

# VILLAGE OF PALMETTO BAY

*"VILLAGE OF PARKS"*



*First Village Hall - 2002*



*Ludovici Park - 2009*



*Village Hall - 2012*



**ADOPTED OPERATING & CAPITAL BUDGET  
FISCAL YEAR 2012-13**



## *Distinguished Budget Presentation Award*

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Village of Palmetto Bay  
Florida**

For the Fiscal Year Beginning

**October 1, 2011**

*Linda C. Davison* *Jeffrey R. Green*

President

Executive Director

*The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Village of Palmetto Bay, Florida for its annual budget for the fiscal year beginning October 1, 2011. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.*

*This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine eligibility for another award.*



## GUIDE FOR READERS

### **GUIDE FOR READERS**

The Fiscal Year 2012-13 Annual Operating Budget for the Village of Palmetto Bay, Florida, is intended to serve four purposes:

#### **Policy Document**

The Village's budget process is conducted within the framework of the Comprehensive Plan, and a comprehensive set of financial management policies, financial trends, and fiscal forecasts. The budget process allows the policy makers an opportunity to review policies and goals that address long-term concerns and evaluate Village services.

#### **Operations Guide**

As an operations guide, the budget indicates how services will be delivered to the community. The Departmental Budgets section provides measurable goals and objectives for each organizational unit in the Village. The budget also includes an organizational chart for the Village as well as each department and a three year analysis of the staffing level.

#### **Financial Plan**

As a financial plan, the budget details how much Village services will cost and how they will be funded. The budget document is broken down by department, giving a line item budget for each department's services.

#### **Communication Device**

The budget seeks to communicate summary information through the use of text, tables and graphs to a diverse audience. The budget document incorporates an index, Budget Message, department budgets, and glossary of terms.



**VILLAGE  
GOVERNMENT**

**VILLAGE COUNCIL**

Shelley Stanczyk  
Mayor

Brian W. Pariser  
Vice Mayor

Patrick Fiore  
Council, District 1

Howard J. Tendrich  
Council, District 2

Joan Lindsay  
Council, District 3

**VILLAGE MANAGER**

Ron E. Williams

**VILLAGE ATTORNEY**

Eve A. Boutsis, Esq., FBM Law Offices

**VILLAGE CLERK**

Meighan J. Alexander, CMC

**ADMINISTRATIVE STAFF**

Desmond Chin, Finance Director  
Chanelle Costa, Executive Assistant to the Village Manager  
Lt. Greg Truitt, Village Police Commander  
Darby Delsalle, Planning & Zoning Director  
Edward Silva, Building & Capital Projects  
Corrice Patterson, Public Works Director  
Olga Cadaval, Human Resources Director  
Fanny Carmona Gonzalez, Parks and Recreation Director



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## BUDGET MESSAGE



*The Village of Palmetto Bay*  
*The Village of Parks*  
*"Productivity through Efficiency"*

August 8, 2012

The Honorable Shelley Stanczyk, Mayor  
The Honorable Brian W. Pariser, Vice Mayor  
The Honorable Patrick Fiore, Council Member  
The Honorable Howard J. Tendrich, Council Member  
The Honorable Joan Lindsay, Council Member  
The Residents of Palmetto Bay

Dear Mayor, Vice Mayor, Council Members, and Residents of Palmetto Bay:

In accordance with the provisions of the Village Charter, I am pleased to provide the Fiscal Year 2012-13 Proposed Budget for your review and consideration.

The Village of Palmetto Bay was incorporated in September, 2002, under a strong foundation of solid values. These core values included establishing a strong infrastructure, improving the safety of our streets, and improving the quality of life through sensible service delivery improvements. Over the last ten years, the Village has evolved and continued to nurture these solid principles, while keeping its residents involved and well-informed. In Fiscal Year 2011-12, we increased our focus on transparency, further involving the residents by providing them with access to government through various means of communications. We launched the government access channel (WBAY – Comcast Channel 77), as well as the live streaming of public meetings on the Village website, and offered daily updates on the Village's Facebook page. There has been a significant increase in resident feedback and accessibility as a result of these various means of communication.

The Village remains committed to continuing high service standards while staying true to our instilled values. There is considerable room for growth as the Village remains in a very young stage and there is a world of possibilities before us. In years ahead, the focus will be on the core functions of the Village to include: Parks and Recreation, Police, Public Works, and emphasis on maintaining those while keeping an eye out on emerging issues and the businesses throughout our community.

The Village continues to raise the standards for responsible fiscal management of this municipality. Once again, we received one of the highest bond ratings ever offered to a Florida municipality by the investment rating community. We also continue to be recognized by the Government Finance

## *Budget Message*

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Officers Association with the Distinguished Budget Award, while managing to uphold high levels of fiscal integrity.

### Fiscal Year 2012-13 Financial Overview

In general, the global, national, state, and local economies are currently all in the same state of affairs, with stalling economies and ballooning deficits. The national economy in its current state is expected to grow at a paltry 2.5%, with slow improvement in unemployment (down to 8.2% from 9.1% a year ago.) The Florida economy fares a little poorer with numbers a little worse than the national average with 1.5% growth and 8.6% unemployment (down from 10.7% the prior year.) Florida's long term forecast is for stronger growth as the in-migration increases, an important factor in the State's growth, due to the aging population. The Miami-Dade economy has a similar forecast of slow but steady growth and improving unemployment numbers currently at 10.3%, down from 12.4% a year ago. Miami is expected to receive a boost in its economy when Panama completes the new larger canals in 2014- 2015 to accommodate larger cargo ships. Miami will be only one of a few ports in North America that will be able to accommodate these types of ships. The Village of Palmetto Bay is dependent of the Miami economy and is definitely affected by Florida's economy. However, according to the 2010 census, the Village fares better than the County overall at an unemployment rate of 7.2%.

The Village of Palmetto Bay's main revenue source is Ad-Valorem taxes, which has fallen a total of 21.38% from fiscal year 2008-09 to 2011-12. For FY 2012-13, the Village's assessed values showed an increase of 2.39% and 1.98% for the County. This is an indicator that the economy has stabilized and the predicted slow growth has begun. The other major revenue categories are Utility taxes, Intergovernmental Revenues, and Franchise Fees. They are all showing modest increases of 1.2%, 3.8%, and 2.3%, respectively. The Building and Permitting Department was reclassified from the General Fund to Special Revenue, reducing the General Fund estimated final revenue by \$703,265 to a total of \$12,725,366. The Fiscal Year 2012-13 total revenues are proposed to be \$12,846,025 plus an allocation from unassigned fund balance of \$990,500 for total resources of \$13,836,525.

The demographics of the Village of Palmetto Bay have helped the Village fare much better than the county-wide average. The Village has 8,701 properties, of which 7,973 or 92% are residential properties and 728 or 8% are commercial properties. Of the 7,973 residential properties, 6,376 (80%) are primary residence and 1,597 (20%) are rentals or second homes. The low percentage of rentals or second homes and commercial has suppressed the effects of the bursting of the real estate bubble, as the devaluation of properties was not enough to affect the taxable value of most properties of primary residence.

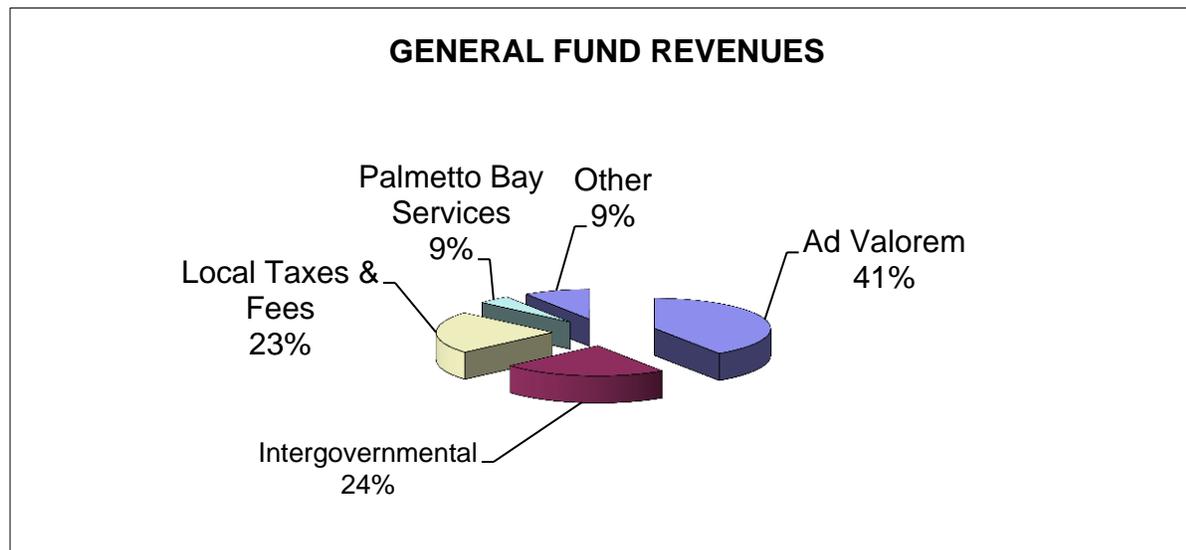
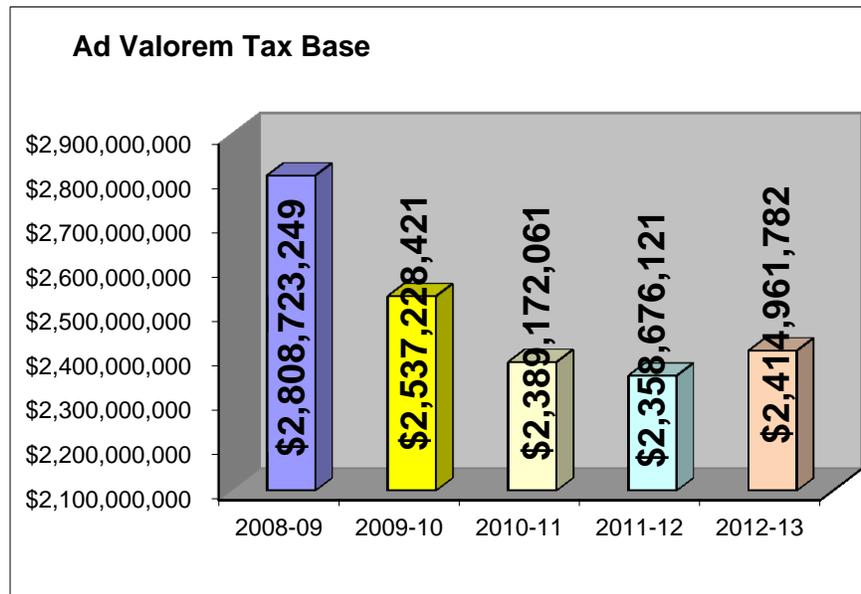
The Village of Palmetto Bay's manner of governance is to use a hybrid of employees and contractors, to maintain high service levels at a low cost. The Village's conservative management approach has allowed Palmetto Bay to maintain a "AA" rating with a stable outlook from Fitch Ratings' most recent review.

The Village of Palmetto Bay's financial flexibility has allowed the municipality to maintain one of the lowest millage rates in the County, the sixth lowest in FY 2011-12, while expanding service in

## Budget Message

Policing, Parks & Recreation, Finance, Planning & Zoning, Transit and Building & Permitting. For Fiscal Year 2012-13, the Village is proposing to maintain the current millage rate of 2.4470. Total assessed property values for Fiscal Year 2012-2013 increased 2.39% from \$2,358,676,121 to \$2,414,961,782.

For the homestead and/or the Save Our Homes property owner (which allows assessments to increase by 3% or CPI), values increased from \$226,265 to \$235,251. This represents a \$21.98 increase in property taxes to the Village for each homesteaded property.



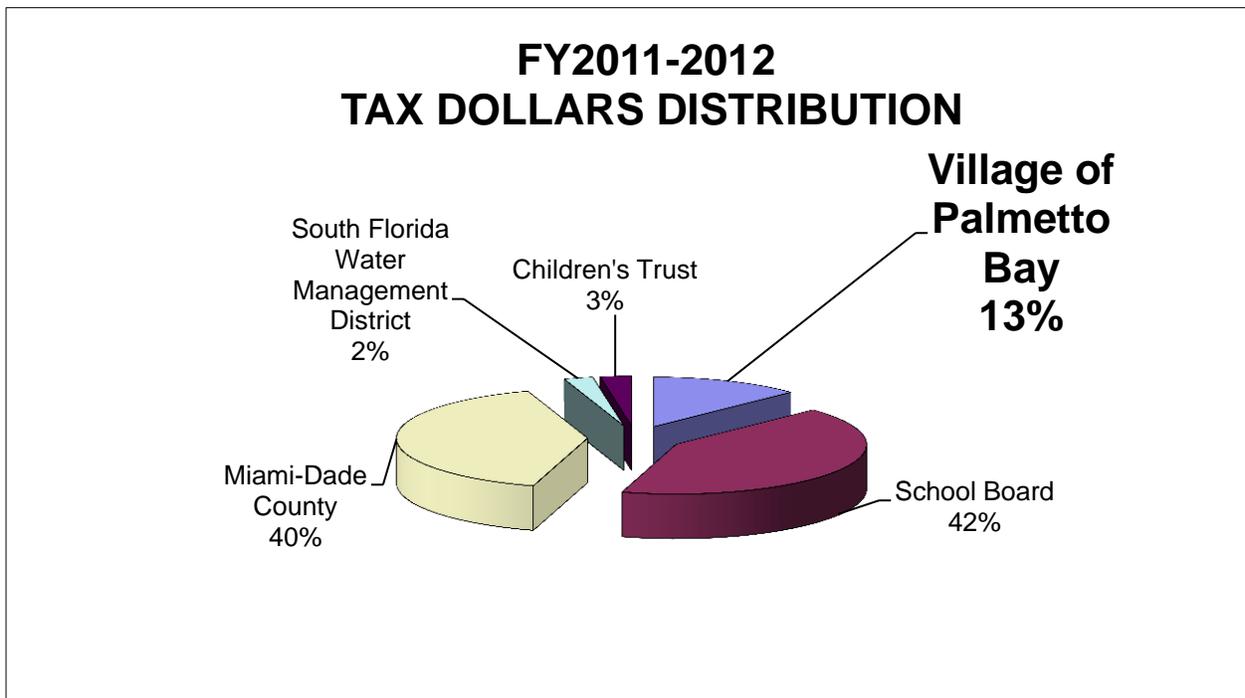
## *Budget Message*

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At the end of Fiscal Year 2011-12, the external auditors, Cherry, Bekaert & Holland, gave the Village an unqualified opinion with no significant management comments.

### Fiscal Year 2012-13 Budget Establishing the Tax Rate

It is recommended that the Village of Palmetto Bay adopt a tax rate of 2.447 mills. A mill is equivalent to \$1 for every \$1000 in assessed taxable property value. At this rate, the Village will receive \$5,909,411 in Ad-Valorem taxes, which is \$137,731 more than the prior year. The Village's share of the total tax bill paid by a property owner within the Village for Fiscal year 2011-12 represented approximately 13% of the total amount. The remainder of the tax went to Miami-Dade County Government, Miami-Dade County School Board, South Florida Water Management District, and the Children's Trust.



### Public Safety

The Palmetto Bay Police Unit has continued to provide outstanding service in the form of reduced crime in most categories, while maintaining excellent response for service calls. Fiscal Year 2011-12 was once again marked by an outstanding level of service and dedication. Highlights include:

- **Service** - The Village Policing Unit has one of the best response times to calls for service, both emergency and non-emergency responses, of all MDPD districts and contracted cities. The Unit will continue to strive to maintain leadership in this area.
- **Community Outreach** - The Community Outreach Officers will continue to encourage and assist homeowners in establishing Citizen Crime Watch programs and residential and commercial security surveys to provide a conduit between neighbors and the Police Department in an effort to further reduce crime.
- **Officer Friendly Program** - The Policing Unit will conduct Officer Friendly sessions with all elementary-aged students attending the Village's public schools. The curriculum will consist of Stranger Danger, Bicycle and Pedestrian Safety, Anti-Bullying, Gun Safety, and Police Officers are Your Friend. Approximately 2,400 children are addressed in this program.
- **DARE-** The nationally-recognized Drug Abuse Resistance Education program was introduced to all fifth grade students attending the Village's public Schools. D.A.R.E. teaches kids how to recognize and resist the direct and subtle pressures that influence them to experiment with alcohol, tobacco, marijuana, and other drugs.
- **radKIDS-** The radKIDS<sup>®</sup> Personal Empowerment Safety Education Program is a 10-hour, family-centered, safety education program that emphasizes essential decision-making skills, as well as physical resistance options to escape violence. Children from 5-12 years of age participate in the program with their adult caregivers to create a true safety partnership.
- **Traffic Safety Initiatives** - The Village Policing Unit continued to address traffic issues with particular emphasis on speeding throughout the Village limits. These activities will be conducted with regular zone officers augmented with Selective Traffic Enforcement Programs.
- **Equipment** - The Village Policing Unit does anticipate the procurement of additional capital equipment this Fiscal Year. The funding for this equipment will come from State and Federal grants that have been received by the Village. Funding is available for basic maintenance or replacement of existing equipment.

The same level of service and commitment will carry through to Fiscal Year 2012-2013. Successful initiatives implemented in past years will continue with renewed commitment to public safety.

## *Budget Message*

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As we continue to forecast revenue streams and expenditures, staff will continue to serve the needs of the residents of the Village. There are no anticipated reductions in manpower or services during the next Fiscal Year.

### Parks & Recreation

The Parks and Recreation Department continues to evaluate and improve upon the delivery of services and programs to enhance the enjoyment, health and well-being of our residents:

- **Palmetto Bay Park** – The widely known state-of-the-art softball complex, complimenting this beautiful 25-acre facility, continues to be the mecca of South Dade for girls softball, playing host to twenty travel teams; a large youth sports organizations with dual seasons; the home field for five (5) local high schools; and many multi-day tournaments including the nationally-acclaimed ‘Slam Fest’. The many softball programs are complemented by other recreational opportunities including youth and adult basketball, flag-football, cheerleading, and physical fitness classes. The recently installed foul ball netting system offers full overhead protection for our many softball enthusiasts. Regarding the safety of patrons, the Thorguard Lightning Prediction System continues to efficiently forewarn park users of pending lightning danger and affords them ample time to seek shelter. Other improvements pending include the refurbishing of selected boundless playground apparatus, and installation of ten (10) exercise stations to be located in shaded areas along the walking trail.
- **Thalatta Estate** – This quaint and charming showcase facility offers a unique setting for myriad of special events or leisurely activities. The grant-funded covered terrace and paved walkways, complimented with lush landscaping, create a picturesque trail to Biscayne Bay and the waterside ceremony site. Pending improvements include the refurbishing of the vintage 1926 main house, electrical upgrades and completion of the irrigation system. The Thalatta Estate website ([www.thalattaestate.com](http://www.thalattaestate.com)) is operational, and additional marketing initiatives are in the planning stages to promote Palmetto Bay’s crown jewel facility. Already, this beautiful park has attracted the attention of national television and will be highlighted on The Learning Channel (TLC) in August of 2012.
- **Perrine Wayside Park** – Previously named “Miami’s Best Dog Park”, this facility continues to be extremely popular. The new aeration system installed in the lake continues to increase oxygen input and maintains the water in a clear and healthy condition. Pending improvements include the enlargement of the small dog area with separate entry to provide protection from larger dogs.
- **Coral Reef Park** - Perhaps Palmetto Bay’s most popular facility, this 53-acre park offers an array of both passive and active recreational opportunities. The tree-lined walking trail, incorporating linear exercise stations, continues to be heavily used from the crack of dawn to sundown; the newly upgraded children’s playground attracts hundreds on a daily basis; the picnic areas are regularly booked to near capacity; youth sports programs including football, baseball, and soccer are very successful; the ParkView Café provides concession services for our many patrons; and, all amenities are safeguarded with the installation of a Thorguard Lightning Prediction System. The tennis center is currently under the management of the

## *Budget Message*

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Parks and Recreation Department, including programming such as the very popular summer tennis camp, youth tennis teams, group and individual instruction, and special tennis events. Many South Florida Women's Tennis League and USTA teams utilize the Coral Reef Tennis Center as the home courts; and all activities are carefully balanced to allow for ample court availability for open play by the general public. Proposed improvements include refurbishing of the eastside concrete bridge, replacement of the tennis center lighting system, and parking lot repaving.

- **Palmetto Bay Library and Edward and Arlene Feller Community Room and Amphitheater at Ludovici Park** – This architecturally modern facility hosts the Palmetto Bay Branch Library with its many ancillary programs such as book and reading clubs for children and adults alike. The amphitheater plays host to musical competitions and special events such as the “Holiday by the Bay” and tree give-aways. New programs include the Summer Senior Sampler, an introduction of several activities designed to accommodate the interest of our mature citizenry. The windows within the Edward and Arlene Feller Community Room have been appropriately tinted to effectuate a more comfortable venue, as well as allow for the HVAC system to operate at increased efficiency.

The Parks and Recreation Department is continually assessing the parks system to determine possible areas of improvement and/or expansion. We continue to strive to maintain and offer a “365-Day Experience” through the delivery of quality maintenance standards and exemplary service. It is the mission of the Village of Palmetto Bay’s Department of Parks and Recreation to offer a consistently safe, clean, and attractive environment for the patrons to recreate and experience our parks system on any given day of the year. It is our desire to continue to earn the title of “Village of Parks”.

### Public Works

The Public Works Team continues to focus on implementing needed infrastructure improvements through the maximum use of dedicated “carryover” funds and current-year funding. As always, the Department remains committed to its pledge to provide *Excellence in Public Service*.

Fiscal Year 2011-12 will be remembered as a period during which the Village further strengthened its identity with the installation of blue internally illuminated mast arms street signage at major intersections within the Village. The Public Works Department will continue to develop and complete projects that are directed at maintaining and enhancing the quality of life for Village residents.

**Roadway Paving and Sidewalk Improvements-** The Public Works Department is responsible for maintenance and repair of more than 118 miles of paved roadway within Village limits. During Fiscal Year 2011-12, the Department contracted for the resurfacing of multiple roadways within the boundary of the Village. Water valves, manholes, and new pavement markings were incorporated into the overall cost, as well as permanent striping was applied to the resurfaced roadways. Additional roadway resurfacing was performed in conjunction with Sub-Basin #9 drainage improvement project and localized drainage improvements. The Department continued to enhance connectivity for pedestrian passage throughout the Village with the repair of approximately

## *Budget Message*

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3,237 linear feet of replacement sidewalk at various locations. As a component of the Village's 5-Year Capital Improvement Element of the Comprehensive Plan, the Safe Routes to School program further provides for alternate modes of travel and raises awareness of walking and/or biking within the Village of Palmetto Bay. The Village Council authorized the Administration to enter into a Local Agency Program (LAP) agreement with Florida Department of Transportation (FDOT) for grant funding to implement Safe Routes to School improvements near Howard Drive Elementary in the amount of \$5,670 and Coral Reef Drive Elementary in the amount of \$133,160. Howard Drive Elementary and Coral Reef Elementary improvements are both in the planning and design phase.

During Fiscal Year 2012-13, the Department will expend another \$300,000 for continued pavement overlay and reconstruction of Village roadways. Roadway patching will also occur at numerous locations on an as-needed basis. Water valves, manholes, pavement markings, reflectors, and Civil Engineering Inspection (CEI) expenses will be incorporated into the overall costs for Fiscal Year 2012-13 overlay and reconstruction projects.

The Village expects to expend \$25,000 for replacement sidewalks and \$30,000 for the installation of new sidewalks to promote awareness of walking and/or biking within the Village. The Department will continue to contract for new sidewalk installation and replacement of sidewalk sections for efficient and safe pedestrian access to schools, recreational facilities, transit, and the workplace.

The Department will retain services of a civil engineering firm to update the Roadway Analysis Report. A capital improvement plan for prioritization of roadway resurfacing and rehabilitation will be developed based on the pavement classification and roadway condition rating. Field data and mapping of roadway conditions will be updated into the Village's GIS system for improved tracking of roadway improvements.

In Fiscal Year 2011-12, funding from FDOT District VI authorized the planning, design and construction of priority recommendations of Safe Routes to School (SRTS) improvements for Howard Drive Elementary and Coral Reef Elementary with construction of improvements scheduled for completion in FY 2012-13. The Department will continue to seek grant funding to further implement additional SRTS improvements not funded under the scope of the LAP agreements.

**Neighborhood Traffic Calming** - The Department responded to five (5) traffic calming requests in Fiscal Year 2011-12, all of which the Department conducted an initial study to confirm traffic concerns and to identify and recommend traffic calming measures. Proposed traffic improvements at SW 164 Street from US-1 (South Dixie Highway) to SW 93 Avenue is pending approval of a conceptual plan in coordination with zoning application approval. Other conceptual traffic calming improvements in the Franjo Triangle area are pending completion of water and sewer upgrades. The Department continues to work with Miami-Dade County on traffic calming improvements that will possibly reduce the speed limit along residential streets and propose provisions for multi-way stop control at non-signalized intersections. The implementation of the Village's Traffic-Calming Policy during this fiscal year will assist with streamlining the need for infrastructure improvements that are not documented in the Transportation Master Plan and provide a uniform approach to facilitate Village response to requests for physical modifications or traffic calming alternatives.

## *Budget Message*

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In Fiscal Year 2012-13, the Department has allocated funding to update the recommendations and prioritization of projects identified in the Transportation Master Plan and to study localized roadway traffic-calming issues. All future projects will include outreach efforts to inform residents of upcoming roadway improvements. Engaging the public in the design phase of traffic calming and traffic diversion projects through public meetings will provide an opportunity for citizens to work actively to address safety concerns in their neighborhood. Recommended traffic improvements designed and approved by Miami-Dade County will be implemented with funding allocated in the Fiscal Year 2012-13 budget. The Department will continue its efforts to request traffic calming improvements in coordination with Miami-Dade County Division of Traffic Engineering to implement improvements on Miami-Dade County section line roadways and other areas that have cut through traffic, increased traffic volume, and speed concerns while incorporating Art in Public Places as a subcomponent of traffic calming projects.

**Stormwater Drainage (Improvements)/Stormwater Utility** - In Fiscal Year 2011-12, revenue received from Stormwater Utility fees and Florida Department of Environmental Protection (FDEP) grant funds were used to construct drainage improvements in Sub-Basin #9, which is located south of SW 148 Street, north of SW 152 Street, east of US-1/ S. Dixie Highway, and west of SW 88 Avenue, and at three locations identified in Phase IV of localized drainage improvements, more specifically, located within sub-basin #3, #6, and #8. The Department also contracted civil engineering services to plan Phase V localized drainage improvements which consist of 11 areas, all of which are in the design phase. Sub-Basin #10 located south of SW 152 Street, north of SW 156 Terrace, west of SW 87 Avenue, and east of SW 89 Avenue is currently under design and scheduled for construction in FY 2012-13, if funding is available.

The Department is in the initial phase of establishing its Community Rating System (CRS) program as a component of its stormwater master plan. The Community Assistance Visit (CAV) to assess the Village's compliance with the minimum standards of the National Flood Insurance Program (NFIP) was performed in March of 2012 and a Preliminary CRS Credit Worksheet was established, which outlines the anticipated CRS rating. This CRS rating will afford the residents of the Village a reduction on flood insurance once implemented.

The Department hired a Stormwater Utility Account/Grant Specialist to manage stormwater utility accounts in FY 2011-12. Residential and commercial property audits for compliance with the Village's stormwater management ordinance commenced and are ongoing. The Department has identified additional stormwater utility revenue in the amount of \$6,449.28 on an annual basis as a result of internal audits performed in FY 2011-12. The Stormwater Utility fees collected on behalf of WASD in Fiscal Year 2010-11 provided funding to pay the \$9,000 annual NPDES Permit Fee, \$16,500 for maintenance of canal drainage systems and \$30,000 expended for on-going preventative maintenance performed through manual inspections, cleaning, and repair of sub-basin structures, inlets/pipes and outfalls.

Funding was also expended for the creation of GIS layers for storm drains in Palmetto Bay excluding US-1. The data set includes gated communities and 11 additional GIS layers mapped during the field survey inclusive of photographs. This allows for collection of historical data and provides a record of maintenance for each drain structure.

## *Budget Message*

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The Stormwater Utility fees collected in Fiscal Year 2011-12 will provide supplemental funding for drainage improvement projects in FY 2012-13, and serve as a funding match for future grants. The anticipated annual \$450,000 revenue in Fiscal Year 2012-13, plus prior year carryover from Stormwater Utility fees, will continue to fund drainage improvement projects in Fiscal Year 2012-13. Revenue will be expended on the continued design and construction of projects planned in Fiscal Year 2011-12. The Department will continue to apply for funding to implement the priorities identified in the Stormwater Master Plan. A civil engineering firm will be retained to update the Stormwater Master Plan to incorporate new findings and map sub-basin improvements completed. Public Works continues to update its stormwater website page with educational outreach material and further provide stormwater information on WBAY Channel 77.

Stormwater utility funds for FY 2012-13 have been allocated to pay the \$6,207 annual NPDES Permit Fee, \$16,000 for maintenance of two (2) canal drainage systems and \$25,000 allocated to fund the on-going preventative maintenance performed through manual inspections, cleaning, and repair of sub-basin structures, inlets/pipes and outfalls. Public Works, Planning and Zoning and the Building Department will continue to work together to obtain credits to establish its Community Rating System (CRS) rating in an effort to reduce the flood insurance cost for residents of the Village.

**Transit Initiatives (I-BUS Transit Circulator)-** Citizens' Independent Transportation Trust (CITT) provides 20% surtax proceeds to local governments for transit uses in the form of circulator buses, bus shelters, bus pullout bays, and other transit-related infrastructures. In Fiscal Year 2011-12, the Department continued its efforts to increase ridership with surveys and outreach at schools and churches. The fixed route has been revised to more efficiently service peak transit hours. The Department is working continuously with Miami-Dade Transit and neighboring municipal agencies on route efficiencies and programming needs to improve ridership throughout the Village.

In Fiscal Year 2012-13, the Department expects to boost ridership with the development of user friendly outreach material, marketing/advertising, and further enhancement of web based information inclusive of LIVE web based shuttle bus tracking system. Route enhancement study is planned for strategic restructuring of current routes inefficiencies and to provide connectivity to nearby high schools and middle schools within a two mile radius of the Village. Miami- Dade Transit has approximately 44 bus stops within the Village of Palmetto Bay. New bus benches and sidewalk connectivity along Miami Dade Transit and Village operated bus routes will be recommended for installation in FY 2012-13. The Department is proposing to hire a third part time operator dedicated to servicing public and private school transit routes. Also, this third transit operator (swing shift operator) will provide flexibility for unplanned special events and provide extended transit service during the winter holiday season.

**Street Signage Program -** In Fiscal Year 2011-12, the Department awarded a contract for the fabrication and installation of mast arm internally illuminated street name signage at signalized intersections with installation to commence in September of 2012. GIS mapping of all street name signs, mast arm signage and the condition of each sign was completed this year. GIS mapping will assist the Department with locating missing street signs in the event of disaster and provide a management system to document maintenance and repair efforts. The Department continues to install co-designation street name signage. This year the Village co-designated SW 77 Avenue from

## *Budget Message*

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SW 144 Street to SW 152 Street as “Samantha Jade Trebbi Ave”. The Department replaced one damaged street sign and replaced 11 damaged street poles. The Department has replaced 484 faded finials under warranty and will continue these efforts.

**Right-of-Way and Swale Enhancement (Beautification)** - The Village received Tree City USA recognition for the fourth year and was also awarded the Tree City Growth Award for its outstanding accomplishments and continued commitment to the greening of Palmetto Bay and for improvement and growth of local trees. The landscape planted improves the public image and level of neighborhood streetscape. In Fiscal Year 2011-12, the Department planted streetscape to beautify its rights-of-way and swales along various neighborhood streets consisting of over 200 trees consisting of Live Oaks, Cassias, and Silver Buttonwood in the right place and where sufficient right-of-way existed. The Department also planted ground covering in the traffic circle at SW 168 Street and SW 87 Avenue and SW 160 Street and SW 82 Avenue, replaced/installed ground covering around the entrance monuments and Public Works facility’s monument sign. Approximately 336 trees were donated from five sponsors and were given away at the Village’s second annual Tree Giveaway Program which took place in conjunction with the 2012 annual Arbor Day celebration.

In Fiscal Year 2012-13 the Department will continue to maintain Tree City USA status with a proposed budget of \$50,000 to support the annual requirement of at least \$2 per capita for the maintenance and installation of new street trees and landscape throughout the Village. The Village is committed to going beyond the standards of Tree City USA to receive the Growth Award for a second year in Fiscal Year 2012-13.

The Department expects to plant trees and ground covering in Fiscal Year 2012-13 consistent with the tree species planted in Fiscal Year 2011-12. The Department will update the Street Tree Master Plan to reflect the street planting installed in the Village since its incorporation and to develop a streetscape plan for US-1 Corridors and other minor residential streets within the Village’s boundaries. The Department in conjunction with the Tree Advisory Board will implement a Beautification Program to create a greener Palmetto Bay in 2012-13. The Tree Advisory Board and the Department will also apply for grants to fund future greening efforts of the Village. The Department will propose an Adopt a Road Program in FY 2012-13 for implementation in FY 2013-14.

**Federal Stimulus/Transit Assistance** - In Fiscal Year 2012-13, the federal transit stimulus funding from Miami-Dade Transit Authority (MDTA) in the amount of \$240,401 will be used to construct a parking lot for parking Village buses, ADA compliance at bus stops, and bus stop signage installation/enhancements at Village IBUS bus stop locations.

### **Planning & Zoning/ Code Compliance**

The Department of Planning & Zoning, is comprised of two (2) divisions: Planning & Zoning and Code Compliance. The Planning & Zoning Division is responsible for providing technical and professional recommendations to ensure strict adherence to the Village’s Comprehensive Plan, Land Development Code, and any other concurrency regulations. The goal of the Planning and Zoning Division is to ensure the planning and zoning needs of residents are met in a timely and efficient

## *Budget Message*

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manner through a cost-effective process. The Code Compliance Division is responsible for educating the public on the Village's code compliance regulations and enforcing those regulations in the utmost professional manner. The overall goal of this division is to ensure the safety, health, and welfare of each resident in a responsible and professionally sensitive manner.

- **Comprehensive Plan** – The Comprehensive Plan, the guiding document for smart growth and development throughout the Village, became effective in Fiscal Year 2005-06 and continues to be the guiding document for land development decision-making in the Village. The Village initiated its first Evaluation and Appraisal Report (EAR) of the Village's Comprehensive Plan in January 2012, as mandated by Statute. This evaluation provides a formal occasion for the Village to assess its progress in attaining adopted objectives and an opportunity to review earlier goals for continuing relevance. The EAR is scheduled to be completed in August and will subsequently be transmitted to the appropriate State and County Agencies. In October 2011, the Planning and Zoning Department completed an annual update of the Village's Capital Improvement Element of the Comprehensive Plan and the 5-Year Capital Improvement Program. The Planning and Zoning Department will continue to work with other departments on the continued updating of the Village's 5-Year Capital Improvement Program.
- **Land Development Code** – During Fiscal Year 2011-12, the Department continued to review and modify the Village's Land Development Code. The 12 amendments that were initiated and completed included, but were not limited to, amendments to the Art-In-Public Places (AIPP) and Historic Preservation boards, aligning them with Miami-Dade County's rules; State mandated changes to the Village's gun and flood ordinances, changes to public notice procedures for zoning applications; rules relating to zoning appeals, and the implementation of the Landscape Mitigation Program. Other amendments include updates made to the sign ordinance and the alcoholic beverages code. The department completed implementation of a Moratorium Ordinance and is now reviewing the Code in preparation of an ordinance that will provide uniform development standards for nonresidential uses in residential zoned areas.
- **Zoning** – During Fiscal Year 2011-12, the Village held six zoning hearings and received eight applications for public hearings. On April 2, 2012, the Landscape Mitigation program was adopted. In support of that program, a Master Landscape Plan will be developed to guide its implementation.
- **Code Compliance** – The Palmetto Bay Code Compliance Division is an integral part of maintaining the vitality and quality of life in the Village and it continues to be responsive and resident-friendly. A system of Courtesy Notices remains in use and has been well received. This past year, Code Compliance closed 303 cases through a special master hearing process and the focused efforts of our code compliance officers. Since its inception in 2007, the Division is charged with enforcement of water restrictions. In Fiscal Year 2011-12, there were no water restriction violation cases. This significant drop in cases is due to the Division's direct communication with our residents to ensure water restrictions are adhered to in accordance with the requirements set forth by Village Ordinance and South Florida Water Management District adopted guidelines. The Department will continue its efforts to

develop user-friendly brochures and materials to enhance code compliance throughout the Village. Code Compliance will continue to target neighborhoods in transition as part of the Village efforts to ensure that all properties are maintained consistent with the Code. The neighborhoods impacted by foreclosures will continue to be monitored by the Division. In Fiscal Year 2011-12, the Division collected over \$112,290 in outstanding liens from banks and other financial institutions with foreclosed properties in the Village. In addition, the Division has spent \$18,539 (with \$10,933 recovered to date) through the Lot Maintenance and Abandoned Properties Program to maintain those properties abandoned as a result of the foreclosure crisis. These funds are recovered through the application of liens on properties that are cleaned up and/or maintained under this program. For Fiscal Year 2012-2013, the Division will continue to work with residents and business communities to ensure that properties are maintained according to Code and/or development agreements executed between the Village and property owners.

- **Art-in-Public-Places (AIPP) Program** – In FY 2006-2007, the Village was the first municipality in the southern portion of Miami-Dade County to develop its own AIPP Program that created a funding mechanism for the acquisition and installation of art in the public realm. The program is unique in that it assesses a very small art fee on both public and private development projects with very high construction valuations. Since the adoption of our AIPP Program, other cities in Miami-Dade County, such as Coral Gables and Homestead, have adopted similar legislation to promote public art. A five-member Advisory Board oversees the program. For Fiscal Year 2011-2012, a total of \$26,000 was deposited into the public art fund. Since its inception, a total of \$330,000 has been deposited into the public art fund, including several unsolicited private contributions from residents and local businesses. The Village will continue to enhance the public realm with the installation of permanent and temporary artworks, including the rotating art exhibit program at Village Hall and other public facilities. In addition, the Village will continue to increase its international presence by working with foreign cultural institutions to promote cultural awareness through the visual arts. An RFQ was released in July 2012 to secure a permanent art installation for the plaza at Village Hall. It is anticipated that this project will be completed during Fiscal Year 2012-13.
- **Geographical Information System (GIS)** – Development of the GIS began in Fiscal Year 2006-07. Since its inception, planning, zoning, water and sewer, group homes, historic structures, and flood zone layers have been added. Today, the GIS system improvements include monthly updating of property appraiser data, recordation of recent legislative actions (i.e. resolutions), revisions to the zoning and future land use map, and additional mapping layers. The GIS system enables the Village to conduct planning and zoning analyses at the parcel level. Phases of development have included the GIS layer of all zoning agreements, search tool for resolution numbers, migration of GIS Interface to the Microsoft.NET Framework, addition of an interface to the GIS Interface to search zoning resolutions, updated flood zone maps, the incorporation of the 2009 aerial photos to GIS, a webpage displaying details about Palmetto Bay zoning documents, and the integration of Code Compliance data into the GIS system. For the 2011-12 Fiscal Year, the Village completed the mapping of the Village's storm drains, street signs names, and sidewalks. This project provides Public Works with an inventory of all storm drains and sidewalks in the Village.

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The Village will continue to work with the Building Department to integrate the GIS system with the new building and planning software. The GIS consulting team and staff will work toward creating a project/document management system and a resolution editing system for the GIS. As the GIS capabilities are expanded, the Village will evaluate the feasibility of purchasing a new GIS server to improve the efficiency of the system.

- **Sidewalk Cafés** – In Fiscal Year 2004-2005, the Village developed a restaurant friendly sidewalk café ordinance, creating a pleasant outdoor dining experience for our residents, visitors and, on occasion, their pets. Currently, this department oversees a total of 17 permitted sidewalk cafés that are renewed annually. Reflective of past performance, the Department of Planning and Zoning believes the number of sidewalk cafés may continue to increase during the fiscal year to come.
- **Historic Preservation Program** – The Village developed its own program in fiscal year 2006-2007 to support the Village’s properties of historical, cultural, archeological and architectural merit. A five-member Advisory Board oversees the program. In addition, the Village conducted a historic structures survey to assist the Advisory Board in recommending designation of historic landmarks. The Historic Preservation ordinance was amended in July of 2012 aligning it with Miami-Dade County Code and the Board has begun to review the historic structures survey for those properties that may be eligible for Historic Designation consideration. Currently, the Board and staff continue to work with Miami-Dade County Office of Historic Preservation to conclude the designation process of the rock walls along SW 152 Street & SW 168 Street. The Village is home to four County designated historic homes, one national historic landmark (Deering Estate), and several archeological sites that date back 10,000 years.
- **Local Business Tax Receipt** - During Fiscal Year 2011-2012, the Planning and Zoning Department implemented a joint program for Certificate of Use and Business Tax Receipt in order to ensure that all businesses are properly located, are compliant with all applicable regulations, and are current on their required business tax. The program has achieved an average compliance rate of 90% for new and existing businesses. In Fiscal Year 2011-2012, the program collected \$44,753.45.

### **Building and Capital Projects**

In Fiscal Year 2008-09, the Building & Permitting Department transitioned from an outsourced provider to a mostly in-house staff. The transition began in April 2008 and has brought remarkable improvements to this Department. Recommendations from the latest Building and Permitting Committee, which sunsetted in April 2012, will be introduced as adopted by Council during the upcoming fiscal year. The Department responsibilities include permitting, inspections, and supervision of the capital projects for the Village. In FY 2010-2011, all Zoning plan reviews and inspections were transferred to the Department of Planning and Zoning to better align responsibilities and functions in the respective Departments.

**Building Permitting Activity** – Approximately 3,400 residential and commercial permits were issued in Fiscal Year 2011-12, representing a modest increase of about 3% from the previous Fiscal

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Year. Permit inspections for Fiscal Year 2011-12 increased by 7% to a total of 9,750 inspections. This increase in inspections is directly attributable to improved tracking and supervision of field inspectors and tracking of passing and failure rates. In Fiscal Year 2012-13, a modest increase is forecasted in both permitting activity and inspections as overall economic conditions continue to improve. Revenues for Fiscal Year 2011-12 are projected to be approximately \$780,000, while revenues for Fiscal Year 2011-12 are projected to rise to \$800,000.

The Department also will continue making improvements to its “Permit Connections,” a portal by which the Village will communicate with customers, via new software as it becomes available. This system will allow staff to contact all interested parties as soon as a plan review is finished, which in turn will reduce plan processing time. Staff will also use this system to schedule appointments for inspections, provide inspection results, and allow on-line permitting. In the interim, the Department has started a call feature wherein customers are notified when the inspector is within 30 minutes of the inspection window for the scheduled inspection.

In addition, a tracking service was recently implemented that ensures quick review time of all plan submittals, tracking of inspections with pass/fail rates, and a customer-survey exit form that gauges the service provided by the permit clerks. At the present time, the residential plan review average is 1.28 days and commercial plans review average is 1.57 days. This is a vast improvement from the early days of this Division which averages 7 days for residential and 15 days for commercial. This current average turnaround time is the best in the County. All inspections are done by the next working day and we anticipate this trend continuing for the next fiscal year. The failure rate of all inspections is 20%, which is well within industry norms.

**Educational Publications**— In Fiscal Year 2010-11, the Department created several useful brochures and publications to provide key information to Village property owners, business owners, and potential investors. The Department will continue to update its web page during the upcoming Fiscal Year to better inform residents of the requirements and information needed on all applications. In addition to enhancing the web pages, we are proposing video clips to help explain the permit review process on our local channel 77. Lastly, staff is now planning bi-annual meetings with interested parties to allow for questions and recommendations for improvement.

**Green Initiatives and Certification** – The Department produced a flyer and a section in the resident newsletter on the importance of “greening” and the conservation of resources during Fiscal Year 2010-11. The Department, in cooperation with the Department of Planning and Zoning, presented to the Council a Green Ordinance for commercial activity that provided real incentives on all construction projects. In 2011-12, a residential Green Ordinance shall be drafted for consideration by the Council. The Department is also proposing that the Village become a member of the Florida Green Building Coalition (FGBC), Local Government Standards, and become a designated Green City member (and adopt the required changes). Lastly, two employees will attend LEED accreditation courses to become LEED accredited professionals.

**Capital Improvement Projects** – In Fiscal Year 2010-11, the Director of Building and Capital Projects supervised the completion of Phase 2 of Thalatta Park, along with the cornerstone of the future Downtown Palmetto Bay and our biggest project to date: the Municipal. In 2011, the

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concession building became the first municipal building to obtain LEED certification in Miami-Dade County.

The Building Official will now also function as the Village's Construction Manager, thus eliminating the need for outside assistance, which provides substantial savings for the Village. Additional matters related to maintenance and construction, RFP and RFQ for services, and other projects will also be managed within this Department.

### Administrative/Policy Functions

#### Human Resources

During the prior fiscal year, the Human Resources Department extended new training opportunities to employees, completed all required recruitment efforts, administered the employee benefits program, and responded to all personnel matters affecting employees and the Village, inclusive of confidential issues, employee disciplinary actions, and worker's compensation files. Other departmental accomplishments achieved in FY 2011-12 include the following:

- **Training and Professional Development:** During the fiscal year, the Department continued to focus its training efforts on safety initiatives. To that extent, employees from various departments were trained and certified to provide CPR and First Aid in the event of an emergency. Most were also trained in the use of the defibrillator units that the Village has purchased and installed at various facilities. At least one employee from each facility has been trained on the proper use of the equipment. Human Resources also partnered with the Policing Unit to organize the Operation Lookout training, initially provided to employees before bringing the concept to the general public. The training sessions were facilitated by Palmetto Bay police officers who taught employees to detect suspicious activities, identify relevant information, and report it accurately. Lastly, through a complimentary training offered by the National Crime Stop Program, Village personnel had the opportunity to learn new strategies to avoid becoming a victim of crime, adopt parking lot safety practices, and prevent identity theft and credit card fraud. The capstone of the comprehensive safety program will be training for all Village employees on new safety standards and procedures. Future planned activities include training on health and wellness, management and supervisory strategies, sexual harassment, and cultural diversity.
- **Recruitment:** During Fiscal Year 2012-13, the Human Resources Department initiated and processed 12 recruitments for new and existing positions, which are approved in the Adopted Budget. For new positions, the recruitment process involves the development of a position description and classification. The description, classification and salary of the position is determined after surveying comparable cities and positions, as this practice is consistent with one of the main departmental goals to attract and retain highly qualified employees. For existing positions, a review and update approach is followed. All recruitments require the advertising of the position, screening of job applications, and the processing of a background review. During the course of the fiscal term, the Department completed the hiring and new employee orientation for 3 full-time positions, 6 part-time positions, and 11 seasonal employees.

- **Benefits:** The Department worked with the Village's insurance representative to shop the insurance market and solicit quotes from ten national and local insurance carriers for all current insurance policies, following notification from the existing carrier of a 25% rate increase. Staff carefully reviewed the various policies and options offered by each carrier. Due to budgetary constraints, the Village shifted its insurance policy to a different carrier and, to lessen the amount of out-of-pocket expenses, the Village offered a medical bridge plan in concert with the new insurance policy. The shift represented a significant savings to the Village on healthcare costs, while still providing meaningful coverage to the employees.

Following Council policy to provide benefits to domestic partners, the department established a policy and process to administer the Domestic Partnership Ordinance and this year, the department partnered with a carrier that is offering the benefit at no additional cost to the Village. Lastly, for the benefit of all full-time employees, an Employee Benefits fair was recently held, giving employees direct access to our existing carriers and vendors to respond to their individual inquiries. Additionally, presentations were conducted as part of the event, covering a variety of topics from investment strategies to identity theft protection.

- **Eden Software Implementation:** The Human Resources Module was launched in 2011. The module allows for easy access to information concerning an employee's status, compensation, benefits, deductions, contact and emergency information, and evaluations. The launch of the HR module was followed by the implementation of the Applicant Tracking module to capture position and recruitment information, applicant contact information, and Equal Opportunity Employer (EOE) data. The Department is now working with the Finance Department to launch the Online module which allows users, inclusive of employees and potential applicants, to access the system and apply online, look up their own personal information and status, record their time worked, and submit information to the Department electronically.
- **Other Initiatives:** In an effort to continue to recognize the contributions made by Village staff, the Department implemented the first Employee News web-based newsletter which provides important news and announcements to employees, a health and wellness section, and other information intended to recognize employees and boost morale. Presently, staff is working with the Communications Manager to develop an online Employee portal to serve as the repository for personnel forms and documents, as well as an informational site for employees. The Department also organizes monthly and seasonal employee recognition activities.

The Department will continue to implement new initiatives during this upcoming year to ensure that employee morale remains high particularly in the wake of uncertain economic times. The Department will also seek and promote professional development opportunities and employee training for Village staff in an effort to enhance performance and service delivery, and will continue the periodic review and update of the Personnel Policies and Procedures Manual and other personnel policies.

### Finance Department

For Fiscal Year 2011-12, the Finance Department received the Distinguished Budget Award from the Government Finance Officers Association for the seventh straight year. The Department also received the Certificate of Achievement for Excellence in Financial Reporting for the Village's Comprehensive Annual Financial Report for the sixth consecutive year. The Village's financial condition was in excellent shape as of September 30, 2011, as reported by the Village auditors, Cherry, Bekaert & Holland LLP.

In Fiscal Year 2011-12, the Village went through an external auditor selection process, which resulted in the selection of Cherry, Bekaert & Holland, LLP as our new auditors. The Finance Department assisted in the transition of the auditors for the fiscal year 2010-11 audit. The Village of Palmetto Bay's credit rating was reviewed by Standard and Poor's rating agency. The Finance Department prepared the information for that review, which resulted in the reconfirmation of the Village's AA rating with a stable outlook.

During Fiscal Year 2012-13, the Finance Department will continue implementing recommendations from the auditors. The recommendations centered on improving internal controls, through better segregation of duties, strengthening policies and procedures and reviewing financial software access.

### Office of the Village Manager

Since incorporation in 2002, the Village has been committed to building a community for the residents of this highly attractive area of Miami-Dade County. Originally deemed a "diamond in the rough," Palmetto Bay has emerged as a premier municipality offering well-appointed parks and municipal facilities, safe streets, top-rated schools, and a wide range of programs and services that add to the quality of life of approximately 23,500 people who live, work, and play here.

The Communications Manager/Public Information Officer (PIO) utilizes cutting-edge means of communications to effectively attract, engage, and retain various audiences. Residents, businesses, community organizations, and the public in general benefit greatly by this department's ongoing efforts at encouraging two-way communications, fostering transparency/accessibility in government, and projecting a positive public image of this municipality.

Throughout Fiscal Year 2011-12, the Communications Office continued to streamline existing forms of electronic communications (e-newsletters, main website, etc.) while maximizing use of highly effective social-media. Facebook and Twitter campaigns, in particular, serve to harness audience interest, drive traffic to the Village website, and significantly enhance public participation in the government process.

Also in 2011-12, upon direction of the Village Council, Government Access TV was introduced to residents – whereby providing the missing link in the Village's overall communications program. Palmetto Bay's designated Comcast TV Channel, branded in early 2012 as WBAY Channel 77, complements the Village's overall communications goals and enhances our image as a desirable, well-managed municipality.

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In Fiscal Year (2012-13), this department will stay the course by fortifying and streamlining delivery of key information, resources, and messaging. Proven communications tools and methods will be used to foster greater interest and participation in the local government process, services, and programs. Also in the year ahead, a heavy emphasis on video communications will require additional time, attention, and resources to successfully move beyond the initial start-up phases of 2011-12.

**Video Services** - Government transparency and accessibility is significantly enhanced via video coverage of public meetings. Staff is committed to providing an highly effective, quality video-communications program that enhances “government transparency” through convenient, efficient, real-time public access to the local governing process. Utilizing the advanced technological systems built into our new Council Chambers, staff will continue to build upon the following channels of communications:

- **Live Streaming Video** – Allows convenient live-streaming viewing of scheduled Council Meetings over the internet.
- **Video on Demand** – From a centralized, up-to-date library on the Village website, citizens may view past meetings at their convenience. They may also establish RSS subscriptions, to automatically download the most recent content. This new service also enables audiences to share videos over social networking sites, such as Facebook and Twitter, and through e-mail newsletters – all which increases visibility and viewership.
- **Government Access Channel** – The Village will continue to provide government access cable-TV coverage of public meetings via Comcast Cable Channel 77. Staff will capitalize on the professional branding of WBAY Channel 77, all the while ensuring we maintain broadcasting standards set forth by Florida Statutes regarding local broadcast coverage of public meetings.

**Miscellaneous Traffic Stats** – On a weekly basis, we are seeing more than 165 weekly internet hits on the Village website to streamed- and/or archived-meetings videos. A total of 3,300 Comcast Cable subscribers in the Village broadcast area have the ability to tune in WBAY Channel 77 from their homes. Staff is coordinating with additional home-TV service providers in the year ahead to expand the market penetration of Government Access TV broadcasts throughout our 8,000-home viewing area.

**Village Website** – Staff professionally maintains a robust Village website that reflects our commitment to providing top-quality municipal services and easy access to information. It is imperative that our website maintains a high quality, up-to-date, inviting presence – while at the same time is functional and easy to use.

For a community of 23,000 residents, Palmetto Bay’s website is extremely well used, with more than 61,000 unique visitors over the last year (Aug. 1, 2011 - July 31, 2012). Those unique visitors accounted for 105,000 actual visits to the site over the one-year period – or about 300 visits per day. Most people viewed about 3 pages per visit, accounting for 306,000 pageviews. Not surprisingly, about 60 percent of those page views included a combination of a Homepage visit and a Human Resources visit. But among the top 25 pages, Coral Reef Park, Parks and Parks Rentals, Agendas & Minutes, Village News, and Police ranked among the most popular website destinations.

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Also among the top 25 most-visited pages: the “Streaming Media Archive” page, with 2,600 page views. These are visitors locating links for live-streaming and/or on-demand meeting broadcasts – evidence of a growing reliance on video-based communications among Village residents.

**Social Media** - The Village is building a significant presence among the world’s major social media networks: Staff is fully exploiting Facebook, Twitter, and YouTube due to their continued popularity and intrinsic ability to elevate the Village’s internet presence. New-age communications and upfront positioning on the internet serve to harness and re-direct traffic to our more traditional communication base: the Village website. Social media also is a means of providing immediate notification of Village happenings and events – in real-time. Social Media also is used to effectively convey severe weather information and Police notifications.

The Village enjoys a growing presence on the following interactive communications networks:

- **Facebook** - Subscriber volume, which is measured by the number of followers who “Like” the Village Facebook is presently at about 950. During any given week, 2,000 unique visitors view the Village Facebook “Wall.” The “Events” section of Facebook is a well-used feature that is essential to promoting Village-sponsored activities and community events. We also use the “Photo Gallery” to publicize coverage of events, lost dogs, etc. – very popular features among new and existing users.
- **Dog Park Facebook** - We also enjoy growing interest in our Facebook for animal lovers, the Palmetto Bay Dog Park Facebook. This wall is where residents share lost-and-found information and photos of their pets. The Village uses the wall to post park maintenance notices and other helpful resource information. Currently, we boast 300 regular users – a near doubling of “Likes” in the past year.
- **Twitter** – With about 210 users, we continue to generate new followers on Twitter at [Twitter@PalmettoBayHome](https://twitter.com/PalmettoBayHome), by generating more than 20 tweets weekly – a healthy volume for this medium. In the year ahead, we plan to increase Twitter use, as its fast-delivery format appeals to an enormous and unique audience of resident-, business-, and organization-user groups.
- **YouTube** – Similar news on the YouTube front; We will target growth of this under-used network to drive new traffic to our mainstream communications center, the Village website, where visitors will be exposed to -- and in turn participate in – Village services, programs, and the government process in general.

**Electronic Newsletters** - Our resident newsletter, “e-Currents” continues to serve the community well, with more than 250 new subscribers in the past year for a total base of 1,600 recipients. We also continued to publish “Seniors-on-the-Go” for our active senior audience (with more about 280 subscribers). These vehicles inform residents about on-goings, activities, and Village events; and provide one-click links to the Village homepage, Facebook page, etc. In addition, we distribute “Media Advisories,” as-needed, to more than 200 members of the news media.

### Office of the Village Clerk

As one of the three Charter Officers reporting directly to the Village Council, the Village Clerk's office remains committed to serving the Village Council, the public, and Village Hall staff. Her responsibilities include providing administrative and secretarial functions to the Village Council, acting as liaison between the public and the Council, managing public records, serving as the Supervisor of Elections, coordinating IT functions to ensure that employee productivity does not suffer. This Fiscal Year (through July 31, 2012) the Village Clerk attended ten Regular Council Meetings, nine Special Council Meetings, six Zoning Hearings, and seven Committee of the Whole meetings, preparing notes and minutes for historical and permanent retention. Eighteen Ordinances and 91 Resolutions were indexed to date (last Fiscal Year, 23 ordinances and 94 resolutions were passed.) On behalf of the Mayor and Council, 40 Proclamations and 10 Certificates of Appreciation had been written and presented. Additionally, with regard to public records management, approximately four cubic feet of documents were digitally imaged (over 3.0 Gb of material) and the inventory of the off-site storage facility (for records of shorter retention periods) continues to be maintained by the Clerk's office. Additionally, the Village Clerk served as the Secretary to the Charter Revision Commission, which recently completed its task, and is currently in the process of providing assistance to all candidates in preparation of the November 6, 2012 election, including coordinating efforts with Miami-Dade County Elections Department and securing appropriate translations of the Charter.

The Clerk's office continues to provide service to the Village Council by facilitating and supporting the administrative function of the Village. In addition to other responsibilities, the Village Clerk manages the Council calendar, communicates citizen requests to the appropriate Council member, drafts speeches, prepares correspondence to constituents and other governmental agencies for Council signature, and produces all Agenda packages. The Clerk continues to meet monthly with the Manager and the Department Heads for Agenda Review Meetings prior to all Village Council meetings to ensure that the Village Manager is able to timely review and approve all items for production by the Clerk and her staff. Additionally, the Clerk is serving as secretary to the Educational Compact Advisory Committee and provides support concerning Sunshine Laws to all advisory committees. The Clerk's office works closely with the Village's IT Consultant in order to insure that all technology-related tasks are appropriately resolved and that fiscally responsible solutions are offered. In addition to being a Certified Municipal Clerk, Clerk Alexander is a Certified Microsoft Professional, trouble-shooting and resolving many software and hardware matters, thus resulting in cost savings to the Village.

### Office of the Village Attorney

The Office of the Village Attorney provided outstanding service to the Village in Fiscal Year 2011 - 12. With the assistance of the Planning and Zoning Department, the Village Attorney drafted several ordinances to update the Land Development Code, and to ensure that the Code is tailored to the needs of the Village and meets the direction of the Council; drafted and updated, consistent with FEMA and State requirements, the Village's Stormwater Ordinance; drafted all ballot questions relating to amending the Village Charter; assisted the Village in the negotiation and preparation of all agreements, contracts, grant applications, bonding and other applications as required by the Village; assisted in developing contracts relating to the selection and contracting of Art in Public

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Places (AIPP) Program; vigorously defended the Village's position in the litigation relating to the Palmer Trinity appeal of the 2008 and 2010 zoning decisions and assisted in obtaining final hearings in conjunction with same; monitored the FPL power plant and transmission line applications and issued agency report; assisted the Building and Capital Projects Department in updating its permit applications and forms; and successfully implemented and completed the Village's Shed Amnesty Program. The Village Attorney assisted the Charter Revision Commission with its efforts to review and update the Village's Charter. For the benefit of the Village's administration, the office developed, reviewed, and finalized grant agreements, in addition to drafting and reviewing all architectural, construction, and service contracts to insure legal accuracy and appropriateness. The responsibilities of this office also include assisting code compliance, on an as-needed basis, and filing foreclosure actions, when applicable, due to unpaid liens issued for failure to comply with the Village's Code. In accordance with the Council's direction and based upon outstanding litigation relating to property rights issues, the Village Attorney has allocated a litigation contingency budget.

### The Village Council

As the Village Council continues its responsibility to utilize its leadership and respond to the needs of the residents of Palmetto Bay. To further enhance our quality of life, several legislative actions were taken in the Fiscal Year 2011-12:

- Created the "Green Corridor PACE District" in order to establish a separate legal entity in conjunction with Cutler Bay, Coral Gables, Miami, Pinecrest, South Miami, and Miami Shores to finance energy related improvements, further the Village's effort to be green.
- Mandated that all Boards and Committees allow public comment at the end of each meeting in order to encourage public participation.
- Modified the Code regulating signs in order to ensure that the Village remains aesthetically pleasing.
- Amended the Code to provide clarification concerning required mailed notice to neighbors who may be impacted by zoning applications coming before the Council.
- Created a process to allow for a landscaping mitigation program to allow for an alternative method for funding trees and shrubs to be planted in the right-of-way.
- Provided for an administrative waiver process to expand the use of the Edward & Arlene Feller Community Room by allowing free use by non-profits or community groups.
- Enacted a moratorium to allow time for modification of zoning ordinances.

Additionally, the Mayor and Village Council remains committed to improving infrastructure and enhancing parks; thus, the following items were passed:

- Authorized the Village Manager to enter in a contract to provide canal maintenance.
- Authorized continuing resurfacing and striping throughout the Village roadways.
- Entered into a professional service agreement for preparation of an application for inclusion in the National Flood Insurance Community Rating System.
- Further authorized additional sidewalk improvements to be completed within the Village.

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- To ensure roadways would be passable following storms, the Council authorized the issuance of a purchase order to provide continued storm drain cleaning throughout in the Village.
- In order to improve drainage throughout the Village, authorized Work Orders and Project Design for drainage improvement projects throughout the Village (Areas 1 through 8 and Sub Basin 10).
- Passed appropriate actions to improve our Parks and ensure fun and safety for all, such as: installation of a new playground at Coral Reef Park; extended the contract so that the Palmetto Senior High Panthers can continue their winning streak; and installation of outdoor fitness station at Palmetto Bay Park.

The Village Council enjoys its partnership with several South-Dade communities. In an effort to continue working with other governmental entities, the Village Council passed the following:

- Again, Encouraged the State of Florida to fund and undertake the restoration and permanent hardening of canal banks within the Village.
- Supported Miami-Dade County in its efforts to seek penalties be written into State Law for absentee ballot fraud.
- Supported the proposed ban on cellular phone texting or instant messaging while driving.
- Supported the State bills that would specifically establish a level playing field for all public schools by extending the current statutory flexibility afforded charter schools.
- Opposed all State Bills that proposed the depopulation of Citizens' Property Insurance Windstorm Pool.

The Mayor and Council remain committed to enhancing the quality of life of all residents within Palmetto Bay. Their actions evidence the dedication of these public servants.

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### Fiscal Year 2012-13 Proposed Budget Message Summary

The Fiscal Year 2012-13 Proposed Budget:

- **Enhance Government Accessibility** – The Budget outlines the process by which existing and emerging communication technologies will foster interaction between the Village and its various audiences.
- **Achieving Excellence in Financial Reporting** – The Budget allows the Finance Department to provide timely submission of documents to budget excellence award programs.
- **Maintain High Response Times** – The Village’s Policing Unit has maintained one of the best response times for emergency and non-emergency responses among Miami-Dade County agencies. The Budget strives to maintain this trend.
- **Enhance Quality of Life** – The Budget will continue to support the Village’s goal of providing a safe, clean, and attractive environment for residents on any given day of the year.
- **Quality Legal Services** – The Budget provides for continuation of quality legal representation.
- **Community Outreach** – The Budget supports the Village’s Policing Unit in efforts to work with neighborhood schools and residents to strengthen the relationship between police and the community.
- **Strengthen the Village’s Identity** – The Budget requires that various municipal departments work together to enhance and promote a positive public identity.
- **Maintaining the Community** – The Budget allows departments to upgrade and maintain an infrastructure that sufficiently supports the physical environment of our community.
- **Grant Applications** – The Village will continue to seek and secure funding from various government and agency sources to continue efforts to build and enhance our community.
- **Parks and Facilities Maintenance** – This Budget provides funding to insure that Village investments in infrastructure and amenities that have been constructed for the benefit and use by this community are properly maintained in an efficient, preventative, and proactive manner.
- **Human Resources** – Continue to attract and maintain highly qualified, ethical personnel and ensure high employee morale, while continuing to promote professional development and provide job related training among Village staff.

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## *Budget Message*

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To the Mayor, Vice Mayor, and Village Council: a note of thanks for your positive policy positions in support of making the Village more open to the community. Our residents will continue to benefit significantly due to your outstanding efforts and commitment to open and participatory governance.

All Village employees continue to be appreciated for their dedication and contributions to the benefit of this outstanding small Government. With your support and belief in a culture of “high customer service”, and your devotion to this principle, this Village has developed a government that benefits the entire community.

Sincerely,

A handwritten signature in black ink, appearing to read "Ron E. Williams". The signature is fluid and cursive, with a large initial "R" and "W".

Ron E. Williams  
Village Manager



**BUDGETARY &  
FINANCIAL POLICIES**

### ANNUAL BUDGET PROCEDURES

The annual budget procedures the Village follows are a result of the requirements of Florida Statute Chapter 200.65 known as TRIM (truth in millage) and the Village Charter.

#### **TRIM:**

The Village is required to hold two public hearings for adoption of a property tax rate and budget. The first public hearing is advertised by the Property Appraiser, mailing to each property owner a TRIM notice. In addition to notification of this first public hearing, the TRIM notice contains the following information:

1. Prior year millage rate.
2. Current year proposed millage rate.
3. Current year rolled-back rate.
4. The date, time and meeting place of the Tentative Budget Hearing.

The second public hearing is advertised by means of a ¼ page newspaper advertisement. Accompanying this advertisement is a summary of the revenues and expenditures contained within the budget tentatively approved at the first public hearing.

#### **The Village Charter:**

Section 3.3 (5) requires the Village Manager to prepare and submit to the Council a proposed annual budget and capital program.

Section 4.5 sets the criteria for the adoption of the budget as follows:

4.5 (A) Balanced Budget. Each annual budget adopted by the Council shall be a balanced budget and adopted in accordance with Florida law.

4.5 (B) Budget Adoption. The Council shall by ordinance adopt the annual budget on or before the thirtieth (30<sup>th</sup>) day of September of each year. If it fails to adopt the annual budget by this date, the Council may by resolution direct that the amounts appropriated for current operations for the current Fiscal Year shall be deemed adopted for the ensuing Fiscal Year for a period of fifteen (15) days and renewed by resolution each fifteen (15) days, with all items in it prorated accordingly, until such time as the Council adopts an annual budget for the ensuing Fiscal Year. An ordinance adopting an annual budget shall constitute appropriation of the amounts specified therein.

4.5 (C) Specific Appropriation. The budget shall be specific as to the nature of each category of appropriations therein. Reasonable appropriations may be made for contingencies, but only within defined spending categories.

## ***Budgetary and Financial Policies***

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Section 4.6 defines the Fiscal Year as follows:

The fiscal year of the Village government shall begin on the first day of October and shall end on the last day of September of the following calendar year. Such fiscal year shall also constitute the annual budget and accounting year.

Section 4.7 describes the circumstances under which the budget may be adjusted.

4.7 (A) Supplemental Appropriations. If, during any Fiscal Year, revenues in excess of those estimated in the annual budget are available for appropriation, the Council may by ordinance make supplemental appropriations for the fiscal year up to the amount of such excess.

4.7 (B) Reduction of Appropriations. If, at any time during the fiscal year, it appears probable to the Village Manager that the revenues available will be insufficient to meet the amount appropriated, s/he shall report in writing to the Council without delay, indicating the estimated amount of the deficit, and his/her recommendations as to the remedial action to be taken. The Council shall then take such action as it deems appropriate to prevent any deficit spending.

### **Budget Amendments:**

The Village of Palmetto Bay has a legal level of budgetary control at the departmental level. The legal level of budgetary control is the level at which Council approval is required to amend the budget. Department directors may reallocate funds within their department with the Village Manager's, or his designee's, approval. Reallocation of funds between departments needs an ordinance to amend the budget. Budget amendments are done mid and end of year if necessary.

BUDGET CALENDAR

<b>June</b>	Department Directors submit budget requests & capital improvements are reviewed.
<b>June 6</b>	Budget Workshop
<b>July</b>	Tentative Budget is prepared by Village Manager.
<b>July 1</b>	Certification of Taxable Value by the County.
<b>July 9</b>	Maximum millage rate adopted.
<b>August 4</b>	Notify the Property Appraiser of Proposed Millage Rate.
<b>August 8</b>	Proposed Budget is published.
<b>August 24</b>	TRIM notices are mailed by County.
<b>September 10</b>	1 <sup>st</sup> Budget hearing.
<b>September 24</b>	2 <sup>nd</sup> Budget hearing and adoption of Budget and final millage rate.
<b>September 27</b>	Deadline for notifying Property Appraiser and the Tax Collector.
<b>October 24</b>	Certify compliance with Chapter 200, F.S. to the Florida Department of Revenue.

### BUDGET AND ACCOUNTING BASIS

The basic building block of governmental finance is the “fund”. Generally accepted accounting principles (GAAP) provides the following definition of a fund:

A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

The Village of Palmetto Bay uses two Governmental funds, the General Fund and Special Revenue Fund. The General Fund or Operating Fund, as it is generally referred to, accounts for traditional governmental services such as Police, Park and Recreation and the administrative departments. Revenues such as property taxes, State taxes, and charges for services are also recorded in the General Fund. The General Fund is the only fund for which a budget is adopted.

The Special Revenue Funds are used to account for revenues or grants that are for a specific purpose. The Village is currently using the fund to account for capital projects, Art-In-Public-Places, park improvements, Public Works operation and transportation improvements, Transit, Stormwater Utility, and public safety. The financial statements presents the Special Revenue funds as four categories, Grants, Transportation, Stormwater and Other. The Capital Projects is presented as a separate fund in the financial statements. A capital outlay (expenditure) is an asset which has a value of \$1,000 or more, and has a useful economic life of more than one year; or assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset. The budget presented in the Special Revenue section is for planning purposes only.

The Village uses the modified accrual basis for both budgeting and accounting. The modified accrual basis is the recognition of revenues when they become available and measurable. Expenditures are recognized in the period goods and services are received or when liabilities have been incurred. Fund Balance is any excess of assets over liabilities for a fund. A negative fund balance is sometimes called a deficit.

## ***Budgetary and Financial Policies***

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### **FINANCIAL POLICIES**

The following policy statements are the basis of the daily operations of the Village of Palmetto Bay. The financial policy statements establish the rules by which the budget is implemented and monitored.

#### **Operating Budget Policies**

The Village will pay for all current expenditures with current resources. The Village will avoid budgetary procedures that balance current expenditures at the expense of future years, such as postponing expenditures, underestimating expenditures, or overestimating revenues to balance the budget. Florida Statute requires all municipalities to adopt a budget that is balanced which means the amount available from taxation and other sources, including balances brought forward from prior fiscal years, must equal the total appropriations for expenditures and reserves.

The budget will provide for adequate maintenance and repair of capital assets and for their orderly replacement.

The budget should be maintained to ensure compliance with the adopted appropriations.

The Village will prepare quarterly budget to actual reports.

#### **Capital Improvement Program (CIP) Policies**

The CIP will be reviewed every year as part of the budget process.

A capital budget will be presented based upon the Capital Improvement Element of the Comprehensive Master Plan.

Any operating costs associated with a capital improvement will be budgeted in the operating budget of the department responsible for its operation.

The CIP is to be funded where possible by local, state and federal assistance.

#### **Debt Policies**

The Village shall incur no debt unless the incurrence of such debt is approved by a majority of the Council. Any General Obligation debt must be approved by the voters.

The legal debt limits are set as follows:

- (i) Non-Ad Valorem Revenues (average of actual receipts over the prior two years) must cover projected maximum annual debt service on debt secured by and/or payable solely from such Non-Ad Valorem Revenue by at least 150%; and
- (ii) Projected maximum annual debt service requirements for all debt secured by and/or payable solely from such Non-Ad Valorem Revenue will not exceed 20% of Governmental Fund Revenues (defined as General Fund, Special Fund, Debt Service Fund, and Capital Projects

## ***Budgetary and Financial Policies***

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Fund), exclusive of Ad-Valorem revenues restricted to payment of debt service on any debt and any debt proceeds, based on the audited financial statements (average of actual receipts over the prior two years).

For purposes of the foregoing, “maximum annual debt service” means the lesser of the actual maximum annual debt service on all debt or 15% of the original par amount of the debt, in each case, secured by Non-Ad Valorem Revenues.

### **Revenue Policies**

The Village will be conservative, objective and analytical when estimating its annual revenues.

The Village will diversify its revenue streams to the fullest extent within state and local laws, to minimize the effects of short term fluctuations in any one revenue source.

Non-recurring revenues will not be used to balance the General fund budget.

### **Reserve Policy**

The Village will maintain at least two million five hundred thousand (\$2,500,000) in unreserved fund balance for disasters, unanticipated non-recurring expenditures, or expenditures approved by the Village Council.

### **Investment Policies**

The Village will invest idle cash in conformity with Florida Statutes 218.407.

Cash will be invested to provide cash flows sufficient to meet expenditures, while maximizing safety, liquidity and return, in order of priority.

### **Accounting, Auditing and Financial Reporting Policies**

The accounting system will maintain records on a basis consistent with Generally Accepted Accounting Principles applicable to local government.

Quarterly and annual financial reports will present a summary of financial activity.

An annual audit of the Village’s financial statements will be done by an independent public accounting firm.

### **Purchasing Policies**

Purchases will be made in accordance with municipal policies and procedures per Ordinance 03-09 and amended by Ordinance 07-02.

Purchases will be made in an impartial and competitive manner.



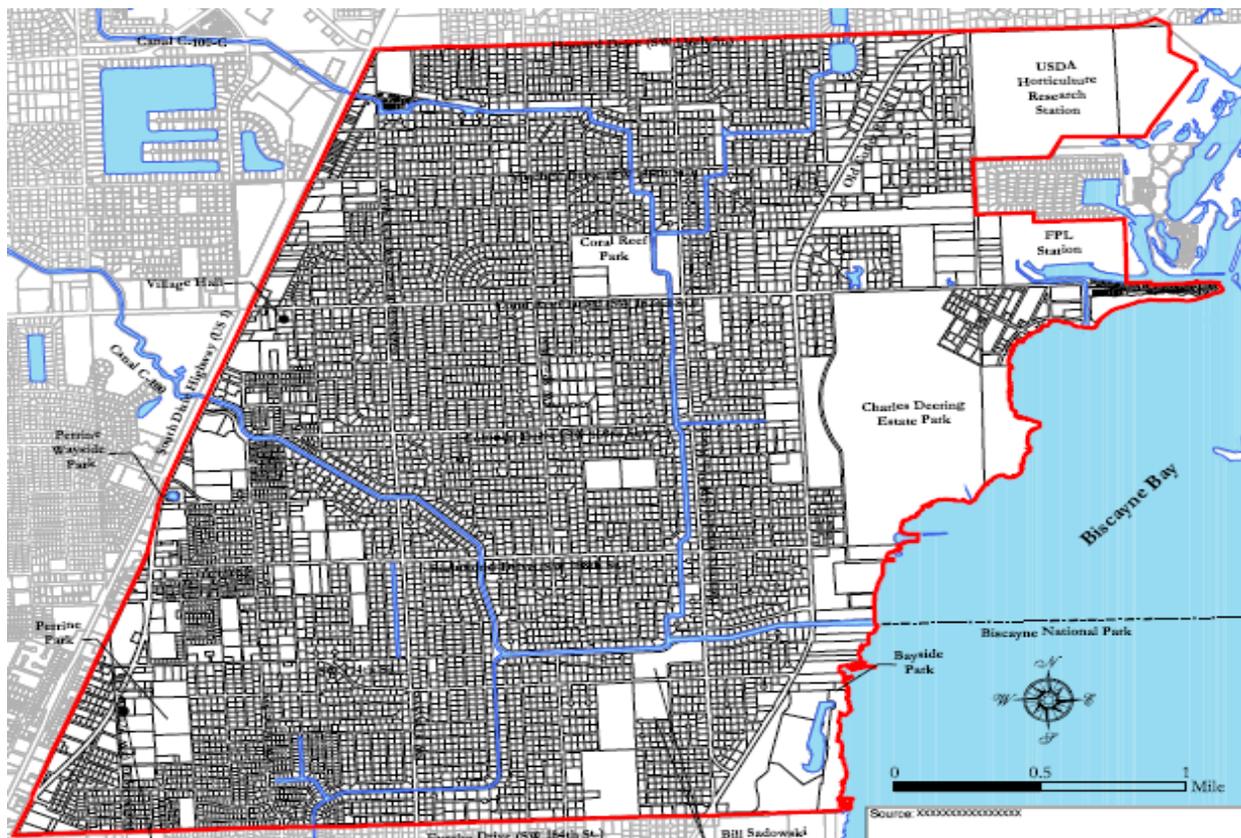
## VILLAGE PROFILE

## ABOUT PALMETTO BAY

The Village of Palmetto Bay is a vibrant community of more than 23,000 residents who enjoy its beautiful surroundings and family-oriented atmosphere. Situated immediately west of beautiful Biscayne Bay, Palmetto Bay offers unique recreational opportunities and bay access for all to enjoy! Additionally, the Village is home to excellent public schools, all of which have annually earned the grade “A” under the State of Florida’s A+ Plan, as well as exceptional private schools.

Village residents enjoy the benefits of an extensive park system composed of five Village-operated park facilities offering myriad of opportunities ranging from active to passive, recreation to preservation, ground activities to water recreation, and an outstanding view of Biscayne Bay! Its commercial corridor along South Dixie Highway is easily and quickly accessible from any location within Village limits. Restaurants, lodging and markets are a few of the service industries available to our residents and visitors.

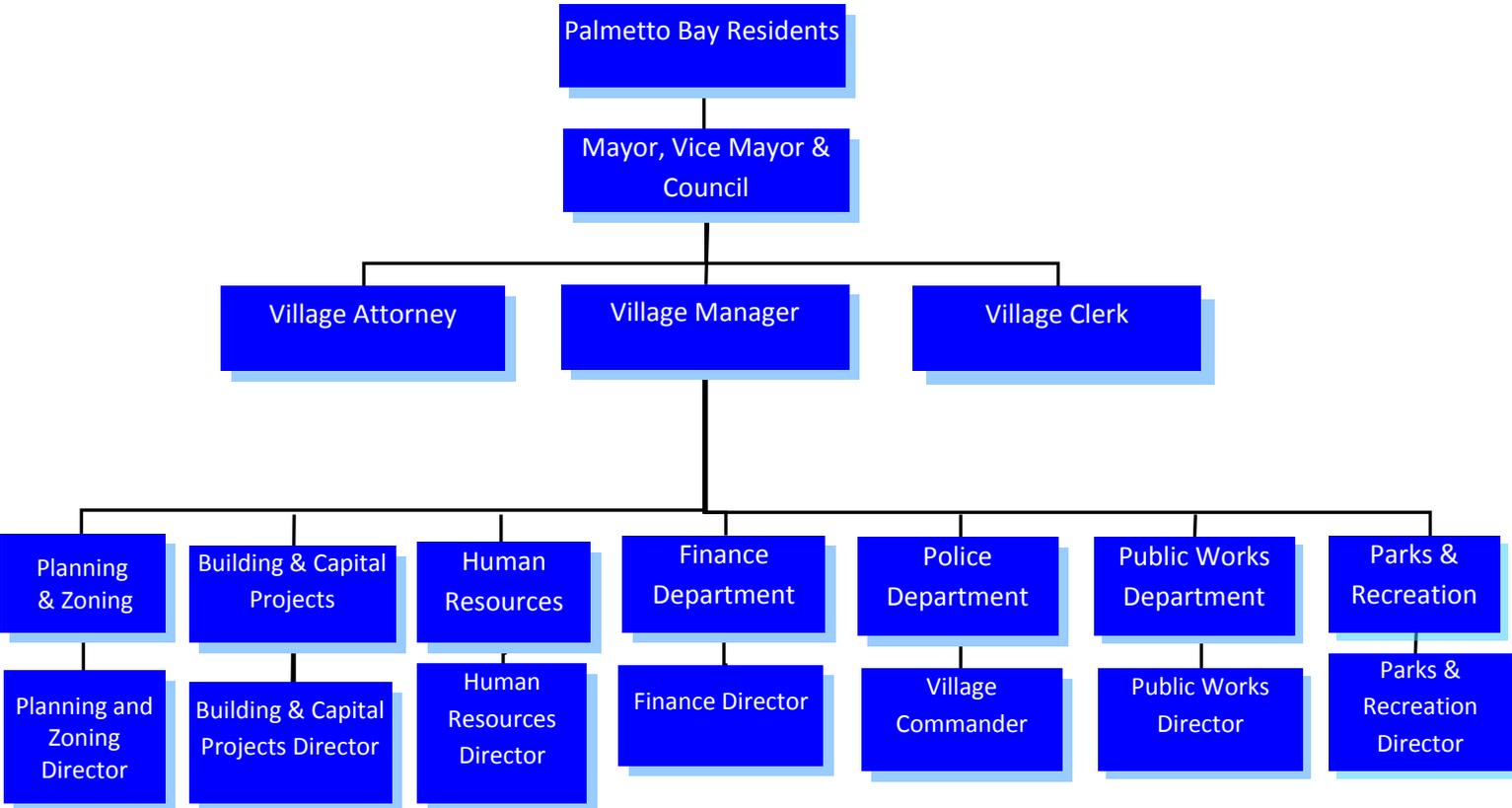
Incorporating on September 10, 2002, the Village of Palmetto Bay is the 33<sup>rd</sup> municipality in Miami-Dade County. The Village extends from the centerline of S.W. 136<sup>th</sup> Street, south to the centerline of S.W. 184<sup>th</sup> Street, expanding west to the centerline of South Dixie Highway, including the center-island, and east to Biscayne Bay.



<p><b><u>DEMOGRAPHICS</u></b></p> <p><b>Incorporated</b> 2002</p> <p><b>Area</b> 8 Square Miles</p> <p><b>Total Population</b> 23,410</p> <p><b>Median Age</b> 40.4</p> <p><b>Total Number of Households</b> 8,372</p> <p><b>Average Household Size</b> 3.13</p> <p><b>Median Household Income</b> \$102,809</p> <p><b><u>PUBLIC SCHOOLS</u></b></p> <p><b>Coral Reef Elementary School</b> 7955 SW 152 ST Student Enrollment: 822</p> <p><b>Howard Drive Elementary School</b> 7750 SW 136 ST Student Enrollment: 621</p> <p><b>Perrine Elementary School</b> 8851 SW 168 ST Student Enrollment: 773</p> <p><b>Southwood Middle School</b> 16301 SW 80 AVE Student Enrollment: 1401</p>	<p><b><u>PARK &amp; RECREATIONAL FACILITIES</u></b></p> <p><b>Coral Reef Park</b> 7895 SW 152 Street</p> <p><b>Palmetto Bay Park</b> 17535 SW 95 Avenue</p> <p><b>Perrine Wayside Park (Dog Park)</b> 16425 S. Dixie Highway</p> <p><b>Palmetto Bay Branch Library/Edward and Arlene Feller Community Room and Amphitheater at Ludovici Park</b> 17641 Old Cutler Road</p> <p><b>Thalatta Park</b> 17301 Old Cutler Road</p> <p><b>Charles Deering Estate at Cutler*</b> 16701 SW 72<sup>nd</sup> Avenue</p> <p><b>Bill Sadowski Park*</b> 17555 SW 79 Avenue <i>*County-operated facilities</i></p> <p><b><u>PRIVATE SCHOOLS</u></b></p> <p><b>Westminster Christian School</b> 6855 Southwest 152 Street</p> <p><b>Palmer Trinity</b> 7900 Southwest 176 Street</p>
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**TOP TEN TAX PAYERS**

<b>NAME</b>	<b>DESCRIPTION</b>	<b>TAXABLE VALUE</b>
BRANDSMART USA OF SO DADE INC 17777 OLD CUTLER RD LLC	COMMUNITY SHOPPING CENTER : RETAIL OUTLET PROFESSIONAL SERVICE BLDG : OFFICE BUILDING	\$29,893,823 27,257,779
METROPOLITAN LIFE INS COMP	COMMUNITY SHOPPING CENTER : RETAIL OUTLET	21,010,000
AUTONATION USA CORP	AUTOMOTIVE OR MARINE : AUTOMOTIVE OR MARINE	13,400,000
PUBLIX SUPER MARKETS INC	COMMUNITY SHOPPING CENTER : RETAIL OUTLET	12,300,000
EQUITY ONE	COMMUNITY SHOPPING CENTER : RETAIL OUTLET	11,500,000
FLA POWER & LIGHT CO	UTILITY : UTILITY	10,058,844
SOUTH MOTOR COMPANY OF DADE CO 17475 LLC	AUTOMOTIVE OR MARINE : RETAIL OUTLET HOME FOR THE AGED : HEALTH CARE	9,400,000 8,258,232
GUS MACHADO KENDALL LLC	AUTOMOTIVE OR MARINE : AUTOMOTIVE OR MARINE	8,200,000
		<u>\$151,278,678</u>
TOP TEN TAX PAYERS AS A PERCENTAGE OF TOTAL		6.47%



**STAFFING SUMMARY**

Positions by Department	FULL TIME				PART TIME			
	FY 10-11	FY 11-12	FY 12-13	Change	FY 10-11	FY 11-12	FY 12-13	Change
	Final Adopted	Final	Proposed		Final Adopted	Final	Proposed	
<b>VILLAGE MANAGER</b>								
Village Manager	1.0	1.0	1.0		0.0	0.0	0.0	
Assistant to the Village Manager	1.0	1.0	0.0		0.0	0.0	0.0	
Executive Assistant	1.0	1.0	1.0		0.0	0.0	0.0	
Communications Mgr/Public Information Officer	1.0	1.0	1.0		0.0	0.0	0.0	
Admin. Aide/Receptionist	2.0	1.0	1.0		0.0	1.0	0.0	
Sub-Total	6.0	5.0	4.0	(1.0)	0.0	1.0	0.0	(1.0)
<b>VILLAGE CLERK</b>								
Village Clerk	1.0	1.0	1.0		0.0	0.0	0.0	
Administrative Assistant	1.0	1.0	1.0		0.0	0.0	0.0	
Sub-Total	2.0	2.0	2.0	0.0	0.0	0.0	0.0	0.0
<b>FINANCE DEPARTMENT</b>								
Finance Director	1.0	1.0	1.0		0.0	0.0	0.0	
Assistant to the Village Manager	0.0	0.0	1.0		0.0	0.0	0.0	
Accountant	1.0	1.0	1.0		0.0	0.0	0.0	
Sr. Accountant	0.0	0.0	1.0		0.0	0.0	0.0	
Cashier	1.0	1.0	1.0		0.0	0.0	0.0	
<i><u>Alarm Reduction Program</u></i>								
Accounting & Alarm Clerk*	1.0	1.0	1.0		0.0	0.0	0.0	
Sub-Total	4.0	4.0	6.0	2.0	0.0	0.0	0.0	0.0
<b>BUILDING &amp; CAPITAL PROJECTS</b>								
Building & Capital Projects Director	1.0	1.0	1.0		0.0	0.0	0.0	
Chief Building Inspector	1.0	1.0	1.0		0.0	0.0	0.0	
Office Manager	1.0	1.0	1.0		0.0	0.0	0.0	
Permit Zoning Technician	1.0	0.0	0.0		0.0	0.0	0.0	
Permit Clerk II	1.0	1.0	1.0		0.0	0.0	0.0	
Permit Clerk I	1.0	1.0	1.0		0.0	0.0	0.0	
Plans Processor	1.0	1.0	1.0		0.0	0.0	1.0	
Receptionist	0.0	1.0	1.0		1.0	0.0	1.0	
Sub-Total	7.0	7.0	7.0	0.0	1.0	0.0	2.0	2.0
<b>HUMAN RESOURCES</b>								
Human Resources Director	1.0	1.0	1.0		0.0	0.0	0.0	
Administrative Assistant	0.0	1.0	1.0		1.0	0.0	0.0	
Sub-Total	1.0	2.0	2.0	0.0	1.0	0.0	0.0	0.0
<b>PLANNING &amp; ZONING</b>								
Planning & Zoning Director	1.0	1.0	1.0		0.0	0.0	0.0	
Zoning Administrator/Planner	1.0	1.0	1.0		0.0	0.0	0.0	
Administrative Assistant	1.0	1.0	1.0		0.0	0.0	0.0	
Zoning Technician/Analyst	0.0	1.0	1.0		0.0	0.0	0.0	
Code Compliance Officer	2.0	2.0	3.0		0.0	0.0	0.0	
Code Compliance Coordinator	1.0	1.0	1.0		0.0	0.0	0.0	
Sub-Total	6.0	7.0	8.0	1.0	0.0	0.0	0.0	0.0

CONTINUED ON NEXT PAGE...

*Village Profile*

Positions by Department	FULL TIME				PART TIME			
	FY 10-11	FY 11-12	FY 12-13		FY 10-11	FY 11-12	FY 12-13	
	Final Adopted	Final	Proposed	Change	Final Adopted	Final	Proposed	Change
<b>PARKS &amp; RECREATION</b>								
Parks and Recreation Director	1.0	1.0	1.0		0.0	0.0	0.0	
Parks and Recreation Manager	1.0	1.0	1.0		0.0	0.0	0.0	
Parks & Recreation Supervisor	2.0	2.0	2.0		0.0	0.0	0.0	
Special Events Supervisor	0.0	0.0	1.0		0.0	0.0	0.0	
Special Events Coordinator	1.0	1.0	1.0		0.0	0.0	0.0	
Grounds/ Facility Maint. Supervisor	1.0	1.0	1.0		0.0	0.0	0.0	
Grounds Maintenance Worker	2.0	2.0	3.0		0.0	0.0	3.0	
Administrative Assistant	1.0	1.0	1.0		0.0	0.0	0.0	
Tennis Attendants	0.0	0.0	0.0		0.0	0.0	3.0	
Tennis Coach	0.0	0.0	0.0		0.0	0.0	5.0	
Park Service Aide	0.0	0.0	0.0		23.0	22.0	22.0	
Sub-Total	9.0	9.0	11.0	2.0	23.0	22.0	33.0	11.0
<b>PUBLIC WORKS DEPARTMENT</b>								
Public Works Director*	1.0	1.0	1.0		0.0	0.0	0.0	
Administrative Assistant*	1.0	1.0	1.0		0.0	0.0	0.0	
Field Operations Supervisor*	1.0	1.0	1.0		0.0	0.0	0.0	
Maintenance Worker*	2.0	2.0	2.0		0.0	0.0	0.0	
<u><b>Stormwater Utility</b></u>								
Stormwater Utility Account Specialist*	0.0	1.0	1.0		0.0	0.0	0.0	
<u><b>Facilities</b></u>								
Facilities Maintenance Supervisor	1.0	1.0	1.0		0.0	0.0	0.0	
Building Maintenance/Janitorial Aide	2.0	2.0	2.0		0.0	0.0	0.0	
<u><b>Transit</b></u>								
Bus Operator*	0.0	0.0	0.0		2.0	2.0	3.0	
Sub-Total	8.0	9.0	9.0	0.0	2.0	2.0	3.0	1.0
<b>TOTAL AUTHORIZED POSITIONS</b>								
	<b>43.0</b>	<b>45.0</b>	<b>49.0</b>	<b>4.0</b>	<b>27.0</b>	<b>25.0</b>	<b>38.0</b>	<b>13.0</b>
*Funded through Special Revenue funds								

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**STAFFING SUMMARY -CONTRACTED**

Positions by Department	FULL TIME				PART TIME			
	FY 10-11 Final Adopted	FY 11-12 Final	FY 12-13 Proposed	Change	FY 10-11 Final Adopted	FY 11-12 Final	FY 12-13 Proposed	Change
<b>POLICE DEPARTMENT- MIAMI-DADE COUNTY POLICE DEPT.</b>								
Police Lieutenant	2.0	2.0	2.0		0.0	0.0	0.0	
Police Sergeant	5.0	5.0	5.0		0.0	0.0	0.0	
Police Officer	33.0	33.0	35.0		0.0	0.0	0.0	
Secretary	0.0	0.0	0.0		1.0	1.0	1.0	
Police Record Specialist	2.0	2.0	2.0		0.0	0.0	0.0	
Police Station Specialist	1.0	1.0	1.0		0.0	0.0	0.0	
Sub-Total	43.0	43.0	45.0	2.0	1.0	1.0	1.0	0.0
<b>BUILDING &amp; CAPITAL PROJECTS (CONTRACTUAL PERSONNEL)</b>								
Building Inspectors	0.0	0.0	0.0		1.0	1.0	1.0	
Chief Mechanical Inspector	0.0	0.0	0.0		1.0	1.0	1.0	
Chief Electrical Inspector	0.0	0.0	0.0		1.0	1.0	1.0	
Chief Plumbing Inspector	0.0	0.0	0.0		1.0	1.0	1.0	
Structural Plans Reviewer	0.0	0.0	0.0		1.0	1.0	1.0	
Sub-Total	0.0	0.0	0.0	0.0	5.0	5.0	5.0	0.0
<b>TOTAL AUTHORIZED CONTRACTED POSITIONS</b>								
	43.0	43.0	45.0	2.0	6.0	6.0	6.0	0.0

**Staffing Changes**

Total Village staffing is increasing by 17, and contracted personnel are increasing by 2.

The changes by department are as follows:

**Village Manager** – The Assistant to the Village Manager has been moved to the Finance department. The part time Administrative Aide has been eliminated.

**Finance** – The Assistant to the Village Manager has been reassigned to Finance, and a Senior Accountant position has been added.

**Building & Capital Projects** – Two part time positions have been added, a Plans Processor and a Receptionist.

**Planning & Zoning** – A third Code Compliance Officer has been added.

## Village Profile

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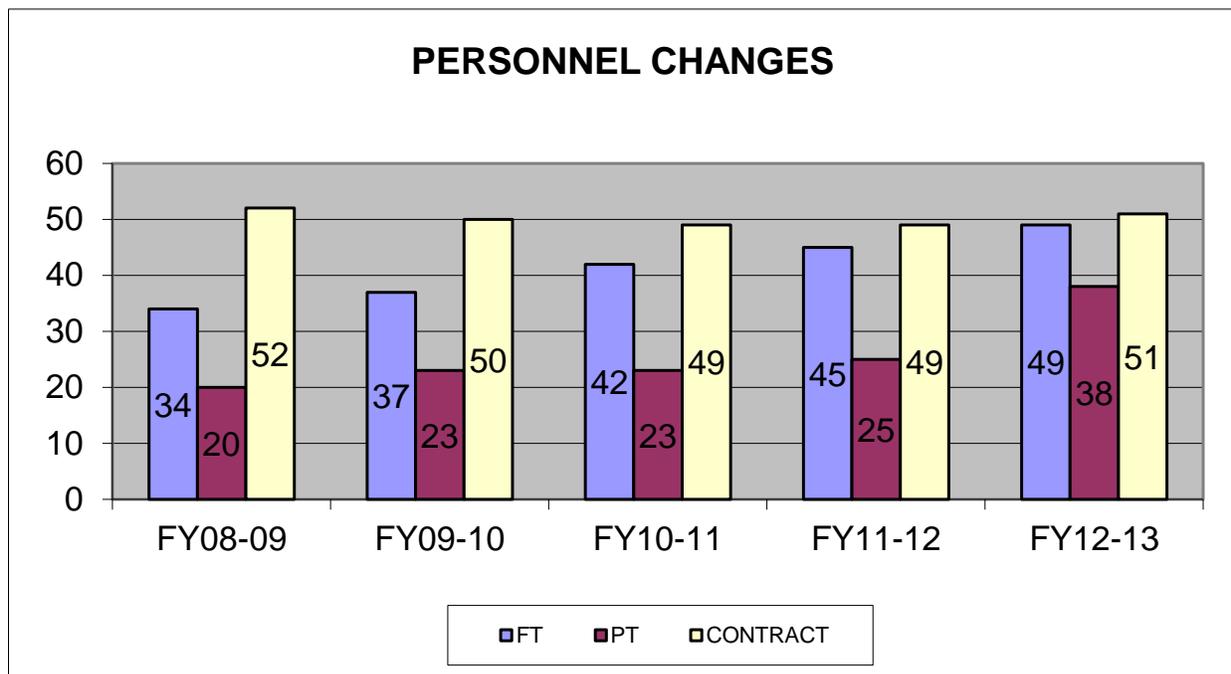
**Parks & Recreation** – Two full time positions have been added, a Special Events Supervisor and a Grounds Maintenance Worker. Eleven part time positions have been added, 3 Grounds Maintenance Workers, 3 Tennis Attendants and 5 Tennis Coaches.

**Public Works** – A third Bus Operator has been added to the Transit department.

### Contracted Employee Changes

**Police Services** – Two Patrol Officers added.

There were no changes in any of the other departments.





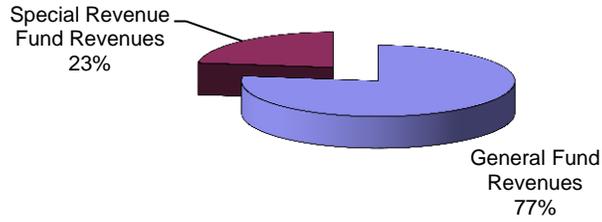
## SUMMARY OF FUNDS

# Summary of Funds

## CONSOLIDATED BUDGET SUMMARY

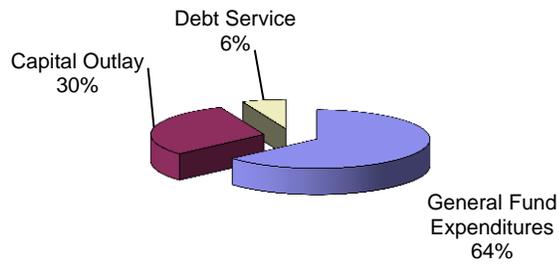
Description	Actual FY '10-'11	Original Adopted Budget FY '11-'12	Estimated Final FY '11-'12	Adopted Budget FY '12-'13
<b>BEGINNING FUND BALANCE - ALL FUNDS</b>	<b>\$ 18,310,141</b>	<b>\$ 13,161,447</b>	<b>\$ 16,200,040</b>	<b>\$ 17,247,653</b>
<b>REVENUES - ALL FUNDS</b>				
Taxes	\$ 5,559,346	\$ 5,493,096	\$ 5,432,006	\$ 5,623,941
Franchise Fees	960,331	904,409	1,101,516	915,000
Utility Taxes	3,567,951	3,201,999	3,434,423	3,255,604
Licenses and Permits	1,104,737	922,265	361,342	240,000
Intergovernmental Revenue	2,728,149	1,697,473	1,949,859	1,896,000
Fines and Forfeitures	353,738	204,000	296,876	199,000
Charges for Services	228,230	276,000	489,807	432,500
Interest Income	92,603	55,000	119,247	75,000
Other	264,599	146,180	262,811	208,980
Appropriation of Unassigned Fund Balance	-	443,000	-	1,127,350
Special Revenue Funds	2,910,899	3,327,066	3,586,890	3,937,094
<b>TOTAL REVENUES - ALL FUNDS</b>	<b>\$ 17,770,583</b>	<b>\$ 16,670,488</b>	<b>\$ 17,034,777</b>	<b>\$ 17,910,469</b>
<b>TOTAL SOURCES - ALL FUNDS</b>	<b>\$ 36,080,724</b>	<b>\$ 29,831,935</b>	<b>\$ 33,234,817</b>	<b>\$ 35,158,122</b>
<b>EXPENDITURES - ALL FUNDS</b>				
<b>Operating Expenditures</b>				
Personnel Services	\$ 3,598,123	\$ 4,287,356	\$ 3,814,718	\$ 4,934,728
Operating Expenses	8,605,193	8,898,984	8,415,751	10,057,472
<b>Total Operating Expenditures - All Funds</b>	<b>12,203,316</b>	<b>13,186,340</b>	<b>12,230,469</b>	<b>14,992,200</b>
<b>Debt Service</b>				
Principal	442,383	507,383	512,383	532,507
Interest	827,814	749,065	746,708	725,361
<b>Capital Outlay</b>	<b>5,307,494</b>	<b>5,503,490</b>	<b>1,818,696</b>	<b>5,978,645</b>
<b>TOTAL EXPENDITURES - ALL FUNDS</b>	<b>\$ 18,781,007</b>	<b>\$ 19,946,278</b>	<b>\$ 15,308,256</b>	<b>\$ 22,228,713</b>
<b>TRANSFER OF RESTRICTED FUNDS</b>	<b>1,099,677</b>	<b>54,940</b>	<b>228,908</b>	<b>-</b>
<b>TRANSFER FOR CAPITAL OUTLAY</b>	<b>-</b>	<b>1,011,000</b>	<b>450,000</b>	<b>1,147,000</b>
<b>RE-APPROPRIATION OF FUND BALANCE</b>	<b>-</b>	<b>443,000</b>	<b>-</b>	<b>1,127,350</b>
<b>RESTRICTED FUNDS BALANCES</b>	<b>3,702,579</b>	<b>362,687</b>	<b>3,946,560</b>	<b>-</b>
<b>COMMITTED FUNDS BALANCES</b>	<b>3,864,419</b>	<b>2,758,393</b>	<b>3,610,189</b>	<b>2,758,393</b>
<b>ASSIGNED FUND BALANCE</b>	<b>60,000</b>	<b>80,000</b>	<b>80,000</b>	<b>100,000</b>
<b>UNASSIGNED FUND BALANCE</b>	<b>8,573,042</b>	<b>5,175,637</b>	<b>9,610,904</b>	<b>7,796,666</b>
<b>TOTAL FUND BALANCE</b>	<b>16,200,040</b>	<b>8,376,717</b>	<b>17,247,653</b>	<b>10,655,059</b>
<b>TOTAL EXPENDITURES, TRANSFERS, RESERVES &amp; BALANCES ALL FUNDS</b>	<b>\$ 36,080,724</b>	<b>\$ 29,831,935</b>	<b>\$ 33,234,817</b>	<b>\$ 35,158,122</b>

### CONSOLIDATED REVENUES



■ General Fund Revenues      ■ Special Revenue Fund Revenues

### CONSOLIDATED EXPENDITURES



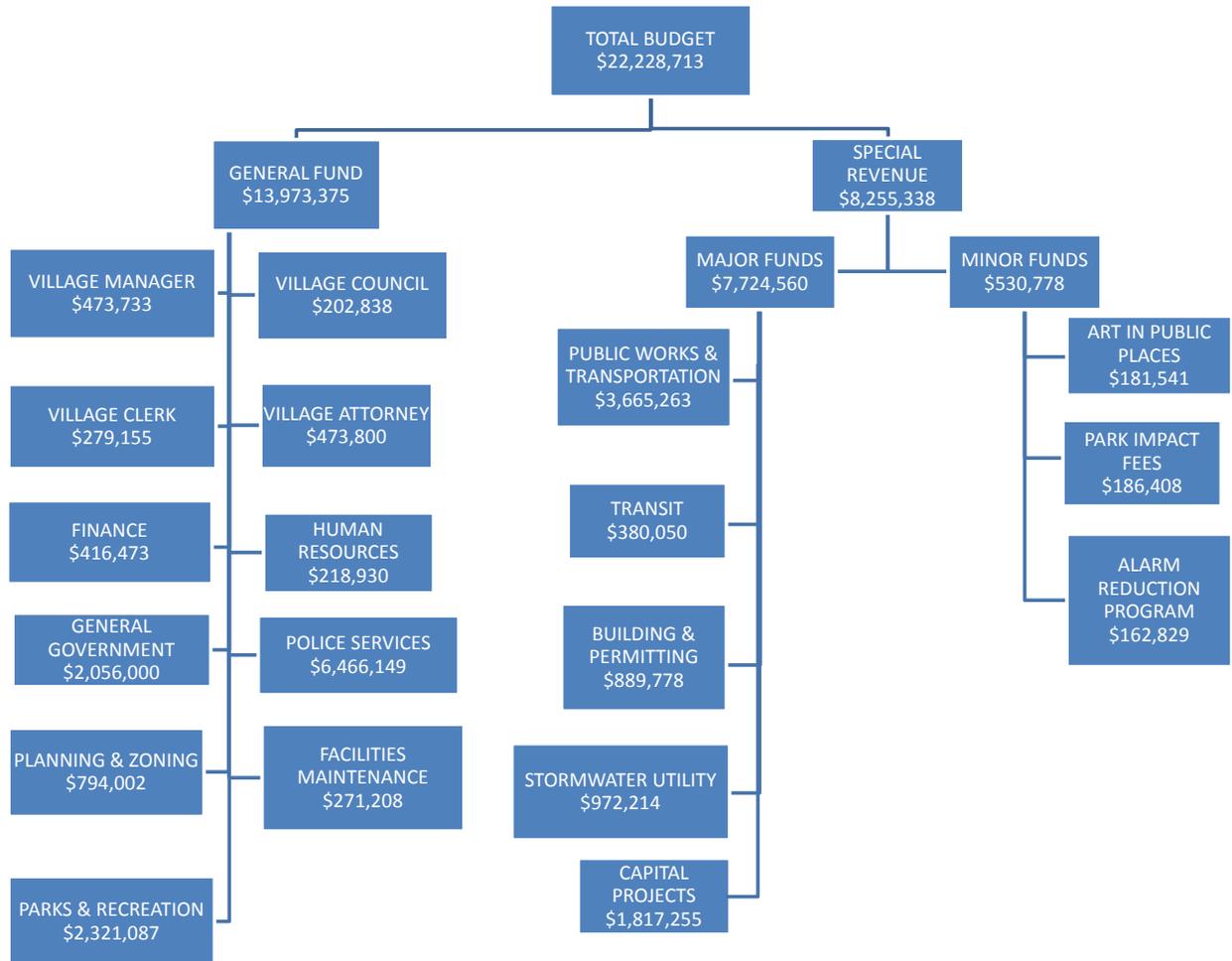
■ General Fund Expenditures      ■ Capital Outlay      ■ Debt Service

# Summary of Funds

## SUMMARY OF FUND BALANCES

Description	Actual FY '10-'11	Original Adopted Budget FY '11-'12	Estimated Final FY '11-'12	Adopted Budget FY '12-'13
<b>GENERAL FUND</b>				
Beginning Fund Balance	\$ 9,803,975	\$ 9,522,970	\$ 11,491,109	\$ 12,449,297
Revenues	14,859,684	13,343,422	13,447,887	13,973,375
Expenditures				
Personnel	3,536,116	3,666,389	2,792,632	3,656,982
Operating	8,439,739	8,682,453	8,020,936	9,320,393
Capital Outlay	-	-	-	-
Debt Service				
Principal	255,000	320,000	325,000	330,000
Interest	741,695	674,580	672,223	666,000
Transfer of Restricted Funds	200,000	54,940	228,908	-
Transfer for Capital Outlay	-	1,011,000	450,000	1,147,000
Re-Appropriation of Fund Balance	-	443,000	-	1,127,350
Restricted Fund Balances	194,201	-	-	-
Committed Fund Balances	2,663,866	2,758,393	2,758,393	2,758,393
Assigned Fund Balance	60,000	80,000	80,000	100,000
Unassigned Fund Balance	8,573,042	5,175,637	9,610,904	7,316,554
<b>ENDING GENERAL FUND BALANCE</b>	<b>\$ 11,491,109</b>	<b>\$ 8,014,030</b>	<b>\$ 12,449,297</b>	<b>\$ 10,174,947</b>
<b>SPECIAL REVENUE FUND</b>				
Beginning Fund Balance	\$ 8,506,166	\$ 3,638,477	\$ 4,708,931	\$ 4,798,356
Revenues	2,710,899	2,261,126	2,907,982	3,937,094
Transfer In	200,000	1,065,940	678,908	
Expenditures				
Personnel	62,007	620,967	1,022,086	1,277,746
Operating	165,454	216,531	394,815	737,079
Capital Outlay	5,307,494	5,503,490	1,818,696	5,978,645
Debt Service				
Principal	187,383	187,383	187,383	202,507
Interest	86,119	74,485	74,485	59,361
Transfer Out	899,677	-	-	
Restricted Fund Balances	3,508,378	362,687	3,946,560	
Committed Fund Balances	1,200,553	-	851,796	
<b>ENDING SPECIAL REVENUE FUND BALANCE</b>	<b>\$ 4,708,931</b>	<b>\$ 362,687</b>	<b>\$ 4,798,356</b>	<b>\$ 480,112</b>
<b>TOTAL FUND BALANCE - ALL FUNDS</b>	<b>\$ 16,200,040</b>	<b>\$ 8,376,717</b>	<b>\$ 17,247,653</b>	<b>\$ 10,655,059</b>

**FUND STRUCTURE**





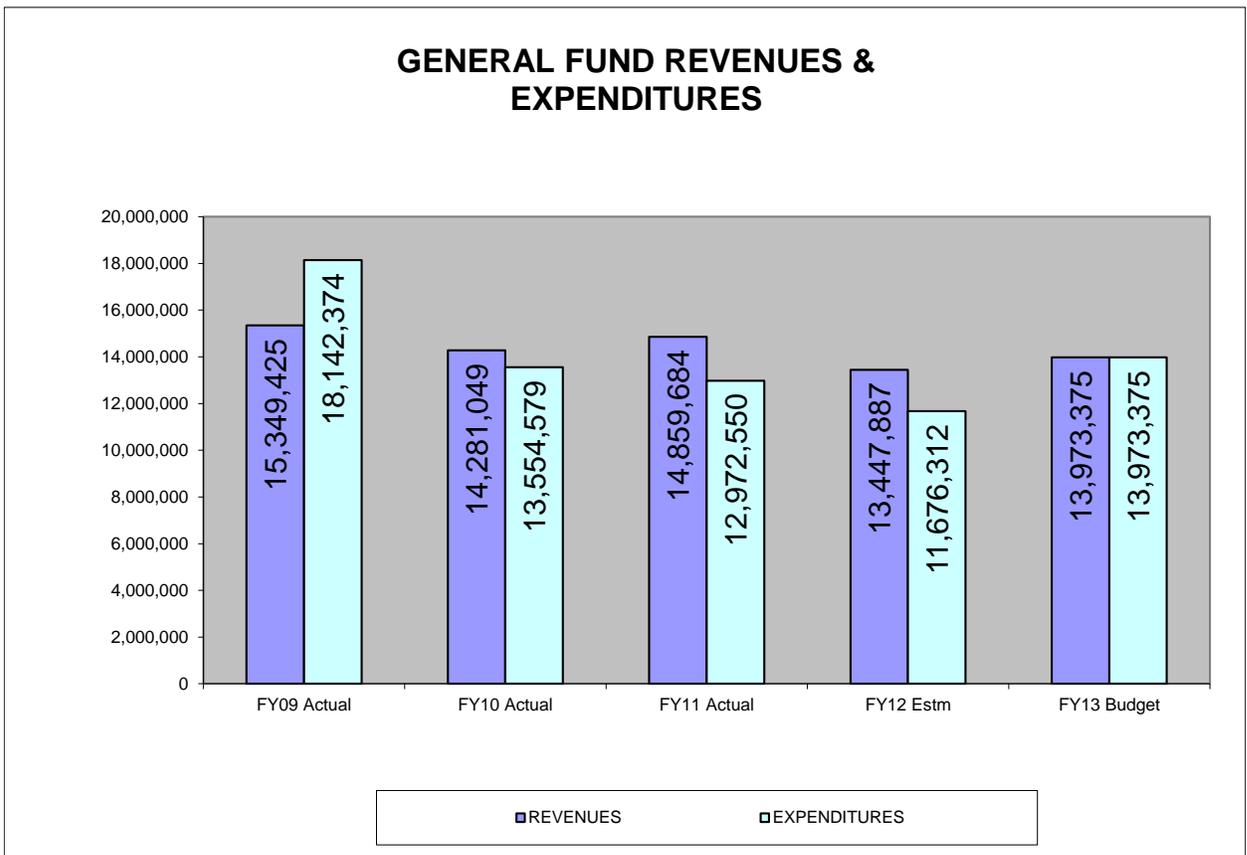
## GENERAL FUND SUMMARY

# General Fund Summary

## GENERAL FUND SUMMARY

Description	Actual FY '10-'11	Original Adopted Budget FY '11-'12	Estimated Final FY '11-'12	Adopted Budget FY '12-'13
<b>BEGINNING GENERAL FUND BALANCE</b>	<b>\$ 9,803,975</b>	<b>\$ 9,522,970</b>	<b>\$ 11,491,109</b>	<b>\$ 12,449,297</b>
<b>REVENUES</b>				
Ad-Valorem Taxes	5,559,346	5,493,096	5,432,006	5,623,941
Franchise Fees	960,331	904,409	1,101,516	915,000
Utility Taxes	3,567,951	3,201,999	3,434,423	3,255,604
Licenses and Permits	1,104,737	922,265	361,342	240,000
Intergovernmental Revenue	2,728,149	1,697,473	1,949,859	1,896,000
Fines and Forfeitures	353,738	204,000	296,876	199,000
Charges for Services	228,230	276,000	489,807	432,500
Interest Income	92,603	55,000	119,247	75,000
Other	264,599	146,180	262,811	208,980
Appropriation of Unassigned Fund Balance	-	443,000	-	1,127,350
<b>TOTAL REVENUES</b>	<b>\$ 14,859,684</b>	<b>\$ 13,343,422</b>	<b>\$ 13,447,887</b>	<b>\$ 13,973,375</b>
<b>TOTAL SOURCES</b>				
	<b>\$ 24,663,659</b>	<b>\$ 22,866,392</b>	<b>\$ 24,938,996</b>	<b>\$ 26,422,672</b>
<b>EXPENDITURES</b>				
Village Council	171,877	186,500	168,818	202,838
Village Manager	434,210	511,233	428,649	473,733
Village Clerk	242,957	214,748	192,222	279,155
Human Resources	153,128	193,550	179,065	218,930
Finance Department	293,501	322,368	280,992	416,473
Village Attorney	330,823	473,800	390,328	473,800
General Government	1,869,851	1,936,980	1,768,624	2,056,000
Police Services	6,223,944	6,049,012	5,930,903	6,466,149
Planning & Zoning	535,082	630,795	547,016	794,002
Building & Capital Projects	664,101	708,056	-	-
Facilities Maintenance	528,385	243,471	204,357	271,208
Parks & Recreation	1,524,691	1,872,909	1,719,817	2,321,087
<b>TOTAL EXPENDITURES</b>	<b>\$ 12,972,550</b>	<b>\$ 13,343,422</b>	<b>\$ 11,810,791</b>	<b>\$ 13,973,375</b>
<b>TRANSFER OF RESTRICTED FUNDS</b>	200,000	54,940	228,908	-
<b>TRANSFER FOR CAPITAL OUTLAY</b>		1,011,000	450,000	1,147,000
<b>RE-APPROPRIATION OF FUND BALANCE</b>	-	443,000	-	1,127,350
<b>RESTRICTED FUNDS BALANCES</b>	194,201	-	-	-
<b>COMMITTED FUNDS BALANCES</b>	2,663,866	2,758,393	2,758,393	2,758,393
<b>ASSIGNED FUND BALANCE</b>	60,000	80,000	80,000	100,000
<b>UNASSIGNED GENERAL FUND BALANCE</b>	8,573,042	5,175,637	9,610,904	7,316,554
<b>TOTAL FUND BALANCE</b>	<b>11,491,109</b>	<b>8,014,030</b>	<b>12,449,297</b>	<b>10,174,947</b>
<b>TOTAL EXPENDITURES, TRANSFERS, RESERVES &amp; BALANCES</b>	<b>\$ 24,663,659</b>	<b>\$ 22,866,392</b>	<b>\$ 24,938,996</b>	<b>\$ 26,422,672</b>

# General Fund Summary





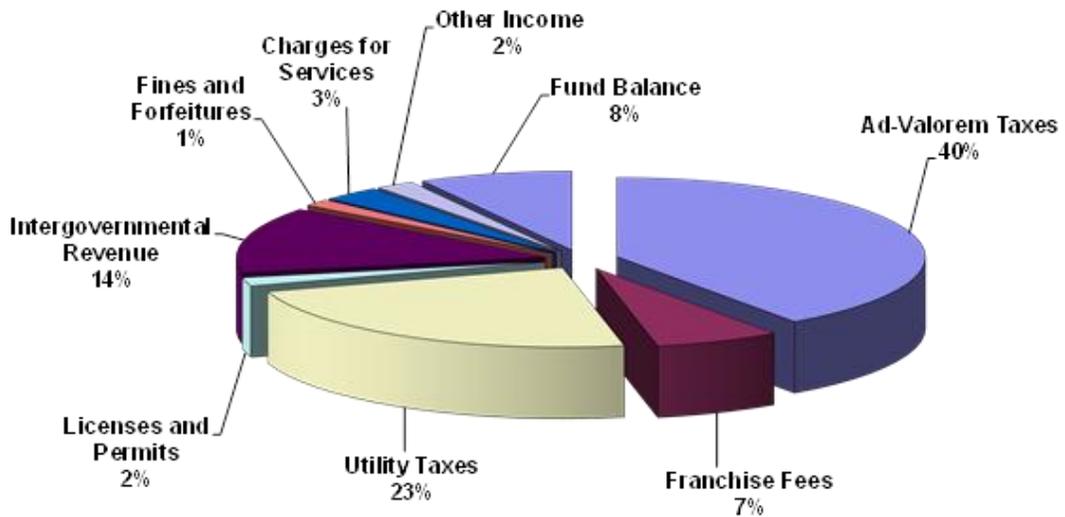
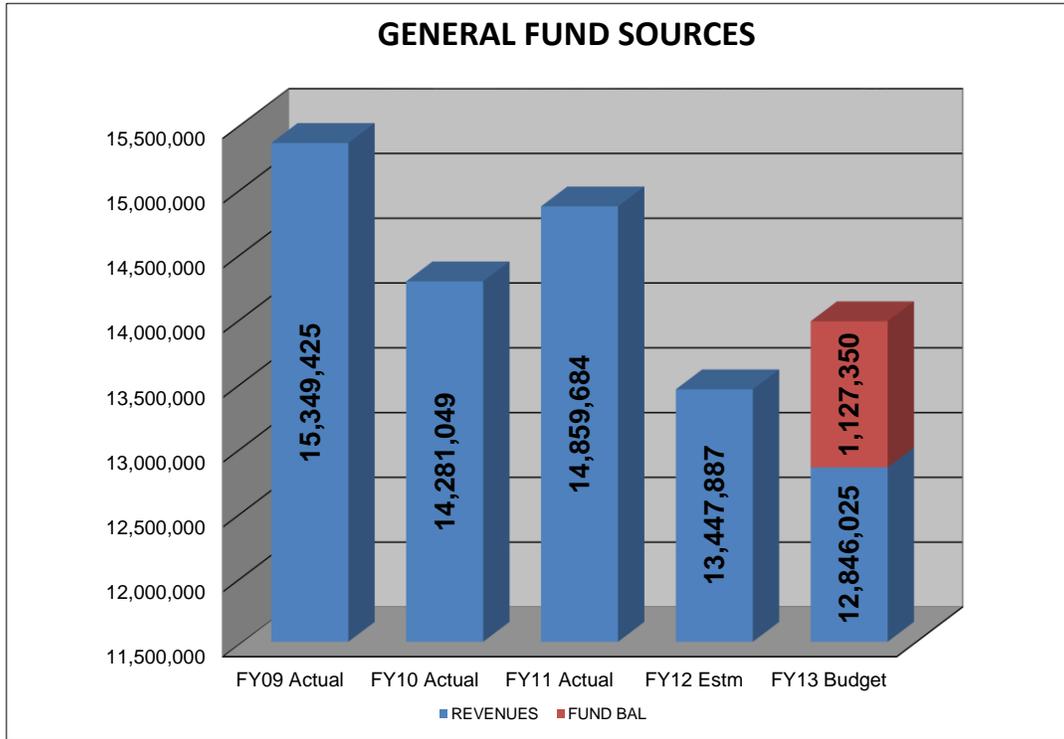
**GENERAL FUND  
REVENUES**

# General Fund Revenue

## GENERAL FUND REVENUE

Description	Actual FY '10-'11	Original Adopted Budget FY '11-'12	Estimated Final FY '11-'12	Adopted Budget FY '12-'13
<b>GENERAL FUND REVENUE</b>				
Ad Valorem Taxes @ 2.4470 mills @ 95%	\$ 5,512,579	\$ 5,483,096	\$ 5,384,580	\$ 5,613,941
Ad Valorem Taxes - Delinquent	45,748	5,000	47,017	5,000
Ad Valorem Taxes - Interest	1,019	5,000	409	5,000
1 to 6 Local Option Gas Tax	462,028	-	-	-
Transportation Tax - Administrative Portion (5%)	39,476	-	-	-
Utility Taxes - Electric	1,795,763	1,632,288	1,771,911	1,750,000
Utility Taxes - Water	225,874	179,799	233,496	200,000
Utility Taxes - Gas	30,380	28,169	43,350	30,000
Unified Communications Services Tax	1,515,934	1,361,743	1,385,666	1,275,604
Business Tax Receipts	96,271	40,000	85,272	50,000
Building Permit Fees	777,531	703,265	-	-
Franchise Fee - Electric	960,331	904,409	1,101,516	915,000
Zoning Application Processing	106,920	75,000	128,280	80,000
Administrative Variances	3,832	3,000	143	-
Sidewalk Café Permits	1,400	1,000	2,400	-
Site Plan Review	3,700	-	-	-
Lot Clearing	21,662	25,000	18,153	10,000
Certificate Of Use	11,082	-	31,755	25,000
Scanning Fee	47,932	45,000	55,845	45,000
Technology Fee	34,407	30,000	39,494	30,000
State Revenue Sharing	402,762	355,717	407,336	375,000
8 Cent Fuel Tax	162,498	-	-	-
Alcoholic Beverage Licenses	5,637	4,000	5,525	4,000
Local Government 1/2 Cent Sales Tax	1,654,995	1,337,756	1,536,998	1,517,000
Fuel Tax Refund	753	-	-	-
Police Services	3,965	2,000	3,550	2,500
Coral Reef Park Rentals	39,464	50,000	30,960	55,000
Tennis	9,642	-	187,736	135,000
Palmetto Bay Park Rentals	43,598	20,000	23,581	15,000
Skate Park	9,886	9,000	3,710	5,000
Thalatta Park Rentals	39,142	75,000	141,062	120,000
Summer Program	76,520	120,000	72,574	100,000
Other Charges for Services	6,013	-	26,634	-
Fines & Forfeitures - Parking Tickets	83,102	75,000	78,738	70,000
Fines & Forfeitures - LETTF	3,741	-	-	-
School Crossing Guards	29,318	29,000	30,679	29,000
Fines - Code Enforcement	237,577	100,000	187,459	100,000
Interest Earnings	92,603	55,000	119,247	75,000
Jane Forman Tennis Contract	30,749	-	-	-
Library Rental	108,981	108,980	108,981	108,980
Concession Rental	43,458	37,200	-	-
Miscellaneous Revenues	81,411	-	153,830	100,000
Appropriation of Unassigned Fund Balance	-	443,000	-	1,127,350
<b>TOTAL GENERAL FUND REVENUE</b>	<b>\$ 14,859,684</b>	<b>\$ 13,343,422</b>	<b>\$ 13,447,887</b>	<b>\$ 13,973,375</b>

**GENERAL FUND REVENUES SOURCES**



# *General Fund Revenue*

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## REVENUE DESCRIPTION

### GENERAL FUND REVENUES

#### TAXES

##### **Ad Valorem Taxes**

Ad Valorem (at value) taxes represent a levy on assessed real property. The taxable value is the assessed value less homestead and other exemptions, if applicable. The County Property Appraiser delivers the Certified Taxable Value (the total assessed value of the non-exempt property) on or before July 1<sup>st</sup> of each year. Prior to that date, the Village is provided with estimates of the value.

The total assessed value changes continuously after July 1<sup>st</sup> due to assessed valuation appeals and other adjustments such as discounts for prompt payment. Because of the potential for reductions in ad valorem collections, local governments budget ad valorem revenues at 95% of the calculated amount.

The Village Council determines the millage applied to the assessed taxable value. A mill is a taxation unit equal to one dollar of tax obligation for every \$1,000 of assessed valuation of the property.

#### OTHER TAXES

##### **Franchise Fees**

Franchise Fees are charged to service providers for an exclusive or non-exclusive right to operate within the municipal boundaries of the Village. The charge is levied on a percentage of gross receipts basis.

##### **Electric Franchise Fees**

The largest of the franchise fees is the electric franchise fee collected from Florida Power & Light. The Village is eligible to receive electric franchise fees under the County's franchise agreement. The revenue is paid to the County & remitted to the Village once a year in September. The budget is based on the estimated amount collected for the prior year.

##### **Utility Taxes**

The Village levies and imposes on every utility service purchase within the Village, included in or reflected by any invoice rendered by the seller to the purchaser. The amount of public service tax shall be 10% of the total amount shown on the invoice.

##### **Electric Utility Taxes**

Florida Power & Light (FP&L) is the sole provider of electricity within the Village of Palmetto Bay's boundaries. Due to arrangements made between the County and FP&L prior to the Village incorporating, the County still collects the tax and submits it to the Village each month after collection. The budget is based on the estimated amount collected for the prior year.

## ***General Fund Revenue***

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### **Gas Utility Taxes**

AGL Resources Inc. DBA Florida City Gas is the current natural gas provider within the Village's boundaries. Propane and liquid petroleum is provided by various suppliers. The taxes collected are submitted directly to the Village. The budget is based on the estimated amount collected for the prior year.

### **Water Utility Taxes**

Miami-Dade County provides water service for the Village of Palmetto Bay. Any taxes collected from within the Village's borders are submitted to the Village. The budget is based on the estimated amount collected for the prior year.

### **Unified Communications Service Tax**

The Unified Communications Service Tax represents taxes on telecommunications, cable, direct-to-home satellite & related services. Fees are collected by the State & remitted to local government. The Village receives this revenue directly from the State. The budget is based on state estimates.

## **LICENSES & PERMITS**

### **Local Business Tax Licenses (formerly Occupational License)**

The County requires all businesses to obtain a countywide local business tax license & a municipal license (including UMSA) in order to operate a business. Countywide license fees are shared with municipalities based on a formula that includes population. The Village will also collect a municipal local business tax license fee equal to that previously paid the County. The budget is based on the estimated amount collected for the prior year.

## **INTERGOVERNMENTAL REVENUE**

### **Local Government 1/2 Cent Sales Tax**

Created in 1982, this tax generates the largest amount of revenue for local governments among the state-shared revenue sources. It distributes net sales tax revenue to municipalities based on a strict allocation formula. The budget is based on estimates provided by the State.

### **State Revenue Sharing**

State Revenue Sharing is made up of two components, Sales and Use Tax Collections and Fuel Tax. The Sales Tax has no restrictions and is part of the General Fund revenues. The Fuel Tax is restricted to transportation uses and is accounted for in the Special Revenues. The budget is based on estimates provided by the State.

### **1 to 6 Cents Local Option Fuel Tax**

This tax (Miami-Dade County levies 6 cents) is levied on motor and diesel fuel and is distributed to counties and cities. Distribution of the fuel tax is made based on a formula that includes weighted population ratios & center-lane miles. The tax can be used for transportation-related operations including roadway & right-of-way maintenance, drainage, street lighting, traffic signs & signals & debt service for transportation capital projects. The budget is based on estimates provided by the State.

## ***General Fund Revenue***

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### **1 to 5 Cents Local Option Fuel Tax**

This tax (Miami-Dade levies 3 cents) is levied on motor and diesel fuel and is distributed to counties and cities. The tax can be used for transportation purposes but unlike the one-to-six cent tax, it is restricted for transportation expenditures needed to meet the requirements of the capital improvements element of an adopted local government comprehensive plan or for expenditures needed to meet immediate local transportation problems and for other transportation-related expenditures that are critical for building comprehensive roadway networks by local governments. The budget is based on estimates provided by the State.

### **Transportation Tax – Administrative Portion**

Administrative portion of the Transportation Tax revenues- the half cent sales tax approved by Miami-Dade County voters to fund transportation improvements went into effect on 1/1/03. The Village receives annual remittances from the County. The budget is based on estimates provided by the County.

### **Alcoholic Beverage Fees**

A portion of the annual State license tax levied on manufacturers, distributors, vendors, brokers, sales agents, & importers of alcoholic beverages & collected within a municipality is shared with the local government in the form of Alcohol License revenues. The budget is based on the estimated amount collected for the prior year.

## **FINES & FORFEITURES**

### **Fines & Forfeitures – Police**

The Village is entitled to a portion of fines imposed for traffic & other violations & forfeitures of impounded property from criminal arrests. The budget is based on the estimated amount collected for the prior year.

### **Fines - Code Enforcement**

Collected from the fines imposed for code related violations. The budget is based on the estimated amount collected for the prior year.

## **CHARGES FOR SERVICES**

### **Park Rentals**

Revenues received from the various park facility rentals and summer camp programs.

## **FUND BALANCE**

The Village is estimating the ending General Fund balance for FY2012 at \$12,449,297. The fund balance for governmental funds can be reported in five components depending on the source of the fund balance. The five components are:

**Non-spendable** – Assets that are inherently non-spendable, such as inventory or long term receivables. The Village has no funds in this category.

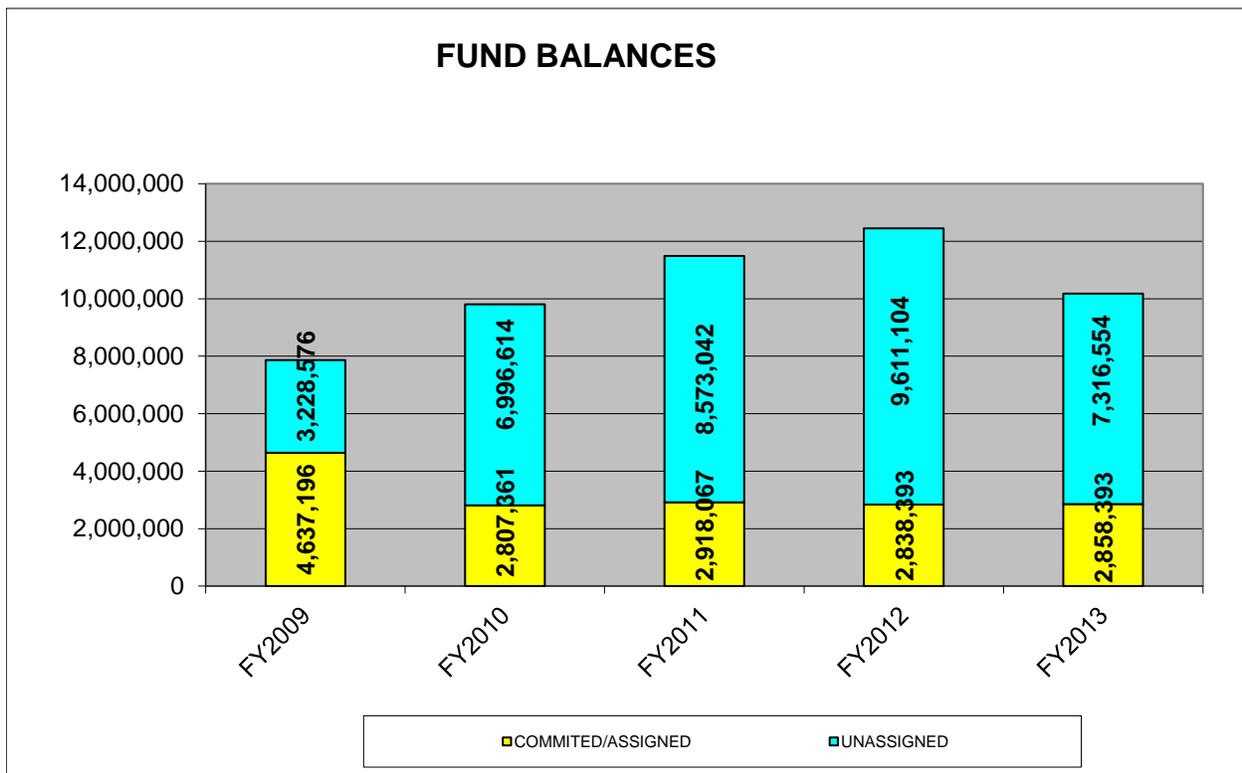
## General Fund Revenue

**Restricted** - Externally enforceable limitations on use, such as grants or imposed by law. There are no funds in this category.

**Committed** – Self-imposed limitations, usually set by the highest level of decision making that requires formal action at the same level to remove. The Village has \$2,758,393 in this category for declared emergencies established by Council resolution.

**Assigned** – A limitation resulting from intended use. The intended use is usually established administratively. The Village has \$100,000 in this category for capital equipment replacement established by Administration. The increase is from administration’s desire to accumulate funds for equipment replacement.

**Unassigned** – Any part of total Fund Balance that has not been designated as part of any of the four previous categories. The Village has an estimated \$7,316,554 in this category. The decrease is primarily due to the appropriation of \$1,147,000 for capital projects and \$1,127,350 for operations.





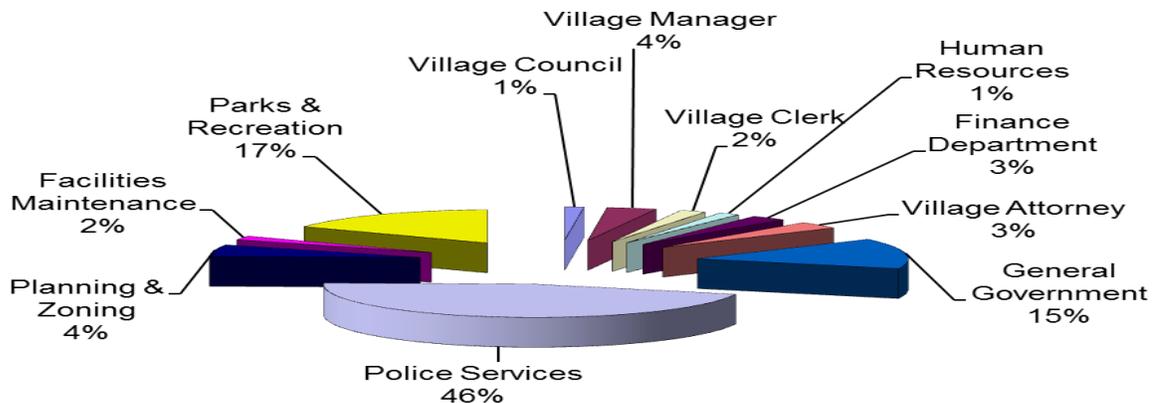
**GENERAL FUND  
EXPENDITURES**

# General fund Expenditures

## GENERAL FUND EXPENDITURES – SUMMARY

Description	Actual FY '10-'11	Original Adopted Budget FY '11-'12	Estimated Final FY '11-'12	Adopted Budget FY '12-'13
<b>GENERAL FUND EXPENDITURES</b>				
Village Council	\$ 171,877	\$ 186,500	\$ 168,818	\$ 202,838
Village Manager	434,210	511,233	428,649	473,733
Village Clerk	242,957	214,748	192,222	279,155
Human Resources	153,128	193,550	179,065	218,930
Finance Department	293,501	322,368	280,992	416,473
Village Attorney	330,823	473,800	390,328	473,800
General Government	1,869,851	1,936,980	1,768,624	2,056,000
Police Services	6,223,944	6,049,012	5,930,903	6,466,149
Planning & Zoning	535,082	630,795	547,016	794,002
Building & Permitting	664,101	708,056	-	-
Facilities Maintenance	528,385	243,471	204,357	271,208
Parks & Recreation	1,524,691	1,872,909	1,719,817	2,321,087
<b>TOTAL GENERAL FUND EXPENDITURES</b>	<b>\$ 12,972,550</b>	<b>\$ 13,343,422</b>	<b>\$ 11,810,791</b>	<b>\$ 13,973,375</b>

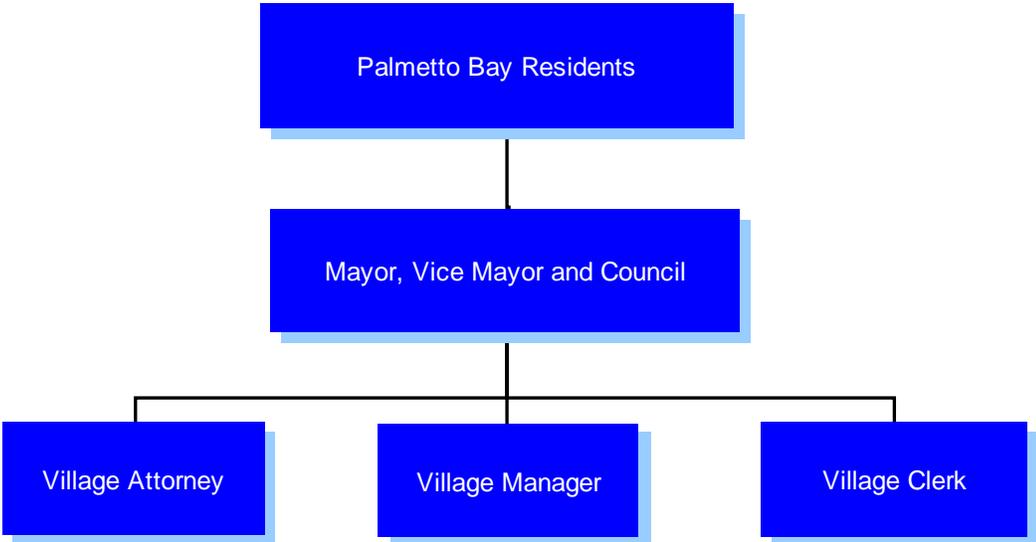
### FY 2012-13 DISTRIBUTION OF GENERAL FUND RESOURCES





**MAYOR AND  
COUNCIL**

**MAYOR AND COUNCIL ORGANIZATIONAL CHART**



**FUNCTION**

The Village of Palmetto Bay operates under a Council-Manager form of government. The Village Council serves as the legislative body of the Village, and consists of five members including the Mayor, Vice-Mayor, and three residential Council members. The Village Council acts as the decision-making entity that establishes and is responsible for enacting legislation, adopting the Village budget, and establishing policies for the operation of the Village government and the delivery of municipal services. The administrative operations of the Village are executed by the Village Manager in accordance with the Council’s directives. Additionally, the Council is responsible for the hiring of the three chartered positions which include the Village Manager, the Village Clerk and the Village Attorney.

As the presiding officer of the Village, the Mayor serves as head of the Village government for all ceremonial purposes, purposes of military law, and for service of process. The Mayor is the official representative of the Village in all dealings with other governmental entities.

The Village Council is committed to providing exceptional professionalism in government and the highest quality in the delivery of services, which are reflective of the community’s priorities.

**BUDGET**

Description	Actual FY '10-'11	Original Adopted Budget FY '11-'12	Estimated Final FY '11-'12	Adopted Budget FY '12-'13
<b>VILLAGE COUNCIL</b>				
Salaries & Wages	\$ 80,465	\$ 81,950	\$ 80,859	\$ 88,222
Payroll Taxes	5,587	6,565	6,785	6,660
Pension	7,189	8,640	7,200	7,206
Health & Life	44,647	60,345	47,226	65,750
Heath Allowance	25,088	18,000	21,812	24,000
Travel & Meetings	6,751	5,500	1,960	5,500
Professional Development	2,150	5,500	2,976	5,500
Reserve for Contingencies	-	-	-	-
<b>TOTAL VILLAGE COUNCIL</b>	<b>\$ 171,877</b>	<b>\$ 186,500</b>	<b>\$ 168,818</b>	<b>\$ 202,838</b>

**BUDGET DETAILS**

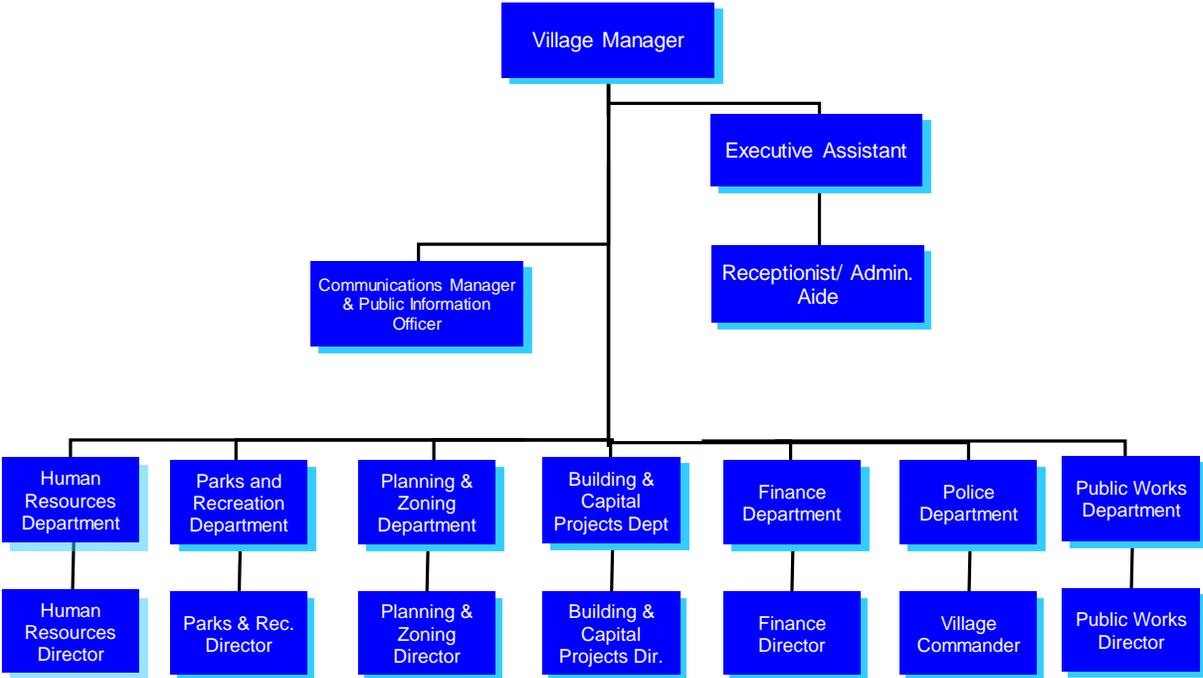
**Charter Compensation:** Compensation paid to each Councilmember in accordance with the Village Charter.



**OFFICE OF THE  
VILLAGE MANAGER**

**OFFICE OF THE  
VILLAGE MANAGER**

**VILLAGE MANAGER ORGANIZATIONAL CHART**



### **FUNCTION**

The Village Manager is one of three Chartered positions in the Village Administration as established by the Village Charter. The Village Manager is appointed by the Council and serves as the chief administrative officer of the Village. The Manager is accountable to the Council and is responsible for carrying out policies adopted by the Council. The Village Manager attends all Council meetings and may participate in discussion and provide guidance as appropriate. The Manager is authorized to execute contracts and other documents on behalf of the Village as directed by Council, and to that extent, the Village Manager is responsible for administering all Village contracts and coordinating Council directives and policies regarding consultants and advisors. Additionally, the Village Manager is responsible for the hiring with the approval of Council and termination of all Village employees, subject to authorization for new employee positions contained in the adopted annual budget, the availability of funds and any direction given by the Council. The Office of the Village Manager also supervises the functions of the Public Information Office to the Village.

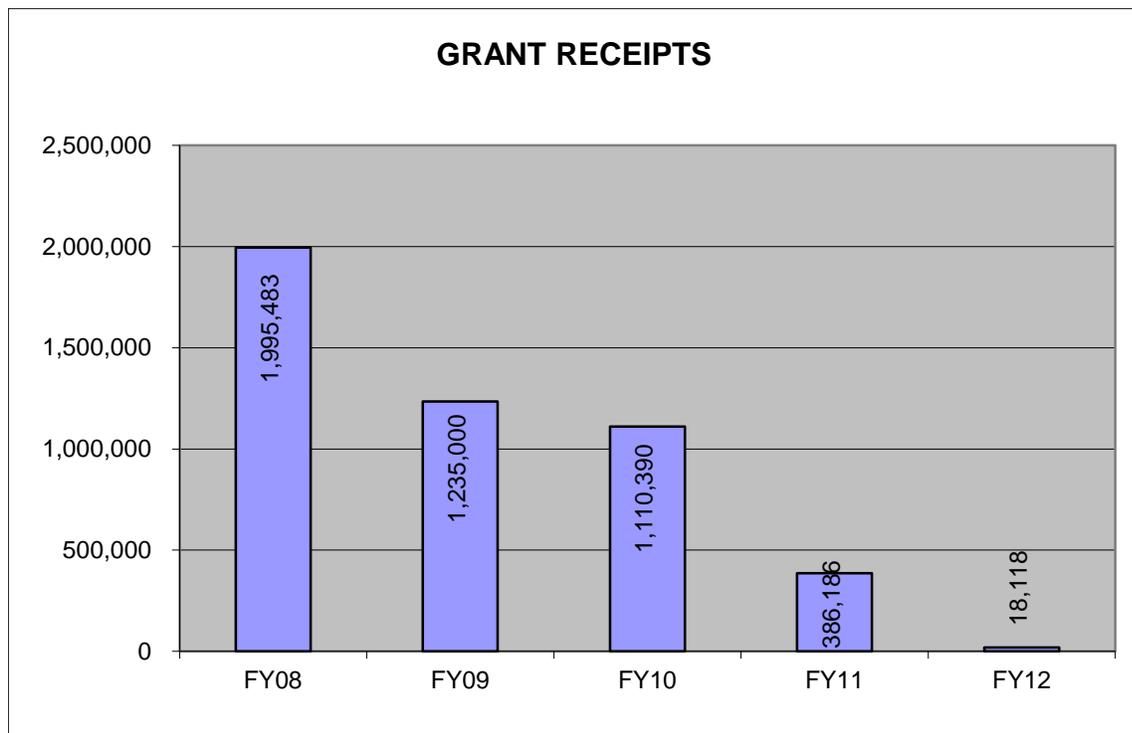
### **GOALS**

- Establish a municipal environment that promotes efficiency and excellence in community service through the retention of qualified employees and contracting of specialized consultants.
- Ensure the highest degree of customer service and assistance to all Village residents and visitors.
- Provide strategic direction to all Village departments and consultants promoting the directives of the Council and focusing on sound fiscal management.
- Ensure that Village-wide capital projects are completed as scheduled and on budget.
- Collaborate with county and other municipal governments on initiatives that promote the priorities of the Village.
- Secure higher levels of funding for Village-wide projects.
- Maintain open lines of communication with the Village Council concerning all Village projects.
- Supervise the functions of the Public Information Officer to ensure the dissemination of accurate news and information concerning Village matters to the Council, Village residents and the general media.

### **OBJECTIVES**

- Ensure the recruitment of qualified personnel and minimize turnover rates of existing employees by supporting the Human Resources functions.
- Hold staff meetings as required to provide and receive open communications.
- Schedule monthly Council-action meetings to discuss Council directives and provide staff assignments.
- Pursue funding opportunities at the federal, state and local levels for projects that promote the Village's priorities.
- Assist the Parks and Recreation and Public Works Departments in the completion of their respective capital projects.

- Continue to pursue the establishment of two additional fire rescue stations on the east side of Palmetto Bay, in conjunction with Miami-Dade County and the City of Coral Gables.
- Supervise the Communications Manager/Public Information Officer (PIO) in order to increase public awareness and ensure appropriate information is provided to the public and the news media outlets.
- Oversee and manage together with the Communications Manager/PIO the disbursement of the Village's newsletter and press releases.



**BUDGET**

Description	Actual FY '10-'11	Original Adopted Budget FY '11-'12	Estimated Final FY '11-'12	Adopted Budget FY '12-'13
<b>VILLAGE MANAGER</b>				
Salaries & Wages	\$ 310,380	\$ 337,883	\$ 316,073	\$ 322,872
Other Wages	3,614	0	3,868	7,988
Payroll Taxes	22,231	30,629	20,039	24,154
Retirement Contributions	41,945	55,008	40,057	40,519
Health & Life Insurance	47,271	68,113	41,124	52,600
Travel & Per Diem	4,395	5,000	944	5,000
Expense Reimbursement Allowance	762	6,000	1,421	6,000
Operating Supplies	264	600	-	600
Books, Publications, Subscriptions & Memberships	1,895	3,500	4,178	5,000
Professional Development	1,453	1,500	945	1,500
Reserve for Contingencies	-	3,000	-	7,500
<b>TOTAL VILLAGE MANAGER</b>	<b>\$ 434,210</b>	<b>\$ 511,233</b>	<b>\$ 428,649</b>	<b>\$ 473,733</b>

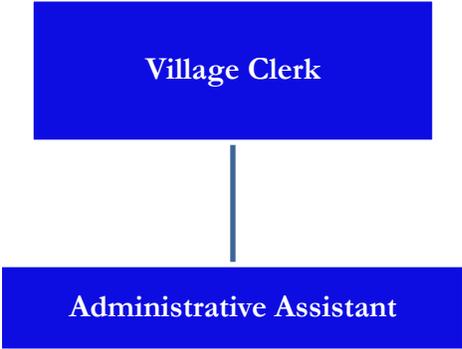
**BUDGET DETAILS**

**Salaries and Wages:** The amounts reflect the reassignment of the Assistant to the Manager position.



**OFFICE OF THE  
VILLAGE CLERK**

**VILLAGE CLERK ORGANIZATIONAL CHART**



### **FUNCTION**

The Village Clerk is one of the three Chartered positions in the Village Administration as established by the Village Charter. The Village Clerk is appointed by the Village Council and serves as the corporate secretary to the Village Council, the Local Planning Agency, the Palmetto Bay Foundation, and the Charter Revision Commission. In this capacity, the Clerk coordinates the preparation of meeting Agendas with the Village Manager's office and provides notice of all Council and Commission meetings to its members and the public, maintaining accurate records of all proceedings, in the form of written minutes, notes and/or audio/visual recordings. In addition, the Clerk is the custodian of the Village seal, serves as the Supervisor of Elections for Palmetto Bay, serves as the Records Management Liaison Officer, and is the coordinator for Financial Disclosures with the Florida Commission on Ethics. Additionally, the Clerk maintains custody of the Village's Public Records and implements a records management program that abides by the Florida Department of State mandated records schedules. The Clerk's office also acts as the Coordinator for the Information Technology function, including coordination of the Independent Contractor for audio/visual recording of Council meeting for Village Hall.

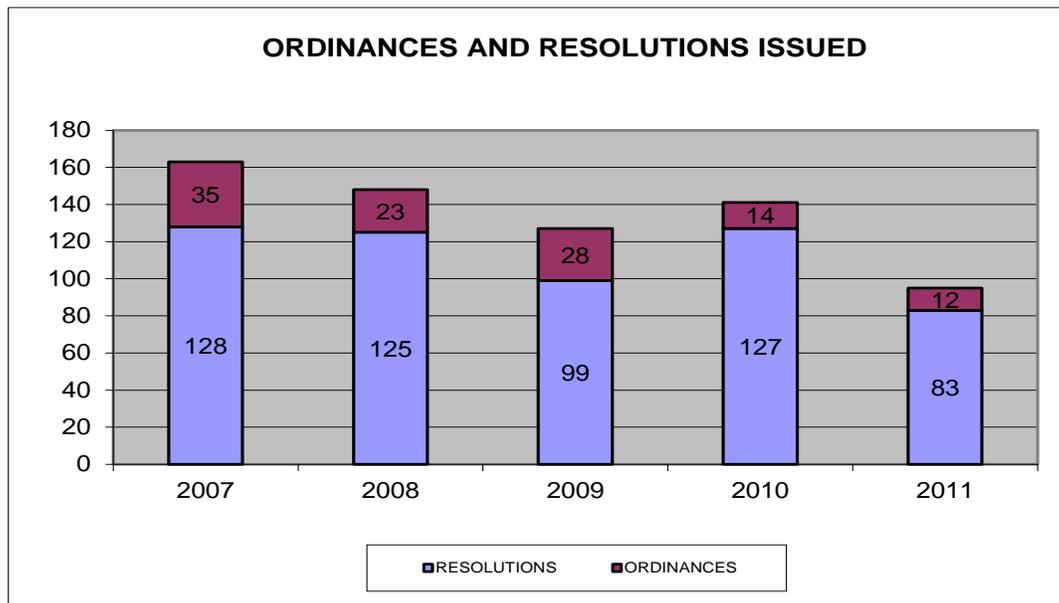
### **GOALS**

- ◆ Distribute Agenda packets of all Regular, Special, Local Planning Agency, Zoning Hearings, and Committee of the Whole (and other workshops) to the Village Council in a timely manner.
- ◆ Assist and serve as Secretary to the Village's Charter Revision Commission, providing documents, historical reference, taking minutes and providing notice of all meetings.
- ◆ Create and maintain accurate minutes and notes of all meetings held by the Village Council in its legislative and in its quasi-judicial capacity.
- ◆ Advertise and post all notices of public proceedings as required by law; in addition, provide appropriate updates to the Village website for use by the public.
- ◆ Attend all Sunshine meetings of the Village Council and take notes of same.
- ◆ 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.
- ◆ Provide editing assistance to the Communications Manager in order to insure accuracy with regard to the dissemination of appropriate information provided to the public and the news media outlets.
- ◆ Assist with promotional/editorial support of annual Village events.
- ◆ Stay abreast of the innovative and emerging communication methods, techniques and technologies.
- ◆ Represent the Village in various business association groups, including the Miami-Dade County Municipal Clerks Association.
- ◆ Continue to administer the review of the codification of the Village Charter and Code through contract with Municipal Code Corporation.
- ◆ Provide timely information to other organizations, agencies, Village residents, and the general public.
- ◆ Continue to provide assistance to all Departments concerning information technology needs.

- ◆ Coordinate the efforts of the audio/visual division of Village Hall, including scheduling the meetings with the Independent Contractor and providing upload of materials to the website.

### **OBJECTIVES**

- ◆ Provide the Village Council, Village Manager, Village Attorney and staff with complete agenda packets in accordance with the seven-day provision, following Agenda review with the Village Manager and Village Attorney.
- ◆ Continue to create, process, and maintain Minutes of the Council proceedings and other Sunshine meetings, as required by the Village Charter and State law.
- ◆ Timely and accurately publish all legally-required and/or courtesy notices of Village meetings and/or functions.
- ◆ Provide editing assistance to the Communications Manager.
- ◆ Establish and maintain the consistent appearance of documents produced by the Village.
- ◆ Interface with village administration staff in order to develop and implement a crisis communications program.
- ◆ Serve as member of the Village's Safety Committee, continuing to offer suggestions and provide support to insure a safe work environment for all employees.
- ◆ Continue to provide public records through coordination with the various municipal departments in order to ensure that records are timely and reasonably provided.
- ◆ Provide assistance to various departments concerning inventory of short-term duration retention records in order to determine the feasibility of in-house scanning and/or off-site storage.
- ◆ Work as Secretary to the Charter Revision Commission, insuring that all documents are provided and that information is uploaded to the website. Additionally, provide accurate minutes for approval by the Commission and offer a historical perspective to the new members of the Commission.
- ◆ Continue to coordinate the updates for codification of the Village Code, as necessary.
- ◆ Through the use of a help desk, continue to assist employees with their computer challenges and/or coordinate with the Village's IT Consultant in order to minimize reduction of productivity.
- ◆ Offer assistance concerning communications throughout the Village, trouble-shooting computer and telephone problems and offering solutions.



## BUDGET

Description	Actual FY '10-'11	Original Adopted Budget FY '11-'12	Estimated Final FY '11-'12	Adopted Budget FY '12-'13
<b>VILLAGE CLERK</b>				
Salaries & Wages	\$ 119,989	\$ 131,750	\$ 116,465	\$ 130,320
Other Wages	2,712	2,717	2,667	4,050
Payroll Taxes	9,565	9,696	9,308	10,377
Retirement Contributions	14,925	16,637	15,400	17,358
Health & Life Insurance	25,345	25,698	21,152	26,300
Travel & Per Diem	451	500	-	500
Ordinance Codification	-	6,000	8,334	6,000
Legal Advertisement	16,845	20,000	18,142	20,000
Election Costs	50,575	-	-	60,000
Operating Supplies	164	500	99	500
Books, Publications, Subscriptions & Memberships	1,961	250	275	250
Professional Development	425	500	380	500
Reserve for Contingencies	-	500	-	3,000
<b>TOTAL VILLAGE CLERK</b>	<b>\$ 242,957</b>	<b>\$ 214,748</b>	<b>\$ 192,222</b>	<b>\$ 279,155</b>

## **BUDGET DETAILS**

**Ordinance Codification:** Codification of the Village Ordinances is required in order to publish the Ordinances of the Village in an indexed, concise manner for clarification and ease of use by Village staff, Council and the public.

**Legal Advertisement:** Florida Statute, Section 286.011, otherwise known as the “Sunshine Laws”, requires that notices of Council meetings be provided in a manner that effectively informs the public of the date, time and locations of Council and special meetings.

**Election Costs:** Village elections are held every two years.



**DEPARTMENT OF  
HUMAN RESOURCES**

**HUMAN RESOURCES ORGANIZATIONAL CHART**



### FUNCTION

The Department of Human Resources functions as an administrative and advisory department concerning matters related to personnel. The Department is primarily responsible for the recruitment and retention of qualified employees, the administration of compensation and benefits, training and professional development, employee relations, and compliance with regulatory laws relative to labor compliance.

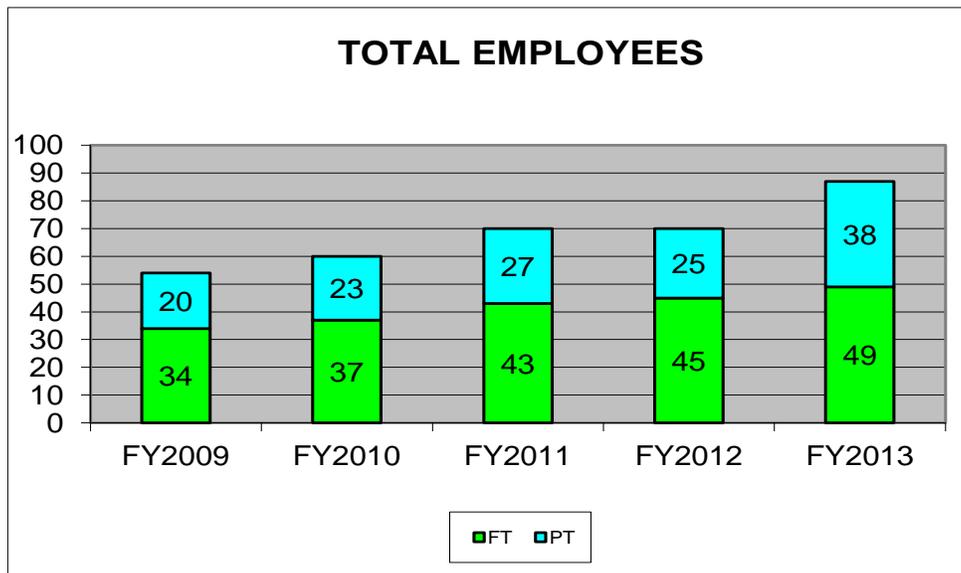
### GOALS

- Maintain a qualified workforce by offering competitive benefits and providing opportunities for professional development.
- Implement a fair and competitive compensation program.
- Ensure compliance with applicable personnel and labor laws and regulations.
- Support the policies established in the Policies and Procedures Manual.
- Promote a safe work environment.
- Advise Village departments of newly adopted labor policies and procedures to ensure compliance.
- Provide Village employees with continued in-service programs intended to enhance professional growth.

### OBJECTIVES

- Extend training opportunities for Village employees that will develop their skills, knowledge, abilities and competencies.
- Review and manage the Employee Safety Program on a quarterly basis with the assistance of the Employee Safety Committee and update the plan as necessary.
- Conduct periodic surveys relative to compensation and benefits offered by other comparable cities to ascertain competitiveness of the Village's employee benefits package.
- Respond to employee concerns relative to their fringe benefits, including matters concerning the health and dental insurance coverage and retirement plan benefits.
- Ensure employee retention by implementing policies that improve the work environment, acknowledge and reward individual performance and increase employee motivation and satisfaction.
- Provide guidance to managers concerning matters relative to employee relations, including disciplinary actions and appeals and work collaboratively with the Village Attorney to respond to potential Equal Employment Opportunity Commission complaints.
- Reduce employee concerns by providing helpful training to supervisors and employees and encouraging effective communications.
- Promote accurate and timely performance evaluations.
- Provide guidance and assistance to supervisors to ensure that Village policies are strictly followed and uniformly applied.
- Assist supervisors in developing and maintaining a positive work environment.

# Department of Human Resources



## BUDGET

Description	Actual FY '10-'11	Original Adopted Budget FY '11-'12	Estimated Final FY '11-'12	Adopted Budget FY '12-'13
<b>HUMAN RESOURCES</b>				
Salaries & Wages	\$ 98,328	\$ 125,460	\$ 125,156	\$ 128,056
Part-Time Salaries & Wages	5,898	-	-	-
Other Wages	1,399	1,495	954	5,480
Payroll Taxes	8,088	9,597	9,622	9,805
Retirement Contributions	10,464	14,310	14,308	14,739
Health & Life Insurance	15,028	24,138	17,646	26,300
Professional Services	-	-	-	10,000
Travel & Per Diem	1,077	1,800	1,105	1,800
Recruitment	4,898	3,500	3,891	5,000
Operating Supplies	814	1,000	942	1,500
Books, Publications, Subscriptions & Memberships	420	1,250	280	1,250
Professional Development	486	1,000	813	1,000
Personnel Training	6,228	10,000	4,348	10,000
Reserve for Contingencies	-	-	-	4,000
<b>TOTAL HUMAN RESOURCES</b>	<b>\$ 153,128</b>	<b>\$ 193,550</b>	<b>\$ 179,065</b>	<b>\$ 218,930</b>

**BUDGET DETAILS**

**Operating Supplies:** Inclusive of recognition pin costs and ID production expenses

**Recruitment:** Expenditures relative to recruitment activities, including job advertisements, background screening and drug testing; previously included in the General Government section of the budget.

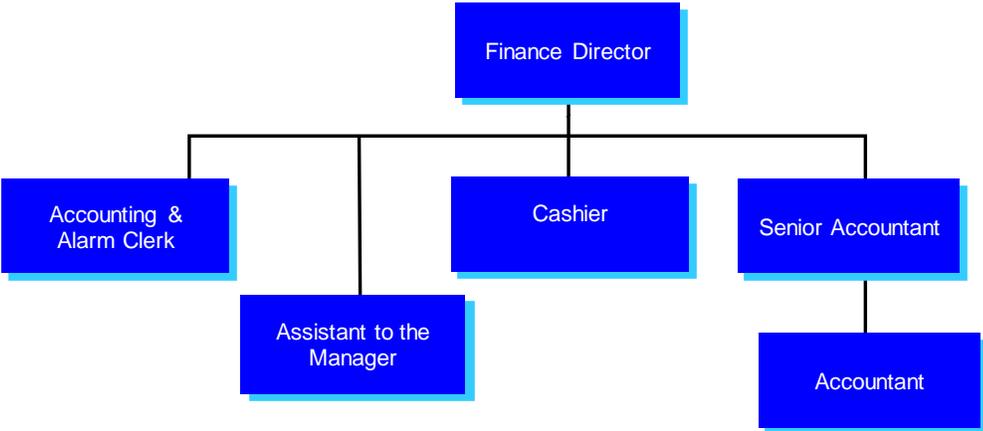
**Education & Training- Village-wide:** Related costs for training of all Village employees such as sexual harassment and diversity. Also includes funding for the tuition reimbursement program. Line item was previously included in the General Government Budget.

**Professional Services:** All positions, classifications and employee contracts will be reviewed for compliance with employment laws.



**DEPARTMENT OF  
FINANCE**

**FINANCE ORGANIZATIONAL CHART**



### Function

The Finance Department reports to the Village Manager and is responsible for the administration of the Village’s financial and fiscal affairs. This includes accounting practices, financial planning and analysis, audit coordination, processing and recording of daily fiscal activities in accordance with generally accepted governmental accounting principles, budget coordination and monitoring, preparation of financial reports, and providing support on fiscal and financial matters. The Finance Department operates under the management and leadership of the Finance Director.

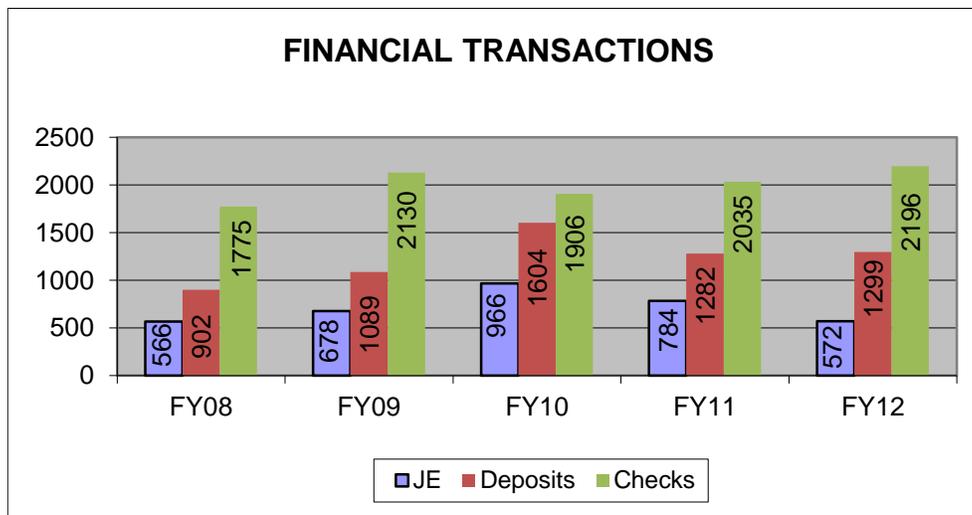
### Goals

- Ensure proper implementation of financial and accounting practices for the effective and efficient use of the Village’s financial resources.
- Maintain proper accountability over the Village’s financial resources.
- Prepare timely financial reports on the Village’s financial condition.

### Objectives

The following objectives provide information on the activities and projected accomplishments of the Department in Fiscal Year 2012-2013:

- Submit the Fiscal Year 2012-13 budget for the Distinguished Budget Presentation Awards Program by December 31, 2012.
- Submit the 2012 Comprehensive Annual Financial Report for the Certificate of Achievement for Excellence in Financial Reporting by March 31, 2013.



**BUDGET**

Description	Actual FY '10-'11	Original Adopted Budget FY '11-'12	Estimated Final FY '11-'12	Adopted Budget FY '12-'13
<b>FINANCE DEPARTMENT</b>				
Salaries & Wages	\$ 181,110	\$ 173,933	\$ 173,182	\$ 234,386
Other Wages	1,487	3,349	1,685	10,255
Payroll Taxes	13,272	13,215	13,047	19,685
Retirement Contributions	20,951	19,664	20,211	31,350
Health & Life Insurance	24,380	36,207	23,077	47,797
Independent Audit	36,836	60,000	35,000	50,000
Payroll Processing	1,913	-	-	-
Travel & Per Diem	1,033	1,250	2,717	2,500
Financial Institution Fees	11,537	12,000	11,314	13,000
Books, Publications, Subscriptions & Memberships	595	750	624	1,000
Professional Development	387	1,000	135	1,500
Reserve for Contingencies	-	1,000	-	5,000
<b>TOTAL FINANCE DEPARTMENT</b>	<b>\$ 293,501</b>	<b>\$ 322,368</b>	<b>\$ 280,992</b>	<b>\$ 416,473</b>

**Budget Details**

**Salaries and Wages:** Forty percent of the Finance director's salary is allocated to Special Revenue and reflects the addition of two positions.

**Independent Audit:** Budgeted fee reflects current contractual costs

**Payroll Processing:** this function is now being processed in-house (previously processed by ADP).

**Financial Institutions Fees:** Banks and Credit Card Fees.



**OFFICE OF THE  
VILLAGE ATTORNEY**

## **FUNCTION**

The Village Attorney is appointed by the Village Council in accordance with the Village Charter. The Village Attorney prepares and reviews ordinances, resolutions, contracts, bonds and other written instruments as directed and endorses approval of the documents as to form, language and execution thereof. When required by Council, the Village Attorney prosecutes and defends, for and on behalf of the Village, all complaints, suits, and controversies. The Village Attorney provides legal advice and consults with the Council on legislative, quasi-judicial, administrative, proprietary, employment and other governmental matters, attending meetings, preparing ordinances, resolutions and contracts, rendering legal opinions, negotiating other interlocal government agreement with Miami-Dade County as required under Article IX of the Village Charter, and assisting in securing revenues from taxes, fees, fines and forfeitures.

## **GOALS**

- Endeavor to always provide the highest quality legal services to the Village.
- Vigorously maintain professional independent judgment and adhere to a high standard of ethics.
- Ensure that the legal process remains a-political and provide the Village with clear and useful legal advice. In providing legal advice, the main objectives shall be to aid the Village in accomplishing its legitimate objectives and to avoid legal trouble.
- Assist the Village in implementing the ordinances, resolutions, contracts, and interlocal agreements necessary to assist the Village Manager establish the daily operations, functions, tax base, and code of ordinances for the Village, including a land development code tailored to the needs of the Village.

## **OBJECTIVES**

- Assist departments in uniformly coordinating inspections and enforcement of all Village ordinances relating to rights-of-way, storm water, and code compliance.
- Initiate, with the assisting of the Planning Department, the state mandated Evaluation and Appraisal Report (EAR), which is a process to update and amend the Village's Comprehensive Plan to fulfill the Future Land Use, Capital Improvements, Intergovernmental, and other Policies, Goals and Objectives of the Village.
- Assist the Village in the negotiation and preparation of all agreements, contracts, grant applications, bonding and other applications as required by the Village.
- Finalize all ordinances, agreements, and resolutions necessary for the operation of all Village departments.
- Successfully defend all litigation relating to pending zoning items.
- Assist newly elected officials to obtain Sunshine, Ethics, Public Records and Code of Conduct training.
- Assist staff as it relates to the review of charter schools.
- Assist the County and Village staff in effectuating a fire station within the VMU district.
- Assist the Village by working with Council and drafting any ordinances required pursuant to the adoption of any charter amendments in November 2012.

**2011-12 ACHIEVEMENTS**

- With the assistance of the Planning and Zoning Department the Village drafted several ordinances to update the Land Development Code, and to ensure that the Code is tailored to the needs of the Village and meets the direction of the Council.
- Drafted and updated, consistent with FEMA and State requirements the Village's Stormwater Ordinance.
- Drafted all ballot questions relating to amending the Village Charter.
- Assisted the Village in the negotiation and preparation of all agreements, contracts, grant applications, bonding and other applications as required by the Village.
- Assisted in developing the contracts relating to the selection and contracting of Art in Public Places (AIPP).
- Vigorously defended the Village's position in the litigation relating to the Palmer Trinity appeal of the 2008 and 2010 zoning decisions and assisted in obtaining final hearings in conjunction with same.
- Continued to implement ordinances relating to emergency water restrictions and emergency lot maintenance (Mow and Go Program).
- Monitored the FPL power plant and transmission line applications and issued agency report.
- Assisted the Building and Capital Projects Department in updating its permit applications and forms.
- Successfully implemented and completed the Village's Shed Amnesty Program.
- Assisted the Planning and Zoning Department in completing the Capital Improvement Plan (CIP), and Element updates.
- Updated the Village's Historic Preservation Ordinance.
- Updated, revised, and strengthened the Village's Lobbying Code, Campaign Financing Rules and Code of Ethics.
- Drafted updates on Committee Rules and created Special Events Committee, Friends of Thalatta Committee, Educational Compact Advisory Committee, Zoning Advisory Committee, and the Building and Permitting Advisory Committee.
- Drafted and implemented Moratorium.

**BUDGET**

Description	Actual FY '10-'11	Original Adopted Budget FY '11-'12	Estimated Final FY '11-'12	Adopted Budget FY '12-'13
<b>VILLAGE ATTORNEY</b>				
Professional Services - General Legal	\$ 151,031	\$ 180,000	\$ 185,016	\$ 180,000
Professional Services - Zoning Applications	41,382	30,000	21,832	30,000
Professional Services - Code Enforcement	4,670	5,000	1,982	5,000
Professional Services - Litigation Reserve	133,740	258,800	181,498	258,800
<b>TOTAL VILLAGE ATTORNEY</b>	<b>\$ 330,823</b>	<b>\$ 473,800</b>	<b>\$ 390,328</b>	<b>\$ 473,800</b>

## **Budget Details**

**General Legal:** Legal costs to draft, review, and finalize legal documents and provide general legal advice as necessary to the Village.

**Zoning Applications:** Legal costs to review zoning applications and provide legal advice.

**Code Enforcement:** Legal costs to review and handle code enforcement cases and provide legal advice to the Village as necessary.

**Litigation Reserve:** Funds designated to cover the legal costs of unexpected litigation expenses.



**GENERAL  
GOVERNMENT**

**GENERAL  
GOVERNMENT**

# General Government

## Function

The General Government section of the budget provides an expenditure detail for a variety of items of a general nature. These are items that are not applicable to other specific sections or departments, but are rather applicable to general Village functions.

## BUDGET

Description	Actual FY '10-'11	Original Adopted Budget FY '11-'12	Estimated Final FY '11-'12	Adopted Budget FY '12-'13
<b>GENERAL GOVERNMENT</b>				
Professional Services - General	\$ 36,864	\$ 40,000	\$ 8,132	\$ 40,000
Professional Services - Technical Support	45,546	45,000	33,926	45,000
Professional Services - Web Development & Maintenance	13,972	25,500	13,271	45,000
Professional Services - State Lobbyist	32,000	48,000	43,500	42,000
Temporary Administrative Support Services	-	3,000	-	5,000
Janitorial Services - Village Hall	17,722	-	-	-
Waste Haulers	5,991	5,000	6,627	5,000
Legislative Travel	3,628	8,000	6,979	8,000
Telephone Communications	34,103	40,000	30,450	35,000
Postage & Delivery	7,820	30,000	3,892	30,000
Electric	37,212	42,000	30,736	37,500
Water	17,561	23,400	2,851	5,000
Rent	44,143	-	-	-
Photocopies	10,846	10,000	13,205	15,000
Insurance	165,654	275,000	307,418	345,000
Repairs and Maintenance	17,131	100,000	1,402	50,000
Printing and Binding	2,381	5,000	2,563	5,000
Advertisement	6,748	7,500	10,407	10,000
TV & Video Production	-	-	32,160	100,000
Special Events	62,466	35,000	83,794	45,000
Office Supplies	32,480	50,000	23,342	50,000
Operating Supplies	54,584	50,000	29,204	40,000
Equipment and Furniture: non-capital outlay	3,742	2,500	5,234	5,000
Books, Publications, Subscriptions & Memberships	10,701	7,500	6,511	7,500
Software Support	80,361	90,000	75,797	90,000
Library Bond				
Principal	30,000	30,000	35,000	35,000
Interest	62,232	63,868	61,410	61,000
Village Hall Buildout				
Principal	225,000	290,000	290,000	295,000
Interest	679,463	610,712	610,813	605,000
Reserve for Contingencies	129,500	-	-	-
<b>TOTAL GENERAL GOVERNMENT</b>	<b>\$ 1,869,851</b>	<b>\$ 1,936,980</b>	<b>\$ 1,768,624</b>	<b>\$ 2,056,000</b>

## General Government

### BUDGET DETAILS

**Legislative Travel:** Travel and costs associated with Legislative and Intergovernmental matters.

**Janitorial Services:** Janitorial services are now part of the Facilities Maintenance department duties.

**Rent:** The Village terminated their rental contract December 2010 as a new Municipal Center was built.

**TV & Video Production:** The Village went on the air with WBAY channel 77 community TV this summer and also began videoing and broadcasting all public meetings.

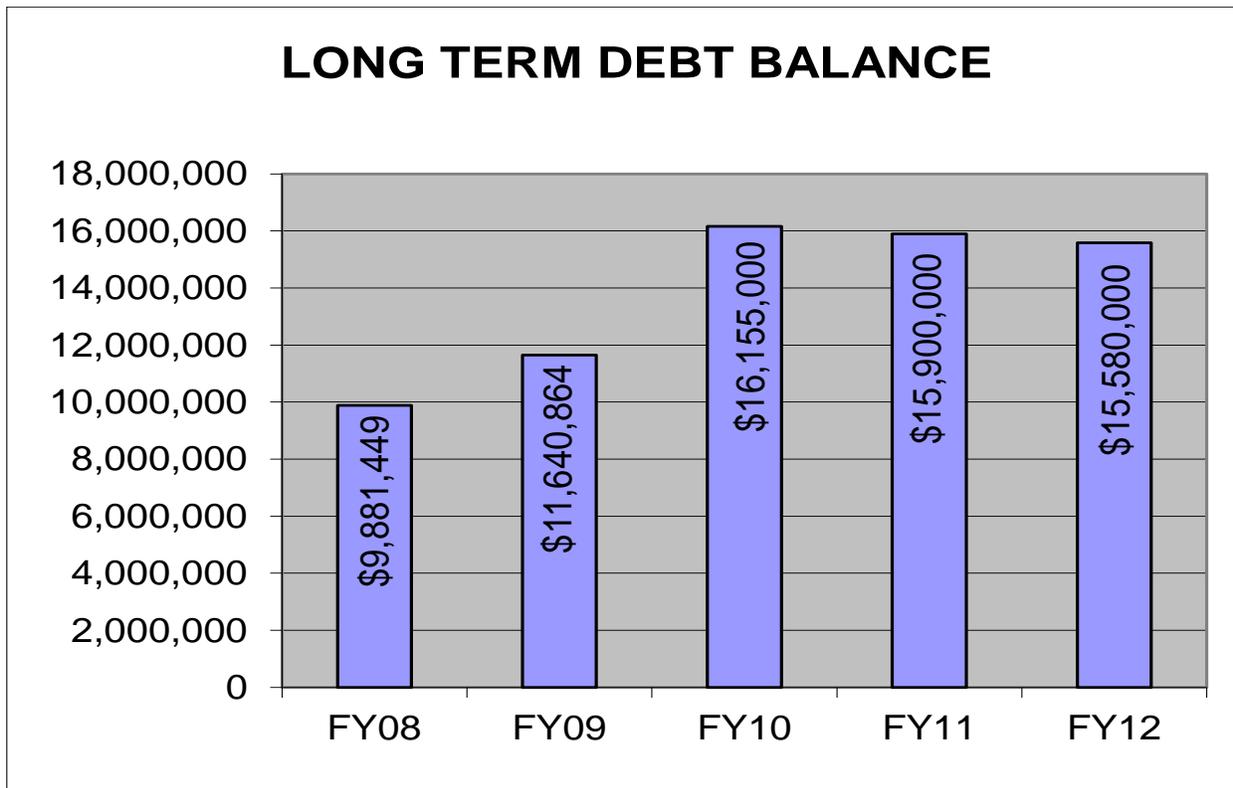
### LONG TERM DEBT RATIOS

	2008	2009	2010	2011	2012	2013
<b>Total Revenues</b>	\$15,808,656	\$15,349,425	\$15,300,514	\$14,859,684	\$13,447,887	\$13,973,375
Less: Ad-Valorem	6,692,181	6,574,981	5,879,429	5,559,345	5,432,006	5,623,941
<b>Total Non-Advalorem Revenues</b>	<u>9,116,475</u>	<u>8,774,444</u>	<u>9,421,085</u>	<u>9,300,339</u>	<u>8,015,881</u>	<u>8,349,434</u>
<b>Essential Services Expenditures</b>						
General Government	2,307,805	7,439,863	3,558,649	4,031,429	4,160,061	5,186,139
Public Safety	5,535,831	5,967,109	5,781,918	6,888,045	5,930,903	6,466,149
<b>Total Essential Services Expenditures</b>	<u>7,843,636</u>	<u>13,406,972</u>	<u>9,340,567</u>	<u>10,919,474</u>	<u>10,090,964</u>	<u>11,652,288</u>
<b>Adjustment for essential services expenditures</b>	6,692,181	6,574,981	5,879,429	5,559,345	5,432,006	5,623,941
<b>Adjusted Essential Services Expenditures</b>	<u>\$1,151,455</u>	<u>\$6,831,991</u>	<u>\$3,461,138</u>	<u>\$5,360,129</u>	<u>\$4,658,958</u>	<u>\$6,028,347</u>
<b>Legally Available Non-Ad Valorem Revenues</b>	\$7,965,020	\$1,942,453	\$5,959,947	\$3,940,210	\$3,356,923	\$2,321,087
<b>Required Non-Ad Valorem</b>	\$547,500	\$779,720	\$1,588,704	\$1,499,880	\$1,499,880	\$1,499,880
<b>Debt Services paid from Non-Ad Valorem</b>	\$365,000	\$519,813	\$1,059,136	\$999,920	\$999,920	\$999,920
<b>Required Debt Service ratio</b>	150.00%	150.00%	150.00%	150.00%	150.00%	150.00%
<b>Current Debt Service ratio based on prior two years</b>	908.07%	1403.76%	467.71%	395.15%	495.05%	364.89%
<b>Maximum Allowable Annual Debt Service (20% of Revenues)</b>	\$3,161,731	\$3,069,885	\$3,060,103	\$2,971,937	\$2,689,577	\$2,794,675

## General Government

The Village of Palmetto Bay has two bonds funded from Non Ad-Valorem revenue and one funded from the County's Citizen Independent Transportation Trust, and discussed in the Special Revenue section. The two General Fund Non Ad-Valorem bonds are (1) \$1,495,000 issued in 2005 for 30 years, for the construction of a library, community center and park. The balance outstanding is \$1,315,000. (2) \$14,780,000 issued in 2010 amortized over 30 years. The bond refinanced the \$6,000,000 issued in 2006 for 15 years, for the renovation of Village parks and construction of library, the \$2,500,000 issued in 2009 for 10 years, for the purchase of land for village hall, and \$5,500,000 to build a new, LEED platinum, Village Hall. The balance outstanding is \$14,265,000.

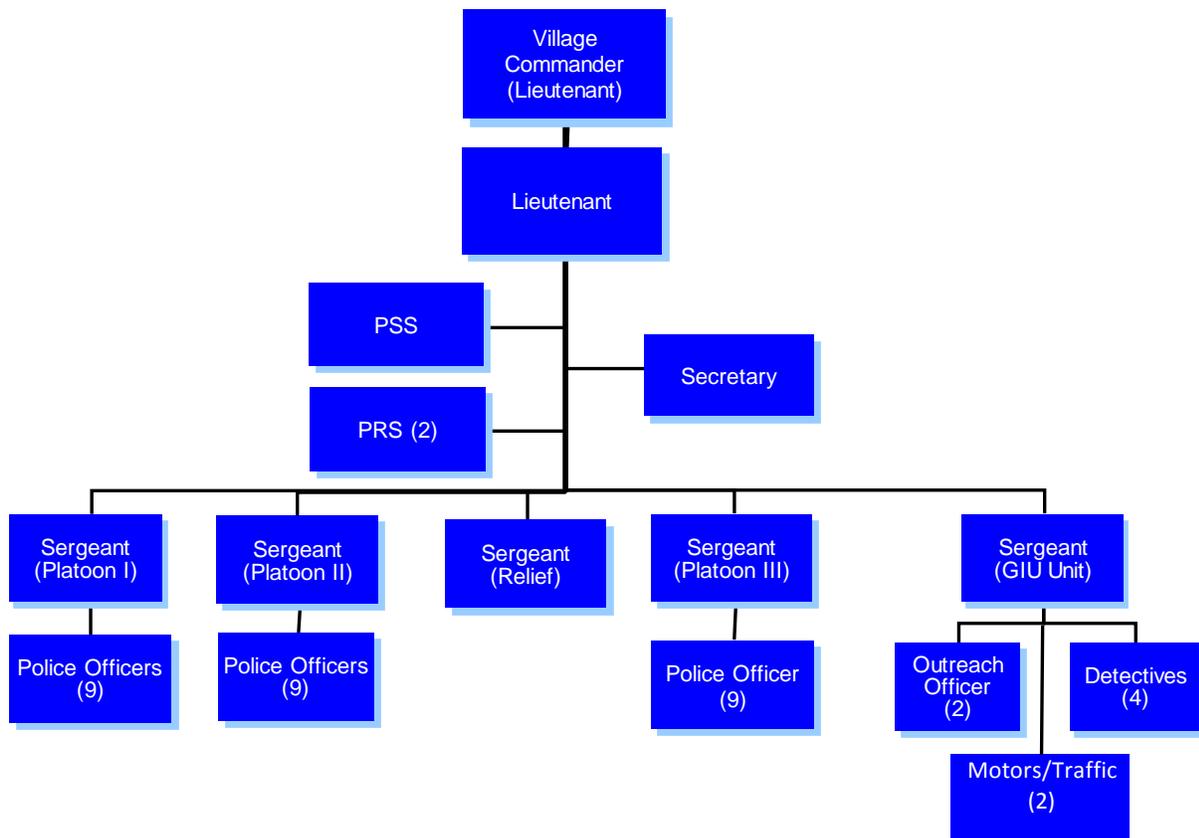
The Village of Palmetto Bay's legal debt requirement stipulates Non Ad-Valorem revenues to cover 150% of the maximum debt service which would be \$1,499,880. The Village currently has legally available Non Ad-Valorem revenues totaling \$2,321,087 which is 232% more than the maximum debt service. The second requirement stipulates a maximum debt service limit of no more than 20% of Non Ad-Valorem revenues or \$1,669,887, as compared to a maximum debt service of \$999,920 or 12%.





**PALMETTO BAY  
POLICING UNIT**

**POLICING UNIT ORGANIZATIONAL CHART**



### **FUNCTION**

The Department of Police was developed through an interlocal agreement between the Village of Palmetto Bay and Miami-Dade County. The Department officially began its operations with the Village on July 14, 2003. Charged with the primary responsibility to protect, the Department is fully committed to ensuring the safety and well-being of the Palmetto Bay community, emphasizing community-oriented policing and traffic safety. The Department is responsible for maintaining order and providing for the safe and expeditious flow of residents and visitors upholding the values of integrity, respect, service, and fairness. The daily operations and administration of the Department are overseen by the Village Commander with the assistance of a Police Lieutenant.

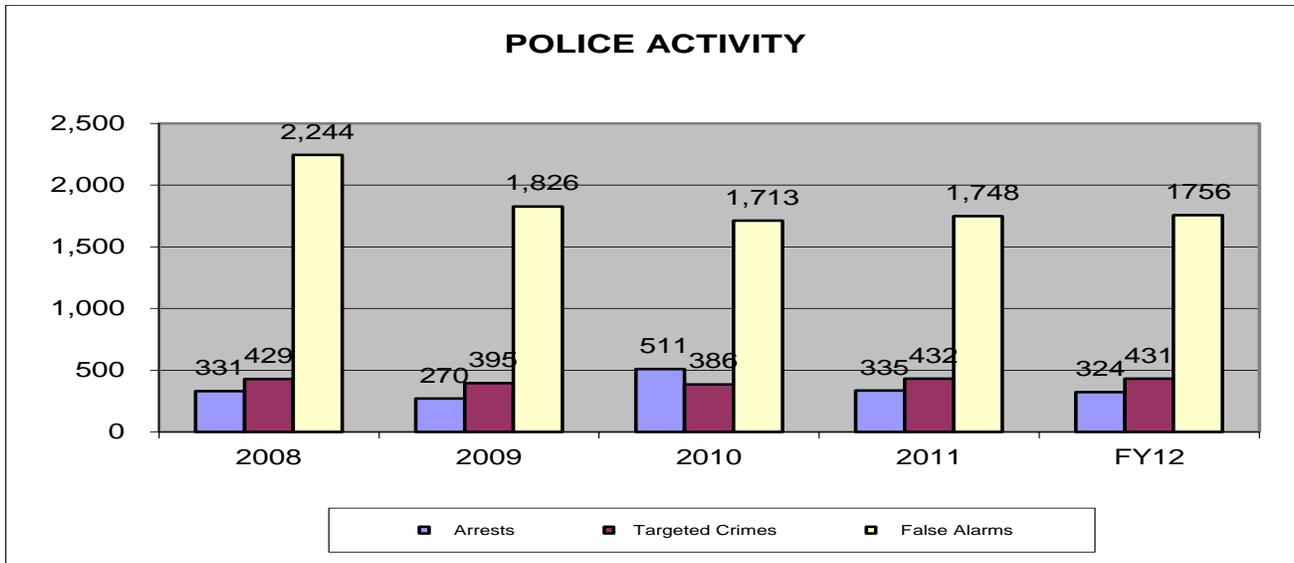
### **GOALS**

- Continue to evolve the Community Outreach programs.
- Continue to present programs crime prevention and safety to children attending schools and park programs in the Village.
- Identify hazardous streets and address traffic issues with particular emphasis on speeding throughout the Village limits.
- Increase police presence in the Village parks.
- Reduce targeted crimes in the Village.

### **OBJECTIVES**

- The Unit will provide timely notification of Crime Trends and Crime Prevention information through the Village website, E-Currents and local publications.
- The Unit will provide the security surveys of residences and businesses within the Village.
- The Unit will continue to assist neighborhoods in organizing the respective areas into Crime Watch Neighborhoods with the assistance of the Miami-Dade County Crime Watch program.
- The Unit will provide DARE, Officer Friendly and radKIDZ programs at schools and parks within the Village.
- The Unit will seek voluntary compliance to traffic laws through education and enforcement in an effort to reduce the number of traffic violations and vehicle crashes in the Village limits.
- Deploy Unit officers on bike and foot patrol during peak hours at Village parks and during special events.
- Deploy proactive and reactive patrols to reduce crimes in the Village and apprehend the offenders committing them.

*Palmetto Bay Policing unit*



**BUDGET**

Description	Actual FY '10-'11	Original Adopted Budget FY '11-'12	Estimated Final FY '11-'12	Adopted Budget FY '12-'13
<b>POLICE SERVICES</b>				
Patrol Services	\$ 6,139,473	\$ 5,958,612	\$ 5,827,704	\$ 6,362,449
School Crossing Guards	59,230	64,000	84,301	80,000
Photocopies	5,012	4,500	5,770	5,800
Maintenance - Equipment	3,999	4,000	851	4,000
Printing and Binding	296	400	-	400
Officer Friendly Program	4,665	5,000	2,297	5,000
Office Supplies	2,474	2,500	2,598	2,500
Operating Supplies	3,475	3,000	6,442	3,000
Uniforms	988	500	940	500
Equipment and Furniture: non-capital outlay	-	500	-	500
Books, Publications, Subscriptions & Memberships	-	500	-	500
Professional Development	4,332	4,000	-	-
Contingency	-	1,500	-	1,500
<b>TOTAL POLICE SERVICES</b>	<b>\$ 6,223,944</b>	<b>\$ 6,049,012</b>	<b>\$ 5,930,903</b>	<b>\$ 6,466,149</b>

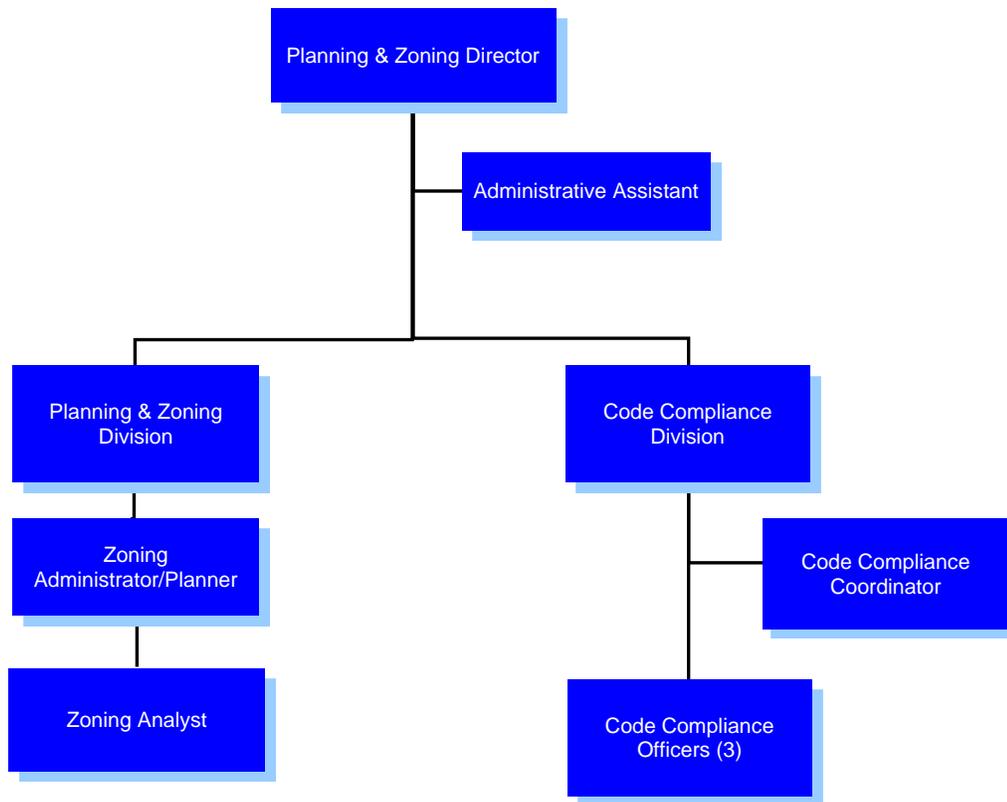
**BUDGET DETAILS**

**Patrol Services:** As required by the Interlocal Agreement for Patrol Services, this line item reflects the amount paid to the Miami-Dade County Police Department for local police services provided to the Village.



**DEPARTMENT OF  
PLANNING &  
ZONING**

**PLANNING & ZONING ORGANIZATIONAL CHART**



### **Function**

The Department of Planning & Zoning is comprised of two divisions: Planning & Zoning and Code Compliance. The Planning & Zoning Division is responsible for providing technical and professional recommendations to ensure strict adherence to the Village's Comprehensive Plan, Land Development Code, and any other concurrency regulations. The goal of the Planning and Zoning Division is to ensure that the planning and zoning needs of residents are met in a timely and efficient manner through a cost-effective process. The Code Compliance Division is responsible for educating the public on the Village's code regulations and enforcing those regulations in the utmost professional manner. The overall goal of this division is to ensure the safety, health and welfare of each resident and neighborhood in a responsible and professionally sensitive manner.

### **Goals**

#### ***Division of Planning & Zoning***

- Implementation of the adopted Village of Palmetto Bay Comprehensive Plan.
- Administer zoning regulations in accordance with the Land Development Code.
- Implementation of Franjo Island/U.S. 1 Island Area Mixed Use Zoning District regulations to promote sustainable economic development in the area.
- Review building permits for compliance with the Land Development Code.
- Administer the Certificate of Use program.
- Administer the Business Tax Receipt program.
- Maintain and keep current the Land Development Code.
- Provide information to the public regarding the Land Development Code.
- Continue to administer the permit process for sidewalk cafes and garage sales.
- Expand the GIS capabilities by adding new features (location of sidewalks, storm drains, street trees in right-of-way, and street name signs) to the system which will allow the Village departments to have updated and accurate information pertaining to the location of basic infrastructure.
- Administer the Art-in-Public-Places (AIPP) Program.
- Administer the Historic Preservation Program.
- Represent the Village at planning and development conferences and seminars.

#### ***Division of Code Compliance***

- Respond to code complaints in a professional and expeditiously manner.
- Secure code compliance through a progressive system of enforcement actions.
- Work directly with residents to address code issues within neighborhoods.
- Implement code compliance policies set by the Village Council as specific topics impact the Village (i.e. water restrictions and lot maintenance at abandoned properties).
- Administer the Special Master hearing process for appeals to code citations.
- Continue to educate residential and commercial property owners on code requirements.
- Perform zoning inspections in conjunction with the Building Permit program.
- Promote professional development of code compliance officers.

### **Objectives**

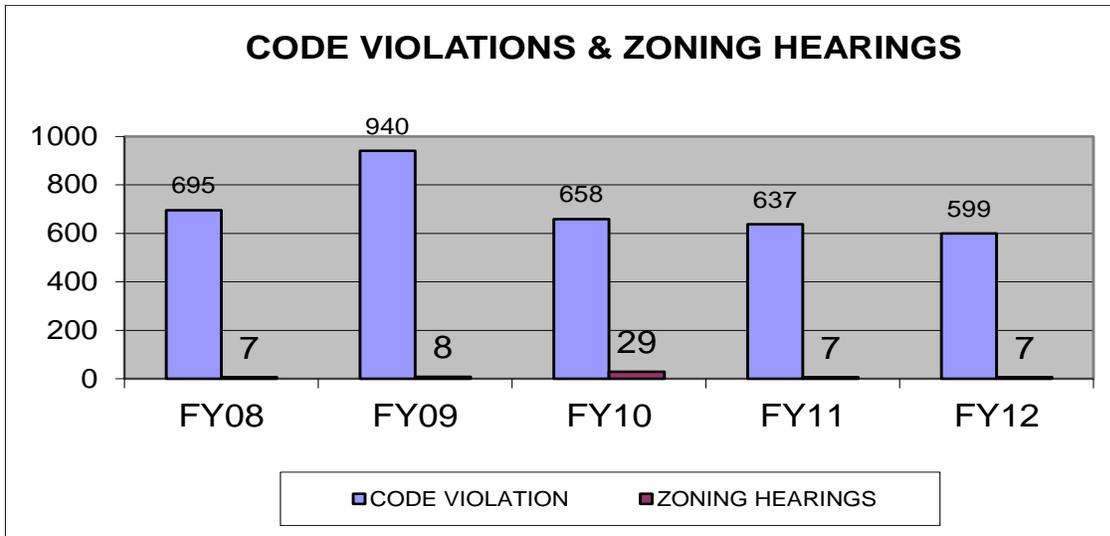
#### ***Division of Planning & Zoning***

- Process zoning applications for public hearings within 60 business days.
- Process administrative adjustment applications within 15 business days.
- Process administrative site plan review applications, required for projects within the Village Mixed Use and Franjo Island/U.S. 1 Island Area zoning districts, within 7 days.
- Continue to evaluate the Land Development Code to ensure consistency with the Comprehensive Plan, Future Land Use Map, Zoning Maps and other supporting documents.
- Promote industry approved energy efficient technology on government buildings, and commercial development consistent with the Village Green Ordinance requirements.
- Review sidewalk café permit applications within 2 business days of receipt.
- Issue garage sale permits within 24 hours of receiving an application.
- Update GIS property data bases every 30 business days.
- Prepare GIS maps, atlases and mailing labels within 2 business days of request.
- Provide planning and zoning information to property owners and developers within 2 business days of request.
- Schedule Art-in-Public-Places (AIPP) Advisory Board meeting as needed and provide staff assistance to Board.
- Schedule Historic Preservation Advisory Board (HPAB) meeting as needed and provide staff assistance to Board.

#### ***Division of Code Compliance***

- Perform code inspections within 24 hours of receipt of a complaint.
- Perform zoning inspections within 24 hours of request.
- Issue courtesy warning, citation, or finding of “no valid complaint” or “in compliance” within 24 hours of an inspection.
- Recover the cost of the Mow and Go Program through the lien process.
- Issue courtesy warning for 100% of water restriction violations observed by police or code officers, based on ordinance set by the Village Council and directed by the SFWMD.
- Develop 30-day action plans for focused neighborhood code initiatives, when requested and/or identified.
- Process appeals before the Special Master within 30 days of receipt.
- Schedule a minimum of 15 cases per month before the Special Master and prepare case briefs.
- Review and update any informational brochures which educate the public on new or existing Code regulations that may have an impact on property owners.
- Obtain code compliance rate of 90%.

# Department of Planning and Zoning



## BUDGET

Description	Actual FY '10-'11	Original Adopted Budget FY '11-'12	Estimated Final FY '11-'12	Adopted Budget FY '12-'13
<b>PLANNING &amp; ZONING</b>				
Salaries & Wages	\$ 332,870	\$ 371,777	\$ 341,429	\$ 441,214
Other Wages	11,393	3,824	3,755	10,680
Payroll Taxes	25,903	28,440	26,435	34,929
Retirement Contributions	31,943	43,521	32,419	45,729
Health & Life Insurance	73,145	84,483	68,647	105,200
Professional Services - Studies/Master Plan	12,493	2,000	-	25,000
Professional Services - Land Development Code	-	1,500	-	1,500
Professional Services - Special Master	5,525	9,000	7,375	9,000
Professional Services - General	-	25,000	19,400	50,000
Professional Services - GIS	8,975	12,000	9,675	12,000
Travel & Per Diem	200	3,000	760	3,000
Postage & Delivery	5,802	2,000	8,709	2,000
Lot Maintenance & Abandoned Property	20,359	30,000	25,099	30,000
Printing and Binding	1,025	3,000	-	3,000
Operating Supplies	3,563	4,000	1,416	4,000
Uniforms and Badges	878	750	315	750
Equipment and Furniture: non-capital outlay	20	500	880	500
Books, Publications, Subscriptions & Memberships	305	2,500	476	2,500
Professional Development	683	3,000	226	3,000
Reserve for Contingencies	-	500	-	10,000
<b>TOTAL PLANNING &amp; ZONING</b>	<b>\$ 535,082</b>	<b>\$ 630,795</b>	<b>\$ 547,016</b>	<b>\$ 794,002</b>

**BUDGET DETAILS**

**Salaries and Wages:** Salaries and Wages were adjusted for the addition of a Code Compliance Officer.

**Professional Services – General:** Evaluation and Appraisal Report (EAR) update as required by FS 163.3191(13).

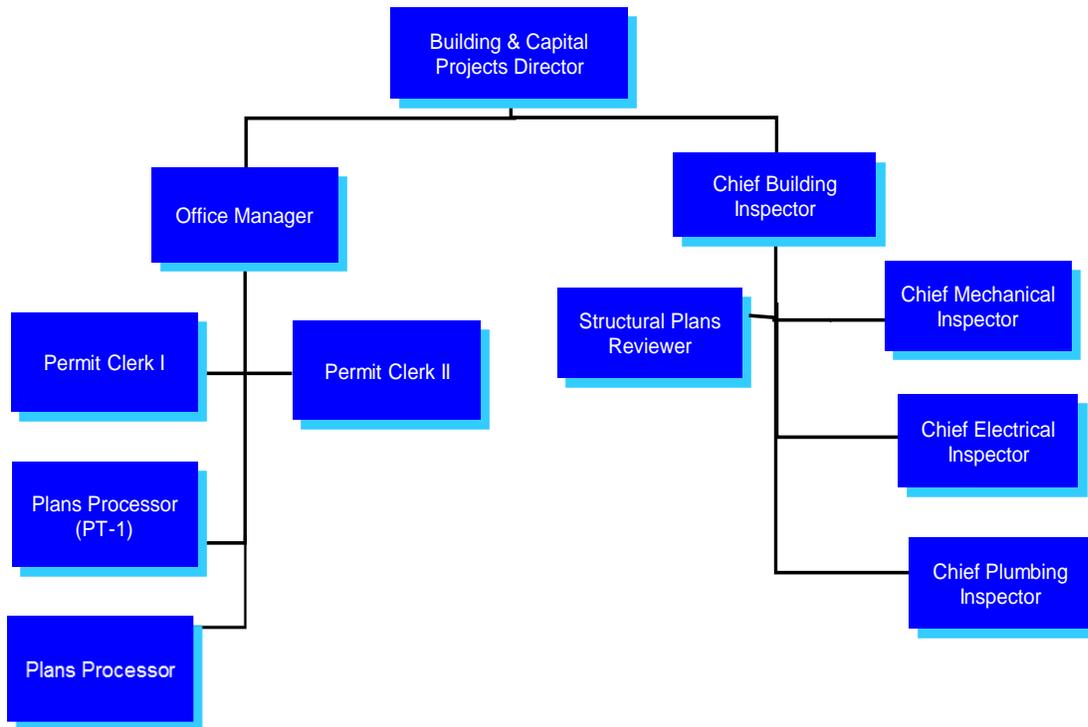
**Professional Services – Studies/Master Plan:** Studies for historic preservation and a landscape master plan.

**Lot Maintenance & Abandoned Property:** Maintaining, securing and cleaning up abandoned and foreclosed properties.



**DEPARTMENT OF  
BUILDING &  
CAPITAL PROJECTS**

**BUILDING & CAPITAL PROJECTS ORGANIZATIONAL CHART**



**\*The Building and Capital Projects budget has now been moved to the Special Revenue budget as of FY2012.**

### **FUNCTION**

The Department of Building and Capital Projects is composed of two (2) main divisions which include the Building Division, and the Capital Projects Division. The Building and Capital Projects Division performs the critical functions of safeguarding the health, safety and welfare of the residents by enforcing and implementing federal, state and local building laws that regulate the construction industry, particularly the Florida Building Code (2007 Edition) with 2009 supplements. The Division also enforces all codes promulgated by regulatory agencies such as the Hotel and Restaurant Commission, Miami-Dade County Department of Environmental Resource Management, Florida Department of Health and Professional Regulation and others. The Capital Projects Division is primarily responsible for the overall administration and technical implementation of the Village's capital projects.

### **GOALS**

- ◆ Ensure that laws and regulations governing the construction industry are implemented consistently and uniformly throughout the Building Division and within our customer base.
- ◆ Continue to improve service delivery for residents, businesses and trade representatives.
- ◆ Enhance access to information concerning the building and permitting laws and processes, by implementing the new software program.
- ◆ Facilitate retrieval and access to closed project plans and information, and ease storage needs by continuing to scan and store data electronically.
- ◆ Promote and implement Green Initiatives in accordance with Village policies.
- ◆ Promote and implement technology to allow for easier access and posting of all plan review and inspection results.
- ◆ Ensure that projects are completed on-time and under budget by providing assistance, guidance and direction in a timely manner.

### **OBJECTIVES**

- ◆ Provide professional development opportunities to staff that will assist them in the implementation of building laws and regulations.
- ◆ Enhance the "Permit Connection" line to directly contact customers concerning their pending building plans.
- ◆ Continue to provide access to permit information and status via the Village website and provide general information to the public concerning the building process through outreach programs.
- ◆ Enhance customer service by continuing to provide walk-thru permit service and extended hours of operation.
- ◆ Provide professional quality services to all residents and customers of the Building Division.
- ◆ Attend conferences and training seminars regarding green initiatives
- ◆ Promote greater communication between the Departments providing upgraded results and a unified approach to government.
- ◆ Administer capital projects and provide direction to consultants and sub-consultants in a manner that is consistent with building codes and established contractual agreements with the Village.
- ◆ Oversee the construction, completion of all new Village projects.
- ◆ Manage the construction of the future second phase of the Municipal Center.
- ◆ Help create a revised master plan for Parks.

# Department of Building and Capital Projects

## BUDGET

Description	Actual FY '10-'11	Original Adopted Budget FY '11-'12	Amended Budget FY '11-'12	Estimated Final FY '11-'12	Proposed Budget FY '12-'13
<b>BUILDING &amp; CAPITAL PROJECTS</b>					
Salaries & Wages	\$ 370,930	\$ 394,983	\$ (394,983)	\$ -	\$ -
Other Wages	10,544	4,791	(4,791)	-	-
Overtime	-	2,500	(2,500)	-	-
Payroll Taxes	27,526	30,216	(30,216)	-	-
Retirement Contributions	34,080	46,483	(46,483)	-	-
Health & Life Insurance	79,519	84,483	(84,483)	-	-
Professional Services	10	2,000	(2,000)	-	-
Outsource - Building and Permitting/Inspectors	130,427	125,000	(125,000)	-	-
Travel & Per Diem	13	1,000	(1,000)	-	-
Postage & Delivery	816	1,000	(1,000)	-	-
Photocopier	5,611	5,600	(5,600)	-	-
Operating Supplies	874	7,000	(7,000)	-	-
Uniforms and Badges	-	1,500	(1,500)	-	-
Equipment and Furniture: non-capital outlay	2,767	500	(500)	-	-
Books, Publications, Subscriptions & Memberships	928	1,000	(1,000)	-	-
Professional Development	56	-	-	-	-
Reserve for Contingencies	-	-	-	-	-
<b>TOTAL BUILDING &amp; CAPITAL PROJECTS</b>	<b>\$ 664,101</b>	<b>\$ 708,056</b>	<b>\$ (708,056)</b>	<b>\$ -</b>	<b>\$ -</b>

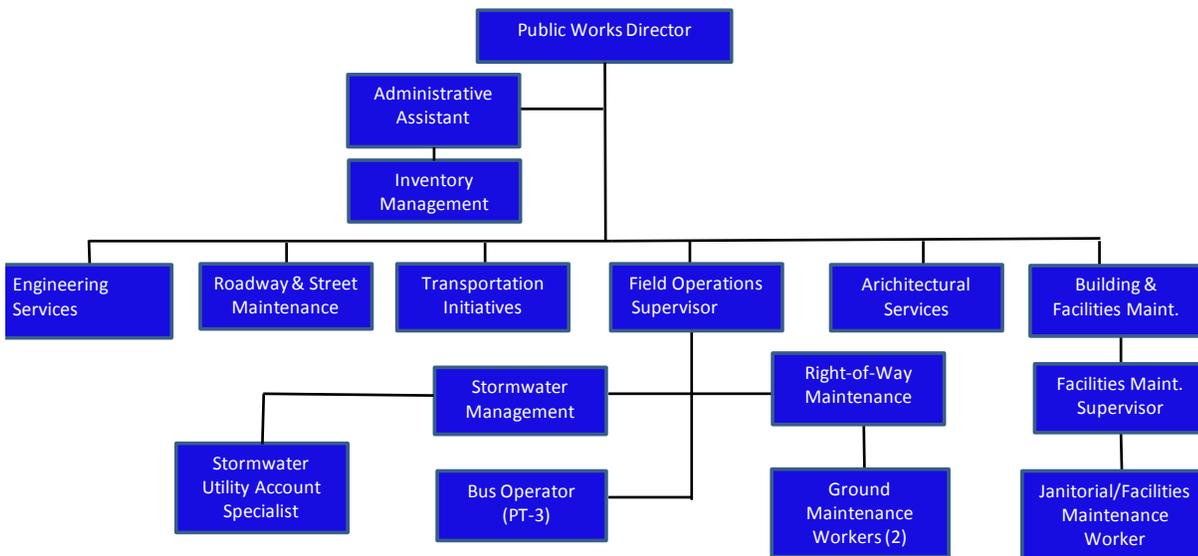
## BUDGET DETAILS

The Building and Capital Projects budget has now been moved to the Special Revenue budget as of FY2012.



**DEPARTMENT OF  
FACILITIES  
MAINTENANCE/  
PUBLIC WORKS**

**PUBLIC WORKS ORGANIZATIONAL CHART**



**\*The following budget represents only the Facilities Maintenance portion. All other portions for Public Works are now budgeted in Special Revenue – Public Works.**

### **Function**

The Facility Maintenance Division of the Public Works Department provides an efficient, thorough, and effective preventive maintenance and repair program for the Village Municipal Center. The department performs interior and exterior janitorial and maintenance services that provide a safe and functional environment for the community and occupants of the facility while using green products, equipment and methodology to maintain Municipal Center Platinum LEED Certification.

### **Goals**

Provide and maintain clean, efficiently run facility, sustainable quality service, in a cost effective manner with regard to general maintenance.

Reduce maintenance and operation cost of the Municipal Center by following the guidelines for maintenance and operation of a green facility.

Continue to reduce exposure of building occupants and maintenance personnel to potentially hazardous chemical, biological and particle contaminants.

Continue to purchase products and equipment compliant with USGBC green cleaning material requirements.

Increase satisfaction and support the productivity and well-being of the building occupants.

Continue to provide training for facility maintenance staff on green building practices.

Monitor and track green and non-green products.

Ensure the municipal center is maintained in a healthy and clean manner.

Maintain the municipal center building and landscape in a presentable manner.

Ensure all mechanical equipment is checked, tested and operational to their highest efficiency.

Manage the construction of capital improvements projects at Municipal Center.

Oversee all outsourced contracts for services at the Municipal Center.

Conserve natural resources through increased energy efficiency.

### **Objectives**

Provide all employees with 2 hours of quarterly training.

Educate staff on appropriate cleaning practices, replacement parts, product purchases, and continue the goals of energy efficiency, resource conservation and improved indoor air quality required for green building operations.

Educate occupants on the function of individual system controls and additional training for key maintenance staff responsible for operations of HVAC equipment and any installed controls

## *Department of Public Works-Facilities Maintenance*

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Create a Green Cleaning training program for all new hires and occupants of the municipal center.

Clean all common areas daily.

Employ a team cleaning approach that increases energy savings at the municipal center.

Continue to log all maintenance information on a daily, weekly, monthly, quarterly, and yearly basis.

Establish and maintain the level of comfort occupants experience currently at the facility.

Provide cleaning products that are green seal certified or environmentally preferable

Use Green Seal certified or EPA preferred towels and tissue that are 100% recycled.

Perform ground maintenance as scheduled.

Perform building maintenance in accordance with maintenance schedule and on an as needed basis.

Check and maintain all equipment in accordance with owner's manual and contract requirements.

Maintain equipment regularly to ensure a safe work environment for employees and the public.

Maintain municipal building which includes HVAC, Electrical and Craftsman needs.

Maintain municipal grounds which include parking lots, right of way, sidewalks, grass strips, and plaza area.

Monitor energy conservation; reduce energy consumption at the Municipal Center (control heating and electricity usage).

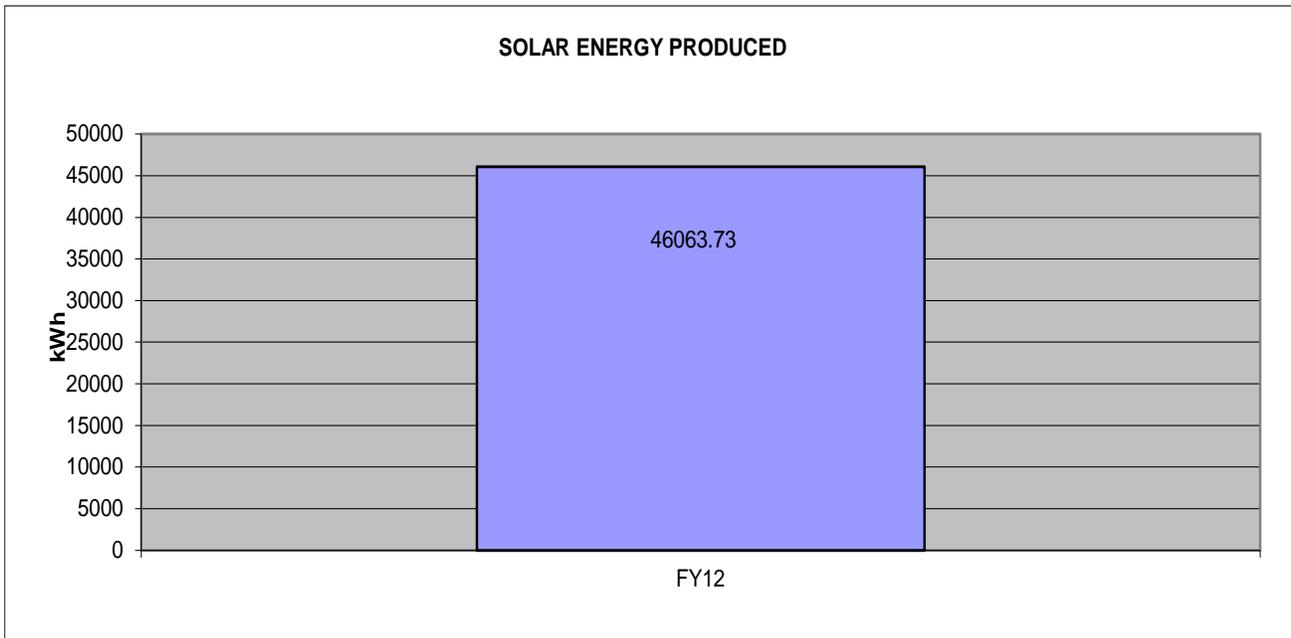
Sustain the professional appearance and efficiency of the Municipal Center facility.

Coordinate and insure all capital improvement projects are completed in a timely manner.

Use powered cleaning equipment that helps to reduce building contaminants and minimize any negative impact to the building.

Continue to meet LEED-EBOM criteria for sustainable cleaning products

Review on an annual basis all practices and products prior to contract renewal (typically annually) to identify opportunities for improvement and expansion of environmentally-friendly practices.



## Department of Public Works-Facilities Maintenance

### BUDGET

Description	Actual FY '10-'11	Original Adopted Budget FY '11-'12	Estimated Final FY '11-'12	Adopted Budget FY '12-'13
<b>FACILITIES MAINTENANCE</b>				
Salaries & Wages	\$ 328,845	\$ 107,320	\$ 103,582	\$ 111,152
Other Wages	3,227	325	275	-
Overtime	2,432	1,000	395	1,000
Payroll Taxes	25,572	8,210	7,983	8,509
Retirement Contributions	36,371	12,745	10,567	11,402
Health & Life Insurance	62,693	36,207	29,445	39,450
Pest Control	793	1,440	329	510
Alarm Monitoring	526	950	846	1,035
Travel & Per Diem	1,541	1,500	219	1,500
Utilities	8,050	-	-	-
Photocopy Machine	1,528	-	-	-
Repairs and Maintenance - Facility	2,322	12,774	11,503	30,000
Repairs and Maintenance - Vehicle	7,887	6,500	6,931	6,500
Repairs and Maintenance - Equipment	376	5,000	25	5,000
Office Supplies	4,355	250	402	250
Operating Supplies	5,835	7,500	3,864	7,500
Uniforms	1,436	1,500	1,089	1,500
Vehicle Operation	31,872	23,000	25,789	28,400
Equipment and Furniture: non-capital outlay	1,401	5,000	440	5,000
Books, Publications, Subscriptions & Memberships	535	750	299	1,000
Professional Development	788	1,500	374	1,500
Reserve for Contingencies	-	10,000	-	10,000
<b>TOTAL PUBLIC WORKS-FACILITIES MAINTENANCE</b>	<b>\$ 528,385</b>	<b>\$ 243,471</b>	<b>\$ 204,357</b>	<b>\$ 271,208</b>

The responsibilities of Public Works have expanded beyond the scope of their funding sources. Therefore as of FY2012 the Public Works department expenditures have been divided into two budgets corresponding to the allowable expenditures of the funding sources. The Facilities Maintenance and General Government fleet maintenance are presented here as part of the General Fund budget.

The expenditures that are restricted by the various transportation and fuel taxes are presented as part of the Special Revenue funds.

### BUDGET DETAILS

**Vehicle Operations** – Maintenance and operational costs for all Village-owned vehicles.

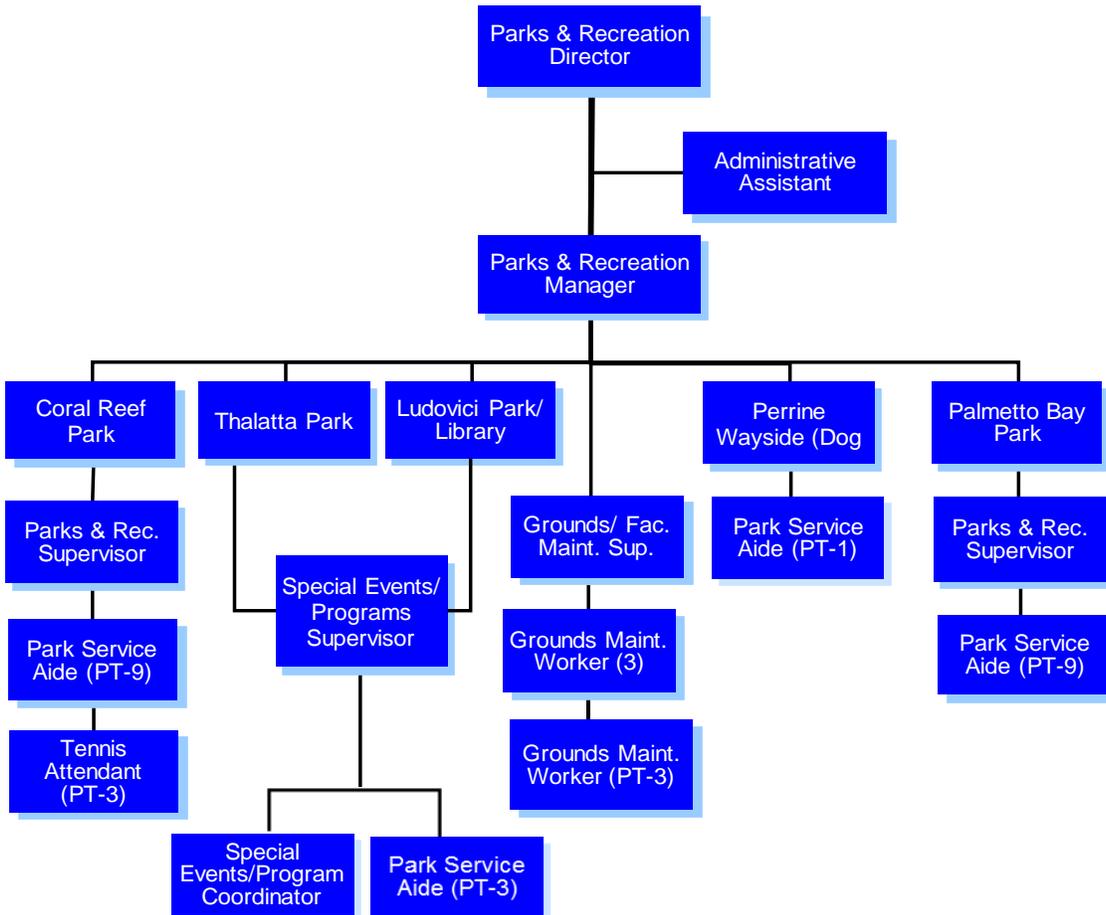
**Repairs and Maintenance- Facility:** Annual expenses for utilities, communication, repairs and maintenance, and operating supplies of the Village Hall facility.



**DEPARTMENT OF  
PARKS &  
RECREATION**

**DEPARTMENT OF  
PARKS & RECREATION**

PARKS & RECREATION ORGANIZATIONAL CHART



### **Function**

The Department of Parks and Recreation is responsible for the planning, organizing, supervising, directing and administering of all activities related to parks and recreation, special events and community outreach programs. To that extent, the Department directs and coordinates the installation and maintenance of park facilities including park structures and landscaped areas; prepares bid specifications and cost estimates for park maintenance outsourcing and maintenance projects; and administers all aspects of respective contracts including service providers and user agreements. Parks and Recreation is responsible for developing innovative partnerships for park programming activities by focusing on collaborations with community and civic groups as well as our local schools. The Department continuously explores and develops new techniques and approaches in recreational activities that address community needs, as well as for appropriate park improvements and/or recommendations for additional amenities. Grant-writing and grant administration of park grants are also a function of the Parks and Recreation Department.

### **Goals**

- Enhance parks safety and security during special events, home games and tournaments including pre- and post-event hours.
- Enhance recruitment of professional parks and recreation professionals to fill-in available positions.
- Continue to seek sponsorships and donations for programming, special events and enhancement of parks.
- Expand in-house/outsourced recreational programming for youth and adults.
- Continue the monitoring of park concessionaire operations to ensure acceptable levels of customer service, cleanliness and food and beverage offerings.
- Continue to support Village “Green Initiatives” through commitment to environmental education and conservation.
- Continue to promote and require attendance of management personnel to attend state and national conferences to keep up with certifications and industry initiatives.
- Continue to encourage the cooperation between the Village and neighborhood schools.
- Implement an internship program by working together with local universities.
- Continue to seek innovative and creative ways to improve operational efficiency and effectiveness; including delivery of services, strategic expenditures and possible options to increase revenues through new or enhanced amenities.
- Continue to work with Public Works, the Public Information Officer and Police to enhance, promote and protect our park facilities and patrons.
- Continue to maintain a high level of park maintenance with well trained and motivated staffing and effective maintenance programs.

### **Objectives**

- Work with the Police Department to schedule police personnel during park special events, tournaments and peak-hour user times including weekends, to ensure the safety and security of all participants.
- Research the ‘best practices’ to secure all park facilities.

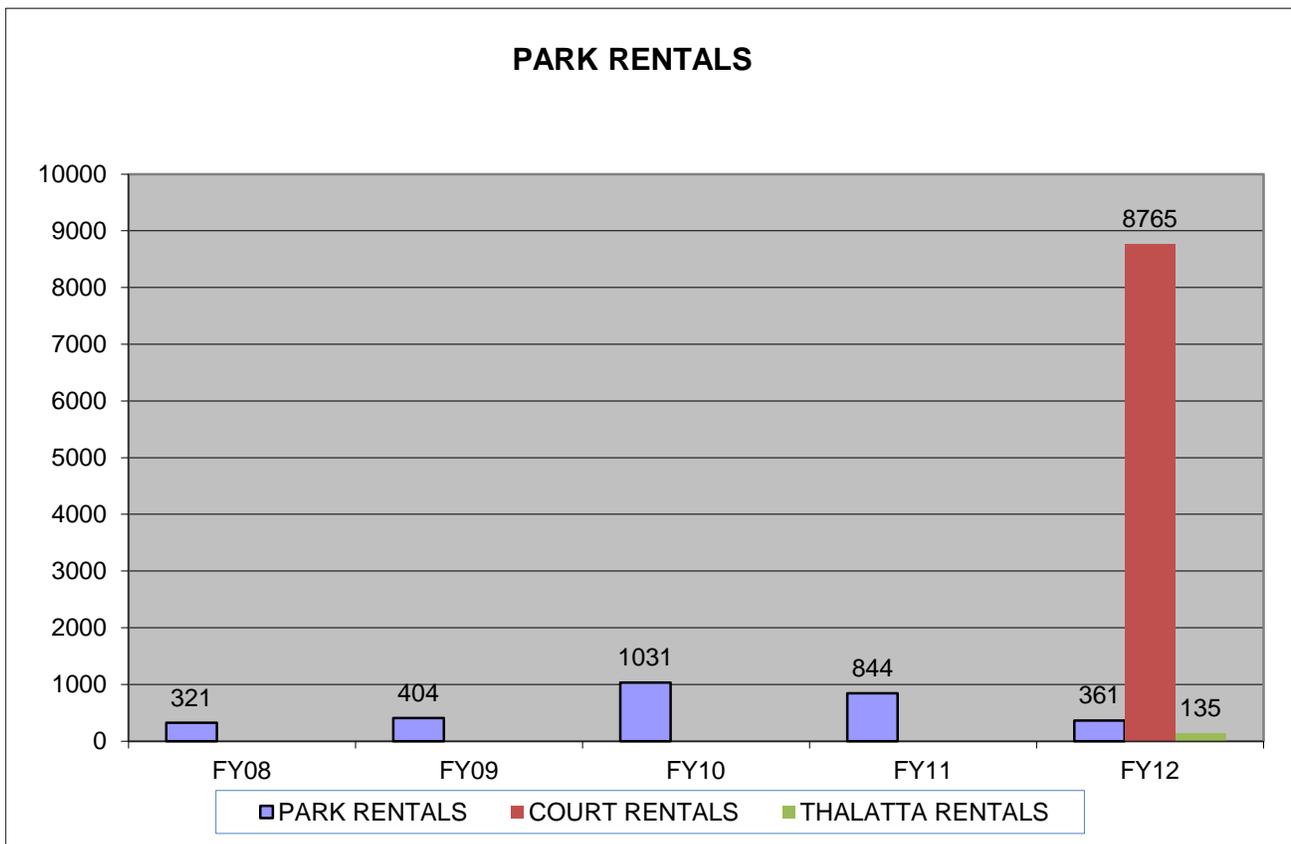
## *Department of Parks and Recreation*

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- Procure a CPSI (Certified Playground Safety Inspector) to conduct periodic inspections of park playgrounds. Ensure all future playground purchases are from companies manufacturing goods within the United States with the ability to repair and/or maintain on short term notice within reasonable timeframes.
- Meet with local universities and colleges to discuss and implement an internship program and possible candidates for Village parks and recreation positions. Meet with local high school counselors to attend Career Day to discuss interest and promote a career in parks and recreation for students.
- Continue to conduct and/or monitor a girls' softball sports program as managed by the Parks and Recreation department.
- Prepare and submit an RFP for operation and maintenance of the Palmetto Bay Skate Park; evaluate and recommend award contract accordingly.
- Prepare and submit an RFP for operation and maintenance of the Coral Reef Tennis Center.
- Create a marketing brochure pamphlet to promote park facilities and programs, and to solicit sponsorship for printing of same.
- Evaluate park amenities currently offered to potential renters and determine feasible improvements which could increase attractiveness and subsequently increase rental revenue. To increase accessibility and user convenience, eventually initiate on an on-line rental system through Tyler.
- Continue to work with the Building Department before seeking quotes from contractors and/or vendors to assure that the scope of work requested meets industry standards and complies with code.
- Work with the Building Department to ensure all work performed by contractors and vendors are permitted and inspected.
- Seek additional funding through grants to replace mulch from playground in as many areas as possible with recycled rubberized surface or playground grass.
- Replace remaining dispensers in restroom facilities with hand blowers to minimize the cost of janitorial goods.
- Purchase and install at least 5 more recycle bins and place throughout Village park facilities.
- Continue to attend state and local conferences to keep up with CPRP certification and industry new trends and initiatives; promote CPRP certification of at least one more member of the park's staff.
- Successfully work together with local area schools to promote opportunities and include performances from school groups at all Village special events.
- Reduce expenses of Village picnic by seeking to obtain a minimum 25% of the event cost to be covered by sponsors.
- Continue the marketing of Ludovici Park; promoting rental opportunities for the Edward and Arlene Feller Community Room and Amphitheater sufficient to generate 20% more in overall park rentals.
- Continue to effectively market and promote Thalatta Estate as the premier wedding venue in South Florida; as well as parties, corporate events, etc.
- Complete a structural evaluation of the main house at Thalatta Estate, and effectuate necessary repairs and/or upgrades to ensure long-term reliability and usage.
- Procure the architectural services for the design and build-out of the main house for the creation of a multi-purpose room servicing up to 300 people with dance floor and stage; with rooftop patio.
- Complete all approved capital improvement projects.

## Department of Parks and Recreation

- Incorporate a volunteer program to assist with landscaping projects and gardens such as the Coral Reef Meditation Garden and other parks.
- To retain and/or enhance an effective maintenance program, improve the delivery of services via a re-training program for all staff in the proper execution of various maintenance tasks.
- Complete a professional evaluation of parks for subsequent recommendation as to possible revenue generating amenity improvements and/or additions.



# Department of Parks and Recreation

## BUDGET

Description	Actual FY '10-'11	Original Adopted Budget FY '11-'12	Estimated Final FY '11-'12	Adopted Budget FY '12-'13
<b>PARKS &amp; RECREATION</b>				
Salaries & Wages	\$ 454,106	\$ 469,964	\$ 446,855	\$ 534,726
Part-Time Salaries & Wages	290,197	336,484	321,387	605,346
Summer Camp Payroll	-	85,000	45,328	85,000
Other Wages	1,435	5,800	3,047	12,226
Overtime	890	1,500	398	1,500
Payroll Taxes	56,066	67,835	61,534	77,619
Retirement Contributions	42,505	54,878	46,472	56,721
Health & Life Insurance	92,566	108,621	93,756	118,350
Professional Services	2,916	2,000	3,900	5,000
Tennis Coaches	-	-	93,327	-
Travel & Per Diem	-	2,000	38	2,000
Uniforms	9,055	15,000	3,221	25,000
Summer Camp Supplies	23,829	34,000	22,326	23,500
Tennis Camp Supplies	-	-	17,983	5,000
Books, Publications, Subscriptions & Memberships	925	1,500	635	1,500
Professional Development	80	4,500	209	4,500
Reserve for Contingencies	-	2,500	-	10,000
Park Maintenance - Coral Reef Park:				
Waste Haulers	12,119	11,500	13,465	16,100
Alarm Monitoring	2,529	2,800	2,116	2,000
Communications	3,377	2,850	3,191	2,600
Electric	32,326	40,000	34,260	34,000
Water	9,186	10,000	13,099	14,700
Gas	112	-	-	-
Grounds Maintenance	49,946	43,000	65,800	85,000
Pineland Management	-	8,127	-	8,489
Repair and Maintenance	38,520	40,000	41,268	40,000
Operating Supplies	58,231	55,000	45,228	60,000
Furniture & Equipment - Non Capital	1,616	500	-	500
Park Maintenance - Palmetto Bay Park:				
Waste Haulers	10,198	11,200	12,087	10,800
Alarm Monitoring	1,405	1,500	1,525	1,500
Communications	2,418	2,500	2,798	3,000
Electric	37,735	40,000	34,603	39,500
Water	1,740	1,900	1,720	1,900
Grounds Maintenance	30,380	42,000	37,248	67,000
Repair & Maintenance	27,354	52,000	20,412	52,000
Operating Supplies	31,164	35,000	31,325	33,000
Furniture & Equipment - Non Capital	-	500	-	500
Concessions	500	1,000	-	-
Tournament Supplies	(103)	3,000	-	2,000

CONTINUED ON NEXT PAGE...

# Department of Parks and Recreation

Description	Actual FY '10-'11	Original Adopted Budget FY '11-'12	Estimated Final FY '11-'12	Adopted Budget FY '12-'13
Park Maintenance - Perrine Wayside Park				
Waste Haulers	5,859	6,000	4,462	3,500
Electric	73	2,500	352	500
Water	246	250	482	500
Grounds & Pool Maintenance	11,904	13,000	13,379	15,000
Repair & Maintenance	-	2,000	2,583	3,000
Park Operating	5,434	6,000	7,264	7,000
Furniture & Equipment - Non Capital	-	500	-	500
Park Maintenance - Thalatta				
Waste Haulers	4,084	7,500	6,364	6,500
Alarm Monitoring	686	3,000	593	2,600
Communications	4,529	4,000	2,973	3,800
Electric	9,523	17,000	7,094	15,000
Water	7,016	12,500	8,353	12,000
Grounds Maintenance	17,320	35,000	6,723	30,000
Repair & Maintenance	14,158	25,000	22,763	25,000
Advertising/Marketing	15,277	30,000	10,472	30,000
Operating Supplies	30,402	35,000	34,992	35,000
Furniture & Equipment - Non Capital	7,007	2,500	595	15,000
Park Maintenance - Ludovici				
Alarm Monitoring	1,449	1,800	1,224	2,510
Communications	3,686	4,400	3,500	3,000
Electric	29,126	25,000	28,261	25,000
Water	1,874	2,000	2,862	2,600
Grounds Maintenance	6,458	9,000	8,575	15,000
Repair & Maintenance	10,078	10,000	10,993	10,000
Operating Supplies	13,179	22,500	14,397	15,000
Furniture & Equipment - Non Capital	-	500	-	500
<b>TOTAL PARKS &amp; RECREATION</b>	<b>\$ 1,524,691</b>	<b>\$ 1,872,909</b>	<b>\$ 1,719,817</b>	<b>\$ 2,321,087</b>

## BUDGET DETAILS

**Salaries and Wages:** Full time salaries and wages have increased to fund a Ground Maintenance Worker and an Events Supervisor. Part time salaries and wages have increased to fund 3 Grounds Maintenance Workers, 3 Tennis Attendants and 5 Tennis Coaches.

**Grounds Maintenance:** The ground maintenance budgets reflect the addition of a turf maintenance program for the various playing fields.



**SPECIAL REVENUE  
FUND**

# Special Revenue Funds

## SPECIAL REVENUE FUND DESCRIPTION

The Special Revenue Fund is used to account for specific revenues that are legally restricted for particular purposes.

## SPECIAL REVENUE SUMMARIES

Description	Actual FY '10-'11	Original Adopted Budget FY '11-'12	Estimated Final FY '11-'12	Adopted Budget FY '12-'13
<b>BEGINNING SPECIAL REVENUE FUND BALANCES</b>	<b>\$ 8,506,166</b>	<b>\$ 3,638,477</b>	<b>\$ 4,708,931</b>	<b>\$ 4,798,356</b>
<b>REVENUES</b>				
Capital Projects	\$ 386,187	\$ 1,011,000	\$ 450,000	\$ 1,147,000
Art In Public Places	85,448	-	24,023	-
Parks	109,151	-	2,608	-
Public Works-Transportation	1,342,118	1,327,992	1,464,065	1,251,574
Transit	150,459	400,402	162,336	155,742
Stromwater	736,812	500,000	578,987	502,000
Public Safety	100,724	87,672	904,871	880,778
<b>TOTAL REVENUES</b>	<b>\$ 2,910,899</b>	<b>\$ 3,327,066</b>	<b>\$ 3,586,890</b>	<b>\$ 3,937,094</b>
<b>TOTAL SOURCES</b>	<b>\$ 11,417,065</b>	<b>\$ 6,965,543</b>	<b>\$ 8,295,821</b>	<b>\$ 8,735,450</b>
<b>EXPENDITURES</b>				
Capital Projects	3,377,808	1,358,664	797,664	1,817,255
Art In Public Places	109,496	189,615	25,116	181,541
Parks	157,138	126,875	1,478	186,408
Public Works-Transportation	1,173,057	3,524,646	1,337,646	3,665,263
Transit	232,628	634,636	103,638	380,050
Stromwater	668,498	579,670	478,146	972,214
Public Safety	89,832	188,750	753,777	1,052,607
<b>TOTAL EXPENDITURES</b>	<b>\$ 5,808,457</b>	<b>\$ 6,602,856</b>	<b>\$ 3,497,465</b>	<b>\$ 8,255,338</b>
Transfer Out	899,677			
<b>COMMITTED SPECIAL REVENUE FUND BALANCES</b>	<b>1,200,553</b>	<b>-</b>	<b>851,796</b>	
<b>RESTRICTED SPECIAL REVENUE FUND BALANCES</b>	<b>3,508,378</b>	<b>362,687</b>	<b>3,946,560</b>	<b>480,112</b>
<b>TOTAL EXPENDITURES AND FUND BALANCES</b>	<b>\$ 11,417,065</b>	<b>\$ 6,965,543</b>	<b>\$ 8,295,821</b>	<b>\$ 8,735,450</b>

## Special Revenue Funds

### CAPITAL PROJECTS

The Capital Projects fund reflects Village capital projects or purchases funded from debt proceeds or General Fund appropriations.

### BUDGET

Description	Actual FY '10-'11	Original Adopted Budget FY '11-'12	Estimated Final FY '11-'12	Adopted Budget FY '12-'13
<b>BEGINNING CAPITAL PROJECTS FUND BALANCE</b>	<b>\$ 4,909,217</b>	<b>\$ 347,664</b>	<b>\$ 1,017,919</b>	<b>\$ 670,255</b>
<b>REVENUES</b>				
Donation/Grants	\$ 372,000	\$ -	\$ -	\$ -
Interest Income	12,416	-	-	-
Debt Proceeds	-	-	-	-
Miscellaneous Income	1,771	-	-	-
Transfer In - General Fund - Capital Projects	-	1,011,000	450,000	1,147,000
<b>TOTAL REVENUES</b>	<b>\$ 386,187</b>	<b>\$ 1,011,000</b>	<b>\$ 450,000</b>	<b>\$ 1,147,000</b>
<b>TOTAL SOURCES</b>	<b>\$ 5,295,404</b>	<b>\$ 1,358,664</b>	<b>\$ 1,467,919</b>	<b>\$ 1,817,255</b>
<b>EXPENDITURES</b>				
<b>GENERAL GOVERNMENT</b>				
Furniture & Equipment	90,615	182,664	182,664	287,255
Capital Improvements	2,592,763	-	-	-
<b>TRANSPORTATION</b>				
Public Works	64,538	-	-	-
<b>CULTURE/RECREATION</b>				
Park & Recreation Capital Improvements	629,892	1,176,000	615,000	1,530,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,377,808</b>	<b>\$ 1,358,664</b>	<b>\$ 797,664</b>	<b>\$ 1,817,255</b>
Transfer Out	899,677			
<b>COMMITTED CAPITAL PROJECTS FUND BALANCE</b>	<b>1,017,919</b>	<b>-</b>	<b>670,255</b>	<b>-</b>
<b>TOTAL EXPENDITURES AND FUND BALANCE</b>	<b>\$ 5,295,404</b>	<b>\$ 1,358,664</b>	<b>\$ 1,467,919</b>	<b>\$ 1,817,255</b>

### BUDGET DETAILS

**Park & Recreation:** \$1,147,000 of the budgeted amount are new projects listed in the Capital Improvement Projects. The balance is from FY2012 projects not completed.

## Special Revenue Funds

### ART IN PUBLIC PLACES

The Art-In-Public-Places (AIPP) program was established with the adoption of Ordinance 07-05 creating a funding mechanism for the acquisition and installation of art works in the public realm. The program assesses a 1% art fee on both public and private development projects with very high construction values.

### BUDGET

Description	Actual FY '10-'11	Original Adopted Budget FY '11-'12	Estimated Final FY '11-'12	Adopted Budget FY '12-'13
<b>BEGINNING AIPP FUND BALANCE</b>	<b>\$ 206,682</b>	<b>\$ 189,615</b>	<b>\$ 182,634</b>	<b>\$ 181,541</b>
<b>REVENUES</b>				
AIPP Fees	\$ 85,237	\$ -	\$ 23,914	\$ -
Interest	211	-	109	
<b>TOTAL REVENUES</b>	<b>\$ 85,448</b>	<b>\$ -</b>	<b>\$ 24,023</b>	<b>\$ -</b>
<b>TOTAL SOURCES</b>	<b>\$ 292,130</b>	<b>\$ 189,615</b>	<b>\$ 206,657</b>	<b>\$ 181,541</b>
<b>EXPENDITURES</b>				
Operating Supplies	7,881	-	3,216	\$ 181,541
Art Works	\$ 101,615	\$ 189,615	\$ 21,900	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 109,496</b>	<b>\$ 189,615</b>	<b>\$ 25,116</b>	<b>\$ 181,541</b>
<b>COMMITTED AIPP FUND BALANCE</b>	<b>182,634</b>	<b>-</b>	<b>181,541</b>	<b>-</b>
<b>TOTAL EXPENDITURES AND FUND BALANCE</b>	<b>\$ 292,130</b>	<b>\$ 189,615</b>	<b>\$ 206,657</b>	<b>\$ 181,541</b>

*Special Revenue Funds*

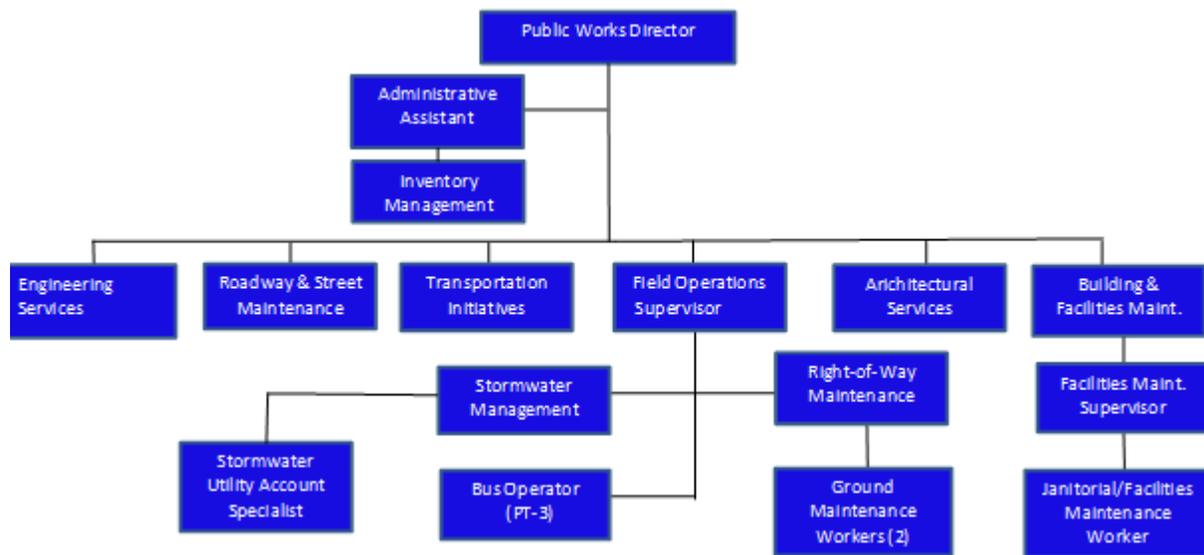
**PARK IMPACT FEES AND GRANTS**

The Village receives distributions from Miami-Dade County for park impact fee collected by the County on development with in the Village.

**BUDGET**

Description	Actual FY '10-'11	Original Adopted Budget FY '11-'12	Estimated Final FY '11-'12	Adopted Budget FY '12-'13
<b>BEGINNING SPECIAL REVENUE PARKS FUND BALANCE</b>	<b>\$ 233,265</b>	<b>\$ 126,875</b>	<b>\$ 185,278</b>	<b>\$ 186,408</b>
<b>REVENUES</b>				
Park Impact Fees	\$ 4,714	\$ -	\$ 2,357	\$ -
Interest	597	-	251	
<b>GRANTS</b>				
SNP-Thalatta	69,417	-	-	
FRDAP-Thallata	30,750	-	-	
Recycling Grant	3,673	-	-	
<b>TOTAL REVENUES</b>	<b>\$ 109,151</b>	<b>\$ -</b>	<b>\$ 2,608</b>	<b>\$ -</b>
<b>TOTAL SOURCES</b>	<b>\$ 342,416</b>	<b>\$ 126,875</b>	<b>\$ 187,886</b>	<b>\$ 186,408</b>
<b>EXPENDITURES</b>				
Park Improvements	\$ 25,408	\$ 126,875	\$ -	\$ 186,408
<b>GRANTS</b>				
SNP-Thalatta	69,417	-	-	
FRDAP-Thallata	30,750	-	-	
Recycling Grant	3,673	-	-	
Ludovici park	27,890	-	1,478	
<b>TOTAL EXPENDITURES</b>	<b>\$ 157,138</b>	<b>\$ 126,875</b>	<b>\$ 1,478</b>	<b>\$ 186,408</b>
<b>RESTRICTED SPECIAL REVENUE PARKS FUND BALANCE</b>	<b>185,278</b>	<b>-</b>	<b>186,408</b>	<b>-</b>
<b>TOTAL EXPENDITURES AND FUND BALANCE</b>	<b>\$ 342,416</b>	<b>\$ 126,875</b>	<b>\$ 187,886</b>	<b>\$ 186,408</b>

**PUBLIC WORKS ORGANIZATIONAL CHART**



### **PUBLIC WORKS**

#### **Function**

The Public Works Department provides construction support, management and maintenance of the Village's infrastructure, including streets, trees, sidewalks and storm drains; vehicles and equipment; street name signs and traffic calming. Additionally, the Department oversees street beautification projects, graffiti abatement, storm water activities, facility maintenance, and provides public transportation services. The Department of Public Works functions under the management and leadership of the Public Works Director.

The Public Works Department strives to provide top quality, professional, effective, and timely services to residents, businesses and internal customers. We do this by focusing on relationships with ourselves and our customers, and on customer service and satisfaction, thus improving our image and maintaining the community's trust.

#### **Goals**

- ◆ Assess the department's professional needs to achieve the department's mission and vision
- ◆ Continue to develop the skills of the public works management team to meet the future needs of the department through job experience, training, and formal education and assist financially within the policies of the Village and within our Departmental budgetary ability.
- ◆ Develop and monitor the department's annual budget in accordance with the administration's goals and policies.
- ◆ Provide quality, professional, effective, and timely services to residents, consultants, contractors, businesses and internal customers of the Village, through coordination between Public Works and other departments.
- ◆ Continue to update Public Works operations using available computer software.
- ◆ Improve street and sidewalk system by ensuring that streets and sidewalks are designed to Village, County, State, and Federal standards; plan roadway and traffic improvements to improve pedestrian and bicyclist safety
- ◆ Re-evaluation of the Village's seven (7) year Resurfacing Program.
- ◆ Manage and maintain sidewalks, curbs, and gutters to reduce citizen requests for maintenance and to make walking a convenient and safe mode of choice for pedestrian transportation.
- ◆ Improve the current level of paving for Village streets/roads, through cost effective measures and minor repairs.
- ◆ Reduce the negative effects of motor vehicle use, alter driver behavior and improve conditions for pedestrians within the Village through the use of traffic calming tools and devices including directional signs, speed limit signs, permanent traffic calming devices and pavement markings which attempt to slow traffic within residential communities with minimal need for police enforcement.
- ◆ Continue to implement capital improvement projects in accordance with the Village's Stormwater Master Plan with revenue from the Village's Stormwater Utility and apply for available grant funding to meet cost sharing needs.
- ◆ Continue to meet NPDES co-permittee requirements.
- ◆ Ensure a safe and clean environment for the public and maintain high quality infrastructure that meets Village, County, State, and Federal regulations and standards.

## *Special Revenue Funds*

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- ◆ Manage the construction of all Capital Improvements Program (CIP) projects and construction of infrastructure by developers and citizens who receive Public Works permits.
- ◆ Manage contracted maintenance services for the construction and repair of infrastructure including streets, sidewalks, and stormwater facilities.
- ◆ Continue enhancing the Stormwater Master Plan for the Village incorporating all previous studies and data collection.
- ◆ Maintain and repair the storm drainage system for proper disposition of stormwater and performing preventive maintenance and repair of pipes and inlets.
- ◆ Maintain Village street signs in accordance with the Street Signage Program and replace signage as necessary.
- ◆ Continue to coordinate with Miami-Dade County Traffic Signal and Signs for the installation of illuminated mast arm street signage.
- ◆ Coordinate and manage in house transit service, provide recommendations for enhancing Village transit services and ensure compliance with Citizen Independent Transportation Trust requirements.
- ◆ Conduct extensive outreach into the community on upcoming projects.
- ◆ Continue to coordinate and manage available resources to enhance the aesthetics of the Village Neighborhoods, while strengthening the infrastructure where needed.
- ◆ Continue to enhance the Village's tree giveaway program with the support of the Village's Tree Advisory Board.
- ◆ Implement an Adopt-A-Street Program.
- ◆ Establish programs to encourage residents to use alternative modes of Transportation - Implement a Dump the Pump – Bike to Work Day.
- ◆ Through the use of GPS vehicle tracking, improve the safety and efficiency of our employees through better communications and response time of staff in the field during normal operations and emergency situations.
- ◆ Ensure that the vehicles and equipment within the Village's fleet are always operational and well maintained.

### **Objectives**

- ◆ Maximize employee abilities to their utmost, take advantage of all training available, voluntary certification, and any formal education they can achieve.
- ◆ Continue to complete employee performance reviews on or before due date.
- ◆ Continue to require each employee to complete a minimum of 16 hours of training that covers specific information pertaining to the employee's job function before their next annual evaluation date.
- ◆ Promote and retain a highly competent professional staff dedicated to serving the needs of Village residents.
- ◆ Complete needs assessment for department-wide professional services. Identify professional consultants that are being used to meet those needs and identify unmet needs.
- ◆ Continue to update the staffing plan for the Department of Public Works that provides alternatives for future required professional staffing needs, consultant needs, reorganization scenarios and budgetary impact.
- ◆ Ensure the department stays within budget by implementing internal budget goals and constraints on a quarterly basis and by monitoring all appropriation statements on a monthly basis to control expenditures.

## *Special Revenue Funds*

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- ◆ Continue to provide efficient and effective services to the residents, consultants, and contractors of the Village through administration, general direction, and coordination of activities of the Public Works Department.
- ◆ Provide excellent customer service through improved information access, prompt professional response to requests for information, assistance, complaints, and direction in a timely manner and keep citizens informed of services, programs, and projects that affect them via phone, in person, and email.
- ◆ Continue to represent the Village at various agency meetings and civic groups (i.e., Florida Department of Transportation, Florida Stormwater Association, Board of County Commissioners, American Public Works Association and Citizens Independent Transportation Trust).
- ◆ Process requests for payment by Village consultants and contractors within 30 working days of receipt.
- ◆ Foster collaborative opportunities with other municipal agencies and individuals to improve service delivery to Village residents.
- ◆ Assure compliance with Village and Miami-Dade County Public Works standards and code requirements while responding to Village and Citizen requests.
- ◆ Facilitate and manage all Capital Improvement Projects in a professional, comprehensive, efficient, and cost effective manner.
- ◆ Continue to increase connectivity and access to commercial and neighborhood areas.
- ◆ Install new sidewalks and missing sidewalk links to improve pedestrian access to schools, parks and infrastructure on main thoroughfares within the Village.
- ◆ Establish and maintain a database of existing sidewalk and curb cuts as part of the Village's Sidewalk Analysis Report.
- ◆ Develop through GIS a computerized inventory of infrastructure assets (i.e. pavement, sidewalks, roadway signs, etc.), so that by performing periodic condition surveys the department can prioritize improvements based on funding allocation.
- ◆ Perform visual inspection of Village owned roadways monthly and schedule repairs as needed.
- ◆ Continue to design and construct sidewalks, bike routes and crosswalk ramps compliant with the Americans with Disabilities Act (ADA) guidelines to improve pedestrian safety and accessibility in Village neighborhoods and near schools as part of the "Safe Routes to School" Federal grant program.
- ◆ Complete safety hazard repairs for streets, sidewalks, curbs and gutters in a timely manner.
- ◆ Continue working with consultants to implement the findings of the Village Transportation Master Plan. Improve vehicular and pedestrian safety on Village streets, around schools and parks. Continue to design, install, and maintain, traffic signs, pavement markings, speed tables, circles, barriers and other traffic calming devices.
- ◆ Continue to review and update the Transportation Master Plan to reflect changing land use development patterns and related transportation system demands.
- ◆ Implement the Guidelines For Neighborhood Traffic Management to minimize cut-through traffic and speeding.
- ◆ Engage the public in the planning and design of traffic calming and traffic diversion projects through public meetings to provide an opportunity for citizens to work actively to benefit the community.
- ◆ Continue to pursue the installation of emergency transfer switches at major intersections.
- ◆ Continue to be a liaison with Miami-Dade County to replace damaged regulatory and warning signs in a timely manner and install new traffic control devices to improve pedestrian and bicycle safety at intersections.

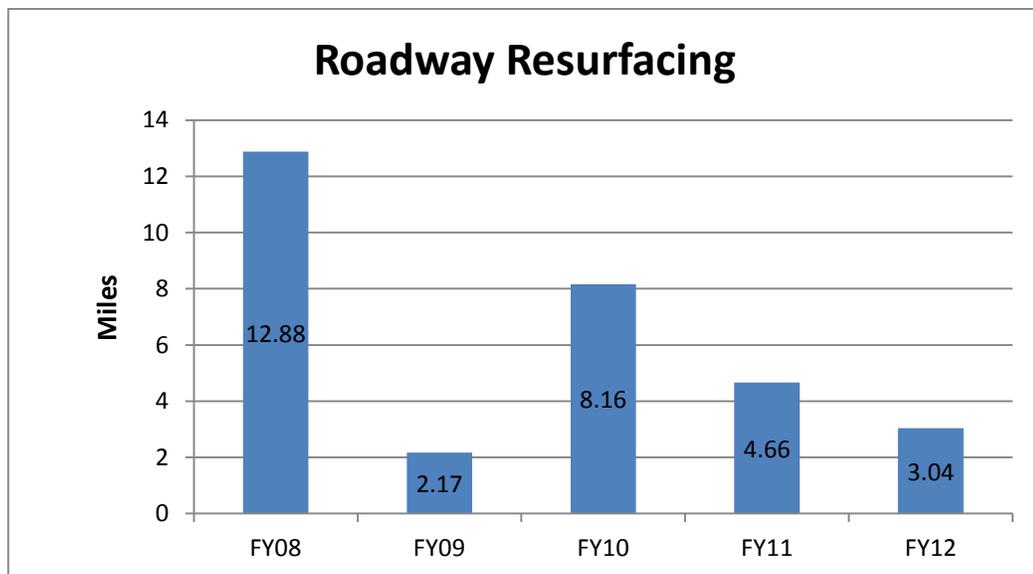
## *Special Revenue Funds*

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- ◆ Continue to coordinate traffic signal timing with Miami Dade County in order to minimize congestion and improve traffic flow on major roads.
- ◆ Assess and install missing street markings on an as needed basis.
- ◆ Begin to execute the finding of the Bicycle Master Plan.
- ◆ Continue to partner with the Village's Policing Unit to provide educational information for drivers, pedestrians, bicyclists and other users regarding roadway safety.
- ◆ Construct and manage Village-wide Localized Drainage Improvements within multiple sub-basins identified in the Villages Stormwater Master Plan.
- ◆ Continue to inventory and prioritize "requests for action" from citizens related to settlement on or around stormwater structures.
- ◆ Continue to establish long term capital improvement projects for drainage issues and to coordinate localized drainage improvements.
- ◆ Keep roads passable during inclement weather.
- ◆ Implement a Public Works Management System for all catch-basins and outfalls within the Villages boundaries to assist with streamlining the workflow and reducing the paper work associated with maintaining stormwater infrastructure.
- ◆ Perform repairs to storm drain structures to improve the conveyance of stormwater.
- ◆ Assess and clean the Village's storm drain inlets to ensure that minimal storm sewer blockages occur during the year.
- ◆ Educate contractors, developers and the public about stormwater pollution and ways to prevent it.
- ◆ Aggressively replace damaged street signs within four (4) work days.
- ◆ Use inventory control to maintain a supply of materials to replace damaged, missing, or faded signs as required to maintain proper street signage.
- ◆ Notify other agencies of their damaged and missing signage within four (4) hours of complaint notification.
- ◆ Install mast arm street name signage consistent with the interior street sign name design.
- ◆ Continue to install and replace directional signs, informational signs, and speed limit signs within the boundaries of the Village of Palmetto.
- ◆ Install monument signage at Village owned and operated facilities consistent with the monument signage installed at each major entry point of the Village.
- ◆ On-going reconfiguration of the Transit system to address unmet transportation needs within the Village, and continue to promote mass transit alternatives for vehicular, pedestrian, and bicycle movement in a coordinated manner.
- ◆ Establish the most appropriate level of service, days, and hours of service.
- ◆ Continue to improve the level and quality of transit supportive infrastructure throughout the Village.
- ◆ Promote community awareness for IBUS shuttle service.
- ◆ Maximize opportunity for input – gain input from the public, Village staff, IBUS drivers, Miami-Dade Transit Agency and other municipal agencies as appropriate.
- ◆ Promote local government and private sector partnerships.
- ◆ Continue to provide clear zone maintenance for the safe recovery area along Village maintained right-of-ways.
- ◆ Provide ongoing litter control and roadside mowing to enhance the functionality, safety, and effectiveness of the roadside environment for vehicular and pedestrian traffic.
- ◆ Enter into landscape maintenance agreements with residents to allow for tree removal, and the pruning and removal of stumps that are a safety hazard.
- ◆ Continue to install trees in accordance with the Village's Street Tree Master Plan.

## Special Revenue Funds

- ◆ Continue to perform landscape maintenance and the mowing of medians, right-of-ways, swales and graffiti removal within the public right-of-way in a manner that will maintain their appearance and limit citizen complaints.
- ◆ Partner with residents, local organizations, and volunteer groups to perform litter removal along a one mile section of road a minimum of four times each year as an important part of the beautification program.
- ◆ Efficiently route departmental staff in an effort to improve response times by knowing where vehicles are located, thereby reducing fuel consumption
- ◆ Develop a vehicle review and replacement process to establish criteria's and the need for replacement vehicles in the future.
- ◆ Manage equipment and vehicle acquisition and disposition; and manage fuel operations.
- ◆ Provide and continuously update public works information weekly for use on the Village's website.
- ◆ Provide an efficient, thorough, and effective preventive maintenance and repair program for the Village Municipal Center.



# Special Revenue Funds

## BUDGET

Description	Actual FY '10-'11	Original Adopted Budget FY '11-'12	Estimated Final FY '11-'12	Adopted Budget FY '12-'13
<b>BEGINNING PUBLIC WORKS FUND BALANCE</b>	<b>\$ 2,145,901</b>	<b>\$ 2,196,654</b>	<b>\$ 2,314,962</b>	<b>\$ 2,441,381</b>
<b>REVENUES</b>				
CITT-Half Cent Transportation Tax	\$ 600,522	\$ 570,627	\$ 570,627	\$ 570,000
1 to 6 Cent Local Option Gas Tax	-	398,039	384,272	386,575
1 to 5 Cent Local option Gas Tax	179,078	152,047	150,111	150,378
8 Cent Fuel Tax	200,300	200,068	357,055	142,621
Parking Fines ADA Program	619	-	-	-
Fuel Tax Refund	-	7,211	2,000	2,000
Interest	5,566	-	-	-
<b>GRANTS</b>				
MPO Safe Routes to School	12,340	-	-	-
LAP - ARRA 2010	343,693	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ 1,342,118</b>	<b>\$ 1,327,992</b>	<b>\$ 1,464,065</b>	<b>\$ 1,251,574</b>
<b>TOTAL SOURCES</b>	<b>\$ 3,488,019</b>	<b>\$ 3,524,646</b>	<b>\$ 3,779,027</b>	<b>\$ 3,692,955</b>
<b>EXPENDITURES</b>				
<b>Operation</b>				
Salaries & Wages		\$ 285,281	\$ 279,274	\$ 297,589
Other Wages		5,212	4,848	10,497
Overtime		2,000	1,329	1,500
Overtime Special Events		500	-	500
Payroll Taxes		21,801	21,841	22,729
Retirement Contributions		33,122	31,382	33,616
Health & Life Insurance		79,543	38,647	67,310
Professional Services		5,000	8,000	5,000
Alarm Monitoring		577	418	660
Travel & Per Diem		1,500	399	2,000
Telephone		3,132	3,541	3,950
Postage		500	378	150
Electric		2,800	2,936	2,860
Water		750	595	1,200
Photocopy Machine		1,750	2,110	2,133
Repairs and Maintenance - Facility		10,000	5,944	10,000
Repairs and Maintenance - Vehicle		3,600	5,096	4,500
Repairs and Maintenance - Equipment		750	1,413	1,500
Office Supplies		3,500	2,493	2,500
Operating Supplies		11,500	38,845	22,000
Uniforms		1,500	660	1,000
Vehicle Operation		11,882	9,155	12,476
Equipment and Furniture: non-capital outlay		1,380	1,472	1,500
Books, Publications, Subscriptions & Memberships		750	163	1,500
Professional Development		1,500	1,199	2,500
<b>Maintenance</b>				
Road Paving and Repair	226,802	300,000	300,000	300,000
Side Walks	21,926	50,593	50,593	50,000
Engineering/Architectural Services	12,340	-	-	-
Street Signs	17,166	40,000	40,000	40,000
Recycling				-
<b>Capital Projects</b>				
Traffic Calming	430,378	480,000	-	616,780
Signage Program		1,661,412	-	1,661,412
Tree Planting Program		50,000	50,000	50,000
QNIP	190,943	190,943	173,047	174,033
<b>Signage Program Loan</b>				
Principal	187,383	187,383	187,383	202,507
Interest Expense	86,119	74,485	74,485	59,361
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,173,057</b>	<b>\$ 3,524,646</b>	<b>\$ 1,337,646</b>	<b>\$ 3,665,263</b>
<b>RESTRICTED PUBLIC WORKS FUND BALANCE</b>	<b>2,314,962</b>	<b>-</b>	<b>2,441,381</b>	<b>27,692</b>
<b>TOTAL EXPENDITURES AND FUND BALANCE</b>	<b>\$ 3,488,019</b>	<b>\$ 3,524,646</b>	<b>\$ 3,779,027</b>	<b>\$ 3,692,955</b>

### **BUDGET DETAILS**

#### **REVENUES:**

##### **1 to 6 Cents Local Option Fuel Tax**

This tax (Miami-Dade County levies 6 cents) is levied on motor and diesel fuel and is distributed to counties and cities. Distribution of the fuel tax is made based on a formula that includes weighted population ratios & center-lane miles. The tax can be used for transportation-related operations including roadway & right-of-way maintenance, drainage, street lighting, traffic signs & signals & debt service for transportation capital projects. The budget is based on estimates provided by the State.

##### **1 to 5 Cents Local Option Fuel Tax**

This tax (Miami-Dade levies 3 cents) is levied on motor and diesel fuel and is distributed to counties and cities. The tax can be used for transportation purposes but unlike the one-to-six cent tax, it is restricted for transportation expenditures needed to meet the requirements of the capital improvements element of an adopted local government comprehensive plan or for expenditures needed to meet immediate local transportation problems and for other transportation-related expenditures that are critical for building comprehensive roadway networks by local governments. The budget is based on estimates provided by the State.

**8 Cent Fuel Tax:** The Eight Cents fuel tax is part of the Municipal Revenue Sharing Program. This portion of the distribution purchase of transportation facilities and road and street rights-of-way; construction, reconstruction, and maintenance of roads, streets, bicycle paths, and pedestrian pathways; and construction, reconstruction, transportation-related public safety activities, maintenance, and operation of transportation facilities. The budget is based upon estimates received from the State.

**Transportation Tax:** This line item represents the half-cent sales tax approved by Miami-Dade County voters to fund transportation improvements effective on 1/1/03. The Village will continue to receive annual remittances from the County. The Tax is shared with 80% for Transportation and 20% for Transit, and 5% from each portion can be used for administrative purposes. The budget is based upon estimates received from the County.

**Fuel Tax Refund:** The Village receives a refund for a portion of the fuel taxes paid when purchasing fuel. The funds are restricted for the construction, reconstruction, and maintenance of roads and streets. The revenue estimate is based on prior year collections.

#### **EXPENDITURES:**

**Operation:** Expenditures for Public Works personnel, building and equipment.

**Maintenance:** Expenditures for infrastructure repairs and maintenance.

**Capital Projects:** New projects identified in the Capital Improvement Projects and ongoing projects not completed in the prior year.

## Special Revenue Funds

### TRANSIT OPERATIONS

The Village operates a free trolley system throughout the Village.

### BUDGET

Description	Actual FY '10-'11	Original Adopted Budget FY '11-'12	Estimated Final FY '11-'12	Adopted Budget FY '12-'13
<b>BEGINNING TRANSIT FUND BALANCE</b>	<b>\$ 247,779</b>	<b>\$ 307,912</b>	<b>\$ 165,610</b>	<b>\$ 224,308</b>
<b>REVENUES</b>				
CITT-Hlaf Cent Transportation Tax	\$ 150,008	\$ 160,000	\$ 162,336	\$ 155,742
Interest	451	-	-	-
<b>GRANTS</b>				
ARRA Transit 2010	-	240,402	-	-
<b>TOTAL REVENUES</b>	<b>\$ 150,459</b>	<b>\$ 400,402</b>	<b>\$ 162,336</b>	<b>\$ 155,742</b>
<b>TOTAL SOURCES</b>	<b>\$ 398,238</b>	<b>\$ 708,314</b>	<b>\$ 327,946</b>	<b>\$ 380,050</b>
<b>EXPENDITURES</b>				
Salaries & Wages	\$ 11,099	\$ 35,538	\$ 32,807	\$ 64,272
Overtime Special Events		500	319	500
Payroll Taxes	849	2,620	2,534	4,917
Professional Services	12,000	-	6,057	14,000
Travel & Per Diem		300	-	300
Repairs and Maintenance - Vehicle		10,000	13,833	15,000
Operating Supplies		750	2,722	6,595
Uniforms		450	113	300
Vehicle Operation	77,952	13,948	19,921	21,000
Professional Development		750	-	750
Capital Improvements	130,728	569,780	25,332	252,416
<b>TOTAL EXPENDITURES</b>	<b>\$ 232,628</b>	<b>\$ 634,636</b>	<b>\$ 103,638</b>	<b>\$ 380,050</b>
<b>RESTRICTED TRANSIT FUND BALANCE</b>	<b>165,610</b>	<b>73,678</b>	<b>224,308</b>	<b>-</b>
<b>TOTAL EXPENDITURES AND FUND BALANCE</b>	<b>\$ 398,238</b>	<b>\$ 708,314</b>	<b>\$ 327,946</b>	<b>\$ 380,050</b>

### BUDGET DETAILS

**Transportation Tax:** This line item represents the half-cent sales tax approved by Miami-Dade County voters to fund transportation improvements effective on 1/1/03. The Village will continue to receive annual remittances from the County. The Tax is shared with 80% for Transportation and 20% for Transit, and 5% from each portion can be used for administrative purposes.. The budget is based upon estimates received from the County.

## Special Revenue Funds

### STORMWATER UTILITY

The maintenance of the Stormwater system was recently turned over to the Village from the County, along with any Stormwater maintenance fees.

#### BUDGET

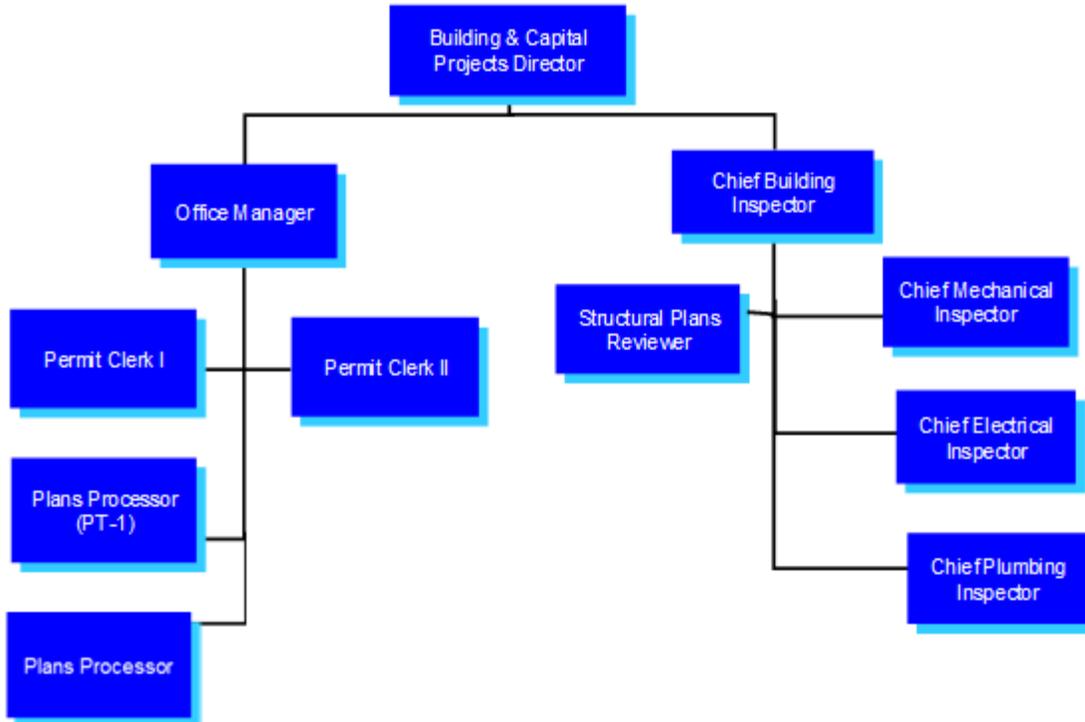
Description	Actual FY '10-'11	Original Adopted Budget FY '11-'12	Estimated Final FY '11-'12	Adopted Budget FY '12-'13
<b>BEGINNING STORMWATER FUND BALANCE</b>	<b>\$ 652,583</b>	<b>\$ 282,052</b>	<b>\$ 720,897</b>	<b>\$ 821,738</b>
<b>REVENUES</b>				
Stormwater Utility Fees	521,077	500,000	500,000	\$ 500,000
Interest	1,872	-	2,000	2,000
<b>GRANTS</b>				
FDEP 2009	213,863	-	76,987	
<b>TOTAL REVENUES</b>	<b>\$ 736,812</b>	<b>\$ 500,000</b>	<b>\$ 578,987</b>	<b>\$ 502,000</b>
<b>TOTAL SOURCES</b>	<b>\$ 1,389,395</b>	<b>\$ 782,052</b>	<b>\$ 1,299,884</b>	<b>\$ 1,323,738</b>
<b>EXPENDITURES</b>				
Salaries & Wages	\$ -	\$ 55,000	\$ 30,528	\$ 62,889
Payroll Taxes	-	2,620	2,339	4,779
Retirement Contributions	-	6,600	3,663	7,484
Health & Life Insurance	-	12,000	6,765	14,710
Professional Services	-	-	21,540	109,800
Travel & Per Diem	-	500	781	1,500
Postage	333	1,000	381	500
Operating Supplies	651	750	2,686	4,000
Uniforms	-	450	173	150
Equipment and Furniture: non-capital outlay	-	-	975	1,000
Books, Publications, Subscriptions & Memberships	-	-	694	1,500
Professional Development	-	750	624	1,500
Drainage Maintenance	17,864	25,000	29,921	25,000
Canal maintenance	-	16,000	16,500	14,678
NPDES Permit Fees	9,000	9,000	9,000	9,000
Drainage Improvements	640,650	450,000	351,576	713,724
<b>TOTAL EXPENDITURES</b>	<b>\$ 668,498</b>	<b>\$ 579,670</b>	<b>\$ 478,146</b>	<b>\$ 972,214</b>
<b>RESTRICTED STORMWATER FUND BALANCE</b>	<b>720,897</b>	<b>202,382</b>	<b>821,738</b>	<b>351,524</b>
<b>TOTAL EXPENDITURES AND FUND BALANCE</b>	<b>\$ 1,389,395</b>	<b>\$ 782,052</b>	<b>\$ 1,299,884</b>	<b>\$ 1,323,738</b>

#### BUDGET DETAILS

**Stormwater Utility Fees:** The fees are used to maintain, improve and implement the Stormwater Utility Program. The revenue estimate is based on prior year collections.

**Drainage Improvements:** New projects identified in the Capital Improvement Projects and ongoing projects not completed in the prior year.

**BUILDING & CAPITAL PROJECTS ORGANIZATIONAL CHART**



## **BUILDING & PERMITTING**

### **FUNCTION**

The Department of Building and Capital Projects is composed of two (2) main divisions which include the Building Division, and the Capital Projects Division. The Building and Capital Projects Division performs the critical functions of safeguarding the health, safety and welfare of the residents by enforcing and implementing federal, state and local building laws that regulate the construction industry, particularly the Florida Building Code (2007 Edition) with 2009 supplements. The Division also enforces all codes promulgated by regulatory agencies such as the Hotel and Restaurant Commission, Miami-Dade County Department of Environmental Resource Management, Florida Department of Health and Professional Regulation and others. The Capital Projects Division is primarily responsible for the overall administration and technical implementation of the Village's capital projects.

### **GOALS**

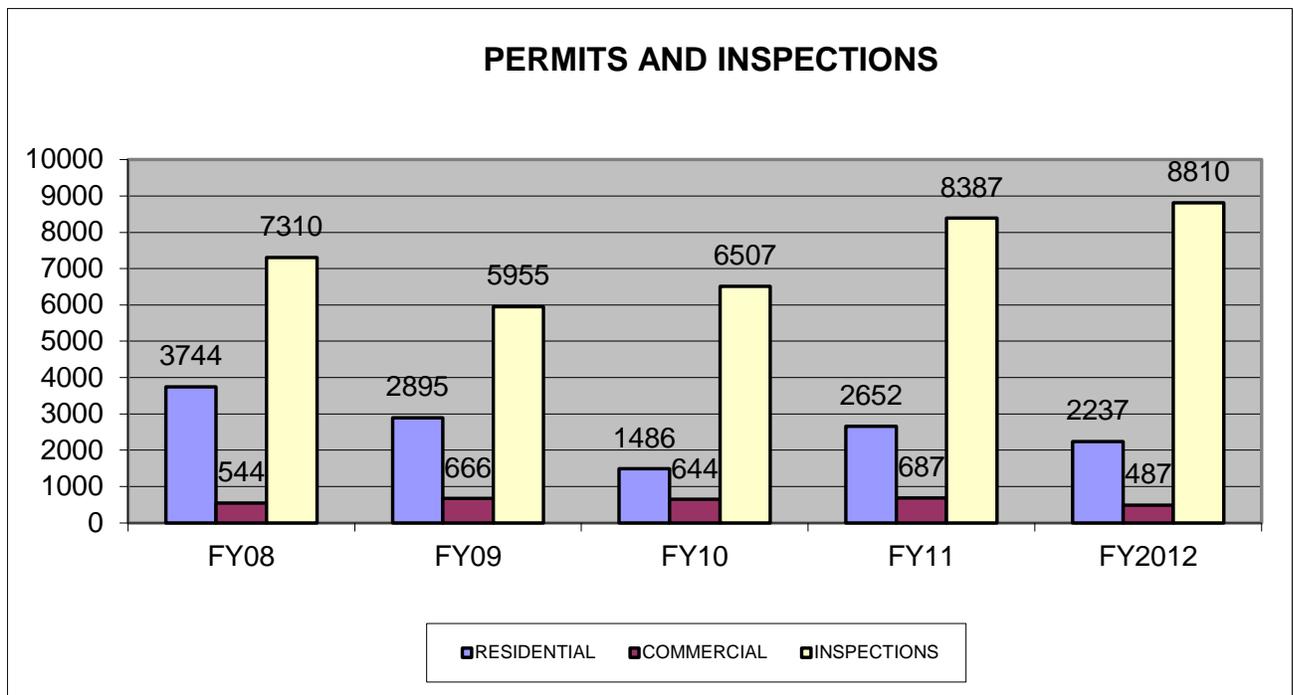
- ◆ Ensure that laws and regulations governing the construction industry are implemented consistently and uniformly throughout the Building Division and within our customer base.
- ◆ Continue to improve service delivery for residents, businesses and trade representatives.
- ◆ Enhance access to information concerning the building and permitting laws and processes, by implementing the new software program.
- ◆ Facilitate retrieval and access to closed project plans and information, and ease storage needs by continuing to scan and store data electronically.
- ◆ Promote and implement Green Initiatives in accordance with Village policies.
- ◆ Promote and implement technology to allow for easier access and posting of all plan review and inspection results.
- ◆ Ensure that projects are completed on-time and under budget by providing assistance, guidance and direction in a timely manner.

### **OBJECTIVES**

- ◆ Provide professional development opportunities to staff that will assist them in the implementation of building laws and regulations.
- ◆ Enhance the "Permit Connection" line to directly contact customers concerning their pending building plans.
- ◆ Continue to provide access to permit information and status via the Village website and provide general information to the public concerning the building process through outreach programs.
- ◆ Enhance customer service by continuing to provide walk-thru permit service and extended hours of operation.
- ◆ Provide professional quality services to all residents and customers of the Building Division.
- ◆ Attend conferences and training seminars regarding green initiatives
- ◆ Promote greater communication between the Departments providing upgraded results and a unified approach to government.
- ◆ Administer capital projects and provide direction to consultants and sub-consultants in a manner that is consistent with building codes and established contractual agreements with the Village.
- ◆ Oversee the construction, completion of all new Village projects.

## Special Revenue Funds

- ◆ Manage the construction of the future second phase of the Municipal Center.
- ◆ Help create a revised master plan for Parks.



# Special Revenue Funds

## BUDGET

Description	Actual FY '10-'11	Original Adopted Budget FY '11-'12	Estimated Final FY '11-'12	Adopted Budget FY '12-'13
<b>BEGINNING BUILDING &amp; PERMITTING FUND BALANCE</b>	\$ -	\$ -	\$ -	\$ 176,373
<b>REVENUES</b>				
Building Permits	\$ -	\$ -	\$ 797,326	\$ 798,778
<b>TOTAL REVENUES</b>	\$ -	\$ -	\$ 797,326	\$ 798,778
<b>TOTAL SOURCES</b>	\$ -	\$ -	\$ 797,326	\$ 975,151
<b>EXPENDITURES</b>				
<b>Alarm Reduction Program</b>				
Salaries & Wages	\$ -		\$ 356,479	\$ 423,813
Other Wages			7,659	11,880
Overtime			-	2,500
Payroll Taxes			26,025	32,115
Retirement Contributions			34,372	42,860
Health & Life Insurance			63,857	93,610
Professional Services			300	7,500
Outsource - Building and Permitting/Inspectors			117,585	140,000
Travel & Per Diem			11	6,000
Postage & Delivery			1,256	1,000
Photocopier			5,779	7,500
Operating Supplies			5,281	7,500
Uniforms and Badges			-	2,500
Equipment and Furniture: non-capital outlay			1,595	15,000
Books, Publications, Subscriptions & Memberships			754	1,000
Professional Development			-	15,000
Capital Outlay			-	80,000
<b>TOTAL EXPENDITURES</b>	\$ -	\$ -	\$ 620,953	\$ 889,778
<b>RESTRICTED PUBLIC SAFETY FUND BALANCE</b>	-	-	176,373	85,373
<b>TOTAL EXPENDITURES AND FUND BALANCE</b>	\$ -	\$ -	\$ 797,326	\$ 975,151

## BUDGET DETAILS

**Outsource- Building & Permitting/ Inspectors:** expenditures for independent contractors to include the chief mechanical, chief plumbing, structural and electrical inspectors.

# Special Revenue Funds

## PUBLIC SAFETY

The Village receives funding restricted to various Public Safety programs.

### BUDGET

Description	Actual FY '10-'11	Original Adopted Budget FY '11-'12	Estimated Final FY '11-'12	Proposed Budget FY '12-'13
<b>BEGINNING PUBLIC SAFETY FUND BALANCE</b>	<b>\$ 110,739</b>	<b>\$ 187,705</b>	<b>\$ 121,631</b>	<b>\$ 96,352</b>
<b>REVENUES</b>				
Alarm Reduction Program	\$ 70,803	\$ 75,000	\$ 70,000	\$ 70,000
Police Impact Fees	938	-	521	-
L.E.T.T.F. Parking Fees	4,393	12,672	12,672	12,000
Interest	532	-	421	-
<b>GRANTS</b>				
RadKids	5,988	-	4,725	-
Bryne	18,070	-	19,206	-
<b>TOTAL REVENUES</b>	<b>\$ 100,724</b>	<b>\$ 87,672</b>	<b>\$ 107,545</b>	<b>\$ 82,000</b>
<b>TOTAL SOURCES</b>	<b>\$ 211,463</b>	<b>\$ 275,377</b>	<b>\$ 229,176</b>	<b>\$ 178,352</b>
<b>EXPENDITURES</b>				
<b>Alarm Reduction Program</b>				
Salaries & Wages	\$ 35,439	\$ 57,000	\$ 57,741	\$ 50,000
Other Wages	-	680	420	2,976
Payroll Taxes	2,687	4,360	4,351	3,700
Retirement Contributions	4,253	6,840	6,802	6,000
Health & Life Insurance	7,680	9,750	8,104	15,000
Professional Services	2,550	3,000	2,565	28,000
Postage	5,494	7,500	6,036	7,500
Operating Supplies	7,671	5,000	12,483	5,000
<b>Equipment</b>				
LETF	-	6,493	6,493	6,531
Impact Fees	-	29,115	613	30,086
<b>GRANTS/FEES</b>				
L.E.T.T.F.	-	-	3,285	8,036
Radkids	5,988	5,988	4,725	-
Bryne	18,070	53,024	19,206	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 89,832</b>	<b>\$ 188,750</b>	<b>\$ 132,824</b>	<b>\$ 162,829</b>
<b>RESTRICTED PUBLIC SAFETY FUND BALANCE</b>	<b>121,631</b>	<b>86,627</b>	<b>96,352</b>	<b>15,523</b>
<b>TOTAL EXPENDITURES AND FUND BALANCE</b>	<b>\$ 211,463</b>	<b>\$ 275,377</b>	<b>\$ 229,176</b>	<b>\$ 178,352</b>

### BUDGET DETAILS

**Alarm Reduction Program:** As a result of the Village's incorporation the County shifted the responsibility of the Alarm Reduction Program along with the registration fees to the Village. In 2004 the Village passed a False Alarm Reduction Ordinance that was implemented in 2007. Through registration, monitoring and education, the program tries to lower the number of false alarms. On average it takes two officers half an hour each to respond to every false alarm. When the program was implemented the Village was getting over 3000 false alarms, that is equivalent to removing an officer from duty for over one and half years. The fees collected are used strictly for the support of the program. The revenue estimates are based on prior year collections.

**Police Impact Fees:** The County occasionally collects and distributes to the Village Police Impact fees for development within the Village. The funds are restricted for the purchase of new equipment. Revenues are not budgeted as collections are minimal.

**Law Enforcement Training Trust Fund (L.E.T.T.F.) Parking Fines:** Florida Statutes requires a part of parking fines to be designated for the training of police officers. Revenue estimates are based on prior year collections.



**CAPITAL  
IMPROVEMENT  
PROGRAM**

## Capital Improvement Projects

### CAPITAL IMPROVEMENT PROJECTS FUND DESCRIPTION

The Capital Outlay fund is intended to provide a detailed breakdown of the projected capital expenses in the aggregate for all Village departments.

### CAPITAL IMPROVEMENT PROJECTS DETAIL

Village of Palmetto Bay							
Capital Improvements Program - Project Funding Summary							
Fiscal Year 2012-13							
Item No.	Project Description	Meet or Maintain Adopted Level of Service (LOS)	Project Status <sup>1</sup>	Financial Instruments	2012-13	Department Total	Grand Total
<b>PARKS AND RECREATION DEPARTMENT</b>						\$ 1,147,000.00	\$3,284,747.00
P5	Palmetto Bay Park Construction of two additional batting cages	Yes	Programmed	Parks & Recreation Capital Improvement Budget	90,000	8%	2.74%
P6	Palmetto Bay Park Existing Quad restroom and Rec Room restroom renovations (tile walls, epoxy flooring; new fixtures, etc.)	Yes	Programmed	Parks & Recreation Capital Improvement Budget	45,000	4%	1.37%
P7	Palmetto Bay Park Playground pavilion and installation of mature trees to create shade canopy.	Yes	Programmed	Parks & Recreation Capital Improvement Budget	78,000	7%	2.37%
P8	Palmetto Bay Park Modification of irrigation system ref installation of water sources between fields 1/4; 2/3; and 5/6	Yes	Programmed	Parks & Recreation Capital Improvement Budget	10,000	1%	0.30%
P9	Palmetto Bay Park Conversion of Skate Park to Mini Soccer Fields with synthetic turf	Yes	Programmed	Parks & Recreation Capital Improvement Budget	250,000	22%	7.61%
P10	Coral Reef Park New lighting (Musco) for tennis center courts	Yes	Programmed	Parks & Recreation Capital Improvement Budget	250,000	22%	7.61%
P11	Coral Reef Park Refurbishing of SE (concrete) bridge	Yes	Programmed	Parks & Recreation Capital Improvement Budget	60,000	5%	1.83%
P12	Coral Reef Park New roof for eastside restroom building	Yes	Programmed	Parks & Recreation Capital Improvement Budget	25,000	2%	0.76%
P13	Coral Reef Park New batting cages; demolition of existing	Yes	Programmed	Parks & Recreation Capital Improvement Budget	90,000	8%	2.74%
P14	Coral Reef Park Ball fields #1 and #2 fencing replacement/improvements	Yes	Programmed	Parks & Recreation Capital Improvement Budget	100,000	9%	3.04%
P15	THIS ROW INTENTIONALLY LEFT BLANK - THIS ROW INTENTIONALLY LEFT BLANK - THIS ROW INTENTIONALLY LEFT BLANK -						
P16	Coral Reef Park Resurface tennis courts; installation of new benches with canopies between courts	Yes	Programmed	Parks & Recreation Capital Improvement Budget	94,000	8%	2.86%
P17	Coral Reef Park Repave/Restripe of all parking lots.	Yes	Programmed	Parks & Recreation Capital Improvement Budget	45,000	4%	1.37%
P18	Separate Playground Lighting from Parking Lot, Electrical Circuit to Allow Playground Lighting to Turn Off at Sunset.	Yes	Programmed	Parks & Recreation Capital Improvement Budget	10,000	1%	0.30%
	Subtotal - Parks and Recreation Department			N/A	\$ 1,147,000	100%	34.92%

CONTINUED ON NEXT PAGE...

# Capital Improvement Projects

Village of Palmetto Bay							
Capital Improvements Program - Project Funding Summary							
Fiscal Year 2012-13							
Item No.	Project Description	Meet or Maintain Adopted Level of Service (LOS)	Project Status <sup>1</sup>	Financial Instruments	2012-13	Department Total	Grand Total
<b>PUBLIC WORKS DEPARTMENT</b>							
						\$ 2,137,747.00	\$3,284,747.00
W1	Tree Planting	No	On-Going	Special Revenue Fund New Local Option Gas Tax	\$ 50,000	2%	1.52%
W2	Construction of Traffic Calming Devices Throughout the Village of Palmetto Bay	Yes	Programmed	Special Revenue Fund - Transportation Sales Tax	\$ 195,000	9%	5.94%
W3	Palmetto Bay Municipal Center - Facility Improvements	Yes	Programmed	General Government - Reserve	\$ 95,000	4%	2.89%
W4	Localized Flooding Drainage Improvements IV(Sub Basin 8 and 6) - on-going drainage improvements in localized areas throughout the Village of Palmetto Bay	Yes	Programmed	Special Revenue Fund Stormwater Utilities	\$ 157,195	7%	4.79%
W6	Drainage Improvements (Sub Basin 10) - Area of SW 87th Avenue, SW 88th Court, SW 88th Avenue, SW 87th Court, SW 89th Avenue, SW 152nd Street, SW 153rd Terrace, and SW 154th Street	Yes	Programmed	Special Revenue Fund Stormwater Utilities	\$ 40,000	2%	1.22%
W7	ADA Compliance Sidewalks - Bringing noncompliance facilities into compliance	Yes	On-Going	Special Revenue Fund - Eight Cent Fuel Tax	\$ 50,000	2%	1.52%
W8	Roadway Resurfacing - Miscellaneous roadway resurfacing and roadway striping throughout the Village of Palmetto Bay	Yes	On-going	Special Revenue Fund - Eight Cent Fuel Tax and New Local Option Gas Tax	\$ 300,000	14%	9.13%
W10	Localized Flooding Drainage Improvements Phase V - on-going drainage improvements in eleven localized areas throughout the Village of Palmetto Bay	Yes	Programmed	Special Revenue Fund Stormwater Utilities	\$ 521,958	24%	15.89%
W13	Bus Stop Signage Program - The installation of Bus Stop signage and benches for the Village of Palmetto Bay shuttle bus throughout the various bus stops in the Village of Palmetto Bay	Yes	Programmed	Special Revenue Fund - Transit Sales Tax	\$ 44,100	2%	1.34%
W15	Circulator - Ongoing transit circulator and route improvements throughout the Village of Palmetto Bay	Yes	On-Going	Special Revenue Fund - Transit Sales Tax	\$ 107,603	5%	3.28%
W19	Safe Route to School Improvements- Coral Reef Elementary	Yes	Programmed	FDOT Grant Funding	\$ 133,160	6%	4.05%
W20	Safe Route to School Improvements - Howard Drive Elementary	Yes	Programmed	FDOT Grant Funding	\$ 5,670	0%	0.17%
W22	Sidewalk Connection to Transit Stops. Connect all sidewalks to transit stops within the Village of Palmetto Bay	Yes	On-Going	Special Revenue Fund - Transit Sales Tax	\$ 75,000	4%	2.28%
W35	Traffic Calming Studies within the Boundaries of the Village	Yes	Programmed	Special Revenue Funds - Transportation Sales Tax	\$ 75,000	4%	2.28%
W36	Bus Parking Lot and Storage Facility	Yes	Programmed	Funds and Special Revenue - Transit Sales Tax	\$ 240,401	11%	7.32%
W38	Mast Arm Street Sign Replacement	Yes	Programmed	Special Revenue Funds - Transportation Sales Tax	\$ 47,660	2%	1.45%
	Subtotal - Public Works Department				\$ 2,137,747	100%	65.08%
	Grand Total - Capital Improvement Projects				\$ 3,284,747		100.00%

**BUDGETARY EFFECTS**

**Parks & Recreation:**

Item P9 – If conversion is approved the soccer fields will require \$3,000 annually for field maintenance.

The soccer fields will generate revenue, an amount is not determinable at this time.

Item P10 and P18 – The separation and replacement of the 20 year old tennis lights with the new more efficient Musco lighting will save on electricity, an amount is not determinable at at this time.

**Public Works:**

Item W1 – Approximately \$5,000 for maintenance.

Item W7 and W22 – Sidewalk cleaning and maintenance \$2,000.

Item W36 – Parking lot utilities and maintenance \$8,000.

Item W4 and W6 – Drain cleaning \$8,000.



## ACRONYMS AND TERMS

## *Acronyms and Terms*

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<b>BCC</b>	Board of County Commissioners
<b>CIP</b>	Capital Improvement Program
<b>CDMP</b>	Comprehensive Development Master Plan
<b>CPI</b>	Consumer Price Index
<b>FTP</b>	Full-Time Permanent
<b>GIS</b>	Geographic Information System
<b>GAAP</b>	Generally Accepted Accounting Principles
<b>GASB</b>	Governmental Accounting Standards Board
<b>GFOA</b>	Govt. Finance Officers Association
<b>GIS</b>	Geographic Information Systems
<b>ICMA</b>	International City Managers Association
<b>MSTF</b>	Municipal Services Trust Fund
<b>O&amp;M</b>	Operating and Maintenance
<b>PAB</b>	Planning Advisory Board
<b>PT</b>	Part Time
<b>PTO</b>	Personal Time Off
<b>RFP</b>	Request for Proposal
<b>RFQ</b>	Request for Qualifications
<b>SFBC</b>	South Florida Building Code
<b>TIP</b>	Transportation Improvement Plan
<b>TRIM</b>	Truth in Millage



## GLOSSARY

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**Abatement** - A partial or complete waiver of taxes, service charges or fees imposed by the Village for purposes of economic development incentives.

**Accountability** - An obligation or willingness to accept responsibility or to account for one's actions.

**Accounting Period** - A period of time (e.g. one month, one year) where the Village determines its financial position and results of operations.

**Ad Valorem Tax** - A tax levied on the assessed value of real estate and personal property. This tax is also known as property tax.

**Adopted Budget** - The proposed budget as formally approved by the Village Council.

**Account** – A term used to identify an individual asset, liability, expenditure control, revenue control, encumbrance control, or fund balance.

**Accounting System** – The total structure of records and procedures which discover, record, classify, summarize, and report information on the financial position and results of operations of a government or any of its funds, fund types, balanced account groups, or organizational components.

**Accrual Basis of Accounting** – The method which records revenues when earned (whether or not cash is then received) and records expenditures when goods or services are received (whether or not cash is disbursed at that time.)

**Amended Budget** - The adopted budget formally adjusted by the Village Council.

**Appropriation** - A specific amount of money authorized by the Village Council for the purchase of goods or services.

**Appropriated Fund Balance** - The amount of surplus funds available to finance operations of that same fund in a subsequent year or years.

**Arterial Roads** - The main traffic corridors that are with the county. They are fed by collector roads, which pick up the traffic from local roads that provide a more localized service within specific neighborhoods.

**Assessed Property Value** - The value set upon real estate or other property by the County Property Appraiser and the State as a basis for levying ad valorem taxes.

**Asset** - Resources owned or held by a government, which have monetary value.

**Balanced Budget** - A budget in which planned funds or revenues available are equal to fund planned expenditures.

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**Balance Sheet** - The basic financial statement, which discloses the assets, liabilities, and equities of an entity at a specified date in conformity with GAAP.

**Benchmarking** - Determining the quality of products, services, and practices by measuring critical factors (e.g., how fast, how reliable a product or service is) and comparing the results to those of highly regarded competitors.

**Benefits** - Payments to which participants may be entitled under a pension plan, including pension benefits, death benefits, and benefits due on termination of employment.

**Budget** - A fiscal plan of programs, services, and construction projects expected to be carried out, funded within available revenues and designated within a specific period of time, usually 12 months.

**Budget Calendar** - A schedule of key dates which the Village follows in the preparation, adoption and administration of the budget.

**Budget Message** - Included in the opening section of the budget, the Budget Message provides summary of most important aspects of the budget, changes from previous fiscal years and recommendations regarding the financial policy for the upcoming period.

**Bond** - A written promise to pay a designated sum of money (the principal) at a specific date in the future, along with periodic interest at a specific rate. The payments on bonds are identified as Debt Service. Bonds are generally used to obtain long-term financing for capital improvements.

**Bond Funds** - Resources derived from issuance of bonds for specific purposes and related Federal project grants used to finance capital expenditures.

**Bond Rating** - A rating (made by an established bond rating company) from a schedule of grades indicating the probability of timely repayment of principal and interest on bonds issued.

**Budget Document (Program and Financial Plan)** - the official written statement prepared by the Village staff reflecting the decisions made by the Council in their budget deliberations.

**Budget Ordinance** - The schedule of revenues and expenditures for the upcoming fiscal year by fund, which is adopted by the Village Council each year.

**Budgetary Basis** - This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

**Budget Schedule** - The schedule of key dates which a government follows in the preparation and adoption of the budget.

**Buildout** - That time in the life cycle of the Village when no incorporated property remains undeveloped. All construction from this point forward is renovation, retrofitting or land cleared through the demolition of existing structures.

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**Capital Equipment** - Physical plant and equipment with an expected life of five years or more.

**Capital Improvement Program** - A projection of capital (long-lived and significant) expenditures over the coming five years. The method of financing is also indicated.

**Capital Improvement Fund** - An account used to segregate a portion of the government's equity to be used for future capital program expenditures. The amount of capital reserve is roughly equal to the government's annual equipment depreciation and an amount identified as being needed for future capital acquisition.

**Capital Outlay** - Fixed assets, which 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 controlled for custody purposes as a fixed asset.

**Capital Project** - Major construction, acquisition, or renovation activities, which add value to a government's physical assets or significantly increase their useful life; also called capital improvement.

**Capital Projects Budget** - A fiscal year budget for capital expenditures, i.e. items or projects of significant value with a probable life of one or more years, and the means of financing them.

**Cash Carryover** - Cash at the start of the year, plus revenue received in one fiscal year, which is not spent in that year, and is therefore made available for use in the succeeding year.

**Charter** - The written instrument that creates and defines the franchises (rights) of a Village.

**City** - An incorporated municipality in the United States with definite boundaries and legal powers set forth in a charter granted by the state or in some instances a county.

**Concurrency** - Operating or occurring at the same time. This term is commonly used to refer to the provision of adequate public facilities at the time they are needed to support new development. Adequate roads, water and sewer facilities must be in place concurrent with the impact of new development. Concurrency only provides for public facilities necessary to serve new development and does not alleviate existing shortfalls.

**Consumer Price Index (CPI)** - A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e. economic inflation).

**Contingency** - An appropriation of funds available to cover unforeseen events that occur during the fiscal year. These funds, if not used, lapse at year end. This is not the same as fund balance or reserve fund.

**Contractual Services** - Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

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**Countywide Service Area-** As the area-wide government, Miami-Dade County has the responsibility to provide certain services to all residents. The countywide services include: public health care, sheriff, jails, courts, mass transportation, environmental protection, certain parks and public works activities, elections, tax collection, property appraisal and social service programs. The revenue to pay for countywide services comes from property and gas taxes, licenses, charges for services, intergovernmental aid, fines and forfeitures, transfers and interest earnings.

**Debt Service** - The payment of principal and interest on borrowed funds such as bonds.

**Density** - The average number of individuals or units per space unit (population per square mile or housing units per acre).

**Deficit** - The excess of liability over assets — or expenditures over revenues — in a fund over an accounting period.

**Depreciation** - The decrease in value of physical assets due to use and the passage of time.

**Department** - A major administrative division of the Village, which indicates overall management responsibility for an operation or a group of related operations within a functional area. A department usually has more than one program and may have more than one fund.

**Disbursement** - The expenditure of monies from an account.

**Distinguished Budget Presentation Awards Program** - A voluntary award program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

**Employee (or Fringe) Benefits** - Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and the deferred compensation, medical, and life insurance plans.

**Encumbrances** - Obligations incurred in the form of orders, contracts and similar items that will become payable when goods are delivered or services rendered.

**Enterprise Fund** - A self-supporting fund designed to account for activities supported by user charges.

**Estimated Revenues** - Projections of funds to be received during the fiscal year.

**Expenditure** - Projections of funds to be received during the fiscal year.

**Final Budget** - Term used to describe revenues and expenditures for the upcoming year beginning October 1st and ending September 30th.

**Financial Policy** - A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investments. Fiscal policy provides an agreed-upon set of principles for the planning and programming of

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government budgets and their funding.

**Fines and Forfeitures** - Consists of a variety of fees, fines and forfeitures collected by the State Court System, including bail forfeitures, garnishments, legal defenders recoupment and juror/witness fees.

**Fiscal Year** - Any period of 12 consecutive months designated as the budget year. The Village's budget year begins October 1st and ends September 30th. The State of Florida's fiscal year begins July 1st and ends June 30th.

**Fixed Assets** - Assets of long-term character that is intended to continue to be held or used, such as land, building, machinery, furniture, and other equipment.

**Forfeiture** - The automatic loss of property, including cash, as a penalty for breaking the law, or as compensation for losses resulting from illegal activities. Once property has been forfeited, the Village may make a claim for it, resulting in confiscation of the property.

**Franchise Fee** - Charges to utilities for exclusive/non-exclusive rights to operate within municipal boundaries. Examples are electricity, telephone, cable television, and solid waste.

**Franchise** - A special privilege granted by a government permitting the continuing use of public property, such as city streets, and usually involving the elements of monopoly and regulation.

**Full-Time Equivalent Position** - A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year.

**Fund**- A set of interrelated accounts to record revenues and expenditures associated with a specific purpose.

**Fund Balance** - The excess of assets over liabilities for a fund. A negative fund balance is sometimes called a deficit.

**GAAP** - Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

**General Fund** - A governmental fund established to account for resources and uses of general operating function of the Village. Resources are, in the majority, provided by taxes.

**General Ledger** - A book, file, or other device, which contains the accounts needed to reflect the financial position and the results of operations of an entity. In double entry bookkeeping, the debits and credits in the general ledger are equal; therefore, the debit balances equal the credit balances.

**General Obligation Bonds** - Bonds for the payment of which the full faith and credit of the issuing government are pledged. In issuing its general obligation bonds, municipalities pledge to levy whatever property tax is needed to repay the bonds for any particular year. General

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Obligation Bonds cannot be issued without voter approval and are usually issued with maturities of between 15 and 30 years.

**Goal** - An attainable target for an organization; an organization's vision of the future.

**Goals and Objectives** - A narrative in each department which establishes a program of non-routine, or especially emphasized, intentions and tasks for each Village department or sub-department during a one-year period. It is not necessarily a fiscal period.

**Grant** - A contribution by one governmental unit to another unit. The contribution is usually made to aid in the support of a specified function.

**Homestead Exemption** - Pursuant to the Florida State Constitution, the first \$25,000 of assessed value of a home which the owner occupies as principal residence is exempt from the property tax.

**Impact Fee** - A fee charged on new development to finance required infrastructure such as roads, parks, schools, fire and police facilities, or capital purchases.

**Incorporation** -The process by which a community within the unincorporated area creates a new municipality or city.

**Infrastructure** - Public domain fixed assets including roads, bridges, curbs, gutters, sidewalks, drainage systems, lighting systems and other items that have value only to the Village.

**Interest Income** - Revenue associated with the Village cash management activities of investing fund balances.

**Inter-fund Transfer** - Equity transferred from one fund to another.

**Intergovernmental Revenue** – Income received from or through the Federal, State, or County government. These include State Revenue Sharing, Alcoholic Beverage Tax, and Sales Tax.

**Interlocal Agreement** - A contractual agreement between two or more governmental entities.

**Liabilities** - Debts or other legal obligation arising out of transactions in the past, which must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

**Line Item** - A specific item defined by detail in a separate account in the financial records. Revenue and expenditure justifications are reviewed, anticipated and appropriated at this level.

**Mill** - A taxation unit equal to one dollar of tax obligation for every \$1,000 of assessed valuation of property. One mill levied on a property valued at \$200,000 would produce tax revenues of \$200.

**Millage** - The total tax obligation per \$1,000 of assess valuation of property.

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**Mitigation** - An amount negotiated between the County and a donor community during the incorporation process. The amount is intended to alleviate the impact of the County's revenue loss as a result of incorporation.

**Modified Accrual Accounting** - A basis of accounting in which revenues are recorded when collectable within the current period or soon enough thereafter to be used to pay liabilities of the current period, and expenditures are recognized when the related liability is incurred.

**Municipal Code** - A collection of laws, rules and regulations that apply to the Village and its Citizens.

**Municipal Services Trust Fund** - A fund into which mitigation payments are deposited.

**Municipality** - A political unit, such as a city, incorporated for local self-government.

**Non-Departmental Appropriations (Expenditures)** - The costs of government services or operations which are not directly attributable to Village Departments.

**Objective** - A specific measurable and observable activity which advances the organization toward its goal.

**Objects of Expenditure** - Expenditure classifications based upon the types or categories of goods and services purchased.

**Obligations** - Amounts which a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

**Operating Budget** - A budget for general revenues and expenditures such as salaries, utilities, and supplies. Projections Estimates of anticipated revenues, expenditures, or other quantitative data for specific time periods, usually fiscal years.

**Operating Revenue** - Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earning, and grant revenues. Operating revenues are used to pay for day to day services.

**Ordinance** - A formal legislative enactment by the Village Council of Palmetto Bay; a law.

**OSHA** - Occupation Safety & Health Administration.

**Personal Time Off** - A combination of traditional vacation and sick time into a single category.

**Personal Services** - Expenditures for salaries, wages, and related employee benefits.

**Policy** - A plan, course of action or guiding principle, designed to set parameters for decisions and actions.

**Productivity** - A measure of the service output of Village programs compared to the per-unit of

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resource input invested.

**Programs and Objectives** - The descriptions of the structure, purposes, activities, tasks and volumes or frequencies of each organizational unit shown in the budget. The period spans the fiscal year.

**Property Tax** - A tax levied on the assessed value of real and personal property. This tax is also known as ad valorem tax.

**Proprietary Fund** - Enterprise and internal service funds that are similar to corporate funds, in that they are related to assets, liabilities, equities, revenues, expenses and transfers determined by business or quasi-business activities.

**QNIP** - Quality Improvement Neighborhood Improvement Program A County program that focuses on infrastructure needs in older urban neighborhoods and high growth areas. It includes construction and repair of sidewalks, local and major drainage improvements, road resurfacing and park facility improvements.

**Reserve** - An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

**Revenue** - Money that the Village of Palmetto Bay receives from a variety of sources such as property taxes, permits and fees, utility and sales taxes, charges for services, grants, franchise fees and license fees that it uses to pay for service delivery and other items.

**Risk Management** - The identification and control of risk and liabilities incurred by a local government to conserve resources from accidental loss.

**Rollback Millage Rate** - The millage necessary to raise the same amount of Ad Valorem tax revenue as the previous year, excluding taxes from new construction.

**Special Assessment** - A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties. All tax-exempt property in the affected area will also have to pay the special assessment.

**Special Taxing District** - A geographic area, designated by petition or vote of the residents of that area, in which a particular service is provided exclusively to residents of the area. A special property tax or a special assessment fee pays for these services. Typical districts include parks maintenance, street lighting, or security guard districts.

**Stormwater Utility Fee** - A fee assess on real property established and imposed to finance design, installation, and maintenance of Stormwater management systems.

**Surplus** - The use of the term "surplus" in governmental accounting is generally discouraged because it creates a potential for misleading inference. Undesignated fund balance is used instead. The concept of "net worth" in commercial accounting is comparable to "fund balance" in government accounting. That portion of the fund balance, which is not reserved for specific

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purposes or obligations, is called the undesignated fund balance: it is the true "surplus".

**Tax Base** - Total assessed valuation of real property within the Village.

**Tax Levy** - The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.

**Taxing Limit** - The maximum rate at which the Village may levy a tax, which for Florida municipalities is 10 mils, or \$10 per thousand dollars of assessed value.

**Tax Rate** - The amount of tax levied for each \$1,000 of assessed valuation.

**Taxable Value** - The assessed value less homestead and other exemptions, if applicable.

**Truth in Millage** - The Florida Trust in Millage Act (TRIM) serves to formalize the property tax levying process by requiring a specific method of tax rate calculation, form of notice, public hearing requirements and advertisement specifications prior to the adoption of a budget tax rate.

**UMSA** - The area of Dade County that is not formed as a city or municipality but that receives municipal-like services from Miami-Dade County. The area is taxed exclusively for these services through a millage applied only to the unincorporated municipal services area (UMSA).

**Undesignated Fund Balance** - That portion of the fund balance available for use in subsequent budgets. The term is preferable over the commonly used and ill-defined "surplus."

**Workload Indicators** - An indication of the output of a department. It may consist of transactions, products, events, services or persons served.