

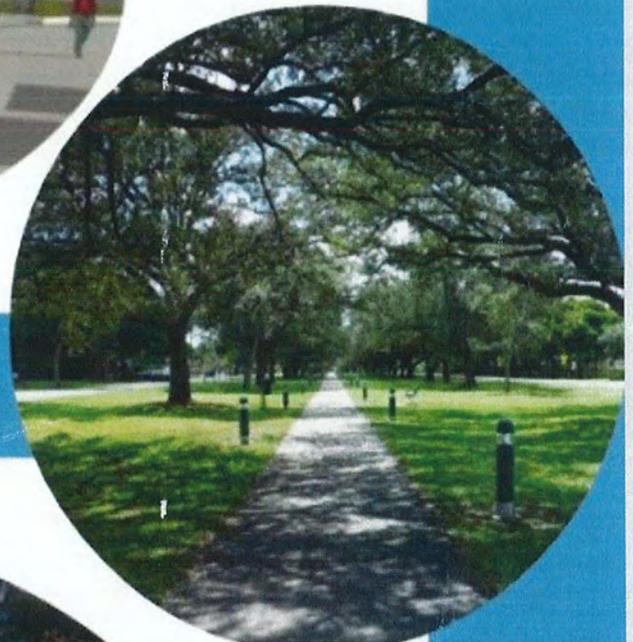
CITY OF MIAMI SPRINGS ADOPTED BUDGET

FISCAL YEAR
2019-2020



SMALL TOWN CHARM
IN THE CITY

TREE CITY USA



AT THE HEART
OF IT ALL



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Miami Springs
Florida**

For the Fiscal Year Beginning

October 1, 2018

Christopher P. Morill

Executive Director

INTRODUCTORY SECTION

LETTER OF TRANSMITTAL

CITY OF MIAMI SPRINGS



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

September 24, 2019

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

As authorized and directed by Florida Statute Section 200.165 Florida Statutes and Article IX, Section 9.01(2)(a)(e) of City Charter, the City Administration respectfully presents the adopted budget for the fiscal year ending September 30, 2020. 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 2019-20 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.

The July 1 property value assessment was 1,256,462,625 or almost \$74 million higher than the prior year's assessment of \$1,182,545,653. This represents approx. \$379,438 in net additional ad valorem revenues for next year at the adopted millage rate.

The following are some key factors in the adopted budget for FY2019-20:

- Reduces the millage rate to **7.3300**. At this millage the Adopted Budget provides a surplus, and maintains or improves the current services. The General Fund budget has a surplus of \$78,466.
- The proposed FY2019-20 budget includes the addition of one police officer which will increase the number of uniformed officers from 44 to 45. Police budget also includes further improvements in technology in order to replace outdated and inefficient systems, it also includes GPS tracking for our police vehicles, and new equipment for our officers.
- The FY19-20 budget includes an estimated \$133,000 in debt service payment to cover the first year interest only payment for the Senior Center construction loan.
- The Public Works budget includes the addition of one maintenance worker in the Streets Division to assist in improving the level of services city-wide.
- Senior center budget includes \$96,200 to cover the LSP funding lost this year from the State. These funds will fund some of the most popular programs such as various classes and weekend meals.

- The IT budget includes converting a current part time employee to full time due to the significant workload of the department and no longer able to accomplish their tasks with 1.5 FTE's.
- The health insurance renewal for next year is 6% higher.
- The FY19-20 budget includes a 3% COLA for all General Employees total cost of this is approx. \$128,423. The Police budget includes a 3% pay increase for all uniformed officers in accordance with the current contract terms, as well as a reduction in the Police pension contribution from 12.5% to 10.5%.
- Budget assumes a 3% cost of living increase for all operating expenditures (e.g.: fuel, utilities, supplies, etc.)
- This General Fund budget request also contains approximately \$566,819 in capital expenditures as shown on page 1-16. However, the budget impact of this for FY19-20 will be approx. \$120,344 since \$555,419 of the capital expenditures will be paid through a five-year lease with annual payments of approx. \$120,344.

These capital requests include Public Works-\$227,000 to replace all of the duct work, air vents, returns and filters in the City Hall building, \$ 25,000 in other improvements and equipment. Police- \$154,719 in equipment, software and a GPS tracking system. Golf-\$68,200 to replace three weather shelters at the course, repave the maintenance building, replace cast iron water pipes at maintenance building, and purchase a new range ball picker. Parks and Recreation-\$80,500 for pool deck spray maintenance, resurface two tennis courts, laser grade and clay the baseball fields at Stafford and Peavey Dove and repair the soccer field at Stafford.

- Budget includes \$45,000 for the City's lobbyist, as well as \$25,000 for legal costs related to the annexation lawsuit.
- The Public Works budget includes \$25,000 for citywide tree planting, and \$200,000 for tree trimming.
- Council budget includes a \$35,000 funding request from CMI for next fiscal year, \$14,000 for the River Cities Festival, and \$6,000 request from the Historic Museum for storage costs.

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.

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 as evidenced by the approval of the "Gateway District" in our downtown business area. There are a number of hotels currently in the planning and development phases, as well as a new retail/residential development for our downtown business district.

MILLAGE RATE AND FUNDING

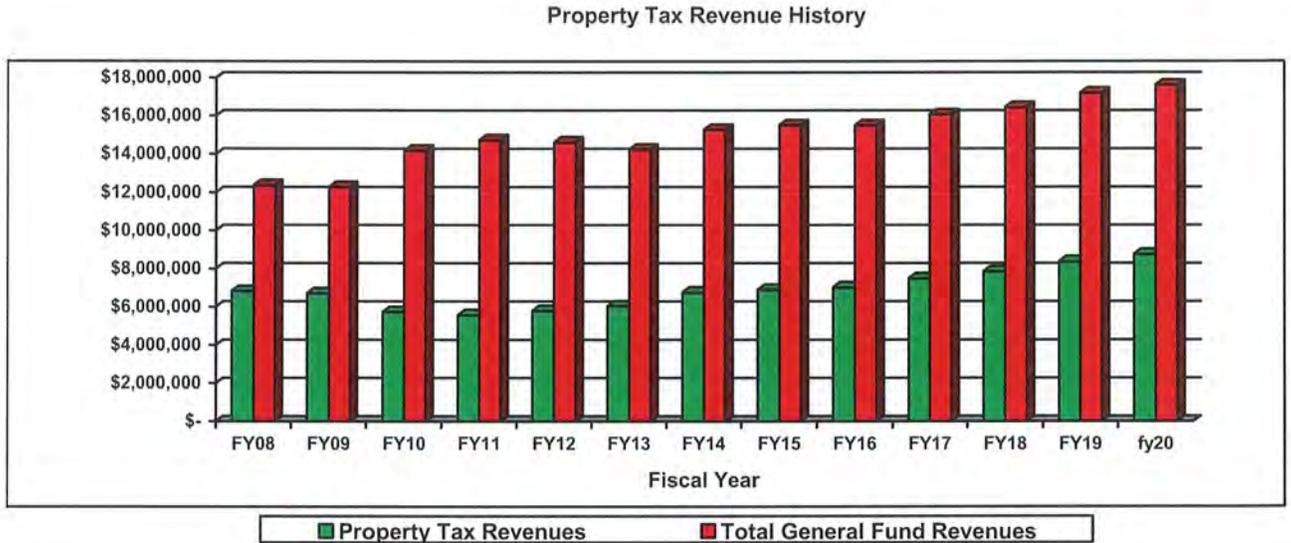
The Miami-Dade County Property Appraiser has certified to the City that the Current Year Gross Taxable Value of all Real and Personal Property in the City is \$1,256,462,625 (subject to appeals), 6.2% higher than last year's Final Gross Taxable Value of \$1,182,545,653. It is against this figure that 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 31% of the resident's total tax bill. The Fiscal Year 2018-19 Millage Rate was 7.3500. The City Council voted to reduce the millage rate to 7.3300 to fund the Fiscal Year 2019-20 budget. This rate will generate approximately \$8,749,377 in ad valorem taxes for the General Fund or approximately 49.5% 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 FY2019-20 of 7.3300 mills compared to what residents paid in the current year when the millage rate was 7.3500:

<i>Assessed Property Values</i>	\$150,000	\$200,000	\$275,000	\$325,000
<i>LESS: Homestead Exemption</i>	<u>-50,000</u>	<u>-50,000</u>	<u>-50,000</u>	<u>-50,000</u>
<i>Taxable Value</i>	\$100,000	\$150,000	\$225,000	\$275,000
CITY TAX BILL FOR FY 2019	\$733.00	\$1,099.50	\$1,649.25	\$2,015.75
CITY TAX BILL FOR FY 2018	<u>\$735.00</u>	<u>\$1,102.50</u>	<u>\$1,653.75</u>	<u>\$2,021.25</u>
TOTAL INCREASE (DECREASE*)	<u>\$ (2.00)</u>	<u>\$ (3.00)</u>	<u>\$ (4.50)</u>	<u>\$ (5.50)</u>

* Since assessed values increased due to the 2.1% increase in assessed values under Florida's Save Our Home Statute, reducing the millage to 7.3300 for FY2020 will result in a small decrease in tax bills.

The following chart provides a historical comparison of the amount of property taxes collected by the city since FY2008 (green columns) compared to the total of all general fund revenues (red columns).



PROPOSED BUDGETS FOR VARIOUS MAJOR FUNDS

The FY2019-20 budget for **all** funds totals **\$24,525,928** representing an decrease of **6.7%** from the FY2018-19 amended budget of **\$26,293,400**.

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

Funds	Revenues/Sources	Expenditures/Uses
General Fund	\$ 17,694,361	\$ 17,694,361
Special Revenue Funds	2,450,398	2,450,398
Enterprise Funds	2,941,332	2,941,332
Debt Service Fund	1,439,837	1,439,837
Total All Funds	\$24,525,928	\$24,525,928

The General Fund

The General Fund budget decreased by \$1,275,340 from the final amended budget of \$18,969,701 in FY2018-19 to \$17,694,361 for FY 2019-20. This decrease was mainly due to the increase in capital expenditures incurred during FY18-19.

The Road and Transportation Fund

In FY 2019-20, the transportation fund budget is \$733,169. 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 2019-20 budget for golf course operations allocates a general fund contribution of approximately **\$500,419** 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 2019-20 budget for the Elderly Services operations allocates a general fund contribution of approximately **\$326,199.**

The Sanitation Fund

In FY 2019-20 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 FY2020-21. 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 49.5% of total general fund budgeted revenues and 36% of all revenues, and is budgeted at approximately \$8,749,377. 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 top of page 4, 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 \$8,749,377 for FY2019-20.

The second largest source of revenue is "Charges for Services", representing 26% of total budgeted revenues, is currently budgeted at approximately \$6,311,260, as opposed to \$5,258,147 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 2019-20 Police budget reflects an 8% decrease from the FY 2018-19 budget, this decrease is due to the fact that in FY18-19 Police purchased a new fleet of 14 vehicles. The proposed Police budget will provide for vehicle and equipment replacement, new software, and funding for an additional police officer. Total budgeted salaries (excluding fringe benefits to the City's employees) for FY 2019-20 are approximately \$9,438,751 or 39% of total budgeted expenditures for all funds. This represents an increase of \$230,865 (2.5%) over the FY2018-19 budgeted salaries of \$9,207,886. This increase is due to the 3% COLA for all

Expenditure Highlights (continued)

General Employees, the 3% salary increase for Police Officers based on the new FOP contract, retirement payouts, and new staffing additions in Police and Public works for FY19-20.

FUND BALANCE

The FY 2019-20 budget will not use any of our unreserved general fund balance in order to balance the budget. The General Fund budget for FY2019-20 will generate a surplus of \$78,466.

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:

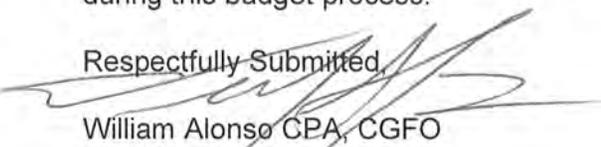
- Commenced the construction of a new Senior Center
- Approval of Gateway Entrance Overlay in the Comprehensive Plan
- Completed the installation of a new Boat Ramp and Tiki Hut
- Approved a new Food and Beverage vendor for the Country Club
- Completed the installation of the Cavalier Memorial Clock at the Circle

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 control costs without reducing critical services to our residents. We are extremely proud of the fact that this budget proposal increases or maintains our current level of services for our residents, while decreasing our millage rate to **7.3300**. 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 2019-20**

Budget Process:

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

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

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

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

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

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

**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2019-20**

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 Fund⁷
 - 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 FY2019-20.

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

**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2019-20**

Other Budget Information (continued):

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

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

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

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

**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2019-20**

Other Budget Information (continued):

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

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

- 5) The hierarchy for reporting and budgetary control is as follows:
- a) Fund
 - b) Function
 - c) Division
 - d) Project
 - e) Object Code

Capital Budget Process

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

Fund Structure

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

**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2019-20**

Other Budget Information (continued):

The City of Miami Springs has the following fund types:

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

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

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

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

Governmental funds include the following fund types:

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

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

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

**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2019-20**

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

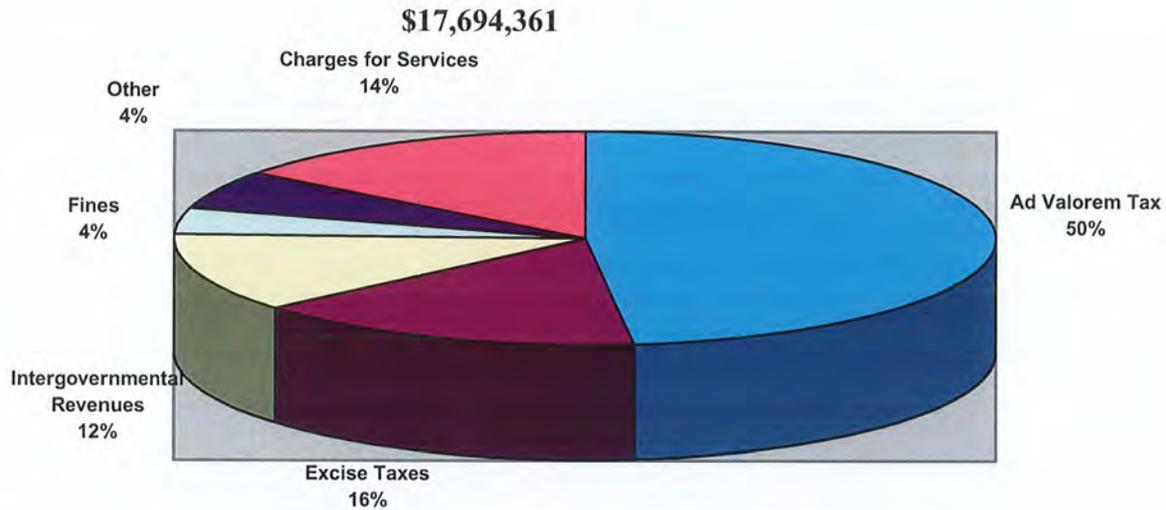
There were three Special Revenue Funds that were not appropriated in the current year's budget; they include the Grants Fund, Hurricane Fund, and the Police Grants Fund. Additionally, the Capital Projects Fund was not appropriated for FY2019-20. These funds, however, are included as part of the City's audited financial statements.

**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2019-20**

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



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 (50%) or approximately \$8.8 million, Excise Taxes which represent 15% or \$2.7 million, Charges for Services represents 14% or \$2.5 million, and Intergovernmental revenues which represent 12% 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.

**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2019-20**

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 FY2019-20 projection is 3%.*

Step # 1-Calculation of rate of change:

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

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

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

Step # 3- Calculation of current year projection:

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

Step #4- Calculation of new budget year projection:

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

**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2019-20**

Major Revenue Sources: Governmental and Proprietary Funds

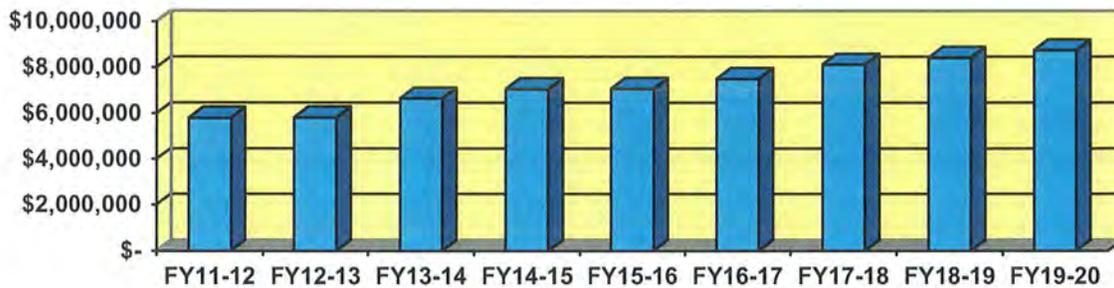
Ad Valorem Taxes

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 7.3300 multiplied by the taxable value, less 5% for possible adjustments to assessed values and/or discounts taken for early payment.

Fiscal Year	Millage Rate	Ad Valorem	% Change
19-20 (Est)	7.3300	\$ 8,749,377	3.86%
18-19 (Est)	7.3500	\$ 8,423,956	3.70%
17-18	7.3575	\$ 8,123,559	8.28%
16-17	7.5000	\$ 7,502,682	6.08%
15-16	7.5000	\$ 7,072,800	0.00%

Ad Valorem Revenues



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2019-20**

Major Revenue Sources: Governmental and Proprietary Funds

Sanitation Charges

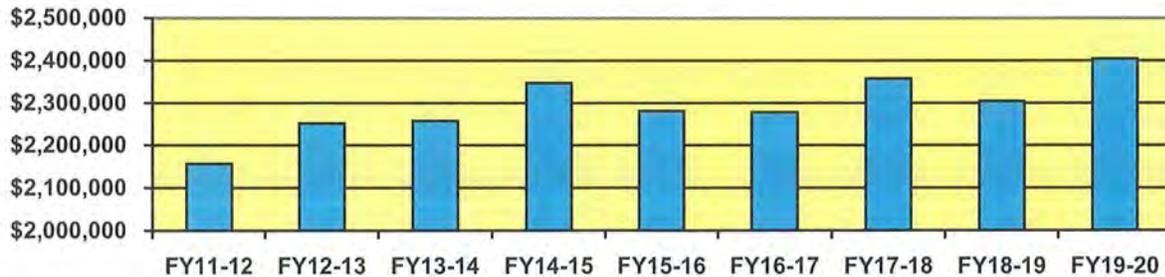
Description Charges paid by residents for garbage and trash pick up services. Sanitation charges are billed monthly on a flat rate basis; residents pay a flat fee for garbage and another flat fee for trash services. Bulk trash pick up services are billed separately based on volume of trash picked up. 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
19-20 (Est)	\$ 2,404,000	4.34%
18-19(Est)	\$ 2,304,000	-2.28%
17-18	\$ 2,357,800	3.52%
16-17	\$ 2,277,672	-0.15%
15-16	\$ 2,281,195	0.00%

Sanitation Revenues



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2019-20**

Major Revenue Sources: Governmental and Proprietary Funds

Stormwater Charges

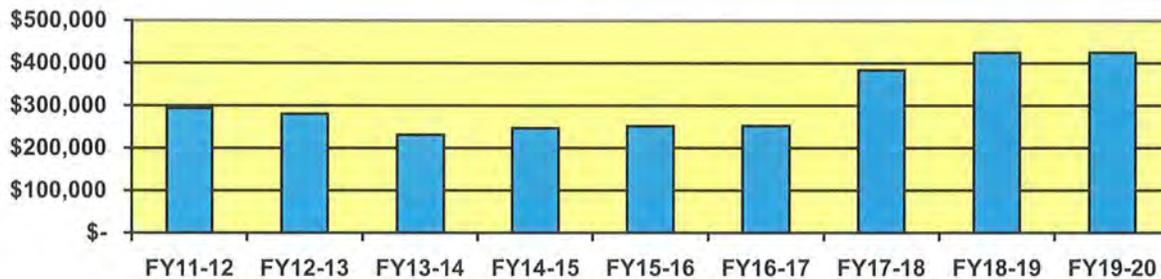
Description Charges paid by residents and businesses for stormwater mitigation. Stormwater charges are billed monthly on a flat rate basis. These revenues are accounted for in the Stormwater Fund (Proprietary Fund).

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. However, during FY17-18 stormwater fees were increased based on a rate study performed.

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

Fiscal Year	Charges	% Change
19-20 (Est)	\$ 424,500	0.00%
18-19 (Est)	\$ 424,500	10.80%
17-18	\$ 383,122	51.97%
16-17	\$ 252,106	0.30%
15-16	\$ 251,359	0.00%

Stormwater Revenues



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2019-20**

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.

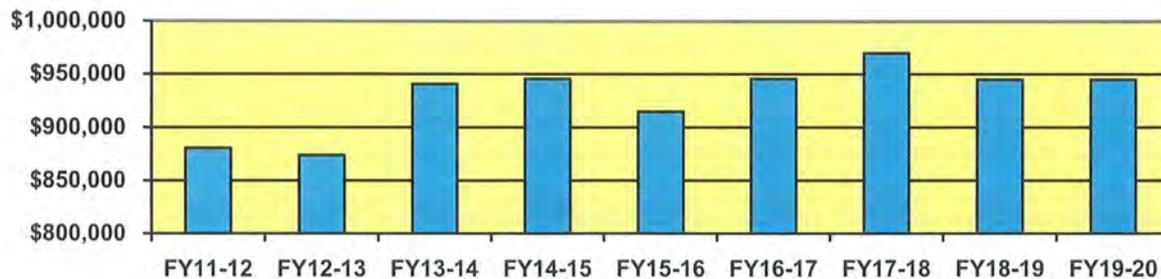
Forecast

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 are expected to remain stable for FY19-20.

Fiscal Year	Fund	% Change
19-20 (Est)	\$ 945,000	0.00%
18-19 (Est)	\$ 945,000	-2.56%
17-18 (Est)	\$ 969,832	2.59%
16-17	\$ 945,352	3.34%
15-16	\$ 914,792	0.00%

Franchise Fee Revenue



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2019-20**

Major Revenue Sources: Governmental and Proprietary Funds

State Shared Revenues

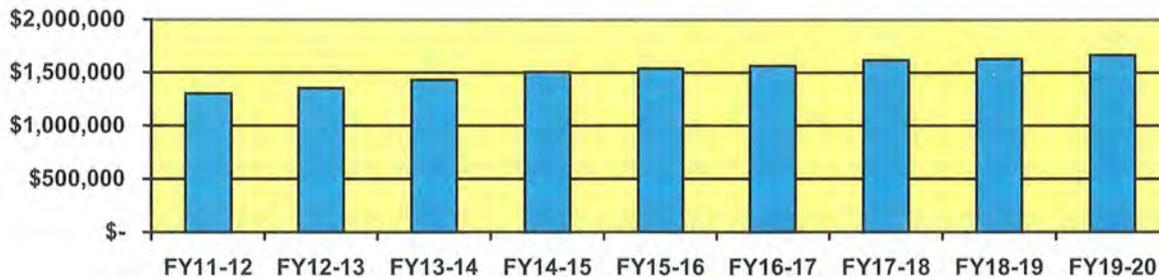
Description Taxes collected and remitted to the State of Florida are deposited in the State Sharing Trust Fund for Municipalities. The Trust Fund revenue consists of (1) Sales Tax Proceeds, (2) Municipal Tax 8th Cent, (3) Special Motor and Other Tax and (4) Local Government ½ Cent Sales Tax. The State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

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

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

Fiscal Year	Sales Tax Proceeds	Municipal Gas Tax 8 th Cent	Local Gov ½ cent Sales Tax	Total	% Change
18-19 (Est)	\$515,000	\$-0-	\$1,149,206	\$1,664,206	2.0%
18-19 (Est)	\$506,000	\$-0-	\$1,125,000	\$1,631,000	0.8%
17-18 (Est)	\$497,003	\$-0-	\$1,120,582	\$1,617,585	3.4%
16-17	\$485,843	\$-0-	\$1,078,747	\$1,564,590	1.7%
15-16	\$463,153	\$-0-	\$1,075,102	\$1,538,255	0.0%

State Shared Revenues



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2019-20**

Major Revenue Sources: Governmental and Proprietary Funds

Utility Services Taxes

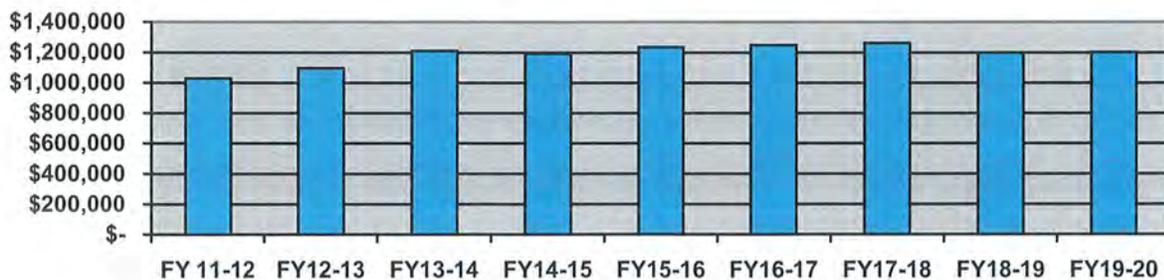
Description A tax levied on the purchase of electric, gas, propane, and water.

 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. However, the City received notification from Florida Power and Light that utility taxes collections are expected to remain stable for FY19-20.

Fiscal Year	Fund	% Change
19-20 (Est)	\$ 1,202,500	0.21%
18-19 (Est)	\$ 1,200,000	-4.96%
17-18 (Est)	\$ 1,262,658	1.10%
16-17	\$ 1,248,950	1.11%
15-16	\$ 1,235,205	0.00%

Utility Tax Revenues



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2019-20**

Major Revenue Sources: Governmental and Proprietary Funds

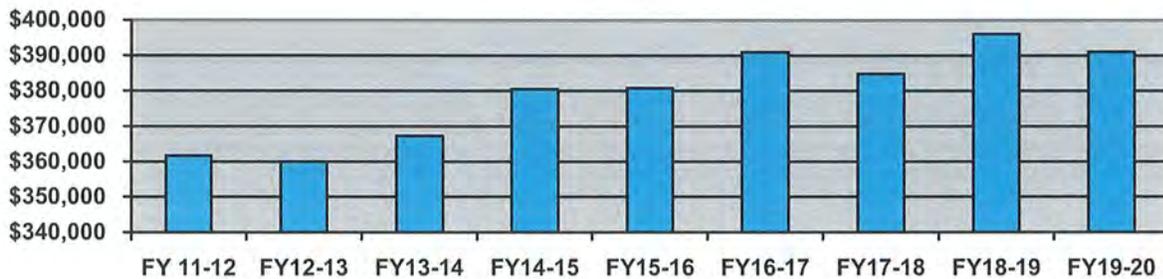
Local Option Gas Tax

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
19-20 (Est)	\$ 391,040	-1.28%
18-19 (Est)	\$ 396,116	2.93%
17-18 (Est)	\$ 384,852	-1.57%
16-17	\$ 390,992	2.68%
15-16	\$ 380,787	0.00%

Local Option Gas Tax



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2019-20**

Major Revenue Sources: Governmental and Proprietary Funds

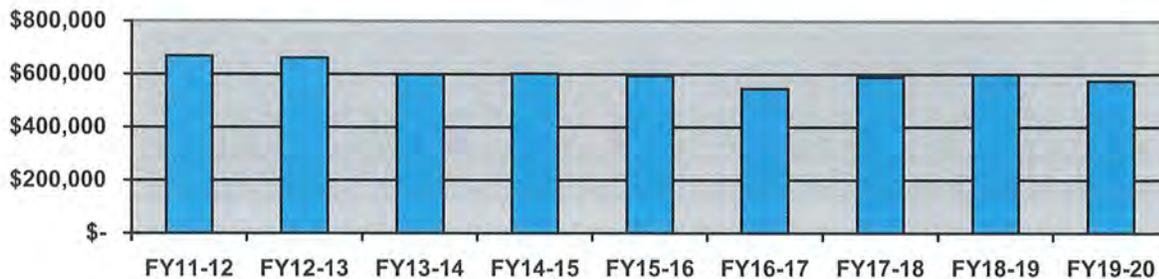
Communications Services Tax

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
19-20 (Est)	\$ 575,000	-4.17%
18-19 (Est)	\$ 600,000	1.75%
17-18 (Est)	\$ 589,693	8.15%
16-17	\$ 545,266	-8.15%
15-16	\$ 593,674	0.00%

Communications Tax



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2019-20**

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 FY2019-20 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 6% in health insurance benefits.

Operating Expenses

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

Significant

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

**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2019-20**

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 2019-20**

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.

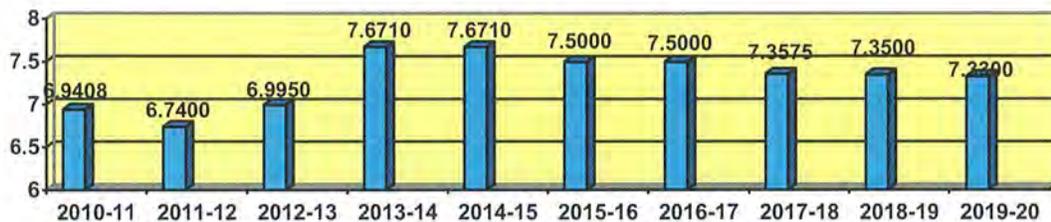
A cautious approach to personnel growth has been adopted since personnel-related costs account for approximately 64% of General Fund operating expenses. This budget reflects expenditure containment in response to the rising cost of personnel benefits, specifically health insurance costs.

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 FY2019-20 budget reduces the millage rate to 7.3300. This millage is approximately 31% of a total property tax bill.

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

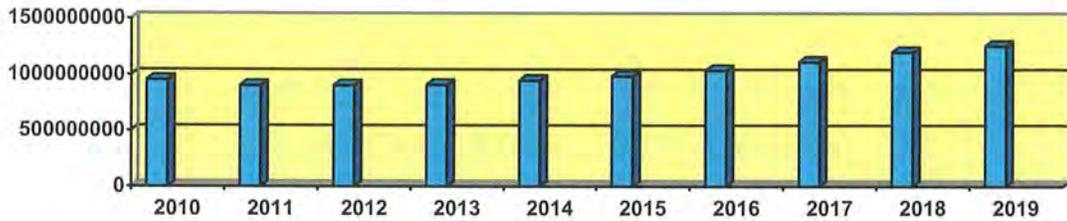


This graph illustrates the City’s millage rates for the current and past nine years.

**CITY OF MIAMI SPRINGS
BUDGET DEVELOPMENT GUIDELINES
FISCAL YEAR 2019-20**

Budget Goals and Guidelines (continued)

Taxable Assessed Values



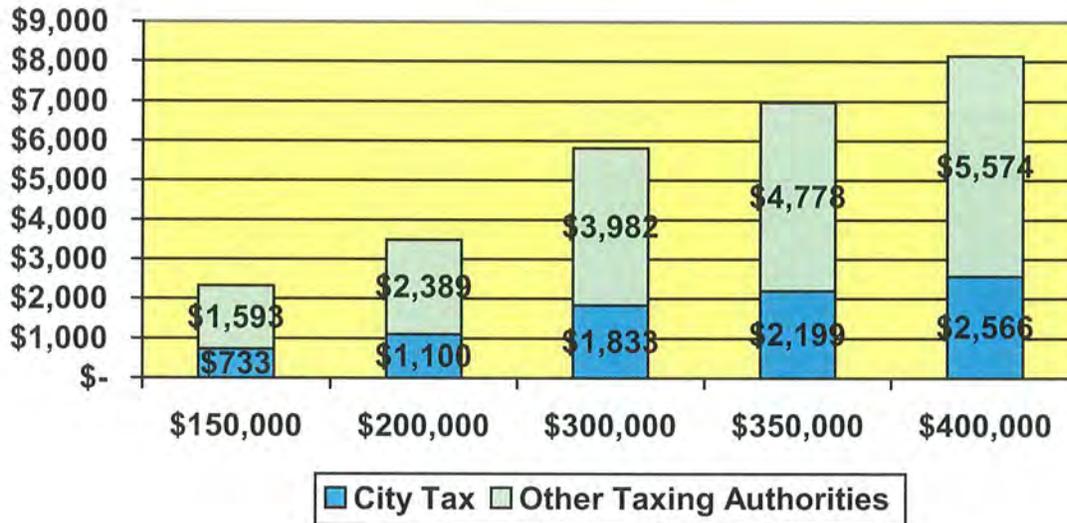
This graph illustrates the City's assessed values for the current and past nine years.

Components of Property Tax Bill	2017-18	2019-20	% Change
Miami Dade County Schools	6.5040	7.0250	8%
Environmental Protection	.1727	.1643	(4.9%)
South Florida Water Management	.1209	.1152	(4.7%)
Florida Inland Navigational District	.0320	.0320	-0-
Miami Dade County Government Services	4.6669	4.6669	-0-
Children's Trust	.4415	.4680	6%
City of Miami Springs	7.3500	7.3300	(.03%)
Fire and Rescue	2.4207	2.4207	-0-
Library	.2840	.2840	-0-
Voter Approved Debt Payments			
School	.2290	.1230	(46.3%)
Miami Dade County	.4644	.4780	2.9%
Fire	.0000	.0000	-0-
Total Millage Rate	22.6861	23.2571	2.5%

**CITY OF MIAMI SPRINGS
BUDGET DEVELOPMENT GUIDELINES
FISCAL YEAR 2019-20**

Budget Goals and Guidelines (continued)

Your Total Property Tax Bill



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

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

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

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

**CITY OF MIAMI SPRINGS
BUDGET DEVELOPMENT GUIDELINES
FISCAL YEAR 2019-20**

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 2019-20**

Operating Budget Policies

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

Revenue Policies

- 1) The City will attempt to maintain a diversified and stable revenue system as a shelter from short-run fluctuations in any single revenue source.
- 2) The City will attempt to obtain additional major revenue sources as a way of ensuring a balanced budget.
- 3) The City will establish user charges and fees at a level to recover the full cost (direct and indirect) of providing the service in the Sanitation and Stormwater funds, which are self-sustaining. User fees in the Recreation department provide approximately 15-25% of its operating costs.
- 4) The City will review fees/charges annually and will design or modify revenue systems to include provisions that automatically allow charges to grow at a rate that keeps pace with the cost of providing the service.

**CITY OF MIAMI SPRINGS
BUDGET DEVELOPMENT GUIDELINES
FISCAL YEAR 2019-20**

Revenue Policies

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

Cash management/Investment Policies

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

Debt Policies

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

**CITY OF MIAMI SPRINGS
BUDGET DEVELOPMENT GUIDELINES
FISCAL YEAR 2019-20**

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 FY2019-20 budget, the City will implement a five year capital improvement plan, this plan was prepared with the assistance of all department heads and shows the City's capital requirements over the next five fiscal years.

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

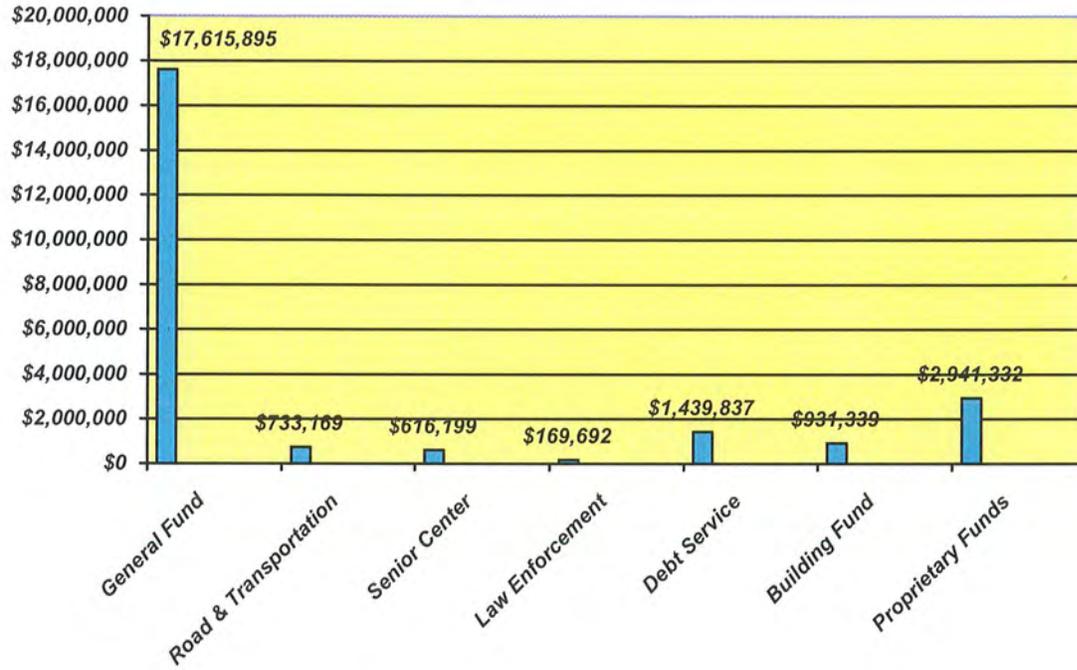
**CITY OF MIAMI SPRINGS
BUDGET DEVELOPMENT GUIDELINES
FISCAL YEAR 2019-20**

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 2019-20**

2019-20 BUDGET-EXPENDITURES BY FUND

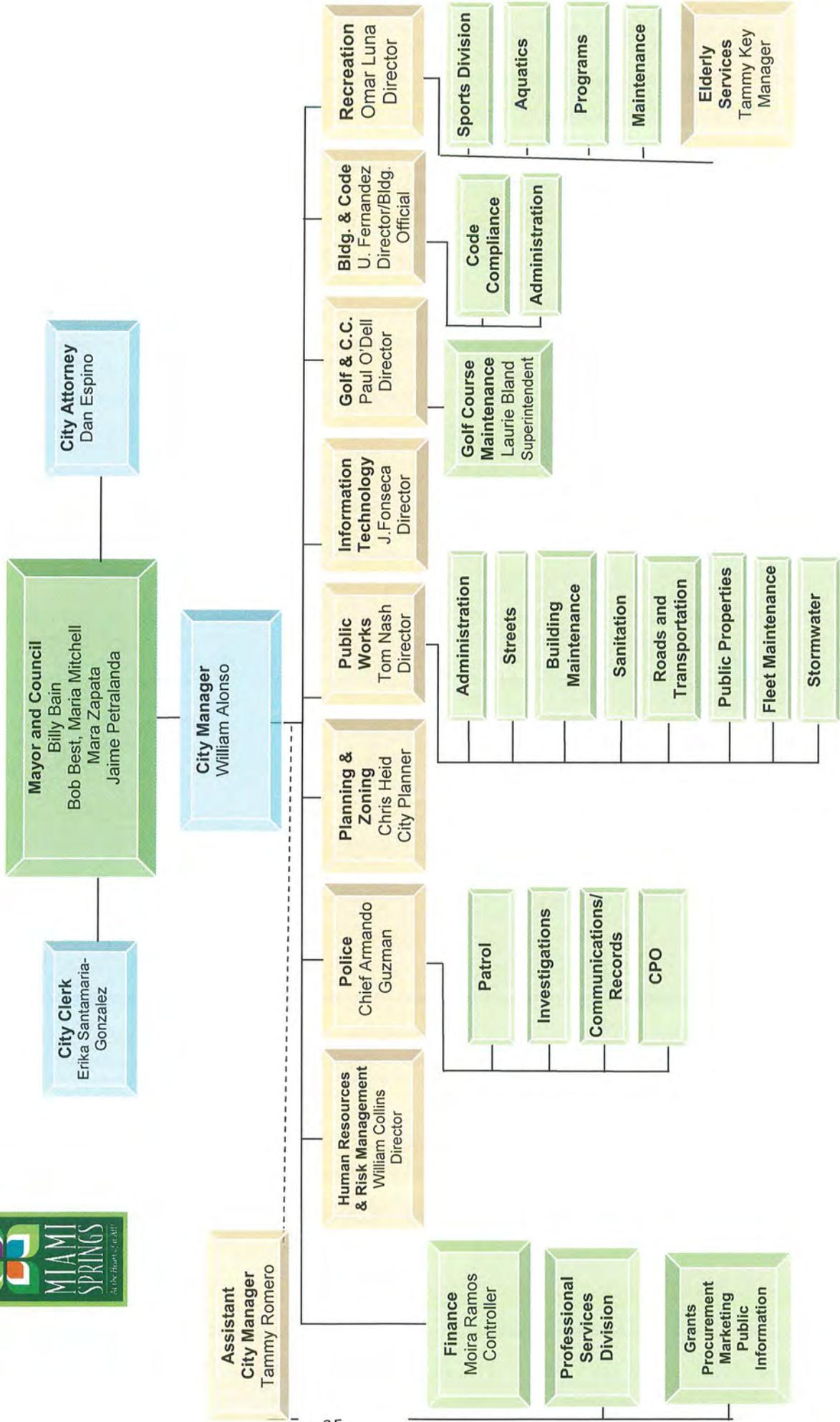


Budget Calendar

FY 2019-20 Budget Development Process & Tentative Timetable

DATE	ACTIVITY
May 6, 2019	City Manager holds initial budget preparation meeting with department heads & staff to distribute the FY2019-20 budget workbooks. Council Chambers
June 17, 2019	Last day for departments to submit their FY2019-2020 budget request package including base, "wish-list" items, and revenue enhancement efforts or projects City receives preliminary taxable assessment for FY2019-2020 from Property Appraiser.
June 18, 2019 thru June 21 2019	Finance Department to review individual department budget submissions, meeting with Departments to fine tune and adjust submissions
June 24, 2019 thru June 27, 2019	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, 2019	City Manager's Office receives the 2019 <i>Certification of Taxable Values (DR-420)</i> from Miami-Dade County's Property Appraiser's office; simultaneously, the Miami Springs Finance Department prepares adjustments to city-wide budget presentation
Monday, July 29, 2019	Miami Springs City Council meets in special session to propose a tentative ad valorem property tax millage levels for operating & debt service for FY2019-2020
July 31, 2019	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 16th, 2019 thru July 19th, 2019	Manager and Finance Director meet with any individual Councilmembers that have questions about the FY2019-2020 Proposed Budget
August 5th and 19th, 2019	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 FY2019-2020 - all tentative and to be scheduled by Council
On or about August 24, 2019	<i>County Property Appraiser's Office mails out notices of proposed tax bills to all property owners in Miami Springs</i>
On or about September 4th, 2019	<i>The Tentative Budget will be posted online at the City's website at least two days before the first public budget hearing in accordance with Florida Statue s.200.065</i>
Monday, September 9th, 2019	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 - 2019-20
Within 15 days of 1st hearing, Sept 19th, 2019	Advertise the tentative millage and budgets; date, time and location for second public hearing in designated papers - <u>Rivers Cities Gazette</u>
Monday Sept 23rd, 2019	Second of two public hearings on the 2019-20 operating budgets held at which point Council adopts the final millage rate and corresponding budgets
Within 3 days of 2nd hearing Wednesday Sept. 25th, 2019	Final adopted millage rates and operating budgets are forwarded to the County's Property Appraiser and Tax Collector no later than 5.00 PM
Within 30 days of the final hearing	City submits <i>Certificate of Compliance [DR-487]</i> to the Florida Department of Revenue in Tallahassee - confirming that the City was in compliance with Truth-in-Millage rules. <i>Adopted Budget posted online at City website within 30 days of adoption.</i>

City of Miami Springs Organizational Chart 2019 - 2020



POSITION CLASSIFICATION AND PAY PLAN
FISCAL YEAR 2019-20
CIVIL SERVICE/NON CIVIL SERVICE EMPLOYEES

POSITION	PAY GRADE	FY2019-20 PAY RANGE	
		MINIMUM	MAXIMUM
PRO SHOP CASHIER	7	18,540	27,476
PRO SHOP CLERK	8	25,124	37,250
MAINTENANCE WORKER I	8	25,124	37,250
CLERICAL ASSISTANT	9	25,801	38,259
EQUIPMENT OPERATOR	10	26,445	40,781
BUILDING MAINTENANCE TECHNICIAN	10	26,445	40,781
RECREATION LEADER	10	26,445	40,781
REFUSE COLLECTOR	10	26,445	40,781
MAINTENANCE WORKER II	10A	26,445	43,600
REFUSE TRUCK DRIVER	13	28,476	45,740
GOLF MAINTENANCE WORKER	13	28,476	45,740
ADMINISTRATIVE ASSISTANT I	15	29,921	46,146
BUILDING SPECIALIST I	15	29,921	46,146
MATERIALS MANAGEMENT CLERK	15	29,921	46,146
POLICE ADMINISTRATIVE SPECIALIST I	15	29,921	46,146
RECREATION SPECIALIST	15	29,921	46,146
HEAD LIFEGUARD	15	29,921	46,146
AQUATIC SPECIALIST	15	29,921	46,146
SPECIAL EVENTS/PROGRAM SPECIALIST	15	29,921	46,146
HEAVY EQUIPMENT OPERATOR	15	29,192	46,146
ACCOUNTING CLERK I	16	30,664	47,301
ACCOUNTING CLERK II	18	32,216	47,784
AUTOMATED EQUIPMENT OPERATOR	19	33,028	54,582
ADMINISTRATIVE ASSISTANT II	22	35,565	52,740
ASSISTANT SENIOR CENTER MANAGER	22	35,565	52,740
BUILDING SPECIALIST II	22	35,565	52,740
ASSISTANT TO THE CITY CLERK	22	35,565	52,740
PROCUREMENT SPECIALIST	22	35,565	52,740
ACCOUNTING CLERK III	22A	35,565	58,681
POLICE DISPATCHER-TRAINEE	23	36,403	54,603
PRO SHOP/OUTSIDE SERVICES MANAGER	23	36,403	54,603
RECREATION COORDINATOR	24	37,369	56,166
AQUATIC COORDINATOR	24	37,369	56,166
BUILDING SPECIALIST III	24	37,369	56,166
RECREATION MAINTENANCE SUPERVISOR	24	37,369	56,166
POLICE ADMINISTRATIVE SPECIALIST II	24	37,369	56,166
ADMINISTRATIVE ASSISTANT III	24	37,369	56,166
IT SPECIALIST	24	37,369	56,166
SANITATION FOREMAN	24A	37,369	60,379
GOLF MAINTENANCE MECHANIC	24	37,369	56,166
GOLF MAINTENANCE SUPERVISOR/FOREMAN	25	38,311	57,477
POLICE DISPATCHER I	25	38,311	57,477
ATHLETIC SUPERVISOR	26	40,227	60,351
POLICE ADMINISTRATIVE SPECIALIST III	26	40,227	60,351
POLICE DISPATCHER II	26	40,227	60,351
CODE COMPLIANCE OFFICER	26	40,227	60,351
OPERATIONS SUPERVISOR	26A	40,227	62,364
POLICE COMMUNICATIONS SUPERVISOR	28	41,248	61,163
AQUATIC SUPERVISOR	28	41,247	61,163
BUILDING AND CODE COMPLIANCE SUPERVISOR	29	41,913	61,636
* DEPUTY CITY CLERK	29	41,913	61,636
EXECUTIVE SECRETARY	29	41,913	61,636
HUMAN RESOURCES SPECIALIST	29	41,913	61,636
POLICE SENIOR EXECUTIVE ASSISTANT	30	43,947	66,721
SPECIAL EVENTS/PROGRAMS SUPERVISOR	31	46,037	68,793
HUMAN RESOURCES SPECIALIST II	31	46,037	68,793
OPERATIONS SUPERINTENDENT	37	51,507	76,387
POLICE OFFICER- RECRUIT	37	51,507	76,387
POLICE NETWORK ADMINISTRATOR	37	51,507	76,387
PROFESSIONAL SERVICES SPECIALIST	37	51,507	76,387
* GRANT WRITER & PUBLIC INFORMATION SPECIALIST	37	51,507	76,387
* SENIOR CENTER MANAGER	39	51,060	78,300
* ASSISTANT PUBLIC WORKS DIRECTOR	40	54,382	80,649
* ELDERLY SERVICES DIRECTOR	41	55,620	86,391
* CITY PLANNER	44	60,023	89,020
POLICE LIEUTENANT	44P	75,290	115,480
* HUMAN RESOURCES DIRECTOR/RISK MANAGER	45	61,526	93,981
* GOLF SUPERINTENDENT	45	61,526	93,981
* CONTROLLER	46	70,570	102,611
* INFORMATION TECHNOLOGY DIRECTOR	46	70,570	102,611
* GOLF & COUNTRY CLUB DIRECTOR	49	78,512	104,682
* RECREATION DIRECTOR	49	78,512	104,682
* PUBLIC WORKS DIRECTOR	49	78,512	104,682
* CITY CLERK	49	78,512	104,682
* POLICE CAPTAIN	49P	86,321	125,588
* FINANCE DIRECTOR	50	81,755	122,633
* ASSISTANT CITY MANAGER	50	81,755	122,633
* BUILDING OFFICIAL & CODE COMPLIANCE DIRECTOR	50A	81,755	123,872
* CHIEF OF POLICE	50P	91,630	137,446

* NON CIVIL SERVICE

**ANALYSIS, GRAPHICS, AND SUPPLEMENTARY
INFORMATION**

BUDGET SUMMARY FOR FISCAL YEAR 2019-20 ALL FUNDS

	2016-17 Actual	2017-18 Actual	2018-19 Amended Budget	2019-20 Budget	% of Total	% Change from 2018-19
BEGINNING BALANCE	6,105,941	6,534,530	6,650,031	6,138,684		
REVENUES/SOURCES						
Taxes	7,502,682	8,123,559	8,423,956	8,799,377	36.5%	4.5%
Franchise Fees	945,352	969,832	945,000	945,000	3.9%	0.0%
Utility Taxes	1,794,216	1,852,351	1,800,000	1,777,500	7.4%	-1.3%
Licenses and Fees	1,349,619	1,554,651	1,200,680	187,300	0.8%	-84.4%
Intergovernmental Revenues	3,350,436	5,686,822	3,374,053	2,960,246	12.3%	-12.3%
Charges for Services	2,723,696	2,638,385	2,530,147	3,487,260	14.4%	37.8%
Fines and Forfeitures	848,687	1,248,834	700,000	750,000	3.1%	7.1%
Interest Income	24,068	22,174	14,000	36,000	0.1%	157.1%
Miscellaneous	363,015	474,015	532,360	288,508	1.2%	-45.8%
Interfund Transfers	1,112,694	2,652,984	1,924,520	2,084,713	8.6%	8.3%
Sanitation Charges	2,275,369	2,356,926	2,304,000	2,400,000	9.9%	4.2%
Stormwater Charges	252,106	383,122	424,000	424,000	1.8%	0.0%
Debt proceeds	448,500	1,062,611	1,470,472	-	0.0%	-100.0%
Total Revenues/Sources	22,990,440	29,026,266	25,643,188	24,139,904	100.0%	-5.9%
EXPENDITURES/USES						
General Government	2,206,081	2,225,121	2,313,744	2,416,349	9.9%	4.4%
Public Safety	7,206,007	7,530,218	9,018,867	8,202,862	33.6%	-9.0%
Public Services	3,262,950	7,646,041	2,743,332	2,817,065	11.5%	2.7%
Recreation & Culture	4,729,320	4,944,273	6,045,439	5,058,149	20.7%	-16.3%
Economic & Community Development	150,290	-	-	-	0.0%	0.0%
Debt Service	938,549	997,162	1,473,918	1,445,155	5.9%	-2.0%
Transfers to other funds	1,112,694	2,652,984	1,511,189	1,571,868	6.4%	4.0%
Sanitation Services	2,509,092	2,502,742	2,543,952	2,469,165	10.1%	-2.9%
Stormwater Services	446,868	412,224	504,094	466,849	1.9%	-7.4%
Total Expenditures/Uses	22,561,851	28,910,765	26,154,535	24,447,463	100.0%	-6.5%
Excess(Deficit) of revenues over expenditures	428,589	115,501	(511,347)	(307,559)		
ENDING BALANCE	6,534,530	6,650,031	6,138,684	5,831,125		

BUDGET SUMMARY FOR FISCAL YEAR 2019-20 ALL GOVERNMENTAL FUNDS

	2016-17 Actual	2017-18 Actual	2018-19 Amended Budget	2019-20 Budget	% of Total	% Change from 2018-19
BEGINNING BALANCE	3,599,637	4,454,408	4,743,953	4,557,459		
REVENUES/SOURCES						
Taxes	7,502,682	8,123,559	8,423,956	8,799,377	41.3%	4.5%
Franchise Fees	945,352	969,832	945,000	945,000	4.4%	0.0%
Utility Taxes	1,794,216	1,852,351	1,800,000	1,777,500	8.3%	-1.3%
Licenses and Fees	1,349,619	1,554,651	1,200,680	187,300	0.9%	-84.4%
Intergovernmental Revenues	3,350,436	5,686,822	3,374,053	2,960,246	13.9%	-12.3%
Charges for Services	2,723,696	2,638,385	2,530,147	3,487,260	16.4%	37.8%
Fines and Forfeitures	848,687	1,248,834	700,000	750,000	3.5%	7.1%
Interest Income	21,765	21,300	13,500	35,500	0.2%	163.0%
Miscellaneous	363,015	474,015	532,360	288,508	1.4%	-45.8%
Interfund Transfers	1,112,694	2,652,984	1,924,520	2,080,713	9.8%	8.1%
Proceeds from Debt	448,500	1,062,611	1,470,472	-		
Total Revenues	20,460,662	26,285,344	22,914,688	21,311,404	100.0%	-7.0%
EXPENDITURES/USES						
General Government	2,206,081	2,225,121	2,313,744	2,416,349	11.2%	4.4%
Public Safety	7,206,007	7,530,218	9,018,867	8,202,862	38.1%	-9.0%
Public Services	3,262,950	7,646,041	2,743,332	2,817,065	13.1%	2.7%
Recreation & Culture	4,729,320	4,944,273	6,045,439	5,058,149	23.5%	-16.3%
Economic & Community Development	150,290	-	-	-	0.0%	0.0%
Debt Service	938,549	997,162	1,468,611	1,439,837	6.7%	-2.0%
Transfers to other funds	1,112,694	2,652,984	1,511,189	1,571,868	7.3%	4.0%
Total Expenditures	19,605,891	25,995,799	23,101,182	21,506,131	100.0%	-6.9%
Excess(Deficit) of revenues over expenditures	854,771	289,545	(186,494)	(194,726)		
ENDING BALANCE	4,454,408	4,743,953	4,557,459	4,362,733		

CITY OF MIAMI SPRINGS
BUDGET SUMMARY FY 2019-20

	Actual FY17-18	Amended Budget FY18-19	Adopted Budget FY19-20	% Increase (Decrease) From FY 18-19 Budget
<u>General Fund:</u>				
Budgeted Revenues	\$ 18,154,071	\$ 18,883,160	\$ 17,694,361	-6.3%
Budgeted Expenditures	(17,782,290)	(18,842,576)	(17,615,895)	-6.5%
Excess(deficit) revenues over exp	371,781	40,584	78,466	
Decrease(increase)in fund balance	(371,781)	(40,584)	(78,466)	
	\$ -	\$ -	\$ -	
<u>Law Enforcement</u>				
Budgeted Revenues	\$ 16,195	\$ 1,500	\$ 1,500	0.0%
Budgeted Expenditures	(65,958)	(130,148)	(169,692)	30.4%
Excess(deficit) revenues over exp	\$ (49,763)	\$ (128,648)	\$ (168,192)	
<u>Road & Transportation</u>				
Budgeted Revenues	616,392	707,883	\$ 597,508	-15.6%
Budgeted Expenditures	(589,522)	(809,532)	(733,169)	-9.4%
Excess(deficit) revenues over exp	\$ 26,870	\$ (101,649)	\$ (135,662)	
<u>Elderly Services</u>				
Budgeted Revenues	437,860	646,044	\$ 616,199	-4.6%
Budgeted Expenditures	(437,861)	(646,472)	(616,199)	-4.7%
Excess(deficit) revenues over exp	\$ (1)	\$ (428)	\$ -	
<u>Debt Service</u>				
Budgeted Revenues	997,162	1,468,611	\$ 1,439,837	-2.0%
Budgeted Expenditures	(997,162)	(1,468,611)	(1,439,837)	-2.0%
Excess(deficit) revenues over exp	\$ -	\$ -	\$ -	
<u>Capital Projects Fund</u>				
Budgeted Revenues	\$ 969,533	\$ 194,110	\$ -	0.0%
Budgeted Expenditures	(1,234,680)	(194,110)	-	-100.0%
Excess(deficit) revenues over exp	\$ (265,147)	\$ -	\$ -	
<u>Building Fund</u>				
Budgeted Revenues	\$ 1,426,822	\$ 1,013,380	\$ 962,000	0.0%
Budgeted Expenditures	(749,080)	(1,009,733)	(931,339)	0.0%
Excess(deficit) revenues over exp	\$ 677,742	\$ 3,647	\$ 30,661	
<u>Total Governmental</u>				
Budgeted Revenues	\$ 22,618,035	\$ 22,914,688	\$ 21,311,404	-7.0%
Budgeted Expenditures	(21,856,553)	(23,101,182)	(21,506,131)	-6.9%
Excess(deficit) revenues over exp	761,482	(186,494)	(194,725)	

BUDGET SUMMARY FOR FISCAL YEAR 2019-20 GENERAL FUND

	2016-17 Actual	2017-18 Actual	2018-19 Amended Budget	2019-20 Budget	% of Total	% Change from 2018-19
BEGINNING BALANCE	3,205,337	3,728,795	4,100,576	4,141,160		
REVENUES/SOURCES						
Taxes	7,502,682	8,123,559	8,423,956	8,799,377	49.7%	4.5%
Franchise Fees	945,352	969,832	945,000	945,000	5.3%	0.0%
Utility Taxes	1,794,216	1,852,351	1,800,000	1,777,500	10.0%	-1.3%
Licenses and Fees	130,041	135,307	187,300	187,300	1.1%	0.0%
Intergovernmental Revenues	1,983,904	2,020,894	2,102,116	2,115,246	12.0%	0.6%
Charges for Services	2,688,679	2,603,079	2,510,147	2,505,260	14.2%	-0.2%
Fines and Forfeitures	810,051	1,233,494	700,000	750,000	4.2%	7.1%
Interest Income	18,837	17,462	12,000	34,000	0.2%	183.3%
Miscellaneous	325,055	135,482	511,360	266,000	1.5%	-48.0%
Interfund Transfers	-	-	220,809	314,677	1.8%	42.5%
Proceeds from Debt	-	1,062,611	1,470,472	-	0.0%	-100.0%
Total Revenues	16,198,817	18,154,071	18,883,160	17,694,361	100.0%	-6.3%
EXPENDITURES/USES						
General Government	2,185,057	2,220,121	2,313,744	2,416,349	13.7%	4.4%
Public Safety	6,443,820	6,720,181	8,099,795	7,416,509	42.1%	-8.4%
Public Services	1,802,435	2,080,859	1,933,800	2,083,896	11.8%	7.8%
Recreation & Culture	4,149,043	4,180,917	5,204,857	4,441,950	25.2%	-14.7%
Transfers to other funds	1,095,004	2,580,212	1,290,380	1,257,191	7.1%	-2.6%
Total Expenditures	15,675,359	17,782,290	18,842,576	17,615,895	100.0%	-6.5%
Increase(appropriated) fund balance	523,458	371,781	40,584	78,466		
ENDING BALANCE	3,728,795	4,100,576	4,141,160	4,219,626		

BUDGET SUMMARY FOR FISCAL YEAR 2019-20 ALL ENTERPRISE FUNDS

	2016-17 Actual	FY2017-18 Actual	FY2018-19 Amended Budget	FY2019-20 Budget	% of Total	% Change from 2018-19
BEGINNING NET ASSETS BALANCE	2,506,304	2,080,121	1,906,077	1,581,224		
REVENUES/SOURCES						
Charges for services	2,527,476	2,740,048	2,728,000	2,824,000	99.8%	3.5%
Interest Income	2,303	874	500	500	0.0%	0.0%
Total Revenues	2,529,779	2,740,922	2,728,500	2,828,500	100.0%	3.7%
EXPENDITURES/USES						
Administrative costs	1,494,942	1,356,832	1,542,005	1,399,461	47.6%	-9.2%
Operations and maintenance	410,411	507,307	461,041	492,154	16.7%	6.7%
Disposal and recycling costs	705,183	723,821	730,000	735,400	25.0%	0.7%
Depreciation and amortization	334,301	318,484	315,000	309,000	10.5%	-1.9%
Interest Expense	11,125	8,522	5,307	5,318	0.2%	0.2%
Total Expenditures/uses	2,955,962	2,914,966	3,053,353	2,941,333	100.0%	-3.7%
Excess(Deficit) of revenues over expenditures	(426,183)	(174,044)	(324,853)	(112,833)		
ENDING NET ASSETS BALANCE	2,080,121	1,906,077	1,581,224	1,468,391		

CITY OF MIAMI SPRINGS
ENTERPRISE FUND BUDGET SUMMARY FY 2019-20

	<u>Actual</u> <u>FY17-18</u>	<u>Amended</u> <u>Budget</u> <u>FY18-19</u>	<u>Adopted</u> <u>Budget</u> <u>FY19-20</u>	<u>% Increase</u> <u>(Decrease)</u> <u>From FY 18-19</u> <u>Budget</u>
<u>Sanitation</u>				
Revenues/Sources	\$ 2,281,194	\$ 2,304,000	\$ 2,404,000	4%
Operating Expenses	<u>(2,364,945)</u>	<u>(2,460,586)</u>	<u>(2,325,483)</u>	-5%
Operating Profit(Loss)	(83,751)	(156,586)	78,517	-150%
Depreciation	<u>(101,090)</u>	<u>(93,000)</u>	<u>(149,000)</u>	60%
Net Income(loss)	<u>\$ (184,841)</u>	<u>\$ (249,586)</u>	<u>\$ (70,483)</u>	
<u>Stormwater</u>				
Revenues/Sources	\$ 720,994	\$ 424,500	\$ 424,500	0%
Operating Expenses	<u>(284,218)</u>	<u>(439,094)</u>	<u>(306,849)</u>	-30%
Operating Profit(Loss)	436,777	(14,594)	117,651	-906%
Depreciation	<u>(184,623)</u>	<u>(178,000)</u>	<u>(160,000)</u>	-10%
Net Income(loss)	<u>\$ 252,154</u>	<u>\$ (192,594)</u>	<u>\$ (42,349)</u>	
<u>Total Enterprise</u>				
Revenues/Sources	\$ 3,002,188	\$ 2,728,500	\$ 2,828,500	4%
Operating Expenses	<u>(2,649,162)</u>	<u>(2,899,680)</u>	<u>(2,632,332)</u>	-9%
Operating Profit(Loss)	353,026	(171,180)	196,168	-215%
Depreciation	<u>(285,713)</u>	<u>(271,000)</u>	<u>(309,000)</u>	14%
Net Income(loss)	<u>\$ 67,313</u>	<u>\$ (442,180)</u>	<u>\$ (112,832)</u>	

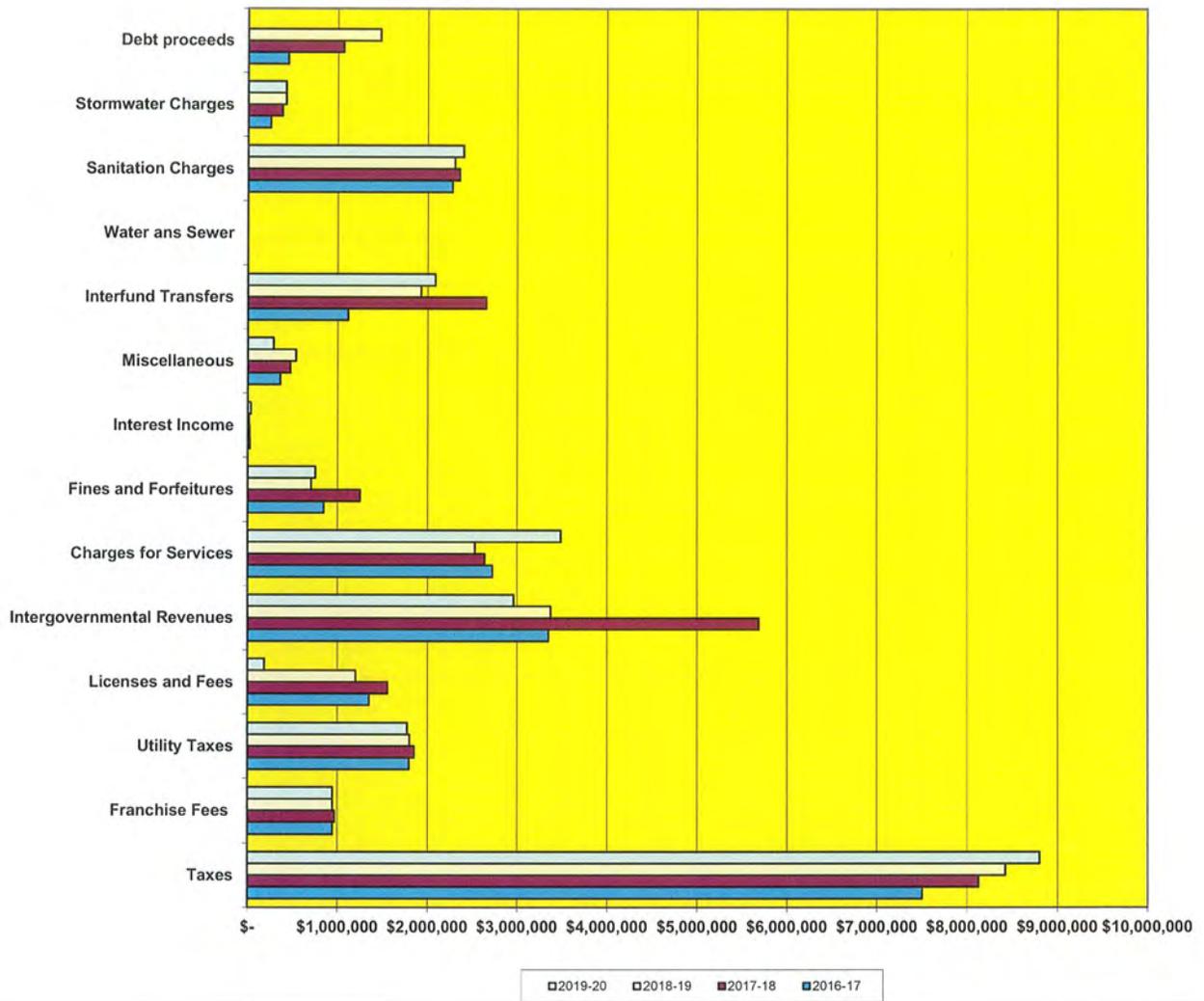
**CITY OF MIAMI SPRINGS
BUDGETED REVENUE FY 2019-20**

GENERAL FUND	\$17,694,361
 SPECIAL REVENUE FUNDS:	
<u>Road and Transportation Fund</u>	
People's Transportation Tax	575,000
Misc Funds	22,000
Total Road and Transportation	597,000
 Law Enforcement Trust Fund	 1,500
 Building Operations Fund	 962,000
Elderly Services (including \$326,199 in transfers from the General Fund)	616,199
Total Special Revenue Funds	2,176,699
 Debt Service Fund	 1,439,837
 ENTERPRISE FUNDS:	
<u>Sanitation Fund</u>	
Residential/Recycling/Bulk Appropriated Fund Balance	2,404,000
Total Sanitation Fund	2,404,000
 <u>Stormwater Fund</u>	
Residential/Commercial/Industrial Fees	424,000
Misc Income	500
Appropriated Fund Balance	-
Total Stormwater Fund	424,500
Total All Funds	\$ 24,139,397

CITY OF MIAMI SPRINGS
LISTING OF TOP EXPENDITURES - ALL FUNDS

	<u>FY2018-19</u>	<u>FY2019-20</u>		<u>% of Change</u>
	<u>Amended Budget</u>	<u>Budget</u>	<u>% of Total</u>	<u>From FY2018-19</u>
Salaries	\$ 9,202,886	\$ 9,438,751	38.6%	2.6%
Health Insurance Benefits	1,179,997	1,290,681	5.3%	9.4%
Pension costs	1,023,165	1,031,758	4.2%	0.8%
Workmens Comp	377,364	388,757	1.6%	3.0%
Other Employee Benefits	709,505	723,441	3.0%	2.0%
Total Salaries & Benefits	12,492,917	12,873,388	52.7%	3.0%
Capital Expenditures	2,210,040	90,821	0.4%	-95.9%
Debt Service Payments	1,473,916	1,499,757	6.1%	1.8%
Depreciation/Amortization	315,000	309,000	1.3%	-1.9%
Operating Supplies/Uniforms	948,917	911,488	3.7%	-3.9%
Contractual Services	2,326,902	2,327,607	9.5%	0.0%
Waste Disposal	730,000	735,400	3.0%	0.7%
Transfers to other funds	216,070	326,199	1.3%	51.0%
Liability insurance	370,823	375,146	1.5%	1.2%
Professional Fees	520,438	498,028	2.0%	-4.3%
Management fee paid by enterprise funds	530,000	530,000	2.2%	0.0%
Fleet Maintenance	405,900	434,655	1.8%	7.1%
Repairs and Maintenance	749,490	696,066	2.8%	-7.1%
Other Misc Expenses	2,903,483	2,839,908	11.6%	-2.2%
Total Budgeted Expenditures(All Funds)	26,193,896	24,447,463	100.0%	-6.7%

Revenues All Funds



EXPENDITURE CATEGORY MATRIX FOR FY2019-20 BUDGET

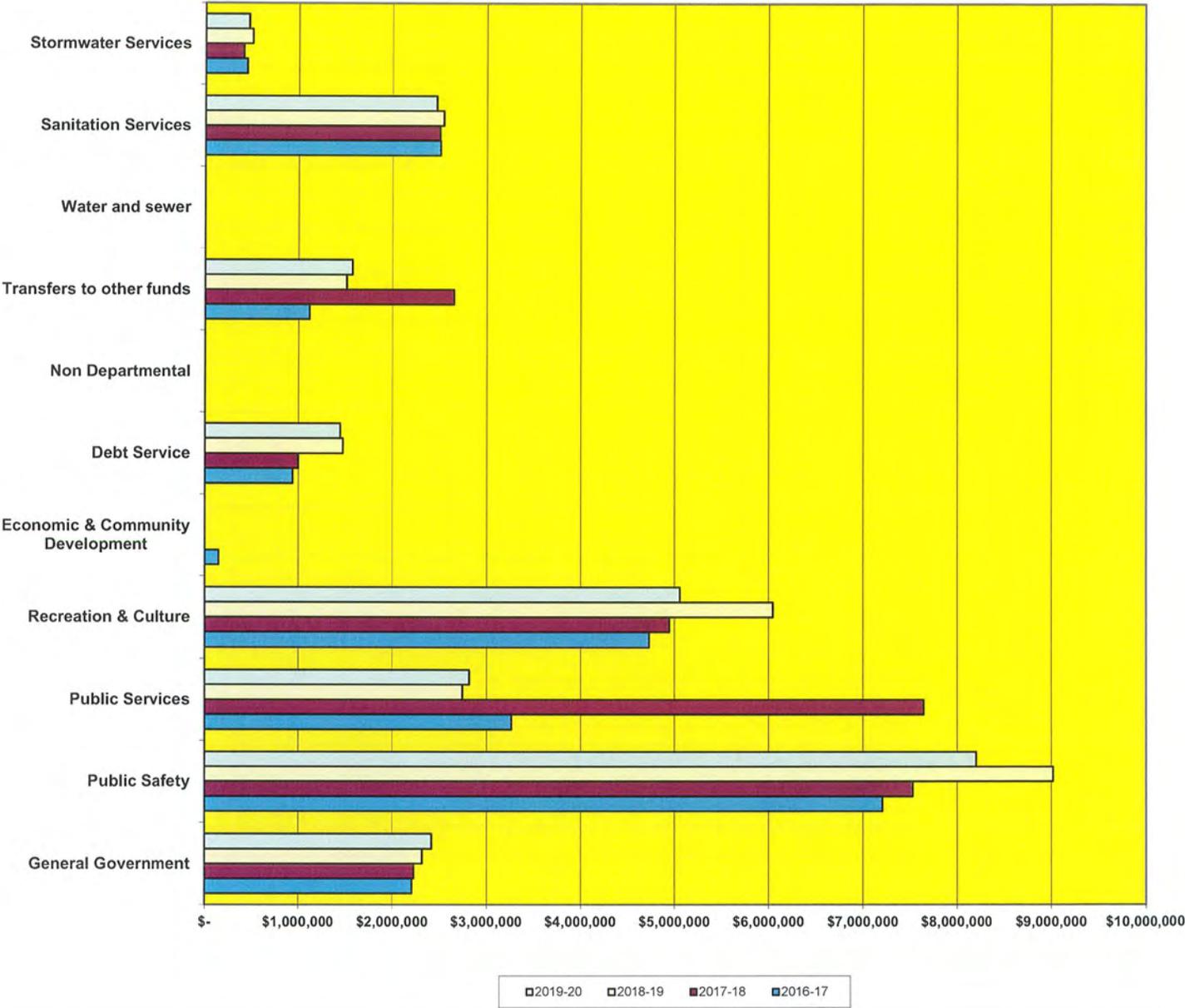
Allocation of Expenditures	Personnel Services	Expenditure/ Expenses	Capital Outlay	Debt Service	Other Uses	Total
General Fund						
Mayor & City Council	34,312	129,410	-	-	-	163,722
Office of the City Manager	291,123	93,005	-	-	-	384,128
Office of the City Clerk	227,188	89,380	8,000	-	-	324,568
Office of the City Attorney	-	188,000	-	-	-	188,000
Human Resource Department	191,921	74,079	-	-	-	266,000
Finance /Budget	515,055	123,779	3,400	-	-	642,234
IT Department	180,580	177,677	-	-	-	358,257
Planning Department	76,699	12,741	-	-	-	89,440
Police Department	6,245,148	938,531	-	-	-	7,183,679
Police - School Guards	26,855	700	-	-	-	27,555
Code Compliance	183,670	21,605	-	-	-	205,275
Public Services - Administration	333,400	57,948	-	-	-	391,348
Public Services - Streets	206,175	238,639	-	-	-	444,813
Public Services - Properties	462,461	366,398	-	-	20,000	848,859
Public Services - Building Maintenance	117,993	227,393	-	-	-	345,386
Public Services - Fleet Maintenance	-	53,489	-	-	-	53,489
Recreation	849,147	654,547	-	-	17,442	1,521,135
Aquatics	412,741	159,128	-	-	-	571,869
Tennis	-	22,382	-	-	-	22,382
Park Maintenance	60,028	219,808	-	-	-	279,835
Golf-Administration	-	15,068	-	-	-	15,068
Golf-Pro Shop	407,018	284,385	-	-	-	691,403
Golf-Maintenance	315,948	875,779	-	-	148,530	1,340,257
Transfers to other funds	-	-	-	-	1,257,191	1,257,191
General Fund Total	11,137,462	5,023,871	11,400	-	1,443,163	17,615,895
% of General Fund	63.2%	28.5%	0.1%	0.0%	8.2%	100.0%
Road and Transportation Fund						
Streets & Sidewalks-Maintenance	87,825	604,923	40,421	-	-	733,169
Streets & Sidewalks-Infrastructure	-	-	-	-	-	-
Road & Transportation Fund Total	87,825	604,923	40,421	-	-	733,169
% of Road & Transportation	12.0%	82.5%	5.5%	0.0%	0.0%	100.0%
Senior Center fund						
Social Services	328,631	287,568	-	-	-	616,199
Senior Center Total	328,631	287,568	-	-	-	616,199
% of Senior Center	53.3%	46.7%	0.0%	0.0%	0.0%	100.0%
Building Department						
Public Safety	464,483	466,855	-	-	-	931,339
Building Department Total	464,483	466,855	-	-	-	931,339
% of Building Department	49.9%	50.1%	0.0%	0.0%	0.0%	100.0%
Debt Service						
General Debt Service	-	-	-	1,439,837	-	1,439,837
Debt Service Total	-	-	-	1,439,837	-	1,439,837
% of Debt Service	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%

EXPENDITURE CATEGORY MATRIX FOR FY2019-20 BUDGET

Allocation of Expenditures	Personnel Services	Expenditure/ Expenses	Capital Outlay	Debt Service	Other Uses	Total
Sanitation Fund						
Garbage and Trash Collection	751,270	1,247,895	-	5,318	470,000	2,474,483
Sanitation Fund Total	751,270	1,247,895	-	5,318	470,000	2,474,483
% of Sanitation	30.4%	50.4%	0.0%	0.2%	19.0%	100.0%
Stormwater Fund						
Stormwater services	118,190	288,659	-	-	60,000	466,849
Stormwater Fund Total	118,190	288,659	-	-	60,000	466,849
% of Stormwater	25.3%	61.8%	0.0%	0.0%	12.9%	100.0%
Law Enforcement Fund						
Treasury & Justice Confiscated	-	130,692	39,000	-	-	169,692
Law Enforcement Fund Total	-	130,692	39,000	-	-	169,692
% of Law Enforcement	0.0%	77.0%	23.0%	0.0%	0.0%	100.0%
TOTAL 2019-20 BUDGET	12,887,862	8,050,463	90,821	1,445,155	1,973,163	24,447,463
% OF TOTAL 2019-20 BUDGET	52.7%	32.9%	0.4%	5.9%	8.1%	100.0%

Note: The following funds are not detailed in the Expenditure Category Matrix because they do not have a Proposed 2018-19 Budget: Capital Projects Fund, Hurricane Fund, Grants Fund, and the Police Grants fund.

Expenditures All Funds



CITY OF MIAMI SPRINGS
PERSONNEL COMPARISON BY DEPARTMENT
 Final

	FY 2017-18		FY 2018-19		FY 2019-20		Increase(decrease) from FY 2017-18	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Office of the City Manager	1.75	-	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	3.75	1.00	3.75	1.00	3.75	1.00	-	-
Finance-Professional Services	2.50	-	2.50	-	2.50	-	-	-
IT Department	1.00	1.00	1.00	1.00	2.00	-	1.00	(1.00)
Planning Department	1.25	-	1.25	-	1.25	-	-	-
Police Department	55.00	8.00	56.00	8.00	57.00	8.00	1.00	-
Building Department	4.50	-	4.80	-	4.80	-	-	-
Code Compliance	2.50	-	2.20	-	2.20	-	-	-
Public Services- Administration	5.00	-	5.00	-	5.00	-	-	-
Public Services - Streets	3.00	-	3.00	-	4.00	-	1.00	-
Public Services - Properties	9.00	-	10.00	-	10.00	-	-	-
Public Services - Building Maintenance	1.00	-	2.00	-	2.00	-	-	-
Recreation	6.00	43.00	6.00	43.00	6.00	43.00	-	-
Aquatics	3.00	25.00	3.00	25.00	2.00	25.00	(1.00)	-
Park Maintenance	1.00	-	1.00	-	1.00	-	-	-
Golf Course-Pro Shop	3.00	18.00	4.00	18.00	4.00	17.00	-	(1.00)
Golf Course-Maintenance	4.00	-	4.00	-	4.00	-	-	-
Road & Transportation Fund	1.00	-	1.00	-	1.00	-	-	-
Senior Center	1.00	9.00	2.00	10.00	2.00	10.00	-	-
Sanitation Fund	12.00	-	12.00	-	12.00	-	-	-
Stormwater Fund	2.00	-	2.00	-	2.00	-	-	-
TOTAL PERSONNEL	128.00	105.00	133.00	106.00	135.00	104.00	2.00	(2.00)

City of Miami Springs
Transfer From and Transfer To Schedule

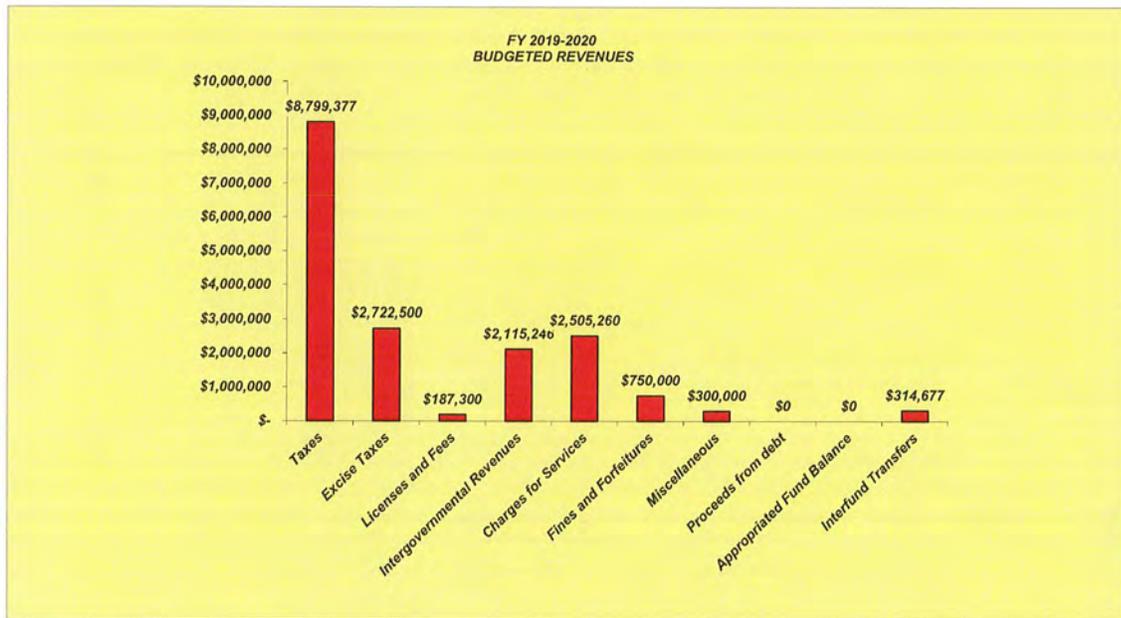
Fund	Transfer From	Transfer To
General Fund	1,794,809	844,677
Elderly Services		326,199
Debt Service		1,468,611
Building Fund*	314,677	-
Sanitation Fund*	470,000	
Stormwater Fund*	60,000	
	\$ 2,639,487	\$ 2,639,487

* Administrative charges paid to the General Fund

GENERAL FUND

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

REVENUES	FY16-17 Actual	FY17-18 Actual	FY18-19 Budget	FY19-20 Budget	% of Total	% Change from 2018-19
Taxes	\$ 7,502,682	\$ 8,123,559	\$ 8,423,956	\$ 8,799,377	49.7%	4.5%
Excise Taxes	2,739,568	2,822,183	2,745,000	2,722,500	15.4%	-0.8%
Licenses and Fees	130,041	135,307	187,300	187,300	1.1%	0.0%
Intergovernmental Revenues	1,983,904	2,020,894	2,102,116	2,115,246	12.0%	0.6%
Charges for Services	2,688,679	2,603,079	2,510,147	2,505,260	14.2%	-0.2%
Fines and Forfeitures	810,051	1,233,494	700,000	750,000	4.2%	7.1%
Miscellaneous	343,892	152,944	523,360	300,000	1.7%	-42.7%
Proceeds from debt	-	1,062,611	1,470,472	-	0.0%	0.0%
Appropriated Fund Balance	523,428	371,781	40,584	-	0.0%	-100.0%
Interfund Transfers	-	-	220,809	314,677	1.8%	42.5%
Total Revenues	\$ 16,722,246	\$ 18,525,852	\$ 18,923,744	\$17,694,361	100.0%	-6.5%



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

Line Item Revenue	FY 16-17	FY 17-18	FY 18-19	FY 19-20	% of	% Change
	Actual	Actual	Budget	Proposed Budget	Total	from 2018-19
Ad Valorem Taxes - Current	\$ 7,502,682	\$ 8,123,559	\$ 8,369,939	\$ 8,749,377	49.45%	4.5%
Ad Valorem Taxes - Delinquent	-	-	54,017	50,000	0.28%	-7.4%
Franchise Fees	945,352	969,832	945,000	945,000	5.34%	0.0%
Utility Service Taxes	1,248,950	1,262,658	1,200,000	1,202,500	6.80%	0.2%
Local Communications Tax	545,266	589,693	600,000	575,000	3.25%	-4.2%
Occupational Licenses - City	68,477	73,256	71,000	71,000	0.40%	0.0%
Occupational Licenses - County	22,118	19,391	24,000	24,000	0.14%	0.0%
Zoning Fees	39,220	42,210	42,000	42,000	0.24%	0.0%
Misc plan Reviews	125	450	500	500	0.00%	0.0%
State Revenue Sharing	485,843	497,003	506,000	515,000	2.91%	1.8%
Alcoholic Beverage License	9,170	10,243	10,000	10,000	0.06%	0.0%
1/2-cent Sales Tax	1,078,747	1,120,582	1,125,000	1,149,206	6.49%	2.2%
Local Option Gas Tax	390,992	384,852	396,116	391,040	2.21%	-1.3%
Gas Tax Rebate	10,153	8,216	10,000	10,000	0.06%	0.0%
School Crossing Guards	17,940	17,971	18,000	18,000	0.10%	0.0%
Summer Camp Activity Fees	29,051	27,955	30,750	30,000	0.17%	-2.4%
Summer Camp	143,355	126,556	130,000	130,000	0.73%	0.0%
Fitness Room Membership	28,739	7,023	20,000	20,000	0.11%	0.0%
After School Program	48,224	47,916	48,000	45,000	0.25%	-6.3%
Gym Admission Fees	-	1,720	2,250	2,250	0.01%	0.0%
Swimming Pool Admissions/Lessons	102,052	112,438	90,000	97,000	0.55%	7.8%
Pool Rental	1,500	1,500	4,500	4,500	0.03%	0.0%
Get Fit Summer Camp	11,800	14,350	24,000	18,000	0.10%	-25.0%
Vending Machines	2,340	2,081	3,500	3,500	0.02%	0.0%
Fireworks-VG	3,000	3,000	3,000	3,000	0.02%	0.0%
Pool Memberships	13,973	19,828	20,000	20,000	0.11%	0.0%
Aquatic Multipurpose Room Rental	16,978	18,154	19,520	-	0.00%	-100.0%
Shade Area/Umbrella Rentals	25,033	21,968	18,320	12,000	0.07%	-34.5%
Basketball fees	31,055	29,495	60,350	34,300	0.19%	-43.2%
Other Annual Events	6,445	6,005	11,800	12,800	0.07%	8.5%
Pelican Theatre	5,722	6,802	5,000	3,800	0.02%	-24.0%
Jazzercise	3,084	3,364	4,800	4,800	0.03%	0.0%
Daddy/Daughter Dance	5,093	4,923	7,500	7,500	0.04%	0.0%
Green Fees	963,410	1,014,426	1,028,735	1,160,800	6.56%	12.8%
Cart Fees	42,279	37,588	72,062	71,900	0.41%	-0.2%
Golf Merchandise/Food & Beverage Sales	158,753	135,635	100,771	96,700	0.55%	-4.0%
Range Fees	151,176	143,566	173,101	132,000	0.75%	-23.7%
Misc. Club Rental/Lessons	34,048	35,338	34,000	23,000	0.13%	-32.4%
Golf memberships	46,026	59,496	68,188	42,410	0.24%	-37.8%
Miscellaneous Charges for Serv	637	653	400	400	0.00%	0.0%
Copies & Other Charges	4,399	4,865	4,400	4,400	0.02%	0.0%
Lien Search	26,750	28,850	25,000	25,000	0.14%	0.0%
Re-Occupancy Inspection fees	18,125	18,950	20,000	20,000	0.11%	0.0%
Clerk of the Court - Fines	129,507	201,564	180,000	230,000	1.30%	27.8%
Code Enforcement tickets	243,486	338,675	20,000	20,000	0.11%	0.0%
Disabled Parking tickets	4,777	4,802	-	-	0.00%	0.0%
Administrative Fee-Red Light hearings	17,676	22,049	22,000	22,000	0.12%	0.0%
Other Grants	9,000	35,100	30,600	-	0.00%	-100.0%
Interest - Investments	17,533	11,838	10,000	28,000	0.16%	180.0%
Interest - Tax Collections	1,305	5,624	2,000	6,000	0.03%	200.0%
Rent - Metro Fire	13,878	12,484	14,000	14,000	0.08%	0.0%
Rent - Dade Co. Library	8,303	8,253	8,500	8,500	0.05%	0.0%
Rent - Bus Benches	4,560	4,750	4,500	4,500	0.03%	0.0%
Recreational Activities	32,456	21,720	25,000	20,000	0.11%	-20.0%
Sprint Tower	88,680	91,719	95,000	95,000	0.54%	0.0%
Rent-Country Club	36,000	28,000	48,000	19,500	0.11%	-59.4%

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

Line Item Revenue	FY 16-17	FY 17-18	FY 18-19	FY 19-20	% of	% Change
	Actual	Actual	Budget	Proposed Budget	Total	from 2018-19
Surplus sale of equipment	6,856	25,523	214,460	25,000	0.14%	-88.3%
Other Miscellaneous	230,934	75,978	81,800	75,000	0.42%	-8.3%
Red Light Fines	414,605	666,405	500,000	500,000	2.83%	0.0%
Returned check charges	857	59	500	500	0.00%	0.0%
Code Enforcement Liens	-	4,191	4,000	4,000	0.02%	0.0%
ITF - Building Fund	256,282	237,323	220,809	314,677	1.78%	42.5%
ITF - Sanitation Admin Fee	450,000	370,000	470,000	470,000	2.66%	0.0%
ITF- Stormwater Adim Fee	60,000	60,000	60,000	60,000	0.34%	0.0%
Proceeds from Debt	-	1,062,611	1,470,472	-	0.00%	-100.0%
TOTALS >>>	\$ 16,314,777	\$ 18,343,029	\$ 18,883,160	\$ 17,694,361	100.00%	-6.30%

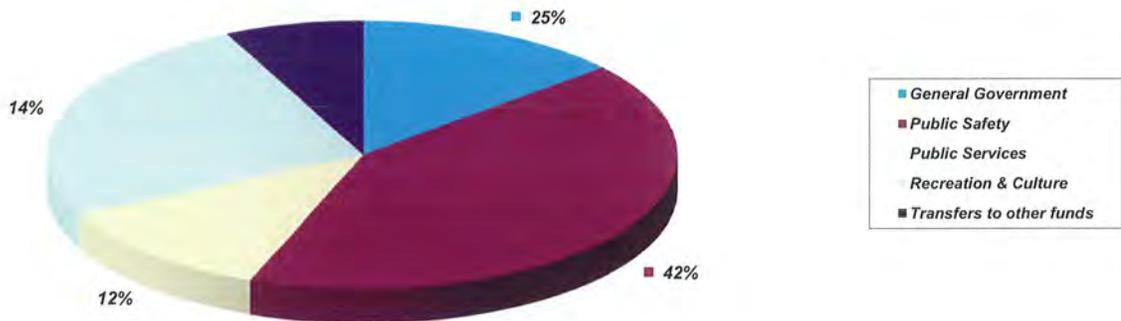
CITY OF MIAMI SPRINGS
LISTING OF TOP EXPENDITURES-GENERAL FUND

	<u>FY2018-19</u> <u>Amended Budget</u>	<u>FY2019-20</u> <u>Budget</u>	<u>% of Total</u>	<u>% of Change</u> <u>From FY2018-19</u>
Salaries	\$ 7,847,727	\$ 8,177,351	46.4%	4.2%
Health Insurance Benefits	991,350	1,077,710	6.1%	8.7%
Pension costs	926,418	914,578	5.2%	-1.3%
Workmens Comp	332,584	342,255	1.9%	2.9%
Other Employee Benefits	604,670	625,567	3.6%	3.5%
Total Salaries & Benefits	10,702,749	11,137,462	63.2%	4.1%
Capital Expenditures	2,210,040	11,400	0.1%	-99.5%
Debt Service Payments	1,397,203	1,303,168	7.4%	-6.7%
Operating Supplies/Uniforms	603,654	618,468	3.5%	2.5%
Contractual Services	1,220,166	1,277,849	7.3%	4.7%
Utilities	401,475	423,355	2.4%	5.4%
Transfers to other funds	216,070	326,199	1.9%	51.0%
Liability insurance	301,350	303,260	1.7%	0.6%
Professional Fees	343,132	421,640	2.4%	22.9%
Fleet Maintenance	148,900	166,455	0.9%	11.8%
Repairs and Maintenance	411,388	400,766	2.3%	-2.6%
Other Misc Expenses	1,013,572	1,225,874	7.0%	20.9%
Total Budgeted Expenditures	18,969,699	17,615,895	100.0%	-7.1%

**CITY OF MIAMI SPRINGS
EXPENDITURES BY CLASS**

	FY2016-17 <u>Actual</u>	FY2017-18 <u>Actual</u>	FY2018-19 <u>Amended Budget</u>	FY2019-20 <u>Budget</u>	% of Change <u>From FY2018-19</u>
General Government	\$ 2,185,086	\$ 2,220,122	\$ 2,313,744	\$ 2,416,349	4.4%
Public Safety	6,443,819	6,720,181	8,099,795	7,416,509	-8.4%
Public Services	1,802,436	2,080,859	1,933,800	2,083,896	7.8%
Recreation & Culture	4,149,043	4,180,907	5,204,855	4,441,950	-14.7%
Transfers to other funds	1,095,004	2,580,212	1,290,380	1,257,191	-2.6%
Sub-Totals	\$ 15,675,388	\$ 17,782,281	\$ 18,842,574	\$ 17,615,895	-6.5%
Increase(appropriated) fund balance	-	-	-	-	0.0%
Totals	\$ 15,675,388	\$ 17,782,281	\$ 18,842,574	\$ 17,615,895	-6.5%

FY 2019-20 Expenditures by Class



CITY OF MIAMI SPRINGS
EXPENDITURES BY DEPARTMENT

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	% Change
<u>Department</u>	<u>Actual</u>	<u>Actual</u>	<u>Amended Budget</u>	<u>Budget</u>	<u>From FY2018-19</u>
Mayor & City Council	\$ 150,161	\$ 128,345	\$ 190,522	\$ 163,722	-14.1%
Office of the City Manager	316,979	429,542	343,554	384,128	11.8%
Office of the City Clerk	272,492	247,452	298,563	324,568	8.7%
Office of the City Attorney	170,652	176,936	188,000	188,000	0.0%
Human Resource Department	240,487	238,026	257,189	266,000	3.4%
Finance /Budget	632,837	645,407	642,447	642,234	0.0%
IT Department	334,245	280,192	312,544	358,257	14.6%
Planning Department	67,233	74,222	80,925	89,440	10.5%
Police Department	6,179,112	6,492,638	7,876,337	7,183,679	-8.8%
Police - School Guards	19,778	20,532	26,772	27,555	2.9%
Code Compliance	244,929	207,011	196,686	205,275	4.4%
Public Services - Administration	390,592	413,015	407,148	391,348	-3.9%
Public Services - Streets	451,407	372,244	379,799	444,813	17.1%
Public Services - Properties	638,808	832,801	800,949	848,859	6.0%
Public Services - Building Maintenance	260,988	367,312	303,270	345,386	13.9%
Public Services - Fleet Maintenance	60,641	95,487	42,634	53,489	25.5%
Recreation	1,324,003	1,383,033	1,429,328	1,521,135	6.4%
Aquatics	481,776	520,856	621,857	571,869	-8.0%
Tennis	22,231	30,239	44,800	22,382	-50.0%
Park Maintenance	443,781	296,945	290,469	279,835	-3.7%
Golf Administration	17,483	16,011	16,768	15,068	-10.1%
Pro Shop	757,807	810,963	699,511	691,403	-1.2%
Golf Maintenance	1,101,962	1,122,860	2,102,122	1,340,257	-36.2%
Total	\$14,580,384	\$15,202,069	\$17,552,194	\$16,358,704	-6.8%
Transfers to other funds	1,095,004	2,580,212	1,290,380	1,257,191	-2.6%
Increase(appropriated) fund balance	-	-	-	-	
Total	\$15,675,388	\$17,782,281	\$18,842,574	\$17,615,895	-6.5%

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.

2018-19 Accomplishments

- Approved new Food and Beverage vendor for the Country Club
- Commenced the New Senior Center construction project set for completion in 2020
- Approved the reduction of the Police Pension Contribution for upcoming 2019-2020 fiscal year
- Installed the Cavalier Memorial Clock at the Circle
- Mayor and City Council were all re-elected in an unopposed election
- Approved the Gateway Overlay for the downtown area
- Approved the installation of the Boat Ramp and Tiki Hut
- Approved the co-designation of "Lions Way," "Mary-Ann Goodlet Taylor Way," and "Doug Orr Way."

City Council

2019-20 Budget Highlights

- Proposed budget is \$56,799 or 26% lower than FY2018/2019. decrease is due to the fact that \$56,000 for renovation of the Historic Museum building was budgeted in the prior year.

- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$163,722</u>
Net cost of Department	<u>\$163,722</u>

0

- The Promotions line item is a lump sum of \$81,160 to be allotted during the year as follows:

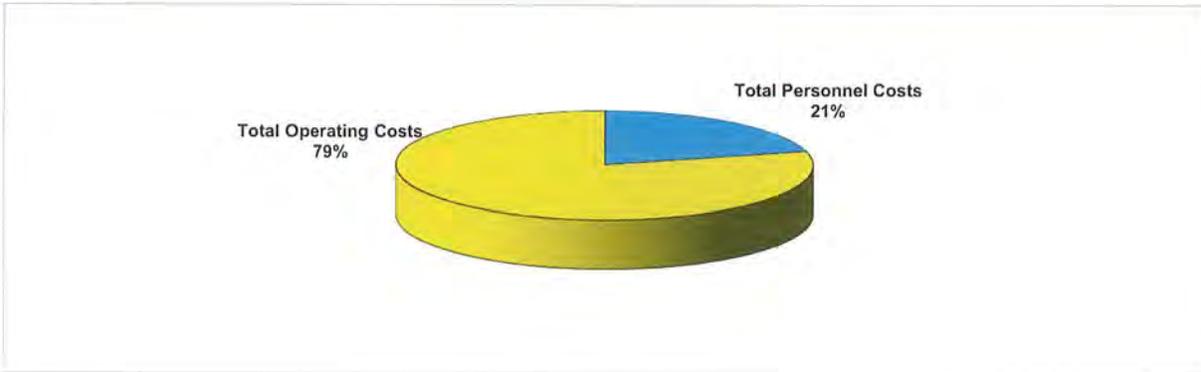
- \$42,060 will be allocated during the year for the following events:

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)
Pelican Harbor Animal Rescue Sponsorship (\$1,000)

- \$35,000 has been allocated to the Curtis Mansion to assist with their annual operating costs.
- \$4,100 has been allocated to the Historic Museum for storage costs.

**MAYOR AND CITY COUNCIL
Expenditure Detail**

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
PERSONNEL						
Executive Salaries	\$31,956	\$31,800	\$31,800	\$31,800	19.4%	0.0%
Payroll Taxes	2,445	2,433	2,433	2,433	1.5%	0.0%
Workers' Compensation	84	42	80	80	0.0%	-0.6%
Total Personnel Costs	\$ 34,485	\$ 34,275	\$ 34,313	\$ 34,312	21.0%	0.0%
OPERATING						
Professional Services	13,255	-	-	-	0.0%	0.0%
Travel & Related Costs	8,748	8,703	17,100	17,100	10.4%	0.0%
Telephone	1,709	4,510	3,600	3,200	2.0%	-11.1%
Rentals & Lease	-	150	-	-	0.0%	0.0%
Promotions & Donations	77,910	69,960	146,560	81,160	49.6%	-44.6%
Misc. Expenses	3,673	506	3,000	3,000	1.8%	0.0%
Operating Supplies	393	936	1,000	1,000	0.0%	0.0%
Dues, Memberships & Subsc.	3,087	3,181	4,900	3,400	2.1%	-30.6%
Training & Education	-	-	500	2,000		300.0%
Printing and binding	1,215	1,490	4,200	4,200	2.6%	0.0%
Office Supplies	-	-	749	750	0.5%	0.1%
Contractual Services	5,687	4,634	4,600	13,600	8.3%	195.7%
Total Operating Costs	\$ 115,677	\$ 94,070	\$ 186,209	\$ 129,410	79.0%	-30.5%
CAPITAL OUTLAY						
Machinery & Equipment	-	-	-	-	0.0%	0.0%
Total Capital Outlay	\$ -	\$ -	\$ -	\$ -	0.0%	0.0%
TOTAL EXPENSES	\$ 150,162	\$ 128,345	\$ 220,522	\$ 163,722	99.1%	-25.8%



Personnel Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
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.

Maintain advisory board schedule and attendance of board members; disseminate advisory board agendas and provide accurate minutes of the boards.

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.

Create, maintain, and monitor a list of citywide scanning projects including status, working with departments to ensure their completion.

Objectives (continued)

Distribute "Welcome Packet" to new members of advisory boards that include purpose, rules and procedures for boards as directed by the City Code.

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.

2018-19 Accomplishments

- Continued the paperless agenda system to replace the paper agenda packets.
- Twenty-one (21) agendas and minutes were prepared for various Council meetings.
- Thirty (30) agendas and minutes were prepared for various Advisory Board meetings.
- Ordered publication of two new supplements for the Code of Ordinances.
- Researched records and provided extensive information to the Administration, City Attorney, Department Heads and general public.
- Processed over 200 public record requests.
- Notarized over 600 documents for residents and other citizens.
- Continued departmental training in the City's records management program.
- External training for various departments in the City in records management.
- Continued scanning of all street files and plans in the Building and Zoning/ Department.
- Shredded building and permitting files and plans in accordance to State law and retention schedule.
- Hosted the quarterly Miami-Dade County Clerk's Association Luncheon at the Miami Springs Aquatic Center
- Hired and trained new Administrative Assistant in Clerk's Office.
- Advertised over 20 various Ordinances, Public Hearing Items such as Site Plan Approvals and Variance Requests.
- Explored outreach program to increase Municipal Services.
- Prepared City for the 2019 General Election by assisting candidates through the qualifying process; General Election canceled due to unopposed candidate roster

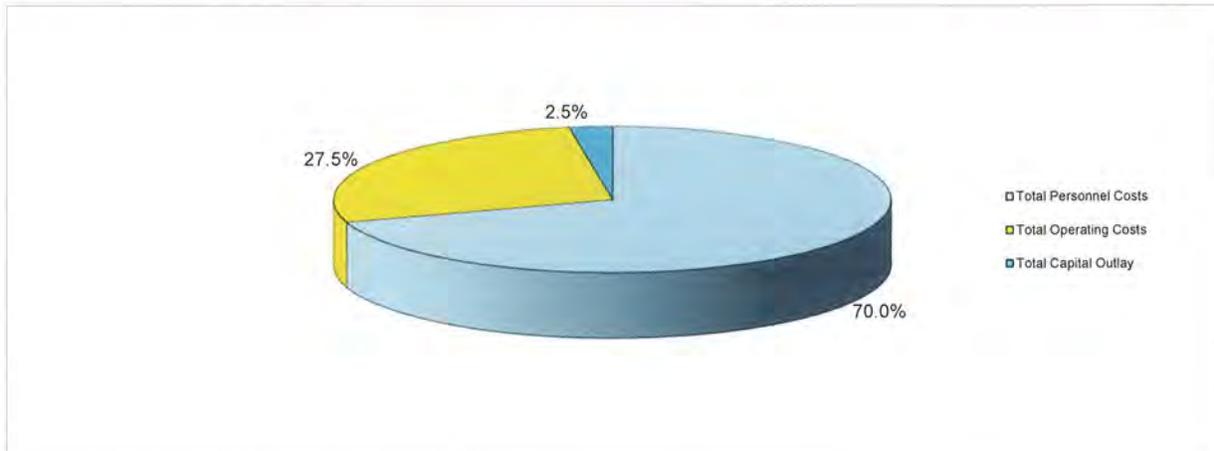
2019-20 Budget Highlights

- Proposed budget is \$ 54,005 or 20% higher than FY2018/2019.
- Increase is due to the accrual of \$20,000 in contractual services for the 2021 city election and the savings in FY18/19 due to no election being held. Budget also includes \$8,000 for a new Laserfiche server and software as well as the costs of recording all Council meetings started in FY18/19.
- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$324,568</u>
Net cost of Department	<u>\$324,568</u>

OFFICE OF THE CITY CLERK
Expenditure Detail

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
PERSONNEL						
Salaries	\$ 143,735	\$ 143,989	\$ 155,205	\$ 167,006	51.5%	7.6%
Overtime	694	651	1,000	1,000	0.3%	0.0%
Payroll Taxes	11,038	11,044	11,950	12,852	4.0%	7.6%
Pension & Retirement	15,394	17,645	19,022	20,109	6.2%	5.7%
Health Insurance	19,052	18,294	22,341	25,802	7.9%	15.5%
Workers' Compensation	372	211	388	418	0.1%	7.6%
Total Personnel Costs	\$ 190,285	\$ 191,834	\$ 209,906	\$ 227,188	70.0%	8.2%
OPERATING						
Contractual Services	34,578	23,374	3,370	31,000	9.6%	819.9%
Travel & Related Costs	1,972	1,695	2,000	3,000	0.9%	50.0%
Telephone	4,847	2,275	833	1,200	0.4%	44.1%
Rentals and leases	2,636	5,684	7,200	7,200	2.2%	0.0%
Repairs & Maintenance	3,753	1,030	3,080	5,420	1.7%	76.0%
Printing & Binding	395	3,715	7,250	7,250	2.2%	0.0%
Postage	561	690	650	650	0.2%	0.0%
Advertising & Promotions	15,129	4,520	11,000	11,500	3.5%	4.5%
Office Supplies	4,817	5,041	7,950	8,800	2.7%	10.7%
Operating Supplies	4,624	1,150	3,240	2,600	0.8%	-19.8%
Dues, Memberships & Subsc.	1,981	1,747	3,300	3,300	1.0%	0.0%
Training & Education	1,350	250	2,000	2,500	0.8%	25.0%
Liability Insurance	3,324	3,192	3,084	3,267	1.0%	5.9%
Internet Access	2,243	1,255	1,200	1,693	0.5%	41.1%
Total Operating Costs	\$ 82,210	\$ 55,618	\$ 56,157	\$ 89,380	27.5%	59.2%
CAPITAL OUTLAY						
Machinery & Equipment	-	-	4,500	8,000	2.5%	0.0%
Total Capital Outlay	\$ -	\$ -	\$ 4,500	\$ 8,000	2.5%	0.0%
TOTAL EXPENSES	\$ 272,495	\$ 247,452	\$ 270,563	\$ 324,568	100.0%	20.0%



Personnel Summary						
	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
City Clerk	1	1	1	1	36.4%	0.0%
Deputy City Clerk	1	1	1	1	36.4%	0.0%
Administrative Assistant I	0.75	0.75	0.75	0.75	27.3%	0.0%
Total of Full-time employees	2.75	2.75	2.75	2.75	100.0%	0.0%
Part Time Employees	0.0	0.0	0.0	0.0	0.0%	0.0%
DEPARTMENT TOTAL	2.75	2.75	2.75	2.75	100.0%	0.0%

OFFICE OF THE CITY CLERK PERFORMANCE MEASURES

Indicator	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Goal
Outputs					
Council Paper Agenda Packets	0	24	26	26	26
Council Electronic Agenda Packets	29	27	26	26	26
Public Records Request Processed	252	225	237	220	230
Legal Ads Published	20	46	33	29	30
Council Meetings Attended	29	27	26	26	26
Council Minutes Transcribed	29	27	26	26	26
Summary Actions Prepared	0	0	0	0	0
Bid Openings Witnessed	6	3	5	7	5
Elections Supervised	0	1	0	0	0
Documents Notarized	519	899	857	1137	1000
Codified Ordinance Supplements	2	1	2	1	2
Ordinances Adopted	10	6	15	6	5
Resolutions Adopted	23	49	73	30	35
Vehicle Tag and Title Applications	7	11	9	18	12
Newsbulletin Preparation	15	12	15	15	15
Advisory Board Meetings Attended	30	20	29	27	25
Advisory Board Meetings Transcribed	30	20	29	27	25
Advisory Board - Attendance Reports	30	20	29	27	25
Proclamations, Certificates and Awards	50	45	22	41	40
Public Notices Posted - H.R.	20	6	18	17	15
Public Notices Posted - Clerk	51	66	57	62	65
Release of Liens Executed	52	55	198	50	50
Number of Documents Shredded (in Cu. Ft.)	650	500	500	500	500
Number of Documents Scanned	95,714	189,058	765,581	959,836	1,000,000
Number of Videos Duplicated (meetings)	26	10	2	0	0
Website Updates	40	60	70	75	70
Effectiveness					
Records requests fulfilled within a reasonable amount of time	95%	95%	95%	100%	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%	90%	95%	95%	95%
Efficiency					
Council Agendas prepared per year	29	27	26	26	26
Average number of pages of minutes transcribed per year	348	280	275	300	300

* 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.

City Manager

Objectives (continued)

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

Provide timely response to questions and concerns of residents.

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

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

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

Continue in a more pro-active role with our new downtown improvements consultant to market our commercial district on NW 36th Street to a broader audience.

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

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

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

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

2018-19 Accomplishments

- Approved new Food and Beverage vendor for the Country Club
- Commenced the New Senior Center construction project set for completion in 2020
- Approved the reduction of the Police Pension Contribution for upcoming 2019-2020 fiscal year
- Completed the installation of the Cavalier Memorial Clock at the Circle
- Approved the Gateway Overlay for the downtown area
- Completed the renovation of the Boat Ramp, including the addition of a Tiki Hut

FY 2019-20 Budget Highlights

- Proposed budget is \$19,181 or 4.8% lower than FY2018/2019. Decrease is due to approx. \$50,000 in legal costs related to annexation that was expended in FY18-19.

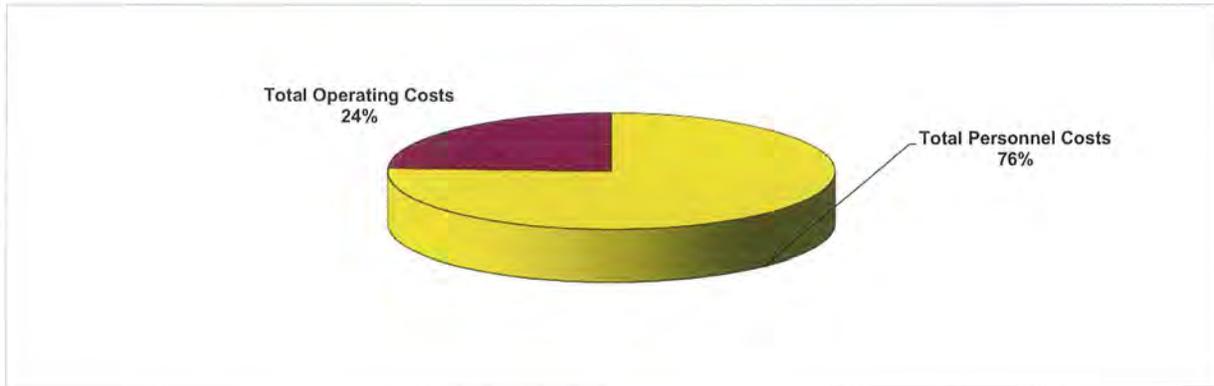
- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$384,128</u>
Net cost of Department	<u>\$384,128</u>

- Professional Services budget includes \$45,000 for the City Lobbyist and \$25,000 for legal costs related to the annexation lawsuit.

**CITY MANAGER
Expenditure Detail**

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
Salaries	\$ 190,177	\$ 204,855	\$ 210,750	\$ 222,922	58.0%	5.8%
Payroll Taxes	14,007	15,672	16,141	17,054	4.4%	5.7%
Pension & Retirement	25,865	29,172	28,813	30,132	7.8%	4.6%
Health Insurance	17,976	18,422	19,813	20,458	5.3%	3.3%
Workers' Compensation	480	287	527	557	0.1%	5.8%
Total Personnel Costs	\$ 248,505	\$ 268,408	\$ 276,044	\$ 291,123	75.8%	5.5%
OPERATING						
Professional Services	47,219	134,663	95,000	70,000	18.2%	-26.3%
Travel & Related Costs	8,250	9,407	7,800	8,250	2.1%	5.8%
Rentals & Lease			245	-	0.0%	-100.0%
Office Supplies	188	431	500	500	0.1%	0.0%
Operating Supplies	3,467	4,959	3,100	3,100	0.8%	0.0%
Postage	140	113	100	100	0.0%	0.0%
Dues, Memberships & Subsc.	1,916	2,586	2,755	2,755	0.7%	0.0%
Training & Education	-	28	500	500	0.1%	0.0%
Liability Insurance	4,272	4,368	4,193	4,361	1.1%	4.0%
Telephone/Internet	3,022	3,405	3,317	3,439	0.9%	3.7%
Total Operating Costs	\$ 68,474	\$ 159,960	\$ 117,510	\$ 93,005	24.2%	-20.9%
CAPITAL OUTLAY						
Machinery & Equipment	-	1,175	-	-	0.0%	0.0%
Total Capital Outlay	-	1,175	-	-	0.0%	0.0%
TOTAL EXPENSES	\$ 316,979	\$ 429,543	\$ 393,554	\$ 384,128	100.0%	-2.4%



Personnel Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
City Manager	1	0.75	0.75	0.75	42.9%	0.0%
Assistant City Manager	0.5	-	1.0	1.0	57.1%	100.0%
Assistant To The City Manager	-	1	-	-	0.0%	0.0%
DEPARTMENT TOTAL	1.5	1.75	1.75	1.75	100.0%	0.0%

**OFFICE OF THE CITY MANAGER
PERFORMANCE MEASURES**

Indicator	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Goal
Outputs				
1) Number of resolutions reviewed	49	73	30	35
2) Number of ordinances reviewed	6	15	6	5
Effectiveness				
1) % of General Fund actual revenues to budgeted revenues	101%	104%	101%	100%
2) % of General Fund actual expenditures to budgeted expenditures	99%	99%	100%	99%
3) Debt service as a % of General Fund expenditures	5%	7%	7%	8%
4) Fund balance as a % of annual General Fund expenditures	22%	27%	25%	25%
5) Direct debt per capital	\$644	\$648	\$984	\$950
Efficiency				
1) % Increase (Decrease) in millage rate from prior year	0.00%	-1.90%	0.00%	-0.30%

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.

2018-19 Accomplishments

Human Resources:

Conducted successful competitive recruitments to fill 14 fulltime vacancies in the City workforce, including Certified Police Officer, Senior Center Manager, Administrative Assistant, Procurement Specialist, Pro Shop Cashier, Building Maintenance Technician, Maintenance Worker, and Police Dispatcher.

Received and processed more than 550 job applications. Facilitated and/or monitored eight structured oral board interview panels.

Administered competitive examinations to more than 65 job candidates to comply with civil service hiring rules and ensure that candidate selection is based on merit and fitness.

Human Resources

2018-19 Accomplishments (continued)

Processed and coordinated background checks for all current employees and volunteers at the Senior Center and more than 50 volunteer coaches who use City parks and recreational facilities.

Processed the hiring of 70 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.

Began implementation of Zenefits, an online employee self-service system to create efficiencies in benefits administration.

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.

FY 2019-20 Budget Highlights

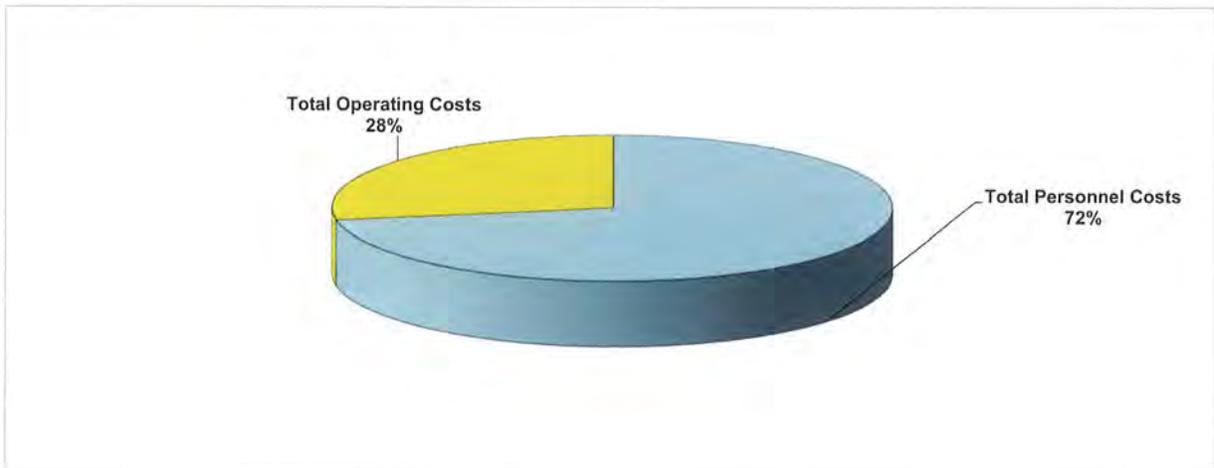
- Proposed budget is \$8,811 or 3.4 % higher than FY 2018-19.
- Increase due in part to increases in salary for the 3% COLA as well as health insurance costs.

- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$266,000</u>
Net cost of Department	<u>\$266,000</u>

HUMAN RESOURCES DEPARTMENT
Expenditure Detail

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
PERSONNEL						
Salaries	\$ 123,096	\$ 129,073	\$ 131,739	\$ 139,489	52.4%	5.9%
Payroll Taxes	9,117	9,494	10,172	10,671	4.0%	4.9%
Pension & Retirement	16,670	18,105	18,621	19,423	7.3%	4.3%
Health Insurance	17,910	18,341	19,728	21,989	8.3%	11.5%
Workers' Compensation	312	177	332	349	0.1%	5.0%
Total Personnel Costs	\$ 167,105	\$ 175,190	\$ 180,592	\$ 191,921	72.2%	6.3%
OPERATING						
Professional Services	53,599	53,473	52,500	51,500	19.4%	-1.9%
Contractual Services	47	-	10,600	9,800	3.7%	0.0%
Travel & Related Costs	1,253	790	1,200	1,150	0.4%	-4.2%
Telephone/Internet	2,334	1,546	1,872	1,806	0.7%	-3.5%
Postage	200	267	250	250	0.1%	0.0%
Advertising & Promotions	480	200	200	200	0.1%	0.0%
Office Supplies	587	1,553	1,400	1,120	0.4%	-20.0%
Operating Supplies	2,864	389	3,084	2,934	1.1%	-4.9%
Dues, Memberships & Subsc.	592	1,173	1,350	1,240	0.5%	-8.1%
Training & Education	654	697	1,500	1,350	0.5%	-10.0%
Liability Insurance	2,772	2,748	2,641	2,729	1.0%	3.3%
Total Operating Costs	\$ 65,382	\$ 62,836	\$ 76,597	\$ 74,079	27.8%	-3.3%
CAPITAL OUTLAY						
Machinery & Equipment	8,000	-	-	-	0.0%	100.0%
Total Capital Outlay	\$ 8,000.00	\$ -	\$ -	\$ -	0.0%	100.0%
TOTAL EXPENSES	\$ 240,487	\$ 238,026	\$ 257,189	\$ 266,000	100.0%	3.4%



Personnel Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
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%
DEPARTMENT TOTAL	2	2	2	2	100.0%	0.0%

HUMAN RESOURCES DEPARTMENT PERFORMANCE MEASURES

Indicator	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Goal
Outputs				
Number of employee training seminars offered	2	2	2	2
Implement/maintain an online job application system	100%	100%	100%	100%
Implement an online onboarding/benefits system	N/A	N/A	50%	100%
Effectiveness				
% of existing job descriptions reviewed and updated	20%	15%	15%	15%
% of workers' comp claims reported within 24 hrs/1 workday	100%	100%	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%	20%	15%	15%

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.

2018-19 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

2018-19 Accomplishments (continued)

- Received an unqualified audit from the City's external auditors for the fiscal year ending September 30th, 2017.

FY 2019-20 Budget Highlights

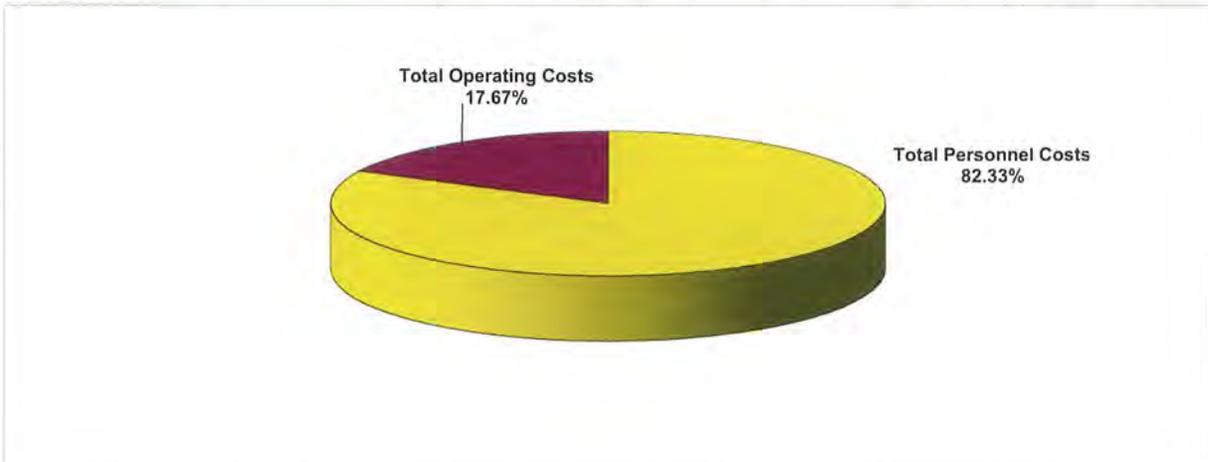
- Proposed budget is \$10,815 or 2.5 % higher than FY2018/2019.
- Increase is due to the 3% COLA increase as well as health insurance increases for FY19/20.

- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$439,045</u>
Net cost of Department	<u>\$439,045</u>

FINANCE DEPARTMENT
Administration Division-Expenditure Detail

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
PERSONNEL						
Salaries	186,225	197,298	\$ 202,479	\$ 213,923	48.7%	5.7%
Part Time Year Round	67,864	66,301	63,023	63,023	14.4%	0.0%
Payroll Taxes	18,608	19,081	20,311	21,186	4.8%	4.3%
Pension & Retirement	21,484	25,161	25,800	26,855	6.1%	4.1%
Health Insurance	35,438	35,398	35,599	35,786	8.2%	0.5%
Workers' Compensation	588	346	664	692	0.2%	4.3%
<i>Total Personnel Costs</i>	\$ 330,207	\$ 343,585	\$ 347,876	\$ 361,465	82.3%	3.9%
OPERATING						
Professional Services & Audit Fees	78,304	52,668	44,500	39,500	9.0%	-11.2%
Travel & Related Costs	1,411	1,667	1,500	1,500	0.3%	0.0%
Telephone/Internet	4,452	2,609	3,972	3,662	0.8%	-7.8%
Repairs & Maintenance	2,382	-	300	300	0.1%	0.0%
Rentals & Lease	1,905	1,475	2,207	2,500	0.6%	13.3%
Printing & Binding	6,039	3,541	4,500	4,500	1.0%	0.0%
Office Supplies	985	982	1,500	1,000	0.2%	-33.3%
Courier, UPS, Fedex-Overnight	-	-	100	100	0.0%	0.0%
Postage	3,549	4,680	3,500	3,500	0.8%	0.0%
Operating Supplies	3,098	3,756	2,400	3,000	0.7%	25.0%
Dues, Memberships & Subsc.	2,081	2,156	1,200	1,200	0.3%	0.0%
Training & Education	508	1,159	500	500	0.1%	0.0%
Liability Insurance	6,192	6,156	6,175	6,318	1.4%	2.3%
Other Current Charges	14,575	12,226	8,000	10,000	2.3%	25.0%
<i>Total Operating Costs</i>	\$ 125,481	\$ 93,075	\$ 80,354	\$ 77,580	17.7%	-3.5%
CAPITAL OUTLAY						
Machinery & Equipment	-	2,266	-	-	0.0%	0.0%
<i>Total Capital Outlay</i>	\$ -	\$ 2,266	\$ -	\$ -	0.0%	0.0%
TOTAL EXPENSES	\$ 455,688	\$ 438,926	\$ 428,230	\$ 439,045	100.0%	2.5%



Personnel Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
Finance Director	0.25	0.25	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	0.5	0.5	0.5	0.5	10.5%	0.0%
Accounting Clerk III	2	2	2	2	42.1%	0.0%
<i>Total of Full time employees</i>	3.75	3.75	3.75	3.75	78.9%	0.0%
<i>Part-time Employee</i>						
Comptroller	1	1	1	1	21.1%	0.0%
DEPARTMENT TOTAL	4.75	4.75	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.
- Continue to increase community awareness through our social media sites.
- 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

2018-19 Accomplishments

- New full color pull-out section of the Monthly Gazette
- Miami Springs Facebook page by 1,312 followers
- Twitter 1646 followers
- Instagram page doubled the followers from last year 1,869
- Redesign of the Shuttle Bus and Route and added 3 additional routes which added additional transportation avenues for our residents
- New City Map
- Maintain City Hall lobby as a "Welcome Center"
- Maintain Alert Florida Call program

Finance Department-Professional Services Division

2018-19 Accomplishments (continued)

- Maintain Emergency Management Plan and Procedures Manual
- Reviewed and processed ___ purchase orders
- ___ Special events
- 12 Monthly E-news letters
- 12 Gazette News Bulletins
- ___ Flyers/Poster
- ___ PSA tv programming
- Hometown Stories tv programming
- On the Reel with the Chief tv programming
- Community engagement projects: Tiki hut grand opening, Boat ramp grand opening with river clean up

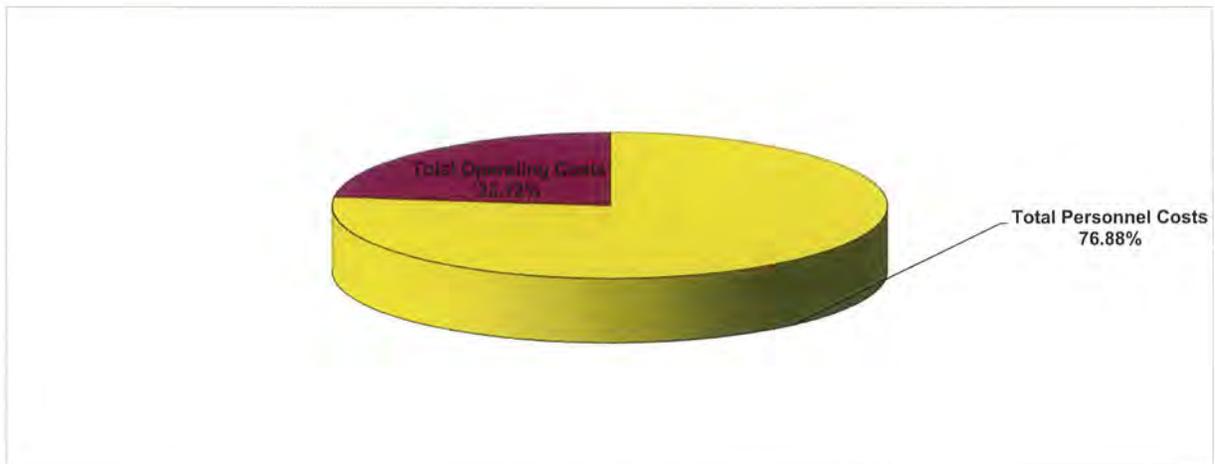
FY 2019-20 Budget Highlights

- Proposed budget is \$ 11,028 or 5.2% lower than FY2018/2019.
- Budget includes a request for \$3,400 for two new computers for staff.
- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$203,189</u>
Net cost of Department	<u>\$203,189</u>

FINANCE DEPARTMENT
Professional Services Division-Expenditure Detail

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
PERSONNEL						
Salaries	\$ 118,157	\$ 119,678	\$ 123,302	113,565	55.9%	-7.9%
Payroll Taxes	8,920	8,968	9,433	8,688	4.3%	-7.9%
Pension & Retirement	8,456	14,754	15,112	13,674	6.7%	-9.5%
Health Insurance	16,651	20,411	18,713	17,380	8.6%	-7.1%
Workers' Compensation	348	211	308	284	0.1%	-7.8%
Total Personnel Costs	\$ 152,532	\$ 164,022	\$ 166,868	\$ 153,590	75.6%	-8.0%
OPERATING						
Professional Services	275	-	500	-	0.0%	-100.0%
Contractual Services	-	-	2,400	2,400	1.2%	0.0%
Travel & Related Costs	-	33	500	500	0.2%	0.0%
Telephone/Internet	37	1,143	1,000	477	0.2%	-52.3%
Printing & Binding	14,201	20,357	18,800	18,800	9.3%	0.0%
Advertising & Promotions	676	1,907	10,000	10,000	4.9%	0.0%
Office Supplies	506	730	1,200	1,200	0.6%	0.0%
Courier, UPS, Fedex-Overnight	-	-	200	200	0.1%	0.0%
Postage	2,559	7,610	2,700	2,700	1.3%	0.0%
Operating Supplies	1,085	2,517	3,000	3,000	1.5%	0.0%
Dues, Memberships & Subsc.	2,195	4,067	3,100	3,200	1.6%	3.2%
Training & Education	-	1,551	1,500	1,500	0.7%	0.0%
Liability Insurance	3,084	2,544	2,449	2,222	1.1%	-9.3%
Total Operating Costs	\$ 24,618	\$ 42,459	\$ 47,349	\$ 46,199	22.7%	-2.4%
CAPITAL OUTLAY						
Machinery & Equipment	-	-	-	3,400	1.7%	100.0%
Total Capital Outlay	\$ -	\$ -	\$ -	\$ 3,400	1.7%	100.0%
TOTAL EXPENSES	\$ 177,150	\$ 206,481	\$ 214,217	\$ 203,189	100.0%	-5.1%



Personnel Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
Professional Services Manager	0	0	0	0	0.0%	0.0%
Grant Writer/PIO Officer	1	1	1	1	40.0%	0.0%
Administrative Assistant I	0.5	0.5	0.5	0.5	20.0%	0.0%
Procurement Specialist	1	1	1	1	40.0%	0.0%
Total of Full time employees	2.5	2.5	2.5	2.5	100.0%	0.0%
DEPARTMENT TOTAL	2.5	2.5	2.5	2.5	100.0%	0.0%

FINANCE DEPARTMENT PERFORMANCE MEASURES

Indicator	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 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 Important Fact Sheets	1	0	4	2
Issue 12 Monthly E-news	0	12	10	12
Tweet at least 4 days per week (208 Tweets)	257	199	1671	1700
Facebook followers	0	912	1492	1700
Instagram followers	0	1125	2349	2500
YouTube followers	0	64	106	150
Other flyers/bulletins/programs/publications	30	78	113	120
Web videos	0	0	53	60
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	114	114	100
% of bank reconciliations completed within 25 days of receipt of bank statement	100%	100%	100%	100%
Efficiency				
Receive Award of Certificate of Achievement for Excellence in Financial Reporting from the GFOA	Yes	Yes	Yes	Yes
Receive Distinguished Budget Presentation Award from the GFOA	Yes	Yes	Yes	Yes
Receive Award for Popular Annual Financial Report	Yes	Yes	Yes	Yes

City Attorney

Mission Statement

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

City Attorney

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

FY2018-19 Accomplishments

- Prepared legislation on development in the downtown area and 36th Street district and other various Zoning matters
- Reviewed and prepared numerous contracts and documents relating to City business
- Provided the City Council and staff with legal advice and support on all necessary legal matters affecting the City
- Prepared and/or reviewed resolutions, ordinances, and development orders
- Represented the City on annexation and other litigation matters

FY 2019-20 Budget Highlights

- Proposed budget is \$188,000, the same amount as prior year.
- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$188,000</u>
Net cost of Department	<u>\$188,000</u>

OFFICE OF THE CITY ATTORNEY
Expenditure Detail

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
OPERATING						
Professional Services	\$ 170,652	\$ 176,935	\$ 188,000	\$ 188,000	100.0%	0.0%
<i>Total Operating Costs</i>	\$ 170,652	\$ 176,935	\$ 188,000	\$ 188,000	100.0%	0.0%
TOTAL EXPENSES	\$ 170,652	\$ 176,935	\$ 188,000	\$ 188,000	100.0%	0.0%

Planning Department

Mission Statement

To coordinate the physical development of the City in a manner that will strengthen and diversify the tax base and will preserve its unique characteristics and enhance the quality of life for the City's 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 Policies of the Comprehensive Plan. To fairly administer the Zoning Code and to guide economic development and redevelopment efforts.

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

FY2018-19 Accomplishments

CBD Strengthening Development Standards
NW 36 District Strengthening Development Standards

Reviewed and recommended approval of the following projects:

Morison Hotel 5423,35,45 NW 36 Street
Oliva Office Building 4649 NW 36 Street
Springs Town Center 1 Curtiss Parkway

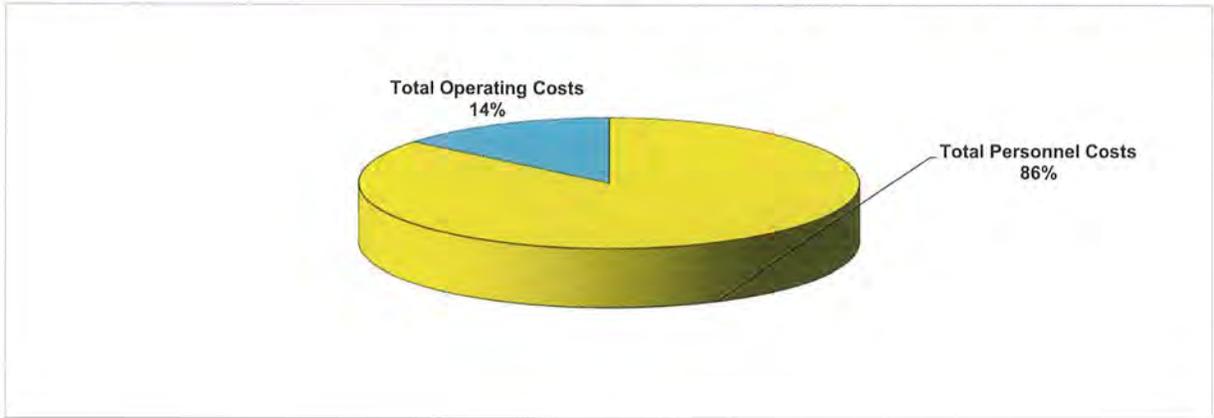
FY2019-20 Budget Highlights

- Proposed budget is \$8,515 or 10.5% lower than FY2018/2019.
- Budget Summary:

Budgeted Revenues	\$ 42,500
Budgeted Expenditures	\$ 89,440
Net cost of Department	\$ <u>46,948</u>

**PLANNING DEPARTMENT
Expenditure Detail**

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
PERSONNEL						
Salaries	2,595	5,746	\$ 8,927	\$ 9,785	10.9%	9.6%
Part Time Year Round	52,987	54,586	56,226	57,470	64.3%	2.2%
Payroll Taxes	4,249	4,609	4,984	5,145	5.8%	3.2%
Pension & Retirement	299	647	1,094	1,178	1.3%	7.7%
Health Insurance	512	1,147	2,112	2,953	3.3%	39.8%
Workers' Compensation	156	84	163	168	0.2%	3.2%
<i>Total Personnel Costs</i>	\$ 60,798	\$ 66,819	\$ 73,506	\$ 76,699	85.8%	4.3%
OPERATING						
Professional Services	-	2,100	-	-	0.0%	0.0%
Travel & Related Costs	1,353	1,264	1,500	1,500	1.7%	0.0%
Printing & Binding	249	274	200	200	0.2%	0.0%
Postage	637	850	800	1,000	1.1%	25.0%
Office Supplies	673	283	300	300	0.3%	0.0%
Operating Supplies	57	12	1,100	1,200	1.3%	9.1%
Dues, Memberships & Subsc.	261	81	425	425	0.5%	0.0%
Liability Insurance	1,368	1,344	1,294	1,316	1.5%	1.7%
Telephone/Internet	1,837	1,195	1,300	1,300	1.5%	0.0%
Education & Training	-	-	500	5,500	6.1%	1000.0%
<i>Total Operating Costs</i>	6,435	7,403	7,419	12,741	14.2%	71.7%
CAPITAL OUTLAY						
Machinery & Equipment	-	-	-	-	0.0%	0.0%
<i>Total Capital Outlay</i>	\$ -	\$ -	\$ -	\$ -	0.0%	0.0%
TOTAL EXPENSES	\$ 67,233	\$ 74,222	\$ 80,925	\$ 89,440	100.0%	10.5%



Personnel Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
City Planner-Part Time	1	1	1	1	80.0%	0.0%
Administrative Assistant I	0.25	0.25	0.25	0.25	20.0%	0.0%
<i>Total of Part Time employees</i>	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	2016-17	2017-18	2018-19	2019-20
	Actual	Actual	Actual	Goals
Outputs				
1. Revision of Problem Zoning Code Sections	ON-GOING	ON-GOING	ON-GOING	ON-GOING
1. Revision of Sign Code - 36 Street	ON-GOING	ON-GOING	ON-GOING	ON-GOING
2. Revision of Sign Code - CBD & NBD District	ON-GOING	ON-GOING	ON-GOING	ON-GOING
3. Revisions to Single Family Driveways and Slab Regulations	ON-GOING	ON-GOING	ON-GOING	ON-GOING
4. Establish Swimming Pool Setbacks	ON-GOING	ON-GOING	ON-GOING	ON-GOING
5. Revisions to Single Family Awnings & Canopies	ON-GOING	ON-GOING	ON-GOING	ON-GOING
Effectiveness				
1. Number of Board of Adjustment (BOA) Cases Prepared	3	0	8	6
2. Number of Zoning & Planning (Z & P) Board Cases Prepared	0	0	3	4
Efficiency				
1. Number of BOA Cases Postponed Due to Incomplete Case Files	1	0	2	0
2. Number of Z & P Cases Postponed Due to Incomplete Case Files	0	0	0	0

Miami Springs Police Department

Mission Statement

Our mission is the reduction of crime and the improvement of the quality of life. In accomplishing these goals, personal service will be our commitment, honor and integrity our mandate. We respect the dignity and personal liberties of all people. 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.

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.

Police Department

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.

2018-19 Accomplishments

Purchased fifteen (15) new police vehicles.

Purchased seventeen (17) new mobile radios for the new police vehicles.

Purchased six (6) mobile printers for the police vehicles.

Purchased two (2) Dual – 2 Antenna Radar Systems for police vehicles.

Purchased a gun locker and money counting machine for the Investigations Division.

Purchased a new ALPR server.

Purchased an APC Smart UPS backup for the Police Department Server.

Purchased a new Cisco Firewall and license for Police Department.

Purchased a Rapid ID Fingerprint System.

Purchased and implemented Schedule Anywhere (online employee scheduling system).

Hired six (6) Police Officers and two (2) Dispatchers for FY18/19.

One (1) Police Officer attended a Motorcycle Training Course.

Two (2) Police Officers became Motorcycle Training Instructors.

Kicked off the new CAD software change with training and hardware upgrades.

Configured ten (10) new laptops for the new CAD software (for training purposes).

Police Department

2018-19 Accomplishments (continued)

Hosted a Multi-Agency Traffic Educational/Enforcement Events.

Each MSPD Police Officer received trauma training.

Lt. Deal and Lt. Perez attended and completed the Southern Police Institute Organizational Management Certificate Program which consisted of four weeks of study of four components:

- Strategic Management for 21st Century Policing
- Performance Management from Budgeting to Operations
- Organizational Leadership and Problem Solving
- Personnel Development, Assessment and Liability

Investigations Division:

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

- Domestic Violence Training
- FCIC/NCIC Limited Access Certification
- Physiological Response Dynamics Training
- Arrest and Search Warrant Preparation
- Stress Management
- Trauma Training
- Discriminatory Profiling and Professional Traffic Stops
- Juvenile Sexual Offender Investigations

The Miami Springs Police Department continued to participate in the federally funded Internet Crimes Against Children (ICAC) Task Force.

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 May 2019, the two Investigators assigned to the ICAC Task Force conducted an Undercover Online Operation that also involved elements of the Patrol Division, the Tactical Response Team, and other Investigators.

Two members of the Investigations Division continued to maintain their cross-designation to participate in Homeland Security Investigations (HSI) narcotics investigations and participated in multiple operations.

The Investigations Division has been involved in multiple Human Trafficking investigations and has been working regularly with the Human Trafficking Task Force at the Miami-Dade County State Attorney's Office.

Two members of the Investigations Division renewed their CVSA certification and one Investigator became CVSA certified for the first time.

Police Department

2018-19 Accomplishments (continued)

Firearms/Less Lethal & Related Training:

Annual Handgun Qualification & Proficiency Course
Annual Patrol Rifle Qualification & Proficiency Course
Annual Shotgun Qualification & Proficiency Course
Handgun Low-Light Encounters Training Course
Handgun Cover & Concealment Training Course
Annual TASER/ECD Recertification & Training

TASER/ECD Certification & Training for 4 newly hired officers
TASER/Handgun Discretionary/Transitioning Course
Implemented a Less-Lethal Shotgun Qualification & Proficiency Course
Purchased 5 Less-Lethal Shotguns which were issued to all Patrol Sergeants after qualification.

Trauma Kit training for 4 newly hired officers as well as continued retraining of all sworn personnel.

Automated License Plate Recognition System: Numerous stolen vehicles and stolen license plates recovered, many of which resulted in arrests of the vehicle's driver. Several vehicle owners arrested after the system alerted officers that they had warrants for their arrest. System averages 374,000 license plate reads per month (fixed and mobile combined).

Rapid ID: Purchased and deployed 3 Rapid ID fingerprint scanners (2 Patrol, 1 Investigations). Devices have been utilized in identifying several subjects as well as arrest warrants for them.

Community Policing Office:

Fingerprinting: Ongoing for City's hiring process, including Clearing House & FDLE Livescan requirements, as well as for Community Center's Coaches' & Volunteers' process (80), Miami Springs Residents and Businesses public fingerprinting (35), Per Mutual Aide Agreement, we do fingerprinting for Hialeah Gardens (13), Medley (4), Virginia Gardens (8).

Red Light Camera Safety Program: Reviewed 36,532 RLC events resulting in the issuance of **19,054 RLC citations** in 2018 (Highest amount issued since program inception in 2012). March 2019 saw the highest issuance of RLC citations in a single month (**1,894**) since program inception in 2012.

Social Media: Launched Nextdoor app for MSPD. MSPD Twitter account now has 1,000+ followers

Continued – Monthly Noon Crime Watch @ Senior Center

Continued - Simon attends monthly Miami-Dade Crime Watch meetings in Doral to keep current

Continued – Quarterly Community Shredding Event - (100+ residents at every event)

Police Department

2018-19 Accomplishments (continued)

Continued – Quarterly Crime Watch meetings at Fairways Apts. and Saratoga Apts.

Continued - Preparation and distribution of Crime Watch flyers.

Simon has completed 24 hours of Florida Crime Prevention Practitioner Update Re-Training Online

Capote & Simon scheduling and conducting Crossing Guards interviews, and ongoing training

Continued - Capote & Simon 10 weeks teaching D.A.R.E. program weekly to classes at All Angels Academy & Seventh Day Adventist School (19 students taught and graduated)

Simon Women's Club Presentation on Domestic Violence @ Rebecca Sosa Theatre (Oct.)

CPO attended National Crime Prevention – Night Out at Miami Springs Community Center

Capote & Simon attended City's Howl-O-Springs on Curtiss Circle

Simon Women's Club Presentation @ the Women's Club (Jan.)

Simon Youth Drug Presentation @ Rebecca Sosa Theatre (Feb.)

Capote & Simon at Miami Dade College - Career Day & Job Fairs (Feb.)

Simon attended CIT Steering Committee meetings at Downtown Miami (Mar.)
Capote & Simon participated in Active Shooter Training Scenario at USDA w/ MDPD & CBP.

Continued - Capote & Simon National Drug Take Back at CPO

Simon attended *5000 Role Models* at Hard Rock Stadium

Community event - Coffee with Chief at Starbucks

Capote & Simon Career Day @ Academy for International Education (AIE) and Miami Springs Elementary School

Police Department

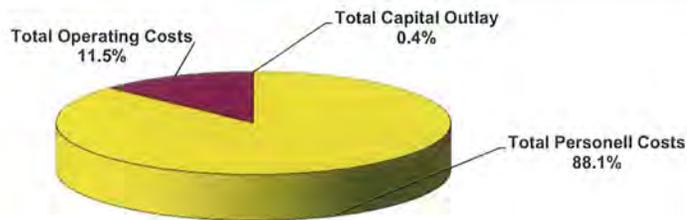
FY 2019-20 Budget Highlights

- The FY2019-20 budget is \$177,843 or a 2.5% 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, an increase of 6% in health insurance costs, and a reduction in police retirement contributions from 12.5% to 10.5%.
 2. For FY2019-20 the budget includes an additional police officer increasing our uniformed staff from 44 to 45.
 3. For FY2019-20, we will be requesting a five year Capital Lease/Note for equipment at a total cost of \$154,719 The budget impact of this lease is \$33,523 for FY19-20. Equipment includes: \$9,347 for the GPS tracking system for police vehicles, \$17,600 for seven laptop computers for police vehicles, \$12,000 for new/upgraded Fortis archiving system for records, \$30,000 for Superior FTO module software, \$9,500 for four vehicle radars, \$9,272 for four tasers, \$18,000 for fifteen new AED machines for police fleet, \$15,000 for one Police canine to replace retiring canine, and \$34,000 for extended warranties on 14 new vehicles.
- Budget Summary:

Budgeted Revenues	\$	752,000	(includes \$500,000 in red light)
Budgeted Expenditures	\$	<u>7,183,679</u>	
Net cost of Department	\$	<u>6,431,679</u>	

POLICE DEPARTMENT
Expenditure Detail

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
PERSONNEL						
Executive Salaries	\$ 462,781	\$ 527,124	\$ 618,611	\$ 578,839	8.1%	-6.4%
Regular Salaries	2,584,294	2,746,451	2,896,253	3,006,990	41.9%	3.8%
Police Dept Civilians	418,570	415,998	526,617	590,710	8.2%	12.2%
Part Time Year Round	51,241	54,467	78,859	86,468	1.2%	9.6%
Overtime	110,513	110,586	114,500	125,000	1.7%	9.2%
Special Pay	35,690	37,560	38,750	35,960	0.5%	-7.2%
Payroll Taxes	279,821	295,083	331,137	338,434	4.7%	2.2%
Pension & Retirement	738,105	706,356	616,567	591,411	8.2%	-4.1%
Health Insurance	474,200	519,139	544,146	608,721	8.5%	11.9%
Workers' Compensation	353,654	224,739	279,794	282,615	3.9%	1.0%
Total Personnel Costs	\$ 5,508,869	\$ 5,637,503	\$ 6,045,234	\$ 6,245,148	86.9%	3.3%
OPERATING						
Professional Services	14,465	37,882	29,667	45,140	0.6%	52.2%
Contractual Services	8,225	7,961	10,810	14,740	0.2%	36.4%
Travel & Related Costs	12,805	9,383	11,000	13,150	0.2%	19.5%
Repairs & Maintenance	43,587	95,374	60,848	59,576	0.8%	-2.1%
Rentals & Lease	19,863	39,972	40,186	40,908	0.6%	1.8%
Printing & Binding	500	245	1,000	1,300	0.0%	30.0%
Advertising & Promotions	3,871	4,016	4,000	5,500	0.1%	37.5%
Office Supplies	5,152	5,161	5,000	5,200	0.1%	4.0%
Postage	571	708	550	700	0.0%	27.3%
Operating Supplies	43,174	66,459	52,680	65,900	0.9%	25.1%
Uniforms	84,157	60,636	92,193	94,634	1.3%	2.6%
Vehicle registration and tag	820	710	1,500	2,000	0.0%	33.3%
Courier, UPS, Fedex-Overnight	502	443	1,000	1,000	0.0%	0.0%
Dues, Memberships & Subsc.	3,091	4,054	5,263	5,570	0.1%	5.8%
Transfers to Debt Service	-	-	185,746	218,229	3.0%	17.5%
Training & Education	39,920	50,982	38,088	67,050	0.9%	76.0%
Liability Insurance	93,506	85,755	89,160	89,089	1.2%	-0.1%
Fleet Maintenance	73,577	84,811	74,200	90,000	1.3%	21.3%
Fuels, Oils, Lubricants	50,387	71,748	67,000	70,000	1.0%	4.5%
Telephone/Internet/Beeepers	25,219	31,309	30,410	48,845	0.7%	60.6%
Total Operating Costs	\$ 523,392	\$ 657,609	\$ 800,301	\$ 938,531	13.1%	17.3%
CAPITAL OUTLAY						
Vehicles	99,135	137,166	672,137	-	0.0%	-100.0%
Machinery & Equipment	47,717	60,360	358,665	-	0.0%	-100.0%
Total Capital Outlay	\$ 146,852	\$ 197,526	\$ 1,030,802	\$ -	0.0%	-100.0%
TOTAL EXPENSES	\$ 6,179,113	\$ 6,492,638	\$ 7,876,337	\$ 7,183,679	100.0%	-8.8%



Personnel Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
Chief of Police	1	1	1	1	1.5%	0.0%
Captain	1	1	1	1	1.5%	0.0%
Lieutenant	3	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	23	24	36.9%	4.3%
Communications Supervisor	1	1	1	1	1.5%	0.0%
Dispatcher I	6	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 Network Administrator	-	1	1	1	1.5%	0.0%
Admin. Sp. II	2	2	2	2	3.1%	0.0%
Total of Full time employees	54	55	56	57	87.7%	1.8%
Part Time Employees						
Clerical Assistant	2	2	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	8	8	8	8	12.3%	0.0%
DEPARTMENT TOTAL	62	63	64	65	100.0%	1.6%

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

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
PERSONNEL						
Part Time Year Round	\$ 17,654	\$ 18,531	\$ 23,546	\$ 24,252	88.0%	3.0%
Payroll Taxes	1,351	1,417	1,801	1,855	6.7%	3.0%
Worker's Compensation	732	438	725	747	2.7%	3.0%
<i>Total Personnel Costs :</i>	\$ 19,737	\$ 20,386	\$ 26,072	\$ 26,855	97.5%	3.0%
OPERATING						
Uniforms	42	126	400	400	1.5%	0.0%
Other	-	19	300	300	1.1%	0.0%
<i>Total Operating Costs :</i>	\$ 42	\$ 145	\$ 700	\$ 700	2.5%	0.0%
TOTAL EXPENSES	\$ 19,779	\$ 20,531	\$ 26,772	\$ 27,555	100.0%	2.9%

**POLICE DEPARTMENT
PERFORMANCE MEASURES**

Indicator	2016-17 Actual	2017-18 Actual	2017-18 Goal	2018-19 Actual	2019-20 Goal
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Outputs

Crime Index	846	806	800	787	750
Crime rate (per 1,000)	63	60	65	58	60
Number of arrests	397	453	450	470	500
Reported Traffic Accidents	519	578	500	573	500
Traffic/parking citations	4,997	4,851	5,500	4,136	5,000

Effectiveness

Average call response time (min.)	3:03	3:07	2:45	3:05	2:45
Clearance rate of Class I Crimes	16.29%	17.66%	20.00%	23.96%	25.00%

Efficiency

Expenditures per resident population	\$452.99	\$460.47	\$460.00	\$531.91	\$509.48
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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 secure fees for renewals no later than April 1, 2019.
- 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.

FY18-19 ACCOMPLISHMENTS

- Generated YTD 2,350 Code Compliance Cases
- Performed 2,298 initial inspections.
- Performed 2,544 follow-up Code Compliance inspections.

CODE COMPLIANCE DEPARTMENT

FY18-19 ACCOMPLISHMENTS

- Posted 149 courtesy door hangers, 149 civil infractions, 69 uniform civil violation tickets, 767 civil infraction door hangers, 39 summonses to code compliance board.
- Issued 38 verbal courtesy notices, 188 verbal civil infraction notices.
- Productively Collected, processed, printed and mailed 650 Business Tax renewals, for FY 18-19.
- As of 06/18/2019 all local business tax receipts were renewed and paid for.
- Processed 42 new local business tax receipts.
- Processed annual renewal notices for all local business taxes on July 31, 2019.
- Successfully prosecuted 77 cases who were presented before the Code Enforcement Board, 38 Old Business and 39 New Business.
- Effectively operated the Code Compliance Department while actively assisting the Building Department during departmental changes of personnel.
- Code Officer Quintero covered zoning director while on vacation, for all zoning review.
- Assisted and worked with Police Department personnel on various Code Compliance Issues.

FY2019-20 Budget Highlights

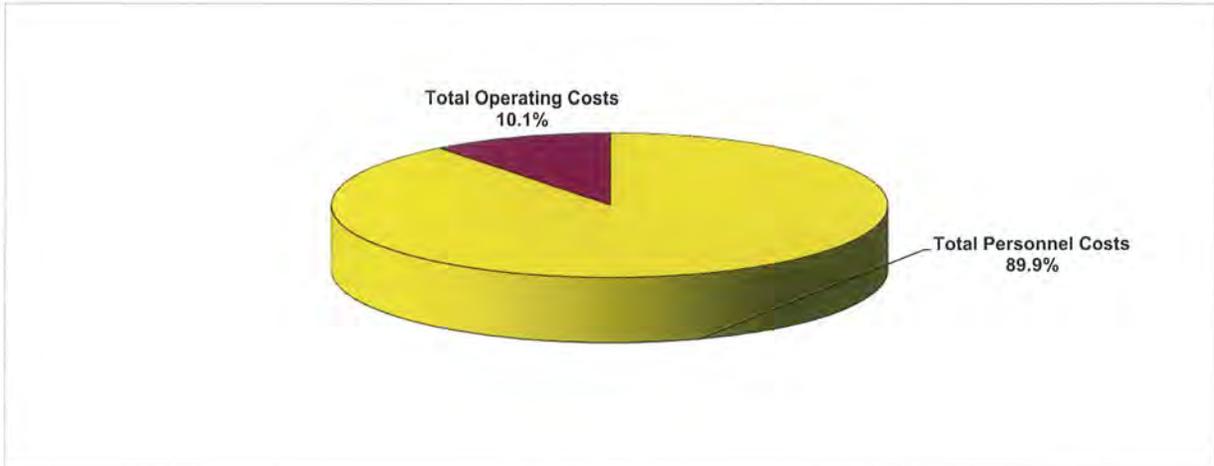
- Proposed budget is \$ 8,589 or 4.4% higher than FY2018/2019. Increase is mainly due to personnel costs increases for COLA and health benefits.

- Budget Summary:

Budgeted Revenues	\$135,000
Budgeted Expenditures	<u>\$205,575</u>
Net deficit of the Department	<u>\$ 70,575</u>

CODE COMPLIANCE DEPARTMENT
Expenditure Detail

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
PERSONNEL						
Salaries	\$ 170,382	\$ 147,601	\$ 136,815	\$ 140,920	68.6%	3.0%
Part Time Year Round	658	-	-	-	0.0%	0.0%
Overtime	76	-	-	-	0.0%	0.0%
Payroll Taxes	13,032	10,640	10,466	10,780	5.3%	3.0%
Pension & Retirement	18,505	17,867	16,768	16,968	8.3%	1.2%
Health Insurance	17,370	11,898	10,058	10,492	5.1%	4.3%
Workers' Compensation	3,900	2,596	2,736	4,509	2.2%	64.8%
Total Personnel Costs	\$ 223,923	\$ 190,602	\$ 176,843	\$ 183,670	89.5%	3.9%
OPERATING						
Professional Services	2,300	-	-	-	0.0%	0.0%
Travel & Related Costs	960	960	-	500	0.2%	100.0%
Repairs and Maintenance	1,191	-	1,500	1,500	0.7%	0.0%
Uniforms	341	762	1,000	1,000	0.5%	0.0%
Rentals & Lease	200	200	600	1,000	0.5%	66.7%
Printing & Binding	318	500	500	500	0.2%	0.0%
Postage	243	324	400	400	0.2%	0.0%
Office Supplies	721	879	1,000	1,000	0.5%	0.0%
Operating Supplies	567	1,354	1,200	1,200	0.6%	0.0%
Dues, Memberships & Subsc.	55	187	500	500	0.2%	0.0%
Training & Education	-	-	1,000	1,000	0.5%	0.0%
Liability Insurance	4,872	4,596	4,173	4,063	2.0%	-2.6%
Fleet Maintenance	6,723	5,305	6,200	6,400	3.1%	3.2%
Telephone/Internet	2,515	1,344	1,770	2,542	1.2%	43.6%
Total Operating Costs	\$ 21,006	\$ 16,411	\$ 19,843	\$ 21,605	10.5%	8.9%
CAPITAL OUTLAY						
Machinery & Equipment	-	-	-	-	0.0%	0.0%
Total Capital Outlay	\$ -	\$ -	\$ -	\$ -	0.0%	0.0%
TOTAL EXPENSES	\$ 244,929	\$ 207,013	\$ 196,686	\$ 205,275	100.0%	4.4%



Personnel Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
Code Compliance Officers	2	2	2	2	90.9%	0.0%
B&C Director	0.2	0.2	0.2	0.2	9.1%	0.0%
B&C Supervisor	0.0	0.3	0.0	0.0	0.0%	0.0%
Total Full Time Employees	2.2	2.5	2.2	2.2	100.0%	0.0%
DEPARTMENT TOTAL	2.2	2.5	2.2	2.2	100.0%	0.0%

**CODE COMPLIANCE
PERFORMANCE MEASURES**

Indicator	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Goal
Outputs				
All Business Tax Licenses will be printed and Mailed by the day after Labor Day	9/4/2017	9/18/2018	7/31/2019	7/31/2020
Process New/Active Business Licenses	As needed	As needed	As needed	As needed
Effectiveness				
Reduce # of Complaints in regards to Code Compliance Officers	Yes	Yes	Yes	Yes
Percent of all cited customers that will be polled as to professionalism of Code Compliance (by phone).	0%	N/A	N/A	N/A
Efficiency				
All Code Compliance cases will be entered within 24 hours of implementation. **Due to delinquent customers who paid late fees.	Daily	Daily	Daily	Daily
Complete Re-Occupancy inspections	Complete Within 10 Days, average 2 days	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	Weekly	Weekly	Weekly	Weekly
Return phone calls, inquiries, and complaints	Daily	Daily	Daily	Daily
Answer E-mail inquiries	Daily	Daily	Daily	Daily
Answer Public Records request	Daily	Daily	Daily	Daily
Perform City Wide Sweeps	As needed	As needed	As needed	As needed
Write article for the Gazette	Monthly	Monthly	Monthly	Monthly
Prepare Code Enforcement Board Agenda & Packets	As needed	As needed	As needed	As needed
Maintain accurate documentation and case files on all investigations.	Daily	Daily	Daily	Daily
Prepare a variety of written reports, memos and correspondence related to enforcement activities.	Daily	Daily	Daily	Daily
Perform field inspections, conduct investigations and provide recommendations for resolutions.	Daily	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.	Daily	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.

Information Technology

Goals

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

Objectives

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

Major Functions & Activities

Infrastructure

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

Information Technology

Major Functions & Activities (Continued)

Infrastructure (continued)

- Firewall configurations
- Site to site VPN secure connectivity with Central Square
- 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 Superior 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
- Maintain documentation on installations and procedures for applications

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 lockdowns
- Write and maintain end user policies and procedures relating to software.
- Cisco routers and firewall security monitoring and updates

Information Technology

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
- Maintain communications and communications security policy
- Wifi access point installation, security, and maintenance.
- Group Policy Objects
- Network Login / Logout Scripts
- Backup system
- Niagra Climate Control System
- Vermont Systems for REC / Golfnow for Golf
- Surveillance cameras
- USA Software CAD
- MDT Mobile units for police department
- SQL Server for USA and BOSS ALPR

Information Technology

FY2019-20 Accomplishments

- Migrated all electronic mail services for MSPD
- FDLE Network Security Compliance Audit
- ALPR SQL server replaced + storage upgraded
- MSPD new CAD system installed - OSSI
- MSPD Old USA Software CAD virtualized for archive access
- City's Network Security Policy and DR Policies and Procedures updated
- Implemented spam system user test and training.
- Added email encryption required for communications with other agencies

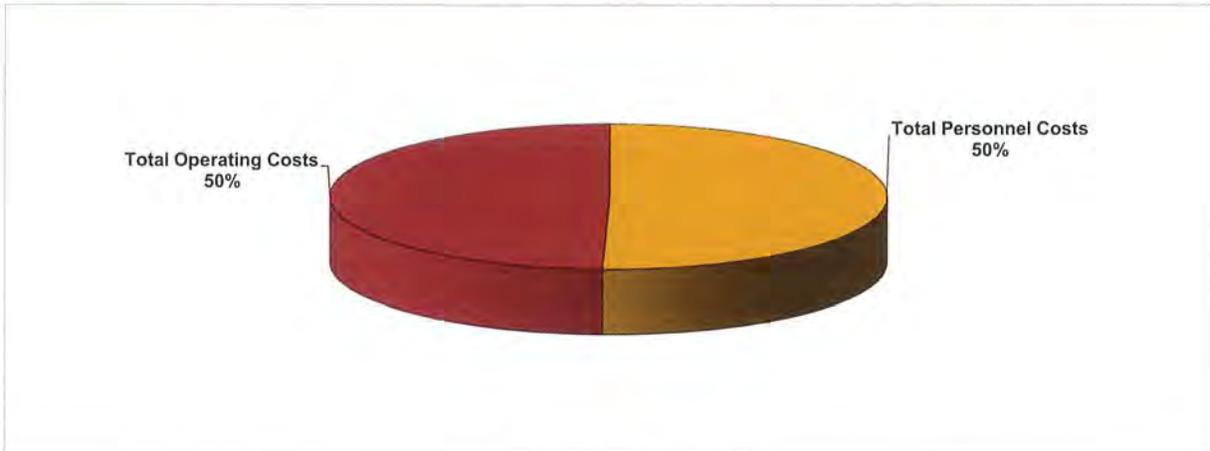
FY 2019-20 Budget Highlights

- Proposed budget is 45,713 or 14.6% higher than FY2018/2019.
- Increase is due to changes proposed to phone system, conversion of PT helpdesk position to FT, and return to using AWS for disaster recovery for hosted servers / data center on standby
- Budget Summary:

Budgeted Revenues	\$	-0-
Budgeted Expenditures		<u>\$358,257</u>
Net cost of Department		<u>\$358,257</u>

INFORMATION TECHNOLOGY
Expenditure Detail

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
PERSONNEL						
Salaries	\$ 130,196	\$ 87,061	\$ 89,068	\$ 136,385	38.1%	53.1%
Part Time		20,567	31,065	-	0.0%	0.0%
Payroll Taxes	9,435	8,221	9,190	10,433	2.9%	13.5%
Pension & Retirement	14,104	10,678	10,916	16,422	4.6%	50.4%
Health Insurance	17,799	7,656	8,230	16,999	4.7%	106.6%
Workers' Compensation	336	202	300	341	0.1%	13.7%
<i>Total Personnel Costs</i>	\$ 171,870	\$ 134,385	\$ 148,769	\$ 180,580	50.4%	21.4%
OPERATING						
Travel and per diem	1,739	-	-	500	0.1%	100.0%
Contractual Services	135,832	129,316	143,592	154,275	43.1%	7.4%
Telephone/Internet	6,271	4,588	4,300	5,193	1.4%	20.8%
Repairs & Maintenance	3,055	3,607	5,600	5,370	1.5%	-4.1%
Liability Insurance	3,636	2,988	2,873	3,104	0.9%	8.0%
Office Supplies	101	295	800	500	0.1%	-37.5%
Operating Supplies	3,492	2,305	3,000	3,000	0.8%	0.0%
Dues, Memberships & Subsc.	675	600	1,060	1,060	0.3%	0.0%
Training & Education	2,529	2,108	2,550	4,675	1.3%	83.3%
<i>Total Operating Costs</i>	\$ 157,330	\$ 145,807	\$ 163,775	\$ 177,677	49.6%	8.5%
CAPITAL OUTLAY						
Machinery & Equipment	5,046	-	-	-	0.0%	0.0%
<i>Total Capital Outlay</i>	\$ 5,046	\$ -	\$ -	\$ -	0.0%	0.0%
TOTAL EXPENSES	\$ 334,246	\$ 280,192	\$ 312,544	\$ 358,257	100.0%	14.6%



Personnel Summary						
	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
Information Technology Manager	1	1	1	1	50.0%	0.0%
Asst. I.T. Manager	1	1	-	1	50.0%	100.0%
<i>Total of Full time employees</i>	2.0	2	1	2	100.0%	100.0%
<i>Part-time Employee</i>						
IT Technician	0	-	1	-	0.0%	-100.0%
DEPARTMENT TOTAL	2.0	2	2	2	100.0%	0.0%

**INFORMATION TECHNOLOGY DEPARTMENT
PERFORMANCE MEASURES**

Indicator			2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Goal
Outputs						
Number of informal Help desk calls			390	172	675	<100
Daily average of web hits			461	556	682	>1000
Daily average of web visitors			267	292	284	>1000
Users supported			110	112	128	128
PC's supported			110	112	142	142
HW Servers			12	20	10	8
Virtual Servers			17	13	18	20
Efficiency						
Number of Hardware support calls			6	16	22	<20
Number of Software support calls			255	213	388	<104
Number of phone related support calls			14	24	57	<52
Number of training hours provided			28	60	130	>156
Tech staff to End User ratio			55 to1	45:1	42:1	42:1
Number of website related tasks			17	26	240	24
Number of network related issues			12	65	47	<12
Number of server related issues			86	21	15	<12
SERVICE RELIABILITY						
	Hrs down	Reason	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Goal
Email uptime	272	6 hrs per full virt backup	99.17%	99.64%	96.89%	100.00%
File Services uptime	27	crash + backups	99.90%	99.99%	99.69%	100.00%
LaserFiche scan system	12	maintenance + backups	99.90%	99.99%	99.86%	100.00%
DNS	4	connectivity during updates	99.99%	99.99%	99.95%	100.00%
DHCP	7	service crash + updates	96.00%	98.63%	99.92%	100.00%
Website	4	maintenance	99.86%	99.72%	99.95%	100.00%
Terminal Server	16	full virt backups	99.93%	99.17%	99.82%	100.00%
DMS server	48	during virt server backups	99.99%	99.99%	99.45%	100.00%
TrendMicro antivirus	180	rebuild after crash	99.99%	99.99%	97.95%	100.00%
Vermont Rectrac	27	maintenance	99.93%	99.99%	99.69%	100.00%
Golfnow	22	maintenance	99.82%	99.17%	99.75%	100.00%
MSPD-Mobile server	62	service crash + updates	99.58%	98.63%	99.29%	100.00%
MSPD-SQL	112	service crash + updates	99.58%	98.63%	98.72%	100.00%
MSPD Domain Controller	12	maintenance	98.63%	99.99%	99.86%	100.00%

PUBLIC SERVICES DEPARTMENT

MISSION STATEMENT



Our mission and commitment is to provide 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.

2018-19 Accomplishments

Revised and computer tracked all incoming calls for better customer service

Revised and categorized all tree trimming and removal requests

Went online with 811 dig before you call to enhance the level of service to contractors

Established better communications with the public and interdepartmentally city wide

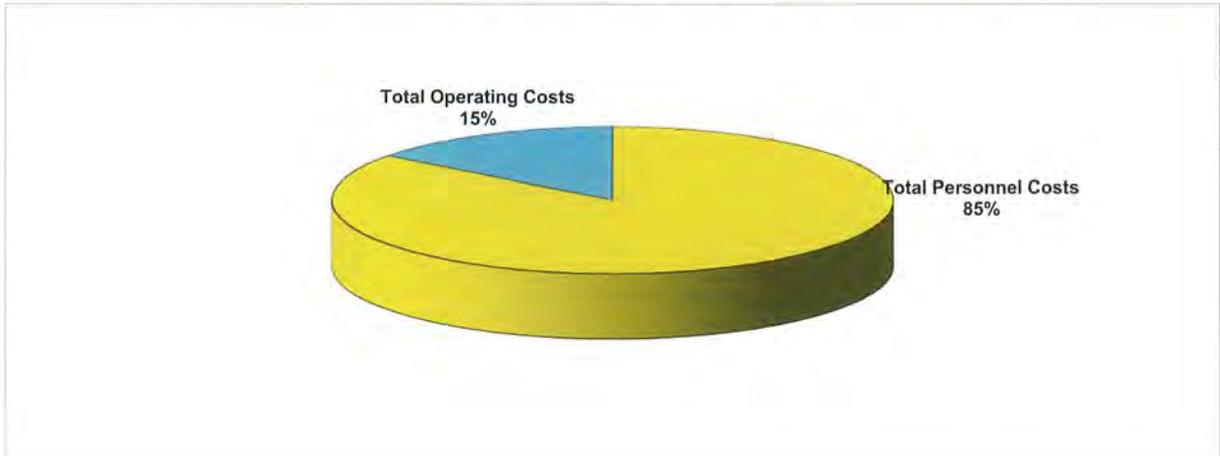
FY 2019-20 Budget Highlights

- The total Public Works budget for FY19-20 is \$2,083,896 which is \$74,971 or 3.7% higher than the FY18-19 budget
- Proposed Administration budget is \$16,245 or 4% lower than FY2018/2019.
- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$391,348</u>
Net cost of Department	<u>\$391,348</u>

PUBLIC SERVICES DEPARTMENT
Administration Division - Expenditure Detail

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
PERSONNEL						
Salaries	\$ 245,591	\$ 253,935	\$ 244,958	\$ 256,995	65.7%	4.9%
Part Time Year Round	5,460	337	-	-	0.0%	0.0%
Overtime	2,265	2,599	2,000	2,000	0.5%	0.0%
Payroll Taxes	19,185	19,215	18,892	19,813	5.1%	4.9%
Pension & Retirement	18,593	27,869	30,022	19,065	4.9%	-36.5%
Health Insurance	36,627	41,861	50,529	33,600	8.6%	-33.5%
Workers' Compensation	1,848	1,348	1,837	1,927	0.5%	4.9%
Total Personnel Costs	\$ 329,569	\$ 347,164	\$ 348,238	\$ 333,400	85.2%	-4.3%
OPERATING						
Travel & Related Costs	4,200	4,214	4,400	4,400	1.1%	0.0%
Courier, UPS, Fedex	15	-	250	50	0.0%	-80.0%
Utility Services	8,127	16,850	7,662	6,997	1.8%	-8.7%
Repairs & Maintenance	-	-	500	500	0.1%	0.0%
Rentals & Lease	512	-	700	700	0.2%	0.0%
Printing & Binding	-	-	-	300	0.1%	100.0%
Postage	589	786	482	482	0.1%	0.0%
Office Supplies	3,714	5,298	5,000	5,000	1.3%	0.0%
Operating Supplies	4,224	7,224	7,500	6,500	1.7%	-13.3%
Fuels, Oils, Lubricants	4,208	3,827	2,000	2,000	0.5%	0.0%
Dues, Memberships & Subsc.	245	-	500	600	0.2%	20.0%
Training & Education	270	750	2,045	3,000	0.8%	46.7%
Liability Insurance	23,740	17,923	20,116	18,719	4.8%	-6.9%
Fleet Maintenance	5,129	4,545	4,200	4,200	1.1%	0.0%
Telephone/Internet	6,049	4,433	5,000	4,500	1.1%	-10.0%
Total Operating Costs	\$ 61,022	\$ 65,850	\$ 60,355	\$ 57,948	14.8%	-4.0%
TOTAL EXPENSES	\$ 390,591	\$ 413,014	\$ 408,593	\$ 391,348	100.0%	-4.2%



	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
Public Works Director	1	1	1	1	20.0%	0.0%
Administrative Assistant I and II	1	1	1	1	20.0%	0.0%
Administrative Assistant III	1	1	1	1	20.0%	0.0%
Procurement Supervisor	1	1	1	1	20.0%	0.0%
Matl Mgt Clerk	1	1	1	1	20.0%	0.0%
DIVISION TOTAL	5.0	5.0	5.0	5.0	100.0%	0.0%

PUBLIC WORKS-ADMINISTRATION PERFORMANCE MEASURES

Indicator	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Goal
Outputs				
Regulatory mandates and permits in compliance	100%	100%	100%	100%
Effectiveness				
Increase management skills trainings	65%	70%	85%	100%

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.

2018-19 Accomplishments

- Re-surfaced 600 blk of South dr. roadway for better travel lane service
- Continued efforts on sidewalk grinding and pot-hole repairs City wide
- Street staff has continuously supported other Departments within Public Works

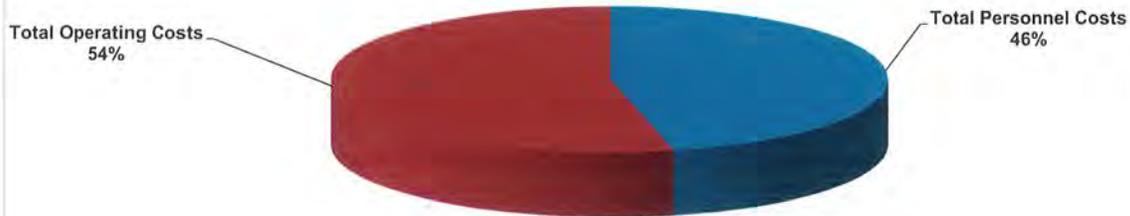
FY 2019-20 Budget Highlights

- Proposed Streets/Streetlights budget is \$28,264 or 6.8% higher than FY2018/2019.
- Budget includes \$25,000 for city-wide tree planting, and \$4,800 for the Morningside median project.
- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$444,813</u>
Net cost of Department	<u>\$444,813</u>

PUBLIC SERVICES DEPARTMENT
Streets & Streetlights Division - Expenditure Detail

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
PERSONNEL						
Salaries	\$ 122,014	\$ 108,929	\$ 123,930	\$ 133,135	29.9%	7.4%
Overtime	1,695	631	1,500	3,000	0.7%	100.0%
Payroll Taxes	9,619	8,365	9,595	10,414	2.3%	8.5%
Pension & Retirement	5,257	7,926	8,082	16,030	3.6%	98.3%
Health Insurance	23,776	24,773	26,773	37,604	8.5%	40.5%
Workers' Compensation	10,368	4,559	4,957	5,991	1.3%	20.9%
Total Personnel Costs	\$ 172,729	\$ 155,183	\$ 174,837	\$ 206,175	46.4%	17.9%
OPERATING						
Contractual services	49,535	23,795	40,000	29,800	6.7%	-25.5%
Utility Services	149,651	152,162	131,000	146,734	33.0%	12.0%
Repairs & Maintenance	38,577	7,089	20,000	25,000	5.6%	25.0%
Operating Supplies	7,819	11,128	12,000	15,000	3.4%	25.0%
Liability Insurance	2,974	2,304	2,462	2,605	0.6%	5.8%
Fuels, Oils, Lubricants	5,971	6,273	3,000	3,000	0.7%	0.0%
Fleet Maintenance	24,151	14,310	17,500	16,500	3.7%	-5.7%
Total Operating Costs	\$ 278,678	\$ 217,061	\$ 225,962	\$ 238,639	53.6%	5.6%
CAPITAL OUTLAY						
Improvements Other than Bldg	-	-	5,925	-	0.0%	-100.0%
Machinery & Equipment	-	-	-	-	0.0%	0.0%
Total Capital Outlay	\$ -	\$ -	\$ 5,925	\$ -	0.0%	-100.0%
TOTAL EXPENSES	\$ 451,407	\$ 372,244	\$ 406,724	\$ 444,813	100.0%	9.4%



Personnel Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
Equipment Operator	1	1	1	1	33.3%	0.0%
Heavy Equipment Operator	1	1	1	1	25.0%	0.0%
Maintenance Worker I	1	1	1	2	50.0%	100.0%
Total Full Time Employees	3	3	3	4	100.0%	0.0%
DIVISION TOTAL	3	3	3	4	100.0%	33.3%

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

Indicator	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Goal
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Outputs

Linear feet of underground streetlight wire replaced	0	1000 lf	40 lf	0
Square footage of sidewalk replaced	10644 sf	2343 sf	12,469 sf	10,000 sf

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".

2018-19 Accomplishments

Received Tree City USA & Growth Award

Revitalized the downtown planters with new material and City Hall building

Continued our daily routine of collecting loose debris and obstructions city wide

Continued our daily efforts in mowing and maintain all City owned properties

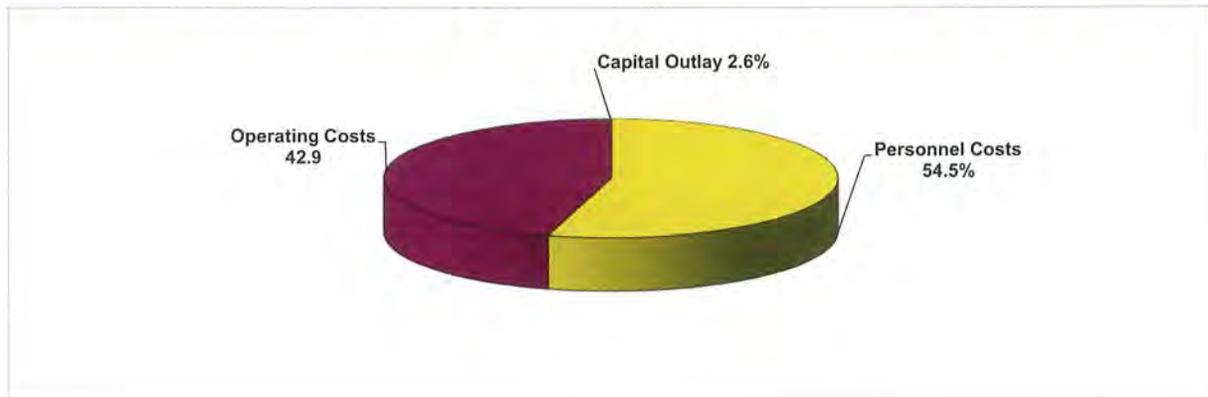
FY 2019-20 Budget Highlights

- Proposed Public Properties budget is \$10,710 or 1.3% higher than FY2018/2019
- Budget is requesting \$200,000 for city-wide tree trimming.
- Budget is requesting a five-year Capital Lease/Note for capital equipment and improvements totaling \$25,000 which include \$15,000 for Westward Drive Island Planting and \$10,000 for landscaping tools and equipment. The budget impact for FY2019/20 is approx. \$5,400 for this lease.
- Budget also includes one additional Maintenance Worker position due to the increased workload on the division which maintains all city green areas and bike paths.
- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$848,859</u>
Net cost of Department	<u>\$848,859</u>

PUBLIC SERVICES DEPARTMENT
Public Properties Division - Expenditure Detail

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
PERSONNEL						
Salaries	\$ 225,457	\$ 238,986	\$ 292,343	\$ 301,081	35.5%	3.0%
Overtime	3,597	3,749	2,500	3,000	0.4%	20.0%
Payroll Taxes	17,673	18,483	22,555	23,262	2.7%	3.1%
Pension & Retirement	23,504	29,134	28,716	29,055	3.4%	1.2%
Health Insurance	54,227	57,983	75,524	92,514	10.9%	22.5%
Workers' Compensation	19,092	10,753	11,694	13,549	1.6%	15.9%
<i>Total Personnel Costs</i>	\$343,550	\$359,088	\$433,332	\$462,461	54.5%	6.7%
OPERATING						
Contractual Services	53,913	222,847	208,000	200,000	23.6%	-3.8%
Utility Services	72,563	71,169	60,120	69,745	8.2%	16.0%
Rentals and Leases	245	245	-	300	0.0%	100.0%
Fuels, Oils, Lubricants	9,212	7,765	7,500	5,000	0.6%	-33.3%
Operating Supplies	21,582	23,420	20,000	20,000	2.4%	0.0%
Repairs and Maintenance	39,009	19,363	10,500	20,000	2.4%	90.5%
Transfer to Debt Service	-	-	-	5,417	0.6%	100.0%
Liability Insurance	25,044	27,324	27,697	27,778	3.3%	0.3%
Fleet Maintenance	45,228	50,713	31,800	31,500	3.7%	-0.9%
Telephone/Internet	5,608	7,478	5,600	6,658	0.8%	18.9%
<i>Total Operating Costs</i>	\$ 272,404	\$ 430,324	\$ 371,217	\$ 386,398	45.5%	4.1%
CAPITAL OUTLAY						
Improvements Other than Bldg	22,852	14,724	20,600	-	0.0%	-100.0%
Machinery & Equipment	-	28,665	6,000	-	0.0%	-100.0%
<i>Total Capital Outlay</i>	\$ 22,852	\$ 43,389	\$ 26,600	\$ -	0.0%	-100.0%
TOTAL EXPENSES	\$ 638,806	\$ 832,801	\$ 831,149	\$ 848,859	100.0%	2.1%



Personnel Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
Equipment Operator	1	0	0	0	0.0%	0.0%
Maintenance Worker I, II	7	9	10	10	100.0%	0.0%
<i>Total Full Time Employees</i>	8	9	10	10	100.0%	0.0%
DIVISION TOTAL	8	9	10	10	100.0%	0.0%

**PUBLIC PROPERTIES DEPARTMENT
PERFORMANCE MEASURES**

Indicator	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Goal
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Outputs

Properly prune and thin trees (city-wide)	75%	70%	70%	100%
Maintain Tree City USA & Growth Award	100%	100%	100%	100%

Effectiveness

Increase training hours	40%	50%	50%	75%
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Public Services - Building Maintenance

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

Goals

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

Objectives

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

FY 2018-19 Accomplishments

- Inspected and maintained all City owned Air Conditioning Systems
- Provided unlimited repair services to all facilities with no accidents or injuries with no delays in service
- Provided assistance with the Boat ramp and other high profile projects

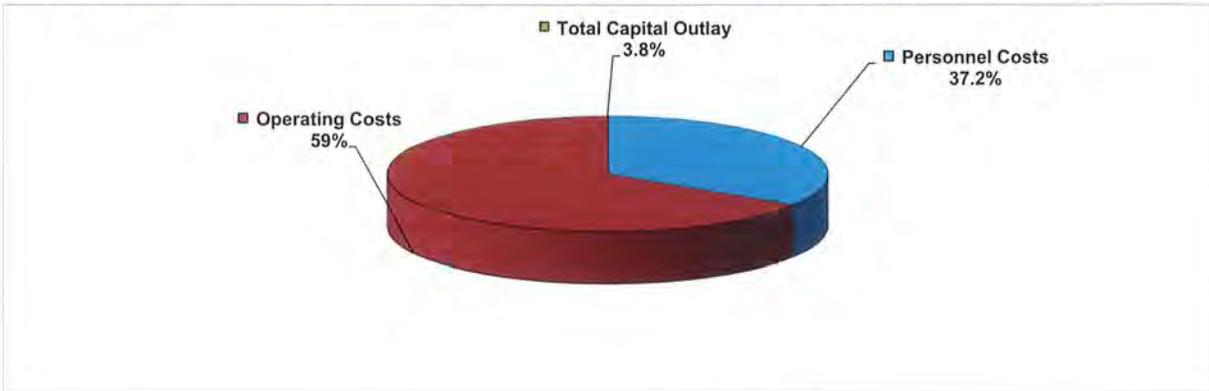
FY 2019-20 Budget Highlights

- Proposed building Maintenance budget is \$42,116 or 12.2% higher than FY2018/2019.
- Budget is requesting a five-year Capital Lease/Note for capital improvements totaling \$227,000 for the replacement of City Hall duct work, air vents, returns and filters. The budget impact for FY2019/20 is approx. \$49,202 for this lease.
- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$345,386</u>
Net cost of Department	<u>\$345,386</u>

PUBLIC SERVICES DEPARTMENT
Building Maintenance Division - Expenditure Detail

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
PERSONNEL						
Salaries	\$ 44,040	\$ 45,832	\$ 77,534	\$ 79,860	23.1%	3.0%
Overtime	991	3,437	1,000	3,000	0.9%	200.0%
Payroll Taxes	3,475	3,731	6,008	6,339	1.8%	5.5%
Pension & Retirement	4,796	5,665	9,502	9,616	2.8%	1.2%
Health Insurance	7,684	7,880	16,298	16,623	4.8%	2.0%
Workers' Compensation	1,848	1,289	2,326	2,556	0.7%	9.9%
Total Personnel Costs	\$ 62,834	\$ 67,834	\$ 112,668	\$ 117,993	34.2%	4.7%
OPERATING						
Transfers to Debt Service	\$0	\$0	\$0	49,185	#DIV/0!	100.0%
Contractual Services	62,450	51,372	75,000	75,000	21.7%	0.0%
Utility Services	339	159	146	146	0.0%	0.0%
Repairs & Maintenance	86,968	178,447	99,915	85,000	24.6%	-14.9%
Rentals & Lease		47	-	500	0.1%	100.0%
Fuels, Oils, Lubricants	1,527	1,013	1,000	1,000	0.3%	0.0%
Operating Supplies	5,964	7,755	8,000	11,500	3.3%	43.8%
Liability Insurance	1,008	972	1,541	1,562	0.5%	1.4%
Fleet Maintenance	1,522	1,764	2,500	3,000	0.9%	20.0%
Telephone/Internet	128	-	700	500	0.1%	-28.6%
Total Operating Costs	\$ 159,906	\$ 241,529	\$ 188,802	\$ 227,393	65.8%	20.4%
CAPITAL OUTLAY						
Improvements Other than Bldg	38,248	28,184	10,000	-	0.0%	-100.0%
Machinery & Equipment	-	29,765	-	-	0.0%	0.0%
Total Capital Outlay	\$ 38,248	\$ 57,949	\$ 10,000	\$ -	0.0%	-100.0%
TOTAL EXPENSES	\$ 260,988	\$ 367,312	\$ 311,470	\$ 345,386	100.0%	10.9%



Personnel Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
Building Maintenance Specialist II	1	1	1	1	100.0%	0.0%
Maintenance Worker I	-	-	1	1	50.0%	0.0%
DIVISION TOTAL	1	1	2	2	100.0%	0.0%

BUILDING MAINTENANCE DEPARTMENT PERFORMANCE MEASURES

Indicator	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Goal
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Outputs

Reduce energy and utility costs by	70%	70%	70%	85%
Regular Maintenance of Irrigation system (City-wide)	100%	100%	100%	100%
Regular Maintenance of Bathrooms (City-wide)	100%	100%	100%	100%
Regular Maintenance of HVAC systems (City-wide)	100%	100%	100%	100%
Regular Maintenance of All Buildings (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 2018-19 Accomplishments

Our fleet staff was able to save the city budget approximately 30 thousand dollars in repairs this year alone on two separate sanitation vehicles that had major engine damage.

Our fleet staff has work cohesively with our procurement department in getting time sheet paper work and invoices processed in a timely fashion. They have come up with ways the City could better utilize equipment and made suggestions that ultimately helped us better service the vehicles.

FY 2019-20 Budget Highlights

- Proposed budget is \$10,125 or 23% higher than FY2018/2019.
- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$53,489</u>
Net cost of Department	<u>\$53,489</u>

PUBLIC SERVICES DEPARTMENT
Fleet Maintenance Division - Expenditure Detail

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
OPERATING						
Contractual Services	28,382	37,883	33,134	35,634	66.6%	7.5%
Repairs & Maintenance		50,032	2,355		0.0%	-100.0%
Fuels, Oils, Lubricants	877	2,426	1,500	1,500	2.8%	0.0%
Operating Supplies	28,639	1,696	10,000	10,000	18.7%	0.0%
Liability Insurance	2,250	2,391	-	-	0.0%	0.0%
Fleet Maintenance	493	1,059	4,000	6,355	11.9%	58.9%
<i>Total Operating Costs</i>	\$ 60,641	\$ 95,487	\$ 50,989	\$ 53,489	100.0%	4.9%
TOTAL EXPENSES	\$ 60,641	\$ 95,487	\$ 50,989	\$ 53,489	100.0%	4.9%

FLEET MAINTENANCE DEPARTMENT PERFORMANCE MEASURES

Indicator	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Goal
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Outputs

PM's completed within 3 days of due date	100%	100%	100%	100%
Percentage to increase in-house repairs	95%	95%	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 our Special Events 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%

2018-19 Accomplishments

- Increased participation in our 5K's by 3%
- Increased participation in our Teen Basketball League by 5%
- Increased participation in our 2nd annual Wreck Camp Out Event by 20%
- Increased participation in our Skills Basketball Camp by 10%
- Increased participation across the board on all of our special events by 15%
- Painted the inside of the Foyer area of the Community Center

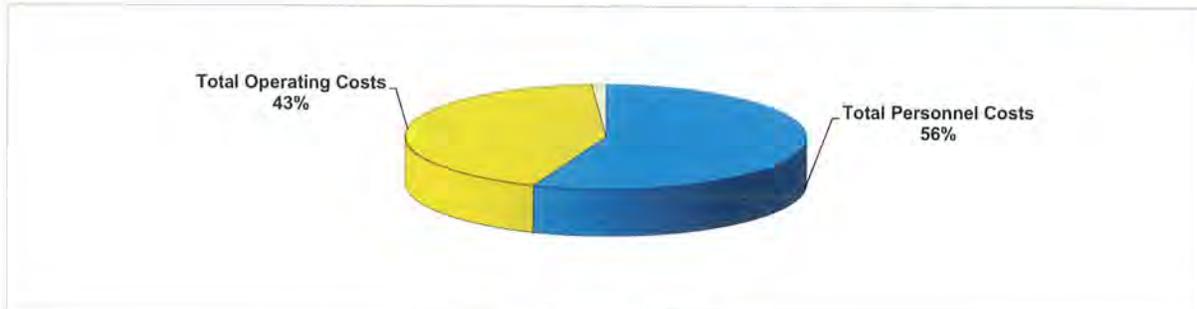
FY 2019-20 Budget Highlights

- The total Recreation budget for FY19-20 is \$2,395,222 which is \$8,768 or 0.4% higher than the FY18-19 budget.
- Proposed Administration budget is \$91,807 or 6.4% higher than FY2018/2019. Budget includes approx. \$30,000 payout to a retiring employee.
- For FY2019-20, we will be requesting a five year Capital Lease/Note for improvements at a total cost of \$80,500 The budget impact of this lease is \$17,442 for FY19-20. Improvements includes: \$26,000 to do pool deck spray maintenance, \$20,000 to resurface two tennis courts, \$14,500 to lasergrade and clay the baseball fields at Stafford and Peavey Dove, and \$20,000 to repair the soccer fields at Stafford.
- Budget Summary:

Budgeted Revenues	\$ 334,950
Budgeted Expenditures	<u>\$1,521,135</u>
Net cost of Department	<u>\$1,186,185</u>
- The Pelican Playhouse will receive an annual subsidy of \$29,000 for FY19-20, the same as FY18-19.

RECREATION DEPARTMENT
Administration Division - Expenditure Detail

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
PERSONNEL						
Salaries	\$ 293,340	\$ 301,832	\$ 315,856	\$ 362,385	23.8%	14.7%
Part Time Year Round	139,847	198,901	185,000	200,000	13.1%	8.1%
Overtime	19,028	15,078	10,000	10,000	0.7%	0.0%
Seasonal Emp	167,799	93,336	120,000	120,000	7.9%	0.0%
Payroll Taxes	47,769	46,462	48,260	52,967	3.5%	9.8%
Pension & Retirement	24,714	28,828	29,806	39,399	2.6%	32.2%
Health Insurance	44,687	46,314	53,059	55,866	3.7%	5.3%
Workers' Compensation	18,504	11,267	8,160	8,530	0.6%	4.5%
Total Personnel Costs	\$ 755,688	\$ 742,018	\$ 770,141	\$ 849,147	55.8%	10.3%
OPERATING						
Professional Services	-	-	1,500	1,500	0.1%	0.0%
Contractual Services	74,090	79,130	82,752	83,000	5.5%	0.3%
Officials/Referees	33,422	34,761	47,104	44,104	2.9%	-6.4%
Travel & Related Costs	4,118	3,600	3,600	3,600	0.2%	0.0%
Utility Services	106,988	118,320	104,300	104,300	6.9%	0.0%
Repairs & Maintenance	48,156	41,742	52,047	55,000	3.6%	5.7%
Rentals & Lease	5,093	2,060	5,593	3,000	0.2%	-46.4%
Printing & Binding	630	3,748	5,000	2,500	0.2%	-50.0%
Promotions & recreational activities	87,495	95,142	127,750	134,750	8.9%	5.5%
Uniforms	1,967	741	2,500	2,500	0.2%	0.0%
Office Supplies	2,453	2,994	2,500	2,500	0.2%	0.0%
Operating Supplies	45,199	51,439	63,915	62,000	4.1%	-3.0%
Postage	109	143	200	200	0.0%	0.0%
Uniforms-Basketball/Football	11,668	8,136	22,385	16,135	1.1%	-27.9%
Dues, Memberships & Subsc.	1,249	1,238	1,500	1,500	0.1%	0.0%
Pelican Playhouse Costs	26,187	32,945	38,247	37,500	2.5%	-2.0%
Training & Education	550	1,510	3,000	3,000	0.2%	0.0%
Liability Insurance	74,030	78,267	75,594	76,600	5.0%	1.3%
Fleet Maintenance	13,564	11,274	8,500	8,500	0.6%	0.0%
Fuels, Oils, Lubricants	2,340	3,384	2,500	2,000	0.1%	-20.0%
Transfers to Debt Service Fund				17,442	1.1%	0.0%
Telephone/Internet	9,943	7,879	8,700	10,358	0.7%	19.1%
Total Operating Costs	\$ 549,251	\$ 578,453	\$ 659,187	\$ 671,989	44.2%	1.9%
CAPITAL OUTLAY						
Improvements Other than Bldg				-	0.0%	0.0%
Machinery & Equipment	19,063	62,561		-	0.0%	0.0%
Total Capital Outlay	\$ 19,063	\$ 62,561	\$ -	\$ -	0.0%	0.0%
TOTAL EXPENSES	\$ 1,324,002	\$ 1,383,032	\$ 1,429,328	\$ 1,521,135	100.0%	6.4%



Personnel Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
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 environment to learn to swim, Aquatic Leisure and to also have a Family Fun Experience.

Objectives

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

FY2018-19 Accomplishments

- Increase the Learn to Swim Program by 5%
- Increase Facility Rentals (MPR, Private Rentals, Cabana's) by 10%
- Increase Back to Summer Party by 10%
- Increased our Water Aerobics by 20%
- Implemented a community CPR Seminar

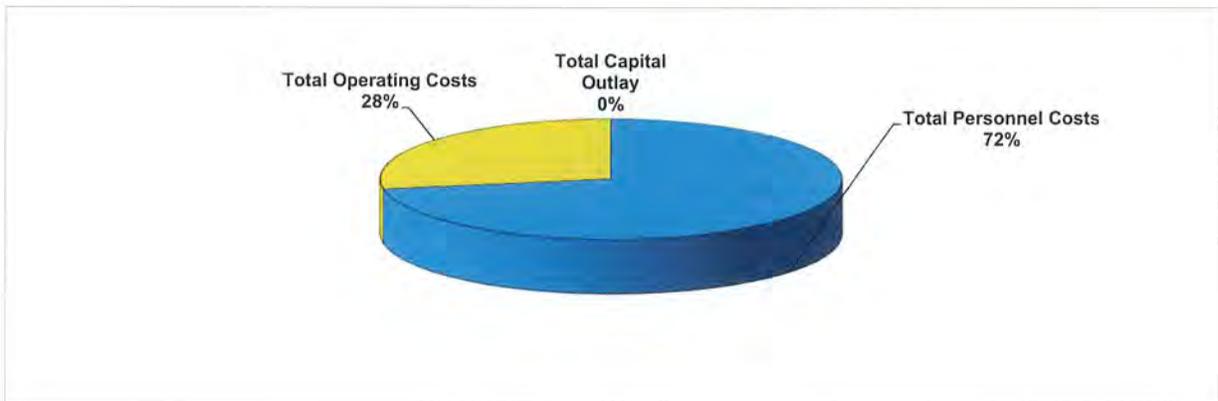
FY 2019-20 Budget Highlights

- Proposed pool budget is \$49,988 or 8.4% lower than the FY18-19.
- Budget includes \$26,000 to provide pool deck spray maintenance.
- Budget Summary:

Budgeted Revenues	\$133,500
Budgeted Expenditures	<u>\$571,869</u>
Net cost of Department	<u>\$438,369</u>

RECREATION DEPARTMENT
Aquatics Division - Expenditure Detail

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
PERSONNEL						
Salaries	86,267	117,494	128,848	88,783	15.5%	-31.1%
Part Time Year Round	201,143	208,690	260,000	260,000	45.5%	0.0%
Overtime	14,436	6,086	-	2,500	0.4%	0.0%
Payroll Taxes	23,236	25,404	29,747	26,873	4.7%	-9.7%
Pension & Retirement	9,383	14,909	15,791	10,690	1.9%	-32.3%
Health Insurance	14,808	18,828	13,899	16,919	3.0%	21.7%
Workers' Compensation	12,276	6,261	7,138	6,976	1.2%	-2.3%
Total Personnel Costs	\$ 361,549	\$ 397,672	\$ 455,423	\$ 412,741	72.2%	-9.4%
OPERATING						
Contractual Services	34,009	43,304	56,000	56,000	9.8%	0.0%
Utility Services	38,151	28,613	38,000	33,804	5.9%	-11.0%
Repairs & Maintenance	6,526	9,000	8,500	10,000	1.7%	17.6%
Rentals & Lease			3,900	4,500	0.8%	15.4%
Uniforms	3,889	2,994	5,000	5,000	0.9%	0.0%
Operating Supplies	27,268	30,455	38,342	39,000	6.8%	1.7%
Dues, Memberships & Subsc.	870	460	1,000	1,000	0.2%	0.0%
Training & Education	300	760	3,000	3,000	0.5%	0.0%
Liability Insurance	9,216	7,596	7,092	6,824	1.2%	-3.8%
Total Operating Costs	\$ 120,229	\$ 123,182	\$ 160,834	\$ 159,128	27.8%	-1.1%
CAPITAL OUTLAY						
Improvements Other than Bldg	-	-	5,600	-	0.0%	0.0%
Total Capital Outlay	\$ -	\$ -	\$ 5,600	\$ -	0.0%	0.0%
TOTAL EXPENSES	\$ 481,778	\$ 520,854	\$ 621,857	\$ 571,869	100.0%	-8.0%



Personnel Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
Aquatics Supervisor	1	1	1	1	50.0%	0.0%
Aquatic Coordinator/Specialist	1	2	2	1	50.0%	-33.3%
Total Full-time employees	2	3	3	2	100.0%	-33.3%
<i>Part-time Employees</i>						
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	2	3	3	2	100.0%	-33.3%

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..

FY2018-19 Accomplishments

- Resurfaced three of the five courts
- Installed a new Tennis Center Sign
- Renovated the Restrooms on site
- New Picnic Tables and Trash Receptacles for the facility
- Tennis program has increased by 10%

FY 2019-20 Budget Highlights

- Proposed tennis budget is \$22,418 or 50% lower than FY18-19, decrease is due to the \$20,000 for the resurfacing of the two tennis courts being included in the five year capital note as discussed in the Administration budget.
- Budget Summary:

Budgeted Revenues	\$	-0-
Budgeted Expenditures	\$	<u>22,382</u>
Net cost of Department		<u>\$22,382</u>

RECREATION DEPARTMENT
Tennis Division - Expenditure Detail

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
OPERATING						
Contractual Services	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	67.0%	0.0%
Utility Services	3,292	3,299	3,800	3,382	15.1%	-11.0%
Repairs & Maintenance	-	-	2,000	2,000	8.9%	0.0%
Operating Supplies	663	-	2,000	2,000	8.9%	0.0%
<i>Total Operating Costs</i>	\$ 18,955	\$ 18,299	\$ 22,800	\$ 22,382	100.0%	-1.8%
CAPITAL OUTLAY						
Improvements Other than Bldg	3,276	11,940	22,000	-	0.0%	-100.0%
<i>Total Capital Outlay</i>	\$ 3,276	\$ 11,940	\$ 22,000	\$ -	0.0%	-100.0%
TOTAL EXPENSES	\$ 22,231	\$ 30,239	\$ 44,800	\$ 22,382	100.0%	-50.0%

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)

FY2018-19 Accomplishments

- Added portable mounds to Prince Field and Stafford Park
- Laser Graded both Fields at Price
- Field renovation and removal of infield grass at Prince South
- Added Clay at Peavy Dove and Stafford North

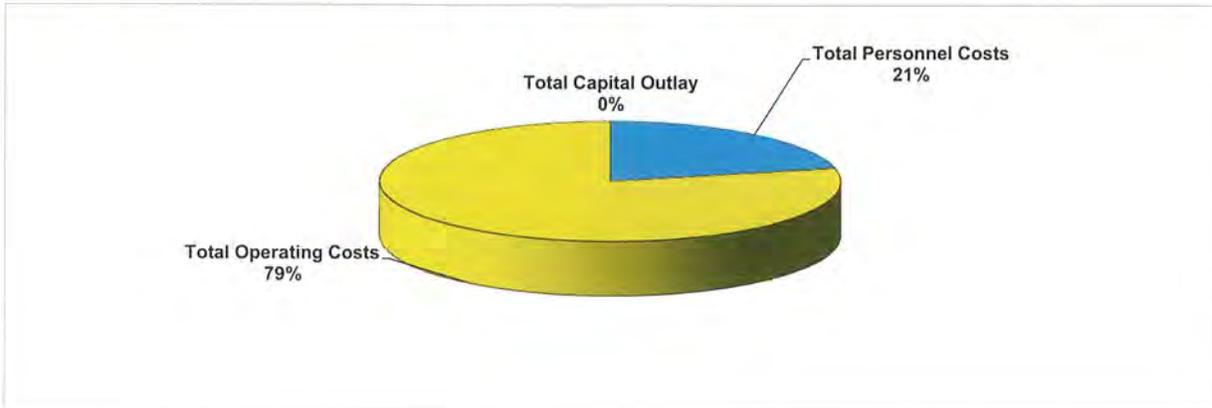
FY 2019-20 Budget Highlights

- Proposed budget is \$10,634 or 3.7% lower than FY2018/19
- Budget includes \$14,500 for ballfield renovations (laser grade and clay) at Stafford and Peavey Dove, and \$20,000 to repair the soccer field at Stafford which are being included in the five year capital note as discussed in the Administration budget.
- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$279,835</u>
Net cost of Department	<u>\$279,835</u>

RECREATION DEPARTMENT
Parks Maintenance Division - Expenditure Detail

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
Salaries	\$ 35,170	\$ 35,475	\$ 35,230	\$ 42,287	15.1%	20.0%
Payroll Taxes	2,702	2,713	2,695	3,235	1.2%	20.0%
Pension & Retirement	3,589	4,260	4,318	4,971	1.8%	15.1%
Health Insurance	7,086	7,256	7,821	8,296	3.0%	6.1%
Workers' Compensation	996	598	705	1,239	0.4%	75.7%
Total Personnel Costs	\$ 49,543	\$ 50,302	\$ 50,769	\$ 60,028	21.5%	18.2%
OPERATING						
Repairs & Maintenance	\$ 50,586	\$ 7,691	\$ 20,000	\$ 18,000	6.4%	-10.0%
Rentals & Lease	-	-	2,000	1,000	0.4%	-50.0%
Operating Supplies	29,279	15,912	42,000	40,000	14.3%	-4.8%
Liability Insurance	744	732	700	808	0.3%	15.4%
Fuels, Oils, Lubricant	2,351	-	-	-	0.0%	0.0%
Contractual Services	140,719	200,308	175,000	160,000	57.2%	-8.6%
Total Operating Costs	\$ 223,679	\$ 224,643	\$ 239,700	\$ 219,808	78.5%	-8.3%
CAPITAL OUTLAY						
Improvements Other than Bldg	156,640	22,000	-	-	0.0%	0.0%
Machinery & Equipment	13,919	-	-	-	0.0%	0.0%
Total Capital Outlay	\$ 170,559	\$ 22,000	\$ -	\$ -	0.0%	#DIV/0!
TOTAL EXPENSES	\$ 443,781	\$ 296,945	\$ 290,469	\$ 279,835	100.0%	-3.7%



Personnel Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
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	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Goal
Outputs				
Increase participants in co-sponsored athletic programs by 5%	Yes	Yes	Yes	Maintain
Assist the Optimist and Little League with registration and promotions	Yes	Yes	Yes	Maintain
Maintain the same number of participants in our Adult Basketball League	Yes	Yes	Yes	Maintain
Sponsor Health & Fitness Day for Summer Camp	Yes	Yes	Yes	Implement
Sponsor "career day" during our summer program	Yes	No	No	Implement
Increase Teen Basketball League	Yes	Yes	Yes	5%
Increase Summer Basketball Camp	Yes	Yes	No	5%
Increase number of Youth Basketball Program Participants by 10%	-5%	Yes	Yes	5%
Develop New Programming -Camper Swim Lessons (Increase by 10%)	Yes	Yes	Yes	5%
Develop New Programming -C.I.T. (Increase by 10%)	Yes	Yes	Yes	Maintain
Increase Teen Program participation by 5%	No	No	No	5%
Sustain the registration for Get-Fit Program/Summer Camp	Yes	Yes	Yes	Maintain
Increase participation in our 5K's by 5%	Yes	Yes	No	5%
Increase Special Events Attendance	Yes	Yes	Yes	5%
Increase our Wreck Camp Out Event by 10%	N/A	N/A	N/A	10%
Implement a Toy Drive in conjunction with our Holiday Event	N/A	N/A	N/A	Implement

Golf & Country Club

Mission Statement

Our Mission and Vision is to continue to be recognized as a friendly and welcoming Golf Club and to ensure an exceptional Golf and Social experience for our residents and guest.

We strive to consistently provide quality and challenging golf for our residents, members and guests of all skill levels.

Provide operational excellence while maintaining sound business policies and practices.

To monitor and deliver excellent service in the Clubhouse with quality food and beverage offerings to our residents, members and guest by having a motivated and well trained staff.

Continue to grow our Youth and Miami Springs residents programs such as our free lessons program on Wednesday nights for families, surrounding schools, and individuals dedicated to fun, camaraderie and improving skills.

Adjust as needed to coordinate with Miami-County WASA on the well restoration project throughout the duration and protect the City's asset through all Construction until completion.

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.

FY 2018-19 Accomplishments

- Increased rounds of golf by 16.9%
- Increased golf pro shop merchandise purchases up 12.5%
- Operated the entire Food & Beverage operation for one year

FY 2019-20 Budget Highlights

- Proposed budget is \$41,259 or 2% higher than the FY2018-19 budget.
- The budget also includes a five year Capital Lease/Note for equipment and improvements. The total capital acquisition includes \$22,500 to replace three weather shelters in the course, \$20,000 to repave and repair the maintenance building, \$15,000 to replace cast iron water lines in maintenance building and \$10,700 for a new range picker. This \$68,200 five year lease will have an annual budget cost of \$14,777 for FY19/20.

- Budget Summary:

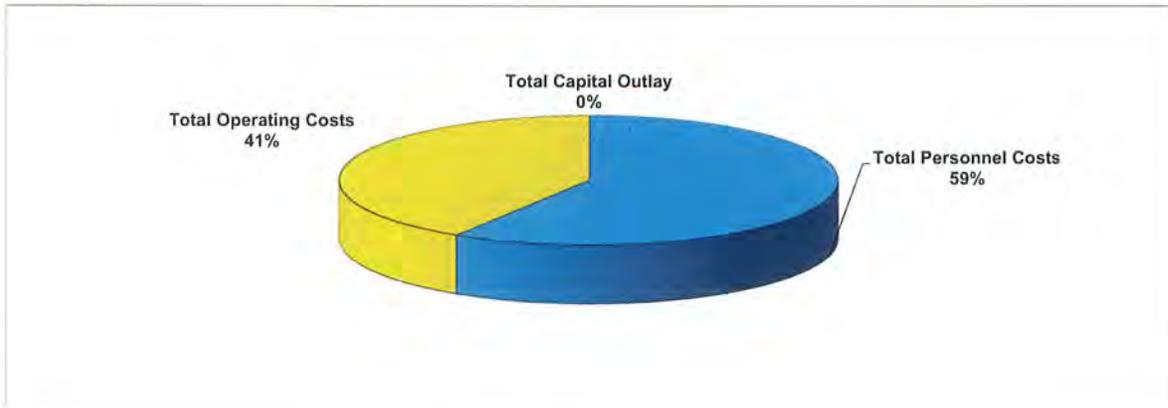
Budgeted Revenues	\$1,546,310 (projected 36,000 rounds)
Budgeted Expenditures	<u>\$2,046,729</u>
Net cost of Department	<u>\$ 500,419</u>

GOLF COURSE FUND
Golf Course Administration- Expenditure Detail

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
OPERATING						
Utility Services	\$ 7,379	\$ 4,947	\$ 5,700	4,000	26.5%	-29.8%
Liability Insurance	10,104	11,064	11,068	11,068	73.5%	0.0%
<i>Total Operating Costs</i>	\$ 17,483	\$ 16,011	\$ 16,768	\$ 15,068	100.0%	-10.1%

GOLF COURSE FUND
Golf Course Pro Shop Operations- Expenditure Detail

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
PERSONNEL						
Salaries	\$ 139,802	\$ 152,007	\$ 156,353	\$ 184,633	26.7%	18.1%
Part Time Employees	167,603	132,799	139,890	152,046	22.0%	8.7%
Payroll Taxes	23,953	21,734	22,663	25,756	3.7%	13.6%
Pension & Retirement	15,424	18,658	21,455	22,231	3.2%	3.6%
Health Insurance	19,516	20,039	29,945	17,302	2.5%	-42.2%
Workers' Compensation	7,464	5,385	4,444	5,050	0.7%	13.6%
Total Personnel Costs	\$ 373,762	\$ 350,622	\$ 374,750	\$ 407,018	58.9%	8.6%
OPERATING						
Professional Services	2,867	134,348	5,889	6,000	0.9%	1.9%
Contractual Services	13,474	-	-	-	0.0%	0.0%
Merchandise	152,688	120,544	70,145	70,145	10.1%	0.0%
Utilities	22,770	18,369	16,600	17,200	2.5%	3.6%
Telephone/Internet	12,328	10,449	11,900	12,700	1.8%	6.7%
Repairs & Maintenance	12,743	-	12,000	10,000	1.4%	-16.7%
Rentals & Lease	57,930	60,457	62,001	60,000	8.7%	-3.2%
Printing & Binding	2,776	2,990	4,000	4,000	0.6%	0.0%
Advertising & Promotions	30,800	42,400	35,000	40,000	5.8%	14.3%
Postage	121	162	156	200	0.0%	28.2%
Credit Card Fees	33,287	35,416	25,000	27,600	4.0%	10.4%
Range	8,146	2,193	9,730	9,700	1.4%	-0.3%
Office Supplies	3,880	2,270	3,000	2,000	0.3%	-33.3%
Operating Supplies	5,365	4,226	7,000	4,000	0.6%	-42.9%
Dues, Memberships & Subsc.	1,459	2,892	3,500	3,000	0.4%	-14.3%
Fuels, Oils, Lubricants	52	-	-	-	0.0%	0.0%
Liability Insurance	15,876	16,704	17,140	17,840	2.6%	4.1%
Total Operating Costs	\$ 376,562	\$ 453,420	\$ 283,061	\$ 284,385	41.1%	0.5%
CAPITAL OUTLAY						
Improvements O/T Bldgs	4,554	-	40,000	-	0.0%	-100.0%
Machinery & Equipment	2,930	6,922	1,700	-	0.0%	-100.0%
Total Capital Outlay	\$ 7,484	\$ 6,922	\$ 41,700	\$ -	0.0%	-100.0%
TOTAL EXPENSES	\$ 757,808	\$ 810,964	\$ 699,511	\$ 691,403	100.0%	-1.2%

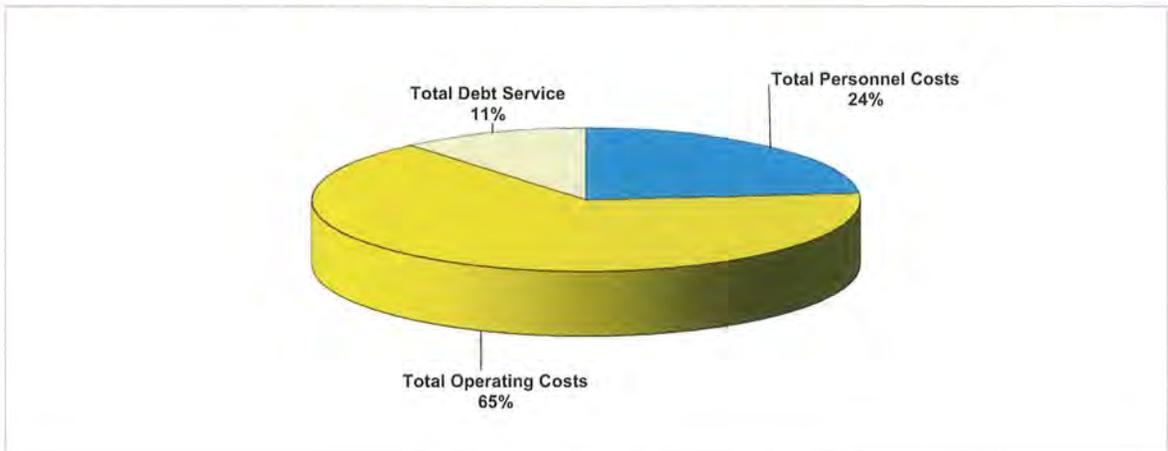


Personnel Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
Golf & Country Club Director	1	1	1	1	25.0%	0.0%
Pro Shop/Outside Services Mgr	1	1	2	2	50.0%	0.0%
Operations/Fleet Manager	1	1	1	1	25.0%	0.0%
Total Full-time employees	3	3	4	4	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	3	3	4	4	100.0%	0.0%

GOLF COURSE FUND
Golf Course Maintenance Operations- Expenditure Detail

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
PERSONNEL						
Salaries	\$ 182,330	\$ 206,343	\$ 212,250	\$ 227,139	16.9%	7.0%
Part Time Labor	5,078	-	-	-	0.0%	0.0%
Overtime	94	-	-	-	0.0%	0.0%
Payroll Taxes	14,727	15,416	16,237	17,376	1.3%	7.0%
Pension & Retirement	20,575	25,423	26,013	27,349	2.0%	5.1%
Health Insurance	33,287	34,264	36,762	38,405	2.9%	4.5%
Workers' Compensation	5,760	4,348	5,306	5,678	0.4%	7.0%
<i>Total Personnel Costs</i>	\$ 261,851	\$ 285,794	\$ 296,568	\$ 315,948	23.6%	6.5%
OPERATING						
Professional Services	17,443	12,950	21,076	20,000	1.5%	-5.1%
Contractual Services	320,642	316,088	362,308	400,000	29.8%	10.4%
Telephone	480	310	600	400	0.0%	-33.3%
Utilities	42,168	45,935	34,147	37,047	2.8%	8.5%
Repairs & Maintenance	93,288	120,722	122,743	109,800	8.2%	-10.5%
Rentals and leases	16,644	14,255	16,000	16,000	1.2%	0.0%
Fuels, Oils, Lubricants	50,001	56,869	56,131	50,000	3.7%	-10.9%
Operating Supplies	223,331	224,892	218,000	218,000	16.3%	0.0%
Dues, Memberships & Subsc.	1,170	775	900	900	0.1%	0.0%
Uniform	941	1,619	2,000	2,000	0.1%	0.0%
Education and training	5,721	5,766	6,099	5,500	0.4%	-9.8%
Transfer to Debt Service Fund	130,193	127,958	137,147	148,530	11.1%	8.3%
Liability insurance	14,592	15,648	15,472	16,132	1.2%	4.3%
<i>Total Operating Costs</i>	\$ 916,614	\$ 943,787	\$ 992,623	\$ 1,024,309	76.4%	3.2%
CAPITAL OUTLAY						
Improvements O/T Buildings	29,690	-	-	-	0.0%	0.0%
Machinery & Equipment	24,000	21,237	812,931	-	0.0%	-100.0%
<i>Total Capital Outlay</i>	\$ 53,690	\$ 21,237	\$ 812,931	\$ -	0.0%	-100.0%
TOTAL EXPENSES	\$ 1,232,155	\$ 1,250,818	\$ 2,102,122	\$ 1,340,257	100.0%	-36.2%



Personnel Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
Golf Maintenance Manager	1	1	1	1	25.0%	0.0%
Golf Maintenance Foreman	1	1	1	1	25.0%	0.0%
Golf Maintenance Mechanic	1	1	1	1	25.0%	0.0%
Golf Maintenance	1	1	1	1	25.0%	0.0%
<i>Total Full-time employees</i>	4	4	4	4	100.0%	0.0%
FUND TOTAL	4	4	4	4	100.0%	0.0%

MIAMI SPRINGS GOLF AND COUNTRY CLUB PERFORMANCE MEASURES

Indicator	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Goal
Outputs				
Number of rounds played	31,338	33,626	42,773	45,000
Range revenue per player	\$10.25	\$10.37	\$11.36	\$12.00
Number of memberships sold	36	40	188	250
Membership revenue	\$46,026	\$59,496	\$88,085	\$110,000
Total revenues	\$1,294,747	\$1,408,010	\$1,546,999	\$1,750,000
Pro shop revenue per player	\$4.50	\$5.01	\$5.53	\$6.00
Effectiveness				
Increase number of rounds played	Yes	Yes	Yes	Yes
Increase number of memberships sold	No	Yes	Yes	Yes
Efficiency				
Maintenance cost per acre 220	\$5,700	\$5,900	\$5,336	\$5,500

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 2019-20 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.

- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$ 1,257,191</u>
Net cost of Department	<u>\$ 1,257,191</u>

NON-DEPARTMENTAL ACCOUNTS
Expenditure Detail

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
OPERATING						
Bank Fees & Bad Debt	\$ 115,960	\$ 188,966	\$ -	\$ -	0.0%	0.0%
<i>Total Operating Costs</i>	\$ 115,960	\$ 188,966	\$ -	\$ -	0.0%	0.0%
Transfers to Hurricane Fund	-	1,286,792	-	-	0.0%	
Transfers to Debt Service Fund	790,666	796,432	1,074,310	930,992	74.1%	-13.3%
Transfers to Senior Center	174,145	217,861	216,070	326,199	25.9%	51.0%
Transfers to Capital Projects Fund	-	151,169		-	0.0%	0.0%
<i>Total Transfers</i>	\$ 964,811	\$ 2,452,254	\$ 1,290,380	\$ 1,257,191	100.0%	-2.6%
TOTAL EXPENSES	\$ 1,080,771	\$ 2,641,220	\$ 1,290,380	\$ 1,257,191	100.0%	-2.6%

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 2018-19 Accomplishments

Removed pavers on Westward Dr. and restored islands for pedestrian safety

Continued the daily inspections of sidewalk lifting and take appropriate actions

Assisted with the installation of the City Clock at the Circle

Maintain daily contact with all departments to assist when and where needed

Troubleshoot, repair or replace any lighting needs city wide

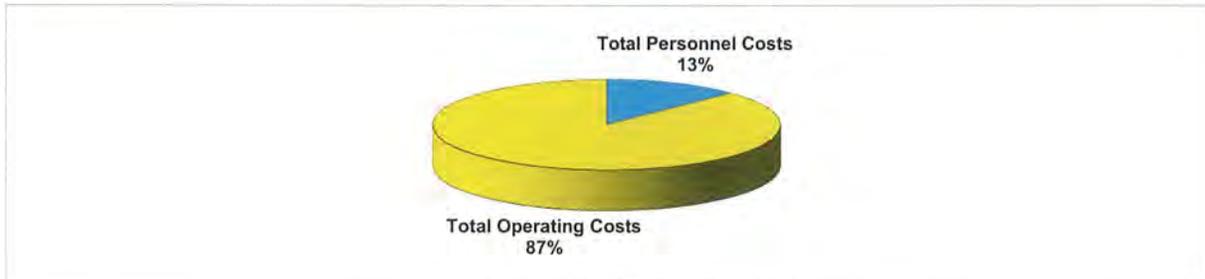
FY 2019-20 Budget Highlights

- Proposed budget is \$76,364 or 9.4% lower than FY2018/2019.
- Budget includes \$40,421 for two groundmaster riding mowers and \$58,200 for milling and paving the 500 block of South Drive. Budget also includes funding for street and road repairs citywide.
- Budget Summary:

Budgeted Revenues	\$733,169 (CITT Funding)
Budgeted Expenditures	<u>\$733,169</u>
Net cost of Department	<u>\$ -0-</u>

**PUBLIC SERVICES DEPARTMENT
ROAD AND TRANSPORTATION FUND**

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
OPERATING						
Salaries	\$ 59,457	\$ 62,933	\$ 64,548	\$ 66,614	9.1%	3.2%
Payroll Taxes	4,638	4,815	4,938	5,096	0.7%	3.2%
Pension & Retirement	6,314	7,480	7,604	7,720	1.1%	1.5%
Health Insurance	7,199	7,368	7,939	8,395	1.1%	5.7%
<i>Total Personnel Costs</i>	<i>\$ 77,608</i>	<i>\$ 82,596</i>	<i>\$ 85,029</i>	<i>\$ 87,825</i>	<i>12.0%</i>	<i>3.3%</i>
Professional Services	2,925	19,187	165,471	60,000	8.2%	-63.7%
Contractual Services	147,971	161,724	219,232	184,854	25.2%	-15.7%
Workmens Compensation	4,920	1,483	2,792	3,526	0.5%	26.3%
Repairs & Maintenance	254,625	210,464	323,102	279,500	38.1%	-13.5%
Fuels, Oils, Lubricants	-	-	1,000	1,000	0.1%	0.0%
Road Materials and Supplies	10,234	17,702	1,500	6,000	0.8%	300.0%
Transfers to Debt Service Fund	17,690	72,772	71,407	70,042	9.6%	-1.9%
<i>Total Operating Costs</i>	<i>\$ 438,365</i>	<i>\$ 483,332</i>	<i>\$ 784,504</i>	<i>\$ 604,923</i>	<i>82.5%</i>	<i>-22.9%</i>
CAPITAL OUTLAY						
Improvements Other than Bldg	137			-	0.0%	0.0%
Machinery & Equipment		23,594		40,421	5.5%	100.0%
<i>Total Capital Outlay</i>	<i>\$ 137</i>	<i>\$ 23,594</i>	<i>\$ -</i>	<i>\$ 40,421</i>	<i>5.5%</i>	<i>100.0%</i>
TOTAL EXPENSES	\$ 516,110	\$ 589,522	\$ 869,533	\$ 733,169	100.0%	-15.7%



Personnel Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
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	2016-17 Actual	2017-18 Actual	2017-18 Actual	2019-20 Goal
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Outputs

Road Improvement - milling & resurfacing	4,390 sq yd	1,100 sq yd	2,230 sq yd	5,000 sq yd
Sidewalk Improvements	2.1 Miles	1.5 Miles	.5 Mile	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.

Elderly Services Department

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 targeting, servicing and meeting the needs of older citizens in our community. Through ongoing management, assessment, supervision and reporting of planned objectives over the past thirty-seven years, the City's Elderly Services Department has continued to provide high quality services while participating as a partner in Florida's aging services network.

Funding for the elderly services department is provided through: City of Miami Springs, OAA Title III B, III C-1, III C-2 and LSP 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 1965, 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 MSPD Community Policing Office, AARP, the Alliance for Aging, Inc., Mount Sinai Medical Center, Miami-Dade Public Library System, Miami-Dade Public Health Department 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 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: Lunch weekday and weekend meals are delivered each week 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 Manager.

CONGREGATE NUTRITION COUNSELING: Options and methods for improving a client's nutritional status are 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.

Elderly Services Department

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, Chair Exercise classes, "Exercise for Balance and Fall Prevention" 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 Miami Springs' residents, age 60 and over, with no means of transportation to and from the center. Additionally, weekly trips are made for grocery shopping and field trips to area cultural venues and other places of interest are planned on a monthly basis.

RECREATION: Recreational activities, to include special events, field trips, bingo games, and workshops in art and music are planned throughout the year, as funding permits. Said activities are intended 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, magazines, jig-saw puzzles and games 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.

Elderly Services Department

GOALS and OBJECTIVES:

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

OBJECTIVE: -Provide 11,700 one way trips and travel assistance to and from the senior center, the client's residence, local grocery stores and other local businesses, area cultural venues and special events as possible.

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 28,300 nutritionally balanced, congregate lunch meals daily, as well as 530 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 16,000 weekday lunch meals and 6,500 weekend meals to frail and disabled older citizens this year.

GOAL: To provide a formal nutrition education and counseling program for both senior center and home delivered meal 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 and as needed when nutrition scores warrant reassessment 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 needs. Conduct follow up visits as needed for those with high nutrition scores, lack of support or increasing health issues. Refer homebound clients (or caregivers) to additional service providers and support agencies as is warranted.

Elderly Services Department

GOALS and OBJECTIVES (continued):

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 seven 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, workshops and programs each month.

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.

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

2018-19 ACCOMPLISHMENTS:

The Senior Center has seen an increase in attendance for congregate meals with 140 unduplicated clients in October 2018 to 157 in May 2019

A drop in attendance was anticipated after the relocation to the Aquatic Center Multi-purpose room as this was a big change for most.

On the contrary, attendance has increased with new interest in the programs and new members now enrolling.

Homebound meal delivery has also increased since October 2018, from 60 unduplicated clients to 67 in May 2019.

The Senior Center was awarded a new bus in partnership with the Hialeah Miami Springs Rotary through the FDOT 5310 grant. Need for transportation has also expanded over the last year from 35 in October 2018 to 45 clients in May 2019. Additional pick up and drop off services for clients have been necessary. The additional bus will allow the Senior Center to better serve Clients with more frequent and timely service and will allow for an increased number to participate in shopping events, cultural outings and fieldtrips.

The Senior Center was awarded a total of \$268,567.91 in Federal Funding from the Older America Act to cover Congregate Meals, Homebound Meals (weekday lunches) shelf stable emergency meals (for both congregate and homebound), nutrition education, nutrition counseling (for both congregate and homebound) and transportation costs for January 2019- December 2019. This funding will renew annually for a period of six years.

LSP funding in the amount of \$165,944 was award to support health support/fitness classes, recreation classes and homebound client services that included: homebound weekend lunches, seven day a week breakfasts, nutrition education and nutrition counseling. This funding period was from July 1, 2018 until June 30, 2019.

The City was awarded \$850,000 from the State of Florida Toward the construction of the new Senior Center.

Commissioner Rebeca Sosa donated \$1,000,000.00 toward construction costs.

Elderly Services

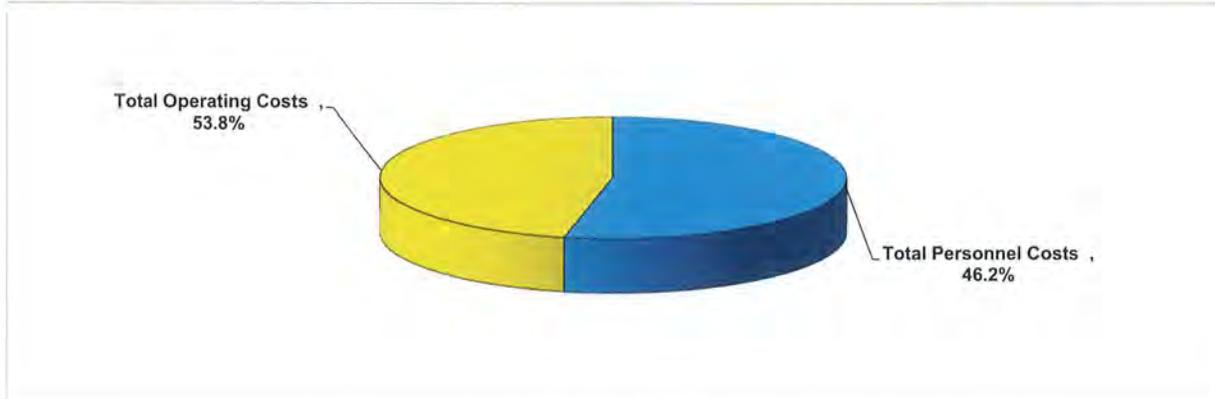
FY 2019-20 BUDGET HIGHLIGHTS:

- Proposed budget is \$41,123 or 6.3% lower than FY2018/2019, decrease is due to the \$165,000 LSP grant received in FY18-19 year that we will not be receiving for FY19/20.
- Since the State did not fund the LSP funding for FY19/20, the city is budgeting approx. \$96,200 in programs and weekend meals in order to maintain some of the services that were provided with the LSP funding.
- The City received a new bus with a new Rotary/FDOT grant and we are planning to keep the existing bus meaning the budget will have some additional costs for the operation of two buses for FY19/20.
- Budget Summary:

Budgeted Revenues	\$290,000
Budgeted Expenditures	<u>\$616,199</u>
Net cost of Department	<u>\$326,199</u>

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

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
PERSONNEL						
Salaries	\$ 80,033	\$ 85,067	\$ 133,973	\$98,880	16.0%	-26.2%
Part Time Year Round	92,690	103,364	121,383	\$174,412	28.3%	43.7%
Payroll Taxes	13,183	14,389	19,535	20,907	3.4%	7.0%
Pension & Retirement	-	-	-	11,906	1.9%	0.0%
Health Insurance	9,134	8,048	8,898	21,843	3.5%	145.5%
Workers' Compensation	468	337	638	683	0.1%	7.1%
Total Personnel Costs	\$ 195,508	\$ 211,205	\$ 284,427	\$ 328,631	53.3%	15.5%
OPERATING						
Professional Services	1,870	2,280	6,035	11,088	1.8%	83.7%
Contractual Services	13,778	12,550	27,104	1,704	0.3%	-93.7%
Travel & Related Costs	9	-	400	200	0.0%	-50.0%
Utility Services	9,851	10,591	8,569	6,379	1.0%	-25.6%
Repairs & Maintenance	171	1,195	6,500	5,300	0.9%	-18.5%
Rentals & Lease	814	1,008	4,080	-	0.0%	-100.0%
Advertising & Promotions	822	600	1,441	1,450	0.2%	0.6%
Postage	85	113	100	100	0.0%	0.0%
Office Supplies	18	681	611	700	0.1%	14.6%
Operating Supplies	176,763	174,573	299,373	231,070	37.5%	-22.8%
Dues, Memberships & Subsc.	125	71	220	220	0.0%	0.0%
Training & Education	221	440	350	450	0.1%	0.0%
Liability Insurance	8,221	8,477	9,094	13,617	2.2%	49.7%
Fleet Maintenance	4,202	6,050	5,500	9,200	1.5%	67.3%
Fuels, Oils, Lubricant	2,932	2,727	1,800	3,950	0.6%	119.4%
Telephone/Internet	1,880	1,766	1,718	2,140	0.3%	24.6%
Total Operating Costs	\$ 221,762	\$ 223,122	\$ 372,895	\$ 287,568	46.7%	-22.9%
CAPITAL OUTLAY						
Machinery & Equipment	-	3,535	-	-	0.0%	0.0%
Total Capital Outlay	\$ -	\$ 3,535	\$ -	\$ -	0.0%	100.0%
TOTAL EXPENSES	\$ 417,270	\$ 437,862	\$ 657,322	\$ 616,199	100.0%	-6.3%



Personnel Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
Elderley Services Director/Admin Asst	1	1	2	2	16.7%	0.0%
<i>Part-time Employee</i>						
Food Service Aide	5	5	5	6	50.0%	20.0%
Screening & Assess Specialist	2	2	2	2	16.7%	0.0%
Driver	2	2	2	2	16.7%	0.0%
<i>Sub-total: Part-time employees</i>	<i>9</i>	<i>9</i>	<i>9</i>	<i>10</i>	<i>83.3%</i>	<i>11.1%</i>
DEPARTMENT TOTAL	10	10	11	12	100.0%	9.1%

**ELDERLY SERVICES DEPARTMENT
PERFORMANCE MEASURES**

INDICATOR:	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Goal
Number of OAA Congregate Meals Served	26,077	26,246	25,418	26,688
Number of OAA Home Delivered Weekday Lunch Meals Served	13,711	12,704	15,509	16,285
Number of LSP Home Delivered Weekend Lunch Meals Served (17/1/2018-6/30/2019)	NA	NA	3,104	3,260
Number of CMS Home Delivered Weekend Lunch Meals Served	4,712	4,376	1,600	1,680
Number of Emergency Meals distributed to Congregate & Home Del. Meal Recipients	700	1,510	472	495
Number of units of Transportation (1 unit = 1 way trip)	8,289	8,601	10,383	10,900
Number of units- OAA Screening of Congregate Meal Recipients (1 unit= 1 hr)	228	205	189	198
Number of units- OAA Screening & Assessment of Home Delivered Meal Recipients (1 unit = 1 hr)	107.5	106.0	124.0	130
Number of units of OAA Nutrition Education-Congregate Meal Recipients (1 unit = 1 client contact)	957	963	899	944
Number of units - OAA Nutrition Counseling of Congregate Meal Recipients (1 unit = 1 hr)	3	3	15	16
Number of units of OAA Nutrition Education-Home Del. Meal Recipients (1 unit = 1 client contact)	639	593	711	747
Number of CMS Yoga, Chair Yoga and "Let's Dance" and Tai Chi units provided (1 unit=1 hr of inst)	406	318	141	148
Number of CMS Recreation units provided (1 unit = 1 hr of instruction)	85	70	17	18
Number of LSP Health Support (Floor Yoga, Chair Yoga, Balance, Tai Chi) units (1 unit=1 hr of inst)	N/A	126	441	463
Number of LSP Recreation units (art classes etc) provided 7 (1 unit = 1 hr of instruction)	N/A	25	46	48
Number of LSP Home Delivered Brakfast Meal units provided 7 (1 meal = 1 unit)	N/A	3,170	19,447	20,400

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.

FY2019-20 Budget Highlights

- Proposed budget is \$169,692 for FY2019-20.
 - Budget includes \$39,000 for the purchase of one police "DARE" vehicle.
 - Budget Summary:

Budgeted Revenues	\$169,692(funding from Forfeiture funds)
Budgeted Expenditures	<u>\$169,692</u>
Net cost of Department	<u>\$ -0-</u>
-

**POLICE DEPARTMENT
Law Enforcement Trust Fund
Administration**

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
OPERATING						
Investigations	-	-	25,000	25,000	29.8%	0.0%
Operating Supplies		3,477	-	-	0.0%	0.0%
Rentals & Leases	1,708	17,088	18,000	20,000	23.8%	11.1%
<i>Total Operating Costs</i>	\$ 1,708	\$ 20,565	\$ 43,000	\$ 45,000	53.6%	4.7%
CAPITAL OUTLAY						
Machinery & Equipment		5,000	-	39,000	46.4%	100.0%
<i>Total Capital Outlay</i>	\$ -	\$ 5,000	\$ -	\$ 39,000	46.4%	0.0%
TOTAL EXPENSES	\$ 1,708	\$ 25,565	\$ 43,000	\$ 84,000	100.0%	95.3%

**POLICE DEPARTMENT
Law Enforcement Trust Fund
Community Policing Office Budget**

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
PERSONNEL						
OPERATING						
Professional Services	\$ 265	\$ 220	\$ 300	\$ 300	0.5%	0.0%
Contractual Services	2,314	-	-	-	0.0%	0.0%
Travel & Related Costs	-	-	5,000	5,000	7.6%	0.0%
Utility Services	2,175	2,222	2,200	2,700	4.1%	22.7%
Repairs & Maintenance	123	303	2,700	2,700	4.1%	0.0%
Rentals & Lease	21,482	23,393	24,354	24,280	37.0%	-0.3%
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	1,550	1,278	6,500	6,500	9.9%	0.0%
Office Supplies	165	496	1,500	1,500	2.3%	0.0%
Operating Supplies	1,937	5,219	6,710	4,000	6.1%	-40.4%
Liability Insurance	2,281	2,281	1,600	1,600	2.4%	0.0%
Dues, Memberships & Subsc.	28	28	250	250	0.4%	0.0%
Training & Education	811	791	10,000	10,000	15.2%	0.0%
Telephone & Internet	3,889	4,160	4,284	4,612	7.0%	7.7%
<i>Total Operating Costs</i>	\$ 37,020	\$ 40,391	\$ 67,648	\$ 65,692	100.0%	-2.9%
TOTAL EXPENSES	\$ 37,020	\$ 40,391	\$ 67,648	\$ 65,692	100.0%	-2.9%

**POLICE DEPARTMENT
Law Enforcement Trust Fund
Criminal Justice Training**

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
OPERATING						
Training & Education	\$ -	\$ -	\$ 19,500	\$ 20,000	100.0%	0.0%
<i>Total Operating Costs</i>	\$ -	\$ -	\$ 19,500	\$ 20,000	100.0%	0.0%
TOTAL EXPENSES	\$ -	\$ -	\$ 19,500	\$ 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.
- Implement the software for the Building/Code/Licensing Departments.
- Upgrade all computers and monitors in the Building/Code/Licensing Departments to be compatible with the new software.
- 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 sort and digitize building department records.
- 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 and Central Business 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.
- Upgrade all computers and monitors in the Building/Code/Licensing Departments to be compatible with the new software.
- Implement the software for the Building/Code/Licensing Departments.

2018-19 ACCOMPLISHMENTS

Continued the scanning process to completely digitize the filing system in our department, to facilitate plans records to the Public and Staff.

Printing/Scanning/Copying large format pages by contracting a plotter machine from Toshiba, which provides better services to our customers with turnaround times for lost plans, copies of city files and other plotting requests.

Managed to scan all files for street addresses name beginning with the letter A through R, that is over 2,000 street files.

Commenced the implementation of the new Building/Code/Licensing software that will bring us to the cutting edge.

Hired and successfully trained two new Building Specialists, making our department fully staffed.

- 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, by reducing commercial permitting fees to be more competitive with compared commercial fees in other municipalities.
- Rejuvenated the department with a fresh coat of paint and decluttering of old furniture, making the space more welcoming to visitors and more practical for employees.
- Effectively processed 1,240 permits.
- Provided customer service to over 17,430 residents, contractors, business owners, and visitors over the counter and over the phone. (An average of 70/Day in 249 days)
- Performed a total of 6,037 inspections as of
 - Performed over 4,267 Building and Roofing Inspections
 - Performed over 308 Mechanical Inspections
 - Performed over 826 Electrical Inspections
 - Performed over 630 Plumbing Inspections
- Performed a total of 3,247 reviews as of
 - Performed 1,389 Building Permit Reviews
 - Performed 263 Roofing Permit Reviews
 - Performed 713 Structural Permit Reviews
 - Performed 205 Mechanical Permit Reviews
 - Performed 483 Electrical Permit Reviews
 - Performed 323 Plumbing Permit Reviews

FY2019-20 BUDGET HIGHLIGHTS

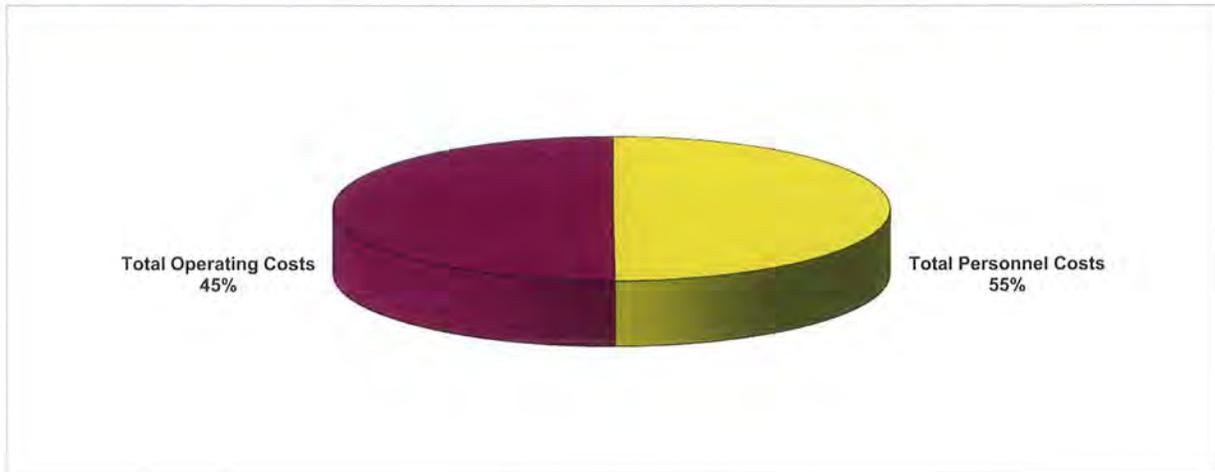
- Proposed budget is \$78,393 or 7.8% lower than FY2018/19.
- Decrease is due to the software expenditures in FY18/19 of \$214,482.
- In accordance to State laws, the fees generated by the building function should be used for the exclusive purpose of funding the operating costs of the building function.

- Budget Summary:

Budgeted Revenues	\$962,000
Budgeted Expenditures	<u>\$616,662</u>
Operating surplus before indirect costs	\$345,338
Indirect cost allocation	<u>(\$314,677)</u>
Net surplus of the Department	<u>\$ 30,661</u>

BUILDING OPERATIONS
Expenditure Detail

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
PERSONNEL						
Salaries	\$ 184,205	\$ 223,857	\$ 233,407	\$ 240,410	25.8%	3.0%
Part Time Year Round	75,085	93,165	90,000	110,000	11.8%	22.2%
Overtime	-	-	-	-	0.0%	0.0%
Payroll Taxes	19,954	24,245	24,741	26,806	2.9%	8.3%
Pension & Retirement	20,130	27,756	28,606	28,947	3.1%	1.2%
Health Insurance	26,349	33,739	38,340	53,063	5.7%	38.4%
Workers' Compensation	7,824	5,478	5,821	5,256	0.6%	-9.7%
Total Personnel Costs	\$ 333,547	\$ 408,240	\$ 420,915	\$ 464,483	49.9%	10.4%
OPERATING						
Contractual Services	82,759	71,800	115,000	110,000	11.8%	-4.3%
Travel & Related Costs	3,840	3,840	5,800	2,000	0.2%	-65.5%
Repairs and Maintenance	1,191	-	2,800	2,800	0.3%	0.0%
Uniforms	443	1,671	2,000	2,000	0.2%	0.0%
Rentals & Lease	1,370	1,984	1,961	5,000	0.5%	155.0%
Printing & Binding	365	1,000	1,000	1,000	0.1%	0.0%
Postage	728	980	578	1,200	0.1%	107.6%
Office Supplies	1,681	1,520	2,563	1,500	0.2%	-41.5%
Operating Supplies/CC Fees	15,492	15,041	8,950	14,450	1.6%	61.5%
Dues, Memberships & Subsc.	300	160	1,000	1,000	0.1%	0.0%
Training & Education	-	194	2,000	1,000	0.1%	-50.0%
Liability Insurance	6,636	6,648	6,426	6,855	0.7%	6.7%
Bad Debt Expense	11,204	(3,633)	-	-	0.0%	0.0%
Telephone/Internet	3,444	2,311	3,448	3,373	0.4%	-2.2%
Interfund Transfers-Indirect Cost	256,282	237,323	220,809	314,677	33.8%	42.5%
Total Operating Costs	\$ 385,735	\$ 340,839	\$ 374,335	\$ 466,855	50.1%	24.7%
CAPITAL OUTLAY						
Machinery & Equipment	-	-	249,982	-	0.0%	-100.0%
Total Capital Outlay	\$ -	\$ -	\$ 249,982	\$ -	0.0%	-100.0%
TOTAL EXPENSES	\$ 719,282	\$ 749,079	\$ 1,045,232	\$ 931,339	100.0%	-10.9%



Personnel Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
Building Specialist II,III	1	1	2	2	41.7%	0.0%
Building Specialist I	3	2	2	2	41.7%	0.0%
Building Official	0.8	0.8	0.8	0.8	16.7%	0.0%
B&C Supervisor	0.0	0.7	0.0	0.0	0.0%	0.0%
Total Full Time Employees	4.8	4.5	4.8	4.8	100.0%	0.0%
Inspectors	As Needed	As Needed	As Needed	As Needed	0.0%	0.0%
Total Part-Time Employees	-	-	-	-	0.0%	0.0%
DEPARTMENT TOTAL	4.8	4.5	4.8	4.8	100.0%	0.0%

**BUILDING DEPARTMENT
PERFORMANCE MEASURES**

Indicator	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Goal
Effectiveness				
Reduce # of Departmental Complaints	Yes	Yes	Yes	Yes
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.)	N/A	N/A	Yes	Yes
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.)	Yes	Yes	YES	YES
Process over 800 permits in a fiscal year.	934	1347	1242	1000
Perform over 3000 Building/Roofing inspections/reviews in a fiscal year.	3600	3751	5919	4500
Perform over 200 Mechanical inspections/reviews in a fiscal year	N/A	218	513	400
Perform over 500 Electrical inspections/reviews in a fiscal year	N/A	712	1309	1000
Perform over 400 Plumbing inspections/reviews in a fiscal year	N/A	499	953	700
Perform over 400 Structural reviews in a fiscal year	N/A	457	713	600
All open inspections to be closed out at month-end	Yes	Yes	Yes	Yes
Update the website to show accurate and efficient information.	Yes	Yes	Yes	Yes
Educate the Building Staff, Residents and Contractors of latest and most accurate information in our Permit Process.	Yes	Yes	Yes	Yes
Reduced turn-around time for Permits Submitted	Within 5 to 10 business days	Within 5 to 10 business days	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.	Yes	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.	Yes	Yes	Yes	Yes
Continue to provide excellent and friendly customer service over the counter, phone and email.	Average of 60/daily	Average of 70/daily	Average of 70/daily	Average of 70/daily
Scan City Street Files, to condense space and improve technology.	25/Boxes a month	10/Boxes every 3 months	10/Boxes a month	20/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 2018-19 Accomplishments

The Sanitation staff continued efforts to provide quality service to the City

Our staff has reduced the quantity of accidents and injuries

The entire Sanitation department is working more cohesively and has come up with ways to change routes to improve services. They are more vigilant in reporting situations that could ultimately cause service delays or damages to property or equipment

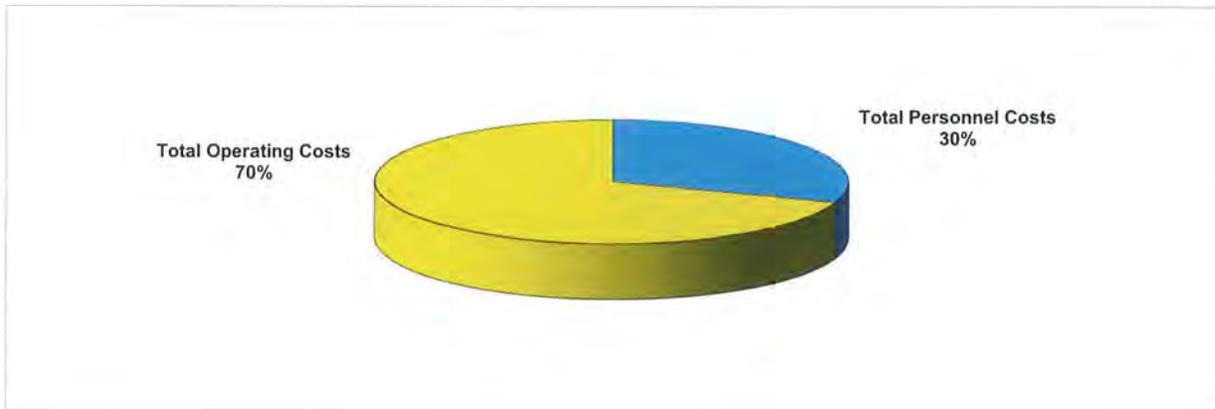
FY 2019-20 Budget Highlights

- Proposed budget is \$74,776 or 3% lower than FY2018/2019.
- Budget includes \$142,674 for a new 16 cubic yard rear loader garbage truck.
- Budget Summary:

Budgeted Revenues	\$2,404,000 (Sanitation fees)
Budgeted Expenditures	<u>\$2,474,483</u>
Net cost of Department	<u>\$ 70,406</u>

SANITATION FUND
Sanitation Operations - Expenditure Detail

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
PERSONNEL						
Salaries	\$ 568,612	\$ 587,231	\$ 608,099	\$ 493,976	20.0%	-18.8%
Overtime	24,445	16,972	15,000	18,000	0.7%	20.0%
Payroll Taxes	44,563	45,233	47,667	39,166	1.6%	-17.8%
Pension & Retirement	(55,020)	72,331	56,330	59,479	2.4%	5.6%
Health Insurance	114,335	110,820	113,327	108,542	4.4%	-4.2%
Workers' Compensation	62,904	28,779	30,405	32,108	1.3%	5.6%
Total Personnel Costs	\$ 759,839	\$ 861,366	\$ 870,828	\$ 751,270	30.4%	-13.7%
OPERATING						
Contractual Services	705,183	723,821	730,000	735,400	29.7%	0.7%
Repairs & Maintenance	665	1,830	3,000	5,000	0.2%	66.7%
Bank Charges	914	476	1,000	1,200	0.0%	20.0%
Operating Supplies	19,084	31,712	23,000	35,000	1.4%	52.2%
Fuels, Oils, Lubricants	46,265	77,706	50,000	50,000	2.0%	0.0%
Depreciation (non cash)	133,703	151,398	130,000	149,000	6.0%	14.6%
Bad Debt Expense	(6,608)	(15,065)	-	-	0.0%	0.0%
Liability Insurance	31,284	28,976	28,924	27,464	1.1%	-5.0%
Fleet Maintenance	190,467	244,183	235,000	242,000	9.8%	3.0%
Management Fee to Gen. Fund	450,000	370,000	470,000	470,000	19.0%	0.0%
Telephone/Internet	3,722	2,752	2,200	2,831	0.1%	28.7%
Total Operating Costs	\$ 1,574,679	\$ 1,617,789	\$ 1,673,124	\$ 1,717,895	69.4%	2.7%
DEBT SERVICE						
Interest	11,125	8,522	5,307	5,318	0.2%	0.2%
Total Debt Service	\$ 11,125	\$ 8,522	\$ 5,307	\$ 5,318	0.2%	0.2%
TOTAL EXPENSES	\$ 2,345,643	\$ 2,487,677	\$ 2,549,259	\$ 2,474,483	100.0%	-2.9%



Personnel Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
Sanitation Foreman	0	1	1	1	8.3%	0.0%
Administrator to PW Director	1	0	0	0	0.0%	0.0%
Automated Equipment Operator	6	6	6	6	50.0%	0.0%
Refuse Truck Driver	4	3	3	3	25.0%	0.0%
Refuse Collector	2	2	2	2	16.7%	0.0%
FUND TOTAL	13	12	12	12	100.0%	0.0%

SANITATION DEPARTMENT PERFORMANCE MEASURES

Indicator	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Goal
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Outputs

Percentage of cans collected each route	100%	100%	100%	100%
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Efficiency

Reduce the number of days route not completed on time	Yes	Yes	Yes	Yes
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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 2018-19 Accomplishments

Our Stormwater staff continues their daily efforts to make sure our infrastructure is intact and functioning as designed.

We have had a few significant rain events and no flooding has been reported.

The staff maintains all documents pertaining to NPDES Standards and we continue our efforts in maintaining all required reporting to the State & County.

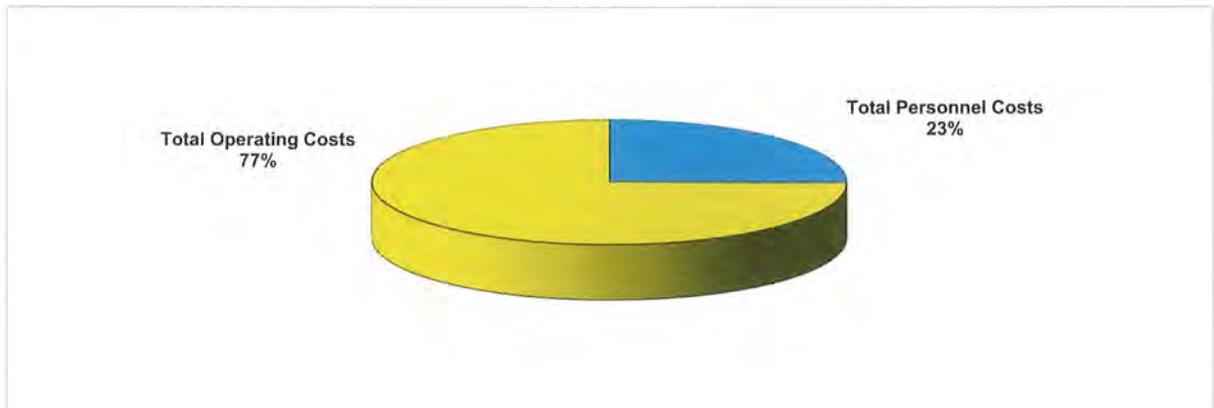
FY 2019-20 Budget Highlights

- Proposed budget is \$37,245 or 7.4% lower than FY2018/2019.
- Budget Summary:

Budgeted Revenues	\$424,500(Stormwater fees)
Budgeted Expenditures	<u>\$466,849</u>
Net cost of Department	<u>\$ 42,349</u>

STORMWATER FUND
Storm Water Operations - Expenditure Detail

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
PERSONNEL						
Salaries	\$ 47,092	\$ 47,007	\$ 102,479	\$ 75,808	16.2%	-26.0%
Overtime	856	1,112	1,270	1,300	0.3%	2.4%
Payroll Taxes	3,748	3,679	7,954	5,899	1.3%	-25.8%
Pension & Retirement	(23,753)	3,024	4,207	9,128	2.0%	117.0%
Health Insurance	7,516	6,419	20,143	21,128	4.5%	4.9%
Workers' Compensation	6,660	4,230	5,124	4,928	1.1%	-3.8%
Total Personnel Costs	\$ 42,119	\$ 65,471	\$ 141,177	\$ 118,190	25.3%	-16.3%
OPERATING						
Professional Services	7,766	1,287	5,000	5,000	1.1%	0.0%
Contractual Services	13,609	14,760	13,000	15,400	3.3%	18.5%
Utility Services	126	155	132	133	0.0%	0.8%
Repairs & Maintenance	-	2,031	3,000	4,500	1.0%	50.0%
Operating Supplies	3,976	3,907	3,230	4,500	1.0%	39.3%
Fuels, Oils, Lubricants	4,452	6,093	5,000	5,000	1.1%	0.0%
WASA collection fees	41,650	44,798	40,000	45,000	9.6%	12.5%
Depreciation (non cash)	200,599	167,086	185,000	160,000	34.3%	-13.5%
Bad Debt Expense	(1,115)	(1,021)	-	-	0.0%	0.0%
Liability Insurance	27,576	29,532	29,855	29,205	6.3%	-2.2%
Fleet Maintenance	15,072	14,176	16,500	17,000	3.6%	3.0%
Management Fee to Gen. Fund	60,000	60,000	60,000	60,000	12.9%	0.0%
Telephone/Internet	3,722	2,752	2,200	2,921	0.6%	32.8%
Total Operating Costs	\$ 377,433	\$ 345,556	\$ 362,917	\$ 348,659	74.7%	-3.9%
DEBT SERVICE						
Interest	-	-	-	-	0.0%	0.0%
Total Debt Service	\$ -	\$ -	\$ -	\$ -	0.0%	0.0%
TOTAL EXPENSES	\$ 419,552	\$ 411,027	\$ 504,094	\$ 466,849	100.0%	-7.4%



Personnel Summary

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
Maintenance Worker I	1	1	1	1	50.0%	0.0%
Heavy Equipment Operator	1	1	1	1	50.0%	0.0%
FUND TOTAL	2	2	2	2	100.0%	0.0%

STORM WATER DEPARTMENT PERFORMANCE MEASURES

Indicator	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Goal
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Outputs

Number of catch basins cleaned	100%	100%	100%	100%
Linear feet of storm drains jetted	1345			

Effectiveness

Number of working days Vac-con on the road	225	175	250	250
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Efficiency

Number of drains cleaned per week	25	25	25	25
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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 \$7.5 million Community Center/Aquatic Center Note, the \$1.6 million Energy Conservation Note, the \$448,000 Westward Bike Path Note, and other equipment leases. These notes 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.

2018-19 Accomplishments

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

2019-20 Budget Highlights

- Proposed budget is \$ 28,772 or 2% lower than FY2018/2019.
- Budget includes \$132,500 first year debt service of interest only on the new Senior center loan, budget also includes \$119,344 for a new lease for police, Public Works, Golf and parks recreation equipment and renovations.
- Budget Summary:

Budgeted Revenues	\$	-0-
Budgeted Expenditures	\$	<u>1,439,837</u>
Net cost of Department	\$	<u>1,439,837</u>

CITY OF MIAMI SPRINGS
DEBT SERVICE FUND

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Amended Budget	FY 2019-20 Budget	% of Total	% Change from 2018-19
OPERATING						
Principal	\$ 663,280	\$ 720,518	\$ 1,045,547	\$ 1,031,156	71.6%	-1.4%
Interest	275,269	276,644	423,062	408,681	28.4%	-3.4%
TOTAL EXPENSES	\$ 938,549	\$ 997,162	\$ 1,468,609	\$ 1,439,837	100.0%	-2.0%

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.

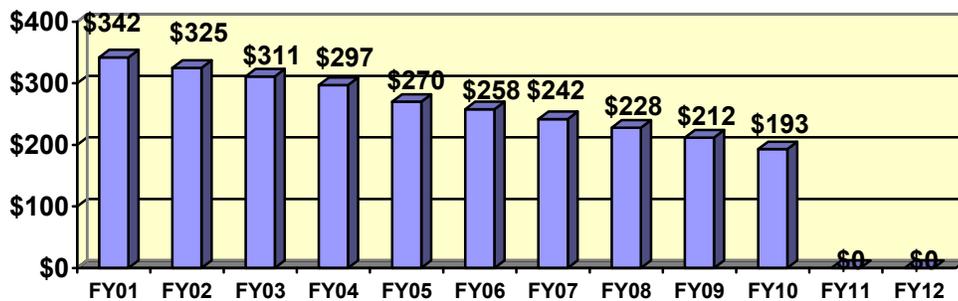
City Charter section 1.04(4) states that the City shall not issue ad valorem bonds the outstanding total amount of which shall obligate the City in excess of 15% of the assessed valuation of the real property within the City. The City does not hold any General Obligation debt at the end of FY2019.

The City’s bonded debt margin for FY 2019-20 is as follows:

Assessed valuation 2019 roll		\$ 1,256,462,625
Bonded debt limit- 15% of assessed value		\$ 188,469,394
Total ad valorem debt- General Obligation Bonds	\$ -	
Amount of debt applicable		\$ -
Debt Margin Available		<u>\$ 188,469,394</u>

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
\$5,000,000 Senior Center Revenue Note at 2.65%, Series 2019

SOURCES OF FUNDS

Series 2015 Bond Proceeds	\$ 5,000,000.00
<i>Total Sources of Funds</i>	5,000,000.00

USES OF FUNDS

Senior center facility	5,000,000.00
<i>Total Uses of Funds</i>	5,000,000.00

DEBT SERVICE DISBURSEMENT SCHEDULE BY YEAR

Year End 9/30/xx	Principal	Interest	Total Debt Service Costs
2019	-	23,187.50	23,187.50
2020	250,000.00	132,500.00	382,500.00
2021	250,000.00	125,875.00	375,875.00
2022	250,000.00	119,250.00	369,250.00
2023	250,000.00	112,625.00	362,625.00
2024	250,000.00	106,000.00	356,000.00
2025	250,000.00	99,375.00	349,375.00
2026	250,000.00	92,750.00	342,750.00
2027	250,000.00	86,125.00	336,125.00
2028	250,000.00	79,500.00	329,500.00
2029	250,000.00	72,875.00	322,875.00
2030	250,000.00	66,250.00	316,250.00
2031	250,000.00	59,625.00	309,625.00
2032	250,000.00	53,000.00	303,000.00
2033	250,000.00	46,375.00	296,375.00
2034	250,000.00	39,750.00	289,750.00
2035	250,000.00	33,125.00	283,125.00
2036	250,000.00	26,500.00	276,500.00
2037	250,000.00	19,875.00	269,875.00
2038	250,000.00	13,250.00	263,250.00
2039	250,000.00	6,625.00	256,625.00
Total	\$ 5,000,000.00	\$ 1,414,437.50	\$ 6,414,437.50

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
<i>Total Sources of Funds</i>	7,554,000.00

USES OF FUNDS

Refunding Series 2010 Bonds	\$ 1,986,732.76
Aquatic/Stafford project	5,567,267.24
<i>Total Uses of Funds</i>	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	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Goal
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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%
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CAPITAL IMPROVEMENT PLAN

CITY OF MIAMI SPRINGS
FY 2019-2020 Budget
CAPITAL EXPENDITURE SUMMARY-ALL FUNDS

Department	Total Budgeted	Description of expenditure	Total Cost	Budget Cost(lease)
City Clerk	\$ 8,000			
		New Laserfiche Server	\$7,000	\$0
		New software Microsoft/Adobe	\$1,000	
			\$8,000	\$0
Parks and recreation	\$ 80,500			
		Pool Deck Spray Maintenance	\$26,000	\$0
		Resurface two tennis courts	\$20,000	\$0
		Lasergrade and clay for peavey and Stafford baseball fields	\$14,500	
		Repair soccer field at Stafford	\$20,000	\$0
			\$80,500	\$17,442
Police	\$ 154,719			
		GPS Tracking & GPS Tracking Set up fee	\$9,347	
		Seven (7) Laptop Computers for Police Vehicles	\$17,600	
		New/Upgraded Fortis Archiving System for Records	\$12,000	
		Superion FTO Module Software	\$30,000	
		Four (4) Radars for Vehicles w/Installation	\$9,500	
		Four (4) Tasers w/Tasercams and Warranties	\$9,272	
		Fifteen (15) New AED Machines for Police Fleet	\$18,000	
		One (1) Police Canine (replace retired dog)	\$15,000	
		Extended Warranties for 3 Chargers (\$4,000/ea) & 11 Tahoes (\$2,000/ea)	\$34,000	
			\$154,719	\$33,523
Public Works	\$ 252,000			
		City Hall replacement of duct work, aire vents, returns and filters	\$227,000	
		Westward Drive Island Planting	\$15,000	
		Landscaping tools and equipment	\$10,000	
			\$252,000	\$54,602
Professional Services	\$ 3,400			
		Two new computers	\$3,400	-
			\$3,400	-
Golf Course	\$ 68,200			
		Replace three weather shelters	\$22,500	-
		Repave and repair asphalt at Maintenance Building	\$20,000	
		Replace cast iron water lines at maintenance Building	\$15,000	
		Replace range picker	\$10,700	
			\$68,200	14,777
Sanitation	\$ 142,674			
		16 Cubic Yard Rear Loader Garbage Truck	\$142,674	-
			\$142,674	-
Road & Transportation	\$ 98,621			
		Mill and Pave the 500 block of South Drive	\$58,200	
		Two Toro Groudmaster Riding Mowers	\$40,421	
			\$98,621	-
Law enforcement	\$ 39,000			
		Two new DARE vehicles w/equipment	\$ 39,000	-
			\$ 39,000	-
Total	\$ 847,114	Total	\$ 847,114	\$120,344

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 sheet in the Capital Improvements Plan section.

**CITY OF MIAMI SPRINGS
CAPITAL EXPENDITURE SUMMARY-ALL FUNDS**

Below is a summary of all capital expenditures included in the budget for FY 2019-20

BY FUND	BY DEPARTMENT	BY DEPARTMENT	BY DEPARTMENT	BY CATEGORY	BY CATEGORY
General	\$ 498,619	City Clerk	8,000	Vehicles	\$ 254,674
Road & Transportation	98,621	Code Compliance	-	Technology	80,347
Elderly services	-	Information Technology	154,719	Machinery & Equipment	135,393
Golf Course	68,200	Police	39,000	Improvements O/T	415,700
Sanitation	142,674	LETF	252,000	Buildings	-
Stormwater	-	Public Services	80,500		
LETF	39,000	Recreation	68,200		
Capital Projects	-	Human resources	142,674		
		Elderly services	3,400		
		Golf Course	98,621		
		Sanitation			
		Stormwater			
		Capital Projects			
		Finance			
		Planning			
		Road & Transportation			
Total	\$ 847,114	Total	\$ 847,114	Total	\$ 886,114

*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 sheet in the Capital Improvements Plan section.*

CAPITAL IMPROVEMENTS PLAN

Following is the city's capital improvements plan for FY19-20 and a five year projection. Included in the plan are capital expenditures and capital projects. They are defined as follows:

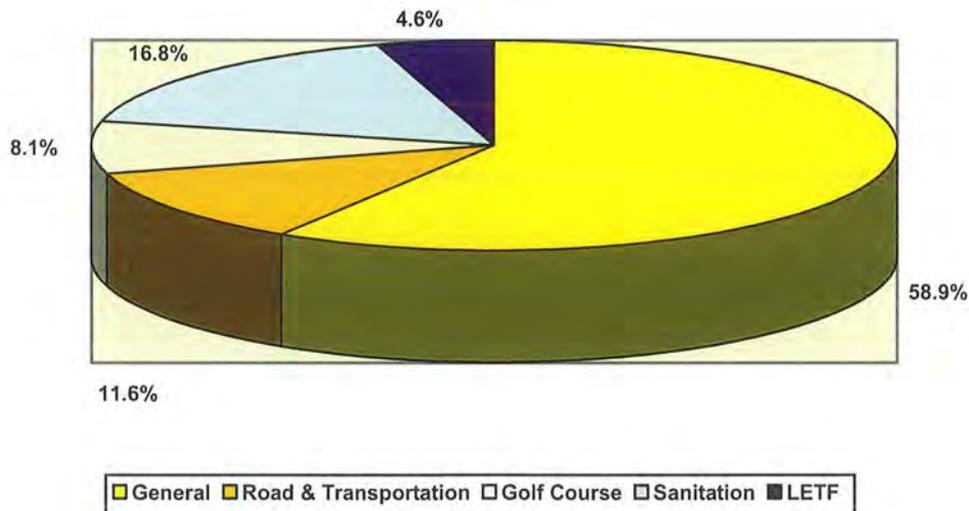
Capital Expenditures- Charges for the acquisition at the delivered price including transportation costs of equipment, land, buildings, or improvements of land or buildings, fixtures, and other permanent improvements with a value in excess of \$1,000 and a useful life expectancy of more than one year.

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.

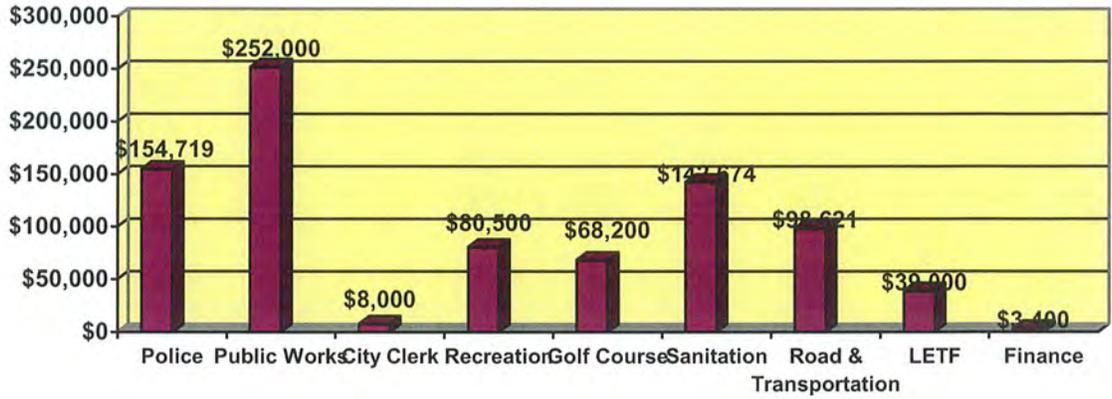
Below are graphic illustrations of planned capital expenditures for FY19-20 broken out for General Fund by department and in total by fund.

2019-20 Capital Improvements-All Funds



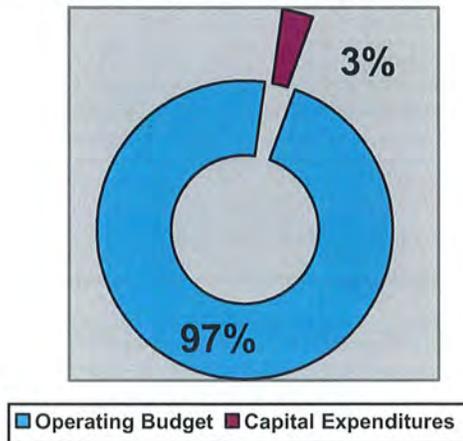
CAPITAL IMPROVEMENTS PLAN

General Fund Capital FY19-20



The chart below shows the relationship between the operating budget-all funds and capital expenditures for FY19-20. These acquisitions will result in no impact on future operating costs of the city.

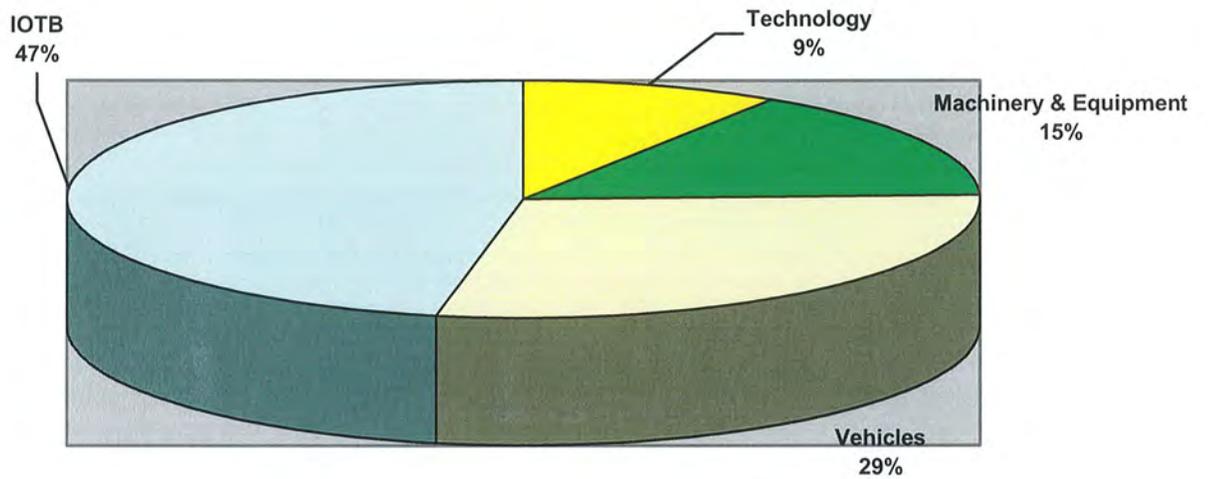
FY 19-20 Operating-Capital Budgets



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 FY19-20.

Capital Improvements By Type FY19-20



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: *Construction of New Senior Center Facility*

Estimated total Cost of Project (All Accounts)

\$6,850,000

Funding Sources:

- 1) \$1 Million will come from a Miami Dade County GOB grant.
- 2) \$850,000 will come from the State of Florida
- 3) \$5 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 an approx. 11,500 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 completed during the 3rd Qtr of FY19-20.

5. Impact on Operating Budget- High

Budget will be impacted by the debt service on the new borrowing which is estimated to be approx. \$600,000 annually.

5 YEAR CAPITAL IMPROVEMENT PLAN

**CITY OF MIAMI SPRINGS
CAPITAL IMPROVEMENT PLAN (5 YEARS)**

SOURCE OF FUNDING	2020-2021	2021-2022	2022-23	2023-2024	2024-25	Totals
POLICE						
Police Cars	Revenues 127,321	131,141	135,075	148,920		542,457
Police radars	Revenues -	4,200	-	5,000		9,200
Computer and Radio Equipment	Revenues 20,000	20,000	22,000	28,000		90,000
Vehicle Emergency Equipment	Revenues 29,099	29,972	30,871	38,000		127,942
New PSA Light Pickup Truck	Revenues -	30,000		-		30,000
New PSA Hybrid Vehicle	Revenues -	28,000		-		28,000
New Police Building	Revenues -	4,000,000	-			4,000,000
GOLF COURSE						
T-Boxes	Revenues 750,000					750,000
Cart Paths	Revenues -	1,000,000				500,000
Complete Greens Renovation	Revenues 1,500,000					1,500,000
Chemical wash down-DERM	Revenues -		500,000	-		500,000
Bridge Repair	Revenues -				50,000	50,000
Sewer lines connections-DERM	Revenues -			500,000		500,000
INFORMATION TECHNOLOGY						
Server - FS1	Revenues -			6,500		6,500
Server Virtualization unit 1	Revenues -		6,000			6,000
Server -NAS	Revenues -	8,000				8,000
Server Virtualization unit 2	Revenues 6,000					6,000
Finance-Professional Services						
Electronic message board-Circle	Revenues -	50,000				50,000
RECREATION						
Marcite Pool	Reserves -				100,000	100,000
Re-paint Concession Stands at Stafford	Revenues -	15,000			15,000	30,000
Perimeter Fence at Prince Field	Revenues -	50,000				50,000
Replace Water Fountains at Parks	Revenues -	7,000				7,000
Replace Playground Surface at Pdove	Revenues 20,000		100,000			120,000
Add Shade Structure's to Prince Field Bleachers	Revenues -	80,000				80,000
Replace Vita Course at Stafford Park	Revenues 150,000					150,000
Vita Course Lighs	Revenues 165,000					165,000
10 Neighborhood Pocket Parks	Revenues -	-	25,000			25,000
Dog Park Canopy	Revenues -			30,000		30,000
Laser Grade and Clay to Ballfields	Revenues -	15,000				15,000
Community Center paint	Revenues 50,000					50,000
Re-sod Prince Field	Revenues -				180,000	180,000
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 -		100,000			100,000
New Picnic Tables and Trash Receptacles for All Facilities	Revenues -			40,000		40,000
Batting Cage Renovation	Revenues 10,000					10,000
Roof at Community Center	Revenues -	150,000				150,000
Sound system at Stafford and Prince	Revenues 15,000					15,000
Sound panels gymnasium	Revenues -	50,000				50,000
PUBLIC WORKS						
Re-roofing main Building at Public Works	Revenues -			40,000	45,000	85,000
Re-building gazebo at Circle	Revenues -				65,000	65,000
Storm shutters Country Club	Revenues -				40,000	40,000
Re-roofing main building at tennis courts	Revenues -			15,000		15,000
TOTAL GENERAL FUND	2,962,420	5,703,313	918,946	901,420	495,000	10,481,099
ELDERLY SERVICES						
New Bus	Revenues -	-	-	-	-	-
TOTAL SENIOR CENTER	-	-	-	-	-	-
ROAD AND TRANSPORTATION						
streetlight improvements	CITT Funds 100,000	100,000	100,000	100,000	100,000	500,000
street/sidewalk milling and resurfacing	CITT Funds 100,000	100,000	100,000	100,000	100,000	500,000
TOTAL ROAD & TRANS.	200,000	200,000	200,000	200,000	200,000	1,000,000
SANITATION						
New Sanitation Vehicles Bulk Trash Dump Trucks	Revenues -	75,000	-	85,000	-	160,000
New rear loader sanitation vehicle	Revenues -	-	-	-	146,000	146,000
STORMWATER						
drainage/pump station improvements	Grant/Revenues 70,000	70,000	-	70,000	70,000	280,000
TOTAL ENTERPRISE FUNDS	70,000	145,000	-	155,000	216,000	586,000
TOTAL ALL FUNDS	3,232,420	6,048,313	1,118,946	1,256,420	711,000	12,067,099

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.

	FY16-17 Actual	FY17-18 Actual	FY18-19 Amended Budget	FY19-20 Budget	% of Total	% Change from 2018-19
Beginning Balance	\$ 3,205,336	\$ 3,728,765	\$ 4,100,546	\$ 4,141,130		
Revenues/Sources						
Taxes	7,502,682	8,123,559	\$8,423,956	8,799,377	49.7%	4.5%
Franchise Fees	945,352	969,832	945,000	945,000	5.3%	0.0%
Utility Taxes	1,794,216	1,852,351	1,800,000	1,777,500	10.0%	-1.3%
Licenses and Fees	130,041	135,307	187,300	187,300	1.1%	0.0%
Intergovernmental Revenues	1,983,904	2,020,894	2,102,116	2,115,246	12.0%	0.6%
Charges for Services	2,688,679	2,603,079	2,510,147	2,505,260	14.2%	-0.2%
Fines and Forfeitures	810,051	1,233,494	700,000	750,000	4.2%	7.1%
Interest Income	18,837	17,462	12,000	34,000	0.0%	183.3%
Miscellaneous	325,055	135,482	511,360	266,000	1.5%	-48.0%
Interfund Transfers	-	-	220,809	314,677	0.0%	42.5%
Proceeds from Debt	-	1,062,611	1,470,472	-	0.0%	-100.0%
Total revenues/sources	16,198,817	18,154,071	18,883,160	17,694,361	100.0%	-6.3%
Expenditures/Uses						
General Government	\$ 2,185,087	\$ 2,220,121	\$ 2,313,744	\$ 2,416,349	13.7%	4.4%
Public Safety	6,443,820	6,720,181	8,099,795	7,416,509	42.1%	-8.4%
Public Services	1,802,435	2,080,859	1,933,800	2,083,896	11.8%	7.8%
Recreation and Culture	4,149,043	4,180,917	5,204,857	4,441,950	25.2%	-14.7%
Interfund Transfers Out	1,095,004	2,580,212	1,290,380	1,257,191	7.1%	-2.6%
Total Expenditures/uses	\$ 15,675,389	\$ 17,782,290	\$ 18,842,576	\$ 17,615,895	100.0%	-6.5%
Excess(Deficit) of revenues over expenditures	\$ 523,428	\$ 371,781	\$ 40,584	\$ 78,466		93.3%
Ending Balances	\$ 3,728,765	\$ 4,100,546	\$ 4,141,130	\$ 4,219,596		1.9%

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.

	FY16-17 Actual	FY17-18 Actual	FY18-19 Amended Budget	FY19-20 Budget	% of Total	% Change from 2018-19
Beginning Balance	\$ 34,233	\$ 107,999	\$ 134,869	\$ 33,220		
Revenues/Sources						
Intergovernmental Revenues	570,629	597,011	567,283	575,000	96.2%	1.4%
Grant funds	-	-	\$119,600	-	0.0%	-100.0%
Miscellaneous	19,247	19,381	21,000	22,508	3.8%	7.2%
Total revenues/sources	589,876	616,392	707,883	597,508	100.0%	-15.6%
Expenditures/Uses						
Public Services	498,420	516,750	809,532	733,169	100.0%	-9.4%
Interfund transfers out	17,690	72,772	-	-		
Total Expenditures/uses	\$ 516,110	\$ 589,522	\$ 809,532	\$ 733,169	100.0%	-9.4%
Excess(Deficit) of revenues over expenditures	\$ 73,766	\$ 26,870	\$ (101,649)	\$ (135,662)		33.5%
Ending Balances	\$ 107,999	\$ 134,869	\$ 33,220	\$ (102,442)		-408.4%

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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.

	FY16-17 Actual	FY17-18 Actual	FY18-19 Amended Budget	FY19-20 Budget	% of Total	% Change from 2018-19
Beginning Balance	\$ 135	\$ 429	\$ 428	\$ (0)		
Revenues/Sources						
Intergovernmental Revenues	224,694	203,185	390,944	270,000	43.8%	-30.9%
Charges for services	18,726	16,814	20,000	20,000	3.2%	0.0%
Interfund Transfers	174,145	217,861	235,100	326,199	52.9%	38.7%
Total revenues/sources	417,565	437,860	646,044	616,199	100.0%	-4.6%
Expenditures/Uses						
Recreation and Social Services	417,271	437,861	646,472	616,199	100.0%	-4.7%
Total Expenditures/uses	\$ 417,271	\$ 437,861	\$ 646,472	\$ 616,199	100.0%	-4.7%
Excess(Deficit) of revenues over expenditures	\$ 294	\$ (1)	\$ (428)	\$ -		0.0%
Ending Balances	\$ 429	\$ 428	\$ (0)	\$ (0)		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..

	FY16-17 Actual	FY17-18 Actual	FY18-19 Amended Budget	FY19-20 Budget	% of Total	% Change from 2018-19
Beginning Balance	\$ 1	\$ -	\$ -	\$ -		
Revenues/Sources						
Interfund Transfers	938,549	997,162	1,468,611	1,439,837	100%	-2.0%
Total revenues/sources	938,549	997,162	1,468,611	1,439,837	100%	-2.0%
Expenditures/Uses						
Principal Payments	663,280	718,282	1,045,547	1,031,156	72%	-1.4%
Interest Payments	275,269	278,880	423,064	408,681	28%	-3.4%
Total Expenditures/uses	\$ 938,549	\$ 997,162	\$ 1,468,611	\$ 1,439,837	100%	-2.0%
Excess(Deficit) of revenues over expenditures	\$ -	\$ -	\$ -	\$ -		0.0%
Ending Balances	\$ -	\$ -	\$ -	\$ -		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.

	FY16-17 Actual	FY17-18 Actual	FY18-19 Amended Budget	FY19-20 Budget	% of Total	% Change from 2018-19
Beginning Balance	\$ 387,759	\$ 352,437	\$ 302,674	\$ 174,026		
Revenues/Sources						
Fines and Forfeitures	38,636	15,340	-	-	0.0%	0.0%
Interest Income	1,143	855	1,500	1,500	100.0%	0.0%
Total revenues/sources	<u>39,779</u>	<u>16,195</u>	<u>1,500</u>	<u>1,500</u>	<u>100.0%</u>	<u>0.0%</u>
Expenditures/Uses						
Public Safety	75,101	65,958	130,148	169,692	100.0%	30.4%
Total Expenditures/uses	<u>\$ 75,101</u>	<u>\$ 65,958</u>	<u>\$ 130,148</u>	<u>\$ 169,692</u>	<u>100.0%</u>	<u>30.4%</u>
Excess(Deficit) of revenues over expenditures	\$ (35,322)	\$ (49,763)	\$ (128,648)	\$ (168,192)		30.7%
Ending Balances	<u>\$ 352,437</u>	<u>\$ 302,674</u>	<u>\$ 174,026</u>	<u>\$ 5,834</u>		<u>-96.6%</u>

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.

	FY16-17 Actual	FY17-18 Actual	FY18-19 Amended Budget	FY19-20 Budget	% of Total	% Change from 2018-19
Beginning Balance	\$ -	\$ 513,284	\$ 1,191,026	\$ 1,194,673		
Revenues/Sources						
Licenses and permits	1,221,363	1,426,822	1,013,380	962,000	100.0%	-5.1%
Total revenues/sources	1,221,363	1,426,822	1,013,380	962,000	100.0%	-5.1%
Expenditures/Uses						
Interfund transfer-indirect costs			220,809	314,677	33.8%	42.5%
Public Safety	708,079	749,080	788,924	616,661	66.2%	-21.8%
Total Expenditures/uses	\$ 708,079	\$ 749,080	\$ 1,009,733	\$ 931,339	100.0%	-7.8%
Excess(Deficit) of revenues over expenditures	\$ 513,284	\$ 677,742	\$ 3,647	\$ 30,661		740.7%
Ending Balances	\$ 513,284	\$ 1,191,026	\$ 1,194,673	\$ 1,225,334		2.6%

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.

	FY16-17 Actual	FY17-18 Actual	FY18-19 Amended Budget	FY19-20 Budget	% of Total	% Change from 2018-19
Beginning Net Assets	\$ 79,705	\$ (151,715)	\$ (296,657)	\$ (541,916)		
Revenues/Sources						
Charges for Services	2,275,369	2,356,926	2,304,000	2,400,000	99.8%	4.2%
Miscellaneous	2,303	874	-	4,000	0.2%	100.0%
Total revenues/sources	<u>2,277,672</u>	<u>2,357,800</u>	<u>2,304,000</u>	<u>2,404,000</u>	<u>100.0%</u>	<u>4.3%</u>
Expenditures/Uses						
Operating Expenses	2,509,092	2,502,742	2,549,259	2,474,483	100.0%	-2.9%
Total Expenditures/uses	<u>\$ 2,509,092</u>	<u>\$ 2,502,742</u>	<u>\$ 2,549,259</u>	<u>\$ 2,474,483</u>	<u>100.0%</u>	<u>-2.9%</u>
Excess(Deficit) of revenues over expenditures	\$ (231,420)	\$ (144,942)	\$ (245,259)	\$ (70,483)		-71.3%
Ending Net Assets	<u>\$ (151,715)</u>	<u>\$ (296,657)</u>	<u>\$ (541,916)</u>	<u>\$ (612,399)</u>		<u>13.0%</u>

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.

	FY16-17 Actual	FY17-18 Actual	FY18-19 Amended Budget	FY19-20 Budget	% of Total	% Change from 2018-19
Beginning Net Assets	\$ 2,426,598	\$ 2,231,836	\$ 2,202,734	\$ 2,010,140		
Revenues/Sources						
Charges for Services	252,106	383,122	424,000	424,000	99.9%	0.0%
Miscellaneous			500	500	0.1%	0.0%
Total revenues/sources	252,106	383,122	424,500	424,500	100.0%	0.0%
Expenditures/Uses						
Operating Expenses	446,868	412,224	617,094	466,849	100.0%	-24.3%
Total Expenditures/uses	\$ 446,868	\$ 412,224	\$ 617,094	\$ 466,849	100.0%	-24.3%
Excess(Deficit) of revenues over expenditures	\$ (194,762)	\$ (29,102)	\$ (192,594)	\$ (42,349)		-78.0%
Ending Net Assets	\$ 2,231,836	\$ 2,202,734	\$ 2,010,140	\$ 1,967,791		-2.1%

DEMOGRAPHICS

CITY OF MIAMI SPRINGS, FLORIDA

PRINCIPAL PROPERTY TAXPAYERS

CURRENT YEAR AND NINE YEARS AGO

(amounts expressed in thousands)

2018				2009			
Taxpayer	Taxable Valuation	Rank	Percentage Total Taxable Valuation	Taxpayer	Taxable Valuation	Rank	Percentage Total Taxable Valuation
MIAMI AP HOTEL LLC	\$ 35,900	1	3.0%				
DORIAN VAN BEYER CALLEN	14,630	2	1.2%	DORIAN VAN BEYER CALLEN	\$ 13,630	2	1.4%
AA BAKER GROUP LTD	13,226	3	1.1%				
O2R PROPERTIES LLC	13,322	4	1.1%				
MIAMI AIRPRT LODGING	12,500	5	1.0%				
RED ROOF INNS	11,500	6	1.0%	RED ROOF INNS	10,785	3	1.1%
DORAL BOULEVARD HOTEL	11,239	7	0.9%				
4299 MIAMI SPRINGS LLC	11,100	8	0.9%	4299 MIA SPRG LLC	6,783	5	0.7%
MIAMI LEJEUNE LLC	10,929	9	0.9%				
BRE LQ FL PROPERTIES LLC	9,401	10	0.8%	BRE LQ FL PROPERTIES L L C	5,289	9	0.5%
				FAIRHAVEN REAL ESTATE	5,679	7	0.6%
				FELCOR HOLDINGS L.P.	27,000	1	2.7%
				MIAMI SPRINGS GOLF VILLAS	6,000	6	0.6%
				AIRPORT FINANCIAL CENTER	9,900	4	1.0%
				ALFERCA MIAMI	4,590	10	0.5%
				FAIRWAYS INC	5,600	8	0.6%
	<u>\$ 143,747</u>		<u>12.0%</u>		<u>\$ 95,256</u>		<u>9.6%</u>

Sources: Miami-Dade County Tax Assessors' Office
 2018 Tax Roll
 Real/personal property adjusted taxable value- \$1,198,179

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)
2009	13,557	N/A	N/A	N/A	3,215	11.3
2010	13,557	274,516	20,249	N/A	3,258	12.7
2011	13,809	279,618.4	20,249	N/A	3,458	11.5
2012	13,844	280,327.2	20,249	42.5	3,458	8.7
2013	14,037	322,331.6	22,963	42.5	3,678	8.4
2014	14,067	386,843	27,500	42.5	3,875	6.4
2015	14,027	392,279	27,966	42.0	3,875	6.2
2016	14,089	388,194	27,553	43.3	3,875	4.8
2017	14,214	432,120	30,401	45.5	3,995	4.6
2018	14,217	432,211	30,401	45.5	3,995	4.2

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

<u>EMPLOYER</u>	<u>2018</u>			<u>2009</u>		
	<u>EMPLOYEES</u>	<u>RANK</u>	<u>Percentage of Total County Employment</u>	<u>EMPLOYEES</u>	<u>RANK</u>	<u>Percentage of Total County Employment</u>
Miami-Dade County Public Schools	33,477	1	2.80%	50,000	1	4.77%
Miami-Dade County, Florida	25,502	2	2.13%	32,000	2	3.05%
Federal Government	19,200	3	1.60%	20,400	3	1.95%
State Government	17,100	4	1.43%	17,000	4	1.62%
University of Miami	12,818	5	1.07%	9,874	8	1.05%
Baptist Health Systems	11,353	6	0.95%	10,826	6	1.03%
American Airlines	11,031	7	0.92%	9,000	9	1.00%
Jackson Memorial Hospital	9,797	8	0.82%	10,500	7	0.94%
City of Miami	3,997	9	0.33%			0.00%
Florida International University	3,534	10	0.30%			0.00%
Miami Dade Community College			0.00%	6,500	10	0.86%
Publix Supermarket	-		0.00%	11,000	5	0.62%
	<u>147,809</u>		<u>12.36%</u>	<u>177,100</u>		<u>16.89%</u>

Source: The Beacon Council

CITY OF MIAMI SPRINGS, FLORIDA
CAPITAL ASSET STATISTICS BY FUNCTION/PROGRAM
LAST TEN FISCAL YEARS

<u>Function/Program</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Public Safety										
Police:										
Police stations	1	1	1	1	1	1	1	1	1	1
Police vehicles	41	43	43	36	36	36	36	32	41	41
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	1	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	1	1	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	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Public Safety										
Police:										
Number of calls answered	19,028	19,791	18,043	17,504	15,893	15,009	13,990	15,853	17,527	14,885
Number of arrests	620	426	430	494	489	373	327	292	334	374
Number of uniformed officers	41	41	43	43	43	42	43	43	43	43
Building & Zoning:										
Number of building permits issued	1154	1120	1,105	1,220	1,278	1,302	1,274	1,549	1,767	2,527
License/Permit revenue generated	\$283,678	\$673,492	\$490,819	\$404,196	\$663,443	\$948,629	\$552,041	\$618,194	\$ 1,232,568	\$ 1,418,490
Occupational licenses issued	557	572	603	587	569	569	582	568	577	603
Culture and recreation										
Number of senior meals served	42,274	40,302	43,054	41,634	39,851	41,746	56,014	42,346	43,149	47,850
Recreation revenues collected	\$239,455	\$294,990	\$449,149	\$475,212	\$460,122	\$411,196	\$343,094	\$420,444	\$ 512,800	\$ 486,797
Sanitation										
Refuse collected (tons per month)	325	389	475	508	839	961	914	953	947	927

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	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
General government	19	20	19	19	17	17	16	16	16	16
Public safety										
Police										
Officers	41	41	43	43	43	42	43	43	43	43
Civilians	11	11	11	11	11	11	10	13	13	15
Building & Zoning	6	6	5	5	5	5	6	7	7	7
Public Works	25	26	25	23	16	13	13	18	18	19
Culture and recreation	10	7	10	10	11	13	11	16	16	16
Sanitation	13	13	13	13	13	13	13	13	13	12
Stormwater	2	2	2	2	3	3	3	2	2	2
	<u>127</u>	<u>126</u>	<u>128</u>	<u>126</u>	<u>119</u>	<u>117</u>	<u>115</u>	<u>128</u>	<u>128</u>	<u>130</u>

Source: City of Miami Springs Finance d

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						
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%
2017	743,121	292,140		85,506	1,120,767	7.5000	1,695,734	66.09%
2018	723,168	389,788		85,223	1,198,179	7.5000	1,789,390	66.96%

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
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%
2017	7,567	7,502	99.1%	-	7,502	99.1%
2018	7,920	8,124	102.6%	-	8,124	102.6%

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, 2018

(amounts expressed in thousands)

<u>Jurisdiction</u>	<u>Net Debt Outstanding</u>	<u>Estimated Percentage Applicable(1)</u>	<u>Amount Applicable to Miami Springs</u>
Miami-Dade County Schools (2)	\$ 982,581	0.40%	\$ 3,930
Miami-Dade County (3)	<u>1,700,151</u>	0.40%	<u>6,801</u>
Subtotal overlapping debt	2,682,732		10,731
City of Miami Springs direct debt	<u>10,509</u>	100.0%	<u>10,509</u>
Total direct and overlapping debt	\$ 2,693,241		\$ 21,240

Sources: (1) The percentage of overlapping debt applicable is estimated using taxable assessed property 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.

CITY OF MIAMI SPRINGS

FINANCIAL POLICIES

DEPARTMENT: Finance

POLICY NO: 100

EFFECTIVE DATE: October 1, 2009

TITLE: General Policies (continued)

REVISION DATE: N/A

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.

CITY OF MIAMI SPRINGS

FINANCIAL POLICIES

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EFFECTIVE DATE: October 1, 2009

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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.

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VI. Annual Review

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

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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.

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FINANCIAL POLICIES

DEPARTMENT: Finance

POLICY NO: 140

EFFECTIVE DATE: October 1, 2009

TITLE: Capital Asset Management Policies(continued) REVISION DATE: N/A

- **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:

<u>Class Description</u>	<u>Useful Life</u>
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.

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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)

- 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.

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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.

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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.

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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.

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REVISION DATE: N/A

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.

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TITLE: Capital Expenditures & Debt Policies

REVISION DATE: N/A

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.

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EFFECTIVE DATE: October 1, 2009

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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.

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FINANCIAL POLICIES

DEPARTMENT: Finance

POLICY NO: 160

EFFECTIVE DATE: October 1, 2009

TITLE: Investment Policies(continued)

REVISION DATE: N/A

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.

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FINANCIAL POLICIES

DEPARTMENT: Finance

POLICY NO: 160

EFFECTIVE DATE: October 1, 2009

TITLE: Investment Policies(continued)

REVISION DATE: N/A

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.

CITY OF MIAMI SPRINGS

FINANCIAL POLICIES

DEPARTMENT: Finance

POLICY NO: 160

EFFECTIVE DATE: October 1, 2009

TITLE: Investment Policies(continued)

REVISION DATE: March 14, 2008

- 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.

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FINANCIAL POLICIES

DEPARTMENT: Finance

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EFFECTIVE DATE: October 1, 2009

TITLE: Investment Policies(continued)

REVISION DATE: March 14, 2008

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

CITY OF MIAMI SPRINGS

FINANCIAL POLICIES

DEPARTMENT: Finance

POLICY NO: 160

EFFECTIVE DATE: October 1, 2009

TITLE: Investment Policies(continued)

REVISION DATE: March 14, 2008

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: October 1, 2017

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 \$500 and \$5,000 do not require 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.

CITY OF MIAMI SPRINGS

FINANCIAL POLICIES

DEPARTMENT: Finance

POLICY NO: 170

EFFECTIVE DATE: October 1, 2009

TITLE: Budgeting Policies (continued)

REVISION DATE: October 1, 2017

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

CITY OF MIAMI SPRINGS

FINANCIAL POLICIES

DEPARTMENT: Finance

POLICY NO: 170

EFFECTIVE DATE: October 1, 2009

TITLE: Budgeting Policies (continued)

REVISION DATE: October 1, 2017

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: October 1, 2017

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 from 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: October 1, 2017

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.

CITY OF MIAMI SPRINGS

FINANCIAL POLICIES

DEPARTMENT: Finance

POLICY NO: 180

EFFECTIVE DATE: October 1, 2009

TITLE: Budgeting Process (continued)

REVISION DATE: N/A

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.

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

8. Budget reports shall be prepared and presented to the City Council on a quarterly basis.
9. The Finance Department will also prepare, in conjunction with the release of the CAFR, an annual "Financial Trends Report" which will be presented to the City Council on a timely basis.
10. The Finance Department will prepare and present regular reports that analyze, evaluate, and forecast the City's financial performance and economic conditions.

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 used 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, or 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



5050 West Tennessee Street, Tallahassee, FL 32399

floridarevenue.com

October 1, 2019

William Alonso , City Manager
City of Miami Springs
201 Westward Drive
Miami Springs, Florida 33166

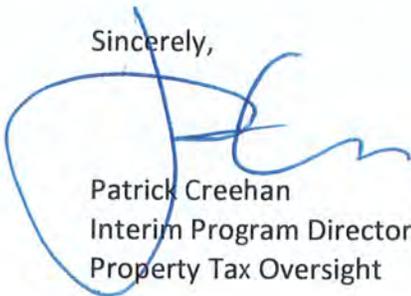
RE: Truth in Millage (TRIM) Certification

Dear Mr. Alonso:

The Department of Revenue has reviewed the millage certification documents that your taxing authority submitted. The Department has found no violation of the certification requirements in subsections 200.065(1)-(4), (6)-(12), (14), and (15), Florida Statutes, and therefore accepts the certification as meeting the stated requirements.

The Department has also reviewed the maximum millage levy calculation final disclosure documents your taxing authority submitted. The Department's review included documents relating to the millage levying processes and the total taxes levied by your principal taxing authority and any dependent special districts and MSTUs (for counties). Based on these documents, the Department has determined that your taxing authority is in compliance with the maximum total taxes levied requirements, and thus the maximum millage levy requirements, of section 200.065(5), Florida Statutes.

Sincerely,



Patrick Creehan
Interim Program Director
Property Tax Oversight

BH/#23.23



CERTIFICATION OF COMPLIANCE
 Chapter 200, Florida Statutes
 and Sections 218.23 and 218.63, Florida Statutes

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

Check if E-TRIM Participant

FISCAL YEAR : 2019-2020	County : Miami-Dade				
<input type="checkbox"/> 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 : <table style="width:100%; border:none;"> <tr> <td style="text-align:center;">Mail</td> <td style="text-align:center;">Certified or Overnight Delivery</td> </tr> <tr> <td>Florida Department of Revenue Property Tax Oversight - TRIM Section P. O. Box 3000 Tallahassee, Florida 32315-3000</td> <td>Florida Department of Revenue Property Tax Oversight - TRIM Section 2450 Shumard Oak Blvd., RM 2-3200 Tallahassee, Florida 32399-0216</td> </tr> </table>	Mail	Certified or Overnight Delivery	Florida Department of Revenue Property Tax Oversight - TRIM Section P. O. Box 3000 Tallahassee, Florida 32315-3000	Florida Department of Revenue Property Tax Oversight - TRIM Section 2450 Shumard Oak Blvd., RM 2-3200 Tallahassee, Florida 32399-0216
Mail		Certified or Overnight Delivery			
Florida Department of Revenue Property Tax Oversight - TRIM Section P. O. Box 3000 Tallahassee, Florida 32315-3000		Florida Department of Revenue Property Tax Oversight - TRIM Section 2450 Shumard Oak Blvd., RM 2-3200 Tallahassee, Florida 32399-0216			
Mailing Address : 201 WESTWARD DRIVE					
Physical Address : 201 WESTWARD DRIVE					
City, State, Zip : MIAMI SPRINGS, FL 33166					
Date of Final Hearing : 09/23/2019					

**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.**

S I G N H E R E	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 : 9/24/19	
	<input checked="" type="checkbox"/> Mr. <input type="checkbox"/> Ms.	Print Name of Chief Administrative Officer : WILLIAM ALONSO		Title : CITY MANAGER/FINANCE DIRECTOR	
	Contact Name and Contact Title : <input type="checkbox"/> <i>Check if new contact</i> WILLIAM ALONSO, CITY MANAGER/FINANCE DIRECTOR			E-mail Address : ALONSOW@MIAMISPRINGS-FL.GOV	
	Phone Number : (305) 805-5014			Fax Number : (305) 805-5040	

All TRIM forms for taxing authorities are available on our website at : <http://floridarevenue.com/property/Pages/TRIM.aspx>



CERTIFICATION OF TAXABLE VALUE

Reset Form

Print Form

DR-420
R. 5/12
Rule 12D-16.002
Florida Administrative Code
Effective 11/12

Year : 2019	County : MIAMI-DADE
Principal Authority : CITY OF MIAMI SPRINGS	Taxing Authority : CITY OF MIAMI SPRINGS

SECTION I : COMPLETED BY PROPERTY APPRAISER

1.	Current year taxable value of real property for operating purposes	\$	1,167,282,182	(1)
2.	Current year taxable value of personal property for operating purposes	\$	89,085,224	(2)
3.	Current year taxable value of centrally assessed property for operating purposes	\$	95,219	(3)
4.	Current year gross taxable value for operating purposes <i>(Line 1 plus Line 2 plus Line 3)</i>	\$	1,256,462,625	(4)
5.	Current year net new taxable value (Add new construction, additions, rehabilitative improvements increasing assessed value by at least 100%, annexations, and tangible personal property value over 115% of the previous year's value. Subtract deletions.)	\$	3,158,649	(5)
6.	Current year adjusted taxable value <i>(Line 4 minus Line 5)</i>	\$	1,253,303,976	(6)
7.	Prior year FINAL gross taxable value from prior year applicable Form DR-403 series	\$	1,182,545,653	(7)
8.	Does the taxing authority include tax increment financing areas? If yes, enter number of worksheets (DR-420TIF) attached. If none, enter 0	<input type="checkbox"/> YES	<input checked="" type="checkbox"/> NO	Number 0 (8)
9.	Does the taxing authority levy a voted debt service millage or a millage voted for 2 years or less under s. 9(b), Article VII, State Constitution? If yes, enter the number of DR-420DEBT, <i>Certification of Voted Debt Millage</i> forms attached. If none, enter 0	<input type="checkbox"/> YES	<input checked="" type="checkbox"/> NO	Number 0 (9)

Property Appraiser Certification	I certify the taxable values above are correct to the best of my knowledge.		
SIGN HERE	Signature of Property Appraiser:	Date :	
	Electronically Certified by Property Appraiser	7/1/2019 12:51 PM	

SECTION II : COMPLETED BY TAXING AUTHORITY

If this portion of the form is not completed in FULL your taxing authority will be denied TRIM certification and possibly lose its millage levy privilege for the tax year. If any line is not applicable, enter -0-.

10.	Prior year operating millage levy <i>(If prior year millage was adjusted then use adjusted millage from Form DR-422)</i>		7.3500	per \$1,000 (10)
11.	Prior year ad valorem proceeds <i>(Line 7 multiplied by Line 10, divided by 1,000)</i>	\$	8,691,711	(11)
12.	Amount, if any, paid or applied in prior year as a consequence of an obligation measured by a dedicated increment value <i>(Sum of either Lines 6c or Line 7a for all DR-420TIF forms)</i>	\$	0	(12)
13.	Adjusted prior year ad valorem proceeds <i>(Line 11 minus Line 12)</i>	\$	8,691,711	(13)
14.	Dedicated increment value, if any <i>(Sum of either Line 6b or Line 7e for all DR-420TIF forms)</i>	\$	0	(14)
15.	Adjusted current year taxable value <i>(Line 6 minus Line 14)</i>	\$	1,253,303,976	(15)
16.	Current year rolled-back rate <i>(Line 13 divided by Line 15, multiplied by 1,000)</i>		6.9350	per \$1000 (16)
17.	Current year proposed operating millage rate		7.5000	per \$1000 (17)
18.	Total taxes to be levied at proposed millage rate <i>(Line 17 multiplied by Line 4, divided by 1,000)</i>	\$	9,423,470	(18)

Continued on page 2

19.	TYPE of principal authority (check one)	<input type="checkbox"/> County	<input type="checkbox"/> Independent Special District	(19)
		<input checked="" type="checkbox"/> Municipality	<input type="checkbox"/> Water Management District	
20.	Applicable taxing authority (check one)	<input checked="" type="checkbox"/> Principal Authority	<input type="checkbox"/> Dependent Special District	(20)
		<input type="checkbox"/> MSTU	<input type="checkbox"/> Water Management District Basin	
21.	Is millage levied in more than one county? (check one)	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	(21)

DEPENDENT SPECIAL DISTRICTS AND MSTUs		STOP HERE - SIGN AND SUBMIT
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22.	Enter the total adjusted prior year ad valorem proceeds of the principal authority, all dependent special districts, and MSTUs levying a millage. <i>(The sum of Line 13 from all DR-420 forms)</i>	\$	8,691,711	(22)
23.	Current year aggregate rolled-back rate <i>(Line 22 divided by Line 15, multiplied by 1,000)</i>		6.9350 per \$1,000	(23)
24.	Current year aggregate rolled-back taxes <i>(Line 4 multiplied by Line 23, divided by 1,000)</i>	\$	8,713,568	(24)
25.	Enter total of all operating ad valorem taxes proposed to be levied by the principal taxing authority, all dependent districts, and MSTUs, if any. <i>(The sum of Line 18 from all DR-420 forms)</i>	\$	9,423,470	(25)
26.	Current year proposed aggregate millage rate <i>(Line 25 divided by Line 4, multiplied by 1,000)</i>		7.5000 per \$1,000	(26)
27.	Current year proposed rate as a percent change of rolled-back rate <i>(Line 26 divided by Line 23, minus 1, multiplied by 100)</i>		8.15 %	(27)

First public budget hearing	Date : 9/9/2019	Time : 7:00 PM EST	Place : Miami Springs City Hall Council Chambers 201 Westward Dr Miami Springs FL 33166 305-805-5006
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S I G N H E R E	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 : 7/30/2019 7:46 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

Instructions on page 3



Reset Form

Print Form

MAXIMUM MILLAGE LEVY CALCULATION FINAL DISCLOSURE

DR-420MM
R. 5/12
Rule 12D-16.002
Florida Administrative Code
Effective 11/12

For municipal governments, counties, and special districts

Year : 2019		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?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No (1)
<p>IF YES, STOP HERE. SIGN AND SUBMIT. You are not subject to a millage limitation.</p>			
2.	Current year rolled-back rate from Current Year Form DR-420, Line 16	6.9350	per \$1,000 (2)
3.	Prior year maximum millage rate with a majority vote from 2018 , Form DR-420MM, Line 13	7.0058	per \$1,000 (3)
4.	Prior year operating millage rate from Current Year Form DR-420, Line 10	7.3500	per \$1,000 (4)
<p>If Line 4 is equal to or greater than Line 3, skip to Line 11. If less, continue to Line 5.</p>			
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 <i>(Line 3 multiplied by Line 5 divided by 1,000)</i>	\$	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 <i>(Line 6 minus Line 7)</i>	\$	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 <i>(Line 8 divided by Line 9, multiplied by 1,000)</i>	0.0000	per \$1,000 (10)
Calculate maximum millage levy			
11.	Rolled-back rate to be used for maximum millage levy calculation <i>(Enter Line 10 if adjusted or else enter Line 2)</i>	6.9350	per \$1,000 (11)
12.	Adjustment for change in per capita Florida personal income <i>(See Line 12 Instructions)</i>		1.0339 (12)
13.	Majority vote maximum millage rate allowed <i>(Line 11 multiplied by Line 12)</i>	7.1701	per \$1,000 (13)
14.	Two-thirds vote maximum millage rate allowed <i>(Multiply Line 13 by 1.10)</i>	7.8871	per \$1,000 (14)
15.	Current year adopted millage rate	7.3300	per \$1,000 (15)
16.	Minimum vote required to levy adopted millage: (Check one) (16)		
<input type="checkbox"/>	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.		
<input checked="" type="checkbox"/>	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.		
<input type="checkbox"/>	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.		
<input type="checkbox"/>	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 <i>(Enter rate indicated by choice on Line 16).</i>	7.3300	per \$1,000 (17)
18.	Current year gross taxable value from Current Year Form DR-420, Line 4	\$	1,256,462,625 (18)

Continued on page 2

Taxing Authority :			
19.	Current year adopted taxes <i>(Line 15 multiplied by Line 18, divided by 1,000).</i>	\$	9,209,871 (19)
20.	Total taxes levied at the maximum millage rate <i>(Line 17 multiplied by Line 18, divided by 1,000).</i>	\$	9,209,871 (20)
DEPENDENT SPECIAL DISTRICTS AND MSTUs			STOP HERE. SIGN AND SUBMIT.
21.	Enter the current year adopted taxes of all dependent special districts & MSTUs levying a millage. <i>(The sum of all Lines 19 from each district's Form DR-420MM)</i>	\$	0 (21)
22.	Total current year adopted taxes <i>(Line 19 plus Line 21).</i>	\$	9,209,871 (22)
Total Maximum Taxes			
23.	Enter the taxes at the maximum millage of all dependent special districts & MSTUs levying a millage <i>(The sum of all Lines 20 from each district's Form DR-420MM).</i>	\$	0 (23)
24.	Total taxes at maximum millage rate <i>(Line 20 plus Line 23).</i>	\$	9,209,871 (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)	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	(25)
S I G N H E R E	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 :	
	Electronically Certified by Taxing Authority	9/24/2019 10:28 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

MAXIMUM MILLAGE LEVY CALCULATION PRELIMINARY DISCLOSURE

For municipal governments, counties, and special districts

DR-420MM-P
R. 5/12
Rule 12D-16.002
Florida Administrative Code
Effective 11/12

Year: 2019	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?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	(1)
<p>IF YES, STOP HERE. SIGN AND SUBMIT. You are not subject to a millage limitation.</p>			
2. Current year rolled-back rate from Current Year Form DR-420, Line 16	6.9350	per \$1,000	(2)
3. Prior year maximum millage rate with a majority vote from 2018 Form DR-420MM, Line 13	7.0058	per \$1,000	(3)
4. Prior year operating millage rate from Current Year Form DR-420, Line 10	7.3500	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 <i>(Line 3 multiplied by Line 5 divided by 1,000)</i>	\$	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 <i>(Line 6 minus Line 7)</i>	\$	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 <i>(Line 8 divided by Line 9, multiplied by 1,000)</i>	0.0000	per \$1,000	(10)
Calculate maximum millage levy			
11. Rolled-back rate to be used for maximum millage levy calculation <i>(Enter Line 10 if adjusted or else enter Line 2)</i>	6.9350	per \$1,000	(11)
12. Adjustment for change in per capita Florida personal income <i>(See Line 12 Instructions)</i>		1.0339	(12)
13. Majority vote maximum millage rate allowed <i>(Line 11 multiplied by Line 12)</i>	7.1701	per \$1,000	(13)
14. Two-thirds vote maximum millage rate allowed <i>(Multiply Line 13 by 1.10)</i>	7.8871	per \$1,000	(14)
15. Current year proposed millage rate	7.5000	per \$1,000	(15)
16. Minimum vote required to levy proposed millage: (Check one)			
<input type="checkbox"/> 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.			
<input checked="" type="checkbox"/> 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 proposed rate. Enter Line 15 on Line 17.			
<input type="checkbox"/> 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 proposed rate. Enter Line 15 on Line 17.			
<input type="checkbox"/> d. Referendum: The maximum millage rate is equal to the proposed rate. Enter Line 15 on Line 17.			
17. The selection on Line 16 allows a maximum millage rate of <i>(Enter rate indicated by choice on Line 16)</i>	7.5000	per \$1,000	(17)
18. Current year gross taxable value from Current Year Form DR-420, Line 4	\$	1,256,462,625	(18)

Continued on page 2

Taxing Authority : CITY OF MIAMI SPRINGS		DR-420MM-P R. 5/12 Page 2	
19.	Current year proposed taxes <i>(Line 15 multiplied by Line 18, divided by 1,000)</i>	\$ 9,423,470	(19)
20.	Total taxes levied at the maximum millage rate <i>(Line 17 multiplied by Line 18, divided by 1,000)</i>	\$ 9,423,470	(20)
DEPENDENT SPECIAL DISTRICTS AND MSTUs			STOP HERE. SIGN AND SUBMIT.
21.	Enter the current year proposed taxes of all dependent special districts & MSTUs levying a millage. <i>(The sum of all Lines 19 from each district's Form DR-420MM-P)</i>	\$ 0	(21)
22.	Total current year proposed taxes <i>(Line 19 plus Line 21)</i>	\$ 9,423,470	(22)
Total Maximum Taxes			
23.	Enter the taxes at the maximum millage of all dependent special districts & MSTUs levying a millage <i>(The sum of all Lines 20 from each district's Form DR-420MM-P)</i>	\$ 0	(23)
24.	Total taxes at maximum millage rate <i>(Line 20 plus Line 23)</i>	\$ 9,423,470	(24)
Total Maximum Versus Total Taxes Levied			
25.	Are total current year proposed taxes on Line 22 equal to or less than total taxes at the maximum millage rate on Line 24? (Check one)	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	(25)
S I G N H E R E	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 :
	Electronically Certified by Taxing Authority		7/30/2019 7:46 AM
	Title :	Contact Name and Contact Title :	
	WILLIAM ALONSO, CITY MANAGER	TAMMY ROMERO, ASSISTANT CITY MANAGER/FINANCE DIRECTOR	
Mailing Address :	Physical Address :		
201 WESTWARD DRIVE	201 WESTWARD DRIVE		
City, State, Zip :	Phone Number :	Fax Number :	
MIAMI SPRINGS, FL 33166	305/805-5014	305/805-5037	

Complete and submit this form DR-420MM-P, Maximum Millage Levy Calculation-Preliminary Disclosure, to your property appraiser with the form DR-420, Certification of Taxable Value.



VOTE RECORD FOR FINAL ADOPTION OF MILLAGE LEVY

Section 200.065 (5), Florida Statutes

Reset Form

Print Form

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 : 2019	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	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	Councilman Bob Best	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	Councilman Jaime Petralanda	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	Councilwoman Mara Zapata	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	Councilwoman Maria Mitchell	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attach additional sheets, if necessary.		FINAL VOTE TOTALS :		
		5	0	0

S I G N H E R E	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 : 9/24/2019 10:28 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>



CERTIFICATION OF FINAL TAXABLE VALUE

Reset Form

Print Form

DR-422
R. 5/13
Rule 12D-16.002
Florida Administrative Code
Effective 5/13
Provisional

Year: 2019	County: MIAMI-DADE	Is VAB still in session? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Principal Authority: CITY OF MIAMI SPRINGS		Check type: <input type="checkbox"/> School District <input type="checkbox"/> County <input checked="" type="checkbox"/> Municipality <input type="checkbox"/> Independent Special District <input type="checkbox"/> Water Management District
Taxing Authority: CITY OF MIAMI SPRINGS		Check type: <input checked="" type="checkbox"/> Principal Authority <input type="checkbox"/> MSTU <input type="checkbox"/> Dependent Special District <input type="checkbox"/> Water Management District Basin

SECTION I : COMPLETED BY PROPERTY APPRAISER

1.	Current year gross taxable value from Line 4, Form DR-420	\$	1,256,462,625	(1)
2.	Final current year gross taxable value from Form DR-403 Series	\$	1,251,503,581	(2)
3.	Percentage of change in taxable value <i>(Line 2 divided by Line 1, minus 1, multiplied by 100)</i>		-0.39 %	(3)

The taxing authority must complete this form and return it to the property appraiser by 4:00 PM time on 10/7/2019 date

SIGN HERE	Property Appraiser Certification	I certify the taxable values above are correct to the best of my knowledge.		
	Signature of Property Appraiser: Electronically Certified by Property Appraiser	Date:	10/3/2019 12:21 PM	

SECTION II : COMPLETED BY TAXING AUTHORITY

MILLAGE RATE ADOPTED BY RESOLUTION OR ORDINANCE AT FINAL BUDGET HEARING UNDER s. 200.065(2)(d), F.S.

If this portion of the form is not completed in full your taxing authority will be denied TRIM certification and possibly lose its millage levy privilege for the tax year. If any line is inapplicable, enter N/A or -0-.

Non-Voted Operating Millage Rate (from resolution or ordinance)

4a.	County or municipal principal taxing authority	0.0000	per \$1,000	(4a)
4b.	Dependent special district	0.0000	per \$1,000	(4b)
4c.	Municipal service taxing unit (MSTU)	0.0000	per \$1,000	(4c)
4d.	Independent Special District	0.0000	per \$1,000	(4d)
4e.	School district	0.0000	per \$1,000	(4e)
	Required Local Effort			
	Capital Outlay			
	Discretionary Operating			
	Discretionary Capital Improvement	0.0000	per \$1,000	
	Additional Voted Millage	0.0000	per \$1,000	
4f.	Water management district	0.0000	per \$1,000	(4f)
	District Levy			
	Basin	0.0000	per \$1,000	

Are you going to adjust adopted millage ?	<input type="checkbox"/> YES	<input checked="" type="checkbox"/> NO	If No, STOP HERE, Sign and Submit.
--	------------------------------	--	---

Taxing Authority :		DR-422 R. 5/13 Page 2
COUNTIES, MUNICIPALITIES, SCHOOLS, and WATER MANAGEMENT DISTRICTS may adjust the non-voted millage rate only if the percentage on Line 3 is greater than plus or minus 1%. (s. 200.065(6), F.S.)		
5.	Unadjusted gross ad valorem proceeds <i>(Line 1 multiplied by Line 4a, 4e, or 4f as applicable, divided by 1,000)</i>	\$ 0 (5)
6.	Adjusted millage rate (Only if Line 3 is greater than plus or minus 1%) <i>(Line 5 divided by Line 2 multiplied by 1,000)</i>	0.0000 per \$1000 (6)
MSTUs, DEPENDENT SPECIAL DISTRICTS, and INDEPENDENT SPECIAL DISTRICTS may adjust the non-voted millage rate only if the percentage on Line 3 is greater than plus or minus 3% (s. 200.065(6), F.S.)		
7.	Unadjusted gross ad valorem proceeds <i>(Line 1 multiplied by Line 4b, 4c, or 4d as applicable, divided by 1,000)</i>	\$ 0 (7)
8.	Adjusted Millage rate (Only if Line 3 is greater than plus or minus 3%) <i>(Line 7 divided by Line 2, multiplied by 1,000)</i>	0.0000 per \$1000 (8)
S I G N H E R E	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 :
	Electronically Certified by Taxing Authority	10/3/2019 2:56 PM
	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

INSTRUCTIONS

SECTION I: Property Appraiser

1. Initiate a separate DR-422 form for each DR-420, Certification of Taxable Value, and DR-420S, Certification of School Taxable Value, submitted.
2. Complete Section 1 and sign.
3. Send the original to the taxing authority and keep a copy.

SECTION II: Taxing Authority

1. Complete Section II and sign.
2. Return the original to the property appraiser.
3. Keep a copy for your records.
4. Send a copy to the tax collector.
5. Send a copy with the DR-487, Certification of Compliance, to the Department of Revenue at the address below. Send separately if the DR-487 was previously sent to the Department.

Florida Department of Revenue
Property Tax Oversight - TRIM Section
P. O. Box 3000
Tallahassee, Florida 32315 - 3000

All taxing authorities must complete Line 4, millages adopted by resolution/ordinance at final budget hearing.

Counties, municipalities, schools, and water management districts may complete Line 5 and Line 6 only when Line 3 is greater than plus or minus 1%. (s. 200.065(6), F.S.)

MSTUs, dependent special districts, and independent special districts may adjust the non-voted millage rate only when Line 3 is greater than plus or minus 3%. (s. 200.065(6), F.S.)

Adjusted millage rate must comply with statutes. The adjusted millage rate entered on Line 6 or Line 8 cannot exceed the rate allowed by other provisions of law or the state constitution.

Multi-county and water management districts must complete a separate DR-422 for each county.

All TRIM forms for taxing authorities are available on our website at
<http://dor.myflorida.com/dor/property/trim>

RESOLUTION NO. 2019 – 3845

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, 2019 AND ENDING SEPTEMBER 30, 2020; ANNOUNCING THE PERCENTAGE INCREASE IN PROPERTY TAXES; PROVIDING FOR INCORPORATION 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 2018, which includes all real property within the City; and

WHEREAS, on July 29, 2019, the City Council adopted Resolution No. 2019-3837 determining the proposed millage rate for the fiscal year commencing October 1, 2019 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 9, 2019 at 7:00 P.M. and the second to be held on Monday, September 23, 2019 at 7:00 P.M., both at City of Miami Springs, City Hall, 201 Westward Drive, Miami Springs, Florida 33166; and

WHEREAS, at the initial public hearing on September 9, 2019, the City Council adopted Resolution No. 2019-3842 setting a tentative millage rate of 7.3300 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 2019-2020 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, 2019 and ending

September 30, 2020 is hereby fixed at 7.3300 mills per \$1,000.00 of assessed property value.

Section 3. Announcing Percentage Increase. The proposed millage rate of 7.3300 mills exceeds the rolled-back rate computed pursuant to Section 200.065, Florida Statutes of 6.9043 mills by 5.7%, 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:

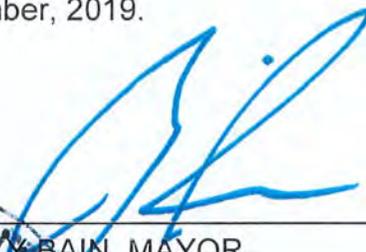
Vice Mayor Bob Best	<u>YES</u>
Councilwoman Maria Puente Mitchell	<u>YES</u>
Councilwoman Mara Zapata	<u>YES</u>
Councilman Jaime Petralanda	<u>YES</u>
Mayor Billy Bain	<u>YES</u>

PASSED AND ADOPTED this 23rd day of September, 2019.

ATTEST:


ERIKA GONZALEZ-SANTAMARIA, MM
CITY CLERK




BILLY BAIN, MAYOR

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:


WEISS SEROTA HELFMAN COLE & BIERMANN, P.L.
CITY ATTORNEY

RESOLUTION NO. 2019 – 3846

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, 2019 AND ENDING SEPTEMBER 30, 2020; PROVIDING FOR INCORPORATION 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 2019, which includes all real property within the City; and

WHEREAS, on July 29, 2019, the City Council adopted Resolution No. 2019-3837 determining the proposed millage rate for the fiscal year commencing October 1, 2019 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 9, 2019 at 7:00 P.M. and the second to be held on Monday, September 23, 2019 at 7:00 P.M., both at City of Miami Springs, City Hall, 201 Westward Drive, Miami Springs, Florida 33166; and

WHEREAS, the City Manager has submitted to the City Council a budget for Fiscal Year 2019-2020 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 2019-2020 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, 2019 and ending September 30, 2020, 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, 2019 shall lapse at that time and all lapsed capital encumbrances shall be re-appropriated in the 2019-2020 Fiscal Year.

Section 8. 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:

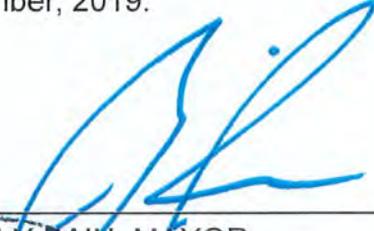
Vice Mayor Bob Best	<u>YES</u>
Councilwoman Maria Puente Mitchell	<u>YES</u>
Councilwoman Mara Zapata	<u>YES</u>
Councilman Jaime Petralanda	<u>YES</u>
Mayor Billy Bain	<u>YES</u>

PASSED AND ADOPTED this 23rd day of September, 2019.

ATTEST:


ERIKA GONZALEZ-SANTAMARIA, MMC
CITY CLERK




BILLY BAIN, MAYOR

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:


WEISS SEROTA HELFMAN COLE & BIERMANN, P.L.
CITY ATTORNEY

EXHIBIT A

ADOPTED BUDGET

FISCAL YEAR 2019-2020

Funds	Revenues & Reserves	Expense Appropriations & Reserves
General Fund	\$17,694,361	\$17,694,361
Special Revenue Funds	\$2,450,398	\$2,450,398
Enterprise Fund	\$2,941,332	\$2,941,332
Debt Service Fund	\$1,439,837	\$1,439,837
TOTALS	\$24,525,928	\$24,525,928