

# Village of Palmetto Bay

“Village of Parks”



Adopted Operating & Capital Budget  
Fiscal Year 2013-14

## *Distinguished Budget Presentation Award*

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*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, 2012. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.*

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





## GUIDE FOR READERS

### **GUIDE FOR READERS**

The Fiscal Year 2013-14 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 and each department, including a three year analysis of staffing levels.

#### **Financial Plan**

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

#### **Communication Device**

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



**VILLAGE  
GOVERNMENT**

**VILLAGE COUNCIL**

Shelley Stanczyk  
Mayor

John DuBois  
Vice Mayor

Patrick Fiore  
Council, District 1

Tim Schaffer  
Council, District 2

Joan Lindsay  
Council, District 3

**VILLAGE MANAGER**

Ron E. Williams

**VILLAGE ATTORNEY**

Eve A. Boutsis, Esq., Figueredo & Boutsis, P.A.

**VILLAGE CLERK**

Meighan J. Alexander, CMC

**ADMINISTRATIVE STAFF**

Desmond Chin, Finance Director  
Fanny Carmona Gonzalez, Parks and Recreation Director  
Chanelle Costa, Executive Assistant to the Village Manager  
Major 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  
Bill Kress, Communications Manager/PIO



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## BUDGET MESSAGE



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

August 9, 2013

The Honorable Shelley Stanczyk, Mayor  
The Honorable John DuBois, Vice Mayor  
The Honorable Patrick Fiore, Council Member  
The Honorable Tim Schaffer, 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 submit the Fiscal Year 2013-14 Proposed Budget for your review and consideration.

During the previous Fiscal Year, the Village of Palmetto Bay brought to fruition a multitude of capital projects. These projects ranged from park improvements, to a number of infrastructure enhancements and traffic-calming measures. The Village has also been able to maintain its "Tree City USA" designation for our commitment to tree planting and landscaping, as well as the "Playful City USA" designation, making playful and active lifestyles a priority for our community.

The prime focus for Fiscal Year 2013-14 will be the redevelopment of the Village's downtown area located in the southern portion of the Village. Village Administration has formed a Downtown Redevelopment Task Force (DRTF), charged with developing ideas that contribute to the creation of an economically and vibrant downtown for the Village. This project will be an exciting development and major milestone forthcoming to the Village and the neighboring areas, making Palmetto Bay a vibrant and inviting live-work-play community. The proposed budget has been prepared in consideration of this goal, as we continue to build for our future.

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### Fiscal Year 2013-14 Financial Overview

By most accounts, the recession is over and all economies from global to local are growing. The amount of growth is where the consensus ends. The International Monetary Fund (IMF) estimates global growth at 3.1% while HSBC Group estimates 2.0% growth. This wide variance in estimates also holds true for the United States national economy. A February 2013 report by Chase estimated US economic growth at 3.2%, but a recent report from IMF only estimates growth at 1.7%. Like the US economy, the Florida economy is growing slowly with unemployment rate at 7.1% down from 8.8% last year (US unemployment is currently 7.6% down from 8.2% last year). Population has always been an important factor in the State's economy, and the U.S. Census Bureau estimates Florida will surpass New York as the third largest state in the near future. The Miami-Dade economy has shown similar improvements with unemployment now at 9.0% down from 10.1% last year. Miami-Dade's economy is being assisted by the depletion of the condo inventory and new ones being built. The Village of Palmetto Bay is dependent on the Miami-Dade economy and the overall health of the Florida economy. According to the U.S. Census Bureau the Village generally fares better than the County overall.

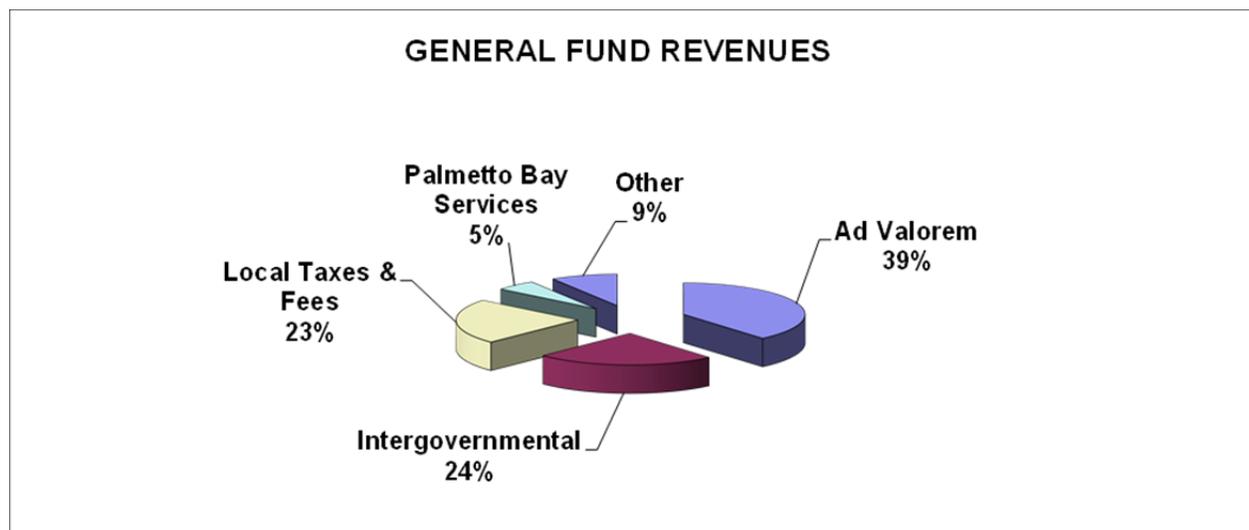
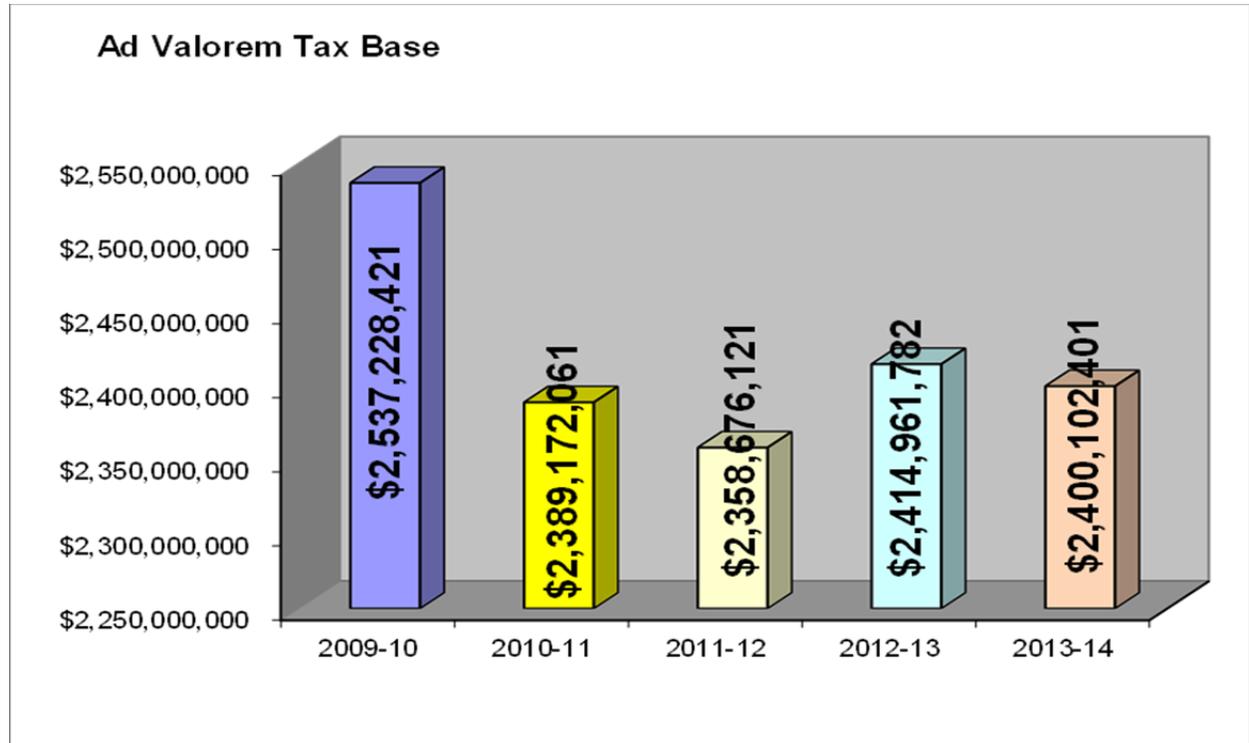
The Village of Palmetto Bay's main revenue source is Ad-Valorem taxes, which had a small decrease of .62% Fiscal Year 2013-14, compared to the County-wide increase of 3.39%. The other major revenue categories are Utility taxes, Intergovernmental Revenues, and Franchise Fees, showing modest increases of 1.64%, 4.02% and 10%, respectively. In Fiscal Year 2013-2014, the total revenues are proposed to be \$13,424,201, plus an allocation from unassigned fund balance of \$1,092,279 for total resources of \$14,516,480. The Village has established a Downtown Redevelopment Task Force to create an implementation plan to redevelop the Village's commercial district in order to increase the Village tax base.

The demographics of the Village of Palmetto Bay have helped the Village fare much better than the county-wide average. The Village has 8,699 properties of which 7,978 or 92% are residential properties and 721 or 8% are commercial and other properties. Of the 7,978 residential properties 6,346 (80%) are primary residence and 1,632 (20%) are rentals or second homes. As of 2011, the average household income for the Village was \$115,913 as compared to the County at \$63,427 per the US Census Bureau. The Village of Palmetto Bay's manner of governance is to use a hybrid of employees and outside contractors, in order to maintain high service levels at a low cost. The Village's conservative management approach has allowed Palmetto Bay to maintain an AA rating with a stable outlook from Fitch Ratings' most recent review.

The Village of Palmetto Bay's financial flexibility has allowed the municipality to maintain one of the lowest millage rates in the County, the sixth lowest in Fiscal Year 2012-2013. For Fiscal Year 2013-2014 the Village is proposing to maintain the current millage rate of 2.4470 and maintain the levels of services from fiscal year 2013. As previously noted, Total assessed property values for Fiscal Year 2013-2014 decreased by 0.62% from \$2,414,961,782 to \$2,400,102,401. For the average residential property owner, values increased from \$235,166 to \$236,599, which represents a \$3.50 increase per property in property taxes to the Village. For the homesteaded, or Save Our Homes property owner, (which allows assessments to increase by 3% or CPI), values increased from

## Budget Message

\$235,251 to \$237,916. This represents a \$6.53 increase per folio in property taxes to the Village for each homesteaded property.



## *Budget Message*

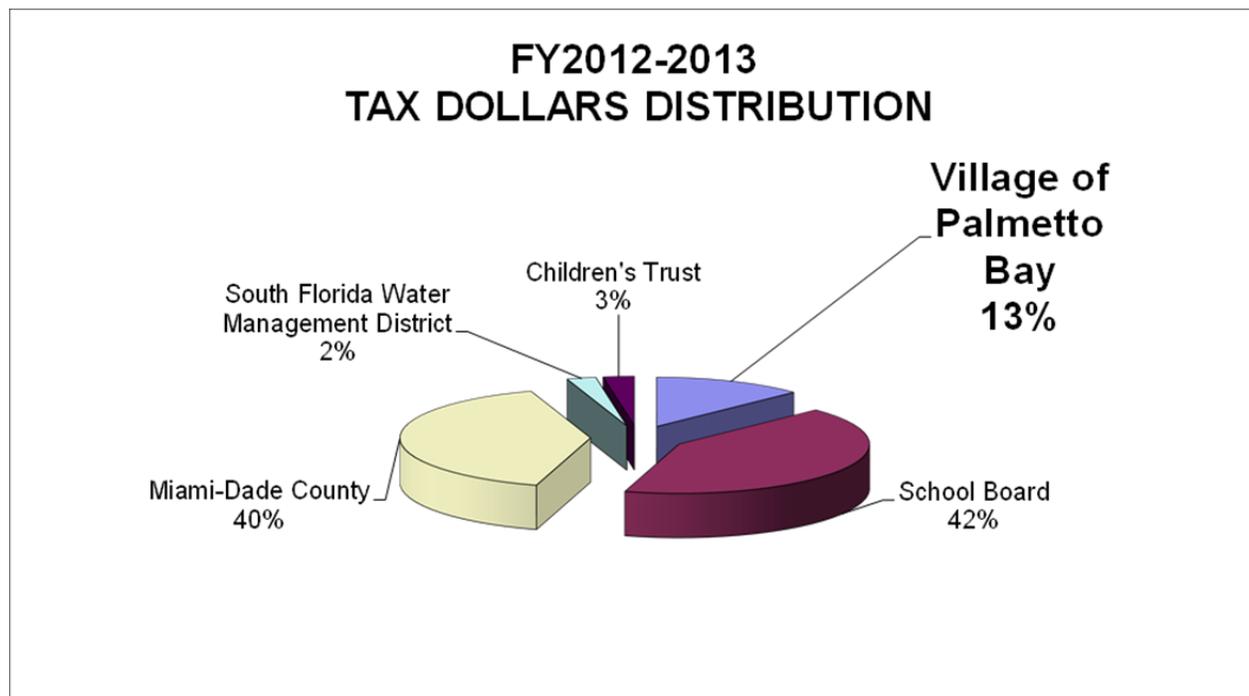
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At the end of Fiscal Year 2011-2012, the external auditors, Cherry Bekaert, gave the Village an unqualified opinion with no significant management comments.

### Fiscal Year 2013-14 Budget Establishing the Tax Rate

It is recommended that the Village of Palmetto Bay adopt a tax rate of 2.447 mills. A mill is equivalent to \$1 for every \$1000 in assessed taxable property value. At this rate, the Village will receive \$5,873,051 in Ad-Valorem taxes, which is \$36,360 less than the prior year.

The amount of a homeowner's property tax received by Palmetto Bay in Fiscal Year 2012-2013 is approximately 13 percent of the total tax bill. The remainder of the tax is distributed to Miami-Dade County Government, Miami-Dade County School Board, South Florida Water Management District, and the Children's Trust.



### Public Safety

The Palmetto Bay Police Unit has continued and will continue to provide outstanding service in the form of reduced crime in most categories while maintaining excellent response for service calls. Fiscal Year 2012-13 was once again marked by an outstanding level of service and dedication. Highlights include:

- **Service** - The Village Policing Unit had 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 continued to assist homeowners in establishing Citizen Crime Watch programs and residential and commercial security surveys to provide a conduit between neighbors and the Police Department in an effort to further reduce crime.
- **Officer Friendly Program** - The Policing Unit conducted Officer Friendly meetings with all elementary aged students attending the Village's public schools. The curriculum consisted of Stranger Danger, Bicycle and Pedestrian Safety, Anti-Bullying, Gun Safety, and Police Officers are Your Friend. Approximately 2,400 children are addressed in this program.
- **DARE-** The nationally-recognized Drug Abuse Resistance Education program was introduced to all fifth grade students attending the Village's public Schools. D.A.R.E. teaches kids how to recognize and resist the direct and subtle pressures that influence them to experiment with alcohol, tobacco, marijuana, and other drugs.
- **radKIDS-** The radKIDS® 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 participated in the program and their adult caregivers to create a true safety partnership.
- **Traffic Safety Initiatives** - The Village Policing Unit continued to address traffic issues with particular emphasis on speeding throughout the Village Limits. These activities will be conducted with regular zone officers augmented with Selective Traffic Enforcement Programs.
- **Equipment** - The Village Policing Unit does anticipate the procurement of additional equipment and supplies this Fiscal Year. The funding for this equipment will come from State and Federal grants that have been received by the Village. Funding is available for basic maintenance or replacement of existing equipment.

The same level of service and commitment will carry through to Fiscal Year 2013-2014. Successful initiatives implemented in past years will continue with a continued commitment to public safety.

## *Budget Message*

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As we forecast revenue streams and expenditures, staffing remains dedicated to serving the needs of the residents of the Village. There are no anticipated additions or reductions in manpower or services during the next Fiscal Year.

### Parks & Recreation

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

**Palmetto Bay Park** – The widely known state-of-the-art softball complex within this beautiful 25-acre facility continues to be the mecca of South Dade for girls softball, hosting twenty (20) travel teams; a large youth sports organizations with dual seasons; the home field for five (5) local high schools; and, many multi-day tournaments, including the nationally acclaimed “Slam Fest”. The many softball programs are complimented by other recreational opportunities including youth and adult basketball, flag-football, cheerleading, and physical-fitness classes. New programs to be offered include an advanced basketball (MDI Sports), soccer (Palmetto Bay United Soccer); and ballet (Ballet in the Park). Regarding the safety of patrons, the Thorguard Lightning Prediction System continues to efficiently forewarn park users of pending lightning danger and affords ample time to seek shelter. Recent improvements include the replacement of selected boundless playground apparatus, ten (10) exercise stations along the walking trail, two (2) new batting cages, picnic pavilion in the playground area, infield irrigation modifications, and conversion of the playground lighting to an automated system.

**Thalatta Estate** – This quaint and charming showcase facility offers a unique setting for a myriad of special events and leisurely activities. The grant funded covered terrace and paved walkways, complimented with lush landscaping, create a picturesque trail to Biscayne Bay and the waterside ceremony site. Recent improvements completed or in process include the refurbishing of the vintage 1926 main house; electrical upgrades; new pedestrian entry; and completion of the irrigation system. The Thalatta Estate website ([www.thalattaestate.com](http://www.thalattaestate.com)) is fully operational, and additional marketing initiatives are being utilized to promote Palmetto Bay’s crown jewel facility.

**Perrine Wayside Park** – Previously recognized as “Miami’s Best Dog Park”, this facility continues to be extremely popular. The new aeration system installed in the lake continues to increase oxygen input and maintains the water in a clear and healthy condition. Upcoming improvements include expanding the small dog area with separate entry to provide protection from larger dogs and improved drainage in the southeastern quadrant of the park.

**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 the crack of dawn to sundown; the newly upgraded children’s playground attracts hundreds on a daily basis; the picnic areas are regularly booked to near capacity; youth sports programs including football and soccer are very successful; and, all are safeguarded by the Thorguard Lightning Prediction System. The tennis center operates under the management of the Parks and Recreation Department, including programming, such as the very popular summer tennis camp, youth tennis teams, group and individual instruction, and special tennis events. Many South Florida Women’s Tennis League and USTA teams utilize the Coral Reef Tennis Center as their home court, and all activities are carefully

## *Budget Message*

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balanced to allow for ample court availability for open play by the general public. New offerings in planning include expanded fitness classes offered through Baptist Health and a youth fitness program. Park improvements completed or in process include refurbishing of the eastside concrete bridge; replacement of the tennis center lighting system, two (2) new batting cages, installation of new cabana benches for the tennis courts, ball field fence-fabric replacement, refurbishing of the meditation garden, and parking lot repaving.

**Palmetto Bay Library and Edward and Arlene Feller Community Room and Amphitheater at Ludovici Park** – This architecturally modern facility hosts the Palmetto Bay Branch Library and many ancillary programs, such as book and reading clubs for children and adults alike. The amphitheater hosts musical competitions and special events such as the “Holiday by the Bay”, summer concerts, and tree giveaways. The windows within the Edward and Arlene Feller Community Room have been appropriately tinted to effectuate a more comfortable venue, as well as allow for the HVAC system to operate with increased efficiency.

The Parks and Recreation Department is continually assessing the parks system to determine possible areas of improvement and/or expansion. We continue to strive to maintain and offer a “365-Day Experience” through the delivery of quality maintenance standards and exemplary service. Recognized as “Playful City USA” for four consecutive years, our Parks Department understands the importance of play and continues to implement more recreational opportunities for all Village residents to enjoy. 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 on any given day of the year. We earn 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*.

During Fiscal Year 2012-13, Miami Dade County Resolution No. 913-12, authorizing the transfer of certain roads through the execution of a road transfer agreement, was amended to complete the process of transferring jurisdiction, ownership, and responsibility for SW 97<sup>th</sup> Avenue within the Village boundaries. Additionally, transfer of the northbound lanes of US-1 to the Village of Palmetto Bay. The Public Works Department will continue to request amendments to the road transfer agreement in an attempt to allow Village of Palmetto Bay to provide for efficient maintenance, redesign and infrastructure improvements of major Miami-Dade County arterial road corridors that will further enhance the quality of life for Village residents.

**Roadway Paving and Sidewalk Improvements-** The Public Works Department is responsible for maintenance and repair of more than 118 miles of paved roadway within Village limits. During Fiscal Year 2012-13, the Department contracted for the resurfacing of multiple roadways within the boundary of the Village. Water valves, manholes, and new pavement markings were incorporated into the overall cost, as well as permanent striping was applied to the resurfaced roadways. Additional roadway resurfacing was performed in conjunction with the Village-wide Localized Drainage Project. The Department continued to enhance connectivity for pedestrian

## *Budget Message*

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passage throughout the Village with the installation of approximately 975 linear feet of new sidewalk, ADA curb ramps, and minor sidewalk repairs at various locations. As a component of the Village's 5-Year Capital Improvement Element of the Comprehensive Plan, the Safe Routes to School (SRTS) program further provides for alternate modes of travel and raises awareness of walking and/or biking within the Village of Palmetto Bay.

During Fiscal Year 2013-14, the Department will expend another \$300,000 for continued pavement overlay and reconstruction of Village roadways. Roadway patching by in-house staff will also occur at numerous locations on an as-needed basis. Water valves, manholes, pavement markings, reflectors, and Civil Engineering Inspection (CEI) expenses will be incorporated into the overall cost for Fiscal Year 2013-14 overlay and reconstruction projects.

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

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

In Fiscal Year 2012-13, the priority recommendations of Safe Routes to School (SRTS) improvements for Howard Drive Elementary and Coral Reef Elementary construction plans were approved by Miami-Dade County and FDOT. Bidding and construction of these SRTS projects are scheduled in FY 2013-14. The planning and design of a SRTS project near Perrine Elementary will commence in FY 2013-14.

**Neighborhood Traffic Calming** - The Department responded to traffic calming requests in Fiscal Year 2012-13. The Department collected traffic data to analyze and evaluate traffic concerns in order to identify and recommend traffic calming measures where warranted. Proposed traffic improvements at SW 164 Street from US-1 (South Dixie Highway) to SW 93 Avenue are pending approval of a conceptual plan in coordination with Miami-Dade County and zoning application approval. Other conceptual traffic calming improvements in the Franjo Triangle area are pending completion of Basin C water and sewer upgrades. The Department continues to work with Miami-Dade County on traffic calming improvements to possibly reduce the speed limit along residential streets and improve the flow of traffic at signalized intersections. Installation of additional speed limit and advance warning signs on roadway segments and random police enforcement contributes to the Department's ability to calm traffic in areas where occasional speeding occurs, and where the volume of traffic does not warrant the implementation of permanent traffic calming devices. In Fiscal Year 2012-13, the Department commenced working with Miami-Dade County Division of Traffic Engineering and our neighboring Pinecrest for the planning of improvements on Miami-Dade County section line roadways at the intersection of Old Cutler Road and SW 136<sup>th</sup> Street.

## *Budget Message*

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The Department continues to allocate funding to update recommendations and prioritization of projects identified in the Transportation Master Plan and to study localized roadway traffic-calming issues. Village recommended traffic improvements designed and approved by Miami-Dade County, are to be implemented with funding allocated in the Fiscal Year 2013-14 budget. The Department will continue its efforts to request traffic calming improvements in coordination with Miami-Dade County Division of Traffic Engineering and neighboring municipalities to construct traffic improvements on County section line roadways and other areas that have cut through traffic, increased traffic volume and speed concerns while incorporating Art in Public Places as a subcomponent of traffic calming projects. Traffic and roadway redesign projects are proposed in the Fiscal Year 2013-14 budget for redevelopment projects west of the northbound lanes of US-1, south of SW 174<sup>th</sup> ST and North of Perrine Avenue.

**Stormwater Drainage (Improvements)/Stormwater Utility** - In Fiscal Year 2012-13, revenue received from Stormwater Utility fees were used to construct drainage improvements at seven (7) locations identified in Phase V of localized drainage improvements. The balance of four locations identified in Phase V localized drainage improvements and Sub-Basin #10 located south of SW 152 Street, north of SW 156 Terrace, west of SW 87 Avenue and east of SW 89 Avenue are designed and ready for construction when funding is available.

The Department is still in the initial phase of establishing its Community Rating System (CRS) program as a component of its stormwater master plan. The Department is in the process of implementing standards outlined in the Preliminary CRS Credit Worksheet. This CRS rating will afford the residents of the Village a reduction on flood insurance once implemented.

Residential and commercial property audits for compliance with the Village's stormwater management ordinance are ongoing. The Department has identified additional stormwater revenue in excess of \$16,000, as a result of stormwater compliance audits of commercial property in FY 2012-13. The Stormwater Utility fees collected on behalf of WASD in Fiscal Year 2011-12 provided funding to pay the \$9,000 annual NPDES Permit Fee, \$21,000 for maintenance of canal drainage systems and \$25,000 expended for on-going preventative maintenance performed through manual inspections, cleaning, and repair of sub-basin structures, inlets/pipes and outfalls.

The anticipated annual \$450,000 revenue in Fiscal Year 2012-13, plus prior year carryover, will continue to fund drainage improvement projects designed and ready for construction in Fiscal Year 2013-14 and serve as a funding match for future grants. Stormwater utility funds have been allocated to pay the \$6,207 annual NPDES Permit Fee, \$21,000 for maintenance of three (3) canal drainage systems; two (2) Village owned canals and one (1) Miami-Dade County shared canal system, and \$25,000 allocated to fund the on-going preventative maintenance performed through manual inspections, cleaning, and repair of sub-basin structures, inlets/pipes and outfalls. Annual maintenance ensures that existing and new drainage systems operate at maximum efficiency whereby reducing roadway ponding and roadway flooding concerns. Public Works, Planning and Zoning and the Building Department will continue to work together to obtain credits to establish its Community Rating System (CRS) rating in an effort to reduce the flood insurance cost for residents of the Village.

## *Budget Message*

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The Department will continue to apply for funding to implement the priorities identified in the Stormwater Master Plan. A civil engineering firm is in the process of updating the Stormwater Master Plan to incorporate new findings and map sub-basin and localized drainage improvements completed. Public Works routinely updates its stormwater website page with educational outreach material as a means of informing the public about the importance of the Village's Stormwater Management Program and further provides stormwater information on WBAY Channel 77.

**Transit Initiatives (I-BUS Transit Circulator)-** Citizens' Independent Transportation Trust (CITT) provides 20 percent 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 2012-13, the Department continued its efforts to increase ridership with surveys and outreach at schools and churches. The fixed route has been revised to more efficiently service peak transit hours. The Department is working continuously with Miami-Dade Transit and neighboring municipal agencies on route efficiencies and programming needs to improve ridership throughout the Village.

In Fiscal Year 2013-14, the Department expects to boost ridership with the development of user friendly outreach material, marketing/advertising, and further enhancement of web based information inclusive of the "L.I.V.E." web based shuttle bus tracking system. Route enhancement study is planned for strategic restructuring of current routes inefficiencies and to provide connectivity to nearby high schools and middle schools within a two mile radius of the Village. Miami-Dade Transit has approximately 44 bus stops within the Village of Palmetto Bay; whereas, 25 ADA compliance bus stops with bus benches and sidewalk connectivity along Miami Dade Transit and Village operated bus routes are currently in the permitting phase and scheduled for construction in FY 2013-14. The Department will hire a third part-time operator dedicated to servicing public and private school transit routes once the comprehensive transit study is complete and route improvements are implemented. Also, the third transit operator (swing shift operator) will provide flexibility for unplanned special events and provide extended transit service during the winter holiday season.

**Street Signage Program** - In Fiscal Year 2012-13, Palmetto Bay blue mast arms internally illuminated street name signage at signalized intersections were installed at intersections approved by Miami-Dade Traffic Signals and Signs Division. The Department continues to install co-designation street name signage. This year the Village co-designated SW 162<sup>nd</sup> Street from SW 80<sup>th</sup> Avenue to SW 78<sup>th</sup> Avenue as "Kaely Camacho Way". The Department replaced two (2) damaged street signs and replaced 433 faded finials. Finial replacement will continue in Fiscal Year 2013-14 until the remaining 178 faded street sign finials are replaced.

In Fiscal Year 2013-14, the Department of Public Works will install additional internally illuminated street name signs at signalized intersections consistent with the street name signs installed at non-signalized intersections to further identify roadways within the boundary of the Village. Funding continues to be allocated on an annual basis for ongoing maintenance, repair, and replacement of street name signage under the jurisdiction of the Village. The Department will continue to implement a comprehensive signage program which will limit the number of signs throughout the municipality while providing a clear, methodical sequence of directional elements to all destinations within the Village.

## *Budget Message*

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**Right-of-Way and Swale Enhancement (Beautification)** - The Village has held Tree City USA designation since 2008 and the Tree City Growth Award for its outstanding accomplishments and continued commitment to the greening of Palmetto Bay since 2011. Residents and visitors continue to observe an increase in proactive tree maintenance through the efforts of the ground maintenance staff and with the implementation of a Street Tree Request Form. The trees and landscape planted this year improves the public image and level of neighborhood streetscape. In Fiscal Year 2012-13, the Department planted 150 trees to beautify its right-of-way and swales along various neighborhoods streets consisting of Live Oaks and Silver Buttonwood in the right place and where sufficient right of way existed. The Department in conjunction with Parks and Recreation gave away approximately 250 free trees of various species to residents of the Village at the Village's third annual Tree Giveaway Program which took place during the 2012-2013 annual Earth Week celebration.

The Department submitted an application for Urban and Community Forestry grant funding in FY 12-13. Through these efforts, a \$15,000 grant award from the Urban and Community Forestry Grant Program has been awarded to fund a tree inventory project for trees planted in the municipal right-of-way in Fiscal Year 2013-14.

In Fiscal Year 2013-14, the Department will continue to maintain Tree City USA status with a proposed budget of \$50,000 to support the annual requirement of at least \$2 per capita for maintenance, installation of new street trees and as matching funds to complete the tree inventory project. The Village remains committed to meeting the requirements of Tree City USA and Growth Award status in Fiscal Year 2013-14.

The Department expects to respond to street tree planting request in Fiscal Year 2013-14 consistent with the tree species previously planted. The Department will update the Street Tree Master Plan to reflect the street planting mounted in the Village since its incorporation and to develop a streetscape plan for US 1 Corridors and as a component of the Village's Downtown Redevelopment Task Force. The Tree Advisory Board and the Department will continue to apply for grants to fund future greening efforts of the Village.

**Federal Stimulus/Transit Assistance** - In Fiscal Year 2012-13, ADA compliance at bus stops and bus stop signage installation/enhancements at 25 Village IBUS bus stop locations were designed and are in the final phase of approval. Bidding and construction is scheduled in Fiscal Year 2013-14. The balance of the federal transit stimulus funding from Miami-Dade Transit Authority (MDTA) will be used to offsite the cost design, bidding, and construction of a parking lot at the Public Works Facility in FY 2013-14.

### Planning & Zoning/ Code Compliance

The Department of Planning & Zoning, is comprised of two (2) divisions: Planning & Zoning and Code Compliance. The Planning & Zoning Division is responsible for providing technical and professional recommendations to ensure strict adherence to the Village's Comprehensive Plan, Land Development Code, and any other concurrency regulations. The goal of the Planning & 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

## *Budget Message*

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educating the public on the Village's code compliance regulations and enforcing those regulations in the utmost professional manner. The overall goal of this division is to ensure the safety, health and welfare of each resident and neighborhood in a responsible, professional, 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. The Village initiated its first Evaluation and Appraisal Report (EAR) of the Village's Comprehensive Plan in January of 2012, as provided for by Florida Statutes, Section 163.3191(13). This evaluation is a significant event in a community's planning program. It provides a formal occasion for the Village to assess its progress in attaining adopted objectives and an opportunity to review earlier goals for continuing relevance. The EAR is scheduled to be completed in December 2013 and will subsequently be transmitted to the appropriate state and county agencies. In September 2012, the Planning and Zoning Department completed the annual update of the Village's Capital Improvement Element of the Comprehensive Plan and the 5-Year Capital Improvement Program. The Planning and Zoning Department will continue to work with other departments on the annual review and update of the Village's 5-Year Capital Improvement Program as required by Chapter 163, Florida Statutes.

**Land Development Code** – During Fiscal Year 2012-2013, the Department continued to review and modify the Village's Land Development Code. Ten Code amendments were processed and enacted. The Department is currently reviewing other portions of the Code to address Council's concerns relating to vested rights, single family parking regulations, peddler restrictions, hand held signs, the scope of the Village's Mixed Use District, and the FT&I District. The Department will continue to review and modify the zoning code, when necessary, to reflect the Village's evolving land development objectives.

**Zoning Applications** – During Fiscal Year 2012-2013, the Village held four zoning hearings for 11 applications. Further, the Department is currently reviewing three major site plans which will require public hearings. Approximate value of approved and pending projects exceeds \$50,000,000 in construction value.

**Master Landscape Plan** - On April 2, 2012, the Landscape Mitigation program was adopted. In support of that program, a Master Landscape Plan will be developed to guide its implementation. The Village is currently exploring seeking-grant funding for the Master Landscape Plan, through the Florida Department of Transportation's "Transportation Improvement Plan" or TIP.

**Code Compliance** – The Code Compliance Division is an integral part of maintaining the vitality and quality of life in the Village and continues to be responsive and resident-friendly. A system of courtesy notices remain in use and has been well received within the community. This past year, Code Compliance closed 210 cases through a special master hearing process and the focused efforts of our code compliance officers. Since its inception in 2007, the Division has been charged with enforcement of water restrictions. In Fiscal Year 2012-2013, there were no water restriction violations cases. This significant drop in cases is due to the Division's direct communication with Village residents to ensure that the water restriction regulations are adhered to in accordance with the requirements set forth in the Village Ordinance and South Florida Water Management District adopted guidelines. The Division will continue its efforts to develop user-friendly brochures and

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materials to enhance code compliance throughout the Village. Code Compliance will continue to focus on neighborhoods that are in transition to ensure that the Village's efforts to maintain property values and overall condition of the Village, as required by the Code. The neighborhoods impacted by foreclosures will continue to be monitored by the Division. In Fiscal Year 2012-2013, the Division collected over \$115,367 in recorded liens from banks and other financial institutions with foreclosures properties in the Village. Further, the Division spent \$12,141 (with \$14,836 recovered to date) through the Lot Maintenance and Abandoned Program to maintain those properties that were abandoned as a result of the foreclosure crisis. These expenditures are recovered through the imposition of liens on properties that are brought into compliance under this program. For Fiscal Year 2013-2014, 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** –For Fiscal Year 2012-2013, a total of \$46,000 was deposited into the public art fund. Since its inception, a total of \$386,000 has been deposited into the fund, including several unsolicited private contributions from residents and local businesses. The Village will continue to enhance the public realm with the installation of permanent and temporary artworks including the rotating art exhibit program at Village Hall and other public facilities. In addition, the Village will continue to increase its international presence by working with foreign cultural institutions to promote cultural awareness through the visual arts. A request for qualifications was released in August of 2012 to secure a permanent art installation for the plaza at Village Hall. It is anticipated that this project will be completed during Fiscal Year 2013-14.

**Geographical Information System (GIS)** –The GIS system enables the Village to conduct planning and zoning analyses at the parcel level. Phases of development include the GIS layer of all zoning agreements; search tool for resolution numbers; migration of GIS Interface to the Microsoft.NET Framework; the addition of a GIS Interface to search zoning resolutions; update of flood zone maps; the incorporation of the 2012 aerial photos; a webpage displaying details about Palmetto Bay zoning documents; the creation of a layer for all zoning agreements, along with a search tool for resolution numbers; and, the integration of Code Compliance data. During the 2011-12 fiscal year, the Village completed mapping of the Village's storm drains, street signs names, and sidewalks. This project provides Public Works with an inventory of all storm drains and sidewalks in the Village. This information is used to locate the individual storm drains and sidewalks in need of improvements or upgrades. The Village will continue to work with the Building Department to integrate the GIS system with the new building and planning software. The GIS consulting team and staff will work toward creating a project/document management system for the GIS.

**Sidewalk Cafés** –The Planning and Zoning Department oversees a total of 16 permitted sidewalk cafés which are renewed annually. Several state of the art buildings throughout the community has increased the interest of potential restaurant owners, focusing mainly in the mixed-use FT&I District and US-1 Commercial Corridor. Reflective of past performance, the Department of Planning & Zoning believes the number of sidewalk cafés may continue to increase during the fiscal year to come.

**Historic Preservation Program** – The Village through the assistance of the HPAB has been conducting a historic structures survey to recommend designation of historic landmarks. The

Historic Preservation ordinance was amended in July of 2012, aligning it with the Miami-Dade County Rules and the Board has begun to review the historic structures survey for those properties that may be eligible for Historic Designation consideration. Currently, the Board and staff continue to work with Miami-Dade County Office of Historic Preservation to conclude the designation process of the rock walls along SW 152<sup>nd</sup> Street and SW 168<sup>th</sup> 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. Miami-Dade County officials from the Office of Historic Preservation raised an interest to Village Staff of creating a way to red flag certain properties that may be in sensitive archeological areas within the Atlantic Coastal Ridge adjacent to Biscayne Bay prior to the commencement of any building work that may alter the current grounds.

**Local Business Tax Receipt** - During Fiscal Year 2011-2012 the Planning and Zoning Department implemented a joint program for Certificate of Use and Business Tax Receipt in order to ensure that all businesses were properly located, compliant with all applicable regulations, and current on their required business tax. The program has achieved an average compliance rate of 95% for new and existing businesses. This current fiscal year the program collected \$30,000.

### Building and Capital Projects

In the last fiscal year, the Building and Capital Projects Department has continued providing its customers excellent service by following and implementing the recommendations of the initial Building and Permitting committee. Recommendations from the latest Building and Permitting Committee, which sunsetted in April 2012, will be introduced and implemented as adopted by Council during the upcoming fiscal year. The Department responsibilities include permitting, inspections, and supervision of the capital projects for the Village. In FY 2010-2011, all Zoning plan reviews and inspections were transferred to the Department of Planning and Zoning. This year, one code officer will be transferred to our Department to better serve the community.

**Building Permitting Activity** – Approximately 3,337 residential and commercial permits were issued in Fiscal Year 2012-13, representing a modest increase of about 23% from the previous Fiscal Year. Permit inspections for Fiscal Year 2012-13 increased by 11% to a total of 9,750 inspections. This increase in inspections is directly attributable to improved tracking and supervision of field inspectors and tracking of passing and failure rates. In Fiscal Year 2013-14, an increase is forecasted in both permitting activity and inspections as overall economic conditions continue to improve. Revenues for Fiscal Year 2012-13 are projected to be approximately \$720,000, while revenues for Fiscal Year 2013-14 are projected to rise to \$800,000.

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

In addition, a tracking service was recently implemented that ensures quick review time of all plan submittals, tracking of inspections with pass/fail rates, and a customer-survey exit form that gauges

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the service provided by the permit clerks. At the present time, the residential plan review average is 1.7 days and commercial plans review average is 2.1 days. This is a vast improvement from the past, when the averages were seven days for residential and 15 days for commercial. This current average turnaround time is the best in the County. All inspections are done by the next working day and we anticipate this trend continuing for the next fiscal year. The failure rate of all inspections is 23%, which is well within industry norms.

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

**Green Initiatives and Certification** – The Department produced a flyer and a section in the resident newsletter on the importance of “greening” and the conservation of resources during Fiscal Year 2010-11. The Department, in cooperation with the Department of Planning & Zoning, presented to the Council a Green Ordinance for commercial activity that provided real incentives on all construction projects. In 2013-14, a residential Green Ordinance shall be drafted for consideration by the Council. The Department is also proposing that the Village become a member of the Florida Green Building Coalition (FGBC), Local Government Standards, and become a designated Green City member (by adopting the required changes). Lastly, two employees will attend LEED accreditation courses to become LEED accredited professionals to better serve the Village needs.

**Capital Improvement Projects** – Last fiscal year saw the completion of the main house renovation for Thalatta, the reconstruction of the pedestrian bridge in Coral Reef Park, the shade and lighting systems for Coral Reef park tennis facility and the renovation of the bathroom roof at Coral Reef Park. In 2011, the concession building became the first municipal building to obtain LEED certification in Miami-Dade County and in 2012, Village Hall achieved Platinum certification.

The Building Official also functions as the Village’s Construction Manager, thus eliminating the need for outside assistance, providing substantial savings for the Village. Additional matters related to maintenance and construction, RFP and RFQ for construction related services, and other projects will also be managed within this Department. The Department will propose a tracking system to ensure better coordination with the project from inception to completion.

Lastly, in FY 2012-2013 the Downtown Redevelopment Task Force (DRTF) was formulated to help guide the Village in redeveloping the Downtown corridor. We anticipate finishing this work during Fiscal year 2013-2014.

### Administrative/Policy Functions

#### Human Resources

Once again this fiscal year, the Human Resources Department extended new training opportunities to employees, completed all required recruitment efforts, administered the employee benefits program, managed worker's compensation claims, and responded to all personnel matters affecting employees and the Village. Other departmental accomplishments in FY 2012-13 include the following:

- **Training and Professional Development:** The Department organized and facilitated training in safety, diversity and management. Building on the foundations laid last year, the Department organized an OSHA-accredited safety training class through the Florida League of Cities for nine employees, mostly supervisors, addressing federal safety regulations and practices. Additionally, as part of our ongoing efforts as an organization to educate all Village employees on the impact of sexual harassment and encourage positive relationships in our diverse environment, the Department partnered with Florida International University and provided three training sessions, individually tailored for managers and for general personnel. Lastly, training through another partnership with Florida International University will be taking place during the summer. This session will provide management and supervisory skills training, that will be focusing on effective leadership strategies, personnel management, relevant labor laws, and important Village policies. The Department has also began to track and monitor employee training through the Eden software.

Following our commitment to training and professional development, the Department updated and re-launched the tuition reimbursement program. As a result, four staff members took advantage of this invaluable benefit. As planned, health and wellness information was regularly provided through the employee webpage, which is updated on a monthly basis. Overall, this past fiscal year, every Village employee participated in at least one of the training courses offered by the Department.

- **Recruitment:** During Fiscal Year 2012-13, the Human Resources Department initiated and processed 30 recruitments and screened 778 applications for new and existing positions, which are approved in the Adopted Budget. For new positions, the recruitment process involves the development of a position description and classification. The description, classification and salary of the position is determined after surveying comparable cities and positions, is consistent with a main departmental goal to attract and retain highly qualified employees. For existing positions, a review and update approach is followed. All recruitments require the advertising of the position, screening of job applications, and the processing of a background review. During the course of the fiscal term, the Department completed the hiring and new employee orientation process for nine full-time positions, 16 part-time positions, and 22 seasonal employees.
- **Benefits:** The Department met with various insurance brokers and worked with the Village's insurance representative to solicit quotes from various carriers for all current insurance policies. While a portion of the Affordable Care Act mandates for carriers have

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already gone into effect, there are others that are scheduled for implementation this year, and these changes are expected to have an impact on the premiums charged by the carriers. On average, a rate increase ranging from 15-25% is expected. For the Village plan, the rates for the upcoming fiscal year at the beginning of August. The Village expects to offer multiple plan structures for employees to expand their choices, while maintaining a limit on the amount that the Village will cover. Additionally, the Department will continue to follow the guidance documents and reports issued on the new laws to ensure employer compliance.

- **Other Initiatives:** As planned, the Department continued to expand communications among staff through the Employee News webpage; a web-based informational newsletter providing important news and announcements to employees, health and wellness information, and other related information intended to recognize employees and boost morale. The page, which is accessible to all employees, also serves as the repository for personnel forms and documents. The Department also organizes monthly and seasonal employee recognition activities. Another important activity that was undertaken during the fiscal year was the Take Our Sons and Daughters to Work Day. On this day, employees brought their children to work and the students had the opportunity to interact with a Councilmember and be part of a video produced by the Village's Communications Division.

Working with legal support, the Department also embarked on the overall updating of the Village policies and finalized the revisions to various sections of the personnel manual. The Department also developed a new policy for internships within the Village and will conclude the revision of the Holiday policy. It is anticipated that other policy changes may be required to ensure compliance with Healthcare Reform. Other departmental initiatives include launching of the Benefits Enrollment module in Eden, continuing to work with the Building and Capital Projects Department on the ongoing efforts of the Downtown Redevelopment Task Force, and populating the Eden database to allow for online recruiting, which includes applicant access to job posts and position information, online applications, applicant monitoring, and applicant status reports available online to potential applicants.

### Finance Department

For Fiscal Year 2012-2013, the Finance Department received the Distinguished Budget Award from the Government Finance Officers Association for the eighth 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 seventh consecutive year. The Village's financial condition was in excellent shape as of September 30, 2012 as reported by the Village auditors, Cherry, Bekaert LLP.

In Fiscal Year 2012-2013, the Finance Department went through reorganization, with two employees retiring, and the addition of a Senior Accounting position and Procurement Specialist position. All processes and procedures were reviewed and redistributed to improve the segregation of duties and responsibilities. The Senior Accountant position is extremely beneficial in providing a more appropriate level of continuity in the Finance Department.

During Fiscal Year 2013-2014, the Finance Department will review its internal policies between departments to see if any processes can be improved for greater efficiency and internal controls.

### Office of the Village Manager

Since incorporation in 2002, the Village remains 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 residents of Palmetto Bay, since 2002, have envisioned a thriving downtown district in the Village's southwest corner surrounding US1. This area, now known as the Franjo Triangle & Island or the FT&I district, has long been in need of a transformation that befits the community. With this in mind, together with the support of the Village Council, the Village Manager and staff have been overseeing the goals and progress of the newly formed Downtown Redevelopment Task Force. This group, which is made of community stakeholders, has willingly taken the duty of analyzing the area and producing a comprehensive plan that will spur redevelopment of the area. This project will not only create a sense of community and give the Village a sense of place, but will also serve as an economic engine. Most importantly, a project of this sort will diversify revenues and shift the tax burden from the residential to the commercial sector. In Fiscal Year 2013-14, it is proposed that this project come to fruition, which will then begin to enhance the Village's overall financial viability now and well into the future.

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

Throughout Fiscal Year 2012-13, the Communications Office continued to streamline its existing electronic communications vehicles (e-newsletters, main website, Village Green website, etc.) while maximizing use of highly effective social-media to encourage citizen engagement. Facebook, Twitter, and Constant Contact e-newsletters, and citizen surveys, in particular, serve to harness audience interest, drive traffic to the Village website, and significantly enhance public participation in the government process.

Also in Fiscal Year 2012-13, upon direction of the Village Council, staff enriched and expanded WBAY, Palmetto Bay's Government Access TV program line-up. We now offer nearly four-and-a-half hours of unique video content in our "Village Video Showcase" and "Community Showcase" libraries, which serve as the back-bone of our 24-hour program line-up. In addition, we expanded our reach into the local cable market of 8,000 homes by reaching an agreement with AT&T to broadcast WBAY to the estimated 2,000 subscribers of U-Verse cable TV, via Channel 99. This is in addition to our existing agreement with Comcast Cable to broadcast to its 3,300 local viewers, via Channel 77.

In Fiscal Year 2013-14, this Division will continue fortifying and streamlining delivery of key information, resources, and messaging. Proven communications tools and methods will be used to foster greater interest and participation in the local government process, services, and programs.

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

- **Live Streaming Video** – Allows convenient live-streaming viewing of scheduled Council Meetings over the internet.
- **Video on Demand** – From a centralized, up-to-date library on the Village website, the public may view past meetings at their convenience. They may also establish RSS subscriptions, to automatically download the most recent content. This new service also enables audiences to share videos over social networking sites, such as Facebook and Twitter, and through e-mail newsletters – all which increases visibility and viewership.
- **Government Access Channel** – The Village will continue to provide government access cable-TV coverage of public meetings via Comcast Cable Channel 77 and AT&T U-Verse Channel 99. Staff will capitalize on the professional branding of WBAY Channel 77/99, all the while ensuring we maintain broadcasting standards set forth by Florida Statutes regarding local broadcast coverage of public meetings.

**Village Website** – Staff professionally maintains a robust Village website that reflects our commitment to providing top-quality municipal services and easy access to information. It is imperative that our website maintains a high quality, up-to-date, inviting presence – while at the same time is functional and easy to use. In Fiscal Year 2013-14, we will introduce enhanced navigation features and interactive calendar functions to improve the “customer” experience.

For a community of 23,000 residents, Palmetto Bay’s website is extremely well used, with more than 75,000 unique visitors over the last year (Aug. 1, 2012 - July 31, 2013). Those unique visitors accounted for over 135,000 actual visits to the site – or about 371 visits per day. Most people viewed about three pages per visit, accounting for 381,000 page-views. Not surprisingly, about 60 percent of those page views included a combination of a Homepage visit and a Human Resources visit. Among the top 25 pages, Coral Reef Park, Parks and Parks Rentals, Agendas & Minutes, Village News, and Police ranked among the most popular website destinations.

Also among the top 25 most-visited pages: the “Streaming Media Archive” page, with 3,200 page views. These are visitors locating links for live-streaming and/or on-demand meeting broadcasts – evidence of a growing reliance on video-based communications among Village residents.

**Social Media** - The Village continues to expand its presence among the world’s major social media networks: Staff is fully exploiting Facebook, Twitter, and YouTube due to their continued popularity and intrinsic ability to elevate the Village’s internet presence. New-age communications and upfront positioning on the internet serve to harness and re-direct traffic to our more traditional communication base: the Village website. Social media also is a means of providing immediate notification of Village happenings and events in real-time. Social Media also is used to effectively convey severe weather information and Police notifications. In Fiscal Year 2013-14, staff will

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leverage Facebook's promotional features to "Boost" notice of Village events, programs, and services. The Village enjoys a growing presence on the following interactive communications networks:

- **Village Facebook** - Subscriber volume, which is measured by the number of followers who "Like" the Village Facebook, is approaching 1,300 (an increase of about 400 from last year). During any given week, 2,000 unique visitors view the Village Facebook "Wall." The "Events" section of Facebook is a well-used feature that is essential to promotion of Village-sponsored activities and community events. We also use the "Photo Gallery" to publicize pre- and post-coverage of events, lost dogs, etc. – very popular features among new and existing users. (NOTE: As a result of staff's first use of "Boost" on Facebook (August 1, 2013), which continually repositions Village notices to the top of viewer news feeds, Palmetto Bay's Facebook reach expanded from 1,500 views a week to an impressive 14,000 views – an increase of 1,228% – which translated into unexpectedly high attendance at the Village's first-ever Back-to-School Carnival. We also added nearly 25 new "Likers" in that one week period, a direct result of our successful use of Boost.)
- **Dog Park Facebook** - We also enjoy growing interest in our Facebook page for animal lovers, the Palmetto Bay Dog Park Facebook. This wall is where residents share lost-and-found information and photos of their pets. The Village uses the wall to post park maintenance notices and other helpful resource information. Currently, we boast 450 regular users.
- **Twitter** - With about 300 users, we continue to generate new followers on Twitter at Twitter@PalmettoBayHome, by generating more than 20 tweets weekly – a healthy volume for this medium. In the year ahead, we plan to increase Twitter use, as its fast-delivery format appeals to an enormous and unique audience of resident-, business-, and organization-user groups.
- **YouTube** - Similar news on the YouTube front: We will target growth of this under-used network to drive new traffic to our mainstream communications center, the Village website, where visitors will be exposed to – and, in turn, participate in – Village services, programs, and the government process in general.
- **Electronic Newsletters** - Our resident newsletter, "e-Currents" continues to serve the community well, with more than 250 new subscribers in the past year for a total base of 1,650 recipients. We also produce Seniors-on-the-Go newsletter and News Media Advisories. These vehicles inform audiences of activities and Village events; and provide one-click links to the Village homepage, Facebook page, etc. Palmetto Bay also enjoys an extremely healthy open rate of 45-50% for a Government sector newsletter. The average rate of e-news recipients who actually open a newsletter sent by a government body is just 25%. As a result, the Village has been honored as a Constant Contact "All Star" for three years in a row.

### Office of the Village Clerk

The Village Clerk is one of the three Charter Officers that report directly to the Village Council. The Village Clerk's office continues to work diligently with the Village Council, the public, and Village Hall staff. Her responsibilities include providing administrative support to the Village Council, drafting Minutes for permanent retention, attending all Council meetings, serving as the Supervisor of Elections, acting as liaison between the public and the Council, managing public records, and coordinating IT functions throughout the Village's facilities. This Fiscal Year (through July 31, 2013) the Village Clerk attended ten (10) Regular Council Meetings, five (5) Special Council Meetings, five (5) Zoning Hearings, and fifteen (15) Committee of the Whole Workshops, preparing notes and minutes for historical and permanent retention. Nineteen Ordinances and 87 Resolutions were indexed to date (last Fiscal Year, 21 ordinances and 91 resolutions were passed.) On behalf of the Mayor and Council, 48 Proclamations and 25 Certificates of Appreciation had been written and presented. Additionally, with regard to public records management, over 82 public records requests were processed in accordance with Florida Law; and the off-site storage facility was re-designed, shelves were installed, and all records were inventoried for ease of retrieving documents stored for shorter retention periods. Additionally, the Village Clerk served as the Secretary to the Educational Compact Advisory Committee, which recently completed its task, and has forwarded the draft Compact to the Miami-Dade County School Board for action. The Village Clerk also served as Supervisor of Elections for two elections this fiscal year: Vice Mayor, District Seat 2, and the Charter Revisions for the November 6, 2012 election, which was conducted successfully; and the Special Election of June 25, 2013, for the expansion of Alexander School, Inc. She worked closely with the Miami-Dade County Elections Department and both elections were concluded without difficulty.

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

### Office of the Village Attorney

The Office of the Village Attorney provided outstanding service to the Village in Fiscal Year 2012-13. The office continues to support the Village Council, assists the Planning and Zoning Department with drafting several ordinances to update the Land Development Code, and ensures that the Code is tailored to meet the needs of the Village and direction of the Council. The Village Attorney continuously monitors new state/federal laws, and offers updates to the Village's Code accordingly. With regards to the recent elections, the Village Attorney drafted all ballot questions relating to amending the Village Charter. Additionally, the office assists with the negotiation and

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preparation of all agreements, contracts, grant applications, bonding and other applications, as required by the Village and assisted in developing the contracts relating to the selection and contracting of Art in Public Places artwork. Through last fiscal year, the Village Attorney 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; and assisted with the settlement of the charter school litigation under Parkside at Palmetto Bay, LLC v. the Village of Palmetto Bay. The office provides crucial guidance to staff and the Council on all pending zoning applications, modifies the Village Code per the direction of the Village Council including over 20 different amendments to the Code, and provides clear direction to the newly elected officials from the 2012 election cycle. 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 assisted the Charter Revision Commission with its efforts to review and update the Village's Charter. For the benefit of the Village's administration, the office developed, reviewed, and finalized grant agreements, in addition to drafting and reviewing all architectural, construction, and service contracts to insure legal accuracy and appropriateness. The responsibilities of this office also include assisting code compliance, on an as-needed basis, and filing foreclosure actions, when applicable, due to unpaid liens issued for failure to comply with the Village's Code. In accordance with the Council's direction and based upon outstanding litigation relating to property rights issues, the Village Attorney has allocated a litigation contingency budget.

### The Village Council

The Village Council continues to focus on strategic priorities, represent the community in an appropriate, professional manner, and respond to the needs of the residents of Palmetto Bay. In the performance of their duties, the Council took the following legislative actions in Fiscal Year 2012-13:

- Created an incentive for businesses that use Green construction, further the Village's effort to be energy efficient.
- Required additional, detailed information as a standard for pre-construction and construction projects in order to provide for clarity and safety.
- Revised the Village's noise ordinance to more accurately reflect the desires of the public.
- Modified the ordinance pertaining to parking requirements to remove ambiguity.
- Strengthened the laws regarding landscape buffer maintenance in order to improve the beauty of our Village.
- Provided ad valorem tax relief to long-time residents (25 years with homestead exemption) over the age of 65 who meet a particular qualifying income.
- Amended the Code to be consistent with regard to the standard used to measure height requirements.
- Following the recommendations of an advisory committee, revised the Code to adopt a Building Permit Fee schedule that was clear and concise.
- Allowed funds from the Village's Street Sign Loan to be expanded to include approved CITT projects, which will improve traffic and safety throughout the Village.

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

- Entered into a contract for landscaping maintenance throughout the parks.
- Authorized the Village Manager to enter in a contract to continue beautification efforts by installing additional trees throughout the Village's right-of-way.
- Authorized continuing resurfacing and striping throughout the Village roadways.
- Continued storm drain cleaning maintenance throughout the Village in order to insure that roads are free of standing water following storm events.
- Authorized expenditure of funds for turf maintenance equipment in order to allow staff to provide enhanced maintenance to continue beautification efforts of the Village's parks.
- In order to continue to improve drainage throughout the Village, Council authorized the selection of a contractor for Phase V drainage improvements.
- Continued to install and repair sidewalks throughout the Village.
- Contracted engineering services to assist with construction plans for the Safe Routes to School program for Coral Reef Elementary.
- Authorized the filing of a grant application under the State's Recreational Trails Program to provide improvements to the Coral Reef Park trail.
- Conducted a public hearing for revisions to the Parks Master Plans to provide significant improvements at the Village's Parks.
- Approved the Manager's recommendation for hiring of a construction contractor to begin much-needed improvements to Thalatta Estate, further enhancing this outstanding facility.

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:

- Supported the Miami-Dade County School's capital bond referendum.
- Supported the Miami-Dade County Policing Unit's grant application, accepting a grant from the Edward Byrne Memorial Justice Assistant Grant Program.
- Urged the State to adopt legislation to require all Florida automobile insurers that offer nationwide property insurance be mandated to provide property insurance in the State of Florida.
- Approved the following issues for the Village's Legislative Priorities:
  - Supporting House Bills relating to creating the Safe Schools Trust Fund;
  - Supporting Miami-Dade County Schools' 2013 Legislative Program, specifically related to accountability and funding of charter schools;
  - Supporting Senate and House Bills expanding early voting;
  - Supporting Senate and House Bill relating to renewable energy producers;
  - Supporting the bills that mandate a cap of 10% increase for Citizens Property Insurance Corporation;
  - Opposing legislation that restricts revenues generated under the Communication Services Tax; and
  - Supporting adding new drugs to the controlled substances list for Schedule 1 enforcement.

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- Recognizing the importance of our educators, the Council passed legislation supporting Governor Scott's initiative to increase public school teachers' salaries.

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

### Fiscal Year 2013-14 Proposed Budget Message Summary

The Fiscal Year 2013-14 Proposed Budget:

- **Enhances Government Accessibility** – The Budget outlines the process by which existing and emerging communication technologies will foster interaction between the Village and its various audiences.
- **Achieves Excellence in Financial Reporting** – The Budget allows the Finance Department to provide timely submission of documents to budget excellence award programs.
- **Maintains 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.
- **Enhances Quality of Life** – The Budget will continue to support the Village's goal of providing a safe, clean, and attractive environment for residents on any given day of the year.
- **Quality Legal Services** – The Budget provides for continuation of quality legal representation.
- **Community Outreach** – The Budget supports the Village's Policing Unit in efforts to work with neighborhood schools and residents to strengthen the relationship between police and the community.
- **Strengthens the Village's Identity** – The Budget requires that various municipal departments work together to enhance and promote a positive public identity.
- **Maintains the Community** – The Budget allows departments to upgrade and maintain an infrastructure that sufficiently supports the physical environment of our community.
- **Grant Applications** – The Village will continue to seek and secure funding from various government and agency sources to continue efforts to build and enhance our community.
- **Parks and Facilities Maintenance** – This Budget provides funding to insure that Village investments in infrastructure and amenities that have been constructed for the benefit and

## *Budget Message*

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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.

Much appreciation is extended to the Village Council, Village staff, and the overall community for placing the development and continued progress of this small government above all.

As the third employee hired by the Village and as I have recently celebrated my ten year anniversary in the Village's employ, I would like to express how honored and proud I am to have served as the second Village Manager of this outstanding city. My tenure here has been both challenging and satisfying and I look forward to serving the Village, my home, for many years to come.

Sincerely,



Ron E. Williams  
Village Manager



**BUDGETARY &  
FINANCIAL POLICIES**

### ANNUAL BUDGET PROCEDURES

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

#### **TRIM:**

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

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

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

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

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

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

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

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

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

## *Budgetary and Financial Policies*

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Section 4.6 defines the Fiscal Year as follows:

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

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

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

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

### **Budget Amendments:**

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

**BUDGET CALENDAR**

- May 13** Budget Workshop
- 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 8** Maximum millage rate adopted.
- August 4** Notify the Property Appraiser of Proposed Millage Rate.
- August** Proposed Budget is published.
- August 24** TRIM notices are mailed by County.
- September 9** 1<sup>st</sup> Budget hearing.
- September 18** 2<sup>nd</sup> Budget hearing and adoption of Budget and final millage rate.
- September 21** Deadline for notifying Property Appraiser and the Tax Collector.

### BUDGET AND ACCOUNTING BASIS

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

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

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

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

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

## *Budgetary and Financial Policies*

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### FINANCIAL POLICIES

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

#### **Operating Budget Policies**

The Village will pay for all current expenditures with current 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. Florida Statute requires all municipalities to adopt a budget that is balanced which means the amount available from taxation and other sources, including balances brought forward from prior fiscal years, must equal the total appropriations for expenditures and reserves.

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

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

The Village will prepare quarterly budget to actual reports.

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

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

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

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

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

#### **Debt Policies**

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

The legal debt limits are set as follows:

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

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

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

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

### **Revenue Policies**

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

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

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

### **Reserve Policy**

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

### **Investment Policies**

The Village will invest idle cash in conformity with Florida Statutes 218.415 (17).

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

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

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

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

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

### **Purchasing Policies**

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

Purchases will be made in an impartial and competitive manner.



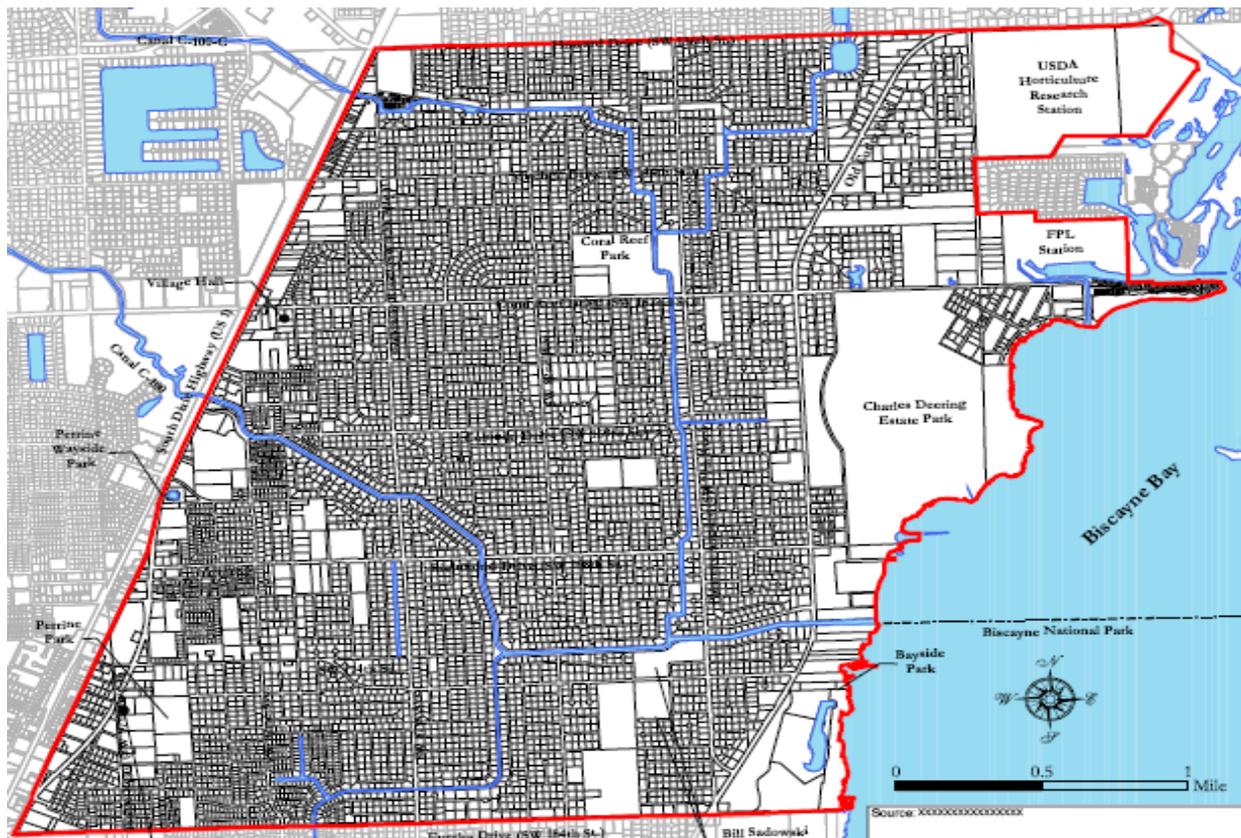
## VILLAGE PROFILE

### ABOUT PALMETTO BAY

The Village of Palmetto Bay is a vibrant community of more than 24,000 residents who enjoy its beautiful surroundings and family-oriented atmosphere. Situated immediately west of beautiful Biscayne Bay, Palmetto Bay offers unique recreational opportunities and bay access for all to enjoy! Additionally, the Village is home to excellent public schools, all of which have annually earned the grade “A” under the State of Florida’s A+ Plan, as well as exceptional private schools.

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

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



<p><b><u>DEMOGRAPHICS</u></b> <b>Incorporated</b> 2002</p> <p><b>Area</b> 8.29 Square Miles</p> <p><b>Total Population</b> 24,180</p> <p><b>Median Age</b> 40.4</p> <p><b>Total Number of Households</b> 8,372</p> <p><b>Average Household Size</b> 3.16</p> <p><b>Median Household Income</b> \$106,107</p> <p><b><u>PUBLIC SCHOOLS</u></b> <b>Coral Reef Elementary School</b> 7955 SW 152 ST Student Enrollment: 813 <b>Howard Drive Elementary School</b> 7750 SW 136 ST Student Enrollment: 602 <b>Perrine Elementary School</b> 8851 SW 168 ST Student Enrollment: 802 <b>Southwood Middle School</b> 16301 SW 80 AVE Student Enrollment: 1442</p>	<p><b><u>PARK &amp; RECREATIONAL FACILITIES</u></b> <b>Coral Reef Park</b> 7895 SW 152 Street</p> <p><b>Palmetto Bay Park</b> 17535 SW 95 Avenue</p> <p><b>Perrine Wayside Park (Dog Park)</b> 16425 S. Dixie Highway</p> <p><b>Palmetto Bay Branch Library/Edward and Arlene Feller Community Room and Amphitheater at Ludovici Park</b> 17641 Old Cutler Road</p> <p><b>Thalatta Park</b> 17301 Old Cutler Road</p> <p><b>Charles Deering Estate at Cutler*</b> 16701 SW 72<sup>nd</sup> Avenue</p> <p><b>Bill Sadowski Park*</b> 17555 SW 79 Avenue <i>*County-operated facilities</i></p> <p><b><u>PRIVATE SCHOOLS</u></b> <b>Westminster Christian School</b> 6855 Southwest 152 Street</p> <p><b>Palmer Trinity</b> 7900 Southwest 176 Street</p>
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TOP TEN TAX PAYERS

NAME	DESCRIPTION	TAXABLE VALUE
BRANDSMART USA OF SO DADE INC	COMMUNITY SHOPPING CENTER : RETAIL OUTLET	\$ 27,300,000
METROPOLITAN LIFE INS COMP	COMMUNITY SHOPPING CENTER : RETAIL OUTLET	23,086,437
17777 OLD CUTLER RD LLC	PROFESSIONAL SERVICE BLDG : OFFICE BUILDING	20,350,000
AUTONATION USA CORP	AUTOMOTIVE OR MARINE : AUTOMOTIVE OR MARINE	13,200,000
EQUITY ONE	COMMUNITY SHOPPING CENTER : RETAIL OUTLET	11,500,000
PUBLIX SUPER MARKETS INC	COMMUNITY SHOPPING CENTER : RETAIL OUTLET	11,500,000
FLA POWER & LIGHT CO	UTILITY : UTILITY	10,058,844
17475 LLC	HOME FOR THE AGED : HEALTH CARE	8,258,232
GUS MACHADO KENDALL LLC	AUTOMOTIVE OR MARINE : AUTOMOTIVE OR MARINE	8,200,000
SOUTH MOTOR COMPANY OF DADE CO	AUTOMOTIVE OR MARINE : RETAIL OUTLET	7,890,531
		<u>\$ 141,344,044</u>

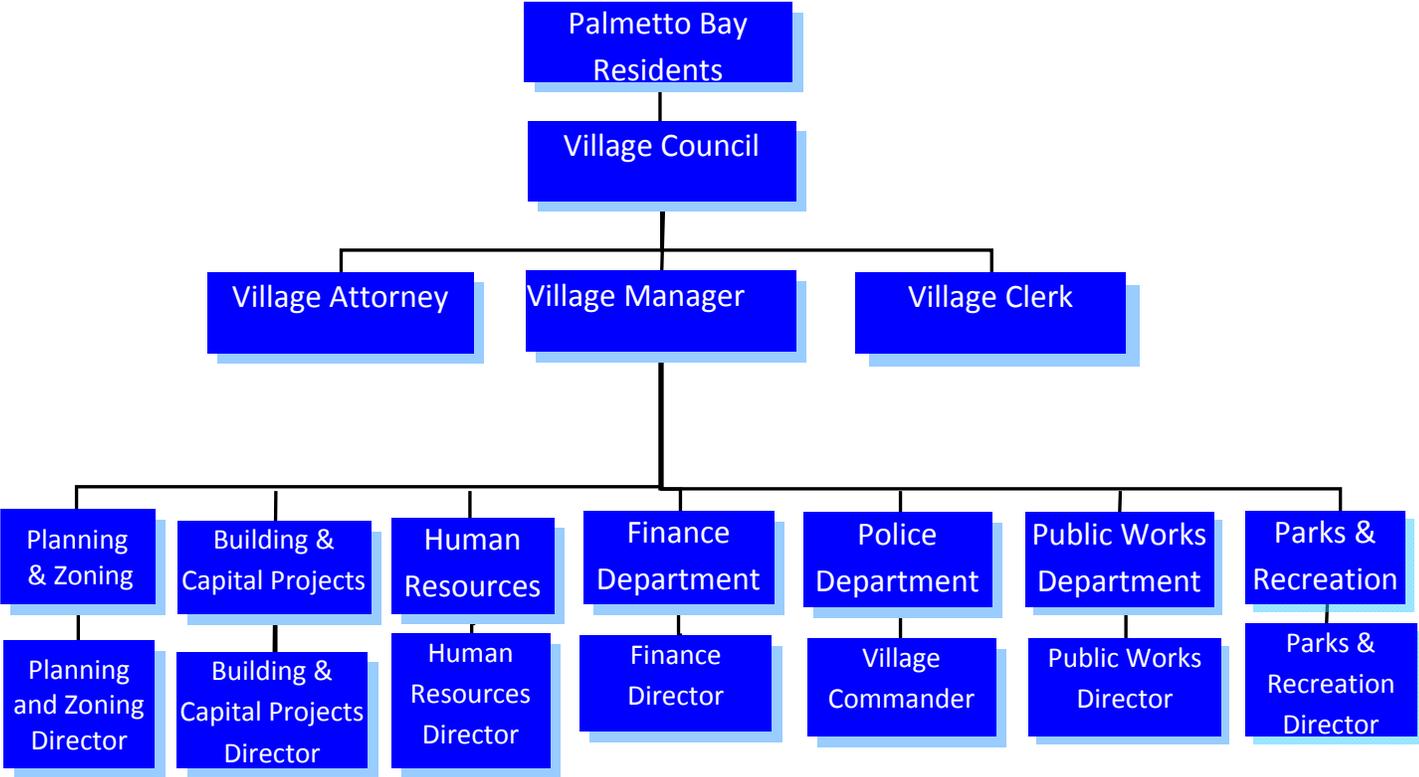
TOP TEN TAX PAYERS AS A PERCENTAGE OF TOTAL 6.07%

TOP TEN EMPLOYERS

Employer	2012		
	Employees	Rank	Percentage of Total Village Population
South Motors	418	1	1.66%
Dade County Schools	339	2	1.35%
Walgreen	291	3	1.16%
Marshall's Department Store	256	4	1.02%
Maroone Nissan of Kendall	248	5	0.99%
Brandsmart	200	6	0.80%
Variety Children Hospital	185	7	0.74%
Publix Supermarket	152	8	0.60%
Palmer Trinity Christian School	132	9	0.52%
World Ford Kendall/Gus Machado	78	10	0.31%
Westminster Christian School	57		0.23%
Dade Jeep Chrysler Plymouth	-		0.00%
	<u>2,356</u>		<u>9.38%</u>

*Organizational Chart*

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# Staffing Summary

## STAFFING SUMMARY

POSITIONS BY DEPARTMENT		FY 11-12 Adopted	FY 12-13 Adopted	FY 13-14 Proposed
<b>VILLAGE MANAGER</b>				
<b>Full Time</b>	Village Manager	1.0	1.0	1.0
	Assistant to the Village Manager	1.0	0.0	0.0
	Executive Assistant	1.0	1.0	1.0
	Communications Mgr/PIO	1.0	1.0	1.0
	Admin. Aide/Receptionist	1.0	1.0	1.0
<b>Part Time</b>	Admin. Aide/Receptionist	1.0	0.0	0.0
	<b>Sub-Total</b>	6.0	4.0	4.0
<b>VILLAGE CLERK</b>				
<b>Full Time</b>	Village Clerk	1.0	1.0	1.0
	Administrative Assistant	1.0	1.0	1.0
	<b>Sub-Total</b>	2.0	2.0	2.0
<b>FINANCE DEPARTMENT</b>				
<b>Full Time</b>	Finance Director	1.0	1.0	1.0
	Sr. Accountant	0.0	1.0	1.0
	Procurement Specialist	0.0	1.0	1.0
	Accountant	1.0	1.0	1.0
	Cashier	1.0	1.0	1.0
	Accounting Clerk*	1.0	1.0	1.0
	<b>Sub-Total</b>	4.0	6.0	6.0
<b>BUILDING &amp; CAPITAL PROJECTS</b>				
<b>Full Time</b>	Building & Capital Projects Director	1.0	1.0	1.0
	Chief Building Inspector	1.0	1.0	1.0
	Office Manager	1.0	1.0	1.0
	Sr. Code Compliance Officer	0.0	0.0	1.0
	Permit Clerk I	1.0	1.0	1.0
	Permit Clerk II	1.0	1.0	1.0
	Plans Processing Clerk	1.0	1.0	1.0
	Receptionist	1.0	1.0	1.0
<b>Part Time</b>	Plans Processing Clerk	0.0	1.0	1.0
	Receptionist	0.0	1.0	1.0
	<b>Sub-Total</b>	7.0	9.0	10.0
<b>HUMAN RESOURCES</b>				
<b>Full Time</b>	Human Resources Director	1.0	1.0	1.0
	Administrative Assistant	1.0	1.0	1.0
	<b>Sub-Total</b>	2.0	2.0	2.0
<b>PLANNING &amp; ZONING</b>				
<b>Full Time</b>	Planning & Zoning Director	1.0	1.0	1.0
	Planning & Zoning Administrator	1.0	1.0	1.0
	Planning & Zoning Admin. Coord.	1.0	1.0	1.0
	Administrative Assistant	1.0	1.0	1.0
	Permit Zoning Technician	1.0	1.0	1.0
	Sr. Code Compliance Officer	1.0	1.0	0.0
	Code Compliance Officer	1.0	2.0	2.0
	<b>Sub-Total</b>	7.0	8.0	7.0

CONTINUED ON NEXT PAGE...

## Staffing Summary

POSITIONS BY DEPARTMENT		FY 11-12 Adopted	FY 12-13 Adopted	FY 13-14 Proposed
<b>PARKS &amp; RECREATION</b>				
<b>Full Time</b>	Parks and Recreation Director	1.0	1.0	1.0
	Parks and Recreation Manager	1.0	1.0	1.0
	Parks & Recreation Supervisor	2.0	2.0	2.0
	Special Events Supervisor	0.0	1.0	1.0
	Special Events Coordinator	1.0	1.0	1.0
	Grounds/ Facility Maint. Supervisor	1.0	1.0	1.0
	Parks Maintenance Worker	2.0	3.0	3.0
	Administrative Assistant	1.0	1.0	1.0
<b>Part Time</b>	Parks Maintenance Worker	0.0	3.0	6.0
	Tennis Center Attendant	0.0	3.0	3.0
	Tennis Coach	0.0	5.0	0.0
	Park Service Aide	22.0	22.0	19.0
<b>Sub-Total</b>		<b>31.0</b>	<b>44.0</b>	<b>39.0</b>
<b>PUBLIC WORKS DEPARTMENT</b>				
<b>Full Time</b>	Public Works Director*	1.0	1.0	1.0
	Administrative Assistant*	1.0	1.0	1.0
	Field Operations Supervisor*	1.0	1.0	1.0
	Grounds Maintenance Worker*	2.0	2.0	2.0
	Stormwater Engineering Technician*	1.0	1.0	1.0
	Facilities Maintenance Supervisor	1.0	1.0	1.0
	Janitorial/ Facilities Maint. Worker	2.0	2.0	2.0
<b>Part Time</b>	Bus Operator*	2.0	3.0	3.0
<b>Sub-Total</b>		<b>11.0</b>	<b>12.0</b>	<b>12.0</b>
<b>TOTAL AUTHORIZED POSITIONS</b>				
		<b>FULL-TIME</b>	<b>45.0</b>	<b>49.0</b>
		<b>PART-TIME</b>	<b>25.0</b>	<b>33.0</b>

\*Positions funded through Special Revenue funds

### Title Updates:

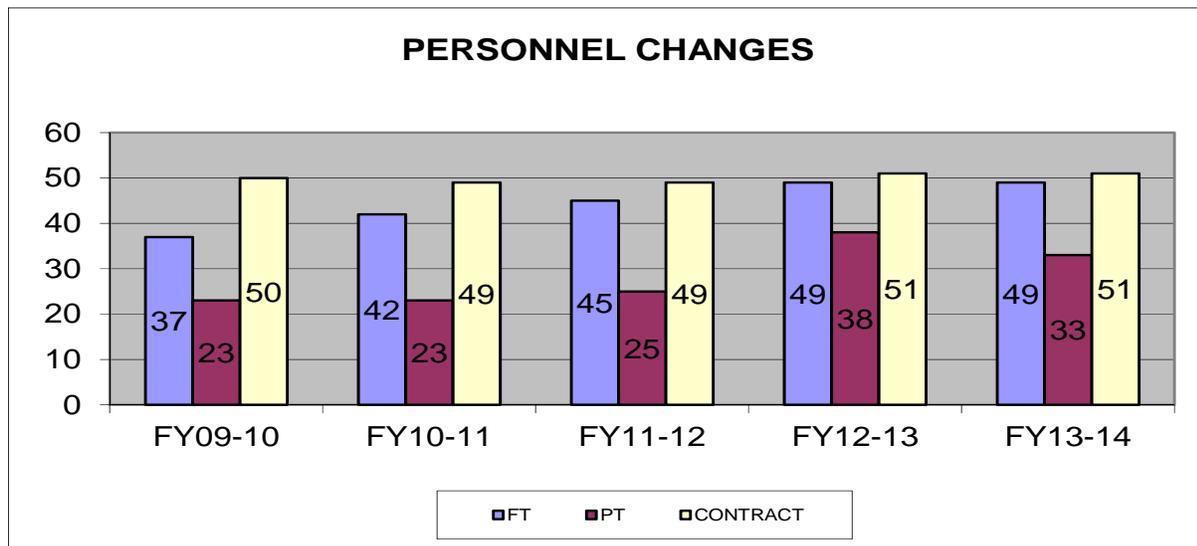
Accounting Clerk formerly Accounting & Alarm Clerk  
 Permit Zoning Technician formerly Zoning Technician/ Analyst  
 Planning & Zoning Administrative Coordinator formerly Code Compliance Coordinator  
 Parks Maintenance Worker formerly Grounds Maintenance Worker  
 Stormwater Engineering Technician formerly Stormwater Utility Account Specialist  
 Planning & Zoning Administrator formerly Zoning Administrator/ Planner

**STAFFING SUMMARY -CONTRACTED**

		FY 11-12	FY 12-13	FY 13-14
<b>CONTRACTUAL POSITIONS BY DEPARTMENT</b>		<b>Adopted</b>	<b>Adopted</b>	<b>Proposed</b>
<b>PALMETTO BAY POLICING UNIT</b>				
<b>(MIAMI-DADE COUNTY POLICE DEPT.)</b>				
<b>Full Time</b>	Police Major	0.0	0.0	1.0
	Police Lieutenant	2.0	2.0	1.0
	Police Sergeant	5.0	5.0	5.0
	Police Officer	33.0	35.0	35.0
	Secretary	0.0	1.0	1.0
	Police Record Specialist	2.0	2.0	2.0
	Police Station Specialist	1.0	1.0	1.0
<b>Part Time</b>	Secretary	1.0	0.0	0.0
	<b>Sub-Total</b>	<b>44.0</b>	<b>46.0</b>	<b>46.0</b>
<b>BUILDING &amp; CAPITAL PROJECTS</b>				
<b>Part Time</b>	Building Inspectors	1.0	1.0	1.0
	Chief Mechanical Inspector	1.0	1.0	1.0
	Chief Electrical Inspector	1.0	1.0	1.0
	Chief Plumbing Inspector	1.0	1.0	1.0
	Structural Plans Reviewer	1.0	1.0	1.0
	<b>Sub-Total</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>
<b>TOTAL AUTHORIZED POSITIONS</b>		<b>FULL-TIME</b>	<b>43.0</b>	<b>46.0</b>
<b>(CONTRACTUAL)</b>		<b>PART-TIME</b>	<b>6.0</b>	<b>5.0</b>

**Staffing Changes:**

Total Village staffing is decreasing by 5 part time Park employees. There were no changes in any of the other departments.





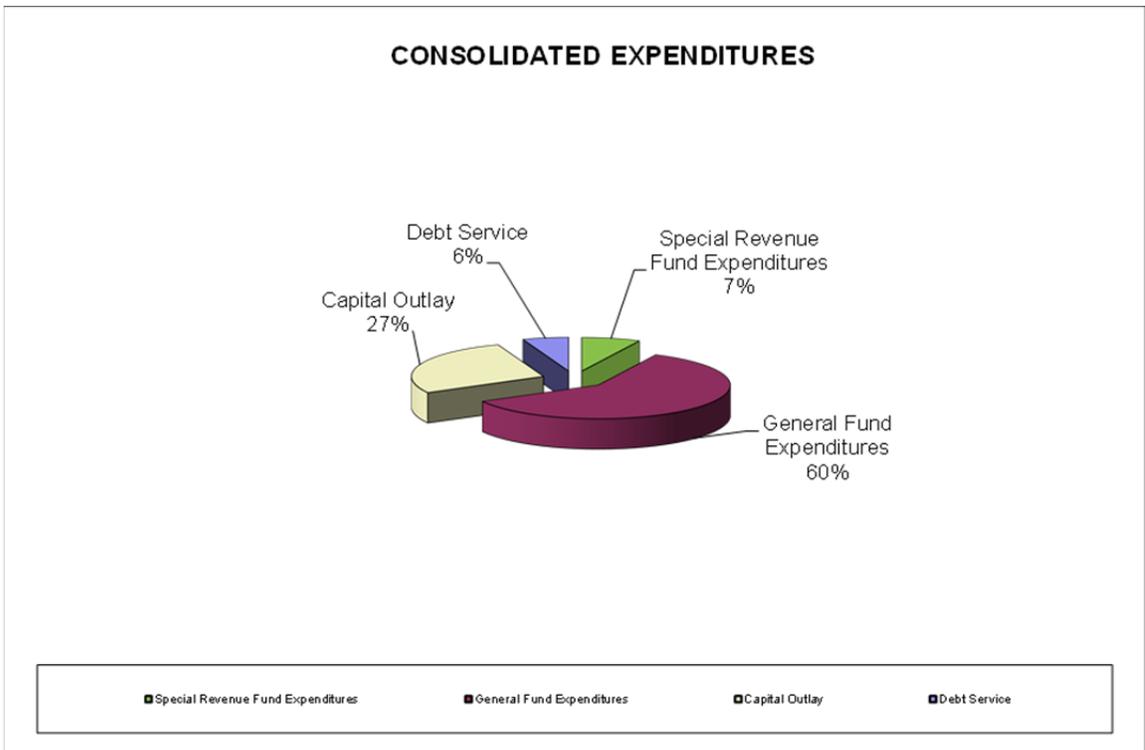
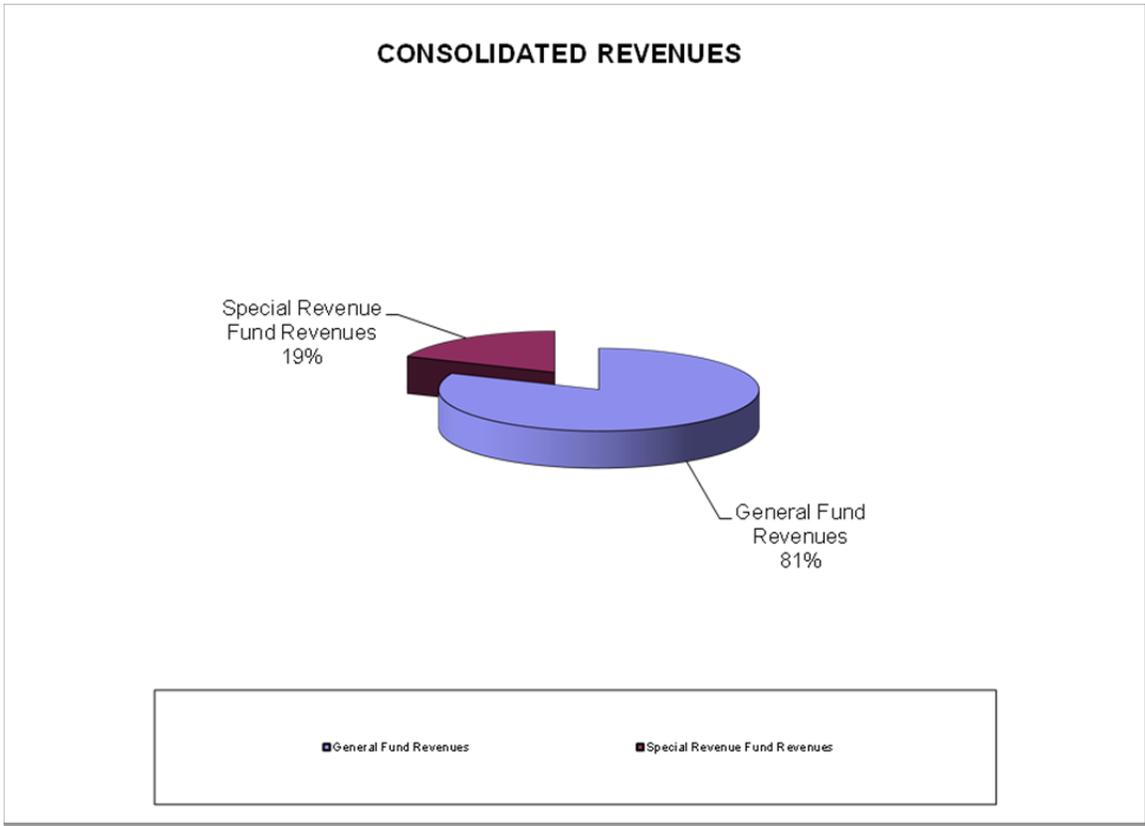
## SUMMARY OF FUNDS

# Summary of Funds

## CONSOLIDATED BUDGET SUMMARY

Description	Actual FY '11-'12	Original Adopted Budget FY '12-'13	Estimated Final FY '12-'13	Adopted Budget FY '13-'14
<b>BEGINNING FUND BALANCE - ALL FUNDS</b>	<b>\$ 15,856,202</b>	<b>\$ 17,247,653</b>	<b>\$ 17,562,873</b>	<b>\$ 17,471,718</b>
<b>REVENUES - ALL FUNDS</b>				
Taxes	\$ 5,446,839	\$ 5,623,941	\$ 5,480,514	\$ 5,589,399
Franchise Fees	1,101,516	915,000	1,016,281	1,100,000
Utility Taxes	3,469,088	3,255,604	3,335,390	3,411,819
Licenses and Permits	369,625	240,000	350,725	165,000
Intergovernmental Revenue	1,935,119	1,896,000	2,026,123	2,012,503
Fines and Forfeitures	303,299	199,000	305,649	199,000
Charges for Services	490,209	432,500	595,366	662,500
Interest Income	120,104	75,000	112,711	75,000
Other	263,818	208,980	231,751	208,980
Appropriation of Unassigned Fund Balance	-	1,127,350	-	846,779
Special Revenue Funds	3,871,756	3,937,094	3,926,825	4,775,178
<b>TOTAL REVENUES - ALL FUNDS</b>	<b>\$ 17,371,373</b>	<b>\$ 17,910,469</b>	<b>\$ 17,381,335</b>	<b>\$ 19,046,158</b>
<b>TOTAL SOURCES - ALL FUNDS</b>	<b>\$ 33,227,575</b>	<b>\$ 35,158,122</b>	<b>\$ 34,944,208</b>	<b>\$ 36,517,876</b>
<b>EXPENDITURES - ALL FUNDS</b>				
<b>Operating Expenditures</b>				
Personnel Services	\$ 3,815,095	\$ 4,934,728	\$ 3,914,539	\$ 5,031,031
Operating Expenses	8,654,163	10,231,505	8,869,795	10,306,848
<b>Total Operating Expenditures - All Funds</b>	<b>12,469,258</b>	<b>15,166,233</b>	<b>12,784,334</b>	<b>15,337,879</b>
<b>Debt Service</b>				
Principal	519,798	532,507	532,507	550,521
Interest	737,950	725,361	724,397	707,861
<b>Capital Outlay</b>	<b>1,258,788</b>	<b>5,804,612</b>	<b>2,534,252</b>	<b>6,160,639</b>
<b>TOTAL EXPENDITURES - ALL FUNDS</b>	<b>\$ 14,985,794</b>	<b>\$ 22,228,713</b>	<b>\$ 16,575,490</b>	<b>\$ 22,756,900</b>
<b>TRANSFER OF RESTRICTED FUNDS</b>	<b>228,908</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TRANSFER FOR DOWNTOWN REDEVELOPMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,000,000</b>
<b>TRANSFER FOR CAPITAL OUTLAY</b>	<b>450,000</b>	<b>1,147,000</b>	<b>897,000</b>	<b>480,000</b>
<b>RE-APPROPRIATION OF FUND BALANCE</b>	<b>-</b>	<b>1,127,350</b>	<b>-</b>	<b>846,779</b>
<b>RESTRICTED FUNDS BALANCES</b>	<b>4,012,070</b>	<b>480,112</b>	<b>3,435,585</b>	<b>-</b>
<b>COMMITTED FUNDS BALANCES</b>	<b>3,946,361</b>	<b>2,758,393</b>	<b>3,766,924</b>	<b>2,785,977</b>
<b>ASSIGNED FUND BALANCE</b>	<b>103,728</b>	<b>100,000</b>	<b>100,000</b>	<b>120,000</b>
<b>UNASSIGNED FUND BALANCE</b>	<b>9,500,714</b>	<b>7,316,554</b>	<b>10,169,209</b>	<b>8,528,220</b>
<b>TOTAL FUND BALANCE</b>	<b>17,562,873</b>	<b>10,655,059</b>	<b>17,471,718</b>	<b>11,434,197</b>
<b>TOTAL EXPENDITURES, TRANSFERS, RESERVES &amp; BALANCES ALL FUNDS</b>	<b>\$ 33,227,575</b>	<b>\$ 35,158,122</b>	<b>\$ 34,944,208</b>	<b>\$ 36,517,876</b>

# Summary of Funds

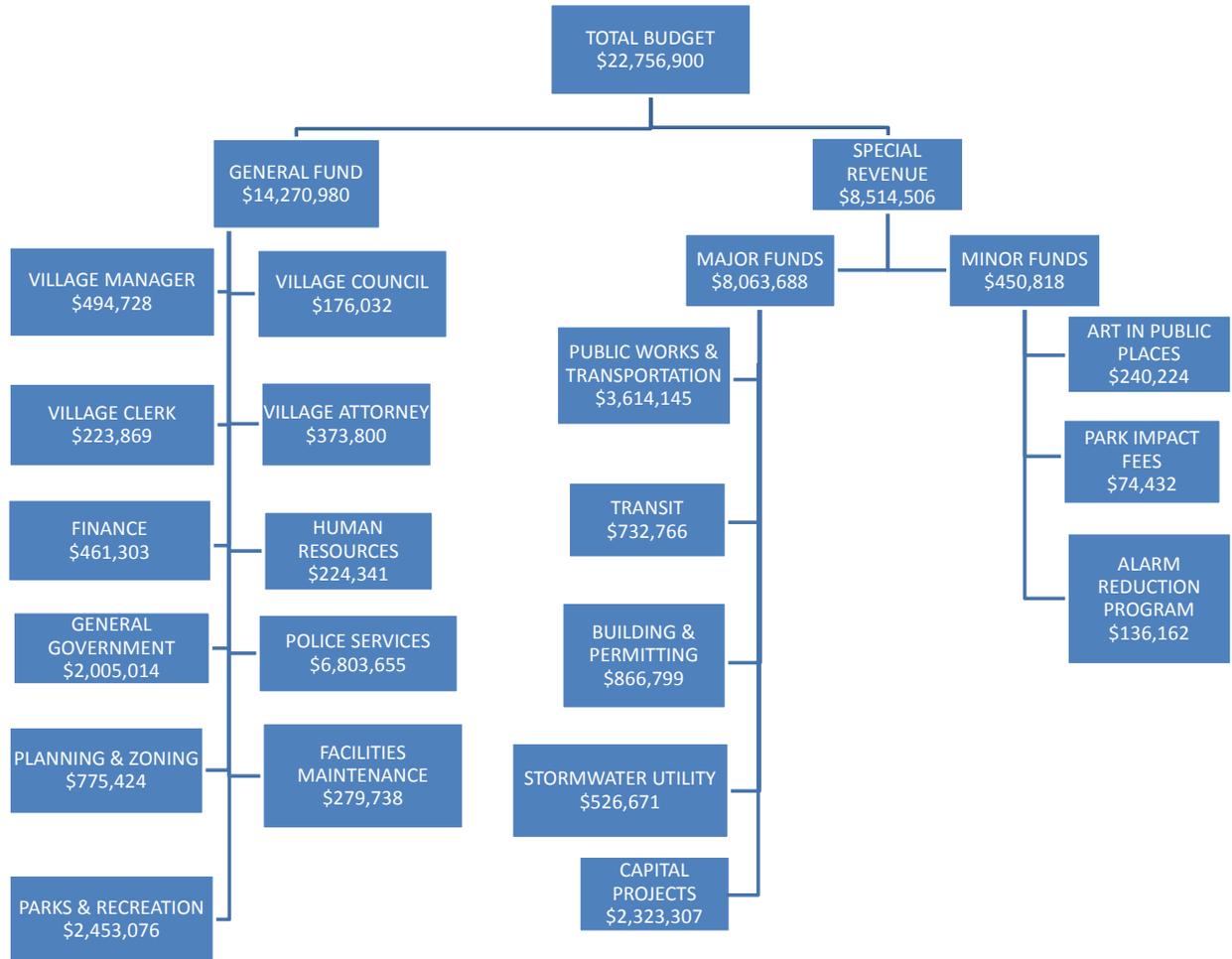


# Summary of Funds

## SUMMARY OF FUND BALANCES

Description	Actual FY '11-'12	Original Adopted Budget FY '12-'13	Estimated Final FY '12-'13	Adopted Budget FY '13-'14
<b>GENERAL FUND</b>				
Beginning Fund Balance	\$ 11,491,113	\$ 12,449,297	\$ 12,445,431	\$ 13,027,602
Revenues	13,499,617	13,973,375	13,454,510	14,270,980
Expenditures				
Personnel	2,793,010	3,656,982	2,838,668	3,721,896
Operating	8,076,158	9,320,393	8,141,635	9,552,570
Capital Outlay	-	-	-	-
Debt Service				
Principal	325,000	330,000	330,000	340,000
Interest	672,223	666,000	665,036	656,514
Transfer of Restricted Funds	228,908	-	-	-
Transfer for Downtown Redevelopment	-	-	-	1,000,000
Transfer for Capital Outlay	450,000	1,147,000	897,000	480,000
Re-Appropriation of Fund Balance	-	1,127,350	-	846,779
Restricted Fund Balances	106,594	-	-	-
Committed Fund Balances	2,734,395	2,758,393	2,758,393	2,785,977
Assigned Fund Balance	103,728	100,000	100,000	120,000
Unassigned Fund Balance	9,500,714	7,316,554	10,169,209	7,794,846
<b>ENDING GENERAL FUND BALANCE</b>	<b>\$ 12,445,431</b>	<b>\$ 10,174,947</b>	<b>\$ 13,027,602</b>	<b>\$ 10,700,823</b>
<b>SPECIAL REVENUE FUND</b>				
Beginning Fund Balance	\$ 4,365,089	\$ 4,798,356	\$ 5,117,442	\$ 4,444,116
Revenues	3,192,848	2,790,094	3,029,825	4,775,178
Transfer In	678,908	1,147,000	897,000	-
Expenditures				
Personnel	1,022,085	1,277,746	1,075,871	1,309,135
Operating	578,005	911,112	728,160	754,278
Capital Outlay	1,258,788	5,804,612	2,534,252	6,160,639
Debt Service				
Principal	194,798	202,507	202,507	210,521
Interest	65,727	59,361	59,361	51,347
Transfer Out	-	-	-	-
Restricted Fund Balances	3,905,476	480,112	3,435,585	704,788
Committed Fund Balances	1,211,966	-	1,008,531	-
<b>ENDING SPECIAL REVENUE FUND BALANCE</b>	<b>\$ 5,117,442</b>	<b>\$ 480,112</b>	<b>\$ 4,444,116</b>	<b>\$ 704,788</b>
<b>TOTAL FUND BALANCE - ALL FUNDS</b>	<b>\$ 17,562,873</b>	<b>\$ 10,655,059</b>	<b>\$ 17,471,718</b>	<b>\$ 11,405,611</b>

**FUND STRUCTURE**





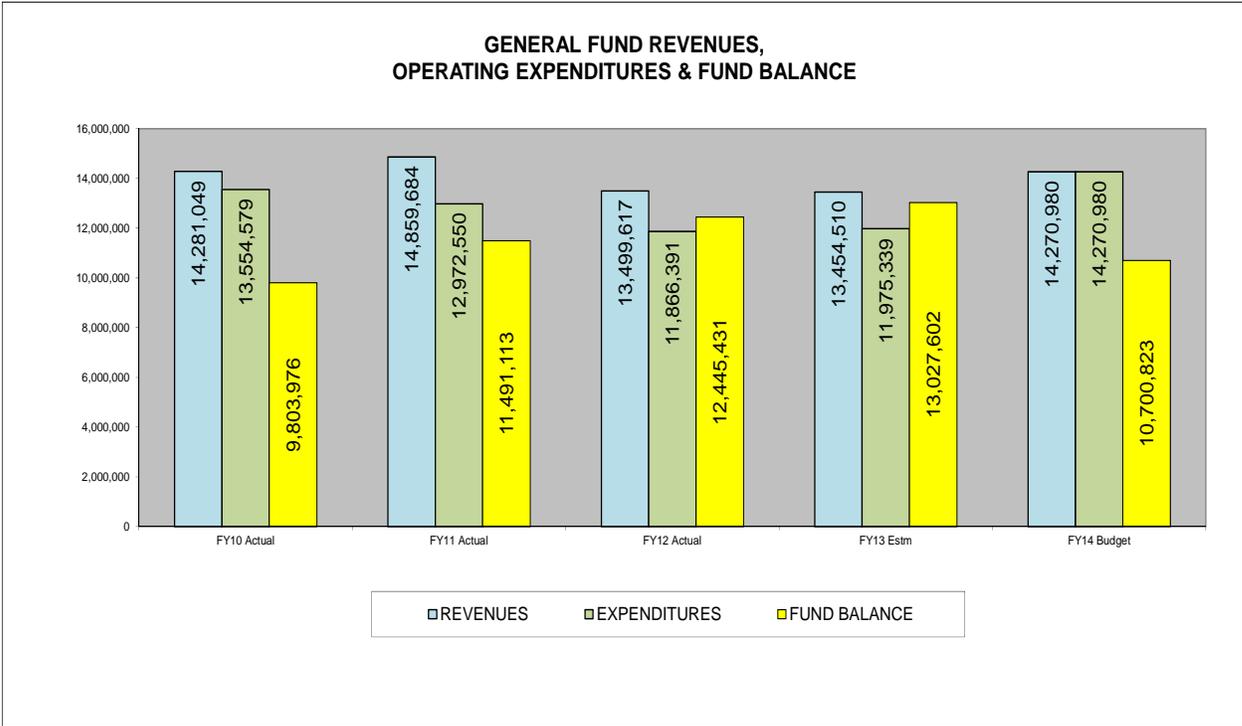
**GENERAL FUND  
SUMMARY**

# General Fund summary

## GENERAL FUND SUMMARY

Description	Actual FY '11-'12	Original Adopted Budget FY '12-'13	Estimated Final FY '12-'13	Adopted Budget FY '13-'14
<b>BEGINNING GENERAL FUND BALANCE</b>	<b>\$ 11,491,113</b>	<b>\$ 12,449,297</b>	<b>\$ 12,445,431</b>	<b>\$ 13,027,602</b>
<b>REVENUES</b>				
Ad-Valorem Taxes	5,446,839	5,623,941	5,480,514	5,589,399
Franchise Fees	1,101,516	915,000	1,016,281	1,100,000
Utility Taxes	3,469,088	3,255,604	3,335,390	3,411,819
Licenses and Permits	369,625	240,000	350,725	165,000
Intergovernmental Revenue	1,935,119	1,896,000	2,026,123	2,012,503
Fines and Forfeitures	303,299	199,000	305,649	199,000
Charges for Services	490,209	432,500	595,366	662,500
Interest Income	120,104	75,000	112,711	75,000
Other	263,818	208,980	231,751	208,980
Appropriation of Unassigned Fund Balance	-	1,127,350	-	846,779
<b>TOTAL REVENUES</b>	<b>\$ 13,499,617</b>	<b>\$ 13,973,375</b>	<b>\$ 13,454,510</b>	<b>\$ 14,270,980</b>
<b>TOTAL SOURCES</b>				
	<b>\$ 24,990,730</b>	<b>\$ 26,422,672</b>	<b>\$ 25,899,941</b>	<b>\$ 27,298,582</b>
<b>EXPENDITURES</b>				
Village Council	168,818	202,838	161,057	176,032
Village Manager	428,649	473,733	439,638	494,728
Village Clerk	192,221	279,155	265,529	223,869
Human Resources	180,202	218,930	191,674	224,341
Finance Department	294,473	416,473	327,745	461,303
Village Attorney	390,328	473,800	273,090	373,800
General Government	1,777,440	2,056,000	1,788,817	2,005,014
Police Services	5,960,182	6,466,149	5,997,642	6,803,655
Planning & Zoning	547,016	794,002	561,099	775,424
Facilities Maintenance	205,690	271,208	214,092	279,738
Parks & Recreation	1,721,372	2,321,087	1,754,956	2,453,076
<b>TOTAL EXPENDITURES</b>	<b>\$ 11,866,391</b>	<b>\$ 13,973,375</b>	<b>\$ 11,975,339</b>	<b>\$ 14,270,980</b>
<b>TRANSFER OF RESTRICTED FUNDS</b>	228,908	-	-	-
<b>TRANSFER FOR DOWNTOWN REDEVELOPMENT</b>	-	-	-	1,000,000
<b>TRANSFER FOR CAPITAL OUTLAY</b>	450,000	1,147,000	897,000	480,000
<b>RE-APPROPRIATION OF FUND BALANCE</b>	-	1,127,350	-	846,779
<b>RESTRICTED FUNDS BALANCES</b>	106,594	-	-	-
<b>COMMITTED FUNDS BALANCES</b>	2,734,395	2,758,393	2,758,393	2,785,977
<b>ASSIGNED FUND BALANCE</b>	103,728	100,000	100,000	120,000
<b>UNASSIGNED GENERAL FUND BALANCE</b>	9,500,714	7,316,554	10,169,209	7,794,846
<b>TOTAL FUND BALANCE</b>	<b>12,445,431</b>	<b>10,174,947</b>	<b>13,027,602</b>	<b>10,700,823</b>
<b>TOTAL EXPENDITURES, TRANSFERS, RESERVES &amp; BALANCES</b>	<b>\$ 24,990,730</b>	<b>\$ 26,422,672</b>	<b>\$ 25,899,941</b>	<b>\$ 27,298,582</b>

*General Fund summary*





**GENERAL FUND  
REVENUES**

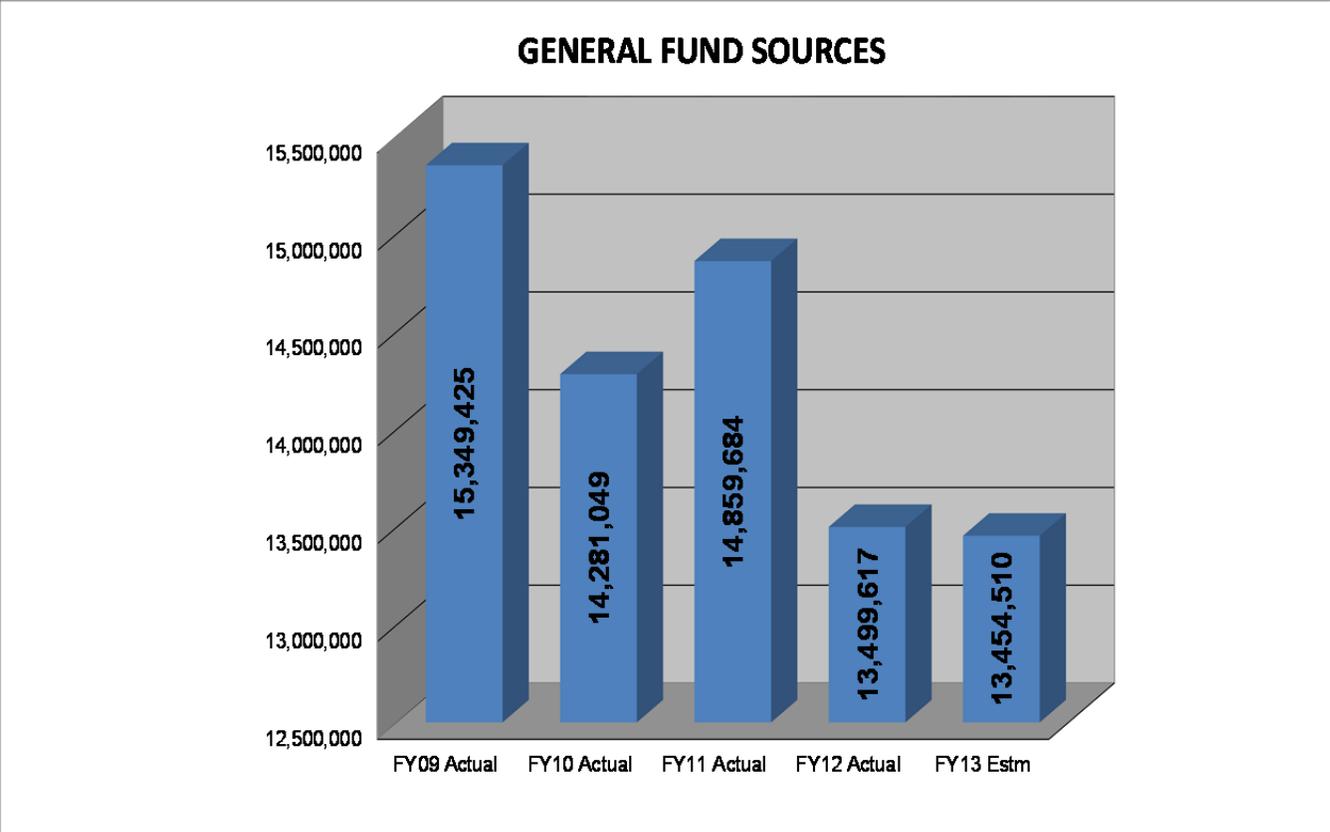
# General fund Revenues

## GENERAL FUND REVENUES

Description	Actual FY '11-'12	Original Adopted Budget FY '12-'13	Estimated Final FY '12-'13	Adopted Budget FY '13-'14
<b>GENERAL FUND REVENUE</b>				
<b>Ad-Valorem Taxes</b>				
Ad Valorem Taxes @ 2.4470 mills @ 95%	\$ 5,390,429	\$ 5,613,941	\$ 5,447,019	\$ 5,579,399
Ad Valorem Taxes - Delinquent	55,585	5,000	32,533	5,000
Ad Valorem Taxes - Interest	825	5,000	962	5,000
<b>Utility Taxes</b>				
Utility Taxes - Electric	1,833,218	1,750,000	1,800,000	1,750,000
Utility Taxes - Water	217,692	200,000	200,000	200,000
Utility Taxes - Gas	42,939	30,000	35,390	30,000
Unified Communications Services Tax	1,375,239	1,275,604	1,300,000	1,431,819
Franchise Fee - Electric	1,101,516	915,000	1,016,281	1,100,000
<b>Licenses and Permits</b>				
Business Tax Receipts	91,137	50,000	89,715	50,000
Building Permit Fees	2,418	-	-	-
Zoning Application Processing	128,280	80,000	136,215	80,000
Administrative Variances	143	-	599	-
Sidewalk Café Permits	2,400	-	4,001	-
Lot Clearing	18,153	10,000	24,798	10,000
Certificate Of Use	31,755	25,000	18,823	25,000
Scanning Fee	55,845	45,000	46,313	-
Technology Fee	39,494	30,000	30,261	-
<b>Intergovernmental Revenues</b>				
State Revenue Sharing	407,337	375,000	420,590	436,821
Alcoholic Beverage Licenses	6,260	4,000	5,533	4,000
Local Government 1/2 Cent Sales Tax	1,521,522	1,517,000	1,600,000	1,571,682
<b>Charges For Services</b>				
Police Services	3,550	2,500	3,565	2,500
Coral Reef Park Rentals	34,628	55,000	50,587	55,000
Tennis	187,737	135,000	188,667	235,000
Palmetto Bay Park Rentals	44,487	15,000	45,878	15,000
Skate Park	3,710	5,000	-	5,000
Thalatta Park Rentals	138,311	120,000	246,599	250,000
Summer Program	75,035	100,000	58,070	100,000
Other Charges for Services	2,751	-	2,000	-
<b>Fines and Forfeitures</b>				
Fines & Forfeitures - Parking Tickets	78,653	70,000	62,860	70,000
School Crossing Guards	37,187	29,000	19,650	29,000
Fines - Code Compliance	187,459	100,000	223,139	100,000
Interest Earnings	120,104	75,000	112,711	75,000
<b>Other</b>				
Library Rental	108,981	108,980	108,980	108,980
Miscellaneous Revenues	154,837	100,000	122,771	100,000
Appropriation of Unassigned Fund Balance	-	1,127,350	-	846,779
<b>TOTAL GENERAL FUND REVENUE</b>	<b>\$ 13,499,617</b>	<b>\$ 13,973,375</b>	<b>\$ 13,454,510</b>	<b>\$ 14,270,980</b>

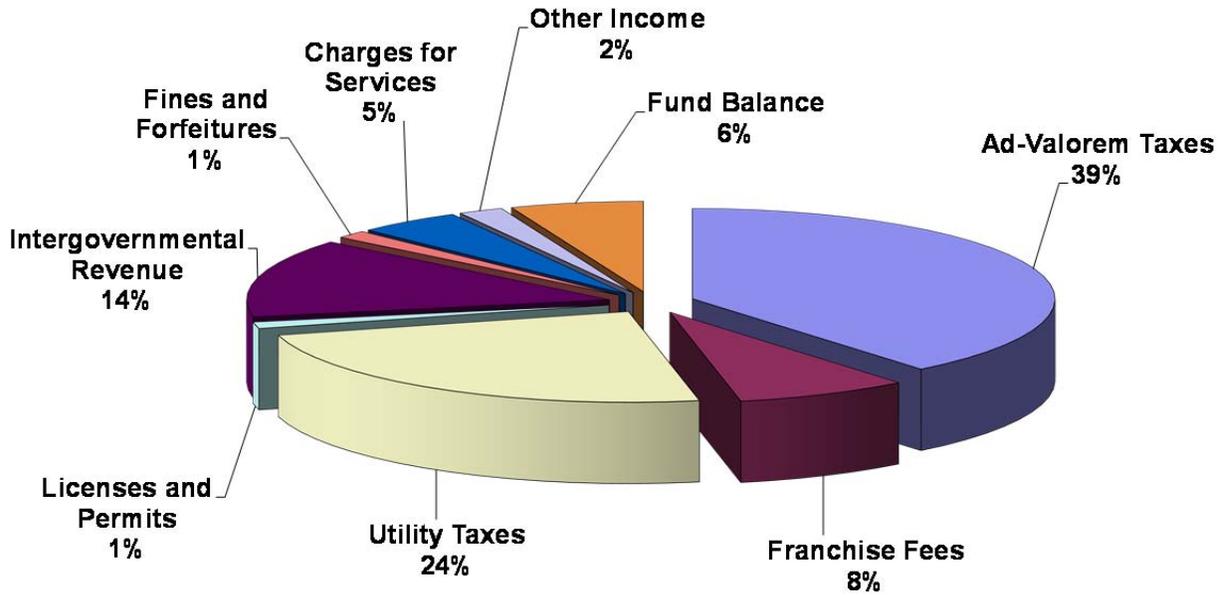
*General fund Revenues*

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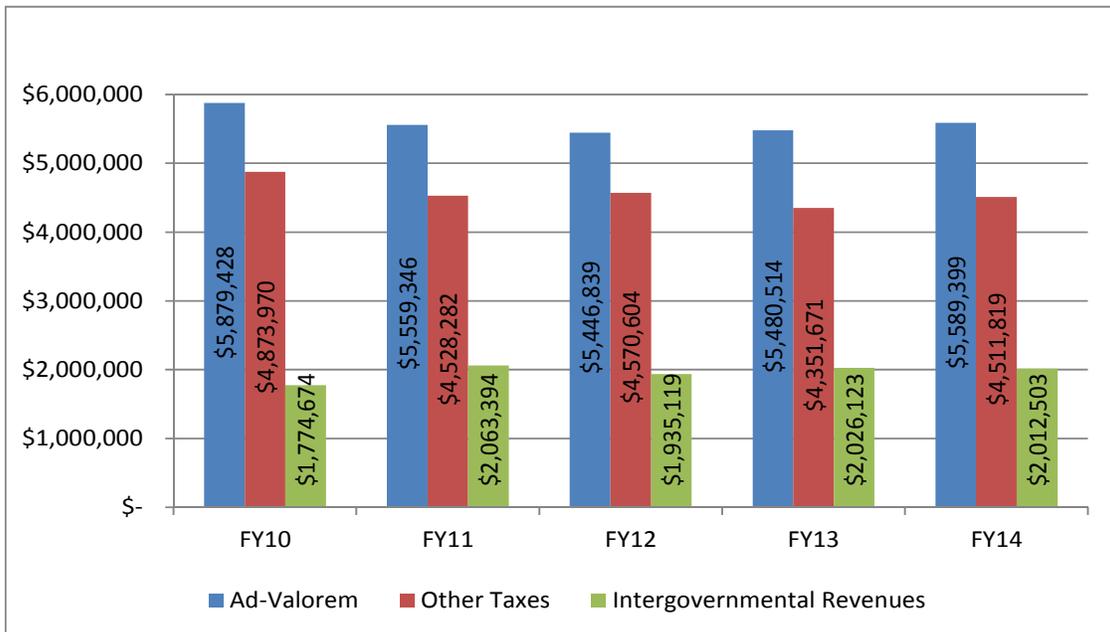


# General fund Revenues

## GENERAL FUND REVENUES SOURCES



## GENERAL FUND TREND OF MAJOR REVENUES SOURCES



## *General fund Revenues*

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### REVENUE DESCRIPTION

#### **GENERAL FUND REVENUES**

#### **TAXES**

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

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

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

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

#### **OTHER TAXES**

##### **Franchise Fees**

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

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

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

##### **Utility Taxes**

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

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

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

## ***General fund Revenues***

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### **Gas Utility Taxes**

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

### **Water Utility Taxes**

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

### **Unified Communications Service Tax**

The Unified Communications Service Tax represents taxes on telecommunications, cable, direct-to-home satellite and related services. Fees are collected by the State and 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 and a municipal license (including UMSA) in order to operate a business. Countywide license fees are shared with municipalities based on a formula that includes population. The Village will also collect a municipal local business tax license fee equal to that previously paid the County. The budget is based on the estimated amount collected for the prior year.

## **INTERGOVERNMENTAL REVENUE**

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

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

### **State Revenue Sharing**

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

### **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.

## *General fund Revenues*

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### **FINES & FORFEITURES**

#### **Fines & Forfeitures – Police**

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

#### **Fines - Code Enforcement**

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

### **CHARGES FOR SERVICES**

#### **Park Rentals**

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

### **FUND BALANCE**

The Village is estimating the ending General Fund balance for FY2013 at \$13,027,602. The fund balance for governmental funds can be reported in five components depending on the source of the fund balance. The five components are:

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

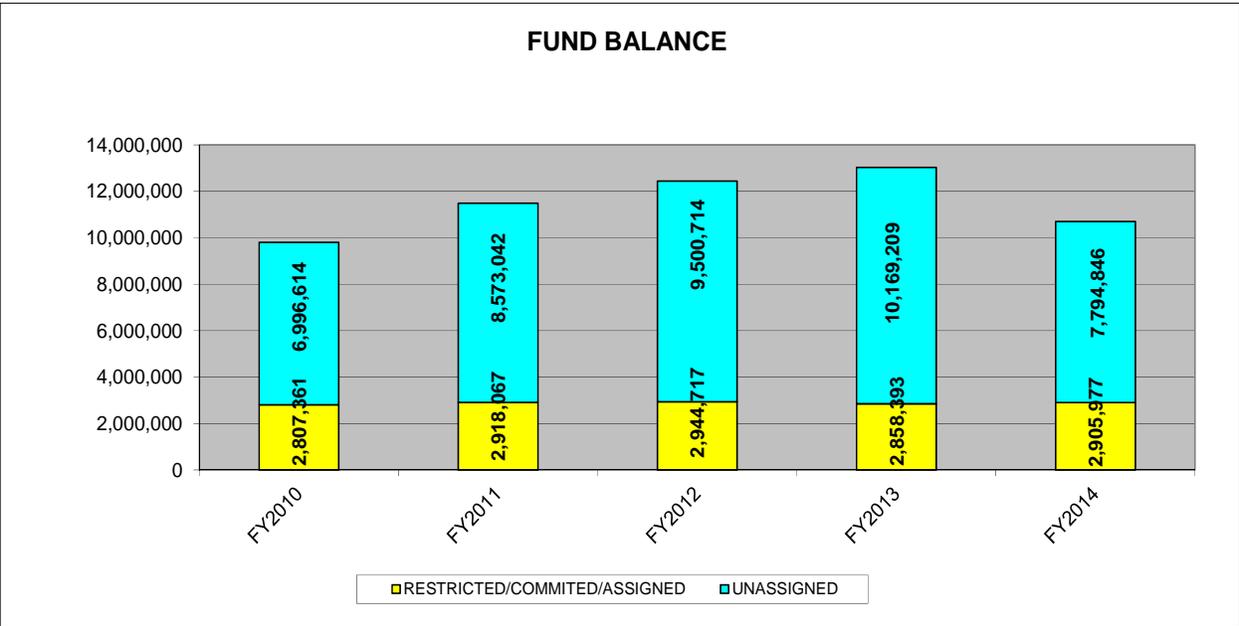
**Restricted** - Externally enforceable limitations on use, such as grants or imposed by law. There are no funds in this category.

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

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

**Unassigned** – Any part of total Fund Balance that has not been designated as part of any of the four previous categories. The Village has an estimated \$10,169,209 in this category. The increase is primarily due to an operating surplus of \$1,479,171, as a result of better than expected revenues, that eliminated the use of fund balance, and a reduction in expenditures.

*General fund Revenues*





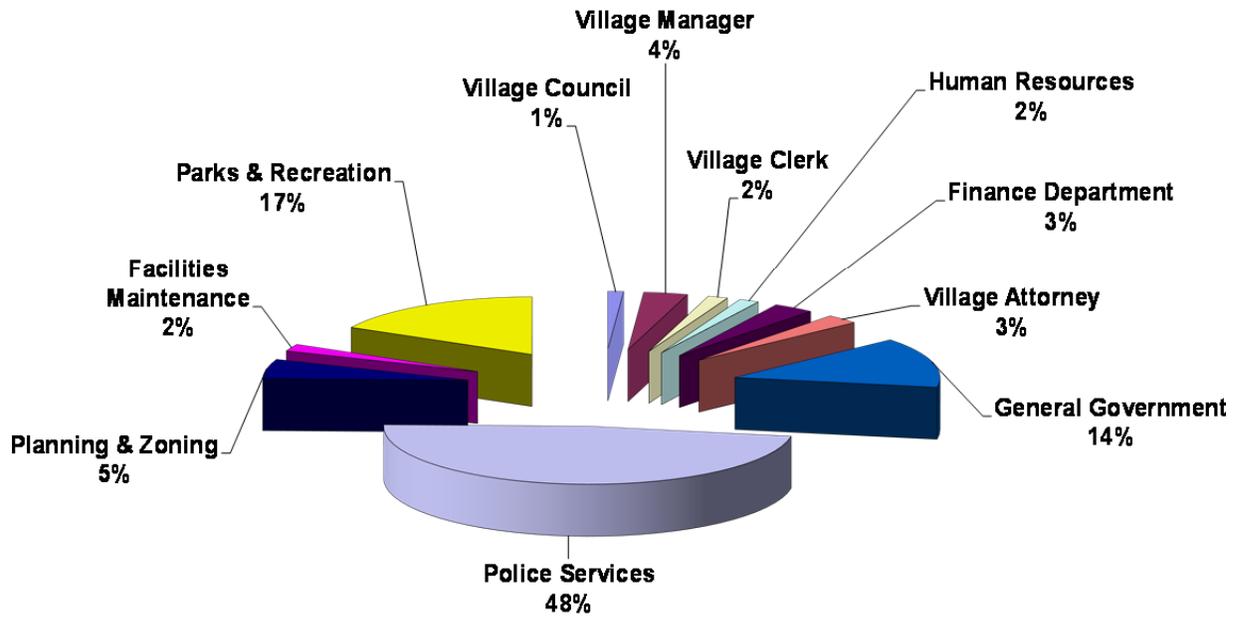
**GENERAL FUND  
EXPENDITURES**

*General Fund Expenditures*

GENERAL FUND EXPENDITURES – SUMMARY

Description	Actual FY '11-'12	Original Adopted Budget FY '12-'13	Estimated Final FY '12-'13	Adopted Budget FY '13-'14
<b>GENERAL FUND EXPENDITURES</b>				
Village Council	\$ 168,818	\$ 202,838	\$ 161,057	\$ 176,032
Village Manager	428,649	473,733	439,638	494,728
Village Clerk	192,221	279,155	265,529	223,869
Human Resources	180,202	218,930	191,674	224,341
Finance Department	294,473	416,473	327,745	461,303
Village Attorney	390,328	473,800	273,090	373,800
General Government	1,777,440	2,056,000	1,788,817	2,005,014
Police Services	5,960,182	6,466,149	5,997,642	6,803,655
Planning & Zoning	547,016	794,002	561,099	775,424
Building & Permitting	-	-	-	-
Facilities Maintenance	205,690	271,208	214,092	279,738
Parks & Recreation	1,721,372	2,321,087	1,754,956	2,453,076
<b>TOTAL GENERAL FUND EXPENDITURES</b>	<b>\$ 11,866,391</b>	<b>\$ 13,973,375</b>	<b>\$ 11,975,339</b>	<b>\$ 14,270,980</b>

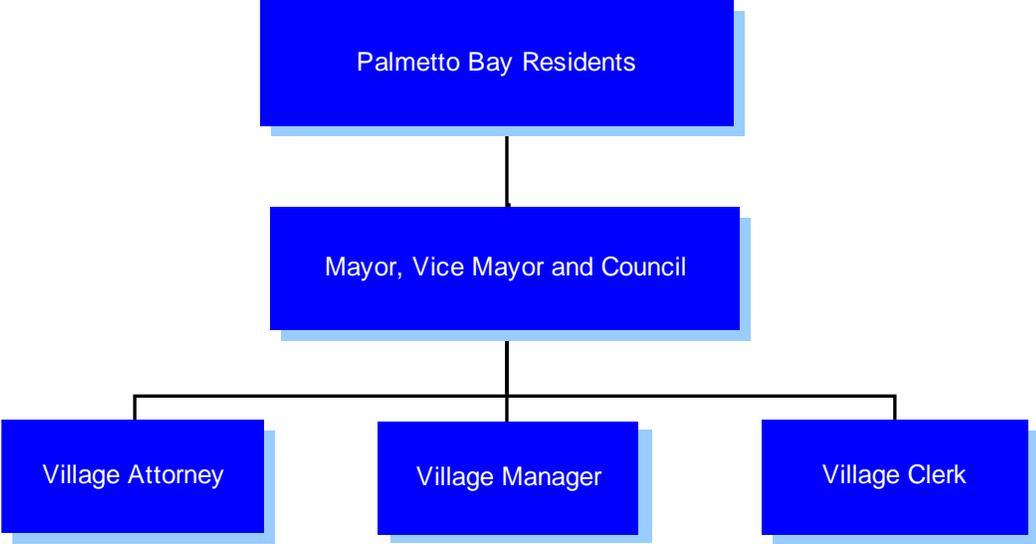
**FY 2013-2014  
DISTRIBUTION OF GENERAL FUND RESOURCES**





**MAYOR AND  
COUNCIL**

MAYOR & COUNCIL ORGANIZATIONAL CHART



## *Mayor and Council*

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### 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 '11-'12	Original Adopted Budget FY '12-'13	Estimated Final FY '12-'13	Adopted Budget FY '13-'14
<b>VILLAGE COUNCIL</b>				
Salaries & Wages	\$ 80,859	\$ 88,222	\$ 80,440	\$ 80,446
Payroll Taxes	6,785	6,660	6,858	6,351
Pension	7,200	7,206	6,596	6,485
Health & Life	47,226	65,750	39,993	41,750
Health Allowance	21,812	24,000	21,721	30,000
Travel & Meetings	1,960	5,500	2,557	5,500
Professional Development	2,976	5,500	2,892	5,500
<b>TOTAL VILLAGE COUNCIL</b>	<b>\$ 168,818</b>	<b>\$ 202,838</b>	<b>\$ 161,057</b>	<b>\$ 176,032</b>

### BUDGET DETAILS

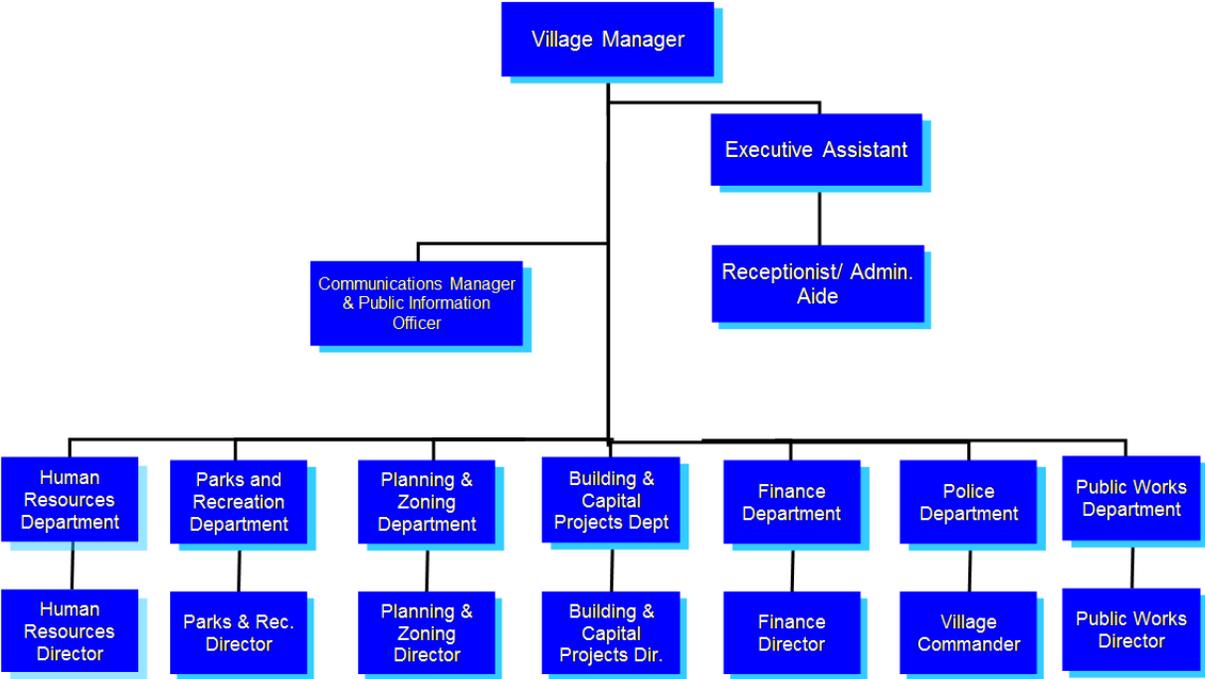
Charter Compensation: Compensation paid to each Councilmember in accordance with the Village Charter.



**OFFICE OF THE  
VILLAGE MANAGER**

**OFFICE OF THE  
VILLAGE MANAGER**

VILLAGE MANAGER ORGANIZATIONAL CHART



### FUNCTION

The Village Manager is one of three Chartered positions in the Village Administration as established by the Village Charter. The Village Manager is appointed by the Council and serves as the chief administrative officer of the Village. The Manager is accountable to the Council and is responsible for carrying out policies adopted by the Council. The Village Manager attends all Council meetings and may participate in discussion and provide guidance as appropriate. The Manager is authorized to execute contracts and other documents on behalf of the Village as directed by Council, and to that extent, the Village Manager is responsible for administering all Village contracts and coordinating Council directives and policies regarding consultants and advisors. Additionally, the Village Manager is responsible for the hiring 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.

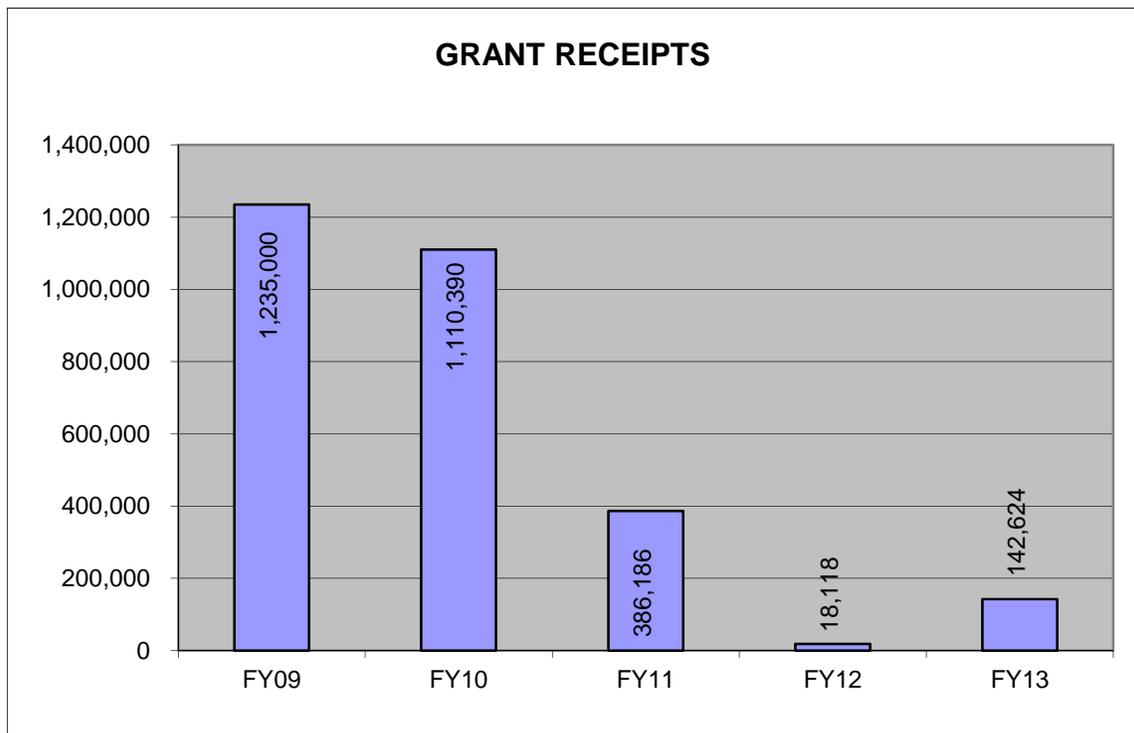
### OBJECTIVES

- 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.

## Village Manager

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



**BUDGET**

Description	Actual FY '11-'12	Original Adopted Budget FY '12-'13	Estimated Final FY '12-'13	Adopted Budget FY '13-'14
<b>VILLAGE MANAGER</b>				
Salaries & Wages	\$ 316,073	\$ 322,872	\$ 320,309	\$ 343,464
Other Wages	3,868	7,988	2,066	9,580
Payroll Taxes	20,039	24,154	21,449	22,434
Retirement Contributions	40,057	40,519	41,155	46,366
Health & Life Insurance	41,124	52,600	43,563	50,784
Travel & Per Diem	944	5,000	4,408	5,000
Expense Reimbursement Allowance	1,421	6,000	1,829	6,000
Operating Supplies	-	600	162	600
Books, Publications, Subscriptions & Memberships	4,178	5,000	2,997	5,000
Professional Development	945	1,500	1,700	1,500
Reserve for Contingencies	-	7,500	-	4,000
<b>TOTAL VILLAGE MANAGER</b>	<b>\$ 428,649</b>	<b>\$ 473,733</b>	<b>\$ 439,638</b>	<b>\$ 494,728</b>



**OFFICE OF THE  
VILLAGE CLERK**

**OFFICE OF THE  
VILLAGE CLERK**

VILLAGE CLERK ORGANIZATIONAL CHART



## FUNCTION

The Village Clerk is one of the three Chartered positions in the Village Administration as established by the Village Charter. The Village Clerk is appointed by the Village Council and serves as the corporate secretary to the Village Council, the Local Planning Agency, the Palmetto Bay Foundation, the Charter Revision Commission, and, most recently, the Educational Compact Advisory Committee. 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 the Mayor and Council and to 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 Public Record Laws and the Department of State mandated records schedules. The Clerk also acts as the Coordinator for the Information Technology function.

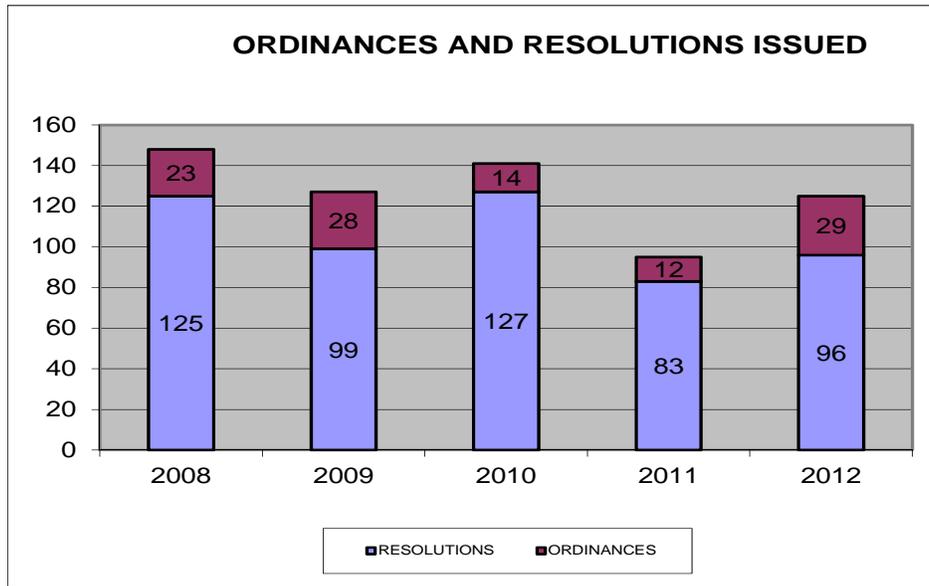
## GOALS

- ◆ 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.
- ◆ Create and maintain accurate minutes and notes of all meetings held by the Village Council in its legislative and in its quasi-judicial capacity.
- ◆ Serve as the Supervisor of Elections for the Village, ensuring that all notices and filings are prepared and received in accordance with appropriate law; work with Miami-Dade County and the State of Florida to provide for an organized process; assist the candidates by answering questions and providing information; and visit polling locations on Election Day to insure that all candidates act in accordance with State Law. Additionally, providing important information and updates to the website concerning recent and former elections, including links to important State and County election-related web pages.
- ◆ 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.
- ◆ 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.
- ◆ Provides updates of notices and materials to the Village's website.

## OBJECTIVES

- ◆ Provide the Village Council, Manager, Attorney and staff with complete agenda packets in accordance with the seven-day provision, following Agenda review with the Village Manager, the Village Departments, and the 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.
- ◆ Provide the Village Council, Manager, Attorney and staff with Committee of the Whole Agenda information, as required.
- ◆ Timely and accurately publish all legally-required and/or courtesy notices of Village meetings and/or functions.
- ◆ Maintain the consistent appearance of documents produced by the Village.
- ◆ Continue to provide public records through coordination with the various municipal departments in order to ensure that records are timely and reasonably provided.
- ◆ Provide training to the Village clerical staff to insure a complete understanding of Public Record law – retention and disposition.
- ◆ 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.
- ◆ As Supervisor of Elections ensure that all election operations run smoothly, professionally, and legally, including providing updates concerning the recent election law changes to candidates and political committees.
- ◆ 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 '11-'12	Original Adopted Budget FY '12-'13	Estimated Final FY '12-'13	Adopted Budget FY '13-'14
<b>VILLAGE CLERK</b>				
Salaries & Wages	\$ 116,465	\$ 130,320	\$ 129,237	\$ 137,848
Other Wages	2,667	4,050	3,126	4,248
Payroll Taxes	9,307	10,377	10,327	10,747
Retirement Contributions	15,400	17,358	15,823	16,656
Health & Life Insurance	21,152	26,300	25,552	25,620
Travel & Per Diem	-	500	272	500
Ordinance Codification	8,334	6,000	5,481	6,000
Legal Advertisement	18,142	20,000	16,985	20,000
Election Costs	-	60,000	57,544	-
Operating Supplies	99	500	170	500
Books, Publications, Subscriptions & Memberships	275	250	562	250
Professional Development	380	500	450	500
Reserve for Contingencies	-	3,000	-	1,000
<b>TOTAL VILLAGE CLERK</b>	<b>\$ 192,221</b>	<b>\$ 279,155</b>	<b>\$ 265,529</b>	<b>\$ 223,869</b>

## BUDGET DETAILS

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

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



**VILLAGE  
ATTORNEY**

### **FUNCTION**

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

### **GOALS**

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

### **OBJECTIVES**

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

2012 -13 ACHIEVEMENTS

- With the assistance of the Planning and Zoning Department the Village drafted several ordinances to update the Land Development Code, and to ensure that the Code is tailored to the needs of the Village and meets the direction of the Council.
- Drafted all ballot questions relating to amending the Village Charter.
- Assisted the Village in the negotiation and preparation of all agreements, contracts, grant applications, bonding and other applications as required by the Village.
- Successfully resolved the litigation with Shores at Palmetto Bay, LLC.
- Assisted in revising the ordinance relating to, and developing the contracts relating to the selection and contracting of Art in Public Places (AIPP).
- Vigorously defended the Village's position in the litigation relating to the Palmer Trinity appeal of the 2008 and 2010 zoning decisions and assisted in obtaining final hearings in conjunction with same.
- Successfully assisted code compliance in receiving payment for expenditures relating to the Village's Mow and Go program and other code compliance liens, realizing over \$75,000 in reimbursements to the Village.
- Monitored the FPL power plant and transmission line applications, issued agency report and per Council direction did not incur litigation costs relating to FPL and removed the Village from the litigation, per direction of the Council
- Assisted the Public Works Department in successfully terminating contract disputes with roadway contractors and signage.
- Provided clear direction during all Planning and Zoning meetings.
- Assisted the Planning and Zoning Department in completing the Capital Improvement Plan (CIP), and Element updates.
- Updated the Village's Historic Preservation Ordinance.
- Provided clear direction as to the Village's Lobbying Code, State Ethics laws, and the Village's Code of Ethics.
- Updated the Village's Code to provide additional input for the community consistent with the modifications in Chapter 286, of the Florida Statutes.

BUDGET

Description	Actual FY '11-'12	Original Adopted Budget FY '12-'13	Estimated Final FY '12-'13	Adopted Budget FY '13-'14
<b>VILLAGE ATTORNEY</b>				
Professional Services - General Legal	\$ 185,016	\$ 180,000	\$ 140,895	\$ 180,000
Professional Services - Zoning Applications	21,832	30,000	37,936	30,000
Professional Services - Code Enforcement	1,981	5,000	9,619	5,000
Professional Services - Litigation Reserve	181,499	258,800	84,640	158,800
<b>TOTAL VILLAGE ATTORNEY</b>	<b>\$ 390,328</b>	<b>\$ 473,800</b>	<b>\$ 273,090</b>	<b>\$ 373,800</b>

BUDGET DETAILS

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

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

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

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



**DEPARTMENT OF  
HUMAN RESOURCES**

HUMAN RESOURCES ORGANIZATIONAL CHART



### FUNCTION

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

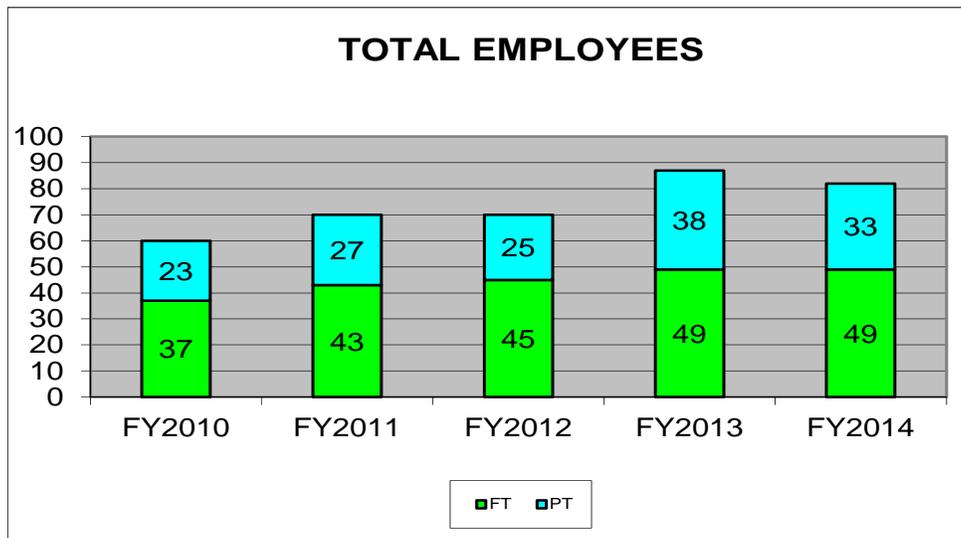
### GOALS

- 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 enhance their knowledge, skills, abilities and competencies.
- Manage the Employee Safety Program.
- Conduct periodic surveys relative to compensation and benefits offered by other comparable cities to ascertain the competitiveness of the Village's employee benefits package.
- Examine existing personnel policies and recommend revisions when necessary.
- Promptly respond to employee inquiries regarding their compensation, fringe benefits and any other questions relative to the Village's personnel policies and procedures.
- Implement policies that improve the work environment, acknowledge and reward individual performance and increase employee motivation and satisfaction in order to ensure employee retention.
- Provide guidance and counseling to supervisors and employees to resolve matters of concern.
- Provide guidance to managers concerning matters relative to employee relations, including terminations, disciplinary actions and appeals.
- Work collaboratively with legal support to proactively address labor issues of concern.
- Reduce employee concerns by providing helpful training to supervisors and employees and encouraging effective communications, either through mentoring and counseling or training.
- Encourage timely submissions of performance evaluations.
- Assist supervisors in the development of a Professional Growth Plan for their employees.
- 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.

# Human Resources



## BUDGET

Description	Actual FY '11-'12	Original Adopted Budget FY '12-'13	Estimated Final FY '12-'13	Adopted Budget FY '13-'14
<b>HUMAN RESOURCES</b>				
Salaries & Wages	\$ 125,156	\$ 128,056	\$ 127,979	\$ 136,974
Other Wages	954	5,480	181	4,682
Payroll Taxes	9,622	9,805	9,432	10,096
Retirement Contributions	14,308	14,739	14,026	14,881
Health & Life Insurance	17,646	26,300	18,760	25,158
Professional Services	-	10,000	2,820	10,000
Travel & Per Diem	1,105	1,800	1,090	1,800
Recruitment	5,029	5,000	4,977	5,000
Operating Supplies	942	1,500	206	1,500
Books, Publications, Subscriptions & Memberships	280	1,250	682	1,250
Professional Development	813	1,000	603	1,000
Personnel Training	4,347	10,000	10,918	10,000
Reserve for Contingencies	-	4,000	-	2,000
<b>TOTAL HUMAN RESOURCES</b>	<b>\$ 180,202</b>	<b>\$ 218,930</b>	<b>\$ 191,674</b>	<b>\$ 224,341</b>

**BUDGET DETAILS**

**Professional Services:** The review of personnel policies by a labor lawyer.

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

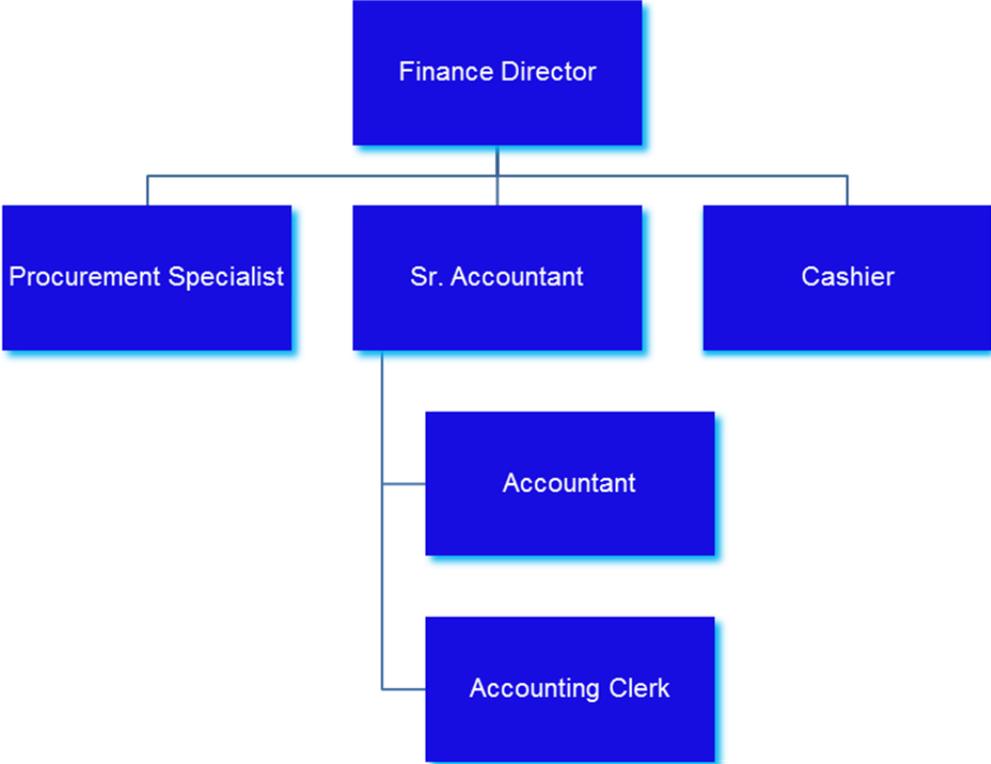
**Recruitment:** Expenditures relative to recruitment activities, including job advertisements, background screening and drug testing; previously included in the General Government section of the budget.

**Personnel Training:** Related costs for training of all Village employees such as sexual harassment and diversity. Also includes funding for the tuition reimbursement program.



**DEPARTMENT OF  
FINANCE**

FINANCE ORGANIZATIONAL CHART



**FUNCTION**

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

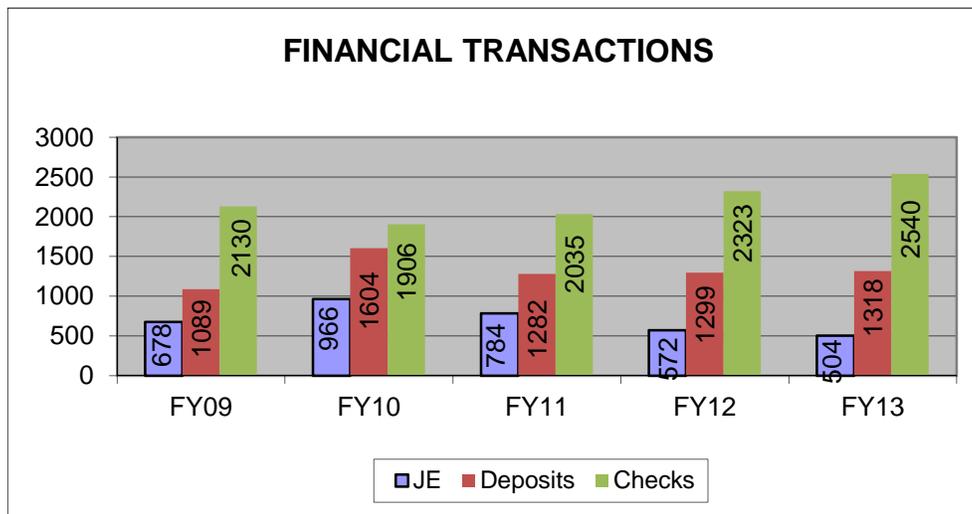
**GOALS**

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

**OBJECTIVES**

The following objectives provide information on the activities and projected accomplishments of the Department in Fiscal Year 2013-2014:

- Submit the Fiscal Year 2013-14 budget for the Distinguished Budget Presentation Awards Program by December 31, 2013.
- Submit the 2013 Comprehensive Annual Financial Report for the Certificate of Achievement for Excellence in Financial Reporting by March 31, 2014.
- Streamline and standardize the procurement policies and procedures which the Procurement Specialist position will implement and manage.



*Finance Department*

BUDGET

Description	Actual FY '11-'12	Original Adopted Budget FY '12-'13	Estimated Final FY '12-'13	Adopted Budget FY '13-'14
<b>FINANCE DEPARTMENT</b>				
Salaries & Wages	\$ 173,182	\$ 234,386	\$ 209,144	\$ 307,671
Other Wages	1,685	10,255	3,080	4,084
Payroll Taxes	13,047	19,685	16,002	21,751
Retirement Contributions	20,211	31,350	24,365	34,097
Health & Life Insurance	23,078	47,797	33,130	45,500
Independent Audit	46,400	50,000	23,636	40,000
Travel & Per Diem	2,717	2,500	1,316	2,750
Financial Institution Fees	13,394	13,000	15,861	-
Books, Publications, Subscriptions & Memberships	624	1,000	526	1,200
Professional Development	135	1,500	685	1,750
Reserve for Contingencies	-	5,000	-	2,500
<b>TOTAL FINANCE DEPARTMENT</b>	<b>\$ 294,473</b>	<b>\$ 416,473</b>	<b>\$ 327,745</b>	<b>\$ 461,303</b>

BUDGET DETAILS

**Salaries and Wages:** Twenty five percent of the Finance director’s salary is allocated to the Special Revenue Funds. Salaries reflect a full year funding for Procurement Specialist.

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

**Financial Institutions Fees:** Banks and Credit Card Fees. A convenience fee will be added to all credit card transactions to cover the cost of the credit card charges.



**GENERAL  
GOVERNMENT**

# General Government

## FUNCTION

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

## BUDGET

Description	Actual FY '11-'12	Original Adopted Budget FY '12-'13	Estimated Final FY '12-'13	Adopted Budget FY '13-'14
<b>GENERAL GOVERNMENT</b>				
Professional Services - General	\$ 8,132	\$ 40,000	\$ 10,928	\$ 30,000
Professional Services - Technical Support	34,401	45,000	37,143	40,000
Professional Services - Web Development & Maintenance	13,271	45,000	8,924	40,000
Professional Services - State Lobbyist	43,500	42,000	42,000	42,000
Temporary Administrative Support Services	-	5,000	-	5,000
Waste Haulers	6,627	5,000	2,730	5,500
Legislative Travel	6,979	8,000	7,506	8,000
Telephone Communications	30,349	35,000	32,662	35,000
Postage & Delivery	5,892	30,000	6,455	10,000
Electric	30,736	37,500	29,404	37,500
Water	2,987	5,000	5,406	5,500
Photocopies	13,205	15,000	14,933	15,000
Insurance	307,418	345,000	306,528	340,000
Repairs and Maintenance	1,816	50,000	14,896	25,000
Printing and Binding	2,563	5,000	1,780	5,000
Advertisement	10,407	10,000	14,488	10,000
TV & Video Production	32,161	100,000	51,125	65,000
Special Events	83,794	45,000	63,844	100,000
Office Supplies	23,342	50,000	19,636	45,000
Operating Supplies	35,095	40,000	29,902	35,000
Equipment and Furniture: non-capital outlay	5,234	5,000	10,612	5,000
Books, Publications, Subscriptions & Memberships	6,511	7,500	8,532	7,500
Software Support	75,797	90,000	74,347	90,000
Library Bond				
Principal	35,000	35,000	35,000	35,000
Interest	61,410	61,000	60,244	61,000
Village Hall Buildout				
Principal	290,000	295,000	295,000	305,000
Interest	610,813	605,000	604,792	595,514
Reserve for Contingencies	-	-	-	7,500
<b>TOTAL GENERAL GOVERNMENT</b>	<b>\$ 1,777,440</b>	<b>\$ 2,056,000</b>	<b>\$ 1,788,817</b>	<b>\$ 2,005,014</b>

## BUDGET DETAILS

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

**Special Events:** The Village plans to have additional events to promote and support the downtown redevelopment.

## *General Government*

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### LONG TERM DEBT RATIOS

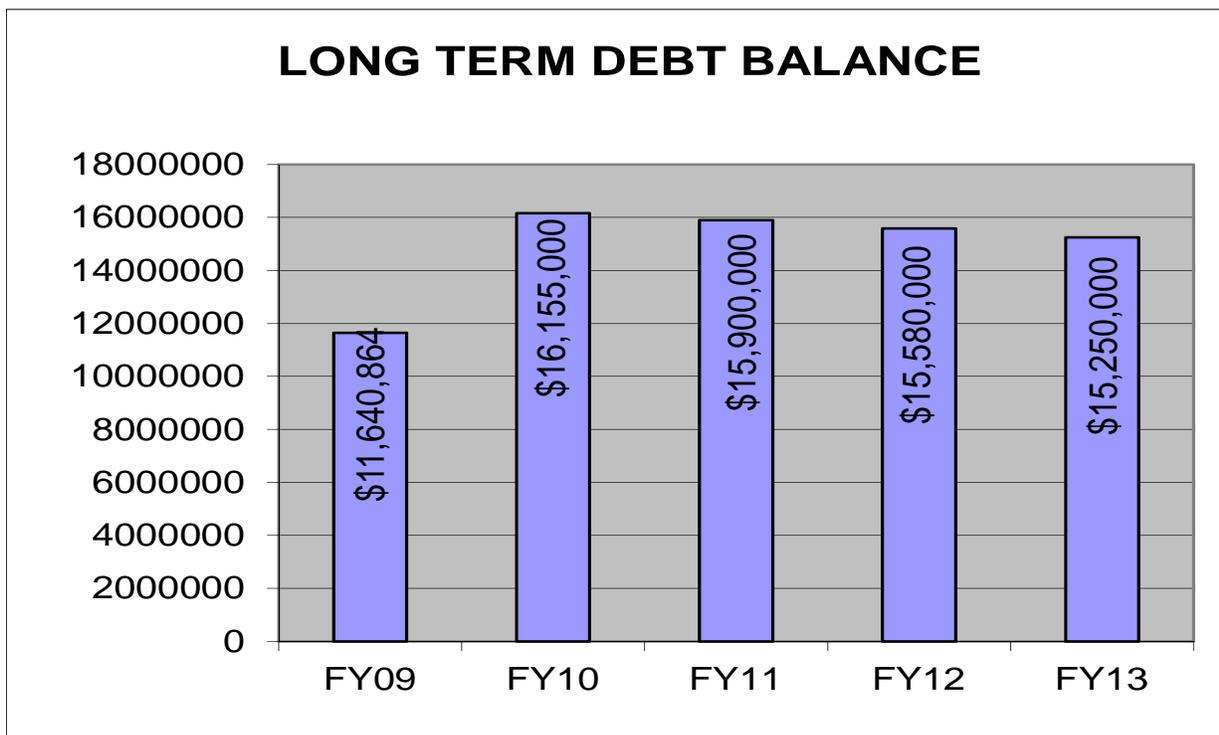
	2009	2010	2011	2012	2013	2014
<b>Total Revenues</b>	\$15,349,425	\$15,300,514	\$14,859,684	\$13,499,617	\$13,454,510	\$13,424,201
Less: Ad-Valorem	6,574,981	5,879,429	5,559,345	5,446,839	5,480,514	5,589,399
<b>Total Non-Advalorem Revenues</b>	<u>8,774,444</u>	<u>9,421,085</u>	<u>9,300,339</u>	<u>8,052,778</u>	<u>7,973,996</u>	<u>7,834,802</u>
<b>Essential Services Expenditures</b>						
General Government	7,439,863	3,558,649	4,031,429	4,184,837	4,222,741	5,014,249
Public Safety	5,967,109	5,781,918	6,888,045	5,960,182	5,997,642	6,803,655
<b>Total Essential Services Expenditures</b>	<u>13,406,972</u>	<u>9,340,567</u>	<u>10,919,474</u>	<u>10,145,019</u>	<u>10,220,383</u>	<u>11,817,904</u>
<b>Adjustment for essential services expenditures</b>	<u>6,574,981</u>	<u>5,879,429</u>	<u>5,559,345</u>	<u>5,446,839</u>	<u>5,480,514</u>	<u>5,589,399</u>
<b>Adjusted Essential Services Expenditures</b>	<u>\$6,831,991</u>	<u>\$3,461,138</u>	<u>\$5,360,129</u>	<u>\$4,698,180</u>	<u>\$4,739,869</u>	<u>\$6,228,505</u>
<b>Legally Available Non-Ad Valorem Revenues</b>	\$1,942,453	\$5,959,947	\$3,940,210	\$3,354,598	\$3,234,127	\$1,606,297
<b>Required Non-Ad Valorem</b>	\$779,720	\$1,588,704	\$1,499,880	\$1,499,880	\$1,499,880	\$1,499,880
<b>Debt Services paid from Non-Ad Valorem</b>	\$519,813	\$1,059,136	\$999,920	\$999,920	\$999,920	\$999,920
<b>Required Debt Service ratio</b>	150.00%	150.00%	150.00%	150.00%	150.00%	150.00%
<b>Current Debt Service ratio based on prior two years</b>	1403.76%	467.71%	395.15%	495.05%	364.77%	329.46%
<b>Maximum Allowable Annual Debt Service (20% of Revenues)</b>	\$3,069,885	\$3,060,103	\$2,971,937	\$2,699,923	\$2,690,902	\$2,684,840

## General Government

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The Village of Palmetto Bay has two bonds funded from Non Ad-Valorem revenue and one funded from the County's Citizen Independent Transportation Trust, and discussed in the Special Revenue section. The two General Fund Non Ad-Valorem bonds are (1) \$1,495,000 issued in 2005 for 30 years, for the construction of a library, community center and park. The balance outstanding is \$1,280,000. (2) \$14,780,000 issued in 2010 amortized over 30 years. The bond refinanced the \$6,000,000 issued in 2006 for 15 years, for the renovation of Village parks and construction of library, the \$2,500,000 issued in 2009 for 10 years, for the purchase of land for village hall, and \$5,500,000 to build a new, LEED platinum, Village Hall. The balance outstanding is \$13,970,000.

The Village of Palmetto Bay's legal debt requirement stipulates Non Ad-Valorem revenues to cover 150% of the maximum debt service which would be \$1,499,880. The Village currently has legally available Non Ad-Valorem revenues totaling \$1,606,297 which is 161% more than the maximum debt service. The second requirement stipulates a maximum debt service limit of no more than 20% of Non Ad-Valorem revenues or \$1,566,960, as compared to a maximum debt service of \$999,920 or 13%.





**PALMETTO BAY  
POLICING UNIT**

PALMETTO BAY  
POLICING UNIT

POLICING UNIT ORGANIZATIONAL CHART



### FUNCTION

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

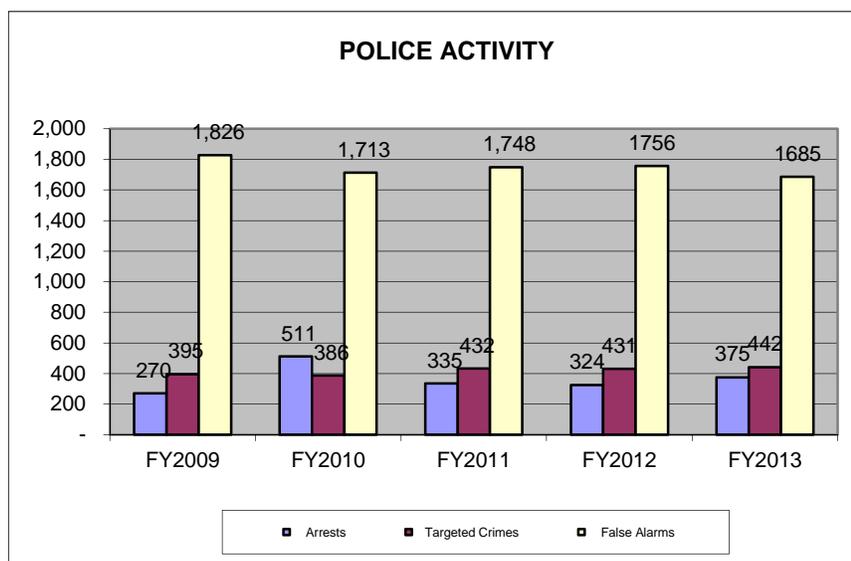
### GOALS

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

### OBJECTIVES

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

## Palmetto Bay Policing Unit



## BUDGET

Description	Actual FY '11-'12	Original Adopted Budget FY '12-'13	Estimated Final FY '12-'13	Adopted Budget FY '13-'14
<b>POLICE SERVICES</b>				
Patrol Services	\$ 5,855,981	\$ 6,362,449	\$ 5,910,396	\$ 6,698,955
School Crossing Guards	84,301	80,000	75,119	82,500
Photocopies	5,770	5,800	2,125	5,800
Maintenance - Equipment	851	4,000	-	4,000
Printing and Binding	-	400	-	400
Officer Friendly Program	3,299	5,000	2,826	5,000
Office Supplies	2,598	2,500	1,695	2,500
Operating Supplies	6,442	3,000	4,198	3,000
Uniforms	940	500	544	500
Equipment and Furniture: non-capital outlay	-	500	739	500
Books, Publications, Subscriptions & Memberships	-	500	-	500
Professional Development	-	-	-	-
Contingency	-	1,500	-	-
<b>TOTAL POLICE SERVICES</b>	<b>\$ 5,960,182</b>	<b>\$ 6,466,149</b>	<b>\$ 5,997,642</b>	<b>\$ 6,803,655</b>

## BUDGET DETAILS

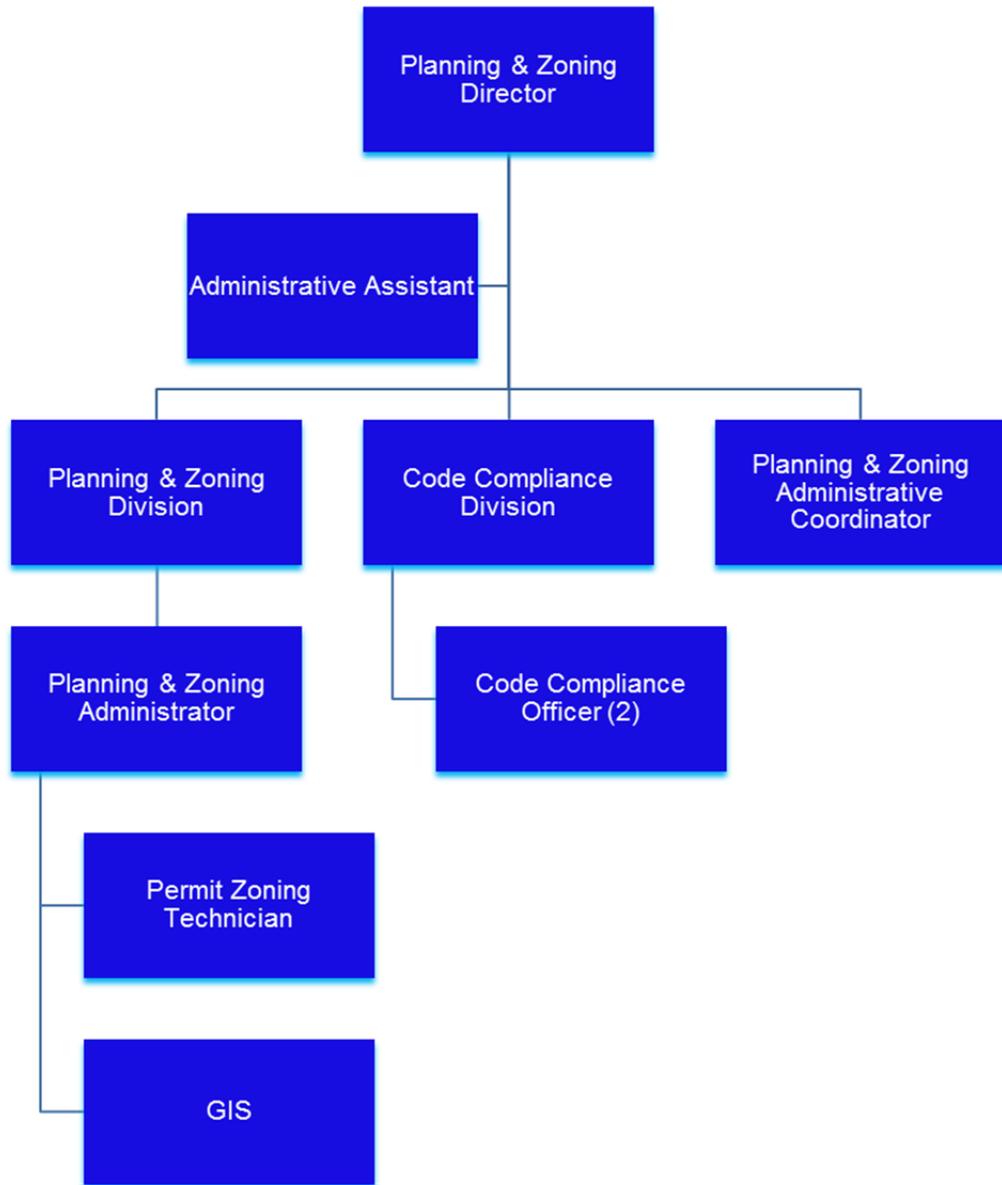
**Patrol Services:** As required by the Interlocal Agreement for Patrol Services, this line item reflects the amount paid to the Miami-Dade County Police Department for local police services provided to the Village.



**DEPARTMENT OF  
PLANNING &  
ZONING**

**DEPARTMENT OF  
PLANNING & ZONING**

PLANNING & ZONING ORGANIZATIONAL CHART



### **FUNCTION**

The Department of Planning & Zoning is comprised of two (2) divisions: Planning & Zoning and Code Compliance. The Planning & Zoning Division is responsible for providing technical and professional recommendations to ensure strict adherence to the Village's Comprehensive Plan, Land Development Code, and any other concurrency regulations. The goal of the Planning and Zoning Division is to ensure 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***

- Implement the Comprehensive Plan EAR Based Amendments
- 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.
- Coordinate preparation of the Capital Improvement Plan and Capital Improvement Element.
- 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 data and layers to the system which will allow the Village's departments to have updated and accurate information pertaining to the location of basic infrastructure.
- Administer the Art-in-Public-Places 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 expeditious manner.
- Implement Code Compliance Automation program.
- 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 that 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.

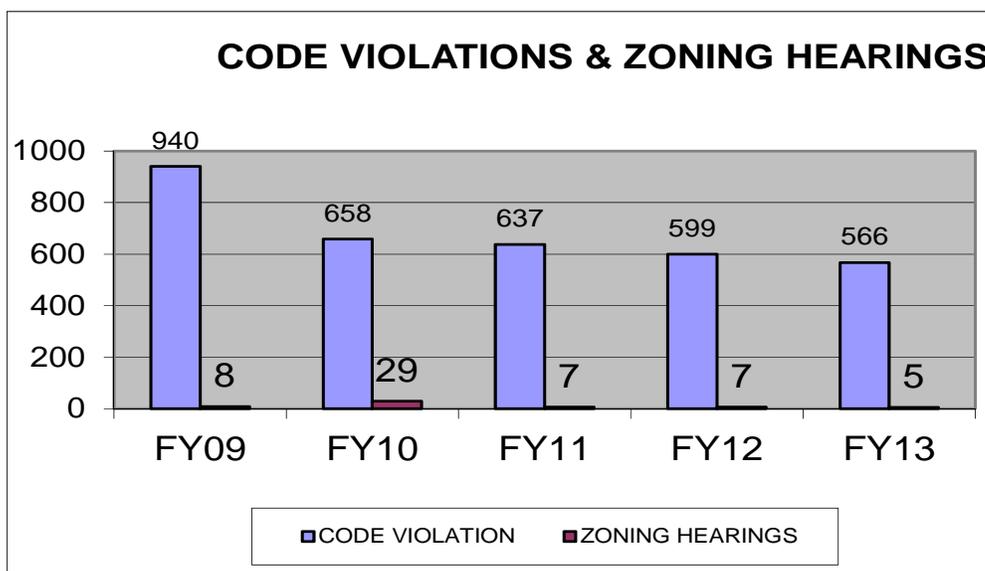
### **Objectives**

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

- Process zoning applications for public hearing within 60 business days.
- Process minor administrative review of 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.
- Administer the Certificate of Use program.
- Administer the Business Tax Receipt program.
- 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.
- Implement rotating art exhibitions program at Village Hall.
- Implement acquisition and maintenance of public art.
- Schedule Art-in-Public-Places 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 to first time offenders.
- 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 '11-'12	Original Adopted Budget FY '12-'13	Estimated Final FY '12-'13	Adopted Budget FY '13-'14
<b>PLANNING &amp; ZONING</b>				
Salaries & Wages	\$ 341,430	\$ 441,214	\$ 337,518	\$ 404,854
Other Wages	3,755	10,680	4,988	8,699
Payroll Taxes	26,434	34,929	26,180	30,939
Retirement Contributions	32,419	45,729	35,673	44,831
Health & Life Insurance	68,646	105,200	66,264	89,351
Professional Services - Studies/Master Plan	-	25,000	4,000	25,000
Professional Services - Land Development Code	-	1,500	-	1,500
Professional Services - Special Master	7,375	9,000	5,800	9,000
Professional Services - General	19,400	50,000	27,864	90,000
Professional Services - GIS	9,675	12,000	10,028	12,000
Travel & Per Diem	760	3,000	203	3,000
Postage & Delivery	8,710	2,000	11,328	8,500
Lot Maintenance & Abandoned Property	25,099	30,000	25,978	30,000
Printing and Binding	-	3,000	484	3,000
Operating Supplies	1,416	4,000	1,911	4,000
Uniforms and Badges	315	750	393	750
Equipment and Furniture: non-capital outlay	880	500	-	500
Books, Publications, Subscriptions & Memberships	476	2,500	516	2,500
Professional Development	226	3,000	1,971	3,000
Reserve for Contingencies	-	10,000	-	4,000
<b>TOTAL PLANNING &amp; ZONING</b>	<b>\$ 547,016</b>	<b>\$ 794,002</b>	<b>\$ 561,099</b>	<b>\$ 775,424</b>

## *Planning and Zoning*

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

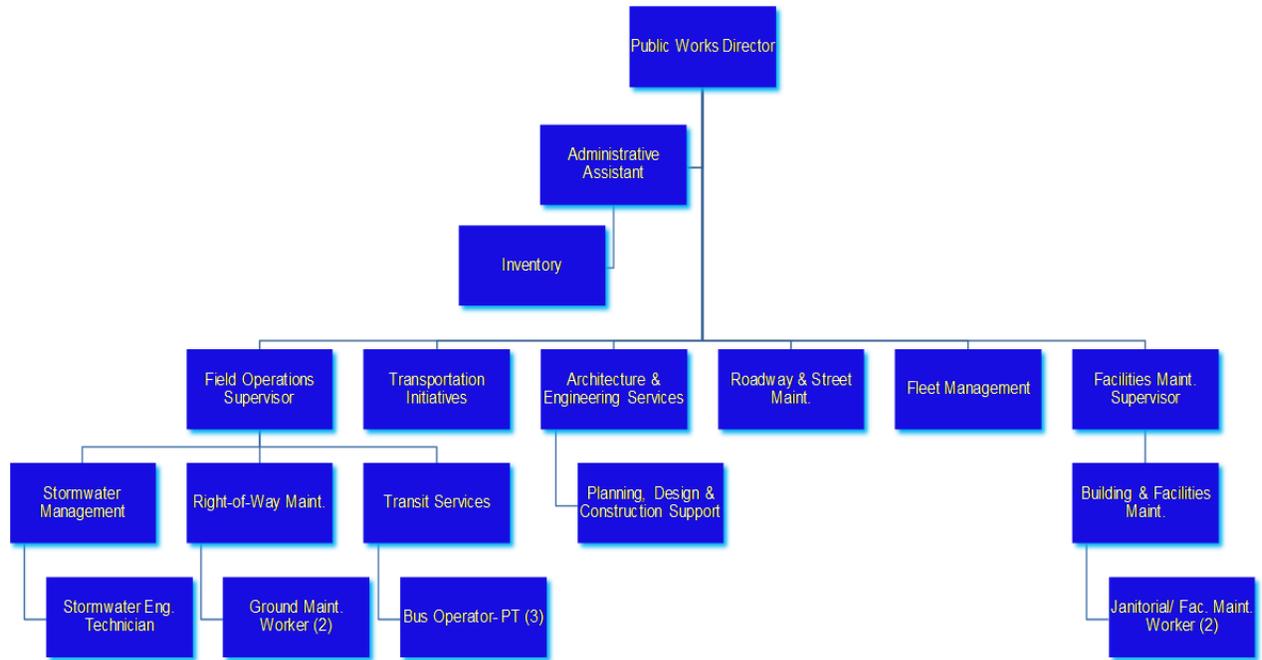
**Professional Services – Studies/Master Plan:** Studies for historic preservation and a landscape master plan.

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



**DEPARTMENT OF PUBLIC  
WORKS/  
FACILITIES MAINTENANCE**

PUBLIC WORKS ORGANIZATIONAL CHART



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

### 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, stormwater 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.

### **Division of Facilities Maintenance**

#### GOALS

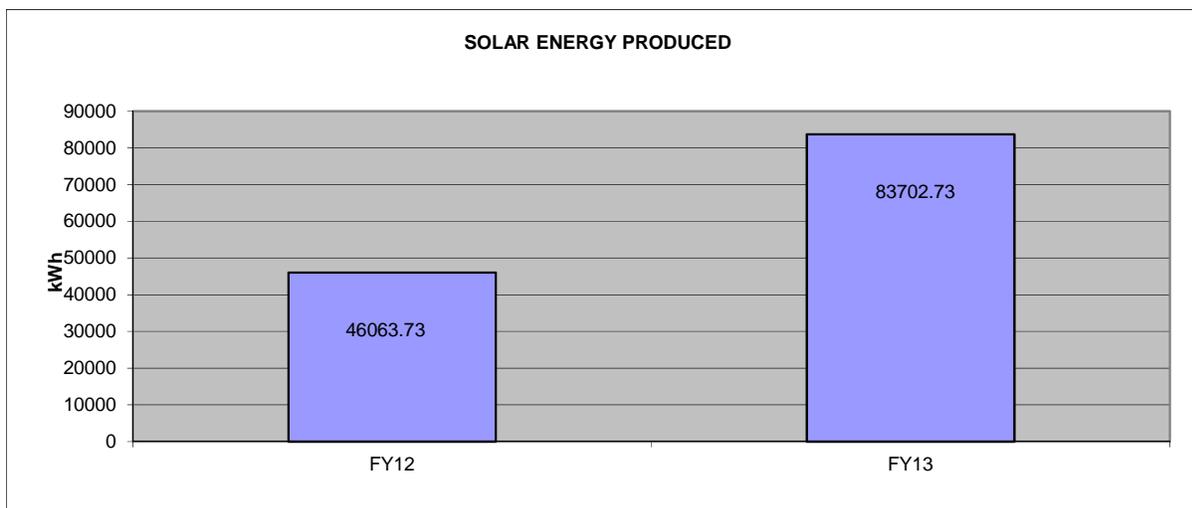
- Maximize production at the lowest cost, the highest quality, and within the optimum safety standards.
- To implement planned and routine maintenance programs which will extend the useful life of all buildings and prevent premature capital outlay for replacement.
- Increase operational effectiveness & efficiency at the Municipal Center and its infrastructure
- Identify and implement maintenance and operational cost reductions.
- Provide accurate equipment maintenance records
- Continue to meet the requirements for a Platinum LEED facility
- Continue to minimize energy usage
- Minimize and effectively manage inventory on hand
- Provides maintenance, construction, janitorial, safety and fire suppression system support services for Village Hall Municipal Center.
- Insure a safe environment for the public and the Village of Palmetto Bay employees.
- Reduce supply and equipment cost through standardization of supplies and equipment used by other departments
- Ensure the provision of attractive buildings, with properly functioning components and systems that are properly maintained.

#### OBJECTIVES

- Maintain all mechanical systems in the Municipal Center to insure that there is no downtime for any department and the facility is operational at all times.

## Public Works/Facilities Maintenance

- Continue to be proactive in the maintenance of all mechanical, electrical and plumbing systems.
- Collect necessary maintenance cost information to maximize cost at the lowest cost. To implement centralized purchasing of janitorial supplies.
- Provide an efficient, thorough, and effective preventive maintenance and repair program for the Village Municipal Center.
- Renegotiate vendor contracts to reduce outsourced contact services
- Purchase software with capability to track maintenance performed on facilities and equipment.
- Implement a computerized work order system to better utilize time management of maintenance employees
- Insure accountability of all supplies through computerized recordkeeping of maintenance and janitorial supply.
- To establish priorities for maintenance and improvement projects
- To identify and correct facility deficiencies and needs through periodic review of existing systems and system components
- Maintain the municipal center at a level that ensures the facility is aesthetically pleasing, clean, sanitary, and safe.
- To ensure the availability of sufficient funding and other resources to support projected facility maintenance requirements
- Continue to meet LEED certification requirements through energy efficiency, energy and water conservation, alternative energy sources, use of green cleaning products and recycling.
- Effectively manage energy resources.
- Facilitate LEED, sustainability, janitorial and maintenance education, and training.
- Reduce unscheduled maintenance by increasing and providing on-time preventive maintenance.
- Ensure that the condition of Municipal Center is held to a high-quality standard.



## Public Works/Facilities Maintenance

### BUDGET

Description	Actual FY '11-'12	Original Adopted Budget FY '12-'13	Estimated Final FY '12-'13	Adopted Budget FY '13-'14
<b>FACILITIES MAINTENANCE</b>				
Salaries & Wages	\$ 103,582	\$ 111,152	\$ 92,779	\$ 116,716
Other Wages	275	-	528	1,807
Overtime	395	1,000	138	500
Overtime Special Events	-	-	416	500
Payroll Taxes	7,983	8,509	7,155	8,928
Retirement Contributions	10,567	11,402	8,825	11,975
Health & Life Insurance	29,445	39,450	29,235	38,046
Alarm Monitoring	846	1,035	1,080	1,209
Travel & Per Diem	219	1,500	13	1,500
Facility Maintenance - General	11,503	20,000	21,099	20,000
Facility Maintenance - Repairs	-	10,000	5,290	10,000
Pest Control	414	510	425	612
Repairs and Maintenance - Vehicle	8,179	6,500	5,155	8,000
Repairs and Maintenance - Equipment	25	5,000	3,894	5,150
Office Supplies	402	250	8	300
Operating Supplies	3,864	7,500	4,495	7,725
Uniforms	1,089	1,500	670	1,545
Vehicle Operation	25,789	28,400	24,971	30,000
Equipment and Furniture: non-capital outlay	440	5,000	221	5,150
Books, Publications, Subscriptions & Memberships	299	1,000	573	1,030
Professional Development	374	1,500	230	1,545
Reserve for Contingencies	-	10,000	6,892	7,500
<b>TOTAL FACILITIES MAINTENANCE</b>	<b>\$ 205,690</b>	<b>\$ 271,208</b>	<b>\$ 214,092</b>	<b>\$ 279,738</b>

### BUDGET DETAILS

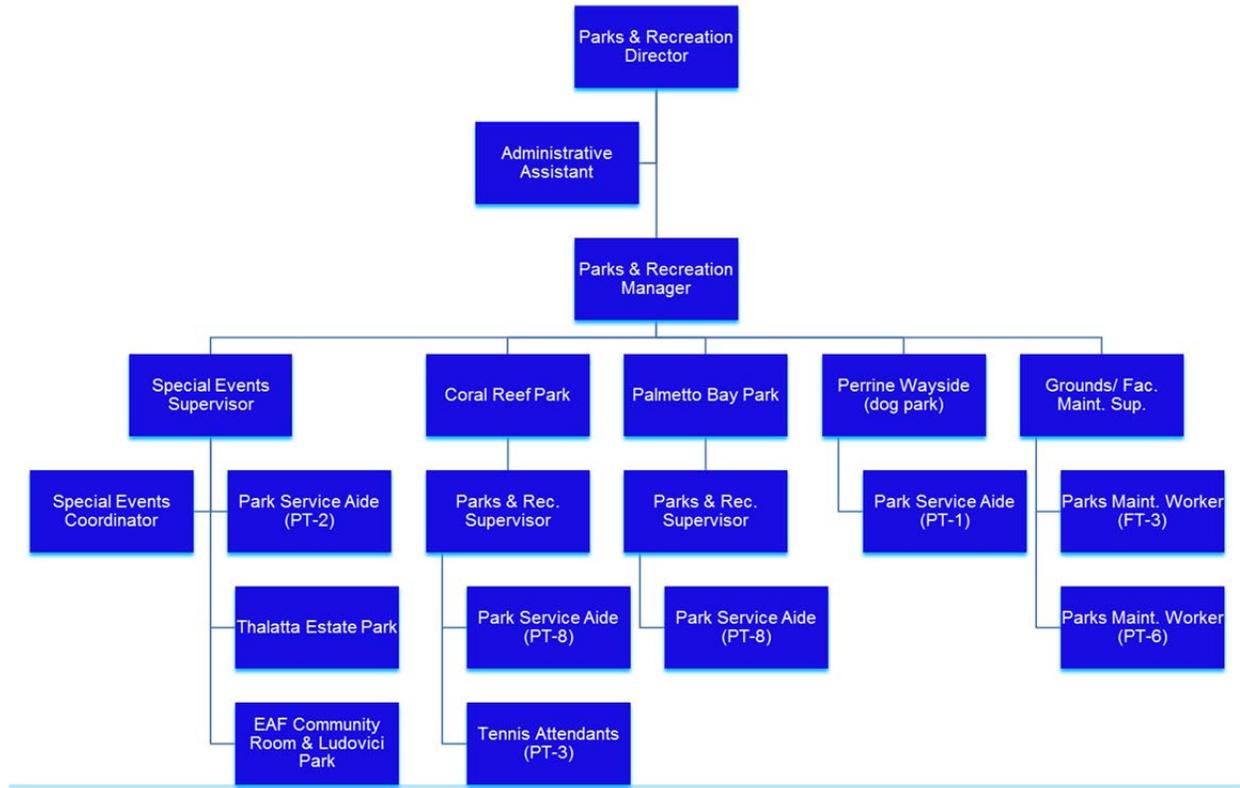
**Vehicle Operations** – Maintenance and operational costs for all Village-owned vehicles.

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



**DEPARTMENT OF  
PARKS AND RECREATION**

PARKS & RECREATION ORGANIZATIONAL CHART



### **FUNCTION**

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

### **GOALS**

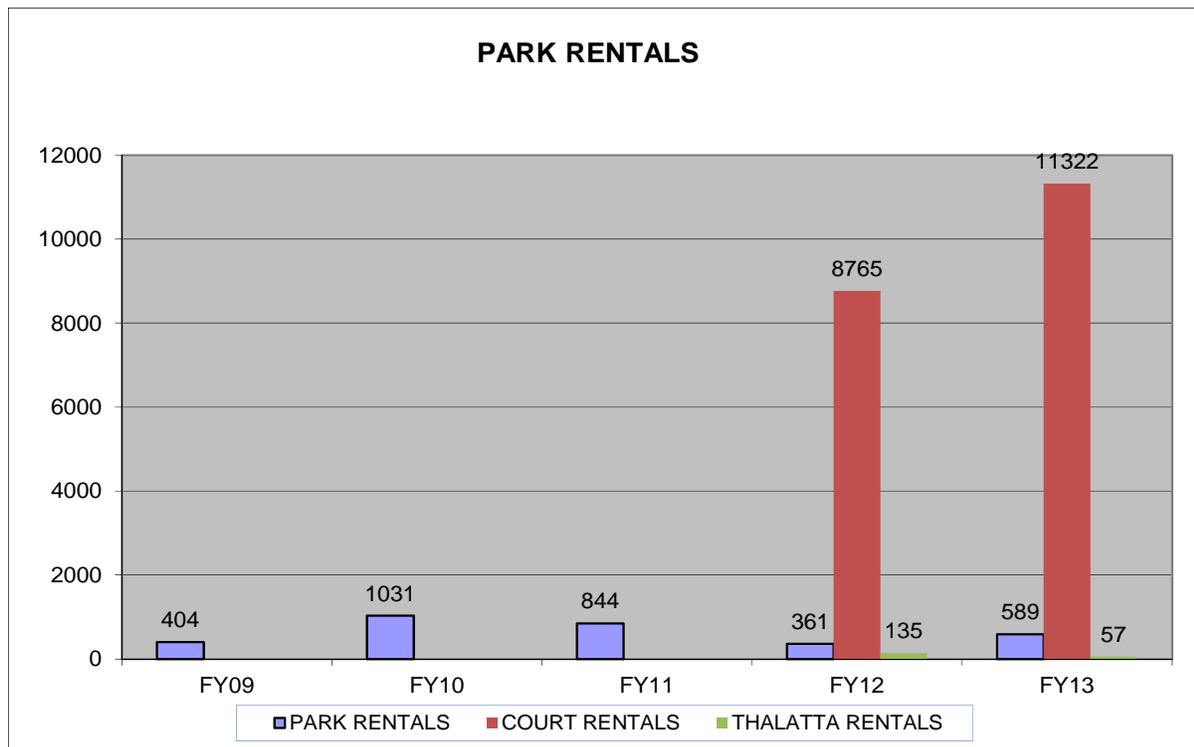
- Continue efforts to enhance park safety and security during special events, home games and tournaments including pre- and post-event hours.
- Continue the policy of recruitment of professional parks and recreation professionals to fill-in available positions.
- Continue to seek sponsorships and donations for programming, special events and enhancement of parks.
- Expand in-house/outsourced recreational programming for youth, adults and seniors.
- 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, as well as local seminars, to keep up with certifications and industry initiatives.
- Continue to encourage the cooperation between the Village and neighborhood schools regarding use of respective recreational facilities.
- 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.
- Continue to monitor and recommend acquisition of available properties within Palmetto Bay for possible expansion of existing parks and/or future development of Village parks.
- Continue to assess park amenities for possible upgrades to be presented via the Capital Improvement Program (i.e., Splash Park, expanded playgrounds, etc)

### 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. Utilization of contracted security guard services when/where necessary.
- Research the 'best practices' to secure all park facilities.
- Continue efforts to upgrade our children's playgrounds and adhere to all established safety guidelines. Improvements under consideration include upgraded surfaces, new equipment to replace outdated units, new and/or replacement of overhead shade canopies and refurbishing such as painting, etc. 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.
- Continue efforts to attract potential individuals for internship program and possible future candidates for Village parks and recreation positions. Continue to attend annual school Career Days to discuss interest and promote a career in parks and recreation for students.
- Continue to conduct and/or monitor all sports programs as managed by the Parks and Recreation Department; i.e., girls softball, soccer, football (tackle and flag), basketball, cheerleading and fitness.
- To increase the number of youth and adult programming opportunities through enhanced partnership commitments such as those with the Baptist Health System.
- Continue to evaluate operation and maintenance of the Coral Reef Tennis Center regarding controlling entity; i.e. Village Parks and Recreation Department or contractor.
- Create a marketing brochure pamphlet to promote park facilities and programs, and to solicit sponsorship for printing of same.
- Continue to 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.
- Continue working 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.
- 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.

## Parks and Recreation

- Continue the marketing of Ludovici Park; promoting rental opportunities and potential recreational classes and/or activities for the Edward and Arlene Feller Community Room and Amphitheater.
- Continue to effectively market and promote Thalatta Estate as the premier event venue in South Florida for the hosting of special and/or corporate events, parties and weddings, and recreation programs. This marketing program shall include promotion of the newly renovated main house.
- To increase the number and quality of special events offered to our citizenry.
- Complete all approved capital improvement projects.
- Continue cooperative efforts with volunteer groups such as the Palmetto Bay Garden Club to assist with landscaping projects and upgrading of amenities such as the Coral Reef Meditation Garden.
- To retain and/or enhance an effective maintenance program, improve the delivery of services via a continuing re-training program for all staff in the proper execution of various maintenance tasks; continue sports field enhancements via an effective turf maintenance program; implement 'estate maintenance' plan for Thalatta Estate and Ludovici Park; and monitor new grounds maintenance contractor to ensure compliance with given specifications and performance measures
- Complete a professional evaluation of parks for subsequent recommendation as to possible revenue generating amenity improvements and/or additions.
- Continue cost saving efforts regarding utility and water/sewer usage costs; as well as other related operational costs.



# Parks and Recreation

## BUDGET

Description	Actual FY '11-'12	Original Adopted Budget FY '12-'13	Estimated Final FY '12-'13	Adopted Budget FY '13-'14
<b>PARKS &amp; RECREATION</b>				
Salaries & Wages	\$ 405,841	\$ 534,726	\$ 397,180	\$ 508,164
Part-Time Salaries & Wages	290,915	605,346	250,920	446,000
Summer Camp Payroll	44,782	85,000	34,925	85,000
Other Wages	2,999	12,226	4,705	13,936
Overtime	116	1,500	117	1,500
Payroll Taxes	56,311	77,619	52,159	76,720
Retirement Contributions	41,652	56,721	42,221	55,077
Health & Life Insurance	84,290	118,350	81,320	129,085
Professional Services	3,900	5,000	4,900	5,000
Travel & Per Diem	38	2,000	1,300	5,000
Uniforms	3,221	25,000	8,928	25,000
Summer Camp Supplies	22,772	23,500	21,278	23,500
Books, Publications, Subscriptions & Memberships	635	1,500	1,285	1,500
Professional Development	209	4,500	1,456	4,500
Reserve for Contingencies	-	10,000	-	7,000
Park Maintenance - Coral Reef Park:				
Waste Haulers	13,465	16,100	14,399	16,200
Alarm Monitoring	2,116	2,000	1,866	5,000
Communications	3,191	2,600	2,094	3,400
Electric	34,260	34,000	25,457	17,200
Water	13,099	14,700	19,295	15,500
Grounds Maintenance	65,800	85,000	33,926	85,000
Pineland Management	-	8,489	-	8,489
Repair and Maintenance	41,443	40,000	35,112	40,000
Operating Supplies	45,397	60,000	47,747	35,000
Furniture & Equipment - Non Capital	-	500	-	500
Park Maintenance - Palmetto Bay Park:				
Waste Haulers	12,087	10,800	14,130	10,900
Alarm Monitoring	1,525	1,500	1,215	4,200
Communications	2,798	3,000	2,962	4,000
Electric	34,603	39,500	35,306	39,500
Water	1,720	1,900	1,860	1,900
Grounds Maintenance	37,248	67,000	36,883	67,000
Repair & Maintenance	20,559	52,000	47,414	52,000
Operating Supplies	31,468	33,000	34,185	33,000
Furniture & Equipment - Non Capital	-	500	1,095	500
Tournament Supplies	-	2,000	-	2,000

CONTINUED ON NEXT PAGE...

# Parks and Recreation

Description	Actual FY '11-'12	Original Adopted Budget FY '12-'13	Estimated Final FY '12-'13	Adopted Budget FY '13-'14
Park Maintenance - Perrine Wayside Park				
Waste Haulers	4,462	3,500	3,540	2,500
Electric	352	500	342	350
Water	482	500	276	350
Grounds & Pool Maintenance	13,378	15,000	8,861	10,000
Repair & Maintenance	2,583	3,000	937	2,000
Park Operating	7,264	7,000	5,504	6,000
Furniture & Equipment - Non Capital	-	500	-	500
Park Maintenance - Thalatta				
Salaries & Wages	41,014	-	47,179	80,005
Part-Time Salaries & Wages	30,472	-	16,590	-
Other Wages	972	-	462	1,545
Overtime	282	-	-	-
Payroll Taxes	5,223	-	4,611	5,855
Retirement Contributions	4,820	-	5,590	9,535
Health & Life Insurance	9,467	-	11,084	21,000
Waste Haulers	6,364	6,500	5,303	8,100
Alarm Monitoring	593	2,600	444	2,600
Communications	2,973	3,800	2,233	3,800
Electric	7,094	15,000	5,907	15,000
Water	8,353	12,000	4,116	12,000
Grounds Maintenance	6,723	30,000	30,613	30,000
Repair & Maintenance	22,839	25,000	20,593	26,000
Advertising/Marketing	10,472	30,000	13,574	30,000
Operating Supplies	34,992	35,000	42,402	35,000
Furniture & Equipment - Non Capital	595	15,000	29,503	15,000
Park Maintenance - Ludovici				
Alarm Monitoring	1,223	2,510	1,349	2,510
Communications	3,500	3,000	639	1,000
Electric	28,261	25,000	23,476	25,000
Water	2,862	2,600	2,464	2,600
Grounds Maintenance	8,575	15,000	9,964	15,000
Repair & Maintenance	8,967	10,000	5,849	19,000
Operating Supplies	16,445	15,000	10,748	10,000
Furniture & Equipment - Non Capital	-	500	-	500
Park Maintenance-Tennis Facility				
Part-Time Salaries & Wages	-	-	51,641	87,000
Payroll Taxes	-	-	3,951	6,655
Tennis Coaches	93,327	-	104,489	120,000
Communications	-	-	432	600
Electric	-	-	7,170	10,800
Operating Supplies	-	-	7,089	5,000
Tennis Camp Supplies	17,983	5,000	8,391	2,000
<b>TOTAL PARKS &amp; RECREATION</b>	<b>\$ 1,721,372</b>	<b>\$ 2,321,087</b>	<b>\$ 1,754,956</b>	<b>\$ 2,453,076</b>

## *Parks and Recreation*

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**Salaries and Wages:** The tennis coaches were re-classed from part employees to independent contractors.

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

**Tennis Facility:** A new sub-department for the tennis operations was created to track the tennis related expenditures.



**SPECIAL REVENUE  
FUNDS**

## Special Revenue Funds

### SPECIAL REVENUE FUND DESCRIPTION

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

### SPECIAL REVENUE SUMMARIES

Description	Actual FY '11-'12	Original Adopted Budget FY '12-'13	Estimated Final FY '12-'13	Adopted Budget FY '13-'14
<b>BEGINNING SPECIAL REVENUE FUND BALANCES</b>	<b>\$ 4,365,089</b>	<b>\$ 4,798,356</b>	<b>\$ 5,117,442</b>	<b>\$ 4,444,116</b>
<b>REVENUES</b>				
Capital Projects	\$ 464,388	\$ 1,147,000	\$ 897,000	\$ 1,555,000
Art In Public Places	46,922	-	46,692	-
Parks	19,816	-	5,202	-
Public Works-Transportation	1,599,602	1,251,574	1,358,115	1,374,777
Transit	159,342	155,742	175,268	420,401
Stromwater	662,506	502,000	553,812	500,000
Public Safety	919,180	880,778	890,736	925,000
<b>TOTAL REVENUES</b>	<b>\$ 3,871,756</b>	<b>\$ 3,937,094</b>	<b>\$ 3,926,825</b>	<b>\$ 4,775,178</b>
<b>TOTAL SOURCES</b>	<b>\$ 8,236,845</b>	<b>\$ 8,735,450</b>	<b>\$ 9,044,267</b>	<b>\$ 9,219,294</b>
<b>EXPENDITURES</b>				
Capital Projects	129,948	1,817,255	1,139,400	2,323,307
Art In Public Places	28,297	181,541	7,727	240,224
Parks	97,563	186,408	38,300	74,432
Public Works-Transportation	1,345,738	3,665,263	1,392,161	3,614,145
Transit	105,525	380,050	80,600	732,766
Stromwater	656,343	972,214	1,086,040	526,671
Public Safety	755,989	1,052,607	855,923	1,002,961
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,119,403</b>	<b>\$ 8,255,338</b>	<b>\$ 4,600,151</b>	<b>\$ 8,514,506</b>
Transfer Out	-	-	-	-
<b>COMMITTED SPECIAL REVENUE FUND BALANCES</b>	<b>1,211,966</b>	<b>-</b>	<b>1,008,531</b>	<b>-</b>
<b>RESTRICTED SPECIAL REVENUE FUND BALANCES</b>	<b>3,905,476</b>	<b>480,112</b>	<b>3,435,585</b>	<b>704,788</b>
<b>TOTAL EXPENDITURES AND FUND BALANCES</b>	<b>\$ 8,236,845</b>	<b>\$ 8,735,450</b>	<b>\$ 9,044,267</b>	<b>\$ 9,219,294</b>

### FUND BALANCE

The Village is estimating the Special Revenue Fund balance for FY2013 at \$4,444,116. The fund balance for governmental funds can be reported in five components non-spendable, Restricted, Committed, Assigned, Unassigned, depending on the source of the fund balance. The Special Revenue Funds uses the following categories:

## *Special Revenue Funds*

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**Restricted** - Externally enforceable limitations on use, such as grants or imposed by law. The Art In Public Places, Park Impact Fees, Public Works-Transportation, Transit, Stormwater, Building and Public Safety funds uses this category due to the legal restrictions placed on the uses of the funds. The reduction in the Restricted balance is mainly due to the anticipated \$2,304,278 traffic calming projects for the Village downtown area.

**Committed** – Self-imposed limitations, usually set by the highest level of decision making that requires formal action at the same level to remove. The Village has \$768,307 carry over from fiscal year 2013 for the completion of projects in fiscal year 2014.



**SPECIAL REVENUE  
CAPITAL PROJECTS**

**SPECIAL REVENUE  
CAPITAL PROJECTS**

**CAPITAL PROJECTS**

Description	Actual FY '11-'12	Original Adopted Budget FY '12-'13	Estimated Final FY '12-'13	Adopted Budget FY '13-'14
<b>BEGINNING CAPITAL PROJECTS FUND BALANCE</b>	<b>\$ 676,267</b>	<b>\$ 670,255</b>	<b>\$ 1,010,707</b>	<b>\$ 768,307</b>
<b>REVENUES</b>				
Donation/Grants	\$ -	\$ -	\$ -	\$ -
Interest Income	14,388	-	-	-
Debt Proceeds	-	-	-	75,000
Miscellaneous Income	-	-	-	-
Transfer In - General Fund - Capital Projects	450,000	1,147,000	897,000	1,480,000
<b>TOTAL REVENUES</b>	<b>\$ 464,388</b>	<b>\$ 1,147,000</b>	<b>\$ 897,000</b>	<b>\$ 1,555,000</b>
<b>TOTAL SOURCES</b>	<b>\$ 1,140,655</b>	<b>\$ 1,817,255</b>	<b>\$ 1,907,707</b>	<b>\$ 2,323,307</b>
<b>EXPENDITURES</b>				
<b>GENERAL GOVERNMENT</b>				
Furniture & Equipment	15,753	287,255	287,255	189,623
Downtown Redevelopment	-	-	-	1,000,000
Capital Improvements	-	-	-	75,000
<b>TRANSPORTATION</b>				
Public Works	1,315	-	-	-
<b>CULTURE/RECREATION</b>				
Park & Recreation Capital Improvements	112,880	1,530,000	852,145	1,058,684
<b>TOTAL EXPENDITURES</b>	<b>\$ 129,948</b>	<b>\$ 1,817,255</b>	<b>\$ 1,139,400</b>	<b>\$ 2,323,307</b>
Transfer Out	-			
<b>COMMITTED CAPITAL PROJECTS FUND BALANCE</b>	<b>1,010,707</b>	<b>-</b>	<b>768,307</b>	<b>-</b>
<b>TOTAL EXPENDITURES AND FUND BALANCE</b>	<b>\$ 1,140,655</b>	<b>\$ 1,817,255</b>	<b>\$ 1,907,707</b>	<b>\$ 2,323,307</b>



**SPECIAL REVENUE  
ART IN PUBLIC  
PLACES**

*Special Revenue Funds*

ART IN PUBLIC PLACES

Description	Actual FY '11-'12	Original Adopted Budget FY '12-'13	Estimated Final FY '12-'13	Proposed Budget FY '13-'14
<b>BEGINNING AIPP FUND BALANCE</b>	<b>\$ 182,634</b>	<b>\$ 181,541</b>	<b>\$ 201,259</b>	<b>\$ 240,224</b>
<b>REVENUES</b>				
AIPP Fees	\$ 46,730	\$ -	\$ 46,538	\$ -
Interest	192	-	154	-
<b>TOTAL REVENUES</b>	<b>\$ 46,922</b>	<b>\$ -</b>	<b>\$ 46,692</b>	<b>\$ -</b>
<b>TOTAL SOURCES</b>	<b>\$ 229,556</b>	<b>\$ 181,541</b>	<b>\$ 247,951</b>	<b>\$ 240,224</b>
<b>EXPENDITURES</b>				
Operating Supplies	\$ 2,517	\$ 181,541	\$ 7,727	\$ 10,000
Art Works	25,780	-	-	230,224
<b>TOTAL EXPENDITURES</b>	<b>\$ 28,297</b>	<b>\$ 181,541</b>	<b>\$ 7,727</b>	<b>\$ 240,224</b>
<b>COMMITTED AIPP FUND BALANCE</b>	<b>201,259</b>	<b>-</b>	<b>240,224</b>	<b>-</b>
<b>TOTAL EXPENDITURES AND FUND BALANCE</b>	<b>\$ 229,556</b>	<b>\$ 181,541</b>	<b>\$ 247,951</b>	<b>\$ 240,224</b>



**SPECIAL REVENUE  
PARK IMPACT FEES  
AND GRANTS**

*Special Revenue Funds*

**PARK IMPACT FEES AND GRANTS**

Description	Actual FY '11-'12	Original Adopted Budget FY '12-'13	Estimated Final FY '12-'13	Proposed Budget FY '13-'14
<b>BEGINNING SPECIAL REVENUE PARKS FUND BALANCE</b>	<b>\$ 185,277</b>	<b>\$ 186,408</b>	<b>\$ 107,530</b>	<b>\$ 74,432</b>
<b>REVENUES</b>				
Park Impact Fees	\$ 19,294	\$ -	\$ 4,948	\$ -
Interest	522	-	254	-
<b>TOTAL REVENUES</b>	<b>\$ 19,816</b>	<b>\$ -</b>	<b>\$ 5,202</b>	<b>\$ -</b>
<b>TOTAL SOURCES</b>	<b>\$ 205,093</b>	<b>\$ 186,408</b>	<b>\$ 112,732</b>	<b>\$ 74,432</b>
<b>EXPENDITURES</b>				
Park Improvements	\$ 96,085	\$ 186,408	\$ 38,300	\$ 21,972
<b>GRANTS</b>				
Ludovici Park	1,478	-	-	52,460
<b>TOTAL EXPENDITURES</b>	<b>\$ 97,563</b>	<b>\$ 186,408</b>	<b>\$ 38,300</b>	<b>\$ 74,432</b>
<b>RESTRICTED SPECIAL REVENUE PARKS FUND BALANCE</b>	<b>107,530</b>	<b>-</b>	<b>74,432</b>	<b>-</b>
<b>TOTAL EXPENDITURES AND FUND BALANCE</b>	<b>\$ 205,093</b>	<b>\$ 186,408</b>	<b>\$ 112,732</b>	<b>\$ 74,432</b>



**SPECIAL REVENUE  
PUBLIC WORKS AND  
GRANTS**

### **PUBLIC WORKS AND GRANTS**

#### **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, stormwater 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 within 24 hours through coordination between Public Works and other departments
- Coordinate resolutions, ordinance changes, and commission presentations.
- Implement computer software programs that will enhance public works operations.
- Implement roadway and traffic improvements that provide pedestrian and bicyclist safety.
- Update the Village's seven (7) year Resurfacing and Sidewalk Program.
- Evaluate sidewalk network on an annual basis and provide maintenance to reduce citizen requests for maintenance and to make walking a convenient and safe mode of choice for pedestrian transportation.
- Provide the current level of paving for Village streets/roads, through cost effective measures and perform minor repairs in accordance with budgeted funding.

## *Special Revenue Funds*

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- Implement traffic calming improvements that meet the requirements of Miami Dade County traffic flow modification policy and procedures through the use of traffic calming tools and devices including directional signs, speed limit signs, permanent traffic calming devices and pavement markings.
- Manage the construction of all Capital Improvements Program (CIP) projects and construction of infrastructure by developers and citizens who receive Public Works permits.
- Cost-effectively manage contracted maintenance services for the construction and repair of infrastructure including streets, sidewalks, and stormwater facilities with low cost services as well as optimum customer satisfaction.
  
- Maintain Village Street Signs in accordance with the Street Signage Program and replace signage as necessary.
- Coordinate with Miami-Dade County Traffic Signal and Signs annual maintenance of illuminated mast arm street signage.
- Ensure compliance with annual Citizen Independent Transportation Trust requirements.
- Provide outreach on all capital improvement projects.
- Continue to coordinate and manage available resources to enhance the aesthetics of the Village Neighborhoods, while strengthening the infrastructure where needed.
- Continue Increase the number of trees donated for the Village's tree giveaway program with the support of the Village's Tree Advisory Board
- Establish programs to encourage residents to use alternative modes of Transportation - Implement a Dump the Pump – Bike to Work Day
- Through 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.
- Perform routine vehicle and equipment maintenance in an effort to provide a fleet that is 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.
- Provide CPR, AED, First Aid, and Blood Borne Pathogen training program for all employees.
- 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 and the public.

## *Special Revenue Funds*

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- Complete needs assessment for department-wide professional services. Identify professional consultants that are being used to meet those needs and identify unmet needs.
- Manage services provided by vendor for contract compliance and customer satisfaction, and take action if non-compliant
- 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 on a daily basis.
- Provide excellent customer service through improved information access, prompt professional response to requests for information, assistance, complaints, 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 request.
- Facilitate and manage all Capital Improvement Projects in a professional, comprehensive, efficient, and cost effective manner.
- Continue to increase connectivity to commercial and neighborhood areas, and access.
- 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.

## *Special Revenue Funds*

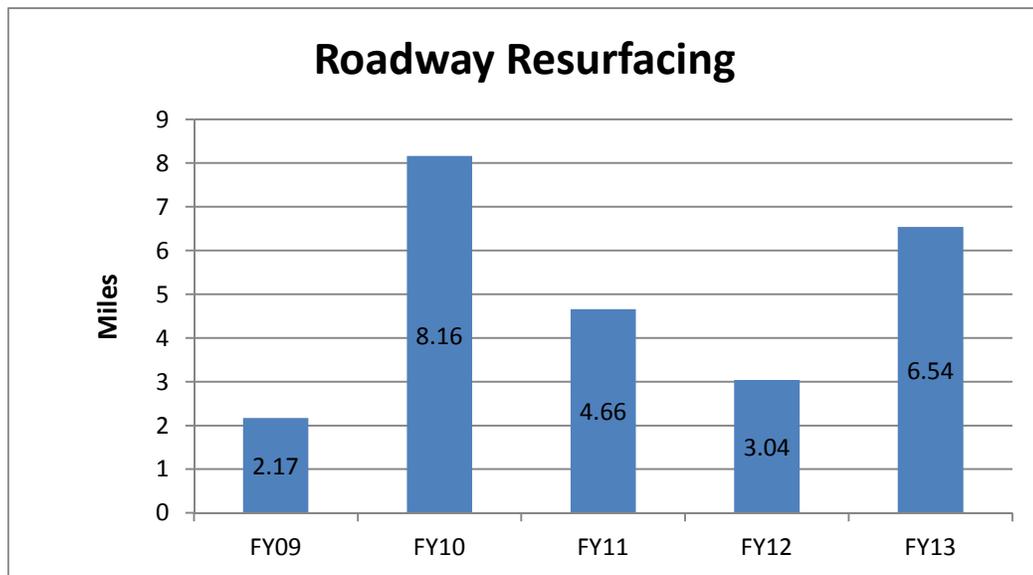
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- Complete safety hazard repairs for streets, sidewalks, curbs and gutters in a timely manner.
- Continue working with consultants to implement the findings of the Village Transportation Master Plan.
- Continue to review and update Transportation Master Plan to reflect changing land use development patterns and related transportation system demands.
- 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 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.
- Aggressively replace damaged street signs within four work days of notification of damages.
- 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.
- Continue to install and replace directional signs, informational signs, and speed limit signs within the boundaries of the Village of Palmetto.
- 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.
- Update Village's Street Tree Master Plan and map tree inventory installed since incorporation.
- 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 time 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.

## *Special Revenue Funds*

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- Manage the maintenance, acquisition, disposal, and fueling of the Village's vehicle and equipment fleet
- Provide and continuously update public works information weekly for use on the Village's website
- Manage divisional operations and Capital Improvement project budgets, report departmental activities, set long range goals, provide operational planning, and manage overall personnel actions.



# Special Revenue Funds

## BUDGET

Description	Actual FY '11-'12	Original Adopted Budget FY '12-'13	Estimated Final FY '12-'13	Proposed Budget FY '13-'14
<b>BEGINNING PUBLIC WORKS FUND BALANCE</b>	<b>\$ 2,314,961</b>	<b>\$ 2,441,381</b>	<b>\$ 2,568,825</b>	<b>\$ 2,534,779</b>
<b>REVENUES</b>				
CITT-Half Cent Transportation Tax	\$ 636,402	\$ 570,000	\$ 694,633	\$ 609,000
1 to 6 Cent Local Option Gas Tax	389,768	386,575	357,028	334,816
1 to 5 Cent Local option Gas Tax	150,661	150,378	138,294	129,565
8 Cent Fuel Tax	367,581	142,621	148,371	151,589
Parking Fines ADA Program	-	-	512	-
Fuel Tax Refund	8,715	2,000	1,172	1,500
Interest	8,872	-	9,082	3,500
<b>GRANTS</b>				
MPO Safe Routes to School	-	-	9,023	129,807
Urban Forestry	-	-	-	15,000
LAP - ARRA 2010	37,603	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ 1,599,602</b>	<b>\$ 1,251,574</b>	<b>\$ 1,358,115</b>	<b>\$ 1,374,777</b>
<b>TOTAL SOURCES</b>	<b>\$ 3,914,563</b>	<b>\$ 3,692,955</b>	<b>\$ 3,926,940</b>	<b>\$ 3,909,556</b>
<b>EXPENDITURES</b>				
<b>Operation</b>				
Salaries & Wages	\$ 279,274	\$ 297,589	\$ 284,388	\$ 389,036
Other Wages	4,848	10,497	4,623	8,512
Overtime	1,329	1,500	385	1,550
Overtime Special Events	-	500	177	550
Payroll Taxes	21,841	22,729	22,292	29,711
Retirement Contributions	31,382	33,616	32,127	44,614
Health & Life Insurance	38,647	67,310	43,690	57,302
Professional Services	8,000	5,000	5,000	5,000
Waste Haulers	-	-	5,000	4,550
Alarm Monitoring	418	660	500	660
Travel & Per Diem	399	2,000	2,000	2,000
Telephone	3,541	3,950	4,500	4,345
Postage	378	150	300	375
Electric	2,949	2,860	2,860	3,150
Water	709	1,200	500	1,800
Photocopy Machine	2,110	2,133	2,500	2,465
Repairs and Maintenance - Facility	5,992	10,000	7,500	9,750
Repairs and Maintenance - Vehicle	5,116	4,500	4,500	5,625
Repairs and Maintenance - Equipment	1,413	1,500	1,500	1,500
Office Supplies	2,493	2,500	5,000	3,885
Operating Supplies	38,846	22,000	25,000	25,000
Uniforms	714	1,000	350	1,000
Vehicle Operation	9,155	12,476	10,000	12,000
Equipment and Furniture: non-capital outlay	1,472	1,500	1,500	2,250
Books, Publications, Subscriptions & Memberships	163	1,500	1,000	1,500
Professional Development	1,199	2,500	2,000	2,500
<b>Maintenance</b>				
Road Paving and Repair	253,844	300,000	300,000	250,000
Side Walks	74,856	50,000	50,000	-
Street Signs	1,090	40,000	1,248	-
<b>Capital Projects</b>				
Traffic Calming	54,416	616,780	18,772	2,304,278
Signage Program	15,792	1,661,412	67,048	-
Tree Planting Program	49,780	50,000	50,000	65,000
QNIP	173,047	174,033	174,033	175,369
<b>Signage Program Loan</b>				
Principal	194,798	202,507	202,507	210,521
Interest Expense	65,727	59,361	59,361	51,347
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,345,738</b>	<b>\$ 3,665,263</b>	<b>\$ 1,392,161</b>	<b>\$ 3,677,145</b>
<b>RESTRICTED PUBLIC WORKS FUND BALANCE</b>	<b>2,568,825</b>	<b>27,692</b>	<b>2,534,779</b>	<b>232,411</b>
<b>TOTAL EXPENDITURES AND FUND BALANCE</b>	<b>\$ 3,914,563</b>	<b>\$ 3,692,955</b>	<b>\$ 3,926,940</b>	<b>\$ 3,909,556</b>

**BUDGET DETAILS**

**Transportation Tax:** This line item represents the half-cent sales tax approved by Miami-Dade County voters to fund transportation improvements effective on 1/1/03. The Village will continue to receive annual remittances from the County. The Tax is shared with 80% for Transportation and 20% for Transit. 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.



**SPECIAL REVENUE  
TRANSIT**

## TRANSIT

### Division of Transit Operations

#### GOALS

- Provide a widely accessible public transit service within the Village of Palmetto Bay.
- Provide dependable transit service within the boundaries of the Village.
- Increase the efficiency of the movement of transit riders.
- Provide connectivity to Miami-Dade County Transit system and neighboring municipalities transit systems.
- Promote safety and security in maintaining and operating the Ibus system to include personnel, ridership and facilities within the Village.
- Comply with local and federal transit policies and regulations.
- Increase Ibus ridership.

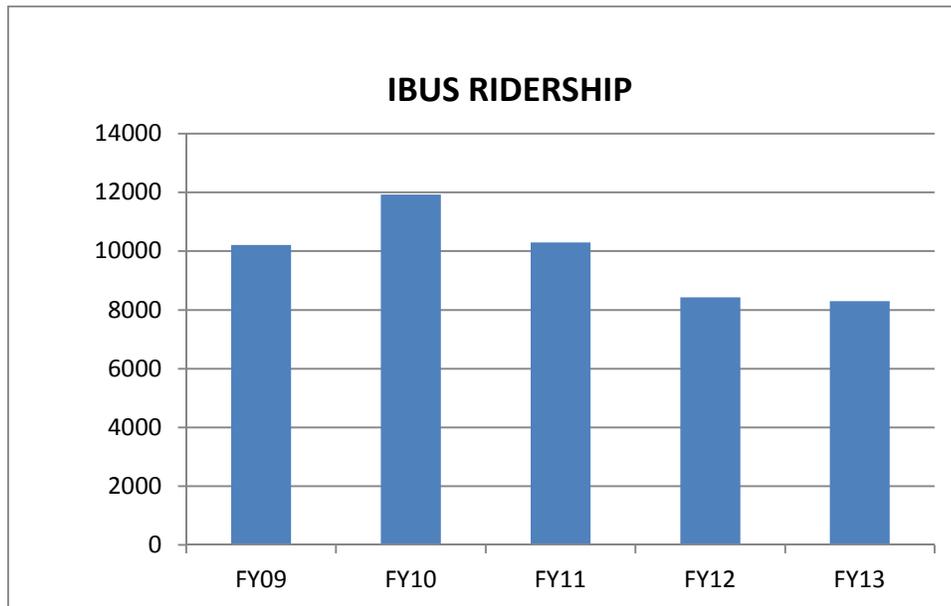
#### OBJECTIVES

- On-going reconfiguration of the Transit system to address unmet transportation needs within the Village and continue to promote mass transit alternative 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.
- 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.
- Complete reports required by CITT and federal agencies.
- Hold a minimum of two safety awareness meetings to be attended by drivers
- Install bus benches at selected Ibus stops.
- Continue to meet Americans with Disabilities Act requirements ensuring that drivers are properly trained to meet requirements of transporting persons with disabilities
- Develop a bus review and replacement process to establish criteria's and the need for replacement buses in the future.
- Manage the maintenance, acquisition, disposal, and fueling of the Village's Ibus and equipment fleet.
- Implement plan to improve Ibus fleet preventive maintenance program by better monitoring equipment repairs.
- Conduct a survey of ridership as to satisfaction with dependability and other aspects of service.
- Replace buses in existing fleet with more efficient and heavier duty buses
- Strive to maintain on-time performance of Ibus service.

## Special Revenue Funds

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- Work with local county government to define needs and apply for grant funding for existing and additional service.
- Publicize service to attract riders to the Ibus transit system.
- Continue to provide access to recreational, educational and commercial areas.
- Re-design the IBUS website to make it easier to use, contain more information, increase the availability of information about IBUS service through maps and schedules at selected locations within the Village and neighboring communities.  
Complete parking lot upgrades for bus storage hub and bus turnaround.



# Special Revenue Funds

## BUDGET

Description	Actual FY '11-'12	Original Adopted Budget FY '12-'13	Estimated Final FY '12-'13	Proposed Budget FY '13-'14
<b>BEGINNING TRANSIT FUND BALANCE</b>	<b>\$ 165,610</b>	<b>\$ 224,308</b>	<b>\$ 219,427</b>	<b>\$ 314,095</b>
<b>REVENUES</b>				
CITT-Hlaf Cent Transportation Tax	\$ 158,881	\$ 155,742	\$ 174,168	\$ 180,000
Interest	461	-	1,100	-
<b>GRANTS</b>				
ARRA Transit 2010	-	-	-	240,401
<b>TOTAL REVENUES</b>	<b>\$ 159,342</b>	<b>\$ 155,742</b>	<b>\$ 175,268</b>	<b>\$ 420,401</b>
<b>TOTAL SOURCES</b>	<b>\$ 324,952</b>	<b>\$ 380,050</b>	<b>\$ 394,695</b>	<b>\$ 734,496</b>
<b>EXPENDITURES</b>				
Salaries & Wages	\$ 32,807	\$ 64,272	\$ 29,353	\$ 64,140
Overtime Special Events	319	500	1,272	2,000
Payroll Taxes	2,534	4,917	2,400	5,064
Professional Services	-	14,000	-	25,000
Travel & Per Diem	-	300	-	300
Repairs and Maintenance - Vehicle	13,833	15,000	15,000	15,000
Operating Supplies	113	6,595	3,000	9,850
Uniforms	2,722	300	-	300
Vehicle Operation	19,921	21,000	21,000	25,200
Professional Development	-	750	-	750
Capital Improvements	25,332	252,416	-	576,162
Intergovernmental Transfer-Out	7,944	-	8,575	9,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 105,525</b>	<b>\$ 380,050</b>	<b>\$ 80,600</b>	<b>\$ 732,766</b>
<b>RESTRICTED TRANSIT FUND BALANCE</b>	<b>219,427</b>	<b>-</b>	<b>314,095</b>	<b>1,730</b>
<b>TOTAL EXPENDITURES AND FUND BALANCE</b>	<b>\$ 324,952</b>	<b>\$ 380,050</b>	<b>\$ 394,695</b>	<b>\$ 734,496</b>



**SPECIAL REVENUE  
STROMWATER**

**SPECIAL REVENUE  
STROMWATER**

## STORMWATER

### Division of Stormwater Utility Management

#### GOALS

- Implement best management practices of both a structural and a non-structural nature to reduce the impact of stormwater on receiving water bodies.
- Ensure that stormwater management facilities are in place and available to serve all new development, whether provided by the Village or the developer.
- Minimize the absence of water quality through proper stormwater management.
- Obtain Federal Emergency Management Agency (FEMA) stormwater management certification and manage development within the 100-year floodplain.
- Clean storm drainage system for proper disposition of stormwater and performing preventive maintenance and repair of pipes and inlets.
- Continue to implement capital improvement projects in accordance with the Village's Storm Water 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.

#### OBJECTIVES

- Continue to implement the developed Master Stormwater Management Plan (MSMP) and implement the capital improvement projects identified in the Stormwater Master Plan.
- Maintain the Stormwater Management System to meet or exceed the established Level of Service (LOS) Standards, both quantitatively and qualitatively.
- Establish and identify a system of regulation at the Federal, State, and County levels that minimizes the degradation of water quality resulting from stormwater runoff.
- Manage and maintain stormwater management facilities to minimize the degradation of water quality resulting from stormwater runoff.
- To obtain certification under the Community Rating System (CRS) administered by FEMA.
- To manage development within the FEMA 100-year floodplain.
- Continue to implement stormwater management activities in order to obtain certification under the Community Rating System and shall strive to get a rating comparable to Miami-Dade County.
- Maintain an inventory and evaluation of new and existing County and privately owned/maintained stormwater management facilities.
- Upgrade deficient and existing stormwater management and drainage facilities in order to maximize their capacity and lifespan and to ensure that discharges do not violate State water quality standards.
- Maintain the database used to support the Stormwater Utility billing system to insure that it is kept up-to-date, that charges are based on each property's contribution of

## *Special Revenue Funds*

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stormwater runoff to the system and to assist in properly accounting for the funds collected.

- Monitor and insure compliance with the Village's Stormwater Utility Code of Ordinance
- Construct and manage Village-wide Localized Drainage Improvements within multiple sub-basins identified in the Villages Stormwater Master Plan.
- Continue to establish long term capital improvement projects for drainage issues and to coordinate localized drainage improvements.
- Keep roads passable during inclement weather.
- Manage all GIS mapped catch-basins and outfalls within the Villages boundaries to assist with streamlining the workflow and reduce the paper work associated with maintaining stormwater infrastructure.
- Assess and clean the Village's storm drain inlets to ensure that minimal storm sewer blockages occur during the year and prioritize "request for action" from citizens related to settlement on or around storm water structures.

Educate contractors, developers and the public about storm water pollution and ways to prevent it.

## Special Revenue Funds

### BUDGET

Description	Actual FY '11-'12	Original Adopted Budget FY '12-'13	Estimated Final FY '12-'13	Proposed Budget FY '13-'14
<b>BEGINNING STORMWATER FUND BALANCE</b>	<b>\$ 720,897</b>	<b>\$ 821,738</b>	<b>\$ 727,060</b>	<b>\$ 194,832</b>
<b>REVENUES</b>				
Stormwater Utility Fees	583,034	500,000	551,812	500,000
Interest	2,485	2,000	2,000	
<b>GRANTS</b>				
FDEP 2009	76,987	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ 662,506</b>	<b>\$ 502,000</b>	<b>\$ 553,812</b>	<b>\$ 500,000</b>
<b>TOTAL SOURCES</b>	<b>\$ 1,383,403</b>	<b>\$ 1,323,738</b>	<b>\$ 1,280,872</b>	<b>\$ 694,832</b>
<b>EXPENDITURES</b>				
Salaries & Wages	\$ 30,528	\$ 62,889	\$ 35,000	\$ 54,785
Payroll Taxes	2,339	4,779	3,500	4,159
Retirement Contributions	3,663	7,484	5,000	6,511
Health & Life Insurance	6,765	14,710	7,500	6,608
Professional Services	21,540	109,800	125,000	130,000
Travel & Per Diem	781	1,500	688	1,500
Postage	381	500	500	500
Operating Supplies	2,686	4,000	2,500	3,000
Uniforms	173	150	100	200
Equipment and Furniture: non-capital outlay	975	1,000	1,550	1,000
Books, Publications, Subscriptions & Memberships	694	1,500	1,000	2,000
Professional Development	624	1,500	580	1,500
Drainage Maintenance	29,921	25,000	25,000	25,000
Canal maintenance	16,500	14,678	14,678	1,688
NPDES Permit Fees	9,000	9,000	9,000	6,207
Drainage Improvements	529,773	713,724	854,484	282,013
<b>TOTAL EXPENDITURES</b>	<b>\$ 656,343</b>	<b>\$ 972,214</b>	<b>\$ 1,086,040</b>	<b>\$ 526,671</b>
<b>RESTRICTED STORMWATER FUND BALANCE</b>	<b>727,060</b>	<b>351,524</b>	<b>194,832</b>	<b>168,161</b>
<b>TOTAL EXPENDITURES AND FUND BALANCE</b>	<b>\$ 1,383,403</b>	<b>\$ 1,323,738</b>	<b>\$ 1,280,872</b>	<b>\$ 694,832</b>

### BUDGET DETAILS

**Professional Services:** Architecture and Engineering services for the storm drain projects.

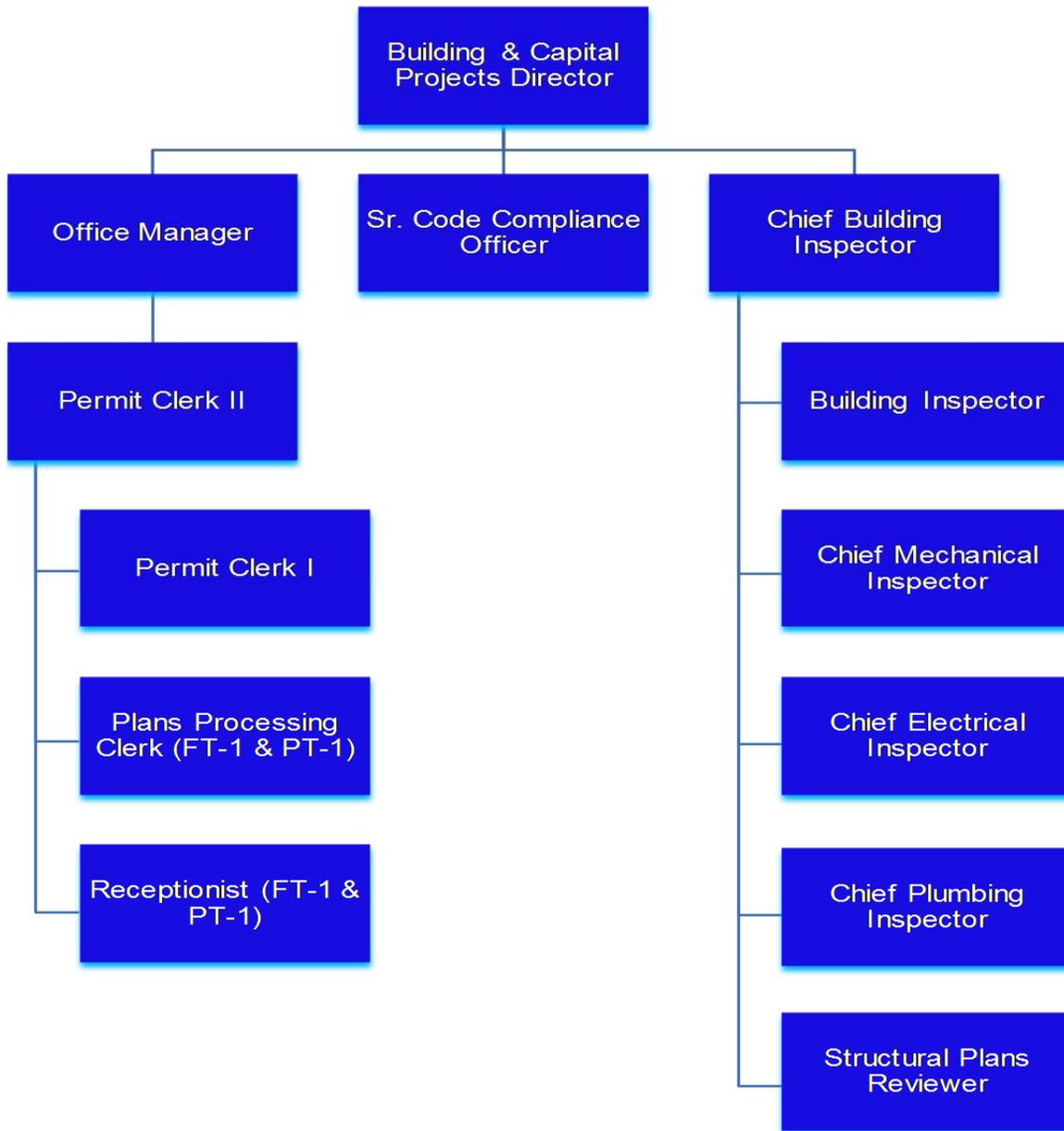
**Drainage Improvements:** Completion of Sub-Basin 10 and the start of Phase V drainage improvements.



**SPECIAL REVENUE  
BUILDING &  
CAPITAL PROJECTS  
MANAGEMENT**

**SPECIAL REVENUE  
BUILDING & CAPITAL PROJECTS**

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 (2010 Edition). 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.

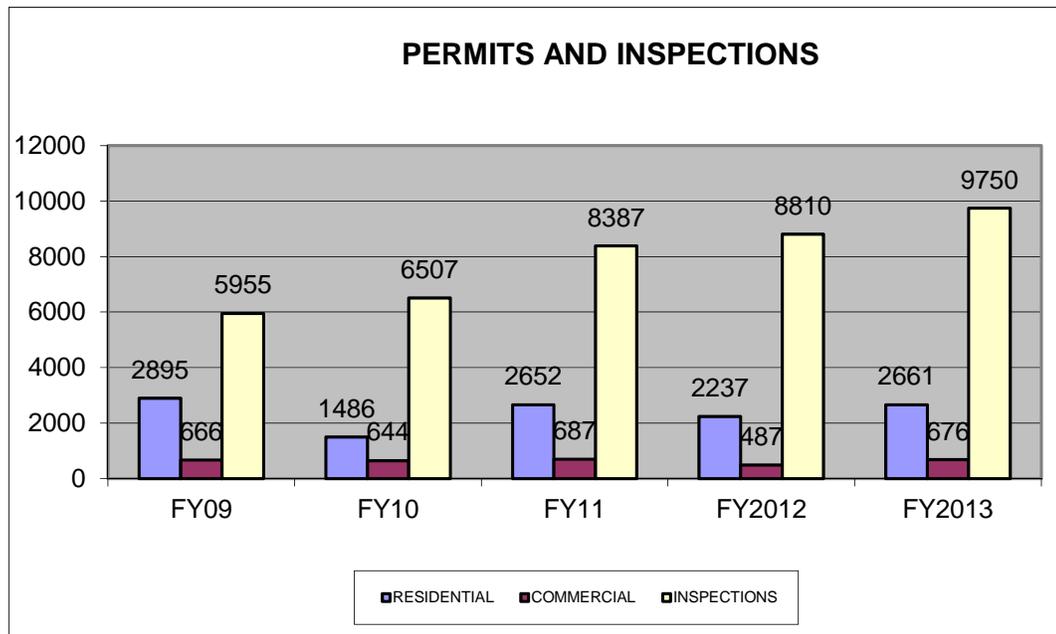
### OBJECTIVES

- Provide professional development opportunities to staff that will assist them in the implementation of building laws and regulations.
- Maintain and improve 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

## Special Revenue Funds

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- 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.
- Chair and guide the Downtown Development Task Force.
- Help create a revised master plan for Parks.



# Special Revenue Funds

## BUDGET

Description	Actual FY '11-'12	Original Adopted Budget FY '12-'13	Estimated Final FY '12-'13	Adopted Budget FY '13-'14
<b>BEGINNING BUILDING &amp; CAPITAL PROJECTS</b>	\$ -	\$ 176,373	\$ 176,376	\$ 256,279
<b>REVENUES</b>				
Building Permits	\$ 797,371	\$ 798,778	\$ 804,605	\$ 850,000
<b>TOTAL REVENUES</b>	<b>\$ 797,371</b>	<b>\$ 798,778</b>	<b>\$ 804,605</b>	<b>\$ 850,000</b>
<b>TOTAL SOURCES</b>	<b>\$ 797,371</b>	<b>\$ 975,151</b>	<b>\$ 980,981</b>	<b>\$ 1,106,279</b>
<b>EXPENDITURES</b>				
<b>Alarm Reduction Program</b>				
Salaries & Wages	\$ 354,485	\$ 423,813	\$ 384,465	\$ 489,876
Other Wages	9,652	11,880	5,963	6,000
Overtime	-	2,500	-	-
Payroll Taxes	26,025	32,115	26,861	35,443
Retirement Contributions	34,372	42,860	38,603	47,019
Health & Life Insurance	63,857	93,610	74,788	78,375
Workers Compensation	-	-	-	8,586
Professional Services	300	7,500	12,500	7,500
Outsource - Building and Permitting/Inspectors	117,585	140,000	130,000	140,000
Travel & Per Diem	11	6,000	1,000	600
Postage & Delivery	1,256	1,000	750	1,000
Photocopier	5,779	7,500	2,308	6,000
Operating Supplies	5,323	7,500	15,588	15,000
Uniforms and Badges	-	2,500	1,500	2,500
Vehicle Operations	-	-	-	2,500
Equipment and Furniture: non-capital outlay	1,595	15,000	5,000	10,000
Books, Publications, Subscriptions & Memberships	755	1,000	500	1,050
Software Support	-	-	9,876	10,000
Professional Development	-	15,000	-	100
Capital Outlay	-	80,000	15,000	5,250
<b>TOTAL EXPENDITURES</b>	<b>\$ 620,995</b>	<b>\$ 889,778</b>	<b>\$ 724,702</b>	<b>\$ 866,799</b>
<b>RESTRICTED PUBLIC SAFETY FUND BALANCE</b>	<b>176,376</b>	<b>85,373</b>	<b>256,279</b>	<b>239,480</b>
<b>TOTAL EXPENDITURES AND FUND BALANCE</b>	<b>\$ 797,371</b>	<b>\$ 975,151</b>	<b>\$ 980,981</b>	<b>\$ 1,106,279</b>

## BUDGET DETAILS

**Outsource-Building Inspectors:** The Building department outsources the review of structural plans and the inspectors for plumbing, electrical and mechanical.



**SPECIAL REVENUE  
ALARM REDUCTION  
PROGRAM AND  
PUBLIC SAFETY  
GRANTS**

**SPECIAL REVENUE  
ALARM REDUCTION  
PROGRAM**

## Special Revenue Funds

### ALARM REDUCTION PROGRAM AND PUBLIC SAFETY GRANTS

Description	Actual FY '11-'12	Original Adopted Budget FY '12-'13	Estimated Final FY '12-'13	Proposed Budget FY '13-'14
<b>BEGINNING PUBLIC SAFETY FUND BALANCE</b>	<b>\$ 119,443</b>	<b>\$ 96,352</b>	<b>\$ 106,258</b>	<b>\$ 61,168</b>
<b>REVENUES</b>				
Alarm Reduction Program	\$ 64,622	\$ 70,000	\$ 70,000	\$ 70,000
Police Impact Fees	12,787	-	985	-
L.E.T.T.F. Parking Fees	12,870	12,000	5,305	5,000
Interest	229	-	197	-
<b>GRANTS</b>				
RadKids	4,725	-	3,711	-
Bryne	26,576	-	5,933	-
<b>TOTAL REVENUES</b>	<b>\$ 121,809</b>	<b>\$ 82,000</b>	<b>\$ 86,131</b>	<b>\$ 75,000</b>
<b>TOTAL SOURCES</b>	<b>\$ 241,252</b>	<b>\$ 178,352</b>	<b>\$ 192,389</b>	<b>\$ 136,168</b>
<b>EXPENDITURES</b>				
<b>Alarm Reduction Program</b>				
Salaries & Wages	\$ 57,740	\$ 50,000	\$ 50,050	\$ 40,000
Other Wages	421	2,976	1,891	-
Payroll Taxes	4,351	3,700	3,985	3,500
Retirement Contributions	6,802	6,000	5,910	5,380
Health & Life Insurance	8,104	15,000	11,648	12,000
Professional Services	2,565	28,000	10,000	5,000
Travel and Per diem	-	-	588	1,000
Postage	6,036	7,500	6,036	7,500
Operating Supplies	12,483	5,000	25,000	5,000
Books, Publications and Memberships	-	-	300	500
Professional Development	-	-	135	500
<b>Equipment</b>				
LETF	-	6,531	-	6,551
Impact Fees	614	30,086	-	43,422
<b>GRANTS/FEES</b>				
L.E.T.T.F.	4,577	8,036	6,034	5,809
Radkids	4,725	-	3,711	-
Bryne	26,576	-	5,933	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 134,994</b>	<b>\$ 162,829</b>	<b>\$ 131,221</b>	<b>\$ 136,162</b>
<b>RESTRICTED PUBLIC SAFETY FUND BALANCE</b>	<b>106,258</b>	<b>15,523</b>	<b>61,168</b>	<b>6</b>
<b>TOTAL EXPENDITURES AND FUND BALANCE</b>	<b>\$ 241,252</b>	<b>\$ 178,352</b>	<b>\$ 192,389</b>	<b>\$ 136,168</b>



**CAPITAL  
IMPROVEMENT  
PROJECTS**

# Capital Improvement Projects

## CAPITAL IMPROVEMENT PROJECTS FUND DESCRIPTION

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

## CAPITAL IMPROVEMENT PROJECTS DETAIL

Village of Palmetto Bay								
Capital Improvements Program - Project Funding Summary								
Fiscal Year 2013-14								
Item No.	Project Description	Meet or Maintain Adopted Level of Service (LOS)	Project Status <sup>1</sup>	Financial Instruments	Roll Over Project Expenditures Spent Thru 2012-13	2013-14	Department Total	Grand Total
<b>PARKS AND RECREATION DEPARTMENT</b>							3,808,684	7,361,137
P5	Palmetto Bay Park Construction of two additional batting cages	Yes	Roll Over	Parks & Recreation Capital Improvement Budget	0	90,000	2%	1%
P6	Palmetto Bay Park Existing Quad restroom and Rec Room restroom renovations (tile walls, epoxy flooring; new fixtures, etc.)	Yes	Roll Over	Parks & Recreation Capital Improvement Budget	0	45,000	1%	1%
P7	Palmetto Bay Park Playground pavilion and installation of mature trees to create shade canopy.	Yes	Roll Over	Parks & Recreation Capital Improvement Budget	0	78,000	2%	1%
P8	Palmetto Bay Park Modification of irrigation system ref installation of water sources between fields 1/4; 2/3; and 5/6	Yes	Roll Over	Parks & Recreation Capital Improvement Budget	0	10,000	0%	0%
P13	Coral Reef Park New batting cages; demolition of existing	Yes	Roll Over	Parks & Recreation Capital Improvement Budget	0	90,000	2%	1%
P14	Coral Reef Park Ball fields #1 and #2 fencing replacement/improvements	Yes	Roll Over	Parks & Recreation Capital Improvement Budget	0	100,000	3%	1%
P16	Coral Reef Park Resurface tennis courts; installation of new benches with canopies between courts	Yes	Roll Over	Parks & Recreation Capital Improvement Budget	\$16,442	77,558	2%	1%
P17	Coral Reef Park Repave/Restripe of all parking lots.	Yes	Roll Over	Parks & Recreation Capital Improvement Budget	0	88,126	2%	1%
P19	Palmetto Bay Park - Add new Water Play Area "Splash Pad"	Yes	Proposed	TBD		350,000	9%	4.75%
P20	Palmetto Bay Park -Add Mature Trees to add Shade Canopy throughout park and Installation of 2 Picnic Pavilions	Yes	Proposed	TBD		300,000	8%	4.08%
P21	Palmetto Bay Park- Gutter System for Concessions Building & Drainage for Quad Area	Yes	Proposed	Parks & Recreation Capital Improvement Budget		130,000	3%	1.77%
P22	Palmetto Bay Park - Construction of new Maintenance Storage Garage	Yes	Proposed	TBD		200,000	5%	2.72%
P23	Palmetto Bay Park - Playground Rehab/Refurbish	Yes	Proposed	Parks & Recreation Capital Improvement Budget		300,000	8%	4.08%
P24	Coral Reef Park - Construction of Bermuda Turf Soccer Fields - Including Bleachers with shade canopies	Yes	Proposed	TBD		550,000	14%	7.47%
P25	Coral Reef Park - Enhance Playground Area with new innovating and challenging equipment and perimeter fencing	Yes	Proposed	TBD		350,000	9%	4.75%
P26	Coral Reef Park - Renovation of Existing Recreation Room/Office/Restrooms	Yes	Proposed	TBD		500,000	13%	6.79%
P27	Coral Reef Park - Jogging/Walking Trail Improvements	Yes	Proposed	TBD		200,000	5%	2.72%
P28	Vehicle Purchase - Needed to facilitate park maintenance functions; i.e., transport/haul equipment, supplies and debris; employee transportation for the opening/closing of unmanned parks; etc.	Yes	Proposed	Parks & Recreation Capital Improvement Budget		25,000	1%	0.34%
P29	Perrine Park - Redirecting existing path to the west in order to resolve drainage problem. Drainage evaluation of the dog wash area and implementations of recommended solution. Step down terrace to resolve area by water.	Yes	Proposed	TBD		250,000	7%	3.40%
P30	Perrine Park - "Dog Park" - Extension of small dog area/Add Site amenities and Agility Course	Yes	Proposed	TBD		50,000	1%	0.68%
P31	Ludovici Park- Renovations of the up-stairs terrace area and amenities. Repairs to the arch on the amphitheater.	Yes	Proposed	Parks & Recreation Capital Improvement Budget		25,000	1%	0.34%
Subtotal - Parks and Recreation Department				N/A	16,442	3,808,684	100%	51.74%

# Capital Improvement Projects

Village of Palmetto Bay								
Capital Improvements Program - Project Funding Summary								
Fiscal Year 2013-14								
Item No.	Project Description	Meet or Maintain Adopted Level of Service (LOS)	Project Status <sup>1</sup>	Financial Instruments	Roll Over Project Expenditures Spent Thru 2012-13	2013-14	Department Total	Grand Total
<b>PUBLIC WORKS DEPARTMENT</b>							3,552,453	7,361,137
W1	Tree Planting	No	On-Going	Special Revenue Fund New Local Option Gas Tax		35,000	1%	0.48%
W3	Palmetto Bay Municipal Center - Facility Improvements	Yes	Roll Over	General Government - Reserve	0	75,000	2%	1.02%
W6	Drainage Improvements (Sub Basin 10) - Area of SW 87th Avenue, SW 88th Court, SW 88th Avenue, SW 87th Court, SW 89th Avenue, SW 152nd Street, SW 153rd Terrace, and SW 154th Street	Yes	Roll Over	Special Revenue Fund Stormwater Utilities	0	41,000	1%	0.56%
W7	ADA Compliance Sidewalks - Bringing noncompliance facilities into compliance	Yes	On-Going	Special Revenue Fund - Eight Cent Fuel Tax		25,000	1%	0.34%
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		225,000	6%	3.06%
W10	Localized Flooding Drainage Improvements Phase V - on-going drainage improvements in eleven localized areas throughout the Village of Palmetto Bay	Yes	Roll Over	Special Revenue Fund Stormwater Utilities	\$678,755	241,013	7%	3.27%
W15	Circulator - Ongoing transit circulator and route improvements throughout the Village of Palmetto Bay	Yes	On-Going	Special Revenue Fund - Transit Sales Tax		240,401	7%	3.27%
W19	Safe Route to School Improvements- Coral Reef Elementary	Yes	Roll Over	FDOT Grant Funding	\$9,023	124,137	3%	1.69%
W20	Safe Route to School Improvements - Howard Drive Elementary	Yes	Roll Over	FDOT Grant Funding	0	5,670	0%	0.08%
W36	Bus Parking Lot and Storage Facility	Yes	Roll Over	Federal Transit Stimulus Funds and Special Revenue - Transit Sales Tax	0	335,761	9%	4.56%
W39	Street Tree Inventory	No	Programmed	Local Option Gas Tax and Urban Forestry Grant		30,000	1%	0.41%
W40	Construction of DRIF Demonstration Project	Yes	Programmed	Special Revenue - Street Sign Bond and Transportation Tax		1,200,000	34%	16.30%
W41	Construction Traffic Calming and Landscape Improvements on Franjo Road	Yes	Programmed	Special Revenue Funds - Transportation Sales Tax		624,471	18%	8.48%
W42	Intersection Operation Improvements - Intersecto SW 136 Street and Old Cutler	Yes	Programmed	Special Revenue Fund -Transit Sales Tax		350,000	10%	4.75%
Subtotal - Public Works Department					\$687,778	3,552,453	100%	48.26%
Grand Total - Capital Improvement Projects						7,361,137		100.00%
Note:								
1 For scheduling purposes the CIP projects are divided in four groups: a) programmed projects are scheduled for completion in Fiscal Years 2013-14 through 2014-15;								
b) Roll Over projects are projects originally budgeted in 2012-13 and scheduled for completion in 2013-14; and c) on-going projects are scheduled for every fiscal year of the CIP; and								
d) Proposed for projects planned for budget years 2015 though 2018.								

# Capital Improvement Projects

## CAPITAL OUTLAY RECONCILIATION

Description	Actual FY '11-'12	Original Adopted Budget FY '12-'13	Estimated Final FY '12-'13	Adopted Budget FY '13-'14
<b>GENERAL GOVERNEMENT</b>				
General Governemnt	\$ -	\$ -	\$ -	\$ -
<b>SPECIAL REVENUE</b>				
<b>CAPITAL PROJECTS</b>				
General Government	15,753	287,255	287,255	289,623
Economic Development	-	-	-	1,000,000
Public Works	1,315	-	-	-
Park Improvements				
Coral Reef Park	27,565	664,000	349,711	355,684
Palmetto Bay Park	16,472	483,000	68,903	653,000
Ludovici Park	-	-	-	25,000
Thalatta Park	68,843	383,000	433,531	-
<b>Total Capital Projects</b>	<b>\$ 129,948</b>	<b>\$ 1,817,255</b>	<b>\$ 1,139,400</b>	<b>\$ 2,323,307</b>
<b>ART IN PUBLIC PLACES</b>				
Total Art In Public Places	\$ 25,780	\$ -	\$ -	\$ 230,224
<b>PARK IMPACT FEES AND GRANTS</b>				
Park Impact Fees	96,085	186,408	38,300	21,972
Grants	1,478	-	-	52,460
<b>Total Park Impact Fees and Grants</b>	<b>\$ 97,563</b>	<b>\$ 186,408</b>	<b>\$ 38,300</b>	<b>\$ 74,432</b>
<b>PUBLIC WORKS</b>				
Total Public Works	\$ 449,788	\$ 2,718,192	\$ 487,068	\$ 2,619,278
<b>TRANSIT</b>				
Total Transit	\$ 25,332	\$ 252,416	\$ -	\$ 576,162
<b>STORMWATER</b>				
Building	\$ 529,773	\$ 713,724	\$ 854,484	\$ 282,013
<b>BUILDING AND PERMITTING</b>				
Parks	\$ -	\$ 80,000	\$ 15,000	\$ 5,250
<b>ALARM REDUCTION PROGRAM AND PUBLIC SAFETY</b>				
LETF	614	6,531	-	6,551
Impact Fees	-	30,086	-	-
Grants	-	-	-	-
<b>Public Works</b>	<b>\$ 614</b>	<b>\$ 36,617</b>	<b>\$ -</b>	<b>\$ 49,973</b>
<b>TOTAL CAPITAL OUTLAYS</b>	<b>\$ 1,258,798</b>	<b>\$ 5,804,612</b>	<b>\$ 2,534,252</b>	<b>\$ 6,160,639</b>

**BUDGETARY EFFECTS**

**Capital Projects:**

All the projects from the Capital Projects are for capital repairs and will not add any operating costs to the budget. The Economic Development funds are for studies, plans, and documents to formalize an implement an economic development plan for the Village’s commercial area.

**Art In Public Places:**

The Village is commissioning a new art piece for the Village Hall plaza to replace an existing art piece. The Village does not anticipate any additional operating cost.

**Public Works:**

The Street Tree Inventory (W39) will require approximately \$5,000 annually to maintain the GIS data base.

The Downtown traffic calming projects (W40 and W41) will require annual costs of:

Electricity - \$17,500

Water -\$5,400

Maintenance-\$2,500

**Building and Permitting:**

The building department is looking into supplying laptops or tablets to the inspectors so they can update the permitting system from the field. If implemented there would be operating costs for air cards of approximately \$30 per month for four inspectors, or \$1,440 per year.

**Public Safety:**

The Police department has requested bullet proof vests for the detectives. On operating costs are anticipated.



## ACRONYMS AND TERMS

## *Acronym and Terms*

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



## GLOSSARY

## *Glossary*

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Capital Outlay** - Fixed assets, which have a value of \$1,000 or more and have a useful economic lifetime of more than one year; or assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

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

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

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

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

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

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

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

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

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

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professional consulting services.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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**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.

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**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

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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.

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**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.

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**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.