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## **INTRODUCTORY SECTION**

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Miami Springs  
Florida**

For the Fiscal Year Beginning

**October 1, 2011**

*Linda C. Danson Jeffrey R. Egan*

President

Executive Director

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# **LETTER OF TRANSMITTAL**

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# CITY OF MIAMI SPRINGS



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

September 24, 2012

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, 2013. 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 maintains 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 taxable property values increased slightly from \$872,664,184 last year to \$876,429,126 for the current year (a 0.4% increase), increasing pension, fuel and other operating costs resulted in a budget shortfall that needed to be addressed. The city's total taxable values have decreased by almost \$236 million over the past five years, a reduction of 21.3%. The following are some key factors in the proposed budget for FY2012-13:

- A proposed increase in millage of .2550 mills or 3.8% from the current 6.7400 to 6.9950.
- The FY2012-13 budget was balanced by, besides the millage increase discussed above, 1) outsourcing tree trimming and landscaping services, 2) savings realized from closure of the pool for repairs during three winter months, 3) savings generated from competitive bidding for the city's liability insurance, 4) elimination of merit increases and COLA for all general employees, and no COLA for uniformed police officers, and 5) additional revenues from fee increases in the Building & Code and Planning Departments.
- Budgeted pension plan costs increased by 14.2% for all employees. Aetna's health insurance renewal for next year maintained our current rates so budgeted health insurance costs will not increase next year.
- The budget also includes a loss of approx. \$210,000 from golf operations next fiscal year.
- Overall, this budget maintains our current levels of service without layoffs, and is cognizant of, and presumes the increased costs to be incurred by the City in the upcoming year.

We addressed the economic realities facing the City of Miami Springs during the Fiscal Year 2012-13 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).
- Continued negotiations with the police union
- Increasing fuel and operating costs.
- Declining/Stagnant property values.
- Continued losses at the golf operation
- Decreasing availability of grant funds from the local, State, or Federal government.

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 13,750 full-time residents. The southern-most area of the City, located along the 36<sup>th</sup> 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, which is approximately only 24% of total tax revenues, for the City's future economic health and to reduce the tax burden on the residents. To this end, the City continues to aggressively pursue the re-development of the NW 36<sup>th</sup> Street corridor, and considering various improvements to the rest of our commercial areas.

### **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 \$876,429,126 (subject to appeals), 0.4% higher than last year's Final Gross Taxable Value of \$872,664,184. 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.

**MILLAGE RATE AND FUNDING (continued)**

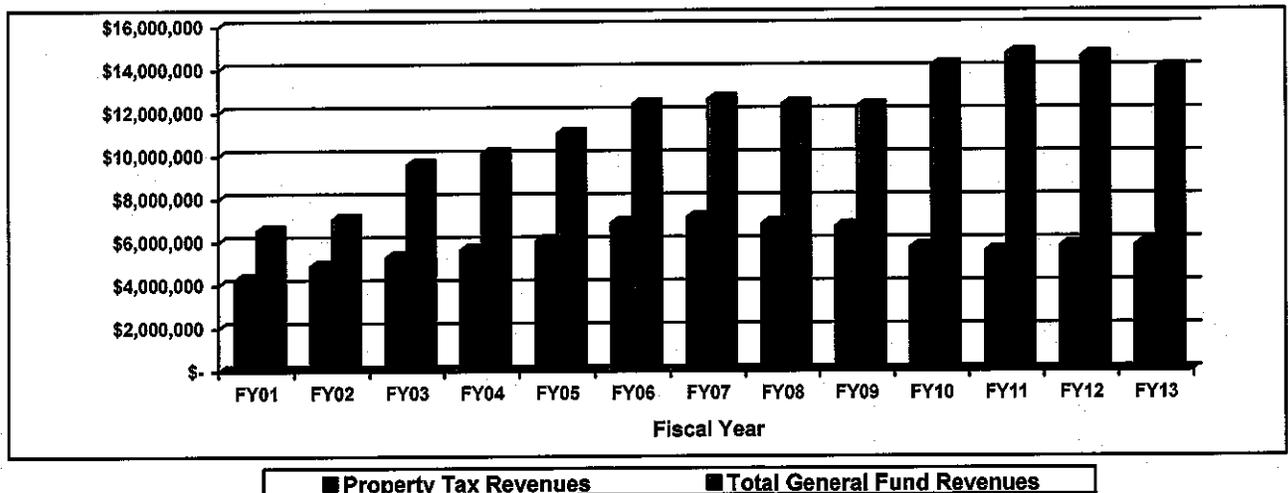
The Fiscal Year 2011-2012 Millage Rate was 6.7400. The Council has adopted a millage rate of 6.9950 to fund the Fiscal Year 2012-13 budget, or an increase of 0.2550 mills from FY 2010-11. This rate will generate approximately \$5,824,091 in ad valorem taxes for the General Fund or approximately 41% of total General Fund revenues. In accordance with the provisions of Florida Law, the City is limited to budgeting only 95% 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 FY2013 of 6.9950 mills compared to what residents paid last year when the millage rate was 6.7400:

<b>Assessed Property Values</b>	<b>\$150,000</b>	<b>\$200,000</b>	<b>\$275,000</b>	<b>\$325,000</b>
<b>LESS: Homestead Exemption</b>	<b><u>-50,000</u></b>	<b><u>-50,000</u></b>	<b><u>-50,000</u></b>	<b><u>-50,000</u></b>
<b>Taxable Value</b>	<b>\$100,000</b>	<b>\$150,000</b>	<b>\$225,000</b>	<b>\$275,000</b>
<b>CITY BILL FOR FY 2013</b>	<b>\$699.50</b>	<b>\$1,049.25</b>	<b>\$1,573.87</b>	<b>\$1,923.63</b>
<b>CITY BILL FOR FY 2012</b>	<b><u>\$674.00</u></b>	<b><u>\$1,011.00</u></b>	<b><u>\$1,516.50</u></b>	<b><u>\$1,853.50</u></b>
<b>TOTAL INCREASE</b>	<b><u>\$25.50</u></b>	<b><u>\$38.25</u></b>	<b><u>\$ 57.37</u></b>	<b><u>\$70.12</u></b>

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 FY2013 are approximately the same as the amount assessed in FY2004.

**PROPOSED BUDGETS FOR VARIOUS MAJOR FUNDS**

The FY2012-13 budget for **all** funds totals **\$18,448,561** representing a decrease of **4.9%** from the FY2011-12 amended budget of **\$19,408,434**.

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

<b><u>Funds</u></b>	<b><u>Revenues/Sources</u></b>	<b><u>Expenditures/Uses</u></b>
General Fund	\$ 14,027,708	\$ 14,027,708
Special Revenue Funds	1,093,875	1,093,875
Enterprise Funds	2,757,500	2,757,500
Debt Service Fund	569,478	569,478
Total All Funds	<b><u>\$18,448,561</u></b>	<b><u>\$18,448,561</u></b>

### **The General Fund**

The General Fund budget decreased by \$627,865 (4.3%), from \$14,655,573 in FY2011-12 to \$14,027,708 in FY 2012-13. This decrease is mainly due to the fact that for FY2012-13 the City outsourced certain functions in Public Works.

### **The Golf Course Division**

The FY 2012-13 budget for golf course operations allocates a general fund contribution of approximately **\$210,558** to cover the budgeted operating deficit for the year. The golf operation budget is now being accounted for as a separate division within the General Fund's Recreation budget. Functionally, however, it remains a separate department.

### **The Elderly Services Fund**

The FY 2012-13 budget for the Elderly Services operations allocates a general fund contribution of approximately **\$150,971**.

### **The Sanitation Fund**

In FY 2012-13, the operation is projected to breakeven, 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 2012-13, the transportation fund budget is \$583,193. 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 41.5% of total general fund budgeted revenues and 31.6% of all revenues, and is budgeted at approximately \$5,824,091. This is an increase from the prior year due mainly to the increase in millage proposed in this budget

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 \$5,824,091 for FY2012-13.

The second largest source of revenue is "Charges for Services", representing 23% of total budgeted revenues, is currently budgeted at approximately \$4,108,029, as opposed to \$4,168,530 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, 41.35% of the General Fund budgeted expenditures are for Public Safety (excluding the Building & Zoning Division). The FY 2012-13 Police budget reflects a 6% increase from the FY 2011-12 budget. The proposed Police budget will provide for vehicle replacement and funding the two officers whose costs were previously funded through the "COPS" grant. The Police budget of \$5,823,885 represents approximately 100% of the budgeted tax revenues for FY2013 of \$5,824,091.

Total budgeted salaries (excluding fringe benefits to the City's employees) for FY 2012-13 is approximately \$7,772,894 or 42% of total budgeted expenditures for all funds. This represents a decrease of \$436,046 (5.3%) over the FY2011-12 budgeted salaries of \$8,208,940. This decrease is due to the reduction in personnel this year through outsourcing certain operations. As discussed above, pension costs increased by 14.2% for all employees. As in FY2012, there will be no COLA increases for FY2013.

### **FUND BALANCE**

The FY 2012-13 budget will not use any of our unreserved general fund balance in order to balance the budget. The City will retain the \$3.5 million in unreserved, undesignated reserves, which represents approximately 25% of general fund expenditures and complies with GFOA standards and legal requirements.

### **ACCOMPLISHMENTS**

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

Some of the more significant accomplishments are:

- Conducted interviews and hired a new City Manager in January 2012.
- Implemented new City Manager's recommended re-organization resulting in significant savings.
- The red light camera program commenced operating in January 2012.

**ACCOMPLISHMENTS (CONTINUED)**

- Established district boundary regulations for the N. W. 36<sup>th</sup> District.
- Adopted the 2012-2017 Strategic Plan for the City on March 26, 2012.
- Adopted legislation to conduct background checks and fingerprinting for all youth sport organizations utilizing City fields and facilities.
- Continued working to conclude the Curtiss Mansion, Inc. historic tax credit arrangement.
- Completed playground replacement (Stafford Park) and improvements to Prince Field.
- Completed an approximately \$300,000 improvement project of our Elderly Services Center.

**CONCLUSION**

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

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

  
Ron Gorland  
City Manager

  
William Alonso CPA, CGFO  
Assistant City Manager/Finance Director

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# **INTRODUCTION TO BUDGET PROCESS**

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**CITY OF MIAMI SPRINGS  
INTRODUCTION TO THE BUDGET PROCESS  
FISCAL YEAR 2012-13**

*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 1<sup>st</sup>.
- 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 1<sup>st</sup>. 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 2012-13**

*Budget Process (continued):*

- 7) The City Code requires a majority affirmative vote of the City Council to adopt the budget, which prior to October 1<sup>st</sup>, 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 FY2012-13.

- 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 2012-13**

*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 2012-13**

*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 2012-13**

*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 2012-13**

*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 FY2012-13. These funds, however, are included as part of the City's audited financial statements.

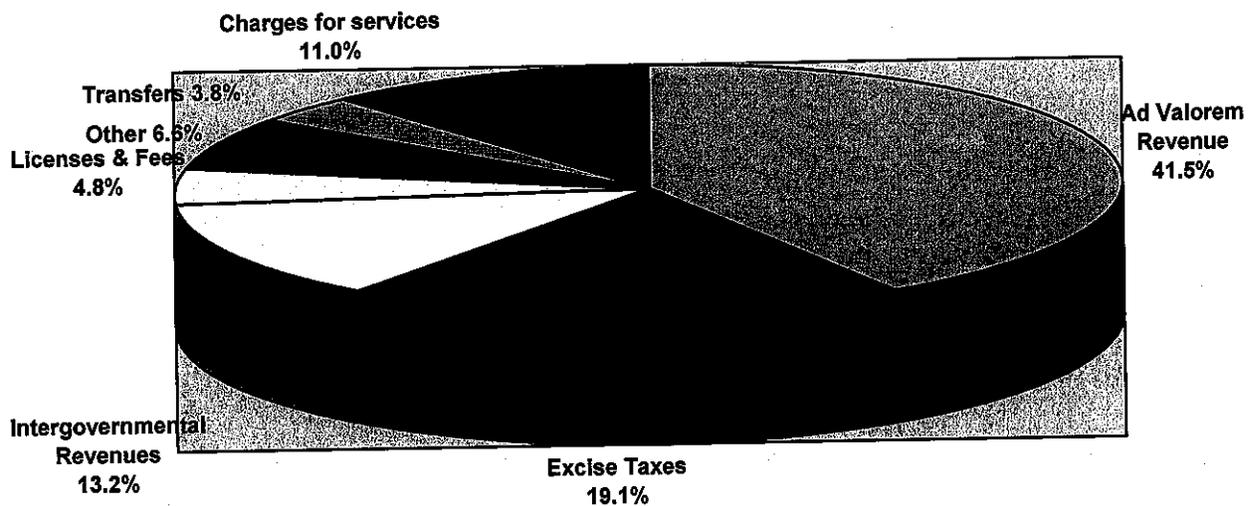
**CITY OF MIAMI SPRINGS  
INTRODUCTION TO THE BUDGET PROCESS  
FISCAL YEAR 2012-13**

**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**

**\$14,027,708**



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 (41.5%) or approximately \$5.8 million, Excise Taxes which represent 19.1% or \$2.7 million, Charges for Services represents 11% or \$1.5 million, and Intergovernmental revenues which represent 13.2% or \$1.9 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 2012-13**

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 FY2012-13 projection is 2%.*

**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 2012-13**

**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**

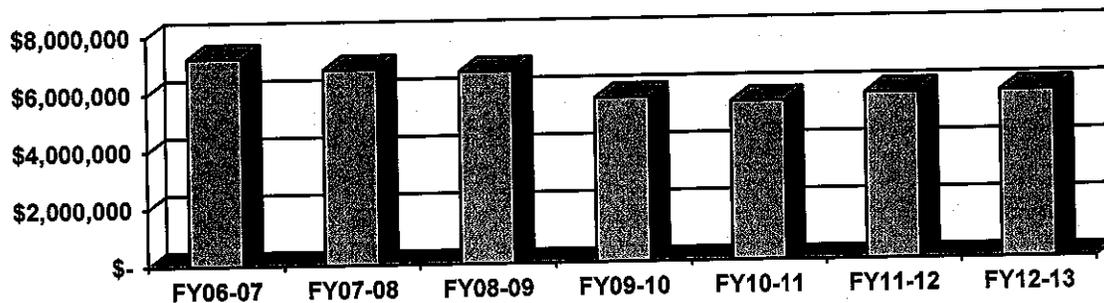
The millage of 6.9950 multiplied by the taxable value, less 5% for possible adjustments to assessed values and/or discounts taken for early payment.

<b>Fiscal Year</b>	<b>Operating Millage Rate</b>	<b>Ad Valorem</b>	<b>% Change</b>
12-13 (Est)	6.9950	\$ 5,824,091	0.48%
11-12 (Est)	6.7400	\$ 5,796,261	3.93%
10-11	6.4710	\$ 5,576,976	-2.72%
09-10	6.1698	\$ 5,732,869	-14.56%
08-09	6.4305	\$ 6,710,088	n/a

<b>Fiscal Year</b>	<b>Millage Rate</b>	<b>Debt Service</b>	<b>% Change</b>
12-13 (Est)	Note A	\$ -	0.00%
11-12 (Est)	Note A	\$ -	0.00%
10-11	0.4698	\$ 402,658	0.74%
09-10	0.4226	\$ 399,719	0.36%
08-09	0.3687	\$ 398,275	n/a

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 2012-13**

**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**

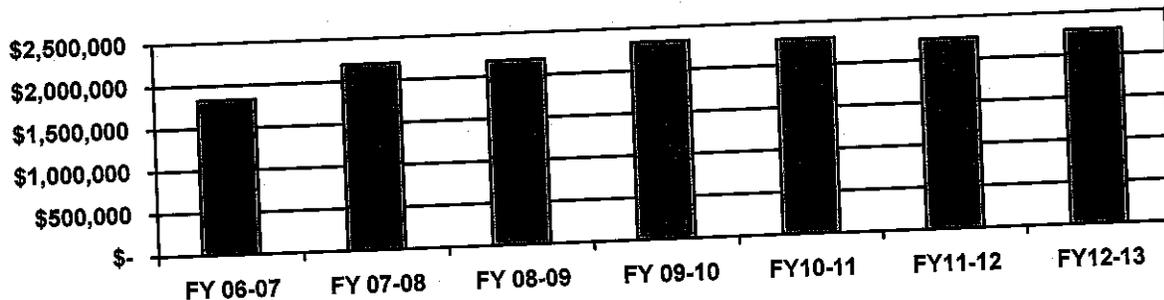
**Methodology**

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.

<b>Fiscal Year</b>	<b>Sanitation Charges</b>	<b>% Change</b>
12-13 (Est)	\$ 2,293,028	1.95%
11-12 (Est)	\$ 2,249,126	-2.45%
10-11	\$ 2,305,700	-1.22%
09-10	\$ 2,334,259	7.16%
08-09	\$ 2,178,205	0.00%

**Sanitation Revenues**



**CITY OF MIAMI SPRINGS  
INTRODUCTION TO THE BUDGET PROCESS  
FISCAL YEAR 2012-13**

**Major Revenue Sources: Governmental and Proprietary Funds**

**Stormwater Charges**

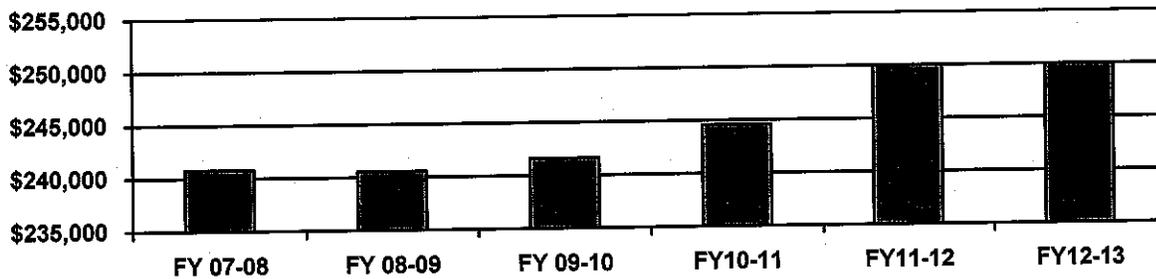
**Description**                      Charges paid by residents and businesses for stormwater mitigation. Stormwater charges are billed monthly on a flat rate basis. These revenues are accounted for in the Stormwater Fund (Proprietary Fund).

**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.

<b>Fiscal Year</b>	<b>Charges</b>	<b>% Change</b>
12-13 (Est)	\$ 250,000	0.00%
11-12 (Est)	\$ 250,000	2.21%
10-11	\$ 244,587	1.24%
09-10	\$ 241,587	0.44%
08-09	\$ 240,528	0.00%

**Stormwater Revenues**



**CITY OF MIAMI SPRINGS  
INTRODUCTION TO THE BUDGET PROCESS  
FISCAL YEAR 2012-13**

**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.

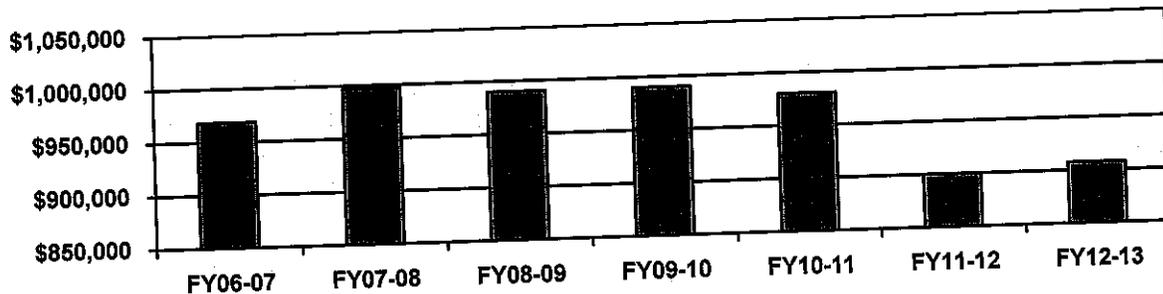
**Forecast**

**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 not significantly change for FY2013.

<b>Fiscal Year</b>	<b>Fund</b>	<b>% Change</b>
12-13 (Est)	\$ 907,482	0.83%
11-12 (Est)	\$ 900,000	1.06%
10-11	\$ 890,519	-1.22%
09-10	\$ 901,539	-8.93%
08-09	\$ 989,929	0.00%

**Franchise Fee Revenue**



**CITY OF MIAMI SPRINGS  
INTRODUCTION TO THE BUDGET PROCESS  
FISCAL YEAR 2012-13**

**Major Revenue Sources: Governmental and Proprietary Funds**

**State Shared Revenues**

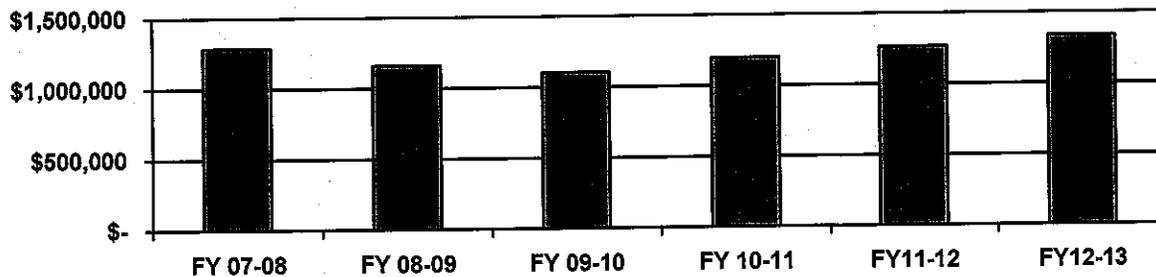
**Description** Taxes collected and remitted to the State of Florida are deposited in the State Sharing Trust Fund for Municipalities. The Trust Fund revenue consists of (1) Sales Tax Proceeds, (2) Municipal Tax 8<sup>th</sup> Cent, (3) Special Motor and Other Tax and (4) Local Government ½ Cent Sales 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 <sup>th</sup> Cent	Local Gov ½ cent Sales Tax	Total	% Change
12-13 (Est)	\$395,000	\$-0-	\$941,884	\$1,336,884	5.8%
11-12 (Est)	\$394,850	\$-0-	\$869,125	\$1,263,975	5.34%
10-11	\$369,153	\$-0-	\$827,344	\$1,196,497	8.29%
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%)

**State Shared Revenues**



**CITY OF MIAMI SPRINGS  
INTRODUCTION TO THE BUDGET PROCESS  
FISCAL YEAR 2012-13**

**Major Revenue Sources: Governmental and Proprietary Funds**

**Utility Services Taxes**

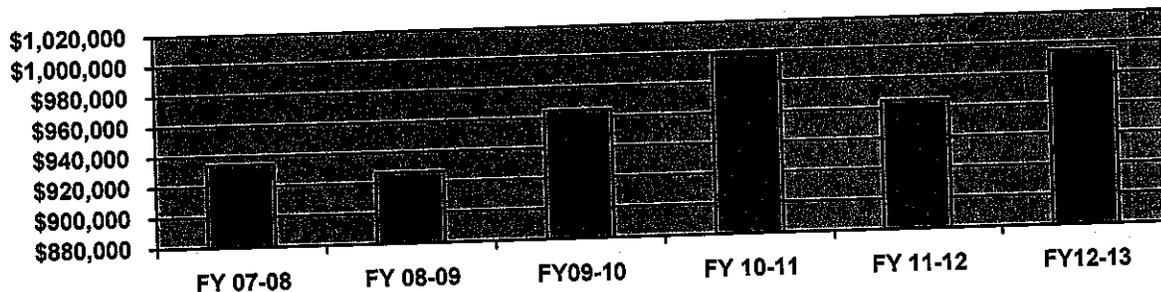
**Description**            A tax levied on the purchase of electric, gas, propane, and water.

                                 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.

<b>Fiscal Year</b>	<b>Fund</b>	<b>% Change</b>
12-13 (Est)	\$ 995,000	3.11%
11-12 (Est)	\$ 965,000	-3.31%
10-11	\$ 998,001	-1.54%
09-10	\$ 1,013,594	9.36%
08-09	\$ 926,807	0.00%

**Utility Tax Revenues**



**CITY OF MIAMI SPRINGS  
INTRODUCTION TO THE BUDGET PROCESS  
FISCAL YEAR 2012-13**

**Major Revenue Sources: Governmental and Proprietary Funds**

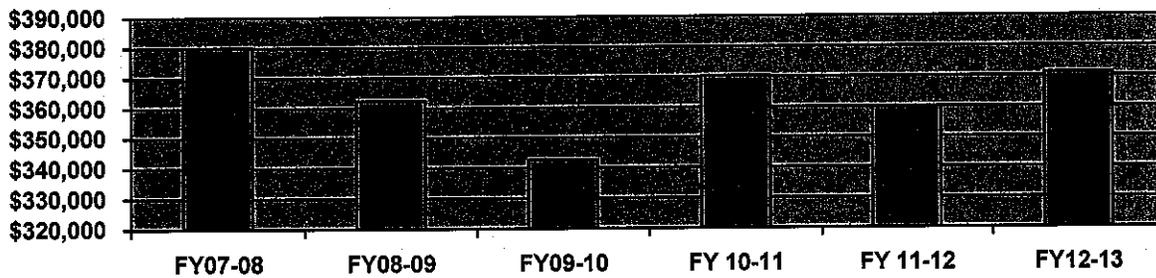
**Local Option Gas Tax**

**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.

<b>Local Option</b>		
<b>Fiscal Year</b>	<b>Gas Tax</b>	<b>% Change</b>
12-13 (Est)	\$ 371,007	3.10%
11-12 (Est)	\$ 359,859	-2.67%
10-11	\$ 369,713	7.88%
09-10	\$ 342,694	-5.43%
08-09	\$ 362,386	0.00%

**Local Option Gas Tax**



**CITY OF MIAMI SPRINGS  
INTRODUCTION TO THE BUDGET PROCESS  
FISCAL YEAR 2012-13**

**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.

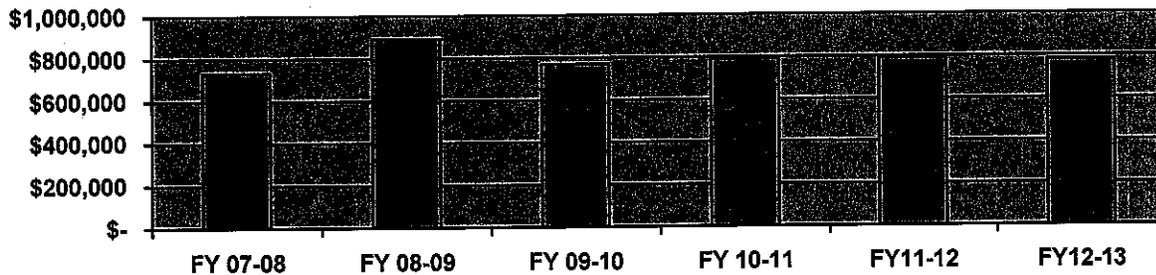
**Forecast**

**Methodology**

This revenue is forecasted by the State of Florida.

<b>Fiscal Year</b>	<b>Fund</b>	<b>% Change</b>
12-13 (Est)	\$ 780,211	-1.24%
11-12 (Est)	\$ 790,000	9.68%
10-11	\$ 720,278	-6.44%
09-10	\$ 769,864	-13.63%
08-09	\$ 891,322	0.00%

**Communications Tax**



**CITY OF MIAMI SPRINGS  
INTRODUCTION TO THE BUDGET PROCESS  
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**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 were frozen for FY12-13 for all general employees only.
- There is no COLA budgeted for general employees and police for FY12-13.
- 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 a no 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 2012-13**

**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 2012-13**

**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.

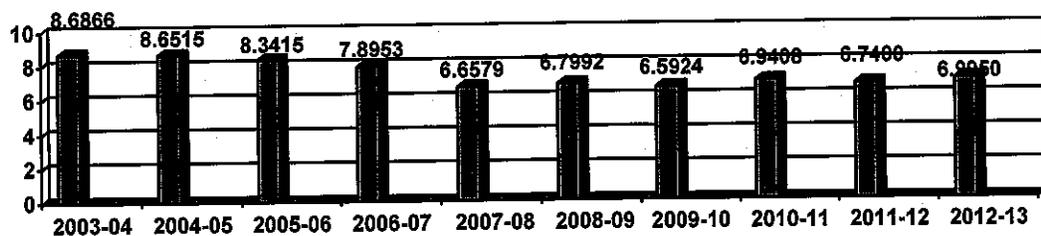
A cautious approach to personnel growth has been adopted since personnel-related costs account for approximately 66% of General Fund operating expenses. This budget reflects expenditure containment in response to the rising cost of personnel benefits, specifically health insurance costs.

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 2012-2013 budget increases the millage rate to 6.9950. This millage is approximately 30% of a total property tax bill.

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

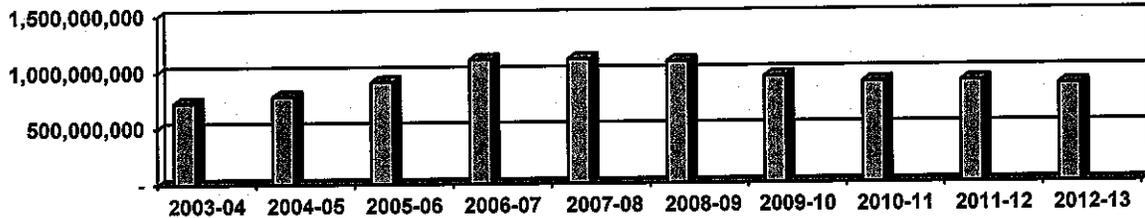


This graph illustrates the City's millage rates for the current and past nine years.

**CITY OF MIAMI SPRINGS  
BUDGET DEVELOPMENT GUIDELINES  
FISCAL YEAR 2012-13**

**Budget Goals and Guidelines (continued)**

**Taxable Assessed Values**



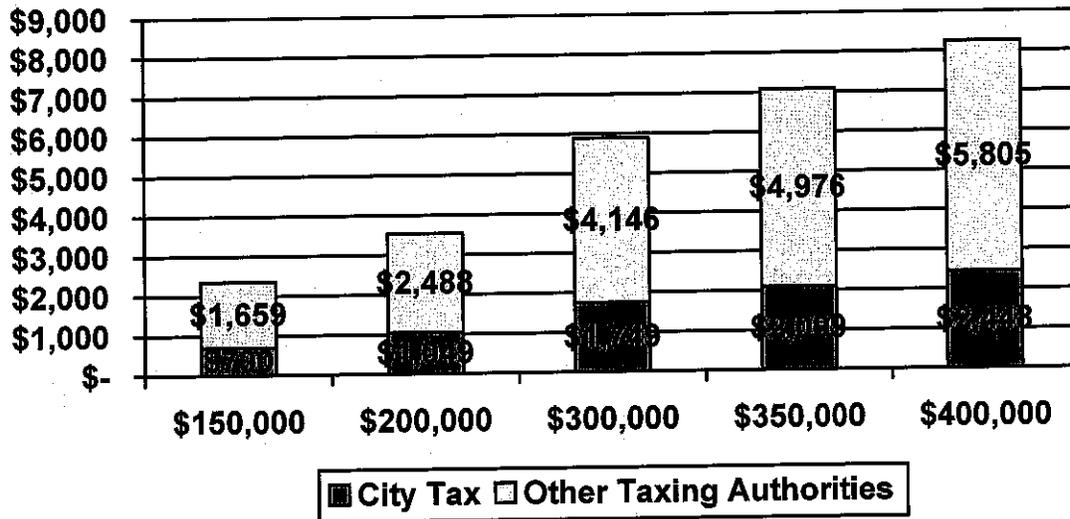
This graph illustrates the City's assessed values for the current and past eight years.

<b>Components of Property Tax Bill</b>	<b>2011-12</b>	<b>2012-13</b>	<b>% Change</b>
Miami Dade County Schools	7.7650	7.7650	-0-
Environmental Protection	.0624	.0613	(1.76%)
South Florida Water Management	.3739	.3676	(1.68%)
Florida Inland Navigational District	.0345	.0345	0.00%
Miami Dade County Government Services	4.8050	4.7035	(2.11%)
Children's Trust	.5000	.5000	0.00%
City of Miami Springs	6.7400	6.9950	3.8%
Fire and Rescue	2.4496	2.4496	-0-
Library	.1795	.1725	(3.90%)
<b>Voter Approved Debt Payments</b>			
School	.2400	.2330	(2.92%)
Miami Dade County	.2850	.2850	-0-
Fire	.0131	.0131	-0-
<b>Total Millage Rate</b>	<b>23.4480</b>	<b>23.5801</b>	<b>0.56%</b>

**CITY OF MIAMI SPRINGS  
BUDGET DEVELOPMENT GUIDELINES  
FISCAL YEAR 2012-13**

**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 2012-13**

**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 2012-13**

**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 2012-13**

**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  
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**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 2012-13 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.

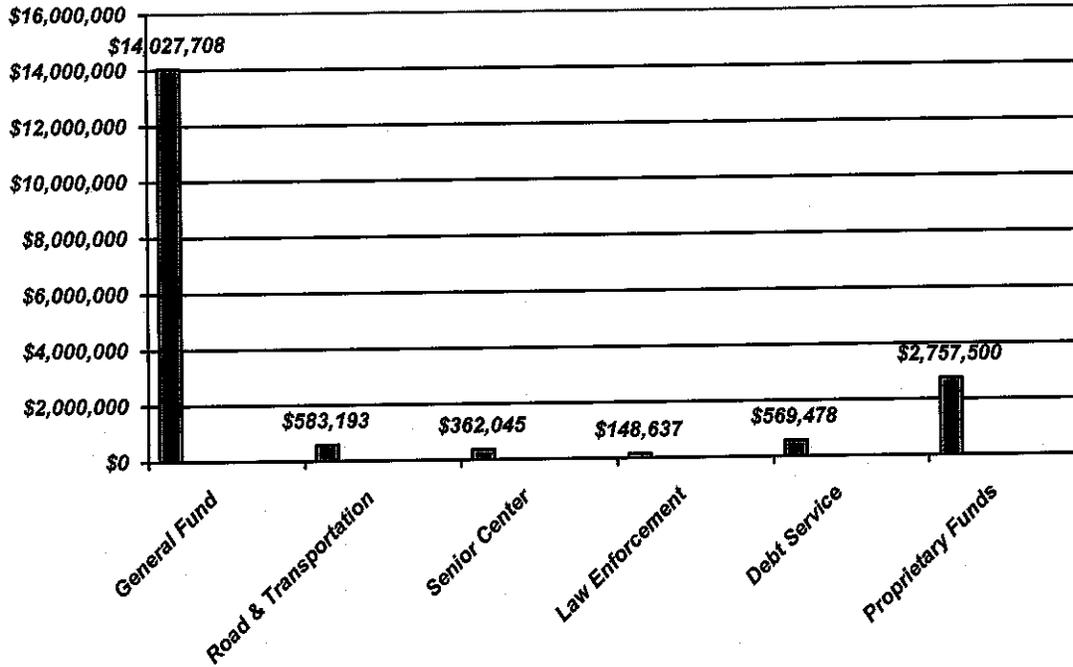
**CITY OF MIAMI SPRINGS  
BUDGET DEVELOPMENT GUIDELINES  
FISCAL YEAR 2012-13**

**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 2012-13**

**2012-13 BUDGET-EXPENDITURES BY FUND**

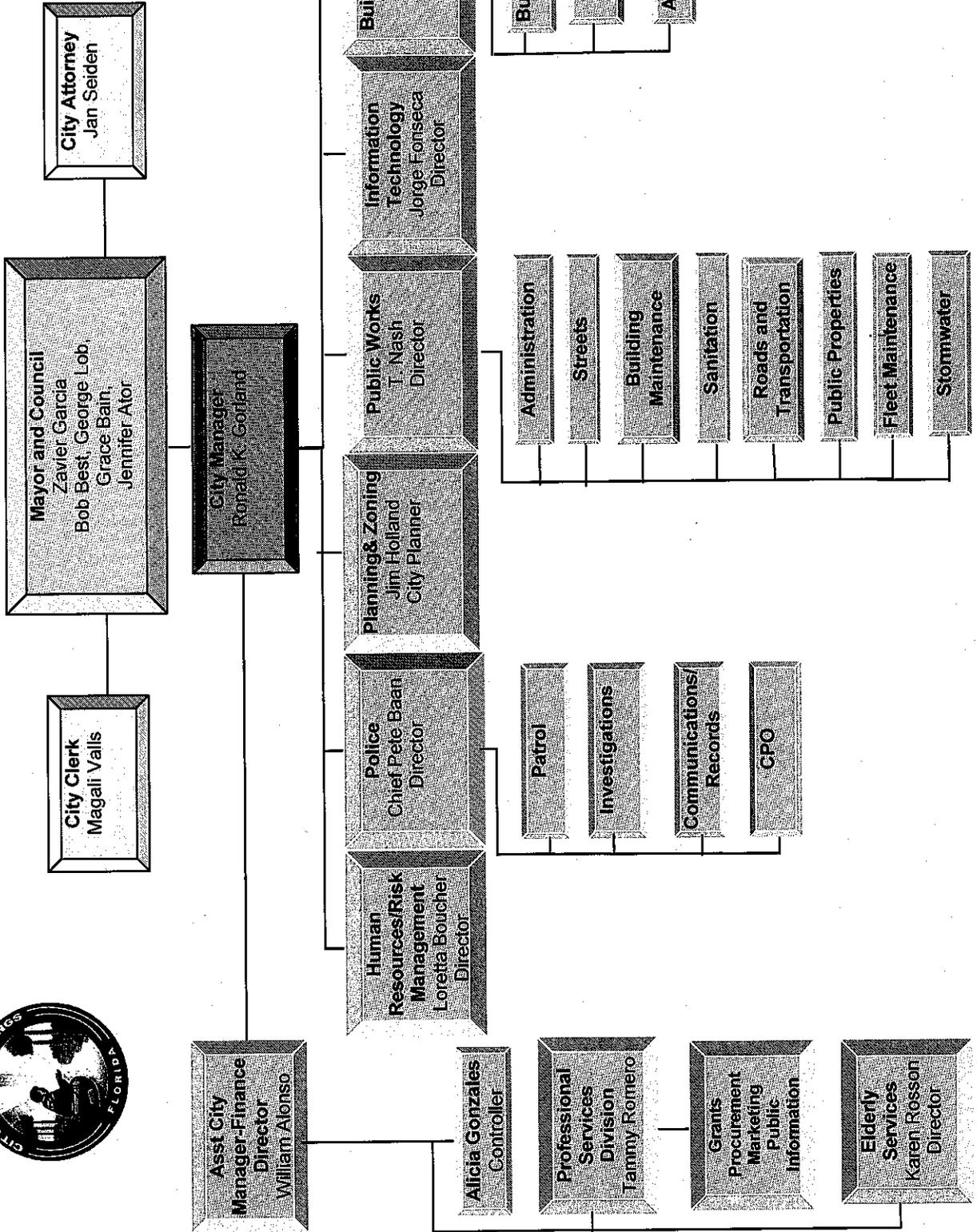


## Budget Calendar

### ***FY 2012-2013 Budget Development Process & Tentative Timetable***

DATE	ACTIVITY
May 14, 2012	City Manager holds initial budget preparation meeting with department heads & staff to distribute the FY2012-2013 budget workbooks. Council Chambers
June 1, 2012	Last day for departments to submit their FY2012-2013 budget request package including base, "wish-list" items, and revenue enhancement efforts or projects City receives preliminary taxable assessment for FY2012-13 from Property Appraiser.
June 4, 2012 thru June 8, 2012	Finance Department to review individual department budget submissions, meeting with Departments to fine tune and adjust submissions
June 11, 2012 thru June 13, 2012	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 2, 2012	City Manager's Office receives the 2012 <i>Certification of Taxable Values (DR-420)</i> from Miami-Dade County's Property Appraiser's office; simultaneously, the Miami Springs Finance Department prepares adjustments to city-wide budget presentation
Thursday, July 26, 2012	Miami Springs City Council meets in special session to propose a tentative ad valorem property tax millage levels for operating & debt service for FY2012-2013
July 30, 2012	Finance Department advises City Manager of proposed funding levels - making determination and recommends (if necessary) any budgetary cuts or adjustments Proposed ad valorem millage rates on Form DR-420 sent to Miami Dade County Tax Collector
July 31, 2012 thru August 3rd, 2012	Manager and Finance Director meet with individual Councilmembers to discuss and distribute the FY2012-13 Proposed Budget
August 6th and 21 <sup>th</sup> , 2012	City Council holds special budget workshops to review individual departmental budget submissions, city-wide revenues, trends and other issues related to the fiscal operations of the City for FY2012-2013 - all tentative and to be scheduled by Council
On or about August 23, 2012	<i>County Property Appraiser's Office mails out notices of proposed tax bills to all property owners in Miami Springs</i>
On or about September 7, 2012	<i>The Tentative Budget will be posted online at the City's website at least two days before the first public budget hearing in accordance with Florida Statute s.200.065</i>
Monday, September 10, 2012	City Council to hold the first of two mandatory public hearings (as defined by State Statutes) to adopt tentative operating millage rates and operating budgets for FY - 2012-2013
<i>Within 15 days of 1st hearing, Sept 25, 2012</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 24, 2012	Second of two public hearings on the FY2012-2013 operating budgets held at which point Council adopts the final millage rate and corresponding budgets
Within 3 days of 2nd hearing Wednesday Sept. 26, 2012	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 <i>Certificate of Compliance [DR-487]</i> to the Florida Department of Revenue in Tallahassee - confirming that the City was in compliance with Truth-in-Millage rules. <i>Adopted Budget posted online at City website within 30 days of adoption.</i>

# City of Miami Springs Organizational Chart



**POSITION CLASSIFICATION AND PAY PLAN**  
**FISCAL YEAR 2012-13**  
**CIVIL SERVICE/NON CIVIL SERVICE EMPLOYEES**

POSITION	PAY GRADE	FY2012-13	
		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
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
CODE COMPLIANCE OFFICER	25	34,361	50,960
POLICE COMMUNICATIONS SUPERVISOR	26	35,218	52,234
AQUATICS DIVISION SUPERVISOR	28	37,007	54,875
SPORTS DIVISION SUPERVISOR	28	37,007	54,875
PROGRAMS DIVISION SUPERVISOR	28	37,007	54,875
BUILDING AND CODE COMPLIANCE SUPERVISOR	29	37,604	55,300
* DEPUTY CITY CLERK	29	37,604	55,300
EXECUTIVE SECRETARY	29	37,604	55,300
PROCUREMENT SUPERVISOR	29	37,604	55,300
HUMAN RESOURCES SPECIALIST	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
PROFESSIONAL SERVICES SUPERVISOR	37	46,212	68,534
OPERATIONS SUPERINTENDENT	37	46,212	68,534
* ELDERLY SERVICES DIRECTOR	40	49,767	73,805
* ASSISTANT PUBLIC WORKS DIRECTOR	40	49,767	73,805
* INFORMATION TECHNOLOGY/ACCOUNTING SYSTEMS ANALYST	40	49,767	73,805
* CITY PLANNER	44	54,930	81,466
* POLICE LIEUTENANT	44P	61,440	89,324
* HUMAN RESOURCES DIRECTOR/RISK MANAGER	45	56,305	83,501
* COMPTROLLER	46	63,316	92,063
* INFORMATION TECHNOLOGY DIRECTOR	46	63,316	92,063
* POLICE CAPTAIN	46P	64,546	93,851
* GOLF PRO	46	63,316	92,063
* BUILDING AND CODE COMPLIANCE DIRECTOR	49	71,850	95,799
* RECREATION/GOLF DIRECTOR	49	71,850	95,799
* PUBLIC WORKS DIRECTOR	49	71,850	95,799
* CITY CLERK	49C	71,850	99,014
* BUILDING OFFICIAL	50	74,817	112,227
* FINANCE DIRECTOR	50	74,817	112,227
* CHIEF OF POLICE	50P	76,270	114,406
* ASSISTANT CITY MANAGER-FINANCIAL SERVICES	50M	84,125	125,489
* NON CIVIL SERVICE			

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**ANALYSIS, GRAPHICS, AND SUPPLEMENTARY  
INFORMATION**

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## BUDGET SUMMARY FOR FISCAL YEAR 2012-13 ALL FUNDS

	2009-10 Actual	2010-11 Actual	2011-12 Amended Budget	2012-13 Budget	% of Total	% Change from 2011-12
<b>BEGINNING BALANCE</b>	17,303,364	9,945,793	8,114,711	6,815,386		
<b>REVENUES/SOURCES</b>						
Taxes	6,132,588	5,959,923	5,796,261	5,824,091	32.5%	0.5%
Franchise Fees	901,539	890,519	900,000	907,482	5.1%	0.8%
Utility Taxes	1,783,459	1,718,279	1,755,000	1,775,211	9.9%	1.2%
Licenses and Fees	817,571	640,987	607,300	679,500	3.8%	11.9%
Intergovernmental Revenues	6,348,222	3,608,859	2,363,987	2,481,701	13.9%	5.0%
Charges for Services	1,356,871	1,936,219	1,669,409	1,565,001	8.7%	-6.3%
Fines and Forfeitures	337,983	209,200	308,000	615,043	3.4%	99.7%
Interest Income	90,529	27,753	91,500	29,500	0.2%	-67.8%
Miscellaneous	262,776	599,921	253,175	273,114	1.5%	7.9%
Interfund Transfers	2,750,439	1,457,298	1,671,823	1,200,449	6.7%	-28.2%
Sanitation Charges	2,176,417	-	2,249,126	2,293,028	12.8%	2.0%
Stormwater Charges	272,293	-	250,000	250,000	1.4%	0.0%
Debt proceeds	-	2,610,000	-	-	0.0%	0.0%
<b>Total Revenues/Sources</b>	23,230,685	19,658,958	17,915,581	17,894,120	100.0%	-0.1%
<b>EXPENDITURES/USES</b>						
General Government	2,679,302	2,757,312	3,308,943	2,372,099	12.9%	-28.3%
Public Safety	5,958,385	6,046,649	5,618,748	6,545,534	35.5%	16.5%
Public Services	3,321,242	2,957,888	2,836,090	2,115,499	11.5%	-25.4%
Recreation & Culture	9,136,964	3,527,398	3,699,925	3,574,275	19.4%	-3.4%
Economic & Community Development	1,210,379	1,454,717	-	-	0.0%	0.0%
Debt Service	3,220,046	3,288,779	571,778	575,292	3.1%	0.6%
Transfers to other funds	2,416,439	1,457,297	481,025	514,176	2.8%	6.9%
Sanitation Services	2,225,150	-	2,249,126	2,290,728	12.4%	1.8%
Stormwater Services	420,350	-	449,271	464,472	2.5%	3.4%
<b>Total Expenditures/Uses</b>	30,588,256	21,490,040	19,214,906	18,452,075	100.0%	-4.0%
Excess(Deficit) of revenues over expenditures	(7,357,571)	(1,831,082)	(1,299,325)	(557,955)		
<b>ENDING BALANCE</b>	<b>9,945,793</b>	<b>8,114,711</b>	<b>6,815,386</b>	<b>6,257,431</b>		

## BUDGET SUMMARY FOR FISCAL YEAR 2012-13 ALL GOVERNMENTAL FUNDS

	2009-10 Actual	2010-11 Actual	2011-12 Amended Budget	2012-13 Budget	% of Total	% Change from 2011-12
<b>BEGINNING BALANCE</b>	13,509,528	8,856,660	7,024,481	5,924,227		
<b>REVENUES/SOURCES</b>						
Taxes	6,132,588	5,959,923	\$5,796,261	5,824,091	37.9%	0.5%
Franchise Fees	901,539	890,519	900,000	907,482	5.9%	0.8%
Utility Taxes	1,783,459	1,718,279	1,755,000	1,775,211	11.6%	1.2%
Licenses and Fees	817,571	640,987	607,300	679,500	4.4%	11.9%
Intergovernmental Revenues	6,348,222	3,608,859	2,363,987	2,481,701	16.2%	5.0%
Charges for Services	1,356,871	1,936,219	1,669,409	1,565,001	10.2%	-6.3%
Fines and Forfeitures	337,983	209,200	308,000	615,043	4.0%	99.7%
Interest Income	87,719	26,656	89,000	29,000	0.2%	-67.4%
Miscellaneous	262,776	599,921	253,175	273,114	1.8%	7.9%
Interfund Transfers	2,750,439	1,457,298	1,671,823	1,200,449	7.8%	-28.2%
Proceeds from Debt	2,516,920	2,610,000	-	-		
<b>Total Revenues</b>	23,296,085	19,657,861	15,413,955	15,350,592	100.0%	-0.4%
<b>EXPENDITURES/USES</b>						
General Government	2,679,302	2,757,312	3,308,943	2,372,099	15.1%	-28.3%
Public Safety	5,958,385	6,046,649	5,618,748	6,545,534	41.7%	16.5%
Public Services	3,321,242	2,957,888	2,836,090	2,115,499	13.5%	-25.4%
Recreation & Culture	9,136,964	3,527,398	3,699,925	3,574,275	22.8%	-3.4%
Economic & Community Development	1,210,379	1,454,717	-	-	0.0%	0.0%
Debt Service	3,220,046	3,288,779	569,478	569,478	3.6%	0.0%
Non Departmental	6,197	-	-	-	0.0%	0.0%
Transfers to other funds	2,416,439	1,457,297	481,025	514,176	3.3%	0.0%
<b>Total Expenditures</b>	27,948,953	21,490,040	16,514,209	15,691,061	100.0%	-5.0%
Excess(Deficit) of revenues over expenditures	(4,652,868)	(1,832,179)	(1,100,254)	(340,470)		
<b>ENDING BALANCE</b>	<b>8,856,660</b>	<b>7,024,481</b>	<b>5,924,227</b>	<b>5,593,757</b>		

**CITY OF MIAMI SPRINGS**  
**BUDGET SUMMARY FY 2012-13**

	<u>Actual</u> <u>FY10-11</u>	<u>Amended</u> <u>Budget</u> <u>FY11-12</u>	<u>Tentative</u> <u>Budget</u> <u>FY12-13</u>	<u>% Increase</u> <u>(Decrease)</u> <u>From FY 11-12</u> <u>Budget</u>
<b><u>General Fund:</u></b>				
Budgeted Revenues	\$ 13,337,328	\$ 14,143,605	\$ 14,027,708	-0.8%
Budgeted Expenditures	(15,192,939)	(14,655,572)	(14,027,708)	-4.3%
Excess(deficit) revenues over exp	(1,855,611)	(511,967)	0	
Decrease(increase)in fund balance	1,855,611	511,967	(0)	
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	
<b><u>Law Enforcement</u></b>				
Budgeted Revenues	\$ 142,353	\$ 142,353	\$ 148,637	4.4%
Budgeted Expenditures	(142,353)	(142,353)	(148,637)	4.4%
Excess(deficit) revenues over exp	\$ -	\$ -	\$ -	
<b><u>Road &amp; Transportation</u></b>				
Budgeted Revenues	999,306	1,308,913	\$ 583,193	-55.4%
Budgeted Expenditures	(787,762)	(1,308,913)	(583,193)	-55.4%
Excess(deficit) revenues over exp	<u>\$ 211,544</u>	<u>\$ -</u>	<u>\$ -</u>	
<b><u>Elderly Services</u></b>				
Budgeted Revenues	479,585	359,046	\$ 362,045	0.8%
Budgeted Expenditures	(359,043)	(359,046)	(362,045)	0.8%
Excess(deficit) revenues over exp	<u>\$ 120,542</u>	<u>\$ -</u>	<u>\$ (0)</u>	
<b><u>Debt Service</u></b>				
Budgeted Revenues	519,478	569,478	\$ 569,478	0.0%
Budgeted Expenditures	(569,478)	(569,478)	(569,478)	0.0%
Excess(deficit) revenues over exp	<u>\$ (50,000)</u>	<u>\$ -</u>	<u>\$ -</u>	
<b><u>Capital Projects Fund</u></b>				
Budgeted Revenues	\$ 1,890,747	\$ 193,528	\$ -	-100.0%
Budgeted Expenditures	(1,890,747)	(193,528)	-	-100.0%
Excess(deficit) revenues over exp	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	
<b><u>Total Governmental</u></b>				
Budgeted Revenues	\$ 17,368,797	\$ 16,716,923	\$ 15,691,060	-6.1%
Budgeted Expenditures	(18,942,322)	(17,228,890)	(15,691,061)	-8.9%
Excess(deficit) revenues over exp	<u>(1,573,525)</u>	<u>(511,967)</u>	<u>0</u>	

## BUDGET SUMMARY FOR FISCAL YEAR 2012-13 GENERAL FUND

	2009-10 Actual	2010-11 Actual	2011-12 Amended Budget	2012-13 Budget	% of Total	% Change from 2011-12
<b>BEGINNING BALANCE</b>	8,421,317	6,299,906	4,903,779	4,391,811		
<b>REVENUES/SOURCES</b>						
Taxes	5,732,869	5,576,976	\$5,796,261	5,824,091	41.5%	0.5%
Franchise Fees	901,539	890,519	900,000	907,482	6.5%	0.8%
Utility Taxes	1,783,459	1,718,279	1,755,000	1,775,211	12.7%	1.2%
Licenses and Fees	817,571	640,987	607,300	679,500	4.8%	11.9%
Intergovernmental Revenues	1,629,796	1,765,826	1,806,890	1,857,641	13.2%	2.8%
Charges for Services	321,426	1,908,461	1,653,454	1,546,626	11.0%	-6.5%
Fines and Forfeitures	202,776	209,200	308,000	615,043	4.4%	99.7%
Interest Income	72,518	21,126	79,000	19,000	0.1%	-75.9%
Miscellaneous	232,432	184,116	253,175	273,114	1.9%	7.9%
Interfund Transfers	357,000	412,563	984,525	530,000	3.8%	-46.2%
<b>Total Revenues</b>	12,051,386	13,328,053	14,143,605	14,027,708	100.0%	-0.8%
<b>EXPENDITURES/USES</b>						
General Government	2,647,965	2,757,295	2,688,917	2,372,099	16.9%	-11.8%
Public Safety	5,859,086	5,890,315	6,096,421	6,396,897	45.6%	4.9%
Public Services	1,941,414	1,979,951	2,048,328	1,532,306	10.9%	-25.2%
Recreation & Culture	1,560,708	3,182,120	3,340,882	3,212,230	22.9%	-3.9%
Non Departmental	31,337	17	-	-	0.0%	0.0%
Transfers to other funds	2,132,287	914,483	481,025	514,176	3.7%	6.9%
<b>Total Expenditures</b>	14,172,797	14,724,181	14,655,573	14,027,708	100.0%	-4.3%
Increase(appropriated) fund balance	(2,121,411)	(1,396,128)	(511,968)	0		
<b>ENDING BALANCE</b>	<b>6,299,906</b>	<b>4,903,779</b>	<b>4,391,811</b>	<b>4,391,811</b>		

**BUDGET SUMMARY FOR FISCAL YEAR 2012-13 ALL ENTERPRISE FUNDS**

	2009-10 Actual	2010-11 Actual	2011-12 Amended Budget	2012-13 Budget	% of Total	% Change from 2011-12
<b>BEGINNING NET ASSETS BALANCE</b>	<b>3,878,903</b>	<b>3,885,996</b>	<b>4,019,151</b>	<b>3,820,080</b>		
<b>REVENUES/SOURCES</b>						
Charges for services	2,608,911	2,597,331	2,499,126	2,543,028	100.0%	1.8%
Interest Income	2,810	1,097	2,500	500	0.0%	0.0%
Misc revenues	-	-	-	-	0.0%	0.0%
Interfund Transfers	-	-	-	-	0.0%	0.0%
<b>Total Revenues</b>	<b>2,611,721</b>	<b>2,598,428</b>	<b>2,501,626</b>	<b>2,543,528</b>	<b>100.0%</b>	<b>1.7%</b>
<b>EXPENDITURES/USES</b>						
Administrative costs	1,224,195	1,296,288	1,303,756	938,932	34.1%	-28.0%
Operations and maintenance	480,775	343,684	475,787	467,854	17.0%	-1.7%
Water and disposal costs	692,845	618,343	721,789	716,500	26.0%	-0.7%
Depreciation and amortization	195,100	196,926	197,065	203,400	7.4%	3.2%
Interest Expense	11,713	10,032	2,300	5,813	0.2%	152.8%
<b>Total Expenditures/uses</b>	<b>2,604,628</b>	<b>2,465,273</b>	<b>2,700,697</b>	<b>2,757,500</b>	<b>100.0%</b>	<b>2.1%</b>
Excess(Deficit) of revenues over expenditures	7,093	133,155	(199,071)	(213,972)		
<b>ENDING NET ASSETS BALANCE</b>	<b>3,885,996</b>	<b>4,019,151</b>	<b>3,820,080</b>	<b>3,606,108</b>		

**CITY OF MIAMI SPRINGS**  
**ENTERPRISE FUND BUDGET SUMMARY FY 2012-13**

	<u>Actual</u> <u>FY10-11</u>	<u>Amended</u> <u>Budget</u> <u>FY11-12</u>	<u>Tentative</u> <u>Budget</u> <u>FY12-13</u>	<u>% Increase</u> <u>(Decrease)</u> <u>From FY 11-12</u> <u>Budget</u>
<b><u>Sanitation</u></b>				
Revenues/Sources	\$ 2,249,126	\$ 2,249,126	\$ 2,293,028	2%
Operating Expenses	<u>(2,194,726)</u>	<u>(2,194,726)</u>	<u>(2,238,628)</u>	2%
Operating Profit(Loss)	54,400	54,400	54,400	0%
Depreciation	<u>(54,400)</u>	<u>(54,400)</u>	<u>(54,400)</u>	0%
Net Income(loss)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 0</u>	
<b><u>Stormwater</u></b>				
Revenues/Sources	\$ 479,466	\$ 451,541	\$ 464,472	3%
Operating Expenses	<u>(339,466)</u>	<u>(308,876)</u>	<u>(315,472)</u>	2%
Operating Profit(Loss)	140,000	142,665	149,000	4%
Depreciation	<u>(142,665)</u>	<u>(142,665)</u>	<u>(149,000)</u>	4%
Net Income(loss)	<u>\$ (2,665)</u>	<u>\$ -</u>	<u>\$ -</u>	
<b><u>Total Enterprise</u></b>				
Revenues/Sources	\$ 2,728,592	\$ 2,700,667	\$ 2,757,500	2%
Operating Expenses	<u>(2,534,192)</u>	<u>(2,503,602)</u>	<u>(2,554,100)</u>	2%
Operating Profit(Loss)	194,400	197,065	203,400	3%
Depreciation	<u>(197,065)</u>	<u>(197,065)</u>	<u>(203,400)</u>	3%
Net Income(loss)	<u>\$ (2,665)</u>	<u>\$ -</u>	<u>\$ 0</u>	

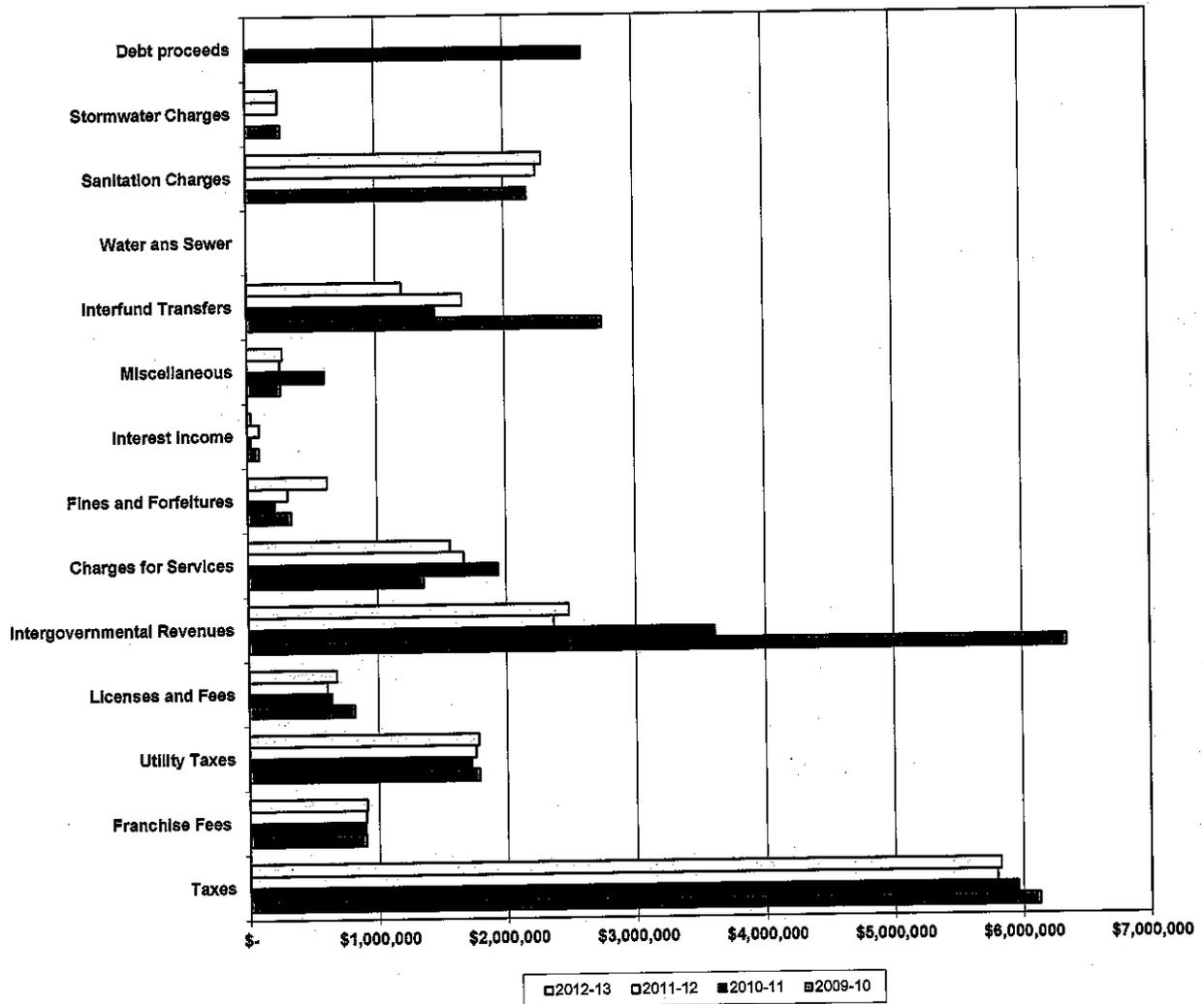
**CITY OF MIAMI SPRINGS  
BUDGETED REVENUE FY 2012-13**

<b>GENERAL FUND</b>	<b>\$14,027,708</b>
 <b>SPECIAL REVENUE FUNDS:</b>	
 <b><u>Road and Transportation Fund</u></b>	
People's Transportation Tax	447,059
Appropriated Fund Balance	136,134
<b>Total Road and Transportation</b>	<b>583,193</b>
 Law Enforcement Trust Fund	 148,637
Elderly Services (including \$150,971 in transfers from the General Fund)	362,045
<b>Total Special Revenue Funds</b>	<b>1,093,875</b>
 Debt Service Fund-G.O. Bonds	 569,478
 <b>ENTERPRISE FUNDS:</b>	
 <b><u>Sanitation Fund</u></b>	
Residential/Recycling/Bulk	2,293,028
<b>Total Sanitation Fund</b>	<b>2,293,028</b>
 <b><u>Stormwater Fund</u></b>	
Residential/Commercial/Industrial Fees	250,000
Investment Income	500
Appropriated Fund Balance	213,972
<b>Total Stormwater Fund</b>	<b>464,472</b>
 <b>Total All Funds</b>	 <b>\$ 18,448,561</b>

**CITY OF MIAMI SPRINGS**  
**LISTING OF TOP EXPENDITURES - ALL FUNDS**

	<b>FY2011-12</b>	<b>FY2012-13</b>		<b>% of Change</b>
	<b><u>Amended Budget</u></b>	<b><u>Budget</u></b>	<b><u>% of Total</u></b>	<b><u>From FY2011-12</u></b>
Salaries	\$ 8,208,940	\$ 7,772,894	42.1%	-5.3%
Health Insurance Benefits	898,699	841,937	4.6%	-6.3%
Pension costs	825,860	942,963	5.1%	14.2%
Workmens Comp	146,244	269,014	1.5%	83.9%
Other Employee Benefits	590,260	561,648	3.0%	-4.8%
<b>Total Salaries &amp; Benefits</b>	<b>10,670,003</b>	<b>10,388,456</b>	<b>56.3%</b>	<b>-2.6%</b>
Capital Expenditures	332,994	184,318	1.0%	-44.6%
Debt Service Payments	800,637	616,750	3.3%	-23.0%
Depreciation/Amortization	197,065	203,400	1.1%	3.2%
Operating Supplies/Uniforms	766,168	701,355	3.8%	-8.5%
Contractual Services	1,842,710	1,987,112	10.8%	7.8%
Waste Disposal	721,789	716,500	3.9%	-0.7%
Transfers to other funds	481,025	514,176	2.8%	6.9%
Liability insurance	330,549	320,544	1.7%	-3.0%
Professional Fees	438,448	349,475	1.9%	-20.3%
Management fee paid by enterprise funds	463,376	530,000	2.9%	14.4%
Fleet Maintenance	340,675	257,710	1.4%	-24.4%
Repairs and Maintenance	736,085	571,828	3.1%	-22.3%
Other Misc Expenses	1,104,816	1,106,938	6.0%	0.2%
<b>Total Budgeted Expenditures(All Funds)</b>	<b>19,226,340</b>	<b>18,448,561</b>	<b>100.0%</b>	<b>-4.0%</b>

# Revenues All Funds



**EXPENDITURE CATEGORY MATRIX FOR FY2012-13 BUDGET**

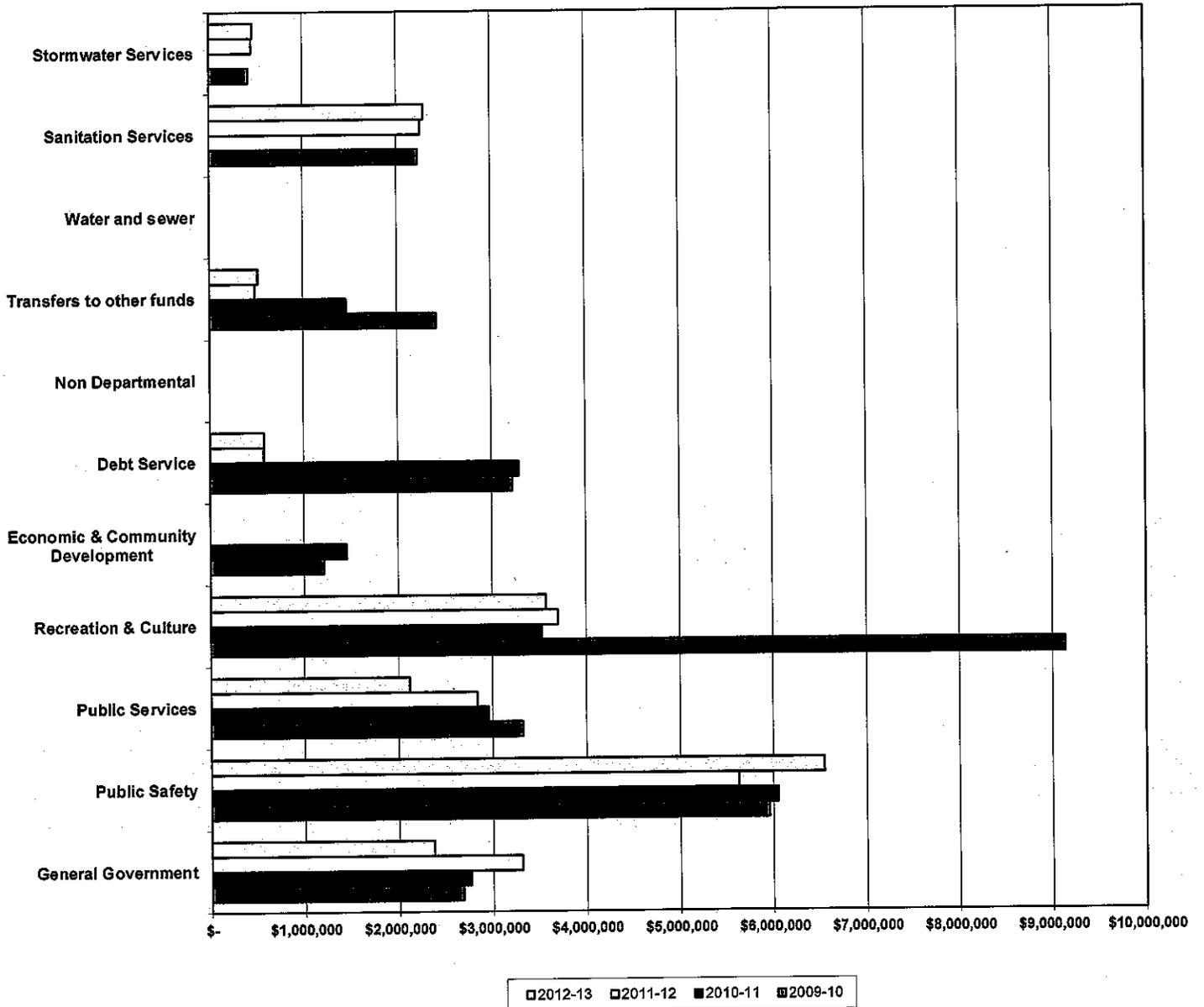
Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Other Uses	Total
<b>General Fund</b>						
Mayor & City Council	34,471	81,260	-	-	-	115,731
Office of the City Manager	268,310	69,954	-	-	-	338,264
Office of the City Clerk	196,366	131,616	2,500	-	-	330,482
Office of the City Attorney	-	161,000	-	-	-	161,000
Human Resource Department	146,724	39,568	-	-	-	186,293
Finance /Budget	621,532	133,776	-	-	-	755,308
IT Department	202,105	148,531	11,500	-	-	362,136
Planning Department	102,064	20,822	-	-	-	122,886
Police Department	5,147,941	534,251	119,200	-	-	5,801,392
Police - School Guards	22,093	400	-	-	-	22,493
Building & Code Compliance	460,474	111,539	1,000	-	-	573,013
Public Services - Administration	329,638	79,399	2,500	-	-	411,537
Public Services - Streets	106,887	231,826	-	-	-	338,713
Public Services - Properties	298,488	298,275	-	-	-	596,763
Public Services - Building Maintenance	48,887	123,157	-	-	-	172,043
Public Services - Fleet Maintenance	-	13,250	-	-	-	13,250
Recreation	758,909	549,395	-	-	187,401	1,495,705
Aquatics	132,056	79,489	-	-	-	211,545
Tennis	-	25,960	-	-	-	25,960
Park Maintenance	-	108,197	15,618	-	-	123,815
Golf-Administration	-	22,317	-	-	-	22,317
Golf-Pro Shop	271,259	256,779	-	-	-	528,038
Golf-Maintenance	89,312	698,666	-	-	18,872	804,850
Transfers to other funds	-	-	-	-	514,176	514,176
<b>General Fund Total</b>	<b>9,237,516</b>	<b>3,917,425</b>	<b>152,318</b>	<b>-</b>	<b>720,449</b>	<b>14,027,708</b>
<b>% of General Fund</b>	<b>65.9%</b>	<b>27.9%</b>	<b>1.1%</b>	<b>0.0%</b>	<b>5.1%</b>	<b>100.0%</b>
<b>Road and Transportation Fund</b>						
Streets & Sidewalks-Maintenance	66,149	517,044	-	-	-	583,193
Streets & Sidewalks-Infrastructure	-	-	-	-	-	-
<b>Road &amp; Transportation Fund Total</b>	<b>66,149</b>	<b>517,044</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>583,193</b>
<b>% of Road &amp; Transportation</b>	<b>11.3%</b>	<b>88.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>100.0%</b>
<b>Senior Center fund</b>						
Social Services	155,637	200,408	6,000	-	-	362,045
<b>Senior Center Total</b>	<b>155,637</b>	<b>200,408</b>	<b>6,000</b>	<b>-</b>	<b>-</b>	<b>362,045</b>
<b>% of Senior Center</b>	<b>43.0%</b>	<b>55.4%</b>	<b>1.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>100.0%</b>
<b>Debt Service</b>						
General Debt Service	-	-	-	569,478	-	569,478
<b>Debt Service Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>569,478</b>	<b>-</b>	<b>569,478</b>
<b>% of Debt Service</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>100.0%</b>	<b>0.0%</b>	<b>100.0%</b>

<b>EXPENDITURE CATEGORY MATRIX FOR FY2012-13 BUDGET</b>
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Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Other Uses	Total
<b>Sanitation Fund</b>						
Garbage and Trash Collection	797,626	1,021,588	-	3,813	470,000	2,293,028
Sanitation Fund Total	797,626	1,021,588	-	3,813	470,000	2,293,028
% of Sanitation	34.8%	44.6%	0.0%	0.2%	20.5%	100.0%
<b>Stormwater Fund</b>						
Stormwater services	141,306	219,708	-	43,458	60,000	464,472
Stormwater Fund Total	141,306	219,708	-	43,458	60,000	464,472
% of Stormwater	30.4%	47.3%	0.0%	9.4%	12.9%	100.0%
<b>Law Enforcement Fund</b>						
Treasury & Justice Confiscated	-	122,637	26,000	-	-	148,637
Law Enforcement Fund Total	-	122,637	26,000	-	-	148,637
% of Law Enforcement	0.0%	82.5%	17.5%	0.0%	0.0%	100.0%
<b>TOTAL 2012-13 BUDGET</b>	<b>10,398,234</b>	<b>5,998,810</b>	<b>184,318</b>	<b>616,750</b>	<b>1,250,449</b>	<b>18,448,561</b>
<b>% OF TOTAL 2012-13 BUDGET</b>	<b>56.4%</b>	<b>32.5%</b>	<b>1.0%</b>	<b>3.3%</b>	<b>6.8%</b>	<b>100.0%</b>

Note: The following funds are not detailed in the Expenditure Category Matrix because they do not have a Proposed 2012-13 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 2010-11		FY 2011-12		FY 2012-13		Increase(decrease) from FY 2011-12	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Office of the City Manager	5.00		1.50		1.50		-	-
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	5.70	1.00	4.20	1.00	4.20	1.00	-	-
Finance-Professional Services	-	-	3.00	-	3.00	-	-	-
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	5.00	11.00	5.00	11.00	5.00	10.50	-	(0.50)
Public Services- Administration	4.50		4.50		5.00		0.50	
Public Services - Streets	2.00	-	2.00	-	2.00	-	-	-
Public Services - Properties	16.50	-	10.50	-	7.00	-	(3.50)	-
Public Services - Building Maintenance	1.00		1.00		1.00		-	-
Recreation	7.00	45.00	7.00	43.00	7.00	43.00	-	-
Aquatics	-	25.00	-	21.00	-	25.00	-	4.00
Tennis	-	-	-	-	-	-	-	-
Park Maintenance	-		-		-		-	-
Golf Course-Pro Shop	2.00	18.00	2.00	18.00	2.00	18.00	-	-
Golf Course-Maintenance	1.00	-	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	-	3.00	-	3.00	-	-	-
<b>TOTAL PERSONNEL</b>	<b>128.00</b>	<b>116.00</b>	<b>121.00</b>	<b>110.00</b>	<b>118.00</b>	<b>113.50</b>	<b>(3.00)</b>	<b>3.50</b>

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**GENERAL FUND**

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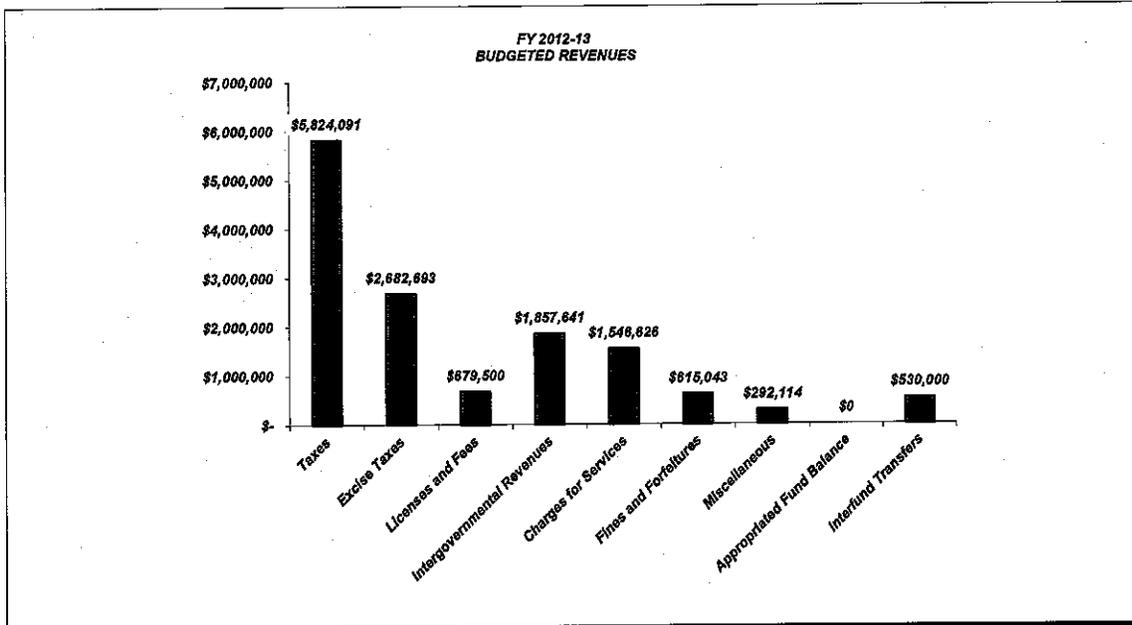
**City of Miami Springs  
Transfer From and Transfer To Schedule**

Fund	Transfer From	Transfer To
General Fund	720,449	530,000
Elderly Services		150,971
Debt Service		569,478
Sanitation Fund*	470,000	
Stormwater Fund*	60,000	
	\$ 1,250,449	\$ 1,250,449

\* Administrative charges paid to the General Fund

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

REVENUES	FY09-10 Actual	FY10-11 Actual	FY11-12 Budget	FY12-13 Budget	% of Total	% Change from 2011-12
Taxes	\$ 6,710,088	\$ 5,576,976	\$ 5,796,261	\$ 5,824,091	41.5%	0.5%
Excise Taxes	2,808,058	2,608,798	2,655,000	2,682,693	19.1%	1.0%
Licenses and Fees	414,939	640,987	607,300	679,500	4.8%	11.9%
Intergovernmental Revenues	1,541,005	1,765,826	1,806,890	1,857,641	13.2%	2.8%
Charges for Services	261,182	1,908,461	1,653,454	1,546,626	11.0%	-6.5%
Fines and Forfeitures	194,014	209,200	308,000	615,043	4.4%	99.7%
Miscellaneous	350,254	205,242	332,175	292,114	2.1%	-12.1%
Appropriated Fund Balance	-	-	466,305	-	0.0%	-100.0%
Interfund Transfers	1,520,344	412,563	984,525	530,000	3.8%	-46.2%
<b>Total Revenues</b>	<b>\$ 13,799,884</b>	<b>\$ 13,328,053</b>	<b>\$ 14,609,910</b>	<b>\$ 14,027,708</b>	<b>100.0%</b>	<b>-4.0%</b>



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

Line Item Revenue	FY 09-10	FY 10-11	FY 11-12	FY 12-13	% of	% Change
	Actual	Actual	Budget	Proposed Budget	Total	from 2011-12
Ad Valorem Taxes - Current	5,732,869	5,409,466	\$ 5,776,281	\$ 5,804,091	41.38%	0.5%
Ad Valorem Taxes - Delinquent	-	167,510	20,000	20,000	0.14%	0.0%
Franchise Fees	901,539	890,519	900,000	907,482	6.47%	0.8%
Utility Service Taxes	1,013,594	998,001	965,000	995,000	7.09%	3.1%
Local Communications Tax	769,864	720,278	790,000	780,211	5.56%	-1.2%
Occupational Licenses - City	70,721	78,357	72,000	70,000	0.50%	-2.8%
Occupational Licenses - County	22,053	19,037	20,000	17,000	0.12%	-15.0%
Building Permits	466,756	150,168	225,000	225,000	1.60%	0.0%
Electrical Permits	43,424	56,038	50,000	62,500	0.45%	25.0%
Plumbing Permits	22,945	101,724	40,000	50,000	0.36%	25.0%
Roofing Permits	24,160	31,814	27,000	33,750	0.24%	25.0%
Mechanical Permits	23,432	66,467	25,000	31,250	0.22%	25.0%
Zoning Permits	6,025	4,650	7,000	5,500	0.04%	-21.4%
Certification of Completions	3,000	1,325	1,000	1,500	0.01%	50.0%
Structural Permits	15,998	19,116	15,000	18,750	0.13%	25.0%
POD Permit Fees	1,400	1,900	1,000	1,500	0.01%	50.0%
Other Permits	115,858	110,390	90,000	128,750	0.92%	43.1%
Misc plan Reviews	1,800	-	11,300	1,000	0.01%	-91.2%
State Revenue Sharing	362,335	369,153	394,850	395,000	2.82%	0.0%
General Planning and Zoning Fees	-	-	-	99,750	0.71%	100.0%
Alcoholic Beverage License	9,771	8,978	9,000	9,000	0.06%	0.0%
1/2-cent Sales Tax	742,550	827,344	869,125	941,884	6.71%	8.4%
Local Option Gas Tax	342,694	369,713	359,859	371,007	2.64%	3.1%
Gas Tax Rebate	6,870	5,610	8,000	8,000	0.06%	0.0%
School Crossing Guards	22,186	21,732	18,000	18,000	0.13%	0.0%
Summer Camp Activity Fees	60,026	26,899	18,500	18,000	0.13%	-2.7%
Summer Camp	70,423	137,256	176,250	170,000	1.21%	-3.5%
Fitness Room Membership	15,757	43,266	39,375	15,000	0.11%	-61.9%
After School Program	13,754	39,175	25,000	22,500	0.16%	-10.0%
Gym Admission Fees	5,941	14,412	12,000	3,000	0.02%	-75.0%
Gym Rental	-	5,043	5,000	5,000	0.04%	0.0%
Senior Center Rental	-	-	2,500	2,500	0.02%	0.0%
Water Polo/Aquatics Teams	6,094	10,000	15,600	18,600	0.13%	19.2%
Swimming Pool Admissions/Lessons	67,200	69,437	91,445	51,531	0.37%	-43.6%
Yoga	3,000	18,490	11,400	17,100	0.12%	50.0%
Pool Rental	27,525	27,931	6,000	5,000	0.04%	-16.7%
Gym Membership	-	-	1,500	-	0.00%	-100.0%
Vending Machines	747	2,690	2,276	3,000	0.02%	31.8%
Fireworks-VG	6,000	3,000	3,000	3,000	0.02%	0.0%
Pool Memberships	-	5,645	3,200	2,400	0.02%	-25.0%
Basketball fees	13,368	25,895	30,375	42,175	0.30%	38.8%
Other Annual Events	-	2,880	4,355	4,330	0.03%	-0.6%
Pelican Theatre	-	2,918	5,000	5,000	0.04%	0.0%
Jazzercise	2,932	3,925	4,800	4,800	0.03%	0.0%
Daddy/Daughter Dance	2,225	2,913	2,800	7,000	0.05%	150.0%
Green Fees	-	742,317	854,728	848,094	6.05%	-0.8%
Cart Fees	-	82,301	86,247	82,236	0.59%	-4.7%
Golf Merchandise Sales	-	45,652	57,777	57,848	0.41%	0.1%
Range Fees	-	94,688	99,615	100,874	0.72%	1.3%
Misc. Club Rental/Lessons	-	17,624	10,355	11,235	0.08%	8.5%
GHIN Disabled Fees	-	153	918	868	0.01%	-5.4%
Golf memberships	-	64,034	83,438	45,535	0.32%	-45.4%
Miscellaneous Charges for Serv	6,363	4,063	6,000	6,000	0.04%	0.0%
Copies & Other Charges	2,168	1,831	2,000	2,000	0.01%	0.0%
Lien Search	10,220	10,670	10,000	10,000	0.07%	0.0%
Re-Occupancy Inspection fees	5,000	8,500	5,000	15,000	0.11%	200.0%
Clerk of the Court - Fines	166,351	169,282	165,000	200,000	1.43%	21.2%
Code Enforcement tickets	31,300	32,900	40,000	15,000	0.11%	-62.5%
Disabled Parking tickets	5,125	7,018	3,000	-	0.00%	-100.0%
Police Grants-HIDTA	854	-	-	-	0.00%	0.0%
Police Grants-Byrne Grant	16,194	13,787	1,632	15,000	0.11%	819.1%
Police Grants-COPS Grant	116,193	167,241	146,424	-	0.00%	-100.0%
FDOT Safe Streets Grant	10,880	-	-	-	0.00%	0.0%
Interest - Checking	1,053	1,448	2,000	2,000	0.01%	0.0%
Interest - Investments	69,954	17,792	75,000	15,000	0.11%	-80.0%
Interest - Tax Collections	1,511	1,886	2,000	2,000	0.01%	0.0%

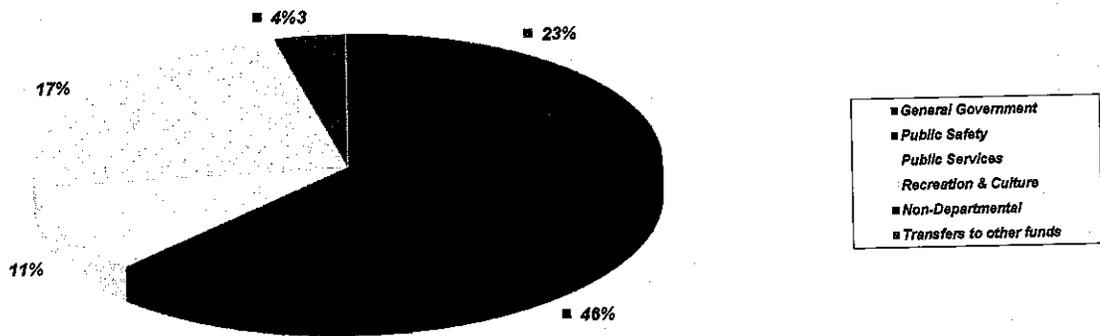
**CITY OF MIAMI SPRINGS  
REVENUE COMPARISON  
GENERAL FUND**

Line Item Revenue	FY 09-10	FY 10-11	FY 11-12	FY 12-13	% of	% Change
	Actual	Actual	Budget	Proposed Budget	Total	from 2011-12
Rent - Metro Fire	13,534	13,488	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	4,080	4,080	3,900	3,900	0.03%	0.0%
Recreational Activities	430	7,386	5,000	1,625	0.01%	-67.5%
Sprint Tower	59,374	61,749	60,000	90,000	0.64%	50.0%
Nextel	8,211	8,540	8,300	8,300	0.06%	0.0%
Metro PCS	7,592	7,896	7,600	8,400	0.06%	10.5%
Surplus sale of equipment	56,464	2,151	60,000	52,589	0.37%	-12.4%
Other Miscellaneous	75,118	62,580	80,075	80,000	0.57%	-0.1%
Red Light Fines	-	-	100,000	400,043	2.85%	300.0%
Returned check charges	1,330	278	2,000	2,000	0.01%	0.0%
Code Enforcement Liens	-	1,857	1,000	1,000	0.01%	0.0%
ITF - Road & Transportation	23,000	-	521,149	-	0.00%	-100.0%
ITF - Sanitation Admin Fee	281,000	350,000	410,376	470,000	3.35%	14.5%
ITF - Stormwater Admin Fee	53,000	53,000	53,000	60,000	0.43%	13.2%
ITF - Hurricane Fund	-	412,563	-	-	0.00%	0.0%
Appropriated Fund Balance	2,121,411	1,396,129	466,305	-	0.00%	-100.0%
<b>TOTALS &gt;&gt;&gt;</b>	<b>\$14,172,797</b>	<b>\$14,724,182</b>	<b>\$14,609,910</b>	<b>\$14,027,708</b>	<b>100.00%</b>	<b>-4.0%</b>

**CITY OF MIAMI SPRINGS  
EXPENDITURES BY CLASS**

	FY 2009-10 <u>Actual</u>	FY2010-11 <u>Actual</u>	FY2011-12 <u>Amended Budget</u>	FY2012-13 <u>Budget</u>	<u>% of Change From FY2011-12</u>
General Government	\$ 2,647,965	\$ 2,757,295	\$ 2,688,917	\$ 2,372,099	-11.8%
Public Safety	5,859,086	5,890,315	6,096,421	6,396,897	4.9%
Public Services	1,941,414	1,979,951	2,048,328	1,532,306	-25.2%
Recreation & Culture	1,560,708	3,182,120	3,340,882	3,212,230	-3.9%
Non-Departmental	31,337	17	-	-	0.0%
Transfers to other funds	2,132,287	914,483	481,025	514,176	6.9%
<b>Sub-Totals</b>	<b>\$ 14,172,797</b>	<b>\$ 14,724,181</b>	<b>\$ 14,655,573</b>	<b>\$ 14,027,708</b>	<b>-4.3%</b>
Increase(appropriated) fund balance	(2,121,411)	(1,396,128)	(511,968)	-	-100.0%
<b>Totals</b>	<b>\$ 12,051,386</b>	<b>\$ 13,328,053</b>	<b>\$ 14,143,605</b>	<b>\$ 14,027,708</b>	<b>-0.8%</b>

FY 2012-13 Expenditures by Class



**CITY OF MIAMI SPRINGS  
EXPENDITURES BY DEPARTMENT**

<u>Department</u>	FY 2009-10 <u>Actual</u>	FY 2010-11 <u>Actual</u>	FY 2011-12 <u>Amended Budget</u>	FY 2012-13 <u>Budget</u>	<u>% Change From FY2011-12</u>
Mayor & City Council	\$ 103,584	\$ 107,219	\$ 114,302	\$ 115,731	1.3%
Office of the City Manager	633,084	756,070	689,572	338,264	-50.9%
Office of the City Clerk	268,049	332,381	298,176	330,482	10.8%
Office of the City Attorney	148,174	144,513	156,000	161,000	3.2%
Human Resource Department	212,897	202,620	200,641	186,293	-7.2%
Finance /Budget	776,480	698,878	759,498	755,308	-0.6%
IT Department	346,458	355,102	327,108	362,136	10.7%
Planning Department	159,239	160,512	143,620	122,886	-14.4%
Police Department	5,256,000	5,332,969	5,458,716	5,801,392	6.3%
Police - School Guards	22,324	19,486	17,679	22,493	27.2%
Building & Code Compliance	580,762	537,860	620,026	573,013	-7.6%
Public Services - Administration	505,242	435,350	405,631	411,537	1.5%
Public Services - Streets	285,814	310,863	302,388	338,713	12.0%
Public Services - Properties	916,139	960,490	1,024,146	596,763	-41.7%
Public Services - Building Maintenance	169,242	193,795	290,163	172,043	-40.7%
Public Services - Fleet Maintenance	64,978	79,453	26,000	13,250	-49.0%
Recreation	1,145,966	1,373,297	1,584,484	1,495,705	-5.6%
Aquatics	303,884	260,423	267,353	211,545	-20.9%
Tennis	29,659	31,698	32,449	25,960	-20.0%
Park Maintenance	81,198	133,739	107,277	123,815	15.4%
Golf Administration	-	24,070	22,596	22,317	-1.2%
Pro Shop	-	534,205	524,348	528,038	0.7%
Golf Maintenance	-	824,689	802,375	804,850	0.3%
Non-Departmental	31,337	17	-	-	0.0%
<b>Total</b>	<b>\$12,040,509</b>	<b>\$13,809,699</b>	<b>\$14,174,548</b>	<b>\$13,513,532</b>	<b>-4.7%</b>
Transfers to other funds	2,132,287	914,483	481,025	514,176	6.9%
Increase(appropriated) fund balance	(2,121,411)	(1,396,129)	(511,968)	-	-100.0%
<b>Total</b>	<b>\$12,051,386</b>	<b>\$13,328,053</b>	<b>\$14,143,605</b>	<b>\$14,027,708</b>	<b>-0.8%</b>

**CITY OF MIAMI SPRINGS**  
**LISTING OF TOP EXPENDITURES-GENERAL FUND**

	FY2011-12 <u>Amended Budget</u>	FY2012-13 <u>Budget</u>	<u>% of Total</u>	<u>% of Change From FY2011-12</u>
Salaries	\$ 7,424,199	\$ 6,949,725	49.5%	-6.4%
Health Insurance Benefits	772,509	709,159	5.1%	-8.2%
Pension costs	757,829	857,987	6.1%	13.2%
Workmens Comp	90,048	213,063	1.5%	136.6%
Other Employee Benefits	541,392	507,581	3.6%	-6.2%
<b>Total Salaries &amp; Benefits</b>	<b>9,585,977</b>	<b>9,237,516</b>	<b>65.9%</b>	<b>-3.6%</b>
Capital Expenditures	293,167	152,318	1.1%	-48.0%
Debt Service Payments	187,401	187,401	1.3%	0.0%
Operating Supplies/Uniforms	566,597	516,958	3.7%	-8.8%
Contractual Services	906,249	1,066,627	7.6%	17.7%
Utilities	463,929	451,381	3.2%	-2.7%
Transfers to other funds	481,025	514,176	3.7%	6.9%
Liability insurance	269,562	257,552	1.8%	-4.5%
Professional Fees	364,659	335,490	2.4%	-8.0%
Fleet Maintenance	162,500	127,800	0.9%	-21.4%
Repairs and Maintenance	268,885	244,423	1.7%	-9.1%
Other Misc Expenses	1,117,055	936,066	6.7%	-16.2%
<b>Total Budgeted Expenditures</b>	<b>14,667,006</b>	<b>14,027,708</b>	<b>100.0%</b>	<b>-4.4%</b>

# **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.

### **2011-12 Accomplishments**

- Conducted interviews and hired a new City Manager in January 2012.
- The red light camera program was fully operational in January 2012.
- Established district boundary regulations for the N. W. 36<sup>th</sup> District.
- Adopted the 2012-2017 Strategic Plan for the City on March 26, 2012.
- Approved Work Order # 2 with Calvin, Giordano & Associates, Inc. to move forward with way finding and signage program and street and pedestrian scale lighting.
- Adopted legislation to conduct background checks and fingerprinting for all youth sport organizations utilizing City fields and facilities.

## **City Council**

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### **2011-12 Accomplishments**

- Continued discussions and negotiations to conclude the Curtiss Mansion, Inc. historic tax credit arrangement.

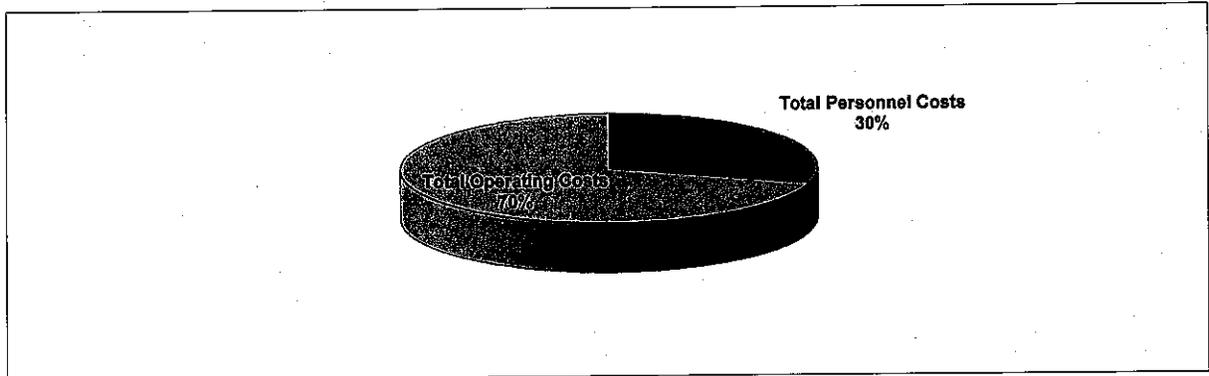
### **2012-13 Budget Highlights**

- Proposed budget is \$1,429 or 1.3% higher than FY2012. This fiscal year we are including the cost (\$5,300) of the two car shows in Council's budget.

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**MAYOR AND CITY COUNCIL  
Expenditure Detail**

	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Amended Budget	FY 2012-13 Budget	% of Total	% Change from 2011-12
<b>PERSONNEL</b>						
Executive Salaries	\$ 31,800	\$ 31,800	\$ 31,800	\$ 31,800	27.5%	0.0%
Payroll Taxes	2,433	2,433	2,433	2,433	2.1%	0.0%
Workers' Compensation	187	218	239	239	0.2%	-0.2%
<i>Total Personnel Costs</i>	<b>\$ 34,420</b>	<b>\$ 34,451</b>	<b>\$ 34,472</b>	<b>\$ 34,471</b>	<b>29.8%</b>	<b>0.0%</b>
<b>OPERATING</b>						
Travel & Related Costs	5,843	6,024	14,820	14,340	12.4%	-3.2%
Communications & Freight	79	10	-	-	0.0%	0.0%
Rentals & Lease	17,600	19,200	12,000	12,000	10.4%	0.0%
Promotions & Donations	35,019	33,727	25,000	30,300	26.2%	21.2%
Misc. Expenses	259	2,171	960	1,850	1.6%	92.7%
Operating Supplies	-	1,222	200	5,400	0.0%	100.0%
Dues, Memberships & Subsc.	2,953	3,380	3,540	3,640	3.1%	2.8%
Printing and binding	470	511	2,205	2,200	1.9%	-0.2%
Office Supplies	1,159	939	1,585	1,585	1.4%	0.0%
Contractual Services	4,317	5,583	19,520	9,945	8.6%	-49.1%
<i>Total Operating Costs</i>	<b>\$ 67,699</b>	<b>\$ 72,767</b>	<b>\$ 79,830</b>	<b>\$ 81,260</b>	<b>70.2%</b>	<b>1.8%</b>
<b>CAPITAL OUTLAY</b>						
Machinery & Equipment	1,466	-	-	-	0.0%	0.0%
<i>Total Capital Outlay</i>	<b>\$ 1,466</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>0.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 103,585</b>	<b>\$ 107,218</b>	<b>\$ 114,302</b>	<b>\$ 115,731</b>	<b>97.7%</b>	<b>1.3%</b>



**Personnel Summary**

	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Amended Budget	FY 2012-13 Budget	% of Total	% Change from 2011-12
Mayor	1	1	1	1	20.0%	0.0%
City Council Members	4	4	4	4	80.0%	0.0%
<b>DEPARTMENT TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>100.0%</b>	<b>0.0%</b>

# **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**

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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.

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## **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.

## **2011-12 Accomplishments**

- Coordinated with Miami-Dade County Elections Department to piggy-back on the August 14<sup>th</sup> Primary Election, for the placement of two Charter amendment questions on the ballot.
- Prepared packets for the August 14, 2012 Special Election for vacant Group II Council seat.
- Coordinated with Miami-Dade County Elections Department to schedule the April 2, 2013 General Election to elect a Mayor and four Council members.

**2011-12 Accomplishments**

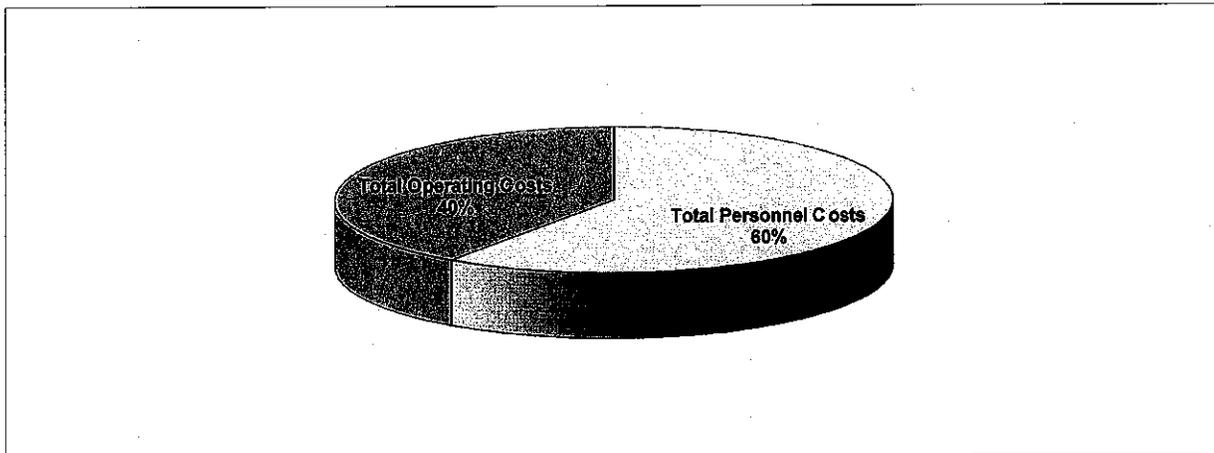
- Prepared packets for the April 2, 2013 General Election.
- Researched records and provided extensive information to the City Administration, Department Heads and City Attorney and processed over 550 public information requests from citizens and government entities.
- Provided information to keep residents informed 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 and kept a calendar of events for the Mayor.
- Coordinated secretarial help and support for all advisory boards, including attendance records and the scheduling of appointments for board members.
- Prepared and distributed an orientation packet for distribution to all new advisory board members which included information regarding public records and the Florida Sunshine Law.

**2012-13 Budget Highlights**

- Proposed budget is \$34,306 or 12% higher than FY2012 since 2013 is an election year.

**OFFICE OF THE CITY CLERK  
Expenditure Detail**

	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Amended Budget	FY 2012-13 Budget	% of Total	% Change from 2011-12
<b>PERSONNEL</b>						
Salaries	\$ 155,626	\$ 167,472	\$ 148,795	\$ 155,100	46.9%	4.2%
Part Time Year Round	14,397	14,449	10,800	10,800	3.3%	0.0%
Overtime	2,178	2,387	2,500	2,500	0.8%	0.0%
Payroll Taxes	13,173	13,042	11,026	11,508	3.5%	4.4%
Pension & Retirement	9,120	11,289	-	-	0.0%	0.0%
Health Insurance	14,437	15,174	16,142	16,147	4.9%	0.0%
Workers' Compensation	968	1,136	1,197	311	0.1%	-74.0%
<b>Total Personnel Costs</b>	<b>\$ 209,899</b>	<b>\$ 214,949</b>	<b>\$ 190,460</b>	<b>\$ 196,366</b>	<b>59.4%</b>	<b>3.1%</b>
<b>OPERATING</b>						
Contractual Services	18,896	51,709	29,000	70,000	21.2%	141.4%
Travel & Related Costs	88	65	600	600	0.2%	0.0%
Telephone	963	834	811	347	0.1%	-57.2%
Rentals and leases	4,928	5,053	6,000	5,700	1.7%	-5.0%
Repairs & Maintenance	1,630	335	5,106	1,575	0.5%	-69.2%
Printing & Binding	2,565	7,393	6,465	6,555	2.0%	1.4%
Postage	536	533	511	639	0.2%	25.0%
Advertising & Promotions	12,914	35,511	41,120	26,335	8.0%	-36.0%
Office Supplies	5,045	5,512	5,500	5,200	1.6%	-5.5%
Operating Supplies	3,895	4,509	4,530	5,550	1.7%	22.5%
Dues, Memberships & Subsc.	947	1,318	2,320	1,810	0.5%	-22.0%
Training & Education	-	-	500	500	0.2%	0.0%
Liability Insurance	3,643	3,436	3,005	2,661	0.8%	-11.5%
Vehicle registration & Tag	1,284	647	1,600	1,600	0.5%	0.0%
Internet Access	816	877	648	2,544	0.8%	292.6%
<b>Total Operating Costs</b>	<b>\$ 58,150</b>	<b>\$ 117,732</b>	<b>\$ 107,716</b>	<b>\$ 131,616</b>	<b>39.8%</b>	<b>22.2%</b>
<b>CAPITAL OUTLAY</b>						
Machinery & Equipment	-	-	-	2,500	0.8%	0.0%
<b>Total Capital Outlay</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,500</b>	<b>0.8%</b>	<b>0.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 268,049</b>	<b>\$ 332,681</b>	<b>\$ 298,176</b>	<b>\$ 330,482</b>	<b>100.0%</b>	<b>10.8%</b>



**Personnel Summary**

	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Amended Budget	FY 2012-13 Budget	% of Total	% Change from 2011-12
City Clerk	1	1	1	1	40.0%	0.0%
Deputy City Clerk	1	1	1	1	40.0%	0.0%
<b>Total of Full-time employees</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>80.0%</b>	<b>0.0%</b>
Part Time Employees	0.5	0.5	0.5	0.5	20.0%	0.0%
<b>DEPARTMENT TOTAL</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>	<b>100.0%</b>	<b>0.0%</b>

## OFFICE OF THE CITY CLERK PERFORMANCE MEASURES

Indicator	2009-10 Actual	2010-11 Actual	2011-12 Goal	2011-12 Actual	2012-13 Goal
<b>Outputs</b>					
Council Agendas Packets Prepared	340	300	280	200	300
Public Records Request Processed	480	564	500	473	500
Legal Ads Published	51	81	70	30	60
Council Meetings Attended	34	30	28	21	30
Council Minutes Transcribed	34	30	28	21	30
Summary Actions Prepared	30	27	26	18	28
Bid Openings Witnessed	11	4	5	2	4
Elections Supervised	0	1	0	0	1
Documents Notarized	582	867	600	418	600
Codified Ordinance Supplements	2	2	2	1	3
Ordinances Adopted	14	25	20	8	15
Resolutions Adopted	29	30	25	20	25
Vehicle Tag and Title Applications	12	10	7	1	3
Newsbulletin Preparation	0	0	0	0	0
Advisory Board Meetings Attended	55	45	50	34	50
Advisory Board Meetings Transcribed	55	45	50	34	50
Advisory Board - Attendance Reports	12	12	12	8	12
Proclamations, Certificates and Awards	92	69	75	42	50
<b>Effectiveness</b>					
% of reasonable records requests fulfilled within 48 hours	95%	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	95%	95%	95%	100%	100%
<b>Efficiency</b>					
Council Agendas prepared per year	34	30	28	21	30
Average number of pages of minutes transcribed per year	691	780	700	504	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**

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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.

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## **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**

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### **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 36<sup>th</sup> 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.

## **City Manager**

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### **2011-12 Accomplishments**

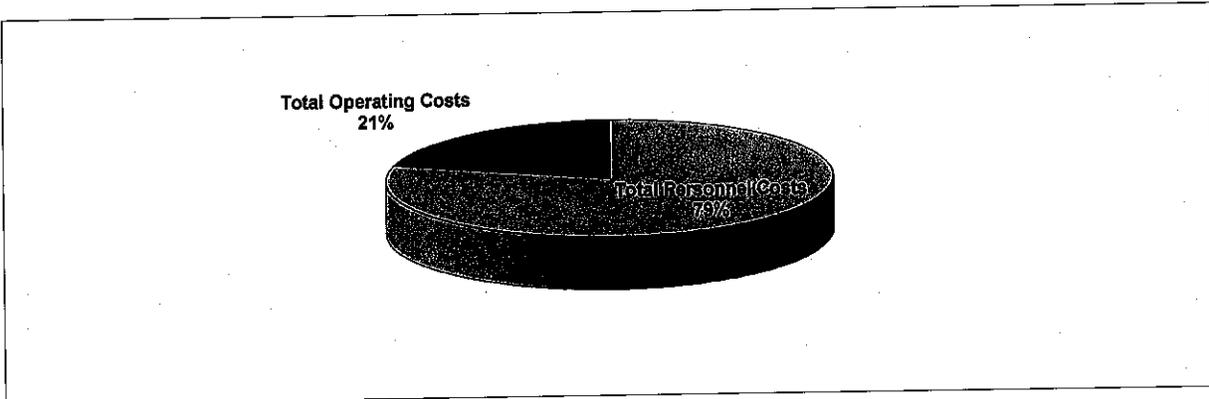
- Implemented recommended re-organization resulting in significant savings.
- The red light camera program commenced operating in January 2012.
- Established district boundary regulations for the N. W. 36<sup>th</sup> District.
- Completed the 2012-2017 Strategic Plan for the City on March 26, 2012.
- Proposed legislation to conduct background checks and fingerprinting for all youth sport organizations utilizing City fields and facilities.
- Continued working to conclude the Curtiss Mansion, Inc. historic tax credit arrangement.
- Completed playground replacement (Stafford Park) and improvements to Prince Field.
- Completed an approximately \$300,000 improvement project of our Elderly Services Center.

### **FY 2012-13 Budget Highlights**

- The FY2012-13 budget is \$31,308 or 51% less mainly due to the following changes:
  1. The Assistant City Manager's salary is now split 50/50 with Finance
  2. The elimination of the Customer Service position.
  3. There is a reduction in Professional Services due to the elimination of Calvin Giordano for downtown revitalization.
  4. The Administrative position has now been reclassified to the Finance-Professional Services division as well as other advertising and supplies costs which are now part of the new division.

**CITY MANAGER  
Expenditure Detail**

	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Amended Budget	FY 2012-13 Budget	% of Total	% Change from 2011-12
Salaries	\$ 428,758	\$ 437,080	\$ 456,136	\$ 202,309	59.8%	-55.6%
Payroll Taxes	29,185	30,086	24,646	14,212	4.2%	-42.3%
Pension & Retirement	49,795	55,491	31,053	30,346	9.0%	-2.3%
Health Insurance	34,640	35,552	39,917	17,421	5.2%	-56.4%
Workers' Compensation	2,115	2,915	2,420	4,021	1.2%	66.2%
<b>Total Personnel Costs</b>	<b>\$ 544,493</b>	<b>\$ 561,124</b>	<b>\$ 554,172</b>	<b>\$ 268,310</b>	<b>79.3%</b>	<b>-51.6%</b>
<b>OPERATING</b>						
Professional Services	49,224	162,664	102,594	45,000	13.3%	-56.1%
Travel & Related Costs	9,688	10,062	9,300	7,800	2.3%	-16.1%
Repairs & Maintenance	856	60	-	-	0.0%	0.0%
Advertising	5,000	526	5,300	-	0.0%	-100.0%
Office Supplies	1,219	1,447	1,170	1,200	0.4%	2.6%
Operating Supplies	5,509	4,856	5,750	5,800	1.7%	0.9%
Printing and binding	2,130	-	-	-	0.0%	0.0%
Postage	67	163	190	112	0.0%	-41.1%
Dues, Memberships & Subsc.	1,496	2,300	1,550	2,200	0.7%	41.9%
Training & Education	66	384	50	300	0.1%	500.0%
Liability Insurance	9,142	8,828	6,074	3,245	1.0%	-46.6%
Telephone/Internet	4,197	3,658	3,422	4,297	1.3%	25.6%
<b>Total Operating Costs</b>	<b>\$ 88,594</b>	<b>\$ 194,948</b>	<b>\$ 135,400</b>	<b>\$ 69,954</b>	<b>20.7%</b>	<b>-48.3%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 633,087</b>	<b>\$ 756,072</b>	<b>\$ 689,572</b>	<b>\$ 338,264</b>	<b>100.0%</b>	<b>-50.9%</b>



**Personnel Summary**

	FY 2009-10 Actual	FY 2010-11 Actual	FY 2010-11 Amended Budget	FY 2012-13 Budget	% of Total	% Change from 2011-12
City Manager	1	1	1	1	66.7%	0.0%
Assistant City Manager	1	1	1	0.5	33.3%	-50.0%
Grant Writer	1	1	1	-	0.0%	-100.0%
Executive Secretary	1	1	1	-	0.0%	-100.0%
Customer Service Rep.	1	1	1	-	0.0%	-100.0%
<b>DEPARTMENT TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>1.5</b>	<b>100.0%</b>	<b>-70.0%</b>

**OFFICE OF THE CITY MANAGER  
PERFORMANCE MEASURES**

Indicator	2009-10 Actual	2010-11 Actual	2011-12 Goal	2011-12 Actual	2012-13 Goal
<b>Outputs</b>					
1. Conclude Annexation	NO	NO	YES	NO	YES
2. Finalize District Boundary Regulations/ Comp Plan Amendment	YES	YES	YES	YES	YES
4. # of annual meetings with Chamber of Commerce Exec. Board	3	8	12	3	12
5. Develop Marketing strategy for the City of Miami Springs (with consultant)	NO	Partial	YES	Partial	YES
6. # of annual meetings with local school principals	2	2	2	2	2
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
<b>Effectiveness</b>					
1. # of annual Council agendas reviewed and released on time	30	30	30	30	30
2. Read and respond to daily emails	60	65	80	74	80
<b>Efficiency</b>					
1. Reduce Millage rate by	NO	3.10%	5%	3%	3%
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**

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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.

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### **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.

### **2011-12 Accomplishments**

#### **Human Resources:**

Advertised, received, and reviewed 75 resumes for City Manager. Scheduled selected applicants to be interviewed by Council and selection was made by same to fill vacant position.

Processed and fingerprinted 130 volunteer coaches through Volunteer & Employee Criminal History System (VECHS) with collaboration from our police department.

Advertised and processed 16 applications for Public Works Director. Position has not been filled.

## **Human Resources**

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### **2011-12 Accomplishments**

#### **Human Resources:**

Processed 44 new recreation leaders and lifeguards for the summer program. Scheduled drug screening and fingerprinting with collaboration from our police department.

Advertised and processed 50 applications for Building Specialist I. Scheduled oral board and notified all candidates in writing of their test scores. Selection was made to fill two vacant positions.

Scheduled a mandatory Sexual and Other Harassment Seminar for all fulltime employees and optional for part-time employees.

Registered with the U.S. Department of Homeland Security and Social Security Administration E-Verify to verify the identity and employment eligibility of all employees hired to work in the City.

Continued the enforcement of alcohol and 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.

Assist in the transition from our current workers' compensation provider to our new provider Florida League of Cities.

#### **Risk Management:**

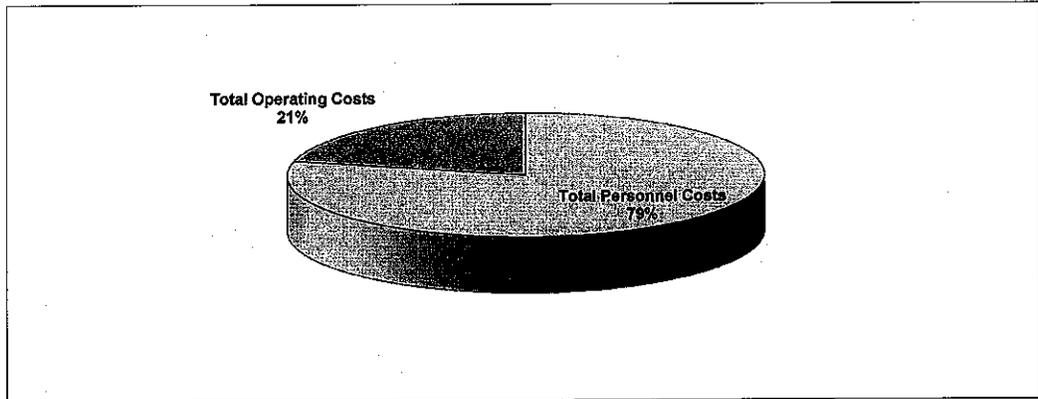
Continued to respond to claims in a timely manner to reduce the City's exposure to financial loss.

### **FY 2012-13 Budget Highlights**

- FY2012-13 budget is \$14,348 or 7.2% less than prior year mainly due to the elimination of the Health Benefits consultant annual fee now that they have become our agent..

**HUMAN RESOURCES DEPARTMENT**  
Expenditure Detail

	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Amended Budget	FY 2012-13 Budget	% of Total	% Change from 2011-12
<b>PERSONNEL</b>						
Salaries	145,962	\$ 126,047	\$ 119,728	\$ 123,658	66.4%	3.3%
Overtime	52	-	-	-	0.0%	0.0%
Payroll Taxes	10,377	9,425	9,488	8,758	4.7%	3.2%
Pension & Retirement	5,712	11,383	4,156	4,539	2.4%	9.2%
Health Insurance	9,011	8,432	9,144	9,537	5.1%	4.3%
Workers' Compensation	979	832	898	232	0.1%	-74.2%
<b>Total Personnel Costs</b>	<b>\$ 172,093</b>	<b>\$ 156,119</b>	<b>\$ 142,414</b>	<b>\$ 146,724</b>	<b>78.8%</b>	<b>3.0%</b>
<b>OPERATING</b>						
Professional Services	28,634	33,246	42,303	26,430	14.2%	-37.5%
Contractual Services	682	1,358	-	-	0.0%	0.0%
Travel & Related Costs	-	-	1,500	1,500	0.8%	0.0%
Telephone/Internet	1,779	1,710	1,459	2,891	1.6%	98.1%
Postage	232	286	211	264	0.1%	25.1%
Advertising & Promotions	2,587	3,001	5,000	2,000	1.1%	-60.0%
Office Supplies	1,055	814	2,000	1,000	0.5%	-50.0%
Operating Supplies	340	1,623	500	500	0.3%	0.0%
Dues, Memberships & Subsc.	1,690	1,039	2,000	2,000	1.1%	0.0%
Training & Education	600	928	1,000	1,000	0.5%	0.0%
Liability Insurance	3,223	2,497	2,254	1,983	1.1%	-12.0%
<b>Total Operating Costs</b>	<b>\$ 40,802</b>	<b>\$ 46,502</b>	<b>\$ 58,227</b>	<b>\$ 39,568</b>	<b>21.2%</b>	<b>-32.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 212,895</b>	<b>\$ 202,621</b>	<b>\$ 200,641</b>	<b>\$ 186,293</b>	<b>100.0%</b>	<b>-7.2%</b>



**Personnel Summary**

	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Amended Budget	FY 2012-13 Budget	% of Total	% Change from 2011-12
Human Resources Director/Risk Mgr	1	1	1	1	50.0%	0.0%
Human Resources Specialist	1	1	1	1	50.0%	0.0%
<b>Total of Full-time employees</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>100.0%</b>	<b>0.0%</b>
Part Time Employees	0	0	0	0	0.0%	0.0%
<b>DEPARTMENT TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>100.0%</b>	<b>0.0%</b>

## HUMAN RESOURCES DEPARTMENT PERFORMANCE MEASURES

Indicator	2009-10 Actual	2010-11 Actual	2011-12 Goal	2011-12 Actual	2012-13 Goal
<b>Outputs</b>					
Reduce number of workmen compensation cases	Yes	Yes	Yes	Yes	Yes
Number of internal seminars offered	4	3	3	3	3
Reduce number of property/vehicle claims	Do our best	Yes	Yes	Yes	Yes
<b>Effectiveness</b>					
% of job descriptions processed and filed	100%	100%	100%	100%	100%
<b>Efficiency</b>					
% of vacancies filled within 30 days	99%	99%	100%	99%	100%
% of part-time vacancies filled within 30 days	100%	100%	100%	99%	100%

# **Finance Department**

## **Mission Statement**

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

## **Finance Department-Administrative Division**

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

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

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

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### **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 1<sup>st</sup>.

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-Administrative Division**

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### **2011-12 Accomplishments**

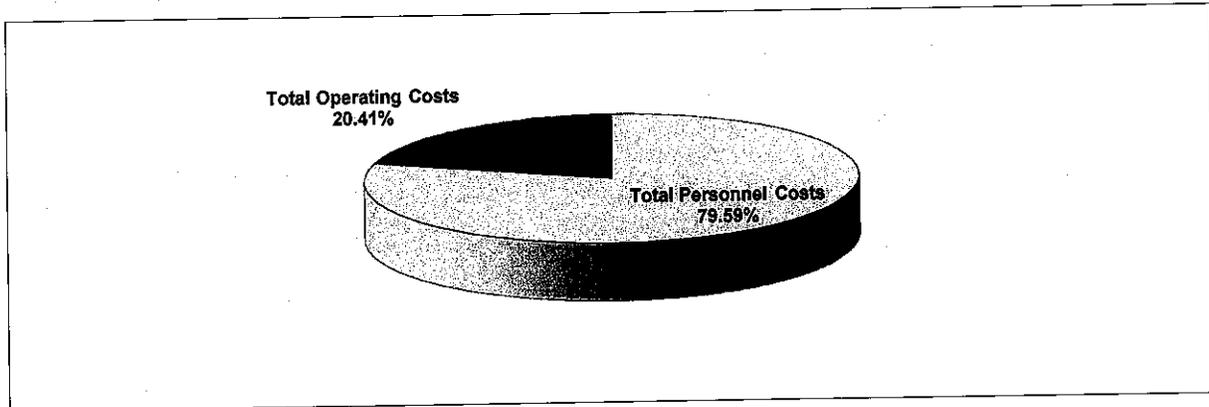
- Awarded the “Award for Outstanding Achievement in Popular Annual Financial Reporting” by the GFOA.
- Awarded the “Distinguished Budget Presentation Award” by the GFOA.
- Awarded the “Certificate of Achievement for Excellence in Financial Reporting” from the GFOA.
- Received an unqualified audit from the City's external auditors for the fiscal year ending September 30<sup>th</sup>, 2011.

### **FY 2012-13 Budget Highlights**

- FY2012-13 budget is \$4,190 or 0.5% less than prior year..
- The Finance Department also added a new division, the Professional Services Division to handle procurement and marketing activities.

**FINANCE DEPARTMENT**  
Administration Division-Expenditure Detail

	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Amended Budget	FY 2012-13 Budget	% of Total	% Change from 2011-12
<b>PERSONNEL</b>						
Salaries	476,936	452,794	\$ 348,854	\$ 296,645	60.6%	-15.0%
Part Time Year Round	16,351	8,685	15,080	15,080	3.1%	100.0%
Overtime	2,941	487	1,000	0	0.0%	-100.0%
Payroll Taxes	37,610	34,584	25,364	22,041	4.5%	-13.1%
Pension & Retirement	36,410	48,850	37,229	30,293	6.2%	-18.6%
Health Insurance	52,121	47,649	44,012	24,909	5.1%	-43.4%
Workers' Compensation	2,181	3,156	3,023	584	0.1%	-80.7%
Unemployment Compensation Tax	13,982	972	2,000	-	0.0%	-100.0%
<i>Total Personnel Costs</i>	<b>\$ 638,532</b>	<b>\$ 597,177</b>	<b>\$ 476,562</b>	<b>\$ 389,552</b>	<b>79.6%</b>	<b>-18.3%</b>
<b>OPERATING</b>						
Professional Services & Audit Fees	59,500	41,881	55,000	53,000	10.8%	-3.6%
Contractual Services	15,867	-	-	-	0.0%	0.0%
Travel & Related Costs	5,638	4,989	5,000	4,000	0.8%	-20.0%
Telephone/Internet	6,519	6,277	6,018	5,207	1.1%	-13.5%
Repairs & Maintenance	845	1,000	5,031	5,000	1.0%	-0.8%
Rentals & Lease	1,879	1,077	2,500	2,000	0.4%	-20.0%
Printing & Binding	5,642	7,771	8,000	8,000	1.6%	0.0%
Advertising & Promotions	5,206	3,055	4,500	1,000	0.2%	-77.8%
Office Supplies	4,602	3,104	4,663	2,500	0.5%	-46.4%
Courier, UPS, Fedex-Overnight	368	116	200	350	0.1%	75.0%
Postage	2,613	2,600	2,332	3,115	0.6%	33.6%
Operating Supplies	5,246	3,460	5,000	5,000	1.0%	0.0%
Dues, Memberships & Subsc.	2,643	2,619	1,428	2,000	0.4%	40.1%
Training & Education	2,079	249	5,000	2,500	0.5%	-50.0%
Liability Insurance	10,258	10,527	8,489	5,900	1.2%	-30.5%
Other Current Charges	7,912	11,946	500	300	0.1%	-40.0%
<i>Total Operating Costs</i>	<b>\$ 136,617</b>	<b>\$ 100,671</b>	<b>\$ 113,661</b>	<b>\$ 99,872</b>	<b>20.4%</b>	<b>-12.1%</b>
<b>CAPITAL OUTLAY</b>						
Machinery & Equipment	1,335	2,443	-	-	0.0%	0.0%
<i>Total Capital Outlay</i>	<b>\$ 1,335</b>	<b>\$ 2,443</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>0.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 776,484</b>	<b>\$ 700,291</b>	<b>\$ 590,223</b>	<b>\$ 489,424</b>	<b>100.0%</b>	<b>-17.1%</b>



**Personnel Summary**

	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Amended Budget	FY 2012-13 Budget	% of Total	% Change from 2011-12
Finance Director	1	1	0.5	0.5	9.6%	0.0%
Comptroller	0	1	1	1	19.2%	0.0%
Accounting Manager	1	0	0	0	0.0%	0.0%
Accounting Clerk II	0	1	1	1	19.2%	0.0%
Accounting Clerk I	2	1	0	0	0.0%	0.0%
Accounting Clerk III	3	1	1	1	19.2%	0.0%
Customer Service Representative	1	0	0	0	0.0%	0.0%
Accounting Systems Analyst	0	0.7	0.7	0.7	13.5%	0.0%
Procurement Specialist	0.5	1	-	-	0.0%	0.0%
<i>Total of Full time employees</i>	<b>8.5</b>	<b>6.7</b>	<b>4.2</b>	<b>4.2</b>	<b>80.6%</b>	<b>0.0%</b>
<i>Part-time Employee</i>						
Clerical Assistant	1	0	1	1	19.2%	0.0%
<b>DEPARTMENT TOTAL</b>	<b>9.5</b>	<b>6.7</b>	<b>5.2</b>	<b>5.2</b>	<b>100.0%</b>	<b>0.0%</b>

## **Finance Department-Professional Services Division**

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

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### **Goals**

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

### **Objectives**

- Continue to keep administration, employees and residents informed of all coming events, projects and initiatives within the City through the monthly Gazette News-Bulletin, the web site, Channel 77, Twitter, and community calendars and notices
- Increase stakeholder awareness of the City's five year strategic plan, goals, objectives and core values
- Assist the City with "going green" by increasing electronic communication
- Increase resident awareness of municipal operations, procedures and issues and provide official response to citizen inquiries via a variety of communication vehicles such as monthly fact sheets and quarterly newsletters
- Continue to exercise total transparency and fiscal responsibility in all procurement matters
- Continue to research, collaborate with City departments and submit appropriate grant proposals and related documents that address municipal priorities

### **2011-12 Accomplishments**

- Reviewed and processed 742 Purchase Orders.
- Initiated the expansion of the City's Purchasing ability to include Cooperative Purchasing opportunities.
- Assisted with the 50 year Recertification of the following City buildings:
  - Senior Center
  - Golf Course
  - Pool Building at the Recreation Center
- Obtained quotes and reduced the Citywide garbage collection services by \$21,068 annually
- Produced 6 "Springs Connection" Newsletters, 5 "Just the Fact" sheets, 12 assorted posters/flyers, 12 Gazette News-Bulletins, 3 trifold brochures, 6 Golf Course Newsletters and 6 press releases

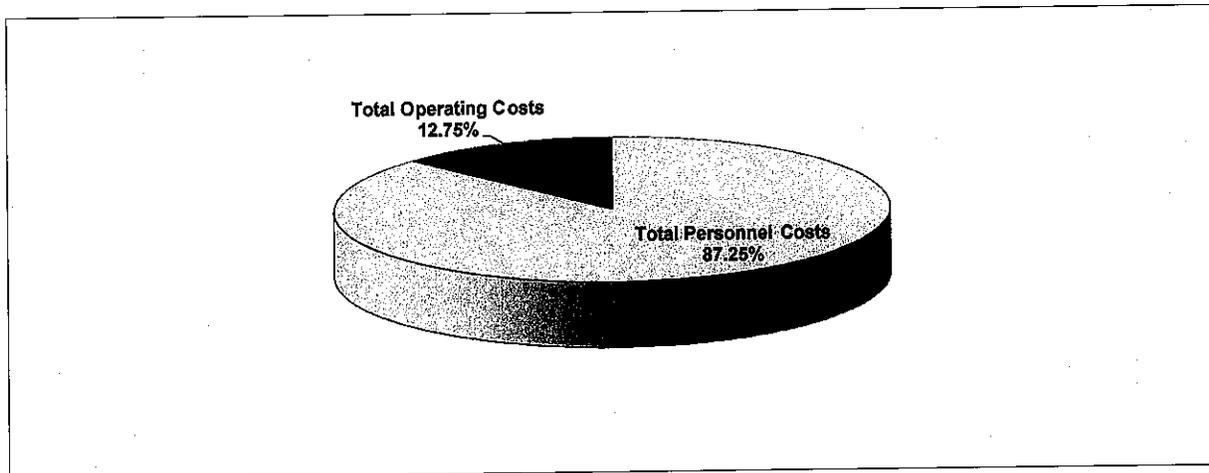
## **Finance Department-Professional Services Division**

### **2011-12 Accomplishments (continued)**

- Applied for 8 grant opportunities resulting in over \$166,000 in new awards
- Promoted and monitored Art Exhibits in City Hall
- Initiated and maintained ongoing communication with community organizations, schools, churches etc. for expanded support and promotion of community events

**FINANCE DEPARTMENT  
Professional Services Division-Expenditure Detail**

	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Amended Budget	FY 2012-13 Budget	% of Total	% Change from 2011-12
<b>PERSONNEL</b>						
Salaries	\$ -	\$ -	\$ 104,494	\$ 180,884	68.0%	73.1%
Payroll Taxes	-	-	7,728	12,038	4.5%	55.8%
Pension & Retirement	-	-	7,751	14,513	5.5%	87.2%
Health Insurance	-	-	0	24,205	9.1%	100.0%
Workers' Compensation	-	-	0	339	0.1%	100.0%
<i>Total Personnel Costs</i>	\$ -	\$ -	\$ 119,973	\$ 231,980	87.2%	93.4%
<b>OPERATING</b>						
Professional Services	-	-	10,000	5,500	2.1%	-45.0%
Travel & Related Costs	-	-	200	200	0.1%	0.0%
Telephone/Internet	-	-	160	-	0.0%	-100.0%
Printing & Binding	-	-	35,805	12,600	4.7%	-64.8%
Advertising & Promotions	-	-	-	6,480	2.4%	100.0%
Office Supplies	-	-	667	2,060	0.8%	208.8%
Courier, UPS, Fedex-Overnight	-	-	100	100	0.0%	0.0%
Postage	-	-	-	2,148	0.8%	100.0%
Operating Supplies	-	-	-	275	0.1%	100.0%
Dues, Memberships & Subsc.	-	-	2,370	1,640	0.6%	-30.8%
Liability Insurance	-	-	-	2,901	1.1%	100.0%
<i>Total Operating Costs</i>	\$ -	\$ -	\$ 49,302	\$ 33,904	12.8%	-31.2%
<b>TOTAL EXPENSES</b>	\$ -	\$ -	\$ 169,275	\$ 265,884	100.0%	57.1%



**Personnel Summary**

	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Amended Budget	FY 2012-13 Budget	% of Total	% Change from 2011-12
Supervisor	0	0	1	1	33.3%	100.0%
Grant Writer/PIO Officer	0	0	1	1	33.3%	100.0%
Executive Secretary	0	0	1	1	33.3%	100.0%
<i>Total of Full time employees</i>	-	-	3.0	3.0	100.0%	100.0%
<b>DEPARTMENT TOTAL</b>	<b>0.0</b>	<b>0.0</b>	<b>3.0</b>	<b>3.0</b>	<b>100.0%</b>	<b>100.0%</b>

## FINANCE DEPARTMENT PERFORMANCE MEASURES

Indicator	2009-10 Actual	2010-11 Actual	2011-12 Goal	2011-12 Actual	2012-13 Goal
<b>Outputs</b>					
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
Issue 12 Monthly Gazette News-Bulletins	N/A	N/A	7	12	12
Issue 4 quarterly Newsletters	N/A	N/A	2	6	4
Issue 12 Monthly Fact Sheets	N/A	N/A	7	2	12
Issue 12 Monthly Golf Newsletters	N/A	N/A	6	6	12
Tweet at least 4 days per week (208 Tweets)	N/A	N/A	208	843	600
<b>Effectiveness</b>					
Number of audit adjustments by Auditors	0	0	0	0	0
Number of days to close the year-end books	30	30	30	30	30
Number of days to complete the Comprehensive Annual Financial Report	104	104	98	100	100
% of bank reconciliations completed within 25 days of receipt of bank statement	100%	100%	100%	100%	100%
<b>Efficiency</b>					
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**

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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.

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### **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 2012-13 Budget Highlights**

- There are no major changes to the FY2012-13 budget.

**OFFICE OF THE CITY ATTORNEY**  
Expenditure Detail

	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Amended Budget	FY 2012-13 Budget	% of Total	% Change from 2011-12
<b>OPERATING</b>						
Professional Services	\$ 147,959	\$ 143,714	\$ 155,000	\$ 160,000	99.4%	3.2%
Training and Education	75	319	500	500	0.3%	0.0%
Dues, Memberships & Subsc.	500	480	500	500	0.3%	0.0%
<i>Total Operating Costs</i>	<i>\$ 148,534</i>	<i>\$ 144,513</i>	<i>\$ 156,000</i>	<i>\$ 161,000</i>	<i>100.0%</i>	<i>3.2%</i>
<b>TOTAL EXPENSES</b>	<b>\$ 148,534</b>	<b>\$ 144,513</b>	<b>\$ 156,000</b>	<b>\$ 161,000</b>	<b>100.0%</b>	<b>3.2%</b>

# **Planning Department**

## **Mission Statement**

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

## **Planning and Zoning Department**

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

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

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### **Goals and Objectives:**

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

<p><b>Objective:</b> Perform necessary services to effect the Departmental Mission.</p>
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### **FY2011-12 Accomplishments**

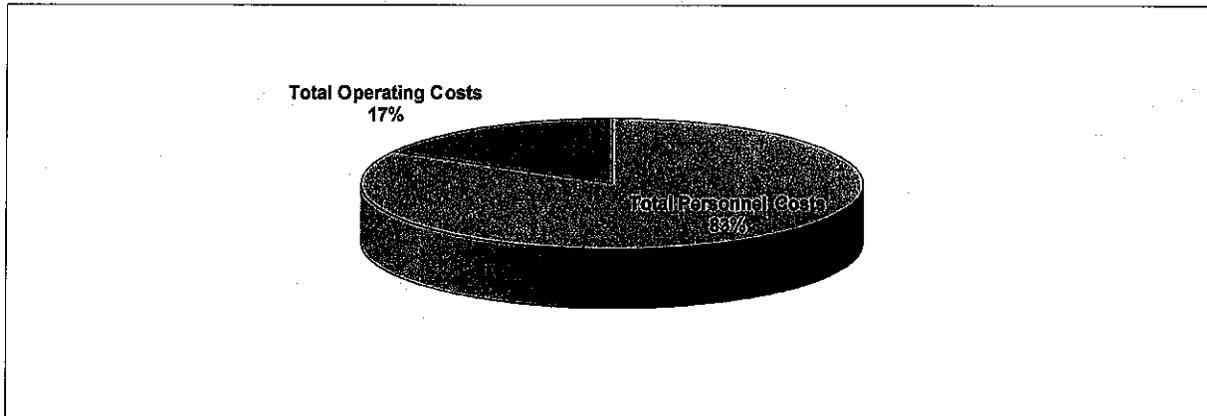
- The adoption of the 2011 Evaluation and Appraisal Report (EAR)
- The adoption of EAR-based amendments to the Comprehensive Plan
- The revision and adoption of the NW 36 Street District
- The development and adoption of the zoning district regulations for the Abraham Tract
- Initiated the facilitation of the redevelopment within the commercial districts of the City

### **FY2012-13 Budget Highlights**

- The FY2012-13 budget is \$20,734 or 14% less than prior year.

**PLANNING DEPARTMENT**  
Expenditure Detail

	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Amended Budget	FY 2012-13 Budget	% of Total	% Change from 2011-12
<b>PERSONNEL</b>						
Salaries	81,195	93,588	\$ 68,000	\$ 68,000	55.3%	0.0%
Part Time Year Round	14,396	10,779	10,800	10,800	8.8%	0.0%
Payroll Taxes	7,312	7,968	5,573	5,298	4.3%	-4.9%
Pension & Retirement	4,823	7,185	7,296	7,970	6.5%	9.2%
Health Insurance	5,771	4,077	6,308	9,849	8.0%	56.1%
Workers' Compensation	539	632	591	148	0.1%	-75.0%
<i>Total Personnel Costs</i>	<b>\$ 114,036</b>	<b>\$ 124,229</b>	<b>\$ 98,568</b>	<b>\$ 102,064</b>	<b>83.1%</b>	<b>3.5%</b>
<b>OPERATING</b>						
Professional Services	28,244	23,760	30,260	-	0.0%	-100.0%
Travel & Related Costs	4,243	2,624	2,000	2,000	1.6%	0.0%
Courier, UPS, Fedex-Overnight	121	62	200	200	0.2%	0.0%
Printing & Binding	1,855	1,296	2,000	800	0.7%	-60.0%
Postage	737	744	671	1,711	1.4%	155.0%
Office Supplies	3,458	1,625	2,000	2,000	1.6%	0.0%
Operating Supplies	681	293	700	700	0.6%	0.0%
Dues, Memberships & Subsc.	512	225	1,200	425	0.3%	-64.6%
Advertising	1,550	318	2,000	7,680	6.2%	284.0%
Liability Insurance	2,033	1,905	1,484	1,264	1.0%	-14.8%
Telephone/Internet	1,038	1,037	837	2,342	1.9%	179.8%
Education & Training	731	1,451	1,700	1,700	1.4%	0.0%
<i>Total Operating Costs</i>	<b>45,203</b>	<b>35,340</b>	<b>45,052</b>	<b>20,822</b>	<b>16.9%</b>	<b>-53.8%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 159,239</b>	<b>\$ 159,569</b>	<b>\$ 143,620</b>	<b>\$ 122,886</b>	<b>100.0%</b>	<b>-14.4%</b>



**Personnel Summary**

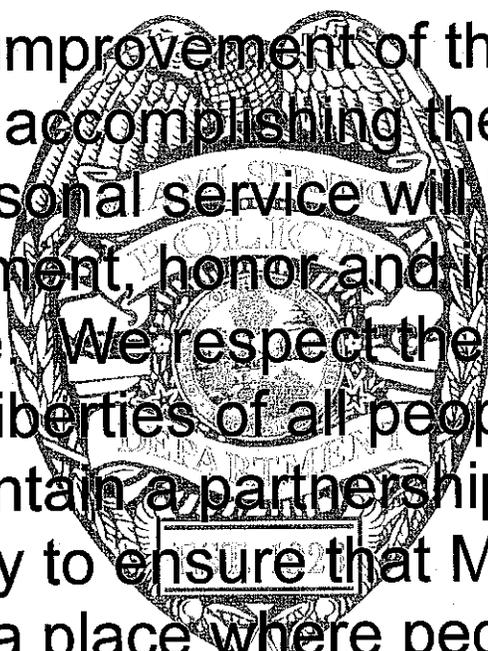
	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Amended Budget	FY 2012-13 Budget	% of Total	% Change from 2011-12
City Planner	1	1	1	1		0.0%
<i>Total of Full-time employees</i>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>50.0%</b>	<b>0.0%</b>
Administrative Assistant I-Part Time	1	1	1	1	50.0%	0.0%
<b>DEPARTMENT TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>100.0%</b>	<b>0.0%</b>

**PLANNING DEPARTMENT  
PERFORMANCE MEASURES**

Indicator	2009-10 Actual	2010-11 Actual	2011-12 Goal	2011-12 Actual	2012-13 Goal
<b>Outputs</b>					
1. Revision of Problem Zoning Code Sections	N/A	ON-GOING	9/28/2012	ON-GOING	9/30/2013
2. Adoption of amended Comprehensive Plan Per New State law	N/A	N/A	3/5/2012	3/12/2012	12/10/2012
3. Adoption of Revised Sign Code	N/A	N/A	N/A	N/A	2/11/2013
4. Adoption of Airport Golf Zoning District	N/A	N/A	N/A	N/A	1/14/2013
<b>Effectiveness</b>					
1. Number of Board of Adjustment (BOA) Cases Prepared	28	31	32	13	20
2. Number of Zoning & Planning (Z & P) Board Cases Prepared	2	2	2	1	2
<b>Efficiency</b>					
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

The seal of the Miami Springs Police Department is a circular emblem. It features a central shield with a scale of justice, a sword, and a laurel wreath. The shield is surrounded by a ring of text, and the entire seal is encircled by a decorative border. The seal is positioned behind the mission statement text.

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

## **Police Department**

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

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

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

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### **Goals**

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

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

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

**Increase “Homeland Security” efforts.**

### **Objectives**

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

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

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

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

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

## **Police Department**

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### **2010-11 Accomplishments**

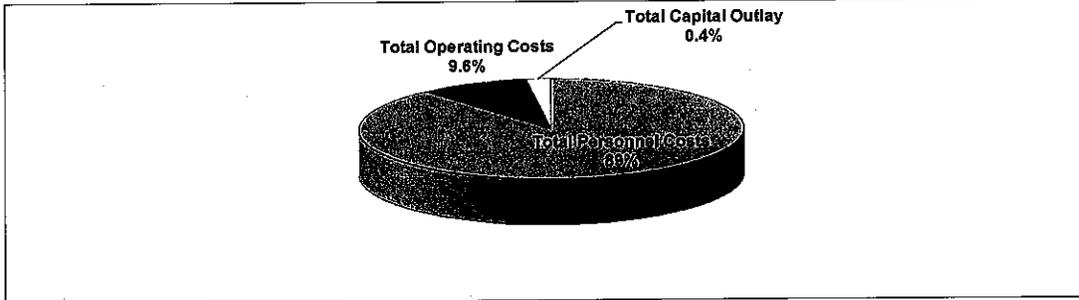
- Installed in-car automated digital fingerprint system
- Upgraded Police radio system
- Activated Video Deposition system
- Installed County Wide Arrest Form interface
- Continued grant funded upgrade and automation of the Police records database
- Initiated pro-active crime prevention/surveillance task force
- Installation and activation of the Red Light Camera system

### **FY 2012-13 Budget Highlights**

- The FY2012-12 budget is \$342,676 or 6% increase from the prior year, this increase is due to the following factors:
  1. A COPS grant that has funded the salaries of two uniformed officer positions over the past three years has now ended and the city now has to fund those salaries
  2. There is an increase in workmens compensation costs
  3. There is an increase in pension contributions cost
  4. The budget includes \$105,000 for next vehicles next year

**POLICE DEPARTMENT**  
Expenditure Detail

	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Amended Budget	FY 2012-13 Budget	% of Total	% Change from 2011-12
<b>PERSONNEL</b>						
Executive Salaries	\$ 483,812	\$ 533,544	\$ 478,420	\$ 487,892	8.4%	2.0%
Police Recruit-Grant Funded	75,328	99,662	105,298	-	0.0%	0.0%
Regular Salaries	2,368,022	2,457,843	2,426,557	2,580,037	44.5%	6.3%
Police Dept Civilians	404,342	414,691	437,066	443,816	7.7%	1.5%
Part Time Year Round	67,821	58,620	65,810	65,810	1.1%	0.0%
Overtime	82,259	79,930	90,000	90,000	1.6%	0.0%
Special Pay	37,530	36,370	35,000	37,000	0.6%	5.7%
Payroll Taxes	270,828	276,022	278,319	283,398	4.9%	1.8%
Pension & Retirement	333,662	456,406	488,084	620,480	10.7%	27.1%
Health Insurance	367,814	378,835	381,112	387,871	6.7%	1.8%
Workers' Compensation	84,595	50,805	56,733	151,635	2.6%	167.3%
<b>Total Personnel Costs</b>	<b>\$ 4,576,013</b>	<b>\$ 4,842,728</b>	<b>\$ 4,842,399</b>	<b>\$ 5,147,941</b>	<b>88.7%</b>	<b>6.3%</b>
<b>OPERATING</b>						
Professional Services	20,517	15,798	46,000	46,560	0.8%	1.2%
Contractual Services	5,066	5,076	7,149	6,500	0.1%	-9.1%
Travel & Related Costs	2,428	1,053	4,000	4,000	0.1%	0.0%
Repairs & Maintenance	37,270	26,677	39,862	32,000	0.6%	-19.7%
Rentals & Lease	4,111	3,762	5,000	5,000	0.1%	0.0%
Printing & Binding	784	708	1,000	1,000	0.0%	0.0%
Advertising & Promotions	3,218	1,087	3,000	3,000	0.1%	0.0%
Office Supplies	4,978	4,922	5,000	5,000	0.1%	0.0%
Postage	475	500	447	559	0.0%	25.1%
Operating Supplies	23,527	24,378	23,500	24,200	0.4%	3.0%
Uniforms	57,016	71,257	78,360	80,300	1.4%	2.5%
Vehicle registration and tag	150	150	250	250	0.0%	0.0%
Courier, UPS, Fedex-Overnight	382	88	800	800	0.0%	0.0%
Dues, Memberships & Subsc.	2,469	1,310	2,000	2,000	0.0%	0.0%
Training & Education	7,689	22,534	25,000	25,000	0.4%	0.0%
Liability Insurance	105,035	89,176	78,282	73,078	1.3%	-6.6%
Fleet Maintenance	64,368	58,994	75,500	79,000	1.4%	4.6%
Fuels, Oils, Lubricants	91,430	96,850	120,000	120,000	2.1%	0.0%
Telephone/Internet/Beepers	27,931	22,184	26,205	26,004	0.4%	-0.8%
<b>Total Operating Costs</b>	<b>\$ 458,844</b>	<b>\$ 446,504</b>	<b>\$ 541,355</b>	<b>\$ 534,251</b>	<b>9.2%</b>	<b>-1.3%</b>
<b>CAPITAL OUTLAY</b>						
Vehicles	187,353	27,481	54,962	105,000	1.8%	91.0%
Machinery & Equipment	33,789	16,257	20,000	14,200	0.2%	-29.0%
<b>Total Capital Outlay</b>	<b>\$ 221,142</b>	<b>\$ 43,738</b>	<b>\$ 74,962</b>	<b>\$ 119,200</b>	<b>2.1%</b>	<b>59.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 6,255,999</b>	<b>\$ 5,332,970</b>	<b>\$ 5,458,716</b>	<b>\$ 5,801,392</b>	<b>100.0%</b>	<b>6.3%</b>



**Personnel Summary**

	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Amended Budget	FY 2012-13 Budget	% of Total	% Change from 2011-12
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	4	4	4	6.5%	0.0%
Officer - K9	2	2	2	2	3.2%	0.0%
Officer	21	22	22	22	35.5%	0.0%
Communications Supervisor	1	1	1	1	1.6%	0.0%
Dispatcher I	6	5	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%
<b>Total of Full time employees</b>	<b>55</b>	<b>54</b>	<b>54</b>	<b>54</b>	<b>87.1%</b>	<b>0.0%</b>
<b>Part Time Employees</b>						
Clerical Assistant	3	2	2	2	3.2%	0.0%
Public Service Aldes	3	2	2	2	25.0%	0.0%
School Crossing Guards	4	4	4	4	6.5%	0.0%
<b>Total of Part time employees</b>	<b>10</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>12.9%</b>	<b>0.0%</b>
<b>DEPARTMENT TOTAL</b>	<b>65</b>	<b>62</b>	<b>62</b>	<b>62</b>	<b>100.0%</b>	<b>0.0%</b>

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

	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Amended Budget	FY 2012-13 Budget	% of Total	% Change from 2011-12
<b>PERSONNEL</b>						
Part Time Year Round	\$ 20,463	\$ 17,824	\$ 15,940	\$ 20,000	88.9%	25.5%
Payroll Taxes	1,566	1,363	1,219	1,530	6.8%	25.5%
Worker's Compensation	132	156	120	563	2.5%	368.8%
<i>Total Personnel Costs :</i>	\$ 22,161	\$ 19,343	\$ 17,279	\$ 22,093	98.2%	27.9%
<b>OPERATING</b>						
Uniforms	144	143	300	300	1.3%	0.0%
Other	19	-	100	100	0.4%	0.0%
<i>Total Operating Costs :</i>	\$ 163	\$ 143	\$ 400	\$ 400	1.8%	0.0%
<b>TOTAL EXPENSES</b>	\$ 22,324	\$ 19,486	\$ 17,679	\$ 22,493	100.0%	27.2%

## POLICE DEPARTMENT PERFORMANCE MEASURES

Indicator	2009-10 Actual	2010-11 Actual	2011-12 Goal	2011-12 Actual	2012-13 Goal
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### Outputs

Crime Index	989	934	900	914	880
Crime rate (per 1,000)	73	69	67	68	67
Number of arrests	426	430	500	494	525
Reported Traffic Accidents	289	381	300	404	350
Traffic/parking citations	8,537	9,915	10,000	6,239	10,000
Number of patrol zones patrolled 24 hrs/day	11	11	11	11	11

### Effectiveness

Average call response time (min.)	2:52	2:52	2:40	2:53	2:40
Clearance rate of Class I Crimes	18.82%	19.54%	22.00%	21.50%	22.00%

### Efficiency

Expenditures per resident population	\$381.00	\$376.23	\$375.00	\$410.71	\$420.00
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Used Crime Index rate of 13.5  
(CI\13.5%)  
Submitted: 10/3/2012  
L Bosque

# **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.**

## • **Information Technology**

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### **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
- **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

- **Information Technology**

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- **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

## • Information Technology

### 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 Services to improve the lives of the citizens of Miami Springs. Information Services will accomplish its goals by providing and coordinating Information Services to its customers.

### FY2011-12 Accomplishments

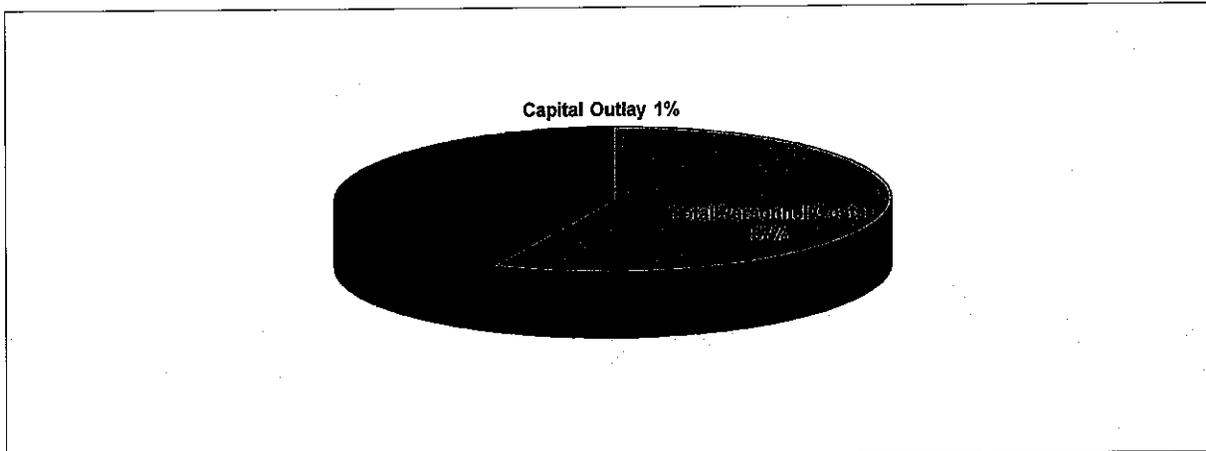
- Wide area network upgrade to 100MB between offices
- Internet access upgrade to 10MB
- Installation of VOIP server and new phones
- Replaced expensive phone lines with cost effective PRI service.
- Addition of virtualization services to reduce amount of hardware used.
- Addition of Policies and Procedures for IT related functions

### FY 2012-13 Budget Highlights

- FY2012-13 budget is \$35,028 or 10.7% higher than prior year as follows:
- Addition of offsite backup (cloud based)
- Redundant PBX installation (phone system backup)
- Antivirus software upgrades

**INFORMATION TECHNOLOGY  
Expenditure Detail**

	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Amended Budget	FY 2012-13 Budget	% of Total	% Change from 2011-12
<b>PERSONNEL</b>						
Salaries	\$ 148,535	\$ 161,510	\$ 153,491	\$ 155,844	43.0%	1.5%
Part Time	3,019	-	-	-	0.0%	0.0%
Payroll Taxes	11,134	11,898	10,257	10,441	2.9%	1.8%
Pension & Retirement	9,207	16,237	13,932	15,479	4.3%	11.1%
Health Insurance	16,978	19,007	20,068	20,050	5.5%	-0.1%
Workers' Compensation	803	1,073	1,151	292	0.1%	-74.6%
<b>Total Personnel Costs</b>	<b>\$ 189,676</b>	<b>\$ 209,725</b>	<b>\$ 198,899</b>	<b>\$ 202,105</b>	<b>55.8%</b>	<b>1.6%</b>
<b>OPERATING</b>						
Travel and per diem	225	225	500	500	0.1%	0.0%
Professional Services	6,133	2,000	-	-	0.0%	0.0%
Contractual Services	112,035	121,196	111,264	137,064	37.8%	23.2%
Telephone/Internet	3,029	2,646	2,626	3,215	0.9%	22.4%
Repairs & Maintenance	8,610	11,809	4,429	750	0.2%	-83.1%
Liability Insurance	3,023	3,230	2,890	2,500	0.7%	-13.5%
Office Supplies	30	24	100	500	0.1%	400.0%
Operating Supplies	2,919	3,727	1,000	1,040	0.3%	4.0%
Dues, Memberships & Subsc.	320	320	600	882	0.2%	47.0%
Training & Education	-	200	2,000	2,080	0.6%	4.0%
<b>Total Operating Costs</b>	<b>\$ 136,324</b>	<b>\$ 145,377</b>	<b>\$ 125,409</b>	<b>\$ 148,531</b>	<b>41.0%</b>	<b>18.4%</b>
<b>CAPITAL OUTLAY</b>						
Machinery & Equipment	20,460	-	2,800	11,500	3.2%	100.0%
<b>Total Capital Outlay</b>	<b>\$ 20,460</b>	<b>\$ -</b>	<b>\$ 2,800</b>	<b>\$ 11,500</b>	<b>3.2%</b>	<b>100.0%</b>
<b>DEBT SERVICE</b>						
Principal	-	-	-	-	0.0%	0.0%
Interest	-	-	-	-	0.0%	0.0%
<b>Total Debt Service</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>0.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 346,460</b>	<b>\$ 355,102</b>	<b>\$ 327,108</b>	<b>\$ 362,136</b>	<b>100.0%</b>	<b>10.7%</b>



<b>Personnel Summary</b>						
	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Amended Budget	FY 2012-13 Budget	% of Total	% Change from 2011-12
Information Technology Manager	1	1	1	1	43.5%	0.0%
Asst. I.T. Manager	-	1	1	1	43.5%	0.0%
Systems Manager	0.5	0.3	0.3	0.3	13.0%	0.0%
<b>Total of Full time employees</b>	<b>1.5</b>	<b>2.3</b>	<b>2.3</b>	<b>2.3</b>	<b>100.0%</b>	<b>0.0%</b>
<i>Part-time Employee</i>						
IT Technician	1.0	0	0	0	0.0%	0.0%
<b>DEPARTMENT TOTAL</b>	<b>2.5</b>	<b>2.3</b>	<b>2.3</b>	<b>2.3</b>	<b>100.0%</b>	<b>0.0%</b>

## INFORMATION TECHNOLOGY DEPARTMENT PERFORMANCE MEASURES

Indicator	2009-10 Actual	2010-11 Actual	2011-12 Goal	2011-12 Actual	2012-13 Goal
<b>Outputs</b>					
Number of informal Help desk calls	637	660	500	725	250
Daily average of web hits	6789	765	1000	474	1000
Daily average of web visitors	368	235	1000	309	500
Users supported	121	121	121	121	121
PC's supported	118	118	118	120	120
Servers supported	18	18	18	18	18
<b>Efficiency</b>					
Number of Hardware support calls	172	110	50	32	50
Number of Software support calls	233	242	50	244	50
Number of phone related support calls	78	72	50	268	50
Number of training hours provided	27	52	100	30	100
Tech staff to End User ratio	60.5	60.5	60.5	60.5	60.5
Number of website related tasks	57	97	12	37	12
Number of network related issues	32	28	10	112	10
Number of server related issues	27	17	12	14	12
Number of password issues	11	42	12	18	12

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# **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 & Code Compliance**

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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, and ensuring that those properties are in compliance with the City's Code of Ordinances pertaining to zoning and other regulations.

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

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### **Goals**

Contact at least 10% 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, with all licenses renewed no later than January 31, 2013.

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

### **Objectives**

To constantly improve customer service by soliciting feedback from at least 10% 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 within the deadline specified.

## **Building & Code Compliance**

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### **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.

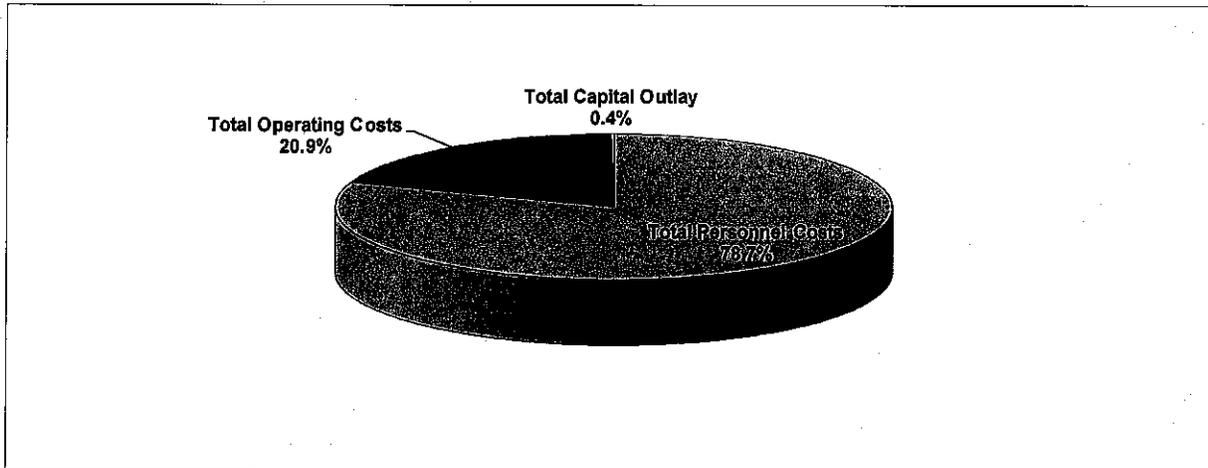
Continue to update fee structure to provide a self funding economic base for the Department.

### **2011-12 Accomplishments**

- Year over year (projected) expenditures increased by 8.5% (\$45,777) primarily due to increased inspections.
- Budget request for FY 2013 is reduced 1.5% year over year (\$9,286)
- Maintained Services in spite of 100% turnover in Office Staff.
- Issued 49 new Occupational Licenses
- Cleared Files of Closed Business Locations and renewed 98% of all Occupational Licenses (balance cited and scheduled for renewal or fine before August 1)
- Collected 10-25% late fees on all delinquent Occupational Licenses
- Continued processing of City No Fee Permits including:
  - Curtiss Mansion
  - Golf Course Irrigation
  - Senior Center renovations
  - Various Right of Way permits
- Issued 565 Residential Permits (Average 81 per month)
- Issued Non-Revenue Permits with a dollar value of \$7,675
- Issued 155 Commercial Permits (Average 22 per month)
- Conducted 1,486 Building Inspections (Average 372 per month)

**BUILDING & CODE COMPLIANCE DEPARTMENT**  
Expenditure Detail

	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Amended Budget	FY 2012-13 Budget	% of Total	% Change from 2011-12
<b>PERSONNEL</b>						
Salaries	\$ 234,557	\$ 197,845	\$ 213,797	\$ 202,147	35.3%	-5.4%
Part Time Year Round	143,503	156,047	185,320	170,160	29.7%	-8.2%
Overtime	3,280	6,293	-	-	0.0%	0.0%
Payroll Taxes	28,485	26,101	28,199	26,186	4.6%	-7.1%
Pension & Retirement	14,345	19,672	22,998	23,692	4.1%	3.0%
Health Insurance	28,456	26,893	33,770	30,890	5.4%	-8.5%
Workers' Compensation	15,198	2,514	2,993	7,400	1.3%	147.2%
<b>Total Personnel Costs</b>	<b>\$ 467,824</b>	<b>\$ 435,365</b>	<b>\$ 487,077</b>	<b>\$ 460,474</b>	<b>80.4%</b>	<b>-5.5%</b>
<b>OPERATING</b>						
Contractual Services	69,055	63,750	85,000	75,000	13.1%	-11.8%
Travel & Related Costs	2,468	2,025	2,000	1,000	0.2%	0.0%
Repairs and Maintenance	2,414	-	3,200	1,000	0.2%	0.0%
Uniforms	377	1,549	2,000	2,000	0.3%	0.0%
Rentals & Lease	2,388	2,411	2,400	1,000	0.2%	-58.3%
Printing & Binding	1,194	-	1,200	500	0.1%	-58.3%
Postage	1,094	1,065	1,035	1,294	0.2%	25.0%
Office Supplies	3,590	1,111	2,500	2,500	0.4%	0.0%
Operating Supplies	5,650	1,857	4,000	3,000	0.5%	-25.0%
Dues, Memberships & Subsc.	140	369	1,000	500	0.1%	-50.0%
Training & Education	202	1,148	2,500	500	0.1%	-80.0%
Liability Insurance	10,450	9,381	9,268	8,358	1.5%	-9.8%
Fleet Maintenance	4,430	5,437	5,700	5,000	0.9%	-12.3%
Telephone/Internet	9,489	9,766	10,124	9,887	1.7%	-2.3%
<b>Total Operating Costs</b>	<b>\$ 112,941</b>	<b>\$ 99,869</b>	<b>\$ 131,927</b>	<b>\$ 111,539</b>	<b>19.5%</b>	<b>-15.5%</b>
<b>CAPITAL OUTLAY</b>						
Machinery & Equipment	-	2,470	1,022	1,000	0.2%	-2.2%
<b>Total Capital Outlay</b>	<b>\$ -</b>	<b>\$ 2,470</b>	<b>\$ 1,022</b>	<b>\$ 1,000</b>	<b>0.2%</b>	<b>-2.2%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 580,765</b>	<b>\$ 537,704</b>	<b>\$ 620,026</b>	<b>\$ 573,013</b>	<b>100.0%</b>	<b>-7.6%</b>



**Personnel Summary**

	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Amended Budget	FY 2012-13 Budget	% of Total	% Change from 2011-12
Building Specialist II,III	1	1	1	1	6.7%	0.0%
Building Specialist I	2	2	2	2	13.3%	0.0%
Code Compliance Officers	1	1	1	1	6.7%	0.0%
B&C Director	1	1	1	1	6.7%	0.0%
<b>Total Full Time Employees</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>33.3%</b>	<b>0.0%</b>
Inspectors	8	8	8	8	53.3%	0.0%
Building Official	1	1	1	1	6.7%	0.0%
Code Compliance Officers	-	2	2	1	6.7%	0.0%
<b>Total Part-Time Employees</b>	<b>9</b>	<b>11</b>	<b>11</b>	<b>10</b>	<b>66.7%</b>	<b>-9.1%</b>
<b>DEPARTMENT TOTAL</b>	<b>13</b>	<b>16</b>	<b>16</b>	<b>15</b>	<b>100.0%</b>	<b>-6.3%</b>

## BUILDING & ZONING AND CODE COMPLIANCE PERFORMANCE MEASURES

Indicator	2009-10 Actual	2010-11 Actual	2011-12 Goal	2011-12 Actual	2012-13 Goal
<b>Outputs</b>					
All Occupational Licenses will be invoiced and paid by:	1/31/2010	8/30/2011	6/30/2012	8/30/2012	8/30/2013
<b>Effectiveness</b>					
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	1% per week	1% per week	1% per week	1% per week
<b>Efficiency</b>					
All permits will receive a final inspection and be closed within 6 months of being issued.	Yes	No*	Yes	No*	Yes
All inspections will be performed on day scheduled	Yes	.05% failure rate**	Yes	Yes	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.					