

ADOPTED BUDGET FISCAL YEAR 2014 - 2015 CITY OF MIAMI SPRINGS FLORIDA

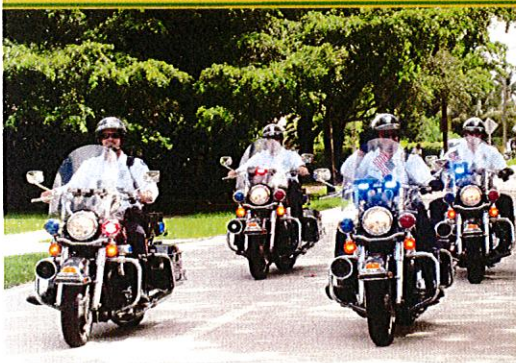


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INTRODUCTORY SECTION



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Miami Springs
Florida**

For the Fiscal Year Beginning

October 1, 2013

Executive Director

LETTER OF TRANSMITTAL

CITY OF MIAMI SPRINGS



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

September 24, 2014

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, 2015. 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 and/or improves 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.

Taxable property values increased from \$887,326,659 last year to \$946,504,898 for the current year (a 6.7% increase), this increase will produce approx. \$294,000 in additional ad valorem revenues for FY14-15.

The following are some key factors in the adopted budget for FY2014-15:

- Maintains the current millage rate of **7.6710**. This millage will provide for an increase in reserves of approx. \$167,000.
 - The tentative budget proposes no new outsourcing of services, a slight reduction in net staff (due to retirements), and no reduction in services.
- 1. The FY14-15 budget includes approx. \$ 445,000 debt service for the new aquatic facility and the Stafford Park re-grassing.
- 2. There is one request for funding a vacant in the Building and Code Department. The Finance budget is based on the Controller position being part time after Dec 31, 2014 since the current employee is retiring. These two personnel adjustments nullify each other resulting in zero increase to the FY14-15 budget.
- 3. Health insurance costs are budgeted to increase 26.5%.
- 4. Funds were budgeted to reclassify the Building Official position from part time to full time for next fiscal year.

5. The Police budget includes a retirement payout in an amount of approx. \$65,000.
6. Budget assumes a 2% cost of living increase for all operating expenditures (e.g.: fuel, utilities, supplies, etc.)
7. This General Fund budget request also contains approximately \$316,801 in police vehicles, city-wide infrastructure including city hall roof replacement, new pavillion at Stafford Park, Curtiss Parkway electrical improvements and other misc. capital needs.
8. The General Fund budget includes approx. \$51,491 for a 4% one-time COLA for the 32 General Employees earning under \$50,000. The General Fund impact is \$51,670, while \$23,940 will impact the city's two Enterprise Funds
9. The Public Works budget includes \$45,000 for unforeseen contingencies during the year.
10. The Planning budget includes \$20,000 required for a traffic study being required by FDOT for funding of the Westward Drive Bike Path project. Council's budget includes \$20,000 for a traffic study to determine safe streets for the operation of golf carts.
11. Council budget includes a \$5,000 request for the River Cities Festival next year, a \$35,000 funding request from CMI, and a \$6,000 subsidy to the Historic Museum organization.

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

- Continuing increases in health insurance and pension costs.
- DERM facility compliance requirements at the golf course
- Continued negotiations with the FOP
- Increasing fuel and operating costs.
- 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 &

LONG RANGE ECONOMIC PLANNING (CONTINUED)

industrial complexes. These facilities primarily service the airport and support industries related to the airport and its employees.

The City Council has established a written policy that the unassigned fund balance should be equal to 25% of the operating expenditures and transfers out budgeted for the General fund in the subsequent year. This reserve will ensure that the City has available funds in case of any unforeseen emergencies.

The City is pursuing grant and other funding opportunities to provide needed infrastructure improvements to the City, including funding for a median bike path project, new aquatic facility, and other public works projects. The City is also negotiating pension plan alternatives with its Police labor union in order to reduce the increasing pension costs. 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

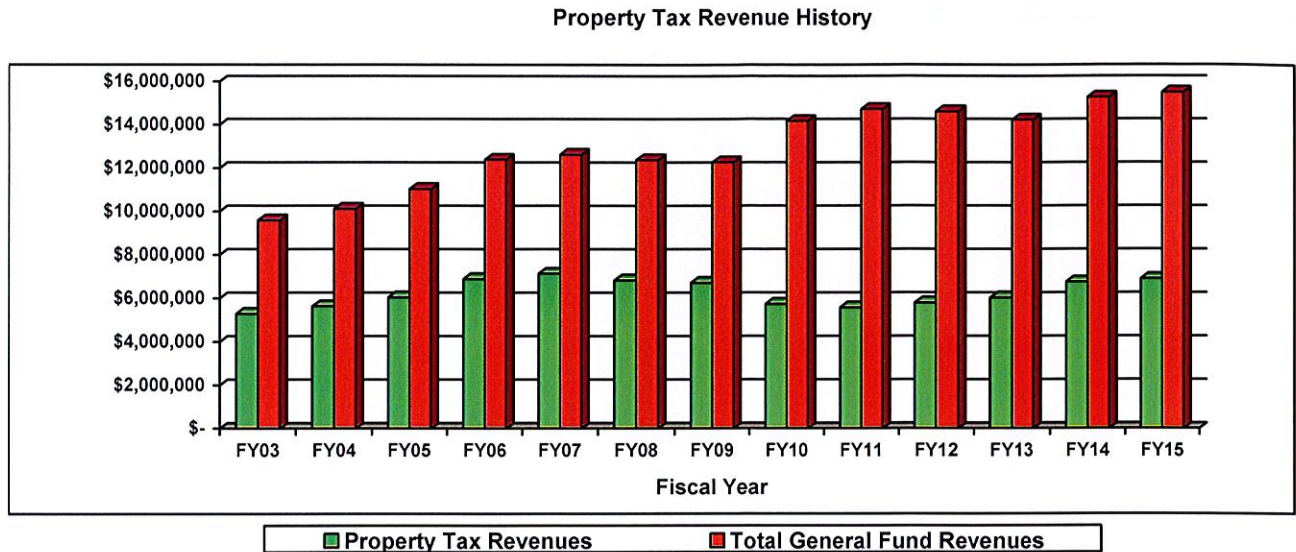
The Miami-Dade County Property Appraiser has certified to the City that the Current Year Gross Taxable Value of all Real and Personal Property in the City is \$946,504,898 (subject to appeals), 6.7% higher than last year's Final Gross Taxable Value of \$887,326,659. It is against this figure that taxing 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 2013-2014 Millage Rate was 7.6710. The Administration is proposing maintaining the millage at the current year rate of 7.6710 to fund the Fiscal Year 2014-15 budget. This rate will generate approximately \$6,897,607 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 FY2015 of 7.6710 mills compared to what residents paid last year when the millage rate was also 7.6710:

<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 2015	\$801.62	\$1,196.68	\$1,789.26	\$2,184.32
CITY BILL FOR FY 2014	<u>\$767.10</u>	<u>\$1,150.65</u>	<u>\$1,725.98</u>	<u>\$2,109.53</u>
TOTAL INCREASE *	<u>\$34.52</u>	<u>\$46.03</u>	<u>\$63.28</u>	<u>\$74.79</u>

*Although the millage rate did not increase from one year to the next, the increase in the tax bill is due to the 3% increase in assessed values under Florida's Save Our Home Statute.

The following chart provides a historical comparison of the amount of property taxes collected by the city since FY2003 (green columns) compared to the total of all general fund revenues (red columns).



As can be seen above, property tax revenues have decreased as a percentage of total revenues since FY2003. The budgeted property tax revenues for FY2015 are approximately the same as the amount assessed in FY2006.

PROPOSED BUDGETS FOR VARIOUS MAJOR FUNDS

The FY2014-15 budget for **all** funds totals **\$20,580,861** representing a decrease of 3.1% from the FY2013-14 amended budget of **\$21,218,365**.

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

Funds	Revenues/Sources	Expenditures/Uses
General Fund	\$ 15,516,547	\$ 15,516,547
Special Revenue Funds	1,194,445	1,194,445
Enterprise Funds	2,857,285	2,857,285
Debt Service Fund	1,012,584	1,012,584
Total All Funds	<u>\$20,580,861</u>	<u>\$20,580,861</u>

The General Fund

The General Fund budget decreased by \$391,635 (2.5%), from \$15,908,182 in FY2013-14 to \$15,516,547 in FY 2014-15. This decrease was mainly due to the fact that for FY13-14 there were significant costs related to the additional maintenance needs at the golf course operation.

The Road and Transportation Fund

In FY 2014-15, the transportation fund budget is \$521,025. 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 2014-15 budget for golf course operations allocates a general fund contribution of approximately **\$335,025** to cover the budgeted operating deficit for the year. The golf operation budget is accounted for as a separate division within the General Fund's Recreation budget. Functionally, however, it remains a separate department.

The Elderly Services Fund

The FY 2014-15 budget for the Elderly Services operations allocates a general fund contribution of approximately **\$135,704**.

The Sanitation Fund

In FY 2014-15, the operation is projected to breakeven, and will not require any general fund support. The billing change instituted for the FY2011, whereby we included the waste bill in the resident's property tax bill, has improved collections significantly thus providing cash flows on a timely basis, while reducing the bad debt allowance and write-offs from prior years.

Revenue Highlights

The largest source of revenue is "Ad Valorem taxes", which account for 45% of total general fund budgeted revenues and 35% of all revenues, and is budgeted at approximately \$6,977,607. This is an increase from the prior year due mainly to the increase in assessed valuation for next fiscal year.

Referring to the chart on top of page 4, one can easily see that the local economy has begun to show improvements. Total tax revenues were \$7,130,596 in FY2007, before the economic downturn began, and are projected to be \$6,977,607 for FY2014-15. The gap continues to decrease and it is expected that for FY15-16 tax revenues will surpass the FY2007 levels.

The second largest source of revenue is "Charges for Services", representing 24% of total budgeted revenues, is currently budgeted at approximately \$4,910,544, as opposed to \$4,708,085 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, 39% of the General Fund budgeted expenditures are for Public Safety (excluding the Building & Zoning Division). The FY 2014-15 Police budget reflects a 0.5% increase from the FY 2013-14 budget. The proposed Police budget will provide for vehicle replacement, as well as the funding of the retirement payout for the current Chief. Total budgeted salaries (excluding fringe benefits to the City's employees) for FY 2014-15 is approximately \$7,568,604 or 37% of total budgeted expenditures for all funds. This represents a decrease of \$140,839 (1.8%) over the FY2013-14 budgeted salaries of \$7,709,443. This decrease is due to personnel reductions and reclassifications made in current as well as next fiscal years. As discussed above, health insurance costs increased by 26.5%.

FUND BALANCE

The FY 2014-15 budget will not use any of our unreserved general fund balance in order to balance the budget, the tentative budget actually provides almost \$193,000 increase to reserves at year-end. The City will retain the \$3.4 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:

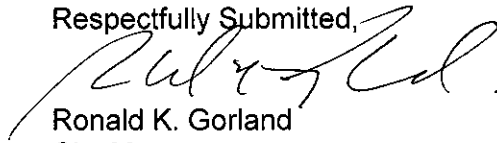
- Executed an agreement with ConEdison Solutions to provide citywide energy savings solutions totaling over \$1.6 million to include new decorative lighting on Westward Drive.
- Contracted with Bermello & Ajamil to begin the process of designing a new aquatic facility to replace the aging pool facility.
- Established the process to hire a new Police Chief.
- Hired a new City Planner.
- Continued efforts to develop commercial revitalization within the city with the addition of new hotel construction.
- Completed various citywide improvement projects to include regrassing of Stafford Park, Circle road/sidewalk and traffic improvements, golf course greens and fairways improvements, continued sidewalk repairs and Stormwater projects citywide.
- Began the start-up process to establish a first-tee program at the golf course.

CONCLUSION

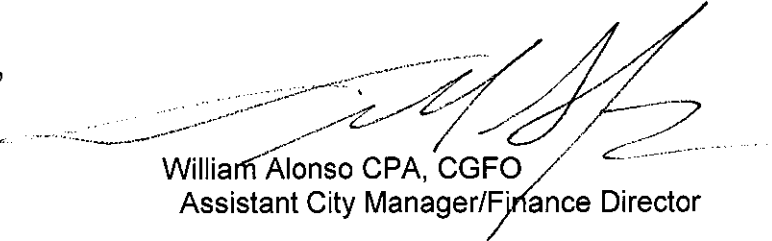
The process of budget preparation for the upcoming fiscal year has been extremely challenging, yet rewarding. This budget should ensure the continued economic and social success of this City. Through an overall review of all departmental operations, the City has been able to cut costs without reducing 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 2014-15**

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 2014-15**

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 FY2014-15.

- 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 2014-15**

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 2014-15**

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 2014-15**

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 2014-15**

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 FY2014-15. These funds, however, are included as part of the City's audited financial statements.

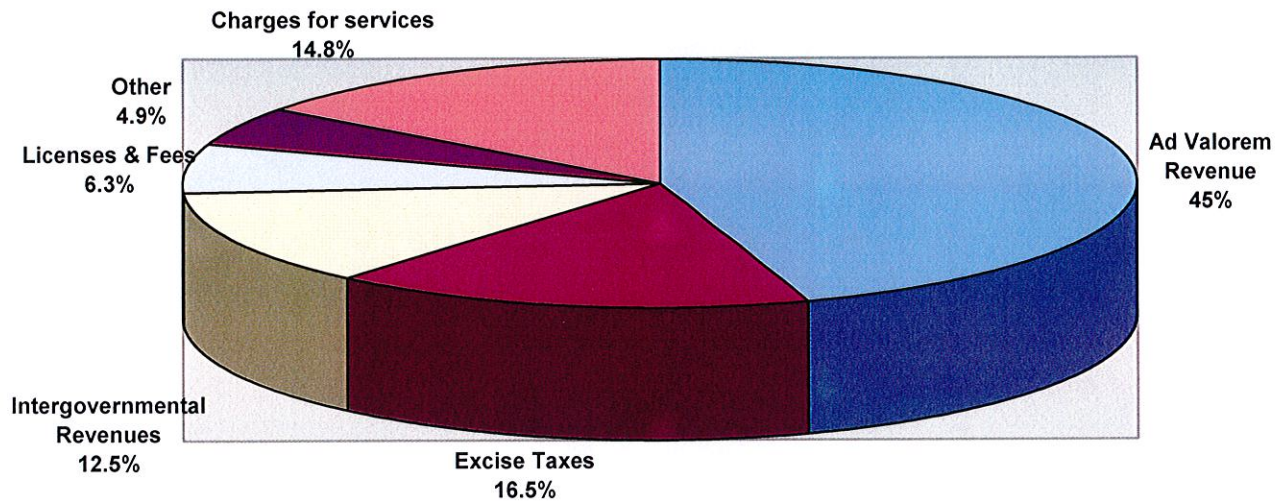
**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2014-15**

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

\$15,516,547



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 (45%) or approximately \$7 million, Excise Taxes which represent 16.5% or \$2.6 million, Charges for Services represents 14.8% or \$2.3 million, and Intergovernmental revenues which represent 12.5% or \$1.9 million of the General Fund’s revenues.

Basis of Revenue Estimates

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

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

**CITY OF MIAMI SPRINGS
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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 FY2014-15 projection is 2%.*

Step # 1-Calculation of rate of change:

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

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

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

Step # 3- Calculation of current year projection:

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

Step #4- Calculation of new budget year projection:

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

**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2014-15**

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 .

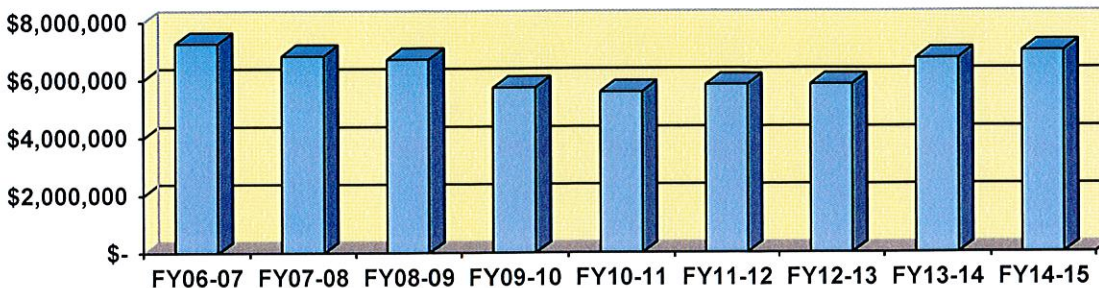
Forecast Methodology The millage of 7.6710 multiplied by the taxable value, less 5% for possible adjustments to assessed values and/or discounts taken for early payment.

	Operating		
Fiscal Year	Millage Rate	Ad Valorem	% Change
14-15 (Est)	7.6710	\$ 6,977,607	3.77%
13-14 (Est)	7.6710	\$ 6,724,332	15.48%
12-13	6.9950	\$ 5,823,022	0.19%
11-12	6.7400	\$ 5,812,001	4.21%
10-11	6.4710	\$ 5,576,976	0.00%

Fiscal Year	Millage Rate	Debt Service	% Change
14-15	Note A	\$ -	0.00%
13-14	Note A	\$ -	0.00%
12-13	Note A	\$ -	0.00%
11-12	Note A	\$ -	0.00%
10-11	0.4698	\$ 402,658	0.00%

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 2014-15**

Major Revenue Sources: Governmental and Proprietary Funds

Sanitation Charges

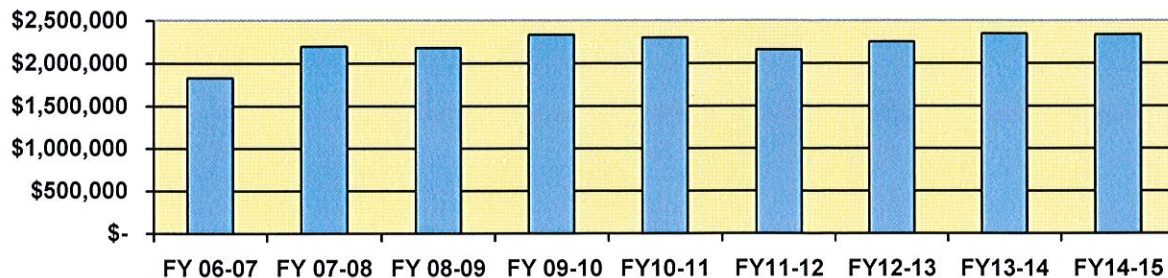
Description Charges paid by residents for garbage and trash pick up services. Sanitation charges are billed monthly on a flat rate basis; residents pay a flat fee for garbage and another flat fee for trash services. Bulk trash pick up services are billed separately based on volume of trash picked up. 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
14-15 (Est)	\$ 2,334,536	-0.40%
13-14 (Est)	\$ 2,343,880	4.09%
12-13	\$ 2,251,759	4.40%
11-12	\$ 2,156,926	-6.17%
10-11	\$ 2,298,787	0.00%

Sanitation Revenues



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2014-15**

Major Revenue Sources: Governmental and Proprietary Funds

Stormwater Charges

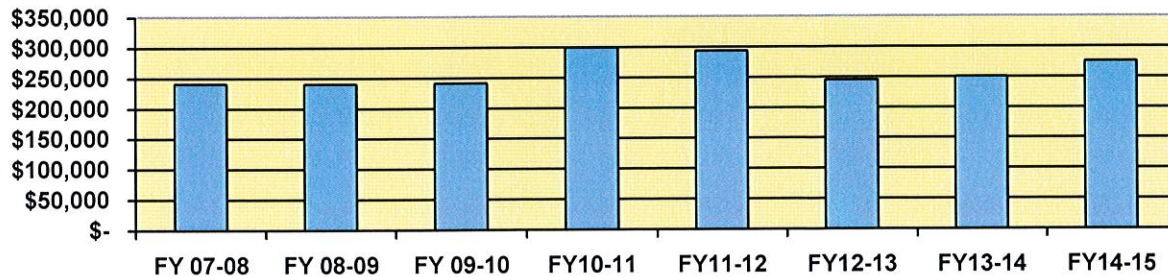
Description Charges paid by residents and businesses for stormwater mitigation. Stormwater charges are billed monthly on a flat rate basis. These revenues are accounted for in the Stormwater Fund (Proprietary Fund).

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
14-15 (Est)	\$ 275,500	9.98%
13-14 (Est)	\$ 250,500	-10.50%
12-13	\$ 279,884	-4.70%
11-12	\$ 293,688	-1.99%
10-11	\$ 299,641	0.00%

Stormwater Revenues



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2014-15**

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.

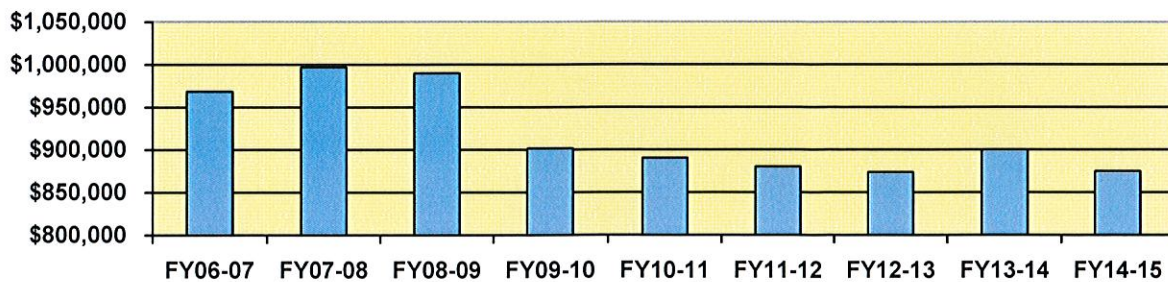
Forecast

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 decrease slightly for FY2015.

Fiscal Year	Fund	% Change
14-15 (Est)	\$ 875,000	-2.78%
13-14 (Est)	\$ 900,000	2.99%
12-13	\$ 873,906	-0.73%
11-12	\$ 880,356	-1.14%
10-11	\$ 890,519	0.00%

Franchise Fee Revenue



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2014-15**

Major Revenue Sources: Governmental and Proprietary Funds

State Shared Revenues

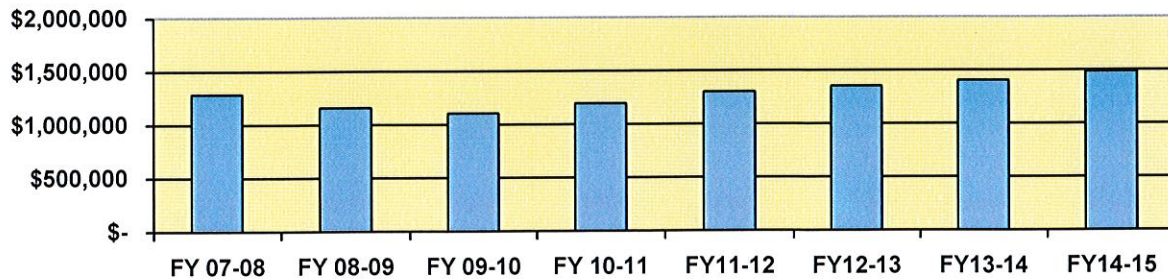
Description Taxes collected and remitted to the State of Florida are deposited in the State Sharing Trust Fund for Municipalities. The Trust Fund revenue consists of (1) Sales Tax Proceeds, (2) Municipal Tax 8th Cent, (3) Special Motor and Other Tax and (4) Local Government ½ Cent Sales Tax. The State 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
14-15 (Est)	\$435,970	\$-0-	\$1,049,058	\$1,485,028	5.8%
13-14 (Est)	\$411,674	\$-0-	\$992,230	\$1,403,904	3.9%
12-13	\$402,234	\$-0-	\$949,575	\$1,351,809	3.9%
11-12	\$404,323	\$-0-	\$896,447	\$1,300,770	8.7%
10-11	\$369,153	\$-0-	\$827,344	\$1,196,497	-0-%

State Shared Revenues



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2014-15**

Major Revenue Sources: Governmental and Proprietary Funds

Utility Services Taxes

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

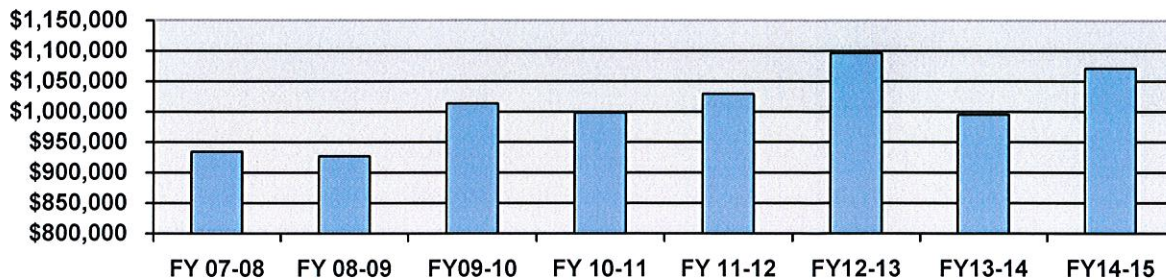
This revenue is based on a percent charge applied to the taxable amounts charged by the seller of the service. This revenue is accounted for in the General Fund.

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
14-15 (Est)	\$ 1,071,000	7.64%
13-14 (Est)	\$ 995,000	-9.25%
12-13	\$ 1,096,401	6.51%
11-12	\$ 1,029,432	3.15%
10-11	\$ 998,001	0.00%

Utility Tax Revenues



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2014-15**

Major Revenue Sources: Governmental and Proprietary Funds

Local Option Gas Tax

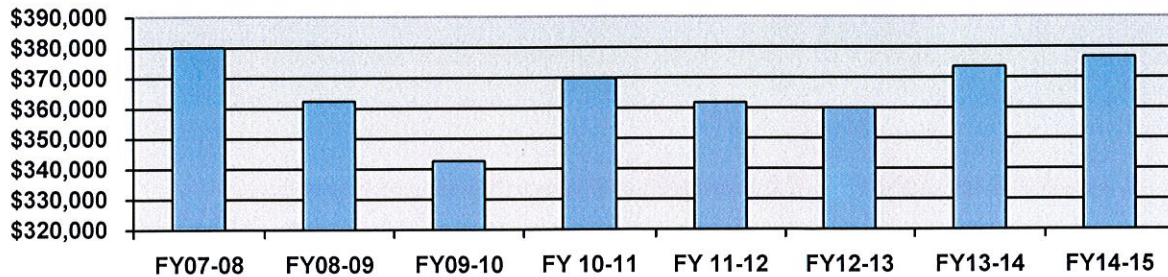
Description Pursuant to F.S. 336.025(1)(a)(b)(2), the County has exercised its authority in levying a tax on every gallon of motor fuel and diesel sold in the county. The proceeds may be used for transportation expenditures.

Forecast

Methodology This revenue is forecasted by the State of Florida.

<u>Fiscal Year</u>	<u>Local Option Gas Tax</u>	<u>% Change</u>
14-15 (Est)	\$ 376,729	0.93%
13-14 (Est)	\$ 373,249	3.68%
12-13	\$ 359,996	-0.48%
11-12	\$ 361,726	-2.16%
10-11	\$ 369,713	0.00%

Local Option Gas Tax



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2014-15**

Major Revenue Sources: Governmental and Proprietary Funds

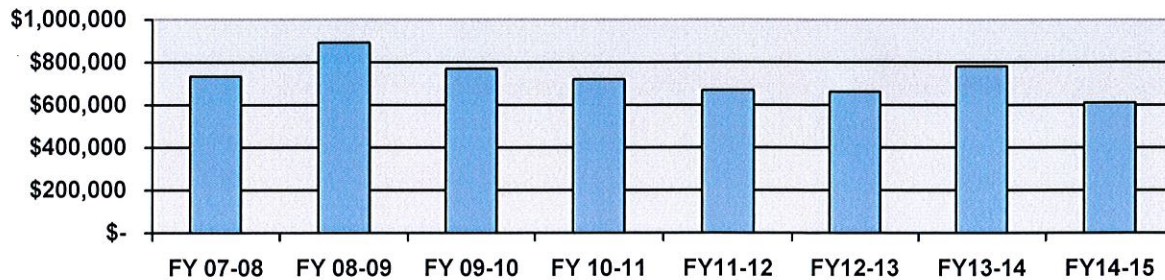
Communications Services Tax

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	General Fund	% Change
14-15 (Est)	\$ 610,000	-21.79%
13-14 (Est)	\$ 780,000	17.87%
12-13	\$ 661,769	-1.08%
11-12	\$ 668,966	-7.12%
10-11	\$ 720,278	0.00%

Communications Tax



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2014-15**

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 FY14-15 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 of 26% 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 2014-15**

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 2014-15**

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.

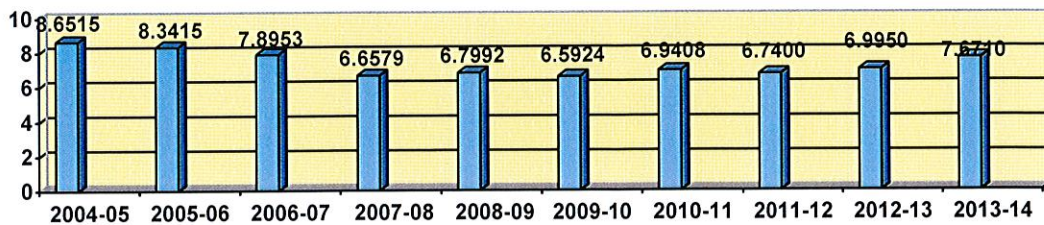
A cautious approach to personnel growth has been adopted since personnel-related costs account for approximately 61% of General Fund operating expenses. This budget reflects expenditure containment in response to the rising cost of personnel benefits, specifically health insurance costs.

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 FY2014-15 budget maintains the millage rate to 7.6710. This millage is approximately 31.4% of a total property tax bill.

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

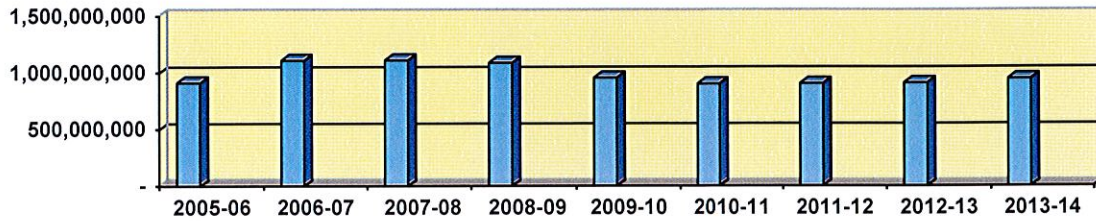


This graph illustrates the City’s millage rates for the current and past nine years.

**CITY OF MIAMI SPRINGS
BUDGET DEVELOPMENT GUIDELINES
FISCAL YEAR 2014-15**

Budget Goals and Guidelines (continued)

Taxable Assessed Values



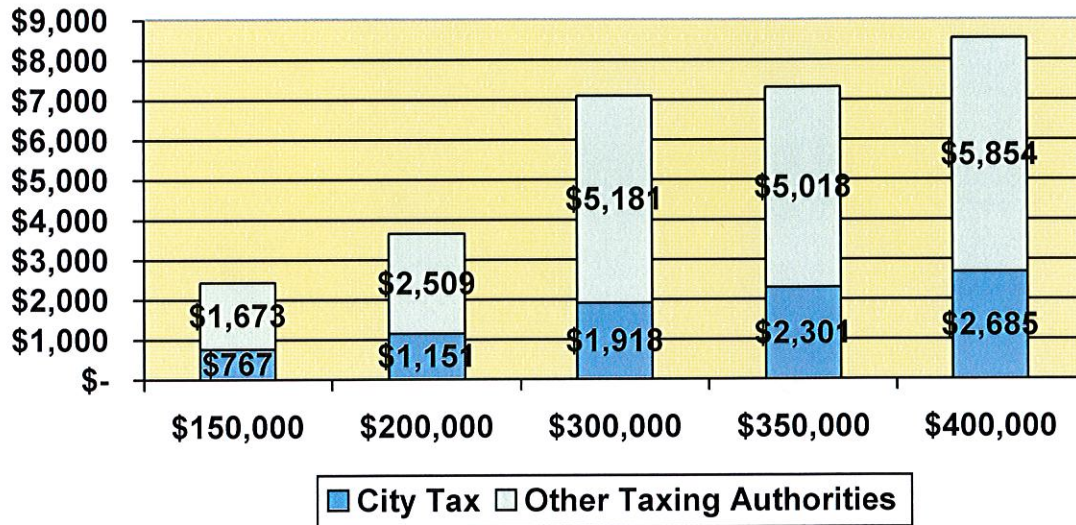
This graph illustrates the City's assessed values for the current and past eight years.

Components of Property Tax Bill	2014-15	2013-14	% Change
Miami Dade County Schools	7.7750	7.6440	1.7%
Environmental Protection	.0548	.0587	(6.6%)
South Florida Water Management	.3294	.3523	(6.5%)
Florida Inland Navigational District	.0345	.0345	-0-
Miami Dade County Government Services	4.6669	4.7035	(0.8%)
Children's Trust	.5000	.5000	-0-
City of Miami Springs	7.6710	7.6710	-0-
Fire and Rescue	2.4207	2.4496	(1.2%)
Library	.2840	.1725	64.6%
Voter Approved Debt Payments			
School	.1990	.3330	(40.2%)
Miami Dade County	.4500	.4220	6.6%
Fire	.0114	.0127	(10.2%)
Total Millage Rate	24.3967	24.3538	0.17%

**CITY OF MIAMI SPRINGS
BUDGET DEVELOPMENT GUIDELINES
FISCAL YEAR 2014-15**

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 2014-15**

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 2014-15**

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 2014-15**

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 2014-15**

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 FY2014-15 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.

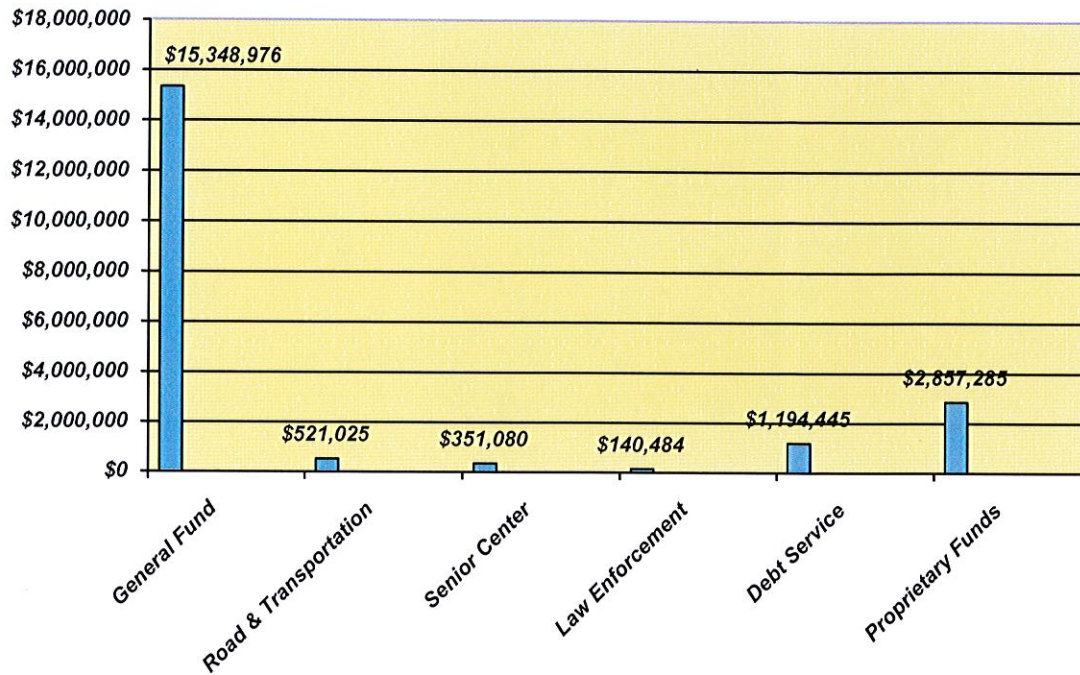
**CITY OF MIAMI SPRINGS
BUDGET DEVELOPMENT GUIDELINES
FISCAL YEAR 2014-15**

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 2014-15**

2014-15 BUDGET-EXPENDITURES BY FUND

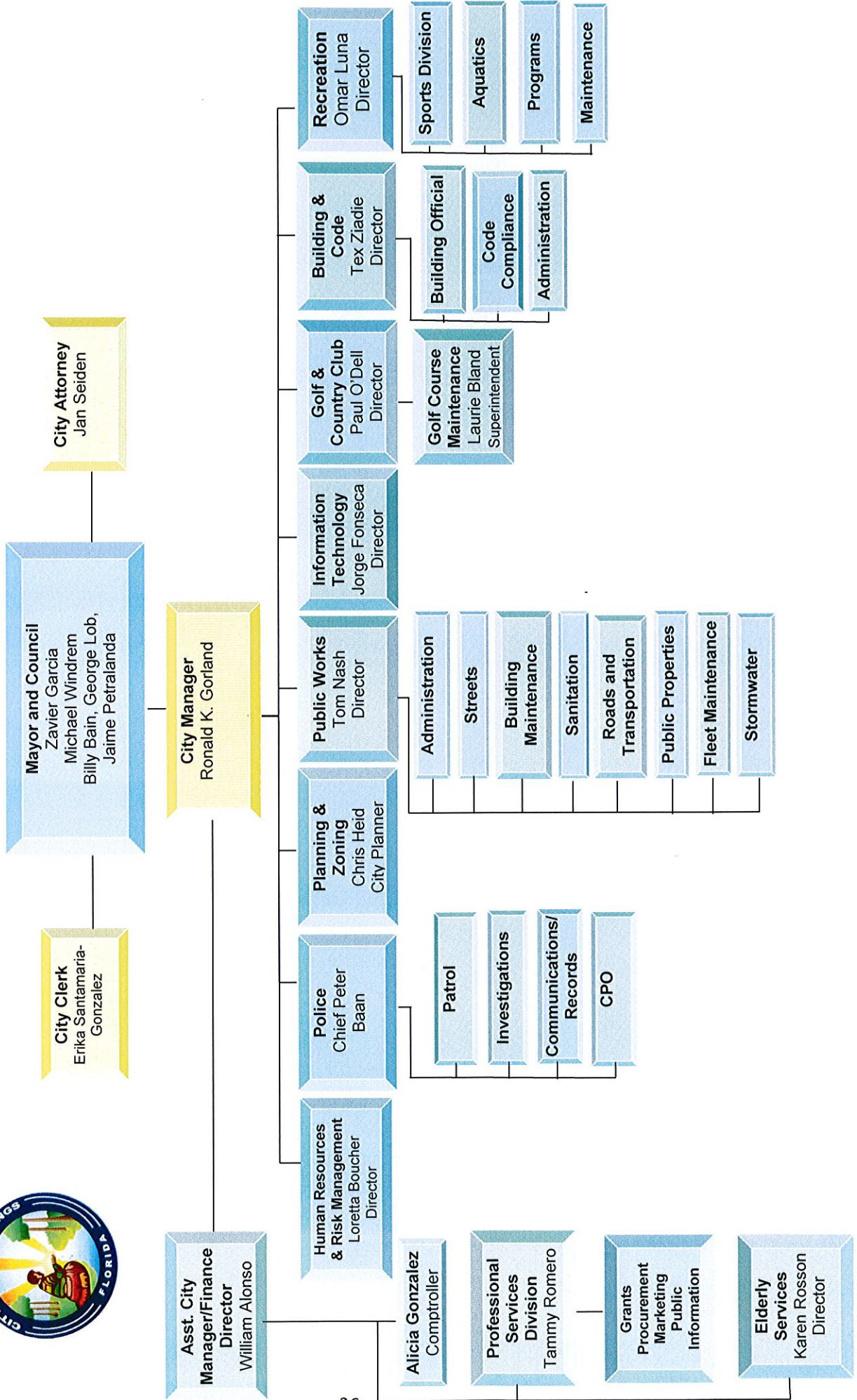


Budget Calendar

FY 2014-2015 Budget Development Process & Tentative Timetable

DATE	ACTIVITY
May 12, 2014	City Manager holds initial budget preparation meeting with department heads & staff to distribute the FY2014-2015 budget workbooks. Council Chambers
June 2, 2014	Last day for departments to submit their FY2014-2015 budget request package including base, "wish-list" items, and revenue enhancement efforts or projects City receives preliminary taxable assessment for FY2014-15 from Property Appraiser.
June 3, 2014 thru June 6, 2014	Finance Department to review individual department budget submissions, meeting with Departments to fine tune and adjust submissions
June 17, 2014 thru June 18, 2014	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, 2014	City Manager's Office receives the 2014 Certification of Taxable Values (DR-420) from Miami-Dade County's Property Appraiser's office; simultaneously, the Miami Springs Finance Department prepares adjustments to city-wide budget presentation
Thursday, July 24, 2014	Miami Springs City Council meets in special session to propose a tentative ad valorem property tax millage levels for operating & debt service for FY2014-15
July 30, 2014	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 30, 2014 thru August 1st, 2014	Manager and Finance Director meet with individual Councilmembers to discuss and distribute the FY2014-15 Proposed Budget
August 4th and 18 th , 2014	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 FY2014-15 - all tentative and to be scheduled by Council
On or about August 25, 2014	County Property Appraiser's Office mails out notices of proposed tax bills to all property owners in Miami Springs
On or about September 4, 2014	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 8th, 2014	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 - 2014-2015
Within 15 days of 1st hearing, Sept 19, 2014	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 22, 2014	Second of two public hearings on the FY2014-2015 operating budgets held at which point Council adopts the final millage rate and corresponding budgets
Within 3 days of 2nd hearing Wednesday Sept. 24, 2014	Final adopted millage rates and operating budgets are forwarded to the County's Property Appraiser and Tax Collector no later than 5.00 PM
Within 30 days of the final hearing	City submits Certificate of Compliance [DR-487] to the Florida Department of Revenue in Tallahassee - confirming that the City was in compliance with Truth-in-Millage rules. Adopted Budget posted online at City website within 30 days of adoption.

City of Miami Springs Organizational Chart 2014 - 2015



POSITION CLASSIFICATION AND PAY PLAN
FISCAL YEAR 2014-15
CIVIL SERVICE/NON CIVIL SERVICE EMPLOYEES

POSITION	PAY GRADE	FY2014-15 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
ASSISTANT CITY CLERK	22	31,909	47,318
ADMINISTRATIVE ASSISTANT III	24	33,527	49,715
RECREATION COORDINATOR	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
RECREATION MAINTENANCE SUPERVISOR	28	37,007	54,875
BUILDING AND CODE COMPLIANCE SUPERVISOR	29	37,604	55,300
* DEPUTY CITY CLERK	29	37,604	55,300
EXECUTIVE SECRETARY	29	37,604	55,300
PROCUREMENT SUPERVISOR	29	37,604	55,300
HUMAN RESOURCES SPECIALIST	29	37,604	55,300
* PRO SHOP AND OUTSIDE SERVICES MANAGER	29	37,604	55,300
POLICE SENIOR ADMINISTRATIVE SPECIALIST	29	37,604	55,300
SPECIAL EVENTS/PROGRAMS SUPERVISOR	31	41,304	60,830
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 2014-15 ALL FUNDS

	2011-12 Actual	2012-13 Actual	2013-14 Amended Budget	2014-15 Budget	% of Total	% Change from 2013-14
BEGINNING BALANCE	14,878,210	13,512,122	12,099,402	9,145,317		
REVENUES/SOURCES						
Taxes	5,812,001	5,823,022	6,724,332	6,977,607	34.5%	3.8%
Franchise Fees	880,356	873,906	900,000	875,000	4.3%	-2.8%
Utility Taxes	1,698,398	1,758,170	1,775,000	1,681,000	8.3%	-5.3%
Licenses and Fees	488,148	740,407	777,200	974,700	4.8%	25.4%
Intergovernmental Revenues	2,692,108	2,678,326	2,664,352	2,647,187	13.1%	-0.6%
Charges for Services	2,133,511	2,014,271	2,114,205	2,310,736	11.4%	9.3%
Fines and Forfeitures	534,314	576,014	470,914	462,682	2.3%	-1.7%
Interest Income	32,628	9,215	19,500	12,500	0.1%	-35.9%
Miscellaneous	529,493	299,922	240,962	270,036	1.3%	12.1%
Interfund Transfers	1,204,631	641,062	852,080	1,352,286	6.7%	58.7%
Sanitation Charges	2,155,918	2,250,635	2,343,880	2,324,808	11.5%	-0.8%
Stormwater Charges	293,196	279,319	250,000	275,000	1.4%	10.0%
Debt proceeds	-	-	624,996	45,000	0.2%	0.0%
Total Revenues/Sources	18,454,701	17,944,270	19,757,421	20,208,542	100.0%	2.3%
EXPENDITURES/USES						
General Government	2,612,271	2,385,340	4,296,975	2,387,740	11.7%	-44.4%
Public Safety	6,514,095	6,561,829	6,846,102	6,792,988	33.3%	-0.8%
Public Services	1,903,820	2,261,029	2,448,312	2,156,911	10.6%	-11.9%
Recreation & Culture	3,521,902	3,836,019	5,112,602	4,456,773	21.8%	-12.8%
Economic & Community Development	812,732	354,113	-	-	0.0%	0.0%
Debt Service	568,579	568,804	705,213	1,200,780	5.9%	70.3%
Transfers to other funds	1,204,631	641,062	502,541	567,154	2.8%	12.9%
Sanitation Services	2,272,342	2,291,070	2,343,880	2,341,509	11.5%	-0.1%
Stormwater Services	410,416	457,726	455,881	509,468	2.5%	11.8%
Total Expenditures/Uses	19,820,789	19,356,990	22,711,506	20,413,323	100.0%	-10.1%
Excess(Deficit) of revenues over expenditures	(1,366,088)	(1,412,720)	(2,954,085)	(204,781)		
ENDING BALANCE	13,512,122	12,099,402	9,145,317	8,940,536		

BUDGET SUMMARY FOR FISCAL YEAR 2014-15 ALL GOVERNMENTAL FUNDS

	2011-12 Actual	2012-13 Actual	2013-14 Amended Budget	2014-15 Budget	% of Total	% Change from 2013-14
BEGINNING BALANCE	7,024,481	5,890,537	4,694,970	1,951,566		
REVENUES/SOURCES						
Taxes	5,812,001	5,823,022	\$6,724,332	6,977,607	39.7%	3.8%
Franchise Fees	880,356	873,906	900,000	875,000	5.0%	-2.8%
Utility Taxes	1,698,398	1,758,170	1,775,000	1,681,000	9.6%	-5.3%
Licenses and Fees	488,148	740,407	777,200	974,700	5.5%	25.4%
Intergovernmental Revenues	2,692,108	2,678,326	2,664,352	2,647,187	15.1%	-0.6%
Charges for Services	2,133,511	2,014,271	2,114,205	2,310,736	13.1%	9.3%
Fines and Forfeitures	534,314	576,014	470,914	462,682	2.6%	-1.7%
Interest Income	31,128	7,526	19,000	12,000	0.1%	-36.8%
Miscellaneous	529,493	299,922	240,962	270,036	1.5%	12.1%
Interfund Transfers	1,204,631	641,062	852,080	1,330,149	7.6%	56.1%
Proceeds from Debt	-	-	624,996	45,000		
Total Revenues	16,004,087	15,412,627	17,163,041	17,586,097	100.0%	2.5%
EXPENDITURES/USES						
General Government	2,612,271	2,385,340	4,296,975	2,387,740	13.6%	-44.4%
Public Safety	6,514,095	6,561,829	6,846,102	6,792,988	38.7%	-0.8%
Public Services	1,903,820	2,261,029	2,448,312	2,156,911	12.3%	-11.9%
Recreation & Culture	3,521,902	3,836,019	5,112,602	4,456,773	25.4%	-12.8%
Economic & Community Development	812,732	354,113	-	-	0.0%	0.0%
Debt Service	568,579	568,804	699,913	1,194,445	6.8%	70.7%
Non Departmental	-	-	-	-	0.0%	0.0%
Transfers to other funds	1,204,631	641,062	502,541	567,154	3.2%	0.0%
Total Expenditures	17,138,031	16,608,194	19,906,445	17,556,010	100.0%	-11.8%
Excess(Deficit) of revenues over expenditures	(1,133,944)	(1,195,567)	(2,743,404)	30,087		
ENDING BALANCE	5,890,537	4,694,970	1,951,566	1,981,653		

CITY OF MIAMI SPRINGS
BUDGET SUMMARY FY 2014-15

	<u>Actual</u> <u>FY12-13</u>	<u>Amended</u> <u>Budget</u> <u>FY13-14</u>	<u>Tentative</u> <u>Budget</u> <u>FY14-15</u>	<u>% Increase</u> <u>(Decrease)</u> <u>From FY 13-14</u> <u>Budget</u>
<u>General Fund:</u>				
Budgeted Revenues	\$ 13,979,661	\$ 15,581,847	\$ 15,516,547	-0.4%
Budgeted Expenditures	(14,681,784)	(15,709,916)	(15,348,976)	-2.3%
Excess(deficit) revenues over exp	(702,123)	(128,069)	167,572	
Decrease(increase)in fund balance	702,123	128,069	(167,572)	
	\$ -	\$ -	\$ -	
<u>Law Enforcement</u>				
Budgeted Revenues	\$ 51,172	\$ 10,000	\$ 3,000	-70.0%
Budgeted Expenditures	(165,339)	(301,751)	(140,484)	-53.4%
Excess(deficit) revenues over exp	\$ (114,167)	\$ (291,751)	\$ (137,484)	
<u>Road & Transportation</u>				
Budgeted Revenues	510,081	503,738	\$ 521,025	3.4%
Budgeted Expenditures	(505,957)	(906,090)	(521,025)	-42.5%
Excess(deficit) revenues over exp	\$ 4,123	\$ (402,352)	\$ (0)	
<u>Elderly Services</u>				
Budgeted Revenues	332,197	367,543	\$ 351,080	-4.5%
Budgeted Expenditures	(332,197)	(367,543)	(351,080)	-4.5%
Excess(deficit) revenues over exp	\$ -	\$ -	\$ -	
<u>Debt Service</u>				
Budgeted Revenues	507,062	\$699,912	\$ 1,194,445	70.7%
Budgeted Expenditures	(568,804)	(699,912)	(1,194,445)	70.7%
Excess(deficit) revenues over exp	\$ (61,742)	\$ -	\$ -	
<u>Capital Projects Fund</u>				
Budgeted Revenues	\$ 14,952	\$ 1,921,232	\$ -	-100.0%
Budgeted Expenditures	(149,135)	(1,921,232)	-	-100.0%
Excess(deficit) revenues over exp	\$ (134,183)	\$ -	\$ -	
<u>Total Governmental</u>				
Budgeted Revenues	\$ 15,395,124	\$ 19,084,272	\$ 17,586,097	-7.9%
Budgeted Expenditures	(16,403,216)	(19,906,444)	(17,556,010)	-11.8%
Excess(deficit) revenues over exp	(1,008,092)	(822,172)	30,088	

BUDGET SUMMARY FOR FISCAL YEAR 2014-15 GENERAL FUND

	2011-12 Actual	2012-13 Actual	2013-14 Amended Budget	2014-15 Budget	% of Total	% Change from 2013-14
BEGINNING BALANCE	4,903,779	4,394,464	3,692,340	3,564,271		
REVENUES/SOURCES						
Taxes	5,812,001	5,823,021	6,724,332	6,977,607	45.0%	3.8%
Franchise Fees	880,356	873,906	900,000	875,000	5.6%	-2.8%
Utility Taxes	1,698,398	1,758,170	1,775,000	1,681,000	10.8%	-5.3%
Licenses and Fees	488,148	740,407	777,200	974,700	6.3%	25.4%
Intergovernmental Revenues	1,888,959	1,990,594	1,963,613	1,946,297	12.5%	-0.9%
Charges for Services	2,101,479	1,983,774	2,095,830	2,292,361	14.8%	9.4%
Fines and Forfeitures	455,545	526,592	470,914	462,682	3.0%	-1.7%
Interest Income	29,701	5,389	9,000	9,000	0.1%	0.0%
Miscellaneous	257,057	277,807	240,962	252,900	1.6%	5.0%
Proceeds from Debt	-	-	624,996	45,000	0.3%	0.0%
Total Revenues	14,153,795	13,979,661	15,581,847	15,516,547	100.0%	-0.4%
EXPENDITURES/USES						
General Government	2,612,271	2,385,340	2,375,743	2,387,740	15.6%	0.5%
Public Safety	6,377,519	6,396,489	6,544,351	6,652,504	43.3%	1.7%
Public Services	1,903,820	1,755,072	1,542,222	1,635,886	10.7%	6.1%
Recreation & Culture	3,107,022	3,503,822	4,745,059	4,105,692	26.7%	-13.5%
Non Departmental	-	-	-	-	0.0%	0.0%
Transfers to other funds	662,478	641,062	502,541	567,154	3.7%	12.9%
Total Expenditures	14,663,110	14,681,784	15,709,916	15,348,976	100.0%	-2.3%
Increase(appropriated) fund balance	(509,315)	(702,123)	(128,069)	167,572		
ENDING BALANCE	4,394,464	3,692,340	3,564,271	3,731,843		

BUDGET SUMMARY FOR FISCAL YEAR 2014-15 ALL ENTERPRISE FUNDS

	2011-12 Actual	2012-13 Actual	2013-14 Amended Budget	2014-15 Budget	% of Total	% Change from 2013-14
BEGINNING NET ASSETS BALANCE	4,019,151	3,787,006	3,569,854	3,403,676		
REVENUES/SOURCES						
Charges for services	2,449,114	2,529,954	2,593,883	2,599,808	99.1%	0.2%
Interest Income	1,500	1,689	500	500	0.0%	0.0%
Misc revenues	-	-	-	-	0.0%	0.0%
Interfund Transfers	-	-	-	22,137	0.0%	0.0%
Total Revenues	2,450,614	2,531,643	2,594,383	2,622,445	100.0%	1.1%
EXPENDITURES/USES						
Administrative costs	1,482,542	1,503,672	1,471,798	1,005,674	35.2%	-31.7%
Operations and maintenance	382,178	433,164	356,962	487,303	17.1%	36.5%
Disposal and recycling costs	607,710	597,130	723,101	670,000	23.4%	-7.3%
Depreciation and amortization	203,052	210,006	203,400	263,000	9.2%	29.3%
Interest Expense	7,277	4,823	5,300	6,336	0.2%	19.5%
Total Expenditures/uses	2,682,759	2,748,796	2,760,561	2,857,313	100.0%	3.5%
Excess(Deficit) of revenues over expenditures	(232,145)	(217,153)	(166,178)	(234,868)		
ENDING NET ASSETS BALANCE	3,787,006	3,569,854	3,403,676	3,168,808		

CITY OF MIAMI SPRINGS
ENTERPRISE FUND BUDGET SUMMARY FY 2014-15

	<u>Actual</u> <u>FY12-13</u>	<u>Amended</u> <u>Budget</u> <u>FY13-14</u>	<u>Tentative</u> <u>Budget</u> <u>FY14-15</u>	<u>% Increase</u> <u>(Decrease)</u> <u>From FY 13-14</u> <u>Budget</u>
<u>Sanitation</u>				
Revenues/Sources	\$ 2,251,759	\$ 2,343,880	\$ 2,346,945	0%
Operating Expenses	<u>(2,236,996)</u>	<u>(2,289,480)</u>	<u>(2,261,945)</u>	-1%
Operating Profit(Loss)	14,763	54,400	85,000	56%
Depreciation	<u>(54,074)</u>	<u>(54,400)</u>	<u>(85,000)</u>	56%
Net Income(loss)	<u>\$ (39,311)</u>	<u>\$ -</u>	<u>\$ 0</u>	
<u>Stormwater</u>				
Revenues/Sources	\$ 279,884	\$ 250,500	\$ 275,500	10%
Operating Expenses	<u>(301,793)</u>	<u>(312,181)</u>	<u>(332,368)</u>	6%
Operating Profit(Loss)	(21,909)	(61,681)	(56,868)	-8%
Depreciation	<u>(155,933)</u>	<u>(149,000)</u>	<u>(178,000)</u>	19%
Net Income(loss)	<u>\$ (177,842)</u>	<u>\$ (210,681)</u>	<u>\$ (234,868)</u>	
<u>Total Enterprise</u>				
Revenues/Sources	\$ 2,531,643	\$ 2,594,380	\$ 2,622,445	1%
Operating Expenses	<u>(2,538,789)</u>	<u>(2,601,661)</u>	<u>(2,594,313)</u>	0%
Operating Profit(Loss)	(7,146)	(7,281)	28,132	-486%
Depreciation	<u>(210,007)</u>	<u>(203,400)</u>	<u>(263,000)</u>	29%
Net Income(loss)	<u>\$ (217,153)</u>	<u>\$ (210,681)</u>	<u>\$ (234,868)</u>	

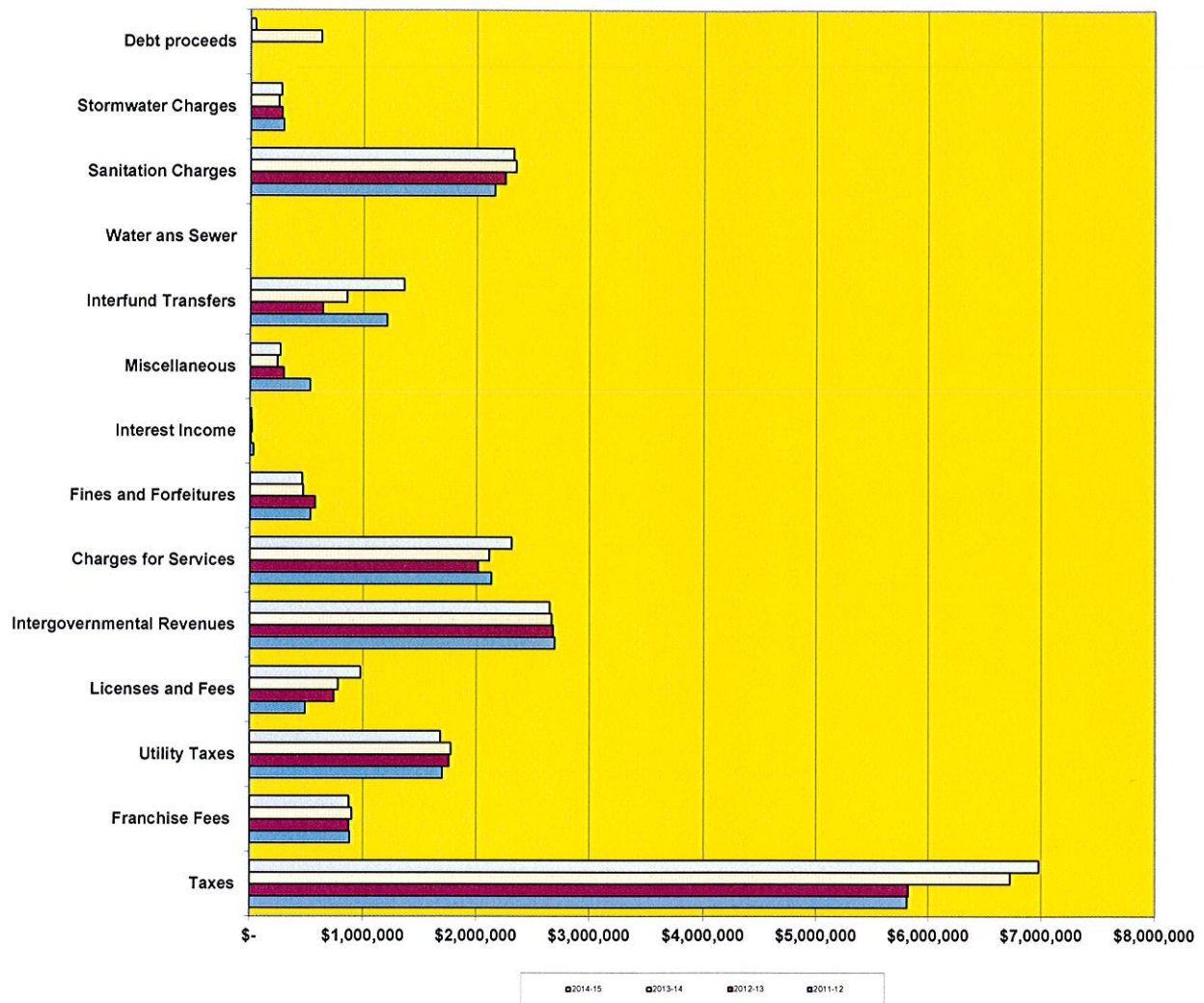
CITY OF MIAMI SPRINGS BUDGETED REVENUE FY 2014-15
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GENERAL FUND	\$15,516,547
 SPECIAL REVENUE FUNDS:	
<u>Road and Transportation Fund</u>	
People's Transportation Tax	503,889
Misc Funds	17,136
Total Road and Transportation	521,025
 Law Enforcement Trust Fund	 140,484
Elderly Services (including \$135,704 in transfers from the General Fund)	351,080
Total Special Revenue Funds	1,012,589
 Debt Service Fund-G.O. Bonds	 1,194,445
 ENTERPRISE FUNDS:	
<u>Sanitation Fund</u>	
Residential/Recycling/Bulk	2,346,945
Total Sanitation Fund	2,346,945
 <u>Stormwater Fund</u>	
Residential/Commercial/Industrial Fees	275,000
Investment Income	500
Appropriated Fund Balance	234,868
Total Stormwater Fund	510,368
Total All Funds	\$ 20,580,895

CITY OF MIAMI SPRINGS
LISTING OF TOP EXPENDITURES - ALL FUNDS

	<u>FY2013-14</u> <u>Amended Budget</u>	<u>FY2014-15</u> <u>Budget</u>	<u>% of Total</u>	<u>% of Change</u> <u>From FY2013-14</u>
Salaries	\$ 7,665,686	\$ 7,568,604	37.1%	-1.3%
Health Insurance Benefits	885,947	1,084,144	5.3%	22.4%
Pension costs	1,045,985	998,662	4.9%	-4.5%
Workmens Comp	296,082	344,574	1.7%	16.4%
Other Employee Benefits	551,225	535,946	2.6%	-2.8%
Total Salaries & Benefits	10,444,925	10,531,929	51.6%	0.8%
Capital Expenditures	1,092,111	318,302	1.6%	-70.9%
Debt Service Payments	892,614	1,200,780	5.9%	34.5%
Depreciation/Amortization	203,400	263,000	1.3%	29.3%
Operating Supplies/Uniforms	898,573	740,575	3.6%	-17.6%
Contractual Services	2,045,190	1,949,683	9.6%	-4.7%
Waste Disposal	723,101	670,000	3.3%	-7.3%
Transfers to other funds	502,541	567,154	2.8%	12.9%
Liability insurance	345,351	379,162	1.9%	9.8%
Professional Fees	487,014	492,205	2.4%	1.1%
Management fee paid by enterprise funds	530,000	530,000	2.6%	0.0%
Fleet Maintenance	328,650	282,550	1.4%	-14.0%
Repairs and Maintenance	1,061,251	673,232	3.3%	-36.6%
Other Misc Expenses	1,150,721	1,814,750	8.9%	57.7%
Total Budgeted Expenditures(All Funds)	20,705,442	20,413,323	100.0%	-1.4%

Revenues All Funds



EXPENDITURE CATEGORY MATRIX FOR FY2014-15 BUDGET

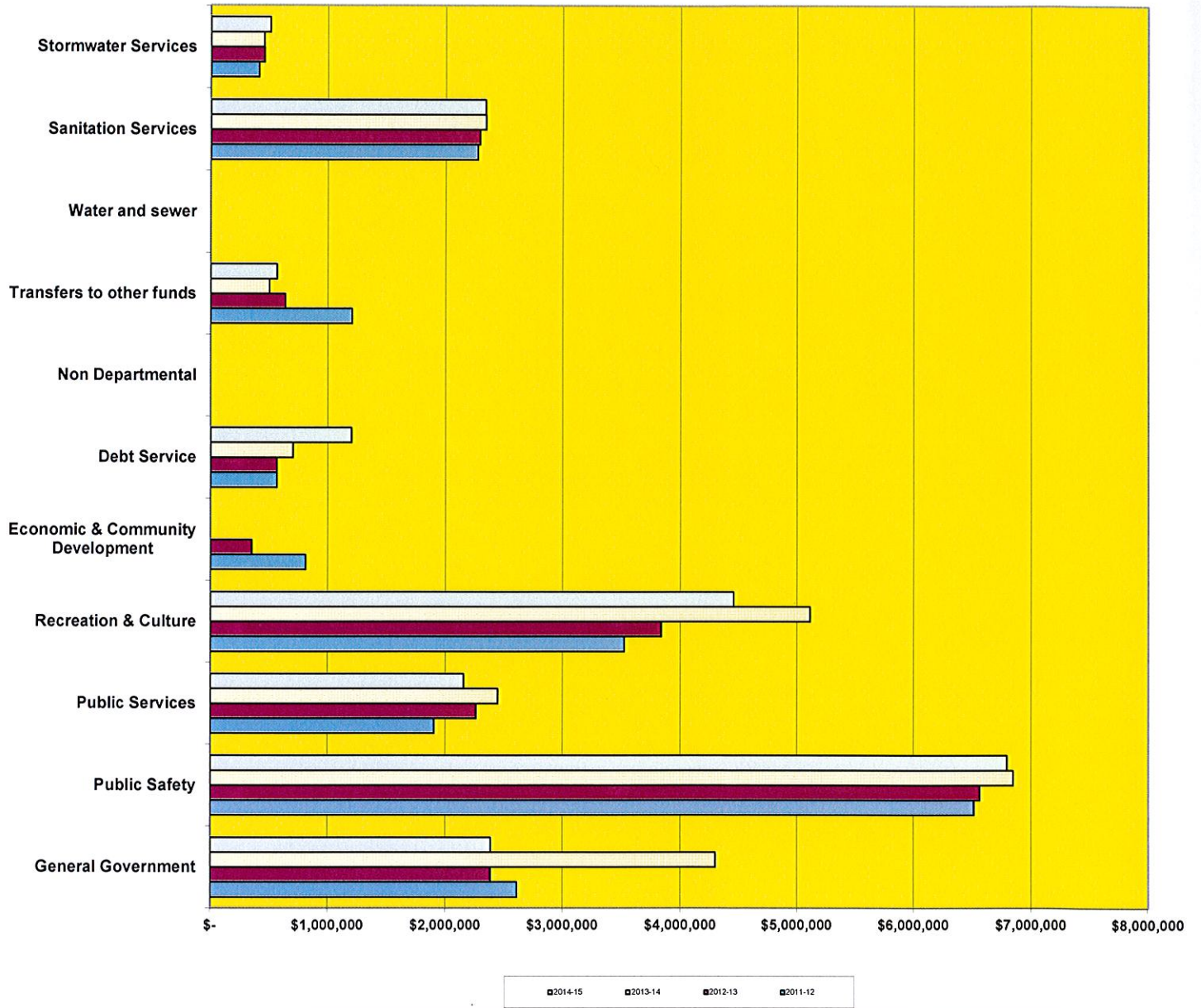
Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Other Uses	Total
General Fund						
Mayor & City Council	35,075	115,870	-	-	-	150,945
Office of the City Manager	275,971	78,272	-	-	-	354,243
Office of the City Clerk	210,672	93,168	6,100	-	-	309,940
Office of the City Attorney	-	171,000	-	-	-	171,000
Human Resource Department	155,971	53,502	-	-	-	209,474
Finance /Budget	595,920	159,004	-	-	-	754,924
IT Department	181,314	154,202	-	-	-	335,516
Planning Department	67,290	34,407	-	-	-	101,698
Police Department	5,316,805	550,865	116,280	-	-	5,983,950
Police - School Guards	23,171	600	-	-	-	23,771
Building & Code Compliance	521,958	120,824	2,000	-	-	644,782
Public Services - Administration	301,467	69,880	-	-	-	371,347
Public Services - Streets	108,098	248,252	34,334	-	-	390,685
Public Services - Properties	244,790	330,712	-	-	-	575,501
Public Services - Building Maintenance	-	166,034	90,000	-	-	256,034
Public Services - Fleet Maintenance	-	24,000	18,320	-	-	42,320
Recreation	747,122	611,947	45,000	-	632,401	2,036,470
Aquatics	71,160	36,381	-	-	-	107,541
Tennis	-	19,851	-	-	-	19,851
Park Maintenance	79,709	125,216	-	-	-	204,925
Golf-Administration	-	20,062	-	-	-	20,062
Golf-Pro Shop	284,535	258,329	3,000	-	-	545,865
Golf-Maintenance	96,788	943,596	-	-	130,595	1,170,979
Transfers to other funds	-	-	-	-	567,154	567,154
General Fund Total	9,317,819	4,385,975	315,034	-	1,330,149	15,348,977
% of General Fund	60.7%	28.6%	2.1%	0.0%	8.7%	100.0%
Road and Transportation Fund						
Streets & Sidewalks-Maintenance	73,352	447,673	-	-	-	521,025
Streets & Sidewalks-Infrastructure	-	-	-	-	-	-
Road & Transportation Fund Total	73,352	447,673	-	-	-	521,025
% of Road & Transportation	14.1%	85.9%	0.0%	0.0%	0.0%	100.0%
Senior Center fund						
Social Services	147,036	202,276	1,768	-	-	351,080
Senior Center Total	147,036	202,276	1,768	-	-	351,080
% of Senior Center	41.9%	57.6%	0.5%	0.0%	0.0%	100.0%
Debt Service						
General Debt Service	-	-	-	1,194,445	-	1,194,445
Debt Service Total	-	-	-	1,194,445	-	1,194,445
% of Debt Service	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%

EXPENDITURE CATEGORY MATRIX FOR FY2014-15 BUDGET

Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Other Uses	Total
Sanitation Fund						
Garbage and Trash Collection	855,819	1,015,690	-	5,436	470,000	2,346,945
Sanitation Fund Total	855,819	1,015,690	-	5,436	470,000	2,346,945
% of Sanitation	36.5%	43.3%	0.0%	0.2%	20.0%	100.0%
Stormwater Fund						
Stormwater services	149,855	299,613	-	900	60,000	510,368
Stormwater Fund Total	149,855	299,613	-	900	60,000	510,368
% of Stormwater	29.4%	58.7%	0.0%	0.2%	11.8%	100.0%
Law Enforcement Fund						
Treasury & Justice Confiscated	-	138,984	1,500	-	-	140,484
Law Enforcement Fund Total	-	138,984	1,500	-	-	140,484
% of Law Enforcement	0.0%	98.9%	1.1%	0.0%	0.0%	100.0%
TOTAL 2014-15 BUDGET	10,543,881	6,490,212	318,302	1,200,780	1,860,149	20,413,324
% OF TOTAL 2014-15 BUDGET	51.7%	31.8%	1.6%	5.9%	9.1%	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 2012-13		FY 2013-14		FY 2014-15		Increase(decrease) from FY 2013-14	
	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	2.75	-	2.75	-	-	-
Human Resource Department	2.00		2.00		2.00		-	-
Finance & Budget Department	4.20	1.00	4.20	1.00	3.20	2.00	(1.00)	1.00
Finance-Professional Services	3.00	-	3.00	-	3.00	-	-	-
IT Department	2.30	-	2.00	-	2.00	-	-	-
Planning Department	1.00	0.50	1.25	-	1.25	-	-	-
Police Department	54.00	8.00	53.00	8.00	53.00	7.00	-	(1.00)
Building & Code Compliance	5.00	10.50	5.00	10.00	7.00	8.00	2.00	(2.00)
Public Services- Administration	4.00		4.00		4.00		-	-
Public Services - Streets	2.00	-	2.00	-	2.00	-	-	-
Public Services - Properties	8.00	-	6.00	-	6.00	-	-	-
Public Services - Building Maintenance	1.00		1.00		-		(1.00)	-
Recreation	7.00	43.00	7.00	43.00	6.00	43.00	(1.00)	-
Aquatics	-	25.00	-	25.00	-	25.00	-	(1.00)
Tennis	-	-	-	-	-	-	-	-
Park Maintenance	-		-		1.00		1.00	-
Golf Course-Pro Shop	3.00	18.00	3.30	18.00	2.30	18.00	(1.00)	-
Golf Course-Maintenance	1.00	-	1.00	-	1.00	-	-	-
Road & Transportation Fund	1.00	-	1.00	-	1.00	-	-	-
Senior Center	1.00	7.00	1.00	7.00	1.00	7.00	-	-
Sanitation Fund	13.00	-	13.00	-	13.00	-	-	-
Stormwater Fund	3.00	-	3.00	-	3.00	-	-	-
TOTAL PERSONNEL	119.00	113.50	117.00	112.00	116.00	110.00	(1.00)	(2.00)

City of Miami Springs Transfer From and Transfer To Schedule		
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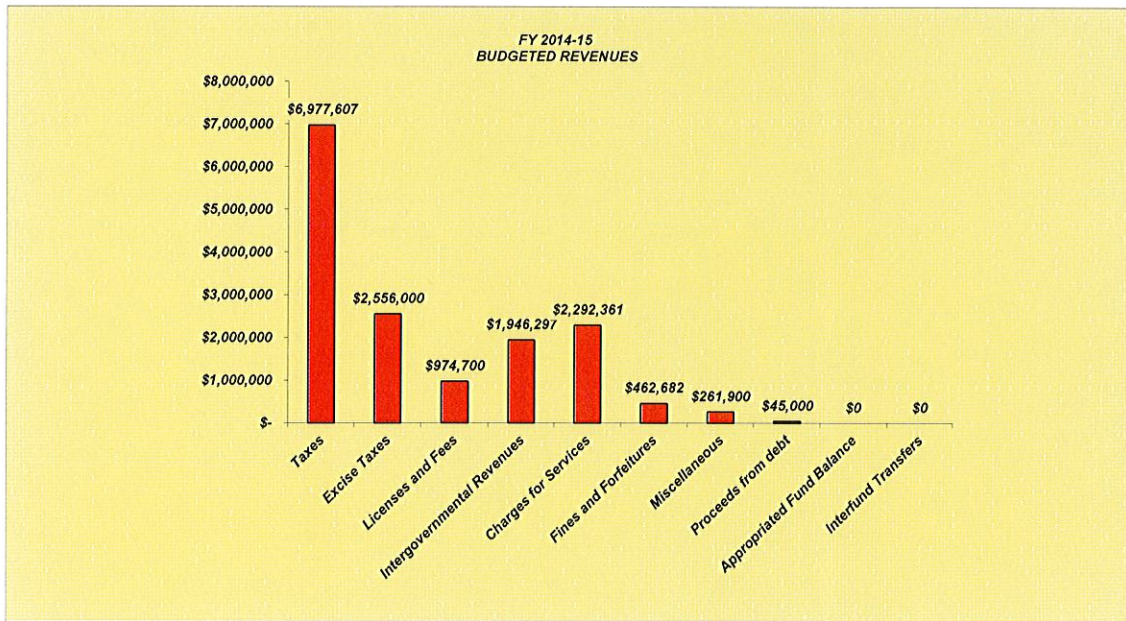
Fund	Transfer From	Transfer To
General Fund	1,330,149	530,000
Elderly Services		135,704
Debt Service		1,194,445
Sanitation Fund*	470,000	
Stormwater Fund*	60,000	
	\$ 1,860,149	\$ 1,860,149

* Administrative charges paid to the General Fund

GENERAL FUND

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

REVENUES	FY11-12 Actual	FY12-13 Actual	FY13-14 Budget	FY14-15 Budget	% of Total	% Change from 2013-14
Taxes	\$ 5,812,001	\$ 5,823,022	\$ 6,724,332	\$ 6,977,607	45.0%	3.8%
Excise Taxes	2,578,753	2,632,076	2,675,000	2,556,000	16.5%	-4.4%
Licenses and Fees	488,148	740,407	777,200	974,700	6.3%	25.4%
Intergovernmental Revenues	1,888,959	1,990,594	1,963,613	1,946,297	12.5%	-0.9%
Charges for Services	2,101,479	1,983,774	2,095,830	2,292,361	14.8%	9.4%
Fines and Forfeitures	455,545	526,592	470,914	462,682	3.0%	-1.7%
Miscellaneous	286,758	283,196	249,962	261,900	1.7%	4.8%
Proceeds from debt	-	-	624,996	45,000	0.3%	-92.8%
Appropriated Fund Balance	509,315	702,122	139,990	-	0.0%	-100.0%
Interfund Transfers	542,153	-	-	-	0.0%	0.0%
Total Revenues	\$ 14,663,110	\$ 14,681,783	\$ 15,721,837	\$15,516,547	100.0%	-1.3%



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

Line Item Revenue	FY 11-12	FY 12-13	FY 13-14	FY 14-15	% of	% Change
	Actual	Actual	Budget	Proposed Budget	Total	from 2013-14
Ad Valorem Taxes - Current	5,792,665	5,823,022	\$ 6,604,332	\$ 6,897,607	44.45%	4.4%
Ad Valorem Taxes - Delinquent	119,336	-	120,000	80,000	0.52%	-33.3%
Franchise Fees	880,356	873,906	900,000	875,000	5.64%	-2.8%
Utility Service Taxes	1,029,432	1,096,401	995,000	1,071,000	6.90%	7.6%
Local Communications Tax	668,966	661,769	780,000	610,000	3.93%	-21.8%
Occupational Licenses - City	77,874	79,136	90,000	75,000	0.48%	-16.7%
Occupational Licenses - County	20,957	20,302	15,000	15,000	0.10%	0.0%
Building Permits	140,163	190,393	237,000	450,000	2.90%	89.9%
Electrical Permits	27,496	54,947	55,000	75,000	0.48%	36.4%
Plumbing Permits	27,337	29,124	28,000	50,000	0.32%	78.6%
Roofing Permits	35,980	49,901	49,000	55,000	0.35%	12.2%
Mechanical Permits	21,622	19,624	15,000	17,000	0.11%	13.3%
Zoning Fees	1,150	35,670	47,000	47,000	0.30%	0.0%
Certification of Completions	1,965	1,815	1,900	2,000	0.01%	5.3%
Structural Permits	16,761	19,750	20,000	20,000	0.13%	0.0%
POD Permit Fees	1,800	2,000	1,300	700	0.00%	-46.2%
Other Permits	115,042	237,744	225,000	135,000	0.87%	-40.0%
Misc plan Reviews	-	-	1,000	-	0.00%	-100.0%
State Revenue Sharing	404,323	402,234	411,674	435,970	2.81%	5.9%
Alcoholic Beverage License	15,223	10,013	12,000	15,000	0.10%	25.0%
1/2-cent Sales Tax	896,447	949,575	992,230	1,049,058	6.76%	5.7%
Local Option Gas Tax	361,726	359,996	373,249	376,729	2.43%	0.9%
Gas Tax Rebate	11,285	9,552	8,000	11,000	0.07%	37.5%
School Crossing Guards	32,256	19,863	20,000	20,000	0.13%	0.0%
Summer Camp Activity Fees	16,900	16,675	18,000	18,000	0.12%	0.0%
Summer Camp	158,725	150,037	170,000	170,000	1.10%	0.0%
Fitness Room Membership	47,228	49,581	15,000	20,000	0.13%	33.3%
After School Program	42,094	41,069	32,000	32,000	0.21%	0.0%
Gym Admission Fees	-	-	3,000	3,000	0.02%	0.0%
Gym Rental	-	690	5,000	-	0.00%	-100.0%
Senior Center rental	-	-	2,250	2,250	0.01%	0.0%
Water Polo/Aquatics Teams	12,715	12,715	3,600	5,000	0.03%	38.9%
Swimming Pool Admissions/Lessons	83,286	83,566	45,000	7,200	0.05%	-84.0%
Yoga	19,502	11,651	17,100	8,550	0.06%	-50.0%
Pool Rental	27,278	13,397	10,000	2,000	0.01%	-80.0%
Get Fit Summer Camp	-	-	30,000	16,000	0.10%	-46.7%
Vending Machines	1,725	2,092	3,000	3,000	0.02%	0.0%
Fireworks-VG	-	6,000	3,000	3,000	0.02%	0.0%
Pool Memberships	7,663	6,261	2,400	1,000	0.01%	-58.3%
Basketball fees	26,405	29,075	42,175	42,175	0.27%	0.0%
Other Annual Events	2,325	3,514	4,880	7,730	0.05%	58.4%
Pelican Theatre	6,360	10,132	10,000	10,000	0.06%	0.0%
Jazzercise	3,925	3,925	4,800	4,800	0.03%	0.0%
Daddy/Daughter Dance	3,263	3,213	4,775	4,775	0.03%	0.0%
Green Fees	762,746	655,986	814,000	978,623	6.31%	20.2%
Cart Fees	113,563	90,936	106,556	68,630	0.44%	-35.6%
Golf Merchandise/Food & Beverage Sales	53,489	51,785	38,100	113,941	0.73%	199.1%
Range Fees	98,907	100,980	125,000	164,857	1.06%	31.9%
Misc. Club Rental/Lessons	(6,791)	7,426	11,000	9,694	0.06%	-11.9%
GHIN Disabled Fees	183	138	200	1,200	0.01%	500.0%
Golf memberships	52,824	42,845	45,000	64,936	0.42%	44.3%
Miscellaneous Charges for Serv	-	10	6,000	-	0.00%	-100.0%
Copies & Other Charges	3,038	2,510	3,000	3,000	0.02%	0.0%
Lien Search	14,365	14,767	15,000	15,000	0.10%	0.0%
Re-Occupancy Inspection fees	15,000	22,475	19,000	15,000	0.10%	-21.1%
Clerk of the Court - Fines	118,587	117,255	150,000	138,482	0.89%	-7.7%
Code Enforcement tickets	15,400	23,025	15,000	15,000	0.10%	0.0%
Disabled Parking tickets	7,442	9,184	7,000	9,200	0.06%	31.4%
Administrative Fee-Red Light hearings	-	-	80,460	19,540	0.13%	-75.7%
Police Grants-Byrne Grant	11,026	2,803	15,000	15,000	0.10%	0.0%
Other Grants	176,382	262,171	-	-	0.00%	0.0%
Re-Occupancy & CC Agreements	-	-	-	4,000	0.03%	0.0%
Interest - Investments	27,451	4,046	7,000	7,000	0.05%	0.0%
Interest - Tax Collections	1,656	1,343	2,000	2,000	0.01%	0.0%

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

Line Item Revenue	FY 11-12	FY 12-13	FY 13-14	FY 14-15	% of	% Change
	Actual	Actual	Budget	Proposed Budget	Total	from 2013-14
Rent - Metro Fire	14,040	11,696	15,000	15,000	0.10%	0.0%
Rent - Dade Co. Library	8,253	8,253	8,300	8,300	0.05%	0.0%
Rent - Bus Benches	4,165	4,284	4,000	4,300	0.03%	7.5%
Recreational Activities	14,693	16,529	12,000	12,000	0.08%	0.0%
Sprint Tower	87,640	72,624	90,000	90,000	0.58%	0.0%
Nextel	6,490	6,749	6,800	6,800	0.04%	0.0%
Metro PCS	8,211	8,540	8,400	8,500	0.05%	1.2%
Surplus sale of equipment	13,715	47,690	20,000	40,000	0.26%	100.0%
Other Miscellaneous	69,699	95,637	67,527	67,000	0.43%	-0.8%
Red Light Fines	314,116	377,128	306,843	300,000	1.93%	-2.2%
Returned check charges	389	266	500	500	0.00%	0.0%
Code Enforcement Liens	-	250	500	500	0.00%	0.0%
ITF - Road & Transportation	542,153				0.00%	0.0%
ITF - Police Grants	40,409				0.00%	0.0%
ITF - Sanitation Admin Fee	450,000	470,000	470,000	470,000	3.03%	0.0%
ITF - Stormwater Adim Fee	55,000	60,000	60,000	60,000	0.39%	0.0%
Appropriated Fund Balance	509,313		139,990	-	0.00%	-100.0%
Proceeds from Debt	-	-	624,996	45,000	0.29%	-92.8%
TOTALS >>>	\$14,763,109	\$13,979,661	\$ 15,721,837	\$ 15,516,547	100.00%	-1.3%

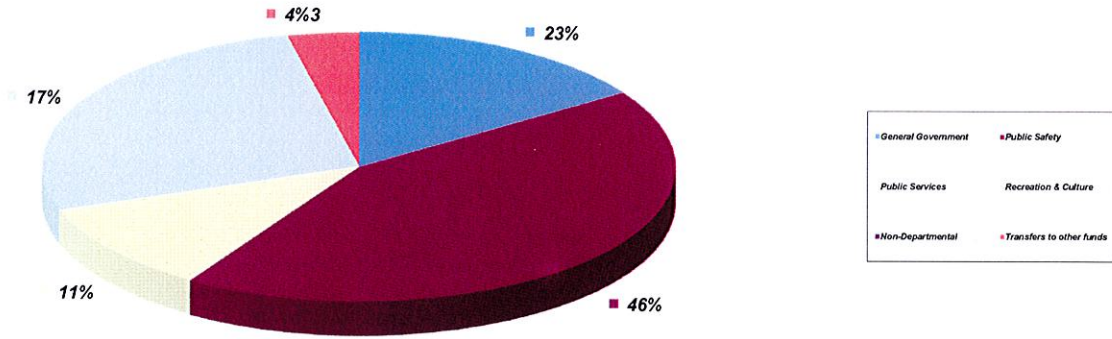
CITY OF MIAMI SPRINGS
LISTING OF TOP EXPENDITURES-GENERAL FUND

	FY2013-14	FY2014-15		% of Change
	<u>Amended Budget</u>	<u>Budget</u>	<u>% of Total</u>	<u>From FY2013-14</u>
Salaries	\$ 6,860,378	\$ 6,745,459	43.9%	-1.7%
Health Insurance Benefits	741,072	905,395	5.9%	22.2%
Pension costs	950,729	910,382	5.9%	-4.2%
Workmens Comp	238,676	270,090	1.8%	13.2%
Other Employee Benefits	501,605	486,493	3.2%	-3.0%
Total Salaries & Benefits	9,292,460	9,317,819	60.7%	0.3%
Capital Expenditures	911,311	315,034	2.1%	-65.4%
Debt Service Payments	187,401	632,401	4.1%	237.5%
Operating Supplies/Uniforms	683,886	555,707	3.6%	-18.7%
Contractual Services	1,101,309	1,124,212	7.3%	2.1%
Utilities	420,685	421,396	2.7%	0.2%
Transfers to other funds	502,541	567,154	3.7%	12.9%
Liability insurance	277,133	304,715	2.0%	10.0%
Professional Fees	437,669	448,440	2.9%	2.5%
Fleet Maintenance	149,450	147,950	1.0%	-1.0%
Repairs and Maintenance	421,489	353,482	2.3%	-16.1%
Other Misc Expenses	1,197,990	1,160,667	7.6%	-3.1%
Total Budgeted Expenditures	15,583,324	15,348,976	100.0%	-1.5%

**CITY OF MIAMI SPRINGS
EXPENDITURES BY CLASS**

	FY2011-12 <u>Actual</u>	FY2012-13 <u>Actual</u>	FY2013-14 <u>Amended Budget</u>	FY2014-15 <u>Budget</u>	<u>% of Change From FY2013-14</u>
General Government	\$ 2,612,271	\$ 2,385,340	\$ 2,375,745	\$ 2,387,740	0.5%
Public Safety	6,377,519	6,396,489	6,544,351	6,652,504	1.7%
Public Services	1,903,820	1,755,072	1,542,224	1,635,886	6.1%
Recreation & Culture	3,107,021	3,503,822	4,745,059	4,105,692	-13.5%
Non-Departmental	-	-	-	-	0.0%
Transfers to other funds	662,478	641,062	502,541	567,154	12.9%
Sub-Totals	\$ 14,663,108	\$ 14,681,784	\$ 15,709,920	\$ 15,348,976	-2.3%
Increase(appropriated) fund balance	(509,313)	(702,122)	190,462	-	-100.0%
Totals	\$ 14,153,796	\$ 13,979,662	\$ 15,900,382	\$ 15,348,976	-3.5%

FY 2014-15 Expenditures by Class



**CITY OF MIAMI SPRINGS
EXPENDITURES BY DEPARTMENT**

	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	% Change
	<u>Actual</u>	<u>Actual</u>	<u>Amended Budget</u>	<u>Budget</u>	<u>From FY2013-14</u>
Department					
Mayor & City Council	\$ 94,338	\$ 96,720	\$ 140,815	\$ 150,945	7.2%
Office of the City Manager	686,462	354,013	349,603	354,243	1.3%
Office of the City Clerk	285,368	280,342	245,157	309,940	26.4%
Office of the City Attorney	156,503	165,986	171,000	171,000	0.0%
Human Resource Department	199,895	206,798	189,517	209,474	10.5%
Finance /Budget	719,880	804,559	854,697	754,924	-11.7%
IT Department	339,353	349,639	331,508	335,516	1.2%
Planning Department	130,472	127,284	93,448	101,698	8.8%
Police Department	5,759,274	5,795,972	5,951,429	5,983,950	0.5%
Police - School Guards	19,236	19,724	23,376	23,771	1.7%
Building & Code Compliance	599,009	580,793	569,546	644,782	13.2%
Public Services - Administration	444,725	346,040	363,466	371,346	2.2%
Public Services - Streets	323,868	369,739	351,383	390,685	11.2%
Public Services - Properties	811,936	690,780	595,929	575,501	-3.4%
Public Services - Building Maintenance	292,605	312,404	213,146	256,034	20.1%
Public Services - Fleet Maintenance	30,686	36,108	18,300	42,320	131.3%
Recreation	1,391,496	1,484,027	1,578,242	2,036,470	29.0%
Aquatics	258,638	242,946	314,578	107,541	-65.8%
Tennis	26,876	25,172	20,467	19,851	-3.0%
Park Maintenance	87,507	108,449	175,888	204,925	16.5%
Golf Administration	22,729	22,319	21,968	20,062	-8.7%
Pro Shop	546,341	574,059	529,145	545,865	3.2%
Golf Maintenance	773,434	1,046,849	1,978,175	1,170,979	-40.8%
Non-Departmental	-	-	-	-	0.0%
Total	\$14,000,630	\$14,040,722	\$15,080,783	\$14,781,822	-2.0%
Transfers to other funds	662,478	641,062	502,541	567,154	12.9%
Increase(appropriated) fund balance	(509,313)	(702,122)	190,462	-	-100.0%
Total	\$14,153,796	\$13,979,662	\$15,773,786	\$15,348,976	-2.7%

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.

2013-14 Accomplishments

Commenced the process on the construction of a new aquatic facility

Approved the contract with ConEdison for energy efficiency options at City Hall and other City facilities

Updated current goals in the City's Strategic Plan

Approved the renovation of Stafford Park Field

City Council

2014-15 Budget Highlights

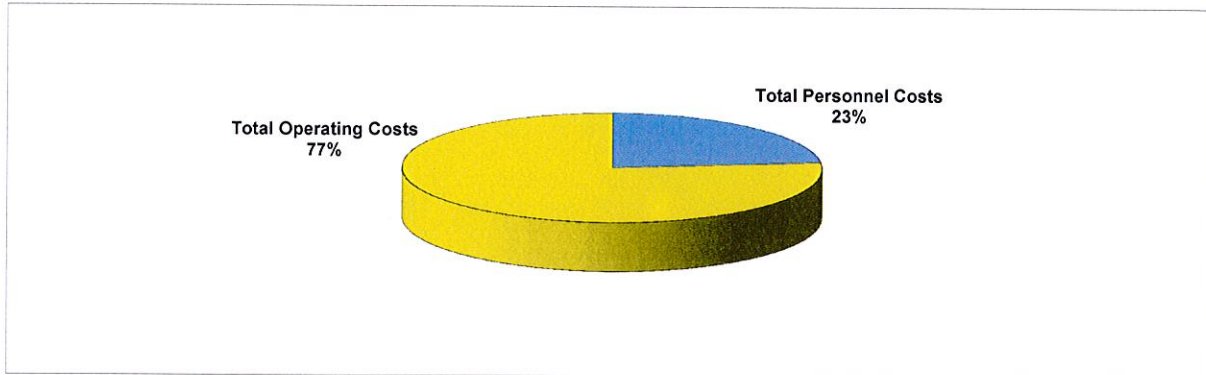
- Proposed budget is \$10,130 or 7% higher than FY2013/2014.
- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$150,945</u>
Net cost of Department	<u>\$150,945</u>
- The Promotions line item is a lump sum of \$68,250 to be allotted during the year as follows:
 1. \$27,250 will be allocated during the year for the following events:

Stafford Golf Tournament
River Cities Festival
Gazette Directory
Car shows (2)
City events
Fla League 88 th anniversary ad
Miami Dade Installation Dinner ad
Employee Holiday Dinner
Police Appreciation Dinner
City Clerks luncheon
 2. \$35,000 has been allocated to CMI.
 3. \$6,000 has been allocated to the Historical Museum
 4. \$20,000 for a traffic study to determine what streets within the City are safe to operate golf carts.

**MAYOR AND CITY COUNCIL
Expenditure Detail**

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended Budget	FY 2014-15 Budget	% of Total	% Change from 2013-14
PERSONNEL						
Executive Salaries	\$31,187	\$31,675	\$31,800	\$31,800	21.1%	0.0%
Payroll Taxes	2,386	2,423	2,433	2,433	1.6%	0.0%
Workers' Compensation	287	827	632	843	0.6%	33.3%
Total Personnel Costs	\$ 33,860	\$ 34,925	\$ 34,865	\$ 35,075	23.2%	0.6%
OPERATING						
Professional Services				20,000		
Travel & Related Costs	4,718	7,772	13,860	10,000	6.6%	-27.8%
Rentals & Lease	12,000	12,000	11,000	-	0.0%	-100.0%
Promotions & Donations	20,310	21,344	60,600	68,250	45.2%	12.6%
Misc. Expenses	946	1,910	2,370	2,850	1.9%	20.3%
Operating Supplies	153	5,244	1,000	1,000	0.0%	100.0%
Dues, Memberships & Subsc.	2,918	3,171	3,400	3,400	2.3%	0.0%
Printing and binding	1,060	2,069	2,440	2,230	1.5%	-8.6%
Office Supplies	1,527	1,100	1,300	900	0.6%	-30.8%
Contractual Services	16,846	7,185	9,980	7,240	4.8%	-27.5%
Total Operating Costs	\$ 60,478	\$ 61,795	\$ 105,950	\$ 115,870	76.8%	9.4%
CAPITAL OUTLAY						
Machinery & Equipment	-	-	-	-	0.0%	0.0%
Total Capital Outlay	\$ -	\$ -	\$ -	\$ -	0.0%	0.0%
TOTAL EXPENSES	\$ 94,338	\$ 96,720	\$ 140,815	\$ 150,945	93.0%	7.2%



Personnel Summary

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended Budget	FY 2014-15 Budget	% of Total	% Change from 2013-14
Mayor	1	1	1	1	20.0%	0.0%
City Council Members	4	4	4	4	80.0%	0.0%
DEPARTMENT TOTAL	5	5	5	5	100.0%	0.0%

City Clerk

Mission Statement

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

City Clerk

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

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

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

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

Goals

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

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

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

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

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

Objectives

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

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

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

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

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

Objectives (continued)

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

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

Continue to provide assistance to all Departments concerning City needs.

2013-14 Accomplishments

- Supervised the April 8, 2014 Miami Springs General Election.
- Continued the paperless agenda system to replace the paper agenda packets.
- Provided secretarial support to the City Attorney.
- Ordered publication of two new supplement for the Code of Ordinances.
- Researched records and provided extensive information to the City Attorney, Administration and Department Heads.
- Processed over 450 public record requests.
- Notarized 850 documents for residents and other citizens.

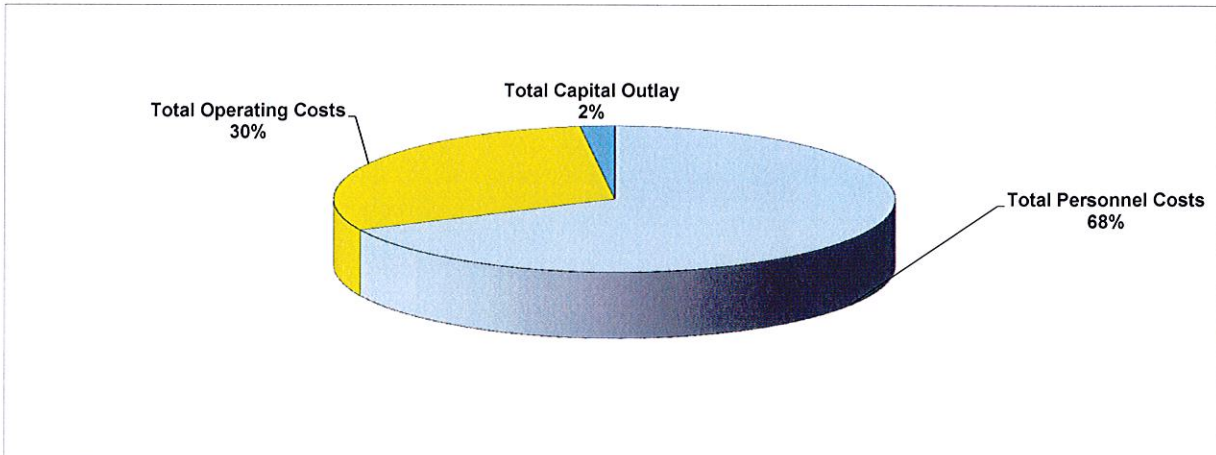
2014-15 Budget Highlights

- Proposed budget is \$ 64,776 or 26.5% higher than FY2013/2014.
- Increase is due to the funding of a full year salary and benefits cost of the new City Clerk since during FY13-14 only partial year salary was budgeted.
- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$309,940</u>
Net cost of Department	<u>\$309,940</u>

**OFFICE OF THE CITY CLERK
Expenditure Detail**

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended Budget	FY 2014-15 Budget	% of Total	% Change from 2013-14
PERSONNEL						
Salaries	\$ 151,866	\$ 160,819	\$ 119,006	\$ 157,484	50.8%	32.3%
Part Time Year Round	11,072	14,870	-	-	0.0%	0.0%
Overtime	1,735	1,899	1,500	1,500	0.5%	0.0%
Payroll Taxes	12,597	13,856	7,979	10,066	3.2%	26.2%
Pension & Retirement	359	252	8,352	14,633	4.7%	0.0%
Health Insurance	16,128	13,035	15,227	26,595	8.6%	74.7%
Workers' Compensation	3,967	406	293	394	0.1%	34.4%
Total Personnel Costs	\$ 197,724	\$ 205,137	\$ 152,357	\$ 210,672	68.0%	38.3%
OPERATING						
Contractual Services	25,032	32,300	37,402	33,500	10.8%	-10.4%
Travel & Related Costs	31	58	1,400	2,000	0.6%	42.9%
Telephone	1,443	639	650	337	0.1%	-48.2%
Rentals and leases	4,928	4,490	4,000	3,000	1.0%	-25.0%
Repairs & Maintenance	3,866	3,448	3,926	3,565	1.2%	-9.2%
Printing & Binding	3,124	4,992	6,555	6,630	2.1%	1.1%
Postage	533	503	616	481	0.2%	-21.9%
Advertising & Promotions	33,683	9,679	17,100	22,000	7.1%	28.7%
Office Supplies	4,733	3,491	4,500	5,600	1.8%	24.4%
Operating Supplies	3,224	4,919	5,295	6,179	2.0%	16.7%
Dues, Memberships & Subsc.	1,404	1,346	1,985	2,640	0.9%	33.0%
Training & Education	-	750	1,000	1,550	0.5%	55.0%
Liability Insurance	3,263	2,676	2,727	3,869	1.2%	41.9%
Vehicle registration & Tag	275	1,218	1,600	-	0.0%	-100.0%
Internet Access	2,103	942	2,544	1,817	0.6%	-28.6%
Total Operating Costs	\$ 87,642	\$ 71,451	\$ 91,300	\$ 93,168	30.1%	2.0%
CAPITAL OUTLAY						
Machinery & Equipment	-	4,025	1,500	6,100	2.0%	0.0%
Total Capital Outlay	\$ -	\$ 4,025	\$ 1,500	\$ 6,100	2.0%	0.0%
TOTAL EXPENSES	\$ 285,366	\$ 280,613	\$ 245,157	\$ 309,940	100.0%	26.4%



Personnel Summary

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended Budget	FY 2014-15 Budget	% of Total	% Change from 2013-14
City Clerk	1	1	1	1	36.4%	0.0%
Deputy City Clerk	1	1	1	1	36.4%	0.0%
Assistant City Clerk	0	0	0	0.75	27.3%	100.0%
Total of Full-time employees	2	2	2	2.75	100.0%	37.5%
Part Time Employees	0.5	0.5	0.5	0.0	0.0%	-100.0%
DEPARTMENT TOTAL	2.5	2.5	2.5	2.75	100.0%	10.0%

OFFICE OF THE CITY CLERK PERFORMANCE MEASURES

Indicator	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Goal
Outputs				
Council Paper Agenda Packets	300	200	54	30
Council Electronic Agenda Packets	0	0	31	30
Public Records Request Processed	564	473	395	400
Legal Ads Published	81	67	42	65
Council Meetings Attended	30	21	31	30
Council Minutes Transcribed	30	21	31	30
Summary Actions Prepared	27	18	14	0
Bid Openings Witnessed	4	2	3	4
Elections Supervised	1	0	1	1
Documents Notarized	867	418	882	800
Codified Ordinance Supplements	2	1	2	2
Ordinances Adopted	25	8	13	15
Resolutions Adopted	30	20	32	30
Vehicle Tag and Title Applications	10	1	5	5
Newsbulletin Preparation	0	0	12	12
Advisory Board Meetings Attended	45	34	25	30
Advisory Board Meetings Transcribed	45	34	25	30
Advisory Board - Attendance Reports	12	8	12	12
Proclamations, Certificates and Awards	69	42	63	60
Public Notices Posted	0	0	62	60
Release of Liens Executed	0	0	0	30
Number of Documents Scanned	0	0	0	5000
Number of Videos Duplicated (meetings)	0	0	0	30
Website Updates	0	0	0	150

Effectiveness

Records requests fulfilled within a reasonable amount of time	95%	95%	95%	95%
Council minutes transcribed and prepared for approval before the next Council meeting	100%	100%	100%	100%
Council minutes made available on website within two days after approval	95%	100%	95%	95%
Council approval	95%	100%	95%	95%

Efficiency

Council Agendas prepared per year	30	21	33	30
Average number of pages of minutes transcribed per year	780	504	287	300

* Paperless Agenda Packets

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

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

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

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

Objectives

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

Research issues and provide additional information to Council to 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 our new downtown improvements consultant to market our commercial district on NW 36th Street to a broader audience.

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

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

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

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

City Manager

2013-14 Accomplishments

- Executed an agreement with ConEdison Solutions to provide citywide energy savings solutions totaling over \$1.6 million.
- Contracted with Bermello & Ajamil to begin the process of designing a new aquatic facility to replace the aging pool facility.
- Established the process to hire a new Police Chief.
- Hired a new City Planner.
- Continued efforts to develop commercial revitalization within the city with the addition of new hotel construction.

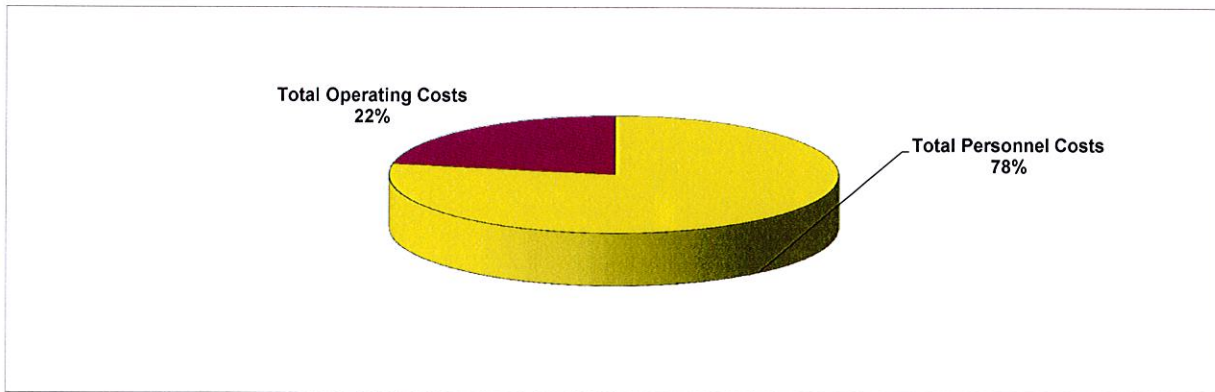
FY 2014-15 Budget Highlights

- Proposed budget is \$4,631 or 1.3% higher than FY2013/2014, this increase is mainly due to increased health insurance costs.
- Budget Summary:

Budgeted Revenues	\$	-0-
Budgeted Expenditures		<u>\$354,243</u>
Net cost of Department		<u>\$354,243</u>
- Budget includes \$45,000 for the City Lobbyist.

**CITY MANAGER
Expenditure Detail**

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended Budget	FY 2014-15 Budget	% of Total	% Change from 2013-14
Salaries	\$ 393,587	\$ 202,166	\$ 203,059	\$ 202,943	57.3%	-0.1%
Part Time Year Round	9,418	500	-	-	0.0%	0.0%
Payroll Taxes	27,400	13,687	14,146	13,803	3.9%	-2.4%
Pension & Retirement	55,171	31,344	30,459	30,441	8.6%	-0.1%
Health Insurance	25,632	17,040	19,039	23,406	6.6%	22.9%
Workers' Compensation	9,826	5,228	4,036	5,378	1.5%	33.3%
Total Personnel Costs	\$ 521,034	\$ 269,965	\$ 270,739	\$ 275,971	77.9%	1.9%
OPERATING						
Professional Services	98,030	60,844	53,569	53,500	15.1%	-0.1%
Travel & Related Costs	7,813	8,105	7,800	7,800	2.2%	0.0%
Repairs & Maintenance	-	-	-	-	0.0%	0.0%
Advertising	5,028	-	-	-	0.0%	0.0%
Office Supplies	589	1,439	1,200	1,200	0.3%	0.0%
Operating Supplies	7,736	5,763	5,429	5,000	1.4%	-7.9%
Postage	388	63	108	84	0.0%	-22.2%
Dues, Memberships & Subsc.	2,549	475	2,200	2,200	0.6%	0.0%
Training & Education	52	355	400	400	0.1%	0.0%
Liability Insurance	6,604	3,264	3,538	4,985	1.4%	40.9%
Telephone/Internet	5,108	2,529	4,620	3,103	0.9%	-32.8%
Total Operating Costs	\$ 133,897	\$ 82,837	\$ 78,864	\$ 78,272	22.1%	-0.8%
TOTAL EXPENSES	\$ 654,931	\$ 352,802	\$ 349,603	\$ 354,243	100.0%	1.3%



Personnel Summary

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended Budget	FY 2014-15 Budget	% of Total	% Change from 2013-14
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%

**OFFICE OF THE CITY MANAGER
PERFORMANCE MEASURES**

Indicator	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Goal
Outputs				
1. Conclude Annexation	NO	NO	NO	YES
2. Finalize District Boundary Regulations/ Comp Plan Amendment	YES	YES	YES	YES
4. # of annual meetings with Chamber of Commerce Exec. Board	8	3	2	2
5. Develop Marketing strategy for the City of Miami Springs (with consultant)	Partial	Partial	Partial	Partial
6. # of annual meetings with local school principals	2	2	2	2
7. # of annual Host Art in City Hall events held	10	10	10	10
8. Compose and distribute 12 monthly "Manager's Update" reports	12	12	12	12
Effectiveness				
1. # of annual Council agendas reviewed and released on time	30	30	30	30
2. Read and respond to daily emails	65	74	82	75
Efficiency				
1. Reduce Millage rate by	3.10%	3%	0%	3%

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.

2013-14 Accomplishments

Human Resources:

Advertised, received, and processed 47 applicants for Police Officer. Interviews have not been scheduled.

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

Advertised and processed 40 applications for Police Dispatcher I. Interviewed 10 applicants and currently in the selection process.

Processed 44 returning/new recreation leaders and lifeguards for the summer

Human Resources

2013-14 Accomplishments (continued)

program. Scheduled drug screening and fingerprinting with collaboration from our police department.

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

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

Workers' Compensation:

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

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

Risk Management:

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

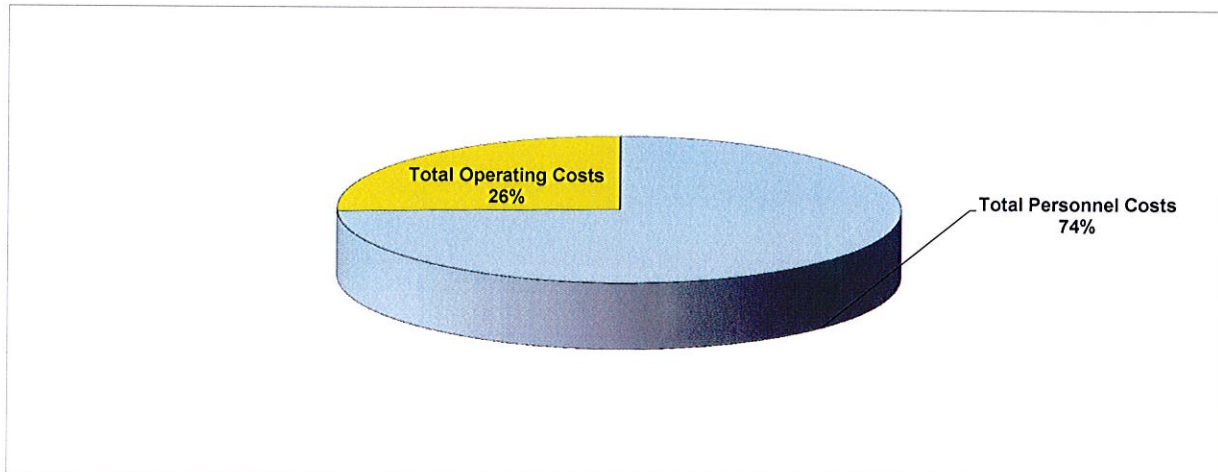
FY 2014-15 Budget Highlights

- Proposed budget is \$ 19,951 or 10 % higher than FY2013/2014.
- Increase due to the expected increase in the costs of background checks on coaches for sports league.
- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$209,474</u>
Net cost of Department	<u>\$209,474</u>

HUMAN RESOURCES DEPARTMENT
Expenditure Detail

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended Budget	FY 2014-15 Budget	% of Total	% Change from 2013-14
PERSONNEL						
Salaries	\$ 120,576	\$ 124,054	\$ 126,555	\$ 128,207	61.2%	1.3%
Payroll Taxes	8,991	9,257	8,914	8,897	4.2%	-0.2%
Pension & Retirement	5,707	5,835	5,316	6,259	3.0%	17.7%
Health Insurance	9,524	9,348	10,412	12,288	5.9%	18.0%
Workers' Compensation	1,077	297	237	321	0.2%	35.2%
<i>Total Personnel Costs</i>	\$ 145,875	\$ 148,791	\$ 151,434	\$ 155,971	74.5%	3.0%
OPERATING						
Professional Services	39,779	43,280	24,430	40,000	19.1%	63.7%
Contractual Services	2,317	3,561	-	-	0.0%	0.0%
Travel & Related Costs	1,148	1,336	1,500	1,500	0.7%	0.0%
Telephone/Internet	3,389	1,581	3,194	2,154	1.0%	-32.6%
Postage	200	189	254	199	0.1%	-21.7%
Advertising & Promotions	1,774	1,823	1,500	1,500	0.7%	0.0%
Office Supplies	810	1,567	1,500	1,500	0.7%	0.0%
Operating Supplies	498	287	500	500	0.2%	0.0%
Dues, Memberships & Subsc.	1,285	1,619	2,000	2,000	1.0%	0.0%
Training & Education	365	760	1,000	1,000	0.5%	0.0%
Liability Insurance	2,454	2,004	2,205	3,149	1.5%	42.8%
<i>Total Operating Costs</i>	\$ 54,019	\$ 58,007	\$ 38,083	\$ 53,502	25.5%	40.5%
TOTAL EXPENSES	\$ 199,894	\$ 206,798	\$ 189,517	\$ 209,474	100.0%	10.5%



Personnel Summary

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended Budget	FY 2014-15 Budget	% of Total	% Change from 2013-14
Human Resources Director/Risk Mgr	1	1	1	1	50.0%	0.0%
Human Resources Specialist II	1	1	1	1	50.0%	0.0%
<i>Total of Full-time employees</i>	2	2	2	2	100.0%	0.0%
Part Time Employees	0	0	0	0	0.0%	0.0%
DEPARTMENT TOTAL	2	2	2	2	100.0%	0.0%

HUMAN RESOURCES DEPARTMENT PERFORMANCE MEASURES

Indicator	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Goal
Outputs				
Reduce number of workmen compensation cases	Yes	Yes	Yes	0%
Number of internal seminars offered	3	2	2	2
Reduce number of property/vehicle claims	Yes	Yes	Yes	0%
Effectiveness				
% of job descriptions processed and filed	100%	50%	100%	100%
Efficiency				
% of vacancies filled within 30 days	99%	99%	99%	100%
% of part-time vacancies filled within 30 days	99%	100%	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

2013-14 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, 2013.

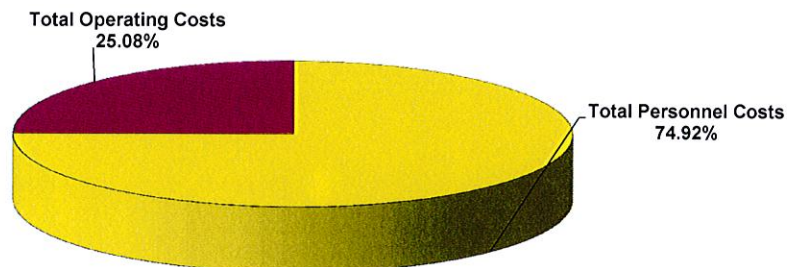
FY 2014-15 Budget Highlights

- Proposed budget is \$99,894 or 17.1 % lower than FY2013/2014.
- Decrease is due to the retirement of the Controller and that position being classified as part time for next fiscal year.
- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$482,561</u>
Net cost of Department	<u>\$482,561</u>
- Budget includes approximately \$29,540 for actuarial and legal work related to the FOP pension negotiations for FY2015.

FINANCE DEPARTMENT
Administration Division-Expenditure Detail

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended Budget	FY 2014-15 Budget	% of Total	% Change from 2013-14
PERSONNEL						
Salaries	336,434	297,173	\$ 300,414	\$ 233,521	48.4%	-22.3%
Part Time Year Round	21,581	20,519	15,080	51,510	10.7%	100.0%
Overtime	7	-	0	0	0.0%	0.0%
Payroll Taxes	26,476	23,809	22,326	19,823	4.1%	-11.2%
Pension & Retirement	41,539	36,447	32,846	22,524	4.7%	-31.4%
Health Insurance	32,583	24,381	27,220	33,442	6.9%	22.9%
Workers' Compensation	3,620	765	592	713	0.1%	20.4%
Unemployment Compensation Tax	-	-	-	-	0.0%	0.0%
Total Personnel Costs	\$ 462,240	\$ 403,094	\$ 398,478	\$ 361,532	74.9%	-9.3%
OPERATING						
Professional Services & Audit Fees	52,112	97,280	132,121	69,040	14.3%	-47.7%
Contractual Services	-	-	-	-	0.0%	0.0%
Travel & Related Costs	3,836	2,782	4,000	4,000	0.8%	0.0%
Telephone/Internet	9,570	5,408	5,596	5,290	1.1%	-5.5%
Repairs & Maintenance	3,679	3,155	2,500	2,500	0.5%	0.0%
Rentals & Lease	1,376	1,535	3,328	2,000	0.4%	-39.9%
Printing & Binding	7,992	6,359	10,000	6,000	1.2%	-40.0%
Advertising & Promotions	3,119	103	500	6,400	1.3%	1180.0%
Office Supplies	1,967	1,912	2,500	2,500	0.5%	0.0%
Courier, UPS, Fedex-Overnight	349	445	400	400	0.1%	0.0%
Postage	2,597	2,452	3,000	2,347	0.5%	-21.8%
Operating Supplies	4,959	5,164	4,122	4,100	0.8%	-0.5%
Dues, Memberships & Subsc.	2,528	2,145	2,000	2,150	0.4%	7.5%
Training & Education	1,041	1,458	2,500	2,000	0.4%	-20.0%
Liability Insurance	9,228	8,041	6,397	7,902	1.6%	23.5%
Other Current Charges	137	6,341	5,000	4,400	0.9%	-12.0%
Total Operating Costs	\$ 104,490	\$ 144,580	\$ 183,964	\$ 121,029	25.1%	-34.2%
CAPITAL OUTLAY						
Machinery & Equipment	1,060	1,048	-	-	0.0%	0.0%
Total Capital Outlay	\$ 1,060	\$ 1,048	\$ -	\$ -	0.0%	0.0%
TOTAL EXPENSES	\$ 567,790	\$ 548,722	\$ 582,442	\$ 482,561	100.0%	-17.1%



Personnel Summary

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended Budget	FY 2014-15 Budget	% of Total	% Change from 2013-14
Finance Director	0.5	0.5	0.5	0.5	25.0%	0.0%
Comptroller	1	1	1	0	0.0%	-100.0%
Accounting Clerk II	1	1	1	1	100.0%	0.0%
Accounting Clerk III	1	1	1	1	100.0%	0.0%
Accounting Systems Analyst	0.7	0.7	0.7	0.7	70.0%	0.0%
Total of Full time employees	4.2	4.2	4.2	3.2	295.0%	-23.8%
<i>Part-time Employee</i>						
Comptroller	0	0	0	1		
Clerical Assistant	1	1	1	1	50.0%	0.0%
DEPARTMENT TOTAL	1.0	1.0	1.0	2.0	50.0%	100.0%

Finance Department-Professional Services Division

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

Goals

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

Objectives

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

2013-14 Accomplishments

- Reviewed and processed 1014 purchase orders
- 4 "Springs Connection" Newsletters and 1 "Special Addition" Just the Facts
- 23 Posters/Flyers
- 12 Gazette News Bulletins
- Applied for 7 grant opportunities for the potential of \$1,007,596.00 in project funding
- 895 Tweets

Finance Department-Professional Services Division

2013-14 Accomplishments (continued)

- Maintained ongoing communication and correspondence with maintaining the Circle marquee, city website, channel 77, and community calendars up to date with current information.

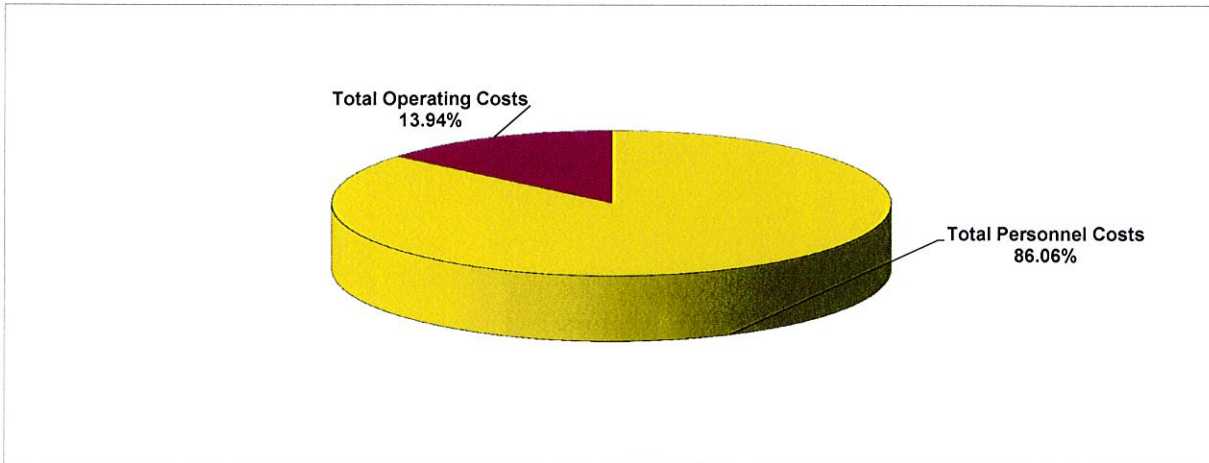
FY 2014-15 Budget Highlights

- Proposed budget is \$ 101 or 0.1 % lower than FY2013/2014.
- Budget will provide for a community forum and an online survey and the reduction of two fact sheets..
- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$272,364</u>
Net cost of Department	<u>\$272,364</u>

FINANCE DEPARTMENT
Professional Services Division-Expenditure Detail

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended Budget	FY 2014-15 Budget	% of Total	% Change from 2013-14
PERSONNEL						
Salaries	\$ 106,173	\$ 181,572	\$ 181,384	\$ 181,384	66.6%	0.0%
Payroll Taxes	8,107	13,845	11,986	11,659	4.3%	-2.7%
Pension & Retirement	9,360	11,598	7,181	8,130	3.0%	13.2%
Health Insurance	13,256	23,610	26,515	32,762	12.0%	100.0%
Workers' Compensation	-	437	340	453	0.2%	100.0%
Total Personnel Costs	\$ 136,896	\$ 231,062	\$ 227,406	\$ 234,388	86.1%	3.1%
OPERATING						
Professional Services	4,942	1,281	4,600	3,200	1.2%	-30.4%
Travel & Related Costs	-	34	200	100	0.0%	-50.0%
Telephone/Internet	-	-	1,033	-	0.0%	100.0%
Printing & Binding	8,182	10,811	17,400	14,860	5.5%	-14.6%
Advertising & Promotions	380	6,211	1,000	1,000	0.4%	100.0%
Office Supplies	312	56	2,060	500	0.2%	-75.7%
Courier, UPS, Fedex-Overnight	-	-	100	100	0.0%	0.0%
Postage	-	1,021	10,240	10,240	3.8%	100.0%
Operating Supplies	-	837	276	1,700	0.6%	100.0%
Dues, Memberships & Subsc.	1,378	1,598	1,820	1,820	0.7%	0.0%
Liability Insurance	-	2,928	3,160	4,456	1.6%	100.0%
Total Operating Costs	\$ 15,194	\$ 24,777	\$ 41,889	\$ 37,976	13.9%	-9.3%
CAPITAL OUTLAY						
Machinery & Equipment	-	-	2,960	-	0.0%	0.0%
Total Capital Outlay	\$ -	\$ -	\$ 2,960	\$ -	0.0%	0.0%
TOTAL EXPENSES	\$ 152,090	\$ 255,839	\$ 272,255	\$ 272,364	100.0%	0.0%



Personnel Summary

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended Budget	FY 2014-15 Budget	% of Total	% Change from 2013-14
Professional Services Supervisor	0	1	1	1	33.3%	100.0%
Grant Writer/PIO Officer	0	1	1	1	33.3%	100.0%
Executive Secretary	0	1	1	1	33.3%	100.0%
Total of Full time employees	-	3	3	3	100.0%	100.0%
DEPARTMENT TOTAL	0.0	3	3	3	100.0%	100.0%

FINANCE DEPARTMENT PERFORMANCE MEASURES

Indicator	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 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	12	12	12	12
Issue 4 quarterly Newsletters	6	4	4	4
Issue 12 Monthly Fact Sheets	2	3	2	as needed
Issue 12 Monthly Golf Newsletters	6	12	discontinued in 10/2013 per Golf Dir.	N/A
Tweet at least 4 days per week (208 Tweets)	843	1094	895	200
Other flyers/bulletins/programs/publications			23	as needed
Effectiveness				
Number of audit adjustments by Auditors	0	0	0	0
Number of days to close the year-end books	30	28	28	28
Number of days to complete the Comprehensive Annual Financial Report	100	98	120	98
% 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 2014-15 Budget Highlights

- Proposed budget remains at same levels as prior year. No increase is expected.
- 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 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended Budget	FY 2014-15 Budget	% of Total	% Change from 2013-14
OPERATING						
Professional Services	\$ 155,498	\$ 165,006	\$ 170,000	\$ 170,000	99.4%	0.0%
Training and Education	980	980	500	500	0.3%	0.0%
Dues, Memberships & Subsc.	25		500	500	0.3%	0.0%
<i>Total Operating Costs</i>	\$ 156,503	\$ 165,986	\$ 171,000	\$ 171,000	100.0%	0.0%
TOTAL EXPENSES	\$ 156,503	\$ 165,986	\$ 171,000	\$ 171,000	100.0%	0.0%

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 Policies 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>

FY2013-14 Accomplishments

- Compiled a list of suggested code amendments to better represent the City's goals and objectives.
- On-going permit reviews
- Prepared variance cases for the Board of Adjustment

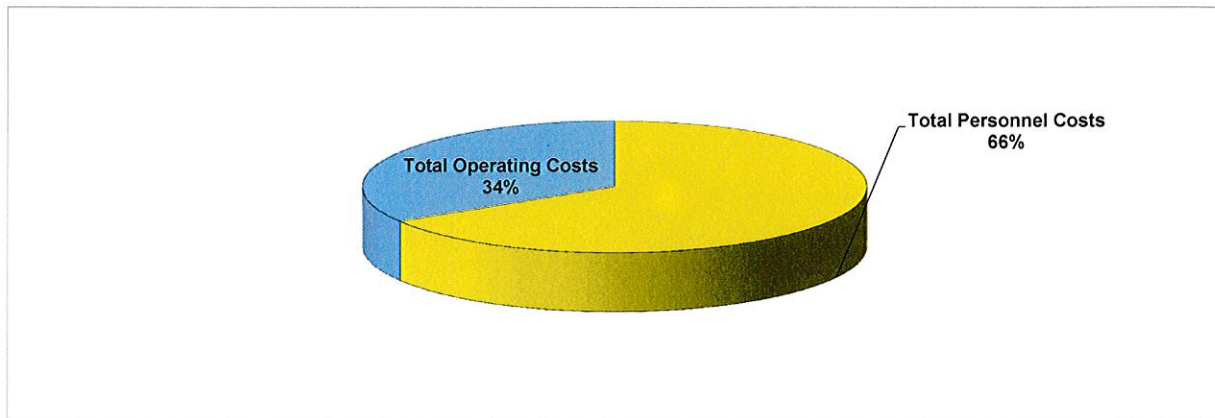
FY2014-15 Budget Highlights

- Proposed budget is \$8,249 or 8.8 % higher than FY2013/2014.
- Budget Summary:

Budgeted Revenues	\$ 47,000
Budgeted Expenditures	<u>\$101,698</u>
Net cost of Department	<u>\$ 54,698</u>
- Increase is due to a request of \$20,000 for a traffic study required by FDOT for the Westward Bike Path Project.

**PLANNING DEPARTMENT
Expenditure Detail**

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended Budget	FY 2014-15 Budget	% of Total	% Change from 2013-14
PERSONNEL						
Salaries	68,283	70,031	\$ 52,152	\$ 59,448	58.5%	14.0%
Part Time Year Round	11,072	10,807	0	0	0.0%	0.0%
Payroll Taxes	5,794	5,888	4,877	4,393	4.3%	-9.9%
Pension & Retirement	9,816	10,536	9,801	1,235	1.2%	-87.4%
Health Insurance	9,900	9,887	12,732	2,065	2.0%	-83.8%
Workers' Compensation	704	187	143	149	0.1%	3.9%
Total Personnel Costs	\$ 105,569	\$ 107,336	\$ 79,705	\$ 67,290	66.2%	-15.6%
OPERATING						
Professional Services	14,700	8,700	-	25,000	24.6%	100.0%
Travel & Related Costs	642	1,453	2,200	1,500	1.5%	-31.8%
Courier, UPS, Fedex-Overnight	-	-	100	100	0.1%	0.0%
Printing & Binding	855	328	400	100	0.1%	-75.0%
Postage	732	691	808	632	0.6%	-21.8%
Office Supplies	1,606	1,139	1,000	1,000	1.0%	0.0%
Operating Supplies	494	406	700	400	0.4%	0.0%
Dues, Memberships & Subsc.	300	290	425	425	0.4%	0.0%
Advertising	140	676	2,000	1,000	1.0%	-50.0%
Liability Insurance	1,618	1,272	1,327	1,460	1.4%	10.0%
Telephone/Internet	3,324	1,629	3,033	1,790	1.8%	-41.0%
Education & Training	490	545	1,750	1,000	1.0%	-42.9%
Total Operating Costs	24,901	17,129	13,743	34,407	33.8%	150.4%
CAPITAL OUTLAY						
Machinery & Equipment	-	2,819	-	-	0.0%	0.0%
Total Capital Outlay	\$ -	\$ 2,819	\$ -	\$ -	0.0%	0.0%
TOTAL EXPENSES	\$ 130,470	\$ 127,284	\$ 93,448	\$ 101,698	100.0%	8.8%



Personnel Summary

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended Budget	FY 2014-15 Budget	% of Total	% Change from 2013-14
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	0.25	0.25	20.0%	0.0%
DEPARTMENT TOTAL	2	2	1.25	1.25	100.0%	0.0%

**PLANNING DEPARTMENT
PERFORMANCE MEASURES**

Indicator	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Goal
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Outputs

1. Revision of Problem Zoning Code Sections	ON-GOING	ON-GOING	ON-GOING	ON-GOING
2. Adoption of Revised Sign Code	N/A	ON-GOING	ON-GOING	6/1/2015
3. Adoption of Airport Golf Zoning District	N/A	ON-GOING	DONE	DONE
4. Adoption of Revised CBD & NMB Districts				11/1/2014

Effectiveness

1. Number of Board of Adjustment (BOA) Cases Prepared	13	7	8	8
2. Number of Zoning & Planning (Z & P) Board Cases Prepared	1	2	0	2

Efficiency

1. Number of BOA Cases Postponed Due to Incomplete Case Files	0	0	0	0
2. Number of Z & P Cases Postponed Due to Incomplete Case Files	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

2013-14 Accomplishments

- Coordinated the implementation of local hearings for the Red Light Camera Citation System
- Hosted 4 “Community Shred Day” Events
- Participated and assisted in the activation of the County-wide “Automated Arrest Form” system
- Acquired new upgraded Taser units and trained all personnel on their use
- Deployed a very successful proactive crime prevention task force
- Began posting daily crime reports on the Police web site (also available via Twitter)
- Installed new video monitoring system in City Hall
- Installed new 700/800mhz mobile radios in all police vehicles

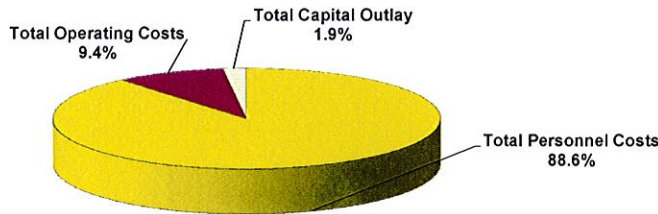
FY 2014-15 Budget Highlights

- The FY2014-15 budget is \$32,521 or 0.5% increase from the prior year, this increase is due to the following factors:
 1. Increase in healthcare costs
 2. Increase in capital expenditures since this year we are requesting three new vehicles as well as replacing two motorcycles.
 3. Budget includes a \$65,000 payout due to retirement.
- Budget Summary:

Budgeted Revenues	\$ 483,000	(includes \$300,000 in red light)
Budgeted Expenditures	<u>\$5,983,950</u>	
Net cost of Department	<u>\$5,500,950</u>	
- Budget includes \$111,380 for three new cars and two replacement motorcycles.

POLICE DEPARTMENT
Expenditure Detail

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended Budget	FY 2014-15 Budget	% of Total	% Change from 2013-14
PERSONNEL						
Executive Salaries	\$ 482,786	\$ 489,111	\$ 423,993	\$ 446,219	7.5%	5.2%
Police Recruit-Grant Funded	106,056	-	-	-	0.0%	0.0%
Regular Salaries	2,388,201	2,521,032	2,614,289	2,622,067	43.8%	0.3%
Police Dept Civilians	438,435	443,355	460,632	441,350	7.4%	-4.2%
Part Time Year Round	63,802	57,883	69,572	53,764	0.9%	-22.7%
Overtime	89,353	63,159	110,760	100,000	1.7%	-9.7%
Special Pay	35,440	35,670	37,000	37,000	0.6%	0.0%
Payroll Taxes	272,455	272,334	284,293	283,081	4.7%	-0.4%
Pension & Retirement	574,117	664,261	700,712	657,917	11.0%	-6.1%
Health Insurance	428,972	410,299	411,331	482,879	8.1%	17.4%
Workers' Compensation	315,133	303,639	176,198	192,528	3.2%	9.3%
Total Personnel Costs	\$ 5,194,750	\$ 5,260,743	\$ 5,288,780	\$ 5,316,805	88.9%	0.5%
OPERATING						
Professional Services	61,057	19,713	67,000	64,400	1.1%	-3.9%
Contractual Services	4,944	5,402	7,238	8,176	0.1%	13.0%
Travel & Related Costs	1,746	2,155	5,000	4,000	0.1%	-20.0%
Repairs & Maintenance	29,294	24,905	30,241	30,539	0.5%	1.0%
Rentals & Lease	3,991	3,775	3,500	3,500	0.1%	0.0%
Printing & Binding	268	165	1,000	1,000	0.0%	0.0%
Advertising & Promotions	1,611	1,713	3,500	3,500	0.1%	0.0%
Office Supplies	4,472	4,971	5,000	5,000	0.1%	0.0%
Postage	497	518	538	421	0.0%	-21.7%
Operating Supplies	19,189	16,532	27,150	27,000	0.5%	-0.6%
Uniforms	61,021	64,580	82,000	80,000	1.3%	-2.4%
Vehicle registration and tag	229	229	250	1,600	0.0%	540.0%
Courier, UPS, Fedex-Overnight	35	274	800	800	0.0%	0.0%
Dues, Memberships & Subsc.	1,274	1,924	2,500	2,500	0.0%	0.0%
Training & Education	20,680	22,441	19,749	20,299	0.3%	2.8%
Liability Insurance	87,722	72,955	78,887	89,615	1.5%	13.6%
Fleet Maintenance	72,481	71,399	80,700	82,000	1.4%	1.6%
Fuels, Oils, Lubricants	105,105	91,064	122,500	100,000	1.7%	-18.4%
Telephone/Internet/Beepers	28,287	21,514	24,792	26,515	0.4%	6.9%
Total Operating Costs	\$ 503,903	\$ 426,229	\$ 562,345	\$ 550,865	9.2%	-2.0%
CAPITAL OUTLAY						
Vehicles	54,962	96,979	84,900	111,280	1.9%	31.1%
Machinery & Equipment	5,657	12,019	15,404	5,000	0.1%	-67.5%
Total Capital Outlay	\$ 60,619	\$ 108,998	\$ 100,304	\$ 116,280	1.9%	15.9%
TOTAL EXPENSES	\$ 5,759,272	\$ 5,795,970	\$ 5,951,429	\$ 5,983,950	100.0%	0.5%



Personnel Summary

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended Budget	FY 2014-15 Budget	% of Total	% Change from 2013-14
Chief of Police	1	1	1	1	1.7%	0.0%
Captain	1	1	1	1	1.7%	0.0%
Lieutenant	3	3	2	2	3.3%	0.0%
Sergeant - CPO	1	1	1	1	1.7%	0.0%
Sergeant	4	4	4	4	6.7%	0.0%
Officer - Detective	5	5	5	5	8.3%	0.0%
Officer - Motor	4	4	4	4	6.7%	0.0%
Officer - K9	2	2	2	2	3.3%	0.0%
Officer	22	22	22	22	36.7%	0.0%
Communications Supervisor	1	1	1	1	1.7%	0.0%
Dispatcher I	5	5	5	5	8.3%	0.0%
Dispatcher II	1	1	1	1	1.7%	0.0%
Parking Enforcement Officer	0	0	0	0	0.0%	0.0%
Police Sr. Admin Specialist	0	0	1	1	1.7%	0.0%
Clerical Assistant	0	0	0	0	0.0%	0.0%
Admin. Sp. II	2	2	1	1	1.7%	0.0%
Admin. Sp. I	2	2	2	2	3.3%	0.0%
Total of Full time employees	54	54	53	53	88.3%	0.0%
Part Time Employees						
Clerical Assistant	2	2	2	1	1.7%	-50.0%
Public Service Aides	2	2	2	2	28.6%	0.0%
School Crossing Guards	4	4	4	4	6.7%	0.0%
Total of Part time employees	8	8	8	7	11.7%	-12.5%
DEPARTMENT TOTAL	62	62	61	60	100.0%	-1.6%

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

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended Budget	FY 2014-15 Budget	% of Total	% Change from 2013-14
PERSONNEL						
Part Time Year Round	\$ 17,456	\$ 17,641	\$ 20,800	\$ 20,800	87.5%	0.0%
Payroll Taxes	1,336	1,349	1,591	1,591	6.7%	0.0%
Worker's Compensation	144	734	585	780	3.3%	33.3%
<i>Total Personnel Costs :</i>	\$ 18,936	\$ 19,724	\$ 22,976	\$ 23,171	97.5%	0.8%
OPERATING						
Uniforms	280	-	300	300	1.3%	0.0%
Other	20	-	100	300	1.3%	200.0%
<i>Total Operating Costs :</i>	\$ 300	\$ -	\$ 400	\$ 600	2.5%	50.0%
TOTAL EXPENSES	\$ 19,236	\$ 19,724	\$ 23,376	\$ 23,771	100.0%	1.7%

POLICE DEPARTMENT PERFORMANCE MEASURES

Indicator	2011-12 Actual	2012-13 Actual	2013-14 Goal	2013-14 Actual	2014-15 Goal
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Outputs

Crime Index	914	989	900	944	900
Crime rate (per 1,000)	68	73	70	70	65
Number of arrests	494	489	500	419	450
Reported Traffic Accidents	404	455	400	469	400
Traffic/parking citations	6,239	5,541	750	4,959	6,000
Number of patrol zones patrolled 24 hrs/day	11	11	11	11	11

Effectiveness

Average call response time (min.)	2:53	2:59	2:45	2:53	2:45
Clearance rate of Class I Crimes	21.50%	23.30%	24.00%	15.97%	20.00%

Efficiency

Expenditures per resident population	\$410.72	\$413.79	\$420.00	\$425.00	\$425.00
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INFORMATION TECHNOLOGY

Mission Statement

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

Information Technology

Goals

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

Objectives

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

Major Functions & Activities

Infrastructure

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

Major Functions & Activities (Continued)

Infrastructure (continued)

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

Integration

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

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

Support

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

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

Major Functions & Activities (continued)

Support (continued)

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

Telecommunications

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

- Management of IP PBX system
- Phones / devices that communicate with PBX
- PRI and SIP based account management
- Cell phone services – devices, account management
- Cost analysis and comparisons with related services.
- Work with integration and infrastructure
- Write and maintain communications and communications security policy
- Wifi access point installation, security, and maintenance.
 - Group Policy Objects
 - Network Login / Logout Scripts
 - Backup system
 - DDC Climate Control System
 - Vermont Systems 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

Information Technology

FY2013-14 Accomplishments

- Coplink / IBox for database synchronization with FDLE
- Completion of database migration of MSPD/USA
- DHSMV dedicated server for N.O.V with in-house developed procedures
- VOIP network security compliance with FDLE
- USA Software preparations and upgrades to version 7
- Dedicated networking for DHSMV mobile
- Connedison server installation and database management
- Migration of VM's to KVM paravirtualization
- Windows XP Pro to 7 Pro upgrades (in progress)
- Golf server/services transition from Vermont to Fore!

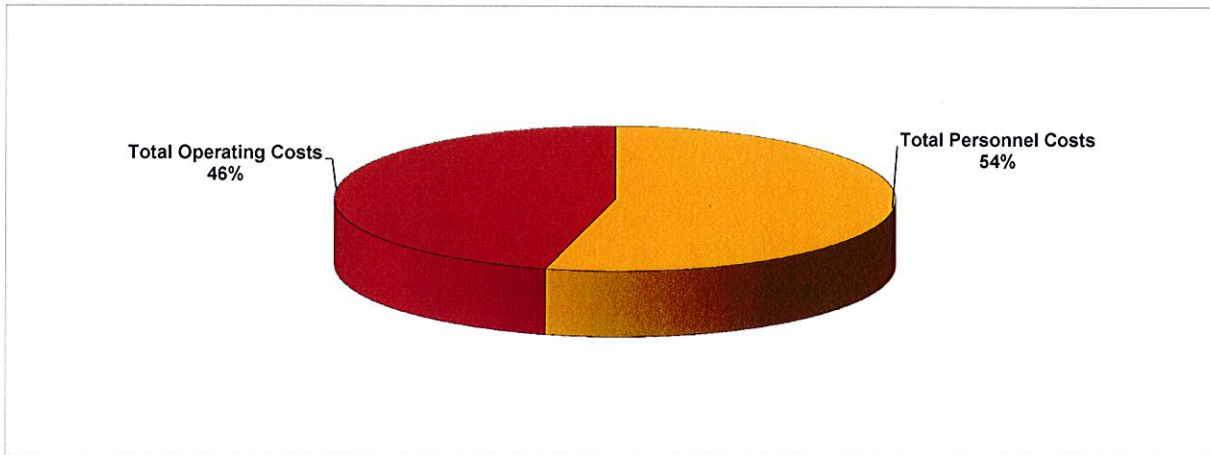
FY 2014-15 Budget Highlights

- Proposed budget is \$4,002 or 1.2% higher than FY2013/2014 mainly due to increased health care costs...
- Budget Summary:

Budgeted Revenues	\$	-0-
Budgeted Expenditures		<u>\$335,516</u>
Net cost of Department		<u>\$335,516</u>

INFORMATION TECHNOLOGY
Expenditure Detail

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended Budget	FY 2014-15 Budget	% of Total	% Change from 2013-14
PERSONNEL						
Salaries	\$ 156,053	\$ 149,798	\$ 132,070	\$ 129,495	38.6%	-1.9%
Payroll Taxes	11,443	11,021	8,627	8,073	2.4%	-6.4%
Pension & Retirement	19,015	18,457	16,997	18,867	5.6%	11.0%
Health Insurance	20,207	18,564	19,886	24,555	7.3%	23.5%
Workers' Compensation	1,416	375	248	324	0.1%	30.5%
Total Personnel Costs	\$ 208,134	\$ 198,215	\$ 177,828	\$ 181,314	54.0%	2.0%
OPERATING						
Travel and per diem	56		500	500	0.1%	0.0%
Professional Services	-			-	0.0%	0.0%
Contractual Services	117,960	128,344	137,062	134,981	40.2%	-1.5%
Telephone/Internet	3,839	2,925	3,952	3,890	1.2%	-1.6%
Repairs & Maintenance	5,021	4,905	2,500	4,650	1.4%	86.0%
Liability Insurance	3,146	2,520	2,301	3,181	0.9%	38.2%
Office Supplies	18	74	300	500	0.1%	66.7%
Operating Supplies	682	1,602	500	500	0.1%	0.0%
Dues, Memberships & Subsc.	495	370	500	400	0.1%	-20.0%
Training & Education	-	274	2,000	5,600	1.7%	180.0%
Total Operating Costs	\$ 131,217	\$ 141,014	\$ 149,615	\$ 154,202	46.0%	3.1%
CAPITAL OUTLAY						
Machinery & Equipment	-	10,412	4,065	-	0.0%	100.0%
Total Capital Outlay	\$ -	\$ 10,412	\$ 4,065	\$ -	0.0%	100.0%
TOTAL EXPENSES	\$ 339,351	\$ 349,641	\$ 331,508	\$ 335,516	100.0%	1.2%



Personnel Summary

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended Budget	FY 2014-15 Budget	% of Total	% Change from 2013-14
Information Technology Manager	1	1	1	1	50.0%	0.0%
Asst. I.T. Manager	1	1	1	1	50.0%	0.0%
Systems Manager	0.3	0.3	-	-	0.0%	0.0%
Total of Full time employees	2.3	2.3	2.0	2	100.0%	0.0%
<i>Part-time Employee</i>						
IT Technician	0	0	0	-	0.0%	100.0%
DEPARTMENT TOTAL	2.3	2.3	2.0	2	100.0%	0.0%

INFORMATION TECHNOLOGY DEPARTMENT PERFORMANCE MEASURES

Indicator	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Goal
Outputs				
Number of informal Help desk calls	725	464	534	200
Daily average of web hits	474	345	373	500
Daily average of web visitors	309	327	216	200
Users supported	121	129	129	129
PC's supported	120	120	120	120
Servers supported	18	10	19	10
Efficiency				
Number of Hardware support calls	32	28	104	12
Number of Software support calls	244	287	232	12
Number of phone related support calls	268	86	28	12
Number of training hours provided	30	10	10	100
Tech staff to End User ratio	60.5	60	65 to 1	30 to 1
Number of website related tasks	37	30	14	0
Number of network related issues	112	48	78	0
Number of server related issues	14	8	17	0
Number of password issues	18	32	61	0

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 September 5, 2015.

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

Objectives

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.

2013-14 Accomplishments

Started one new hotel project (Hyatt) completed one other (Euro Building) and we are close to completing a third (Best Western).

Exceeded Budget revenue expectations (final numbers pending).

Maintained expenditures under Budget (final numbers pending).

Presented numerous Code changes to Council, most of which were adopted.

Removed one full time position from the Budget to assist the City in meeting shortfalls caused by lower than anticipated red light revenue.

Maintained an adequate level of Code Compliance, in spite of having only one Full Time Code Compliance Officer.

Successfully prosecuted all cases that were brought before the Code Enforcement Board.

Implemented new Building Permit fees for Commercial properties which will help offset additional costs to the Department from Commercial projects.

Building & Code Compliance

FY2014-15 Budget Highlights

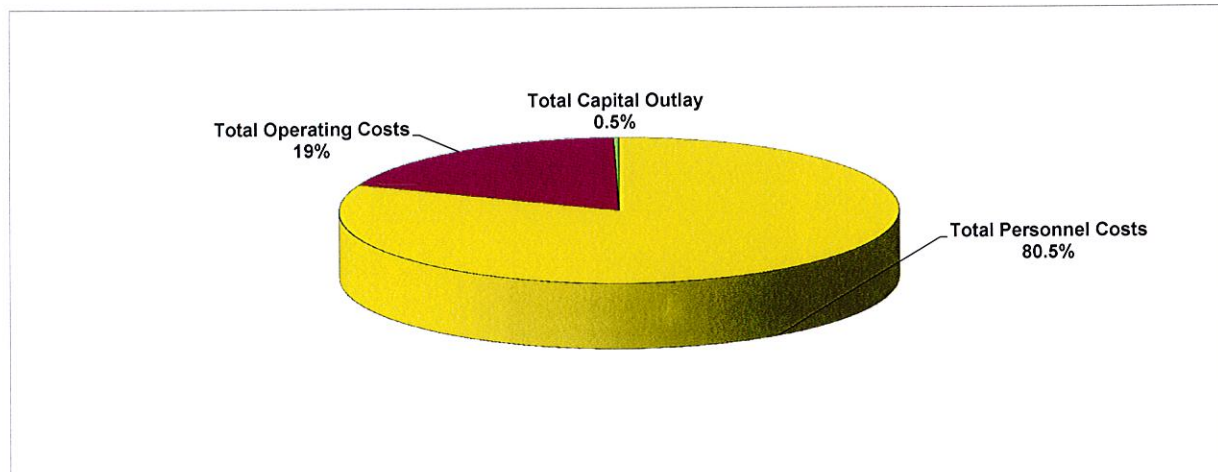
- Proposed budget is \$ 75,236 or 13.2% higher than FY2013/2014.
- Increase is due to the funding of a vacant position necessary due to increased building and code activities within the operation, as well as the 14% increase in medical insurance costs. In addition, the Building Official position is being budgeted on a full time basis instead of part time.

- Budget Summary:

Budgeted Revenues	\$893,700
Budgeted Expenditures	<u>\$644,782</u>
Operating surplus before indirect costs	\$248,918
Indirect cost allocation	<u>(\$247,595)</u>
Net surplus of the Department	<u>\$ 1,323</u>

BUILDING & CODE COMPLIANCE DEPARTMENT
Expenditure Detail

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended Budget	FY 2014-15 Budget	% of Total	% Change from 2013-14
PERSONNEL						
Salaries	\$ 201,105	\$ 205,955	\$ 189,925	\$ 242,481	37.6%	27.7%
Part Time Year Round	185,477	144,324	168,500	133,000	20.6%	-21.1%
Overtime	1,862	110	-	-	0.0%	0.0%
Payroll Taxes	28,540	26,428	24,538	24,697	3.8%	0.6%
Pension & Retirement	29,062	30,665	28,111	45,329	7.0%	61.3%
Health Insurance	34,090	35,939	29,068	66,500	10.3%	128.8%
Workers' Compensation	3,577	9,629	7,690	9,950	1.5%	29.4%
Total Personnel Costs	\$ 483,713	\$ 453,050	\$ 447,832	\$ 521,958	81.0%	16.6%
OPERATING						
Contractual Services	69,690	83,915	75,565	75,565	11.7%	0.0%
Travel & Related Costs	1,862	1,841	1,331	1,400	0.2%	0.0%
Repairs and Maintenance	2,562	4,691	5,000	4,000	0.6%	0.0%
Uniforms	1,262	308	2,000	2,000	0.3%	0.0%
Rentals & Lease	2,391	2,122	2,552	2,330	0.4%	-8.7%
Printing & Binding	1,003	-	1,000	1,000	0.2%	0.0%
Postage	1,065	1,006	1,246	1,100	0.2%	-11.7%
Office Supplies	2,622	2,480	3,085	2,000	0.3%	-35.2%
Operating Supplies	1,523	2,926	3,000	6,400	1.0%	113.3%
Dues, Memberships & Subsc.	40	289	500	500	0.1%	0.0%
Training & Education	967	515	500	500	0.1%	0.0%
Liability Insurance	10,076	8,364	9,293	11,473	1.8%	23.5%
Fleet Maintenance	6,137	5,220	6,500	3,700	0.6%	-43.1%
Telephone/Internet	13,075	10,265	10,142	8,856	1.4%	-12.7%
Total Operating Costs	\$ 114,275	\$ 123,942	\$ 121,714	\$ 120,824	18.7%	-0.7%
CAPITAL OUTLAY						
Machinery & Equipment	1,022	-	-	2,000	0.3%	100.0%
Total Capital Outlay	\$ 1,022	\$ -	\$ -	\$ 2,000	0.3%	100.0%
TOTAL EXPENSES	\$ 599,010	\$ 576,992	\$ 569,546	\$ 644,782	100.0%	13.2%



Personnel Summary

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended Budget	FY 2014-15 Budget	% of Total	% Change from 2013-14
Building Specialist II,III	1	1	1	1	6.7%	0.0%
Building Official	-	-	-	1	6.7%	100.0%
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	7	46.7%	40.0%
Inspectors	8	8	8	8	53.3%	0.0%
Building Official	1	1	1	-	0.0%	0.0%
Code Compliance Officers	2	2	1	-	0.0%	0.0%
Total Part-Time Employees	11	11	10	8	53.3%	-20.0%
DEPARTMENT TOTAL	16	16	15	15	100.0%	0.0%

BUILDING & ZONING AND CODE COMPLIANCE PERFORMANCE MEASURES

Indicator	2011-12 Actual	2012-13 Actual	2013-2014 Actual	2014-15 Goal
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Outputs

All Occupational Licenses will be invoiced and paid by:	9/5/2012**	9/5/2013**	9/5/2014**	9/5/2015**
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Effectiveness

Reduce # of Departmental Complaints	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

Efficiency

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

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

PUBLIC SERVICES DEPARTMENT

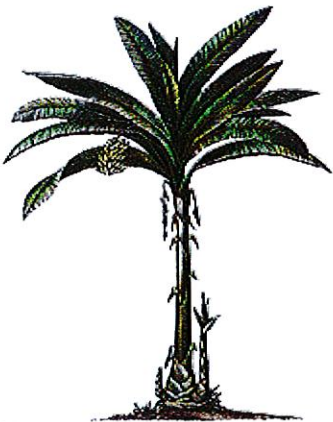


MISSION STATEMENT

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 quality services 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.

Continue our efforts in building a positive 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 build & maintain teamwork and morale within the department.

2013-14 Accomplishments

- Have established communication and cohesiveness among employee's & supervisors
- Have improved services and customer interaction between staff & residents
- Continue lunch programs to promote cohesiveness & teamwork
- Resident & Commercial Complaints have diminished

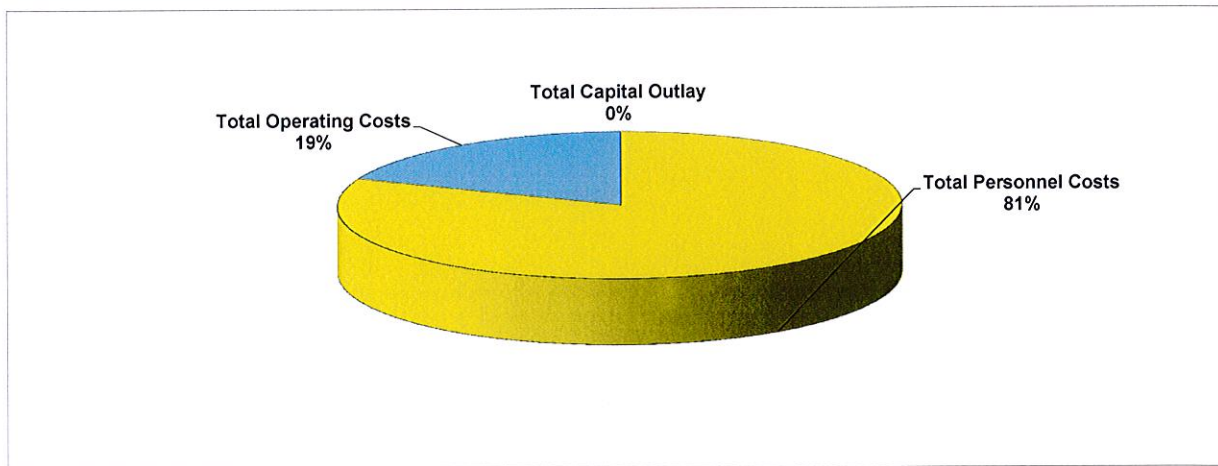
FY 2014-15 Budget Highlights

- Proposed budget is \$263 or 0.4% higher than FY2013/2014.
- Budget Summary:

Budgeted Revenues	\$	-0-
Budgeted Expenditures		<u>\$371,347</u>
Net cost of Department		<u>\$371,347</u>

PUBLIC SERVICES DEPARTMENT
Administration Division - Expenditure Detail

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended Budget	FY 2014-15 Budget	% of Total	% Change from 2013-14
PERSONNEL						
Salaries	\$ 266,464	\$ 217,474	\$ 229,247	\$ 226,026	60.9%	-1.4%
Overtime	2,242	-	-	250	0.1%	0.0%
Payroll Taxes	19,737	15,515	14,697	14,126	3.8%	-3.9%
Pension & Retirement	31,516	17,015	15,101	17,096	4.6%	13.2%
Health Insurance	26,805	26,164	34,311	42,274	11.4%	23.2%
Workers' Compensation	5,237	1,857	1,269	1,695	0.5%	33.6%
Unemployment Compensation	1,866	-	-	-	-	0.0%
Total Personnel Costs	\$ 353,867	\$ 278,025	\$ 294,625	\$ 301,467	81.2%	2.3%
OPERATING						
Professional Services	\$ 7,163	-	-	\$ -	0.0%	0.0%
Travel & Related Costs	100	25	500	500	0.1%	0.0%
Courier, UPS, Fedex	-	39	100	100	0.0%	0.0%
Utility Services	10,596	9,066	7,261	8,270	2.2%	13.9%
Repairs & Maintenance	-	-	500	500	0.1%	0.0%
Rentals & Lease	1,768	1,377	1,000	1,000	0.3%	0.0%
Printing & Binding	45	35	100	100	0.0%	0.0%
Postage	666	629	746	584	0.2%	-21.7%
Office Supplies	5,493	4,604	4,000	4,000	1.1%	0.0%
Operating Supplies	5,026	6,014	8,145	8,145	2.2%	0.0%
Fuels, Oils, Lubricants	5,633	1,946	4,000	4,000	1.1%	0.0%
Dues, Memberships & Subsc.	183	260	335	600	0.2%	79.1%
Training & Education	-	-	1,000	1,000	0.3%	0.0%
Liability Insurance	27,525	25,798	28,223	26,863	7.2%	-4.8%
Fleet Maintenance	7,103	4,212	5,700	5,700	1.5%	0.0%
Telephone/Internet	19,557	7,856	7,231	8,518	2.3%	17.8%
Total Operating Costs	\$ 90,858	\$ 61,861	\$ 68,841	\$ 69,880	18.8%	1.5%
CAPITAL OUTLAY						
Improvements Other than Bldg	-	-	-	-	0.0%	0.0%
Machinery & Equipment	-	1,943	-	-	0.0%	0.0%
Total Capital Outlay	\$ -	\$ 1,943	\$ -	\$ -	0.0%	0.0%
TOTAL EXPENSES	\$ 444,725	\$ 341,829	\$ 363,466	\$ 371,347	100.0%	2.2%



	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended Budget	FY 2014-15 Budget	% of Total	% Change from 2013-14
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	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 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%	60%	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.

2013-14 Accomplishments

- We completed the milling and paving of Minola Drive including ADA Sidewalk restorations
- We completed the milling and paving of Hammond Drive including ADA Sidewalk restorations
- We have completed a total of 25,346 linear feet of sidewalk repairs
- We have completed a total of 76 Street light requests and 4 locations underground wiring issues.
- Replaced the deteriorated lighting on the interior of Circle
- Repaired roadway pot holes and swale damages City Wide

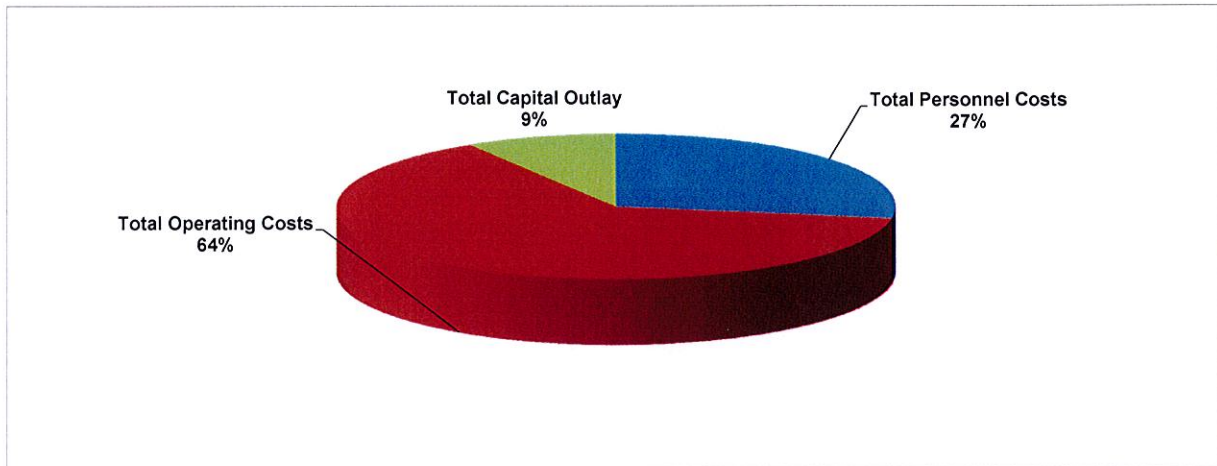
FY 2014-15 Budget Highlights

- Proposed budget is \$46,905 or 14% higher than FY2013/2014.
- Budget Summary:

Budgeted Revenues	\$	-0-
Budgeted Expenditures	\$	<u>390,685</u>
Net cost of Department	\$	<u>390,685</u>
- Increase is due to \$34,334 budgeted Improvements other than building electrical upgrades on Curtiss Parkway, relocation of light poles on North Royal Poinciana and Rio Vista Drive, and the re-striping of the public parking lot.
- Budget includes \$20,000 for tree planting city-wide.

PUBLIC SERVICES DEPARTMENT
Streets & Streetlights Division - Expenditure Detail

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended Budget	FY 2014-15 Budget	% of Total	% Change from 2013-14
PERSONNEL						
Salaries	\$ 63,806	\$ 76,371	\$ 77,131	\$ 79,481	20.3%	3.0%
Overtime	653	420	-	500	0.1%	0.0%
Payroll Taxes	4,931	5,829	5,081	4,839	1.2%	-4.8%
Pension & Retirement	9,005	11,516	10,229	-	0.0%	-100.0%
Health Insurance	10,566	11,933	13,390	16,546	4.2%	23.6%
Workers' Compensation	3,373	6,274	5,049	6,732	1.7%	33.3%
<i>Total Personnel Costs</i>	<i>\$ 92,334</i>	<i>\$ 112,343</i>	<i>\$ 110,880</i>	<i>\$ 108,098</i>	<i>27.7%</i>	<i>-2.5%</i>
OPERATING						
Professional Services	-	3,571	-	-	0.0%	0.0%
Contractual services	24,268	34,565	4,800	30,000	7.7%	525.0%
Utility Services	145,576	147,247	136,861	134,000	34.3%	-2.1%
Repairs & Maintenance	20,206	23,820	41,307	28,500	7.3%	-31.0%
Rentals & Leases	-	-	100	100	0.0%	0.0%
Operating Supplies	16,552	19,269	19,000	19,000	4.9%	0.0%
Liability Insurance	1,266	1,224	3,735	1,952	0.5%	-47.7%
Fuels, Oils, Lubricants	13,183	9,315	12,500	12,500	3.2%	0.0%
Fleet Maintenance	10,483	18,384	22,200	22,200	5.7%	0.0%
<i>Total Operating Costs</i>	<i>\$ 231,534</i>	<i>\$ 257,395</i>	<i>\$ 240,503</i>	<i>\$ 248,252</i>	<i>63.5%</i>	<i>3.2%</i>
CAPITAL OUTLAY						
Improvements Other than Bldg	-	-	-	34,334	8.8%	0.0%
Machinery & Equipment	-	-	-	-	0.0%	0.0%
<i>Total Capital Outlay</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 34,334</i>	<i>8.8%</i>	<i>100.0%</i>
TOTAL EXPENSES	\$ 323,868	\$ 369,738	\$ 351,383	\$ 390,685	100.0%	11.2%



Personnel Summary

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended Budget	FY 2014-15 Budget	% of Total	% Change from 2013-14
Heavy Equipment Operator	1	1	1	1	50.0%	0.0%
Maintenance Worker I	1	1	1	1	50.0%	0.0%
<i>Total Full Time Employees</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>100.0%</i>	<i>0.0%</i>
DIVISION TOTAL	2	2	2	2	100.0%	0.0%

PUBLIC WORKS-STREETS/SIDEWALKS PERFORMANCE MEASURES

Indicator	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Goal
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Outputs

Linear feet of underground streetlight wire replaced	2,800	1,700	3,800	3,000
Square footage of sidewalk replaced	0	11,649	25,346	30,000

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".

2013-14 Accomplishments

- Continued our working relationships with Contractors regarding Customer Service and Quality of Service to our Residents
- Retained Awards for Tree City & Growth Award
- Have completed 985 tree trimmings & 35 removals
- Continue to meet our standard as "Cleanest City" by ensuring litter control
- Secured funding to building a pedestrian enhanced cross walk in the downtown area
- Continue to successfully meet all expectations from the Residents and City staff regarding all work orders requests.

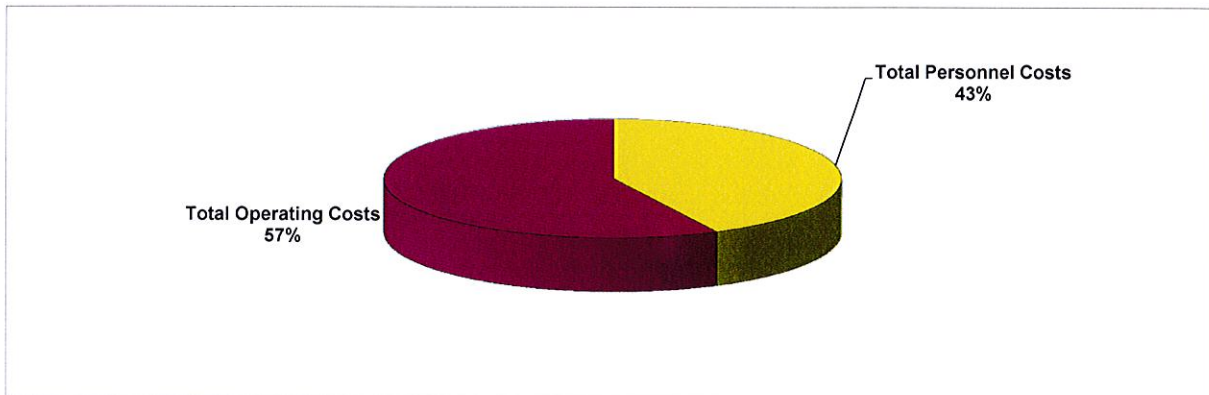
FY 2014-15 Budget Highlights

- Proposed budget is \$15,435 or 2.5% lower than FY2013/2014.
- Budget Summary:

Budgeted Revenues	\$	-0-
Budgeted Expenditures	\$	<u>575,501</u>
Net cost of Department	\$	<u>575,501</u>

PUBLIC SERVICES DEPARTMENT
Public Properties Division - Expenditure Detail

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended Budget	FY 2014-15 Budget	% of Total	% Change from 2013-14
PERSONNEL						
Salaries	\$ 396,215	\$ 242,391	\$ 183,599	\$ 161,656	28.1%	-12.0%
Part Time Year Round	3,430	-	-	-	0.0%	0.0%
Overtime	6,931	2,839	-	1,000	0.2%	0.0%
Payroll Taxes	30,570	19,226	10,719	8,860	1.5%	-17.3%
Pension & Retirement	51,216	27,833	14,415	12,903	2.2%	-10.5%
Health Insurance	83,232	56,094	44,327	46,678	8.1%	5.3%
Workers' Compensation	8,505	17,324	11,663	13,692	2.4%	17.4%
Unemployment compensation	0	1,206	0	0	0.0%	100.0%
<i>Total Personnel Costs</i>	\$580,099	\$366,913	\$264,723	\$244,790	42.5%	-7.5%
OPERATING						
Professional Services	12,387	264	-	-	0.0%	0.0%
Contractual Services	8,789	142,711	191,943	191,943	33.4%	0.0%
Utility Services	88,058	69,132	68,221	71,088	12.4%	4.2%
UPS/FEDEX	17	-	50	50	0.0%	0.0%
Repairs & Maintenance	1,164	210	300	300	0.1%	100.0%
Dues and subscriptions	230	235	-	-	0.0%	0.0%
Fuels, Oils, Lubricants	13,755	11,390	9,000	9,000	1.6%	0.0%
Operating Supplies	32,601	11,866	8,556	10,000	1.7%	16.9%
Liability Insurance	31,325	23,016	23,877	25,253	4.4%	5.8%
Fleet Maintenance	39,433	29,142	20,500	20,500	3.6%	0.0%
Telephone/Internet	4,077	3,928	3,759	2,578	0.4%	-31.4%
<i>Total Operating Costs</i>	\$ 231,836	\$ 291,894	\$ 326,206	\$ 330,712	57.5%	1.4%
CAPITAL OUTLAY						
Improvements Other than Bldg	-	-	5,000	-	0.0%	0.0%
Machinery & Equipment	-	31,972	-	-	0.0%	0.0%
<i>Total Capital Outlay</i>	\$ -	\$ 31,972	\$ 5,000	\$ -	0.0%	0.0%
TOTAL EXPENSES	\$ 811,935	\$ 690,779	\$ 595,929	\$ 575,501	100.0%	-3.4%



Personnel Summary

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended Budget	FY 2014-15 Budget	% of Total	% Change from 2013-14
Parks Maint. Foreman/Arborist	0.5	0.0	0.0	0.0	0.0%	0.0%
Equipment Operator	1	0	1	1	16.7%	0.0%
Maintenance Worker I, II	12	8	5	5	83.3%	0.0%
Parks Maintenance Foreman	1	0	0	0	0.0%	0.0%
Tree Trimmer	2	0	0	0	0.0%	0.0%
<i>Total Full Time Employees</i>	16.5	8.0	6.0	6.0	100.0%	0.0%
<i>Part-time Employees</i>						
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	8.0	6.0	6.0	100.0%	0.0%

PUBLIC PROPERTIES DEPARTMENT PERFORMANCE MEASURES

Indicator	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Goal
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Outputs

Properly prune and thin trees (city-wide)	50%	75%	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 2013-14 Accomplishments

- Supervised plumbing restorations in City Hall
- Replaced damaged sections of the Tot-Lot that were deemed unsafe
- Supervised carpet and painting requests by various departments
- Met all expectations of monthly maintenance and requests from all divisions within the City

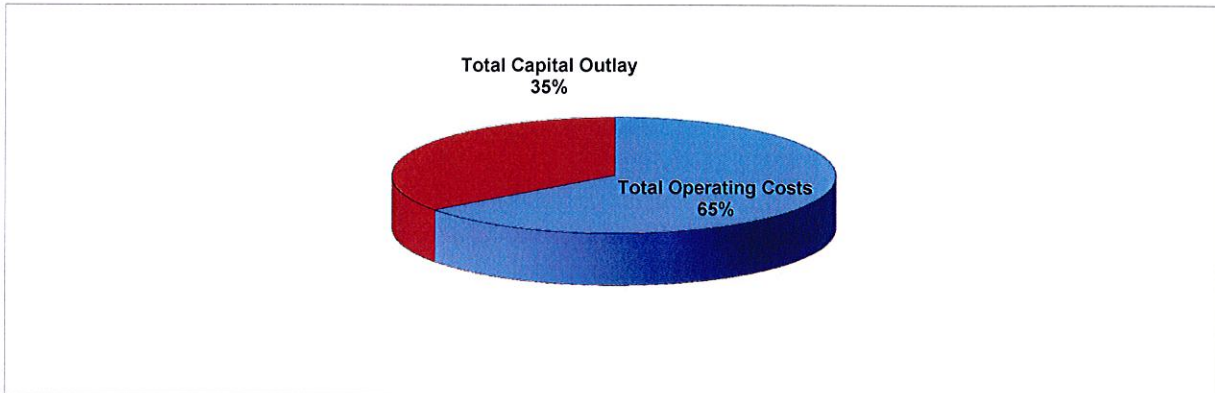
FY 2014-15 Budget Highlights

- Proposed budget is \$41,588 or 19.4% higher than FY2013/2014.
- Budget Summary:

Budgeted Revenues	\$	-0-
Budgeted Expenditures	\$	<u>256,034</u>
Net cost of Department	\$	<u>256,034</u>
- Increase is due to budgeting for a \$90,000 for the replacement of City Hall roof, and an additional \$45,000 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 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended Budget	FY 2014-15 Budget	% of Total	% Change from 2013-14
PERSONNEL						
Salaries	\$ 30,953	\$ 32,584	\$ 9,986	\$ -	0.0%	-100.0%
Overtime	541	539	-	-	0.0%	0.0%
Payroll Taxes	2,207	2,259	624	-	0.0%	-100.0%
Pension & Retirement	4,214	4,909	1,115	-	0.0%	-100.0%
Health Insurance	7,607	9,450	2,662	-	0.0%	-100.0%
Workers' Compensation	2,789	1,327	1,055	-	0.0%	-100.0%
<i>Total Personnel Costs</i>	<i>\$ 48,311</i>	<i>\$ 51,068</i>	<i>\$ 15,442</i>	<i>\$ -</i>	<i>0.0%</i>	<i>-100.0%</i>
OPERATING						
Contractual Services	57,063	52,242	54,341	54,341	21.2%	0.0%
Utility Services	33	195	122	114	0.0%	100.0%
Repairs & Maintenance	96,281	133,342	53,628	98,628	38.5%	83.9%
Fuels, Oils, Lubricants	2,349	3,090	2,250	2,250	0.9%	0.0%
Operating Supplies	4,312	6,871	6,100	8,000	3.1%	31.1%
Liability Insurance	901	528	591	-	0.0%	-100.0%
Fleet Maintenance	2,663	4,712	2,500	2,500	1.0%	0.0%
Telephone/Internet	256	238	242	201	0.1%	-16.9%
<i>Total Operating Costs</i>	<i>\$ 163,858</i>	<i>\$ 201,218</i>	<i>\$ 119,774</i>	<i>\$ 166,034</i>	<i>64.8%</i>	<i>38.6%</i>
CAPITAL OUTLAY						
Improvements Other than Bldg	80,436	60,120	77,930	90,000	35.2%	15.5%
<i>Total Capital Outlay</i>	<i>\$ 80,436</i>	<i>\$ 60,120</i>	<i>\$ 77,930</i>	<i>\$ 90,000</i>	<i>35.2%</i>	<i>15.5%</i>
TOTAL EXPENSES	\$ 292,605	\$ 312,406	\$ 213,146	\$ 256,034	100.0%	20.1%



Personnel Summary

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended Budget	FY 2014-15 Budget	% of Total	% Change from 2013-14
Building Specialist II	1	1	1	0	0.0%	-100.0%
DIVISION TOTAL	1	1	1	-	0.0%	-100.0%

BUILDING MAINTENANCE DEPARTMENT PERFORMANCE MEASURES

Indicator	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Goal
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Outputs

Reduce energy and utility costs by	10%	20%	50%	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 2013-14 Accomplishments

- Have reduced our outside tire repairs by 75%
- Improved service times to our separate departments
- Have met our goal of preventable maintenance inspections
- Secured relationships with new vendors

FY 2014-15 Budget Highlights

- Proposed budget is \$20,320 or 92.4% higher than FY2013/2014.
- Budget Summary:

Budgeted Revenues	\$	-0-
Budgeted Expenditures	\$	<u>42,320</u>
Net cost of Department		<u>\$42,320</u>
- Increase is due to budgeting for a \$18,320 for the upgrade of the existing pump system at Public Works with a vehicle tag system.

PUBLIC SERVICES DEPARTMENT
Fleet Maintenance Division - Expenditure Detail

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Amended Budget	FY 2014-15 Budget	% of Total	% Change from 2013-14
OPERATING						
Contractual Services	4,307	2,281	5,000	5,000	11.8%	0.0%
Fuels, Oils, Lubricants	18,336	16,522	4,800	9,000	21.3%	100.0%
Operating Supplies	8,128	15,230	7,000	8,500	20.1%	0.0%
Fleet Maintenance	(86)	2,075	1,500	1,500	3.5%	0.0%
<i>Total Operating Costs</i>	\$ 30,685	\$ 36,108	\$ 18,300	\$ 24,000	56.7%	31.1%
CAPITAL OUTLAY						
Machinery & Equipment	-	-	-	18,320	43.3%	100.0%
<i>Total Capital Outlay</i>	\$ -	\$ -	\$ -	\$ 18,320	43.3%	100.0%
TOTAL EXPENSES	\$ 30,685	\$ 36,108	\$ 18,300	\$ 42,320	100.0%	131.3%

FLEET MAINTENANCE DEPARTMENT PERFORMANCE MEASURES

Indicator	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 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	50%	75%	80%	80%

Effectiveness

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