings on the FY2011-2012 operating budgets held at which point Council adopts the final millage rate and corresponding budgets
Within 3 days of 2nd hearing Wednesday Sept. 29, 2011	Final adopted millage rates and operating budgets are forwarded to the County's Property Appraiser and Tax Collector no later than 5.00 PM
Within 30 days of the final hearing	City submits Certificate of Compliance [DR-487] to the Florida Department of Revenue in Tallahassee - confirming that the City was in compliance with Truth-in-Millage rules.

City of Miami Springs Organizational Chart



POSITION CLASSIFICATION AND PAY PLAN (Proposed)

FISCAL YEAR 2011-12

CIVIL SERVICE/NON CIVIL SERVICE EMPLOYEES

FY2011-12

POSITION	PAY GRADE	PAY RANGE	
		MINIMUM	MAXIMUM
MAINTENANCE WORKER I	8	22,541	33,421
PRO SHOP CLERK	8	22,541	33,421
CLERICAL ASSISTANT	9	23,149	34,326
CUSTOMER SERVICE REPRESENTATIVE	9	23,149	34,326
EQUIPMENT OPERATOR	10	23,726	35,181
MAINTENANCE WORKER CREW LEADER	10	23,726	35,181
MAINTENANCE WORKER II	10	23,726	35,181
REFUSE COLLECTOR	10	23,726	35,181
TREE TRIMMER	10	23,726	35,181
REFUSE TRUCK DRIVER	13	25,549	37,886
HEAVY EQUIPMENT OPERATOR	14	26,191	38,839
ADMINISTRATIVE ASSISTANT I	15	26,845	39,810
BUILDING SPECIALIST I	15	26,845	39,810
MATERIALS MANAGEMENT CLERK	15	26,845	39,810
POLICE ADMINISTRATIVE SPECIALIST I	15	26,845	39,810
RECREATION SPECIALIST	15	26,845	39,810
ACCOUNTING CLERK I	16	27,512	40,806
ACCOUNTING CLERK II	18	28,904	42,872
AUTOMATED EQUIPMENT OPERATOR	19	29,633	43,946
BUILDING MAINTENANCE SPECIALIST	19	29,633	43,946
POLICE DISPATCHER I	19	29,633	43,946
POLICE DISPATCHER II	21	31,128	46,169
ACCOUNTING CLERK III	22	31,909	47,318
ADMINISTRATIVE ASSISTANT II	22	31,909	47,318
BUILDING SPECIALIST II	22	31,909	47,318
ADMINISTRATIVE ASSISTANT III	24	33,527	49,715
PARKS MAINTENANCE FOREMAN	24	33,527	49,715
OPERATIONS SUPERVISOR	24	33,527	49,715
POLICE ADMINISTRATIVE SPECIALIST II	24	33,527	49,715
PROCUREMENT SPECIALIST	24	33,527	49,715
CODE COMPLIANCE OFFICER	25	34,361	50,960
POLICE COMMUNICATIONS SUPERVISOR	26	35,218	52,234
AQUATICS DIVISION SUPERVISOR	28	37,007	54,875
PROGRAMS DIVISION SUPERVISOR	28	37,007	54,875
SPORTS DIVISION SUPERVISOR	28	37,007	54,875
* ADMINISTRATOR TO PUBLIC WORKS DIRECTOR	29	37,604	55,300
* DEPUTY CITY CLERK	29	37,604	55,300
EXECUTIVE SECRETARY	29	37,604	55,300
HUMAN RESOURCES SPECIALIST	29	37,604	55,300
PROCUREMENT SUPERVISOR	29	37,604	55,300
* ASSISTANT INFORMATION TECHNOLOGY MANAGER	37	46,212	68,534
* GOLF COURSE MAINTENANCE SUPERINTENDENT	37	46,212	68,534
* GRANTS WRITER/PUBLIC INFORMATION SPECIALIST	37	46,212	68,534
OPERATIONS SUPERINTENDENT	37	46,212	68,534
* BUILDING AND CODE COMPLIANCE MANAGER	37	46,212	68,534
* ELDERLY SERVICES DIRECTOR	40	49,767	73,805
* INFORMATION TECHNOLOGY MANAGER	40	49,767	73,805
INFORMATION TECHNOLOGY/ACCOUNTING SYSTEMS ANALYST	40	49,767	73,805
* CITY PLANNER	44	54,930	81,466
* HUMAN RESOURCES DIRECTOR/RISK MANAGER	45	56,305	83,501
* POLICE LIEUTENANT	44P	61,440	89,324
* COMPTROLLER	46	63,316	92,063
* POLICE CAPTAIN	46P	64,546	93,851
* GOLF DIRECTOR	49	71,850	95,799
* PARKS & RECREATION DIRECTOR	49	71,850	95,799
* PUBLIC WORKS DIRECTOR	49	71,850	95,799
* CITY CLERK	49C	71,850	99,014
* ASSISTANT CITY MANAGER	50	74,817	112,227
* BUILDING OFFICIAL	50	74,817	112,227
* FINANCE DIRECTOR	50	74,817	112,227
* CHIEF OF POLICE	50P	76,270	114,406
* CITY MANAGER			
* NON CIVIL SERVICE			

Determined by City Council

**ANALYSIS, GRAPHICS, AND SUPPLEMENTARY
INFORMATION**

BUDGET SUMMARY FOR FISCAL YEAR 2011-12 ALL FUNDS

	2008-2009 Actual	2009-10 Actual	2010-11 Amended Budget	2011-12 Budget	% of Total	% Change from 2010-11
BEGINNING BALANCE	17,303,364	17,388,432	12,748,853	9,960,783		
REVENUES/SOURCES						
Taxes	7,108,362	6,132,588	5,950,949	5,796,261	32.4%	-2.6%
Franchise Fees	989,929	901,539	980,000	900,000	5.0%	-8.2%
Utility Taxes	1,818,129	1,783,458	1,755,000	1,755,000	9.8%	0.0%
Licenses and Fees	414,939	817,571	513,900	607,300	3.4%	18.2%
Intergovernmental Revenues	4,817,159	6,348,222	3,697,014	2,362,355	13.2%	-36.1%
Charges for Services	1,545,606	1,356,871	1,643,249	1,669,409	9.3%	1.6%
Fines and Forfeitures	321,695	337,983	176,000	308,000	1.7%	75.0%
Interest Income	139,356	90,529	91,500	89,500	0.5%	-2.2%
Miscellaneous	274,193	262,776	259,982	253,175	1.4%	-2.6%
Interfund Transfers	2,079,808	2,750,439	1,692,026	1,671,823	9.3%	-1.2%
Sanitation Charges	2,176,417	2,333,160	2,305,700	2,249,126	12.6%	-2.5%
Stormwater Charges	272,293	275,751	250,000	250,000	1.4%	0.0%
Debt proceeds	-	2,516,920	-	-	0.0%	0.0%
Total Revenues/Sources	21,957,886	25,907,805	19,315,320	17,911,949	100.0%	-7.3%
EXPENDITURES/USES						
General Government	2,682,682	2,679,302	4,870,535	2,520,371	13.5%	-48.3%
Public Safety	5,863,488	5,958,385	6,049,740	6,156,438	33.0%	1.8%
Public Services	2,495,744	3,321,242	3,028,799	2,673,914	14.3%	-11.7%
Recreation & Culture	4,960,515	9,136,964	4,025,129	3,544,253	19.0%	-11.9%
Economic & Community Development	791,851	1,210,379	-	-	0.0%	0.0%
Debt Service	783,230	3,220,046	724,235	571,778	3.1%	-21.1%
Transfers to other funds	1,649,808	2,416,439	634,944	481,025	2.6%	-24.2%
Sanitation Services	2,225,150	2,191,019	2,298,042	2,246,826	12.0%	-2.2%
Stormwater Services	420,350	413,609	471,966	451,571	2.4%	-4.3%
Total Expenditures/Uses	21,872,818	30,547,384	22,103,390	18,646,176	100.0%	-15.6%
Excess(Deficit) of revenues over expenditures	85,068	(4,639,579)	(2,788,070)	(734,227)		
ENDING BALANCE	17,388,432	12,748,853	9,960,783	9,226,556		

BUDGET SUMMARY FOR FISCAL YEAR 2011-12 ALL GOVERNMENTAL FUNDS

	2008-2009 Actual	2009-10 Actual	2010-11 Amended Budget	2011-12 Budget	% of Total	% Change from 2010-11
BEGINNING BALANCE	12,782,781	13,509,528	8,862,856	6,301,252		
REVENUES/SOURCES						
Taxes	7,108,362	6,132,588	5,950,949	5,796,261	37.6%	-2.6%
Franchise Fees	989,929	901,539	965,000	900,000	5.8%	-6.7%
Utility Taxes	1,818,129	1,783,458	1,770,000	1,755,000	11.4%	-0.8%
Licenses and Fees	414,939	817,571	513,900	607,300	3.9%	18.2%
Intergovernmental Revenues	4,817,159	6,348,222	3,697,014	2,362,355	15.3%	-36.1%
Charges for Services	1,545,606	1,356,871	1,643,249	1,669,409	10.8%	1.6%
Fines and Forfeitures	321,695	337,983	176,000	308,000	2.0%	75.0%
Interest Income	132,743	87,719	89,000	89,000	0.6%	0.0%
Miscellaneous	257,626	262,776	259,982	253,175	1.6%	-2.6%
Interfund Transfers	1,983,808	2,750,439	1,692,026	1,671,823	10.8%	-1.2%
Proceeds from Debt	-	2,516,920	-	-		
Total Revenues	19,389,996	23,296,084	16,757,120	15,412,323	100.0%	-8.0%
EXPENDITURES/USES						
General Government	2,682,682	2,679,302	4,870,535	2,520,371	15.8%	-48.3%
Public Safety	5,863,488	5,958,385	6,049,740	6,156,438	38.6%	1.8%
Public Services	2,495,744	3,321,242	3,028,799	2,673,914	16.8%	-11.7%
Recreation & Culture	4,960,515	9,136,964	4,025,129	3,544,253	22.2%	-11.9%
Economic & Community Development	791,851	1,210,379	-	-	0.0%	0.0%
Debt Service	783,230	3,220,046	709,577	569,478	3.6%	-19.7%
Non Departmental	-	-	-	-	0.0%	0.0%
Transfers to other funds	1,085,739	2,416,439	634,944	481,025	3.0%	0.0%
Total Expenditures	18,663,249	27,942,756	19,318,724	15,945,479	100.0%	-17.5%
Excess(Deficit) of revenues over expenditures	726,747	(4,646,672)	(2,561,604)	(533,156)		
ENDING BALANCE	13,509,528	8,862,856	6,301,252	5,768,096		

**CITY OF MIAMI SPRINGS
BUDGET SUMMARY FY 2011-12**

	<u>Actual FY09-10</u>	<u>Amended Budget FY10-11</u>	<u>Tentative Budget FY11-12</u>	<u>% Increase (Decrease) From FY 09-10 Budget</u>
<u>General Fund:</u>				
Budgeted Revenues	\$ 12,051,386	\$ 13,337,328	\$ 14,141,973	6.0%
Budgeted Expenditures	(14,172,796)	(15,192,939)	(14,141,973)	-6.9%
Excess(deficit) revenues over exp	(2,121,410)	(1,855,611)	0	
Decrease(increase)in fund balance	2,121,410	1,855,611	(0)	-100.0%
	\$ -	\$ -	\$ -	
<u>Law Enforcement</u>				
Budgeted Revenues	\$ 165,995	\$ 140,986	\$ 137,577	-2.4%
Budgeted Expenditures	(99,299)	(140,986)	(137,577)	-2.4%
Excess(deficit) revenues over exp	\$ 66,696	\$ -	\$ -	
<u>Road & Transportation</u>				
Budgeted Revenues	\$ 408,565	999,306	\$ 740,579	-25.9%
Budgeted Expenditures	(782,638)	(999,306)	(740,579)	-25.9%
Excess(deficit) revenues over exp	\$ (374,073)	\$ -	\$ -	
<u>Elderly Services</u>				
Budgeted Revenues	\$ 370,583	479,585	\$ 355,872	-25.8%
Budgeted Expenditures	(370,583)	(479,585)	(355,872)	-25.8%
Excess(deficit) revenues over exp	\$ -	\$ -	\$ 0	
<u>Golf Course</u>				
Budgeted Revenues	\$ 2,674,296	-	\$ -	0.0%
Budgeted Expenditures	(2,674,296)	-	-	0.0%
Excess(deficit) revenues over exp	\$ -	\$ -	\$ -	
<u>Debt Service</u>				
Budgeted Revenues	\$ 3,209,171	709,577	\$ 569,478	-19.7%
Budgeted Expenditures	(3,209,171)	(709,577)	(569,478)	-19.7%
Excess(deficit) revenues over exp	\$ -	\$ -	\$ (0)	
<u>Capital Projects Fund</u>				
Budgeted Revenues	\$ 4,280,332	\$ 1,890,747	\$ -	-100.0%
Budgeted Expenditures	(6,489,523)	(1,890,747)	-	-100.0%
Excess(deficit) revenues over exp	\$ (2,209,191)	\$ -	\$ -	
<u>Total Governmental</u>				
Budgeted Revenues	\$ 23,160,328	\$ 17,557,529	\$ 15,945,479	-9.2%
Budgeted Expenditures	(27,798,306)	(19,413,140)	(15,945,479)	-17.9%
Excess(deficit) revenues over exp	(4,637,978)	(1,855,611)	0	-100.0%

BUDGET SUMMARY FOR FISCAL YEAR 2011-12- GENERAL FUND

	2008-09 Actual	2009-10 Actual	2010-11 Amended Budget	2011-12 Budget	% of Total	% Change from 2010-11
BEGINNING BALANCE	6,664,392	8,421,317	6,299,907	4,538,712		
REVENUES/SOURCES						
Taxes	6,710,088	5,732,869	5,548,449	5,796,261	41.0%	4.5%
Franchise Fees	989,929	901,539	980,000	900,000	6.4%	-8.2%
Utility Taxes	1,818,129	1,783,458	1,755,000	1,755,000	12.4%	0.0%
Licenses and Fees	414,939	817,570	513,900	607,300	4.3%	18.2%
Intergovernmental Revenues	1,541,005	1,629,796	1,658,328	1,805,258	12.8%	8.9%
Charges for Services	261,182	321,426	1,620,264	1,653,454	11.7%	2.0%
Fines and Forfeitures	194,014	202,776	176,000	308,000	2.2%	75.0%
Interest Income	102,843	72,518	79,000	79,000	0.6%	0.0%
Miscellaneous	247,411	232,434	259,824	253,175	1.8%	-2.6%
Interfund Transfers	1,520,344	357,000	746,563	984,525	7.0%	31.9%
Total Revenues	13,799,884	12,051,386	13,337,328	14,141,973	100.0%	6.0%
EXPENDITURES/USES						
General Government	2,396,324	2,647,965	2,979,788	2,520,371	17.8%	-15.4%
Public Safety	5,661,462	5,859,086	5,908,754	6,018,861	42.6%	1.9%
Public Services	1,940,848	1,941,414	2,029,493	1,933,335	13.7%	-4.7%
Recreation & Culture	1,163,626	1,560,708	3,545,544	3,188,381	22.5%	-10.1%
Debt Service	130,878	-	-	-	0.0%	0.0%
Non Departmental	286,358	31,337	-	-	0.0%	0.0%
Transfers to other funds	463,463	2,132,287	634,944	481,025	3.4%	-24.2%
Total Expenditures	12,042,959	14,172,797	15,098,523	14,141,973	100.0%	-6.3%
Increase(appropriated) fund balance	1,756,925	(2,121,411)	(1,761,195)	0		
ENDING BALANCE	8,421,317	6,299,907	4,538,712	4,538,712		

BUDGET SUMMARY FOR FISCAL YEAR 2011-12 ALL ENTERPRISE FUNDS

	2008-2009 Actual	2009-10 Actual	2010-11 Amended Budget	2011-12 Budget	% of Total	% Change from 2010-11
BEGINNING NET ASSETS BALANCE	4,520,583	3,878,903	3,885,996	3,659,530		
REVENUES/SOURCES						
Charges for services	2,448,710	2,608,911	2,555,700	2,499,126	100.0%	-2.2%
Interest Income	6,613	2,810	2,500	500	0.0%	0.0%
Misc revenues	16,567	-	-	-	0.0%	0.0%
Interfund Transfers	96,000	-	-	-	0.0%	0.0%
Total Revenues	2,567,890	2,611,721	2,558,200	2,499,626	100.0%	-2.3%
EXPENDITURES/USES						
Administrative costs	909,878	890,195	894,064	840,379	31.1%	-6.0%
Operations and maintenance	425,731	480,775	541,525	512,453	19.0%	-5.4%
Water and disposal costs	746,096	692,845	808,419	723,500	26.8%	-10.5%
Depreciation and amortization	211,546	195,100	192,000	197,065	7.3%	2.6%
Transfers to other funds	564,069	-	-	-	0.0%	#DIV/0! x
Interest Expense	18,250	11,713	14,658	2,300	0.1%	-84.3% x
Administrative Charges	334,000	334,000	334,000	425,000	15.7%	0.0%
Total Expenditures/uses	3,209,570	2,604,628	2,784,666	2,700,697	100.0%	-3.0%
Excess(Deficit) of revenues over expenditures	(641,680)	7,093	(226,466)	(201,071)		
ENDING NET ASSETS BALANCE	3,878,903	3,885,996	3,659,530	3,458,459		

CITY OF MIAMI SPRINGS
ENTERPRISE FUND BUDGET SUMMARY FY 2011-12

	<u>Actual</u> <u>FY09-10</u>	<u>Amended</u> <u>Budget</u> <u>FY10-11</u>	<u>Tentative</u> <u>Budget</u> <u>FY11-12</u>	<u>% Increase</u> <u>(Decrease)</u> <u>From FY 09-10</u> <u>Budget</u>
<u>Sanitation</u>				
Revenues/Sources	\$ 2,334,259	\$ 2,305,700	\$ 2,249,126	-2%
Operating Expenses	(1,857,251)	(1,972,700)	(1,784,350)	-10%
Operating Profit(Loss)	477,008	333,000	464,776	40%
Admin fees paid to general fund	(281,000)	(281,000)	(410,376)	46%
Depreciation	(52,768)	(52,000)	(54,400)	5%
Net Income(loss)	<u>\$ 143,240</u>	<u>\$ -</u>	<u>\$ 0</u>	0%
<u>Stormwater</u>				
Revenues/Sources	\$ 277,463	\$ 479,466	\$ 451,571	-6%
Operating Expenses	(218,277)	(286,466)	(255,906)	-11%
Operating Profit(Loss)	59,186	193,000	195,665	1%
Admin fees paid to general fund	(53,000)	(53,000)	(53,000)	100%
Depreciation	(142,333)	(140,000)	(142,665)	2%
Net Income(loss)	<u>\$ (136,147)</u>	<u>\$ -</u>	<u>\$ -</u>	0%
<u>Total Enterprise</u>				
Revenues/Sources	\$ 2,611,722	\$ 2,785,166	\$ 2,700,697	-3%
Operating Expenses	(2,075,528)	(2,259,166)	(2,040,256)	-10%
Operating Profit(Loss)	536,194	526,000	660,441	26%
Admin fees paid to general fund	(334,000)	(334,000)	(463,376)	39%
Depreciation	(195,101)	(192,000)	(197,065)	3%
Net Income(loss)	<u>\$ 7,093</u>	<u>\$ -</u>	<u>\$ -</u>	0%

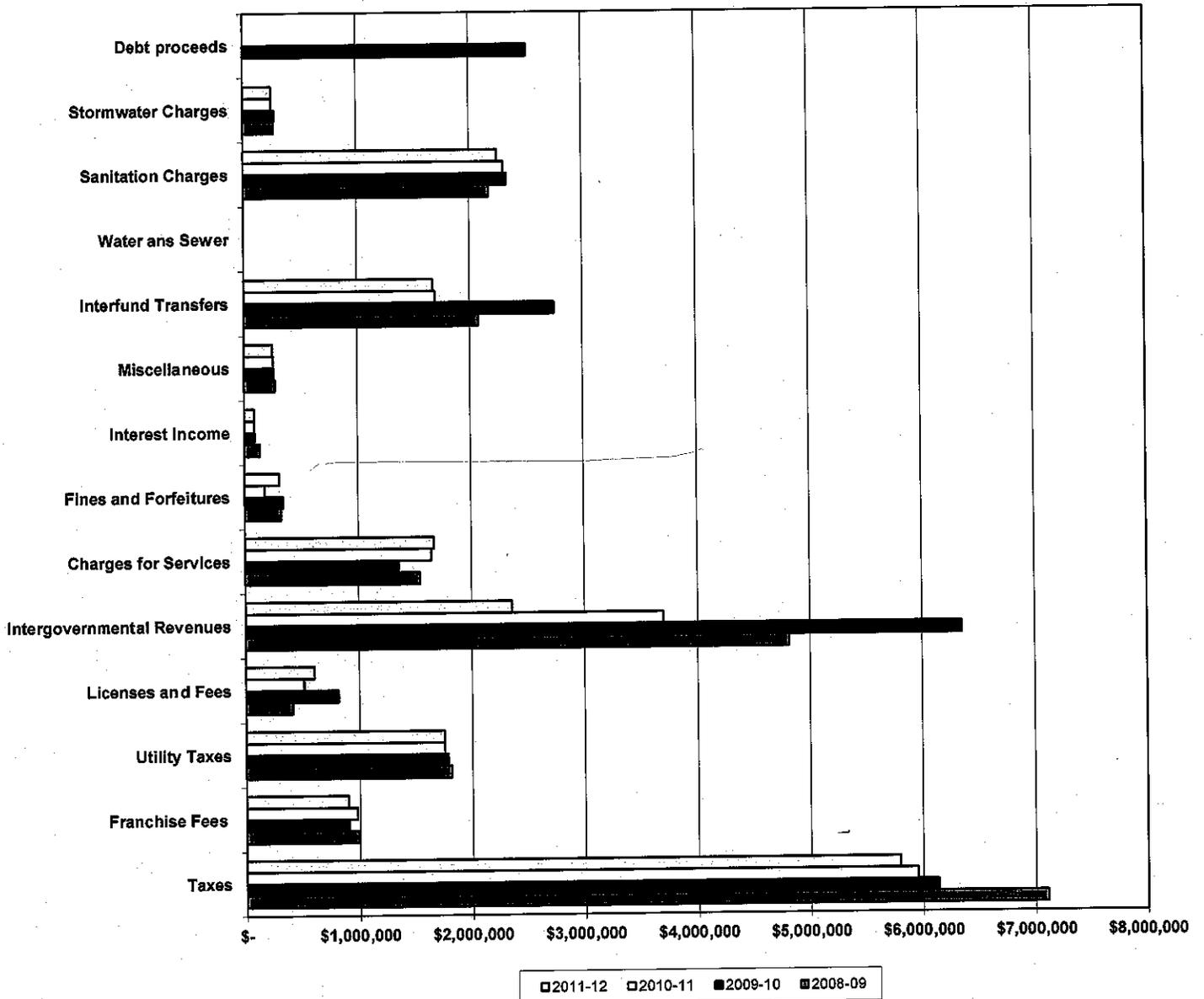
**CITY OF MIAMI SPRINGS
BUDGETED REVENUE FY 2011-12**

GENERAL FUND	\$14,141,973
 SPECIAL REVENUE FUNDS:	
 <u>Road and Transportation Fund</u>	
People's Transportation Tax	385,000
Appropriated Fund Balance	355,579
Total Road and Transportation	740,579
 Law Enforcement Trust Fund	 137,577
Elderly Services (including \$167,820 in transfers from the General Fund)	355,872
Total Special Revenue Funds	1,234,028
 Debt Service Fund-G.O. Bonds	 569,478
 ENTERPRISE FUNDS:	
 <u>Sanitation Fund</u>	
Residential/Recycling/Bulk	2,249,126
Total Sanitation Fund	2,249,126
 <u>Stormwater Fund</u>	
Residential/Commercial/Industrial Fees	250,000
Investment Income	500
Appropriated Fund Balance	201,071
Total Stormwater Fund	451,571
 Total All Funds	 \$ 18,646,176

CITY OF MIAMI SPRINGS
LISTING OF TOP EXPENDITURES - ALL FUNDS

	<u>FY2010-11</u> <u>Amended Budget</u>	<u>FY2011-12</u> <u>Budget</u>	<u>% of Total</u>	<u>% of Change</u> <u>From FY2010-11</u>
Salaries	\$ 8,433,113	\$ 8,511,551	45.6%	0.9%
Health Insurance Benefits	822,496	901,199	4.8%	9.6%
Pension costs	848,690	825,860	4.4%	-2.7%
Workmens Comp	201,471	146,241	0.8%	-27.4%
Other Employee Benefits	721,451	710,504	3.8%	-1.5%
Total Salaries & Benefits	11,027,221	11,095,355	59.5%	0.6%
Capital Expenditures	1,044,967	38,550	0.2%	-96.3%
Debt Service Payments	976,204	613,236	3.3%	-37.2%
Depreciation/Amortization	192,000	197,065	1.1%	2.6%
Operating Supplies/Uniforms	777,271	752,824	4.0%	-3.1%
Contractual Services	1,959,531	1,822,523	9.8%	-7.0%
Waste Disposal	808,419	723,500	3.9%	-10.5%
Transfers to other funds	638,544	481,025	2.6%	-24.7%
Liability insurance	312,277	324,280	1.7%	3.8%
Professional Fees	454,002	378,880	2.0%	-16.5%
Management fee paid by enterprise funds	334,000	463,376	2.5%	38.7%
Fleet Maintenance	356,472	343,375	1.8%	-3.7%
Repairs and Maintenance	867,703	704,841	3.8%	-18.8%
Other Misc Expenses	923,685	707,346	3.8%	-23.4%
Total Budgeted Expenditures(All Funds)	20,672,296	18,646,176	100.0%	-9.8%

Revenues All Funds



EXPENDITURE CATEGORY MATRIX FOR FY2011-12 BUDGET

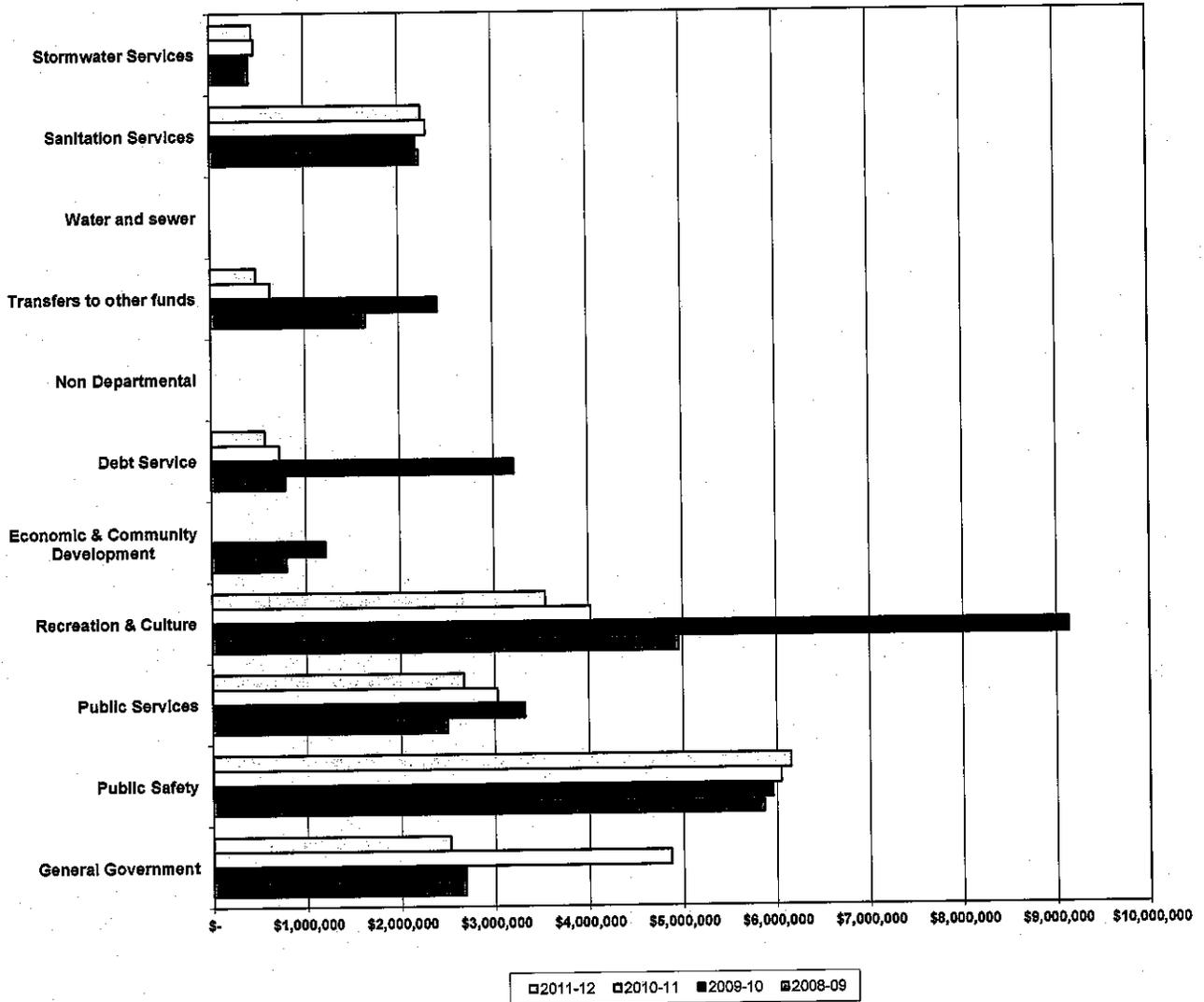
Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Other Uses	Total
General Fund						
Mayor & City Council	34,471	69,930	-	-	-	104,401
Office of the City Manager	643,225	75,736	-	-	-	718,961
Office of the City Clerk	190,461	79,185	-	-	-	269,646
Office of the City Attorney	-	141,000	-	-	-	141,000
Human Resource Department	142,414	45,924	-	-	-	188,338
Finance /Budget	521,637	111,699	-	-	-	633,336
IT Department	198,899	131,571	2,800	-	-	333,269
Planning Department	98,588	32,852	-	-	-	131,420
Police Department	4,842,399	519,779	20,000	-	-	5,382,178
Police - School Guards	17,279	400	-	-	-	17,679
Building & Code Compliance	487,077	129,427	2,500	-	-	619,004
Public Services - Administration	323,287	75,180	-	-	-	398,468
Public Services - Streets	87,397	214,991	-	-	-	302,388
Public Services - Properties	710,007	276,212	-	-	24,878	1,011,097
Public Services - Building Maintenance	58,367	137,015	-	-	-	195,382
Public Services - Fleet Maintenance	-	26,000	-	-	-	26,000
Recreation	712,309	537,931	-	-	187,401	1,437,640
Aquatics	157,180	110,172	-	-	-	267,352
Tennis	-	30,726	-	-	-	30,726
Park Maintenance	-	99,448	10,250	-	-	109,698
Golf-Administration	-	22,596	-	-	-	22,596
Golf-Pro Shop	273,440	250,908	-	-	-	524,348
Golf-Maintenance	92,963	684,186	-	-	18,872	796,022
Transfers to other funds	-	-	-	-	481,025	481,025
General Fund Total	9,591,380	3,802,867	35,550	-	712,176	14,141,973
% of General Fund	67.8%	26.9%	0.3%	0.0%	5.0%	100.0%
Road and Transportation Fund						
Streets & Sidewalks-Maintenance	87,573	653,006	-	-	-	740,579
Streets & Sidewalks-Infrastructure	-	-	-	-	-	-
Road & Transportation Fund Total	87,573	653,006	-	-	-	740,579
% of Road & Transportation	11.8%	88.2%	0.0%	0.0%	0.0%	100.0%
Senior Center fund						
Social Services	151,710	201,162	3,000	-	-	355,872
Senior Center Total	151,710	201,162	3,000	-	-	355,872
% of Senior Center	42.6%	56.5%	0.8%	0.0%	0.0%	100.0%
Debt Service						
General Debt Service	-	-	-	569,478	-	569,478
Debt Service Total	-	-	-	569,478	-	569,478
% of Debt Service	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%

EXPENDITURE CATEGORY MATRIX FOR FY2011-12 BUDGET

Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Other Uses	Total
Sanitation Fund						
Garbage and Trash Collection	753,054	1,085,696	-	-	410,376	2,249,126
Sanitation Fund Total	753,054	1,085,696	-	-	410,376	2,249,126
% of Sanitation	33.5%	48.3%	0.0%	0.0%	18.2%	100.0%
Stormwater Fund						
Stormwater services	87,325	267,488	-	43,758	53,000	451,571
Stormwater Fund Total	87,325	267,488	-	43,758	53,000	451,571
% of Stormwater	19.3%	59.2%	0.0%	9.7%	11.7%	100.0%
Law Enforcement Fund						
Treasury & Justice Confiscated	-	137,577	-	-	-	137,577
Law Enforcement Fund Total	-	137,577	-	-	-	137,577
% of Law Enforcement	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
TOTAL 2011-12 BUDGET	10,671,043	6,147,795	38,550	613,236	1,175,552	18,646,176
% OF TOTAL 2011-12 BUDGET	57.2%	33.0%	0.2%	3.3%	6.3%	100.0%

Note: The following funds are not detailed in the Expenditure Category Matrix because they do not have a Proposed 2011-12 Budget: Capital Projects Fund, Hurricane Fund, Grants Fund, and the Police Grants fund.

Expenditures All Funds



CITY OF MIAMI SPRINGS
PERSONNEL COMPARISON BY DEPARTMENT
 Final

	FY 2009-10		FY 2010-11		FY 2011-12		Increase(decrease) from FY 2009-10	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Office of the City Manager	5.00		5.00		5.00			
Office of the City Clerk	2.00	0.50	2.00	0.50	2.00		0.50	
Human Resource Department	2.00		2.00		2.00			
Finance & Budget Department	7.70		5.70	1.00	5.70		1.00	
IT Department	2.30		2.30		2.30			
Planning Department	1.00	0.50	1.00	0.50	1.00		0.50	
Police Department	54.00	8.00	54.00	8.00	54.00		8.00	
Building & Code Compliance	6.00	11.00	5.00	11.00	5.00		11.00	
Public Services- Administration	5.50		4.50		4.50			
Public Services - Streets	2.00		2.00		2.00			
Public Services - Properties	16.50		16.50		16.50			
Public Services - Building Maintenance	1.00		1.00		1.00			
Recreation	7.00	45.00	7.00	45.00	7.00		45.00	
Aquatics	-	25.00	-	25.00	-		25.00	
Tennis	-		-		-			
Park Maintenance	-		-		-			
Golf Course-Pro Shop	1.00	20.00	2.00	18.00	2.00		18.00	
Golf Course-Maintenance	2.00		1.00		1.00			
Road & Transportation Fund	1.00		1.00		1.00			
Senior Center	1.00	7.00	1.00	7.00	1.00		7.00	
Water Fund	-		-		-			
Sewer Fund	-		-		-			
Sanitation Fund	13.00		13.00		13.00			
Stormwater Fund	2.00		2.00		2.00			
TOTAL PERSONNEL	132.00	117.00	128.00	116.00	128.00	116.00	116.00	116.00

City of Miami Springs
Transfer From and Transfer To Schedule

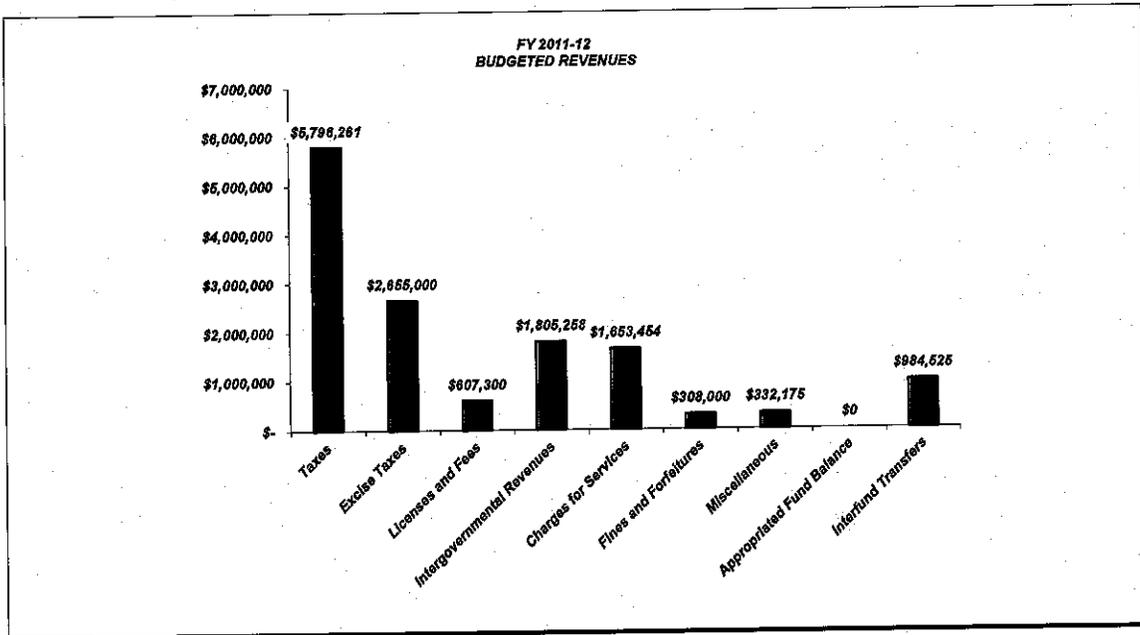
Fund	Transfer From	Transfer To
General Fund	167,820	463,376
Elderly Services		167,820
Sanitation Fund*	410,376	
Stormwater Fund*	53,000	
	\$ 631,196	\$ 631,196

* Administrative charges paid to the General Fund

GENERAL FUND

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

REVENUES	FY08-09 Actual	FY09-10 Actual	FY10-11 Budget	FY11-12 Budget	% of Total	% Change from 2010-11
Taxes	\$ 6,710,088	\$ 5,732,869	\$ 5,548,449	\$ 5,796,261	41.0%	4.5%
Excise Taxes	2,808,058	2,684,997	2,735,000	2,655,000	18.8%	-2.9%
Licenses and Fees	414,939	817,570	513,900	607,300	4.3%	18.2%
Intergovernmental Revenues	1,541,005	1,629,796	1,658,328	1,805,258	12.8%	8.9%
Charges for Services	261,182	321,426	1,620,264	1,653,454	11.7%	2.0%
Fines and Forfeitures	194,014	202,776	176,000	308,000	2.2%	75.0%
Miscellaneous	350,254	304,952	338,824	332,175	2.3%	-2.0%
Appropriated Fund Balance	-	-	1,761,195	-	0.0%	-100.0%
Interfund Transfers	1,520,344	357,000	746,563	984,525	7.0%	31.9%
Total Revenues	\$ 13,799,884	\$ 12,051,386	\$ 15,098,523	\$ 14,141,973	100.0%	-6.3%



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

Line Item Revenue	FY 08-09	FY 09-10	FY 10-11	FY 11-12	% of	% Change
	Actual	Actual	Budget	Proposed Budget	Total	from 2010-11
Ad Valorem Taxes - Current	6,682,112	5,732,869	\$ 5,528,449	\$ 5,778,261	40.84%	4.5%
Ad Valorem Taxes - Delinquent	27,976	-	20,000	20,000	0.14%	0.0%
Franchise Fees	989,929	901,539	980,000	900,000	6.36%	-8.2%
Utility Service Taxes	926,807	1,013,594	965,000	965,000	6.82%	0.0%
Local Communications Tax	891,322	769,864	790,000	790,000	5.59%	0.0%
Occupational Licenses - City	70,479	70,721	70,000	72,000	0.51%	2.9%
Occupational Licenses - County	21,338	22,053	18,000	20,000	0.14%	11.1%
Building Permits	95,615	466,756	200,000	225,000	1.59%	12.5%
Electrical Permits	25,879	43,424	25,000	50,000	0.35%	100.0%
Plumbing Permits	16,691	22,945	15,000	40,000	0.28%	166.7%
Roofing Permits	33,114	24,160	25,000	27,000	0.19%	8.0%
Mechanical Permits	21,934	23,432	18,000	25,000	0.18%	38.9%
Zoning Permits	8,175	6,025	7,000	7,000	0.05%	0.0%
Certification of Completions	4,700	3,000	2,500	1,000	0.01%	-60.0%
Structural Permits	16,060	15,998	13,000	15,000	0.11%	15.4%
POD Permit Fees	1,100	1,400	1,000	1,000	0.01%	0.0%
Other Permits	98,954	115,856	95,000	90,000	0.64%	-5.3%
Misc plan Reviews	900	1,800	1,000	11,300	0.08%	1030.0%
State Revenue Sharing	320,891	362,335	309,422	394,850	2.79%	27.6%
8-cent Motor Fuel Tax	63,961	-	-	-	0.00%	0.0%
Alcoholic Beverage License	8,690	9,771	9,000	9,000	0.06%	0.0%
1/2-cent Sales Tax	775,907	742,550	797,205	869,125	6.15%	9.0%
Local Option Gas Tax	294,302	342,694	370,277	359,659	2.54%	-2.8%
Gas Tax Rebate	8,169	6,870	8,000	8,000	0.06%	0.0%
School Crossing Guards	20,912	22,186	18,000	18,000	0.13%	0.0%
Summer Camp Activity Fees	17,590	130,449	18,500	18,500	0.13%	0.0%
Summer Camp	-	-	157,580	176,250	1.25%	100.0%
Fitness Room Membership	-	15,757	35,000	39,375	0.28%	100.0%
After School Program	77,790	13,754	29,500	25,000	0.18%	-15.3%
Gym Admission Fees	-	5,941	12,000	12,000	0.08%	100.0%
Gym Rental	-	-	5,000	5,000	0.04%	100.0%
Senior Center Rental	-	-	2,500	2,500	0.02%	100.0%
Water Polo/Aquatics Teams	7,321	6,084	9,000	15,600	0.11%	73.3%
Swimming Pool Admissions/Lessons	94,074	67,200	91,445	91,445	0.65%	0.0%
Yoga	-	3,000	11,000	11,400	0.08%	100.0%
Pool Rental	7,594	27,525	21,000	6,000	0.04%	100.0%
Gym Membership	-	-	-	1,500	0.01%	0.0%
Vending Machines	6,593	747	-	2,276	0.02%	100.0%
Fireworks-VG	-	6,000	3,000	3,000	0.02%	0.0%
Pool Memberships	-	-	3,000	3,200	0.02%	0.0%
Basketball fees	16,102	13,368	19,100	30,375	0.21%	59.0%
Other Annual Events	-	-	4,320	4,355	0.00%	0.0%
Pelican Theatre	1,677	-	3,000	5,000	0.04%	66.7%
Jazzercise	3,925	2,932	4,200	4,800	0.03%	14.3%
Daddy/Daughter Dance	1,615	2,225	3,000	2,800	0.02%	100.0%
Green Fees	-	-	852,702	854,728	6.04%	100.0%
Cart Fees	-	-	83,039	86,247	0.61%	100.0%
Golf Merchandise Sales	-	-	54,427	57,777	0.41%	100.0%
Range Fees	-	-	100,498	99,615	0.70%	100.0%
Misc. Club Rental/Lessons	-	-	8,260	10,355	0.07%	100.0%
GHIN Disabled Fees	-	-	953	918	0.01%	100.0%
Golf memberships	-	-	88,140	83,438	0.59%	100.0%
Miscellaneous Charges for Serv	5,407	6,363	8,382	6,000	0.04%	-28.4%
Copies & Other Charges	1,437	2,168	2,000	2,000	0.01%	0.0%
Lien Search	9,945	10,220	10,000	10,000	0.07%	0.0%
Re-Occupancy Inspection fees	5,050	5,000	5,000	5,000	0.04%	0.0%
Clerk of the Court - Fines	178,203	166,351	165,000	165,000	1.17%	0.0%
Code Enforcement tickets	9,400	31,300	8,000	40,000	0.28%	400.0%
Disabled Parking tickets	6,411	5,125	3,000	3,000	0.02%	0.0%
Police Grants-HIDTA	8,664	854	-	-	0.00%	0.0%
Police Grants-Byrne Grant	10,000	16,194	-	-	0.00%	0.0%
Police Grants-COPS Grant	-	116,193	146,424	146,424	1.04%	0.0%
FDOT Safe Streets Grant	29,513	10,880	-	-	0.00%	0.0%
Interest - Checking	3,619	1,053	2,000	2,000	0.01%	0.0%
Interest - Investments	93,886	69,954	75,000	75,000	0.53%	0.0%
Interest - Tax Collections	5,338	1,511	2,000	2,000	0.01%	0.0%

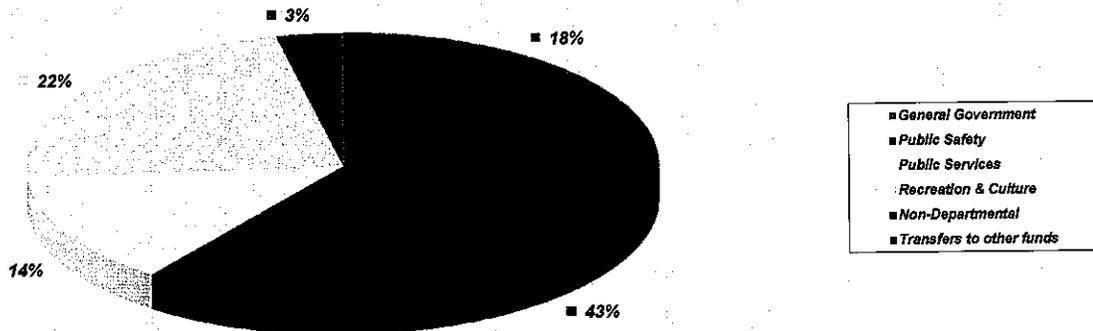
**CITY OF MIAMI SPRINGS
REVENUE COMPARISON
GENERAL FUND**

Line Item Revenue	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Budget	FY 11-12 Proposed Budget	% of Total	% Change from 2010-11
Rent - Metro Fire	16,409	13,534	17,000	17,000	0.12%	0.0%
Rent - Dade Co. Library	8,253	8,253	8,300	8,300	0.06%	0.0%
Rent - Bus Benches	4,165	4,080	3,900	3,900	0.03%	0.0%
Recreational Activities	5,173	430	5,000	5,000	0.04%	0.0%
Sprint Tower	51,321	59,374	60,000	60,000	0.42%	0.0%
Nextel	7,898	8,211	8,300	8,300	0.06%	0.0%
Metro PCS	7,300	7,592	7,600	7,600	0.05%	0.0%
Surplus sale of equipment	72,356	56,464	60,000	60,000	0.42%	0.0%
Other Miscellaneous	72,274	75,118	84,842	80,075	0.57%	-5.6%
Red Light Fines	-	-	-	100,000	0.71%	0.0%
Returned check charges	1,901	1,330	2,000	2,000	0.01%	0.0%
Code Enforcement Liens	5,421	-	1,000	1,000	0.01%	100.0%
ITF - Road & Transportation	22,992	23,000	-	521,149	3.69%	100.0%
ITF - Police Grants	2,058	-	-	-	0.00%	0.0%
ITF - Sewer Admin Fee	714,721	-	-	-	0.00%	0.0%
ITF - Sanitation Admin Fee	145,245	281,000	281,000	410,376	2.90%	46.0%
ITF - Stormwater Admin Fee	42,291	53,000	53,000	53,000	0.37%	0.0%
ITF - Hurricane Fund	593,037	-	412,563	-	0.00%	100.0%
Appropriated Fund Balance	-	2,121,411	1,761,195	-	0.00%	-100.0%
TOTALS >>>	\$13,799,884	\$14,172,797	\$15,098,623	\$14,141,973	99.97%	-6.3%

**CITY OF MIAMI SPRINGS
EXPENDITURES BY CLASS**

	FY 2008-09 <u>Actual</u>	FY2009-10 <u>Actual</u>	FY2010-11 <u>Amended Budget</u>	FY2011-12 <u>Budget</u>	% of Change <u>From FY2010-11</u>
General Government	\$ 2,429,139	\$ 2,648,333	\$ 2,979,788	\$ 2,520,371	-15.4%
Public Safety	5,661,462	5,859,088	5,908,754	6,018,861	1.9%
Public Services	1,947,444	1,974,847	2,029,493	1,933,335	-4.7%
Recreation & Culture	1,255,096	1,807,709	3,545,544	3,188,381	-10.1%
Non-Departmental	286,357	31,337	-	-	0.0%
Transfers to other funds	463,463	1,851,851	634,944	481,025	-24.2%
Sub-Totals	\$ 12,042,961	\$ 14,173,165	\$ 15,098,523	\$ 14,141,973	-6.3%
Increase(appropriated) fund balance	1,756,925	(2,121,411)	-	-	0.0%
Totals	\$ 13,799,886	\$ 12,051,754	\$ 15,098,523	\$ 14,141,973	-6.3%

FY 2011-12 Expenditures by Class



**CITY OF MIAMI SPRINGS
EXPENDITURES BY DEPARTMENT**

<u>Department</u>	<u>FY 2008-09</u> <u>Actual</u>	<u>FY 2009-10</u> <u>Actual</u>	<u>FY 2010-11</u> <u>Amended Budget</u>	<u>FY 2011-12</u> <u>Budget</u>	<u>% Change</u> <u>From FY2010-11</u>
Mayor & City Council	\$ 49,813	\$ 103,585	\$ 123,066	\$ 104,401	-15.2%
Office of the City Manager	563,214	633,087	854,497	718,961	-15.9%
Office of the City Clerk	316,659	268,049	358,959	269,646	-24.9%
Office of the City Attorney	125,488	148,534	136,000	141,000	3.7%
Human Resource Department	201,505	212,895	214,919	188,338	-12.4%
Finance /Budget	679,595	776,484	725,794	633,336	-12.7%
IT Department	295,459	346,460	364,800	333,269	-8.6%
Planning Department	197,406	159,239	198,150	131,420	-33.7%
Police Department	5,031,844	5,255,999	5,384,879	5,382,178	-0.1%
Police - School Guards	14,720	22,324	17,718	17,679	-0.2%
Building & Code Compliance	614,898	580,765	506,155	619,004	22.3%
Public Services - Administration	449,050	505,240	445,373	398,468	-10.5%
Public Services - Streets	311,732	285,816	283,574	302,388	6.6%
Public Services - Properties	940,988	949,574	931,060	1,011,097	8.6%
Public Services - Building Maintenance	181,553	169,239	340,161	195,382	-42.6%
Public Services - Fleet Maintenance	64,121	64,978	28,980	26,000	-10.3%
Recreation	829,176	1,392,966	1,595,484	1,437,640	-9.9%
Aquatics	279,973	303,885	293,027	267,352	-8.8%
Tennis	31,605	29,659	39,876	30,726	-22.9%
Park Maintenance	114,342	81,199	124,511	109,698	-11.9%
Golf Administration	-	-	23,525	22,596	100.0%
Pro Shop	-	-	507,501	524,348	100.0%
Golf Maintenance	-	-	961,970	796,022	100.0%
Non-Departmental	286,357	31,337	3,600	-	0.0%
Total	\$11,579,498	\$12,321,314	\$14,463,579	\$13,660,948	-5.5%
Transfers to other funds	463,463	1,851,851	634,944	481,025	-24.2%
Increase(appropriated) fund balance	1,756,925	(2,121,411)	-	-	0.0%
Total	\$13,799,886	\$12,051,754	\$15,098,523	\$14,141,973	-6.3%

CITY OF MIAMI SPRINGS
LISTING OF TOP EXPENDITURES-GENERAL FUND

	<u>FY2010-11</u> <u>Amended Budget</u>	<u>FY2011-12</u> <u>Budget</u>	<u>% of Total</u>	<u>% of Change</u> <u>From FY2010-11</u>
Salaries	\$ 7,307,778	\$ 7,428,608	52.5%	1.7%
Health Insurance Benefits	710,876	775,009	5.5%	9.0%
Pension costs	766,059	757,827	5.4%	-1.1%
Workmens Comp	127,973	90,046	0.6%	-29.6%
Other Employee Benefits	647,853	640,189	4.5%	-1.2%
Total Salaries & Benefits	9,560,539	9,691,678	68.5%	1.4%
Capital Expenditures	467,937	35,550	0.3%	-92.4%
Debt Service Payments	210,512	212,278	1.5%	0.8%
Operating Supplies/Uniforms	587,891	556,480	3.9%	-5.3%
Contractual Services	939,030	896,432	6.3%	-4.5%
Utilities	454,403	463,929	3.3%	2.1%
Transfers to other funds	638,544	481,025	3.4%	-24.7%
Liability insurance	249,616	263,293	1.9%	5.5%
Professional Fees	329,614	319,760	2.3%	-3.0%
Fleet Maintenance	170,002	165,200	1.2%	-2.8%
Repairs and Maintenance	297,262	237,641	1.7%	-20.1%
Other Misc Expenses	1,193,518	818,706	5.8%	-31.4%
Total Budgeted Expenditures	15,098,868	14,141,973	100.0%	-6.3%

City Council

Mission Statement

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

City Council

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

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

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

Goals

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

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

Objectives

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

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

2010-11 Accomplishments

Continued annexation efforts.

Contracted with Calvin, Giordano & Associates and approved Work Orders for professional planning and engineering services to amend district boundary regulations for the N. W. 36th District, the Abraham Tract District, and to update the zoning map.

Adopted Ordinance establishing the N. W. 36th Street District and specifying lot coverage and floor area, height limitations, etc.

Approved the steps involved in the Development Review Procedures for the N. W. 36th Street District.

Approved the color palette for N. W. 36th Street District and all other commercial areas.

2010-11 Accomplishments (continued)

Established the Revitalization and Redevelopment Ad-Hoc Committee to obtain public input for commercial revitalization.

Initiated Strategic Planning Process for the City.

Directed the Administration to increase Code Enforcement efforts in both the commercial and residential districts.

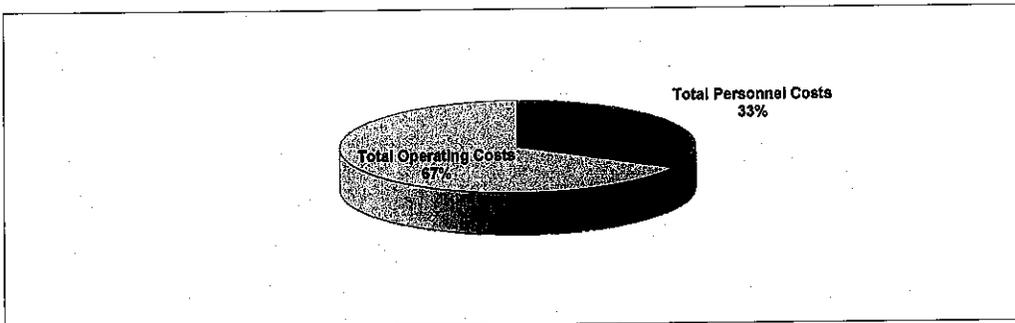
2011-12 Budget Highlights

- Proposed budget decreased by \$18,665 or 15.2% less than prior year.
- Budget includes \$12,000 rent subsidy for the historical society, budgeted under Rentals and Leases. The Budget also includes \$25,000 for various city activities in the same amounts as FY2010. These include:

\$10,000	Circle Events
\$6,000	River Cities Festival
\$2,000	Stafford Golf Tournament
\$2,000	Employee Holiday Luncheon
\$2,000	Police Appreciation Dinner
\$3,000	Miscellaneous

MAYOR AND CITY COUNCIL
Expenditure Detail

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Amended Budget	FY 2011-12 Budget	% of Total	% Change from 2010-11
PERSONNEL						
Executive Salaries	\$ 31,800	\$ 31,800	\$ 31,800	\$ 31,800	30.5%	0.0%
Payroll Taxes	2,433	2,433	2,433	2,433	2.3%	0.0%
Workers' Compensation	139	187	318	239	0.2%	-25.0%
Total Personnel Costs	\$ 34,372	\$ 34,420	\$ 34,551	\$ 34,471	33.0%	-0.2%
OPERATING						
Travel & Related Costs	8,231	5,843	14,820	14,820	14.2%	0.0%
Communications & Freight	118	79	-	-	0.0%	0.0%
Rentals & Lease	-	17,600	19,200	12,000	11.5%	-37.5%
Promotions & Donations	-	35,019	35,000	25,000	23.9%	-28.6%
Misc. Expenses	983	259	2,100	950	0.9%	-54.3%
Operating Supplies	-	-	995	200	0.0%	100.0%
Dues, Memberships & Subsc.	1,861	2,953	3,540	3,540	3.4%	0.0%
Printing and binding	746	470	1,855	2,205	2.1%	18.9%
Office Supplies	1,437	1,159	1,615	1,585	1.5%	-1.8%
Contractual Services	2,065	4,317	9,390	9,620	9.2%	2.4%
Total Operating Costs	\$ 15,441	\$ 67,699	\$ 88,515	\$ 69,930	67.0%	-21.0%
CAPITAL OUTLAY						
Machinery & Equipment	-	1,466	-	-	0.0%	0.0%
Total Capital Outlay	\$ -	\$ 1,466	\$ -	\$ -	0.0%	0.0%
TOTAL EXPENSES	\$ 49,813	\$ 103,686	\$ 123,086	\$ 104,401	99.9%	-15.2%



Personnel Summary

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Amended Budget	FY 2011-12 Budget	% of Total	% Change from 2010-11
Mayor	1	1	1	1	20.0%	0.0%
City Council Members	4	4	4	4	80.0%	0.0%
DEPARTMENT TOTAL	5	5	5	5	100.0%	0.0%

City Clerk

Mission Statement

The mission of the City Clerk's office is to serve the City Council, City Departments and all the citizens of Miami Springs by providing accurate and unbiased records of all municipal proceedings in a courteous and expeditious manner, providing the means for citizens to participate in local government.

City Clerk

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

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

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

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

Goals

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

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

Objectives

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

Publish all legal notices for public hearings in accordance with state law.

2010-11 Accomplishments

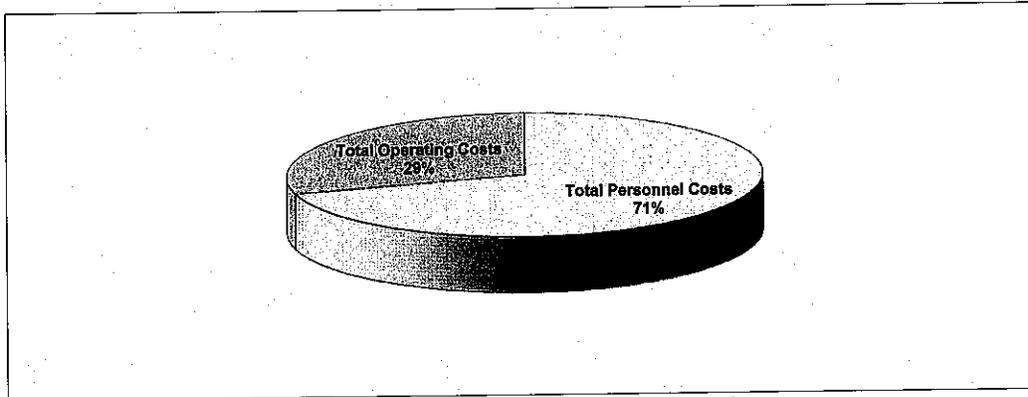
- Supervised the April 5, 2011 General Election.
- Received and processed 136 petitions to amend the City Charter.
- Prepared an Orientation Packet for Advisory Board members.
- Researched records and provided extensive information to the City Administration, Department Heads and City Attorney and processed over 375 public information requests from citizens and government entities.
- Provided information to inform residents of new legislation passed by the Council by posting the advisory board minutes, ordinances, resolutions and Council agendas, minutes and summary actions on the City's web page.
- Supported the City Manager's office in the preparation of agenda packets for approximately 30 Council meetings (Regular/Special/Workshop)
- Provided secretarial assistance to the Mayor and Council members, including the preparation of a calendar of events to keep them informed of all meetings, invitations and events.
- Coordinated secretarial help and support for all advisory boards, including attendance records and the scheduling of appointments for board members.

2011-12 Budget Highlights

- Proposed budget is \$89,313 or 24.9% less than FY2011 since we have no election scheduled for FY2012.

OFFICE OF THE CITY CLERK
Expenditure Detail

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Amended Budget	FY 2011-12 Budget	% of Total	% Change from 2010-11
PERSONNEL						
Salaries	\$ 154,681	\$ 155,626	\$ 157,876	\$ 148,795	55.2%	-5.8%
Part Time Year Round	11,554	14,397	11,455	10,800	4.0%	-5.7%
Overtime	1,864	2,178	2,200	2,500	0.9%	13.6%
Payroll Taxes	12,859	13,173	11,854	11,026	4.1%	-7.0%
Pension & Retirement	7,935	9,120	16,198	-	0.0%	-100.0%
Health Insurance	12,999	14,437	15,057	16,142	6.0%	7.2%
Workers' Compensation	654	968	1,693	1,197	0.4%	-29.3%
Total Personnel Costs	\$ 202,546	\$ 209,899	\$ 216,333	\$ 190,461	70.6%	-12.0%
OPERATING						
Contractual Services	46,074	18,896	64,362	20,000	7.4%	-68.9%
Travel & Related Costs	840	88	600	600	0.2%	0.0%
Telephone	1,177	963	720	811	0.3%	12.6%
Rentals and leases		4,928	6,000	6,000	2.2%	0.0%
Repairs & Maintenance	1,670	1,630	1,575	1,575	0.6%	0.0%
Printing & Binding	3,185	2,565	5,020	6,465	2.4%	28.8%
Postage	783	536	1,043	511	0.2%	-51.0%
Advertising & Promotions	48,198	12,914	45,120	25,120	9.3%	-44.3%
Office Supplies	1,410	5,045	5,500	5,500	2.0%	0.0%
Operating Supplies	3,645	3,895	4,530	4,530	1.7%	0.0%
Dues, Memberships & Subsc.	1,132	947	2,060	2,320	0.9%	12.6%
Training & Education	490	-	500	500	0.2%	0.0%
Liability Insurance	2,573	3,643	3,156	3,005	1.1%	-4.8%
Vehicle registration & Tag	866	1,284	1,600	1,600	0.6%	0.0%
Internet Access	798	816	840	648	0.2%	-22.3%
Total Operating Costs	\$ 112,841	\$ 58,150	\$ 142,626	\$ 79,185	29.4%	-44.5%
CAPITAL OUTLAY						
Machinery & Equipment	1,272	-	-	-	0.0%	0.0%
Total Capital Outlay	\$ 1,272	\$ -	\$ -	\$ -	0.0%	0.0%
TOTAL EXPENSES	\$ 316,659	\$ 268,049	\$ 358,959	\$ 269,646	100.0%	-24.9%



Personnel Summary

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Amended Budget	FY 2011-12 Budget	% of Total	% Change from 2010-11
City Clerk	1	1	1	1	40.0%	0.0%
Deputy City Clerk	1	1	1	1	40.0%	0.0%
Total of Full-time employees	2	2	2	2	80.0%	0.0%
Part Time Employees	0.5	0.5	0.5	0.5	20.0%	0.0%
DEPARTMENT TOTAL	2.5	2.5	2.5	2.5	100.0%	0.0%

OFFICE OF THE CITY CLERK PERFORMANCE MEASURES

Indicator	2008-09 Actual	2009-10 Actual	2010-11 Goal	2010-11 Actual	2011-12 Goal
Outputs					
Council Agendas Packets Prepared	330	340	280	300	280
Public Records Request Processed	426	480	400	564	500
Legal Ads Published	103	51	70	81	70
Council Meetings Attended	33	34	28	30	28
Council Minutes Transcribed	33	34	28	30	28
Summary Actions Prepared	29	30	26	27	26
Bid Openings Witnessed	11	11	6	4	5
Elections Supervised	2	0	1	1	0
Documents Notarized	583	582	550	867	600
Codified Ordinance Supplements	3	2	2	2	2
Ordinances Adopted	14	14	12	25	20
Resolutions Adopted	45	29	24	30	25
Vehicle Tag and Title Applications	17	12	10	10	7
Newsbulletin Preparation	0	0	0	0	0
Advisory Board Meetings Attended	54	55	54	45	50
Advisory Board Meetings Transcribed	54	55	54	45	50
Advisory Board - Attendance Reports	12	12	12	12	12
Proclamations, Certificates and Awards	141	92	95	69	75
Effectiveness					
% of reasonable records requests fulfilled within 48 hours	80%	95%	95%	95%	95%
Council minutes transcribed and prepared for approval before the next Council meeting	100%	100%	100%	100%	100%
Council minutes made available on website within two days after Council approval	75%	95%	95%	95%	95%
Efficiency					
Council Agendas prepared per year	33	34	28	30	28
Average number of pages of minutes transcribed per year	640	691	650	780	700

City Manager

Mission Statement

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

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

City Manager

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

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

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

Goals

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

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

To achieve, as a minimum, a "break-even" scenario for the golf course.

To develop a plan for the future success of our downtown business districts through constant review of our district boundary regulations and communication with the various Chambers of Commerce, the Beacon Council, and our downtown improvements consultants.

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

To continue to work with the Council to develop a strategic plan for the City to enable longer term planning and budgeting for future growth.

Objectives

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

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

City Manager

Objectives (continued)

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

Provide timely response to questions and concerns of residents.

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

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

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

Continue in a more pro-active role with the Chamber of Commerce, the Beacon Council, and our new downtown improvements consultant to market our commercial district on NW 36th Street to a broader audience.

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

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

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

Consider a reorganization of the recreation department that will allow for new programming in these new facilities and the possibility of the inclusion of a new tennis facility to be part of the golf course operations.

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

2010-11 Accomplishments

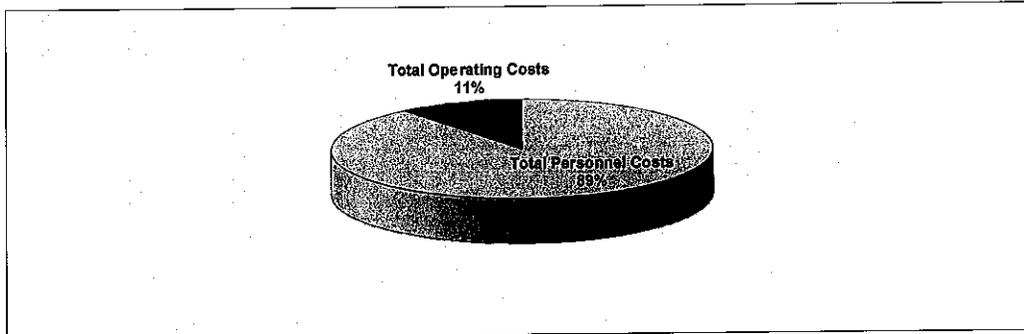
- Completed first full year of operations of the new community center which will lead us to a better understanding of operational and programming costs and revenue generation in the facility.
- Worked closely with residents and businesses regarding special events and programs to entice visitors to our downtown district and our theater.
- Established relationships with Beacon Council and the Aviation Department for greater exposure of our city and cooperative efforts.
- Continued oversight of grant applications and follow up activities.
- Hired a new city planner with extensive experience both in the public and private sector, which will aid the city in the reshaping of NW 36th Street.
- Researched and wrote proposals for \$410,000 in grants to assist the City in funding projects and programs.
- In conjunction with C.M.I., initiated process of obtaining historic tax credits to raise additional dollars for the completion of the Curtiss Mansion.
- Through our public information officer, we prepared the monthly "City Update" section of the River Cities Gazette that is mailed to all households at the end of every month,.
- Improved handicapped accessibility through use of CITT funds for more sidewalks to public facilities.
- Continued to review possible reductions in costs though refinancing debt such as the golf course and community center, where we were able to achieve a savings.

FY 2011-12 Budget Highlights

- Budget is 135,536 or 15.9% less than FY2011 mainly since in FY2011 the City expended almost \$175,000 in lobbyist and Downtown Revitalization Consultant, as well as the elimination of the Assistant City Manager position.
- Budget includes approximately \$213,007 for the contracted payouts of the City Manager and Assistant City Manager.

**CITY MANAGER
Expenditure Detail**

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Amended Budget	FY 2011-12 Budget	% of Total	% Change from 2010-11
Salaries	\$ 426,329	\$ 428,758	\$ 434,866	\$ 535,639	74.5%	23.2%
Payroll Taxes	29,204	29,185	30,561	29,908	4.2%	-2.1%
Pension & Retirement	48,316	49,795	56,991	35,343	4.9%	-38.0%
Health Insurance	30,848	34,640	37,254	39,917	5.6%	7.1%
Workers' Compensation	1,713	2,115	4,349	2,420	0.3%	-44.4%
Total Personnel Costs	\$ 536,412	\$ 544,493	\$ 564,041	\$ 643,225	89.5%	14.0%
OPERATING						
Professional Services	-	49,224	255,863	46,000	6.4%	-82.0%
Travel & Related Costs	9,579	9,688	9,500	9,500	1.3%	0.0%
Repairs & Maintenance	856	856	-	-	0.0%	0.0%
Advertising	-	5,000	2,500	2,500	0.3%	0.0%
Office Supplies	1,652	1,219	4,000	1,500	0.2%	-62.5%
Operating Supplies	2,900	5,509	1,200	1,200	0.2%	0.0%
Printing and binding	-	2,130	850	850	0.1%	0.0%
Postage	98	67	180	90	0.0%	-50.0%
Dues, Memberships & Subsc.	987	1,496	2,996	3,000	0.4%	0.1%
Training & Education	192	66	1,325	1,600	0.2%	20.8%
Liability Insurance	6,501	9,142	8,229	6,074	0.8%	-26.2%
Telephone/Internet	4,037	4,197	3,813	3,422	0.5%	-10.3%
Total Operating Costs	\$ 26,802	\$ 88,594	\$ 290,456	\$ 75,736	10.5%	-73.9%
TOTAL EXPENSES	\$ 563,214	\$ 633,087	\$ 854,497	\$ 718,961	100.0%	-15.9%



Personnel Summary

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Amended Budget	FY 2011-12 Budget	% of Total	% Change from 2010-11
City Manager	1	1	1	1	20.0%	0.0%
Assistant City Manager	1	1	1	1	20.0%	0.0%
Grant Writer	1	1	1	1	20.0%	0.0%
Executive Secretary	1	1	1	1	20.0%	0.0%
Customer Service Rep.	1	1	1	1	20.0%	0.0%
DEPARTMENT TOTAL	5	5	5	5	100.0%	0.0%

**OFFICE OF THE CITY MANAGER
PERFORMANCE MEASURES**

Indicator	2008-09 Actual	2009-10 Actual	2010-11 Goal	2010-11 Actual	2011-12 Goal
Outputs					
1. Conclude Annexation	NO	NO	YES	NO	YES
2. Finalize District Boundary Regulations/ Comp Plan Amendment	YES	YES	YES	YES	YES
3. Number of applications for major grants (>\$50K) to enhance programs	5	6	5	7	6
4. # of annual meetings with Chamber of Commerce Exec. Board	1	3	4	8	12
5. Develop Marketing strategy for the City of Miami Springs (with consultant)	NO	NO	YES	Partial	YES
6. # of annual meetings with local school principals	2	2	4	2	4
7. # of annual Host Art in City Hall events held	10	10	10	10	10
8. Compose and distribute 12 monthly "Manager's Update" reports	12	12	12	12	12
Effectiveness					
1. # of annual Council agendas reviewed and released on time	30	30	30	30	30
2. Read and respond to daily emails	50	60	65	65	80
Efficiency					
1. Reduce Millage rate by	NA	NO	10%	3.10%	5%
2. Reduce purchasing costs through aggressive utilization of bids from other governmental jurisdictions and addition of a full time purchasing manager.	YES	YES	YES	YES	YES

Human Resources

Mission Statement

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

Human Resources

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

Goals

Continue to develop and maintain effective, positive employee relations.

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

Objectives

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

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

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

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

2010- 11 Accomplishments

Human Resources:

Scheduled fulltime employees to receive a free Vascular Screening sponsored by the University of Miami, School of Medicine at the Recreation Center. There were two sessions and 22 employees attended each session.

The whole process of the Promotional Examinations for Police Sergeant and Police Lieutenant was successfully accomplished in a record time of seven working days from start to finish.

Advertised and processed 48 applications for Certified Police Officer. Scheduled written test, oral board and notified all candidates in writing their test scores. Selection was made of #1 Candidate to fill one vacant position.

Human Resources

2010-11 Accomplishments (continued)

Advertised and processed 75 applications for the position of P/T Code Compliance Officer, scheduled written test, and oral board examinations. The positions were filled.

Processed 45 returning/new recreation leaders and lifeguards for the summer program. Conducted backgrounds and scheduled drug testing and fingerprinting with collaboration from our police department.

Continued the enforcement of alcohol & drug random testing for CDL holders.

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

Workers' Compensation:

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

Reduced the number of Workers Compensation claims, as a result of team effort of management and employees to have a safe work environment.

Risk Management:

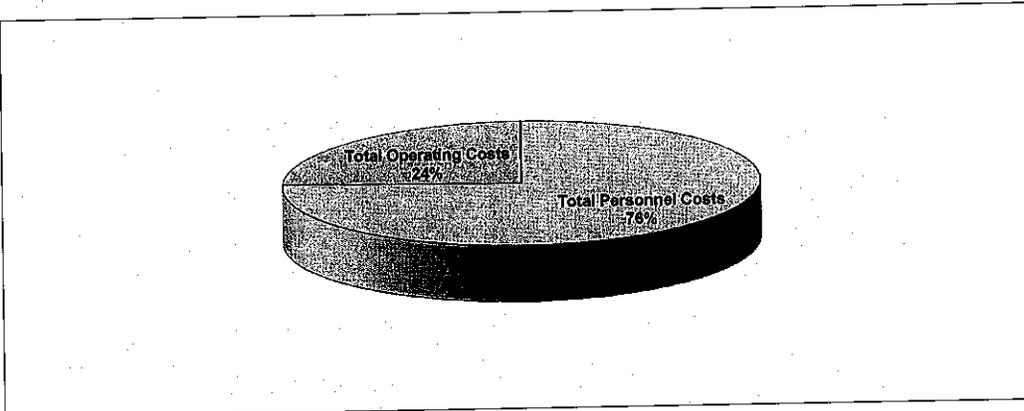
Continued to respond to claims in a timely manner to reduce the City's exposure to financial loss.

FY 2011-12 Budget Highlights

- The FY2012 budget request is \$26,581 or 12.4% less than the FY2011 amended budget.

HUMAN RESOURCES DEPARTMENT
Expenditure Detail

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Amended Budget	FY 2011-12 Budget	% of Total	% Change from 2010-11
PERSONNEL						
Salaries	\$ 144,781	145,962	\$ 124,247	\$ 119,728	63.6%	-3.6%
Overtime	31	52	-	-	0.0%	0.0%
Payroll Taxes	10,859	10,377	8,879	8,488	4.5%	-4.4%
Pension & Retirement	4,349	5,712	12,748	4,156	2.2%	-67.4%
Health Insurance	8,140	9,011	8,543	9,144	4.9%	7.0%
Workers' Compensation	625	979	1,231	898	0.5%	-27.1%
<i>Total Personnel Costs</i>	\$ 168,785	\$ 172,093	\$ 155,648	\$ 142,414	75.6%	-8.5%
OPERATING						
Professional Services	16,645	28,634	43,660	30,000	15.9%	-31.3%
Contractual Services	1,905	682	-	-	0.0%	0.0%
Travel & Related Costs	-	-	500	1,500	0.8%	200.0%
Telephone/Internet	2,072	1,779	1,560	1,459	0.8%	-6.5%
Postage	294	232	425	211	0.1%	-50.4%
Advertising & Promotions	3,940	2,567	5,000	5,000	2.7%	0.0%
Office Supplies	1,993	1,055	2,000	2,000	1.1%	0.0%
Operating Supplies	1,140	340	547	500	0.3%	-8.6%
Dues, Memberships & Subsc.	2,364	1,690	2,250	2,000	1.1%	-11.1%
Training & Education	-	600	1,000	1,000	0.5%	0.0%
Liability Insurance	2,367	3,223	2,329	2,254	1.2%	-3.2%
<i>Total Operating Costs</i>	\$ 32,720	\$ 40,802	\$ 59,271	\$ 45,924	24.4%	-22.5%
CAPITAL OUTLAY						
Machinery & Equipment	-	-	-	-	0.0%	0.0%
<i>Total Capital Outlay</i>	\$ -	\$ -	\$ -	\$ -	0.0%	0.0%
TOTAL EXPENSES	\$ 201,505	\$ 212,895	\$ 214,919	\$ 188,338	100.0%	-12.4%



Personnel Summary

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Amended Budget	FY 2011-12 Budget	% of Total	% Change from 2010-11
Human Resources Director/Risk Mgr	1	1	1	1	50.0%	0.0%
Human Resources Specialist	1	1	1	1	50.0%	0.0%
<i>Total of Full-time employees</i>	2	2	2	2	100.0%	0.0%
Part Time Employees	0	0	0	0	0.0%	0.0%
DEPARTMENT TOTAL	2	2	2	2	100.0%	0.0%

HUMAN RESOURCES DEPARTMENT PERFORMANCE MEASURES

Indicator	2008-09 Actual	2009-10 Actual	2010-11 Goal	2010-11 Actual	2011-12 Goal
Outputs					
Reduce number of workmen compensation cases	Yes	Yes	Yes	Yes	Yes
Number of internal seminars offered	4	4	4	3	3
Reduce number of property/vehicle claims	Yes	Do our best	Yes	Yes	Yes
Effectiveness					
% of job descriptions processed and filed	100%	100%	100%	100%	100%
Efficiency					
% of vacancies filled within 30 days	98%	99%	99%	99%	100%
% of part-time vacancies filled within 30 days	100%	100%	100%	100%	100%

Finance Department

Mission Statement

**Financial Integrity Through
Effective Fiscal Oversight**

Finance Department

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

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

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

Goals

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

Objectives

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

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

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

Improve the usefulness of the performance measures of each department.

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

Finance Department

2010-11 Accomplishments

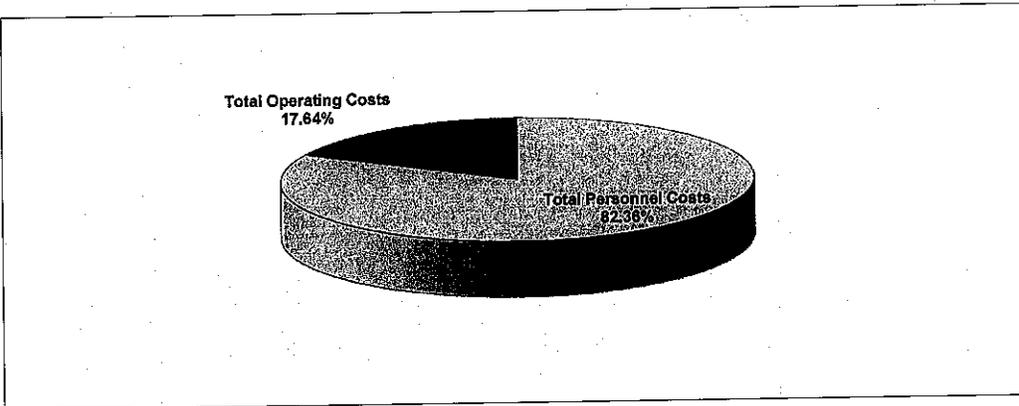
- Completed the process of going paperless in the payroll function through the acquisition of the executime software system.
- Completed the process of eliminating all in-house utility billing by placing the sanitation bills on the annual property tax bill from the County.
- Awarded the “Award for Outstanding Achievement in Popular Annual Financial Reporting” by the GFOA.
- Awarded the “Distinguished Budget Presentation Award” by the GFOA.
- Awarded the “Certificate of Achievement for Excellence in Financial Reporting” from the GFOA.
- Received an unqualified audit from the City’s external auditors for the fiscal year ending September 30th, 2010.
- Re-financed both the Community Center Revenue Bond and the Golf Course G.O. Bond to a lower interest rate, saving the City hundreds of thousands of dollars in interest expense.
- Established a P-Card (Procurement Card) program for the city in order to expedite purchases, improve efficiency in the purchasing function, and to earn rebates on each dollar charged.

FY 2011-12 Budget Highlights

- FY2011-12 budget request represents a decrease of \$92,461 or 12.7% from last year. This decrease was due to the elimination of another full time position during FY2011 which was replaced by a part time employee.
- The Finance department has now reduced a total of two full time positions over the past two years.

**FINANCE DEPARTMENT
Expenditure Detail**

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Amended Budget	FY 2011-12 Budget	% of Total	% Change from 2010-11
PERSONNEL						
Salaries	\$ 441,844	476,936	\$ 454,406	\$ 388,003	61.3%	-14.6%
Part Time Year Round	19,685	16,351	0	15,080	2.4%	100.0%
Overtime	4,269	2,941	2,000	1,000	0.2%	-50.0%
Payroll Taxes	35,201	37,610	31,045	27,832	4.4%	-10.3%
Pension & Retirement	31,639	36,410	50,867	40,687	6.4%	-20.0%
Health Insurance	36,789	52,121	52,366	44,012	6.9%	-16.0%
Workers' Compensation	1,860	2,181	4,710	3,023	0.5%	-35.8%
Unemployment Compensation Tax	7,207	13,982	7,500	2,000	0.3%	-73.3%
Total Personnel Costs	\$ 578,494	\$ 638,592	\$ 602,914	\$ 521,637	82.4%	-13.5%
OPERATING						
Professional Services & Audit Fees	42,000	59,500	53,000	55,000	8.7%	3.8%
Contractual Services	8,067	15,867	1,000	-	0.0%	-100.0%
Travel & Related Costs	1,721	5,638	5,800	5,000	0.8%	-13.8%
Telephone/Internet	6,981	6,519	5,786	6,018	1.0%	4.0%
Repairs & Maintenance	1,196	845	1,500	1,500	0.2%	0.0%
Rentals & Lease	1,726	1,679	2,663	2,500	0.4%	-2.5%
Printing & Binding	6,379	5,642	6,000	8,000	1.3%	33.3%
Advertising & Promotions	255	5,206	4,500	4,500	0.7%	0.0%
Office Supplies	5,801	4,602	5,822	5,000	0.8%	-14.1%
Courier, UPS, Fedex-Overnight	1,087	368	600	200	0.0%	-66.7%
Postage	3,817	2,613	4,997	2,492	0.4%	-50.1%
Operating Supplies	3,916	5,246	8,000	5,000	0.8%	-37.5%
Dues, Memberships & Subsc.	2,405	2,643	2,500	2,600	0.4%	0.0%
Training & Education	5,592	2,079	5,000	5,000	0.8%	0.0%
Liability Insurance	10,158	10,258	9,812	8,489	1.3%	-13.5%
Other Current Charges	-	7,912	6,000	600	0.1%	-91.7%
Total Operating Costs	\$ 101,101	\$ 136,617	\$ 122,860	\$ 111,699	17.6%	-9.1%
CAPITAL OUTLAY						
Machinery & Equipment	-	1,335	-	-	0.0%	0.0%
Total Capital Outlay	\$ -	\$ 1,335	\$ -	\$ -	0.0%	0.0%
TOTAL EXPENSES	\$ 679,695	\$ 776,484	\$ 725,794	\$ 633,336	100.0%	-12.7%



Personnel Summary

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Amended Budget	FY 2011-12 Budget	% of Total	% Change from 2010-11
Finance Director	1	1	1	1	14.9%	0.0%
Comptroller	0	0	1	1	14.9%	0.0%
Accounting Manager	1	1	0	0	0.0%	0.0%
Accounting Clerk II	0	0	1	1	14.9%	0.0%
Accounting Clerk I	2	2	1	0	0.0%	-100.0%
Accounting Clerk III	3	3	1	1.0	14.9%	0.0%
Customer Service Representative	1	1	0	0	0.0%	0.0%
Accounting Systems Analyst	0	0	0.7	0.7	10.4%	0.0%
Procurement Specialist	0.5	0.5	1	1	14.9%	0.0%
Total of Full time employees	8.5	8.5	6.7	6.7	85.1%	-14.9%
Part-time Employee	1	1	0	1	14.9%	0.0%
Clerical Assistant	1	1	0	1	14.9%	0.0%
DEPARTMENT TOTAL	9.5	9.5	6.7	6.7	100.0%	0.0%

FINANCE DEPARTMENT PERFORMANCE MEASURES

Indicator	2008-09 Actual	2009-10 Actual	2010-11 Goal	2010-11 Actual	2011-12 Goal
Outputs					
Quarterly Budget Reports	4	4	4	4	4
Annual Budget	1	1	1	1	1
Comprehensive Annual Financial Report	1	1	1	1	1
Popular Annual Financial Report	1	1	1	1	1
Effectiveness					
Number of audit adjustments by Auditors	41	0	0	0	0
Number of days to close the year-end books	84	30	30	30	30
Number of days to complete the Comprehensive Annual Financial Report	129	104	107	105	107
% of bank reconciliations completed within 25 days of receipt of bank statement	100%	100%	100%	100%	100%
Efficiency					
Receive Award of Certificate of Achievement for Excellence in Financial Reporting from the GFOA	Yes	Yes	Yes	Yes	Yes
Receive Distinguished Budget Presentation Award from the GFOA	Yes	Yes	Yes	Yes	Yes
Receive Award for Popular Annual Financial Report	Yes	Yes	Yes	Yes	Yes

City Attorney

Mission Statement

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

City Attorney

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

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

Goal

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

Objectives

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

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

FY 2011-12 Budget Highlights

Budget is \$5,000 or 3.7% higher than prior year.

OFFICE OF THE CITY ATTORNEY
Expenditure Detail

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Amended Budget	FY 2011-12 Budget	% of Total	% Change from 2010-11
OPERATING						
Professional Services	\$ 124,988	\$ 147,959	\$ 135,000	\$ 140,000	99.3%	3.7%
Training and Education	500	75	500	500	0.4%	0.0%
Dues, Memberships & Subsc.	0	500	500	500	0.4%	0.0%
<i>Total Operating Costs</i>	\$ 125,488	\$ 148,534	\$ 136,000	\$ 141,000	100.0%	3.7%
TOTAL EXPENSES	\$ 125,488	\$ 148,534	\$ 136,000	\$ 141,000	100.0%	3.7%

Planning Department

Mission Statement

To coordinate the physical development of the City in a manner that will preserve its unique characteristics and enhance the quality of life for the City's present and future residents.

Planning Department

The Planning Department is responsible for general community-wide policy and program planning, as mandated by state law. This effort involves close intergovernmental coordination, particularly with county agencies, the South Florida Regional Planning Council and state agencies such as the Departments of Community Affairs, Environmental Protection and Transportation. Related to this general mission, the department provides research and recommendations on land use, community facilities/services and transportation matters to the City Manager, City Advisory and Quasi-Judicial Boards, and the City Council.

Goals and Objectives:

Goal: Provide planning services consistent with, and in support of the City's official goals for future land use, transportation, housing, infrastructure, conservation, recreation and open space, intergovernmental coordination and capital improvements, as articulated in the Comprehensive Plan.

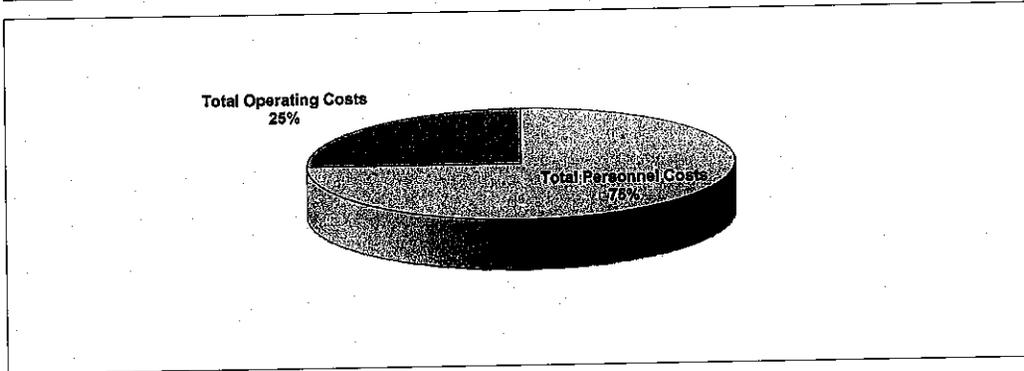
<p>Objective: Perform all planning services necessary for the development and adoption of District Boundary Regulations for the remaining Future Land Uses per the Comprehensive Plan.</p>

FY2011-12 Budget Highlights

1. Budget is \$66,730 or 33.7% less than FY2011 mainly due to reductions in salaries as well as professional services.
-

**PLANNING DEPARTMENT
Expenditure Detail**

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Amended Budget	FY 2011-12 Budget	% of Total	% Change from 2010-11
PERSONNEL						
Salaries	82,454	81,195	\$ 82,688	\$ 68,000	51.7%	-17.8%
Part Time Year Round	11,552	14,396	11,455	10,800	8.2%	-5.7%
Payroll Taxes	7,175	7,312	6,779	5,573	4.2%	-17.8%
Pension & Retirement	4,192	4,823	8,484	7,296	5.6%	-14.0%
Health Insurance	5,090	5,771	5,891	6,308	4.8%	7.1%
Workers' Compensation	374	539	941	591	0.4%	-37.2%
Total Personnel Costs	\$ 110,837	\$ 114,036	\$ 116,238	\$ 98,568	75.0%	-15.2%
OPERATING						
Professional Services	47,466	28,244	47,500	18,080	13.7%	-62.0%
Travel & Related Costs	3,634	4,243	2,000	2,000	1.5%	0.0%
Courier, UPS, Fedex-Overnight	315	121	425	200	0.2%	-52.9%
Printing & Binding	1,571	1,855	7,000	2,000	1.5%	-71.4%
Postage	1,076	737	1,352	671	0.5%	-50.4%
Office Supplies	1,315	3,458	2,354	2,000	1.5%	-15.0%
Operating Supplies	834	681	680	700	0.5%	0.0%
Dues, Memberships & Subsc.	515	512	1,180	1,200	0.9%	1.7%
Advertising	23,569	1,550	15,000	2,000	1.5%	-86.7%
Liability Insurance	1,705	2,033	1,781	1,484	1.1%	-16.7%
Telephone/Internet	1,098	1,038	940	837	0.6%	-11.0%
Education & Training	1,735	731	1,700	1,700	1.3%	0.0%
Total Operating Costs	84,831	45,203	81,912	32,852	25.0%	-59.9%
TOTAL EXPENSES	\$ 197,406	\$ 159,239	\$ 198,150	\$ 131,420	100.0%	-33.7%



Personnel Summary

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Amended Budget	FY 2011-12 Budget	% of Total	% Change from 2010-11
City Planner	1	1	1	1		0.0%
Total of Full-time employees	1	1	1	1	50.0%	0.0%
Administrative Assistant I-Part Time	1.0	1.0	1.0	1.0	50.0%	0.0%
DEPARTMENT TOTAL	2.0	2.0	2.0	2.0	100.0%	0.0%

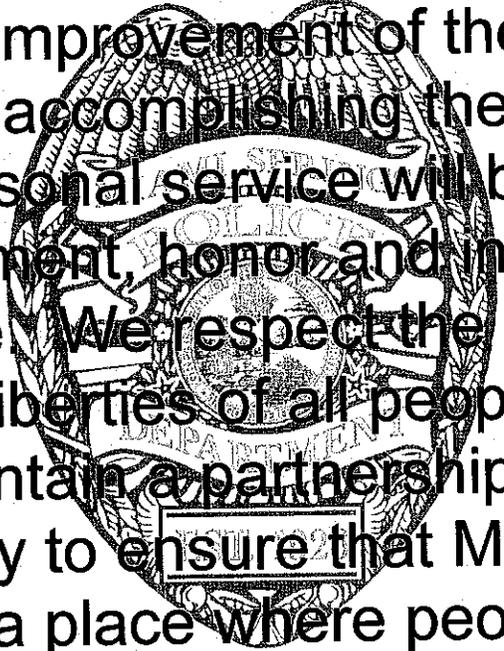
**PLANNING DEPARTMENT
PERFORMANCE MEASURES**

Indicator	2008-09 Actual	2009-10 Actual	2010-11 Goal	2010-11 Actual	2011-12 Goal
Outputs					
1. Revision of Problem Zoning Code Sections	N/A	N/A	9/26/2011	ON-GOING	9/28/2012
2. Prepare first draft of 2012 EAR	N/A	N/A	9/26/2011	5/1/2011	N/A
3. Adoption of amended Comprehensive Plan	N/A	N/A	12/13/2010	12/13/2010	N/A
4. Adoption of amended Comprehensive Plan Per New State law	N/A	N/A	N/A	N/A	3/5/2012
Effectiveness					
1. Number of Board of Adjustment (BOA) Cases Prepared	33	28	30	31	32
2. Number of Zoning & Planning (Z & P) Board Cases Prepared	5	2	6	2	2
Efficiency					
1. Number of BOA Cases Postponed Due to Incomplete Case Files	0	0	0	0	0
2. Number of Z & P Cases Postponed Due to Incomplete Case Files	0	0	0	0	0

Miami Springs Police Department

Mission Statement

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

A detailed police badge is centered behind the text. It features a central emblem with a scale of justice and a sword, surrounded by a circular border containing the words 'POLICE' and 'MIAMI SPRINGS'. The badge is highly detailed with intricate patterns and text.

Police Department

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

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

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

Goals

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

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

Increase "Homeland Security" efforts.

Objectives

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

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

Regenerate efforts with the goal of increasing the number of Crime Watch neighborhoods and reaffirm our commitment and efforts towards Business Crime Watch.

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

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

Police Department

Objectives(continued)

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

2010-11 Accomplishments

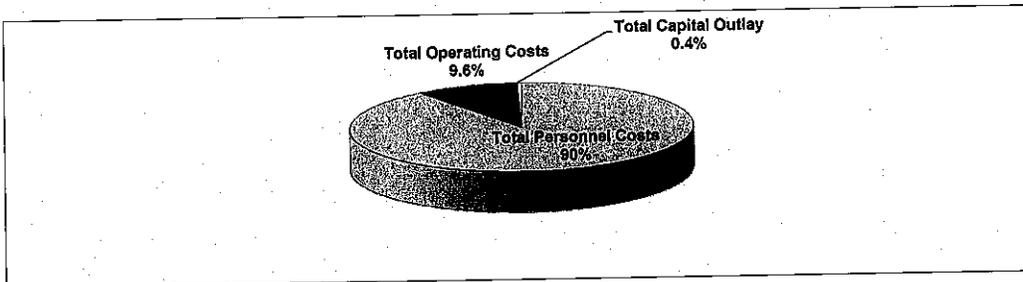
- Activated on-line crime mapping system
- Installed LETF funded automated digital fingerprint system
- Upgraded Police radio system
- Added 2 LETF funded hybrid vehicles to the Police fleet
- Initiated review and revision of Police Department Policy Manual
- Continued grant funded upgrade and automation of the Police records database
- Graduated 2 Police Officers and 2 PSA's from the Police Academy

FY 2011-12 Budget Highlights

- Budget is a \$2,701 decrease from FY2011. Decrease is due to the Department delaying purchasing three new vehicles this year.
- Budget also includes an 11.7% increase in police pension contributions as well as an 8% increase in health insurance.
- All merit increases and longevity pay for non-uniformed personnel were frozen for next year.

**POLICE DEPARTMENT
Expenditure Detail**

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Amended Budget	FY 2011-12 Budget	% of Total	% Change from 2010-11
PERSONNEL						
Executive Salaries	\$ 448,131	\$ 483,812	\$ 484,738	\$ 478,420	8.9%	-1.3%
Police Recruit-Grant Funded	-	75,328	102,724	105,298	2.0%	0.0%
Regular Salaries	2,368,684	2,368,022	2,433,062	2,426,557	45.1%	-0.3%
Police Dept Civilians	415,501	404,342	440,029	437,066	8.1%	-0.7%
Part Time Year Round	65,055	67,821	65,810	65,810	1.2%	0.0%
Overtime	70,256	82,259	90,000	90,000	1.7%	0.0%
Special Pay	33,678	37,530	38,000	35,000	0.7%	-7.9%
Unemployment compensation	7,150	0	0	0	0.0%	0.0%
Payroll Taxes	256,163	270,828	279,559	278,319	5.2%	-0.4%
Pension & Retirement	323,139	333,662	455,776	488,084	9.1%	7.1%
Health Insurance	329,000	387,814	353,485	381,112	7.1%	7.8%
Workers' Compensation	43,462	84,595	77,666	56,733	1.1%	-27.0%
Total Personnel Costs	\$ 4,360,199	\$ 4,576,013	\$ 4,820,849	\$ 4,842,399	90.0%	0.4%
OPERATING						
Professional Services	15,351	20,517	29,329	28,000	0.5%	-11.4%
Contractual Services	4,050	5,066	6,000	6,500	0.1%	8.3%
Travel & Related Costs	6,303	2,428	5,000	4,000	0.1%	-20.0%
Repairs & Maintenance	36,824	37,270	40,815	39,295	0.7%	-3.7%
Rentals & Lease	3,913	4,111	5,365	5,000	0.1%	-6.8%
Printing & Binding	397	784	1,000	1,000	0.0%	0.0%
Advertising & Promotions	1,940	3,218	3,000	3,000	0.1%	0.0%
Office Supplies	4,965	4,978	5,000	5,000	0.1%	0.0%
Postage	696	475	901	447	0.0%	-50.4%
Operating Supplies	27,428	23,527	24,018	23,500	0.4%	-2.2%
Uniforms	58,416	57,018	75,288	78,000	1.4%	3.6%
Vehicle registration and tag	117	150	150	250	0.0%	66.7%
Courier, UPS, Fedex-Overnight	401	382	818	800	0.0%	-2.2%
Dues, Memberships & Subsc.	1,489	2,469	3,000	2,000	0.0%	-33.3%
Training & Education	18,549	7,689	19,000	25,000	0.5%	31.6%
Liability Insurance	95,950	105,035	82,204	78,282	1.5%	-4.8%
Fleet Maintenance	62,645	64,368	77,979	75,500	1.4%	-3.2%
Fuels, Oils, Lubricants	82,729	91,430	101,172	120,000	2.2%	18.6%
Telephone/Internet/Beepers	29,773	27,931	30,991	26,205	0.5%	-15.4%
Total Operating Costs	\$ 451,936	\$ 458,844	\$ 511,030	\$ 519,779	9.7%	1.7%
CAPITAL OUTLAY						
Vehicles	162,349	187,353	33,000	-	0.0%	-100.0%
Machinery & Equipment	57,360	33,789	20,000	20,000	0.4%	0.0%
Total Capital Outlay	\$ 219,709	\$ 221,142	\$ 53,000	\$ 20,000	0.4%	-62.3%
TOTAL EXPENSES	\$ 5,031,844	\$ 5,255,999	\$ 5,384,879	\$ 5,382,178	100.0%	-0.1%



Personnel Summary

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Amended Budget	FY 2011-12 Budget	% of Total	% Change from 2010-11
Chief of Police	1	1	1	1	1.6%	0.0%
Captain	1	1	1	1	1.6%	0.0%
Lieutenant	3	3	3	3	4.8%	0.0%
Sergeant - CPO	1	1	1	1	1.6%	0.0%
Sergeant	4	4	4	4	6.5%	0.0%
Officer - Detective	5	5	5	5	8.1%	0.0%
Officer - Motor	5	5	4	4	6.5%	0.0%
Officer - K9	2	2	2	2	3.2%	0.0%
Officer	21	21	22	22	35.5%	0.0%
Communications Supervisor	1	1	1	1	1.6%	0.0%
Dispatcher I	6	6	5	5	8.1%	0.0%
Dispatcher II	1	1	1	1	1.6%	0.0%
Parking Enforcement Officer	0	0	0	0	0.0%	0.0%
Administrative Assistant I	0	0	0	0	0.0%	0.0%
Clerical Assistant	0	0	0	0	0.0%	0.0%
Admin. Sp. II	2	2	2	2	3.2%	0.0%
Admin. Sp. I	2	2	2	2	3.2%	0.0%
Total of Full time employees	55	55	54	54	87.1%	0.0%
Part Time Employees						
Clerical Assistant	3	3	2	2	3.2%	0.0%
Public Service Aides	3	3	2	2	25.0%	0.0%
School Crossing Guards	4	4	4	4	6.5%	0.0%
Total of Part time employees	10	10	8	8	12.9%	0.0%
DEPARTMENT TOTAL	65	65	62	62	100.0%	0.0%

POLICE DEPARTMENT- School Crossing Guards
Expenditure Detail

	FY 2008-09 Actual	FY 2008-10 Actual	FY 2010-11 Amended Budget	FY 2011-12 Budget	% of Total	% Change from 2010-11
PERSONNEL						
Part Time Year Round	\$ 13,362	\$ 20,463	\$ 15,940	\$ 15,940	90.2%	0.0%
Payroll Taxes	1,022	1,566	1,219	1,219	6.9%	0.0%
Worker's Compensation	75	132	159	120	0.7%	-24.8%
Total Personnel Costs :	\$ 14,459	\$ 22,161	\$ 17,318	\$ 17,279	97.7%	-0.2%
OPERATING						
Uniforms	261	144	300	300	1.7%	0.0%
Other		19	100	100	0.6%	0.0%
Total Operating Costs :	\$ 261	\$ 163	\$ 400	\$ 400	2.3%	0.0%
TOTAL EXPENSES	\$ 14,720	\$ 22,324	\$ 17,718	\$ 17,679	100.0%	-0.2%

POLICE DEPARTMENT PERFORMANCE MEASURES

Indicator	2008-09 Actual	2009-10 Actual	2010-11 Goal	2010-11 Actual	2011-12 Goal
Outputs					
Crime Index	1,171	989	900	934	900
Crime rate (per 1,000)	87	73	70	69	67
Number of arrests	620	426	550	430	500
Reported Traffic Accidents	414	289	250	381	300
Traffic/parking citations	9,364	8,537	9,500	9,915	10,000
Number of patrol zones patrolled 24 hrs/day	11	11	11	11	11
Effectiveness					
Average call response time (min.)	2:45	2:52	2:40	2:52	2:40
Clearance rate of Class I Crimes	19.50%	18.82%	25.00%	19.54%	22.00%
Efficiency					
Expenditures per resident population	\$363.75	\$381.00	\$380.00	\$376.23	\$375.00

INFORMATION TECHNOLOGY

Mission Statement

The mission of the Information Technology Department is to provide technical support to all City Departments, enhance system security, provide training services to all users, and standardize computer related purchases in order to maximize efficiency, and to recommend future technological direction for the City.

Major Functions & Activities

The following is a list of the current applications/functions supported by the Information Technology Department

- Special Assessments
 - Research and pricing for specialty hardware/software as requested by Department Heads
 - Security Research as requested by Department Heads
- Personnel
 - Additions/modifications/removal of system accounts
 - Network resource permissions as detailed by Department Heads
- Police Department Network administration.
 - Server 2003 maintenance
 - System Backups
 - USA Dispatch software support
 - Network infrastructure and security
 - Electronic Mail
 - Help Desk
 - FCIC/FDLE Network
 - Imaging system
 - SNAP server support
 - Symantec Antivirus support
 - Telemetry Server backups and maintenance
- Building
 - Microsoft Office Suite
 - H.T.E
 - Looking Glass
 - Qrep
- Permitting/Inspections
 - Microsoft Office Suite
 - Naviline / ASP
 - Looking Glass
 - Qrep
- Project Tracking Purchasing
 - Purchase recommendations for each department with standardized equipment.
 - Tracking database to record purchases and tasks
- Complaint Tracking
 - Recorded in IT tracking database
- Cashiering
 - H.T.E cashiering module
 - Ithica receipt printers

Major Functions & Activities

- Document Management
 - Organization of documents and resources on file servers
 - Backup to tapes/disks of City's electronic documents
 - Optiview Document Imaging system
- Electronic Mail
 - Exchange 2010 Server
 - Storage use of electronic mail database
 - Backup of all electronic mail to NAS
 - Weekly maintenance of electronic mail database
- Help Desk
 - Technical support for all City employees
 - Electronic Mail – Outlook 2003 and 2007
 - Microsoft Word 2003 and 2007 standard load on all computers
 - WordPerfect 10 on select computers throughout the City
 - Excel 2003 and 2007
 - PowerPoint 2003 and 2007
 - Access 2003 and 2007
 - JRE 1.6.x
 - Looking Glass
 - Cognos Impromptu – QREP
 - Network/Local printing
 - iSeries Navigator
 - Terminal printer setups/configuration for local H.T.E printing
- Internet/Intranet
 - Development and content of City's Intranet
 - Configuration and maintenance of City's Cisco routers and firewall
- Network management - Configuration and maintenance of...
 - Exchange 2010 mail server
 - Domain controller / Global Catalog server
 - Web server for MSPD
 - Active Directory
 - Group Policy Objects
 - Network Login / Logout Scripts
 - Backup system
 - DDC Climate Control System
 - Vermont Systems Golf Track
 - Surveillance cameras
 - USA Software dispatch applications
 - MDT Mobile units for police department
 - SQL Server 2005
 - Cisco routers and PIX firewall security monitoring and updates
 - Watchguard Firebox monitoring and updates
 - 802.11 wifi networks

Major Functions & Activities

- Fuel System
 - Maintenance and support for Traks database in Public Works
 - Maintenance and support for import/export utilities for H.T.E
- Communications
 - Nextel Cell phone support and maintenance
 - Nortel office phone system support and maintenance

Goals

To recommend technology standards to all City departments.

To execute the direction established by department heads as related to support and purchase of hardware, software, and networking equipment.

To provide the City employees proficient computer training, suitable computer hardware, sound advice and planning as to computer-related goals.

To deliver IT services efficiently and effectively by trained and courteous information service professionals. We will actively seek new opportunities on proven useful computer tools that will help employees achieve their goals.

To be identified by our dedication, professionalism, and pride in our achievements.

Objectives

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

FY2010-11 Accomplishments

- Vermont Systems Golf Track software major version upgrade
- Vermont Systems Rec Track installation and customization
- Major upgrades to API / Optiview system
- New computers for Building-Zoning department with cross computer profiles.
- Provided support to Aha Consulting during website development
- Installation of Linux OS as host for virtualization plan
- Conversion to virtualization of minor services servers
 - UTILS – Network monitoring and Antivirus server
 - TS – terminal server for remote access/virtual desktop
 - DMS – document management system for Sungard applications

FY2010-11 Accomplishments

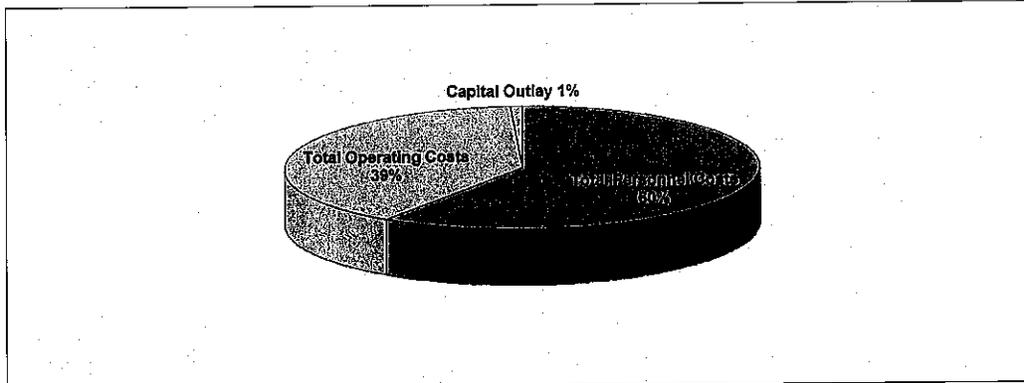
- DDC – Climate control server
- APITEXT – API Optiview text search engine server
- Local backups using proven technology with scripts for City and MSPD
- Extended Group Policy Objects to progressively limit unauthorized installations on user computers.
- Rolling out Puppet Labs server management software for planned conversion of additional virtualized servers.

FY 2011-12 Budget Highlights

- FY2012 budget request is \$31,531 or 8.6% less than FY2011. The department is requesting \$2,800 in capital expenditures for a new tape back up system.

**INFORMATION TECHNOLOGY
Expenditure Detail**

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Amended Budget	FY 2011-12 Budget	% of Total	% Change from 2010-11
PERSONNEL						
Salaries	\$ 120,098	\$ 148,535	\$ 160,855	\$ 153,491	46.1%	-4.6%
Part Time	24,046	3,019	-	-	0.0%	0.0%
Payroll Taxes	10,654	11,134	10,924	10,257	3.1%	-6.1%
Pension & Retirement	6,611	9,207	16,800	13,932	4.2%	-17.1%
Health Insurance	12,370	16,978	18,717	20,068	6.0%	7.2%
Workers' Compensation	515	803	1,592	1,151	0.3%	-27.7%
Total Personnel Costs	\$ 174,294	\$ 189,676	\$ 208,888	\$ 198,899	59.7%	-4.8%
OPERATING						
Travel and per diem	800	225	487	500	0.2%	2.7%
Professional Services	-	6,133	4,700	-	0.0%	-100.0%
Contractual Services	9,903	112,035	122,017	117,676	35.3%	-3.6%
Telephone/Internet	2,588	3,029	2,590	2,626	0.8%	1.4%
Repairs & Maintenance	95,995	8,610	14,900	4,179	1.3%	-72.0%
Liability Insurance	2,222	3,023	3,012	2,890	0.9%	-4.1%
Office Supplies	105	30	514	100	0.0%	-80.5%
Operating Supplies	5,452	2,919	5,192	1,000	0.3%	-80.7%
Dues, Memberships & Subsc.	815	320	500	600	0.2%	20.0%
Training & Education	1,786	-	2,000	2,000	0.6%	0.0%
Total Operating Costs	\$ 119,644	\$ 136,324	\$ 155,912	\$ 131,571	39.5%	-15.6%
CAPITAL OUTLAY						
Machinery & Equipment	1,521	20,460	-	2,800	0.8%	100.0%
Total Capital Outlay	\$ 1,521	\$ 20,460	\$ -	\$ 2,800	0.8%	100.0%
DEBT SERVICE						
Principal	-	-	-	-	0.0%	0.0%
Interest	-	-	-	-	0.0%	0.0%
Total Debt Service	\$ -	\$ -	\$ -	\$ -	0.0%	0.0%
TOTAL EXPENSES	\$ 295,459	\$ 346,460	\$ 364,800	\$ 333,269	100.0%	-8.6%



	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Amended Budget	FY 2011-12 Budget	% of Total	% Change from 2010-11
Personnel Summary						
Information Technology Manager	1	1	1	1	43.5%	0.0%
Asst. I.T. Manager	-	-	1	1	43.5%	0.0%
Systems Manager	0.5	0.5	0.3	0.3	13.0%	0.0%
Total of Full time employees	1.5	1.5	2.3	2.3	100.0%	0.0%
Part-time Employee						
IT Technician	1.0	1.0	0	0	0.0%	0.0%
DEPARTMENT TOTAL	2.5	2.5	2.3	2.3	100.0%	0.0%

INFORMATION TECHNOLOGY DEPARTMENT PERFORMANCE MEASURES

Indicator	2008-09 Actual	2009-10 Actual	2010-11 Goal	2010-11 Actual	2011-12 Goal
Outputs					
Number of informal Help desk calls	766	637	500	660	500
Daily average of web hits	4919	6789	10000	765	1000
Daily average of web visitors	414	368	1000	235	1000
Users supported	111	121	121	121	121
PC's supported	100	118	118	118	118
Servers supported	13	18	18	18	18
Efficiency					
Number of Hardware support calls	216	172	50	110	50
Number of Software support calls	212	233	50	242	50
Number of phone related support calls	46	78	50	72	50
Number of trianing hours provided	12	27	100	52	100
Tech staff to End User ratio	35	60.5	60.5	60.5	60.5
Number of website related tasks	89	57	10	97	12
Number of network related issues	37	32	10	28	10
Number of server related issues	67	27	0	17	12
Number of password issues	52	11	0	42	12

Building and Code Compliance Department

Mission Statement

The mission of the Building & Code Compliance Department is to ensure the safe and stable design, methods of construction, standards of workmanship and use of proper material in buildings/structures erected or altered. The department also assists residents in complying with the city code of ordinances.

**BUILDING & ZONING AND CODE COMPLIANCE
PERFORMANCE MEASURES**

Indicator	2008-09 Actual	2009-10 Actual	2010-11 Goal	2010-11 Actual	2011-12 Goal
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Outputs

All Occupational Licenses will be invoiced and paid by:	8/31/2009	1/31/2010	6/30/2011	8/30/2011	6/30/2012
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Effectiveness

Reduce # of Departmental Complaints	Yes	Yes	Yes	Yes	Yes
% of all counter customers that will be polled as to satisfaction with services.	1% per week				

Efficiency

All permits will receive a final inspection and be closed within 6 months of being issued.	Yes	Yes	Yes	No*	Yes
All inspections will be performed on day scheduled	.01% failure rate	Yes	Yes	.05% failure rate**	Yes
All open inspections to be closed out at month-end	Yes	Yes	Yes	Yes	Yes

*Not all permits rec'd final inspections due to owner/contractor failure to call them in.

Building & Code Compliance

The department is the combined functions of Building & Code Compliance.

The responsibilities of Building include receiving permit applications, plans and miscellaneous documentation for review and processing requests for building permits. Plans are reviewed for standards, provisions and requirements for safe and stable designs, methods and uses of construction, standards for workmanship and uses of materials. They are also checked for compliance with standards for building materials used in buildings and/or structures hereafter erected, constructed, enlarged, repaired, moved, or otherwise altered or demolished in accordance with the Florida Building Code, as amended from time to time.

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

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

Goals

Contact at least 1% of the number of customers who visit the Department daily to check on customer service and satisfaction.

Perform a final inspection on all permits issued and close them within 6 months of the issue date, provided that the work has been completed.

Collect appropriate fees and issue renewal Occupational Licenses for all licensed businesses in the City.

Maintain all Code Compliance cases in the appropriate status (closed or active) during the Fiscal year. and close all cases that have been completed.

Objectives

To constantly improve customer service by soliciting feedback from at least 1% of our customers and using that feedback as a basis for ongoing departmental improvement.

To insure that 90% of all Building Permits are processed and handled in a timely manner, thus avoiding a backlog of open permits and the possibility of work being completed without proper inspections.

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

Building & Code Compliance

Objectives(continued)

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

To plan for expanded building/permitting activity in the commercial sector. New construction along the Airport Highway Marine district is anticipated to increase dramatically over the next 12-24 months. This may mean the need for additional or outside contract inspectors and plan reviewers.

Continue to update all City Codes to meet current needs.

Continue to update fee structure to provide a self funding economic base for the Department.

2010-11 Accomplishments

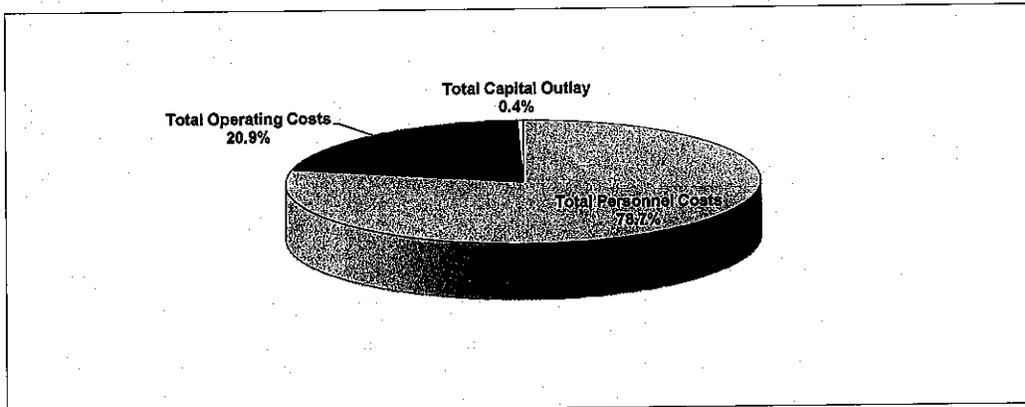
- Reduced Budget expenditures year over year
 - Projected reduction=18.4% (\$106,640)
 - Total revenue will exceed Budget
 - Total Residential permit revenue was \$109,348.56
 - Total Commercial permit revenue was \$293,839.87
- Maintained Services in spite of ongoing staff reductions
 - Issued 61 new Occupational Licenses
 - Issued 522 Residential Permits at an average of 66 per month
 - Issued 180 Commercial Permits at an average of 16 per month
 - Continued Processing of Non-Revenue permits on multiple projects:
 - Curtiss Mansion
 - Bike Path Lighting projects
 - Golf Course Irrigation
 - Senior Center Renovations
 - Various Sidewalk Repairs to comply with ADA
 - Various Right of Way Permits
 - Opened 1,469 Code Compliance cases at an average of 122 per month
 - Conducted 2,711 Code Compliance inspections at an average of 226 per month
 - Made several presentations to Council for updating of City Codes
 - Made presentations to Council regarding needed Departmental Staffing
 - Hired one Full Time Building Specialist and Two Part Time Code Compliance Officers

FY2011-12 Budget Highlights

- Budget is \$112,849 or 22.3% increase from FY2011 mainly due to additional staffing approved for the Department at the end of FY2011.

BUILDING & CODE COMPLIANCE DEPARTMENT
Expenditure Detail

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Amended Budget	FY 2011-12 Budget	% of Total	% Change from 2010-11
PERSONNEL						
Salaries	\$ 271,186	\$ 234,557	\$ 157,940	\$ 213,797	34.5%	35.4%
Part Time Year Round	123,318	143,503	125,000	185,320	29.9%	48.3%
Overtime	1,688	3,280	2,600	-	0.0%	-100.0%
Payroll Taxes	29,887	28,485	22,139	28,199	4.6%	27.4%
Pension & Retirement	14,311	14,345	19,905	22,998	3.7%	15.5%
Health Insurance	36,802	28,456	28,658	33,770	5.5%	17.8%
Workers' Compensation	10,915	15,198	3,746	2,993	0.5%	-20.1%
Total Personnel Costs	\$ 488,107	\$ 467,824	\$ 359,988	\$ 487,077	78.7%	35.3%
OPERATING						
Contractual Services	79,598	69,055	105,013	85,000	13.7%	-19.1%
Travel & Related Costs	2,110	2,468	-	-	0.0%	0.0%
Repairs and Maintenance	2,748	2,414	8,743	9,268	1.5%	0.0%
Uniforms	1,667	377	2,200	2,200	0.4%	0.0%
Rentals & Lease	2,420	2,388	841	1,800	0.3%	114.0%
Printing & Binding	323	1,194	2,200	3,200	0.5%	45.5%
Postage	1,665	1,094	3,191	4,000	0.6%	25.4%
Office Supplies	3,952	3,590	500	1,200	0.2%	140.0%
Operating Supplies	1,148	5,650	1,000	2,500	0.4%	150.0%
Dues, Memberships & Subsc.	274	140	500	500	0.1%	0.0%
Training & Education	383	202	500	1,000	0.2%	100.0%
Liability Insurance	13,043	10,450	2,000	3,000	0.5%	50.0%
Fleet Maintenance	7,870	4,430	10,153	8,400	1.4%	-17.3%
Telephone/Internet	9,490	9,489	7,826	7,359	1.2%	-6.0%
Total Operating Costs	\$ 126,791	\$ 112,941	\$ 144,667	\$ 129,427	20.9%	-10.5%
CAPITAL OUTLAY						
Machinery & Equipment	-	-	1,500	2,500	0.4%	66.7%
Total Capital Outlay	\$ -	\$ -	\$ 1,500	\$ 2,500	0.4%	66.7%
TOTAL EXPENSES	\$ 614,898	\$ 580,765	\$ 506,155	\$ 619,004	100.0%	22.3%



Personnel Summary

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Amended Budget	FY 2011-12 Budget	% of Total	% Change from 2010-11
Building Official	-	-	-	-	0.0%	0.0%
Building Specialist II,III	2	2	2	2	12.5%	0.0%
Building Specialist I	1	1	1	1	6.3%	0.0%
Code Compliance Officers	2	1	1	1	6.3%	0.0%
Building/Office Manager	1	1	1	1	6.3%	0.0%
Total Full Time Employees	6.0	5.0	5.0	5.0	31.3%	0.0%
Inspectors	8	8	8	8	50.0%	0.0%
Building Official	1	1	1	1	6.3%	0.0%
Code Compliance Officers	0	0	2	2	12.5%	0.0%
Total Part-Time Employees	9.0	9.0	11.0	11.0	68.8%	0.0%
DEPARTMENT TOTAL	15.0	14.0	16.0	16.0	100.0%	0.0%

Public Services Department

Mission Statement

We are committed to providing the residents and visitors of Miami Springs with exceptional infrastructure, maintenance and engineering services delivered in a timely and cost effective manner. We are dedicated to our vision and core values.

Public Services - Administration Division

The Administrative Division is responsible for the management of the Public Services Department. This includes strategic planning for the maintenance of all infrastructure, utilities, and services within the City. The Administration also provides supervision, training, guidance, and support for all of the employees within the Public Works department.

Goals

Provide a quick and informative response to the public and ensure customer satisfaction.

Maintain a system of proper planning, scheduling, inventory control, training, and cost accounting for all divisions of the department.

Improve the skill level of Administrative staff and support staff.

Objectives

To train supervisory and clerical staff in customer service to provide the best responses to our community.

To properly track all inventory and labor to ensure a cost effective operation.

To continually promote cohesiveness and teamwork within this department.

2010-11 Accomplishments

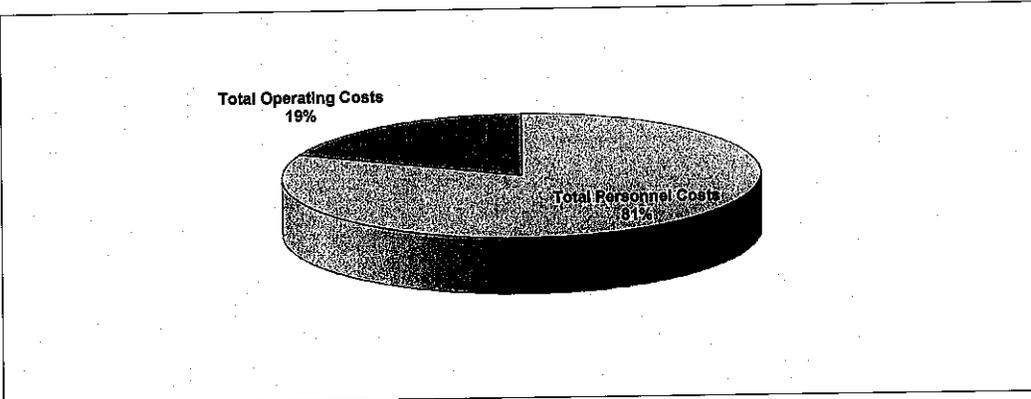
Customer Service was at an all time high for this fiscal period. The Administrative Division improved the turn around time on residential inquiries and requests. Closer relationships were formed with other departments within the city. Increased training and tracking of labor kept overtime to a minimal.

FY 2011-12 Budget Highlights

- Budget request is \$46,905 or 10.5% decrease from FY2011.

PUBLIC SERVICES DEPARTMENT
Administration Division - Expenditure Detail

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Amended Budget	FY 2011-12 Budget	% of Total	% Change from 2010-11
PERSONNEL						
Salaries	\$ 244,796	\$ 310,450	\$ 255,436	\$ 245,216	61.5%	-4.0%
Overtime	1,629	2,047	1,700	-	0.0%	-100.0%
Payroll Taxes	18,301	23,094	19,241	18,388	4.6%	-4.4%
Pension & Retirement	12,614	18,278	28,465	28,780	7.2%	1.1%
Health Insurance	30,947	31,499	27,318	29,085	7.3%	6.4%
Workers' Compensation	28,403	3,877	3,154	1,839	0.5%	-41.7%
Unemployment Compensation	-	-	6,325	-	-	-
Total Personnel Costs	\$ 334,690	\$ 389,245	\$ 341,639	\$ 323,287	81.1%	-5.4%
OPERATING						
Professional Services	\$ -	\$ 22,845	\$ 8,450	\$ -	0.0%	-100.0%
Travel & Related Costs	-	786	1,000	1,000	0.3%	0.0%
Courier, UPS, Fedex	-	-	100	100	0.0%	0.0%
Utility Services	32,225	27,167	22,018	9,943	2.5%	-54.8%
Repairs & Maintenance	977	549	900	900	0.2%	0.0%
Rentals & Lease	1,609	1,621	2,000	2,000	0.5%	0.0%
Printing & Binding	325	280	500	100	0.0%	-80.0%
Postage	978	693	1,249	620	0.2%	-50.4%
Office Supplies	3,403	3,433	4,585	4,500	1.1%	-1.9%
Operating Supplies	9,244	8,965	10,000	8,000	2.0%	-20.0%
Fuels, Oils, Lubricants	5,385	5,146	5,800	5,800	1.5%	0.0%
Dues, Memberships & Subsc.	329	166	600	300	0.1%	-50.0%
Training & Education	3,157	3,241	3,900	4,000	1.0%	2.6%
Liability Insurance	38,626	28,351	23,221	23,173	5.8%	-0.2%
Fleet Maintenance	5,973	2,237	7,094	6,700	1.7%	-5.6%
Telephone/Internet	12,129	12,535	12,317	8,044	2.0%	-34.7%
Total Operating Costs	\$ 114,360	\$ 115,995	\$ 103,734	\$ 75,180	18.9%	-27.5%
TOTAL EXPENSES	\$ 449,050	\$ 505,240	\$ 445,373	\$ 398,468	100.0%	-10.5%



Personnel Summary

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Amended Budget	FY 2011-12 Budget	% of Total	% Change from 2010-11
Public Works Director	1	1	1	1	22.2%	0.0%
Assistant Public Works Director	1	1	0	0	0.0%	0.0%
Administrative Assistant I and II	2	2	3	1	22.2%	-66.7%
Operations Supervisor	0.5	0.5	0	0.5	11.1%	100.0%
Procurement and Reports Supervisor	1	1	0.5	1	22.2%	100.0%
Matl Mgt Clerk	1	1	1	1	22.2%	0.0%
DIVISION TOTAL	6.5	6.5	5.5	4.5	100.0%	-18.2%

PUBLIC WORKS-ADMINISTRATION PERFORMANCE MEASURES

Indicator	2008-09 Actual	2009-10 Actual	2010-11 Goal	2010-11 Actual	2011-12 Goal
Outputs					
Regulatory mandates and permits in compliance	100%	100%	100%	100%	100%
Effectiveness					
Increase management skills trainings	100%	50%	50%	50%	50%

Public Services – Streets/Streetlights Division

The Streets Division's function is to maintain and repair all city streets, streetlights, bike paths, alleys, and sidewalks. This division also maintains the monuments, city seals, and traffic and street signs that are not maintained by Miami-Dade County Public Works Department. Projects undertaken by this Division are supplemented with Local Option Gas Tax and CITT/Peoples Transportation Tax funds.

Goals

Replace and repair street signage city wide. Ensure all city sidewalks are safe for pedestrian traffic.

Restore the alleys and alley approaches citywide.

Continue to upgrade and repair the streetlight infrastructure.

Maintain the right-of-ways.

Objectives

Inspect sidewalks to ensure American with Disability Act (ADA) compliance to eliminate safety hazards.

Supervise and provide support for various lighting projects currently underway.

Locate and repair potholes and sinkholes, city-wide.

2010-11 Accomplishments

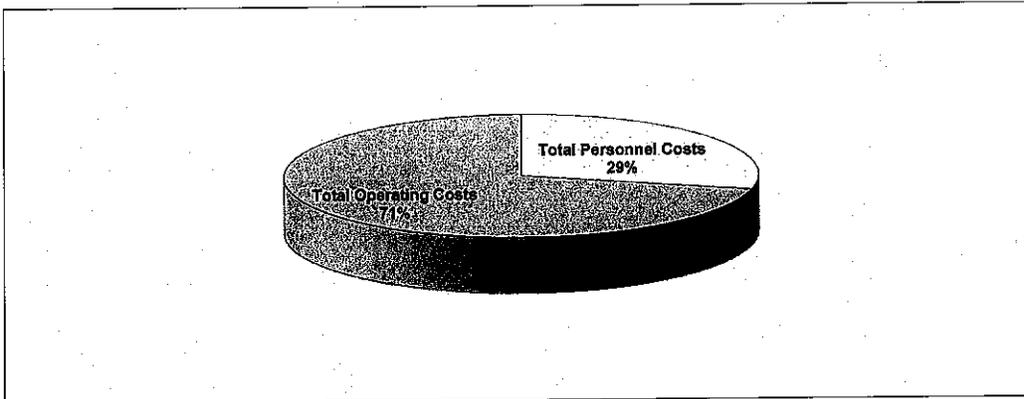
Main thorough fares such as Ludlam Drive and North Royal Poinciana Blvd have received much needed repairs to the sidewalks and roadways. Streetlight repairs have also been one of our main targets.

FY 2011-12 Budget Highlights

- Budget request is \$18,814 or 6.6% increase from Fy2011, increase is due to higher electrical costs from the new bike path lighting projects as well as higher fuel costs.

PUBLIC SERVICES DEPARTMENT
Streets & Streetlights Division - Expenditure Detail

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Amended Budget	FY 2011-12 Budget	% of Total	% Change from 2010-11
PERSONNEL						
Salaries	\$ 74,026	\$ 72,906	\$ 63,923	\$ 62,056	20.5%	-2.9%
Overtime	-	136	-	-	0.0%	0.0%
Payroll Taxes	5,650	5,588	4,442	3,811	1.3%	-14.2%
Pension & Retirement	1,720	1,951	1,342	6,659	2.2%	396.2%
Health Insurance	10,122	9,256	7,015	12,544	4.1%	78.8%
Workers' Compensation	8,851	8,161	6,392	2,327	0.8%	-63.6%
Total Personnel Costs	\$ 100,369	\$ 97,998	\$ 83,114	\$ 87,397	28.9%	5.2%
OPERATING						
Contractual services	-	-	20,000	27,000	8.9%	35.0%
Utility Services	157,044	148,808	120,550	139,123	46.0%	15.4%
Repairs & Maintenance	10,117	553	16,500	5,000	1.7%	-69.7%
Rentals & Leases	80	80	250	200	0.1%	-20.0%
Operating Supplies	10,106	7,582	8,600	10,000	3.3%	18.3%
Liability Insurance	1,116	1,531	1,210	1,168	0.4%	-3.4%
Fuels, Oils, Lubricants	10,540	10,658	8,900	15,000	5.0%	68.5%
Fleet Maintenance	22,360	18,606	24,450	17,500	5.8%	-28.4%
Total Operating Costs	\$ 211,363	\$ 187,818	\$ 200,460	\$ 214,991	71.1%	7.2%
TOTAL EXPENSES	\$ 311,732	\$ 285,816	\$ 283,574	\$ 302,388	100.0%	6.6%



Personnel Summary

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Amended Budget	FY 2011-12 Budget	% of Total	% Change from 2010-11
Operations Supervisor	-	-	-	-	0.0%	0.0%
Heavy Equipment Operator	1	1	1	1	50.0%	0.0%
Maintenance Worker I	1	1	1	1	50.0%	0.0%
Total Full Time Employees	2	2	2	2	100.0%	0.0%
<i>Part-time Employees</i>						
Sidewalk Project Manager	-	-	-	-	0.0%	0.0%
DIVISION TOTAL	2	2	2	2	100.0%	0.0%

**PUBLIC WORKS-STREETS/SIDEWALKS
PERFORMANCE MEASURES**

Indicator	2008-2009 Actual	2009-10 Actual	2010-11 Goal	2010-11 Actual	2011-12 Goal
Outputs					
Linear feet of underground streetlight wire replaced	5000	1325	2000	1800	2200
Square footage of sidewalk replaced	1050	1849	2000	11,649	3,000

Public Services – Public Properties

The Public Properties Division maintains all green spaces that are in the public right of ways. Our expert staff continues to work with residents to educate them in proper tree care. The Public Properties Division is also charged with the task of keeping our city streets free of litter, and serves as support for all city functions.

Goals

Continue education of tree trimmers in proper trimming techniques and safety practices.

Ensure that the City retains its National Arbor Society's Tree City USA and Growth Award status.

Maintain a properly pruned and lifted street tree canopy.

Maintain Miami Springs as one of the "cleanest cities" by ensuring litter control, city-wide.

Objectives

Provide special attention to the main arteries of the city to ensure they are free of litter and free of any potential tree hazards.

Keep the public properties personnel "Storm Ready" as this division functions as first responders in the event of a "catastrophic event".

2010-11 Accomplishments

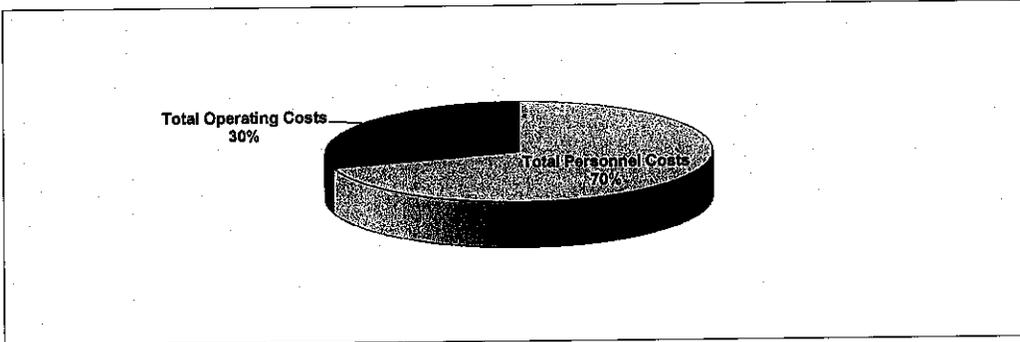
Received the Tree City USA award for the 17th consecutive year. Received the Growth Award for the 16th consecutive year.

FY 2011-12 Budget Highlights

- Budget request is \$80,037 or 8.6% higher than FY2011 due to higher salary costs as well as fleet maintenance and liability insurance. For FY2012 we also transferred the water bill from the Administration Division to Public Properties for proper classification of expenses.

PUBLIC SERVICES DEPARTMENT
Public Properties Division - Expenditure Detail

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Amended Budget	FY 2011-12 Budget	% of Total	% Change from 2010-11
PERSONNEL						
Salaries	\$ 547,166	\$ 500,557	\$ 469,871	\$ 508,570	50.3%	8.2%
Part Time Year Round	571	-	-	-	0.0%	0.0%
Overtime	5,584	3,773	6,000	-	0.0%	-100.0%
Payroll Taxes	41,818	38,035	31,083	30,505	3.0%	-1.9%
Pension & Retirement	27,961	29,232	51,359	51,127	5.1%	-0.5%
Health Insurance	101,633	90,931	96,518	112,176	11.1%	16.2%
Workers' Compensation	47,776	13,214	10,012	7,629	0.8%	-23.8%
Unemployment compensation	7,453	5,753	2,000	0	0.0%	100.0%
Total Personnel Costs	\$779,962	\$681,495	\$666,843	\$710,007	70.2%	6.5%
OPERATING						
Contractual Services	7,745	8,628	11,060	8,500	0.8%	-23.1%
Utility Services	28,974	91,077	74,628	94,747	9.4%	27.0%
UPS/FEDEX	-	-	50	50	0.0%	0.0%
Repairs & Maintenance	2,479	10,163	4,000	5,000	0.5%	100.0%
Dues and subscriptions	-	580	730	800	0.1%	9.6%
Fuels, Oils, Lubricants	19,652	17,181	18,800	19,000	1.9%	1.1%
Operating Supplies	20,398	32,670	68,450	70,000	6.9%	2.3%
Transfers to Debt Sservice	-	33,434	24,878	24,878	2.5%	0.0%
Training & Education	-	-	500	500	0.0%	0.0%
Liability Insurance	20,547	26,879	20,928	28,800	2.8%	37.6%
Fleet Maintenance	43,006	43,575	36,426	45,000	4.5%	23.5%
Telephone/Internet	767	3,692	3,767	3,815	0.4%	1.3%
Total Operating Costs	\$ 143,568	\$ 268,079	\$ 264,217	\$ 301,090	29.8%	14.0%
Improvements Other than Bldg	-	-	-	-	0.0%	0.0%
Machinery & Equipment	17,458	-	-	-	0.0%	0.0%
Total Capital Outlay	\$ 17,458	\$ -	\$ -	\$ -	0.0%	0.0%
TOTAL EXPENSES	\$ 940,988	\$ 949,574	\$ 931,060	\$ 1,011,097	100.0%	8.6%



Personnel Summary

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Amended Budget	FY 2011-12 Budget	% of Total	% Change from 2010-11
Parks Maint. Foreman/Arborist	1	1	0.5	0.5	3.0%	0.0%
Equipment Operator	1	1	1	1	6.1%	0.0%
Maintenance Worker I, II	8	8	12	12	72.7%	0.0%
Parks Maintenance Foreman	0	0	1	1	6.1%	0.0%
Tree Trimmer	3	3	2	2	12.1%	0.0%
Total Full Time Employees	13	13	16.5	16.5	100.0%	0.0%
Part-time Employees						
Maintenance Workers I	5	5	0	0	0.0%	0.0%
Total Part-time employees	5	5	0	0	0.0%	0.0%
DIVISION TOTAL	18	18	16.5	16.5	100.0%	0.0%

PUBLIC PROPERTIES DEPARTMENT PERFORMANCE MEASURES

Indicator	2008-09 Actual	2009-10 Actual	2010-11 Goal	2010-11 Actual	2011-12 Goal
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Outputs

Properly prune and thin trees (city-wide)	75%	75%	75%	75%	75%
Maintain tree inventory	100%	100%	100%	100%	100%

Effectiveness

Increase training hours	25%	25%	25%	25%	25%
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Public Services - Building Maintenance

The Building Maintenance Division is responsible for the maintenance of all buildings, monuments, and park benches owned by the city. Other functions include general carpentry repairs, painting, minor alterations, and minor electrical repairs.

Goals

Follow maintenance schedules for all municipal structures keeping them safe and readily usable.

Objectives

Maintain all new and aged buildings along with other structures with the same consistency and effort.

2010-11 Accomplishments

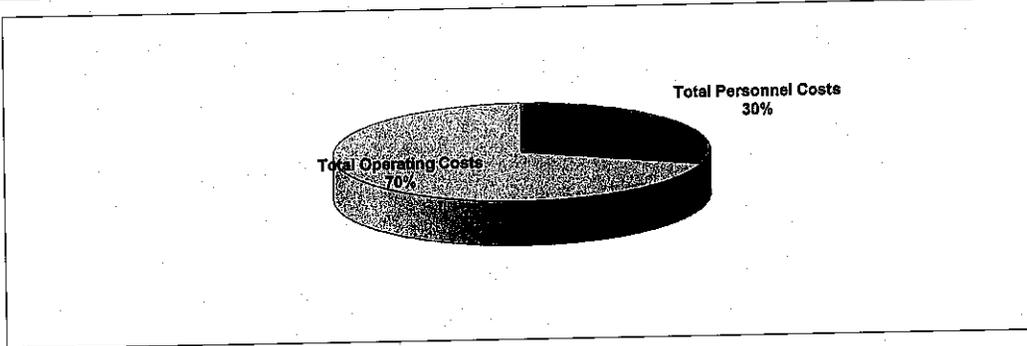
Several municipal buildings have received fresh paint and needed patching. City Hall received much needed work to comply with the 40 year recertification.

FY 2011-12 Budget Highlights

- Budget request is \$145,124 or 42% less than FY2011 mainly due to the improvements to city hall done in FY2011 of \$121,785 which are not budgeted in the current year.

PUBLIC SERVICES DEPARTMENT
Building Maintenance Division - Expenditure Detail

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Amended Budget	FY 2011-12 Budget	% of Total	% Change from 2010-11
PERSONNEL						
Salaries	\$ 41,674	\$ 45,709	\$ 44,041	\$ 43,948	22.5%	-0.2%
Overtime	82	-	-	-	0.0%	0.0%
Payroll Taxes	3,193	3,342	2,943	2,907	1.5%	-1.2%
Pension & Retirement	2,133	2,571	4,514	4,715	2.4%	4.5%
Health Insurance	4,931	5,490	5,723	6,140	3.1%	7.3%
Workers' Compensation	173	2,841	880	859	0.3%	-25.1%
Total Personnel Costs	\$ 52,186	\$ 59,953	\$ 58,101	\$ 58,367	29.9%	0.5%
OPERATING						
Contractual Services	90,951	61,590	85,828	75,000	38.4%	-12.4%
Utility Services	-	227	467	-	0.0%	100.0%
Repairs & Maintenance	4,492	30,554	45,494	40,000	20.5%	-12.1%
Rentals & Lease	-	-	500	250	0.1%	-50.0%
Fuels, Oils, Lubricants	1,127	1,017	2,700	2,500	1.3%	-7.4%
Operating Supplies	24,108	10,433	21,800	15,000	7.7%	-31.2%
Liability Insurance	682	951	833	827	0.4%	-0.7%
Fleet Maintenance	1,087	1,445	3,000	3,100	1.6%	3.3%
Telephone/Internet	320	159	200	338	0.2%	69.0%
Total Operating Costs	\$ 122,767	\$ 106,376	\$ 160,820	\$ 137,015	70.1%	-14.7%
CAPITAL OUTLAY						
Improvements Other than Bldg	-	2,910	121,785	-	0.0%	-100.0%
Machinery & Equipment	-	-	-	-	0.0%	0.0%
Total Capital Outlay	\$ -	\$ 2,910	\$ 121,785	\$ -	0.0%	-100.0%
DEBT SERVICE						
Principal	6,391	-	-	-	0.0%	0.0%
Interest	209	-	-	-	0.0%	0.0%
Total Debt Service	\$ 6,600	\$ -	\$ -	\$ -	0.0%	0.0%
TOTAL EXPENSES	\$ 181,553	\$ 169,239	\$ 340,506	\$ 195,382	100.0%	-42.6%



Personnel Summary

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Amended Budget	FY 2011-12 Budget	% of Total	% Change from 2010-11
Building Maintenance Specialist	1	1	1	1	100.0%	0.0%
Maintenance Worker I	1	1	-	-	0.0%	0.0%
DIVISION TOTAL	2	2	1	1	100.0%	0.0%

BUILDING MAINTENANCE DEPARTMENT PERFORMANCE MEASURES

Indicator	2008-2009 Actual	2009-10 Actual	2010-11 Goal	2010-11 Actual	2011-12 Goal
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Outputs

Reduce energy and utility costs by	10%	10%	10%	10%	10%
Regular Maintenance of Irrigation system (City-wide)	100%	100%	100%	100%	100%
Regular Maintenance of Bathrooms (City-wide)	100%	100%	100%	100%	100%

Public Services - Fleet Maintenance

The Fleet Maintenance Division is responsible for the maintenance of all city-owned vehicles, generators, and motorized equipment.

Goals

Provide excellent service and timely repairs to the city's vehicles and equipment to ensure fleet availability.

Objectives

Reduce vehicle down time.

Maintain fleet parts and tire inventory at an optimal level.

Complete 98% of preventive maintenance inspections by the scheduled due date.

2010-11 Accomplishments

More aggressive preventative maintenance insured fewer mechanical failures which led to increased productivity and minimal overtime do to equipment failures.

FY 2011-12 Budget Highlights

- Fleet Division budget is \$2,980 or 10.3% lower than FY2011 due to decreased maintenance costs on the fleet management contract, however these savings were slightly offset by increased fuel costs.

PUBLIC SERVICES DEPARTMENT
Fleet Maintenance Division - Expenditure Detail

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Amended Budget	FY 2011-12 Budget	% of Total	% Change from 2010-11
OPERATING						
Contractual Services	23,323	33,313	20,020	23,000	88.5%	0.0%
Fuels, Oils, Lubricants	30,585	29,388	6,460	1,000	3.8%	-84.5%
Operating Supplies	9,101	1,812	-	-	0.0%	0.0%
Fleet Maintenance	1,015	465	2,500	2,000	7.7%	-20.0%
Telephone/Internet	97	-	-	-	0.0%	0.0%
<i>Total Operating Costs</i>	<i>\$ 64,121</i>	<i>\$ 64,978</i>	<i>\$ 28,980</i>	<i>\$ 26,000</i>	<i>100.0%</i>	<i>-10.3%</i>
TOTAL EXPENSES	\$ 64,121	\$ 64,978	\$ 28,980	\$ 26,000	100.0%	-10.3%

FLEET MAINTENANCE DEPARTMENT PERFORMANCE MEASURES

Indicator	2008-2009 Actual	2009-10 Actual	2010-11 Goal	2010-11 Actual	2011-12 Goal
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Outputs

PM's completed within 3 days of due date	100%	100%	100%	100%	100%
Percentage to increase in-house repairs	25%	25%	25%	25%	25%

Effectiveness

Reduce number of vehicles for repeat repairs by	100%	100%	100%	100%	100%
reduce cost of outsourcing tire repairs	100	100%	100%	100%	100%