ADOPTED BUDGET

Fiscal Year 2017-2018

MIAMI SPRINGS

AT THE HEART OF IT ALL

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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, 2016

Jeffrey R. Emer

Executive Director

LETTER OF TRANSMITTAL

CITY OF MIAMI SPRINGS

201 Westward Drive
Miami Springs, FL 33166-5289
Phone: (305) 805-5011
Fax: (305) 805-5040

September 26, 2017

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

As authorized and directed by Florida Statute Section 200.165 Florida Statues 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, 2018. 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.

We successfully addressed the economic realities facing the City of Miami Springs during the Fiscal Year 2017-18 budget process. We have concentrated our efforts on maintaining the exceptional quality of life the citizens have all grown to expect and appreciate. We will strive to accomplish this goal in a manner that will not jeopardize our ability to respond to local and regional economic changes or compromise the financial future of the City. It is within this framework that this budget was developed.

Taxable property values increased from $1,038,827,487 last year to $1,121,725,782 for the current year (an 8% increase). This increase will produce approx. $591,000 in additional ad valorem revenues for FY17-18.

The following are some key factors in the tentative budget for FY2017-18:

- Decreases the current millage rate to **7.3575.** At this millage the Adopted Budget provides a surplus, and assumes no new outsourcing of services as well as no reduction in current services. The General Fund budget has a surplus of $454,121 of which $350,000 is allocated to fully replenishing the fund balance to bring it up to the 25% requirement after the City used available fund balance to pay off the $700,000 balance of its Golf Course Note.

- The health insurance renewal for next year is 2.5% higher.

- The FY17-18 budget includes a 3% COLA for all General employees total cost of this is approx. $106,585. The Police budget includes a 3% pay increase for all uniformed officers in accordance with the new contract terms.

- The Public Works budget includes $19,393 in retirement payouts for one employee.

- Budget assumes a 1.5% cost of living increase for all operating expenditures (e.g.: fuel, utilities, supplies, etc.)

- This General Fund budget request also contains approximately $371,558 in capital expenditures for police vehicles, city-wide infrastructure including city hall air conditioner HVAC controller replacement, new vehicles for Recreation and Public Works, and a Thor Gard lightning detection system for the Golf Course.

- Budget includes $45,000 for the City's lobbyist.

- The projected loss at the golf course is approx. $458,182.

- The Public Works budget includes $50,000 for citywide tree planting.

- The Police budget includes an additional IT support staff as well as funding for additional software licenses.

- The Pool division is also adding an additional full time aquatics specialist.

- Council budget includes a $35,000 funding request from CMI for next fiscal year, a $4,800 request from the Historical Museum for storage costs as well as $30,000 for the renovation of the proposed new site for the Museum, and $14,000 for the River Cities festival.

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

- Continuing increases in employee benefits.
- DERM facility compliance requirements at the golf course
- Availability of grant funds from the local, State, or Federal government.
- Recruitment and retention of new Police Officers.
- Planning for a proposed new senior center

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 14,089 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 and industrial complexes. These facilities primarily service the airport and support industries related to the airport and its employees.

The City Council and Administration recognize the importance of increasing its commercial tax base, which is approximately only 34% 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 including new hotels, and making various improvements to the rest of our commercial areas. There are at a number of hotels currently in the planning and development phases.

MILLAGE RATE AND FUNDING

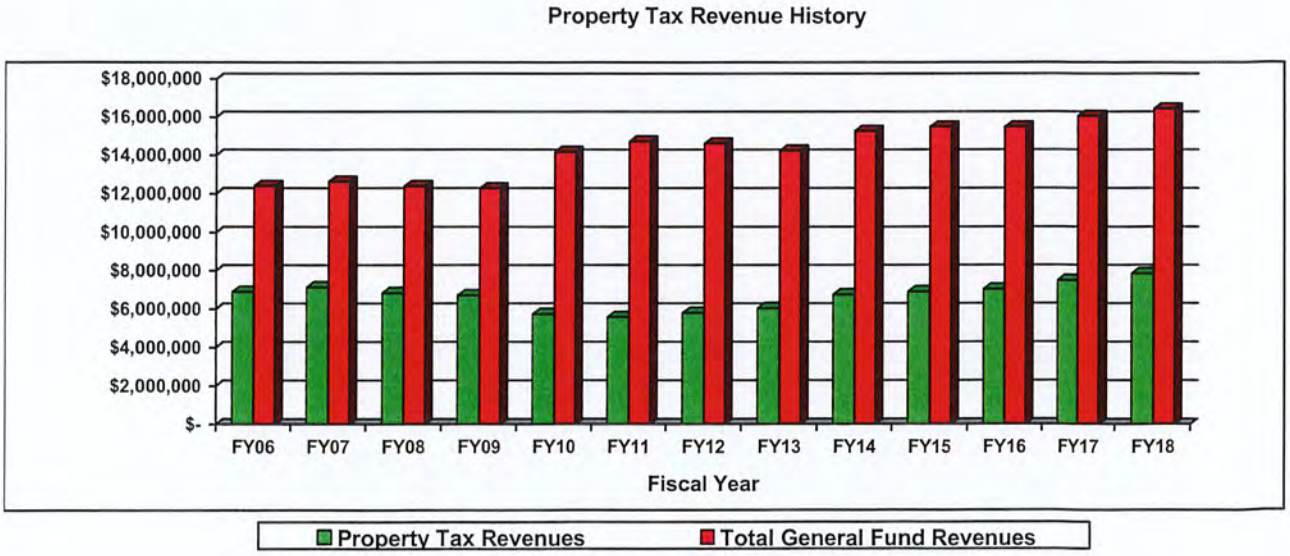
The Miami-Dade County Property Appraiser has certified to the City that the Current Year Gross Taxable Value of all Real and Personal Property in the City is $1,121,725,782 (subject to appeals), 8% higher than last year's Final Gross Taxable Value of $1,038,827,487. It is against this figure that taxing authorities levy their millage, which results in the total tax bill for each property owner. The City's portion of the total property tax bill accounts for approximately 30% of the resident's total tax bill. The Fiscal Year 2016-2017 Millage Rate was 7.5000. The City Council voted to lower the millage rate of 7.3575 to fund the Fiscal Year 2017-18 budget. This rate will generate approximately $7,840,443 in ad valorem taxes for the General Fund or approximately 48% of total General Fund revenues. In accordance with the provisions of Florida Law, the City is limited to budgeting only 95% of the total ad valorem tax levy. This taxation limitation takes into account discounts for early tax payments as well as potential reductions from appeals by property owners.

The following example illustrates the estimated Ad Valorem Tax paid by a property owner under the adopted rate for FY2018 of 7.3575 mills compared to what residents paid in the current year when the millage rate was 7.5000:

Assessed Property Values	**$150,000**	**$200,000**	**$275,000**	**$325,000**
LESS: Homestead Exemption	**-50,000**	**-50,000**	**-50,000**	**-50,000**
Taxable Value	**$100,000**	**$150,000**	**$225,000**	**$275,000**
CITY TAX BILL FOR FY 2018	**$735.75**	**$1,103.62**	**$1,655.44**	**$2,023.31**
CITY TAX BILL FOR FY 2017	**$734.25**	**$1,101.38**	**$1,652.06**	**$2,019.19**
TOTAL INCREASE*	**$ 1.50**	**$2.26**	**$3.38**	**$4.12**

* Since assessed values increased due to the 2.1% increase in assessed values under Florida's Save Our Home Statute, decreasing the millage for FY2018 will still result in a small increase in tax bills.

The following chart provides a historical comparison of the amount of property taxes collected by the city since FY2006 (green columns) compared to the total of all general fund revenues (red columns).



PROPOSED BUDGETS FOR VARIOUS MAJOR FUNDS

The FY2017-18 budget for **all** funds totals ***$22,307,198*** representing **a decrease of 4.2%** from the FY2016-17 amended budget of **$23,235,415**.

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

Funds	Revenues/Sources	Expenditures/Uses
General Fund	*$ 16,444,897*	*$ 16,444,897*
Special Revenue Funds	*1,929,821*	*1,929,821*
Enterprise Funds	*2,960,880*	*2,960,880*
Debt Service Fund	*971,600*	*971,600*
Total All Funds	***$22,307,198***	***$22,307,198***

The General Fund

The General Fund budget increased by $77,838 from the final amended budget of $15,912,937 in FY2016-17 to $15,990,775 for FY 2017-18. This increase was mainly due to the increase in capital expenditures and staffing needs for FY2018.

The Road and Transportation Fund

In FY 2017-18, the transportation fund budget is $588,408. 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 2017-18 budget for golf course operations allocates a general fund contribution of approximately ***$458,182*** 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 is a separate department. The debt used to purchase the golf course was paid off in August 2016.

The Elderly Services Fund

The FY 2017-18 budget for the Elderly Services operations allocates a general fund contribution of approximately ***$175,073.***

The Sanitation Fund

In FY 2017-18 the operation is projected to operate at a small deficit due to increased costs. The City is currently studying the rate structure in order to institute a rate increase for FY2018-19.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 48% of total general fund budgeted revenues and 36% of all revenues, and is budgeted at approximately $7,920,443. 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 the bottom of page 3, one can easily see that the local economy has continued to show improvements. Total tax revenues were $7,130,596 in FY2007, before the economic downturn began, and are projected to be $7,920,443 for FY2017-18.

The second largest source of revenue is "Charges for Services", representing 27% of total budgeted revenues, is currently budgeted at approximately $5,967,718, as opposed to $5,895,995 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, 42% of the General Fund budgeted expenditures are for Public Safety (excluding the Building & Zoning Division). The FY 2017-18 Police budget reflects a 2% increase from the FY 2016-17 budget. The proposed Police budget will provide for vehicle and equipment replacement, as well as the funding for a full-time IT Staff member. Total budgeted salaries (excluding fringe benefits to the City's employees) for FY 2017-18 are approximately $8,542,342 or 39.1% of total budgeted expenditures for all funds. This represents an increase of $232,253 (2.8%) over the FY2016-17 budgeted salaries of $8,310,089. This increase is due to the 3% COLA for all General Employees and the 3% salary increase for Police Officers based on the new FOP contract.

FUND BALANCE

The FY 2017-18 budget will not use any of our unreserved general fund balance in order to balance the budget. The General Fund budget has a surplus of $454,121 of which $350,000 is allocated to fully replenishing the fund balance to bring it up to the 25% requirement after the City used available fund balance to pay off the $700,000 balance of its Golf Course Note.

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:

- Completed a city-wide ADA sidewalk project fully funded through a Florida Department of Transportation grant.

ACCOMPLISHMENTS (Continued)

- Completed the construction of Tiki Huts along the Ludlum corridor.
- Commenced the process of hiring a design build team for a new Senior Center facility.
- Continued efforts to develop commercial revitalization within the city with the addition of new hotel construction.
- Commenced the Westward Bike Path project completely funded through a Florida Department of Transportation grant and CITT funds.
- Negotiated a new three year contract with the Fraternal Order of Police.

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 decreasing our millage rate to **7.3575**. 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 work in preparing this budget. More importantly, we wish to thank the City Council for its continued support and diligence during this budget process.

Respectfully Submitted,

William Alonso CPA, CGFO
City Manager

Tammy Romero
Assistant City Manager

INTRODUCTION TO BUDGET PROCESS

CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2017-18

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.

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
        iv. Building Operations

   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 FY2017-18.

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:

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.

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.

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 modifies 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.

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 FY2017-18. These funds, however, are included as part of the City's audited financial statements.

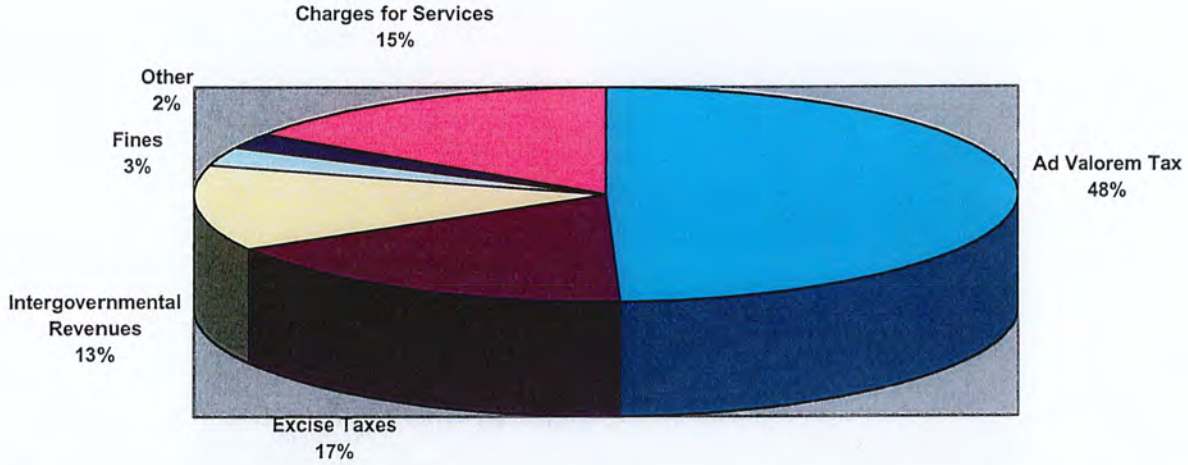
CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2017-18

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

$16,444,897



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 (48%) or approximately $7.9 million, Excise Taxes which represent 17% or $2.8 million, Charges for Services represents 15% or $2.5 million, and Intergovernmental revenues which represent 13% or $2.1 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.

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 FY2017-18 projection is 1.5%.***

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:

{Unmatched months in prior year} X {rate of change} = Balance of Current Year Projection

Step # 3- Calculation of current year projection:

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

Step #4- Calculation of new budget year projection:

{Current Year Projection} X {Rate of change} X CPI = New Year Projection

Major Revenue Sources: Governmental and Proprietary Funds

Ad Valorem Taxes

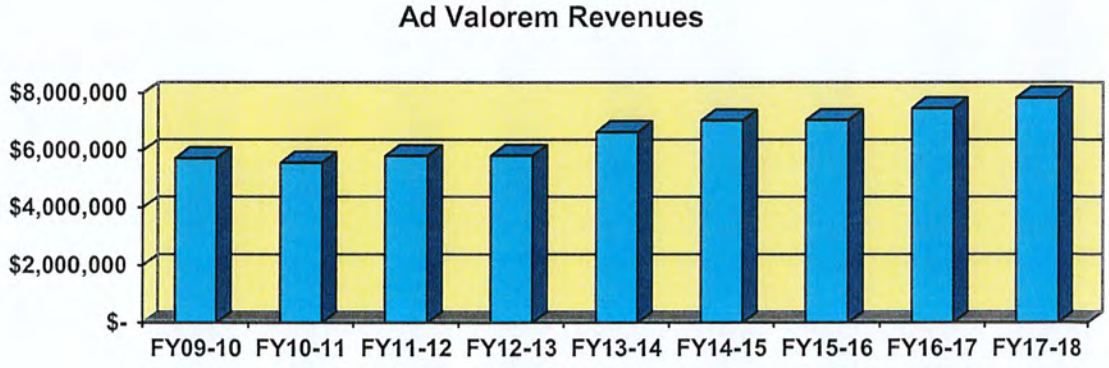
Description

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 7.3575 multiplied by the taxable value, less 5% for possible adjustments to assessed values and/or discounts taken for early payment.

Millage Rate	Ad Valorem	% Change
7.3575	$ 7,840,333	4.72%
7.5000	$ 7,486,637	5.85%
7.5000	$ 7,072,800	0.16%
7.6710	$ 7,061,613	6.13%
7.6710	$ 6,653,974	0.00%



Major Revenue Sources: Governmental and Proprietary Funds

Sanitation Charges

Description

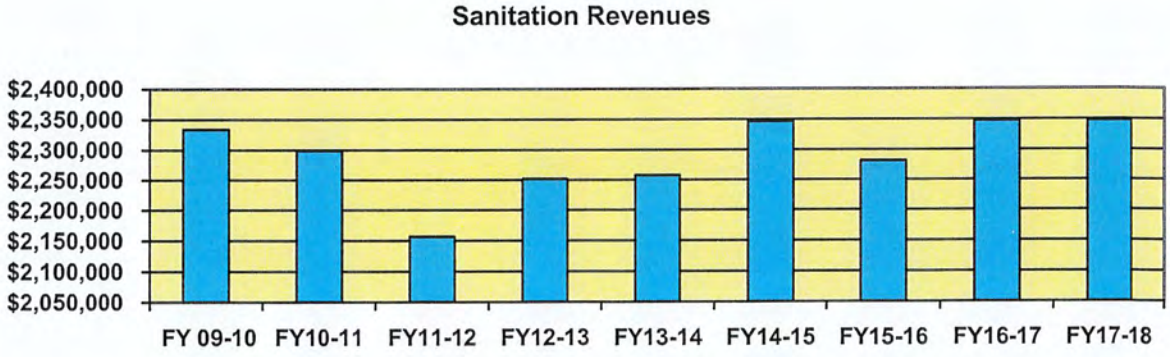
Charges paid by residents for garbage and trash pick up services. Sanitation charges are billed monthly on a flat rate basis; residents pay a flat fee for garbage and another flat fee for trash services. Bulk trash pick up services are billed separately based on volume of trash picked up. Commercial 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
17-18(Est)	$ 2,348,000	0.00%
16-17(Est)	$ 2,348,000	2.93%
15-16	$ 2,281,195	0.28%
14-15	$ 2,274,794	0.76%
13-14	$ 2,257,719	0.00%



Major Revenue Sources: Governmental and Proprietary Funds

Stormwater Charges

Description

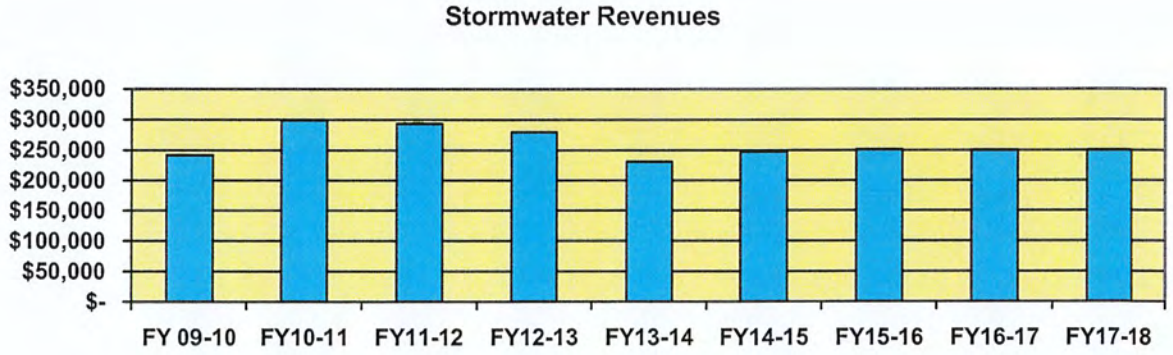
Charges paid by residents and businesses for stormwater mitigation. Stormwater charges are billed monthly on a flat rate basis. These revenues are accounted for in the Stormwater Fund (Proprietary Fund).

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
17-18 (Est)	$ 250,500	0.00%
16-17 (Est)	$ 250,500	-0.34%
15-16	$ 251,359	1.62%
14-15	$ 247,362	7.08%
13-14	$ 231,001	0.00%



Major Revenue Sources: Governmental and Proprietary Funds

Franchise Fees

Description

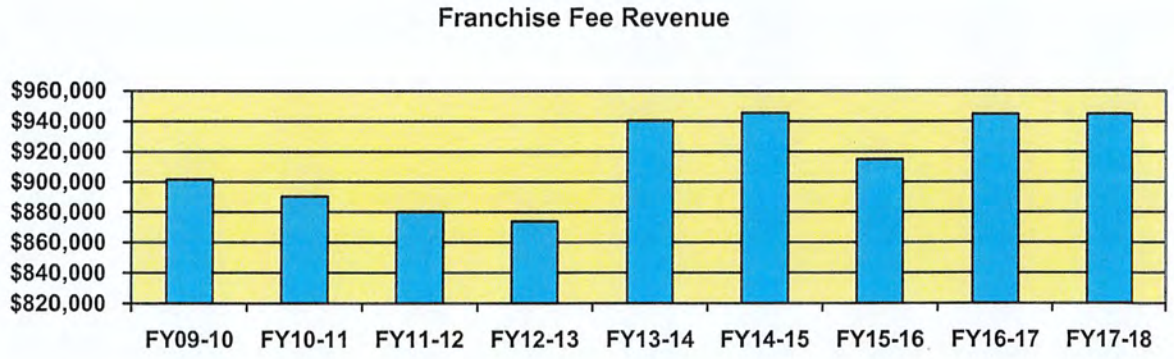
Franchise fees are established by the franchise agreement between the City and service providers of electricity, gas, towing, resource recovery and recycling.

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 FY2017, for FY2018 they are expected to remain stable.

Fiscal Year	General Fund	% Change
17-18 (Est)	$ 945,000	0.00%
16-17 (Est)	$ 945,000	3.30%
15-16	$ 914,792	-3.26%
14-15	$ 945,594	0.54%
13-14	$ 940,553	0.00%



Major Revenue Sources: Governmental and Proprietary Funds

State Shared Revenues

Description

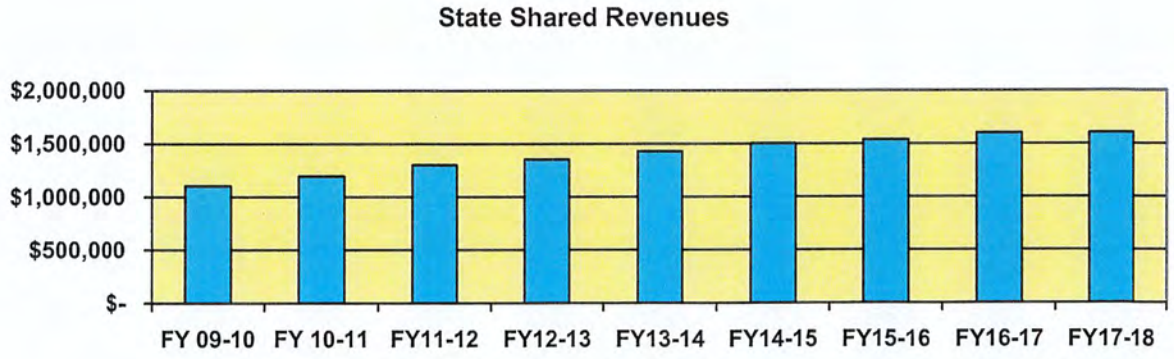
Taxes collected and remitted to the State of Florida are deposited in the State Sharing Trust Fund for Municipalities. The Trust Fund revenue consists of (1) Sales Tax Proceeds, (2) Municipal Tax 8th Cent, (3) Special Motor and Other Tax and (4) Local Government ½ Cent Sales Tax. The State uses a three 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 8th Cent	Local Gov ½ cent Sales Tax	Total	% Change
17-18 (Est)	$493,000	$-0-	$1,113,127	$1,606,127	0.2%
16-17 (Est)	$481,860	$-0-	$1,120,354	$1,602,214	4.1%
15-16	$463,153	$-0-	$1,075,102	$1,538,255	2.2%
14-15	$454,359	$-0-	$1,051,079	$1,505,438	5.3%
13-14	$426,621	$-0-	$1,003,019	$1,429,740	-0-%



Major Revenue Sources: Governmental and Proprietary Funds

Utility Services Taxes

Description

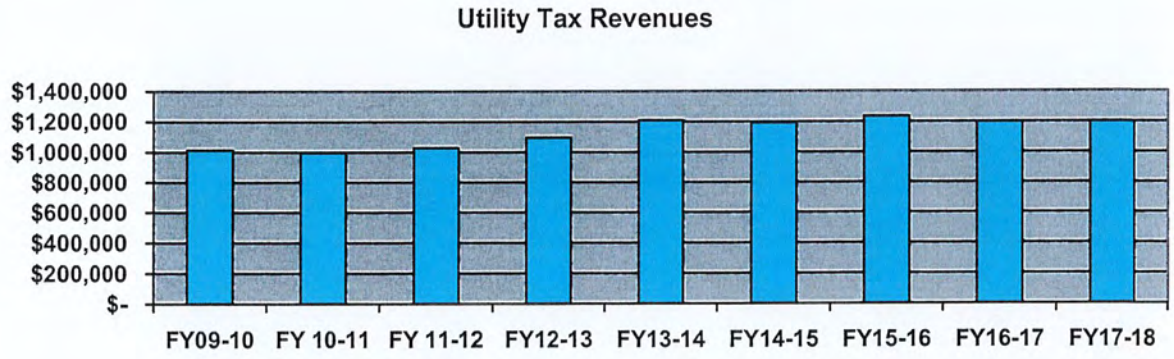
A tax levied on the purchase of electric, gas, propane, and water.

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
17-18 (Est)	$ 1,200,000	0.00%
16-17 (Est)	$ 1,200,000	-2.85%
15-16 (	$ 1,235,205	3.48%
14-15	$ 1,193,635	-1.34%
13-14	$ 1,209,894	0.00%



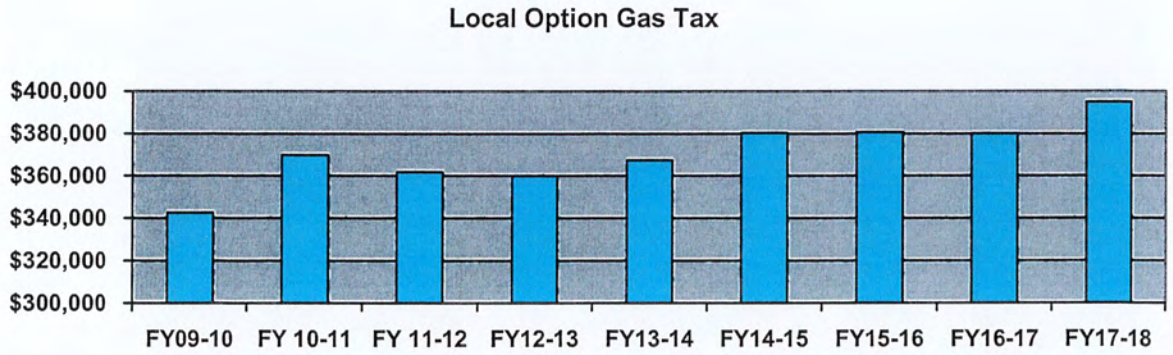
Major Revenue Sources: Governmental and Proprietary Funds

Local Option Gas Tax

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

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

Fiscal Year	Gas Tax	% Change
17-18 (Est)	$ 395,000	3.92%
16-17 (Est)	$ 380,104	-0.18%
15-16	$ 380,787	0.08%
14-15	$ 380,476	3.59%
13-14	$ 367,298	0.00%



Major Revenue Sources: Governmental and Proprietary Funds

Communications Services Tax

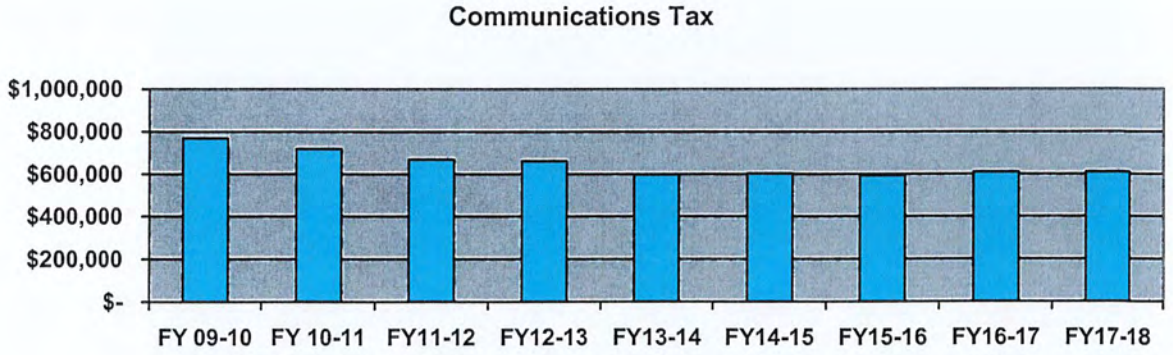
Description

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

Forecast Methodology

This revenue is forecasted by the State of Florida.

Fiscal Year		Fund	% Change
17-18 (Est)	$	610,000	0.00%
16-17 (Est)	$	610,000	2.75%
15-16	$	593,674	-1.40%
14-15	$	602,075	0.63%
13-14	$	598,314	0.00%



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. For FY2017-18 a 3% COLA is being offered to all General employees. Uniformed Police will receive a 3% merit increase per the terms of the negotiated union contract.
- 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 increase of 2.5% 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

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 2017-18

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.

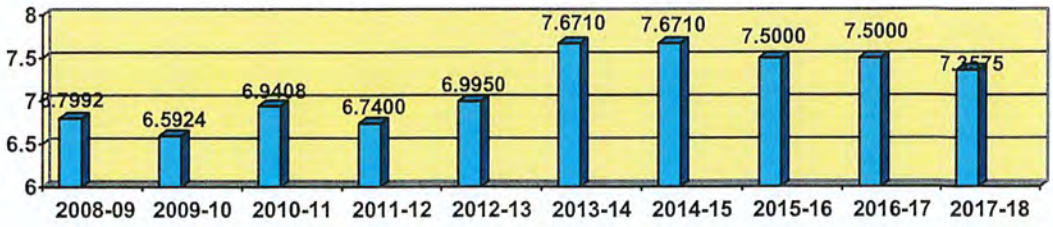
A cautious approach to personnel growth has been adopted since personnel-related costs account for approximately 64% of General Fund operating expenses. This budget reflects expenditure containment in response to the rising cost of personnel benefits, specifically health insurance costs.

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

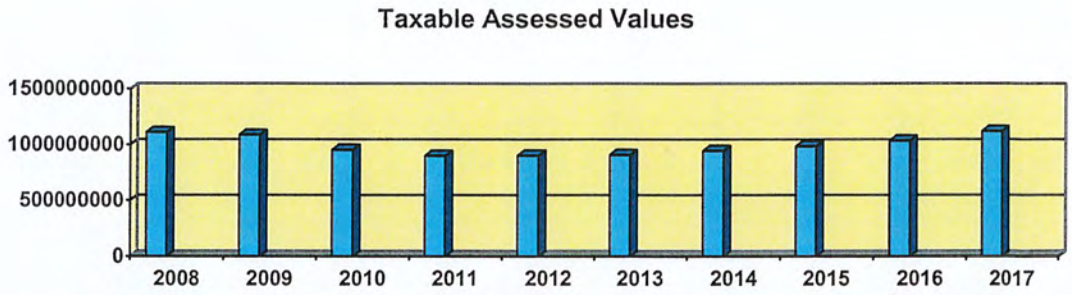
1) **Property Tax Reform Through Cost Reduction and New Revenue Sources**: The City's goal is to minimize increases in the millage rate. This traditionally was accomplished by finding new sources of revenue where possible and by implementing tight budgetary controls on expenditures. This FY2017-18 budget lowers the millage rate from 7.5000 to 7.3575. This millage is approximately 32% 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.

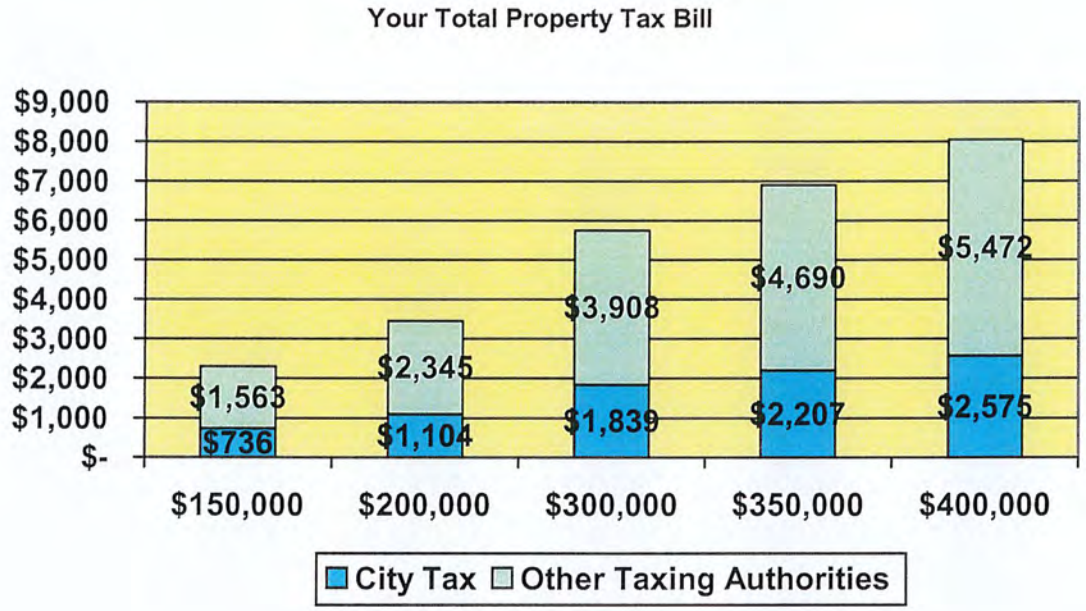
Budget Goals and Guidelines (continued)



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

Components of Property Tax Bill	2017-18	2015-16	% Change
Miami Dade County Schools	6.7740	7.4030	(8.50%)
Environmental Protection	.0506	.0506	-0-
South Florida Water Management	.3100	.3307	(6.26%)
Florida Inland Navigational District	.0320	.0320	-0-
Miami Dade County Government Services	4.6669	4.6669	-0-
Children's Trust	.4673	.5000	(6.54%)
City of Miami Springs	7.3575	7.5000	(1.90%)-
Fire and Rescue	2.4207	2.4207	-0-
Library	.2840	.2840	-0-
Voter Approved Debt Payments			
School	.2200	.1840	19.57%
Miami Dade County	.4000	.4000	-0-
Fire	.0075	.0075	-0-
Total Millage Rate	**22.9905**	**23.7794**	**(3.32%)**

Budget Goals and Guidelines (continued)



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.

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 41% 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 2017-18

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.

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.

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 FY2017-18 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.

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

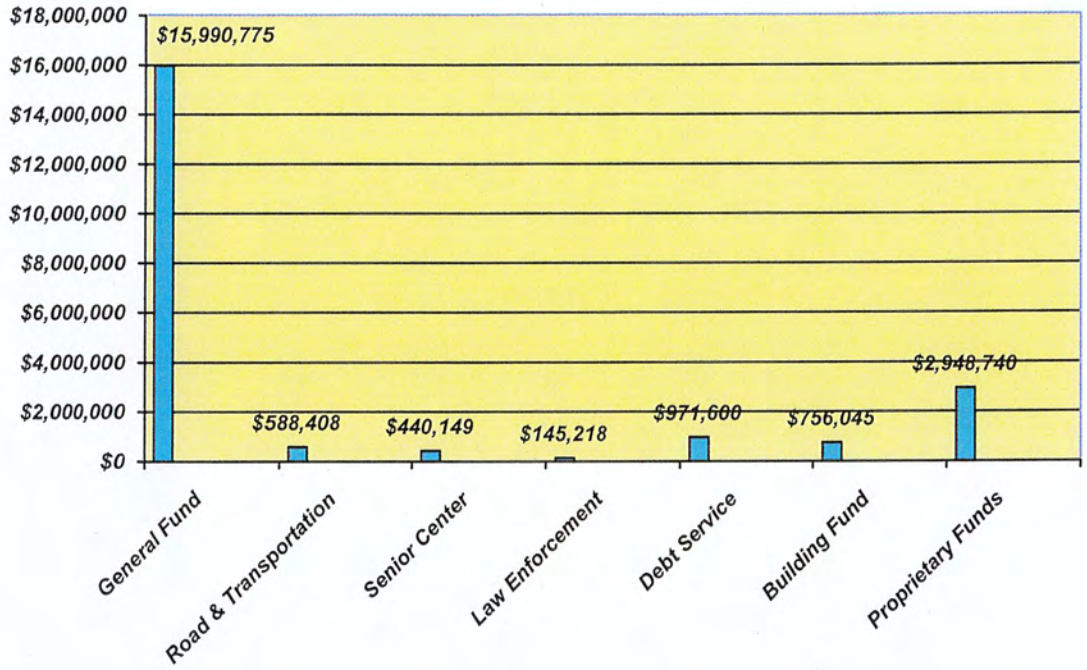
   d) Projects specifically included in an approved replacement schedule

   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 2017-18

2017-18 BUDGET-EXPENDITURES BY FUND

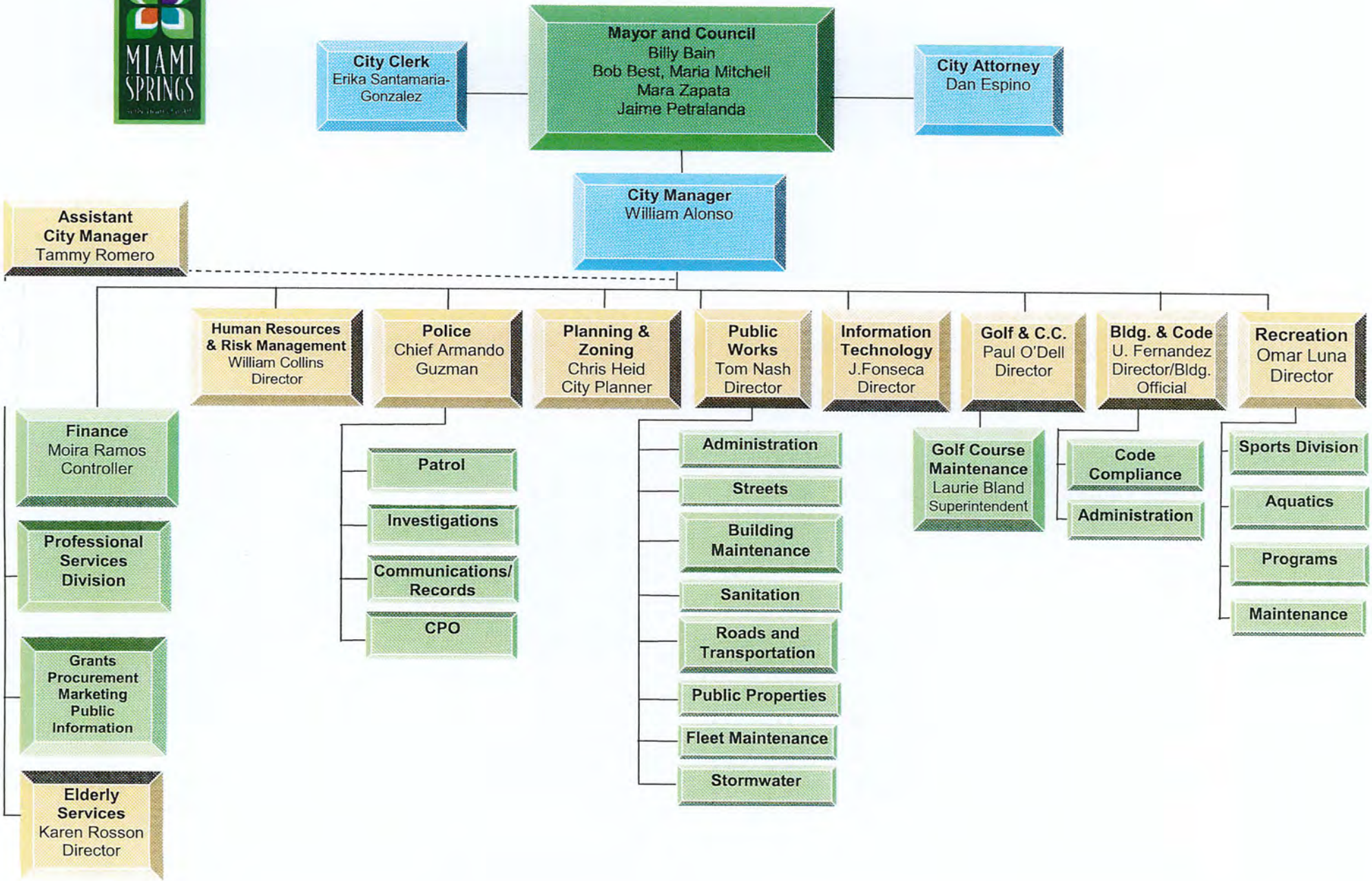


Budget Calendar

FY 2017-18 Budget Development Process & Tentative Timetable

DATE	ACTIVITY
May 8, 2017	City Manager holds initial budget preparation meeting with department heads & staff to distribute the FY2017-2018 budget workbooks. Council Chambers
June 5, 2017	Last day for departments to submit their FY2017-2018 budget request package including base, "wish-list" items, and revenue enhancement efforts or projects City receives preliminary taxable assessment for FY2017-18 from Property Appraiser.
June 6, 2017 thru June 9, 2017	Finance Department to review individual department budget submissions, meeting with Departments to fine tune and adjust submissions
June 12, 2017 thru June 16, 2017	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, 2017	City Manager's Office receives the *2017 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 27, 2017	Miami Springs City Council meets in special session to propose a tentative ad valorem property tax millage levels for operating & debt service for FY2017-18
July 31, 2017	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 24th, 2017 thru July 26th, 2017	Manager and Finance Director meet with individual Councilmembers to discuss and distribute the FY2017-18 Proposed Budget
August 7th and 21th, 2017	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 FY2017-18 - all tentative and to be scheduled by Council
On or about August 24, 2017	*County Property Appraiser's Office mails out notices of proposed tax bills to all property owners in Miami Springs*
On or about September 7th, 2017	*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 Statue s.200.065*
Monday, September 11h, 2017	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 - 2017-2018
Within 15 days of 1st hearing, Sept 21st, 2017	*Advertise the tentative millage and budgets; date, time and location for second public hearing in designated papers - Rivers Cities Gazette*
Monday Sept 25th, 2017	Second of two public hearings on the 2017-2018 operating budgets held at which point Council adopts the final millage rate and corresponding budgets
Within 3 days of 2nd hearing Wednesday Sept. 28th, 2017	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
2017 - 2018



POSITION CLASSIFICATION AND PAY PLAN
FISCAL YEAR 2017-18
CIVIL SERVICE/NON CIVIL SERVICE EMPLOYEES

POSITION	PAY GRADE	FY2017-18 PAY RANGE MINIMUM	MAXIMUM
PRO SHOP CLERK	8	23,682	35,112
MAINTENANCE WORKER I	8A	23,682	39,593
CLERICAL ASSISTANT	9	24,320	36,063
EQUIPMENT OPERATOR	10	24,927	38,440
MAINTENANCE WORKER CREW LEADER	10	24,927	38,440
TREE TRIMMER	10	24,927	38,440
RECREATION LEADER	10	24,927	38,440
MAINTENANCE WORKER II	10A	24,927	41,097
REFUSE COLLECTOR	10A	24,927	41,097
REFUSE TRUCK DRIVER	13A	26,842	44,343
GOLF MAINTENANCE WORKER	13A	26,842	44,343
ADMINISTRATIVE ASSISTANT I	15	28,203	43,497
BUILDING SPECIALIST I	15	28,203	43,497
MATERIALS MANAGEMENT CLERK	15	28,203	43,497
POLICE ADMINISTRATIVE SPECIALIST I	15	28,203	43,497
RECREATION SPECIALIST	15	28,203	43,497
HEAD LIFEGUARD	15	28,203	43,497
AQUATIC SPECIALIST	15	28,203	43,497
HEAVY EQUIPMENT OPERATOR	15A	27,516	45,459
ACCOUNTING CLERK I	16	28,904	44,585
ACCOUNTING CLERK II	18	30,367	45,041
BUILDING MAINTENANCE SPECIALIST	19	31,132	46,170
AUTOMATED EQUIPMENT OPERATOR	19A	31,132	51,449
ADMINISTRATIVE ASSISTANT II	22	33,524	49,712
BUILDING SPECIALIST II	22	33,524	49,712
ASSISTANT CITY CLERK	22	33,524	49,712
ACCOUNTING CLERK III	22A	33,524	55,312
PROCUREMENT SPECIALIST	22A	33,524	55,312
POLICE DISPATCHER-TRAINEE	23	34,313	51,469
PRO SHOP/OUTSIDE SERVICES MANAGER	23	34,313	51,469
RECREATION COORDINATOR	24	35,223	52,942
AQUATIC COORDINATOR	24	35,224	52,942
BUILDING SPECIALIST III	24	35,223	52,942
PARKS MAINTENANCE FOREMAN	24	35,223	52,942
POLICE ADMINISTRATIVE SPECIALIST II	24	35,223	52,942
ADMINISTRATIVE ASSISTANT III	24A	35,223	56,425
SANITATION FOREMAN	24B	35,223	56,913
GOLF MAINTENANCE MECHANIC	24	35,223	52,942
GOLF MAINTENANCE SUPERVISOR/FOREMAN	25	36,112	54,178
POLICE DISPATCHER I	25	36,112	54,178
POLICE DISPATCHER II	26	37,918	56,887
CODE COMPLIANCE OFFICER	26	37,918	56,887
OPERATIONS SUPERVISOR	26	37,918	58,784
POLICE COMMUNICATIONS SUPERVISOR	28	38,880	57,652
AQUATICS DIVISION SUPERVISOR	28	38,880	57,652
RECREATION MAINTENANCE SUPERVISOR	28	38,880	57,652
BUILDING AND CODE COMPLIANCE SUPERVISOR	29	39,507	58,098
* DEPUTY CITY CLERK	29	39,507	58,098
EXECUTIVE SECRETARY	29	39,507	58,098
HUMAN RESOURCES SPECIALIST	29	39,507	58,098
POLICE SENIOR EXECUTIVE ASSISTANT	30	41,425	62,891
SPECIAL EVENTS/PROGRAMS SUPERVISOR	31	43,394	64,844
HUMAN RESOURCES SPECIALIST II	31	43,394	64,844
OPERATIONS SUPERINTENDENT	37	48,550	72,002
POLICE RECRUIT	37	48,550	72,002
POLICE NETWORK ADMINISTRATOR	37	48,550	72,002
PROFESSIONAL SERVICES SPECIALIST	37A	48,550	77,147
* ASSISTANT PUBLIC WORKS DIRECTOR	40	51,260	76,019
* ELDERLY SERVICES DIRECTOR	40B	51,260	81,432
* GOLF MAINTENANCE MANAGER	44	56,578	83,910
* CITY PLANNER	44	56,578	83,910
POLICE LIEUTENANT	44P	64,549	99,006
* HUMAN RESOURCES DIRECTOR/RISK MANAGER	45	57,994	88,586
* CONTROLLER	46	66,519	96,721
* INFORMATION TECHNOLOGY DIRECTOR	46	66,519	96,721
* GOLF & COUNTRY CLUB DIRECTOR	49	74,006	98,673
* RECREATION DIRECTOR	49	74,006	98,673
* PUBLIC WORKS DIRECTOR	49	74,006	98,673
* CITY CLERK	49	74,006	98,673
* POLICE CAPTAIN	49A	74,006	107,671
* FINANCE DIRECTOR	50	77,062	115,594
* ASSISTANT CITY MANAGER	50	77,062	115,594
* BUILDING OFFICIAL & CODE COMPLIANCE DIRECTOR	50A	77,062	116,761
* CHIEF OF POLICE	50P	78,558	117,838

* NON CIVIL SERVICE

ANALYSIS, GRAPHICS, AND SUPPLEMENTARY INFORMATION

BUDGET SUMMARY FOR FISCAL YEAR 2017-18 ALL FUNDS

	2014-15 Actual	2015-16 Actual	2016-17 Amended Budget	2017-18 Budget	% of Total	% Change from 2016-17
BEGINNING BALANCE	**13,465,487**	**16,515,161**	**10,902,760**	**9,695,718**		
REVENUES/SOURCES						
Taxes	7,151,308	7,072,951	7,566,637	7,920,443	36.2%	4.7%
Franchise Fees	945,594	914,792	945,000	945,000	4.3%	0.0%
Utility Taxes	1,795,709	1,828,880	1,810,000	1,810,000	8.3%	0.0%
Licenses and Fees	656,344	757,324	183,000	188,500	0.9%	3.0%
Intergovernmental Revenues	2,735,946	2,941,397	3,773,998	2,874,611	13.1%	-23.8%
Charges for Services	2,155,235	2,414,047	2,529,895	3,369,718	15.4%	33.2%
Fines and Forfeitures	466,210	635,700	490,000	460,000	2.1%	-6.1%
Interest Income	21,057	22,266	2,000	14,000	0.1%	600.0%
Miscellaneous	299,114	267,721	460,701	335,500	1.5%	-27.2%
Interfund Transfers	1,060,244	2,265,544	1,304,337	1,362,882	6.2%	4.5%
Sanitation Charges	2,257,719	2,246,080	2,348,000	2,348,000	10.7%	0.0%
Stormwater Charges	231,001.00	275,000	250,000	250,000	1.1%	0.0%
Debt proceeds	7,573,731	45,893	-	-	0.0%	0.0%
Total Revenues/Sources	27,349,212	21,687,594	21,663,568	21,878,653	100.0%	1.0%
EXPENDITURES/USES						
General Government	3,109,515	2,307,553	2,211,899	2,213,231	10.1%	0.1%
Public Safety	6,888,128	7,164,281	7,248,227	7,423,272	34.0%	2.4%
Public Services	2,362,163	2,414,402	2,551,015	2,376,432	10.9%	-6.8%
Recreation & Culture	4,975,688	7,958,966	5,671,844	4,695,508	21.5%	-17.2%
Economic & Community Development	27,112	258,899	-	-	0.0%	0.0%
Debt Service	2,916,168	1,933,043	907,846	980,140	4.5%	8.0%
Transfers to other funds	1,060,244	2,265,544	1,174,044	1,212,152	5.5%	3.2%
Sanitation Services	2,441,358	2,478,146	2,553,586	2,451,380	11.2%	-4.0%
Stormwater Services	519,162	519,162	552,149	488,520	2.2%	-11.5%
Total Expenditures/Uses	24,299,538	27,299,996	22,870,610	21,840,635	100.0%	-4.5%
Excess(Deficit) of revenues over expenditures	3,049,674	(5,612,402)	(1,207,042)	38,018		
ENDING BALANCE	**16,515,161**	**10,902,760**	**9,695,718**	**9,733,735**		

BUDGET SUMMARY FOR FISCAL YEAR 2017-18 ALL GOVERNMENTAL FUNDS

	2014-15 Actual	2015-16 Actual	2016-17 Amended Budget	2017-18 Budget	% of Total	% Change from 2016-17
BEGINNING BALANCE	**5,375,635**	**8,739,477**	**3,599,637**	**3,678,759**		
REVENUES/SOURCES						
Taxes	7,151,308	7,072,951	7,566,637	7,920,443	41.1%	4.7%
Franchise Fees	945,594	914,792	945,000	945,000	4.9%	0.0%
Utility Taxes	1,795,709	1,828,880	1,810,000	1,810,000	9.4%	0.0%
Licenses and Fees	656,344	757,324	951,000	188,500	1.0%	-80.2%
Intergovernmental Revenues	2,735,946	2,941,397	3,773,998	2,874,611	14.9%	-23.8%
Charges for Services	2,155,235	2,414,047	2,529,895	3,369,718	17.5%	33.2%
Fines and Forfeitures	466,210	635,700	490,000	460,000	2.4%	-6.1%
Interest Income	21,057	18,599	1,500	13,500	0.1%	800.0%
Miscellaneous	299,114	267,721	460,701	335,500	1.7%	-27.2%
Interfund Transfers	1,060,244	2,265,544	1,304,337	1,362,882	7.1%	4.5%
Proceeds from Debt	7,573,731	45,893	-	-		
Total Revenues	24,860,492	19,162,847	19,833,068	19,280,153	100.0%	-2.8%
EXPENDITURES/USES						
General Government	3,267,147	2,307,553	2,211,899	2,213,231	11.7%	0.1%
Public Safety	6,888,128	7,164,281	7,248,227	7,423,272	39.3%	2.4%
Public Services	2,362,163	2,414,402	2,551,015	2,376,432	12.6%	-6.8%
Recreation & Culture	4,975,688	7,958,966	5,671,844	4,695,508	24.9%	-17.2%
Economic & Community Development	27,112	258,899	-	-	0.0%	0.0%
Debt Service	2,916,168	1,933,043	896,917	971,600	5.1%	8.3%
Transfers to other funds	1,060,244	2,265,544	1,174,044	1,212,152	6.4%	0.0%
Total Expenditures	21,496,650	24,302,688	19,753,946	18,892,195	100.0%	-4.4%
Excess(Deficit) of revenues over expenditures	3,363,842	(5,139,841)	79,122	387,958		
ENDING BALANCE	**8,739,477**	**3,599,637**	**3,678,759**	**4,066,717**		

CITY OF MIAMI SPRINGS
BUDGET SUMMARY FY 2017-18

	Actual FY15-16	Amended Budget FY16-17	Adopted Budget FY17-18	% Increase (Decrease) From FY 16-17 Budget
General Fund:				
Budgeted Revenues	$ 15,246,731	$ 16,222,146	$ 16,444,896	1.4%
Budgeted Expenditures	(16,432,436)	(15,912,937)	(15,990,775)	0.5%
Excess(deficit) revenues over exp	(1,185,705)	309,209	454,121	
Decrease(increase)in fund balance	1,185,705	(309,209)	(454,121)	
	$ -	$ -	$ -	
Law Enforcement				
Budgeted Revenues	$ 72,943	$ 1,500	$ 1,500	0.0%
Budgeted Expenditures	(115,246)	(132,996)	(145,218)	9.2%
Excess(deficit) revenues over exp	$ (42,303)	$ (131,496)	$ (143,718)	
Road & Transportation				
Budgeted Revenues	588,935	562,200	$ 588,408	4.7%
Budgeted Expenditures	(617,269)	(698,514)	(588,408)	-15.8%
Excess(deficit) revenues over exp	$ (28,334)	$ (136,314)	$ 0	
Elderly Services				
Budgeted Revenues	394,512	470,843	$ 440,149	-6.5%
Budgeted Expenditures	(394,377)	(470,843)	(440,149)	-6.5%
Excess(deficit) revenues over exp	$ 135	$ -	$ (0)	
Debt Service				
Budgeted Revenues	1,929,199	896,916	$ 971,600	8.3%
Budgeted Expenditures	(1,933,043)	(896,917)	(971,600)	8.3%
Excess(deficit) revenues over exp	$ (3,844)	$ (1)	$ -	
Capital Projects Fund				
Budgeted Revenues	$ 277,329	$ 903,171	$ -	0.0%
Budgeted Expenditures	(4,032,831)	(903,171)	-	-100.0%
Excess(deficit) revenues over exp	$ (3,755,502)	$ -	$ -	
Building Fund				
Budgeted Revenues	$ 618,194	$ 768,000	$ 833,600	0.0%
Budgeted Expenditures	(618,194)	(738,568)	(756,045)	0.0%
Excess(deficit) revenues over exp	$ -	$ 29,432	$ 77,555	
Total Governmental				
Budgeted Revenues	$ 19,127,843	$ 19,824,776	$ 19,280,153	-2.7%
Budgeted Expenditures	(24,143,397)	(19,753,946)	(18,892,195)	-4.4%
Excess(deficit) revenues over exp	(5,015,553)	70,830	387,959	

BUDGET SUMMARY FOR FISCAL YEAR 2017-18 GENERAL FUND

	2014-15 Actual	2015-16 Actual	2016-17 Amended Budget	2017-18 Budget	% of Total	% Change from 2016-17
BEGINNING BALANCE	**4,263,646**	**4,391,041**	**3,205,336**	**3,514,545**		
REVENUES/SOURCES						
Taxes	7,151,308	7,072,951	7,566,637	7,920,443	48.2%	4.7%
Franchise Fees	945,594	914,792	945,000	945,000	5.7%	0.0%
Utility Taxes	1,795,709	1,828,880	1,810,000	1,810,000	11.0%	0.0%
Licenses and Fees	656,344	140,185	183,000	188,500	1.1%	3.0%
Intergovernmental Revenues	1,926,246	1,961,110	2,052,318	2,062,127	12.5%	0.5%
Charges for Services	2,122,924	2,377,293	2,509,895	2,516,118	15.3%	0.2%
Fines and Forfeitures	463,010	562,757	490,000	460,000	2.8%	-6.1%
Interest Income	17,813	16,459	-	12,000	0.1%	#DIV/0!
Miscellaneous	262,370	228,411	435,209	314,500	1.9%	-27.7%
Interfund Transfers	-	98,000	230,087	216,208	1.3%	-6.0%
Proceeds from Debt	-	45,893	-	-	0.0%	#DIV/0!
Total Revenues	15,341,318	15,246,731	16,222,146	16,444,896	100.0%	1.4%
EXPENDITURES/USES						
General Government	2,297,767	2,294,008	2,211,899	2,213,231	13.8%	0.1%
Public Safety	6,829,103	6,430,841	6,606,750	6,738,217	42.1%	2.0%
Public Services	1,721,639	1,728,553	1,852,501	1,788,024	11.2%	-3.5%
Recreation & Culture	3,305,170	3,811,490	4,297,830	4,255,358	26.6%	-1.0%
Transfers to other funds	1,060,244	2,167,544	943,957	995,944	6.2%	5.5%
Total Expenditures	15,213,923	16,432,436	15,912,937	15,990,775	100.0%	0.5%
Increase(appropriated) fund balance	127,395	(1,185,705)	309,209	454,121		
ENDING BALANCE	**4,391,041**	**3,205,336**	**3,514,545**	**3,968,666**		

BUDGET SUMMARY FOR FISCAL YEAR 2017-18 ALL ENTERPRISE FUNDS

	2014-15 Actual	2015-16 Actual	2016-17 Amended Budget	FY2017-18 Budget	% of Total	% Change from 2016-17
BEGINNING NET ASSETS BALANCE	**2,914,143**	**2,438,990**	**2,496,304**	**2,042,313**		
REVENUES/SOURCES						
Charges for services	2,521,080	2,528,887	2,598,000	2,598,000	100.0%	0.0%
Interest Income	1,075	3,667	500	500	0.0%	0.0%
Grant revenues	-	459,635	-	-	0.0%	0.0%
Total Revenues	2,522,155	2,992,189	2,598,500	2,598,500	100.0%	0.0%
EXPENDITURES/USES						
Administrative costs	1,495,776	1,477,642	1,492,625	1,468,314	49.8%	-1.6%
Operations and maintenance	528,563	485,182	552,937	456,252	15.5%	-17.5%
Disposal and recycling costs	695,812	677,131	725,000	725,400	24.6%	0.1%
Depreciation and amortization	271,394	285,713	271,000	290,000	9.8%	7.0%
Interest Expense	5,763	9,207	10,929	8,540	0.3%	-21.9%
Total Expenditures/uses	2,997,308	2,934,875	3,052,491	2,948,506	100.0%	-3.4%
Excess(Deficit) of revenues over expenditures	(475,153)	57,314	(453,991)	(350,006)		
ENDING NET ASSETS BALANCE	**2,438,990**	**2,496,304**	**2,042,313**	**1,692,307**		

CITY OF MIAMI SPRINGS
ENTERPRISE FUND BUDGET SUMMARY FY 2017-18

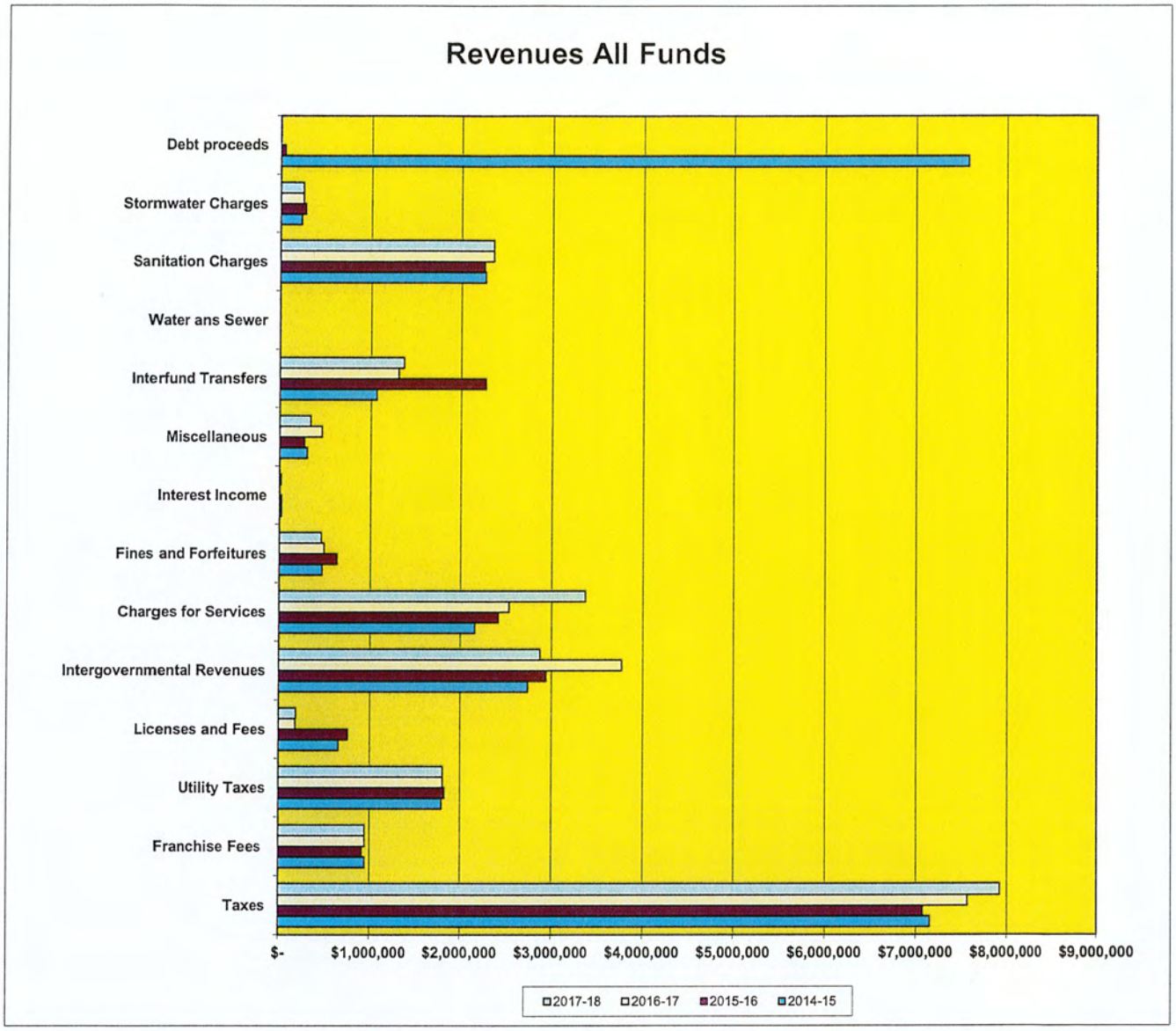
	Actual FY15-16	Amended Budget FY16-17	Adopted Budget FY17-18	% Increase (Decrease) From FY 16-17 Budget
Sanitation				
Revenues/Sources	$ 2,281,194	$ 2,348,000	$ 2,348,000	0%
Operating Expenses	(2,364,945)	(2,460,586)	(2,354,920)	-4%
Operating Profit(Loss)	(83,751)	(112,586)	(6,920)	-94%
Depreciation	(101,090)	(93,000)	(105,000)	13%
Net Income(loss)	$ (184,841)	$ (205,586)	$ (111,920)	
Stormwater				
Revenues/Sources	$ 720,994	$ 250,500	$ 250,500	0%
Operating Expenses	(284,218)	(320,905)	(303,820)	-5%
Operating Profit(Loss)	436,777	(70,405)	(53,320)	-24%
Depreciation	(184,623)	(178,000)	(185,000)	4%
Net Income(loss)	$ 252,154	$ (248,405)	$ (238,320)	
Total Enterprise				
Revenues/Sources	$ 3,002,188	$ 2,598,500	$ 2,598,500	0%
Operating Expenses	(2,649,162)	(2,781,491)	(2,658,740)	-4%
Operating Profit(Loss)	353,026	(182,991)	(60,240)	-67%
Depreciation	(285,713)	(271,000)	(290,000)	7%
Net Income(loss)	$ 67,313	$ (453,991)	$ (350,240)	

CITY OF MIAMI SPRINGS
BUDGETED REVENUE FY 2017-18

GENERAL FUND	**$16,444,896**
SPECIAL REVENUE FUNDS:	
Road and Transportation Fund	
People's Transportation Tax	**567,408**
Misc Funds	**21,000**
Total Road and Transportation	**588,408**
Law Enforcement Trust Fund	**1,500**
Building Operations Fund	**833,600**
Elderly Services (including $175,073 in transfers from the General Fund)	**440,149**
Total Special Revenue Funds	**1,863,657**
Debt Service Fund	**971,600**
ENTERPRISE FUNDS:	
Sanitation Fund	
Residential/Recycling/Bulk	**2,348,000**
Appropriated Fund Balance	**-**
Total Sanitation Fund	**2,348,000**
Stormwater Fund	
Residential/Commercial/Industrial Fees	**250,000**
Misc Income	**500**
Appropriated Fund Balance	**-**
Total Stormwater Fund	**250,500**
Total All Funds	**$ 21,878,653**

CITY OF MIAMI SPRINGS
LISTING OF TOP EXPENDITURES - ALL FUNDS

	FY2016-17 Amended Budget	FY2017-18 Budget	% of Total	% of Change From FY2016-17
Salaries	$ 8,310,089	$ 8,542,342	39.1%	2.8%
Health Insurance Benefits	1,099,476	1,053,406	4.8%	-4.2%
Pension costs	1,063,866	1,078,164	4.9%	1.3%
Workmens Comp	408,476	426,160	2.0%	4.3%
Other Employee Benefits	610,355	613,374	2.8%	0.5%
Total Salaries & Benefits	**11,492,262**	**11,713,445**	53.6%	1.9%
Capital Expenditures	694,715	342,158	1.6%	-50.7%
Debt Service Payments	907,845	980,440	4.5%	8.0%
Depreciation/Amortization	271,000	290,000	1.3%	7.0%
Operating Supplies/Uniforms	820,866	807,931	3.7%	-1.6%
Contractual Services	2,064,656	2,087,993	9.6%	1.1%
Waste Disposal	783,762	725,400	3.3%	-7.4%
Transfers to other funds	177,234	175,073	0.8%	-1.2%
Liability insurance	373,439	383,597	1.8%	2.7%
Professional Fees	381,077	423,200	1.9%	11.1%
Management fee paid by enterprise funds	530,000	530,000	2.4%	0.0%
Fleet Maintenance	462,400	395,600	1.8%	-14.4%
Repairs and Maintenance	852,903	695,687	3.2%	-18.4%
Other Misc Expenses	2,157,700	2,290,411	10.5%	6.2%
Total Budgeted Expenditures(All Funds)	**21,969,859**	**21,840,935**	100.0%	-0.6%


Revenues All Funds
Debt proceeds
Stormwater Charges
Sanitation Charges
Water ans Sewer
Interfund Transfers
Miscellaneous
Interest Income
Fines and Forfeitures
Charges for Services
Intergovernmental Revenues
Licenses and Fees
Utility Taxes
Franchise Fees
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2017-18
2016-17
2015-16
2014-15

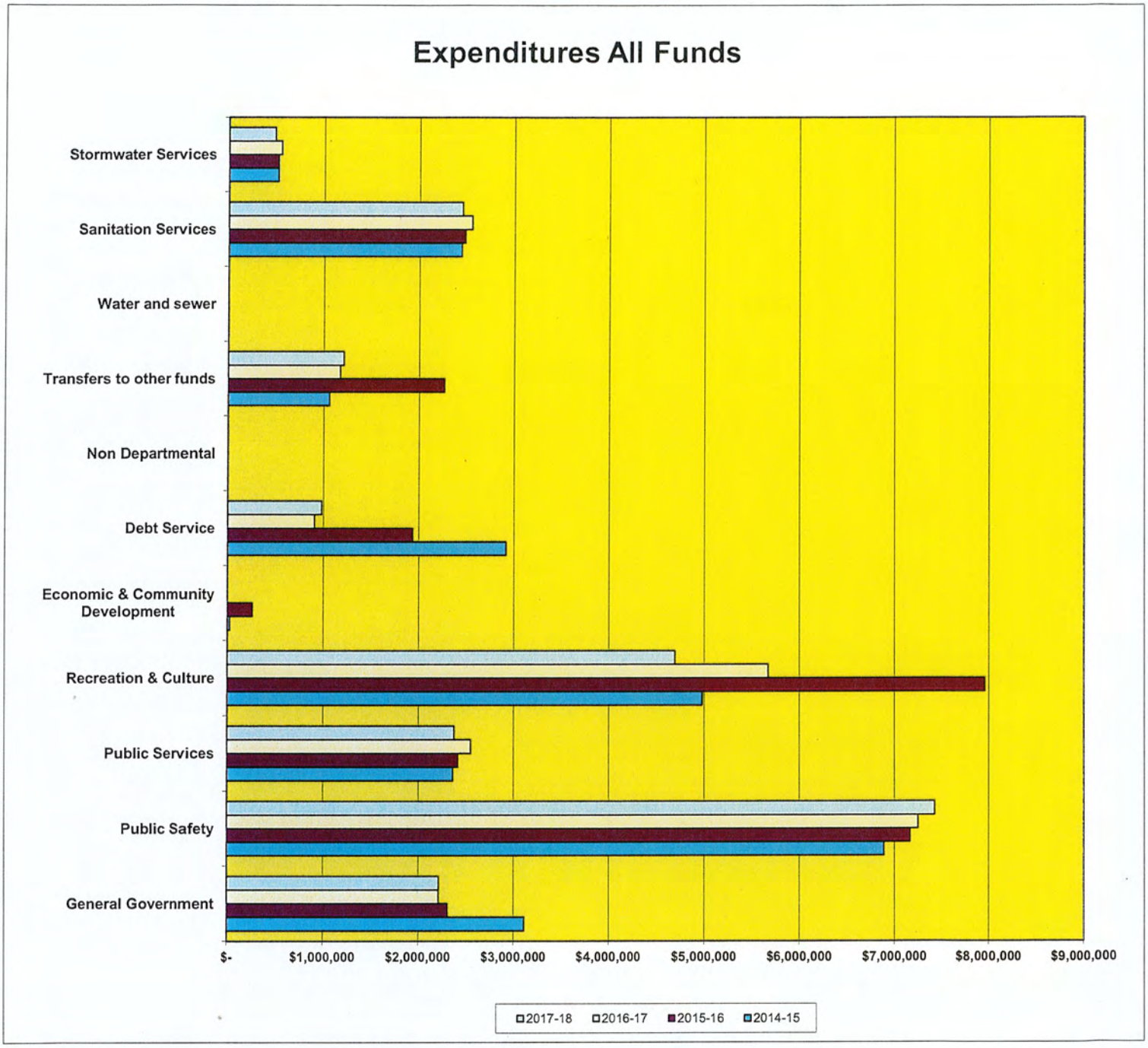
EXPENDITURE CATEGORY MATRIX FOR FY2017-18 BUDGET

Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Other Uses	Total
General Fund						
Mayor & City Council	34,312	151,386	-	-	-	185,698
Office of the City Manager	266,083	69,804	-	-	-	335,887
Office of the City Clerk	199,545	83,081	-	-	-	282,626
Office of the City Attorney	-	170,000	-	-	-	170,000
Human Resource Department	173,936	65,984	-	-	-	239,921
Finance /Budget	480,547	133,008	-	-	-	613,555
IT Department	113,417	159,859	-	-	-	273,276
Planning Department	70,470	41,797	-	-	-	112,268
Police Department	5,706,160	649,754	142,819	-	-	6,498,733
Police - School Guards	25,753	700	-	-	-	26,453
Code Compliance	192,180	20,852	-	-	-	213,032
Public Services - Administration	332,652	61,007	-	-	-	393,658
Public Services - Streets	158,390	260,297	7,950	-	-	426,637
Public Services - Properties	386,801	275,570	15,000	-	-	677,371
Public Services - Building Maintenance	64,483	174,641	22,234	-	-	261,358
Public Services - Fleet Maintenance	-	29,000	-	-	-	29,000
Recreation	760,274	633,033	12,000	-	-	1,405,308
Aquatics	456,799	143,475	5,200	-	-	605,474
Tennis	-	21,792	15,000	-	-	36,792
Park Maintenance	48,719	212,760	22,000	-		283,479
Golf-Administration	-	16,451	-	-	-	16,451
Golf-Pro Shop	320,455	282,603	47,161	-	-	650,220
Golf-Maintenance	285,155	821,822	22,700	-	127,958	1,257,634
Transfers to other funds	-	-	-	-	995,944	995,944
General Fund Total	10,076,132	4,478,677	312,064	-	1,123,902	15,990,775
% of General Fund	63.0%	28.0%	2.0%	0.0%	7.0%	100.0%
Road and Transportation Fund						
Streets & Sidewalks-Maintenance	81,557	482,756	24,094	-	-	588,408
Streets & Sidewalks-Infrastructure			-			-
Road & Transportation Fund Total	81,557	482,756	24,094	-	-	588,408
% of Road & Transportation	13.9%	82.0%	4.1%	0.0%	0.0%	100.0%
Senior Center fund						
Social Services	214,982	225,167	-	-	-	440,149
Senior Center Total	214,982	225,167	-	-	-	440,149
% of Senior Center	48.8%	51.2%	0.0%	0.0%	0.0%	100.0%
Building Department						
Public Safety	414,354	341,691	-	-	-	756,045
Building Department Total	414,354	341,691	-	-	-	756,045
% of Building Department	54.8%	45.2%	0.0%	0.0%	0.0%	100.0%
Debt Service						
General Debt Service	-	-	-	971,600	-	971,600
Debt Service Total	-	-	-	971,600	-	971,600
% of Debt Service	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%

EXPENDITURE CATEGORY MATRIX FOR FY2017-18 BUDGET

Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Other Uses	Total
Sanitation Fund						
Garbage and Trash Collection	822,339	1,159,041	-	8,540	470,000	2,459,920
Sanitation Fund Total	822,339	1,159,041	-	8,540	470,000	2,459,920
% of Sanitation	33.4%	47.1%	0.0%	0.3%	19.1%	100.0%
Stormwater Fund						
Stormwater services	115,975	312,545	-	300	60,000	488,820
Stormwater Fund Total	115,975	312,545	-	300	60,000	488,820
% of Stormwater	23.7%	63.9%	0.0%	0.1%	12.3%	100.0%
Law Enforcement Fund						
Treasury & Justice Confiscated	-	139,218	6,000	-	-	145,218
Law Enforcement Fund Total	-	139,218	6,000	-	-	145,218
% of Law Enforcement	0.0%	95.9%	4.1%	0.0%	0.0%	100.0%
TOTAL 2017-18 BUDGET	11,725,339	7,139,096	342,158	980,440	1,653,902	21,840,935
% OF TOTAL 2017-18 BUDGET	53.7%	32.7%	1.6%	4.5%	7.6%	100.0%

Note: The following funds are not detailed in the Expenditure Category Matrix because they do not have a Proposed 2017-18 Budget: Capital Projects Fund, Hurricane Fund, Grants Fund, and the Police Grants fund.


Expenditures All Funds
Stormwater Services
Sanitation Services
Water and sewer
Transfers to other funds
Non Departmental
Debt Service
Economic & Community Development
Recreation & Culture
Public Services
Public Safety
General Government
$-
$1,000,000
$2,000,000
$3,000,000
$4,000,000
$5,000,000
$6,000,000
$7,000,000
$8,000,000
$9,000,000
2017-18
2016-17
2015-16
2014-15

CITY OF MIAMI SPRINGS

PERSONNEL COMPARISON BY DEPARTMENT

Final

	FY 2015-16		FY 2016-17		FY 2017-18		Increase(decrease) from FY 2016-17	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Office of the City Manager	1.50		1.75		1.75		-	-
Office of the City Clerk	2.75	-	2.75	-	2.75	-	-	-
Human Resource Department	2.00		2.00		2.00		-	-
Finance & Budget Department	2.50	3.00	3.75	1.00	3.75	1.00	-	-
Finance-Professional Services	3.00	-	2.50	-	2.50	-	-	-
IT Department	2.00	-	2.00	-	1.00	1.00	(1.00)	1.00
Planning Department	1.25	-	1.25	-	1.25	-	-	-
Police Department	56.00	7.00	54.00	8.00	55.00	8.00	1.00	-
Building Department	5.00	-	4.50	-	4.50	-	-	-
Code Compliance	2.00		2.50		2.50		-	
Public Services- Administration	5.00		5.00		4.00		(1.00)	-
Public Services - Streets	3.00	-	3.00	-	3.00	-	-	-
Public Services - Properties	8.00	-	9.00	-	9.00	-	-	-
Public Services - Building Maintenance	1.00		1.00		1.00		-	-
Recreation	6.00	43.00	6.00	43.00	6.00	43.00	-	-
Aquatics	2.00	25.00	2.00	25.00	3.00	25.00	1.00	-
Park Maintenance	1.00		1.00		1.00		-	-
Golf Course-Pro Shop	2.00	18.00	3.00	18.00	3.00	18.00	-	-
Golf Course-Maintenance	4.00	-	4.00	-	4.00	-	-	-
Road & Transportation Fund	1.00	-	1.00	-	1.00	-	-	-
Senior Center	1.00	8.00	1.00	9.00	1.00	9.00	-	-
Sanitation Fund	13.00	-	12.00	-	12.00	-	-	-
Stormwater Fund	3.00	-	2.00	-	2.00	-	-	-
							-	-
TOTAL PERSONNEL	128.00	104.00	127.00	104.00	127.00	105.00	-	1.00

City of Miami Springs
Transfer From and Transfer To Schedule

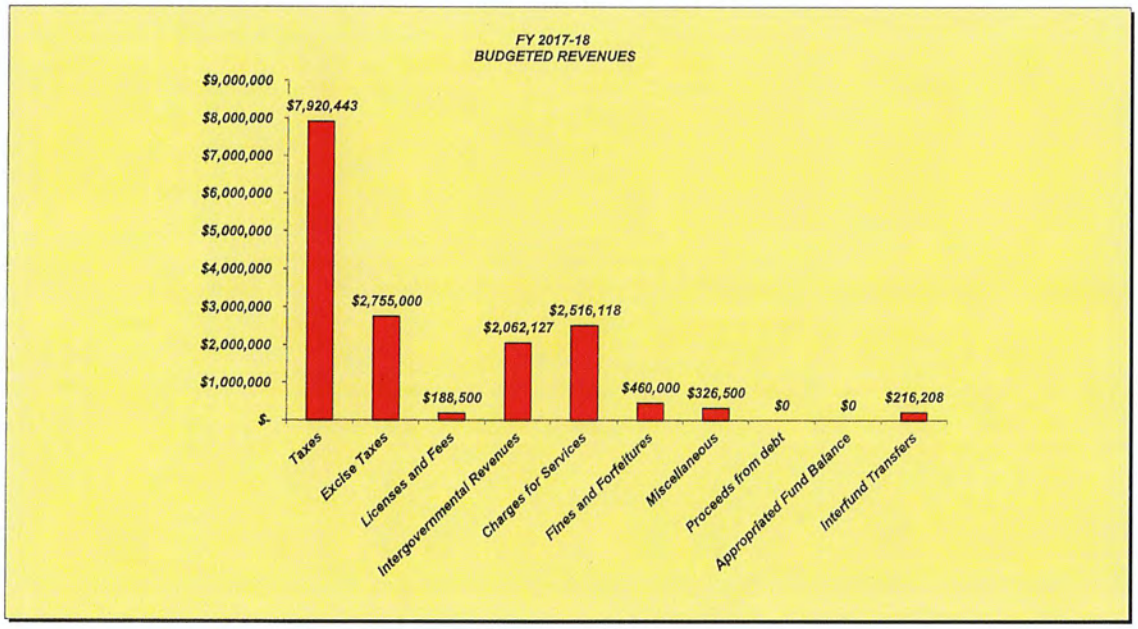
Fund	Transfer From	Transfer To
General Fund	1,071,989	746,208
Elderly Services		175,073
Debt Service		896,916
Building Fund*	216,208	-
Sanitation Fund*	470,000	
Stormwater Fund*	60,000	
	$ 1,818,197	$ 1,818,197

* Administrative charges paid to the General Fund

GENERAL FUND

CITY OF MIAMI SPRINGS
SUMMARY OF GENERAL FUND REVENUES

REVENUES	FY14-15 Actual	FY15-16 Actual	FY16-17 Budget	FY17-18 Budget	% of Total	% Change from 2016-17
Taxes	$ 7,151,308	$ 7,072,951	$ 7,566,637	$ 7,920,443	48.2%	4.7%
Excise Taxes	2,741,303	2,743,671	2,755,000	2,755,000	16.8%	0.0%
Licenses and Fees	656,344	140,185	183,000	188,500	1.1%	3.0%
Intergovernmental Revenues	1,926,246	1,961,110	2,052,318	2,062,127	12.5%	0.5%
Charges for Services	2,122,924	2,377,293	2,509,895	2,516,118	15.3%	0.2%
Fines and Forfeitures	463,010	562,757	490,000	460,000	2.8%	-6.1%
Miscellaneous	280,183	244,871	435,209	326,500	2.0%	-25.0%
Proceeds from debt	-	45,893	-	-	0.0%	0.0%
Appropriated Fund Balance	127,395	(1,185,705)	(309,209)	-	0.0%	-100.0%
Interfund Transfers	-	98,000	230,087	216,208	1.3%	-6.0%
Total Revenues	$ 15,468,713	$ 14,061,026	$ 15,912,937	$16,444,897	100.0%	3.3%



CITY OF MIAMI SPRINGS
REVENUE COMPARISON
GENERAL FUND

Line Item Revenue	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 17-18 Proposed Budget	% of Total	% Change from 2016-17
Ad Valorem Taxes - Current	7,061,613	7,072,800	$ 7,486,637	$ 7,840,443	47.68%	4.7%
Ad Valorem Taxes - Delinquent	89,695	150	80,000	80,000	0.49%	0.0%
Franchise Fees	945,594	914,792	945,000	945,000	5.75%	0.0%
Utility Service Taxes	1,193,635	1,235,205	1,200,000	1,200,000	7.30%	0.0%
Local Communications Tax	602,075	593,674	610,000	610,000	3.71%	0.0%
Occupational Licenses - City	79,916	73,496	75,000	75,000	0.46%	0.0%
Occupational Licenses - County	21,948	24,999	20,000	20,000	0.12%	0.0%
Building Permits	108,265		-	-	SEE NOTE A	
Electrical Permits	59,335		-	-	SEE NOTE A	
Plumbing Permits	31,218		-	-	SEE NOTE A	
Roofing Permits	77,058		-	-	SEE NOTE A	
Mechanical Permits	27,656		-	-	SEE NOTE A	
Zoning Fees	46,770	41,120	42,000	42,000	0.26%	0.0%
Certification of Completions	2,440		-	-	SEE NOTE A	
Structural Permits	23,256		-	-	SEE NOTE A	
POD Permit Fees	1,625		-	-	SEE NOTE A	
Other Permits	176,858		-	-	SEE NOTE A	
Misc plan Reviews	-	570	6,000	6,000	0.04%	0.0%
State Revenue Sharing	454,359	463,153	481,860	493,000	3.00%	2.3%
Alcoholic Beverage License	11,443	8,900	15,000	12,000	0.07%	-20.0%
1/2-cent Sales Tax	1,051,079	1,075,102	1,120,354	1,113,127	6.77%	-0.6%
Local Option Gas Tax	380,476	380,787	380,104	395,000	2.40%	3.9%
Gas Tax Rebate	8,848	6,470	10,000	9,000	0.05%	-10.0%
School Crossing Guards	17,264	17,213	18,000	18,000	0.11%	0.0%
Summer Camp Activity Fees	24,724	27,305	36,000	30,750	0.19%	-14.6%
Summer Camp	139,551	122,285	150,000	135,000	0.82%	-10.0%
Fitness Room Membership	27,716	29,471	24,320	20,000	0.12%	-17.8%
After School Program	43,780	54,981	41,000	41,000	0.25%	0.0%
Gym Admission Fees		-	1,800	2,250	0.01%	25.0%
Water Polo/Aquatics Teams	4,373	-	3,000	-	0.00%	100.0%
Swimming Pool Admissions/Lessons	2,700	53,777	75,000	105,000	0.64%	40.0%
Yoga	4,807	89	-	-	0.00%	0.0%
Pool Rental	2,160	1,450	9,000	4,500	0.03%	-50.0%
Get Fit Summer Camp		14,700	24,000	48,000	0.29%	100.0%
Vending Machines	2,311	2,062	3,500	3,500	0.02%	0.0%
Fireworks-VG	3,000	3,000	3,000	3,000	0.02%	0.0%
Pool Memberships	653	17,494	3,500	20,000	0.12%	471.4%
Aquatic Multipurpose Room Rental		3,505	19,200	16,640	0.10%	-13.3%
Shade Area/Umbrella Rentals		6,125	46,800	27,300	0.17%	-41.7%
Basketball fees	29,650	36,735	46,500	33,725	0.21%	-27.5%
Other Annual Events	11,235	3,509	9,180	12,030	0.07%	31.0%
Pelican Theatre	8,805	5,333	5,000	5,000	0.03%	0.0%
Jazzercize	4,206	3,318	4,800	4,800	0.03%	0.0%
Daddy/Daughter Dance	4,843	6,206	7,500	7,500	0.05%	0.0%
Green Fees	871,057	826,743	1,028,125	1,027,535	6.25%	-0.1%
Cart Fees	48,483	42,936	72,145	72,062	0.44%	-0.1%
Golf Merchandise/Food & Beverage Sales	101,234	137,930	100,800	100,771	0.61%	0.0%
Range Fees	133,414	127,985	173,200	173,101	1.05%	-0.1%
Misc. Club Rental/Lessons	24,043	25,550	23,400	24,466	0.15%	4.6%
Golf memberships	68,555	55,447	69,125	68,188	0.41%	-1.4%
Miscellaneous Charges for Serv	13,108		-	-	0.00%	0.0%
Copies & Other Charges	3,129	4,440	3,000	3,500	0.02%	16.7%
Lien Search	18,646	23,700	15,000	20,000	0.12%	33.3%
Re-Occupancy Inspection fees	24,000	23,625	22,000	22,000	0.13%	0.0%
Clerk of the Court - Fines	97,567	77,440	90,000	90,000	0.55%	0.0%
Code Enforcement tickets	73,084	235,550	20,000	20,000	0.12%	0.0%
Disabled Parking tickets	8,888	3,708	-	-	0.00%	#DIV/0!
Administrative Fee-Red Light hearings	17,088	22,097	22,000	22,000	0.13%	0.0%
Police Grants-Byrne Grant	2,793		5,000	-	0.00%	-100.0%
Other Grants		9,485	-	-	0.00%	#DIV/0!
Interest - Investments	16,990	7,596	10,000	10,000	0.06%	0.0%

CITY OF MIAMI SPRINGS
REVENUE COMPARISON
GENERAL FUND

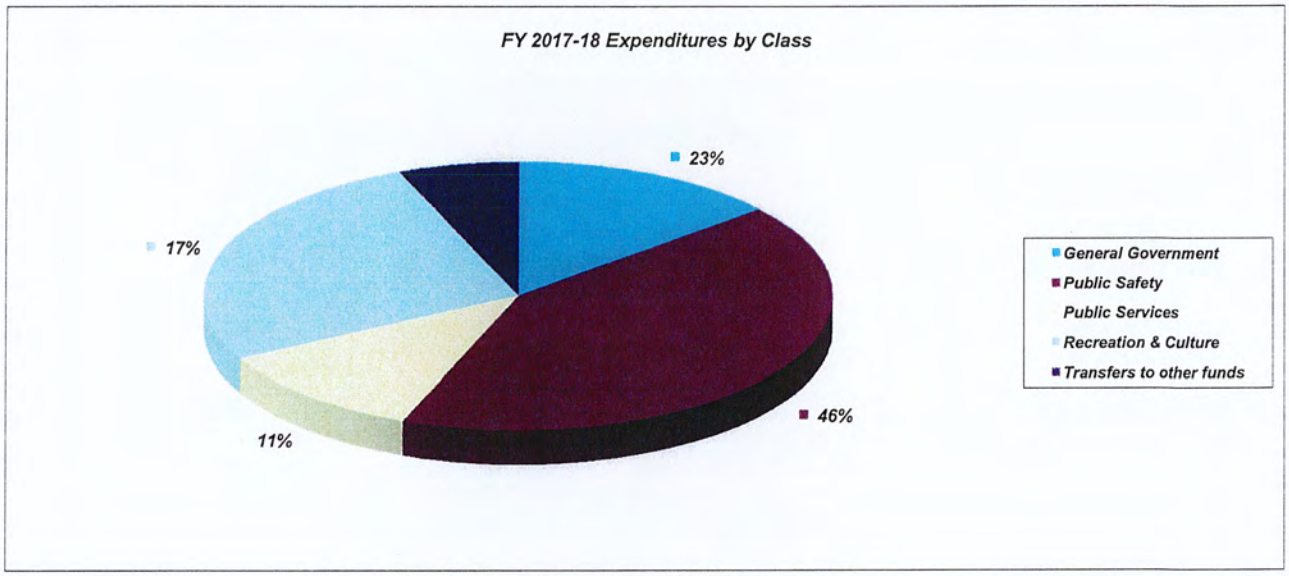
Line Item Revenue	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 17-18 Proposed Budget	% of Total	% Change from 2016-17
Interest - Tax Collections	823	8,863	2,000	2,000	0.01%	0.0%
Rent - Metro Fire	12,191	13,192	13,000	13,000	0.08%	0.0%
Rent - Dade Co. Library	8,253	8,253	8,300	8,500	0.05%	2.4%
Rent - Bus Benches	4,509	4,539	4,500	4,500	0.03%	0.0%
Recreational Activities	27,890	29,100	15,000	25,000	0.15%	66.7%
Sprint Tower	100,090	116,702	100,000	100,000	0.61%	0.0%
Rent-Country Club			-	84,000	0.51%	#DIV/0!
Surplus sale of equipment	12,589	14,052	30,000	25,000	0.15%	-16.7%
Other Miscellaneous	69,451	34,465	247,922	50,000	0.30%	-79.8%
Red Light Fines	266,383	223,962	380,000	350,000	2.13%	-7.9%
Returned check charges	200	129	500	500	0.00%	0.0%
Code Enforcement Liens	3,422	5,050	4,000	4,000	0.02%	0.0%
ITF - Building Fund		203,773	230,087	216,208	1.31%	-6.0%
ITF - Capital Projects Fund		98,000	-	-	0.00%	#DIV/0!
ITF - Sanitation Admin Fee	470,000	470,000	470,000	470,000	2.86%	0.0%
ITF- Stormwater Adim Fee	60,000	60,000	60,000	60,000	0.36%	0.0%
Appropriated Fund Balance			-	-	0.00%	#DIV/0!
Proceeds from Debt		45,893	-	-	0.00%	#DIV/0!
TOTALS >>>	**$15,344,820**	**$15,259,981**	**$ 16,222,159**	**$ 16,444,896**	**100.00%**	**1.37%**

CITY OF MIAMI SPRINGS
LISTING OF TOP EXPENDITURES-GENERAL FUND

	FY2016-17 Amended Budget	FY2017-18 Budget	% of Total	% of Change From FY2016-17
Salaries	$ 7,131,071	$ 7,337,671	45.9%	2.9%
Health Insurance Benefits	913,059	879,935	5.5%	-3.6%
Pension costs	980,035	978,558	6.1%	-0.2%
Workmens Comp	325,718	345,408	2.2%	6.0%
Other Employee Benefits	521,929	534,561	3.3%	2.4%
Total Salaries & Benefits	**9,871,812**	**10,076,132**	63.0%	2.1%
Capital Expenditures	538,115	312,064	2.0%	-42.0%
Debt Service Payments	896,916	898,829	5.6%	0.2%
Operating Supplies/Uniforms	564,800	580,184	3.6%	2.7%
Contractual Services	1,018,391	1,085,332	6.8%	6.6%
Utilities	383,709	387,128	2.4%	0.9%
Transfers to other funds	177,234	175,073	1.1%	-1.2%
Liability insurance	305,118	313,436	2.0%	2.7%
Professional Fees	343,650	407,940	2.6%	18.7%
Fleet Maintenance	169,500	155,200	1.0%	-8.4%
Repairs and Maintenance	515,508	442,749	2.8%	-14.1%
Other Misc Expenses	1,128,185	1,156,708	7.2%	2.5%
Total Budgeted Expenditures	**15,912,938**	**15,990,775**	100.0%	0.5%

CITY OF MIAMI SPRINGS
EXPENDITURES BY CLASS

	FY2014-15 Actual	FY2015-16 Actual	FY2016-17 Amended Budget	FY2017-18 Budget	% of Change From FY2016-17
General Government	$ 2,297,767	$ 2,294,008	$ 2,211,899	$ 2,213,231	0.1%
Public Safety	6,825,288	6,430,843	6,606,750	6,738,217	2.0%
Public Services	1,721,638	1,728,554	1,852,513	1,788,024	-3.5%
Recreation & Culture	3,305,169	3,811,490	4,297,830	4,255,358	-1.0%
Transfers to other funds	1,060,244	2,168,577	943,957	995,944	5.5%
Sub-Totals	$ 15,210,106	$ 16,433,472	$ 15,912,949	$ 15,990,775	0.5%
Increase(appropriated) fund balance	127,395	-	-	-	0.0%
Totals	$ 15,337,501	$ 16,433,472	$ 15,912,949	$ 15,990,775	0.5%



CITY OF MIAMI SPRINGS
EXPENDITURES BY DEPARTMENT

Department	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% Change From FY2016-17
Mayor & City Council	$ 151,831	$ 124,240	$ 165,868	$ 185,698	12.0%
Office of the City Manager	344,925	380,485	325,872	335,887	3.1%
Office of the City Clerk	274,367	249,180	281,937	282,626	0.2%
Office of the City Attorney	161,802	156,277	166,000	170,000	2.4%
Human Resource Department	220,363	234,114	233,262	239,921	2.9%
Finance /Budget	774,914	755,964	617,941	613,555	-0.7%
IT Department	298,319	332,374	346,200	273,276	-21.1%
Planning Department	71,246	61,374	74,819	112,268	50.1%
Police Department	6,163,530	6,194,083	6,387,135	6,498,733	1.7%
Police - School Guards	19,118	19,835	27,147	26,453	-2.6%
Code Compliance	642,640	216,925	192,468	213,032	10.7%
Public Services - Administration	376,000	421,309	388,368	393,658	1.4%
Public Services - Streets	382,371	390,215	471,648	426,637	-9.5%
Public Services - Properties	567,440	597,097	632,623	677,371	7.1%
Public Services - Building Maintenance	314,990	320,690	270,862	261,358	-3.5%
Public Services - Fleet Maintenance	80,837	(757)	89,012	29,000	-67.4%
Recreation	1,312,182	1,665,138	1,402,938	1,405,308	0.2%
Aquatics	107,086	205,303	585,214	605,474	3.5%
Tennis	46,962	18,767	25,813	36,792	42.5%
Park Maintenance	127,409	255,788	412,944	283,479	-31.4%
Golf Administration	19,864	18,187	16,122	16,451	2.0%
Pro Shop	612,323	609,068	593,348	650,220	9.6%
Golf Maintenance	1,079,343	1,039,239	1,261,451	1,257,634	-0.3%
Total	**$14,153,677**	**$14,264,895**	**$14,968,992**	**$14,994,831**	**0.2%**
Transfers to other funds	1,060,244	2,168,577	943,957	995,944	5.5%
Increase(appropriated) fund balance	127,395	-	-	-	
Total	**$15,341,316**	**$16,433,472**	**$15,912,949**	**$15,990,775**	**0.5%**

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.

2016-17 Accomplishments

- Construction and Completion of the parking lot at the Curtiss Mansion
- Approved the construction of a new Senior Center Facility
- Approved the Construction of Westward Drive bike path
- Approved the Food and Beverage Contract for services at the Miami Springs Country Club
- Approved the installation of the Tiki Huts along Ludlum Drive walk path
- Approved the installation of the ADA Sidewalks throughout the City

City Council

2017-18 Budget Highlights

- Proposed budget is $19,831 or 12% higher than FY2016/2017.

- Budget Summary:

Budgeted Revenues	$ -0-
Budgeted Expenditures	$185,698
Net cost of Department	$185,698

- The Promotions line item is a lump sum of $120,860 to be allotted during the year as follows:

  1. $41,060 will be allocated during the year for the following events:

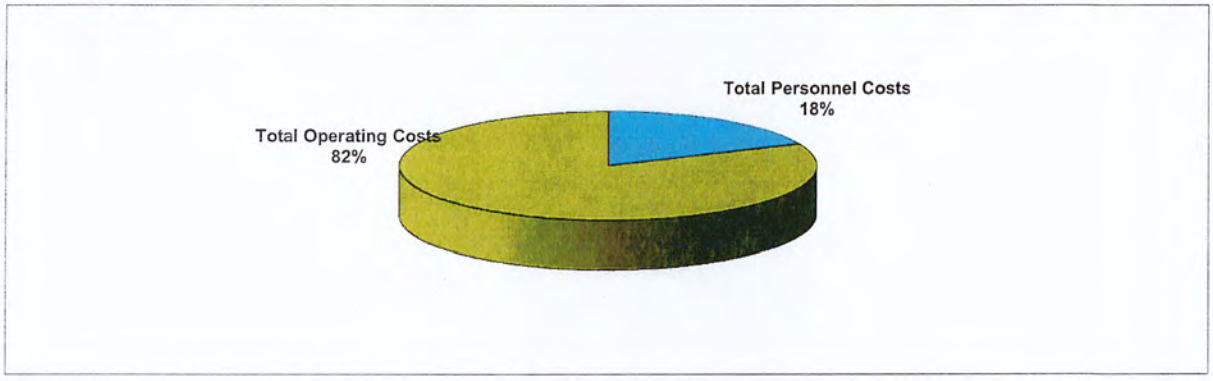
     Stafford Golf Tournament ($2,000)
     River Cities Festival ($14,000)
     Car shows (2) ($3,000)
     City events ($8,000)
     Fla League 89th anniversary ad ($1,000)
     Miami Dade Installation Dinner ad ($1,000)
     Employee Holiday Dinner ($5,000)
     Police Appreciation Dinner ($3,000)
     Community Shred Event ($2,060)
     Optimist BarBQ ($2,000)

  2. $35,000 has been allocated to the Curtis Mansion to assist with their annual operating costs. An additional $10,000 has been allocated to provide for portable lighting of the parking lot during City events at the mansion.

  3. $4,800 has been allocated to the Historic Museum for storage costs ($400 per month for 12 months). An additional $30,000 has been budgeted to assist in their capital renovation costs of the Stafford park facility.

MAYOR AND CITY COUNCIL
Expenditure Detail

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
PERSONNEL						
Executive Salaries	$33,302	$30,298	$31,800	$31,800	17.1%	0.0%
Payroll Taxes	2,548	2,318	2,433	$2,433	1.3%	0.0%
Workers' Compensation	721	840	80	80	0.0%	-0.6%
Total Personnel Costs	$ 36,571	$ 33,456	$ 34,313	$ 34,312	18.5%	0.0%
OPERATING						
Professional Services	26,350	-	13,255	-	0.0%	-100.0%
Travel & Related Costs	6,298	3,941	11,400	11,000	5.9%	-3.5%
Telephone	-	2,332	2,100	3,576	1.9%	70.3%
Promotions & Donations	66,409	69,764	88,800	120,860	65.1%	36.1%
Misc. Expenses	1,705	1,240	2,950	2,950	1.6%	0.0%
Operating Supplies	1,778	1,431	1,000	1,000	0.0%	0.0%
Dues, Memberships & Subsc.	2,937	3,295	3,400	3,400	1.8%	0.0%
Training & Education	1,932	125	-	1,000		0.0%
Printing and binding	979	1,681	2,850	4,000	2.2%	40.4%
Office Supplies	115	83	-	-	0.0%	0.0%
Contractual Services	6,758	5,314	5,800	3,600	1.9%	-37.9%
Total Operating Costs	$ 115,261	$ 89,206	$ 131,555	$ 151,386	81.5%	15.1%
CAPITAL OUTLAY						
Machinery & Equipment	-	1,578	-	-	0.0%	0.0%
Total Capital Outlay	$ -	$ 1,578	$ -	$ -	0.0%	0.0%
TOTAL EXPENSES	**$ 151,832**	**$ 124,240**	**$ 165,868**	**$ 185,698**	**99.5%**	**12.0%**



Personnel Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
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.

Serve as a principal contact for citizen inquiries and to 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.

2016-17 Accomplishments

- Conducted and Supervised the 2017 General Municipal Election.
- Processed ten (10) candidates for the 2017 General Municipal Election.
- Continued the paperless agenda system to replace the paper agenda packets.
- Twenty-six (26) agendas and minutes were prepared for various Council meetings
- Thirteen (13) agendas and minutes were prepared for various Advisory Board meetings.
- Provided secretarial support to the City Council.
- Ordered publication of one new supplement for the Code of Ordinances.
- Researched records and provided extensive information to the City Attorney, Administration, Department Heads and general public.
- Processed over one hundred (100) public record requests.
- Notarized over seven hundred (700) documents for residents and other citizens.
- Continued to manage records management program in the Clerk's Department and trained all Departments in records management.
- Promoted Staff and Hired Administrative Assistant in Clerk's Office
- Continued Scanning all street files and plans in the Building and Zoning/ Department.
- Explore and Implement outreach program to increase Municipal Services.
- Prepared for 2017 General Elections such as digitizing campaign packets.

2017-18 Budget Highlights

- Proposed budget is $ 689 or 0.02% higher than FY2016/2017.

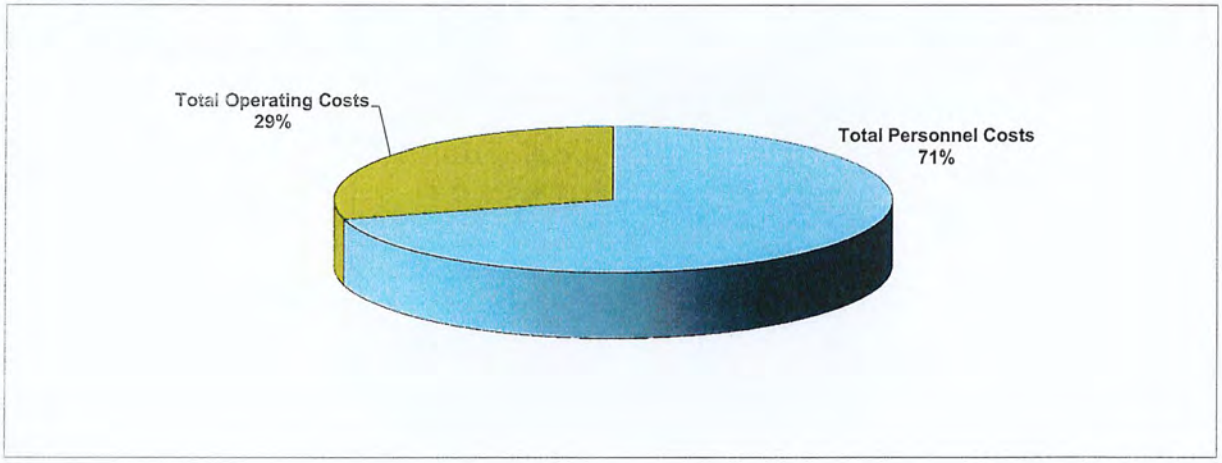
- Budget includes an accrual of $20,000 in contractual services for the 2019 city election.

- Budget Summary:

Budgeted Revenues	$ -0-
Budgeted Expenditures	$282,626
Net cost of Department	$282,626

OFFICE OF THE CITY CLERK
Expenditure Detail

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
PERSONNEL						
Salaries	$ 160,582	$ 149,509	$ 147,756	$ 149,700	53.0%	1.3%
Overtime	796	1,014	-	1,000	0.4%	0.0%
Payroll Taxes	12,335	11,516	9,841	9,952	3.5%	1.1%
Pension & Retirement	16,319	17,786	15,907	18,213	6.4%	14.5%
Health Insurance	19,815	20,125	20,010	20,305	7.2%	1.5%
Workers' Compensation	342	360	369	374	0.1%	1.4%
Total Personnel Costs	$ 210,189	$ 200,310	$ 193,883	$ 199,545	70.6%	2.9%
OPERATING	-	-				
Contractual Services	21,850	5,450	30,700	30,700	10.9%	0.0%
Travel & Related Costs	1,135	1,890	2,500	3,000	1.1%	20.0%
Telephone	1,262	4,496	1,078	1,228	0.4%	13.9%
Rentals and leases	2,941	2,888	3,000	3,000	1.1%	0.0%
Repairs & Maintenance	2,786	3,870	3,400	4,600	1.6%	35.3%
Printing & Binding	1,218	2,852	6,630	6,630	2.3%	0.0%
Postage	532	625	624	624	0.2%	0.0%
Advertising & Promotions	11,001	1,242	18,000	13,000	4.6%	-27.8%
Office Supplies	4,246	5,115	7,100	7,600	2.7%	7.0%
Operating Supplies	3,970	13,152	5,850	3,000	1.1%	-48.7%
Dues, Memberships & Subsc.	1,830	1,320	2,400	2,900	1.0%	20.8%
Training & Education	1,840	1,352	2,000	2,000	0.7%	0.0%
Liablity Insurance	3,864	3,288	3,326	3,327	1.2%	0.0%
Internet Access	1,404	1,329	1,446	1,472	0.5%	1.8%
Total Operating Costs	$ 59,879	$ 48,869	$ 88,054	$ 83,081	29.4%	-5.6%
CAPITAL OUTLAY						
Machinery & Equipment	4,300	-		-	0.0%	0.0%
Total Capital Outlay	$ 4,300	$ -	$ -	$ -	0.0%	0.0%
TOTAL EXPENSES	**$ 274,368**	**$ 249,179**	**$ 281,937**	**$ 282,626**	**100.0%**	**0.2%**



Personnel Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
City Clerk	1	1	1	1	36.4%	0.0%
Deputy City Clerk	1	1	1	1	36.4%	0.0%
Administrative Assistant I	0	0.75	0.75	0.75	27.3%	0.0%
Total of Full-time employees	2	2.75	2.75	2.75	100.0%	0.0%
Part Time Employees	0.5	0.0	0.0	0.0	0.0%	0.0%
DEPARTMENT TOTAL	**2.5**	**2.75**	**2.75**	**2.75**	**100.0%**	**0.0%**

OFFICE OF THE CITY CLERK
PERFORMANCE MEASURES

Indicator	2013-14 Actual	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Goal
Outputs					
Council Paper Agenda Packets	54	0	0	24	25
Council Electronic Agenda Packets	31	37	29	27	25
Public Records Request Processed	395	305	252	225	200
Legal Ads Published	42	35	20	46	30
Council Meetings Attended	31	37	29	27	25
Council Minutes Transcribed	31	37	29	27	25
Summary Actions Prepared	14	0	0	0	0
Bid Openings Witnessed	3	12	6	3	3
Elections Supervised	1	1	0	1	0
Documents Notarized	882	890	519	899	700
Codified Ordinance Supplements	2	2	2	1	2
Ordinances Adopted	13	8	10	6	10
Resolutions Adopted	32	20	23	49	100
Vehicle Tag and Title Applications	5	0	7	11	8
Newsbulletin Preparation	12	12	15	12	15
Advisory Board Meetings Attended	25	26	30	20	25
Advisory Board Meetings Transcribed	25	26	30	20	25
Advisory Board - Attendance Reports	12	12	30	20	25
Proclamations, Certificates and Awards	63	47	50	45	45
Public Notices Posted - H.R.			20	6	5
Public Notices Posted - Clerk	62	60	51	66	50
Release of Liens Executed	0	20	52	55	50
Number of Documents Shredded (in Cu. Ft.)			650	500	500
Number of Documents Scanned	0	4,568	95,714	189,058	150,000
Number of Videos Duplicated (meetings)	0	22	26	10	10
Website Updates	0	30	40	60	80
Effectiveness					
Records requests fulfilled within a reasonable amount of time	95%	95%	95%	95%	100%
Council minutes transcribed and prepared for approval before the next Council meeting	100%	100%	100%	100%	100%
Council minutes made available on website within two days after approval Council approval	95%	95%	95%	90%	100%
Efficiency					
Council Agendas prepared per year	33	37	29	27	25
Average number of pages of minutes transcribed per year	287	230	348	280	320

* Paperless Agenda Packets

City Manager

Mission Statement

In order to ensure 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 ensure 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 ensure policies and directives are based on the best and most accurate information available.

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.

2016-17 Accomplishments

- Construction and Completion of the parking lot at the Curtiss Mansion
- Commenced RFQ process for the construction of a new Senior Center Facility
- Commenced the Construction of Westward Drive bike path
- Contracted with a new Operator to run the Food and Beverage services at the Miami Springs Country Club
- Completed the installation of the Tiki Huts along Ludlum Drive walk path
- Completed the installation of the ADA Sidewalks throughout the City.

FY 2017-18 Budget Highlights

- Proposed budget is $10,015 or 3% higher than FY2016/2017, this increase is mainly due to the reclassification of Tammy Romero from Assistant to the City Manager to Assistant City Manager.

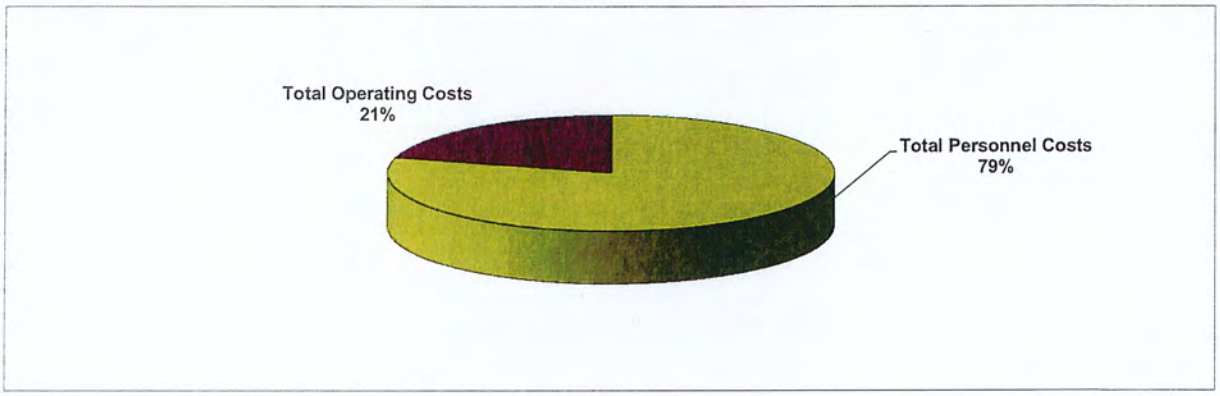
- Budget Summary:

Budgeted Revenues	$ -0-
Budgeted Expenditures	$335,887
Net cost of Department	$335,887

- Budget includes $45,000 for the City Lobbyist.

CITY MANAGER
Expenditure Detail

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
Salaries	$ 203,526	$ 218,238	$ 189,700	$ 204,900	61.0%	8.0%
Payroll Taxes	13,824	17,648	13,089	14,359	4.3%	9.7%
Pension & Retirement	31,353	45,954	24,784	27,895	8.3%	12.6%
Health Insurance	20,698	18,534	20,322	18,417	5.5%	-9.4%
Workers' Compensation	4,620	5,388	474	512	0.2%	8.1%
Total Personnel Costs	$ 274,021	$ 305,762	$ 248,369	$ 266,083	79.2%	7.1%
OPERATING						
Professional Services	46,773	47,167	53,500	45,000	13.4%	-15.9%
Travel & Related Costs	7,800	7,885	7,800	7,800	2.3%	0.0%
Office Supplies	505	1,077	1,000	1,000	0.3%	0.0%
Operating Supplies	6,123	7,129	5,000	5,000	1.5%	0.0%
Postage	63	64	109	100	0.0%	-8.3%
Dues, Memberships & Subsc.	1,680	3,656	2,500	3,000	0.9%	20.0%
Training & Education	-	-	500	500	0.1%	100.0%
Liablity Insurance	4,980	4,656	4,270	4,554	1.4%	6.7%
Telephone/Internet	2,979	3,087	2,824	2,850	0.8%	0.9%
Total Operating Costs	$ 70,903	$ 74,721	$ 77,503	$ 69,804	20.8%	-9.9%
TOTAL EXPENSES	**$ 344,924**	**$ 380,483**	**$ 325,872**	**$ 335,887**	**100.0%**	**3.1%**



Personnel Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
City Manager	1	1	0.75	0.75	42.9%	0.0%
Assistant City Manager	0.5	0.5	-	1.0	57.1%	100.0%
Assistant To The City Manager	-	-	1	-	0.0%	-100.0%
DEPARTMENT TOTAL	**1.5**	**1.5**	**1.75**	**1.75**	100.0%	**0.0%**

OFFICE OF THE CITY MANAGER
PERFORMANCE MEASURES

Indicator	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Goal
Outputs				
1) Number of resolutions reviewed	20	27	49	50
2) Number of ordinances reviewed	8	7	6	10
Effectiveness				
1) % of General Fund actual revenues to budgeted revenues	99%	99%	99%	99%
2) % of General Fund actual expenditures to budgeted expenditures	98%	99%	99%	99%
3) Debt service as a % of General Fund expenditures	4%	4%	4%	4%
4) Fund balance as a % of annual General Fund expenditures	25%	22%	22%	22%
5) Direct debt per capital	$763	$700	$644	$700
Efficiency				
1) % Increase (Decrease) in millage rate from prior year	0.00%	-2.20%	0.00%	-2.00%

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

The Human Resources Department (HR) provides overall policy direction on citywide human resource management issues for all City departments. The department is responsible for labor and employee relations, classification and compensation, recruitment and selection, testing and validation, EEO compliance, employee records, organizational development, benefits administration, and strategic planning. The HR Department also manages the City's insurance contracts and risk management claims.

Goals

Continue to develop and maintain effective and positive employee relations.

Modernize the City's human resources practices in the areas of hiring, compensation, records management, employee development, benefits, testing, and compliance with federal, state, and local regulations.

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

Maintain City compliance with employment laws, including any new regulations and statutes.

Objectives

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

Increase efficiency and effectiveness in HR operations through the increased use of technology.

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

2016-17 Accomplishments

Human Resources:

Implemented the City's first online job application and recruitment system resulting in a significant increase in the number of qualified applicants, the elimination of unnecessary paper, and efficiencies in candidate scheduling and communication.

Administered more than 100 competitive examinations to comply with civil service hiring rules and ensure that candidate selection is based on merit.

Conducted a successful competitive recruitment for Certified Police Officer, resulting in the hiring of four new sworn police officers.

Conducted successful competitive recruitments for Administrative Assistant in which more than 120 applications were processed, resulting in the hiring of two employees.

2016-17 Accomplishments (continued)

Conducted a successful competitive recruitment for Police Dispatcher I, processing 160 applications and administered more than 60 examinations.

Conducted a successful competitive recruitment for Maintenance Worker 1, in which 60 applications were processed, resulting in the hiring of seven new employees.

Conducted a successful competitive recruitment for Professional Services Specialist, in which more than 180 applications were processed, resulting in the hiring of two new employees.

Processed and coordinated background checks for all current employees and volunteers at the Senior Center and more than 100 volunteer coaches who use City recreation facilities.

Processed the hiring of 60 new and returning P/T recreation leaders and lifeguards for the summer camp program, including drug screening and fingerprint background checks.

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

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

Workers' Compensation:

Continued the reduction of 5% in the City's workers' compensation premium by enforcing the City's drug-free workplace policy.

Reduced the number of workers' compensation claims through a team effort of management and employees to create a safer work environment.

Risk Management:

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

Filed claims on behalf of the City and aggressively pursued reimbursement for insured losses, including the January 2017 tornado damage to City property.

FY 2017-18 Budget Highlights

- Proposed budget is $6,659 or 2.8 % higher than FY2016/2017.
- Increase due to the increase in professional services for background checks and fingerprinting costs, as well as increases in salary, pension and health insurance costs.

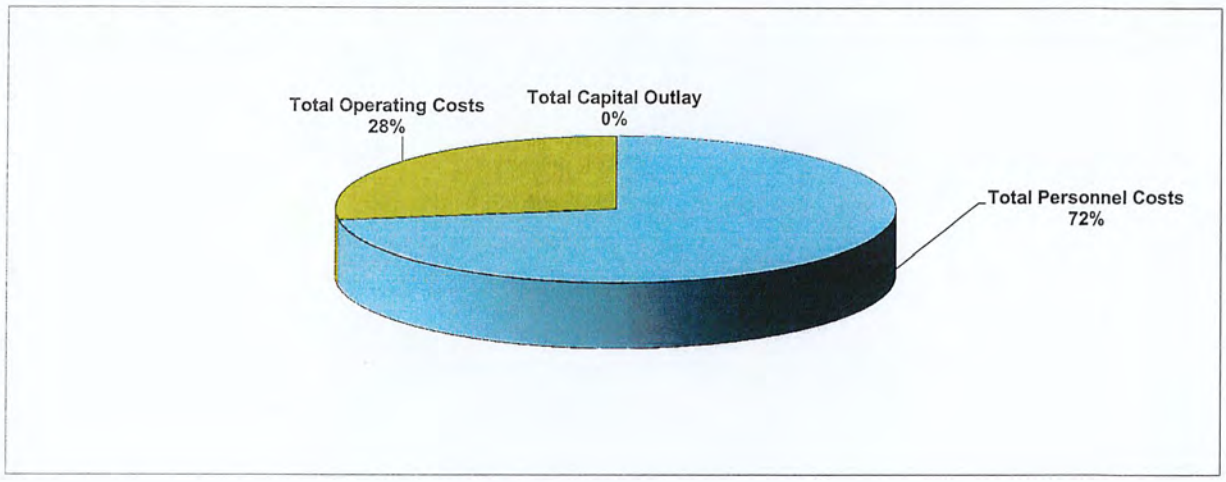
FY 2017-18 Budget Highlights (continued)

- Budget Summary:

Budgeted Revenues	$ -0-
Budgeted Expenditures	$239,921
Net cost of Department	$239,921

HUMAN RESOURCES DEPARTMENT
Expenditure Detail

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
PERSONNEL						
Salaries	$ 127,842	$ 133,195	$ 123,090	$ 128,777	53.7%	4.6%
Payroll Taxes	9,486	9,928	8,094	8,494	3.5%	4.9%
Pension & Retirement	6,711	6,916	16,682	18,001	7.5%	7.9%
Health Insurance	12,344	11,958	18,011	18,341	7.6%	1.8%
Workers' Compensation	279	336	308	322	0.1%	4.5%
Total Personnel Costs	$ 156,662	$ 162,333	$ 166,185	$ 173,936	72.5%	4.7%
OPERATING						
Professional Services	52,105	62,387	44,800	55,400	23.1%	23.7%
Contractual Services	3,856	531	-	-	0.0%	0.0%
Travel & Related Costs	-	-	1,500	1,200	0.5%	-20.0%
Telephone/Internet	1,888	1,843	1,948	1,972	0.8%	1.2%
Postage	215	223	257	250	0.1%	-2.7%
Advertising & Promotions	886	-	1,500	200	0.1%	-86.7%
Office Supplies	1,116	1,356	601	1,400	0.6%	132.9%
Operating Supplies	489	2,382	2,700	500	0.2%	-81.5%
Dues, Memberships & Subsc.	-	-	2,000	1,200	0.5%	-40.0%
Training & Education	-	-	1,000	1,000	0.4%	0.0%
Liablity Insurance	3,144	3,060	2,771	2,862	1.2%	3.3%
Total Operating Costs	$ 63,699	$ 71,782	$ 59,077	$ 65,984	27.5%	11.7%
CAPITAL OUTLAY						
Machinery & Equipment	-	-	8,000	-	0.0%	100.0%
Total Capital Outlay	$ -	$ -	$ 8,000	$ -	0.0%	100.0%
TOTAL EXPENSES	**$ 220,361**	**$ 234,115**	**$ 233,262**	**$ 239,921**	**100.0%**	**2.9%**



Personnel Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
Human Resources Director/Risk Mgr	1	1	1	1	50.0%	0.0%
Human Resources Specialist II	1	1	1	1	50.0%	0.0%
Total of Full-time employees	2	2	2	2	100.0%	0.0%
Part Time Employees	0	0	0	0	0.0%	0.0%
DEPARTMENT TOTAL	**2**	**2**	**2**	**2**	**100.0%**	**0.0%**

HUMAN RESOURCES DEPARTMENT
PERFORMANCE MEASURES

Indicator	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Goal
Outputs				
Number of employee training seminars offered	2	2	2	2
Implement an online job application system	-	-	100%	100%
Effectiveness				
% of existing job descriptions reviewed and updated	-	-	20%	40%
% of workers' comp claims reported within 24 hrs/1 workday	-	-	100%	100%
Efficiency				
% of civil service eligible lists created within 30 days	95%	95%	95%	95%
% of part-time vacancies filled within 30 days	100%	100%	100%	100%
% of existing HR Dept paper files archived or scanned	-	-	20%	40%

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.

2016-17 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.

Finance Department-Administrative Division

2016-17 Accomplishments (continued)

- Received an unqualified audit from the City's external auditors for the fiscal year ending September 30th, 2016.

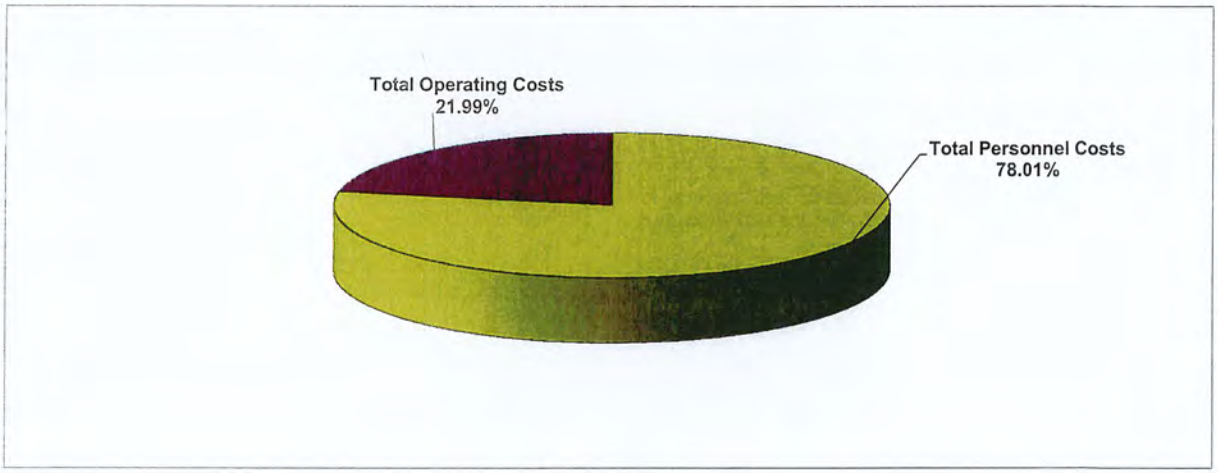
FY 2017-18 Budget Highlights

- Proposed budget is $895 or 0.2 % higher than FY2016/2017.
- Increase is due to salary, health insurance and pension costs increases for FY17-18.
- Budget Summary:

Budgeted Revenues	$ -0-
Budgeted Expenditures	$411,843
Net cost of Department	$411,843

FINANCE DEPARTMENT
Administration Division-Expenditure Detail

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
PERSONNEL						
Salaries	250,009	243,205	$ 182,494	$ 193,825	47.1%	6.2%
Part Time Year Round	56,348	98,215	52,780	52,780	12.8%	0.0%
Payroll Taxes	22,692	25,360	15,737	16,461	4.0%	4.6%
Pension & Retirement	23,624	21,357	21,101	24,570	6.0%	16.4%
Health Insurance	33,781	34,041	32,244	33,021	8.0%	2.4%
Workers' Compensation	598	816	588	617	0.1%	4.8%
Total Personnel Costs	$ 387,052	$ 422,994	$ 304,944	$ 321,273	78.0%	5.4%
OPERATING						
Professional Services & Audit Fees	58,828	49,030	65,000	51,470	12.5%	-20.8%
Travel & Related Costs	2,405	2,230	1,000	2,000	0.5%	100.0%
Telephone/Internet	4,649	4,575	4,343	3,219	0.8%	-25.9%
Repairs & Maintenance	3,016	2,807	2,700	2,700	0.7%	0.0%
Rentals & Lease	2,319	2,307	1,979	2,400	0.6%	21.3%
Printing & Binding	5,861	4,334	6,000	4,500	1.1%	-25.0%
Advertising & Promotions	420	-	1,500	500	0.1%	-66.7%
Office Supplies	1,253	1,203	1,543	1,500	0.4%	-2.8%
Courier,UPS, Fedex-Overnight	253	189	500	300	0.1%	-40.0%
Postage	3,628	3,690	3,043	2,600	0.6%	-14.6%
Operating Supplies	3,574	3,306	3,500	3,500	0.8%	0.0%
Dues, Memberships & Subsc.	2,787	2,388	2,500	2,500	0.6%	0.0%
Training & Education	169	415	500	500	0.1%	0.0%
Liability Insurance	7,896	8,412	6,196	6,381	1.5%	3.0%
Other Current Charges	6,519	11,035	5,700	6,500	1.6%	14.0%
Total Operating Costs	$ 103,577	$ 95,921	$ 106,004	$ 90,570	22.0%	-14.6%
CAPITAL OUTLAY						
Machinery & Equipment	-	-	-	-	0.0%	0.0%
Total Capital Outlay	$ -	$ -	$ -	$ -	0.0%	0.0%
TOTAL EXPENSES	**$ 490,629**	**$ 518,915**	**$ 410,948**	**$ 411,843**	**100.0%**	**0.2%**



Personnel Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
Finance Director	0.5	0.5	0.25	0.25	5.3%	0.0%
Comptroller	0	0	0	0	0.0%	0.0%
Accounting Clerk II	1	1	1	1	21.1%	0.0%
Accounting Clerk I	0	0	0.5	0.5	10.5%	50.0%
Accounting Clerk III	1	1	2	2	42.1%	0.0%
Accounting Systems Analyst	0.7	0.7	0.0	0.0	0.0%	0.0%
Total of Full time employees	3.2	3.2	3.75	3.75	78.9%	0.0%
Part-time Employee						
Comptroller	1	1	1	1	21.1%	0.0%
Clerical Assistant	1	1	0	0	0.0%	0.0%
DEPARTMENT TOTAL	**5.2**	**5.2**	**4.75**	**4.75**	**100.0%**	**0.0%**

Finance Department-Professional Services Division

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

Goals

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

Objectives

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

2016-17 Accomplishments

- Creation of City of Miami Springs Facebook Page
- Redesign of City information in the Gazette
- Redesign of Springs Connection
- New E Newsletter subscription option
- New event advertisement on Eventbrite.com
- Reviewed and processed 830 purchase orders
- 2 - eight page "Springs Connection" Newsletters mailed EDDM
- 4 - four page "Springs Connection" Newsletters posted on E-news website
- 12 Gazette News Bulletins
- 23 Flyers/Posters

Finance Department-Professional Services Division

2016-17 Accomplishments (continued)

- Guide to City Services Booklet
- 257 Tweets for @miamispringsFLand @miamispringsGC

FY 2017-18 Budget Highlights

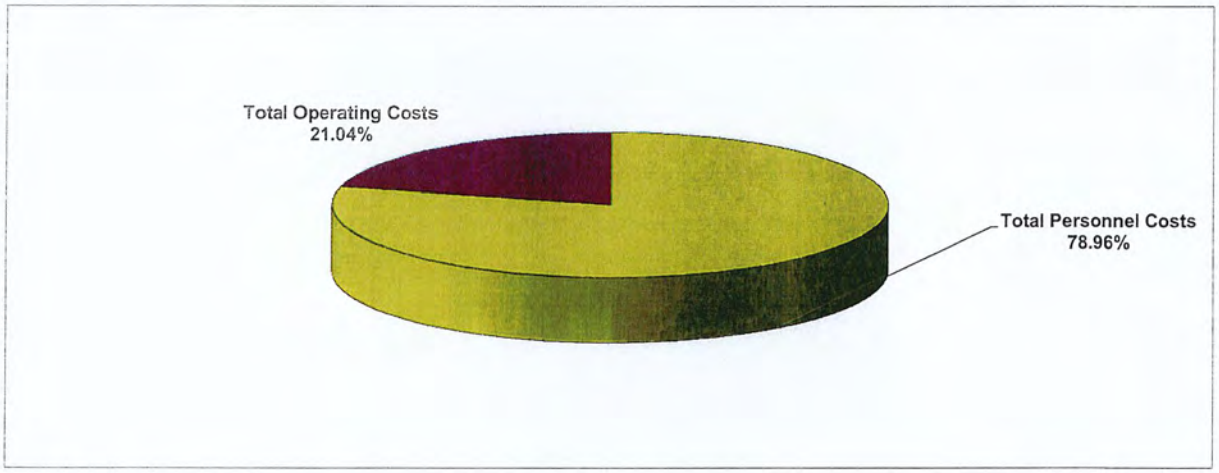
- Proposed budget is $ 2,881 or 1.4% lower than FY2016/2017.

- Budget Summary:

Budgeted Revenues	$ -0-
Budgeted Expenditures	$204,112
Net cost of Department	$204,112

FINANCE DEPARTMENT
Professional Services Division-Expenditure Detail

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
PERSONNEL						
Salaries	$ 192,276	$ 164,364	$ 136,844	119,711	59.3%	-12.5%
Payroll Taxes	14,028	12,035	9,271	7,917	3.9%	-14.6%
Pension & Retirement	8,698	8,847	6,617	14,564	7.2%	120.1%
Health Insurance	31,306	23,660	16,564	16,784	8.3%	1.3%
Workers' Compensation	393	552	342	299	0.1%	-12.5%
Total Personnel Costs	$ 246,701	$ 209,458	$ 169,638	$ 159,275	79.0%	-6.1%
OPERATING						
Professional Services	2,263	451	2,000	500	0.2%	-75.0%
Travel & Related Costs	107	-	500	500	0.2%	0.0%
Telephone/Internet	-	-	-	539	0.3%	100.0%
Printing & Binding	19,826	10,273	16,500	22,600	11.2%	37.0%
Advertising & Promotions	1,071	1,066	1,000	1,000	0.5%	0.0%
Office Supplies	284	537	500	800	0.4%	60.0%
Courier,UPS, Fedex-Overnight	105	114	200	200	0.1%	0.0%
Postage	7,760	5,284	9,450	7,000	3.5%	-25.9%
Operating Supplies	-	-	800	765	0.4%	-4.4%
Dues, Memberships & Subsc.	1,714	492	1,825	4,373	2.2%	139.6%
Training & Education		1,719	1,500	1,500	0.7%	100.0%
Liability Insurance	4,452	5,004	3,080	2,661	1.3%	-13.6%
Total Operating Costs	$ 37,582	$ 24,940	$ 37,355	$ 42,438	21.0%	13.6%
CAPITAL OUTLAY						
Machinery & Equipment	-	-	-	-	0.0%	0.0%
Total Capital Outlay	$ -	$ -	$ -	$ -	0.0%	0.0%
TOTAL EXPENSES	**$ 284,283**	**$ 234,398**	**$ 206,993**	**$ 201,712**	**100.0%**	**-2.6%**



Personnel Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
Professional Services Manager	1	1	0	0	0.0%	0.0%
Grant Writer/PIO Officer	1	1	1	1	40.0%	0.0%
Administrative Assistant I	1	1	0.5	0.5	20.0%	0.0%
Procurement Specialist	-	-	1	1	40.0%	0.0%
Total of Full time employees	3	3	2.5	2.5	100.0%	0.0%
DEPARTMENT TOTAL	**3**	**3**	**2.5**	**2.5**	**100.0%**	**0.0%**

FINANCE DEPARTMENT
PERFORMANCE MEASURES

Indicator	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 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	3	4	3	4
Issue 12 Monthly Fact Sheets	2	0	1	0
Tweet at least 4 days per week (208 Tweets)	850 as of 9.22.	106	257	208
Other flyers/bulletins/programs/publications	37	29	30	24
Effectiveness				
Number of audit adjustments by Auditors	0	0	0	0
Number of days to close the year-end books	28	28	28	28
Number of days to complete the Comprehensive Annual Financial Report	98	98	98	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 Weiss Serota Helfman Cole & Bierman P.A.

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 2017-18 Budget Highlights

- Proposed budget is $4,000 or 2.3% higher than FY16-17.
- Budget Summary:

Budgeted Revenues	$ -0-
Budgeted Expenditures	$170,000
Net cost of Department	$170,000

OFFICE OF THE CITY ATTORNEY
Expenditure Detail

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
OPERATING						
Professional Services	$ 160,172	$ 155,797	$ 165,000	$ 170,000	100.0%	3.0%
Training and Education	150	-	500	-	0.0%	-100.0%
Dues, Memberships & Subsc.	1,480	480	500	0	0.0%	-100.0%
Total Operating Costs	$ 161,802	$ 156,277	$ 166,000	$ 170,000	100.0%	2.4%
TOTAL EXPENSES	**$ 161,802**	**$ 156,277**	**$ 166,000**	**$ 170,000**	**100.0%**	**2.4%**

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 residents, business operators, and visitors.

Planning and Zoning Department

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

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

Goals and Objectives:

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

Objective:	Perform necessary services to affect the Departmental Mission.

FY2015-16 Accomplishments

- Continue to compile a list of suggested code amendments to better represent the City's goals and objectives.
- Made changes to the zoning code to produce better quality development.
- Created development orders for approved projects to make clear the approval granted and the required conditions.
- On-going permit review.
- Frequent meetings with residents, developers and contractors to discuss code regulations and plans.
- Held meetings with architects and developers to discuss potential development projects.
- Prepared variance cases for the Board of Adjustment (3 meetings, 5 cases).
- Prepared site plan review cases for the Board of Appeals.(1 meetings, 2 cases).

FY2016-17 Budget Highlights

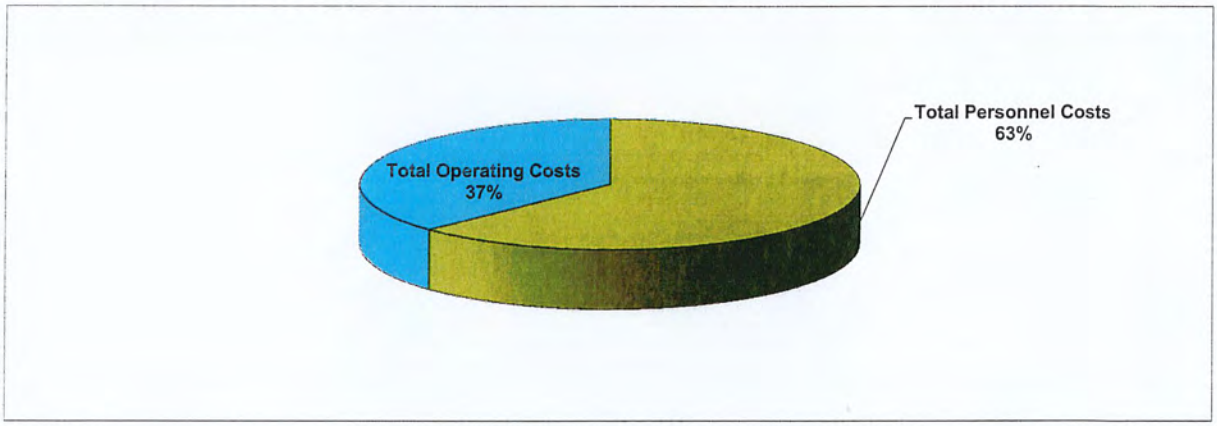
- Proposed budget is $37,448 or 50.3 % higher than FY2016/2017 due to the requested funding of $35,000 for the EAR evaluation report required every 5-7 years.

- Budget Summary:

Budgeted Revenues	$ 48,000
Budgeted Expenditures	$ 112,268
Net cost of Department	$ 64,268

PLANNING DEPARTMENT
Expenditure Detail

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
PERSONNEL						
Salaries	5,847	-	$ 7,618	$ 8,240	7.3%	8.2%
Part Time Year Round	50,960	51,667	53,009	54,588	48.6%	3.0%
Payroll Taxes	4,345	3,952	4,506	4,671	4.2%	3.7%
Pension & Retirement	838	-	820	1,002	0.9%	22.3%
Health Insurance	1,257	-	1,778	1,812	1.6%	1.9%
Workers' Compensation	117	144	152	157	0.1%	3.3%
Total Personnel Costs	$ 63,364	$ 55,763	$ 67,883	$ 70,470	62.8%	3.8%
OPERATING						
Professional Services	3,407	-	-	35,000	31.2%	100.0%
Travel & Related Costs	-	1,642	1,500	1,500	1.3%	0.0%
Courier,UPS, Fedex-Overnight				-	0.0%	0.0%
Printing & Binding	194	207	200	200	0.2%	0.0%
Postage	698	709	819	800	0.7%	-2.3%
Office Supplies	111	72	700	500	0.4%	-28.6%
Operating Supplies	65	-	-	100	0.1%	100.0%
Dues, Memberships & Subsc.	232	45	425	425	0.4%	0.0%
Advertising				-	0.0%	0.0%
Liability Insurance	1,464	1,368	1,365	1,396	1.2%	2.3%
Telephone/Internet	1,287	1,335	1,428	1,376	1.2%	-3.6%
Education & Training	423	232	500	500	0.4%	0.0%
Total Operating Costs	7,881	5,610	6,937	41,797	37.2%	502.5%
CAPITAL OUTLAY						
Machinery & Equipment	-	-	-	-	0.0%	0.0%
Total Capital Outlay	$ -	$ -	$ -	$ -	0.0%	0.0%
TOTAL EXPENSES	**$ 71,245**	**$ 61,373**	**$ 74,820**	**$ 112,268**	**100.0%**	**50.1%**



Personnel Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
City Planner-Part Time	1	1	1	1	80.0%	0.0%
Adminsitrative Assistant I	0.25	0.25	0.25	0.25	20.0%	0.0%
Total of Part Time employees	**1.25**	**1.25**	**1.25**	**1.25**	100.0%	0.0%
DEPARTMENT TOTALS	**1.25**	**1.25**	**1.25**	**1.25**	**100.0%**	**0.0%**

PLANNING DEPARTMENT
PERFORMANCE MEASURES

Indicator	2013-14 Actual	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Goal
Outputs					
1. Revision of Problem Zoning Code Sections	ON-GOING	ON-GOING	ON-GOING	ON-GOING	ON-GOING
2. Adoption of Revised Sign Code	ON-GOING	ON-GOING	ON-GOING	ON-GOING	ON-GOING
4. Adoption of Revised CBD & NMB Districts	N/A	ON-GOING	ON-GOING	ON-GOING	ON-GOING
Effectiveness					
1. Number of Board of Adjustment (BOA) Cases Prepared	8	19	11	3	4
2. Number of Zoning & Planning (Z & P) Board Cases Prepared	0	2	5	0	1
Efficiency					
1. Number of BOA Cases Postponed Due to Incomplete Case Files	0	0	0	1	0
2. Number of Z & P Cases Postponed Due to Incomplete Case Files	0	0	0	0	0

Miami Springs Police Department

Mission Statement

Our mission is the reduction of crime and the improvement of the quality of life. In accomplishing these goals, personal service will be our commitment, honor and integrity our mandate. We respect the dignity and personal liberties of all people. We strive to maintain a partnership with the community to ensure that Miami Springs remains a place where people can live and work safely, 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, FBI's ICAC, SLOT, CST & multi-agency TRT.

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.

Provide an assigned vehicle for every officer.

Provide an assigned laptop computer for every officer.

Reduction of vehicle burglaries at commercial business parking lots.

Increase public awareness of crime prevention.

Reduce speeding infractions in residential and commercial areas.

Implement a Defensive Tactics Training Program.

Objectives

Increase the commitment to addressing the growing 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)/South Florida Money Laundering Strike Force.

Objectives (continued)

Utilize grants and alternate funding sources to facilitate additional training and equipment to enhance terrorism preparedness, and active shooter response.

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

Increase area checks and CST activity in commercial areas to combat vehicle thefts and burglaries.

Increase the number of STEPs conducted by Officers to decrease the number of speeders and speeding complaints.

Continue to issue monthly press releases and public safety announcements through all communication outlets.

2016-17 Accomplishments

- Purchased and deployed four laptops for the Detectives
- Purchased and deployed four laptops for the patrol Sergeants
- Purchased and deployed four tablets for the Motor Officers
- Purchased and deployed three laptops for the Lieutenants
- Purchased new voice recording hardware. Now the phones, local radio and county radio are being recorded.
- Replaced two dispatch computers
- Replaced computer for the Fortis scanner.
- Purchased and deployed a Mobile Automated License Plate Reader
- Purchased and deployed a pole mounted radar device that gathers data in an effort to target residential areas where speeding is prevalent
- Purchased, provided training and issued Officers Combat Tourniquets
- Hired 6 new Officers inclusive of 2 MSPD Police Recruits who attended and graduated from the City of Miami Police Academy, promoted one Sergeant.
- 2 MSPD Public Service Aides attended and graduated from the Broward Community College Police Service Aide Academy.
- 2 MSPD Command Staff became members of the International Association of Chiefs of Police.
- 2 MSPD Command Staff became members of the Miami Dade County Association of Chiefs of Police.

2016-17 Accomplishments (continued)

- 1 MSPD Command Staff became a member of the Police Executive Research Forum.
- 3 MSPD Officer's achieved their Instructors Designation from the Florida Department of Law Enforcement (Taser, Firearms, and Defensive Tactics).
- Trained 3 Officers in C.I.T. (Crisis Intervention Training).
- Trained 13 Officers in ALERRT (Advanced Law Enforcement Rapid Response Training).
- Sent Command Staff member to the Southern Police Institute Chief Executive Leadership Course.
- Implemented and trained members of the Detective Bureau on the Pinellas County Automated Facial Recognition System.
- 1 MSPD Officer attended the S.W.A.T (Special Weapons & Tactics) training course and became a member of the current SRT/Multi Agency Tactical Response Team.
- Hosted a Multi-Agency Traffic Educational/Enforcement Event.

(Investigations Division)

Training

During the current fiscal year, one or more members of the Investigations Division have received the following training:

- Advanced Law Enforcement Rapid Response Training
- Auto Theft For Patrol Officers
- Automated Facial Recognition
- FCIC/NCIC Limited Access Certification Training
- Internal Affairs Investigations
- Interview and Interrogations
- Middle Management
- Procedural Justice
- Search and Arrest Warrant Preparations
- Legalization of Marijuana
- Officer Involved Shootings

After the Miami Springs Police Department joined the federally funded Internet Crimes Against Children (ICAC) Task Force, two members of the Investigations Division were assigned to work with the Task Force. As a result, both Officers have continued to receive the following specialized training:

- Undercover Online Investigations
- Multiple training courses and certifications in Peer-to-Peer network investigations

2016-17 Accomplishments (continued)

Other notable accomplishments

- The Miami Springs Police Department continued to participate in the FBI's Child Exploitation Task Force with two members of the Investigations Division maintaining full Federal credentials in accordance with the Task Force agreement.
- As part of the federally funded ICAC Task Force, two members of the Investigations Division have assisted various Federal and Local agencies in multiple Child Exploitation operations/investigations throughout Miami-Dade County.
- In March 2017, the two Officers assigned to the ICAC Task Force conducted an Undercover Online Operation which led to the arrest of two subjects attempting to sexually abuse minors.
- Two members of the Investigations Division that have been cross-designated to participate in Homeland Security Investigations (HSI) narcotics investigations, assisted in multiple operations.

Police Department

FY 2017-18 Budget Highlights

- The FY2017-18 budget is $111,618 or a 1.7% increase from the prior year. The following are some key items included in the proposed budget:

  1. Increase of 3% for pay raise in accordance to FOP contract.

  2. Increase of approx. $70,000 due to the reclassification of the Assistant IT Manager to Police Network Administrator to provide full time IT support to Police. This position will be replaced in the IT Department by a part time person to assist the IT Director...

  3. Increase of $47,994 in repairs and maintenance is due to the request for additional software licensing for all computers.

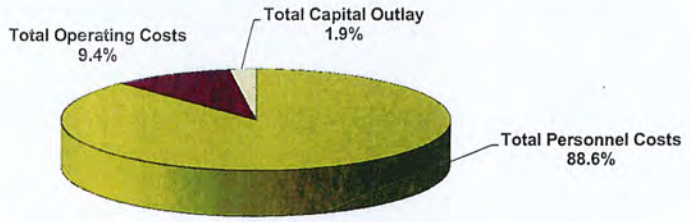
- Budget Summary:

Budgeted Revenues	$ 512,000 (includes $400,000 in red light)
Budgeted Expenditures	$ 6,498,733
Net cost of Department	$5,986,733

- Budget includes $88,500 for three new police vehicles with equipment, $19,319 for 4-camera license plate readers, $35,000 for ten Toughbook laptops for patrol vehicles.

POLICE DEPARTMENT
Expenditure Detail

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
PERSONNEL						
Executive Salaries	$ 479,365	$ 504,658	$ 473,063	$ 502,377	7.7%	6.2%
Regular Salaries	2,678,432	2,636,362	2,638,199	2,682,158	41.3%	1.7%
Police Dept Civilians	392,278	370,414	457,536	534,900	8.2%	16.9%
Part Time Year Round	35,582	42,220	71,768	75,918	1.2%	5.8%
Overtime	67,091	107,140	100,000	129,200	2.0%	29.2%
Special Pay	33,840	32,570	36,000	36,000	0.6%	0.0%
Payroll Taxes	271,359	277,457	294,672	302,982	4.7%	2.8%
Pension & Retirement	721,112	768,963	740,776	690,890	10.6%	-6.7%
Health Insurance	502,815	447,074	507,239	493,579	7.6%	-2.7%
Workers' Compensation	366,438	267,182	240,274	258,155	4.0%	7.4%
Total Personnel Costs	$ 5,548,312	$ 5,454,040	$ 5,559,527	$ 5,706,160	87.8%	2.6%
OPERATING						
Professional Services	23,084	14,522	44,850	27,070	0.4%	-39.6%
Contractual Services	7,824	10,419	9,746	10,186	0.2%	4.5%
Travel & Related Costs	8,488	10,848	12,375	12,600	0.2%	1.8%
Repairs & Maintenance	29,448	45,571	52,334	100,649	1.5%	92.3%
Rentals & Lease	2,688	2,660	24,390	39,700	0.6%	62.8%
Printing & Binding	425	955	1,150	1,200	0.0%	4.3%
Advertising & Promotions	3,121	4,123	4,700	5,100	0.1%	8.5%
Office Supplies	4,581	5,037	5,200	5,300	0.1%	1.9%
Postage	559	512	546	550	0.0%	0.7%
Operating Supplies	23,250	40,540	48,266	54,395	0.8%	12.7%
Uniforms	76,628	107,656	86,565	93,644	1.4%	8.2%
Vehicle registration and tag	850	1,028	1,500	1,500	0.0%	0.0%
Courier,UPS, Fedex-Overnight	439	490	975	1,000	0.0%	2.6%
Dues, Memberships & Subsc.	2,449	3,051	3,225	4,635	0.1%	43.7%
Training & Education	20,179	40,467	48,845	26,300	0.4%	-46.2%
Liability Insurance	89,747	95,133	94,838	95,639	1.5%	0.8%
Fleet Maintenance	75,231	68,230	79,500	79,500	1.2%	0.0%
Fuels,Oils, Lubricants	60,028	45,337	64,000	65,000	1.0%	1.6%
Telephone/Internet/Beepers	17,724	16,758	22,556	25,786	0.4%	14.3%
Total Operating Costs	$ 446,743	$ 513,337	$ 605,561	$ 649,754	10.0%	7.3%
CAPITAL OUTLAY						
Vehicles	132,531	142,108	163,635	88,500	1.4%	-45.9%
Machinery & Equipment	35,944	84,598	58,412	54,319	0.8%	-7.0%
Total Capital Outlay	$ 168,475	$ 226,706	$ 222,047	$ 142,819	2.2%	-35.7%
TOTAL EXPENSES	**$ 6,163,530**	**$ 6,194,083**	**$ 6,387,135**	**$ 6,498,733**	**100.0%**	**1.7%**



Personnel Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
Chief of Police	1	1	1	1	1.5%	0.0%
Captain	1	1	1	1	1.5%	0.0%
Lieutenant	2	3	3	3	4.6%	0.0%
Sergeant - CPO	1	1	1	1	1.5%	0.0%
Sergeant	4	4	4	4	6.2%	0.0%
Officer - Detective	5	5	5	5	7.7%	0.0%
Officer - Motor	4	4	4	4	6.2%	0.0%
Officer - K9	2	2	2	2	3.1%	0.0%
Officer	22	22	22	22	33.8%	0.0%
Communications Supervisor	1	1	1	1	1.5%	0.0%
Dispatcher I	5	6	6	6	9.2%	0.0%
Dispatcher II	1	1	1	1	1.5%	0.0%
Police Sr.Executive Assistant	1	1	1	1	1.5%	0.0%
Police Recruits	0	0	2	2	3.1%	0.0%
Police Network Administrator	-	-	-	1	1.5%	100.0%
Admin. Sp. II	1	2	2	2	3.1%	0.0%
Admin. Sp. I	2	0	0	0	0.0%	0.0%
Total of Full time employees	53	54	56	57	87.7%	1.8%
Part Time Employees						
Clerical Assistant	1	1	2	2	3.1%	0.0%
Public Service Aides	2	2	2	2	25.0%	0.0%
School Crossing Guards	4	4	4	4	6.2%	0.0%
Total of Part time employees	7	7	8	8	12.3%	0.0%
DEPARTMENT TOTAL	60	61	64	65	100.0%	1.6%

POLICE DEPARTMENT- School Crossing Guards
Expenditure Detail

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
PERSONNEL						
Part Time Year Round	$ 17,138	$ 17,109	$ 23,884	$ 23,257	87.9%	-2.6%
Payroll Taxes	1,310	1,310	1,827	1,779	6.7%	-2.6%
Worker's Compensation	670	732	736	716	2.7%	-2.7%
Total Personnel Costs :	$ 19,118	$ 19,151	$ 26,447	$ 25,753	97.4%	-2.6%
OPERATING						
Uniforms	-	391	400	400	1.5%	0.0%
Other	-	293	300	300	1.1%	0.0%
Total Operating Costs :	$ -	$ 684	$ 700	$ 700	2.6%	0.0%
TOTAL EXPENSES	**$ 19,118**	**$ 19,835**	**$ 27,147**	**$ 26,453**	**100.0%**	**-2.6%**

POLICE DEPARTMENT
PERFORMANCE MEASURES

Indicator	2014-15 Actual	2015-16 Goal	2015-16 Actual	2016-17 Actual	2017-18 Goal
Outputs					
Crime Index	989	900	764	846	800
Crime rate (per 1,000)	73	70	57	63	60
Number of arrests	449	500	292	397	450
Reported Traffic Accidents	582	600	556	519	500
Traffic/parking citations	4,928	5,500	4,022	4,997	5,500
Effectiveness					
Average call response time (min.)	2:53	2:45	2.:46	3:03	2:45
Clearance rate of Class I Crimes	15.97%	20.00%	20.31%	16.29%	20.00%
Efficiency					
Expenditures per resident population	$433.48	$435.00	$459.68	$452.99	$460.90

CODE COMPLIANCE DEPARTMENT

MISSION STATEMENT

The purpose of the Code Compliance Department is to protect the health, safety, and welfare of our residents by honoring and fulfilling the standards found in the City of Miami Springs Municipal Code; to maintain and improve the appearance of our neighborhoods and business districts to protect property values and enhance the economic setting. The Department provides our Citizens with the highest quality of service while attempting to obtain voluntary compliance from our residents, whenever possible, by administering a fair and unbiased compliance program. The character and principles of our Code Unit will ensure that our determination will always be present and we will always attempt to deter blight within our beautiful City of Miami Springs.

CODE COMPLIANCE DEPARTMENT

The Code Compliance Department is responsible for the patrolling of the Cities residential, and commercial properties, to ensure that those properties are in compliance with the City's Code of Ordinance pertaining to zoning, health, and safety regulations.

The department, through Code Compliance promotes, protects and ensures the safety and welfare of the citizens of Miami Springs by assisting Property Owners, Residents, and Business Owners in the active compliance with the City Miami Springs, Miami Dade County and the State of Florida Code of Ordinances.

GOALS

- To educate and inform the residents and business owners of current City Codes and possible violations, by means of a monthly Code Compliance Corner Article in the local newspaper.
- To collect appropriate Business Tax License fees, to issue new Business Tax Licenses in accordance to State of Florida Regulations. To secures fees for renewals no later than February. 1, 2018.
- Maintain and follow up on all Code Compliance cases in an appropriate time manner and status, such as closed or active during the Fiscal year. Close all cases within 3 months of initial contact, unless specific extensions have been granted or pending Code Enforcement Board orders.

OBJECTIVES

- Maintain 100% compliance of the business locations with required Business Tax Licenses, signage, and maintenance of property ordinances within the City. Prevent business locations from operating without a Business Tax License by failing to apply or renew their licenses on a timely manner.
- To survey the City streets, alleys, sidewalks and properties daily, to prevent potentials safety hazards and esthetics violations.
- To prevent a backlog of active Code Compliance cases by performing follow up inspections for a 90% compliance with the departmental timetable for Code Compliance process.

ACCOMPLISHMENTS FY16-17

- Maintained an adequate level of City monitoring, inspections and presentation in front of the Code Enforcement Board.
- Generated YTD 1856 cases.
- Officer Rosemary Novo has generated 1212 cases YTD
- Officer Lourdes Taveras generated 615 cases YTD
- Performed 1,925 follow up Code Compliance inspections

ACCOMPLISHMENTS FY16-17 (CONTINUED)

- Closed 1565 cases YTD
- Successfully prosecuted 11 cases who were presented before the Code Enforcement Board.
- Effectively generated and mailed 563 Business Tax License renewal notices for FY 2015-2016.
- Productively Collected, processed, printed and mailed 563 Business Tax renewals.
- Processed and issued 42 New Local Business Tax Licenses.
- Assisted and worked with Police Department personnel on various Code Compliance Issues.
- Worked alongside the Public Works Department to reduce overgrowth in City Alleys.

FY2017-18 Budget Highlights

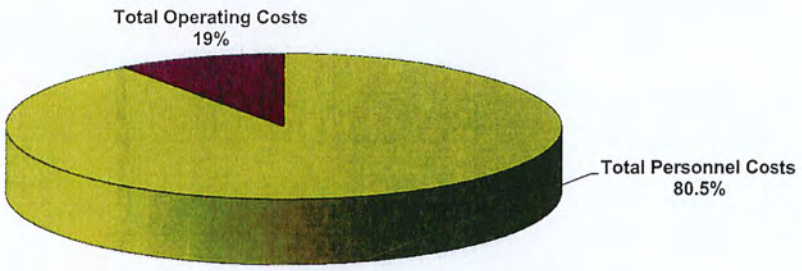
- Proposed budget is $ 20,564 or 12.9% higher than FY2016/2017.
- Increase is due to the salary and pension costs increases for FY17-18. As well as funding for the purchase of three laptops for the operation at a cost of $4,000.
- Budget Summary:

Budgeted Revenues	$137,000
Budgeted Expenditures	$217,032
Net deficit of the Department	$(80,032)

CODE COMPLIANCE DEPARTMENT
Expenditure Detail

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
PERSONNEL						
Salaries	*See note 1*	$ 101,018	$ 129,962	$ 147,736	69.3%	13.7%
Part Time Year Round	"	52,695	-	-	0.0%	0.0%
Overtime	"	-	-	-	0.0%	0.0%
Payroll Taxes	"	11,739	8,830	10,490	4.9%	18.8%
Pension & Retirement	"	13,472	13,991	17,974	8.4%	28.5%
Health Insurance	"	13,275	16,186	11,548	5.4%	-28.7%
Workers' Compensation	"	4,212	3,899	4,432	2.1%	13.7%
Total Personnel Costs	$ -	$ 196,411	$ 172,868	$ 192,180	90.2%	11.2%
OPERATING						
Travel & Related Costs	"	960		-	0.0%	0.0%
Repairs and Maintenance	"	1,191	1,500	1,500	0.7%	0.0%
Uniforms	"	623	1,000	1,000	0.5%	0.0%
Rentals & Lease	"	916	200	200	0.1%	0.0%
Printing & Binding	"	282	318	500	0.2%	57.2%
Postage	"	258	312	300	0.1%	-3.8%
Office Supplies	"	808	1,000	1,000	0.5%	0.0%
Operating Supplies	"	1,180	700	1,200	0.6%	71.4%
Dues, Memberships & Subsc.	"		500	500	0.2%	0.0%
Training & Education	"	121	1,000	1,000	0.5%	0.0%
Liability Insurance	"	4,884	4,876	5,232	2.5%	7.3%
Fleet Maintenance	"	5,731	4,300	6,200	2.9%	44.2%
Telephone/Internet	"	3,562	3,894	2,220	1.0%	-43.0%
Total Operating Costs	$ -	$ 20,516	$ 19,600	$ 20,852	9.8%	6.4%
CAPITAL OUTLAY						
Machinery & Equipment	"	-	-	-	0.0%	0.0%
Total Capital Outlay	$ -	$ -	$ -	$ -	0.0%	0.0%
TOTAL EXPENSES	**$ -**	**$ 216,927**	**$ 192,468**	**$ 213,032**	**100.0%**	**10.7%**

Note 1-The Code Compliance & Building functions were segragated into their own budgets for FY15-16.



Personnel Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
Code Compliance Officers	1	1.5	2	2	80.0%	0.0%
B&C Director	0.5	0.2	0.2	0.2	8.0%	0.0%
B&C Supervisor	0.0	0.0	0.0	0.3	12.0%	0.0%
Total Full Time Employees	1.5	1.7	2.2	2.5	100.0%	13.6%
DEPARTMENT TOTAL	**1.5**	**1.7**	**2.2**	**2.5**	**100.0%**	**13.6%**

CODE COMPLIANCE
PERFORMANCE MEASURES

Indicator	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Goal
Outputs				
All Business Tax Licenses will be printed and Mailed by the day after Labor Day	**9/5/2015**	**9/6/2016**	**9/4/2017**	**9/3/2017**
Process New/Active Business Licenses	N/A	**As needed**	**As needed**	**As needed**
Effectiveness				
Reduce # of Complaints in regards to Code Compliance Officers	**not used**	**Yes**	**Yes**	**Yes**
Percent of all cited customers that will be polled as to professionalism of Code Compliance (by phone).	**1% per month**	**0%**	**0%**	**0%**
Efficiency				
All Code Compliance cases will be entered within 24 hours of implementation. **Due to delinquent customers who paid late fees.	**not used**	**Daily**	**Daily**	**Daily**
Complete Re-Occupancy inspections	N/A	**Complete Within 10 Days, average 2 days**	**Complete Within 10 Days, average 2 days**	**Complete Within 10 Days, average 2 days**
Perform Garage Sale Inspections	N/A	**Weekly**	**Weekly**	**Weekly**
Return phone calls, inquiries, and complaints	N/A	**Daily**	**Daily**	**Daily**
Answer E-mail inquiries	N/A	**Daily**	**Daily**	**Daily**
Answer Public Records request	N/A	**Daily**	**Daily**	**Daily**
Perform City Wide Sweeps	N/A	**Monthly**	**As needed**	**As needed**
Write article for the Gazette	N/A	**Monthly**	**Monthly**	**Monthly/3rd Monday**
Prepare Code Enforcement Board Agenda & Packets	N/A	**Quarterly**	**As needed**	**Quarterly**
Maintain accurate documentation and case files on all investigations.	N/A	**Daily**	**Daily**	**Daily**
Prepare a variety of written reports, memos and correspondence related to enforcement activities.	N/A	**Daily**	**Daily**	**Daily**
Perform field inspections, conduct investigations and provide recommendations for resolutions.	N/A	**Daily**	**Daily**	**Daily**
Receive and respond to Citizen Complaints and reports from other departments on alleged violations of City Zoning and related municipal codes and ordinances.	N/A	**Daily**	**Daily**	**Daily**

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.

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
- Laserfiche and Sungard integration
- Police Department USA software and related components
- MDT's and mobile server for police
- Routing, management, and security of FCIC 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 migration to Laserfiche
  - Laserfiche document/scanning system
  - Acrobat Pro
  - Fore! Golf software
  - Qrep / Cognos
  - 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 for REC / Golfnow for Golf
  - Surveillance cameras
  - USA Software dispatch applications
  - MDT Mobile units for police department
  - SQL Server
  - Cisco routers and firewall security monitoring and updates

Information Technology

FY2016-17 Accomplishments

- Took over MSPD IT functions from Loxia once contract expired
- Upgraded all Police computer/laptops to USA Software V7
- Saved Active Directory by using server virtualization on PD domain
- Installed Advanced License Plate Reader system
- Installed Laserfiche document/scanning system on new server
- New pool systems for networking, computers, and voice communications
- Minimized file loss during virus outbreak with archives to cloud storage
- Upgrade anti-virus system for City and MSPD networks
- Replaced 8 year old Exchange server with new DL360 G9

FY 2017-18 Budget Highlights

- Proposed budget is $41,860 or 12.1% lower than FY2016/2017.

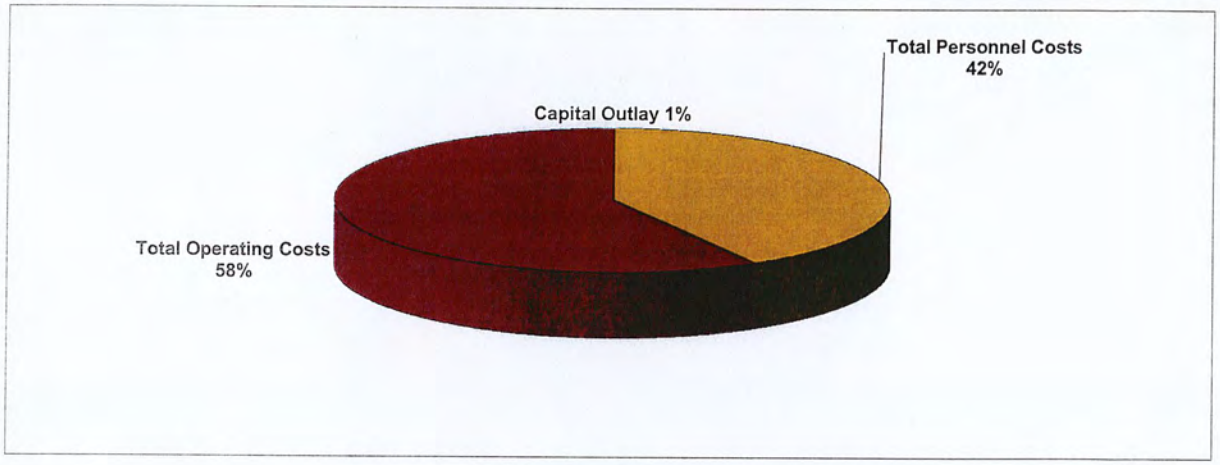
- Decrease is due to the reclassification of the Assistant IT Manager to Police Network Administrator within the Police budget. This position will be replaced by a part time person to assist the IT Director.

- Budget Summary:

Budgeted Revenues	$ -0-
Budgeted Expenditures	$304,340
Net cost of Department	$304,340

INFORMATION TECHNOLOGY
Expenditure Detail

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
PERSONNEL						
Salaries	$ 104,752	$ 119,889	$ 132,459	$ 86,503	31.7%	-34.7%
Payroll Taxes	7,717	13,007	8,093	8,439	3.1%	4.3%
Pension & Retirement	15,625	14,248	14,260	10,524	3.9%	-26.2%
Health Insurance	15,589	19,906	27,526	7,657	2.8%	-72.2%
Workers' Compensation	277	324	331	294	0.1%	-11.2%
Total Personnel Costs	$ 143,960	$ 167,374	$ 182,669	$ 113,417	41.5%	-37.9%
OPERATING						
Travel and per diem		-	500	800	0.3%	60.0%
Contractual Services	134,182	142,358	139,291	139,846	51.2%	0.4%
Telephone/Internet	2,842	3,941	5,105	4,790	1.8%	-6.2%
Repairs & Maintenance	2,270	3,834	3,975	4,000	1.5%	0.6%
Liability Insurance	3,180	3,012	3,632	3,263	1.2%	-10.2%
Office Supplies	-	241	500	800	0.3%	60.0%
Operating Supplies	1,540	2,070	1,500	2,800	1.0%	86.7%
Dues, Memberships & Subsc.	195	528	528	1,060	0.4%	100.8%
Training & Education	646	1,798	2,500	2,500	0.9%	0.0%
Total Operating Costs	$ 144,855	$ 157,782	$ 157,531	$ 159,859	58.5%	1.5%
CAPITAL OUTLAY						
Machinery & Equipment	9,504	7,219	6,000	-	0.0%	-100.0%
Total Capital Outlay	$ 9,504	$ 7,219	$ 6,000	$ -	0.0%	-100.0%
TOTAL EXPENSES	**$ 298,319**	**$ 332,375**	**$ 346,200**	**$ 273,276**	**100.0%**	**-21.1%**



Personnel Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
Information Technology Manager	1	1	1	1	50.0%	0.0%
Asst. I.T. Manager	1	1	1	-	0.0%	-100.0%
Total of Full time employees	2.0	2.0	2	1	50.0%	-50.0%
Part-time Employee						
IT Technician	0	0	-	1	50.0%	100.0%
DEPARTMENT TOTAL	**2.0**	**2.0**	**2**	**2**	**100.0%**	**0.0%**

INFORMATION TECHNOLOGY DEPARTMENT
PERFORMANCE MEASURES

Indicator	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Goal
Some outputs are not goal driven, only statistical. These will show N/A under the coming years' goal entry				
Outputs				
Number of informal Help desk calls	817	328	390	n/a
Daily average of web hits	567	455	461	600
Daily average of web visitors	329	261	267	400
Users supported	127	127	110	n/a
PC's supported	112	117	110	n/a
HW Servers	19	7	12	n/a
Virtual Servers	new	new	17	n/a
Efficiency				
Number of Hardware support calls	36	19	6	12
Number of Software support calls	432	58	255	12
Number of phone related support calls	156	17	14	12
Number of trianing hours provided	32	42	28	60
Tech staff to End User ratio	63 to 1	63 to 1	55 to1	40 to 1
Number of website related tasks	27	22	17	12
Number of network related issues	34	38	12	0
Number of server related issues	16	18	86	0

SERVICE RELIABILITY	Hrs service was down	% availability	Goal
Email uptime	72	99.17%	100.00%
File Services uptime	15	99.90%	100.00%
LaserFiche scan system	15	99.90%	100.00%
DNS	1	99.99%	100.00%
DHCP	350	96.00%	100.00%
Website	12	99.86%	100.00%
Terminal Server	6	99.93%	100.00%
DMS server	1	99.99%	100.00%
TrendMicro antivirus	1	99.99%	100.00%
Vermont Rectrac	6	99.93%	100.00%
Golfnow	16	99.82%	100.00%
MSPD-Mobile server	36	99.58%	100.00%
MSPD-SQL	36	99.58%	100.00%
MSPD Domain Controller	120	98.63%	100.00%

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.

2016-17 Accomplishments

The Public Works office has received & responded to a total of 1,240 resident phone calls regarding various requests or services

The Public Works Office has received and responded to a total of 1,590 underground location tickets for various projects City Wide

Exceeded our expectations with regards to Customer Satisfaction and Interdepartmental Interactions.

Continued our efforts in shopping for better pricing on goods and services

Reorganized and added staff for better work performance and interdepartmental training

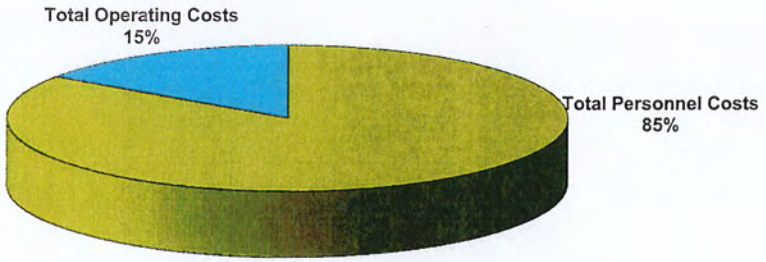
FY 2017-18 Budget Highlights

- Proposed budget is $5,290 or 1.3% higher than FY2016-17..
- ***The total Public Works budget is $1,819,924 or $32,577 lower than the total FY16-17 budget.***
- Budget Summary:

Budgeted Revenues	$ -0-
Budgeted Expenditures	$393,658
Net cost of Department	$393,658

PUBLIC SERVICES DEPARTMENT
Administration Division - Expenditure Detail

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
PERSONNEL						
Salaries	$ 230,452	$ 264,989	$ 246,371	$ 255,343	64.9%	3.6%
Overtime	63	915	1,000	1,000	0.3%	0.0%
Payroll Taxes	16,817	19,666	15,554	16,881	4.3%	8.5%
Pension & Retirement	18,219	18,439	17,475	21,659	5.5%	23.9%
Health Insurance	40,990	42,204	44,723	35,854	9.1%	-19.8%
Workers' Compensation	1,454	1,992	1,848	1,915	0.5%	3.6%
Total Personnel Costs	$ 307,995	$ 348,205	$ 326,971	$ 332,652	84.5%	1.7%
OPERATING						
Professional Services	$ -	$ -	$ -	$ -	0.0%	0.0%
Travel & Related Costs	1,075	4,200	4,700	4,400	1.1%	-6.4%
Courier, UPS, Fedex	29	148	300	250	0.1%	-16.7%
Utility Services	8,889	8,029	5,607	5,721	1.5%	2.0%
Repairs & Maintenance	-	-	500	500	0.1%	0.0%
Rentals & Lease	615	615	615	615	0.2%	0.0%
Printing & Binding	-	100	100	100	0.0%	0.0%
Postage	635	663	757	482	0.1%	-36.3%
Office Supplies	2,331	5,928	6,500	5,000	1.3%	-23.1%
Operating Supplies	13,601	7,953	6,200	6,300	1.6%	1.6%
Fuels, Oils, Lubricants	1,774	2,174	2,000	3,000	0.8%	50.0%
Dues, Memberships & Subsc.	502	325	600	500	0.1%	-16.7%
Training & Education	-	457	1,000	750	0.2%	-25.0%
Liability Insurance	28,874	30,461	22,736	23,227	5.9%	2.2%
Fleet Maintenance	2,696	5,664	3,200	4,200	1.1%	31.3%
Telephone/Internet	6,984	6,478	6,582	5,962	1.5%	-9.4%
Total Operating Costs	$ 68,005	$ 73,195	$ 61,397	$ 61,007	15.5%	-0.6%
CAPITAL OUTLAY						
Improvements Other than Bldg	-	-	-	-	0.0%	0.0%
Machinery & Equipment	-	-	-	-	0.0%	0.0%
Total Capital Outlay	$ -	$ -	$ -	$ -	0.0%	0.0%
TOTAL EXPENSES	**$ 376,000**	**$ 421,400**	**$ 388,368**	**$ 393,658**	**100.0%**	**1.4%**



	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
Public Works Director	1	1	1	1	25.0%	0.0%
Administrative Assistant I and II	0	1	1	1	25.0%	0.0%
Administrative Assistant III	1	1	1	1	25.0%	0.0%
Procurement Supervisor	1	1	1	0	0.0%	-100.0%
Matl Mgt Clerk	1	1	1	1	25.0%	0.0%
DIVISION TOTAL	**4.0**	**5.0**	**5.0**	**4.0**	**100.0%**	**-20.0%**

PUBLIC WORKS-ADMINISTRATION
PERFORMANCE MEASURES

Indicator	2014-15 Actual	2015-16 Actual	2016-17 Actual	2016-17 Goal
Outputs				
Regulatory mandates and permits in compliance	100%	100%	100%	100%
Effectiveness				
Increase management skills trainings	65%	65%	70%	75%

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.

2016-17 Accomplishments

Managed ADA Sidewalk Ramp Installation City Wide successfully completed 774 total ramps

Responded to a total of 1,590 underground line location requests to mark for utilities on various projects City Wide

Ground a total of 65 lifted sidewalks for pedestrian safety

Supervised the Milling & Paving of 2 City projects: Fairway Drive & Beverly Drive

FY 2017-18 Budget Highlights

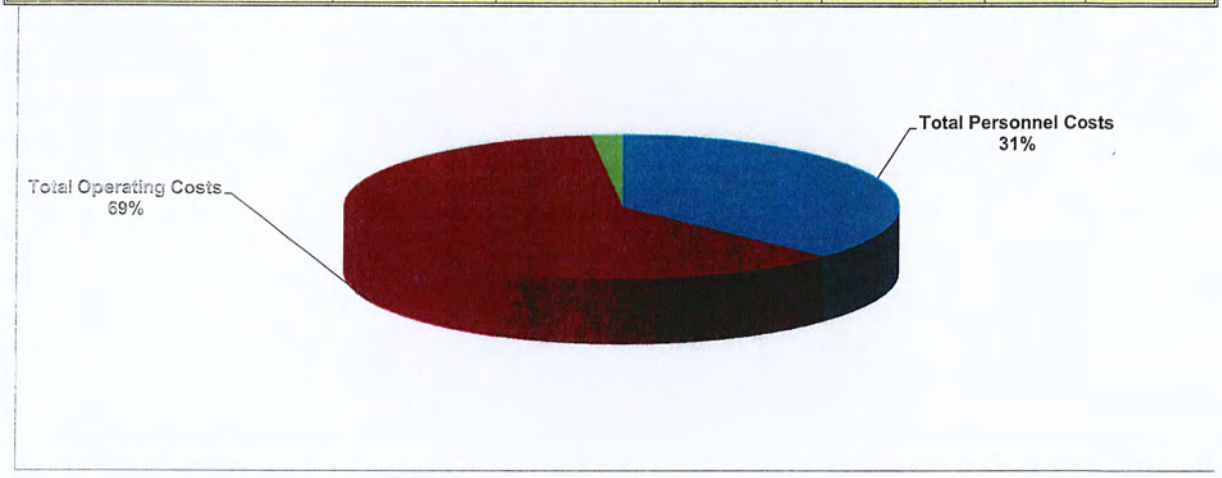
- Proposed budget is $54,499 or 11.3% lower than FY2016-17.
- Budget Summary:

Budgeted Revenues	$ -0-
Budgeted Expenditures	$426,837
Net cost of Department	$426,837

- Budget includes $50,000 for tree planting city-wide, as well as $7,950 to asphalt and repair the police parking lot..

PUBLIC SERVICES DEPARTMENT
Streets & Streetlights Division - Expenditure Detail

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
PERSONNEL						
Salaries	$ 81,404	$ 82,093	$ 122,459	$ 108,286	25.4%	-11.6%
Overtime	1,657	313	1,000	2,000	0.5%	100.0%
Payroll Taxes	6,355	6,304	7,780	6,427	1.5%	-17.4%
Pension & Retirement	-	-	2,973	7,732	1.8%	160.1%
Health Insurance	15,939	14,090	21,511	24,774	5.8%	15.2%
Workers' Compensation	5,343	7,068	10,372	9,172	2.1%	-11.6%
Total Personnel Costs	$ 110,698	$ 109,868	$ 166,095	$ 158,390	37.1%	-4.6%
OPERATING						
Contractual services	20,905	48,640	62,988	50,000	11.7%	-20.6%
Utility Services	156,311	141,535	120,386	130,390	30.6%	8.3%
Repairs & Maintenance	40,291	31,824	78,912	45,000	10.5%	-43.0%
Operating Supplies	11,466	20,161	22,000	11,000	2.6%	-50.0%
Liability Insurance	2,079	1,908	2,755	2,407	0.6%	-12.6%
Fuels, Oils, Lubricants	6,873	5,031	7,500	4,000	0.9%	-46.7%
Fleet Maintenance	33,747	27,482	20,500	17,500	4.1%	-14.6%
Total Operating Costs	$ 271,672	$ 276,581	$ 315,041	$ 260,297	61.0%	-17.4%
CAPITAL OUTLAY						
Improvements Other than Bldg	-	3,767	-	7,950	1.9%	100.0%
Machinery & Equipment	-	-	-	-	0.0%	0.0%
Total Capital Outlay	$ -	$ 3,767	$ -	$ 7,950	1.9%	100.0%
TOTAL EXPENSES	**$ 382,370**	**$ 390,216**	**$ 481,136**	**$ 426,637**	**100.0%**	**-11.3%**



Personnel Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
Equipment Operator	-	-	1	1	33.3%	0.0%
Heavy Equipment Operator	1	1	1	1	33.3%	0.0%
Maintenance Worker I	1	1	1	1	33.3%	0.0%
Total Full Time Employees	2	2	3	3	100.0%	0.0%
DIVISION TOTAL	**2**	**2**	**3**	**3**	**100.0%**	**0.0%**

PUBLIC WORKS-STREETS/SIDEWALKS PERFORMANCE MEASURES

Indicator	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Goal
Outputs				
Linear feet of underground streetlight wire replaced	3,800	3,000	0	1,000
Square footage of sidewalk replaced	25,346	1,100	10,644	2,000

Public Services – Public Properties

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

Goals

Provide essential services to the residents without interruptions

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

Maintain a properly pruned and lifted street tree canopy.

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

Objectives

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

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

2016-17 Accomplishments

In ensuring our staff is "Storm Ready" we were able to respond and successfully complete Tornado Cleanup within 48 hours of the event

Maintained the Tree City USA & Growth Award

Continued our responsibility of maintaining all City Owned property and continuing our goal of keeping Miami Springs clean of litter and potential hazards

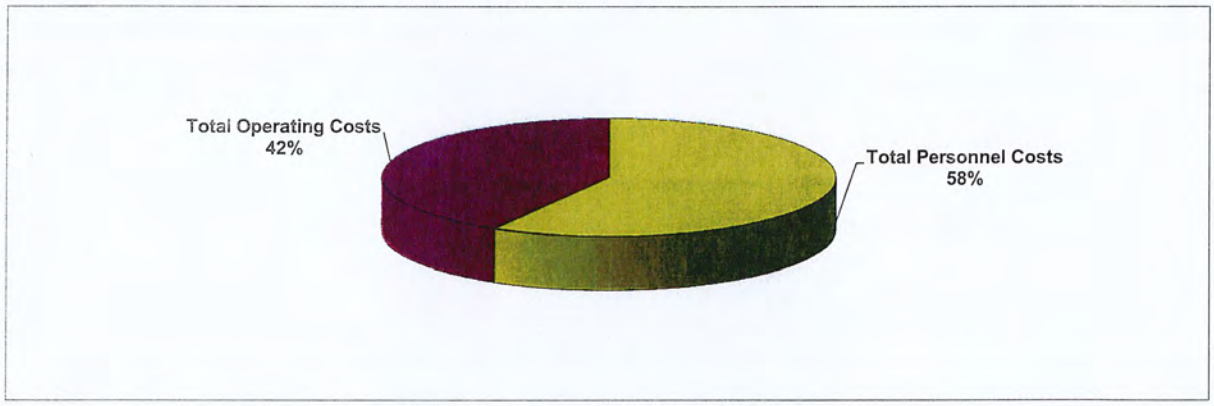
FY 2017-18 Budget Highlights

- Proposed budget is $4,236 or 0.7% higher than FY2016-17.
- Budget includes $15,000 to replant islands in downtown area.
- Budget Summary:

Budgeted Revenues	$ -0-
Budgeted Expenditures	$677,371
Net cost of Department	$677,371

PUBLIC SERVICES DEPARTMENT
Public Properties Division - Expenditure Detail

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
PERSONNEL						
Salaries	$ 183,713	$ 216,623	$ 225,441	$ 255,180	37.7%	13.2%
Overtime	534	3,056	1,000	1,500	0.2%	50.0%
Payroll Taxes	13,978	16,715	12,692	14,536	2.1%	14.5%
Pension & Retirement	15,992	20,061	24,270	27,618	4.1%	13.8%
Health Insurance	48,552	47,122	60,931	66,353	9.8%	8.9%
Workers' Compensation	11,506	19,188	19,095	21,614	3.2%	13.2%
Total Personnel Costs	$274,275	$322,765	$343,429	$386,801	57.1%	12.6%
OPERATING						
Contractual Services	153,806	90,162	90,512	118,500	17.5%	30.9%
Utility Services	65,883	75,113	60,403	62,230	9.2%	3.0%
Rentals and Leases	-	-	300	300	0.0%	0.0%
Fuels, Oils, Lubricants	5,976	7,074	9,200	7,500	1.1%	-18.5%
Operating Supplies	13,373	17,107	21,500	23,000	3.4%	7.0%
Repairs and Maintenance	-	-	50,000	-	0.0%	-100.0%
Liability Insurance	25,248	26,484	25,046	26,940	4.0%	7.6%
Fleet Maintenance	23,455	53,048	43,500	32,000	4.7%	-26.4%
Telephone/Internet	4,225	5,345	5,545	5,100	0.8%	-8.0%
Total Operating Costs	$ 291,966	$ 274,333	$ 306,006	$ 275,570	40.7%	-9.9%
CAPITAL OUTLAY						
Improvements Other than Bldg	1,200	-	23,700	15,000	0.0%	-36.7%
Machinery & Equipment			-	-	0.0%	0.0%
Total Capital Outlay	$ 1,200	$ -	$ 23,700	$ 15,000	2.2%	-36.7%
TOTAL EXPENSES	**$ 567,441**	**$ 597,098**	**$ 673,135**	**$ 677,371**	**100.0%**	**0.6%**



Personnel Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
Equipment Operator	1	1	1	0	0.0%	0.0%
Maintenance Worker I, II	5	6	7	9	100.0%	28.6%
Parks Maintenance Foreman	0	0	0	0	0.0%	0.0%
Tree Trimmer	0	0	0	0	0.0%	0.0%
Total Full Time Employees	6	7	8	9	100.0%	12.5%
DIVISION TOTAL	**6**	**7**	**8**	**9**	**100.0%**	**12.5%**

PUBLIC PROPERTIES DEPARTMENT
PERFORMANCE MEASURES

Indicator	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Goal
Outputs				
Properly prune and thin trees (city-wide)	80%	80%	75%	80%
Maintain Tree City USA & Growth Award	100%	100%	100%	100%
Effectiveness				
Increase training hours	35%	35%	40%	50%

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 2016-17 Accomplishments

Provided uninterrupted services to all Departments City Wide pertaining to special requests and routine maintenance.

Met our goal in regarding all Safety Inspections with Miami Dade County no infractions

Rebuilt stage attachment to Gazeebo for outdoor events

FY 2017-18 Budget Highlights

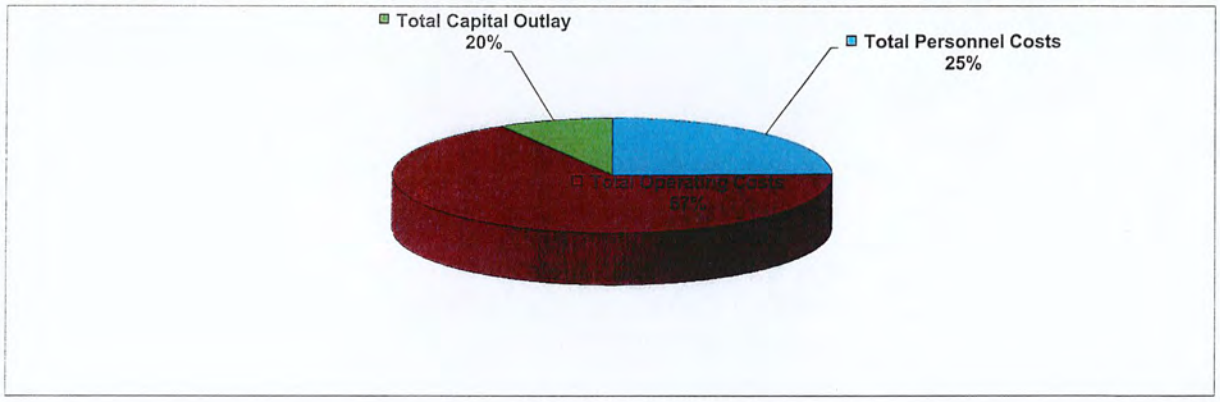
- Proposed budget is $22,396 or 8.3% higher than FY2016-17.
- Budget Summary:

Budgeted Revenues	$ -0-
Budgeted Expenditures	$293,258
Net cost of Department	$293,258

- Increase is due to budgeting $22,234 to replace the HVAC controller for city hall air conditioner, and the purchase of a van for the building maintenance staff....

PUBLIC SERVICES DEPARTMENT
Building Maintenance Division - Expenditure Detail

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
PERSONNEL						
Salaries	$ 23,690	$ 43,254	$ 44,562	$ 45,899	17.6%	3.0%
Overtime	480	749	-	300	0.1%	100.0%
Payroll Taxes	1,831	3,328	2,876	2,926	1.1%	1.7%
Pension & Retirement	3,315	5,175	4,797	5,584	2.1%	16.4%
Health Insurance	3,407	7,063	7,241	7,870	3.0%	8.7%
Workers' Compensation	-	1,848	1,849	1,905	0.7%	3.0%
Total Personnel Costs	$ 32,723	$ 61,417	$ 61,325	$ 64,483	24.7%	5.2%
OPERATING						
Contractual Services	58,481	62,047	74,495	75,000	28.7%	0.7%
Utility Services	103	103	105	105	0.0%	0.0%
Repairs & Maintenance	92,799	129,396	84,554	86,000	32.9%	1.7%
Fuels, Oils, Lubricants	1,463	1,412	1,700	1,000	0.4%	-41.2%
Operating Supplies	4,726	5,229	6,000	7,500	2.9%	25.0%
Liability Insurance	-	1,020	1,003	1,020	0.4%	1.7%
Fleet Maintenance	2,785	6,693	3,000	3,300	1.3%	10.0%
Telephone/Internet	124	421	432	716	0.3%	65.7%
Total Operating Costs	$ 160,481	$ 206,321	$ 171,289	$ 174,641	66.8%	2.0%
CAPITAL OUTLAY						
Improvements Other than Bldg	121,785	52,950	38,248	22,234	8.5%	-41.9%
Total Capital Outlay	$ 121,785	$ 52,950	$ 38,248	$ 22,234	8.5%	-41.9%
TOTAL EXPENSES	**$ 314,989**	**$ 320,688**	**$ 270,862**	**$ 261,358**	**100.0%**	**-3.5%**



Personnel Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
Building Maintenance Specialist II	0	1	1	1	100.0%	0.0%
DIVISION TOTAL	**-**	**1**	**1**	**1**	**100.0%**	**0.0%**

BUILDING MAINTENANCE DEPARTMENT
PERFORMANCE MEASURES

Indicator	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Goal
Outputs				
Reduce energy and utility costs by	50%	70%	70%	70%
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 2016-17 Accomplishments

Mechanics saved the City $18,000 on an engine replacement quote with a $ 1,500 part repair

Mechanics saved the City $6,400 on a false transmission diagnoses with a simple engine repair

Mechanics successfully repaired 3 Police vehicles impacted by fuel contamination event

Continue to effectively complete preventative maintenance inspections on schedule

Continue to shop various vendors for competitive pricing on parts

FY 2017-18 Budget Highlights

- Proposed budget is $10,000 or 25.6% lower than FY2016-17.
- Budget Summary:

Budgeted Revenues	$ -0-
Budgeted Expenditures	$29,000
Net cost of Department	$29,000

PUBLIC SERVICES DEPARTMENT
Fleet Maintenance Division - Expenditure Detail

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
OPERATING						
Contractual Services	14,733	(11,614)	20,000	15,000	51.7%	-25.0%
Fuels, Oils, Lubricants	11,120	3,647	10,000	6,000	20.7%	-40.0%
Operating Supplies		3,404	6,000	4,000	13.8%	-33.3%
Fleet Maintenance	9,044	3,805	3,000	4,000	13.8%	33.3%
Total Operating Costs	$ 34,897	$ (758)	$ 39,000	$ 29,000	100.0%	-25.6%
CAPITAL OUTLAY						
Machinery & Equipment	45,940			-	0.0%	0.0%
Total Capital Outlay	$ 45,940	$ -	$ -	$ -	0.0%	0.0%
TOTAL EXPENSES	**$ 80,837**	**$ (758)**	**$ 39,000**	**$ 29,000**	**100.0%**	**-25.6%**

FLEET MAINTENANCE DEPARTMENT
PERFORMANCE MEASURES

Indicator	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Goal
Outputs				
PM's completed within 3 days of due date	100%	100%	100%	100%
Percentage to increase in-house repairs	80%	90%	95%	100%
Effectiveness				
Reduce number of vehicles for repeat repairs by	100%	100%	100%	100%
Reduce cost of outsourcing tire repairs	100%	100%	100%	100%

Parks and Recreation Department

Mission Statement

The City of Miami Springs Parks and Recreation Department will enrich the quality of life for the people of Miami Springs by providing significant recreational opportunities in exemplary parks and recreation environments.

Parks and Recreation - Administration

The Parks and Recreation Department serves as a community resource for all of the sports, recreational and cultural activities in the City, including cooperative relationships with all local groups. The Parks and Recreation Department is now divided into five major divisions – Administration, Aquatics, Parks Maintenance, Programming and Athletics. All divisions, through the Recreation Director, are responsible for coordinating internally with each other as well as externally with the residents, volunteers and volunteer organizations.

The **Administration Division** is responsible for overall operation of the Parks & Recreation Department and ensuring it is responsive to the needs of the residents.

The **Aquatics Division** is responsible for operating the pool and all related water sports activities and related facilities.

The **Parks Maintenance Division** is responsible for the condition of all recreational facilities, fields and parks.

The **Programming Division** is responsible for all non-sports and cultural activities including after-school and summer camp programming, and special City events such as Easter Egg Hunt, Daddy Daughter Dance, Christmas, July 4th, etc.

The **Athletic Division** is responsible for all indoor and outdoor non-Aquatic sporting and leisure activities and their associated facilities. For example, basketball, dodgeball, micro-soccer, walking club, etc.

Goals

To provide opportunities for residents to have leisure, recreation and improve their social, mental and physical well-being through participation in a variety of recreational and cultural activities in a safe environment.

Objectives

- Conduct cooperative youth and adult sports programs including but not limited to soccer, basketball, baseball, football (tackle) and flag football.
- Provide additional "non-athletic" youth, adult, senior programs and increase participation in the Teen Program at the Recreation Center.
- Conduct periodic meetings with local non-City organizations that co-sponsor programs through the Recreation department.
- Increase our overall Recreational Programs by 15%

2016-17 Accomplishments

- Increase participation in 5K's by 10%

2016-17 Accomplishments (continued)

- Increased participation in our Summer Camp Programs by 5% (Recreational Camp, Get Fit Camp and Basketball Camp)
- Increased participation in our Basketball Teen Program by 20%
- Increased CIT Program by 10%
- Increased our Day Camp program by 5%
- Implemented a Breaking Dancing Program
- New tables and trash receptacles at Prince Field Pavilions
- New Bike Rack at Prince Field Playground
- New Trash Receptacles at Stafford Park

FY 2017-18 Budget Highlights

- Proposed budget is $4,394 or 0.35% lower than FY2016/2017.

- Budget Summary:

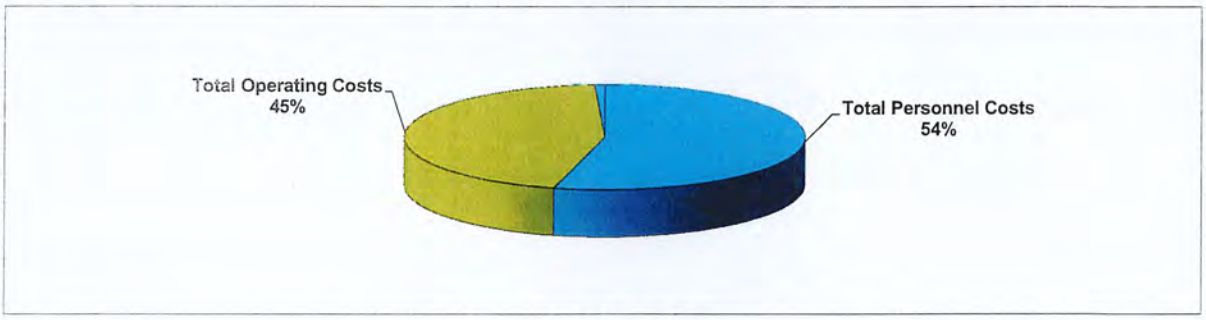
Budgeted Revenues	$ 371,555
Budgeted Expenditures	$1,398,004
Net cost of Department	$1,026,449

- The Pelican Playhouse will receive an annual subsidy of $29,000 for FY17-18, the same as FY16-17. $12,000 was budgeted for the acquition of a new passenger van.

- The total Recreation budget for FY17-18 is $2,223,749 which is $103,160 or 4.3% lower than the FY16-17 budget.

RECREATION DEPARTMENT
Administration Division - Expenditure Detail

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
PERSONNEL						
Salaries	$ 314,086	$ 290,991	$ 308,766	$ 304,816	21.7%	-1.3%
Part Time Year Round	177,685	166,805	182,018	185,000	13.2%	1.6%
Overtime	12,465	17,184	10,000	10,000	0.7%	0.0%
Seasonal Emp	72,661	114,580	120,000	120,000	8.5%	0.0%
Payroll Taxes	44,361	44,960	43,785	43,036	3.1%	-1.7%
Pension & Retirement	39,401	28,551	26,592	28,982	2.1%	9.0%
Health Insurance	53,667	45,825	47,281	49,188	3.5%	4.0%
Workers' Compensation	17,283	20,856	18,501	19,252	1.4%	4.1%
Total Personnel Costs	$ 731,609	$ 729,752	$ 756,943	$ 760,274	54.1%	0.4%
OPERATING						
Professional Services	1,250	-	1,500	1,500	0.1%	0.0%
Contractual Services	57,684	110,712	84,172	80,000	5.7%	-5.0%
Officials/Referees	43,810	29,934	47,734	47,104	3.4%	-1.3%
Travel & Related Costs	3,600	4,531	3,600	3,600	0.3%	0.0%
Utility Services	96,378	109,910	96,964	89,714	6.4%	-7.5%
Repairs & Maintenance	32,754	41,025	49,950	48,000	3.4%	-3.9%
Rentals & Lease	1,809	1,924	5,500	5,500	0.4%	0.0%
Printing & Binding	1,660	2,903	5,000	5,000	0.4%	0.0%
Promotions & recreational activities	82,897	97,874	124,485	131,985	9.4%	6.0%
Uniforms	1,673	2,361	2,500	2,500	0.2%	0.0%
Office Supplies	2,933	2,859	2,500	2,500	0.2%	0.0%
Operating Supplies	50,202	63,607	62,000	62,000	4.4%	0.0%
Postage	185	147	125	125	0.0%	0.0%
Uniforms-Basketball/Football	6,742	6,092	9,900	9,900	0.7%	0.0%
Dues, Memberships & Subsc.	695	1,349	1,500	1,500	0.1%	0.0%
Pelican Playhouse Costs	22,285	24,171	29,354	42,304	3.0%	44.1%
Training & Education	1,396	1,940	3,000	3,000	0.2%	0.0%
Liability Insurance	77,757	77,186	72,065	76,009	5.4%	5.5%
Fleet Maintenance	20,556	12,186	12,500	8,500	0.6%	-32.0%
Fuels, Oils, Lubricants	4,353	3,383	2,500	2,500	0.2%	0.0%
Telephone/Internet	10,300	9,364	10,082	9,792	0.7%	-2.9%
Total Operating Costs	$ 520,919	$ 603,458	$ 626,931	$ 633,033	45.0%	1.0%
CAPITAL OUTLAY						
Improvements Other than Bldg	50,414	5,558	-	-	0.0%	0.0%
Machinery & Equipment	9,243	326,372	19,064	12,000	0.9%	-37.1%
Total Capital Outlay	$ 59,657	$ 331,930	$ 19,064	$ 12,000	0.9%	-37.1%
TOTAL EXPENSES	**$ 1,312,185**	**$ 1,665,140**	**$ 1,402,938**	**$ 1,405,308**	**100.0%**	**0.2%**



Personnel Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
Recreation Director	1	1	1	1	16.7%	0.0%
Recreation Leader	1	1	1	1	16.7%	0.0%
Programs Division Supervisor	0	0	0	0	0.0%	0.0%
Administrative Assistant III	1	1	1	1	16.7%	0.0%
Sports Division Supervisor	0	0	0	0	0.0%	0.0%
Recreation Coordinator	2	2	2	2	33.3%	0.0%
Recreation Specialist II	0	0	0	0	0.0%	0.0%
Special Events/Program Supervisor	1	1	1	1	16.7%	0.0%
Total of Full-Time Employees	6	6	6	6	100.0%	0.0%
Part time Employees						
Recreation Leader (seasonal)	as needed	as needed	as needed	as needed	0.0%	0.0%
Recreation Leader (year-round)	as needed	as needed	as needed	as needed	0.0%	0.0%
Total of Part time employees	0	0	0	0	0.0%	0.0%
DIVISION TOTAL	6	6	6	6	100.0%	0.0%

Recreation - Pool

The **Aquatics Division** operates and maintains the Miami Springs Aquatic Center, a Multi Aquatic Facility with American Red Cross certified lifeguards and instructors and supervised by a State-Licensed Swimming Pool Operator. The pool is open year-round, and it serves the residents of Miami Springs and other municipalities in the area.

Goals

To have the Miami Springs Aquatic Center provide our residents and patrons with a safe

Objectives

- Offer additional family-oriented activities during "open swim" sessions.
- Offer Learn to Swim Program
- Offer Water Safety Classes
- Host Event quarterly at the Aquatic Center

FY2016-17 Accomplishments

- Implemented a Back to School Event
- Re-established the Swim Lessons Program
- Implemented Swim Fit Program
- Re-established the Water Aerobics Program
- Implemented a Water Safety Class
- Implemented Back to Summer Party

FY 2017-18 Budget Highlights

- Proposed budget is $20,260 or 3.5% higher than the FY16-17 fiscal year.

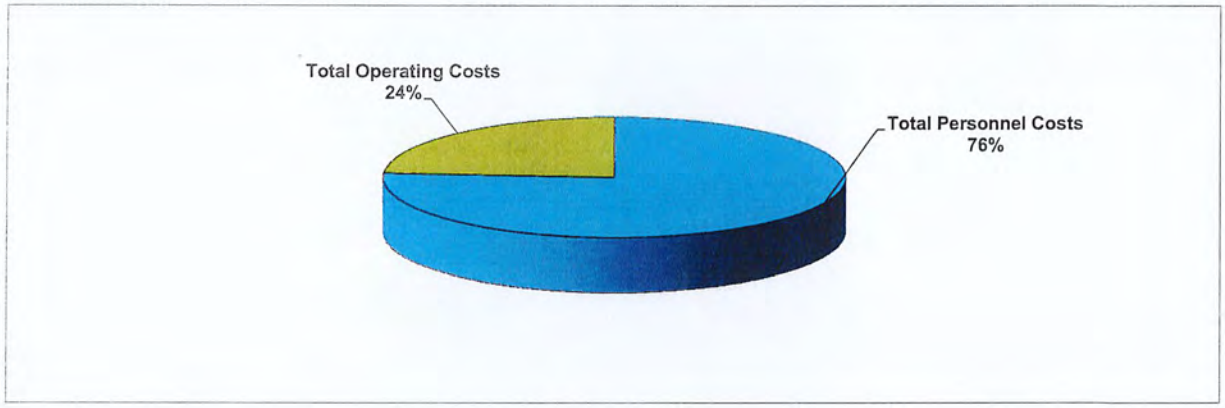
- Budget includes an additional full time Aquatics Specialist and $5,200 for new shade area at the pool..

- Budget Summary:

Budgeted Revenues	$173,440
Budgeted Expenditures	$605,474
Net cost of Department	$432,034

RECREATION DEPARTMENT
Aquatics Division - Expenditure Detail

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
PERSONNEL						
Salaries	-	35,472	86,320	128,735	21.3%	49.1%
Part Time Year Round	46,987	75,536	323,000	260,000	42.9%	-19.5%
Overtime		10,347		-	0.0%	0.0%
Payroll Taxes	3,595	9,279	30,939	28,797	4.8%	-6.9%
Pension & Retirement	-	4,132	9,293	15,662	2.6%	68.5%
Health Insurance	-	5,126	5,410	12,900	2.1%	138.5%
Workers' Compensation	4,477	3,744	12,280	10,704	1.8%	-12.8%
Total Personnel Costs	$ 55,059	$ 143,636	$ 467,242	$ 456,799	75.4%	-2.2%
OPERATING						
Contractual Services	-	12,789	32,000	47,500	7.8%	48.4%
Utility Services	35,911	8,997	45,740	38,000	6.3%	-16.9%
Repairs & Maintenance	1,342	703	5,200	9,200	1.5%	76.9%
Uniforms	398	1,645	2,500	4,000	0.7%	60.0%
Operating Supplies	8,842	22,913	20,319	33,845	5.6%	66.6%
Dues, Memberships & Subsc.	-	-	1,000	1,000	0.2%	0.0%
Training & Education	-	7,280	2,000	2,000	0.3%	0.0%
Liability Insurance	3,684	2,472	9,213	7,930	1.3%	-13.9%
Total Operating Costs	$ 50,177	$ 56,799	$ 117,972	$ 143,475	23.7%	21.6%
CAPITAL OUTLAY						
Machinery & Equipment	1,850	4,867		5,200	0.9%	0.0%
Total Capital Outlay	$ 1,850	$ 4,867	$ -	$ 5,200	0.9%	0.0%
TOTAL EXPENSES	**$ 107,086**	**$ 205,302**	**$ 585,214**	**$ 605,474**	**100.0%**	**3.5%**



Personnel Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
Aquatics Supervisor	0	1	1	1	50.0%	0.0%
Aquatic Coordinator/Specialist	0	1	1	2	50.0%	50.0%
Total Full-time employees	0	2	2	3	100.0%	50.0%
Part-time Employees						
Concession (Part time & seasonal)	as needed	as needed	as needed	as needed	0.0%	0.0%
Lifeguard (Part time &Seasonal)	as needed	as needed	as needed	as needed	0.0%	0.0%
Total Part-time employees	0	0	0	0	0.0%	0.0%
DIVISION TOTAL	**0**	**2**	**2**	**3**	**100.0%**	**50.0%**

Recreation - Tennis

The **Tennis Division** provides well-maintained tennis and racquetball courts that are available for all age levels and playing abilities. The five tennis courts and two racquetball courts are also lighted for nighttime play. The Division provides pro shop services, organizes and promotes a variety of clinics, lessons and tournaments and hosts the Miami Springs High School Tennis Team's home matches.

Goals

To maintain the Tennis facility with positive images for all residents of the City of Miami Springs.

Objectives

- To supervise Match Point Tennis to assure that a variety of programs for both youth and adults, on a social and competitive level, are being offered..
- Assist Match Point Tennis with promoting their youth and adult programs to residents, local hotels and businesses..

FY2016-17 Accomplishments

- Across the board: Programs have increased by 10% at the Tennis Facility
- We also replaced the Shade Canopy by the Pro-Shop

FY 2017-18 Budget Highlights

- Proposed budget is $10,979 or 42.5% higher than FY16-17
- Budget includes $15,000 for tennis court renovations..
- Budget Summary:

Budgeted Revenues	$ -0-
Budgeted Expenditures	$36,792
Net cost of Department	$36,792

RECREATION DEPARTMENT
Tennis Division - Expenditure Detail

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
OPERATING						
Contractual Services	$ 15,000	$ 15,000	$ 15,000	$ 15,000	40.8%	0.0%
Utility Services	3,875	3,767	3,313	2,792	7.6%	-15.7%
Repairs & Maintenance	756	-	2,000	2,000	5.4%	0.0%
Operating Supplies			2,000	2,000	5.4%	0.0%
Total Operating Costs	$ 19,631	$ 18,767	$ 22,313	$ 21,792	59.2%	-2.3%
CAPITAL OUTLAY						
Improvements Other than Bldg	27,332		3,500	15,000	40.8%	328.6%
Total Capital Outlay	$ 27,332	$ -	$ 3,500	$ 15,000	40.8%	328.6%
TOTAL EXPENSES	**$ 46,963**	**$ 18,767**	**$ 25,813**	**$ 36,792**	**100.0%**	**42.5%**

Recreation – Parks Maintenance

The **Parks Maintenance Division** provides for the overall maintenance of the parks and ball fields. This includes ball field preparation, park clean-up, etc.

Goals

To improve the play ability of the athletic fields at Prince Field, Stafford Park and Dove Avenue Park.

Objectives

- Aerate fields a minimum of 2 times annually
- Establish a proper maintenance schedule to improve field conditions
- Provide daily maintenance to keep fields up to par year round
- Add Sod to areas that need additional Sod
- Add irrigation to our ball fields
- Laser Grade all Ball Fields
- Have our Maintenance Supervisor trained in all aspects regarding field maintenance, etc. (Trained, Certified and Licensed)

FY2016-17 Accomplishments

- Re-Sod the Field at Prince Field
- Add Clay and laser grade fields at Peavy Dove
- Updated Irrigation at Prince Field

FY 2017-18 Budget Highlights

- Proposed budget is $129,465 or 31.4% lower than FY2016/17

- Decrease is due to the costs of tornado damage in FY16-17 as well as other park improvements completed during the year.

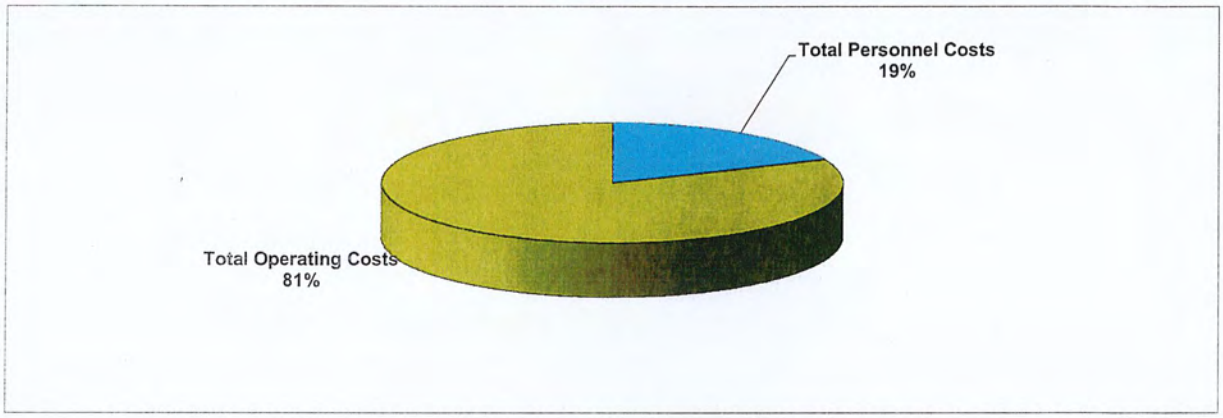
- Budget includes $12,000 for Peavey Dove field renovations and $10,000 for new park signage.

- Budget Summary:

Budgeted Revenues	$ -0-
Budgeted Expenditures	$283,479
Net cost of Department	$283,479

RECREATION DEPARTMENT
Parks Maintenance Division - Expenditure Detail

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
Salaries	$ 22,451	$ 33,753	$ 30,357	$ 34,203	12.1%	12.7%
Part Time Labor		762	-	-	0.0%	0.0%
Payroll Taxes	1,642	2,640	2,011	2,074	0.7%	3.1%
Pension & Retirement	2,081	3,719	3,575	4,161	1.5%	16.4%
Health Insurance	2,474	6,742	7,122	7,255	2.6%	1.9%
Workers' Compensation	420	132	996	1,026	0.4%	3.0%
Total Personnel Costs	$ 29,068	$ 47,748	$ 44,061	$ 48,719	17.2%	10.6%
OPERATING						
Repairs & Maintenance	$ 219	$ 9,160	$ 51,883	$ 20,000	7.1%	-61.5%
Rentals & Lease	-	-	2,000	2,000	0.7%	0.0%
Operating Supplies	21,448	20,510	30,000	30,000	10.6%	0.0%
Liability Insurance	1,272	756	747	760	0.3%	1.8%
Contractual Services	72,488	152,600	113,687	160,000	56.4%	40.7%
Total Operating Costs	$ 95,427	$ 183,026	$ 198,317	$ 212,760	75.1%	7.3%
CAPITAL OUTLAY						
Improvements Other than Bldg	-	9,485	156,647	22,000	7.8%	-86.0%
Machinery & Equipment	2,915	15,530	13,919	-	0.0%	-100.0%
Total Capital Outlay	$ 2,915	$ 25,015	$ 170,566	$ 22,000	7.8%	-87.1%
TOTAL EXPENSES	**$ 127,410**	**$ 255,789**	**$ 412,944**	**$ 283,479**	**100.0%**	**-31.4%**



Personnel Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
Recreation Maintenance Supervisor	1	1	1	1	100.0%	100.0%
Total Full-time employees	1	1	1	1	100.0%	100.0%
DIVISION TOTAL	1	1	1	1	**100.0%**	**100.0%**

RECREATION DEPARTMENT
PERFORMANCE MEASURES

Indicator	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Goal
Outputs				
Increase participants in co-sponsored athletic programs by 5%	Yes	Yes	Yes	3%
Assist the Optimist and Little League with registration and promotions	Yes	Yes	Yes	Yes
Maintain the same number of particpants in our Adult Basketball League	Yes	Yes	Yes	Yes
Sponsor Health & Fitness Day for Summer Camp	N/A	3%	Yes	5%
Sponsor "career day" during our summer program	No	Yes	Yes	2%
Increase Teen Basketball League	N/A	N/A	Yes	3%
Increase Summer Basketball Camp	N/A	N/A	Yes	3%
Increase number of Youth Basketball Program Participants by 10%	Yes	Yes	-5%	5%
Develop New Programming -Camper Swim Lessons (Increase by 10%)	No	No	Yes	5%
Develop New Programming -C.I.T. (Increase by 10%)	No	Yes	Yes	3%
Increase Teen Program participation by 5%	No	No	No	5%
Increase the Get-Fit Program/Summer Camp by 5%	Yes	Yes	Yes	3%
Increase participation in our 5K's by 15%	Yes	Yes	Yes	5%
Increase Special Events Attendance	N/A	N/A	Yes	5%

Golf & Country Club

Mission Statement

Our mission for this upcoming year is to continue the friendly courteous atmosphere and superb course conditions. During the 2017/2018 fiscal year we will be challenged with the beginning of a 3 year major Miami-Dade Water & Sewer wellfield restoration, which will impact our driving range and holes 10-18 over the next 3 years. We will monitor the construction activities to protect our course conditions and damage restoration to the turf. During this year we will also be monitoring the renovations to be performed by Amber 18 to the clubhouse facility.

Miami Springs Golf Course

Goals

- Continue to exceed guest expectations by delivering a quality product, personalized Service and unparalleled value.

- Maintain quality golf course conditions which stand out in the minds of our customers and provides great pride among our staff and residents of Miami Springs.

- Protect the Golf Course during the Miami Dade Water and Sewer Wellfield Construction Project.

Objectives

- Continue to revitalize the golf course and continue to grow a loyal clientele
- Research the possibility of solar energy to charge electric cart fleet
- Exceed customers' expectations
- Continue to increase our average dollars per player revenue.
- Research and assist in writing the RFP for an affordable environmentally friendly golf cart fleet

FY 2016-17 Accomplishments

- Operated food and beverage operation for 7 months
- Awarded food and beverage contract generating $500,000 in proposed facility improvements and rent of $492,000 income

FY 2017-18 Budget Highlights

- Proposed budget is $53,384 or 2.9% higher than FY2016/2017.

- Budget includes funding for the purchase of a Thorguard lightening detection system $22,700 (GSA Pricing), $40,000 for a new cart barn, and a new driving range ball dispenser $7,161, the present one is 10 years old and constantly breaking down.

- Budget Summary:

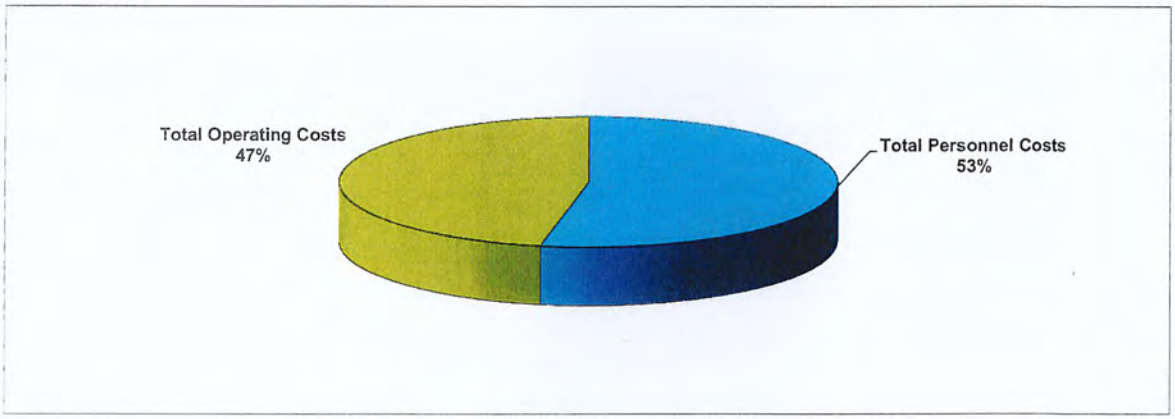
Budgeted Revenues	$1,550,123 (projected 32,000 rounds)
Budgeted Expenditures	$1,924,305
Net cost of Department	$ 374,182

GOLF COURSE FUND
Golf Course Administration- Expenditure Detail

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
OPERATING						
Utility Services	$ 9,100	$ 7,423	$ 6,023	5,696	34.6%	-5.4%
Liability Insurance	10,764	10,764	10,099	10,755	65.4%	6.5%
Total Operating Costs	**$ 19,864**	**$ 18,187**	**$ 16,122**	**$ 16,451**	**100.0%**	**2.0%**

GOLF COURSE FUND
Golf Course Pro Shop Operations- Expenditure Detail

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
PERSONNEL						
Salaries	$ 134,164	$ 135,973	$ 120,110	$ 151,405	23.3%	26.1%
Part Time Employees	140,353	131,462	128,806	104,267	16.0%	-19.1%
Payroll Taxes	20,998	23,114	17,660	18,667	2.9%	5.7%
Pension & Retirement	16,886	13,561	15,463	18,420	2.8%	19.1%
Health Insurance	22,802	20,497	25,882	20,027	3.1%	-22.6%
Workers' Compensation	6,569	7,836	7,467	7,670	1.2%	2.7%
Total Personnel Costs	$ 341,772	$ 332,443	$ 315,388	$ 320,455	49.3%	1.6%
OPERATING						
Professional Services	2,903	2,509	2,500	2,500	0.4%	0.0%
Contractual Services	-	7,928	-	-	0.0%	0.0%
Merchandise	73,088	69,366	71,200	70,000	10.8%	-1.7%
Utilities	19,153	17,949	14,692	19,480	3.0%	32.6%
Telephone/Internet	11,694	11,476	11,991	11,900	1.8%	-0.8%
Repairs & Maintenance	4,491	8,511	9,800	11,000	1.7%	12.2%
Rentals & Lease	56,212	58,613	61,950	61,950	9.5%	0.0%
Printing & Binding	4,322	6,154	5,500	4,000	0.6%	-27.3%
Advertising & Promotions	33,598	31,975	35,000	35,000	5.4%	0.0%
Postage	127	129	156	156	0.0%	0.0%
Credit Card Fees	23,559	16,975	25,000	25,000	3.8%	0.0%
Range	9,238	12,089	9,500	9,500	1.5%	0.0%
Office Supplies	2,211	2,762	3,000	3,000	0.5%	0.0%
Operating Supplies	6,754	8,251	5,300	6,000	0.9%	13.2%
Dues, Memberships & Subsc.	2,070	3,368	3,500	3,500	0.5%	0.0%
Fuels, Oils, Lubricants	1,931	-	3,000	3,000	0.5%	0.0%
Liability Insurance	16,428	16,116	15,871	16,617	2.6%	4.7%
Total Operating Costs	$ 267,779	$ 274,171	$ 277,960	$ 282,603	43.5%	1.7%
CAPITAL OUTLAY						
Improvements O/T Bldgs	0	600	-	40,000	6.2%	100.0%
Machinery & Equipment	2,771	1,855	-	7,161	1.1%	0.0%
Total Capital Outlay	$ 2,771	$ 2,455	$ -	$ 47,161	7.3%	100.0%
TOTAL EXPENSES	**$ 612,322**	**$ 609,069**	**$ 593,348**	**$ 650,220**	**100.0%**	**9.6%**

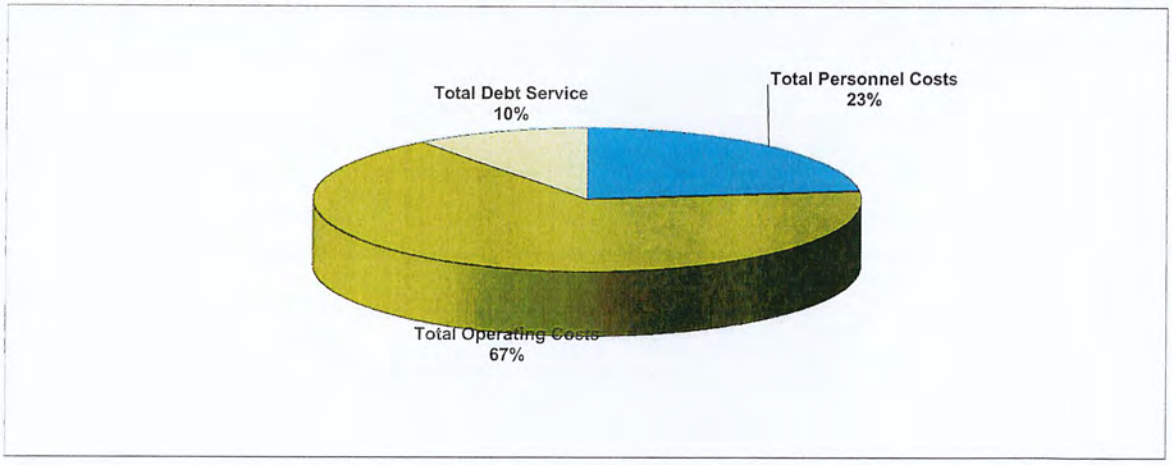


Personnel Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
Golf & Country Club Director	1	1	1	1	33.3%	0.0%
Pro Shop/Outside Services Mgr	0	0	1	1	33.3%	0.0%
Operations/Fleet Manager	1	1	1	1	33.3%	0.0%
Total Full-time employees	2	2	3	3	100.0%	0.0%
Cashiers	as needed	as needed	as needed	as needed	0.0%	0.0%
Cart/Rangers	as needed	as needed	as needed	as needed	0.0%	0.0%
Total Part-time employees	0	0	0	0	0.0%	0.0%
DIVISION TOTAL	**2**	**2**	**3**	**3**	**100.0%**	**0.0%**

GOLF COURSE FUND
Golf Course Maintenance Operations- Expenditure Detail

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
PERSONNEL						
Salaries	$ 69,662	$ 136,803	$ 191,899	$ 206,367	16.4%	7.5%
Payroll Taxes	5,048	10,120	12,239	13,240	1.1%	8.2%
Pension & Retirement	10,602	15,925	20,659	25,107	2.0%	21.5%
Health Insurance	11,861	21,834	33,078	34,250	2.7%	3.5%
Workers' Compensation	2,027	4,956	5,757	6,191	0.5%	7.5%
Total Personnel Costs	$ 99,200	$ 189,638	$ 263,632	$ 285,155	22.7%	8.2%
OPERATING						
Professional Services	10,825	19,542	20,000	20,000	1.6%	0.0%
Contractual Services	438,062	344,588	340,000	340,000	27.0%	0.0%
Telephone	349	670	672	600	0.0%	-10.7%
Utilities	35,553	35,298	30,476	33,000	2.6%	8.3%
Repairs & Maintenance	112,867	109,985	114,800	114,800	9.1%	0.0%
Rentals and leases	49,775	13,667	16,500	16,500	1.3%	0.0%
Fuels, Oils, Lubricants	62,613	46,548	60,000	55,000	4.4%	-8.3%
Operating Supplies	246,363	216,556	218,500	218,500	17.4%	0.0%
Dues, Memberships & Subsc.	785	620	900	900	0.1%	0.0%
Uniform	-	914	2,500	2,000	0.2%	-20.0%
Education and training	3,840	3,818	4,500	5,000	0.4%	11.1%
Transfer to Debt Service Fund	130,595	130,193	130,193	127,958	10.2%	-1.7%
Liability insurance	12,612	14,220	14,588	15,522	1.2%	6.4%
Total Operating Costs	$ 1,104,239	$ 936,619	$ 953,629	$ 949,779	75.5%	-0.4%
CAPITAL OUTLAY						
Improvements O/T Buildings	6,500	12,812	20,190	-	0.0%	-100.0%
Machinery & Equipment	-	30,364	24,000	22,700	1.8%	-5.4%
Total Capital Outlay	$ 6,500	$ 43,176	$ 44,190	$ 22,700	1.8%	-48.6%
TOTAL EXPENSES	**$ 1,209,939**	**$ 1,169,433**	**$ 1,261,451**	**$ 1,257,634**	**100.0%**	**-0.3%**



Personnel Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
Golf Maintenance Manager	1	1	1	1	25.0%	0.0%
Golf Maintenance Foreman	0	1	1	1	25.0%	0.0%
Golf Maintenance Mechanic	0	1	1	1	25.0%	0.0%
Golf Maintenance	0	0	1	1	25.0%	0.0%
Total Full-time employees	1	3	4	4	100.0%	0.0%
FUND TOTAL	**1**	**3**	**4**	**4**	100.0%	**0.0%**

MIAMI SPRINGS GOLF AND COUNTRY CLUB
PERFORMANCE MEASURES

Indicator	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Goal
Outputs				
Number of rounds played	27,493	28,829	31,338	32,500
Range revenue per player	$4.85	$5.25	$10.25	$10.50
Number of memberships sold	68	74	36	160
Membership revenue	$68,557	$55,410	$46,026	$200,000
Total revenues	$1,246,786	$1,137,102	$1,294,747	$1,450,000
Pro shop revenue per player	$4.55	$4.43	$4.50	$4.60
Effectiveness				
Increase number of rounds played	No	Yes	Yes	Yes
Increase number of memberships sold	Yes	Yes	No	Yes
Efficiency				
Maintenance cost per acre 212	$6,477	$5,965	$5,700	$5,800

Non Departmental

This Department/Division represents a group of line-item accounts associated with general, city wide accounting transactions. Services provided to other agencies, which benefit all components and facets of the city, are recorded into this department.

It also accounts for transfers to alternate funds including golf course, senior center, hurricane funds and other specialized funds. In cases of grants requiring a city match, those matching funds are recorded as transfers within this department.

The City's general contingency and reserve accounts are reported in this department.

FY 2017-18 Budget Highlights

- This department accounts for the subsidy to the Elderly Services Department, the transfer to the Debt Service Fund for payment of P&I on outstanding debt, and a $50,000 transfer to the Capital Projects Department for the Senior Center building.

- Budget Summary:

Budgeted Revenues	$ -0-
Budgeted Expenditures	$ 995,944
Net cost of Department	$ 995,944

NON-DEPARTMENTAL ACCOUNTS
Expenditure Detail

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
OPERATING						
Bank Fees & Bad Debt	$ 3,502	$ 15,900	$ -	$ -	0.0%	0.0%
Total Operating Costs	$ 3,502	$ 15,900	$ -	$ -	0.0%	0.0%
Transfers to Golf Course Fund	-	-	-	-	0.0%	
Transfers to Debt Service Fund	802,189	1,767,838	766,723	770,871	77.4%	0.5%
Transfers to Senior Center	127,460	176,736	177,234	175,073	17.6%	-1.2%
Transfers to Capital Projects Fund		92,777	-	50,000	5.0%	100.0%
Total Transfers	$ 929,649	$ 2,037,351	$ 943,957	$ 995,944	100.0%	5.5%
TOTAL EXPENSES	**$ 933,151**	**$ 2,053,251**	**$ 943,957**	**$ 995,944**	**100.0%**	**5.5%**

SPECIAL REVENUE FUND

Road and Transportation Fund-Peoples Transportation Tax

The Peoples Transportation Tax was enacted in November 2002. These surtax funds are to be used for road and transportation projects. It is mandated that 80% of the funds be used for roadway and right-of-way maintenance and equipment, drainage, street lighting, traffic signs, engineering, signalization, and pavement markings, etc. The remaining 20% shall be spent on transit, such as bus service, shelters, and transit related infrastructure.

Goals

Utilize People's Transportation Tax (PTT) funds to maintain city transit areas, which include street maintenance and lighting.

Objectives

Repair & replace sidewalks throughout the city to provide safe access to transit.

Continue ongoing replacement of aging underground wiring.

Provide ADA compliance measures and devices to city sidewalks.

Replace and restore pavement markings and traffic signs.
Resurface asphalt roadways and pathways as needed

FY 2016-17 Accomplishments

Milled, Paved & Striped Fairway Drive and repaired sidewalk sections

Milled & Paved Beverly Drive

Re-Striped various sections of roadway City Wide

Replaced a total of 726 liner feet of sidewalk which equals to 10,644 sq ft.

Continue Street Sweeping Program various routes City Wide

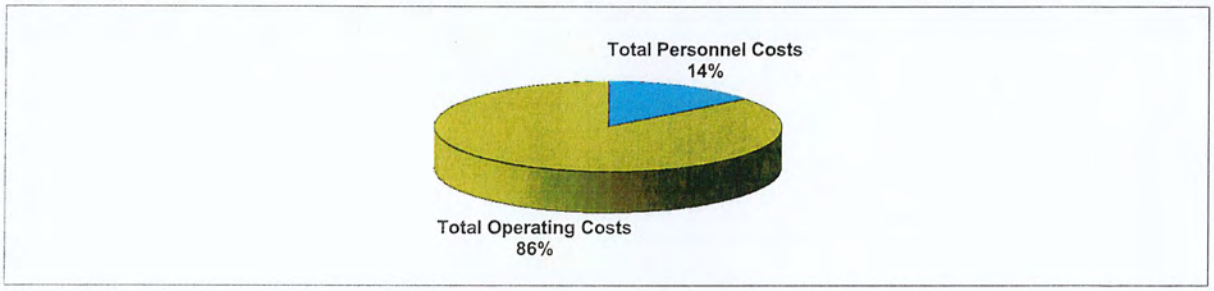
FY 2017-18 Budget Highlights

- Proposed budget is $110,107 or 15.7% lower than FY2016-17.
- Budget includes purchase of a Ford F150 for the CITT operation.
- Budget Summary:

Budgeted Revenues	$588,408(funding from CITT funds)
Budgeted Expenditures	$588,408
Net cost of Department	$ -0-

PUBLIC SERVICES DEPARTMENT
ROAD AND TRANSPORTATION FUND

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
OPERATING						
Salaries	$ 58,143	$ 58,901	$ 60,523	$ 62,784	10.7%	3.7%
Payroll Taxes	4,538	4,506	3,910	4,069	0.7%	4.1%
Pension & Retirement	8,400	6,813	6,247	7,334	1.2%	17.4%
Health Insurance	8,083	7,140	7,268	7,370	1.3%	1.4%
Total Personnel Costs	$ 79,164	$ 77,360	$ 77,948	$ 81,557	13.9%	4.6%
Professional Services		12,475	-	2,000	0.3%	
Contractual Services	142,663	142,844	139,407	156,916	26.7%	12.6%
Workmens Compensation	4,548	4,776	4,915	5,106	0.9%	3.9%
Repairs & Maintenance	368,168	354,722	324,245	243,938	41.5%	-24.8%
Fuels, Oils, Lubricants	-	-	1,000	1,000	0.2%	0.0%
Road Materials and Supplies	3,176	1,787	1,000	1,025	0.2%	2.5%
Transfers to Debt Service Fund	-	-	-	72,772	12.4%	
Total Operating Costs	$ 518,555	$ 516,604	$ 470,567	$ 482,756	82.0%	2.6%
CAPITAL OUTLAY						
Improvements Other than Bldg	20,041	23,305	150,000	500	0.1%	0.0%
Machinery & Equipment	22,763			23,594	4.0%	0.0%
Total Capital Outlay	$ 42,804	$ 23,305	$ 150,000	$ 24,094	4.1%	0.0%
TOTAL EXPENSES	**$ 640,523**	**$ 617,269**	**$ 698,515**	**$ 588,408**	**100.0%**	**-15.8%**



Personnel Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
Operations Supervisor	1	1	1	1	100.0%	0.0%
DEPARTMENT TOTAL	**1**	**1**	**1**	**1**	100.0%	**0.0%**

ROAD AND TRANSPORTATION DEPARTMENT PERFORMANCE MEASURES

Indicator	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Goal
Outputs				
Road Improvement - milling & resurfacing	11,687 sq yd	1228 sq yd	4,390 sq yd	2000 sq yd
Sidewalk Improvements	1.2 Miles	5.5 Miles	2.1 Miles	2 Miles

Elderly Services

Mission Statement

The mission of the Elderly Services Department is to promote an enhanced quality of life for a diverse population of older adults residing in this community. In keeping with planned federal and statewide goals, this department serves as a partner and stakeholder in Florida's aging services network and shares in the common objective to help older individuals remain independent and productive. Through the City's senior center, this department provides a comprehensive and coordinated system of services to include: congregate meals, home delivered meals, nutrition education, health and wellness activities, recreation, transportation, adult education, screening and assessment, advocacy, and information and referral assistance.

MAJOR FUNCTIONS and ACTIVITIES:

The City of Miami Springs Elderly Services Department has continued to be an essential part of this community's continuum of care by assisting older residents, age 60 and over, to maximize opportunities for self-sufficiency and personal independence. The provision of a wide range of community-based services and programming encompasses a variety of activities geared towards meeting, targeting and servicing the needs of older citizens in our community. Through ongoing management, evaluation, assessment, supervision and reporting of planned objectives over the past thirty-five years, the City's Elderly Services Department has continued to provide high quality services while serving as a partner in Florida's aging services network.

Funding for the elderly services department is provided through: City funds, OAA Title III B, III C-1, and III C-2 annual grant awards; Nutrition Services Incentive Program reimbursement; participant and private donations; monthly contributions from the Village of Virginia Gardens and other grant awards. As a recipient of Federal, State and City funds, this department must comply with all rules, regulations and reporting requirements as dictated by: the Older Americans' Act of l965, as amended; the State of Florida Department of Elder Affairs; the United States Dept. of Agriculture; the City of Miami Springs' Code of Ordinances; and other applicable regulatory statutes. Additional program support is provided through agreements with: the Miami Springs Adult & Community School, the MSPD Community Policing Office, AARP, the Alliance for Aging, Inc., and many volunteer resources.

Service offerings and scheduled program activities include the following:

CONGREGATE MEALS: Hot lunch meals, meeting 1/3 of an older individual's "Required Daily Allowance," are served every Monday--Friday from 11:30 a.m.--12:30 p.m. to assist area seniors in maintaining a nutritionally balanced diet and to provide opportunities to socialize with their peers.

HOME DELIVERED MEALS: A limited number of lunch meals are delivered each weekday to functionally impaired, older residents who are homebound, unable to cook properly for themselves, and who have little or no additional support available.

CONGREGATE NUTRITION EDUCATION: Monthly presentations to promote better health by providing accurate nutrition information and instruction to participants are conducted by the program's consulting Registered Dietician and the Elderly Services Director.

CONGREGATE NUTRITION COUNSELING: Options and methods for improving a client's nutritional status is provided by a licensed dietician, on a one-on-one basis, to individuals who are at nutritional risk because of their poor health, nutritional history, current dietary intake, medication use or chronic illness.

MAJOR FUNCTIONS and ACTIVITIES (continued):

HOME DELIVERED NUTRITION EDUCATION: Nutrition education information is distributed on a monthly basis to each home delivered meal client and will include the topics of nutrients, diets, food, lifestyle factors, physical fitness and health, and community nutrition resources and services.

HEALTH SUPPORT SERVICES: Monthly health and wellness activities are scheduled to include: free chair Yoga classes, senior floor Yoga classes, "Get-in-Shape" dance fitness classes, Tai Chi instruction, educational presentations, health screenings, formal evidence-based training courses and health promotion workshops.

TRANSPORTATION: Daily pick up, utilizing the City's mini-bus, is provided to older Miami Springs' residents with no means of transportation to and from the center. Additionally, weekly trips are made for grocery shopping and field trips to area malls and other places of interest are planned on a monthly basis.

RECREATION: Recreational activities, to include special events, field trips and bingo games, are planned each month to help develop a broad range of physical, mental and social skills which can be used by older persons to improve their leisure time activities. In addition, a large selection of books, audio books, magazines, jig-saw puzzles and videos are available on a free loan basis to area residents.

EDUCATION: Throughout the year, formal and informal opportunities to acquire knowledge and increased awareness are offered in such areas as: consumer information; crime and accident prevention; personal enrichment; health, safety and wellness topics; elder abuse and exploitation; City Council actions; and community resources.

SCREENING & ASSESSMENT: Standard assessment instruments are administered for the purpose of gathering information about clients at the time of enrollment or to reassess currently active clients to determine their need and eligibility for other services.

INFORMATION & REFERRAL: This service provision attempts to provide knowledgeable responses to senior inquiries and direction to specific resources and opportunities that may be available to assist them with their service needs.

GOALS and OBJECTIVES:

GOAL: To promote better health through improved nutrition, reduce the isolation of old age through socialization, and help older citizens live with dignity.

OBJECTIVE: -Provide 28,200 nutritionally balanced, congregate lunch meals daily, as well as 700 shelf-stable emergency meals, to eligible persons, particularly those in greatest economic and social need.

GOAL: To provide nutritionally sound, home-delivered weekday and weekend meals to eligible, homebound citizens.

OBJECTIVE: -Serve 14,400 weekday meals and 4,992 weekend meals to frail and disabled older citizens this year.

GOAL: To provide health support activities to assist older persons in securing and utilizing necessary medical treatment as well as preventive, emergency and health maintenance services.

OBJECTIVES:
1) -Provide organized activities and programs of regular physical exercise at least four times each week;
2) -Provide health screenings and illness prevention programs to detect or prevent illness or worsening of chronic conditions on an ongoing basis throughout the year;
3) -Plan, solicit and coordinate programs to be sponsored by a network of publicly and privately funded organizations for the delivery of health information;
4) -Provide regular opportunities for older citizens to participate in recreational activities each month.

GOAL: To assure the continued local mobility of older residents who are transportationally disadvantaged.

OBJECTIVE: -Provide 9,000 one way trips and travel assistance to and from the senior center, the client's residence, the local grocery store and other local businesses, area malls and special events when possible.

GOAL: To provide formal and informal education designed to offer opportunities directed towards health improvement, personal enrichment and safety, and accessing available resources.

OBJECTIVE:
1) -Using a variety of instructional approaches and resources, provide informal educational programs on health, environment, economics, consumerism, crime prevention, etc. as adult education for our citizens;
2) –Provide formal evidence-based training workshops, in both English and Spanish, for the benefit of the 60 or older population.

GOALS and OBJECTIVES (continued):

GOAL: To provide a formal nutrition education and counseling program for both senior center and homebound clients.

OBJECTIVE: -A registered dietician will provide consulting services and nutrition education seminars, as required by the Florida Department of Elder Affairs, in addition to regularly scheduled, monthly programs focused on promoting better health for senior center participants and home delivered meal recipients.

GOAL: To actively seek and reach target group individuals and assist them in accessing services. Collect and record data on service needs for use in planning and developing supportive services and agendas for advocacy.

OBJECTIVES:
1) -Screening and Assessment will be conducted annually on a one-on-one basis with all older residents utilizing departmental services, inquiring about services or referred for services;
2) -Comply with the Florida Department of Elder Affairs' regulations and reporting requirements utilizing the State's C.I.R.T.S. computer system. Comply with the requirements imposed by the Alliance For Aging, Inc., the designated monitoring agency;
3) -Provide information and referral assistance in person and via telephone;
4)-Conduct home visitations annually of 60 homebound elderly to monitor status and further needs.

GOAL: To provide an appropriate setting for older persons to establish a social network and meet holistic needs resulting in the stabilization or improvement of the participant's physical, mental, social and/or economic status.

OBJECTIVE: -Maintain quality paid and volunteer staffing through ongoing training, recognition and reinforcement of their responsibilities.

Elderly Services

2016-17 ACCOMPLISHMENTS:

The City of Miami Springs Elderly Services Department met stated objectives for core services offered in accordance with State and Federal regulations governing the OAA and NSIP grant awards this past year. In addition to Congregate Meals, C-1 Emergency Shelf-Stable Meals, Congregate Meals Screening, C-1 and C-2 Nutrition Education, Home Delivered Meals, C-2 Screening and Assessment and Transportation, the Elderly Services Department has provided additional services, health and wellness support activities, educational programs and recreational opportunities this past year. Through networking efforts, the following organizations and individuals have provided assistance in meeting departmental goals this past year: the Alliance for Aging; University of Miami's School of Law; M-D County Health Department; Miami-Dade County Chairwoman Rebeca Sosa; Representative Bryan Avila, Senator Rene Garcia, M-D County Mayor Carlos Gimenez; the Miami Springs Mayor and Councilmembers; Catholic Hospice; Hearing and Speech Center of Florida; AARP; M-D/University of Florida's IFAS Extension; Chen Medical Center; Dr. Esther Lewkowicz; Dr. Fernanda Mercade; M-D Health Dept.; the Miami Lighthouse for the Blind; American Diabetes Association; Wien Center for Alzheimer's Disease and Memory Disorder; WellCare Health Company; St. Catherine's West Rehab Center; American Red Cross; State Attorney's Office; Jackson Health System; Florida Dept. of Highway Safety and Motor Vehicles; the SHINE Program; M-D Public Library System; the Miami Springs' Community Policing Office and Public Works Department; Curtiss Mansion; the Xiques family; "Little Revolt" Theater Productions and the "Pelican Players".

Through the coordination of community resources, older residents have been afforded the opportunity to participate in a wide range of activities this year, to include:

- free monthly blood pressure screenings by Registered Nurses;
- free, ongoing senior floor Yoga classes, chair Yoga classes, chair fitness classes, a "Get-in-Shape" dance fitness program, memory fitness classes, and Tai Chi;
- free Income Tax Preparation Assistance and counseling by AARP Tax Aides to over 200 individuals;
- distribution of free amplified telephones for the hard of hearing;
- monthly programs on crime prevention and safety issues by the MSPD's Community Policing Office;
- monthly presentations by the Mayor and City Council on local governmental issues;
- health presentations by local professionals on: food safety, causes and management of diabetes, kidney health, mouth – body connection, blindness prevention, heart health, cancer prevention, community services, Alzheimer's Disease, acupuncture, fall prevention, stress management, nutrition and a healthy lifestyle, stroke awareness, fire and life safety, living with low vision, and the power of lifestyle changes;

2016-17 ACCOMPLISHMENTS (continued):

- educational workshops on the following topics: elder abuse prevention, hurricane preparedness, Medicare fraud, identifying telemarketing fraud, voters fraud, Living Wills & Heath Care Directives, open enrollment for Medicare, volunteer opportunities, pedestrian safety, basics of investing and investor's rights, fraudulent schemes & foreign lotteries, sustainability strategies and county incentives for seniors, library services, how to live independently, and

- a variety of special events, holiday celebrations, trips to Fairchild Tropical Botanic Gardens, Vizcaya, Zoo Miami, Jungle Island and many other recreational activities.

FY 2017-18 BUDGET HIGHLIGHTS:

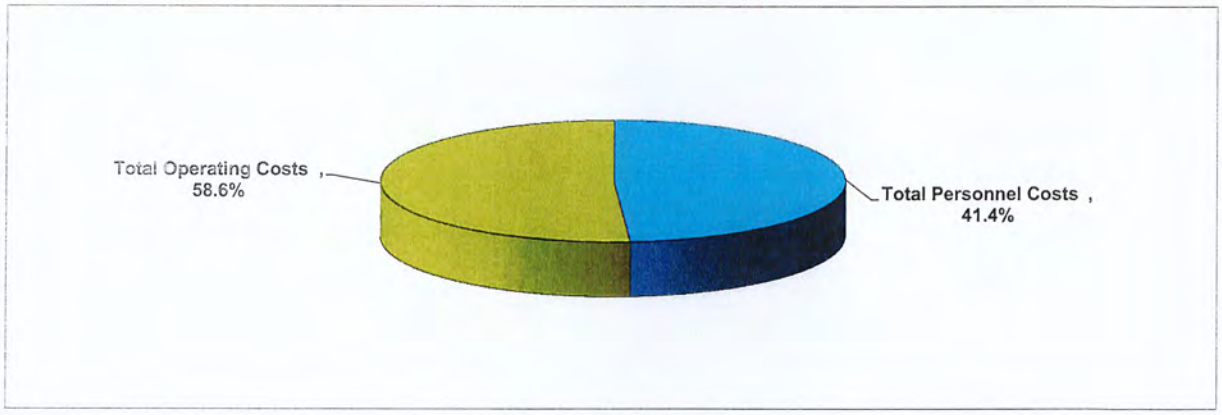
- Proposed budget is $30,694 or 6.5% lower than FY2016/2017.

- Budget Summary:

Budgeted Revenues	$265,001
Budgeted Expenditures	$440,149
Net cost of Department	$175,148

ELDERLY SERVICES DEPARTMENT
Elderly Services Special Revenue Fund Expenditures
Consolidated to represent all funding sources

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
PERSONNEL						
Salaries	$ 78,192	$ 74,638	$ 80,050	80,050	18.2%	0.0%
Part Time Year Round	66,117	97,434	104,598	111,758	25.4%	6.8%
Payroll Taxes	10,895	13,251	14,142	14,673	3.3%	3.8%
Pension & Retirement	-	-	-	-	0.0%	0.0%
Health Insurance	11,932	11,091	11,298	8,021	1.8%	-29.0%
Workers' Compensation	312	327	464	480	0.1%	3.3%
Total Personnel Costs	$ 167,448	$ 196,741	$ 210,552	$ 214,982	48.8%	2.1%
OPERATING						
Professional Services	2,541	242	1,845	3,960	0.9%	114.6%
Contractual Services	13,680	14,810	15,098	15,104	3.4%	0.0%
Travel & Related Costs	171	-	350	350	0.1%	0.0%
Utility Services	9,271	9,032	7,606	7,529	1.7%	-1.0%
Repairs & Maintenance	521	702	2,650	500	0.1%	-81.1%
Rentals & Lease	984	1,008	1,020	1,050	0.2%	2.9%
Advertising & Promotions	335	1,322	1,225	1,225	0.3%	0.0%
Postage	63	64	109	100	0.0%	-8.3%
Office Supplies	54	237	500	500	0.1%	0.0%
Operating Supplies	186,136	152,581	206,809	177,156	40.2%	-14.3%
Dues, Memberships & Subsc.	175	175	230	230	0.1%	0.0%
Training & Education	-	270	221	230	0.1%	0.0%
Liability Insurance	8,338	6,509	7,864	8,015	1.8%	1.9%
Fleet Maintenance	7,824	5,626	4,900	4,900	1.1%	0.0%
Fuels, Oils, Lubricant	3,486	3,242	2,500	2,500	0.6%	0.0%
Telephone/Internet	1,958	1,816	2,264	1,818	0.4%	-19.7%
Total Operating Costs	$ 235,537	$ 197,636	$ 255,191	$ 225,167	51.2%	-11.8%
CAPITAL OUTLAY						
Improvements Other than Bldg	3,130			0	0.0%	0.0%
Machinery & Equipment			5,100	-	0.0%	-100.0%
Total Capital Outlay	$ 3,130	$ -	$ 5,100	$ -	0.0%	100.0%
TOTAL EXPENSES	**$ 406,115**	**$ 394,377**	**$ 470,843**	**$ 440,149**	**100.0%**	**-6.5%**



Personnel Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
Elderley Services Director	1	1	1	1	11.1%	0.0%
Part-time Employee						
Food Service Aide/Admin Asst	4	5	5	5	55.6%	0.0%
Screening & Assess Specialist	1	1	1	1	11.1%	0.0%
Driver	1	1	1	1	11.1%	0.0%
Substitute driver	1	1	1	1	11.1%	0.0%
Sub-total: Part-time employees	7	8	8	8	88.9%	0.0%
DEPARTMENT TOTAL	**8**	**9**	**9**	**9**	**100.0%**	**0.0%**

ELDERLY SERVICES DEPARTMENT
PERFORMANCE MEASURES

INDICATOR:	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Goal
Number of OAA Congregate Meals Served	25,853	25,704	26,077	28,200
Number of OAA Home Delivered Weekday Lunch Meals Served	13,878	12,980	13,711	14,400
Number of **LSP** Home Delivered Weekend Lunch Meals Served (1/17/15--6/30/15)	2,560	NA	N/A	N/A
Number of CMS Home Delivered Weekend Lunch Meals Served	1,380	4,142	4,712	4,992
Number of Emergency Meals distributed to Congregate & Home Del. Meal Recipients	1,050	-	700	700
Number of units of Transportation (1 unit = 1 way trip)	8,418	9,247	8,289	9,000
Number of units- OAA Screening of Congregate Meal Recipients (1 unit= 1 hr)	188	245	228	235
Number of units- OAA Screening & Assessment of Home Delivered Meal Recipients (1 unit = 1 hr)	89	113	107.5	110
Number of units of OAA Nutrition Education-Congregate Meal Recipients (1 unit = 1 client contact)	887	966	957	960
Number of units - OAA Nutrition Counseling of Congregate Meal Recipients (1 unit = 1 hr)			3	11
Number of units of OAA Nutrition Education-Home Del. Meal Recipients (1 unit = 1 client contact)	603	605	639	650
Number of CMS Yoga, Chair Yoga and "Let's Dance" units provided (1 unit=1 hr of inst)	114	492	406	450
Number of CMS Tai Chi units provided 7 (1 unit = 1 hr of instruction)	24	101	85	95

Law Enforcement Trust Fund

The Law Enforcement Trust Fund was created under the authority of Florida State Statute Section 932.7055(4) (a). The expenditures of this fund require requests from the Chief of Police and approval by the City Council. Expenditures are restricted to items or programs which are not considered normal operating expenditures, including salaries.

The Fund is utilized to maintain a Community Policing Office (CPO) in a satellite location. This program and related facility operates year round and partially offsets the City's requirement for various match obligation, including crime prevention, drug education and school resource officer programs. The expenses incurred by the Vice, Intelligence and Narcotics units are charged to the Fund and an appropriation is made annually to provide the necessary source of funds. The Fund also provides required matching dollars for several grants which have been or will be awarded to the City.

In Addition, this fund is used to account for the criminal justice training funds received from the Clerk of the County courts. These funds are generated from traffic citations and are restricted so that they may only be used for criminal justice training.

FY2017-18 Budget Highlights

- Proposed budget is $145,218 for FY2017-18.
- Budget Summary:

Budgeted Revenues	$145,218(funding from Forfeiture funds)
Budgeted Expenditures	$145,218
Net cost of Department	$ -0-

POLICE DEPARTMENT
Law Enforcement Trust Fund
Administration

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
OPERATING						
Professional Services	$ 5,427	$ 39,896	$ 25,000	$ -	0.0%	-100.0%
Investigations	-	-	-	25,000	43.7%	100.0%
Operating Supplies	-		-	8,265	14.4%	100.0%
Rentals & Leases	15,664	17,088	18,000	18,000	31.4%	0.0%
Total Operating Costs	$ 21,091	$ 56,984	$ 43,000	$ 51,265	89.5%	19.2%
CAPITAL OUTLAY						
Improvements Other than Bldg	183,000		-	-	0.0%	0.0%
Machinery & Equipment	15,482		-	6,000	10.5%	100.0%
Total Capital Outlay	$ 198,482	$ -	$ -	$ 6,000	10.5%	0.0%
TOTAL EXPENSES	**$ 219,573**	**$ 56,984**	**$ 43,000**	**$ 57,265**	**100.0%**	**33.2%**

POLICE DEPARTMENT
Law Enforcement Trust Fund
Community Policing Office Budget

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
PERSONNEL						
OPERATING						
Professional Services	$ 240	$ 200	$ 300	$ 300	0.4%	0.0%
Contractual Services	2,474	-	2,314	2,241	3.3%	-3.2%
Travel & Related Costs	-	4,492	5,000	5,000	7.4%	0.0%
Utility Services	1,982	2,217	2,200	2,200	3.2%	0.0%
Repairs & Maintenance	35	35	2,700	2,700	4.0%	0.0%
Rentals & Lease	21,919	21,934	22,584	23,064	33.9%	2.1%
Printing & Binding	-	-	1,000	1,000	1.5%	0.0%
Uniforms	-	-	1,000	1,000	1.5%	0.0%
Courier,UPS, Fedex-Overnight	-	-	250	250	0.4%	0.0%
Advertising & Promotions	1,602	2,005	6,500	6,500	9.6%	0.0%
Office Supplies	704	944	1,500	1,500	2.2%	0.0%
Operating Supplies	1,554	3,363	6,657	6,111	9.0%	-8.2%
Liability Insurance	2,391	2,381	1,600	1,600	2.4%	0.0%
Dues, Memberships & Subsc.	28	23	250	250	0.4%	0.0%
Training & Education	595	1,498	10,000	10,000	14.7%	0.0%
Telephone & Internet	4,410	3,966	4,641	4,237	6.2%	-8.7%
Total Operating Costs	$ 37,934	$ 43,058	$ 68,496	$ 67,953	100.0%	-0.8%
CAPITAL OUTLAY						
Machinery & Equipment		-	1,500	-	0.0%	-100.0%
Total Capital Outlay	$ -	$ -	$ 1,500	$ -	0.0%	0.0%
TOTAL EXPENSES	**$ 37,934**	**$ 43,058**	**$ 69,996**	**$ 67,953**	**100.0%**	**-2.9%**

POLICE DEPARTMENT
Law Enforcement Trust Fund
Criminal Justice Training

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
OPERATING						
Training & Education	$ -	$ 15,206	$ 20,000	$ 20,000	100.0%	0.0%
Total Operating Costs	$ -	$ 15,206	$ 20,000	$ 20,000	100.0%	0.0%
TOTAL EXPENSES	**$ -**	**$ 15,206**	**$ 20,000**	**$ 20,000**	**100.0%**	**0.0%**

BUILDING DEPARTMENT

MISSION STATEMENT

The purpose of the Building Department is to guarantee that construction, alterations and improvements to the buildings where we work, visit and live are safe to occupy and operate. With our team of educated and experienced staff members we can guarantee safety and stable design through careful review of plans documents that are submitted to us and through required inspections during the construction of permitted buildings and structures. We utilize adopted building standards from State, County and City agencies. We also ensure that the contractors performing these construction and improvement projects are properly licensed and insured. Additionally, we are fortunate to have a joint Building and Code Compliance Department that works closely together to ensure that construction and alteration projects are accurately permitted and inspected.

BUILDING DEPARTMENT

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.

GOALS

- Establish Building function as a separate Special Revenue Fund.
- Contact at least 20% 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 to code.
- Continue to Educate the Staff, Residents, and Contractors in our community to continue promoting safety, and stable designs in all construction and improvements permitted in our City.

OBJECTIVES

- Continue to constantly improve customer service by soliciting feedback from at least 20% of our customers and using that feedback as a basis for ongoing departmental improvement.
- Ensure 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.
- 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.

2016-17 ACCOMPLISHMENTS

- Promoted and transitioned Roberto R. Quintero to the position of Supervisor for Building and Code Compliance
- Commenced the scanning process to completely digitize the filing system in our department, to facilitate plans records to the Public and Staff.
- With the implementation of the new website in recent weeks, we have managed to execute a more user-friendly interface; making information more accessible and easier to find for our customers.
- Performed over 1200 Building Plan Reviews.
- Performed over 2400 Building Inspections.
- Performed over 1400 Mechanical, Electrical, Plumbing, Zoning, Public Works, Roofing, and Structural reviews.
- Performed over 900, Mechanical, Electrical and Plumbing Inspections.
- Provided customer service to 10,200 customers on average over the counter, phone, and email. (An average of 60/Day for over 170 days)

2016-17 Accomplishments (continued)

- Amended Fee Schedule to reflect current trending fees comparable to other Building Department. Reducing fees for commercial permits, making Miami Springs a friendlier municipality for developers.
- Effectively processed 681 permits.
- Contacted & Surveyed over 150 customers. (Approximately 20% of customers)
- Completed the Insurance Services Office (ISO) triannual study on the departments abilities, services, procedures and accuracy of inspection/review, that could lead to a rebate in insurance premiums to our residents'.

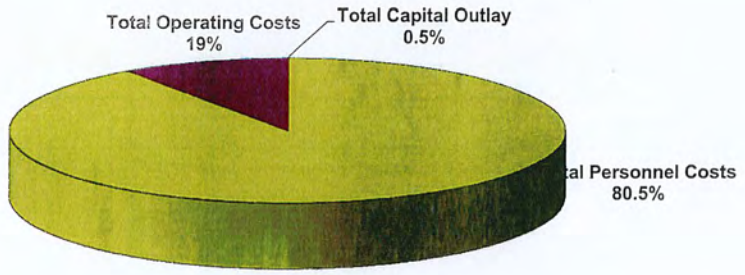
FY2017-18 Budget Highlights

- Proposed budget is $17,478 or 2.3% higher than FY2015/16.
- Increase is due to additional funding for Inspector pay due to expected increase in building activity next fiscal year from new hotel construction.
- In accordance to State laws, the fees generated by the building function should be used for the exclusive purpose of funding the operating costs of the building function.
- Budget Summary:

Budgeted Revenues	$833,600
Budgeted Expenditures	$539,837
Operating surplus before indirect costs	$293,763
Indirect cost allocation	($216,208)
Net surplus of the Department	$ 77,555

BUILDING OPERATIONS
Expenditure Detail

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
PERSONNEL						
Salaries	$ 256,437	$ 187,710	$ 225,055	$ 231,929	30.7%	3.1%
Part Time Year Round	135,706	46,808	70,000	90,000	11.9%	28.6%
Overtime	84	125	-	-	0.0%	0.0%
Payroll Taxes	29,475	17,998	20,171	21,361	2.8%	5.9%
Pension & Retirement	31,320	21,716	24,228	28,217	3.7%	16.5%
Health Insurance	49,808	25,704	34,586	34,581	4.6%	0.0%
Workers' Compensation	8,506	6,792	7,819	8,266	1.1%	5.7%
Total Personnel Costs	$ 511,336	$ 306,853	$ 381,859	$ 414,354	54.8%	8.5%
OPERATING						
Contractual Services	80,245	77,098	87,684	90,000	11.9%	2.6%
Travel & Related Costs	2,800	3,840	5,800	5,800	0.8%	0.0%
Repairs and Maintenance	2,166	1,191	2,800	2,800	0.4%	0.0%
Uniforms	800	1,331	2,000	2,000	0.3%	0.0%
Rentals & Lease	2,439	958	1,663	1,663	0.2%	0.0%
Printing & Binding	-	379	742	1,000	0.1%	34.8%
Postage	1,016	774	936	578	0.1%	-38.2%
Office Supplies	2,613	434	1,799	2,500	0.3%	39.0%
Operating Supplies/CC Fees	12,826	10,707	5,800	6,450	0.9%	11.2%
Dues, Memberships & Subsc.	492	105	1,000	1,000	0.1%	0.0%
Training & Education	639	110	2,000	2,000	0.3%	0.0%
Liability Insurance	11,472	5,868	6,641	6,933	0.9%	4.4%
Fleet Maintenance	5,236	-	-	-	0.0%	0.0%
Telephone/Internet	8,561	4,774	4,956	2,759	0.4%	-44.3%
Interfund Transfers-Indirect Cost		203,773	230,087	216,208	28.6%	-6.0%
Total Operating Costs	$ 131,305	$ 311,342	$ 353,908	$ 341,691	45.2%	-3.5%
CAPITAL OUTLAY						
Machinery & Equipment	-	-	2,800	-	0.0%	-100.0%
Total Capital Outlay	$ -	$ -	$ 2,800	$ -	0.0%	-100.0%
TOTAL EXPENSES	**$ 642,641**	**$ 618,195**	**$ 738,567**	**$ 756,045**	**100.0%**	**2.4%**



Personnel Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
Building Specialist II,III	1	1	1	1	22.2%	0.0%
Building Specialist I	2	3	3	2	44.4%	-33.3%
Building Official	0	0.8	0.8	0.8	17.8%	0.0%
B&C Supervisor	0.0	0.0	0.0	0.7	15.6%	0.0%
Total Full Time Employees	3.0	4.8	4.8	4.5	100.0%	-6.3%
Inspectors	As Needed	As Needed	As Needed	As Needed	0.0%	0.0%
Building Official	1	-	-	-	0.0%	0.0%
Total Part-Time Employees	1	-	-	-	0.0%	0.0%
DEPARTMENT TOTAL	**4.0**	**4.8**	**4.8**	**4.5**	**100.0%**	**-6.3%**

BUILDING DEPARTMENT
PERFORMANCE MEASURES

Indicator	2013-2014 Actual	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Goal
Effectiveness					
Reduce # of Departmental Complaints	Yes	Yes	Yes	Yes	Yes
% of all counter customers that will be polled as to satisfaction with services.	1% per week	1% per week	15%/Fiscal Year	15%/Fiscal Year	15%/Fiscal Year
Efficiency					
All permits will receive a final inspection and be closed within 6 months of being issued. (Some permits require longer than a 6 month span to complete.)	No*	No*	No*	N/A	N/A
Permits applied for should receive a final inspection and be closed within 6 months of being issued. (Some permits require longer than a 6 month span to complete.)	N/A	N/A	N/A	Yes	Yes
Process over 800 permits in a fiscal year.	801	793	898	934	800
Perform over 3000 Building/Roofing inspections/reviews in a fiscal year.	N/A	N/A	N/A	3600	3000
All inspections request within a 24 hour period will be performed the next buisness day as scheduled.	Yes	Yes	Yes	Yes	Yes
All open inspections to be closed out at month-end	Yes	Yes	Yes	Yes	Yes
Update the website to show accurate and efficient information.	N/A	N/A	Yes	Yes	Yes
Educate the Building Staff, Residents and Contractors of latest and most accurate information in our Permit Process.	N/A	N/A	Yes	Yes	Yes
Reduced turn-around time for Permits Submitted	N/A	N/A	Yes	Within 5 to 10 business days	Within 5 to 10 business days
Revise Permit Application and other Department forms to include the required information mandated by the Florida Building Code and other government agencies like FEMA.	N/A	N/A	Yes	Yes	Yes
Continue to enforce procedures to address the extensive issue of open expired permits in our City, with the use of the Affidavit of Compliance at the time of a new Permit Submittal.	N/A	N/A	Yes	Yes	Yes
Continue to provide excellent and friendly customer service over the counter, phone and email.	N/A	N/A	Average of 50/daily	Average of 60/daily	Average of 60/daily
Amend the Fee Schedule to reflect fair permitting fees that meet the minimum Miami-Dade County requirements, while also comparing permit costs of other neighboring Cities.	N/A	N/A	Yes	Yes, reduced commerical permit fees	As needed
Scan City Street Files, to condense space and improve technology.	N/A	N/A	17/Boxes a month	25/Boxes a month	50/Boxes a month

ENTERPRISE FUNDS

Public Services - Sanitation Fund

The Sanitation Division of the Public Works Department is responsible for the collection of all garbage and bulk trash from residential properties in the city. Over 4,300 customers receive twice weekly garbage service and weekly bulk trash service.

Goals

Provide timely and efficient service to all residential solid waste customers.
Decrease incidents of property damage caused by our collection vehicles.

Objectives

Replace deteriorated containers to maintain the efficiency of the automated garbage collection vehicles.

Provide documentation of excessive trash to the Finance Department for billing.

Institute a regular program of safety awareness with drivers.

Continued maintenance of all swales and alley-ways, damaged by trash collection.

FY 2016-17 Accomplishments

Staff has replaced a total of 123 damaged garbage containers City Wide

Continued our efforts in documenting excessive bulk trash for billing purposes

Reduced our number of incidents regarding property damages by working with Code Enforcement in having residents maintain overgrown vegetation for better visibility in alleys

Reduced our maintenance of swales and holes created by trash cranes by slowing operators down and having drivers manually move bulk items for better access.

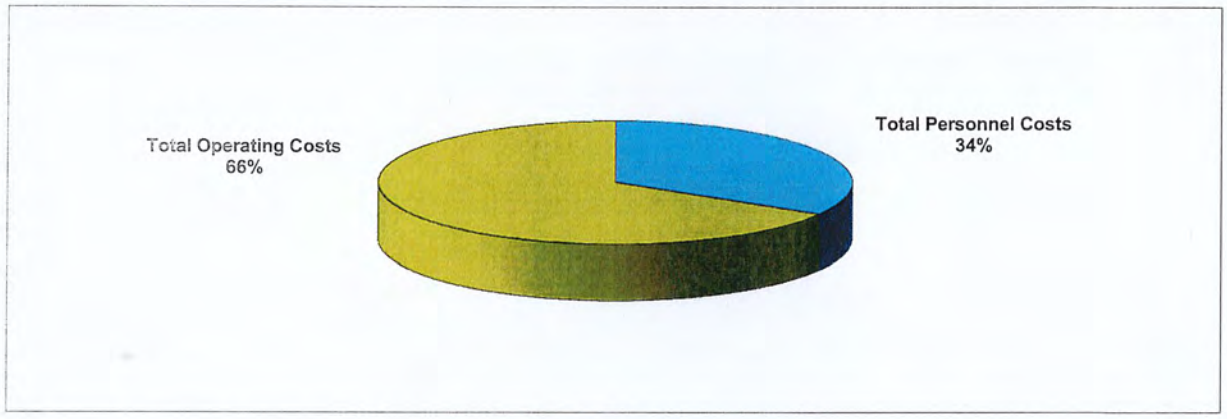
FY 2017-18 Budget Highlights

- Proposed budget is $152,428 or 5.8% lower than FY2016-17.
- Budget Summary:

Budgeted Revenues	$2,459,920 (Funding from fees for services)
Budgeted Expenditures	$2,459,920
Net cost of Department	$ -0-

SANITATION FUND
Sanitation Operations - Expenditure Detail

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
PERSONNEL						
Salaries	$ 540,789	$ 568,266	$ 559,114	$ 546,368	22.2%	-2.3%
Overtime	19,264	17,026	17,000	17,000	0.7%	0.0%
Payroll Taxes	43,851	43,803	44,073	33,962	1.4%	-22.9%
Pension & Retirement	21,779	32,635	49,804	60,001	2.4%	20.5%
Health Insurance	128,815	112,076	116,033	104,908	4.3%	-9.6%
Workers' Compensation	61,704	64,728	62,900	60,100	2.4%	-4.5%
Total Personnel Costs	$ 816,202	$ 838,534	$ 848,924	$ 822,339	33.4%	-3.1%
OPERATING						
Contractual Services	695,812	677,131	783,762	725,400	29.5%	-7.4%
Repairs & Maintenance	33,573	1,399	5,000	3,000	0.1%	-40.0%
County Collection Fees	532	377	1,500	1,000	0.0%	-33.3%
Operating Supplies	21,189	22,250	25,000	23,000	0.9%	-8.0%
Fuels, Oils, Lubricants	58,050	47,970	80,000	50,000	2.0%	-37.5%
Depreciation (non cash)	92,635	101,090	93,000	105,000	4.3%	12.9%
Bad Debt Expense	(9,304)	(12,542)	-	-	0.0%	0.0%
Liability Insurance	32,436	31,510	31,286	31,371	1.3%	0.3%
Fleet Maintenance	243,513	263,741	260,000	217,000	8.8%	-16.5%
Management Fee to Gen. Fund	470,000	470,000	470,000	470,000	19.1%	0.0%
Telephone/Internet	3,206	2,979	3,247	3,270	0.1%	0.7%
Total Operating Costs	$ 1,641,642	$ 1,605,905	$ 1,752,795	$ 1,629,041	66.2%	-7.1%
DEBT SERVICE						
Interest	5,437	9,054	10,629	8,540	0.3%	-19.7%
Total Debt Service	$ 5,437	$ 9,054	$ 10,629	$ 8,540	0.3%	-19.7%
TOTAL EXPENSES	**$ 2,463,281**	**$ 2,453,493**	**$ 2,612,348**	**$ 2,459,920**	**100.0%**	**-5.8%**



Personnel Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
Sanitation Foreman	1	1	0	1	8.3%	100.0%
Administrator to PW Director	0	0	1	0	0.0%	-100.0%
Automated Equipment Operator	6	6	6	6	50.0%	0.0%
Refuse Truck Driver	4	4	4	3	25.0%	-25.0%
Refuse Collector	2	2	2	2	16.7%	0.0%
FUND TOTAL	**13**	**13**	**13**	**12**	**100.0%**	**-7.7%**

SANITATION DEPARTMENT
PERFORMANCE MEASURES

Indicator	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Goal
Outputs				
Percentage of cans collected each route	100%	100%	100%	100%
Efficiency				
Reduce the number of days route not completed on time	Yes	Yes	Yes	Yes

Public Services - Storm-water Fund

The Storm-water Division ensures that all drains and outlets are free of debris and allows excess storm water run off to flow freely from the drainage system.

Specific functions of this Division include the cleaning of drains, inlets, outlets, ditches, canals and culverts. Maintenance of the canals is also an integral function included in this Division, requiring routine aquatic weed control and debris removal.

Goals

Complete the ongoing drainage improvements as prioritized in the Storm-water Master Plan.

Optimize the capacity of the existing storm drainage system

Remain in compliance with all National Pollution Discharge Elimination Standards (NPDES) requirements.

Objectives

Provide oversight and manage storm drainage projects.

Continue with program of systematic storm drainage system cleaning, using the Jet-Vac truck.

FY 2016-17 Accomplishments

Staff has continued their efforts in systematically flushing and vacuuming storm water catch basins City Wide to prevent flooding.

We have continued our efforts in complying with State Regulations (NPDES) Standards

Identified and corrected a problem flood area on the 600blk of De Soto Drive near the McDonalds

Replaced Storm Water Pollution disks at all storm water grates City Wide

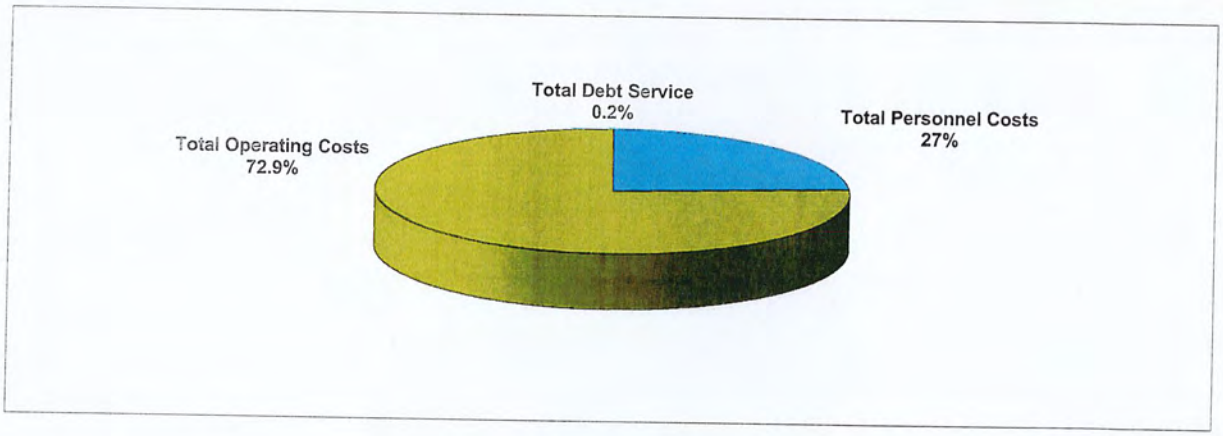
FY 2017-18 Budget Highlights

- Proposed budget is $17,916 or 3.5% lower than FY2016-17.
- Budget Summary:

Budgeted Revenues	$488,820(Funding from fees for services)
Budgeted Expenditures	$488,820
Net cost of Department	$ -0-

STORMWATER FUND
Storm Water Operations - Expenditure Detail

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
PERSONNEL						
Salaries	$ 101,284	$ 75,472	$ 78,178	$ 80,283	16.4%	2.7%
Overtime	731	1,847	1,500	1,500	0.3%	0.0%
Payroll Taxes	7,426	6,109	6,130	4,748	1.0%	-22.6%
Pension & Retirement	5,303	509	3,552	4,054	0.8%	14.1%
Health Insurance	26,904	16,858	17,232	18,590	3.8%	7.9%
Workers' Compensation	7,920	8,316	6,660	6,800	1.4%	2.1%
Total Personnel Costs	$ 149,568	$ 109,111	$ 113,252	$ 115,975	23.7%	2.4%
OPERATING						
Professional Services	25,711	7,658	8,282	8,500	1.7%	2.6%
Contractual Services	6,640	14,218	18,000	13,000	2.7%	-27.8%
Utility Services	110	100	84	100	0.0%	19.0%
Repairs & Maintenance	355	-	15,000	5,000	1.0%	-66.7%
Operating Supplies	5,603	3,672	10,000	5,000	1.0%	-50.0%
Fuels, Oils, Lubricants	7,892	4,454	10,000	5,000	1.0%	-50.0%
WASA collection fees	36,516	38,608	35,000	40,000	8.2%	14.3%
Depreciation (non cash)	178,759	184,623	178,000	185,000	37.8%	3.9%
Bad Debt Expense	(514)	357	-	-	0.0%	0.0%
Liability Insurance	30,096	30,108	27,571	29,175	6.0%	5.8%
Fleet Maintenance	19,935	13,161	28,000	18,500	3.8%	-33.9%
Management Fee to Gen. Fund	60,000	60,000	60,000	60,000	12.3%	0.0%
Telephone/Internet	3,206	2,979	3,247	3,270	0.7%	0.7%
Total Operating Costs	$ 374,309	$ 359,938	$ 393,184	$ 372,545	76.2%	-5.2%
DEBT SERVICE						
Interest	326	153	300	300	0.1%	0.0%
Total Debt Service	$ 326	$ 153	$ 300	$ 300	0.1%	0.0%
TOTAL EXPENSES	**$ 524,203**	**$ 469,202**	**$ 506,736**	**$ 488,820**	**100.0%**	**-3.5%**



Personnel Summary

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
Maintenance Worker I	2	2	1	1	50.0%	0.0%
Heavy Equipment Operator	1	1	1	1	50.0%	0.0%
FUND TOTAL	**3**	**3**	**2**	**2**	100.0%	**0.0%**

STORM WATER DEPARTMENT
PERFORMANCE MEASURES

Indicator	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Goal
Outputs				
Number of catch basins cleaned	100%	100%	100%	100%
Linear feet of storm drains jetted	1440	1045	1345	1500
Effectiveness				
Number of working days Vac-con on the road	225	225	225	225
Efficiency				
Number of drains cleaned per week	25	25	25	25

DEBT SERVICE FUND

Debt Service Fund

Mission Statement

To optimize City resources in obtaining funds for City projects.

Debt Service Fund

This fund accounts for the principal and interest payments on all of the City's debt including the City's $5 million Golf Course Refunding Bond, The $1.6 million Energy Conservation Bond and the Community Center Revenue Bond. These bonds are being paid through an inter-fund transfer from the Department responsible for the debt to the Debt Service Fund.

Goals

To finance projects utilizing the most cost effective methods, while minimizing the restrictions that would hinder the future borrowing capacity of the City.

Objectives

To account for the servicing of general long-term debt not being financed by proprietary or non-expendable trust funds, and to maintain the highest possible bond ratings for the marketability of the City's debt.

2016-17 Accomplishments

- All bond payments were timely paid and the City is in compliance with the Bond Indenture Covenants.

2017-18 Budget Highlights

- Proposed budget is $ 74,684 or 8.3 higher than FY2016/2017 due to the addition of the new Bike Path loan to be paid with CITT funds.
- Budget Summary:

Budgeted Revenues	$ -0-
Budgeted Expenditures	$ 971,600
Net cost of Department	$ 971,600

CITY OF MIAMI SPRINGS
DEBT SERVICE FUND

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended Budget	FY 2017-18 Budget	% of Total	% Change from 2016-17
OPERATING						
Principal	$ 2,707,671	$ 1,620,766	$ 626,559	$ 710,632	73.1%	13.4%
Interest	208,497	312,276	270,357	260,968	26.9%	-3.5%
TOTAL EXPENSES	**$ 2,916,168**	**$ 1,933,042**	**$ 896,916**	**$ 971,600**	**100.0%**	**8.3%**

LEGAL DEBT MARGIN

The necessity to incur debt in order to finance the capital program carries with it the obligation to manage the debt program effectively. As a result, the level of outstanding debt and the City's capacity to incur and repay additional debt bear careful examination.

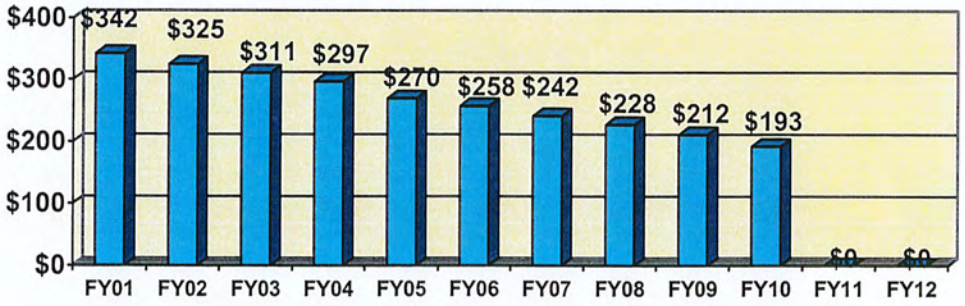
City Charter section 1.04(4) states that the City shall not issue ad valorem bonds the outstanding total amount of which shall obligate the City in excess of 15% of the assessed valuation of the real property within the City. The City does not hold any General Obligation debt at the end of FY2017.

The City's bonded debt margin for FY 2017-18 is as follows:

Assessed valuation 2017 roll		$ 1,121,725,782
Bonded debt limit- 15% of assessed value		$ 168,258,867
Total ad valorem debt- General Obligation Bonds	$ -	
Amount of debt applicable		$ -
Debt Margin Available		$ 168,258,867

The data below are based on the $5 million General Obligation Bonds Series 1997:

BONDED DEBT PER CAPITA
G.O. BONDS



City of Miami Springs, Florida
$7,554,000 Aquatic/ Refunding Bond at 3.07%, Series 2015

SOURCES OF FUNDS

Series 2015 Bond Proceeds	$	7,554,000.00
Total Sources of Funds		7,554,000.00

USES OF FUNDS

Refunding Series 2010 Bonds	$	1,986,732.76
Aquatic/Stafford project		5,567,267.24
Total Uses of Funds		7,554,000.00

DEBT SERVICE DISBURSEMENT SCHEDULE BY YEAR

Year End 9/30/xx	***Principal***	***Interest***	***Total Debt Service Costs***
2015	188,000.00	99,205.00	287,205.00
2016	396,000.00	223,250.40	619,250.40
2017	424,000.00	210,770.85	634,770.85
2018	437,000.00	197,661.95	634,661.95
2019	450,000.00	184,138.60	634,138.60
2020	465,000.00	170,216.15	635,216.15
2021	479,000.00	155,833.20	634,833.20
2022	493,000.00	141,020.45	634,020.45
2023	510,000.00	125,762.55	635,762.55
2024	525,000.00	109,998.10	634,998.10
2025	540,000.00	93,757.80	633,757.80
2026	558,000.00	77,041.65	635,041.65
2027	575,000.00	59,788.25	634,788.25
2028	593,000.00	41,997.60	634,997.60
2029	611,000.00	23,654.35	634,654.35
2030	310,000.00	4,758.50	314,758.50
Total	$ 7,554,000.00	$ 1,918,855.40	$ 9,472,855.40

DEBT SERVICE FUND
PERFORMANCE MEASURES

Indicator	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Goal
Outputs				
Number of Payments on Revenue Bonds	4	4	4	4
Number of late payments	0	0	0	0
Efficiency				
% of payments made in accordance with bond indentures	100%	100%	100%	100%

CAPITAL IMPROVEMENT PLAN

CAPITAL IMPROVEMENTS PLAN

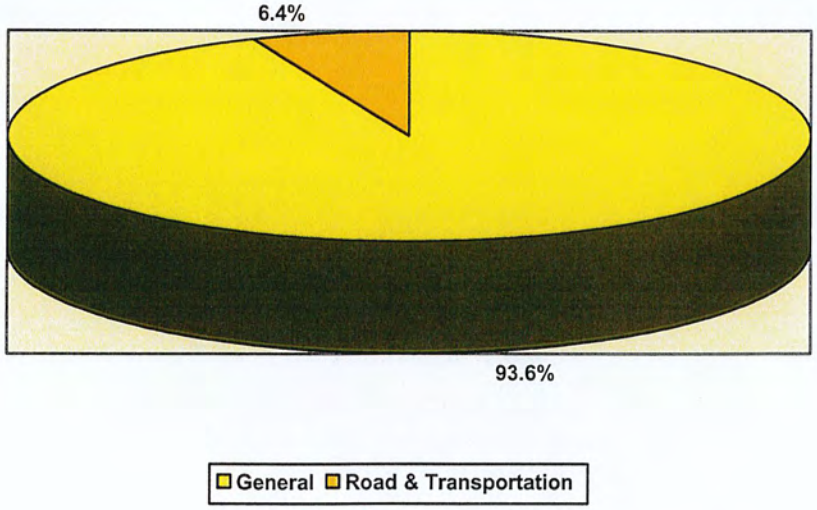
Following is the city's capital improvements plan for FY17-18 and a five year projection. Included in the plan are capital expenditures and capital projects. They are defined as follows:

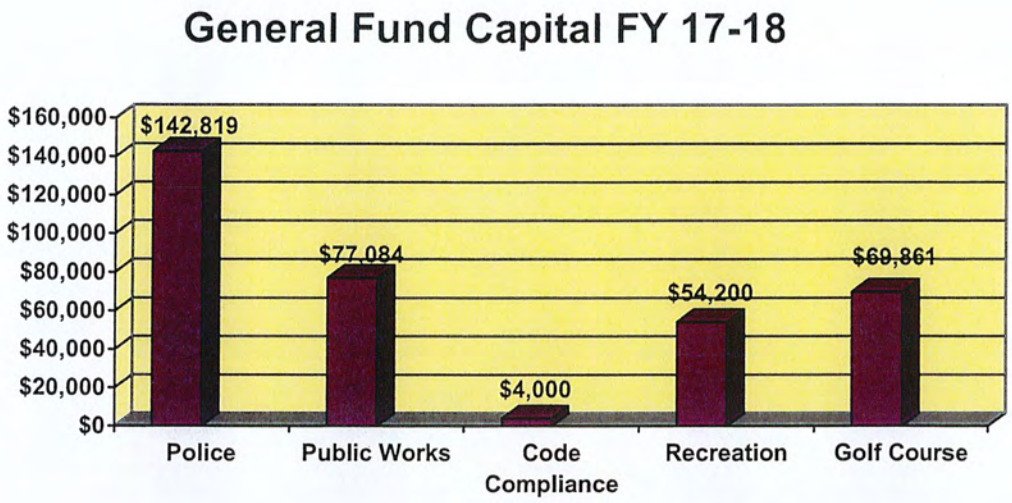
> ***Capital Expenditures***- Charges for the acquisition at the delivered price including transportation costs of equipment, land, buildings, or improvements of land or buildings, fixtures, and other permanent improvements with a value in excess of $1,000 and a useful life expectancy of more than one year.
>
> ***Capital Projects***- An undertaking that has a specific objective, can be easily distinguishable from other work being performed, has a definite beginning and end, does not occur annually, and has a total cost in excess of $50,000.

Following are graphic comparisons of budgeted capital and a detailed listing of capital by department and fund. In all cases, when departments submit their capital budgets, the requests for capital outlay must have an indication of the effect on operating costs and income.

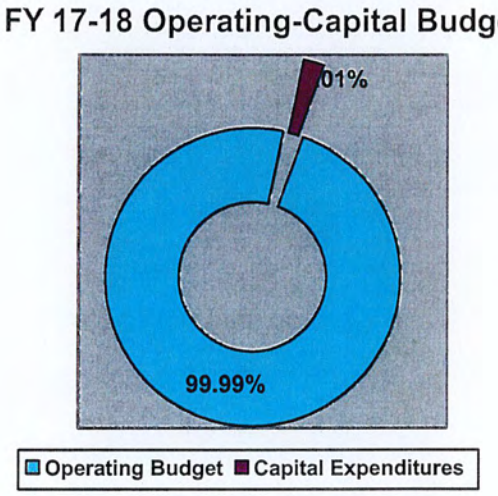
Below are graphic illustrations of planned capital expenditures for FY17-18 broken out for General Fund by department and in total by fund.

2017-18 Capital Improvements-All Funds



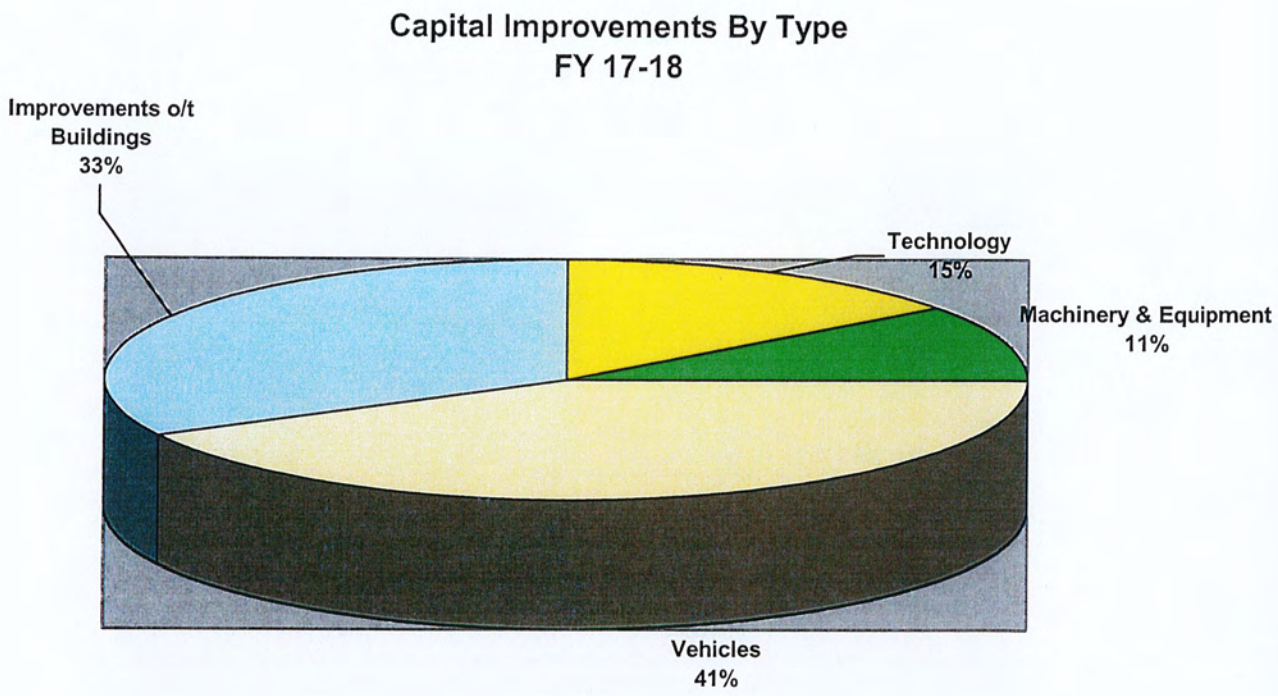


The chart below shows the relationship between the operating budget-all funds and capital expenditures for FY17-18. *These acquisitions will result in no impact on future operating costs of the city.*



CAPITAL IMPROVEMENTS BY TYPE

Following is a graphic comparison of the Capital Improvements Plan by type of improvement. It is useful to see what types of improvements the city has planned for the FY17-18.



CAPITAL PROJECTS SUMMARY

Following is a listing of major capital projects planned for the city. The projects are listed out in detail on the following pages. Also shown, is the impact that the project will have on operating funds once the project is completed. The amount of impact is referred to in the following terms: Positive, Negligible, Slight, Moderate and High. Examples of what might have an impact on the operating budget due to a capital project are new staff needed, maintenance, and daily operations (utilities, supplies). Depreciation expense is not considered in the impact which is consistent with the city's budgeting procedures.

> ***Positive-*** The project will either generate some revenue to offset expenses or will actually reduce operating costs.
>
> ***Negligible-***The impact will be very small. It will generate less than $10,000 per year in increased operating procedures.
>
> ***Slight-***The impact will be between $10,001 and $50,000 in increased operating expenditures.
>
> ***Moderate-*** The impact will be between $50,001 and $100,000 in increased operating expenditures.
>
> ***High-*** This project will cause an increase in operating expenditures of $100,001 or more annually.

Although some projects are hard to define as far as impact on the operating budget, we have done our best to estimate what future expenditures will be necessary in relation to the project. For an example of the type of impact, see the specific project sheet on the following pages.

PROJECT REQUEST

Project Name: ***Westward Bike Path Project (Funding is in the Capital Projects Fund)***

Estimated total Cost of Project (All Accounts)

$597,466

Funding Sources:

Funding is available from an FDOT grant and from CITT/PTP (People's Transportation tax)

Project Description

1. Location

Westward Drive

2. Work to be Performed

Construction of a bike path along median on Westward Drive from the Library to Hammond drive.

3. Reason for Work

To enhance and beautify the Westward Drive median and provide access to bus routes for bicyclists.

4. Impact on Operating Budget-Negligible

(Discussion of recurring costs, savings that will be realized, benefit to the city & residents)

PROJECT REQUEST

Project Name: ***Construction of New Senior Center Facility***

Estimated total Cost of Project (All Accounts)

$3,000,000

Funding Sources:

1) $800,000 will come from a Miami Dade County GOB grant.
2) $2.2 Million will come from a new borrowing.

Project Description

1. Location

At the current location of the existing Senior Center on Payne Drive.

2. Work to be Performed

Construction of a 10,000 sq. ft. multi-purpose facility to include a Senior Center.

3. Reason for Work

The existing Senior Center is aging and is no longer suitable to provide the types of service and programs our seniors deserve.

4. Timeline for project

Expected to be commenced in 2018-2019.

5. Impact on Operating Budget- High

Budget will be impacted by the debt service on the new borrowing which is estimated to be approx. $180,000 annually.

(Discussion of recurring costs, savings that will be realized, benefit to the city & residents)

CITY OF MIAMI SPRINGS
FY 2017-2018 Budget
CAPITAL EXPENDITURE SUMMARY-ALL FUNDS

Department	Total Budgeted	Description of expenditure	
Golf Course	$ 69,861	Range Ball Dispenser	7,161
		New replacement cart barn	40,000
		Thorguard lightening detection system	22,700
			69,861
Code Compliance	$ 4,000		
		Three new laptops for Code Compliance Officers	4,000
			4,000
Parks and recreation	$ 54,200	New umbrella shade area at pool	5,200
		New 15 passenger van	12,000
		New park signage	10,000
		Peavey fields renovation	12,000
		Tennis court renovation	15,000
			54,200
Police	$ 142,819		
		Two (2) 2018 Ford Interceptors (sedans) Patrol Vehicles @ $23,000/ea	46,000
		One (1) 2018 Ford Interceptor Utility Vehicle for Patrol Division	27,500
		Vehicle emergency equipment & installation @ $5,000/ea	15,000
		4-camera Mobile Law Enforcement Automated License Plate Reader w/mtc	19,319
		Ten (10) Toughbook laptop computers for patrol vehicles @$3,500/ea	35,000
			142,819
Public Works	$ 100,678		
		Replant Islands in downtown area between Starbucks, Chevron and Barry's	15,000
		Ford F250 Van Building Maintenance	31,900
		Ford F150 truck CITT	23,594
		Replace HVAC Controller City Hall	22,234
		Repaving of Police Parking lot	7,950
			100,678
Total	**$ 371,558**	**Total**	**$ 371,558**

CITY OF MIAMI SPRINGS
CAPITAL EXPENDITURE SUMMARY-ALL FUNDS

Below is a summary of all capital expenditures included in the budget for FY 2016-17

BY FUND		BY DEPARTMENT		BY CATEGORY	
General	$ 278,103	City Clerk	-	Vehicles	$ 155,994
		Code Compliance	4,000		
Road & Transportation	23,594	Information Technology	-	Technology	54,319
		Police	$ 142,819		
Elderly services	-	LETF	-	Machinery & Equipment	39,061
		Public Services	77,084		
Golf Course	69,861	Recreation	54,200	Improvements O/T Buildings	122,184
		Human resources	-		
Sanitation	-	Elderly services	-		-
		Golf Course	69,861		
Stormwater	-	Sanitation	-		
		Stormwater	-		
LETF	-	Capital Projects	-		
		Finance	-		
Capital Projects	-	Planning	-		
		Road & Transportation	23,594		
Total	**$ 371,558**	**Total**	**$ 371,558**	**Total**	**$ 371,558**

These acquisitions will result in no impact on future operating costs of the city.
Any individual expenditures under $100,000 does not require a project sheetin the Capital Improvements Plan section.

5 YEAR CAPITAL IMPROVEMENT PLAN

CITY OF MIAMI SPRINGS
CAPITAL IMPROVEMENT PLAN (5 YEARS)

	SOURCE OF FUNDING	2018-19	2019-20	2020-2021	2021-2022	2022-23	Totals
POLICE							
Police Cars	Revenues	120,012	123,613	127,321	131,141	135,075	637,162
Police radars	Revenues	-	3,900	-	4,200	-	8,100
Computer and Radio Equipment	Revenues	15,000	15,000	20,000	20,000	22,000	92,000
Vehicle Emergency Equipment	Revenues	27,429	28,251	29,099	29,972	30,871	145,622
New PSA Light Pickup Truck	Revenues	25,000		-			25,000
New PSA Hybrid Vehicle	Revenues	30,000		-			30,000
New Police Building	Revenues	-		-		4,000,000	4,000,000
GOLF COURSE							
Maintenance Equipment	Revenues	100,000	100,000	100,000	100,000		400,000
Cart Barn	Revenues	100,000	-				100,000
T-Boxes	Revenues	-		250,000			250,000
Cart Paths	Revenues				500,000		500,000
Complete Greens Renovation	Revenues		-	750,000			750,000
Chemical wash down-DERM	Revenues		168,000				168,000
Golf cart wash down-DERM	Revenues	50,000					50,000
Sewer lines connections-DERM	Revenues	234,000	66,000				300,000
Renovate sand bunkers	Revenues	50,000	-	-			50,000
INFORMATION TECHNOLOGY							
Server - FS1	Revenues	5,500	-				5,500
Server Virtualization unit 1	Revenues	4,500					4,500
Server -NAS	Revenues						6,000
Server Virtualization unit 1	Revenues		8,000				8,000
Finance-Professional Services							
Electronic message board-Circle	Revenues	-	-		50,000		50,000
							-
RECREATION							
Re-paint Concession Stands at Stafford	Revenues		-		15,000		15,000
Perimeter Fence at Prince Field	Revenues	30,000					30,000
Replace Playground Surface at Prince/Pdove	Revenues			10,000		100,000	110,000
Add Shade Structure's to Prince Field Bleachers	Revenues	60,000					60,000
Replace Vita Course at Stafford Park	Revenues	80,000					80,000
Vita Course Ligths	Revenues			165,000			165,000
10 Neighborhood Pocket Parks	Revenues		25,000		25,000		50,000
Dog Park Canopy	Revenues			30,000			30,000
Laser Grade and Clay to Ballfields	Revenues	15,000	5,000		15,000		35,000
Community Center paint	Revenues		50,000				50,000
Re-Paint Concession Stands at Stafford	Revenues				15,000		15,000
Resurface and Repaint Gym Floor w/ City Logo	Revenues			20,000			20,000
Replace Playground at Peavy Dove	Revenues	50,000					50,000
Tables/Trash Receptackes at Dog Park and Tennis	Revenues		20,000				20,000
Drainage Issue at Stafford Park	Revenues		100,000				100,000
New Dug-Outs at Peavy Dove	Revenues		25,000				25,000
New Picnic Tables and Trash Receptacles for All Facilities	Revenues	40,000					40,000
Batting Cage Renovation	Revenues		20,000				20,000
Roof at Community Center	Revenues				150,000		150,000
Sound panels gymnasium					50,000		50,000
PUBLIC WORKS							
Re-roofing main Building at Public Works	Revenues		40,000			-	40,000
Upgrading Automated Fuel Monitoring System	Revenues					65,000	65,000
Electrical for Circle (underground wiring)	Revenues			55,000			55,000
							-
TOTAL GENERAL FUND		1,036,441	797,764	1,556,420	1,105,313	4,352,946	8,854,884
ELDERLY SERVICES							
New Senior Center Building	Grant/Debt	3,000,000	-	-	-	-	3,000,000
New Bus	Revenues		70,000	-	-	-	70,000
TOTAL SENIOR CENTER		3,000,000	70,000	-	-	-	- 3,070,000
ROAD AND TRANSPORTATION							
streetlight improvements	CITT Funds	115,000	115,000	100,000	100,000	100,000	530,000
street/sidewalk milling and resurfacing	CITT Funds	100,000	100,000	100,000	100,000	100,000	500,000
TOTAL ROAD & TRANS.		215,000	215,000	200,000	200,000	200,000	1,030,000
SANITATION							
New Sanitation Vehicles Bulk Trash Dump Trucks	Revenues	130,000	130,000		75,000	-	335,000
STORMWATER							
drainage/pump station improvements	Grant/Revenues	70,000	70,000	70,000	70,000	-	280,000
TOTAL ENTERPRISE FUNDS		200,000	200,000	70,000	145,000	-	615,000
TOTAL ALL FUNDS		4,451,441	1,282,764	1,826,420	1,450,313	4,552,946	13,569,884

CHANGES IN FUND BALANCES/NET ASSETS

CITY OF MIAMI SPRINGS

Projected Changes in Fund Balance- General Fund

The General Fund is used to account for all financial resources of the City, which are not legally required to be accounted for in another fund. It is the chief operating fund of the City.

	FY14-15 Actual	FY15-16 Actual	FY16-17 Amended Budget	FY17-18 Budget	% of Total	% Change from 2016-17
Beginning Balance	$ 4,263,647	$ 4,391,042	$ 3,205,336	$ 3,514,545		
Revenues/Sources						
Taxes	7,151,308	7,072,951	$7,566,637	7,920,443	48.2%	4.7%
Franchise Fees	945,594	914,792	945,000	945,000	5.7%	0.0%
Utility Taxes	1,795,709	1,828,880	1,810,000	1,810,000	11.0%	0.0%
Licenses and Fees	656,344	140,185	183,000	188,500	1.1%	3.0%
Intergovernmental Revenues	1,926,246	1,961,110	2,052,318	2,062,127	12.5%	0.5%
Charges for Services	2,122,924	2,377,293	2,509,895	2,516,118	15.3%	0.2%
Fines and Forfeitures	463,010	562,757	490,000	460,000	2.8%	-6.1%
Interest Income	17,813	16,459	-	12,000	0.0%	#DIV/0!
Miscellaneous	262,370	228,411	435,209	314,500	1.9%	-27.7%
Interfund Transfers		98,000	230,087	216,208	0.0%	0.0%
Proceeds from Debt	-	45,893	-	-	0.0%	0.0%
Total revenues/sources	15,341,318	15,246,731	16,222,146	16,444,896	100.0%	1.4%
Expenditures/Uses						
General Government	$ 2,297,767	$ 2,294,008	$ 2,211,899	$ 2,213,231	13.8%	0.1%
Public Safety	6,829,103	6,430,841	6,606,750	6,738,217	42.1%	2.0%
Public Services	1,721,639	1,728,553	1,852,501	1,788,024	11.2%	-3.5%
Recreation and Culture	3,305,170	3,811,490	4,297,830	4,255,358	26.6%	-1.0%
Interfund Transfers Out	1,060,244	2,167,544	943,957	995,944	6.2%	5.5%
Total Expenditures/uses	$ 15,213,923	$ 16,432,436	$ 15,912,937	$ 15,990,775	100.0%	0.5%
Excess(Deficit) of revenues over expenditures	$ 127,395	$ (1,185,705)	$ 309,209	$ 454,121		46.9%
Ending Balances	$ 4,391,042	$ 3,205,336	$ 3,514,545	$ 3,968,667		12.9%

CITY OF MIAMI SPRINGS
Projected Changes in Fund Balance- Road and Transportation Fund

The Road and Transportation fund is used to account for the receipts and disbursements of funds earmarked for transportation and road improvements. Funds are provided from the Peoples' Transportation Tax.

	FY14-15 Actual	FY15-16 Actual	FY16-17 Amended Budget	FY17-18 Budget	% of Total	% Change from 2016-17
Beginning Balance	$ 137,908	$ 62,567	$ 34,233	$ (102,081)		
Revenues/Sources						
Intergovernmental Revenues	547,964	568,229	545,000	567,408	96.4%	4.1%
Miscellaneous	17,220	20,706	17,200	21,000	3.6%	0.0%
Total revenues/sources	565,183	588,935	562,200	588,408	100.0%	4.7%
Expenditures/Uses						
Public Services	640,524	617,269	698,514	588,408	100.0%	-15.8%
Interfund transfers out	-	-	-			
Total Expenditures/uses	$ 640,524	$ 617,269	$ 698,514	$ 588,408	100.0%	-15.8%
Excess(Deficit) of revenues over expenditures	$ (75,341)	$ (28,334)	$ (136,314)	$ 0		-100.0%
Ending Balances	$ 62,567	$ 34,233	$ (102,081)	$ (102,081)		0.0%

v

CITY OF MIAMI SPRINGS
Projected Changes in Fund Balance-Elderly Services

The Senior Center Fund accounts for federal grant funding related to assistance for the elderly, as well as the City's matching contribution as required by the grant agreements.

	FY14-15 Actual	FY15-16 Actual	FY16-17 Amended Budget	FY17-18 Budget	% of Total	% Change from 2016-17
Beginning Balance	$ (0)	$ (0)	$ 135	$ 135		
Revenues/Sources						
Intergovernmental Revenues	261,736	198,478	273,509	245,076	55.7%	-10.4%
Charges for services	16,915	19,298	20,000	20,000	4.5%	0.0%
Interfund Transfers	127,460	176,736	177,334	175,073	39.8%	-1.3%
Total revenues/sources	406,111	394,512	470,843	440,149	100.0%	-6.5%
			-			
Expenditures/Uses						
Recreation and Social Services	406,111	394,377	470,843	440,149	100.0%	-6.5%
Total Expenditures/uses	$ 406,111	$ 394,377	$ 470,843	$ 440,149	100.0%	-6.5%
Excess(Deficit) of revenues over expenditures	$ -	$ 135	$ -	$ (0)		0.0%
Ending Balances	$ (0)	$ 135	$ 135	$ 135		0

CITY OF MIAMI SPRINGS
Projected Changes in Fund Balance- Debt Service Fund

The Debt Service Fund is used to account for the revenues and expenditures related to general government debt services..

	FY14-15 Actual	FY15-16 Actual	FY16-17 Amended Budget	FY17-18 Budget	% of Total	% Change from 2016-17
Beginning Balance	$ 496	$ 3,845	$ 1	$ (0)		
Revenues/Sources						
Debt proceeds	1,986,733	-	-	-	0%	0.0%
Interfund Transfers	932,784	1,929,199	896,916	971,600	100%	8.3%
Total revenues/sources	2,919,517	1,929,199	896,916	971,600	100%	8.3%
Expenditures/Uses						
Principal Payments	2,707,671	1,620,766	626,558	710,632	73%	13.4%
Interest Payments	208,497	312,277	270,359	260,968	27%	-3.5%
Administrative Expenses	-	-	-	-	0%	0.0%
Total Expenditures/uses	$ 2,916,168	$ 1,933,043	$ 896,917	$ 971,600	100%	8.3%
Excess(Deficit) of revenues over expenditures	$ 3,349	$ (3,844)	$ (1)	$ -		0.0%
Ending Balances	$ 3,845	$ 1	$ (0)	$ (0)		0.0%

CITY OF MIAMI SPRINGS
Projected Changes in Fund Balance- Law Enforcement Trust Fund

The Law Enforcement Trust Fund is used to account for the receipts of funds related to property seized from various federal and state agencies. These funds are restricted for law enforcement purposes only.

	FY14-15 Actual	FY15-16 Actual	FY16-17 Amended Budget	FY17-18 Budget	% of Total	% Change from 2016-17
Beginning Balance	$ 682,995	$ 430,062	$ 387,759	$ 256,263		
Revenues/Sources						
Fines and Forfeitures	3,200	72,943	-	-	0.0%	0.0%
Interest Income	1,373	-	1,500	1,500	100.0%	0.0%
Total revenues/sources	4,573	72,943	1,500	1,500	100.0%	0.0%
Expenditures/Uses						
Public Safety	257,506	115,246	132,996	145,218	100.0%	9.2%
Total Expenditures/uses	$ 257,506	$ 115,246	$ 132,996	$ 145,218	100.0%	9.2%
Excess(Deficit) of revenues over expenditures	$ (252,933)	$ (42,303)	$ (131,496)	$ (143,718)		9.3%
Ending Balances	$ 430,062	$ 387,759	$ 256,263	$ 112,545		-56.1%

CITY OF MIAMI SPRINGS
Projected Changes in Fund Balance-Building Operations Fund

The Building Operations Fund accounts for all revenues and expenditures of the building and permitting function.

	FY14-15 Actual	FY15-16 Actual	FY16-17 Amended Budget	FY17-18 Budget	% of Total	% Change from 2016-17
Beginning Balance	$ -	$ -	$ -	$ 29,432		
Revenues/Sources						
Licenses and permits	-	618,194	768,000	833,600	100.0%	8.5%
Total revenues/sources	-	618,194	768,000	833,600	100.0%	8.5%
			-			
Expenditures/Uses						
Interfund transfer-indirect costs			230,087	216,208	28.6%	-6.0%
Public Safety	-	618,194	508,481	539,837	71.4%	6.2%
Total Expenditures/uses	$ -	$ 618,194	$ 738,568	$ 756,045	100.0%	2.4%
Excess(Deficit) of revenues over expenditures	$ -	$ -	$ 29,432	$ 77,555		100.0%
Ending Balances	$ -	$ -	$ 29,432	$ 106,987		100.0%

CITY OF MIAMI SPRINGS
Projected Changes in Net Assets-Sanitation

The Sanitation Fund accounts for the City's revenues and expenses of the sanitation department.

	FY14-15 Actual	FY15-16 Actual	FY16-17 Amended Budget	FY17-18 Budget	% of Total	% Change from 2016-17
Beginning Net Assets	$ 462,339	$ 264,545	$ 79,705	$ (125,881)		
Revenues/Sources						
Charges for Services	2,273,719	2,277,528	2,348,000	2,348,000	100.0%	0.0%
Miscellaneous	1,075	3,667	-	-	0.0%	0.0%
Total revenues/sources	2,274,794	2,281,195	2,348,000	2,348,000	100.0%	0.0%
Expenditures/Uses						
Operating Expenses	2,472,587	2,466,035	2,553,586	2,459,920	100.0%	-3.7%
Total Expenditures/uses	$ 2,472,587	$ 2,466,035	$ 2,553,586	$ 2,459,920	100.0%	-3.7%
Excess(Deficit) of revenues over expenditures	$ (197,794)	$ (184,840)	$ (205,586)	$ (111,920)		0.0%
Ending Net Assets	$ 264,545	$ 79,705	$ (125,881)	$ (237,801)		88.9%

CITY OF MIAMI SPRINGS
Projected Changes in Net Assets-Stormwater

The Stormwater Fund accounts for the City's revenues and expenses of the stormwater department.

	FY14-15 Actual	FY15-16 Actual	FY16-17 Amended Budget	FY17-18 Budget	% of Total	% Change from 2016-17
Beginning Net Assets	$ 2,451,804	$ 2,174,444	$ 2,426,598	$ 2,178,193		
Revenues/Sources						
Charges for Services	247,362	251,359	250,000	250,000	99.8%	0.0%
Miscellaneous			500	500	0.2%	0.0%
Grant revenues	-	469,635	-	-	0.0%	-100.0%
Total revenues/sources	247,362	720,994	250,500	250,500	100.0%	0.0%
Expenditures/Uses						
Operating Expenses	524,722	468,840	498,905	488,820	100.0%	-2.0%
Total Expenditures/uses	$ 524,722	$ 468,840	$ 498,905	$ 488,820	100.0%	-2.0%
Excess(Deficit) of revenues over expenditures	$ (277,360)	$ 252,154	$ (248,405)	$ (238,320)		-4.1%
Ending Net Assets	$ 2,174,444	$ 2,426,598	$ 2,178,193	$ 1,939,873		-10.9%

DEMOGRAPHICS

CITY OF MIAMI SPRINGS, FLORIDA

PRINCIPAL PROPERTY TAXPAYERS

CURRENT YEAR AND NINE YEARS AGO

(amounts expressed in thousands)

2015				2007			
Taxpayer	Taxable Valuation	Rank	Percentage Total Taxable Valuation	Taxpayer	Taxable Valuation	Rank	Percentage Total Taxable Valuation
MIAMI AP HOTEL LLC	$ 35,700	1	3.4%				
MIAMI LEJEUNE LLC	15,054	2	1.4%				
DORIAN VAN BEYER CALLEN	13,200	3	1.3%	DORIAN VAN BEYER CALLEN	$ 13,000	2	1.2%
AA BAKER GROUP LTD	12,977	4	1.2%				
O2R PROPERTIES LLC	12,434	5	1.2%				
RED ROOF INNS	11,150	6	1.1%	RED ROOF INNS	8,815	4	0.8%
4299 MIAMI SPRINGS LLC	11,100	7	1.1%	4299 MIA SPRG LLC	7,000	5	0.7%
DORAL BOULEVARD HOTEL LLC	9,765	8	0.9%				
BRE LQ FL PROPERTIES LLC	8,053	9	0.8%	BRE LQ FL PROPERTIES L L C	5,289	9	0.5%
FAIRWAY DRIVE PROPERTIES	6,800	10	0.6%				
				FAIRWAYS INC	5,105	10	0.0%
				FELCOR HOLDINGS L.P.	25,000	1	2.4%
				MIAMI SPRINGS GOLF VILLAS	6,910	6	0.7%
				AIRPORT FINANCIAL CENTER	9,900	3	0.9%
				BRE HMSTD PORTFOLIO LLC	6,292	7	0.6%
				FAIRHAVEN REAL ESTATE	5,679	8	0.5%
	$ 136,233		12.9%		$ 92,990		8.9%

Sources: Miami-Dade County Tax Assessors' Office
2016 Tax Roll
Real/personal property adjusted taxable value- $1,053,938

CITY OF MIAMI SPRINGS, FLORIDA

DEMOGRAPHIC AND ECONOMIC STATISTICS

LAST TEN FISCAL YEARS

Fiscal Year	Population (1)	Personal Income (Amounts Expressed in Thousands)	Per capita Personal Income (2)	Median Age (2)	School Enrollment (3)	Unemployment rate (4)
2007	13,824	494,775	35,791	38.0	N/A	3.6
2008	13,712	N/A	N/A	39.0	5,226.0	6.3
2009	13,557	N/A	N/A	N/A	4,742.0	11.3
2010	13,557	274,516	20,249	N/A	4,676	12.7
2011	13,809	279,618.4	20,249	N/A	4,654	11.5
2012	13,844	280,327.2	20,249	42.5	4,345	8.7
2013	14,037	322,331.6	22,963	42.5	4,494	8.4
2014	14,067	386,843	27,500	42.5	4,494	6.4
2015	14,027	392,279	27,966	42.0	4,494	6.2
2016	14,089	388,194	27,553	43.3	4,494	4.8

Source: (1) City of Miami Springs and State of Florida

(2) http://www.city-data.com/city/Miami-Springs-Florida.html

(3) Miami-Dade County Public Schools Registrar's Office

(4) Florida Agency for Workplace Innovation, Office of Workforce Information Services, Labor Market Statistics

N/A- Information not available

CITY OF MIAMI SPRINGS, FLORIDA

PRINCIPAL EMPLOYERS

CURRENT YEAR AND NINE YEARS AGO

	2016			2007		
EMPLOYER	EMPLOYEES	RANK	Percentage of Total County Employment	EMPLOYEES	RANK	Percentage of Total County Employment
Miami-Dade County Public Schools	33,477	1	2.94%	50,000	1	4.47%
Miami-Dade County, Florida	25,205	2	2.21%	32,000	2	2.86%
Federal Government	19,200	3	1.69%	20,400	3	1.82%
State Government	17,100	4	1.50%	17,000	4	1.52%
University of Miami	12,818	5	1.12%	9,874	8	0.88%
Baptist Health Systems	11,353	6	1.00%	10,826	7	0.97%
American Airlines	11,031	7	0.97%	9,000	9	0.81%
Jackson Memorial Hospital	9,797	8	0.86%	10,500	6	0.94%
City of Miami	3,997	9	0.35%	-	-	0.00%
Florida International University	3,534	10	0.31%	-	-	0.00%
Miami Dade Community College	-		0.00%	6,500	10	0.58%
Publix Supermarket	-		0.00%	11,000	5	0.98%
	147,512		12.96%	177,100		15.84%

Source: The Beacon Council

CITY OF MIAMI SPRINGS, FLORIDA

CAPITAL ASSET STATISTICS BY FUNCTION/PROGRAM

LAST TEN FISCAL YEARS

Function/Program	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Public Safety										
Police:										
Police stations	1	1	1	1	1	1	1	1	1	1
Police vehicles	40	43	41	43	43	36	36	36	36	32
Public works										
Streets (Miles-paved)	55	55	55	55	55	55	55	55	55	55
Culture and recreation										
Sports/Recreation Parks	3	3	3	3	3	3	3	3	3	3
Recreation Center	N/A	1	1	1	1	1	1	1	1	1
Swimming pools	1	1	1	1	1	1	1	1	1	1
Tennis courts	5	5	5	5	5	5	5	5	5	5
Baseball/Football fields	10	10	10	10	10	10	10	10	10	10
Golf courses	1	1	1	1	1	1	1	1	1	1
Sanitation										
Number of collection trucks	6	6	6	6	6	6	6	6	6	6
Elderly Services										
Senior centers	1	1	1	1	1	1	1	1	1	1
Transportation vehicles	2	2	2	1	1	1	1	1	1	1

Sources: Various City departments
Note: No capital asset indicators are available for the general government function.

CITY OF MIAMI SPRINGS, FLORIDA

OPERATING INDICATORS BY FUNCTION

LAST TEN FISCAL YEARS

Function/Program	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Public Safety										
Police:										
Number of calls answered	15,222	16,413	19,028	19,791	18,043	17,504	15,893	15,009	13,990	15,853
Number of arrests	663	537	620	426	430	494	489	373	327	292
Number of uniformed officers	41	41	41	41	43	43	43	42	43	43
Building & Zoning:										
Number of building permits issued	1701	1,324	1154	1120	1,105	1,220	1,278	1,302	1,274	1,549
License/Permit revenue generated	$467,280	$373,957	$283,678	$673,492	$490,819	$404,196	$663,443	$948,629	$552,041	$618,194
Occupational licenses issued	618	652	557	572	603	587	569	569	582	568
Culture and recreation										
Number of senior meals served	49,901	48,530	42,274	40,302	43,054	41,634	39,851	41,746	56,014	42,346
Recreation revenues collected	$187,952	$190,498	$239,455	$294,990	$449,149	$475,212	$460,122	$411,196	$343,094	$420,444
Sanitation										
Refuse collected (tons per month)	520	375	325	389	475	508	839	961	914	953

Sources: Various City departments
Note: Indicators are not available for the general government function.

CITY OF MIAMI SPRINGS, FLORIDA

FULL-TIME EQUIVALENT CITY GOVERNMENT EMPLOYEES BY FUNCTION

LAST TEN FISCAL YEARS

Function	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
General government	19	19	19	20	19	19	17	17	16	16
Public safety										
Police										
Officers	43	41	41	41	43	43	43	42	43	43
Civilians	12	12	11	11	11	11	11	11	10	13
Building & Zoning	6	6	6	6	5	5	5	5	6	7
Public Works	23	21	25	26	25	23	16	13	13	18
Culture and recreation	12	10	10	7	10	10	11	13	11	16
Water and Sewer	10	8	-	-	-	-	-	-	-	-
Sanitation	13	13	13	13	13	13	13	13	13	13
Stormwater	2	2	2	2	2	2	3	3	3	2
	140	132	127	126	128	126	119	117	115	128

Source: City of Miami Springs Finance department

CITY OF MIAMI SPRINGS, FLORIDA

ASSESSED VALUE AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY

LAST TEN FISCAL YEARS

(amounts expressed in thousands)

Fiscal Year	Real Property		Personal Property	Net Assessed Value	Total Direct Tax Rate	Estimated Actual Value	Net assessed Value as a Percentage of Estimated Actual Value (1)
	Residential Property	Commercial Property					
2007	806,401	242,748	74,349	1,123,498	7.5000	1,676,863	67.00%
2008	804,833	194,506	67,368	1,066,707	6.3000	1,840,486	59.24%
2009	680,762	158,596	54,922	894,280	6.4305	1,537,229	64.34%
2010	627,952	187,898	51,287	867,137	6.1698	1,308,696	68.96%
2011	631,848	179,860	60,956	872,664	6.4710	1,298,885	64.72%
2012	599,212	185,007	66,114	850,333	6.7400	1,221,297	77.98%
2013	597,863	211,570	77,894	887,327	6.9950	1,263,267	72.13%
2014	621,834	248,863	75,422	946,119	7.6710	1,284,743	73.64%
2015	653,405	264,315	68,523	986,244	7.6710	1,316,177	74.93%
2016	692,877	290,727	70,334	1,053,938	7.5000	1,553,378	67.85%

Note: Property in the City is reassessed each year. State law requires the Property Appraiser to appraise property at 100% of market value. The Florida Constitution was amended, effective January 1, 1995, to limit annual increases in assessed value of property with homestead exemption to 3 percent per year or the amount of the Consumer Price index, whichever is less. The increase is not automatic since no assessed value shall exceed market value. Tax rates are per $1,000 of assessed value.

(1) Includes tax-exempt property.

Sources: Miami-Dade County
Department of Property Appraisal -DR-420

CITY OF MIAMI SPRINGS, FLORIDA

PROPERTY TAX LEVIES AND COLLECTION

LAST TEN FISCAL YEARS

(amounts expressed in thousands)

Fiscal Year Ended September 30,	Total taxes Levied for Fiscal Year	Collected within the Fiscal Year of Levy		Collections in Subsequent Years	Total Collections to Date	
		Amount	Percent of Levy		Amount	Percent of Levy
2007	7,260	7,132	98.2%	104	7,236	99.7%
2008	6,878	6,830	99.3%	29	6,859	99.7%
2009	6,859	6,683	97.4%	-	6,683	97.4%
2010	6,109	5,732	93.8%	-	5,732	93.8%
2011	5,840	5,577	95.5%	-	5,577	95.5%
2013	5,824	5,823	100.0%	-	5,823	100.0%
2014	6,807	6,669	98.0%	-	6,669	98.0%
2015	7,261	7,151	98.5%	-	7,151	98.5%
2016	7,103	7,073	99.6%	-	7,073	99.6%

Source: City of Miami Springs, Finance department and the Miami Dade County Tax Collector's Office

Note: Total Adjusted Tax Levy is based on final assessed property values by Miami-Dade County Department of Property Appraisal office after the Property Appraisal Adjustment Board has completed hearings on the tax roll; and before discounts.

Discounts Allowed:

November	4%
December	3%
January	2%
February	1%
April	Taxes delinquent

CITY OF MIAMI SPRINGS, FLORIDA

DIRECT AND OVERLAPPING GOVERNMENTAL ACTIVITIES DEBT

FISCAL YEAR ENDED SEPTEMBER 30, 2016

(amounts expressed in thousands)

Jurisdiction	Net Debt Outstanding	Estimated Percentage Applicable(1)	Amount Applicable to Miami Springs
Miami-Dade County Schools (2)	$ 337,019	0.40%	$ 1,348
Miami-Dade County (3)	1,528,306	0.40%	6,113
Subtotal overlapping debt	1,865,325		7,461
City of Miami Springs direct debt	10,550	100.0%	10,550
Total direct and overlapping debt	$ 1,875,875		$ 18,011

Sources: (1) The percentage of overlapping debt applicable is estimated using taxable assessed propery values. Applicable percentages were estimated by determining the portion of the County's taxable assessed value that is within the City's boundaries and dividing it by the County's total taxable assessed value.

(2) Miami-Dade County Schools, General Finance Department

(3) Miami-Dade County, Finance Department (includes revenue bonds, loans and capital leases)

FINANCIAL POLICIES

CITY OF MIAMI SPRINGS

FINANCIAL POLICIES

DEPARTMENT: Finance

POLICY NO: 100 **EFFECTIVE DATE: October 1, 2009**

TITLE: General Policies **REVISION DATE: N/A**

1. The annual operating budget of the City of Miami Springs, Florida, shall balance the public service needs of the community with the fiscal capabilities of the City. It is intended to achieve those goals and objectives established by the City Council for the following fiscal year. Service programs will represent a balance of services, but with special emphasis on the City public safety, quality of life, and compliance with various state and federal mandates. Services shall be provided on a most cost effective basis. A balance between personnel and other classes of expenditures will also be achieved.

2. The City recognizes that its citizens deserve a commitment from their local government to fiscal responsibility, and that a balanced operating budget is the cornerstone of fiscal responsibility. Annual operating expenditures (personal services, contracts, commodities and supplies, and capital outlay) will be fiscally balanced with revenues or income estimates that can reasonably and normally be projected to be received during the fiscal year. New programs or changes in policies which would require the expenditure of additional operating funds will either be funded through reductions in existing programs of lower priority or through adjustments to fee rates, service charges, or taxes.

3. Requests for new or changes to programs or policies will be accompanied by an analysis of the short and long-term impact on the operational budget caused by such changed or new program or policy. When possible, a standard format using this procedure shall be routinely provided to the Council when requesting approval of each new or changed program or policy.

4. New programs, services, or facilities shall be based on general citizen demand or need.

5. The City shall prepare and implement a Capital Improvement Budget (CIP) which shall schedule the funding and construction of projects for a five-year period. The Capital Improvement Budget shall balance the needs for improved public facilities, as identified in the City's comprehensive plan, within the fiscal capabilities and limitations of the City.

6. The City shall maintain its accounting records in accordance with generally accepted accounting principles (GAAP), applied to governmental units as promulgated by the Governmental Accounting Standards Board (GASB) and the Financial Accounting Standards Board (FASB).

7. The City shall provide funding for public services on a fair and equitable basis, and shall not discriminate in providing such services on the base of race, sex, color, religion, sexual orientation, national origin, physical handicap or other non-merit basis.

8. Budgets for all City Funds and all other City expenditures, shall be under City Council appropriation control.

9. Inter-fund loans must be supported by a fiscally sound source of funds available for repayment.

10. Copies of the tentative and final budgets shall be provided at the Public Library, posted on the City's website, and shall be available for inspection and copying at the office of the City Clerk.

CITY OF MIAMI SPRINGS

FINANCIAL POLICIES

DEPARTMENT: Finance

POLICY NO: 110 **EFFECTIVE DATE: October 1, 2009**

TITLE: Revenue Policies **REVISION DATE: N/A**

1. **Balance Budget Requirement**:

The operating budget of the City of Miami Springs shall be balanced using current year revenues to finance current year expenditures. Fund balances shall not normally be budgeted as a resource to support routine annual operating expenses. Fund balances may be budgeted as a resource to support capital, debt, or extraordinary major maintenance needs on a non-recurring basis, or as reserves to be carried forward.

2. Revenue estimates/projections will be based on an analysis of historical trends and reasonable assumptions of future conditions.

3. Revenue estimates/projections will be made on a reasonable conservative basis to ensure that estimates are realized.

4. The operating budget will be prepared based on 95% of the certified taxable value of the property tax roll revenues per State Statutes.

5. The City will not use long-term debt to finance expenditures required for operations.

6. As early as practical in each annual budgeting cycle, the City Council shall give direction to staff as to the circumstances under which an ad valorem tax millage increase would be considered. Normally, such direction should be given in conjunction with the setting of a tentative budget calendar.

7. Fees should be collected on all City-provided services for which specific users may be readily identified and use may be reasonably quantified. The amount of the fee should be based on actual costs incurred in providing the services (or facility), and shall be reviewed at least biannually. The degree to which fees shall recover the full annual operating costs of an activity, shall be a policy determination of the City Council but must comply with State requirements.

CITY OF MIAMI SPRINGS

FINANCIAL POLICIES

DEPARTMENT: Finance

POLICY NO: 120 **EFFECTIVE DATE: October 1, 2009**

TITLE: Expenditure Policies **REVISION DATE: N/A**

1. The City shall operate on a current funding basis. Expenditures shall be budgeted and controlled so as not to exceed current revenues plus planned use of fund balance accumulated through the prior years. Exceptions to this may be made during period of emergencies (eg. hurricanes).

2. The City Manager shall take immediate corrective actions if at any time during the fiscal year expenditure and revenue re-estimates are such that an operating deficit is projected at year-end. Expenditure deferrals into the following fiscal year, short-term loans, or use of one-time revenue sources shall be avoided.

3. The City manager shall undertake periodic staff and third party reviews of City programs for both efficiency and effectiveness. Privatization and contracting with other governmental agencies will be evaluated as alternatives to service delivery. Programs that are determined to be inefficient and/or ineffective shall be reduced in scope or eliminated.

4. The City shall make every effort to maximize any discounts offered by creditors/vendors. Staff shall also use competitive bidding to attain the best possible price on goods and services.

5. Normal maintenance requirements necessary to sustain the basic asset value will be included in the budget of the proper operating fund.

6. Contractual obligations and compensation plans for employees will be provided, including estimated pay-out amounts for accrued personal leave, etc.

7. Capital for major improvements and automation of services will be based on multiple-year planning and cost benefit analysis.

8. Each year, the risk manager shall prepare an estimate of amounts to be budgeted for workers' compensation and liability insurance costs.

CITY OF MIAMI SPRINGS

FINANCIAL POLICIES

DEPARTMENT: Finance

POLICY NO: 130 **EFFECTIVE DATE: October 1, 2009**

TITLE: Fund balance policy **REVISION DATE: November 1, 2009**

I. PURPOSE

To establish a fund balance / net assets policy tailored to the needs of the City to insure against unanticipated events that would adversely affect the financial condition of the City and jeopardize the continuation of necessary public services. This policy will ensure the City maintains adequate fund balance / net assets and reserves in the City's various operating funds to provide the capacity to: (1) provide sufficient cash flow for daily financial needs, (2) secure and maintain investment grade bond ratings, (3) offset significant economic downturns and revenue shortfalls , and (4) provide funds for unforeseen expenditures related to emergencies.

II. POLICY

The City will maintain reservations of Fund Balance / Net Assets in the General Fund and proprietary funds of the City. The City shall retain the minimum requirement for each fund listed below.

A. General Fund

There shall be a reservation (unassigned fund balance) equal to 25% of the current fiscal year operating expenditure and transfers out budgeted for the fund. For the purposes of the calculation, the current fiscal year budget shall be the budget as originally adopted by resolution on or before September 30th for the subsequent fiscal year. The reserve shall be in addition to all other fund balance classifications such as Non-spendable, Restricted, Committed, and Assigned. In any fiscal year where the City is unable to fund the reservation of fund balance as required in this section, the City shall not budget any amount of unappropriated fund balance for the purpose of balancing the budget.

B. Enterprise Funds

The City maintains a Sanitation Fund and a Storm Water Fund. The City shall maintain a balance of unrestricted net assets equal to 25% of the operating expenses and transfers out of the current fiscal year budget for that fund. For the purposes of this calculation, the current year shall be the budget as originally adopted by resolution on or before September 30th for the subsequent fiscal year. The unrestricted amount shall be in addition to all other required restrictions of Net Assets including but limited to amounts restricted for debt service and/or amounts restricted for renewal and replacement of long lived assets.

III. Utilization of Surplus Reserves

In the event that the unassigned or unrestricted net assets exceed the amounts set forth above, the excess may be utilized for any lawful purpose. Nevertheless, it is recommended that priority be given to utilizing the excess within the fund in which it was generated. The excess funds may also be used for one-time costs, including the establishment of, or increase in the assigned or unassigned fund balance, or restrictions of net assets.

IV. Replenishment of Reserve Deficits

If, at the end of any fiscal year, the actual amount of unassigned fund balance or unrestricted net assets falls below the required fund levels set forth herein, the City Manager shall prepare and submit a plan for expenditure or expense reductions and / or revenue increases to the City Council. As a part of the annual budget review, the City Council shall review and, if necessary, amend the plan submitted by the City Manager for restoring the amounts of unassigned fund balance or unrestricted net assets to the required levels. Any deficit in the required amount must be restored no later than the end of the second fiscal year following the occurrence.

V. Fund Balance Hierarchy

Non-spendable — Amounts that cannot be spent either because they are in non-spendable form or because they are legally or contractually required to be maintained intact.

Restricted — Amounts that can be spent only for specific purposes because of constitutional provisions or enabling legislation or because of constraints that are externally imposed by creditors, grantors, contributors, or the laws or regulations of other governments.

Committed — Amounts that can be used only for specific purposes determined by a formal action of the City Council. The City Council is the highest level of decision-making authority for the City. Commitments may be established, modified, or rescinded only through ordinances or resolutions approved by the City Council.

Assigned — amounts that do not meet the criteria to be classified as restricted or committed but that are intended to be used for specific purposes. Under the City's adopted policy, only the City Council may assign amounts for specific purposes.

Unassigned — all other spendable amounts.

When an expenditure is incurred for purposes for which both restricted and unrestricted fund balance is available, the City considers restricted funds to have been spent first. When an expenditure is incurred for which committed, assigned, or unassigned fund balances are available, the City considers amounts to have been spent first out of committed funds, then assigned funds, and finally unassigned funds, as needed, unless the City Council has provided otherwise in its commitment or assignment actions.

VI. Annual Review

Compliance with the provisions of this policy shall be reviewed as a part of the annual budget adoption process.

CITY OF MIAMI SPRINGS

FINANCIAL POLICIES

DEPARTMENT: Finance

POLICY NO: 140 **EFFECTIVE DATE: October 1, 2009**

TITLE: Capital Asset Management Policies **REVISION DATE: N/A**

POLICY:

Fixed Assets are defined as property, real or personal, that is non-consumable, with a value of $1,000.00 or more and life expectancy of THREE years or more. Typical fixed assets include land, buildings, furniture, machinery and equipment, land improvements and construction in progress (CIP). Assets may be donated, purchased or funded through grants. Donated assets are recorded at fair market value when received. All other asset acquisitions are recorded at purchase cost.

Expenditures are generally capitalized when they prolong the life of the asset compared to maintaining or repairing the asset. Broker's fees, freight charges, installation/preparation costs are included when capitalizing an asset. Service maintenance charges are not capitalized.

- **Capital Expenditure/Capital Outlay** – Budget vs. GAAP (Generally Accepted Accounting Principles). Only assets or infrastructure with a value over $1,000 will be budgeted as a capital item in the budget. Short lived assets which do not meet the capital asset threshold will be budgeted as operational materials and supplies.
    - Depreciation Method: GASB (Governmental Accounting Standards Board) Statement 34 requires governments to depreciate capital assets with a defined estimated life.
    - The City will use the straight line depreciation method.
    - There will be no depreciation on land or other assets with an indefinite life.
    - Construction in progress projects are not subject to depreciation until the projected is completed.
    - Depreciation expense is not calculated on the salvage value (value which the asset will not fall below).
- **Capital Assets** – Assets vs. Repair & Maintenance: GASB 34 requires that repair and maintenance items are expenses rather than capitalized assets.
    - The criteria determining whether an item is capitalized or expensed is whether the service life of the assets will be extended.
    - The City will adapt this definition and capital expenditures that extend the life of the asset will be classified as capital assets.

- **Estimated useful assets life**: The estimated useful lives of the assets are based on City experience and established projections reflected in the 5 year capital plan. The useful life of an asset will be used when determining depreciation expense. The useful lives are:

Class Description	Useful Life
Land	N/A
Construction in Progress	N/A
Computer Equipment	3-5
Licensed Vehicles	5-8
Furniture and Office Equipment	5-10
Machinery and Tools	5-15
Land Improvements other than Buildings	20
Buildings	50
Infrastructure	10-65

- **Five year capital plan**: The City prepares a 5 year capital plan which reports the capital asset budget needs for the City.

- **Fixed Asset Accounting.** The City will comply with the standards established by GASB 34 (Governmental Accounting Standards Board) and all subsequent pronouncements with forth by GASB or its successor organization.

- **Disposal of Surplus Property**

POLICY:

The City will establish and maintain timely, efficient and accountable procedures for the identification, collection, transfer, storage and disposal of property which is surplus to the needs of the City.

Surplus property will be handled and disposed of as follows:

A. Transferred to another department of the City or

B. Sold to interested parties and the general public through competitive process; or

C. Donated to not-for-profit entities; or

D. Scrapped.

CITY OF MIAMI SPRINGS

FINANCIAL POLICIES

DEPARTMENT: Finance

POLICY NO: 150 **EFFECTIVE DATE: October 1, 2009**

TITLE: Capital Expenditures & Debt Policies **REVISION DATE: N/A**

A. PURPOSE

The purpose of the City of Miami Springs Capital Expenditures & Debt Policies is to maximize the City's financial resources to the fullest extent practical by creating policies and procedures that minimize the City's debt service and issuance costs, retain the highest practical investment grade bond or equivalent credit rating, and maintain full and complete financial disclosure and reporting.

This policy does not apply to interfund transactions or borrowings.

B. AUTHORITY TO ISSUE BONDS

The City of Miami Springs Charter ARTICLE IX. FISCAL MATTERS Section 9.06 General Obligation Bonds, authorizes the issuance of general obligation bonds only after voter approval. Section 9.07 Revenue Bonds authorizes the issuance of revenue bonds without voter approval.

C. CRITERIA

The City will incur long term debt only for the purposes of acquiring or constructing capital improvements, and for making major renovations to existing capital improvements, for the good of the public. Exceptions to this rule will be considered on a case-by-case basis to determine if the contemplated debt is in the best interests of the City.

D. TYPES OF DEBT

I. Long-Term Debt

Long-term debt may be used for purposes of financing capital projects or a portion of capital projects. There may be other uses such as re-financing of outstanding long-term debt at more favorable interest rates. ***The use of long-term debt for operating purposes is prohibited under this policy.***

The City may use the following types of long-term (long-term is defined as having a term of more than one year) financing instruments:

a) General Obligation Bonds: Bonds which are secured by, or provide for their payment by, the pledge, in addition to those special taxes levied for their discharge and such other sources as may be provided for their payment or pledged as security under the ordinance or resolution authorizing the issuance, of the full faith and credit and taxing power of the City and for payment of which recourse may be had against the General Fund of the City. The City may issue general obligation bonds when approved by vote of the electors.

D. TYPES OF DEBT (CON'T)

I. Long Term Debt (Con't)

b) Revenue Bonds: Obligations of the City payable from revenues derived from sources other than ad valorem taxes on real or tangible personal property and which do not pledge the property, credit, or general tax revenue of the City.

c) Master Lease Agreements: The City may enter into a lease agreement with a provider or bank to lease equipment. The terms of the lease should coincide with the life of the equipment to be leased and a tax-exempt rate shall be sought. The City will strive to obtain the lowest rate possible using competitive bidding or current market analysis.

d) Pooled Financing: If it is financially or strategically beneficial, the City may participate in debt pools with other entities, and low-interest loans from state agencies or other organizations on either a long-term or short-term basis.

II. Short Term Debt

Short-term debt (those due in less than one year) may be used in anticipation of a particular revenue (anticipation debt) such as taxes or grants, and such revenue may be pledged for repayment of the debt issuance. Short-term debt may also be issued to finance projects or portions of projects for which the City ultimately intends to issue long-term debt. Other circumstances that may indicate interim financing as a viable option include, but are not limited to, the following:

- Long-term interest rates are expected to decline in the near future
- Proceeds of short-term debt can be obtained more quickly than long-term obligations.

The City may use the following types of short-term (short-term is defined as having a term of less than one year) financing instruments:

a) Line of credit: The City may establish a tax-exempt line of credit with a financial institution or other provider.

b) Pooled Financing: If it is financially or strategically beneficial, the City may participate in debt pools with other entities, and low-interest loans from state agencies or other organizations.

c) Anticipation Debt: The City may use tax anticipation notes, bond anticipation notes, revenue anticipation notes or other such structured borrowings if it is in the best financial interest of the City.

d) Interfund Borrowing: Short-term cash lending from one fund to another.

CITY OF MIAMI SPRINGS

FINANCIAL POLICIES

DEPARTMENT: Finance

POLICY NO: 150 **EFFECTIVE DATE: October 1, 2009**

TITLE: Capital Expenditures & Debt Policies **REVISION DATE: N/A**

D. TYPES OF DEBT (CON'T)

III. Conduit Debt

Conduit Bonds: conduit financings are securities issued by a government agency to finance a project of a business, whose activities have a general public purpose. (such as Hospitals) The business receives all proceeds of the tax-exempt bond issue and is responsible for payment of the debt in its entirety.

The City may sponsor conduit financings for those activities that have a general public purpose, are in the best interests of the City, and adhere to Florida Statutes. All conduit financings must insulate the City completely from any credit risk or exposure and must be approved by the City Council.

E. LIMITATIONS ON INDEBTEDNESS

The City will maintain a conservative debt position. Pay-as-you-go and replacement programs will be utilized whenever feasible to avoid financing costs. Debt will be issued only if the benefits outweigh the costs of the debt.

F. INVESTMENT OF BOND PROCEEDS

Investment of bond proceeds will be consistent with those authorized by existing federal and state law and by the City's investment policy and applicable bond covenants. When financially in the best interests of the City, bond proceeds shall be invested and tracked separately from other investments.

G. DEBT STRUCTURE

Structure- A level debt service, level principal, or balloon structure may be used for any debt obligation. Bonds may be issued in serial or term form as indicated by the type of bond and/or market conditions. The particular structure of any bond issue shall be selected based on the economic and financial conditions existing within and without the City at the time of the sale, the urgency of the project, and the nature and type of security provided.

Duration- Long-term debt shall be issued for terms that provide the most efficient and economical repayment of principal and interest in light of the type of project financed, anticipated future flexibility, and statutory and other legal constraints. Call provisions shall be made as short as possible consistent with the lowest interest cost to the City and legal limitations. The City shall normally issue general obligations bonds with an average life of thirty (30) years or less and thirty (30) or less for revenue bonds. ***In no instance will the maturities exceed the estimated useful or economic life of the related capital project(s).***

Capitalized Interest- The City may issue bonds structured to fund interest and/or principal payments during the construction/acquisition period of the related project if circumstances indicate this is the most advantageous method of funding such requirements.

Variable-Rate Securities- When appropriate the City may choose to issue securities that pay a rate of interest that varies according to a predetermined formula or results from a periodic remarketing of the securities.

Credit Enhancements- Letters of credit, bond insurance, etc. may be used to improve credit quality and thereby lower interest costs. Such credit enhancements may be used when the net debt service on a specific bond issue is reduced by more than the costs of the enhancements.

CITY OF MIAMI SPRINGS

FINANCIAL POLICIES

DEPARTMENT: Finance

POLICY NO: 150 **EFFECTIVE DATE: October 1, 2009**

TITLE: Capital Expenditures & Debt Policies **REVISION DATE: N/A**

H. SALES PROCESS: LONG-TERM BONDS

1) Bonded debt may be issued by competitive sale, negotiated sale or private placement as current circumstances dictate.

2) In all publicly issued bonded debt transactions the City may use an underwriter/underwriting syndicate, bond counsel, disclosure counsel (unless provided by the underwriter), trustee (if applicable), financial advisor, paying agent or any other financial and/or legal consultants and advisors as reasonably necessary.

3) All consultants involved in the sale process shall be selected in accordance with the City's purchasing code requirements.

4) Competitive bidding shall be used in the sale of bonded debt unless the nature of the issue warrants a negotiated sale or private placement. Also, if determined by the City Manager and Finance Director that a negotiated sale or private placement would be beneficial to the City. Award of a competitive sale shall be made on a true interest cost basis as indicated in the individual circumstances and as agreed to by the financial advisor. In instances where the City, in a competitive bidding selection process, deems the bids received to be unsatisfactory, at the discretion and direction of the City Council, the City may enter into negotiations for the sale of the bonds.

5) A sale may be negotiated in the following non inclusive circumstances:

   - Complexity of the issue requires specialized expertise;
   - A negotiated sale would result in substantial savings in time or money;
   - Market conditions or the City's credit position are unusually volatile or uncertain;
   - Other non-routine situations requiring more flexibility than a competitive bid allows.

6) A private placement sale or limited public offering may be used to tailor a debt issue to the specific needs of a particular investor or sector or for issues with a complex structure or unusual circumstances. The financial advisor, if any, shall concur in writing with the decision to sell bonds in a private placement.

7) For all negotiated sales or private placements, underwriters will be required to demonstrate sufficient capitalization and experience related to the debt issuance.

8) All costs and fees related to the issuance of bonds will be paid from the related bond proceeds or from revenues budgeted for such costs.

I. REFUNDINGS

1) Periodic reviews of all outstanding debt will be undertaken to determine refunding opportunities. Current or advance refundings will be considered within federal tax law constraints and current bond covenant constraints and in the following circumstances:

- There is a net economic benefit as described below;
- Refunding is essential in order to modernize covenants essential to operations and management;
- Refunding discharges one or more revenue sources from the pledged revenues.

2) Advance refunding for economic savings will be undertaken when a net present value savings of at least 1% of the refunded par can be achieved.

3) Current refundings producing a net present value savings of less than 1% will be considered on a case-by-case basis by the City Manager and the Finance Director.

4) Refundings with negative savings will not be considered unless there is a compelling public policy objective.

J. CREDIT OBJECTIVES

The City's goal is to maintain or improve its bond ratings. To that end, prudent financial management policies will be established and adhered to in all areas. Full disclosure of operations will be made to the bond rating agencies. The City will strive to achieve an underlying rating in the double "A" range or equivalent from one of the major rating agencies.

K. DISCLOSURE AND COMPLIANCE REQUIREMENTS

The City is committed to full and complete financial disclosure, and to cooperating fully with rating agencies, institutional and individual investors, City departments, other levels of government and the general public to provide clear, comprehensive, and accurate financial information.

The Finance Department shall be responsible for providing disclosure to established national information repositories and for maintaining compliance with disclosure standards promulgated by state and national regulatory bodies.

On an annual basis, the Finance Director or designee will review all debt covenants and compliance requirements to ensure the City is in full compliance.

L. ARBITRAGE

It is the City's policy to minimize the cost of arbitrage rebate and yield restriction while strictly complying with federal and state law. Due to the complexity of arbitrage provisions, the advice of bond counsel or other qualified experts will be sought whenever questions regarding arbitrage rebate and/or yield restrictions arise.

Arbitrage calculations will be performed in accordance with required Internal Revenue Service reporting dates, which are (5) five years after the delivery date of each issue, and each fifth year thereafter until the bonds have been matured, redeemed early or retired.

The Finance Director will be responsible for identifying the amount of unspent debt proceeds including interest which is on hand and to the extent feasible, ensure the oldest proceeds on hand are spent first.

Arbitrage rebate costs shall be charged as negative interest revenue to the funds in which the related debt proceeds were originally deposited.

M. LEASING

1. Leasing shall be considered as an option for the acquisition of equipment or vehicles with an individual cost of $15,000 or more or a package of equipment or vehicles with a total cost of $50,000 or more. Leasing may also be considered as an option for any transactions of a lesser amount.

2. Leasing shall not be considered when funds are on hand for the acquisition unless the interest expense associated with the lease is less than the interest that can be earned by investing the funds on hand OR when other factors such a budget constraints or vendor responsiveness override the economic consideration.

3. All stated interest rates shall be tax-exempt rates and at least three competitive proposals shall be obtained for any major lease financing. The net present value of competitive bids shall be compared taking into account whether payments are in advance or in arrears and the frequency of payments. The purchase of equipment or vehicles shall be determined using the City's Purchasing Policy.

4. The term of any lease shall not extend beyond the estimated useful or economic life of the related equipment or vehicle.

5. Lease agreements shall permit the City to refinance the lease or prepay the lease at no more than reasonable cost and at the City's option.

6. Security for any lease shall be no more than a covenant to budget and appropriate annual lease payments.

7. The Finance Director shall review all leases prior to execution to determine the potential impact of the lease on the City's overall debt position for arbitrage purposes.

N. OTHER TYPES OF FINANCING

From time to time other types of financing may become available. Such alternatives shall be analyzed by the Finance Director for consideration.

O. POLICY ADMINISTRATION

This policy will be reviewed annually by the Finance Director.

CITY OF MIAMI SPRINGS

FINANCIAL POLICIES

DEPARTMENT: Finance

POLICY NO: 160 **EFFECTIVE DATE: October 1, 2009**

TITLE: Investment Policies **REVISION DATE: N/A**

Scope

This investment policy applies to all financial assets of the City of Miami Springs, which are under the direct control of the City Council.

Investment Objectives

The following investment objectives will be applied in the management of the City's funds.

1. Safety of Capital - Safety of capital is regarded as the highest priority in the handling of investments for the City. All other investment objectives are secondary to the safety of capital. Each investment transaction shall seek to first ensure that capital losses are avoided, whether they are from securities defaults or erosion of market value. From time to time, securities may be traded for other similar securities to improve yield, maturity, or reduce credit risk. For these type transactions, a loss may be incurred for accounting purposes, provided any of the following occurs with respect to the replacement security:

a. Yield has been decreased;

b. Maturity has been reduced;

c. Quality of the investment has been improved.

2. Liquidity - The City's investment strategy will provide sufficient liquidity such that cash flow requirements are met through the utilization of marketable securities with structured maturities.

3. Yield - In investing public funds, the City will strive to maximize the return on the portfolio but will avoid assuming unreasonable risk.

Standards Of Care

1. Prudence and Ethical Standards – The "prudent person" standard shall be used in the management of the overall investment portfolio. The prudent person standard is herewith understood to mean the following: Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived. Investment officers, or persons performing the investment functions, acting as a "prudent person" in accordance with this written policy and procedures, exercising due diligence and investments authorized by law, shall be relieved of personal responsibility, for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion, as described in the internal control section of this policy, and appropriate action is taken to control adverse developments.

2. Investment Authority - Responsibility for the administration of the investment program is vested in the City Manager. The City Manager shall exercise this authority and regulate the administration of the investment program through the Finance Department. No person may engage in an investment transaction except as stated in the internal controls section of the policy.

3. Ethics and Conflicts of Interest – The Mayor, City Council, City Manager, and Finance Department employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. The above personnel shall disclose any material interests in financial institutions with which they conduct business and any personal financial or investment positions that could be related to the performance of the investment portfolio. Investment related officers and personnel shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of their entity.

Safekeeping And Custody

Authorized Investment Institutions and Broker/Dealers

Documented lists of the authorized financial institutions and broker/dealers will be developed and maintained by the Finance Director and approved by the City Manager. Broker/ dealers will consist of banks, regional firms, and other recognizable firms in the general securities business. All such institutions shall be on the State of Florida authorized institution list. Evaluation criteria will include:

a. The institutional and broker qualification as they relate to both general and specific product knowledge;

b. The technical support capabilities as well as the operations efficiency of the organization;

c. The ability to provide value added services;

d. Pricing competitiveness based on the ability of the dealer to support both the "bid" and "ask" side of various securities market instruments.

e. The financial strength and security of the company; and

f. Have a minimum capital of $10 million. Before engaging in investment transactions with a financial institution or broker/dealer, the Finance Director will have received from said a signed investment certification form attesting that the individuals responsible for the City's accounts have reviewed the City's investment policy and that they agree to undertake reasonable efforts to preclude imprudent transactions involving the City's funds.

Time, practicality, and general business constraints limit the number of investment relationships which can be managed on a regular basis. In most cases, normal investment activity will be limited to no more than five relationships. In all cases, investment relationships will consist of a minimum of three institutions. If at any time the City Manager is appropriately notified of any threat to the integrity of the investment portfolio, proper security measures may be suggested and implemented, and the Finance Director shall have the option to further restrict investment in selected instruments, to conform to then present market conditions. Repurchase agreements will be conducted through, and negotiated only with, qualified public depository financial institutions and primary securities broker/dealers. A written master repurchase agreement will be negotiated with any institution with which the City, through the Finance Director, enters into a specific repurchase agreement.

Internal Controls

The City Manager shall exercise and monitor a set of internal controls which are designed to protect the City's funds and ensure proper accounting and reporting of the securities transactions. Such internal controls shall consist of the following:

a. All securities purchased or sold will be transferred only under the "delivery versus payment" method to ensure that funds or securities are not released until all criteria relating to the specific transactions are met.

b. The City Manager is authorized to accept, on behalf of and in the name of the City of Miami Springs, bank trust receipts and/or confirmations as evidence of actual delivery of the obligation or securities in return for investment of funds. Trust receipts or confirmations shall fully describe the various obligations or securities held. The receipt or confirmation shall state that the investment is held in the name of the City of Miami Springs.

c. Written documentation and/or confirmation of telephone transactions and wire transfers will be maintained.

d. There will be adequate separation of duties with clear delegation of authority among investment personnel.

e. Custodial safekeeping shall be properly utilized.

f. Investment review and performance reporting, interim and annual, shall be done by the Finance Director and reviewed by the City Manager.

g. The Finance Director will promptly notify the City Manager of any threat to the safety of the portfolio and proper security measures will be suggested and implemented to conform to market conditions.

h. There will be an avoidance of bearer-form securities.

i. There will be no physical delivery of securities, except certificates of deposit, which will be maintained in the Finance Department safe..

j. There will be a prohibition of collusion.

k. A wire transfer agreement with the custodial bank outlining the various controls and security provisions for making and receiving wire transfers shall be executed.

l. Quarterly safekeeping account statements shall be maintained.

m. Transaction confirmations will be received from the financial institution or securities dealer awarded the investment and maintained as investment document.

n. Periodic training and educational opportunities will be provided and made available concerning investments and related subjects for appropriate personnel.

o. Investment activity will be performed by the Finance Director and upon the approval of the City Manager. In the absence of the Finance Director, the Chief Staff Accountant responsible for overseeing investment record keeping, will perform the investment activity and obtain approval of the City Manager.

p. The following personnel are designated by the City Manager as having authority to initiate all investment activities.

1. Finance Director

2. Comptroller responsible for overseeing investment record keeping (if one is appointed and only in the absence of the Finance Director).

q. Additional controls will be established in written policies and procedures by the City Manager as needed.

r. The safekeeping institution shall send a report on at least a quarterly basis listing all securities held in each safekeeping account which shall be verified by the City Manager's office. All securities purchased by the City under this policy shall be purchased using the "delivery versus payment" procedure. If it is ever determined to be necessary to perform security transactions on a "free delivery" basis, or to have securities held by the broker/dealer for a temporary period, the approval of the City Manager or Finance Director must be secured prior thereto and the reason documented in writing.

Suitable And Authorized Investments

The City shall limit investments to:

1. Negotiable direct obligations of, or obligations the principal and interest of which are unconditionally guaranteed by, and which carry the full faith and credit of, the United States Government and its agencies. Investments in this category would include, but not be limited to, the following: United States Treasury Bills, Notes and Bonds, and securities issued by the Government National Mortgage Association (Ginnie Mae), and Federal Housing Administration.

2. Fully collateralized United States Agency obligations which carry an implied guarantee and the implied full faith and credit of the United States Government. Investments in this category would include, but not be limited to, the following: obligations of the Federal Home Loan Mortgage Corporation (FHLMC) and the Federal National Mortgage Association (FNMA)

3. Other United States Agency obligations which carry an implied guarantee and the implied full faith and credit of the United States Government. Investments in this category would include but not be limited to the following: obligations of the Federal Farm Credit Bank, Federal National Mortgage Association (Fannie Mae), Federal Home Loan Mortgage Corporation (Freddie Mac), Student Loan Marketing Association (Sallie Mae), Financial Assistance Corporation, and Federal Agriculture Mortgage Corporation (Farmer Mac).

4. Permitted investments in the above listed agencies and instrumentalities shall include bonds, debentures, notes, or other evidence of indebtedness issued including mortgage pass-throughs, collateralized mortgage obligations, adjustable rate securities, and adjustable rate mortgages.

5. Interest bearing savings accounts, money market accounts, certificates of deposit, money market certificates, or time deposits constituting direct obligations of any bank or savings and loan association certified as a qualified public depository by the State.

6. Repurchase agreements collateralized by securities otherwise authorized in paragraphs one to five.

7. State of Florida Local Government Surplus Funds Trust Fund.

8. The City Council of the City of Miami Springs adopted a policy to incorporate the State of Florida's "Protecting Florida's Investment Act," (Chapter 2007-88, Laws of Florida), prohibiting the investment of public funds managed by the City in any "scrutinized companies" with active business operations in Sudan or Iran, as listed by the State Board of Administration (SBA) on a quarterly basis, in accordance with the provisions of the Act

Bid Requirement

When purchasing or selling securities, the Finance Director, or his designated staff, will obtain competitive bids or offerings from at least three dealers, except in situations where:

1. The security involved is a "new original issue" and can be purchased at par prior to issue date, or "at the window" at date of sale;

2. The security involved is available through direct issue or private placement;

3. The security involved is of particular special interest to the entity and dealer competition could have an adverse impact with respect to the price and availability to the entity.

Reporting

For any investment other than the State Board of Administration (SBA), the Finance Director shall generate monthly reports for management purposes. In addition, The Director shall prepare an annual report for submission to the Council, which presents the City's portfolio by type of investment, book value, income earned, and market value as of the report date.

Investment Parameters

1. Liquidity Requirements - To meet the day to day operating need of the City and to provide the ready cash to meet unforeseen temporary cash requirements, a liquidity base of approximately two months of anticipated disbursements, excluding bond construction payments made from escrow or trust accounts, will be kept in relatively short term investments. These would include State of Florida Local Government Surplus Funds, Trust Fund, Discount Notes, Repurchase Agreements.

2. Portfolio Composition; Risk and Diversification - Prudent investing necessitates that the portfolio be diversified as to instruments and dealers. The following limits are hereby established to serve as guidelines for diversification by instrument. These guidelines may be revised by the City Manager for special circumstances.

Local Government Surplus Funds Trust Fund 100%, United States Treasury Bills/Notes/Bonds 75%, Other United States Government Agencies 75%, Repurchase Agreements 35%, Certificates of Deposit 75%

3. Performance Standard - The City seeks to optimize return on investments within the constraints of safety and liquidity. The investment portfolio shall be designed with the annual objective of exceeding by 25 basis points above the weighted average return earned on investments held the State Board of Administration.

CITY OF MIAMI SPRINGS

FINANCIAL POLICIES

DEPARTMENT: Finance

POLICY NO: 170 **EFFECTIVE DATE: October 1, 2009**

TITLE: Budgeting Policies **REVISION DATE: N/A**

Budgetary Practices and Basis of Budgeting

Balanced Budget – A budgetary state in which planned expenditures equal anticipated revenues. In Florida, it is a requirement that all governmental operating budgets submitted and approved, must be balanced without borrowing.

A. Operating Budget Practices: Each department and division prepares its own budget for review by the City Manager. The budget is approved in the form of an appropriations resolution after the Mayor and Council have conducted advertised public hearings. The Operating Budget is adopted at the Department level. During the year, it is the responsibility of the City Manager to administer the budget. The legal control, which the budget resolution establishes over spending, is set up under Generally Accepted Accounting Principles. Transfers between line items and/or changes in the total appropriations level for any given Department can only be enacted by the Mayor and Council through an amendment to the current appropriations resolution.

The City will adopt an annual General Fund budget in which expenditures, net of pay-as-you-go capital project contributions, do not exceed projected revenues. As a management policy, budgetary control is maintained in the General and the Special Revenue Funds at the program level by the encumbrance of estimated purchase amounts prior to the release of purchase orders to vendors. Purchase orders which result in overruns of balances are not processed (locked out of the computer system) until sufficient appropriations are made available through approved intrafund transfers.

The City Manager is authorized by the City's adopted purchasing ordinance, to expend certain amounts without further action by City Council. The Manager is authorized to expend up to $10,000 without Council approval. Authorization to approve purchase orders under this amount has been delegated to the Assistant City Managers. Purchases between $250 and $5,000 can be authorized by the City Manager subject to the securing of at least three (3) verbal quotes. Purchases between $5,000 and $25,000 require three written quotes. Purchases in excess of $25,000 require a sealed bidding process. All purchases over $10,000 must be approved by the City Council. The City is also authorized to "piggyback" on any other governmental contract when it will be in the best interests of the City to do so.

B. Basis of Accounting and Budgeting: The basis for budgeting is the same as the basis for accounting. Budgets for General, Special Revenue, Capital Projects, and Debt Service Funds are adopted on a basis consistent with Generally Accepted Accounting Principles. Accordingly, all Governmental Fund budgets are presented on the modified accrual basis as well as the "current resource measurement focus." Under this method of accounting, revenue is recorded when susceptible to accrual, such as when measurable and available for the funding of current appropriations. The Governmental Funds are the General Fund, the Special Revenue Funds, the Capital Projects Fund, and the Debt Service Fund. Enterprise Fund budgets are presented on the full accrual basis as well as "the economic resources measurement focus".. Under this method of accounting, revenues are recognized when earned, as billed and unbilled, and expenditures are recorded when incurred. The City has two Enterprise Funds, the Sanitation and Stormwater Funds. See the Fund Summaries Budget Detail sections for detailed information on the Fund descriptions.

C. Capital Improvements Program Practices: Along with the operating budget, the City Manager submits a Capital Improvements Program (CIP) to the Mayor and Council. This document provides for improvements to the City's public facilities for the ensuing fiscal year and five years thereafter. The first year of the plan establishes a capital budget for the new fiscal year. The remaining five years serve as a guide for use in determining probable future debt issuance needs and operating cost impacts. The Capital Budget is adopted at the Fund level. CIP expenditures are accounted for in the Capital Projects Fund or the Enterprise Funds, as appropriate, and are funded by a variety of sources. The City strives to maintain a reasonable balance between "pay-as-you-go" financing and bond financing for its capital improvements in order to maintain debt within prudent limits.

Budget Process

The following are the procedures established by the City Manager for the annual budget process for the City:

1. During August of each year, the City Manager, submits to the City Council a proposed operating budget for the fiscal year commencing the following October 1. The operating budget includes proposed expenditures and financing means.

2. Public hearings and workshops are conducted to obtain taxpayer comments.

3. Prior to October 1, the budget is legally enacted through passage of a Resolution

Budget Process(continued)

4. The budgetary level of control is at the department level.

5. Budget transfers between line items and between funds require the approval of the City Council except as outlined below. Departmental budget/actual comparison reports are maintained and available for public inspection in the Auditing Department.

6. Transfers between line items will be reported to Council on a monthly or quarterly basis for its approval, These are done "after the fact" since it would bring operations to a halt if the City had to wait for Council approvals to perform a line item transfer within a department.

7. Formal budgetary integration is employed as a management control device during the year for all funds.

8. All fund budgets are adopted on a basis consistent with generally accepted accounting principles (GAAP).

9. Florida Statutes provide that only expenditures in excess of those total fund budgets are unlawful.

10. Unused appropriations lapse at the end of each fiscal year; however, such unexpended funds shall be appropriated to the appropriate fund's budgeted reserve for the subsequent fiscal year.

10. The City Manager has the authority to adjust the adopted budget to correct scrivener's errors.

Budget Amendments

The City adopts the annual budget at the Department level. Budget amendments are required when it is necessary to move funds between budgeted departments, to create new funds or departments, or to appropriate funds from fund balance. Generally, budget amendments are done once or twice each year.

CITY OF MIAMI SPRINGS

FINANCIAL POLICIES

DEPARTMENT: Finance

POLICY NO: 170 **EFFECTIVE DATE: October 1, 2009**

TITLE: Budgeting Policies (continued) **REVISION DATE: N/A**

Internal Budget Adjustments

Budget adjustments are designed to give the City Manager a degree of flexibility in his/her budgetary administration. They may generally be approved for one of four reasons. First, a budgetary mistake may have been made in the approved budget. Because the budget cycle must begin so early in the year, it is very easy to overlook certain items which should have been included, or to over and/or underestimate the expenses or need for certain other items. A second reason for which transfers should be approved is emergency purchases. In many instances, equipment, supply, or maintenance costs must be incurred at a higher level than could have been anticipated due to a breakdown of equipment, the assumption of a new service, or unusually large contract prices.

A third justification for an amendment is an avoidance of future cost increases. Such opportunities often arise when a certain product or service can be purchased at a certain time rather than putting off the purchase until a later date.

Finally, a municipal organization needs to be dynamic to respond to change. Often this requires moving funds form one area to another.

Budget adjustments exist for very specific reasons, as noted above and should not be used to balance an organization's budget each month. Operating within one's available budgetary resources is a managerial responsibility, and one which should be taken very seriously. While the approved budget is only a plan and can be changed as circumstances change; it should be adhered to as closely as possible.

When needs are less than originally anticipated or should prices come in lower than budgeted, excess funds should accrue as savings to the City. They should not be considered as available dollars for additional expenditures beyond the appropriation level contained in the approved budget without specific justification. These accrued savings become fund balance reserve or cash forward in the next year's budget, a valuable revenue in maintaining service levels and avoiding tax rate increases. The more that can be accrued in one year, the easier the budget process will be the next year.

Capital equipment item funds are budgeted for in the annual budget; however, as needs change, individual items are not specifically approved in the budget. Additional capital equipment needs can be purchased if funds are available. First, if the amount does not exceed $10,000, and if the requesting party has the funds available, then the City Manager can approve the purchase. If the individual item or systems exceeds $10,000 , then the City Council needs to approve the purchase after following approved purchasing procedures. Individual items or systems over $25,000 require sealed bidding process.

CITY OF MIAMI SPRINGS

FINANCIAL POLICIES

DEPARTMENT: Finance

POLICY NO: 170 **EFFECTIVE DATE: October 1, 2009**

TITLE: Budgeting Policies (continued) **REVISION DATE: N/A**

Encumbrances:

Encumbrances represent commitments related to unperformed contracts for goods or services. Encumbrance accounting, under which purchase orders, contracts, and other commitments for the expenditure of resources are recorded in order to reserve that portion of the applicable appropriation, is utilized in the governmental funds.

CITY OF MIAMI SPRINGS

FINANCIAL POLICIES

DEPARTMENT: Finance

POLICY NO: 180 **EFFECTIVE DATE: October 1, 2009**

TITLE: Budgeting Process **REVISION DATE: N/A**

The Planning Phase

In October of each fiscal year, plans are set forth for next year's budget process by the City Manager; however, the actual budget formulation process begins in June of each year. Prior to June, the City Manager and finance staff review the GFOA comments from the prior year's budget and begin developing the data necessary to address those comments and suggestions.

The Preparation Phase

In May, the preparation phase of the budget process involves staff preparing updates to the City's anticipated revenues. This involves developing accurate projections of traditional revenues and estimating any new revenues expected in the subsequent year.

Also during this phase, staff begins to develop expenditure profiles for each City department and operation.

The Review Phase

The review phase involves the City Manager and the various department heads reviewing the submittals from their respective departments. Changes and updates are made to the proposed revenue and spending levels based on overall city priorities and as a result of these one-on-one meetings. Matching proposed services levels with the necessary personnel and other resources was an on-going process that demands considerable investigation and focus on the multiple missions.

City Council holds budget workshops with staff during each August to review departmental goals and objectives for the coming year and to give guidance on their priorities. Final refinements continue until the preparation of the tentative budget is completed and submitted to the Mayor and City Council in September.

The Adoption Phase

At their second July regular City Council meeting, which is open to the public, the City Council must adopt a tentative millage rate for the coming year. This is a requirement of state statutes. The adopted rate is then the maximum millage rate that can be included in the coming year's budget. The City Council may, at a later budget hearing, reduce the rate if it so desires, but cannot raise it above the adopted tentative rate. The Council also schedules additional workshops for August, if necessary, and two formal public hearings for residents to provide their input to the process. State law requires the two formal public hearing be held in September and neither can conflict with the hearing dates established by the County School Board or the County Commission.

Subsequent to the July vote, the Notice of Proposed Property Taxes, otherwise known as TRIM (Truth in Millage) notices, are prepared and mailed by the County Property Appraiser. Printed on the TRIM notice is the date of the first scheduled public hearing to adopt the tentative budget and the tentative millage rate. The purpose of the public hearing is to give the general public an opportunity to speak for or against the proposed budget and millage rate. At the end of the first public hearing, a date and time is set for the final public hearing. An advertisement is then prepared and placed in a local newspaper. This ad contained summary budget information along with the tentative millage rate and the tentative approved budget based on the first hearing. Also noted are the time, date and location for the final hearing. The purpose of the final public hearing is to once again give the general public an opportunity to speak for or against the budget and proposed millage rate. At this meeting, the City Council adopts the final budget and millage rate. Within the next three days of adoption, the City must notify the County Property Appraiser, County Tax Collector and the State Department of Revenue, of the adopted millage rate. Final tax invoices are mailed to property owners by the Tax Collector at the beginning of November. The budget is effective on October 1st of each year.

Amendments After Adoption

As provided in Florida Statute 166.241, once the budget is adopted, the City Council, at any time during the fiscal year, may amend the budget in the following manner:

1. Appropriations for expenditures are adopted at the Department level. Any changes in those levels subsequent to the budget adoption must be approved by action of the City Council by Resolution.

2. Changes in funding levels within departments may be made at any time by action of the City Manager.

3. A receipt of revenue from a source not anticipated in the budget and received for a particular purpose including, but not limited to, grants, donations, gifts, or reimbursement for damages, may be appropriated via a budget amendment approved by Council.

CITY OF MIAMI SPRINGS

FINANCIAL POLICIES

DEPARTMENT: Finance

POLICY NO: 190 **EFFECTIVE DATE: October 1, 2009**

TITLE: Accounting, Auditing & Financial Reporting **REVISION DATE: N/A**

1. The City's accounting and financial reporting systems will be maintained in conformance with Generally Accepted Accounting Principles (GAAP) and the standards set by the Governmental Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA).

2. The basis for budgeting is the same as the basis for accounting. Budgets for General, Special Revenue, Capital Projects, and Debt Service Funds are adopted on a basis consistent with Generally Accepted Accounting Principles. Accordingly, all Governmental Fund budgets are presented on the modified accrual basis as well as the "current resource measurement focus." Under this method of accounting, revenue is recorded when susceptible to accrual, such as when measurable and available for the funding of current appropriations. The Governmental Funds are the General Fund, the Special Revenue Funds, the Capital Projects Fund, and the Debt Service Fund. Enterprise Fund budgets are presented on the full accrual basis as well as "the economic resources measurement focus". Under this method of accounting, revenues are recognized when earned, as billed and unbilled, and expenditures are recorded when incurred. The City has only one Enterprise Fund, the Stormwater Fund. See the Fund Summaries Budget Detail sections for detailed information on the Fund descriptions.

3. An independent public accounting firm will perform an annual audit. The auditor's opinion will be included with the City's published Comprehensive Annual Financial Report (CAFR).

4. The City's CAFR will be submitted to the GFOA Certification of Achievement for Excellence in Financial reporting Program. The financial report should be in conformity with GAAP, demonstrate compliance with finance related legal and contractual provisions, provide full disclosure of all financial activities and related matters, and minimize ambiguities and potentials for misleading inference.

5. The City's budget will be submitted to the GFOA Distinguished Budget Presentation Program. The budget should satisfy criteria as a financial and programmatic policy document, as a comprehensive financial plan, as an operations guide for all organizational units and as a communications device for all significant budgetary issues, trends, and resources.

6. The Finance Department will also prepare, in conjunction with the release of the CAFR, the "Popular Annual Financial Report" (PAFR) which is a condensed and easy to read version of the annual CAFR. This document will be provided to residents so that they can easily understand how the City is using their funds. This document will also be submitted to the GFOA committee in order to receive their award.

7. Financial systems will be maintained to monitor revenues, expenditures, and program performance on an ongoing basis.

APPENDIX

GLOSSARY OF FUNDS/KEY TERMS

ACCRUAL BASIS OF ACCOUNTING: A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the related cash flows.

AD VALOREM TAXES: Taxes paid on the fair market value of land, buildings, and equipment. Used to fund general operations and debt service. See also "Millage Rate".

APPROPRIATION: Money allocated by the City Council for a specific purpose.

AUTHORIZED POSITIONS: Employee positions, which are authorized/funded in the adopted budget.

BALANCED BUDGET: A budget in which planned funds or revenue available are equal to fund planned expenditures.

BOND FUNDS: Proceeds from the sale of bonds for use in construction of capital facilities. (Sometimes referred to as Capital Projects Funds). May be General Obligation or Revenue Bonds.

BUDGET: A Balanced fiscal plan of programs, services, and construction projects funded within available revenues, bounded with a specific period of time, usually twelve months. A balanced budget is a fiscal plan in which revenues equal expenditures.

CAPITAL EXPENDITURES: See "CAPITAL OUTLAY"

CAPITAL IMPROVEMENTS: Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as "Infrastructure." See also "CAPITAL PROJECT".

CAPITAL PROJECT: To account for financial resources to be uses for the acquisition or construction of major facilities (other than those financed by proprietary funds, special assessment and trust funds); usually funded through the sale of bonds or other capital financing methods.

CAPITAL OUTLAY: Expenditures that result in the acquisition of or addition to fixed assets that have a value of $1,000 or more and have a useful economic lifetime of more than one year; or, assets of any value if the nature of the item is such that it must be identified and controlled for custody purposes as a fixed asset.

CAPITAL IMPROVEMENTS PLAN (CIP): All capital expenditures planned for the next five years. The plan specifies the resources estimated to be available to fund projected expenditures.

COST-OF-LIVING ADJUSTMENT (COLA): An increase in salaries to offset the adverse effect of inflation on compensation.

CONTINGENCY: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

DEBT SERVICES: To account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

DEBT LIMIT: The maximum amount of debt, which the City is, permitted to incur under constitutional, statutory or charter provisions. Usually expressed as a percentage of assessed valuation.

DEPRECIATION: A method of cost allocation to recognize the decline in service potentials of capital assets attributable to wear and tear, deterioration, action of physical elements, inadequacy or obsolescence.

DERM: Abbreviation for the Miami-Dade County Department of Environmental Protection and Management.

DROP: Deferred retirement Option Program

ENTERPRISE FUND: A series of accounts grouped to account for operation that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses including depreciation) of providing goods or services to the general public on a continuing basis, are financed or recovered primarily through user charges. City funds are: Sanitation and Stormwater.

EXPENDITURE: The incurring of a liability, the payment of cash, or the transfer of property for the purpose of acquiring an asset, or a service or settling a loss. A decrease in the net financial resources under the current financial resources measurement focus not properly classified as "Other Financing Uses."

EXPENSE: Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges. Decreases the net assets of the fund.

ENCUMBRANCE: The commitment of appropriated funds to purchase an item or service/ To encumber funds means to set aside or commit funds for a specified future expenditure.

FIDUCIARY FUNDS: Fiduciary funds are used to account for assets held by the city in a trustee capacity, or as an agent for others and that cannot be used to support the city's own programs.

FISCAL YEAR: The fiscal year for the City of Miami Springs begins October 1, and ends on September 30.

FUND: A group of appropriations treated as an entity to meet legal requirement of Generally Accepted Accounting Principles.

FUND BALANCE: The equity of net worth of a general or trust resulting from the residual or excess earnings over expenditures from the operations of the agency. These funds, similar to retained earnings of proprietary funds, may be appropriated directly to operating expenditures in order to support the fund.

GENERAL FUND: To account for all financial resources except those required to be accounted for in another fund, usually this applies to funds used for normal, day-to-day operating purposes, the chief operating fund of the City.

GOAL: The primary purpose for which a unit of government exist. A goal reflects an ideal condition or mission statement and is always stated in general terms. Specific objectives further the attainment of a goal.

GOVERNMENTAL FUNDS: Funds used to account for all or most of the City's general activities and services, including the acquisition or construction of capital assets and the servicing of general long-term debt.

LOCAL GOVERNMENT 1/2 CENT SALES TAX: The Value of 1/2 cent of the State sales tax, which is returned to the county collection and shared by the county and its constituent cities on the basis of population.

LOCAL OPTION GAS TAX: A tax levy of up to six cents on each gallon of motor and special fuels sold. Which may be imposed by Miami-Dade County in accordance to State Law, and which is shared with the cities in the County, including the City of Miami Springs.

MILLAGE RATE: One mill equals $1.00 of tax for each $1,000.00 of property value.

MODIFIED ACCRUAL BASIS OF ACCOUNTING: Basis of accounting according to which (a) revenues are recognizes in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest in general long-term debt and certain similar accrued obligations, which should be recognized when due.

OBJECTIVES: Measurable and specific accomplishments which work towards fulfilling a goal or area of responsibility. Objectives are usually expressed as quantified service levels to be provided to the public during a specific time period.

OPERATING BUDGET: A balance fiscal plan for providing governmental programs and services for a single fiscal year.

OPERATING EXPENDITURES: All costs associated with the general operation of a given department. These costs include Professional Services, Electricity, Repair/Maintenance Supplies, Office Supplies, Local Mileage, etc.

PERSONNEL SERVICES: All costs associated with salaried, fringes, and other related employee benefits.

PRIOR YEAR ENCUMBRANCES: Outstanding obligations to purchase goods and/or services which existed at fiscal year end, reserved in fund balance or retained earnings of all applicable funds, and reappropriated at the beginning of the consecutive fiscal year.

PROPERTY TAXES: Taxes paid on the assessed or "just" value of the land, building, business inventory or equipment.

PROPRIETARY FUND: See "Enterprise Fund"

RETAINED EARNINGS: The accumulated income earned less the cost incurred during operations and transfers out resulting in the net worth of the fund. Retained Earnings, like Fund Balance, may be appropriated to support the operations of the fund.

REVENUES: Income derived from taxes, fees, and charges. In a broader sense, "revenue" refers to all government income, regardless of source, used to fund services.

ROLLED BACK MILLAGE RATE: That millage rate which will provide the same property tax levy as was levied during previous fiscal year, exclusive of levies on new construction, additions to structures, deletions and property added due to geographic boundary changes.

STATE REVENUE SHARING: Funds distributed by formula to local governments with few or no limits on the purposes or which the funds may be used.

SPECIAL REVENUE FUND: To account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, of for major capitol projects) that are legally restricted to expenditures for specified purpose.

SPECIAL ASSESSMENT: To account for the financing of public improvements or services deemed to benefit the properties against which special assessments are levied.

TRIM: Truth in millage

TRUST AND AGENCY: To account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, or other governmental units, and/or other funds. These include the following funds: (a) Expendable Trust; (b) Non-expendable Trust; (c) Pension Trust; and (d) Agency.

UNRESTRICTED FUND BALANCE: This refers to the cumulative value of the excess of revenues over expenses/expenditures remaining from prior years, which are available for appropriation and expenditure in the current year. In the government-wide or proprietary fund statement of net assets, this is named "Net Assets-Unrestricted".

UNRESERVED FUND BALANCE: The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

TRIM COMPLIANCE

CERTIFICATION OF COMPLIANCE

Chapter 200, Florida Statutes
and Sections 218.23 and 218.63, Florida Statutes

☑ **Check if E-TRIM Participant**

DR-487
R. 5/13
Rule 12D-16.002
Florida Administrative Code
Effective 5/13
Provisional

FISCAL YEAR : 2017-2018	County : Miami-Dade
☐ **Check if new address**	
Taxing Authority : CITY OF MIAMI SPRINGS	**Taxing authorities must file the DR-487 with the required attachments within 30 days of the final hearing.** Send completed "TRIM" Compliance packages by :
Mailing Address : 201 WESTWARD DRIVE	**Mail**: Florida Department of Revenue, Property Tax Oversight - TRIM Section, P. O. Box 3000, Tallahassee, Florida 32315-3000
Physical Address : SAMD AS MAILING	**Certified or Overnight Delivery**: Florida Department of Revenue, Property Tax Oversight - TRIM Section, 2450 Shumard Oak Blvd., RM 2-3200, Tallahassee, Florida 32399-0216
City, State, Zip : MIAMI SPRINGS, FL 33166	
Date of Final Hearing : 09/25/2017	

All Taxing Authorities, Except School Districts
E-TRIM Participants only need to submit items 1-3

WITHIN 30 DAYS OF FINAL HEARING send this signed certification* with:

☑ 1. Proof of Publication from the newspaper for all newspaper advertisements.

☑ 2. Ordinance or Resolution:
- a. Adopting the final millage rate, with percent change of rolled-back rate shown and
- b. Adopting the final budget, indicating order of adoption. **DO NOT SEND ENTIRE BUDGET.**

☑ 3. ENTIRE PAGE(s) from the newspaper for all newspaper advertisements
- a. Budget Summary Advertisement.
- b. Notice of Proposed Tax Increase or Budget Hearing Advertisement.
- c. COUNTIES ONLY: DR-529, *Notice - Tax Impact of the Value Adjustment Board*, within 30 days of completion.

☐ 4. Copy of DR-420, *Certification of Taxable Value*, include DR-420TIF, *Tax Increment Adjustment Worksheet* and DR-420DEBT, *Certification of Voted Debt Millage*, if applicable.

☐ 5. DR-420MM, *Maximum Millage Levy Calculation Final Disclosure*.

☐ 6. DR-487V, *Vote Record for Final Adoption of Millage Levy*.

☐ 7. DR-422, *Certification of Final Taxable Value*,** and DR-422DEBT *Certification of Final Voted Debt Millage*, if applicable.

*(See Rule 12D-17.004(2)(a), F.A.C.)

School Districts
E-TRIM Participants only need to submit items 1-4

WITHIN 30 DAYS OF FINAL HEARING send this signed certification* with:

☐ 1. ESE 524, *Millage Resolution*.

☐ 2. Resolution or Ordinance Adopting Budget, indicating order of adoption.

☐ 3. ENTIRE PAGE(s) from the newspaper for all newspaper advertisements:
- a. Budget Summary Advertisement.
- b. Notice of Proposed Tax Increase or Budget Hearing Advertisement.
- c. Notice of Tax for School Capital Outlay.
- d. Amended Notice of Tax for School Capital Outlay.

☐ 4. Proof of Publication from the newspaper for all newspaper advertisements.

☐ 5. Copy of DR-420S, *Certification of School Taxable Value* and DR-420DEBT, *Certification of Voted Debt Millage*, if applicable.

☐ 6. DR-422, *Certification of Final Taxable Value*** and DR-422DEBT, *Certification of Final Voted Debt Millage*, if applicable.

*(See Rule 12D-17.004(2)(b), F.A.C.)

****If you have not received the DR-422, do not delay submitting your TRIM package. It is due within 30 days of your final hearing. If you do not include all required documents, the Department of Revenue will find you non-compliant with Section 218.26(4), F. S. Taxing authorities and units of local government participating in revenue sharing may lose these funds for twelve months, under Sections 200.065, 218.23, 218.26(4), and 218.63. F.S. Ad valorem proceeds from any millage above the rolled-back rate must be placed in escrow.**

SIGN HERE		
Taxing Authority Certification	I certify the millages and rates are correct to the best of my knowledge. The millages comply with the provisions of s. 200.065 and the provisions of either s. 200.071 or s. 200.081, F.S.	
Signature of Chief Administrative Officer :		Date : 09/26/2017
☑ Mr. ☐ Ms.	Print Name of Chief Administrative Officer : WILLIAM ALONSO	Title : CITY MANAGER
Contact Name and Contact Title : WILLIAM ALONSO, CITY MANAGER	☐ *Check if new contact*	E-mail Address : ALONSOW@MIAMISPRINGS-FL.GOV
Phone Number : 305-805-5011		Fax Number : 305-805-5040

All TRIM forms for taxing authorities are available on our website at : **http://floridarevenue.com/dor/property/trim/**

Reset Form | Print Form

DR-420MM
R. 5/12
Rule 12D-16.002
Florida Administrative Code
Effective 11/12

FLORIDA DEPARTMENT OF REVENUE

MAXIMUM MILLAGE LEVY CALCULATION
FINAL DISCLOSURE
For municipal governments, counties, and special districts

Year : **2017**	County : MIAMI-DADE
Principal Authority : CITY OF MIAMI SPRINGS	Taxing Authority : CITY OF MIAMI SPRINGS

1.	Is your taxing authority a municipality or independent special district that has levied ad valorem taxes for less than 5 years?	☐ Yes	☑ No	(1)

IF YES, STOP ***STOP HERE. SIGN AND SUBMIT. You are not subject to a millage limitation.***

2.	Current year rolled-back rate from Current Year Form DR-420, Line 16	6.9909	per $1,000	(2)
3.	Prior year maximum millage rate with a majority vote from ***2016***, Form DR-420MM, Line 13	7.3100	per $1,000	(3)
4.	Prior year operating millage rate from Current Year Form DR-420, Line 10	7.5000	per $1,000	(4)

If Line 4 is equal to or greater than Line 3, skip to Line 11. If less, continue to Line 5.

Adjust rolled-back rate based on prior year majority-vote maximum millage rate

5.	Prior year final gross taxable value from Current Year Form DR-420, Line 7	$	0	(5)
6.	Prior year maximum ad valorem proceeds with majority vote ***(Line 3 multiplied by Line 5 divided by 1,000)***	$	0	(6)
7.	Amount, if any, paid or applied in prior year as a consequence of an obligation measured by a dedicated increment value from Current Year Form DR-420 Line 12	$	0	(7)
8.	Adjusted prior year ad valorem proceeds with majority vote ***(Line 6 minus Line 7)***	$	0	(8)
9.	Adjusted current year taxable value from Current Year form DR-420 Line 15	$	0	(9)
10.	Adjusted current year rolled-back rate ***(Line 8 divided by Line 9, multiplied by 1,000)***	0.0000	per $1,000	(10)

Calculate maximum millage levy

11.	Rolled-back rate to be used for maximum millage levy calculation ***(Enter Line 10 if adjusted or else enter Line 2)***	6.9909	per $1,000	(11)
12.	Adjustment for change in per capita Florida personal income ***(See Line 12 Instructions)***		**1.0311**	(12)
13.	Majority vote maximum millage rate allowed ***(Line 11 multiplied by Line 12)***	7.2083	per $1,000	(13)
14.	Two-thirds vote maximum millage rate allowed ***(Multiply Line 13 by 1.10)***	7.9291	per $1,000	(14)
15.	Current year adopted millage rate	7.3575	per $1,000	(15)
16.	**Minimum vote required to levy adopted millage:** (Check one)			(16)

☐ a. Majority vote of the governing body: Check here if Line 15 is less than or equal to Line 13. The maximum millage rate is equal to the majority vote maximum rate. ***Enter Line 13 on Line 17.***

☑ b. Two-thirds vote of governing body: Check here if Line 15 is less than or equal to Line 14, but greater than Line 13. The maximum millage rate is equal to adopted rate. ***Enter Line 15 on Line 17.***

☐ c. Unanimous vote of the governing body, or 3/4 vote if nine members or more: Check here if Line 15 is greater than Line 14. The maximum millage rate is equal to the adopted rate. ***Enter Line 15 on Line 17.***

☐ d. Referendum: The maximum millage rate is equal to the adopted rate. ***Enter Line 15 on Line 17.***

17.	The selection on Line 16 allows a maximum millage rate of ***(Enter rate indicated by choice on Line 16).***	7.3575	per $1,000	(17)
18.	Current year gross taxable value from Current Year Form DR-420, Line 4	$	1,121,725,782	(18)

19.	Current year adopted taxes ***(Line 15 multiplied by Line 18, divided by 1,000).***	$ 8,253,097	(19)
20.	Total taxes levied at the maximum millage rate ***(Line 17 multiplied by Line 18, divided by 1,000).***	$ 8,253,097	(20)

DEPENDENT SPECIAL DISTRICTS AND MSTUs STOP ***STOP HERE. SIGN AND SUBMIT.***

21.	Enter the current year adopted taxes of all dependent special districts & MSTUs levying a millage. ***(The sum of all Lines 19 from each district's Form DR-420MM)***	$ 0	(21)
22.	Total current year adopted taxes ***(Line 19 plus Line 21).***	$ 8,253,097	(22)

Total Maximum Taxes

23.	Enter the taxes at the maximum millage of all dependent special districts & MSTUs levying a millage ***(The sum of all Lines 20 from each district's Form DR-420MM).***	$ 0	(23)
24.	Total taxes at maximum millage rate ***(Line 20 plus Line 23).***	$ 8,253,097	(24)

Total Maximum Versus Total Taxes Levied

25.	Are total current year adopted taxes on Line 22 equal to or less than total taxes at the maximum millage rate on Line 24? (Check one)	☑ YES ☐ NO	(25)

SIGN HERE

Taxing Authority Certification

I certify the millages and rates are correct to the best of my knowledge. The millages comply with the provisions of s. 200.065 and the provisions of either s. 200.071 or s. 200.081, F.S.

Signature of Chief Administrative Officer : Electronically Certified by Taxing Authority	Date : 9/26/2017 9:59 AM
Title : WILLIAM ALONSO, CITY MANAGER	Contact Name and Contact Title : TAMMY ROMERO, ASSISTANT CITY MANAGER/FINANCE DIRECTOR
Mailing Address : 201 WESTWARD DRIVE	Physical Address : 201 WESTWARD DRIVE
City, State, Zip : MIAMI SPRINGS, FL 33166	Phone Number : 305/805-5014 / Fax Number : 305/805-5037

Complete and submit this form to the Department of Revenue with the completed DR-487, Certification of Compliance, within 30 days of the final hearing.

Reset Form | Print Form

VOTE RECORD FOR FINAL ADOPTION OF MILLAGE LEVY

Section 200.065 (5), Florida Statutes

DR-487V
R. 6/10
Rule 12D-16.002
Florida Administrative Code
Effective 11/12

Counties, municipalities, independent special districts, water management districts, MSTUs, and dependent special districts must use this form to certify the vote of the governing body on the millage rate adopted at their final hearing. The Department will use this form to determine compliance with the maximum millage levy provisions.

Year : 2017	County : MIAMI-DADE
Principal Authority : CITY OF MIAMI SPRINGS	Taxing Authority : CITY OF MIAMI SPRINGS

Please list ALL members of the taxing authority governing body and their vote on the resolution or ordinance stating the millage rate to be levied and adopted at their final hearing (s. 200.065(2)(d), F.S.). Depending on the size of the governing body, all lines may not be needed.

	Name	Yes	No	Not Present or Not Voting
1.	Mayor Billy Bain	✓		
2.	Councilwomam Mara Zapata	✓		
3.	Councilwoman Maria Mitchell	✓		
4.	Councilman Jaime Petralanda	✓		
5.	Councilman Bob Best	✓		
6.				
7.				
8.				
9.				
10.				
Attach additional sheets, if necessary.	**FINAL VOTE TOTALS :**	5	0	0

SIGN HERE

Taxing Authority Certification	I certify the millages and rates are correct to the best of my knowledge. The millages comply with the provisions of s. 200.065 and the provisions of either s. 200.071 or s. 200.081, F.S.	
Signature of Chief Administrative Officer : Electronically Certified by Taxing Authority	Date : 9/26/2017 9:59 AM	
Title : WILLIAM ALONSO, CITY MANAGER	Contact Name and Contact Title: TAMMY ROMERO, ASSISTANT CITY MANAGER/FINANCE DIRECTOR	
Mailing Address : 201 WESTWARD DRIVE	Physical Address 201 WESTWARD DRIVE	
City, State, Zip MIAMI SPRINGS, FL 33166	Phone Number : 305/805-5014	Fax Number : 305/805-5037

This form must be submitted to the Department of Revenue with DR-487, *Certification of Compliance*, and DR-420MM, *Maximum Millage Levy Calculation Final Disclosure*.

All TRIM forms for taxing authorities are available on our web site at
http://dor.myflorida.com/dor/property/trim

RESOLUTION NO. 2017 – 3740

A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF MIAMI SPRINGS, FLORIDA, ADOPTING THE FINAL MILLAGE RATE FOR THE FISCAL YEAR COMMENCING OCTOBER 1, 2017 AND ENDING SEPTEMBER 30, 2018; ANNOUNCING THE PERCENTAGE INCREASE IN PROPERTY TAXES; PROVIDING FOR INCORPORATON OF RECITALS; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, pursuant to Section 200.065, Florida Statutes, the Miami-Dade County Property Appraiser ("Property Appraiser") has certified the taxable value within the City of Miami Springs (the "City") for the year 2017, which includes all real property within the City; and

WHEREAS, on July 28, 2017, the City Council adopted Resolution No. 2017-3728 determining the proposed millage rate for the fiscal year commencing October 1, 2017 and further scheduled public hearings on the millage rate as required by Section 200.065, Florida Statutes, the first hearing to be held on Monday, September 11, 2017 at 7:00 P.M. and the second to be held on Monday, September 25, 2017 at 7:00 P.M., both at City of Miami Springs, City Hall, 201 Westward Drive, Miami Springs, Florida 33166; and

WHEREAS, due to Hurricane Irma, the first hearing was rescheduled and duly re-noticed from Monday, September 11, 2017 at 7:00 p.m. to Monday, September 18, 2017 at 7:00 p.m.; and

WHEREAS, at the initial public hearing on September 18, 2017, the City Council adopted Resolution No. 2017-3737 setting a tentative millage rate of 7.3575 mills; and

WHEREAS, the City Council finds that it is necessary to levy an ad valorem millage rate in the City; and

WHEREAS, the City Council and the City Manager have reviewed the City's proposed Fiscal Year 2017-2018 Budget, considered an estimate of the necessary expenditures contemplated for in the Budget, and have determined that the final millage rate levy set forth below provides the necessary funds for such expenditures.

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF MIAMI SPRINGS, FLORIDA, AS FOLLOWS:

Section 1. **Recitals Adopted.** That the above-stated recitals are hereby adopted and confirmed.

Section 2. **Adopting Final Millage Rate.** The final millage rate to be levied for the City of Miami Springs for the fiscal year commencing October 1, 2017 and ending September 30, 2018 is hereby fixed at 7.3575 mills per $1,000.00 of assessed property value.

Section 3. **Announcing Percentage Increase.** The proposed millage rate of 7.3575 mills exceeds the rolled-back rate computed pursuant to Section 200.065, Florida Statutes of 6.9909 mills by 5.24%, which is the percentage increase in property taxes adopted by the City.

Section 4. **Effective Date.** That this Resolution shall become effective immediately upon adoption.

The foregoing Resolution was offered by Vice Mayor Best, who moved its adoption. The motion was seconded by Councilman Petralanda, and upon being put to a vote, the vote was as follows:

Vice Mayor Bob Best	YES
Councilwoman Maria Puente Mitchell	YES
Councilwoman Mara Zapata	YES
Councilman Jaime Petralanda	YES
Mayor Billy Bain	YES

PASSED AND ADOPTED on this 25th day of September, 2017.

BILLY BAIN, MAYOR

ATTEST:

ERIKA GONZALEZ-SANTAMARIA, MMC
CITY CLERK

CITY OF MIAMI SPRINGS INCORPORATED FLORIDA

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

WEISS SEROTA HELFMAN COLE & BIERMAN, P.L.
CITY ATTORNEY

RESOLUTION NO. 2017 – 3741

A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF MIAMI SPRINGS, FLORIDA, ADOPTING A FINAL BUDGET FOR THE FISCAL YEAR COMMENCING OCTOBER 1, 2017 AND ENDING SEPTEMBER 30, 2018; PROVIDING FOR INCORPORATON OF RECITALS; PROVIDING FOR EXPENDITURE OF BUDGETED FUNDS; PROVIDING FOR BUDGETARY CONTROLS; PROVIDING FOR GRANTS AND GIFTS; PROVIDING FOR BUDGET AMENDMENTS; PROVIDING FOR ENCUMBRANCES; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, pursuant to Section 200.065, Florida Statutes, the Miami-Dade County Property Appraiser ("Property Appraiser") has certified the taxable value within the City of Miami Springs (the "City") for the year 2017, which includes all real property within the City; and

WHEREAS, on July 28, 2017, the City Council adopted Resolution No. 2017-3728 determining the proposed millage rate for the fiscal year commencing October 1, 2017 and further scheduled public hearings on the millage rate as required by Section 200.065, Florida Statutes, the first hearing to be held on Monday, September 11, 2017 at 7:00 P.M. and the second to be held on Monday, September 25, 2017 at 7:00 P.M., both at City of Miami Springs, City Hall, 201 Westward Drive, Miami Springs, Florida 33166; and

WHEREAS, due to Hurricane Irma, the first hearing was rescheduled and duly re-noticed from Monday, September 11, 2017 at 7:00 p.m. to Monday, September 18, 2017 at 7:00 p.m.; and

WHEREAS, the City Manager has submitted to the City Council a budget for Fiscal Year 2017-2018 showing estimates of revenues and expenditures, together with the character and object of expenditures and an estimate of all municipal projects pending or to be undertaken; and

WHEREAS, the City Council and the City Manager have reviewed the City's proposed Fiscal Year 2017-2018 Budget, considered an estimate of the necessary expenditures contemplated for in the Budget, and determined the final millage rate levy to provide the necessary funds for such expenditures.

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF MIAMI SPRINGS, FLORIDA, AS FOLLOWS:

Section 1. **Recitals Adopted.** That the above-stated recitals are hereby adopted and confirmed.

Section 2. **Adopting Budget.** The City's Budget for the fiscal year commencing October 1, 2017 and ending September 30, 2018, is hereby approved and adopted as set in Exhibit "A," attached hereto and incorporated herein ("Budget").

Section 3. **Authorizing Expenditure of Budgeted Funds.** Funds appropriated in the Budget may be expended by and with the approval of the City Manager in accordance with the provisions of the City Charter and applicable laws. City funds shall be expended in accordance with the appropriations provided in the Budget adopted herein and shall constitute an appropriation of the amounts specified therein. Supplemental appropriations or the reduction of appropriations, if any, shall be made in accordance with the City Charter, City Code, and applicable laws.

Section 4. **Budget Control.** The Budget establishes a limitation on expenditures by fund total. Fund limitations require that the total sum allocated to each fund for Operating and Capital expenses not be increased or decreased without specific authorization by a duly-enacted Resolution affecting such amendment or transfer. Therefore, the City Manager may authorize transfers from one individual line item account to another and from one department to another so long as the line item and department accounts are within the same fund.

Section 5. **Grants and Gifts.** If and when the City receives monies from any source, be it private or public, by grant, gift, or otherwise, to which there is attached, as a condition of acceptance, any limitation regarding the use of expenditures of the monies received, the funds so received need not be shown in the Operating Budget nor shall said budget be subject to amendment of expenditures as a result of the receipt of said monies, but said monies shall only be disbursed and applied toward the purposes for which the said funds were received. To ensure the integrity of the Operating Budget, and the integrity of the monies received by the City under grants or gifts, all monies received as contemplated above must, upon receipt, be segregated and accounted for based upon generally accepted accounting principles and, where appropriate, placed into separate and individual trust and/or escrow accounts from which any money drawn may only be disbursed and applied within the limitations placed upon same.

Section 6. **Amendments.** If the City Manager determines than an Operating or Capital Fund total will exceed its original appropriation, the City Manager is hereby

authorized and directed to prepare such resolutions as may be necessary and proper to amend the Budget.

Section 7. **Encumbrances.** All outstanding encumbrances on September 30, 2017 shall lapse at that time and all lapsed capital encumbrances shall be re-appropriated in the 2017-2018 Fiscal Year.

Section 8. **Effective Date.** That this Resolution shall become effective immediately upon adoption.

The foregoing Resolution was offered by Councilwoman Zapata, who moved its adoption. The motion was seconded by Councilman Petralanda, and upon being put to a vote, the vote was as follows:

Vice Mayor Bob Best	YES
Councilwoman Maria Puente Mitchell	YES
Councilwoman Mara Zapata	YES
Councilman Jaime Petralanda	YES
Mayor Billy Bain	YES

PASSED AND ADOPTED on this 25th day of September, 2017.

BILLY BAIN, MAYOR

ATTEST:

ERIKA GONZALEZ-SANTAMARIA, MMC
CITY CLERK

CITY OF MIAMI SPRINGS INCORPORATED 1926 FLORIDA

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

WEISS SEROTA HELFMAN COLE & BIERMAN, P.L.
CITY ATTORNEY