



CITY OF MIAMI SPRINGS, FLORIDA

Mayor Xavier M. Garcia

**Vice Mayor Bob Best
Councilman George V. Lob**

**Councilman Dan Espino
Councilwoman Jennifer Ator**

Decorum: "Any person making impertinent or slanderous remarks or who becomes boisterous while addressing the City Council, shall be barred from further audience before the City Council by the Mayor, unless permission to continue or again address the City Council is granted by the majority vote of the City Council members present. In accordance with the foregoing, the City Council has determined that racial or ethnic slurs, personal attacks and comments unrelated to City matters or issues constitute prohibited comments from the podium".

**ADDENDUM
REGULAR MEETING
Monday, September 12, 2011
Community Center - Rebeca Sosa Theatre
1401 Westward Drive, Miami Springs
7:00 p.m.**

- 10F) Recommendation to Issue a Purchase Order to Atkins North America, Inc. (PBSJ) for Production of a Plan to Address DERM Concerns on the Golf Course



City of Miami Springs Interoffice Memo

DATE: September 9, 2011

TO: Mayor Xavier Garcia and Members of the City Council

FROM: James R. Borgmann, City Manager *JRB*

RE: Recommendation to Issue a Purchase Order to Atkins (PBSJ) for Production of a Plan to Address DERM Concerns on the Golf Course

During a recent inspection by DERM, it was brought to our attention that changes needed to be made to the maintenance barn on the "back nine". Much of the information needed requires engineering support and documentation.

Attached is a proposal from Atkins North America (formerly PBSJ) for \$12,000 to assist the City with this work. We have already received one time extension for this from DERM and our new deadline is September 26, 2011. Atkins is confident that we can meet our deadline for this information.

This report is NOT related to the "Best Practices Manual" that Atkins is required to produce for us regarding proper uses of fertilizers, pesticides, herbicides and any other chemicals. That manual is part of the agreed settlement regarding Basin 35.

This action requires a waiver of the competitive bid process per Section 31-11 (E) (4) of the city code.

Procurement Approval: *TR*

Agenda Item No. *10F*

City Council Meeting of:

SEPT 12, 2011



Atkins North America, Inc.
2001 Northwest 107th Avenue
Miami, Florida 33172-2507
Telephone: +1.305.592.7275
www.atkinsglobal.com/northamerica

ATTACHMENT "A"

SCOPE OF SERVICES

August 25, 2011

Letter of Proposal

Via email to williamsr@miamisprings-fl.gov

Mr. Robert Williams
City of Miami Springs
345 N. Royal Poinciana Boulevard
Miami Springs, FL 33166

RE: Miami Springs AW-234

Dear Mr. Williams:

Atkins (formerly PBS&J) is pleased to submit the following scope of services to provide assistance related to the permitting of the Maintenance Facility at the Miami Springs Golf Course. It is understood that the Miami Dade County Department of Environmental Regulation (DERM) has requested the City submit information pertaining to the maintenance facility and its infrastructure.

OBJECTIVE

This Scope of Services will consist of the development of a site plan demonstrating the location of specific items on the site in order to report information to DERM. Atkins will coordinate with City staff to provide additional reporting information requested by DERM. Based on conversations with DERM staff (Sonia Rosado- 305-372-6712) it is understood that the intention of the drawings are to demonstrate compliance with portions of Board Order 97-63. It is the intention of this scope of services to assist the City in demonstrating compliance with the infrastructure identified in the site plan.

PROJECT DESCRIPTION

The following tasks are anticipated as part of the scope of services:

1) Site Plan

- a. Utilizing aerial photography, Atkins will develop a site plan for the maintenance facility.
- b. Specifically, the site plan will show the location of the above ground storage tank, the location of the indoor tank, demonstrate storage locations for fertilizer or other hazardous material within the building footprint, and the location of the existing and abandoned septic tank/drain field.
- c. Proximity to nearest wells.

2) Indoor Tank Revisions

- a. Evaluate the current location and containment system in place.
- b. Site visit to visually inspect existing building/slab.
- c. Design a secondary containment system for the indoor tank (CMU block wall).
- d. Provide construction documents for the secondary containment system.

City of Miami Springs
August 25, 2011

3) Permitting Assistance

A package will be put together for submittal to DERM which will consist of the site plan, drawings for the secondary containment system, reports for groundwater modeling provided by the City, as well as information related to storage practices for fertilizer and other material as provided by the City.

DERM plans review section will distribute the plans amongst different divisions and conduct a review of the drawings and provide comments. A courtesy copy will be submitted to the Compliance Section in order to demonstrate efforts to obtain approval from DERM. Since responses cannot be identified due to the nature of the submittal, this task is proposed under an hourly labor rate, per the rates provided in Attachment B.

SCHEDULE

1- Site Plan	1-2	weeks (estimated)
2- Indoor Tank Revisions	1-2	weeks (estimated)
3- Permitting Assistance	2-3	weeks (estimated)

Total project duration (upon issuance of NTP) 4-7 weeks (estimated)

The above schedule identifies an estimated timeframe assuming prompt responses from the City as well as availability of information. The permitting effort may go beyond the above time frame as this will be dynamic and highly depend on the level of revisions presented for their review.

DELIVERABLES

Six (6) copies of the final package submitted to DERM.

COMPENSATION

Fee Breakdown:

Task 1	Site Plan	\$ 4,100.00	Lump Sum
Task 2	Indoor Tank Revisions	\$ 5,200.00	Lump Sum
Task 3	Permitting Assistance*	\$ 3,000.00	Hourly Rate
	**Expenses	\$ 500.00	

Total \$ 12,800.00

* Hourly rate, not to exceed

** Expenses are not to exceed \$500.00 without prior authorization from the City of Miami Springs (printing, mileage, etc.).

INFORMATION TO BE FURNISHED BY THE OWNER

The City will provide a direct point of contact that will be able to facilitate any requested information in an expeditious manner. This information may include, but is not limited to, providing drawings, geotechnical data, sampling reports, or other information that may be required.

City of Miami Springs
August 25, 2011

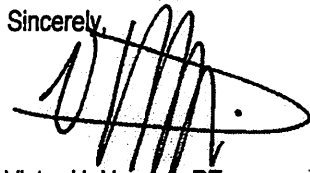
ADDITIONAL SERVICES (NOT INCLUDED)

Services authorized by the client other than those specifically listed above will be considered additional services. Atkins may perform these services and any other requested miscellaneous additional service on an agreed lump sum and/or time charge plus reimbursable basis upon written authorization.

- Providing groundwater sampling.
- Conducting any survey services.
- Coordination with additional regulatory agencies not mentioned above.
- Preparing to serve or serving as an expert witness in connection with any public hearing, arbitration proceeding or legal proceeding.
- Providing any other services not otherwise included in this Agreement.

If you have any questions or comments, please do not hesitate to contact me directly at 305-513-3451 at your convenience.

Sincerely,

A handwritten signature in black ink, appearing to read 'V. Herrera', with a large, sweeping flourish extending to the right.

Victor H. Herrera, PE
Project Manager

Attachment B: Hourly Labor Rate

City of Miami Springs
August 25, 2011

ATTACHMENT "B"
HOURLY LABOR RATE

JOB CLASSIFICATION

BILLING RATES

PROJECT MANAGER	\$135.00
SENIOR CIVIL ENGINEER	\$125.00
CIVIL ENGINEER	\$90.00
SR CADD TECHNICIAN	\$85.00
SECRETARY/WORD PROCESSOR	\$39.00



CITY OF MIAMI SPRINGS, FLORIDA

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**ADDENDUM # 2
REGULAR MEETING
Monday, September 12, 2011
Community Center - Rebeca Sosa Theatre
1401 Westward Drive, Miami Springs
7:00 p.m.**

- 10G) Recommendation that Council Waive the Competitive Bid Process and Approve an Expenditure of \$9,900.00, on an "As Needed Basis" to Bill Busutil, for Consulting Services to Develop a Master Strategic Plan Pursuant to Section 31.11 (E) (6) (g) of the City Code

CITY OF MIAMI SPRINGS



Finance Department
201 Westward Drive
Miami Springs, FL 33166-5289
Phone: (305) 805-5000
Fax: (305) 805-5018

TO: Honorable Mayor Garcia and Members of the City Council
VIA: James R. Borgmann, City Manager
FROM: William Alonso, Finance Director
DATE: September 9, 2011

SUBJECT: Recommendation that Council waive the competitive bid process and approve an expenditure of \$9,900.00, on an "as needed basis" to Bill Busutil, for Consulting Services to develop a Master Strategic Plan pursuant to Section §31.11 (E) (6) (g) of the City Code.

REASON: To provide consulting assistance to the City to develop a Master Strategic Plan. Council has instructed management to move forward as quickly as possible with hiring of a consultant. Due to time constraints, only two written quotes were obtained (see attached).

COST: \$ 9,900.00

FUNDING: Department/ Description: City Manager/Professional Services
Account Number: 001-0201-512-31-00

Procurement approval:

Agenda Item No. 106

City Council Meeting of:

SEPT 12, 2011

CITY OF MIAMI SPRINGS



Finance Department
201 Westward Drive
Miami Springs, FL 33166-5289
Phone: (305) 805-5000
Fax: (305) 805-5018

TO: Honorable Mayor Garcia and Members of the City Council

VIA: James R. Borgmann, City Manager *[Signature]*

FROM: William Alonso, Finance Director *[Signature]*

DATE: September 9, 2011

SUBJECT: Recommendation that Council waive the competitive bid process and approve an expenditure of \$9,900.00, on an "as needed basis" to Bill Busutil, for Consulting Services to develop a Master Strategic Plan pursuant to Section §31.11 (E) (6) (g) of the City Code.

REASON: To provide consulting assistance to the City to develop a Master Strategic Plan. Council has instructed management to move forward as quickly as possible with hiring of a consultant. Due to time constraints, only two written quotes were obtained (see attached).

COST: \$ 9,900.00

FUNDING: Department/ Description: City Manager/Professional Services
Account Number: 001-0201-512-31-00

Procurement approval: *[Signature]*

Agenda Item No. 106

City Council Meeting of:

SEPT 12, 2011

To: Jim Borgmann, City Manager - City of Miami Springs

From: Bill Busutil, Senior Business Analyst

Date: September 12, 2011

Proposal for Strategic Planning Consulting Assistance

Introduction

I am pleased to submit this proposal to provide consulting assistance to the City of Miami Springs as it develops a strategic plan. A well crafted strategic plan will set forth a clear vision for the future, and a solid foundation for the ongoing development of major policies, capital investments, business processes and organization structure. A consensus-driven strategic plan will also give you a current, comprehensive understanding of the needs and priorities of your residents as well as your business community. This will enable your elected officials and professional staff to make rational decisions regarding the allocation of available resources; and serve as a blueprint for the level and quality of municipal services for the next several years.

Approach and Methodology

Effective strategic planning is a consensus building process. In order for a strategic plan to serve as a blueprint for service delivery, it must be co-authored by the City's residents, its business community, its elected officials and professional staff. It is only through this level of "buy-in" that the plan would receive a sufficient level of support to ensure its success.

Here is a summary of my proposed approach and facilitation methodology for the development of the City's strategic plan:

- A kick-off meeting would be conducted with you and your staff to:
 - determine an appropriate planning horizon for the strategic plan,
 - agree on the specific components of the plan,
 - organize the logistics for the development of the plan, and
 - develop a project schedule.

- A series of highly facilitated community forums would be conducted to receive input from the City's residents and business community on:
 - the City's primary purpose,
 - its future,
 - its major challenges and opportunities,
 - how to prioritize municipal services, and
 - other important community concerns.
- If you choose, I will also assist you and your staff in developing and distributing a concise, efficient survey instrument as an additional vehicle for obtaining input from the community.
- After this information is organized and distributed throughout your organization, I would facilitate a series of meetings with you, your staff and each Council Member to receive their input on the same issues previously discussed with your residents and businesses at the community forums.
- A "Draft" Strategic Plan would then be developed and distributed to you, your staff and each Council Member for their input. I would also recommend that the "Draft" be posted concurrently on the City's website for input from the community.
- Based on this input, the Strategic Plan would be finalized and presented to the City Council for final approval at a public hearing or other appropriate public forum.

Professional Fees

I will provide all the services and work products presented in this proposal for a fixed fee of \$9,900.

If you have questions or need more information, please call me at 954-401-0046 or 305-375-3201.

Thank you very much for this opportunity. I look forward to working with you and serving the City of Miami Springs.

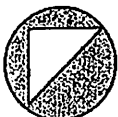
Proposal for:

***Leadership and
Strategic Planning
Workshop***

for

Mayor and City Council

***Miami Springs, Florida
September 2011***



Lyle Sumek Associates, Inc.
9 Flagship Court
Palm Coast, FL 32137

Phone: (386) 246-6250
Fax: (386) 246-6252
E-mail: sumekassoc@gmail.com

Proposal

Leadership and Strategic Planning

Mayor and City Council

City of Miami Springs
September 2011

Program Outcome

➤ **VISION, MISSION, GOALS AND PLAN (5 YEAR) FOR THE CITY OF MIAMI SPRINGS**

- Vision 2027: A Vision Statement with defined, value-based principles that describe the preferred future in 15 years for the City of Miami Springs
- Mission: A Mission Statement that defines what should be the primary purposes of the City of Miami Springs and operating guidelines
- Goals for 2017: Four to six Goals with measurable objectives which become major focus areas for the City of Miami Springs
- Plan 2012 – 2017: A Plan to realize the Vision, to enhance the Mission and to achieve the Goals with an analysis of major challenges and opportunities and specific actions

➤ **ACTION AGENDA FOR 2012**

- Policy Agenda for 2012: A Top “10” list of Top and High Priority policy related actions for the Mayor and City Council to address during the next year
- Management Agenda for 2012: A Top “10” List of Top and High Priority management administrative actions for the next year
- Major Projects for 2012: A list of key projects to be completed or requiring significant work for the next year
- Action Outlines: For prioritized actions including steps, timeframe, responsible party/team

- Guidelines for Budget: review and service direction
- **MAKING THE STRATEGIC PLANNING PROCESS WORK FOR THE CITY OF MIAMI SPRINGS**

Institutionalizing the process in the governance process and the organization
 - Progress or Status Reports
 - Marketing the Plan
 - Incorporation into Policy Reports, Budget Plan Development, Program Development, Project Planning
- **FRAMEWORK FOR SUCCESSFUL LEADERSHIP AND EFFECTIVE GOVERNANCE**
 - Building the Mayor - City Council Team
 - Governance Guide: Operating Protocol for Mayor and City Council
 - Refinements in the Governance Process – Formal Meetings, Work/Study Session, Boards/Commissions

Program Outline

ACTIVITY 1: Strategic Planning Outline for the City of Miami Springs

The consultant will consult with the Mayor and City Manager to finalize purposes, work products, activities, and time frames.

ACTIVITY 2: Mayor, City Council and City Manager Background Interviews

The Consultant will interview the Mayor, each member of the City Council, the City Manager and possibly key managers. The purpose of each interview is to:

- Gain background on the City of Miami Springs
- Learn about the operations of the Mayor, City Council and City Manager
- Identify and discuss a vision of the future, issues today and opportunities on the horizon
- Focus on key topics for the Workshop

During the interview, the questions are likely to explore the following information:

1. During the past year, what are the major successes for the City of Miami Springs?
2. What did not get accomplished this past year or is in progress and needs to continue for the next year?
3. As you talk with citizens, what are their messages to you about issues today and desires for the future?
4. As you look to the future, what are the major challenges facing the City of Miami Springs?
5. Success for the City in 2027 means . . . ?
6. What do you believe are the most important 5-year goals for the City of Miami Springs?
7. The City of Miami Springs needs to focus on _____ over the next five years?
8. During the next year, what are the specific, major issues that you feel need to be addressed by the City of Miami Springs?
9. What are the three most important things for you to get done during next year?
10. Success for the Mayor and City Council means . . . ?
11. What suggestions do you have for the Mayor and City Council or staff to enhance their effectiveness?
12. What other topics do you feel need to be addressed during the workshop?

Additional questions are likely to be added to this list based upon further discussion.

ACTIVITY 3: Leadership and Strategic Planning Session 1 for Management Team

A one-day Leadership and Strategic Planning Workshop will be held. The purpose of this session is to:

- Provide background on Strategic Planning
- Review accomplishments from the past year
- Focus on Vision, Mission and direction for the City of Miami Springs
- Identify topics for Mayor and City Council Workshop

The specific agenda will be developed and submitted to the City Manager. The Workshop should be flexible, adjusting to your needs, and should be fun in order to maximize the learning experience.

ACTIVITY 4: Interview Analysis and Preparation of Leader's Guide 2012 – A Working Document

The Consultant will analyze the interview data and prepare a summary of:

- Vision 2027 Rough Draft: Statement with defined principles
- Mission Rough Draft: Purpose of City Government with defined principles
- Working Draft Goals for 2017 with Objectives
- Potential Targets for Action 2012

These drafts will be placed in a Leader's Guide – A Working Document that will be used and modified during the Mayor and Council Workshop.

ACTIVITY 5: Leadership and Strategic Planning Workshop for Mayor and City Council

A one and one half to two day Leadership and Strategic Planning Workshop will be conducted for the Mayor, City Council and City Manager. The specific agenda will be developed based upon interviews. A typical outline for a Leadership and Strategic Planning Workshop follows:

1. Success Leaders + Winning Teams + Great Cities
2. Strategic Planning for City of Miami Springs
3. Performance Report 2011
4. Looking to City of Miami Springs's Future:
 - *Council Perspective*
 - *Management Perspective*
5. City of Miami Springs's Vision 2027
6. Plan 2012 – 2017 with Goals, measurable Objectives, Value to Citizens and Actions (short/long term)
7. Action Agenda 2012
8. Making the Strategic Planning Process Work for City of Miami Springs
9. Building Our Mayor Council Team
10. Mayor and City Council in Action
11. House Rules: Code of Conduct
12. Operating Protocol for Mayor and City Council
13. Governance Refinements

ACTIVITY 6: Final Reports for the Mayor, City Council and City Manager

As a follow-up to the workshop, the following reports will be prepared for the Mayor, City Council and City Manager:

- Performance Report for 2011
- Strategic Plan 2012 – 2017 - 2027
- Executive Summary 2012 – 2017 – 2027
- Leader's Guide 2012 – Summary Report

These reports become working documents for the next year.

ACTIVITY 7: Follow-up Strategic Planning Session II for Management Team

A one-day Workshop is suggested for the Management Team. This workshop will focus on:

- Implementing the Vision 2027 and Goals 2017 in the department
- Developing an Action Plan Outlines
- Developing a process for monitoring short-term Actions
- Monthly reports to the Mayor and City Council
- Quarterly updates to the Mayor and City Council
- Exploring ways to work effectively with the Mayor and City Council – to help them to be successful

ACTIVITY 8: Citizen Summit (Optional)

In many cities, the Mayor and City Council desire to have public input prior to finalizing annual goals. The problems have been that at City Hall meeting or neighborhood meetings the discussion is dominated by the negativist and/or the attendance is small. In working with various cities, we have refined an effective process for citizen input.

A Citizen Summit is scheduled to provide meaningful citizen input for the Strategic Planning Process. It is usually held in the evening from 6:00 – 9:00 p.m. The Mayor and City Council members invite 7 – 10 individuals to attend. I encourage the inclusion of high school students. A written invitation is prepared by City Staff and sent to each individual with a RSVP requested. I also encourage each Council Member to call the individuals that they invite. The City Manager's office compiles a list of participants, finalizes arrangements and location.

This meeting process is designed to allow public input by written comments, small focus group discussion or large focus group discussion. The topics focus on: City Successes for the Past Year; Outcomes for the Community (that result from City projects and services); Major Issues for the New Year; Opportunities for the Community, and Messages to the Mayor and City Council. The outcomes from this meeting are specific information from Citizen Input and dialog between the Mayor and City Council with the Community.

ACTIVITY 9: Leadership and Strategic Planning Workshop II for Mayor and City Council

If Workshop I is not completed, a one-day follow-up Leadership Workshop II will be held for the Mayor and City Council. The purposes of this session are:

- Vision 2027: Refinement and Finalization
- Plan 2012 – 2017: Refinement and Finalization
- Action Agenda 2012: Refinement and Finalization
- Action Outlines on Key Issues: 2012
- Actions to Make the Strategic Planning Process Work
- Governance Guide

STRATEGIC FRAMEWORK

VISION 2027

“Desired Destination for Miami Springs”

PLAN 2017

“Map to Miami Springs’s Destination”

EXECUTION

“Route for Next Year”

MISSION

“Responsibilities of Miami Springs”

BELIEFS

“How Miami Springs Should Operate”

STRATEGIC FRAMEWORK BASIC ELEMENTS

VISION

**“What We Want to Become –
Our Preferred Future as Defined in Value-Based Principles.”**

PLAN

**“Our Road Map for 5 Years – How to Realize Our Vision with
Achievable Goals Defined Through: Objectives, Meaning to
Our Citizens, Challenges and Opportunities, Actions 2012,
Major Projects 2012 and Actions on the Horizon.”**

EXECUTION

**“Actions to Implement the Plan – A Work Program for Next Year
with a “To Do” List for Chairman, City Council and Management –
To be Completed with Accountability for the Results.”**

MISSION

**“Purposes of City Government – Determined in Service Businesses
Defined in: Operating Elements, Business Successes, Challenges
and Opportunities and Service Improvements 2012.”**

BELIEFS

**“Our Core Beliefs Which are the Foundation for Our City
Government – Creating a Corporate Culture of Action and
Accountability, the Primary Value, As Defined in Performance
Standards to Guide Behaviors and Actions.”**

HOW WE CONDUCT OUR BUSINESS

Consultant Resume and Qualifications

Lyle J. Sumek, President
Lyle Sumek Associates, Inc.
9 Flagship Court
Palm Coast, Florida 32137-3373
(386) 246-6250

Academic

A.B. in Public Administration, San Diego State College, 1967
M.S. in Public Administration, San Diego State College, 1968
Ph.D. in Public Administration, University of Southern California, 1977

Local Government

Management Intern, City of San Diego, 1965
Management Assistant, City of San Diego, 1965 – 1968
(Fire Department, Public Works Department, City Manager's Office)

University Teaching

Instructor, University of Southern California, 1970 – 1972
Assistant Professor, Northern Illinois University, 1972 – 1973
Associate Professor and Assistant Dean (Boulder Campus),
University of Colorado, 1973 – 1979

Consulting Services

President, Sumek Associates, Inc. (a Colorado Corporation), 1979 – 1991
President, Lyle Sumek Associates, Inc. (a Florida Corporation), 1991 – Present

Publications

Numerous Publications on Leadership, Strategic Planning, Team Building and
Aligning the Corporate Culture – High Performance Organization Accountable
for the Results

References

Town of Delray Beach, Florida

David Harden, Town Manager
100 NW 1st Avenue
Delray Beach, FL 33444
(561) 243-7010

City of Dothan, Alabama

Mike West, City Manager
126 N. St. Andrews Street, Suite 201
Dothan, AL 36303
(334) 615-3120

City of Westminster, Colorado

Brent McFall, City Manager
4800 W. 92nd Avenue
Westminster, CO 80031
(303) 650-0173

City of Rock Island, Illinois

John Phillips, City Manager
1528 Third Avenue
Rock Island, Illinois 61201-8678
(309) 732-2013

City of Ankeny, Iowa

Carl Metzger, City Manager
410 W. 1st Street
Ankeny, IA 50023
(515) 965-6407

City of Bettendorf, Iowa

Decker Ploehn, City Administrator
1609 State Street
Bettendorf, IA 52722
(563) 344-4007

City of Virginia Beach, Virginia

James K. Spore, City Manager
2401 Courthouse Drive
Building 1, Room 234
Virginia Beach, VA 23456-9001
(757) 427-4242

City of Dubuque, Iowa

Mike VanMilligen, City Manager
50 W. 13th Street
Dubuque, IA 52001
(563) 589-4110

Town of Jupiter, Florida

Andy Lukasik, Town Manager
210 Military Trail
Jupiter, FL 33458
(561) 561 741-2222

Town of Hilton Head Island, South Carolina

Steve Riley, Town Manager
1 Town Center Court
Hilton Head Island, SC 29926-1872
(843) 341-4701

City of Johns Creek, Georgia

John Kachmar, City Manager
12000 Findley Road, Suite 400
Johns Creek, GA 30097
(678) 512-3350

City of Fayetteville, North Carolina

Dale Iman, City Manager
433 Hay Street
Fayetteville, NC 28301-5537
(910) 433-1990

Some Additional Florida Clients: Kissimmee, Osceola County, Bartow, Ft. Pierce, & Hollywood CRA

Fee Estimate

Leadership and Strategic Planning

City of Miami Springs

September 2012

ESTIMATED BILLING TIME:

Number of days scheduled is flexible and is based on the needs of the City.

ACTIVITY 1	Strategic Planning Outline for the City of Miami Springs _____	½ Day
ACTIVITY 2	Mayor, City Council and City Manager Background Interviews _____ (1 hour per person, in person or by phone, billed at actual time)	1½ Days
ACTIVITY 3	Leadership & Strategic Planning Session I for Management Team _____ Preparation 2 hours Session 8 hours Report 2 hours	1½ Days
ACTIVITY 4	Interview Analysis and Preparation of Leader's Guide 2012 – A Working Document _____	½ - 1 Day
ACTIVITY 5	Leadership & Strategic Planning Workshop for Mayor & City Council _____ Preparation 2 hours Workshop 10-16 hours Follow Up 2 hours	2½ Days
ACTIVITY 6	Final Reports for the Mayor, City Council and City Manager _	1 Day
ACTIVITY 7	Follow-up Strategic Planning Session II for Management Team _____ Preparation 2 hours Workshop 8 hours Report 2-4 hours	1½ Days
ACTIVITY 8	Citizen Summit (Optional) _____ Preparation 2 hours Workshop 8 hours Report 2 hours	1½ Day
ACTIVITY 9	Leadership and Strategic Planning Workshop II for Mayor and City Council _____ Workshop 8 hours Final Report 4 hours	1½ Day
Total Estimated Time _____		10 – 12 Days

* Cancellation/unavailability of individuals may result in additional charges

CONSULTATION FEES:

Individual consultation _____ \$ 200.00 per hour
_____ \$1,600.00 per day on-site
(8 hours)

The typical cost is \$18,000 - 19,000 to completion + expenses + products.

EXPENSES: _____ Additional Costs

Including, but not limited to:

- *Airline Tickets*
- *Travel/Auto Expenses*
- *Telephone/Fax (billed at \$12.00/hr.)*
- *Assessment Instruments*
- *Accommodations and Meals*
- *Typing, Duplication, Binding, Shipping*
- *Products:*
 - *Strategic Plan (coil bound)*
 - *Executive Summary (booklet)*
 - *Leader's Guide Summary Report*
 - *Performance Report*

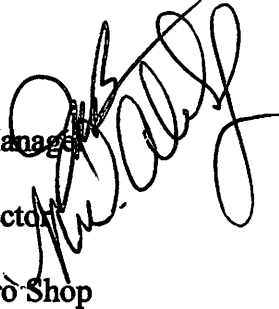
Memorandum

Date: September 7, 2011

To: James Borgmann, City Manager

Fr: Mike Aldridge, Golf Director

Re: Gift Cards for the Golf Pro Shop



.....

I have investigated changing our present Gift Certificate to a plastic swipe gift card. At the present time we have 239 Gift Certificates on hand in the golf shop. The cost for our gift certificates is \$105 for 500 Gift Certificates. We sell approximately 125 gift certificates per year and total sales are about \$5,000.00 per year.

To replace the Gift Certificate with a plastic swipe gift card would be an added cost at this time. The least expensive way of acquiring swipe gift cards entails a set-up charge of \$125 which would be inclusive of receiving 100 Gift Cards. There would then be a monthly processing fee of \$30.00.

I would like to re-investigate the Gift Card issue this upcoming fiscal year as we will need to purchase new Gift Certificates and may be able to switch over to the other system at that time.

**Valutec Card Solutions
Gift & Loyalty Card Pricing
Joan Guth 615-550-8232**

JumpStart

\$0 Introduction Price

Cards ship in as little as 3-5 business days

- 100 card quick startup package
- Standard cards personalized with merchant name or you
Can add a one color logo for an up charge of \$125
- 100 standard card holders
- Acrylic card display
- Account setup, training, user guide
- Card shipping in as little as 3-5 business days
- Flat fee pricing (covers 4000 transactions per location per year)

Monthly Flat Fee Program \$30

- Includes gift card transaction processing, reporting, online account access & customer service
-

JumpStart

\$100 Introduction Price

Cards ship in as little as 3-5 business days

- 100 card quick startup package
- Standard cards personalized with merchant name or you
Can add a one color logo for an up charge of \$125
- 100 standard card holders
- Acrylic card display
- Account setup, training, user guide
- Card shipping in as little as 3-5 business days
- Flat fee pricing (covers 4000 transactions per location per year)

Monthly Flat Fee Program \$11 per month + \$.18 a transaction

- Includes gift card transaction processing, reporting, online account access & customer service
-

LaunchBox

\$550 with Standard Cards / \$750 with Custom Cards

Flexible gift & loyalty card programs including merchandising tools

- 500 card package
- Standard or custom card options
- 500 standard card holders
- Acrylic card display
- 2 posters, 3 table tents, 5 buttons
- Account setup, training, user guide
- Standard Cards shipping in as little as 3-5 business days
- Flat fee pricing (covers 4000 transactions per location per year)

Monthly Program Fee: \$37 per month OR \$11 per month + .18 per transaction

- Includes gift card transaction processing, reporting, online account access & customer service
-

Choice

Complete custom solutions designed specifically for your business

- 1,000 card minimum
- Flat monthly fee or per transaction pricing
- Merchandising materials ordered separately
- Card production in 15 business days
- All fees priced individually

Per Location Setup: \$50.00

Card Production Cost

Premium-quality, heat-press laminated, 4-color front / black back, encoded and numbered

Quantities:	1,000	2,500	5,000	7,500	10K	25K	50K	100K
Cost per card	.66	.56	.47	.42	.36	.27	.25	.22

Graphic & Prepress: \$175.00

Monthly Program Fee: \$37 per month OR \$11 per month + .18 per transaction

- Flat fee pricing (covers 4000 transactions per location per year)



Valutec Gift & Loyalty Card Programs

Your Valutec Account Executive:

Joan Guth

1-866-742-7324, xt. 232

jguth@valutec.net

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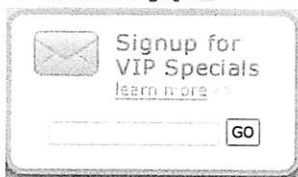
QUOTE

Instant Online Quote Printed Plastic Cards



Plastic ID Cards

- Blank Plastic ID Cards
- Plastic Card Printing
- Card Printing Quote



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 - Datacard Ribbon

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Easy Gift Card Software

- No "Per Swipe" & NO "Transaction Fee" charges.
- Web-based software — No Software to install.
- Centralized database & security — All stores' information accessible from one online location.
- 24x7 support.
- Flat Monthly Fee (price table)

TRY before
you buy
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Our gift card software is the simplest and most cost-effective way to build on and profit from the popularity of gift card programs locally or across the globe. Developed for virtually any type of business, our gift card software is easy to learn, easy to use and can pay for itself many times over in just a few months. Try our gift card software before you buy it - download our full-featured demo of gift card software.

Your Customer Benefits: Your customers will love the ability to check gift card balances around the clock online in real time right from your website.

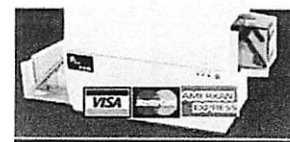
Your Sales Staff Benefits: You and your sales staff will appreciate how easy our gift card software is to use and our fast access button will make processing a transaction a snap right from your current point of sales application.

Your Owner/Manager Benefits: As an owner or manager, you will appreciate the on-line control panel that makes modifying and managing your programs a snap and can be accessed from any internet connected computer.

Features

- Quick and easy 3 Step check out process
- User Friendly interface
- Easy staff training In as little as 5 minutes
- Around the clock phone support (24/7/365)
- Optional Customer Information Collection:
Name, Address, Telephone Number, Email and Birth Date
- Multiple security access levels to reduce theft and shrinkage
- Easily add a barcode or mag strip reader for effortless and error proof entry
- Networkable (single or multiple stores)
- Expiration dating of gift cards: By day, week, month year (please check your State laws)
- Account validation (based on card series / POS receipt numbering)
- Customer Lookup by Phone Number
- Multiple Stores — real time access (A crossed a city or a crossed the world)
- Software never out of date (automated updates and upgrades)
- Online customer balance checks (can be fit into your current web site)
- Loyalty Program with unlimited award levels
- Automated Award Indicator for easy redemption
- Quick Add Denominations button \$5, \$10, \$20, \$50, \$100
- Bank Grade Transaction Security
- Online Company Control Panel (Access reports, change or add stores, add or remove loyalty awards remotely from any internet connected computer)
- Use a single card for both your gift and loyalty card program
- Complete printer control and set up (receipt and reports)
- Bulk Adding of Gift and Loyalty Account for Easy Marketing and Sales

Reporting



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SUPPLIES NOW**



**secure
online store**

"I am BEYOND overjoyed at how easy the software is to use and manipulate. Now that we have done the customer cards, we are on to printing staff badges!!! Thanks again for everything!!!"
more testimonials...

Plastic ID Cards for:

- School ID cards
- Plastic gift cards
- Plastic business cards

- Free Quote

- Receipt Reprint
- Daily Summary
- Audit Reporting
- Employee Reporting
- Expiration Reporting
- Inactivity Reporting
- Customer List Export
- Screen Printing of all reports
- Ability to request and add reports

Perfect for Any Retail Environment

- Automotive dealers
- Barbers/Beauticians/Salons
- Chiropractors/ Massage Practices
- Dog groomers
- Exterminators
- Furniture retailers
- Gourmet markets
- Home Goods
- Ice Cream Shops
- Jewelry stores
- Knitting supplies
- Law Offices
- Movie Theatres
- Novelty Shops
- Offices (prepaid cafeteria programs)
- Physicians
- Quick-Marts/Convenience Stores
- Restaurants
- Smoke Shops
- Tea houses/ Coffee Houses
- Underwear retailers
- Vintage Clothing
- Wineries
- X-pres oil change shops
- Yard services / Yard Equipment Dealers
- Zoological Parks

Price

One-Time Setup

- \$159/store location
- plus \$99 per cash register at each store

Recurring
Monthly Flat Rate

- \$15.95/mo/store

GIFT CERTIFICATES VS GIFT CARDS VS LOYALTY CARDS?

Gift Certificates or Gift Cards. The two are essentially the same, except that gift cards automate the checkout and accounting processes and reduce theft and fraud greatly. Gift Cards usually have a barcode or magnetic strip, which can be processed through easy to use and cost saving gift-card software. Gift Cards are custom designed in full colors and create brand recognition for your company. Gift Cards do not have any value until they are sold, at which time the cashier enters any amount that the customer wishes on to the card account – the cards themselves only store an account number and not a value. Values are stored safely and securely within the gift card software.

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CUSTOMER SUPPORT

If you have any questions, please contact:

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Phone: 949-951-3023 / **Fax:** 949-859-4834
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CITY OF MIAMI SPRINGS
ANALYSIS OF MILLAGE CHANGES

Although our total millage will be lower, the State uses the operating millage to determine whether there is a tax increase or decrease for advertising purposes and TRIM compliance. Therefore, the City is required to advertise a technical tax increase however our residents are actually benefiting from a 2.89% decrease in the total millage.

	<u>Operating Millage</u>	<u>Debt Service Millage</u>	<u>Total Millage</u>
FY2010-11	6.4710	0.4698	6.9408
FY2011-12	6.7400	N/A	6.7400
Increase(Decrease)	0.2690	-0.4698	-0.2008
% Increase(Decrease)	4.16%	-100.00%	-2.89%

		<u>Millage</u>
FY2011-12 General Fund Budget (excluding Debt Service on Golf Course)	13,778,768	6.6510
(Debt Service on new Refunding Bond \$363,205)		
FY2011-12 Debt Service on GO Bond (assuming it had not been refunded)	403,511	0.4692
Estimated FY2012 Millage		7.1202

If the GO Bonds had not been refunded, the millage for FY2012 would have been 7.1202 as detailed above.

NOTICE OF PROPOSED TAX INCREASE

The City of Miami Springs, Florida has tentatively adopted a measure to increase its property tax levy.

Last year's property tax levy:

A. Initially proposed tax levy	\$ 5,840,306
B. Less tax reductions due to Value Adjustment Board and other assessment changes	\$ 229,079
C. Actual property tax levy	\$ 5,611,227
This year's proposed tax levy	\$ 6,101,327

All concerned citizens are invited to attend a public hearing on the tax increase to be held on:

Monday September 26, 2011 at 7 PM

at

The Rebeca Sosa Theater

Miami Springs Community Center

1401 Westward Drive

Miami Springs, Florida 33166

A FINAL DECISION on the proposed tax increase and the budget will be made at this hearing.

**BUDGET SUMMARY
CITY OF MIAMI SPRINGS
FISCAL YEAR 2011-2012**

*THE PROPOSED OPERATING BUDGET EXPENDITURES OF THE CITY OF MIAMI SPRINGS ARE 1.7%
MORE THAN LAST YEARS TOTAL OPERATING EXPENDITURES.

	General Fund	Debt Service Fund	Special Revenue Fund	Enterprise Fund	Total Budget
CASH BALANCE BROUGHT FORWARD	\$ -	\$ 50,000	\$ 483,156	\$ 201,071	\$ 734,227
ESTIMATED REVENUES					
Taxes: <u>Millage per \$1.000</u>					
Ad Valorem Taxes 6.7400	\$ 5,796,261	\$ -	\$ -	\$ -	\$ 5,796,261
Ad Valorem Taxes (Voted debt) -	-	-	-	-	-
Excise Taxes	2,655,000	-	-	-	2,655,000
Licenses and Permits	607,300	-	-	-	607,300
Intergovernmental Revenues	1,805,258	-	557,097	-	2,362,355
Charges for Services	1,653,454	-	15,955	2,499,126	4,168,535
Fines and Forfeitures	308,000	-	-	-	308,000
Investment income	79,000	-	10,000	500	89,500
Miscellaneous Revenues	253,175	-	-	-	253,175
Interfund Transfers	984,525	519,478	167,820	-	1,671,823
TOTAL REVENUES & OTHER FINANCING SOURCES	\$ 14,141,973	\$ 519,478	\$ 750,872	\$ 2,499,626	\$ 17,911,949
TOTAL ESTIMATED REVENUE BALANCES	\$ 14,141,973	\$ 569,478	\$ 1,234,028	\$ 2,700,697	\$ 18,646,176
Expenditures/Expenses					
General Government	\$ 2,520,371	\$ -	\$ -	\$ -	\$ 2,520,371
Public Safety	6,018,861	-	137,577	-	6,156,438
Public Works	1,933,335	-	740,579	2,193,563	4,867,477
Recreation and Culture	3,188,381	-	355,872	-	3,544,253
Bond Principal and Interest	-	569,478	-	43,758	613,236
Unclassified Accounts/Transfers-Out	481,025	-	-	463,376	944,401
TOTAL EXPENDITURES/EXPENSES	\$ 14,141,973	\$ 569,478	\$ 1,234,028	\$ 2,700,697	\$ 18,646,176
Reserves	\$ 0	\$ -	\$ 0	\$ -	\$ 0
TOTAL APPROPRIATED EXPENDITURES AND RESERVES	\$ 14,141,973	\$ 569,478	\$ 1,234,028	\$ 2,700,697	\$ 18,646,176

THE TENTATIVE, ADOPTED AND/OR FINAL BUDGETS ARE ON FILE IN THE FINANCE DEPARTMENT OF THE CITY OF MIAMI SPRINGS, FLORIDA AS A PUBLIC RECORD

DRAFT



Produced and maintained by the CGA
Geographic Information Systems Services



MIAMI SPRINGS

At the Heart of it All!

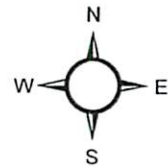
GIS Zoning Map

Legend

Municipal Boundary

Zoning

- R-1A SINGLE FAMILY RESIDENTIAL
- R-1B SINGLE FAMILY RESIDENTIAL
- R-1C SINGLE FAMILY RESIDENTIAL
- R-1D SINGLE FAMILY RESIDENTIAL
- R-3A MULTIPLE FAMILY LOW DENSITY
- R-3C MULTIPLE FAMILY MEDIUM DENSITY
- NBD NEIGHBORHOOD BUSINESS DISTRICT
- CBD CENTRAL BUSINESS DISTRICT
- AHMB AIRPORT/HIGHWAY/MARINE BUSINESS
- P-1 PUBLIC PROPERTY
- P-2 CHURCH USE
- NW36 NORTHWEST 36TH STREET DISTRICT

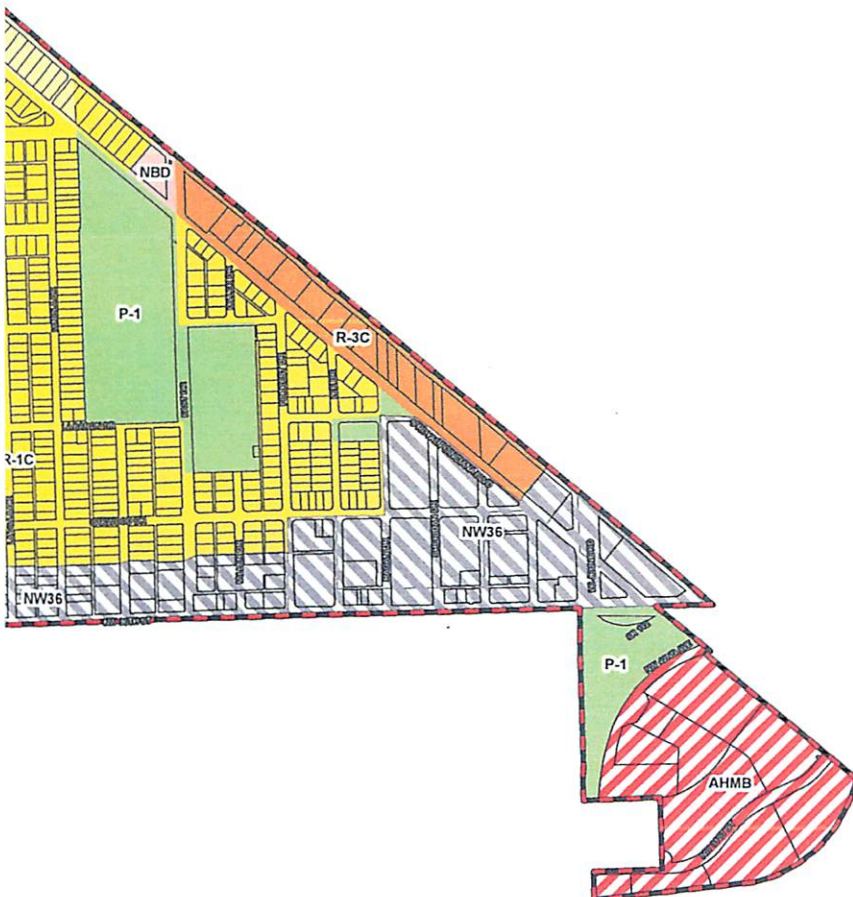


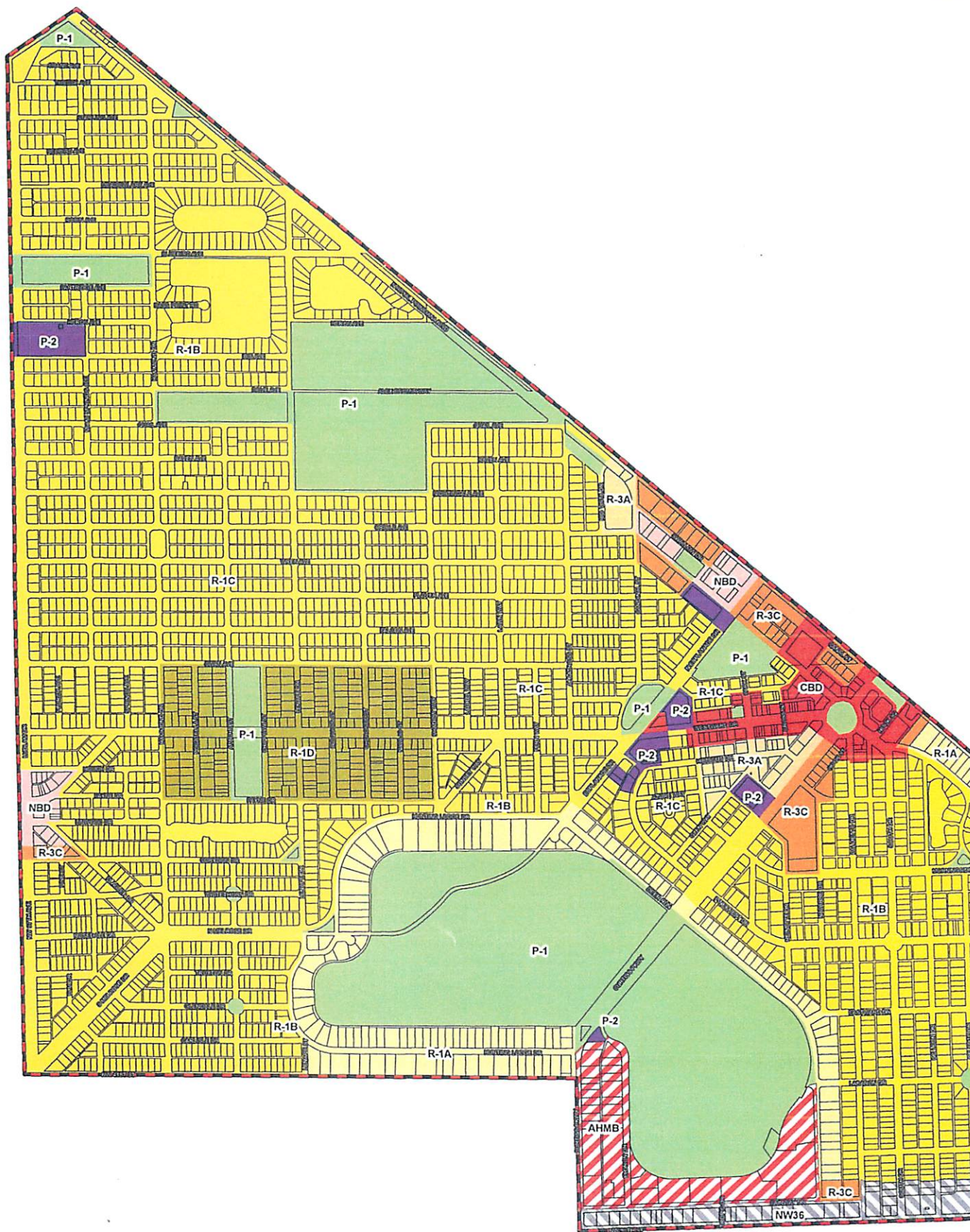
0 400 800 1,600 2,400
Feet

Map Created: 6/10/11
Updated: 8/24/11



Calvin, Giordano & Associates, Inc.
EXCEPTIONAL SOLUTIONS





Update on Redevelopment and Revitalization Activities
September 12, 2011

MIAMI
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Redevelopment Solutions!

Agreement

Provide professional consulting services set for in

RFQ #07-09/10 "Commercial Area Revitalization Specialist for Downtown
and NW 36th Street Commercial Districts/Consultant Response to RFQ"

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Redevelopment Solutions!

Agreement

Scope of Redevelopment Management Activities and Specific Projects

- Redevelopment Management
- Street Beautification and Westward Drive
- Parking Management/Downtown Parking
- Marketing and Events
- Tenant and Development Attraction
- Development Incentives
- Redevelopment Land Acquisition
- Zoning Code Revisions
- GIS Map Creation
- Traffic and Civil Engineering
- Urban Design

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Work Orders

WORK ORDER #	DATE APPROVED	DESCRIPTION
1	10/25/2010	N.W. 36 STREET DISTRICT BOUNDARY REGULATIONS
2	11/08/2010	COMMERCIAL REVITALIZATION AESTHTIC AND THEME PACKAGE (WAY FINDING, SIGNAGE, COLOR PALETTE, BUILDING FAÇADE PROGRAM AND STREET AND PEDESTRIAL SCALE LIGHTING)
3	10/25/2010	TRAFFIC CIRCULATION AND PARKING STUDY
4	05/09/2011	GIS ZONING MAP CREATION
5	03/09/2011	ABRAHAM TRACT DISTRICT BOUNDARY REGULATIONS
6	TBD	RESERVED
7	04/25/2011	AIRPORT GOLF DISTRICT BOUNDARY REGULATIONS

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WORK ORDER #1 NW 36 STREET DISTRICT BOUNDARY REGULATIONS

- **Adopted by City Council**
March 28, 2011
- **Zoning Code Amendments included:**
 - Updated regulations
 - Design guidelines
 - Development review procedure



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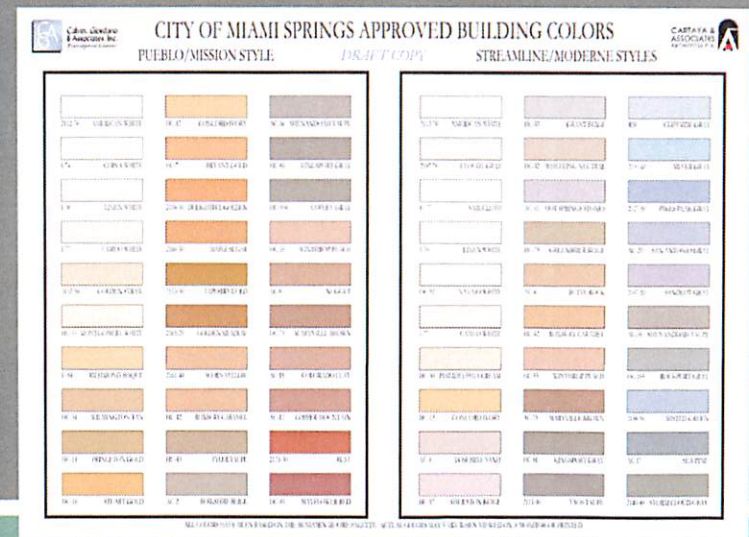


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WORK ORDER #2 AESTHETIC THEME PROGRAM

Work Order includes:

- **Color palette (Completed March 2011)**
- **Business façade program**
(NW 36th Street Design Guidelines Complete)
- **Street and pedestrian scale lighting ***
- **Wayfinding and signage ***



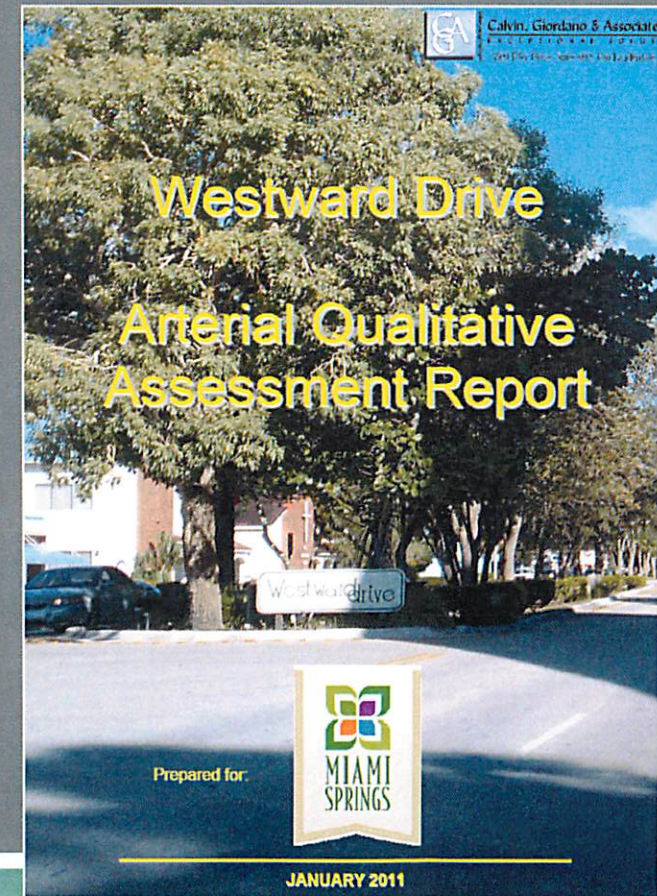
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WORK ORDER #3 TRAFFIC CIRCULATION AND PARKING STUDY

- Assessed Westward Drive from Curtiss Circle to Miami-Dade Public Library
- Reviewed travel delays, crash data, and parking
- Completed January 2011
- Partially funded by MPO grant



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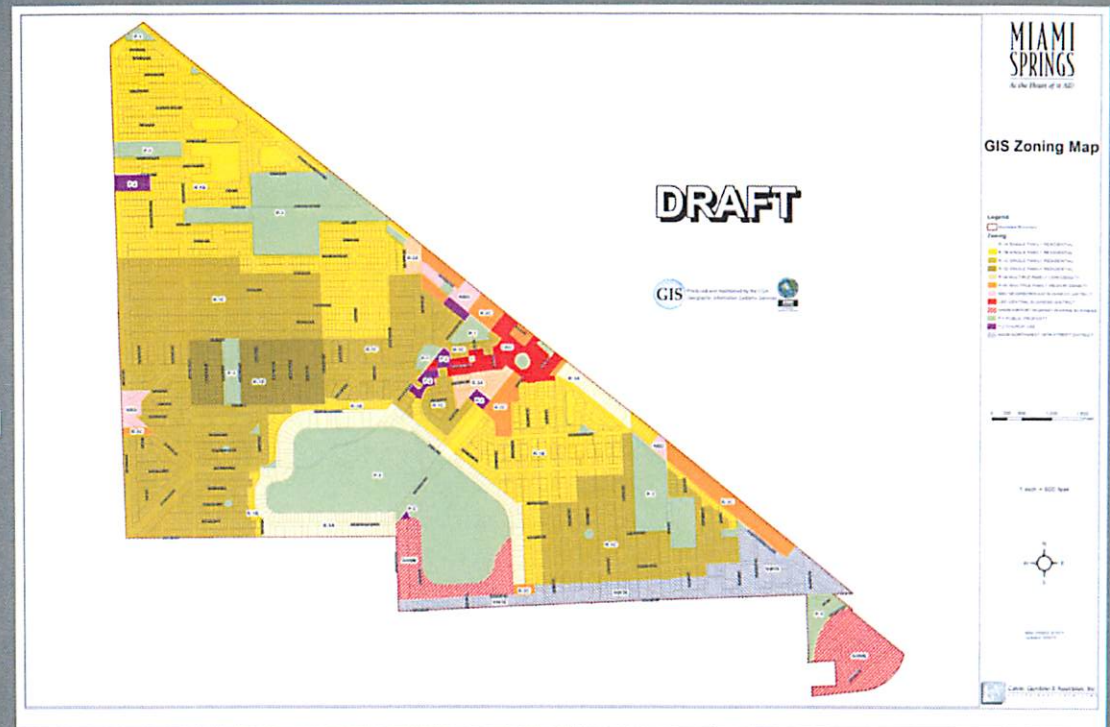


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WORK ORDER #4 GIS ZONING MAP CREATION

Work Order includes:

- Digitize 1993 Black and White Zoning Map
- Create GIS Layer
- Incorporate changes in zoning designations
- Draft sent to City staff on August 26, 2011



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WORK ORDER #5 ABRAHAM TRACT DISTRICT BOUNDARY REGULATIONS

Work Order includes:

- Update uses
- Revise development standards
- Workshop held with Commercial Revitalization and Redevelopment Committee May 16, 2011
- City Council First Reading October 24, 2011



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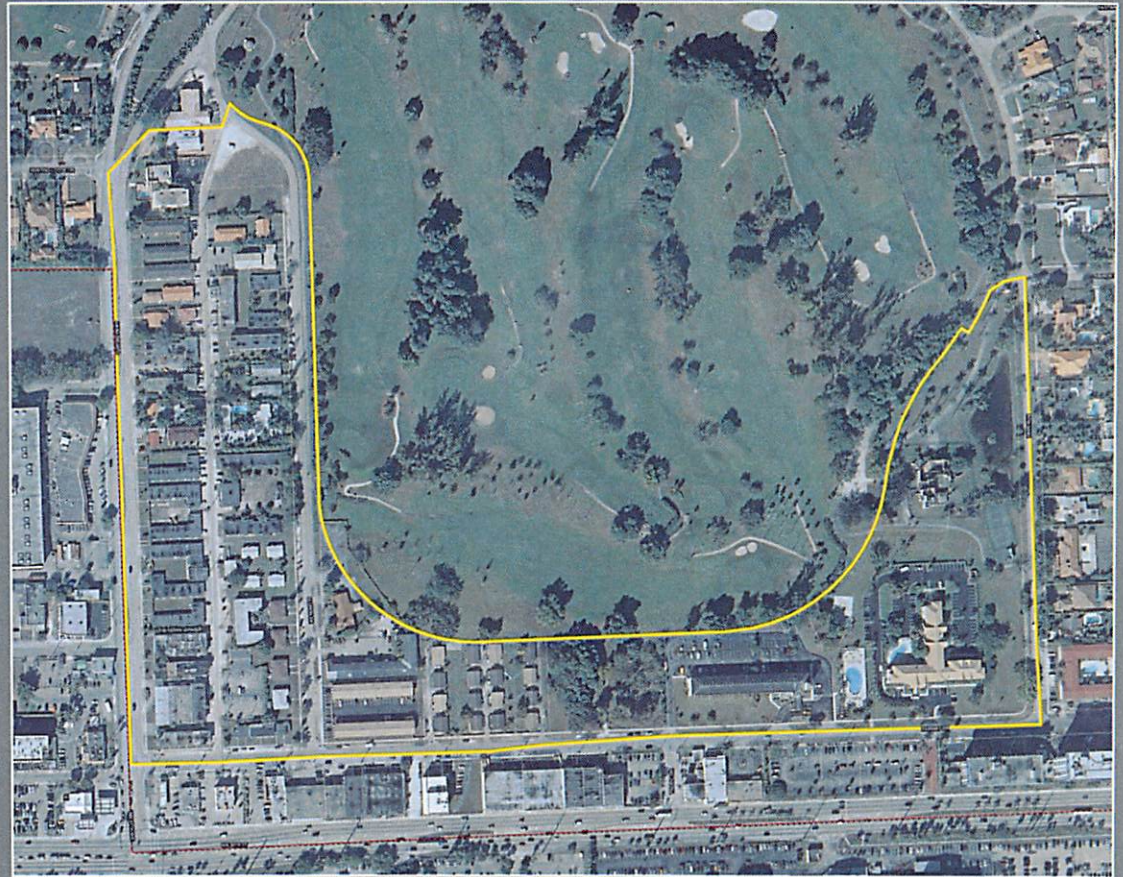


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WORK ORDER #7 AIRPORT GOLF DISTRICT BOUNDARY REGULATIONS

Work Order includes

- Updated regulations
- Design guidelines
- Development review procedure



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Existing Conditions-
Degraded Multi-family Residential

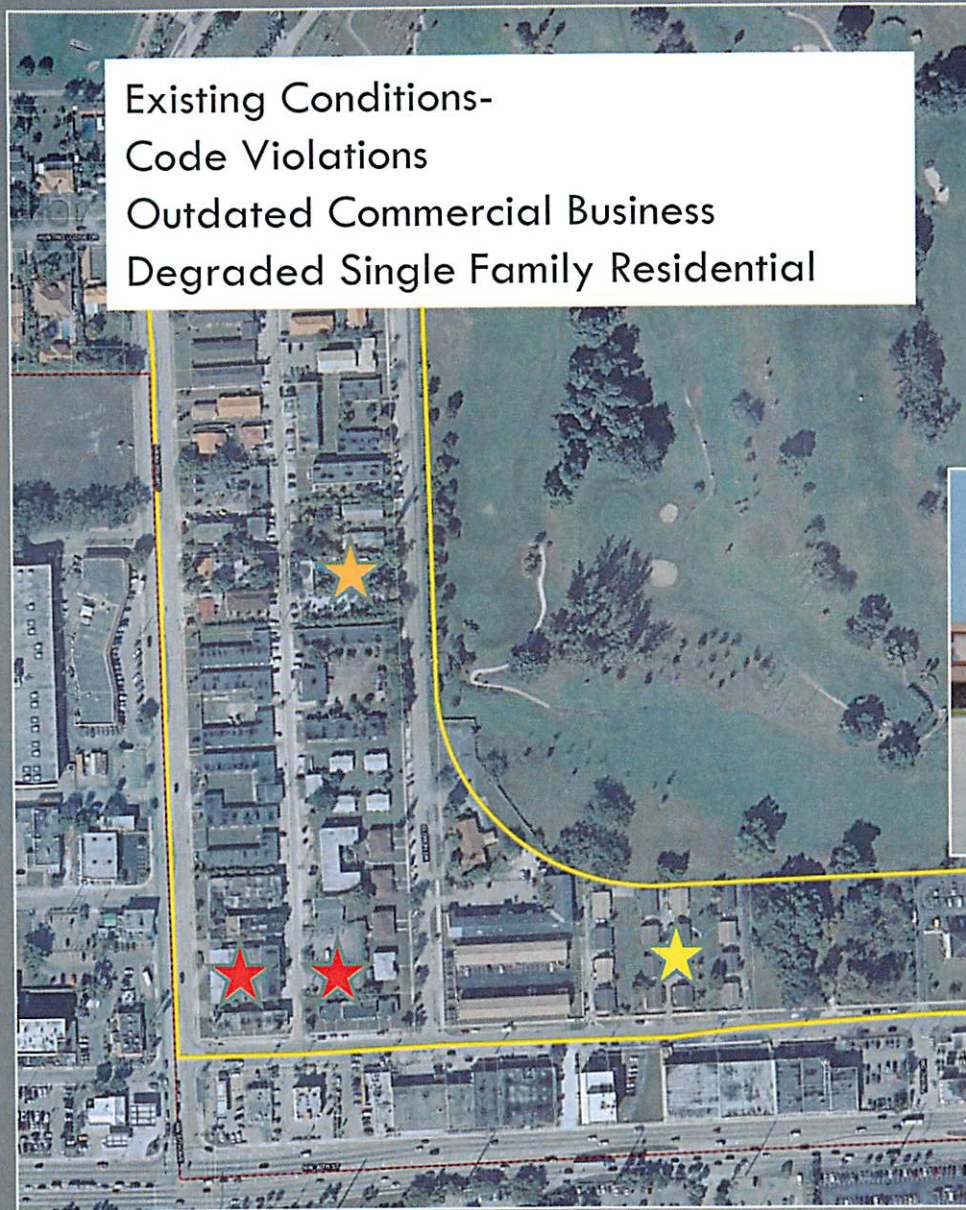


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Existing Conditions-
Code Violations
Outdated Commercial Business
Degraded Single Family Residential



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Solutions!*

WORK ORDER #7 AIRPORT GOLF DISTRICT BOUNDARY REGULATIONS

Work Order includes

- Updated regulations
- Design guidelines
- Development review procedure



Complete Work Order As Is OR Amend Work Order?

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Update on Redevelopment and Revitalization Activities
September 12, 2011

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