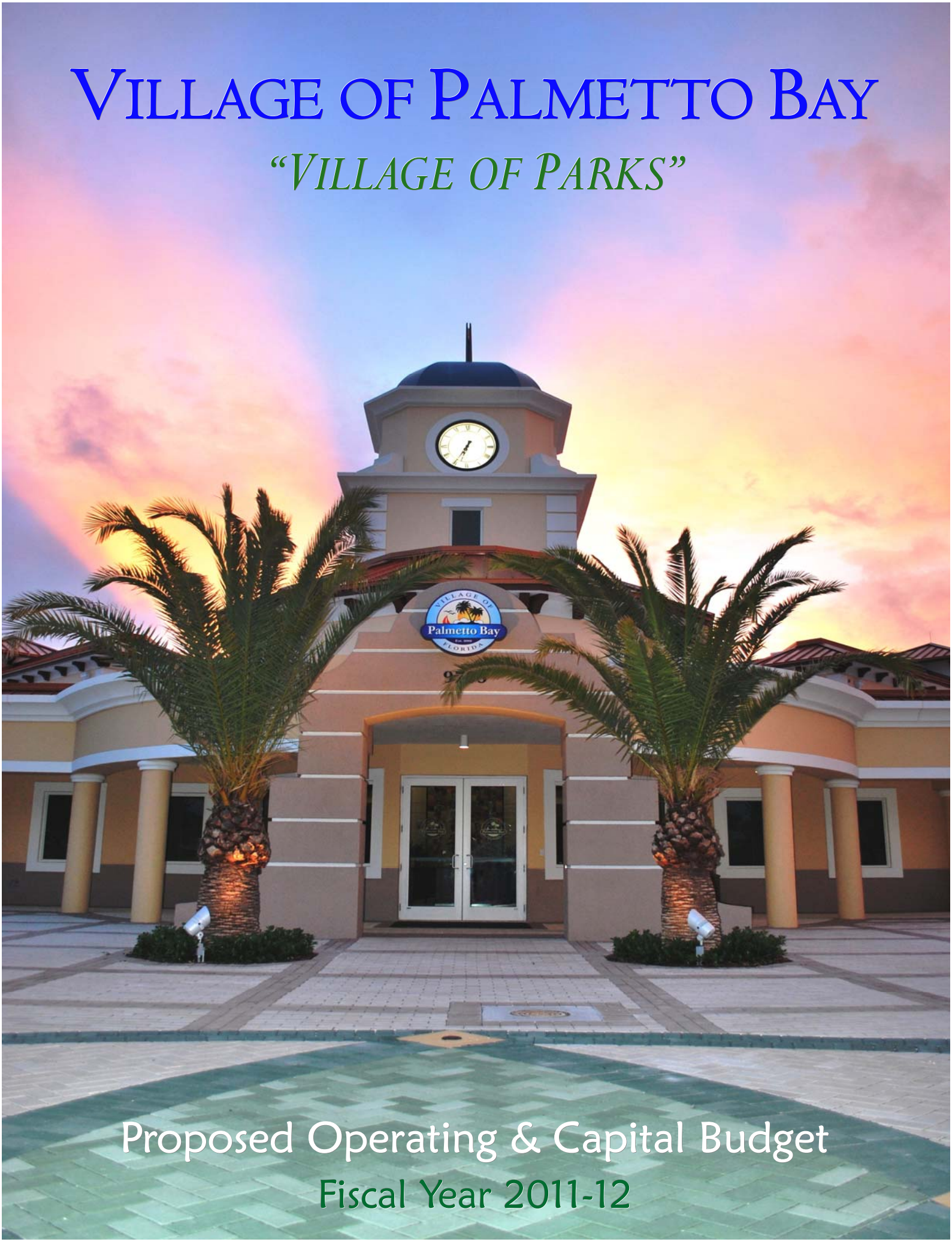
Village of Palmetto Bay

"Village of Parks"



Proposed Operating & Capital Budget

Fiscal Year 2011-12

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished
Budget Presentation
Award

PRESENTED TO

Village of Palmetto Bay

Florida

For the Fiscal Year Beginning

October 1, 2010

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, 2010. 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

The Fiscal Year 2011-12 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. Current capital improvements are identified, as well as their funding sources in the Budget Message section.

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 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
Fanny Carmona Gonzalez, Parks and Recreation Director
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

TABLE OF CONTENTS **Page**

BUDGET MESSAGE

Fiscal Year 2011-12 Budget Message…… 2

BUDGETARY & FINANCIAL POLICIES

Annual Budget Procedures……. 29

Budget Calendar……. 31

Budget and Accounting Basis……. 32

Financial Policies…… 33

VILLAGE PROFILE

About Palmetto Bay…… 35

Demographics and Information…….. 36

Organizational Chart…… 37

Staffing Summary…… 38

Staffing Summary- Contracted Services…… 40

SUMMARY OF FUNDS

Consolidated Budget Summary……..... 41

Summary of Funds Balances…… 43

GENERAL FUND SUMMARY……. 44

GENERAL FUND REVENUES……..... 45

General Fund Revenue Sources Chart……. 47

Revenue Description…… 48

GENERAL FUND EXPENDITURES…….. 51

Distribution of General Fund Resources Chart……. 52

MAYOR AND COUNCIL……. 53

OFFICE OF THE VILLAGE MANAGER……..... 55

OFFICE OF THE VILLAGE CLERK……..... 58

DEPARTMENT OF HUMAN RESOURCES…… 62

DEPARTMENT OF FINANCE……. 65

OFFICE OF THE VILLAGE ATTORNEY……... 68

GENERAL GOVERNMENT……. 70

PALMETTO BAY POLICING UNIT…..……. 72

DEPARTMENT OF PLANNING & ZONING…….……... 75

DEPARTMENT OF BUILDING & CAPITAL PROJECTS…….……... 79

DEPARTMENT OF PUBLIC WORKS……. 82

DEPARTMENT OF PARKS AND RECREATION……. 89

SPECIAL REVENUE FUND…… 94

CAPITAL IMPROVEMENT PROJECTS…..…… 103

ACRONYMS AND TERMS……... 105

GLOSSARY……..... 106

The Village of Palmetto Bay

The Village of Parks

"Productivity through Efficiency"

August 8, 2011

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 2011-12 Proposed Budget for your review and consideration.

Setting a New Standard

During Fiscal Year 2010-11, the Village of Palmetto Bay set a new standard in the delivery of municipal services and programs. Clearly, the most visible example is the grand opening of our new Municipal Center, the first government facility in the entire State of Florida to potentially receive the highest ranking in green building construction standards. It also sets new standards for our Village from an economic development standpoint as it is intended to spark new growth in Palmetto Bay's emerging downtown district. Additionally, new standards are being set in the way services are being delivered to the residents and businesses of Palmetto Bay through the facility's efficient, convenient, and welcoming atmosphere.

This was a banner year for improvements in municipal communications. Government transparency and accessibility were enhanced with the introduction of a redesigned website, audio-visual coverage of public meetings, and strengthening of other cutting-edge tools of networking with the public. The Village also continues to strongly encourage public participation in the governing process through numerous community advisory boards such as Building & Permitting, Historic Preservation, Tree Advisory Board, Citizen's Crime Watch, and other highly effective Public Safety outreach programs.

We continue to set new standards in the area of responsible fiscal management of this municipality. 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 Officers Association with the Distinguished Budget Award, while managing to maintain, in light of these tough economic times, high levels of fiscal integrity.

Fiscal Year 2011-2012
Financial Overview

The national economy has generally stabilized, as indicated by comparing the May 2010 national unemployment average of 8.7% to the May 2011 average of 9.3%. The general consensus is that recovery will be very slow over the next several years. Florida is also experiencing a slow recovery as evidenced by Florida's higher unemployment figures of 10.9% and 10.5% for the respective months. The South Florida economy is slightly worse at unemployment figures of 12.1% and 13.7% for the respective months. The Village of Palmetto Bay is definitely affected by the local and state economy; however, according to the current Census, the Village fares better than the County overall at an unemployment rate of 4.5% compared to 7.6%.

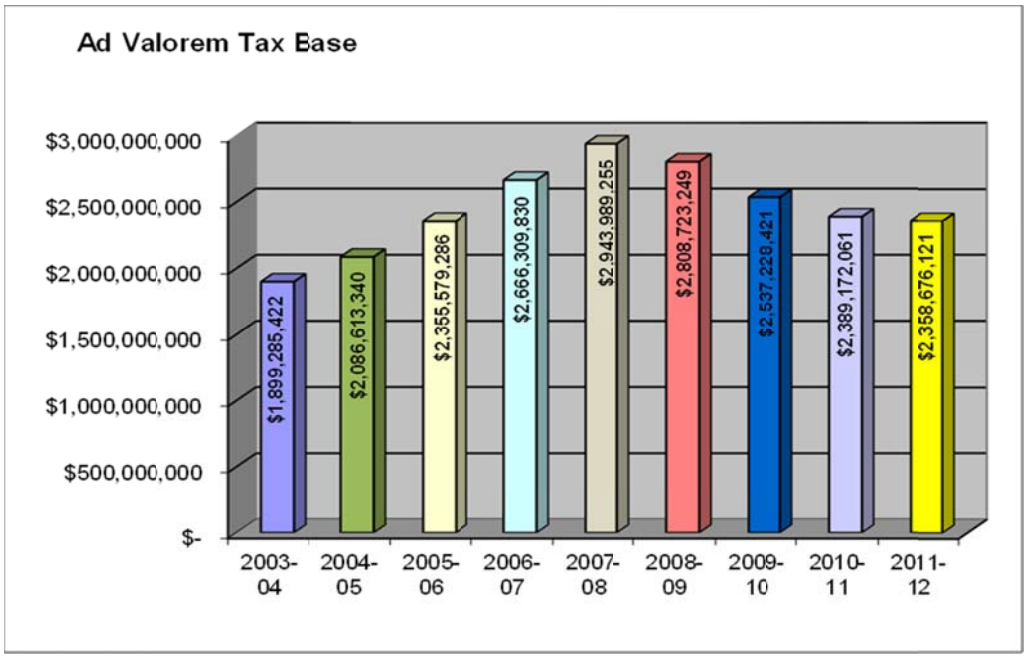
The Village of Palmetto Bay's main revenue source is Ad-Valorem taxes which has been severely impacted in the last couple of years by the 9.7% (FY2010) and the 5.8% (FY2011) drop in assessed home values. For FY 2011-2012, the decrease in assessed values has slowed considerably to only a 1.28% decrease. This is another indicator of the economy stabilizing. The other major revenue categories are Utility Taxes, Intergovernmental Revenues, and Franchise Fees. Intergovernmental Revenues remain approximately the same as in FY 2010-2011. In total, Intergovernmental Revenues are showing a decrease due to the relocation of restricted Transportation Taxes to the Special Revenue Funds. Utility Taxes are expected to be flat for FY 2011-2012. Electric Franchise fees will have a 32% drop in revenues or a $427,810 reduction in the FY 2011-2012 receipts. Total General Fund Revenues have decreased $1,056,193, not including the relocation of Transportation Taxes.

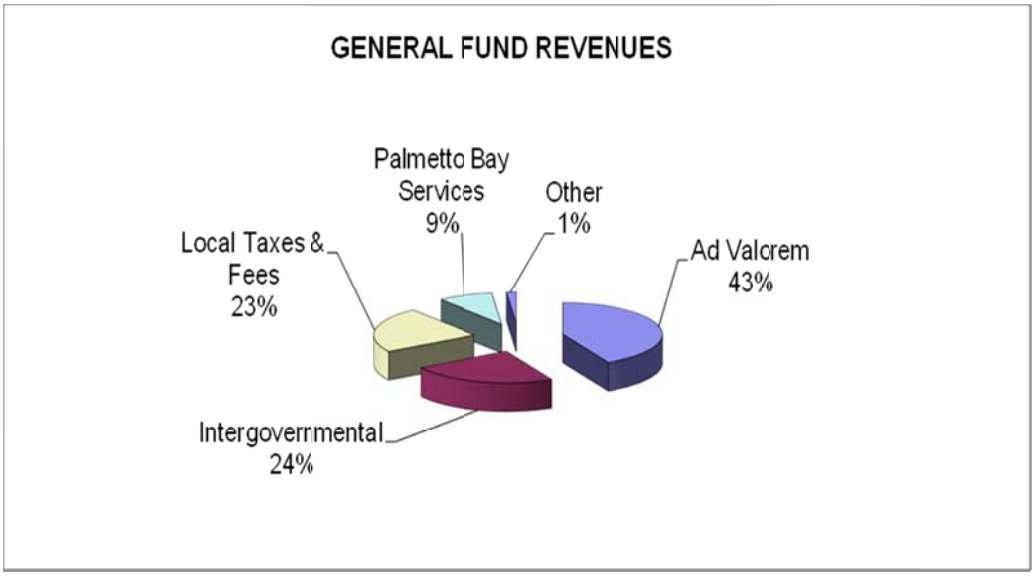
The demographics of the Village of Palmetto Bay have helped the Village fare much better than the county-wide average. The Village is 92 percent residential and 8 percent commercial. The residential community is 74 percent homestead and 26 percent rental or second homes. The low percentage of rentals or second homes and commercial, which are the ones directly affected by the increase or decrease in values, has helped lessen the impact to Ad-valorem tax revenue of the Village.

The Village of Palmetto Bay's manner of governance is to use a hybrid of employees and contractors, in order to maintain low cost and high productivity. The Village's conservative management approach has allowed Palmetto Bay to maintain services with minimal impact to the residents. A testament to the Village's well managed finances is the AA bond rating obtained from the rating agencies of Fitch and Standard & Poor's.

The Village of Palmetto Bay's financial flexibility has allowed the municipality to maintain one of the lowest millage rates in the County, the fifth lowest in Fiscal Year 2010-11. For Fiscal Year 2011-12, the Village is proposing to maintain the current millage rate of 2.4470. Total assessed property values for Fiscal Year 2011-12 decreased by 1.28% percent from $2,389,172,061 to $2,358,676,121. For the average residential property owner, values increased from $225,924 to $226,315, this represents a $0.95 increase in property taxes to the Village. For the homesteaded, or Save Our

Homes property owner, which allows assessments to increase by 3 percent or CPI, whichever is less as long as market values do not fall below assessed values, increased an average of $840 from $225,425 to $226,265. This represents a $2.06 increase in property taxes to the Village for each homesteaded property.



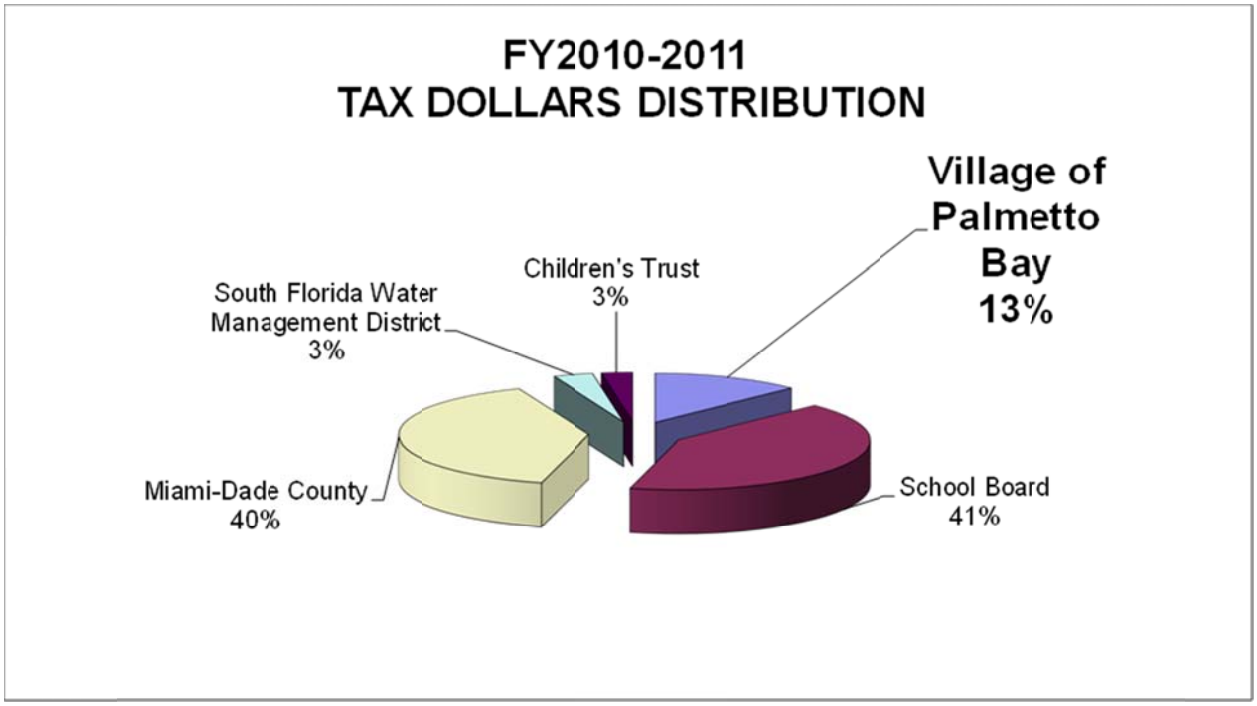


At the end of Fiscal Year 2009-10, the external auditors, Marcum LLP, gave the Village an unqualified opinion with no management comments. The Fitch Rating is quoted as saying, "the Village of Palmetto Bay's financial flexibility is quite robust, as evidenced by exceptionally strong reserves and liquidity and enhanced by strong financial management."

Fiscal Year 2011-2012 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 property value. At this rate, the Village will receive $5,771,680 in ad-valorem taxes, which is $74,624 less than prior year.

The amount of a homeowner's property tax received by Palmetto Bay in Fiscal Year 2010-11 is approximately 13 percent of the total tax bill. The remainder of the tax belongs to Miami-Dade County Government, 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 2010-11 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 assist homeowners in establishing Citizen Crime Watch programs. These officers also perform residential and commercial security survey whereby providing a conduit between neighbors and the Police Department in an effort to curtail crime.

- **Officer Friendly Program** - The Policing Unit will conduct Officer Friendly meetings with all elementary aged students attending the Village's public schools. The curriculum consists 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-** We continue to reach all fifth grade students attending the Village's public schools through the nationally-recognized Drug Abuse Resistance Education program. 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 substances.

- **radKIDS-** The radKIDS® 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 within 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.

The same level of service and commitment will carry through to Fiscal Year 2011-2012. Successful initiatives implemented in past years will continue with renewed commitment to public safety.

As we forecast revenue streams and expenditures, staffing 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 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 complementing this beautiful 25-acre facility continues to be the mecca of South Dade for girls' softball. The fields host twenty (20) travel teams, two (2) youth sports organizations each 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 karate, youth and adult basketball, flag-football, cheerleading, and physical-fitness classes. The new foul-ball netting system will soon be installed, offering full overhead protection to prevent potential injury to 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 include the re-supporting of the skate park fencing and the refurbishing of selected boundless playground apparatus, which will restore the usability of this award winning playground. Additionally, our in-house janitorial services have been enhanced for all facilities with the use of new environmentally friendly/green cleaners and the purchase of a floor cleaner/wax buffer.

- **Thalatta Estate –** Recently named by the *Miami New Times* as the "Best Wedding Venue in Miami," this quaint and charming property offers a unique setting for myriad of special events. Opened in February 2011, the vintage 1925 villa and carriage house with lushly landscaped grounds continues to grow in popularity. The covered terrace and paved walkways are complete, creating a picturesque trail to Biscayne Bay and the waterside ceremony site. The Thalatta Estate website (www.thalattaestate.com) is nearing completion, and several marketing initiatives shall soon promote Palmetto Bay's newest crown jewel.

- **Perrine Wayside Park –** Previously named "Miami's Best Dog Park," this facility continues to be extremely popular. A small French drain has been installed along the southeastern walkway to relieve the issue of standing water following rains, and a new aeration system has been installed in the lake to increase oxygen and maintain the lake's clear and healthy condition. Current plans are to enlarge the small dog area with separate entry to provide protection from larger dogs.

- **Coral Reef Park** - Perhaps Palmetto Bay's most popular and well-used 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 dawn to sundown; the children's playground attracts hundreds on a daily basis; and the picnic areas are regularly booked to near capacity. This park enjoys youth sports programs including football, baseball, and soccer. Many patrons regularly visit the ParkView Café concession facility for refreshments and conversations. The tennis center is currently under the management of the Parks and Recreation Department, with programming outsourced to the "Friends of Miami Tennis." The eastside bridge was replaced with a welcoming and aesthetically-pleasing span that provides access over the park's meandering canal. Irrigation has been installed in the park's southern area fronting the tennis courts in order to alleviate flooding.

- **Palmetto Bay Library & 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. The amphitheater hosts to musical competitions and special events such as the "Holiday by the Bay" and Arbor Day tree giveaways. New signage has been installed identifying the Edward & Arlene Feller Community Room and Amphitheater.

The Parks and Recreation Department is currently assessing the parks system to determine possible areas of improvement and/or expansion. 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/or experience our parks system. Palmetto Bay earns the title of "Village of Parks" every day.

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 2010-11 will be remembered as a period during which the Village further strengthened its identity with the construction of its second traffic circle. The new traffic circle at the intersection of SW 87 Avenue and SW 168 Street contains a water fountain that exhibits an art piece and water feature that was funded through the Village's Art in Public Places program. 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.

- **Traffic Calming** – The Department performed multiple traffic-calming analyses in Fiscal Year 2010-11. Federal Stimulus dollars in the amount of $409,760 were expended on intersection improvements on County-owned roadways. The design-build and the construction of the traffic circle at the intersection of SW 87 Avenue and SW 168 Street increased the level of service at this previously congested signalized intersection. East Guava Street was converted to a one-directional roadway, heading westbound between Franjo Road and the northbound lanes of US-1. Also, the realignment of an intersection at SW 140 Street/SW 140 Drive and SW 139 Terrace was constructed, paved, and striped. Additionally, the Department worked with Miami-Dade County on the restriping of SW 92nd Avenue from SW 164th Street to US-1, inclusive of a striped bike lane. A proposed design for traffic improvements at SW 164 Street, from US-1 (South Dixie Highway) to SW 93 Avenue is pending.

The expenditure of $474,447 is anticipated in Fiscal Year 2011-12 to plan and design transportation projects in accordance with the Transportation Master Plan and to study localized roadway traffic-calming issues. All future projects will include outreach efforts geared to inform residents of upcoming roadway improvements. This department remains committed to engaging the public in the planning and design of traffic calming and traffic diversion projects through public meetings to provide an opportunity for citizens to join the efforts to benefit the community. Through this outreach, the negative impact from residents will be kept to a minimum. Additionally, the implementation of the Traffic-Calming Policy will assist with streamlining the need for infrastructure

improvements that are not documented in the Transportation Master Plan. In Fiscal Year 2011-12, the installation of traffic tables at approved sites will be constructed and traffic calming improvements will be proposed along SW 92 Avenue and SW 164 Street east of US-1 northbound lanes and west of SW 92 Avenue.

- **Stormwater Utility** –The Village receives approximately $450,000 in revenue annually from stormwater utility fees. The Stormwater Utility fees collected in Fiscal Year 2011-12 will provide supplemental funding for drainage improvement projects and serve as a funding match for future grants. Stormwater utility funds have been allocated as follows: $9,000 for the annual NPDES Permit Fee; $16,000 for maintenance of two (2) canal drainage systems; and $25,000 to fund the on-going preventative maintenance performed through manual inspections, cleaning, and repair of sub-basin structures, inlets/pipes, and outfalls. Annual maintenance ensures that existing and new drainage systems operate at maximum efficiency whereby reducing roadway ponding and roadway flooding concerns.

- **Stormwater Improvements** – In Fiscal Year 2010-11, revenue received from Stormwater Utility fees and Florida Department of Environmental Protection (FDEP) grant funds were used to commence drainage improvements in Sub-Basin #9, which is located south of SW 148 Street, north of SW 152 Street, west of US-1/ S. Dixie Highway, and east of SW 88 Avenue. Additionally, that revenue also funded improvements at seven locations within the Village identified as Phase IV located in sub-basins #3, #6, and #8. The planning and design of Sub-Basin #10 and sub-basin 12 is targeted in Fiscal Year 2011-12.

The anticipated annual $450,000 revenue plus prior year carryover from Stormwater Utility fees will continue to fund drainage improvement projects in Fiscal Year 2011-12. The expenditure of $444,000 will result in the planning, design, and construction of drainage improvements at the above-noted locations. The department will develop its Community Rating System (CRS) program as a component of its stormwater master plan. Public Works will continue to apply for funding to implement the priorities identified in the Stormwater Master Plan. Additionally, educational outreach efforts will continue through informational brochures as a means of informing the public about the importance of the Village's Stormwater Management Program.

- **Roadway 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 2010-11, the Department resurfaced the entire length of SW 144 Street, west of US-1 to SW 67 Avenue. Water valves, manholes, and new pavement markings (as well as permanent striping) will be incorporated into the overall cost and will be applied to the resurfaced roadway. Additional roadway resurfacing was performed in conjunction with Sub-Basin #9 Drainage Improvement project. The Department also repaired approximately 2,400 linear feet of sidewalk, including ADA ramps. Additionally, a new sidewalk was installed on SW 174 Street. The Safe Routes to School Study (SRTS), which was funded with a $40,000 grant from Miami-Dade County Metropolitan Planning Organization (MPO) and Village funding in an amount of $10,000, was accepted by the Village Council; and the Miami-Dade County School Board approved a resolution supporting the projects documented in the SRTS. (The Safe Route to School Study is a component of the Village's 5-Year Capital Improvement Element of the Comprehensive Plan and will provide for alternate modes of travel and raise awareness of walking and/or biking within the Village of Palmetto Bay.) A

grant application was prepared and submitted to the Florida Department of Transportation, putting the Village in line for grant funding to implement this important study.

During Fiscal Year 2011-12, the Department will expend $300,000 for continued pavement overlay and reconstruction of Village roadways. Roadway patching will also occur at numerous locations. Water valves, manholes, and new pavement markings will be incorporated into the overall cost for the Fiscal Year 2011-12 overlay and reconstruction projects. The Village expects to expend $50,000 for replacement/new sidewalks to assist in making Palmetto Bay a pedestrian-friendly community. The development and implementation of GIS mapping of sidewalk locations within the Village will further assist the department with identifying sidewalks in need of repair.

- **Signage Program** – In Fiscal Year 2010-11, the Department completed the installation of the Public Works facility signage, which is consistent with the Village entrance monument signage. New street-name signage was installed on numerous roadways due to the co-designation of the portion of SW 152 Street at the intersection of SW 78 Avenue and SW 79 Avenue adjacent to the front entrance of Coral Reef Elementary as "Dolphin Crossing", SW 90 Avenue between SW 174 Street and SW 176 Street as "Clyde Hinson Road, and SW 67 Avenue between SW 144 Street and SW 152 Street as "Judge Henry Leyte-Vidal Way." Since the department brought its street sign repair and maintenance program in house, a total of seven (7) damaged street signs have been repaired, resulting in $2,520 cost savings.

In Fiscal Year 2011-12, Public Works will award a procurement contract for the fabrication of component parts for the ongoing repair, maintenance, and installation of damaged street signs. The department will also award a contract for the installation of mast arm illuminated signage at signalized intersections and replace all County illuminated signage with Village fabricated signage. Funding has been allocated to create GIS mapping of all street name signs, mast arm signage and the condition of each sign. 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.

- **IBUS 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, or other transit-related infrastructures. In Fiscal Year 2010-11, the Department in-housed the Ibus service by hiring two (2) part-time employees reducing the operating budget from $91,856 to $65,735 annually. The split bus route identified as Route A (north of SW 152 Street and south of SW 136 Street) and Route B (north of SW 184 Street and south of SW 152 Street) focuses on key points of interest within the boundaries of Palmetto Bay. The Department also installed a bus turnaround driveway at the new Village Municipal Center. Efforts continue to increase ridership in Fiscal Year 2011-12 through input received from surveying riders. The fixed route has been revised to service the new Village Hall facility and other key locations along the US-1 corridor. The Department is working continuously with Miami-Dade Transit, Village's Parks and Recreation Department, and other county and municipal agencies on route efficiencies and programming needs to improve ridership throughout the Village. Transit operating costs through the end of Fiscal Year 2010-11 (inclusive of fuel costs) are estimated to be $75,000.

CITT Transit revenues available in Fiscal Year 2011-12 in the amount of $313,978 consist of $146,228 estimated revenue for Fiscal Year 2011-12 plus prior year carryover funding of

$177,750. The Department expects to spend $138,735 to continue efforts to boost ridership through marketing/advertising, strategic restructuring of currents routes, installation of bus benches, sidewalk connectivity along bus route, and the implementation of new routes. In FY 2011-12, the Department will continue its efforts to partner with neighboring municipalities to develop needed commuter routes that support multiple cities. Also, fixed routes dedicated to serve public and private school programs, Parks and Recreation's proposed Adult Programming needs, and summer camp needs will be developed.

- **Right-of-Way Beautification** – The Village received Tree City USA status recognition for the third year for its outstanding accomplishments and commitment to the greening of Palmetto Bay – and America, in general. In Fiscal Year 2010-11, the Department planted Streetscape to beautify its right-of-way and swales along SW 176 Street, 94 Avenue, SW 90 Avenue, SW 96 Avenue, and SW 180 Street consisting of Live Oaks, Japanese Blueberry and 15 Montgomery Triple Palms. The Department also planted ground covering in the traffic circle at SW 168th Street and SW 87th Avenue, replaced ground covering along the northbound right of way of US-1 and around the Public Works monument sign. Over 300 trees were donated and given away at the Village's first annual Tree Giveaway Program, which took place in conjunction with the 2010-2011 annual Arbor Day celebration. In an effort to prepare residents for the 2010-2011 Hurricane season, the Tree Advisory Board completed the Village's first tree care information brochure that details tree care tips in preparation for storms.

The Department will continue to maintain its 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 in Fiscal Year 2011-12. Public Works expects to plant trees and install ground covering in Fiscal Year 2011-12 consistent with the tree species planted in Fiscal Year 2010-11. The Department, with the Tree Advisory Board will implement a Beautification Program that is geared toward creating a greener Palmetto Bay in 2011-12. The Tree Advisory Board and the Department will also apply for grants to fund future greening efforts of the Village.

- **Public Works Operations Facility** – In Fiscal Year 2010-11 the Department continued its efforts to upgrade its Public Works facility. Exterior improvements were made to the facility with the installation of a facility monument sign, and security cameras were installed to secure the facility and equipment stored at the facility. Interior upgrades were made to the public restroom. The facility is no longer operating with well water as the property is connected to a 4-inch water main serviced by Miami-Dade County. Funding from the Miami-Dade Transit Authority (MDTA) in an amount of $160,000 will be used to construct a parking lot in the rear of the facility to be used mainly for transit functions associated with the Village's circulator services. Additional parking will be allocated for staff and equipment. Ongoing renovations and redevelopment of this site will continue in Fiscal Year 2011-12 with funding in the amount of $30,000 to elevate the level of service and the maintenance capacity of the staff and facility.

- **Federal Stimulus Assistance –** In Fiscal Year 2011-12, 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 Village buses, ADA compliance at bus stops, and bus stop signage enhancements at Village IBUS bus stop locations.

Planning and Zoning

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 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 enforcement regulations and enforcing those regulations in the most professional manner possible. The overall goal of this division is to ensure the safety, health, and welfare of each resident and neighborhood in a responsible and 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. In the latter part of the 2010-2011 fiscal year, the Village began its first Evaluation and Appraisal Report (EAR) of the Village's Comprehensive Plan, as provided for by s. 163.3191(13), Florida Statutes. This evaluation is a significant event in a community's planning program. It provides a formal occasion for the community to assess progress in attaining adopted objectives and an opportunity to review earlier goals for relevance. In January, the Planning and Zoning Department completed an annual update of the Villages 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 as required by Chapter 163, Florida Statutes.

- **Land Development Code** – During Fiscal Year 2010-2011, the Department continued to review and modify the Village's Land Development Code. Currently under review are revisions to portions of the sign code. The Department will continue to review and modify when necessary, the Code in a manner reflective of the Village's land development objectives.

- **Zoning –** The Village completed the transition from the County in Fiscal Year 2006-07. This included all elements of technical review, as well as responsibility for all administrative aspects including resident notification, advertising, and preparation of application recommendations. During Fiscal Year 2010-2011, the Village held five zoning hearings and received 26 applications for public hearings. Since the administrative site plan review process was established, a total of ten (10) applications have been reviewed, facilitating permitting in the FT&I mixed-use zoning district. Business district regulations have been revised to allow additional uses. The Department anticipates an increase in the number of administrative site plan review applications in the FT&I mixed-use district and areas near Village Hall. Over $10 million in commercial development has been constructed along with millions of dollars that are being invested in new water and sewer improvements within the redevelopment corridor.

- **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 312 cases through a special master hearing process and the focused

efforts of our Code Compliance Officers. Enforcement of water restrictions that became effective in 2007 created an additional 173 cases. In Fiscal Year 2010-2011, the water restriction violations were reduced to 10 cases. This significant drop in cases is due to direct communication with our residents to ensure that water restrictions are adhered to in accordance with the requirements set forth in the 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 addition, the Planning & Zoning Director will continue to work directly with the residents in the neighborhoods impacted by foreclosures. The Division has spent $12,000 through the Lot Maintenance and Abandoned Property Program to maintain properties abandoned as a result of the foreclosure crisis. In Fiscal Year 2010-2011, the Division collected over $185,000 recovered from outstanding liens from banks and other financial institutions with foreclosed properties within the Village as the Village cleans properties under this program. For the Fiscal Year 2011-2012, 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 Fiscal Year 2006-2007, the Village was the first municipality in the southern portion of Miami-Dade County to develop its own AIPP Program creating a funding mechanism for the acquisition and installation of art works 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 values. 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 arts in their respective communities. A five-member Advisory Board oversees the program. Since its inception, a total of $303,606 has been deposited into the public art fund, including several unsolicited private contributions from residents and local businesses. The following is a composite of recently completed art installations, in addition to other public art projects that were recently approved:

Title: Optical Illusion
Medium: Glass and tile mosaic

Artist: Nora Cervino
Location: Coral Reef Park, 7895 SW 152nd St.

Title: Community, Earth, Fire & Water
Medium: Mixed-Medium

Artist: Hans Feyerabend
Location: Village Hall, 9705 East Hibiscus St.

Title: Balance of Life
Medium: Bronze

Artist: Joshua Weiner
Location: Roundabout at Richmond & Galloway

Title: Thalatta Fountain of Youth
Medium: Bronze and Stone

Artist: Augustina Droze & Rebecca Thompson
Location: Thalatta Park, 17301 Old Cutler Rd.

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 their international presence by working with foreign cultural institutions to promote cultural awareness through the visual arts.

- **South Dade Vision 20/20 –** Palmetto Bay, in partnership with Miami-Dade County, the Town of Cutler Bay, the South Dade Economic Development Council, and Chamber South, continued to work on the "South Dade Vision 20/20" initiative. This innovative and progressive effort combined outreach and marketing efforts to support the charrettes that were completed over the past several years in Palmetto Bay, Cutler Bay, and other south Miami-Dade neighborhoods. The progress in Palmetto Bay has been impressive with five (5) projects completed. These projects implemented the concepts developed for the Franjo Triangle area. Vision 20/20 promises to further enhance and support this community envisioned redevelopment by continuing to market this area of the Village through guided development opportunity tours and at professional real estate development conferences. Village Hall was completed this year along with the construction and improvements to the surrounding infrastructure. In addition, the Village will continue to market the Franjo Triangle area to the local development community, expand the profile of the area in our website, attend local real estate conferences, and continue our mail out efforts to interested entities.

- **Geographical Information System (GIS) –** Development of the GIS began in Fiscal Year 2006-07. After the initial investment in capital equipment and software development was completed, planning, zoning, water and sewer, group homes, historic structures, and flood zone layers were added. Today, the GIS system improvements include monthly updating of property appraiser data, 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, the enhanced ability to search zoning resolutions, updated flood zone maps, the incorporation of the 2009 aerial photos, a webpage displaying details about Palmetto Bay zoning documents, the creation of a layer for all zoning agreements, and the integration of Code Compliance data into the system. For the 2010-11 Fiscal Year, the Village began the mapping of the Village's storm drains, street signs names, and sidewalks to provide Public Works with a complete and accurate inventory. The Village will work with the Building and Capital Projects 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 14 permitted sidewalk cafés that are renewed annually. The completion of several state of the art buildings throughout the community has increased the interest of potential restaurant owners. The Department of Planning and Zoning believes the number of sidewalk cafés may increase during the fiscal year to come.

- **Educational Publications & Forums –** Throughout the existence of the Department, several useful brochures and publications have been produced providing information to property owners, business owners, and potential investors in our Village related to demographics, economic indicators, programs and initiatives. The Department will continue to meet with local residents and businesses to inform and educate them on existing and newly adopted changes to the land development code.

- **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 was appointed to oversee the program. To support this effort, the Village conducted a historic structures survey to assist the Advisory Board in recommending designation of historic landmarks. Currently, the Board and staff continue to work with the 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. A video containing an oral history was conducted of a Village pioneer resident in an effort to compile old memories, historical facts, and possible artifacts. This video was completed in 2011 and was made available to the general public. Some of this information may also be displayed at Village Hall and other public facilities owned and managed by the Village. The Village continues to serve as a repository for historical documents and artifacts.

Building and Capital Projects

The Department of Building & Permitting was renamed the Building & Capital Projects Department in an effort to accurately reflect its overall function. In Fiscal Year 2008-09, the Building & Permitting Department transitioned from an outsourced provider to a mostly in-house staff. This transition resulted in remarkable improvements in customer service, in plan review, and in enhanced accountability and transparency of daily activities. 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.

- **Building Permitting Activity –** Approximately 3,200 residential and commercial permits were issued in Fiscal Year 2010-11, representing a reduction of about 23 percent from the previous fiscal year. Permit inspections for Fiscal Year 2010-11 increased by 18 percent to a total of 9,168 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 2011-12, a slight increase is forecasted in both permitting activity and inspections as overall economic conditions begin to improve. Revenues for Fiscal Year 2010-11 are projected to be approximately $750,000, while revenues for Fiscal Year 2011-12 are projected to rise to $770,000.

- **Service Enhancements** – Customer service enhancements planned for the coming year are geared toward improving the overall experience for members of the public accessing building permitting services. The Department will continue making improvements to its "Permit Connections," a portal through 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, to provide inspection results, and to allow on-line permitting. In the interim, the Department has started a call feature to notify customers when the inspector is within minutes of the scheduled inspection time.

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 form that rates the service provided by the permit clerks. At present, the residential plan review average is 1.28 days and commercial plans review average 1.57 days. This current average turnaround time is the best in the County. All inspections are done by the next working day and it is anticipated this trend will continuing for the next fiscal year.

- **Educational Publications** – In Fiscal Year 2010-11, the Department created several useful brochures and publications to provide 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 all applications.

- **Green Initiatives and Certification –** The Department produced a flyer and a section in the resident newsletter on the importance of "greening" and conservation of resources during Fiscal Year 2010-11. The Department, in cooperation with the Department of Planning and Zoning, drafted a Green Ordinance for commercial activity that provided incentives for construction projects. In 2011-2012, in cooperation with the Department of Planning and Zoning, we are hoping to introduce a residential Green Ordinance 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 requisite changes). Lastly, two employees will attend LEED accreditation courses to become LEED accredited professionals.

- **Capital Improvement Projects –** In Fiscal Year 2010-11, under the guidance of the Village Manager, Palmetto Bay's 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 which is the Municipal Center for our community. In 2011, the concession building at Coral Reef Park 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 thus providing substantial savings for the Village. Additional matters related to construction of capital projects will also be managed within this Department.

Administrative/Policy Functions

Human Resources

Many of the achievements identified earlier and guided by the vision of the Council were accomplished through the stewardship of Village administration and the outstanding efforts of Village employees. The goal of our personnel team continues to be to deliver a superior level of

service to our Village residents. To that extent, the focus of the Department of Human Resources is to attract and retain a team of qualified personnel that will support and promote our overall organizational goal while adhering to the fiscal policies established through the budget adoption process. During the prior fiscal year, the 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 cases. Other departmental accomplishments in FY 2010-11 include the following:

- **Training and Professional Development**: This year, the Village partnered with two cities to provide training opportunities to the employees in the areas of safe driving and emergency response. Palmetto Bay staff, along with employees of the Village of Pinecrest, completed a Safe Driving Course offered by the Florida League of Cities. The focus of the one-day training was to teach techniques and practices that promote safe driving in an effort to decrease the potential for car accidents and lessen the liability to the Village.

During the fiscal year, Palmetto Bay personnel also participated in the Community Emergency Response Training (CERT) program in concert with the Town of Cutler Bay. The four-session course was conducted by the Miami-Dade County Fire Department and was held at the new Village Hall Training Room and the Town of Cutler Bay Town Hall. Employees who completed the training have received certifications granted by the Miami-Dade Fire Department in first response emergencies, and have the ability to assist emergency personnel in the event of a disaster.

- **Recruitment**: During Fiscal Year 2010-11, the Human Resources Department completed the recruitment process for 12 full-time vacancies, 12 part-time positions and 19 temporary positions for the Summer Camp program. The recruitment process involves the review and update of job descriptions, advertising, screening of job applications, and the processing of background reviews. As part of the Village's continued effort to formalize the personnel process, orientation sessions were held with all new hires to address Village policies, procedures, expectations, and fringe benefits.

- **Benefits:** The Department worked with the Village's insurance representative to solicit reasonable and appropriate quotes from ten national and local insurance carriers for all current insurance policies. This year's effort was particularly important given the fiscal constraints of the Village and the general conditions of the local economy. In addition, new changes in the insurance industry, which recently became effective as part of the new Healthcare Reform Act, have caused significant increases in health insurance premiums. The combination of the current market conditions coupled with the increased insurance costs presented a challenge to the Village and changes to the existing health plan structure have been contemplated in order to control expenditures. The Village will explore all options available in consideration of the Village's fiscal health, as well as the employees' welfare.

Last year, the Department began the process of establishing a policy to administer its newly adopted Domestic Partnership Ordinance. This year, the Village will continue to work in concert with its agent of record to build a relationship with a carrier that will offer the benefit at an affordable rate.

- **Technology Improvements**: Following the implementation of various modules of enterprise software affecting several departments throughout the Village, the Human Resources Module was finally launched in January. To meet this timeline, staff began populating the new software system in October. This was accomplished by manually entering employee data, which had only existed on paper. Presently, information concerning an employee's status, compensation, benefits, deductions, contact and emergency information, and evaluations is now easily accessible. Additionally, the system has the ability to create reports that facilitate the processing of personnel actions as well as the reporting of information, such as new hire reporting information. With the implementation of the module, the Department is now responsible for the processing of all required personnel actions, ensuring the accuracy of the data entered, which is pivotal to the processing of Village payroll.

The Department also received training in the Applicant Tracking module, and the function was officially launched in March. Information for more than 560 applicants has been entered into the system. This module captures position and recruitment information, applicant contact information, and Equal Opportunity Employer (EOE) data. The system provides a means to track each step of the applicant's progress through the recruitment process, from the instant the application is received until a final hiring decision is made. This component also allows for the creation of various reports, which provide information pertinent to the applicant, the position, the status of the recruitment, and EOE data.

- **Other Initiatives**: In an effort to continue to recognize the contributions made by Village staff to improve the quality of life for our residents, the Department organized the first Employee Recognition Breakfast to acknowledge those employees with five or more years of service to the Village in the presence of their peers, supervisors, the Village Manager, and members of the Village Council, including the Village Mayor. Those employees with anniversary dates of five years or longer were presented with a recognition certificate and a service recognition pin in accordance with Village policies.

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.

Finance Department

For Fiscal Year 2010-2011, the Finance Department received the Distinguished Budget Award from the Government Finance Officers Association for the sixth 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 fifth consecutive year. The Village's financial condition was in excellent shape as of September 30, 2009, as reported by the Village auditors, Marcum LLP.

With the incorporation of the Human Resources and Payroll module, the Finance Department has assumed the responsibilities of processing all employee payroll, which was previously out-

sourced. Through this assumption of responsibility, the Village experienced savings by bringing this function in-house and streamlining this crucial process.
In order to enhance the customer service experience for all who do business at Village Hall, with the opening of the new municipal center, the Finance Department staffed and assumed the responsibility of the Cashier position. The opening of the Cashier's office increases productivity within the other Departments of the Village, as residents no longer have to wait in a lobby area until a Clerk is ready to receive their payment; they simply obtain an invoice, pay the Cashier, and receive their services/goods in an expeditious manner. This important new position brings all receivables under the responsibility of one individual who is highly trained, skilled, and under the direct supervision of the Finance Director.

- **Technology** - In Fiscal Year 2010-2011, the Finance Department assisted in implementing the final EDEN software modules. The Human Resources and Payroll module was implemented for the 2011 calendar year. The EDEN Cashiering module was implemented as part of the new internal controls for the new Municipal complex. When the Village took control of the Coral Reef Park Tennis Center the Cashiering module was also expanded to that location. The Finance Department has started a review of the Village's financial policies in an effort to maintain our excellent financial position and AA rating from Moody's and Standard & Poor's rating agencies.

During Fiscal Year 2011-2012, the Finance Department will complete the review of financial policies. The results being new, and/or improved polices to maintain our excellent financial position. The Finance Department will complete the EDEN software project with the implementation of the Web Extension of some of the main modules to enhance their use.

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 Village Manager's Office continues to support the positive promotion and dissemination of accurate and useful information to the public. The **Communications Manager & Public Information Officer (PIO)** uses various means to engage Village audiences, encourage two-way communications, foster transparency/accessibility in government, and maintain/enhance the public image of Palmetto Bay municipal services and the community in general.

The focus in Fiscal Year 2010-11 was to enhance existing channels of communications while maximizing utilization of social-media, whereby fostering greater interest and participation in the local government process and services provided. While staff was extremely successful on these fronts, the crowning achievement during the current fiscal year was the re-development and launch of a new Village website.

- **Village Website –** Recognizing that first impressions are lasting impressions, staff puts forth a 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, and inviting presence – while at the same time is functional, smart, and easy to use. The Village website is the primary communications portal where visitors may find updated news, information, and resources, public meetings information, useful regulatory content, fast and easy access to online references and services, and links to various social-media and key external sites.

To help meet the demand for a more user-friendly virtual experience, in mid-2011, a completely re-engineered and redesigned website launched incorporating cutting-edge technology, a content-management system, and a long-awaited "search" function. The site utilizes cloud-hosting technology, meaning it is redundantly housed on multiple remote servers that are all securely linked via the internet. This decentralized approach not only frees up precious space on the Village server, but assures a high degree of reliability. The new interface also features an interactive calendar (to come), built-in search engine optimization (SEO), fast access to municipal departments and online resources, enticing photo imagery, and a home for on-demand and live-streaming video services. In addition, the state-of-the-art system is "scalable" – a significantly cost-effective feature that allows for future growth of the system to accommodate new features and functions, as needed. From an administrative standpoint, the new platform is extremely efficient, whereby significantly reducing staff time; new pages and other content is now created, edited, and managed in a fraction of the time it took with the previous, outdated system.

Social Media - The Village is building a significant presence among the world's major social media networks. Staff is extremely active on Facebook, Twitter, and YouTube due to their exploding popularity and their intrinsic ability to elevate the Village's presence on the world-wide web, via built-in SEO. New age communications and upfront positioning on the internet significantly enhance government transparency and accessibility. The Village enjoys a growing presence on the following interactive communications networks:

- *Facebook* - Subscriber volume, which is measured by the number of "fans" who actively view updates on the Village's posting "wall," has risen to more than 800 users since early 2010. On any given day, 2,000 fans are viewing Village news feed on our wall. We also frequently use the "Events" feature of Facebook (and its efficient distribution function) to promote Village-sponsored activities. The dramatic increase in attendance during recent Village functions is partly attributable to our expanded use of Facebook and its Events feature.
- *Dog Park Facebook* - We also enjoy growing interest in our Facebook for animal lovers, the Palmetto Bay Dog Park page. This wall is where residents also share lost-and-found information and photos of their pets. The Village uses the wall to post dog park maintenance notices and other helpful resource information. Currently, we reach 170 Fans via this niche wall.
- *Twitter* - We are experiencing promising initial growth on the Twitter front at Twitter@PalmettoBayHome. This is yet another key channel of efficient, two-way communication widely used by hundreds of residents, businesses, and organizations.
- *YouTube* - We continue to build a library of Village videos on our YouTube Channel. Presently, about a dozen videos are featured on our "channel," including a video interview with Village pioneer Thomas Mitchell; coverage of the 2011 grand openings of Village Hall and Thalatta Estate; and, our Annual Celebration Picnic. We plan to expand this video

library in order to increase community interest in Village government activities and to drive residents toward our other communication vehicles.

- *Google* - YouTube, like Facebook, is a Google product, whereby we enjoy the convenience of built-in SEO. Whenever a new feed appears on Facebook or YouTube (or in local newspapers, local blogs, etc.), Google is alerted and the Palmetto Bay name is ushered to the top of numerous search lists. This enhanced visibility translates into enhanced access to local government.

Communications Activity Summary - The Village Communications Office experienced significant and unprecedented communications activity during Fiscal Year 2010-11:

Communications Vehicle	**Annual Qty**	**Avg Monthly Frequency**
E-Mails notices to news media (including photo releases)	120	10 per month
e-Currents (monthly newsletter)	12	1 per month
Seniors On-the-Go (periodic newsletter)	4	1 every 3 months
e-Currents Update (special editions)	6	1 every 2 months
"Village Headlines/News" (website news updates listed on Village homepage)	150	12-13 per month
Citizen Action center - Gov QA	53	4
Social Media Postings	**Audience**	**Avg Monthly Activity**
Facebook	800 fans	36,000 views
Twitter	170 followers	N/A
You Tube (launched July '10)	7 subscribers	250 views

E-News - Our resident electronic newsletter, "e-Currents" entered its third year with a growing number of subscribers (in excess of 1,350). We also continued to publish "Seniors-on-the-Go" for our active senior audience (with more than 200 subscribers). These vehicles inform residents about activities and Village events; and provide one-click links to the Village homepage, Facebook page, etc. We also enjoy real-time monitoring capability, whereby the Communications Manager may measure the effectiveness of our communications product line and continually refine it to meet readership demands. In addition, we distribute "Media Advisories," as-needed, to more than 100 subscribed members.

Video Services - Government transparency and accessibility is also significantly enhanced via live video and cable coverage of public meetings. Utilizing the advanced technological equipment built in to our new Council Chambers, staff deployed the following new channels of communications in an effort broadening public awareness of our government activities:

- *Live Streaming Video* - In September 2011, the Village will be providing a service that allows citizens and staff to conveniently watch live streaming broadcasts from any computer over the internet.
- *Video on Demand* – Using the same web portal, we will be building a centralized repository of all live and archived coverage of meetings. With this system, viewers will be able to quickly jump to any topic through index points in any stored video. This new service will increase transparency and visibility.
- *Government Access Channel* – Staff has set the foundation for live cable coverage of Council Meetings. By late 2011, local Comcast Cable subscribers may view their local government in action – in real time – by tuning in to its own dedicated channel.

- **Citizen Action Center (GovQA) -** The Village renewed its agreement with WebQA, Inc., in the 2010-11 Fiscal Year in order to provide a Citizen Request Management platform that significantly enhances accessibility to local government. The popular web-based service, "GovQA Citizen Action Center," provides residents with fast and easy access to general information and solutions – 24 hours a day. It is primarily accessed by residents from a highly visible link on the Village homepage, is promoted in every Village e-news, and is mentioned on the Village Facebook at every available opportunity. GovQA's primary features and services allow resident users to ask questions and receive auto answers to questions (within 2 business days) via a customized central database of Village information, interact with Village staff by enabling our website to become a communication tool, and enjoy self-service functionality that saves employee resources (i.e., by significantly reducing resident calls and e-mails).

On the Administrative side, benefits to staff include the ability to analyze customer questions and requests to recognize user needs; and capabilities to create surveys to understand what is important to our customers.

- **Duty Phone** – As many as seven residents per day benefit from the convenience of the Village's after-hours Duty Phone, whereby they can address questions and concerns that just can't wait until regular business hours. This is just one of many tools available to residents that enhance our mission of accessible government.

- **Village Map –** In late 2010, the Palmetto Bay City Guide was introduced in coordination with Miami Maps, Inc. This program is the cornerstone of the Village's promotion of local businesses and attractions, whereby literally putting Palmetto Bay "on the map." This annual map is a convenient tool for locating local services and retail outlets for residents and visitors alike. It is also an effective way to spark economic development and interest in our locality. More than 75,000 are produced and distributed each year at strategic points throughout the community.

- **Media Relations –** Staff continues to benefit from established relationships with editors, reporters, and photographers/videographers with *The Miami Herald*, *Miami New Times*, Community Newspapers, and local TV stations.

- **Trade Organizations -** Staff attends various training opportunities, conferences, and other resources offered via local chapters of professional trade organizations (Public Relations Society of America and Florida Government Communicators Association).

General Government – The following section outlines activities and expenses that are general in nature. The Proposed Budget continues funding levels for most activities at current levels. The major line items to highlight include:

- Grants – The Village has experienced extraordinary success in obtaining grant funding in the past and will continue to actively seek grant funding opportunities through State assistance. Efforts to secure Federal funding, stimulus dollars, will also be conducted.
- Repairs and Maintenance – Maintenance costs are anticipated to increase with the operation of the new Village Hall.
- Special Events – The Proposed Budget includes funding in the General Government budget for the State of the Village Address, the annual Village picnic and other special events as funded during the Budget adoption process.

Office of the Village Clerk

The Village Clerk's office continues to support the Village Council, the public, and Village Hall staff. Her service to the Village includes providing administrative and secretarial functions to the Village Council, managing public records, and serving as the IT coordinator to insure that user needs are addressed, and employee productivity does not falter. This Fiscal Year (through July 31, 2010) the Village Clerk attended ten (10) Regular Council Meetings, three (3) Special Council Meetings, five (5) Zoning Hearings, and five (5) Committee of the Whole meetings, preparing notes and minutes for historical and permanent retention. Six Ordinances and 92 Resolutions were indexed to date (last Fiscal Year, 21 ordinances and 81 resolutions were passed.) On behalf of the Mayor and Council, 24 Proclamations and eight (8) Certificates of Appreciation had been written and presented. Additionally, with regard to public records management, approximately three cubic feet of documents were digitally imaged (over 2.0 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 successfully conducted the recent Mayoral and Councilmembers District One and Three elections, including run-off elections, and is currently serving as the Secretary to the Charter Revision Commission for 2011-12.

The Clerk's office continues to provide service to the Village Council by facilitating and supporting the administrative function of the Village. The Village Clerk manages the Council calendar, drafts appropriate 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 which are conducted with all Department Heads 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. The Clerk continues to offer historical and editorial support to the Village Council and the Communications Manager for ease in communicating with the media and the public. The Clerk's office works closely with the Village's IT Consultant in order to insure that all technology-related tasks are appropriately triaged and resolved. 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 2010-11. Support to the Village Council included the implementation of the Village's Land Development Code; drafting of relevant code compliance ordinances, vigorously advocating the Village's position in all litigation; resolving pending disputes, and assisting the individual Council Members in obtaining their goals and objectives. The Village Attorney assisted the newly elected officials by providing training in quasi-judicial procedures, ethics, and Robert's Rules of Order. The Village Attorney assists the Charter Revision Commission with its efforts to review and update the Village's Charter.

Additionally, in order to insure compliance with State mandates, the Village Attorney worked closely with the Village's Planning & Zoning Division to further update the Comprehensive Plan and will be working with the Planning Department as it relates to the Evaluation And Appraisal Report. The Village Attorney has worked in close companionship with the Planning Department as it relates to zoning applications; the Building Department concerning property specific application related matters; and Public Works regarding vendor compliance matters.

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.

Village Council

With the conclusion of Village elections in November of 2010, the newly-formed Village Council immediately focused on continuing to improve the quality of life for the residents of Palmetto Bay. The Council passed several legislative actions responsive to citizen needs in Fiscal Year 2010-11:

- Extended the period of time for agenda closing to facilitate Council review and allow the public additional time to view the agenda online.
- Clarified the burglar alarm registration process to facilitate its use by residents.
- Increased the number of garage sales in response to constituent requests.
- Precluded vendors from providing campaign contributions in order to continue to encourage transparency and accountability.
- Passed several resolutions in compliance with the shed amnesty variance procedures.
- Established a process to insure that residents near proposed traffic calming devices be notified prior to commencement.
- Appointed members to the Charter Revision Commission to begin the process of revising the Village's Constitution.

Additionally, the Mayor and Village Council continue to focus on safety and public service; therefore, to that effort, the following items were passed:

- Authorized the Village Manager to issue purchase orders to continue improving our Village sidewalks and roadways.
- Passed appropriate action for the installation of the traffic circle located at 168 Street and 87 Avenue that has significantly reduced congestion and decreased the number of accidents at that intersection. The public art piece "Balance of Life" by Joshua Weiner was also approved for installation.
- Established the process for amending and updating the Capital Improvements Element, an essential component of the Village's Capital Improvement Plan.
- Authorized the acceptance of several grants to support the Policing Unit to continue to motivate and encourage our future leaders.
- Adopted the Capital Improvements Program as part of the annual update of the Village's Comprehensive Plan. Directed the Village Manager to proceed with implementation of the Safe Routes to School Study.
- Continued to improve the localized drainage throughout the Village by authorizing approval of contracts and significant expenditure of funds.

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:

- Encouraged the State of Florida to fund and undertake the restoration and permanent hardening of canal banks within the Village. Working in conjunction with several municipalities, passed a resolution opposing unilateral action of Miami-Dade County in connection with the existing cities' 20% share of the transit surtax.
- Requested the Florida legislature to modify existing Statutes to require charter schools to comply with various requirements that are required of public schools.
- Authorized the Village Manager to enter into a Grant Agreement with the Florida Energy and Climate Commission for the construction of the new Palmetto Bay Municipal Center.
- Formally recommended denial of the FPL siting application, or in the alternative providing for conditions.

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

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Fiscal Year 2011-12 Proposed Budget Message
Summary

The Fiscal Year 2011-12 Proposed Budget:

- **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.

- **Achieving Excellence in Financial Reporting –** The Budget allows the Finance Department to provide timely submission of documents to budget excellence award programs.

- **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.

- **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.

- **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 seek to attract 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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To the Mayor, Vice Mayor, and Village Council: a special note of gratitude for your policy guidance and leadership in support of this very livable community of Palmetto Bay. Our residents will continue to benefit significantly due to your outstanding efforts and commitment to open and participatory governance.

Continued appreciation is expressed to all Village employees for their dedication and contributions to the benefit of this Government. With your support and belief in a culture of "high performance" and your practice within this principle, this Village has developed a government that proudly serves our residents and visitors.

Sincerely,

Ron E. Williams
Village Manager

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 (30th) 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.

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 CALENDAR

June	Department Directors submit budget requests & capital improvements are reviewed.
July	Tentative Budget is prepared by Village Manager.
July 1	Certification of Taxable Value by the County.
July 11	Maximum millage rate adopted.
August 4	Notify the Property Appraiser of Proposed Millage Rate.
August 8	Proposed Budget is published.
August 24	TRIM notices are mailed by County.
August 29	Budget Workshop
September 12	1st Budget hearing.
September 26	2nd Budget hearing and adoption of Budget and final millage rate.
September 29	Deadline for notifying Property Appraiser and the Tax Collector.
October 26	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 park improvements, road and drainage improvements, and the Villages Capital Improvement Program. 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.

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.

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 revenues. 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.

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 budget.

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 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.

Cash will be invested in such a manner to maximize returns but liquid enough to support future cash flows and expenditures.

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.

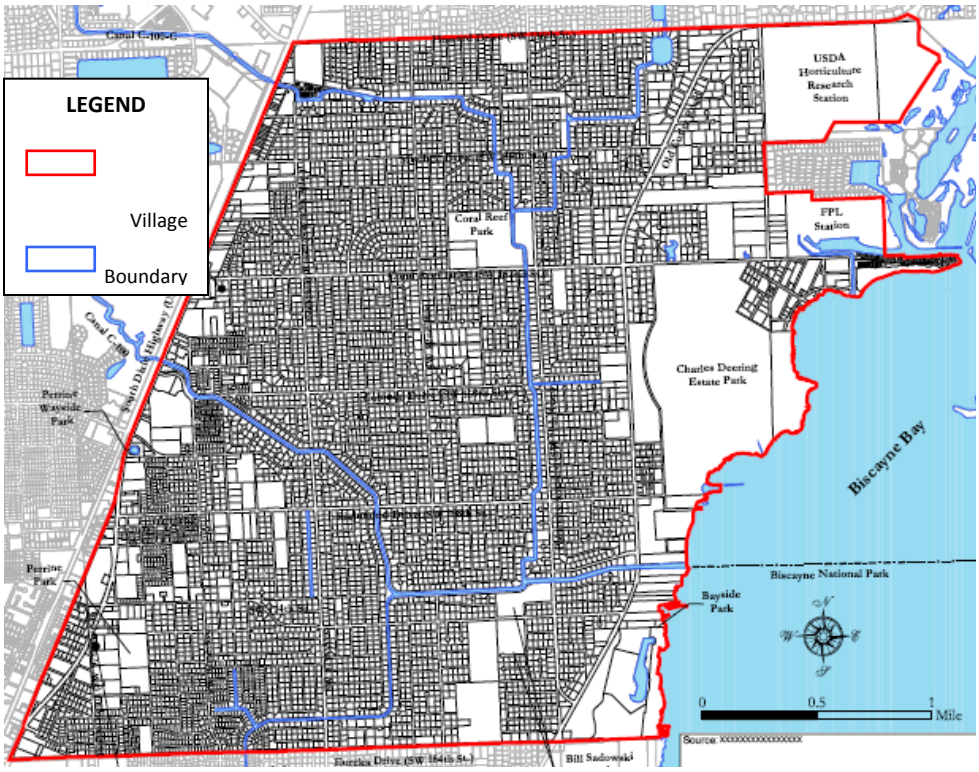
Purchases will be made in an impartial and competitive manner.

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 a myriad of opportunities ranging from active to passive, recreation to preservation, ground activities to water recreation, and a soon to be constructed neighborhood library! 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 33rd municipality in Miami-Dade County. The Village extends from the centerline of S.W. 136th Street, south to the centerline of S.W. 184th Street, expanding west to the centerline of South Dixie Highway, including the center-island, and east to Biscayne Bay.



DEMOGRAPHICS

Incorporated
2002

Area
8 Square Miles

Total Population
23,386

Median Age
38.2

Total Number of Households
7,234

Average Household Size
3.34

Median Household Income
$110,373

PUBLIC SCHOOLS

Coral Reef Elementary School
7955 SW 152 ST

Howard Drive Elementary School
7750 SW 136 ST

Perrine Elementary School
8851 SW 168 ST

Southwood Middle School
16301 SW 80 AVE

PARK & RECREATIONAL FACILITIES

Coral Reef Park
7895 SW 152 Street

Palmetto Bay Park
17535 SW 95 Avenue

Perrine Wayside Park (Dog Park)
16425 S. Dixie Highway

Palmetto Bay Branch Library/Edward and Arlene Feller Community Room and Amphitheater at Ludovici Park
17641 Old Cutler Road

Thalatta Park
17301 Old Cutler Road

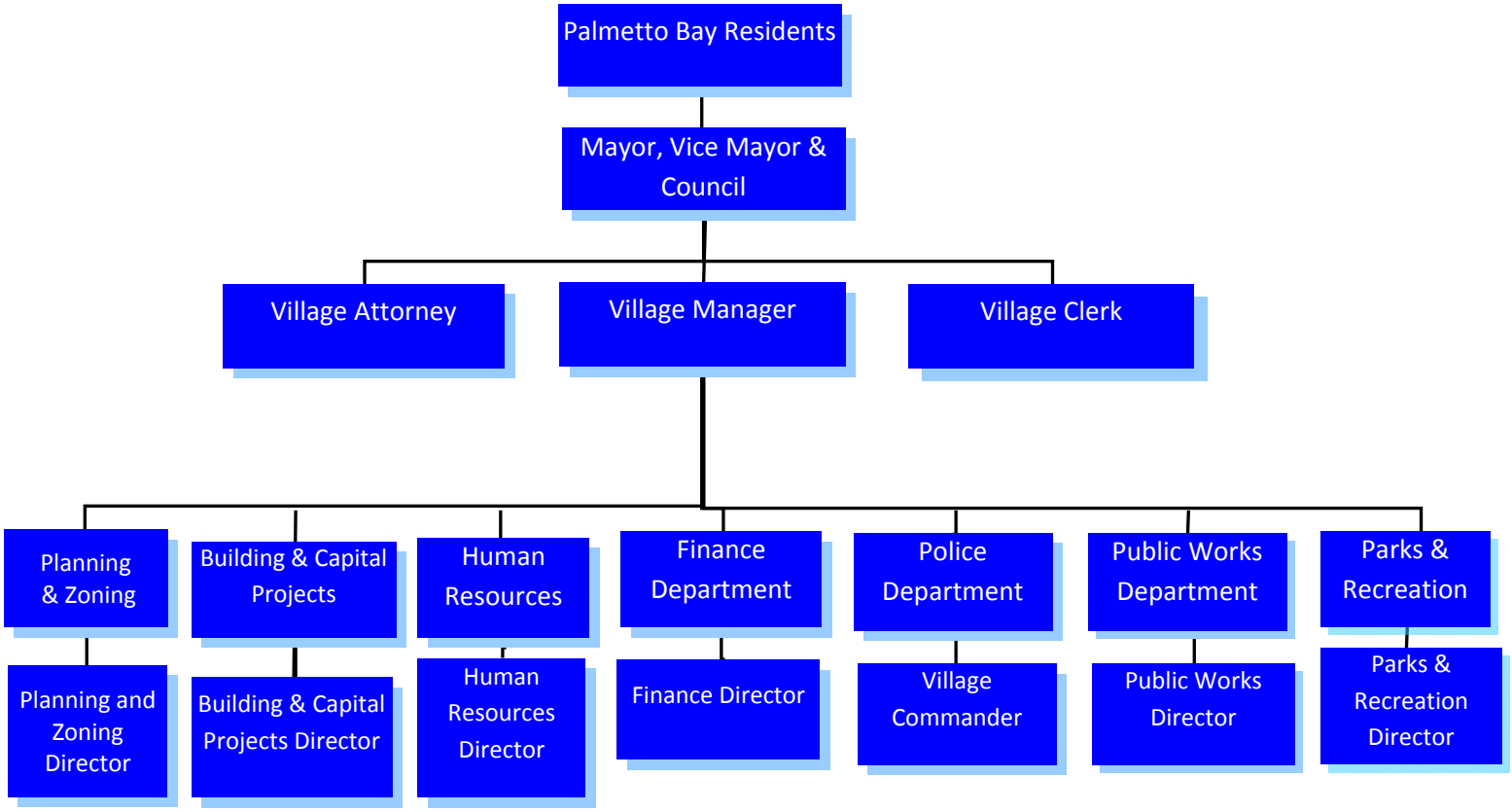
Charles Deering Estate at Cutler*
16701 SW 72nd Avenue

Bill Sadowski Park*
17555 SW 79 Avenue
**County-operated facilities*

PRIVATE SCHOOLS

Westminster Christian School
6855 Southwest 152 Street

Palmer Trinity
7900 Southwest 176 Street


Palmetto Bay Residents
Mayor, Vice Mayor & Council
Village Attorney
Village Manager
Village Clerk
Planning & Zoning
Building & Capital Projects
Human Resources
Finance Department
Police Department
Public Works Department
Parks & Recreation
Planning and Zoning Director
Building & Capital Projects Director
Human Resources Director
Finance Director
Village Commander
Public Works Director
Parks & Recreation Director

STAFFING SUMMARY

Positions by Department	FULL TIME FY 09-10 Final Adopted	FULL TIME FY 10-11 Final	FULL TIME FY 11-12 Proposed	FULL TIME Change	PART TIME FY 09-10 Final Adopted	PART TIME FY 10-11 Final	PART TIME FY 11-12 Proposed	PART TIME Change
VILLAGE MANAGER								
Village Manager	1.0	1.0	1.0		0.0	0.0	0.0	
Assistant to the Village Manager	1.0	1.0	1.0		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	1.0	2.0	1.0		0.0	0.0	1.0	
Sub-Total	5.0	6.0	5.0	(1.0)	0.0	0.0	1.0	1.0
VILLAGE CLERK								
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
FINANCE DEPARTMENT								
Finance Director	1.0	1.0	1.0		0.0	0.0	0.0	
Accountant	1.0	1.0	1.0		0.0	0.0	0.0	
Cashier	0.0	1.0	1.0		0.0	0.0	0.0	
Alarm Reduction Program								
Accounting & Alarm Clerk*	1.0	1.0	1.0		0.0	0.0	0.0	
Sub-Total	3.0	4.0	4.0	0.0	0.0	0.0	0.0	0.0
BUILDING & CAPITAL PROJECTS								
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	1.0	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	0.0	
Receptionist	0.0	0.0	1.0		1.0	1.0	0.0	
Sub-Total	7.0	7.0	7.0	0.0	1.0	1.0	0.0	(1.0)
HUMAN RESOURCES								
Human Resources Director	1.0	1.0	1.0		0.0	0.0	0	
Administrative Assistant	0.0	0.0	1.0		1.0	1.0	0	
Sub-Total	1.0	1.0	2.0	1.0	1.0	1.0	0.0	(1.0)
PLANNING & ZONING								
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	0.0	1.0		0.0	0.0	0.0	
Code Compliance Officer	2.0	2.0	2.0		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	6.0	7.0	1.0	0.0	0.0	0.0	0.0

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Positions by Department	FULL TIME FY 09-10 Final Adopted	FY 10-11 Final	FY 11-12 Proposed	Change	PART TIME FY 09-10 Final Adopted	FY 10-11 Final	FY 11-12 Proposed	Change
PARKS & RECREATION								
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	
Events/ Programs 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	1.0	2.0	2.0		0.0	0.0	0.0	
Administrative Assistant	1.0	1.0	1.0		0.0	0.0	0.0	
Park Service Aide	0.0	0.0	0.0		20.0	23.0	22.0	
Sub-Total	8.0	9.0	9.0	0.0	20.0	23.0	22.0	(1.0)
PUBLIC WORKS DEPARTMENT								
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	
Stormwater Utility								
Stormwater Utility Account Specialist*	0.0	0.0	1.0		0.0	0.0	0.0	
Facilities								
Facilities Maintenance Supervisor	0.0	1.0	1.0		0.0	0.0	0.0	
Building Maintenance/Janitorial Aide*	0.0	2.0	2.0		0.0	0.0	0.0	
Transit								
Bus Operator*	0.0	0.0	0.0		1.0	2.0	2.0	
Sub-Total	5.0	8.0	9.0	1.0	1.0	2.0	2.0	0.0
TOTAL AUTHORIZED POSITIONS	37.0	43.0	45.0	2.0	23.0	27.0	25.0	-2.0

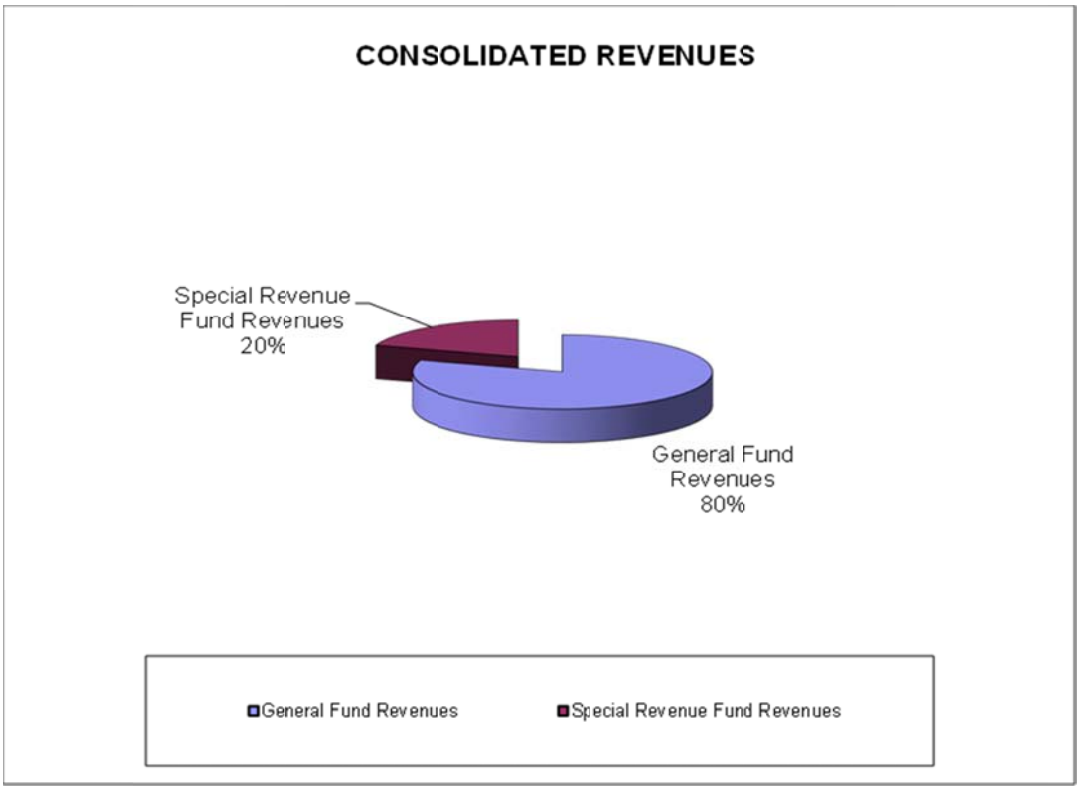
*Funded through Special Revenue funds

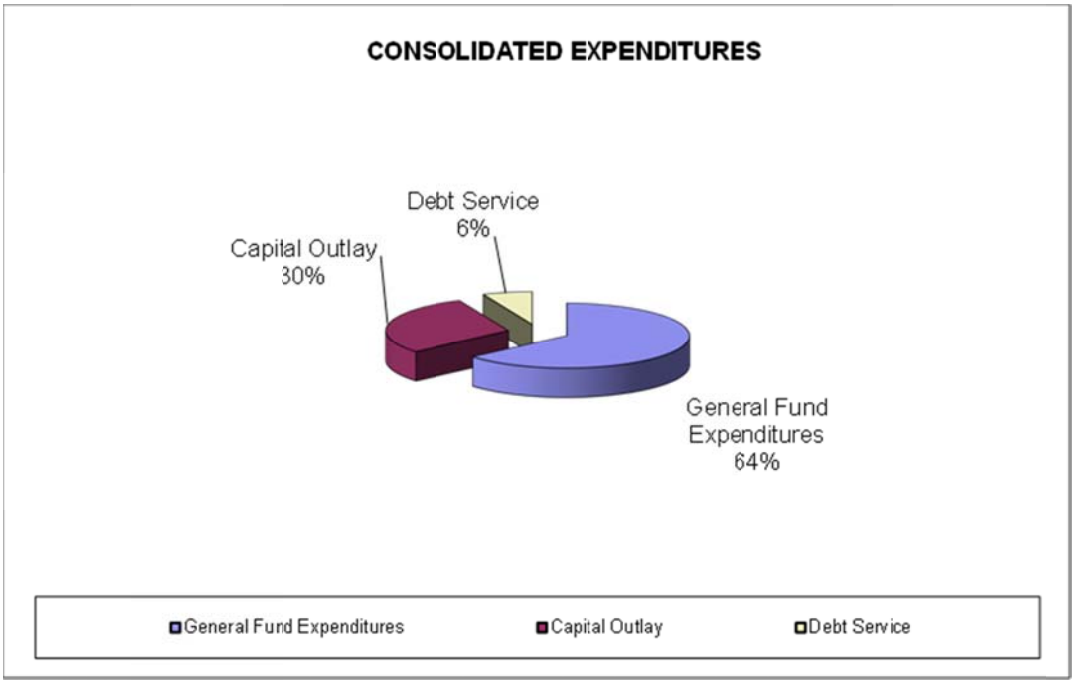
CONTINUED ON NEXT PAGE…

Positions by Department	FULL TIME FY 09-10 Final Adopted	FULL TIME FY 10-11 Final	FULL TIME FY 11-12 Proposed	FULL TIME Change	PART TIME FY 09-10 Final Adopted	PART TIME FY 10-11 Final	PART TIME FY 11-12 Proposed	PART TIME Change
POLICE DEPARTMENT- MIAMI-DADE COUNTY POLICE DEPT.								
Police Lieutenant	2.0	2.0	2.0		0.0	0.0	0.0	
Police Sergeant	6.0	5.0	5.0		0.0	0.0	0.0	
Police Officer	33.0	33.0	33.0		0.0	0.0	0.0	
Secretary	1.0	0.0	0.0		0.0	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	45.0	43.0	43.0	0.0	0.0	1.0	1.0	0.0
BUILDING & CAPITAL PROJECTS (CONTRACTUAL PERSONNEL)								
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
TOTAL AUTHORIZED CONTRACTED POSITIONS	45.0	43.0	43.0	0.0	5.0	6.0	6.0	0.0

CONSOLIDATED BUDGET SUMMARY

Description	Actual FY '09-'10	Original Adopted Budget FY '10-'11	Estimated Final FY '10-'11	Proposed Budget FY '11-'12
BEGINNING FUND BALANCE - ALL FUNDS	$ 13,382,527	$ 12,472,241	$ 18,310,141	$ 13,161,447
REVENUES - ALL FUNDS				
Taxes	$ 5,879,428	$ 5,573,989	$ 5,564,000	$ 5,493,096
Franchise Fees	1,345,736	1,332,219	878,067	904,409
Utility Taxes	3,528,234	3,449,383	3,201,979	3,201,999
Licenses and Permits	1,108,457	1,000,405	1,001,570	922,265
Intergovernmental Revenue	2,373,841	2,433,746	2,389,808	1,697,473
Fines and Forfeitures	421,818	232,500	289,895	204,000
Charges for Services	252,526	275,650	246,276	276,000
Interest Income	86,783	50,000	75,000	55,000
Other	303,691	196,180	226,928	146,180
Re-Appropriation of Unreserved fund Balance	-	-	-	454,000
Special Revenue Funds	19,030,796	7,443,241	2,632,588	3,316,066
TOTAL REVENUES - ALL FUNDS	$ 34,331,310	$ 21,987,313	$ 16,506,111	$ 16,670,488
TOTAL SOURCES - ALL FUNDS	$ 47,713,837	$ 34,459,554	$ 34,816,252	$ 29,831,935
EXPENDITURES - ALL FUNDS				
Operating Expenditures				
Personal Services	$ 3,285,656	$ 4,233,405	$ 3,902,922	$ 4,323,964
Operating Expenses	8,109,960	9,956,548	9,091,613	8,867,484
Total Operating Expenditures - All Funds	11,395,616	14,189,953	12,994,535	13,191,448
Debt Service				
Principal	447,302	442,383	442,383	507,383
Interest	413,836	800,318	800,318	749,065
Capital Projects	15,582,517	11,376,103	7,067,569	5,497,702
TOTAL EXPENDITURES - ALL FUNDS	$ 27,839,271	$ 26,808,757	$ 21,304,805	$ 19,945,598
TRANSFER OF RESTRICTED FUNDS	115,962	200,000	200,000	54,940
TRANSFER OF UNASSIGNED FUNDS	1,448,463	150,000	150,000	1,454,000
RESTRICTED FUNDS BALANCES	103,495	38,783	38,783	-
COMMITED FUNDS BALANCES	2,663,866	2,698,293	2,698,293	2,758,393
ASSIGNED FUND BALANCE	40,000	60,000	60,000	80,000
UNASSIGNED FUND BALANCE	15,502,780	4,503,721	10,364,371	5,539,004
TOTAL FUND BALANCE	18,310,141	7,300,797	13,161,447	8,377,397
TOTAL EXPENDITURES, TRANSFERS, RESERVES & BALANCES ALL FUNDS	$ 47,713,837	$ 34,459,554	$ 34,816,252	$ 29,831,935


CONSOLIDATED REVENUES
Special Revenue Fund Revenues 20%
General Fund Revenues 80%
General Fund Revenues
Special Revenue Fund Revenues


CONSOLIDATED EXPENDITURES
Debt Service 6%
Capital Outlay 30%
General Fund Expenditures 64%
General Fund Expenditures
Capital Outlay
Debt Service

SUMMARY OF FUND BALANCES

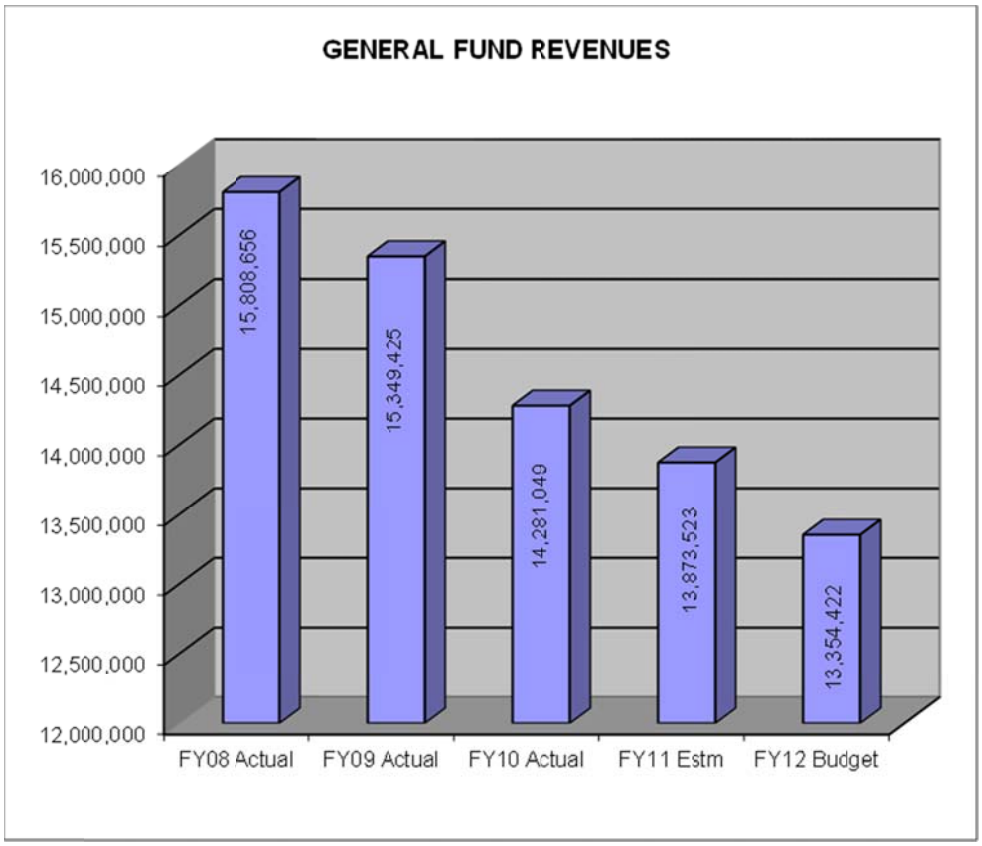
Description	Actual FY '09-'10	Original Adopted Budget FY '10-'11	Estimated Final FY '10-'11	Proposed Budget FY '11-'12
GENERAL FUND				
Beginning Fund Balance	$ 7,865,772	$ 7,650,797	$ 9,803,975	$ 9,522,970
Revenues	15,300,514	14,544,072	13,873,523	13,354,422
Expenditures				
Personnel	3,240,293	4,185,530	3,843,118	3,708,889
Operating	7,958,265	9,377,709	8,980,577	8,650,953
Capital Outlay	-	-	-	-
Debt Service				
Principal	267,053	255,000	255,000	320,000
Interest	332,275	725,833	725,833	674,580
Transfer of Restricted Funds	115,962	200,000	200,000	54,940
Transfer of Unassigned Funds	1,448,463	150,000	150,000	1,454,000
Restricted Fund Balances	103,495	38,783	38,783	-
Commited Fund Balances	2,663,866	2,698,293	2,698,293	2,758,393
Assigned Fund Balance	40,000	60,000	60,000	80,000
Unassigned Fund Balance	6,996,614	4,503,721	6,725,894	5,175,637
ENDING GENERAL FUND BALANCE	**$ 9,803,975**	**$ 7,300,797**	**$ 9,522,970**	**$ 8,014,030**
SPECIAL REVENUE FUND				
Beginning Fund Balance	$ 5,516,755	$ 4,821,444	$ 8,506,166	$ 3,638,477
Revenues	19,030,796	7,443,241	2,632,588	3,316,066
Expenditures				
Personnel	45,363	47,875	59,804	615,075
Operating	151,695	578,839	111,036	216,531
Capital Outlay	15,582,517	11,376,103	7,067,569	5,497,702
Debt Service				
Principal	180,249	187,383	187,383	187,383
Interest	81,561	74,485	74,485	74,485
ENDING SPECIAL REVENUE FUND BALANCE	**$ 8,506,166**	**$ -**	**$ 3,638,477**	**$ 363,367**
TOTAL FUND BALANCE - ALL FUNDS	**$ 18,310,141**	**$ 7,300,797**	**$ 13,161,447**	**$ 8,377,397**

General Fund Summary

Description	Actual FY '09-'10	Original Adopted Budget FY '10-'11	Estimated Final FY '10-'11	Proposed Budget FY '11-'12
BEGINNING GENERAL FUND BALANCE	$ 7,865,772	$ 7,650,797	$ 9,803,975	$ 9,522,970
REVENUES				
Ad-Valorem Taxes	5,879,428	5,573,989	5,564,000	5,493,096
Franchise Fees	1,345,736	1,332,219	878,067	904,409
Utility Taxes	3,528,234	3,449,383	3,201,979	3,201,999
Licenses and Permits	1,108,457	1,000,405	1,001,570	922,265
Intergovernmental Revenue	2,373,841	2,433,746	2,389,808	1,697,473
Fines and Forfeitures	421,818	232,500	289,895	204,000
Charges for Services	252,526	275,650	246,276	276,000
Interest Income	86,783	50,000	75,000	55,000
Other	303,691	196,180	226,928	146,180
Re-Appropriation of Unreserved fund Balance	-	-	-	454,000
TOTAL REVENUES	$ 15,300,514	$ 14,544,072	$ 13,873,523	$ 13,354,422
TOTAL SOURCES	$ 23,166,286	$ 22,194,869	$ 23,677,498	$ 22,877,392
EXPENDITURES				
Village Council	175,182	242,237	194,337	176,500
Village Manager	429,952	557,420	449,791	581,034
Village Clerk	201,416	266,354	233,704	207,031
Human Resources	121,790	186,248	181,572	192,055
Finance Department	267,916	364,339	329,121	319,019
Village Attorney	361,657	518,000	515,000	473,800
General Government	1,512,903	2,269,333	1,973,184	1,936,480
Police Services	5,781,918	6,127,369	6,123,269	6,049,012
Planning & Zoning	487,833	626,607	609,911	606,971
Building & Capital Projects	705,154	793,783	753,550	703,265
Public Works	435,135	661,966	607,376	243,146
Parks & Recreation	1,317,030	1,930,416	1,833,713	1,866,109
TOTAL EXPENDITURES	$ 11,797,886	$ 14,544,072	$ 13,804,528	$ 13,354,422
TRANSFER OF RESTRICTED FUNDS	115,962	200,000	200,000	54,940
TRANSFER OF UNASSIGNED FUNDS	1,448,463	150,000	150,000	1,454,000
RESTRICTED FUNDS BALANCES	103,495	38,783	38,783	-
COMMITED FUNDS BALANCES	2,663,866	2,698,293	2,698,293	2,758,393
ASSIGNED FUND BALANCE	40,000	60,000	60,000	80,000
UNASSIGNED GENERAL FUND BALANCE	6,996,614	4,503,721	6,725,894	5,175,637
TOTAL FUND BALANCE	9,803,975	7,300,797	9,522,970	8,014,030
TOTAL EXPENDITURES, TRANSFERS, RESERVES & BALANCES	$ 23,166,286	$ 22,194,869	$ 23,677,498	$ 22,877,392

GENERAL FUND REVENUES

Description	Actual FY '09-'10	Original Adopted Budget FY '10-'11	Estimated Final FY '10-'11	Proposed Budget FY '11-'12
GENERAL FUND REVENUE				
Ad Valorem Taxes @ 2.4470 mills @ 95%	$ 5,827,371	$ 5,553,989	$ 5,553,989	$ 5,483,096
Ad Valorem Taxes - Delinquent	50,828	15,000	9,000	5,000
Ad Valorem Taxes - Interest	1,229	5,000	1,011	5,000
Local Option Gas Tax	401,901	406,687	406,687	-
Transportation Tax - Administrative Portion (5%)	37,010	28,390	25,917	-
Utility Taxes - Electric	1,811,204	1,669,120	1,632,288	1,632,288
Utility Taxes - Water	213,565	179,779	179,779	179,799
Utility Taxes - Gas	34,127	36,350	28,169	28,169
Unified Communications Services Tax	1,469,338	1,564,134	1,361,743	1,361,743
Business Tax Receipts	78,915	46,000	35,276	40,000
Building Permit Fees	833,727	820,000	776,915	703,265
Franchise Fee - Electric	1,345,736	1,332,219	878,067	904,409
Zoning Application Processing	73,128	32,350	91,926	75,000
Administrative Variances	2,586	2,500	3,470	3,000
Sidewalk Café Permits	200	1,000	1,000	1,000
Site Plan Review	3,400	1,700	-	-
Lot Clearing	26,395	16,855	17,356	25,000
Scanning Fee	53,453	50,000	45,627	45,000
Technology Fee	36,653	30,000	30,000	30,000
State Revenue Sharing	389,592	408,720	378,752	355,717
8 Cent Fuel Tax	159,466	167,104	154,853	-
Alcoholic Beverage Licenses	5,917	3,500	4,254	4,000
Local Government 1/2 Cent Sales Tax	1,379,165	1,418,145	1,418,145	1,337,756
Fuel Tax Refund	790	1,200	1,200	-
Police Services	2,910	1,800	2,825	2,000
Coral Reef Park Rentals	47,644	40,000	35,000	50,000
Concession Sales	46,572	15,000	-	-
Palmetto Bay Park Rentals	54,384	30,000	20,000	20,000
Skate Park	13,631	8,850	8,451	9,000
Thalatta Park Rentals	-	40,000	40,000	75,000
Summer Program	85,015	140,000	140,000	120,000
Other Charges for Services	2,370	-		-
Fines & Forfeitures - Parking Tickets	120,680	100,000	73,408	75,000
Fines & Forfeitures - LETF	3,996	3,500	3,500	-
School Crossing Guards	23,571	29,000	29,000	29,000
Fines - Code Enforcement	273,571	100,000	183,987	100,000
Interest Earnings	86,783	50,000	75,000	55,000
Jane Forman Tennis Contract	51,647	50,000	30,748	-
Library Rental	186,175	108,980	108,980	108,980
Concession Rental	7,009	37,200	37,200	37,200
Miscellaneous Revenues	58,860	-	50,000	-
Re-Appropriation of Unassigned fund Balance	-	-	-	454,000
TOTAL GENERAL FUND REVENUE	**$ 15,300,514**	**$ 14,544,072**	**$ 13,873,523**	**$ 13,354,422**


GENERAL FUND REVENUES
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15,349,425
14,281,049
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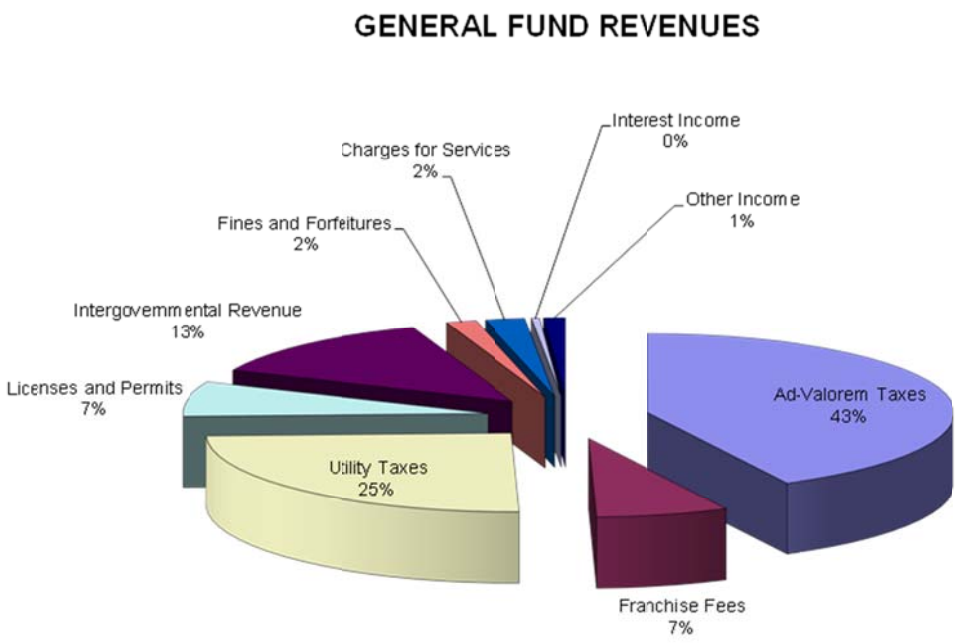
FY08 Actual
FY09 Actual
FY10 Actual
FY11 Estm
FY12 Budget

GENERAL FUND REVENUES SOURCES



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 1st of each year. Prior to that date, the Village is provided with estimates of the value.

The total assessed value changes continuously after July 1st due to assessed valuation appearls 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 ten percent 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.

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.

Burglar Alarm
The Village of Palmetto Bay has adopted an ordinance allowing for the collection of burglar alarm fees. The revenue and expenditures have been budgeted in the Special Revenue Fund.

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 provided to local municipalities by the State based on a predetermined allocation methodology. The budget is based on estimates provided by the State.

Local Option Gas Tax - 3 cents
This tax is levied on motor & diesel fuel & is distributed to counties & cities. The tax can be used for transportation purposes but unlike the one-to-six cent tax, it is restricted to use for new roads & reconstruction or resurfacing of existing paved roads as opposed to routine maintenance. The budget is based on estimates provided by the State.

Local Option Gas Tax - 6 cents
This tax (6 cents) is levied on motor & diesel fuel & is distributed to counties & 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.

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.

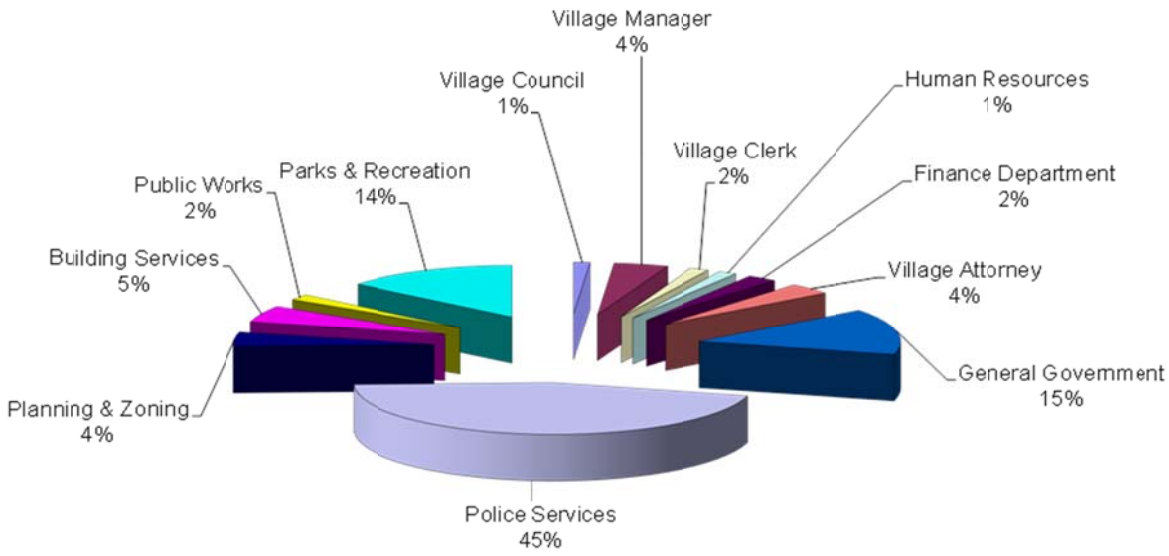
RESERVE FUNDS

Emergency Reserve Fund
This reserve fund is for unanticipated needs, and is currently set at $2,758,393. The Emergency Reserve fund is presented as a line item in the Summary schedules, but is actually part of Ending Fund Balance.

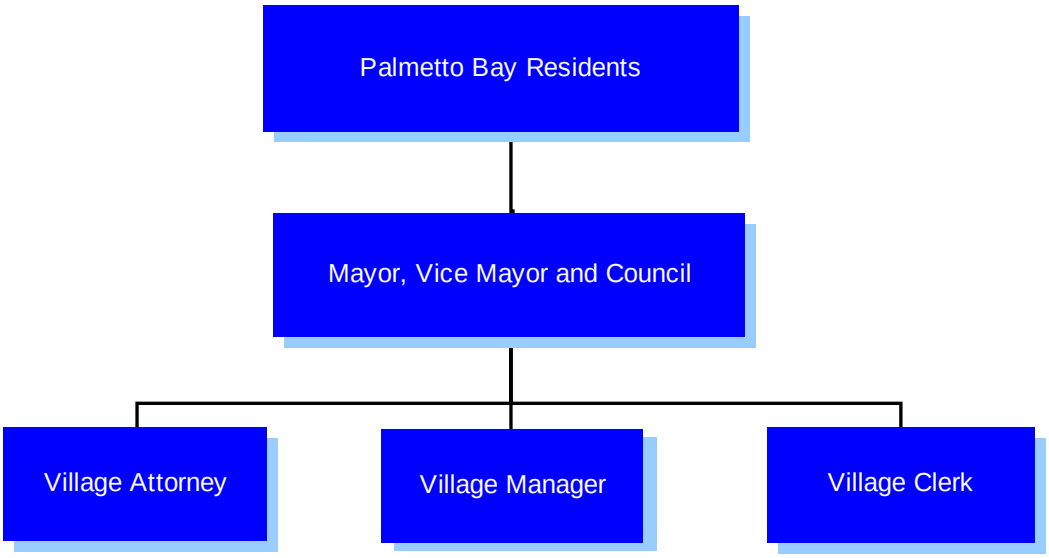
GENERAL FUND EXPENDITURES – SUMMARY

Description	Actual FY '09-'10	Original Adopted Budget FY '10-'11	Estimated Final FY '10-'11	Proposed Budget FY '11-'12
GENERAL FUND EXPENDITURES				
Village Council	$ 175,182	$ 242,237	$ 194,337	$ 176,500
Village Manager	429,952	557,420	449,791	581,034
Village Clerk	201,416	266,354	233,704	207,031
Human Resources	121,790	186,248	181,572	192,055
Finance Department	267,916	364,339	329,121	319,019
Village Attorney	361,657	518,000	515,000	473,800
General Government	1,512,903	2,269,333	1,973,184	1,936,480
Police Services	5,781,918	6,127,369	6,123,269	6,049,012
Planning & Zoning	487,833	626,607	609,911	606,971
Building & Permitting	705,154	793,783	753,550	703,265
Public Works	435,135	661,966	607,376	243,146
Parks & Recreation	1,317,030	1,930,416	1,833,713	1,866,109
TOTAL GENERAL FUND EXPENDITURES	$ 11,797,886	$ 14,544,072	$ 13,804,528	$ 13,354,422

FY 2011-2012
DISTRIBUTION OF GENERAL FUND RESOURCES



MAYOR & 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.

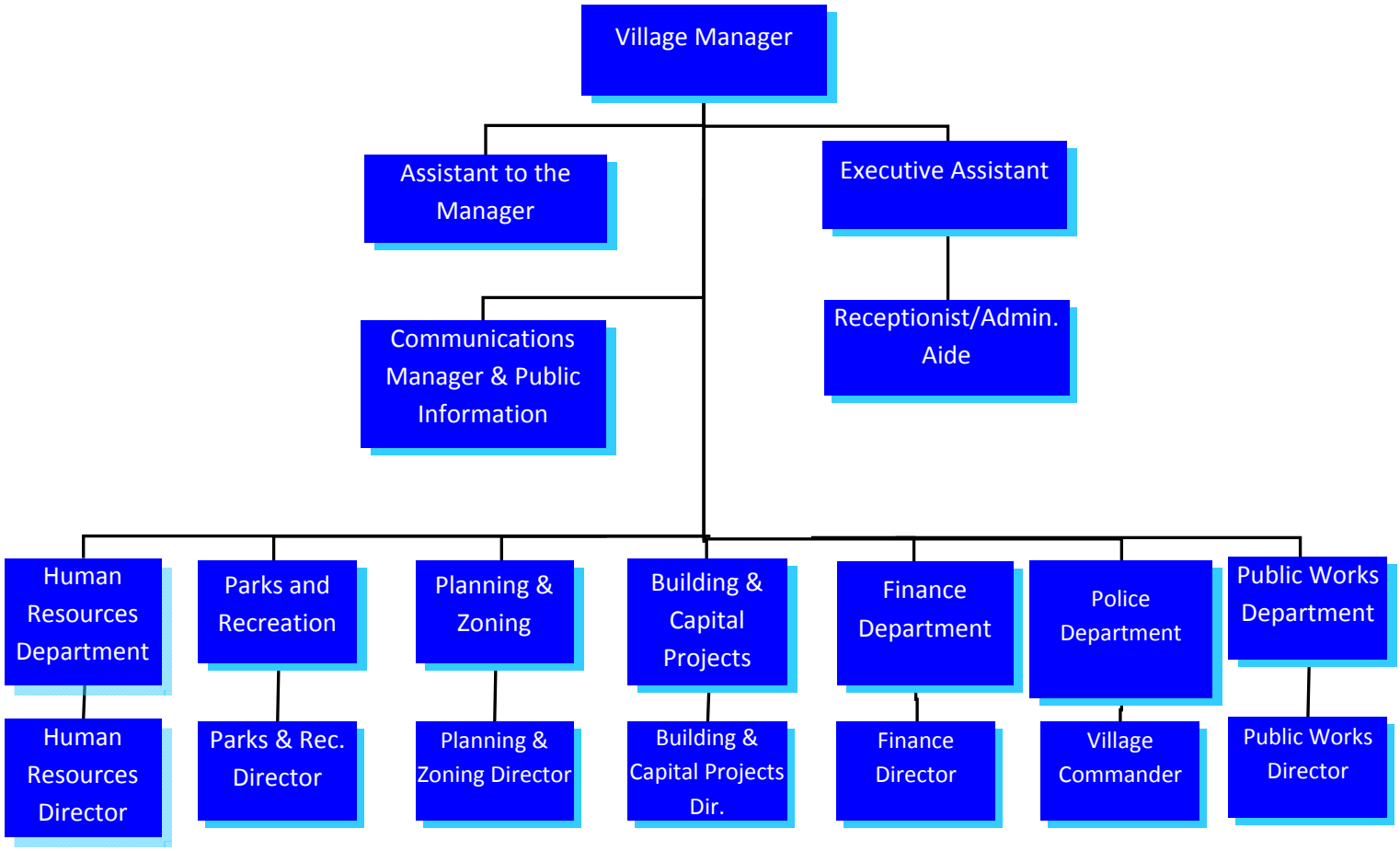
BUDGET

Description	Actual FY '09-'10	Original Adopted Budget FY '10-'11	Estimated Final FY '10-'11	Proposed Budget FY '11-'12
VILLAGE COUNCIL				
Salaries & Wages	$ 81,407	$ 81,850	$ 81,950	$ 81,950
Payroll Taxes	5,870	6,565	6,565	6,565
Pension	7,612	9,822	9,822	8,640
Health & Life	56,197	73,000	55,000	60,345
Heath Allowance	14,553	60,000	30,000	18,000
Travel & Meetings	5,214	5,500	5,500	500
Education & Training	4,329	3,500	3,500	500
Reserve for Contingencies	-	2,000	2,000	-
TOTAL VILLAGE COUNCIL	$ 175,182	$ 242,237	$ 194,337	$ 176,500

BUDGET DETAILS

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

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 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

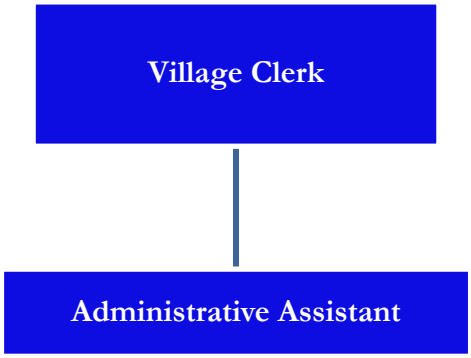
- Ensure the recruitment of qualified personnel and minimize turnover rates of existing employees by supporting the Human Resources functions.
- Hold staff meetings as required to provide and receive open communications.
- Schedule monthly Council-action meetings to discuss Council directives and provide 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 disbursal of the Village's newsletter and press releases.

BUDGET

Description	Actual FY '09-'10	Original Adopted Budget FY '10-'11	Estimated Final FY '10-'11	Proposed Budget FY '11-'12
VILLAGE MANAGER				
Salaries & Wages	$ 318,108	$ 365,287	$ 301,287	$ 400,383
Other Wages	0	6,538	1,019	0
Payroll Taxes	21,106	28,071	23,048	30,629
Retirement Contributions	42,181	51,301	44,101	55,008
Health & Life Insurance	39,503	85,623	65,236	75,414
Travel & Per Diem	5,068	5,000	5,000	5,000
Expense Reimbursement Allowance	385	6,000	3,000	6,000
Operating Supplies	461	600	600	600
Books, Publications, Subscriptions & Memberships	3,140	3,500	2,000	3,500
Education & Training	-	2,500	1,500	1,500
Reserve for Contingencies	-	3,000	3,000	3,000
TOTAL VILLAGE MANAGER	$ 429,952	$ 557,420	$ 449,791	$ 581,034

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 '09-'10	Original Adopted Budget FY '10-'11	Estimated Final FY '10-'11	Proposed Budget FY '11-'12
VILLAGE CLERK				
Salaries & Wages	$ 124,838	$ 128,725	$ 111,773	$ 126,750
Other Wages	-	879	2,712	-
Payroll Taxes	9,646	9,847	9,169	9,696
Retirement Contributions	16,507	16,945	14,978	16,637
Health & Life Insurance	21,519	27,708	25,000	25,698
Travel & Per Diem	626	1,000	1,000	500
Ordinance Codification	12,604	6,000	6,000	6,000
Legal Advertisement	15,005	17,500	17,500	20,000
Election Costs	-	55,000	42,822	-
Operating Supplies	67	1,000	1,000	500
Books, Publications, Subscriptions & Memberships	265	250	250	250
Education & Training	339	1,000	1,000	500
Reserve for Contingencies	-	500	500	500
TOTAL VILLAGE CLERK	$ 201,416	$ 266,354	$ 233,704	$ 207,031

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. Notices of meetings are normally advertised in the Thursday edition of the Miami Herald Newspaper "Neighbors" section. An increase in this fund has been budgeted to cover the additional cost to advertise the regular Committee of the Whole meetings.

Record Retention System: Anticipated cost for the updating and maintenance of the existing software, if required.

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.

BUDGET

Description	Actual FY '09-'10	Original Adopted Budget FY '10-'11	Estimated Final FY '10-'11	Proposed Budget FY '11-'12
HUMAN RESOURCES				
Salaries & Wages	$ 83,102	$ 91,974	$ 91,283	$ 125,460
Other Wages	-	2,418	1,399	-
Part-Time Salaries & Wages	-	26,717	19,000	-
Payroll Taxes	6,371	8,927	8,063	9,597
Retirement Contributions	8,170	10,292	9,027	14,310
Health & Life Insurance	7,551	13,120	20,000	24,138
Travel & Per Diem	1,277	1,800	1,800	1,800
Recruitment	4,361	5,000	5,000	3,500
Operating Supplies	1,076	2,000	2,000	1,000
Books, Publications, Subscriptions & Memberships	470	1,000	1,000	1,250
Education & Training	365	2,000	2,000	1,000
Village Training	9,047	20,000	20,000	10,000
Reserve for Contingencies	-	1,000	1,000	-
TOTAL HUMAN RESOURCES	$ 121,790	$ 186,248	$ 181,572	$ 192,055

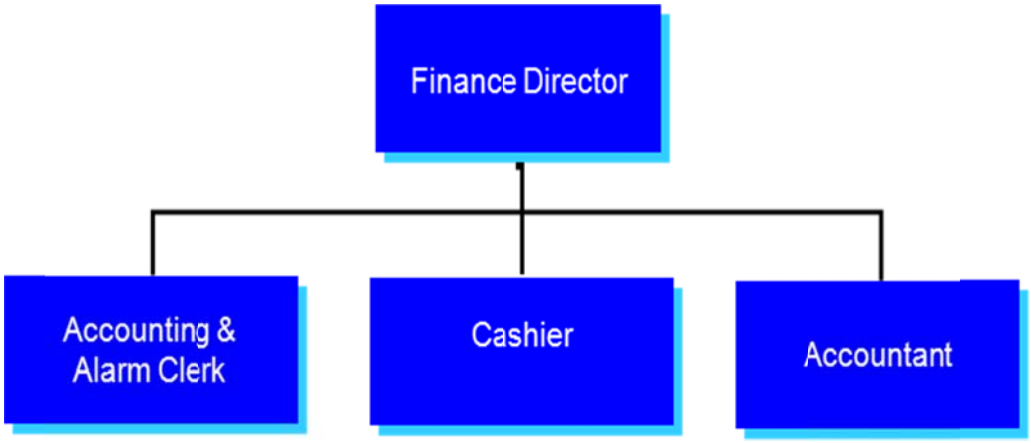
BUDGET DETAILS

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.

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 2011-2012:

- Submit the Fiscal Year 2011-12 budget for the Distinguished Budget Presentation Awards Program by December 31, 2011.
- Submit the 2011 Comprehensive Annual Financial Report for the Certificate of Achievement for Excellence in Financial Reporting by March 31, 2012.

BUDGET

Description	Actual FY '09-'10	Original Adopted Budget FY '10-'11	Estimated Final FY '10-'11	Proposed Budget FY '11-'12
FINANCE DEPARTMENT				
Salaries & Wages	$ 159,679	$ 196,128	$ 180,000	$ 173,933
Other Wages	-	5,495	1,487	-
Payroll Taxes	11,976	15,005	13,770	13,215
Retirement Contributions	18,287	22,841	21,600	19,664
Health & Life Insurance	22,534	43,320	30,000	36,207
Independent Audit	38,598	65,000	65,000	60,000
Payroll Processing	4,248	2,000	1,913	-
Travel & Per Diem	1,492	1,550	1,550	1,250
Financial Institution Fees	9,648	10,000	10,851	12,000
Books, Publications, Subscriptions & Memberships	470	750	750	750
Education & Training	984	1,250	1,200	1,000
Reserve for Contingencies	-	1,000	1,000	1,000
TOTAL FINANCE DEPARTMENT	$ 267,916	$ 364,339	$ 329,121	$ 319,019

BUDGET DETAILS

Salaries and Wages: Twenty percent of the Finance director's salary is allocated to Special Revenue.

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.

FUNCTION

The Village Attorney is appointed by the Village Council in accordance with the Village Charter. The Village Attorney prepares or 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 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 drafting a private school expansion ordinance in compliance with the Village's Charter Amendment relating to same.
- Assist the Village's Police Department in implementing the Village's Red Light Camera safety program.

2010-11 ACHIEVEMENTS

- With the assistance of the Planning and Zoning Department the Village administered its enacted Land Development Code and Amended Comprehensive Plan.
- 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.
- Worked with staff to finalize all park projects including architectural, and construction contracts and final development of the projects, including the Village Hall project.
- 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 implemented ordinances relating to emergency water restrictions and emergency lot maintenance (Mow and Go).
- Monitored the FPL power plant and transmission line applications and issued agency report.
- Monitored the Senate Bill 360 litigation, which the Village is a participant in.
- Assisted Building Department in updating its permit applications and forms.
- Successfully implement the Village's Shed Amnesty Program.
- Assisted Planning in completing the Capital Improvement Plan, and Element updates.

BUDGET

Description	Actual FY '09-'10	Original Adopted Budget FY '10-'11	Estimated Final FY '10-'11	Proposed Budget FY '11-'12
VILLAGE ATTORNEY				
Professional Services - General Legal	$ 126,460	$ 180,000	$ 180,000	$ 180,000
Professional Services - Zoning Applications	45,083	30,000	30,000	30,000
Professional Services - Code Enforcement	7,365	8,000	5,000	5,000
Professional Services - Litigation Reserve	182,749	300,000	300,000	258,800
TOTAL VILLAGE ATTORNEY	$ 361,657	$ 518,000	$ 515,000	$ 473,800

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.

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

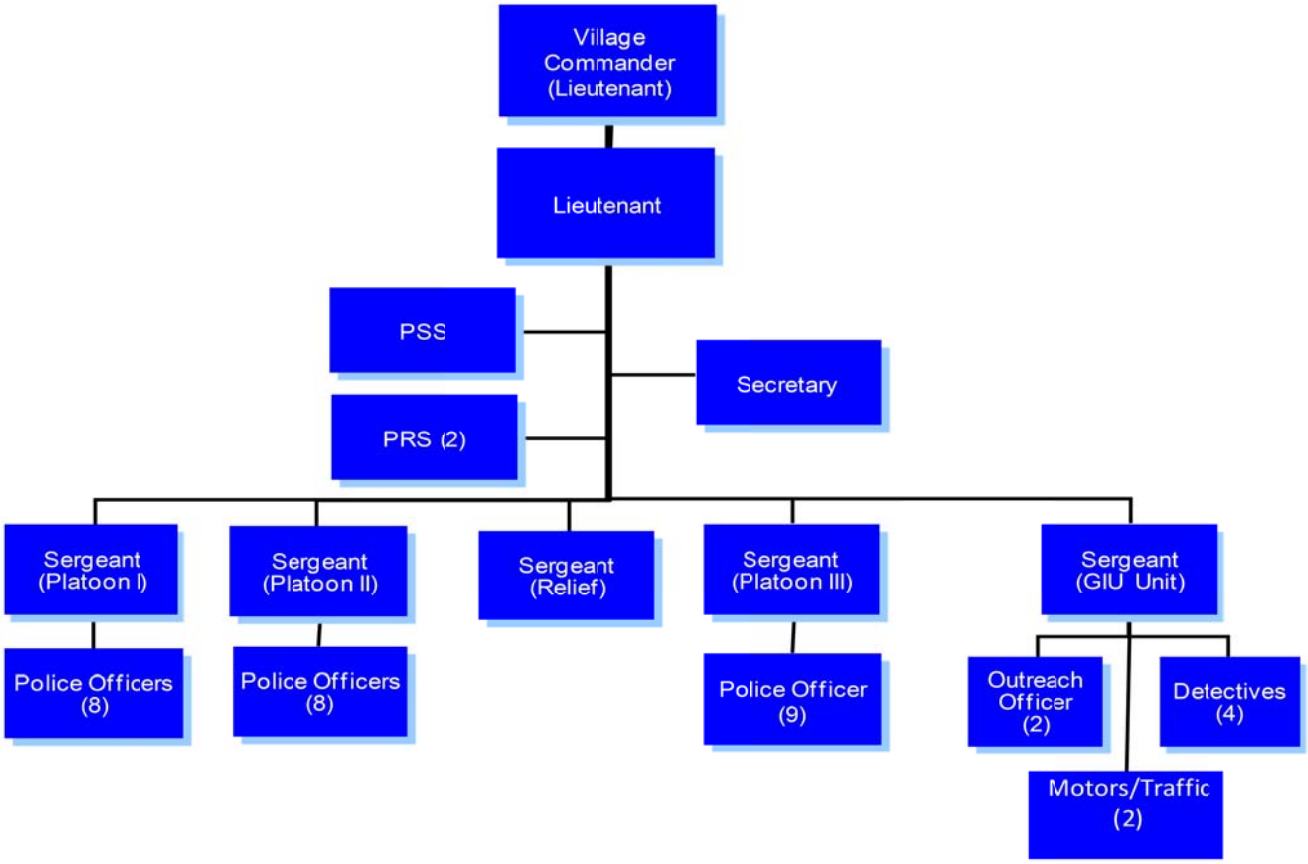
Description	Actual FY '09-'10	Original Adopted Budget FY '10-'11	Estimated Final FY '10-'11	Proposed Budget FY '11-'12
GENERAL GOVERNMENT				
Professional Services - General	$ 19,547	$ 44,000	$ 40,000	$ 40,000
Professional Services - Technical Support	50,082	50,000	45,000	45,000
Professional Services - Web Development & Maintenance	9,725	25,000	25,000	25,000
Professional Services - State Lobbyist	72,000	60,000	32,000	48,000
Professional Services - Federal Lobbyist	45,833	50,000	-	-
Temporary Administrative Support Services	-	6,000	3,000	3,000
Janitorial Services - Village Hall	22,660	50,000	14,708	-
Waste Haulers	8,394	10,000	5,000	5,000
Legislative Travel	8,303	15,000	7,500	8,000
Telephone Communications	25,840	40,000	40,000	40,000
Postage & Delivery	14,837	30,000	30,000	30,000
Electric	15,014	15,000	30,000	42,000
Water	865	7,500	20,000	23,400
Rent	177,845	50,000	44,143	-
Insurance	167,009	275,000	200,000	275,000
Repairs and Maintenance	977	200,000	150,000	100,000
Printing and Binding	836	10,000	5,000	5,000
Photocopies	5,108	5,000	10,000	10,000
Advertisement	16,657	7,500	7,500	7,500
Office Supplies	40,344	50,000	50,000	50,000
Operating Supplies	57,613	50,000	50,000	50,000
Software Support	75,077	86,000	86,000	90,000
Equipment and Furniture: non-capital outlay	1,024	5,000	5,000	2,500
Books, Publications, Subscriptions & Memberships	5,745	12,500	7,500	7,500
Special Events	37,460	60,000	60,000	35,000
Library Bond				
Principal	30,000	30,000	30,000	30,000
Interest	63,059	62,313	62,313	63,868
Park Loan				
Principal	81,518		-	-
Interest	191,933		-	-
Village Hall Loan				
Principal	155,535		-	-
Interest	77,283		-	-
Village Hall Buildout				
Principal		225,000	225,000	290,000
Interest		663,520	663,520	610,712
Reserve for Contingencies	34,780	75,000	25,000	-
TOTAL GENERAL GOVERNMENT	$ 1,512,903	$ 2,269,333	$ 1,973,184	$ 1,936,480

BUDGET DETAILS

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

Reserve for Contingencies: Funding reserved for unanticipated expenditures or shortfalls as further discussed in the Budget Message.

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.

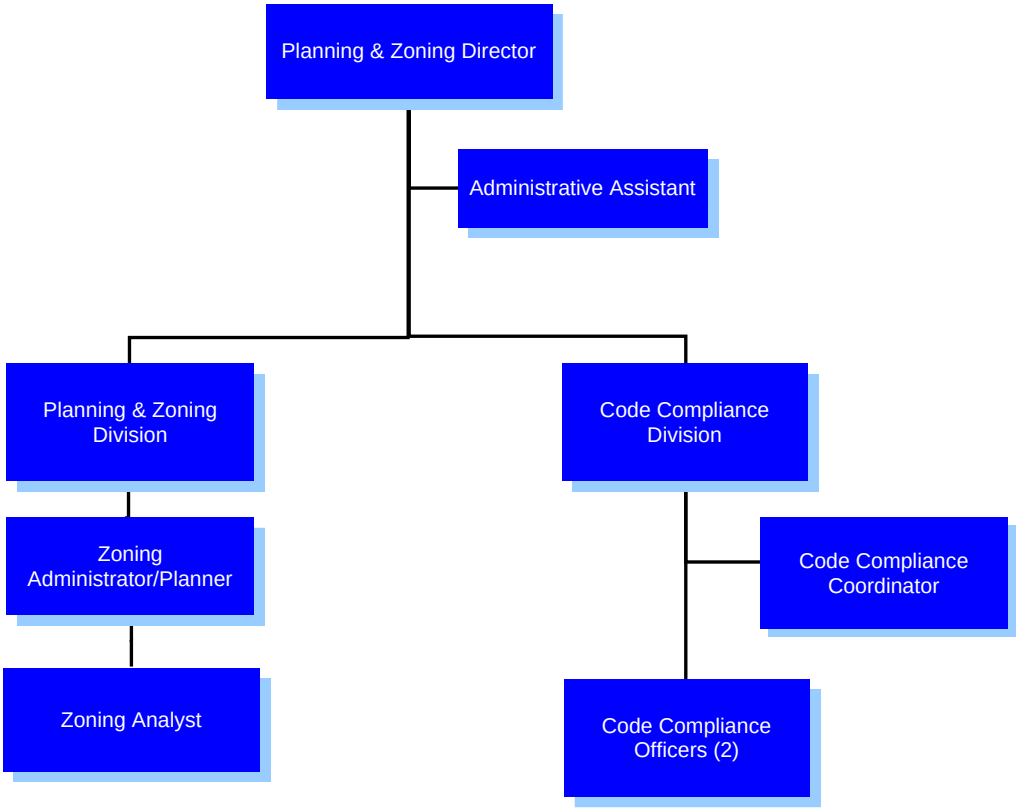
BUDGET

Description	Actual FY '09-'10	Original Adopted Budget FY '10-'11	Estimated Final FY '10-'11	Proposed Budget FY '11-'12
POLICE SERVICES				
Patrol Services	$ 5,684,566	$ 6,000,869	$ 6,000,869	$ 5,958,612
School Crossing Guards	72,467	96,000	96,000	64,000
Photocopies	4,219	4,500	4,500	4,500
Maintenance - Equipment	3,280	2,500	4,000	4,000
Printing and Binding	84	500	400	400
Officer Friendly Program	4,659	5,000	5,000	5,000
Office Supplies	3,435	4,500	2,500	2,500
Operating Supplies	5,904	5,000	3,000	3,000
Uniforms	12	500	500	500
Equipment and Furniture: non-capital outlay	-	1,000	500	500
Books, Publications, Subscriptions & Memberships	100	500	500	500
Education & Training (Funded from L.E.T.T.F.)	3,192	5,000	4,000	4,000
Contingency	-	1,500	1,500	1,500
TOTAL POLICE SERVICES	$ 5,781,918	$ 6,127,369	$ 6,123,269	$ 6,049,012

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.

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.

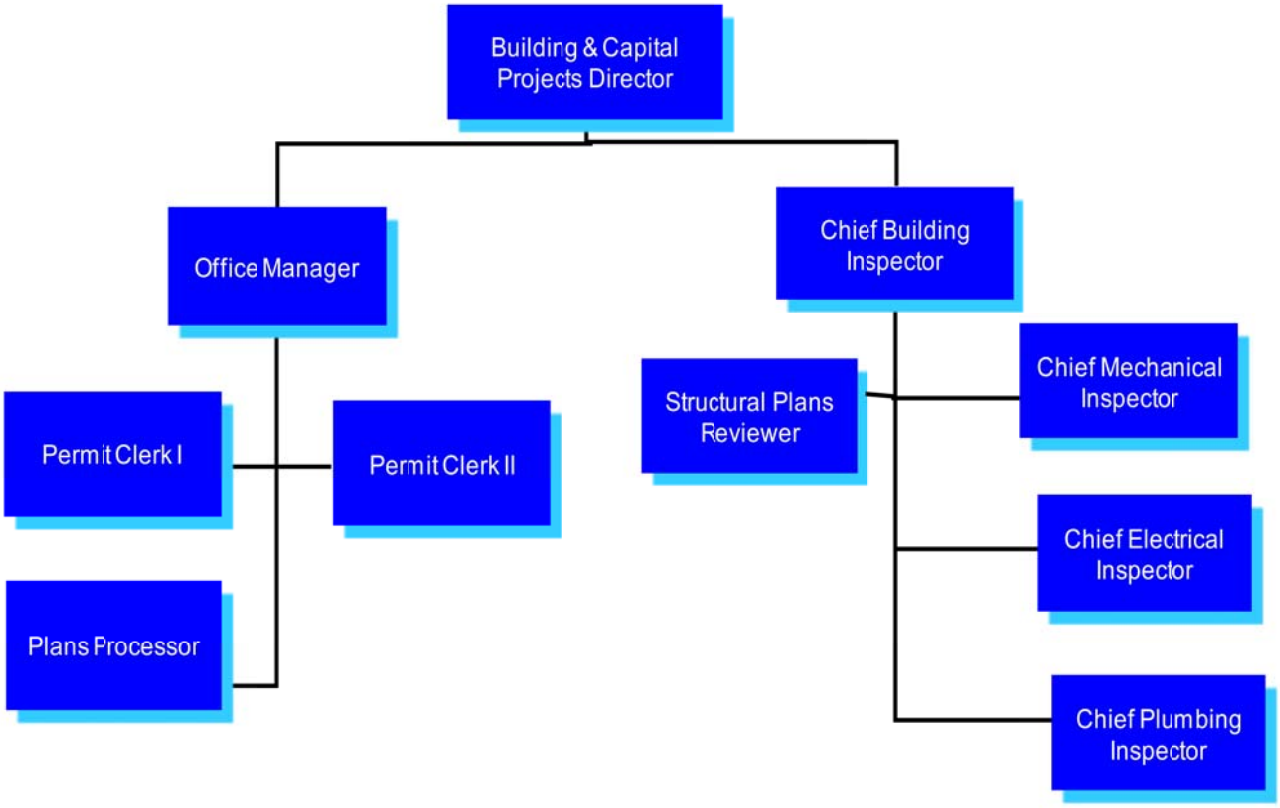
Division of Code Compliance

- 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%.

BUDGET

Description	Actual FY '09-'10	Original Adopted Budget FY '10-'11	Estimated Final FY '10-'11	Proposed Budget FY '11-'12
PLANNING & ZONING				
Salaries & Wages	$ 313,976	$ 325,226	$ 320,258	$ 371,777
Other Wages	-	7,181	11,371	-
Payroll Taxes	23,786	24,838	24,838	28,440
Retirement Contributions	32,921	38,012	36,937	43,521
Health & Life Insurance	59,328	87,600	80,257	84,483
Professional Services - Comprehensive Master Plan	-	2,000	2,000	2,000
Professional Services - Land Development Code	-	1,500	1,500	1,500
Professional Services - Special Master	5,525	7,000	7,000	9,000
Professional Services - General	-	75,000	75,000	15,000
Professional Services - GIS	9,400	12,000	12,000	12,000
Travel & Per Diem	1,449	3,000	3,000	3,000
Postage & Delivery	4,621	2,000	2,000	2,000
Lot Maintenance & Abandoned Property	31,830	25,000	20,000	20,000
Printing and Binding	1,575	3,000	2,000	3,000
Operating Supplies	693	4,000	2,500	4,000
Uniforms and Badges	1,196	750	750	750
Equipment and Furniture: non-capital outlay	-	500	500	500
Books, Publications, Subscriptions & Memberships	588	2,500	2,500	2,500
Education & Training	945	3,000	3,000	3,000
Reserve for Contingencies	-	2,500	2,500	500
TOTAL PLANNING & ZONING	$ 487,833	$ 626,607	$ 609,911	$ 606,971

BUILDING & CAPITAL PROJECTS ORGANIZATIONAL CHART



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.

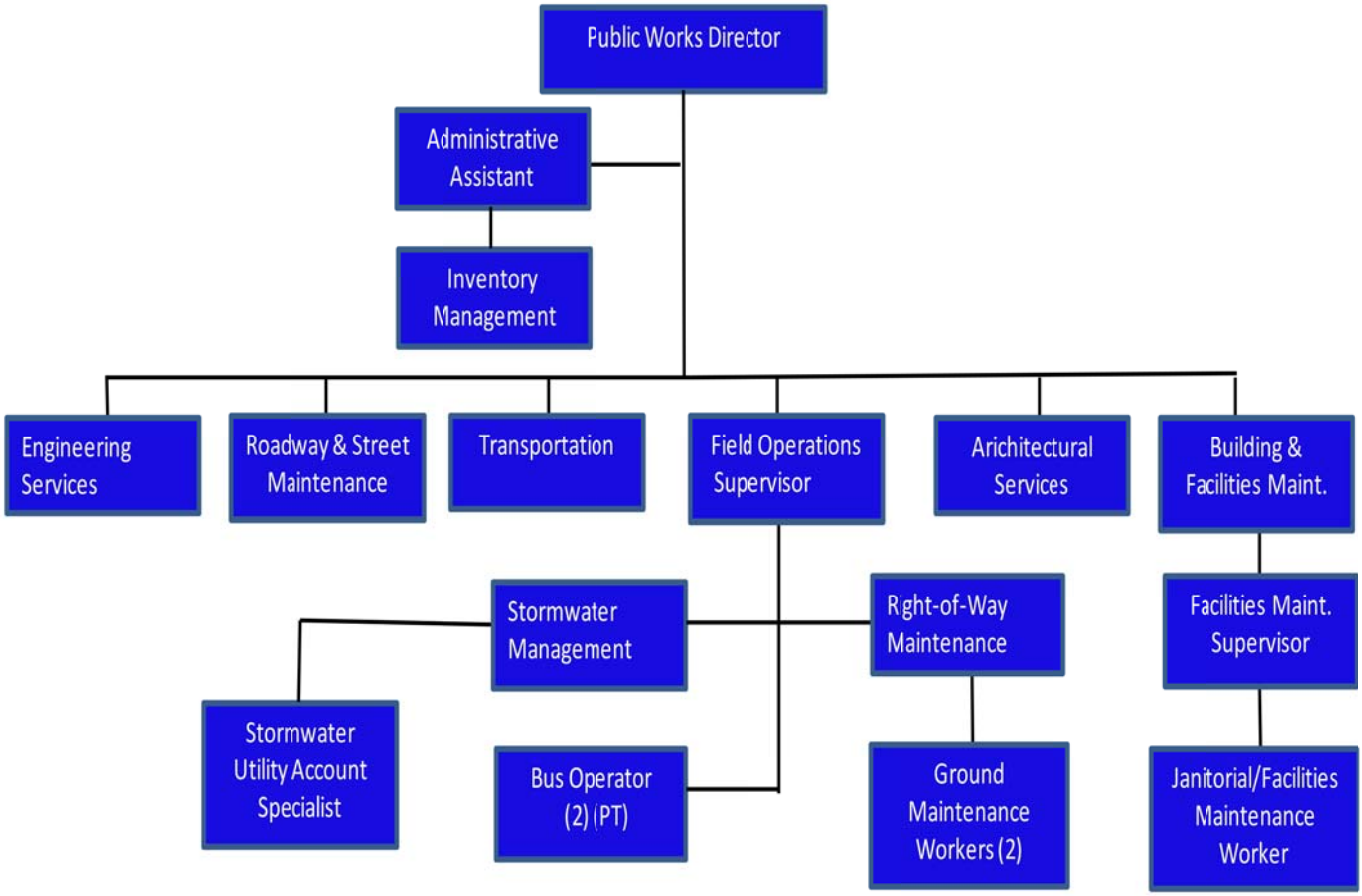
BUDGET

Description	Actual FY '09-'10	Original Adopted Budget FY '10-'11	Estimated Final FY '10-'11	Proposed Budget FY '11-'12
BUILDING & CAPITAL PROJECTS				
Salaries & Wages	$ 403,622	$ 430,715	$ 425,700	$ 394,983
Other Wages	-	5,878	-	-
Overtime	-	2,500	-	2,500
Payroll Taxes	29,653	32,950	30,000	30,216
Retirement Contributions	37,534	48,420	45,000	46,483
Health & Life Insurance	83,300	103,720	90,000	84,483
Professional Services	667	2,000	2,000	2,000
Outsource - Building and Permitting/Inspectors	141,291	140,000	135,000	125,000
Travel & Per Diem	-	4,000	3,500	1,000
Postage & Delivery	748	1,000	1,000	1,000
Photocopier	5,056	1,000	6,000	5,600
Operating Supplies	643	7,500	2,000	7,000
Uniforms and Badges	1,520	1,600	1,600	1,500
Equipment and Furniture: non-capital outlay	508	2,500	2,000	500
Books, Publications, Subscriptions & Membership	100	1,000	750	1,000
Education & Training	217	4,000	4,000	-
Reserve for Contingencies	295	5,000	5,000	-
TOTAL BUILDING & CAPITAL PROJECTS	$ 705,154	$ 793,783	$ 753,550	$ 703,265

BUDGET DETAILS

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

PUBLIC WORKS ORGANIZATIONAL CHART



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

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.
- 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.
- 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.
- 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.
- 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.

BUDGET

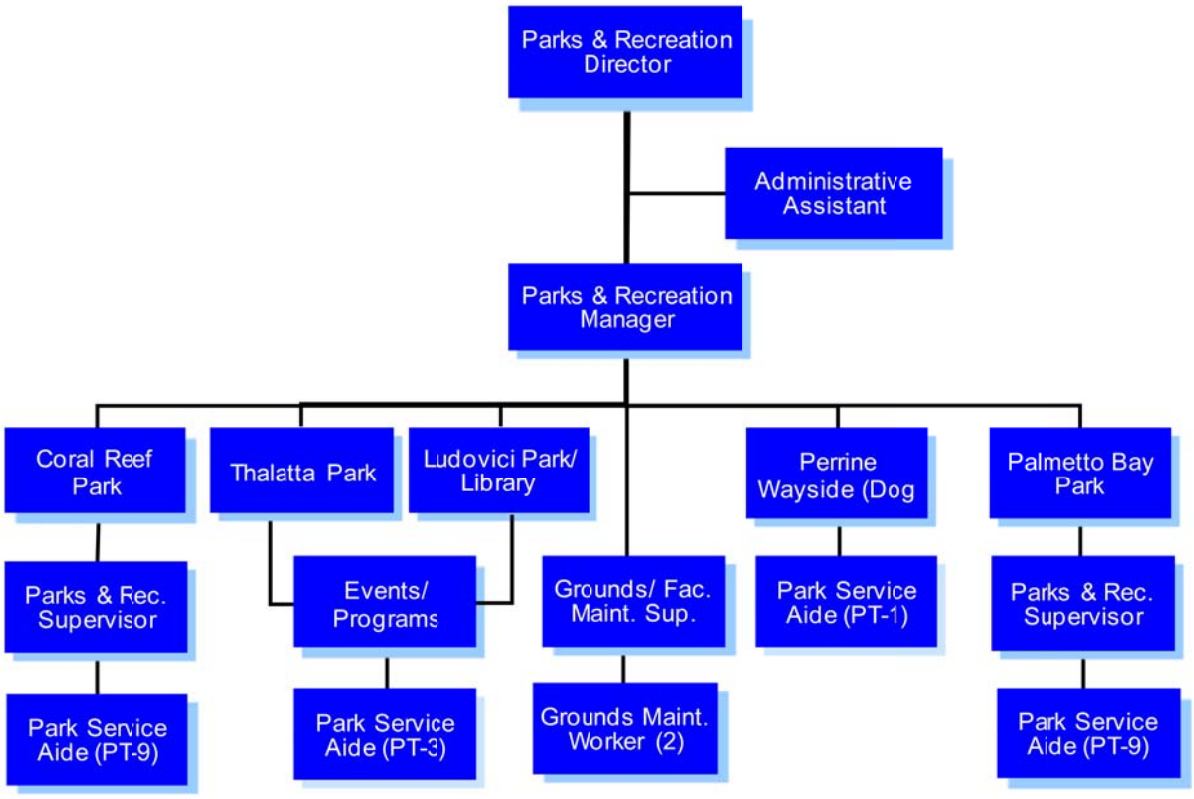
Description	Actual FY '09-'10	Original Adopted Budget FY '10-'11	Estimated Final FY '10-'11	Proposed Budget FY '11-'12
PUBLIC WORKS- FACILITIES MAINTENANCE				
Salaries & Wages	$ 271,692	$ 374,237	$ 370,192	$ 107,320
Other Wages	-	9,391	3,500	-
Overtime	116	3,000	1,500	1,000
Overtime Special Events	-	500	-	-
Payroll Taxes	20,719	28,624	25,295	8,210
Retirement Contributions	31,122	43,925	40,599	12,745
Health & Life Insurance	44,492	108,794	80,000	36,207
Pest Control	400	10,000	7,500	1,440
Alarm Monitoring	387	545	503	950
Travel & Per Diem	1,635	2,500	2,250	1,500
Telephone	2,754	2,950	3,787	-
Postage	861	-	-	-
Electric	1,850	2,750	2,000	-
Water	79	1,500	750	-
Photocopy Machine	-	-	1,500	-
Repairs and Maintenance - Facility	1,421	4,000	3,000	12,774
Repairs and Maintenance - Vehicle	9,160	10,000	10,000	6,500
Repairs and Maintenance - Equipment	538	1,000	750	5,000
Office Supplies	2,612	3,000	6,000	250
Operating Supplies	10,432	12,000	9,000	7,500
Uniforms	1,378	1,500	1,500	1,500
Vehicle Operation	30,346	33,000	30,000	23,000
Equipment and Furniture: non-capital outlay	1,244	2,500	1,500	5,000
Books, Publications, Subscriptions & Memberships	533	750	750	750
Education & Training	1,364	2,000	2,000	1,500
Reserve for Contingencies	-	3,500	3,500	10,000
TOTAL PUBLIC WORKS-FACILITIES MAINTENANCE	$ 435,135	$ 661,966	$ 607,376	$ 243,146

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.

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.

- 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.

- 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.

BUDGET

Description	Actual FY '09-'10	Original Adopted Budget FY '10-'11	Estimated Final FY '10-'11	Proposed Budget FY '11-'12
PARKS & RECREATION				
Salaries & Wages	$ 293,350	$ 473,372	$ 470,501	$ 469,964
Part-Time Salaries & Wages	333,220	310,000	308,835	336,484
Summer Camp Payroll	46,460	85,000	85,000	85,000
Other Wages	-	5,141	1,435	-
Overtime	-	1,500	1,500	1,500
Payroll Taxes	51,647	59,550	58,622	67,835
Retirement Contributions	28,588	55,681	54,112	54,878
Health & Life Insurance	58,050	131,377	100,377	108,621
Professional Services	3,008	5,000	5,000	2,000
Travel & Per Diem	1,149	5,000	5,000	2,000
Park Maintenance - Coral Reef Park:				
Waste Haulers	9,316	11,500	10,886	11,500
Alarm Monitoring	1,361	2,800	2,425	2,800
Communications	2,622	2,850	2,600	2,850
Electric	30,098	48,000	40,227	40,000
Water	8,761	10,500	9,076	10,000
Gas	33	-	-	-
Grounds Maintenance	42,112	42,000	45,760	42,000
Pineland Management	-	18,095	18,095	8,127
Repair and Maintenance	22,896	42,000	34,000	40,000
Operating Supplies	41,648	45,000	80,000	55,000
Furniture & Equipment - Non Capital	-	2,500	-	500
Park Maintenance - Palmetto Bay Park:				
Waste Haulers	9,014	10,700	9,785	11,200
Alarm Monitoring	1,632	1,700	1,500	1,500
Communications	2,642	3,200	2,500	2,500
Electric	34,317	45,000	40,270	40,000
Water	1,754	2,000	1,578	1,900
Grounds Maintenance	27,913	42,000	40,758	42,000
Repair & Maintneance	18,623	55,000	52,397	52,000
Operating Supplies	41,547	35,000	35,000	35,000
Furniture & Equipment - Non Capital	2,790	2,500	-	500
Concessions	23,913	15,000	1,000	1,000
Tournament Supplies	7,443	3,000	3,000	3,000

Description	Actual FY '09-'10	Original Adopted Budget FY '10-'11	Estimated Final FY '10-'11	Proposed Budget FY '11-'12
Park Maintenance - Perrine Wayside Park				
Waste Haulers	5,067	5,600	5,518	6,000
Electric	2,718	2,800	2,500	2,500
Water	357	850	250	250
Grounds & Pool Maintenance	14,694	15,000	12,904	13,000
Repair & Maintenance	1,608	2,000	2,000	2,000
Park Operating	5,518	6,000	6,000	6,000
Furniture & Equipment - Non Capital	-	2,500	-	500
Park Maintenance - Thalatta				
Waste Haulers	-	5,600	4,999	7,500
Alarm Monitoring	1,697	3,000	2,783	3,000
Communications	3,085	3,200	6,222	4,000
Electric	3,124	15,000	9,269	17,000
Water	246	2,400	1,579	12,500
Grounds Maintenance	1,526	15,000	17,040	35,000
Repair & Maintenance	1,316	13,000	24,170	25,000
Advertising/Marketing	-	50,000	25,000	30,000
Operating Supplies	6,957	35,000	32,333	35,000
Furniture & Equipment - Non Capital	16,239	10,000	10,000	2,500
Park Maintenance - Ludovici				
Alarm Monitoring	795	600	1,600	1,800
Communications	3,854	4,400	3,659	4,400
Electric	34,121	38,000	30,602	25,000
Water	2,684	2,000	1,964	2,000
Grounds Maintenance	6,222	9,000	6,489	9,000
Repair & Maintenance	5,999	10,000	8,197	10,000
Operating Supplies	9,086	22,500	16,396	22,500
Furniture & Equipment - Non Capital	-	2,500	-	500
Repair and Maintenance - Other	270	-		-
Uniforms	8,859	16,000	15,000	15,000
Summer Camp Supplies	34,020	50,000	50,000	34,000
Books, Publications, Subscriptions & Memberships	583	2,000	1,500	1,500
Education & Training	478	4,500	4,500	4,500
Reserve for Contingencies	-	10,000	10,000	2,500
TOTAL PARKS & RECREATION	$ 1,317,030	$ 1,930,416	$ 1,833,713	$ 1,866,109

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 '09-'10	Original Adopted Budget FY '10-'11	Estimated Final FY '10-'11	Proposed Budget FY '11-'12
BEGINNING SPECIAL REVENUE FUND BALANCES	**$ 5,516,755**	**$ 4,821,444**	**$ 8,506,166**	**$ 3,638,477**
REVENUES				
Capital Projects	16,338,859	5,500,000	19,900	1,000,000
Art In Pubic Places	85,647	-	84,616	-
Parks	424,183	-	100,437	-
Public Works-Transportation	1,076,774	933,649	1,354,680	1,327,992
Transit	142,070	146,228	145,970	400,402
Stromwater	862,796	743,694	792,552	500,000
Public Safety	100,467	119,670	134,433	87,672
TOTAL REVENUES	**$ 19,030,796**	**$ 7,443,241**	**$ 2,632,588**	**$ 3,316,066**
TOTAL SOURCES	**$ 24,547,551**	**$ 12,264,685**	**$ 11,138,754**	**$ 6,954,543**
EXPENDITURES				
Capital Projects	13,510,688	7,069,894	4,581,453	1,347,664
Art In Pubic Places	11,000	198,683	101,684	189,615
Parks	454,370	151,652	206,826	126,875
Public Works-Transportation	1,193,413	2,845,184	1,303,927	3,524,646
Transit	93,101	399,411	85,837	634,636
Stromwater	699,819	1,370,950	1,163,083	579,670
Public Safety	78,994	228,911	57,467	188,070
TOTAL EXPENDITURES	**$ 16,041,385**	**$ 12,264,685**	**$ 7,500,277**	**$ 6,591,176**
UNASSIGNED SPECIAL REVENUE FUND BALANCES	**8,506,166**	**-**	**3,638,477**	**363,367**
TOTAL EXPENDITURES AND FUND BALANCES	**$ 24,547,551**	**$ 12,264,685**	**$ 11,138,754**	**$ 6,954,543**

Description	Actual FY '09-'10	Original Adopted Budget FY '10-'11	Estimated Final FY '10-'11	Proposed Budget FY '11-'12
BEGINNING CAPITAL PROJECTS FUND BALANCE	**$ 2,081,046**	**$ 1,569,894**	**$ 4,909,217**	**$ 347,664**
REVENUES				
Donation	60,000			
Interest Income	35,391	-	19,900	-
Debt Proceeds	14,780,000	5,500,000	-	-
Miscellenous Income	15,005	-	-	-
Transfer In - General Fund - Capital Projects	1,448,463	-	-	1,000,000
TOTAL REVENUES	**$ 16,338,859**	**$ 5,500,000**	**$ 19,900**	**$ 1,000,000**
TOTAL SOURCES	**$ 18,419,905**	**$ 7,069,894**	**$ 4,929,117**	**$ 1,347,664**
EXPENDITURES				
GENERAL GOVERNMENT				
Furniture & Equipment	192,760	372,247	434,877	182,664
Capital Improvements	4,693,590	5,500,000	3,460,049	-
Debt Resturcture	8,379,450	-	-	-
TRANSPORTATION				
Public Works	39,002	110,000	113,535	-
CULTURE/RECREATION				
Park & Recreation Capital Improvements	205,886	1,087,647	572,992	1,165,000
TOTAL EXPENDITURES	**$ 13,510,688**	**$ 7,069,894**	**$ 4,581,453**	**$ 1,347,664**
UNASSIGNED CAPITAL PROJECTS FUND BALANCE	**4,909,217**	**-**	**347,664**	**-**
TOTAL EXPENDITURES AND FUND BALANCE	**$ 18,419,905**	**$ 7,069,894**	**$ 4,929,117**	**$ 1,347,664**

Description	Actual FY '09-'10	Original Adopted Budget FY '10-'11	Estimated Final FY '10-'11	Proposed Budget FY '11-'12
BEGINNING AIPP FUND BALANCE	$ 132,036	$ 198,683	$ 206,683	$ 189,615
REVENUES				
AIPP Fees	85,260	-	84,457	-
Interest	387	-	159	-
TOTAL REVENUES	$ 85,647	$ -	$ 84,616	$ -
TOTAL SOURCES	$ 217,683	$ 198,683	$ 291,299	$ 189,615
EXPENDITURES				
Operating Supplies	-	-	4,069	-
Art Works	$ 11,000	$ 198,683	$ 97,615	$ 189,615
TOTAL EXPENDITURES	$ 11,000	$ 198,683	$ 101,684	$ 189,615
UNASSIGNED AIPP FUND BALANCE	206,683	-	189,615	-
TOTAL EXPENDITURES AND FUND BALANCE	$ 217,683	$ 198,683	$ 291,299	$ 189,615

Special Revenue Fund

Description	Actual FY '09-'10	Original Adopted Budget FY '10-'11	Estimated Final FY '10-'11	Proposed Budget FY '11-'12
BEGINNING SPECIAL REVENUE PARKS FUND BALANCE	**$ 263,451**	**$ 151,652**	**$ 233,264**	**$ 126,875**
REVENUES				
Park Impact Fees	-	-	-	-
Interest	1,069	-	270	-
GRANTS				
SNP	250,145	-	69,417	-
FRDAP	172,248	-	30,750	-
Ludovici	721	-	-	-
TOTAL REVENUES	**$ 424,183**	**$ -**	**$ 100,437**	**$ -**
TOTAL SOURCES	**$ 687,634**	**$ 151,652**	**$ 333,701**	**$ 126,875**
EXPENDITURES				
Park Improvements	$ 15,800	$ 151,652	$ 25,303	$ 126,875
GRANTS				
SNP-Thalatta	130,584	-	69,417	-
SNP-Coral Reef	119,561	-	-	-
FRDAP-Thallata	149,798	-	30,750	-
FRDAP-Coral Reef	22,450	-	-	-
Ludovici park	16,177	-	81,356	-
TOTAL EXPENDITURES	**$ 454,370**	**$ 151,652**	**$ 206,826**	**$ 126,875**
UNASSIGNED SPECIAL REVENUE PARKS FUND BALANCE	**233,264**	**-**	**126,875**	**-**
TOTAL EXPENDITURES AND FUND BALANCE	**$ 687,634**	**$ 151,652**	**$ 333,701**	**$ 126,875**

Description	Actual FY '09-'10	Original Adopted Budget FY '10-'11	Estimated Final FY '10-'11	Proposed Budget FY '11-'12
BEGINNING PUBLIC WORKS FUND BALANCE	**$ 2,262,540**	**$ 1,911,535**	**$ 2,145,901**	**$ 2,196,654**
REVENUES				
CITT-Half Cent Transportation Tax	563,614	576,555	583,879	570,627
Local Option Gas Tax	-	-	-	398,039
New Local option Gas Tax	153,523	157,094	169,950	152,047
8 Cent Fuel Tax	115,962	200,000	200,300	200,068
Parking Fines ADA Program	1,355	-	-	-
Fuel Tax Refund	-	-	-	7,211
Interest	15,254	-	3,243	-
GRANTS				
Recycling	10,891	-	3,673	-
MPO Safe Routes to School	27,660	-	12,340	-
LAP - ARRA 2010	188,515	-	381,295	-
TOTAL REVENUES	**$ 1,076,774**	**$ 933,649**	**$ 1,354,680**	**$ 1,327,992**
TOTAL SOURCES	**$ 3,339,314**	**$ 2,845,184**	**$ 3,500,581**	**$ 3,524,646**
EXPENDITURES				
Operation				
Personnel	-	-	-	422,247
Operating	-	-	-	62,371
Maintenace				
Road Paving and Repair	244,361	360,350	281,643	300,000
Side Walks	25,579	50,000	50,000	50,805
Engineering/Architectual Services	5,661	-	-	-
Street Signs	17,371	25,000	11,500	45,000
Recycling	10,891	-	3,673	-
Capital Projects				
Traffic Caming	375,651	284,899	493,635	480,000
Signage Program	57,880	1,672,124	10,665	1,661,412
Tree Planting Program	3,550	-	-	50,000
QNIP	190,659	190,943	190,943	190,943
Signage Program Loan			-	
Principal	180,249	187,383	187,383	187,383
Interest Expense	81,561	74,485	74,485	74,485
TOTAL EXPENDITURES	**$ 1,193,413**	**$ 2,845,184**	**$ 1,303,927**	**$ 3,524,646**
UNASSIGNED PUBLIC WORKS FUND BALANCE	**2,145,901**	**-**	**2,196,654**	**-**
TOTAL EXPENDITURES AND FUND BALANCE	**$ 3,339,314**	**$ 2,845,184**	**$ 3,500,581**	**$ 3,524,646**

Special Revenue Fund

Description	Actual FY '09-'10	Original Adopted Budget FY '10-'11	Estimated Final FY '10-'11	Proposed Budget FY '11-'12
BEGINNING TRANSIT FUND BALANCE	**$ 198,810**	**$ 253,183**	**$ 247,779**	**$ 307,912**
REVENUES				
CITT-Half Cent Transportation Tax	$ 140,638	$ 146,228	$ 145,970	$ 160,000
Interest	1,432	-	-	-
GRANTS				
ARRA Transit 2010	-	-	-	240,402
TOTAL REVENUES	**$ 142,070**	**$ 146,228**	**$ 145,970**	**$ 400,402**
TOTAL SOURCES	**$ 340,880**	**$ 399,411**	**$ 393,749**	**$ 708,314**
EXPENDITURES				
Salaries & Wages			$ 11,925	$ 35,538
Overtime Special Events				500
Payroll Taxes			912	2,620
Professional Services			12,000	-
Travel & Per Diem				300
Repairs and Maintenance - Vehicle				10,000
Operating Supplies				750
Uniforms				450
Vehicle Operation	93,101	399,411	61,000	13,948
Education & Training				750
Capitial Improvements			-	569,780
TOTAL EXPENDITURES	**$ 93,101**	**$ 399,411**	**$ 85,837**	**$ 634,636**
UNASSIGNED TRANSIT FUND BALANCE	**247,779**	**-**	**307,912**	**73,678**
TOTAL EXPENDITURES AND FUND BALANCE	**$ 340,880**	**$ 399,411**	**$ 393,749**	**$ 708,314**

Description	Actual FY '09-'10	Original Adopted Budget FY '10-'11	Estimated Final FY '10-'11	Proposed Budget FY '11-'12
BEGINNING STORMWATER FUND BALANCE	$ 489,606	$ 627,256	$ 652,583	$ 282,052
REVENUES				
Stormwater Ultility Fees	522,780	450,000	500,000	500,000
Interest	3,616	-	1,700	-
GRANTS				
FDEP 2009	336,400	293,694	290,852	-
TOTAL REVENUES	$ 862,796	$ 743,694	$ 792,552	$ 500,000
TOTAL SOURCES	$ 1,352,402	$ 1,370,950	$ 1,445,135	$ 782,052
EXPENDITURES				
Salaries & Wages	$ -	$ -	$ -	$ 55,000
Payroll Taxes	-	-	-	2,620
Retirement Contributions	-	-	-	6,600
Health & Life Insurance	-	-	-	12,000
Professional Services	1,160	-	-	-
Travel & Per Diem	-	-	-	500
Postage	997	-	-	1,000
Operating Supplies	-	-	601	750
Uniforms	-	-	-	450
Education & Training	-	-	-	750
Drainage Maintenance	13,806	25,000	13,866	25,000
Canal maintenance	-	-	-	16,000
NPDES Permit Fees	9,000	9,000	9,000	9,000
Drainage Improvements	674,856	1,336,950	1,139,616	450,000
TOTAL EXPENDITURES	$ 699,819	$ 1,370,950	$ 1,163,083	$ 579,670
UNASSIGNED STORMWATER FUND BALANCE	652,583	-	282,052	202,382
TOTAL EXPENDITURES AND FUND BALANCE	$ 1,352,402	$ 1,370,950	$ 1,445,135	$ 782,052

Special Revenue Fund

Description	Actual FY '09-'10	Original Adopted Budget FY '10-'11	Estimated Final FY '10-'11	Proposed Budget FY '11-'12
BEGINNING PUBLIC SAFETY FUND BALANCE	$ 89,266	$ 109,241	$ 110,739	$ 187,705
REVENUES				
Alarm Reduction Program	$ 81,512	$ 75,000	$ 75,000	$ 75,000
Police Impact Fees	-	-	-	-
L.E.T.T.F. Parking Fees	-	-	-	12,672
Interest	772	-	421	-
GRANTS				
RadKids	5,932		5,988	-
Bryne	12,251	44,670	53,024	-
TOTAL REVENUES	$ 100,467	$ 119,670	$ 134,433	$ 87,672
TOTAL SOURCES	$ 189,733	$ 228,911	$ 245,172	$ 275,377
EXPENDITURES				
Alarm Reduction Program				
Salaries & Wages	$ 32,989	$ 35,500	$ 33,693	$ 57,000
Payroll Taxes	2,510	2,715	2,577	4,360
Retirement Contributions	3,959	4,260	4,043	6,840
Health & Life Insurance	5,905	5,400	6,654	9,750
Professional Services	3,350	5,000	3,000	3,000
Postage	6,258	7,500	7,500	7,500
Operating Supplies	5,840	88,258	-	5,000
Equipment				
LETF		6,493		6,493
Impact Fees		29,115		29,115
GRANTS				
Radkids	5,932			5,988
Bryne	12,251	44,670		53,024
TOTAL EXPENDITURES	$ 78,994	$ 228,911	$ 57,467	$ 188,070
UNASSIGNED PUBLIC SAFETY FUND BALANCE	110,739	-	187,705	87,307
TOTAL EXPENDITURES AND FUND BALANCE	$ 189,733	$ 228,911	$ 245,172	$ 275,377

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. The budget is based upon estimates received from the County.

Local Option Gas Tax: The Special Revenue Fund reflects the three cents component of the Local Option Gas Tax imposed on motor fuel. This special revenue must be used solely for transportation improvements that are part of the capital projects plan. The six cents Local Option Gas Tax is reflected in the General Fund. The budget is based upon estimates received from the State.

Local Option Gas Tax and 8-cent Fuel Tax: The six cents Local Option Gas Tax and the fuel tax part of the State revenue sharing program is initially reflected in the General Fund to offset transportation operating expenditures. Any unused funds are transferred to the Special Revenue Fund to be used on transportation capital projects. The budget is based upon estimates received from the State.

Stormwater Maintenance: This is a new revenue stream for the Village. The maintenance of the stormwater system was recently turned over to the Village from the County, along with any relative stormwater maintenance Fees. The initial budget estimate was obtained from the County.

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

Capital Improvements Program - Project Funding Summary

Fiscal Year 2011-12

Item No.	Project Description	Meet or Maintain Adopted Level of Service (LOS)	Project Status[1]	Financial Instruments	2011-12	Department Total	Grand Total
	PARKS AND RECREATION DEPARTMENT					$ 1,163,000.00	$ 3,222,326.00
P1	Palmetto Bay Park Outdoor Fitness Equipment - Installation of outdoor fitness equipment stations along our existing walking path to provide a variety of exercise options prior to, during or after a normal walking routine.	Yes	Programmed	Parks & Recreation Capital Improvement Budget	$ 45,000	4%	1.40%
P3	Palmetto Bay Park (Beach Volleyball Courts) - Beach Volleyball is extremely popular and we have received many requests to have this activity at Palmetto Bay Park. Beach Volleyball is one of those activities that teen and seniors can participate in. It can be a co-ed sport that regardless of physical ability everyone can enjoy. It is affordable and requires little to no maintenance.	Yes	Programmed	Parks & Recreation Capital Improvement Budget	18000	2%	0.56%
P5	Palmetto Bay Park - Completing of the quad- adding two softball fields one at 200ft one at 250ft with outfield fencing.	Yes	Programmed	Parks & Recreation Capital Improvement Budget	550000	47%	17.07%
P6	Thalatta Estate- Conducting a Structural Evalauation of the main house, renovate and address structural abnormalities of the main house, site amenities, landscape/irrigation and electrical upgrades.	Yes	Programmed	Parks & Recreation Capital Improvement Budget	450,000	39%	13.97%
P7	Playground Equipment - Based on the certified playground inspection results, the Village determined that parts of the existing equipment needed to be renovated to meet new industry standards and codes. It is imperative that the playground is a safe and secure place for users, meeting new industry standards and codes as identified by the National	Yes	Programmed	Parks & Recreation Capital Improvement Budget	100000	9%	3.10%
	Subtotal - Parks and Recreation Department			N/A	$ 1,163,000	100%	36%

	PUBLIC WORKS DEPARTMENT					$ 2,059,326.00	$ 3,222,326.00
W1	Tree Planting	No	On-Going	Special Revenue Fund New Local Option Gas Tax	$ 50,000	2%	2%
W2	Construction of Traffic Circle/ Roundabout - Intersection of SW 164th Street and SW 93rd Avenue	Yes	Programmed	Special Revenue Fund - Transportation Sales Tax	$ 204,447	10%	6%
W4	Traffic Calming SW 148th Drive - SW 152nd Street north of SW 144th Street between SW 80th Avenue also referred to as Mangowood	Yes	Programmed	Special Revenue Funds - Transportation Sales Tax	$ 195,000	9%	6%
W6	Drainage 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	$ 372,000	18%	12%
W7	ADA Compliance Sidewalks - Bringing noncompliance facilities into compliance	Yes	On-Going	Special Revenue Fund - Eight Cent Fuel Tax	$ 50,000	2%	2%
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	15%	9%
W12	Annual Operations and Management - The annual operation and maintenance of the Village of Palmetto Bay's stormwater management system.	Yes	On-Going	Special Revenue Fund Stormwater Utilities	$ 50,000	2%	2%
W13	Bus Stop Signage Program - The installation of Bus Stop signage for the Village of Palmetto Bay shuttle bus throughout the various bus stops in the Village of Palmetto Bay	Yes	Programmed	Special Revenue Fund - Transportation Sales Tax	$ 5,400	0%	0%
W15	Circulator - Ongoing transit circulator and route improvements throughout the Village of Palmetto Bay	Yes	On-Going	Special Revenue Fund - Transportation Sales Tax	$ 248,978	12%	8%
W22	Sidewalk Connection to Transit Stops. Connect all sidewalks to transit stops within the Village of Palmetto Bay	Yes	On-Going	Special Revenue Fund - Transportation Sales Tax	$ 75,000	4%	2%
W23	Sub Basin 12 Drainage Improvements - Area south of Richmond Drive (SW 168th Street), north of SW 171st Street, west of Old Cutler Road, and east of SW 75th Avenue	Yes	Programmed	Special Revenue Fund Stormwater Utilities	$ 72,000	3%	2%
W35	Traffic Calming Studies within the Boundaries of the Village	Yes	On-Going	Special Revenue Funds - Transportation Sales Tax	$ 75,000	4%	2%
W36	Bus Parking Lot and Storage Facility	Yes	Programmed	Federal Transit Stimulus Funds	$ 225,001	11%	7%
W37	Street Sign Replacement Parts and Ongoing Maintenance	Yes	On-Going	Special Revenue Funds - Transportation Sales Tax	$ 45,000	2%	1%
W38	Mast Arm Street Sign Replacement	Yes	Programmed	Special Revenue Funds - Transportation Sales Tax	$ 91,500	4%	3%
	Subtotal - Public Works Department				$ 2,059,326	100%	64%
	Grand Total - Capital Improvement Projects				$ 3,222,326		100%

Note:

1 For scheduling purposes the CIP projects are divided in three groups: a) programmed projects are scheduled for completion in Fiscal Years 2011-12 through 2012-13; b) planning projects are scheduled for completion in the last three fiscal years of the CIP; and c) on-going projects are scheduled for every fiscal year of the CIP

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

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 properly. 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.

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.

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.

Countywide Service Area- As the areawide 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

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

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.

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

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

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.