

# CITY OF MIAMI SPRINGS

FISCAL YEAR 2020-2021

# ADOPTED BUDGET



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## **INTRODUCTORY SECTION**

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Miami Springs**

**Florida**

For the Fiscal Year Beginning

**October 1, 2019**

*Christopher P. Morrill*

Executive Director

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## **LETTER OF TRANSMITTAL**

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# CITY OF MIAMI SPRINGS



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

September 28, 2020

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, 2021. 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 2020-21 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 1,323,842,345 or almost \$67.4 million higher than the prior year's assessment of \$1,256,462,625. This represents approx. \$494,042 in net additional ad valorem revenues for next year at the current millage rate.

## **The following are some key factors in the adopted budget for FY2020-21:**

- The initial Proposed Budget maintains the millage at the current 7.3300, this will create a deficit of \$182,496 which will be funded from our reserves and maintains our current levels of services.
- For FY20-21 we have limited capital expenditures to only emergency items required for normal ongoing operations. The total capital expenditures for next years is \$33,500. This includes \$20,000 for tennis court resurfacing and \$12,000 for a replacement police K-9 unit dog.
- We are budgeting a 9.8% increase for health insurance.

The FY20-21 budget includes a 3% COLA for all General Employees total cost of this is approx. \$122,566. Budget includes a \$49,000 payout to a retiring police officer. Budget also includes a 3% COLA for Police in accordance with the new three-year contract signed in October 2020 between the city and the Fraternal Order of Police

- Budget assumes a 3% cost of living increase for all operating expenditures (e.g.: fuel, utilities, supplies, etc.)

- Budget includes \$45,000 for the City's lobbyist, as well as \$5,000 for legal costs related to the annexation lawsuit.
- The Public Works budget includes \$25,000 for citywide tree planting, and \$100,000 for tree trimming.
- Council budget includes a \$35,000 funding request from CMI for next fiscal year, \$14,000 for the River Cities Festival, \$29,000 for pelican Playhouse and \$4,400 request from the Historic Museum for storage costs.

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

- Continuing to deal with the COVID-19 Pandemic
- 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 14,100 full-time residents. The southern-most area of the City, located along the 36<sup>th</sup> Street business corridor, is commercial in nature with hotels, restaurants, and office 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 36<sup>th</sup> 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 commercial/residential projects currently in the planning and development phases, as well as a new retail/residential development for our downtown business district. The ongoing COVID-19 pandemic has had a negative effect on the city's budget as well as slowing down the new development projects that were in the pipeline. It is expected that the economy will rebound in FY2021 and that will allow for new construction and investments in our city to once again commence. The city has built up healthy reserves over the years and this has allowed us to cover the budget deficits incurred in FY2020 and projected to incur in FY2021.

### **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



**MILLAGE RATE AND FUNDING(continued)**

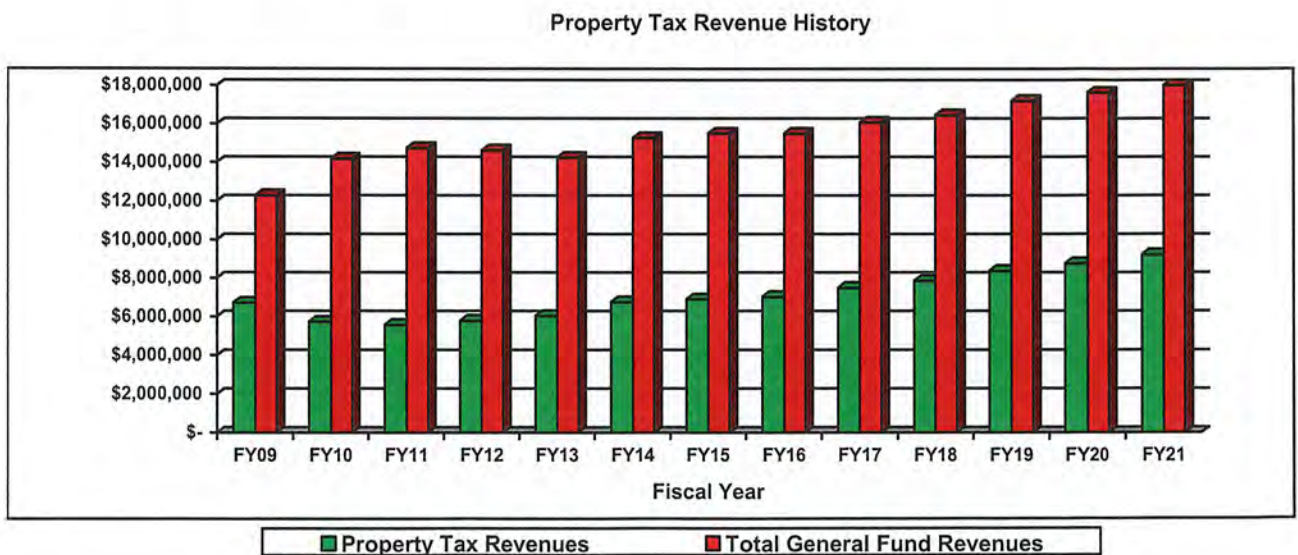
\$1,323,842,345 (subject to appeals), 5.4% higher than last year's Final Gross Taxable Value of \$1,256,462,625. It is against this figure that taxing authorities levy their millage, which results in the total tax bill for each property owner. The City's portion of the total property tax bill accounts for approximately 32% of the resident's total tax bill. The Fiscal Year 2019-20 Millage Rate was 7.3300. The City Council voted to maintain the millage rate at 7.3300 to fund the Fiscal Year 2020-21 budget. This rate will generate approximately \$9,218,576 in ad valorem taxes for the General Fund or approximately 51% 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 FY2020-21 of 7.3300 mills compared to what residents paid in the current year when the millage rate was also 7.3300:

<b>Assessed Property Values</b>	<b>\$150,000</b>	<b>\$200,000</b>	<b>\$275,000</b>	<b>\$325,000</b>
<b>LESS: Homestead Exemption</b>	<b><u>-50,000</u></b>	<b><u>-50,000</u></b>	<b><u>-50,000</u></b>	<b><u>-50,000</u></b>
<b>Taxable Value</b>	<b>\$100,000</b>	<b>\$150,000</b>	<b>\$225,000</b>	<b>\$275,000</b>
<b>CITY TAX BILL FOR FY 2021</b>	<b>\$733.00</b>	<b>\$1,099.50</b>	<b>\$1,649.25</b>	<b>\$2,015.75</b>
<b>CITY TAX BILL FOR FY 2020</b>	<b>\$716.52</b>	<b>\$1,074.78</b>	<b>\$1,612.17</b>	<b>\$1,970.43</b>
<b>TOTAL INCREASE (DECREASE*)</b>	<b><u>\$ 16.48</u></b>	<b><u>\$ 24.72</u></b>	<b><u>\$ 37.08</u></b>	<b><u>\$ 45.32</u></b>

\* Since assessed values increased due to the 2.3% increase in assessed values under Florida's Save Our Home Statute, maintaining the millage at 7.3300 for FY2021 will result in a small increase in tax bills.

The following chart provides a historical comparison of the amount of property taxes collected by the city since FY2009 (green columns) compared to the total of all general fund revenues (red columns).



**PROPOSED BUDGETS FOR VARIOUS MAJOR FUNDS**

The FY2020-21 budget for all funds totals **\$25,443,579** representing a decrease of 2.4% from the FY2019-20 amended budget of **\$26,062,415**.

<b><u>Funds</u></b>	<b><u>Revenues/Sources</u></b>	<b><u>Expenditures/Uses</u></b>
<i>General Fund</i>	\$ 18,181,581	\$ 18,181,581
<i>Special Revenue Funds</i>	2,491,082	2,491,082
<i>Enterprise Funds</i>	3,097,248	3,097,248
<i>Debt Service Fund</i>	1,673,668	1,673,668
<b><i>Total All Funds</i></b>	<b><u>\$25,442,579</u></b>	<b><u>\$25,442,579</u></b>

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

**The General Fund**

The General Fund budget decreased by \$766,490 from the final amended budget of \$18,948,071 in FY2019-20 to \$18,181,581 for FY 2020-21. This decrease was mainly due to the increase in expenditures incurred during FY19-20 due to the City Hall renovation project and the COVID Pandemic.

**The Road and Transportation Fund**

In FY 2019-20, the transportation fund budget is \$575,835. 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 2020-21 budget for golf course operations allocates a general fund contribution of approximately **\$482,545** 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 2020-21 budget for the Elderly Services operations allocates a general fund contribution of approximately **\$339,187**.

**The Sanitation Fund**

In FY 2020-21 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 FY2021-22. 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 51% of total general fund budgeted revenues and 36% of all revenues, and is budgeted at approximately \$9,218,576. 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 page 3, one can easily see that the local economy has continued to show improvements. Total tax revenues were \$6,710,087 in FY2009 and are projected to be \$9,218,576 for FY2020-21.

The second largest source of revenue is “Charges for Services”, representing 25% of total budgeted revenues, is currently budgeted at approximately \$6,074,310, as opposed to \$5,349,260 last year. By doing this, we have shifted the burden to those using specific services, as opposed to a community-wide broader tax base.

### **Expenditure Highlights**

Public safety is an important component of local government service. In order to provide first-rate police services, 41% of the General Fund budgeted expenditures are for Public Safety (excluding the Building & Zoning Division). The FY 2020-21 Police budget reflects a 2.5% decrease from the FY 2019-20 budget, this decrease is due to the fact that there were no significant capital expenditures budgeted in FY20-21. Total budgeted salaries (excluding fringe benefits to the City’s employees) for FY 2020-21 are approximately \$9,797,968 or 39% of total budgeted expenditures for all funds. This represents an increase of \$365,087 (3.9%) over the FY2019-20 budgeted salaries of \$9,432,881. This increase is due to the 3% COLA for all General Employees, the 3% salary increase for Police Officers based on the new FOP contract, and retirement payouts for FY20-21.

### **FUND BALANCE**

The FY 2020-21 budget will use approx. \$182,496 of our unreserved general fund balance in order to balance the budget.

### **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.

- Completed the Curtiss Mansion Parking Lights project
- Completed the installation of Westward Drive tree lighting project
- Completed the construction of a new Senior center facility
- Participated in the Miami-Dade County Resilient305 Program

**ACCOMPLISHMENTS(continued)**

Some of the more significant accomplishments are:

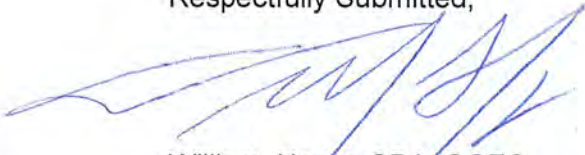
- Commenced the repairs and remediation of issues found at City Hall
- Pursued the “Bed Tax” issue through the 2019-2020 legislative session
- Awarded \$186,000 for senior meals and programs from State of Florida

**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 maintaining our millage rate at **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

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## **INTRODUCTION TO BUDGET PROCESS**

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**CITY OF MIAMI SPRINGS  
INTRODUCTION TO THE BUDGET PROCESS  
FISCAL YEAR 2020-21**

*Budget Process:*

- 1) During June, departmental access to the proposed budget module is enabled to initiate the capture of data for the ensuing fiscal period. The budget module provides the following tools that facilitate the preparation and completion of the budget process:
  - a. Defined object codes required by the State Uniform Accounting System.
  - b. An alphabetical listing of object codes for expenditure accounts.
  - c. A current personnel roster for each department.
  - d. Computer generated budget worksheets showing actual expenditures for the prior and current years; the current working budget; and a status quo personnel cost projection.
  - e. Various computer generated worksheets showing departmental allocations of certain general costs (e.g.: insurance, telephone, internet, employee benefits, etc.)
- 2) Each individual department prepares a proposed budget comprised of the following:
  - a. Mission/Goals
  - b. Objective
  - c. Functions and major activities
  - d. Budget highlights
  - e. Budget projections by line item
  - f. Staffing levels
  - g. Supporting schedules
  - h. Organizational chart
  - i. Performance measures
- 3) This information is reviewed by the Finance department for accuracy and proper form. A budget package is then prepared for meetings with the City Manager.
- 4) During the month of July, the City Manager, Department Directors, and the Finance Director, review the proposed budget and make necessary revisions.
- 5) During the beginning of August, the City Manager submits to the City Council a budget estimate of the expenditures and revenues of all City departments and divisions for the fiscal year commencing October 1<sup>st</sup>.
- 6) Two public hearings are conducted at the City Council Chambers, to inform the taxpayers and receive their comments. The adopted budget is integrated into the accounting software system effective October 1<sup>st</sup>. It establishes the legal authority to incur expenditures up to the appropriated amount for each line item.

**CITY OF MIAMI SPRINGS  
INTRODUCTION TO THE BUDGET PROCESS  
FISCAL YEAR 2020-21**

*Budget Process (continued):*

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

*Other Budget Information:*

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

Governmental Funds:

  - a. General Fund
  - b. Debt Service Fund
  - c. Special Revenue Funds which consist of the following:
    - i. Law Enforcement Trust Fund
    - ii. Road and Transportation Fund<sup>7</sup>
    - 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 FY2020-21.

- 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 2020-21**

*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 2020-21**

*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 2020-21**

*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 2020-21**

*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 FY2020-21. These funds, however, are included as part of the City's audited financial statements.

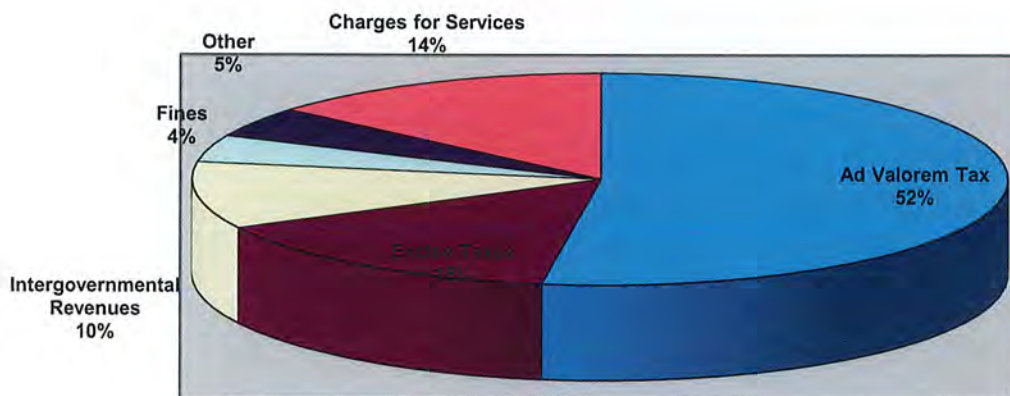
**CITY OF MIAMI SPRINGS  
INTRODUCTION TO THE BUDGET PROCESS  
FISCAL YEAR 2020-21**

**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**

**\$18,201,947**



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 (52%) or approximately \$9.5 million, Excise Taxes which represent 15% or \$2.7 million, Charges for Services represents 14% or \$2.5 million, and Intergovernmental revenues which represent 10% or \$1.9 million of the General Fund’s revenues.

**Basis of Revenue Estimates**

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

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

**CITY OF MIAMI SPRINGS  
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Trend analysis is the only quantitative technique currently used for forecasting revenues. The trend analysis employed, described below, determines the growth pattern of a particular revenue source based on the most recent 24-months of actual receipts:

**Rate of Change:** The rate of change is determined by the relationship of the most recent 12 months [1-12] to the previous 12 months [13-24]. This is the first step [#1].

**Current Year Forecast:** The balance of the current year is projected by applying the rate of change developed above to the unmatched months of the prior year [Step #2]. The result is added to the current year-to-date receipts to yield the forecast for the current year [Step#3].

**Budget Year Forecast:** The current year forecast is multiplied by the rate of change to project the budget year revenue [Step #4]. The inherent assumption is that the rate of change in the revenue will be sustained. In an attempt to include economic factors, the result is adjusted by the change in CPI. All references to the historical trend in the following pages are based on this methodology. *The CPI used for the FY2020-21 projection is 0.7%.*

**Step # 1-**Calculation of rate of change:

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

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

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

**Step # 3-** Calculation of current year projection:

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

**Step #4-** Calculation of new budget year projection:

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

**CITY OF MIAMI SPRINGS  
INTRODUCTION TO THE BUDGET PROCESS  
FISCAL YEAR 2020-21**

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

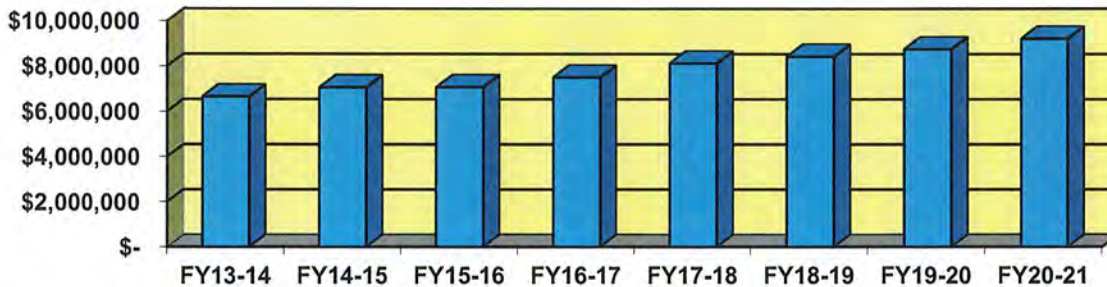
**Ad Valorem Taxes**

**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.

<b>Fiscal Year</b>	<b>Millage Rate</b>	<b>Ad Valorem</b>	<b>% Change</b>
20-21(Est)	7.3300	\$ 9,218,575	5.36%
19-20 (Est)	7.3300	\$ 8,749,377	3.86%
18-19	7.3500	\$ 8,423,956	3.70%
17-18	7.3575	\$ 8,123,559	8.28%
16-17	7.5000	\$ 7,502,682	0.00%

**Ad Valorem Revenues**



**CITY OF MIAMI SPRINGS  
INTRODUCTION TO THE BUDGET PROCESS  
FISCAL YEAR 2020-21**

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

**Sanitation Charges**

**Description**

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

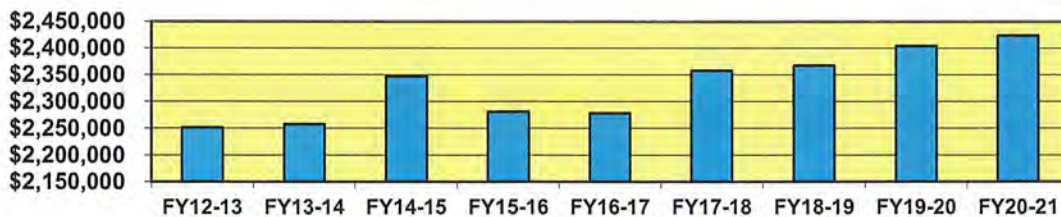
**Forecast  
Methodology**

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

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

<b>Fiscal Year</b>	<b>Charges</b>	<b>% Change</b>
20-21(Est)	\$ 2,424,000	0.83%
19-20 (Est)	\$ 2,404,000	1.55%
18-19	\$ 2,367,419	0.41%
17-18	\$ 2,357,800	3.52%
16-17	\$ 2,277,672	0.00%

**Sanitation Revenues**



**CITY OF MIAMI SPRINGS  
INTRODUCTION TO THE BUDGET PROCESS  
FISCAL YEAR 2020-21**

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

**Stormwater Charges**

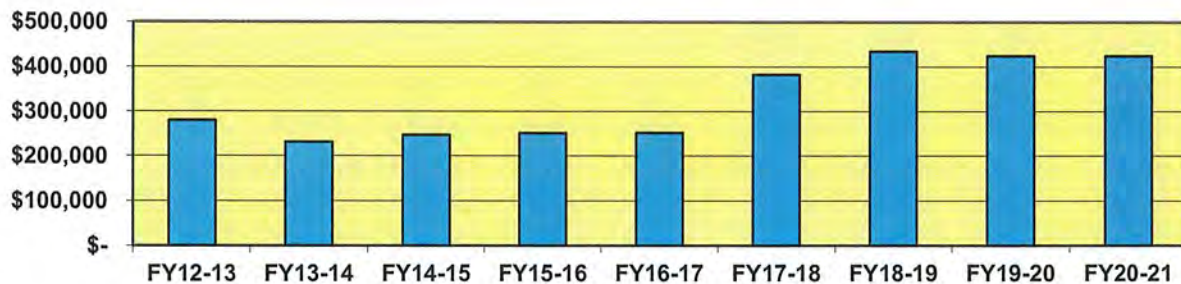
**Description** Charges paid by residents and businesses for stormwater mitigation. Stormwater charges are billed monthly on a flat rate basis. These revenues are accounted for in the Stormwater Fund (Proprietary Fund).

**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.

<b>Fiscal Year</b>	<b>Charges</b>	<b>% Change</b>
20-21 (Est)	\$ 424,500	0.00%
19-20 (Est)	\$ 424,500	-2.28%
18-19	\$ 434,399	13.38%
17-18	\$ 383,122	51.97%
16-17	\$ 252,106	0.00%

**Stormwater Revenues**





**CITY OF MIAMI SPRINGS  
INTRODUCTION TO THE BUDGET PROCESS  
FISCAL YEAR 2020-21**

**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.

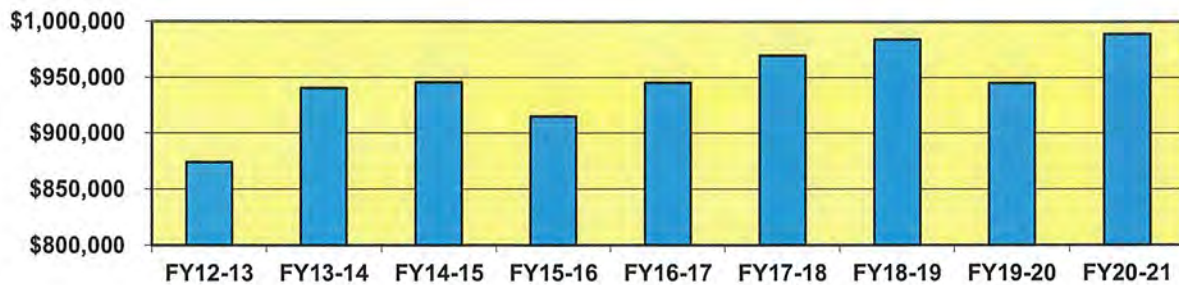
This revenue is generated based on all residential, commercial and industrial revenues collected by the provider for services within the City. This revenue is accounted for in the General Fund.

**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 increase slightly for FY20-21.

<b>Fiscal Year</b>	<b>Fund</b>	<b>% Change</b>
20-21 (Est)	\$ 989,000	4.66%
19-20 (Est)	\$ 945,000	-3.99%
18-19	\$ 984,311	1.49%
17-18	\$ 969,832	2.59%
16-17	\$ 945,352	0.00%

**Franchise Fee Revenue**



**CITY OF MIAMI SPRINGS  
INTRODUCTION TO THE BUDGET PROCESS  
FISCAL YEAR 2020-21**

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

**State Shared Revenues**

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

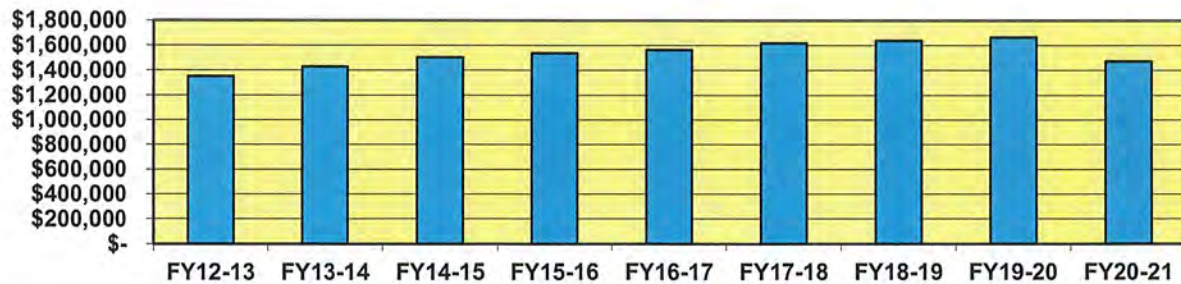
The City’s share grows with the overall growth of the economy and the City’s population.

**Forecast**

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

Fiscal Year	Sales Tax Proceeds	Municipal Gas Tax 8 <sup>th</sup> Cent	Local Gov ½ cent Sales Tax	Total	% Change
20-21 (Est)	\$453,500	\$-0-	\$1,019,785	\$1,473,285	-11.5%
19-20 (Est)	\$515,000	\$-0-	\$1,149,206	\$1,664,206	1.5%
18-19	\$510,464	\$-0-	\$1,128,950	\$1,639,414	0.1%
17-18	\$497,003	\$-0-	\$1,120,582	\$1,617,585	3.4%
16-17	\$485,843	\$-0-	\$1,078,747	\$1,564,590	0.0%

**State Shared Revenues**



**CITY OF MIAMI SPRINGS  
INTRODUCTION TO THE BUDGET PROCESS  
FISCAL YEAR 2020-21**

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

**Utility Services Taxes**

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

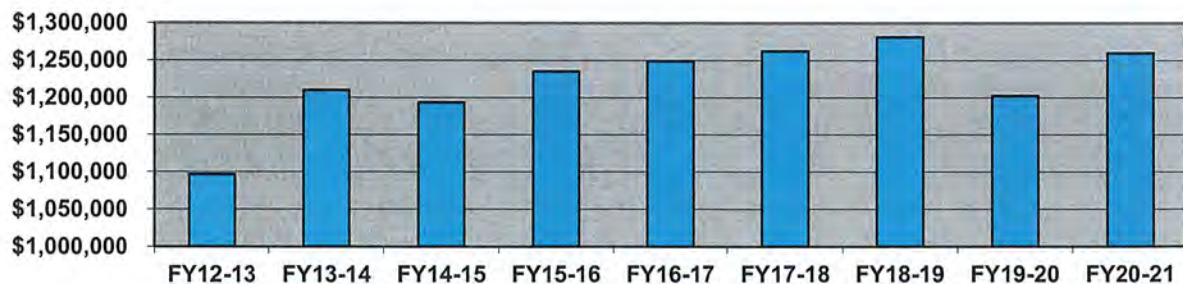
   This revenue is based on a percent charge applied to the taxable amounts charged by the seller of the service. This revenue is accounted for in the General Fund.

**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 increase for FY19-20.

<b>Fiscal Year</b>	<b>Fund</b>	<b>% Change</b>
20-21(Est)	\$ 1,260,000	4.78%
19-20 (Est)	\$ 1,202,500	-6.16%
18-19	\$ 1,281,487	1.49%
17-18	\$ 1,262,658	1.10%
16-17	\$ 1,248,950	0.00%

**Utility Tax Revenues**



**CITY OF MIAMI SPRINGS  
INTRODUCTION TO THE BUDGET PROCESS  
FISCAL YEAR 2020-21**

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

**Local Option Gas Tax**

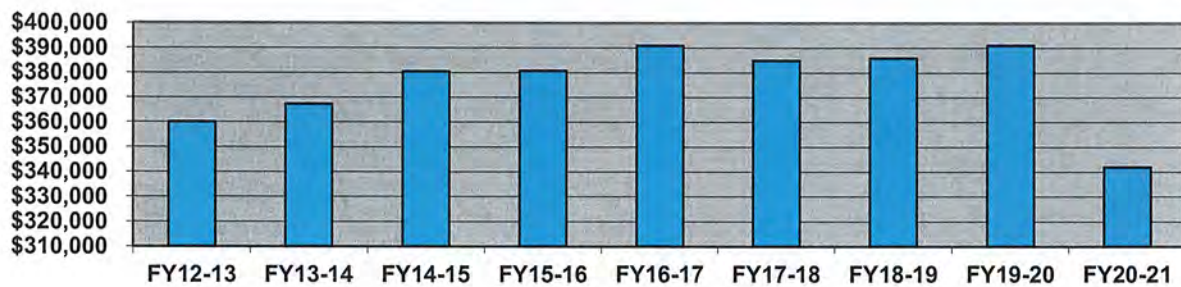
**Description** Pursuant to F.S. 336.025(1)(a)(b)(2) ,the County has exercised its authority in levying a tax on every gallon of motor fuel and diesel sold in the county. The proceeds may be used for transportation expenditures.

**Forecast**

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

<b>Fiscal Year</b>	<b>Local Option Gas Tax</b>	<b>% Change</b>
20-21 (Est)	\$ 341,936	-12.56%
19-20 (Est)	\$ 391,040	1.34%
18-19	\$ 385,864	0.26%
17-18	\$ 384,852	-1.57%
16-17	\$ 390,992	0.00%

**Local Option Gas Tax**



**CITY OF MIAMI SPRINGS  
INTRODUCTION TO THE BUDGET PROCESS  
FISCAL YEAR 2020-21**

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

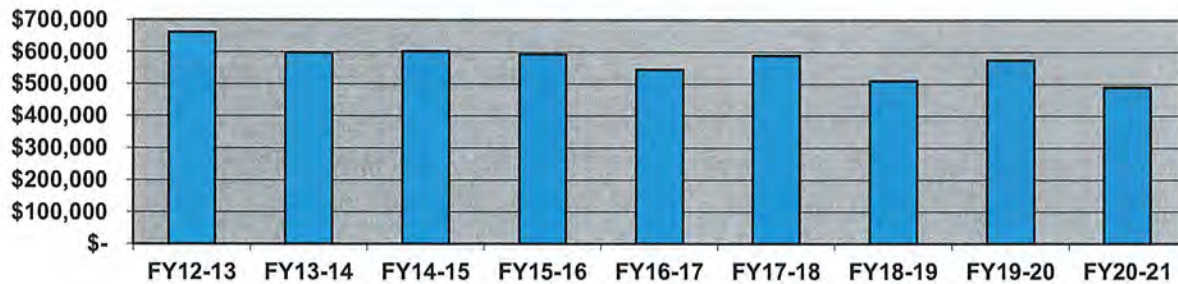
**Communications Services Tax**

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

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

<b>Fiscal Year</b>	<b>Fund</b>	<b>% Change</b>
20-21 (Est)	\$ 490,000	-14.78%
19-20 (Est)	\$ 575,000	12.83%
18-19	\$ 509,629	-13.58%
17-18	\$ 589,693	8.15%
16-17	\$ 545,266	0.00%

**Communications Tax**



**CITY OF MIAMI SPRINGS  
INTRODUCTION TO THE BUDGET PROCESS  
FISCAL YEAR 2020-21**

**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 FY2020-21 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 10% 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 2020-21**

**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 2020-21**

**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.

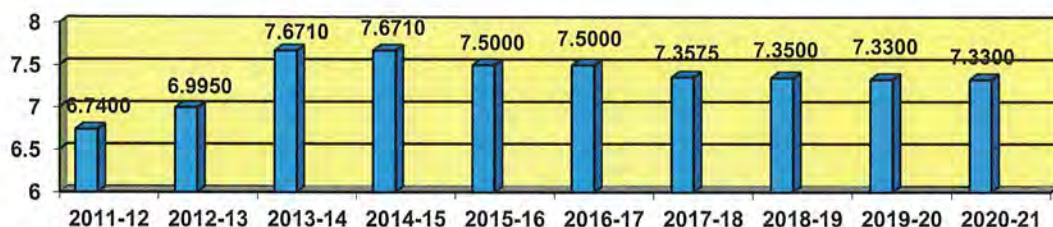
A cautious approach to personnel growth has been adopted since personnel-related costs account for approximately 64% of General Fund operating expenses. This budget reflects expenditure containment in response to the rising cost of personnel benefits, specifically health insurance costs.

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 FY2020-21 budget maintains the millage rate at 7.3300. This millage is approximately 32% of a total property tax bill.

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



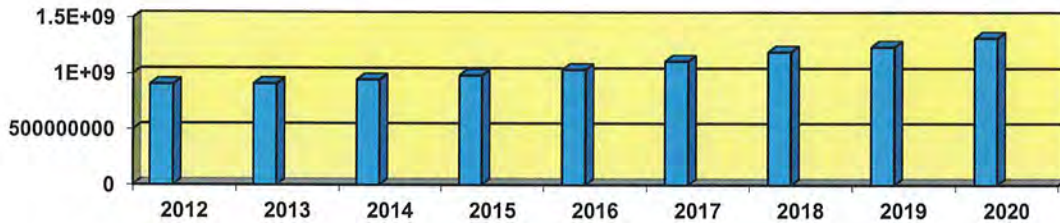
This graph illustrates the City’s millage rates for the current and past nine years.



**CITY OF MIAMI SPRINGS  
BUDGET DEVELOPMENT GUIDELINES  
FISCAL YEAR 2020-21**

**Budget Goals and Guidelines (continued)**

**Taxable Assessed Values**



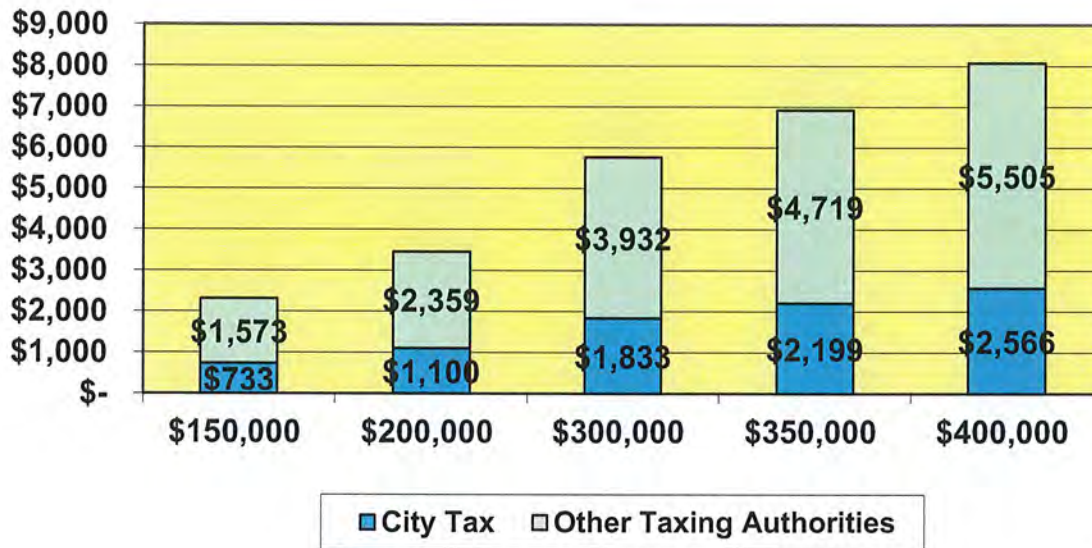
This graph illustrates the City's assessed values for the current and past eight years.

<b>Components of Property Tax Bill</b>	<b>2019-20</b>	<b>2020-21</b>	<b>% Change</b>
Miami Dade County Schools	7.0250	6.1860	(11.9%)
Environmental Protection	.1643	.1572	(4.3%)
South Florida Water Management	.1152	.1103	(4.3%)
Florida Inland Navigational District	.0320	.0320	-0-
Miami Dade County Government Services	4.6669	4.6669	-0-
Children's Trust	.4680	.4507	(-3.7%)
City of Miami Springs	7.3300	7.3300	-0-
Fire and Rescue	2.4207	2.4207	-0-
Library	.2840	.2840	-0-
<b>Voter Approved Debt Payments</b>			
School	.1230	.9430	666.7%
Miami Dade County	.4780	.4780	-0-
Fire	.0000	.0000	-0-
<b>Total Millage Rate</b>	<b>23.1071</b>	<b>23.0588</b>	<b>(.2%)</b>

**CITY OF MIAMI SPRINGS  
BUDGET DEVELOPMENT GUIDELINES  
FISCAL YEAR 2020-21**

**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 2020-21**

**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 2020-21**

**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 2020-21**

**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 2020-21**

**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 FY2020-21 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.

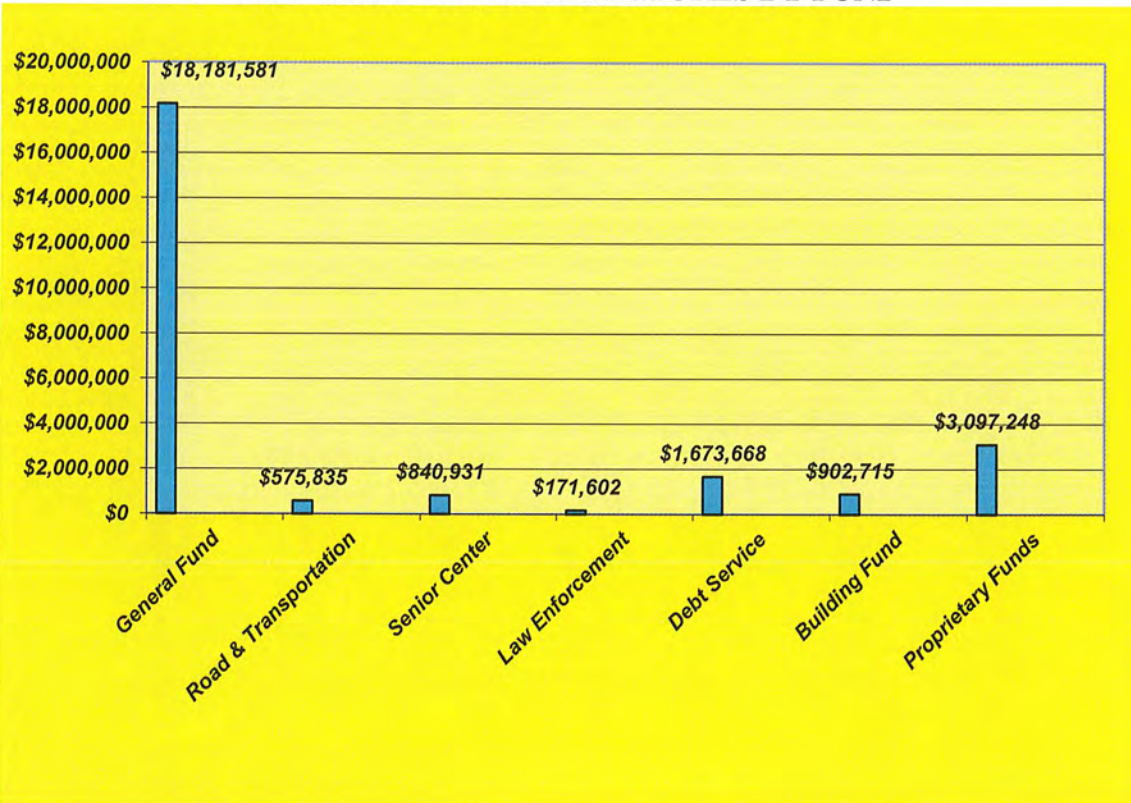
**CITY OF MIAMI SPRINGS  
BUDGET DEVELOPMENT GUIDELINES  
FISCAL YEAR 2020-21**

**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 2020-21**

**2020-21 BUDGET-EXPENDITURES BY FUND**



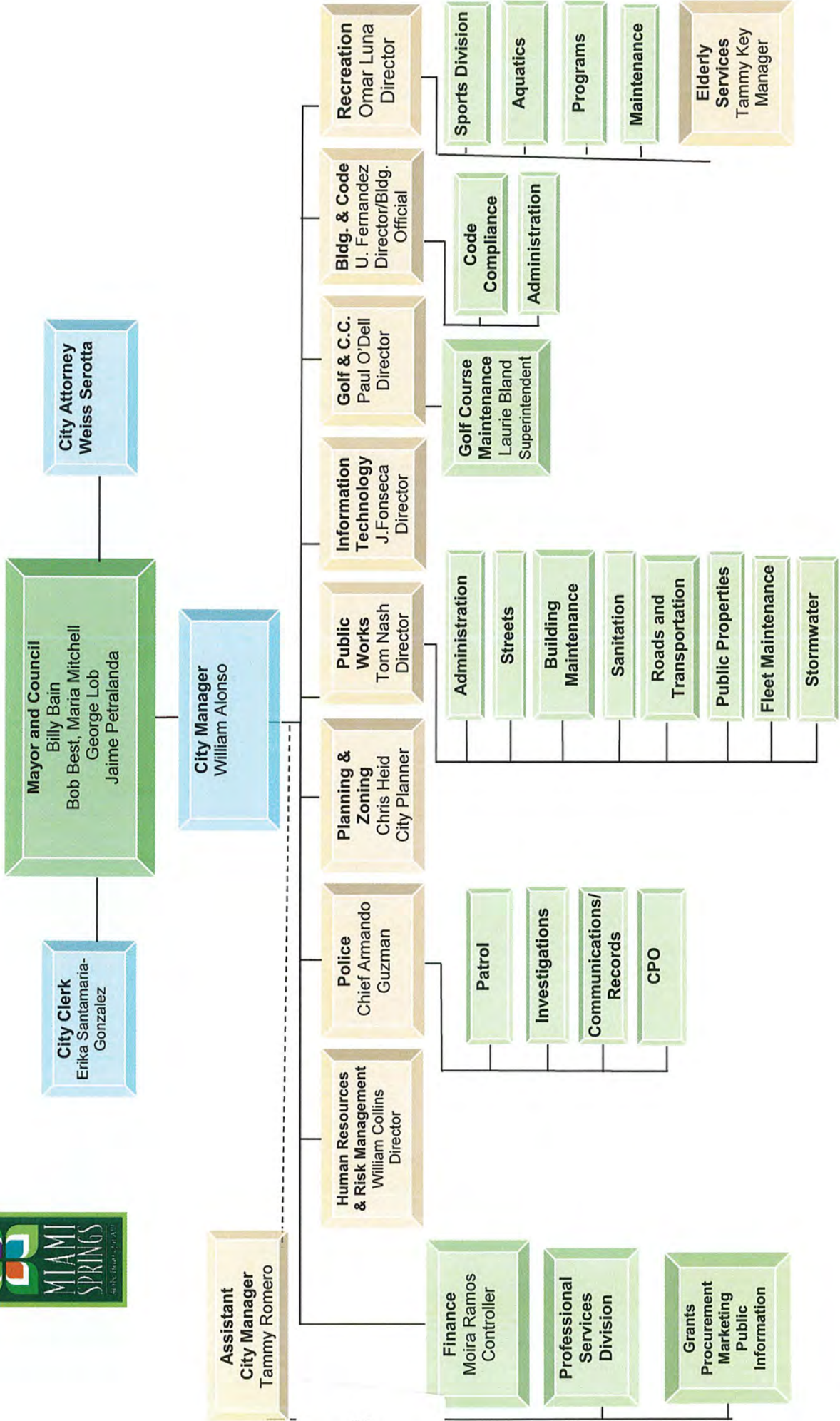


## Budget Calendar

### *FY 2020-21 Budget Development Process & Tentative Timetable*

DATE	ACTIVITY
May 11, 2020	City Manager holds initial budget preparation meeting with department heads & staff to distribute the FY2020-21 budget workbooks. Council Chambers
June 17, 2020	Last day for departments to submit their FY2020-21 budget request package including base, "wish-list" items, and revenue enhancement efforts or projects City receives preliminary taxable assessment for FY2020-21 from Property Appraiser.
June 18, 2020 thru June 23, 2020	Finance Department to review individual department budget submissions, meeting with Departments to fine tune and adjust submissions
June 24, 2020 thru June 26, 2020	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, 2020	City Manager's Office receives the <i>2020 Certification of Taxable Values (DR-420)</i> from Miami-Dade County's Property Appraiser's office; simultaneously, the Miami Springs Finance Department prepares adjustments to city-wide budget presentation
Thursday, July 23, 2020	Miami Springs City Council meets in special session to propose a tentative ad valorem property tax millage levels for operating & debt service for FY2020-2021
July 31, 2020	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 13th, 2020 thru July 17th, 2020	Manager and Finance Director meet with any individual Councilmembers that have questions about the FY2020-2021 Proposed Budget
August 3rd and 17th, 2020	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 FY2020-2021 - all tentative and to be scheduled by Council
On or about August 24, 2020	<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 7th, 2020	<i>The Tentative Budget will be posted online at the City's website at least two days before the first public budget hearing in accordance with Florida Statute s.200.065</i>
Monday, September 14th, 2020	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 - 2020-21
Within 15 days of 1st hearing, Sept 14th, 2020	Advertise the tentative millage and budgets; date, time and location for second public hearing in designated papers - <u>Rivers Cities Gazette</u>
Monday Sept 28th, 2020	Second of two public hearings on the 2020-21 operating budgets held at which point Council adopts the final millage rate and corresponding budgets
Within 3 days of 2nd hearing Wednesday Sept. 28th, 2020	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 2020 - 2021



POSITION CLASSIFICATION AND PAY PLAN  
FISCAL YEAR 2020-21  
CIVIL SERVICE/NON CIVIL SERVICE EMPLOYEES

POSITION	PAY GRADE	FY2020-21	
		PAY RANGE	
		MINIMUM	MAXIMUM
PRO SHOP CASHIER	7	19,096	28,301
PRO SHOP CLERK	8	25,877	38,368
MAINTENANCE WORKER I	8	25,877	38,367
CLERICAL ASSISTANT	9	26,575	39,407
EQUIPMENT OPERATOR	10	27,238	42,004
BUILDING MAINTENANCE TECHNICIAN	10	27,238	42,004
RECREATION LEADER	10	27,238	42,004
REFUSE COLLECTOR	10	27,238	42,004
MAINTENANCE WORKER II	10A	27,238	44,908
REFUSE TRUCK DRIVER	13	29,331	47,112
GOLF MAINTENANCE WORKER	13	29,331	47,112
ADMINISTRATIVE ASSISTANT I	15	30,819	47,531
BUILDING SPECIALIST I	15	30,819	47,531
MATERIALS MANAGEMENT CLERK	15	30,819	47,531
POLICE ADMINISTRATIVE SPECIALIST I	15	30,819	47,531
RECREATION SPECIALIST	15	30,819	47,531
HEAD LIFEGUARD	15	30,819	47,531
AQUATIC SPECIALIST	15	30,819	47,531
SPECIAL EVENTS/PROGRAM SPECIALIST	15	30,819	47,531
HEAVY EQUIPMENT OPERATOR	15	30,068	47,530
ACCOUNTING CLERK I	16	31,584	48,720
ACCOUNTING CLERK II	18	33,182	49,218
AUTOMATED EQUIPMENT OPERATOR	19	34,019	56,219
ADMINISTRATIVE ASSISTANT II	22	36,632	54,322
ASSISTANT SENIOR CENTER MANAGER	22	36,632	54,322
BUILDING SPECIALIST II	22	36,632	54,322
ASSISTANT TO THE CITY CLERK	22	36,632	54,322
PROCUREMENT SPECIALIST	22	36,632	54,322
ACCOUNTING CLERK III	22A	36,632	60,441
POLICE DISPATCHER-TRAINEE	23	37,495	56,242
PRO SHOP/OUTSIDE SERVICES MANAGER	23	37,495	56,242
RECREATION COORDINATOR	24	38,490	57,851
AQUATIC COORDINATOR	24	38,490	57,851
BUILDING SPECIALIST III	24	38,490	57,851
RECREATION MAINTENANCE SUPERVISOR	24	38,490	57,851
POLICE ADMINISTRATIVE SPECIALIST II	24	38,490	57,851
ADMINISTRATIVE ASSISTANT III	24	38,490	57,851
SANITATION FOREMAN	24A	38,490	62,190
GOLF MAINTENANCE MECHANIC	24	38,490	57,851
GOLF MAINTENANCE SUPERVISOR/FOREMAN	25	39,461	59,202
POLICE DISPATCHER I	25	39,461	59,202
ATHLETIC SUPERVISOR	26	41,434	62,162
POLICE ADMINISTRATIVE SPECIALIST III	26	41,434	62,162
POLICE DISPATCHER II	26	41,434	62,162
CODE COMPLIANCE OFFICER	26	41,434	62,162
OPERATIONS SUPERVISOR	26A	41,434	64,235
POLICE COMMUNICATIONS SUPERVISOR	28	42,485	62,998
AQUATIC SUPERVISOR	28	42,485	62,998
BUILDING AND CODE COMPLIANCE SUPERVISOR	29	43,170	63,485
* DEPUTY CITY CLERK	29	43,170	63,485
EXECUTIVE SECRETARY	29	43,170	63,485
HUMAN RESOURCES SPECIALIST	29	43,170	63,485
POLICE SENIOR EXECUTIVE ASSISTANT	30	45,266	68,722
SPECIAL EVENTS/PROGRAMS SUPERVISOR	31	47,418	70,857
HUMAN RESOURCES SPECIALIST II	31	47,418	70,856
ASISTANT IT MANAGER	31	47,418	70,856
OPERATIONS SUPERINTENDENT	37	53,052	78,679
POLICE OFFICER- RECRUIT	37	53,052	78,679
POLICE NETWORK ADMINISTRATOR	37	53,052	78,679
PROFESSIONAL SERVICES SPECIALIST	37	53,052	78,679
* GRANT WRITER & PUBLIC INFORMATION SPECIALIST	37	53,052	78,679
* SENIOR CENTER MANAGER	39	51,060	80,649
* ASSISTANT PUBLIC WORKS DIRECTOR	40	56,013	83,068
* ELDERLY SERVICES DIRECTOR	41	57,289	88,983
* CITY PLANNER	44	61,824	91,691
POLICE LIEUTENANT	44P	81,313	124,718
* HUMAN RESOURCES DIRECTOR/RISK MANAGER	45	63,372	96,801
* GOLF SUPERINTENDENT	45	63,372	96,801
* CONTROLLER	46	72,688	105,690
* INFORMATION TECHNOLOGY DIRECTOR	46	72,688	105,690
* GOLF & COUNTRY CLUB DIRECTOR	49	80,868	107,823
* RECREATION DIRECTOR	49	80,868	107,823
* PUBLIC WORKS DIRECTOR	49	80,868	107,823
* CITY CLERK	49	80,868	107,823
* POLICE CAPTAIN	49P	93,226	135,635
* FINANCE DIRECTOR	50	84,207	126,312
* ASSISTANT CITY MANAGER	50	84,208	126,313
* BUILDING OFFICIAL & CODE COMPLIANCE DIRECTOR	50A	84,207	127,588
* CHIEF OF POLICE	50P	98,961	148,442
* NON CIVIL SERVICE			

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**ANALYSIS, GRAPHICS, AND SUPPLEMENTARY  
INFORMATION**

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## BUDGET SUMMARY FOR FISCAL YEAR 2020-21 ALL FUNDS

	2017-18 Actual	2018-19 Actual	2019-20 Amended Budget	2020-21 Budget	% of Total	% Change from 2019-20
<b>BEGINNING BALANCE</b>	5,679,758	6,360,485	6,985,363	5,919,739		
<b>REVENUES/SOURCES</b>						
Taxes	7,502,682	8,596,839	8,799,377	9,268,576	37.6%	5.3%
Franchise Fees	945,352	984,311	945,500	989,000	4.0%	4.6%
Utility Taxes	1,794,216	1,852,351	1,777,000	1,750,000	7.1%	-1.5%
Licenses and Fees	1,349,619	1,554,651	1,149,300	190,900	0.8%	-83.4%
Intergovernmental Revenues	3,350,436	5,686,822	3,021,380	2,943,358	11.9%	-2.6%
Charges for Services	2,723,696	2,638,385	2,525,260	3,230,310	13.1%	27.9%
Fines and Forfeitures	848,687	1,248,834	750,000	750,000	3.0%	0.0%
Interest Income	22,639	22,391	36,000	38,000	0.2%	5.6%
Miscellaneous	363,015	474,015	312,011	300,972	1.2%	-3.5%
Interfund Transfers	1,112,694	2,652,984	2,080,713	2,341,402	9.5%	12.5%
Sanitation Charges	2,356,926	2,366,328	2,404,000	2,420,000	9.8%	0.7%
Stormwater Charges	383,122	434,399	424,000	424,000	1.7%	0.0%
Debt proceeds	448,500	1,062,611	555,419	-	0.0%	-100.0%
<b>Total Revenues/Sources</b>	23,201,584	29,574,921	24,779,960	24,646,519	100.0%	-0.5%
<b>EXPENDITURES/USES</b>						
General Government	2,206,081	2,225,121	2,459,427	2,440,070	9.6%	-0.8%
Public Safety	7,206,007	7,530,218	8,764,433	8,395,021	33.0%	-4.2%
Public Services	3,262,950	7,646,041	3,395,025	2,715,510	10.7%	-20.0%
Recreation & Culture	4,729,320	4,944,273	5,386,651	5,287,712	20.8%	-1.8%
Economic & Community Development	150,290	-	-	-	0.0%	0.0%
Debt Service	938,549	997,162	1,445,155	1,673,668	6.6%	15.8%
Transfers to other funds	1,112,694	2,652,984	1,571,868	1,834,351	7.2%	16.7%
Sanitation Services	2,502,742	2,493,799	2,469,176	2,625,673	10.3%	6.3%
Stormwater Services	412,224	460,445	353,849	471,575	1.9%	33.3%
<b>Total Expenditures/Uses</b>	22,520,857	28,950,043	25,845,584	25,443,579	100.0%	-1.6%
Excess(Deficit) of revenues over expenditures	680,727	624,878	(1,065,624)	(797,061)		
<b>ENDING BALANCE</b>	<b>6,360,485</b>	<b>6,985,363</b>	<b>5,919,739</b>	<b>5,122,678</b>		

## BUDGET SUMMARY FOR FISCAL YEAR 2020-21 ALL GOVERNMENTAL FUNDS

	2017-18 Actual	2018-19 Actual	2019-20 Amended Budget	2020-21 Budget	% of Total	% Change from 2019-20
<b>BEGINNING BALANCE</b>	3,599,637	4,454,408	5,231,712	4,165,931		
<b>REVENUES/SOURCES</b>						
Taxes	7,502,682	8,596,839	8,799,377	9,268,576	42.5%	5.3%
Franchise Fees	945,352	984,311	945,500	989,000	4.5%	4.6%
Utility Taxes	1,794,216	1,852,351	1,777,000	1,750,000	8.0%	-1.5%
Licenses and Fees	1,349,619	1,554,651	1,149,300	190,900	0.9%	-83.4%
Intergovernmental Revenues	3,350,436	5,686,822	3,021,380	2,943,358	13.5%	-2.6%
Charges for Services	2,723,696	2,638,385	2,525,260	3,230,310	14.8%	27.9%
Fines and Forfeitures	848,687	1,248,834	750,000	750,000	3.4%	0.0%
Interest Income	21,765	21,300	35,500	37,500	0.2%	5.6%
Miscellaneous	363,015	474,015	312,011	300,972	1.4%	-3.5%
Interfund Transfers	1,112,694	2,652,984	2,080,713	2,337,402	10.7%	12.3%
Proceeds from Debt	448,500	1,062,611	555,419	-		
<b>Total Revenues</b>	20,460,662	26,773,103	21,951,460	21,798,019	100.0%	-0.7%
<b>EXPENDITURES/USES</b>						
General Government	2,206,081	2,225,121	2,459,427	2,440,070	10.9%	-0.8%
Public Safety	7,206,007	7,530,218	8,764,433	8,395,021	37.6%	-4.2%
Public Services	3,262,950	7,646,041	3,395,025	2,715,510	12.2%	-20.0%
Recreation & Culture	4,729,320	4,944,273	5,386,651	5,287,712	23.7%	-1.8%
Economic & Community Development	150,290	-	-	-	0.0%	0.0%
Debt Service	938,549	997,162	1,439,837	1,673,668	7.5%	16.2%
Transfers to other funds	1,112,694	2,652,984	1,571,868	1,834,351	8.2%	16.7%
<b>Total Expenditures</b>	19,605,891	25,995,799	23,017,241	22,346,331	100.0%	-2.9%
Excess(Deficit) of revenues over expenditures	854,771	777,304	(1,065,781)	(548,313)		
<b>ENDING BALANCE</b>	<b>4,454,408</b>	<b>5,231,712</b>	<b>4,165,931</b>	<b>3,617,618</b>		

**CITY OF MIAMI SPRINGS**  
**BUDGET SUMMARY FY 2020-21**

	<u>Actual</u> <u>FY18-19</u>	<u>Amended</u> <u>Budget</u> <u>FY19-20</u>	<u>Adopted</u> <u>Budget</u> <u>FY20-21</u>	<u>% Increase</u> <u>(Decrease)</u> <u>From FY 19-20</u> <u>Budget</u>
<b><u>General Fund:</u></b>				
Budgeted Revenues	\$ 19,918,212	\$ 18,273,790	\$ 17,999,085	-1.5%
Budgeted Expenditures	(18,734,615)	(18,963,733)	(18,181,581)	-4.1%
Excess(deficit) revenues over exp	1,183,597	(689,943)	(182,496)	
Decrease(increase)in fund balance	(1,183,597)	689,943	182,496	
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	
<b><u>Law Enforcement</u></b>				
Budgeted Revenues	\$ 16,558	\$ 1,500	\$ 1,500	0.0%
Budgeted Expenditures	(64,742)	(183,361)	(171,602)	-6.4%
Excess(deficit) revenues over exp	\$ (48,184)	\$ (181,861)	\$ (170,102)	
<b><u>Road &amp; Transportation</u></b>				
Budgeted Revenues	736,687	597,000	\$ 575,835	-3.5%
Budgeted Expenditures	(846,973)	(679,651)	(575,835)	-15.3%
Excess(deficit) revenues over exp	\$ (110,286)	\$ (82,651)	\$ 0	
<b><u>Elderly Services</u></b>				
Budgeted Revenues	665,607	677,333	\$ 840,931	24.2%
Budgeted Expenditures	(663,627)	(679,741)	(840,931)	23.7%
Excess(deficit) revenues over exp	\$ 1,980	\$ (2,408)	\$ -	
<b><u>Debt Service</u></b>				
Budgeted Revenues	2,636,984	1,439,837	\$ 1,673,668	16.2%
Budgeted Expenditures	(2,636,984)	(1,439,837)	(1,673,668)	16.2%
Excess(deficit) revenues over exp	\$ -	\$ -	\$ -	
<b><u>Capital Projects Fund</u></b>				
Budgeted Revenues	\$ 5,479,227	\$ -	\$ -	0.0%
Budgeted Expenditures	(954,989)	-	-	#DIV/0!
Excess(deficit) revenues over exp	\$ 4,524,238	\$ -	\$ -	
<b><u>Building Fund</u></b>				
Budgeted Revenues	\$ 1,288,049	\$ 962,000	\$ 707,000	0.0%
Budgeted Expenditures	(958,407)	(1,070,918)	(902,715)	0.0%
Excess(deficit) revenues over exp	\$ 329,642	\$ (108,918)	\$ (195,715)	
<b><u>Total Governmental</u></b>				
Budgeted Revenues	\$ 30,741,324	\$ 21,951,460	\$ 21,798,019	-0.7%
Budgeted Expenditures	(24,860,337)	(23,017,241)	(22,346,331)	-2.9%
Excess(deficit) revenues over exp	<u>5,880,987</u>	<u>(1,065,781)</u>	<u>(548,312)</u>	

## BUDGET SUMMARY FOR FISCAL YEAR 2020-21 GENERAL FUND

	2017-18 Actual	2018-19 Actual	2019-20 Amended Budget	2020-21 Budget	% of Total	% Change from 2019-20
<b>BEGINNING BALANCE</b>	3,205,337	3,728,795	4,912,392	4,222,449		
<b>REVENUES/SOURCES</b>						
Taxes	7,502,682	8,596,839	8,799,377	9,268,576	51.5%	5.3%
Franchise Fees	945,352	984,311	945,500	989,000	5.5%	4.6%
Utility Taxes	1,794,216	1,791,116	1,777,000	1,750,000	9.7%	-1.5%
Licenses and Fees	130,041	157,131	187,300	190,900	1.1%	1.9%
Intergovernmental Revenues	1,983,904	2,071,813	2,115,246	1,905,521	10.6%	-9.9%
Charges for Services	2,688,679	2,661,386	2,505,260	2,503,310	13.9%	-0.1%
Fines and Forfeitures	810,051	1,003,660	750,000	750,000	4.2%	0.0%
Interest Income	18,837	43,812	34,000	36,000	0.2%	5.9%
Miscellaneous	325,055	462,056	290,011	282,030	1.6%	-2.8%
Interfund Transfers	-	164,341	314,677	323,748	1.8%	2.9%
Proceeds from Debt	-	1,981,747	555,419	-	0.0%	-100.0%
<b>Total Revenues</b>	16,198,817	19,918,212	18,273,790	17,999,085	100.0%	-1.5%
<b>EXPENDITURES/USES</b>						
General Government	2,185,057	2,307,091	2,459,427	2,440,070	13.4%	-0.8%
Public Safety	6,443,820	7,449,448	7,824,831	7,644,452	42.0%	-2.3%
Public Services	1,802,435	1,947,961	2,715,374	2,139,675	11.8%	-21.2%
Recreation & Culture	4,149,043	5,182,158	4,706,910	4,446,781	24.5%	-5.5%
Transfers to other funds	1,095,004	1,847,957	1,257,191	1,510,603	8.3%	20.2%
<b>Total Expenditures</b>	15,675,359	18,734,615	18,963,733	18,181,581	100.0%	-4.1%
Increase(appropriated) fund bal	523,458	1,183,597	(689,943)	(182,496)		
<b>ENDING BALANCE</b>	<b>3,728,795</b>	<b>4,912,392</b>	<b>4,222,449</b>	<b>4,039,953</b>		



## BUDGET SUMMARY FOR FISCAL YEAR 2020-21 ALL ENTERPRISE FUNDS

	FY2017-18 Actual	FY2018-19 Actual	FY2019-20 Amended Budget	FY2020-21 Budget	% of Total	% Change from 2019-20
<b>BEGINNING NET ASSETS BALANCE</b>	2,080,121	1,906,077	1,753,651	1,587,356		
<b>REVENUES/SOURCES</b>						
Charges for services	2,740,048	2,800,727	2,824,000	2,844,000	99.8%	0.7%
Interest Income	874	1,091	500	500	0.0%	0.0%
<b>Total Revenues</b>	<u>2,740,922</u>	<u>2,801,818</u>	<u>2,824,500</u>	<u>2,848,500</u>	100.0%	0.8%
<b>EXPENDITURES/USES</b>						
Administrative costs	1,356,832	1,371,256	1,398,761	1,431,483	46.2%	2.3%
Operations and maintenance	507,307	484,686	492,854	532,211	17.2%	8.0%
Disposal and recycling costs	723,821	788,879	794,862	825,500	26.7%	3.9%
Depreciation and amortization	318,484	304,116	299,000	308,054	9.9%	3.0%
Interest Expense	8,522	5,307	5,318	-	0.0%	-100.0%
<b>Total Expenditures/uses</b>	<u>2,914,966</u>	<u>2,954,244</u>	<u>2,990,795</u>	<u>3,097,248</u>	100.0%	3.6%
Excess(Deficit) of revenues over expenditures	(174,044)	(152,426)	(166,295)	(248,748)		
<b>ENDING NET ASSETS BALANCE</b>	<u><u>1,906,077</u></u>	<u><u>1,753,651</u></u>	<u><u>1,587,356</u></u>	<u><u>1,338,608</u></u>		

**CITY OF MIAMI SPRINGS**  
**ENTERPRISE FUND BUDGET SUMMARY FY 2020-21**

	<u>Actual</u> <u>FY18-19</u>	<u>Amended</u> <u>Budget</u> <u>FY19-20</u>	<u>Adopted</u> <u>Budget</u> <u>FY20-21</u>	<u>% Increase</u> <u>(Decrease)</u> <u>From FY 19-20</u> <u>Budget</u>
<b><u>Sanitation</u></b>				
Revenues/Sources	\$ 2,281,194	\$ 2,404,000	\$ 2,424,000	1%
Operating Expenses	(2,364,945)	(2,460,586)	(2,476,785)	1%
Operating Profit(Loss)	(83,751)	(56,586)	(52,785)	-7%
Depreciation	(101,090)	(93,000)	(148,888)	60%
Net Income(loss)	<u>\$ (184,841)</u>	<u>\$ (149,586)</u>	<u>\$ (201,673)</u>	
<b><u>Stormwater</u></b>				
Revenues/Sources	\$ 720,994	\$ 424,500	\$ 424,500	0%
Operating Expenses	(284,218)	(288,849)	(312,409)	8%
Operating Profit(Loss)	436,777	135,651	112,091	-17%
Depreciation	(184,623)	(178,000)	(159,166)	-11%
Net Income(loss)	<u>\$ 252,154</u>	<u>\$ (42,349)</u>	<u>\$ (47,075)</u>	
<b><u>Total Enterprise</u></b>				
Revenues/Sources	\$ 3,002,188	\$ 2,828,500	\$ 2,848,500	1%
Operating Expenses	(2,649,162)	(2,749,435)	(2,789,194)	1%
Operating Profit(Loss)	353,026	79,065	59,306	-25%
Depreciation	(285,713)	(271,000)	(308,054)	14%
Net Income(loss)	<u>\$ 67,313</u>	<u>\$ (191,935)</u>	<u>\$ (248,748)</u>	

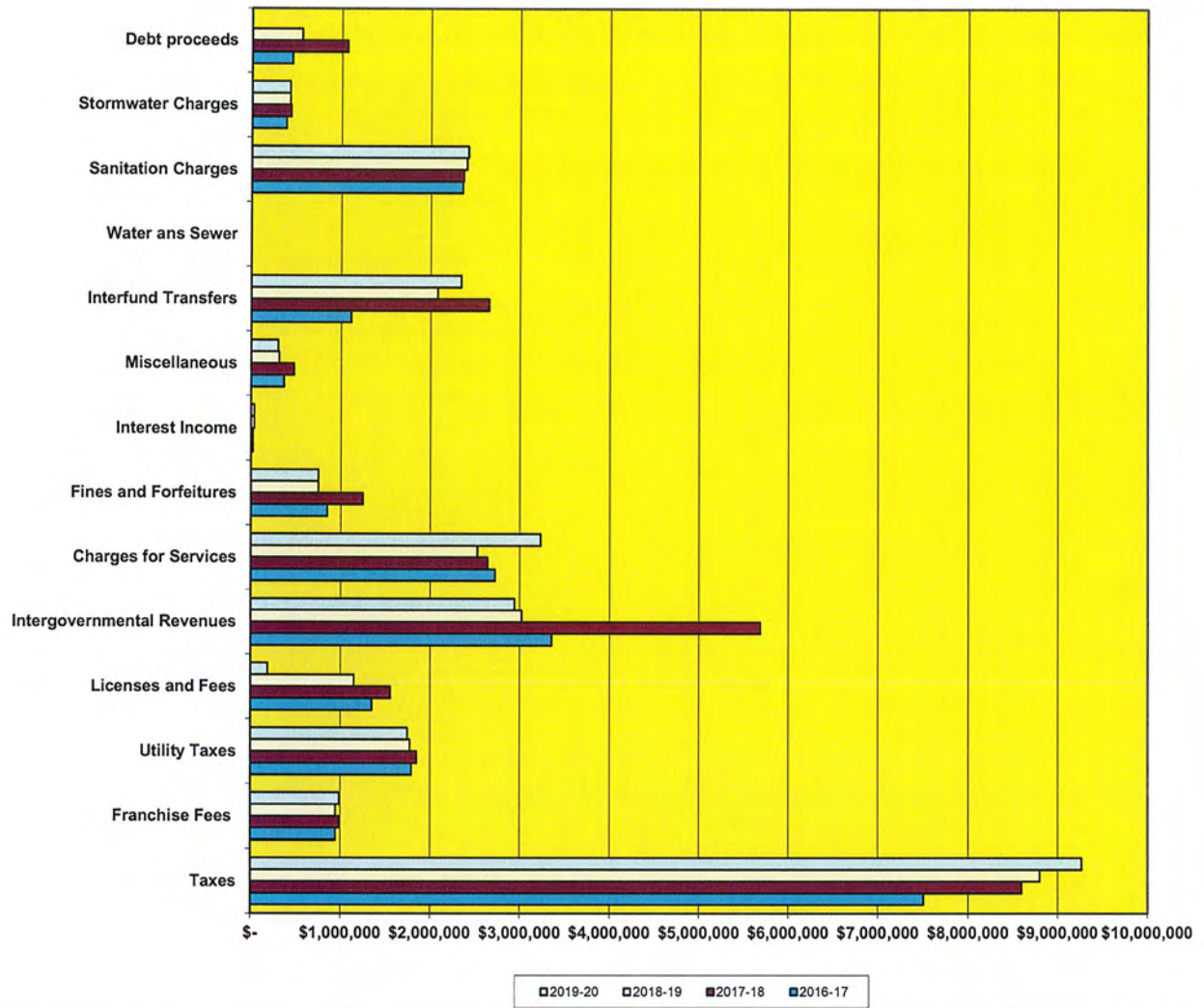
**CITY OF MIAMI SPRINGS  
BUDGETED REVENUE FY 2020-21**

<b>GENERAL FUND</b>	<b>\$17,999,085</b>
<b>SPECIAL REVENUE FUNDS:</b>	
<u>Road and Transportation Fund</u>	
People's Transportation Tax	556,893
Misc Funds	18,942
Total Road and Transportation	575,835
Law Enforcement Trust Fund	1,500
Building Operations Fund	707,000
Elderly Services (including \$339,837 in transfers from the General Fund)	840,931
Total Special Revenue Funds	2,125,266
Debt Service Fund	1,673,668
<b>ENTERPRISE FUNDS:</b>	
<u>Sanitation Fund</u>	
Residential/Recycling/Bulk	2,424,000
Appropriated Fund Balance	-
Total Sanitation Fund	2,424,000
<u>Stormwater Fund</u>	
Residential/Commercial/Industrial Fees	424,000
Misc Income	500
Appropriated Fund Balance	-
Total Stormwater Fund	424,500
Total All Funds	<b>\$ 24,646,519</b>

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

	FY2019-20 Amended Budget	FY2020-21 Budget	% of Total	% of Change From FY2019-20
Salaries	\$ 9,432,881	\$ 9,797,968	38.5%	3.9%
Health Insurance Benefits	1,290,683	1,416,347	5.6%	9.7%
Pension costs	1,031,757	1,006,649	4.0%	-2.4%
Workmens Comp	388,757	393,268	1.5%	1.2%
Other Employee Benefits	723,441	750,922	3.0%	3.8%
<b>Total Salaries &amp; Benefits</b>	<b>12,867,519</b>	<b>13,365,154</b>	<b>52.5%</b>	<b>3.9%</b>
Capital Expenditures	830,047	73,500	0.3%	-91.1%
Debt Service Payments	1,499,757	1,726,879	6.8%	15.1%
Depreciation/Amortization	299,000	308,054	1.2%	3.0%
Operating Supplies/Uniforms	981,445	1,010,404	4.0%	3.0%
Contractual Services	2,484,148	2,370,190	9.3%	-4.6%
Waste Disposal	794,862	825,500	3.2%	3.9%
Transfers to other funds	326,199	339,987	1.3%	4.2%
Liability insurance	375,847	437,701	1.7%	16.5%
Professional Fees	439,501	484,854	1.9%	10.3%
Management fee paid by enterprise funds	530,000	530,000	2.1%	0.0%
Fleet Maintenance	430,317	455,007	1.8%	5.7%
Repairs and Maintenance	1,309,051	582,130	2.3%	-55.5%
Other Misc Expenses	2,895,022	2,934,220	11.5%	1.4%
<b>Total Budgeted Expenditures(All Funds)</b>	<b>26,062,715</b>	<b>25,443,579</b>	<b>100.0%</b>	<b>-2.4%</b>

## Revenues All Funds



**EXPENDITURE CATEGORY MATRIX FOR FY2020-21 BUDGET**

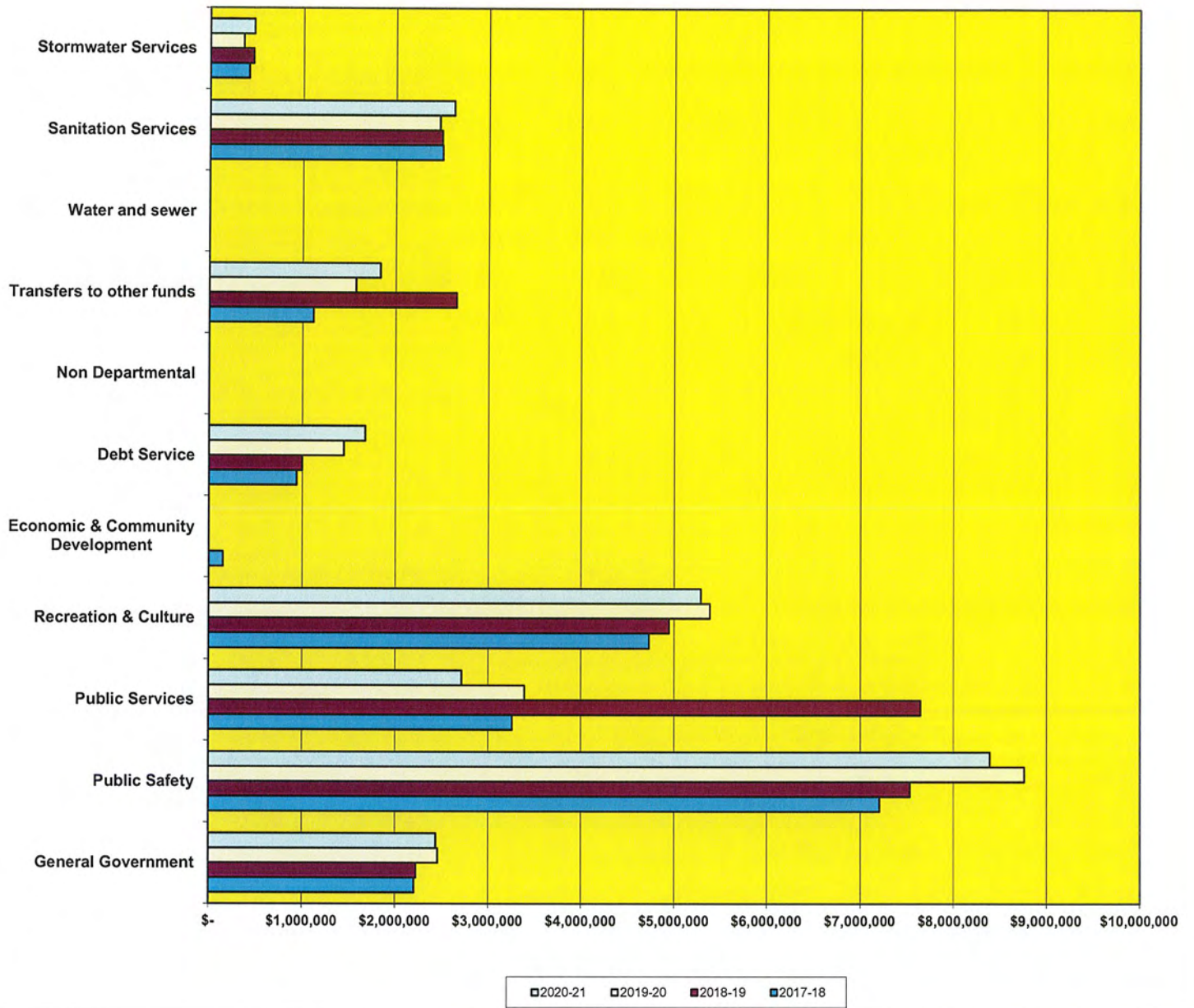
Allocation of Expenditures	Personnel Services	Expenditure/ Expenses	Capital Outlay	Debt Service	Other Uses	Total
<b>General Fund</b>						
Mayor & City Council	34,312	127,810	-	-	-	162,122
Office of the City Manager	301,814	74,515	-	-	-	376,329
Office of the City Clerk	238,693	91,142	-	-	-	329,835
Office of the City Attorney	-	188,000	-	-	-	188,000
Human Resource Department	199,137	74,306	-	-	-	273,443
Finance /Budget	499,392	131,477	1,500	-	-	632,369
IT Department	192,702	191,603	-	-	-	384,305
Planning Department	79,762	13,905	-	-	-	93,667
Police Department	6,449,827	942,258	12,000	-	-	7,404,085
Police - School Guards	27,657	700	-	-	-	28,357
Code Compliance	189,443	22,567	-	-	-	212,010
Public Services - Administration	338,320	63,761	-	-	-	402,081
Public Services - Streets	159,438	245,631	-	-	-	405,069
Public Services - Properties	587,274	308,051	-	-	15,000	910,325
Public Services - Building Maintenance	124,438	258,761	-	-	-	383,199
Public Services - Fleet Maintenance	-	39,000	-	-	-	39,000
Recreation	834,894	647,837	-	-	16,998	1,499,729
Aquatics	417,505	163,977	-	-	-	581,482
Tennis	-	22,382	20,000	-	-	42,382
Park Maintenance	62,465	231,868	-	-	-	294,333
Golf-Administration	-	11,068	-	-	-	11,068
Golf-Pro Shop	440,500	241,457	-	-	-	681,957
Golf-Maintenance	328,147	859,529	-	-	148,154	1,335,829
Transfers to other funds	-	-	-	-	1,510,603	1,510,603
<b>General Fund Total</b>	<b>11,505,721</b>	<b>4,951,606</b>	<b>33,500</b>	<b>-</b>	<b>1,690,755</b>	<b>18,181,581</b>
<b>% of General Fund</b>	<b>63.3%</b>	<b>27.2%</b>	<b>0.2%</b>	<b>0.0%</b>	<b>9.3%</b>	<b>100.0%</b>
<b>Road and Transportation Fund</b>						
Streets & Sidewalks-Maintenance	90,386	485,449	-	-	-	575,835
Streets & Sidewalks-Infrastructure	-	-	-	-	-	-
<b>Road &amp; Transportation Fund Total</b>	<b>90,386</b>	<b>485,449</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>575,835</b>
<b>% of Road &amp; Transportation</b>	<b>15.7%</b>	<b>84.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>100.0%</b>
<b>Senior Center fund</b>						
Social Services	420,837	420,093	-	-	-	840,931
<b>Senior Center Total</b>	<b>420,837</b>	<b>420,093</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>840,931</b>
<b>% of Senior Center</b>	<b>50.0%</b>	<b>50.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>100.0%</b>
<b>Building Department</b>						
Public Safety	461,098	441,617	-	-	-	902,715
<b>Building Department Total</b>	<b>461,098</b>	<b>441,617</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>902,715</b>
<b>% of Building Department</b>	<b>51.1%</b>	<b>48.9%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>100.0%</b>
<b>Debt Service</b>						
General Debt Service	-	-	-	1,673,668	-	1,673,668
<b>Debt Service Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,673,668</b>	<b>-</b>	<b>1,673,668</b>
<b>% of Debt Service</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>100.0%</b>	<b>0.0%</b>	<b>100.0%</b>

**EXPENDITURE CATEGORY MATRIX FOR FY2020-21 BUDGET**

Allocation of Expenditures	Personnel Services	Expenditure/ Expenses	Capital Outlay	Debt Service	Other Uses	Total
<b>Sanitation Fund</b>						
Garbage and Trash Collection	770,488	1,385,184	-	-	470,000	2,625,673
Sanitation Fund Total	770,488	1,385,184	-	-	470,000	2,625,673
% of Sanitation	29.3%	52.8%	0.0%	0.0%	17.9%	100.0%
<b>Stormwater Fund</b>						
Stormwater services	130,995	280,580	-	-	60,000	471,575
Stormwater Fund Total	130,995	280,580	-	-	60,000	471,575
% of Stormwater	27.8%	59.5%	0.0%	0.0%	12.7%	100.0%
<b>Law Enforcement Fund</b>						
Treasury & Justice Confiscated	-	131,602	40,000	-	-	171,602
Law Enforcement Fund Total	-	131,602	40,000	-	-	171,602
% of Law Enforcement	0.0%	76.7%	23.3%	0.0%	0.0%	100.0%
<b>TOTAL 2020-21 BUDGET</b>	<b>13,379,525</b>	<b>8,096,131</b>	<b>73,500</b>	<b>1,673,668</b>	<b>2,220,755</b>	<b>25,443,579</b>
<b>% OF TOTAL 2020-21 BUDGET</b>	<b>52.6%</b>	<b>31.8%</b>	<b>0.3%</b>	<b>6.6%</b>	<b>8.7%</b>	<b>100.0%</b>

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.

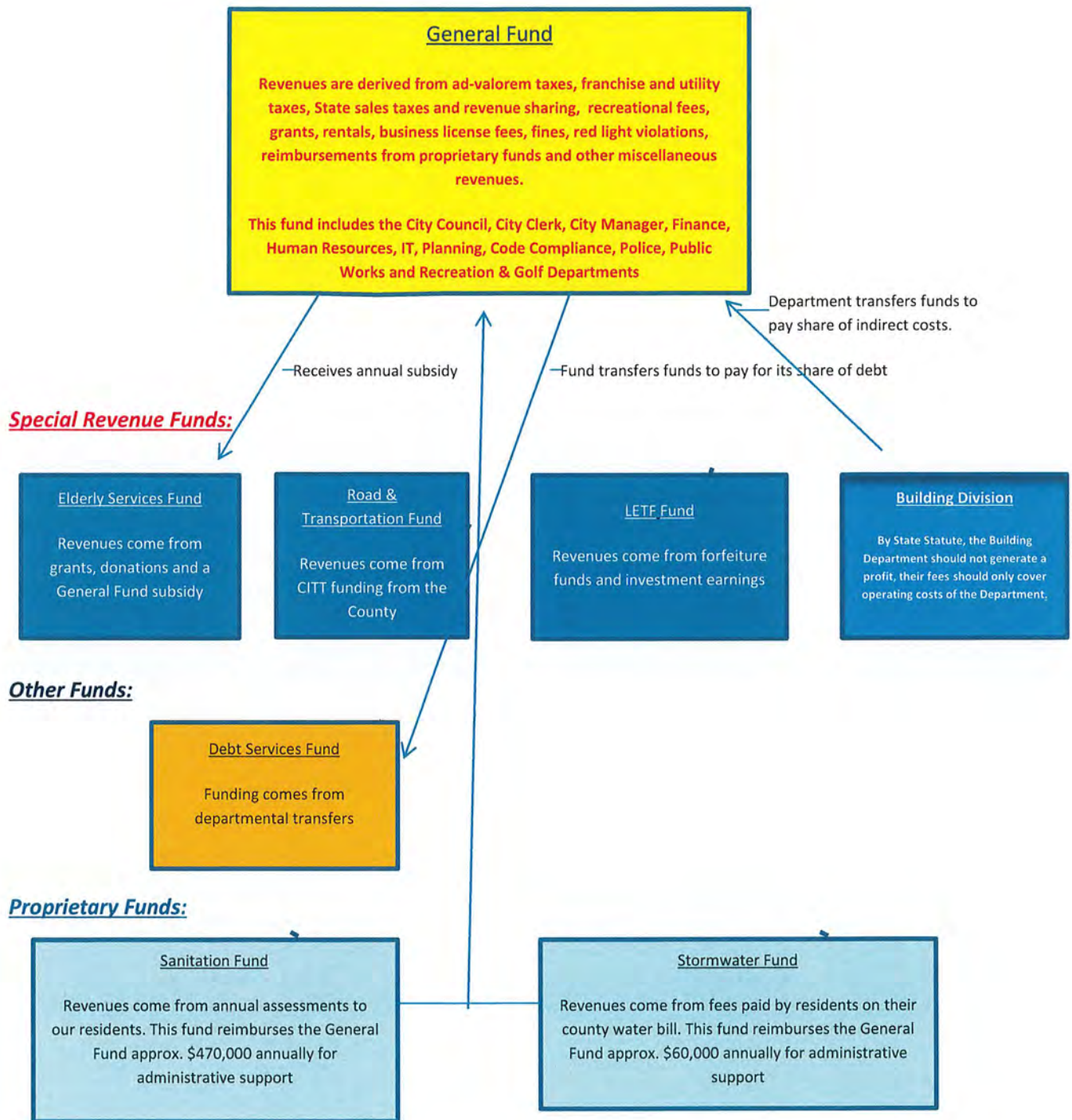
## Expenditures All Funds





**CITY OF MIAMI SPRINGS**  
**PERSONNEL COMPARISON BY DEPARTMENT**  
 Final

	FY 2018-19		FY 2019-20		FY 2020-21		Increase(decrease) from FY 2019-20	
	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	2.00	-	2.00	-	-	-
Planning Department	1.25	-	1.25	-	1.25	-	-	-
Police Department	56.00	8.00	57.00	8.00	57.00	8.00	-	-
Building Department	4.80	-	4.80	-	4.80	-	-	-
Code Compliance	2.20	-	2.20	-	2.20	-	-	-
Public Services- Administration	5.00	-	5.00	-	5.00	-	-	-
Public Services - Streets	3.00	-	3.00	-	3.00	-	-	-
Public Services - Properties	10.00	-	12.00	-	12.00	-	-	-
Public Services - Building Maintenance	2.00	-	2.00	-	2.00	-	-	-
Recreation	6.00	43.00	6.00	43.00	6.00	43.00	-	-
Aquatics	3.00	25.00	2.00	25.00	2.00	25.00	-	-
Park Maintenance	1.00	-	1.00	-	1.00	-	-	-
Golf Course-Pro Shop	4.00	18.00	4.00	17.00	4.00	17.00	-	-
Golf Course-Maintenance	4.00	-	4.00	-	4.00	-	-	-
Road & Transportation Fund	1.00	-	1.00	-	1.00	-	-	-
Senior Center	2.00	10.00	2.00	10.00	3.00	15.00	1.00	5.00
Sanitation Fund	12.00	-	11.00	-	11.00	-	-	-
Stormwater Fund	2.00	-	2.00	-	2.00	-	-	-
<b>TOTAL PERSONNEL</b>	<b>133.00</b>	<b>106.00</b>	<b>135.00</b>	<b>104.00</b>	<b>136.00</b>	<b>109.00</b>	<b>1.00</b>	<b>5.00</b>



- 1) The General Fund is the main operating fund of the city. It receives the bulk of its revenues from ad-valorem and other taxes and fees, these revenues are then used to fund all city departments. The General Fund also provides an annual subsidy to the Elderly Services Fund.
- 2) The city has four Special Revenue Funds;
  - The Elderly Services Fund which receives all of its revenues from grants, donations, and the annual city subsidy.
  - The Road and Transportation Fund which receives all of its funding from the county CITT half cent tax.
  - The Building Department Fund which accounts for all building permitting activity.
  - The LETF Fund which receives all funding from Police Forfeitures and investment earnings, these funds can only be used for specific police expenditures and all expenditures must be pre-approved by Council.
- 3) The city also has two Proprietary Funds (Sanitation and Stormwater), these are operations that are self-sufficient and do not require any General Fund subsidy. These operations are accounted for in the same manner as a business in the private sector.
- 4) The city also has a Debt Service Fund which is used to account for all debt service payments. Any Department that has incurred debt to purchase equipment or build a facility will transfer the annual debt service payment to this fund so that payments can be made.

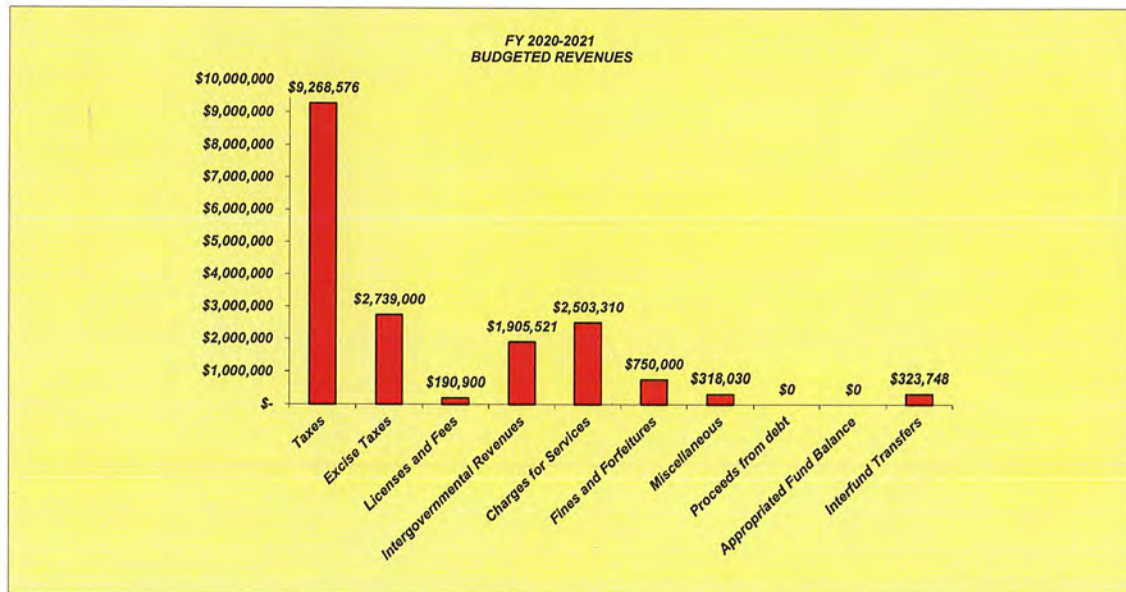
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## **GENERAL FUND**

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

REVENUES	FY17-18 Actual	FY18-19 Actual	FY19-20 Budget	FY20-21 Budget	% of Total	% Change from 2019-20
Taxes	\$ 8,123,559	\$ 8,596,839	\$ 8,799,377	\$ 9,268,576	51.5%	5.3%
Excise Taxes	2,822,183	2,775,427	2,722,500	2,739,000	15.2%	0.6%
Licenses and Fees	135,307	157,131	187,300	190,900	1.1%	1.9%
Intergovernmental Revenues	2,020,894	2,071,813	2,115,246	1,905,521	10.6%	-9.9%
Charges for Services	2,603,079	2,661,386	2,505,260	2,503,310	13.9%	-0.1%
Fines and Forfeitures	1,233,494	1,003,660	750,000	750,000	4.2%	0.0%
Miscellaneous	152,944	505,868	324,011	318,030	1.8%	-1.8%
Proceeds from debt	1,062,611	1,981,747	555,419	-	0.0%	0.0%
Appropriated Fund Balance	371,781	1,183,597	(689,943)	-	0.0%	-100.0%
Interfund Transfers	-	164,341	314,677	323,748	1.8%	2.9%
<b>Total Revenues</b>	<b>\$ 18,525,852</b>	<b>\$ 21,101,809</b>	<b>\$ 17,583,847</b>	<b>\$17,999,085</b>	<b>100.0%</b>	<b>2.4%</b>



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

Line Item Revenue	FY 17-18	FY 18-19	FY 19-20	FY 20-21	% of	% Change
	Actual	Actual	Amended Budget	Proposed Budget	Total	from 2019-20
Ad Valorem Taxes - Current	\$ 8,123,559	\$ 8,596,839	\$ 8,749,377	\$ 9,218,576	51.22%	5.4%
Ad Valorem Taxes - Delinquent	-	-	50,000	50,000	0.28%	0.0%
Franchise Fees	969,832	984,311	945,000	989,000	5.49%	4.7%
Utility Service Taxes	1,262,658	1,281,487	1,202,000	1,260,000	7.00%	4.8%
Local Communications Tax	589,693	509,629	575,000	490,000	2.72%	-14.8%
Occupational Licenses - City	73,256	75,467	71,000	71,000	0.39%	0.0%
Occupational Licenses - County	19,391	27,820	24,000	24,000	0.13%	0.0%
Zoning Fees	42,210	53,370	42,000	42,000	0.23%	0.0%
Misc plan Reviews	450	475	500	500	0.00%	0.0%
State Revenue Sharing	497,003	510,464	515,000	453,500	2.52%	-11.9%
Alcoholic Beverage License	10,243	13,588	10,000	10,000	0.06%	0.0%
1/2-cent Sales Tax	1,120,582	1,128,950	1,149,206	1,019,785	5.67%	-11.3%
Local Option Gas Tax	384,852	385,864	391,040	341,936	1.90%	-12.6%
Gas Tax Rebate	8,216	2,344	10,000	2,300	0.01%	-77.0%
School Crossing Guards	17,971	19,829	18,000	18,000	0.10%	0.0%
Summer Camp Activity Fees	27,955	23,253	30,000	30,000	0.17%	0.0%
Summer Camp	126,556	125,527	130,000	130,000	0.72%	0.0%
Fitness Room Membership	7,023	12,188	20,000	15,000	0.08%	-25.0%
After School Program	47,916	31,529	45,000	45,000	0.25%	0.0%
Gym Admission Fees	1,720	2,936	2,250	2,500	0.01%	11.1%
Swimming Pool Admissions/Lessons	112,438	115,565	97,000	97,000	0.54%	0.0%
Pool Rental	1,500	3,450	4,500	4,500	0.03%	0.0%
Get Fit Summer Camp	14,350	7,600	18,000	20,000	0.11%	11.1%
Vending Machines	2,081	1,523	3,500	2,500	0.01%	-28.6%
Fireworks-VG	3,000	3,000	3,000	3,000	0.02%	0.0%
Pool Memberships	19,828	17,032	20,000	20,000	0.11%	0.0%
Aquatic Multipurpose Room Rental	18,154	7,508	-	7,200	0.04%	100.0%
Shade Area/Umbrella Rentals	21,968	20,013	12,000	16,000	0.09%	33.3%
Basketball fees	29,495	17,550	34,300	24,000	0.13%	-30.0%
Other Annual Events	6,005	7,561	12,800	15,000	0.08%	17.2%
Pelican Theatre	6,802	2,090	3,800	3,500	0.02%	-7.9%
Jazzercise	3,364	3,364	4,800	4,800	0.03%	0.0%
Daddy/Daughter Dance	4,923	3,930	7,500	6,500	0.04%	-13.3%
Green Fees	1,014,426	978,215	1,160,800	996,300	5.54%	-14.2%
Cart Fees	37,588	15,395	71,900	71,900	0.40%	0.0%
Golf Merchandise/Food & Beverage Sales	135,635	283,084	96,700	96,700	0.54%	0.0%
Range Fees	143,566	144,102	132,000	132,000	0.73%	0.0%
Misc. Club Rental/Lessons	35,338	39,627	23,000	23,000	0.13%	0.0%
Golf memberships	59,496	105,547	42,410	206,910	1.15%	387.9%
Miscellaneous Charges for Serv	653	-	400	500	0.00%	25.0%
Copies & Other Charges	4,865	4,514	4,400	4,400	0.02%	0.0%
Lien Search	28,850	28,400	25,000	28,500	0.16%	14.0%
Re-Occupancy Inspection fees	18,950	17,375	20,000	20,000	0.11%	0.0%
Clerk of the Court - Fines	201,564	227,180	230,000	230,000	1.28%	0.0%
Code Enforcement tickets	338,675	448,582	20,000	20,000	0.11%	0.0%
Disabled Parking tickets	4,802	-	-	-	0.00%	0.0%
Administrative Fee-Red Light hearings	22,049	14,071	22,000	20,000	0.11%	-9.1%
Other Grants	35,100	30,602	22,503	40,000	0.22%	77.8%
Interest - Investments	11,838	32,623	28,000	30,000	0.17%	7.1%
Interest - Tax Collections	5,624	11,189	6,000	6,000	0.03%	0.0%
Rent - Metro Fire	12,484	12,747	14,000	14,000	0.08%	0.0%
Rent - Dade Co. Library	8,253	8,253	8,500	8,500	0.05%	0.0%
Rent - Bus Benches	4,750	4,253	4,500	4,500	0.03%	0.0%
Recreational Activities	21,720	18,115	20,000	20,000	0.11%	0.0%
Sprint Tower	91,719	95,387	95,000	92,000	0.51%	-3.2%
Rent-Country Club	28,000	-	19,500	33,000	0.18%	69.2%

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

Line Item Revenue	FY 17-18	FY 18-19	FY 19-20	FY 20-21	% of	% Change
	Actual	Actual	Amended Budget	Proposed Budget	Total	from 2019-20
Surplus sale of equipment	25,523	209,674	25,501	25,501	0.14%	0.0%
Other Miscellaneous	75,978	82,286	116,544	80,029	0.44%	-31.3%
Red Light Fines	666,405	855,239	500,000	500,000	2.78%	0.0%
Returned check charges	59	210	500	500	0.00%	0.0%
Code Enforcement Liens	4,191	-	4,000	4,000	0.02%	0.0%
ITF - Building Fund	237,323	220,809	314,677	323,748	1.80%	2.9%
ITF - Sanitation Admin Fee	370,000	370,000	470,000	470,000	2.61%	0.0%
ITF- Stormwater Adim Fee	60,000	60,000	60,000	60,000	0.33%	0.0%
ITF- Hurricane Fund	-	164,342	-	-	0.00%	0.0%
Appropriated Fund Balance	-	-	-	-	0.00%	100.0%
Proceeds from Debt	1,062,611	1,981,747	555,419	-	0.00%	-100.0%
<b>TOTALS &gt;&gt;&gt;</b>	<b>\$ 18,343,029</b>	<b>\$ 20,459,624</b>	<b>\$ 18,313,827</b>	<b>\$ 17,999,085</b>	<b>100.00%</b>	<b>-1.72%</b>

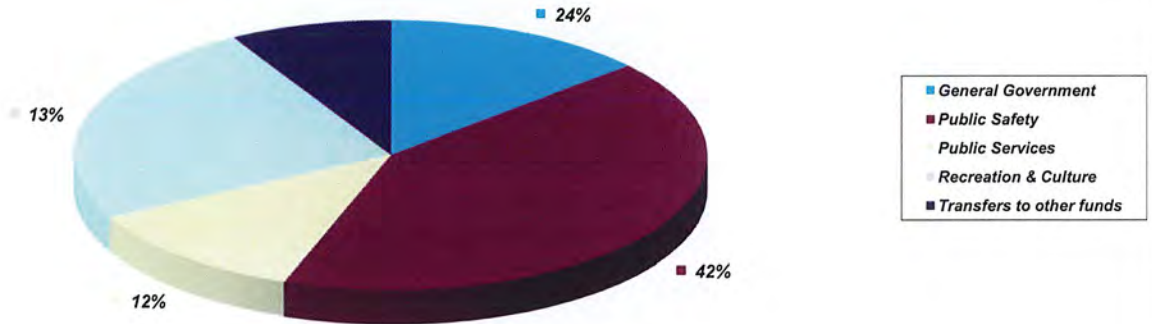
**CITY OF MIAMI SPRINGS**  
**LISTING OF TOP EXPENDITURES-GENERAL FUND**

	<u>FY2019-20</u> <u>Amended Budget</u>	<u>FY2020-21</u> <u>Budget</u>	<u>% of Total</u>	<u>% of Change</u> <u>From FY2019-20</u>
Salaries	\$ 8,172,181	\$ 8,425,876	46.3%	3.1%
Health Insurance Benefits	1,077,711	1,196,037	6.6%	11.0%
Pension costs	914,578	888,614	4.9%	-2.8%
Workmens Comp	342,256	350,615	1.9%	2.4%
Other Employee Benefits	625,567	644,580	3.5%	3.0%
<b>Total Salaries &amp; Benefits</b>	<b>11,132,293</b>	<b>11,505,721</b>	<b>63.3%</b>	<b>3.4%</b>
Capital Expenditures	743,820	33,500	0.2%	-95.5%
Debt Service Payments	1,303,168	1,541,425	8.5%	18.3%
Operating Supplies/Uniforms	639,747	630,784	3.5%	-1.4%
Contractual Services	1,329,111	1,219,807	6.7%	-8.2%
Utilities	423,355	425,836	2.3%	0.6%
Transfers to other funds	326,199	339,987	1.9%	4.2%
Liability insurance	303,261	357,059	2.0%	17.7%
Professional Fees	352,175	414,960	2.3%	17.8%
Fleet Maintenance	168,155	159,100	0.9%	-5.4%
Repairs and Maintenance	1,010,250	407,619	2.2%	-59.7%
Other Misc Expenses	1,216,837	1,145,784	6.3%	-5.8%
<b>Total Budgeted Expenditures</b>	<b>18,948,371</b>	<b>18,181,581</b>	<b>100.0%</b>	<b>-4.0%</b>

**CITY OF MIAMI SPRINGS  
EXPENDITURES BY CLASS**

	FY2017-18 <u>Actual</u>	FY2018-19 <u>Actual</u>	FY2019-20 <u>Amended Budget</u>	FY2020-21 <u>Budget</u>	<u>% of Change From FY2019-20</u>
General Government	\$ 2,220,122	\$ 2,307,091	\$ 2,459,429	\$ 2,440,070	-0.8%
Public Safety	6,720,181	7,449,448	7,824,831	7,644,452	-2.3%
Public Services	2,080,859	1,947,961	2,715,376	2,139,675	-21.2%
Recreation & Culture	4,180,907	5,182,158	4,706,912	4,446,781	-5.5%
Transfers to other funds	2,580,212	1,847,957	1,257,191	1,510,603	20.2%
<b>Sub-Totals</b>	<b>\$ 17,782,281</b>	<b>\$ 18,734,615</b>	<b>\$ 18,963,739</b>	<b>\$ 18,181,581</b>	<b>-4.1%</b>
Increase(appropriated) fund balance	-	-	-	-	0.0%
<b>Totals</b>	<b>\$ 17,782,281</b>	<b>\$ 18,734,615</b>	<b>\$ 18,963,739</b>	<b>\$ 18,181,581</b>	<b>-4.1%</b>

*FY 2020-21 Expenditures by Class*





**CITY OF MIAMI SPRINGS  
EXPENDITURES BY DEPARTMENT**

<u>Department</u>	FY 2017-18 <u>Actual</u>	FY 2018-19 <u>Actual</u>	FY 2019-20 <u>Amended Budget</u>	FY 2020-21 <u>Budget</u>	% Change From FY2019-20
Mayor & City Council	\$ 128,345	\$ 164,255	\$ 186,028	\$ 162,122	-12.9%
Office of the City Manager	429,542	437,554	384,287	376,329	-2.1%
Office of the City Clerk	247,452	263,067	330,970	329,835	-0.3%
Office of the City Attorney	176,936	184,368	188,000	188,000	0.0%
Human Resource Department	238,026	258,369	266,000	273,443	2.8%
Finance /Budget	645,407	618,933	642,475	632,369	-1.6%
IT Department	280,192	299,229	371,172	384,305	3.5%
Planning Department	74,222	81,316	90,497	93,667	3.5%
Police Department	6,492,638	7,236,885	7,591,701	7,404,085	-2.5%
Police - School Guards	20,532	20,481	27,555	28,357	2.9%
Code Compliance	207,011	192,082	205,575	212,010	3.1%
Public Services - Administration	413,015	389,051	394,599	402,081	1.9%
Public Services - Streets	372,244	407,251	486,075	405,069	-16.7%
Public Services - Properties	832,801	817,765	855,609	910,325	6.4%
Public Services - Building Maintenance	367,312	302,299	919,604	383,199	-58.3%
Public Services - Fleet Maintenance	95,487	31,595	59,489	39,000	-34.4%
Recreation	1,383,033	1,343,880	1,614,936	1,499,729	-7.1%
Aquatics	520,856	564,197	597,870	581,482	-2.7%
Tennis	30,239	39,158	42,382	42,382	0.0%
Park Maintenance	296,945	258,575	314,336	294,333	-6.4%
Golf Administration	16,011	14,788	15,068	11,068	-26.5%
Pro Shop	810,963	1,059,271	702,713	681,957	-3.0%
Golf Maintenance	1,122,860	1,902,289	1,419,607	1,335,829	-5.9%
<b>Total</b>	<b>\$15,202,069</b>	<b>\$16,886,658</b>	<b>\$17,706,548</b>	<b>\$16,670,978</b>	<b>-5.8%</b>
Transfers to other funds	2,580,212	1,847,957	1,257,191	1,510,603	20.2%
Increase(appropriated) fund balance	-	-	-	-	
<b>Total</b>	<b>\$17,782,281</b>	<b>\$18,734,615</b>	<b>\$18,963,739</b>	<b>\$18,181,581</b>	<b>-4.1%</b>

# **City Council**

## **Mission Statement**

**The mission of the City Council is to provide leadership and direction for the City, to assure the present and future fiscal integrity of the municipal government, to represent the short and long-term interests of the City, and to promote quick, courteous responses to residents' concerns.**

## **City Council**

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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.

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### **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.

### **2019-20 Accomplishments**

- Approved Curtiss Mansion Parking Lights project
- Approved the installation of Westward Drive tree lighting project
- Approved the artists for the Art in Public Places for the new Senior Center
- Participated in the Miami-Dade County Resilient305 Program
- Approved the repairs and remediation of issues found at City Hall
- Pursued the "Bed Tax" issue through the 2019-2020 legislative session
- Awarded \$186,000 for senior meals and programs from State of Florida

## City Council

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### 2020-21 Budget Highlights

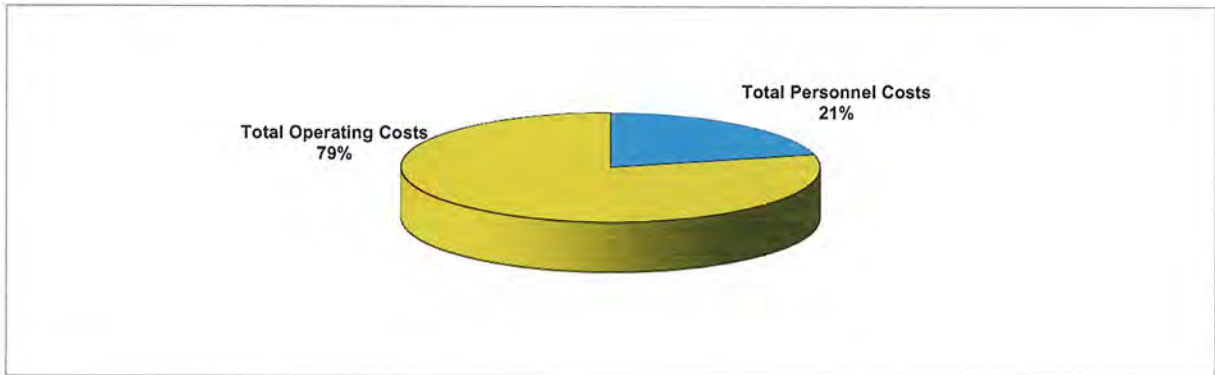
- Proposed budget is \$23,905 or 13% lower than FY2019/2020. Decrease is due to the funding provided in FY19-20 for the Historic Museum building renovation.
- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$162,122</u>
Net cost of Department	<u>\$162,122</u>
- The Promotions line item is a lump sum of \$79,560 to be allotted during the year as follows:
  1. \$41,060 will be allocated during the year for the following events:

Stafford Golf Tournament (\$2,000)
River Cities Festival (\$14,000)
Car shows (2) (\$3,000)
City events (\$9,000)
Employee Holiday Dinner (\$5,000)
Police Appreciation Dinner (\$3,000)
Community Shred Event (\$2,060)
Optimist BarBQ (\$2,000)
  2. \$35,000 has been allocated to the Curtis Mansion to assist with their annual operating costs.
  3. \$4,400 has been allocated to the Historic Museum for storage costs.

MAYOR AND CITY COUNCIL  
Expenditure Detail

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
<b>PERSONNEL</b>						
Executive Salaries	\$31,800	\$31,800	\$31,800	\$31,800	19.6%	0.0%
Payroll Taxes	2,433	2,433	2,433	2,433	1.5%	0.0%
Workers' Compensation	42	57	80	80	0.0%	-0.6%
<b>Total Personnel Costs</b>	<b>\$ 34,275</b>	<b>\$ 34,290</b>	<b>\$ 34,313</b>	<b>\$ 34,312</b>	<b>21.2%</b>	<b>0.0%</b>
<b>OPERATING</b>						
Professional Services	-	6,424	-	-	0.0%	0.0%
Travel & Related Costs	8,703	12,332	17,100	17,100	10.5%	0.0%
Telephone	4,510	5,692	3,200	3,200	2.0%	0.0%
Rentals & Lease	150	-	-	-	0.0%	0.0%
Promotions & Donations	69,960	99,814	103,465	79,560	49.1%	-23.1%
Misc. Expenses	506	155	3,000	3,000	1.9%	0.0%
Operating Supplies	936	580	1,000	1,000	0.0%	0.0%
Dues, Memberships & Subsc.	3,181	3,826	3,400	3,400	2.1%	0.0%
Training & Education	-	-	2,000	2,000	0.0%	0.0%
Printing and binding	1,490	654	4,200	4,200	2.6%	0.0%
Office Supplies	-	489	750	750	0.5%	0.0%
Contractual Services	4,634	-	13,600	13,600	8.4%	0.0%
<b>Total Operating Costs</b>	<b>\$ 94,070</b>	<b>\$ 129,966</b>	<b>\$ 151,715</b>	<b>\$ 127,810</b>	<b>78.8%</b>	<b>-15.8%</b>
<b>CAPITAL OUTLAY</b>						
Machinery & Equipment	-	-	-	-	0.0%	0.0%
<b>Total Capital Outlay</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>0.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 128,345</b>	<b>\$ 164,256</b>	<b>\$ 186,028</b>	<b>\$ 162,122</b>	<b>99.1%</b>	<b>-12.9%</b>



Personnel Summary

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
Mayor	1	1	1	1	20.0%	0.0%
City Council Members	4	4	4	4	80.0%	0.0%
<b>DEPARTMENT TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>100.0%</b>	<b>0.0%</b>

# **City Clerk**

## **Mission Statement**

**The mission of the City Clerk's office is 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**

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

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

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

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

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## **Goals**

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

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.

**2019-20 Accomplishments**

- Continued the paperless agenda system to replace the paper agenda packets.
- Nineteen (19) agendas and minutes were prepared for various Council meetings.
- Twenty-one (21) 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 528 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 assisted scanning of all street files and plans in the Building and Zoning/ Department.
- Assisted the Human Resources Department with the scanning of personnel files of current/former employees
- Shredded building and permitting files and plans in accordance to State law and retention schedule.
- Hired and trained new Administrative Assistant in Clerk's Office.
- Advertised approximately 15 various Ordinances, Election, Public Hearing Items such as Site Plan Approvals and Variance Requests.
- Explored outreach program to increase Municipal Services.
- Prepared City for the 2020 Special Election by assisting candidates through the qualifying process



## City Clerk

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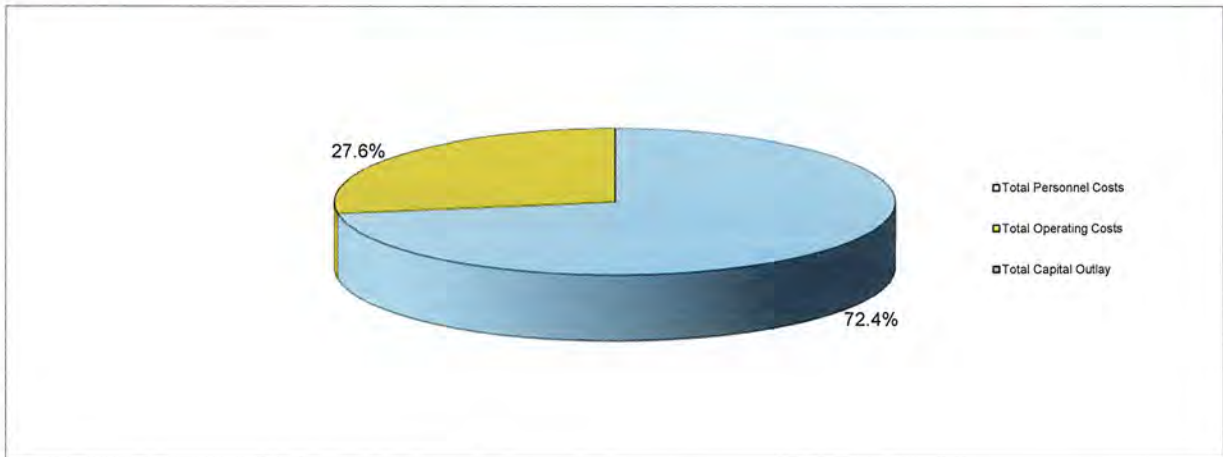
### 2020-21 Budget Highlights

- Proposed budget is \$ 1,135 or 0.3% lower than FY2019/2020.
- Budget includes \$20,000 in contractual services for the 2021 city election.
- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$329,835</u>
Net cost of Department	<u>\$329,835</u>

**OFFICE OF THE CITY CLERK  
Expenditure Detail**

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
<b>PERSONNEL</b>						
Salaries	\$ 143,989	\$ 154,886	\$ 167,006	\$ 174,283	52.8%	4.4%
Overtime	651	623	1,000	1,000	0.3%	0.0%
Payroll Taxes	11,044	11,826	12,852	13,409	4.1%	4.3%
Pension & Retirement	17,645	18,562	20,109	20,533	6.2%	2.1%
Health Insurance	18,294	22,654	25,802	29,032	8.8%	12.5%
Workers' Compensation	211	262	418	436	0.1%	4.2%
<b>Total Personnel Costs</b>	<b>\$ 191,834</b>	<b>\$ 208,813</b>	<b>\$ 227,187</b>	<b>\$ 238,693</b>	<b>72.4%</b>	<b>5.1%</b>
<b>OPERATING</b>						
Contractual Services	23,374	9,706	31,000	31,000	9.4%	0.0%
Travel & Related Costs	1,695	1,218	3,000	3,000	0.9%	0.0%
Telephone	2,275	1,661	1,200	1,200	0.4%	0.0%
Rentals and leases	5,684	5,710	7,200	7,200	2.2%	0.0%
Repairs & Maintenance	1,030	1,110	5,420	5,420	1.6%	0.0%
Printing & Binding	3,715	629	9,972	7,250	2.2%	-27.3%
Postage	690	681	650	650	0.2%	0.0%
Advertising & Promotions	4,520	8,560	13,600	11,500	3.5%	-15.4%
Office Supplies	5,041	4,835	9,372	9,372	2.8%	0.0%
Operating Supplies	1,150	3,844	2,600	3,500	1.1%	34.6%
Dues, Memberships & Subsc.	1,747	2,341	4,308	3,300	1.0%	-23.4%
Training & Education	250	850	2,500	2,500	0.8%	0.0%
Liability Insurance	3,192	3,334	3,268	3,557	1.1%	8.8%
Internet Access	1,255	2,376	1,693	1,693	0.5%	0.0%
<b>Total Operating Costs</b>	<b>\$ 55,618</b>	<b>\$ 46,855</b>	<b>\$ 95,783</b>	<b>\$ 91,142</b>	<b>27.6%</b>	<b>-4.8%</b>
<b>CAPITAL OUTLAY</b>						
Machinery & Equipment	-	7,399	8,000	-	0.0%	-100.0%
<b>Total Capital Outlay</b>	<b>\$ -</b>	<b>\$ 7,399</b>	<b>\$ 8,000</b>	<b>\$ -</b>	<b>0.0%</b>	<b>0.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 247,452</b>	<b>\$ 263,067</b>	<b>\$ 330,970</b>	<b>\$ 329,835</b>	<b>100.0%</b>	<b>-0.3%</b>



**Personnel Summary**

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
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%
<b>Total of Full-time employees</b>	<b>2.75</b>	<b>2.75</b>	<b>2.75</b>	<b>2.75</b>	<b>100.0%</b>	<b>0.0%</b>
Part Time Employees	0.0	0.0	0.0	0.0	0.0%	0.0%
<b>DEPARTMENT TOTAL</b>	<b>2.75</b>	<b>2.75</b>	<b>2.75</b>	<b>2.75</b>	<b>100.0%</b>	<b>0.0%</b>

## OFFICE OF THE CITY CLERK PERFORMANCE MEASURES

Indicator	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Goal
<b>Outputs</b>					
Council Paper Agenda Packets	24	26	26	30	26
Council Electronic Agenda Packets	27	26	26	30	26
Public Records Request Processed	225	237	220	230	250
Legal Ads Published	46	33	29	35	30
Council Meetings Attended	27	26	26	30	26
Council Minutes Transcribed	27	26	26	30	26
Summary Actions Prepared	0	0	0	0	0
Bid Openings Witnessed	3	5	7	5	7
Elections Supervised	1	0	0	1	1
Documents Notarized	899	857	1137	1000	1250
Codified Ordinance Supplements	1	2	1	1	2
Ordinances Adopted	6	15	6	1	5
Resolutions Adopted	49	73	30	35	50
Vehicle Tag and Title Applications	11	9	18	12	15
Newsbulletin Preparation	12	15	15	15	15
Advisory Board Meetings Attended	20	29	27	20	20
Advisory Board Meetings Transcribed	20	29	27	20	20
Advisory Board - Attendance Reports	20	29	27	20	20
Proclamations, Certificates and Awards	45	22	41	40	30
Public Notices Posted - H.R.	6	18	17	15	10
Public Notices Posted - Clerk	66	57	62	65	60
Release of Liens Executed	55	198	50	50	50
Number of Documents Shredded (in Cu. Ft.)	500	500	500	500	500
Number of Documents Scanned	189,058	765,581	959,836	1,451,593	1,900,000
Number of Videos Duplicated (meetings)	10	2	0	0	0
Website Updates	60	70	75	70	80
<b>Effectiveness</b>					
Records requests fulfilled within a reasonable amount of time	95%	95%	100%	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	90%	95%	95%	100%	100%
<b>Efficiency</b>					
Council Agendas prepared per year	27	26	26	30	26
Average number of pages of minutes transcribed per year	280	275	300	350	300
* Paperless Agenda Packets					26

# **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**

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

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

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

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## **Goals**

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

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

To 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**

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### **Objectives (continued)**

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

Provide timely response to questions and concerns of residents.

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

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

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

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

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

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

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

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

### **2019-20 Accomplishments**

- Approved Curtiss Mansion Parking Lights project
- Approved the installation of Westward Drive tree lighting project
- Approved the artists for the Art in Public Places for the new Senior Center
- Participated in the Miami-Dade County Resilient305 Program
- Approved the repairs and remediation of mold issues found at City Hall
- Pursued the "Bed Tax" issue through the 2019-2020 legislative session
- Awarded \$186,000 for senior meals and programs from State of Florida

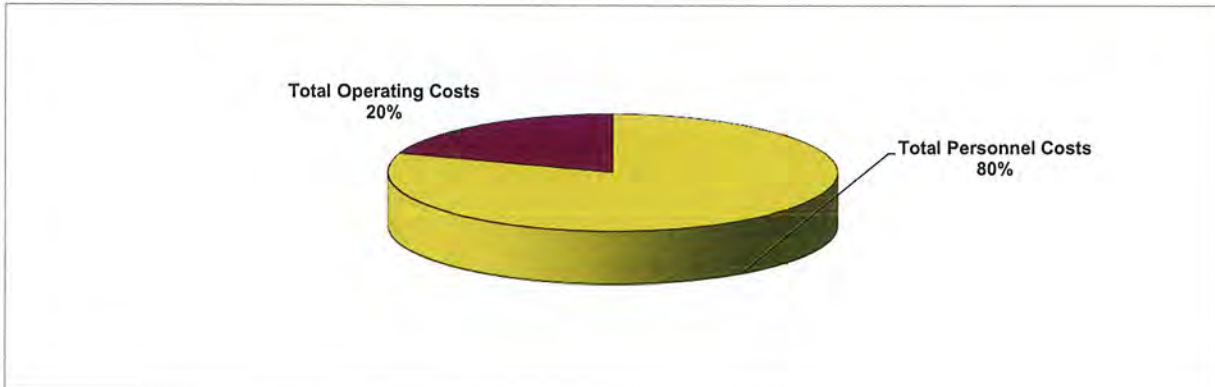
**FY 2020-21 Budget Highlights**

- Proposed budget is \$7,958 or 2% lower than FY2019/2020. Decrease is due to approx. \$40,000 in legal costs related to annexation that was expended in FY19-20.
- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$376,329</u>
Net cost of Department	<u>\$376,329</u>
- Professional Services budget includes \$45,000 for the City Lobbyist and \$5,000 for legal costs related to the annexation lawsuit.

**CITY MANAGER  
Expenditure Detail**

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
Salaries	\$ 190,177	\$ 214,393	\$ 222,922	\$ 229,917	61.1%	3.1%
Payroll Taxes	14,007	15,406	17,054	17,589	4.7%	3.1%
Pension & Retirement	25,865	30,007	30,132	30,796	8.2%	2.2%
Health Insurance	17,976	19,821	20,458	22,938	6.1%	12.1%
Workers' Compensation	480	360	557	575	0.2%	3.2%
<b>Total Personnel Costs</b>	<b>\$ 248,505</b>	<b>\$ 279,987</b>	<b>\$ 291,123</b>	<b>\$ 301,814</b>	<b>80.2%</b>	<b>3.7%</b>
<b>OPERATING</b>						
Professional Services	47,219	131,759	70,000	50,000	13.3%	-28.6%
Travel & Related Costs	8,250	9,472	8,250	9,138	2.4%	10.8%
Office Supplies	188	460	500	200	0.1%	-60.0%
Operating Supplies	3,467	4,978	3,259	3,259	0.9%	0.0%
Postage	140	413	100	100	0.0%	0.0%
Dues, Memberships & Subsc.	1,916	2,362	2,755	2,755	0.7%	0.0%
Training & Education	-	-	500	500	0.1%	0.0%
Liability Insurance	4,272	4,188	4,361	4,693	1.2%	7.6%
Telephone/Internet	3,022	3,938	3,439	3,870	1.0%	12.5%
<b>Total Operating Costs</b>	<b>\$ 68,474</b>	<b>\$ 157,570</b>	<b>\$ 93,164</b>	<b>\$ 74,515</b>	<b>19.8%</b>	<b>-20.0%</b>
<b>CAPITAL OUTLAY</b>						
Machinery & Equipment	-	-	-	-	0.0%	0.0%
<b>Total Capital Outlay</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>0.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 316,979</b>	<b>\$ 437,557</b>	<b>\$ 384,287</b>	<b>\$ 376,329</b>	<b>100.0%</b>	<b>-2.1%</b>



**Personnel Summary**

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
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%
<b>DEPARTMENT TOTAL</b>	<b>1.5</b>	<b>1.75</b>	<b>1.75</b>	<b>1.75</b>	<b>100.0%</b>	<b>0.0%</b>



**OFFICE OF THE CITY MANAGER  
PERFORMANCE MEASURES**

Indicator	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Goal
<b>Outputs</b>				
1) Number of resolutions reviewed	73	30	35	50
2) Number of ordinances reviewed	15	6	1	5
<b>Effectiveness</b>				
1) % of General Fund actual revenues to budgeted revenues	104%	101%	98%	100%
2) % of General Fund actual expenditures to budgeted expenditures	99%	100%	100%	100%
3) Debt service as a % of General Fund expenditures	7%	7%	7%	7%
4) Fund balance as a % of annual General Fund expenditures	27%	25%	23%	25%
5) Direct debt per capital	\$648	\$984	\$938	\$900
<b>Efficiency</b>				
1) % Increase (Decrease) in millage rate from prior year	-1.90%	0.00%	0.00%	0.00%

# **Human Resources**

## **Mission Statement**

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

## **Human Resources**

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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.

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### **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.

## **2019-20 Accomplishments**

### **Human Resources:**

Conducted successful competitive recruitments to fill 18 fulltime vacancies in the City workforce, including Certified Police Officer, Administrative Assistant, Accounting Clerk, Maintenance Worker, Public Information and Professional Services Specialist, and Police Dispatcher.

Received and processed more than 650 job applications. Facilitated and/or monitored eight structured oral board interview panels.

Administered competitive examinations to more than 40 job candidates to comply with civil service hiring rules and ensure that candidate selection is based on merit and fitness.

## **Human Resources**

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### **2019-20 Accomplishments(continued)**

#### **Human Resources(continued):**

Processed and coordinated background checks for all current employees and volunteers at the Senior Center and more than 30 volunteer coaches who use City parks and recreational facilities.

Processed the hiring of 25 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 ApplicantStack, an online new hire self-service system to create efficiencies in onboarding 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.

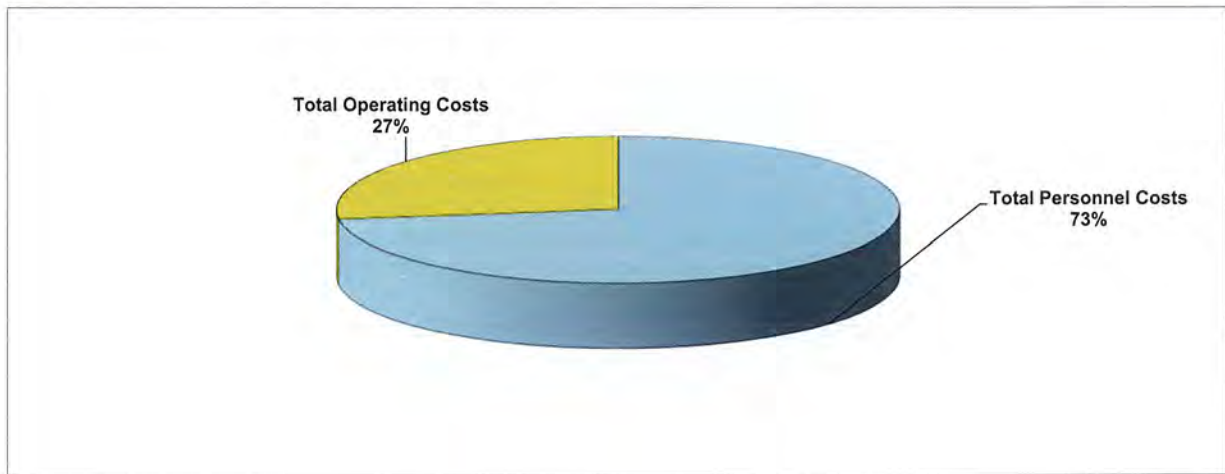
### **FY 2020-21 Budget Highlights**

- Proposed budget is \$7,443 or 2.8 % higher than FY 2019-20.
- 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>\$273,443</u>
Net cost of Department		<u>\$273,443</u>

**HUMAN RESOURCES DEPARTMENT**  
Expenditure Detail

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
<b>PERSONNEL</b>						
Salaries	\$ 129,073	\$ 134,383	\$ 139,489	\$ 143,713	52.6%	3.0%
Payroll Taxes	9,494	9,798	10,671	10,994	4.0%	3.0%
Pension & Retirement	18,105	18,609	19,423	19,884	7.3%	2.4%
Health Insurance	18,341	20,814	21,989	24,188	8.8%	10.0%
Workers' Compensation	177	229	349	359	0.1%	2.9%
<b>Total Personnel Costs</b>	<b>\$ 175,190</b>	<b>\$ 183,833</b>	<b>\$ 191,921</b>	<b>\$ 199,137</b>	<b>72.8%</b>	<b>3.8%</b>
<b>OPERATING</b>						
Professional Services	53,473	57,562	51,500	51,500	18.8%	0.0%
Contractual Services	-	4,997	9,800	9,800	3.6%	0.0%
Travel & Related Costs	790	1,213	1,150	1,150	0.4%	0.0%
Telephone/Internet	1,546	2,264	1,806	1,829	0.7%	1.3%
Postage	267	274	250	250	0.1%	0.0%
Advertising & Promotions	200	189	200	200	0.1%	0.0%
Office Supplies	1,553	1,123	1,120	1,120	0.4%	0.0%
Operating Supplies	389	1,798	2,934	2,934	1.1%	0.0%
Dues, Memberships & Subsc.	1,173	1,349	1,240	1,240	0.5%	0.0%
Training & Education	697	1,129	1,350	1,350	0.5%	0.0%
Liability Insurance	2,748	2,640	2,729	2,933	1.1%	7.5%
<b>Total Operating Costs</b>	<b>\$ 62,836</b>	<b>\$ 74,538</b>	<b>\$ 74,079</b>	<b>\$ 74,306</b>	<b>27.2%</b>	<b>0.3%</b>
<b>CAPITAL OUTLAY</b>						
Machinery & Equipment	-	-	-	-	0.0%	0.0%
<b>Total Capital Outlay</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>100.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 238,026</b>	<b>\$ 258,371</b>	<b>\$ 266,000</b>	<b>\$ 273,443</b>	<b>100.0%</b>	<b>2.8%</b>



**Personnel Summary**

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
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%
<b>Total of Full-time employees</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>100.0%</b>	<b>0.0%</b>
<b>DEPARTMENT TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>100.0%</b>	<b>0.0%</b>

## HUMAN RESOURCES DEPARTMENT PERFORMANCE MEASURES

Indicator	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Goal
<b>Outputs</b>				
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	50%	75%	100%
<b>Effectiveness</b>				
% of existing job descriptions reviewed and updated	15%	15%	15%	15%
% of workers' comp claims reported within 24 hrs/1 workday	100%	100%	96%	100%
<b>Efficiency</b>				
% 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%	15%	5%	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.

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### **Goals**

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

### **Objectives**

Coordinate the preparations of the budget document and publish the adopted budget by October 1<sup>st</sup>.

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

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

Improve the usefulness of the performance measures of each department.

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

### **2019-20 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

### 2019-20 Accomplishments (continued)

- Received an unqualified audit from the City's external auditors for the fiscal year ending September 30<sup>th</sup>, 2019.

### FY 2020-21 Budget Highlights

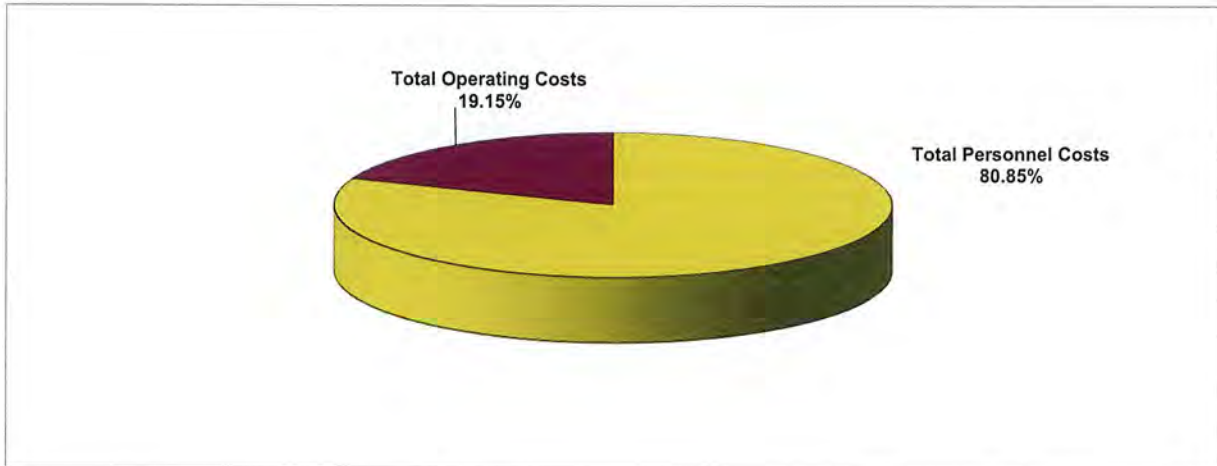
- Proposed budget is \$5,514 or 1.1 % lower than FY2019/2020.

- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$433,531</u>
Net cost of Department	<u>\$433,531</u>

**FINANCE DEPARTMENT**  
Administration Division-Expenditure Detail

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
<b>PERSONNEL</b>						
Salaries	197,298	205,690	\$ 213,923	\$ 205,304	47.4%	-4.0%
Part Time Year Round	66,301	63,752	63,023	66,861	15.4%	6.1%
Payroll Taxes	19,081	19,710	21,186	20,821	4.8%	-1.7%
Pension & Retirement	25,161	25,849	26,855	25,424	5.9%	-5.3%
Health Insurance	35,398	37,771	35,786	31,429	7.2%	-12.2%
Workers' Compensation	346	450	692	680	0.2%	-1.7%
<b>Total Personnel Costs</b>	<b>\$ 343,585</b>	<b>\$ 353,222</b>	<b>\$ 361,465</b>	<b>\$ 350,518</b>	<b>80.9%</b>	<b>-3.0%</b>
<b>OPERATING</b>						
Professional Services & Audit Fees	52,668	40,320	39,500	44,000	10.1%	11.4%
Contractual Services	-	11,000	-	-	0.0%	0.0%
Travel & Related Costs	1,667	1,569	1,500	1,500	0.3%	0.0%
Telephone/Internet	2,609	3,721	3,662	4,158	1.0%	13.5%
Repairs & Maintenance	-	-	300	500	0.1%	66.7%
Rentals & Lease	1,475	3,446	2,500	2,200	0.5%	-12.0%
Printing & Binding	3,541	5,673	4,500	4,500	1.0%	0.0%
Office Supplies	982	638	1,000	1,200	0.3%	20.0%
Courier, UPS, Fedex-Overnight	-	292	100	300	0.1%	200.0%
Postage	4,680	5,172	3,500	3,500	0.8%	0.0%
Operating Supplies	3,756	2,599	3,000	3,000	0.7%	0.0%
Dues, Memberships & Subsc.	2,156	2,400	1,200	1,200	0.3%	0.0%
Training & Education	1,159	752	500	500	0.1%	0.0%
Liability Insurance	6,156	6,180	6,318	6,455	1.5%	2.2%
Other Current Charges	12,226	14,273	10,000	10,000	2.3%	0.0%
<b>Total Operating Costs</b>	<b>\$ 93,075</b>	<b>\$ 98,035</b>	<b>\$ 77,580</b>	<b>\$ 83,013</b>	<b>19.1%</b>	<b>7.0%</b>
<b>CAPITAL OUTLAY</b>						
Machinery & Equipment	2,266	-	-	-	0.0%	0.0%
<b>Total Capital Outlay</b>	<b>\$ 2,266</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>0.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 438,926</b>	<b>\$ 451,257</b>	<b>\$ 439,045</b>	<b>\$ 433,531</b>	<b>100.0%</b>	<b>-1.3%</b>



**Personnel Summary**

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
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%
<b>Total of Full time employees</b>	<b>3.75</b>	<b>3.75</b>	<b>3.75</b>	<b>3.75</b>	<b>78.9%</b>	<b>0.0%</b>
<b>Part-time Employee</b>						
Comptroller	1	1	1	1	21.1%	0.0%
<b>DEPARTMENT TOTAL</b>	<b>4.75</b>	<b>4.75</b>	<b>4.75</b>	<b>4.75</b>	<b>100.0%</b>	<b>0.0%</b>

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

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

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### **Goals**

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

### **Objectives**

- Continue to keep administration, employees and residents informed of all coming events, projects and initiatives within the City through the monthly Gazette News-Bulletin, the web site, Channel 77, Twitter, the sign on the Circle, community calendars, notices and other print media as needed, including but not limited to flyers, posters, brochures, postcards, Instagram, Facebook, Twitter, etc.
- Continue to increase and improve our 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

### **2019-20 Accomplishments**

- Maintained monthly full color pull-out section of City News in the "Big Issue" of the monthly Gazette
- Increased Miami Springs Facebook page to 1,955 followers
- Increased Twitter followers to 1,887 followers
- Instagram page more than doubled the followers from last year to 4,432 followers

## Finance Department-Professional Services Division

### 2019-20 Accomplishments (continued)

- Maintained City Hall lobby as a "Welcome Center"
- Maintained Alert Florida Call program
- Updated Emergency Management Plan and Procedures Manual
- Completed "Welcome to our Beautiful City" CGI video tour
- Reviewed and processed 737 purchase orders
- Continued to video and promote all Special events within the City
- 12 Gazette News Bulletins
- Flyers/Posters for social media sites
- PSA tv programming
- "Hometown" Stories tv programming
- "On the Reel" with the Chief tv programming

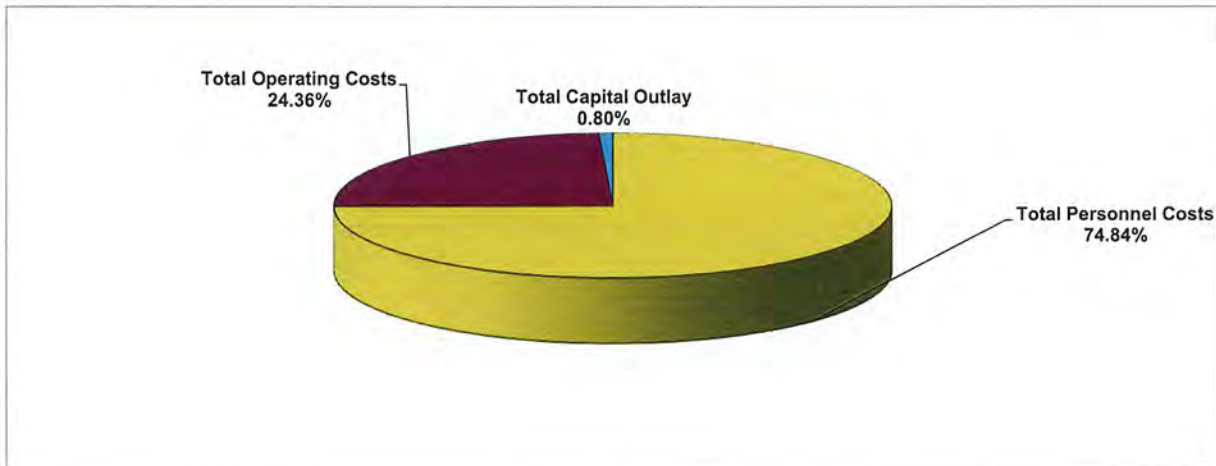
### FY 2020-21 Budget Highlights

- Proposed budget is \$ 4,593 or 2.1% lower than FY2019/2020.
- Budget includes a request for \$1,500 for new computers for staff.
- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$198,837</u>
Net cost of Department	<u>\$198,837</u>

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

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
<b>PERSONNEL</b>						
Salaries	\$ 119,678	\$ 91,663	\$ 113,565	108,114	54.4%	-4.8%
Payroll Taxes	8,968	6,897	8,688	8,271	4.2%	-4.8%
Pension & Retirement	14,754	11,028	13,674	12,737	6.4%	-6.9%
Health Insurance	20,411	15,943	17,380	19,481	9.8%	12.1%
Workers' Compensation	211	213	284	270	0.1%	-4.8%
<b>Total Personnel Costs</b>	<b>\$ 164,022</b>	<b>\$ 125,744</b>	<b>\$ 153,591</b>	<b>\$ 148,874</b>	<b>74.9%</b>	<b>-3.1%</b>
<b>OPERATING</b>						
Professional Services	-	-	-	500	0.3%	100.0%
Contractual Services	-	2,388	2,400	2,400	1.2%	0.0%
Travel & Related Costs	33	34	500	500	0.3%	0.0%
Telephone/Internet	1,143	458	477	1,572	0.8%	229.6%
Printing & Binding	20,357	15,100	18,800	20,150	10.1%	7.2%
Advertising & Promotions	1,907	10,511	10,000	10,000	5.0%	0.0%
Office Supplies	730	669	1,200	1,200	0.6%	0.0%
Courier, UPS, Fedex-Overnight	-	-	200	200	0.1%	0.0%
Postage	7,610	2,120	2,700	-	0.0%	-100.0%
Operating Supplies	2,517	845	3,240	3,500	1.8%	8.0%
Dues, Memberships & Subsc.	4,067	3,153	3,200	4,735	2.4%	48.0%
Training & Education	1,551	2,125	1,500	1,500	0.8%	0.0%
Liability Insurance	2,544	2,448	2,222	2,207	1.1%	-0.7%
<b>Total Operating Costs</b>	<b>\$ 42,459</b>	<b>\$ 39,851</b>	<b>\$ 46,439</b>	<b>\$ 48,464</b>	<b>24.4%</b>	<b>4.4%</b>
<b>CAPITAL OUTLAY</b>						
Machinery & Equipment	-	2,083	3,400	1,500	0.8%	-55.9%
<b>Total Capital Outlay</b>	<b>\$ -</b>	<b>\$ 2,083</b>	<b>\$ 3,400</b>	<b>\$ 1,500</b>	<b>0.8%</b>	<b>100.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 206,481</b>	<b>\$ 167,678</b>	<b>\$ 203,430</b>	<b>\$ 198,837</b>	<b>100.0%</b>	<b>-2.3%</b>



**Personnel Summary**

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
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%
<b>Total of Full time employees</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>	<b>100.0%</b>	<b>0.0%</b>
<b>DEPARTMENT TOTAL</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>	<b>100.0%</b>	<b>0.0%</b>

## FINANCE DEPARTMENT PERFORMANCE MEASURES

Indicator	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Goal
<b>Outputs</b>				
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	0	4	1	2
Issue 12 Monthly E-news	12	10	1	12
Tweet at least 4 days per week (208 Tweets)	199	1671	687	832
Twitter followers	0	0	1977	2200
Facebook followers	912	1492	1996	2200
Instagram followers	1125	2349	5216	5500
YouTube followers	64	106	192	250
Other flyers/bulletins/programs/publications	78	113	48	100
Web videos	0	53	65	70
<b>Effectiveness</b>				
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	114	114	125	125
% of bank reconciliations completed within 25 days of receipt of bank statement	100%	100%	100%	100%
<b>Efficiency</b>				
Receive Award of Certificate of Achievement for Excellence in Financial Reporting from the GFOA	Yes	Yes	Yes	Yes
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**

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

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### **Goal**

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

### **Objectives**

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

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

### **FY 2020-21 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 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2018-19
<b>OPERATING</b>						
Professional Services	\$ 176,935	\$ 184,368	\$ 188,000	\$ 188,000	100.0%	0.0%
<i>Total Operating Costs</i>	\$ 176,935	\$ 184,368	\$ 188,000	\$ 188,000	100.0%	0.0%
<b>TOTAL EXPENSES</b>	\$ 176,935	\$ 184,368	\$ 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

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

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

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### **Goals and Objectives:**

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

<p><b>Objective:</b> Perform necessary services to affect the Departmental Mission.</p>
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### **FY2019-20 Accomplishments**

- Effectively reviewed a total of 427 Zoning plans between October 1, 2019 and June 1, 2020.
- Efficiently processed a total of five Board of Adjustment cases between October 1, 2019 and June 1, 2020.
- Efficiently processed one Zoning and Planning case between October 1, 2019 and June 1, 2020.
- Successfully operated with an interim plan's examiner during emergency time off.

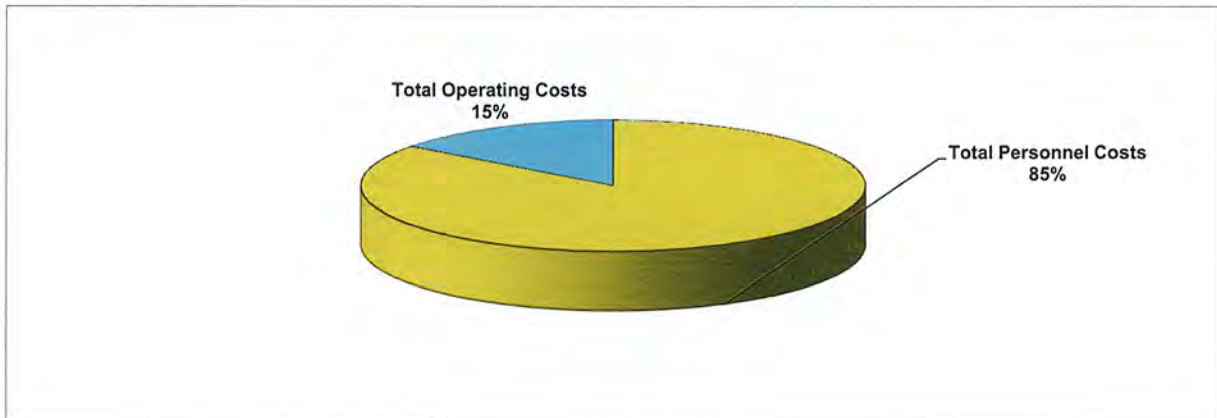
### **FY2020-21 Budget Highlights**

- Proposed budget is \$3,170 or 3.6% higher than FY2019/2020. Increase is due to 3% COLA and health insurance increase.
- Budget Summary:

Budgeted Revenues	\$ 42,000
Budgeted Expenditures	\$ <u>93,667</u>
Net cost of Department	\$ <u>51,667</u>

**PLANNING DEPARTMENT**  
Expenditure Detail

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
<b>PERSONNEL</b>						
Salaries	5,746	10,134	\$ 9,785	\$ 10,079	10.8%	3.0%
Part Time Year Round	54,586	55,147	57,470	59,650	63.7%	3.8%
Payroll Taxes	4,609	4,975	5,145	5,334	5.7%	3.7%
Pension & Retirement	647	1,039	1,178	1,187	1.3%	0.8%
Health Insurance	1,147	2,214	2,953	3,338	3.6%	13.0%
Workers' Compensation	84	114	168	174	0.2%	3.8%
<b>Total Personnel Costs</b>	<b>\$ 66,819</b>	<b>\$ 73,623</b>	<b>\$ 76,699</b>	<b>\$ 79,762</b>	<b>85.2%</b>	<b>4.0%</b>
<b>OPERATING</b>						
Professional Services	2,100	-	-	-	0.0%	0.0%
Travel & Related Costs	1,264	1,736	1,500	1,500	1.6%	0.0%
Printing & Binding	274	205	200	200	0.2%	0.0%
Postage	850	871	1,000	1,000	1.1%	0.0%
Office Supplies	283	289	300	300	0.3%	0.0%
Operating Supplies	12	1,288	2,257	2,257	2.4%	0.0%
Dues, Memberships & Subsc.	81	261	425	425	0.5%	0.0%
Liability Insurance	1,344	1,296	1,316	1,423	1.5%	8.1%
Telephone/Internet	1,195	1,748	1,300	1,300	1.4%	0.0%
Education & Training	-	-	5,500	5,500	5.9%	0.0%
<b>Total Operating Costs</b>	<b>7,403</b>	<b>7,694</b>	<b>13,798</b>	<b>13,905</b>	<b>14.8%</b>	<b>0.8%</b>
<b>CAPITAL OUTLAY</b>						
Machinery & Equipment	-	-	-	-	0.0%	0.0%
<b>Total Capital Outlay</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>0.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 74,222</b>	<b>\$ 81,317</b>	<b>\$ 90,497</b>	<b>\$ 93,667</b>	<b>100.0%</b>	<b>3.5%</b>



**Personnel Summary**

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
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%
<b>Total of Part Time employees</b>	<b>1.25</b>	<b>1.25</b>	<b>1.25</b>	<b>1.25</b>	<b>100.0%</b>	<b>0.0%</b>
<b>DEPARTMENT TOTALS</b>	<b>1.25</b>	<b>1.25</b>	<b>1.25</b>	<b>1.25</b>	<b>100.0%</b>	<b>0.0%</b>

**PLANNING DEPARTMENT  
PERFORMANCE MEASURES**

Indicator	2017-18	2018-19	2019-20	2020-21
	Actual	Actual	Actual	Goals
<b>Outputs</b>				
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
<b>Effectiveness</b>				
1. Number of Board of Adjustment (BOA) Cases Prepared	0	8	5	8
2. Number of Zoning & Planning (Z & P) Board Cases Prepared	0	3	1	2
<b>Efficiency</b>				
1. Number of BOA Cases Postponed Due to Incomplete Case Files	0	2	0	0
2. Number of Z & P Cases Postponed Due to Incomplete Case Files	0	0	0	0

# Miami Springs Police Department

## Mission Statement

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

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

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

Additionally, the department works closely with other regional agencies to ensure that public safety matters are addressed and implements specialized enforcement efforts including HIDTA, FBI's ICAC, SLOT, CST & multi-agency TRT.

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### **Goals**

- Enhance and continue efforts to deliver "Personalized Police Service" to the City of Miami Springs.
- Become more involved in Community Policing to further the relationship between the police and citizens of the community.
- Improve Department efficiency through the increased use of digital technology and internet communications.
- Increase "Homeland Security" efforts.
- Purchase two (2) New Vehicles & Equipment.
- 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**

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### **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.

### **2019-20 Accomplishments**

- Purchased and implemented Central Square Software System (CAD System)
- Purchased and implemented Fortis Archiving System (Police Records)
- Provided an assigned vehicle for each officer.
- Purchased New K-9 for Unit Vacancy.
- Purchased one (1) DARE Vehicle for CPO Officer Simon (from LETF).
- Purchased PPE (Personal Protective Equipment) Kits for each officer.
- Purchased 45 gas masks for each MSPD officer.
- Purchased 50 face shield covers for COVID-19 officer safety.
- Purchased four (4) mobile Tough Book computers for the motorcycle unit.
- Purchased a main control server for police department.
- Purchased LED light bars for four (4) vehicles.
- Purchased four (4) TASER Cameras and Warranties.
- Purchased five (5) Tactical Vests and Helmets.
- Purchased eleven (11) Glock 22 pistols.
- Promoted one (1) Sergeant. Hired six (6) Police Officers, two (2) Dispatchers and two (2) Public Service Aides for FY19/20.



## **Police Department**

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### **2019-20 Accomplishments** (continued)

- Lieutenant Gurney attended the 278<sup>th</sup> Session of the FBI National Academy for Law Enforcement in Quantico, Virginia.
- Lieutenant Nunez attended the Southern Police Institute (SPI) 86<sup>th</sup> Command Officer's Development Course in March. Due to COVID-19, the course was suspended and will be completed at a later date.
- Hosted Multi-Agency Traffic Educational/Enforcement Events.

### **Investigations Division:**

#### **Training**

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

- Driver and Vehicle Information Database (D.A.V.I.D.) re-certification
- FCIC/NCIC Limited Access Certification
- Risk Protection Order Training
- Accessing the Law Enforcement Information Exchange (LInX)
- LInX Overview and Refresher Training
- Types of Data Searches in LInX
- Review of Basic People Searches (LInX)
- Review of Vehicle Searches, Free Text Searches, and Address Searches (LInX)
- Review of Tattoo Searches, Pawn Searches, and Finding Associates (LInX)

#### **Other notable accomplishments**

- 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.
- One member of the Investigations Division continued to maintain his cross-designation to participate in Homeland Security Investigations (HSI) narcotics investigations.
- 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.

## **Police Department**

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### **2019-20 Accomplishments** (continued)

- One member of the Investigations Division attained part-time designation as a Task Force Officer with the Miami-Dade County State Attorney's Human Trafficking Task Force.
- The Investigations Division was granted full access to the Law Enforcement Information Exchange (LInX).

### **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 new hired officers
- TASER/Handgun Discretionary/Transitioning Course
- Cover/Concealment (For All Officers) Training at the Range
- Firearms Simulator Training At MDC
- ASP/Baton Certification
- Annual Less-Lethal Shotgun Qualification & Proficiency Course
- Trauma Kit training for 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 felony arrests of the vehicle's driver. Several vehicle owners arrested after the system alerted officers that they had warrants for their arrest.

### **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 (70), Miami Springs Residents and Businesses public fingerprinting (26), Per Mutual Aide Agreement, we conduct fingerprinting for Hialeah Gardens (16), Medley (3), and Virginia Gardens (4).
- Red Light Camera Safety Program: Reviewed 26,363 RLC events resulting in the issuance of **14,633 RLC citations** in 2019.
- Social Media: Capote and Simon monitor, maintain and update MSPD's website, Ring, Nextdoor (account has 2,200+ followers) and MSPD Twitter account (1,500+ followers).
- Continued – Monthly Noon Crime Watch @ Senior Center (temporarily suspended due to COVID-19).

## **Police Department**

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### **2019-20 Accomplishments** (continued)

- Continued - Simon attends monthly Miami-Dade Crime Watch meetings in Doral to keep current.
- Continued – Quarterly Community Shredding Event - (100+ residents at every event).
- Continued – Quarterly Crime Watch meetings at Fairways Apts. and Saratoga Apts.
- Continued - Preparation and distribution of Crime Watch flyers.
- 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 & ISAAC Academy.
- Capote & Simon attended City's Howl-O-Springs on Curtiss Circle.
- Simon Women's Club Presentation @ the Women's Club.
- Simon Youth Drug Presentation @ Rebeca Sosa Theatre.
- Capote & Simon at Miami Dade College - Career Day & Job Fairs.
- Simon (MSPD CIT Liaison) attends CIT Steering Committee meetings at multiple locations in Miami-Dade County.
- Continued - Capote & Simon National Drug Take Back at CPO.
- Simon attended the Virtual Career Day for ISACC Academy.
- Prepared, updated, and maintained Departmental Standard Operating Procedures.

### **FY 2020-21 Budget Highlights**

- The FY20120-21 budget is \$187,616 or a 2.5% decrease 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 13% in health insurance costs, and a reduction in police retirement contributions from 10.5% to 9.5%. Budget also requests \$12,000 for a new K-9 dog to replace retiring K-9.
  2. Budget includes a \$49,200 payout to a retiring police officer.

## **Police Department**

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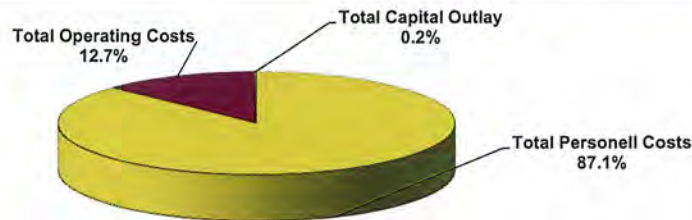
### **FY 2020-21 Budget Highlights (continued)**

- Budget Summary:

Budgeted Revenues	\$ 752,000	(includes \$500,000 in red light)
Budgeted Expenditures	<u>\$ 7,404,085</u>	
Net cost of Department	<u>\$ 6,652,085</u>	

**POLICE DEPARTMENT**  
Expenditure Detail

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
<b>PERSONNEL</b>						
Executive Salaries	\$ 527,124	\$ 608,609	\$ 578,839	\$ 613,811	8.3%	6.0%
Regular Salaries	2,746,451	2,806,872	3,006,990	3,108,410	42.0%	3.4%
Police Dept Civilians	415,998	445,605	590,710	598,768	8.1%	1.4%
Part Time Year Round	54,467	40,567	86,468	94,167	1.3%	8.9%
Overtime	110,586	132,050	125,000	130,000	1.8%	4.0%
Special Pay	37,560	38,125	35,960	38,040	0.5%	5.8%
Payroll Taxes	295,083	308,938	338,434	350,614	4.7%	3.6%
Pension & Retirement	706,356	608,172	591,411	552,241	7.5%	-6.6%
Health Insurance	519,139	559,185	608,720	676,617	9.1%	11.2%
Workers' Compensation	224,739	236,914	282,615	287,158	3.9%	1.6%
<b>Total Personnel Costs</b>	<b>\$ 5,637,503</b>	<b>\$ 5,785,037</b>	<b>\$ 6,245,147</b>	<b>\$ 6,449,827</b>	<b>87.1%</b>	<b>3.3%</b>
<b>OPERATING</b>						
Professional Services	37,882	23,294	45,675	56,960	0.8%	24.7%
Contractual Services	7,961	11,346	15,053	12,940	0.2%	-14.0%
Travel & Related Costs	9,383	8,255	13,150	11,300	0.2%	-14.1%
Repairs & Maintenance	95,374	49,772	59,576	44,689	0.6%	-25.0%
Rentals & Lease	39,972	39,770	41,660	41,804	0.6%	0.3%
Printing & Binding	245	749	1,300	800	0.0%	-38.5%
Advertising & Promotions	4,016	3,857	5,500	5,000	0.1%	-9.1%
Office Supplies	5,161	4,982	5,200	5,000	0.1%	-3.8%
Postage	708	746	700	700	0.0%	0.0%
Operating Supplies	66,459	48,748	66,231	67,500	0.9%	1.9%
Uniforms	60,636	81,439	99,074	95,634	1.3%	-3.5%
Vehicle registration and tag	710	2,259	2,000	2,100	0.0%	5.0%
Courier, UPS, Fedex-Overnight	443	493	1,000	700	0.0%	-30.0%
Dues, Memberships & Subsc.	4,054	4,947	5,570	6,140	0.1%	10.2%
Transfers to Debt Service	-	185,746	218,229	217,376	2.9%	-0.4%
Training & Education	50,982	46,173	67,050	59,500	0.8%	-11.3%
Liability Insurance	85,755	92,171	89,089	104,215	1.4%	17.0%
Fleet Maintenance	84,811	86,472	90,000	92,500	1.2%	2.8%
Fuels, Oils, Lubricants	71,748	58,795	70,000	70,000	0.9%	0.0%
Telephone/Internet/Beepers	31,309	34,212	49,340	47,400	0.6%	-3.9%
<b>Total Operating Costs</b>	<b>\$ 657,609</b>	<b>\$ 784,226</b>	<b>\$ 945,397</b>	<b>\$ 942,258</b>	<b>12.7%</b>	<b>-0.3%</b>
<b>CAPITAL OUTLAY</b>						
Vehicles	137,166	652,598	98,375	-	0.0%	-100.0%
Machinery & Equipment	60,360	200,771	302,782	12,000	0.2%	-96.0%
<b>Total Capital Outlay</b>	<b>\$ 197,526</b>	<b>\$ 853,369</b>	<b>\$ 401,157</b>	<b>\$ 12,000</b>	<b>0.2%</b>	<b>-97.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 6,492,638</b>	<b>\$ 7,422,632</b>	<b>\$ 7,591,701</b>	<b>\$ 7,404,085</b>	<b>100.0%</b>	<b>-2.5%</b>



**Personnel Summary**

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
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	23	24	24	36.9%	0.0%
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	1.0	1	1	1	1.5%	0.0%
Admin. Sp. II	2	2	2	2	3.1%	0.0%
<b>Total of Full time employees</b>	<b>55</b>	<b>56</b>	<b>57</b>	<b>57</b>	<b>87.7%</b>	<b>0.0%</b>
<b>Part Time Employees</b>						
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%
<b>Total of Part time employees</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>12.3%</b>	<b>0.0%</b>
<b>DEPARTMENT TOTAL</b>	<b>63</b>	<b>64</b>	<b>65</b>	<b>65</b>	<b>100.0%</b>	<b>0.0%</b>

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

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
<b>PERSONNEL</b>						
Part Time Year Round	\$ 18,531	\$ 18,267	\$ 24,252	\$ 24,977	88.1%	3.0%
Payroll Taxes	1,417	1,403	1,856	1,911	6.7%	2.9%
Worker's Compensation	438	490	747	769	2.7%	3.0%
<i>Total Personnel Costs :</i>	\$ 20,386	\$ 20,160	\$ 26,855	\$ 27,657	97.5%	3.0%
<b>OPERATING</b>						
Uniforms	126	264	400	400	1.4%	0.0%
Other	19	57	300	300	1.1%	0.0%
<i>Total Operating Costs :</i>	\$ 145	\$ 321	\$ 700	\$ 700	2.5%	0.0%
<b>TOTAL EXPENSES</b>	\$ 20,531	\$ 20,481	\$ 27,555	\$ 28,357	100.0%	2.9%

**POLICE DEPARTMENT  
PERFORMANCE MEASURES**

Indicator	2017-18 Actual	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Goal
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**Outputs**

Crime Index	806	800	787	801	750
Crime rate (per 1,000)	60	65	58	59	55
Number of arrests	453	450	470	568	600
Reported Traffic Accidents	578	500	573	521	500
Traffic/parking citations	4,851	5,500	4,136	2,036	2,500

**Effectiveness**

Average call response time (min.)	3:07	2:45	3:05	3:05	2:45
Clearance rate of Class I Crimes	17.66%	20.00%	23.96%	25.60%	30.00%

**Efficiency**

Expenditures per resident population	\$460.47	\$460.00	\$531.91	\$538.42	\$525.11
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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**

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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**

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- 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 May 1, 2021.
- 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**

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- 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.

## **FY19-20 ACCOMPLISHMENTS**

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- Generated YTD 2,138 Code Compliance Cases
- Performed 2,127 initial inspections.
- Performed 2,277 follow-up Code Compliance inspections.

## **CODE COMPLIANCE DEPARTMENT**

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### **FY19-20 ACCOMPLISHMENTS**

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- Posted 155 courtesy door hangers, 147 civil infractions, 69 uniform civil violation tickets, 750 civil infraction door hangers, 33 summonses to Code Compliance Board.
- Issued 30 verbal courtesy notices, 174 verbal civil infraction notices.
- Successfully prosecuted 46 cases who were presented before the Code Enforcement Board, 13 Old Business and 33 New Business.
- Effectively operated the Code Compliance Department while actively assisting the Building Department during departmental changes of personnel.
- Productively Collected, processed, printed and mailed 522 Business Tax renewals.
- Processed 40 new local business tax receipts.
- Code Officer Quintero covered zoning director while on leave, for all zoning review. Performed 144 zoning reviews.
- Assisted and worked with Police Department personnel on various Code Compliance Issues.

### **FY2020-21 Budget Highlights**

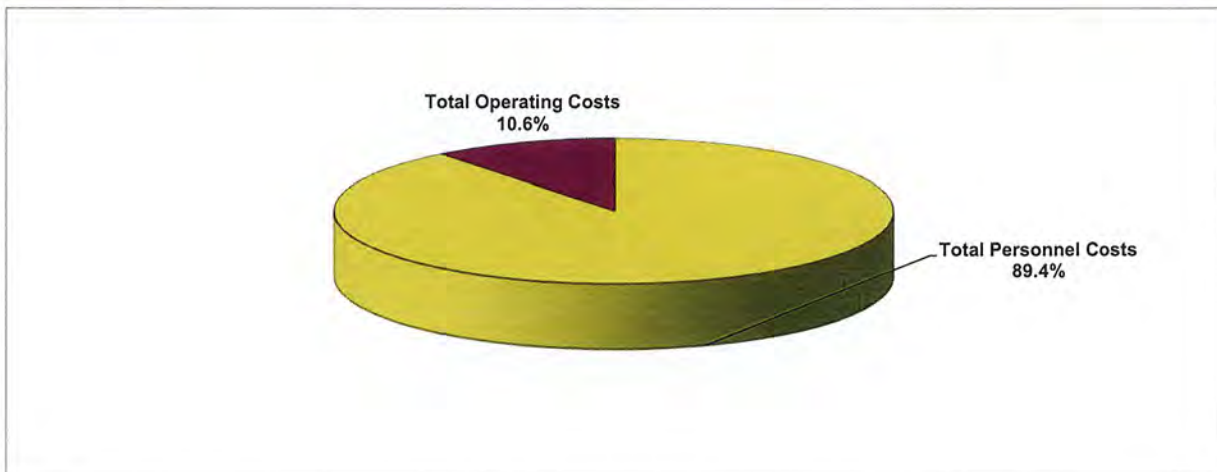
- Proposed budget is \$ 8,589 or 4.4% higher than FY2018/2019. Increase is mainly due to personnel costs increases for COLA and health benefits.

- 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 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
<b>PERSONNEL</b>						
Salaries	\$ 147,601	\$ 137,804	\$ 140,920	\$ 145,148	68.5%	3.0%
Payroll Taxes	10,640	10,455	10,780	11,104	5.2%	3.0%
Pension & Retirement	17,867	16,605	16,968	17,100	8.1%	0.8%
Health Insurance	11,898	10,063	10,493	11,736	5.5%	11.8%
Workers' Compensation	2,596	1,864	4,509	4,354	2.1%	-3.4%
<i>Total Personnel Costs</i>	<b>\$ 190,602</b>	<b>\$ 176,791</b>	<b>\$ 183,670</b>	<b>\$ 189,443</b>	<b>89.4%</b>	<b>3.1%</b>
<b>OPERATING</b>						
Travel & Related Costs	960	1,017	500	500	0.2%	100.0%
Repairs and Maintenance	-	-	1,500	150	0.1%	-90.0%
Uniforms	762	319	1,000	1,000	0.5%	0.0%
Rentals & Lease	200	600	1,000	2,000	0.9%	100.0%
Printing & Binding	500	500	500	500	0.2%	0.0%
Postage	324	332	400	400	0.2%	0.0%
Office Supplies	879	53	1,000	1,000	0.5%	0.0%
Operating Supplies	1,354	975	1,500	1,800	0.8%	20.0%
Dues, Memberships & Subsc.	187	-	500	500	0.2%	0.0%
Training & Education	-	-	1,000	1,000	0.5%	0.0%
Liability Insurance	4,596	4,176	4,063	3,976	1.9%	-2.1%
Fleet Maintenance	5,305	4,770	6,400	6,400	3.0%	0.0%
Telephone/Internet	1,344	2,550	2,542	3,341	1.6%	31.4%
<i>Total Operating Costs</i>	<b>\$ 16,411</b>	<b>\$ 15,292</b>	<b>\$ 21,905</b>	<b>\$ 22,567</b>	<b>10.6%</b>	<b>3.0%</b>
<b>CAPITAL OUTLAY</b>						
Machinery & Equipment	-	-	-	-	0.0%	0.0%
<i>Total Capital Outlay</i>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>0.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 207,013</b>	<b>\$ 192,083</b>	<b>\$ 205,575</b>	<b>\$ 212,010</b>	<b>100.0%</b>	<b>3.1%</b>



**Personnel Summary**

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
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	0.3	0.0	0.0	0.0	0.0%	0.0%
<i>Total Full Time Employees</i>	<b>2.5</b>	<b>2.2</b>	<b>2.2</b>	<b>2.2</b>	<b>100.0%</b>	<b>0.0%</b>
<b>DEPARTMENT TOTAL</b>	<b>2.5</b>	<b>2.2</b>	<b>2.2</b>	<b>2.2</b>	<b>100.0%</b>	<b>0.0%</b>

**CODE COMPLIANCE  
PERFORMANCE MEASURES**

Indicator	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Goal
<b>Outputs</b>				
All Business Tax Licenses will be printed and Mailed by the day after Labor Day	9/18/2018	7/31/2019	8/12/2020	8/2/2021
Process New/Active Business Licenses	As needed	As needed	As needed	As needed
<b>Effectiveness</b>				
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).	N/A	N/A	N/A	N/A
<b>Efficiency</b>				
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**

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### **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 use 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**

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### **Major Functions & Activities (Continued)**

#### **Infrastructure (continued)**

- Firewall configurations, intrusion detection, and network security
- VPN tunnel maintenance for secure communications with vendors
- Server installations and maintenance and scalability
- 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 / user policies and procedures

#### **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**

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### **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



## Information Technology

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### Major Functions & Activities (continued)

#### Support (continued)

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- MDT Mobile units for police department
- SQL Server for USA and BOSS ALPR

#### FY2020-21 Accomplishments

- Police CAD software migration support with Medley and Loxia
- Continued network/systems administration while short handed
- Preparations and logistical move for remediation of City Hall
- Network reconfiguration to accommodate changes for MSPD move
- Increased server capacity and bandwidth for unplanned pandemic
- Network and computer preparations and changes to allow work-from-home.

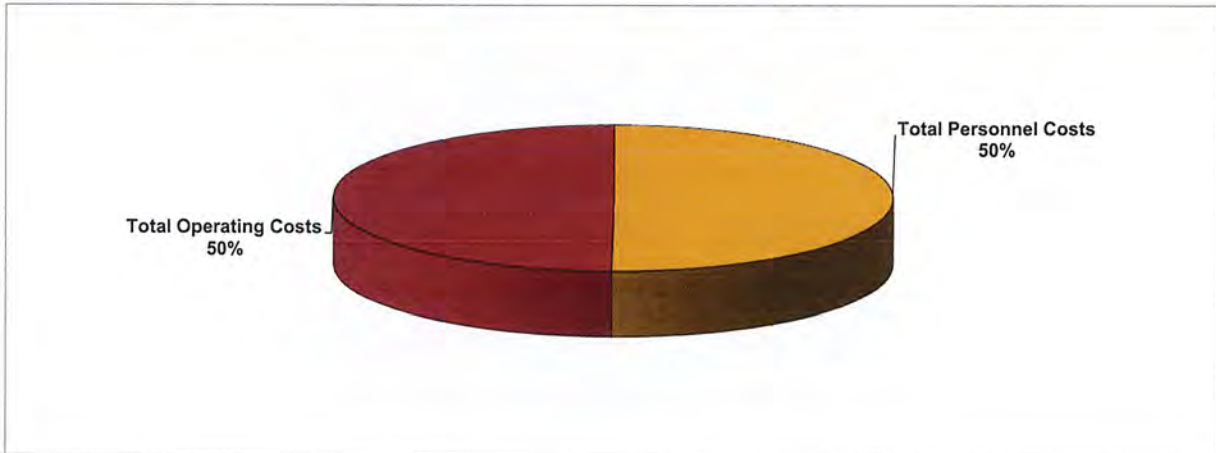
#### FY 2020-21 Budget Highlights

- Proposed budget is 13,133 or 3.6% higher than FY2019/2020.
- Increase is due to the 3% COLA as well as health insurance increase.
- Budget Summary:

Budgeted Revenues	\$	-0-
Budgeted Expenditures		<u>\$384,305</u>
Net cost of Department		<u>\$384,305</u>

**INFORMATION TECHNOLOGY  
Expenditure Detail**

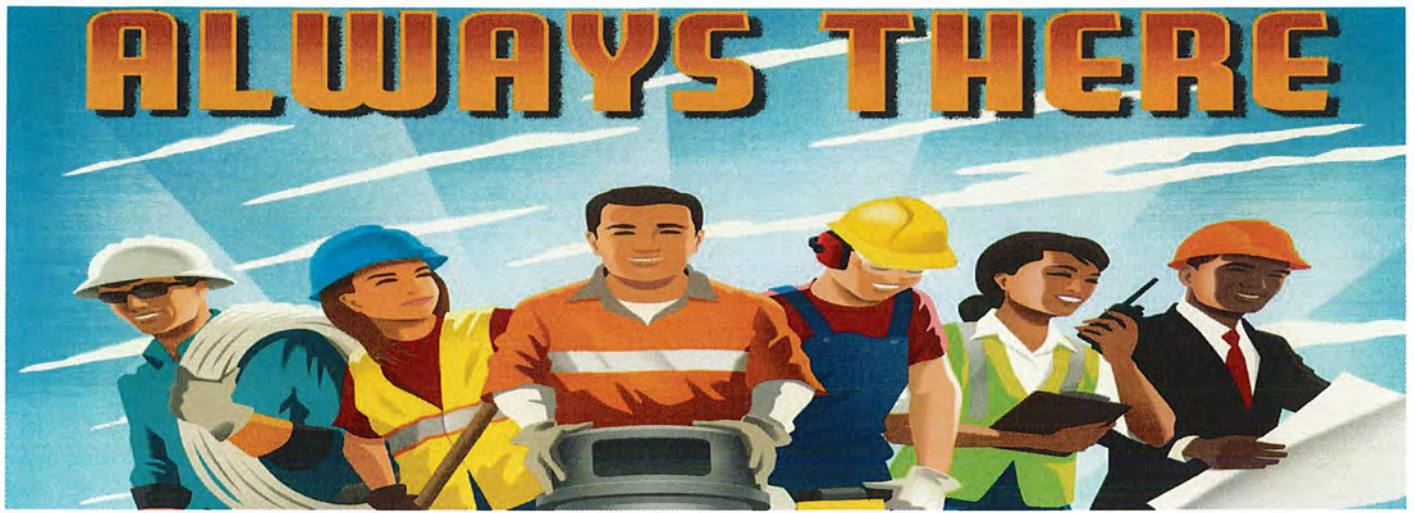
	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
<b>PERSONNEL</b>						
Salaries	\$ 87,061	\$ 90,767	\$ 136,385	\$ 145,067	37.7%	6.4%
Part Time	20,567	25,826	-	-	0.0%	0.0%
Payroll Taxes	8,221	8,907	10,433	11,098	2.9%	6.4%
Pension & Retirement	10,678	10,874	16,422	17,091	4.4%	4.1%
Health Insurance	7,656	8,238	16,999	19,084	5.0%	12.3%
Workers' Compensation	202	204	341	363	0.1%	6.4%
<b>Total Personnel Costs</b>	<b>\$ 134,385</b>	<b>\$ 144,816</b>	<b>\$ 180,580</b>	<b>\$ 192,702</b>	<b>50.1%</b>	<b>6.7%</b>
<b>OPERATING</b>						
Travel and per diem	-	-	500	-	0.0%	-100.0%
Contractual Services	129,316	130,862	167,190	167,967	43.7%	0.5%
Telephone/Internet	4,588	4,903	5,193	5,493	1.4%	5.8%
Repairs & Maintenance	3,607	10,419	5,370	5,410	1.4%	0.7%
Liability Insurance	75	2,868	3,104	3,468	0.9%	11.7%
Office Supplies	295	590	500	500	0.1%	0.0%
Operating Supplies	2,305	3,320	3,000	3,000	0.8%	0.0%
Dues, Memberships & Subsc.	600	1,450	1,060	1,090	0.3%	2.8%
Training & Education	2,108	-	4,675	4,675	1.2%	0.0%
<b>Total Operating Costs</b>	<b>\$ 145,807</b>	<b>\$ 154,412</b>	<b>\$ 190,592</b>	<b>\$ 191,603</b>	<b>49.9%</b>	<b>0.5%</b>
<b>CAPITAL OUTLAY</b>						
Machinery & Equipment	-	-	-	-	0.0%	0.0%
<b>Total Capital Outlay</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>0.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 280,192</b>	<b>\$ 299,228</b>	<b>\$ 371,172</b>	<b>\$ 384,305</b>	<b>100.0%</b>	<b>3.5%</b>



<b>Personnel Summary</b>						
	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
Information Technology Manager	1	1	1	1	50.0%	0.0%
Asst. I.T. Manager	1	1	-	1	50.0%	100.0%
<b>Total of Full time employees</b>	<b>2.0</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>100.0%</b>	<b>100.0%</b>
<i>Part-time Employee</i>						
IT Technician	0	-	1	-	0.0%	-100.0%
<b>DEPARTMENT TOTAL</b>	<b>2.0</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>100.0%</b>	<b>0.0%</b>

**INFORMATION TECHNOLOGY DEPARTMENT  
PERFORMANCE MEASURES**

Indicator	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Goal		
<b>Outputs</b>						
Number of informal Help desk calls	172	675	422	<360		
Daily average of web hits	556	682	1191	1500+		
Daily average of web visitors	292	284	976	1000+		
Users supported	112	128	130	130		
PC's supported	112	142	137	130		
HW Servers	20	10	10	6		
Virtual Servers	13	18	18	22		
<b>Efficiency</b>						
Number of Hardware support calls	16	22	37	<20		
Number of Software support calls	213	388	176	<150		
Number of phone related support calls	24	57	82	<36		
Number of trianing hours provided	60	130	20	>100		
Tech staff to End User ratio	45:1	42:1	65:1	< 45:1		
Number of website related tasks	26	240	34	< 60		
Number of network related issues	65	47	77	< 12		
Number of server related issues	21	15	33	< 12		
<b>SERVICE RELIABILITY</b>						
	Hrs down	Reason	2017-18	2018-19	2019-20	Goal
Email uptime	272	6 hrs per full virt backup	99.17%	99.64%	98.60%	99.99%
File Services uptime	27	crash + backups	99.90%	99.99%	91.80%	99.99%
LaserFiche scan system	12	maintenance + backups	99.90%	99.99%	91.80%	99.99%
DNS	4	connectivity during updates	99.99%	99.99%	99.95%	99.99%
DHCP	7	service crash + updates	96.00%	98.63%	99.91%	99.99%
Website	4	maintenance	99.86%	99.72%	99.86%	99.99%
Terminal Server	16	full virt backups	99.93%	99.17%	97.55%	99.99%
DMS server	48	during virt server backups	99.99%	99.99%	13.86%	99.99%
TrendMicro antivirus	180	rebuild after crash	99.99%	99.99%	99.86%	99.99%
Vermont Rectrac	27	maintenance	99.93%	99.99%	97.55%	99.99%
Golfnow	22	maintenance	99.82%	99.17%	99.91%	99.99%
MSPD-Mobile server	62	service crash + updates	99.58%	98.63%	99.86%	99.99%
MSPD-SQL	112	service crash + updates	99.58%	98.63%	99.86%	99.99%
MSPD Domain Controller	12	maintenance	98.63%	99.99%	99.86%	99.99%



## MIAMI SPRINGS PUBLIC WORKS DEPARTMENT MISSION STATEMENT

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

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

We are dedicated to our vision and core values.



## **Public Services - Administration Division**

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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.

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### **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.

### **2019-20 Accomplishments**

Computer tracked all incoming calls for better customer service and response time

Kept all employee's injury free and was able to adapt to social distancing regulations

Established online services with 811 to enhance the level of service to contractors

Continued communications with the public and interdepartmentally city wide

### **FY 2020-21 Budget Highlights**

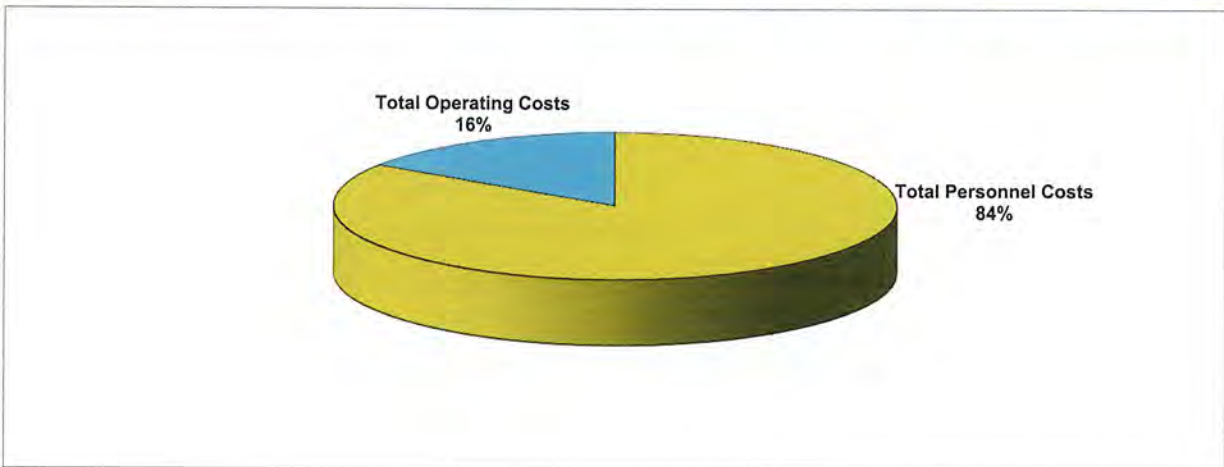
- The total Public Works budget for FY20-21 is \$2,139,675 or 21.2% lower than FY2019/2020 budget. Decrease is mainly due to the costs of city hall mold remediation during FY19-20.

- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$402,081</u>
Net cost of Department	<u>\$402,081</u>

**PUBLIC SERVICES DEPARTMENT**  
Administration Division - Expenditure Detail

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
<b>PERSONNEL</b>						
Salaries	\$ 253,935	\$ 247,041	\$ 256,995	\$ 258,200	64.2%	0.5%
Part Time Year Round	337	-	-	-	0.0%	0.0%
Overtime	2,599	1,649	2,000	2,000	0.5%	0.0%
Payroll Taxes	19,215	19,155	19,813	19,905	5.0%	0.5%
Pension & Retirement	27,869	24,178	19,065	18,454	4.6%	-3.2%
Health Insurance	41,861	33,661	33,601	37,695	9.4%	12.2%
Workers' Compensation	1,348	1,251	1,927	2,066	0.5%	7.2%
<b>Total Personnel Costs</b>	<b>\$ 347,164</b>	<b>\$ 326,935</b>	<b>\$ 333,401</b>	<b>\$ 338,320</b>	<b>84.1%</b>	<b>1.5%</b>
<b>OPERATING</b>						
Travel & Related Costs	4,214	4,200	4,400	4,400	1.1%	0.0%
Courier, UPS, Fedex	-	-	50	50	0.0%	0.0%
Utility Services	16,850	8,513	6,997	8,000	2.0%	14.3%
Repairs & Maintenance	-	-	3,400	1,000	0.2%	-70.6%
Rentals & Lease	-	-	-	700	0.2%	100.0%
Printing & Binding	-	-	-	150	0.0%	100.0%
Postage	786	805	482	800	0.2%	66.0%
Office Supplies	5,298	4,797	7,750	4,000	1.0%	-48.4%
Operating Supplies	7,224	5,131	9,750	9,000	2.2%	-7.7%
Fuels, Oils, Lubricants	3,827	4,549	2,000	1,500	0.4%	-25.0%
Dues, Memberships & Subsc.	-	-	-	600	0.1%	100.0%
Training & Education	750	2,045	250	3,750	0.9%	1400.0%
Liability Insurance	17,923	23,247	18,719	22,611	5.6%	20.8%
Fleet Maintenance	4,545	3,211	3,700	2,700	0.7%	-27.0%
Telephone/Internet	4,433	5,618	4,500	4,500	1.1%	0.0%
<b>Total Operating Costs</b>	<b>\$ 65,850</b>	<b>\$ 62,116</b>	<b>\$ 61,998</b>	<b>\$ 63,761</b>	<b>15.9%</b>	<b>2.8%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 413,014</b>	<b>\$ 389,051</b>	<b>\$ 395,399</b>	<b>\$ 402,081</b>	<b>100.0%</b>	<b>1.7%</b>



	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	2020-21 Budget	% of Total	% Change from 2019-20
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%
<b>DIVISION TOTAL</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>100.0%</b>	<b>0.0%</b>

## PUBLIC WORKS-ADMINISTRATION PERFORMANCE MEASURES

Indicator	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Goal
<b>Outputs</b>					
Regulatory mandates and permits in compliance	100%	100%	100%	100%	100%
<b>Effectiveness</b>					
Increase management skills trainings	65%	70%	85%	100%	100%

## **Public Services – Streets/Streetlights Division**

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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.

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### **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.

### **2019-20 Accomplishments**

- Re-surfaced various areas of roadway for better travel lane service
- Re-striped various areas City wide for lane definition and safe travel
- Continued efforts on sidewalk grinding and pot-hole repairs City wide
- Pressure washed entire downtown areas planted new material in islands
- Replaced damaged sidewalks at various locations in city

### **FY 2020-21 Budget Highlights**

- Proposed budget is \$81,003 or 16.6% lower than FY2019/2020.
- Budget includes \$25,000 for city-wide tree planting,
- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$405,069</u>
Net cost of Department	<u>\$405,069</u>



**PUBLIC SERVICES DEPARTMENT**  
**Streets & Streetlights Division - Expenditure Detail**

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
<b>PERSONNEL</b>						
Salaries	\$ 108,929	\$ 114,063	\$ 133,135	\$ 104,429	25.8%	-21.6%
Overtime	631	1,087	3,000	2,000	0.5%	-33.3%
Payroll Taxes	8,365	8,821	10,414	8,142	2.0%	-21.8%
Pension & Retirement	7,926	10,788	16,030	12,303	3.0%	-23.2%
Health Insurance	24,773	25,875	37,605	27,865	6.9%	-25.9%
Workers' Compensation	4,559	3,376	5,991	4,699	1.2%	-21.6%
<b>Total Personnel Costs</b>	<b>\$ 155,183</b>	<b>\$ 164,010</b>	<b>\$ 206,175</b>	<b>\$ 159,438</b>	<b>39.4%</b>	<b>-22.7%</b>
<b>OPERATING</b>						
Contractual services	23,795	42,040	52,303	50,000	12.3%	-4.4%
Utility Services	152,162	147,416	146,734	147,500	36.4%	0.5%
Repairs & Maintenance	7,089	12,541	19,000	15,000	3.7%	-21.1%
Operating Supplies	11,128	10,462	17,250	15,000	3.7%	-13.0%
Liability Insurance	2,304	2,710	2,605	2,131	0.5%	-18.2%
Fuels, Oils, Lubricants	6,273	8,267	3,000	3,000	0.7%	0.0%
Fleet Maintenance	14,310	16,929	16,500	13,000	3.2%	-21.2%
<b>Total Operating Costs</b>	<b>\$ 217,061</b>	<b>\$ 240,365</b>	<b>\$ 257,392</b>	<b>\$ 245,631</b>	<b>60.6%</b>	<b>-4.6%</b>
<b>CAPITAL OUTLAY</b>						
Improvements Other than Bldg	-	2,875	22,505	-	0.0%	-100.0%
<b>Total Capital Outlay</b>	<b>\$ -</b>	<b>\$ 2,875</b>	<b>\$ 22,505</b>	<b>\$ -</b>	<b>0.0%</b>	<b>-100.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 372,244</b>	<b>\$ 407,250</b>	<b>\$ 486,072</b>	<b>\$ 405,069</b>	<b>100.0%</b>	<b>-16.7%</b>



**Personnel Summary**

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
Equipment Operator	1	1	-	-	33.3%	0.0%
Heavy Equipment Operator	1	1	0	0	0.0%	#DIV/0!
Maintenance Worker I	1	1	3	3	100.0%	0.0%
<b>Total Full Time Employees</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>100.0%</b>	<b>0.0%</b>
<b>DIVISION TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>100.0%</b>	<b>0.0%</b>

## PUBLIC WORKS-STREETS/SIDEWALKS PERFORMANCE MEASURES

Indicator	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Goal
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### **Outputs**

Linear feet of underground streetlight wire replaced	0	1000 lf	40 lf	1500 lf	0
Square footage of sidewalk replaced	10644 sf	2343 sf	12,469 sf	7,500 sf	10,000 sf

## **Public Services – Public Properties**

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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.

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### **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".

### **2019-20 Accomplishments**

Received Tree City USA & Growth Award

Added lights to Oak trees and planted new material in Westward medians

Supported all Departments with move from City Hall to Community Center

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

A total of 2,066 street trees were trimmed for vertical traffic and pedestrian safety

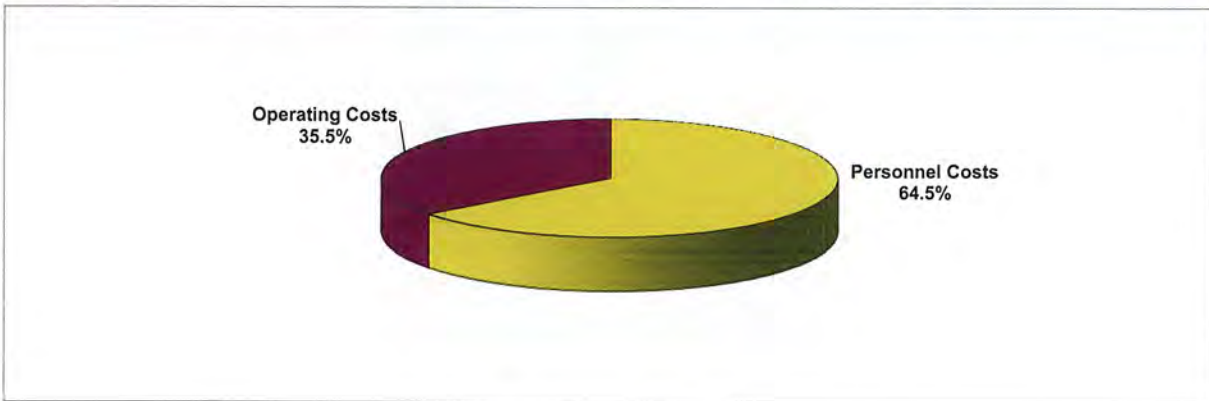
### **FY 2019-20 Budget Highlights**

- Proposed budget is \$55,016 or 6.7% higher than FY2019/2020, increase is due to transfer of staff from other divisions in order to meet work load.
- Budget includes \$100,000 for city-wide tree trimming,
- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$910,325</u>
Net cost of Department	<u>\$910,325</u>

**PUBLIC SERVICES DEPARTMENT**  
Public Properties Division - Expenditure Detail

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
<b>PERSONNEL</b>						
Salaries	\$ 238,986	\$ 284,402	\$ 301,081	\$ 380,642	41.8%	26.4%
Overtime	3,749	4,681	3,000	2,000	0.2%	-33.3%
Payroll Taxes	18,483	21,811	23,262	29,272	3.2%	25.8%
Pension & Retirement	29,134	33,968	29,055	44,845	4.9%	54.3%
Health Insurance	57,983	79,711	92,514	113,387	12.5%	22.6%
Workers' Compensation	10,753	7,961	13,549	17,129	1.9%	26.4%
<b>Total Personnel Costs</b>	<b>\$359,088</b>	<b>\$432,534</b>	<b>\$462,461</b>	<b>\$587,274</b>	<b>64.5%</b>	<b>27.0%</b>
<b>OPERATING</b>						
Contractual Services	222,847	171,418	200,000	104,500	11.5%	-47.8%
Utility Services	71,169	84,337	69,745	70,000	7.7%	0.4%
Rentals and Leases	245	-	-	300	0.0%	100.0%
Fuels, Oils, Lubricants	7,765	9,871	5,000	6,000	0.7%	20.0%
Operating Supplies	23,420	16,305	26,750	35,000	3.8%	30.8%
Repairs and Maintenance	19,363	6,794	20,000	15,000	1.6%	-25.0%
Transfer to Debt Service	-	-	5,417	5,279	0.6%	100.0%
Liability Insurance	27,324	27,893	27,778	49,672	5.5%	78.8%
Fleet Maintenance	50,713	43,051	31,500	31,000	3.4%	-1.6%
Telephone/Internet	7,478	7,121	6,658	6,300	0.7%	-5.4%
<b>Total Operating Costs</b>	<b>\$ 430,324</b>	<b>\$ 366,790</b>	<b>\$ 392,848</b>	<b>\$ 323,051</b>	<b>35.5%</b>	<b>-17.8%</b>
<b>CAPITAL OUTLAY</b>						
Improvements Other than Bldg	14,724	6,722	-	-	0.0%	0.0%
Machinery & Equipment	28,665	11,718	-	-	0.0%	0.0%
<b>Total Capital Outlay</b>	<b>\$ 43,389</b>	<b>\$ 18,440</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>0.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 832,801</b>	<b>\$ 817,764</b>	<b>\$ 855,309</b>	<b>\$ 910,325</b>	<b>100.0%</b>	<b>6.4%</b>



**Personnel Summary**

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
Equipment Operator	0	0	0	0	0.0%	0.0%
Maintenance Worker I, II	9	10	12	12	100.0%	0.0%
<b>Total Full Time Employees</b>	<b>9</b>	<b>10</b>	<b>12</b>	<b>12</b>	<b>100.0%</b>	<b>0.0%</b>
<b>DIVISION TOTAL</b>	<b>9</b>	<b>10</b>	<b>12</b>	<b>12</b>	<b>100.0%</b>	<b>0.0%</b>

## PUBLIC PROPERTIES DEPARTMENT PERFORMANCE MEASURES

Indicator	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Goal
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### Outputs

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

### Effectiveness

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

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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.

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### **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 2019-20 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 City Hall & Police Dept move from City Hall Building

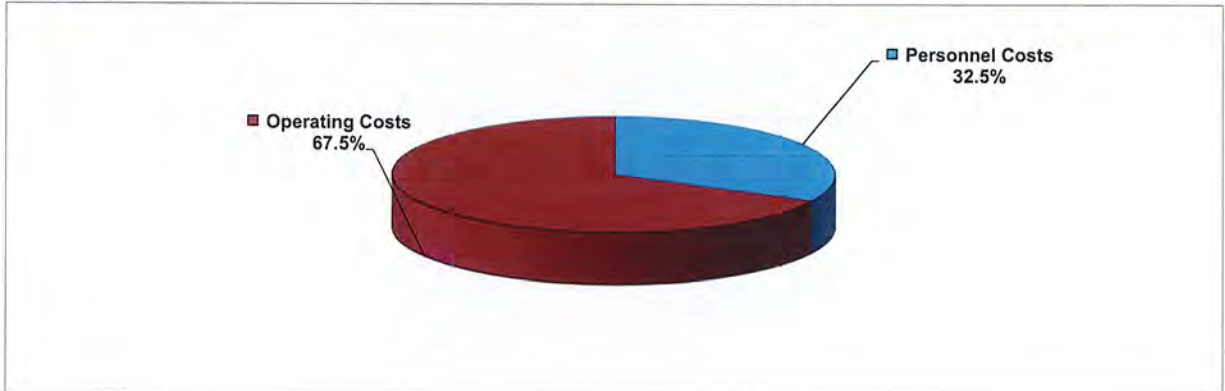
### **FY 2020-21 Budget Highlights**

- Proposed budget is \$535,905 or 140% lower than FY2019/2020. Decrease is due to the City Hall mold remediation costs incurred in Fy19-20.
- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$383,199</u>
Net cost of Department	<u>\$383,199</u>

**PUBLIC SERVICES DEPARTMENT**  
**Building Maintenance Division - Expenditure Detail**

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
<b>PERSONNEL</b>						
Salaries	\$ 45,832	\$ 77,907	\$ 79,860	\$ 82,256	21.5%	3.0%
Overtime	3,437	3,029	3,000	3,500	0.9%	16.7%
Payroll Taxes	3,731	6,111	6,339	6,560	1.7%	3.5%
Pension & Retirement	5,665	9,206	9,616	9,691	2.5%	0.8%
Health Insurance	7,880	15,683	16,622	18,730	4.9%	12.7%
Workers' Compensation	1,289	1,586	2,556	3,701	1.0%	44.8%
<i>Total Personnel Costs</i>	<i>\$ 67,834</i>	<i>\$ 113,522</i>	<i>\$ 117,993</i>	<i>\$ 124,438</i>	<i>32.5%</i>	<i>5.5%</i>
<b>OPERATING</b>						
Transfers to Debt Service	0	0	49,185	47,932	12.5%	-2.5%
Contractual Services	51,372	62,670	75,000	75,000	19.6%	0.0%
Utility Services	159	309	146	150	0.0%	2.7%
Repairs & Maintenance	178,447	117,517	636,773	125,000	32.6%	-80.4%
Rentals & Lease	47	-	-	500	0.1%	100.0%
Fuels, Oils, Lubricants	1,013	1,177	1,000	1,000	0.3%	0.0%
Operating Supplies	7,755	4,042	9,250	5,000	1.3%	-45.9%
Liability Insurance	972	1,536	1,562	1,679	0.4%	7.5%
Fleet Maintenance	1,764	1,525	3,000	2,000	0.5%	-33.3%
Telephone/Internet	-	-	500	500	0.1%	0.0%
<i>Total Operating Costs</i>	<i>\$ 241,529</i>	<i>\$ 188,776</i>	<i>\$ 776,416</i>	<i>\$ 258,761</i>	<i>67.5%</i>	<i>-66.7%</i>
<b>CAPITAL OUTLAY</b>						
Improvements Other than Bldg	28,184	-	24,695	-	0.0%	-100.0%
Machinery & Equipment	29,765	-	-	-	0.0%	0.0%
<i>Total Capital Outlay</i>	<i>\$ 57,949</i>	<i>\$ -</i>	<i>\$ 24,695</i>	<i>\$ -</i>	<i>0.0%</i>	<i>-100.0%</i>
<b>TOTAL EXPENSES</b>	<b>\$ 367,312</b>	<b>\$ 302,298</b>	<b>\$ 919,104</b>	<b>\$ 383,199</b>	<b>100.0%</b>	<b>-58.3%</b>



**Personnel Summary**

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
Building Maintenance Specialist II	1	1	1	1	100.0%	0.0%
Maintenance Worker I	-	1	1	1	50.0%	0.0%
<b>DIVISION TOTAL</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>100.0%</b>	<b>0.0%</b>

## BUILDING MAINTENANCE DEPARTMENT PERFORMANCE MEASURES

Indicator	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Goal
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### **Outputs**

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



## **Public Services - Fleet Maintenance**

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

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### **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 2019-20 Accomplishments**

Our fleet staff continues to outperform themselves every year. The staff has been able to tackle quite a few heavy jobs in-house saving the City thousands of dollars by not going to outside facilities.

Our fleet staff continues to work cohesively with our procurement department in getting time sheet paper work and invoices processed in a timely fashion. They have networked with quite a few vendors that provide competitive pricing and better quality parts for our vehicles.

### **FY 2020-21 Budget Highlights**

- Proposed budget is \$20,489 or 34% lower than FY2019/2020.
- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$39,000</u>
Net cost of Department	<u>\$39,000</u>

**PUBLIC SERVICES DEPARTMENT**  
**Fleet Maintenance Division - Expenditure Detail**

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
<b>OPERATING</b>						
Contractual Services	37,883	16,381	35,634	30,000	76.9%	-15.8%
Repairs & Maintenance	50,032	-	-	-	0.0%	0.0%
Fuels, Oils, Lubricants	2,426	1,026	1,500	1,000	2.6%	-33.3%
Operating Supplies	1,696	8,575	7,800	5,000	12.8%	-35.9%
Liability Insurance	2,391	3,222	-	-	0.0%	0.0%
Fleet Maintenance	1,059	2,391	8,555	3,000	7.7%	-64.9%
<i>Total Operating Costs</i>	\$ 95,487	\$ 31,595	\$ 53,489	\$ 39,000	100.0%	-27.1%
<b>CAPITAL OUTLAY</b>						
Machinery & Equipment			6,000	-	0.0%	-100.0%
<i>Total Capital Outlay</i>	\$ -	\$ -	\$ 6,000	\$ -	0.0%	-100.0%
<b>TOTAL EXPENSES</b>	\$ 95,487	\$ 31,595	\$ 59,489	\$ 39,000	100.0%	-34.4%

## FLEET MAINTENANCE DEPARTMENT PERFORMANCE MEASURES

Indicator	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Goal
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### **Outputs**

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

### **Effectiveness**

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

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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 4<sup>th</sup>, 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.

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### **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 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 10%

## **Parks and Recreation - Administration**

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### **2019-20 Accomplishments**

- Increased Turkey Trot, Halloween and Christmas by 5%.
- Established virtual programming: Virtual 5k run, Fitness program and Arts and Crafts.

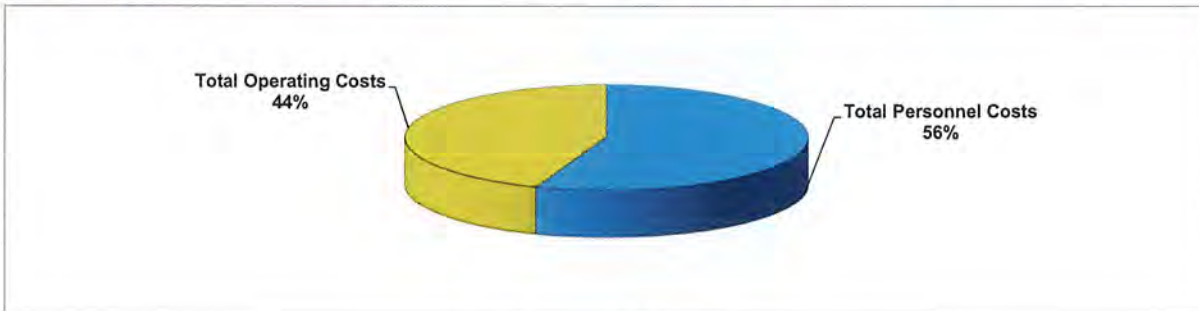
### **FY 2020-21 Budget Highlights**

- The total Recreation budget for FY20-21 is \$2,417,926 which is \$136,233 or 5.3% lower than the FY19-20 budget.
- Proposed Administration budget is \$99,842 or 6.2% lower than FY2019/2020.
- Budget Summary:

Budgeted Revenues	\$ 329,000
Budgeted Expenditures	<u>\$1,499,729</u>
Net cost of Department	<u>\$1,170,729</u>
- The Pelican Playhouse will receive an annual subsidy of \$29,000 for FY20-21, the same as FY19-20.

**RECREATION DEPARTMENT**  
Administration Division - Expenditure Detail

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
<b>PERSONNEL</b>						
Salaries	\$ 301,832	\$ 320,241	\$ 362,385	\$ 336,569	22.4%	-7.1%
Part Time Year Round	198,901	180,510	200,000	207,495	13.8%	3.7%
Overtime	15,078	22,765	10,000	10,000	0.7%	0.0%
Seasonal Emp	93,336	113,242	120,000	120,000	8.0%	0.0%
Payroll Taxes	46,462	48,607	52,967	51,566	3.4%	-2.6%
Pension & Retirement	28,828	29,869	39,399	39,652	2.6%	0.6%
Health Insurance	46,314	51,467	55,865	61,311	4.1%	9.7%
Workers' Compensation	11,267	5,558	8,530	8,301	0.6%	-2.7%
<b>Total Personnel Costs</b>	<b>\$ 742,018</b>	<b>\$ 772,259</b>	<b>\$ 849,146</b>	<b>\$ 834,894</b>	<b>55.7%</b>	<b>-1.7%</b>
<b>OPERATING</b>						
Professional Services	-	-	1,500	1,500	0.1%	0.0%
Contractual Services	79,130	76,581	84,526	82,000	5.5%	-3.0%
Officials/Referees	34,761	32,857	44,104	37,500	2.5%	-15.0%
Travel & Related Costs	3,600	3,858	3,600	3,600	0.2%	0.0%
Utility Services	118,320	123,776	104,300	104,400	7.0%	0.1%
Repairs & Maintenance	41,742	33,971	55,000	55,000	3.7%	0.0%
Rentals & Lease	2,060	2,442	3,014	3,200	0.2%	6.2%
Printing & Binding	3,748	1,215	2,500	2,500	0.2%	0.0%
Promotions & recreational activities	95,142	94,939	134,750	129,000	8.6%	-4.3%
Uniforms	741	1,830	2,500	2,500	0.2%	0.0%
Office Supplies	2,994	2,194	2,500	2,500	0.2%	0.0%
Operating Supplies	51,439	52,685	63,192	58,000	3.9%	-8.2%
Postage	143	133	200	200	0.0%	0.0%
Uniforms-Basketball/Football	8,136	8,479	16,135	15,635	1.0%	-3.1%
Dues, Memberships & Subsc.	1,238	1,249	1,500	1,500	0.1%	0.0%
Pelican Playhouse Costs	32,945	29,717	37,500	33,250	2.2%	-11.3%
Training & Education	1,510	1,319	3,000	3,000	0.2%	0.0%
Liability Insurance	78,267	77,572	76,600	91,694	6.1%	19.7%
Fleet Maintenance	11,274	12,431	8,500	8,500	0.6%	0.0%
Fuels, Oils, Lubricants	3,384	3,965	2,000	2,000	0.1%	0.0%
Transfers to Debt Service Fund	-	-	17,442	16,998	1.1%	0.0%
Telephone/Internet	7,879	10,410	10,358	10,358	0.7%	0.0%
<b>Total Operating Costs</b>	<b>\$ 578,453</b>	<b>\$ 571,623</b>	<b>\$ 674,721</b>	<b>\$ 664,835</b>	<b>44.3%</b>	<b>-1.5%</b>
<b>CAPITAL OUTLAY</b>						
Improvements Other than Bldg	-	-	-	-	0.0%	0.0%
Machinery & Equipment	62,561	-	75,704	-	0.0%	-100.0%
<b>Total Capital Outlay</b>	<b>\$ 62,561</b>	<b>\$ -</b>	<b>\$ 75,704</b>	<b>\$ -</b>	<b>0.0%</b>	<b>-100.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 1,383,032</b>	<b>\$ 1,343,882</b>	<b>\$ 1,599,571</b>	<b>\$ 1,499,729</b>	<b>100.0%</b>	<b>-6.2%</b>



**Personnel Summary**

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
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%
<b>Total of Full-Time Employees</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>100.0%</b>	<b>0.0%</b>
<b>Part time Employees</b>						
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%
<b>Total of Part time employees</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0.0%</b>
<b>DIVISION TOTAL</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>100.0%</b>	<b>0.0%</b>

## **Recreation - Pool**

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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.

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### **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
- Offer senior water aerobics programming

### **FY2019-20 Accomplishments**

- Established morning swim program.
- Finalized resurfacing of Pool Deck.
- Refinished and repaired Water features.
- Increased Water Aerobics program by 5%.

### **FY 2020-21 Budget Highlights**

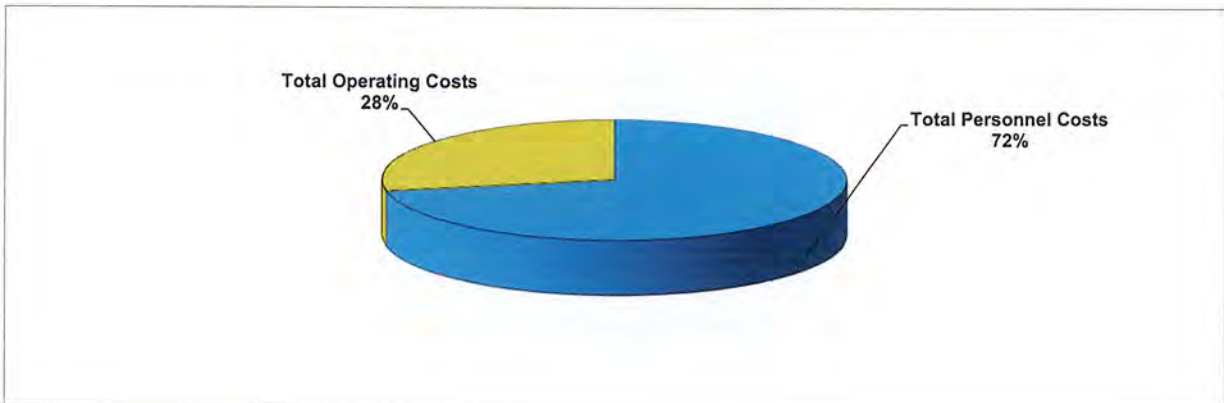
- Proposed pool budget is \$16,388 or 2.7% lower than the FY19-20.
- Budget Summary:

Budgeted Revenues	\$137,500
Budgeted Expenditures	<u>\$581,482</u>
Net cost of Department	<u>\$443,982</u>



**RECREATION DEPARTMENT**  
**Aquatics Division - Expenditure Detail**

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
<b>PERSONNEL</b>						
Salaries	117,494	138,838	88,783	91,446	15.7%	3.0%
Part Time Year Round	208,690	207,913	260,000	260,000	44.7%	0.0%
Overtime	6,086	8,672	2,500	2,500	0.4%	0.0%
Payroll Taxes	25,404	26,743	26,873	27,077	4.7%	0.8%
Pension & Retirement	14,909	15,984	10,690	10,774	1.9%	0.8%
Health Insurance	18,828	23,588	16,920	18,679	3.2%	10.4%
Workers' Compensation	6,261	4,863	6,976	7,029	1.2%	0.8%
<b>Total Personnel Costs</b>	<b>\$ 397,672</b>	<b>\$ 426,601</b>	<b>\$ 412,742</b>	<b>\$ 417,505</b>	<b>71.8%</b>	<b>1.2%</b>
<b>OPERATING</b>						
Contractual Services	43,304	47,896	56,000	56,000	9.6%	0.0%
Utility Services	28,613	33,571	33,804	38,804	6.7%	14.8%
Repairs & Maintenance	9,000	8,243	36,000	9,500	1.6%	-73.6%
Rentals & Lease		3,838	4,500	4,500	0.8%	0.0%
Uniforms	2,994	3,459	5,000	5,000	0.9%	0.0%
Operating Supplies	30,455	31,932	39,000	39,000	6.7%	0.0%
Dues, Memberships & Subsc.	460	1,010	1,000	1,000	0.2%	0.0%
Training & Education	760	556	3,000	3,000	0.5%	0.0%
Liability Insurance	7,596	7,092	6,824	7,173	1.2%	5.1%
<b>Total Operating Costs</b>	<b>\$ 123,182</b>	<b>\$ 137,597</b>	<b>\$ 185,128</b>	<b>\$ 163,977</b>	<b>28.2%</b>	<b>-11.4%</b>
<b>CAPITAL OUTLAY</b>						
Improvements Other than Bldg	-	-	-	-	0.0%	0.0%
<b>Total Capital Outlay</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>0.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 520,854</b>	<b>\$ 564,198</b>	<b>\$ 597,870</b>	<b>\$ 581,482</b>	<b>100.0%</b>	<b>-2.7%</b>



**Personnel Summary**

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
Aquatics Supervisor	1	1	1	1	50.0%	0.0%
Aquatic Coordinator/Specialist	2	2	1	1	50.0%	0.0%
<b>Total Full-time employees</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>100.0%</b>	<b>0.0%</b>
<b>Part-time Employees</b>						
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%
<b>Total Part-time employees</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0.0%</b>
<b>DIVISION TOTAL</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>100.0%</b>	<b>0.0%</b>

## **Recreation - Tennis**

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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.

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### **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.

### **FY2019-20 Accomplishments**

- Renovated both restrooms.
- Repaired roof of pro shop.
- Added new picnic tables to tiki area.
- Resurfaced 3 courts.

### **FY 2020-21 Budget Highlights**

- Proposed tennis budget is \$42,382 which is the same amount as of FY19-20. Budget includes \$20,000 to resurface three courts.
- Budget Summary:

Budgeted Revenues	\$	-0-
Budgeted Expenditures		<u>\$42,382</u>
Net cost of Department		<u>\$42,382</u>

**RECREATION DEPARTMENT**  
**Tennis Division - Expenditure Detail**

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
<b>OPERATING</b>						
Contractual Services	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	35.4%	0.0%
Utility Services	3,299	3,099	3,382	3,382	8.0%	0.0%
Repairs & Maintenance	-	-	2,000	2,000	4.7%	0.0%
Operating Supplies	-	2,254	2,000	2,000	4.7%	0.0%
<i>Total Operating Costs</i>	<b>\$ 18,299</b>	<b>\$ 20,353</b>	<b>\$ 22,382</b>	<b>\$ 22,382</b>	<b>52.8%</b>	<b>0.0%</b>
<b>CAPITAL OUTLAY</b>						
Improvements Other than Bldg	11,940	18,805	20,000	20,000	47.2%	0.0%
<i>Total Capital Outlay</i>	<b>\$ 11,940</b>	<b>\$ 18,805</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>47.2%</b>	<b>0.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 30,239</b>	<b>\$ 39,158</b>	<b>\$ 42,382</b>	<b>\$ 42,382</b>	<b>100.0%</b>	<b>0.0%</b>

## **Recreation – Parks Maintenance**

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

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### **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)

### **FY2019-20 Accomplishments**

- Renovated Stafford and Prince fields.

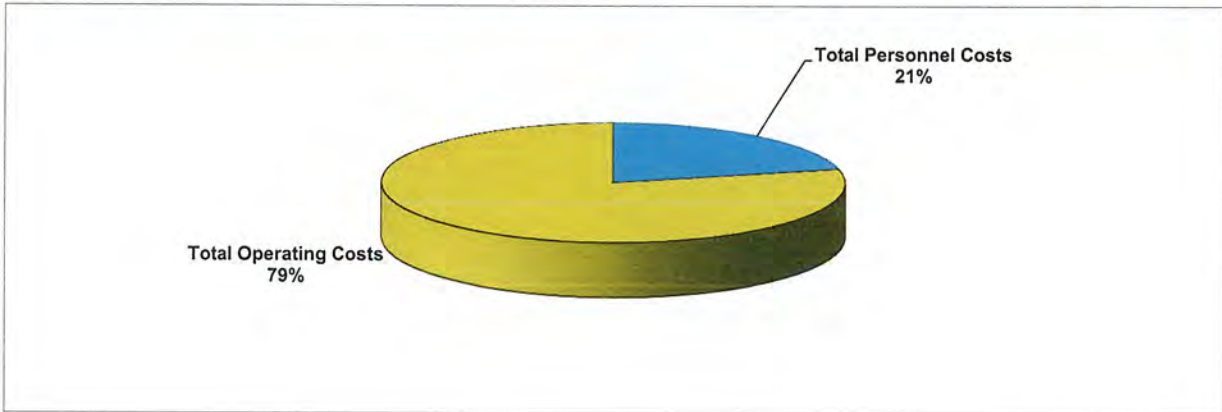
### **FY 2020-21 Budget Highlights**

- Proposed budget is \$20,003 or 6.3% lower than FY2019/20
- Budget Summary:

Budgeted Revenues	\$	-0-
Budgeted Expenditures		<u>\$294,333</u>
Net cost of Department		<u>\$294,333</u>

**RECREATION DEPARTMENT**  
Parks Maintenance Division - Expenditure Detail

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
Salaries	\$ 35,475	\$ 37,490	\$ 42,287	\$ 43,525	14.8%	2.9%
Payroll Taxes	2,713	3,283	3,235	3,330	1.1%	2.9%
Pension & Retirement	4,260	4,341	4,971	5,010	1.7%	0.8%
Health Insurance	7,256	7,824	8,296	9,324	3.2%	12.4%
Workers' Compensation	598	482	1,239	1,276	0.4%	3.0%
<b>Total Personnel Costs</b>	<b>\$ 50,302</b>	<b>\$ 53,420</b>	<b>\$ 60,028</b>	<b>\$ 62,465</b>	<b>21.2%</b>	<b>4.1%</b>
<b>OPERATING</b>						
Repairs & Maintenance	\$ 7,691	\$ 13,228	\$ 52,500	\$ 18,000	6.1%	-65.7%
Rentals & Lease	-	-	1,000	1,000	0.3%	0.0%
Operating Supplies	15,912	18,889	40,000	40,000	13.6%	0.0%
Liability Insurance	732	720	808	868	0.3%	7.4%
Fuels, Oils, Lubricant	-	-	-	-	0.0%	0.0%
Contractual Services	200,308	172,315	160,000	172,000	58.4%	7.5%
<b>Total Operating Costs</b>	<b>\$ 224,643</b>	<b>\$ 205,152</b>	<b>\$ 254,308</b>	<b>\$ 231,868</b>	<b>78.8%</b>	<b>-8.8%</b>
<b>CAPITAL OUTLAY</b>						
Improvements Other than Bldg	22,000	-	-	-	0.0%	0.0%
Machinery & Equipment	-	0	0	-	0.0%	0.0%
<b>Total Capital Outlay</b>	<b>\$ 22,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>0.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 296,945</b>	<b>\$ 258,572</b>	<b>\$ 314,336</b>	<b>\$ 294,333</b>	<b>100.0%</b>	<b>-6.4%</b>



**Personnel Summary**

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
Recreation Maintenance Supervisor	1	1	1	1	100.0%	100.0%
<b>Total Full-time employees</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>100.0%</b>	<b>100.0%</b>
<b>DIVISION TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>100.0%</b>	<b>100.0%</b>

## RECREATION DEPARTMENT PERFORMANCE MEASURES

Indicator	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Goal
<b>Outputs</b>				
Increase participants in co-sponsored athletic programs by 5%	Yes	Yes	Yes	Yes
Assist the Optimist and Little League with registration and promotions	Yes	Yes	Yes	Yes
Maintain the same number of participants in our Adult Basketball League	Yes	Yes	Yes	Yes
Sponsor Health & Fitness Day for Summer Camp	Yes	Yes	No *	Yes
Sponsor "career day" during our summer program	No	No	No *	Yes
Increase Teen Basketball League	Yes	Yes	Yes	Yes
Increase Summer Basketball Camp	Yes	No	No *	Yes
Increase number of Youth Basketball Program Participants by 10%	Yes	Yes	Yes	Yes
Develop New Programming -Camper Swim Lessons (Increase by 10%)	Yes	Yes	No *	Yes
Develop New Programming -C.I.T. (Increase by 10%)	Yes	Yes	No*	Yes
Increase Teen Program participation by 5%	No	No	No	Yes
Sustain the registration for Get-Fit Program/Summer Camp	Yes	Yes	No *	Yes
Increase participation in our 5K's by 5%	Yes	No	Yes	Yes
Increase Special Events Attendance	Yes	Yes	Yes	Yes
Increase our Wreck Camp Out Event by 10%	N/A	N/A	Yes	Yes
Implement a Toy Drive in conjunction with our Holiday Event	N/A	N/A	Yes	Yes

\* DUE TO COVID-19

# **Golf & Country Club**

## **Mission Statement**

Our Mission for Golf, as the Pandemic continues, is to provide exercise, companionship, open spaces and plenty of Sunshine all for a fairly reasonable price of a greens fee.

We recognize that in these difficult times of the unknown, whether it's Pandemics or Hurricanes that we need to establish and steer business panic to brand purpose, activating your purpose can provide stability to our community and forward momentum to our business.

It is in times of great disruption and uncertainty that our ability to stay grounded is our sense of purpose and remain true to our core values, to consistently provide a quality Golf experience for our residents, members and guest is of utmost importance.

## **Miami Springs Golf Course**

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### **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 2019-20 Accomplishments**

- Increased revenue share from premier card membership
- Successfully carried out Covid-19 restrictions and reopened golf course adhering to all cleaning and distancing requirements.
- Monitored Water & Sewer construction of wellfield renovation

### **FY 2020-21 Budget Highlights**

- Proposed budget is \$108,533 or 5% lower than the FY2019-20 budget.
- Budget Summary:

Budgeted Revenues	\$1,526,810 (projected 36,000 rounds)
Budgeted Expenditures	<u>\$2,028,855</u>
Net cost of Department	<u>\$ 502,045</u>

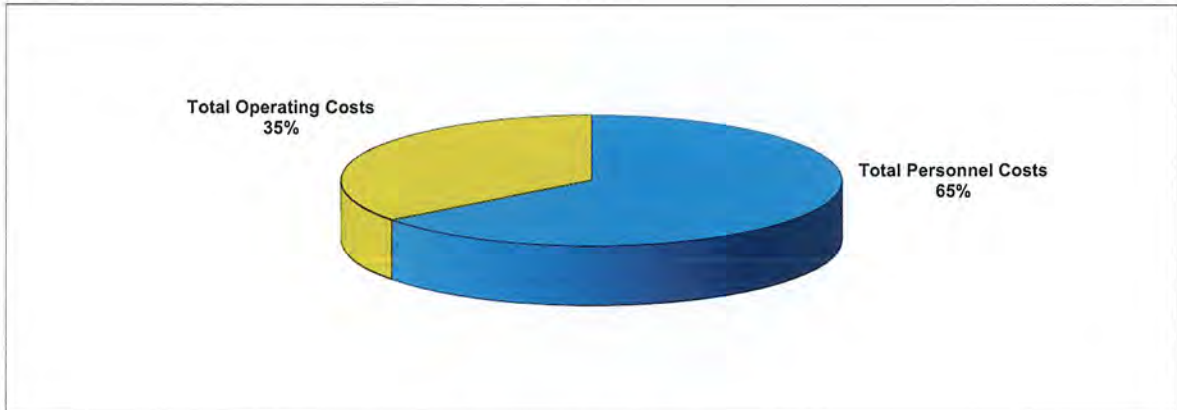


**GOLF COURSE FUND**  
**Golf Course Administration- Expenditure Detail**

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
<b>OPERATING</b>						
Utility Services	\$ 4,947	\$ 3,724	\$ 4,000	-	0.0%	-100.0%
Liability Insurance	11,064	11,064	11,068	11,068	100.0%	0.0%
<i>Total Operating Costs</i>	<b>\$ 16,011</b>	<b>\$ 14,788</b>	<b>\$ 15,068</b>	<b>\$ 11,068</b>	<b>100.0%</b>	<b>-26.5%</b>

**GOLF COURSE FUND**  
**Golf Course Pro Shop Operations- Expenditure Detail**

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
<b>PERSONNEL</b>						
Salaries	\$ 152,007	\$ 178,570	\$ 179,463	\$ 213,304	31.3%	18.9%
Part Time Employees	132,799	160,166	152,046	142,745	20.9%	-6.1%
Payroll Taxes	21,734	25,901	25,756	27,238	4.0%	5.8%
Pension & Retirement	18,658	20,948	22,231	23,306	3.4%	4.8%
Health Insurance	20,039	18,199	17,303	28,568	4.2%	65.1%
Workers' Compensation	5,385	3,024	5,050	5,341	0.8%	5.8%
<b>Total Personnel Costs</b>	<b>\$ 350,622</b>	<b>\$ 406,808</b>	<b>\$ 401,849</b>	<b>\$ 440,500</b>	<b>64.6%</b>	<b>9.6%</b>
<b>OPERATING</b>						
Professional Services	134,348	192,532	6,000	3,000	0.4%	-50.0%
Contractual Services	-	1,334	-	-	0.0%	0.0%
Merchandise	120,544	210,934	70,754	60,000	8.8%	-15.2%
Utilities	18,369	40,739	17,200	16,600	2.4%	-3.5%
Telephone/Internet	10,449	13,707	12,700	12,200	1.8%	-3.9%
Repairs & Maintenance	-	444	10,000	10,000	1.5%	0.0%
Rentals & Lease	60,457	54,033	60,000	60,000	8.8%	0.0%
Printing & Binding	2,990	3,105	4,000	4,000	0.6%	0.0%
Advertising & Promotions	42,400	42,940	40,000	20,000	2.9%	-50.0%
Postage	162	194	200	150	0.0%	-25.0%
Credit Card Fees	35,416	43,876	27,600	30,000	4.4%	8.7%
Range	2,193	7,924	9,700	1,000	0.1%	-89.7%
Office Supplies	2,270	393	2,000	2,000	0.3%	0.0%
Operating Supplies	4,226	13,169	4,000	4,000	0.6%	0.0%
Dues, Memberships & Subsc.	2,892	2,895	3,000	1,500	0.2%	-50.0%
Fuels, Oils, Lubricants	-	-	-	-	0.0%	0.0%
Liability Insurance	16,704	17,136	17,840	17,007	2.5%	-4.7%
<b>Total Operating Costs</b>	<b>\$ 453,420</b>	<b>\$ 645,355</b>	<b>\$ 284,994</b>	<b>\$ 241,457</b>	<b>35.4%</b>	<b>-15.3%</b>
<b>CAPITAL OUTLAY</b>						
Improvements O/T Bldgs	-	4,103	5,170	-	0.0%	-100.0%
Machinery & Equipment	6,922	3,005	10,700	-	0.0%	-100.0%
<b>Total Capital Outlay</b>	<b>\$ 6,922</b>	<b>\$ 7,108</b>	<b>\$ 15,870</b>	<b>\$ -</b>	<b>0.0%</b>	<b>-100.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 810,964</b>	<b>\$ 1,059,271</b>	<b>\$ 702,713</b>	<b>\$ 681,957</b>	<b>100.0%</b>	<b>-3.0%</b>

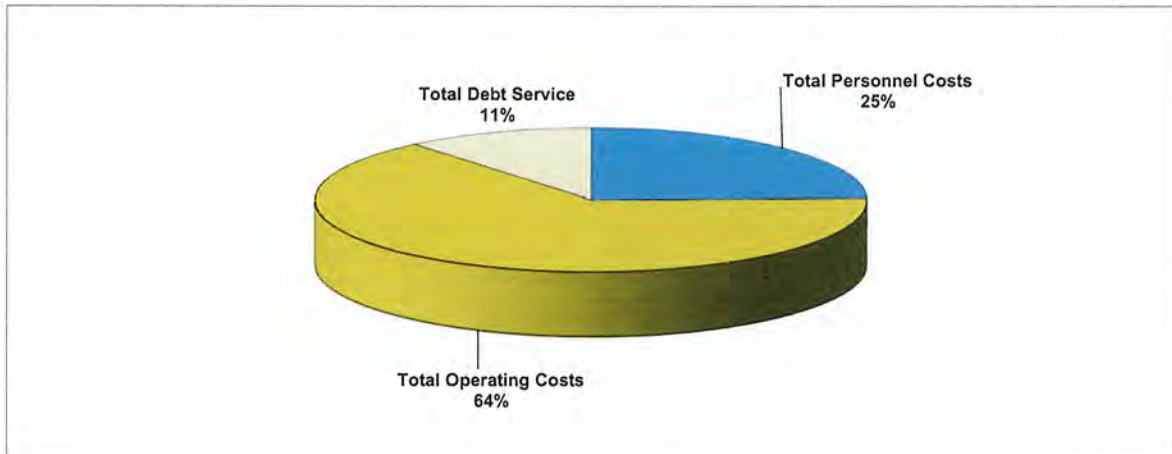


**Personnel Summary**

	FY 2016-17 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
Golf & Country Club Director	1	1	1	1	25.0%	0.0%
Pro Shop/Outside Services Mgr	1	2	2	2	50.0%	0.0%
Operations/Fleet Manager	1	1	1	1	25.0%	0.0%
<b>Total Full-time employees</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>100.0%</b>	<b>0.0%</b>
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%
<b>Total Part-time employees</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0.0%</b>
<b>DIVISION TOTAL</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>100.0%</b>	<b>0.0%</b>

**GOLF COURSE FUND**  
Golf Course Maintenance Operations- Expenditure Detail

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
<b>PERSONNEL</b>						
Salaries	\$ 206,343	\$ 213,142	\$ 227,139	\$ 234,158	17.5%	3.1%
Payroll Taxes	15,416	15,920	17,376	17,913	1.3%	3.1%
Pension & Retirement	25,423	25,580	27,349	27,587	2.1%	0.9%
Health Insurance	34,264	36,910	38,405	42,635	3.2%	11.0%
Workers' Compensation	4,348	3,613	5,678	5,854	0.4%	3.1%
<b>Total Personnel Costs</b>	<b>\$ 285,794</b>	<b>\$ 295,165</b>	<b>\$ 315,947</b>	<b>\$ 328,147</b>	<b>24.6%</b>	<b>3.9%</b>
<b>OPERATING</b>						
Professional Services	12,950	14,445	20,000	20,000	1.5%	0.0%
Contractual Services	316,088	333,819	414,005	400,000	29.9%	-3.4%
Telephone	310	783	400	400	0.0%	0.0%
Utilities	45,935	39,164	37,047	37,000	2.8%	-0.1%
Repairs & Maintenance	120,722	102,050	110,411	104,800	7.8%	-5.1%
Rentals and leases	14,255	7,081	16,000	12,000	0.9%	-25.0%
Fuels, Oils, Lubricants	56,869	42,410	51,235	45,000	3.4%	-12.2%
Operating Supplies	224,892	232,162	224,000	223,000	16.7%	-0.4%
Dues, Memberships & Subsc.	775	812	900	900	0.1%	0.0%
Uniform	1,619	941	2,000	2,000	0.1%	0.0%
Education and training	5,766	5,059	5,500	1,500	0.1%	-72.7%
Transfer to Debt Service Fund	127,958	137,147	148,530	148,154	11.1%	-0.3%
Liability insurance	15,648	15,468	16,132	12,929	1.0%	-19.9%
<b>Total Operating Costs</b>	<b>\$ 943,787</b>	<b>\$ 931,341</b>	<b>\$ 1,046,160</b>	<b>\$ 1,007,682</b>	<b>75.4%</b>	<b>-3.7%</b>
<b>CAPITAL OUTLAY</b>						
Improvements O/T Buildings		-	35,000	-	0.0%	-100.0%
Machinery & Equipment	21,237	812,930	22,500	-	0.0%	-100.0%
<b>Total Capital Outlay</b>	<b>\$ 21,237</b>	<b>\$ 812,930</b>	<b>\$ 57,500</b>	<b>\$ -</b>	<b>0.0%</b>	<b>-100.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 1,250,818</b>	<b>\$ 2,039,436</b>	<b>\$ 1,419,607</b>	<b>\$ 1,335,829</b>	<b>100.0%</b>	<b>-5.9%</b>



**Personnel Summary**

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
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%
<b>Total Full-time employees</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>100.0%</b>	<b>0.0%</b>
<b>FUND TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>100.0%</b>	<b>0.0%</b>

**MIAMI SPRINGS GOLF AND COUNTRY CLUB  
PERFORMANCE MEASURES**

Indicator	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Goal
<b>Outputs</b>				
Number of rounds played	33,626	42,773	39,876	44,000
Range revenue per player	\$10.37	\$11.36	\$6.37	\$12.00
Number of memberships sold	40	188	182	200
Membership revenue	\$59,496	\$88,085	\$69,500	\$89,000
Total revenues	\$1,408,010	\$1,546,999	\$1,219,350	\$1,500,000
Pro shop revenue per player	\$5.01	\$5.53	\$1.98	\$6.00
<b>Effectiveness</b>				
Increase number of rounds played	Yes	Yes	NO	Yes
Increase number of memberships sold	Yes	Yes	No	Yes
<b>Efficiency</b>				
Maintenance cost per acre 220	\$5,900	\$5,336	\$4,826	\$4,750

## **Non Departmental**

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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.

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### **FY 2020-21 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>\$ 1,510,603</u>
Net cost of Department	<u>\$ 1,510,603</u>

**NON-DEPARTMENTAL ACCOUNTS**  
Expenditure Detail

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
<b>OPERATING</b>						
Bank Fees & Bad Debt	\$ 188,966	\$ 541,411	\$ -	\$ -	0.0%	0.0%
<i>Total Operating Costs</i>	<b>\$ 188,966</b>	<b>\$ 541,411</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>0.0%</b>
Transfers to Hurricane Fund	1,286,792	500,000		-	0.0%	
Transfers to Debt Service Fund	796,432	742,634	930,992	1,170,617	77.5%	25.7%
Transfers to Senior Center	217,861	282,430	326,199	339,987	22.5%	4.2%
Transfers to Capital Projects Fund	151,169			-	0.0%	0.0%
<i>Total Transfers</i>	<b>\$ 2,452,254</b>	<b>\$ 1,525,064</b>	<b>\$ 1,257,191</b>	<b>\$ 1,510,603</b>	<b>100.0%</b>	<b>20.2%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 2,641,220</b>	<b>\$ 2,066,475</b>	<b>\$ 1,257,191</b>	<b>\$ 1,510,603</b>	<b>100.0%</b>	<b>20.2%</b>

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**SPECIAL REVENUE FUND**

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## **Road and Transportation Fund-Peoples Transportation Tax**

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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.

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### **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 2019-20 Accomplishments**

Repaired several damaged Sidewalks City wide

Continue our daily inspections of sidewalk lifting and take appropriate actions

Re-striped several sections of the Cities roadways

Assisted with the City Hall & Police dept relocation

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

Troubleshoot, repair or replace any lighting needs city wide

### **FY 2020-21 Budget Highlights**

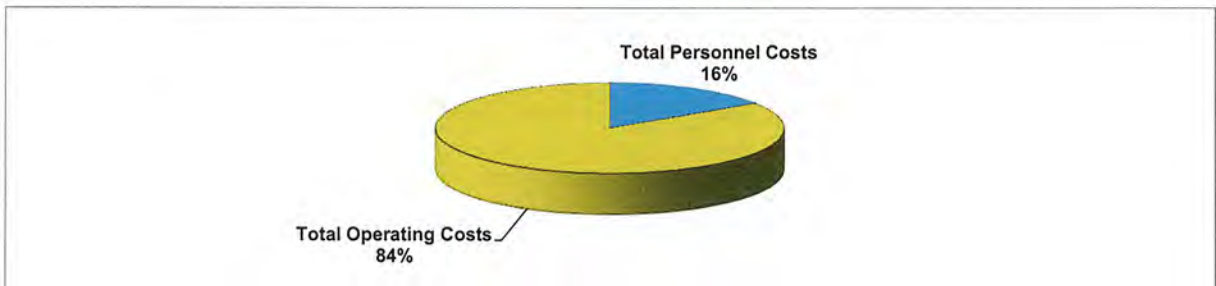
- Proposed budget is \$173,856 or 23% lower than FY2019/2020.
- Budget Summary:

Budgeted Revenues	\$575,835 (CITT Funding)
Budgeted Expenditures	<u>\$575,835</u>
Net cost of Department	<u>\$ -0-</u>



**PUBLIC SERVICES DEPARTMENT  
ROAD AND TRANSPORTATION FUND**

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
<b>OPERATING</b>						
Salaries	\$ 62,933	\$ 64,264	\$ 66,614	\$ 67,985	11.8%	2.1%
Payroll Taxes	4,815	4,916	5,096	5,201	0.9%	2.1%
Pension & Retirement	7,480	7,523	7,720	7,774	1.4%	0.7%
Health Insurance	7,368	7,941	8,395	9,426	1.6%	12.3%
<i>Total Personnel Costs</i>	<i>\$ 82,596</i>	<i>\$ 84,644</i>	<i>\$ 87,825</i>	<i>\$ 90,386</i>	<i>15.7%</i>	<i>2.9%</i>
Professional Services	19,187	151,543	60,000	60,000	10.4%	0.0%
Contractual Services	161,724	158,799	198,400	201,492	35.0%	1.6%
Workmens Compensation	1,483	1,904	3,526	3,629	0.6%	2.9%
Repairs & Maintenance	210,464	378,675	275,171	148,015	25.7%	-46.2%
Fuels, Oils, Lubricants	-	-	1,500	1,000	0.2%	-33.3%
Road Materials and Supplies	17,702	-	6,000	4,000	0.7%	-33.3%
Transfers to Debt Service Fund	72,772	71,407	70,042	67,313	11.7%	-3.9%
<i>Total Operating Costs</i>	<i>\$ 483,332</i>	<i>\$ 762,328</i>	<i>\$ 614,639</i>	<i>\$ 485,449</i>	<i>84.3%</i>	<i>-21.0%</i>
Improvements Other than Bldg	-	-	-	-	0.0%	0.0%
Machinery & Equipment	23,594	-	47,227	-	0.0%	-100.0%
<i>Total Capital Outlay</i>	<i>\$ 23,594</i>	<i>\$ -</i>	<i>\$ 47,227</i>	<i>\$ -</i>	<i>0.0%</i>	<i>100.0%</i>
<b>TOTAL EXPENSES</b>	<b>\$ 589,522</b>	<b>\$ 846,972</b>	<b>\$ 749,691</b>	<b>\$ 575,835</b>	<b>100.0%</b>	<b>-23.2%</b>



**Personnel Summary**

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
Operations Supervisor	1	1	1	1	100.0%	0.0%
<b>DEPARTMENT TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>100.0%</b>	<b>0.0%</b>

## ROAD AND TRANSPORTATION DEPARTMENT PERFORMANCE MEASURES

Indicator	2016-17 Actual	2017-18 Actual	2017-18 Actual	2019-20 Actual	2020-21 Goal
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### Outputs

Road Improvement - milling & resurfacing	4,390 sq yd	1,100 sq yd	2,230 sq yd	2,500 sq yd	5,000 sq yd
Sidewalk Improvements	2.1 Miles	1.5 Miles	.5 Mile	.5 Mile	1 Mile

# **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, age 55+, residing in the Cities of Miami Springs and Virginia Gardens, Florida. 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 Adult Community 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**

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### **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-eight 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; 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**

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### **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 two mini-buses, 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**

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### **GOALS and OBJECTIVES:**

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

OBJECTIVE: -Provide 10,750 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 27,720 nutritionally balanced, congregate lunch meals daily, as well as 495 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 16,435 weekday lunch meals and 7,125 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**

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### **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 5 days a 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 our older population.

**GOAL: To provide an appropriate setting and staff support 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: -Open New Adult Community Center and maintain quality paid and volunteer staffing through ongoing training, recognition and reinforcement of their responsibilities.**

## **Elderly Services**

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### **2019-20 ACCOMPLISHMENTS:**

Software specifically designed for use in Senior Centers was researched and software and hardware were procured from MySeniorCenter for use in the new Miami Springs Adult Community Center facility.

The Senior Center saw an increase in enrollment for Congregate services from 115 to 170 clients.

Services continued without interruption during the Covid-19 crisis and closure with an average of 170 clients receiving frozen home delivered meals, five days a week and an average of 62 homebound clients receiving hot home delivered meals, seven days a week.

### **FY 2020-21 BUDGET HIGHLIGHTS:**

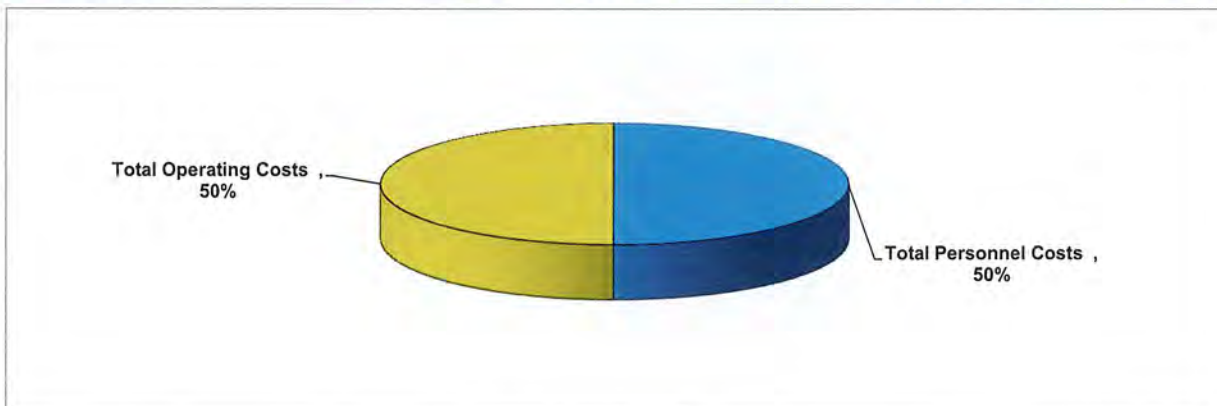
- Proposed budget is \$161,189 or 23.5% higher than FY2019/2020, increase is due to the \$185,900 LSP grant we were awarded by the State for FY20/21.
- The FY20-21 budget includes costs for the new Senior center building as well as additional staffing for administration as well as health, fitness and art instructors. The budget is based on the Center opening to the seniors in January 2021 since we have been advised by The Alliance for Aging that centers will not be opened before year-end.
- Budget Summary:

Budgeted Revenues	\$500,944
Budgeted Expenditures	<u>\$840,931</u>
Net cost of Department	<u>\$339,987</u>



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

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
<b>PERSONNEL</b>						
Salaries	\$ 85,067	\$ 162,840	\$ 98,880	\$137,467	16.3%	39.0%
Part Time Year Round	103,364	120,005	174,412	\$211,581	25.2%	21.3%
Payroll Taxes	14,389	21,427	20,907	26,702	3.2%	27.7%
Pension & Retirement		10,005	11,905	16,195	1.9%	0.0%
Health Insurance	8,048	19,079	21,843	28,020	3.3%	28.3%
Workers' Compensation	337	433	683	873	0.1%	27.8%
<b>Total Personnel Costs</b>	<b>\$ 211,205</b>	<b>\$ 333,789</b>	<b>\$ 328,630</b>	<b>\$ 420,837</b>	<b>50.0%</b>	<b>28.1%</b>
<b>OPERATING</b>						
Professional Services	2,280	14,788	22,026	6,594	0.8%	-70.1%
Contractual Services	12,550	13,800	4,799	35,591	4.2%	641.6%
Travel & Related Costs	-	-	200	100	0.0%	-50.0%
Utility Services	10,591	6,382	6,379	17,715	2.1%	177.7%
Repairs & Maintenance	1,195	11,153	6,130	2,796	0.3%	-54.4%
Rentals & Lease	1,008	4,766	410	1,140	0.1%	178.0%
Advertising & Promotions	600	546	1,450	1,450	0.2%	0.0%
Postage	113	116	100	350	0.0%	250.0%
Office Supplies	681	1,421	700	700	0.1%	0.0%
Operating Supplies	174,573	251,379	278,149	308,920	36.7%	11.1%
Dues, Memberships & Subsc.	71	307	220	-	0.0%	-100.0%
Training & Education	440	422	450	400	0.0%	0.0%
Liability Insurance	8,477	11,113	13,617	22,581	2.7%	65.8%
Fleet Maintenance	6,050	5,857	10,162	11,907	1.4%	17.2%
Fuels, Oils, Lubricant	2,727	4,276	3,950	4,989	0.6%	26.3%
Telephone/Internet	1,766	2,284	2,370	4,860	0.6%	105.1%
<b>Total Operating Costs</b>	<b>\$ 223,122</b>	<b>\$ 328,610</b>	<b>\$ 351,112</b>	<b>\$ 420,093</b>	<b>50.0%</b>	<b>19.6%</b>
<b>CAPITAL OUTLAY</b>						
Improvements Other than Bldg				0	0.0%	0.0%
Machinery & Equipment	3,535	1,229	-	-	0.0%	0.0%
<b>Total Capital Outlay</b>	<b>\$ 3,535</b>	<b>\$ 1,229</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>0.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 437,862</b>	<b>\$ 663,628</b>	<b>\$ 679,742</b>	<b>\$ 840,931</b>	<b>100.0%</b>	<b>23.7%</b>



**Personnel Summary**

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
Elderley Services Director/Admin Asst	1	2	2	3	16.7%	50.0%
<i>Part-time Employee</i>						
Food Service Aide	5	5	6	6	33.3%	0.0%
Screening & Assess Specialist	2	2	2	7	38.9%	250.0%
Driver	2	2	2	2	11.1%	0.0%
<b>Sub-total: Part-time employees</b>	<b>9</b>	<b>9</b>	<b>10</b>	<b>15</b>	<b>83.3%</b>	<b>50.0%</b>
<b>DEPARTMENT TOTAL</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>18</b>	<b>100.0%</b>	<b>50.0%</b>

**ELDERLY SERVICES DEPARTMENT  
PERFORMANCE MEASURES**

INDICATOR:	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Goal
Number of OAA Congregate Meals Served	26,246	25,418	26,401	27,000
Number of OAA Home Delivered Weekday Lunch Meals Served	12,704	15,509	15,653	15,800
Number of LSP Home Delivered Weekend Lunch Meals Served ( 7/1/2018-6/30/2019)	NA	3,104	N/A	3,200
Number of CMS Home Delivered Weekend Lunch Meals Served	4,376	1,600	6,232	6,300
Number of Emergency Meals distributed to Congregate & Home Del. Meal Recipients	1,510	472	472	525
Number of units of Transportation (1 unit = 1 way trip)	8,601	10,383	10,243	10,450
Number of units- OAA Screening of Congregate Meal Recipients (1 unit= 1 hr)	205	189	110	120
Number of units- OAA Screening & Assessment of Home Delivered Meal Recipients (1 unit = 1 hr)	106.0	124.0	129	135
Number of units of OAA Nutrition Education-Congregate Meal Recipients (1 unit = 1 client contact)	963	899	572	625
Number of units - OAA Nutrition Counseling of Congregate Meal Recipients (1 unit = 1 hr)	3	15	6	10
Number of units of OAA Nutrition Education-Home Del. Meal Recipients (1 unit = 1 client contact)	593	711	712	725
Number of CMS Yoga, Chair Yoga and "Let's Dance" and Tai Chi units provided (1 unit=1 hr of inst)	318	141	631	700
Number of CMS Recreation units provided (1 unit = 1 hr of instruction)	70	17	48	58
Number of LSP Health Support (Floor Yoga, Chair Yoga, Balance, Tai Chi) units (1 unit=1 hr of inst)	126	441	149	165
Number of LSP Recreation units (art classes etc) provided 7 (1 unit = 1 hr of instruction)	25	46	NA	50
Number of LSP Home Delivered Brakfast Meal units provided 7 (1 meal = 1 unit)	3,170	19,447	10,882	11,000

## **Law Enforcement Trust Fund**

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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.

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### **FY2020-21 Budget Highlights**

- Proposed budget is \$171,602 for FY2020-21.
- Budget includes \$40,000 for the purchase of one police vehicle to replace older unit in CPO office.
- Budget Summary:

Budgeted Revenues	\$171,602(funding from Forfeiture funds)
Budgeted Expenditures	<u>\$171,602</u>
Net cost of Department	<u>\$ -0-</u>

**POLICE DEPARTMENT**  
**Law Enforcement Trust Fund**  
**Administration**

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
<b>OPERATING</b>						
Investigations	-	-	25,000	25,000	29.8%	0.0%
Operating Supplies	3,477	-	-	-	0.0%	0.0%
Rentals & Leases	17,088	17,088	20,000	19,008	22.6%	-5.0%
<i>Total Operating Costs</i>	<b>\$ 20,565</b>	<b>\$ 17,088</b>	<b>\$ 45,000</b>	<b>\$ 44,008</b>	<b>52.4%</b>	<b>-2.2%</b>
<b>CAPITAL OUTLAY</b>						
Machinery & Equipment	5,000	-	39,000	40,000	47.6%	2.6%
<i>Total Capital Outlay</i>	<b>\$ 5,000</b>	<b>\$ -</b>	<b>\$ 39,000</b>	<b>\$ 40,000</b>	<b>47.6%</b>	<b>2.6%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 25,565</b>	<b>\$ 17,088</b>	<b>\$ 84,000</b>	<b>\$ 84,008</b>	<b>100.0%</b>	<b>0.0%</b>

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

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
<b>PERSONNEL</b>						
<b>OPERATING</b>						
Professional Services	\$ 220	\$ 200	\$ 300	\$ 300	0.4%	0.0%
Contractual Services	-	20	-	-	0.0%	0.0%
Travel & Related Costs	-	641	5,000	5,000	7.4%	0.0%
Utility Services	2,222	2,517	2,700	2,800	4.1%	3.7%
Repairs & Maintenance	303	35	2,700	2,700	4.0%	0.0%
Rentals & Lease	23,393	21,698	25,479	24,280	35.9%	-4.7%
Printing & Binding	-	-	1,000	1,000	1.5%	0.0%
Uniforms	-	-	1,000	1,000	1.5%	0.0%
Courier, UPS, Fedex-Overnight	-	-	250	100	0.1%	-60.0%
Advertising & Promotions	1,278	1,528	6,500	6,500	9.6%	0.0%
Office Supplies	496	465	1,500	1,500	2.2%	0.0%
Operating Supplies	5,219	3,230	5,359	5,200	7.7%	-3.0%
Liability Insurance	2,281	3,412	1,600	1,600	2.4%	0.0%
Dues, Memberships & Subsc.	28	28	250	250	0.4%	0.0%
Training & Education	791	299	10,000	10,000	14.8%	0.0%
Telephone & Internet	4,160	3,193	4,683	5,364	7.9%	14.5%
<i>Total Operating Costs</i>	<b>\$ 40,391</b>	<b>\$ 37,266</b>	<b>\$ 68,321</b>	<b>\$ 67,594</b>	<b>100.0%</b>	<b>-1.1%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 40,391</b>	<b>\$ 37,266</b>	<b>\$ 68,321</b>	<b>\$ 67,594</b>	<b>100.0%</b>	<b>-1.1%</b>

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

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
<b>OPERATING</b>						
Training & Education	\$ -	\$ 10,389	\$ 31,040	\$ 20,000	100.0%	-35.6%
<i>Total Operating Costs</i>	<b>\$ -</b>	<b>\$ 10,389</b>	<b>\$ 31,040</b>	<b>\$ 20,000</b>	<b>100.0%</b>	<b>-35.6%</b>
<b>TOTAL EXPENSES</b>	<b>\$ -</b>	<b>\$ 10,389</b>	<b>\$ 31,040</b>	<b>\$ 20,000</b>	<b>100.0%</b>	<b>-35.6%</b>

# 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**

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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**

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- 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**

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- 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.

## **2019-20 ACCOMPLISHMENTS**

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- Upgraded all computers and monitors in the Building/Code/Licensing Departments to be compatible with the new software.
- Effectively created all workbooks as required by Central Square in order to implement our new software.
- Continued the scanning process to completely digitize the filing system in our department, to facilitate plans records to the Public and Staff.
- Scanned 90% of all property files, scanned all files for street addresses name beginning with the letter A through W, that is over 3,000 street files.
- Commenced the implementation of the new Building/Code/Licensing software that will brings us to the cutting edge.

# BUILDING DEPARTMENT

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## 2019-20 ACCOMPLISHMENTS (CONTINUED)

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- Rejuvenated the department by decluttering of old furniture and miscellaneous items, and changed the front counter with granite making the space more welcoming to visitors and more practical for employees.
- Successfully moved and organized new Building Department offices in the recreational center with the help of the Park and Rec staff and Public Works.
- Successfully processed 1,062 permits.
- Provided customer service to over 17,430 residents, contractors, business owners, and visitors over the counter/email/phone. (An average of 70/Day in 249 days)
- Performed a total of 4,829 inspections
  - Performed 3,414 Building and Roofing Inspections
  - Performed 218 Mechanical Inspections
  - Performed 655 Electrical Inspections
  - Performed 542 Plumbing Inspections
- Performed a total of 2,779 reviews
  - Performed 1,088 Building Permit Reviews
  - Performed 274 Roofing Permit Reviews
  - Performed 649 Structural Permit Reviews
  - Performed 186 Mechanical Permit Reviews
  - Performed 324 Electrical Permit Reviews
  - Performed 258 Plumbing Permit Reviews

## FY2020-21 BUDGET HIGHLIGHTS

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- Proposed budget is \$168,203 or 15.7% lower than FY2019/20.
- Decrease is partly due to the software expenditures in FY19/20 of \$105,989.
- 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.

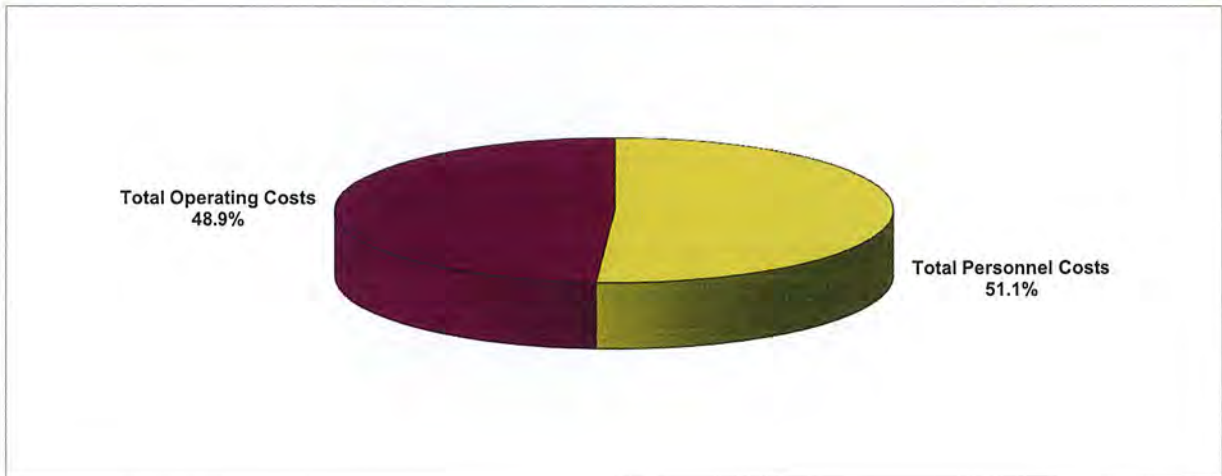
- Budget Summary:

Budgeted Revenues	\$707,000
Budgeted Expenditures	<u>\$578,967</u>
Operating surplus before indirect costs	\$127,325
Indirect cost allocation	<u>(\$323,748)</u>
Net deficit of the Department	<u><u>(\$196,423)*</u></u>

\*Deficit is due to permit fees collected for a project in one year and inspection costs spread out over future years.

**BUILDING OPERATIONS**  
Expenditure Detail

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
<b>PERSONNEL</b>						
Salaries	\$ 223,857	\$ 231,343	\$ 240,410	\$ 212,622	23.6%	-11.6%
Part Time Year Round	93,165	140,875	110,000	145,000	16.1%	31.8%
Overtime	-	-	-	-	0.0%	0.0%
Payroll Taxes	24,245	27,728	26,806	27,358	3.0%	2.1%
Pension & Retirement	27,756	28,231	28,947	29,173	3.2%	0.8%
Health Insurance	33,739	50,429	53,065	41,580	4.6%	-21.6%
Workers' Compensation	5,478	3,964	5,256	5,364	0.6%	2.1%
<b>Total Personnel Costs</b>	<b>\$ 408,240</b>	<b>\$ 482,570</b>	<b>\$ 464,484</b>	<b>\$ 461,098</b>	<b>51.1%</b>	<b>-0.7%</b>
<b>OPERATING</b>						
Contractual Services	71,800	79,386	139,176	75,000	8.3%	-46.1%
Travel & Related Costs	3,840	3,840	2,000	2,000	0.2%	0.0%
Repairs and Maintenance	-	-	2,800	1,000	0.1%	-64.3%
Uniforms	1,671	1,077	2,000	2,000	0.2%	0.0%
Rentals & Lease	1,984	2,845	6,414	4,500	0.5%	-29.8%
Printing & Binding	1,000	1,000	1,000	1,000	0.1%	0.0%
Postage	980	1,025	1,200	1,500	0.2%	25.0%
Office Supplies	1,520	1,791	1,500	1,500	0.2%	0.0%
Operating Supplies/CC Fees	15,041	19,506	14,450	16,000	1.8%	10.7%
Dues, Memberships & Subsc.	160	235	1,000	1,000	0.1%	0.0%
Training & Education	194	-	1,000	1,000	0.1%	0.0%
Liability Insurance	6,648	6,420	6,855	7,299	0.8%	6.5%
Bad Debt Expense	(3,633)	-	-	-	0.0%	0.0%
Telephone/Internet	2,311	3,316	3,373	4,070	0.5%	20.7%
Interfund Transfers-Indirect Cost	237,323	220,809	314,677	323,748	35.9%	2.9%
<b>Total Operating Costs</b>	<b>\$ 340,839</b>	<b>\$ 341,250</b>	<b>\$ 497,445</b>	<b>\$ 441,617</b>	<b>48.9%</b>	<b>-11.2%</b>
<b>CAPITAL OUTLAY</b>						
Machinery & Equipment	-	130,993	108,989	-	0.0%	-100.0%
<b>Total Capital Outlay</b>	<b>\$ -</b>	<b>\$ 130,993</b>	<b>\$ 108,989</b>	<b>\$ -</b>	<b>0.0%</b>	<b>-100.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 749,079</b>	<b>\$ 954,813</b>	<b>\$ 1,070,918</b>	<b>\$ 902,715</b>	<b>100.0%</b>	<b>-15.7%</b>



**Personnel Summary**

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
Building Specialist II,III	1	2	2	2	41.7%	0.0%
Building Specialist I	2	2	2	2	41.7%	0.0%
Building Official	0.8	0.8	0.8	0.8	16.7%	0.0%
B&C Supervisor	0.7	0.0	0.0	0.0	0.0%	0.0%
<b>Total Full Time Employees</b>	<b>4.5</b>	<b>4.8</b>	<b>4.8</b>	<b>4.8</b>	<b>100.0%</b>	<b>0.0%</b>
Inspectors	As Needed	As Needed	As Needed	As Needed	0.0%	0.0%
<b>Total Part-Time Employees</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>0.0%</b>
<b>DEPARTMENT TOTAL</b>	<b>4.5</b>	<b>4.8</b>	<b>4.8</b>	<b>4.8</b>	<b>100.0%</b>	<b>0.0%</b>



**BUILDING DEPARTMENT  
PERFORMANCE MEASURES**

Indicator	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Goal
<b>Effectiveness</b>				
Reduce # of Departmental Complaints	Yes	Yes	Yes	Yes
<b>Efficiency</b>				
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	Yes	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.	1347	1242	1063	1000
Perform over 3000 Building/Roofing inspections/reviews in a fiscal year.	3751	5919	4776	4000
Perform over 200 Mechanical inspections/reviews in a fiscal year	218	513	404	400
Perform over 500 Electrical inspections/reviews in a fiscal year	712	1309	979	800
Perform over 400 Plumbing inspections/reviews in a fiscal year	499	953	800	800
Perform over 400 Structural reviews in a fiscal year	457	713	649	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 70/daily	Average of 70/daily	Average of 70/daily	Average of 70/daily
Scan City Street Files, to condense space and improve technology.	10/Boxes every 3 months	10/Boxes a month	10/Boxes a month	Finish remainder with one batch

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## **ENTERPRISE FUNDS**

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## Public Services - Sanitation Fund

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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.

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### 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 2019-20 Accomplishments

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

Our staff has had minimal accidents and no injuries while performing their duties

The entire Sanitation department continues to work 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 2020-21 Budget Highlights

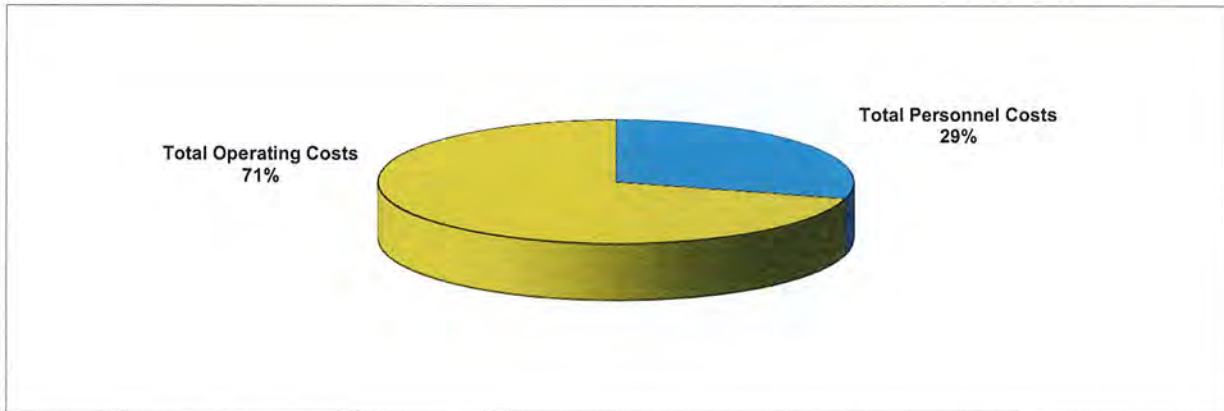
- Proposed budget is \$101,728 or 4.3% higher than FY2019/2020. Increase is due to the 3% COLA and increased health insurance costs.

- Budget Summary:

Budgeted Revenues	\$2,625,673 (Sanitation fees)
Budgeted Expenditures	<u>\$2,625,673</u>
Net cost of Department	<u>\$ -0-</u>

**SANITATION FUND**  
Sanitation Operations - Expenditure Detail

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
<b>PERSONNEL</b>						
Salaries	\$ 587,231	\$ 526,160	\$ 493,276	\$ 511,034	19.5%	3.6%
Overtime	16,972	18,378	18,000	18,000	0.7%	0.0%
Payroll Taxes	45,233	43,336	39,166	40,471	1.5%	3.3%
Pension & Retirement	72,331	84,063	59,479	54,867	2.1%	-7.8%
Health Insurance	110,820	122,203	108,541	118,009	4.5%	8.7%
Workers' Compensation	28,779	20,712	32,108	28,107	1.1%	-12.5%
<b>Total Personnel Costs</b>	<b>\$ 861,366</b>	<b>\$ 814,852</b>	<b>\$ 750,570</b>	<b>\$ 770,488</b>	<b>29.3%</b>	<b>2.7%</b>
<b>OPERATING</b>						
Contractual Services	723,821	788,879	794,862	825,500	31.4%	3.9%
Repairs & Maintenance	1,830	1,002	12,000	20,000	0.8%	66.7%
Bank Charges	476	748	1,200	1,200	0.0%	0.0%
Operating Supplies	31,712	8,795	35,000	40,000	1.5%	14.3%
Fuels, Oils, Lubricants	77,706	68,843	50,000	50,000	1.9%	0.0%
Depreciation (non cash)	151,398	148,887	139,000	148,888	5.7%	7.1%
Bad Debt Expense	(15,065)	(17,514)	-	-	0.0%	0.0%
Liability Insurance	28,976	28,920	28,164	29,596	1.1%	5.1%
Fleet Maintenance	244,183	253,848	235,000	267,000	10.2%	13.6%
Management Fee to Gen. Fund	370,000	370,000	470,000	470,000	17.9%	0.0%
Telephone/Internet	2,752	3,717	2,831	3,000	0.1%	6.0%
<b>Total Operating Costs</b>	<b>\$ 1,617,789</b>	<b>\$ 1,656,125</b>	<b>\$ 1,768,057</b>	<b>\$ 1,855,184</b>	<b>70.7%</b>	<b>4.9%</b>
<b>DEBT SERVICE</b>						
Interest	8,522	5,307	5,318	-	0.0%	-100.0%
<b>Total Debt Service</b>	<b>\$ 8,522</b>	<b>\$ 5,307</b>	<b>\$ 5,318</b>	<b>\$ -</b>	<b>0.0%</b>	<b>-100.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 2,487,677</b>	<b>\$ 2,476,284</b>	<b>\$ 2,523,945</b>	<b>\$ 2,625,673</b>	<b>100.0%</b>	<b>4.0%</b>



**Personnel Summary**

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
Sanitation Foreman	1	1	1	1	9.1%	0.0%
Administrator to PW Director	0	0	0	0	0.0%	0.0%
Automated Equipment Operator	6	6	5	5	45.5%	0.0%
Refuse Truck Driver	3	3	3	3	27.3%	0.0%
Refuse Collector	2	2	2	2	18.2%	0.0%
<b>FUND TOTAL</b>	<b>12</b>	<b>12</b>	<b>11</b>	<b>11</b>	<b>100.0%</b>	<b>0.0%</b>

## SANITATION DEPARTMENT PERFORMANCE MEASURES

Indicator	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Goal
<b><u>Outputs</u></b>					
Percentage of cans collected each route	100%	100%	100%	100%	100%
<b><u>Efficiency</u></b>					
Reduce the number of days route not completed on time	Yes	Yes	Yes	Yes	Yes

## Public Services - Storm-water Fund

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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.

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### Goals

Continue 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 2019-20 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 specific areas of flooding were mitigated within 30 hours of the event.

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

### FY 2020-21 Budget Highlights

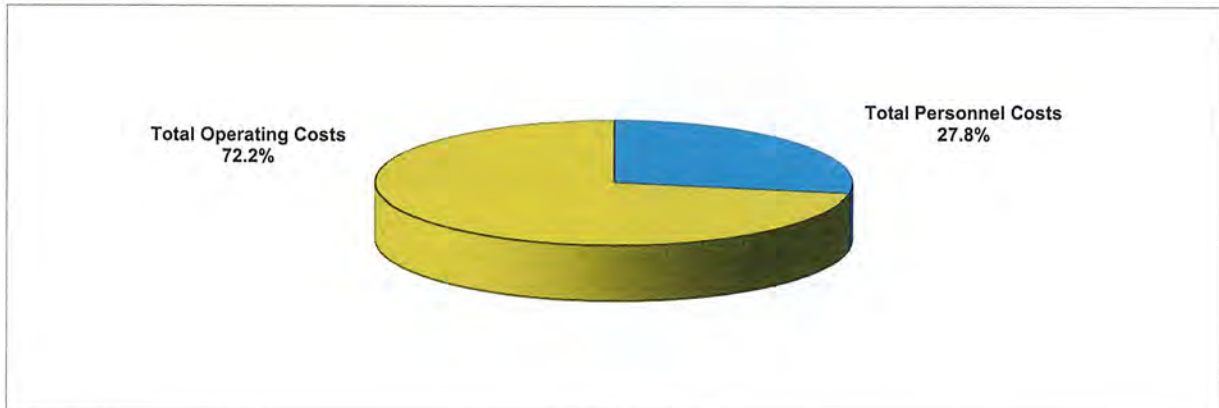
- Proposed budget is \$4,725 or 1.0% higher than FY2019/2020. Increase is due to the 3% COLA and increased health insurance costs.

- Budget Summary:

Budgeted Revenues	\$471,575 (Stormwater fees)
Budgeted Expenditures	\$471,575
Net cost of Department	<u>\$ -0-</u>

**STORMWATER FUND**  
**Storm Water Operations - Expenditure Detail**

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
<b>PERSONNEL</b>						
Salaries	\$ 47,007	\$ 84,338	\$ 75,808	\$ 85,103	18.0%	12.3%
Overtime	1,112	492	1,300	1,300	0.3%	0.0%
Payroll Taxes	3,679	6,352	5,899	6,610	1.4%	12.1%
Pension & Retirement	3,024	12,495	9,128	10,026	2.1%	9.8%
Health Insurance	6,419	19,236	21,128	23,275	4.9%	10.2%
Workers' Compensation	4,230	3,490	4,928	4,681	1.0%	-5.0%
<b>Total Personnel Costs</b>	<b>\$ 65,471</b>	<b>\$ 126,403</b>	<b>\$ 118,191</b>	<b>\$ 130,995</b>	<b>27.8%</b>	<b>10.8%</b>
<b>OPERATING</b>						
Professional Services	1,287	450	5,000	2,500	0.5%	-50.0%
Contractual Services	14,760	14,074	15,400	10,400	2.2%	-32.5%
Utility Services	155	135	133	150	0.0%	12.8%
Repairs & Maintenance	2,031	-	4,500	6,000	1.3%	33.3%
Operating Supplies	3,907	2,637	4,500	5,000	1.1%	11.1%
Fuels, Oils, Lubricants	6,093	6,678	5,000	5,000	1.1%	0.0%
WASA collection fees	44,798	48,706	45,000	45,000	9.5%	0.0%
Depreciation (non cash)	167,086	155,229	160,000	159,166	33.8%	-0.5%
Bad Debt Expense	(1,021)	-	-	-	0.0%	0.0%
Liability Insurance	29,532	29,856	29,205	26,864	5.7%	-8.0%
Fleet Maintenance	14,176	12,559	17,000	17,000	3.6%	0.0%
Management Fee to Gen. Fund	60,000	60,000	60,000	60,000	12.7%	0.0%
Telephone/Internet	2,752	3,717	2,921	3,500	0.7%	19.8%
<b>Total Operating Costs</b>	<b>\$ 345,556</b>	<b>\$ 334,041</b>	<b>\$ 348,659</b>	<b>\$ 340,580</b>	<b>72.2%</b>	<b>-2.3%</b>
<b>DEBT SERVICE</b>						
Interest	-	-	-	-	0.0%	0.0%
<b>Total Debt Service</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>0.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 411,027</b>	<b>\$ 460,444</b>	<b>\$ 466,850</b>	<b>\$ 471,575</b>	<b>100.0%</b>	<b>1.0%</b>



**Personnel Summary**

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
Maintenance Worker I	1	1	1	1	50.0%	0.0%
Heavy Equipment Operator	1	1	1	1	50.0%	0.0%
<b>FUND TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>100.0%</b>	<b>0.0%</b>

## STORM WATER DEPARTMENT PERFORMANCE MEASURES

Indicator	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Goal
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### **Outputs**

Number of catch basins cleaned	100%	100%	100%	100%	100%
Linear feet of storm drains jetted	1345	1240	1175	1250	1100

### **Effectiveness**

Number of working days Vac-con on the road	225	175	250	145	185
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### **Efficiency**

Number of drains cleaned per week	25	25	25	25	25
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## **DEBT SERVICE FUND**

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# **Debt Service Fund**

## **Mission Statement**

**To optimize City resources in  
obtaining funds for City projects.**

## **Debt Service Fund**

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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 \$5 million Senior Center Construction Loan, 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.

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### **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.

### **2019-20 Accomplishments**

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

### **2020-21 Budget Highlights**

- Proposed budget is \$ 233,831 or 16% higher than FY2019/2020. Increase is due to the new debt service payment for the Senior Center note.

- Budget Summary:

Budgeted Revenues	\$ -0-
Budgeted Expenditures	<u>\$ 1,673,668</u>
Net cost of Department	<u>\$ 1,673,668</u>

CITY OF MIAMI SPRINGS  
DEBT SERVICE FUND

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Amended Budget	FY 2020-21 Budget	% of Total	% Change from 2019-20
<b>OPERATING</b>						
Principal	\$ 720,518	\$ 2,336,291	\$ 1,031,155	\$ 1,308,505	78.2%	26.9%
Interest	276,644	300,690	408,682	365,163	21.8%	-10.6%
<b>TOTAL EXPENSES</b>	<b>\$ 997,162</b>	<b>\$ 2,636,981</b>	<b>\$ 1,439,837</b>	<b>\$ 1,673,668</b>	<b>100.0%</b>	<b>16.2%</b>

## DEBT SERVICE FUND PERFORMANCE MEASURES

Indicator	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 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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## 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.

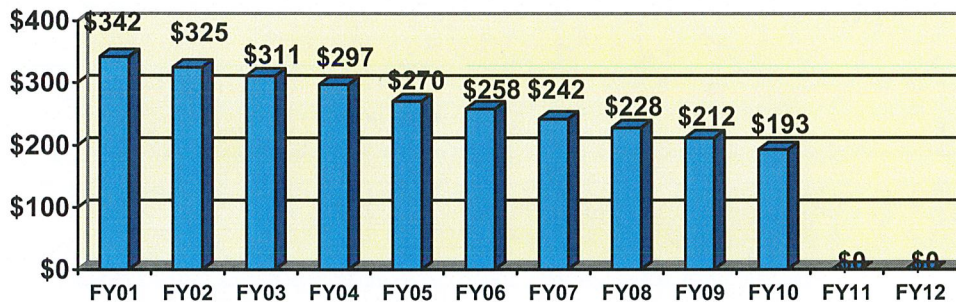
City Charter section 1.04(4) states that the City shall not issue ad valorem bonds the outstanding total amount of which shall obligate the City in excess of 15% of the assessed valuation of the real property within the City. The City does not hold any General Obligation debt at the end of FY2020.

The City's bonded debt margin for FY 2020-21 is as follows:

Assessed valuation 2020-21 roll		\$	<u>1,323,842,345</u>
Bonded debt limit- 15% of assessed value		\$	198,576,352
Total ad valorem debt- General Obligation Bonds	\$	-	
Amount of debt applicable		\$	<u>                    -</u>
Debt Margin Available		\$	<u><u>198,576,352</u></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

<b>Year End 9/30/xx</b>	<b>Principal</b>	<b>Interest</b>	<b>Total Debt Service Costs</b>
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
<b>Total</b>	\$ 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**

<b>Year End 9/30/xx</b>	<b>Principal</b>	<b>Interest</b>	<b>Total Debt Service Costs</b>
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
<b>Total</b>	\$ 7,554,000.00	\$ 1,918,855.40	\$ 9,472,855.40



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# **CAPITAL IMPROVEMENT PLAN**

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**CITY OF MIAMI SPRINGS**  
**FY 2020-2021 Budget**  
**CAPITAL EXPENDITURE SUMMARY-ALL FUNDS**

Department	Total Budgeted	Description of expenditure	Total Cost
Parks and recreation	\$ 20,000	Resurfacing three tennis courts	\$20,000
			\$20,000
Police	\$ 12,000	One Police canine unit	\$12,000
			\$12,000
Professional Services	\$ 1,500	New laptop computer- PIO	\$1,500
			\$1,500
Law enforcement	\$ 40,000	One DARE vehicle	-
			\$ 40,000
<b>Total</b>	<b>\$ 73,500</b>	<b>Total</b>	<b>\$ 73,500</b>

*These acquisitions will result in no impact on future operating costs of the city.*

*Any individual expenditures under \$1,000 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 2020-21.

BY FUND		BY DEPARTMENT		BY CATEGORY	
General	\$ 33,500	City Clerk	-	Vehicles	\$ 40,000
Road & Transportation	-	Code Compliance	-	Technology	1,500
Elderly services	-	Information Technology	12,000	Machinery & Equipment	12,000
Golf Course	-	Police	40,000	Improvements O/T	20,000
Sanitation	-	LETF	20,000	Buildings	-
Stormwater	-	Public Services	-		
LETF	40,000	Recreation	-		
Capital Projects	-	Human resources	-		
		Elderly services	-		
		Golf Course	-		
		Sanitation	-		
		Stormwater	-		
		Capital Projects	1,500		
		Finance	-		
		Planning	-		
		Road & Transportation	-		
<b>Total</b>	<b>\$ 73,500</b>	<b>Total</b>	<b>\$ 73,500</b>	<b>Total</b>	<b>\$ 73,500</b>

*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 FY 20-21 and a five year projection. Included in the plan are capital expenditures and capital projects. They are defined as follows:

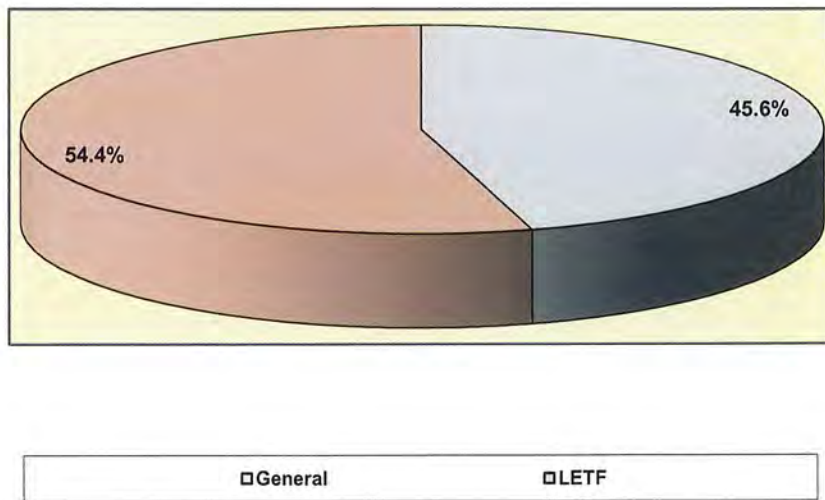
**Capital Expenditures-** Charges for the acquisition at the delivered price including transportation costs of equipment, land, buildings, or improvements of land or buildings, fixtures, and other permanent improvements with a value in excess of \$1,000 and a useful life expectancy of more than one year.

**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.

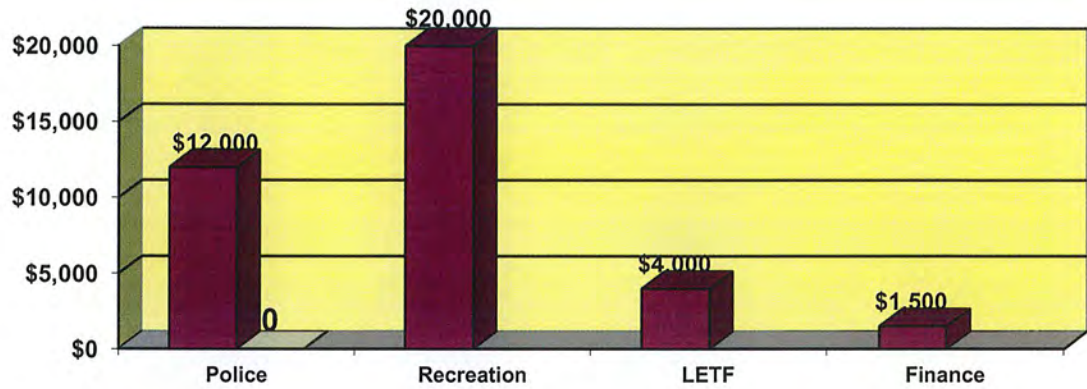
Below are graphic illustrations of planned capital expenditures for FY20-21 broken out for General Fund by department and in total by fund.

### 2020-21 Capital Improvements-All Funds



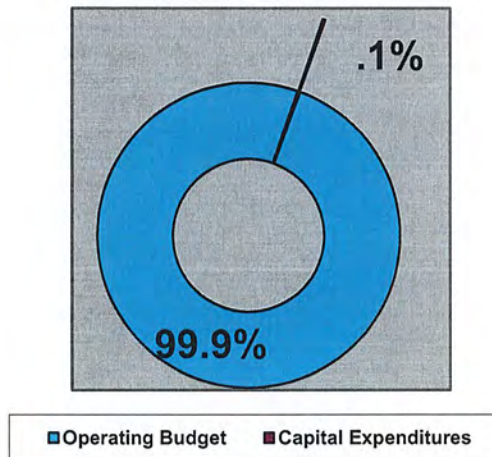
## CAPITAL IMPROVEMENTS PLAN

### General Fund Capital FY20-21



The chart below shows the relationship between the operating budget-all funds and capital expenditures for FY20-21. These acquisitions will result in no impact on future operating costs of the city.

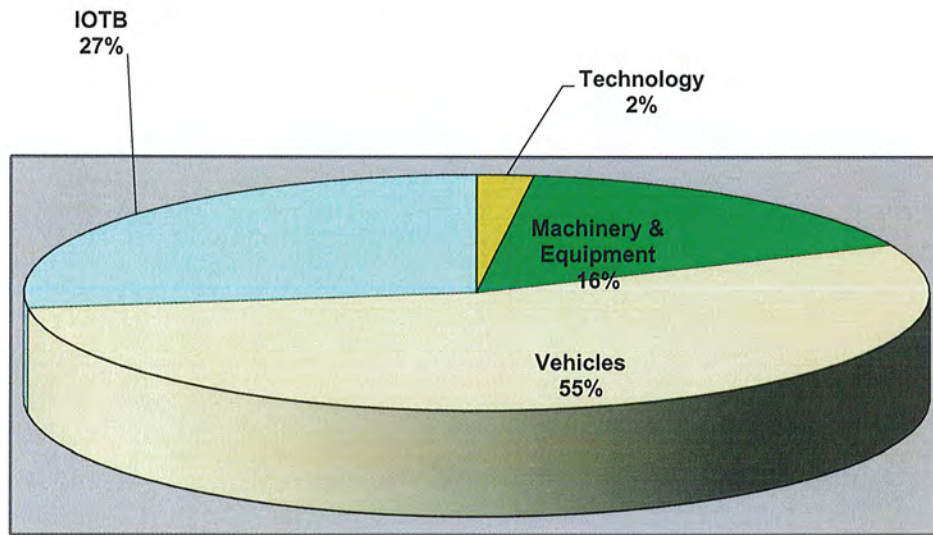
### FY 20-21 Operating-Capital Budgets



## 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 FY20-21.

### Capital Improvements By Type FY20-21



## 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 1st Qtr of FY20-21.

#### **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.



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# **5 YEAR CAPITAL IMPROVEMENT PLAN**

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

	SOURCE OF FUNDING	2021-2022	2022-23	2023-2024	2024-25	2025-26	Totals
<b>POLICE</b>							
Police Cars	Revenues	127,321	131,141	135,075	148,920	156,366	698,823
Police radars	Revenues	-	4,200	-	5,000	7,500	16,700
Computer and Radio Equipment	Revenues	20,000	20,000	22,000	28,000	30,000	120,000
Vehicle Emergency Equipment	Revenues	29,099	29,972	30,871	38,000	42,000	169,942
New PSA Light Pickup Truck	Revenues	-	30,000	-	-	40,000	70,000
New PSA Hybrid Vehicle	Revenues	-	28,000	-	-	35,000	63,000
New Police Building	Revenues	-	4,000,000	-	-	-	4,000,000
<b>GOLF COURSE</b>							
T-Boxes	Revenues	1,000,000	-	-	-	-	1,000,000
Cart Paths	Revenues	-	1,500,000	-	-	-	1,500,000
Complete Greens Renovation	Revenues	2,000,000	-	-	-	-	2,000,000
Chemical wash down-DERM	Revenues	-	-	-	750,000	-	750,000
Brdige Repair	Revenues	-	-	75,000	-	-	75,000
Sewer lines connections-DERM	Revenues	-	-	-	-	750,000	750,000
<b>INFORMATION TECHNOLOGY</b>							
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
<b>Finance-Professional Services</b>							
Electronic message board-Circle	Revenues	-	50,000	-	-	-	50,000
<b>RECREATION</b>							
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	14,000
Replace Playground Surface at Pdove	Revenues	20,000	-	100,000	-	80,000	200,000
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	100,000	-	-	-	-	100,000
Re-sod Prince Field	Revenues	-	-	-	180,000	-	180,000
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 Receptacles at Dog Park and Tennis	Revenues	-	20,000	-	-	-	20,000
Replace racquetball courts	Revenues	100,000	-	-	-	-	100,000
Replacement of cabanas	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
Tennis Shade canopies	Revenues	50,000	-	-	-	-	50,000
Batting Cage Renovation	Revenues	10,000	-	-	-	10,000	20,000
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
<b>PUBLIC WORKS</b>							
Re-roofing main Building at Public Works	Revenues	-	-	40,000	45,000	50,000	135,000
Re-building gazebo at Circle	Revenues	-	-	-	65,000	65,000	130,000
Storm shutters Country Club	Revenues	-	-	-	40,000	40,000	80,000
Re-roofing main building at tennis courts	Revenues	-	-	-	15,000	15,000	30,000
<b>TOTAL GENERAL FUND</b>		<b>3,912,420</b>	<b>6,188,313</b>	<b>533,946</b>	<b>1,556,420</b>	<b>1,327,866</b>	<b>12,518,965</b>
<b>ELDERLY SERVICES</b>							
New Bus	Revenues	-	-	-	-	-	-
<b>TOTAL SENIOR CENTER</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>ROAD AND TRANSPORTATION</b>							
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
<b>TOTAL ROAD &amp; TRANS.</b>		<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>1,000,000</b>
<b>SANITATION</b>							
New Sanitation Vehicles Bulk Trash Dump Trucks	Revenues	-	75,000	-	85,000	85,000	245,000
New rear loader sanitation vehicle	Revenues	-	-	-	146,000	-	146,000
<b>STORMWATER</b>							
drainage/pump station improvements	Grant/Revenues	70,000	70,000	70,000	70,000	70,000	350,000
<b>TOTAL ENTERPRISE FUNDS</b>		<b>70,000</b>	<b>145,000</b>	<b>70,000</b>	<b>301,000</b>	<b>155,000</b>	<b>741,000</b>
<b>TOTAL ALL FUNDS</b>		<b>4,182,420</b>	<b>6,533,313</b>	<b>803,946</b>	<b>2,057,420</b>	<b>1,482,866</b>	

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## **CHANGES IN FUND BALANCES/NET ASSETS**

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**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.

	FY17-18 Actual	FY18-19 Actual	FY19-20 Amended Budget	FY20-21 Budget	% of Total	% Change from 2019-20
<b>Beginning Balance</b>	\$ 3,728,765	\$ 4,100,546	\$ 5,284,143	\$ 4,594,200		
<b>Revenues/Sources</b>						
Taxes	8,123,559	8,596,839	\$8,799,377	9,268,576	51.5%	5.3%
Franchise Fees	969,832	984,311	945,500	989,000	5.5%	4.6%
Utility Taxes	1,852,351	1,791,116	1,777,000	1,750,000	9.7%	-1.5%
Licenses and Fees	135,307	157,131	187,300	190,900	1.1%	1.9%
Intergovernmental Revenues	2,020,894	2,071,813	2,115,246	1,905,521	10.6%	-9.9%
Charges for Services	2,603,079	2,661,386	2,505,260	2,503,310	13.9%	-0.1%
Fines and Forfeitures	1,233,494	1,003,660	750,000	750,000	4.2%	0.0%
Interest Income	17,462	43,812	34,000	36,000	0.0%	5.9%
Miscellaneous	135,482	462,056	290,011	282,030	1.6%	-2.8%
Interfund Transfers	-	164,341	314,677	323,748	0.0%	2.9%
Proceeds from Debt	1,062,611	1,981,747	555,419	-	0.0%	-100.0%
<b>Total revenues/sources</b>	<b>18,154,071</b>	<b>19,918,212</b>	<b>18,273,790</b>	<b>17,999,085</b>	<b>100.0%</b>	<b>-1.5%</b>
<b>Expenditures/Uses</b>						
General Government	\$ 2,220,121	\$ 2,307,091	\$ 2,459,427	\$ 2,440,070	13.4%	-0.8%
Public Safety	6,720,181	7,449,448	7,824,831	7,644,452	42.0%	-2.3%
Public Services	2,080,859	1,947,961	2,715,374	2,139,675	11.8%	-21.2%
Recreation and Culture	4,180,917	5,182,158	4,706,910	4,446,781	24.5%	-5.5%
Interfund Transfers Out	2,580,212	1,847,957	1,257,191	1,510,603	8.3%	20.2%
<b>Total Expenditures/uses</b>	<b>\$ 17,782,290</b>	<b>\$ 18,734,615</b>	<b>\$ 18,963,733</b>	<b>\$ 18,181,581</b>	<b>100.0%</b>	<b>-4.1%</b>
Excess(Deficit) of revenues over expenditures	\$ 371,781	\$ 1,183,597	\$ (689,943)	\$ (182,496)		-73.5%
Ending Balances	\$ 4,100,546	\$ 5,284,143	\$ 4,594,200	\$ 4,411,703		-4.0%

**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.

	FY17-18 Actual	FY18-19 Actual	FY19-20 Amended Budget	FY20-21 Budget	% of Total	% Change from 2019-20
<b>Beginning Balance</b>	\$ 107,999	\$ 134,869	\$ 24,583	\$ (58,068)		
<b>Revenues/Sources</b>						
Intergovernmental Revenues	597,011	714,821	575,000	556,893	96.7%	-3.1%
Grant funds	-	-	-	-	0.0%	#DIV/0!
Miscellaneous	19,381	21,866	22,000	18,942	3.3%	-13.9%
<b>Total revenues/sources</b>	<b>616,392</b>	<b>736,687</b>	<b>597,000</b>	<b>575,835</b>	<b>100.0%</b>	<b>-3.5%</b>
<b>Expenditures/Uses</b>						
Public Services	516,750	775,566	679,651	575,835	100.0%	-15.3%
Interfund transfers out	72,772	71,407	70,042			
<b>Total Expenditures/uses</b>	<b>\$ 589,522</b>	<b>\$ 846,973</b>	<b>\$ 679,651</b>	<b>\$ 575,835</b>	<b>100.0%</b>	<b>-15.3%</b>
Excess(Deficit) of revenues over expenditures	\$ 26,870	\$ (110,286)	\$ (82,651)	\$ 0		-100.0%
<b>Ending Balances</b>	<b>\$ 134,869</b>	<b>\$ 24,583</b>	<b>\$ (58,068)</b>	<b>\$ (58,068)</b>		<b>0.0%</b>

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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.

	FY17-18 Actual	FY18-19 Actual	FY19-20 Amended Budget	FY20-21 Budget	% of Total	% Change from 2019-20
<b>Beginning Balance</b>	\$ 429	\$ 428	\$ 2,408	\$ (0)		
<b>Revenues/Sources</b>						
Intergovernmental Revenues	203,185	360,717	331,134	480,944	57.2%	45.2%
Charges for services	16,814	22,460	20,000	20,000	2.4%	0.0%
Interfund Transfers	217,861	282,430	326,199	339,987	40.4%	4.2%
<b>Total revenues/sources</b>	<b>437,860</b>	<b>665,607</b>	<b>677,333</b>	<b>840,931</b>	<b>100.0%</b>	<b>24.2%</b>
<b>Expenditures/Uses</b>						
Recreation and Social Services	437,861	663,627	679,741	840,931	100.0%	23.7%
<b>Total Expenditures/uses</b>	<b>\$ 437,861</b>	<b>\$ 663,627</b>	<b>\$ 679,741</b>	<b>\$ 840,931</b>	<b>100.0%</b>	<b>23.7%</b>
Excess(Deficit) of revenues over expenditures	\$ (1)	\$ 1,980	\$ (2,408)	\$ -		0.0%
Ending Balances	\$ 428	\$ 2,408	\$ (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..

	FY17-18 Actual	FY18-19 Actual	FY19-20 Amended Budget	FY20-21 Budget	% of Total	% Change from 2019-20
<b>Beginning Balance</b>	\$ -	\$ -	\$ -	\$ -		
<b>Revenues/Sources</b>						
Interfund Transfers	997,162	2,636,984	1,439,837	1,673,668	100%	16.2%
<b>Total revenues/sources</b>	<u>997,162</u>	<u>2,636,984</u>	<u>1,439,837</u>	<u>1,673,668</u>	100%	16.2%
<b>Expenditures/Uses</b>						
Principal Payments	718,282	2,328,143	1,031,156	1,308,505	78%	26.9%
Interest Payments	278,880	308,841	408,681	365,163	22%	-10.6%
<b>Total Expenditures/uses</b>	<u>\$ 997,162</u>	<u>\$ 2,636,984</u>	<u>\$ 1,439,837</u>	<u>\$ 1,673,668</u>	100%	16.2%
Excess(Deficit) of revenues over expenditures	\$ -	\$ -	\$ -	\$ -		0.0%
Ending Balances	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>		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.

	FY17-18 Actual	FY18-19 Actual	FY19-20 Amended Budget	FY20-21 Budget	% of Total	% Change from 2019-20
<b>Beginning Balance</b>	\$ 352,437	\$ 302,674	\$ 254,490	\$ 72,629		
<b>Revenues/Sources</b>						
Fines and Forfeitures	15,340	15,400	-	-	0.0%	0.0%
Interest Income	855	1,158	1,500	1,500	100.0%	0.0%
<b>Total revenues/sources</b>	<u>16,195</u>	<u>16,558</u>	<u>1,500</u>	<u>1,500</u>	<u>100.0%</u>	<u>0.0%</u>
<b>Expenditures/Uses</b>						
Public Safety	65,958	64,742	183,361	171,602	100.0%	-6.4%
<b>Total Expenditures/uses</b>	<u>\$ 65,958</u>	<u>\$ 64,742</u>	<u>\$ 183,361</u>	<u>\$ 171,602</u>	<u>100.0%</u>	<u>-6.4%</u>
Excess(Deficit) of revenues over expenditures	\$ (49,763)	\$ (48,184)	\$ (181,861)	\$ (170,102)		-6.5%
<b>Ending Balances</b>	<u>\$ 302,674</u>	<u>\$ 254,490</u>	<u>\$ 72,629</u>	<u>\$ (97,473)</u>		<u>-234.2%</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.

	FY17-18 Actual	FY18-19 Actual	FY19-20 Amended Budget	FY20-21 Budget	% of Total	% Change from 2019-20
<b>Beginning Balance</b>	\$ 513,284	\$ 1,191,026	\$ 1,520,668	\$ 1,411,750		
<b>Revenues/Sources</b>						
Licenses and permits	1,426,822	1,288,049	962,000	707,000	100.0%	-26.5%
<b>Total revenues/sources</b>	<u>1,426,822</u>	<u>1,288,049</u>	<u>962,000</u>	<u>707,000</u>	<u>100.0%</u>	<u>-26.5%</u>
<b>Expenditures/Uses</b>						
Interfund transfer-indirect costs			314,677	323,748	35.9%	2.9%
Public Safety	749,080	958,407	756,241	578,967	64.1%	-23.4%
<b>Total Expenditures/uses</b>	<u>\$ 749,080</u>	<u>\$ 958,407</u>	<u>\$ 1,070,918</u>	<u>\$ 902,715</u>	<u>100.0%</u>	<u>-15.7%</u>
Excess(Deficit) of revenues over expenditures	\$ 677,742	\$ 329,642	\$ (108,918)	\$ (195,715)		79.7%
<b>Ending Balances</b>	<u>\$ 1,191,026</u>	<u>\$ 1,520,668</u>	<u>\$ 1,411,750</u>	<u>\$ 1,216,035</u>		<u>-13.9%</u>

**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.

	FY17-18 Actual	FY18-19 Actual	FY19-20 Amended Budget	FY20-21 Budget	% of Total	% Change from 2019-20
<b>Beginning Net Assets</b>	\$ (151,715)	\$ (296,657)	\$ (423,037)	\$ (493,520)		
<b>Revenues/Sources</b>						
Charges for Services	2,356,926	2,366,328	2,400,000	2,420,000	99.8%	0.8%
Miscellaneous	874	1,091	4,000	4,000	0.2%	100.0%
<b>Total revenues/sources</b>	<u>2,357,800</u>	<u>2,367,419</u>	<u>2,404,000</u>	<u>2,424,000</u>	<u>100.0%</u>	<u>0.8%</u>
<b>Expenditures/Uses</b>						
Operating Expenses	2,502,742	2,493,799	2,474,483	2,625,673	100.0%	6.1%
<b>Total Expenditures/uses</b>	<u>\$ 2,502,742</u>	<u>\$ 2,493,799</u>	<u>\$ 2,474,483</u>	<u>\$ 2,625,673</u>	<u>100.0%</u>	<u>6.1%</u>
Excess(Deficit) of revenues over expenditures	\$ (144,942)	\$ (126,380)	\$ (70,483)	\$ (201,673)		186.1%
Ending Net Assets	<u>\$ (296,657)</u>	<u>\$ (423,037)</u>	<u>\$ (493,520)</u>	<u>\$ (695,192)</u>		<u>40.9%</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.

	FY17-18 Actual	FY18-19 Actual	FY19-20 Amended Budget	FY20-21 Budget	% of Total	% Change from 2019-20
<b>Beginning Net Assets</b>	\$ 2,231,836	\$ 2,202,734	\$ 2,176,688	\$ 2,134,339		
<b>Revenues/Sources</b>						
Charges for Services	383,122	434,399	424,000	424,000	99.9%	0.0%
Miscellaneous			500	500	0.1%	0.0%
<b>Total revenues/sources</b>	<u>383,122</u>	<u>434,399</u>	<u>424,500</u>	<u>424,500</u>	<u>100.0%</u>	<u>0.0%</u>
<b>Expenditures/Uses</b>						
Operating Expenses	412,224	460,445	466,849	471,575	100.0%	1.0%
<b>Total Expenditures/uses</b>	<u>\$ 412,224</u>	<u>\$ 460,445</u>	<u>\$ 466,849</u>	<u>\$ 471,575</u>	<u>100.0%</u>	<u>1.0%</u>
Excess(Deficit) of revenues over expenditures	\$ (29,102)	\$ (26,046)	\$ (42,349)	\$ (47,075)		11.2%
<b>Ending Net Assets</b>	<u>\$ 2,202,734</u>	<u>\$ 2,176,688</u>	<u>\$ 2,134,339</u>	<u>\$ 2,087,264</u>		<u>-2.2%</u>

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## **DEMOGRAPHICS**

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**CITY OF MIAMI SPRINGS, FLORIDA**

**PRINCIPAL PROPERTY TAXPAYERS**

**CURRENT YEAR AND NINE YEARS AGO**

(amounts expressed in thousands)

2019		2010					
Taxpayer	Taxable Valuation	Rank	Percentage Total Taxable Valuation	Taxpayer	Taxable Valuation	Rank	Percentage Total Taxable Valuation
MIAMI AP HOTEL LLC	\$ 32,300	1	2.6%				
DORIAN VAN BEYER CALLEN	16,093	2	1.3%	DORIAN VAN BEYER CALLEN	\$ 9,419	5	1.0%
O2R PROPERTIES LLC	13,300	3	1.1%				
MIAMI AIRPRT LODGING	13,200	4	1.1%				
RED ROOF INNS	12,650	5	1.0%	RED ROOF INNS	10,200	4	1.1%
MIAMI LEJEUNE LLC	12,022	6	1.0%				
4299 MIAMI SPRINGS LLC	11,840	7	0.9%	4299 MIA SPRG LLC	6,436	7	0.7%
FAIRHAVENS REAL ESTATE	8,866	8	0.7%				
PFEFFER AND MARIN HOLDINGS	8,822	9	0.7%				
BRE LQ FL PROPERTIES LLC	8,600	10	0.7%	BRE LQ FL PROPERTIES L L C	5,289	9	0.6%
				FIRST CHOICE HOTELS	5,287	10	0.6%
				FELCOR HOLDINGS L.P.	31,000	1	3.4%
				36TH STREET HOTEL HOLDINGS	\$ 8,046	6	0.9%
				AIRPORT FINANCIAL CENTER	10,482	3	1.2%
				FAIRWAYS INC	5,600	8	0.6%
				AA GROUP LTD	17,080	2	1.9%
	<u>\$ 137,693</u>		<u>11.0%</u>		<u>\$ 108,839</u>		<u>12.1%</u>

Sources: Miami-Dade County Tax Assessors' Office  
 2019 Tax Roll  
 Real/personal property adjusted taxable value- \$1,256,462,625

# CITY OF MIAMI SPRINGS, FLORIDA

## DEMOGRAPHIC AND ECONOMIC STATISTICS

### LAST TEN FISCAL YEARS

<u>Fiscal Year</u>	<u>Population (1)</u>	<u>Personal Income (Amounts Expressed in Thousands)</u>	<u>Per capita Personal Income (2)</u>	<u>Median Age (2)</u>	<u>School Enrollment (3)</u>	<u>Unemployment rate (4)</u>
2010	13,557	274,516	20,249	N/A	3,258	12.7
2011	13,809	279,618	20,249	N/A	3,458	11.5
2012	13,844	280,327	20,249	42.5	3,458	8.7
2013	14,037	322,332	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
2019	14,192	431,451	30,401	45.5	3,995	3.2

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>2019</u>			<u>2010</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	2.79%	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	0.29%			0.00%
Miami Dade Community College			0.00%	6,500	10	0.86%
Publix Supermarket	-		0.00%	11,000	5	0.62%
	147,809		12.32%	177,100		16.89%

Source: The Beacon Council

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

<u>Function/Program</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>	<u>2019</u>
<b>Public Safety</b>										
Police:										
Police stations	1	1	1	1	1	1	1	1	1	1
Police vehicles	43	43	36	36	36	36	32	41	41	51
<b>Public works</b>										
Streets (Miles-paved)	55	55	55	55	55	55	55	55	55	55
<b>Culture and recreation</b>										
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
<b>Sanitation</b>										
Number of collection trucks	6	6	6	6	6	6	6	6	6	6
<b>Elderly Services</b>										
Senior centers	1	1	1	1	1	1	1	1	1	1
Transportation vehicles	1	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	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>Public Safety</b>										
Police:										
Number of calls answered	19,791	18,043	17,504	15,893	15,009	13,990	15,853	17,527	14,885	15,339
Number of arrests	426	430	494	489	373	327	292	334	374	405
Number of uniformed officers	41	43	43	43	42	43	43	43	43	44
Building & Zoning:										
Number of building permits issued	1,120	1,105	1,220	1,278	1,302	1,274	1,549	1,767	1,746	1,761
License/Permit revenue generated	\$673,492	\$490,819	\$404,196	\$663,443	\$948,629	\$552,041	\$618,194	\$1,232,568	\$1,418,490	governmental funds.
Occupational licenses issued	572	603	587	569	569	582	568	577	603	532
<b>Culture and recreation</b>										
Number of senior meals served	40,302	43,054	41,634	39,851	41,746	56,014	42,346	43,149	47,850	52,916
Recreation revenues collected	\$294,990	\$449,149	\$475,212	\$460,122	\$411,196	\$343,094	\$420,444	\$512,800	\$486,797	\$486,797
<b>Sanitation</b>										
Refuse collected (tons per month)	389	475	508	839	961	914	953	947	927	937

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>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>	<u>2019</u>
General government	20	19	19	17	17	16	16	16	16	16
Public safety										
Police										
Officers	41	43	43	43	42	43	43	43	43	44
Civilians	11	11	11	11	11	10	13	13	11	11
Building & Zoning	6	5	5	5	5	6	7	7	7	6
Public Works										
Culture and recreation	26	25	23	16	13	13	18	18	18	18
Sanitation	7	10	10	11	13	11	16	16	18	18
Stormwater	13	13	13	13	13	13	13	13	12	12
	<u>2</u>	<u>2</u>	<u>2</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</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>127</u>	<u>127</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						
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%
2019	818,800	348,482		89,180	1,256,462	7.3500	1,833,511	68.53%

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
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%
2019	8,423	8,597	102.1%	-	8,597	102.1%

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)	\$ 954,152	0.41%	\$ 3,912
Miami-Dade County (3)	<u>1,837,515</u>	0.41%	<u>7,534</u>
Subtotal overlapping debt	2,791,667		11,446
City of Miami Springs direct debt	<u>13,784</u>	100.0%	<u>13,784</u>
Total direct and overlapping debt	\$ 2,805,451		\$ 25,230

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)

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## **FINANCIAL POLICIES**

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# 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 30<sup>th</sup> 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 30<sup>th</sup> 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

DEPARTMENT: Finance

POLICY NO: 130

EFFECTIVE DATE: October 1, 2009

TITLE: Fund balance policy

REVISION DATE: November 1, 2009

**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.

**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**

**VI. Annual Review**

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

# CITY OF MIAMI SPRINGS

## FINANCIAL POLICIES

DEPARTMENT: Finance

POLICY NO: 140

EFFECTIVE DATE: October 1, 2009

TITLE: Capital Asset Management Policies

REVISION DATE: N/A

### POLICY:

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

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

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

# CITY OF MIAMI SPRINGS

## 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.



# CITY OF MIAMI SPRINGS

## FINANCIAL POLICIES

DEPARTMENT: Finance

POLICY NO: 150

EFFECTIVE DATE: October 1, 2009

TITLE: Capital Expenditures & Debt Policies

REVISION DATE: N/A

### D. TYPES OF DEBT (CON'T)

- I. Long Term Debt (Con't)
  - b) Revenue Bonds: Obligations of the City payable from revenues derived from sources other than ad valorem taxes on real or tangible personal property and which do not pledge the property, credit, or general tax revenue of the City.
  - c) Master Lease Agreements: The City may enter into a lease agreement with a provider or bank to lease equipment. The terms of the lease should coincide with the life of the equipment to be leased and a tax-exempt rate shall be sought. The City will strive to obtain the lowest rate possible using competitive bidding or current market analysis.
  - d) Pooled Financing: If it is financially or strategically beneficial, the City may participate in debt pools with other entities, and low-interest loans from state agencies or other organizations on either a long-term or short-term basis.

#### II. Short Term Debt

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

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

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

- a) Line of credit: The City may establish a tax-exempt line of credit with a financial institution or other provider.
- b) Pooled Financing: If it is financially or strategically beneficial, the City may participate in debt pools with other entities, and low-interest loans from state agencies or other organizations.
- c) Anticipation Debt: The City may use tax anticipation notes, bond anticipation notes, revenue anticipation notes or other such structured borrowings if it is in the best financial interest of the City.
- d) Interfund Borrowing: Short-term cash lending from one fund to another.

# CITY OF MIAMI SPRINGS

## FINANCIAL POLICIES

DEPARTMENT: Finance

POLICY NO: 150

EFFECTIVE DATE: October 1, 2009

TITLE: Capital Expenditures & Debt Policies

REVISION DATE: N/A

### D. TYPES OF DEBT (CON'T)

#### III. Conduit Debt

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

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

### E. LIMITATIONS ON INDEBTEDNESS

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

### F. INVESTMENT OF BOND PROCEEDS

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

# 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

### G. DEBT STRUCTURE

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

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

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

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

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

# CITY OF MIAMI SPRINGS

## FINANCIAL POLICIES

DEPARTMENT: Finance

POLICY NO: 150

EFFECTIVE DATE: October 1, 2009

TITLE: Capital Expenditures & Debt Policies

REVISION DATE: N/A

### H. SALES PROCESS: LONG-TERM BONDS

- 1) Bonded debt may be issued by competitive sale, negotiated sale or private placement as current circumstances dictate.
- 2) In all publicly issued bonded debt transactions the City may use an underwriter/underwriting syndicate, bond counsel, disclosure counsel (unless provided by the underwriter), trustee (if applicable), financial advisor, paying agent or any other financial and/or legal consultants and advisors as reasonably necessary.
- 3) All consultants involved in the sale process shall be selected in accordance with the City's purchasing code requirements.
- 4) Competitive bidding shall be used in the sale of bonded debt unless the nature of the issue warrants a negotiated sale or private placement. Also, if determined by the City Manager and Finance Director that a negotiated sale or private placement would be beneficial to the City. Award of a competitive sale shall be made on a true interest cost basis as indicated in the individual circumstances and as agreed to by the financial advisor. In instances where the City, in a competitive bidding selection process, deems the bids received to be unsatisfactory, at the discretion and direction of the City Council, the City may enter into negotiations for the sale of the bonds.
- 5) A sale may be negotiated in the following non inclusive circumstances:
  - ❖ Complexity of the issue requires specialized expertise;
  - ❖ A negotiated sale would result in substantial savings in time or money;
  - ❖ Market conditions or the City's credit position are unusually volatile or uncertain;
  - ❖ Other non-routine situations requiring more flexibility than a competitive bid allows.
- 6) A private placement sale or limited public offering may be used to tailor a debt issue to the specific needs of a particular investor or sector or for issues with a complex structure or unusual circumstances. The financial advisor, if any, shall concur in writing with the decision to sell bonds in a private placement.
- 7) For all negotiated sales or private placements, underwriters will be required to demonstrate sufficient capitalization and experience related to the debt issuance.
- 8) All costs and fees related to the issuance of bonds will be paid from the related bond proceeds or from revenues budgeted for such costs.

# 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

### 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.

# 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

### 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.

# 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

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.



# CITY OF MIAMI SPRINGS

## 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.

# CITY OF MIAMI SPRINGS

## 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.

# 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

### 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.

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## **APPENDIX**

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## 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.

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## **TRIM COMPLIANCE**

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**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 : 2020-2021	County : Miami-Dade
<input type="checkbox"/> <b>Check if new address</b>	
Taxing Authority : CITY OF MIAMI SPRINGS	<b>Taxing authorities must file the DR-487 with the required attachments within 30 days of the final hearing.</b> Send completed "TRIM" Compliance packages by : <b>Mail</b> Florida Department of Revenue Property Tax Oversight - TRIM Section P. O. Box 3000 Tallahassee, Florida 32315-3000  <b>Certified or Overnight Delivery</b> 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 : 09/28/2020	

- 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.**

<b>S I G N  H E R</b>	<b>Taxing Authority Certification</b>		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 : 9/30/20	
	<input checked="" type="checkbox"/> Mr. <input type="checkbox"/> Ms.	Print Name of Chief Administrative Officer :		Title :	
	Contact Name and Contact Title :		<input type="checkbox"/> <b>Check if new contact</b>	E-mail Address :	
	Phone Number : 786-219-6883		Fax Number : (305) 805-5040		

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

**RESOLUTION NO. 2020 – 3879**

**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, 2020 AND ENDING SEPTEMBER 30, 2021; ANNOUNCING THE PERCENTAGE INCREASE IN PROPERTY TAXES; 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 2020, which includes all real property within the City; and

**WHEREAS**, on July 23, 2020, the City Council adopted Resolution No. 2020-3865 determining the proposed millage rate for the fiscal year commencing October 1, 2020 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 14, 2020 at 7:00 P.M. and the second to be held on Monday, September 28, 2020 at 7:00 P.M., virtually utilizing communications media technology as permitted by Executive Order No. 20-69, as amended, which was issued by the Governor of the State of Florida due to the novel coronavirus pandemic; and

**WHEREAS**, at the initial public hearing on September 14, 2020, the City Council adopted Resolution No. 2020-3875 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 2020-2021 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; and

**WHEREAS**, the City Council, has considered the general public's comments regarding the final millage rate, has complied with the notice requirements of Florida law, and wishes to adopt the City's final millage rate to balance the final budget for Fiscal Year 2020-2021.

**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 and Announcing Rolled-Back Rate.** That the City of Miami Spring's final millage rate for the fiscal year commencing October 1, 2020 and ending September 30, 2021 is hereby fixed at 7.3300 mills per \$1,000.00 of assessed property value, which is 5.35% greater than the rolled-back rate of 6.9575 mills per \$1,000.00 of assessed property value.

**Section 3. Effective Date.** That this Resolution shall become effective immediately upon adoption.

The foregoing Resolution was offered by Councilman Best who moved its adoption. The motion was seconded by Councilwoman Mitchell and upon being put to a vote, the vote was as follows:

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

PASSED AND ADOPTED this 28<sup>th</sup> day of September, 2020

  
\_\_\_\_\_  
BILLY BAIN, MAYOR

ATTEST:

  
\_\_\_\_\_  
ERIKA GONZALEZ-SANTAMARIA, MMC  
CITY CLERK



APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

  
\_\_\_\_\_  
WEISS SEROTA HELFMAN COLE & BIERMAN, P.L.  
CITY ATTORNEY

**RESOLUTION NO. 2020 – 3880**

**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, 2020 AND ENDING SEPTEMBER 30, 2021; 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 2020, which includes all real property within the City; and

**WHEREAS**, on July 23, 2020, the City Council adopted Resolution No. 2020-3865 determining the proposed millage rate for the fiscal year commencing October 1, 2020 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 14, 2020 at 7:00 P.M. and the second to be held on Monday, September 28, 2020 at 7:00 P.M., virtually utilizing communications media technology as permitted by Executive Order No. 20-69, as amended, which was issued by the Governor of the State of Florida due to the novel coronavirus pandemic; and

**WHEREAS**, the City Manager has submitted to the City Council a budget for Fiscal Year 2020-2021 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 2020-2021 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; and

**WHEREAS**, the City Council has considered the general public's comments regarding the proposed and final budgets, has complied with the notice requirements of Florida law, and wishes to adopt the City's final budget for Fiscal Year 2020-2021.

**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, 2020 and ending September 30, 2021, 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, 2020 shall lapse at that time and all lapsed capital encumbrances shall be re-appropriated in the 2020-2021 Fiscal Year.

**Section 8. Effective Date.** That this Resolution shall become effective immediately upon adoption.

The foregoing Resolution was offered by Councilman 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 Walter Fajet	<u>YES</u>
Councilman Bob Best	<u>YES</u>
Councilwoman Maria Puente Mitchell	<u>YES</u>
Councilman Jaime Petralanda	<u>YES</u>
Mayor Billy Bain	<u>YES</u>

PASSED AND ADOPTED this 28<sup>th</sup> day of September, 2020.

  
\_\_\_\_\_  
BILLY BAIN, MAYOR

ATTEST:

  
\_\_\_\_\_  
ERIKA GONZALEZ-SANTAMARIA, MMC  
CITY CLERK



APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

  
\_\_\_\_\_  
WEISS SEROTA HELFMAN COLE & BIERMAN, P.L.  
CITY ATTORNEY

**EXHIBIT A**

ADOPTED FINAL BUDGET

FISCAL YEAR 2020-2021

<b>Funds</b>	<b>Revenues &amp; Reserves</b>	<b>Expense Appropriations &amp; Reserves</b>
General Fund	\$18,181,581	\$18,181,581
Special Revenue Funds	\$2,491,082	\$2,491,082
Enterprise Fund	\$3,097,248	\$3,097,248
Debt Service Fund	\$1,673,668	\$1,673,668
<b>TOTALS</b>	<b>\$25,443,579</b>	<b>\$25,443,579</b>



## 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: 2020	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	\$	1,323,842,345	(1)
2.	Final current year gross taxable value from Form DR-403 Series	\$	1,323,740,967	(2)
3.	Percentage of change in taxable value ( <i>Line 2 divided by Line 1, minus 1, multiplied by 100</i> )		-0.01 %	(3)

The taxing authority must complete this form and return it to the property appraiser by 4:00 PM 10/9/2020  
time date

	<b>Property Appraiser Certification</b>	I certify the taxable values above are correct to the best of my knowledge.		
<b>SIGN HERE</b>	Signature of Property Appraiser: Electronically Certified by Property Appraiser	Date:	10/6/2020 6:33 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	7.3300	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	0.0000	per \$1,000	
	Capital Outlay	0.0000	per \$1,000	
	Discretionary Operating	0.0000	per \$1,000	
	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	0.0000	per \$1,000	
	Basin	0.0000	per \$1,000	

<b>Are you going to adjust adopted millage ?</b>	<input type="checkbox"/> YES	<input checked="" type="checkbox"/> NO	<b>If No, STOP HERE, Sign and Submit.</b>
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Taxing Authority :		DR-422 R. 5/13 Page 2		
<b>COUNTIES, MUNICIPALITIES, SCHOOLS, and WATER MANAGEMENT DISTRICTS</b> 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)	
<b>MSTUs, DEPENDENT SPECIAL DISTRICTS, and INDEPENDENT SPECIAL DISTRICTS</b> 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)	
<b>S I G N  H E R E</b>	<b>Taxing Authority Certification</b>	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 : 10/7/2020 7:02 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

### 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](http://dor.fl.gov) / [/dor/property/trim](http://dor.fl.gov/property/trim)