



# *Introduction*

---

*Town of Miami Lakes*

---

*Mayor and Town Council*

Michael Pizzi, Mayor  
Richard Pulido, Vice Mayor  
Mary Collins, Councilmember  
George Lopez, Council Member  
Robert Meador II, Councilmember  
Nick Perdomo, Councilmember  
Nancy Simon, Councilmember

*Appointed Officials*

Frank C. Bocanegra, Esq.  
*Town Manager*

Marjorie Tejeda  
*Acting Town Clerk*

Mitch Bierman  
Weiss, Serota, Helfman, Pastoriza, Cole & Boniske, P.A.  
*Town Attorney*

*Senior Personnel*

Guerlin Escar-Mangos, Assistant Town Manager  
David Ofstein, Planning, Development, Zoning and Enforcement Director  
Michael E. Appleton, Esq., Finance Director  
Ignacio Alvarez, Town Police Commander, Miami-Dade Police Department  
TBD , Public Works Director  
Tony Lopez, Parks and Recreation Director  
Eliezer Palacio, Building Official  
Gary Ratay, Town Engineer, Kimley Horn

Mayor - Council - Manager Form of Government

## *Introduction*

### *Mission Statement*

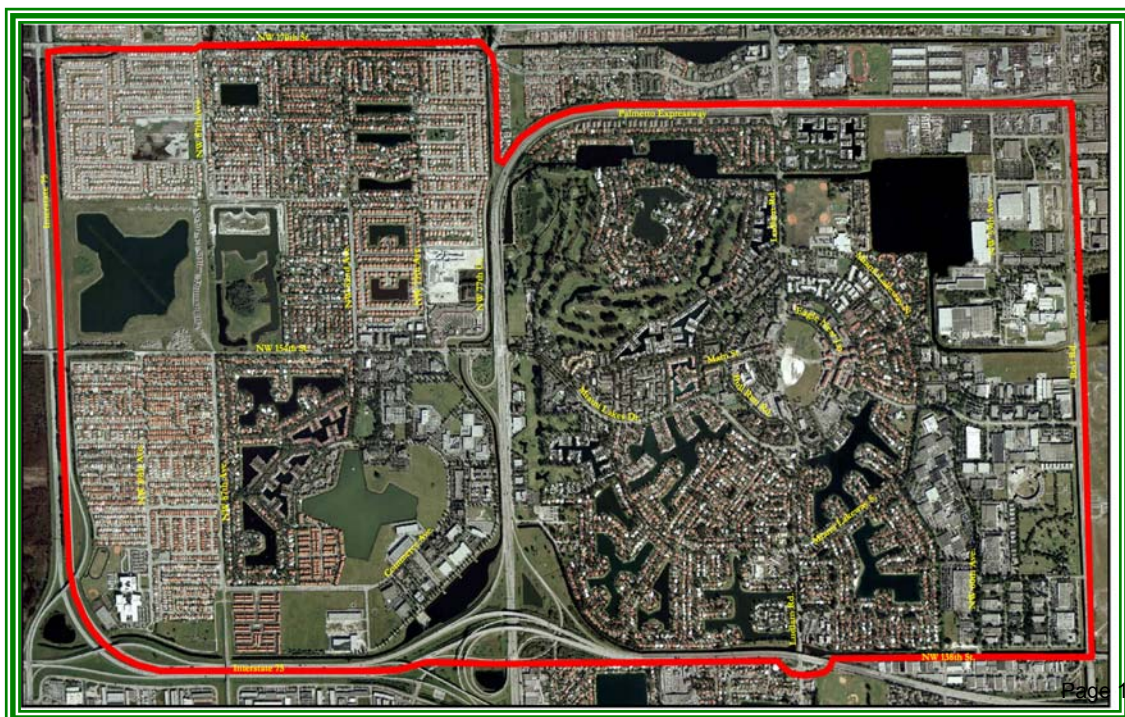
“We want Miami Lakes to be a friendly, peaceful, safe, and beautiful Town whose residents and business leaders take pride in where they live, work and play”

Miami Lakes incorporated on December 5, 2000 and is one of thirty-five municipalities in Miami-Dade County, Florida. Conveniently located just 16 miles north of Downtown Miami and 10 miles from Miami International Airport, our Town is home to approximately 28,000 residents. Encompassing about 6.8 square miles, our boundaries are NW 170th Street and the Palmetto Expressway (SR 826) to the north, NW 138th Street to the south, NW 57th Avenue (Red Road) to the east, and Interstate 75 (I-75) to the west. The Town is governed by a seven-member Council and operates under the Mayor-Council-Manager form of government. Miami Lakes is known as one of the most beautiful residential areas in South Florida for its tree lined streets, large estate lots, and extremely low crime rate.

We provide our residents with friendly and helpful service through our departments, including the Office of the Town Manager, Office of the Town Clerk, Administration, Finance, Building, Planning and Development, Zoning and Enforcement, Parks and Recreation, Public Works, and Police.

The Town of Miami Lakes is described by residents as a peaceful and tranquil town. Our many assets provide for a superior quality of life in a unique hometown atmosphere while enjoying the amenities of urban Miami. The citizen survey conducted in 2006 indicated that over 93% of the residents would recommend the Town as a place to live to family and friends and 85% of the survey respondents indicated that the Town meets or exceeds their expectations.

## **TOWN OF MIAMI LAKES BOUNDARIES**



## **Budget Policies and Procedures**

### **Annual Budget Procedures:**

The Town Manager shall submit a proposed balanced budget to the Mayor and Council. The Manager shall obtain from the head of each department estimates of revenue and expenditures of that department by organization units and character and object of expenditure, and such other supporting data as the Manager shall request.

### **Balanced Budget:**

*Balanced Budget.* Each annual budget adopted by the Council shall be balanced budget and adopted in accordance with Florida law.

### **Budgeting:**

In addition to any budget required by state statute, the Town manager at the direction of the Mayor shall prepare a budget showing the cost of each department for each budget year. Prior to the Town Council's first public hearing on the proposed budget required by state law, the Town manager shall make public a budget summary setting forth the proposed cost of each individual department and reflecting the personnel for each department, the purposes therefore, the estimated millage cost of each department and the amount of any contingency and carryover funds for each department.

The Town Manager shall make public a quarterly report showing the actual expenditures during the quarter just ended against one quarter of the proposed annual expenditures set forth in the budget.

### **Budget Adoption:**

The fiscal year of the Town 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. The Mayor and Town Council shall adopt a budget prior to the beginning of each fiscal year.

### **Debt Policy:**

The Town shall incur no debt unless the incurrence of such debt is approved by a majority of the Council.

### **Fund Summary:**

The Town of Miami Lakes has four (4) separate funds that hold all of the revenue for the Town. These fund are the General Fund, Storm Water Utility Fund, Capital Projects Fund and Special Revenue Fund. The General Fund is for daily operations, the Storm Water Fund is to fund drainage projects, the Capital Projects Fund is to fund long term projects, and the Special Revenue Fund pays for special projects.

**Budget Calendar**

<b>Date</b>	<b>Event</b>
15-Jun	Distribute Budget Package to Department Heads
2-Jul	Department Budget Request due into Finance Department
1-Jul	Receipt of DR 420 - Initial Certified Property Assessment
15-Jul	Town Manager Reviews Requested Budgets with Department Heads
2-Aug	Final Submittal to Finance of Department charges to budget request
4-Sep	Proposed Budget submitted to Mayor and Council
10-Sep	1st Budget Hearing
23-Sep	Revised Budget given to Mayor and Council
24-Sep	Town advertise its intent to adopt a final millage and budget
28-Sep	Town of Miami Lakes 2nd and final Public Hearing on Proposed Tax Rate and 2009-10 Budget



# ***Business Plan***

*Business Plan*

*Business Plan Objectives*

Listed below are the proposed Business Plan Objectives for the FY 2009-10 budget. These objectives are driven by the Strategic Plan adopted by the Town Council, as well as feedback that we received in the citizen satisfaction survey conducted in 2006. As we conduct workshops throughout the summer, we will continue to refine these objectives with feedback from the public and Council.

<b>Public Safety</b>			
Strategic Initiative	Business Plan for FY2009-10	Budget	Comments
Expand and enhance the Comprehensive Town Disaster Plan	A. Town Hall Recovery	\$ 0	<b>Business Plan for FY 2009-10.</b> The Town staff has completed a disaster relief plan for emergency planning, debris removal, and operating contingency.
	B. Traffic Light	Reserve/County Funded	<b>Business Plan for FY 2009-10:</b> Staff will be working with the County to ensure that there is sufficient generators for the traffic light so the police can patrol and continue to serve public.
	C. Update and improve upon Disaster Plan	Existing Resources	We continue to update the Town’s Disaster Plan. The vast majority of staff has already completed the federally required emergency information training
Promote family planning for hurricane preparedness	D. Information on Website	Existing Resources	<b>Business Plan for FY 2009-10:</b> The emergency plan will be posted on the website and a brochure was mailed to residents.
	E. Conduct one community event – Hurricane Fair	\$1,000	The Town Police Department is responsible to coordinating the Hurricane preparedness fair every year

<b>Code Enforcement</b>			
Strategic Initiative	Business Plan for FY 2009-10	Budget	Comments
Fully complete, adopt, and enforce the Land Development Chapter of the Comprehensive Code	Complete the business, industrial, main street special district, government facilities, landscape and sections of the Land Development Code by the end of FY 08-09	\$0	The Town has completed the signage section of the LDR. Funding is provided for legal and consultant support as needed. Town anticipated additional commercial and industrial regulations being prepared and adopted in mid 2010. New Town planning staff anticipates completion of regulation in-house.
	Implement design review board	TBD	The Town Council has directed staff to explore the implementation. Preliminary investigation performed by prior planning staff. It is anticipated that additional analysis and potential implementation, if warranted, will be completed in beginning of 2010.
	Complete code enforcement brochure	\$5,000	Brochure to be prepared in-house.

<b>Building</b>			
Strategic Initiative	Business Plan for FY 2009-2010	Budget	Comments
Conduct and implement the results of the Best Practices Review to identify process, technology, staffing configurations (in-house versus outsourcing), training initiatives, ect. To improve the Town's permitting, plan review and inspection services.	Finalize and establish the transitioning from a single contractor to working independently with multiple contractors. Reduce the amount of expired permit by sending letters to property owners and permit holders.	None	Complete the technology needs assessment to identify and prioritize computer needs and consultant document the process flow for the most critical aspects of the building process.



<b>Citizen Service</b>			
<b>Strategic Initiative</b>	<b>Business Plan for FY 2009-10</b>	<b>Budget</b>	<b>Comments</b>
Continue the customer-friendly training program for Town staff	No activity required	DONE	Have conducted training and orientation programs for positions with high level of customer interaction
Continue to provide access of residents and the business community to relevant town records and services – particularly through internet availability of Town information	No activity required	In Budget	The Document Management System has been implemented. All the Clerk’s records have been digitized and improvements are being made on the web to provide easier access.
Increase the communications flow between residents, the business community, Town employees, the Town Manager and Town Council – including access to the annual State of the Town Report	A. Annual State of the Town Address	Privately funded	The Town secured a sponsor to help offset the cost for the event. The budget for next year assumes that the Town will have a sponsor for the event. Further, Gov QA website will allow residents to have more efficient and better access to staff.

<b>Parks &amp; Recreation</b>			
<b>Strategic Initiative</b>	<b>Business Plan for FY 2009-2010</b>	<b>Budget</b>	<b>Comments</b>
Complete the development of the NW 170 Street Greenway Phase 1	Development slated to begin early 2010 with a completion date of summer 2010	In Capital Budget	Grant funded project from the Land and Water Conservation Fund. \$200,000 total project cost with 50% Town Match (\$100,000).
Study funding alternatives to provide (purchase, replace or construct) expanded park, cultural, and recreational facilities for all residents	Develop a financial and funding plan, including applying for grants and pursuing inter-local agreements – on-going	\$25,000	Town has been successful in obtaining project development grants from a variety of sources.
Continue working with the School Board and local school principals to develop recreational programs.	The use at each school facility will be addressed as part of the Parks Master Plan	No Budget impact	Additional programs were added through partnerships with Miami Dade College, YMCA, and other community organizations in FY 08-09. With the opening of a new community center,
Pursue additional recreational opportunities in Town parks and park facilities through partnerships	Re-evaluate Town's recreation program master plan and assess new program opportunities-on-	No Budget impact	

	going		additional partnerships and programs are sought.
Construct a Veterans Memorial at Royal Oaks Park	\$30,000 allocated through Arts in Public Places program. Remainder of funds will be raised through the efforts of the Veterans Ad Hoc Committee	In Capital Budget	Ad Hoc Committee would like to complete the project by Memorial Day 2009
Continue the Town's efforts to preserve the Indian Park mound for a future park	The Town will continue in the efforts to preserve location as a future park.	\$0	The Miami-Dade County designation as a historical site has been completed. Funding alternatives for acquisition will continue to be sought and studied
Develop a Parks and Recreation Master Plan that reflects the current and emerging needs of our citizens – including the possibility of more bike paths, Vita Courses, etc.	Complete Parks Master Plan	\$25,000	The Master Plan will be completed in the Fall of 2009.
Build a state-of-the-art Youth Center	Location and programs to be addressed in the Parks Master Planning program	Future Budget impact	The Master Plan will be completed in the Fall of 2009.
Build a state-of-the-art Senior Citizen Center	Pursue Joint Development Agreement	Future Budget impact	Town Council is discussing including a senior center as part of its Town Government Center project
Build a multi-purpose Gym, Club House, and renovate MLP	Complete final design by Winter 2009 and begin construction of the Club House as funds are available	Funding in Capital Budget	Preliminary design was completed this in FY 2006-07.
Build a Community Swimming Pool	Location and programs to be addressed in the Parks Master Planning program	Future Budget impact	The Master Plan will be completed in the Fall of 2009.

<b>Beautification</b>			
<b>Strategic Initiative</b>	<b>Business Plan for FY 2009-10</b>	<b>Budget</b>	<b>Comments</b>
Continue the implementation and enhancement of the Common-Area Landscaping Plan for the Town	Landscape Architect to do streetscape master plan	None	No funding is programmed for the future phases.
Continue to enhance the involvement of schools and students in the Town's beautification initiatives	Will make schools aware of opportunities	None	Schools' commitment to beautification projects tends to be short term. Girl Scout's of America local troop will plan organic garden in community space
Enhance the aesthetic features of town property and streets to reflect our desired image as a canopy covered, small town community	Landscape Architect to do streetscape master plan	See above	See above

<b>Educational Excellence</b>			
<b>Strategic Initiative</b>	<b>Business Plan for FY 2009-10</b>	<b>Budget</b>	<b>Comments</b>
Promote partnerships between the Town and the local schools in the development and implementation of projects designed to improve student performance and to develop recreational opportunities	Education Committee and Town Staff will continue to look for new opportunities	\$54,000	The Town continues to fund the efforts of the Education Advisory Committee, including the SAT Prep classes, which have become very popular.
Encourage the participation of high school students in Town activities to fulfill their community service requirements	Continue the Town's Internship Program and provide students with service opportunity.	Included in Youth Activities Budget	Town has re-initiated the Internship Program with renewed success. The Youth Activities Committee has many events, including the Haunted House in order for students to participate and receive community service hours.
Enhance the Town's adult education programs	Continue and enhance programmatic opportunities	Included in Committee's budgets	The Town has taken over the management and coordination of all adult education classes and significantly enhanced the program. The Town recently formed a partnership with Miami-Dade College and classes will be offered in Miami Lakes.

**Public Works**

Strategic Initiative	Business Plan for FY 2009-2010	Budget	Comments
Update and continue to implement the multi-year road-resurfacing plan	Continue funding resurfacing program as per plan	Capital Budget	Completed road resurfacing of Cowpen, Gage Place, Turnbull, Eagles Nest, Commerce Way from 80th Ave to 87 Ave, and 80th Ave and 82nd Ave from Commerce Way to 77 CT during the current year. Most roads in need of repair will be repaved by next year in category 1-5. Categories Fair 6-11 will be completed over the next four years.
Update and continue to implement the Master Drainage Plan including preventive maintenance and replacement programs	Will complete the areas along Bull Run, Main Street, Meadow Walk, and Miami Lakeway North along with some minor projects	Capital Budget	Design of Bull Run will occur in 2009 and construction will start in 2010, but construction will likely roll over into 2011. The Design Criteria Package for Miami Lakeway North south of Celebration Point to Miami lakes Drive should be advertised in 2009 with design and construction by a Design-Build Team to occur in 2010. Construction of that project may roll over into 2011 as well. The Miami Lakeway North design Build project will be partially funded by Stimulus dollars (\$611,000.00). Those funds are obligated to the Town. NW 79 <sup>th</sup> Court was re-striped in front of Bob Graham Elementary School.
Review and improve the tree trimming and maintenance program and schedule	This year the following areas will be trimmed: west of 87 Ave north of 162 ST, East of 79th Ave, Lake Patricia, Downtown, Lake Sarah, and Lake Suzy.	\$0	Completed the first three-year cycle for tree trimming. This year will be the first year of a new three year cycle. Included in Right of Way Maintenance Contract.
Work with the County to assess the best method to improve bulky waste and trash service within the Town	Will continue to monitor the service quality	No Budget impact	The County has increased its staffing levels for bulky waste pickup and significantly reduced the wait time for pickups.
Continue to upgrade street lighting and	Town will continue to closely monitor the	\$175,000	The Town has implemented a program in which every street in the Town is

maintenance throughout the Town	street lighting		assessed at least once per month. We have reduced the number of street lights out to an average of less than 20 at any given point in time.
Implemented traffic calming devices on Lake Childs Court in 2008/2009	Traffic Calming Device		Plan to install a new traffic circle on 148 <sup>th</sup> terrace and 89 <sup>th</sup> Avenue in 2009/2010
Bus Shelter Improvements		Stimulus Package	Pursuing \$230,00.00 in Stimulus dollars for bus shelter improvements

<b>Traffic Control</b>			
Complete the four lanes from 138 <sup>th</sup> St. to 170 <sup>th</sup> St. on N.W. 87 <sup>th</sup> Avenue	Continue to work with County to supplement the construction of the section between 162 <sup>nd</sup> and 170 <sup>th</sup>	\$100,000	Miami-Dade County has determined that the 87 <sup>th</sup> Avenue project between 162 <sup>nd</sup> and 183 <sup>rd</sup> will start in the near future. We have included funding in the capital budget to supplement landscaping and lighting if needed. Plans are 75% complete for this project.
Work with the County to obtain an optimized traffic signal control network for Miami Lakes as the county implements its new traffic control system	Miami-Dade County is in the process of upgrading the software it uses for traffic signal timing throughout the County. We will continue to monitoring the implementation process	No Budget impact	All traffic signals within the Town of Miami Lakes are converted to the new Miami-Dade County ATMS system with over half currently online. The remaining signals require phone line improvements to be activated. The goal of Miami-Dade County Traffic Division is to have all traffic signals under control and synchronized by the end of 2009.
New Traffic/Pedestrian Signal			Miami-Dade County Traffic Division is constructing a new traffic/pedestrian signal at Main Street and Ludlam Road
New Traffic/Pedestrian Signal			The Town is planning to install new pedestrian signals on NW 154 <sup>th</sup> Street at 79 <sup>th</sup> and 82 <sup>nd</sup> Avenue

<b>Fiscal Management</b>			
Strategic Initiative	Business Plan for FY 2009-2010	Budget	Comments
Enhance the investment policies, which are designed to maximize interest and minimize risk.	An investment policy statement will be implemented in order to ensure the risk and return are properly managed.	\$0	Interest rates have been drastically reduced over the past year due to the overall economic conditions.
Enhance communications with residents concerning the budget and finances of the Town.	Workshops and regular financial updates will be scheduled throughout the year.	\$0	The Town website will be updated with all of the budget information on a timely basis.
Enhance the implementation of budgeting and Annual Business Plan process	Department heads will actively participate in the process in order to control expenses.	\$0	It is the desire of the Town to continue to enhance its budgeting process as it works towards an award for its budget in the future.
Continue to apply and be competitive for grants in order to fund various projects	Continue to apply for grants.	Existing resources	Town Grant writers will diligently work and continue to apply for funding, although it is anticipated that money will be more difficult to obtain due to the economic conditions.
Continue to explore alternative funding mechanisms to fund future projects, such as revenue bonds and or general obligation bonds	Continue to monitor debt financing.	\$0	It is the Town's desire to consider a large capital project, such as a Town Hall, in the future. Bond financing will likely be essential in order to realize this goal.
Enhance the internal procedure in order to micromanage non-essential expenses	Closely monitor all expenses on a department level	\$0	Due to the economic conditions of the greater economy, it is anticipated that revenue will continue to be down; therefore, it is essential to control expenses