



**MIAMI
SPRINGS**

At the Heart of it All!

ADOPTED BUDGET FISCAL YEAR 2013 - 2014



CITY OF MIAMI SPRINGS, FLORIDA

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INTRODUCTORY SECTION



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Miami Springs
Florida**

For the Fiscal Year Beginning

October 1, 2012

Christopher P. Morrell

President

Jeffrey R. Egan

Executive Director

LETTER OF TRANSMITTAL

CITY OF MIAMI SPRINGS



201 Westward Drive
Miami Springs, FL 33166-5289
Phone: (305) 805-5014
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September 24, 2013

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, 2014. 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.

Although taxable property values increased slightly from \$876,429,126 last year to \$910,262,509 for the current year (a 3.9% increase), increasing pension, fuel, other operating costs, and the approx. \$200,000 shortfall in ad valorem revenue collections from the FY2012-13 budget, resulted in a budget shortfall that needed to be addressed. The city's total taxable values have decreased by almost \$160 million over the past six years, a reduction of 15%. The following are some key factors in the proposed budget for FY2013-14:

- A proposed increase in millage of .6760 mills (\$615,160) or 9.7% from the current 6.9950 to **7.6710**.
- The FY2013-14 budget provides for an increase in reserves of approx. \$172,000 and was balanced by, besides the millage increase discussed above, the following Council actions:
 1. The City Clerk budget will provide for the hiring of a new City Clerk and will not require the contracting of the prior Clerk on a part time basis.
 2. The FY2013-14 budget includes a one-time 4% COLA for those employees earning less than \$50,000 in order to help them offset the approx. 12% cost of living increase over the last 4 years without COLA or merit increases.

3. City Clerk budget was increased by \$20,000 to be set up as a reserve for the FY2014-15 election costs.
4. City Clerk's budget has been reduced by \$3,000 by limiting the number of Board meetings to quarterly, where possible.
5. The position of Police Lieutenant, which will be vacant January 2014, will not be filled this coming budget year. This provided a cost reduction of approx. \$81,000. Police overtime budget was reduced by \$25,000.
6. The City Council budget was reduced by \$10,000 in the City Events line item.
7. The Golf budget was approved at the amended amount which increases the budget by approx. \$276,000.
8. Council approved \$35,000 to CMI to cover their operating budget shortfall.
9. The following reductions were made during the August 19 workshop and the August 26 Council meeting:

City Clerk	\$2,500
Professional Services	1,200
Planning	2,100
Recreation	3,200
Reduction in tree planting	<u>17,000</u>
Total	\$26,000

- Budgeted pension plan costs increased by an average of 7.3% for all employees. Aetna's health insurance renewal for next year increased by 9.8%.
- The budget also includes a loss of approx. \$708,261 from golf operations next fiscal year. Loss is mainly due to the increased maintenance budget approved by Council in order to improve the condition of the greens and fairways.
- The Tentative Budget does not address potential costs in the coming year related to the pool repairs (only have about \$75,000 in reserves), DERM compliance requirements at the golf course, or sets aside any funding for commercial redevelopment.

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

- Continuing increases in employee costs (i.e.: Pension, health insurance, etc).
- Needed repairs at the pool complex to shore up the facility
- DERM facility compliance requirements at the golf course
- Continued negotiations with the PBA
- Increasing fuel and operating costs.
- Losses at the golf operation

- Availability of grant funds from the local, State, or Federal government.
- Succession planning for the 5 key Department Heads or Assistants in the DROP.

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 36th Street business corridor, is commercial in nature with hotels, restaurants, and office & industrial complexes. These facilities primarily service the airport and support industries related to the airport and its employees.

The Administration recognizes the importance of increasing its commercial tax base, which is approximately only 28% of total tax revenues, for the City's future economic health and to reduce the tax burden on the residents. To this end, the City is continuing to pursue the viability of annexing areas west of the City, aggressively pursuing the re-development of the NW 36th Street corridor, and considering various improvements to the rest of our commercial areas.

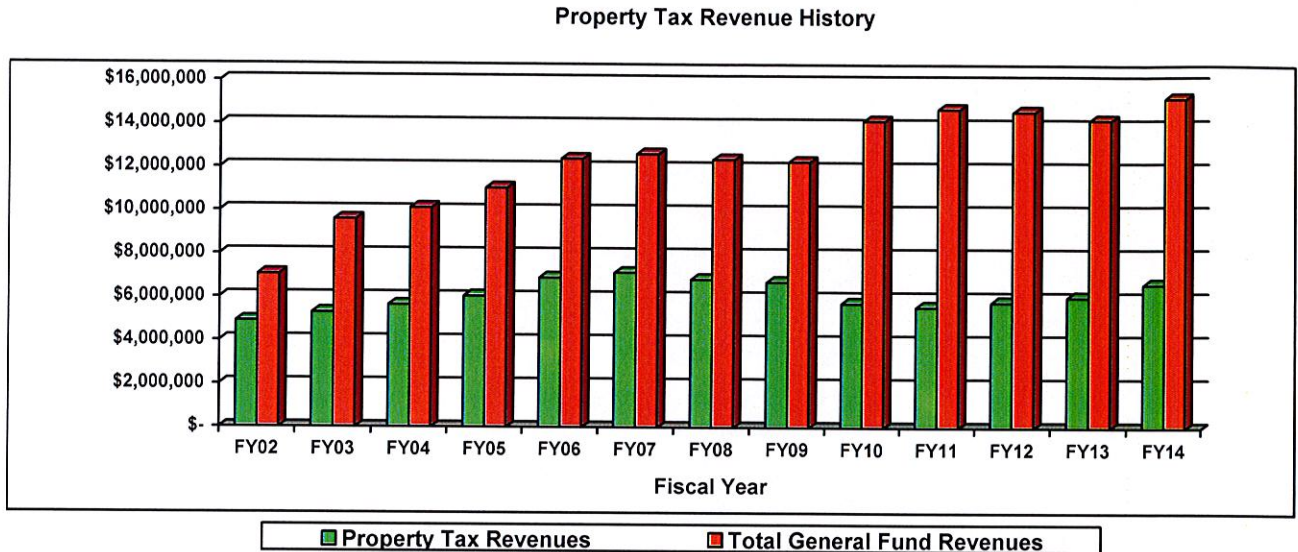
MILLAGE RATE AND FUNDING

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 \$910,262,509 (subject to appeals), 3.9% higher than last year's Final Gross Taxable Value of \$876,429,126. It is against this figure that taxing authorities levy their millage, which results in the total tax bill for each property owner. Historically, the City's portion of the total property tax bill has accounted for approximately 25-29% of the resident's total tax bill. The Fiscal Year 2012-2013 Millage Rate was 6.9950. The Administration is proposing a millage rate of 7.6710 to fund the Fiscal Year 2013-14 budget, an increase of 0.6760 mills from FY 2012-13. This rate will generate approximately \$6,633,493 in ad valorem taxes for the General Fund or approximately 44% of total General Fund revenues. In accordance with the provisions of Florida Law, the City is limited to budgeting only 95% of the total ad valorem tax levy. This taxation limitation takes into account discounts for early tax payments as well as potential reductions from appeals by property owners.

The following example illustrates the estimated Ad Valorem Tax paid by a property owner under the tentative rate for FY2014 of 7.6710 mills compared to what residents paid last year when the millage rate was 6.9950:

<i>Assessed Property Values</i>	\$150,000	\$200,000	\$275,000	\$325,000
<i>LESS: Homestead Exemption</i>	<u>-50,000</u>	<u>-50,000</u>	<u>-50,000</u>	<u>-50,000</u>
<i>Taxable Value</i>	\$100,000	\$150,000	\$225,000	\$275,000
CITY BILL FOR FY 2014	\$767.10	\$1,150.65	\$1,725.98	\$2,109.53
CITY BILL FOR FY 2013	<u>\$724.46</u>	<u>\$1,086.69</u>	<u>\$1,630.35</u>	<u>\$1,992.27</u>
TOTAL INCREASE	<u>\$42.64</u>	<u>\$63.96</u>	<u>\$95.63</u>	<u>117.26</u>

The following chart provides a historical comparison of the amount of property taxes collected by the city since FY2002 (green columns) compared to the total of all general fund revenues (red columns).



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 FY2014 are approximately the same as the amount assessed in FY2006.

PROPOSED BUDGETS FOR VARIOUS MAJOR FUNDS

The FY2013-14 budget for **all** funds totals **\$19,811,715** representing an increase of **1.6%** from the FY2012-13 amended budget of **\$19,498,446**.

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

Funds	Revenues/Sources	Expenditures/Uses
General Fund	\$ 15,245,012	\$ 15,245,012
Special Revenue Funds	1,225,659	1,225,659
Enterprise Funds	2,771,566	2,771,566
Debt Service Fund	569,478	569,478
Total All Funds	\$19,811,715	\$19,811,715

The General Fund

The General Fund budget increased by \$605,901 (4.1%), from \$14,639,111 in FY2012-13 to \$15,245,012 in FY 2013-14. This increase was mainly due to the requirements for additional maintenance funding at the golf course operation, as well as increased pension, health insurance, and other operating costs.

The Road and Transportation Fund

In FY 2013-14, the transportation fund budget is \$575,066. This fund is used to account for the CITT funds received from the half-cent Peoples Transportation Tax monies distributed by Miami-Dade County.

The Golf Course Division

The FY 2013-14 budget for golf course operations allocates a general fund contribution of approximately **\$708,261** to cover the budgeted operating deficit for the year, which includes a significant investment in new maintenance equipment as well as improvements to the greens and fairways. 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 2013-14 budget for the Elderly Services operations allocates a general fund contribution of approximately **\$139,336**.

The Sanitation Fund

In FY 2013-14, the operation is projected to breakeven, and will not require any general fund support. The billing change instituted for the FY2011, whereby we included the waste bill in the resident's property tax bill, has improved collections significantly thus providing cash flows on a timely basis, while reducing the bad debt allowance and write-offs from prior years.

Revenue Highlights

The largest source of revenue is "Ad Valorem taxes", which account for 44.2% of total general fund budgeted revenues and 34% of all revenues, and is budgeted at approximately \$6,748,869. This is an increase from the prior year due mainly to the increase in millage proposed in this budget.

Referring to the chart on top of page 4, 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 \$6,748,869 for FY2013-14.

The second largest source of revenue is "Charges for Services", representing 22% of total budgeted revenues, is currently budgeted at approximately \$4,173,088, as opposed to \$4,108,029 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, 40% of the General Fund budgeted expenditures are for Public Safety (excluding the Building & Zoning Division). The FY 2013-14 Police budget reflects a 3.5% increase from the FY 2012-13 budget. The proposed Police budget will provide for vehicle replacement, and also does not fill a vacant position of a Lieutenant due to retirement.

Expenditure Highlights (continued)

Total budgeted salaries (excluding fringe benefits to the City's employees) for FY 2013-14 is approximately \$7,818,217 or 40% of total budgeted expenditures for all funds. This represents an increase of \$54,621 (0.7%) over the FY2012-13 budgeted salaries of \$7,763,596. This increase is due to the one time COLA approved by Council for all employees earning less than \$50,000. As discussed above, pension costs increased by 7.3% for all employees.

FUND BALANCE

The FY 2013-14 budget will not use any of our unreserved general fund balance in order to balance the budget, the tentative budget actually provides almost \$172,000 increase to reserves at year-end . 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:

- Instituted a paperless agenda process for Council meetings resulting in substantial savings.
- Appointed two new Department Heads; Mr. Tom Nash as Public Works Director and Mr. Paul O'Dell as Golf Director, that will provide an improved level of professionalism to those Departments.
- Initiated quarterly brochures to residents which highlight key activities and events city-wide.
- Originated energy savings initiatives including the \$250,000 relighting of Stafford and Prince Fields using grant funds provided by the State and federal governments.
- Received grant funding of approx. \$598,000 for the Westward Drive bike path project.
- Had City Hall exterior painted in color palate and adobe theme in order to show leadership in Downtown Business District façade improvement.

CONCLUSION

The process of budget preparation for the upcoming fiscal year has been extremely challenging, yet rewarding. This budget should ensure the continued economic and social success of this City. Through an overall review of all departmental operations, the City has been able to cut costs without reducing critical services to our residents. We are extremely proud of the fact that this budget proposal maintains the same level of services for our residents, while 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,


Ronald K. Gorland
City Manager


William Alonso CPA, CGFO
Assistant City Manager/Finance Director

INTRODUCTION TO BUDGET PROCESS

**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2013-14**

Budget Process:

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

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

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

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

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

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

**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2013-14**

Budget Process (continued):

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

Other Budget Information:

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

Governmental Funds:

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

Proprietary Funds:

- a. Sanitation Fund
- b. Stormwater fund

There were three Special Revenue Funds that were not appropriated in the current year's budget; they include the Grants Fund, Hurricane Fund, and the Police Grants Fund. Additionally, the Capital Projects Fund was not appropriated for FY2013-14.

- 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 2013-14**

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 2013-14**

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 2013-14**

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 2013-14**

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 FY2013-14. These funds, however, are included as part of the City's audited financial statements.

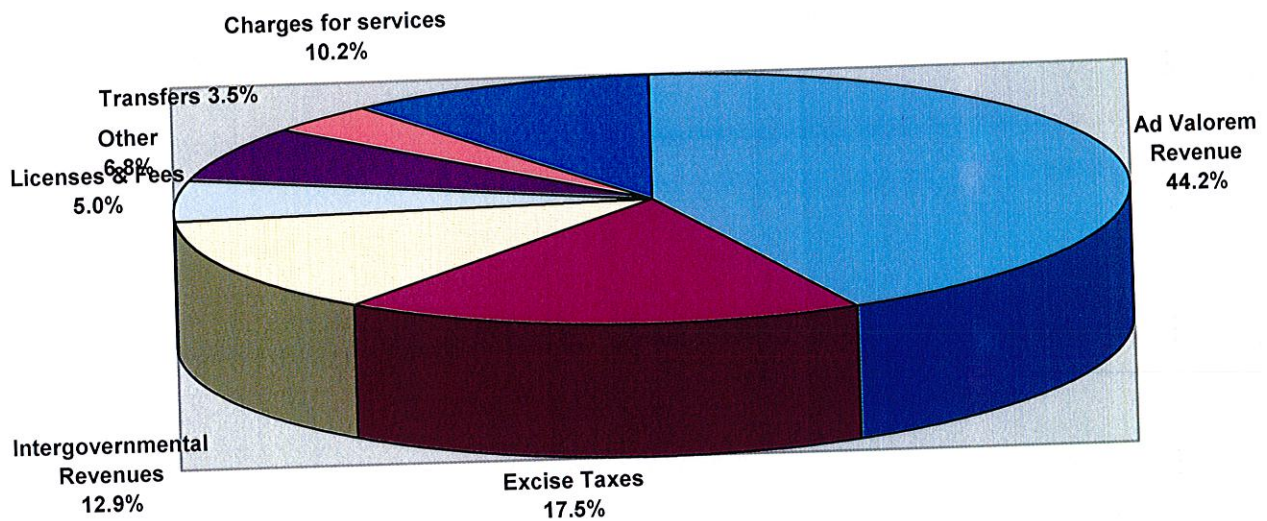
**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2013-14**

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

\$15,245,012



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 (44.2%) or approximately \$6.75 million, Excise Taxes which represent 17.5% or \$2.7 million, Charges for Services represents 10.2% or \$1.6 million, and Intergovernmental revenues which represent 12.9% or \$2.0 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 2013-14**

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 FY2013-14 projection is 1.7%.*

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 2013-14**

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

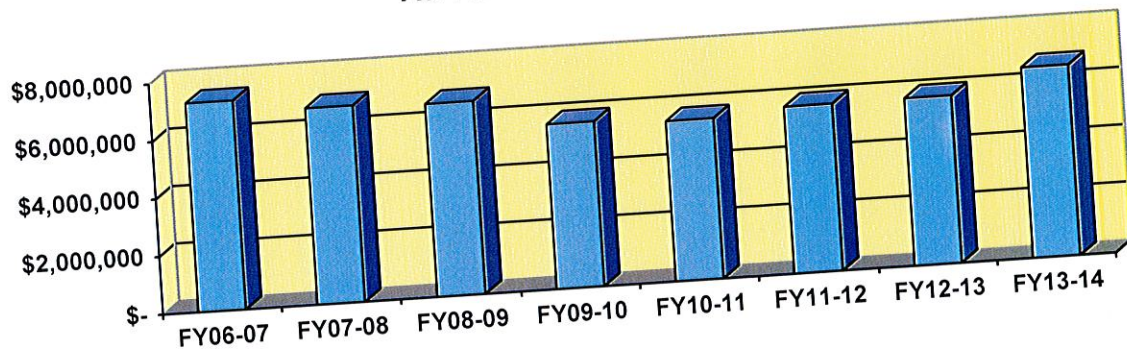
The millage of 7.6995 multiplied by the taxable value, less 5% for possible adjustments to assessed values and/or discounts taken for early payment.

Fiscal Year	Operating Millage Rate	Ad Valorem	% Change
13-14 (Est)	7.6710	\$ 6,633,493	13.90%
12-13 (Est)	6.9950	\$ 5,824,091	0.21%
11-12	6.7400	\$ 5,812,001	4.21%
10-11	6.4710	\$ 5,576,976	-2.72%
09-10	6.1698	\$ 5,732,869	0.00%

Fiscal Year	Millage Rate	Debt Service	% Change
13-14	Note A	\$ -	0.00%
12-13	Note A	\$ -	0.00%
11-12	Note A	\$ -	0.00%
10-11	0.4698	\$ 402,658	0.74%
09-10	0.4226	\$ 399,719	0.00%

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

Ad Valorem Revenues



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2013-14**

Major Revenue Sources: Governmental and Proprietary Funds

Sanitation Charges

Description

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

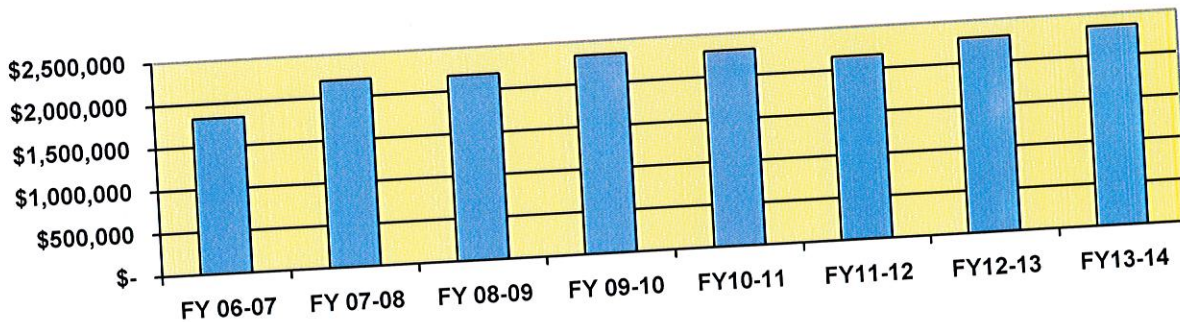
Forecast Methodology

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

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

Fiscal Year	Charges	% Change
13-14 (Est)	\$ 2,343,883	2.22%
12-13 (Est)	\$ 2,293,028	6.31%
11-12	\$ 2,156,926	-6.17%
10-11	\$ 2,298,787	-1.52%
09-10	\$ 2,334,259	0.00%

Sanitation Revenues



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2013-14**

Major Revenue Sources: Governmental and Proprietary Funds

Stormwater Charges

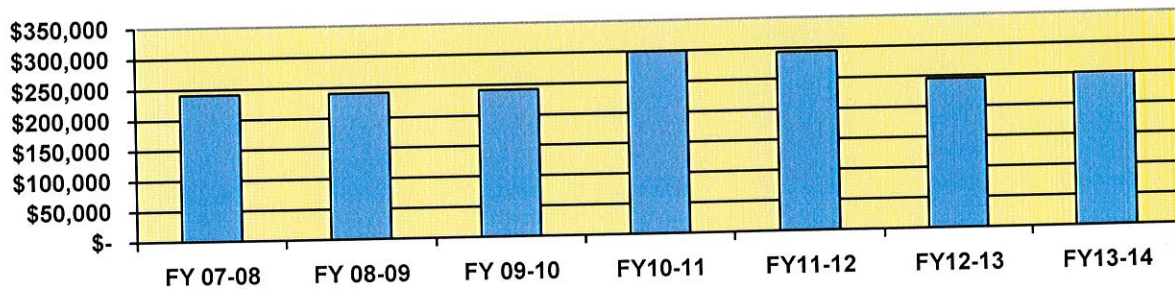
Description Charges paid by residents and businesses for stormwater mitigation. Stormwater charges are billed monthly on a flat rate basis. These revenues are accounted for in the Stormwater Fund (Proprietary Fund).

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

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

Fiscal Year	Charges	% Change
13-14 (Est)	\$ 250,500	2.12%
12-13 (Est)	\$ 245,300	-16.48%
11-12	\$ 293,688	-1.99%
10-11	\$ 299,641	24.03%
09-10	\$ 241,587	0.00%

Stormwater Revenues



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2013-14**

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.

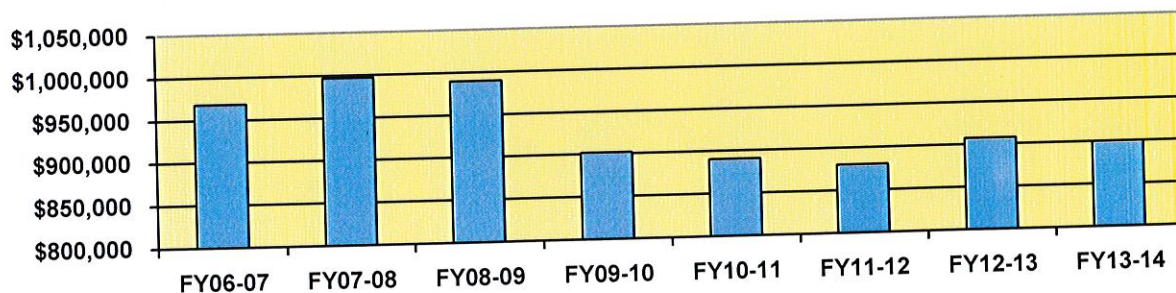
Forecast

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.

Fiscal Year	Fund	% Change
13-14 (Est)	\$ 900,000	-0.82%
12-13 (Est)	\$ 907,482	3.08%
11-12	\$ 880,356	-1.14%
10-11	\$ 890,519	-1.22%
09-10	\$ 901,539	0.00%

Franchise Fee Revenue



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2013-14**

Major Revenue Sources: Governmental and Proprietary Funds

State Shared Revenues

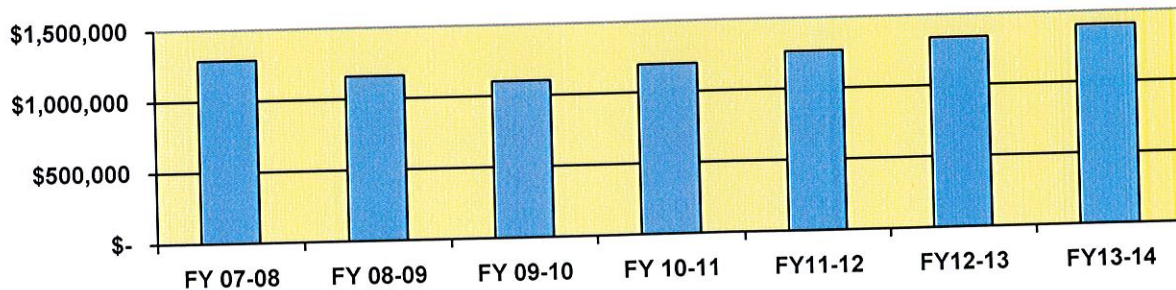
Description Taxes collected and remitted to the State of Florida are deposited in the State Sharing Trust Fund for Municipalities. The Trust Fund revenue consists of (1) Sales Tax Proceeds, (2) Municipal Tax 8th Cent, (3) Special Motor and Other Tax and (4) Local Government ½ Cent Sales Tax. The State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

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

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

Fiscal Year	Sales Tax Proceeds	Municipal Gas Tax 8 th Cent	Local Gov ½ cent Sales Tax	Total	% Change
13-14 (Est)	\$411,674	\$-0-	\$992,230	\$1,403,904	5.0%
12-13 (Est)	\$395,000	\$-0-	\$941,884	\$1,336,884	5.8%
11-12	\$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%)

State Shared Revenues



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2013-14**

Major Revenue Sources: Governmental and Proprietary Funds

Utility Services Taxes

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

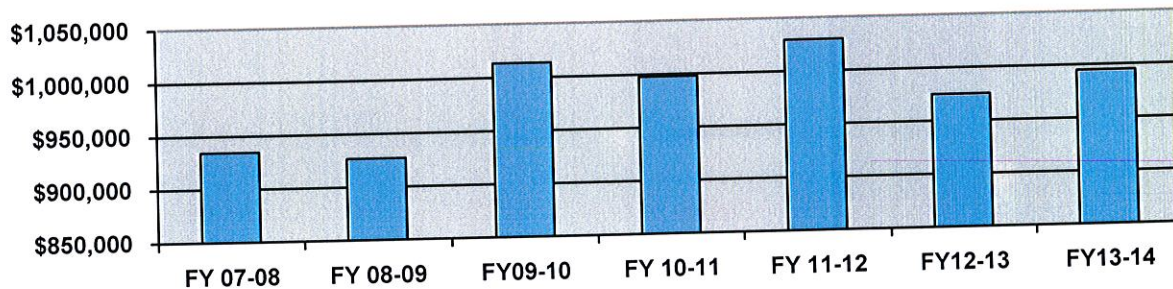
This revenue is based on a percent charge applied to the taxable amounts charged by the seller of the service. This revenue is accounted for in the General Fund.

**Forecast
Methodology**

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

Fiscal Year	Fund	% Change
13-14 (Est)	\$ 995,000	2.05%
12-13 (Est)	\$ 975,000	-5.29%
11-12	\$ 1,029,432	3.15%
10-11	\$ 998,001	-1.54%
09-10	\$ 1,013,594	0.00%

Utility Tax Revenues



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2013-14**

Major Revenue Sources: Governmental and Proprietary Funds

Local Option Gas Tax

Description

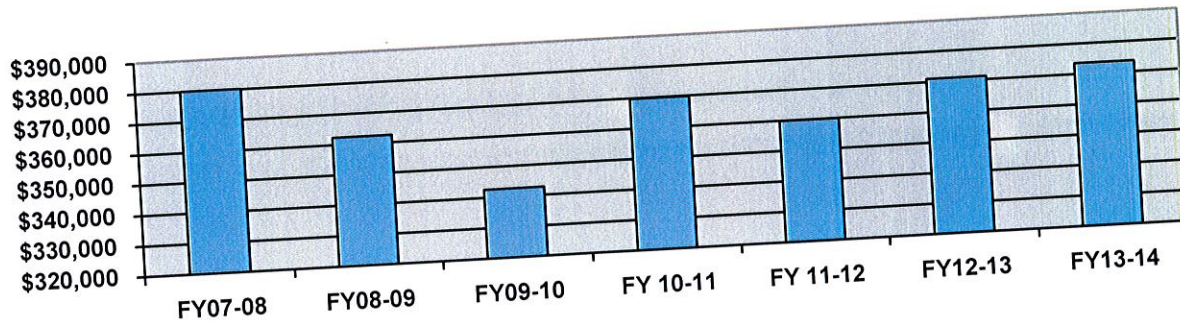
Pursuant to F.S. 336.025(1)(a)(b)(2), the County has exercised its authority in levying a tax on every gallon of motor fuel and diesel sold in the county. The proceeds may be used for transportation expenditures.

Forecast Methodology

This revenue is forecasted by the State of Florida.

Fiscal Year	Gas Tax	% Change
13-14 (Est)	\$ 373,549	0.69%
12-13 (Est)	\$ 371,007	3.10%
11-12	\$ 359,859	-2.67%
10-11	\$ 369,713	7.88%
09-10	\$ 342,694	0.00%

Local Option Gas Tax



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2013-14**

Major Revenue Sources: Governmental and Proprietary Funds

Communications Services Tax

Description

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

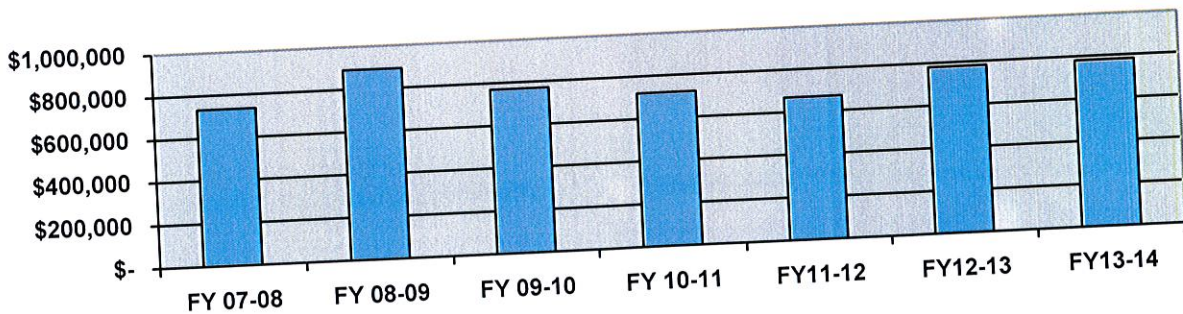
Forecast

Methodology

This revenue is forecasted by the State of Florida.

Fiscal Year	Fund	% Change
13-14 (Est)	\$ 780,000	0.00%
12-13 (Est)	\$ 780,000	16.60%
11-12	\$ 668,966	-7.12%
10-11	\$ 720,278	-6.44%
09-10	\$ 769,864	0.00%

Communications Tax



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2013-14**

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 FY13-14 for all general employees only.
- There is a one-time 4% COLA budgeted for general employees who earn less than \$50,000.
- Worker's Compensation – The City is insured through the Florida League of Cities, annual costs are based a percentage of payroll which is different based on the type of labor performed. The annual fee cost 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 9.8% increase in health insurance benefits.

Operating Expenses

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

Significant

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

**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2013-14**

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 2013-14**

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.

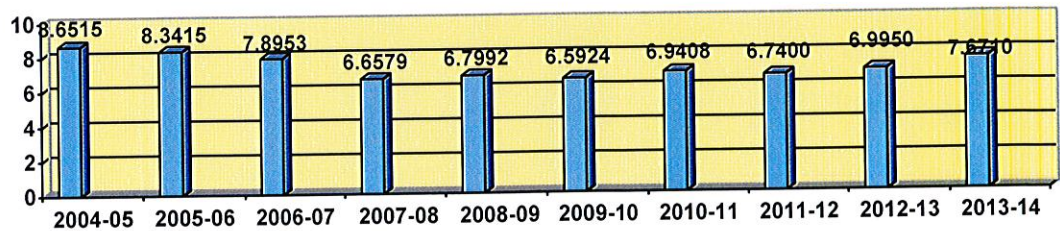
A cautious approach to personnel growth has been adopted since personnel-related costs account for approximately 63% of General Fund operating expenses. This budget reflects expenditure containment in response to the rising cost of personnel benefits, specifically health insurance costs.

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 2013-14 budget increases the millage rate to 7.6710. This millage is approximately 30% of a total property tax bill.

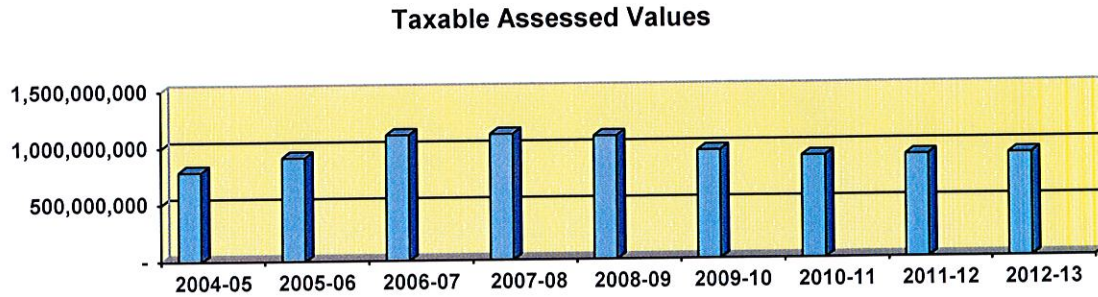
**Historical Millage Rates
(including debt service millage)**



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

**CITY OF MIAMI SPRINGS
BUDGET DEVELOPMENT GUIDELINES
FISCAL YEAR 2013-14**

Budget Goals and Guidelines (continued)



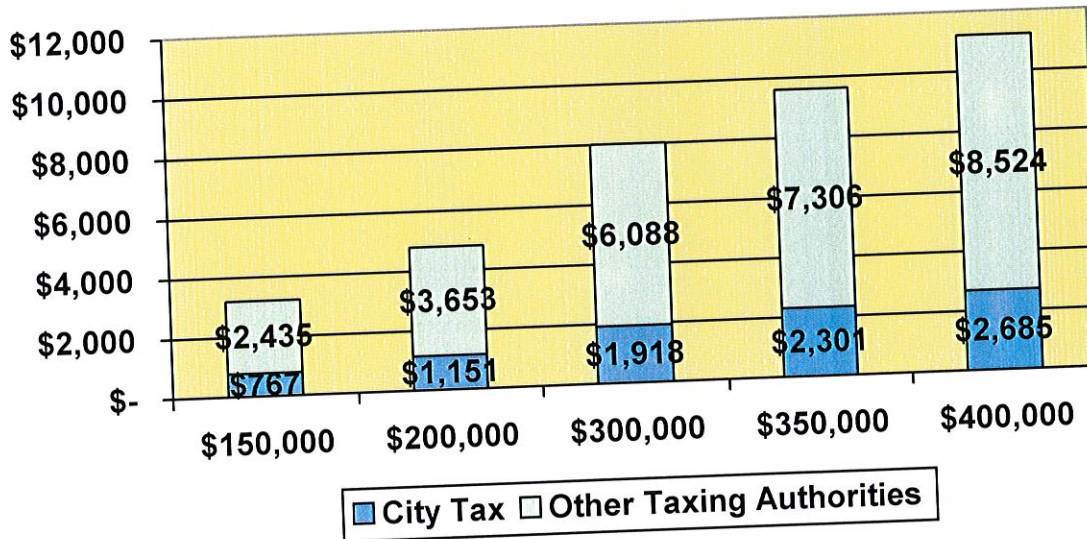
This graph illustrates the City's assessed values for the current and past eight years.

Components of Property Tax Bill	2012-13	2013-14	% Change
Miami Dade County Schools	7.7650	7.6440	(1.56%)
Environmental Protection	.0613	.0587	(4.24%)
South Florida Water Management	.3676	.3523	(4.16%)
Florida Inland Navigational District	.0345	.0345	-0-
Miami Dade County Government Services	4.7035	4.7035	-0-
Children's Trust	.5000	.5000	-0-
City of Miami Springs	6.9950	7.6710	9.66%
Fire and Rescue	2.4496	2.4496	-0-
Library	.1725	.1725	-0-
Voter Approved Debt Payments			
School	.2330	.3330	42.92%
Miami Dade County	.2850	.4220	48.07%
Fire	.0131	.0127	(3.05%)
Total Millage Rate	23.5801	24.3538	3.28%

**CITY OF MIAMI SPRINGS
BUDGET DEVELOPMENT GUIDELINES
FISCAL YEAR 2013-14**

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 2013-14**

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 40% 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 2013-14**

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 15-25% 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 2013-14**

Revenue Policies

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

Cash management/Investment Policies

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

Debt Policies

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

**CITY OF MIAMI SPRINGS
BUDGET DEVELOPMENT GUIDELINES
FISCAL YEAR 2013-14**

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 attempt to 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 2013-14 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.

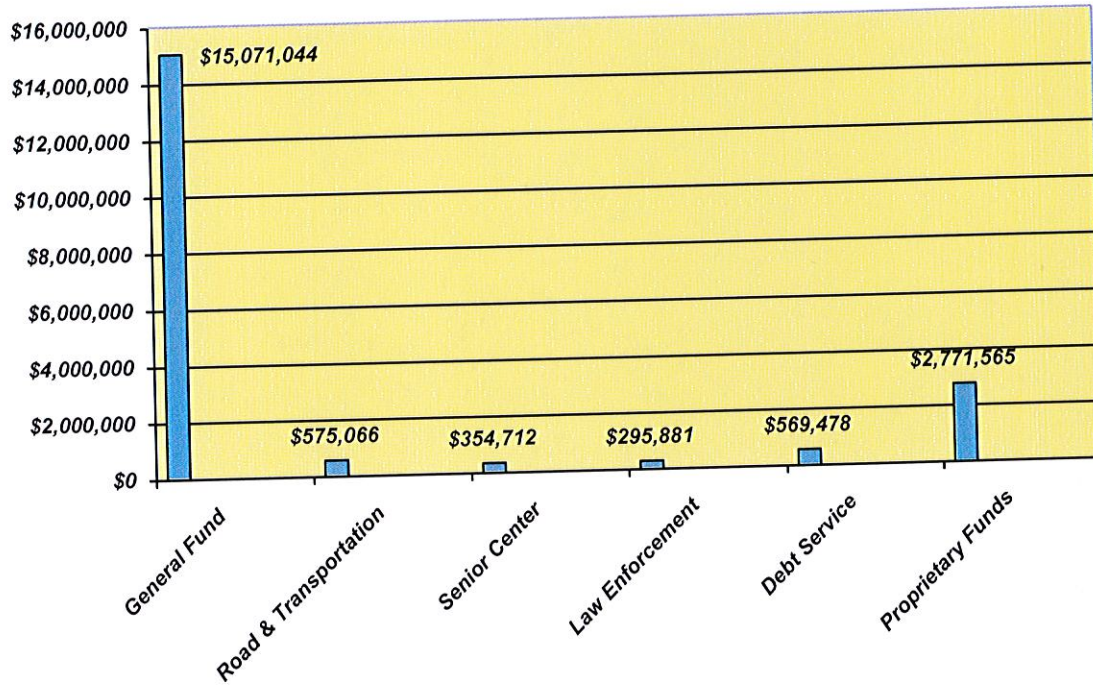
**CITY OF MIAMI SPRINGS
BUDGET DEVELOPMENT GUIDELINES
FISCAL YEAR 2013-14**

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 2013-14**

2013-14 BUDGET-EXPENDITURES BY FUND

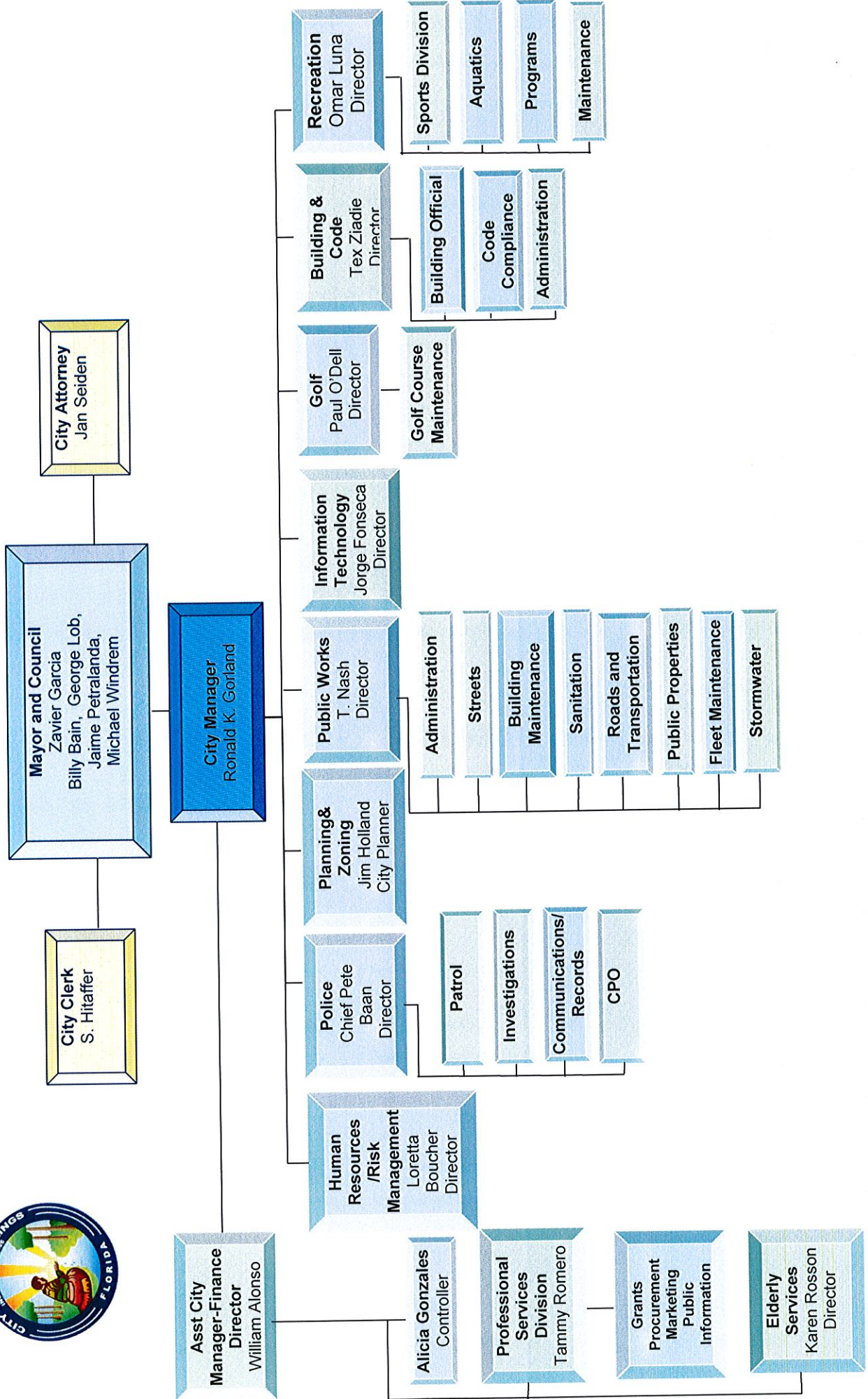


Budget Calendar

FY 2013-2014 Budget Development Process & Tentative Timetable

DATE	ACTIVITY
May 14, 2013	City Manager holds initial budget preparation meeting with department heads & staff to distribute the FY2013-2014 budget workbooks. Council Chambers
June 3, 2013	Last day for departments to submit their FY2013-2014 budget request package including base, "wish-list" items, and revenue enhancement efforts or projects City receives preliminary taxable assessment for FY2013-14 from Property Appraiser.
June 5, 2013 thru June 7, 2013	Finance Department to review individual department budget submissions, meeting with Departments to fine tune and adjust submissions
June 11, 2013 thru June 13, 2013	City Manager meetings with individual operating departments to review and consult with department heads to evaluate spending levels - Finance to advise individual department of time/date
July 1, 2013	City Manager's Office receives the 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 25, 2013	Miami Springs City Council meets in special session to propose a tentative ad valorem property tax millage levels for operating & debt service for FY2013-14
July 30, 2013	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, 2013 thru August 2nd, 2013	Manager and Finance Director meet with individual Councilmembers to discuss and distribute the FY2013-14 Proposed Budget
August 5th and 19 th , 2013	City Council holds special budget workshops to review individual departmental budget submissions, city-wide revenues, trends and other issues related to the fiscal operations of the City for FY2013-14 - all tentative and to be scheduled by Council
On or about August 23, 2013	County Property Appraiser's Office mails out notices of proposed tax bills to all property owners in Miami Springs
On or about September 7, 2013	The Tentative Budget will be posted online at the City's website at least two days before the first public budget hearing in accordance with Florida Statute s.200.065
Monday, September 9th, 2013	City Council to hold the first of two mandatory public hearings (as defined by State Statutes) to adopt tentative operating millage rates and operating budgets for FY - 2013-2014
Within 15 days of 1st hearing, Sept 24, 2013	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>
Monday Sept 23, 2013	Second of two public hearings on the FY2013-2014 operating budgets held at which point Council adopts the final millage rate and corresponding budgets
Within 3 days of 2nd hearing Wednesday Sept. 25, 2013	Final adopted millage rates and operating budgets are forwarded to the County's Property Appraiser and Tax Collector no later than 5.00 PM
Within 30 days of 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 2013-14
CIVIL SERVICE/NON CIVIL SERVICE EMPLOYEES

POSITION	PAY GRADE	FY2013-14 PAY RANGE	
		MINIMUM	MAXIMUM
MAINTENANCE WORKER I	8	22,541	33,421
PRO SHOP CLERK	8	22,541	33,421
CLERICAL ASSISTANT	9	23,149	34,326
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
RECREATION LEADER	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
RECREATION SPECIALIST II	22	31,909	47,318
ASSISTANT CITY CLERK	22	31,909	47,318
ADMINISTRATIVE ASSISTANT III	24	33,527	49,715
PARKS MAINTENANCE FOREMAN	24	33,527	49,715
POLICE ADMINISTRATIVE SPECIALIST II	24	33,527	49,715
SANITATION FOREMAN	24	33,527	49,715
OPERATIONS SUPERVISOR	26	35,218	52,234
CODE COMPLIANCE OFFICER	26	35,218	52,234
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	29	37,604	55,300
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
* PRO SHOP AND OUTSIDE SERVICES MANAGER	29	37,604	55,300
POLICE SENIOR ADMINISTRATIVE SPECIALIST	29	37,604	55,300
HUMAN RESOURCES SPECIALIST II	31	41,304	60,830
* 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
* ACCOUNTING SYSTEMS/FINANCE ANALYST	41	50,762	77,495
* 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 & COUNTRY CLUB DIRECTOR	49	71,850	95,799
* BUILDING AND CODE COMPLIANCE DIRECTOR	49	71,850	95,799
* RECREATION DIRECTOR	49	71,850	95,799
* PUBLIC WORKS DIRECTOR	49	71,850	95,799
* CITY CLERK	49	71,850	95,799
* 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			

**ANALYSIS, GRAPHICS, AND SUPPLEMENTARY
INFORMATION**

BUDGET SUMMARY FOR FISCAL YEAR 2013-14 ALL FUNDS

	2010-11 Actual	2011-12 Actual	2012-13 Amended Budget	2013-14 Budget	% of Total	% Change from 2012-13
BEGINNING BALANCE	17,303,364	15,604,340	14,238,252	12,874,015		
REVENUES/SOURCES						
Taxes	5,959,923	5,812,001	5,824,091	6,724,332	34.9%	15.5%
Franchise Fees	890,519	880,356	907,482	900,000	4.7%	-0.8%
Utility Taxes	1,718,279	1,698,398	1,775,211	1,775,000	9.2%	0.0%
Licenses and Fees	640,987	488,148	679,500	777,200	4.0%	14.4%
Intergovernmental Revenues	3,608,859	2,692,108	2,521,869	2,664,352	13.8%	5.6%
Charges for Services	1,936,219	2,133,511	1,569,470	1,579,205	8.2%	0.6%
Fines and Forfeitures	209,200	534,314	615,043	772,000	4.0%	25.5%
Interest Income	27,753	32,628	29,500	19,500	0.1%	-33.9%
Miscellaneous	599,921	529,493	304,114	233,037	1.2%	-23.4%
Interfund Transfers	1,457,298	1,204,631	1,200,449	1,238,814	6.4%	3.2%
Sanitation Charges	2,298,155	2,155,918	2,293,028	2,343,880	12.2%	2.2%
Stormwater Charges	299,176	293,196	250,000	250,000	1.3%	0.0%
Debt proceeds	2,610,000	-	-	-	0.0%	0.0%
Total Revenues/Sources	22,256,289	18,454,701	17,969,757	19,277,319	100.0%	7.3%
EXPENDITURES/USES						
General Government	2,757,312	2,612,271	2,497,963	2,412,759	12.3%	-3.4%
Public Safety	6,046,649	6,514,095	6,557,935	6,905,576	35.2%	5.3%
Public Services	2,957,888	1,903,820	2,283,889	2,297,314	11.7%	0.6%
Recreation & Culture	3,527,398	3,521,902	3,878,053	4,178,512	21.3%	7.7%
Economic & Community Development	1,454,717	812,732	-	-	0.0%	0.0%
Debt Service	3,288,779	568,579	575,291	574,778	2.9%	-0.1%
Transfers to other funds	1,457,297	1,204,631	514,176	502,541	2.6%	-2.3%
Sanitation Services	2,071,555	2,272,342	2,293,028	2,341,580	11.9%	2.1%
Stormwater Services	393,718	410,416	733,659	427,681	2.2%	-41.7%
Total Expenditures/Uses	23,955,313	19,820,789	19,333,994	19,640,742	100.0%	1.6%
Excess(Deficit) of revenues over expenditures	(1,699,024)	(1,366,088)	(1,364,237)	(363,422)		
ENDING BALANCE	15,604,340	14,238,252	12,874,015	12,510,592		

BUDGET SUMMARY FOR FISCAL YEAR 2013-14 ALL GOVERNMENTAL FUNDS

	2010-11 Actual	2011-12 Actual	2012-13 Amended Budget	2013-14 Budget	% of Total	% Change from 2012-13
BEGINNING BALANCE	8,856,660	7,024,481	5,890,537	5,015,272		
REVENUES/SOURCES						
Taxes	5,959,923	5,812,001	\$5,824,091	6,724,332	40.3%	15.5%
Franchise Fees	890,519	880,356	907,482	900,000	5.4%	-0.8%
Utility Taxes	1,718,279	1,698,398	1,775,211	1,775,000	10.6%	0.0%
Licenses and Fees	640,987	488,148	679,500	777,200	4.7%	14.4%
Intergovernmental Revenues	3,608,859	2,692,108	2,521,869	2,664,352	16.0%	5.6%
Charges for Services	1,936,219	2,133,511	1,569,470	1,579,205	9.5%	0.6%
Fines and Forfeitures	209,200	534,314	615,043	772,000	4.6%	25.5%
Interest Income	26,656	31,128	29,000	19,000	0.1%	-34.5%
Miscellaneous	599,921	529,493	304,114	233,037	1.4%	-23.4%
Interfund Transfers	1,457,298	1,204,631	1,200,449	1,238,814	7.4%	3.2%
Proceeds from Debt	2,610,000	-	-	-		
Total Revenues	19,657,861	16,004,087	15,426,229	16,682,939	100.0%	8.1%
EXPENDITURES/USES						
General Government	2,757,312	2,612,271	2,497,963	2,412,759	14.3%	-3.4%
Public Safety	6,046,649	6,514,095	6,557,935	6,905,576	40.9%	5.3%
Public Services	2,957,888	1,903,820	2,283,889	2,297,314	13.6%	0.6%
Recreation & Culture	3,527,398	3,521,902	3,878,053	4,178,512	24.8%	7.7%
Economic & Community Development	1,454,717	812,732	-	-	0.0%	0.0%
Debt Service	3,288,779	568,579	569,478	569,478	3.4%	0.0%
Non Departmental	-	-	-	-	0.0%	0.0%
Transfers to other funds	1,457,297	1,204,631	514,176	502,541	3.0%	0.0%
Total Expenditures	21,490,040	17,138,031	16,301,494	16,866,180	100.0%	3.5%
Excess(Deficit) of revenues over expenditures	(1,832,179)	(1,133,944)	(875,265)	(183,241)		
ENDING BALANCE	7,024,481	5,890,537	5,015,272	4,832,031		

CITY OF MIAMI SPRINGS
BUDGET SUMMARY FY 2013-14

	<u>Actual</u> <u>FY11-12</u>	<u>Amended</u> <u>Budget</u> <u>FY12-13</u>	<u>Tentative</u> <u>Budget</u> <u>FY13-14</u>	<u>% Increase</u> <u>(Decrease)</u> <u>From FY 12-13</u> <u>Budget</u>
<u>General Fund:</u>				
Budgeted Revenues	\$ 14,153,796	\$ 14,063,177	\$ 15,245,012	8.4%
Budgeted Expenditures	(14,663,109)	(14,506,658)	(15,071,044)	3.9%
Excess(deficit) revenues over exp	(509,313)	(443,481)	173,969	
Decrease(increase)in fund balance	509,313	443,481		
	\$ -	\$ -	\$ -	
<u>Law Enforcement</u>				
Budgeted Revenues	\$ 80,050	\$ 151,905	\$ 295,881	94.8%
Budgeted Expenditures	(92,825)	(151,905)	(295,881)	94.8%
Excess(deficit) revenues over exp	\$ (12,775)	\$ -	\$ -	
<u>Road & Transportation</u>				
Budgeted Revenues	485,381	612,737	\$ 575,066	-6.1%
Budgeted Expenditures	(1,000,784)	(612,737)	(575,066)	-6.1%
Excess(deficit) revenues over exp	\$ (515,403)	\$ -	\$ -	
<u>Elderly Services</u>				
Budgeted Revenues	381,682	386,515	\$ 354,712	-8.2%
Budgeted Expenditures	(400,551)	(386,515)	(354,712)	-8.2%
Excess(deficit) revenues over exp	\$ (18,869)	\$ -	\$ -	
<u>Debt Service</u>				
Budgeted Revenues	568,579	569,478	\$ 569,478	0.0%
Budgeted Expenditures	(568,579)	(569,478)	(569,478)	0.0%
Excess(deficit) revenues over exp	\$ -	\$ -	\$ -	
<u>Capital Projects Fund</u>				
Budgeted Revenues	\$ 383,701	\$ 74,200	\$ -	-100.0%
Budgeted Expenditures	(412,181)	(74,200)	-	-100.0%
Excess(deficit) revenues over exp	\$ (28,480)	\$ -	\$ -	
<u>Total Governmental</u>				
Budgeted Revenues	\$ 16,053,189	\$ 15,858,012	\$ 17,040,148	7.5%
Budgeted Expenditures	(17,138,029)	(16,301,493)	(16,866,180)	3.5%
Excess(deficit) revenues over exp	(1,084,840)	(443,481)	173,969	

BUDGET SUMMARY FOR FISCAL YEAR 2013-14 GENERAL FUND

	2010-11 Actual	2011-12 Actual	2012-13 Amended Budget	2013-14 Budget	% of Total	% Change from 2012-13
BEGINNING BALANCE	6,299,906	4,903,779	4,394,464	3,950,982		
REVENUES/SOURCES						
Taxes	5,576,976	5,812,001	\$5,824,091	6,724,332	44.1%	15.5%
Franchise Fees	890,519	880,356	907,482	900,000	5.9%	-0.8%
Utility Taxes	1,718,279	1,698,398	1,775,211	1,775,000	11.6%	0.0%
Licenses and Fees	640,987	488,148	679,500	777,200	5.1%	14.4%
Intergovernmental Revenues	1,765,826	1,888,959	1,857,641	1,963,613	12.9%	5.7%
Charges for Services	1,908,461	2,101,479	1,551,095	1,560,830	10.2%	0.6%
Fines and Forfeitures	209,200	455,545	615,043	772,000	5.1%	25.5%
Interest Income	21,126	29,701	19,000	9,000	0.1%	-52.6%
Miscellaneous	184,116	257,057	304,114	233,037	1.5%	-23.4%
Interfund Transfers	412,563	542,153	530,000	530,000	3.5%	0.0%
Total Revenues	13,328,053	14,153,795	14,063,177	15,245,012	100.0%	8.4%
EXPENDITURES/USES						
General Government	2,757,295	2,612,271	2,423,763	2,412,759	16.0%	-0.5%
Public Safety	5,890,315	6,377,519	6,406,030	6,609,695	43.9%	3.2%
Public Services	1,979,951	1,903,820	1,671,152	1,722,248	11.4%	3.1%
Recreation & Culture	3,182,120	3,107,022	3,491,538	3,823,801	25.4%	9.5%
Non Departmental	17	-	-	-	0.0%	0.0%
Transfers to other funds	914,483	662,478	514,176	502,541	3.3%	-2.3%
Total Expenditures	14,724,181	14,663,110	14,506,659	15,071,044	100.0%	3.9%
Increase(appropriated) fund balance	(1,396,128)	(509,315)	(443,482)	173,969		
ENDING BALANCE	4,903,779	4,394,464	3,950,982	4,124,951		

BUDGET SUMMARY FOR FISCAL YEAR 2013-14 ALL ENTERPRISE FUNDS

	2010-11 Actual	2011-12 Actual	2012-13 Amended Budget	2013-14 Budget	% of Total	% Change from 2012-13
BEGINNING NET ASSETS BALANCE	3,885,996	4,019,151	3,787,006	3,573,034		
REVENUES/SOURCES						
Charges for services	2,597,331	2,449,114	2,543,028	2,593,880	100.0%	2.0%
Interest Income	1,097	1,500	500	500	0.0%	0.0%
Misc revenues	-	-	-	-	0.0%	0.0%
Interfund Transfers	-	-	-	-	0.0%	0.0%
Total Revenues	2,598,428	2,450,614	2,543,528	2,594,380	100.0%	2.0%
EXPENDITURES/USES						
Administrative costs	1,296,288	1,482,542	1,441,281	976,999	35.3%	-32.2%
Operations and maintenance	343,684	382,178	390,506	425,762	15.4%	9.0%
Water and disposal costs	618,343	607,710	716,500	735,100	26.5%	2.6%
Depreciation and amortization	196,926	203,052	203,400	203,400	7.3%	0.0%
Interest Expense	10,032	7,277	5,813	5,300	0.2%	-8.8%
Total Expenditures/uses	2,465,273	2,682,759	2,757,500	2,771,561	100.0%	0.5%
Excess(Deficit) of revenues over expenditures	133,155	(232,145)	(213,972)	(177,181)		
ENDING NET ASSETS BALANCE	4,019,151	3,787,006	3,573,034	3,395,853		

CITY OF MIAMI SPRINGS
ENTERPRISE FUND BUDGET SUMMARY FY 2013-14

	<u>Actual</u> <u>FY11-12</u>	<u>Amended</u> <u>Budget</u> <u>FY12-13</u>	<u>Tentative</u> <u>Budget</u> <u>FY13-14</u>	<u>% Increase</u> <u>(Decrease)</u> <u>From FY 12-13</u> <u>Budget</u>
<u>Sanitation</u>				
Revenues/Sources	\$ 2,156,926	\$ 2,293,028	\$ 2,343,880	2%
Operating Expenses	<u>(2,218,268)</u>	<u>(2,238,628)</u>	<u>(2,289,480)</u>	2%
Operating Profit(Loss)	(61,342)	54,400	54,400	0%
Depreciation	<u>(54,074)</u>	<u>(54,400)</u>	<u>(54,400)</u>	0%
Net Income(loss)	<u>\$ (115,416)</u>	<u>\$ -</u>	<u>\$ -</u>	
<u>Stormwater</u>				
Revenues/Sources	\$ 293,688	\$ 464,472	\$ 427,681	-8%
Operating Expenses	<u>(261,438)</u>	<u>(315,472)</u>	<u>(278,681)</u>	-12%
Operating Profit(Loss)	32,250	149,000	149,000	0%
Depreciation	<u>(148,978)</u>	<u>(149,000)</u>	<u>(149,000)</u>	0%
Net Income(loss)	<u>\$ (116,728)</u>	<u>\$ -</u>	<u>\$ -</u>	
<u>Total Enterprise</u>				
Revenues/Sources	\$ 2,450,614	\$ 2,757,500	\$ 2,771,561	1%
Operating Expenses	<u>(2,479,706)</u>	<u>(2,554,100)</u>	<u>(2,568,161)</u>	1%
Operating Profit(Loss)	(29,092)	203,400	203,400	0%
Depreciation	<u>(203,052)</u>	<u>(203,400)</u>	<u>(203,400)</u>	0%
Net Income(loss)	<u>\$ (232,144)</u>	<u>\$ -</u>	<u>\$ -</u>	

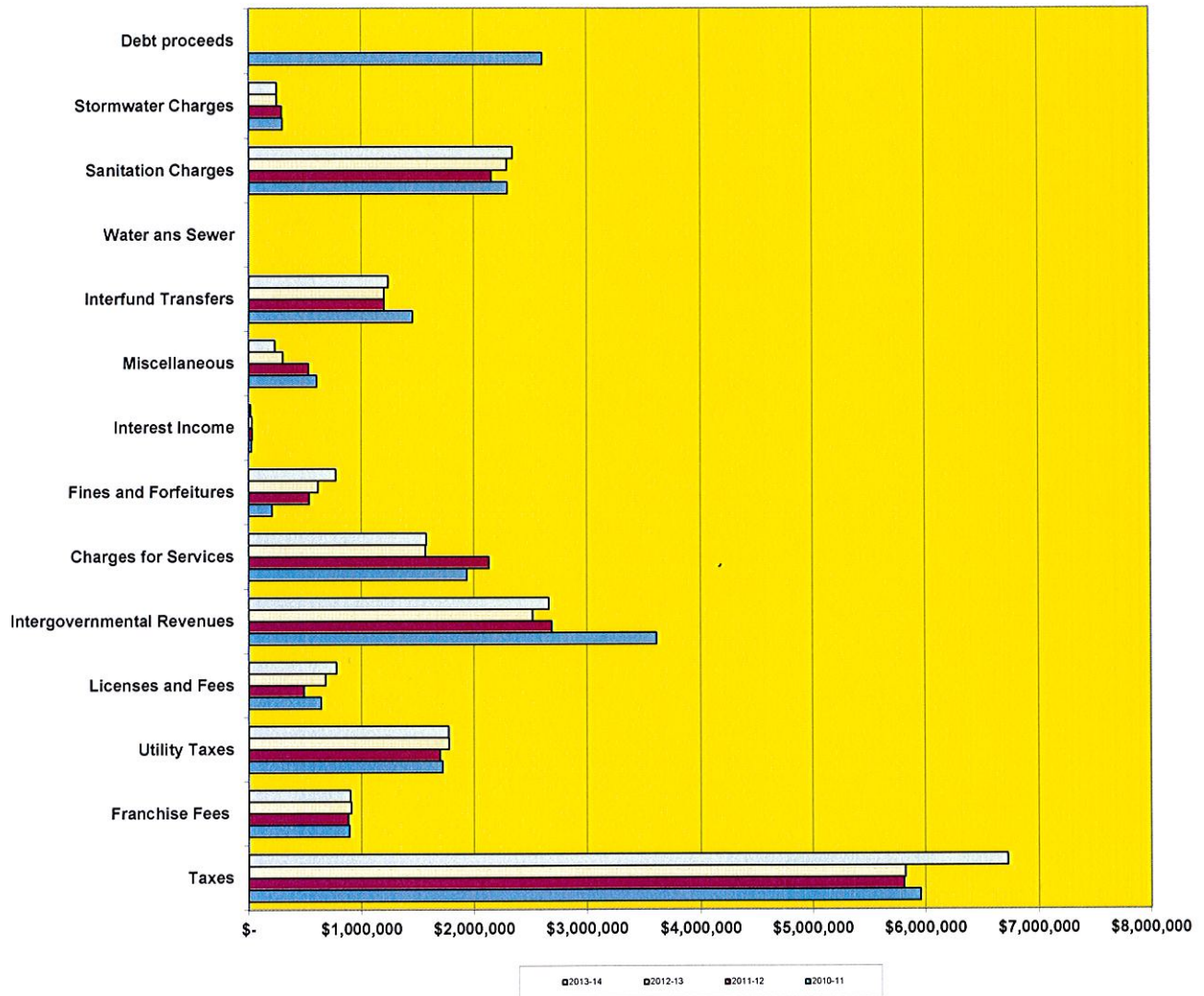
**CITY OF MIAMI SPRINGS
BUDGETED REVENUE FY 2013-14**

GENERAL FUND	\$15,245,012
 SPECIAL REVENUE FUNDS:	
<u>Road and Transportation Fund</u>	
People's Transportation Tax	503,738
Appropriated Fund Balance	71,328
Total Road and Transportation	575,066
 Law Enforcement Trust Fund	 295,881
Elderly Services (including \$139,336 in transfers from the General Fund)	354,712
Total Special Revenue Funds	1,225,659
 Debt Service Fund-G.O. Bonds	 569,478
 ENTERPRISE FUNDS:	
<u>Sanitation Fund</u>	
Residential/Recycling/Bulk	2,343,880
Total Sanitation Fund	2,343,880
 <u>Stormwater Fund</u>	
Residential/Commercial/Industrial Fees	250,000
Investment Income	500
Appropriated Fund Balance	177,181
Total Stormwater Fund	427,681
Total All Funds	\$ 19,811,711

CITY OF MIAMI SPRINGS
LISTING OF TOP EXPENDITURES - ALL FUNDS

	FY2012-13	FY2013-14		% of Change
	<u>Amended Budget</u>	<u>Budget</u>	<u>% of Total</u>	<u>From FY2012-13</u>
Salaries	\$ 7,763,596	\$ 7,818,217	39.8%	0.7%
Health Insurance Benefits	850,134	903,886	4.6%	6.3%
Pension costs	981,577	1,057,349	5.4%	7.7%
Workmens Comp	271,516	296,081	1.5%	9.0%
Other Employee Benefits	563,828	556,857	2.8%	-1.2%
Total Salaries & Benefits	10,430,651	10,632,390	54.1%	1.9%
Capital Expenditures	270,016	371,919	1.9%	37.7%
Debt Service Payments	762,692	574,778	2.9%	-24.6%
Depreciation/Amortization	203,400	203,400	1.0%	0.0%
Operating Supplies/Uniforms	827,220	922,709	4.7%	11.5%
Contractual Services	2,045,207	2,039,697	10.4%	-0.3%
Waste Disposal	716,500	735,100	3.7%	2.6%
Transfers to other funds	514,176	502,541	2.6%	-2.3%
Liability insurance	320,815	342,989	1.7%	6.9%
Professional Fees	497,328	471,875	2.4%	-5.1%
Management fee paid by enterprise funds	530,000	530,000	2.7%	0.0%
Fleet Maintenance	271,210	280,000	1.4%	3.2%
Repairs and Maintenance	624,121	792,555	4.0%	27.0%
Other Misc Expenses	942,636	1,237,789	6.3%	31.3%
Total Budgeted Expenditures(All Funds)	18,955,972	19,637,742	100.0%	3.6%

Revenues All Funds



EXPENDITURE CATEGORY MATRIX FOR FY2013-14 BUDGET

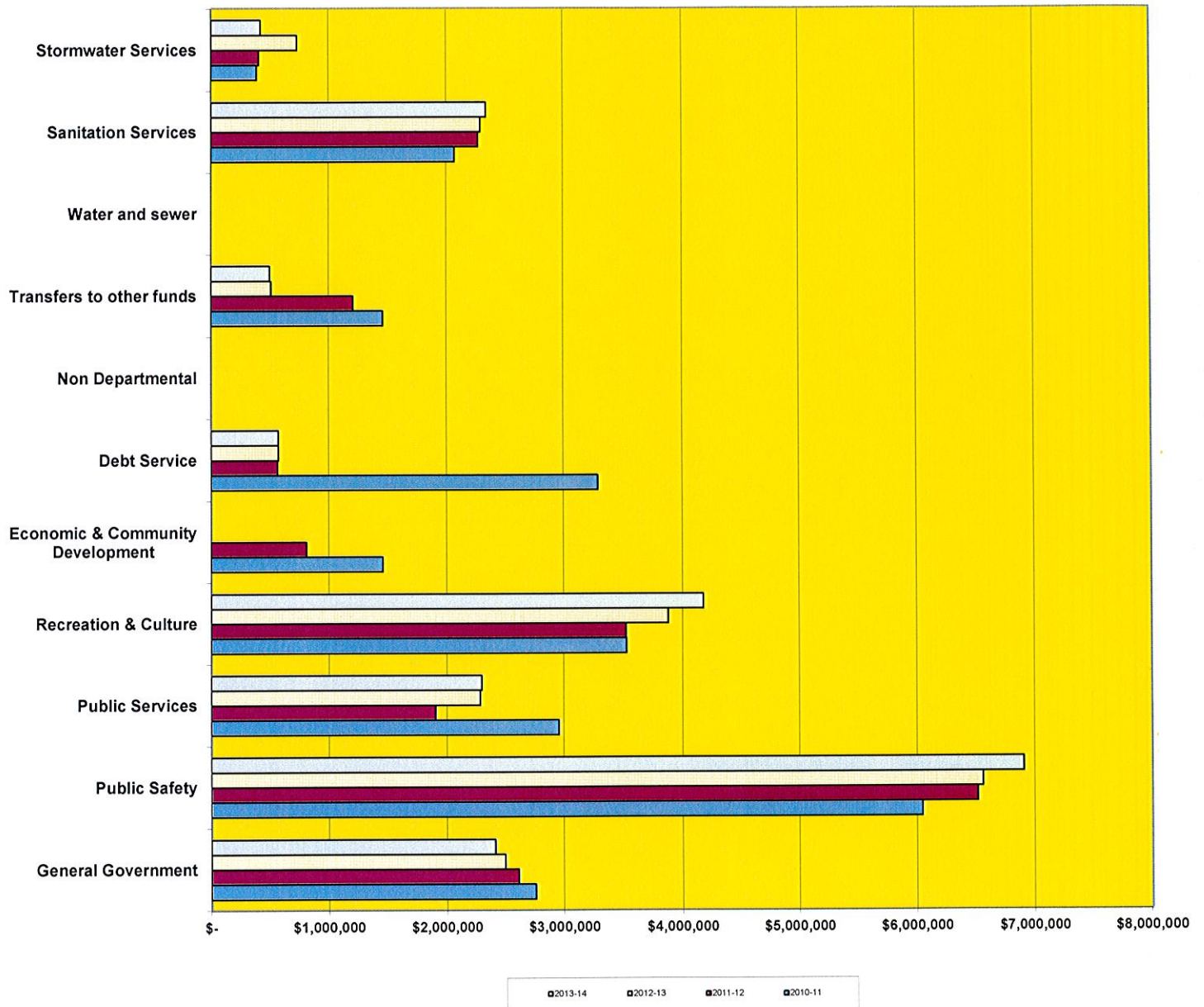
Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Other Uses	Total
General Fund						
Mayor & City Council	34,865	105,950	-	-	-	140,815
Office of the City Manager	270,739	78,865	-	-	-	349,603
Office of the City Clerk	200,357	88,731	2,500	-	-	291,588
Office of the City Attorney	-	171,000	-	-	-	171,000
Human Resource Department	151,434	38,082	-	-	-	189,516
Finance /Budget	625,884	178,898	5,000	-	-	809,782
IT Department	177,828	149,614	4,065	-	-	331,508
Planning Department	103,705	13,742	11,500	-	-	128,947
Police Department	5,288,779	593,545	100,304	-	-	5,982,628
Police - School Guards	22,976	400	-	-	-	23,376
Building & Code Compliance	488,379	115,311	-	-	-	603,691
Public Services - Administration	290,904	68,694	-	-	-	359,599
Public Services - Streets	113,230	333,045	15,000	-	-	461,275
Public Services - Properties	264,723	325,205	-	-	-	589,929
Public Services - Building Maintenance	51,740	167,704	70,000	-	-	289,445
Public Services - Fleet Maintenance	-	22,000	-	-	-	22,000
Recreation	797,884	580,166	-	-	187,401	1,565,451
Aquatics	165,379	100,200	-	-	-	265,578
Tennis	-	20,467	-	-	-	20,467
Park Maintenance	-	123,939	-	-	-	123,939
Golf-Administration	-	21,968	-	-	-	21,968
Golf-Pro Shop	304,587	245,558	-	-	-	550,145
Golf-Maintenance	91,330	1,150,300	15,750	-	18,872	1,276,252
Transfers to other funds	-	-	-	-	502,541	502,541
General Fund Total	9,444,723	4,693,388	224,119	-	708,814	15,071,044
% of General Fund	62.7%	31.1%	1.5%	0.0%	4.7%	100.0%
Road and Transportation Fund						
Streets & Sidewalks-Maintenance	70,565	504,501	-	-	-	575,066
Streets & Sidewalks-Infrastructure	-	-	-	-	-	-
Road & Transportation Fund Total	70,565	504,501	-	-	-	575,066
% of Road & Transportation	12.3%	87.7%	0.0%	0.0%	0.0%	100.0%
Senior Center fund						
Social Services	150,722	201,189	2,800	-	-	354,712
Senior Center Total	150,722	201,189	2,800	-	-	354,712
% of Senior Center	42.5%	56.7%	0.8%	0.0%	0.0%	100.0%
Debt Service						
General Debt Service	-	-	-	569,478	-	569,478
Debt Service Total	-	-	-	569,478	-	569,478
% of Debt Service	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%

EXPENDITURE CATEGORY MATRIX FOR FY2013-14 BUDGET

Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Other Uses	Total
Sanitation Fund						
Garbage and Trash Collection	833,655	1,036,425	-	3,800	470,000	2,343,880
Sanitation Fund Total	833,655	1,036,425	-	3,800	470,000	2,343,880
% of Sanitation	35.6%	44.2%	0.0%	0.2%	20.1%	100.0%
Stormwater Fund						
Stormwater services	143,345	222,837	-	1,500	60,000	427,681
Stormwater Fund Total	143,345	222,837	-	1,500	60,000	427,681
% of Stormwater	33.5%	52.1%	0.0%	0.4%	14.0%	100.0%
Law Enforcement Fund						
Treasury & Justice Confiscated	-	150,881	145,000	-	-	295,881
Law Enforcement Fund Total	-	150,881	145,000	-	-	295,881
% of Law Enforcement	0.0%	51.0%	49.0%	0.0%	0.0%	100.0%
TOTAL 2013-14 BUDGET	10,643,010	6,809,220	371,919	574,778	1,238,814	19,637,742
% OF TOTAL 2013-14 BUDGET	54.2%	34.7%	1.9%	2.9%	6.3%	100.0%

Note: The following funds are not detailed in the Expenditure Category Matrix because they do not have a Proposed 2013-14 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 2011-12		FY 2012-13		FY 2013-14		Increase(decrease) from FY 2012-13	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Office of the City Manager	1.50		1.50		1.50		-	-
Office of the City Clerk	2.00	0.50	2.00	0.50	2.75		0.75	(0.50)
Human Resource Department	2.00		2.00		2.00		-	-
Finance & Budget Department	4.20	1.00	4.20	1.00	4.20	1.00	-	-
Finance-Professional Services	3.00	-	3.00	-	3.00	-	-	-
IT Department	2.30	-	2.30	-	2.00	-	(0.30)	-
Planning Department	1.00	0.50	1.00	0.50	1.25	-	0.25	(0.50)
Police Department	54.00	8.00	54.00	8.00	53.00	8.00	(1.00)	-
Building & Code Compliance	5.00	11.00	5.00	10.50	6.00	9.00	1.00	(1.50)
Public Services- Administration	4.50		4.00		4.00		-	-
Public Services - Streets	2.00	-	2.00	-	2.00	-	-	-
Public Services - Properties	10.50	-	8.00	-	6.00	-	(2.00)	-
Public Services - Building Maintenance	1.00		1.00		1.00		-	-
Recreation	7.00	43.00	7.00	43.00	7.00	43.00	-	-
Aquatics	-	21.00	-	25.00	-	25.00	-	-
Tennis	-	-	-	-	-	-	-	-
Park Maintenance	-		-		-		-	-
Golf Course-Pro Shop	2.00	18.00	3.00	18.00	3.30	18.00	0.30	-
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	3.00	-	3.00	-	3.00	-	-	-
TOTAL PERSONNEL	121.00	110.00	119.00	113.50	118.00	111.00	(1.00)	(2.50)

City of Miami Springs
Transfer From and Transfer To Schedule

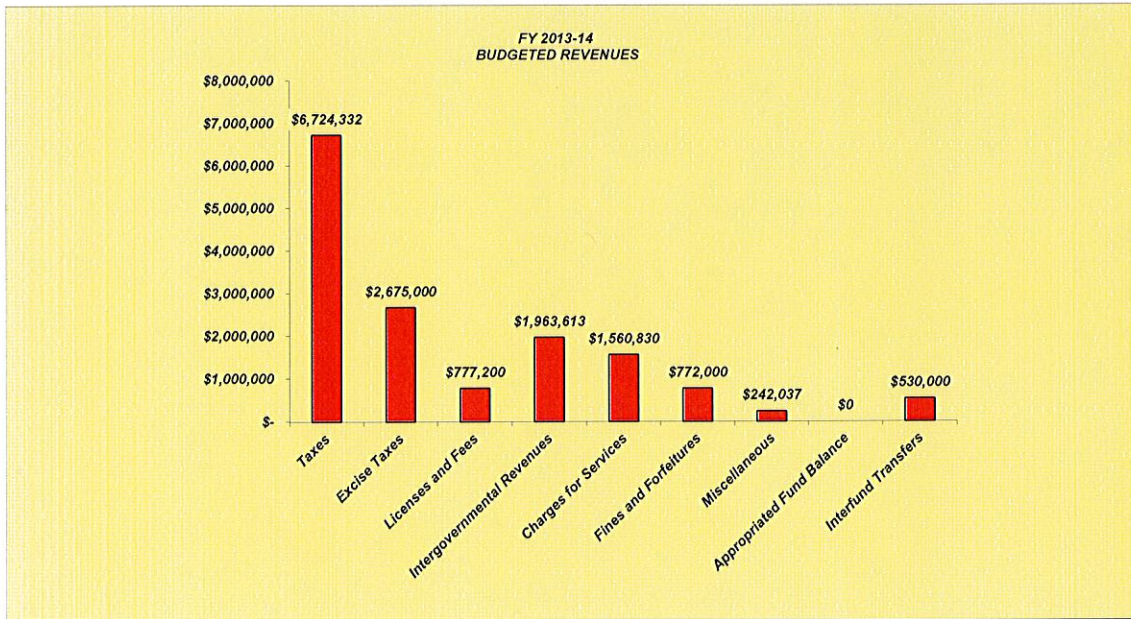
Fund	Transfer From	Transfer To
General Fund	708,814	530,000
Elderly Services		139,336
Debt Service		569,478
Sanitation Fund*	470,000	
Stormwater Fund*	60,000	
	\$ 1,238,814	\$ 1,238,814

* Administrative charges paid to the General Fund

GENERAL FUND

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

REVENUES	FY10-11 Actual	FY11-12 Actual	FY12-13 Budget	FY13-14 Budget	% of Total	% Change from 2012-13
Taxes	\$ 5,576,976	\$ 5,812,001	\$ 5,824,091	\$ 6,724,332	44.1%	15.5%
Excise Taxes	2,608,798	2,578,753	2,682,693	2,675,000	17.5%	-0.3%
Licenses and Fees	640,987	488,148	679,500	777,200	5.1%	14.4%
Intergovernmental Revenues	1,765,826	1,888,959	1,857,641	1,963,613	12.9%	5.7%
Charges for Services	1,908,461	2,101,479	1,551,095	1,560,830	10.2%	0.6%
Fines and Forfeitures	209,200	455,545	615,043	772,000	5.1%	25.5%
Miscellaneous	205,242	286,758	323,114	242,037	1.6%	-25.1%
Appropriated Fund Balance	1,396,128	509,315	443,481	-	0.0%	-100.0%
Interfund Transfers	412,563	542,153	530,000	530,000	3.5%	0.0%
Total Revenues	\$ 14,724,181	\$ 14,663,110	\$ 14,506,658	\$15,245,012	100.0%	5.1%



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

Line Item Revenue	FY 10-11	FY 11-12	FY 12-13	FY 13-14	% of	% Change
	Actual	Actual	Budget	Proposed Budget	Total	from 2012-13
Ad Valorem Taxes - Current	5,409,466	5,792,665	\$ 5,804,091	\$ 6,633,493	43.51%	14.3%
Ad Valorem Taxes - Delinquent	167,510	119,336	120,000	90,839	0.60%	-24.3%
Franchise Fees	890,519	880,356	907,482	900,000	5.90%	-0.8%
Utility Service Taxes	998,001	1,029,432	995,000	995,000	6.53%	0.0%
Local Communications Tax	720,278	668,966	780,211	780,000	5.12%	0.0%
Occupational Licenses - City	78,357	77,874	70,000	90,000	0.59%	28.6%
Occupational Licenses - County	19,037	20,957	17,000	15,000	0.10%	-11.8%
Building Permits	150,168	140,163	225,000	237,000	1.55%	5.3%
Electrical Permits	56,038	27,496	62,500	55,000	0.36%	-12.0%
Plumbing Permits	101,724	27,337	50,000	28,000	0.18%	-44.0%
Roofing Permits	31,814	35,980	33,750	49,000	0.32%	45.2%
Mechanical Permits	66,467	21,622	31,250	15,000	0.10%	-52.0%
Zoning Permits	4,650	1,150	5,500	-	0.00%	-100.0%
Certification of Completions	1,325	1,965	1,500	1,900	0.01%	26.7%
Structural Permits	19,116	16,761	18,750	20,000	0.13%	6.7%
POD Permit Fees	1,900	1,800	1,500	1,300	0.01%	-13.3%
Other Permits	110,390	115,042	128,750	225,000	1.48%	74.8%
Misc plan Reviews	-	-	1,000	1,000	0.01%	0.0%
State Revenue Sharing	369,153	404,323	395,000	411,674	2.70%	4.2%
General Planning and Zoning Fees	-	-	99,750	47,000	0.31%	100.0%
Alcoholic Beverage License	8,978	15,223	9,000	12,000	0.08%	33.3%
1/2-cent Sales Tax	827,344	896,447	941,884	992,230	6.51%	5.3%
Local Option Gas Tax	369,713	361,726	371,007	373,249	2.45%	0.6%
Gas Tax Rebate	5,610	11,285	8,000	8,000	0.05%	0.0%
School Crossing Guards	21,732	32,256	18,000	20,000	0.13%	11.1%
Summer Camp Activity Fees	26,899	16,900	18,000	18,000	0.12%	0.0%
Summer Camp	137,256	158,725	170,000	170,000	1.12%	0.0%
Fitness Room Membership	43,266	47,228	15,000	15,000	0.10%	0.0%
After School Program	39,175	42,094	22,500	32,000	0.21%	42.2%
Gym Admission Fees	14,412	-	3,000	3,000	0.02%	0.0%
Gym Rental	5,043	-	5,000	5,000	0.03%	0.0%
Senior Center Rental	-	-	2,500	2,250	0.01%	-10.0%
Water Polo/Aquatics Teams	10,000	12,715	21,600	3,600	0.02%	-83.3%
Swimming Pool Admissions/Lessons	69,437	83,286	53,000	45,000	0.30%	-15.1%
Yoga	18,490	19,502	17,100	17,100	0.11%	0.0%
Pool Rental	27,931	27,278	5,000	10,000	0.07%	100.0%
Get Fit Summer Camp	-	-	-	30,000	0.20%	100.0%
Vending Machines	2,690	1,725	3,000	3,000	0.02%	0.0%
Fireworks-VG	3,000	-	3,000	3,000	0.02%	0.0%
Pool Memberships	5,645	7,663	2,400	2,400	0.02%	0.0%
Basketball fees	25,895	26,405	42,175	42,175	0.28%	0.0%
Other Annual Events	2,880	2,325	4,330	4,880	0.03%	12.7%
Pelican Theatre	2,918	6,360	5,000	5,000	0.03%	0.0%
Jazzercise	3,925	3,925	4,800	4,800	0.03%	0.0%
Daddy/Daughter Dance	2,913	3,263	7,000	4,775	0.03%	-31.8%
Green Fees	742,317	762,746	848,094	814,000	5.34%	-4.0%
Cart Fees	62,301	113,563	82,236	106,550	0.70%	29.6%
Golf Merchandise Sales	45,652	53,489	57,848	38,100	0.25%	-34.1%
Range Fees	94,688	98,907	100,874	125,000	0.82%	23.9%
Misc. Club Rental/Lessons	17,624	(6,791)	11,235	11,000	0.07%	-2.1%
GHIN Disabled Fees	153	183	868	200	0.00%	-77.0%
Golf memberships	64,034	52,824	45,535	45,000	0.30%	-1.2%
Miscellaneous Charges for Serv	4,063	-	6,000	6,000	0.04%	0.0%
Copies & Other Charges	1,831	3,038	2,000	3,000	0.02%	50.0%
Lien Search	10,670	14,365	10,000	15,000	0.10%	50.0%
Re-Occupancy Inspection fees	8,500	15,000	15,000	15,000	0.10%	0.0%
Clerk of the Court - Fines	169,282	118,587	200,000	150,000	0.98%	-25.0%
Code Enforcement tickets	32,900	15,400	15,000	15,000	0.10%	0.0%
Disabled Parking tickets	7,018	7,442	-	7,000	0.05%	100.0%
Administrative Fee-Red Light hearings	-	-	-	80,460	0.53%	100.0%
Police Grants-Byrne Grant	13,787	11,026	15,000	15,000	0.10%	0.0%
Police Grants-COPS Grant	167,241	176,382	-	-	0.00%	0.0%
Re-Occupancy & CC Agreements	-	-	-	4,000	0.03%	0.0%
Interest - Checking	1,448	-	2,000	1,000	0.01%	-50.0%
Interest - Investments	17,792	27,451	15,000	6,000	0.04%	-60.0%
Interest - Tax Collections	1,886	1,656	2,000	2,000	0.01%	0.0%

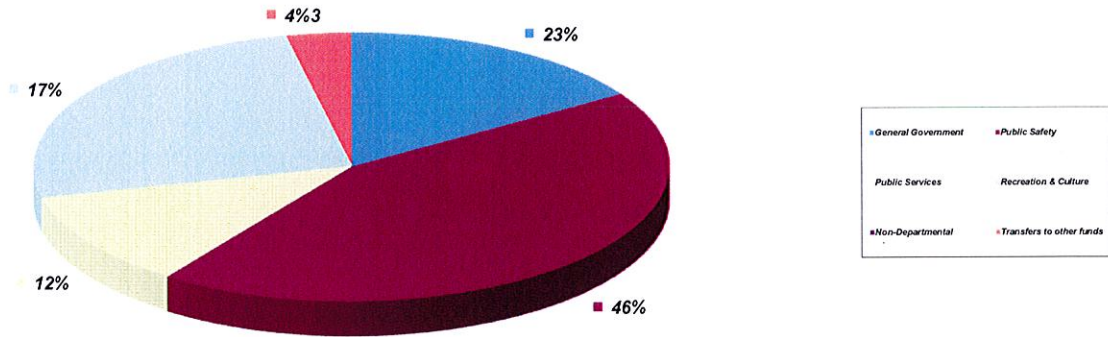
**CITY OF MIAMI SPRINGS
REVENUE COMPARISON
GENERAL FUND**

Line Item Revenue	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Budget	FY 13-14 Proposed Budget	% of Total	% Change from 2012-13
Rent - Metro Fire	13,488	14,040	17,000	15,000	0.10%	-11.8%
Rent - Dade Co. Library	8,253	8,253	8,300	8,300	0.05%	0.0%
Rent - Bus Benches	4,080	4,165	3,900	4,000	0.03%	2.6%
Recreational Activities	7,386	14,693	1,625	12,000	0.08%	638.5%
Sprint Tower	61,749	87,640	90,000	90,000	0.59%	0.0%
Nextel	8,540	6,490	8,300	6,800	0.04%	-18.1%
Metro PCS	7,896	8,211	8,400	8,400	0.06%	0.0%
Surplus sale of equipment	2,151	13,715	83,589	20,000	0.13%	-76.1%
Other Miscellaneous	62,560	69,699	80,000	67,537	0.44%	-15.6%
Red Light Fines	-	314,116	400,043	600,000	3.94%	50.0%
Returned check charges	278	389	2,000	500	0.00%	-75.0%
Code Enforcement Liens	1,857	-	1,000	500	0.00%	-50.0%
ITF - Road & Transportation	-	542,153	-	-	0.00%	0.0%
ITF - Police Grants	-	40,409	-	-	0.00%	0.0%
ITF - Sanitation Admin Fee	350,000	450,000	470,000	470,000	3.08%	0.0%
ITF- Stormwater Adim Fee	53,000	55,000	60,000	60,000	0.39%	0.0%
ITF- Hurricane Fund	412,563	-	-	-	0.00%	0.0%
Appropriated Fund Balance	1,396,129	509,313	443,481	-	0.00%	-100.0%
TOTALS >>>	\$14,724,182	\$14,763,109	\$ 14,606,658	\$ 15,245,012	100.00%	4.4%

**CITY OF MIAMI SPRINGS
EXPENDITURES BY CLASS**

	FY2010-11 <u>Actual</u>	FY2011-12 <u>Actual</u>	FY2012-13 <u>Amended Budget</u>	FY2013-14 <u>Budget</u>	% of Change <u>From FY2012-13</u>
General Government	\$ 2,757,295	\$ 2,612,271	\$ 2,423,763	\$ 2,412,759	-0.5%
Public Safety	5,890,315	6,377,519	6,406,030	6,609,695	3.2%
Public Services	1,979,951	1,903,820	1,671,152	1,722,248	3.1%
Recreation & Culture	3,182,120	3,107,022	3,491,538	3,823,801	9.5%
Non-Departmental	17	-	-	-	0.0%
Transfers to other funds	914,483	662,478	514,176	502,541	-2.3%
Sub-Totals	\$ 14,724,181	\$ 14,663,110	\$ 14,506,659	\$ 15,071,044	3.9%
Increase(appropriated) fund balance	(1,396,128)	(509,315)	(443,482)	-	-100.0%
Totals	\$ 13,328,053	\$ 14,153,795	\$ 14,063,177	\$ 15,071,044	7.2%

FY 2013-14 Expenditures by Class



**CITY OF MIAMI SPRINGS
EXPENDITURES BY DEPARTMENT**

<u>Department</u>	FY 2010-11 <u>Actual</u>	FY 2011-12 <u>Actual</u>	FY 2012-13 <u>Amended Budget</u>	FY 2013-14 <u>Budget</u>	% Change <u>From FY2012-13</u>
Mayor & City Council	\$ 107,219	\$ 94,338	\$ 115,732	\$ 140,815	21.7%
Office of the City Manager	756,070	686,462	338,263	349,603	3.4%
Office of the City Clerk	332,381	285,368	324,316	291,588	-10.1%
Office of the City Attorney	144,513	156,503	161,000	171,000	6.2%
Human Resource Department	202,620	199,895	187,340	189,516	1.2%
Finance /Budget	698,878	719,880	807,588	809,782	0.3%
IT Department	355,102	339,353	362,138	331,508	-8.5%
Planning Department	160,512	130,472	127,387	128,947	1.2%
Police Department	5,332,969	5,759,274	5,801,392	5,982,628	3.1%
Police - School Guards	19,486	19,236	22,493	23,376	3.9%
Building & Code Compliance	537,860	599,009	582,145	603,691	3.7%
Public Services - Administration	435,350	444,725	412,937	359,599	-12.9%
Public Services - Streets	310,863	323,868	350,713	461,275	31.5%
Public Services - Properties	960,490	811,936	626,273	589,929	-5.8%
Public Services - Building Maintenance	193,795	292,605	236,196	289,445	22.5%
Public Services - Fleet Maintenance	79,453	30,686	28,034	22,000	-21.5%
Recreation	1,373,297	1,391,496	1,502,447	1,565,451	4.2%
Aquatics	260,423	258,638	265,481	265,578	0.0%
Tennis	31,698	26,876	25,960	20,467	-21.2%
Park Maintenance	133,739	87,507	123,815	123,939	0.1%
Golf Administration	24,070	22,729	22,317	21,968	-1.6%
Pro Shop	534,205	546,341	540,678	550,145	1.8%
Golf Maintenance	824,689	773,434	1,010,840	1,276,252	26.3%
Non-Departmental	17	-	-	-	0.0%
Total	\$13,809,699	\$14,000,630	\$13,975,485	\$14,568,503	4.2%
Transfers to other funds	914,483	662,478	514,176	502,541	-2.3%
Increase(appropriated) fund balance	(1,396,129)	(509,313)	(443,481)	-	-100.0%
Total	\$13,328,053	\$14,153,796	\$14,046,180	\$15,071,044	7.3%

CITY OF MIAMI SPRINGS
LISTING OF TOP EXPENDITURES-GENERAL FUND

	<u>FY2012-13</u> <u>Amended Budget</u>	<u>FY2013-14</u> <u>Budget</u>	<u>% of Total</u>	<u>% of Change</u> <u>From FY2012-13</u>
Salaries	\$ 6,967,948	\$ 6,977,709	46.3%	0.1%
Health Insurance Benefits	717,356	759,009	5.0%	5.8%
Pension costs	896,602	962,093	6.4%	7.3%
Workmens Comp	215,565	238,676	1.6%	10.7%
Other Employee Benefits	509,890	507,237	3.4%	-0.5%
Total Salaries & Benefits	9,307,361	9,444,723	62.7%	1.5%
Capital Expenditures	238,615	224,119	1.5%	-6.1%
Debt Service Payments	187,401	187,401	1.2%	0.0%
Operating Supplies/Uniforms	601,714	718,595	4.8%	19.4%
Contractual Services	1,098,946	1,095,340	7.3%	-0.3%
Utilities	458,119	435,224	2.9%	-5.0%
Transfers to other funds	514,176	502,541	3.3%	-2.3%
Liability insurance	257,824	274,772	1.8%	6.6%
Professional Fees	479,555	461,630	3.1%	-3.7%
Fleet Maintenance	141,300	146,100	1.0%	3.4%
Repairs and Maintenance	286,844	471,755	3.1%	64.5%
Other Misc Expenses	950,616	1,108,844	7.4%	16.6%
Total Budgeted Expenditures	14,522,471	15,071,044	100.0%	3.8%

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.

2012-13 Accomplishments

- Established regulations for adult related businesses in the Abraham Tract Business District.
- Worked diligently in conjunction with the City lobbyist and County Commissioner to advance the annexation process.
- Negotiated a two-year agreement with the Police Benevolent Association.
- Updated various Code sections.
- Golf Course was given additional funding and authorization to begin driving range and tee improvements.
- Evaluated the municipal pool condition to take appropriate steps for repair or replacement.
- Approved a Site Plan for the Hyatt Place Hotel at 3549 Le Jeune Road.
- Approved an Interlocal Agreement with the County for shuttle bus service.

City Council

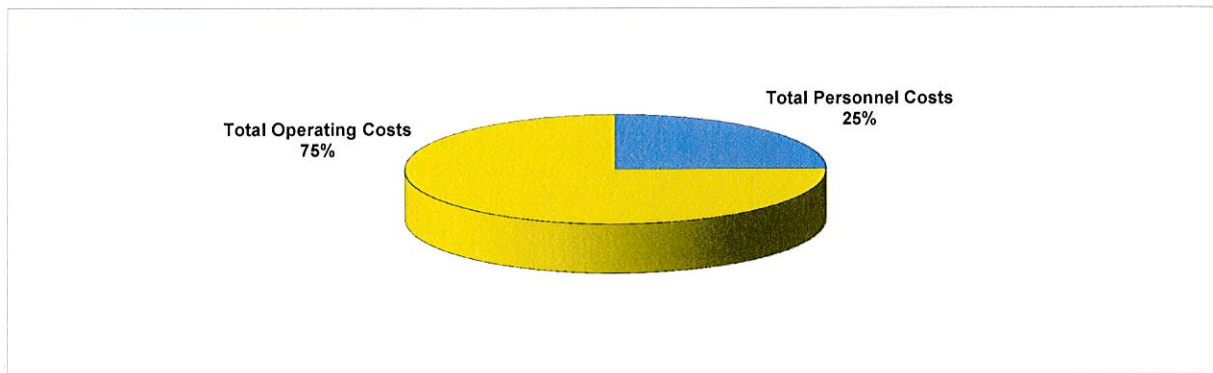
2013-14 Budget Highlights

- Proposed budget is \$25,083 or 21.7% higher than FY2012/2013 mainly due to the \$35,000 budgeted for CMI.
- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$140,815</u>
Net cost of Department	<u>\$140,815</u>
- The Promotions line item is a lump sum of \$60,600 to be allotted during the year as follows:
 1. \$25,600 will be allocated during the year for the following events:
 - Stafford Golf Tournament
 - Optimist BBQ Cookoff
 - Optimist Fishing Tournament
 - Gazette Directory
 - Car shows (2)
 - City events
 - Fla League 88th anniversary ad
 - Miami Dade Installation Dinner ad
 - Employee Holiday Dinner
 - Police Appreciation Dinner
 - City Clerks luncheon
 2. \$35,000 has been allocated to CMI.
- Rentals and leases includes \$11,000 for the monthly rental of the museum, this is a decrease of \$1,000 from the current year subsidy.

**MAYOR AND CITY COUNCIL
Expenditure Detail**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Amended Budget	FY 2013-14 Budget	% of Total	% Change from 2012-13
PERSONNEL						
Executive Salaries	\$ 31,800	31,187	31,800	\$ 31,800	22.6%	0.0%
Payroll Taxes	2,433	2,386	2,433	2,433	1.7%	0.0%
Workers' Compensation	218	287	239	632	0.4%	164.4%
<i>Total Personnel Costs</i>	\$ 34,451	\$ 33,860	\$ 34,472	\$ 34,865	24.8%	1.1%
OPERATING						
Travel & Related Costs	6,024	4,718	14,340	13,860	9.8%	-3.3%
Communications & Freight	10	-	-	-	0.0%	0.0%
Rentals & Lease	19,200	12,000	12,000	11,000	7.8%	-8.3%
Promotions & Donations	33,727	20,310	30,300	60,600	43.0%	100.0%
Misc. Expenses	2,171	946	1,850	2,370	1.7%	28.1%
Operating Supplies	1,222	153	5,400	1,000	0.0%	100.0%
Dues, Memberships & Subsc.	3,380	2,918	3,640	3,400	2.4%	-6.6%
Printing and binding	511	1,060	2,200	2,440	1.7%	10.9%
Office Supplies	939	1,527	1,585	1,300	0.9%	-18.0%
Contractual Services	5,583	16,846	9,945	9,980	7.1%	0.4%
<i>Total Operating Costs</i>	\$ 72,767	\$ 60,478	\$ 81,260	\$ 105,950	75.2%	30.4%
CAPITAL OUTLAY						
Machinery & Equipment	-	-	-	-	0.0%	0.0%
<i>Total Capital Outlay</i>	\$ -	\$ -	\$ -	\$ -	0.0%	0.0%
TOTAL EXPENSES	\$ 107,218	\$ 94,338	\$ 115,732	\$ 140,815	99.6%	21.7%



Personnel Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Amended Budget	FY 2013-14 Budget	% of Total	% Change from 2012-13
Mayor	1	1	1	1	20.0%	0.0%
City Council Members	4	4	4	4	80.0%	0.0%
DEPARTMENT TOTAL	5	5	5	5	100.0%	0.0%

City Clerk

Mission Statement

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

City Clerk

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

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

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

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

Goals

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

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

Objectives

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

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

2012-13 Accomplishments

- Supervised the April 2, 2013 Miami Springs General Election.
- Supervised the June 19, 2013 Civil Service Board Election.
- Implemented a paperless agenda system to replace the agenda packets.
- Provided secretarial support to the City Attorney.
- Ordered publication of three new supplements for the Code of Ordinances.
- Researched records and provided extensive information to the City Attorney, Administration and Department Heads.
- Processed over 469 public record requests.
- Notarized 824 documents for residents and other citizens.

City Clerk

2013-14 Budget Highlights

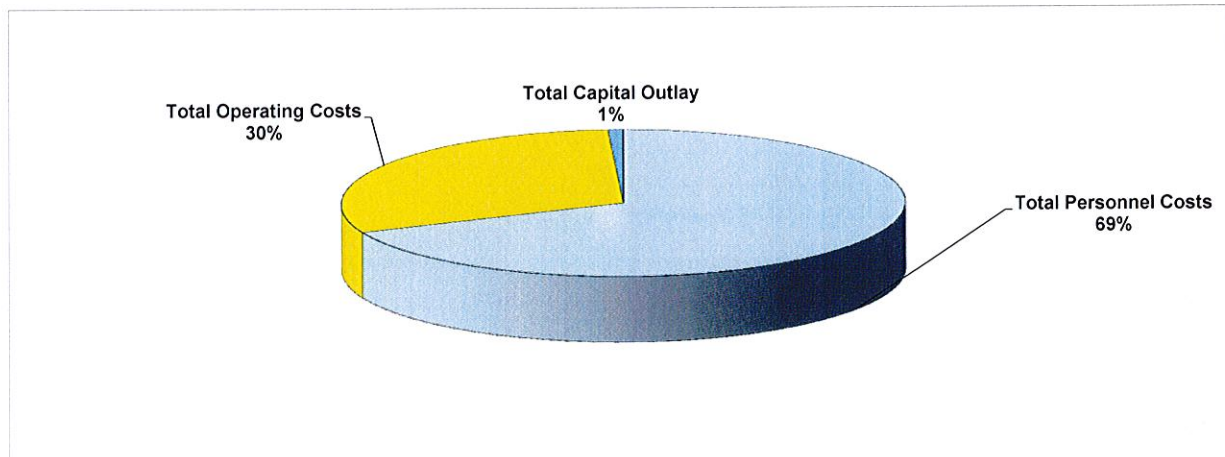
- Proposed budget is \$ 32,727 or 10% lower than FY2012/2013 since FY2013-14 is not an election year.
- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$291,589</u>
Net cost of Department	<u>\$291,589</u>
- Budget includes the hiring of a new City Clerk effective October 1, 2013 as well as \$2,500 for the purchase of a replacement color printer.

O:\Budget FY 2013-2014\City Clerk - Objectives and accomplishments.doc

**OFFICE OF THE CITY CLERK
Expenditure Detail**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Amended Budget	FY 2013-14 Budget	% of Total	% Change from 2012-13
PERSONNEL						
Salaries	\$ 157,472	\$ 151,866	\$ 153,100	\$ 156,506	53.7%	2.2%
Part Time Year Round	14,449	11,072	10,800	-	0.0%	-100.0%
Overtime	2,387	1,735	2,500	1,500	0.5%	-40.0%
Payroll Taxes	13,042	12,597	11,508	10,598	3.6%	-7.9%
Pension & Retirement	11,289	359	-	12,800	4.4%	0.0%
Health Insurance	15,174	16,128	16,146	18,660	6.4%	15.6%
Workers' Compensation	1,136	3,967	311	293	0.1%	-5.6%
Total Personnel Costs	\$ 214,949	\$ 197,724	\$ 194,365	\$ 200,357	68.7%	3.1%
OPERATING						
Contractual Services	51,709	25,032	60,000	38,000	13.0%	-36.7%
Travel & Related Costs	65	31	600	400	0.1%	-33.3%
Telephone	834	1,443	347	650	0.2%	87.3%
Rentals and leases	5,053	4,928	5,700	4,000	1.4%	-29.8%
Repairs & Maintenance	335	3,866	3,575	1,760	0.6%	-50.8%
Printing & Binding	7,393	3,124	6,555	6,555	2.2%	0.0%
Postage	533	533	620	616	0.2%	-0.6%
Advertising & Promotions	35,511	33,683	26,335	17,100	5.9%	-35.1%
Office Supplies	5,512	4,733	5,200	4,500	1.5%	-13.5%
Operating Supplies	4,509	3,224	6,383	5,295	1.8%	-17.0%
Dues, Memberships & Subsc.	1,318	1,404	1,810	1,985	0.7%	9.7%
Training & Education	-	-	500	1,000	0.3%	100.0%
Liability Insurance	3,436	3,263	2,681	2,727	0.9%	1.7%
Vehicle registration & Tag	647	275	1,600	1,600	0.5%	0.0%
Internet Access	877	2,103	2,544	2,544	0.9%	0.0%
Total Operating Costs	\$ 117,732	\$ 87,642	\$ 124,450	\$ 88,732	30.4%	-28.7%
CAPITAL OUTLAY						
Machinery & Equipment	-	-	5,501	2,500	0.9%	0.0%
Total Capital Outlay	\$ -	\$ -	\$ 5,501	\$ 2,500	0.9%	0.0%
TOTAL EXPENSES	\$ 332,681	\$ 285,366	\$ 324,316	\$ 291,589	100.0%	-10.1%



Personnel Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Amended Budget	FY 2013-14 Budget	% of Total	% Change from 2012-13
City Clerk	1	1	1	1	36.4%	0.0%
Deputy City Clerk	1	1	1	1	36.4%	0.0%
Administrative Assistant II	0	0	0	0.75	27.3%	100.0%
Total of Full-time employees	1	1	2	2.75	100.0%	37.5%
Part Time Employees	0.5	0.5	0.5	0.0	0.0%	-100.0%
DEPARTMENT TOTAL	1.5	1.5	2.5	2.75	100.0%	10.0%

OFFICE OF THE CITY CLERK PERFORMANCE MEASURES

Indicator	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Goal
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Outputs

Council Agendas Packets Prepared	300	200	174	64
Public Records Request Processed	564	473	469	500
Legal Ads Published	81	67	71	50
Council Meetings Attended	30	21	27	24
Council Minutes Transcribed	30	21	27	24
Summary Actions Prepared	27	18	25	24
Bid Openings Witnessed	4	2	2	4
Elections Supervised	1	0	1	0
Documents Notarized	867	418	824	800
Codified Ordinance Supplements	2	1	3	2
Ordinances Adopted	25	8	16	12
Resolutions Adopted	30	20	33	30
Vehicle Tag and Title Applications	10	1	11	10
Newsbulletin Preparation	0	0	0	0
Advisory Board Meetings Attended	45	34	43	35
Advisory Board Meetings Transcribed	45	34	43	35
Advisory Board - Attendance Reports	12	8	12	12
Proclamations, Certificates and Awards	69	42	56	50

Effectiveness

% of reasonable records requests fulfilled within 48 hours	95%	95%	95%	95%
Council minutes transcribed and prepared for approval before the next Council meeting	100%	100%	95%	100%
Council minutes made available on website within two days after Council approval	95%	100%	95%	100%

Efficiency

Council Agendas prepared per year	30	21	27	24
Average number of pages of minutes transcribed per year	780	504	463	450

City Manager

Mission Statement

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

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

City Manager

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

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

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

Goals

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

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

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

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

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

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

Objectives

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

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

City Manager

Objectives (continued)

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

Provide timely response to questions and concerns of residents.

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

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

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

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

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

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

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

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

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

City Manager

2012-13 Accomplishments

- Instituted a paperless agenda process for Council meetings resulting in substantial savings.
- Appointed two new Department Heads; Mr. Tom Nash as Public Works Director and Mr. Paul O'Dell as Golf Director, that will provide an improved level of professionalism to those Departments.
- Initiated quarterly brochures to residents which highlight key activities and events city-wide.
- Originated energy savings initiatives
- Had City Hall exterior painted in color palate and adobe theme in order to show leadership in commercial façade improvement.
- Facilitated ideas in the FY2012-13 budget that enabled us to keep the millage under 7.0 mills.

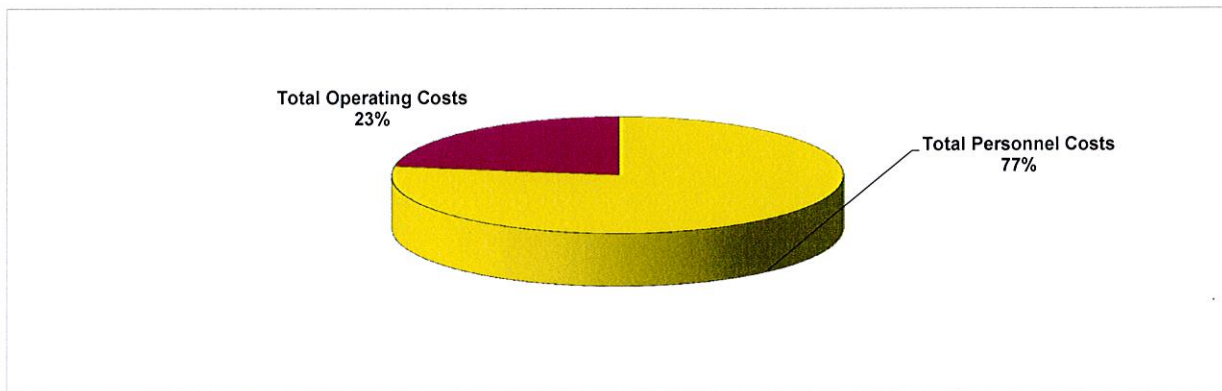
FY 2013-14 Budget Highlights

- Proposed budget is \$11,342 or 3.4% higher than FY2012/2013.
- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$349,605</u>
Net cost of Department	<u>\$349,605</u>
- Budget includes \$45,000 for the City Lobbyist and \$10,000 for annexation related costs.

**CITY MANAGER
Expenditure Detail**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Amended Budget	FY 2013-14 Budget	% of Total	% Change from 2012-13
Salaries	\$ 437,080	\$ 393,587	\$ 202,309	\$ 203,059	58.1%	0.4%
Part Time Year Round	-	9,418	-	-	0.0%	0.0%
Payroll Taxes	30,086	27,400	14,212	14,146	4.0%	-0.5%
Pension & Retirement	55,491	55,171	30,346	30,459	8.7%	0.4%
Health Insurance	35,552	25,632	17,421	19,039	5.4%	9.3%
Workers' Compensation	2,915	9,826	4,021	4,036	1.2%	0.4%
Total Personnel Costs	\$ 561,124	\$ 521,034	\$ 268,309	\$ 270,739	77.4%	0.9%
OPERATING						
Professional Services	162,664	98,030	45,000	55,000	15.7%	22.2%
Travel & Related Costs	10,062	7,813	7,800	7,800	2.2%	0.0%
Repairs & Maintenance	60	-	-	-	0.0%	0.0%
Advertising	526	5,028	-	-	0.0%	0.0%
Office Supplies	1,447	589	1,200	1,200	0.3%	0.0%
Operating Supplies	4,856	7,736	5,800	4,000	1.1%	-31.0%
Postage	163	388	112	108	0.0%	-3.6%
Dues, Memberships & Subsc.	2,300	2,549	2,200	2,200	0.6%	0.0%
Training & Education	384	52	300	400	0.1%	33.3%
Liability Insurance	8,828	6,604	3,245	3,538	1.0%	9.0%
Telephone/Internet	3,658	5,108	4,297	4,620	1.3%	7.5%
Total Operating Costs	\$ 194,948	\$ 133,897	\$ 69,954	\$ 78,866	22.6%	12.7%
TOTAL EXPENSES	\$ 756,072	\$ 654,931	\$ 338,263	\$ 349,605	100.0%	3.4%



Personnel Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Amended Budget	FY 2013-14 Budget	% of Total	% Change from 2012-13
City Manager	1	1	1	1	66.7%	0.0%
Assistant City Manager	1	1	0.5	0.5	33.3%	0.0%
Grant Writer	1	1	-	-	0.0%	0.0%
Executive Secretary	1	1	-	-	0.0%	0.0%
Customer Service Rep.	1	1	-	-	0.0%	0.0%
DEPARTMENT TOTAL	5	5	1.5	1.5	100.0%	0.0%

Human Resources

Mission Statement

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

Human Resources

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

Goals

Continue to develop and maintain effective, positive employee relations.

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

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.

2012-13 Accomplishments

The whole process of the Promotional Examinations for Police Sergeant and Police Lieutenant was successfully accomplished.

Processed 43 new recreation leaders and lifeguards for the summer program. Scheduled drug screening and fingerprinting with collaboration from our police department.

Processed and fingerprinted 300 volunteer coaches through Volunteer & Employee Criminal History System (VECHS) with collaboration from our police department.

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

Human Resources

2012-13 Accomplishments (continued)

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.

An additional 2% reduction to the City's Workers' Compensation premium for having a Safety Program.

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

Risk Management:

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

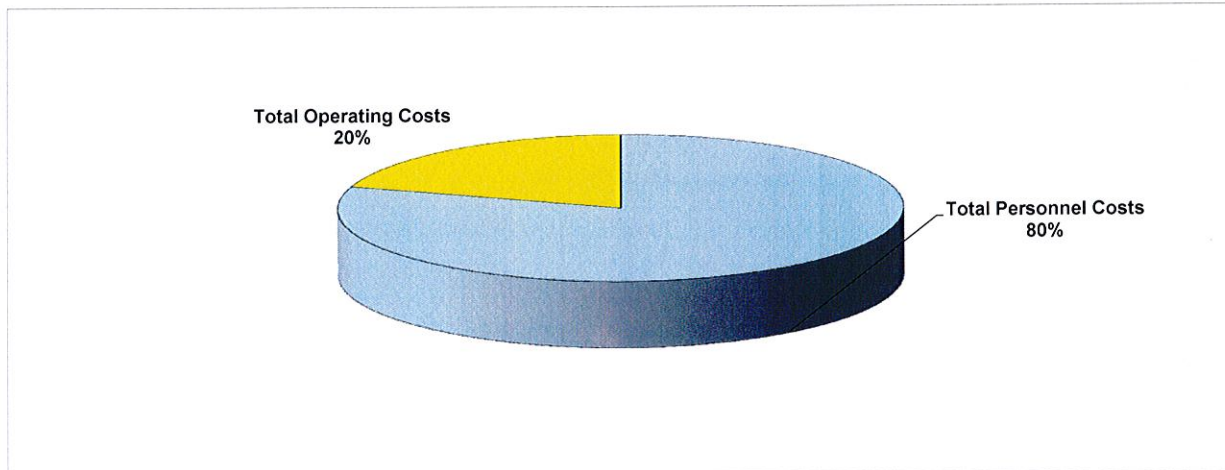
FY 2012-13 Budget Highlights

- Proposed budget is \$ 2,177 or 1.1 % higher than FY2012/2013..
- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$189,517</u>
Net cost of Department	<u>\$189,517</u>

HUMAN RESOURCES DEPARTMENT
Expenditure Detail

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Amended Budget	FY 2013-14 Budget	% of Total	% Change from 2012-13
PERSONNEL						
Salaries	\$ 126,047	\$ 120,576	\$ 123,658	\$ 126,555	66.8%	2.3%
Payroll Taxes	9,425	8,991	8,758	8,914	4.7%	1.8%
Pension & Retirement	11,383	5,707	4,539	5,316	2.8%	17.1%
Health Insurance	8,432	9,524	9,536	10,412	5.5%	9.2%
Workers' Compensation	832	1,077	232	237	0.1%	2.3%
Total Personnel Costs	\$ 156,119	\$ 145,875	\$ 146,723	\$ 151,434	79.9%	3.2%
OPERATING						
Professional Services	33,246	39,779	26,430	24,430	12.9%	-7.6%
Contractual Services	1,358	2,317	-	-	0.0%	0.0%
Travel & Related Costs	-	1,148	1,500	1,500	0.8%	0.0%
Telephone/Internet	1,710	3,389	2,891	3,194	1.7%	10.5%
Postage	286	200	264	254	0.1%	-3.8%
Advertising & Promotions	3,001	1,774	2,000	1,500	0.8%	-25.0%
Office Supplies	814	810	2,049	1,500	0.8%	-26.8%
Operating Supplies	1,623	498	500	500	0.3%	0.0%
Dues, Memberships & Subsc.	1,039	1,285	2,000	2,000	1.1%	0.0%
Training & Education	928	365	1,000	1,000	0.5%	0.0%
Liability Insurance	2,497	2,454	1,983	2,205	1.2%	11.2%
Total Operating Costs	\$ 46,502	\$ 54,019	\$ 40,617	\$ 38,083	20.1%	-6.2%
TOTAL EXPENSES	\$ 202,621	\$ 199,894	\$ 187,340	\$ 189,517	100.0%	1.2%



Personnel Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Amended Budget	FY 2013-14 Budget	% of Total	% Change from 2012-13
Human Resources Director/Risk Mgr	1	1	1	1	50.0%	0.0%
Human Resources Specialist II	1	1	1	1	50.0%	0.0%
Total of Full-time employees	2	2	2	2	100.0%	0.0%
Part Time Employees	0	0	0	0	0.0%	0.0%
DEPARTMENT TOTAL	2	2	2	2	100.0%	0.0%

HUMAN RESOURCES DEPARTMENT PERFORMANCE MEASURES

Indicator	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Goal
Outputs				
Reduce number of workmen compensation cases	Yes	Yes	Yes	Yes
Number of internal seminars offered	3	3	2	5
Reduce number of property/vehicle claims	Yes	Yes	Yes	Yes
Effectiveness				
% of job descriptions processed and filed	100%	100%	50%	100%
Efficiency				
% of vacancies filled within 30 days	99%	99%	99%	100%
% of part-time vacancies filled within 30 days	100%	99%	100%	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

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

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

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

Goals

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

Objectives

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

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

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

Improve the usefulness of the performance measures of each department.

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

Finance Department-Administrative Division

2012-13 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 30th, 2012.

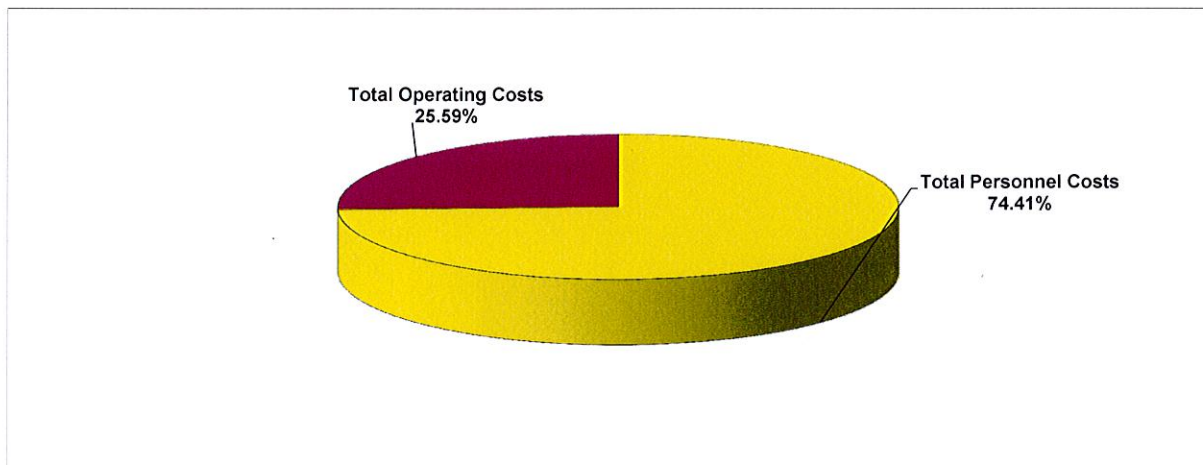
FY 2013-14 Budget Highlights

- Proposed budget is \$ 6,212 or 1.2 % lower than FY2012/2013.
- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$535,490</u>
Net cost of Department	<u>\$535,490</u>
- Budget includes approximately \$40,000 for actuarial and legal work related to the PBA pension negotiations for FY2014.

FINANCE DEPARTMENT
Administration Division-Expenditure Detail

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Amended Budget	FY 2013-14 Budget	% of Total	% Change from 2012-13
PERSONNEL						
Salaries	452,794	336,434	\$ 294,145	\$ 300,414	56.1%	2.1%
Part Time Year Round	8,685	21,581	15,080	15,080	2.8%	100.0%
Overtime	487	7	0	0	0.0%	0.0%
Payroll Taxes	34,584	26,476	22,041	22,326	4.2%	1.3%
Pension & Retirement	48,850	41,539	30,293	32,846	6.1%	8.4%
Health Insurance	47,649	32,583	24,907	27,220	5.1%	9.3%
Workers' Compensation	3,156	3,620	584	592	0.1%	1.3%
Unemployment Compensation Tax	972	-	-	-	0.0%	0.0%
Total Personnel Costs	\$ 597,177	\$ 462,240	\$ 387,050	\$ 398,477	74.4%	3.0%
OPERATING						
Professional Services & Audit Fees	41,881	52,112	105,000	85,500	16.0%	-18.6%
Contractual Services	-	-	-	-	0.0%	0.0%
Travel & Related Costs	4,989	3,836	4,000	4,000	0.7%	0.0%
Telephone/Internet	6,277	9,570	5,207	5,596	1.0%	7.5%
Repairs & Maintenance	1,000	3,679	5,000	2,500	0.5%	-50.0%
Rentals & Lease	1,077	1,376	2,000	3,120	0.6%	56.0%
Printing & Binding	7,771	7,992	8,000	10,000	1.9%	25.0%
Advertising & Promotions	3,055	3,119	1,000	500	0.1%	-50.0%
Office Supplies	3,104	1,967	2,545	2,500	0.5%	-1.8%
Courier, UPS, Fedex-Overnight	116	349	350	400	0.1%	14.3%
Postage	2,600	2,597	3,115	3,000	0.6%	-3.7%
Operating Supplies	3,460	4,959	5,235	4,000	0.7%	-23.6%
Dues, Memberships & Subsc.	2,619	2,528	2,000	2,000	0.4%	0.0%
Training & Education	249	1,041	2,500	2,500	0.5%	0.0%
Liability Insurance	10,527	9,228	5,900	6,397	1.2%	8.4%
Other Current Charges	11,946	137	2,800	5,000	0.9%	78.6%
Total Operating Costs	\$ 100,671	\$ 104,490	\$ 154,652	\$ 137,013	25.6%	-11.4%
CAPITAL OUTLAY						
Machinery & Equipment	2,443	1,060	-	-	0.0%	0.0%
Total Capital Outlay	\$ 2,443	\$ 1,060	\$ -	\$ -	0.0%	0.0%
TOTAL EXPENSES	\$ 700,291	\$ 567,790	\$ 541,702	\$ 535,490	100.0%	-1.1%



Personnel Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Amended Budget	FY 2013-14 Budget	% of Total	% Change from 2012-13
Finance Director	1	0.5	0.5	0.5	9.6%	0.0%
Comptroller	1	1	1	1	19.2%	0.0%
Accounting Manager	0	0	0	0	0.0%	0.0%
Accounting Clerk II	1	1	1	1	19.2%	0.0%
Accounting Clerk I	1	0	0	0	0.0%	0.0%
Accounting Clerk III	1	1	1	1	19.2%	0.0%
Customer Service Representative	0	0	0	0	0.0%	0.0%
Accounting Systems Analyst	0.7	0.7	0.7	0.7	13.5%	0.0%
Procurement Specialist	1	-	-	-	0.0%	0.0%
Total of Full time employees	6.7	4.2	4.2	4.2	80.8%	0.0%
<i>Part-time Employee</i>						
Clerical Assistant	0	91 ₁	1	1	19.2%	0.0%
DEPARTMENT TOTAL	6.7	5.2	5.2	5.2	100.0%	0.0%

Finance Department-Professional Services Division

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

Goals

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

Objectives

- Continue to keep administration, employees and residents informed of all coming events, projects and initiatives within the City through the monthly Gazette News-Bulletin, the web site, Channel 77, Twitter, 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

2012-13 Accomplishments

- Reviewed and processed 724 Purchase Orders.
- Obtained quotes and reduced the Citywide copier services resulting in approx. \$3000.00 in savings annually
- Produced 4 "Springs Connection" Newsletters, 3 "Just the Fact" sheets, 12 assorted posters/flyers, 12 Gazette News-Bulletins, 1 trifold brochures, 9 Golf Course Newsletters and 5 press releases
- In 2012-13 the City has been awarded: \$1,221,027.74 in new funding, \$202,554.29 of which was received this year, and \$1,012,771* of which will be received over the next 5 years. We have \$727,466.00 in pending requests, awaiting decision.
- Sent 1106 tweets

Finance Department-Professional Services Division

2012-13 Accomplishments (continued)

- 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

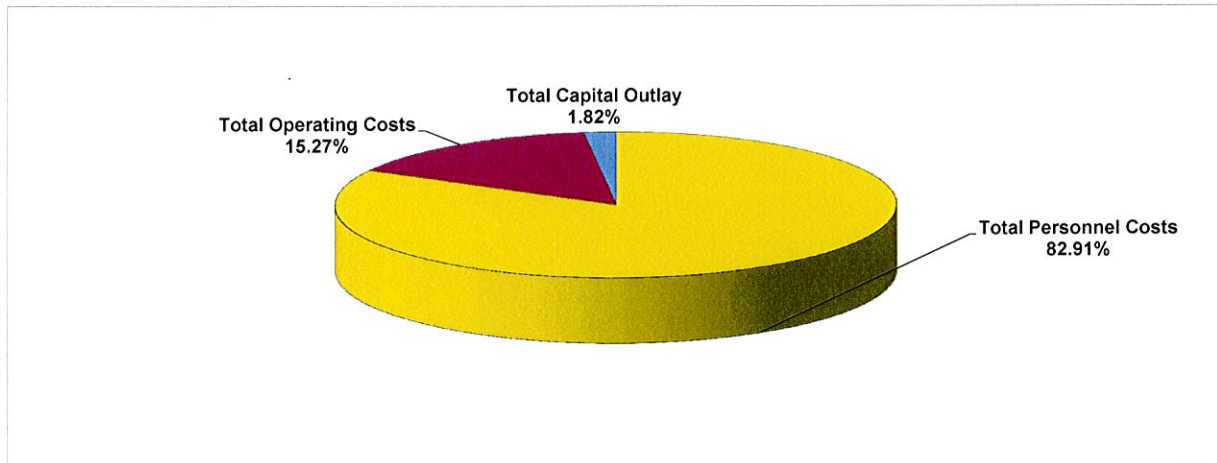
FY 2013-14 Budget Highlights

- Proposed budget is \$ 8,412 or 3.2 % higher than FY2012/2013..
- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$274,295</u>
Net cost of Department	<u>\$274,295</u>
- Increase is mainly due a request for \$5,000 towards the purchase of a photoshop printer, software package in order to prepare a more professional newsletter.

FINANCE DEPARTMENT
Professional Services Division-Expenditure Detail

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Amended Budget	FY 2013-14 Budget	% of Total	% Change from 2012-13
PERSONNEL						
Salaries	\$ -	\$ 106,173	\$ 180,884	\$ 181,384	66.1%	0.3%
Payroll Taxes	-	8,107	12,038	11,986	4.4%	-0.4%
Pension & Retirement	-	9,360	14,513	7,181	2.6%	-50.5%
Health Insurance	-	13,256	24,205	26,515	9.7%	100.0%
Workers' Compensation	-	-	339	340	0.1%	100.0%
Total Personnel Costs	\$ -	\$ 136,896	\$ 231,979	\$ 227,407	82.9%	-2.0%
OPERATING						
Professional Services	-	4,942	5,500	4,600	1.7%	-16.4%
Travel & Related Costs	-	-	200	200	0.1%	0.0%
Telephone/Internet	-	-	-	1,033	0.4%	100.0%
Printing & Binding	-	8,182	12,600	17,400	6.3%	38.1%
Advertising & Promotions	-	380	6,480	1,000	0.4%	100.0%
Office Supplies	-	312	2,060	2,060	0.8%	0.0%
Courier, UPS, Fedex-Overnight	-	-	100	100	0.0%	0.0%
Postage	-	-	2,148	10,240	3.7%	100.0%
Operating Supplies	-	-	275	275	0.1%	100.0%
Dues, Memberships & Subsc.	-	1,378	1,640	1,820	0.7%	11.0%
Liability Insurance	-	-	2,901	3,160	1.2%	100.0%
Total Operating Costs	\$ -	\$ 15,194	\$ 33,904	\$ 41,888	15.3%	23.6%
CAPITAL OUTLAY						
Machinery & Equipment	-	-	-	5,000	1.8%	0.0%
Total Capital Outlay	\$ -	\$ -	\$ -	\$ 5,000	1.8%	0.0%
TOTAL EXPENSES	\$ -	\$ 152,090	\$ 265,883	\$ 274,295	100.0%	3.2%



Personnel Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Amended Budget	FY 2013-14 Budget	% of Total	% Change from 2012-13
Professional Services 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%
Total of Full time employees	-	-	3	3	100.0%	100.0%
DEPARTMENT TOTAL	0.0	0.0	3	3	100.0%	100.0%

FINANCE DEPARTMENT PERFORMANCE MEASURES

Indicator	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Goal
Outputs				
Quarterly Budget Reports	4	4	4	4
Annual Budget	1	1	1	1
Comprehensive Annual Financial Report	1	1	1	1
Popular Annual Financial Report	1	1	1	1
Issue 12 Monthly Gazette News-Bulletins	N/A	12	12	12
Issue 4 quarterly Newsletters	N/A	6	4	4
Issue 12 Monthly Fact Sheets	N/A	2	3	6
Issue 12 Monthly Golf Newsletters	N/A	6	12	12
Tweet at least 4 days per week (208 Tweets)	N/A	843	1094	1040
Effectiveness				
Number of audit adjustments by Auditors	0	0	0	0
Number of days to close the year-end books	30	30	28	30
Number of days to complete the Comprehensive Annual Financial Report	104	100	98	100
% of bank reconciliations completed within 25 days of receipt of bank statement	100%	100%	100%	100%
Efficiency				
Receive Award of Certificate of Achievement for Excellence in Financial Reporting from the GFOA	Yes	Yes	Yes	Yes
Receive Distinguished Budget Presentation Award from the GFOA	Yes	Yes	Yes	Yes
Receive Award for Popular Annual Financial Report	Yes	Yes	Yes	Yes

City Attorney

Mission Statement

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

City Attorney

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

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

Goal

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

Objectives

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

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

FY 2013-14 Budget Highlights

- Proposed budget is \$ 10,000 or 6.21% higher than FY2012/2011, increase due to anticipated additional costs with annexation and PBA negotiations..

- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$171,000</u>
Net cost of Department	<u>\$171,000</u>

OFFICE OF THE CITY ATTORNEY
Expenditure Detail

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Amended Budget	FY 2013-14 Budget	% of Total	% Change from 2012-13
OPERATING						
Professional Services	\$ 143,714	\$ 155,498	\$ 160,000	\$ 170,000	99.4%	6.3%
Training and Education	319	980	500	500	0.3%	0.0%
Dues, Memberships & Subsc.	480	25	500	500	0.3%	0.0%
<i>Total Operating Costs</i>	\$ 144,513	\$ 156,503	\$ 161,000	\$ 171,000	100.0%	6.2%
TOTAL EXPENSES	\$ 144,513	\$ 156,503	\$ 161,000	\$ 171,000	100.0%	6.2%

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

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

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

Goals and Objectives:

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

<p>Objective: Perform necessary services to effect the Departmental Mission.</p>

FY2012-13 Accomplishments

- The development of a Land Use Plan for the Airport Golf (AG) District
- Effected Comprehensive Plan amendment for the AG District
- The development and adoption of the AG Zoning District regulations
- Continued to facilitate redevelopment of the commercial areas of the City
- Initiated revisions to the CBD Zoning District
- Reviewed building permit plans for 250 residential permits and 80 commercial permits

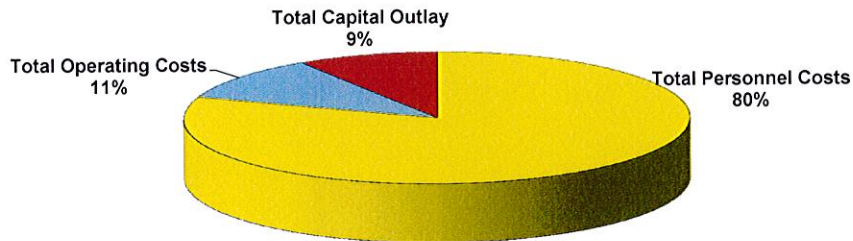
FY2013-14 Budget Highlights

- Proposed budget is \$ 1,560 or 1.2 % higher than FY2012/2013..
- Budget Summary:

Budgeted Revenues	\$ 47,000
Budgeted Expenditures	<u>\$128,947</u>
Net cost of Department	<u>\$ 81,947</u>
- Increase is due to a request of \$11,500 for a GIS system software, hardware, and annual maintenance.

PLANNING DEPARTMENT
Expenditure Detail

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Amended Budget	FY 2013-14 Budget	% of Total	% Change from 2012-13
PERSONNEL						
Salaries	93,588	68,283	\$ 68,000	\$ 76,152	59.1%	12.0%
Part Time Year Round	10,779	11,072	10,800	0	0.0%	-100.0%
Payroll Taxes	7,968	5,794	5,298	4,877	3.8%	-7.9%
Pension & Retirement	7,185	9,816	7,970	9,801	7.6%	23.0%
Health Insurance	4,077	9,900	9,849	12,732	9.9%	29.3%
Workers' Compensation	632	704	148	143	0.1%	-3.5%
Total Personnel Costs	\$ 124,229	\$ 105,569	\$ 102,065	\$ 103,705	80.4%	1.6%
OPERATING						
Professional Services	23,760	14,700	4,500	-	0.0%	-100.0%
Travel & Related Costs	2,624	642	2,000	2,200	1.7%	10.0%
Courier, UPS, Fedex-Overnight	62	-	200	100	0.1%	-50.0%
Printing & Binding	1,296	855	800	400	0.3%	-50.0%
Postage	744	732	1,711	808	0.6%	-52.8%
Office Supplies	1,625	1,606	2,000	1,000	0.8%	-50.0%
Operating Supplies	293	494	700	700	0.5%	0.0%
Dues, Memberships & Subsc.	225	300	425	425	0.3%	0.0%
Advertising	318	140	7,680	2,000	1.6%	-74.0%
Liability Insurance	1,905	1,618	1,264	1,327	1.0%	5.0%
Telephone/Internet	1,037	3,324	2,342	3,033	2.4%	29.5%
Education & Training	1,451	490	1,700	1,750	1.4%	2.9%
Total Operating Costs	35,340	24,901	25,322	13,743	10.7%	-45.7%
CAPITAL OUTLAY						
Machinery & Equipment	-	-	-	11,500	8.9%	0.0%
Total Capital Outlay	\$ -	\$ -	\$ -	\$ 11,500	8.9%	0.0%
TOTAL EXPENSES	\$ 159,569	\$ 130,470	\$ 127,387	\$ 128,947	100.0%	1.2%



Personnel Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Amended Budget	FY 2013-14 Budget	% of Total	% Change from 2012-13
City Planner	1	1	1	1		0.0%
Total of Full-time employees	1	1	1	1	80.0%	0.0%
Administrative Assistant II-Part Time	1	1	1	0.25	20.0%	-75.0%
DEPARTMENT TOTAL	2	2	2	1.25	100.0%	-37.5%

**PLANNING DEPARTMENT
PERFORMANCE MEASURES**

Indicator	2010-11 Actual	2011-12 Actual	2012-13 Goal	2012-13 Actual	2013-14 Goal
Outputs					
1. Revision of Problem Zoning Code Sections	ON-GOING	ON-GOING	9/30/2013	ON-GOING	9/30/2014
2. Adoption of amended Comprehensive Plan	N/A	3/12/2012	12/10/2012	12/10/2012	ON-GOING
3. Adoption of Revised Sign Code	N/A	N/A	2/11/2013	ON-GOING	1/30/2014
4. Adoption of Airport Golf Zoning District	N/A	N/A	1/14/2013	ON-GOING	10/15/2013
Effectiveness					
1. Number of Board of Adjustment (BOA) Cases Prepared	31	13	20	7	10
2. Number of Zoning & Planning (Z & P) Board Cases Prepared	2	1	2	2	2
Efficiency					
1. Number of BOA Cases Postponed Due to Incomplete Case Files	0	0	0	0	0
2. Number of Z & P Cases Postponed Due to Incomplete Case Files	0	0	0	0	0

Miami Springs Police Department

Mission Statement

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

Police Department

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

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

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

Goals

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

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

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

Increase “Homeland Security” efforts.

Objectives

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

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

Increase police visibility in residential and commercial areas by utilizing 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

2012-13 Accomplishments

- Brand new radio system implemented
- Three hybrid vehicles obtained
- New Red Light Camera installed at Sheridan Drive & NW 36 Street
- Implementing Red Light Hearing process
- Acquired new online investigative research tool for Detectives

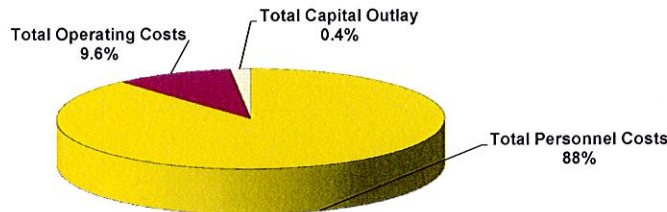
FY 2013-14 Budget Highlights

- The FY2013-14 budget is \$148,423 or 2.5% increase from the prior year, this increase is due to the following factors:
 1. Increase in in workmens compensation costs
 2. Increase in pension contributions cost
 3. Increase in salaries due to contractual step increases as well as a 4% increase for those civilian employees earning under \$50,000.
 4. Increase in legal fees for PBA negotiations next year.
- Budget Summary:

Budgeted Revenues	\$ 745,460
Budgeted Expenditures	<u>\$5,982,628</u>
Net cost of Department	<u>\$5,237,168</u>
- Budget includes \$100,304 for three new cars and taser equipment.
- The FY2013-14 budget does not fill a Lieutenant position which becomes vacant due to retirement.
- Budget includes revenues and expenses related to the red light hearings, this activity is fully funded from administrative fees so there is no impact on budget.

POLICE DEPARTMENT
Expenditure Detail

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Amended Budget	FY 2013-14 Budget	% of Total	% Change from 2012-13
PERSONNEL						
Executive Salaries	\$ 533,544	\$ 482,786	\$ 487,892	\$ 423,993	7.1%	-13.1%
Police Recruit-Grant Funded	99,662	106,056	-	-	0.0%	0.0%
Regular Salaries	2,457,843	2,388,201	2,580,037	2,614,289	43.7%	1.3%
Police Dept Civilians	414,691	438,435	443,816	460,632	7.7%	3.8%
Part Time Year Round	58,620	63,802	65,810	69,572	1.2%	5.7%
Overtime	79,930	89,353	90,000	110,760	1.9%	23.1%
Special Pay	36,370	35,440	37,000	37,000	0.6%	0.0%
Payroll Taxes	276,022	272,455	283,398	284,293	4.8%	0.3%
Pension & Retirement	456,406	574,117	653,294	700,712	11.7%	7.3%
Health Insurance	378,835	428,972	387,872	411,330	6.9%	6.0%
Workers' Compensation	50,805	315,133	151,635	176,198	2.9%	16.2%
Total Personnel Costs	\$ 4,842,728	\$ 5,194,750	\$ 5,180,754	\$ 5,288,779	88.4%	2.1%
OPERATING						
Professional Services	15,798	61,057	46,560	98,200	1.6%	110.9%
Contractual Services	5,076	4,944	6,500	7,238	0.1%	11.4%
Travel & Related Costs	1,053	1,746	4,000	5,000	0.1%	25.0%
Repairs & Maintenance	26,677	29,294	32,000	30,241	0.5%	-5.5%
Rentals & Lease	3,762	3,991	5,000	3,500	0.1%	-30.0%
Printing & Binding	708	268	1,000	1,000	0.0%	0.0%
Advertising & Promotions	1,087	1,611	3,000	3,500	0.1%	16.7%
Office Supplies	4,922	4,472	5,000	5,000	0.1%	0.0%
Postage	500	497	559	538	0.0%	-3.8%
Operating Supplies	24,378	19,189	24,200	27,150	0.5%	12.2%
Uniforms	71,257	61,021	80,300	82,000	1.4%	2.1%
Vehicle registration and tag	150	229	250	250	0.0%	0.0%
Courier,UPS, Fedex-Overnight	88	35	800	800	0.0%	0.0%
Dues, Memberships & Subsc.	1,310	1,274	2,000	2,500	0.0%	25.0%
Training & Education	22,534	20,680	25,000	19,749	0.3%	-21.0%
Liability Insurance	89,176	87,722	73,078	78,887	1.3%	7.9%
Fleet Maintenance	58,994	72,481	79,000	80,700	1.3%	2.2%
Fuels,Oils, Lubricants	96,850	105,105	120,000	122,500	2.0%	2.1%
Telephone/Internet/Beepers	22,184	28,287	26,004	24,792	0.4%	-4.7%
Total Operating Costs	\$ 446,504	\$ 503,903	\$ 534,251	\$ 593,545	9.9%	11.1%
CAPITAL OUTLAY						
Vehicles	27,481	54,962	105,000	94,500	1.6%	-10.0%
Machinery & Equipment	16,257	5,657	14,200	5,804	0.1%	-59.1%
Total Capital Outlay	\$ 43,738	\$ 60,619	\$ 119,200	\$ 100,304	1.7%	-15.9%
TOTAL EXPENSES	\$ 5,332,970	\$ 5,759,272	\$ 5,834,205	\$ 5,982,628	100.0%	2.5%



Personnel Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Amended Budget	FY 2013-14 Budget	% of Total	% Change from 2012-13
Chief of Police	1	1	1	1	1.6%	0.0%
Captain	1	1	1	1	1.6%	0.0%
Lieutenant	3	3	3	2	3.3%	-33.3%
Sergeant - CPO	1	1	1	1	1.6%	0.0%
Sergeant	4	4	4	4	6.6%	0.0%
Officer - Detective	5	5	5	5	8.2%	0.0%
Officer - Motor	4	4	4	4	6.6%	0.0%
Officer - K9	2	2	2	2	3.3%	0.0%
Officer	22	22	22	22	36.1%	0.0%
Communications Supervisor	1	1	1	1	1.6%	0.0%
Dispatcher I	5	5	5	5	8.2%	0.0%
Dispatcher II	1	1	1	1	1.6%	0.0%
Parking Enforcement Officer	0	0	0	0	0.0%	0.0%
Police Sr. Admin Specialist	0	0	0	1	1.6%	0.0%
Clerical Assistant	0	0	0	0	0.0%	0.0%
Admin. Sp. II	2	2	2	1	1.6%	-50.0%
Admin. Sp. I	2	2	2	2	3.3%	0.0%
Total of Full time employees	54	54	54	53	86.9%	-1.9%
Part Time Employees						
Clerical Assistant	2	2	2	2	3.3%	0.0%
Public Service Aides	2	2	2	2	25.0%	0.0%
School Crossing Guards	4	4	4	4	6.6%	0.0%
Total of Part time employees	8	8	8	8	13.1%	0.0%
DEPARTMENT TOTAL	62	62	62	61	100.0%	-1.6%

POLICE DEPARTMENT- School Crossing Guards
Expenditure Detail

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Amended Budget	FY 2013-14 Budget	% of Total	% Change from 2012-13
PERSONNEL						
Part Time Year Round	\$ 17,824	\$ 17,456	\$ 20,000	\$ 20,800	89.0%	4.0%
Payroll Taxes	1,363	1,336	1,530	1,591	6.8%	4.0%
Worker's Compensation	156	144	563	585	2.5%	3.9%
<i>Total Personnel Costs :</i>	\$ 19,343	\$ 18,936	\$ 22,093	\$ 22,976	98.3%	4.0%
OPERATING						
Uniforms	143	280	300	300	1.3%	0.0%
Other	-	20	100	100	0.4%	0.0%
<i>Total Operating Costs :</i>	\$ 143	\$ 300	\$ 400	\$ 400	1.7%	0.0%
TOTAL EXPENSES	\$ 19,486	\$ 19,236	\$ 22,493	\$ 23,376	100.0%	3.9%

POLICE DEPARTMENT PERFORMANCE MEASURES

Indicator	2010-11 Actual	2011-12 Actual	2012-13 Goal	2012-13 Actual	2013-14 Goal
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Outputs

Crime Index	934	914	880	989	900
Crime rate (per 1,000)	69	68	67	73	70
Number of arrests	430	494	525	489	500
Reported Traffic Accidents	381	404	350	455	400
Traffic/parking citations	9,915	6,239	10,000	5,541	7,500
Number of patrol zones patrolled 24 hrs/day	11	11	11	11	11

Effectiveness

Average call response time (min.)	2:52	2:53	2:40	2:59	2:45
Clearance rate of Class I Crimes	19.54%	21.50%	22.00%	23.30%	24.00%

Efficiency

Expenditures per resident population	\$376.23	\$410.72	\$416.00	\$413.79	\$416.00
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Used Crime Index rate of 13.5
(CI\13.5%)
Submitted: 10/3/2013
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**

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 2003/2008 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**

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, 2007, and 2010
 - Microsoft Word 2003, 2007, and 2010 standard load on all computers
 - WordPerfect 10 on select computers throughout the City
 - Excel 2003, 2007, and 2010
 - PowerPoint 2003, 2007, and 2010
 - Access 2003, 2007, and 2010
 - JRE 1.7.x
 - Looking Glass – not functional at this time
 - 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...
 - Windows 2008 / 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, and 2008
 - Cisco routers and PIX firewall security monitoring and updates
 - Watchguard Firebox monitoring and updates
 - 802.11 wifi networks AP 4000 units

- **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.

FY2012-13 Accomplishments

- MSPD server upgrade –Windows 2008 R2 + SQL 2008 R2
- MSPD Firewall/router upgrades ASA5505 to Sonicwall TZ security
- Expanded WIFI network in Council Chambers
- Converted DDC AC system conversion to virtualization
- Linux server gateway to S3 storage in cloud
- Provided technology support to Curtis Mansion, Inc
- Paperless Agenda Council Meetings

- **Information Technology**

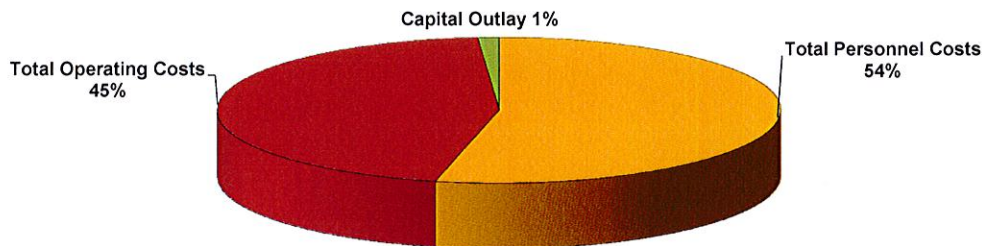
FY 2013-14 Budget Highlights

- Proposed budget is \$30,360 or 8.5% lower than FY2012/2013...
- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$331,508</u>
Net cost of Department	<u>\$331,508</u>
- Budget includes \$4,065 for an Acronis Server software and a Sonic wall firewall and security system.

**INFORMATION TECHNOLOGY
Expenditure Detail**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Amended Budget	FY 2013-14 Budget	% of Total	% Change from 2012-13
PERSONNEL						
Salaries	\$ 161,510	\$ 156,053	\$ 155,844	\$ 132,070	39.8%	-15.3%
Payroll Taxes	11,898	11,443	10,441	8,627	2.6%	-17.4%
Pension & Retirement	16,237	19,015	15,479	16,997	5.1%	9.8%
Health Insurance	19,007	20,207	20,051	19,886	6.0%	-0.8%
Workers' Compensation	1,073	1,416	292	248	0.1%	-15.2%
<i>Total Personnel Costs</i>	<i>\$ 209,725</i>	<i>\$ 208,134</i>	<i>\$ 202,107</i>	<i>\$ 177,828</i>	<i>53.6%</i>	<i>-12.0%</i>
OPERATING						
Travel and per diem	225	56	500	500	0.2%	0.0%
Professional Services	2,000	-	-	-	0.0%	0.0%
Contractual Services	121,196	117,960	134,664	137,062	41.3%	1.8%
Telephone/Internet	2,646	3,839	3,215	3,952	1.2%	22.9%
Repairs & Maintenance	11,809	5,021	2,900	2,500	0.8%	-13.8%
Liability Insurance	3,230	3,146	2,750	2,301	0.7%	-16.3%
Office Supplies	24	18	500	300	0.1%	-40.0%
Operating Supplies	3,727	682	1,040	500	0.2%	-51.9%
Dues, Memberships & Subsc.	320	495	882	500	0.2%	-43.3%
Training & Education	200	-	2,080	2,000	0.6%	-3.8%
<i>Total Operating Costs</i>	<i>\$ 145,377</i>	<i>\$ 131,217</i>	<i>\$ 148,531</i>	<i>\$ 149,615</i>	<i>45.1%</i>	<i>0.7%</i>
CAPITAL OUTLAY						
Machinery & Equipment	-	-	11,500	4,065	1.2%	100.0%
<i>Total Capital Outlay</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 11,500</i>	<i>\$ 4,065</i>	<i>1.2%</i>	<i>100.0%</i>
TOTAL EXPENSES	\$ 355,102	\$ 339,351	\$ 362,138	\$ 331,508	100.0%	-8.5%



Personnel Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Amended Budget	FY 2013-14 Budget	% of Total	% Change from 2012-13
Information Technology Manager	1	1	1	1	50.0%	0.0%
Asst. I.T. Manager	1	1	1	1	50.0%	0.0%
Systems Manager	0.3	0.3	0.3	-	0.0%	-100.0%
<i>Total of Full time employees</i>	<i>2.3</i>	<i>2.3</i>	<i>2.3</i>	<i>2</i>	<i>100.0%</i>	<i>-13.0%</i>
<i>Part-time Employee</i>						
IT Technician	0	0	0	-	0.0%	100.0%
DEPARTMENT TOTAL	2.3	2.3	2.3	2	100.0%	-13.0%

INFORMATION TECHNOLOGY DEPARTMENT PERFORMANCE MEASURES

Indicator	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Goal
Outputs				
Number of informal Help desk calls	660	725	464	500-
Daily average of web hits	765	474	345	500+
Daily average of web visitors	235	309	327	500+
Users supported	121	121	129	no change
PC's supported	118	120	120	no change
Servers supported	18	18	10	6
Efficiency				
Number of Hardware support calls	110	32	28	30-
Number of Software support calls	242	244	287	200-
Number of phone related support calls	72	268	86	200-
Number of trianing hours provided	52	30	10	50+
Tech staff to End User ratio	60.5	60.5	60	50
Number of website related tasks	97	37	30	30
Number of network related issues	28	112	48	100-
Number of server related issues	17	14	8	8-
Number of password issues	42	18	32	50-

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

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.

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

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.

2012-13 Accomplishments

- >Hired and trained two new Building Specialists
- >Hired and trained one new Part Time Code Compliance Officer
- >Maintained a high level of service in spite of Personnel turnover
- >Maintained expenditures below Budget (Currently projected at approximately \$56,000)
- >Kept Overtime at an all time record low, in spite of manpower turnover
- >Generated revenues ahead of Budget (currently projected at approximately \$66,000)
- >Prosecuted all Cases before the Code Enforcement Board successfully
- >Generated record high Code Enforcement revenues from fines, liens and fees
- >Completed three major Code Compliance sweeps of the City
- >Assisted the City Attorney in presenting Code change recommendations to the Council
- >Performed 104 inspections for Certificates of Re-Occupancy (as of May 31)
- >Performed 37 Survey Affidavit inspections (as of May 31)
- >Created 1,113 new Code Compliance cases (as of May 31)
- >Performed 1,920 Code Compliance inspections (as of May 31)

Building & Code Compliance

FY2013-14 Budget Highlights

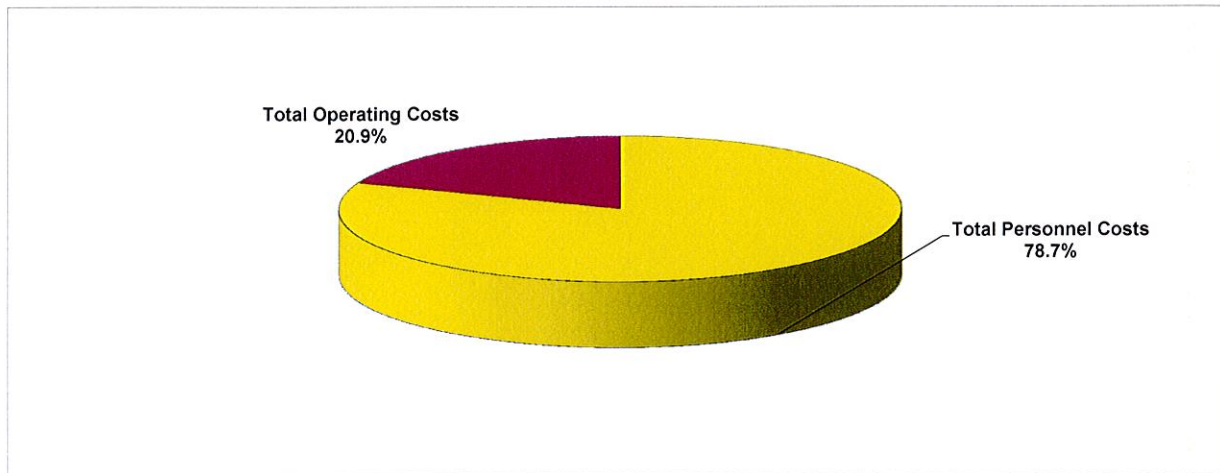
- Proposed budget is \$ 21,546 or 3.7% higher than FY2012/2013, however this is offset by a budgeted increase in revenues of approximately \$82,000 or 12%.

- Budget Summary:

Budgeted Revenues	\$759,200
Budgeted Expenditures	<u>\$603,691</u>
Operating surplus before indirect costs	\$155,509
Indirect cost allocation	<u>(\$298,694)</u>
Net cost of Department	<u>(\$143,185)</u>

BUILDING & CODE COMPLIANCE DEPARTMENT
Expenditure Detail

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Amended Budget	FY 2013-14 Budget	% of Total	% Change from 2012-13
PERSONNEL						
Salaries	\$ 197,845	\$ 201,105	\$ 199,647	\$ 218,425	36.2%	9.4%
Part Time Year Round	156,047	185,477	170,160	168,500	27.9%	-1.0%
Overtime	6,293	1,862	-	-	0.0%	0.0%
Payroll Taxes	26,101	28,540	26,186	26,383	4.4%	0.8%
Pension & Retirement	19,672	29,062	23,692	31,779	5.3%	34.1%
Health Insurance	26,893	34,090	30,890	35,602	5.9%	15.3%
Workers' Compensation	2,514	3,577	7,400	7,690	1.3%	3.9%
Total Personnel Costs	\$ 435,365	\$ 483,713	\$ 457,975	\$ 488,379	80.9%	6.6%
OPERATING						
Contractual Services	63,750	69,690	80,135	70,000	11.6%	-12.6%
Travel & Related Costs	2,025	1,862	1,000	1,331	0.2%	0.0%
Repairs and Maintenance	-	2,562	3,188	5,000	0.8%	0.0%
Uniforms	1,549	1,262	3,129	2,000	0.3%	-36.1%
Rentals & Lease	2,411	2,391	2,400	2,300	0.4%	-4.2%
Printing & Binding	-	1,003	2,500	1,000	0.2%	-60.0%
Postage	1,065	1,065	1,294	1,246	0.2%	-3.7%
Office Supplies	1,111	2,622	2,500	2,500	0.4%	0.0%
Operating Supplies	1,857	1,523	3,000	3,000	0.5%	0.0%
Dues, Memberships & Subsc.	369	40	500	500	0.1%	0.0%
Training & Education	1,148	967	500	500	0.1%	0.0%
Liability Insurance	9,381	10,076	8,358	9,293	1.5%	11.2%
Fleet Maintenance	5,437	6,137	5,000	6,500	1.1%	30.0%
Telephone/Internet	9,766	13,075	9,887	10,142	1.7%	2.6%
Total Operating Costs	\$ 99,869	\$ 114,275	\$ 123,391	\$ 115,311	19.1%	-6.5%
CAPITAL OUTLAY						
Machinery & Equipment	2,470	1,022	779	-	0.0%	-100.0%
Total Capital Outlay	\$ 2,470	\$ 1,022	\$ 779	\$ -	0.0%	-100.0%
TOTAL EXPENSES	\$ 537,704	\$ 599,010	\$ 582,145	\$ 603,691	100.0%	3.7%



Personnel Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Amended Budget	FY 2013-14 Budget	% of Total	% Change from 2012-13
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	2	13.3%	100.0%
B&C Director	1	1	1	1	6.7%	0.0%
Total Full Time Employees	5	5	5	6	40.0%	20.0%
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	-	0.0%	0.0%
Total Part-Time Employees	11	11	10	9	60.0%	-10.0%
DEPARTMENT TOTAL	16	16	15	15	100.0%	0.0%

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

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

All Occupational Licenses will be invoiced and paid by:	1/31/2010	8/30/2011	6/30/2012	8/30/2012	8/30/2013
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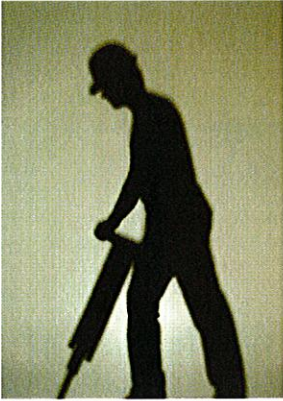
Effectiveness

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

Efficiency

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.



PUBLIC
SERVICES
DEPARTMENT

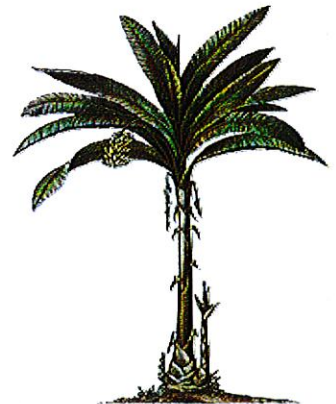


MISSION STATEMENT

Our mission is to continue our commitment in providing Quality of Life for our Residents through Responsive, Efficient and Effective Services.

Our goal is to provide these services with Professionalism, Teamwork and Communication.

We are dedicated to our vision and core values.



Public Services - Administration Division

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

Goals

- Continue to provide quick and informative response's to the public and ensure customer satisfaction.
- Maintain our system of proper planning, scheduling, inventory control, training, and cost accounting for all divisions of the department.
- Improve our working relationship with the public & contractors

Objectives

- Establish better communication with staff at all levels
- Track all inventory and labor to ensure a cost effective operation.
- Continue to promote cohesiveness and teamwork within this department.

2012-13 Accomplishments

- Have worked closely with Office, Supervisory and General Staff with regards to communication, customer & quality of service
- Have implemented weekly meetings with the Supervisors & Staff to handle requests, concerns and general idea's to improve service
- Have started lunch programs to promote cohesiveness & teamwork
- Resident & Commercial Complaints have diminished

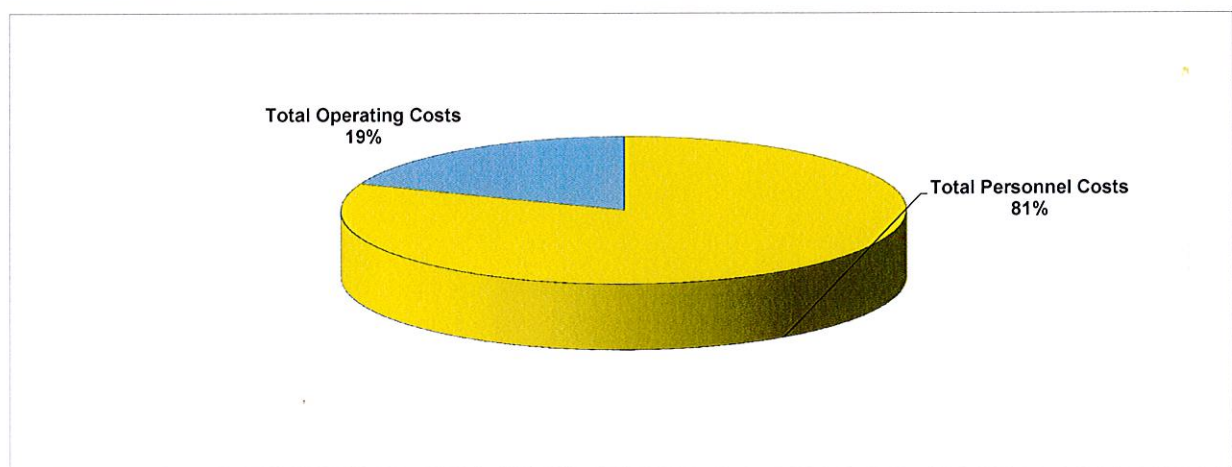
FY 2013-14 Budget Highlights

- Proposed budget is \$48,137 or 11.8% lower than FY2012/2013...
- Budget Summary:

Budgeted Revenues	\$	-0-
Budgeted Expenditures		<u>\$359,600</u>
Net cost of Department		<u>\$359,600</u>

PUBLIC SERVICES DEPARTMENT
Administration Division - Expenditure Detail

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Amended Budget	FY 2013-14 Budget	% of Total	% Change from 2012-13
PERSONNEL						
Salaries	\$ 268,507	\$ 266,464	\$ 253,280	\$ 225,527	62.7%	-11.0%
Overtime	1,946	2,242	-	-	0.0%	0.0%
Payroll Taxes	19,790	19,737	16,743	14,697	4.1%	-12.2%
Pension & Retirement	26,238	31,516	22,698	15,101	4.2%	-33.5%
Health Insurance	25,234	26,805	35,492	34,311	9.5%	-3.3%
Workers' Compensation	2,117	5,237	1,425	1,269	0.4%	-11.0%
Unemployment Compensation	8,253	1,866	-	-		0.0%
Total Personnel Costs	\$ 352,085	\$ 353,867	\$ 329,638	\$ 290,904	80.9%	-11.8%
OPERATING						
Professional Services	\$ 9,750	\$ 7,163	\$ 3,900	\$ -	0.0%	-100.0%
Travel & Related Costs	267	100	500	500	0.1%	0.0%
Courier, UPS, Fedex	-	-	100	100	0.0%	0.0%
Utility Services	12,427	10,596	10,404	7,261	2.0%	-30.2%
Repairs & Maintenance	-	-	900	500	0.1%	-44.4%
Rentals & Lease	1,768	1,768	2,000	1,000	0.3%	-50.0%
Printing & Binding	113	45	100	100	0.0%	0.0%
Postage	666	666	600	746	0.2%	24.3%
Office Supplies	3,341	5,493	4,500	4,000	1.1%	-11.1%
Operating Supplies	4,747	5,026	8,000	8,000	2.2%	0.0%
Fuels, Oils, Lubricants	6,494	5,633	6,000	4,000	1.1%	-33.3%
Dues, Memberships & Subsc.	215	183	300	335	0.1%	11.7%
Training & Education	1,441	-	4,000	1,000	0.3%	-75.0%
Liability Insurance	24,901	27,525	26,754	28,223	7.8%	5.5%
Fleet Maintenance	4,132	7,103	8,700	5,700	1.6%	-34.5%
Telephone/Internet	13,002	19,557	6,541	7,231	2.0%	10.5%
Total Operating Costs	\$ 83,264	\$ 90,858	\$ 83,299	\$ 68,696	19.1%	-17.5%
TOTAL EXPENSES	\$ 435,349	\$ 444,725	\$ 412,937	\$ 359,600	100.0%	-12.9%



	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Amended Budget	FY 2013-14 Budget	% of Total	% Change from 2012-13
Public Works Director	1	1	1	1	25.0%	0.0%
Administrative Assistant I and II	3	3	0	0	0.0%	0.0%
Administrative Assistant III	0	0	1	1	25.0%	0.0%
Procurement Supervisor	0.5	0.5	1	1	25.0%	0.0%
Matl Mgt Clerk	1	1	1	1	25.0%	0.0%
DIVISION TOTAL	5.5	5.5	4.0	4.0	100.0%	0.0%

**PUBLIC WORKS-ADMINISTRATION
PERFORMANCE MEASURES**

Indicator	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Goal
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Outputs

Regulatory mandates and permits in compliance	100%	100%	100%	100%
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Effectiveness

Increase management skills trainings	50%	50%	50%	75%
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Public Services – Streets/Streetlights Division

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

Goals

- Ensure all city sidewalks are safe for pedestrian traffic.
- Restore the alleys and alley approaches citywide.
- Continue to upgrade and repair the streetlight infrastructure.
- Maintain the right-of-ways.

Objectives

- Inspect sidewalks to ensure American with Disability Act (ADA) compliance to eliminate safety hazards.
- Supervise and provide support for various lighting projects currently proposed.
- Locate and repair potholes and sinkholes, city-wide.

2012-13 Accomplishments

- We completed the Storm Water Drainage Projects on Bentley Drive & Bluebird Ave to reduce the flooding conditions in the area.
- We have completed a total of 1,207 linear feet of side walk repairs
- Completed the Curb and Gutter repair on South Dr & NW 36 Street
- We have completed a total of 101 Street light requests and 6 locations Underground wiring issues.
- A request was made to Miami Dade County to repair / replace damaged Traffic Control signs City wide and a total of were replaced.
- Repaired roadway pot holes City Wide

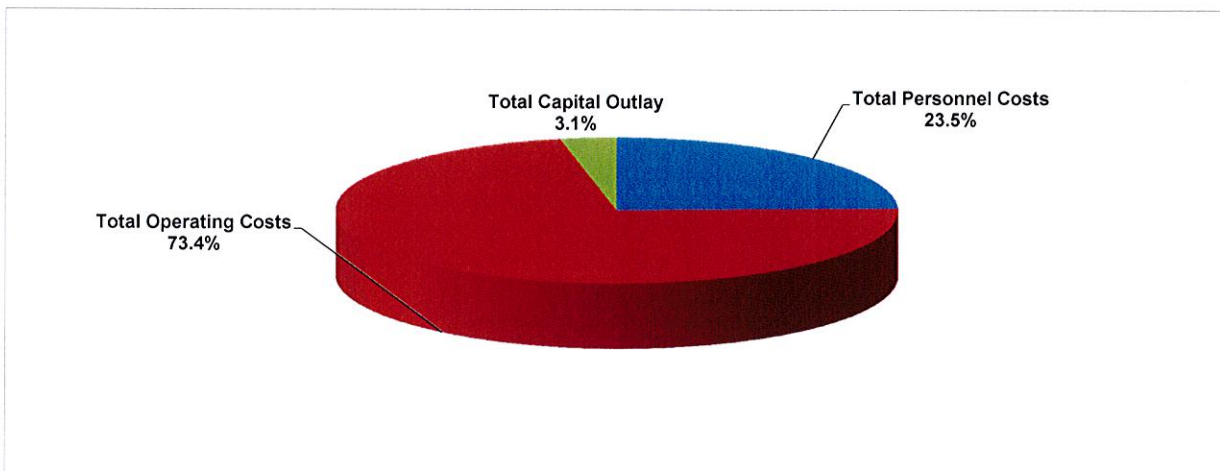
FY 2012-13 Budget Highlights

- Proposed budget is \$106,863 or 30% higher than FY2012/2013...
- Budget Summary:

Budgeted Revenues	\$	-0-
Budgeted Expenditures		<u>\$461,276</u>
Net cost of Department		<u>\$461,276</u>
- Increase is due to \$100,000 budgeted under Repairs and Maintenance for citywide sidewalk repairs not eligible to be funded with CITT funds, as well as \$15,000 budgeted for replacement of lights within the Circle.
- Budget includes \$10,000 for tree planting city-wide.

PUBLIC SERVICES DEPARTMENT
Streets & Streetlights Division - Expenditure Detail

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Amended Budget	FY 2013-14 Budget	% of Total	% Change from 2012-13
PERSONNEL						
Salaries	\$ 62,979	\$ 63,806	\$ 76,020	\$ 79,481	17.2%	4.6%
Overtime	217	653	-	-	0.0%	0.0%
Payroll Taxes	4,834	4,931	4,905	5,081	1.1%	3.6%
Pension & Retirement	6,219	9,005	8,910	10,229	2.2%	14.8%
Health Insurance	11,232	10,566	12,222	13,390	2.9%	9.6%
Workers' Compensation	4,286	3,373	4,829	5,049	1.1%	4.6%
Total Personnel Costs	\$ 89,767	\$ 92,334	\$ 106,886	\$ 113,230	24.5%	5.9%
OPERATING						
Professional Services	-	-	3,000	-	0.0%	-100.0%
Contractual services	15,954	24,268	27,000	10,000	2.2%	-63.0%
Utility Services	151,846	145,576	134,846	136,861	29.7%	1.5%
Repairs & Maintenance	12,553	20,206	26,153	130,000	28.2%	397.1%
Rentals & Leases	80	-	100	100	0.0%	0.0%
Operating Supplies	10,072	16,552	19,000	20,000	4.3%	5.3%
Liability Insurance	1,300	1,266	1,228	1,385	0.3%	12.8%
Fuels, Oils, Lubricants	16,134	13,183	15,000	12,500	2.7%	-16.7%
Fleet Maintenance	13,159	10,483	17,500	22,200	4.8%	26.9%
Total Operating Costs	\$ 221,098	\$ 231,534	\$ 243,827	\$ 333,046	72.2%	36.6%
CAPITAL OUTLAY						
Improvements Other than Bldg	-	-	-	15,000	3.3%	0.0%
Machinery & Equipment	-	-	-	-	0.0%	0.0%
Total Capital Outlay	\$ -	\$ -	\$ -	\$ 15,000	3.3%	100.0%
TOTAL EXPENSES	\$ 310,865	\$ 323,868	\$ 350,713	\$ 461,276	100.0%	31.5%



Personnel Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Amended Budget	FY 2013-14 Budget	% of Total	% Change from 2012-13
Heavy Equipment Operator	1	1	1	1	50.0%	0.0%
Maintenance Worker I	1	1	1	1	50.0%	0.0%
Total Full Time Employees	2	2	2	2	100.0%	0.0%
DIVISION TOTAL	2	2	2	2	100.0%	0.0%

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

Indicator	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Goal
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Outputs

Linear feet of underground streetlight wire replaced	1800	2800	1700	2000
Square footage of sidewalk replaced	11,649	0	1,207	2,000

Public Services – Public Properties

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

Goals

- Provide essential services to the residents without interruptions
- Ensure that the City retains its National Arbor Society's Tree City USA and Growth Award status.
- Maintain a properly pruned and lifted street tree canopy.
- Maintain Miami Springs as one of the "cleanest cities" by ensuring litter control, city-wide.

Objectives

- Provide special attention to the main arteries of the city to ensure they are free of litter and free of any potential tree hazards.
- Keep the public properties personnel "Storm Ready" as this division functions as first responders in the event of a "catastrophic event".

2012-13 Accomplishments

- Established working relationships with Contractors regarding Customer Service and Quality of Service to our Residents
- Retained Awards for Tree City & Growth Award
- Have completed 1,846 tree trimmings & 34 removals
- We have continued to meet our standard as "Cleanest City" by ensuring litter control
- Secured a grant that allowed us to replace Benches & Trash receptacles City wide
- Completed a Forestry Grant for the Quail Ave residents for Native Screening
- Have successfully met all expectations from the Residents and City staff regarding all work orders requested.

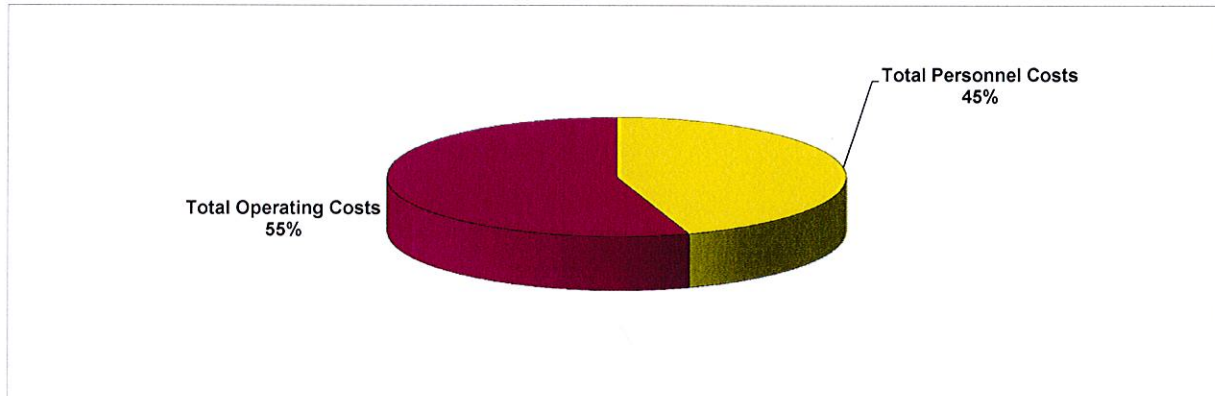
FY 2013-14 Budget Highlights

- Proposed budget is \$55,815 or 8.6% lower than FY2012/2013...
- Budget Summary:

Budgeted Revenues	\$	-0-
Budgeted Expenditures	\$	<u>589,930</u>
Net cost of Department		<u>589,930</u>

PUBLIC SERVICES DEPARTMENT
Public Properties Division - Expenditure Detail

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Amended Budget	FY 2013-14 Budget	% of Total	% Change from 2012-13
PERSONNEL						
Salaries	\$ 500,160	\$ 396,215	\$ 204,694	\$ 183,599	31.1%	-10.3%
Part Time Year Round	3,029	3,430	-	-	0.0%	0.0%
Overtime	5,964	6,931	-	-	0.0%	0.0%
Payroll Taxes	38,229	30,570	12,558	10,719	1.8%	-14.6%
Pension & Retirement	49,367	51,216	22,183	14,415	2.4%	-35.0%
Health Insurance	95,118	83,232	54,732	44,327	7.5%	-19.0%
Workers' Compensation	6,707	8,505	15,821	11,663	2.0%	-26.3%
Unemployment compensation	330	0	0	0	0.0%	100.0%
Total Personnel Costs	\$698,904	\$580,099	\$309,988	\$264,723	44.9%	-14.6%
OPERATING						
Professional Services	-	12,387	-	-	0.0%	0.0%
Contractual Services	5,094	8,789	172,000	175,000	29.7%	1.7%
Utility Services	95,300	88,058	82,289	82,721	14.0%	0.5%
UPS/FEDEX	16	17	50	50	0.0%	0.0%
Repairs & Maintenance	2,268	1,164	3,000	1,500	0.3%	100.0%
Dues and subscriptions	230	230	300	-	0.0%	-100.0%
Fuels, Oils, Lubricants	18,674	13,755	6,000	9,000	1.5%	50.0%
Operating Supplies	74,945	32,601	7,510	8,800	1.5%	17.2%
Transfers to Debt Sservice	24,878	-	-	-	0.0%	0.0%
Training & Education	61	-	500	-	0.0%	-100.0%
Liability Insurance	22,443	31,325	23,011	23,876	4.0%	3.8%
Fleet Maintenance	38,730	39,433	19,000	20,500	3.5%	7.9%
Telephone/Internet	3,826	4,077	2,625	3,759	0.6%	43.2%
Total Operating Costs	\$ 286,465	\$ 231,836	\$ 316,285	\$ 325,206	55.1%	2.8%
TOTAL EXPENSES	\$ 985,369	\$ 811,935	\$ 626,273	\$ 589,930	100.0%	-5.8%



Personnel Summary

	FY 2009-10 Actual	FY 2011-12 Actual	FY 2012-13 Amended Budget	FY 2013-14 Budget	% of Total	% Change from 2012-13
Parks Maint. Foreman/Arborist	0.5	0.5	0.0	0.0	0.0%	0.0%
Equipment Operator	1	1	0	1	16.7%	0.0%
Maintenance Worker I, II	12	12	8	5	83.3%	-37.5%
Parks Maintenance Foreman	1	1	0	0	0.0%	0.0%
Tree Trimmer	2	2	0	0	0.0%	0.0%
Total Full Time Employees	16.5	16.5	8.0	6.0	100.0%	-25.0%
Part-time Employees						
Maintenance Workers I	0	0	0	0	0.0%	0.0%
Total Part-time employees	0	0	0	0	0.0%	0.0%
DIVISION TOTAL	16.5	16.5	8.0	6.0	100.0%	-25.0%

PUBLIC PROPERTIES DEPARTMENT PERFORMANCE MEASURES

Indicator	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Goal
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Outputs

Properly prune and thin trees (city-wide)	75%	50%	75%	75%
Maintain tree inventory	100%	100%	100%	100%

Effectiveness

Increase training hours	25%	25%	25%	50%
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Public Services - Building Maintenance

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

Goals

- Establish timelines for all requested projects City wide
- Continue to service all City Owned Facilities according to our monthly service schedules
- Continue to meet all of our Safety Inspections with Miami Dade County

Objectives

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

FY 2012-13 Accomplishments

- Supervised new roof construction on Country Club
- Replaced damaged sections of the Tot-Lot that were deemed unsafe
- Installed 30 Benches city wide and Bike Racks
- Assisted in the Construction at the Senior Center
- Met all expectations of monthly maintenance and requests from all divisions within the City

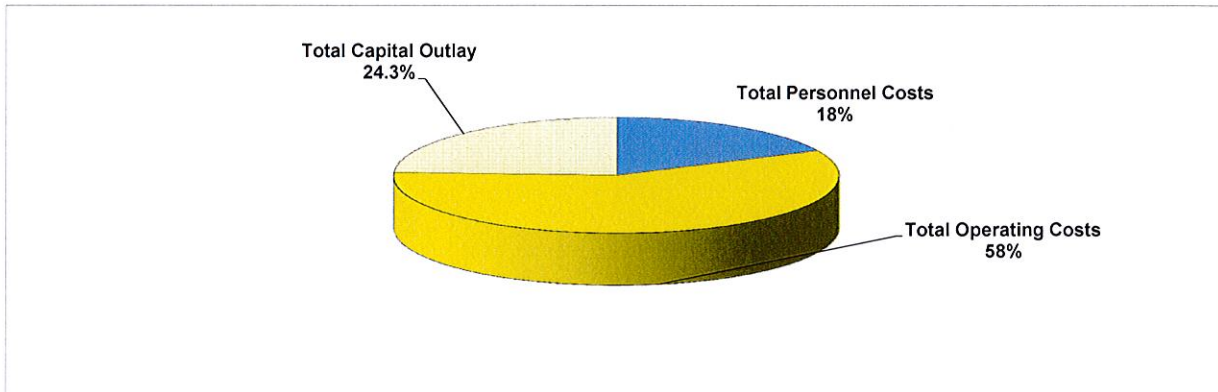
FY 2013-14 Budget Highlights

- Proposed budget is \$53,249 or 22.5% higher than FY2012/2013..
 - Budget Summary:

Budgeted Revenues	\$	-0-
Budgeted Expenditures		<u>\$289,445</u>
Net cost of Department		<u>\$289,445</u>
 - Increase is due to budgeting for a \$70,000 plumbing upgrade needed at the City Hall facility, and an additional \$46,550 budgeted in Repairs and Maintenance to cover unexpected repairs which may be necessary during the fiscal year to any of our aging facilities.

PUBLIC SERVICES DEPARTMENT
Building Maintenance Division - Expenditure Detail

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Amended Budget	FY 2013-14 Budget	% of Total	% Change from 2012-13
PERSONNEL						
Salaries	\$ 49,642	\$ 30,953	\$ 32,596	\$ 33,900	11.7%	4.0%
Overtime	32	541	-	-	0.0%	0.0%
Payroll Taxes	3,800	2,207	1,763	1,791	0.6%	1.6%
Pension & Retirement	4,514	4,214	3,820	4,363	1.5%	14.2%
Health Insurance	5,696	7,607	9,693	10,632	3.7%	9.7%
Workers' Compensation	598	2,789	1,015	1,055	0.4%	4.0%
Total Personnel Costs	\$ 64,282	\$ 48,311	\$ 48,887	\$ 51,740	17.9%	5.8%
OPERATING						
Contractual Services	49,967	57,063	55,582	54,000	18.7%	-2.8%
Utility Services	100	33	37	122	0.0%	100.0%
Repairs & Maintenance	63,765	96,281	53,450	100,000	34.5%	87.1%
Rentals & Lease	-	-	250	-	0.0%	-100.0%
Fuels, Oils, Lubricants	3,020	2,349	2,000	2,750	1.0%	37.5%
Operating Supplies	5,913	4,312	12,000	8,000	2.8%	-33.3%
Liability Insurance	828	901	527	590	0.2%	12.0%
Fleet Maintenance	3,798	2,663	3,100	2,000	0.7%	-35.5%
Telephone/Internet	245	256	243	242	0.1%	-0.4%
Total Operating Costs	\$ 127,636	\$ 163,858	\$ 127,189	\$ 167,704	57.9%	31.9%
CAPITAL OUTLAY						
Improvements Other than Bldg	1,875	80,436	60,120	70,000	24.2%	16.4%
Total Capital Outlay	\$ 1,875	\$ 80,436	\$ 60,120	\$ 70,000	24.2%	16.4%
TOTAL EXPENSES	\$ 193,793	\$ 292,605	\$ 236,196	\$ 289,445	100.0%	22.5%



Personnel Summary

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Amended Budget	FY 2013-14 Budget	% of Total	% Change from 2012-13
Building Specialist II	1	1	1	1	100.0%	0.0%
DIVISION TOTAL	1	1	1	1	100.0%	0.0%

BUILDING MAINTENANCE DEPARTMENT PERFORMANCE MEASURES

Indicator	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Goal
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Outputs

Reduce energy and utility costs by	10%	10%	20%	50%
Regular Maintenance of Irrigation system (City-wide)	100%	100%	100%	100%
Regular Maintenance of Bathrooms (City-wide)	100%	100%	100%	100%

Public Services - Fleet Maintenance

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

Goals

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

Objectives

- Reduce vehicle down time.
- Maintain fleet parts and tire inventory at an optimal level.
- Complete 100% of preventive maintenance inspections by the scheduled due date.

FY 2012-13 Accomplishments

- Have reduced our outside tire repairs by 25%
- Improved service times to our separate departments
- Have met our goal of preventable maintenance inspections
- Secured relationships with new vendors

FY 2013-14 Budget Highlights

- Proposed budget is \$5,061 or 18.7% lower than FY2012/2013...
- Budget Summary:

Budgeted Revenues	\$	-0-
Budgeted Expenditures	\$	<u>22,000</u>
Net cost of Department	\$	<u>22,000</u>

PUBLIC SERVICES DEPARTMENT
Fleet Maintenance Division - Expenditure Detail

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Amended Budget	FY 2013-14 Budget	% of Total	% Change from 2012-13
OPERATING						
Contractual Services	31,478	4,307	19,784	5,000	22.7%	0.0%
Fuels, Oils, Lubricants	40,946	18,336	-	9,000	40.9%	100.0%
Operating Supplies	6,702	8,128	6,250	6,500	29.5%	0.0%
Fleet Maintenance	327	(86)	2,000	1,500	6.8%	-25.0%
<i>Total Operating Costs</i>	\$ 79,453	\$ 30,685	\$ 28,034	\$ 22,000	100.0%	-21.5%
TOTAL EXPENSES	\$ 79,453	\$ 30,685	\$ 28,034	\$ 22,000	100.0%	-21.5%

FLEET MAINTENANCE DEPARTMENT PERFORMANCE MEASURES

Indicator	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Goal
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Outputs

PM's completed within 3 days of due date	100%	100%	100%	100%
Percentage to increase in-house repairs	25%	50%	75%	80%

Effectiveness

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