

# TOWN OF MIAMI LAKES, FLORIDA

Audio stream of meetings can be listened to after the meetings are held at

<http://miamilakesfl.swagit.com/meeting-categories/>

---

## AGENDA

### Regular Council Meeting

June 4, 2019

6:30 PM

Government Center

6601 Main Street

Miami Lakes, Florida 33014

1. **SPECIAL PRESENTATIONS**(presentations shall take place prior to the commencement of the Regular Council Meeting, at 6 P.M.):
2. **CALL TO ORDER:**
3. **ROLL CALL:**
4. **MOMENT OF SILENCE**
5. **PLEDGE OF ALLEGIANCE:**
6. **ORDER OF BUSINESS(DEFERRALS/ADDITIONS/DELETIONS):**
7. **PUBLIC COMMENTS:**

All comments or questions from the attending public to the Council shall be directed to the Mayor, in a courteous tone. No person other than the Council and the person recognized by the Mayor as having the floor, shall be permitted to enter into discussion without the permission of the Mayor. To ensure the orderly conduct and efficiency of the meeting, public comments shall be limited to three (3) minutes maximum per person; however, the Mayor may authorize the extension of the aforesaid time frame, and any extension shall apply to other individuals speaking on the same subject.

No clapping, applauding, heckling, verbal outburst in support of, or in opposition to a speaker or his/her remarks shall be permitted. Should a member of the audience become unruly, or behave in any manner that disrupts the orderly and efficient conduct of the meeting, the Mayor is given the right and the authority to require such person to leave the Council Chambers.

As a courtesy to others, all electronic devices must be set to silent mode to avoid disruption of the proceedings.

**Remote Public Comments:** Please register with the Town Clerk from the date the agenda is released (Wednesday before the meeting) to the date before the meeting. For additional information, please contact [Clerk@miamilakes-fl.gov](mailto:Clerk@miamilakes-fl.gov)

8. **APPOINTMENTS:**
9. **COMMITTEE REPORTS:**  
**Elderly Affairs Committee**
10. **CONSENT CALENDAR:**



**A. Approval of Minutes**

- May 14, 2019 Regular Council Meeting minutes
- May 16, 2019 Sunshine Interview Meeting minutes
- May 20, 2019 Special Call Meeting minutes
- May 23, 2019 Sunshine Meeting minutes
- May 23, 2019 Town Council Business Plan - Budget Workshop FY 2019-20 minutes

**11. ORDINANCES-FIRST READING:**

- A. AN ORDINANCE OF THE TOWN COUNCIL OF THE TOWN OF MIAMI LAKES, FLORIDA, RELATING TO PARKING OF COMMERCIAL VEHICLES; AMENDING CHAPTER 13, "LAND DEVELOPMENT CODE", AT ARTICLE VI, "SUPPLEMENTARY REGULATIONS", PROVIDING FOR FINDINGS OF FACT, INTENT AND PURPOSE; PROVIDING FOR PARKING REGULATIONS; PROVIDING FOR PENALTIES; PROVIDING FOR REPEAL OF LAWS IN CONFLICT; PROVIDING FOR SEVERABILITY; PROVIDING FOR INCLUSION INTO THE CODE; AND PROVIDING FOR AN EFFECTIVE DATE. (Ruano)**

**12. ORDINANCES-SECOND READING (PUBLIC HEARING):**

- A. AN ORDINANCE OF THE TOWN OF MIAMI LAKES, FLORIDA, AMENDING ORDINANCE NO. 18-230, AS AMENDED BY ORDINANCE 2019-237; AMENDING THE TOWN'S FISCAL YEAR 2018-2019 BUDGET; PROVIDING FOR EXPENDITURE OF FUNDS; PROVIDING FOR AMENDMENTS; PROVIDING FOR CONFLICTS; AUTHORIZING THE TOWN MANAGER TO TAKE ALL ACTIONS NECESSARY TO IMPLEMENT THE TERMS AND CONDITIONS OF THIS ORDINANCE; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE. (Pidermann)**

**13. RESOLUTIONS:**

- A. A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF MIAMI LAKES, FLORIDA, AMENDING RESOLUTION 18-1567; RE-ESTABLISHING THE BLASTING ADVISORY BOARD; REMOVING PROVISIONS FOR SUNSET; PROVIDING FOR BOARD MEMBERSHIP; CREATING PURPOSE OF BOARD; PROVIDING FOR MEETING REQUIREMENTS AND PROVIDING WITH AN EFFECTIVE DATE. (Town Council)**
- B. A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF MIAMI LAKES, FLORIDA APPROVING AND RATIFYING THE TERMS AND CONDITIONS OF A SETTLEMENT AGREEMENT WITH RODY BLANCO AND JENNY DEL PINO, FOR CODE COMPLIANCE CASE NOS. 19991-032503, 2000-107725, 2001-002249, B2005-2564 AND B2012-0504, AND PROVIDING FOR AUTHORIZATION; PROVIDING FOR EXECUTION; AND PROVIDING FOR AN EFFECTIVE DATE.**
- C. QUASI-JUDICIAL PUBLIC HEARINGS - Please be advised that the following items on the Board's agenda are quasi-judicial in nature. An opportunity for persons to speak on each item will be made available**



after the applicant and staff have made their presentations on each item. All testimony, including public testimony and evidence, will be made under oath or affirmation. Additionally, each person who gives testimony may be subject to cross-examination. If you do not wish to be either cross-examined or sworn, your testimony will be given its due weight. The general public will not be permitted to cross-examine witnesses, but the public may request the Board to ask questions of staff or witnesses on their behalf. Persons representing organizations must present evidence of their authority to speak for the organization. Any person presenting documents to the Board should provide the Town Clerk with a minimum of 10 copies. Further details of the quasi-judicial procedure may be obtained from the Clerk.

**A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF MIAMI LAKES, FLORIDA, APPROVING A REQUEST IN ACCORDANCE WITH SECTION 13-303 OF THE TOWN OF MIAMI LAKES LAND DEVELOPMENT CODE FOR A MODIFICATION TO A CONDITIONAL USE ISSUED VIA RESOLUTION 15- 1319 FOR AN INDOOR SHOOTING RANGE; SUBMITTED FOR PROPERTY LOCATED AT 14000 NW 82 AVENUE, SUITES 23 AND 24, MIAMI LAKES, FLORIDA, FOLIO NUMBER 32-2022-052-0240, IN THE IU-C ZONING DISTRICT; PROVIDING FOR INCORPORATION OF RECITALS; PROVIDING FINDINGS; PROVIDING FOR APPROVAL; PROVIDING FOR CONDITIONS; PROVIDING FOR VIOLATION OF CONDITIONS; PROVIDING FOR APPEAL; PROVIDING FOR AN EFFECTIVE DATE.**

**14. NEW BUSINESS:**

- A. Performance Evaluation Standards (Diegues)**
- B. Lake Quality Improvement Partnerships (Collazo)**
- C. Parks and Green Space for All (N. Rodriguez)**
- D. Termination of Town Provided SRO Services to Local K-8 Centers (Ruano)**
- E. Moment of Silence Legislation (Cid)**
- F. K-9 Cove Parking Lot (Alvarez)**
  - \* This item requires the waiver of Section 7.2 of the Special Rules of Order**
- G. Miami Lakes Truth in Public Lending (Diegues)**
- H. Miami-Dade County Legislative Advocacy /Lobbying Services (Collazo)**
  - \* This item requires the waiver of Section 7.2 of the Special Rules of Order**
- I. Repaving of NW 82nd Ave (Alvarez)**
  - \* This item requires the waiver of Section 7.2 of the Special Rules of Order**
- J. Pedestrian Safety (Diegues)**
- K. Opposition to Cell Tower Installation in FDOT Right of Way on 826 (Collazo)**
  - \* This item requires the waiver of Section 7.2 of the Special Rules of**



**Order**

**L. Project Funding Priority (Dieguez)**

**\* This item requires the waiver of Section 6.9 and 7.2 of the Special Rules of Order**

**15. MAYOR AND COUNCILMEMBER REPORTS:**

**A. Miami-Dade County Commission Meeting - May 21st (Cid)**

**16. MANAGER'S REPORT:**

**A. Town Manager Monthly Police Activity Report**

**B. Traffic Calming on 79th Avenue**

**C. 2020 Census**

**17. ATTORNEY'S REPORT:**

**A. Attorney's Report**

**ADJOURNMENT:**

This meeting is open to the public. A copy of this Agenda and the backup therefore, has been posted on the Town of Miami Lakes Website at [miamilakes-fl.gov](http://miamilakes-fl.gov) and is available at Town Hall, 6601 Main Street, Miami Lakes 33014. In accordance with the Americans with Disabilities Act of 1990, all persons who are disabled and who need special accommodations to participate in this meeting because of that disability should contact Town Hall at 305-364-6100 two days prior to the meeting.

Anyone wishing to appeal any decision made by the Miami Lakes Town Council with respect to any matter considered at this meeting or hearing will need a record of the proceedings and for such purpose, may need to ensure that a verbatim record of the proceedings is made which record includes the testimony and evidence upon which the appeal is to be based.

Any member of the public wishing to speak on a public hearing matter on this Agenda or under public comments for items not on this Agenda, should fill out a speaker card and provide it to the Town Clerk, prior to commencement of the meeting. Any person presenting documents to the Town Council should provide the Town Clerk with a minimum of 15 copies.





## **Town of Miami Lakes Memorandum**

---

**To:** Honorable Mayor and Councilmembers  
**From:** Elderly Affairs Committee  
**Subject:** Elderly Affairs Committee  
**Date:** 6/4/2019

---

**Recommendation:**

Please see attached Committee Report

**ATTACHMENTS:**

Description

Committee Report



**Elderly Affairs Committee  
Year To Date Activities 2018 – 2019**

**Completed**

**To Go**

**Workshop Forums:**

**Mt Sinai (7)**  
**Tech Forum (1)**  
**Health Fair (1)**  
**Latinos & Alzheimer's (1)**  
**State of FL Fraud Prevention (1)**  
**PACE Caregivers (1)**

**Hurricane Prep**  
**Legal**  
**Pace Stay at Home/ALF**  
**Alzheimer's (English)**

**Lunch Bunch (6)**

**(8)**

**Socials:**

**Thanksgiving**  
**Christmas**  
**Friendship**  
**Easter**

**Country Western**  
**Remembrance Day**

**Field Trips**  
**Frost Museum**  
**Sanibel**

**Margaritaville**

**Marlin Games (1)**

**(4)**

**Special Projects:**

**Jerry Squad**  
**Rock Boxing/Boxing**  
**EAC Budget**





## **Town of Miami Lakes Memorandum**

---

**To:** Honorable Mayor and Councilmembers  
**From:** Gina M. Inganzo, Town Clerk  
**Subject:** Approval of Minutes  
**Date:** 6/4/2019

---

### **Recommendation:**

Attached please find Minutes for your review and approval.

- May 14, 2019 Regular Council Meeting minutes
- May 16, 2019 Sunshine Interview Meeting minutes
- May 20, 2019 Special Call Meeting minutes
- May 23, 2019 Sunshine Meeting minutes
- May 23, 2019 Town Council Business Plan - Budget Workshop FY 2019-20 minutes

### **ATTACHMENTS:**

Description

**May 14, 2019 Regular Council Meeting Minutes**

**May 16, 2019 Sunshine Meeting Minutes**

**May 20, 2019 Special Call Meeting minutes**

**May 23, 2019 Sunshine Meeting Minutes**

**May 23, 2019 Town Council Workshop to Discuss FY 2019-20 Business Plan**



**MINUTES**  
**Regular Council Meeting**  
**May 14, 2019**  
**6:30 p.m.**  
**Government Center**  
**6601 Main Street**  
**Miami Lakes, Florida 33014**

**1. CALL TO ORDER:**

Special Presentations started at 5:45 pm.

Mayor Manny Cid called the meeting to order at 7:02 p.m.

**2. ROLL CALL:**

The Town Clerk, Gina Inguanzo, called the roll with the following Councilmembers being present: Carlos Alvarez, Luis Collazo, Joshua Dieguez, Jeffrey Rodriguez, Marilyn Ruano, Vice Mayor Nelson Rodriguez and Mayor Manny Cid.

**3. MOMENT OF SILENCE:**

Rabbi Mendel Wiess from Chabad of Miami Lakes led the invocation.

**4. PLEDGE OF ALLEGIANCE:**

Troop 242 and their Scout Master led the Pledge of Allegiance.

**5. SPECIAL PRESENTATIONS:**

Mayor of Doral, JC Bermudez, along with Mayor Manny Cid provided a check presentation of the funds raised from the 2<sup>nd</sup> Annual Mayor's Classic Basketball Tournament to COTA Children's Organ Transplant Association, Danny Quesada, schools and sponsors that participated in the Basketball Classic.

Miami Veteran's Affairs and MPS Superhero Foundation were recognized by the Town's Veteran's Affairs Committee.

Staff from Miami Lakes Educational Center were recognized for the being awarded the most prestigious merit award: "Dr. Ronald P. Simpson", Miami Lakes Middle and Hialeah Miami Lakes Senior for winning the Merit of Excellence, and Dr. Sanchez from Barbara Goleman for winning the 2019 NAF Distinguished Academies.

Mrs. Eveles Villa-Church, and her students Ce'mone Jose and Kevin Flores, from Miami Lakes Middle, were recognized for winning the Baynanza Beach Clean Up Poster Contest and Mrs. Eveles Villa-Church departure.

The Education Advisory Board and the Graham Companies presented the EAB Scholarship Awards.



Mercedes Ferreira-Dias was recognized for her volunteer efforts in the community.

**6. ORDER OF BUSINESS (DEFERRALS/ADDITIONS/DELETIONS):**

Mayor Cid motioned to move up items 14D and 14H. The Town Clerk recommended the addition of a Committee Report from the Youth Activities Task Force and from the Neighborhood Improvement Committee. Councilmember Ruano motioned to add item 14I- Free the Girls Campaign. Councilmember Collazo motioned to approve the new order of business, with all the additions. Vice Mayor Rodriguez seconded the motion, and all were in favor.

**7. PUBLIC COMMENTS:**

Roberto Alonso came before the Town Council to speak on Town parks.

Former Mayor Wayne Slaton came before the Town Council to speak in support of Town parks.

Juan Carlos Fernandez, via remote public comments, spoke before the Town Council regarding franchise fees and in support of Town parks.

Maria Kramer came before the Town Council to speak on item 14D.

Ladd Howell came before the Town Council to speak on item 14D.

Angelo Garcia came before the Town Council to speak on item 14D.

Abel Fernandez came before the Town Council to speak on the event RED DAY.

Susana Herrera came before the Town Council to speak on item 14D.

Juan Valiente came before the Town Council to speak on Town procedures.

Mirtha Mendez came before the Town Council to speak on the franchise fee.

Claudia Luces came before the Town Council to speak on

Michael Huffacker came before the Town Council to speak on

Jim Hamilton came before the Town Council to speak on the optimist park.

George Jimenez came before the Town Council to speak on the optimist park.

Cathy came before the Town Council to speak on the optimist park.



Tim Daubert came before the Town Council to speak in favor of the optimist park.

Lynn Matos came before the Town Council to speak in favor of the optimist park.

Eddie Blanco came before the Town Council to speak in favor of the optimist park.

**8. APPOINTMENTS:**

Jose Quintero was appointed to the Youth Activities Task Force, nominated by Councilmember Alvarez.

Ryan Holland was appointed to the Elderly Affairs Committee, nominated by Vice Mayor Rodriguez.

Vicente Rodriguez was appointed to the Economic Development Committee, nominated by Mayor Manny Cid.

Jessica Medina was appointed to the Economic Development Committee, nominated by Mayor Manny Cid.

Kevin Macki was appointed to the Education Advisory Board, nominated by Mayor Manny Cid.

Daniel Pou was appointed to the Special Taxing District Committee for Royal Oaks Section One, nominated by Mayor Manny Cid.

Rene Rovirosa was appointed to the Special Taxing District Committee for Royal Oaks Section One, nominated by Mayor Manny Cid.

Councilmember Collazo motioned to approve the Appointments. Councilmember Alvarez seconded the motion, and all were in favor.

**9. COMMITTEE REPORTS:**

Gary Cardenas, Vice Chair of the Veteran's Affairs Committee, requested the reallocation of funds from the Jingle Bell Jog 5k to the Military tribute banners in the amount of \$2,500. Councilmember Rodriguez motioned to approve the reallocation of funds. Vice Mayor Rodriguez seconded the motion, and all were in favor.

Roman Garcia, Chair of the Sports Hall of Fame Committee, and members provided their recommendations for third class inductees for the Miami Lakes Sports Hall of Fame. Councilmember Collazo motioned to approve the recommendations. Councilmember Dieguez seconded the motion and all were in favor.

Neill Robinson, Chair of the Cultural Affairs Committee, provided a PowerPoint presentation to the Town Council.

Tony Fernandez, Chair of the Youth Activities Task Force, requested the reallocation of funds from \$3,000 from Movies at the Park, Bike Rodeo, and Spring Fling to the Ice Cream



Social event. Councilmember Collazo motioned to approve the reallocation of funds. Councilmember Alvarez seconded the motion, and all were in favor.

Rudy Lloredo, Chair of the Neighborhood Improvement Committee, provided a PowerPoint presentation to the Town Council.

#### **10. CONSENT CALENDAR:**

Vice Mayor Rodriguez motioned to approve the items under the Consent Calendar. Councilmember Dieguez seconded the motion, and all were in favor.

##### **A. APPROVAL OF MINUTES**

- April 8, 2019 Sunshine Meeting minutes
- April 9, 2019 Regular Council Meeting minutes
- April 22, 2019 Imagine Miami Lakes 2025 Strategic Plan Review Workshop minutes

Approved on Consent.

##### **B. A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF MIAMI LAKES, FLORIDA, WAIVING SECTION 5 OF TOWN ORDINANCE 17-203; APPROVING THE AMENDMENT OF CONTRACT #2016-05SU FOR THE REPLACEMENT OF EMARKUP WITH BLUEBEAM REVU, THE ADDITION OF FUSION, AN ADDITIONAL 5 LICENSES AND ANY FUTURE AGREEMENTS AS NEEDED IN AN AMOUNT NOT TO EXCEED BUDGETED FUNDS; AUTHORIZING THE TOWN MANAGER TO TAKE ALL NECESSARY STEPS TO IMPLEMENT THE TERMS AND CONDITIONS OF THE CONTRACT; AUTHORIZING THE TOWN MANAGER TO EXPEND BUDGETED FUNDS; AUTHORIZING THE TOWN MANAGER TO EXECUTE THE CONTRACT; PROVIDING FOR INCORPORATION OF RECITALS; PROVIDING FOR AN EFFECTIVE DATE.**

Approved no consent.

##### **C. A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF MIAMI LAKES, FLORIDA, TO AUTHORIZE THE TOWN MANAGER TO APPLY FOR AND ACCEPT THE FLORIDA DEPARTMENT OF TRANSPORTATION (FDOT) PUBLIC TRANSIT SERVICE DEVELOPMENT PROGRAM GRANT; AUTHORIZING THE TOWN MANAGER TO TAKE ALL NECESSARY STEPS TO IMPLEMENT THE TERMS AND CONDITIONS OF THE PUBLIC TRANSIT SERVICE DEVELOPMENT PROGRAM GRANT; AUTHORIZING THE TOWN MANAGER TO EXPEND BUDGETED FUNDS; PROVIDING FOR INCORPORATION OF RECITALS' PROVIDING FOR AN EFFECTIVE DATE.**



Approved on consent.

- D. A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF MIAMI LAKES; APPROVING COOPERATIVE AGREEMENT BETWEEN MIAMI-DADE COUNTY PUBLIC SCHOOLS (MDCPS) AND THE TOWN OF MIAMI LAKES FOR THE CIVIC ENGAGEMENT INTERNSHIP PROGRAM; PROVIDING FOR INCORPORATION OF RECITALS; PROVIDING FOR AUTHORITY TO TOWN OFFICIALS; AND PROVIDING FOR AN EFFECTIVE DATE.**

Approved on consent.

- E. A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF MIAMI LAKES, FLORIDA, APPROVING THE AWARD OF A CONTRACT FOR ITS 2019-12, STREET SWEEPING SERVICES TO USA SWEEPING, INC D/B/A/ FACILITIES PRO SWEEP IN AN AMOUNT NOT TO EXCEED \$152,786; AUTHORIZING THE TOWN MANAGER TO TAKE ALL NECESSARY STEPS TO IMPLEMENT THE TERMS AND CONDITIONS OF THE CONTRACT; AUTHORIZING THE TOWN MANAGER TO EXPEND BUDGETED FUNDS; AUTHORIZING THE TOWN MANAGER TO EXECUTE THE CONTRACT; PROVIDING FOR INCORPORATION OF RECITALS; PROVIDING FOR AN EFFECTIVE DATE.**

Approved on consent.

**11. ORDINANCE-FIRST READING:**

- A. AN ORDINANCE GRANTING TO FLORIDA POWER & LIGHT COMPANY, ITS SUCCESSORS AND ASSIGNS, AN ELECTRIC FRANCHISE, IMPOSING PROVISIONS AND CONDITIONS RELATING THERETO, PROVIDING FOR MONTHLY PAYMENTS TO THE TOWN OF MIAMI LAKES, FLORIDA, AND PROVIDING FOR AN EFFECTIVE DATE.**

The Town Attorney, Raul Gastesi, read the title of the ordinance into the record.

Vice Mayor Rodriguez motioned to approve the ordinance in first reading. Councilmember Rodriguez seconded the motion and the motion passed, 5-2, with Councilmembers: Collazo and Ruano in opposition.

- B. AN ORDINANCE OF THE TOWN OF MIAMI LAKES, FLORIDA, AMENDING ORDINANCE NO. 18-230, AS AMENDED BY ORDINANCE 2019-237; AMENDING THE TOWN'S FISCAL YEAR 2018-2019 BUDGET; PROVIDING FOR EXPENDITURE OF FUNDS; PROVIDING FOR AMENDMENTS; PROVIDING FOR CONFLICTS; AUTHORIZING THE TOWN MANAGER TO TAKE ALL ACTIONS NECESSARY TO IMPLEMENT THE TERMS AND CONDITIONS OF THIS ORDINANCE; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.**



The Town Attorney, Raul Gastesi, read the title of the ordinance into the record.

Vice Mayor Rodriguez motioned to approve the ordinance in first reading. Councilmember Dieguez seconded the motion and all were in favor.

**12. ORDINANCES- SECOND READING (PUBLIC HEARING):**

- A. AN ORDINANCE OF THE TOWN COUNCIL OF THE TOWN OF MIAMI LAKES, FLORIDA, RELATING TO ZONING; AMENDING CHAPTER 13, LAND DEVELOPMENT CODE, AT ARTICLE V, SECTION 13-1507, ENTITLED "DECKS AND WALKWAYS," PERMITTING A DECK TO BE LOCATED WITHIN THE REQUIRED STREET SIDE YARD SETBACK OF CORNER LOTS FOR PROPERTIES ZONED RU-1Z; PROVIDING FOR INCLUSION INTO THE CODE; PROVIDING FOR ORDINANCES IN CONFLICT, SEVERABILITY, CODIFICATION, AND AN EFFECTIVE DATE.**

Mayor Cid opened the public hearing.

There being no one wishing to speak, Mayor Cid closed the public hearing.

The Town Attorney, Raul Gastesi, read the title of the ordinance into the record.

Mayor Cid motioned to approve the ordinance in second reading. Councilmember Collazo seconded the motion, and the motion passed, 6-0, with Councilmember Ruano absent.

**13. RESOLUTIONS:**

- A. A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF MIAMI LAKES, FLORIDA, APPROVING THE AWARD OF A CONTRACT FOR RFP 2019-19, ROYAL OAKS DRAINAGE AND ROADWAY IMPROVEMENTS PROJECT PHASE I TO RG UNDERGROUND ENGINEERING, INC. IN AN AMOUNT NOT TO EXCEED \$1,242,377; AUTHORIZING THE TOWN MANAGER TO TAKE ALL NECESSARY STEPS TO IMPLEMENT THE TERMS AND CONDITIONS OF THE CONTRACT; AUTHORIZING THE TOWN MANAGER TO EXPEND BUDGETED FUNDS; AUTHORIZING THE TOWN MANAGER TO EXECUTE THE CONTRACT; PROVIDING FOR INCORPORATION OF RECITALS; PROVIDING FOR AN EFFECTIVE DATE.**

The Town Attorney, Raul Gastesi, read the title of the resolution into the record.

Vice Mayor Rodriguez motioned to approve the resolution. Councilmember Collazo seconded the motion, and the motion passed, 6-0, with Councilmember Ruano absent.

- B. A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF MIAMI LAKES, FLORIDA, AUTHORIZING AN AMENDMENT TO CONTRACT**



**2018 – 31 SOUTHEASTERN ENGINEERING CONTRACTORS, INC., IN ORDER TO ALLOW OWNER DIRECT PURCHASE OF MATERIALS AND SUPPLIES; AUTHORIZING THE TOWN MANAGER TO TAKE ALL NECESSARY STEPS TO IMPLEMENT THE TERMS AND CONDITIONS OF THE CONTRACT; AUTHORIZING THE TOWN MANAGER TO EXPEND BUDGETED FUNDS; AUTHORIZING THE TOWN MANAGER TO EXECUTE THE CONTRACT; PROVIDING FOR INCORPORATION OF RECITALS; PROVIDING FOR AN EFFECTIVE DATE.**

The Town Attorney, Raul Gastesi, read the title of the resolution into the record.

Vice Mayor Rodriguez motioned to approve the resolution. Councilmember Collazo seconded the motion, and all were in favor.

#### **14. NEW BUSINESS:**

##### **A. Change to Guiding Principles (N. Rodriguez)**

Vice Mayor Rodriguez made a motion to add “*all abilities*” after “*all ages...*” to Guiding Principle #11. Councilmember Dieguez seconded the motion and all were in favor.

Councilmember Dieguez made a motion adding to Guiding Principle #9 “*...but in every case, we will first evaluate the impact of financing from current and future Miami Lakers from all walks of life.*” Councilmember Rodriguez seconded the motion.

Councilmember Dieguez then amended his motion for the final version to state: “...but in every case, we will first evaluate the financial impact of our decisions on all Miami Lakers.” Mayor Cid seconded the motion, and all were in favor.

All were in favor of the motion as amended.

##### **B. Standardizing meeting times (Ruano)**

Councilmember Ruano made a motion to standardize the time of Council Meetings, excluding Special Call Meetings or emergency situations, to a start time of 6:30 p.m. or later. Councilmember Collazo seconded the motion.

Mayor Cid then recommended requesting feedback on a preferred meeting time from residents on social media. All were in favor of the motion and recommendation.

##### **C. Safety Signals in Pedestrian Crosswalks (Alvarez, Town Council)**

Councilmember Alvarez made a motion requesting the placement of safety signals in pedestrian crosswalks starting on Montrose Road and incorporating safety signals necessary in other pedestrian crosswalks in the Town. Councilmember Collazo seconded the motion, and all were in favor.



**D. Options for Miami Lakes Optimist Park Improvements (Collazo)**

This item was moved up during the Order of Business.

Mayor Cid opened public comments.

Albert Aguiar came before the Town Council to speak on item 14D.

Claudia Luces came before the Town Council to speak on item 14D.

Roberto Alonso came before the Town Council to speak on item 14D.

Carlos Fernandez came before the Town Council to speak on item 14D.

Jason MacguaiM came before the Town Council to speak on item 14D.

Marcos Gutierrez came before the Town Council to speak on item 14D.

There being no one else wishing to speak, Mayor Cid closed public comments.

Councilmember Dieguez motioned to waive the rules for the time limit of discussions on item 14D and 14H. Councilmember Alvarez seconded the motion, and all were in favor.

Councilmember Collazo made a motion directing staff to provide 2-3 options for the Optimist Park build out, which include analysis of short term debt vs. long term financing, value engineering design and analysis leveraging existing infrastructure vs direct overall build out, overview of the central features vs. value-added features, and a build-at-once vs. phased-in approach and seconded by Councilmember Ruano. The motion passed 6-1, with Mayor Cid in opposition.

Councilmember Rodriguez made an amendment to the original motion to not include the option of improving what is in place. Mayor Cid seconded the motion and the motion passed, 5-2, with Councilmember Ruano and Vice Mayor Rodriguez in opposition.

Councilmember Ruano then made an amendment to the motion to include \$4.5M as part of the starting optional number. The motion was seconded by Councilmember Collazo and the motion passed, 5-2, with Councilmember Rodriguez and Mayor Cid in opposition.

The Town Clerk called the roll on the original motion as amended and the motion passed, 6-1, with Mayor Cid in opposition.

**E. Vox Populi Rises Part II (Cid)**

Mayor Cid made a motion to cease the use of Public Comment Cards going forward. Councilmember Alvarez seconded the motion, and all were in favor.



**F. Capital Project required information (Ruano, Collazo)**

Councilmember Ruano made a motion requesting that no projects be presented to the Council for a vote or to the residents for consideration without an update on the following: 1. A current up to date building construction costs, 2. A projected maintenance costs of the project based on comparable projects/facilities in neighboring municipalities, 3. Replacement costs and or sinking funds necessary as yearly expense to address replacement of fixed assets and 4. Expected impact on millage rates Councilmember Dieguez seconded the motion and all were in favor.

Mayor Cid made a motion to extend the meeting to 1 am and all were in favor.

Claudia Luces came before the Town Council to speak on item 14F.

Councilmember Ruano then amended her motion to eliminate the portion of resident consideration unless there is a triggering event where it becomes necessary as recommended by Councilmember Dieguez.

Mayor Cid then recommended that information on construction inflation costs be included along with the recommendations stated in the original motion.

All were in favor of the motion as amended.

**G. Black Olive Treatment (Collazo)**

**Mayor Cid motioned to waive Section 7.2 of the Special Rules of Order. Councilmember Dieguez seconded the motion and all were in favor.**

Councilmember Collazo made a motion to consider a pilot program to treat the black olive trees in the Town. Councilmember Alvarez seconded the motion, and all were in favor.

**H. MLOP Porta Potties (Cid)**

**Mayor Cid motioned to waive Section 7.2 of the Special Rules of Order. Councilmember Dieguez seconded the motion and all were in favor.**

This item was moved up during Order of Business.

Mayor Cid made a motion to remove the porta potties tomorrow from Miami Lakes Optimist Park and break ground in the bathroom facilities once the MOU agreement is ratified with Miami-Dade County Public School Board. Councilmember Rodriguez seconded the motion.



After some discussion, Mayor Cid then motioned to withdraw his motion until a future meeting. Vice Mayor Rodriguez seconded the motion, and all were in favor.

**I. Added Item- Free the Girls Campaign (Ruano)**

**Mayor Cid motioned to waive Section 7.2 of the Special Rules of Order. Councilmember Collazo seconded the motion and all were in favor.**

This item was added during the Order of Business.

Councilmember Ruano made a motion supporting the Free the Girls Campaign by having Town Hall participate as a drop off location for the collection of bras in response to end Human Trafficking. Councilmember Collazo seconded the motion, and all were in favor.

**15. MANAGER'S REPORT:**

**A. Strategic Plan Timeline**

The Town Manager, Edward Pidermann, provided an updated report on the strategic plan funding initiatives to the Town Council. The Town Manager stated that any councilmember can present a new business item amending the strategic plan during the fiscal 2020 Budget compilation process.

**B. Town Manager Monthly Police Activity Report**

Town Major, Javier Ruiz, provided a report on the monthly crime activity to the Town Council for the month of April.

**C. Strategic Legislative Recap**

The Town Manager, Edward Pidermann, provided a report on next year's Legislative session to discuss priorities in advance.

**D. Staff Table of Organization**

Town Manager, Edward Pidermann, provided a report on the staff table of organization to the Town Council.

**E. The Greater Miami Convention & Visitors Bureau Town Hall Meeting at Miami Lakes**

Town Manager, Edward Pidermann, provided a report on the upcoming Town Hall Meeting taking place at the Shula's Hotel and Golf Club on Thursday, May 16<sup>th</sup> 2019 by the Greater Miami Convention & Visitor's Bureau.

**16. ATTORNEY'S REPORT:**

**A. Attorney's Report**

The Town Attorney, Raul Gastesi, reported on the current ongoing litigations provided in the agenda.

**ADJOURNMENT:**



There being no further business to come before the Town Council, the meeting adjourned at 1:12 a.m.

Approved on this 4<sup>th</sup> day of June 2019.

Attest:

---

Manny Cid, Mayor

---

Gina Inguanzo, Town Clerk



**MINUTES**  
**Sunshine Meeting**  
**May 16, 2019**  
**11:00 A.M**  
**Government Center**  
**6601 Main Street**  
**Miami Lakes, Florida 33014**

**1. Call to Order:**

Meeting began at 11:28 a.m.

Present at the meeting were: Councilmembers Luis Collazo, Marilyn Ruano, Mayor Manny Cid, Podcast hosts: Brenda and Kristi and Deputy Town Clerk, Nicole Cuellar.

**2. Items Discussed:**

**A. Disorderly Blondes Autism Podcast**

Podcast Hosts, Brenda and Kristi, interviewed Councilmembers: Luis Collazo, Marilyn Ruano and Mayor Manny Cid. They spoke on Autism awareness and initiatives in the Town of Miami Lakes.

**3. Adjournment:**

This Podcast Interview was adjourned at 12:50 p.m.

Approved on this 4<sup>th</sup> day of June 2019.

---

Manny Cid, Mayor

Attest:

---

Gina M. Inguanzo, Town Clerk



**MINUTES**  
**Special Call Meeting**  
**May 20, 2019**  
**8:30 P.M.**  
**Government Center**  
**6601 Main Street**  
**Miami Lakes, Florida 33014**

**1. CALL TO ORDER:**

Mayor Manny Cid called the meeting to order at 8:38 P.M.

**2. ROLL CALL:**

The Deputy Town Clerk, Nicole Cuellar, called the roll with the following Councilmembers present: Carlos Alvarez, Luis Collazo, Joshua Dieguez, Jeffrey Rodriguez, Marilyn Ruano, Vice Mayor Nelson Rodriguez, and Mayor Manny Cid.

**3. PLEDGE OF ALLEGIANCE:**

Councilmember Carlos Alvarez led the Pledge of Allegiance.

**4. MOMENT OF SILENCE:**

Councilmember Jeffrey Rodriguez led the moment of silence.

**5. PUBLIC COMMENTS:**

Tim Daubert came before the Town Council to speak on item 6A.

Angel De la Fuente came before the Town Council to speak on item 6A.

Bob came before the Town Council to speak on item 6A.

Derek Cintron came before the Town Council to speak on item 6A.

**6. Items for Discussion and Action:**

**A. To discuss the Miami-Dade County Ordinance Revising Current Zoning Regulations Affecting Opa-Locka Airport and Surrounding Lands**

Deputy Town Attorney, Lorenzo Cobiella, explained item 7A and answered questions posed by the Town Council.

Councilmember Ruano motioned to re-open Public Comments. Mayor Cid seconded the motion, and all were in favor.

Marcos Gutierrez came before the Town Council to speak on item 6A.



Angel De la Fuente came before the Town Council to speak on item 6A.

Bob came before the Town Council to speak on item 6A.

Derek Cintron came before the Town Council to speak on item 6A.

Bob came before the Town Council to speak on item 6A.

Ramon Lijares came before the Town Council to speak on item 6A.

Dee Irving came before the Town Council to speak on item 6A.

Tim Daubert came before the Town Council to speak on item 6A.

Councilmember Dieguez made a motion requesting to remove Opa-Locka Airport from consideration of the Ordinance proposed by Miami-Dade County for the reason being, that it may have negative impacts on the Town of Miami Lakes for its ability to set policies on land use for residential and commercial areas. Mayor Cid seconded the motion, and all were in favor.

Councilmember Rodriguez then made a motion directing Town Staff to consider the possibility of creating an Aircraft Noise Advisory Board, like that of Miami-International Airport's, to look into a noise abatement study of the Opa-Locka Airport. Councilmember Collazo seconded the motion.

Councilmember Collazo made an amendment to the motion to also include a study on the flight patterns used by Opa-Locka Airport. Vice Mayor Rodriguez seconded the motion, and all were in favor.

All were in favor of the motion presented by Councilmember Rodriguez as amended.

**B. To discuss Updates on Conflict Resolution regarding Bridges**

Town Attorney, Raul Gastesi, provided an update to the Town Council on the bridge conflict dispute process and requesting of the Council to act on

Councilmember Collazo motioned to re-open Public Comments. Mayor Cid seconded the motion, and all were in favor.

Claudia Luces came before the Town Council to speak on this item.



Derek Cintron came before the Town Council to speak on this item.

Councilmember Collazo made a motion requesting that the Town Attorney's draft a resolution supporting Commissioner Bovo during the June Board Meeting to protect 154<sup>th</sup> Street bridge. Councilmember Dieguez seconded the motion and all were in favor.

Councilmember Collazo then made an additional motion to re-visit the status of the 170<sup>th</sup> Street bridge after the June Board meeting to take an official position. Vice Mayor Rodriguez seconded the motion, and all were in favor.

**C. EMT Appreciation Week**

Councilmember Collazo made a motion to host a community-wide CPR event in one of the Town's facilities, in recognition of EMS week. Vice Mayor Rodriguez seconded the motion and all were in favor.

**ADJOURMENT:**

There being no further business to come before the Council, the meeting adjourned at 11:42 p.m.

Approved this 4<sup>th</sup> day of June 2019.

---

Manny Cid, Mayor

Attest:

---

Gina Inguanzo, Town Clerk



**MINUTES**  
**Sunshine Meeting**  
**May 23, 2019**  
**11:00 A.M**  
**Government Center**  
**6601 Main Street**  
**Miami Lakes, Florida 33014**

**1. Call to Order:**

Meeting began at 11:20 a.m.

Present at the meeting were: Councilmembers Luis Collazo, Marilyn Ruano, Mayor Manny Cid, Special Needs Advisory Board liaison- Yessenia Leyva, Director of Communications -Clarisell De Cardenas and Deputy Town Clerk- Nicole Cuellar.

**2. Items Discussed:**

**A. Special Needs Advisory Board – Inclusion Options**

- Brainstorming inclusion options and forms to incorporate programs for the general residents in the Town.
- Possibly creating a Needs Assessment with the help of Q-Q Research Consultants, of Miami Lakes before September 2019.
  - Mayor and Councilmembers contacted Q-Q Research Consultants.
- Discussion of partnership with Ana G. Mendez for a starting program/services
- Discussion of a “pilot” program with Disability Programs & Training

**B. After Action Items:**

1. Gather data, through a Special Needs Assessment, to consider what needs to be
2. Q-Q Research Consultants CEO and staff to meet with the Special Needs Advisory Board to further discuss options of assessments/sampling data.
3. Pick a starting date for a pilot program with the Disability Programs & Training that includes starting uses such as business cards and decals.
4. Partnership for programs/services with the Disability Programs & Training.
5. A future One-Stop shop for all kinds of services that caters to general residents and the Special Needs community.

**Adjournment:**

This meeting was adjourned at 12:39 p.m.

Approved on this 4<sup>th</sup> day of June 2019.

---

Manny Cid, Mayor



Attest:

---

Gina M. Inganzo, Town Clerk



**MINUTES**  
**Town Council Budget Workshop for FY 2019-20**  
**May 23, 2019**  
**6:30 P.M**  
**Government Center**  
**6601 Main Street**  
**Miami Lakes, Florida 33014**

**1. Call to Order:**

Meeting began at 6:44 p.m.

Present at the meeting were: Councilmembers: Carlos Alvarez, Luis Collazo, Joshua Dieguez and Mayor Manny Cid. Councilmember Marilyn Ruano arrived at 7:45 p.m. Councilmember Rodriguez and Vice Mayor Nelson Rodriguez were absent.

**2. Pledge of Allegiance:**

Councilmember Dieguez led the Pledge of Allegiance.

**3. Moment of Silence:**

Town Manager Edward Pidermann led the moment of silence.

**4. Items for Discussion:**

**A. Town Council Budget Workshop FY 2019-20**

Town Manager, Edward Pidermann, provided introduction remarks to the Town Council.

Resident Tony Mendez spoke before the Town Council on the Dog Park.

Controller, Kay Grant, presented and answered questions posed by the Town Council.

Director of Public Works, Carlos Acosta, presented and answered questions posed by the Town Council.

Director of Parks & Recreation, Daniel Angel, presented and answered questions posed by the Town Council.

Senior Transportation Manager, Michelle Gonzalez, presented and answered questions posed by the Town Council.

Director of Community Engagement, Clarisell De Cardenas, presented and answered questions posed by the Town Council.

Project Manager, German Cure, presented and answered questions posed by the Town Council.



**Adjournment:**

This meeting was adjourned at 8:15 p.m.

Approved on this 4<sup>th</sup> day of June 2019.

---

Manny Cid, Mayor

Attest:

---

Gina M. Inguanzo, Town Clerk





## **Town of Miami Lakes Memorandum**

---

**To: Honorable Mayor and Councilmembers**  
**From: Edward Pidermann, Town Manager**  
**Subject: Parking of Commercial Vehicles in rights-of-ways**  
**Date: 6/4/2019**

---

### **Recommendation:**

Staff recommends approval of the ordinance amending Section 13-1607 as it relates to parking of commercial vehicles within the Town's rights-of-way.

### **Background:**

On February 5th, 2019, Town Council directed the Town Manager to explore the possibility of an ordinance to address street parking of commercial vehicles within the Town's rights-of-way. The Council was concerned that large commercial vehicles were parking with regularity in several streets adjacent to parks or residential areas, blocking visibility, encroaching onto travel lanes, sidewalks and swales, and creating potentially hazardous conditions. Additionally, staff found the current code lacking in adequate provisions for violations of parking regulations. The proposed ordinance seeks to clarify provisions for street parking of commercial vehicles within rights-of-way, and to provide for fees and procedures regarding any violations of parking regulations.

On April 17, 2019, the town Planning Board heard the item and voted to recommend approval by the council recommendations.

On May 22, 2019, the town Planning Board heard the item again in its current form which includes modifications added to address prior recommendations of the planning board and voted to recommend approval by the council.

### **ATTACHMENTS:**

Description

Ordinance

Staff Report

Map



**ORDINANCE NO. 19-\_\_**

**AN ORDINANCE OF THE TOWN COUNCIL OF THE TOWN OF MIAMI LAKES, FLORIDA, RELATING TO PARKING OF COMMERCIAL VEHICLES; AMENDING CHAPTER 13, “LAND DEVELOPMENT CODE”, AT ARTICLE VI, “SUPPLEMENTARY REGULATIONS”, PROVIDING FOR FINDINGS OF FACT, INTENT AND PURPOSE; PROVIDING FOR DEFINITIONS AND CATEGORIES; PROVIDING FOR PARKING REGULATIONS; PROVIDING FOR PENALTIES; PROVIDING FOR REPEAL OF LAWS IN CONFLICT; PROVIDING FOR SEVERABILITY; PROVIDING FOR INCLUSION INTO THE CODE; AND PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, on February 6<sup>th</sup>, 2018, the Town of Miami Lakes (the Town) Council adopted Ordinance 18-220, providing for Governmental Facilities and uses permitted; and

**WHEREAS**, the Town’s rights-of-way are essential for the travel of persons and the transport of goods throughout the Town; and are a unique and physically limited resource requiring proper management by the Town in order to maximize efficiency, and promote the public health, safety and general welfare; and

**WHEREAS**, parking on Town’s rights-of-way is limited and parking of commercial vehicles around residential areas and around public facilities such as parks, libraries, and other public buildings can constitute a nuisance, and present visibility and other safety concerns; and

**WHEREAS**, Section 13-1607 of the Town’s code entitled “Commercial and recreational vehicles” prohibits parking on residential districts but does not provide for rights-of-way abutting both residential districts and other districts.

**WHEREAS**, overnight and long-term parking of commercial vehicles, as well as parking not incidental to services provided by the vehicle, should be done within private property in commercial or industrial areas; and

**WHEREAS**, adoption of the following ordinance is necessary to satisfy the above objectives; and

**WHEREAS**, the Town Council appointed the Planning and Zoning Board as the Local Planning Agency (LPA) for the Town pursuant to Section 163.3174, Florida Statutes; and

**WHEREAS**, on May 22, 2019, after conducting a properly noticed public hearing, the Planning and Zoning Board, acting in its capacity as the Local Planning Agency, acted in accordance with state law,



and in specific compliance with Section 163.3174, Florida Statutes and reviewed and recommended approval to the Miami Lakes Town Council; and

**WHEREAS**, on \_\_\_\_\_, 2019, after conducting a properly noticed public hearing and considering the recommendations of the public, the Local Planning Agency, and the Administrative Official, the Town Council moved the proposed amendment on first reading for second reading and consideration of adoption; and

**WHEREAS**, The Town Council finds that the proposed amendment is consistent with the Town of Miami Lakes Comprehensive Plan and the criteria for evaluation of an amendment to the Land Development Code found in Subsection 13-306(b) of the Town Code; and

**WHEREAS**, on \_\_\_\_\_, 2019, after conducting a properly noticed public hearing and considering the recommendations of the public, the Local Planning Agency, and the Administrative Official, the Town Council finds it in the public interest to adopt the proposed ordinance.

**NOW, THEREFORE, THE TOWN COUNCIL OF THE TOWN OF MIAMI LAKES, FLORIDA, HEREBY ORDAINS AS FOLLOWS.**

**Section 1. Recitals.** The foregoing recitals are true and correct and are incorporated herein by this reference.

**Section 2. Amendment.** Section 13-1607 entitled *Commercial and recreational vehicles*, of the Town's Land Development Code is hereby amended as provided at Exhibit "A".

**Section 3. Approval.** The Town Council hereby adopts the amendment as provided at Exhibit "A".

**Section 4. Repeal of Conflicting Provisions.** All provisions of the Code of the Town of Miami Lakes that are in conflict with this Ordinance are hereby repealed.

**Section 5. Severability.** The provisions of this Ordinance are declared to be severable and if any section, sentence, clause or phrase of this Ordinance shall for any reason be held to be invalid or unconstitutional, such decision shall not affect the validity of the remaining sections, sentences, clauses,

Additions to the text are shown in underlined; deletions from the text are shown in ~~strike through~~.

Omitted portions of this ordinance are shown as “\* \* \*”.



and phrases of this ordinance but they shall remain in effect, it being the legislative intent that this Ordinance shall stand notwithstanding the invalidity of any part.

**Section 6. Inclusion in the Town Code.** It is the intention of the Town Council, and it is hereby ordained, that the provisions of this Ordinance shall be included in the Town Code.

**Section 7. Effective date.** This Ordinance shall become effective immediately upon adoption.

[THIS SPACE INTENTIONALLY LEFT BLANK]



**FIRST READING**

The foregoing ordinance was offered by Councilmember \_\_\_\_\_ who moved its adoption on first reading. The motion was seconded by Councilmember \_\_\_\_\_ and upon being put to a vote, the vote was as follows:

Mayor Manny Cid	_____
Vice Mayor Nelson Rodriguez	_____
Councilmember Carlos O. Alvarez	_____
Councilmember Luis Collazo	_____
Councilmember Joshua Dieguez	_____
Councilmember Jeffrey Rodriguez	_____
Councilmember Marilyn Ruano	_____

Passed on first reading this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

[THIS SPACE INTENTIONALLY LEFT BLANK]



**SECOND READING**

The foregoing ordinance was offered by Councilmember \_\_\_\_\_ who moved its adoption on second reading. The motion was seconded by Councilmember \_\_\_\_\_ and upon being put to a vote, the vote was as follows:

Mayor Manny Cid	_____
Vice Mayor Nelson Rodriguez	_____
Councilmember Carlos O. Alvarez	_____
Councilmember Luis Collazo	_____
Councilmember Joshua Dieguez	_____
Councilmember Jeffrey Rodriguez	_____
Councilmember Marilyn Ruano	_____

Passed and adopted on second reading this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

\_\_\_\_\_  
Manny Cid  
MAYOR

Attest:

\_\_\_\_\_  
Gina Inganzo  
TOWN CLERK

Approved as to form and legal sufficiency:

\_\_\_\_\_  
Raul Gastesi, Jr.  
Gastesi & Associates, P.A.  
TOWN ATTORNEY



## EXHIBIT A

### CHAPTER 13 LAND DEVELOPMENT CODE

\* \* \*

### ARTICLE VI. – SUPPLEMENTARY REGULATIONS

\* \* \*

### DIVISION 1. - GENERALLY

\* \* \*

#### Sec. 13-1607. - Commercial and recreational vehicles.

- (a) *Definitions.* The following words, terms and phrases, when used in this section, shall have the meanings ascribed to them in this subsection, except where the context clearly indicates a different meaning:

Commercial vehicles are hereby defined and categorized as follows for the purpose of this section:

Category 1. A vehicle that is a taxicab, a limousine under twenty (20) feet in length or any passenger vehicle truck or van with a maximum height of eight (8) feet from the ground marked with a sign, letters, identification numbers or emblem advertising or associating it in any way with a commercial enterprise other than those which identify the vehicle maker or dealer. A sport utility vehicle marked with a sign, letters, identification numbers or emblem advertising or associating it in any way with a commercial enterprise, other than those which identify the vehicle maker or dealer, shall be considered as a Category 1 vehicle. For purposes of this section, a passenger vehicle bearing an emblem or lettering of a government entity shall also be considered as a Category 1 vehicle.

Category 2. A vehicle eight (8) feet or less in height that displays externally stored or mounted equipment either in a fixed or temporary manner which is visible of a commercial activity are visible including, but not limited to, food vending equipment, ladders, paint cans, lawn care equipment or fixtures and brackets necessary to carry such items. Trailers or utility trailers less than 20 feet in length which are enclosed or of an unenclosed design shall also be included as Category 2 vehicles.

Category 3. A vehicle, other than a recreational vehicle as defined in section 17.4, exceeding twenty (20) feet in length or more than eight (8) feet in height from the ground including, but not limited to, tow trucks, dump trucks, construction or earth moving vehicles or equipment and semi-tractors and trailers.

~~Commercial vehicle means any vehicle which displays, whether temporarily or permanently, any lettering, logo, or other markings which identify the vehicle as belonging to or used for any commercial purpose; and/or any vehicle on which is visible and is designed to carry cargo, supplies, merchandise, machinery, tools, equipment, racks, or other items of a commercial nature; any vehicle manufactured and commonly used as a work or commercial vehicle, including tow trucks; or any vehicle for hire such as but not limited to buses, jitneys, limousines or taxicabs.~~

Additions to the text are shown in underlined; deletions from the text are shown in ~~strike through~~.

Omitted portions of this ordinance are shown as “\* \* \*”.



*Off-road vehicle* means any vehicle that is used off the roads or highways for recreational purposes and that is not registered and licensed for highway use in the State. Off-road vehicles include all-terrain vehicles (ATVs) and golf carts.

*Recreational vehicle* means a vehicle which provides sleeping and other facilities for short periods of time, while traveling or vacationing, designed to be towed behind a motor vehicle, placed on a vehicle or self-propelled, and includes such vehicles as travel trailers, camper trailers, pick-up coaches, motorized campers, motorized homes or other similar vehicles.

- (b) In order to maintain the high standards of the Town with respect to residential appearance, commercial trucks or other commercial vehicles, off-road vehicles, campers, recreational vehicles, motor homes, house trailers, boat trailers and trailers of every other description as defined herein, whether operable or inoperable, shall not be permitted to be parked or to be stored at any place on any lot, common area or right-of-way within any residentially zoned area in the Town unless they are stored fully inside a garage with the garage door fully closed. In addition, Category 1 vehicles, off-road vehicles, campers, recreational vehicles, motor homes, house trailers, boat trailers and trailers of every other description as defined herein, whether operable or inoperable shall not be permitted to be parked within any right-of-way which abuts either a residential district or a Government Facility that contains a park, a public playground, a public library, a fire station, a police station, or any other public use building. This prohibition of parking shall not apply to temporary parking of trucks and commercial vehicles during the performance of commercial services to nearby residences or public facilities and to the loading and unloading, for no more than 24 hours, of ~~recreational~~ vehicles.
- (c) Category 2 and 3 vehicles shall not be permitted to be parked within any right-of-way located outside of industrial districts. This prohibition of parking shall not apply to temporary parking of any category of commercial vehicle during the performance of commercial services to nearby facilities of any designation.
- (d) All commercial vehicles may be parked in any legal parking space within private property located in office, commercial or industrial districts, including those properties used as residential properties that are located within office, commercial or industrial districts.
- (e) Marked and unmarked law enforcement and local government "take home" passenger vehicles may be permitted to be parked in driveways or legal parking spaces.
- (f) ~~All recreational vehicles, campers, and commercial vehicles that comply with the Town Code as of December 5, 2000, may be permitted if they are registered with the Town by April 18, 2005. Once the registered vehicle is sold no other recreational vehicle or commercial vehicle may be parked or stored on the property unless it complies with this Code.~~
- (f) Violations of these provisions are punishable as follows:
  - a. Any violation of this section is punishable by a civil fine of five-hundred dollars (\$500.00). Upon a repeat violation of these provisions, in addition to civil penalties, such vehicle may be towed or immobilized until all outstanding violations and enforcement costs have been paid. After 35 days of storage or immobilization, such vehicle may be disposed of pursuant to the provisions contained in Section 713.585, Florida Statutes.



Any enforcement officer is hereby authorized to secure the assistance of the Miami-Dade Police Department to effect enforcement of these provisions.

- b. Whoever opposes, obstructs or resists an enforcement officer in the discharge of duties as provided in this section, upon conviction, shall be guilty of a misdemeanor of the second degree and shall be subject to punishment as provided by law.





Planning Office  
6601 Main Street • Miami Lakes, Florida 33014  
Office: (305) 364-6100 • Website: [www.miamilakes-fl.gov](http://www.miamilakes-fl.gov)

---

## Staff Analysis and Recommendation

---

**To:** Honorable Mayor and Members of the Council  
**From:** Edward Pidermann, Town Manager  
**Subject:** Parking of Commercial Vehicles in rights-of-ways  
**Date:** June 4, 2019

---

**AN ORDINANCE OF THE TOWN COUNCIL OF THE TOWN OF MIAMI LAKES, FLORIDA, RELATING TO PARKING OF COMMERCIAL VEHICLES; AMENDING CHAPTER 13, "LAND DEVELOPMENT CODE", AT ARTICLE VI, "SUPPLEMENTARY REGULATIONS", PROVIDING FOR FINDINGS OF FACT, INTENT AND PURPOSE; PROVIDING FOR PARKING REGULATIONS; PROVIDING FOR PENALTIES; PROVIDING FOR REPEAL OF LAWS IN CONFLICT; PROVIDING FOR SEVERABILITY; PROVIDING FOR INCLUSION INTO THE CODE; AND PROVIDING FOR AN EFFECTIVE DATE.**

### **A. BACKGROUND**

On February 5<sup>th</sup>, 2019, Town Council directed the Town Manager to explore the possibility of an ordinance to address street parking of commercial vehicles within the Town's rights-of-way. The Council was concerned that large commercial vehicles were parking with regularity in several streets adjacent to parks or residential areas, blocking visibility, encroaching onto travel lanes, sidewalks and swales, and creating potentially hazardous conditions. Additionally, staff found the current code lacking in adequate provisions for violations of parking regulations. The proposed ordinance seeks to clarify provisions for street parking of commercial vehicles within rights-of-way, and to provide for fees and procedures regarding any violations of parking regulations.

On April 17, 2019, the town Planning Board heard the item and voted to recommend approval by the council recommendations.

On May 22, 2019, the town Planning Board heard the item again in its current form which includes modifications added to address prior recommendations of the planning board and voted to recommend approval by the council.



## B. PROPOSED CHANGES

The following described elements are presented in the same order that they appear in the proposed ordinance.

*13-1607 (a)* – added definitions for different categories of commercial vehicles.

*13-1607 (b)* – added language clarifying that category 1 commercial vehicles shall not be allowed to park in any right of way abutting either a residential district or a Government Facility that contains a park, a public playground, a public library, a fire station, a police station, or any other public use building.

*13-1607 (c)* – added language prohibiting parking of category 2 and 3 vehicles within any rights-of-way outside of industrial districts.

*13-1607 (d)* – added language clarifying that commercial vehicles of any category are allowed to be stored or parked within private property in commercial, office, and industrial districts, including within any property of residential use that is located within those districts.

*13-1607(e) – Violations.* Provides for civil fines of \$500 for violations, as well as towing or immobilization of repeat violators.

## C. STAFF RECOMMENDATION

Based on the analysis provided below and other factors contained in this report, Staff recommends approval of the ordinance amending Section 13-1607 as it relates to parking of commercial vehicles within the Town’s rights-of-way.

## E. ANALYSIS

The Land Development Code provides that all proposed amendments to the LDC shall be evaluated by the Administrative Official, the Local Planning Agency and the Town Council, and that, in evaluating the proposed amendment, the criteria in Subsection 13-306(b) shall be considered. All portions of this report are hereby incorporated into all portions of this analysis. The following is a staff analysis of the criteria as applied to this ordinance.

### 1. **Whether the proposal is consistent with the Comprehensive Plan, including the adopted infrastructure minimum levels of service standards and the concurrency management program.**

*Analysis:* See Sections “A”, Background; and “B”, Proposed Changes, of this report. The ordinance provides for ensuring that rights-of-way remain free of any obstruction created by large commercial vehicles stationed in street parking spaces meant for personal private vehicles, as well as maintain the civic and/or residential character of the areas where parking of commercial vehicles is prohibited. As proposed, and presented in Section “A”, and “B”, above, the amendment conforms to the following objectives of CDMP below.

**Objective 2.3: RIGHT-OF-WAY PRESERVATION** - Protect and reserve existing and future rights-of-way, for automobile, truck, transit, bicycle and pedestrian travel



needs, to prevent structural encroachments and ensure adequate widths for maintenance of infrastructure identified in this Comprehensive Plan.

**Objective 10A.5: RESIDENTIAL IDENTITY** - Promote residential identity throughout the Town by encouraging individual design themes for residential neighborhoods.

**Objective 10A.9: CIVIC FACILITIES** - Establish community design standards to encourage positive community design elements for civic facilities.

**Objective 10B.2: PARKS and OPEN SPACE** - Protect and enhance the Town of Miami Lakes parks to provide opportunities for recreation and social gathering.

*Finding:* Complies

**2. Whether the proposal is in conformance with all applicable requirements of this Code of Ordinances, including this chapter.**

*Analysis:* See Sections “A”, Background; and “B”, Proposed Changes, of this report. The proposed ordinance seeks to clarify and extend existing regulations prohibiting parking of commercial vehicles in residential districts as well as to add provisions and procedures to deal with violations. The proposed amendment does not conflict with any of the Town’s existing provisions.

*Finding:* Complies.

**3. Whether, and the extent to which, land use and development conditions have changed since the effective date of the existing regulations, and whether such changes support or work against the proposed change in land use policy.**

*Analysis* See Sections “A”, Background; and “B”, Proposed Changes, of this report. The existing regulations prohibit parking of commercial vehicles in residential districts, but in cases where a residential district abuts a commercial or industrial district, they are interpreted to apply only to the side of the street that is immediately adjacent to the residential district, but not to the opposite side. As a result, several instances of large commercial vehicles parking on a long-term basis on several right-of-way have occurred. In addition, current regulations contain no language regarding violations and fines. This provision tries to remedy these challenges by establishing three categories of commercial vehicles, clarifying the language regarding residential districts, adding governmental facilities to the areas where category 1 commercial vehicle parking is prohibited, adding language to prohibit parking of commercial vehicles of categories 2 and 3 in any right-of-way outside of industrial districts, and establishing provisions for fees and impoundment in case of violations.

*Finding:* Complies.

**4. Whether, and the extent to which, the proposal would result in any incompatible land uses, considering the type and location of uses involved, the impact on adjacent or neighboring properties, consistency with existing development, as well as compatibility with existing and proposed land use.**



*Analysis:* See Sections “A”, Background; and “B”, Proposed Changes, of this report. The proposed amendment seeks to remedy existing de-facto incompatibilities between parking of commercial vehicles and residential, parks and civic uses.

*Finding:* Complies.

5. **Whether, and the extent to which, the proposal would result in demands on transportation systems, public facilities and services, exceeding the capacity of such facilities and services, existing or programmed, including schools, transportation, water and wastewater services, solid waste disposal, drainage, water supply, recreation, education, emergency services, and similar necessary facilities and services.**

*Analysis:* See Sections “A”, Background; and “B”, Proposed Changes, of this report. The proposed ordinance does not impact the above systems.

*Finding:* Complies.

6. **Whether, and the extent to which, the proposal would result in adverse impacts on the natural environment, including consideration of wetland protection, preservation of any groundwater aquifers, wildlife habitats, and vegetative communities.**

*Analysis:* See Sections “A”, Background; and “B”, Proposed Changes, of this report. The proposed ordinance does not impact the above systems.

*Finding:* Complies.

7. **Whether, and the extent to which, the proposal would adversely affect the property values in the affected area, or adversely affect the general welfare.**

*Analysis:* See Sections “A”, Background; and “B”, Proposed Changes, of this report. Long term parking for large commercial vehicles should be accomplished mostly within private storage and parking areas inside industrial and commercial developments. Street parking in right of ways is inadequate and creates safety hazards as well as visual clutter and thus should be rarely used and only in cases where the commercial vehicle is actively rendering a service to a residence or other facility nearby. In residential, parks and civic areas, parking of large commercial vehicles can be detrimental to property values as it creates visual clutter and a general unkempt appearance. As such, the proposed ordinance is in the interest of the general welfare of the Town and its residents.

*Finding:* Complies.

8. **Whether the proposal would result in an orderly and compatible land use pattern. Any positive and negative effects on such pattern shall be identified.**

*Analysis:* See Sections “A”, Background; and “B”, Proposed Changes; and Criteria 1, 2, 4, and 7 of this report.

*Finding:* Complies.

9. **Whether the proposal would be in conflict with the public interest, and whether it is in harmony with the purpose and intent of this chapter.**



*Analysis:* See Sections “A”, Background; and “B”, Proposed Changes; and Criteria 1, 2, 4, 6, and 7 of this report.

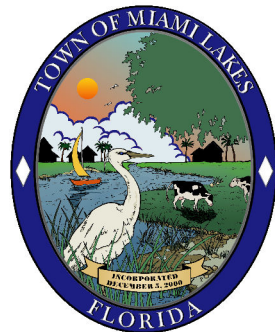
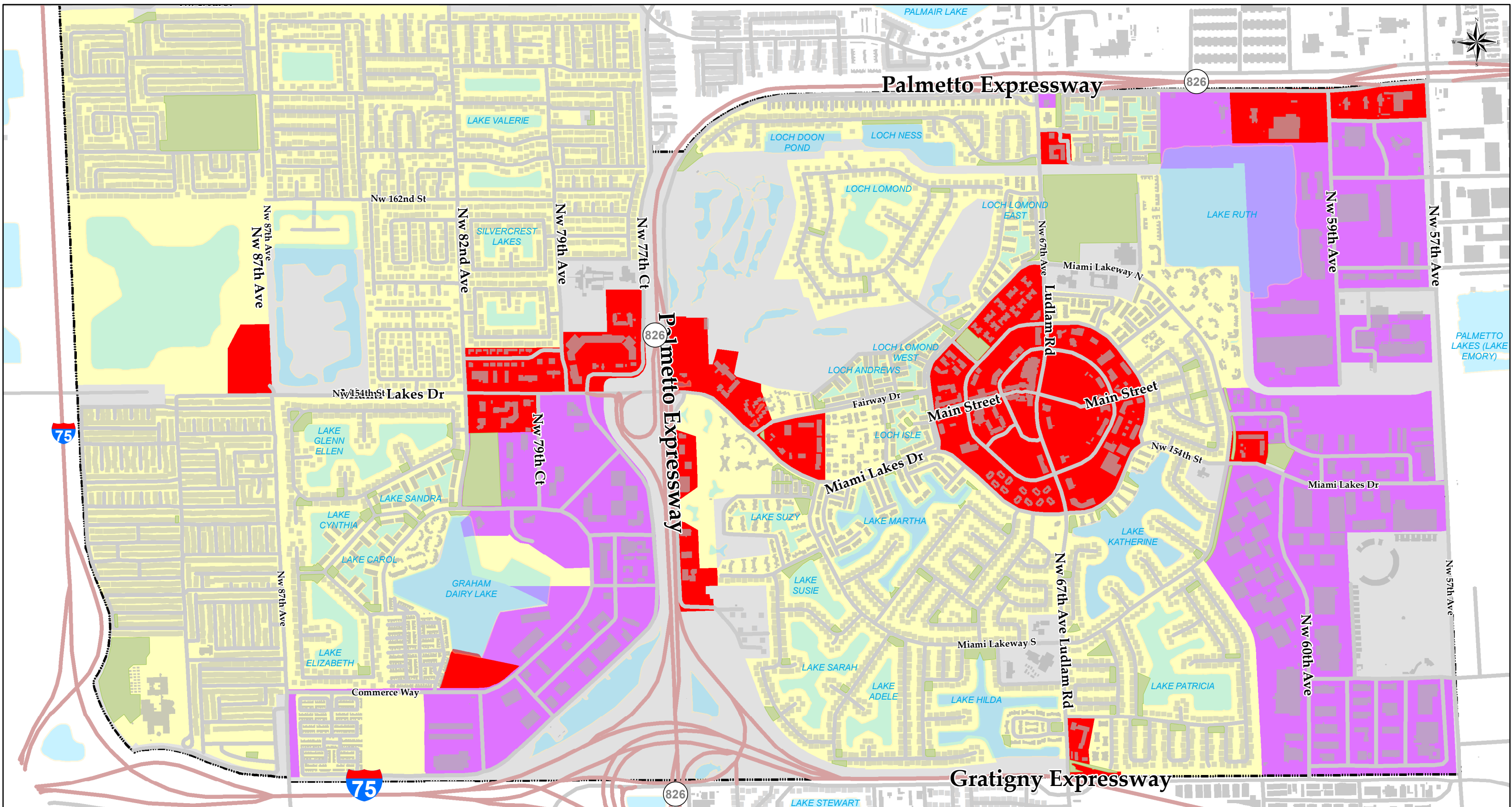
*Finding:* Complies.

**10. Other matters which the Local Planning Agency or the Town Council, in its legislative discretion, may deem appropriate.**

*Analysis:* See all portions of this analysis. The Local Planning Agency and the Town Council may consider other appropriate factors to determine whether the proposed amendment is appropriate and consistent with the public interest.

*Finding:* As determined by the Town Council.







# Town of Miami Lakes

Rights-of-way affected by proposed ordinance  
to prohibit parking of commercial vehicles.

## Legend

- |   |                       |   |                                 |
|---|-----------------------|---|---------------------------------|
|  | Public Facilities     |  | Industrial Districts            |
|  | Residential Districts |  | Commercial and Office Districts |





## **Town of Miami Lakes Memorandum**

---

**To: Honorable Mayor and Councilmembers**  
**From: Edward Pidermann, Town Manager**  
**Subject: FY 2018-19 Budget Amendment - June 2019**  
**Date: 6/4/2019**

---

### **Recommendation:**

Approve amendment to the FY 2018-19 Budget on second reading of Ordinance to allocate funds for secondary canal and culvert cleaning as a result of damage caused by Hurricane Irma, as well as transfer funds for emergency lighting repairs at Miami Lakes Optimist Park.

### **Background:**

#### **CHANGES FROM FIRST READING**

**Secondary Canal Cleaning - \$59,500** - The Town recently received invoice from Miami- Dade County in the amount of \$59,469.02 for costs incurred for the cleanup of secondary canals and culverts as a result of damage caused by Hurricane Irma. Work consisted of removing and disposing of all vegetative debris from within and around the secondary canals, canal right-of-ways, or canal easements. Contractors removed and cleaned culverts of any obstructions or hurricane generated debris, collected or cut fallen or inclined trees, branches or other vegetative matter lying within the water or embankment, which was then loaded and hauled to a landfill facility.

The repair activities are being funded through the Federal Emergency Management Agency (FEMA) at 75%, the State of Florida at 12.5%, and local matching funds at 12.5%. The total costs incurred by the County for the cleanup of secondary canals which service the Town was \$927,541.76. The local matching share (12.5%) is \$115,942.72, of which \$59,469.02 represents the Town's portion.

This budget amendment proposes to appropriate funds in the Stormwater Utility Fund to pay the invoice. To achieve this, funds that were originally appropriated in the FY 2018-19 Adopted Budget for transfer from the Stormwater Utility Fund to the Capital Projects Fund for Royal Oaks Drainage and Roadway Improvement will be reduced from \$350,000 to \$290,500, and the difference of \$59,500 will be transferred to the Canal Maintenance line item to pay the invoice.

It should be noted that construction on the Royal Oaks Drainage and Roadway Improvement project will commence in the 4<sup>th</sup> quarter of this fiscal year and funds will be appropriated next year to complete



construction.

**MLOP Lighting Repairs - \$9,000** – This Budget Amendment proposes to transfer funds from MLOP Non-Capital Improvement line item to Grounds Repairs and Maintenance line item in the General Fund, to cover emergency repairs at Miami Lakes Optimist Park to bring field lighting up to minimum standards per the Florida Building Code. In addition, pathway lights were repaired in preparation for the Annual Food & Wine Festival held earlier this year.

**ATTACHMENTS:**

Description

**Ordinance in Second Reading**

**Exhibit A- 2nd Reading**



**ORDINANCE NO. 2019-\_\_\_\_\_**

**AN ORDINANCE OF THE TOWN OF MIAMI LAKES, FLORIDA, AMENDING ORDINANCE NO. 18-230, AS AMENDED BY ORDINANCE 2019-237; AMENDING THE TOWN'S FISCAL YEAR 2018-2019 BUDGET; PROVIDING FOR EXPENDITURE OF FUNDS; PROVIDING FOR AMENDMENTS; PROVIDING FOR CONFLICTS; AUTHORIZING THE TOWN MANAGER TO TAKE ALL ACTIONS NECESSARY TO IMPLEMENT THE TERMS AND CONDITIONS OF THIS ORDINANCE; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, in accordance with Section 200.065, Florida Statutes and Section 8.7 of the Town of Miami Lakes (the "Town") Charter, the Town Council adopted Fiscal Year 2018-2019 Budget (the "Budget") by Ordinance 18-230, as amended by Ordinance 19-237; and

**WHEREAS**, based upon the review, analysis, and the recommendation of the Town Manager, the Town Council has determined that it is necessary to amend the Budget to provide for carryover of funds as set forth in Exhibit "A," attached hereto.

**NOW, THEREFORE, BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF MIAMI LAKES, FLORIDA, AS FOLLOWS:**

**Section 1. Recitals.** The foregoing recitals are true and correct and are incorporated herein by this reference.

**Section 2. Budget Amendment.** The Fiscal Year 2018-2019 Budget adopted in Ordinance No. 18-230, and amended by Ordinance 19-237, is amended as set forth in the documents entitled "Town of Miami Lakes FY 2018-2019 Adopted Budget" attached hereto as Exhibit "A." The Town Council hereby modifies the Budget to provide for the inclusion of additional carryover funds, line item adjustments, and 2018-2019 project related expense carryover. All other terms and conditions of Ordinance No. 18-230 not otherwise amended by this Ordinance remain in full force and effect.



**Section 3. Authorization of Town Manager.** The Town Manager is hereby authorized to take all actions necessary to implement the terms and conditions of this Ordinance.

**Section 4. Authorization of Fund Expenditures.** The Town Manager or his/her designee is authorized to expend or contract for expenditures such funds as are necessary for the operation of the Town government in accordance with the Budget and the terms and conditions of this Ordinance.

**Section 5. Conflicts.** All sections or parts of sections of the Town Code that conflict with this Ordinance are repealed to the extent of such conflict.

**Section 6. Severability.** The provisions of this Ordinance are declared to be severable and if any section, subsection, sentence, clause, provision or phrase of this Ordinance shall for any reason be held to be invalid or unconstitutional, such decision shall not affect the validity of the remaining sections, sentences, clauses, and phrases of this Ordinance, but they shall remain in effect, it being the legislative intent that this Ordinance shall stand notwithstanding the invalidity of any part.

**Section 7. Effective date.** This Ordinance shall be effective upon adoption on second reading.



### **FIRST READING**

The foregoing ordinance was moved by Councilmember \_\_\_\_\_ who moved its adoption on first reading. The motion was seconded by Councilmember \_\_\_\_\_ and upon being put to a vote, the vote was as follows:

Mayor Manny Cid	_____
Vice Mayor Nelson Rodriguez	_____
Councilmember Carlos O. Alvarez	_____
Councilmember Luis Collazo	_____
Councilmember Joshua Dieguez	_____
Councilmember Jefferey Rodriguez	_____
Councilmember Marilyn Ruano	_____

Passed and adopted on first reading this 14<sup>th</sup> day of May, 2019.

**THIS SPACE INTENTIONALLY LEFT BLANK**



## SECOND READING

The foregoing ordinance was moved by Councilmember \_\_\_\_\_ who moved its adoption on second reading. The motion was seconded by Councilmember \_\_\_\_\_ and upon being put to a vote, the vote was as follows:

Mayor Manny Cid	_____
Vice Mayor Nelson Rodriguez	_____
Councilmember Carlos O. Alvarez	_____
Councilmember Luis Collazo	_____
Councilmember Joshua Dieguez	_____
Councilmember Jefferey Rodriguez	_____
Councilmember Marilyn Ruano	_____

Passed and adopted on second reading this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

---

Manny Cid  
MAYOR

Attest:

---

Gina Inguanzo  
TOWN CLERK

Approved as to form and legal sufficiency:

---

Raul Gastesi, Jr.  
Gastesi & Associates, P.A.  
TOWN ATTORNEY



**TOWN OF MIAMI LAKES  
FY 2018-19 AMENDED BUDGET  
GENERAL FUND REVENUE**

ACCOUNT NAME/DESCRIPTION	FY2018-19 ADOPTED BUDGET	FY2018-19 AMENDED BUDGET	AMENDMENT AS OF 05/14/19	FY2018-19 REVISED BUDGET	AMENDMENT/REVISION COMMENTS
<b><u>Ad Valorem Taxes</u></b>					
Current Ad Valorem Taxes	\$ 7,061,200	\$ 7,061,200		\$ 7,061,200	
Current Ad Valorem Taxes - Pers. Prop.	-	-		-	
Delinquent Ad Valorem Taxes	50,000	50,000		50,000	
<b>Sub-total: Taxes</b>	<b>\$ 7,111,200</b>	<b>\$ 7,111,200</b>	<b>\$ -</b>	<b>\$ 7,111,200</b>	
<b><u>Franchise Fees</u></b>					
Franchise Fees - Electricity	\$ 1,275,000	\$ 1,275,000		\$ 1,275,000	
<b>Sub-total: Franchise Fees</b>	<b>\$ 1,275,000</b>	<b>\$ 1,275,000</b>		<b>\$ 1,275,000</b>	
<b><u>Utility Service Tax</u></b>				-	
Utility Service Tax - Electricity	\$ 2,850,501	\$ 2,850,501		\$ 2,850,501	
Utility Service Tax - Water	410,000	410,000		410,000	
Utility Service Tax - Gas	65,000	65,000		65,000	
<b>Sub-total: Utility Services Tax</b>	<b>\$ 3,325,501</b>	<b>\$ 3,325,501</b>		<b>\$ 3,325,501</b>	
<b><u>Intergovernmental Revenues</u></b>					
Communications Service Tax	\$ 1,224,864	\$ 1,224,864		\$ 1,224,864	
State Revenue Sharing	780,190	780,190		780,190	
Alcoholic Beverage License	20,000	20,000		20,000	
Grants - Byrne Grant	1,800	1,800		1,800	
Grants - VARIOUS	5,500	5,500		5,500	
School Board Contribution for Public Safety	70,176	70,176		70,176	
Half-cent Sales Tax	2,420,280	2,420,280		2,420,280	
<b>Sub-total: Intergovernmental</b>	<b>\$ 4,522,810</b>	<b>\$ 4,522,810</b>		<b>\$ 4,522,810</b>	
<b><u>Permits &amp; Fees</u></b>				-	
<b><u>Building Department Revenues:</u></b>	-	-			
Local Business Licenses: TOML	\$ 120,000	\$ 120,000		\$ 120,000	
Local Business Licenses: County	40,000	40,000		40,000	
False Alarm Fees	62,000	62,000		62,000	
Zoning Hearings	9,500	9,500		9,500	
Administrative Site Plan Review	1,000	1,000		1,000	
Zoning Letters	11,000	11,000		11,000	
Zoning Fees	120,000	120,000		120,000	
Staff Costs	5,000	5,000		5,000	



**TOWN OF MIAMI LAKES  
FY 2018-19 AMENDED BUDGET  
GENERAL FUND REVENUE**

ACCOUNT NAME/DESCRIPTION	FY2018-19 ADOPTED BUDGET	FY2018-19 AMENDED BUDGET	AMENDMENT AS OF 05/14/19	FY2018-19 REVISED BUDGET	AMENDMENT/REVISION COMMENTS
Fine Violation Interest	30,000	30,000		30,000	
Administrative Variances	-	-		-	
<b><u>Planning Department Revenues:</u></b>	<b>\$ 398,500</b>	<b>\$ 398,500</b>	<b>\$ -</b>	<b>\$ 398,500</b>	
Public Works Permits	35,000	35,000		35,000	
<b>Sub-total: Permits &amp; Fees</b>	<b>\$ 433,500</b>	<b>\$ 433,500</b>	<b>\$ -</b>	<b>\$ 433,500</b>	
<b><u>Fines &amp; Forfeitures</u></b>					
Police Traffic Fines	25,000	25,000		25,000	
Police - L.E.T.F.	2,000	2,000		2,000	
Public School Crossing Guards	35,000	35,000		35,000	
Code Violation Fines	125,000	125,000		125,000	
Police Parking Fines	8,000	8,000		8,000	
<b>Sub-total: Fines &amp; Forfeitures</b>	<b>\$ 195,000</b>	<b>\$ 195,000</b>	<b>\$ -</b>	<b>\$ 195,000</b>	
<b><u>Miscellaneous Revenues</u></b>					
Interest Income	\$ 50,000	\$ 50,000		\$ 50,000	
Other Charges & Fees - Clerk's	2,390	2,390		2,390	
Lobbyist Registration	7,000	7,000		7,000	
Park - Services & Rental Fees	118,000	118,000		118,000	
Revenue Sharing Programs	15,000	15,000		15,000	
Lien Inquiry Letters	32,000	32,000		32,000	
FDOT - Landscape Maintenance	5,800	5,800		5,800	
Contributions and Donations	46,000	98,017	20,500	118,517	Health Fair (\$5,872), Senior Social (\$1,718), Domino Tournament (\$3,010), Senior Field Trips (\$750), Movies in the Park (\$1,898), Spring Fling (\$4,762), Public Safety Committee Annual Breakfast (\$500), MLK Breakfast (\$500, Concert (\$125), Concert on the Fairway (\$1,015), Economic Development Committee Science Event (\$350).
Insurance Claims	72,000	72,000		72,000	
Miscellaneous Revenues - Other	1,000	1,000		1,000	
<b>Sub-total: Miscellaneous Revenues</b>	<b>\$ 349,190</b>	<b>\$ 401,207</b>	<b>\$ 20,500</b>	<b>\$ 421,707</b>	
<b><u>Interfund &amp; Equity Transfers</u></b>					
Prior Year Carry Over Funds	506,000	1,275,000		1,275,000	
Interfund transfers from Disaster Fund	-	-		-	
<b>Sub-total: Contributions</b>	<b>\$ 506,000</b>	<b>\$ 1,275,000</b>	<b>\$ -</b>	<b>\$ 1,275,000</b>	
<b>Total Income: General Fund</b>	<b>\$ 17,718,201</b>	<b>\$ 18,539,218</b>	<b>\$ 20,500</b>	<b>\$ 18,559,718</b>	



**TOWN OF MIAMI LAKES  
FY 2018-19 AMENDED BUDGET**

**Revenue and Expenditure Detail by Line Item**

ACCOUNT NAME	FY2018-19 ADOPTED BUDGET	FY2018-19 AMENDED BUDGET	AMENDMENT AS OF 05/14/19	FY2018-19 REVISED BUDGET	BUDGET COMMENTS (AMENDMENT/REVISION)
--------------	--------------------------------	--------------------------------	--------------------------------	--------------------------------	---

**GENERAL FUND EXPENDITURES**

**TOWN COUNCIL AND MAYOR**

EXECUTIVE SALARIES- MAYOR	\$18,838	\$18,838		\$18,838	
REGULAR SALARIES	\$90,000	\$90,000		\$90,000	
OVERTIME	\$0	\$0		\$0	
PAYROLL TAXES	\$15,509	\$15,509		\$15,509	
FRS RETIREMENT CONTRIBUTION	\$8,990	\$8,990		\$8,990	
HEALTH INSURANCE	\$89,887	\$89,887		\$89,887	
HEALTH INSURANCE MAYOR	\$21,992	\$21,992		\$21,992	
HEALTH INSURANCE ALLOWANCE	\$0	\$0		\$0	
WIRELESS STIPEND	\$960	\$960		\$960	
TRAVEL & PER DIEM	\$10,000	\$15,000		\$15,000	
CAR ALLOWANCE -MAYOR	\$7,200	\$7,200		\$7,200	
CAR ALLOWANCE -COUNCIL	\$36,000	\$36,000		\$36,000	
EXPENSE ALLOWANCE MAYOR & COUNCIL	\$50,693	\$50,693		\$50,693	
REMOTE ACCESS DEVICE DATA PLAN	\$3,648	\$3,648		\$3,648	
CELL PHONES	\$3,672	\$3,672		\$3,672	
PRINTING & BINDING	\$1,000	\$1,000		\$1,000	
STATE OF TOWN ADDRESS	\$5,000	\$5,000		\$5,000	
ANNUAL PRAYER BREAKFAST	\$0	\$0		\$0	
ALL AMERICAN CITY DONATION	\$0	\$0		\$0	
ALL AMERICAN CITY EXPENSES	\$0	\$0		\$0	
TOY DRIVE	\$1,000	\$1,000		\$1,000	
VOLUNTEER APPRECIATION	\$0	\$0		\$0	
COUNCIL DISCRETIONARY FUND	\$700	\$700		\$700	
COUNCIL UNIFORMS	\$360	\$360		\$360	
MEETING SET UP	\$300	\$300		\$300	
COUNCIL AWARDS	\$1,250	\$1,250		\$1,250	
SUBSCRIPTIONS & MEMBERSHIPS	\$14,808	\$14,808		\$14,808	
EDUCATION & TRAINING	\$6,800	\$6,800		\$6,800	
SMALL EQUIPMENT	\$0	\$0		\$0	
DIVIDENDS TO RESIDENCES	\$0	\$0		\$0	
<b>TOTAL TOWN COUNCIL EXPENDITURES:</b>	<b>\$388,607</b>	<b>\$393,607</b>	<b>\$0</b>	<b>\$393,607</b>	
	\$388,607	\$393,607			

**TOWN CLERK**

REGULAR SALARIES	\$81,600	\$81,600		\$81,600	
PAYROLL TAXES	\$6,242	\$6,242		\$6,242	
FRS RETIREMENT CONTRIBUTION	\$6,740	\$6,740		\$6,740	
HEALTH & LIFE INSURANCE	\$9,949	\$9,949		\$9,949	
HEALTH INSURANCE ALLOWANCE	\$0	\$0		\$0	
WIRELESS STIPEND	\$480	\$480		\$480	
PROFESSIONAL SERVICES	\$0	\$0		\$0	
TOWN CLERK AGENDA MANAGER	\$65,228	\$65,228		\$65,228	
TOWN CLERK RECORDS MGT	\$0	\$0		\$0	
REMOTE ACCESS DEVICE DATA PLAN	\$480	\$480		\$480	
RENTALS AND LEASES	\$2,436	\$2,436		\$2,436	
TOWN CLERK FRAMING	\$0	\$0		\$0	
TOWN CLERK CODIFICATION	\$11,000	\$11,000		\$11,000	
TOWN CLERK LEGAL ADVERTISING	\$18,040	\$18,040		\$18,040	
ADMINISTRATIVE SUPPORT	\$0	\$0		\$0	
TOWN CLERK ELECTION COSTS	\$50,000	\$50,000		\$50,000	
TOWN CLERK CLERICAL SUPPORT/ADMIN EXP	\$0	\$0		\$0	
OPERATING SUPPLIES	\$0	\$0		\$0	
UNIFORMS	\$0	\$0		\$0	
EDUCATION & TRAINING	\$650	\$650		\$650	
COMPUTER SOFTWARE	\$0	\$0		\$0	
SOFTWARE LICENSES	\$2,470	\$2,470		\$2,470	
<b>TOTAL TOWN CLERK EXPENDITURES:</b>	<b>\$255,315</b>	<b>\$255,315</b>	<b>\$0</b>	<b>\$255,315</b>	
	\$255,315				



**TOWN OF MIAMI LAKES  
FY 2018-19 AMENDED BUDGET**

**Revenue and Expenditure Detail by Line Item**

ACCOUNT NAME	FY2018-19 ADOPTED BUDGET	FY2018-19 AMENDED BUDGET	AMENDMENT AS OF 05/14/19	FY2018-19 REVISED BUDGET	BUDGET COMMENTS (AMENDMENT/REVISION)
<b>TOWN ATTORNEY</b>					
GENERAL LEGAL	\$150,000	\$150,000		\$150,000	
ROUTINE LITIGATION RESERVE	\$50,000	\$50,000		\$50,000	
M. PIZZI LITIGATION/INSURANCE RECOVERY	\$0	\$50,000		\$50,000	
MANAGER SELECTION COMMITTEE	\$0	\$5,000		\$5,000	
GENERAL LEGAL-TRADEMARK	\$0	\$0		\$0	
CHARTER REVIEW COMMISSION	\$0	\$0		\$0	
<b>TOTAL TOWN ATTORNEY EXPENDITURES:</b>	<b>\$200,000</b>	<b>\$255,000</b>	<b>\$0</b>	<b>\$255,000</b>	
	<i>\$200,000</i>	<i>\$255,000</i>			
<b>TOWN ADMINISTRATION</b>					
REGULAR SALARIES	\$1,149,858	\$1,143,118		\$1,143,118	
XFER SRF TRANSIT 5% ADM	-\$12,000	-\$12,000		-\$12,000	
XFER CPF TRANSP 5% ADM	-\$48,750	-\$48,750		-\$48,750	
ADM SUPPORT TO SWF	-\$98,606	-\$98,606		-\$98,606	
ADM SUPPORT TO BUILDING	-\$235,682	-\$235,682		-\$235,682	
COST OF LIVING ADJUSTMENT/BONUS	\$62,067	\$62,067		\$62,067	
ADM SUPPORT TO SPECIAL TAXING DISTRICTS	-\$127,428	-\$127,428		-\$127,428	
OVERTIME-ADM	\$3,000	\$3,000		\$3,000	
COMPENSATED ABSENCES	\$0	\$38,000		\$38,000	
PAYROLL TAXES	\$83,993	\$83,993		\$83,993	
FRS RETIREMENT CONTRIBUTION	\$98,443	\$98,443		\$98,443	
ICMA 457 PL	\$26,704	\$26,704		\$26,704	
ICMA 401 PL	\$0	\$0		\$0	
HEALTH & LIFE INSURANCE	\$177,917	\$177,917		\$177,917	
HEALTH INSURANCE	\$0	\$0		\$0	
HEALTH INSURANCE ALLOWANCE	\$0	\$0		\$0	
WIRELESS STIPEND	\$1,440	\$1,440		\$1,440	
ADM UNEMPLOYMENT CLAIMS	\$0	\$0		\$0	
PROFESSIONAL SERVICES	\$81,000	\$81,000		\$81,000	
INTERGOVERNMENTAL (LOBBYIST)	\$48,000	\$55,500		\$55,500	
ADM- GRANT DEVELOPMENT	\$0	\$0		\$0	
MOVING EXPENSES	\$0	\$0		\$0	
HURRICANE RELATED	\$0	\$0		\$0	
ACCOUNTING & PAYROLL	\$25,500	\$25,500		\$25,500	
INDEPENDENT AUDIT	\$53,500	\$53,500		\$53,500	
ADM HEALTH SPENDING ACCT/WELLN	\$10,000	\$10,000		\$10,000	
FINANCIAL CONS/BOND COUNCIL	\$0	\$0		\$0	
ADM BACKGROUND CHECKS	\$1,500	\$1,500		\$1,500	
ADM - TRAVEL & PER DIEM	\$10,000	\$10,000		\$10,000	
CAR ALLOWANCE	\$6,000	\$6,000		\$6,000	
TELEPHONE SERVICES	\$680	\$680		\$680	
REMOTE ACCESS DEVICE DATA PLAN	\$680	\$680		\$680	
TELEPHONE-CELLULAR	\$0	\$0		\$0	
POSTAGE & DELIVERY	\$17,650	\$17,650		\$17,650	
UTILITY SERVICES-ADM	\$0	\$0		\$0	
RENTALS AND LEASES	\$0	\$0		\$0	
ADM - COPIER LEASE	\$16,270	\$16,270		\$16,270	
RENT- TOWN HALL	\$0	\$0		\$0	
ADM - INSURANCE	\$226,083	\$226,083		\$226,083	
REPAIR AND MAINT CONTRACTS	\$0	\$0		\$0	
PRINTING & BINDING	\$1,500	\$1,500		\$1,500	
ADM TOWN BRANDING & STRATEGIC PLAN	\$8,000	\$8,000		\$8,000	
ADM ADVERTISEMENT RECRUITMENT	\$1,000	\$1,000		\$1,000	
HEALTH WELLNESS/549000 OTHER CURR CHARGE	\$0	\$0		\$0	
ADMINISTRATIVE SUPPORT	\$3,000	\$3,000		\$3,000	
INVESTMENT ADVISORY SERVICE	\$7,000	\$7,000		\$7,000	
FINANCIAL INSTITUTION FEES	\$10,000	\$10,000		\$10,000	



**TOWN OF MIAMI LAKES  
FY 2018-19 AMENDED BUDGET**

**Revenue and Expenditure Detail by Line Item**

ACCOUNT NAME	FY2018-19 ADOPTED BUDGET	FY2018-19 AMENDED BUDGET	AMENDMENT AS OF 05/14/19	FY2018-19 REVISED BUDGET	BUDGET COMMENTS (AMENDMENT/REVISION)
HURRICANE EXPENSES	\$2,500	\$2,500		\$2,500	
UNIFORMS	\$2,600	\$2,600		\$2,600	
NON-CAPITAL OUTLAY	\$0	\$0		\$0	
ADM-BOOKS/PUBLIC/SUBSCRIP/MEM	\$7,950	\$7,950		\$7,950	
EDUCATION & TRAINING	\$10,000	\$10,000		\$10,000	
ADM-FURNITURE/EQUIP NON-CAP	\$1,000	\$1,000		\$1,000	
<b>JB-TOTAL ADMINISTRATION EXPENDITURES</b>	<b>\$1,632,369</b>	<b>\$1,671,129</b>	<b>\$0</b>	<b>\$1,671,129</b>	
	<i>\$1,632,369</i>	<i>\$1,671,129</i>			
<b>INFORMATION SYSTEMS</b>					
IT CORE SERVICE SUPPORT	\$114,660	\$114,660		\$114,660	
IT OUTSIDE TECHNICAL SUPPORT	\$0	\$0		\$0	
WEB SUPPORT	\$8,400	\$8,400		\$8,400	
VOICE SUPPORT	\$6,200	\$6,200		\$6,200	
DIGITAL IMAGING	\$0	\$0		\$0	
INTERNET SERVICES	\$17,460	\$17,460		\$17,460	
IT SUPPLIES	\$13,000	\$13,000		\$13,000	
MACHINERY & EQUIPMENT	\$32,000	\$32,000		\$32,000	
TECHNOLOGY ENHANCEMENTS/SOFTWARE	\$30,000	\$90,240		\$90,240	
COMPUTER SOFTWARE LICENSES	\$108,168	\$108,168		\$108,168	
<b>SUB-TOTAL INFORMATION SYSTEMS:</b>	<b>\$329,888</b>	<b>\$390,128</b>	<b>\$0</b>	<b>\$390,128</b>	
	<i>\$329,888</i>				
<b>ADMINISTRATION - TRANSFERS</b>					
RESERVE FOR COMMITTEES FUTURE DONATIONS	\$40,000	\$40,000		\$40,000	
TRANSFER TO FACILITIES MAINTENANCE FUND	\$206,657	\$206,657		\$206,657	
TRANSFER OUT - CIP PARKS	\$106,000	\$728,636		\$728,636	
TRANSFER OUT - CIP FUND	\$0	\$0		\$0	
<b>SUB-TOTAL ADMINISTRATION TRANSFERS:</b>	<b>\$352,657</b>	<b>\$975,293</b>	<b>\$0</b>	<b>\$975,293</b>	
	<i>\$352,657</i>				
<b>TOTAL ADMINISTRATION EXPENDITURES:</b>	<b>\$2,314,914</b>	<b>\$3,036,550</b>	<b>\$0</b>	<b>\$3,036,550</b>	
	<i>\$2,314,915</i>				
<b>POLICE</b>					
JANITORIAL SERVICES	\$0	\$0		\$0	
POL - PATROL SERVICES	\$8,053,000	\$8,053,000		\$8,053,000	
POLICE OVERTIME	\$320,000	\$320,000		\$320,000	
PUBLIC SCHOOL SECURITY - OVERTIME	\$130,000	\$130,000		\$130,000	
PROSECUTION-CRIMINAL VIOLATION	\$100	\$100		\$100	
TELEPHONE- DEDICATED LINES	\$5,600	\$5,600		\$5,600	
POLICE COPIER COSTS	\$2,000	\$2,000		\$2,000	
POLICE REPAIR & MAINTENANCE	\$0	\$0		\$0	
REPAIR AND MAINTENANCE-VEHICLES	\$2,500	\$2,500		\$2,500	
PRINTING & BINDING	\$0	\$0		\$0	
POLICE - MISC. EXPENSE	\$800	\$800		\$800	
OFFICE SUPPLIES	\$0	\$0		\$0	
OPERATING SUPPLIES	\$3,000	\$3,000		\$3,000	
POLICE UNIFORMS	\$3,000	\$3,000		\$3,000	
FUEL & LUBRICANTS	\$1,000	\$1,000		\$1,000	
MEMBERSHIPS AND SUBSCRIPTIONS	\$225	\$225		\$225	
POLICE CRIME PREVENT TRAIN	\$3,000	\$3,000		\$3,000	
TRANSFER TO FACILITIES MAINTENANCE FUND	\$92,996	\$92,996		\$92,996	
<b>SUB-TOTAL POLICE EXPENDITURES:</b>	<b>\$8,617,221</b>	<b>\$8,617,221</b>	<b>\$0</b>	<b>\$8,617,221</b>	
	<i>\$8,617,221</i>				



**TOWN OF MIAMI LAKES  
FY 2018-19 AMENDED BUDGET**

**Revenue and Expenditure Detail by Line Item**

ACCOUNT NAME	FY2018-19 ADOPTED BUDGET	FY2018-19 AMENDED BUDGET	AMENDMENT AS OF 05/14/19	FY2018-19 REVISED BUDGET	BUDGET COMMENTS (AMENDMENT/REVISION)
<b>SCHOOL CROSSING GUARDS</b>					
REGULAR SALARIES	\$76,000	\$76,000		\$76,000	
PAYROLL TAXES	\$5,814	\$5,814		\$5,814	
FRS RETIREMENT CONTRIBUTION	\$6,278	\$6,278		\$6,278	
WORKMAN'S COMPENSATION	\$0	\$0		\$0	
OPERATING SUPPLIES	\$750	\$750		\$750	
UNIFORMS	\$3,000	\$3,000		\$3,000	
EDUCATION & TRAINING	\$624	\$624		\$624	
NEW ACCOUNT	\$0	\$0		\$0	
NEW ACCOUNT	\$0	\$0		\$0	
<b>SUB-TOTAL SCHOOL CROSSING GUARDS:</b>	<b>\$92,466</b>	<b>\$92,466</b>	<b>\$0</b>	<b>\$92,466</b>	
<b>TOTAL POLICE EXPENDITURES:</b>	<b>\$8,709,687</b>	<b>\$8,709,687</b>	<b>\$0</b>	<b>\$8,709,687</b>	
	<i>\$8,709,686</i>				
<b>PLANNING</b>					
REGULAR SALARIES	\$85,000	\$85,000		\$85,000	
PAYROLL TAXES	\$6,503	\$6,503		\$6,503	
FRS RETIREMENT CONTRIBUTION	\$7,021	\$7,021		\$7,021	
HEALTH & LIFE INSURANCE	\$14,628	\$14,628		\$14,628	
WIRELESS STIPEND	\$480	\$480		\$480	
CREDIT CARD FEES	\$0	\$0		\$0	
PROFESSIONAL SERVICES	\$20,000	\$20,000		\$20,000	
PLANNING-SITE PLAN REVIEW	\$500	\$500		\$500	
PLANNING MOBILE PHONES	\$0	\$0		\$0	
PRINTING & BINDING	\$1,000	\$1,000		\$1,000	
BACKGROUND CHECKS	\$0	\$0		\$0	
<b>SUB-TOTAL PLANNING:</b>	<b>\$135,132</b>	<b>\$135,132</b>	<b>\$0</b>	<b>\$135,132</b>	
	<i>\$135,132</i>				
<b>CODE COMPLIANCE</b>					
REGULAR SALARIES	\$102,496	\$102,496		\$102,496	
PAYROLL TAXES	\$7,841	\$7,841		\$7,841	
FRS RETIREMENT CONTRIBUTION	\$8,466	\$8,466		\$8,466	
HEALTH & LIFE INSURANCE	\$21,042	\$21,042		\$21,042	
WIRELESS STIPEND	\$480	\$480		\$480	
SPECIAL MASTER	\$3,600	\$3,600		\$3,600	
CONTRACT CODE ENF SER	\$121,812	\$121,812		\$121,812	
CAR ALLOWANCE	\$6,000	\$6,000		\$6,000	
REMOTE ACCESS DEVICE DATA PLAN	\$960	\$960		\$960	
PLANNING MOBILE PHONES	\$360	\$360		\$360	
ABANDONED PROPERTY MAINT	\$1,000	\$1,000		\$1,000	
CODE ENF-DOCUMENT SCANNING	\$0	\$0		\$0	
CODE ENF LIEN RECORDING	\$8,000	\$8,000		\$8,000	
ALARM MONITORING PROGRAM	\$25,000	\$25,000		\$25,000	
PLAN CODE ENF REIMB EXP	\$0	\$0		\$0	
CODE ENFORCEMENT UNIFORMS	\$0	\$0		\$0	
EDUCATION & TRAINING	\$1,500	\$1,500		\$1,500	
<b>SUB-TOTAL CODE COMPLIANCE:</b>	<b>\$308,557</b>	<b>\$308,557</b>	<b>\$0</b>	<b>\$308,557</b>	
	<i>\$308,557</i>				
<b>TOTAL PLANNING, CODE COMPLIANCE &amp; TRANSIT EXPENDITURES:</b>	<b>\$443,689</b>	<b>\$443,689</b>	<b>\$0</b>	<b>\$443,689</b>	
<b>QNIP</b>					
QNIP DEBT SERVICE	\$0	\$0		\$0	
QNIP DEBT SERVICE - PRINCIPAL	\$46,607	\$46,607		\$46,607	
QNIP DEBT SERVICE - INTEREST	\$2,248	\$2,248		\$2,248	
<b>TOTAL QNIP EXPENDITURES:</b>	<b>\$48,855</b>	<b>\$48,855</b>	<b>\$0</b>	<b>\$48,855</b>	
	<i>\$48,855</i>				



**TOWN OF MIAMI LAKES  
FY 2018-19 AMENDED BUDGET**

**Revenue and Expenditure Detail by Line Item**

ACCOUNT NAME	FY2018-19 ADOPTED BUDGET	FY2018-19 AMENDED BUDGET	AMENDMENT AS OF 05/14/19	FY2018-19 REVISED BUDGET	BUDGET COMMENTS (AMENDMENT/REVISION)
ZONING					
REGULAR SALARIES	\$99,310	\$99,310		\$99,310	
COMPENSATED ABSENCES	\$0	\$0		\$0	
PAYROLL TAXES	\$7,597	\$7,597		\$7,597	
FRS RETIREMENT CONTRIBUTION	\$8,203	\$8,203		\$8,203	
HEALTH & LIFE INSURANCE	\$0	\$0		\$0	
CONTRACTUAL SERVICES	\$0	\$0		\$0	
SUB-TOTAL ZONING EXPENDITURES	\$115,110	\$115,110	\$0	\$115,110	
TOTAL BUILDING & ZONING EXPENDITURES:	\$115,110	\$115,110	\$0	\$115,110	
\$115,110					
PARKS - COMMUNITY SERVICES					
REGULAR SALARIES	\$337,645	\$337,645		\$337,645	
OVERTIME	\$1,000	\$1,000		\$1,000	
PAYROLL TAXES	\$25,830	\$25,830		\$25,830	
FRS RETIREMENT CONTRIBUTION	\$27,889	\$27,889		\$27,889	
HEALTH & LIFE INSURANCE	\$75,032	\$75,032		\$75,032	
WIRELESS STIPEND	\$2,400	\$2,400		\$2,400	
PROFESSIONAL SERVICES	\$82,742	\$82,742		\$82,742	
DIGITAL IMAGING	\$0	\$0		\$0	
MILEAGE REIMB	\$1,560	\$1,560		\$1,560	
MOBILE PHONES		\$0		\$0	
REPAIR & MAINTENANCE-VEHICLES	\$5,000	\$5,000		\$5,000	
PRINTING & BINDING	\$2,500	\$2,500		\$2,500	
ADMINISTRATIVE SUPPORT	\$0	\$0		\$0	
CREDIT CARD FEES	\$1,860	\$1,860		\$1,860	
MISCELLANEOUS	\$700	\$700		\$700	
PARKS - PERMIT FEES	\$0	\$0		\$0	
COACHES BACKGROUND CK	\$5,000	\$5,000		\$5,000	
CHECK CERTIFICATION CLINIC	\$2,500	\$2,500		\$2,500	
OPERATING SUPPLIES	\$0	\$0		\$0	
PARKS UNIFORMS	\$0	\$0		\$0	
FUEL & LUBRICANTS	\$4,500	\$4,500		\$4,500	
NON CAPITAL OUTLAY	\$0	\$0		\$0	
CAPITAL OUTLAY	\$0	\$0		\$0	
SUB-TOTAL COMMUNITY SERVICES:	\$576,158	\$576,158	\$0	\$576,158	
\$576,159					
ROYAL OAKS PARK					
JANITORIAL SERVICES	\$60,880	\$60,880		\$60,880	
ROYAL OAKS PARK TELECOMMUNICATIONS	\$11,000	\$11,000		\$11,000	
UTILITY SERVICES-ROP	\$100,000	\$100,000		\$100,000	
REPAIR & MAINTENANCE-CONTRACT	\$285,000	\$285,000		\$285,000	
REPAIR & MAINTENANCE-GROUNDS	\$83,000	\$83,000		\$83,000	
REPAIR & MAINTENANCE-FACILITY	\$31,250	\$31,250		\$31,250	
ROP-FUR & EQUIP / NON CAP	\$5,000	\$5,000		\$5,000	
INFRASTRUCTURE	\$0	\$0		\$0	
MACHINERY AND EQUIPMENT	\$0	\$14,275		\$14,275	
ROYAL OAKS PARK IMPROV	\$0	\$0		\$0	
SUB-TOTAL ROYAL OAKS PARK:	\$576,130	\$590,405	\$0	\$590,405	
\$576,130					
PARK EAST YOUTH CENTER					
SALARIES	\$35,000	\$35,000		\$35,000	
PAYROLL TAXES	\$2,678	\$2,678		\$2,678	
FRS RETIREMENT CONTRIBUTION	\$2,891	\$2,891		\$2,891	
HEALTH & LIFE INSURANCE	\$11,744	\$11,744		\$11,744	
WIRELESS STIPEND	\$480	\$480		\$480	
JANITORIAL SERVICES	\$27,040	\$27,040		\$27,040	
TELECOMMUNICATIONS	\$4,500	\$4,500		\$4,500	



**TOWN OF MIAMI LAKES  
FY 2018-19 AMENDED BUDGET**

**Revenue and Expenditure Detail by Line Item**

ACCOUNT NAME	FY2018-19 ADOPTED BUDGET	FY2018-19 AMENDED BUDGET	AMENDMENT AS OF 05/14/19 & 6/4/19	FY2018-19 REVISED BUDGET	BUDGET COMMENTS (AMENDMENT/REVISION)
UTILITY SERVICES	\$14,070	\$14,070		\$14,070	
REPAIR & MAINTENANCE-CONTRACT	\$12,500	\$12,500		\$12,500	
REPAIR & MAINTENANCE-GROUNDS	\$5,000	\$5,000		\$5,000	
REPAIR & MAINTENANCE-FACILITY	\$18,000	\$18,000		\$18,000	
MISCELLANEOUS EXPENSE	\$0	\$0		\$0	
PARKS IMPROVEMENT / NON CAP	\$5,000	\$5,000		\$5,000	
WORK OF ART/COLLECTIONS	\$0	\$0		\$0	
<b>SUB-TOTAL PARK EAST YOUTH CENTER:</b>	<b>\$138,903</b>	<b>\$138,903</b>	<b>\$0</b>	<b>\$138,903</b>	
<b>PARK WEST - MARY COLLINS COMMUNITY CENTER</b>					
JANITORIAL SERVICES	\$48,880	\$48,880		\$48,880	
TELECOMMUNICATIONS	\$4,920	\$4,920		\$4,920	
UTILITY SERVICES	\$22,700	\$22,700		\$22,700	
REPAIR & MAINTENANCE-CONTRACT	\$30,850	\$30,850		\$30,850	
REPAIR & MAINTENANCE-GROUNDS	\$7,500	\$7,500		\$7,500	
REPAIR & MAINTENANCE-FACILITY	\$27,000	\$27,000		\$27,000	
PARKS IMP - OPERATING	\$5,000	\$5,000		\$5,000	
MACHINERY & EQUIPMENT	\$21,000	\$10,034		\$10,034	
PARKS - CAP OUTLAY	\$0	\$0		\$0	
<b>SUB-TOTAL MINI PARK - WEST:</b>	<b>\$167,850</b>	<b>\$156,884</b>	<b>\$0</b>	<b>\$156,884</b>	
<b>MIAMI LAKES OPTIMIST PARK</b>					
JANITORIAL SERVICES	\$26,200	\$26,200		\$26,200	
TELECOMMUNICATIONS	\$12,000	\$12,000		\$12,000	
UTILITY SERVICES	\$112,000	\$112,000		\$112,000	
REPAIR & MAINTENANCE-CONTRACT	\$456,000	\$456,000		\$456,000	
REPAIR & MAINTENANCE-GROUNDS	\$40,000	\$40,000	\$9,000	\$49,000	
REPAIR & MAINTENANCE-FACILITY	\$20,000	\$20,000		\$20,000	
SPORTS HALL OF FAME	\$400	\$400		\$400	
HURRICANE WILMA	\$0	\$0		\$0	
MIAMI LAKES PARK MARINA OPERATIONS	\$1,000	\$1,000		\$1,000	
MIAMI LAKES PARK/IMPROVEMENTS	\$20,000	\$20,000	-\$9,000	\$11,000	
INFRASTRUCTURE	\$0	\$0		\$0	
CAPITAL OUTLAY-MACHINERY & EQUIPMENT	\$0	\$5,000		\$5,000	
<b>SUB -TOTAL MIAMI LAKES OPTIMIST PARK:</b>	<b>\$687,600</b>	<b>\$692,600</b>	<b>\$0</b>	<b>\$692,600</b>	
<b>MINI PARKS</b>					
UTILITY SERVICES	\$24,000	\$24,000		\$24,000	
REPAIR & MAINTENANCE-CONTRACT	\$290,000	\$290,000		\$290,000	
REPAIR & MAINTENANCE-GROUNDS	\$63,610	\$63,610		\$63,610	
MINI PARKS-TREE TRIMMING	\$27,500	\$27,500		\$27,500	
REPAIR & MAINTENANCE-FACILITY	\$0	\$0		\$0	
FURNITURE & NON CAPITAL OUTLAY	\$5,000	\$5,000		\$5,000	
PARK IMPROVEMENT - INFRASTRUCTURE	\$0	\$0		\$0	
MACHINERY & EQUIPMENT	\$0	\$0		\$0	
<b>SUB-TOTAL MINI PARKS:</b>	<b>\$410,110</b>	<b>\$410,110</b>	<b>\$0</b>	<b>\$410,110</b>	
<b>BARBARA GOLEMAN</b>					
BARBARA GOLEMAN MAINT	\$4,000	\$4,000		\$4,000	
<b>SUB-TOTAL BARBARA GOLEMAN :</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$0</b>	<b>\$4,000</b>	
<b>TOTAL PARKS - COMMUNITY SERVICES</b>	<b>\$2,560,751</b>	<b>\$2,569,060</b>	<b>\$0</b>	<b>\$2,569,060</b>	



**TOWN OF MIAMI LAKES  
FY 2018-19 AMENDED BUDGET**

Revenue and Expenditure Detail by Line Item

ACCOUNT NAME	FY2018-19 ADOPTED BUDGET	FY2018-19 AMENDED BUDGET	AMENDMENT AS OF 05/14/19	FY2018-19 REVISED BUDGET	BUDGET COMMENTS (AMENDMENT/REVISION)
--------------	--------------------------------	--------------------------------	--------------------------------	--------------------------------	---

**COMMUNITY OUTREACH AND ENGAGEMENT**

**LEISURE SERVICES**

SALARIES	\$186,447	\$186,447		\$186,447	
OVERTIME	\$0	\$0		\$0	
COMPENSATED ABSENCES - CURRENT	\$0	\$0		\$0	
PAYROLL TAXES	\$14,263	\$14,263		\$14,263	
FRS RETIREMENT CONTRIBUTION	\$15,400	\$15,400		\$15,400	
HEALTH & LIFE INSURANCE	\$35,231	\$35,231		\$35,231	
WIRELESS STIPEND	\$1,440	\$1,440		\$1,440	
YOUTH CENTER COMMUNITY PROGRAMS	\$10,055	\$10,055		\$10,055	
TOWN COMMUNITY PROGRAMS	\$14,890	\$14,890		\$14,890	
<b>SUB-TOTAL LEISURE SERVICES:</b>	<b>\$277,726</b>	<b>\$277,726</b>	<b>\$0</b>	<b>\$277,726</b>	

\$277,727

**ECONOMIC DEVELOPMENT**

SALARIES	\$69,560	\$69,560		\$69,560	
PAYROLL TAXES	\$5,321	\$5,321		\$5,321	
FRS RETIREMENT CONTRIBUTION	\$5,746	\$5,746		\$5,746	
HEALTH & LIFE INSURANCE	\$10,280	\$10,280		\$10,280	
WIRELESS STIPEND	\$480	\$480		\$480	
PROFESSIONAL SERVICES	\$28,350	\$28,350		\$28,350	
<b>SUB-TOTAL ECONOMIC DEVELOPMENT:</b>	<b>\$119,737</b>	<b>\$119,737</b>	<b>\$0</b>	<b>\$119,737</b>	

\$119,737

**COMMUNICATIONS**

SALARIES	\$26,520	\$26,520		\$26,520	
PAYROLL TAXES	\$2,029	\$2,029		\$2,029	
FRS RETIREMENT CONTRIBUTION	\$2,191	\$2,191		\$2,191	
HEALTH & LIFE INSURANCE	\$0	\$0		\$0	
WIRELESS STIPEND	\$0	\$0		\$0	
SOCIAL MEDIA PLAN	\$0	\$27,000		\$27,000	
<b>SUB-TOTAL COMMUNICATIONS:</b>	<b>\$30,740</b>	<b>\$57,740</b>	<b>\$0</b>	<b>\$57,740</b>	

\$30,739

**SPECIAL EVENTS**

SALARIES	\$87,720	\$87,720		\$87,720	
PAYROLL TAXES	\$6,710	\$6,710		\$6,710	
FRS RETIREMENT CONTRIBUTION	\$7,246	\$7,246		\$7,246	
HEALTH & LIFE INSURANCE	\$14,628	\$14,628		\$14,628	
WIRELESS STIPEND	\$480	\$480		\$480	
SPEC EVENTS VETERANS DAY	\$6,000	\$8,700		\$8,700	
SPEC EVENTS 4TH JULY	\$30,000	\$30,000		\$30,000	
OTHER EVENTS	\$10,000	\$10,000		\$10,000	
<b>SUB-TOTAL SPECIAL EVENTS:</b>	<b>\$162,784</b>	<b>\$165,484</b>	<b>\$0</b>	<b>\$165,484</b>	

\$162,784

**COMMITTEES**

**NEIGHBORHOOD IMPROVEMENT COMMITTEE**

AWARD BEAUTIFICATION COMM. AWARDS	\$2,000	\$2,000		\$2,000	
PEDES PEDESTRIAN & BIKE INITIATIVES	\$6,000	\$6,000		\$6,000	
HOA QUARTERLY HOA PROJECTS	\$500	\$500		\$500	
LITT ANTI LITTER CAMPAIGN	\$0	\$0		\$0	
PROJ COMM PROJECTS/HOME IMPROVEMENT	\$500	\$500		\$500	
THE HOUSE/BUSINESS MONTH CONTEST	\$0	\$0		\$0	
<b>TOTAL NEIGHBORHOOD IMP COMMITTEE:</b>	<b>\$9,000</b>	<b>\$9,000</b>	<b>\$0</b>	<b>\$9,000</b>	

\$9,000



**TOWN OF MIAMI LAKES  
FY 2018-19 AMENDED BUDGET**

**Revenue and Expenditure Detail by Line Item**

ACCOUNT NAME	FY2018-19 ADOPTED BUDGET	FY2018-19 AMENDED BUDGET	AMENDMENT AS OF 05/14/19	FY2018-19 REVISED BUDGET	BUDGET COMMENTS (AMENDMENT/REVISION)
<b>CULTURAL AFFAIRS COMMITTEE</b>					
BASEL ART BASEL MIAMI LAKES	\$1,500	\$1,500		\$1,500	
BLACK BLACK HISTORY MONTH CONCERT	\$3,750	\$3,750		\$3,750	
FILM CLASSIC FILM IN THE PARK	\$0	\$0		\$0	
BOOK BOOK READING	\$750	\$750		\$750	
CAROL CHRISTMAS CAROLING	\$0	\$0		\$0	
COF CONCERT ON THE FAIRWAY	\$17,000	\$17,000	\$1,015	\$18,015	Donations
CON CONCERTS	\$4,500	\$4,500	\$125	\$4,625	Donations
FOUR FOURTH OF JULY	\$11,500	\$11,500		\$11,500	
FT FISHING TOURNAMENT	\$500	\$500		\$500	
HISP HISPANIC HERITAGE	\$4,000	\$5,000		\$5,000	
MLK MARTIN LUTHER KING EVENT	\$0	\$0	\$500	\$500	Donations
MISC MISCELLANEOUS EXPENSES	\$0	\$0		\$0	
PC PAINTING COMPETITION	\$0	\$0		\$0	
S FLI SPRING FLING(PAINT A PICTURE)	\$600	\$600		\$600	
SCOT SCOTTISH AMERICAN HERITAGE MONTH	\$1,000	\$1,000		\$1,000	
WOMEN WOMEN HISTORY MONTH	\$2,250	\$2,250		\$2,250	
<b>TOTAL CULTURAL AFFAIRS COMMITTEE:</b>	<b>\$47,350</b>	<b>\$48,350</b>	<b>\$1,640</b>	<b>\$49,990</b>	
	\$47,350				
<b>ECONOMIC DEVELOPMENT COMMITTEE</b>					
ECODV MISC EXPENSES	\$0	\$0		\$0	
MARKE MARKETING MATERIALS	\$14,000	\$14,000		\$14,000	
ML CH MISC EXPENSES	\$12,000	\$12,000		\$12,000	
REALT REALTOR EVENTS	\$5,200	\$5,200	\$350	\$5,550	Donations
TRADE SHOW - BIO FLORIDA	\$0	\$0		\$0	
SHOWS MISC EXPENSES	\$3,000	\$3,000		\$3,000	
<b>TOTAL ECONOMIC DEVELOPMENT COMMITTEE:</b>	<b>\$34,200</b>	<b>\$34,200</b>	<b>\$350</b>	<b>\$34,550</b>	
	\$34,200	\$34,200			
<b>EDUCATION ADVISORY BOARD</b>					
EDUCATIONAL ADVISORY BOARD	\$0	\$0		\$0	
AP LANGUAGE ARTS PROGRAM	\$26,000	\$26,000		\$26,000	
EVENT TOWN EVENTS	\$2,000	\$2,000		\$2,000	
FRIEN FRIENDS OF THE LIBRARY	\$4,000	\$4,000		\$4,000	
IMAG IMAGINATION LIBRARY	\$4,000	\$4,000		\$4,000	
MLIC MLAKES K-8 INSTRUCTIONAL COSTS	\$0	\$0		\$0	
MISC. MISC. EXPENSES	\$300	\$300		\$300	
SAT/ SAT/ACT PREP COURSES	\$12,000	\$12,000		\$12,000	
STEM ELECTIVE COURSES	\$10,000	\$10,000		\$10,000	
TECH TECHNOLOGY & MEDIA	\$12,000	\$12,000		\$12,000	
TEST STANDARDIZED TESTING SUPPORT	\$0	\$0		\$0	
<b>TOTAL EDUCATIONAL ADVISORY BOARD:</b>	<b>\$70,300</b>	<b>\$70,300</b>	<b>\$0</b>	<b>\$70,300</b>	
	\$70,300				
<b>ELDERLY AFFAIRS COMMITTEE</b>					
DOMT DOMINO TOURNAMENT	\$0	\$0	\$3,010	\$3,010	Donations
BEEFR FREEBEE (SAT & SUN)	\$2,500	\$2,500		\$2,500	
HALLO HALLOWEEN SOCIAL	\$0	\$0		\$0	
BOXIN ROCK STEADY BOXING	\$2,500	\$2,500		\$2,500	
FORU COMMUNITY FORUMS	\$2,500	\$3,100		\$3,100	
HF EAC - HEALTH FAIR	\$500	\$500	\$5,872	\$6,372	Donations
METET MEET & EAT	\$7,800	\$7,800		\$7,800	
MISC MISC EXPENSE/SUPPLIES/SHIRTS	\$500	\$500		\$500	
SENIO SENIOR FIELD TRIP	\$6,000	\$6,000	\$750	\$6,750	Donations
SNAB SPECIAL NEEDS ADVISORY	\$0	\$20,043		\$20,043	
SRSO SENIOR SOCIAL	\$15,200	\$16,700	\$1,718	\$18,418	Donations
VAL VALENTINE DAY EVENT	\$0	\$0		\$0	
A MATTER OF BALANCE	\$0	\$0		\$0	
<b>TOTAL ELDERLY AFFAIRS COMMITTEE:</b>	<b>\$37,500</b>	<b>\$59,643</b>	<b>\$11,350</b>	<b>\$70,993</b>	
	\$37,500				



**TOWN OF MIAMI LAKES  
FY 2018-19 AMENDED BUDGET**

**Revenue and Expenditure Detail by Line Item**

ACCOUNT NAME	FY2018-19 ADOPTED BUDGET	FY2018-19 AMENDED BUDGET	AMENDMENT AS OF 05/14/19	FY2018-19 REVISED BUDGET	BUDGET COMMENTS (AMENDMENT/REVISION)
<b>YOUTH ACTIVITIES TASK FORCE</b>					
BR BICYCLE RODEO	\$4,700	\$4,700		\$4,700	
HHH HALLOWEEN HAUNTED HOUSE	\$26,500	\$30,700		\$30,700	
HIST HISTORICAL SCAVENG	\$0	\$0		\$0	
ICE ICE CREAM SOCIAL	\$500	\$500		\$500	
JUST JUST RUN	\$1,000	\$1,000		\$1,000	
MP MOVIES IN THE PARK	\$7,500	\$8,929	\$1,898	\$10,827	Donations
SPRIN SPRING FLING	\$4,500	\$4,500	\$4,762	\$9,262	Donations
SPORT SPORTS PALOOZA/PRO SPORTS DAY	\$0	\$0		\$0	
VAL VALENTINE DAY EVENT	\$0	\$0		\$0	
SUMMER YOUTH EMPL INITIATIVE	\$300	\$300		\$300	
WINTERFEST	\$0	\$0		\$0	
<b>TOTAL YOUTH ACTIVITIES TASK FORCE:</b>	<b>\$45,000</b>	<b>\$50,629</b>	<b>\$6,660</b>	<b>\$57,289</b>	
	\$45,000				
<b>PUBLIC SAFETY COMMITTEE</b>					
PUBLIC SAFETY IDENTITY THEFT PREVENTION	\$0	\$0		\$0	
BRKF-POLICE APPRECIATION BREAKFAST	\$1,000	\$1,000	\$500	\$1,500	Donations
CERT-C.E.R.T TRAINING	\$250	\$250		\$250	
EDMAT-EDUCATIONAL MATERIALS	\$750	\$750		\$750	
SHIRTS AND SUPPLIES	\$600	\$600		\$600	
<b>TOTAL PUBLIC SAFETY COMMITTEE:</b>	<b>\$2,600</b>	<b>\$2,600</b>	<b>\$500</b>	<b>\$3,100</b>	
	\$2,600	\$2,600			
<b>VETERANS AFFAIRS COMMITTEE</b>					
SKRUN VET 5K RUN	\$3,500	\$33,600		\$33,600	
DED C DEDICATION CEREMONY-VETS MEM	\$0	\$0		\$0	
CARE PACKAGE DRIVE	\$1,000	\$1,000		\$1,000	
MEMORIAL HONOR FUND	\$500	\$500		\$500	
PLAQU PURCH TREES W/PLAQUES	\$900	\$900		\$900	
V COM VETERANS COMMITTEE SHIRTS	\$0	\$0		\$0	
VET J VETERANS JOB FAIR	\$0	\$0		\$0	
<b>TOTAL VETERANS AFFAIRS COMMITTEE:</b>	<b>\$5,900</b>	<b>\$36,000</b>	<b>\$0</b>	<b>\$36,000</b>	
<b>TOTAL COMMITTEES EXPENDITURES:</b>	<b>\$251,850</b>	<b>\$310,722</b>	<b>\$20,500</b>	<b>\$331,222</b>	
<b>TOTAL COMMUNITY OUTREACH AND ENGAGEMENT EXPENDITURES</b>	<b>\$842,837</b>	<b>\$931,409</b>	<b>\$20,500</b>	<b>\$951,909</b>	
	\$842,838				
<b>PUBLIC WORKS</b>					
REGULAR SALARIES	\$205,200	\$205,200		\$205,200	
ADMINISTRATIVE SUPP TO STORMWA	\$0	\$0		\$0	
REIMB FROM STORMWATER	\$0	\$0		\$0	
OVERTIME	\$0	\$0		\$0	
COMPENSATED ABSENCES	\$0	\$0		\$0	
PAYROLL TAXES	\$15,698	\$15,698		\$15,698	
FRS RETIREMENT CONTRIBUTION	\$16,950	\$16,950		\$16,950	
HEALTH & LIFE INSURANCE	\$29,203	\$29,203		\$29,203	
HEALTH INSURANCE ALLOWANCE	\$0	\$0		\$0	
WIRELESS STIPEND	\$480	\$480		\$480	
PERMITS PLAN REVIEW	\$45,840	\$45,840		\$45,840	
CELL PHONES	\$0	\$0		\$0	
STREET LIGHTS REPAIR & MAINTENANCE	\$70,000	\$70,000		\$70,000	
VEHICLE REPAIR & MAINTENANCE	\$4,000	\$4,000		\$4,000	
NEW TREE PLANTING	\$0	\$0		\$0	
LOCAL GAS OPTION 6¢ REIMBUR	\$0	\$0		\$0	
UNDERGROUND UTILITY LOCATION	\$41,530	\$41,530		\$41,530	
PW MISCELLANEOUS	\$3,000	\$3,000		\$3,000	



**TOWN OF MIAMI LAKES  
FY 2018-19 AMENDED BUDGET**

**Revenue and Expenditure Detail by Line Item**

ACCOUNT NAME	FY2018-19 ADOPTED BUDGET	FY2018-19 AMENDED BUDGET	AMENDMENT AS OF 05/14/19	FY2018-19 REVISED BUDGET	BUDGET COMMENTS (AMENDMENT/REVISION)
HURRICANE FAIR	\$0	\$0		\$0	
OPERATING SUPPLIES	\$3,000	\$3,000		\$3,000	
FUEL & LUBRICANTS	\$3,000	\$3,000		\$3,000	
VEHICLES MAINTENANCE	\$0	\$0		\$0	
FURN & EQUIP NON CAPITAL	\$2,000	\$2,000		\$2,000	
CAPITAL OUTLAY	\$0	\$0		\$0	
<b>I-TOTAL PUBLIC WORKS ADMINISTRATION:</b>	<b>\$439,901</b>	<b>\$439,901</b>	<b>\$0</b>	<b>\$439,901</b>	
	\$439,000				
<b>PW - GREEN SPACE</b>					
RIGHT OF WAY ELECTRICITY	\$10,000	\$10,000		\$10,000	
WATER	\$45,000	\$45,000		\$45,000	
REPAIR & MAINTENANCE	\$490,405	\$490,405		\$490,405	
PUBLIC WORK ENTRY MAINT	\$4,700	\$4,700		\$4,700	
EXTERMINATION SERVICES	\$3,000	\$3,000		\$3,000	
PW TREE REMOVAL	\$22,000	\$22,000		\$22,000	
TREE TRIMMING	\$200,000	\$200,000		\$200,000	
NEW TREE PLANTING	\$55,000	\$55,000		\$55,000	
BEAUTIFICATION PLAN	\$0	\$0		\$0	
<b>SUB-TOTAL PW-GREEN SPACE:</b>	<b>\$830,105</b>	<b>\$830,105</b>	<b>\$0</b>	<b>\$830,105</b>	
	\$830,105				
<b>TOTAL PUBLIC WORKS EXPENDITURES:</b>	<b>\$1,270,006</b>	<b>\$1,270,006</b>	<b>\$0</b>	<b>\$1,270,006</b>	
	\$1,270,005				
<b>NON-DEPARTMENTAL</b>					
SPECIAL ITEM, FEMA REIMB	\$0	\$0		\$0	
OPERATING SURPLUS	\$18,430	\$18,430		\$18,430	
RESERVE FOR RENEWAL AND REPLACEMENT - SINKING FUND	\$150,000	\$150,000		\$150,000	
RESERVE FOR LITIGATION/SETTLEMENT	\$400,000	\$342,500		\$342,500	
<b>TOTAL NON-DEPARTMENTAL EXPENDITURES</b>	<b>\$568,430</b>	<b>\$510,930</b>	<b>\$0</b>	<b>\$510,930</b>	
<b>TOTAL GENERAL FUND EXPENDITURES</b>	<b>\$17,718,200</b>	<b>\$18,539,217</b>	<b>\$20,500</b>	<b>\$18,559,717</b>	



**TOWN OF MIAMI LAKES  
FY 2018-19 AMENDED BUDGET**

Revenue and Expenditure Detail by Line Item

ACCOUNT NAME	FY2018-19 ADOPTED BUDGET	FY2018-19 AMENDED BUDGET	AMENDMENT AS OF 05/14/19	FY2018-19 REVISED BUDGET	BUDGET COMMENTS (AMENDMENT/REVISION)
--------------	--------------------------------	--------------------------------	--------------------------------	--------------------------------	---

**SPECIAL REVENUE FUND**

**TRANSPORTATION GAS TAX**

**REVENUE**

1ST LOCAL OPT GAS TAXES - 6C	\$395,000	\$395,000		\$395,000	
SR TRANSP BUDGET CARRYFORWARD	\$111,940	\$111,940	\$61,759	\$173,699	Revised per FY 2017-18 CAFR
<b>TOTAL REVENUES</b>	<b>\$506,940</b>	<b>\$506,940</b>	<b>\$61,759</b>	<b>\$568,699</b>	
	\$506,940				

**EXPENDITURE**

TRANSFERS OUT-GENERAL FUND					
TRANSP- ADA COMPLIANCE	\$25,000	\$25,000		\$25,000	
ROADS - POTHOLE REPAIRS	\$20,000	\$20,000		\$20,000	
SIDEWALK PRESSURE CLEANING	\$80,000	\$80,000	\$4,900	\$84,900	Underpass at 154th Street and Palmetto
ROADS - SIDEWALK REPLACEMENT	\$170,000	\$170,000	\$65,100	\$235,100	Townwide grinding and sidewalk replacement
ROADS - STRIPING & SIGNS	\$20,000	\$20,000		\$20,000	
ROADS - CONTINGENCY	\$111,940	\$111,940	-\$108,241	\$3,699	
TRANSP - ROAD SYSTEM MAINT	\$80,000	\$80,000		\$80,000	
TRANSFER TO CAPITAL PROJECTS FUND					
	\$0	\$0	\$100,000	\$100,000	Transfer to Capital Projects Fund for NW 60th
<b>TOTAL EXPENDITURES</b>	<b>\$506,940</b>	<b>\$506,940</b>	<b>\$61,759</b>	<b>\$568,699</b>	Avenue Pedestrian Improvement Project
	\$506,940				

**TRANSIT**

**REVENUE**

FTA-SRTA HYBRID BUS	\$0	\$0		\$0	
TRANSPORTATION 20% SALES TAX	\$240,000	\$240,000		\$240,000	
TRANSFER IN FROM CAPITAL PROJECTS FUND	\$0	\$0		\$0	
SR TRANSIT BUDGET CARRYFORWARD	\$144,888	\$180,456	\$39,690	\$220,146	Revised per FY 2017-18 CAFR
<b>TOTAL REVENUES</b>	<b>\$384,888</b>	<b>\$420,456</b>	<b>\$39,690</b>	<b>\$460,146</b>	
	\$384,888				

**EXPENDITURE**

REGULAR SALARIES	\$39,270	\$39,270		\$39,270	
COST OF LIVING ADJUSTMENT/BONUS	\$1,047	\$1,047		\$1,047	
PAYROLL TAXES	\$3,004	\$3,004		\$3,004	
FRS RETIREMENT CONTRIBUTION	\$3,244	\$3,244		\$3,244	
HEALTH & LIFE INSURANCE	\$6,529	\$6,529		\$6,529	
TRANSIT BUS SHELTER INSURANCE	\$0	\$0		\$0	
TRAFFIC STUDIES	\$20,000	\$55,568		\$55,568	
TRANSIT BUS CIRCULATOR with Freebee	\$228,000	\$228,000		\$228,000	
REPAIR AND MAINTENANCE-VEHICLES TRANSIT B	\$29,896	\$29,896		\$29,896	
TRAVEL & PER DIEM	\$1,500	\$1,500		\$1,500	
TRANSIT BUS SHELTERS REPAIRS & MAINT	\$10,000	\$9,999		\$9,999	
GPS REPAIR AND MAINTENANCE	\$0	\$0		\$0	
TRANSIT BUS REPAIR AND MAINTENANCE	\$0	\$0		\$0	
CONTINGENCY	\$24,398	\$24,398	\$39,690	\$64,088	
MARKETING PROMOTIONAL SUPPORT	\$5,000	\$5,000		\$5,000	
TRANSIT ADMIN PROG EXP5%	\$12,000	\$12,000		\$12,000	
CAR CHARGING STATION	\$0	\$0		\$0	
FUEL & LUBRICANTS	\$0	\$0		\$0	
EDUCATION & TRAINING	\$1,000	\$1,000		\$1,000	
<b>TOTAL EXPENDITURES</b>	<b>\$384,888</b>	<b>\$420,455</b>	<b>\$39,690</b>	<b>\$460,145</b>	
	\$384,888	\$420,456			



**TOWN OF MIAMI LAKES  
FY 2018-19 AMENDED BUDGET**

**Revenue and Expenditure Detail by Line Item**

ACCOUNT NAME	FY2018-19 ADOPTED BUDGET	FY2018-19 AMENDED BUDGET	AMENDMENT AS OF 05/14/19	FY2018-19 REVISED BUDGET	BUDGET COMMENTS (AMENDMENT/REVISION)
--------------	--------------------------------	--------------------------------	--------------------------------	--------------------------------	---

**TREE ORDINANCE - BLACK OLIVE REMOVAL PROGRAM**

**REVENUE**

BLACK OLIVE PROGRAM - ANALYSIS	\$0	\$0		\$0
BLACK OLIVE PROGRAM - FEE	\$2,500	\$2,500		\$2,500
TREE REMOVAL PROGRAM - FEE	\$5,000	\$5,000		\$5,000
TRANSF IN FROM GENERAL FUND	\$0	\$0		\$0
BUDGET CARRYFORWARD	\$23,227	\$23,227		\$23,227
<b>TOTAL REVENUES</b>	<b>\$30,727</b>	<b>\$30,727</b>	<b>\$0</b>	<b>\$30,727</b>
	\$30,727	\$30,727		

**EXPENDITURE**

BLACK OLIVE TREE PROGRAM	\$30,727	\$30,727		\$30,727
TRANSFERS OUT-GENERAL FUND	\$0	\$0		\$0
<b>TOTAL EXPENDITURES</b>	<b>\$30,727</b>	<b>\$30,727</b>	<b>\$0</b>	<b>\$30,727</b>
	\$30,727	\$30,727		

**PEOPLE'S TRANSPORTATION PLAN (PTP 80%)**

**REVENUE**

TRANSPORTATION 80% PTP	\$975,000	\$975,000		\$975,000
INTEREST INCOME	\$5,000	\$5,000		\$5,000
TRANSFER IN FROM GENERAL FUND	\$0	\$0		\$0
TRANSPORTATION BUDGET CARRYFORWARD	\$122,122	\$134,422	\$80,860	\$215,282
<b>TOTAL REVENUES</b>	<b>\$1,102,122</b>	<b>\$1,114,422</b>	<b>\$80,860</b>	<b>\$1,195,282</b>
	\$1,102,122			

Revised per FY 2017-18 CAFR

**EXPENDITURE**

REGULAR SALARIES	\$39,270	\$39,270		\$39,270
COST OF LIVING ADJUSTMENT/BONUS	\$1,047	\$1,047		\$1,047
PAYROLL TAXES	\$3,004	\$3,004		\$3,004
FRS RETIREMENT CONTRIBUTION	\$3,244	\$3,244		\$3,244
HEALTH AND LIFE INSURANCE	\$6,529	\$6,529		\$6,529
PROFESSIONAL SERVICES	\$0	\$0		\$0
TRANSPORTATION STUDIES	\$20,000	\$32,300	\$17,000	\$49,300
STREET LIGHTING UTILITIES	\$254,400	\$254,400		\$254,400
STREET LIGHTING REPAIRS AND MAINT	\$70,000	\$70,000	-\$17,000	\$53,000
BIKEPATH/GREENWAY REPAIR & MAINT	\$5,878	\$5,878		\$5,878
CONTINGENCY	\$0	\$0	\$15,440	\$15,440
ADMIN PTP EXP 5%	\$48,750	\$48,750		\$48,750
TRANSFER CAPITAL-TRANSPORTATION	\$650,000	\$650,000	\$65,420	\$715,420

Transfer to Capital Projects Fund for NW 60th Avenue Pedestrian Improvement Project

TRANSFER CAPITAL-STORMWATER	\$0	\$0		\$0
TRANSFER TO SERIES 2013	\$0	\$0		\$0
<b>TOTAL EXPENDITURES</b>	<b>\$1,102,122</b>	<b>\$1,114,422</b>	<b>\$80,860</b>	<b>\$1,195,282</b>
	\$1,102,122			

**MOBILITY FEE TRUST ACCOUNT FUND**

**REVENUE**

MOBILITY FEE	\$335,000	\$335,000		\$335,000
BUDGET CARRYFORWARD	\$0	\$0		\$0
<b>TOTAL REVENUES</b>	<b>\$335,000</b>	<b>\$335,000</b>	<b>\$0</b>	<b>\$335,000</b>
	\$335,000			

**EXPENDITURE**

CONTINGENCY RESERVES	\$0	\$0		\$0
PROFESSIONAL SERVICES	\$20,500	\$20,500		\$20,500
TRANSFER TO CAPITAL-TRANSPORTATION	\$314,500	\$314,500		\$314,500
<b>TOTAL EXPENDITURES</b>	<b>\$335,000</b>	<b>\$335,000</b>	<b>\$0</b>	<b>\$335,000</b>
	\$335,000			



**TOWN OF MIAMI LAKES  
FY 2018-19 AMENDED BUDGET**

Revenue and Expenditure Detail by Line Item

ACCOUNT NAME	FY2018-19 ADOPTED BUDGET	FY2018-19 AMENDED BUDGET	AMENDMENT AS OF 05/14/19	FY2018-19 REVISED BUDGET	BUDGET COMMENTS (AMENDMENT/REVISION)
--------------	--------------------------------	--------------------------------	--------------------------------	--------------------------------	---

**SPECIAL REVENUES - OTHER**

<b>REVENUE</b>					
CONTRIBUTION FROM DEVELOPER	\$0	\$0		\$0	
BUDGET CARRYFORWARD	\$300,000	\$300,000		\$300,000	
<b>TOTAL REVENUES</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>\$0</b>	<b>\$300,000</b>	
	\$300,000				

<b>EXPENDITURE</b>					
TRANSFER TO GENERAL FUND	\$0	\$0		\$0	
CONTINGENCY FOR EDUCATION	\$300,000	\$300,000		\$300,000	
<b>TOTAL EXPENDITURES</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>\$0</b>	<b>\$300,000</b>	

<b>TOTAL SPECIAL REVENUE FUND REVENUES:</b>	<b>\$2,659,677</b>	<b>\$2,707,545</b>	<b>\$182,309</b>	<b>\$2,889,854</b>	
<b>TOTAL SPECIAL REVENUE FUND EXPENDITURES:</b>	<b>\$2,659,677</b>	<b>\$2,707,545</b>	<b>\$182,309</b>	<b>\$2,889,854</b>	

**IMPACT FEES FUND**

**PARKS IMPROVEMENT**

<b>REVENUES</b>					
PARKS IMPACT FEES - IMPROVEMENTS	\$670,000	\$670,000		\$670,000	
INTEREST INCOME	\$0	\$0		\$0	
PARKS BUDGET CARRYFORWARD	\$158,743	\$158,743		\$158,743	
<b>TOTAL REVENUES</b>	<b>\$828,743</b>	<b>\$828,743</b>	<b>\$0</b>	<b>\$828,743</b>	
	\$828,743				

<b>EXPENDITURES</b>					
TRANSFER TO CPF - PARKS (PIMP)	\$828,743	\$828,743		\$828,743	
CONTINGENCY - IMPROVEMENTS	\$0	\$0		\$0	
<b>TOTAL EXPENDITURES</b>	<b>\$828,743</b>	<b>\$828,743</b>	<b>\$0</b>	<b>\$828,743</b>	
	\$828,743				

**PARKS OPEN SPACE**

<b>REVENUES</b>					
PARKS IMPACT FEES - OPEN SPACE	\$670,000	\$670,000		\$670,000	
INTEREST INCOME	\$0	\$0		\$0	
PARKS BUDGET CARRYFORWARD	\$893,249	\$893,249		\$893,249	
<b>TOTAL REVENUES</b>	<b>\$1,563,249</b>	<b>\$1,563,249</b>	<b>\$0</b>	<b>\$1,563,249</b>	
	\$1,563,249				

<b>EXPENDITURES</b>					
TRANSFER TO CPF - PARKS (POS)	\$0	\$0		\$0	
CONTINGENCY - OPEN SPACE	\$1,563,249	\$1,563,249		\$1,563,249	
<b>TOTAL EXPENDITURES</b>	<b>\$1,563,249</b>	<b>\$1,563,249</b>	<b>\$0</b>	<b>\$1,563,249</b>	
	\$1,563,249				



**TOWN OF MIAMI LAKES  
FY 2018-19 AMENDED BUDGET**

Revenue and Expenditure Detail by Line Item

ACCOUNT NAME	FY2018-19 ADOPTED BUDGET	FY2018-19 AMENDED BUDGET	AMENDMENT AS OF 05/14/19	FY2018-19 REVISED BUDGET	BUDGET COMMENTS (AMENDMENT/REVISION)
--------------	--------------------------------	--------------------------------	--------------------------------	--------------------------------	---

**PUBLIC SAFETY IMPACT FEES**

**REVENUES**

PUBLIC SAFETY IMPACT FEES	\$310,000	\$310,000		\$310,000	
INTEREST INCOME	\$0	\$0		\$0	
PUBLIC SAFETY BUDGET CARRYFORWARD	\$120,597	\$120,597		\$120,597	
<b>TOTAL REVENUES</b>	<b>\$430,597</b>	<b>\$430,597</b>	<b>\$0</b>	<b>\$430,597</b>	
	\$430,597				

**EXPENDITURES**

CONTINGENCY	\$0	\$0		\$0	
LICENSE PLATE RECOGNITION SOFTWARE	\$200,000	\$200,000		\$200,000	
MOBILE SPEED RADAR	\$45,000	\$45,000		\$45,000	
TRANSFER TO CIP-FACILITIES	\$0	\$0		\$0	
TRANSFER TO CPF - FACILITIES	\$185,597	\$185,597		\$185,597	
TRANSFER TO SRF	\$0	\$0		\$0	
TRANSFER TO CPF - FACILITIES	\$0	\$0		\$0	
<b>TOTAL EXPENDITURES</b>	<b>\$430,597</b>	<b>\$430,597</b>	<b>\$0</b>	<b>\$430,597</b>	
	\$430,597				

**ROAD IMPACT FEES (IN LIEU OF)**

**REVENUES**

IMPACT FEES ROAD	\$641,934	\$641,934	\$57,335	\$699,269	Credit increase for NW 67th Avenue Widening Project
BUDGET CARRYFORWARD	\$0	\$0		\$0	
<b>TOTAL REVENUES</b>	<b>\$641,934</b>	<b>\$641,934</b>	<b>\$57,335</b>	<b>\$699,269</b>	
	\$641,934				

**EXPENDITURES**

CONTINGENCY	\$0	\$0		\$0	
TRANSFER TO CPF - TRANSPORTATION IMPRV	\$641,934	\$641,934	\$57,335	\$699,269	Transfer to Capital Projects Fund for NW 67th Avenue Widening Project
ROAD IMPACT FEE EXPENSE	\$0	\$0		\$0	
<b>TOTAL EXPENDITURES</b>	<b>\$641,934</b>	<b>\$641,934</b>	<b>\$57,335</b>	<b>\$699,269</b>	
	\$641,934				

<b>TOTAL IMPACT FEE FUND REVENUES:</b>	<b>\$3,464,523</b>	<b>\$3,464,523</b>	<b>\$57,335</b>	<b>\$3,521,858</b>	
<b>TOTAL IMPACT FEE FUND EXPENDITURES:</b>	<b>\$3,464,523</b>	<b>\$3,464,523</b>	<b>\$57,335</b>	<b>\$3,521,858</b>	



**TOWN OF MIAMI LAKES  
FY 2018-19 AMENDED BUDGET**

**Revenue and Expenditure Detail by Line Item**

ACCOUNT NAME	FY2018-19 ADOPTED BUDGET	FY2018-19 AMENDED BUDGET	AMENDMENT AS OF 05/14/19	FY2018-19 REVISED BUDGET	BUDGET COMMENTS (AMENDMENT/REVISION)
--------------	--------------------------------	--------------------------------	--------------------------------	--------------------------------	---

**CAPITAL PROJECTS FUND**

**FACILITIES AND EQUIPMENT IMPROVEMENT**

**REVENUES**

INTEREST INCOME	\$0	\$0		\$0	
TRANSFER FROM CONSTRUCTION FUND	\$0	\$0		\$0	
CAP PROJ BUDGET CARRYFORWARD	\$26,967	\$44,531		\$44,531	
<b>TOTAL REVENUES</b>	<b>\$26,967</b>	<b>\$44,531</b>	<b>\$0</b>	<b>\$44,531</b>	

**EXPENDITURES**

TOWN HALL CENTER	\$0	\$0		\$0	
RESERVE FOR FACILITIES & EQUIP IMPROV	\$26,967	\$26,967		\$26,967	
INFRASTRUCTURE	\$0	\$0		\$0	
MACHINERY & EQUIPMENT	\$0	\$17,564		\$17,564	
<b>TOTAL EXPENDITURES</b>	<b>\$26,967</b>	<b>\$44,531</b>	<b>\$0</b>	<b>\$44,531</b>	

**PARKS IMPROVEMENTS**

**REVENUES**

FLORIDA DEPT OF AGRICULTURE & CONSUMER SERVICES	\$225,000	\$225,000		\$225,000	
NEAT STREETS GRANT	\$0	\$0	\$37,423	\$37,423	Neat Streets Miami Tree Matching Grant Award
CAP PARKS BUDGET CARRYFORWARD	\$403,882	\$619,868		\$619,868	
TRANS FR GENERAL FUND - PARKS	\$106,000	\$728,636		\$728,636	
TRANS FR PARKS IMPACT FEE FD - IMPROV	\$828,743	\$828,743		\$828,743	
TRANSF IN-SPEC REVENUE	\$0			\$0	
<b>TOTAL REVENUES:</b>	<b>\$1,563,625</b>	<b>\$2,402,247</b>	<b>\$37,423</b>	<b>\$2,439,670</b>	

**EXPENDITURES**

DOG PARK	\$0	\$0		\$0	
CIP RESERVE FOR PARKS	\$0	\$2,752	\$7,423	\$10,175	Adjustment to contingency
MINI PARKS SEVILLA ESTATES		\$0		\$0	
SENIOR CENTER BUILDOUT	\$500,000	\$500,000		\$500,000	
IT INFRASTRUCTURE	\$0	\$0		\$0	
NIC BEAUTIFICATION MATCHING GRANT PROGRA	\$0	\$5,000		\$5,000	
WEST LAKE NEIGHBORHOOD REFORESTATION PROGRAM	\$0	\$70,000	\$30,000	\$100,000	Grant award (37,423) and Town match (\$62,577) for Phase 3
<b>TOTAL ADMINISTRATIVE PROJECTS:</b>	<b>\$500,000</b>	<b>\$577,752</b>	<b>\$37,423</b>	<b>\$615,175</b>	

ROP BALLFIELDS IMPROVEMENTS	\$0	\$0		\$0	
ROP SPORTS FIELDS LED RETROFIT	\$250,000	\$250,000		\$250,000	
ROP PLAYGROUND CANOPY	\$0	\$0		\$0	
<b>TOTAL ROYAL OAKS PARK PROJECTS:</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$0</b>	<b>\$250,000</b>	

PLAYGROUND RENOVATION	\$0	\$85,966		\$85,966	
MINI PARKS COMM CENT WEST	\$0	\$0		\$0	
<b>TOTAL PARK - WEST (MARY COLLINS):</b>	<b>\$0</b>	<b>\$85,966</b>	<b>\$0</b>	<b>\$85,966</b>	



**TOWN OF MIAMI LAKES  
FY 2018-19 AMENDED BUDGET**

Revenue and Expenditure Detail by Line Item

ACCOUNT NAME	FY2018-19 ADOPTED BUDGET	FY2018-19 AMENDED BUDGET	AMENDMENT AS OF 05/14/19 & 6/4/19	FY2018-19 REVISED BUDGET	BUDGET COMMENTS (AMENDMENT/REVISION)
MLOP STORAGE FACILITY	\$80,000	\$230,000		\$230,000	
MLOP MASTER PLAN	\$553,625	\$998,529		\$998,529	
MLOP WORKS OF ART/COLLECTIONS	\$0	\$15,000		\$15,000	
<b>TOTAL MIAMI LAKES OPTIMIST PARK</b>	<b>\$633,625</b>	<b>\$1,243,529</b>	<b>\$0</b>	<b>\$1,243,529</b>	
RE SODDING POCKET PARKS	\$0	\$0		\$0	
MACHINERY & EQUIPMENT-MINI PARKS IMPRO.	\$0	\$65,000		\$65,000	
<b>TOTAL MINI PARKS</b>	<b>\$0</b>	<b>\$65,000</b>	<b>\$0</b>	<b>\$65,000</b>	
PAR 3 PARK	\$150,000	\$150,000		\$150,000	
PASSIVE PARK DEVELOPMENT	\$30,000	\$30,000		\$30,000	
MADDEN'S HAMMOCK PARK/PROF SERVICES	\$0	\$0		\$0	
<b>TOTAL PASSIVE PARK DEVELOPMENT</b>	<b>\$180,000</b>	<b>\$180,000</b>	<b>\$0</b>	<b>\$180,000</b>	
<b>TOTAL PARKS IMPROVEMENTS EXPENDITURES</b>	<b>\$1,563,625</b>	<b>\$2,402,247</b>	<b>\$37,423</b>	<b>\$2,439,670</b>	

**TRANSPORTATION IMPROVEMENTS**

**REVENUES**

FEDERAL GRANT - TRANSPORTATION ALTERNATIVE PROGRAM (TAP)	\$1,000,000	\$1,000,000		\$1,000,000	
SAFE ROUTES TO SCHOOL GRANT	\$521,638	\$721,638		\$721,638	
STATE GRANT	\$0	\$0		\$0	
1/2 CENT TRANS SA TX (SURTAX)	\$0	\$0		\$0	
INTEREST INCOME	\$16,000	\$16,000		\$16,000	
GF TRANS FOR TRANSPORTATION	\$0	\$0		\$0	
TRANS FROM RDWY IMPROV/GAS TAX	\$0	\$0	\$100,000	\$100,000	Transfer for NW 60th Avenue/Pedestrian Improvement project
COUNTY GRANT - CIGP - NW 59 AVE RDWY EXTENSION	\$1,140,500	\$1,140,500		\$1,140,500	
SECOND LOC OPT GAS TAXE 3 CENT	\$152,000	\$152,000		\$152,000	
MPO GRANT - COMPLETE STREETS	\$0	\$0		\$0	
TPO GRANT - SMART MOBILITY	\$40,000	\$40,000		\$40,000	
INSURANCE CLAIMS		\$0		\$0	
CAPTRANSP BUDGET CARRYFORWARD	\$883,577	\$1,066,256		\$1,066,256	
TRANSF FR SPECIAL REVENUE FUND - PTP 80%	\$650,000	\$650,000	\$65,420	\$715,420	Transfer for NW 60th Avenue/Pedestrian Improvement project
TRANSF FRM DEVELOPER CONTRIBUTION IN LIEU OF ROAD IMPACT FEE FUND	\$641,934	\$641,934	\$57,335	\$699,269	Transfer for NW 67th Avenue Widening project
TRANSFER FROM SRF MOBILITY FEE FUND	\$314,500	\$314,500		\$314,500	
<b>TOTAL REVENUES</b>	<b>\$5,360,149</b>	<b>\$5,742,828</b>	<b>\$222,755</b>	<b>\$5,965,583</b>	



**TOWN OF MIAMI LAKES  
FY 2018-19 AMENDED BUDGET**

Revenue and Expenditure Detail by Line Item

ACCOUNT NAME	FY2018-19 ADOPTED BUDGET	FY2018-19 AMENDED BUDGET	AMENDMENT AS OF 05/14/19 & 6/4/19	FY2018-19 REVISED BUDGET	BUDGET COMMENTS (AMENDMENT/REVISION)
<b>EXPENDITURES</b>					
SMART MOBILITY AND FUTURE TECHNOLOGY TRANSPORTATION STUDY	\$50,000	\$50,000		\$50,000	
CIP RESERVE FOR TRANSPORT	\$130,502	\$564		\$564	
59TH AVENUE EXTENSION, PUBLIC WORKS STORAGE YARD AND BOAT YARD	\$2,340,500	\$2,342,799		\$2,342,799	
TRANSP LAKE SARAH IMPROV	\$0	\$59,500		\$59,500	
SAFE ROUTES TO SCHOOL ALONG MLS	\$685,400	\$1,043,861		\$1,043,861	
WINDMILL GATE ROAD IMPROVEMENTS	\$190,000	\$125,000		\$125,000	
PALMETTO & NW 67TH AVENUE WIDENING	\$441,747	\$441,747	\$57,335	\$499,082	Credit increase from in-lieu-of fees to cover project expense
COMPLETE STREET IMPLEMENTATION : BUSINESS PARK EAST (NW 60TH AVE)	\$1,115,000	\$1,197,494	\$165,420	\$1,362,914	Project fully funded
MIAMI LAKEWAY SOUTH RESURFACE	\$257,000	\$259,659		\$259,659	
ADAPTIVE SIGNALIZATION PROGRAM	\$0	\$72,204		\$72,204	
82ND AVENUE & OAK LANE RECONFIGURATION	\$0	\$0		\$0	
TRANSF TO STORMWATER CIP	\$150,000	\$150,000		\$150,000	
<b>TOTAL EXPENDITURES:</b>	<b>\$5,360,149</b>	<b>\$5,742,828</b>	<b>\$222,755</b>	<b>\$5,965,583</b>	

<b>STORMWATER IMPROVEMENTS</b>					
<b>REVENUES</b>					
STORMWATER GRANTS	\$0	\$425,000		\$425,000	
STORMWATER GRANTS	\$875,000	\$1,000,000		\$1,000,000	
FEMA - WEST LAKE PHASE 3	\$1,462,500	\$1,462,500		\$1,462,500	
STATE LEGISLATIVE GRANT - WEST LAKE PHASE 3	\$500,000	\$500,000		\$500,000	
STATE LEGISLATIVE GRANT - ROYAL OAKS DRAINAGE	\$500,000	\$500,000		\$500,000	
CAPITAL SW BUDGET CARRYFORWD	\$0	-\$356,482		-\$356,482	
TRANSF IN-PEOPLES TRANSPORTATION PRGM	\$150,000	\$150,000		\$150,000	
TRANSF IN-STORMWATER	\$350,000	\$350,000	-\$59,500	\$290,500	Reduce transfer for Royal Oaks Drainage Project to pay for MDC canal cleaning due to Hurricane Irma
CAPTRANSP BUDGET CARRYFORWARD	\$0	\$0		\$0	
<b>TOTAL REVENUES:</b>	<b>\$3,837,500</b>	<b>\$4,031,018</b>	<b>-\$59,500</b>	<b>\$3,971,518</b>	



**TOWN OF MIAMI LAKES  
FY 2018-19 AMENDED BUDGET**

**Revenue and Expenditure Detail by Line Item**

ACCOUNT NAME	FY2018-19 ADOPTED BUDGET	FY2018-19 AMENDED BUDGET	AMENDMENT AS OF 05/14/19 & 6/4/19	FY2018-19 REVISED BUDGET	BUDGET COMMENTS (AMENDMENT/REVISION)
<b>EXPENDITURES</b>					
WEST LAKE ROADWAY & DRAINAGE - NW 148TH TERRACE/ NW 148TH STREET/ NW 149TH TERRACE	\$1,962,500	\$1,980,000		\$1,980,000	
83RD PLACE DRAINAGE	\$0	\$0		\$0	
ROYAL OAKS DRAINAGE & ROADWAY IMPROVS	\$1,000,000	\$1,002,694	-\$59,500	\$943,194	Reduce Project cost.
CANAL BANK STABILIZATION - PHASE 1	\$0	\$0		\$0	
CANAL BANK STABILIZATION - PHASE 2	\$875,000	\$906,766		\$906,766	
LAKE MARTHA DRAINAGE IMPROVEMENT	\$0	\$0		\$0	
LAKE SARAH IMPROVEMENT	\$0	\$110,500		\$110,500	
OPERATING CONTINGENCY- STORM	\$0	\$31,058		\$31,058	
<b>TOTAL EXPENDITURES:</b>	<b>\$3,837,500</b>	<b>\$4,031,018</b>	<b>-\$59,500</b>	<b>\$3,971,518</b>	
<b>TOTAL CAPITAL FUND PROJECTS REVENUES</b>	<b>\$10,788,241</b>	<b>\$12,220,624</b>	<b>\$200,678</b>	<b>\$12,421,302</b>	
<b>TOTAL CAPITAL FUND PROJECTS EXPENDITURES</b>	<b>\$10,788,241</b>	<b>\$12,220,624</b>	<b>\$200,678</b>	<b>\$12,421,302</b>	



**TOWN OF MIAMI LAKES  
FY 2018-19 AMENDED BUDGET**

**Revenue and Expenditure Detail by Line Item**

ACCOUNT NAME	FY2018-19 ADOPTED BUDGET	FY2018-19 AMENDED BUDGET	AMENDMENT AS OF 05/14/19	FY2018-19 REVISED BUDGET	BUDGET COMMENTS (AMENDMENT/REVISION)
--------------	--------------------------------	--------------------------------	--------------------------------	--------------------------------	---

**STORMWATER UTILITY FUND**

**REVENUES**

STORMWATER UTILITY FEES	\$1,100,000	\$1,100,000		\$1,100,000	
INTEREST EARNINGS	\$40,000	\$40,000		\$40,000	
STORMWATER BUDGET CARRYFORWD	\$181,351	\$230,717		\$230,717	
INTER-FUND TRANSFERS	\$0	\$0		\$0	
<b>TOTAL REVENUES:</b>	<b>\$1,321,351</b>	<b>\$1,370,717</b>	<b>\$0</b>	<b>\$1,370,717</b>	

**EXPENDITURES**

WASAD FEE COLLECTION	\$36,220	\$36,220		\$36,220	
STORMWATER ADMINISTRATION	\$98,606	\$98,606		\$98,606	
PUBLIC OUTREACH/WORKSHOPS	\$3,000	\$3,000		\$3,000	
PUBLICATIONS & MEMBERSHIPS	\$1,000	\$1,000		\$1,000	
EDUCATION & TRAINING	\$3,205	\$3,205		\$3,205	
DEPR EQUIP & FURNIT	\$0	\$0		\$0	
DEPRECIATION INFRASTRUCTURE	\$0	\$0		\$0	
S/W UTIL REVENUE BOND DEBT	\$69,326	\$69,326		\$69,326	
FEMA FUNDED CANAL DREDGING PAYMENT	\$15,679	\$15,679		\$15,679	
TRANSFER TO CAP PROJECTS FD	\$350,000	\$350,000	-\$59,500	\$290,500	Reduce transfer to Capital Projects Fund for Royal Oaks Roadway and Drainage Improvement

TRANSFERS OUT-GENERAL FUND	\$0	\$0		\$0	
<b>TOTAL STORMWATER UTILITY EXPENSES</b>	<b>\$577,036</b>	<b>\$577,036</b>	<b>-\$59,500</b>	<b>\$517,536</b>	

NPDES COMPUT. DISCHARGE MOD	\$1,000	\$1,000		\$1,000	
DERM MONITORING	\$0	\$0		\$0	
NPDES PERMIT FEES	\$16,545	\$16,545		\$16,545	
<b>TOTAL NPDES COSTS</b>	<b>\$17,545</b>	<b>\$17,545</b>	<b>\$0</b>	<b>\$17,545</b>	

REGULAR SALARIES	\$164,138	\$164,138		\$164,138	
COST OF LIVING ADJUSTMENT/BONUS	\$4,376	\$4,376		\$4,376	
OVERTIME	\$1,000	\$1,000		\$1,000	
PAYROLL TAXES	\$12,557	\$12,557		\$12,557	
FRS RETIREMENT CONTRIBUTION	\$13,558	\$13,558		\$13,558	
HEALTH & LIFE INSURANCE	\$36,307	\$36,307		\$36,307	
WIRELESS STIPEND	\$1,200	\$1,200		\$1,200	
PROFESSIONAL SERVICES-LAKE QUALITY ASSESSMENT	\$0	\$28,842		\$28,842	
MASTER PLAN UPDATE	\$0	\$20,524		\$20,524	
STORMWATER INSPECTOR	\$50,000	\$50,000		\$50,000	
REMOTE ACCESS DEVICE DATA PLAN	\$960	\$960		\$960	
MOBILE PHONES	\$0	\$0		\$0	
INSURANCE	\$16,594	\$16,594		\$16,594	
REPAIR & MAINTENANCE-CLEAN BASINS PIPES TRENCHES	\$49,500	\$49,500		\$49,500	
MINOR REPAIRS & IMPROVEMENTS	\$20,000	\$20,000		\$20,000	
COMMUNITY RATING SYSTEM	\$2,000	\$2,000		\$2,000	
STREET SWEEPING	\$32,000	\$32,000		\$32,000	
REPAIR & MAINTENANCE	\$15,000	\$15,000		\$15,000	
CANAL MAINTENANCE	\$252,956	\$252,956	\$59,500	\$312,456	Secondary canal and culvert cleanup due to Hurricane Irma



**TOWN OF MIAMI LAKES  
FY 2018-19 AMENDED BUDGET**

**Revenue and Expenditure Detail by Line Item**

ACCOUNT NAME	FY2018-19 ADOPTED BUDGET	FY2018-19 AMENDED BUDGET	AMENDMENT AS OF 05/14/19	FY2018-19 REVISED BUDGET	BUDGET COMMENTS (AMENDMENT/REVISION)
STORMWATER CONTINGENCY	\$0	\$0		\$0	
UNIFORMS	\$1,400	\$1,400		\$1,400	
FUEL & LUBRICANTS	\$13,000	\$13,000		\$13,000	
COMPUTER SOFTWARE/LICENSES	\$40,224	\$40,224		\$40,224	
<b>TOTAL STORMWATER OPERATING</b>	<b>\$726,770</b>	<b>\$776,136</b>	<b>\$59,500</b>	<b>\$835,636</b>	
<b>TOTAL STORMWATER UTILITY REVENUES</b>	<b>\$1,321,351</b>	<b>\$1,370,717</b>	<b>\$0</b>	<b>\$1,370,717</b>	
<b>TOTAL STORMWATER UTILITY EXPENDITURES</b>	<b>\$1,321,351</b>	<b>\$1,370,717</b>	<b>\$0</b>	<b>\$1,370,717</b>	





## **Town of Miami Lakes Memorandum**

---

**To:** Honorable Mayor and Councilmembers  
**From:** Edward Pidermann  
**Subject:** Re-Establishment of Blasting Advisory Board  
**Date:** 6/4/2019

---

### **Recommendation:**

It is recommended that the Council approve this resolution, re-establishing the Blasting Advisory Board.

### **Background:**

Resolution 2018 - 1567 established the Blasting Advisory Board. Pursuant to the resolution, the Blasting Advisory Board expired during the month of March 2019. Pursuant to the resolution, the Board diligently worked on proposals of legislative solutions to the effects of rock mine blasting. These proposals were sent to State legislators.

During the April 9, 2019 Regular Council Meeting, the Town Council directed Town Manager and Town Attorney to draft a resolution re-establishing the Blasting Advisory Committee and removal of the sunset provision.

### **ATTACHMENTS:**

Description

**Resolution**



**RESOLUTION NO. 19-\_\_\_\_**

**A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF MIAMI LAKES, FLORIDA, AMENDING RESOLUTION 18-1567; RE-ESTABLISHING THE BLASTING ADVISORY BOARD; REMOVING PROVISIONS FOR SUNSET; PROVIDING FOR BOARD MEMBERSHIP; CREATING PURPOSE OF BOARD; PROVIDING FOR MEETING REQUIREMENTS AND PROVIDING WITH AN EFFECTIVE DATE.**

**WHEREAS**, on September 18, 2018, the Town of Miami Lakes (the “Town”) Council passed Resolution 18-1567 creating the Blasting Advisory Board; and

**WHEREAS**, the Blasting Advisory Board “Sunseted” at the end of March 2019; and

**WHEREAS**, during the April Council meeting, the Town Council directed the Town Attorney and Town Manager to draft a resolution re-establishing the Blasting Advisory Board and removing the Sunset provision; and

**WHEREAS**, the Town Council believes that it is in the best interest of the Town to re-establish the Blasting Advisory Board.

**NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF MIAMI LAKES, FLORIDA, AS FOLLOWS:**

**Section 1.**     **Recitals.**    The foregoing Recitals are true and correct and incorporated herein by this reference.

**Section 2.**     **Amending Resolution 18-1567**    Resolution 18-1567 passed on September 18, 2018, is hereby amended to remove the Sunset Provision, and to re-establish the Blasting Advisory Board.



**Section 3.**     **Re-Establishment of Blasting Advisory Board.** The Mayor, pursuant to section 2.2 (ii) of the Town Charter, hereby re-establishes the “Blasting Advisory Board” to serve the Council in an advisory position.

**Section 4.**     **Board’s Purpose.** The Board shall meet to discuss and seek constructive ideas and solutions to the rock mine blasting affecting Town Residents.

**Section 5.**     **Terms and Composition of the Board.** Each Councilmember shall select (2) individuals to serve on the Board for a total of fourteen members. Additionally, the Town Attorney, his Deputy or designee shall serve as a non-voting attorney member. Also, a staff engineer member will be assigned by the Town Manager to be the technical advisor and non-voting member of the Board.

**Section 6.**     **Effective Date.** This Resolution shall take effect immediately upon adoption.

**THIS SPACE INTENTIONALLY LEFT BLANK**



Passed and adopted this 4<sup>th</sup> day of June, 2019.

The foregoing resolution was offered by \_\_\_\_\_ who moved its adoption. The motion was seconded by \_\_\_\_\_ and upon being put to a vote, the vote was as follows:

Mayor Manny Cid	_____
Vice Mayor Nelson Rodriguez	_____
Councilmember Carlos O. Alvarez	_____
Councilmember Luis Collazo	_____
Councilmember Josh Dieguez	_____
Councilmember Jeffrey Rodriguez	_____
Councilmember Marilyn Ruano	_____

---

Manny Cid  
MAYOR

Attest:

---

Gina Inguanzo  
TOWN CLERK

Approved as to form and legal sufficiency:

---

Raul Gastesi, Jr.  
TOWN ATTORNEY





## **Town of Miami Lakes Memorandum**

---

**To:** Honorable Mayor and Councilmembers  
**From:** Town Attorney, Raul Gastesi, Jr., Esq.  
**Subject:** Settlement Agreement - Code Enforcement Lien  
**Date:** 6/4/2019

---

### **Recommendation:**

It is recommended that the Town Council approve a Settlement Agreement with Rody Blanco and Jenny Del Pino.

### **Background:**

Rody Blanco and Jenny Del Pino own certain real property located at 8821 N.W. 153 Terrace, Miami Lakes, Florida 33016 (the "Real Property"). During the past several years, various code enforcement violations have been assessed against the Real Property. In 2018, the Town learned that Mr. Blanco and Ms. Del Pino had leased the Real Property to Florida Health and Life Recovery Center, LLC. This Center has used the Real Property as a short term, day and night facility for its patients. Based on information, this center transports its patients to a facility in Hialeah for treatment and allows its patients to use the Real Property as a dormitory. This center has not complied with current Town Ordinance regarding commercial enterprises and community housing, principally registration.

At this time, Rody Blanco and Jenny Del Pino are facing a foreclosure action by U.S. Bank, of which the Town is a party of. Rody Blanco and Jenny Del Pino are desirous of entering into an agreement with the bank and the Town in order to return once again to the Real Property and use the Real Property as their homestead.

Accordingly, Rody Blanco and Jenny Del Pino have agreed, upon expiration, to terminate the lease agreement with Florida Health and Life Rehabilitation, to bring the property into full compliance, to cooperate with the Town staff and inspectors and provide access to the Real Property. In return for their cooperation, the Town will agree to suspend their accruing code violations subject to their compliance with the terms of the agreement.

As such, the proposed settlement agreement will protect the health and welfare of the Town and bring the Real Property into full compliance with the Town Code.

### **ATTACHMENTS:**

Description



## **Resolution**

### **Exhibit "A" - Compliance Agreement**



**RESOLUTION NO. 19-\_\_\_\_\_**

**A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF MIAMI LAKES, FLORIDA APPROVING AND RATIFYING THE TERMS AND CONDITIONS OF A SETTLEMENT AGREEMENT WITH RODY BLANCO AND JENNY DEL PINO, FOR CODE COMPLIANCE CASE NOS. 19991-032503, 2000-107725, 2001-002249, B2005-2564 AND B2012-0504, AND PROVIDING FOR AUTHORIZATION; PROVIDING FOR EXECUTION; AND PROVIDING FOR AN EFFECTIVE DATE**

**WHEREAS**, Rody Blanco and Jenny Del Pino (the “Owners”) own certain real property located at 8821 N.W. 153 Terrace, Miami Lakes, Florida (the “Real Property”); and

**WHEREAS**, the Owners have several outstanding code enforcement violations and liens that have accumulated throughout the years; and

**WHEREAS**, Real Property is located in a single-family, residential neighborhood; and

**WHEREAS**, the Owners have leased out their premises to a private rehabilitation center that is currently using the Real Property as a short-term day/night facility for their patients; and

**WHEREAS**, current existing code violations address issues on the maintenance and upkeep of the property, including but not limited to safety issues which have raised significant concerns that the Real Property’s current condition may pose a significant concern for Town residents; and

**WHEREAS**, the Town seeks to avoid the expense, delay, and uncertainty of pursuing a legal action against the Owners, and desire to resolve the outstanding violations under the terms of a Settlement Agreement, attached hereto as Exhibit “A” (the “Settlement Agreement”); and

**WHEREAS**, the Town Council desires to approve and ratify the Settlement Agreement; and

**WHEREAS**, the Town Council finds that the execution of the attached Settlement Agreement is in the best interest of the Town.



**NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF MIAMI LAKES, FLORIDA AS FOLLOWS:**

**Section 1. Recitals.** That the above-stated recitals are hereby adopted and confirmed.

**Section 2. Approval and Ratification.** The Settlement Agreement, in substantially the same form as attached hereto in Exhibit “A” is hereby approved, subject to final ratification by the Town Magistrate.

**Section 3. Authorization.** The Town Manager, the Town Attorney, are authorized to take all actions necessary to implement the terms and conditions of the Settlement Agreement, in substantially the same form as attached hereto as Exhibit “A”, and to present this matter before the Town Magistrate for final ratification.

**Section 4. Execution.** The Town Manager is authorized to execute the Settlement Agreement in substantially the same form as attached hereto in Exhibit “A”, and any required agreements and/or documents to implement the terms and conditions of the Settlement Agreement on behalf of the Town, subject to approval by the Town Attorney as to form, content, and legality.

**Section 5. Effective Date.** This Resolution shall take effect immediately upon adoption.



**PASSED AND ADOPTED** this 6<sup>th</sup> day of June, 2019.

The foregoing Resolution was moved for adoption by \_\_\_\_\_ and seconded by \_\_\_\_\_, and upon being put to a vote, the vote was as follows:

Mayor Manny Cid	_____
Vice Mayor Nelson Rodriguez	_____
Councilmember Carlos O. Alvarez	_____
Councilmember Luis Collazo	_____
Councilmember Joshua Dieguez	_____
Councilmember Jeffery Rodriguez	_____
Councilmember Marilyn Ruano	_____

---

Manny Cid  
MAYOR

Attest:

---

Gina Inguanzo  
TOWN CLERK

Approved as to form and legal sufficiency:

---

Raul Gastesi, Jr.  
Gastesi & Associates, P.A.  
TOWN ATTORNEY



**EXHIBIT A**



## **COMPLIANCE AGREEMENT AND DECLARATION OF RESTRICTIVE COVENANTS**

Case Nos.: # 19991-032503, 2000-107725, 2001-002249, B2005-2564 and B2012-0504

Addresses: 8821 NW 153<sup>rd</sup> Terrace, Miami Lakes, Florida

Legal Descriptions: Lot 16 and 17, in Block 1, of Alameda North, According to the Plat thereof, as recorded in Plat Book 136, at Page 79, of the Public Records, of Miami-Dade County, Florida. Both Properties have been joined pursuant to a Unity of Title recorded on November 18, 1999, in Official Records Book 18867, at Page 4735, of the Public Records of Miami-Dade County, Florida. (hereinafter, the "Real Property")

Owner: Mr. Rody Blanco and Mrs. Jenny Del Pino

This Compliance Agreement (hereinafter the "Agreement"), and this Declaration of Restrictive Covenants (hereinafter "the Covenant") running with the lands described and indicated above, entered into this \_\_\_\_ day of: \_\_\_\_\_, 2019, by: **RODY BLANCO and JENNY DEL PINO** (the "Owner") and the **TOWN OF MIAMI LAKES, FLORIDA** (hereinafter the "Town") (collectively, the "Parties"), in reference to the above-mentioned property (hereinafter, the "Property").

### **PREAMBLE**

**WHEREAS**, the Owner desires to make a voluntary binding commitment to assure that the Property shall be in compliance with the provisions of the Town of Miami Lakes, Florida, Code of Ordinances, as amended; and

**WHEREAS**, the Owner wishes to bring the Property into compliance; and

**WHEREAS**, the Owner and Town remain in dispute as to the use of the Property as a residential home for individuals in temporary rehabilitation programs, specifically without the necessary improvements and additions in order to make this property in compliance with the Town Code.

**NOW THEREFORE**, the Owner voluntarily and knowingly covenants and agrees to be bound by the terms listed herein and that the properties described and indicated above shall be subject to the following restrictions that are intended and which shall be deemed to be covenants running with and touching the lands described above, as well as binding upon the current Owner and its successors and/or assigns as follows:



SECTION 1. RECITALS. The recitals and findings set forth in the Preamble of this Agreement and Restrictive Covenant are hereby adopted by reference and incorporated herein as if fully set forth in this Section.

SECTION 2. EFFECTIVE DATE. The provisions of this Agreement shall become effective upon signature of the parties.

SECTION 3. TERMS. The Owner agrees that the Property was in violation of the Town Code and, as determined by the Town, the Owners acknowledge their obligation to pay civil penalties and correct existing violations. Subsequently, the Owner and Town agree to the following terms:

- a. For purposes of this agreement, long-term shall mean a period of six (6) months or more.
- b. For purposes of this agreement, short-term shall mean any period less than six (6) months.
- c. All violations identified in Case Nos. **1991-032503, 2000-107725, 2001-002249, B2005-2564 and B2012-0504** are currently in compliance, as of the execution of this Agreement;
- d. By no later than December 15, 2019, the Owner agrees to the following:
  - i. Terminate certain lease agreement with tenants occupying the Real Property, also known as Florida Life Recovery and Rehabilitation, LLC;
  - ii. Use home as their homestead, or lease property to tenant(s) for a term to exceed six (6) months or longer;
  - iii. Covenant that the home will not be used for any commercial or short-term dormitory purposes, including but not limited to group homes, assisted living facility, nursing, health care, rehabilitation centers;
  - iv. If needed, execute and record a separate and binding covenant to ensure future compliance with this agreement by successor owners of Real Property.
- e. Owner accepts responsibility for the aforementioned code violations and the Town's jurisdiction to impose civil penalties, lien the Real Property for outstanding unpaid code violations and the Town's remedy to foreclose on said unpaid violations if necessary; and
- f. Upon execution of this Agreement, the Town agrees to release all claims and liens related to Case Nos. 1991-032503, 2000-107725, 2001-002249, B2005-2564 and B2012-0504, and specifically as imposed pursuant to Case No. C2018-0812 before the Town's Hearing Officer on July 16<sup>th</sup>, 2018 – **Bankruptcy language to be included -** ;
- g. Upon execution of the Agreement, the Owner agrees compose and remit a letter via certified return receipt mail to the current tenants of the Real Property, Florida Life Recovery and Rehabilitation, LLC, advising them that their lease will not be renewed or extended; and



- h. The Code Compliance Cases for Case Nos. 1991-032503, 2000-107725, 2001-002249, B2005-2564 and B2012-0504 shall remain open with existing fines open until compliance with the terms of this Agreement have been met as noted in Section 3(c) and 3(d) above; and
- i. In consideration for compliance with Items 3(c) – 3(d) herein, as certified by the Town of, the Town agrees to vacate all fines associated with the aforementioned cases; and
- j. Owner agrees to disclose this agreement to potential buyers and provide the Town with documentation of the buyer's receipt at least 10 business days before the closing of the sale; and
- k. This Agreement and Covenant shall remain in full force and effect and shall be binding upon the Owner, its successors and assigns from the date executed unless amended or vacated by the Parties.

SECTION 4. ACCESS. The Owner hereby agrees that any official inspector of the Town shall have the right any time to enter and investigate the use of the Property described above to determine whether or not the conditions of this Covenant are being met and for purposes of performing compliance inspections during the pendency of this case or to take corrective actions as deemed necessary by the Town, to address immediate life and safety concerns.

SECTION 5. EXTENSIONS/MODIFICATIONS. No extension of the timeframes set forth by this Agreement shall be allowed without the express written consent of the Town Manager or Town Manager's designee. Should there be a dispute between the parties regarding the granting of an extension, such issue shall go before the Town's Special Magistrate for a decision. This Covenant may be modified or amended as to any portion of this agreement by a written instrument executed by the Owner and the Town. Should this instrument be modified, amended or released, the Owner shall execute a written instrument in recordable form to be recorded in the Public Records of Miami-Dade County, FL, effectuating and acknowledging such modification, amendment, or release.

SECTION 6. COMPLIANCE. By signing this Agreement, the parties certify they have read and fully understand it. Failure to comply with any of the terms of this Agreement will authorize the Town Manager to reinstate all code enforcement fines as if no stay of fines had been entered relative to the violations described herein; or to impose additional fines of \$250 per day for non-compliance as found by the Special Master, which fines shall constitute a lien on the Property. If Owner fails to comply with the terms set forth in this document, the Town reserves the right to seek all remedies available under the law, including foreclosure of real-property. – **Bankruptcy language to be included -**

SECTION 7. NOT TRANSFERABLE. This document is not transferrable without the express written consent of the Town Manager.

SECTION 8. RECORDING. This Agreement and Restrictive Covenant and any Addendum shall be filed and recorded in the Public Records of Miami-Dade County, FL, upon execution by the parties.



The recording of this Agreement will constitute constructive notice to all concerned. This Agreement shall run with and bind the Property and all future owners of any portions thereof.

SECTION 9. INSPECTION AND ENFORCEMENT. This Agreement may be enforced by any means provided by law. An enforcement action may be brought by the Town by action in law or in equity against any party or person violating or attempting to violate any covenants of this Agreement, either to restrain violations or to recover damages.

SECTION 10. SEVERABILITY. Invalidation of any one of the provisions of this Agreement and Covenant by judgment of Court shall not affect any of the other provisions of this Agreement and Covenant, which shall remain in full force and effect.

SECTION 11. MISCELLANEOUS PROVISIONS. This Agreement shall be construed and enforced according to the laws of the State of Florida. Venue in any proceedings between the parties shall be in Miami-Dade County, Florida. Each party waives any defense, whether asserted by motion or pleading, that the aforementioned courts are an improper or inconvenient venue. Moreover, the parties consent to the personal jurisdiction of the aforementioned courts and irrevocably waive any objections to said jurisdiction. The parties irrevocably waive any rights to a jury trial. Title and paragraph headings are for convenient reference and are not a part of this Agreement. No waiver or breach of any provision of this Agreement shall constitute a waiver of any subsequent breach of the same or any other provision hereof, and no waiver shall be effective unless made in writing. This Agreement constitutes the sole and entire agreement between the parties hereto.

[SIGNATURE PAGES TO FOLLOW]



The following representatives hereby acknowledge that they are duly authorized to enter into this Agreement and bind their respective agents.

Signed, witnessed, executed and acknowledged on this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

**Witnesses:**

**RODY BLANCO & JENNY DEL PINO:**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name

By: \_\_\_\_\_

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name

By: \_\_\_\_\_

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name



**STATE OF FLORIDA**  
**COUNTY OF MIAMI-DADE COUNTY**

The foregoing instrument was acknowledged before me by Rody Blanco and Jenny Del Pino.

\_\_\_\_\_ is ☐ personally known to me or ☐ has produced \_\_\_\_\_  
\_\_\_\_\_ as identification, and \_\_\_\_\_ who did take an oath and  
\_\_\_\_\_ is ☐ personally known to me or ☐ has produced \_\_\_\_\_  
\_\_\_\_\_ as identification and who did take an oath.

Witness my signature and official seal this \_\_\_\_ day of \_\_\_\_\_ 2019, in  
the County and State aforesaid.

Notary Public State of Florida

\_\_\_\_\_  
Signature

My Commission Expires:

\_\_\_\_\_  
Print Name



\_\_\_\_\_  
MAYOR  
TOWN OF MIAMI LAKES

APPROVED AS TO LEGAL  
SUFFICIENCY:

\_\_\_\_\_  
TOWN ATTORNEY  
TOWN OF MIAMI LAKES

**STATE OF FLORIDA**  
**COUNTY OF MIAMI-DADE**

The foregoing instrument was acknowledged before me by \_\_\_\_\_. He  
is ☐ personally known to me or ☐ has produced \_\_\_\_\_ as identification and  
who did take an oath.

Witness my signature and official seal this \_\_\_\_ day of \_\_\_\_\_ 2019, in the County and State  
aforesaid.

Notary Public State of \_\_\_\_\_

My Commission Expires:

\_\_\_\_\_  
Print Name



DRAFT





## **Town of Miami Lakes Memorandum**

---

**To: Honorable Mayor and Councilmembers**  
**From: Edward Pidermann, Town Manager**  
**Subject: COND2019-0148 Andy's Shooting Range Conditional Use Amendment**  
**Date: 6/4/2019**

---

### **Recommendation:**

Staff recommends approval of the modifications to the conditions of the Conditional Use for the establishment of an indoor shooting range in an industrial district with the following conditions:

1. This approval modifies only conditions one (1) regarding the final as-built layout, three (3) regarding the allowable noise levels, eight (8) regarding the use of the range by the public, and nine (9) regarding the hours of operation of Resolution 15-1319.
2. All other conditions enumerated in Resolution 15-1319 remain binding and unchanged.

### **Background:**

On July 21, 2015 the Town Council approved, via Resolution 15-1319, a conditional use to permit an indoor shooting range at bays 23 and 24 of 14000 NW 82nd Ave. The application was approved with nine (9) conditions. The shooting range has since been built out and has begun operations. At this time, the Applicant is requesting to amend conditions 1, 3, 4 and 9 of their conditional use as follows:

1. An amendment to condition number one (1) of the Conditional Use approved by Resolution 15-1319 to approve the as-built layout of the project.
2. An amendment to condition number three (3) of the Conditional Use approved by Resolution 15-1319 to modify the maximum noise levels from zero (0) decibels to levels consistent with Occupational Safety and Health Administration (OSHA) for industrial Uses.
3. An amendment to condition number eight (8) of the Conditional Use approved by Resolution 15-1319 to allow the use of the shooting range by the general public.
4. An amendment to condition number nine (9) of the Conditional Use approved by Resolution 15-1319 to modify the hours of operation to Monday through Sunday from 8:00 a.m. to 9:00 p.m.

The applicant has submitted a sound report prepared by Acoustic Sonic, Inc, hereby incorporated as Exhibit B describing and relating the results of sound monitoring performed at the site.

### **ATTACHMENTS:**



Description

Resolution

Staff Report

Exhibit A - Plans

Exhibit B - Sound Engineer Report

Exhibit C - OSHA regulations

Letter of Intent

RES 15-1319



**RESOLUTION NO. 19-\_\_\_\_\_**

**A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF MIAMI LAKES, FLORIDA, APPROVING A REQUEST IN ACCORDANCE WITH SECTION 13-303 OF THE TOWN OF MIAMI LAKES LAND DEVELOPMENT CODE FOR A MODIFICATION TO A CONDITIONAL USE ISSUED VIA RESOLUTION 15-1319 FOR AN INDOOR SHOOTING RANGE; SUBMITTED FOR PROPERTY LOCATED AT 14000 NW 82 AVENUE, SUITES 23 AND 24, MIAMI LAKES, FLORIDA, FOLIO NUMBER 32-2022-052-0240, IN THE IU-C ZONING DISTRICT; PROVIDING FOR INCORPORATION OF RECITALS; PROVIDING FINDINGS; PROVIDING FOR APPROVAL; PROVIDING FOR CONDITIONS; PROVIDING FOR VIOLATION OF CONDITIONS; PROVIDING FOR APPEAL; PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, Pursuant to Section 13-303 of the Town of Miami Lakes (“Town”) Land Development Code (“LDC”), Andres Perez, Jr. (the “Applicant”) has applied to the Town for approval of Modifications to the Conditional Use allowing an indoor shooting range in the IU-C (Industrial Use - Conditional) zoning district, for property located at 14000 NW 82 Avenue, Suites 23 and 24, Miami Lakes, Florida, Folio #32-2022-052-0240; and

**WHEREAS**, Section 13-303 of the Town LDC sets forth the authority of the Town Council to consider and act upon an application for modifications to a conditional use; and

**WHEREAS**, in accordance with Section 13-309 of the Town LDC, notice of the public hearing scheduled for Tuesday, June 4, 2019, at 6:30 P.M. at Town Hall, 6601 Main Street, Miami Lakes, Florida on the proposed Modifications to the Conditional Use was provided by posting of the property subject to the application ten days prior to the hearing; mailing courtesy notice to the property owners of record within a 500-foot radius of the property which is the subject of the application; and publishing in the non-legal section of the local newspaper of general circulation; and



**WHEREAS**, all interested parties have had the opportunity to address their comments to the Town Council; and

**WHEREAS**, Town staff has reviewed the application and recommends approval subject to conditions of the request for Modifications of a Conditional Use, as set forth in the Town of Miami Lakes Staff Analysis and Recommendation, a copy of which is on file in the Town of Miami Lakes Clerk's Office and incorporated into this Resolution by reference.

**NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF MIAMI LAKES, FLORIDA, AS FOLLOWS:**

**Section 1. Recitals.** The above Recitals are true and correct and incorporated herein by this reference.

**Section 2. Findings.**

In accordance with Section 13-303, the Town Council finds that the Applicant meets the criteria for a conditional use approval which are as follows:

1. Land Use Compatibility; and
2. Sufficient Site Size, Site Specifications, and Infrastructure to Accommodate the Proposed Use; and
3. Compliance with the Comprehensive Plan and Land Development Code; and
4. Proper Use of Mitigative Techniques; and
5. Hazardous Waste.

**Section 3. Approval of Conditional Use.** The Conditional Use request to permit an indoor shooting range in the IU-C (Industrial Use - Conditional) zoning district is hereby approved to be modified with conditions.

**Section 4. Conditions of Approval.** The Conditional Use is approved subject to the following hereby modified conditions:

1. The approvals granted are based on the preliminary plans submitted, specifically sheets ~~A-0, A-1 and A-2~~ A-3 and A-4, prepared by Diez, Inc., and all dated ~~01-30-15~~ October 2, 2017. Operation of the indoor shooting range shall be in



substantial compliance with these plans, except as modifications may be required pursuant to these conditions, or changes required to comply with the Building Code that do not materially impact this approval.

2. Any/all signage requires a separate sign permit.
3. Any and all noise associated with the shooting range shall be ~~contained within the warehouse units subject to this application.~~ within the noise range established by OSHA for industrial uses and districts. No shooting range noise (including firing guns) shall ~~be detectable~~ rise above said limits as measured outside of the warehouse units subject to this application, including areas outside the building and specifically including the adjacent warehouse unit. Where any such noise is found to be ~~detectable~~ above said limits as measured outside the warehouse units subject to this application, all shooting range use of the property shall immediately cease unless and until physical or operational changes are made to bring the operation into compliance with this condition. Repeated violation of this condition shall result in revocation, by the Administrative Official, of this conditional use approval and any certificate of use (CU) that has been issued.
4. Prior to the issuance of a certificate of use (CU), the property owner shall install and maintain a ventilation system, spent bullet capture facilities, cleaning practices and operational/personnel policies adequate to ensure that, in the judgment of the Administrative Official, vapor and dust from lead-based ammunition does not pose a danger to people and animals in and around the subject property, or to the natural environment. In making this determination, the Administrative Official shall be guided by the rules and regulations of the federal Occupational Health and Safety Administration (OHSA), the Florida Department of Environmental Protection's (DEP) publication "Best Management Practices for Environmental Stewardship of Florida Shooting Ranges," as well as other industry standards and best practices for the operation of shooting ranges and similar facilities. The property owner shall have the burden of demonstrating compliance with this condition.
5. Prior to the issuance of a building permit for the interior improvements necessary to operate the indoor shooting range, the property owner shall revise the plans presented for this approval to include ballistic cladding in every direction in which bullets might travel from the shooting position of each shooting lane, specifically including in the ceiling above the shooting lanes and in every direction within the area labeled "new staging area" on Sheet A-1.
6. Prior to the issuance of a certificate of use (CU), the Applicant shall submit detailed information, including all existing uses in the entire building and square footage of each, to ensure that there is adequate parking to accommodate the indoor shooting range. In this regard, assigned parking spaces to different units within the building is of no effect, and compliance with parking required by the Land Development Code (LDC) is only determined for the building as a whole.



7. The Applicant shall comply with all requirements and standards of the Town's Police Department.
8. The indoor shooting range shall be ~~used only as a training facility for police academy cadets~~ open to the general public. There will be at least two (2) licensed instructors present at all times ~~while the cadets are~~ during any training.
9. The hours of operation for the indoor shooting range shall be Monday through ~~Friday~~ Sunday from ~~4:00 p.m.~~ 8:00 a.m. to 9:00 p.m.
10. The Applicant shall obtain a Certificate of Use (CU), and Business Tax Receipt (BTR), and promptly renew the BTR annually, upon compliance with all of the terms and conditions of this approval, the same subject to cancellation upon violation of any of the conditions.
11. Prior to the issuance of a Certificate of Use (CU), the Applicant shall secure all permits/approvals from the applicable local, state and/or federal regulatory agencies. The Applicant shall promptly notify the Town if any required local, State or Federal approvals and/or licenses are rescinded, non-renewed or otherwise become non-effective. In such case, the Administrative Official shall have the authority to revoke this conditional use approval.
12. The Applicant shall obtain all required building permits and a Certificate of Use (CU) for all request(s) approved herein, within one (1) year of the date of this approval. If all required building permits and a Certificate of Use (CU) are not obtained or an extension granted within the prescribed time limit, this approval shall become null and void.

**Section 5. Violations of Conditions.** Failure to adhere to the terms and conditions of this Resolution shall be considered a violation of the Town LDC and persons found violating the conditions shall be subject to the penalties prescribed by the Town LDC, including but not limited to, the revocation of any of the approval(s) granted in this Resolution. The Applicant understands and acknowledges that it must comply with all other applicable requirements of the Town LDC before it may commence operation, and that the foregoing approval in this Resolution may be revoked by the Town at any time upon a determination that the Applicant is in non-compliance with the Town LDC.



**Section 6. Appeal.** In accordance with Section 13-310 of the Town LDC, the Applicant or any affected person may appeal the decision of the Town Council by filing of a notice of appeal or writ of certiorari in accordance with the Florida Rules of Appellate Procedure.

**Section 7. Effective Date.** This Resolution shall take effect immediately upon its adoption.

**THIS SPACE INTENTIONALLY LEFT BLANK**



**PASSED AND ADOPTED** this \_\_\_\_ day of \_\_\_\_\_, 2019.

The foregoing resolution was moved for adoption by \_\_\_\_\_. The motion was seconded by \_\_\_\_\_ and upon being put to a vote, the vote was as follows:

Mayor Manny Cid	_____
Vice Mayor Nelson Rodriguez	_____
Councilmember Carlos O. Alvarez	_____
Councilmember Luis Collazo	_____
Councilmember Joshua Dieguez	_____
Councilmember Jeffrey Rodriguez	_____
Councilmember Marilyn Ruano	_____

Passed and adopted on second reading this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

---

Manny Cid  
MAYOR

Attest:

---

Gina Inguanzo  
TOWN CLERK

Approved as to form and legal sufficiency:

---

Raul Gastesi, Jr.  
Gastesi & Associates, P.A.  
TOWN ATTORNEY





Planning Office  
6601 Main Street • Miami Lakes, Florida 33014  
(305) 364-6100 • [www.miamilakes-fl.gov](http://www.miamilakes-fl.gov)

---

## Staff Analysis and Recommendation

---

**To:** Honorable Mayor and Members of the Town Council

**From:** Edward Pidermann, Town Manager

**Subject:** **HEARING NUMBER:** COND2019-0148  
**APPLICANT:** Andres Perez, Jr.  
**FOLIO:** 32-2022-052-0240  
**LOCATION:** 14000 NW 82<sup>nd</sup> Avenue  
Miami Lakes, Florida 33016  
**ZONING DISTRICT:** IU-C, Industrial Use-Conditional  
**FUTURE LAND USE:** Industrial and Office

**Date:** June 4, 2019

---

### A. REQUEST(S)

In accordance with the Town of Miami Lakes Land Development Code (the “Code”), Andres Perez, Jr. (the “Applicant”) is requesting amendments to the conditions of an existing Conditional Use as follows:

1. An amendment to condition number one (1) of the Conditional Use approved by Resolution 15-1319 to approve the as-built layout of the project.
2. An amendment to condition number three (3) of the Conditional Use approved by Resolution 15-1319 to modify the maximum noise levels from zero (0) decibels to levels consistent with Occupational Safety and Health Administration (OSHA) for industrial Uses.
3. An amendment to condition number eight (8) of the Conditional Use approved by Resolution 15-1319 to allow the use of the shooting range by the general public.
4. An amendment to condition number nine (9) of the Conditional Use approved by Resolution 15-1319 to modify the hours of operation to Monday through Sunday from 8:00 a.m. to 9:00 p.m.

### B. SUMMARY

On July 21, 2015 the Town Council approved, via Resolution 15-1319, a conditional use to permit an indoor shooting range at bays 23 and 24 of 14000 NW 82nd Ave. The application was approved with nine (9) conditions. The shooting range has since been built out and has begun operations. At this time, the Applicant is requesting to amend conditions 1, 3, 4 and 9 of their conditional use as follows:



1. The approvals granted are based on the ~~preliminary~~ plans submitted, specifically sheets A-0, A-1 and A-2 A-3 and A-4, prepared by Diez, Inc., and all dated ~~01-30-15~~ October 2, 2017. Operation of the indoor shooting range shall be in substantial compliance with these plans, except as modifications may be required pursuant to these conditions, or changes required to comply with the Building Code that do not materially impact this approval.

\* \* \*

3. Any and all noise associated with the shooting range shall be ~~contained within the warehouse units subject to this application.~~ within the noise range established by OSHA for industrial uses and districts. No shooting range noise (including firing guns) shall ~~be detectable~~ rise above said limits as measured outside of the warehouse units subject to this application, including areas outside the building and specifically including the adjacent warehouse unit. Where any such noise is found to ~~be detectable~~ above said limits as measured outside the warehouse units subject to this application, all shooting range use of the property shall immediately cease unless and until physical or operational changes are made to bring the operation into compliance with this condition. Repeated violation of this condition shall result in revocation, by the Administrative Official, of this conditional use approval and any certificate of use (CU) that has been issued.

\* \* \*

8. The indoor shooting range shall be ~~used only as a training facility for police academy cadets~~ open to the general public. There will be at least two (2) licensed instructors present at all times ~~while the cadets are~~ during any training.
9. The hours of operation for the indoor shooting range shall be Monday through ~~Friday~~ Sunday from ~~4:00 p.m.~~ 8:00 a.m. to 9:00 p.m.

The applicant has submitted a sound report prepared by Acoustic Sonic, Inc, hereby incorporated as Exhibit B describing and relating the results of sound monitoring performed at the site.

### **C. STAFF RECOMMENDATION**

Based on the information provided above, the Analysis provided below, and other factors contained in this report, Staff recommends approval of the modifications to the conditions of the Conditional Use for the establishment of an indoor shooting range in an industrial district.

### **CONDITIONS**

1. This approval modifies only conditions one (1) regarding the final as-built layout, three (3) regarding the allowable noise levels, eight (8) regarding the use of the range by the public, and nine (9) regarding the hours of operation of Resolution 15-1319.
2. All other conditions enumerated in Resolution 15-1319 remain binding and unchanged.



## D. BACKGROUND

**Zoning District of Property:** IU-C, Industrial Use-Conditional

**Future Land Use Designation:** Industrial and Office

**Subject Property:**

The subject site is a building within the Miami Lakes Business Park Section Two with an address of 14000 NW 82<sup>nd</sup> Avenue. The building is located on the west side of NW 82<sup>nd</sup> Avenue between Commerce Way and NW 77<sup>th</sup> Court. The indoor shooting range is an addition to Andy's Police Supply and it occupies Units 23 and 24 at the east end of the structure, closest to NW 82<sup>nd</sup> Avenue. This area is characterized by businesses to the north, south and east, and Lake House Apartments to the west.

**Surrounding Property:**

	Land Use Designation	Zoning District
<b>North:</b>	Industrial and Office	IU-C
<b>South:</b>	Industrial and Office	IU-C
<b>East:</b>	Industrial and Office	IU-C
<b>West:</b>	Low-Medium Density Residential	RM-13

**Subject Property Location Map:**





## **E. OPEN BUILDING PERMITS/CODE COMPLIANCE CASES**

There are no open building permits on file.

There are no open code violations.

## **F. ZONING HISTORY**

According to the Property Appraiser's report, the structure was built in 2003 and has a land use of light manufacturing/commercial.

On July 21, 2015 the Town Council approved Resolution 15-1319 issuing a Conditional Use to permit the indoor shooting range.

On November 14, 2018 the Building Department issued a certificate of occupancy and business tax receipt and the business commenced operations.

## **G. ANALYSIS**

### **Conditional Use Criteria**

The following is an analysis of the amendment to the conditional use request based on the criteria pursuant to Section 13-303(b)(3) of the Code. All portions of this report are incorporated into all portions of this analysis.

#### **1. Land Use Compatibility.**

The indoor shooting range is located within an existing building on the property in Units 23 and 24. Interior modifications have converted the round floor of these units to a seven-lane shooting range and staging area. Unit 24 is the end unit within the structure, nearest to NW 82<sup>nd</sup> Avenue. This portion of the property is surrounded by other properties with IU-C uses and is farthest away from the Lake House Apartments to the west. Directly to the east of the subject property, across NW 82<sup>n</sup> Avenue, is the Promise Hospital acute care facility.

All necessary parking spaces, drives and ingress/egress are in place, as well as landscaping.

Compatibility issues raised by this application include noise impacts, the potential for bullets escaping the subject site and endangering people or property in nearby areas, and the potential for environmental hazards produced by spent ammunition, particularly the lead contained in said ammunition. The proposed indoor shooting range will be entirely within an enclosed building.

Condition number 3 of the resolution approving the conditional use states that *"Any and all noise associated with the shooting range shall be contained within the warehouse units subject to this application. No shooting range noise (including firing guns) shall be detectable outside of the warehouse units subject to this application, including areas outside the building and specifically including the adjacent warehouse unit"*. The applicant is requesting that this condition be modified to require compliance with OSHA standards for noise levels in industrial areas. As per current OSHA regulations (see exhibit C), employees in industrial areas may be exposed to a maximum of 85 decibels during an 8-hour interval. Any exposure above this noise level requires that the



employer implement a monitoring program, and exposure to levels above 90 decibels requires the employer implement a hearing conservation program.

As per the provided sound report, the noise levels outside and within the adjacent warehouse space range from barely audible to audible, depending on the caliber and type of weapon fired, but at 65 Decibels, they remain 20 Decibels below the maximum suggested for industrial areas of 85 Decibels.

## **2. Sufficient Site Size, Site Specifications, and Infrastructure to Accommodate the Proposed Use.**

The proposed indoor shooting range is located entirely within an existing building that can accommodate this type of use without any infrastructure modifications. The size and shape of the site, the proposed access and internal circulation is adequate to accommodate the proposed scale and intensity of the conditional use requested.

## **3. Compliance with the Comprehensive Plan and Land Development Code.**

An indoor shooting range (“pistol range”) is a permitted use (requiring a Conditional Use Permit) under both the Comprehensive Plan and Land Development Code.

The Industrial and Office Future Land Use Designation of the Comprehensive Plan allows for this uncommon use to be considered on a conditional basis at appropriate locations.

The proposed facility will meet all level of service (LOS) standards of the Comprehensive Plan.

The property is zoned Industrial Use-Conditional (IU-C). Per Section 13-748 of the Code, an indoor shooting range (“pistol range”) is a conditional use in the IU-C Zoning District and requires a public hearing and approval by the Town Council.

## **4. Proper Use of Mitigative Techniques.**

The proposed indoor shooting range is in an area with established industrial/warehouse/office/retail uses. Mitigative measures regarding safety and weapon handling are proffered by the applicant and required by licensing agencies. Per submitted drawings, The space has been properly insulated to and reinforce to ensure that missiles are properly contained. In addition, as per the submitted sound study, noise levels are adequate for an industrial district.

## **5. Hazardous Waste.**

The hazardous waste including, but not limited to spent bullet casings and exhaust, shall be disposed of properly according to the regulations of all local, State and Federal agencies including, but not limited to the U.S. Environmental Protection Agency (EPA) and the Florida Department of Environmental Protection (DEP). In addition to these existing regulatory requirements, the proposed conditions additionally allow the Administrative Official to ensure that industry best practices are followed ventilation and capture/disposal practices to ensure that lead from this proposed use is not a threat to human health or to the natural environment.



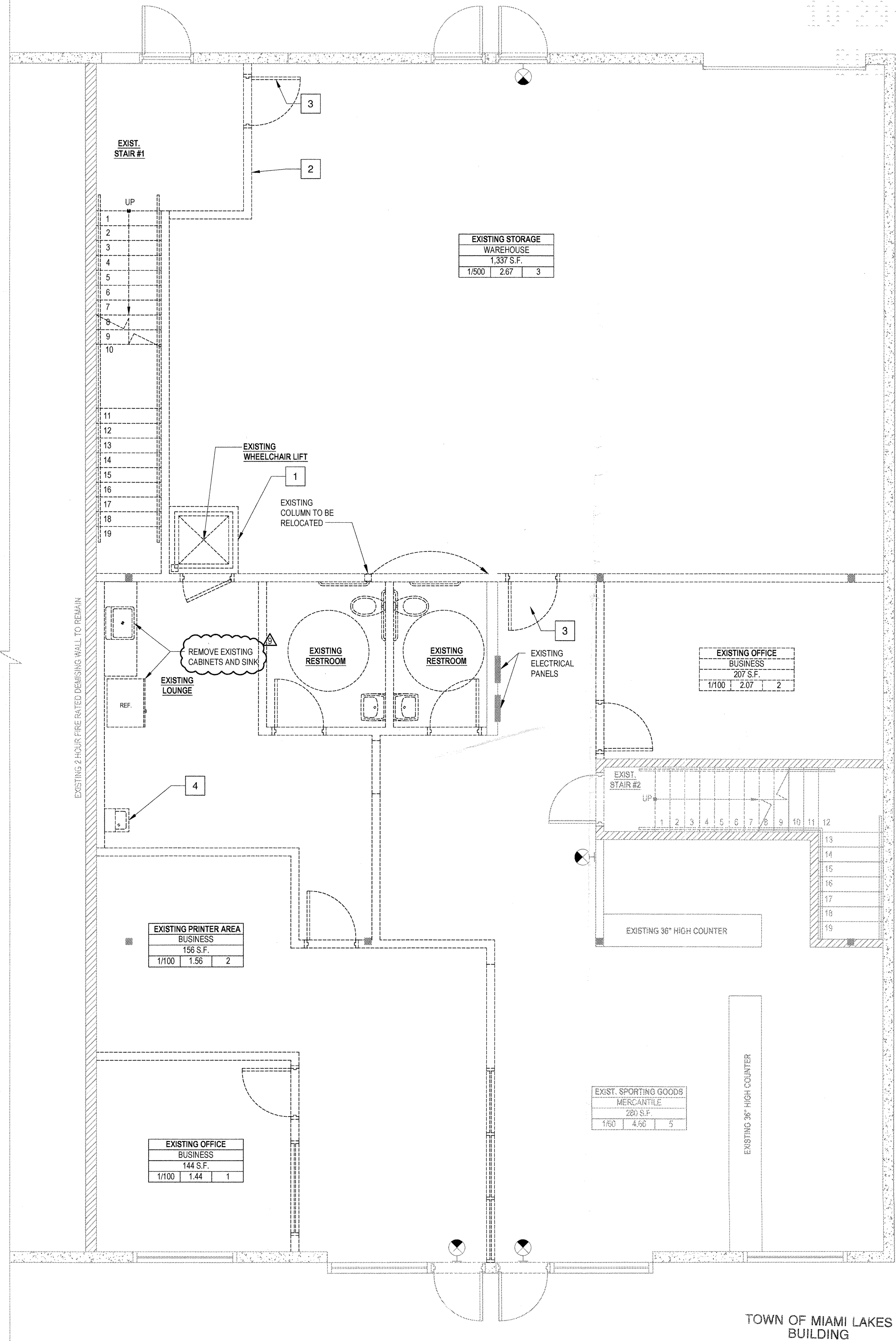
DEMOLITION PLAN LEGEND	
.....	DENOTES EXISTING TO REMAIN
-----	DENOTES EXISTING TO BE REMOVED

## DEMOLITION KEY NOTES

1	REMOVE EXISTING WHEELCHAIR LIFT AND RELOCATE TO NEW LOCATION AS INDICATED. (REFER TO FLOOR PLAN FOR PROPOSED WORK)
2	REMOVE EXISTING INTERIOR GYPSUM BOARD WALL/SOFFITS TO ACCOMMODATE NEW LAYOUT.
3	REMOVE EXISTING DOOR. (REFER TO FLOOR PLAN FOR PROPOSED WORK)
4	REMOVE EXISTING DRINKING FOUNTAIN AND INSTALL IN NEW LOCATION AS INDICATED. (REFER TO FLOOR PLAN FOR PROPOSED WORK)

## DEMOLITION NOTES

1. THIS DRAWING IS ONLY TO ASSIST IN SHOWING THE SCOPE OF DEMOLITION WORK AND IS NOT INTENDED TO INDICATE ALL DEMOLITION. CONTRACTOR SHALL REMOVE ALL EXISTING ITEMS AS REQUIRED TO COMPLETE THE JOB.
2. NOT ALL ITEMS TO BE DEMOLISHED ARE SHOWN ON THIS PLAN. CONTRACTOR SHALL BE RESPONSIBLE FOR PERFORMING A WALK-THRU OF THE PROJECT WITH THE INTENT OF IDENTIFYING POSSIBLE ITEMS, NOT OR INCORRECTLY ADDRESSED, WHICH REQUIRE REMOVAL AND/OR RELOCATION.
3. GENERAL CONTRACTOR SHALL BE RESPONSIBLE FOR SAFETY AND SUPPORT OF STRUCTURE. ASSUME LIABILITY FOR DAMAGE OR INJURY RELATED TO ANY PORTION OF THE WORK.
4. CUT, REMOVE, PATCH, ALTER AND RE-FINISH EXISTING CONSTRUCTION AS REQUIRED TO LEAVE WORK COMPLETE AND IN SATISFACTORY CONDITION.
5. PROVIDE SAFETY FEATURES DURING WORK AS REQ. BY, APPLICABLE CODES, RULES AND REGULATIONS.
6. CONTRACTOR SHALL CEASE OPERATIONS AND NOTIFY THE ARCHITECT/ENGINEER IMMEDIATELY IF SAFETY OF STRUCTURE APPEARS TO BE ENDANGERED. TAKE PRECAUTIONS TO PROPERLY SUPPORT STRUCTURE. DO NOT RESUME OPERATION UNTIL SAFETY IS RESTORED.
7. PATCH AND REPAIR ALL EXISTING SURFACES DAMAGED BY DEMOLITION AND/OR NEW WORK AS REQUIRED TO MATCH ADJACENT SURFACES AND/OR AS REQUIRED FOR NEW SCHEDULED FINISHES.
8. CONTRACTOR SHALL PERFORM DEMOLITION IN ACCORDANCE WITH APPLICABLE AUTHORITIES HAVING JURISDICTION.
9. REMOVE EXISTING FINISHES AS REQUIRED TO ACCOMMODATE NEW PROPOSED WORK AND REPLACE AS REQUIRED.



SCALE: 1/4" = 1'-0"

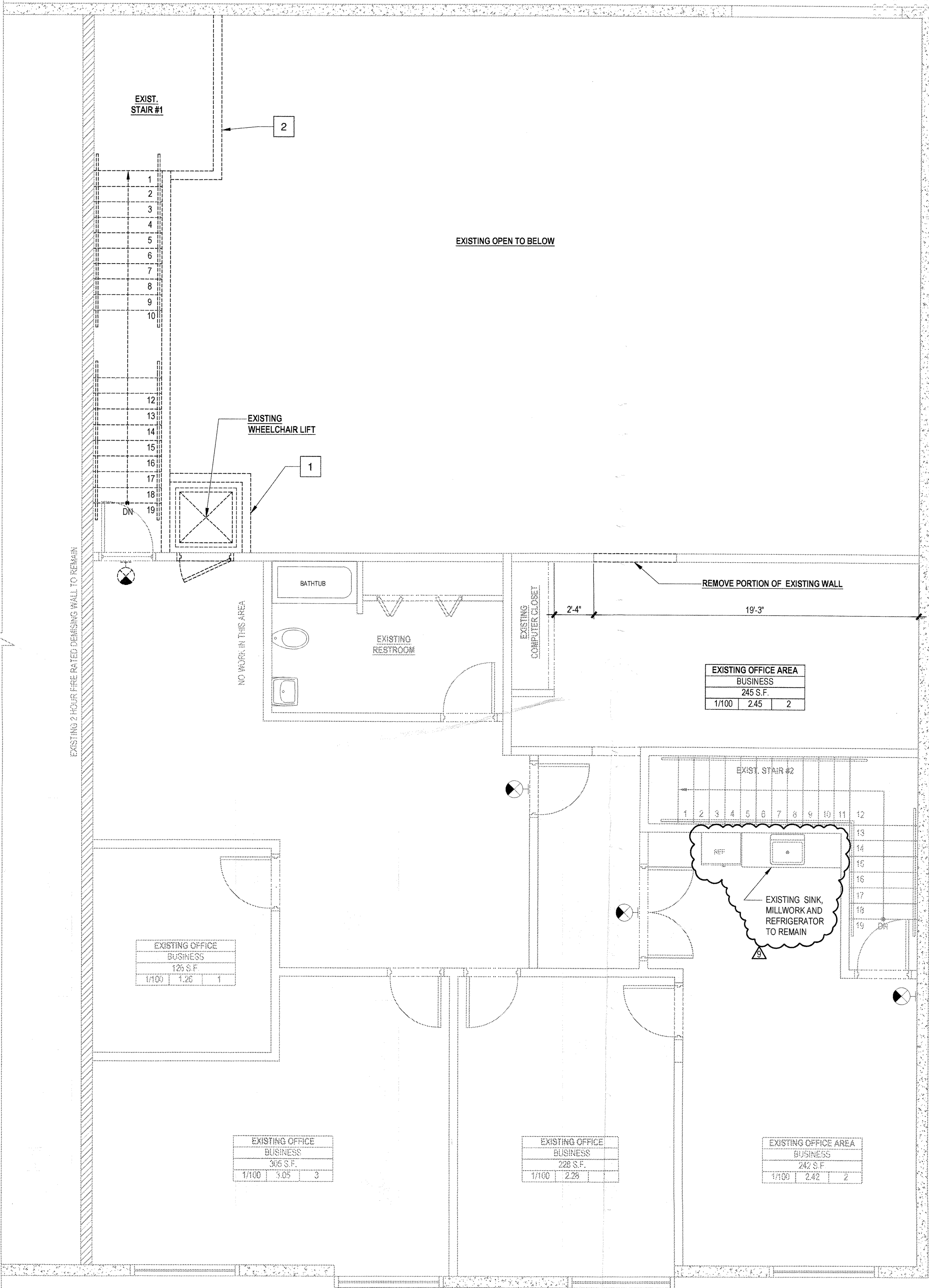
BY: AR  
DATE: 10/29/18



DEMOLITION PLAN LEGEND	
	DENOTES EXISTING TO REMAIN
	DENOTES EXISTING TO BE REMOVED

DEMOLITION KEY NOTES	
1	REMOVE EXISTING WHEELCHAIR LIFT AND RELOCATE TO NEW LOCATION AS INDICATED. (REFER TO FLOOR PLAN FOR PROPOSED WORK)
2	REMOVE EXISTING INTERIOR GYPSUM BOARD WALLS/OFFITS TO ACCOMMODATE NEW LAYOUT.
3	REMOVE EXISTING DOOR. (REFER TO FLOOR PLAN FOR PROPOSED WORK)
4	REMOVE EXISTING DRINKING FOUNTAIN AND INSTALL IN NEW LOCATION AS INDICATED. (REFER TO FLOOR PLAN FOR PROPOSED WORK)

DEMOLITION NOTES	
1.	THIS DRAWING IS ONLY TO ASSIST IN SHOWING THE SCOPE OF DEMOLITION. WORK AND IS NOT INTENDED TO INDICATE ALL DEMOLITION. CONTRACTOR SHALL REMOVE ALL EXISTING ITEMS AS REQUIRED TO COMPLETE THE JOB.
2.	NOT ALL ITEMS TO BE DEMOLISHED ARE SHOWN ON THIS PLAN. CONTRACTOR SHALL BE RESPONSIBLE FOR PERFORMING A WALK-THRU OF THE PROJECT WITH THE INTENT OF IDENTIFYING POSSIBLE ITEMS, NOT OR INCORRECTLY ADDRESSED, WHICH REQUIRE REMOVAL AND/OR RELOCATION.
3.	GENERAL CONTRACTOR SHALL BE RESPONSIBLE FOR SAFETY AND SUPPORT OF STRUCTURE. ASSUME LIABILITY FOR DAMAGE OR INJURY RELATED TO ANY PORTION OF THE WORK.
4.	CUT, REMOVE, PATCH, ALTER AND RE-FINISH EXISTING CONSTRUCTION AS REQUIRED TO LEAVE WORK COMPLETE AND IN SATISFACTORY CONDITION.
5.	PROVIDE SAFETY FEATURES DURING WORK AS REQ. BY, APPLICABLE CODES, RULES AND REGULATIONS.
6.	CONTRACTOR SHALL CEASE OPERATIONS AND NOTIFY THE ARCHITECT/ENGINEER IMMEDIATELY IF SAFETY OF STRUCTURE APPEARS TO BE ENDANGERED. TAKE PRECAUTIONS TO PROPERLY SUPPORT STRUCTURE. DO NOT RESUME OPERATION UNTIL SAFETY IS RESTORED.
7.	PATCH AND REPAIR ALL EXISTING SURFACES DAMAGED BY DEMOLITION AND/OR NEW WORK AS REQUIRED TO MATCH ADJACENT SURFACES AND/OR AS REQUIRED FOR NEW SCHEDULED FINISHES.
8.	CONTRACTOR SHALL PERFORM DEMOLITION IN ACCORDANCE WITH APPLICABLE AUTHORITIES HAVING JURISDICTION.
9.	REMOVE EXISTING FINISHES AS REQUIRED TO ACCOMMODATE NEW PROPOSED WORK AND REPLACE AS REQUIRED.



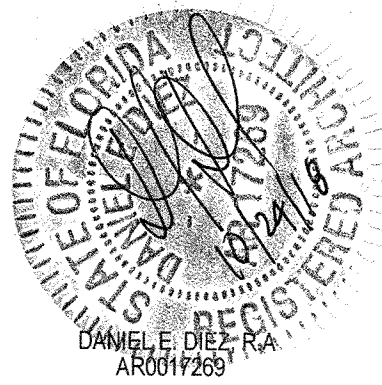


**DIEZ, INC.**  
 ARCHITECTURE - PLANNING - INTERIOR DESIGN  
 7490 S.W. 58th St.  
 Miami, FL 33143  
 Tel. (305) 663-8337  
 Fax (305) 663-5794  
 AA 0003470 - IB0001256



**Built Right Installers International**  
 7930 West 26th Avenue, Bay 2  
 Hialeah, Florida 33016  
 CGC 1506096  
 Tel. 305-826-6377

PROPOSED INDOOR SHOOTING RANGE AND IMPROVEMENTS FOR  
**ANDY'S POLICE SUPPLY**  
 PROJECT ADDRESS: 14000-14002 N.W. 82nd AVE MIAMI LAKES, FLORIDA 33016  
 OWNER: ANDRES PEREZ

SEAL  


ISSUES:	DATE:
PERMIT SET	05-31-16
OWNER CHANGES	06-23-17
OWNER CHANGES	04-13-18
OWNER CHANGES	10-23-18

DRAWING TITLE  
**2ND LEVEL  
 DEMOLITION PLAN**

PROJECT NO. 14-35

SHEET  
**A-2**



## PROJECT INFORMATION

### LEGAL DESCRIPTION:

TRACT 77, MIAMI LAKES BUSINESS PARK SECTION TWO, LESS THE NORTH 181.50 FEET THEREOF, ACCORDING TO THE PLAT THEREOF, AS RECORDED IN PLAT BOOK 156 AT PAGE 88 OF THE PUBLIC RECORDS OF MIAMI-DADE COUNTY, FLORIDA, LYING AND BEING SECTION 22, TOWNSHIP 52 SOUTH, RANGE 40 EAST, CITY OF MIAMI LAKES, MIAMI-DADE COUNTY, FLORIDA.

### PROJECT ADDRESS:

14000-14002 N.W. 82 AVE. MIAMI LAKES, FL 33015 (UNITS 23 AND 24)

### FOLIO NO.:

32-2022-052-0240

### ZONING GENERAL INFORMATION:

ZONING: IU-2 (INDUSTRIAL)

### BUILDING INFORMATION:

CONSTRUCTION TYPE: TYPE III A

OCCUPANCY CLASSIFICATION: BUSINESS / MERCANTILE / INDUSTRIAL / STORAGE (MIXED OCCUPANCY)

## FLOOR PLAN LEGEND

- ..... DENOTES EXISTING TO REMAIN
- ..... DENOTES EXISTING CONCRETE TILT UP PANEL
- ..... DENOTES EXISTING 2HR FIRE RATED GWB WALL
- ..... DENOTES NEW STUD WALL CONSTRUCTION
- ..... DENOTES NEW SOUND PROOF STUD WALL CONSTRUCTION
- # DENOTES WALL TAG (REFER TO PARTITIONS DETAILS, PARTITION NOTES AND INTERIOR STUD FRAMING LIMITATIONS CHART)
- ⊗ DENOTES EXISTING EXIT SIGN
- ..... DENOTES EGRESS PATH / TRAVEL DISTANCE / COMMON PATH

### ROOM TAG

ROOM NAME	ROOM NAME
OCCUPANCY TYPE	OCCUPANCY TYPE
FLOOR AREA S.F.	FLOOR AREA
1/X # #	
	ACTUAL OCCUPANT LOAD
	MAX. OCCUPANT LOAD
	OCCUPANT LOAD FACTOR

## GENERAL NOTES

- THE CONTRACTOR IS TO VISIT THE SITE AND VERIFY ALL EXISTING BUILDING AND SITE CONDITIONS PRIOR TO SUBMITTING HIS PROPOSAL FOR THE WORK. SHOULD ANY DISCREPANCIES BE ENCOUNTERED, THE ARCHITECT SHOULD BE NOTIFIED IN WRITING 7 DAYS PRIOR TO SUBMITTING HIS BID.
- ALL WORK DONE UNDER THE SUPERVISION OF THE CONTRACTOR SHALL BE IN A NEAT AND WORKMAN-LIKE MANNER AND IN ACCORDANCE WITH ALL GOVERNING AGENCIES, RULES AND REGULATIONS HAVING JURISDICTION.
- THE CONTRACTOR IS TO PROVIDE ALL THE SUPPLEMENTARY MATERIALS REQUIRED TO PROPERLY INSTALL SUPPORT, BRACE AND SHORE ALL BUILDING COMPONENTS WITHIN THE SCOPE OF THE PROJECT.
- THE CONTRACTOR IS TO PREPARE THE JOB SITE PARTITION LAYOUT FOR REVIEW OF THE ARCHITECT PRIOR TO ERECTING PARTITIONS. THE WORDING "ALIGN" DENOTES GYPSUM BOARD SHEETING OVER FACE OF BASE BUILDING COLUMNS AND WALL SURFACES AT JUNCTION WITH INTERIOR PARTITION TO ALIGN THE TWO DISSIMILAR PARTS AND PROVIDE A SMOOTH CRACK FREE SURFACE (TYPICAL ALL CONDITIONS).
- WHERE DISSIMILAR METALS COME IN CONTACT, CONTRACTOR IS TO PREVENT VIBRATIONS AND NOISE TRANSMISSION BETWEEN THE METALS AND ELECTROLYTIC ACTION.
- PROVIDE DOUBLE STUDS AT ALL DOOR JAMBS.
- ALL GYPSUM BOARD SHEATHING SHALL BE 1/2" THICKNESS (UNLESS OTHERWISE NOTED).
- ALL APPLICABLE RECOGNIZED NATIONAL CONSTRUCTION INDUSTRY STANDARDS FOR MATERIALS AND INSTALLATION SHALL BE A FULL PART OF THESE CONTRACT DOCUMENTS.
- ON-SITE VERIFICATION OF ALL DIMENSIONS AND CONDITIONS SHALL BE THE RESPONSIBILITY OF THE CONTRACTOR. NOTED DIMENSIONS TAKE PRECEDENCE OVER SCALE. ANY DISCREPANCIES SHALL BE REPORTED TO THE ARCHITECT AT ONCE BEFORE PROCEEDING.
- ALL WORK TO BE IN ACCORDANCE WITH THE FLORIDA BUILDING CODE AND DADE COUNTY ORDINANCES.
- ALL CONTRACTORS SHALL BE RESPONSIBLE FOR PROPER DISPOSAL OF WASTE MATERIALS DUE TO THEIR RESPECTIVE ACTIVITIES.
- PRESSURE TREAT ALL LUMBER IN CONTACT WITH MASONRY OR CONCRETE.
- ALL ROOF SHEATHING SHALL BE 5/8" (MIN.) EXT. GRADE PLYWOOD NAILED TO WOOD RAFTERS @ 16" c/c W/8d GALV. NAILS, @ 6" c/c ALL SUPPORTS AND 4" c/c PANEL EDGES.
- DIMENSIONS AS INDICATED ON THE DRAWINGS SHALL TAKE PRECEDENCE OVER SCALING OF THE DRAWINGS. THE DIMENSIONS INDICATED ON THE DRAWINGS ARE CALCULATED BY COMPUTER AND ARE ROUNDED TO THE NEAREST INCH. THE LOCATION OF PARTITIONS TO ALIGN WITH EXISTING WALLS SHALL TAKE PRECEDENCE OVER WRITTEN DIMENSIONS WHEN SO NOTED. ALL DIMENSIONS SHALL BE FIELD VERIFIED. CONTRACTOR SHALL NOTIFY THE ARCHITECT OF ANY DIMENSIONS THAT ARE IN CONFLICT WITH THE CONSTRUCTION DOCUMENTS.
- NO ELECTRICAL, MECHANICAL, OR PLUMBING EQUIPMENT SHALL BE INSTALLED BELOW BASE FLOOD ELEVATION HEIGHT.
- IN OUTSIDE WINDOWS OR DOORS OPERABLE FROM THE INSIDE, THE MODE OF OPERATION SHALL NOT REQUIRE THE USE OF A KEY, TOOL, SPECIAL KNOWLEDGE OR EFFORT.
- LOT WILL BE GRADED SO AS TO PREVENT DIRECT OVERLAND DISCHARGE OR STORM WATER ONTO ADJACENT PROPERTY.
- ALL WOOD TRUSSES SHALL BE ANCHORED AT BOTH ENDS, WITH APPROVED GALVANIZED METAL TRUSS STRAPS. (SEE FRAMING PLAN, SCHEDULE AND DETAILS)
- SECONDARY MEANS OF ESCAPE SHALL BE PROVIDED FOR EACH BEDROOM. WINDOWS USED AS SECONDARY MEANS OF EGRESS SHALL PROVIDE CLEAR MIN. OPENING 34" WIDTH X 24" HEIGHT (5.7 sq ft) AND THE BOTTOM OF THE OPENING SHALL BE NO MORE THAN 44" ABOVE THE FLOOR.
- FIRESTOPPING SHALL BE PROVIDED IN CONCEALED SPACES OF STUDS WALLS AND PARTITIONS INCLUDING FURRED SPACES AT CEILING AND FLOOR LEVELS TO LIMIT THE MAXIMUM DIMENSION TO 8FT.

### INTERIOR FINISHES NOTE:

ALL INTERIOR FINISHES FLAME SPREAD INDEX SHALL COMPLY WITH THE REQUIREMENTS FOR GROUP S, AS PER TABLE 803.9 OF 2014 FBC AND SHALL BE AS FOLLOWS:  
- EXIT ENCLOSURES AND EXIT PASSAGEWAYS = CLASS B  
- CORRIDORS = CLASS B  
- ROOMS AND ENCLOSED SPACES = CLASS C

## SCOPE OF WORK

FLORIDA BUILDING CODE CLASSIFICATION OF WORK: ALTERATION - LEVEL 2

NFPA 101, CHAPTER 43 CLASSIFICATION OF REHABILITATION: RECONSTRUCTION

### BUILDING:

NEW SHOOTING RANGE, NEW RESTROOMS, RELOCATED STAIR, RELOCATED ELEVATOR, NEW LIGHT STORAGE.

### PLUMBING:

NEW PLUMBING WORK AS INDICATED. REFER TO PLUMBING DRAWINGS.

### MECHANICAL:

NEW MECHANICAL WORK AS INDICATED. REFER TO MECHANICAL DRAWINGS.

### ELECTRICAL:

NEW ELECTRICAL WORK AS INDICATED. REFER TO ELECTRICAL DRAWINGS.

### FIRE PROTECTION:

MODIFICATIONS TO EXISTING SYSTEM AS INDICATED. REFER TO FIRE SPRINKLER DRAWINGS.

## OCCUPANT LOAD AND EXIT CAPACITY

(MIXED OCCUPANCY)  
(AS PER 2014 FLORIDA BUILDING CODE, CHAPTER 10, TABLE 1004.1.2)

SPACE NAME	FUNCTION OF SPACE	TOTAL OCCUPANTS
<b>1ST LEVEL</b>		
SPORTING GOODS AREA	MERCANTILE	5
OPEN OFFICE AREA	BUSINESS	3
WAREHOUSE/STORAGE AREA	WAREHOUSE	1
CHECK-IN AREA	BUSINESS	1
SHOOTING RANGE STAGING AREA	STANDING SPACE	20
SHOOTING RANGE	--	0
		<b>30</b>
<b>2ND LEVEL</b>		
OFFICE AREAS	BUSINESS	11
STORAGE AREA	WAREHOUSE	2
		<b>13</b>

**TOTAL OCCUPANCY = 43**

**TOTAL EXIT CAPACITY (SEE FLOOR PLAN) = 510**

## PLUMBING FIXTURES CALCULATIONS

(AS PER 2014 FLORIDA PLUMBING CODE, TABLE 403.1)

TOTAL MAXIMUM OCCUPANTS	MINIMUM REQUIRED				PROVIDED					
	WATER CLOSETS		LAVATORIES		WATER CLOSETS		URINALS	LAVATORIES		
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	MALE	FEMALE	
1ST LEVEL = 30	1 PER 25 FOR THE FIRST 50 AND 1 PER 50 FOR THE REMAINDER EXCEEDING 50		1 PER 40 FOR THE FIRST 80 AND 1 PER 80 FOR THE REMAINDER EXCEEDING 80		1	1	0	1	1	
2ND LEVEL = 13	1 PER 25 FOR THE FIRST 50 AND 1 PER 50 FOR THE REMAINDER EXCEEDING 50		1 PER 40 FOR THE FIRST 80 AND 1 PER 80 FOR THE REMAINDER EXCEEDING 80		1		0		1	

EXISTING OCCUPANCY PLUS PROPOSED OCCUPANCY COUNT CAN BE HANDLED BY EXISTING AND NEW PLUMBING FACILITIES.

## DOOR SCHEDULE

No.	SIZE	TYPE	MATERIAL	FRAME	THRES.	HDW.	REMARKS
1	3'-0" 7'-0"	A	MTL	MTL	MTL	HW-1	BULLETPROOF
2	3'-0" 7'-0"	A	MTL	MTL	MTL	HW-1	
3	(2)3'-0" 7'-0"	B	ALUM/GLASS	ALUM.	ALUM.	HW-2	
4	3'-0" 7'-0"	A	MTL	MTL	MTL	HW-1	
5	3'-0" 7'-0"	A	MTL	MTL	MTL	HW-1	
6	2'-8" 7'-0"	C	WOOD	-	-	HW-4	LOUVERED
7	2'-8" 7'-0"	C	WOOD	-	-	HW-4	LOUVERED
8	3'-0" 7'-0"	A	MTL	MTL	MTL	HW-3	FIRE RATED (90 MIN.)
9	3'-0" 7'-0"	A	MTL	MTL	MTL	HW-3	FIRE RATED (90 MIN.)
10	3'-0" 7'-0"	A	MTL	MTL	MTL	HW-3	FIRE RATED (90 MIN.)
11	3'-0" 7'-0"	A	MTL	MTL	MTL	HW-3	FIRE RATED (90 MIN.)
12	3'-0" 7'-0"	A	MTL	MTL	MTL	HW-1	
13	3'-0" 7'-0"	A	MTL	MTL	MTL	HW-1	
14	5'-0" 7'-0"	C	WOOD	WOOD	-	HW-4	LOUVERED

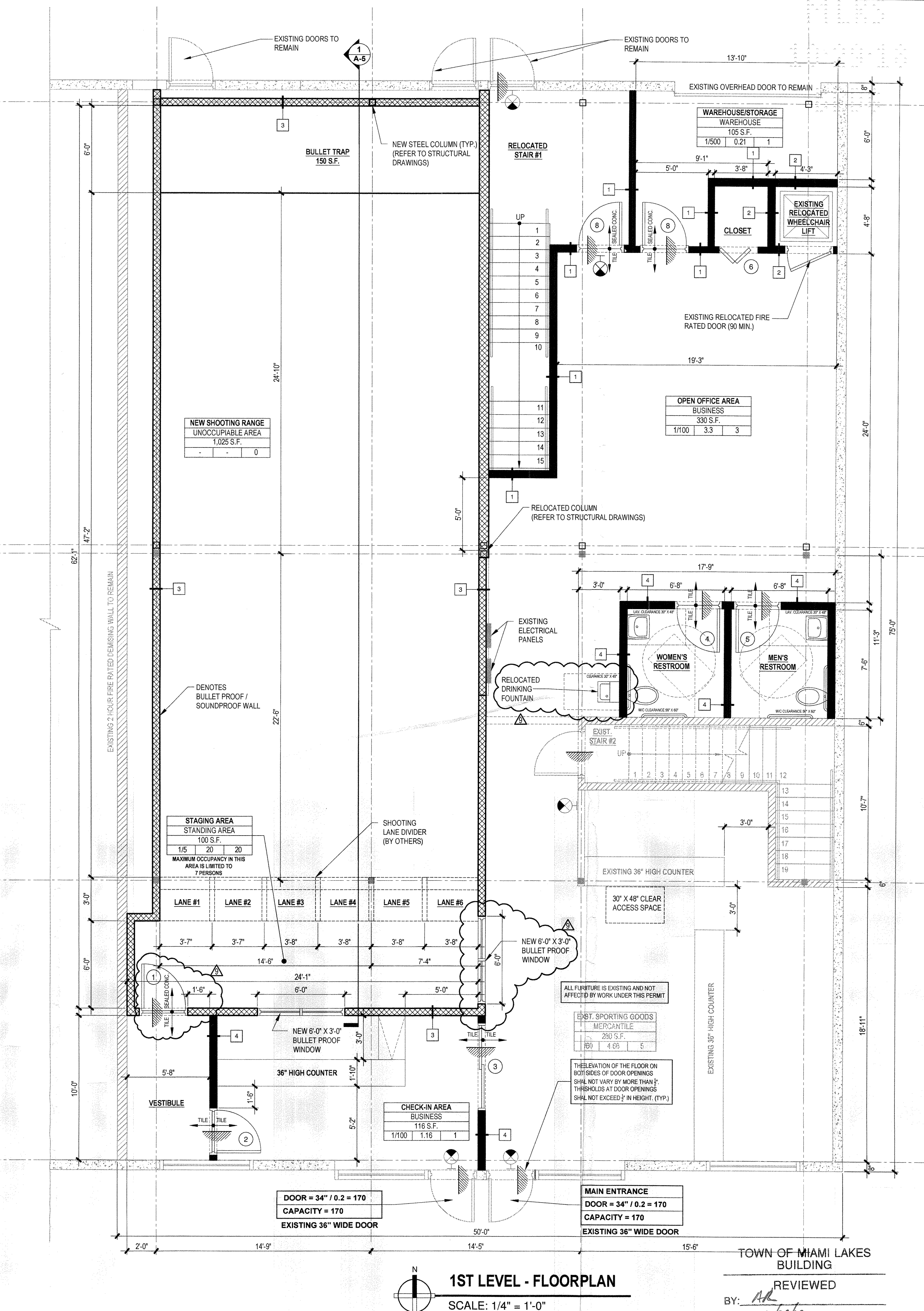
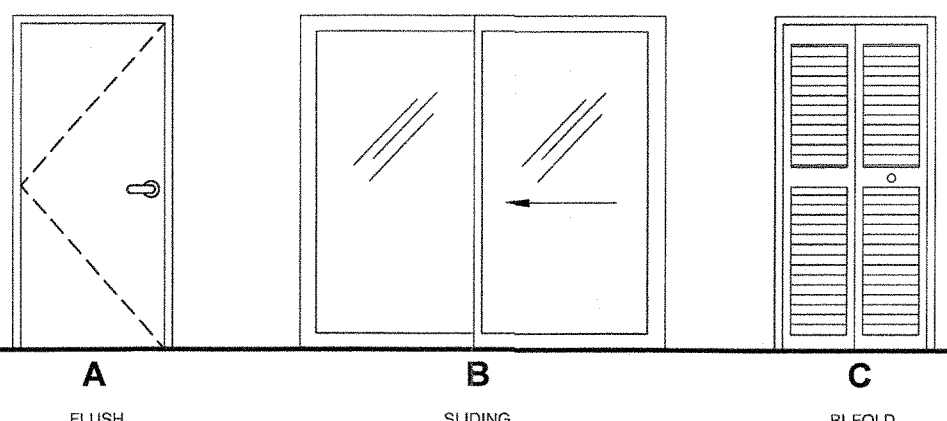
### DOOR NOTES:

- VERIFY ROUGH OPENING SIZES WITH DOOR MANUFACTURER PRIOR TO INSTALLATION.
- ALL DOOR HANDLES TO BE LEVER TYPE PER STATE AND LOCAL ACCESSIBILITY REQUIREMENTS. EXIT DOORS SHALL BE OPERABLE FROM THE INSIDE WITHOUT THE USE OF A KEY OR ANY SPECIAL KNOWLEDGE.
- PROVIDE DOOR STOPS ON ALL DOORS - ROCKWOOD #441 US 25 OR EQUAL. (NOTE: PROVIDE FLOOR STOPS WHERE POSSIBLE.)
- WHEN APPLICABLE CONTRACTOR TO PROVIDE PRODUCT CONTROL APPROVAL FOR ALL EXTERIOR DOOR OR WINDOWS.

### HARDWARE SCHEDULE:

- HW-1 1-1/2 PR. BUTTS - PROVIDED BY PRE-HUNG DOOR MANUFACTURER  
1 EA. LOCKSET, LEVER TYPE - TO BE SELECTED BY OWNER  
1 EA. CLOSER - LCN 1461 OR EQUAL
- HW-2 1 EA. LOCKSET, AS PER DOOR MANUFACTURER - TO BE SELECTED BY OWNER
- HW-3 1-1/2 PR. BUTTS - PROVIDED BY PRE-HUNG DOOR MANUFACTURER  
1 EA. PASSAGE SET, LEVER TYPE - TO BE SELECTED BY OWNER  
1 EA. CLOSER - LCN 1461 OR EQUAL
- HW-4 AS PER DOOR MANUFACTURER - TO BE SELECTED BY OWNER

### DOOR TYPES:



## 1ST LEVEL - FLOORPLAN

SCALE: 1/4" = 1'-0"

## REVIEWED

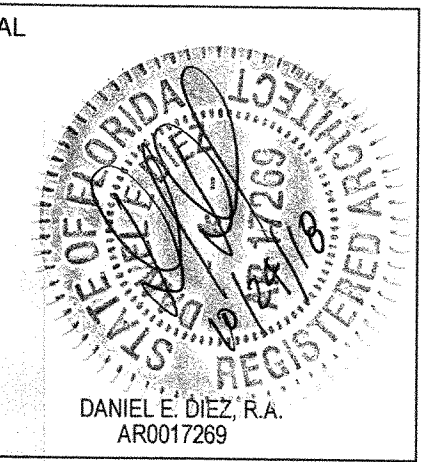
BY: AR

DATE: 10/29/18

**DIEZ, INC.**  
ARCHITECTURE - PLANNING - INTERIOR DESIGN  
7490 S.W. 58th St.  
Miami, FL 33143  
Tel. (305) 663-8337  
Fax (305) 663-5794  
AA 0003470 - IB0001256

**Built Right Installers International**  
7930 West 26th Avenue, Bay 2  
Hialeah, Florida 33016  
CIC-C 150094  
Tel. 305-826-6377

PROPOSED INDOOR SHOOTING RANGE AND IMPROVEMENTS FOR  
**ANDY'S POLICE SUPPLY**  
PROJECT ADDRESS: 14000-14002 N.W. 82nd AVE MIAMI LAKES, FLORIDA 33016  
OWNER: ANDRES PEREZ



ISSUES:	DATE:
PERMIT SET	05-31-16
BLDG / FIRE DEPT COMMENTS	09-06-16
BLDG / FIRE DEPT COMMENTS	11-23-16
OWNER CHANGES	06-23-17
FIRE DEPT COMMENTS	09-13-17
OWNER CHANGES	04-13-18
OWNER CHANGES	10-23-18

DRAWING TITLE  
**1ST LEVEL FLOOR PLAN**

PROJECT NO. 14-35

SHEET

**A-3**



# INTERIOR STUD FRAMING LIMITATIONS CHART

THIS DATA IS BASED ON THE "U.S. GYPSUM CO." PRODUCT DATA FOR THE PURPOSE OF LIMITING THE HEIGHTS OF UNBRACED PARTITIONS. THE USE OF THIS DATA IS TO SET A MAXIMUM HEIGHT STANDARD FOR SUCH PARTITIONS.

TYPICAL LIMITING HEIGHTS - INTERIOR STUD FRAMING TABLE 1

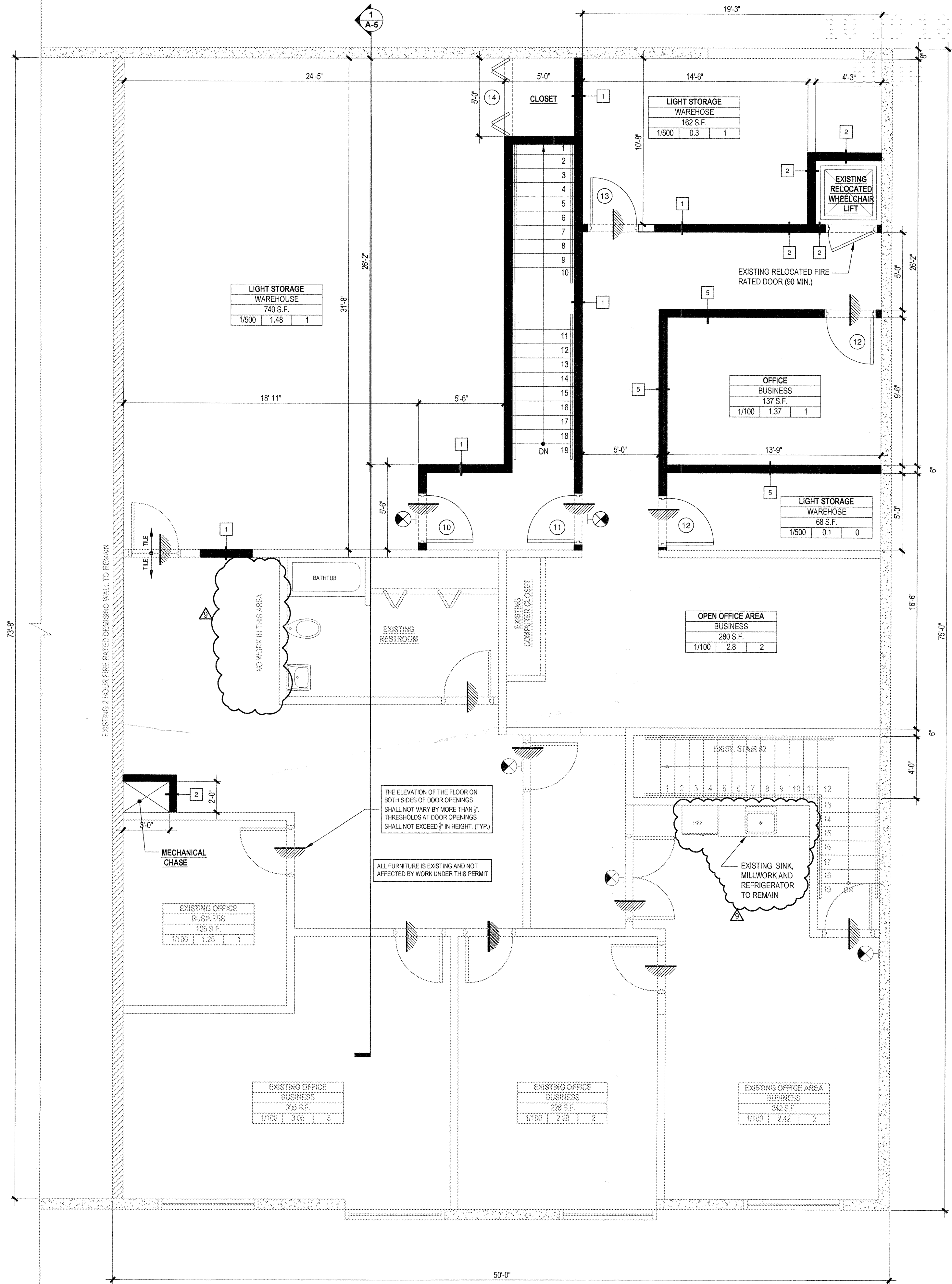
STUD DESIGN	STUD WIDTH	STUD SPACING	ALLOW. DEFL.	PARTITION HEIGHT ONE LAYER 5/8"	PARTITION HEIGHT TWO LAYERS 5/8"	FURRING ONE LAYER 5/8"
25 GAUGE (.0179 MIN.)						
158ST25	1 5/8"	16"	L/360 L/360	9'6" d 8'3" d	10'6" d 9'0" d	8'3" d 7'3" d
		24"	L/360 L/360	8'3" d 7'3" d	8'9" f 8'0" d	7'3" d 6'3" d
212ST25	2 1/2"	16"	L/360 L/360	12'6" d 10'9" d	13'6" d 11'9" d	11'0" d 9'9" d
		24"	L/360 L/360	10'9" d 9'6" d	11'3" f 10'3" d	9'9" d 8'6" d
358ST25	3 5/8"	16"	L/360 L/360	16'0" d 14'0" d	16'9" f 14'9" d	14'6" d* 12'9" d*
		24"	L/360 L/360	13'6" f 12'3" d	13'6" f 13'0" d	12'9" d* 11'0" d
400ST25	4"	16"	L/360 L/360	17'3" d 15'0" d	17'3" f 15'9" d	15'9" d* 13'9" d
		24"	L/360 L/360	14'3" f 13'0" d	14'3" f 13'9" d	13'9" d* 12'0" d
600ST25	6"	16"	L/360 L/360	20'0" f 20'0" f	20'0" f 20'0" f	20'0" f* 18'9" f
		24"	L/360 L/360	15'0" v 15'0" v	15'0" v 15'0" v	15'0" v* 15'0" v*
22 GAUGE (.0270 MIN.)						
212ST22	2 1/2"	16"	L/360 L/360	13'0" d 11'6" d	14'0" d 12'3" d	12'0" d 10'6" d
		24"	L/360 L/360	11'6" d 10'0" d	12'3" d 10'6" d	10'6" d 9'3" d
358ST22	3 5/8"	16"	L/360 L/360	17'3" d 15'0" d	18'0" d 15'9" d	16'0" d* 14'0" d*
		24"	L/360 L/360	15'0" d 13'0" d	15'9" d 13'9" d	14'0" d* 12'3" d*
400ST22	4"	16"	L/360 L/360	18'6" d 16'3" d	19'3" d 16'9" d	17'3" d* 15'0" d
		24"	L/360 L/360	16'3" d 14'0" d	16'9" d 14'9" d	15'0" d* 13'3" d
600ST22	6"	16"	L/360 L/360	25'3" d 22'0" d	26'0" d 22'9" d	23'9" d* 20'9" d
		24"	L/360 L/360	22'0" d 19'3" d	22'9" d 19'9" d	20'9" d* 18'3" d*
20 GAUGE (.0329 MIN.)						
212ST22	2 1/2"	16"	L/360 L/360	14'0" d 12'3" d	14'9" d 13'0" d	13'0" d* 11'6" d
		24"	L/360 L/360	12'3" d 10'9" d	13'0" d 11'3" d	11'6" d 10'0" d
358ST22	3 5/8"	16"	L/360 L/360	18'3" d 16'0" d	19'0" d 16'6" d	17'3" d* 15'0" d*
		24"	L/360 L/360	16'0" d 14'0" d	16'6" d 14'6" d	15'0" d* 13'3" d
400ST22	4"	16"	L/360 L/360	19'6" d 17'3" d	20'3" d 17'9" d	18'9" d* 16'3" d
		24"	L/360 L/360	17'3" d 15'0" d	17'9" d 15'6" d	16'3" d* 14'3" d*
600ST22	6"	16"	L/360 L/360	26'6" d 23'3" d	27'6" d 24'0" d	25'6" d* 22'3" d*
		24"	L/360 L/360	23'3" d 20'3" d	24'0" d 21'0" d	22'3" d* 19'6" d*

TYPICAL LIMITING HEIGHTS - CHASE WALL PARTITIONS TABLE 2  
20 GAUGE (.0329 MIN.)

STUD DESIGN	STUD WIDTH	STUD SPACING	ALLOW. DEFL.	PARTITION HEIGHT GWB BOTH SIDES	PARTITION HEIGHT GWB ONE SIDE
600CH20	6"	24"	L/360	20'11" d	21'2" d

## NOTES:

- LIMITING HEIGHT FOR 5/8" GYPSUM PANELS AND 5 PSF UNIFORM LOAD PERPENDICULAR TO PARTITION OR FURRING.
- USE ONE-LAYER HEIGHTS FOR UNBALANCED ASSEMBLIES. USE TWO-LAYER HEIGHTS FOR MULTI-LAYER ASSEMBLIES.
- FOR FURRING, STUD ATTACHED TO TOP AND BOTTOM RUNNERS AND FREE-STANDING UP TO 12'-0" HEIGHT.
- \*STUDS EXCEEDING 12'-0" HEIGHT REQUIRE MID-HEIGHT ANCHOR TO EXTERIOR WALL. ASSEMBLIES WITHOUT FACE PANELS AND CHASE WALLS PARTITIONS REQUIRE VERTICAL CROSS BRACES 4'-0" O.C. MAX. LIMITING CRITERIA D-DEFLECTION, F-BENDING STRESS, V-END REACTION SHEAR.
- THE TYPICAL PHYSICAL AND STRUCTURAL PROPERTIES AND APPLICABLE TABLES PUBLISHED WITH THIS CHART REPRESENT CHARACTERISTICS AND/OR STEEL STUDS CURRENTLY AVAILABLE FROM A GROUP OF STEEL STUD MANUFACTURERS.
- GENERAL CONTRACTOR TO CONSULT STUD MANUFACTURER FOR ACTUAL PHYSICAL AND STRUCTURAL PROPERTIES, STUD THICKNESSES AND LIMITING HEIGHT TABLES TO DETERMINE FINAL STUD SELECTION.



2ND LEVEL - FLOOR PLAN  
SCALE: 1/4" = 1'-0"

TOWN OF MIAMI LAKES  
BUILDING

REVIEWED

BY: *A.L.*

DATE: *10/24/18*



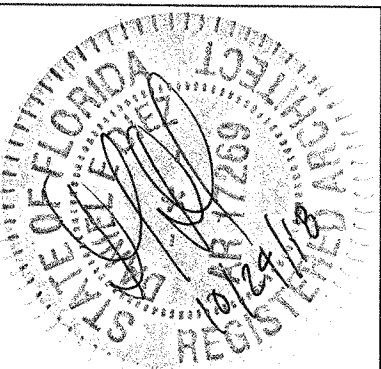
**DIEZ, INC.**  
ARCHITECTURE - PLANNING - INTERIOR DESIGN  
7490 S.W. 58th St.  
Miami, FL 33143  
Tel. (305) 663-8337  
Fax (305) 663-5794  
AA 0003470 - IB0001256



**Built Right** Installers International  
7930 West 26th Avenue, Bay 2  
Hialeah, Florida 33016  
COC 1504096  
Tel. 305-826-6377

PROPOSED INDOOR SHOOTING RANGE AND IMPROVEMENTS FOR  
**ANDY'S POLICE SUPPLY**  
PROJECT ADDRESS: 14000-14002 N.W. 82nd AVE MIAMI LAKES, FLORIDA 33016  
OWNER: ANDRES PEREZ

SEAL



DANIEL E. DIEZ, R.A.  
AR0017269

ISSUES:	DATE:
PERMIT SET	05-31-16
BLDG / FIRE DEPT COMMENTS	09-06-16
BLDG / FIRE DEPT COMMENTS	11-23-16
OWNER CHANGES	06-23-17
OWNER CHANGES	04-13-18
OWNER CHANGES	10-23-18

DRAWING TITLE  
**2ND LEVEL  
FLOOR PLAN**

PROJECT NO. 14-35

SHEET

**A-4**



2011  
8-25-01  
0110

REV 2018-3976  
14000-14002 NW 82 AVE.

OFFICE COPY

TOWN OF MIAMI LAKES					
THIS COPY OF PLANS MUST BE AVAILABLE ON BUILDING SITE OR NO INSPECTION WILL BE GIVEN					
SECTION	APPROVED		DISAPPROVED		
	BY	DATE	BY	DATE	
ZONING					
LANDSCAPING					
PUBLICWORKS					
BUILDING					
UTILITIES					
HANDICAP					
STRUCTURAL					
ELECTRICAL					
PLUMBING					
MECHANICAL					
ENERGY					
FIRE					

Subject to compliance with all Federal, State and County laws, regulations and ordinances.  
The Town of Miami Lakes disclaims any responsibility for any damage or injury resulting from  
use of this plan.  
In addition to the requirements of this permit there may be additional  
restrictions applicable to this in the public record of this county and town.







*Soundproof Leader*

DATE: APRIL 17, 2019

ACOUSTIC SONIC INC.  
6946 NW 50 ST MIAMI, FL 33166  
305 4368360 off 305 436 8585 fax

**TO:** Calixto Vallejo or Andres Peres  
Range & Tactical Center  
14000 NW 82 Ave  
Miami Lakes. FL 33014

RECEIVED  
April 17, 2019

Re: Noise Survey for Shooting Range  
14000 NW 82 Ave. Miami Lakes. FL 33014

## INTRODUCTION

I am pleased to present the results of a noise survey which was conducted at your request. The purpose of this noise analysis is to examine the potential for noise impacts related to the Shooting Range inside 14000 NW 82 AVE Miami Lakes, FL and how surrounding properties might be affected. Noise analysis considers existing background noise levels. This study was made on Thursday, March 21, 2019, during morning hours (i.e from 11.00 am to 12.00 pm).

## Noise Fundamentals

Noise is typically measured in units called decibels (db), which are ten times the logarithm of the ratio of the sound pressure squared to a standard reference pressure squared. Because loudness is important in the assessment of the effects of noise on people, the dependence of loudness on frequency must be taken into account in the noise scale used in environmental assessment.

Frequency defines sound in terms of pitch components. One of the simplified scales that accounts for the dependence of perceived loudness on frequency is the use of a weighting network known as A-weighting in the measurement system, to simulate response of the human ear. For most noise assessments the A-weighted sound pressure level in units of dBA is used in view of its widespread recognition and its close correlation with perception. Common noise levels in dBA are shown in the Table 1.



## Sound Pressure Level (SPL) and Permissible Exposure Time for Noise

Sound Pressure Level	Sound pressure	Permissible Exposure Time
115 dB	11.2 Pa	0.46875 minutes (~30 sec)
112 dB	7.96 Pa	0.9375 minutes (~1 min)
109 dB	5.64 Pa	1.875 minutes (< 2 min)
106 dB	3.99 Pa	3.75 minutes (< 4 min)
103 dB	2.83 Pa	7.5 minutes
100 dB	2.00 Pa	15 minutes
97 dB	1.42 Pa	30 minutes
94 dB - - - - -	1.00 Pa - - - - -	1 hour - - - - -
91 dB	0.71 Pa	2 hours
88 dB	0.50 Pa	4 hours
85 dB	0.36 Pa	8 hours
82 dB	0.25 Pa	16 hours

Table 1 show Guidelines for recommended permissible exposure time for continuous time weighted average noise, according to OSHA Occupational Safety and Health Administration.

## SOUND CHARACTERISTICS OF FIREARMS

The muzzle report can be regarded as a point source with a directional characteristic. The ballistic wave can be treated as a coherent line source, radiating a conical shock wave. The propagation of the ballistic wave is extremely directional and is limited to a well-defined geometrical area. It is radiated mainly at an angle of 60° from the bullet path. The sound of a firearm usually concentrates on high frequency (i.e. above 1000 Hz).

The noise from firearms is described as being “impulsive,” which signifies that the sound lasts for only a very short period of time, typically less than 1 second.

Measurements using the impulse sound level meter response are commonly taken with the A-weighting and expressed in terms of dBA(I) or dBA(L). There are two main methods of measuring impulsive sound, and hence firearm sound levels. The first method is to measure the Leq of the sound from a range over a 1 hour period, and then apply a penalty between 5 dB and 12 dB . The second method is to measure typical shots with the impulse (or peak) meter response and A-weighting to obtain a level expressed in terms of dBA(I) (or dBA Peak). If the individual impulse (or peak) sound levels vary, then they can be averaged to obtain a single result.

## SCOPE OF WORK

We set up sound level meters located in the property line area. The sound level meters is Class A with a current calibration certificate and standard frequency weighting, frequency filtered by octave band and fast response. The noise analysis considers existing background noise levels. In order to ensure the accurate and repeatable measurement of impulsive sound levels from firearms, two parameters were established as being suitable for the measurement of firearm-



related sounds - that is, either a Leq measurement over a 1-hour period or a reading with the impulse meter response. The maximum 1-hour equivalent sound level (Leq) has been selected as the noise descriptor to be used in the noise impact evaluation. Leq is the noise descriptor used by the city and governmental agencies for noise impact evaluation and is used to provide an indication of highest expected sound levels.

Measurements sites were selected at the followings locations:

- Site 1 (P1) located in front of the Shooting Range door 14000 NW 82 AVE nearest property line at several points of reception to determine which location is the one with the highest sound levels and thus be designated as the critical point of reception just to property line.



- Site 2 (P2) located at the office of the unit 14004 NW 82 AVE just inside of the property.





### EQUIPMENT USED DURING NOISE SURVEY

The equipment and measuring procedures followed the prevailing American Society for Testing and Materials, ASTM designation E1503. Calculations, classifications and storage of the data were accomplished by computer.

- Sound Level Meter Cesva SC 420 Class 1 (precision) Calibrate Noise Level- Lab (94 db)
- Spectrum Analyzer Cesva SC-420

### WEATHER CONDITIONS

Time (EST)	Temp.	Humidity	Wind Dir	Wind Speed	Conditions
11:00 AM	75.0 °F	66%	NNW	9 mph	Clear



## Noise Ordinance Miami Dade, Florida.

### Ordinance: 10754

#### Maximum Permitted Sound Level in Decibels dBA

Receiving Land Use	At Property Line or Beyond Between 10:00 p.m. and 7:00 a.m.	At Property Line or Beyond Between 7:00 a.m. and 10:00 p.m
Single-family	5 dBA above ambient or maximum of 55 dBA	10 dBA above ambient or maximum of 60 dBA
Multifamily, institutional, parks and noise-sensitive zones	5 dBA above ambient or maximum of 60 dBA	10 dBA above ambient or maximum of 65 dBA
Retail commercial (offices, retail, restaurants and movies)	5 dBA above ambient or maximum of 65 dBA	10 dBA above ambient or maximum of 65 dBA
Wholesale commercial and industrial	5 dBA above ambient or maximum of 70 dBA	10 dBA above ambient or maximum of 75 dBA

### Distance and Sound Propagation

Sound spreads spherically from the source and dissipates at a rate of 6 dB each time the distance from the source is doubled. For each 6 decibel reduction, there is also a 50% reduction in sound pressure and a 75% in sound intensity of the initial value. When developing a range or modifying an existing one it is important to keep in mind that distance can be one of your greatest assets when it comes to noise management. Something as simple as buying land adjacent to you can significantly help in reducing noise complaints. Additional reductions in sound levels can occur depending on surrounding environmental factors. For example, a soft surface such as a grass-covered field creates a reflection that interferes with the sound going in a straight line from the source, resulting in as much as a 25 dB reduction. The weather also has a significant effect on the way sound travels. Since under most weather conditions wind and temperature vary with height above the ground, the vertical gradients cause the speed of sound to also vary with height. It is also important to note that sound levels can be increased or decreased depending on atmospheric conditions, and therefore could differ daily even if the source remains the same.



## MEASUREMENTS RESULTS

<b>FIRE ARM</b>	<b>TEST 1</b> Noise Level Outside unit 14400		<b>TEST 2</b> Noise Level Office with shooting range operating		<b>Audible</b>
	dbA	dbAI	dbA	dbAI	
<b>9 MM CALIBER</b>	45	50	50	57	Barely Audible
<b>.45 PISTOL</b>	50	55	55	60	Audible
<b>Rifle</b>	53	57	60	65	Audible

**Table 2**



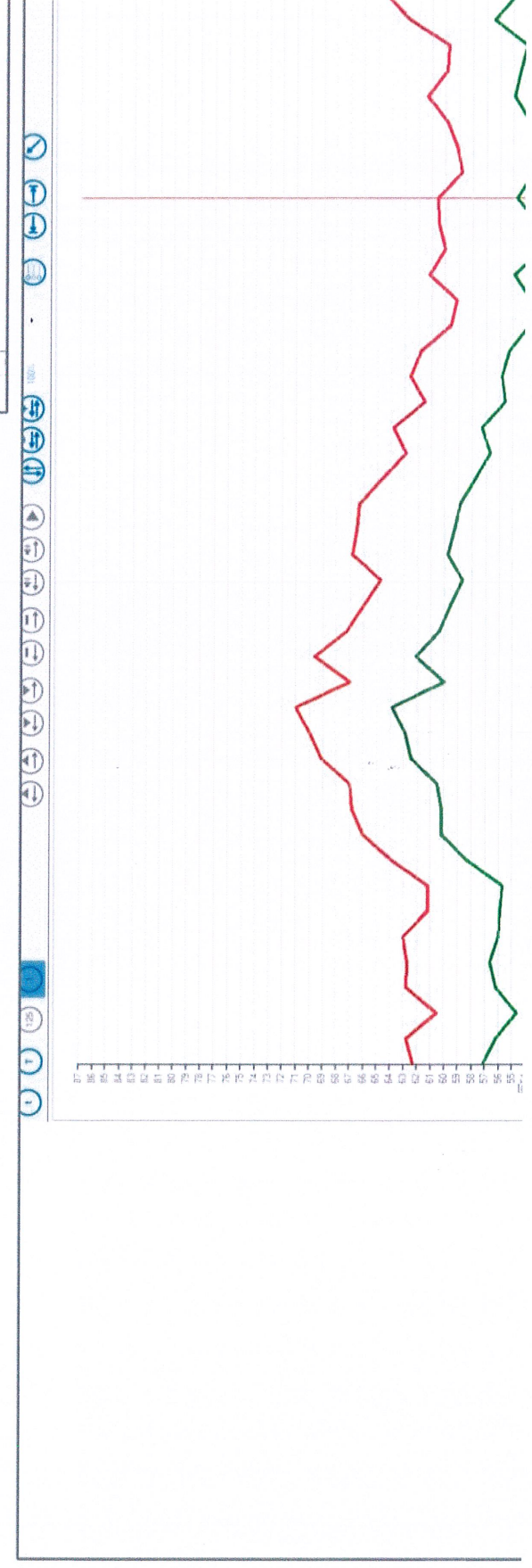
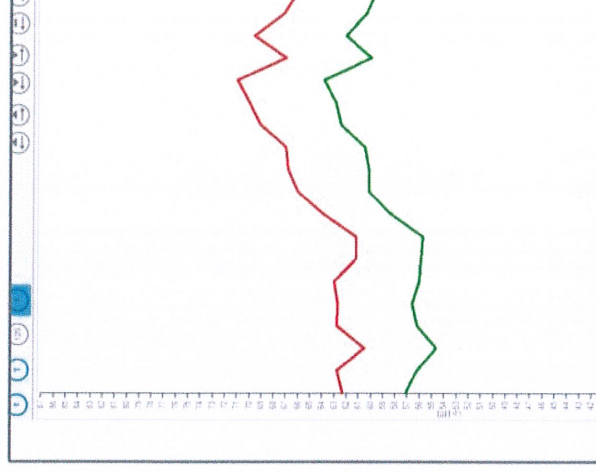
# Noise Level in office . Caliber 9

Sound level meter -- S/N: T241695 -- 00017 2019-03-21 11-37-36 S.cdf

Start: 3/21/2019 11:37:36 AM / Mode: Sound Level Meter

End: 3/21/2019 11:38:55 AM / Field correction: Free field

T time: 00:00:30 / t time: 0:01:19





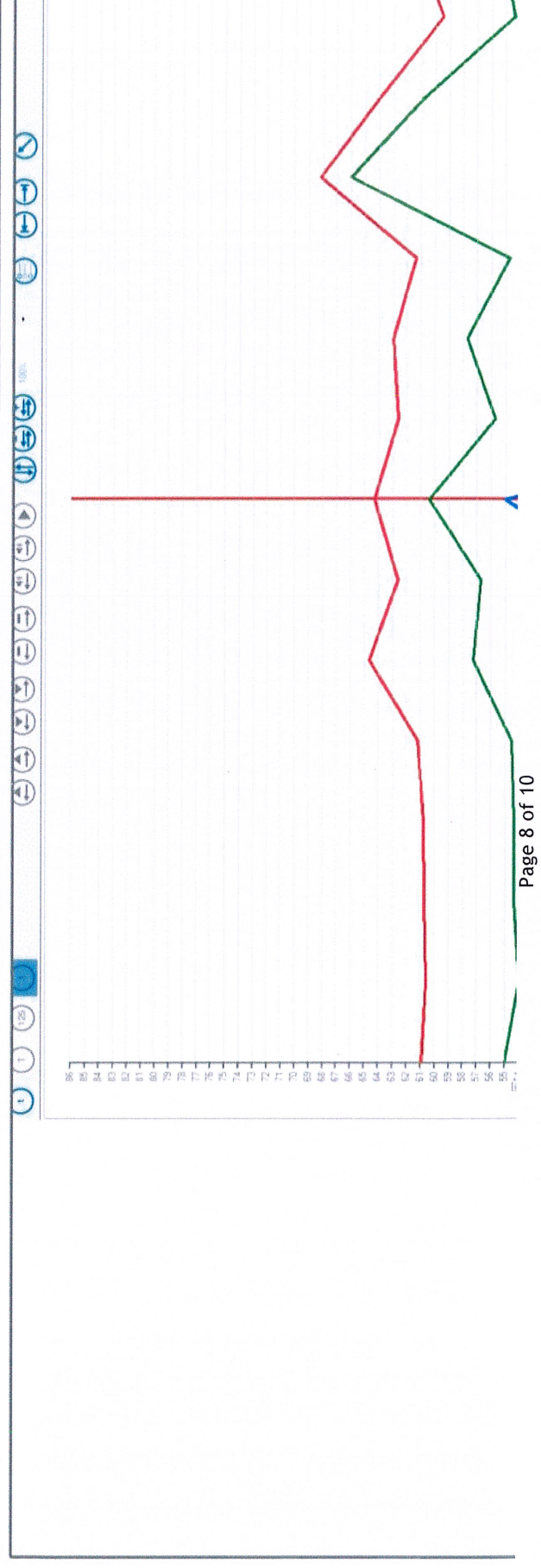
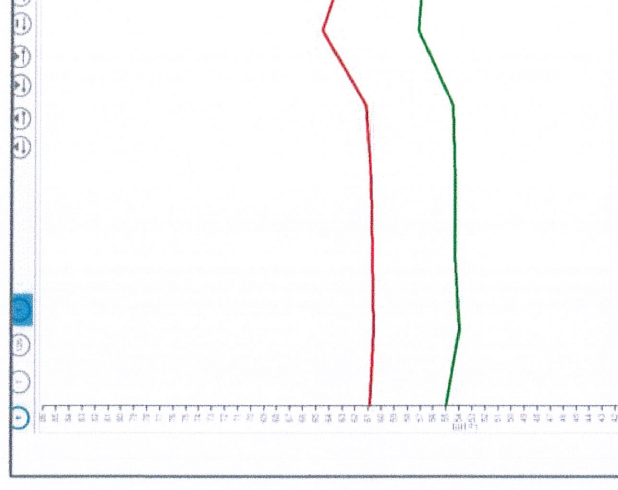
# Noise Level Office. Cal 45

Sound level meter -- S/N: T241695 -- 00019 2019-03-21 11:40-30 S.cdf

Start: 3/21/2019 11:40:30 AM / Mode: Sound Level Meter

End: 3/21/2019 11:40:55 AM / Field correction: Free field

T time: 00:00:30 / t time: 0:00:25

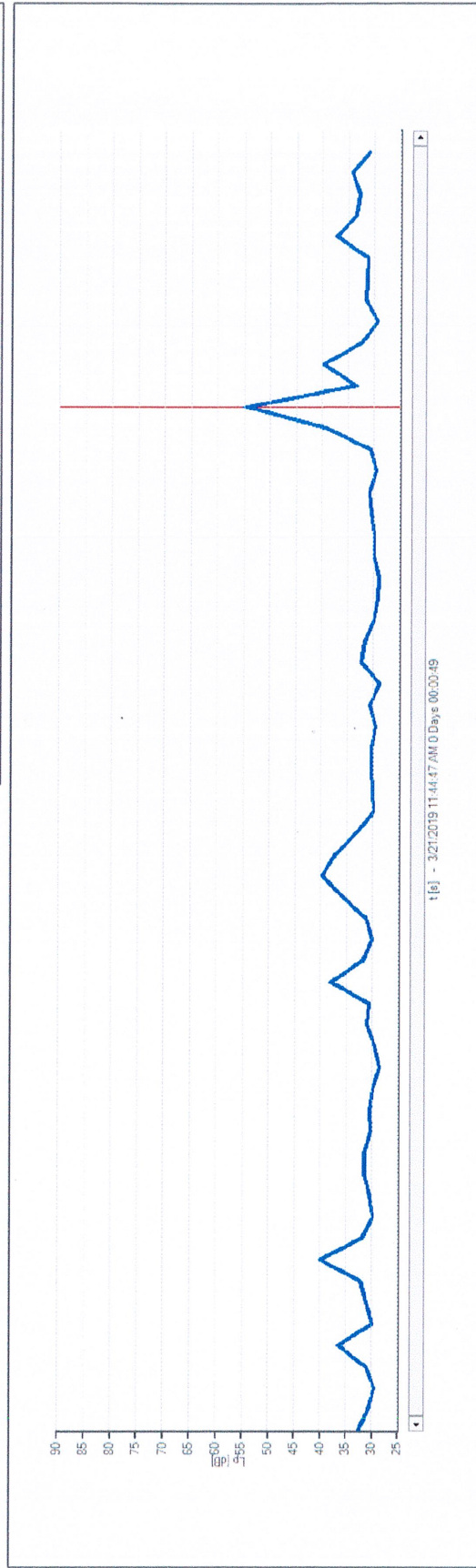
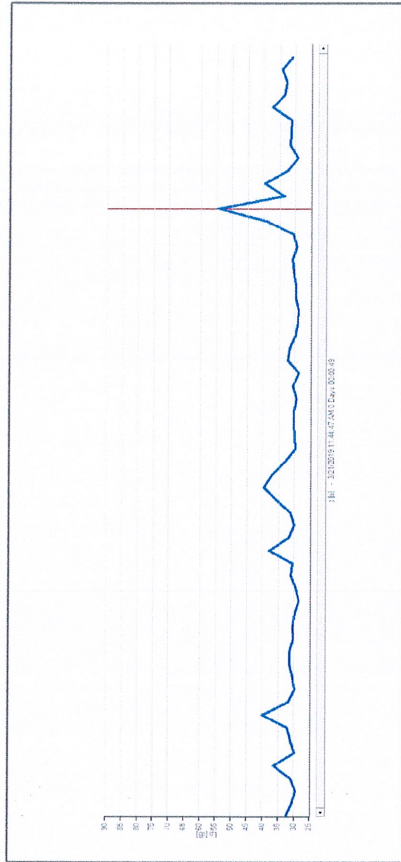




# Noise Level in Office Rifle

Sound level meter -- S/N: T241695 -- 00021 2019-03-21 11:43:58 S.cdf

Start: 3/21/2019 11:43:58 AM / Mode: Sound Level Meter  
 End: 3/21/2019 11:44:59 AM / Field correction: Free field  
 T time: 00:00:30 / t time: 0:01:01



100%											
[dB]	L A1/s	L A	LAE	LAF	LAFmax1/s	LAFmax	LAFmin1/s	LAFmin	LAS		
29.9	32.8	45.1	29.8	31.1	47.4	28.7	27.4	30.2	LAF9		
L A1	L Amax1/s	L Amax	L A1min1/s	L A1min	L Apeak1/s	L Apeak	L A1	L A1	L A1		
31.9	32.6	51.6	30.7	30.2	42.1	66.8	43.0	44.2	LCS		
L C1/s	L C	L CE	L CF	L CFmax1/s	L CFmax	L CFmin1/s	L CFmin	L C	L C		
60.4	60.8	73.1	57.9	62.9	68.6	57.9	56.7	60.7	L C		
L C1	L Cmax1/s	L Cmax	L Cmin1/s	L Cmin	L Cpeak1/s	L Cpeak	L C	L C	L C		



## CONCLUSIONS

The shooting noise was inaudible or only barely audible outside the building just in front of the property. (Test 1)

The maximum level recorded in the office 14004 when the shooting noise was audible (not just "barely audible") was 65 dbAI with the rifle shooting, however it was only audible a few minutes. Although the potential noise impact to the nearest office, 14004, is well within compliance with the standards, gunshot noise is clearly audible at this locations at times. Reaction to noise is subjective. It is impossible to predict an individual's sensitivity to noise. Anytime a sound is audible there is a potential for annoyance.

Due to the room being small, the direction of the shooting range and land used does not affect significantly the noise level in the adjacent spaces.

## RECOMMENDATIONS

Sound-absorbing materials on the inside of the indoor range should be add in order to provide reduction of noise to the exterior and will reduce interior sound level.

The walls and roof of the indoor range building should be checked, some opening could be affecting transmission loss of walls.

## GLOSSARY OF ACOUSTICAL TERMS

### **A-Weighted Sound Pressure Level**

The sound pressure level that is modified by the application of A-weighting. It is measured in A-weighted decibels and denoted dBA. A-Weighting The frequency weighting characteristic as specified in IEC 123 or IEC 179 and intended to approximate the relative sensitivity of the normal human ear to different frequencies (pitches) of sound.

### **Impulse Sound Level dbAI**

The sound level of an impulsive sound as measured with an Impulse Sound Level Meter set to impulse response. It is measured in A-weighted decibels and denoted dbAI.

### **Acoustic Calibrator**

An electro-mechanical or mechanical device intended for the calibration of sound level meters and meeting the specifications of Publication NPC-102 - Instrumentation, for Acoustic Calibrators.

### **Decibel A**

dbA dimensionless measure of sound level or sound pressure level; see "Sound Pressure Level."

### **Effective Sound Pressure**

The "effective sound pressure" at a point is the root-mean square value of the instantaneous sound pressure, over a time interval, at the point under consideration as detected with a sound level meter.

### **Equivalent Sound Level**

Sometimes denoted as Leq. It is the value of the constant sound level that results from exposure to the same total A-weighted energy as does the specified time-varying sound, if the



mathematical definition of Equivalent Sound Level (Leq) for an interval defined.

### Fast Response

A dynamic characteristic setting of a sound level meter.

Frequency The “frequency” of a periodic quantity is the number of times that the quantity repeats itself in a unit interval of time. The unit of measurement is hertz (Hz), which represents the number of cycles per second.

General Purpose Sound Level Meter Fast Response A dynamic characteristic setting of a sound level meter.

Please contact me if you have any questions or need additional information.

Tested by:

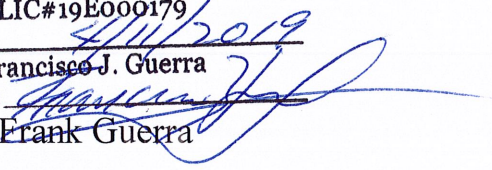


Roberto Gonzalez. BS. INCE,ASA.  
Acoustical Consultant  
Acoustic Sonic Inc

Approved  
AudioVideo Technical Services  
LIC#19E000179

Date: 4/11/2019

Francisco J. Guerra

Signature: 

Ing Frank Guerra



**Scantek, Inc.**

CALIBRATION LABORATORY

ISO 17025: 2005, ANSI/NCSL Z540:1994 Part 1

ACCREDITED by NVLAP (an ILAC MRA signatory)

**NVLAP**<sup>®</sup>  
CALIBRATION  
NVLAP Lab Code: 200625-0

## Calibration Certificate No.39334

**Instrument:** Sound Level Meter  
**Model:** SC420  
**Manufacturer:** Cesva  
**Serial number:** T241695  
**Tested with:** Microphone C140 s/n 13403  
Preamplifier PA020 s/n 261  
**Type (class):** 1  
**Customer:** Acoustic Sonic, Inc.  
**Tel/Fax:** 305-436-8360 / 305-436-8585

**Date Calibrated:** 9/18/2017 **Cal Due:**

<b>Status:</b>	<b>Received</b>	<b>Sent</b>
<b>In tolerance:</b>	X	X
<b>Out of tolerance:</b>		

**See comments:****Contains non-accredited tests:** Yes ☒ No**Calibration service:** Basic ☒ Standard**Address:** 6946 NW 50th Street,  
Miami, FL 33166**Tested in accordance with the following procedures and standards:**

Calibration of Sound Level Meters, Scantek Inc., Rev. 6/26/2015

SLM &amp; Dosimeters – Acoustical Tests, Scantek Inc., Rev. 7/6/2011

**Instrumentation used for calibration:** Nor-1504 Norsonic Test System:

Instrument - Manufacturer	Description	S/N	Cal. Date	Traceability evidence	Cal. Due
				Cal. Lab / Accreditation	
483B-Norsonic	SME Cal Unit	31052	Oct 26, 2016	Scantek, Inc./ NVLAP	Oct 26, 2017
DS-360-SRS	Function Generator	33584	Oct 20, 2015	ACR Env. / A2LA	Oct 20, 2017
34401A-Agilent Technologies	Digital Voltmeter	US36120731	Oct 12, 2016	ACR Env. / A2LA	Oct 12, 2017
HM30-Thommen	Meteo Station	1040170/39633	Nov 1, 2016	ACR Env. / A2LA	Nov 1, 2017
PC Program 1019 Norsonic	Calibration software	v.6.1T	Validated Nov 2014	Scantek, Inc.	-
1251-Norsonic	Calibrator	30878	Nov 10, 2016	Scantek, Inc./ NVLAP	Nov 10, 2017

Instrumentation and test results are traceable to SI (International System of Units) through standards maintained by NIST (USA) and NPL (UK).

**Environmental conditions:**

Temperature (°C)	Barometric pressure (kPa)	Relative Humidity (%)
21.5	100.40	58.9

<b>Calibrated by:</b>	Lydon Dawkins	<b>Authorized signatory:</b>	Steven E. Marshall
Signature	<i>Lydon Dawkins</i>	Signature	<i>Steven E. Marshall</i>
Date	9/18/2017	Date	9/18/2017

Calibration Certificates or Test Reports shall not be reproduced, except in full, without written approval of the laboratory.

This Calibration Certificate or Test Reports shall not be used to claim product certification, approval or endorsement by NVLAP, NIST, or any agency of the federal government.

Document stored Z:\Calibration Lab\SLM 2017\SC420\_T241695\_M1.doc

Page 1 of 2







- **Part Number:** 1910
- **Part Number Title:** Occupational Safety and Health Standards
- **Subpart:** 1910 Subpart G
- **Subpart Title:** Occupational Health and Environmental Control
- **Standard Number:** 1910.95
- **Title:** Occupational noise exposure.
- **Appendix:** A; B; C; D; E; F; G; H; I
- **GPO Source:** e-CFR

1910.95(a)

Protection against the effects of noise exposure shall be provided when the sound levels exceed those shown in Table G-16 when measured on the A scale of a standard sound level meter at slow response. When noise levels are determined by octave band analysis, the equivalent A-weighted sound level may be determined as follows:

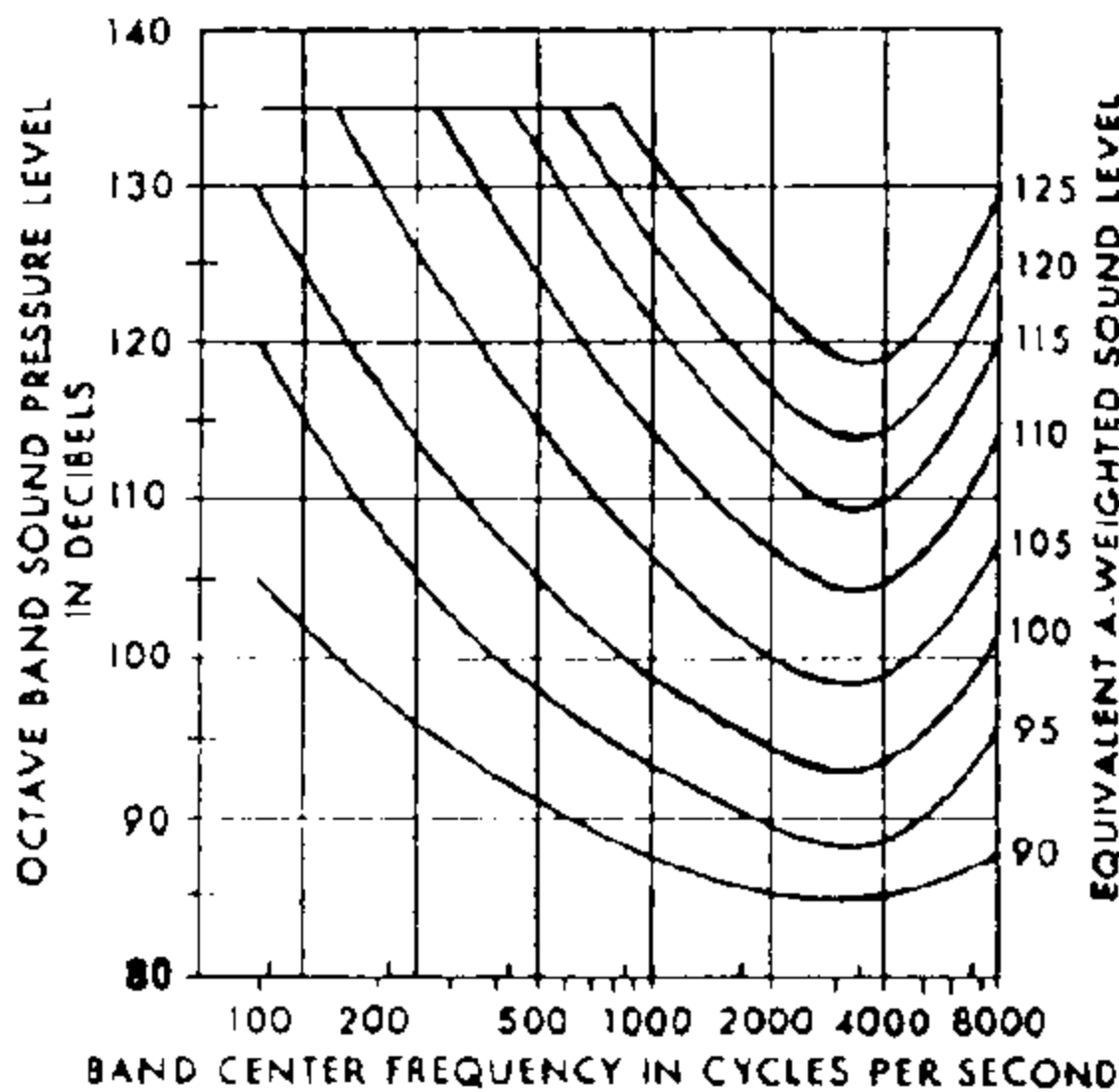


FIGURE G-9

Equivalent sound level contours. Octave band sound pressure levels may be converted to the equivalent A-weighted sound



level by plotting them on this graph and noting the A-weighted sound level corresponding to the point of highest penetration into the sound level contours. This equivalent A-weighted sound level, which may differ from the actual A-weighted sound level of the noise, is used to determine exposure limits from Table 1.G-16.

1910.95(b)(1)

When employees are subjected to sound exceeding those listed in Table G-16, feasible administrative or engineering controls shall be utilized. If such controls fail to reduce sound levels within the levels of Table G-16, personal protective equipment shall be provided and used to reduce sound levels within the levels of the table.

1910.95(b)(2)

If the variations in noise level involve maxima at intervals of 1 second or less, it is to be considered continuous.

TABLE G-16 - PERMISSIBLE NOISE EXPOSURES (1)

Duration per day, hours	Sound level dBA slow response
8.....	90
6.....	92
4.....	95
3.....	97
2.....	100
1 1/2 .....	102
1.....	105
1/2 .....	110
1/4 or less.....	115

Footnote(1) When the daily noise exposure is composed of two or more periods of noise exposure of different levels, their combined effect should be considered, rather than the individual effect of each. If the sum of the following fractions: C(1)/T(1) + C(2)/T(2) C(n)/T(n) exceeds unity, then, the mixed exposure should be considered to exceed the limit value. Cn indicates the total time of exposure at a specified noise level, and Tn indicates the total time of exposure permitted at that level. Exposure to impulsive or impact noise should not exceed 140 dB peak sound pressure level.

1910.95(c)

"Hearing conservation program."

1910.95(c)(1)

The employer shall administer a continuing, effective hearing conservation program, as described in paragraphs (c) through (o) of this section, whenever employee noise exposures equal or exceed an 8-hour time-weighted average sound level (TWA) of 85 decibels measured on the A scale (slow response) or, equivalently, a dose of fifty percent. For purposes of the hearing conservation program, employee noise exposures shall be computed in accordance with appendix A and Table G-16a, and without regard to any attenuation provided by the use of personal protective equipment.

1910.95(c)(2)



For purposes of paragraphs (c) through (n) of this section, an 8-hour time-weighted average of 85 decibels or a dose of fifty percent shall also be referred to as the action level.

1910.95(d)

"Monitoring."

1910.95(d)(1)

When information indicates that any employee's exposure may equal or exceed an 8-hour time-weighted average of 85 decibels, the employer shall develop and implement a monitoring program.

1910.95(d)(1)(i)

The sampling strategy shall be designed to identify employees for inclusion in the hearing conservation program and to enable the proper selection of hearing protectors.

1910.95(d)(1)(ii)

Where circumstances such as high worker mobility, significant variations in sound level, or a significant component of impulse noise make area monitoring generally inappropriate, the employer shall use representative personal sampling to comply with the monitoring requirements of this paragraph unless the employer can show that area sampling produces equivalent results.

1910.95(d)(2)(i)

All continuous, intermittent and impulsive sound levels from 80 decibels to 130 decibels shall be integrated into the noise measurements.

1910.95(d)(2)(ii)

Instruments used to measure employee noise exposure shall be calibrated to ensure measurement accuracy.

1910.95(d)(3)

Monitoring shall be repeated whenever a change in production, process, equipment or controls increases noise exposures to the extent that:

1910.95(d)(3)(i)

Additional employees may be exposed at or above the action level; or

1910.95(d)(3)(ii)

The attenuation provided by hearing protectors being used by employees may be rendered inadequate to meet the requirements of paragraph (j) of this section.

1910.95(e)

"Employee notification." The employer shall notify each employee exposed at or above an 8-hour time-weighted average of 85 decibels of the results of the monitoring.

1910.95(f)

"Observation of monitoring." The employer shall provide affected employees or their representatives with an opportunity to observe any noise measurements conducted pursuant to this section.

1910.95(g)

"Audiometric testing program."

1910.95(g)(1)

The employer shall establish and maintain an audiometric testing program as provided in this paragraph by making audiometric testing available to all employees whose exposures equal or exceed an 8-hour time-weighted average of 85



decibels.

1910.95(g)(2)

The program shall be provided at no cost to employees.

1910.95(g)(3)

Audiometric tests shall be performed by a licensed or certified audiologist, otolaryngologist, or other physician, or by a technician who is certified by the Council of Accreditation in Occupational Hearing Conservation, or who has satisfactorily demonstrated competence in administering audiometric examinations, obtaining valid audiograms, and properly using, maintaining and checking calibration and proper functioning of the audiometers being used. A technician who operates microprocessor audiometers does not need to be certified. A technician who performs audiometric tests must be responsible to an audiologist, otolaryngologist or physician.

1910.95(g)(4)

All audiograms obtained pursuant to this section shall meet the requirements of Appendix C: "Audiometric Measuring Instruments."

1910.95(g)(5)

"Baseline audiogram."

1910.95(g)(5)(i)

Within 6 months of an employee's first exposure at or above the action level, the employer shall establish a valid baseline audiogram against which subsequent audiograms can be compared.

1910.95(g)(5)(ii)

"Mobile test van exception." Where mobile test vans are used to meet the audiometric testing obligation, the employer shall obtain a valid baseline audiogram within 1 year of an employee's first exposure at or above the action level. Where baseline audiograms are obtained more than 6 months after the employee's first exposure at or above the action level, employees shall wear hearing protectors for any period exceeding six months after first exposure until the baseline audiogram is obtained.

1910.95(g)(5)(iii)

Testing to establish a baseline audiogram shall be preceded by at least 14 hours without exposure to workplace noise. Hearing protectors may be used as a substitute for the requirement that baseline audiograms be preceded by 14 hours without exposure to workplace noise.

1910.95(g)(5)(iv)

The employer shall notify employees of the need to avoid high levels of non-occupational noise exposure during the 14-hour period immediately preceding the audiometric examination.

1910.95(g)(6)

"Annual audiogram." At least annually after obtaining the baseline audiogram, the employer shall obtain a new audiogram for each employee exposed at or above an 8-hour time-weighted average of 85 decibels.

1910.95(g)(7)

"Evaluation of audiogram."

1910.95(g)(7)(i)

Each employee's annual audiogram shall be compared to that employee's baseline audiogram to determine if the audiogram is valid and if a standard threshold shift as defined in paragraph (g)(10) of this section has occurred. This comparison may be done by a technician.



1910.95(g)(7)(ii)

If the annual audiogram shows that an employee has suffered a standard threshold shift, the employer may obtain a retest within 30 days and consider the results of the retest as the annual audiogram.

1910.95(g)(7)(iii)

The audiologist, otolaryngologist, or physician shall review problem audiograms and shall determine whether there is a need for further evaluation. The employer shall provide to the person performing this evaluation the following information:

1910.95(g)(7)(iii)(A)

A copy of the requirements for hearing conservation as set forth in paragraphs (c) through (n) of this section;

1910.95(g)(7)(iii)(B)

The baseline audiogram and most recent audiogram of the employee to be evaluated;

1910.95(g)(7)(iii)(C)

Measurements of background sound pressure levels in the audiometric test room as required in Appendix D: Audiometric Test Rooms.

1910.95(g)(7)(iii)(D)

Records of audiometer calibrations required by paragraph (h)(5) of this section.

1910.95(g)(8)

"Follow-up procedures."

1910.95(g)(8)(i)

If a comparison of the annual audiogram to the baseline audiogram indicates a standard threshold shift as defined in paragraph (g)(10) of this section has occurred, the employee shall be informed of this fact in writing, within 21 days of the determination.

1910.95(g)(8)(ii)

Unless a physician determines that the standard threshold shift is not work related or aggravated by occupational noise exposure, the employer shall ensure that the following steps are taken when a standard threshold shift occurs:

1910.95(g)(8)(ii)(A)

Employees not using hearing protectors shall be fitted with hearing protectors, trained in their use and care, and required to use them.

1910.95(g)(8)(ii)(B)

Employees already using hearing protectors shall be refitted and retrained in the use of hearing protectors and provided with hearing protectors offering greater attenuation if necessary.

1910.95(g)(8)(ii)(C)

The employee shall be referred for a clinical audiological evaluation or an otological examination, as appropriate, if additional testing is necessary or if the employer suspects that a medical pathology of the ear is caused or aggravated by the wearing of hearing protectors.

1910.95(g)(8)(ii)(D)

The employee is informed of the need for an otological examination if a medical pathology of the ear that is unrelated to the use of hearing protectors is suspected.

1910.95(g)(8)(iii)

If subsequent audiometric testing of an employee whose exposure to noise is less than an 8-hour TWA of 90 decibels indicates that a standard threshold shift is not persistent, the employer:



1910.95(g)(8)(iii)(A)

Shall inform the employee of the new audiometric interpretation; and

1910.95(g)(8)(iii)(B)

May discontinue the required use of hearing protectors for that employee.

1910.95(g)(9)

"Revised baseline." An annual audiogram may be substituted for the baseline audiogram when, in the judgment of the audiologist, otolaryngologist or physician who is evaluating the audiogram:

1910.95(g)(9)(i)

The standard threshold shift revealed by the audiogram is persistent; or

1910.95(g)(9)(ii)

The hearing threshold shown in the annual audiogram indicates significant improvement over the baseline audiogram.

1910.95(g)(10)

"Standard threshold shift."

1910.95(g)(10)(i)

As used in this section, a standard threshold shift is a change in hearing threshold relative to the baseline audiogram of an average of 10 dB or more at 2000, 3000, and 4000 Hz in either ear.

1910.95(g)(10)(ii)

In determining whether a standard threshold shift has occurred, allowance may be made for the contribution of aging (presbycusis) to the change in hearing level by correcting the annual audiogram according to the procedure described in Appendix F: "Calculation and Application of Age Correction to Audiograms."

1910.95(h)

"Audiometric test requirements."

1910.95(h)(1)

Audiometric tests shall be pure tone, air conduction, hearing threshold examinations, with test frequencies including as a minimum 500, 1000, 2000, 3000, 4000, and 6000 Hz. Tests at each frequency shall be taken separately for each ear.

1910.95(h)(2)

Audiometric tests shall be conducted with audiometers (including microprocessor audiometers) that meet the specifications of, and are maintained and used in accordance with, American National Standard Specification for Audiometers, S3.6-1969, which is incorporated by reference as specified in Sec. 1910.6.

1910.95(h)(3)

Pulsed-tone and self-recording audiometers, if used, shall meet the requirements specified in Appendix C: "Audiometric Measuring Instruments."

1910.95(h)(4)

Audiometric examinations shall be administered in a room meeting the requirements listed in Appendix D: "Audiometric Test Rooms."

1910.95(h)(5)

"Audiometer calibration."



1910.95(h)(5)(i)

The functional operation of the audiometer shall be checked before each day's use by testing a person with known, stable hearing thresholds, and by listening to the audiometer's output to make sure that the output is free from distorted or unwanted sounds. Deviations of 10 decibels or greater require an acoustic calibration.

1910.95(h)(5)(ii)

Audiometer calibration shall be checked acoustically at least annually in accordance with Appendix E: "Acoustic Calibration of Audiometers." Test frequencies below 500 Hz and above 6000 Hz may be omitted from this check. Deviations of 15 decibels or greater require an exhaustive calibration.

1910.95(h)(5)(iii)

An exhaustive calibration shall be performed at least every two years in accordance with sections 4.1.2; 4.1.3.; 4.1.4.3; 4.2; 4.4.1; 4.4.2; 4.4.3; and 4.5 of the American National Standard Specification for Audiometers, S3.6-1969. Test frequencies below 500 Hz and above 6000 Hz may be omitted from this calibration.

1910.95(i)

"Hearing protectors."

1910.95(i)(1)

Employers shall make hearing protectors available to all employees exposed to an 8-hour time-weighted average of 85 decibels or greater at no cost to the employees. Hearing protectors shall be replaced as necessary.

1910.95(i)(2)

Employers shall ensure that hearing protectors are worn:

1910.95(i)(2)(i)

By an employee who is required by paragraph (b)(1) of this section to wear personal protective equipment; and

1910.95(i)(2)(ii)

By any employee who is exposed to an 8-hour time-weighted average of 85 decibels or greater, and who:

1910.95(i)(2)(ii)(A)

Has not yet had a baseline audiogram established pursuant to paragraph (g)(5)(ii); or

1910.95(i)(2)(ii)(B)

Has experienced a standard threshold shift.

1910.95(i)(3)

Employees shall be given the opportunity to select their hearing protectors from a variety of suitable hearing protectors provided by the employer.

1910.95(i)(4)

The employer shall provide training in the use and care of all hearing protectors provided to employees.

1910.95(i)(5)

The employer shall ensure proper initial fitting and supervise the correct use of all hearing protectors.

1910.95(j)

"Hearing protector attenuation."

1910.95(j)(1)



The employer shall evaluate hearing protector attenuation for the specific noise environments in which the protector will be used. The employer shall use one of the evaluation methods described in Appendix B: "Methods for Estimating the Adequacy of Hearing Protection Attenuation."

1910.95(j)(2)

Hearing protectors must attenuate employee exposure at least to an 8-hour time-weighted average of 90 decibels as required by paragraph (b) of this section.

1910.95(j)(3)

For employees who have experienced a standard threshold shift, hearing protectors must attenuate employee exposure to an 8-hour time-weighted average of 85 decibels or below.

1910.95(j)(4)

The adequacy of hearing protector attenuation shall be re-evaluated whenever employee noise exposures increase to the extent that the hearing protectors provided may no longer provide adequate attenuation. The employer shall provide more effective hearing protectors where necessary.

1910.95(k)

"Training program."

1910.95(k)(1)

The employer shall train each employee who is exposed to noise at or above an 8-hour time weighted average of 85 decibels in accordance with the requirements of this section. The employer shall institute a training program and ensure employee participation in the program.

1910.95(k)(2)

The training program shall be repeated annually for each employee included in the hearing conservation program. Information provided in the training program shall be updated to be consistent with changes in protective equipment and work processes.

1910.95(k)(3)

The employer shall ensure that each employee is informed of the following:

1910.95(k)(3)(i)

The effects of noise on hearing;

1910.95(k)(3)(ii)

The purpose of hearing protectors, the advantages, disadvantages, and attenuation of various types, and instructions on selection, fitting, use, and care; and

1910.95(k)(3)(iii)

The purpose of audiometric testing, and an explanation of the test procedures.

1910.95(l)

"Access to information and training materials."

1910.95(l)(1)

The employer shall make available to affected employees or their representatives copies of this standard and shall also post a copy in the workplace.

1910.95(l)(2)

The employer shall provide to affected employees any informational materials pertaining to the standard that are supplied to the employer by the Assistant Secretary.



1910.95(l)(3)

The employer shall provide, upon request, all materials related to the employer's training and education program pertaining to this standard to the Assistant Secretary and the Director.

1910.95(m)

"Recordkeeping" -

1910.95(m)(1)

"Exposure measurements." The employer shall maintain an accurate record of all employee exposure measurements required by paragraph (d) of this section.

1910.95(m)(2)

"Audiometric tests."

1910.95(m)(2)(i)

The employer shall retain all employee audiometric test records obtained pursuant to paragraph (g) of this section:

1910.95(m)(2)(ii)

This record shall include:

1910.95(m)(2)(ii)(A)

Name and job classification of the employee;

1910.95(m)(2)(ii)(B)

Date of the audiogram;

1910.95(m)(2)(ii)(C)

The examiner's name;

1910.95(m)(2)(ii)(D)

Date of the last acoustic or exhaustive calibration of the audiometer; and

1910.95(m)(2)(ii)(E)

Employee's most recent noise exposure assessment.

1910.95(m)(2)(ii)(F)

The employer shall maintain accurate records of the measurements of the background sound pressure levels in audiometric test rooms.

1910.95(m)(3)

"Record retention." The employer shall retain records required in this paragraph (m) for at least the following periods.

1910.95(m)(3)(i)

Noise exposure measurement records shall be retained for two years.

1910.95(m)(3)(ii)

Audiometric test records shall be retained for the duration of the affected employee's employment.

1910.95(m)(4)



"Access to records." All records required by this section shall be provided upon request to employees, former employees, representatives designated by the individual employee, and the Assistant Secretary. The provisions of 29 CFR 1910.1020 (a)-(e) and (g)-(i) apply to access to records under this section.

1910.95(m)(5)

"Transfer of records." If the employer ceases to do business, the employer shall transfer to the successor employer all records required to be maintained by this section, and the successor employer shall retain them for the remainder of the period prescribed in paragraph (m)(3) of this section.

1910.95(n)

"Appendices."

1910.95(n)(1)

Appendices A, B, C, D, and E to this section are incorporated as part of this section and the contents of these appendices are mandatory.

1910.95(n)(2)

Appendices F and G to this section are informational and are not intended to create any additional obligations not otherwise imposed or to detract from any existing obligations.

1910.95(o)

"Exemptions." Paragraphs (c) through (n) of this section shall not apply to employers engaged in oil and gas well drilling and servicing operations.

[39 FR 23502, June 27, 1974, as amended at 46 FR 4161, Jan. 16, 1981; 46 FR 62845, Dec. 29, 1981; 48 FR 9776, Mar. 8, 1983; 48 FR 29687, June 28, 1983; 54 FR 24333, June 7, 1989; 61 FR 5507, Feb. 13, 1996; 61 FR 9227, March 7, 1996; 71 FR 16672, April, 3, 2006; 73 FR 75584, Dec. 12, 2008]

---

## UNITED STATES DEPARTMENT OF LABOR

Occupational Safety & Health Administration  
200 Constitution Ave NW  
Washington, DC 20210  
☎ 800-321-6742 (OSHA)  
TTY  
[www.OSHA.gov](http://www.OSHA.gov)

### FEDERAL GOVERNMENT

White House  
Affordable Care Act  
Disaster Recovery Assistance  
USA.gov  
Recovery Act  
No Fear Act  
No Fear Act Data  
U.S. Office of Special Counsel



## **OCCUPATIONAL SAFETY & HEALTH**

[Frequently Asked  
Questions](#)

[A - Z Index](#)

[Freedom of Information Act](#)

[Read the OSHA Newsletter](#)

[Subscribe to the OSHA  
Newsletter](#)

[OSHA Publications](#)

[Office of Inspector General](#)

## **ABOUT THIS SITE**

[Freedom of Information Act](#)

[Privacy & Security Statement](#)

[Disclaimers](#)

[Important Website Notices](#)

[Plug-Ins Used by DOL](#)

[Accessibility Statement](#)



May 8, 2019

**VIA EMAIL ONLY**

Town of Miami Lakes  
6601 Main Street  
Miami Lakes, FL 33014  
Attn: Ms. Susana Alonso

Re: Revised Letter of Intent

Dear Ms. Alonso,

The undersigned is legal counsel to Andy's Range and Training Center, located at 14000 NW 82 Avenue in the Town of Miami Lakes. The existing shooting range use was established pursuant to a Conditional Use (Resolution #15-1319), passed and adopted on July 21, 2015. Said Conditional Use was approved subject to specific conditions, some of which have resulted in unreasonable limitations on my client's ability to conduct a viable business operation. This shall constitute our Letter of Intent in support of our request for a modification of the aforementioned resolution, specifically as follows:

- A) An amendment to condition number one (1) of the Conditional Use approved by Resolution 15-1319 to approve the as-built layout of the project, as shown specifically in sheets A-3 and A-4, prepared by Diez, Inc., and all dated 10/29/2018.
- B) Condition #3 of the current resolution limits unreasonably restricts noise to zero detectable noise beyond my client's warehouse unit. This is unreasonable given the nature of any permissible use within an industrial area or building. A Noise Survey (see attached), prepared by Acoustic Sonic Inc., dated April 17, 2019, indicates that the detectable noise was inaudible or barely audible outside the building. As far as the adjacent warehouse unit 14004, the maximum level was 65 dbA and for very short periods of time. Said maximum is well below the OSHA established standards, which are 85 dbA for all workers for an 8 hour period. Therefore, we respectfully request that condition #3 be modified to allow detectable noise as per OSHA standards. My client is willing to accept, as part of this modification, that the use of shotguns be prohibited in the range in order to assure compliance with the aforementioned condition, as modified.
- C) Condition #4 currently limits the use of the range only as a training facility for police academy cadets. Once again, this limitation makes it impossible to have an economically sustainable shooting range business. My client has invested more than \$1.2M in



improvements including but not limited to ventilation and sound barrier systems. We respectfully request that condition #8 be modified to allow the use of the shooting range by the general public, subject to the implementation of the attached policies and procedures for the safety and protection of the customers of the range and its employees (see attached).

- D) Condition #9 currently limits the hours of operation. This limitation does not work for a shooting range operation as many law enforcement agencies will prefer training at odd hours. Given the industrial area, the controlled and limited noise factors and the lack of residential areas in the vicinity, it is reasonable to have around the clock availability of the shooting range. Therefore, we respectfully request any limitations as to hours of operation.

Based on the forgoing, we respectfully request your favorable consideration and recommendation of this application.

Sincerely,

Berger Singerman LLP

*Javier L. Vazquez*

Javier L. Vazquez

cc: Andy Perez Jr.  
Calixto Vallejo



**RESOLUTION NO. 15-1319**

**A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF MIAMI LAKES, FLORIDA, APPROVING A REQUEST IN ACCORDANCE WITH SECTION 13-303 OF THE TOWN OF MIAMI LAKES LAND DEVELOPMENT CODE FOR A CONDITIONAL USE FOR AN INDOOR SHOOTING RANGE; SUBMITTED FOR PROPERTY LOCATED AT 14000 NW 82 AVENUE, SUITES 23 AND 24, MIAMI LAKES, FLORIDA, FOLIO NUMBER 32-2022-052-0240, IN THE IU-C ZONING DISTRICT; PROVIDING FOR INCORPORATION OF RECITALS; PROVIDING FINDINGS; PROVIDING FOR APPROVAL; PROVIDING FOR CONDITIONS; PROVIDING FOR VIOLATION OF CONDITIONS; PROVIDING FOR APPEAL; PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, Pursuant to Section 13-303 of the Town of Miami Lakes (“Town”) Land Development Code (“LDC”), Andres Perez, Jr. (the “Applicant”) has applied to the Town for approval of a Conditional Use to allow an indoor shooting range in the IU-C (Industrial Use - Conditional) zoning district, for property located at 14000 NW 82 Avenue, Suites 23 and 24, Miami Lakes, Florida, Folio #32-2022-052-0240; and

**WHEREAS**, Section 13-303 of the Town LDC sets forth the authority of the Town Council to consider and act upon an application for a conditional use; and

**WHEREAS**, in accordance with Section 13-309 of the Town LDC, notice of the public hearing scheduled for Tuesday, July 21, 2015, at 6:30 P.M. at Town Hall, 6601 Main Street, Miami Lakes, Florida on the proposed Conditional Use was provided by posting of the property subject to the application ten days prior to the hearing; mailing courtesy notice to the property owners of record within a 500-foot radius of the property which is the subject of the application; and publishing in the non-legal section of the local newspaper of general circulation; and



**WHEREAS**, all interested parties have had the opportunity to address their comments to the Town Council; and

**WHEREAS**, Town staff has reviewed the application and recommends approval subject to conditions of the request for a Conditional Use, as set forth in the Town of Miami Lakes Staff Analysis and Recommendation, a copy of which is on file in the Town of Miami Lakes Clerk's Office and incorporated into this Resolution by reference.

**NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF MIAMI LAKES, FLORIDA, AS FOLLOWS:**

**Section 1. Recitals.** The above Recitals are true and correct and incorporated herein by this reference.

**Section 2. Findings.**

In accordance with Section 13-303, the Town Council finds that the Applicant meets the criteria for a conditional use approval which are as follows:

1. Land Use Compatibility; and
2. Sufficient Site Size, Site Specifications, and Infrastructure to Accommodate the Proposed Use; and
3. Compliance with the Comprehensive Plan and Land Development Code; and
4. Proper Use of Mitigative Techniques; and
5. Hazardous Waste.

**Section 3. Approval of Conditional Use.** The Conditional Use request to permit an indoor shooting range in the IU-C (Industrial Use - Conditional) zoning district is hereby approved with conditions.

**Section 4. Conditions of Approval.** The Conditional Use is approved subject to the following conditions:

1. The approvals granted are based on the preliminary plans submitted, specifically sheets A-0, A-1 and A-2, prepared by Diez, Inc., and all dated 01-30-15. Operation of the indoor shooting range shall be in substantial compliance with



these plans, except as modifications may be required pursuant to these conditions, or changes required to comply with the Building Code that do not materially impact this approval.

2. Any/all signage requires a separate sign permit.
3. Any and all noise associated with the shooting range shall be contained within the warehouse units subject to this application. No shooting range noise (including firing guns) shall be detectable outside of the warehouse units subject to this application, including areas outside the building and specifically including the adjacent warehouse unit. Where any such noise is found to be detectable outside the warehouse units subject to this application, all shooting range use of the property shall immediately cease unless and until physical or operational changes are made to bring the operation into compliance with this condition. Repeated violation of this condition shall result in revocation, by the Administrative Official, of this conditional use approval and any certificate of use (CU) that has been issued.
4. Prior to the issuance of a certificate of use (CU), the property owner shall install and maintain a ventilation system, spent bullet capture facilities, cleaning practices and operational/personnel policies adequate to ensure that, in the judgment of the Administrative Official, vapor and dust from lead-based ammunition does not pose a danger to people and animals in and around the subject property, or to the natural environment. In making this determination, the Administrative Official shall be guided by the rules and regulations of the federal Occupational Health and Safety Administration (OHSA), the Florida Department of Environmental Protection's (DEP) publication "Best Management Practices for Environmental Stewardship of Florida Shooting Ranges," as well as other industry standards and best practices for the operation of shooting ranges and similar facilities. The property owner shall have the burden of demonstrating compliance with this condition.
5. Prior to the issuance of a building permit for the interior improvements necessary to operate the indoor shooting range, the property owner shall revise the plans presented for this approval to include ballistic cladding in every direction in which bullets might travel from the shooting position of each shooting lane, specifically including in the ceiling above the shooting lanes and in every direction within the area labeled "new staging area" on Sheet A-1.
6. Prior to the issuance of a certificate of use (CU), the Applicant shall submit detailed information, including all existing uses in the entire building and square footage of each, to ensure that there is adequate parking to accommodate the indoor shooting range. In this regard, assigned parking spaces to different units within the building is of no effect, and compliance with parking required by the Land Development Code (LDC) is only determined for the building as a whole.



7. The Applicant shall comply with all requirements and standards of the Town's Police Department.
8. The indoor shooting range shall be used only as a training facility for police academy cadets. There will be at least two (2) licensed instructors present at all times while the cadets are training.
9. The hours of operation for the indoor shooting range shall be Monday through Friday from 4:00 p.m. to 9:00 p.m, and on Saturday from 10:00 a.m. to 5:00 p.m.
10. The Applicant shall obtain a Certificate of Use (CU), and Business Tax Receipt (BTR), and promptly renew the BTR annually, upon compliance with all of the terms and conditions of this approval, the same subject to cancellation upon violation of any of the conditions.
11. Prior to the issuance of a Certificate of Use (CU), the Applicant shall secure all permits/approvals from the applicable local, state and/or federal regulatory agencies. The Applicant shall promptly notify the Town if any required local, State or Federal approvals and/or licenses are rescinded, non-renewed or otherwise become non-effective. In such case, the Administrative Official shall have the authority to revoke this conditional use approval.
12. The Applicant shall obtain all required building permits and a Certificate of Use (CU) for all request(s) approved herein, within one (1) year of the date of this approval. If all required building permits and a Certificate of Use (CU) are not obtained or an extension granted within the prescribed time limit, this approval shall become null and void.

**Section 5. Violations of Conditions.** Failure to adhere to the terms and conditions of this Resolution shall be considered a violation of the Town LDC and persons found violating the conditions shall be subject to the penalties prescribed by the Town LDC, including but not limited to, the revocation of any of the approval(s) granted in this Resolution. The Applicant understands and acknowledges that it must comply with all other applicable requirements of the Town LDC before it may commence operation, and that the foregoing approval in this Resolution may be revoked by the Town at any time upon a determination that the Applicant is in non-compliance with the Town LDC.



**Section 6. Appeal.** In accordance with Section 13-310 of the Town LDC, the Applicant or any affected person may appeal the decision of the Town Council by filing of a notice of appeal or writ of certiorari in accordance with the Florida Rules of Appellate Procedure.

**Section 7. Effective Date.** This Resolution shall take effect immediately upon its adoption.

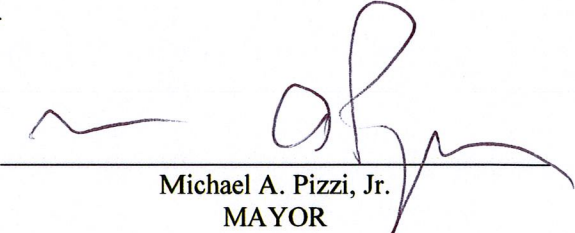
**THIS SPACE INTENTIONALLY LEFT BLANK**




**PASSED AND ADOPTED** this 21<sup>st</sup> day of July, 2015.

The foregoing resolution was moved for adoption by Councilman Mestre The motion was seconded by Councilman Daubert and upon being put to a vote, the vote was as follows:


Mayor Michael A. Pizzi, Jr.	<u>absent</u>
Vice Mayor Manny Cid	<u>yes</u>
Councilmember Tim Daubert	<u>yes</u>
Councilmember Tony Lama	<u>absent</u>
Councilmember Ceasar Mestre	<u>yes</u>
Councilmember Frank Mingo	<u>yes</u>
Councilmember Nelson Rodriguez	<u>yes</u>

  
\_\_\_\_\_  
Michael A. Pizzi, Jr.  
MAYOR

Attest:

  
\_\_\_\_\_  
Marjorie Tejeda  
TOWN CLERK

Approved as to form and legal sufficiency:

  
\_\_\_\_\_  
Raul Gastesi, Jr.  
Gastesi & Associates, P.A.  
TOWN ATTORNEY



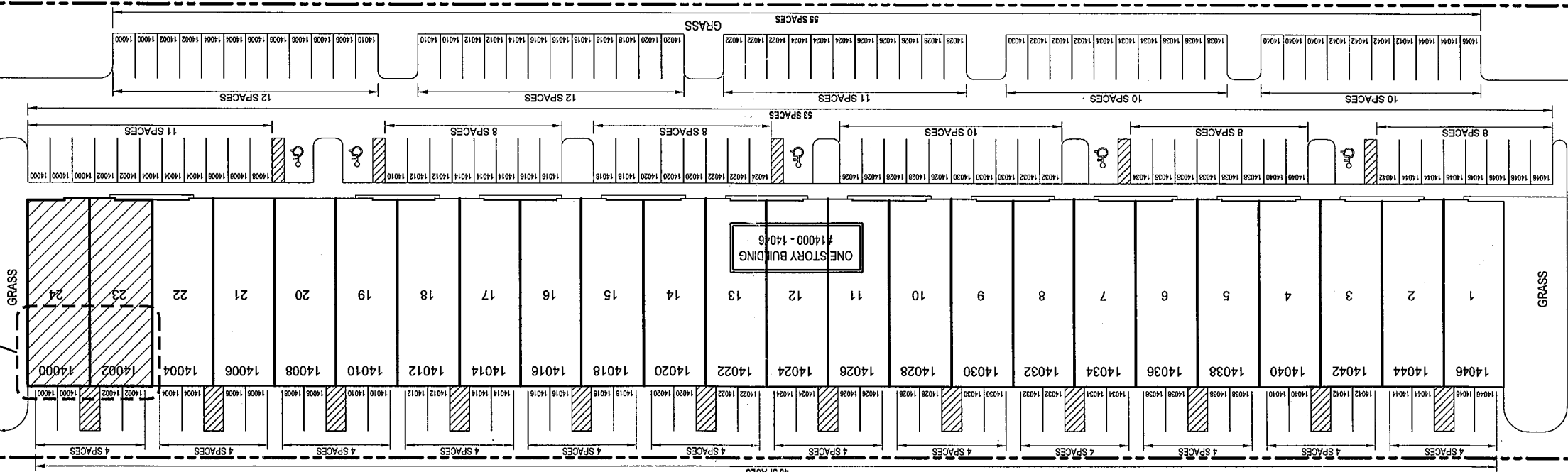
N.W. 82nd AVE.

5' SIDEWALK  
128.65'

GRASS

AREA OF WORK

GRASS



GRASS

128.50'



## PROJECT INFORMATION

### LEGAL DESCRIPTION:

TRACT "F", "MIAMI LAKES BUSINESS PARK SECTION TWO", LESS THE NORTH 181.50 FEET THEREOF, ACCORDING TO TH PLAT THEREOF, AS RECORDED IN PLAT BOOK 156 AT PAGE 68 OF THE PUBLIC RECORDS OF MIAMI-DADE COUNTY, FLORIDA, LYING AND BEING SECTION 22, TOWNSHIP 52 SOUTH, RANGE 40 EAST, CITY OF MIAMI LAKES, MIAMI-DADE COUNTY, FLORIDA.

### PROJECT ADDRESS:

14000 N.W. 82nd AVE.  
MIAMI, FL 33015

### FOLIO NO.:

32-2022-052-0240

### ZONING GENERAL INFORMATION:

ZONING: IU-2 (INDUSTRIAL)  
NET LOT AREA: 137,203 S.F.  
GROSS LOT AREA: 143,591 S.F.  
BUILDING AREA: 45,000 S.F.

### BUILDING INFORMATION:

CONSTRUCTION TYPE: TYPE V - PROTECTED  
OCCUPANCY CLASSIFICATION: BUSINESS (GROUP "B") AND WAREHOUSE / LOW-HAZARD STORAGE (GROUP "S-2")

## PARKING INFORMATION

DESCRIPTION	OWNER / TENANT	SQUARE FOOTAGE	TOTAL PARKING SPACES
EXISTING UNIT # 24 - 14000	ANDY'S POLICE SUPPLY	2,500	7
EXISTING UNIT # 23 - 14002	ANDY'S POLICE SUPPLY	2,500	6
EXISTING UNIT # 22 - 14004	MODERN ART, INC.	2,500	7
EXISTING UNIT # 21 - 14006	VACANT	2,500	6
EXISTING UNIT # 20 - 14008	VACANT	2,500	6
EXISTING UNIT # 19 - 14010	VACANT	2,500	6
EXISTING UNIT # 18 - 14012	VACANT	2,500	6
EXISTING UNIT # 17 - 14014	VACANT	2,500	6
EXISTING UNIT # 16 - 14016	SOUTHLAKE HOLDINGS, LLC.	2,500	6
EXISTING UNIT # 15 - 14018	VACANT	2,500	7
EXISTING UNIT # 14 - 14020	YED LLC JID LLC	2,500	7
EXISTING UNIT # 13 - 14022	YED LLC JID LLC	2,500	7
EXISTING UNIT # 12 - 14024	INCOMREAL, LLC.	2,500	6
EXISTING UNIT # 11 - 14026	RAMMS ENGINEERING, INC.	2,500	7
EXISTING UNIT # 10 - 14028	RAMON ORSINI CARLOS ORSINI	2,500	7
EXISTING UNIT # 9 - 14030	SCAVUZZO PROPERTIES LLC.	2,500	6
EXISTING UNIT # 8 - 14032	ASC MGMT GRP LLC	2,500	7
EXISTING UNIT # 7 - 14034	VACANT	2,500	6
EXISTING UNIT # 6 - 14036	ASTRO INSTRUMENTS SERV CORP	2,500	6
EXISTING UNIT # 5 - 14038	HDZ INVESTMENTS INC	2,500	6
EXISTING UNIT # 4 - 14040	SMA HOLDINGS LLC	2,500	7
EXISTING UNIT # 3 - 14042	NETSON FLECHES ANTONIO E FLECHES	2,500	7
EXISTING UNIT # 2 - 14044	JOSE O ORAVIA LUZ SARAVIA	2,500	6
EXISTING UNIT # 1 - 14046	ADVANCED TECHNICAL GROUP	2,500	8
PARKING SPACES PROVIDED (EXISTING) =		156	
HANDICAP PARKING SPACES PROVIDED (EXISTING) =		5	
TOTAL PARKING SPACES PROVIDED INCLUDING H.C. (EXISTING) =			161

PROJECT:

PROPOSED INDOOR SHOOTING RANGE AND IMPROVEMENTS FOR  
**ANDY'S POLICE SUPPLY**  
PROJECT ADDRESS: 14000 N.W. 82nd AVE MIAMI LAKES, FLORIDA 33016  
OWNER: ANDRES PEREZ

**DIEZ, INC.**  
ARCHITECTURE PLANNING INTERIOR DESIGN  
240 S.W. 58th St.  
Miami, FL 33143  
Tel: (305) 665-8837  
AA 0003470 • B00001256



SCALE: N.T.S.

PRELIMINARY FOR  
PUBLIC HEARING

DATE: 01-30-15

REV. DATE:

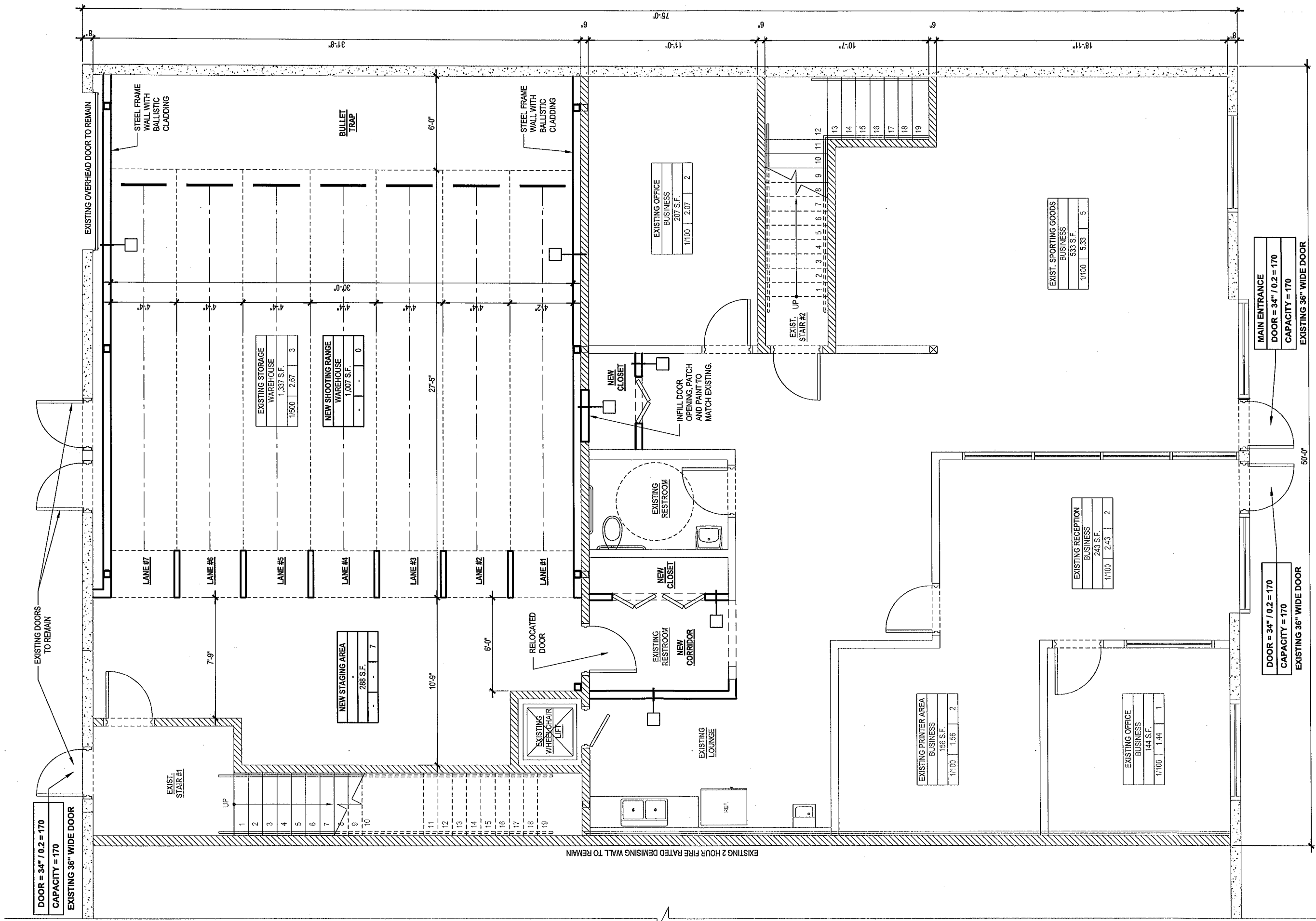
DRAWING TITLE:

**SITE PLAN**

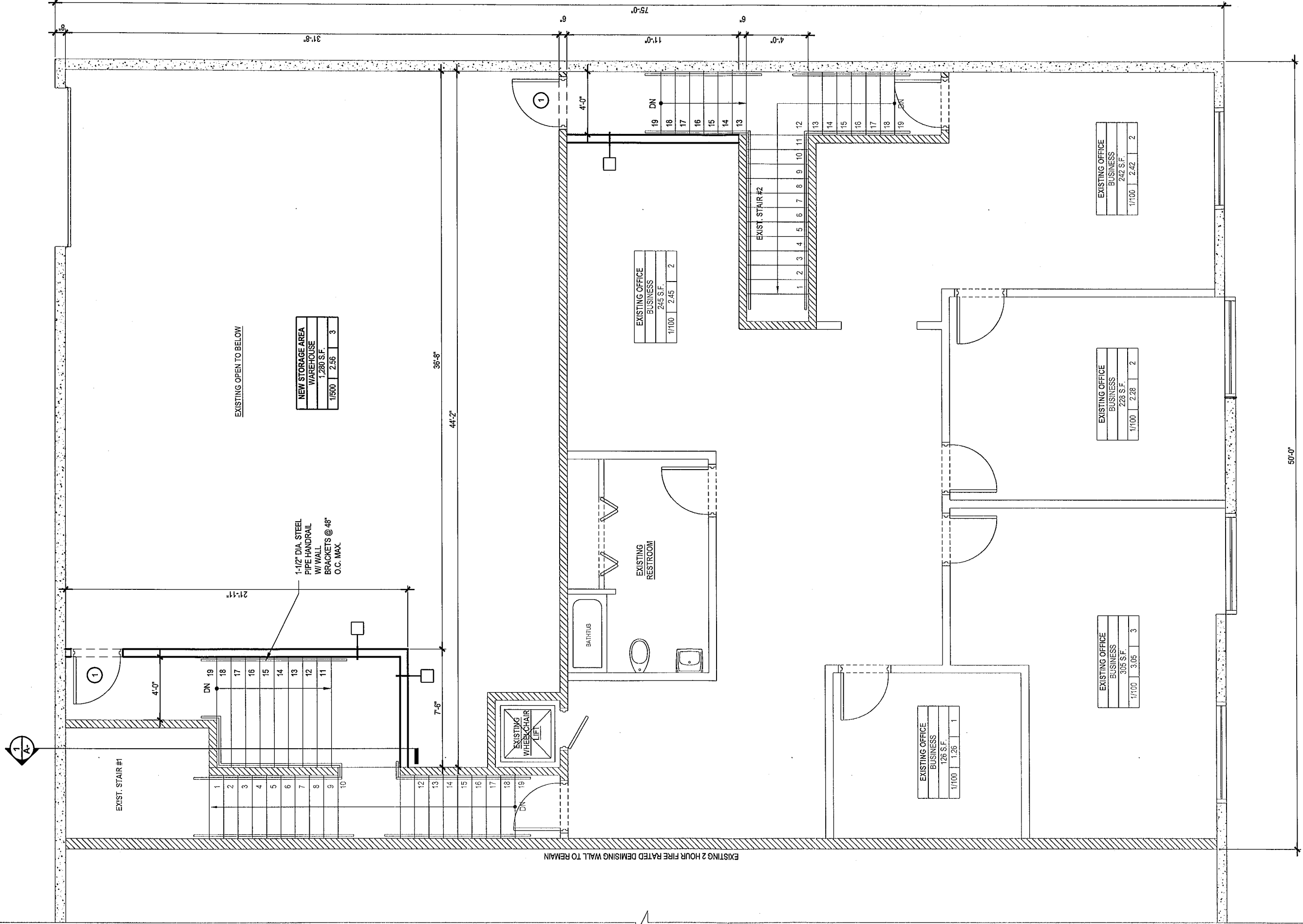
SHEET:

**A-0**









EXISTING OPEN TO BELOW

NEW STORAGE AREA WAREHOUSE			
1/500	2.56	3	
1/280	S.F.		

1-1/2" DIA. STEEL  
PIPE HANDRAIL  
W/ WALL  
BRACKETS @ 48"  
O.C. MAX.

EXISTING OFFICE BUSINESS			
1/100	2.45	2	
1/245	S.F.		

EXIST. STAIR #2

EXISTING OFFICE BUSINESS			
1/100	2.28	2	
1/228	S.F.		

EXISTING OFFICE BUSINESS			
1/100	3.05	3	
1/305	S.F.		

EXISTING OFFICE BUSINESS			
1/100	1.26	1	
1/126	S.F.		

EXISTING OFFICE BUSINESS			
1/100	2.42	2	
1/242	S.F.		

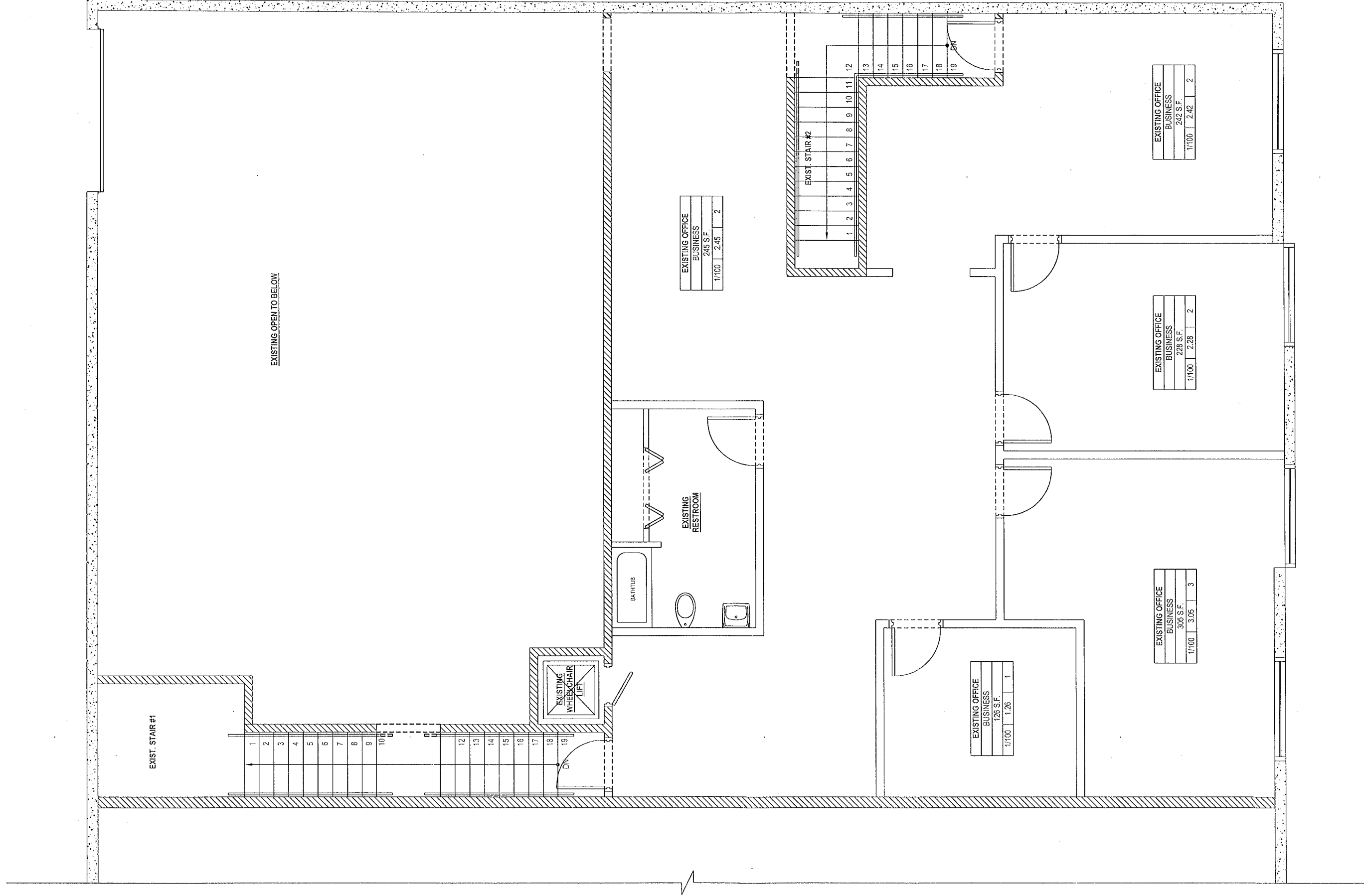
















## Planning, Zoning, and Code Compliance Department

### CONDITIONAL USE APPLICATION

"Indoor Shooting Range"

File # COND 2015-0003

Date of Pre-application meeting \_\_\_\_\_

Date Received 06.16.15

32-2022-052-0240

NOTE TO APPLICANT: A Pre-Application meeting with the Town's Planning, Zoning and Code Compliance Department Staff is required prior to filing an Application. Please call (305) 364-6100 for an appointment. (0001-ref. only)

1. NAME OF APPLICANT Andres Perez JR  
*All property owners/lessees must participate as Applicant(s) or designate a representative to participate on their behalf.*

- a. If Applicant is owner, give name exactly as recorded on deed.
- b. If Applicant is lessee, attach copy of valid lease of 1 year or more and Owner's Sworn-to-Consent form.
- c. If Applicant is corporation, partnership, limited partnership, or trustee, a separate Disclosure of Interest form must be completed.

Mailing Address 14000 NW 82nd Ave

City Miami Lakes State FL ZIP 33014

Tel. # (during working hours) 305-575-2774 Other 305-587-7920

E-Mail: aperezjrmaster@aol.com Mobile #: 305-587-7920

2. NAME OF PROPERTY OWNER Andres Perez JR

Mailing Address 14000 NW 82nd Ave

City Miami Lakes State FL ZIP 33014

Tel. # (during working hours) 305-575-2774 Other 305-587-7920

3. CONTACT PERSON Andres Perez

Mailing Address 14000 NW 82nd Ave

City Miami Lakes State FL ZIP 33014

Tel. # (during working hours) 305-575-2774 Other 305-587-7920

E-Mail: aperezjrmaster@aol.com Mobile #: 305-587-7920

6601 Main Street • Miami Lakes, Florida, 33014

Office: (305) 364-6100 • Fax: (305) 558-8511

Website: [www.miamilakes-fl.gov](http://www.miamilakes-fl.gov)



4. LEGAL DESCRIPTION OF THE PROPERTY COVERED BY THE APPLICATION

- a. If subdivided, provide lot, block, complete name of subdivision, plat book and page number.
- b. If metes and bounds description, provide complete description (including section, township, and range).
- c. Attach a separate typed sheet, if necessary. Please verify the accuracy of your legal description.

Plat Book 156, P 6, 68, Section 22,  
Township 52, South Range 40 East.

5. Address or location of property: 14000 NW 82nd Ave

6. Size of property: square Feet / Acres 128.65 x 751.80' 2.2

7. Date subject property ☐ acquired or ☐ leased \_\_\_\_\_ day of \_\_\_\_\_

Term of lease; \_\_\_\_\_ years/months.

8. Does property owner own contiguous property to the subject property? ☐ Yes ☐ No If yes, give complete legal description of entire contiguous property. (If lengthy, please type on a sheet labeled "Contiguous Property.")

9. Is there an option to ☐ purchase or ☐ lease the subject property or property contiguous thereto? ☐ Yes ☒ No

If yes, who are the potential purchasers or lessees? (Complete section of Disclosure of Interest form, also.)

10. Present zoning classification(s): 10-2 Present land use classification(s): Industrial

11. Describe the nature of the proposed use (i.e. types of activities, hours of operation, number of employees, any hazardous chemicals to be used, noise levels, techniques proposed to mitigate any potential negative impacts, etc. (attach additional sheets, if necessary).

Training Facility for Police Officers  
Five Employees, NO hazardous chemicals.  
Noise level Average. NO techniques  
NO potential negative impacts.

12. Has a public hearing been held on this property within the last year and a half? ☐ Yes ☒ No

If yes, Applicant's name \_\_\_\_\_ Date of Hearing \_\_\_\_\_





Nature of Hearing \_\_\_\_\_

Decision of Hearing \_\_\_\_\_ Resolution # \_\_\_\_\_

13. Is this hearing being requested as a result of a violation notice? ☐ Yes ☐ No

If yes, give name to whom violation notice was served \_\_\_\_\_

Nature of violation \_\_\_\_\_

14. Are there any existing structures on the property? ☒ Yes ☐ No

If yes, briefly describe Sporting good store

15. Is there any existing use on the property? ☒ Yes ☐ No

If yes, what is the use and when was it established? Use Sports food Sale

Established December of 2010





OWNER OR TENANT AFFIDAVIT  
FOR INDIVIDUAL

STATE OF FLORIDA

Public Hearing No. \_\_\_\_\_

COUNTY OF MIAMI-DADE

Before me, the undersigned authority, personally appeared, hereinafter the Affiants, who being first duly sworn by me, on oath, depose and say:

1. Affiants are the fee owners of the property which is the subject of the proposed hearing.
2. The subject property is legally described as: Section 22, Township 52  
South Range 40 East.
3. Affiants understand this affidavit is subject to the penalties of law for perjury and the possibility of voiding of any zoning granted at public hearing.
4. I, Andres Perez JR, being first duly sworn, depose and say that I am the owner / tenant (circle one) of the property described and which is the subject matter of the proposed hearing; that all the answers to the questions in this application, and all sketch data and other supplementary matter attached to and made a part of the application are honest and true to the best of my knowledge and belief. I understand this application must be completed and accurate before a hearing can be advertised.

\_\_\_\_\_ will represent me at the hearing.

Witnesses:

[Signature]  
Signature

Lisette Villa  
Print Name

[Signature]  
Signature

Laura Diaz  
Print Name

Affiant:

[Signature]  
Affiant's Signature

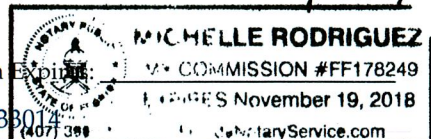
Andres Perez Jr  
Print Name

Sworn to and subscribed before me on the 11 day of June, 2015. Affiant is personally known  
to me or has produced Florida Drive Inc. as identification.

Notary  
(Stamp/Seal)

[Signature]

My Commission Expires:



6601 Main Street • Miami Lakes, Florida, 33014

Office: (305) 364-6100 • Fax: (305) 558-8511

Website: [www.miamilakes-fl.gov](http://www.miamilakes-fl.gov)





OWNER OR TENANT AFFIDAVIT  
FOR CORPORATION

STATE OF FLORIDA

Public Hearing No. \_\_\_\_\_

COUNTY OF MIAMI-DADE

Before me, the undersigned authority, personally appeared, hereinafter the Affiants, who being first duly sworn by me, on oath, depose and say:

1. Affiants are the fee owners of the property which is the subject of the proposed hearing.
2. The subject property is legally described as: Section 22, Township 52  
South Range 40 East.

3. Affiants understand this affidavit is subject to the penalties of law for perjury and the possibility of voiding of any zoning granted at public hearing.

4. I, Andres Perez JK as owner (title) of Andy Perez JK Rental LLC (name of corporate entity), being first duly sworn, depose and say that Andy Perez Rental LLC (name of corporate entity) is the owner / tenant (circle one) of the property described and which is the subject matter of the proposed hearing; that all the answers to the questions in this application, and all sketch data and other supplementary matter attached to and made a part of the application are honest and true to the best of my knowledge and belief. I understand this application must be completed and accurate before a hearing can be advertised.

\_\_\_\_\_ will represent me at the hearing.

Witnesses:

Signature

Print Name

Signature

Print Name

Affiant:

Affiant's Signature

Print Name

Sworn to and subscribed before me on the 11 day of June, 20 15. Affiant is personally known to me or has produced Florida Driver License as identification.



MIAMI LAKES  
*Growing Beautifully*

*Michelle Rodriguez*

Notary  
(Stamp/Seal)

My Commission Expires







DISCLOSURE OF INTEREST\*

If a CORPORATION owns or leases the subject property, list principal stockholders and percent of stock owned by each. [Note: Where principal officers or stockholders consist of other corporation(s), trust(s), partnership(s) or similar entities, further disclosure shall be made to identify the natural persons having the ultimate ownership interest.]

CORPORATION NAME: Andy Perez JR Rental LLC

NAME AND ADDRESS:	Percentage of Stock
<u>14000 NW 82nd Ave</u>	<u>100%</u>
<u>Miami Lakes FL, 33014</u>	

If a TRUST or ESTATE owns or leases the subject property, list the trust beneficiaries and percent of interest held by each. [Note: Where beneficiaries are other than natural persons, further disclosure shall be made to identify the natural persons having the ultimate ownership interest.]

TRUST / ESTATE NAME: \_\_\_\_\_

NAME AND ADDRESS:	Percentage of Interest

If a PARTNERSHIP owns or leases the subject property, list the principals including general and limited partners. [Note: Where partner(s) consist of other partnership(s), corporation(s), trust(s), or similar entities, further disclosure shall be made to identify the natural persons having the ultimate ownership interests.]

PARTNERSHIP OR LIMITED PARTNERSHIP NAME: \_\_\_\_\_



## Brandon R. Schaad

---

**From:** Andy <aperezjrmaster@aol.com>  
**Sent:** Tuesday, July 07, 2015 7:51 PM  
**To:** Stacy Allen  
**Subject:** Re: COND2015-0003/Indoor Shooting Range

To whom it may concern,

The purpose for the new addition, is to provide a training facility for the police academy cadets. With the training facility the Police Trainees will have access to an

indoor shooting range for as long as they're in training. The facility will train the cadets for night time shooting qualification. There will be two K

Licensed Instructor at all times while training the police cadets to prevent any negative accidents or impacts that may occur at any time. The hours of operation

will be [from 4pm-9pm Monday-Friday](#) Although the store Andy's Police Supply is opened [from 10am-6pmMonday-Saturday](#). The facility will have 3 employees.

The unit [14000 -14002](#) owns 9 parking spaces at the front of store and 4 parking spaces at the back of the units. I will attach a copy of the plans for the sound

attenuation.

Thank You  
Andres Perez

Sent from my iPhone

On Jul 7, 2015, at 9:34 AM, Stacy Allen <[AllenS@miamilakes-fl.gov](mailto:AllenS@miamilakes-fl.gov)> wrote:

Andy,

I still need a "Letter of Intent" from you to make your application complete. The Letter of Intent is just a narrative of your request addressed to the Town Council. Just a paragraph or two explaining what you want to do with details of the proposed use in addition to the existing use(s), types of activities, hours of operation, total number of employees, noise levels, plans for sound attenuation, techniques proposed to mitigate any potential negative impacts, parking, total occupancy of suites at peak hours...

**Please provide this Letter of Intent ASAP** (you can email it to me) and contact me if you have any questions.

Thank you,



Stacy Allen  
(305) 364-6100 x1174

---

**From:** Stacy Allen  
**Sent:** Thursday, July 02, 2015 10:12 AM  
**To:** [aperezjrmaster@aol.com](mailto:aperezjrmaster@aol.com)  
**Subject:** COND2015-0003/Indoor Shooting Range

Andres,

Our public hearing with the Town Council is approaching (Tue/Jul 21) and I need a "Letter of Intent" from you to make your application complete. The Letter of Intent is just a narrative of your request addressed to the Town Council. Just a paragraph or two explaining what you want to do with details of the proposed use in addition to the existing use(s), types of activities, hours of operation, total number of employees, noise levels, plans for sound attenuation, techniques proposed to mitigate any potential negative impacts, parking, total occupancy of suites at peak hours...

Please contact me if you have any questions.

Thank you,

**Stacy Allen**  
**Planning Technician**  
**Department of Planning, Zoning and Code Compliance**

<image002.jpg>

Town of Miami Lakes  
6601 Main Street  
Room 105  
Miami Lakes FL 33014  
(305) 364-6100 Ext 1174  
[allens@miamilakes-fl.gov](mailto:allens@miamilakes-fl.gov)  
[www.miamilakes-fl.gov](http://www.miamilakes-fl.gov)



## Brandon R. Schaad

---

**From:** aperezjrmaster@aol.com  
**Sent:** Tuesday, July 07, 2015 9:00 AM  
**To:** Stacy Allen  
**Subject:** Fwd: COND2015-0003/Indoor Shooting Range

-----Original Message-----

From: danieldiez <[danieldiez@comcast.net](mailto:danieldiez@comcast.net)>  
To: Martinez, George <[sales@buitrightinstallers.com](mailto:sales@buitrightinstallers.com)>; aperezjrmaster <[aperezjrmaster@aol.com](mailto:aperezjrmaster@aol.com)>  
Sent: Mon, Jul 6, 2015 9:32 pm  
Subject: Re: COND2015-0003/Indoor Shooting Range

George, Andy,

Below are possible solutions for all the walls of the proposed shooting range. Depending of the anticipated noise levels within the shooting range, the Sound Transmission Class (STC) of the walls can be improved, if necessary, by adding acoustical panels.

Based on the proposed use, it is recommended that solution #7 be used for Andy's Shooting Range, which will provide excellent soundproofing when installed on top of the existing 8" concrete tilt-up wall construction.

Let me know if you have any questions.

Solution	STC	Source Side	Studs	Insulation	Receive Side
1	40	One 5/8" layer of drywall	24" oc	R13	One 5/8" layer of drywall
2	42	Two 5/8" layers of drywall	24" oc	R13	One 5/8" layer of drywall
3	44	5/8" drywall + 1/2" Soundboard + 5/8" drywall	24" oc	R13	5/8" drywall
4	46	5/8" drywall + 1/2" Soundboard	24" oc	R13	1/2" Soundboard + 5/8" drywall
5	45	1/2" Drywall + MLV + 1/2" Drywall	24" oc	R13	1/2" Drywall
6	52	Two 5/8" layers of drywall + 2 tubes of Green Glue per 4x8 sheet of drywall	24" oc	R13	One 5/8" layer of drywall
7	61	Two 5/8" layers of drywall + 7/8" Drywall Furring Channel @ 24" OC + WhisperClip	24" oc	R19	One 5/8" layer of drywall
8	66	Two 5/8" layers of drywall + Green Glue (2 Tubes per 4x8 sheet) + 7/8" Drywall Furring Channel @ 24" OC + WhisperClip	24" oc	R19	One 5/8" layer of drywall

---

**From:** "George M" <[sales@buitrightinstallers.com](mailto:sales@buitrightinstallers.com)>  
**To:** "Daneil Diaz" <[danieldiez@comcast.net](mailto:danieldiez@comcast.net)>  
**Sent:** Monday, July 6, 2015 5:29:22 PM  
**Subject:** Fwd: COND2015-0003/Indoor Shooting Range



Call me

Thank you,  
George Martinez

----- Original message -----

From: Andy  
Date: 07/06/2015 5:22 PM (GMT-05:00)  
To: [sales@builtrightinstallers.com](mailto:sales@builtrightinstallers.com)  
Subject: Fwd: COND2015-0003/Indoor Shooting Range

Sent from my iPhone

Begin forwarded message:

**From:** Stacy Allen <[AllenS@miamilakes-fl.gov](mailto:AllenS@miamilakes-fl.gov)>  
**Date:** July 6, 2015 at 11:42:41 AM EDT  
**To:** " [aperezjrmaster@aol.com](mailto:aperezjrmaster@aol.com) " <[aperezjrmaster@aol.com](mailto:aperezjrmaster@aol.com)>  
**Subject:** FW: COND2015-0003/Indoor Shooting Range

Andres,

I need to hear from you on/before Wed/07-08 regarding the question below to stay on schedule for the July 21 Town Council meeting.

Thank you,

Stacy

---

**From:** Stacy Allen  
**Sent:** Thursday, July 02, 2015 10:27 AM  
**To:** [aperezjrmaster@aol.com](mailto:aperezjrmaster@aol.com)  
**Subject:** FW: COND2015-0003/Indoor Shooting Range

Question...

Do you have another shooting range somewhere else? And if so, do you have a noise study of that location that includes decibel levels and impacts to adjoining suites.

Thanks,

Stacy

---

**From:** Stacy Allen  
**Sent:** Thursday, July 02, 2015 10:12 AM



To: [aperezjrmaster@aol.com](mailto:aperezjrmaster@aol.com)

Subject: COND2015-0003/Indoor Shooting Range

Andres,

Our public hearing with the Town Council is approaching (Tue/Jul 21) and I need a "Letter of Intent" from you to make your application complete. The Letter of Intent is just a narrative of your request addressed to the Town Council. Just a paragraph or two explaining what you want to do with details of the proposed use in addition to the existing use(s), types of activities, hours of operation, total number of employees, noise levels, plans for sound attenuation, techniques proposed to mitigate any potential negative impacts, parking, total occupancy of suites at peak hours...

Please contact me if you have any questions.

Thank you,

**Stacy Allen**

**Planning Technician**

**Department of Planning, Zoning and Code Compliance**

Town of Miami Lakes

6601 Main Street

Room 105

Miami Lakes FL 33014

(305) 364-6100 Ext 1174

[allens@miamilakes-fl.gov](mailto:allens@miamilakes-fl.gov)

[www.miamilakes-fl.gov](http://www.miamilakes-fl.gov)



**500 Foot Mailing List**

<b>Folio</b>	<b>Property Address</b>		<b>Owner 1</b>	<b>Owner 2</b>	<b>Mailing Address</b>	<b>CITY/ST/ZIP</b>
3220220400030	8300 COMMERCE WAY		MIAMI DADE COUNTY	WASD	PO BOX 330316	MIAMI, FL 33233
3220220480001			REFERENCE ONLY			,
3220220470010	13900 NW 82 AVE		NOMIS 4 INC		13900 NW 82 AVE	MIAMI, FL 33016-1548
3220220290010	14050 PALMETTO FRONTAGE RD		THE GRAHAM COMPANIES		6843 MAIN ST	MIAMI LAKES, FL 33014-2048
3220220270010	14100 NW 80 AVE		GRAHAM COMPANIES		6843 MAIN ST	MIAMI, FL 33014-2048
3220220010652			NOMIS 4 INC		13900 NW 82 AVE	MIAMI, FL 33016-1548
3220220010530			THE GRAHAM COMPANIES		6843 MAIN ST	MIAMI LAKES, FL 33014-2048
3220220400020			TGC LL8 LLC	C/O GRAHAM COMPANIES	6843 MAIN ST	MIAMI LAKES, FL 33015
3220220520001			REFERENCE ONLY			,
3220220270020			GRAHAM COMPANIES		6843 MAIN ST	MIAMI, FL 33014-2048
3220220010650			THE GRAHAM COMPANIES		6843 MAIN ST	MIAMI LAKES, FL 33014-2048
3220220660010	8340 COMMERCE WAY		THE GRAHAM COMPANIES		6843 MAIN ST	MIAMI LAKES, FL 33014
3220220660020			THE GRAHAM COMPANIES		6843 MAIN ST	MIAMI, FL 33014
3220220400010			THE GRAHAM COMPANIES		6843 MAIN ST	MIAMI LAKES, FL 33014-2048
3220220480010	14080 NW 82 AVE	1-A	IMAGENET CONSULTING OF MIAMI LLC		14080 NW 82 AVE #1A	MIAMI, FL 33016
3220220480020	14078 NW 82 AVE	2-A	IMAGENET CONSULTING OF MIAMI LLC		14080 NW 82 AVE #1A	MIAMI, FL 33016
3220220480030	14076 NW 82 AVE	3-A	IMAGENET CONSULTING OF MIAMI LLC		14080 NW 82 AVE #1A	MIAMI, FL 33016
3220220480040	14074 NW 82 AVE	4-A	SELA INVESTMENTS LLC		14072 NW 82 AVE	MIAMI LAKES, FL 33016
3220220480050	14072 NW 82 AVE	5-A	SELA INVESTMENTS LLC		14072 NW 82 AVE	MIAMI LAKES, FL 33016
3220220480060	14070 NW 82 AVE	6-A	CHI ALARMS INC		14070 NW 82 AVE #6-A	MIAMI LAKES, FL 33016-1547
3220220480070	14068 NW 82 AVE	7-A	LUIS T MOLINA &W MARIA T		14068 NW 82 AVE #7	MIAMI LAKES, FL 33016-1547
3220220480080	14066 NW 82 AVE	8-A	L&M CORP GRP INC		14066 NW 82 AVE #8-A	HIALEAH, FL 33016-1547
3220220480090	14064 NW 82 AVE	9-A	H W C II INC		7751 NW 146 ST	MIAMI LAKES, FL 33016-1559
3220220480100	14062 NW 82 AVE	10-A	CROWN PARK HOLDINGS LLC		14062 NW 82 AVE #10-A	MIAMI LAKES, FL 33016
3220220480110	14060 NW 82 AVE	A-11	CHRISTIAN NAVARRO TRS		14060 NW 82 AVE #11	MIAMI LAKES, FL 33016
3220220480120	14058 NW 82 AVE	A-12	PARTS INSTRUMENTS & COMPONENTS		14058 NW 82 AVE #12-A	MIAMI, FL 33016-1547
3220220480130	14056 NW 82 AVE		CROWN WAREHOUSE LLC		1395 BRICKELL AVE UNIT 2908	MIAMI, FL 33131
3220220480140	14054 NW 82 AVE		ROSSI HOLDINGS LLC		14054 NW 82 AVE # 14	MIAMI LAKES, FL 33016-1547
3220220480150	14052 NW 82 AVE		MJB II GROUP INC		3822 PINE LAKE	WESTON, FL 33332
3220220480160	14050 NW 82 AVE	16-A	JORGE T TAPANES JR	ANGELA V TAPANES	7972 NW 161 TERRACE	MIAMI LAKES, FL 33016
3220220520010	14046 NW 82 AVE	1	ADVANCED TECHNICAL GROUP INC		14046 NW 82 AVE	MIAMI LAKES, FL 33016-1547
3220220520020	14044 NW 82 AVE	2	JOSE O SARAVIA &W	LUZ SARAVIA	3470 E COAST AVE # H-911	MIAMI, FL 33137
3220220520030	14042 NW 82 AVE	3	NETSON FLECHES	ANTONIO E FLECHES	16825 NW 83 CT	MIAMI LAKES, FL 33016-3456
3220220520040	14040 NW 82 AVE	4	SMA HOLDINGS LLC		15961 NW 83 PL	MIAMI LAKES, FL 33016-6665
3220220520050	14038 NW 82 AVE	5	HD2R INVESTMENTS INC		8906 SW 150 CT CIRCLE NORTH	MIAMI, FL 33196
3220220520060	14036 NW 82 AVE	6	ASTRO INSTRUMENTS SERV CORP		14036 NW 82 AVE UNIT 6	MIAMI, FL 33016-1547
3220220520070	14034 NW 82 AVE	7	RUTHS WAREHOUSE LLC		14034 NW 82 AVE #7	HIALEAH, FL 33016-1547
3220220520080	14032 NW 82 AVE	8	ASC MGMT GRP LLC		14032 SW 82 AVE #8	HIALEAH, FL 33016
3220220520090	14030 NW 82 AVE	9	SCAVUZZO PROPERTIES LLC		7840 NW 185 ST	HIALEAH, FL 33015-2720
3220220520100	14028 NW 82 AVE	10	RAMON ORSINI &W MARIANA	CARLOS E ORSINI	14028 NW 82 AVE #10	HIALEAH, FL 33016
3220220520110	14026 NW 82 AVE	11	RAMMS ENGINEERING INC		14679 GLENCAIRN RD	MIAMI LAKES, FL 33016-1449
3220220520120	14024 NW 82 AVE	12	INCOMREAL LLC		19112 NW 88 PL	MIAMI, FL 33018
3220220520130	14022 NW 82 AVE	13	Y E D LLC	J I D LLC	3610 YATCH CLUB DR #408	MIAMI, FL 33180
3220220520140	14020 NW 82 AVE	14	Y E D LLC	J I D LLC	3610 YATCH CLUB DR #408	AVENTURA, FL 33180
3220220520150	14018 NW 82 AVE	15	14018 NW 82 AVE LLC		14351 ARDOCH PLACE	HIALEAH, FL 33016
3220220520160	14016 NW 82 AVE	16	SOUTHLAKE HOLDINGS LLC		8004 NW 154 ST UNIT 243	HIALEAH, FL 33016
3220220520170	14014 NW 82 AVE	17	DIAZ INVESTMENTS LLC		16526 BRIDGE END RD	MIAMI LAKES, FL 33014-6095
3220220520180	14012 NW 82 AVE	18	MJ PHOTOCOPY ENTERPRISES INC		12494 NW 38 AVE	OPA LOCKA, FL 33054
3220220520190	14010 NW 82 AVE	19	14010 REALTY LLC		5321 W SAXON CIRCLE	SOUTH WEST RANCHES, FL 33331
3220220520200	14008 NW 82 AVE	20	ANCORA DEVELOPMENT CORP		1280 W 4 LN	HIALEAH, FL 33010-2923



3220220520210	14006 NW 82 AVE	21	RAFAEL AGUDELO &W MARIA V OBANDO	1952 NW 167 TERR	PEMBROKE PINES, FL 33028
3220220520220	14004 NW 82 AVE	22	MODERN ART INC	15180 NW 6 CT	PEMBROKE PINES, FL 33028
3220220520230	14002 NW 82 AVE	23	ANDY PEREZ JR RENTAL LLC	19174 NW 23 PL	PEMBROKE PINES, FL 33029
3220220520240	14000 NW 82 AVE	24	ANDY PEREZ JR RENTAL LLC	19174 NW 23 PL	PEMBROKE PINES, FL 33029









## **Town of Miami Lakes Memorandum**

---

**To:** Honorable Mayor and Councilmembers  
**From:** Honorable Councilmember Josh Dieguez  
**Subject:** Performance Evaluation Standards  
**Date:** 6/4/2019

---

### **Recommendation:**

I move to direct the Town Administration to schedule a council workshop within sixty (60) days of the passage of this proposal to establish formal performance evaluation criteria for the Town Manager and Town Attorney. I further move that the Town Administration develop and present proposed criteria for each charter officer at said workshop and that the Council give direction as to the desired criteria upon such presentation.

Fiscal Impact: Minimal  
Guiding Principles: 2 & 5  
Objectives: 5.1

### **ATTACHMENTS:**

Description

Information Accountability Act, Agenda Item 2-5-2019

Samples of City Manager Performance Evaluations

Samples of Managers Evaluations #2

Samples of Managers Evaluations #3

Sample County Administrator

City Manager Evaluation Sample #4

City Manager Performance Evaluations

Manager Appraisals

Article -How are we doing?

Evaluating the City Manager

Manager Evaluations Handbook

Other Evaluations





## **Town of Miami Lakes Memorandum**

---

**To:** Honorable Mayor and Councilmembers  
**From:** Honorable Councilmember Josh Dieguez  
**Subject:** Information Accountability Act  
**Date:** 2/5/2019

---

### **Recommendation:**

Section 4.2 (b) (i) of the Charter of Miami Lakes creates an exception to the requirement that members of the Council at all times deal with staff solely through the Manager, even when making inquiries or conducting an investigation. I propose creating a resolution that would further empower the Town Council to conduct its oversight functions and assist its members in the development of policy initiatives by implementing the following:

- A monthly written report to the Council on pending information requests made by the Council similar to the after action report that is available online. This is for the Town Manager and non-privileged matters as to the Town Attorney; and
- Include responsiveness to requests for information from the Council in the performance review criteria to be adopted by the Council for the Town Manager and Town Attorney.

I would like to stress that Manager Rey did an excellent job of allowing me to meet individually with members of staff for the purpose of making inquiries and I have full faith that the same will continue under Manager Pidermann.

Fiscal Impact: Small



City Manager Performance Evaluation

City of \_\_\_\_\_

Evaluation period: \_\_\_\_\_ to \_\_\_\_\_

\_\_\_\_\_  
Governing Body Member's Name

Each member of the governing body should complete this evaluation form, sign it in the space below, and return it to \_\_\_\_\_. The deadline for submitting this performance evaluation is \_\_\_\_\_. Evaluations will be summarized and included on the agenda for discussion at the work session on \_\_\_\_\_.

\_\_\_\_\_  
Mayor's Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Governing Body Member's Signature

\_\_\_\_\_  
Date Submitted



## INSTRUCTIONS

This evaluation form contains ten categories of evaluation criteria. Each category contains a statement to describe a behavior standard in that category. For each statement, use the following scale to indicate your rating of the city manager's performance.

**5 = Excellent** (almost always exceeds the performance standard)

**4 = Above average** (generally exceeds the performance standard)

**3 = Average** (generally meets the performance standard)

**2 = Below average** (usually does not meet the performance standard)

**1 = Poor** (rarely meets the performance standard)

Any item left blank will be interpreted as a score of "3 = Average"

This evaluation form also contains a provision for entering narrative comments, including an opportunity to enter responses to specific questions and an opportunity to list any comments you believe appropriate and pertinent to the rating period. Please write legibly.

Leave all pages of this evaluation form attached. Initial each page. Sign and date the cover page. On the date space of the cover page, enter the date the evaluation form was submitted. All evaluations presented prior to the deadline identified on the cover page will be summarized into a performance evaluation to be presented by the governing body to the city manager as part of the agenda for the meeting indicated on the cover page.

## PERFORMANCE CATEGORY SCORING

### 1. INDIVIDUAL CHARACTERISTICS

\_\_\_\_\_ Diligent and thorough in the discharge of duties, "self-starter"

\_\_\_\_\_ Exercises good judgment

\_\_\_\_\_ Displays enthusiasm, cooperation, and will to adapt

\_\_\_\_\_ Mental and physical stamina appropriate for the position

\_\_\_\_\_ Exhibits composure, appearance and attitude appropriate for executive position

Add the values from above and enter the subtotal \_\_\_\_\_  $\div 5 =$  \_\_\_\_\_ score for this category



## 2. PROFESSIONAL SKILLS AND STATUS

- \_\_\_\_\_ Maintains knowledge of current developments affecting the practice of local government management
- \_\_\_\_\_ Demonstrates a capacity for innovation and creativity
- \_\_\_\_\_ Anticipates and analyzes problems to develop effective approaches for solving them
- \_\_\_\_\_ Willing to try new ideas proposed by governing body members and/or staff
- \_\_\_\_\_ Sets a professional example by handling affairs of the public office in a fair and impartial manner

Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category

## 3. RELATIONS WITH ELECTED MEMBERS OF THE GOVERNING BODY

- \_\_\_\_\_ Carries out directives of the body as a whole as opposed to those of any one member or minority group
- \_\_\_\_\_ Sets meeting agendas that reflect the guidance of the governing body and avoids unnecessary involvement in administrative actions
- \_\_\_\_\_ Disseminates complete and accurate information equally to all members in a timely manner
- \_\_\_\_\_ Assists by facilitating decision making without usurping authority
- \_\_\_\_\_ Responds well to requests, advice, and constructive criticism

Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category

## 4. POLICY EXECUTION

- \_\_\_\_\_ Implements governing body actions in accordance with the intent of council
- \_\_\_\_\_ Supports the actions of the governing body after a decision has been reached, both inside and outside the organization
- \_\_\_\_\_ Understands, supports, and enforces local government's laws, policies, and ordinances
- \_\_\_\_\_ Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness
- \_\_\_\_\_ Offers workable alternatives to the governing body for changes in law or policy when an existing policy or ordinance is no longer practical

Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category



## 5. REPORTING

- \_\_\_\_\_ Provides regular information and reports to the governing body concerning matters of importance to the local government, using the city charter as guide
- \_\_\_\_\_ Responds in a timely manner to requests from the governing body for special reports
- \_\_\_\_\_ Takes the initiative to provide information, advice, and recommendations to the governing body on matters that are non-routine and not administrative in nature
- \_\_\_\_\_ Reports produced by the manager are accurate, comprehensive, concise and written to their intended audience
- \_\_\_\_\_ Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny

Add the values from above and enter the subtotal \_\_\_\_\_  $\div 5 =$  \_\_\_\_\_ score for this category

## 6. CITIZEN RELATIONS

- \_\_\_\_\_ Responsive to requests from citizens
- \_\_\_\_\_ Demonstrates a dedication to service to the community and its citizens
- \_\_\_\_\_ Maintains a nonpartisan approach in dealing with the news media
- \_\_\_\_\_ Meets with and listens to members of the community to discuss their concerns and strives to understand their interests
- \_\_\_\_\_ Gives an appropriate effort to maintain citizen satisfaction with city services

Add the values from above and enter the subtotal \_\_\_\_\_  $\div 5 =$  \_\_\_\_\_ score for this category

## 7. STAFFING

- \_\_\_\_\_ Recruits and retains competent personnel for staff positions
- \_\_\_\_\_ Applies an appropriate level of supervision to improve any areas of substandard performance
- \_\_\_\_\_ Stays accurately informed and appropriately concerned about employee relations
- \_\_\_\_\_ Professionally manages the compensation and benefits plan
- \_\_\_\_\_ Promotes training and development opportunities for employees at all levels of the organization

Add the values from above and enter the subtotal \_\_\_\_\_  $\div 5 =$  \_\_\_\_\_ score for this category



## 8. SUPERVISION

- \_\_\_\_\_ Encourages heads of departments to make decisions within their jurisdictions with minimal city manager involvement, yet maintains general control of operations by providing the right amount of communication to the staff
- \_\_\_\_\_ Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the department level
- \_\_\_\_\_ Develops and maintains a friendly and informal relationship with the staff and work force in general, yet maintains the professional dignity of the city manager's office
- \_\_\_\_\_ Sustains or improves staff performance by evaluating the performance of staff members at least annually, setting goals and objectives for them, periodically assessing their progress, and providing appropriate feedback
- \_\_\_\_\_ Encourages teamwork, innovation, and effective problem-solving among the staff members

Add the values from above and enter the subtotal \_\_\_\_\_  $\div 5 =$  \_\_\_\_\_ score for this category

## 9. FISCAL MANAGEMENT

- \_\_\_\_\_ Prepares a balanced budget to provide services at a level directed by council
- \_\_\_\_\_ Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively
- \_\_\_\_\_ Prepares a budget and budgetary recommendations in an intelligent and accessible format
- \_\_\_\_\_ Ensures actions and decisions reflect an appropriate level of responsibility for financial planning and accountability
- \_\_\_\_\_ Appropriately monitors and manages fiscal activities of the organization

Add the values from above and enter the subtotal \_\_\_\_\_  $\div 5 =$  \_\_\_\_\_ score for this category



## 10. COMMUNITY

- \_\_\_\_\_ Shares responsibility for addressing the difficult issues facing the city
- \_\_\_\_\_ Avoids unnecessary controversy
- \_\_\_\_\_ Cooperates with neighboring communities and the county
- \_\_\_\_\_ Helps the council address future needs and develop adequate plans to address long term trends
- \_\_\_\_\_ Cooperates with other regional, state and federal government agencies

Add the values from above and enter the subtotal \_\_\_\_\_  $\div 5 =$  \_\_\_\_\_ score for this category

## NARRATIVE EVALUATION

What would you identify as the manager's strength(s), expressed in terms of the principle results achieved during the rating period? \_\_\_\_\_

---

---

---

---

---

---

---

---

What performance area(s) would you identify as most critical for improvement? \_\_\_\_\_

---

---

---

---

---

---

---

---



What constructive suggestions or assistance can you offer the manager to enhance performance? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

What other comments do you have for the manager; e.g., priorities, expectations, goals or objectives for the new rating period? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



## SAMPLE MANAGER EVALUATION FORM<sup>1</sup>

\_\_\_\_\_  
Person Completing the Form

### SECTION ONE: BEHAVIORS

#### 1. ELECTED BODY RELATIONS

- A. \_\_\_\_\_ Does the manager carry out directives of the elected body as a whole rather than those of any one elected body member?

Comments: \_\_\_\_\_  
\_\_\_\_\_

- B. \_\_\_\_\_ Is the manager available for elected body consultation and responsive to elected body input and needs?

Comments: \_\_\_\_\_  
\_\_\_\_\_

- C. \_\_\_\_\_ Does the manager keep the elected body informed of important developments and current issues affecting the community?

Comments: \_\_\_\_\_  
\_\_\_\_\_

- D. \_\_\_\_\_ Does the manager maintain open lines of communication with the elected body as a body and with individual members?

Comments: \_\_\_\_\_  
\_\_\_\_\_

- E. \_\_\_\_\_ Does the manager assist in facilitating elected body consensus and in identifying and setting goals and policies?

Comments: \_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_ **Total Score** (50 points possible)

1 – Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;  
7 – Exceeded expectations; 10 – Outstanding

#### 2. LEADERSHIP AND POLICY EXECUTION

- A. \_\_\_\_\_ Does the manager implement elected body action in accordance with the intent of the elected body?

Comments: \_\_\_\_\_  
\_\_\_\_\_

- B. \_\_\_\_\_ Does the manager support the actions of the elected body after a decision has been reached?

Comments: \_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
<sup>1</sup> Adapted from City Manager Evaluation Form, City of Mountlake Terrace, WA



C.\_\_\_\_\_ Does the manager enforce and carry out organizational policies?

Comments: \_\_\_\_\_  
\_\_\_\_\_

D.\_\_\_\_\_ Does the manager present comprehensive factual information and analysis of issues for elected body decisions, and ensure that the elected body receives timely and sound advice and information in evaluating policy initiatives?

Comments: \_\_\_\_\_  
\_\_\_\_\_

E.\_\_\_\_\_ Does the manager have the respect and confidence of the elected body, employees, the community, and government officials?

Comments: \_\_\_\_\_  
\_\_\_\_\_

F.\_\_\_\_\_ Does the manager articulate a vision that motivates the organization to perform consistent with the elected body's policy direction?

Comments: \_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_ **Total Score** (60 points possible)

1 – Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;  
7 – Exceeded expectations; 10 –Outstanding

### 3. **COMMUNICATION**

A.\_\_\_\_\_ Does the manager provide the elected body with reports (written and/or verbal) concerning matters of importance to the organization in a timely fashion, and does the manager provide equal information to all members of the elected body?

Comments: \_\_\_\_\_  
\_\_\_\_\_

B.\_\_\_\_\_ Does the manager continuously evaluate and enhance methods to provide information to the widest audience possible through the efficient use of resources and technology?

Comments: \_\_\_\_\_  
\_\_\_\_\_

C.\_\_\_\_\_ Does the manager prepare a sound, well-organized elected body meeting agenda with clear staff reports fairly describing the issues and outlining more than one alternative action?

Comments: \_\_\_\_\_  
\_\_\_\_\_

D.\_\_\_\_\_ Does the manager provide adequate, timely information and provide follow-up to individual elected body requests for information?

Comments: \_\_\_\_\_  
\_\_\_\_\_

E.\_\_\_\_\_ Does the manager serve as an effective advocate in communicating support for organizational policies, programs, and plans?

Comments: \_\_\_\_\_  
\_\_\_\_\_



- F. \_\_\_\_\_ Does the manager provide clear and concise oral explanations to the elected body at elected body meetings?  
Comments: \_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_ **Total Score** (60 points possible)

1 – Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;  
7 – Exceeded expectations; 10 – Outstanding

#### 4. **COMMUNITY AND INTERGOVERNMENTAL RELATIONS**

- A. \_\_\_\_\_ Is the manager approachable, accessible, available, and responsive to the community, and does the manager displays diplomacy and tact when responding to others?  
Comments: \_\_\_\_\_  
\_\_\_\_\_

- B. \_\_\_\_\_ Does the manager have a successful, working relationship with the news media?  
Comments: \_\_\_\_\_  
\_\_\_\_\_

- C. \_\_\_\_\_ Does the manager cooperate and work well with neighboring communities and other government units, such as the neighboring cities, the county, special-purpose districts, and the state and federal governments, and does the manager represent the community's interests through regular participation in local, regional, and state groups?  
Comments: \_\_\_\_\_  
\_\_\_\_\_

- D. \_\_\_\_\_ Does the manager project a positive public image, based on courtesy, professionalism, and integrity?  
Comments: \_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_ **Total Score** (40 points possible)

1 – Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;  
7 – Exceeded expectations; 10 – Outstanding

#### 5. **MANAGEMENT AND ADMINISTRATION**

- A. \_\_\_\_\_ Is the manager successful at recruiting and retaining competent personnel for city and does the manager ensure the fair and equitable treatment of employees?  
Comments: \_\_\_\_\_  
\_\_\_\_\_

- B. \_\_\_\_\_ Is the manager willing to try new ideas to supplement or stretch resources and improve the management of services and programs?  
Comments: \_\_\_\_\_  
\_\_\_\_\_

- C. \_\_\_\_\_ Does the manager anticipate problems and develop effective solutions for solving them?  
Comments: \_\_\_\_\_  
\_\_\_\_\_



D. \_\_\_\_\_ Does the manager ensure that the organization's resources—human, material, and fiscal—are used wisely?

Comments: \_\_\_\_\_  
\_\_\_\_\_

E. \_\_\_\_\_ Does the manager structure administrative work plans designed to accomplish elected body's goals?

Comments: \_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_ **Total Score** (50 points possible)

1 –Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;  
7 –Exceeded expectations; 10 – Outstanding

## 6. FINANCIAL MANAGEMENT

A. \_\_\_\_\_ Does the manager direct the preparation of a balanced budget that provides services at levels consistent with elected body policy and direction?

Comments: \_\_\_\_\_  
\_\_\_\_\_

B. \_\_\_\_\_ Does the manager makes the best possible use of available funds, conscious of the need to operate the organization in an efficient and effective manner?

Comments: \_\_\_\_\_  
\_\_\_\_\_

C. \_\_\_\_\_ Is the budget prepared in a readable and easy-to-understand format?

Comments: \_\_\_\_\_  
\_\_\_\_\_

D. \_\_\_\_\_ Does the manager keep the elected body apprised of major financial issues affecting the organization?

Comments: \_\_\_\_\_  
\_\_\_\_\_

E. \_\_\_\_\_ Does the manager monitor the budget to ensure that funds are spent correctly?

Comments: \_\_\_\_\_  
\_\_\_\_\_

F. \_\_\_\_\_ Does the manager evaluate programs and services (e.g., opportunities for cost reduction, revenue enhancement, incorporation of supplemental resources) and make adjustments as needed?

Comments: \_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_ **Total Score** (60 points possible)

1 – Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;  
7 – Exceeded expectations; 10 – Outstanding



## 7. PERSONAL CHARACTERISTICS

- A. \_\_\_\_\_ IMAGINATION: Does the manager show originality in approaching problems? Does she create effective solutions? Is she able to visualize the implications of various alternatives?

Comments: \_\_\_\_\_

- B. \_\_\_\_\_ OBJECTIVITY: Does the manager take a rational, impersonal, and unbiased viewpoint based on facts and qualified opinions? Is he able to put aside his personal feelings when considering the community's best interest?

Comments: \_\_\_\_\_

- C. \_\_\_\_\_ ENERGY: Is the manager energetic and willing to spend the time necessary to do a good job? Does she have good initiative, and is she a self-starter?

Comments: \_\_\_\_\_

- D. \_\_\_\_\_ JUDGMENT AND DECISIVENESS: Is the manager able to reach quality decisions in a timely fashion? Are his decisions generally good? Does he exercise good judgment in making decisions and in his general conduct?

Comments: \_\_\_\_\_

- E. \_\_\_\_\_ INTEGRITY: Is the manager honest and forthright in her professional capacities? Does she have a reputation in the community for honesty and integrity?

Comments: \_\_\_\_\_

- F. \_\_\_\_\_ SELF-ASSURANCE: Is the manager self-assured of his abilities? Is he able to be honest with himself and take constructive criticism? Does he take responsibility his own mistakes? Is he confident enough to make decisions and take actions as may be required without undue supervision from the elected body?

Comments: \_\_\_\_\_

\_\_\_\_\_ **Total Score** (60 points possible)

1 – Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;  
7 – Exceeded expectations; 10 – Outstanding



## SECTION TWO: GOAL PERFORMANCE

GOAL 1				
OBJECTIVE				
<i>Performance achieved</i>				
<u>DESCRIPTION:</u> <b>(DESCRIBE THE RESULTS ACHIEVED)</b>				
<u>Performance-Level Term:</u> <b>(CIRCLE)</b>				
1	3	5	7	10
Needs Improvement	Marginally Met Expectations	Met Expectations	Exceeded Expectations	Outstanding

GOAL 2				
OBJECTIVE				
<i>Performance achieved</i>				
<u>DESCRIPTION:</u> <b>(DESCRIBE THE RESULTS ACHIEVED)</b>				
<u>Performance-Level Term:</u> <b>(CIRCLE)</b>				
1	3	5	7	10
Needs Improvement	Marginally Met Expectations	Met Expectations	Exceeded Expectations	Outstanding

GOAL 3				
--------	--	--	--	--



OBJECTIVE				
<i>Performance achieved</i>				
<u>DESCRIPTION:</u> ( <b>DESCRIBE THE RESULTS ACHIEVED</b> )				
<u>Performance-Level Term:</u> ( <b>CIRCLE</b> )				
1	3	5	7	10
Needs Improvement	Marginally Met Expectations	Met Expectations	Exceeded Expectations	Outstanding

GOAL 4				
OBJECTIVE				
<i>Performance achieved</i>				
<u>DESCRIPTION:</u> ( <b>DESCRIBE THE RESULTS ACHIEVED</b> )				
<u>Performance-Level Term:</u> ( <b>CIRCLE</b> )				
1	3	5	7	10
Needs Improvement	Marginally Met Expectations	Met Expectations	Exceeded Expectations	Outstanding



GOAL 5				
OBJECTIVE				
<i>Performance achieved</i>				
DESCRIPTION: ( <b>DESCRIBE THE RESULTS ACHIEVED</b> )				
Performance-Level Term: ( <b>CIRCLE</b> )				
1	3	5	7	10
Needs Improvement	Marginally Met Expectations	Met Expectations	Exceeded Expectations	Outstanding

GOAL 6				
OBJECTIVE				
<i>Performance achieved</i>				
DESCRIPTION: ( <b>DESCRIBE THE RESULTS ACHIEVED</b> )				
Performance-Level Term: ( <b>CIRCLE</b> )				
1	3	5	7	10
Needs Improvement	Marginally Met Expectations	Met Expectations	Exceeded Expectations	Outstanding



## **Conclusions**

**In what areas has the manager excelled over the past year?**

**What areas need improvement? What constructive, positive ideas can you offer the manager to improve these areas?**

**Do you have other comments or observations you want to share with the manager?**

**Manager Comments:**



## **COMPOSITE PERFORMANCE RATING**

<b>SECTION ONE: BEHAVIORS (with points possible)</b>	<b>TOTAL SCORE</b>	<b>AVERAGE SCORE</b>
1. RELATIONS WITH ELECTED BODY (50)	_____	_____
2. LEADERSHIP AND POLICY EXECUTION (60)	_____	_____
3. COMMUNICATION (30)	_____	_____
4. COMMUNITY AND INTERGOVERNMENTAL RELATIONS (40)	_____	_____
5. MANAGEMENT AND ADMINISTRATION (50)	_____	_____
6. FINANCIAL MANAGEMENT (60)	_____	_____
7. PERSONAL CHARACTERISTICS (60)	_____	_____

**SECTION ONE AVERAGE SCORE**

\_\_\_\_\_

## **SECTION TWO: GOAL PERFORMANCE**

1. PROTECT AND ENHANCE COMMUNITY'S FINANCIAL HEALTH AND STABILITY	_____
2. GENERATE ECONOMIC DEVELOPMENT THROUGHOUT THE COMMUNITY	_____
3. REVIEW AND PRIORITIZE CAPITAL INFRASTRUCTURE NEEDS AND IMPLEMENT PROJECTS	_____
4. DEVELOP AND IMPLEMENT A STRATEGY TO ADDRESS THE COMMUNITY'S AGING PUBLIC FACILITIES	_____
5. DEVELOP AND IMPLEMENT MORE EFFECTIVE COMMUNICATION AND OUTREACH WITH THE COMMUNITY	_____
6. MAINTAIN APPROPRIATE AND ESSENTIAL PUBLIC SERVICES IN A COST-EFFECTIVE MANNER	_____

**SECTION TWO- AVERAGE SCORE**

\_\_\_\_\_

**SECTION ONE + SECTION TWO = TOTAL /2 = COMPOSITE SCORE**

\_\_\_\_\_



## COMPENSATION ADJUSTMENT MECHANISM

Performance-based Adjustment Based on Comparable Cities' Manager/Administrator Compensation using Composite Performance Score:

0 to 2.49	No increase in base pay
> 2.50 to 3.49	No increase or base pay equals 90 percent of comparables average (whichever is greater)
> 3.50 to 5.49	Base pay equals average of comparables, no performance pay
> 5.50 to 7.49	Base pay equals average of comparables plus 3% one-time performance pay
> 7.50 to 10.00	Base pay equals average of comparables plus 5% one-time performance pay



## Sample Manager Performance Evaluation<sup>1</sup>

Organization: \_\_\_\_\_

Evaluation period: \_\_\_\_\_ to \_\_\_\_\_

\_\_\_\_\_  
Elected Body Member's Name

Each member of the elected body should complete this evaluation form, sign it in the space below, and return it to \_\_\_\_\_. The deadline for submitting this performance evaluation is \_\_\_\_\_. Evaluations will be summarized and included on the agenda for discussion at the work session on \_\_\_\_\_.

Mayor's Signature \_\_\_\_\_

Date \_\_\_\_\_

Elected Body Member's Signature \_\_\_\_\_

Date Submitted \_\_\_\_\_

### INSTRUCTIONS

This evaluation form presents ten categories of evaluation criteria. Each category contains a statement to describe a behavior standard in that category. For each statement, use the following scale to indicate your rating of the manager's performance.

**5 = Excellent** (almost always exceeds the performance standard)

**4 = Above average** (generally exceeds the performance standard)

**3 = Average** (generally meets the performance standard)

**2 = Below average** (usually does not meet the performance standard)

**1 = Poor** (rarely meets the performance standard)

Any item left blank will be interpreted as a score of "3 = Average"

This evaluation form also contains a provision for entering narrative comments, including responses to specific questions and any observations you believe appropriate and pertinent to the rating period.

Please write legibly. Leave all pages of this evaluation form attached. Initial each page. Sign and date the cover page. On the date space of the cover page, enter the date the evaluation form was submitted. All evaluations presented prior to the deadline identified on the cover page will be summarized into a performance evaluation to be presented by the elected body to the manager as part of the agenda for the meeting indicated on the cover page.

---

<sup>1</sup> Adapted from City Manager Performance Evaluation, University of Tennessee Institute for Public Service



## PERFORMANCE CATEGORY SCORING

### 1. INDIVIDUAL CHARACTERISTICS

\_\_\_\_\_ Diligent and thorough in the discharge of duties, "self-starter"

\_\_\_\_\_ Exercises good judgment

\_\_\_\_\_ Displays enthusiasm, cooperation, and willingness to adapt

\_\_\_\_\_ Exhibits mental and physical stamina appropriate for the position

\_\_\_\_\_ Exhibits composure, appearance, and attitude appropriate for executive position

Add the values from above and enter the subtotal \_\_\_\_\_  $\div 5 =$  \_\_\_\_\_ score for this category

Initials \_\_\_\_\_

### 2. PROFESSIONAL SKILLS AND STATUS

\_\_\_\_\_ Maintains knowledge of current developments affecting the practice of local government management

\_\_\_\_\_ Demonstrates a capacity for innovation and creativity

\_\_\_\_\_ Anticipates and analyzes problems to develop effective approaches for solving them

\_\_\_\_\_ Willing to try new ideas proposed by elected body members and/or staff

\_\_\_\_\_ Sets a professional example by handling affairs of the public office in a fair and impartial manner

Add the values from above and enter the subtotal \_\_\_\_\_  $\div 5 =$  \_\_\_\_\_ score for this category

### 3. RELATIONS WITH MEMBERS OF THE ELECTED BODY

\_\_\_\_\_ Carries out directives of the body as a whole as opposed to those of any one member or minority group

\_\_\_\_\_ Sets meeting agendas that reflect the guidance of the elected body and avoids unnecessary involvement in administrative actions

\_\_\_\_\_ Disseminates complete and accurate information equally to all members in a timely manner

\_\_\_\_\_ Assists by facilitating decision making without usurping authority

\_\_\_\_\_ Responds well to requests, advice, and constructive criticism

Add the values from above and enter the subtotal \_\_\_\_\_  $\div 5 =$  \_\_\_\_\_ score for this category

### 4. POLICY EXECUTION

\_\_\_\_\_ Implements elected body actions in accordance with the intent of council

\_\_\_\_\_ Supports the actions of the elected body, both inside and outside the organization, after a decision has been reached



- \_\_\_\_\_ Understands, supports, and enforces local government's laws, policies, and ordinances
- \_\_\_\_\_ Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness
- \_\_\_\_\_ Offers workable alternatives to the elected body for changes in law or policy when an existing policy or ordinance is no longer practical

Add the values from above and enter the subtotal \_\_\_\_\_  $\div 5 =$  \_\_\_\_\_ score for this category  
Initials \_\_\_\_\_

## 5. REPORTING

- \_\_\_\_\_ Provides regular information and reports to the elected body concerning matters of importance to the local government, using the charter as guide
- \_\_\_\_\_ Responds in a timely manner to requests from the elected body for special reports
- \_\_\_\_\_ Takes the initiative to provide information, advice, and recommendations to the elected body on matters that are nonroutine and not administrative in nature
- \_\_\_\_\_ Produces reports that are accurate, comprehensive, concise, and written to their intended audience
- \_\_\_\_\_ Produces and handles reports so as to convey the message that affairs of the organization are open to public scrutiny

Add the values from above and enter the subtotal \_\_\_\_\_  $\div 5 =$  \_\_\_\_\_ score for this category

## 6. CITIZEN RELATIONS

- \_\_\_\_\_ Is responsive to requests from citizens
- \_\_\_\_\_ Demonstrates a dedication to service to the community and its citizens
- \_\_\_\_\_ Maintains a nonpartisan approach in dealing with the news media
- \_\_\_\_\_ Meets with and listens to members of the community to discuss their concerns, and strives to understand their interests
- \_\_\_\_\_ Makes an appropriate effort to maintain citizen satisfaction with services

Add the values from above and enter the subtotal \_\_\_\_\_  $\div 5 =$  \_\_\_\_\_ score for this category

## 7. STAFFING

- \_\_\_\_\_ Recruits and retains competent personnel for staff positions
- \_\_\_\_\_ Applies an appropriate level of supervision to improve any areas of substandard performance
- \_\_\_\_\_ Stays accurately informed and appropriately concerned about employee relations
- \_\_\_\_\_ Manages the compensation and benefits plan professionally
- \_\_\_\_\_ Promotes training and development opportunities for employees at all levels of the organization



Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category **Initials**  
\_\_\_\_\_

## 8. SUPERVISION

\_\_\_\_\_ Encourages heads of departments to make decisions within their jurisdictions with minimal manager involvement, yet maintains general control of operations by providing the right amount of communication to the staff

\_\_\_\_\_ Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the department level

\_\_\_\_\_ Develops and maintains a friendly and informal relationship with the staff and workforce in general, yet maintains the professional dignity of the manager's office

\_\_\_\_\_ Sustains or improves staff performance by evaluating the performance of staff members at least annually, setting goals and objectives for them, periodically assessing their progress, and providing appropriate feedback

\_\_\_\_\_ Encourages teamwork, innovation, and effective problem solving among the staff members

Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category

## 9. FISCAL MANAGEMENT

\_\_\_\_\_ Prepares a balanced budget to provide services at a level directed by council

\_\_\_\_\_ Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively

\_\_\_\_\_ Prepares a budget and budgetary recommendations in an intelligent and accessible format

\_\_\_\_\_ Ensures that actions and decisions reflect an appropriate level of responsibility for financial planning and accountability

\_\_\_\_\_ Monitors and manages fiscal activities of the organization appropriately

Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category **Initials**  
\_\_\_\_\_

## 10. COMMUNITY

\_\_\_\_\_ Shares responsibility for addressing the difficult issues facing the community

\_\_\_\_\_ Avoids unnecessary controversy

\_\_\_\_\_ Cooperates with neighboring communities and the county

\_\_\_\_\_ Helps the council address future needs and develop adequate plans to address long-term trends

\_\_\_\_\_ Cooperates with other regional, state, and federal government agencies

Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category



## **NARRATIVE EVALUATION**

What would you identify as the manager's strength(s), expressed in terms of the principal results achieved during the rating period?

What performance area(s) would you identify as most critical for improvement?

What constructive suggestions or assistance can you offer the manager to enhance performance?

**Initials** \_\_\_\_\_

What other comments do you have for the manager (e.g., priorities, expectations, goals, or objectives for the new rating period)?

**Initials** \_\_\_\_\_



### Sample County Administrator Performance Evaluation<sup>1</sup>

Name: \_\_\_\_\_

Date: \_\_\_\_\_

Reviewed by: \_\_\_\_\_

Note: Reviewer is to place an "X" in the column under the category that best describes performance in the area of assessment. The bulleted items in each category are for example only and are not to be rated. Reviewers are also strongly encouraged to add written or typed comments for each category.

<b>Professional Knowledge</b>	<b>Exceeds Expectations</b>	<b>Meets Expectations</b>	<b>Needs Improvement</b>	<b>Evaluator has no basis for judgment</b>
<ul style="list-style-type: none"><li>Demonstrates thorough knowledge and understanding of finances, policies, procedures, processes, resolutions, state and federal laws and regulations, and county operations.</li></ul>				
<ul style="list-style-type: none"><li>Keeps abreast of critical trends, practices, and conditions inside and outside of the organization</li></ul>				
<ul style="list-style-type: none"><li>Demonstrates commitment to continuously enhancing professional knowledge and capability (does professional reading and research; attends seminars and conferences; actively participates in professional development opportunities).</li></ul>				
<p>Comments:</p>				

<sup>1</sup> Adapted from County Administrator Performance Evaluation, Ellis County, KS



Leadership	Exceeds Expectations	Meets Expectations	Needs Improvement	Evaluator has no basis for judgment
<ul style="list-style-type: none"> <li>Sets an effective example of high personal standards and integrity with the drive and energy to achieve established goals</li> </ul>				
<ul style="list-style-type: none"> <li>Inspires trust and confidence with staff, and county commission</li> </ul>				
<ul style="list-style-type: none"> <li>Functions as an effective member of a work group, gaining respect and cooperation from others</li> </ul>				
Comments:				



Communication	Exceeds Expectations	Meets Expectations	Needs Improvement	Evaluator has no basis for judgment
<ul style="list-style-type: none"> <li>Practices timely and effective communication with county commission and department heads regarding issues and concerns of the county.</li> </ul>				
<ul style="list-style-type: none"> <li>Listens attentively and effectively</li> </ul>				
<ul style="list-style-type: none"> <li>Speaks and writes logically, clearly, and concisely</li> </ul>				
<ul style="list-style-type: none"> <li>Encourages and uses feedback</li> </ul>				
<ul style="list-style-type: none"> <li>Makes logical and well-organized presentations</li> </ul>				
Comments:				



<b>Planning and Innovation</b>	<b>Exceeds Expectations</b>	<b>Meets Expectations</b>	<b>Needs Improvement</b>	<b>Evaluator has no basis for judgment</b>
<ul style="list-style-type: none"> <li>Establishes and effectively uses appropriate mechanisms to anticipate trends and opportunities</li> </ul>				
<ul style="list-style-type: none"> <li>Develops and implements alternative strategies for dealing with change and planning for the future</li> </ul>				
<ul style="list-style-type: none"> <li>Uses creative and innovative problem-solving strategies for adapting to uncertainties and complexities</li> </ul>				
<ul style="list-style-type: none"> <li>Fosters a climate of innovation and continuous improvement</li> </ul>				
<ul style="list-style-type: none"> <li>Takes appropriate and prudent risks to move the county forward</li> </ul>				
Comments:				



<b>Managing Results and Resources</b>	Exceeds Expectations	Meets Expectations	Needs Improvement	Evaluator has no basis for judgment
<ul style="list-style-type: none"> <li>Ensures that programs, services, and projects provide results that matter to the county cost effectively and within budget</li> </ul>				
<ul style="list-style-type: none"> <li>Effectively uses both qualitative and quantitative measures to manage performance</li> </ul>				
<ul style="list-style-type: none"> <li>Ensures that prudent financial management is maintained for the continued success of the county</li> </ul>				
Comments:				



<b>Problem Solving and Decision Making</b>	Exceeds Expectations	Meets Expectations	Needs Improvement	Evaluator has no basis for judgment
<ul style="list-style-type: none"> <li>Identifies and evaluates alternative courses of action</li> </ul>				
<ul style="list-style-type: none"> <li>Makes timely and relevant suggestions to solve problems</li> </ul>				
<ul style="list-style-type: none"> <li>Consults with affected parties when making critical decisions</li> </ul>				
<ul style="list-style-type: none"> <li>Makes sound decisions in a timely manner</li> </ul>				
<ul style="list-style-type: none"> <li>Analyzes situations to determine root causes and develops realistic alternative solutions</li> </ul>				
Comments:				



<b>Community and Staff Relations</b>	Exceeds Expectations	Meets Expectations	Needs Improvement	Evaluator has no basis for judgment
<ul style="list-style-type: none"> <li>Effectively represents the county in public</li> </ul>				
<ul style="list-style-type: none"> <li>Has the respect of peers in local, state, and national government</li> </ul>				
<ul style="list-style-type: none"> <li>Values people and recognizes their contributions</li> </ul>				
Comments:				



<b>Intergovernmental Relations</b>	Exceeds Expectations	Meets Expectations	Needs Improvement	Evaluator has no basis for judgment
<ul style="list-style-type: none"> <li>Seeks input from similar operations of other governments in the county to determine if a potential synergy is available to make county services more effective and efficient</li> </ul>				
<ul style="list-style-type: none"> <li>Seeks ways to cooperate, collaborate, or consolidate programs as appropriate</li> </ul>				
<ul style="list-style-type: none"> <li>Seeks information from other governments that may assist the county in providing services without need to redevelop them</li> </ul>				
Comments:				



Board Relations	Exceeds Expectations	Meets Expectations	Needs Improvement	Evaluator has no basis for judgment
<ul style="list-style-type: none"> <li>Provides the county administrator with sufficient lead time to plan presentation of requests, programs, and policies to the county commission</li> </ul>				
<ul style="list-style-type: none"> <li>Provides information and education on issues as appropriate</li> </ul>				
<ul style="list-style-type: none"> <li>Effectively implements the board's policies, procedures, and philosophy in area of assignment</li> </ul>				
Comments:				



--



# City Manager Evaluation

Please rate the city manager using the following scale:

<u>Rating</u>	<u>Description</u>
1	Unacceptable - Unsatisfactory performance
2	Conditional - Requires Improvement
3	Satisfactory - Meets Council expectations
4	Exceptional - Generally exceeds Councils expectations
5	Outstanding - Substantially exceeds Councils expectations

Please return your evaluation form to the Mayor as soon as possible.

## Supervision

Does the City Manager maintain a standard of respect for department head's ability and encourage their initiative? Does he challenge them to perform at their highest level?	Rating	Comments:
--	--------	-----------

## Leadership

Does the city manager inspire others to succeed? Does he actively promote efficiency in operations? Does he demonstrate a high regard for personal ethics?	Rating	Comments:
--	--------	-----------

## Execution of Policy

Does he understand the laws and ordinances of the city and cause them to be fairly enforced?	Rating	Comments:
--	--------	-----------

## Community Relations

Does the city manager work well with citizens and properly handle their complaints?	Rating	Comments:
---	--------	-----------

## Administrative Duties

Does the city manager properly handle his administrative duties?	Rating	Comments:
--	--------	-----------



**Economic Development**

Does the city manager work well with developers while protecting the city's interest? Does he work to increase the city's tax base through economic development?

Rating

Comments:

**Intergovernmental Relations**

Does the city manager cooperate cordially with neighboring communities and citizens while looking after the interests of Bonner Springs?

Rating

Comments:

**City Council Relations**

Does the city manager work well with the city council in making sure there is adequate information available prior to meetings? Is he willing to meet with council members to deal with individual problems and issues?

Rating

Comments:

**Planning**

Does the city manager involve himself in the planning process to the correct degree? Does he review the process and look for better ways to handle development activities?

Rating

Comments:

**Financial Management / Budget**

Does the city manager ensure the budget is prepared and executed in the manner approved by the city council? Does he ensure the city's monies are managed properly?

Rating

Comments:

Additional Comments:

---

---

---

---

---



Name of Rater: \_\_\_\_\_

Date: \_\_\_\_\_





## City Manager Annual Performance Evaluation

### **Summary**

The City Manager's evaluation consists of annual evaluation by the City Council, as provided in the City manager's employment agreement.

The purpose of the evaluation process by the City Council is to maintain a strong Council/Manager team by ensuring open and productive communication on an annual basis in a formal way, and on an ongoing basis more informally. During the formal annual review process, there is an opportunity to identify areas of satisfaction and items needing change or improvement as identified by the Council.

The Human Resources Manager is the facilitator for this process, and will gather Council input from each member, then compile them into a comprehensive format for the review discussion. This year, the review discussion is scheduled for July 18, 2005. This is conducted in a closed-door personnel session during the regularly scheduled City Council meeting.

Attached is a form designed to gather Council input. Please utilize this form to rate the City Manager in the areas provided. You may also provide narrative comments, and/or additional information to be considered that is not captured in the format provided. Please submit all information to Chris Syverson, Human Resources Manager by the end of the day Thursday, July 14, 2005.



## **Rating Criteria**

For each performance criteria, please use the following rating scale:

E – Exceeds your expectations.

M – Meets your expectations.

NI – Needs Improvement or attention.

### **Communication Skills:**

\_\_\_\_\_ Verbal Communication Skills – Good command of oral expression; expresses ideas clearly and concisely; easily comprehends ideas expressed by others; able to explain and understand difficult and complex subjects.

\_\_\_\_\_ Written Communication Skills – Good command of written expression; expresses ideas clearly and concisely; easily comprehends ideas expressed by others; able to explain and understand difficult and complex subjects through written media.

\_\_\_\_\_ Presentation Skills – Is able to prepare and present quality presentations using a variety of tools and media; presentations are effective and visually appealing.

### **Interpersonal Skills/Relationships:**

\_\_\_\_\_ Ability to relate well to others, makes people feel at ease, even in difficult situations.

\_\_\_\_\_ Is able to gain the trust and confidence of the public; fosters contact and cooperation among citizens and community organizations.

\_\_\_\_\_ Understands and embraces the concept of interlocal cooperation when appropriate.

\_\_\_\_\_ Fosters cooperative communication and working relationships with Council.

\_\_\_\_\_ Has the ability to utilize appropriate media for communication – TV, radio, newspaper, group interaction, individual meetings.

\_\_\_\_\_ Skilled in negotiation techniques in a variety of scenarios – employee, council, public, interagency.

\_\_\_\_\_ Demonstrates sensitivity to individuals/groups as appropriate.



\_\_\_\_\_ Is forthright and honest in all relationships.

Leadership:

\_\_\_\_\_ Supports and manages in accordance with identified City Values and Mission.

\_\_\_\_\_ Provides City staff with direction and management according to the high performance government model.

\_\_\_\_\_ Uses sound judgment in decision making; seeks out all relevant and necessary data, makes decisions in a timely manner.

\_\_\_\_\_ Directs utilization of City resources effectively.

\_\_\_\_\_ Directs the City Customer Service initiatives, both internally and externally.

\_\_\_\_\_ Crises and/or emergencies are handled in an effective, efficient, and professional manner.

\_\_\_\_\_ Stays current on management practices and techniques.

\_\_\_\_\_ Actively pursues ways to increase his value to the City.

\_\_\_\_\_ Consistently supports re-engineering efforts city-wide.

Planning:

\_\_\_\_\_ Participates with Council and Staff in strategic planning.

\_\_\_\_\_ Exhibits a forward-thinking approach, both in the short- and long- term.

\_\_\_\_\_ Utilizes effective project management techniques.

\_\_\_\_\_ Sets objectives for performance and manages toward those objectives.

\_\_\_\_\_ Completes projects agreed upon with Council within the given time frame.

Management/Staff

\_\_\_\_\_ Able to delegate authority, granting proper authority at the proper times; good judge of when and when not to delegate.



- \_\_\_\_\_ Utilizes a positive approach to direct work efforts of staff.
- \_\_\_\_\_ Addresses employee issues promptly and effectively, utilizing progressive discipline.
- \_\_\_\_\_ Encourages and rewards initiative.
- \_\_\_\_\_ Promotes cohesive teamwork with the City Senior Management Team.

**Comments:**

In a brief narrative, please describe:

What you are most pleased with in the City Manager's performance.

What areas would you like to see improvement in? Please provide specific suggestions on how the City Manager may improve the areas of concern.

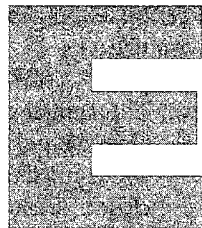
Goals for 2005-2006



# Manager Appraisals Can Be Nothing but a Benefit

**Jo Anne Darcy and George Carvalho**

*For nearly 20 years as city manager in three cities, one of the authors, George Carvalho, has insisted that city councils meet with him at least once a year for an evaluation process. During this period, he has seen many different reactions to holding such a session with the council. In some cases, the mayor and council have felt that this was time well spent; in other cases, councilmembers have refused to participate for one reason or another. Nevertheless, in every city in which he has served, the process has been successful in opening the lines of communication and, in some cases, in averting serious potential problems.*



Everyone wants to hear what kind of job he or she is doing, especially when the response comes from “the boss.” Local government managers are no exception and truly deserve to receive regular feedback. Why, then, does gaining manager evaluations often feel like pulling teeth, and why are they usually instigated by the manager?

## **Review Oriented**

In Santa Clarita, California (population 147,600; incorporated in 1987), Carvalho, the first permanently hired city manager, came on board in 1988. In the early 1980s, employment agreements had been emerging in California, and Carvalho’s amounted essentially to a letter of agreement. Over time, the agreement has expanded to become a more comprehensive employment document that now contains a



paragraph on regularly reviewing the manager's performance. According to the agreement, the city manager is evaluated by the council on an annual basis, through a process of review that has proved to be worthwhile and productive.

The evaluation process in Santa Clarita uses a third-party facilitator. This approach offers a myriad of advantages for both the council and the manager. Here is a step-by-step outline of the city's process.

### **Crucial Phases**

The first step is to obtain a mutually agreed-upon, third-party facilitator. The next involves the facilitator and the manager in outlining such items for inclusion in the evaluation as current issues in the local government, the relationship of the council and the manager, and the individual and group dynamics between the manager and the council.

Following an interview with the manager, the facilitator interviews each councilmember privately. These interviews normally take from half an hour to two hours, depending on the needs of individual councilmembers. During the interviews, the facilitator focuses on several key areas. These may include communication, relationships, work priorities, and general opinions. In Santa Clarita, they encompass:

- Key relationships between the manager and the council, city staff, the public, city committees and commissions, and other governmental agencies.
- Opinions on the manager's responsibilities and abilities, along with the manager's personal style, strengths, and areas for improvement.
- Topics relating to budgeting, public relations, program management, and employee relations.

Councilmembers are asked to provide an overall rating of the manager on a scale of 1 to 10, and at this time there may be a discussion regarding compen-

**F**requently, the performance evaluation process is viewed as a potential calamity that instills trepidation or stress in the parties involved. This need not be the case!

sation. After the facilitator has completed discussions with councilmembers, a closed-session meeting takes place for approximately three hours with all councilmembers present. The first hour of the meeting is devoted to the facilitator's addressing the councilmembers and providing the information they each have supplied in individual meetings. Information is given in the aggregate, and a summary of each discussion area is reviewed by the group as a whole.

Subsequently, each councilmember identifies an area on which he or she will provide feedback to the manager. At this point, the manager is invited to join the remainder of the closed session, and each councilmember presents information, which that is given from the group's perspective.

This process involves a report prepared by the facilitator that covers (1) the goals and objectives of the manager, as outlined previously by the council; (2) the manager's accomplishments for the year; (3) the individual comments of the councilmembers; (4) the overall rating; and (5) other notes that the facilitator may have gleaned from these discussions.

In this session, the manager spends a good part of the time—perhaps up to an hour—listening to the feedback and taking notes on each of the councilmembers' comments. The next part of the

meeting gives the manager a chance to respond to any of the councilmembers' comments or questions.

At this point, the council and manager discuss specific issues, including performance items and additional goals that may be desired by individual councilmembers. This session is informal and free-flowing. At the end of the process, specific action statements are developed. (Then, within six months, a follow-up report describing progress on the action items is provided to the council from the manager.)

The meeting concludes with councilmembers agreeing to an overall, summary evaluation of the performance of the manager, which is signed by the mayor and all councilmembers. The facilitator is requested to prepare a short paragraph summarizing the results of the evaluation. This summary, along with any salary increase proposal, is provided to the press and placed in the manager's personnel file. The director of human resources sometimes assists in this process.

### **Top 10 Benefits**

Here, then, are the authors' ideas on the top 10 benefits of an annual manager evaluation:

1. The annual evaluation process provides a regular time for the manager and council to sit down as a group in closed session and talk about the working relationship between the council (board of directors) and the manager (CEO), providing feedback they may not give or receive on a day-to-day basis.
2. The annual evaluation allows each councilmember to explore whether his or her individual feelings are shared by the rest of the council or whether they are just the feelings of one individual member. It also allows the council to review its manager responsibly, with a well-thought-out strategy for evaluation.
3. The facilitator is able to ask direct questions and listen to the coun-



councilmembers' responses without becoming personal or defensive. A real effort is made to bring to the surface and eliminate hidden agendas. This process allows for open and candid communication by councilmembers.

4. The annual process of evaluation of the manager—when done with honest intentions, forethought, and planning—has the ability to head off potentially serious problems simply by making all of the parties involved aware of the issues.
5. The annual evaluation proves an excellent opportunity to deal with cases in which there are sensitive personnel issues. The process gives the manager an opportunity to hear about and address a situation or to develop a program for making specific personnel changes and improvements.
6. Another benefit of the annual evaluation is recognition. Council meetings can carry heavy agendas, and often there is not adequate time to talk about

successes. During an evaluation, the council can spend time talking about accomplishments and how the manager has been working, along with other staff, to achieve the objectives of the council and the community.

7. A significant outcome of the annual review is an action plan, which may cause the manager to shift priorities and resources to accomplish things that probably were not as clear as they should have been. The benefit is that the council is able to redirect efforts, and staff members are able to carry out those tasks that are viewed by the council as most important.
8. A third-party facilitator for the evaluation contributes to a better, more clearly defined, professional process that strengthens the council-manager relationship. (Based on Santa Clarita's experience, facilitator costs can run from about \$3,000 to \$5,000.)
9. In some sessions held in the public arena, councils are reluctant to bring

up the point of a compensation increase. The closed-session evaluation process offers an excellent opportunity to bring up this question.

10. This process may give the manager a chance to offer feedback to the council from department heads and citizens concerning its performance.

Frequently, the performance evaluation process is viewed as a potential calamity that instills trepidation or stress in the parties involved. This need not to be the case! Even in worst-case scenarios, with a divided or argumentative council (and most managers and governing bodies have been there), a well-planned evaluation process that includes a third-party facilitator can succeed in mending fences and focusing positively on the future. **DAJ**

---

*Jo Anne Darcy is the mayor of Santa Clarita, California, and George Caravalho is city manager, Santa Clarita.*



# "How Are We Doing?"

## Evaluating the Performance of the Chief Administrator

**Margaret S. Carlson**

**P**icture a governing board meeting at a hectic time of year. Perhaps it is budget season and difficult funding decisions loom. Or the members are still recovering from stinging criticism over a hot community issue. Suddenly, someone says, "Hey, didn't we say last year that we were going to evaluate the manager around this time?" Other members groan inwardly as they envision yet another series of meetings and potential conflict with other board members. One member says, "Everything seems to be going OK. Let's just go ahead and decide on a salary increase now. Is an evaluation really that important?"

Yes.

Evaluating the performance of the chief administrative officer—whether the title is local government manager or health director or school superintendent or social services director—is critically important.

In recent years, jurisdictions increasingly have recognized the importance of a useful performance evaluation system to the overall effectiveness of their organizations. They have taken steps to improve their methods of evaluating line workers, supervi-

**Avoid the Pitfalls by Using a Systematic Evaluation Process**



sors, and department heads. But one important individual is frequently overlooked at performance evaluation time: the person who reports to the governing board. Governing boards have a responsibility to get on with that job. This article is designed to show how to evaluate a chief administrative officer who reports to a governing board, for simplicity called here the “manager.”

Ironically, the reasons that a manager may not receive a regular performance evaluation are the very reasons that an evaluation can be helpful:

- This individual is in a unique position in the organization.
- He or she serves at the pleasure of the board.
- He or she may frequently receive conflicting messages about priorities and direction from board members.

It is vital for managers to get regular, accurate feedback about whether they are meeting the expectations of the board, but it is unlikely that the organization will have a useful process in place for administrators to get that information in the absence of a well-conceived performance evaluation system.

Conducting an effective evaluation is hard work, but it doesn't have to be a bad experience for the board or the manager. With planning and a commitment to open lines of communication, chances are good that the experience will result in a new level of cooperation and understanding between manager and board and, ultimately, a more effective working relationship.

## Common Pitfalls

Both the board and the manager may approach an evaluation with reluctance. Board members will be required to talk openly and honestly about the positive and negative aspects of a person's performance—a difficult task for many people. The manager must be able to receive this feedback in a nondefensive manner, even when it appears that the board is articu-

lating specific performance expectations for the first time, or that the board is focused on the manager's conduct in the most recent crisis, rather than his or her overall performance.

Here are some common problems that boards and managers encounter when they plan for and conduct performance evaluations:

- The board evaluates the manager only when there are serious performance problems, or when all or some of the board members already have decided that they want to fire the manager.
- The board realizes it is time to determine the manager's salary for the upcoming year, and it schedules a performance evaluation for the next meeting without discussing the format or process of the evaluation.
- The discussion during the evaluation is unfocused, with board members disagreeing about *what* the manager was expected to accomplish as well as *whether* the manager met expectations.
- The board excludes the manager from the evaluation discussion.

■ The board evaluates only the manager's interactions with and behavior toward *the board*, even though members recognize that this may represent a relatively small portion of the manager's responsibilities.

■ The board borrows an evaluation form from another jurisdiction or from a consultant without assuring that the form matches the needs of its own board and manager.

Most of these pitfalls can be avoided by planning and conducting a systematic process for evaluating the manager's performance. A thorough evaluation process, like the one suggested below, contains several essential components (see Figure 1).

## A Suggested Evaluation Process

### Planning the Evaluation.

1. Agree on the purpose(s) of the evaluation. Typically, boards identify one or more of the following goals when describing the purpose of an evaluation:

- To give the manager feedback on his

## Figure 1. Steps in Planning and Conducting an Evaluation Process

### Planning the Evaluation.

1. Agree on the purpose(s) of the evaluation.
2. Agree on what the board expects of the manager.
3. Agree on the frequency and timing of the evaluation.
4. Agree on who will be involved.
5. Agree on an evaluation form to be used.

### Conducting the Evaluation.

1. Have individual board members complete the evaluation form before the evaluation session.
2. Have the manager do a self-assessment.
3. Agree on a setting for the evaluation discussion.
4. Have the manager present during the evaluation.
5. Consider using a facilitator.
6. Allow sufficient time.
7. Include a portion during which the board evaluates its own performance.
8. Decide on the next steps, and critique the process.



or her performance and to identify areas in which improvement may be needed.

- To clarify and strengthen the relationship between the manager and the board.
- To make a decision about the manager's salary for the upcoming year.

These goals are not incompatible, and it is possible to accomplish all of these tasks at once. However, it is essential that board members and the manager discuss and reach agreement on the purpose of the evaluation before deciding what the rest of the process will be. For example, a board member who thinks the main reason for doing an evaluation is to make a decision about compensation may think that a brief consultation among board members—minus the manager—is sufficient to ensure that no members have any major concerns about the manager's performance. This member also may ask for input from a personnel specialist who can provide information about managers' salaries in comparable jurisdictions. By contrast, a board member whose main interest is improving communication between the board and the manager may suggest a process that includes a conversation between the board and the manager, with the manager present throughout the evaluation.

A board might question whether the manager should be involved in planning the evaluation process, as the evaluation may be seen as the board's responsibility, with the manager as the recipient of the evaluation. Yet most boards want to conduct an evaluation that is helpful to the manager and provides guidance for his or her future actions. Because it can be difficult for the board to anticipate fully what the manager would—or would not—find useful in an evaluation, it is wise to consult with the manager early in the planning process.

For instance, the board may feel that the manager would be uncomfortable hearing board members talk about his or her performance at first hand and so

may design a process that “protects” the manager from hearing any negative feedback. Although the board's motives may be good, such a design may not meet the manager's needs if the manager actually wants to be part of the discussion, negative comments and all. Spending some time talking about the purpose of an evaluation at the beginning of the process will reduce the possibility of misunderstandings and conflicting priorities later on.

*2. Agree on what the board expects of the manager.* A job is essentially a set of expectations. It is possible to assess whether or not an individual holding that job has met expectations. But an evaluation can be useful only if an earlier discussion has taken place in which the board and manager have outlined expectations for the manager's performance. A board and manager may discuss expectations in conjunction with setting organizational goals for the upcoming year, perhaps as part of an annual retreat.

After setting goals, the board may specify objectives for the manager that define his or her role in meeting these goals. These objectives, then, are the board's expectations concerning the manager. For example, a city council may set a goal of working with agencies and community groups to reduce drug-related crimes in the city. The council may list one or more objectives for the manager related to this goal: identifying groups and agencies that already are working to reduce drug-related crime, forming a partnership that includes members of all relevant groups, or explaining new programs to the local media. If the manager needs clarification of the objectives or has some concerns about his or her ability to meet the board's expectations, these issues are best discussed at the time these objectives are set, rather than a year later, when the board wants to know why its expectations have not been met.

In addition to identifying *what* the board wants the manager to achieve, a board typically has an interest in *how*

the manager achieves these objectives; it expects the manager to have certain knowledge and to exhibit certain skills while performing his or her duties. Expectations about the manager's knowledge and skills also should be articulated by the board. The board may expect the manager, for example, to have oral and written presentation skills that enable him or her to present ideas clearly and concisely to diverse groups. It also may expect the manager to be able to allocate resources in a way that ensures equitable service delivery to citizens and to be able to delegate work effectively and evaluate the performance of his or her staff.

A board's expectations for the manager often represent a mix of general areas of knowledge and skills every manager should possess, as well as specific expectations based on the board's composition, the organization's history, or special features of the city or region. Therefore, it may be helpful for the board to use an existing list of managerial expectations as input for its discussion, then to customize these expectations to fit the needs of the jurisdiction. Many professional organizations—like ICMA—can supply such a list; or the board and manager may contact other communities in their area. Remember that a list of expectations for the manager that comes from a source outside the board is intended to *begin* a discussion of the board's expectations for the manager, not to *replace* this discussion.

*3. Agree on the frequency and timing of the evaluation.* The board and manager should agree on how often evaluations should be conducted (perhaps once a year) and adhere to that schedule. The timing of the evaluation also should be considered. For instance, the board may wish to have the evaluation cycle and budget cycle coincide and to make decisions about the manager's compensation at such a time. Or, it may choose to conduct the evaluation before the budget process gets under way if it feels that it would not be able to give its full attention to the evaluation during the



months leading up to the adoption of the budget.

The board should avoid scheduling the evaluation just before or after an election. If the evaluation is held too soon after an election, new members may not have had the time they need to gather information about and form a judgment of the manager's performance. Likewise, it is not a good idea to schedule an evaluation just before an election if a change in the composition of the board is expected.

**4. Agree on who will be involved.** All members of the board and the manager should participate in the evaluation (more about the manager's presence at the evaluation, below). The full board's participation is necessary because all members have relevant information about the manager's performance. In addition, during the planning process, the board and manager should consider whether there are other parties who have an important perspective on the manager's performance. A common problem is for the board to focus entirely on the manager's interactions with the board, even though the manager spends only a fraction of his or her time in direct contact with the board.

Although both the board and manager may feel that the perceptions of staff, citizens, and others are important, they may be concerned about how these perceptions will be collected and shared. It is not a good idea for board members to go directly to staff and to poll employees on their views of the managers' strengths and weaknesses. Such actions would put board members in an inappropriate administrative role and may put staff members—including the manager—in an uncomfortable position. Instead, the manager might hold "upward review sessions" with his or her staff in order to receive feedback from subordinates and to report general themes that came out of these sessions as part of his or her self-assessment.

The goal is not to make the manager feel under attack; rather, it is to acknowl-

edge that many people may have relevant information about the manager's performance and that the board should not be expected to know everything about the manager's work. If the board and manager choose not to incorporate other sources of information in the evaluation, the board may want to consider omitting performance criteria that it feels unable to judge (such as the coaching and mentoring of subordinates).

**5. Agree on an evaluation form to be used.** Frequently, this is the first step that boards consider when planning an evaluation, and they find it to be a difficult task. However, if the board already has discussed and agreed on what it expects of the manager (see Step 2), agreeing on an evaluation form becomes much easier. It is simply a matter of translating expectations into performance criteria, making sure that the criteria are clear and measurable. For example, three expectations in the area of "knowledge and skills necessary for local government

management" may look like Figure 2.

Following each criterion on the evaluation form is a scale ranging from "does not meet expectations" to "exceeds expectations," with an option of marking "unable to rate." A board may choose to assign numbers to this scale (say, 1 through 5, with 1 corresponding to "does not meet expectations" and 5 corresponding to "exceeds expectations"). But a numerical rating system is less useful in an evaluation of the manager than it is in an organization-wide evaluation of all employees, where standardized comparisons may have some value. In fact, a potential problem with using a numerical rating system is that it is easy to focus on the number as the end in itself, rather than simply a shorthand way to express the evaluation. Thus, a board may discuss at length whether a manager's performance on a given dimension is a 3 or a 4, and perhaps conclude that it is a 3.5, without fully exploring what these numbers represent.

Samples of evaluation forms may be

**Figure 2. Portion of Sample Evaluation Form**

**Presentation Skills.** The ability to understand an audience and to present an idea clearly and concisely, in an engaging way, to a group whose interests, education, culture, ethnicity, age, etc., represent a broad spectrum of community interests and needs.

1	2	3	4	5	
Does Not		Meets		Exceeds	Unable
Meet Expectations		Expectations		Expectations	to Rate

**Citizen Service.** The ability to determine citizen needs, provide equitable service, allocate resources, deliver services or products, and evaluate results.

1	2	3	4	5	
Does Not		Meets		Exceeds	Unable
Meet Expectations		Expectations		Expectations	to Rate

**Delegating.** The ability to assign work, clarify expectations, and define how individual performance will be measured.

1	2	3	4	5	
Does Not		Meets		Exceeds	Unable
Meet Expectations		Expectations		Expectations	to Rate



obtained from ICMA (contact Anthony Crowell by fax, 202/962-3500) and other professional organizations. Again, it is essential for boards and managers to tailor forms to meet their needs.

### **Conducting the Evaluation.**

1. *Have individual board members complete the evaluation form prior to the evaluation session.* Setting aside some time for individual reflection is important preparation for the evaluation session. It reinforces the message that this is an important task, worthy of the board members' attention. Making individual assessments before beginning a group discussion also increases the likelihood that each member will form his or her own opinion without being influenced by the judgments or experiences of other members.

This is not meant to imply that board members cannot change their minds as a result of group discussion; on the contrary, members frequently change their views of a manager's performance as they hear the perspectives of other members and learn information that was not available to them when making their individual assessments.

2. *Have the manager do a self-assessment.* Inviting the manager to assess his or her own performance can add a helpful—and unique—perspective to the evaluation process. In most cases, the manager can simply complete the same evaluation form being used by the board. For the manager, the comparison of the self-assessment with the assessments of others provides an opportunity for insight into his or her own overestimation or underestimation of performance level as compared with the expectations of the board. For the board, hearing how the manager rates his or her own performance (and, more important, how he or she arrived at that rating) can help members gain some insight into whether the board and manager are communicating effectively.

As an example, board members might

rate the manager as not meeting expectations in a given area because a land use study has not been completed. Upon discussion with the manager, however, the board might learn that the study has been completed but not yet been presented to the board. This distinction would be important because it would suggest different areas for improvement. If the manager has not completed the study, the discussion might have focused on the importance of meeting deadlines. Instead, the group could develop strategies for improving communication so that board members will receive information in a timely manner.

3. *Agree on a setting for the evaluation discussion.* The evaluation should be conducted in a setting that is private and comfortable, free from interruptions, and considered neutral by all parties. These are the same characteristics a board may look for in a retreat setting when it meets to develop a long-range plan, discuss roles and responsibilities of new board members, and the like. The idea is to set aside a time and place to address a single topic, away from the pressure of a loaded agenda.

Boards frequently ask whether the manager's evaluation is defined as an open meeting. Because the board is considering the performance of the manager—a public employee—during an evaluation, such a meeting may be held in executive session. According to the North Carolina open-meetings statute, for instance, a public body may hold an executive session to “consider the qualifications, competence, performance, character, fitness, conditions of appointment, or conditions of initial employment of a public officer or employee.”

4. *Have the manager present during the evaluation.* The above example, in which the board learns important information from the manager during the evaluation, illustrates the benefit of having the manager in the room, playing an active role in the evaluation. A manager present during the discussion can respond

to questions from the board, ask questions, and provide relevant information.

Frequently, a board's first impulse is to exclude the manager from the evaluation session. Some members may be reluctant to share negative feedback in the manager's presence. Other members may fear that the evaluation will turn into an analysis of the manager's handling of a single incident, with the manager defending his or her actions. Still others may want to shield the manager from what they perceive to be unduly harsh criticism from a few board members. These are valid concerns.

However, many of the problems anticipated by the board stem from a lack of planning rather than from the manager's presence at the evaluation; consequently, many of these issues can be addressed in earlier phases of the planning process. For example, a good evaluation form will help ensure that the discussion focuses on job-related behaviors rather than personal traits and will look at the previous year's performance rather than that of the previous week.

Some boards choose to exclude the manager from the evaluation session and select one member to summarize the board's discussion for the manager after the evaluation has been completed. Appointing a “designated spokesperson” to communicate the board's evaluation to the manager is often frustrating for both parties. It is difficult for one person to summarize a complex discussion in an accurate and balanced way, and the spokesperson may end up overemphasizing some points and underemphasizing or eliminating others. To a manager who is seeking feedback and guidance, this one-way communication usually does not give a full picture of the board's perceptions; consequently, the manager may make future decisions that are not consistent with the board's expectations.

Even with a careful planning process, board members still may have concerns about sharing negative feedback with the manager. As described in the next section, a skilled facilitator frequently can diminish these concerns by helping



the group discuss these issues in a constructive way.

After the board has concluded its discussion of the manager's performance, it may wish to excuse the manager while it makes a decision about the manager's compensation. The manager presumably will receive any feedback and guidance from the board before the salary discussion, so his or her presence is not necessary at this point. However, the board should keep in mind that the actual setting of the manager's salary may not be covered under a personnel exception to an open-meetings law, and for this reason this determination should take place in an open session.

5. *Consider using a facilitator.* A performance evaluation is a complex task, particularly when an entire group is participating in the evaluation. Members may have different views of the manager's past performance or different expectations for the future. Board members also may be reluctant to share negative feedback, or they may be concerned that their feedback will be misinterpreted.

For all of these reasons, it often is helpful to use a facilitator when conducting the evaluation. A facilitator can help the group by monitoring the group's process, while leaving all members free to focus on the task of the evaluation. Facilitators often suggest that groups use a set of ground rules to help them accomplish their work more effectively.

The board might look to local business, civic, and academic leaders for recommendations for qualified facilitators; or it might contact the Institute of Government at the University of North Carolina at Chapel Hill, or the state's association of county commissioners, league of municipalities, school board association, or similar organizations for help in this area.

6. *Allow sufficient time.* A useful technique for the actual evaluation is a "round robin" format. Each member in turn expresses his or her judgment of the manager's performance on a given

criterion, and the entire group then discusses any differences among individuals' ratings, with the goal of reaching group consensus on the manager's performance in this area before progressing to the next performance criterion. Even with a small board that is in general agreement about the manager's performance, this is a time-consuming process. Therefore, setting aside a full day for the evaluation session is a good idea.

Although this may seem like a lot of time to devote to one issue, the consequences of failing to reach agreement on what the board expects of the manager can ultimately require far more time and energy. The group may wish to divide the evaluation session into two half-days, if that is more manageable (both in terms of scheduling and energy levels):

7. *Include a portion in which the board evaluates its own performance.* In theory, it is possible for a board to specify expectations for the manager and then to evaluate the degree to which a manager has met these expectations. In practice, however, meeting expectations is usually a two-way street, and it is helpful for a board to examine its own functioning and how it contributes to—or hinders—the manager's effectiveness. In one case, a board set a number of high-priority objectives for the manager to meet, after which individual board members brought new "high-priority" projects to the manager throughout the year. In this case, the board was partly responsible for the manager's failure to meet the expectations initially set by the board.

8. *Decide on the next steps, and critique the process.* The actual evaluation of the manager's (and the board's) performance may seem like the last step in the evaluation process, but there still are a number of decisions to be made before the next evaluation cycle can begin. The board may wish to have a separate session to make a decision about the manager's compensation. This is also a logical time to talk about expectations and goals for the coming year, and the board

may wish to set a date in the near future when it will set expectations and performance measures in preparation for the next evaluation.

An important final step: Before the evaluation is concluded, all members should assess the evaluation process itself. This self-critique helps the group look at its own process and learn from its experiences in working together. By reflecting on the task just completed, the group frequently identifies components of the process that worked well and aspects that could have been more effective. For example, it may decide that it did not clearly define the manager's role in reaching board goals before the evaluation and resolve to address this lack by a specified date.

## **A Process, Not an Event**

As the steps described here illustrate, the evaluation of a chief administrative officer is a process, not an event. Careful planning and a commitment to communication between the board and the manager throughout the year will greatly facilitate the actual evaluation and increase the likelihood that it will be a valuable experience for all involved.

One last word: Don't let the fear that your board has not laid the proper groundwork prevent you from getting on with the job. You will probably see some things that you would like to change after the first evaluation (and the second, and the third . . .). That is what the self-critique is for. The important thing is to begin the process. Making the evaluation a regular part of the board's work is the best way to ensure its success. **PM**

---

*Margaret S. Carlson is a faculty member of the Institute of Government, The University of North Carolina at Chapel Hill, Chapel Hill, N.C.*

---

*Reprinted by permission from Popular Government published by the Institute of Government, The University of North Carolina at Chapel Hill.*



Partnering with Local  
Governments to Recruit,  
Assess and Develop  
Innovative, Collaborative,  
Authentic Leaders

# Evaluating the City Manager Best Management Practices

FCCMA Annual Conference  
Orlando, Florida  
June 1, 2017

**Doug Thomas**  
**Senior Vice President**  
**Strategic Government Resources**





# Background

- As any Council Member or Manager who has ever conducted or received a performance evaluation knows, the process can sometimes be uncomfortable, frustrating, and/or disappointing.
- When it comes to evaluating a Manager's performance, there are no standard models to follow:
  - Often times, the process is a result of a Manager's previous practice or recommendation.
  - Others reflect a permutation of approaches that may have a long-standing history in the organization over time, but are seldom reviewed for their effectiveness.
  - Best Management Practices are a product of a thoughtful and deliberative process that reflects the importance the Council places on both communication, and the Council-Manager relationship.



# Common Perceptions to Performance Reviews!





# Background

Regardless what performance evaluation process a Council and Manager chooses to utilize, it is important to realize that there are many benefits that can be derived from a quality performance review process:

- Increasingly, the demands for greater public accountability and closer media scrutiny dictate that Councils be prepared to defend the compensation packages afforded Managers with a better response than “he/she is doing a great job.”
- Citizens & stakeholders are typically more interested in the results that have been attained, and having a sense that their Council and Manager are “on the same page.”



# Background

In a relationship of trust and support, Council Members and the City Manager can have an honest dialogue about what is being accomplished, where the gaps may be, and how to maintain progress. Good relationships promote candor and constructive planning.





# Common Challenges

The most common challenges Managers and Councils face with the evaluation process revolve around four general areas:

- 1) Failure to undertake evaluations
- 2) Lack of a credible appraisal process
- 3) Lack of understanding of the Council-Manager form of government
- 4) Lack of communication



# What is a Manager Evaluation?

- 1) The process of planning, reviewing, and providing feedback on the performance of the City Manager.
- 2) A means of demonstrating organizational accountability to citizens, employees, and local stakeholders.
- 3) A means of maintaining alignment between established City Council goals and achievements attained.
- 4) A means of determining the need for further professional development, education, or training of the Manager.
- 5) An element of decision regarding future compensation.



# Required Components

There are two fundamental aspects of performance that must be accounted for in any legitimate Manager performance evaluation process:

- 1) **What/Technical** - Results that should be accomplished, and the extent, efficiency and effectiveness with which specific established goals and expectations can be tracked to determine success. (i.e. Fulfillment or achievement of the Mission, Goals & Objectives of the City's Strategic Vision Plan, operational effectiveness, fiscal and staff management, public relations, advocacy, etc.)
- 2) **How/Behavioral** - Leadership skills that should be demonstrated, reflecting a wide range of interpersonal and other subjective factors that are often not always easy to define, and even harder to measure. (i.e. Personal qualities such as integrity, commitment, interpersonal skills, communication and influence, financial & budgeting acumen, staff development, innovation, process efficiency, etc.)



# ICMA's 18 Core Principles for Effective Local Government Leadership & Management

1. Staff Effectiveness	10. Budgeting
2. Policy Facilitation	11. Financial Analysis
3. Functional & Operational Expertise & Planning	12. Human Resources Management
4. Citizen Service	13. Strategic Planning
5. Performance Measurement/Management & Quality Assurance	14. Advocacy & Interpersonal Communication
6. Initiative, Risk Taking, Vision, Creativity, Innovation & Continuous Improvement	15. Presentation Skills
7. Technological Literacy	16. Media Relations
8. Democratic Advocacy & Public Engagement	17. Integrity
9. Inclusion	18. Personal Development



# What is the Role of the Council?

- 1) Be familiar with all Charter provisions and Council policies that define how authority is delegated to the Manager and its proper use monitored; the Manager's role and his/her authority and accountability; constraints on the Manager's authority which establish the practical, ethical and legal boundaries within which all staff activity and decision-making will take place and be monitored; and what the Council intends for the City to achieve.
- 2) Review & discuss the performance instrument to be used with the Manager to ensure it meets the needs of both parties. Schedule the agreed upon frequency for the performance review(s), providing at least an annual review of the Manager's performance and achievements.
- 3) Maintain a balance of support and trust with a relationship of accountability with the Manager.
- 4) Based on the results of the comprehensive annual review, Council determines any need for further professional development, education, or training for the Manager, and ultimately adjusts compensation accordingly.



# What is the Role of the Manager?

- 1) Review & discuss the performance instrument to be used with the Council to ensure it meets the needs of both parties.
- 2) Ensure that the Council has adopted an organizational Vision, Mission, Goals and Objectives that can be objectively tracked to determine progress/success as part of the performance review process.
- 3) Completion of a self-evaluation, providing elected officials the process by which he/she pursued organizational and individual goals, and the perceptions of both the Manager and stakeholders of his/her success or failure in meeting those goals during the review period.
- 4) Written compilation of individual & organizational accomplishments and challenges faced during the entire evaluation period to minimize the risk of Council focusing on whatever the most recent controversy, agenda item, or news story immediately preceded the Manager's performance review.
- 5) A listing of recommended goals, objectives and strategies that can serve as the foundation for discussion with the Council to establish agreed-upon desired outcomes for the subsequent review period.



# Recommended Approaches

- First, talk to with your Council about the level of satisfaction with your existing process, playing close attention to your Council's wants and needs, and how you can reinforce your role and responsibilities as their Manager.
- Second, examine an array of approaches that other communities utilize, and speak with local government consultants and peers for ideas, what has worked for them, what hasn't and most importantly, why.
- Finally, determine what are some of the specifics you could recommend and implement to improve the quality of the performance review process and enhance the degree of public accountability.



# Manager Accomplishments Examples



P.O. Box 1306  
Williston ND 58802-1306  
PHONE: 701-713-3800  
FAX: 701-577-8880

**DATE:**  
**TO:** City Commission  
**FROM:**  
**RE:** Six Month Review

Mayor and Commissioners,

My first six months as City Administrator have been both exciting and challenging. I have appreciated the opportunity to learn more about the various City departments while getting to know the staff. What follows is my attempt to highlight some of their efforts and achievements, while bringing awareness to some of the areas in need of attention.

City Departments by the Numbers:

Department	2017 Budget \$	# Staff
Airport	\$2,406,600	13
Auditor	\$1,077,100	17
Building Safety	\$1,641,707	16
CVB	\$595,500	4
Economic Development	\$441,808	4
Engineering	\$1,297,658	12
Fire	\$15,159,214	62
Library	\$650,278	7
Planning & Zoning	\$555,596	4
Police	\$6,675,400	56
Public Works	\$88,541,888	122
<b>Total</b>	<b>\$115,559,049</b>	<b>317</b>

In my First Year Game Plan, presented during the preliminary hiring phase in fall of 2016, I proposed directing the City Administrator's office to serve three primary areas: the City Commission, City Staff, and the Public. Of the numerous initiatives undertaken for 2017-18, progress has been made on the following key items to date:

## City Commission:

- Simplified commission meetings, shortened agendas
- Initiated regular update meetings with individual commissioners
- Recruited and hired HR Director Chery Pierzina
- Continued to support City/County/State relationship-building efforts

## City Staff:

- Initiated regular update meetings with individual department heads
- Initiated monthly "Leadership Meetings" with all department heads at once
- Provided leadership on XWA construction project
- Assisted with develop of succession/transition plans for Public Works, Police, Airport

## Public:

- Developed concepts for City logo/brand
- Completed revision of City website with Economic Development
- Initiated 'Customer Feedback' surveys on a limited trial
- Continuing to work with citizens and groups with complaints, concerns and issues with ordinances, access to staff and other issues
- Began analysis on customer service strategies in each department

My impression after one semester of work is that things in the City of Williston are healthy and running well, but there are many more pressing priorities and needs than I have the capacity to address. My schedule continues to be maxed out every day, often with meetings from the moment I start in the morning, well into the evening. In an effort to remain productive, and not just 'busy', I have attempted to strike a balance between making time for meetings, and setting time aside to complete tasks and follow up on important items for the commission. To that end, most of these first days have been spent working on XWA and City staff priorities, which is in line with what I expected. With that said, managing time and avoiding being 'stretched too thin' has been a real challenge, but one that is constantly being made easier with help from Peggy Masters and now, Chery Pierzina.

The XWA project, while challenging and complex, is on a much better track than it was in 2016. Costs are continuing to decrease and we have successfully entered the construction phase as of April. With some new members on the team, I hope to see further cost savings and time efficiencies and remain confident we can meet our goal of a 2019 fall opening.

Overall, I have found that each department is staffed with capable, caring people and while they need support from time to time, they are doing a truly fantastic job serving this city. As we discuss and establish our goals for the future, I remain confident knowing we will be successful due to the dedicated people that contribute to our community.



## AIRPORT

**Leader:** Anthony Dudas, Airport Director  
**Commissioner:** Chris Brostuen  
**Budget:** \$2,406,600  
**Staff:** 13

## Synopsis of work:

It has been nearly 30 days that Anthony has been in the Director position and he continues to do a fantastic job of leading his department and meeting his operational requirements. The initial transition was somewhat stressful for Anthony as he had little exposure to the department head real and was unsure of the expectations for the position. With that said, his ability to listen and follow direction have helped in the transition and he is making an effort to engage other departments, notably HR and Public Works, for guidance and support.

Staffing continues to be a primary concern for Anthony, as the airport industry tends to be highly competitive in recruiting skilled operations officers. Anthony appears to have a good staff team that works together and follows his direction well, and he intends to fill the Assistant Airport Director position by August 1<sup>st</sup>, 2017.

## Goals & Recommendations:

I have recommended to Anthony that he take some time before filling the Assistant Airport Director position, which he originally intended to fill immediately. I remain committed to working with Anthony a little more closely due to his relative inexperience at the leadership level. One of our near term future goals is to work with HR to develop a future organization chart and begin planning the staffing model for XWA. Future meetings with Anthony include performance/transition check-ins (60-day, 90-day, 6-month intervals to come) and dedicated monthly one-on-one meetings thereafter.

Chris and Anthony seem to have a great relationship and visit regularly. Although Deanette has not been involved in airport matters, Anthony may benefit from consulting with her on a periodic basis as she seems to have an effective way of engaging young professionals and has a good rapport with him.



# Manager Accomplishments Examples



## **AUDITOR / FINANCE**

**Leader:** John Kautzman, Auditor

**Commissioner:** Brad Bekkedahl

**Budget:** \$1,077,100

**Staff:** 17

### **Synopsis of work:**

Working with John over the past 6 months has been better than expected. John has approached working with the CA Department with a very open attitude and remains a helpful financial resource. His understanding and knowledge of the City's financial history and state-level regulations is impressive; I would doubt there is an Auditor in all of North Dakota that is as qualified as John Kautzman.

As a department, staff retention and morale continue to be a concern in daily operations. John's style of leadership is relatively strict and impersonal, which creates a formal and tense work environment that appears challenging for employees to conform to. Despite this, there has been a recent shift amongst the staff to prioritize employee-focused events (the staff held their first ever 'summer BBQ' in May) and discuss morale and other environmental topics.

The Auditor's role on the XWA project will be critical in organizing and maintaining regular grant, loan and bond payments. Currently, the XWA financial program is complex and identifies many resources, which will be difficult to track and organize.

### **Goals & Recommendations:**

In preparation for the 2018 Budget, I intend to work with John in providing support in engaging all departments prior to their annual submittals. This year's budget submittal will be a first for multiple department heads (PW, Airport, PD, Library, CA) and some base line training and coaching will be valuable.

With regards to staff, I have noticed some desire from key staff to expand their job duties and play a more central role in the department. I hope to work with John to create a revised job description and new office for Randy Donnelly to reflect his current scope of duties, and investigate the value of creating an Office Manager position.

In anticipation of the forthcoming XWA workload, we are detailing the scope of work for consultants in an effort to ensure sufficient support is given to John for the duration of the project. Key projects for 2017-18 include continuing the City Hall redevelopment master plan and a rebranding or reorganization to a Finance Department, with John as the Finance Director.



## **BUILDING SAFETY & CODE ENFORCEMENT**

**Leader:** Bill Tracy, Building Official

**Commissioner:** Chris Brostuen

**Budget:** \$1,641,707

**Staff:** 16

### **Synopsis of work:**

The Department of Building Safety has undergone significant changes over the past year, with multiple key staff positions being vacated and a rapid decline in building permit activity. Code Enforcement staff continue to work with a steady backlog of cases, while building inspectors are not nearly as busy as they were in 2014 and 2015.

Bill has been working to replace some critical positions, including that of Plans Examiner and Plumbing Inspector, but overall his department size of 16 budgeted positions appears to be excessive given the new work demand. Bill's disengaged and laid-back management style has contributed to the tendency of some inspectors to adopt an authoritative approach and respond in a heavy handed manner when dealing with the public. This has resulted in numerous verbal complaints through staff and commissioner channels. I have approached Bill on this topic and he has made some attempts to address the issue, but he would benefit from further assistance and supervision.

A Building Maintenance committee was recently commissioned in order to address maintenance demands at City-owned facilities not under any formal supervision (namely the New Armory and the Select Ford properties). This committee, lead by Bill in conjunction with staff from PW, will perform routine periodic inspections while fielding special maintenance requests from tenants and dispatching contract repairmen.

### **Goals & Recommendations:**

With the potential for multiple new hires in the inspector pool, the next 6-12 months will be a good time to invest in customer service training. It is my intent to research this topic thoroughly with HR and the Commission to find an effective way of training and educating staff across multiple departments tasked with public permitting and inspection processes.

For the 2018 budget, we intend to take a closer look at the staff count with Bill and Chris, and evaluate contracting landscaping and building maintenance duties that are currently performed by Bill's staff.



## **ECONOMIC DEVELOPMENT**

**Leader:** Shawn Wenko, Executive Director

**Commissioner:** Brad Bekkedahl

**Budget:** \$441,808

**Staff:** 4

### **Synopsis of work:**

Williston's Economic Development has developed an excellent reputation within the community and garners a lot of respect throughout the state. In the role of Executive Director, Shawn has shown an incredible ability to advocate for our community in an expressive, yet humble way.

Working closely with Shawn over the past 6 months has been interesting. The value of his department and their versatility is evident as we have endured a slow-down and now entered a renewed growth phase in the region. Although we have struggled to anticipate the ever-changing retail market trends, the overall game plan of promoting Williston through local business and continuing with the re-development of Sloulin Field has been maintained. Side projects such as the new City website and logo have been taken with enthusiasm by the ED staff are nearly complete.

The ED staff have struggled at times to find the right balance working with consultants and other departments and I hope to be able to work with Shawn more closely over the next 6-12 months to further evaluate this issue. Furthermore, Shawn has experienced some intense amounts of stress and pressure and has shared with me his struggles in interpreting his role on various projects and managing the personalities within the department.

### **Goals & Recommendations:**

Further evaluation of a Public Information Officer position, with respect to Barb Peterson's position, should be a goal for the second half of 2017 in preparation for the 2018 budget. Whether it falls within this department or not, will still require careful discussion with Shawn. It is also critical for the relationship with Keith Olson to be supported, as his relationship with Shawn and department is of considerable value.

I would like to explore the possibility of expanding Shawn's responsibilities to include development and political representation for the City at selected events, in conjunction with the CA's office. While it may be too soon to consider an Assistant City Administrator position, I would like to enlist Shawn's help and participation in certain areas.



# Manager Accomplishments Examples

## City of Lakeland Noteworthy Organizational Accomplishments By Program Area October 2013 – September 2014

### Legislative Services

- Assistance to the City Commission in the development and advancement of Lakeland's Annual Legislative Agenda. The City was involved in a number of state-wide and local legislative issues, including:
  - SB 406 which was the State's omnibus economic development package. The bill contained language and a funding mechanism for Florida's Spring Training teams and cities. Specifically, the bill provided for \$20 million, over 30 years, for the construction or renovation of Major League Baseball spring training facilities for cities that host one team. The bill contained a 'clawback' provision that would require the team to pay the State back in full if they leave prior to the 30-year commitment.
  - The 2014 Florida State Budget contains \$24,699,440 in State Aid Funding for Public Libraries, an increase of more than \$3 million. This is the first increase in Public Library funding in more than 7 years.
  - SB 1500, the 2013-14 Appropriations bill, contained \$3.75 million in funding to assist the City of Lakeland in its efforts, along with Polk County, to correct the problems with the Skyview Water and Wastewater utilities and connect the private systems to the City's public systems.
- Co-Chaired the Florida City/County Managers Association's (FCCMA) Legislative Committee. Also serve on the Lakeland Chamber of Commerce Governmental Affairs Committee and the Florida League of Cities Finance, Taxation & Personnel Legislative Committee.

### Environmental & Utility Services

- Completion of the \$35 million Smart Grid Initiative on schedule with support from \$15 million DOE grant involving the installation of roughly 120,000 smart meters, new web portal affording customers to track their energy use in a variety of ways, new web outage management system and shift-to save rate pilot project. The vast majority of customers are experiencing savings under the pilot rate program which will become part of community discussions regarding the development of a new rate design to be presented to the Utility Committee and City Commission in Fiscal Year 2014.

- Completed the 3-year phase in of the City's Pay-As-You-Throw "EZCan" Program which commenced in 2011. The once a week, automated trash collection system has resulted in cleaner neighborhoods, improved employee safety, increased recycling and reduced cost. The program has become recognized as an industry leader by public and private waste management entities nationally and abroad, (in both Canada and New Zealand), for driving best practices with the utilization of Radio Frequency Identification (RFID) technologies in the solid waste system.
- The successful EZCan residential solid waste program was followed up with the implementation of a single-stream recycling program in December, 2012 and the subsequent roll out of the new automated "EZCart" recycling program. EZCart involved the delivery of roughly 30,000 new recycling carts and became operational in October 2013. The new recycling program provided customers with a choice in their recycling cart size and staff also developed amendments to the program during implementation in response to customer requests for an additional period in which to select their final recycling cart size.
- Development of a new commercial automated recycling program to compliment the implementation of the new single-stream EZCart residential curbside recycling program. The commercial program will leverage synergies with the residential recycling program and increase diversion of commercial waste.
- Completed construction of the Solid Waste Division's innovative new administrative facility. The building is the City's first Leadership in Energy and Environmental Design (LEED) Gold certified facility, which was completed on time and within budget.
- Completed the second phase of the solar farm project (3.0 MW) located at Lakeland Linder Regional Airport. Between LLRA and TLC, Lakeland Electric currently has 5.5 MW of PV capacity under contract with SunEdison, generating 11,000 tons of carbon offset. The SunEdison PPA was renegotiated in FY 2013, which will result in estimated annual \$500K savings at total contract build out.
- Lakeland Electric achieved a 91% satisfaction level based upon 3<sup>rd</sup> party administered customer satisfaction surveys, breaking last year's record level rating of 88%. The utility also attained first quartile performance ratings in its utility benchmark group for System Average Interruption Duration Index (SAIDI) for 77 minutes and Customer Average Interruption Index (CAII) of 63 minutes.
- Unit #5 attained an Equivalent Availability Factor of 93% (Best in Class performance for North America) and an Equivalent Forced Outage rate of 3%.
- Successful renegotiation of the successor 3-year Lakeland Electric Unit CBA with the UWUA and the inaugural 3-year CBA with the UWUA for the Water Utilities Unit.

- Other Lakeland Electric utility accomplishments include continuation as a low rate leader in the state; conversion in the shift to Illinois Basin coal resulting in over \$8 million in fuel cost savings; evaluation and implementation of longer life turbine parts for Unit #5 resulting in a projected \$5.7 million savings over the next 12 years; revised energy use web portal and redesigned website; expansion of the Power Academy to the Lake Gibson Middle School; and recognition as a Diamond Level APPA Reliable Power Provider.
- Completed Stormwater design projects including the Robson Street Drainage System Enhancement to retrofit the existing open-ditch drainage system, providing a closed (piped) system along the north side of Robson Street between Pyramid Parkway and N. Florida to relieve flooding of adjacent properties and reduce drainage system maintenance costs in FY 2014; the New Jersey Road Drainage System Improvements (Crystal Lake Drive to Edgewood Drive) to provide new street curb, storm sewer pipe and inlets along west side of roadway in anticipation of ensuing trail construction; the Wayman Street Ditch improvements to a new drainage system designed to function more effectively than the current open ditch system providing enhanced flooding protection for the neighborhood; and the Flood Control Automation Retrofit, involving the future installation of automated flood gates to replace 11 existing manual structures on City lakes.
- The Water Division completed the following notable capital projects: Williams Water Treatment Plant chlorine building improvements; filter canopy; emergency generation upgrade; and PICS System replacement. Other significant projects include the Highlands Booster Station emergency power project and bypass piping, Southwest Booster Station emergency power; Vulnerability Assessment Update; and related utility work in conjunction with the FDOT US98 S Widening (from Brooks – Edgewood).
- Wastewater Division notable projects include chlorine containment at both Glendale and Northside Wastewater Treatment Plants; design phase of the Skyview utilities acquisition; continued implementation of combined video monitoring and access control; and coordination with TECO for construction of lift station and force main at the Wetlands facility to eliminate surface water discharge and associated regulations.
- Street sweeping frequency increased from once/month to once/two weeks. Curb miles swept in FY 2013 (19,400) exceeds goal expectations by 16%, resulting in 3,300 tons of debris collected.

### Administrative Services

- The FY 2013 Program Budget was recognized by the Government Finance Officers Association (GFOA) through their "Distinguished Budget Presentation Award" in recognition of its layout, planning, content and overall presentation. The award is bestowed on only a small percentage of public organizations.



# Manager Accomplishments Examples

- The City adopted the Northwest Lakeland Sector (7) Plan in September 2012 and two other Plans prior to that (Southwest Lakeland and Downtown). Staff has initiated work on the next Sector Plan for East Lakeland Sector (4), which generally covers the Crystal Lake and Combee Road areas.
- The Planning Division managed several amendments over three separate Plan amendment cycles. These included review of multiple proposals to change land uses on properties located within the Oakbridge DRI; a land use change on Habitat-owned property on Old Tampa Highway; and reducing the land use intensity on property located on South Frontage Road. Annexed lands included the Habitat site, a site near the Parkway Corporate Business Park on S. Pipkin Road, and a site on Airport Rd that will eliminate an enclave.
- Initiated text changes to the Plan including a major update to the Future Land Use Element to address Healthy Communities issues as well as aging in place issues for seniors. Other text changes addressed sector planning, complete streets, creating an amendment history table and annual certification boundary, and 5-year Capital Improvements Plan updates.

## Cultural & Community Services

- New furniture was purchased by the Friends of the Library of Lakeland, Inc. representing a \$50,000 investment that was installed in the adult public seating areas at the Main Library. The Axis360 digital download online service was implemented for eBooks and Audiobooks, and Library staff expanded the One-to-One Technology Tutoring at the Larry R Jackson Branch Library to twice a week.
- The Lakeland Center was the recipient of Facilities Magazine "Prime Site" Award recognized for outstanding service to its clients and the industry. Developed the 1st phase of the conceptual design for the Jenkins Arena renovation which has resulted in a plan to repurpose the aged facility into a state of the art meeting and conference multi-purpose venue. Staff also installed an energy management program and system that will provide significant reduction in power consumption through the use of efficiencies and improved systems. Secured a contract with Free Life Church for weekly services totaling over \$312,000 annually as well as major sponsorship funding from Under Armour for the 2012-13 FHSAA Championships.

## Community Safety

- Successful economic reopener for Police Officers, Sergeants and Lieutenants represented by the Police Benevolent Association (PBA).
- Successful successor Collective Bargaining Agreement with Fire Fighters/Driver Engineers and Lieutenants represented by the International Association of Fire Fighters (IAFF).



- The LPD's K9 Unit became National Champions at the USPCA National Trial, with Officer Ted Sealey and his K9 partner Bruno winning Top Dog.
- The LPD implemented a significant reorganization which better aligns functions and the distribution of personnel. The following are the new bureaus that were created: Administrative Bureau, Neighborhood Services Bureau, Special Services Bureau and Investigative Services Bureau.
- Implemented COP DOTS within the Community Services Unit, which is designed to allow citizens to mark their personal belongings that can be read with a scanner in the event it is stolen and recovered.
- Nearing completion of the implementation of the Tiburon Records Management System. This was the second and final component of the changeover from the former Intergraph System.
- Completed the expansion project of adding an additional building at the LPD Training Center comprised of three classrooms capable of training approximately 90 individuals at one time.
- The LPD was Re-Accredited by both the Commission on Law Enforcement Accreditation (CALEA) and the Commission for Florida Law Enforcement Accreditation (CFA).
- Expansion of the City's Red Light Camera Program to include an additional top 10 intersections to address safety concerns as recommended by the LPD and the Traffic Services Division.
- Opening of temporary Dual Purpose Fire Station at LLRA last summer with resulting ISO rating change from Class 10 to a Class 3 in southwest Lakeland. Award of design contract and subsequent bidding and award of permanent station construction, with groundbreaking ceremony scheduled for November 18<sup>th</sup> with projected completion and operational status at the start of FY 2015.

## Transportation Services

- Completed roughly \$15 million of previously awarded grant supported capital improvements at Lakeland Linder Regional Airport including the TWY E lighting; TWY H&J and Apron/Pond; Terminal Parking; TWY P Safety Area; ILS RWY 9-27 and TWY B; Wildlife Assessment; and Doolittle Road improvements. Additionally, commenced with another approximately \$14.7 million in grant supported projects including the Dual Purpose Fire Station; Secondary ARFF Truck; Doors, Gates & Access Controls; South Ramp; RWY 9-27 and TWY E1; Fuel Farm; and Air Traffic Control Tower design work. Collectively, LLRA's local participation of roughly \$3.3 million leveraged almost \$26.4 million in state and federal aid.

- Occupancy rate at LLRA is at over 92% at its overall facilities, involving a strategy of attracting and retaining key tenants and entering into longer term lease agreements.
- LLRA's Annual Part 139 Inspection was completed by the FAA with no discrepancies or violations noted.
- LLRA was one of the first airports to convert to the FAA's NOTAM Manager System allowing the issuance of real time NOTAM's.
- Considerable advocacy efforts with the FAA to retain FAA Air Traffic Controllers for the Sun-n-Fun event for \$284,500, which was funded locally through joint participation from the City, Sun-n-Fun, Polk County Sports Marketing and Tourism and other funding partners. Successfully worked in tandem with other Airports to maintain FAA Controller funding in contract towers for 2013.
- Staff applied for grants through the Polk Transportation Planning Organization for trails and pathway projects totaling over \$4.61 million, with most being accepted and ranked for funding by the TPO for the next updated FDOT Work Program.
- Participated in multiple meetings related to the FDOT Rail Relocation Study and exploration of alternatives, including short term projects in downtown Lakeland to facilitate bike/pedestrian movement.
- Additional work with the FDOT and CSX to prepare New York Ave Rail Grade Crossing Application, downtown future rail safety enhancements and RR Quiet Zone Application. The City remains on track to secure approval from the Federal Rail Authority for formal establishment of a Quiet Zone in downtown Lakeland.
- Installation of new Pay-by-Space machines in Munn Park and Mitchell's Coffee House parking lots.
- Designed and coordinated with FDOT for new Fire Station #7 emergency traffic signal on Drane Field Road and with the Polk County School Board for a new traffic signal accessing the Sleepy Hill Middle School.
- Implemented various Lake Hollingsworth Drive Safety Enhancements improvements including bicycle signals, green bike lanes and bike boxes, bike buffers, shoulder widening, driveway improvements, audible vibratory devices and new bike lane signs and markings. Performed "before" and "after" traffic studies to gauge the effectiveness of these improvements and coordinated with the Federal Highway Administration in conjunction with the pilot project.
- Completion of sidewalk improvements along Main Street, Ingraham Ave, Lincoln Ave, McDonald Street, New York Ave, Fifth Street, Carleton Street and the Buckingham Trail.



# Rating Example

## LEADERSHIP AND MANAGEMENT

**PLANNING - Ability to anticipate and analyze problems; maps effective solutions.**  
(Unacceptable) (Poor) (D B M Acceptable) (S Good) (K A Excellent)

Comment:

**ORGANIZING - Ability to arrange work efficiently and apply resources.**  
(Unacceptable) (D Poor) (B S M Acceptable) (K A Good) (Excellent)

Comment:

Referring to the Council's 9-Point Strategic Visioning Goals and the City Manager's Priorities of January 6, 2013, one sees that the projected timeframes for accomplishing tasks are not being met. Understandably issues arise. It is still the responsibility of the City Manager to see that these quarterly projected timeframes are adhered to and if not, to provide an explanation as to why the goals are not being met. If it is a matter of applying more financial resources, staffing, and/or time, the Council should be updated and given the opportunity to make changes accordingly. Not having these critical conversations or touching base leads to backlog and/or unfulfilled goals, ultimately leading to dissatisfaction.

Particular areas of dissatisfaction: 1) Traffic Impact Fees delayed [2<sup>nd</sup> Quarter] - now it is a missed opportunity with one of the largest projects already vested, 2) Organizational Structure [2<sup>nd</sup> Quarter], 3) Implement Financial Software [1<sup>st</sup> Quarter], 4) Comcast Negotiation [2<sup>nd</sup> Quarter], and 5) Cell Service/Broadband Improvements [2<sup>nd</sup> Quarter]

For the Traffic Impact Fees, it would have been worth it to contract with a consultant to do the work. Poulso Public Works provided all the materials including the name the contracted consultant. As it is, we are missing out on Traffic Impact Fees that would have been collected as development has now picked up. It is an unmet priority that has cost the City money.

Some things seem to have taken longer than they should have. Specifically, the RFP for new software.

1. CM should provide options for current things that have to be dropped from the work plan if CC is adding new items.
2. CC acknowledges that choices must be made instead of just adding new items to the list.
3. CC does not feel like they have adequate long range strategies

3 | Page

**SUPERVISION - Builds and motivates a team, provides direction, monitors and adjusts performance as necessary.**

(Unacceptable) (Poor) (B M Acceptable) (D K A Good) (Excellent)

Comment:

Hosting the Employee Appreciation BBQ and actually inviting City Council Members was a good team-building event.

With recent employee departures, it is my understanding that the City Manager provided direction and employees that did not follow the direction and did not meet expectations chose to seek employment elsewhere.

I have to assume this because staff appears to be

I can't answer this

Slow to adjust performance

**DELEGATION - Effectively assigns work to others and builds skills.**

(Unacceptable) (Poor) (D B S M Acceptable) (K A Good) (Excellent)

Comment:

SSWM

A number of times he has stated that reports and memos that came out under his signature were prepared and released by his staff and "missed the mark"

**TIMING - Makes decisions when sufficient information is available.**

(Unacceptable) (D M Poor) (B Acceptable) (A S Good) (K Excellent)

Comment:

A notable improvement CM has made is the timing in which contracts come to us for approval

Water Utility discussion was quite a challenge and very time consuming. It seemed administration threw every possible obstacle in order to make the option to contract with KPUD fail. The numbers were ever changing from the first City Manager presentation to the next. All in all it was a very disappointing and dissatisfying experience.

4 | Page

I

A few positives: 1) to a citizen's credit, the City was able to correct a \$75,000 error in Water Utility tax, 2) the City Manager and Council agreed the Water Utility could support a rate adjustment, 3) City Manager and Finance Director agreed that a rate reduction could be done for another utility as well.

Now as much focus as was put on Water Utility needs to be done with SSWM. By the way, SSWM was to have a comprehensive evaluation as of the 1<sup>st</sup> Quarter.

CM is very conservative and does not make decisions without a lot of data which takes a lot of time. Some of the council is satisfied with a slow moving government, while some of the council is not. CM should present options with risk so that council can decide.

1. Would like to get CC agenda items earlier for more time to study, etc. --- Friday before Wednesday for all presentation materials instead of at the dais. CM to communicate expectations regarding ability to get presentations out in advance versus waiting for a next agenda.

**FINANCIAL MANAGEMENT - Accurately and concisely reports and projects the financial condition; management practices and policies are designed to maintain (or achieve) a sound, long range financial condition - uses debt cautiously, plans for long term replacement and maintenance of equipment and infrastructure.**

(Unacceptable) (D M Poor) (B Acceptable) (K S Good) (Excellent)

Comments:

Accurately and concise reports and projects financial condition:

- The Comparable Cities Report was missing the important fact that our City has a very limited list of services whereas many of the other cities have nearly twice the services, employees, and taxing capacity.
- Financial information is presented like a mathematical word problem. Regretfully one has to read through information to find what are the actual amounts. Presenting a page that shows the decreases and increases and finally present either the under budget or over budget.
- The City does a great job of doing budget adjustments for when increases are necessary. It would be great to provide similar budget adjustments for opportunities to reprogram funds that are known will not be spent otherwise. Simply carrying this funding over to the next year creates missed opportunities.

Management practices and policies are designed to maintain (or achieve) a sound, long range financial condition

5 | Page



# Rating Example

## QUALITY OF MUNICIPAL SERVICES

Please rank each of the following direct services on progress that has been made since the City Manager came on board.

Street Maintenance	Declined	No Change A B	Improved D K S M
Police Services	Declined	No Change B S	Improved D K A M
Parks N/A	Declined	No Change K A B	Improved
Water & Sewer	Declined	No Change B M	Improved D K A S
Planning & Zoning	Declined	No Change K A B S M	Improved D
Code Administration	Declined K	No Change A B S M	Improved D
Animal Control	Declined	No Change D K A B	Improved
Construction & Engineering	Declined	No Change K B S	Improved D A M
Main Street	Declined	No Change K A B S M	Improved D
Solid Waste N/A	Declined	No Change D K B M	Improved
Environmental Health	Declined	No Change K A B S M	Improved D

16 | Page

## NEW OBJECTIVES

List any new priorities you would like the City Council to establish for the City Manager.

List of priorities that should be given more attention:

1. Implementation of organizational structure modifications – i.e. reorganization that was scheduled for by 2<sup>nd</sup> quarter.
2. Traffic Impact Fee
3. Financial and Project Management Software
4. Move data and software into a Cloud-based system
5. Budget: Follow the Budget Calendar, Hold Council Retreat to Establish Policies, Make Budget Adjustments, and Create a Citizens Guide to the Budget
6. Negotiations with Comcast

CM has too much on his plate, so this is a hard one. It is the Council that must stop piling new, special interest work on top of the challenging list of original objectives. My "new" objective for him would be to push forward on a number of critical issues before him – in particular, a strategic plan and ensuring that the organization is adhering to the principles and goals of our Comp Plan.

- Hire City Attorney.
- Present comprehensive analysis SSWM Utility (2013 carry-forward)
- Assess and update fee schedule.
  - Traffic Impact fee (2013 carry-forward)
- Develop and launch comprehensive Communications Plan (2013 carry-forward)
  - Citizen's Guide to the Budget (one of the important elements)
- Public Safety Strategic Plan
  - Address Pendleton recommendations with frequent updates about progress.
  - Implement LEXIPOL and LeMag recommendations
- Develop and present Level of Service analysis with relevant recommendations for 2015-17 Biennial Budget.

Fix the Police Department and implement the recommendations of the Police and Pendleton reports.

- Since I have been on the Council we have been told that the work plan informs the budget, yet the budget is always approved prior to the council and City Manager creating a work plan. I would like to the Council to create a 2014 work plan prior to, or at least in step with, the 2014 budget process. I believe CM agrees with this and if he does I think he should be more vocal about it.

17 | Page

- The need to build trust was a priority when CM was hired so it's not new, but I would like to see CM be more proactive in asking people what he can do to move it along. I get the sense from CM and others, that just telling people they need to trust the City is enough.
- Planning Department
  - People are still being told 10 weeks for a SFR building permit
  - Process needs to be easier to understand for the average person
  - I'm really bothered by the fact that someone can propose a comp plan amendment that staff does not recommend, but 3 years staff will recommend an identical comp plan amendment made by a different person when there has been no change in policies used to support or deny the requested change.
  - Inconsistencies – considers reducing parking requirements and at the very same time adds, as potential work plan item, the need for a parking structure because there's already not enough parking.
- The City needs to (1) be very clear about what rules and procedures its citizen commissions and committees are required to operate under, and (2) develop a process to ensure that committees and commissions are made aware of and understand those rules and procedures.

Benchmark cost and service level of city's services and develop goal and plan to improve.

## AREAS FOR IMPROVEMENT

List any other areas in need of improvement.

1) City Manager is slow to often non-responsive to my emails.

In just reviewing emails from May until mid-July, there are over 30 unanswered emails from the City Manager. At times, I have to end up calling or walking over to City Hall to get an answer.

2) On most occasions City Manager and Staff's presentations are not included in the City Council agenda packet materials.

This puts the City Council and the Community in the position of having to consider the material on-the-fly and does not allow for City Council and the community to be ready to have an informed conversation, prepare thoughtful questions, and/or provide meaningful comments. Unfortunately at times it also feels as if it is a strategy to limit crucial conversation and not having the material prior to the meeting ends up creating some distrust.

3) Incomplete agenda packets without important documents continues

This occurred just this week with the Pendleton Report, an in-depth review of the Police Department. So the Council received it just prior to city council meeting and the community did not have it. If materials cannot be provided in time, the item should be rescheduled for a future

18 | Page



# Rating Example

- I understand that CM wants to leave policy discussions up to the council but there have been times that during our discussions something factually inaccurate has been stated that I think CM should correct. For example, when a council member says that there has been no analysis done by staff, I think it would be appropriate for CM to correct that statement.
- I have concerns about how receptive staff has been to changes and how CM handles that.
- See above re 2014 Work Plan

Provide council with preliminary information earlier with appropriate caveats and risks

## OTHER STRENGTHS

List other strengths which you feel are notable.

Seeks outside guidance from his peer group. I have noticed the City Manager's posting on ICMA asking for assistance and examples.

Thorough and Good Hiring Process. As noted above, his hires have been excellent.

Positive Language Choice. The City Manager's changing "Code Enforcement" to "Code Compliance" set a collaborative rather than punitive tone.

Focus. One of the City Manager's strengths is his persistent focus. Going into his office and seeing three white boards organized by departments with the list of tasks/targets to complete for me shows he keeps these goals ever present and is focused on seeing them be completed.

Accomplishments. Although I am disappointed by certain priorities not yet been addressed, I do see that much is being accomplished through the City Manager's leadership. My impatience is due to nearing the end of my council term. It was excruciating to see it take nearly 3 and half years to get Lexipol implemented, it will take 4 years total for City's website to be redone, and nearly 8 months to get the City to accept credit card payments.

- Permitting process is being improved.
- Public Works department is being restructured.
- Police Department now has new leadership. It has recommendations from ~~Lexipol~~ and the Pendleton Report to implement and focus is being placed on creating and implementing a strategic plan.
- The City has completed or nearly completed large policy projects: Shoreline Master Plan, HDDP, and Water Utility improvements.

- There is greater attention being placed on public works maintenance and landscaping. The City grounds and properties look well maintained. Even many of the downtown traffic medians are being tended. The City trees are being taken care of with watering bags placed around each trunk. The dozen or so street lamps that were not working are almost all now working.
- Resolving the Rockaway Beach issues that both the City Manager and the Interim Public Works Director inherited were done in a timely and professional manner.

I Ultimately, it is my hope that the City Manager has great success on Bainbridge Island and embraces the opportunities to work with the city councils and community to create positive change. In addition to getting the important foundational work of the City done, the City Manager has the opportunity to work with the city councils and community to create legacy projects such as Waterfront Park, Police/Fire Station, Ferry District redesign, and the Sound to Olympics Trail. This is the place that the City Manager could enjoy interesting and creative long-term employment working, I hope, right up to his retirement. Good things to be done are never ending!

CM has enormous potential if he can be allowed to fully perform. I find him to be honest, direct, good natured, intelligent and fair. Most of the roadblocks in his way are set by Council demands, which are at times inconsistent, unclear and/or forced into tight timelines. However, CM has the power to set boundaries. I understand that in light of the recent history of this organization, it may seem unwise to appear in anyway resistant to Council demands, however, CM deserves (and I would think needs) the ability to actually perform his job. A professional must be allowed to fully use his professional knowledge and experience. A City Manager must have full control of his organization. If the Council ties one hand behind CM's back, then it loses the ability to legitimately evaluate his performance.

Ultimately, CM's decision to tolerate micromanaging, overstepping or other failures to abide by the principles of the Council Manager form of government will impact not only his experience during his tenure (and his ability to be successful) but will establish such poor practices for his successors. The cost of these poor practices is at best profound inefficiency of the organization, poor morale among staff and continuing loss of confidence by the community. At worst, the organization may fail.

For me, CM's strengths are those that prompted his hiring: broad municipal administration experience and knowledge, steady temperament and tact, energy and enthusiasm for City of Bainbridge Island. These have been well demonstrated and continue to be important for the continued growth and health of our city.

- Very approachable and easy to talk to
- Patient
- Handles different personalities well, non-reactive
- Doesn't get involved in council drama
- Has found many "housekeeping" items that were missing from our code



# Rating Example

**City of Lakeland**  
City Manager Performance Review

Reviewer: \_\_\_\_\_  
Date: \_\_\_\_\_

Performance Dimension	Score	Supporting Comments
Evaluate each performance dimension from 1 to 5 using the scale below. Add supporting comments when appropriate.		
<b>I. Fiscal Management</b>		
<ul style="list-style-type: none"> <li>Thorough and effective preparation/management of the budget</li> <li>Timely updates of City Commission regarding financial conditions</li> <li>Assists the Board in establishing long-term goals</li> </ul>		
<b>II. Supervision and Leadership</b>		
<ul style="list-style-type: none"> <li>Creates appropriate courses of action &amp; achieves goals set by CC</li> <li>Effective at setting vision and tone for labor relations</li> <li>Plans &amp; organizes responses to requests/complaints/concerns</li> <li>Directs/develops effective team of staff members, encouraging decision-making, instilling confidence, &amp; emphasizing support</li> </ul>		
<b>III. Management of the Assets</b>		
<ul style="list-style-type: none"> <li>City facilities are well-maintained and attractive</li> <li>Infrastructure properly maintained and expanded or</li> <li>Financial assets properly safeguarded and their value maximized</li> </ul>		
<b>IV. Policy and Planning</b>		
<ul style="list-style-type: none"> <li>Effectively assists Commission in establishing long-range goals</li> <li>Anticipates future needs &amp; positions the org. to meet those needs</li> <li>Provides unbiased advice/alternatives to facilitate decision-making</li> </ul>		
<b>V. Community Relations</b>		
<ul style="list-style-type: none"> <li>Maintains City's image for service &amp; professionalism</li> <li>Maintains a liaison with private, non-governmental agencies, groups, and organizations involved in areas relating to the City</li> <li>Inspires attitude of helpfulness, courtesy &amp; sensitivity among staff</li> </ul>		
<b>VI. Communications</b>		
<ul style="list-style-type: none"> <li>Verbal: conducted in open, responsive and courteous manner</li> <li>Written: understandable, succinct, and audience-appropriate</li> <li>Facilitates flow of information to the various constituencies</li> <li>Timely, forthright, and encourages two-way feedback</li> </ul>		
<b>VII. Intergovernmental Relations</b>		
<ul style="list-style-type: none"> <li>Maintains positive relationships with other governmental units</li> <li>Motivated to learn who, what &amp; where of other government units</li> </ul>		
<b>VIII. Relationships with City Commissioners</b>		
<ul style="list-style-type: none"> <li>Prompt and proper response to requests</li> <li>Assists in resolving problems at the administrative level to avoid unnecessary action from the City Commission</li> <li>Informs the Commission of administrative developments</li> </ul>		
<b>IX. Management Style</b>		
<ul style="list-style-type: none"> <li>Sound judgment (rational, reflects the known facts)</li> <li>Creative (proactive, instigates, out-of-the-box thinking)</li> <li>Decisive (thorough, timely, strategic perspective, etc.)</li> <li>Impartial/open (objective, unbiased, encourages collaboration)</li> </ul>		
Performance Evaluation Scale		
1 = Immediate Improvement	2 = Below Average	3 = Average Performance
4 = Meets Expectations	5 = Exceeds Expectations	

City Manager Performance Review – November 2011

2

## I. FISCAL MANAGEMENT [ 4.64 ]

*What I like:* Doug has my full trust and confidence. He has a handle on the budget and a great grasp on the financial and fiscal condition of the City's operations. Excellent [job] in very tough times. Much smoother this year than last year. It (the budget workshops) worked, it was arduous, but it worked. The end result was that we understood: 1) the appropriation process/priorities, and 2) what had been done to achieve the budget projections. The City staff buy-in on the new budget. The budget workshop efforts were very good. I applaud Doug for what he has accomplished. Doug has done an exceptional job of managing under the pressures of the current times. He has positioned the City to operate efficiently with a knowledgeable team. [Doug] does a good job managing fiscal resources. Reserves are at 18.5%, which is more than the 7.5% [required] by ordinance. I am glad that [Doug] took my advice on the budget workshops. [Doug did a] masterful job in a very difficult environment. Preparation, presentation and engagement during the budget process was the best I have experienced.

*What I would like to see more of:* [I] would like to see [a presentation of] all of the reserves amounts in ALL departments/areas each year. There is an opportunity to better engage the business and community leaders in understanding the fundamentals of the city's financial picture, how it impacts future service delivery, quality of life and the choices the community will need to make.

*What I would like to see done differently:* I do not have much faith in Lakeland Electric's finances. I will hold the City Manager responsible.

City Manager Performance Review – November 2011

3

## II. SUPERVISION & LEADERSHIP [ 3.94 ]

*What I like:* When I read all of the accomplishments [from the] past year, I know why we were all exhausted. It was amazing what was accomplished – my hat is off to Doug and all of his staff. [Doug's] sustained effort, year-round, requires incredible skills. Doug's hiring decisions – new police chief, airport director I have seen a responsive style cautiously gathers information before responding. [Doug made a] great selection on LPD's new police chief. Doug leads through the use of quantifiable data such as the KSIs. I have come to appreciate his leadership style. Overall [Doug's] performance in this area is solid.

*What I would like to see more of:* Labor negotiations must produce equitable results for both union and non-union employees – the efforts/results must be more clearly communicated to the City Commissioners and all of the stakeholders. Succession planning is still an issue – e.g., Lakeland Electric's Director position – I have heard nothing about it. Need to fill leadership positions at LE and ACM more quickly. Occasionally it would help if Doug responded more quickly to requests regarding major issues. Examples include: workshop with the Pension Board, workshop on local purchasing preferences. Increase delegation by priority. More MBWA (management by walking around), building rapport with his (the City's) staff. Too many departments are still operating in a reactive mode. Doug will need to help his lower performing departments close the gap on the difference in their customer service focus relative to the higher performing departments. We can be nice even if the answer is "no" or "not the way it was requested". Additionally, we must improve the realization throughout the entire organization that our stakeholders, taxpayers and customers have very high expectations and they are observing how we all handle that trust and responsibility more than ever before.

*What I would like to see done differently:* It's based on second-hand information, but Doug needs to do less micromanaging. Labor relations are still rocky – I am holding the City Manager fully responsible for the delays on negotiating from here on out. The City Manager sets the tone on getting the job done and [the results] being acceptable to both parties.



# Example

City Manager Performance Review – November 2011

6

## V. COMMUNITY RELATIONS: [ 4.39 ]

*What I like:* Glad to see more community involvement. Much better, [Doug] is much more visible. There is only so much that Doug can do, and he does it well. [Doug] is more visible and accessible. In my opinion, he has improved in this area. He is genuinely concerned about what is good for the City. [Doug] tries, but he is not naturally comfortable in community social settings. Great job serving 3<sup>rd</sup> term with FCCMA board of directors and being the Chair of the Legislative Committee. Great job with being appointed to the Florida League of Cities legislative committee. Great job serving on the Lakeland Chamber's Government Affairs Committee. Great job serving on the LVIM board of directors. Great job serving on the Florida League of Cities "Keys to the City" task force. Overall good performance in this area. Doug works diligently to nurture and develop great relationships throughout the community, with his peers and various stakeholder groups.

*What I would like to see more of:* Attendance at events, not necessarily board service. Be the "face" of the organization – serve in the role of CEO. [I] still would like to see a list of Neighborhood association meetings [that Doug] attended. The development of a more effective approach in engaging our community and business leaders so that we are closer to being on the "same page" as it relates to understanding where the city is positioned and how current decisions will affect our future. [Doug] could improve relations with the press, subject to cautions regarding trust.

*What I would like to see done differently:* No comments in this area.

City Manager Performance Review – November 2011

8

## VII. INTERGOVERNMENTAL RELATIONS: [ 4.83 ] *Strongest performance area*

*What I like:* Statewide involvement, regional issues (such as high speed rail authority and bridging the gap with East Polk) is great for Lakeland. [Doug's] involvement with FCCMA and his interaction with the legislative delegation. He is well-thought of throughout the State via his service on the FCCMA and in his relationship with the County. [Doug] does an adequate job with other agencies, [I] haven't heard any issues otherwise. [Doug is] doing a good job, well-respected in the region and state outside of Lakeland. Doug has continued to excel in this area and has "stepped it up" a notch. Great job.

*What I would like to see more of:* No comments in this area.

*What I would like to see done differently:* No comments in this area.

City Manager's Performance Review November 28, 2011								
	Fields	Higgins	Selva	Troller	Yates	Walker	Wiggs	Average
Fiscal Management	5.0	5.0	5.0	3.0	5.0	4.5	5.0	4.64
Supervision & Leadership	4.0	4.8	4.0	1.5	4.75	4.5	4.0	3.94
Asset Management	4.5	5.0	5.0	2.5	4.5	4.5	5.0	4.43
Policy & Planning	4.5	4.8	4.0	3.0	5.0	5.0	4.0	4.33
Community Relations	4.0	5.0	4.0	3.5	4.5	4.75	5.0	4.39
Communications	4.0	5.0	4.0	3.0	4.5	4.75	5.0	4.32
Intergovernmental Relations	4.8	5.0	5.0	4.0	5.0	5.0	5.0	4.83
Relationship w/ Commission	4.5	5.0	4.0	4.5	4.75	4.75	4.0	4.50
Management Style	4.8	5.0	4.0	3.5	4.75	4.75	4.5	4.47
Average	4.46	4.96	4.33	3.17	4.75	4.72	4.61	4.43

Prepared by L. Ross, F & B Associates, Inc.



# Rating Example

I. SAMPLE APPRAISAL OF PERFORMANCE<sup>1</sup>  
NAME: \_\_\_\_\_  
EVALUATION PERIOD: \_\_\_\_\_

*Rate Category 1= Exceptional; 2= Exceeds Expectations; 3= Meets Expectations; 4=Below Expectations.*

## I. MANAGEMENT AND LEADERSHIP PRACTICES (20-40%) \_\_\_\_\_

### A. Elected Body Relationships

Does not surprise board; all board members are informed of organization activities, progress, and problems on a regular basis.

Is receptive to board member ideas and suggestions

Makes sound recommendations for board action

Effectively implements policy decisions of the board

Facilitates the decision-making process for the board

Follows up on all problems and issues brought to his or her attention

Is nonpartisan; does not show favoritism

Accepts responsibility

### B. Organizational

Leads a smooth-running and continuously improving organization

Proposes organizational goals and objectives prior to each fiscal year

Anticipates and plans well in advance

Is progressive in attitude and action

Follows through on set plans and deadlines

Emphasizes development and enhancement of the skills of all employees

Hires and retains competent staff members who know what is expected of them

Delegates effectively

Encourages high staff productivity and demands accountability

<sup>1</sup> Adapted and used with permission from Gregory J. Bielawski, ICMA Senior Advisor and Illinois Range Rider, g\_bielawski@hotmail.com

### C. Community Relations

Is appropriately visible and active within the community

Understands and is knowledgeable about the needs of the community

Encourages and honestly considers community input

Requests feedback from the community on the performance of the organization

Provides programs and services that are up to community standards and expectations

### D. Fiscal Performance

Prepares and presents a long-range financial plan, which is updated as circumstances dictate

Presents balanced annual budgets with programs and service levels clearly identified

Recognizes and manages the budget within fiscal constraints

Displays common sense and good judgment in business transactions

Seeks all available funding sources

Provides accurate and complete financial reports in a timely manner

### E. Intergovernmental/Agency/Association Relationships

Participates in professional management and leadership organizations

Effectively collaborates, coordinates, and communicates with other communities, regional associations, and similar organizations

### F. Communication

Responds to all requests for information in a timely and thorough manner

Speaks and writes clearly

Responds to correspondence, phone calls, and requests for information in a timely and thorough manner

Provides all necessary and required reports and records

Ensures that information of general interest is current and timely, that website is up-to-date, and that available technology is used effectively

Provides details about specific projects to those affected in a timely manner

### G. Personal

Is ethical, honest, and of high integrity

Projects professional demeanor and respect in all interactions

Is cordial and approachable

*Explain and support your rating—whether 1, 2, 3, or 4—and support it with specific examples*

## II. GOAL/TARGET ACHIEVEMENT (60-80%) \_\_\_\_\_

*Rate Category 1= Exceptional; 2= Exceeds Expectations; 3= Meets Expectations; 4=Below Expectations.*

*(Place the letter or number of each goal/target for the year on the appropriate line below.)*

\_\_\_\_ Achieved

\_\_\_\_ Partially achieved

\_\_\_\_ Not achieved

Comments:

## III. SUGGESTED GOAL/TARGETS FOR UPCOMING YEAR

A.

B.

C.

## IV. WHAT SHOULD THE MANAGER START DOING, STOP DOING, AND CONTINUE DOING?

OVERALL EVALUATION: \_\_\_\_\_

Board Member Name \_\_\_\_\_ Date \_\_\_\_\_

## Questions to Answer When Doing Your Appraisal

- 1) What impressed you the most favorably about \_\_\_\_\_'s performance this past year?
- 2) In what areas has \_\_\_\_\_ shown exceptional performance?
- 3) What's your major area(s) of concern regarding \_\_\_\_\_'s performance this past year?
- 4) What specific recommendations/expectations do you have for \_\_\_\_\_ to improve performance?
- 5) What should be \_\_\_\_\_'s top three goals/targets for the next year?



# Post Review Work Plan Example

## City Manager Performance Evaluation Work Plan

### Organizing – Ability to arrange work efficiently and apply resources. Rating 2.17

Feedback received on this item resulted in some Council Members rating performance “Acceptable” or “Poor” because progress wasn’t being made quickly enough, but others rating performance in the same range because I agreed to add too many new items, which slowed progress on existing items.

To address the concerns, City Manager will:

- Work with City Council to focus resources on work that is Quadrant II type tasks (long-term development, strategic) and less time on Quadrant I, III and IV tasks.
- Provide an assessment of options for current things that may need to be dropped from the work plan if the City Council wants to add new items.
- Help the Council establish long term strategies which will provide a context for specific priorities within the work plan and help ensure that the most important things are receiving priority attention and resources.

### Delegation – Effectively assigns work to others and builds skills. Rating 2.34

To address the concerns, City Manager will:

- Continue delegating and providing opportunities for staff to develop personally and professionally.
- Remind members of City Council that mistakes are part of the learning process.
- Clearly communicate expectations to staff when delegating.

### Timing – Makes decisions when sufficient information is available. Rating 2.34

To address the concerns, City Manager will:

- Present options to Council with a risk assessment of each option, so that the Council can decide how aggressive they want to be and how much risk they are willing to undertake on any given item.
- Provide agenda items to the Council on the Friday before Wednesday meetings with all presentation materials included, instead of Council seeing information for the first time at the dais. If not possible and agenda item is time sensitive, consult with Mayor and communicate to Council regarding reason item needed to be placed on agenda without full backup.

### Financial Management – Accurately and concisely reports and projects the condition; management practices and policies are designed to maintain (or achieve) a sound, long range financial condition – uses debt cautiously, plans for long term replacement and maintenance of equipment and infrastructure. Rating 2.00

To address the concerns, City Manager will:

- Bring recommended code amendment to City Council to allow City Manager to amend budget within funds
- Bring budget amendments forward when excess revenues or savings are identified.
- Maintain strong bond rating
- Maintain strong fund balances and financial condition
- Develop recommendation for equipment replacement program
- Develop reports/tools to communicate financial condition more clearly

### Communication with Governing Body – Accurately interprets the direction given by the governing body; keeps you well informed with concise oral and written communication. Rating 2.34

To address the concerns, City Manager will:

- Be more proactive in communicating with members of the City Council
- Establish regular meetings with members of the City Council to discuss issues/concerns/interests
- Notify Council of key staff departures that may be of interest to the community
- Look for opportunities to share good news on positive things that are happening in the community
- Provide the Mayor and Council with “rapid response” talking points on major issues such as the landslide when a newspaper story shows up that will likely create citizen questions or discussion. Talking points should equip Council to answer questions from the citizens in a prompt and knowledgeable manner.

### Leadership – Guides effectively. Rating 2.34

To address the concerns, City Manager will:

- Create a more strategic focus for the long term, and begin to actively bring forward ideas on how we get to where we want to go for the long term.
- Assess how we compare with other cities, and look for new ways to get the most out of the resources we have available.
- Continue implementation of high performance model

### Accepts Direction – Aggressively responds to the direction of the majority of the governing body. Not sidetracked by the minority but recognizes their concerns. Rating 1.67

To address the concerns, City Manager will:

- Reinforce need for motions and votes to avoid misunderstands about direction received through consensus
- Re-state direction received to ensure accurate understanding

### Operational Efficiency – Obtains the best possible end result for the money spent. Rating 2.25

To address the concerns, City Manager will:

- Develop performance measurement system for implementation in 2014
- Conduct a cost of service analysis



# Pitfalls to Avoid

- 1) Council Members represent a diverse group of voices that may not be unified in their expectations of the Manager.
- 2) Relationships are too close, supportive, and friendly, there can be a reluctance to bring up areas of performance that need improvement and a tendency to avoid conflict.
- 3) If elections have taken place and the Council conducting the evaluation is not the same Council that completed the previous Manager performance review, it is important that the newly elected officials immediately be introduced to the established performance goals, measures, and evaluation process, ideally during their orientation period.
- 4) Compensation adjustments do not reflect the results of the annual review.
- 5) City Council Members often have little to no experience in performance reviews.



# Pitfalls to Avoid

- A good evaluation process is designed to increase communication between Council Members and the Manager regarding his/her performance in accomplishing assigned duties and responsibilities, and the establishment of specific work-related goals and objectives. Therefore it is recommended that all members of the Council participate in the process, both by individually completing the rating instrument and by discussing their ratings collectively to develop a consensus regarding performance expectations.
- It may be useful, particularly if the Council Members are inexperienced in performance evaluation processes, to use a consultant to help the Council prepare for and conduct the Manager's evaluation.
- Once the consultant has collected the information, the consultant typically meets with the Manager to provide an overview of the results, and then facilitates a session with the Council and Manager to review the conclusions, build consensus on the ratings, and assist in developing goals for the next review period.





# Pitfalls to Avoid

- When an evaluation is completed by a group of people, it is important that it reflect the consensus opinion of all members. This consensus can be accomplished by having each member individually rate the Manager, followed by a group discussion to arrive at a final consensus rating for each measure.
- During the review session, the consultant (or one Member) can facilitate a group discussion on the divergent comments to help provide clarity and agreed upon direction for the Manager to pursue in the next review period. It is important that each Member's ratings, whether positive or negative, be backed up with specific comments and examples, so that the whole group understands the reasoning behind them as part of this discussion.
- If individual comments (those that do not necessarily represent the sentiments of the Council as a whole) are to be included in the final document that will be discussed with the Manager, the Council should decide in advance whether those comments will be anonymous or attributed to the individuals making them.





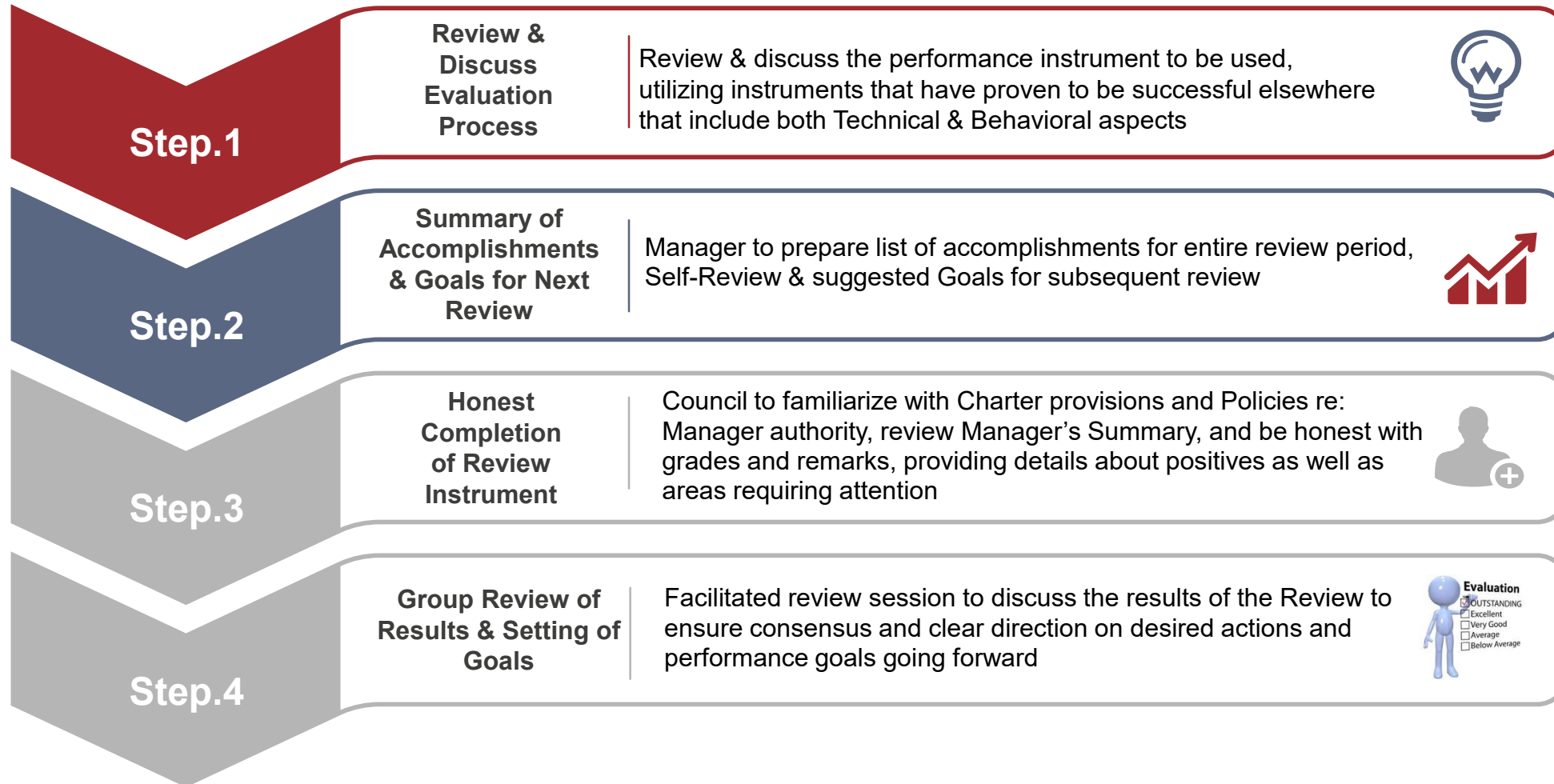
# Compensation Issues

Often, factors other than the performance evaluation form the basis of compensation decisions. These nonperformance considerations include:

- 1) The economic climate of the community and region
- 2) The general status of compensation decisions in the private sector of the community
- 3) The compensation decisions for other employees of the local government
- 4) A general review of the competitive position of the local government in the local government's market area
- 5) A comparative salary review. In summary, the performance evaluation of a Manager can provide input into compensation decisions by the Council. Ideally, but not typically, the communication value of an evaluation is best served by a periodic evaluation(i.e. quarterly or semi-annual) not directly tied to compensation.



# Summary-Keys to a Successful Review





# Good Luck!





Partnering with Local  
Governments to Recruit,  
Assess and Develop  
Innovative, Collaborative,  
Authentic Leaders

# Questions & Comments

---

For More Information:

**Doug Thomas**  
**Senior Vice President**  
**Strategic Government Resources**  
**(863) 860-9314**

[DouglasThomas@GovernmentResource.com](mailto:DouglasThomas@GovernmentResource.com)







Very good

Average

Excellent

Poor

Good



# Manager Evaluations

## HANDBOOK

**ICMA**





*Leaders at the Core of Better Communities*

ICMA advances professional local government worldwide. Its mission is to create excellence in local governance by developing and advancing professional management of local government. ICMA, the International City/County Management Association, provides member support; publications, data, and information; peer and results-oriented assistance; and training and professional development to more than 9,000 city, town, and county experts and other individuals and organizations throughout the world. The management decisions made by ICMA's members affect 185 million individuals living in thousands of communities, from small villages and towns to large metropolitan areas.

ICMA  
777 North Capitol Street, NE  
Suite 500  
Washington, DC 20002-4201  
202-289-ICMA (4262)  
[icma.org](http://icma.org)

Copyright ©2013 by the International City/County Management Association. All rights reserved, including rights of reproduction and use in any form or by any means, including the making of copies by any photographic process, or by any electrical or mechanical device, printed, written, or oral or recording for sound or visual reproduction, or for use in any knowledge or retrieval system or device, unless permission in writing is obtained from the copyright proprietor.



# Contents

<b>Definition of Terms .....</b>	<b>iv</b>
<b>Members of the Task Force on Manager Evaluations.....</b>	<b>iv</b>
<b>Preface.....</b>	<b>1</b>
<b>Executive Summary .....</b>	<b>2</b>
Successful Evaluation Tips .....	3
<b>Introduction .....</b>	<b>4</b>
<b>The Purpose of Manager Evaluations.....</b>	<b>4</b>
<b>Basic Process .....</b>	<b>4</b>
How to Initiate .....	4
How to Proceed .....	5
Frequency and Timing of Manager Evaluations .....	7
<b>What Others Are Doing: Survey Results .....</b>	<b>9</b>
Failure to Undertake Evaluations .....	9
Lack of a Credible Evaluation Process .....	10
Lack of Knowledge of the Council-Manager Form of Government .....	10
Lack of Communication .....	10
<b>Supplemental Approaches .....</b>	<b>10</b>
Self-Evaluations .....	11
Periodic Check-ins .....	11
360-Degree Assessments .....	11
Conversation Evaluation System .....	12
<b>Data-gathering/Software Resources .....</b>	<b>12</b>
<b>Conclusion .....</b>	<b>13</b>
<b>Sample Evaluation Forms for Local Government CAOs .....</b>	<b>13</b>
<b>Other Resources .....</b>	<b>13</b>



## Definition of Terms

- The term *local government*, as used in this handbook, refers to a town, village, borough, township, city, county, or a legally constituted elected body of governments.
- The term *manager* refers to the chief executive officer (CEO) or chief administrative officer (CAO) of any local government who has been appointed by its elected body to oversee day-to-day operations.
- The terms *elected officials*, *elected body*, and *board* refer to any council, commission, or other locally elected body, including assemblies, boards of trustees, boards of selectmen, boards of supervisors, boards of directors, and so on.
- The term *manager evaluation* refers to the appraisal or assessment conducted by the elected body of the manager's performance in achieving organizational goals and implementing policy.

## Members of the Task Force on Manager Evaluations

**Peter B. Austin**  
McHenry County, IL  
*Chair*

**Kay James**  
Canandaigua, NY  
*Vice-Chair*

**John J. Caulfield**  
Lakewood, WA

**Mark A. Kunkle**  
Ferguson Township, PA

**Greg R. Sund**  
Ellis County, KS

**Scott M. Coren**  
Darien, IL

**Michele E. Meade**  
Livingston Township, NJ

**Kevin D. Trease**  
Dewey, OK

**Richard J. Downey**  
Kronenwetter, WI

**Nancy E. Novak McMahon**  
Vienna, VA

**Brian J. Valentino**  
Hazlet, NJ

**John J. Duffy**  
Matanuska-Susitna, AK

**Richard J. Schuettler**  
Harrisburg, PA

**AJ Wilson**  
Fallbrook, CA

**James R. Stahle**  
Alamogordo, NM

**Amanda Relyea**  
Nolensville, TN  
*Staff Liaison*

**Jane C. Cotnoir**  
Portland, ME  
*Editor*



# Preface

The evaluation of the manager is a key component of any well-run local government, yet the value of a quality evaluation process and the responsibility for that activity is often overlooked. Even in communities that are considered to be professionally governed, the performance evaluation of the local government manager can be an afterthought. The 2012–2013 Executive Board of the International City/County Management Association (ICMA), led by President Bonnie Svrcek, acknowledged the need for local government managers and their elected bodies to put more focus on the manager evaluation process.

Accordingly, it created a task force of managers from around the United States, representing over a dozen communities, to develop a *Manager Evaluations Handbook* that would assist managers and their boards in this critical task.

Managers are encouraged to review this handbook with an eye toward working with their elected bodies to develop formal, mutually agreed-upon processes for their own evaluations. This handbook, however, is also intended to highlight the value of a formal manager evaluation process and to assist local elected officials in the design of an effective evaluation tool.



# Executive Summary

**T**he periodic evaluation of the local government manager by the elected body is an important component of a high-performance organization. The evaluation should contain performance goals, objectives, and targets that are linked to the elected body's established strategic plans, goals, and priorities, and it should focus on the manager's degree of progress toward organizational outcomes. To be fair, it must be based on criteria that have been communicated to the manager in advance. Sample or generic evaluation forms, if used, should be customized to reflect these criteria.

The purpose of the evaluation process is to increase communication between the members of the elected body and the manager concerning the manager's performance in the accomplishment of assigned duties and responsibilities, and the establishment

of specific work-related goals and objectives for the coming year. Thus, all members of the elected body should participate in the process, both by individually completing the rating instrument and by discussing their ratings with the other board members in order to arrive at a consensus about performance expectations.

There is no one correct way to conduct a manager evaluation. The key is to ensure that the evaluation takes place in a regular, mutually agreed-upon manner and is viewed by all as an opportunity for communication between the elected officials and the manager.

It may be useful, particularly if the members of the elected body are inexperienced in the performance evaluation process, to use a consultant to help the elected body prepare for and conduct the manager's evaluation.



# Successful Evaluation Tips<sup>1</sup>

## **Performance evaluations will allow you to**

- A. Recognize the accomplishments of the manager and show appreciation for the unique contributions to the organization
- B. Clearly identify areas where the manager is doing well
- C. Clearly identify areas where the manager can improve his or her performance
- D. Specify definite actions that will allow the manager to make additional value-added contributions to the organization in the future.
- E. Obtain the manager's own opinions on progress and his or her individual contribution to collective actions and achievements.

## **Discussing tasks that the manager performs well**

- Gives the manager insight into self-awareness, interests, and motivation
- Gives the manager recognition and appreciation for achievements
- Creates a positive climate for the remainder of the review.

### **Reminders:**

- Listen intently.
- Reinforce the manager's performance.
- Emphasize facts; provide concrete examples and specific descriptions of actions, work, and results.
- Give only positive feedback during this part of the evaluation.
- Acknowledge improvements that the manager has made.
- Praise efforts if the manager has worked hard on something but failed because of circumstances beyond his or her control.
- Describe performance that you would like to see continued.

## **Discussing areas that need improvement**

- Gives insight into how the manager feels about change, improvement for growth
- Allows you to express any concerns you have about the manager's overall performance and performance in specific areas
- Lets you challenge the manager to higher levels of achievement.

### **Reminders:**

- Keep the discussion focused on performance.
- Describe actions and results that do not meet expectations.
- Describe areas where the manager can make a greater contribution.
- Describe any situation or performance observed that needs to be changed; be specific.
- Tell the manager what needs to be done if a specific change of behavior needs to take place.
- Focus on learning from the past and making plans for the future.
- Keep this part of the discussion as positive and encouraging as possible.

## **Do's and Don'ts**

### **DO:**

- Spend a few minutes warming up in which the agenda is laid out so everyone is reminded about what to expect. Give an overview.
- Always start with the positives. Be specific.
- Explain the ratings in all areas: Talk about how the consensus was arrived.
- Be honest. Tell it like it is.
- Be a coach, not a judge. Managing employees is a lot like being an athletic coach. Effective coaching involves a lot more than just score keeping. Simply providing the score at the end of the game doesn't improve performance.
- Discuss with the manager his or her reactions to the ratings, making clear that you are interested in his or her feelings and thoughts.
- If appropriate, develop an improvement plan that includes areas of deficiency, developmental needs.

### **DON'T:**

- Rate the manager without the facts. Ratings should be on actual results.
- Be too general.
- Sidestep problems. Document performance problems and clearly identify what needs improvement.
- Be vague or generalize the reasons for the performance scores. Clear and specific examples of results should be available.
- Ambush the manager by identifying deficiencies or problems that have never been addressed in informal discussions prior to the formal evaluation.
- Minimize the manager's concerns or discount his or her feelings.



## Introduction

There is some irony in the fact that managers' evaluations are often less formal and less structured than those of the managers' employees. While the manager may oversee the evaluation of hundreds of employees within an organization, his or her own performance evaluation becomes the task of elected leaders who are often not formally trained in the evaluation process or who have narrow or conflicting definitions of good performance. The fact that an elected body with numerous members is charged with the task of evaluating the manager makes the need for a clear and agreed-upon evaluation process even more important. And a thoughtful and structured evaluation process that is supported by all involved parties enhances the ongoing communication that is fundamental to effective board/manager relationships.

A manager's evaluation should contain performance goals, objectives, and targets that are linked to the elected body's established strategic plans, goals, and priorities and should focus on whether the manager has achieved the desired organizational outcomes.

Sometimes the tone of a performance review can be unduly influenced by the manager's last success or failure. Judging performance on the basis of a single incident or behavior is a common problem that can arise in any organization. But a single incident or behavior should not be the sole focus of a performance evaluation. That is not to discount the importance of how a manager handles high-stress, higher-profile issues, which is an important aspect of a manager's responsibility. However, day-to-day leadership, which is also a key responsibility of the manager, can sometimes go unnoticed even though it provides the foundation in which high-stress, high-profile issues are handled.

ICMA has developed a list of [14 Practices for Effective Local Government Leadership](#) that is recommended to members who are considering their own professional development needs and activities. The core areas represent much of what local government managers are responsible for on an everyday basis, and competency by the manager in these practices is central to an effective, high-performing, professionally managed local government. It is therefore the recommendation of ICMA's Task Force on Manager Evaluations that competency in the [ICMA Practices](#) also be considered in the manager's performance evaluation.

There is no one way, let alone one single correct way, to conduct an effective manager evaluation. This *Manager Evaluations Handbook* will present

traditional evaluation approaches that have proven to be successful, along with some alternative methods that may be good for your local government. Again, the key is to ensure that the evaluation takes place in a regular, mutually agreed-upon manner and is viewed by all as an opportunity for communication between the elected officials and the manager.

## The Purpose of Manager Evaluations

High-performance local governments embrace an ethos of continual improvement. Conducting regular appraisals of the manager's work performance is part of the continual improvement process.

The purpose of the evaluation process is to increase communication between the members of the elected body and the manager concerning the manager's performance in the accomplishment of his or her assigned duties and responsibilities and the establishment of specific work-related goals, objectives, and performance measures for the coming year. The evaluation process provides an opportunity for the elected body to have an honest dialogue with the manager about its expectations, to assess what is being accomplished, to recognize the manager's achievements and contributions, to identify where there may be performance gaps, to develop standards to measure future performance, and to identify the resources and actions necessary to achieve the agreed-upon standards. Keeping the focus on "big picture" strategic goals and behaviors rather than on minor issues or one-time mistakes/complaints leads to better outcomes.

Given that good relationships promote candor and constructive planning, the performance appraisal also provides a forum for both parties to discuss and strengthen the elected body-manager relationship, ensuring better alignment of goals while reducing misunderstandings and surprises. When elected bodies conduct regular performance appraisals of the manager, they are more likely to achieve their community's goals and objectives.

## Basic Process

Ideally, the performance appraisal process for a manager is the natural continuation of the hiring process.

## How to Initiate

Prior to the recruitment of candidates, the elected body typically develops the goals and objectives for



the position of manager. Then, during the selection process, the candidate and the hiring body meet to discuss these items along with the long- and short-term needs and issues of the community. Through these conversations, the basic tenets of the manager's performance evaluation are identified. At this point, the performance appraisal process just needs to be formalized. When the employment offer has been accepted, the employment agreement should include the requirement and schedule for the manager's evaluation.

(Excellent tools for preparing the employment agreement are contained in the [ICMA Recruitment Guidelines for Selecting a Local Government Administrator](#) and the [ICMA Model Employment Agreement](#).)

The employment agreement should stipulate that the performance evaluation will be a written document and that all parties will meet to discuss the contents in person. It should also identify the frequency with which evaluations will take place (e.g., annually, semi-annually). By including this information in the employment agreement, the hiring body ensures that communications between the manager and the elected body will be consistently scheduled, and that initiatives and objectives can be reviewed and updated on a regular basis.

It is especially critical for the elected body to come to consensus on the initial expectations of the newly hired manager so that priorities can be assigned and progress measured. Those issues that were important during the hiring process will logically factor into the initial evaluation process. Then, in the succeeding years, the document can be revised to reflect the latest accomplishments and newest challenges.

Of course, priorities may shift during the year. If that happens, make it clear to the manager that new or changed priorities are being added into the evaluation process.

If, with the passage of time, elections have taken place and the board that is conducting the evaluation is not the same board that did the hiring, it is important that the newly elected officials immediately be introduced to the established performance goals, measures, and evaluation process. This can be done as part of the orientation process for new board members, included in the discussion of the form of government and the role of the manager. If a new member has no experience in conducting performance evaluations, he or she will need to receive training before participating in this process.

If performance evaluations were not discussed during the hiring process, either the manager or the

elected body may request that an evaluation process be instituted, and the specifics for conducting the evaluation can then be agreed upon outside of the provisions of the employment agreement. If the request is made by the elected body, it is important to emphasize that the purpose of the evaluation process is to serve as a tool for organizational improvement, not as a means of punishing the manager or setting the stage for termination. While elected officials, especially those newly elected, may sometimes wish for a change in management, the performance evaluation process should not be used to effect such a change.

## How to Proceed

A number of issues should be considered when preparing for the evaluation process, including how to develop the rating instrument (and whether to use an outside consultant), how to use the rating instrument, and whether the evaluation should be conducted in private or in public.

### ***Developing the Rating Instrument***

Unlike most employee performance evaluations, in which the employee is evaluated by a single executive or supervisor, the manager's evaluation is conducted by a group of individuals acting as a body. As each elected official likely has different expectations, the board members must first come to a consensus on measures and definitions to be used.

***Using a consultant.*** If the members of the elected body are inexperienced in the performance evaluation process, it might be helpful at this point to use an independent consultant to assist in preparing for and conducting the manager's evaluation. A consultant could be used in a variety of ways.

When designing the evaluation instrument, a consultant should solicit each elected official's full participation by asking for examples and details for each rating category. Whether this is accomplished by interviewing each official individually or by facilitating a group session, it is important to ensure that all voices are heard. Use of an independent consultant is especially helpful if there is a lack of cohesion among elected officials.

Once the consultant has collected the information, the elected body and manager should meet in person to discuss the findings. It is recommended that the in-person conversation with the manager to review the evaluation be conducted by the elected body with the assistance of the consultant but not by the consultant alone.



If funds are limited, a consultant could be used in a limited engagement to prepare an evaluation system and then train the elected officials on how to conduct an evaluation, which the officials may manage themselves after the first year.

If the elected body decides to use a consultant, the Society for Human Resource Management (SHRM) may be a source of referrals, as may be state municipal leagues or the local government's regular employment consulting firms. If a recruiter was used to assist with the hiring process, the recruiter's agreement could be extended to include the setup of the initial evaluation process.

It is recommended that the evaluation process NOT be facilitated by the local government's corporation counsel, municipal clerk, or human resources director because these individuals are not independent parties. In almost all cases, their positions have either a reporting or a cooperating relationship with the manager, so involving them in the manager's evaluation may damage relationships that are necessary for the effective and efficient operation of the local government.

**Proceeding without a consultant.** If a consultant is not used to facilitate the development of the evaluation instrument, the elected body may wish to begin by reviewing the format and process used for the other local government employees and considering the same or a revised method. It is important to understand, however, that a manager is evaluated in additional ways. Because of this key difference, flexibility is needed to add any necessary components intended to assess varied goals and objectives and to facilitate a dialogue between the elected body and the manager.

To be fair, the evaluation must be outcome based, using criteria that have been previously communicated to the manager and that incorporate the elected body's priorities. The use of a prefabricated generic evaluation form (even the sample forms found at the end of this handbook) is not recommended without some customization to reflect these priorities.

### **Measure observable behaviors and progress toward goals**

The manager's job is to achieve the organization's goals and implement the policies that have been determined by the elected body. Evaluating the manager's effectiveness in achieving the goals necessarily means that the elected body must have determined and communicated the goals to the manager in advance,

The manager's success in achieving the goals set by the elected body is related to his or her competencies and behaviors with respect to the specific functions identified as the responsibility of the manager. Defining the strengths of the manager and identifying areas for improvement are part of the evaluation process. ICMA has a list of 14 core areas critical for effective local government management and leadership. While this list, the [ICMA Practices for Effective Local Government Leadership](#), was developed for the purpose of ICMA's Voluntary Credentialing professional development program, the elected body might find it helpful for identifying the specific observable behaviors to be used in the manager evaluation. It is suggested that the elected body select what it believes to be the most important areas for achieving its goals and evaluate the manager's performance in these areas. The ICMA Practices are as follows ([click here](#) for descriptions):

1. Personal and Professional Integrity
2. Community Engagement
3. Equity and Inclusion
4. Staff Effectiveness
5. Personal Resiliency and Development
6. Strategic Leadership
7. Strategic Planning
8. Policy Facilitation and Implementation
9. Community and Resident Service
10. Service Delivery
11. Technological Literacy
12. Financial Management and Budgeting
13. Human Resources Management and Workforce Engagement
14. Communication and Information Sharing

ideally through a strategic planning process.

The members of the board must be in agreement about their expectations of the manager. Furthermore, both the manager and the board must understand what the expectations are.

The performance criteria established by the board for each of the prioritized functional areas need to be



specific and observable by the members of the elected body. If the criteria are quantifiable, they should be expressed in objective, measurable terms. For example, the manager saved 10% on the new project. If the criteria are qualitative and subjective, they can be expressed in terms of the desired outcome. For example, members of the community and employees frequently commented on the manager's fairness during this evaluation period.

### **Using the Rating Instrument**

The usefulness of any performance evaluation depends almost entirely upon the understanding, impartiality, and objectivity with which the ratings are made. In order to obtain a clear, fair, and accurate rating, an evaluator must clearly differentiate between the personality and performance of the manager being rated, making an objective and unbiased assessment on the basis of performance alone. Fairness requires the ability to identify both the strengths and weaknesses of the manager's performance and to explain these constructively to the manager.

When an evaluation is completed by a group of people, it is important that it reflect the consensus opinion of all members. All members of the elected body should participate in the manager evaluation process in order to arrive at a consensus. This consensus can be accomplished by having each member individually rate the manager, followed by a group discussion to arrive at a final consensus rating for each measure. Alternatively, if consensus cannot be reached, each member can individually complete the rating form, and then one member (or the consultant, if one is used) can collect the forms and compile the results and comments into one document, followed by group discussion. It is important that each member's ratings, whether positive or negative, be backed up with specific comments and examples so that the whole group understands the reasoning behind them.

If individual comments—those that do not necessarily represent the sentiments of the elected body as a whole—are to be included in the final document that will be discussed with the manager, the board should decide in advance whether those comments will be anonymous or attributed to the individuals making them.

It is important to keep in mind that performance evaluation is just one part of the communication toolbox between the manager and elected officials. It is intended to enhance that communication, not to result in a periodic written "report card" that is an end in

itself. In addition, nothing in the evaluation ought ever to be a surprise. Ongoing conversations should be held throughout the year (assuming that the evaluation is done annually) to help the manager understand if he or she is on course or if any midseason corrections are necessary. Ideally, the items in the evaluation will have already been touched on in these conversations, so the evaluation will serve as a written summary of them.

### **Public versus private evaluations**

When deciding whether to conduct the evaluation process in a public or an executive/closed session, the elected officials, manager, and legal counsel should review state law. When possible, it is recommended that the performance evaluation process occur in executive/closed session between the elected body and manager; however, many states have specific regulations about whether and when the public may be excluded from attending a meeting involving the elected body or from having access to certain records involving a public employee. Such "sunshine" laws were first created to increase public disclosure by governmental agencies. The purpose is to promote accountability and transparency by allowing the public to see how decisions are made and how money is allocated.

While all states have such laws, the exact provisions of those laws vary. For example, specific legislation may require that all government meetings be open to the public or that written records be released upon request. In many states, all local government records are available for review by the public, including evaluation documents and notes, unless they are specifically exempted or prohibited from disclosure by state statutes.

Regardless of whether the evaluation is conducted in a public or an executive/closed session, each state's statute will dictate certain procedures for meeting notification, recording of minutes, and disclosure of decisions made. These procedures should be reviewed by the elected officials, manager, and legal counsel and followed throughout the evaluation process.

However, all final decisions or actions related to the manager's performance (e.g., employment agreement changes, compensation) should be made in a public setting.

## **Frequency and Timing of Manager Evaluations**

As previously noted, the manager evaluation process, including the frequency and timing of the evaluations,



### Benefits of executive session/closed meeting to evaluate manager's performance

- Provides a venue for handling issues that are best discussed in private, and ensures confidentiality until a decision is made regarding the manager's performance
- Provides a forum that is not unduly influenced by outside sources
- Promotes a free-flowing discussion of comments by the elected body and manager
- Ensures the respect and privacy of personnel dealings between the elected body and manager
- Improves communication between the elected body and the manager
- Reduces opportunity to politicize the performance evaluation process
- Provides a forum for the elected body and the manager to talk openly about topics that warrant special attention, such as succession planning, senior staff performance, and executive compensation
- Enables elected officials to challenge the manager without fear of undermining his or her authority in the community

### Benefits of an open session/meeting to evaluate manager's performance

- Can build transparency and trust by enabling members of the public to view the process
- Can reduce claims of inappropriate agreements and "secrets"
- Can improve elected body, manager, and citizen relationships

### Benefits of providing a public summary once the process is completed

- Lets the public know how the elected body evaluates and views the manager
- Ensures transparency and public accountability
- Promotes the embodiment of ICMA's commitment to openness in government
- Provides the organization with another opportunity to earn the public's trust

will ideally have been discussed as part of the employment agreement at the time of the manager's hiring. It is recommended that the initial formal evaluation not

take place until the elected officials and the manager have worked together for a year; however, short, less formal evaluations are recommended on a quarterly basis. After that, at least one formal evaluation (still with quarterly informal evaluations) should be conducted per year, as longer intervals create a higher likelihood of miscommunication and surprises.

It is further recommended that the formal evaluation be scheduled during the least busy time of year for both the manager and the elected officials, avoiding both the budget preparation season (particularly if the manager's compensation is tied to the evaluation) and the election season (lest the manager's evaluation become an election issue). The scheduling should also allow adequate time for newly elected members of the board to become familiar with the manager's performance.

### *Relationship of Evaluation to Compensation*

The primary purposes of a manager's performance evaluation are

1. To provide a tool for communication between the elected body and the manager
2. To provide an opportunity for the elected body to specifically indicate levels of satisfaction with the manager on mutually identified and defined performance priorities
3. To provide an opportunity for the manager to learn and improve
4. To allow for fair and equitable compensation adjustments based on a review of performance in achieving mutually identified priorities and on the elected body's level of satisfaction with the manager's overall performance.

Performance evaluations that are tied directly to compensation decisions are often distorted by those decisions and therefore result in less-than-honest communication between the elected body and the manager. This happens primarily because

1. Elected officials wishing to offer upward compensation adjustments may feel obliged to embellish the evaluation in a positive manner to justify the compensation decision to the public.
2. Elected officials not wishing to adjust compensation may feel obligated to justify their decision with negative comments about performance matters that actually are not a major concern to them.
3. The manager may be reluctant to seek full clarification on issues raised in the evaluation for fear it could result in a reconsideration of the compensa-



tion decision.

To avoid these distortions in communication, a balanced evaluation is necessary. That is, the evaluation should provide the opportunity for open communication and at the same time be used for compensation decisions related to identified performance achievement and corrective actions by the manager. To this end, a balanced evaluation would

1. Establish a clear set of performance expectations prior to the evaluation period.
2. Include a midterm evaluation without any consideration of compensation in order to focus on clarity of communication and performance to date. This evaluation would allow the manager to take steps to address areas of performance that were of concern to the elected body; it would also help to eliminate misunderstandings and miscommunication between the elected body and manager.
3. Use a full-term evaluation to evaluate the level of performance satisfaction for the entire performance period and thus provide the basis for a fair and equitable compensation decision.

Often, factors other than the performance evaluation form the basis of compensation decisions. These nonperformance considerations include

1. The economic climate of the community and region
2. The general status of compensation decisions in the private sector of the community
3. The compensation decisions for other employees of the local government
4. A general review of the competitive position of the local government in the local government's market area
5. A comparative salary review.

In summary, the performance evaluation of a professional manager can provide input into compensation decisions by the local elected body. However, the communication value of an evaluation is best served by a periodic evaluation not directly tied to compensation.

### **The Evaluation Results**

The evaluation serves as the written, formal record of the conversation between the manager and elected body and consists of two important sections. The first section is the elected body's appraisal of the manager's performance with respect to the previously agreed-upon goals for the period under review as well as the general performance of the organization. The

second section contains an agreed-upon list of the goals to be accomplished during the next appraisal period as well as any specific performance areas identified for improvement.

## **What Others Are Doing: Survey Results**

In developing this handbook, the task force surveyed a sample of local government managers within the United States to obtain information on current evaluation practices. The key findings of the survey suggest that the evaluation process is a problem for a sizeable number of managers. Fortunately, though, most respondents did not report problems with their evaluations and took the time to comment on key aspects of successful appraisals. These comments provide clues to the common pitfalls related to the evaluation process and, more importantly, suggestions for improving the process. This section of the handbook describes these survey findings.

The most common challenges managers and elected bodies face with the evaluation process revolve around four general areas: failure to undertake evaluations, lack of a credible appraisal process, lack of knowledge of the council-manager form of government, and lack of communication. Each of these topics is briefly discussed below.

### **Failure to Undertake Evaluations**

Employee appraisals are a standard feature of most workplaces. They serve as a means of enhancing employee performance as well as the overall effectiveness of the organization. Indeed, employee appraisals serve similar purposes as performance measures of programs and services. In both cases, we seek to identify opportunities for continual improvement. Yet people avoid completing performance appraisals, most likely because properly completed appraisals require time and effort. Other reasons for avoidance may include fear of criticism or the underlying stress associated with the appraisal process. Neglecting to undertake regular performance appraisals, however, can lead to underachievement. Worse yet, failing to complete appraisals on a regular basis can lead to unfounded assumptions that all is well when it is not. It is therefore important to establish a regular pattern of appraisals.

The survey responses identified two methods to help ensure that appraisals are conducted on a regular basis. The most common method is to place a require-



ment for an annual evaluation within the employment contract. The requirement should also specify a time of year—often a time that is less busy than others. The other method is to establish an appraisal time at a regularly scheduled annual meeting, such as a board retreat. But while this method achieves the goal of a scheduled appraisal, it is a less satisfactory approach because it may easily dilute the focus necessary for a good appraisal.

## Lack of a Credible Evaluation Process

Another common challenge that survey respondents noted is the lack of a credible evaluation process. Problems include lack of structure, little to no preparation, and limited understanding of appraisals, both purpose and process. Process issues may be addressed through formal training of both the manager and council. Training can be accomplished through work sessions with human resource professionals. Another approach is to team up with CEOs and board members of locally-based institutions that have the same challenge and jointly sponsor training programs. Although not as effective as training, the use of standard evaluation forms, customized to a community's goals, is another way of ensuring a more structured process. Lastly, most managers who are satisfied with their appraisal processes noted that one member of the elected body, typically the mayor, provided active oversight of the process and kept discussions on point and on track.

## Lack of Knowledge of the Council-Manager Form of Government

Lack of knowledge about the community's form of government and/or the day-to-day work of the manager is another factor that was cited as hindering quality appraisals. In this case, providing information as early as possible to newly elected officials about the form of government is recommended. This can include meeting with those officials and discussing the manager's duties and responsibilities as well as taking them on field visits. Another approach is to partner with the statewide municipal league and/or municipal clerks association to provide seminars on the form of government. Managers can also use opportunities such as community functions to inform the general public about its form of government. Some jurisdictions use the "policy governance" model, whereby

the explicit roles of the manager, elected body, and other key staff such as attorney are clearly defined and documented. Removing misunderstandings and filling informational voids about the form of government can greatly improve appraisals because such efforts clarify the duties and responsibilities of both the manager and the board.

## Lack of Communication

Perhaps the most important ingredient for successful appraisals is effective means of communications between manager and elected officials. As in any human relationship, effective communication is key to understanding and removing faulty assumptions. Achieving superior levels of communication requires active listening and regularity. And the benefits of such attention are high. For instance, survey respondents noting the most satisfaction with the appraisal process use a wide variety of means to regularly communicate with their elected bodies. They meet with elected officials on an individual basis and talked with them regularly via telephone. These same managers provide regular written and verbal reports, typically at each board meeting, that discuss the progress on council goals and objectives, strategic plans, and prior evaluation topics, as well as on operational and special topic issues. More detailed reports are provided on a quarterly basis. In addition, many managers meet with their elected bodies more than once a year with a single-issue focus to discuss progress, redefinition, and resourcing of established goals and objectives, strategic plans and efforts, etc. These additional meetings provide time to focus on progress and reduce the probability of end-of-year surprises.

Creating an effective organization takes time and effort. It also requires regular evaluation of services and operations. Evaluating employee performance, especially the manager's, is a vital element of successful organizations. Objective appraisals can be achieved with an accurate understanding of the manager's and elected officials' duties and responsibilities. Communicating regularly and effectively through a variety of means is a vital element of successful organizations and employee appraisals.<sup>3</sup>

## Supplemental Approaches

The basic process for evaluations may be supplemented or expanded by using other tools, such as self-evaluations, periodic check-ins, 360-degree assessments, and conversation evaluations.



## Self-Evaluations

It is recommended that a self-evaluation component be included in whatever type of evaluation is used. The purpose of a self-evaluation is for the manager to reflect upon his or her level of performance in achieving the organizational objectives, including both internal and external accomplishments and challenges in handling specific tasks and taking organizational direction. In a public setting, process and perception can be as important as outcomes, and managers should include all three in a self-evaluation. Thus, a manager's self-evaluation should make clear to elected officials the process by which the manager pursued individual goals, and the perceptions of both the manager and stakeholders of the manager's success or failure in meeting those goals. A manager's self-evaluation should be customized to the needs of each governmental entity.

## Periodic Check-ins

There is a management philosophy that says there should be no surprises during an evaluation. Managers should be continually evaluating, assessing, measuring, and communicating with employees. Providing this type of continuous evaluation is a greater challenge, however, for elected boards because it requires the participation of all board members—since the manager reports to a group and not a single individual supervisor. If a process is in place for formal evaluations of the manager, such evaluations likely occur just once per year. The annual evaluation can be a stressful time for all involved, and it can also be a challenge to remember all that has occurred over the past year. Moreover, it is easy for annual assessments to skew toward recent events, challenges, and successes while deemphasizing activities that occurred nine or ten months ago. In reality, an elected body's perception of a manager's job performance is often viewed through lenses crafted by the “crisis of the day” or by how smoothly the last board meeting went. A more workable alternative is periodic check-ins.

Periodic check-ins, such as once per quarter, can help reduce the stress and minimize the surprises that can come when a manager's performance is evaluated only annually. A periodic review of a manager's work plan can help remind the elected body of the manager's long-term goals (as set by the organization) so that both parties can evaluate the manager's progress toward meeting those agreed-upon goals. If progress on the work plan has slowed down or other challenges have arisen along the way, a quarterly check-in offers the manager

an opportunity to self-reflect on his or her performance as well as a forum to explain delays. It can also provide the manager the opportunity to remind the board of the 14 core areas noted in the [ICMA Practices for Effective Local Government Leadership](#) that are critical and are part of operating effectively on a day-to-day basis.

A periodic check-in on the manager's work plan is also important when faces on the elected board change, such as after an election, resignation, or reassignment of committees. By apprising the new board members of the manager's work plan, the manager is making certain that the new officials understand and are supportive of the projects or goals that he or she is working on.

## 360-Degree Assessments

Another form of appraisal process is the 360-degree assessment, which is sometimes referred to as a “self-development” tool. Generally speaking, the 360-degree assessment consists of an employee obtaining feedback from supervisors, subordinates, and peers. In this case, the manager completes a self-evaluation as well, with a sample of the workforce providing the subordinate feedback. In some instances, feedback is also obtained from those outside the organization, such as citizens who have frequently worked with the manager and use the jurisdiction's services regularly.

Some jurisdictions include the 360-degree assessment as part of the manager's appraisal process. The ICMA Voluntary Credentialing Program also uses this method as part of maintaining the credential; however, ICMA's assessments ask only behavioral questions. They do not cover progress toward organizational goals.

In most cases a 360-degree assessment is conducted digitally via the Internet. Raters are provided evaluation forms that are returned to an independent third party via the Internet in order to ensure anonymity and confidentiality.

One of the chief benefits of the 360-degree assessment process is that it provides feedback on competencies that are not regularly seen and therefore are not discussed in the typical performance appraisals. For instance, line staff will see behaviors that elected officials do not see and vice versa. Thus, a manager's performance may be improved because it is evaluated from several different perspectives. However, if the 360-degree assessment is used as part of the appraisal process, caution should be taken so that the evaluation doesn't become a measure of the manager's popularity with staff or the public. The manager works for the elected officials and should be evaluated by them on the basis of their stated expectations.



## Conversation Evaluation System<sup>4</sup>

This version of an evaluation is a conversational session between the manager and the elected officials. For situations where there is tension among the elected officials or between the manager and the elected body, a facilitator can be used.

### Step #1: Create Factors

The elected officials divide themselves into subgroups—normally an equal number of officials in each. The number of groups should be small, so for a board with 7 members, there would be a group of 3 people and a group of 4 people. With larger boards—say a county board with 20 people—there might be more groups. Where the situation involves a mayor and other elected officials, the mayor can move between the two groups or can be part of one group. The manager makes up his or her own group.

The elected official groups are given a single question that they can respond to with a number of factors: “What should members of the elected body expect of the manager?” The groups place their answers on a flipchart page. The manager also gets a question: “What do you think the elected body ought to expect of the manager?” to which he or she can also respond with a number of factors listed on a flipchart page.

### Step #2: Reach Consensus on the Factors

The subgroups come back together and discuss each of the factors they listed. They work to combine their lists to arrive at between 10 and 15 factors.

### Step #3: Assign Weight Values for the Factors

The group divides again, and the subgroups assign points to each of the factors from Step #2. They are given a total of 300 points and may assign from 10 to 30 points to each factor, but each factor must be given an even number of points. More points are given to those items that are a higher priority.

### Step #4: Reach Consensus on Weight Values for the Factors

The subgroups come back together again with the point values they have from their discussions. During this conversation, the entire group tries to come to a consensus on how the point values from Step #3 should be allocated.

### Step #5: Assign Rating to Each Factor for the Actual Performance of the Manager

The elected officials distribute points to each of the factors on a 1–5 scale, on which 5 is far exceeds expectations, 4 is exceeds expectations, 3 is achieves

expectations, 2 is below expectations, and 1 is far below expectations. For example, a 30-point factor would have the following scale:

30–28	Far exceeds expectations (5)
28–26	Exceeds expectations (4)
26–24	Achieves expectations (3)
24–22	Below expectations (2)
22–20	Far below expectations (1)

These points are totaled, and then added to the points from the section below.

### Step #6: Select Goals

The board—collectively and in consultation with the manager—comes up with the list of goals for the manager. Together they then assign another 100 points to the goals for the year. So, for example, 50 points could be assigned to Goal #1, Goal #2 could get 20 points, and Goal #3 could get 20 points, leaving 10 points for Goal #4.

The points from the above 5 steps would be added to the 100 points possible from step number 6 and would be totaled for an overall score using the chart below:

400–360	Far exceeds expectations
359–320	Exceeds expectations
319–280	Meets expectations
279–240	Below expectations
239–200	Far below expectations

In summary, this is a conversational evaluation. The evaluators review the factors each year and everybody owns them. From year to year the factors are revised as necessary to reflect the feelings of the elected body, which can change each year.

## Data-gathering/Software Resources

Performance evaluation software can be an effective tool for the elected body to prepare manager evaluations. A wide variety of programs are available, enabling elected bodies to have as much or as little input into the rating categories as they wish. Some programs come with rating categories already provided for a variety of positions, some allow the customer to provide the categories, and some are a hybrid. This flexibility allows the elected officials to create a customized rating tool that works best for them.



Some evaluation software programs allow for multiple raters and some for a single rater. If the program only allows for a single rater, all elected officials convene to discuss each category, agree on the rating, and offer comments, while one elected official enters the rating and comments into the software program. In this case, there needs to be trust among the elected officials that all opinions are being heard and recorded. It is then important that all elected officials review the final draft and offer feedback before it is given to the manager.

If a multiple-rater system is used, elected officials will be completing the evaluation away from the rest of the elected body, so it is recommended that there be group discussion beforehand to ensure consistency in the meaning of the rating categories as in opinions about the manager's performance. The elected officials should also meet after they have entered their ratings because the evaluation *is* a group activity, not a multiple individual activity.

A word of warning regarding the multiple-rater system: It may be difficult to make sure that everyone fully participates in the process. Elected officials won't be informed by each other's comments, and consensus can be hard to achieve. Thus, if some elected officials provide more commentary than others, it could skew the overall evaluation.

Even with the use of performance evaluation software, an in-person conversation between the elected body and the manager is needed to review the evaluation and discuss the results.

As noted above, a wide variety of software programs are available, including

- Online survey tools such as Survey Monkey
- Performance evaluation software (SHRM can recommend)
- NeoGov online performance evaluation module

## Conclusion

Communication. That is the essential element to maintaining a good relationship between an elected board and the appointed manager. Communication comes in many forms, but the board's evaluation of the manager is a formalized method of communication that should not be overlooked.

The task force that was formed to develop this handbook compiled and considered the best practices for manager evaluations. The group shared numerous ideas and learned a great deal from each other. The final product demonstrates that just as each manager and board are unique, so too must be the evaluation process for each manager. While there are common

methods of evaluation, the tools and methods used to evaluate one manager in one community may not be appropriate for another manager in a neighboring community. To maximize legitimacy and effectiveness and to enhance communication, a manager's evaluation needs to be tailored to the issues and stated goals of the elected body.

That said, the task force also agreed that there are some standard elements—notably, the [ICMA Practices for Effective Local Government Leadership](#)—that would enhance any evaluation. These 14 core competencies are the framework for what a manager does on a day-to-day basis, and they warrant acknowledgment in the evaluation process.

Finally, while this handbook offers a variety of ideas on the manager evaluation process, the most important takeaway is that the evaluation must take place and that the process must be mutually agreed upon. There are many ways to get this done, but the manager and the board both deserve the structured communication that the evaluation provides.

## Sample Evaluation Forms for Local Government CAOs

- [Sample Appraisal of Performance](#)
- [Sample Manager Evaluation Form](#)
- [Sample Manager Performance Evaluation](#)
- [Sample County Administrator Performance Evaluation](#)

## Other Resources

- [ICMA Practices for Effective Local Government Leadership](#)
- [Recruitment Guidelines for Selecting a Local Government Administrator](#)
- [ICMA Model Employment Agreement](#)
- [ICMA Code of Ethics with Guidelines](#)

## Notes





- 1 Adapted from City Manager Performance Review, Successful Evaluation Tips, City of Mountlake Terrace, WA
- 2 Integrity is not simply concerned with whether the manager's behavior is legal; it also addresses the issue of personal and professional ethics: "Demonstrating fairness, honesty, and ethical and legal awareness in personal and professional relationships and activities." ICMA members agree to abide by the ICMA Code of Ethics.
- 3 Perkins, Jan. "Case Study: It's (Gulp) Evaluation Time." *PM*, July 2005. <http://icma.org/Documents/Document/Document/3602>
- 4 Adapted and used with permission from Lewis Bender, PhD, Professor Emeritus, Southern Illinois University, Edwardsville, [lewibender@aol.com](mailto:lewibender@aol.com)



INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION



777 North Capitol Street, NE  
Suite 500  
Washington, DC 20002-4201  
800-745-8780  
[icma.org](http://icma.org)

 @ICMA  
 [facebook.com/ICMAorg](https://facebook.com/ICMAorg)  
 [linkedin.com/company/icma](https://linkedin.com/company/icma)  
 [icma.org/kn](http://icma.org/kn)





**SAMPLE APPRAISAL OF PERFORMANCE<sup>1</sup>**

**NAME:** \_\_\_\_\_

**EVALUATION PERIOD:** \_\_\_\_\_

Rate Category I: 1= Exceptional; 2= Exceeds Expectations; 3= Meets Expectations; 4=Below Expectations.

**I. MANAGEMENT and LEADERSHIP PRACTICES (20–40%) \_\_\_\_\_**

**A. Elected Body Relationships**

Does not surprise board; all board members are informed of organization activities, progress, and problems on a regular basis.

Is receptive to board member ideas and suggestions

Makes sound recommendations for board action

Effectively implements policy decisions of the board

Facilitates the decision-making process for the board

Follows up on all problems and issues brought to his or her attention

Is nonpartisan; does not show favoritism

Accepts responsibility

**B. Organizational**

Leads a smooth-running and continuously improving organization

Proposes organizational goals and objectives prior to each fiscal year

Anticipates and plans well in advance

Is progressive in attitude and action

Follows through on set plans and deadlines

Emphasizes development and enhancement of the skills of all employees

Hires and retains competent staff members who know what is expected of them

Delegates effectively

Encourages high staff productivity and demands accountability

---

<sup>1</sup> Adapted and used with permission from Gregory J. Bielawski, ICMA Senior Advisor and Illinois Range Rider, g\_bielawski@hotmail.com



### **C. Community Relations**

Is appropriately visible and active within the community

Understands and is knowledgeable about the needs of the community

Encourages and honestly considers community input

Requests feedback from the community on the performance of the organization

Provides programs and services that are up to community standards and expectations

### **D. Fiscal Performance**

Prepares and presents a long-range financial plan, which is updated as circumstances dictate

Presents balanced annual budgets with programs and service levels clearly identified

Recognizes and manages the budget within fiscal constraints

Displays common sense and good judgment in business transactions

Seeks all available funding sources

Provides accurate and complete financial reports in a timely manner

### **E. Intergovernmental/Agency/Association Relationships**

Participates in professional management and leadership organizations

Effectively collaborates, coordinates, and communicates with other communities, regional associations, and similar organizations

### **F. Communication**

Responds to all requests for information in a timely and thorough manner

Speaks and writes clearly

Responds to correspondence, phone calls, and requests for information in a timely and thorough manner

Provides all necessary and required reports and records

Ensures that information of general interest is current and timely, that website is up-to-date, and that available technology is used effectively

Provides details about specific projects to those affected in a timely manner

### **G. Personal**

Is ethical, honest, and of high integrity

Projects professional demeanor and respect in all interactions

Is cordial and approachable

Explain and support your rating—whether 1, 2, 3, or 4—and support it with specific examples



## II. GOAL/TARGET ACHIEVEMENT (60–80%) \_\_\_\_

Rate Category II: 1= Exceptional; 2= Exceeds Expectations; 3= Meets Expectations; 4=Below Expectations.

(Place the letter or number of each goal/target for the year on the appropriate line below).

\_\_\_\_ Achieved

\_\_\_\_ Partially achieved

\_\_\_\_ Not achieved

Comments:

## III. SUGGESTED GOALS/TARGETS FOR UPCOMING YEAR

A.

B.

C.

## IV. WHAT SHOULD THE MANAGER START DOING, STOP DOING, AND CONTINUE DOING?

OVERALL EVALUATION: \_\_\_\_\_

Board Member Name \_\_\_\_\_ Date \_\_\_\_\_

-----

## Questions to Answer When Doing Your Appraisal

- 1) What impressed you the most favorably about \_\_\_\_\_'s performance this past year?
- 2) In what areas has \_\_\_\_\_ shown exceptional performance?
- 3) What's your major area(s) of concern regarding \_\_\_\_\_'s performance this past year?
- 4) What specific recommendations/expectations do you have for \_\_\_\_\_ to improve performance?
- 5) What should be \_\_\_\_\_'s top three goals/targets for the next year?





## **Town of Miami Lakes Memorandum**

---

**To:** Honorable Mayor and Councilmembers  
**From:** Honorable Councilmember Luis Collazo  
**Subject:** Lake Quality Improvement Partnerships  
**Date:** 6/4/2019

---

### **Recommendation:**

On May 16, 2019, the Town of Miami Lakes Neighborhood Improvement Committee hosted a community wide meeting and provided an update on our recently conducted lake quality study.

The meeting was extremely well attended by many residents representing different Homeowner Associations and Special Taxing Districts whom were interested in improving the quality of their respective lakes.

Throughout the meeting many of the attendees wanted to know how the Town and the respective HOA's could partner together in order to improve lake quality standards Town wide.

Many ideas were explored during the meeting which included; the adoption of best management practices, on going HOA lake quality meetings, lake quality improvement focused neighborhood matching grants, and ongoing lake quality monitoring.

I would like to have a discussion with my colleagues with regard to directing staff to coordinate with the Neighborhood Improvement Committee, how can we partner more closely with the different HOA's throughout our Town, and work towards adopting some of the suggestions discussed at the meeting with the goal of improving lake quality standards Town wide.

Fiscal Impact: Minimal

Guiding Principle: 1, 13, 14

Objectives: 2.1, 2.4, 4.4, 4.5





## **Town of Miami Lakes Memorandum**

---

**To: Honorable Mayor and Councilmembers**  
**From: Honorable Vice Mayor Nelson Rodriguez**  
**Subject: Parks and Green Space for All**  
**Date: 6/4/2019**

---

### **Recommendation:**

At last month's meeting, we discussed looking at all options for the updating and modernizing of Optimist park. We all agreed that the park needs updating.

I suggest we look at the big picture and have staff bring us options for the three parks that will impact the Town as a whole. That includes the East-side Park, a Central Park and a West-lakes Park.

We have already debated improvements to the East-side park and awaiting for staff's recommendations.

The Central Park, also known as "Par 3" as a passive park, will have walking paths and seating areas allowing centrally located residents to enjoy a large park in their neighborhood.

The West-lakes park also known as "The Bridge Park" will bring a park to the West-Lakes neighborhood allowing those areas to have the same opportunities as East and Central residents.

We know that Miami-Dade County Commissioner Bovo has committed to support keeping the 154th Street bridge closed. It's been my intention for several years to convert the bridge into a pedestrian park and I believe that we, as a Town, need to be ready to convert the bridge and the surrounding area into a park as soon as possible to follow through with our commitment to create a park and keep the 154th Street bridge closed.

Any financing that is needed to fund the gem and most visible park on the east side will require that all residents share in the costs. It's important to remember that we must be fiscally responsible to our residents and place a \$11.55 million cap on these projects.

I also recommend that the Council appoint a resident's oversight committee in keeping with the spirit of the focus groups and Town Hall meetings that have been held.

Bringing the Central and West areas as part of our parks system will bring equal opportunity enjoyment to the



Town as a whole.

Fiscal Impact: Minimal

Guiding Principle: 2, 3, 4, 9, 11, 12, 14

Objective: 2.1, 2.3, 2.4 5.1





## **Town of Miami Lakes Memorandum**

---

**To:** Honorable Mayor and Councilmembers  
**From:** Honorable Councilmember Marilyn Ruano  
**Subject:** Termination of Town Provided SRO Services to Local K-8 Centers  
**Date:** 6/4/2019

---

### **Recommendation:**

I would like to direct staff to not renew agreements with Miami-Dade County Public Schools and Our Lady of the Lakes Catholic School with regards to Town provided School Resource Officers. It is my understanding that for school year 2019-2020, Miami-Dade County Public Schools will be providing SRO's.

Fiscal Impact: Minimal  
Guiding Principles: 1,12  
Objectives:





## **Town of Miami Lakes Memorandum**

---

**To:** Honorable Vice Mayor and Councilmembers  
**From:** Honorable Mayor Manny Cid  
**Subject:** Moment of Silence Legislation  
**Date:** 6/4/2019

---

### **Recommendation:**

Chabad of Miami Lakes/NW Dade is advocating for a statewide mandatory moment of silence in all Florida schools.

I would like to motion to pass a resolution where the Town adopts the moment of silence legislation as a legislative priority for the 2020 legislative session.

Rabbi Weiss and Tzippy Weiss will be in attendance to speak on this item and the national movement.

Fiscal Impact: Minimal  
Guiding Principles: 12  
Objectives: 5.2, 5.3





## **Town of Miami Lakes Memorandum**

---

**To:** Honorable Mayor and Councilmembers  
**From:** Honorable Councilmember Carlos Alvarez  
**Subject:** K-9 Cove Parking Lot  
**Date:** 6/4/2019

---

### **Recommendation:**

I would like for our Mayor and Councilmembers to consider adding the K-9 Cove Parking lot to the Strategic Master Plan.

**\* This item requires the waiver of Section 7.2 of the Special Rules of Order**

Fiscal Impact: Minimal (only adding to STRAP- project itself will have added fiscal impact)

Guiding Principles: 1,9,11 and 13

Objectives: 1.2, 1.6, 2.1, 2.2, and 2.4





## **Town of Miami Lakes Memorandum**

---

**To: Honorable Mayor and Councilmembers**  
**From: Honorable Councilmember Josh Dieguez**  
**Subject: Miami Lakes Truth In Public Lending Act**  
**Date: 6/4/2019**

---

### **Recommendation:**

While traveling to Arizona in 2013 I came across a booklet published by the City of Scottsdale at my friend's home. This booklet, attached to this proposal, provides a breakdown for voters of a proposed bond issue in English and Spanish. It provides the ballot language, financial breakdown of the bond issue including the amount of principal and interest and the amount allocated to each project funded, and provides arguments for and against the individual components of the bond— which were presented to voters as individual questions by subject area.

Similar to the Federal Truth in Lending Act that aims to promote the informed use of consumer credit, I propose a requirement that the Town publish a bilingual (English and Spanish) election handbook similar to the one attached that will be mailed to each household in Miami Lakes no later than ninety (90) days before any scheduled election wherein the Town seeks voter approval for a bond. The mailed handbook shall include the following information:

- State the total, current amount of all types of debt owed by the town;
- Display separately, and in a conspicuous manner, the interest and principal to be paid on the proposed bond;
- List each of the projects for which the bond is sought and the amount of the bond allocated to each project;
- Provide a consolidated table of payments for the Town's total debt service if the proposed bond is approved;
- State whether the Town's credit rating has changed within the last five years and describe the change, if any;
- State the Town's credit rating at the time of publishing.

This handbook and the information it would present to the residents promotes transparency and allows them to make an informed decision about the use of long term debt instruments with specific regard to the impact on Town finances. The short title of this requirement will be the Miami Lakes Truth in Public Lending Act.

Fiscal Impact: Medium

Guiding Principles: 3 and 4

Objectives: 5.1 5.2, 5.3, 6.1, 6.4.



**ATTACHMENTS:**

Description

**Information Pamphlet and Text of Ballot**



**CITY OF SCOTTSDALE, ARIZONA**

**INFORMATION PAMPHLET  
AND  
TEXT OF BALLOT**

**SPECIAL ELECTION  
TUESDAY, NOVEMBER 5, 2013**



**CIUDAD DE SCOTTSDALE, ARIZONA**

**FOLLETO DE INFORMACIÓN  
Y  
TEXTO DE LA BOLETA**

**ELECCIÓN ESPECIAL  
MARTES, 5 DE NOVIEMBRE DE 2013**

In compliance with the Federal Voting Rights Act, this pamphlet has been printed in English and Spanish.  
De acuerdo con el Acta Federal de Derecho al Voto, este folleto se ha imprimido en Inglés y Español.



1. The first part of the document is a list of the names of the persons who were present at the meeting. The names are listed in alphabetical order.



This pamphlet provides information regarding five ballot measures, listed below, that will appear on the City of Scottsdale's November 5, 2013 Special Election ballot. All qualified electors of the City, regardless of party registration, may vote on the five questions.

This information pamphlet is required by Arizona Revised Statutes § 35-454. The pamphlet has been printed in English and Spanish in compliance with the Federal Voting Rights Act.

General voting information and the full text of the proposed measures that will appear on the ballot are included in the pamphlet. Additional information about the election is available through the City Clerk's Office, 3939 N. Drinkwater Blvd., (480) 312-2412, and on the Internet:

[www.scottsdaleaz.gov/elections](http://www.scottsdaleaz.gov/elections)

To be prepared to fully exercise your right to vote on November 5, 2013, you are urged to thoroughly read all the material contained within this pamphlet.

Sincerely,

Carolyn Jagger, MMC  
City Clerk

- Bond Question 1 seeks voter authorization to sell \$50,400,000 general obligation bonds for parks, libraries and community facilities.
- Bond Question 2 seeks voter authorization to sell \$43,700,000 general obligation bonds for public safety.
- Bond Question 3 seeks voter authorization to sell \$19,000,000 general obligation bonds for neighborhood flood protection and storm sewers.
- Bond Question 4 seeks voter authorization to sell \$99,000,000 general obligation bonds for transportation, streets and trails.
- Question 5 asks voters to consider whether a franchise shall be granted to EPCOR Water Arizona Inc. and Chaparral City Water Company to maintain and operate a potable water distribution system in the City of Scottsdale, and future additions thereto, in accordance with the agreement submitted by the Mayor and City Council in Resolution No. 9405.

☒ **TO CAST YOUR VOTE ON TUESDAY, NOVEMBER 5, 2013, MAKE SURE YOU GO TO THE POLLING PLACE INDICATED ON THE MAILING LABEL OF THIS PAMPHLET.**

## VOTER IDENTIFICATION AT THE POLLS

Every qualified elector is required to show proof of identity at the polling place before receiving a ballot. This is a result of Proposition 200, the statewide initiative approved by voters in 2004.

### ACCEPTABLE IDENTIFICATION

Following are the types of identification that are acceptable and that can be used when voting at a polling place on Election Day. All identification must match the voter's name and address shown on the Maricopa County Elections Signature Roster.

**LIST 1 – Acceptable forms of ID with voter's photograph, name, and address. The address must reasonably match the precinct register (1 required):**

- Valid Arizona driver's license
- Valid Arizona non-operating identification license
- Tribal enrollment card or other form of tribal identification
- Valid United States federal, state or local government issued identification

**LIST 2 – Acceptable forms of ID (no photo) with voter's name and address. The address must reasonably match the precinct register (2 required):**

- Utility bill of the elector dated within 90 days of the election (may be electric, gas, water, solid waste, sewer, telephone, cellular phone or cable television)
- Bank or credit union statement dated within 90 days of the election
- Valid Arizona vehicle registration
- Indian census card
- Property tax statement of the elector's residence
- Tribal enrollment card or other form of tribal identification
- Arizona vehicle insurance card
- Recorder's certificate
- Valid United States federal, state or local government issued identification, including a voter registration card issued by the County Recorder
- Any mailing to the elector marked "Official Election Material"

**LIST 3 – Acceptable forms of ID, one with photo, one without (2 required):**

- Any valid photo identification from List 1 in which the address does not match the precinct register accompanied by one valid item from List 2
- United States passport without address and one valid item from List 2
- United States military identification without address and one valid item from List 2

**An identification is "valid" unless it can be determined on its face that it has expired.**

Other forms of identification not on this list must be deemed acceptable by the county election official in charge of elections and must establish the identity of the elector.



### PROVISIONAL BALLOT

If the voter does not have acceptable identification at the polling place, a Provisional Ballot may be voted. Acceptable identification must then be presented to the City Clerk or the Maricopa County Recorder before 5:00 p.m. on Friday, November 8, 2013.

**If you have any questions regarding voter identification for the upcoming election contact:**

**City Clerk's Office  
City of Scottsdale  
3939 N. Drinkwater Blvd.  
(480) 312-2412  
[www.scottsdaleaz.gov/elections](http://www.scottsdaleaz.gov/elections)**

### IMPORTANT VOTING INFORMATION

Date of Election ..... Tuesday, November 5, 2013

Your polling place will be open from 6:00 a.m. to 7:00 p.m. To cast your vote, make sure you go to the polling place indicated on the mailing label of this pamphlet.

Any qualified elector, at the voter's option, may be accompanied by a minor who is permitted in the voting booth pursuant to Arizona Revised Statutes (A.R.S.) § 16-515; be accompanied and assisted by a person of the voter's own choice; or be assisted by two election officials, during any process relating to voting or during the actual process of voting on a paper ballot, machine, or electronic voting system. A person who is a candidate for an office in that election other than the office of precinct committeeman is not eligible to assist any voter. [A.R.S. § 16-580(G)]

Any qualified elector who, at 7:00 p.m., is in the line of waiting voters, shall be allowed to prepare and cast a ballot.

Last Day to Register to Vote ..... Monday, October 7, 2013

If you do not know if you are qualified to vote in this election, please call the Maricopa County Elections Office at (602) 506-1511.

### EARLY VOTING INFORMATION

First Day Early Ballots Available ..... Thursday, October 10, 2013

Last Day to Request Special  
Election Board Assistance ..... Friday, October 25, 2013

Your written or verbal request for voting assistance must be received by the Maricopa County Tabulation and Elections Center, 510 S. Third Avenue, Phoenix, AZ 85003, (602) 506-1511, before 5:00 p.m. on Friday, October 25, 2013, and must specify the address of confinement.

Last Day to Request that an  
Early Ballot be Mailed to You ..... Friday, October 25, 2013

To have an early ballot mailed to you, the Maricopa County Tabulation and Elections Center, 510 S. Third Avenue, Phoenix, AZ 85003, (602) 506-1511, must receive your written, verbal or online request before 5:00 p.m. on Friday, October 25, 2013. Your written request must specify where (complete mailing address) to send the early ballot and must contain your signature for verification purposes. Early ballot requests can be made online at:

<https://recorder.maricopa.gov/earlyvoteballotnet/evbrequest.aspx>

An early ballot by mail also may be requested by calling (480) 312-7844 beginning 9:00 a.m., Thursday, October 10, 2013, through 5:00 p.m., Friday, October 25, 2013.

Last Day to Vote Early in Person ..... Friday, November 1, 2013

Appear at an office designated for early voting no later than the close of business on the last day to vote in person.

Last Day to Return a Ballot that  
was Mailed to You ..... by 7:00 p.m., Tuesday, November 5, 2013

For your ballot to be valid and counted, your voted early ballot and affidavit must be received by the Maricopa County Tabulation and Elections Center by 7:00 p.m. on Election Day, Tuesday, November 5, 2013. You may also deposit your ballot and affidavit at any polling place designated for this election from 6:00 a.m. to 7:00 p.m. on Election Day.

### HOW TO VOTE EARLY IN PERSON

#### Offices Designated for Early Voting in Person

Early voting in person is being held at the following locations at the times and dates indicated below:

Scottsdale City Hall  
3939 N. Drinkwater Blvd., Scottsdale  
9:00 a.m. to 5:00 p.m., Thursday, October 10, 2013 through Friday,  
November 1, 2013

Maricopa County Elections  
510 S. Third Avenue, Phoenix  
111 S. Third Avenue, Phoenix  
222 E. Javelina, Mesa  
8:00 a.m. to 5:00 p.m., Thursday, October 10, 2013 through Friday,  
November 1, 2013

For additional information, please call the City of Scottsdale Elections Office:  
(480) 312-7844.

☒ **TO CAST YOUR VOTE ON TUESDAY, NOVEMBER 5, 2013, MAKE SURE YOU GO TO THE POLLING PLACE INDICATED ON THE MAILING LABEL OF THIS PAMPHLET.**



**CITY OF SCOTTSDALE, ARIZONA  
SPECIAL BOND ELECTION**

The Mayor and Council of the City of Scottsdale have called a Special Election to be held on Tuesday, November 5, 2013, to authorize the issuance of general obligation bonds in an amount not to exceed \$212.1 million. All City residents who are registered by Monday, October 7, 2013, are eligible to vote in this election. The results of this bond election will determine how the City will meet its capital requirements over the next several years.

If approved by voters, the proceeds from the sale of this \$212.1 million authorization will provide funds to plan, design, and construct: parks, libraries and community facilities projects; public safety projects; neighborhood flood protection and storm sewer projects; and transportation, street, and trail projects, including acquisition of land and rights-of-way necessary for such purposes. Only those projects delineated within each election question are eligible for the authorized bond funding for that question.

As stated in the ballot, bond proceeds may be used to pay for bond insurance or other credit support for the bonds, all legal, accounting, financial, architectural, design, engineering and construction management costs, if applicable, any required public art contribution and all other costs incurred in connection with the issuance of the bonds. It is currently estimated that the bonds would be sold over a four-year period. Present and future residents would repay the bonds, with interest, over a period of time of up to 25 years following the sale of the bonds.

In planning for the bond program, City staff and a Council-appointed Task Force evaluated and prioritized unfunded capital projects to be considered for bond funding. Staff also reviewed proposed grants from other agencies and the requirement of the City to provide matching funds to utilize those grants. Proceeds from the bond authorization may be used by the City of Scottsdale as the City's share for the grants provided by other agencies including federal, state and county. Estimates of funding to be provided by other agencies as a match to the City's bond funds range up to \$106 million.

In meetings in February, March, and April of this year, the Mayor and City Council reviewed the Bond Task Force's recommended bonding plan. On April 9, 2013, the Council adopted Resolution 9348 authorizing the call for election.

**TEXT OF BALLOT**

Voters will be asked to vote on the following four bond questions. If authorized, the bond money can be used only for the purposes specified in the ballot questions.

**General Provisions for all Bond Questions**

The following provisions apply to all bonds to be voted on. Specific information for the authorized purposes is set out in the questions.

- In addition to each specific authorized purpose, bond proceeds may be used to pay for bond insurance or other credit support for the bonds, all legal, accounting, financial, architectural, design, engineering and construction management costs, if applicable, any required public art contribution and all other costs incurred in connection with the issuance of the bonds and the purposes set forth in each question. The City may contract for letters of credit, surety bonds, lines of credit or other credit or liquidity support in connection with any one or more series of bonds.
- The bonds may be issued in one or more series.
- The bonds may be issued in the denomination of \$5,000 each or multiples thereof.
- Interest rates may be fixed or variable but shall not exceed ten percent (10%) per annum. Interest may be evidenced by separate certificates and will be paid on July 1 and January 1 or more frequently.
- The bonds, and any bonds issued to refund the City's bonds, may be sold at prices that include premiums not greater than permitted by law. The bonds may be refunded by the issuance of refunding bonds of a weighted average maturity of less than 75% of the weighted average maturity of the bonds being refunded.
- Bonds will mature over a period not to exceed twenty-five (25) years from their date of issuance.
- Bonds will mature on the days of each year determined by the Mayor and Council.

**THE VOTER MAY VOTE "FOR THE BONDS" OR "AGAINST THE BONDS" ON EACH SEPARATE BOND QUESTION.**



**CITY OF SCOTTSDALE, ARIZONA  
SPECIAL BOND ELECTION**

**TEXT OF BALLOT**

**QUESTION 1**

**PURPOSE: PARKS; LIBRARIES AND COMMUNITY FACILITIES  
AMOUNT: \$50,400,000**

Shall the City of Scottsdale be authorized to issue and sell not exceeding \$50,400,000 principal amount of its bonds to provide funds to design, acquire, construct, reconstruct, improve, furnish and equip the following parks, libraries and community facilities projects: Integrated Financial, Human Resources and Purchasing System; Pinnacle Peak Park Improvements; Vista del Camino Park/Indian Bend Wash Renovation; Aquatics Chemical System Replacement; Expansion of Via Linda and Granite Reef Senior Centers; Ballfield Lighting System Replacement; Civic Center Library Improvements; Civic Center West Entry Improvements; Paiute Community Center Renovations; and Scottsdale Center for the Performing Arts Renovations?

Payment of Bonds: The issuance of these bonds will result in a property tax increase sufficient to pay annual debt service on the bonds.

**FOR THE BONDS  
AGAINST THE BONDS**

**TEXT OF BALLOT**

**QUESTION 2**

**PURPOSE: PUBLIC SAFETY  
AMOUNT: \$43,700,000**

Shall the City of Scottsdale be authorized to issue and sell not exceeding \$43,700,000 principal amount of its bonds to provide funds to design, acquire, construct, reconstruct, improve, furnish and equip the following public safety projects: Radio System Upgrade; Police Civic Center Jail Consolidation; Electronic Storage System Replacement; Improve and Upgrade Existing Fire Stations; Police Civic Center Station Expansion; Desert Foothills Fire Station; Fire Training Facility Expansion; Public Safety Via Linda Facility Expansion; Desert Mountain Fire Station; and Purchase Land for Fire Station?

Payment of Bonds: The issuance of these bonds will result in a property tax increase sufficient to pay annual debt service on the bonds.

**FOR THE BONDS  
AGAINST THE BONDS**

**TEXT OF BALLOT**

**QUESTION 3**

**PURPOSE: NEIGHBORHOOD FLOOD CONTROL  
AMOUNT: \$19,000,000**

Shall the City of Scottsdale be authorized to issue and sell not exceeding \$19,000,000 principal amount of its bonds to provide funds to design, acquire, construct, reconstruct, and improve the following neighborhood flood protection and storm sewer projects: Granite Reef Watershed Improvements; Neighborhood Stormwater Improvements; Loop 101 Detention Basin; Loop 101 Detention Basin Outfall; and Indian Bend Road/Lincoln Drive Flood Hazard Mitigation Improvements?

Payment of Bonds: The issuance of these bonds will result in a property tax increase sufficient to pay annual debt service on the bonds.

**FOR THE BONDS  
AGAINST THE BONDS**

**TEXT OF BALLOT**

**QUESTION 4**

**PURPOSE: TRANSPORTATION, STREETS AND TRAILS  
AMOUNT: \$99,000,000**

Shall the City of Scottsdale be authorized to issue and sell not exceeding \$99,000,000 principal amount of its bonds to provide funds to plan, design, acquire, construct, reconstruct, and improve the following transportation, street and trail projects: Traffic Signal Controller Cabinet Upgrade and Replacement; Bridge Safety Upgrades and Rehabilitation Project; Northeast Downtown Public Parking Structure; Accessible Curb Ramps – ADA Compliance; Hayden Road Intersections at Chaparral and Camelback Roads; Loop 101 Signalized Intersection Upgrades; Downtown Pedestrian Improvements; Pavement Replacement; Loop 101 Access Improvements; Airpark Roadway Circulation; Indian Bend/WestWorld Trail and Path Connections; Scottsdale Road Utility Relocation and Streetscape; Street Operations Maintenance Building; and Citywide Trails Implementation?

Payment of Bonds: The issuance of these bonds will result in a property tax increase sufficient to pay annual debt service on the bonds.

**FOR THE BONDS  
AGAINST THE BONDS**



**CITY OF SCOTTSDALE, ARIZONA  
SPECIAL BOND ELECTION**

**FINANCIAL INFORMATION**

The City of Scottsdale is requesting authorization to issue general obligation bonds in an amount not to exceed \$212,100,000 to fund the projects described in the ballot questions herein. The bonds shall bear a maximum rate of interest of ten percent (10%). The City currently has \$639,135,000 general obligation bonds outstanding.

Under Arizona Law, cities and towns are subject to two debt limitations which are based on 20% and 6% of the City's secondary assessed valuation. Summarized below are the two debt categories and the debt limitations for the City of Scottsdale. If authorized, the general obligation bonds will be issued against the City's debt limitations as follows:

<b><u>Category</u></b>	<b><u>20%</u></b>	<b><u>6%</u></b>
Eligible Projects	Water, Artificial Light, Sewers, Open Space Preserves, Parks, Playground and Recreational Facilities, Public Safety, Law Enforcement, Fire and Emergency Services Facilities, and Street and Transportation Facilities	General City Purposes and Facilities
Existing General Obligation Bonds	\$233,835,000 (Property tax supported)  \$327,290,584 (Property tax supported; however, the City intends to pay these Bonds from its Preserve tax so long as such taxes are sufficient to pay these Bonds)	\$78,009,416 (Property tax supported)
Proposed General Obligation Bonds	\$202,900,000 (Property tax supported)	\$9,200,000 (Property tax supported)
Current Secondary Assessed Valuation (2013-2014)	\$4,827,850,565	\$4,827,850,565
Constitutional Debt Limitation (2013-2014)	\$965,570,113	\$289,671,034

**ESTIMATED ISSUANCE COSTS**

The City estimates that four series of bonds will be sold and that the total issuance costs for the bonds will be \$150,000 for each series of bonds. **The estimated total cost of the proposed bond authorization, including principal and interest is \$328,804,388.**

**SOURCE OF REPAYMENT**

The anticipated source of repayment of the bonds is secondary property taxes.

**ASSESSED VALUATION AND ESTIMATED AMOUNTS  
OF SECONDARY TAX BILLS  
PER A.R.S. § 35-454(A)(1)(g)**

ESTIMATED AVERAGE ANNUAL TAX RATE PER \$100  
OF SECONDARY ASSESSED VALUATION: \$0.2174

**RESIDENTIAL PROPERTY**  
(Assessed at 10% of full cash value)

**The tax impact over the term of the bonds on an owner-occupied residence valued by the County Assessor at \$250,000 (a) is estimated to be \$60.86 (b) per year for 25 years or \$1,521.50 total cost (c).**

**COMMERCIAL PROPERTY**  
(Assessed at 19.5% of full cash value) (d)

**The tax impact over the term of the bonds on commercial property valued by the County Assessor at \$1,000,000 (a) is estimated to be \$438.99 (b) per year for 25 years or \$10,974.63 total cost (c).**

**AGRICULTURAL OR OTHER VACANT PROPERTY**  
(Assessed at 16% of full cash value) (e)

**The tax impact over the term of the bonds on agricultural or other vacant property valued by the County Assessor at \$100,000 (a) is estimated to be \$36.63 (b) per year for 25 years or \$915.63 total cost (c).**

- (a) Assessor's full cash value is the property value as it appears on the property tax bill and does not necessarily represent the market value. Beginning with tax year 2015, this value cannot increase by more than 5% from the prior year if the property has not changed. For commercial and industrial property, only locally assessed property is subject to this limit.
- (b) Cost based on the estimated average tax rate over the life of the bond issue and other financing assumptions which are subject to change.
- (c) Assumes the assessed valuation of the property grows or declines at half the rate of the City total assessed value shown on the projected debt service schedule.
- (d) Commercial assessment ratio will phase down to 19% in tax year 2014 and will be further reduced one-half of one percent for each year to 18% in tax year 2016 and thereafter.
- (e) Agricultural and other vacant property assessment ratio will phase down to 15% in tax year 2016 and thereafter.



# CITY OF SCOTTSDALE, ARIZONA SPECIAL BOND ELECTION

Estimated Debt Service Requirements and Projected Impact on the Secondary Tax Rate

Sales From Projected 2013 Bond Authorization

Fiscal Year	Projected Secondary Assessed Valuation (1)	Existing Annual Debt Service Requirements for General Obligation Bonds supported by Secondary Tax Rate (2)			\$212,100,000 General Obligation Bonds Series 2014, 2015, 2016 and 2017 (4) (5)			Estimated Additional Debt Service & Tax Rate			Estimated Combined Debt Service & Tax Rate		
		Principal	Interest	Est. Secondary Tax Rate (3)	Principal	Interest		Projected Debt Service	Est. Secondary Tax Rate (6)(7)		Projected Total Debt Service	Est. Secondary Tax Rate (6)	
2014	\$ 4,827,850,565	\$ 23,292,675	\$ 13,411,523	\$0.76	\$ -	\$ 773,281	\$ 773,281	4,489,625	\$0.02	\$	37,477,480	\$0.78	
2015	5,028,038,339	23,231,747	12,327,144	0.71	1,750,000	2,739,625		8,384,844	0.09		40,048,517	0.80	
2016	5,236,526,939	22,640,000	11,308,735	0.65	3,475,000	4,909,844		12,446,513	0.16		42,333,578	0.81	
2017	5,453,660,560	24,475,000	10,348,935	0.64	5,170,000	7,276,513		15,477,800	0.23		47,270,447	0.87	
2018	5,679,797,670	25,650,000	9,252,535	0.61	6,860,000	8,617,800		15,480,050	0.27		50,380,335	0.89	
2019	5,726,900,455	24,620,000	8,258,235	0.57	7,150,000	8,330,050		15,474,925	0.27		48,358,285	0.84	
2020	5,774,393,866	23,496,664	7,252,935	0.53	7,445,000	8,029,925		15,482,225	0.27		46,224,524	0.80	
2021	5,822,281,142	22,738,329	6,300,973	0.50	7,765,000	7,717,225		15,480,850	0.27		44,521,527	0.76	
2022	5,870,565,549	19,525,000	5,282,031	0.42	8,090,000	7,390,850		15,480,575	0.26		40,287,881	0.69	
2023	5,919,250,380	20,475,000	4,463,531	0.42	8,430,000	7,050,575		15,480,725	0.26		40,419,106	0.68	
2024	5,968,338,957	21,450,000	3,530,688	0.42	8,765,000	6,695,725		15,475,700	0.26		40,461,413	0.68	
2025	6,017,834,627	11,500,000	2,663,250	0.24	9,150,000	6,325,700		15,482,375	0.26		29,638,950	0.49	
2026	6,067,740,767	12,300,000	2,183,000	0.24	9,545,000	5,940,000		15,477,550	0.25		30,308,125	0.50	
2027	6,118,060,780	13,200,000	1,625,750	0.24	9,945,000	5,537,375		15,474,925	0.25		30,455,550	0.49	
2028	6,168,798,099	13,950,000	1,028,000	0.24	10,360,000	5,117,550		15,473,625	0.25		20,346,950	0.33	
2029	6,219,956,184	4,500,000	372,000	0.08	10,755,000	4,679,950		15,472,750	0.24		15,472,750	0.24	
2030	6,271,538,526	4,800,000	192,000	0.08	11,125,000	3,747,750		15,481,400	0.24		15,478,325	0.24	
2031	6,323,548,642	-	-	-	12,230,000	3,251,400		15,478,075	0.24		15,474,550	0.24	
2032	6,375,990,080	-	-	-	13,285,000	2,733,325		11,871,850	0.18		8,089,825	0.12	
2033	6,428,866,417	-	-	-	13,845,000	1,629,550		4,137,000	0.06				
2034	6,482,181,259	-	-	-	10,830,000	1,041,850							
2035	6,535,938,244	-	-	-	7,535,000	554,825							
2036	6,590,141,037	-	-	-	3,940,000	197,000							
2037	6,644,793,336	-	-	-									
2038	6,699,898,869	-	-	-									
		\$ 311,844,416	\$ 99,801,262		\$ 212,100,000	\$ 116,704,388	Average:	\$0.2174			Average:	\$0.5115	

Estimated Total Principal and Interest Cost: \$328,804,388

- (1) The current Secondary Assessed Valuation for Fiscal Year Ending 2014 as reported by the Arizona Department of Revenue is actual. The Secondary Assessed Valuation for Fiscal Year Ending 2015 through 2018 assumes an annual 4.15% growth (based on the historical 10-year average growth in Secondary Assessed Valuation). Subsequent years assume a 0.33% growth in assessed valuation which represents 20% of the ten-year average of 4.15% (ARS 35-454).
- (2) Net of the debt service on the portion of the City's General Obligation debt (\$327.3M) that the City pays from the collection of the 1995 Preserve (Excise) Tax and the 2004 Preserve (excise) Tax.
- (3) Adopted FY2013-2014 secondary tax rate is \$ .7604 per \$100 of assessed valuation.
- (4) Represents four sales from the 2013 Bond Authorization. Each Series is projected to be sold in the first quarter of each year (2014, 2015, 2016 and 2017).
- (5) Interest is estimated at 3.50% on the Series 2014 bonds, 4.00% on the Series 2015 bonds, 4.50% on the Series 2016 bonds and 5.00% on the Series 2017 bonds.
- (6) Estimated secondary tax rates per \$100 of assessed valuation. Estimated tax rates are not adjusted for SRP contributions, delinquent tax collections or arbitrage rebate.
- (7) Average estimated secondary tax rate increase from the proposed sale of bonds authorized at the 2013 Bond Election.



## ARGUMENTS FOR AND AGAINST THE BONDS

### ARGUMENT "FOR" QUESTION 1

After serving two consecutive terms on the citizens' Bond Task Force, I learned three important things voters should know:

- 1. The 39 projects on the bond ballot are essential for our city to do now – because waiting would only cause the projects to cost more later.**
- 2. The four Bond Questions work together, so it's vital to vote for all four proposals.**
- 3. Approving the four bond proposals is a critical investment in maintaining our special quality of life.**

For two years the Task Force scrutinized a long list of potential projects. Our citizen volunteers invested nearly 900 hours in visiting and evaluating project sites around the city, as well as factoring in valuable citizen input. The Task Force then prioritized the most needed projects.

I am confident the 39 projects you will be voting on November 5th are critical to do now.

These are no-frills projects. The majority are for repairing, maintaining or updating important infrastructure throughout the city. They are the kind of systems we take for granted, until they start breaking down or stop working altogether.

**I urge all voters to study the ballot closely, because it's incumbent on you to be well informed about the importance of the four bond proposals. I invite you to visit our campaign website: [preservescottsdalefuture.com](http://preservescottsdalefuture.com)**

I want to publicly thank those who have helped make the 2013 Bond Election a reality. They include my fellow Task Force members, the citizens for their ideas and input, the Mayor and City Council and those volunteers who are working on our campaign to pass the four Bond Questions.

Now we need to finish what we started two years ago.

I ask that you vote YES on the four bond proposals to help maintain your unique quality of life.

Wayne Ecton  
Chairman, Preserve Scottsdale's Future

### ARGUMENT "FOR" QUESTION 1

#### Vote YES For Scottsdale!

We have a long history of investing in Scottsdale's quality of life. Unfortunately, the recession plus loss of past funding sources has substantially impacted our ability to keep pace with our necessary investment in the city's infrastructure, parks, libraries and police and fire services. No new revenue sources are projected for at least the next five years.

The \$360 million Bond voters approved 13 years ago resulted in many enhancements to our citizens' overall quality of life. Those funds, however,

are now almost exhausted. Roads are wearing out, critical infrastructure is breaking down and public safety communication systems are becoming antiquated. Our senior centers, libraries, parks and social service facilities need upgrades and expansion.

As Chairman of the Citizen Bond 2013 Task Force and a member of the 2012 Task Force, I worked with the other volunteer members for two years to independently evaluate the city's growing needs. During the course of this process, the Task Force reduced the list of city needs from \$1 billion worth of projects to 39 projects at a cost of \$212 million. The result is now 27 "must have" and 12 "should have" projects that merit your support.

Those who say these 39 projects are not all needed are simply wrong. Our AAA rating is not at risk, remaining debt is fully funded & there are many more than 7 worthy projects. In fact, there are 39 that merit your vote!

Your YES vote on all four questions will benefit every resident of Scottsdale & help sustain our quality of life.

Bill Heckman – Chair Bond 2013 Task Force

### ARGUMENT "FOR" QUESTION 1

Dear Scottsdale Voters:

After months of work by the Council-appointed Citizen Task Force, the City Council voted to place four essential bond request questions on the November ballot. The Chamber Board of Directors reviewed these questions and voted unanimously to support the city's request for much-needed infrastructure in Scottsdale.

Why would a business organization vote to raise its taxes on its homes and businesses when much of its time and attention generally go toward lowering taxes? The answer is simple. There is a straight line once can draw between essential improvements and the bottom line for businesses and citizens.

Scottsdale was recently voted the finest city in the valley in which to do business. We have a long history of taking care of our infrastructure so that we can remain so. In any era of fiscal restraint, the City Council only chose to place before the voters only those things that are necessary to keep Scottsdale competitive and strong. This is a no-frills bond package without "pie in the sky" projects. It is about parking for employees, storm control, efficient stop lights and repairing our roads and sewers.

The recession forced the City to defer much-needed repairs and upgrades to our necessary communications system for our fire and police departments. These must be addressed. Our safety, our tourism, our quality of life and all of our property values depend upon improving our city's aging infrastructure, and that can only be done one way – By voting YES on Questions 1, 2, 3 & 4.

Scottsdale is the finest city in the Southwest and can only remain so if we take care of those things that most need repair and updating.

Please vote YES on Questions 1, 2, 3 & 4!

Sincerely,

Eric Larson  
Chair of the Board  
Scottsdale Area Chamber  
of Commerce

Rick Kidder  
President & CEO  
Scottsdale Area Chamber  
of Commerce



## ARGUMENT "FOR" QUESTION 1

The 2013 City of Scottsdale Bond program provides an opportunity to reinvest in the community that we have chosen to call home. The passage of Question #1 of the Bond program is critically important for several reasons. It will result in enhancements to our parks and community services, improved technology, improvements in public safety facilities and equipment. Most importantly, it will allow for the renovation of the Paiute Community Center, a center that will provide social health and human services for all individuals, including those who are under resourced. The remodeled facility will include a community health center offering greater access to medical care, dental and behavioral health services, and provide health education for all residents. Access to affordable healthcare in a community setting is imperative and is better than using the emergency department (ED) for regular care. The ED is not cost effective nor does it provide the best care for managing our community's health. When residents use the emergency department for chronic disease management or common colds, it drives up everyone's health care costs. The Paiute Community Center will also offer greater partnership opportunities between community organizations including the Boys & Girls Club, YMCA, Scottsdale Prevention Institute, HeadStart, City of Scottsdale -Vista del Camino and Youth and Family Services, to build integration between programs that focus on improving health and well being for families. Addressing infrastructure concerns is critical to effective service delivery, health and safety of local residents. The renovation of the Paiute Community Center will improve the health of the families in our community.

The passage of Bond program is vital to ensuring that Scottsdale maintains its existing infrastructure, while continuing to provide the highest quality of life for all of its residents. Please vote yes on the 2013 Bond program.

Sincerely,

Timothy Bray  
Board Chairman  
Neighborhood Outreach  
Access to Health

Robert C. Howard  
Board Treasurer  
Neighborhood Outreach  
Access to Health

## ARGUMENT "FOR" QUESTION 1

Thriving communities must strategically invest in their infrastructure to remain vibrant. It has been 13 years since passage of the last bond election and new funding will ensure our city keeps abreast of basic needs. The proposal before voters is for \$212.1 million in General Obligation Bonds.

A Citizen Task Force carefully analyzed projects submitted by City staff from various departments to prepare a package for Council consideration. The four questions approved by Council for voter consideration include projects to enhance parks, libraries and community facilities; public safety; neighborhood flood control and transportation, streets and trails. There are a total of 39 projects.

Projects such as Library, Senior Center, and Park improvements, along with the Center for the Arts and Paiute Community Center renovations will improve our quality of life.

New and updated Fire and Police Stations with radio system upgrades will ensure our continued public safety.

Flood control projects such as Granite Reef Watershed and the Neighborhood Stormwater Program will eliminate flood hazards.

Transportation projects including bridge safety upgrades, airport roadway circulation, citywide trails implementation and downtown pedestrian improvements will greatly enhance mobility in Scottsdale.

Fortunately, Scottsdale maintains the highest Bond Rating possible. Therefore, the estimated tax increase for every \$100,000 of a home's value will be \$21.74 per year. This is an affordable program carefully developed by the Citizen Task Force and City Council.

The American Council of Engineering Companies of Arizona strongly supports investment to preserve, improve and enhance infrastructure. All facets – *even infrastructure that is unseen* – is vital to a strong community.

Submitted by the American Council of Engineering Companies of Arizona,

Chidambaram Gnanasambanthan

Dawn Cartier

## ARGUMENT "FOR" QUESTION 1

The Scottsdale bond election addresses two issues of importance to every Scottsdale homeowner:

1. Maintaining the quality of life that attracted us to Scottsdale; and,
2. Protecting the housing investment that we made in order to live here.

Scottsdale is special. It requires continuous investment to remain special. And, our homes are major investments. They should be protected as would any other financial asset.

Bonds are one of the means by which communities collectively finance their quality of life and protect assets. A volunteer citizen task force has studied and identified the transportation, facilities, public safety and infrastructure deficiencies that they believe seriously diminish Scottsdale's quality of life and jeopardize our property values. Maintenance of those services is as important to the City, as maintenance of our homes is to us, individually.

I urge you to remember what makes Scottsdale special, and support the investment necessary to maintain that environment. Sound fiscal management has earned Scottsdale a AAA credit rating, which allows the City to finance its capital expenditures with the lowest possible bond rates.

Ron McCullagh

## ARGUMENT "FOR" QUESTION 1

As a Scottsdale resident, do you ever wonder why the mention of "Scottsdale" to family, friends and business colleagues is so warmly received? Why do people have the distinct impression that Scottsdale is a wonderful place to live, to vacation or to do business? Precisely why do people near and far perceive the brand of "Scottsdale" so favorably and why do so many businesses, charitable and non-profit organizations, insert the moniker of "Scottsdale" into their name? The positive view of the "Scottsdale" brand reflects the pride of ownership all of us take in our city.

The November 5th ballot will ask you to consider four bond questions that, with your YES votes, will authorize the capital investment our community needs to both improve and enhance our "Scottsdale."

Historically, Scottsdale residents have cared for our community just like their homes, businesses and associations located here. That pride of ownership reflects a civic caring and preservation of our natural geographic splendor,



like the McDowell Mountains and surrounding desert, combined with a continuing investment of hard-earned personal and business capital into our greater civic community. Our committed investments extend well beyond our own doorsteps and driveways.

Two years ago, the City Council recruited volunteer residents to study essential community needs that would require long-term capital bond financing. Two different volunteer citizens' Bond Task Forces carefully reviewed over \$1 billion of capital requests and then prioritized essential projects. The Task Force presented a reduced and reasonable bond proposal program to the Council that they placed on the ballot.

The city now seeks your approval to authorize capital bond financing of \$212 million for 39 projects vital to sustaining the community in which we take so much pride. I strongly recommend a YES vote on bond questions 1 through 4.

John Gulick, ESQ, CPA  
Chairman, 2012 Citizens Bond Task Force

### ARGUMENT "FOR" QUESTION 1

**Please VOTE YES on all 4 bond questions to preserve Scottsdale's future!**

Scottsdale is a wonderful place to call home and its quality of life is second to none. Part of what makes our city great is that we take positive steps to keep our streets safe and provide our first responders with the vital facilities they need to save lives.

As the city's largest employer and healthcare provider, Scottsdale Healthcare's roots in our community run deep. Since our inception in 1962, we have supported the health and economic well-being of our community.

Scottsdale Healthcare is proud to play a role in keeping our citizens healthy. We work closely with local police and fire departments whenever there is a need for emergency services. We also believe in proactive measures that minimize life's risks.

Like many others, we want safe streets that reduce driving hazards and ensure that patients in need have access to medical facilities and services. We support Scottsdale's plan to improve streets, parking and modernize traffic control devices.

Additionally, Scottsdale Healthcare wholeheartedly endorses the City's plans to help first responders by building two new fire stations — one in the Desert Foothills area and another near 110th Street and Cave Creek Road — to replace temporary facilities. These new stations will be more centrally located, reducing response times. They also will provide better support for first responders who help those in need.

We congratulate City leaders for creating a thorough process for evaluating all of these projects, and for focusing on those that protect and enhance our community.

The cost is minimal yet the return on investment is significant. Please VOTE YES on all four bond questions to preserve Scottsdale's future.

Tom Sadvary	Jim Burke, MD
President & CEO	Senior Vice President & Chief Physician Executive
Scottsdale Healthcare	Scottsdale Healthcare

### ARGUMENT "FOR" QUESTION 1

I support the four proposals in Bond 2013 as an important way for citizens to protect the value of their own real estate investments. City assets comprise our collective "front yard" and, as such, it is in our self-interest to manage them as responsibly as we would our own homes.

During my tenure as City Treasurer, I frequently sounded the warning that the City needs to do more to provide for new and replacement infrastructure. Our assets continue to age, but traditional sources of capital funds have disappeared: monies from Bond 2000 have been spent and City revenues from new construction are a fraction of what they once were.

I explained to the Citizens' Bond Task Force and City Council that any property tax impact would be modest compared to the investment values protected. We calculated the average debt service would be about 22 cents per \$100 of assessed valuation over the life of the bonds. Even that calculation exaggerates the *incremental tax burden*: new bonds will only be issued as capital investments are made, meaning debt service for future new bonds will be partially offset by the expiration of debt service for old bonds that mature.

When a citizen shares a concern that we already have "too much debt," I encourage them to consider the debt we have and why we have it. Almost 25% of our debt supports the water/waste water business, paid entirely from users' utility bills; another 34% is debt for Preserve lands, expressly authorized by citizens in two elections; 22% is voter-authorized debt from previous General Obligation Bond elections — then, as now, to finance new and replacement infrastructure for our "front yard."

Scottsdale's coveted AAA bond rating reflects more than just reasonable debt levels; it also recognizes our citizens' responsible approach to managing City assets.

David N. Smith  
Scottsdale City Treasurer 2009-13

### ARGUMENT "FOR" QUESTION 1

When I represented Scottsdale residents for 16 years in the State Legislature, I learned I could not satisfy everyone all the time. But I always worked to do what I believed was in the best interest of our city.

I will be voting "yes" on the four bond proposals because they are clearly in the best interest of Scottsdale. The City Council did the right thing by putting the bond proposals on the ballot to give us a chance to make an investment in our quality of life.

There are no frills or fluff in the bond package. The 39 projects were prioritized by the citizens' Bond Task Force. All the projects are necessary — from increasing essential health services for young families at the Paiute Community Center to expanding our senior centers whose popularity with our older citizens has outgrown the current space at both facilities. The bond package also includes projects to control flash flooding in neighborhoods hit hardest during monsoon storms and upgrading our public safety communication system to ensure rapid responses during medical emergencies.

I think one of our community's strongest attributes is our willingness to unite behind causes that make Scottsdale such a special place to live. We have a history of making civic commitments, like to create the McDowell Sonoran Preserve and to construct the Indian Bend Wash Green Belt. It is those kind of projects that make our city unique.



I call on my fellow Scottsdale voters to do the best thing for our city.

Please join me in voting "yes" for all four bond questions on the November 5th ballot.

Carolyn Allen  
Former State Senator and Former State Representative

#### **ARGUMENT "FOR" QUESTION 1**

There's a reason we all chose to live in Scottsdale – a Most Livable City in America!

We have a history of doing whatever is necessary to maintain the standards and values that continue to make Scottsdale so special. That is why I am in full support of the bond package the City Council so wisely placed on the ballot this November.

From the first Scottsdale School District election more than 100 years ago, we have had a tradition of saying YES to what it takes to keep Scottsdale, Scottsdale. That \$5,000 bond to build the Scottsdale Grammar School (now the Scottsdale Historical Society in the Little Red Schoolhouse) in 1909 was approved 13-0!

In 1960, just nine years after the City of Scottsdale was incorporated, voters passed bonds for a jail, a sewer extension and improvements to the intersection of Scottsdale and Indian School Roads. That same year a civic-minded group sold bonds to finance the construction of the city's first hospital, now known as Scottsdale Healthcare's Osborn Campus.

There have been other bond elections along the way in the evolution of our city. But this November's election is one of the most important. Many of the 39 projects on the ballot are ones that are overdue because the City Council had to delay them during the economic downturn. This "quality of life bond election" is about trying to catch up on essential projects that the city must do now.

I do not believe any citizen group has ever worked harder than the Bond Task Force. They spent countless hours the past two years studying and prioritizing which projects we need the most.

All these bond projects deserve and need your "YES" vote to maintain our special quality of life.

Thank you.

Sam Campana  
Former Scottsdale Mayor

#### **ARGUMENT "FOR" QUESTION 1**

The quality of life we enjoy in Scottsdale is inextricably linked to the amenities our community offers. Beautiful open spaces, quality infrastructure, and our unflinching commitment to public safety are what make Scottsdale one of the most desirable places to live in the United States. It is in this light that the Board of Directors of the Scottsdale Area Association of REALTORS® unanimously endorses Ballot Questions 1-4. We must seize this opportunity to safeguard the future of the community we love. We urge you to vote "YES" on November 5.

Patrick Jones  
Chairman of the Board  
Scottsdale Area Association of REALTORS®

Rebecca Grossman  
President & CEO  
Scottsdale Area Association of REALTORS®

#### **ARGUMENT "FOR" QUESTION 1**

As citizens of Scottsdale we all want high quality services at the lowest possible cost. To make sure that we will continue to provide the best city services possible we must invest in our public infrastructure. The passage of Bond 2013 is critical to providing basic city services that we want and need.

The last time our citizens passed a bond was 13 years ago in 2000. Our city has used the Bond 2000 dollars in an effective and efficient manner. Bond 2000 allowed our city to maintain the quality in our parks, pools, streets and libraries that make Scottsdale special. This bond election is no different. In order to maintain the public facilities that we count on each day we must re-invest and update our necessary infrastructure.

You will be asked to vote on 4 different questions. Each question has many projects that need your support. These projects range from park improvements to fire station repairs to bridge safety upgrades. Please read and study each project. Our citizen task force spent 2 years examining and deciding on just the right balance of projects to support.

Now it's your turn. Please support these critical improvements to our basic city facilities and services. Your support will continue the long tradition in Scottsdale of high quality city services at the lowest possible cost.

Councilman Dennis Robbins

#### **ARGUMENT "FOR" QUESTION 1**

Paraphrasing Vince Lombardi, the quality of a community is in direct proportion to its commitment to excellence. We all live in Scottsdale because it offers us a very high quality of life. Those who came before us had a vision and were willing to invest in it. My family and I have lived here since 1972. Long before becoming Mayor, I worked on bond elections and witnessed, first hand, how critically important they are to the health and success of our community. Scottsdale has effectively implemented bond programs because we carried out a deliberate, thoughtful, citizen driven process to determine what projects were most important to our safety and the quality of our city. We also put into place an Oversight Committee to make sure that all funds were spent wisely and only for those projects which we voted to support. These same steps were taken to put this proposition on the ballot.

We all understand the necessity of investing in our own households to maintain a safe and quality environment in which to live. The same principle applies to our community. It is imperative that we continue to improve our streets, parks, flood control, public safety, libraries, and other community facilities. Due to Scottsdale's ongoing AAA bond rating, low property tax rate, and favorable interest rate climate, it is the appropriate time to undertake these improvements. Detractors incorrectly say that debt per capita is reason to not support the bonds. I strongly disagree! Our McDowell Sonoran Preserve, which encompasses one third of our city in beautiful natural open space, indeed affects the debt ratio. However, it has a dedicated revenue stream, has been strongly supported by our residents at the ballot box, and does not negatively impact the budget. Hence, the great bond rating!

Vote YES for Scottsdale's future!

Former Mayor Mary Manross



## ARGUMENT "FOR" QUESTION 1

I support the four initiatives of Bond 2013. I was a member of the Citizen's Bond Committee that provided citizen oversight for spending bond funds generated by the 1989 Bond Program. That bond program funded the baseball stadium and library improvements among many necessary, less visible infrastructure needs. To this day, those investments and subsequent bond programs have continued to benefit the entire community of residents, business owners and out of town guests.

The Bond program's priorities in transportation and flood control improvements, additions to our public safety and community services facilities and necessary technology improvements can maintain the high standard that Scottsdale represents. As a resident, I believe these programs are necessary to maintain assets that continue to age and to make improvements that can keep Scottsdale as a quality community and safe place to live.

As the owner of Sphinx Date Co. on Scottsdale Road, I am among many who depend upon tourism spending as well as support from local residents. These programs are important to promote our image as a wonderful and safe place to visit, to work and to live.

I urge everyone to support all four bond election questions.

Sharyn Seitz, Owner  
Sphinx Date Co.

## ARGUMENT "FOR" QUESTION 1

Residents of Scottsdale are particularly concerned about high quality services and amenities in Scottsdale. They expect the best public safety system, first class facilities, and superior, ongoing improvements throughout the city.

Thirteen years ago, citizens approved bond questions that provided a significant part of the infrastructure and facilities that we enjoy today. It is now time to continue that high attention to Scottsdale's beauty and amenities by passing the bond questions on the ballot this year.

Your vote will provide park and trail improvements, better access to community facilities, improved flood control, increased police and fire response times, improved free parking, upgraded traffic control and improved traffic movement, more quiet street paving, senior center expansion, renovations at the southern Paiute Center, library and cultural improvements and numerous other needed infrastructure projects.

As a City Council, we have worked hard over the last few years to hold down the city's operating budget during the difficult recession. We cut back the city's workforce, reduced other operating expenses, and kept our city tax structure low. Very little money has been available for capital projects that contribute to our quality of life and the city's lasting heritage.

Only through the approval of general obligation bonds can we invest in the long-term capital needs of the city. That's where you come in. Read through the list of critical projects that need funding with passage of new bonds. I think you will see many projects that appeal to you. The City Council has passed a vote that says every single project listed is important to the future needs of Scottsdale.

I ask you to vote "yes" on all four ballot questions and help invest in advancing Scottsdale once again as one of the "best cities in the nation."

Suzanne Klapp  
Councilwoman

## ARGUMENT "FOR" QUESTION 1

Beginning more than three years ago, the Scottsdale Bond Task Force members worked for hundreds of hours to review, assess, prioritize and recommend necessary improvements and repairs to our most fundamental infrastructure. Our task force, made up of dedicated volunteers from all parts of Scottsdale, had the opportunity to tour a number of these aging facilities over the course of many months. From the long list of items considered for this bond package, only the most necessary were included in this election.

The temporary buildings, flood controls, and trails are in serious need of repairs and updates. Our police officers, city staff, our seniors and our children deserve better places to work, study, and recreate.

In Scottsdale, we pride ourselves on being an international travel destination and a great place to live. We can say with pride that we offer the best in community facilities and parks because this has always been a shared value in this community. But now, we need to make the investment in these facilities to keep them safe and desirable for our community.

This bond includes updates that affect each of our families' health, safety and well-being. Like caring for your home, there are simple repairs we can make now avoid the very expensive costs of replacement or emergency repairs. Most of these initiatives are necessary repairs and preventative maintenance that will save our community money in the long run, protect our parks and roadways, and maintain or enhance Scottsdale's quality of life.

These bond questions have earned the support of local business owners, parents, and health care and safety organizations because they are reasonable and prudent. Each of these improvements will protect our quality of life and preserve our future. I urge you to VOTE YES on ALL FOUR bond questions.

Charley Freericks  
President, DMB Associates, Inc.  
Member, Scottsdale Bond Task Force, 2012

## ARGUMENT "FOR" QUESTION 1

I urge voters to vote YES on all four bond questions.

Just as we invest in our homes with new roofs and plumbing, the City of Scottsdale must continue to maintain our city's essential infrastructure. Our citizens expect and deserve the best. The projects in the bond proposals help us to maintain our current infrastructure while making investments that allow us to sustain high-quality services for all of our residents.

We all know from personal experience that putting off maintenance and repair projects only costs us more in the long run. That is a good reason to vote for all these necessary projects now.

The last bonds that Scottsdale voters approved was in 2000 for more than \$351 million. Now, 13 years later, it is time to reinvest in our city to keep it special. At a cost of \$22 per \$100,000 of assessed valuation, voting for the four bond questions is a wise investment in our city's future and a worthwhile investment in our quality of life.

Linda Milhaven  
Councilwoman



## ARGUMENT "AGAINST" QUESTION 1

Please join us, Councilman Bob and Kathy Littlefield, and vote **AGAINST** all four bond questions, because:

- Scottsdale already has the highest per capita debt of any major city in the Valley, and our recovery from the economic downturn is weak. Now is **not** the time for Scottsdale to take on another \$212 million in debt that will increase your property taxes and mortgage our city's future.
- While this bond package includes some worthy projects, it also contains many items that the city does not need and certainly should not take on more debt to acquire.
- Unfortunately, voters cannot approve the good projects and reject the bad. The truly worthy projects are bundled with unworthy ones, forcing voters who want the worthy projects to approve the unworthy ones too! This is a classic example of bureaucratic "bait and switch" and should be rejected.
- There is **no** guarantee that, if the bonds are approved, the money would be spent in the ways voters were promised. When the bond package was approved by the City Council, (over the objections of Mayor Lane and Councilmembers Phillips and Littlefield), they added language which gives the City Council and staff the maximum "flexibility" in allocating the bond money. Translation: you may not even get what you voted for!

We are asking Scottsdale voters to reject these four bond questions and send a strong message to the Council to resubmit to the voters a leaner bond package that

- Includes only the seven most vital projects.
- Presents each project separately for individual up-or-down votes.
- Includes language that allows bond money to be spent **only** in ways specifically approved by the voters.

Rejecting these bond questions will also send a clear message to the Council to stop balancing the operating budget by cutting contributions to the capital budget.

Bob Littlefield  
Scottsdale City Councilman

Kathy Littlefield  
Scottsdale Citizen and Native

## ARGUMENT "AGAINST" QUESTION 1

Please vote no on all these bonds since it will result in a massive tax increase of over a quarter of a billion dollars.

The city has created its Christmas list of new projects that can wait until regular revenue has been collected. These Bonds will still be paying interest long after the proponents of these Bonds are dead. The huge tax increase from these Bonds will be paying interest to a Hedge Fund on Wall Street that pays no taxes. Does that sound like a good deal?

The city has told us for over 25 years that we have to keep investing money in West World for it to be profitable. The name should be changed to "Car World" since the only person making money at West World is the once a year car auction owner. We paid for the entire infrastructure.

The city spent millions to take a perfectly straight street (96th between Shea & Cactus) and make it a crooked street with "Calming Circles."

The city "Over Paid" millions of our money for Preserve land because they wouldn't negotiate with the property owner and the city lost in court. You won't see that fact on the city website.

Why can't our city leaders adopt the Southwest Airlines model of doing business?

Southwest doesn't buy a plane unless it has the cash on hand to purchase a new plane. That's why they are successful. Our city should do the same. Don't mortgage our city to out of town investors. Please vote no and reign in wasteful spending.

Eugene Bond

## ARGUMENT "AGAINST" QUESTION 1

As a long-time Scottsdale resident and Realtor I want our city's quality of life to remain top-notch. I am even willing to pay more in property tax to make sure our Police and Fire departments are fully-funded and to support the many amenities that make Scottsdale a great place to live. Unfortunately, these four bond questions are **not** about maintaining Scottsdale's high quality of life, so I urge voters to vote **AGAINST** all bond questions.

A big problem with this bond package is the City Council wants to increase your property taxes to fund the pet projects of favored special interests, such as a **parking garage for the bar district!!** There are some important projects in this bond package, but the City Council bundled 39 projects into four questions, forcing voters to approve Bad projects if they want the Good ones.

Even worse, the bond language allows the City Council, without voter approval, to divert these funds from one or more projects within each question to fund another. This means, even if you vote to approve the Bad projects to get the Good ones, the City Council can decide to fund the Bad ones and ignore the Good ones. So much for your City Council's supposed commitment to open and transparent government!

But the worst thing about this bond package is that the City Council is asking you to increase your property taxes to make up for their lack of fiscal discipline. As the City Treasurer candidly noted, for the last several years your City Council has balanced the operating budget, not by cutting expenses, but by cutting contributions to the capital budget.

Don't let the City Council you elected get away with these irresponsible tactics. Vote **AGAINST** these bond questions and force our City Council to do it right.

Barbara Allyn, Realtor, CRMS, CSSN, ABR, CRS, GRI, ePro

## ARGUMENT "AGAINST" QUESTION 1

Fellow Taxpayers,

You elected me to represent you at City Hall and that is why I must, in all good conscience, expose this bond election for what it really is: **A \$212 million dollar tax burden on your property for the next 25 years.**

Maybe you read the "for" arguments and think: "But Guy, isn't this money badly needed for our aging infrastructure?"

The honest answer is NO! This money will be used to fund pet projects by various special interest groups by diverting funds from needed projects through council vote.

How will they do this? Each question has items listed that say what the money will be used for. What they don't tell you is that later your City Council will pick and choose which item.



For example, in Question #1 there are 11 items listed totaling \$50 million. If approved, council can then vote to spend the whole \$50 million on just 1 of the 11 items, like say, the Scottsdale Center for Performing Arts.

If the voters approve question #4 for \$99 million, council can then say we don't really need bridge improvements, let's spend the money on more double lane roundabouts. This is why I urged staff to make sure the voters understood this fact by including in the ballot something to this effect:

***Voter Disclaimer:***

***Not all projects in each question will be funded. The council, at its sole discretion, may divert any and all funds from one or more projects within each question to fund another.***

Of course they didn't print that because they knew you wouldn't vote for it.

Therefore, I urge you to stand with Councilman Littlefield and myself and **Vote NO!** On this special interest money grab and make the council go back and do it right.

Councilman Guy Phillips

**ARGUMENT "AGAINST" QUESTION 1**

Priorities?

Before you hand the taxpayers' credit card to Mayor Lane and the City Council, ask yourself:

1. How did they budget so poorly that we now "need" to borrow hundreds of millions?
2. Even the hand-picked Bond Task Force said only half of the items are "must have." Why did the Mayor/Council reject citizen requests for a line-item ballot?
3. Why can't you easily find item details on the city's website? How many are make-work projects for cronies?
4. Why have the Mayor/Council shorted the capital projects fund for six years?
5. Why have they never discussed Scottsdale's TOTAL debt: \$1.3 BILLION, highest per capita in the Valley?
6. Why does debt service consume 1/3 of our General Fund?
7. Why did Scottsdale have an \$8 million budgeted deficit last year, and \$9 million this year?
8. Why give the PGA a \$20 million taxpayer subsidy? Why give Phil Mickelson \$2 million?
9. Why does the Cultural Council get \$4 million annually for their no-bid 'contract'? Why did the mayor's campaign PR guy get \$150k for his polo match?
10. How many more hidden taxpayer subsidies suck money from city services and maintenance?
11. Before resigning, the City Treasurer warned against unsustainable budgeting and unwise borrowing. Isn't this the analysis for which he was hired?
12. What happened to the "conservative," "businesslike approach," we were promised when electing a 100% Republican city council and mayor?

The budget "crises" was created by Mayor Lane and the Council majority. Their crony capitalist subsidies have robbed money from maintenance and taxpayer services. Their meddling in city planning and continual violations of the General Plan have burdened public safety and other services.

Tell them, "No More Taxes!" Vote NO on All! More info:  
[www.ScottsdaleTrails.com](http://www.ScottsdaleTrails.com).

John Washington

**ARGUMENT "AGAINST" QUESTION 1**

Vote No on the Bonds. We don't need more debt in Scottsdale. We need to restrain the big spenders on the city council. This bond election is nothing more than an early Christmas shopping spree for the special interests that feed off of the taxpayers of Scottsdale.

The Bond Task Force could only identify **8 must have(necessary)** projects with a cost of about \$35 million. Nevertheless, they added about **35 additional** projects with an additional cost of \$180 million. **Why not stop at \$35 million?** The answer is simple. The big spenders on the city council felt obligated to feed the pork monsters of our city. Once again, the taxpayers are being asked to pay for the desires of the special interests.

We don't need to build medical clinics for private companies. We don't need to build a parking garage for the downtown bar district. The bond package is filled with these types of projects; projects that normally are funded by the private sector; projects that benefit only the politically well-connected.

We asked the city council to provide a line item bond vote, so that the voters could choose only those individual projects that are really essential for our city. Instead, the big spenders on the city council decided to hold us taxpayers hostage. In order to get the \$35 million of spending that is really necessary, we must also approve an extra \$180 million that is unnecessary, wasteful patronage. These tactics are wrong and disrespectful to the taxpayers.

Vote no on the bond election. Let's put the pork monsters on a diet. Vote no, and tell the city council to focus on meeting the real needs of the citizens, and not the wants of the patronage crowd.

Mark Stuart

**ARGUMENT "FOR" QUESTION 2**

Scottsdale Firefighters think of this bond election in much the same way we approach our jobs.

We are required to maintain our equipment to keep it in good working order. We can not afford to have things we count on to malfunction when we are responding to emergency calls. Likewise, many problems, even emergencies, can be avoided if businesses and homeowners take the necessary steps to keep up with the proper maintenance of the essentials in their businesses and homes.

The City of Scottsdale has the same kind of responsibility to citizens.

That is why the Scottsdale Firefighters Association is supporting the four bond proposals on this November's ballot.

The last time Scottsdale voters approved bonds was 13 years ago. Those bond funds from 2000 have nearly run out. During the economic recession, the City Council postponed many projects the city was unable to afford. That makes it vital for voters to approve the 39 projects on the ballot, many of which were postponed.

None of the projects have so-called civic sex appeal. The majority of them are for the routine repair or replacement of run down or worn out traffic control systems, infrastructure of our parks and libraries and public safety communications technology.

Every day Firefighters experience what can happen when people put off



fixing things. A small plumbing problem can end up flooding an entire house or a sagging roof can collapse during a rain storm. These things can be avoided. It is just a matter of recognizing the things that need to be done ... and doing them.

There is not any one thing that sets us apart from other cities. We believe our city's unique quality of life is the sum of many parts.

SFA urges four YES votes on the 2013 Bond Election ballot.

Aren Hansen  
President, Scottsdale Firefighter Association

Sasha Weller  
Vice President, Scottsdale Firefighter Association

## **ARGUMENT "FOR" QUESTION 2**

In my neighborhood, I am fortunate to have neighbors who make periodic investments in their property. As homeowners, we all rely on each other for our neighborhood's quality of life. If any of my neighbors were unable to recognize the importance of reinvesting in their properties, all of us would suffer. It is because of our commitment to our families and our responsibilities to our neighbors that we keep our homes and property in good repair.

It's the same thing with our city. We have an obligation to invest in our future.

The city cannot afford to make critical infrastructure improvements using a "pay-as-you-go" process any easier than most of us can pay cash for needed home improvements. However, our city does have the ability to periodically ask you and me to pay a little now to save money in the long-term. That way we end up paying less for needed improvements, not more.

I am sure we can all recall times when we had to put-off repairing a roof or replacing a heating or air conditioning unit. Those delays usually end up causing even bigger problems.

During the height of the economic recession, the City Council was in a similar predicament. They had to put off essential projects because there was not enough money in the dwindling general fund to pay for those projects. Even though the economy is bouncing back, the general fund fails to have the funding for all the necessary projects we need to do now. Among the most important of these are a number of public safety projects that deserve our unqualified support.

I urge you and your neighbors to vote "YES" for all four bond questions – because in the long run, it makes cents.

John C. Little, Jr.  
Former City Manager

## **ARGUMENT "FOR" QUESTION 2**

In law enforcement, we often talk about the "Broken Window Theory."

*If a vacant building has a broken window that isn't repaired, soon there will be another broken window, and then another. Vandalism and graffiti will follow. Then drug addicts will strip the building of copper tubing and other valuable materials they can swap for drugs. What started as the demise of a single building can spread to another nearby building. And so on, until a single broken window leads to a block or even a neighborhood being lost.*

This is only a theoretical example of how an unaddressed item like a broken window can lead to a chain reaction of events that end with severe consequences.

The members of the Police Officers of Scottsdale Association who can afford to live here take real pride in our community. All of our members, no matter where they live, are involved in our city's affairs and sponsor charitable events too numerous to mention. They believe that is part of their job, because all of us take our oath to "protect and serve" seriously.

POSA is supporting all four questions on the November 5th ballot.

Ballot question number two focuses on public safety issues that include much needed projects like expanding and renovating the Civic Center Jail, upgrading safety response communication systems and creating a storage warehouse for our police and fire departments to consolidate their equipment. The projects in this ballot question address infrastructure needs for both police officers and firefighters.

POSA members also ask that voters approve the other three ballot questions. We believe that improvements controlling neighborhood flooding, repairing streets and improving our parks and libraries are vital to the commitment we have all made to maintaining our city's quality of life.

Jim Hill  
President, Police Officers of Scottsdale Association

Darlene Long  
Vice President, Police Officers of Scottsdale Association

## **ARGUMENT "AGAINST" QUESTION 2**

No arguments were submitted against Question 2.

## **ARGUMENT "FOR" QUESTION 3**

No arguments were submitted for Question 3.

## **ARGUMENT "AGAINST" QUESTION 3**

On November 2, 2010 voters overwhelming voted DOWN Question 1: (TRANSPORTATION and DRAINAGE BONDS), specifically relating to Drainage and Flood Improvements. The same NO VOTE applies to the November 5, 2013 Special Bond Election for the same reasons:

Under the guise of Neighborhood Stormwater Improvements, the beneficiaries are Developers seeking high density development, at Taxpayers Expense.

1. Examples: Newly completed Crossroads East Stormwater Drainage Improvement. This area is currently being developed by profiteering Developers.
2. Toll Brothers Windgate Ranch Subdivision 95 lots in noncompliance, located in a Flood Hazard area.
3. Silverstone, 69 units in noncompliance, recently built in a Flood Prone area.
4. DC Ranch more than 10 homes and lots in noncompliance.

Taxpayers should not be asked to bail out IRRESPONSIBLE DEVELOPMENT. VOTE NO on QUESTION 3.



The issuance of these four Bonds will result in Higher Property Taxes, in addition, Utility District Fees, Improvement District or Community Facilities Fees.

There will be NEGATIVE ramifications both financial and demographically to the Scottsdale Taxpayers.

VOTE NO on all 4 BOND QUESTIONS

Donald Andrews, Scottsdale Citizen     JD Helms, Scottsdale Citizen

#### ARGUMENT "FOR" QUESTION 4

We all know it doesn't rain much here. But when it does, it can be a real doozy.

Monsoon storms, even some of the downpours in January, can create real havoc. Some neighborhoods end up under water, putting people in jeopardy. The storms can also cause hazardous situations with standing water on low-lying streets. These situations are not only dangerous, they can be life-threatening.

You may not live in harm's way. But you might have friends or family who do. All of us, however, travel on streets that traditionally flood. So we know how difficult it can be to safely navigate our way through city streets. The number one priority of our city is to ensure that citizens are safe, and that includes when we are driving on our streets during and after seasonal storms.

The four bond proposals are mostly about maintaining and repairing our city's infrastructure. There are no more important projects on the ballot than those designated to control neighborhood flooding and improve our roads and bridges.

I will be voting YES to pass bond questions three and four. I will also be voting my approval of the other two questions on the ballot. I believe all four of the proposals are good investments in our extraordinary Scottsdale quality of life.

Scottsdale voters should recognize the importance and value of passing the 39 projects included in this bond package. I believe time is of the essence, because many of these projects have been postponed. It's necessary for the city to begin these projects as soon as possible.

Voters can learn more about this Quality of Life Bond Election by visiting: [preservescottsdalfuture.com](http://preservescottsdalfuture.com)

Art DeCabooter

#### ARGUMENT "FOR" QUESTION 4

As lifelong residents of Scottsdale, business owners and parents raising two young children in the downtown area, my wife and I are passionate about our city. Our business has five locations throughout the Valley – but we chose to make Scottsdale our headquarters because of the city's economic vibrancy and incredible quality of life.

Like others, we want the best for our family. It is important to us that our children grow up in an environment where they are safe and our family can enjoy things together, including parks, libraries and outdoor activities. So it is critical for us to keep up with the maintenance of vital infrastructure for our city to continue reflecting the high standards and values our citizens expect.

**This bond election gives voters the opportunity to carry on our community's tradition of saying "yes" to help Scottsdale continue being the absolute best place in Arizona to live, raise a family and do business.**

Some people may think several projects included in the four bond questions don't affect them. But for anyone who cares about our city, they do. These are all essential projects that work together. Replacing a "fire trailer" with a real fire station and controlling neighborhood flooding is every citizen's responsibility. Repairing streets and replacing traffic light control systems is our obligation. And improving sidewalks downtown to make them more pedestrian-friendly for our visitors and residents is our responsibility as well.

**We may have political differences of opinion about some issues. But this bond election is a chance to set aside any differences and do what is best for Scottsdale, both now and for our future.**

My wife and I will be doing our part by voting for all four bond questions.

Eric Luoma

#### ARGUMENT "AGAINST" QUESTION 4

Vote no on 4. We may need a parking garage in the bar district, but city-wide taxpayers have no business paying for it. Consider the facts and ask questions before voting to give 8 million dollars plus to bar developers so they can maximize their profits. Scottsdale has the highest concentration of bars in Arizona. Recently, several giant bars were permitted to open without adequate parking. How could this happen? The mayor, council and planning commission illogically approved the bars, disregarding the impact on residential neighbors, non-entertainment businesses, and public safety and parking issues. Bars are obviously making money. Now bars and politicians want tax payers to fund their parking garage so more party goers can come to downtown Scottsdale. What happened to the money collected by the city from the bars for in-lieu parking? Was this money mismanaged or used for other purposes?

There are other critical public safety needs in the "bar district" like police, fire and lighting that can only be addressed with proper funding from the creation of a special taxing district. With thousands of intoxicated partiers in downtown Scottsdale every weekend, downtown crime has spiked. The police department remains underfunded and understaffed. Fire trucks roll with every emergency call. Most of the "bar district" is dangerously dark at night. This is an invitation for crime. Lighting is desperately needed for public safety. This all costs money.

Creation of a specific, special taxing district is the only viable option to fund all these needs. Then bars can fairly pass the costs of doing business on to consumers. This may not be the time to fund multiple unessential projects enabling the monetary life support system for a bureaucratic spending machine. Don't worry, the sky won't fall if you vote no. The responsible parties need to pony up.

Bill Crawford



#### ARGUMENT "AGAINST" QUESTION 4

Please join us in voting **AGAINST** the proposed Transportation, Streets and Trails Bond Issue:

We taxpayers *cannot afford* another \$99,000,000 of debt on top of the existing \$1.27 Billion of Scottsdale debt, which is already the highest per capita debt among Valley cities.

Lumping 14 projects into a single large proposal denies us taxpayers the freedom to pick and choose the necessary ones. By forcing us to take the bad along with the good, the City gives us no choice but to **oppose question #4 in its entirety**. *Each of the fourteen (14) projects, ranging from \$1.1 Million to more than \$15 Million, should be put to an independent vote.*

One of these projects, Citywide Trails Implementation, will cost us \$4 Million. We already have a plethora of splendid trails located in nearby mountains and city parks. If the city limited new trails to the Preserves, where the land is already paid for, and there are no people living there to disturb, we would support them wholeheartedly.

But the City insists on creating new ones in *heavily populated areas*. This requires the taking of private land resulting in resistance and wasteful litigation expenses to both the city and affected neighborhoods. Except for the Preserve, wilderness areas are long gone in Scottsdale, and residents have shown through their actions that above all else they want to preserve their privacy, safety and home values.

The City Trails management will not publish a specific list of proposed trails with a promise to limit bond money to only the ones voters have approved. Instead, the City asks for discretionary funds which amounts to a blank check. Until the City acts with greater transparency, they do not deserve more.

Please vote **NO** on questions 1-4.

Don Andrews, Scottsdale Citizen

J. D. Helms, Scottsdale Citizen

The "for" and "against" arguments were reproduced as submitted and were not edited for spelling, grammar, or punctuation. These arguments represent the opinions of the authors and have not been checked for accuracy of content.

CITY OF SCOTTSDALE  
SPECIAL FRANCHISE ELECTION  
NOVEMBER 5, 2013

#### TEXT OF BALLOT

#### QUESTION 5

##### PROPOSED POTABLE WATER UTILITY DISTRIBUTION FRANCHISE

Shall a Franchise be granted to EPCOR Water Arizona Inc. and Chaparral City Water Company to maintain and operate a potable water distribution system in the City of Scottsdale and future additions thereto, in accordance with the Agreement submitted by the Mayor and City Council of the City of Scottsdale, Arizona, to the qualified electors of said City?

A "FOR THE FRANCHISE" vote shall have the effect of granting a Franchise to EPCOR Water Arizona Inc. and Chaparral City Water Company.

An "AGAINST THE FRANCHISE" vote shall have the effect of denying the Franchise to EPCOR Water Arizona Inc. and Chaparral City Water Company.

**FOR THE FRANCHISE  
AGAINST THE FRANCHISE**



Este folleto le provee información tocante cinco medidas de la boleta, que se encuentran abajo, que se presentarán en la boleta de la Elección Especial de la Ciudad de Scottsdale el 5 de noviembre de 2013. Todos los electores capacitados de la Ciudad, indiferente a su afiliación partidista, pueden votar por las cinco preguntas:

Este folleto de información se ordenado por los Estatutos Revisados de Arizona § 35-454. De acuerdo con el Acta Federal de Derecho al Voto, este folleto de información se ha publicado en ambos Inglés y Español.

Se incluye en este folleto información en general electoral, el texto completo de las propuestas medidas que aparecerán en boleta. Información adicional tocante la elección esta disponible de la Oficina de la Secretaria Municipal, 3939 N. Drinkwater Blvd., (480) 312-2412, y en el internet:

[www.scottsdaleaz.gov/elections/espanol](http://www.scottsdaleaz.gov/elections/espanol)

Para estar preparado a ejercer su derecho de votar completamente el 5 de noviembre de 2013, se le urge que lea completamente todo el material contenido en este folleto.

Atentamente,

Carolyn Jagger, MMC  
Secretaria Municipal

- Cuestión de Bonos 1 procura la autorización de los votantes de vender bonos de obligación general en una cantidad de \$50,400,000 para parques, bibliotecas e instalaciones de la comunidad.
- Cuestión de Bonos 2 procura la autorización de los votantes de vender bonos de obligación general en una cantidad de \$43,700,000 para seguridad pública.
- Cuestión de Bonos 3 procura la autorización de los votantes de vender bonos de obligación general en una cantidad de \$19,000,000 para protección contra inundaciones de los vecindarios y alcantarillado de tormentas.
- Cuestión de Bonos 4 procura la autorización de los votantes de vender bonos de obligación general en una cantidad de \$99,000,000 para transporte, calles y senderos.
- Cuestión 5 les pide a los votantes si se le deberá otorgar una franquicia a EPCOR Water Arizona Inc. y Chaparral City Water Company para mantener y operar un sistema de distribución de agua potable en la Ciudad de Scottsdale, y adiciones en el futuro a eso, de acuerdo con el contrato sometido por el Alcalde y el Concejo Municipal en la Resolución No. 9405.

☒ **PARA VOTAR EL MARTES, 5 DE NOVIEMBRE DE 2013, ASEGÚRESE ACUDIR AL CENTRO ELECTORAL INDICADO EN EL MARBETE DE ESTE FOLLETO.**

## IDENTIFICACIÓN DEL VOTANTE EN LAS URNAS

Se le requiere a cada elector capacitado presentar prueba de identidad en el centro electoral antes de recibir una boleta. Esto resulta debido a la Proposición 200, la iniciativa por todo el estado aprobada por los votantes en 2004.

### IDENTIFICACIÓN ACEPTABLE

Lo que sigue son formas de identificación aceptables que se pueden presente al votar en un centro electoral el Día de la Elección. Toda la identificación tiene que ser igual que el nombre y dirección particular del votante como aparece en la Lista de Votantes del Condado Maricopa.

**LISTA 1 - Formas aceptables de identificación con fotografía, nombre y domicilio del votante. El domicilio debe igualar razonablemente al registro del distrito electoral (se requiere 1):**

- Licencia válida de manejo de Arizona
- Licencia de identificación no operativa válida de Arizona
- Tarjeta de registro tribal u otra forma de identificación tribal
- Identificación válida expedida por el gobierno federal, estatal o local de los Estados Unidos

**LISTA 2 - Formas aceptables de identificación (sin fotografía) con nombre y domicilio del votante. El domicilio debe igualar razonablemente al registro del distrito electoral (se requieren 2):**

- Factura de servicios públicos de elector con fecha dentro de 90 días previos a la elección (puede ser de electricidad, gas, agua, desechos sólidos, drenaje, teléfono, teléfono celular o televisión por cable)
- Estado de cuenta de un banco o unión de crédito con fecha dentro de 90 días previos a la elección
- Registro vehicular válido de Arizona
- Tarjeta censal india
- Declaración de impuestos sobre la propiedad de la residencia del/la elector/a
- Tarjeta de registro tribal u otra forma de identificación tribal
- Tarjeta de seguro vehicular de Arizona
- Certificado del registrador
- Identificación válida expedida por el gobierno federal, estatal o local de los Estados Unidos, incluyendo una tarjeta de Registro electoral expedida por el Registrador del Condado
- Cualquier envío por correo al elector, identificado como "Material Electoral Oficial"

**LISTA 3 - Formas aceptables de identificación, una con fotografía, una sin fotografía (se requieren 2):**

- Cualquier identificación válida con fotografía de la Lista 1 en la cual el domicilio no sea el mismo al domicilio en el registro del distrito electoral, acompañada por una identificación válida de la Lista 2
- Pasaporte de los Estados Unidos sin domicilio, y una identificación válida de la Lista 2
- Identificación Militar de los Estados Unidos sin domicilio, y una identificación válida de la Lista 2

Una identificación es "válida" a menos que se pueda determinar en ella misma que ha vencido.

Otras tipos de identificación que no aparecen en esta lista se tienen que considerar admisible por el oficial de elecciones del condado encargado de las elecciones y tiene que comprobar la identidad del elector.



### BOLETA PROVISIONAL

Si el votante no presenta identificación aceptable en el centro electoral, se permite votar una Boleta Provisional. Identificación aceptable entonces se le tiene que presentar a la City Clerk (Secretaria Municipal) o a la Maricopa County Recorder (Registradora del Condado Maricopa) antes las 5:00 p.m. el viernes, 8 de noviembre de 2013.

Si tiene cualesquier preguntas tocante identificación del votante para la elección pendiente, comuníquese con:

Oficina de la Secretaria Municipal  
Ciudad de Scottsdale  
3939 N. Drinkwater Blvd.  
(480) 312-2412

[www.scottsdaleaz.gov/elections/espanol](http://www.scottsdaleaz.gov/elections/espanol)

### INFORMACIÓN IMPORTANTE PARA VOTAR

Fecha de la Elección: ..... martes, 5 de noviembre de 2013

Su centro electoral estará abierto de las 6:00 a.m. a 7:00 p.m. Para votar, asegúrese de acudir al centro electoral que se indica en el marbete de dirección de este folleto.

Cualquier elector capacitado, puede, a opción del votante, ser acompañado a la casilla de votación de acuerdo con los Estatutos Revisados de Arizona (A.R.S.) § 16-515; ser acompañado y asistido por una persona que el votante haya escogido; o ser asistido por dos oficiales de elecciones, durante cualquier proceso relacionado con la votación o durante el proceso actual de votar en papeleta de votación, máquina o sistema de votación electrónico. Una persona que es un candidato para un puesto en esa elección que para el puesto de delegado del precinto no esta elegible a asistir a cualquier votante. [A.R.S. § 16-580 (G)]

Cualquier elector capacitado que a las 7:00 p.m., esta en la fila de votantes que esperan, se le permitirá preparar y depositar su boleta.

La Última Fecha para Registrarse  
para Votar: ..... lunes, 7 de octubre de 2013

Si no sabe si puede votar o no en esta elección, favor de comunicarse con la Oficina de Elecciones del Condado Maricopa al (602) 506-1511.

### INFORMACIÓN PARA VOTAR ANTES DE LA ELECCIÓN

La Primera Fecha en que están Disponibles  
las Boletas de Antes de la Elección ..... jueves, 10 de octubre de 2013

La Última Fecha para Pedir Ayuda de la  
Junta de Elecciones Especial ..... viernes, 25 de octubre de 2013

El Centro de Tabulación y Centro de Elecciones del Condado Maricopa, 510 S. Third Avenue, Phoenix AZ 85003, (602) 506-1511, tiene que recibir su pedido por escrito o verbal para ayuda para votar antes de las 5:00 p.m. en viernes, 25 de octubre de 2013, y tiene que especificar la dirección donde esta internado.

La Última Fecha para Pedir que una Boleta de Antes  
de la Elección se le envíe por correo .... viernes, 25 de octubre de 2013

El Centro de Tabulación y Centro de Elecciones del Condado Maricopa, 510 S. Third Avenue, Phoenix AZ 85003, (602) 506-1511, tiene que recibir su pedido por escrito, verbal o en línea para que una boleta de antes de la elección se le envíe por correo antes de las 5:00 p.m. en viernes, 25 de octubre de 2013. Su pedido tiene que especificar a donde (dirección completa de correo) se debe enviar la boleta antes de la elección y tiene que contener su firma para los propósitos de comprobación. Los pedidos se pueden hacer en línea al:

[https://recorder.maricopa.gov/earlyvoteballotnet/spa\\_evbrequest.aspx](https://recorder.maricopa.gov/earlyvoteballotnet/spa_evbrequest.aspx)

Una boleta de antes de la elección por correo también se puede pedir al llamar al (480) 312-7844 comenzando a las 9:00 a.m., jueves, 10 de octubre de 2013 a 5:00 p.m., viernes, 25 de octubre de 2013.

La Última Fecha para Votar en Persona  
..... viernes, 1 de noviembre de 2013

Presentarse a una oficina designada para la votación antes de la elección no más tarde que las horas de negocio en la última fecha para votar en persona.

La Última Fecha para Regresar una boleta que se le Envío por correo  
..... para las 7:00 p.m., martes, 5 de noviembre de 2013

Para que una boleta sea válida y para que se cuente, la boleta antes de la elección y el affidavit firmado tiene que estar en la posesión del Centro de Tabulación y Elecciones del Condado Maricopa para las 7:00 p.m. el Día de la Elección, martes, 5 de noviembre de 2013. También puede depositar la boleta y el affidavit en cualquier centro electoral designado para esta elección entre las 6:00 a.m. a 7:00 p.m. el Día de la Elección.

### COMO VOTAR ANTES DE LA ELECCIÓN EN PERSONA

#### Oficinas Designadas para Votar Antes de la Elección en Persona

La votación antes de la Elección en persona se llevará a cabo en los siguientes lugares en las fechas y horas que se indican abajo:

Ayuntamiento de Scottsdale  
3939 N. Drinkwater Blvd., Scottsdale  
9:00 a.m. a 5:00 p.m., jueves, 10 de octubre de 2013 a viernes, 1 de noviembre de 2013

Departamento de Elecciones del Condado Maricopa  
510 S. Third Avenue, Phoenix  
111 S. Third Avenue, Phoenix  
222 E. Javelina, Mesa  
8:00 a.m. a 5:00 p.m., jueves, 10 de octubre de 2013 a viernes, 1 de noviembre de 2013

Para información adicional por favor comuníquese con la Oficina de Elecciones de la Ciudad de Scottsdale: (480) 312-7844.

☒ **PARA VOTAR EL MARTES, 5 DE NOVIEMBRE DE 2013, ASEGÚRESE ACUDIR AL CENTRO ELECTORAL INDICADO EN EL MARBETE DE ESTE FOLLETO.**



**CIUDAD DE SCOTTSDALE, ARIZONA  
ELECCIÓN ESPECIAL DE BONOS**

El Alcalde y el Concejo de la Ciudad de Scottsdale han convocado una Elección Especial que se celebrará en martes, 5 de noviembre de 2013, para autorizar la emisión de bonos de obligación general en una cantidad que no exceda \$212.1 millones. Todos los residentes de la Ciudad inscritos para votar para el lunes, 7 de octubre de 2013, están elegibles para votar en esta elección. Los resultados de esta elección de bonos determinará como la Ciudad va a satisfacer sus requerimientos de capital sobre los siguientes varios años.

Si aprobados por los votantes, las ganancias de la venta de esta autorización de \$212.1 millones va a proveer fondos para planear, diseñar, y construir: parques, bibliotecas y proyectos de instalaciones de la comunidad; proyectos de seguridad pública; protección contra inundaciones de vecindarios y proyectos de alcantarillado para tormentas; y transporte, calles, y proyectos de senderos, incluyendo adquisición de terreno y derechos de paso necesarios para dichos propósitos. Solamente aquellos proyectos delineados dentro cada pregunta de la elección son elegibles para el financiamiento de los bonos autorizados para esa pregunta.

Como se declara en la boleta, las ganancias de los bonos se pueden usar para pagar por el seguro de los bonos u otro apoyo de crédito de los bonos, todos los costos legales, de contabilidad, financieros, arquitecturales, de diseño, ingeniería y administración de la construcción, si aplicables, cualquier contribución de arte público requerido y todos otros costos incurridos en relación con la emisión de los bonos. Actualmente se calcula que los bonos se venderán sobre un período de cuatro años. Los residentes actuales y venideros iban a reembolsar los bonos, con interés, sobre un período de tiempo de hasta 25 años después de la venta de los bonos.

En la planificación del programa de bonos, el personal de la Ciudad y un Grupo de Trabajo nombrado por el Concejo evaluó y dio prioridad a proyectos de capital sin fondos que se considerarán para financiamiento de los bonos. El personal también revisó concesiones propuestas de otras agencias y el requisito de la Ciudad de proveer subvención paralela para usar esas concesiones. La Ciudad de Scottsdale puede usar las ganancias de la autorización de bonos como parte de las concesiones de la Ciudad proporcionadas por otras agencias incluyendo federales, estatales, y del condado. Los cálculos de financiamiento que las otra agencias van a proporcionar como subvención paralela de los fondos de los bonos de la Ciudad oscilan hasta \$106 millones.

En reuniones de febrero, marzo, y abril de este año, el Alcalde y el Concejo Municipal revisó el plan de emisión de bonos recomendado del Grupo de Trabajo de Bonos. El 9 de abril de 2013, el Concejo adoptó la Resolución 9348 autorizando la convocación de una elección.

**TEXTO DE LA BOLETA**

Se les pedirá a los votantes votar por las siguientes cuatro preguntas de la boleta. Si autorizados, el dinero de los bonos se usará solamente para los propósitos especificados en las preguntas de la boleta.

**Disposiciones Generales para todas las Preguntas de Bonos**

Las siguientes disposiciones se aplican a todos los bonos por los que se va a votar. Información específica para los propósitos autorizados se explica en las preguntas.

- Además de cada propósito específicamente autorizado, el producto de los bonos se puede usar para pagar seguro de bonos u otro apoyo de crédito para los bonos, todos los costos legales, de contabilidad, financieros, arquitectónicos, de diseño, ingeniería y administración de construcción, si se aplican, cualquier contribución necesaria de arte público y todos los demás costos incurridos en relación con la emisión de los bonos y los propósitos que se explican en cada pregunta. La Ciudad puede contratar por cartas de crédito, fianzas, líneas de crédito y otros apoyos de crédito o liquidez en relación con una o más series de bonos.
- Los bonos se pueden emitir en una o más series.
- Cada bono se puede emitir en la denominación de \$5,000 o en múltiplos de la misma.
- Los índices de intereses pueden ser fijos o variables pero no pueden exceder el diez por ciento (10%) anual. El interés se puede demostrar por medio de certificados separados y se pagará el 1 julio y el 1 de enero o más frecuentemente.
- Los bonos, y cualquier bono emitido para el reembolso de bonos de la Ciudad, se pueden vender a precios que incluyen primas no mayores a lo que permite la ley. Los bonos se pueden reembolsar por medio de la emisión de bonos de reembolso de una madurez de promedio ponderado inferior al 75% de la madurez de promedio ponderado de los bonos a reembolsar.
- Los bonos madurarán durante un período que no exceda veinticinco (25) años a partir de su fecha de emisión.
- Los bonos madurarán en los días de cada año determinados por el Alcalde y el Concejo.

**EL VOTANTE PUEDE VOTAR “A FAVOR DE LOS BONOS” O “EN CONTRA DE LOS BONOS” EN CADA BONO POR SEPARADO.**



**CIUDAD DE SCOTTSDALE, ARIZONA  
ELECCIÓN ESPECIAL DE BONOS**

**TEXTO DE LA BOLETA**

**PREGUNTA 1**

**PROPÓSITO: PARQUES, BIBLIOTECAS E INSTALACIONES  
DE LA COMUNIDAD CANTIDAD: \$50,400,000**

¿Debe autorizarse a la Ciudad de Scottsdale a emitir y vender una cantidad principal que no exceda \$50,400,000 de sus bonos para proporcionar fondos para diseñar, adquirir, construir, reconstruir, mejorar, amueblar y equipar los siguientes parques, bibliotecas y proyectos de instalaciones de la comunidad: Sistema Integrado Financiero, de Recursos Humanos y Adquisiciones; Mejoras al Parque Pinnacle Peak; Renovación de Vista del Camino Park/Indian Bend Wash; Reemplazo del Sistema Químico de Natación; Expansión de los Centros Via Linda y Granite Reef para Ciudadanos de la Tercera Edad; Reemplazo de Sistema de Iluminación de Ballfield; Mejoras a la Biblioteca del Centro Cívico; Mejoras a la Entrada Oeste del Centro Cívico; Renovaciones al Centro Comunitario Paiute; y Renovaciones a Scottsdale Center for the Performing Arts?

Pago de los Bonos: La emisión de estos bonos resultará en un aumento a los impuestos de propiedad suficiente para pagar el servicio de deuda anual de los bonos.

**A FAVOR DE LOS BONOS  
EN CONTRA DE LOS BONOS**

**TEXTO DE LA BOLETA**

**PREGUNTA 2**

**PROPÓSITO: SEGURIDAD PÚBLICA  
CANTIDAD: \$43,700,000**

¿Debe autorizarse a la Ciudad de Scottsdale a emitir y vender una cantidad principal que no exceda \$43,700,000 de sus bonos para proporcionar fondos para diseñar, adquirir, construir, reconstruir, mejorar, amueblar y equipar los siguientes proyectos de seguridad pública: Actualización del Sistema de Radio; Consolidación de Policía Centro Cívico Cárcel; Reemplazo del Sistema de Almacenamiento Electrónico; Mejoramiento y Actualización de las Existentes Estaciones de Bomberos; Expansión de la Estación de Policía del Centro Cívico; Estación de Bomberos Desert Foothills; Expansión de Instalación de Entrenamiento para Incendios; Expansión de Instalación de Seguridad Pública Via Linda; Estación de Bomberos Desert Mountain; y Compra de Terrenos para Estación de Bomberos?

Pago de los Bonos: La emisión de estos bonos resultará en un aumento a los impuestos de propiedad suficiente para pagar el servicio de deuda anual de los bonos.

**A FAVOR DE LOS BONOS  
EN CONTRA DE LOS BONOS**

**TEXTO DE LA BOLETA**

**PREGUNTA 3**

**PROPÓSITO: CONTROL DE INUNDACIONES DE VECINDARIOS  
CANTIDAD: \$19,000,000**

¿Debe autorizarse a la Ciudad de Scottsdale a emitir y vender una cantidad principal que no exceda \$19,000,000 de sus bonos para proporcionar fondos para diseñar, adquirir, construir, reconstruir, y mejorar los siguientes proyectos de protección de inundaciones de vecindarios y alcantarillado para tormentas: Mejoras a Granite Reef Watershed; Mejoras a Aguas Pluviales de Vecindarios; Cuenca de Detención de Loop 101; Cuenca de Detención de Desagüe de Loop 101; Mejoras de Mitigación de Peligro de Inundación de Indian Bend Road/Lincoln Drive?

Pago de los Bonos: La emisión de estos bonos resultará en un aumento a los impuestos de propiedad suficiente para pagar el servicio de deuda anual de los bonos.

**A FAVOR DE LOS BONOS  
EN CONTRA DE LOS BONOS**

**TEXTO DE LA BOLETA**

**PREGUNTA 4**

**PROPÓSITO: TRANSPORTES, CALLES Y SENDEROS  
CANTIDAD: \$99,000,000**

¿Debe autorizarse a la Ciudad de Scottsdale a emitir y vender una cantidad principal que no exceda \$99,000,000 de sus bonos para proporcionar fondos para diseñar, adquirir, construir, reconstruir, y mejorar los siguientes proyectos de transportes, calles y senderos: Modernización y Reemplazo de Gabinete de Control de Señales de Tráfico; Proyecto de Actualizaciones de Seguridad de Puente y Rehabilitación; Estructura de Estacionamiento Público Noreste del Centro de la Ciudad; Rampas de Acceso a las Aceras – Cumplimiento de ADA; Intersecciones de Hayden Road en Chaparral y Camelback Roads; Actualizaciones de Intersecciones con Señales en Loop 101; Mejoras Peatonales en el Centro de la Ciudad; Reemplazo de Pavimento; Mejoras de Accesos en Loop 101; Carretera de Circulación Airpark; Camino Indian Bend/WestWorld y Conexiones de Senderos; Reubicación de Servicios Públicos en Scottsdale Road y Paisaje Urbano; Edificio de Mantenimiento de Operaciones de Calles; e Implementación de Senderos en Toda la Ciudad?

Pago de los Bonos: La emisión de estos bonos resultará en un aumento a los impuestos de propiedad suficiente para pagar el servicio de deuda anual de los bonos.

**A FAVOR DE LOS BONOS  
EN CONTRA DE LOS BONOS**



**CIUDAD DE SCOTTSDALE, ARIZONA  
ELECCIÓN ESPECIAL DE BONOS**

**INFORMACIÓN FINANCIERA**

La Ciudad de Scottsdale solicita autorización de emitir bonos de obligación general en una cantidad que no exceda \$212,100,000 para pagar por los proyectos descritos en las preguntas de la boleta aquí contenidas. Los bonos llevarán una tasa de interés máxima de diez por ciento. Actualmente la Ciudad tiene una cantidad de \$639,135,000 de bonos de obligación general pendiente.

Bajo la Ley de Arizona, las ciudades y los pueblos están sujetos a dos limitaciones de deuda que se basan en el 20% y el 6% de la valuación secundaria tasada de la Ciudad. Abajo se resumen las dos categorías de deuda y las limitaciones de deuda de la Ciudad de Scottsdale. Si autorizados, los bonos de obligación general se emitirán contra las limitaciones de deuda de la Ciudad como lo que sigue:

<b><u>Categoría</u></b>	<b><u>20%</u></b>	<b><u>6%</u></b>
Proyectos Elegibles	Agua, Alumbrado Artificial, Alcantarillados, Preservas de Espacios Abiertos, Parques, Instalaciones de Juegos y de Recreo, Seguridad Pública, Ejecución de la Ley, Instalaciones de Servicios de Bomberos y de Emergencia, e Instalaciones de Calles y Transportación	Propósitos e Instalaciones Generales de la Ciudad
Bonos de Obligación General Existentes	\$233,835,000 (Apoyados por impuestos sobre la propiedad)  \$327,290,584 (Apoyados por impuestos sobre la propiedad; sin embargo, la Ciudad anticipa pagar estos Bonos de su impuestos de Preserva mientras que dichos impuestos Sean de suficiencia para pagar por Estos Bonos)	\$78,009,416 (Apoyados por impuestos sobre la propiedad)
Bonos de Obligación General Propuestos	\$202,900,000 (Apoyados por impuestos sobre la propiedad)	\$9,200,000 (Apoyados por impuestos sobre la propiedad)
Valuación Secundaria Tasada Actual (2013-2014)	\$4,827,850,565	\$4,827,850,565
Limitación de Deuda Constitucional (2013-2014)	\$965,570,113	\$289,671,034

**CALCULADOS COSTOS DE EMISIÓN**

La Ciudad calcula que se venderán cuatro series de los bonos y que el total de los costos de emisión de los Bonos será \$150,000 por cada serie de bonos. **El calculado total del costo de la autorización de bonos propuesta, incluyendo principal e interés es \$328,804,388.**

**FUENTE DE REEMBOLSO**

La anticipada fuente de reembolso de los bonos son los impuestos secundario sobre la propiedad.

**VALUACIÓN TASADA Y CALCULADOS AUMENTOS  
DE LAS CUENTAS DE IMPUESTOS SECUNDARIOS  
DE ACUERDO CON LOS A.R.S. § 35-454(A)(1)(g)**

CALCULADO PROMEDIO DE LA TASAS DE IMPUESTOS ANUAL POR  
\$100 DE VALUACIÓN SECUNDARIA TASADA: \$0.2174

**PROPIEDAD RESIDENCIAL**  
(Tasada al 10% del valor total)

**El impacto en los impuestos sobre el término de los bonos de una residencia en la que vive el dueño con un valor del Asesor del Condado de \$250,000 (a) se calcula a ser \$60.86 (b) por año por 25 años o \$1,521.50 costo total (c).**

**PROPIEDAD COMERCIAL**  
(Tasada al 19.5% del valor total) (d)

**El impacto en los impuestos sobre el término de los bonos de una propiedad comercial con un valor del Asesor del Condado de \$1,000,000 (a) se calcula a ser \$438.99 (b) por año por 25 años o \$10,974.63 costo total (c).**

**PROPIEDAD AGRÍCOLA U OTRA PROPIEDAD VACANTE**  
(Tasada al 16% del valor total) (e)

**El impacto en los impuestos sobre el término de los bonos de una propiedad comercial u otra propiedad vacante con un valor del Asesor del Condado de \$100,000 (a) se calcula a ser \$36.63 (b) por año por 25 años o \$915.63 costo total (c).**

- El valor total del asesor es el valor de la propiedad como aparece en la cuenta de impuestos y no representa necesariamente el valor de mercado. Comenzando con el año de impuesto fiscal 2015, este valor no podrá aumentar por más del 5% del año pasado si la propiedad no ha cambiado. Para propiedades comerciales e industriales, solamente la propiedad tasada localmente será sujeta a este límite.
- El costo se basa en el calculado promedio de la tasa de impuestos sobre la vida de la pregunta de los bonos y otras asunciones de financiamiento sujetas a cambiar.
- Asume que la valuación tasada de la propiedad crece o se reduce a la mitad de la tasa del total del valor tasado de la Ciudad que se muestra en el programa de servicio de deuda proyectado.
- La proporción de la tasación comercial se va a reducir al 19% en el año de impuestos 2014 y se va a reducir adicionalmente la mitad de un por ciento por cada año al 18% en el año de impuestos 2016 y después de eso.
- La porción de la tasación de propiedad agrícola u otra propiedad vacante se va a reducir en fases al 15% en el año de impuestos 2016 y después de eso.



# CIUDAD DE SCOTSDALE, ARIZONA ELECCIÓN ESPECIAL DE BONOS

Requisitos del Calculado Servicio de Deuda e Impacto en la Tasa de Impuestos

Secundarios Ventas De La Autorización De Bonos Proyectada De 2013

Valluación				Requisitos del Calculado Servicio de Deuda e Impacto en la Tasa de Impuestos Secundarios de los Bonos de Obligación General apoyados con la Tasa de Impuestos Secundarios (2)		\$212,100.00 Bonos de Obligación General Serie 2014, 2015, 2016 y 2017 (4) (5)		Calculado Servicio de Deuda Adicional y Tasa de Impuestos		Calculado Servicio de Deuda y Tasa de Impuestos Combinada	
Año Fiscal Terminando	Secundaria Tasada Proyectada (1)	Principal	Interés	Calculada Tasa de Impuestos Secundarios (3)	Principal	Interés	Servicio de Deuda Proyectado	Calculada Tasa de Impuestos Secundarios (6)(7)	Proyectado Total de Servicio de Deuda	Calculada Tasa de Impuestos Secundarios (6)	
2014	\$ 4,827,850,565	\$ 23,292,675	\$ 13,411,523	\$0.76	\$ -	\$ 773,261	\$ 773,261	\$0.02	\$ 37,477,480	\$0.78	
2015	5,028,038,339	23,231,747	12,327,144	0.71	1,750,000	2,739,625	4,489,625	0.09	40,048,517	0.80	
2016	5,236,526,939	22,640,000	11,308,735	0.65	3,475,000	4,909,844	8,384,844	0.16	42,333,578	0.81	
2017	5,453,660,560	24,475,000	10,348,935	0.64	5,170,000	7,276,513	12,446,513	0.23	47,270,447	0.87	
2018	5,679,797,670	25,650,000	9,252,535	0.61	6,860,000	8,617,800	15,477,800	0.27	50,380,335	0.89	
2019	5,726,900,455	24,620,000	8,258,235	0.57	7,150,000	8,330,050	15,480,050	0.27	48,358,285	0.84	
2020	5,774,393,866	23,496,664	7,252,935	0.53	7,445,000	8,029,925	15,474,925	0.27	46,224,524	0.80	
2021	5,822,281,142	22,738,329	6,300,973	0.50	7,765,000	7,717,225	15,482,225	0.27	44,521,527	0.76	
2022	5,870,565,549	19,525,000	5,282,031	0.42	8,090,000	7,390,850	15,480,850	0.26	40,287,881	0.69	
2023	5,919,250,380	20,475,000	4,463,531	0.42	8,430,000	7,050,575	15,480,575	0.26	40,419,106	0.68	
2024	5,968,338,957	21,450,000	3,630,688	0.42	8,785,000	6,695,725	15,480,725	0.26	40,461,413	0.68	
2025	6,017,834,627	11,500,000	2,663,250	0.24	9,150,000	6,325,700	15,475,700	0.26	29,638,950	0.49	
2026	6,067,740,767	12,300,000	2,183,000	0.24	9,545,000	5,940,000	15,485,000	0.26	29,968,000	0.49	
2027	6,118,060,780	13,200,000	1,625,750	0.24	9,945,000	5,537,375	15,482,375	0.25	30,308,125	0.50	
2028	6,168,798,099	13,950,000	1,028,000	0.24	10,360,000	5,117,550	15,477,550	0.25	30,455,550	0.49	
2029	6,219,956,184	4,500,000	372,000	0.08	10,795,000	4,679,950	15,474,950	0.25	20,346,950	0.33	
2030	6,271,538,526	4,800,000	192,000	0.08	11,250,000	4,223,625	15,473,625	0.25	20,465,625	0.33	
2031	6,323,548,642	-	-	-	11,725,000	3,747,750	15,472,750	0.24	15,472,750	0.24	
2032	6,375,990,080	-	-	-	12,230,000	3,251,400	15,481,400	0.24	15,481,400	0.24	
2033	6,428,866,417	-	-	-	12,745,000	2,733,325	15,478,325	0.24	15,478,325	0.24	
2034	6,482,181,259	-	-	-	13,285,000	2,193,075	15,478,075	0.24	15,478,075	0.24	
2035	6,535,938,244	-	-	-	13,845,000	1,629,550	15,474,550	0.24	15,474,550	0.24	
2036	6,590,141,037	-	-	-	10,830,000	1,041,850	11,871,850	0.18	11,871,850	0.18	
2037	6,644,793,336	-	-	-	7,535,000	554,825	8,089,825	0.12	8,089,825	0.12	
2038	6,699,898,869	-	-	-	3,940,000	197,000	4,137,000	0.06	4,137,000	0.06	
		\$ 311,844,416	\$ 99,801,262		\$ 212,100,000	\$ 116,704,388	Average:	\$0.2174	Average:	\$0.5115	

Calculado Total de Costo de  
Principal e Interés: \$328,804,388

- (1) La Valuación Secundaria Tasada para el Año Fiscal Terminando en 2014 como reporta el Departamento de Ingresos de Arizona es actual. La Valuación Secundaria Tasada para el Año Fiscal Terminando 2015 hasta 2018 asume un crecimiento anual del 4.15% (basado en un promedio de crecimiento de diez años de 4.15% (ARS 35-454))
- (2) Neto del servicio de deuda de la porción de la deuda de Obligación General de la Ciudad (\$327.3M) que paga la Ciudad de la recaudación del Impuesto de Preservación (Consumo) de 1995 y el Impuesto de Preservación (Consumo) de 2004.
- (3) La tasa de impuestos secundarios adoptada en el AF 2013-2014 es \$ .7604 por \$100 de valuación tasada.
- (4) Representa cuatro ventas de la Autorización de Bonos de 2013. Cada Serie se proyecta venderse durante el primer cuarto de cada año (2014, 2015, 2016 y 2017).
- (5) El interés se calcula al 3.50% sobre la Serie de bonos 2014, 4.00% sobre la Serie de bonos, 2015 y 4.50% sobre la Serie de bonos 2016, y 5.00% sobre la Serie de bonos 2017.
- (6) Calculadas tasas de impuestos secundarios por \$100 de valuación tasada. Calculadas tasas de impuestos no se han modificado para contribuciones de SRP, colección de impuestos delictivos o rebajas ablativas.
- (7) Calculado promedio del aumento de la tasa de impuestos secundarios de la venta propuesta de bonos autorizados en la Elección de Bonos de 2013.



## ARGUMENTOS A FAVOR Y CONTRA LOS BONOS

### ARGUMENTO “A FAVOR” DE LA PREGUNTA 1

Después de cumplir como miembro del Equipo Especial de Bonos de ciudadanos por dos términos consecutivos, aprendí tres cosas que cada votante debería saber:

1. **Los 39 proyectos en la boleta de bonos son esenciales para que nuestra ciudad los haga ahora – porque esperar solamente aumentará el costo del proyecto.**
2. **Las cuatro preguntas sobre bonos están entrelazados, así que es fundamental que voten por las cuatro proposiciones.**
3. **Aprobar las cuatro propuestas de bonos es una inversión crítica en mantener nuestra calidad especial de vida.**

Por dos años, el equipo especial escudriñó una larga lista de posibles proyectos. Nuestros voluntarios municipales invirtieron casi 900 horas en visitar y evaluar sitios para los proyectos a lo largo de la ciudad tanto como considerar lo que los ciudadanos tuvieron que decir al respecto. Entonces, el equipo especial fijó prioridades para los proyectos más importantes.

Estoy seguro de que los 39 proyectos en los que votará el 5 de noviembre son fundamentales para realizarlos ahora.

Se trata de proyectos prácticos y funcionales. La mayoría de ellos abordan reparaciones, mantenimiento o actualizaciones para infraestructura existente a lo largo de la ciudad. Son este tipo de sistemas que nosotros damos por sentados hasta que se derroten o dejen de funcionar completamente.

**Ruego a todos los votantes que estudien atentamente la boleta, porque le incumbe a usted informarse bien sobre la importancia de las cuatro propuestas de bonos. Le invito a visitar nuestro sitio web de campaña electoral: [preservescottsdalefuture.com](http://preservescottsdalefuture.com)**

Quiero agradecer públicamente a los quienes ayudaron con que la Elección de Bonos 2013 se convierta en realidad. Ellos incluyen mis compañeros los miembros del equipo especial, los ciudadanos por sus ideas y sugerencias, el Alcalde y Concejo Municipal y estos voluntarios trabajando en nuestra campaña electoral para aprobar las cuatro preguntas sobre bonos.

Ahora tenemos que llevar a cabo lo que empezamos hace dos años.

Le pido que vote SI en las cuatro propuestas de bonos para ayudar a mantener nuestra calidad única de vida.

Wayne Ecton  
Presidente, Preserve Scottsdale's Future

### ARGUMENTO “A FAVOR” DE LA PREGUNTA 1

**¡Vote SI para Scottsdale!**

Tenemos un historial muy largo invirtiendo en la calidad de vida de Scottsdale. Desafortunadamente, la recesión además de la pérdida de fuentes de financiamiento han tenido un impacto considerable en nuestra capacidad de mantener el paso con nuestra inversión necesaria en la infraestructura de la ciudad, los parques, bibliotecas, y servicios de policía y bomberos. Por lo pronto en los cinco años venideros, no se proyectan nuevas fuentes de entradas.

El bono de \$360 millones que los votantes aprobaron hace 13 años, resultó en muchas mejoras a la calidad general de la vida de nuestros ciudadanos. Sin embargo, estos fondos ya casi se agotaron. Las carreteras están desgastándose, infraestructuras críticas se descomponen y el sistema de comunicaciones de la seguridad pública está viejísimo. Los centros para ancianos, bibliotecas, parques e instalaciones de servicios sociales necesitan mejoras y expansiones.

Como Presidente del Equipo especial Citizen Bond 2013 y un miembro del equipo especial de 2012, colaboré con otros miembros voluntarios por dos años para evaluar independientemente las necesidades crecientes de la ciudad. Durante este proceso, el equipo especial redujo la lista de lo que precisaba la ciudad de proyectos que valían mil millones a 39 proyectos con un costo de \$212 millones. El resultado ahora es de 27 proyectos que son “imperativos” y 12 que son “importantes” que merecen su apoyo.

Los quienes dicen que no se necesitan estos 39 proyectos se equivocan. Nuestra calificación AAA no está en riesgo, la deuda que queda está completamente financiada y hay muchos más que 7 proyectos que merecen la pena. De hecho, hay 39 que merecen su voto!

Vote SI en las cuatro preguntas y esto beneficiará a cada residente de Scottsdale para ayudar a mantener nuestra calidad de vida.

Bill Heckman – Presidente – Equipo Especial de Bonos 2013

### ARGUMENTO “A FAVOR” DE LA PREGUNTA 1

Muy estimados votantes de Scottsdale:

Después de meses de trabajo por el equipo especial Citizen Task Force nombrado por el Concejo, el Concejo Municipal votó a colocar cuatro peticiones esenciales de bonos en la boleta de Noviembre. La Junta de Directores de la Cámara revisó estas preguntas y votaron unánimemente para apoyar la petición de la ciudad por infraestructura necesaria en Scottsdale.

¿Por qué votaría una organización de negocios para elevar sus impuestos en hogares y negocios cuando mucho de su tiempo y atención se centra usualmente en bajar los impuestos? La respuesta es sencilla. Se puede trazar una línea directa entre las mejoras necesarias y los beneficios para los negocios y los ciudadanos.

Hace poco se votó a Scottsdale la primera ciudad en el valle con quien hacer negocios. Tenemos una historia larga en ciudad nuestra infraestructura para que mantenerlo así. En una era de una política fiscal restrictiva, el Concejo Municipal eligió colocar ante los votantes solamente estas cosas que son necesarios para que Scottsdale se mantenga fuerte y competitiva. Este es un paquete de bonos esenciales, sin proyectos de “castillos en el aire”. Se trata de estacionamiento para empleados, control de tormentas, señales de paro eficientes y arreglar nuestras carreteras y el alcantarillado.

La recesión ha obligado a la ciudad de aplazar reparaciones muy necesarias y mejoras en nuestro sistema esencial de comunicaciones en los departamentos de policía y bomberos. Estas se tienen que abordar. Nuestra seguridad, nuestro turismo, nuestra calidad de vida y todos nuestros valores de la propiedad dependen de mejorar la infraestructura envejeciendo de nuestra ciudad, y esto se puede lograr solamente por un camino – votar “SI” en las preguntas 1,2,3 y 4.



Scottsdale es la ciudad más fina del Suroeste y solamente puede mantenerse así al cuidar estas cosas que necesitan reparaciones y mejoras.

¡Por favor, vote SI en las preguntas 1, 2, 3 y 4!

Atentamente,

Eric Larson  
Presidente de la Junta  
Scottsdale Area Chamber  
of Commerce

Rick Kidder  
Presidente Y CEO  
Scottsdale Area Chamber  
of Commerce

### ARGUMENTO “A FAVOR” DE LA PREGUNTA 1

El programa de bonos de la ciudad de Scottsdale del 2013 provee una oportunidad a invertir de nuevo en la comunidad que elegimos ser nuestro hogar. Es absolutamente esencial que la pregunta #1 al programa de bonos pase por una variedad de razones. Resultara en mejoras a nuestros parques y servicios comunitarios, mejoras tecnológicas en el sector de la seguridad publica y de sus instalaciones y equipo. Más importantemente, permitirá la renovación del Centro Comunitario Paiute, un centro que proveerá servicios sociales y humanitarios para todas personas, incluyendo los de bajos recursos. La instalación remodelada incluirá un centro de salud comunitario ofreciendo mas acceso a cuidado medico, dental y servicios de salud condutal y proveerá educación para la salud para todos los residentes. Es importantísimo tener acceso a cuidado de salud a buen costo en la comunidad y es mejor que usar del departamento de urgencias (ED, por sus siglas en ingles) para atención medica regular. El ED no es eficiente ni tampoco provee la mejor atención para cuidar la salud de nuestra comunidad. Cuando los residentes acuden al departamento de urgencias para el control y tratamiento de enfermedades crónicas o para cuidar un resfriado, aumentaran los costos de todos los servicios a la salud. El centro comunitario Paiute también ofrecerá oportunidades de asociaciones entre organizaciones de la comunidad que incluyen el Boys & Girls Club, YMCA, Scottsdale Prevention Institute, HeadStart, City of Scottsdale – Vista del Camino y Youth and Family Services, para integrar programas con enfoque en la salud y bienestar de las familias. Afrontando problemas de infraestructura es crítico para el suministro efectivo de servicios de salud y seguridad para los residentes del lugar. Renovar el Centro Comunitario Paiute mejorará la salud de las familias de nuestra comunidad.

Aprobación del programa de bonos es esencial para asegurar que Scottsdale retenga su infraestructura actual, y al mismo tiempo proveyendo la calidad más alta de vida para todos los residentes. Por favor, vote si en el programa de bonos del 2013.

Atentamente,

Timothy Bray  
Jefe de Junta  
Neighborhood Outreach  
Access to Health

Robert C. Howard  
Tesorero de Junta  
Neighborhood Outreach  
Access to Health

### ARGUMENTO “A FAVOR” DE LA PREGUNTA 1

Comunidades prósperas tienen que invertir estratégicamente en su infraestructura para mantenerse dinámicas. Pasaron 13 años desde que aprobaron la última elección de bonos y la recaudación de fondos nuevos asegurará que nuestra ciudad se mantenga al tanto de necesidades básicas. La proposición ante los votantes es para \$212.1 millones de dólares en bonos de obligación general.

Un equipo especial de ciudadanos analizo cuidadosamente los proyectos sometidos por los empleados de la ciudad de departamentos diferentes para preparar un paquete para que sea considerado por el Concejo. Las cuatro preguntas aprobadas por el Concejo para consideración por los votantes incluyen proyectos para mejorar parques, bibliotecas e instalaciones comunes, seguridad publica, control de inundaciones en los vecindarios y transportación, calles y senderos. Hay un total de 39 proyectos.

Los proyectos tales como la biblioteca, el Centro de Ancianos, mejoras de parques tanto como las renovaciones del Centro de Artes y del Centro Comunitario Paiute mejorarán nuestra calidad de vida.

Estaciones de bomberos y de policía nuevas y actualizadas con mejoras al sistema de comunicaciones asegurarán nuestra seguridad publica continua.

Proyectos de control de inundaciones tal como el Granite Reef Watershed y el programa de aguas pluviales del vecindario eliminarán peligros de inundaciones.

Proyectos de transportación incluyen mejoras en la seguridad de puentes, circulación de carreteras del airpark, implementar senderos a lo largo de la ciudad y mejoras en el centro para transeúntes mejorarán considerablemente la movilidad en Scottsdale.

Afortunadamente, Scottsdale mantiene la calificación de bonos más alta de los que existen. Así, el aumento estimado sobre los impuestos de cada \$100,000 del valor de un hogar será de \$21.74 al año. Este es un programa asequible que fue desarrollado cuidadosamente por el equipo especial de los ciudadanos y el Concejo Municipal.

Las empresas del American Council of Engineering Companies de Arizona apoyan firmemente las inversiones para mejorar la infraestructura. Todos los aspectos – *aun la infraestructura invisible* – son imprescindibles para una comunidad fuerte.

Sometido por el American Council of Engineering Companies of Arizona

Chidambaram Gnanasambanthan

Dawn Cartier

### ARGUMENTO “A FAVOR” DE LA PREGUNTA 1

La elección para solicitar bonos aborda dos temas importantes para cada propietario de vivienda en Scottsdale:

1. Mantener la calidad de vida que nos atrajo a Scottsdale y
2. Proteger la inversión en la vivienda que hicimos para vivir aquí.

Scottsdale es extraordinario. Para seguir así, se requiere una inversión continua. Y, nuestros hogares son una inversión muy grande. Deberían protegerse tanto como se protegería cualquier otro activo financiero.

Los bonos son una de las maneras por las cuales las comunidades financian colectivamente su calidad de vida y como protegen los bienes. Un equipo especial de ciudadanos ha estudiado e identificado las deficiencias en el transporte, instalaciones, seguridad pública e infraestructura que creen que son lo suficientemente serias para que disminuyan gravemente la calidad de vida de Scottsdale y ponen en peligro nuestros valores de propiedad. La manutención de estos servicios es tan importante a la ciudad como le es para nosotros mantener nuestros hogares individuales.



Le insto que recuerden lo que hace Scottsdale un lugar especial y para apoyar las inversiones necesarias para mantener este ambiente. Por su buena administración fiscal, Scottsdale ha ganado la clasificación crediticia AAA lo que permite que la ciudad financie sus gastos capitales con las tasas mas bajas de bonos.

Ron McCullagh

## ARGUMENTO "A FAVOR" DE LA PREGUNTA 1

Como residente de Scottsdale, usted alguna vez se pregunta ¿por qué la mención de "Scottsdale" a sus familiares, amigos y compañeros de negocios está recibida calurosamente? ¿Por qué tiene la gente la impresión que Scottsdale es un lugar maravilloso en donde vivir, ir de vacaciones o hacer negocios? Precisamente ¿por qué razón percibe la gente lejana y cercana la marca "Scottsdale" tan favorablemente y por qué tantos negocios, organizaciones caritativas y organizaciones sin fines de lucro añaden el sobrenombre "Scottsdale" a sus nombres? Esta opinión positiva de la marca "Scottsdale" refleja el orgullo que todos nosotros tenemos en nuestra ciudad.

La boleta del 5 de noviembre les pedirá considerar cuatro preguntas sobre bonos, que con su voto de SI, permitirán que se haga la inversión capital que necesita nuestra comunidad para poder mejorar a 'nuestro' Scottsdale.

Históricamente, los residentes de Scottsdale han cuidado a nuestra comunidad igual que a sus casas, negocios y asociaciones que se ubican aquí. Este orgullo en el patrimonio refleja un cariño cívico y preservación de nuestra belleza natural, tal como las montañas McDowell y el desierto alrededor, combinado con una inversión continua de nuestro capital personal y de negocio adquiridos con mucho trabajo en nuestra comunidad cívica mas amplia. Nuestras inversiones comprometidas van más allá de nuestros propios umbrales y entradas.

Hace dos años, el Concejo Municipal reclutó a residentes voluntarios para estudiar las necesidades esenciales de la comunidad que requieren financiación de bonos a largo plazo. Dos diferentes equipos especiales para los bonos revisaron cuidadosamente las peticiones para mejoras capitales de un valor de más de mil millones de dólares y entonces establecieron prioridades los proyectos esenciales. El equipo especial presentó un programa reducido y razonable de bonos al concejo que se colocó en la boleta.

Ahora, la ciudad pide su permiso para permitir financiación de bonos de capital de \$212 millones de dólares para 39 proyectos que son esenciales a la comunidad de la que somos tan orgullosos. Le recomiendo enfáticamente un voto de SI en las preguntas de bonos 1 a 4.

John Gulick, ESQ, CPA  
Presidente, Equipo Especial de Bonos 2012

## ARGUMENTO "A FAVOR" DE LA PREGUNTA 1

**¡Por favor, vote SI en las cuatro preguntas de bonos para preservar el futuro de Scottsdale!**

Scottsdale es un lugar maravilloso donde vivir y su calidad de vida es excepcional. Parte de lo que hace nuestra ciudad excelente es que tomamos pasos positivos para mantener seguras nuestras calles y proveer al personal de emergencia las instalaciones importantes que necesitan para salvar vidas.

El empleador más grande de la ciudad y proveedor de cuidado de salud, Scottsdale Healthcare tiene raíces muy profundas en nuestra comunidad. Desde la fecha de nuestra fundación en 1962, hemos apoyado la salud y el bienestar económico de nuestra comunidad.

Scottsdale Healthcare es orgulloso en desempeñar un papel en la salud de nuestros ciudadanos. Colaboramos con la policía y el departamento de bomberos cuando haya la necesidad de servicios de emergencia. También creemos en medidas proactivas para reducir los riesgos de la vida.

Tanto como los demás, queremos calles seguras que disminuyen peligros de tránsito y que aseguran que los pacientes tienen acceso a los servicios e instalaciones médicos. Apoyamos el plan de Scottsdale para las mejoras viales, de estacionamiento y la modernización de los señales de tránsito.

Además, Scottsdale Healthcare respalda completamente el plan de la ciudad a ayudar al personal de emergencia al construir dos nuevas instalaciones de bomberos – una en la zona de Desert Foothills y la otra cerca de la calle 110 y Cave Creek Road – para remplazar a las instalaciones temporales. Estos nuevos parques de bomberos serán ubicados en lugares más centrales, reduciendo el tiempo de respuestas. También proveerán mejor apoyo al personal de emergencia quienes acuden a la ayuda de los que la necesiten.

Felicitamos a los líderes de la Ciudad para crear un proceso completo para la evaluación de todos estos proyectos y para enfocar en los que protegen y mejoran nuestra comunidad.

El costo es mínimo, pero el rendimiento de la inversión es significativo. Por favor, VOTE SI en las cuatro preguntas de bonos para preservar el futuro de Scottsdale.

Tom Sadvary	Jim Burke, MD
Presidente y CEO	Primer Vice Presidente & Director General
Scottsdale Healthcare	de los Medicos Scottsdale Healthcare

## ARGUMENTO "A FAVOR" DE LA PREGUNTA 1

Apoyo las cuatro propuestas en Bono 2013 como una manera importante para los ciudadanos de proteger el valor de su propia inversión de bienes raíces. Bienes municipales son el total de nuestros "jardines delanteros" y tal como estos, es nuestro propio interés de manejarlos con la misma responsabilidad con la que manejamos nuestros hogares propios.

Durante mi estancia como Tesorero de la ciudad, muchas veces di el señal de alarma de que la ciudad tenía que hacer más para proveer nueva infraestructura y remplazar la vieja. Nuestros bienes envejecen pero fuentes tradicionales de fondos de capital se han desvanecido: dineros de los Bonos 2000 ya se gastaron e ingresos de la Ciudad de nueva construcción son mucho más pequeñas de lo que estaban.

Yo les expliqué al Equipo Especial de Bonos y al Concejo Municipal que cualquier impacto de impuestos en impuestos sobre la propiedad serían pocas comparado con los valores de inversiones protegidas. Calculamos que el servicio de la deuda sería aproximadamente de 22 centavos cada \$100 dólares de valor imponible por la duración del bono. Aun esta calculación exagera la carga impositiva incrementada; nuevos bonos se emiten solamente al hacerse inversiones, esto significa que el servicio de la deuda para nuevos bonos en el futuro será parcialmente compensado por el vencimiento de servicio de deudas para viejos bonos que vencen.



Cuando un ciudadano comparta una preocupación que ya tenemos “demasiadas deudas” yo le aliento para considerar la deuda que tenemos y porque la tenemos. Casi 25% de nuestra deuda apoya el negocio de agua/aguas residuales, pagada por completo por los usuarios por sus “facturas de servicios públicos”, otros 34% es deuda para los terrenos de la Preserva, explícitamente autorizado por los ciudadanos en dos elecciones, 22% es deuda autorizada por los votantes de elecciones previas sobre los Bonos Generales de Obligación – entonces, igual que ahora, para financiar la infraestructura nueva y de sustitución para nuestro “jardín delantero”.

La clasificación AAA crediticia muy deseable de Scottsdale refleja más que solamente un nivel razonable de deudas, también reconoce la estrategia responsable de nuestros ciudadanos de manejar los bienes de la ciudad.

David N. Smith

Tesorero de la ciudad de Scottsdale 2009-13

### ARGUMENTO “A FAVOR” DE LA PREGUNTA 1

Cuando yo representaba a los residentes de Scottsdale en la legislatura del estado por 16 años, aprendí que no pude satisfacer a todo el mundo todo el tiempo. Pero yo siempre intentaba hacer lo que yo creí ser en el mejor interés de nuestra ciudad.

Yo votaré “sí” en las cuatro propuestas de bonos porque claramente están en el mejor interés de Scottsdale. El Concejo Municipal hizo lo correcto en poner estas propuestas de bonos en la boleta para darnos la oportunidad para invertir en nuestra calidad de vida.

Este paquete de bonos está lleno de esenciales. Los ciudadanos del Equipo Especial de bonos clasificaron 39 proyectos por relevancia. Todos los proyectos son necesarios – de aumentar servicios esenciales de salud para familias jóvenes en el Centro Comunitario Paiute hasta expandir nuestros centros de ancianos cuya popularidad con nuestros ciudadanos de la tercera edad ha desbordado el espacio actual en ambas instalaciones. El paquete de bonos también incluye proyectos para controlar las riadas en los vecindarios con mayores problemas de este tipo durante los chubascos del monzón y para mejorar el sistema de comunicaciones del sector de seguridad pública para asegurar respuestas rápidas durante emergencias médicas.

Pienso que uno de los atributos más fuertes de nuestra comunidad es de consolidarse en causas que hacen Scottsdale un lugar tan especial en donde vivir. Tenemos una historia de compromisos cívicos, por ejemplo crear la Preserva Sonorense McDowell y construir la zona verde de Indian Bend Wash. Son este tipo de proyectos que hacen nuestra ciudad única.

Pido que mis conciudadanos votantes de Scottsdale hagan lo que es mejor para nuestra ciudad.

Por favor, votemos juntos de ‘sí’ en las cuatro preguntas de bonos en la boleta del 5 de noviembre.

Carolyn Allen

Senadora estatal anterior y representante estatal anterior

### ARGUMENTO “A FAVOR” DE LA PREGUNTA 1

Hay una razón por la que todos elegimos vivir en Scottsdale – una de las mejores ciudades para vivir en los Estados Unidos.

Tenemos una historia de hacer todo lo que sea necesario para mantener los estándares y valores que siguen hacer Scottsdale un lugar especial. Por esto estoy en pleno apoyo del paquete de bonos que el concejo municipal puso tan prudentemente en la boleta este Noviembre.

A partir de la primera elección del distrito escolar de Scottsdale más de 100 años atrás, tenemos una tradición de decir SI a lo que mantiene a Scottsdale a ser Scottsdale. ¡Este bono de \$5,000 para construir la Primaria de Scottsdale (ahora la Sociedad Historica de Scottsdale en la pequeña escuela roja) en 1909 se aprobó 13-0!

En 1960, solamente 9 años después de que fue incorporada la ciudad de Scottsdale, los votantes aprobaron bonos para una cárcel, una extensión del alcantarillado y mejoras al cruce de las calles Scottsdale e Indian School Roads. Este mismo año, un grupo de personas con intereses cívicos vendió bonos para financiar la construcción del primer hospital de la ciudad, ahora conocido como el Scottsdale Healthcare Osborn Campus.

Ha habido otras elecciones de bonos a lo largo de la evolución de nuestra ciudad. Pero la de este noviembre es una de las elecciones más importantes. Muchos de los 39 proyectos en la boleta son los que se tienen que hacer con urgencia porque el Concejo Municipal tuvo que demorarlos debido al descenso de la economía. Esta “elección de bonos de la calidad de vida” tiene que ver con intentar a ponerse al día con proyectos esenciales que la ciudad tiene que abordar ahora.

Yo no creo que ningún grupo de ciudadanos haya trabajado más fuerte que el Equipo Especial de bonos. Pasaron horas incontables durante los últimos dos años estudiando y estableciendo prioridades cuales de los proyectos mas nos hacen falta.

Todos estos proyectos de bonos merecen y necesitan su voto de “SI” para mantener nuestra calidad especial de vida.

Gracias.

Sam Campana

Alcalde anterior de Scottsdale

### ARGUMENTO “A FAVOR” DE LA PREGUNTA 1

La calidad de vida que gozamos en Scottsdale esta indisolublemente vinculado a los servicios que ofrece nuestra comunidad. Espacios abiertos hermosos, infraestructura de calidad, y nuestro compromiso inquebrantable a la seguridad pública son los que convierten a Scottsdale en uno de los lugares mas deseados en donde vivir en los Estados Unidos. Está con mira hacia estos logros la Junta de Directores de la Scottsdale Area Association of REALTORS ® ratifica unánimemente las preguntas 1-4 de la boleta. Tenemos apoderarnos de esta oportunidad para salvaguardar el futuro de la comunidad que queremos. Le instamos que vote “SI” el 5 de noviembre.

Patrick Jones

Presidente de la Junta

Scottsdale Area Association of REALTORS ®

Rebecca Grossman

Presidente y CEO

Scottsdale Area Association of REALTORS ®



## ARGUMENTO “A FAVOR” DE LA PREGUNTA 1

Como ciudadanos de Scottsdale todos queremos servicios de calidad a un costo lo más reducido posible. Para asegurarse que seguiremos con prestar los mejores servicios posibles, tenemos que invertir en la infraestructura pública. La aprobación de los Bonos 2013 es crítico para proveer los servicios municipales básicos que nos hacen falta y que queremos tener.

La última vez que nuestros ciudadanos aprobaron un bono fue hace 13 años en el 2000. Nuestra ciudad ha usado el dinero del Bono 2000 en una manera eficaz y eficiente. El Bono 2000 nos permitió que nuestra ciudad mantenga la calidad de nuestros parques, albercas, calles y bibliotecas que hacen nuestra ciudad tan extraordinaria. Esta elección de bonos no es nada diferente. Para poder mantener las instalaciones públicas con las que contamos cada día, tenemos que volver a invertir y actualizar la infraestructura necesaria.

Se les pedirá votar en cuatro diferentes preguntas. Cada pregunta tiene muchos proyectos que necesitan su apoyo. Estos proyectos se extienden de mejoras de parques a reparaciones de comandancias hasta a mejoras en seguridad de puentes. Por favor, lea y estudie cada proyecto. Nuestro equipo especial de ciudadanos paso 2 años examinando y decidiendo en el equilibrio correcto de los proyectos apoyados.

Ahora le toca a usted. Por favor, apoye estas mejoras críticas de nuestras instalaciones y servicios municipales básicos. Su apoyo continuara la larga tradición de Scottsdale de servicios municipales de alta calidad a precios más bajos posibles.

Miembro del Concejo Dennis Robbins

## ARGUMENTO “A FAVOR” DE LA PREGUNTA 1

En las palabras de Vince Lombardi, la calidad de una comunidad esta directamente proporcional a su compromiso de excelencia. Todos nosotros vivimos en Scottsdale porque nos ofrece una muy alta calidad de vida. Los que vinieron antes de nosotros tuvieron una visión y tuvieron el deseo de invertir en esta visión. Mi familia y yo vivimos aquí desde hace 1972. Mucho antes de hacerme alcalde, trabajé en las elecciones de bonos y presencia de primera mano la gran importancia de ellos a la salud y al éxito de nuestra comunidad. Scottsdale ha implementado un programa de bonos porque nosotros llevamos a cabo un proceso deliberado, bien pensado y dirigido por los ciudadanos con el fin de determinar cuales proyectos eran importantes a nuestra seguridad y la calidad de nuestra ciudad. También establecimos un Comité Supervisor para asegurarnos que los fondos se iban a gastar prudentemente y solamente para aquellos proyectos por los que votamos nuestro apoyo. Estos mismos pasos se tomaron para colocar esta proposición en la boleta.

Todos entendemos la necesidad de invertir en nuestros propios hogares para mantener el ambiente seguro y refinado en donde vivir. Este mismo principio aplica a nuestra comunidad. Es imprescindible que sigamos mejorar nuestras calles, parques, control de inundaciones, seguridad publica, bibliotecas y otras instalaciones de la comunidad. Debido a la clasificación crediticia continua de AAA de Scottsdale, la baja tasa de impuestos sobre bienes inmuebles, y el clima positivo de tasas de interés, es el momento adecuado de emprender estas mejoras. Detractores dicen incorrectamente que la deuda per capita es razón para no apoyar los bonos. ¡Estoy totalmente en desacuerdo! Nuestra Preserva Sonorense McDowell, lo que comprende un tercio del espacio abierto hermoso y natural de nuestra ciudad, si afecta la relación de la deuda. Pero, tiene una fuente

dedicada de ingresos, ha sido apoyado fuertemente por nuestros residentes en las urnas y no afecta negativamente el presupuesto. ¡Por esta razón, la calificación de bonos tan estupenda!

Vote SI para el futuro de Scottsdale!  
Alcalde anterior Mary Manross

## ARGUMENTO “A FAVOR” DE LA PREGUNTA 1

Yo apoyo las cuatro iniciativas de bonos 2013. Fui miembro del comité de ciudadanos de Bonos que reviso por parte de la ciudadanía los gastos de fondos generados por el programa de bonos del 1989. El programa de bonos financio el estadio de béisbol y mejoras de la biblioteca aparte de muchas otras necesidades de la infraestructura que son menos visibles. Hasta la fecha, estas inversiones y programas subsiguientes de bonos han beneficiado continuamente a la comunidad entera de residentes, dueños de negocios y visitantes que vienen de fuera.

Las prioridades del programa de bonos en mejoras de transportación y control de inundaciones, añadiduras a las instalaciones de seguridad pública y de servicios de la comunidad tanto como las mejoras tecnológicas pueden mantener el estándar alto que representa Scottsdale. Como residente, yo creo que estos programas son necesarios para mantener los bienes que siguen envejeciendo y hacer mejoras que pueden asegurar que Scottsdale sigue siendo una comunidad de calidad y un lugar seguro en donde vivir.

Como dueña de Sphinx Date Co. en Scottsdale Road, igual que otros, dependo de los gastos de los turistas al igual de los residentes locales. Estos programas son importantes para promover nuestra imagen de un lugar hermoso y seguro en donde vivir, trabajar y venir a visitar.

Insto a todos que apoyan las cuatro preguntas de la elección de bonos.

Sharyn Seitz, dueña  
Sphinx Date Co.

## ARGUMENTO “A FAVOR” DE LA PREGUNTA 1

Los residentes de Scottsdale están especialmente preocupados sobre los servicios y comodidades de alta calidad en Scottsdale. Esperan lo mejor del sistema de seguridad pública, instalaciones de primera clase, y mejoras de grados superiores continuas por toda la ciudad.

Hace trece años, los ciudadanos aprobaron preguntas de bonos que proveyeron una parte significativa de la infraestructura y de las instalaciones de las que gozamos hoy. Ahora es el momento de seguir adelante con esta atención alta a la belleza ya las comodidades de Scottsdale al aprobar las preguntas sobre bonos en la boleta de este año.

Su voto proveerá mejoras a parques y senderos, mejor acceso a instalaciones de la comunidad, mejor control de inundaciones, mejor tiempo de respuesta de policía y bomberos, mejor estacionamiento gratis, mejoras en el control de tránsito y del movimiento de tránsito, más calles con pavimentos silenciosos, expansión de centros para ancianos, renovaciones en el centro sur de Paiute, mejoras de biblioteca y culturas y otros proyectos necesarios más de la infraestructura.

En el Concejo Municipal hemos trabajado mucho a lo largo de los últimos pocos años para mantener apretado el presupuesto operativo de la ciudad durante la recesión difícil. Hicimos cortes en la fuerza laboral de la ciudad, bajamos los gastos de operación, y mantuvimos bajo la estructura fiscal de nuestra ciudad. Muy poco dinero ha sido disponible para proyectos de



inversión que aportan a nuestra calidad de vida y el patrimonio duradero de la ciudad.

Solamente por la aprobación de bonos generales de obligación podemos invertir en las necesidades capitales a largo plazo de la ciudad. Esto es donde usted entra en escena. Lea la lista de proyectos críticos que necesitan financiamiento con la aprobación de bonos nuevos. Creo que verá muchos proyectos que le van a atraer. El concejo municipal ha aprobado un voto que dice cada uno de los proyectos en esta lista es importante para las necesidades futuras de Scottsdale.

Pido que vote "sí" en las cuatro preguntas de la boleta y ayude en invertir en el futuro de Scottsdale una vez mas como una de "las mejores ciudades de la nación".

Suzanne Klapp  
Concejal

### ARGUMENTO "A FAVOR" DE LA PREGUNTA 1

Empezando hace más de tres años, los miembros del equipo especial de Bonos de Scottsdale trabajaron por cientos de horas para revisar, evaluar, priorizar y recomendar las mejoras necesarias y reparaciones a nuestra infraestructura mas fundamental. Nuestro equipo especial, compuesto de voluntarios de todas partes de Scottsdale, tuvo la oportunidad de visitar una cantidad de estas instalaciones que están envejeciendo a lo largo de varios meses. De la larga lista de objetos considerados para este paquete de bonos, solamente se incluyeron los mas necesarios en esta elección.

Los edificios temporales, controles contra inundaciones y senderos necesitan ser actualizados y reparados urgentemente. Nuestros agentes de policía, empleados de la ciudad, nuestros ancianos y nuestros niños merecen mejores lugares para el trabajo, los estudios y el recreo.

En Scottsdale, somos orgullosos en ser un destino turístico con fama internacional y un perfecto lugar para vivir. Podemos decir con orgullo que ofrecemos las mejores instalaciones comunitarias y parques porque esto siempre ha sido un valor compartido en esta comunidad. Pero ahora, tenemos que invertir en estas instalaciones para mantenerlos seguros y convenientes para nuestra comunidad.

Este bono incluye actualizaciones que afectan el bienestar, la seguridad y salud de cada una de nuestras familias. Igual que cuidando a su hogar, hay unas reparaciones sencillas que podemos hacer ahora para evitar el muy alto costo de remplazarlos o de reparaciones de emergencia. La mayoría de estas iniciativas son arreglos necesarios y manutención preventiva que ahorrara mucho dinero a nuestra comunidad a largo plazo, proteger nuestros parques y carreteras y mantener o mejorar la calidad de vida de Scottsdale.

Estas preguntas de bonos se han ganado el apoyo de dueños de negocios locales, padres, y organizaciones de cuidado de salud y de seguridad porque ellos son razonables y prudentes. Cada uno de estos mejoramientos van a proteger nuestra calidad de vida y preservar nuestro futuro. Le aliento de VOTAR SI en LAS CUATRO preguntas de bonos.

Charley Freericks  
Presidente, DMB Associates, Inc.  
Miembro, Equipo Especial de Bonos, 2012

### ARGUMENTO "A FAVOR" DE LA PREGUNTA 1

Aliento a los votantes de votar SI en las cuatro preguntas de bonos.

Igual que nosotros invertimos en nuestros hogares con techos nuevos y tubería, la ciudad de Scottsdale tiene que seguir manteniendo nuestra infraestructura esencial. Nuestros ciudadanos esperan y merecen lo mejor. Los proyectos de la propuesta de bonos nos ayudan en mantener nuestra infraestructura actual y al mismo tiempo haber inversiones que nos permiten sostener servicios de alta calidad para todos nuestros residentes.

Todos sabemos de la experiencia propia que posponer reparaciones y manutención solamente nos cuesta más dinero a largo plazo. Esta es una buena razón de votar para todos estos proyectos ahora.

El último bono que se aprobó por los votantes de Scottsdale fue en el 2000 por más de \$351 millones de dólares. Ahora, 13 años después, es tiempo de volver a invertir en nuestra ciudad para que se mantenga especial. En un costo de \$22 cada \$100,000 de valuación catastral, votar a favor de las cuatro preguntas de bonos es una inversión sensata en el futuro de nuestra ciudad y una inversión que vale la pena en nuestra calidad de vida.

Linda Milhaven  
Concejal

### ARGUMENTO "EN CONTRA" DE LA PREGUNTA 1

**Por favor, únase a nosotros, concejal Bob y Kathy Littlefield, a votar EN CONTRA de las cuatro preguntas de bonos porque:**

- Scottsdale ya cuenta con la deuda más alta per cápita de cualquier ciudad grande en el Valle, y nuestra recuperación del declive económico está débil. Ahora **no** es el momento para que Scottsdale agarre otras \$212 millones de deudas que aumentaran sus impuestos sobre bienes raíces e hipotecar el futuro de nuestra ciudad.
- Mientras que este paquete de bonos incluye algunos proyectos que merecen la pena, también contiene muchos elementos que la ciudad no necesita y ciertamente no debería incurrir más deudas.
- Desafortunadamente, los votantes no pueden aprobar los proyectos buenos y rechazar los malos. ¡Los proyectos verdaderamente valiosos están contactados a proyectos no merecedores, obligando a los votantes quienes quieren los proyectos valiosos de aprobar los no merecedores también! Este es un ejemplo clásico de "dar gato por liebre" y debe ser rechazado.
- **No** hay ninguna garantía que si se aprueben los bonos, que el dinero se gastaría de la manera como se les prometió a los votantes. Cuando el Concejo Municipal aprobó el paquete de bonos (a pesar de las objeciones de alcalde Lane y de los concejales Phillips y Littlefield) añadieron lenguaje que les dará al Concejo Municipal y a los empleados la mayor "flexibilidad" en asignar el dinero de los bonos. Traducción: es posible que no reciba lo que pidió en la elección.

Pedimos a los votantes de Scottsdale para rechazar estas cuatro preguntas de bonos e impresionarles al Concejo para que vuelvan a someter un paquete menos grueso de bonos a los votantes, un paquete que

- Incluye solamente los siete proyectos más importantes
- Presenta a cada proyecto separadamente para que una persona pueda votar en pro o en contra del asunto.



- Incluye lenguaje que permite gastar el dinero de bonos solamente en las maneras específicamente aprobadas por los votantes.

Rechazar estas preguntas de bonos también les informará bien claro al concejo para que dejen de equilibrar el presupuesto fiscal al cortar las contribuciones al presupuesto de inversiones.

Bob Littlefield                      Kathy Littlefield  
Concejal de Scottsdale            nacida en y ciudadana de Scottsdale

## ARGUMENTO "EN CONTRA" DE LA PREGUNTA 1

Por favor vote no en todos estos bonos porque resultará en un aumento enorme de los impuestos de más de un cuarto de mil millones de dólares.

La ciudad ha creado su lista de Navidad de nuevos proyectos que pueden esperar hasta que se hayan cobrado los ingresos. Estos bonos pagarán intereses mucho tiempo después de que los promotores de estos bonos hayan muerto. El aumento enorme de impuestos que estos bonos pagará intereses a un fondo de inversión alto riesgo en Wall Street que no paga impuestos. ¿Esto le parece una buena idea?

La ciudad nos ha dicho por más de 25 años que tenemos que seguir invirtiendo dinero en West World para que sea rentable. El nombre debería cambiarse a "Car World" porque la única persona ganando dinero en West World es el dueño de la subasta de autos que ocurre una vez al año. Nosotros hemos pagado por toda la infraestructura.

La ciudad gasto millones de dólares al tomar una carretera perfectamente derecha (96 calle entre Shea y Cactus) y la convirtió en una calle torcida con "círculos calmantes".

La ciudad pagó 'demasiado' de millones de nuestro dinero para terreno de la Preserva porque no querían negociar con el propietario y la ciudad perdió en el tribunal. No verán este hecho en el sitio web de la ciudad.

¿Por qué no pueden adoptar nuestros líderes el modelo de la aerolínea Southwest Airlines para hacer negocios?

Southwest no compra un avión hasta que tiene el dinero en efectivo para comprar un avión nuevo. Esta es la razón de su éxito. Nuestra ciudad debería hacer lo mismo. No permitan que se nuestra ciudad sea hipotecada por inversionistas de fuera. Por favor vote no y ponga un límite al derroche.

Eugene Bond

## ARGUMENTO "EN CONTRA" DE LA PREGUNTA 1

Como residente de Scottsdale de muchos años y agente inmobiliario quiero que la calidad de nuestra ciudad se mantenga de primer nivel. Inclusive estoy dispuesto en pagar un poco mas en impuestos sobre bienes raíces para asegurarme que los departamentos de policía y bomberos tienen sus fondos y para apoyar las muchas instalaciones que convierten a Scottsdale en un lugar estupendo en donde vivir. Desafortunadamente, estas cuatro preguntas de bonos **no** tratan de mantener la alta calidad de vida de Scottsdale, así que estoy instando a los votantes a votar **EN CONTRA** de todas las preguntas de bonos.

¡¡Un problema mayor con este paquete de bonos es que el Concejo Municipal quiere aumentar sus impuestos sobre bienes raíces para recaudar fondos para sus proyectos favoritos de algún interés especial favorecido, tal como un **estacionamiento cubierto en el distrito de las cantinas!!** Hay

algunos proyectos importantes de este paquete de bonos, pero el Concejo Municipal capto 39 proyectos y los dividió entre cuatro preguntas, forzando a los votantes de dar el visto bueno a proyectos malos si quieren los buenos.

Aun peor, el lenguaje mismo de los bonos les permite al Concejo Municipal **sin permiso de los votantes** desviar estos fondos de uno o más proyectos dentro de cada pregunta a financiar otro. Esto significa, aun cuando vote para aprobar los proyectos malos para que se logren los buenos, el Concejo Municipal puede decidir financiar los malos y hacer caso omiso de los buenos. ¡Hasta aquí con el supuesto compromiso del Concejo Municipal a tener un gobierno abierto y transparente!

Pero lo peor de este paquete de bonos es que el Concejo Municipal esta pidiéndole de aumentar sus impuestos sobre bienes inmuebles para compensar por su falta de disciplina fiscal. Tal como dijo el Tesorero Municipal abiertamente, por los últimos años su Concejo Municipal ha balanceado el presupuesto fiscal no al cortar gastos sino al cortar contribuciones al presupuesto de inversiones.

No permita que el Concejo Municipal se salga con la suya con estas tácticas irresponsables. Vote **EN CONTRA** de estas preguntas de bonos y obligue al Concejo Municipal de hacerlo bien.

Barbara Allyn, agente inmobiliaria CRMS, CSSN, ABR, CRS, GRI, e-Pro

## ARGUMENTO "EN CONTRA" DE LA PREGUNTA 1

Conciudadanos contribuyentes,

Ustedes me eligieron para representarlos en la Alcaldía y por esta razón tengo que revelar esta elección de bonos por lo que es realmente: ***Una carga impositiva de \$212 millones de dólares en sus propiedades por los 25 años venideros.***

Quizás hayan leído los argumentos "a favor" y piensan: "Pero Guy, ¿no se necesita urgentemente este dinero para nuestra infraestructura envejeciendo?"

¡La respuesta honesta es NO!. Este dinero se usara para financiar unos proyectos especiales de varios grupos de intereses especiales al desviar fondos de proyectos muy necesarios por medio de votos del Concejo.

¿Como lo van a lograr? Cada pregunta tiene un objeto listado que dice para que se usara el dinero. Lo que no le están diciendo es que más en adelante será su Concejo Municipal quienes escogerán el objeto.

Por ejemplo, en la pregunta #1 se enumeraron 11 objetos por un total de \$50 millones. Al aprobarlo, el concejo entonces puede votar a gastar todos los \$50 millones en solamente 1 de los 11 objetos, por ejemplo, digamos, para el Scottsdale Center for the Performing Arts.

Si los votantes aprueben la pregunta #4 por \$99 millones, el concejo entonces puede decir que realmente no necesitamos mejoras en los puentes, vamos a gastar el dinero en más círculos de tránsito de dos carriles. Por esta razón inste a los empleados para asegurarse que los votantes entendieran este hecho al incluir en la boleta algo así como esto:

### ***Descargo de responsabilidad para los votantes:***

***No se financiarán todos los proyectos de cada pregunta. El Concejo, por su única discreción, puede desviar cualquier y todos fondos de uno o mas de los proyectos en cuestión para financiar otro.***



Claro que no lo imprimieron porque ellos sabían que ustedes no iban a aprobarlo.

¡Por esta razón les ruego que adopten la misma postura que yo y el Concejero Littlefield y **Vote NO!** En esta captura de dinero de interés especial y obligar al Concejo de volver al asunto y corregirlo.

Concejero Guy Phillips

## ARGUMENTO “EN CONTRA” DE LA PREGUNTA 1

¿Prioridades?

Antes de entregar la tarjeta de crédito de los contribuyentes al Alcalde Lane y al Concejo Municipal, pregúntense esto:

1. ¿Por qué manejaron el presupuesto de manera tan ineficiente que ahora “tenemos que” pedir prestado cientos de millones de dólares?
2. Aun el equipo especial de bonos elegidos a dedo dijo que solamente la mitad de los proyectos son “indispensables”. ¿Por qué rechazan el alcalde/concejo la solicitud de los ciudadanos para una boleta de rubros contables?
3. ¿Por qué no es fácil encontrar detalles sobre proyectos en el sitio de Internet de la ciudad? ¿Cuántos de estos proyectos son elaborados para darles trabajo a compinches?
4. ¿Por qué el alcalde/concejo acortaron el fondo de proyectos mejoras por seis años?
5. ¿Por qué nunca se habló de la deuda TOTAL de Scottsdale: \$1.3 BILLIONES, la deuda más alta por capita en el valle?
6. ¿Por qué consume el servicio de la deuda 1/3 del Fondo General?
7. ¿Por qué tuvo Scottsdale un déficit contemplado en el presupuesto de \$8 millones de dólares, y de \$9 millones este año?
8. ¿Por qué el PGA dio un subsidio de contribuyentes de \$20 millones de dólares? ¿Por qué dio Phil Mickelson \$2 millones de dólares?
9. ¿Por qué recibe el Concejo Cultural \$4 millones de dolares cada año por su contrato ‘sin oferta previa’? ¿Por qué recibió el muchacho de relaciones publicas de la campana electoral del alcalde \$150 k dólares por su partido de polo?
10. ¿Cuántos subsidio más de contribuyentes escondidos se tragan dinero de servicios municipales y de manutención?
11. Antes de renunciar a su puesto, el Tesorero Municipal advirtió en contra la confección de presupuestos insostenibles y endeudamiento imprudente. ¿No es esta el análisis por el que fue contratado?
12. ¿Qué pasó con el acercamiento “conservador”, “actitud realista” que nos prometieron cuando elegimos un concejo municipal y alcalde que son 100% republicanos?

Las “crisis” presupuestarias fueron creadas por el Alcalde Lane y la mayoría del Concejo. Sus subsidios capitalistas de sus compinches robaron dinero de manutención y servicios tributarios. Su entrometerse en planificación municipal y violaciones continuas del Plan General han agobiado la seguridad pública y otros servicios.

Dígalos “Alto a los Impuestos” ¡Vote NO en Todos! Más información en: [www.ScottsdaleTrails.com](http://www.ScottsdaleTrails.com)

John Washington

## ARGUMENTO “EN CONTRA” DE LA PREGUNTA 1

Vote No en los bonos. En Scottsdale, ya no necesitamos más deudas. Tenemos que restringir a los derrochones en el Concejo Municipal. Esta elección de bono no es nada más que fundirse el dinero en compras antes de Navidad por los intereses especiales que se alimentan por los contribuyentes de Scottsdale.

El equipo especial de bonos pudo identificar solamente **8 proyectos absolutamente(necesarios)** con un costo de aproximadamente \$35 millones. Sin embargo, añadieron aproximadamente **35 proyectos adicionales** con un costo adicional de \$180 millones. **¿Por que no detenerse en \$35 millones de dólares?** La respuesta es sencilla. Los derrochadores en el concejo municipal pensaron que estaban obligados a alimentar los estómagos agradecidos de nuestra ciudad. Una vez más, se le esta pidiendo del contribuyente para pagar por lo que desean los grupos de intereses especiales.

No tenemos que construir clínicas médicas para compañías privadas. No nos hace falta construir un estacionamiento cubierto para el distrito central de cantinas. El paquete de bonos está lleno con este tipo de proyectos; proyectos que normalmente se financian por el sector privado; proyectos que solamente son de beneficio para los con enchufe político.

Le pedimos al concejo municipal a proveer un voto de bonos de rubros contables, para que los votantes pueden elegir solamente estos proyectos individuales que son verdaderamente necesarios para nuestra ciudad. En lugar de esto, los derrochadores en el concejo municipal decidieron de tomar nosotros los contribuyentes como rehenes. Para poder recibir los \$35 millones de dólares de gastos que son realmente necesarios, tenemos que aprobar otros \$180 millones de dólares más que es un patrocinio innecesario, derrochador. Estas tácticas son incorrectas y faltan el respecto a los contribuyentes.

Vote no en la elección de bonos. Vamos a poner a los estómagos agradecidos en dieta. Vote no, y dígame al concejo municipal que enfoquen en satisfacer las necesidades de los ciudadanos y no del grupo de mecenazgo.

Mark Stuart

## ARGUMENTO “A FAVOR” DE LA PREGUNTA 2

Los bomberos de Scottsdale piensan en esta elección de bonos en la misma manera en como nos enfocamos en nuestro trabajo.

Tenemos que mantener nuestro equipo para que este en buen estado de funcionamiento. No podemos arriesgarnos en que falle el equipo con el que contamos al responder a llamadas de emergencia. De igual manera, muchos problemas, inclusive emergencias, se pueden evitar si los propietarios de negocios y viviendas tomaran los pasos necesarios para hacer la manutención adecuada de los artículos esenciales en sus hogares y negocios.

La ciudad de Scottsdale tiene la misma responsabilidad hacia sus ciudadanos.

Por esta razón la asociación de bomberos de Scottsdale está apoyando las cuatro propuestas de bonos en la boleta de este Noviembre.

La última vez que los votantes de Scottsdale aprobaron bonos fue hace 13 años. Estos fondos de bonos del 2000 ya casi se han agotado. Durante el



declive económico, el Concejo Municipal pospuso muchos proyectos que la ciudad no podía solventar. Así es importantísimo para que los votantes aprueben los 39 proyectos en la boleta, de los que muchos fueron aplazados.

Ninguno de estos proyectos tiene el supuesto atractivo sexual cívico. La mayoría de ellos son para reparaciones rutinarias o refacción de sistemas gastados o deteriorados, la infraestructura de nuestros parques y bibliotecas y la tecnología de comunicaciones del orden público.

Cada día los bomberos vivimos cosas que pueden pasar cuando la gente pospone arreglar las cosas. Un problema pequeño con la tubería puede terminar con inundar a una casa entera o un techo inclinado puede derrumbarse durante un temporal. Estas cosas se pueden evitar. Solamente es asunto de reconocer las cosas que tienen que arreglarse... y hacerlos.

No hay ni una cosa que nos distingue de otras ciudades. Nosotros creemos que la calidad de vida especial de nuestra ciudad es la suma de sus partes.

SFA recomienda cuatro votos de SI en la boleta de bonos del 2013.

Aren Hansen  
Presidente, Asociación de bomberos de Scottsdale

Sasha Weler  
Vicepresidente, Asociación de bomberos de Scottsdale

## ARGUMENTO “A FAVOR” DE LA PREGUNTA 2

En mi vecindario, tengo la buena fortuna de tener vecinos quienes invierten de forma periódica en su propiedad. Los propietarios de casa, nosotros dependemos el uno del otro en la calidad de vida de nuestros vecindarios. En el caso que alguno de mis vecinos sería incapaz de reconocer la importancia de invertir en sus propiedades, todos sufriríamos. Es debido a nuestro compromiso hacia nuestras familias y nuestras responsabilidades hacia nuestros vecinos que mantenemos a nuestros hogares y propiedades en buen arreglo.

Lo mismo aplica con nuestra ciudad. Tenemos la obligación de invertir en nuestro futuro.

La ciudad no puede sufragar los gastos para mejoras de la infraestructura crítica usando el proceso ‘pagar según se recibe’ de la misma manera que la mayoría de nosotros no podemos pagar en efectivo por las mejoras en el hogar. Sin embargo, nuestra ciudad sí nos puede pedir a usted y a mi de vez en cuando para que paguemos un poco ahora para poder ahorrar a lo largo. Así pagamos menos por las mejoras necesarias, no más.

Estoy seguro que todos podemos acordarnos de cuando tuvimos que aplazar arreglar el techo o reemplazar la caldera o el aire acondicionado. Estas demoras usualmente causan problemas más grandes.

Durante la cima del declive económico, el Concejo Municipal estuvo pasando por el mismo apuro. Tuvieron que aplazar proyectos esenciales por que no había dinero suficiente en el fondo general decreciente para pagar estos proyectos. A pesar de que la economía esta rebotando, el fondo general carece los fondos para todos los proyectos necesarios que tenemos que abordar. Entre los más importantes cuentan una cantidad de proyectos de la seguridad pública que merece nuestro apoyo total.

Le ruego a usted y a sus vecinos de votar “SI” en las cuatro preguntas de bonos – porque a lo largo, tiene sentido económico.

John C. Little, Jr.  
Gerente Municipal anterior

## ARGUMENTO “A FAVOR” DE LA PREGUNTA 2

Nosotros del orden público hablamos muchas veces de la teoría de “ventanas rotas”.

*Si un edificio vacante tiene las ventanas rotas que no se arreglan, pronto habrá otra ventana rota, y luego otra más. Siguen el vandalismo y las pintadas. Entonces los drogadictos dismantelarán el edificio sacándole la tubería de cobre y otros materiales valiosos que pueden cambiar por drogas. Lo que empezó como la derrota de un solo edificio puede contagiarse a los edificios vecinos. Y así sigue, hasta una sola ventana rota llega a la pérdida de una cuadra o un vecindario entero.*

Este es solo un ejemplo de como los problemas no resueltos como una ventana rota pueden llevar a una cadena de eventos con consecuencias graves.

Los miembros de la Asociación de Policías de Scottsdale quienes tienen los recursos de vivir aquí, somos muy orgullosos de nuestra comunidad. Todos nuestros miembros, no importa donde viven, están involucrados en los asuntos de la ciudad y son patrocinadores de muchísimos eventos caritativos. Ellos creen que esto es parte de su trabajo porque todos tomamos muy en serio nuestro juramento de ‘servir y proteger’.

POSA apoya las cuatro preguntas de la boleta el 5 de noviembre.

La pregunta número dos de la boleta enfoca en asuntos de seguridad pública que incluye muchos proyectos muy necesarios tal como renovar y expandir la Carcel del Civic Center, mejorar el sistema de comunicación de la seguridad pública y construir un almacén para que nuestros departamentos de policía y de bomberos podamos consolidar nuestro equipo. Estos proyectos en esta pregunta de la boleta aborda las necesidades de infraestructura para ambos la policía y los bomberos.

Los miembros del POSA también piden que los votantes aprueben las otras tres preguntas de las boletas. Creemos que las mejoras para controlar inundaciones en vecindarios, arreglar carreteras y mejorar nuestros parques y bibliotecas son esenciales para el compromiso que todos nosotros hemos hecho para mantener la calidad de vida de nuestra ciudad.

Jim Hill  
Presidente, Asociación de Policías de Scottsdale

Darlene Long  
Vicepresidente, Asociación de Policías de Scottsdale

## ARGUMENTO “EN CONTRA” DE LA PREGUNTA 2

No se sometieron argumentos en contra de la pregunta 2

## ARGUMENTO “A FAVOR” DE LA PREGUNTA 3

No se sometieron argumentos a favor de la pregunta 3

## ARGUMENTO “EN CONTRA” DE LA PREGUNTA 3

El 2 de noviembre del 2010, los votantes arrolladoramente votaron EN CONTRA de la Pregunta 1: (BONOS DE TRANSPORTE Y DE DRENAJE), específicamente relacionada a mejoras de drenaje e inundaciones. El mismo VOTE NO aplica en la elección especial de bonos el 5 de noviembre del 2013 por las mismas razones:



Bajo el pretexto de Mejoras de drenaje de aguas pluviales en los vecindarios, los que se beneficiarían serán los promotores procurando los desarrollos de alta densidad sufragados por los contribuyentes.

1. Ejemplos: La mejora recién terminada la mejora de aguas pluviales de Crossroads East Stormwater Drainage. Esta zona esta siendo desarrollado en la actualidad por unos promotores enriqueciéndose.
2. El barrio Toll Brothers Windgate Ranch cuyos 95 lotes no conformes, ubicados en una zona de peligro de inundaciones.
3. Silverstone, 69 unidades no conformes, últimamente construidas en una zona propensa a inundaciones.
4. DC Ranch, más de 10 hogares y terrenos no conformes.

A los contribuyentes no se les debería pedir para que rescaten a los **PROMOTORES IRRESPONSABLES. VOTE NO EN LA PREGUNTA 3.**

Emitir estos bonos resultará en Impuestos más Altos de Bienes Raíces, además de Cuotas de Distrito Municipal de Servicios Públicos, Cuotas de Distrito de Mejoramientos o Tasas de Instalaciones comunitarias.

Hay ramificaciones NEGATIVAS en cuanto a las finanzas y las demográficas a los contribuyentes de Scottsdale.

VOTE NO en LAS CUATRO PREGUNTAS DE BONOS.

Donald Andrews, Ciudadano de Scottsdale  
JD Helms, Ciudadano de Scottsdale

#### ARGUMENTO "A FAVOR" DE LA PREGUNTA 4

Todos sabemos que no llueve mucho por estas partes. Pero cuando si llueve, puede ser tremendo.

Las tempestades del monzón, aun algunas de las lluvias de enero, pueden causar bastante destrucción. Algunos vecindarios están sumergidos en agua, poniendo en peligro a esta gente. Los chubascos pueden también causar situaciones peligrosas con agua estancada en calles bajas. Estas situaciones no solamente son peligrosas, pueden amenazar la vida.

Quizás usted no viva en lugares expuestos a peligros. Pero tal vez usted tiene amigos o familiares que están en esta situación. Todos nosotros, sin embargo, viajamos en calles que se inundan históricamente. Así que sabemos de la dificultad de navegar de manera segura por las calles de nuestra ciudad. La prioridad principal de nuestra ciudad es asegurarse que los ciudadanos están a salvo, y esto incluye cuando estén navegando nuestras calles durante y después de una tormenta estacional.

Las cuatro proposiciones de bonos tratan principalmente de arreglar y mantener la infraestructura de nuestra ciudad. No hay ningún proyecto más importante en la boleta que los que tienen que ver con el control de inundaciones de los barrios y de mejorar nuestras calles y puentes.

Yo votare de SI para aprobar las preguntas de bonos tres y cuatro. También votare a favor de aprobar las otras dos preguntas de la boleta. Yo creo que las cuatro propuestas son buenas inversiones la calidad de vida extraordinaria de Scottsdale.

Los votantes de Scottsdale deben reconocer la importancia y el valor aprobar los 39 proyectos incluidos en este paquete de bonos. Yo creo que el tiempo es primordial en este caso porque muchos de estos proyectos fueron aplazados. Es necesario que la ciudad empiece con estos proyectos cuanto antes.

Los votantes pueden enterarse más en detalle sobre esta Elección de bonos de la calidad de vida al visitar: [preservescottsdalefuture.com](http://preservescottsdalefuture.com)

Art DeCaboooter

#### ARGUMENTO "A FAVOR" DE LA PREGUNTA 4

Como residentes de toda la vida de Scottsdale, dueños de negocio y padres criando a dos hijos pequeños en la zona del centro, mi esposa y yo somos muy apasionados por nuestra ciudad. Nuestro negocio tiene cinco lugares en todo el Valle - pero escogimos a Scottsdale para nuestra sede debido a la calidad increíble de vida y de la vitalidad económica.

Como los demás, queremos lo mejor para nuestra familia. Es importante para nosotros que nuestros hijos crezcan en un ambiente seguro y donde nuestra familia puede disfrutar de las cosas juntas, incluyendo parques, bibliotecas y actividades al aire libre. Así es importantísimo para nosotros de mantenernos al día sobre la manutención de la infraestructura necesaria de nuestra ciudad para que sigue reflejando los estándares altos y los valores anticipados por nuestros ciudadanos.

**Esta elección de bonos dará a los votantes la oportunidad de seguir adelante con la tradición de nuestra comunidad de decir que "sí" para ayudar a que Scottsdale sigue siendo el lugar optimo en Arizona para vivir, criar una familia y emprender un negocio.**

Algunos quizás piensan que varios de los proyectos incluidos en las cuatro preguntas de bonos no los afectan. Pero para cualquier persona quien se preocupa por nuestra ciudad, si los afectan. Todos son proyectos esenciales que trabajan en conjunto. Reemplazar una "trailer de bomberos" con una estación de bomberos y controlar la inundación en los vecindarios es la responsabilidad de todos los ciudadanos. Arreglar calles y reinstalar sistemas de control de transito es nuestra obligación. Y la mejora de las aceras en el centro para las zonas peatonales para nuestros visitantes y residentes es nuestra responsabilidad también.

**Quizás tenemos diferencias de opiniones políticas sobre algunos de los problemas. Pero esta elección de bonos es una oportunidad para apartar cualquier diferencia y hacer lo que es lo mejor para Scottsdale, tanto ahorma como para nuestro futuro.**

Mi esposa y yo haremos nuestra parte al votar a favor de las cuatro preguntas de bonos.

Eric Luoma

#### ARGUMENTO "EN CONTRA" DE LA PREGUNTA 4

Vote no en número 4. Es posible que nos haga falta un estacionamiento cubierto en el distrito de cantinas, pero no es asunto de los contribuyentes de la ciudad en pagar por uno. Considere los hechos y haga preguntas antes de votar a dar más de 8 millones de dólares a los promotores de cantinas para que ellos puedan aumentar sus ganancias. Scottsdale tiene la más alta concentración de cantinas en Arizona. Hace poco, a algunas cantinas gigantescas se les permitió abrir sin estacionamiento adecuado. ¿Como es posible de que ocurra esto? El alcalde, concejo y la comisión planificadora aprobaron las cantinas sin lógica alguna, haciendo caso omiso del impacto que tendrá en los vecinos residenciales, los negocios no centrados en entretenimiento, y asuntos de seguridad pública y de estacionamiento. Las cantinas obviamente están ganando dinero. Ahora los cantineros y políticos quieren que los contribuyentes paguen por su estacionamiento cubierto para que más juerguistas puedan venir al centro



de Scottsdale. ¿Qué paso con el dinero cobrado de las cantinas por parte de la ciudad en lugar de estacionamiento? ¿Se malversaron estos fondos o se usaron para otros propósitos?

Hay otras cosas que hacen mucha falta en el “distrito de cantinas” como policías, bomberos e iluminación que solamente pueden abordarse con fondos de la creación de un distrito especial de tasación. Con miles de juerguistas tomados en el centro de Scottsdale cada fin de semana, la delincuencia ha aumentado drásticamente. El departamento de policía sigue sin fondos y sin personal adecuados. Los bomberos salen a cada llamada de urgencia. La mayor parte del “distrito de cantinas” esta peligrosamente a oscuras en la noche. Esta es una invitación para la delincuencia. La iluminación es absolutamente necesaria para la seguridad pública. Todo esto cuesta dinero.

Crear un distrito específico, especial de tributación es la única opción viable para financiar todas estas carencias. Entonces las cantinas pueden razonablemente repercutir los costos de operar un negocio a sus clientes. Este no el tiempo de financiar una cantidad tremenda de proyectos no esenciales permitiendo que este dinero funja como salvavidas de una maquina burocrática de derroche. No se preocupen, no se va a caer el cielo si usted vote no. Las partes responsables tiene que aflojar la lana.

Bill Crawford

#### ARGUMENTO “EN CONTRA” DE LA PREGUNTA 4

Por favor, **únase a nosotros en votar EN CONTRA** del tema propuesto de Bonos para Transporte, Calles y Senderos:

Nosotros los contribuyentes no podemos *sufragar* otros \$99,000,000 de deuda encima de la deuda existente de Scottsdale de \$1.27 mil millones, lo que ya es la deuda más alta por capita entre las ciudades del Valle.

Juntando 14 proyectos en una sola propuesta nos niega a los contribuyentes la libertad de escoger los que son necesarios. Al obligarnos de aceptar los malos con los buenos, la ciudad no nos da otra oportunidad que **oponernos a la pregunta #4 en su totalidad**. *Cada uno de los catorce (14) proyectos, de entre \$1.1 millón de dólares a más de \$15 millones de dólares, debería ser puesto a un voto independiente.*

Uno de estos proyectos, la implementación de Senderos por toda la Ciudad, nos costara \$4 millones de dólares. Ya tenemos una cantidad enorme de senderos fabulosos en las montañas cercanas y en los parques municipales. Si la ciudad limitara los senderos a la Preserva, donde ya se pago por el terreno, y donde no hay gente viviendo a quienes se estorbaría, lo apoyaríamos con todo el corazón.

Pero la Ciudad insiste en crear nuevos en *zonas muy pobladas*. Esto requiere la tomada de terreno privado lo que resulta en resistencia y gastos de litigios para ambos la ciudad y los vecindarios afectados. Con la excepción de la Preserva, ya no hay áreas silvestres en Scottsdale, y los residentes han mostrado por sus acciones que mas que nada, quieren preservar su privacidad, su seguridad, y el valor de su casa.

La administración de senderos urbanos no publicará una lista específica de senderos planeados con la promesa de limitar el dinero de bonos a solamente aquellos aprobados por los votantes. En lugar de esto, la ciudad pide fondos discrecionales lo que resultan ser cheques en blanco. Hasta que la Ciudad actúa con más transparencia, no merece más.

Por favor, vote **NO** en las preguntas 1-4.

Don Andrews,  
Ciudadano de Scottsdale

J.D. Helms,  
Ciudadano de Scottsdale

Los argumentos “a favor” y “en contra” se reprodujeron exactamente como fueron sometidos y no se han corregido los errores de ortografía, gramática o de puntuación. Estos argumentos son las opiniones de sus autores y no se ha verificado su exactitud o contenido.

## CIUDAD DE SCOTTSDALE ELECCIÓN ESPECIAL DE FRANQUICIA 5 DE NOVIEMBRE DE 2013

### TEXTO DE LA BOLETA

#### PREGUNTA 5

#### PROPUESTA DE FRANQUICIA DE DISTRIBUCIÓN DE SERVICIOS DE AGUA POTABLE

¿Se le debe otorgar una Franquicia a EPCOR Water Arizona Inc. y Chaparral City Water Company para mantener y operar un sistema de distribución de agua potable en la Ciudad de Scottsdale y futuras adiciones de la misma, de conformidad con el Acuerdo presentado por el Alcalde y el Concejo Municipal de la Ciudad de Scottsdale, Arizona, a los electores con derecho a voto de dicha Ciudad?

Un voto “**A FAVOR DE LA FRANQUICIA**” tendrá el efecto de otorgar una Franquicia a EPCOR Water Arizona Inc. y Chaparral City Water Company.

Un voto “**EN CONTRA DE LA FRANQUICIA**” tendrá el efecto de negar la Franquicia a EPCOR Water Arizona Inc. y Chaparral City Water Company.

**A FAVOR DE LA FRANQUICIA  
EN CONTRA DE LA FRANQUICIA**



CITY OF SCOTTSDALE  
CITY CLERK DEPARTMENT  
3939 N. Drinkwater Blvd.  
Scottsdale, Arizona 85251



Non-Profit Org.  
U.S. Postage  
**PAID**  
Phoenix, AZ  
Permit No. 1

**YOUR POLLING PLACE IS: – SU CENTRO ELECTORAL ES:**

LEGEND TRAIL COMMUNITY CENTER  
34575 N LEGEND TRAIL PKY



\*\*\*\*\*ECRLOT 0242A\*\*R014

REGISTERED VOTER(S) AT

[REDACTED]  
[REDACTED]

**OFFICIAL VOTING MATERIALS** - ONLY ONE PAMPHLET HAS BEEN MAILED TO EACH HOUSEHOLD CONTAINING A REGISTERED VOTER. PLEASE MAKE IT AVAILABLE TO ALL REGISTERED VOTERS IN THE HOUSEHOLD.

**MATERIALES OFICIALES ELECTORALES** - SOLAMENTE UN FOLLETO SE HA ENVIADO A CADA DOMICILIO EN CUAL RESIDE UN VOTANTE REGISTRADO. FAVOR DE UTILIZARLO PARA TODOS LOS VOTANTES REGISTRADOS EN SU DOMICILIO.





## **Town of Miami Lakes Memorandum**

---

**To: Honorable Mayor and Councilmembers**  
**From: Honorable Councilmember Luis Collazo**  
**Subject: Miami Dade County Legislative Advocacy /Lobbying Services**  
**Date: 6/4/2019**

---

### **Recommendation:**

#### **\* This item requires the waiver of Section 7.2 of the Special Rules of Order**

On May 20, 2019, the Town of Miami Lakes held a special call meeting to discuss our position on Miami-Dade County land use changes as they relate to Opa-Locka Airport, and the potential opening of the 154th Street Bridge and the 170th Street Bridge.

Both of these issues are significant to the quality of life within our community, and they are issues that will be coming before the Miami-Dade County Board of County Commissioner again in the near future. It was mentioned during our meeting that the item related to the land use changes for Opa-Locka Air Port was being considered under second reading, and without decisive action from our Mayor, Council, and Miami-Dade County Commissioner, it could have passed without our knowledge.

Currently the Town of Miami Lakes contracts for lobbying services and has representation for State and National lobbying services.

Being that we are currently facing issues that require monitoring and advocacy at the County level, I wanted to have a discussion with my colleagues of how we could best address the need to have our interest protected.

Fiscal Impact: Medium  
Guiding Principles: 2,12  
Objectives: 5.1, 5.2, 5.3





## **Town of Miami Lakes Memorandum**

---

**To:** Honorable Mayor and Councilmembers  
**From:** Honorable Councilmember Carlos Alvarez  
**Subject:** Repaving of NW 82nd Ave  
**Date:** 6/4/2019

---

### **Recommendation:**

**\* This item requires the waiver of Section 7.2 of the Special Rules of Order**

I would like for our Mayor and Councilmembers to consider adding the repaving of NW 82nd Ave (Montrose Ave) from NW 154th Street to Oak Lane, as part of the the Strategic Master Plan.

Fiscal Impact: Minimal (for adding to STRAP Plan – project cost = \$263,000)

Guiding Principles: 1, 9, 11, 13, 14

Objectives: 1.6, 2.1, 2.4, 6.6





## **Town of Miami Lakes Memorandum**

---

**To:** Honorable Mayor and Councilmembers  
**From:** Honorable Councilmember Josh Dieguez  
**Subject:** Pedestrian Safety  
**Date:** 6/4/2019

---

### **Recommendation:**

We all received the e-mail from Town resident Roger Lorenzo last month concerning ways of improving pedestrian safety. I would like to discuss with my colleagues and then give direction to staff to begin developing a plan to address the items discussed in the e-mail for eventual inclusion in the Strategic Master Plan.

Fiscal Impact: Minimal  
Guiding Principles: 1, 2, and 9  
Objectives: 1.4, 1.6

### **ATTACHMENTS:**

Description  
**Pedestrian Safety Email**



Distinguished Councilmembers and Staff,

I've looked at the proposed projects as part of the Imagine Mami Lakes campaign and I am quite impressed. Great job to all involved.

There is one objective (Transportation Goal, Objective 1.6 *Improve Pedestrian Mobility*) that I'd like to, if possible, make a couple of suggestions that the town would benefit from and are not yet included. The primary concern of these suggestions is pedestrian safety. Which if improved, would also encourage more residents to leave their cars at home choose to walk down our beautifully, shaded, tree-lined sidewalks.

### **NW 67<sup>th</sup> Avenue**

There are two intersections on 67<sup>th</sup> avenue that should be considered for improvement:

**1. NW 67<sup>th</sup> Avenue and Miami Lakeway North (3-D View Link)**

Improvement to this intersection would connect more than half of east side residents that happen to be west of 67<sup>th</sup> avenue to three major areas of interest that receive thousands of visits daily since it would help connect residents to:

- Optimist Park (including marina, tot lot, tennis, basketball courts and other events)
- Our Lady of the Lakes School and Church (plus annual festival)
- Miami Lakes Middle School

**2. NW 67<sup>th</sup> Avenue and Miami Lakeway South (3-D View Link)**

Improvement to this intersection would help connect east side residents that reside east of 67<sup>th</sup> Ave to three major areas of interest:

- Miami Lakes K-8 Center
- Miami Lakes United Church
- Future Par 3 Passive Parks

### **Turnberry Dr. (coming out of Loch Lomond)**

*Crosswalk into Graham Park - park with bridge over lake near Main Street*



A recent project removed a piece of sidewalk (circled in red above) and grass was placed over. This makes it difficult for residents of Loch Lomond to walk/bike to Main Street – something our family does often – because there aren't any safe crosswalks coming out of our neighborhood. Could this be corrected? In addition, being that this street is long, many cars tend to speed here, and this mid-block crosswalk could benefit from some sort of safety signal like the one being proposed on Montrose by Councilman Alvarez.

I am not a civil engineer or town planner but I'm sure that something could be done to make these three crosswalks more "crossable". This in turn will take cars off the road, alleviate traffic, allow our residents to walk more, be healthier and further enjoy our lovely town that we are blessed to live in.



Here's a link I'd kindly like to share with you regarding innovative ideas for pedestrian crosswalks:  
<https://nextcity.org/daily/entry/walkable-cities-intersection-design-for-pedestrians>

And another link regarding bike paths (another topic close to heart and very much related):  
<https://nextcity.org/daily/entry/dutch-city-protected-intersection-bikes-new>

**Palmetto Underpass at 154<sup>th</sup> (Miami Lakes Drive)**

This is more of a pipe dream since I cannot imagine what could be done to improve this situation but the stretch of sidewalk on 154<sup>th</sup> westbound starting at the new 7-Eleven all the way to 79<sup>th</sup> Ave (Royal Oaks Blvd) loses any space between the street and the sidewalk. Walking along this stretch of Miami Lakes Drive (especially with children) is nerve-racking. Since there isn't any space, could a "aesthetically pleasing" steel barrier be added in order to protect pedestrians? This is the heart of Miami Lakes and is the only corridor that connects the East and West sides. It should be a priority to make this corridor more pedestrian friendly. Perhaps my suggestion of a barrier is not feasible or cost effective but perhaps staff or Town Planner could come up with something more creative and doable.

Thank you for your time and consideration.

Kind regards,

Roger Lorenzo  
16121 E Troon Circle, Miami Lakes  
786-239-7600  
[MMRL26@yahoo.com](mailto:MMRL26@yahoo.com)





## **Town of Miami Lakes Memorandum**

---

**To:** Honorable Mayor and Councilmembers  
**From:** Honorable Councilmember Luis Collazo  
**Subject:** Opposition to Cell Tower Installation in FDOT Right of Way on 826  
**Date:** 6/4/2019

---

### **Recommendation:**

**\* This item requires the waiver of Section 7.2 of the Special Rules of Order**

I would like to move to oppose the installation of a cell tower at the exit on 154th street and 826 in the FDOT right of way (green space). Please see the attached email thread below from FDOT.

Fiscal Impact: Minimal

Guiding Principles: 2,3,4,12

Objectives: 2.3, 2.4, 3.1, 4.5, 4.6, 5.2

### **ATTACHMENTS:**

Description

**EMAIL thread re: Cell Tower in the Palmetto Off-Ramp Circle**



## Gina Inguanzo

---

**From:** Daniel Angel  
**Sent:** Friday, May 24, 2019 1:55 PM  
**To:** Edward Pidermann; Tony Lopez  
**Subject:** FW: Preliminary Request to Lease / District 6 /Miami Dade County / 826 Miami Lakes/ ERC Request/ Comments Site visit request / Sent by Central Office Laurie Pizzo

**Importance:** High

FYI – See email thread below from FDOT regarding proposal to install a new cell tower in the Palmetto Off-Ramp circle. I will follow up with a calendar invite for the field review meeting with FDOT so we can provide input and share our concerns with this location.

---

**From:** Schot, Kevin <Kevin.Schot@dot.state.fl.us>  
**Sent:** Friday, May 24, 2019 12:56 PM  
**To:** Llanes, Maria <Maria.Llanes@dot.state.fl.us>  
**Cc:** Marrero, Renato <Renato.Marrero@dot.state.fl.us>; Mancini, Victoria <Victoria.Mancini@dot.state.fl.us>; Daniel Angel <angeld@miamilakes-fl.gov>  
**Subject:** Re: Preliminary Request to Lease / District 6 /Miami Dade County / 826 Miami Lakes/ ERC Request/ Comments Site visit request / Sent by Central Office Laurie Pizzo

Hello Maria,

Renato is correct in that the FDOT awarded a Landscape Beautification Grant (re: 440959-1) to the Town of Miami Lakes which includes a portion of this area in purple. The Grant contract has been extended until after the construction of our SR 826 project, which is currently in design (Raul Quintela PM). District Roadway projects are designing terrace walls for beautification in this area, and Landscape also currently has projects programmed.

District Landscape's concern is that said location (for new cell tower) will likely interrupt or impede upon the Town's proposed landscape beautician and vision for their point of entry. The Town has communicated to the District the importance of said beautification and said gateway into their community. I have copied Mr. Angel (Town of Miami Lakes) and left a message asking for their input and participation.

Placing a new cell tower in this location will not only further limit the Town's and the State's landscape beautification of this area, it will also erect an unsightly industrial structure that could pose further maintenance requirements and additional safety measures. Although the cell company (or other) may maintain, the tower will only increase the quantity of service men and vehicles that will need to access this site.

These maintenance activities, the construction, and the physical presence of said facility will inevitably result in additional service, maintenance, and safety, in conjunction with an additional industrial tower that is, by it's nature, not what the FDOT (and possibly the Town) would consider as an example of a gateway entry feature.



At this time, I recommend coordinating with the Town and scheduling a field review meeting with them, the associated tower company, and the appropriate District staff to discuss before moving forward.

Respectfully,

Kevin Schot RLA

District Landscape Architect

State of Florida Department of Transportation - District VI Adam Leigh Cann Building

1000 NW 111th Avenue, Room 6251

Miami, Florida 33172

P: 305.470.5400

E:Kevin.Schot@dot.state.fl.us

W:www.dot.state.fl.us

---

**From:** Llanes, Maria <Maria.Llanes@dot.state.fl.us>

**Sent:** Thursday, May 23, 2019 1:51 PM

**To:** Schot, Kevin

**Cc:** Marrero, Renato

**Subject:** FW: Preliminary Request to Lease / District 6 /Miami Dade County / 826 Miami Lakes/ ERC Request/ Comments  
Site visit request / Sent by Central Office Laurie Pizzo

Hi Kevin. This is in connection with a request that came in to CO for a cell tower location.

Renato suggested I check with you on the location highlighted in purple below: he mentioned that FDOT had already given money to the Town of Miami Lakes for landscaping in this area. Please, can you confirm and also let me know if your department in particular has any objections to a cell tower being installed in this location. The request was already circulated in ERC and there were objections from other departments.

*Maria A. Llanes*

*Sr. Right of Way Agent, Consultant | The Urban Group*

Direct Line: (305) 470-5155



Hours: 7:30am – 4:00pm

**From:** Alejandra Stinson [<mailto:ASTinson@verticalbridge.com>]

**Sent:** Thursday, May 23, 2019 11:01 AM

**To:** Llanes, Maria <[Maria.Llanes@dot.state.fl.us](mailto:Maria.Llanes@dot.state.fl.us)>; Cernuda, Milady <[Milady.Cernuda@dot.state.fl.us](mailto:Milady.Cernuda@dot.state.fl.us)>; Alvarez, Jesus <[Jesus.Alvarez@dot.state.fl.us](mailto:Jesus.Alvarez@dot.state.fl.us)>; Marrero, Renato <[Renato.Marrero@dot.state.fl.us](mailto:Renato.Marrero@dot.state.fl.us)>; Mojena, Edwin <[emojena@hwlochner.com](mailto:emojena@hwlochner.com)>

**Cc:** Celynda Redgrave <[CRedgrave@verticalbridge.com](mailto:CRedgrave@verticalbridge.com)>; Denise Yates <[DYates@verticalbridge.com](mailto:DYates@verticalbridge.com)>; Pizzo, Laurie <[Laurie.Pizzo@dot.state.fl.us](mailto:Laurie.Pizzo@dot.state.fl.us)>

**Subject:** RE: Preliminary Request to Lease / District 6 /Miami Dade County / 826 Miami Lakes/ ERC Request/ Comments  
Site visit request

Good morning Maria –

Yes, you have the correct location. I have attached to this email the information received from Central office with the approval for the site walk for your review and use. We are just waiting for Renato to confirm availability before confirming the meeting on site.

Thank you,

Alejandra

Alejandra Stinson  
Program Manager  
Vertical Bridge /RowStar Program  
750 Park of Commerce Drive, Suite 200  
Boca Raton, Florida 33487  
M: 513.259.3673  
[ASTinson@verticalbridge.com](mailto:ASTinson@verticalbridge.com)  
[www.verticalbridge.com](http://www.verticalbridge.com)



verticalbridge



**From:** Llanes, Maria <[Maria.Llanes@dot.state.fl.us](mailto:Maria.Llanes@dot.state.fl.us)>

**Sent:** Wednesday, May 22, 2019 7:54 AM

**To:** Alejandra Stinson <[ASTinson@verticalbridge.com](mailto:ASTinson@verticalbridge.com)>; Cernuda, Milady <[Milady.Cernuda@dot.state.fl.us](mailto:Milady.Cernuda@dot.state.fl.us)>; Alvarez, Jesus <[Jesus.Alvarez@dot.state.fl.us](mailto:Jesus.Alvarez@dot.state.fl.us)>; Marrero, Renato <[Renato.Marrero@dot.state.fl.us](mailto:Renato.Marrero@dot.state.fl.us)>; Mojena, Edwin <[emojena@hwlochner.com](mailto:emojena@hwlochner.com)>

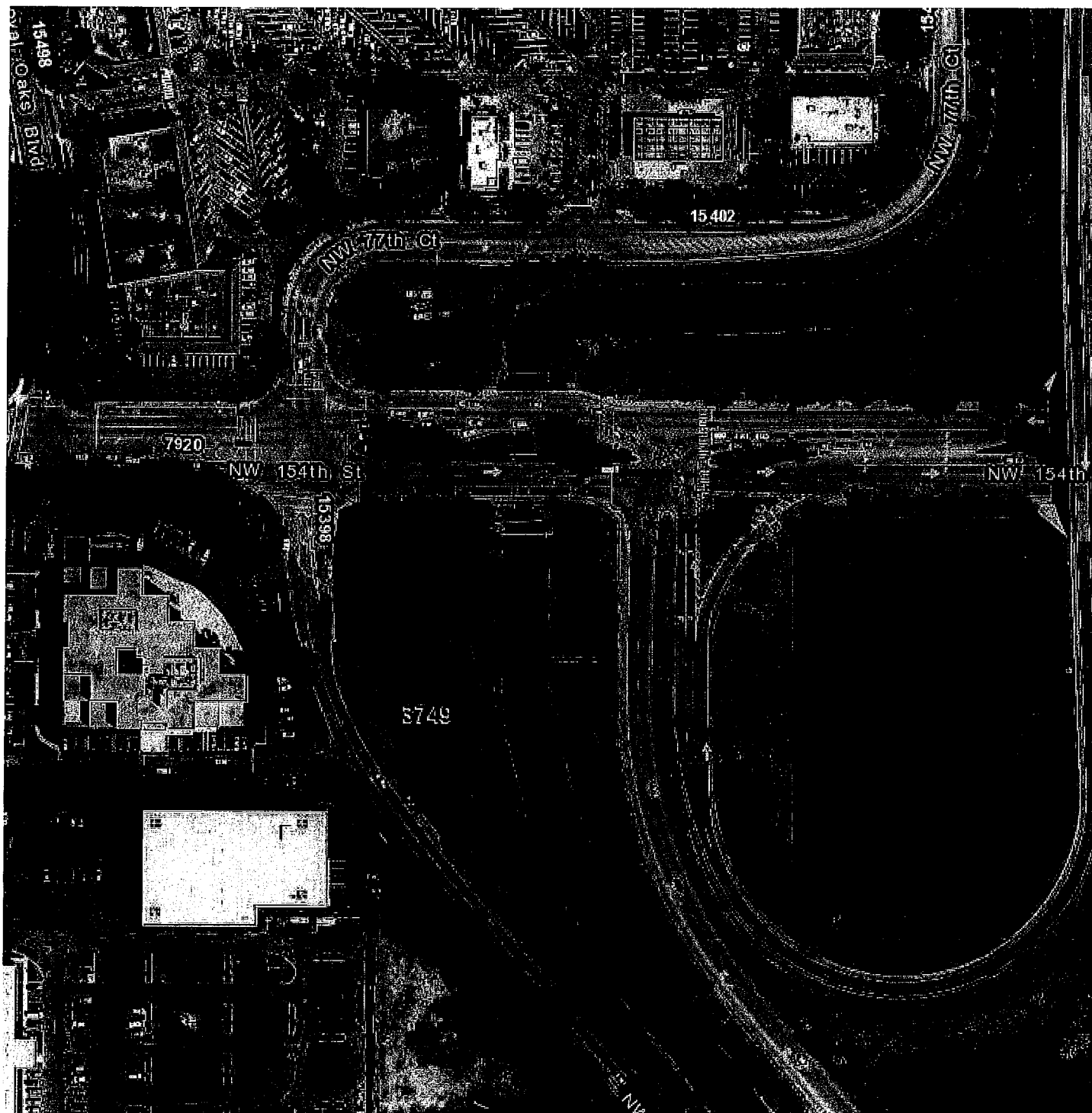
**Cc:** Celynda Redgrave <[CRedgrave@verticalbridge.com](mailto:CRedgrave@verticalbridge.com)>; Denise Yates <[DYates@verticalbridge.com](mailto:DYates@verticalbridge.com)>; Pizzo, Laurie <[Laurie.Pizzo@dot.state.fl.us](mailto:Laurie.Pizzo@dot.state.fl.us)>

**Subject:** RE: Preliminary Request to Lease / District 6 /Miami Dade County / 826 Miami Lakes/ ERC Request/ Comments  
Site visit request

Good morning, Alejandra.

As of right now, I am free on any of the days you propose to meet. For my own clarification, the site you wish to visit is in the approximate area I've highlighted in purple below, correct?





Maria A. Planes

*Sr. Right of Way Agent, Consultant | The Urban Group*

Direct Line: (305) 470-5155

Hours: 7:30am – 4:00pm



**From:** Alejandra Stinson [<mailto:ASTinson@verticalbridge.com>]

**Sent:** Tuesday, May 21, 2019 11:21 AM

**To:** Llanes, Maria <[Maria.Llanes@dot.state.fl.us](mailto:Maria.Llanes@dot.state.fl.us)>; Cernuda, Milady <[Milady.Cernuda@dot.state.fl.us](mailto:Milady.Cernuda@dot.state.fl.us)>; Alvarez, Jesus <[Jesus.Alvarez@dot.state.fl.us](mailto:Jesus.Alvarez@dot.state.fl.us)>; Marrero, Renato <[Renato.Marrero@dot.state.fl.us](mailto:Renato.Marrero@dot.state.fl.us)>; Mojena, Edwin <[emojena@hwlochner.com](mailto:emojena@hwlochner.com)>

**Cc:** Celynda Redgrave <[CRedgrave@verticalbridge.com](mailto:CRedgrave@verticalbridge.com)>; Denise Yates <[DYates@verticalbridge.com](mailto:DYates@verticalbridge.com)>; Pizzo, Laurie <[Laurie.Pizzo@dot.state.fl.us](mailto:Laurie.Pizzo@dot.state.fl.us)>

**Subject:** FW: Preliminary Request to Lease / District 6 /Miami Dade County / 826 Miami Lakes/ ERC Request/ Comments  
Site visit request

Good day everyone –

Following approval from Laurie I would like to request an on-site visit with this team to go over our proposed project and comments received from your department. Below is a tentative schedule -time/date) for the site visit, please feel free to propose a different time/date during the same week that might fit your daily activities better. Any of the below dates and any time during the afternoon hours will work for us.

June 4<sup>th</sup> – 2:30 pm

June 5<sup>th</sup> - 2:30 pm

June 6<sup>th</sup> - 2:30 pm

Thank you in advance for your time!

Alejandra

Alejandra Stinson

Program Manager

Vertical Bridge /RowStar Program

750 Park of Commerce Drive, Suite 200

Boca Raton, Florida 33487

M: 513.259.3673

[ASTinson@verticalbridge.com](mailto:ASTinson@verticalbridge.com)

[www.verticalbridge.com](http://www.verticalbridge.com)



verticalbridge



**From:** Pizzo, Laurie <[Laurie.Pizzo@dot.state.fl.us](mailto:Laurie.Pizzo@dot.state.fl.us)>

**Sent:** Monday, May 20, 2019 3:00 PM

**To:** Alejandra Stinson <[ASTinson@verticalbridge.com](mailto:ASTinson@verticalbridge.com)>; Celynda Redgrave <[CRedgrave@verticalbridge.com](mailto:CRedgrave@verticalbridge.com)>

**Cc:** Denise Yates <[DYates@verticalbridge.com](mailto:DYates@verticalbridge.com)>

**Subject:** RE: Preliminary Request to Lease / District 6 /Miami Dade County / 826 Miami Lakes/ ERC Request/ Comments

Hi Alejandra,

You will want to email the following and suggest some dates and times for a site visit. Make sure you copy me. When you get a date and time scheduled, include on the calendar request to everyone including me the maps and anything else you feel they should have. You can include Edwin if you would like.

Maria Llanes

Milady Cernuda

Jesus Alvarez

Renato Marrero

*Respectfully,*

Laurie Pizzo, FCCM, CPM

State Property Management Administrator

Florida Department of Transportation

Office of Right of Way

605 Suwannee Street, MS 22

Tallahassee, FL 32399-0458

Office: 850-414-4609

[laurie.pizzo@dot.state.fl.us](mailto:laurie.pizzo@dot.state.fl.us)





<https://rowsurplus.fdot.gov/>

*Please note: Florida has a very broad public records law. Most written communications to or from state officials regarding state business are public records available to the public and media upon request. Your e-mail communications may be subject to public disclosure. (Chapter 119, Florida Statutes)*

---

**From:** Alejandra Stinson [<mailto:ASTinson@verticalbridge.com>]

**Sent:** Monday, May 20, 2019 2:15 PM

**To:** Pizzo, Laurie <[Laurie.Pizzo@dot.state.fl.us](mailto:Laurie.Pizzo@dot.state.fl.us)>; Celynda Redgrave <[CRedgrave@verticalbridge.com](mailto:CRedgrave@verticalbridge.com)>

**Cc:** Denise Yates <[DYates@verticalbridge.com](mailto:DYates@verticalbridge.com)>

**Subject:** FW: Preliminary Request to Lease / District 6 /Miami Dade County / 826 Miami Lakes/ ERC Request/ Comments

Good afternoon Laurie-

I would like to request a Site visit for this site to meet with the FDOT representatives and discuss this location further as Celynda has spoken to Edwin and everyone is agreeable to meeting on the site to discuss the options.

Thank you in advance,

Alejandra

Alejandra Stinson

Program Manager

Vertical Bridge /RowStar Program

750 Park of Commerce Drive, Suite 200

Boca Raton, Florida 33487

M: 513.259.3673

[ASTinson@verticalbridge.com](mailto:ASTinson@verticalbridge.com)

[www.verticalbridge.com](http://www.verticalbridge.com)



verticalbridge

Trade Secret- Proprietary and Confidential Information of ROWSTAR



**From:** Pizzo, Laurie <[Laurie.Pizzo@dot.state.fl.us](mailto:Laurie.Pizzo@dot.state.fl.us)>

**Sent:** Thursday, April 11, 2019 11:31 AM

**To:** Celynda Redgrave <[CRedgrave@verticalbridge.com](mailto:CRedgrave@verticalbridge.com)>

**Subject:** FW: Preliminary Request to Lease / District 6 /Miami Dade County / 826 Miami Lakes/ ERC Request/ Comments

Celynda, you may want to reach out to Edwin below.

*Respectfully,*

Laurie Pizzo, FCCM, CPM

State Property Management Administrator

Florida Department of Transportation

Office of Right of Way

605 Suwannee Street, MS 22

Tallahassee, FL 32399-0458

Office: 850-414-4609

[laurie.pizzo@dot.state.fl.us](mailto:laurie.pizzo@dot.state.fl.us)



**DOT Real Estate for Sale or Lease –**

<https://rowsurplus.fdot.gov/>

*Please note: Florida has a very broad public records law. Most written communications to or from state officials regarding state business are public records available to the public and media upon request. Your e-mail communications may be subject to public disclosure. (Chapter 119, Florida Statutes)*

**From:** Llanes, Maria

**Sent:** Thursday, April 11, 2019 9:16 AM

**To:** Pizzo, Laurie <[Laurie.Pizzo@dot.state.fl.us](mailto:Laurie.Pizzo@dot.state.fl.us)>



**Cc:** Cernuda, Milady <[Milady.Cernuda@dot.state.fl.us](mailto:Milady.Cernuda@dot.state.fl.us)>; Alvarez, Jesus <[Jesus.Alvarez@dot.state.fl.us](mailto:Jesus.Alvarez@dot.state.fl.us)>

**Subject:** Fw: Preliminary Request to Lease / District 6 /Miami Dade County / 826 Miami Lakes/ ERC Request/ Comments

Hi Laurie.

I noticed you were not copied in the response below to your ROWSTAR request for Miami Lakes location.

Maria A. Llanes

Property Management Agent/Consultant

Florida Department of Transportation District Six

1000 NW 111th Avenue

R/W Administration, Rm. 6105-B

Miami, Florida 33172

Direct Line: (305) 470-5155

Cell Phone: (305) 302-8641

---

**From:** Mojena, Edwin <[emojena@hwlochner.com](mailto:emojena@hwlochner.com)>

**Sent:** Wednesday, April 10, 2019 4:10 PM

**To:** Quintela, Raul



**Cc:** Llanes, Maria; Cernuda, Milady; Alvarez, Jesus; Jeffries, Ken; 11912\_ SR 826/Palmetto

**Subject:** RE: Preliminary Request to Lease / District 6 /Miami Dade County / 826 Miami Lakes

Raul,

I believe this is not the best candidate site due to the following:

1. Realignment of the interchange loop ramp to accommodate the SB braided ramps, and new single span bridge at NW 154<sup>th</sup>
2. Future drainage dry-pond
3. Future landscape project for the pond site
4. FAA Flight Path infringement - need a FAA permit for a 160-ft tall structure.
5. Maintenance access to the tower needs to be from NW 154<sup>th</sup> Street. There are no existing ramp/driveways nor in the proposed interchange scheme to access the site.
6. It will impede future operations of cranes and other construction equipment for the construction of bridge structures and MSE Walls at the interchange.

Feel free to contact me should you have any questions.

**Edwin F. Mojena, P.E.**

*Vice President*

**LOCHNER**

8750 NW 36<sup>th</sup> Street

Suite 360

Miami, Florida 33178

P. (305) 503-9873

D. (786) 483-2984

F. (305) 503-9882

C. (954) 258-1464

[emojena@hwlochner.com](mailto:emojena@hwlochner.com)

[www.hwlochner.com](http://www.hwlochner.com)

**Celebrating 75 Years of Client Service** | Follow Us: [LinkedIn](#) | [Facebook](#) | [Twitter](#)



---

**From:** Quintela, Raul <[Raul.Quintela@dot.state.fl.us](mailto:Raul.Quintela@dot.state.fl.us)>

**Sent:** Wednesday, April 10, 2019 3:03 PM

**To:** Mojena, Edwin <[emojena@hwlochner.com](mailto:emojena@hwlochner.com)>

**Cc:** Llanes, Maria <[Maria.Llanes@dot.state.fl.us](mailto:Maria.Llanes@dot.state.fl.us)>; Cernuda, Milady <[Milady.Cernuda@dot.state.fl.us](mailto:Milady.Cernuda@dot.state.fl.us)>; Alvarez, Jesus <[Jesus.Alvarez@dot.state.fl.us](mailto:Jesus.Alvarez@dot.state.fl.us)>; Jeffries, Ken <[Ken.Jeffries@dot.state.fl.us](mailto:Ken.Jeffries@dot.state.fl.us)>

**Subject:** FW: Preliminary Request to Lease / District 6 /Miami Dade County / 826 Miami Lakes

**Importance:** High

Edwin:

Please review and advise if you have any comments.

Thanks

Raul Quintela, P.E.

Project Management Engineer Supervisor

Florida Department of Transportation

1000 NW 111 Ave Room 6247

Miami, FL 33172

305-470-5271

[raul.quintela@dot.state.fl.us](mailto:raul.quintela@dot.state.fl.us)

---

**From:** Pizzo, Laurie

**Sent:** Wednesday, April 10, 2019 2:27 PM

**To:** Quintela, Raul <[Raul.Quintela@dot.state.fl.us](mailto:Raul.Quintela@dot.state.fl.us)>

**Cc:** Llanes, Maria <[Maria.Llanes@dot.state.fl.us](mailto:Maria.Llanes@dot.state.fl.us)>; Cernuda, Milady <[Milady.Cernuda@dot.state.fl.us](mailto:Milady.Cernuda@dot.state.fl.us)>; Alvarez, Jesus <[Jesus.Alvarez@dot.state.fl.us](mailto:Jesus.Alvarez@dot.state.fl.us)>; Jeffries, Ken <[Ken.Jeffries@dot.state.fl.us](mailto:Ken.Jeffries@dot.state.fl.us)>

**Subject:** FW: Preliminary Request to Lease / District 6 /Miami Dade County / 826 Miami Lakes

**Importance:** High



Good afternoon Raul,

Your comments are necessary on the site request (see request below) for a proposed cellular tower via Master Lease with the Department. You have been identified as the Project Manager for 826. Please let me know if the Rowstar tower can work within your project.

Thank you,

*Respectfully,*

Laurie Pizzo, FCCM, CPM  
State Property Management Administrator  
Florida Department of Transportation  
Office of Right of Way  
605 Suwannee Street, MS 22  
Tallahassee, FL 32399-0458  
Office: 850-414-4609  
[laurie.pizzo@dot.state.fl.us](mailto:laurie.pizzo@dot.state.fl.us)



**DOT Real Estate for Sale or Lease –**

**<https://rowsurplus.fdot.gov/>**

*Please note: Florida has a very broad public records law. Most written communications to or from state officials regarding state business are public records available to the public and media upon request. Your e-mail communications may be subject to public disclosure. (Chapter 119, Florida Statutes)*

---

**From:** Celynda Redgrave [<mailto:CRedgrave@verticalbridge.com>]

**Sent:** Friday, March 1, 2019 5:30 PM



To: Pizzo, Laurie <[Laurie.Pizzo@dot.state.fl.us](mailto:Laurie.Pizzo@dot.state.fl.us)>

Subject: Preliminary Request to Lease / District 6 /Miami Dade County / 826 Miami Lakes

**EXTERNAL SENDER:** Use caution with links and attachments.

Hi Laurie,

Pursuant to the FDOT/ROWSTAR lease and operating agreement for Commercial Telecommunications Facilities, we are requesting preliminary feedback from FDOT on the potential site below. The requested height would be 160'+/- and a new monopole is proposed , ground space of 75' x 75' is requested. Please provide feedback from your team along with clearzone requirements and right of way maps for this location.

Miami Dade County

Closest Intersection - 826 (Palmetto Expwy) & NW 154<sup>th</sup> St (Miami Lakes Dr) (approx. 0.19 East of proposed location)





Celynda Redgrave  
Director of Development  
Vertical Bridge /RowStar Program  
750 Park of Commerce Drive, Suite 200  
Boca Raton, Florida 33487  
M: 813-417-7271  
[CRedgrave@verticalbridge.com](mailto:CRedgrave@verticalbridge.com)  
[www.verticalbridge.com](http://www.verticalbridge.com)



verticalbridge

**Trade Secret- Proprietary and Confidential Information of ROWSTAR**





## **Town of Miami Lakes Memorandum**

---

**To: Honorable Mayor and Councilmembers**  
**From: Honorable Councilmember Josh Dieguez**  
**Subject: Project Funding Priority**  
**Date: 6/4/2019**

---

### **Recommendation:**

#### **\* This item requires the waiver of Section 6.9 and of 7.2 of the Special Rules of Order**

The “pay as you go” model of capital improvements funding has not failed. Rather, we have failed it, and that failure has prevented this payment method from being given a truly fair shot of succeeding. For such a model to work it requires a continuing funding commitment from Council to Council to follow through on the promised projects. In my honest and humble opinion, “Pay as you go” will remain the best method of funding capital improvements because of its flexibility and lower total project cost. While it is true that Council priorities shift, we have the power to break this destructive cycle as it applies to capital improvements. If we were to simply accept that Council priorities should swing from Council to Council and never ask what the implications of that manner of thinking are, we are tacitly admitting that long range planning such as the Ten Year Strategic Master Plan (aka “Imagine Miami Lakes 2025”) serves no purpose because the Council will freely disregard the established plan to suit the desires of the moment. After all, Imagine Miami Lakes 2025 should be, at its core, a planning document and not solely a revolving collection of a present Council’s preferred projects.

In the spirit of the foregoing remarks, I move to direct the Town Administration to first direct funding opportunities as they become available to the two established Council priorities before allocating funding to those projects lower on the priority list recently submitted by me and my colleagues. I want to note this is not intended to preclude the Council pursuing future debt instruments to finance any capital projects and rather is directed at excess revenue and grant opportunities that would commit Town revenue streams well into the future.

Fiscal Impact: Minimal  
Guiding Principles: 2, 9, 13  
Objectives: 2.1, 2.3, 2.4





## **Town of Miami Lakes Memorandum**

---

**To:** Honorable Vice Mayor and Councilmembers  
**From:** Honorable Mayor Manny Cid  
**Subject:** Miami Dade County Commission Meeting - May 21st  
**Date:** 6/4/2019

---

**Recommendation:**

This is an informational report.





## **Town of Miami Lakes Memorandum**

---

**To:** Honorable Mayor and Councilmembers  
**From:** Edward Pidermann, Town Manager  
**Subject:** Town Manager Monthly Police Activity Report  
**Date:** 6/4/2019

---

**Recommendation:**

Please see the attached report.

**This report is informational.**

**ATTACHMENTS:**

Description

**TML 74Y-May**

**TML Monthly Town Council Meeting Crime Report, May**





**MIAMI DADE POLICE DEPARTMENT**  
CAS Compstat Targeted Crimes Year To Date - 74Y  
Date Range: Jan 01, 2019 - May 24, 2019



095 - TOWN OF MIAMI LAKES

	2018 LYTD	2019 YTD	YTD % Change	Difference
01 Homicide	0	0	/0	0
02 Forcible Sex Offenses	1	1	0.00%	0
03 Robbery	5	4	-20.00%	-1
04 Larceny (Over)	53	40	-24.53%	-13
05 Auto Theft	39	29	-25.64%	-10
06 Burglary Commercial	3	4	33.33%	1
07 Burglary Residential	9	9	0.00%	0
08 Aggravated Assault	2	6	200.00%	4
09 Aggravated Battery	0	2	/0	2
TOTAL:	112	95	-15.18%	-17





# Miami Dade Police Department, Town of Miami Lakes



TML Crime Report

May 22, 2019

## **Section 1 – COMPSTAT CRIMES**

<i>Crime</i>	<b>Auto Theft (29 incidents</b> as of 05/22/2019. Date of last incident 05/22/2019)
<i>Statistical Info</i>	39 Incidents PYTD
<i>Trends</i>	Vehicles stolen overnight from commercial plazas and apartment complex parking lots.
<i>Action Taken</i>	<ul style="list-style-type: none"> <li>• Officers have been assigned directed patrols. They are directed to remain highly visible at the various commercial plazas, apartment and townhome complexes, and hotels in their respective areas.</li> <li>• Current auto theft information as well as BOLOs and Informational flyers are regularly shared with the TML Officers.</li> <li>• Officers continue to investigate Tow Trucks that are operating overnight.</li> </ul>
<i>Crime</i>	<b>Theft – (40 incidents</b> as of 04/30/2019. Date of last incident 05/21/2019)
<i>Statistical Info</i>	53 Incidents PYTD
<i>Trends</i>	Retail Theft, Unattended Property
<i>Action Taken</i>	<ul style="list-style-type: none"> <li>• Officers continue to be assigned Directed Patrols at all shopping plazas in their assigned areas in order to provide greater visibility in an effort to discourage retail theft.</li> </ul>

## **Section 2 – SIGNIFICANT ARRESTS/ INCIDENTS**

<i>Day / Date / Time</i>	Monday / May 6, 2019 / 7:18 pm
<i>Location</i>	8100 Block of Oak Lane
On Monday, May 6, 2019, at approximately 7:18 pm, a TML Officer was flagged down by a motorist who advised of a road rage incident where a subject was shouting threats and then began damaging their vehicle by punching and jumping on it. The Officer located the vehicle and requested assistance. The subject was irate and shouting threats at the officers. He then lunged at and subsequently battered an officer. He was taken into custody after he violently resisted. He was charged with battery on LEO, resisting with violence and criminal mischief.	





## Miami Dade Police Department, Town of Miami Lakes



### TML Crime Report

May 22, 2019

Day / Date / Time	Saturday / May 11, 2019 / 5:30 pm
Location	Barbara Goleman High School
<i>On Saturday, May 11, 2019, at approximately 5:30 pm, a TML Detective was called out reference three juvenile subjects that were being detained at the Barbara Goleman High School. Investigation revealed that the three individuals are students of the school and entered the property using a rope and ladder to access the second floor. Two of the subjects advised that their intention was a prank to paint the school's emblem on the roof. In the process, one of the students used a portable drill to damage a door in an attempt to gain access to the roof. Two backpacks containing burglary tools were recovered. Note: Schoolboard Police were notified.</i>	
Day / Date / Time	Saturday, May 11, 2019, / 6:00 pm
Location	Bank of America / 6625 Miami Lakes Drive
<i>On Saturday, May 11, 2019, at approximately 6:00 pm, TML Officers responded to the exterior ATM of the Bank of America located at 6625 Miami Lakes Drive reference an attempted robbery. The victim advised while using the ATM, a subject approached and demanded all his money. The subject had his hand wrapped with a towel implying he had a weapon. The victim advised he had no money; at which point, the subject walked away. Responding Officers located the subject. An MDPD Robbery Detective responded and arrested the subject for the strongarm robbery attempt.</i>	
Day / Date / Time	Monday, May 20, 2019, / 9:50 am
Location	15934 NW 87 Court
<i>On Monday, May 20, 2019, at approximately 9:50 am, a TML Detective investigated and submitted an electronic arrest affidavit for burglary to curtilage of an individual who stole three packages from the covered front porch of the victim's residence. The victim's RING Doorbell captured the entire incident. Video from the community revealed the victims tag number. A check of the tag revealed that Hialeah Police had arrested a subject and towed the vehicle. The TML Detective contacted the detective who reviewed our victim's RING Video and positively identified the subject in the video. The subject is currently in custody at TGK.</i>	





## **Town of Miami Lakes Memorandum**

---

**To:** Honorable Mayor and Councilmembers  
**From:** Edward Pidermann, Town Manager  
**Subject:** Traffic Calming on 79th Avenue  
**Date:** 6/4/2019

---

### **Recommendation:**

Updates will be provided, as follow-up to the Traffic Calming on 79th Avenue from February 5th, 2019 Council Meeting.

**This report is informational**





## **Town of Miami Lakes Memorandum**

---

**To:** Honorable Mayor and Councilmembers  
**From:** Edward Pidermann, Town Manager  
**Subject:** 2020 Census  
**Date:** 6/4/2019

---

**Recommendation:**

Updates will be provided, as follow-up to the 2020 Census item from the January 15, 2019 Council Meeting.

**This report is informational**





## **Town of Miami Lakes Memorandum**

---

**To:** Honorable Mayor and Councilmembers  
**From:** Raul Gastesi, Town Attorney  
**Subject:** Attorney's Reports  
**Date:** 6/4/2019

---

### **Recommendation:**

There are currently several matters being litigated by the Town of Miami Lakes. Some of these matters are being referred to our insurance carrier to mitigate the Town's legal expense.

### **Background:**

#### **Michael Pizzi JR. v. Town of Miami Lakes**

While the appeal process is ongoing, there has been approximately \$1,750.00 in the month of May.  
(Criminal Matter)

#### **Juan Valiente v. Miami Lakes**

Matter continues to be litigated. Costs and expenses are likely.

#### **NW 59th Avenue**

Attorneys and staff continue to spend considerable time on this matter. Additional and unapproved invoices have been received by attorneys and consultants in the amount of \$30,000.00. Moneys for this legal action has been budgeted in the land acquisition portion of the N.W. 59th Avenue Project. 2.3 million for the N.W. 59th Avenue Project is budgeted for F.Y. 2018-2019.

In the past week we have had conference calls with FDOT and with Miami-Dade Aviation that have led to significant progress in the purchase of rights to build and construct road. We are moving on the procurement of design services for the road and will be back before the Council in the coming months to finalize the awarding of design for the road and bridge.