

# Town of Cutler Bay

## ADOPTED BUDGET FISCAL YEAR 2014-15



**Cutler Bay**  
FLORIDA

"The Town Council will work to make Cutler Bay an excellent place to live, work and play. Cutler Bay's government will be creative, responsive and respectful in providing innovative and cost effective services to the community." -Town Mission Statement



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# Adopted Budget Fiscal Year 2014-15

## Town Leadership



Mayor Edward P. MacDougall was elected as Mayor of the Town in November 2010. He is the CEO and owner of ChoiceOne Network, a holding company for several companies that operate within the real estate, finance, and property/casualty and title insurance market. MacDougall has headed the company, which has locations in Cutler Bay and Palmetto Bay, since 1981. He has also served as an adjunct professor in the Math Department at Miami-Dade College.

Mayor MacDougall retired from the Miami-Dade Police Department as a sergeant, having been an officer for 11 years.

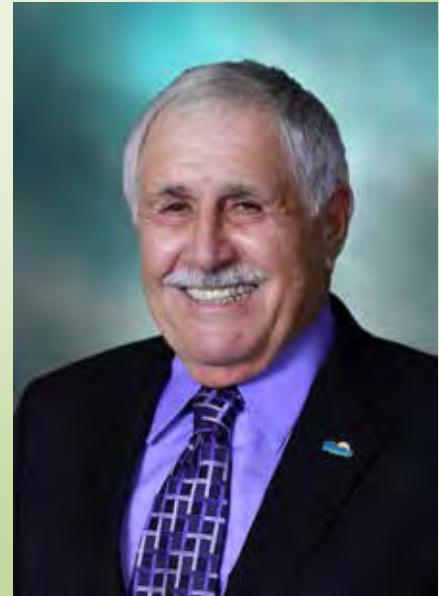
During his police career, he had served as a patrol man, undercover narcotics officer, motorcycle officer and burglary detective. MacDougall is a Vietnam combat veteran who also served as Vice Chair of the Cutler Ridge area Municipal Advisory Committee. A third-generation Miami-Dade County resident, MacDougall has been married to his wife Bobbi for 45 years, has two children and four grandchildren.





## Vice Mayor Ernest N. Sochin

Vice Mayor Ernie Sochin has lived in Cutler Bay with his wife Rhoda since 1968. Rhoda has retired as of January 2013. They have two children and three adorable grandchildren, all living within a bicycle ride away. He still works part time in the electronic distribution field doing merchandising, advertising, websites and selection of new merchandise for a national distributor, as well as writing a regular column for the local Community Newspaper. He is a Dale Carnegie Graduate and former instructor and holds an associate's degree in electronics from Wentworth Institute in Boston. Many still remember him from his days as a Radio Talk Show Host on WIOD, WINZ, WFTL and WSBH, as well as appearing as a guest on many other shows. He was also seen on local Dade County TV Cable Tap, produced by Miami Springs TV Productions.



Vice Mayor Sochin is an avid bicyclist and tennis player although he admits to being a wee bit slower now. He is also an amateur historian with a huge collection of books dealing with World War II. He is a lifetime member and Colonel with the Commemorative Air Force and a supporter of both the National WWII museum in New Orleans and the soon to be, Miami Veterans Museum near Metro Zoo. Ernie is involved with the Southern Cross Astronomical Society and spends many hours stargazing. He is on the advisory board of the Economic Development Council and the Jackson South advisory group, and a member of the South Florida Boys and Girls Choir. Ernie regularly visits our local schools and talks with students about their future goals. He serves on the League of Cities Transportation board and is involved with many League activities. Many have seen him auctioning off prizes which he donates every year to the Whispering Pines 4<sup>th</sup> of July celebration.



Councilmember Peggy Bell is the senior member of the council, having served Cutler Bay since its inception in 2005. A resident of Cutler Bay since 1984, she has been married to her husband, Martin, for thirty three years and has a son attending college. Councilmember Bell is office manager of Bell's Tree Farm, a family business. After college she worked for the State of California, Department of Transportation, in planning and bidding highway projects. When she was hired by Eastern Airlines, Peggy relocated to the East Coast, settling in the Cutler Bay area. After 14 years with Eastern Airlines, she continued to work in the airline industry, first with Pan Am World Airways, then as an airline consultant on two startup airlines.

Councilmember Bell was a founding member of the Cutler Ridge Area Steering Committee, serving as its secretary and, along with another resident, co-founded United Citizens of Cutler Bay.

A former PTSA president and 4H leader, she holds a Florida realtor license and serves as an officer on several boards.

Councilmember Bell has served as council liaison on several citizen advisory committees, including Parks and Recreation, a standing committee formed in 2006 and the newly formed Youth Council.

During her first term, Councilmember Bell committed to providing for as much park land and open space as possible, playing an instrumental role in acquiring Lakes by the Bay Park.

Listed among Councilmember Bell's priorities on the council is managing growth, promoting local businesses, and providing a safe environment for all, while honoring her commitment to the residents to keep taxes low. Now, in her second term, Councilmember Bell continues to dedicate her time on the council to improving the quality of life for Cutler Bay's residents.





## Councilmember Sue Ellen Loyzelle

Sue Ellen Loyzelle began serving as Councilmember for the Town of Cutler Bay in 2010, and was re-elected for a second term in November 2012.

Councilmember Loyzelle is the Director of Government Relations and Grants for the YMCA of Greater Miami. Susi and her staff team have secured over 50 million in grants to serve the needs of the greater Miami-Dade community. Susi has worked for the Y for over 25 years, receiving honors and recognitions for her commitment and dedication including: American Cancer Society's "Woman of the Year" for her work with Disaster Recovery at the Y and the Association of YMCA Professionals' "Christian Emphasis Award" for her dedication to the mission of the Y. Her commitment to the health of the community started early. An avid, competitive volleyball and softball player, she earned a spot on Florida's St. Leo College volleyball and softball teams. This led to earning her

Bachelor of Arts Degree in Leisure Service Administration, a perfect match for improving the health of our community through the YMCA. Through her service as an elected official she has taken an active role as a committee member for both the Miami Dade League of Cities and Chamber South's Transportation Committee, and serves as Council Liaison for the Town of Cutler Bay's Communities for a Lifetime Committee (CFAL). The purpose of CFAL is to use existing resources and state technical assistance to make improvements in housing, business partnerships, community education, employment, transportation, volunteer opportunities and recreation for senior citizens.

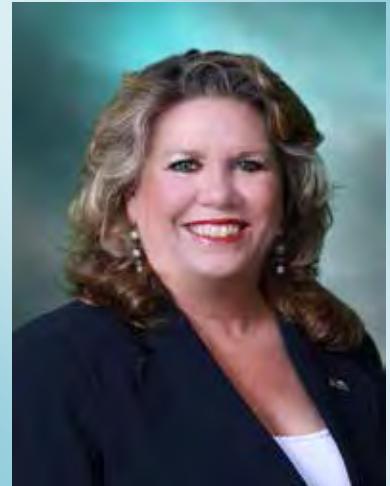
Council Member Loyzelle is a graduate of the inaugural class of *The Good Government Initiative* whose mission is to cultivate leaders of excellence in South Florida through the development and training of elected officials. She is also a 2011 graduate of Leadership Miami, an annual program sponsored by the Greater Miami Chamber of Commerce.

Council Member Loyzelle has been an active member of the Kiwanis Club since 1989 serving as president, board member and committee member over her many years of service. Contribution through service to your community - is a life-long belief for Councilmember Loyzelle: one that she takes to heart and applies to her commitment to the Cutler Bay community.

Council Member Loyzelle's career and community involvement have centered on the principles of duty, commitment, and the creation of opportunity through education, as well as through service. It is these guiding principles that she continues to apply on a daily basis, as she serves the community of Cutler Bay.

A South Florida native born in Hollywood and raised in Pembroke Pines Loyzelle relocated to South Miami-Dade in 1986. She has enjoyed being a resident of the Greater Cutler Bay area for over 20 years.

As Cutler Bay's elected Councilmember, Sue enjoys her work with the residents to manage growth and to continue improving the quality of life.





Councilmember Mary Ann Mixon has been a resident of Cutler Bay for ten years. Born in Pensacola, Florida, Mary Ann moved to Miami during her teen years. She attended Coral Gables Senior High and went on to earn her Bachelor's Degree from the University of Miami.

In 2009, Council Member Mixon previously worked for the Town of Cutler Bay as their Special Projects Coordinator (a position made possible through a one-year grant appropriation from the State of Florida Department of Environmental Protection (FDEP). During her year with the town, she developed the town's Facility Recycling Program, implemented Environmentally Preferable Purchasing (EPP), helped develop and launch the town's "Going Green" website, designed and implemented an educational recycling awareness outreach program, and wrote several state and federal grants. Her efforts also helped the town to achieve a "Silver" Green City Certification from the Florida Green Building Coalition.

Active in her community, Council Member Mixon has volunteered for Habitat for Humanity in the Greater Miami Blitz Build. She has participated for many years in Miami-Dade's Bayanza; the Biscayne Bay Clean-Up day. For the last nine years, she has been a passionate volunteer for the Miami Billfish Tournament which raises money and awareness for Marine Conservation and Education. Additionally, she has volunteered at numerous other Town events such as The Saga Bay Park Clean-Up and at Cutler Bay's Arbor Day events.

Council Member Mixon is an ardent animal lover with a tendency to rescue every animal in need. She is a major advocate for low-cost spaying and neutering and has donated much of her time and effort to help provide this valuable service. In her spare time, she enjoys boating, gardening and spending time with family and friends.





# Adopted Budget Fiscal Year 2014-15

## Executive Message from the Town Manager

September 23, 2014

Dear Mayor and Council Members,  
Residents and Community Leaders:

The purpose of this introductory letter is to provide the Community with a framework for our adopted Fiscal Year 2014-15 budget.

The 2014-15 certified property tax roll for Cutler Bay reflects an approximate 8.07% "increase" in town-wide property values from the previous fiscal year. This is certainly a positive economic indicator of the effects of our recent increase in both residential and commercial property developments. As you may recall, the FY 2009-10, FY 2010-11 and FY 2011-12 tax years resulted in property value **declines** of approximately 20%, 23%, and 0.6%, respectively. The trends in the past three (3) years seem to indicate that the real estate market has stabilized and continues to improve (FY 2012-13: **-1.7% decline**/FY 2013-14: **+3.77% increase**/FY2014-15: **+8.07% increase**).

Property tax revenues were negatively impacted by legislation passed at the State level in recent years regarding property tax and Homestead exemptions. These changes were exacerbated by the effects of the general economic downturn in the United States, but, through prudent management and cost control, the Town was able to weather the decrease in property tax revenues. New building activity has increased within our Town, and within the past two years, has brought positive growth in property values.

At its July 16, 2014 Town Council Meeting, the Town Council established the proposed millage rate "cap" at \$2.7202 per thousand of assessed property value within the Town, via Resolution No. 14-53. As required by State statute, in addition to setting the proposed millage rate, that Resolution established the dates and times for the first and second public budget hearings: September 9, 2014 and September 23, 2014.





The public budget hearings took place in our Town Hall Council Chambers at 7:00 PM, on those dates. The attached budget presentation contemplates "dipping" into the Town's reserves by \$3.4 million to balance the budget. Of that amount, approximately \$1.1 million is attributed to the Town's various principle loan payments on certain of its bank loans which commence in FY 2014-15.

The Town's recent history during the economic downturn has included budgeted "dips" into fund balance reserves to balance the budget which never materialized (in many cases those years resulted in actual surpluses). In FY2010-11, the planned budgeted "dip" was approximately \$1.1 million, but the Town ended its fiscal year with a \$1.5 million surplus (a swing of \$2.6 million). In FY2011-12, the planned budgeted "dip" was approximately \$3.3 million, but the Town generated an approximate \$1.4 million surplus for a swing of \$4.7 million that year. In FY2012-13, the budget called for a planned "dip" of approximately \$2.1 million, but the Town generated approximately \$1.9 million surplus for a swing of approximately \$4 million. Most recently in FY2013-14, the budget called for a planned "dip" of approximately \$2 million, but, we are currently forecasting a "dip" of approximately \$900,000, a savings of approximately \$1.1 million.

We understand that many other governments are funding portions of their budgets out of fund balance reserve accounts during these very challenging economic times; however, continued reliance on reserve accounts to balance the operating budget is not advised. To that extent, experience has shown that Town Staff works diligently to streamline operations and takes other steps to bring planned projects in under budget in order to avoid having to dip into fund balance reserves. In projecting FY 2013-14 actual, Town Staff took an extremely conservative approach in estimating remaining revenues and expenditures for the balance of the fiscal year. While this resulted in projecting a small dip into fund balance reserves (much smaller than budgeted), Town Staff is taking steps to review ongoing and planned FY 2013-14 projects with the goal of minimizing costs and, hopefully, eliminating that "projected" small dip into fund balance reserves altogether. Staff is confident it can achieve that goal.

### Background, Priorities and Issues

We have grown substantially since our incorporation (2005), in order to provide proper services to the community with leadership support from the Mayor and Council. We are very proud to have held the Administrative core staff to only 32 full time positions (including the Town Charter positions of Town Clerk and Town Manager, as well as 2 positions funded by the Stormwater



Utility Fund and 1 position funded substantially by The Children's Trust grant). As a result we have kept personnel costs extremely low while continuing to provide "outstanding" services to all our residents and business owners.



The Town Manager works closely with the Mayor and each Council Member throughout the year and is aware of each elected official's overriding goals and priorities. The Town manager uses this knowledge, and the goals and priorities outlined in the Town's Strategic Master Plan, in order to guide the development of the initial budget draft by the Department Directors. The budget draft is fine-tuned throughout the budget process and includes revisions and updates after individual meetings with the Town Council as well as with the public at-large through various budget workshops. The budget process includes, pursuant to State law, two (2) formal budget hearings which allow for public communication and participation before the Town Council adopts the final budget after the second public hearing.

As mentioned, the Town's budget was also guided by the results of the 2006 Strategic Master Plan which established core priorities of the residents and Town Council after the Town incorporated. This summer, the Town began the process of updating the 2006 Strategic Master Plan, again with significant public involvement (eight separate public input meetings/workshops were held over the course of the summer).



The 2014 Strategic Master Plan Update is expected to be finalized and adopted by the Town Council in FY 2014-15 and will cover the Town's goals for the 2014-2019 period (and will guide Town staff in the development of future budgets).

During FY 2014-15, the Town will take its first steps towards development of a "business plan" for the Town that will also be incorporated into the Town's budgeting process. In that regard, the Town Manager has reached out to the former City Manager of the City of Coral Springs, Florida, who guided that city's implementation of the business planning process. The goal will be to "guide" Town staff in the basics of such planning and how to incorporate it into the budget process.

In addition to the factors previously discussed, consideration of certain other short-term and long-term issues affected the development of the adopted budget. For example, principal payments on certain of the Town's bank loans will commence in FY 2014-15 that will significantly increase the Town's debt service requirements. Provision is made in this adopted budget to address this issue currently as well as with the goal of providing longer-term budget relief. Specifically, this budget provides for the engagement of a Financial Advisory consultant to assist the Town refinance its bank loans on more favorable terms. Given the current interest rate environment, the Town expects the refinancing to result in immediate budgetary savings, as well as lower debt service costs in future budgets than if the existing loans had remained in place.

Other short-term factors impacting the budget preparation include the need to upgrade the Town's infrastructure. The Town's parks and recreational facilities and its roadways/sidewalks were transferred from Miami Dade County (the "County") to the Town in "as-is" condition. Given the County's own economic issues, much of this infrastructure was not considered a priority by the County for maintenance and upgrade purposes. While the Town has made substantial upgrades to the infrastructure over the past several years, much more work needs to be done. In that regard, the FY 2014-15 budget provides for additional improvements to be made, primarily funded with special revenues rather than General Fund sources.

The Town has budgeted to use park impact fees for recreational facility improvements in FY 2014-15.



While the Town has applied, and continues to search for, various grants that, if received, would allow it to perform additional improvement projects at the park facilities, such grants have not yet been secured and are not provided for in this budget. The FY 2014-15 budget provides for continuing roadway improvement projects (continuation the Caribbean Blvd roadway improvement project and various roadway resurfacing projects) using PTP surtax revenues, as well as providing for up to \$500,000 of sidewalk repairs/replacements using local option gas tax revenues.

Infrastructure improvement projects are expected to continue in ensuing years, and the Town's Strategic Master Plan summarizes the major projects the Town is looking to complete based on input from the community. These projects will need to be analyzed for feasibility and funding mechanisms determined. Town Staff, working with its Financial Advisory consultant, will develop long-term strategies to deal with the implementation and funding of these projects that will become the basis for future budgets and five year capital plans.

As mentioned earlier, the Town has seemed to "turn the corner" from the general economic downturn. Property values have increased the past two years and there is significant new building activity and ongoing commercial redevelopment activity in Town that Town Staff believes will lead to further increases in property values over the next several years.

There continued to be a common theme as to what the Town Council wanted to accomplish in the upcoming budget year. The priorities established by the Town Council included:

- Maintain law enforcement services to keep the crime rate low.
- Make improvements to the Town's park facilities to serve the "intergenerational" needs of the community.
- Establish an additional "community center" to expand existing services/programs to Town residents.



- Continue the process of repairing aging infrastructure, including resurfacing roadways and repairing/replacing sidewalks.
- Commission a "Pool Master Plan" study to determine the feasibility of constructing a modern aquatic center within one of the Town's parks.
- Consider the feasibility of expanding the Town's circulator bus service.
- Continue to support the Miami-Dade County Public School Board Programs
- Work with Miami-Dade County to determine the feasibility of expanding the JPA – Caribbean Blvd roadway improvement project.

The following highlights the circulator bus, education initiative and JPA – Caribbean Blvd roadway projects:

- **Municipal Circulator Bus** – On September 5, 2014, the Town's Municipal Circulator Bus will celebrate its two (2) year anniversary. The average monthly ridership is approximately 1,700. The Circulator Bus operates five (5) days per week and nine (9) hours per day. The Town launched the operation of its Town-wide circulator bus which, was purchased with Federal Stimulus Grant funds. The bus is being operated by Miami-Dade Transit on behalf of the Town and the operation will be fully paid for through the Town's share of People's Transportation Program (PTP) transit surtax funds. Also, since the circulator bus will be operated by the County's Transit Department, there is the additional benefit to Town residents that the Town's circulator bus will also connect to the County's entire transit system (Bus-Way, Metro-Rail, and Tri-Rail services).





- Cutler Bay Academy of Advanced Studies, Centennial Campus

- In May 2012, the Town entered into an Interlocal Agreement with the Miami-Dade County School Board to provide for the establishment of three (3) choice Academies of study at the existing Town school (Cutler Bay Academy of Advanced Studies, Centennial Campus)

brought to the Town its first ever High School level curriculum. The programs include newly created studies based on a Cambridge Curriculum, iPrep Academy, as well as an expansion of an existing environmental sciences magnet program known as Centennial Ocean Academy of Science and Technology (COAST). For more information please visit <http://bayacademy.org>



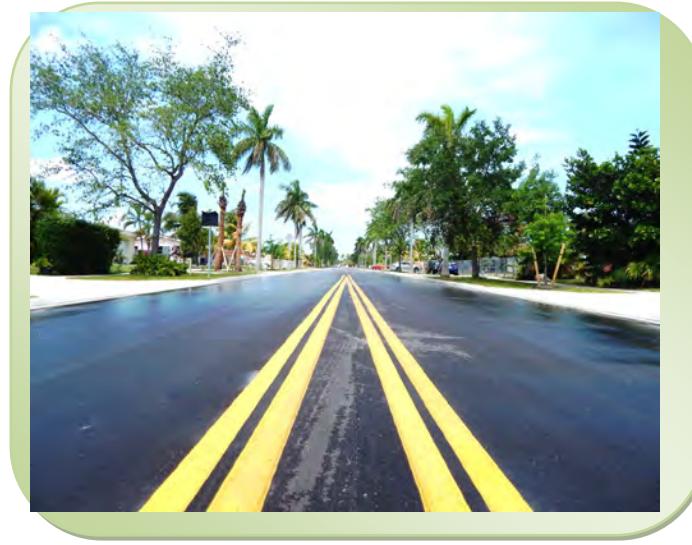
#### Strategic Goal:

- ❖ The educational facilities in Cutler Bay will receive positive ratings from Town residents and students.

- Cutler Bay Academy of Advanced Studies, Cutler Ridge Campus – As a result of the Town's 2012 Interlocal Agreement with Miami-Dade County Public Schools, the Town's only Middle School, Cutler Bay Academy of Advanced Studies, Cutler Ridge Campus, is benefitting from the Cambridge Academy. This Academy is an internationally recognized program of advanced academics administered and assessed by the world renowned University of Cambridge in London. Cambridge certifications have been recognized for the past 50 years and valued for the high standards, lifelong skills and abilities developed by students in the program. Successful completion of the Cambridge series of courses is proof of a high quality education that encourages problem-solving and evaluation skills values by the academic world and by businesses in over 160 countries. For more information about the Cambridge program, please visit <http://www.cie.org.uk/>



- Caribbean Boulevard Roadway Improvements Project - The well anticipated \$10.2 million Roadway Improvements Project is currently under construction. The original project limits were from Coral Sea Road to SW 87 Avenue. During this past fiscal year, Town staff has successfully negotiated the extension of the project limits, approximately \$1.8 million to include the C-100 Canal Bridge to Coral Sea Road.



Caribbean Boulevard is seen as a "Main Street" within our Town and its improvement will enhance overall mobility while improving the visual quality of the community. This project is a continuing example of this focus.

This project strives to improve public safety, ease traffic congestion, calm traffic, enhance pedestrian mobility, improve function and flow of mass transit and beautify the neighborhood with streetscape improvements.

It will do so by reconstructing the two (2) lane road, and adding continuous storm drainage, curb and gutter, enhanced lighting, traffic signalization and native landscaping. Pedestrian mobility and safety will be enhanced by adding sidewalks, tightening the corner radii and shortening the pedestrians crossing route. Bicycle mobility will be enhanced by the provision of bike lanes adjacent to the travel lanes. Transit will be enhanced through the implementation of bus pullout bays. Traffic flow will be aided by the installation, where appropriate, of left turn lanes at specific intersections. This project is also consistent with the results of the Cutler Ridge Charrette, adopted by Miami Dade County prior to incorporation of Cutler Bay. For additional questions/comments, please email Town's Public Information Officer (PIO) at: [caribbeanproject@cutlerbay-fl.gov](mailto:caribbeanproject@cutlerbay-fl.gov)



## Adopted Budget:

The Town's adopted budget addresses each of the priorities outlined above, in addition to providing for the continued delivery of ongoing services to Town residents and the business community. The adopted budget is summarized (totals by fund type) as follows (note – format is as prescribed by Florida Truth in Millage advertisement requirements and is presented for information purposes only): (please see chart on next page)





## Adopted Budget:

| BUDGET SUMMARY<br>TOWN OF CUTLER BAY, FLORIDA - FISCAL YEAR 2014/2015  |                     |                     |                  |                    |                     |
|--|---------------------|---------------------|------------------|--------------------|---------------------|
| <b>MILLAGE per \$1000</b><br>General Fund: 2.3907  |                     |                     |                  |                    |                     |
| ESTIMATED REVENUES   | GENERAL FUND        | SPECIAL REVENUE     | CAPITAL PROJECTS | ENTERPRISE FUND    | TOTAL ALL FUNDS     |
| Ad Valorem Taxes - Millage per \$1000 = 2.3  | \$4,343,737         |                     |                  |                    | \$4,343,737         |
| Franchise Fees   | 1,130,000           |                     |                  |                    | 1,130,000           |
| Utility Taxes  | 2,600,000           |                     |                  |                    | 2,600,000           |
| Intergovernmental Revenue  | 6,084,422           | \$4,493,467         |                  | \$950,000          | 11,527,889          |
| Licenses & Registration Fees   | 130,000             |                     |                  |                    | 130,000             |
| Building Permits & Zoning Fees   | 1,120,000           |                     |                  |                    | 1,120,000           |
| Impact Fees  |                     | 145,000             |                  |                    | 145,000             |
| Rental Income  | 550,000             |                     |                  |                    | 550,000             |
| Miscellaneous Revenue  | 730,000             | 8,000               |                  |                    | 738,000             |
| Grants   | 32,700              | 186,756             |                  | 300,000            | 519,456             |
| <b>TOTAL SOURCES</b>   | <b>16,720,859</b>   | <b>4,833,223</b>    | <b>0</b>         | <b>1,250,000</b>   | <b>22,804,082</b>   |
| Transfers In   | 556,000             | 505,000             | \$500,000        |                    | 1,561,000           |
| Fund Balances/Reserves/Net Assets  | 18,950,817          | 5,109,649           |                  | 3,999,453          | 28,059,919          |
| <b>TOTAL REVENUES, TRANSFERS &amp; BALANCES</b>  | <b>\$36,227,676</b> | <b>\$10,447,872</b> | <b>\$500,000</b> | <b>\$5,249,453</b> | <b>\$52,425,001</b> |
| <br><br><b>EXPENDITURES</b>  |                     |                     |                  |                    |                     |
| Mayor and Council  | \$184,063           |                     |                  |                    | \$184,063           |
| Town Clerk   | 493,957             |                     |                  |                    | 493,957             |
| Town Attorney  | 425,000             |                     |                  |                    | 425,000             |
| General Government   | 2,816,983           |                     |                  |                    | 2,816,983           |
| Building Rental Operations   | 2,276,652           |                     |                  |                    | 2,276,652           |
| Finance  | 467,401             |                     |                  |                    | 467,401             |
| Police Services  | 9,295,317           |                     |                  |                    | 9,295,317           |
| Public Works   | 1,198,047           | \$4,761,996         |                  | \$2,023,722        | 7,983,765           |
| Community Development  | 1,615,991           |                     |                  |                    | 1,615,991           |
| Parks and Recreation   | 1,949,220           | 186,756             | \$500,000        |                    | 2,635,976           |
| <b>TOTAL EXPENDITURES</b>  | <b>20,722,631</b>   | <b>4,948,752</b>    | <b>500,000</b>   | <b>2,023,722</b>   | <b>28,195,105</b>   |
| Transfers Out  | 1,561,000           |                     |                  |                    | 1,561,000           |
| Fund Balances/Reserves/Net Assets  | 15,505,045          | 3,938,120           |                  | 3,225,731          | 22,668,896          |
| <b>TOTAL APPROPRIATED EXPENDITURES, TRANSFERS, RESERVES &amp; BALANCES</b>   | <b>\$36,227,676</b> | <b>\$10,447,872</b> | <b>\$500,000</b> | <b>\$5,249,453</b> | <b>\$52,425,001</b> |
| THE TENTATIVE, ADOPTED, AND/OR FINAL BUDGETS ARE ON FILE IN THE OFFICE OF THE TOWN CLERK, 10720 CARIBBEAN BLVD., CUTLER BAY, FL 33189, AS A PUBLIC RECORD. |                     |                     |                  |                    |                     |



## Financial Highlights

The following is an extract from our 2013 year Comprehensive Annual Financial Report (CAFR):

- The assets of the Town exceeded its liabilities at September 30, 2013 by approximately \$64.7 million (net position). Of this amount, approximately \$20.6 million (unrestricted net position) may be used to meet the government's ongoing obligations to citizens and creditors.
- The Town's total net position decreased by approximately \$452,000 from the total net position balance at September 30, 2012. The net decrease results primarily from the Town's fiscal year 2013 operations.
- As of September 30, 2013, the Town's governmental funds reported combined ending fund balances of approximately \$25.2 million, an increase of \$2.1 million from the September 30, 2012 balances, due primarily to the Town's current operations during the fiscal year offset by capital expenditures and debt service. This combined fund balance represents 130% of combined governmental fund operating expenditures (excluding debt service and capital outlay).





- At September 30, 2013, unassigned fund balance for the General Fund was approximately \$14 million, or 86% of total General Fund expenditures, versus \$11.8 million and 65%, respectively, at September 30, 2012. The approximate \$2.2 million increase in unassigned fund balance is a positive indicator of improved financial health of the Town.
- The Town records the activity of its stormwater utility (a business type activity) in the Stormwater Fund, an enterprise fund. In fiscal year 2013, the stormwater utility's net position increased by approximately \$137,200, which resulted primarily from operating income of approximately \$134,600 generated from approximately \$1,007,400 in revenues against \$872,800 in expenses, including approximately \$163,000 in depreciation. The other components of the fiscal 2013 increase in net position includes approximately \$2,600 in interest income.
- At September 30, 2013, the General Fund's fund balance of approximately \$19.8 million is comprised of approximately \$401,500 classified as "Non-spendable", approximately \$2,500 classified as "Restricted", approximately \$5.4 million classified as "Assigned", and approximately \$14 million classified as "Unassigned".



## Budget Overview

The FY 2014-15 annual budget, which was adopted on September 23, 2014 (via Ordinance #14-66), is a numerical reflection of the Town Council's priorities communicated during the budget planning process. The following are some of the more significant budget initiatives that have been included in this adopted budget:



## General Fund

- Granicus Video Implementation (\$80,000)
- Town-wide Information Technology (IT) Projects and Upgrades (\$234,975)
- Police Patrol Services (\$8,922,070 – services contracted with Miami Dade County)
- Town-wide Sidewalk Repairs (\$500,000 - funded with gas taxes)
- Town Hall Building Elevator Modernization (\$350,000)
- Town Hall Building High-Voltage Alternating Current (HVAC) Upgrades (\$130,000)
- Pool Renovations (\$80,000)
- Pool Master Plan (\$12,000)
- Town-wide Debt Service (\$2,071,000)

## JPA – Caribbean Blvd Fund

- Roadway Improvements (\$3,350,000 – funded with a combination of Miami Dade County funds and Town People's Transportation Plan (PTP) surtax funds transferred in from the Citizen's Independent Transportation Trust (CITT) Fund).

## CITT Fund

- Roadway Resurfacing (\$1 million – funded with PTP surtax funds)
- Circulator Bus Service (\$345,000 – which provides for expanded service and is funded with PTP surtax funds)

## The Children's Trust Fund

- After School Programs (\$111.756 – funded by grant funds)



### Juvenile Justice Grant Fund

- After School Programs (\$75,000 – funded by grant funds)

### Capital Projects Fund

- Park Improvements (\$500,000 - using Park Impact Fees – specific projects to be determined after input from the Parks Advisory Committee)

### Stormwater Utility Fund

- SW 212<sup>th</sup> Street Drainage Improvements (\$587,500 – funded with grant funds)

### General Fund Revenues

Fiscal Year 2014-15 operating revenues will increase approximately \$299,000, or 1.8%, from the prior fiscal year. The breakdown of operating revenues, and their respective percentage share of total operating revenues, is as follows:

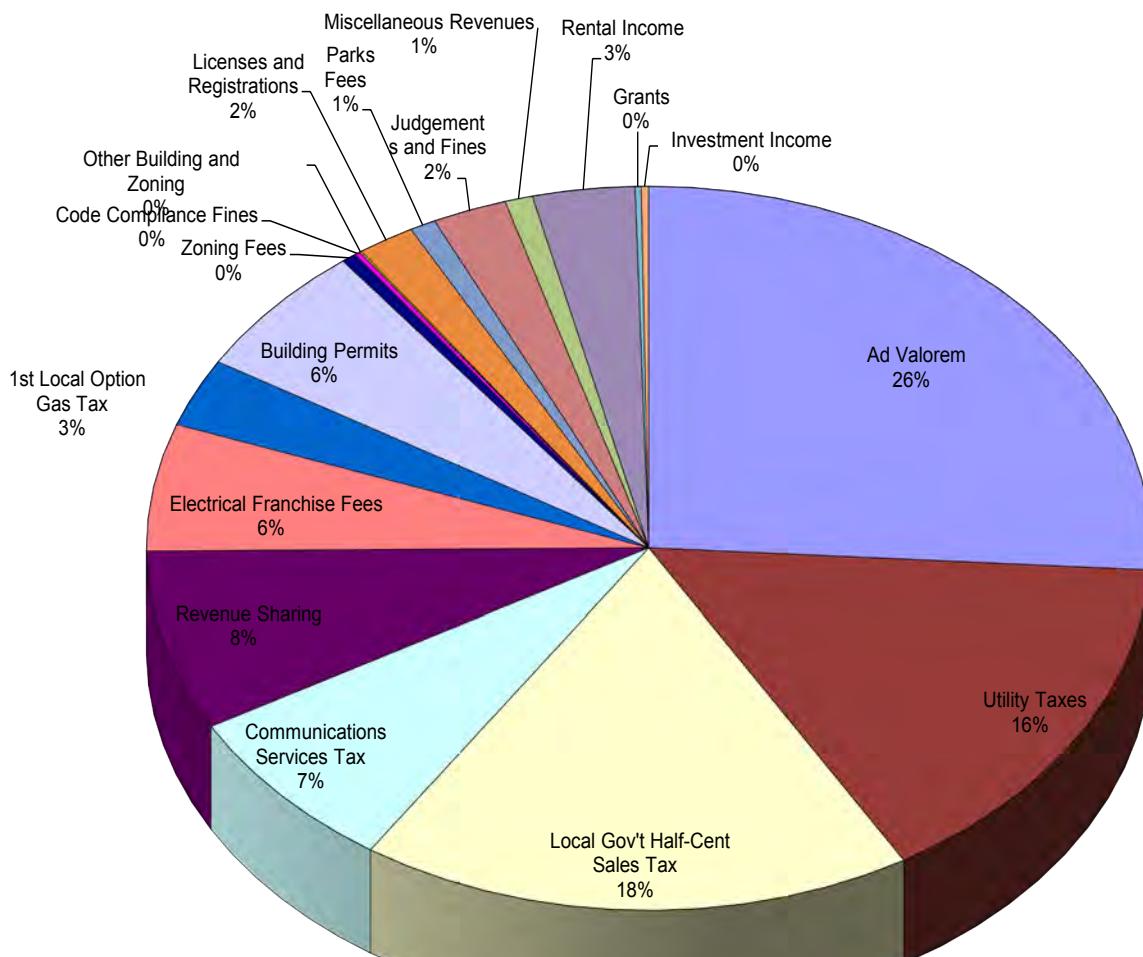




| Revenue Type                    | FY 2014-15 Budget    | Percentage of Total |
|---------------------------------|----------------------|---------------------|
| Ad Valorem                      | \$ 4,343,737         | 26.0%               |
| Utility Taxes                   | 2,600,000            | 15.5%               |
| Local Gov't Half-Cent Sales Tax | 2,978,055            | 17.8%               |
| Communications Services Tax     | 1,249,552            | 7.5%                |
| Revenue Sharing                 | 1,344,982            | 8.0%                |
| Electrical Franchise Fees       | 950,000              | 5.7%                |
| 1st Local Option Gas Tax        | 511,833              | 3.1%                |
| Building Permits                | 1,000,000            | 6.0%                |
| Zoning Fees                     | 80,000               | 0.5%                |
| Code Compliance Fines           | 30,000               | 0.2%                |
| Other Building and Zoning       | 10,000               | 0.1%                |
| Licenses and Registrations      | 310,000              | 1.9%                |
| Parks Fees                      | 140,000              | 0.8%                |
| Judgements and Fines            | 400,000              | 2.4%                |
| Miscellaneous Revenues          | 150,000              | 0.9%                |
| Rental Income                   | 550,000              | 3.3%                |
| Grants                          | 32,700               | 0.2%                |
| Investment Income               | 40,000               | 0.2%                |
| <br>                            |                      |                     |
| <i>Total Operating Revenues</i> | <u>\$ 16,720,859</u> | <u>100.0%</u>       |



### General Fund FY 2014-15 Operating Revenue Breakdown



|                   |                             |                                   |                               |
|-------------------|-----------------------------|-----------------------------------|-------------------------------|
| ■ Ad Valorem      | ■ Utility Taxes             | ■ Local Gov't Half-Cent Sales Tax | ■ Communications Services Tax |
| ■ Revenue Sharing | ■ Electrical Franchise Fees | ■ 1st Local Option Gas Tax        | ■ Building Permits            |
| ■ Zoning Fees     | ■ Code Compliance Fines     | ■ Other Building and Zoning       | ■ Licenses and Registrations  |
| ■ Parks Fees      | ■ Judgements and Fines      | ■ Miscellaneous Revenues          | ■ Rental Income               |
| ■ Grants          | ■ Investment Income         |                                   |                               |



## Property Tax Revenues

Revenues in all municipalities typically increase and, at times, decrease, depending upon their respective sources and the impact of various sectors of the economy and the legislature's changing philosophies on those sources. The Town's most significant revenue, Ad Valorem or property taxes, is also typically the revenue with the most significant change from year to year. The legislature's adoption of the "property tax relief" legislation and the approval of the property tax constitutional amendments in recent years, in addition to the end of the real estate "bubble", and general decline in our nation's current economy, has resulted in a reduction in the Town's ad valorem revenues, as well as certain other revenue streams. The Town's ad valorem revenue accounts for slightly more than one-quarter of our yearly operating revenue stream.

### The Save Our Homes Effect

As stated earlier, the FY 2014-15 certified property tax roll for the Town reflects an approximate 8.07% increase in Town-wide property values from the previous year. By default, that percentage is an "average". Some Town properties will have increased more than that amount and some by less (or, in the case of long-time homesteaded properties, may have actually increased due to the effects of the "Save Our Homes" (SOH) amendment) and some may have declined in value.

The SOH amendment, which took effect in the mid-1990's, had the effect of limiting the annual increase in the assessed value of homesteaded properties to 3% or the national Consumer Price Index (CPI), whichever is less. As a result, long-time homesteaded property owners benefited from years of skyrocketing home values by paying less than a similar but non-homesteaded property owner would have paid in property taxes versus newer home purchasers due to the SOH limits on increases in assessed values. Thus many property owners have had the benefit of artificially low tax levies than other property owners.

### Double Homestead Exemption

On January 29, 2008, voters in Florida voted for a new property tax reform amendment. Previously, homeowners could receive a \$25,000 exemption on their primary residence, which meant the homeowner, doesn't pay property taxes on the first \$25,000 of the just value of the property. The new amendment increased the exemption as follows:



Homeowners can receive an additional \$25,000 homestead exemption for the value of homesteads above \$50,000.

The new exemption has had a devastating impact on ad valorem revenues statewide as it essentially doubles the previous amount of property value, which may not be taxed, and therefore those revenues, which previously were received for services, are no longer available.



## Other General Fund Revenues

Town staff is budgeting an increase in overall General Fund operating revenues. State estimated pass-through revenues for Local Government Half-Cent Sales Taxes, State Revenue Sharing, and Local Option Gas Taxes are currently expected to increase versus prior year budget amounts, offset by a slight decrease in expected Communications Services Taxes revenues. Judgments and Fines are projected to be lower than the prior year budget resulting from less impact from red light camera violation revenues into the budget. Other licenses and registrations (local business tax receipts, burglar alarms and solid waste franchises) are projected slightly higher this coming year (versus the prior year budget).



Utility taxes are estimated to be significantly higher in FY 2014-15 versus the prior year budget (more in line with current year projected actual), given the growth and activity the Town is experiencing.



Electrical Franchise Fees are budgeted significantly lower than the prior year budget, but more in line with actual receipts for FY 2014-15. The Town receives electrical franchise fees from Florida Power & Light ("FPL"), through Miami-Dade County, pursuant to the Town's Franchise Fee Interlocal agreement. Due to recent new upcoming developments mentioned during our budget workshops, the Town's actual FY 2013-14 receipt was approximately \$359,000 less than was budgeted. The Franchise Fee reduction is a direct result of FPL's increased ad valorem property tax payments to Miami-Dade County. The increased property tax payments, attributable to FPL's recent significant property additions to the Turkey Point Nuclear Facility, are deducted, by agreement, from the electrical franchise fee payments FPL is required to make. It is difficult for the Town to know in advance whether FPL will have increased property tax payments in any given year (resulting in lower electrical franchise fee payments). There has been promised better communication between FPL, the County and the affected municipalities going forward, but it will be difficult to project the timing of property value changes. To be conservative, Town staff is estimating FY 2014-15 electrical franchise fees at \$950,000, slightly less than what was received in FY 2013-14.

## Millage Rate Process

The Property Appraiser mailed the required Notices to all Town property owners in August, using proposed tax rates adopted by all taxing authorities in Miami-Dade County. Thus, the "cap" millage rate of 2.7202 set at the July 16, 2014 Council Meeting (Resolution No.14-53) was used in the Notice(s) and was the amount of the Town's property taxes that appears on the tax bill unless changed by the Town Council. The Town's portion of the typical resident property tax bill generally approximates only ten percent (10%) or so of the total yearly tax bill.





At the first budget hearing, the Town Council adopted a "tentative" millage rate equal to the statutorily computed "rollback" rate of 2.3907 mills per \$1,000 of assessed value (Resolution #14-61), and adopted that same rate as the final millage rate at the second budget hearing (Resolution #14-65). This Adopted Budget Book is based on the adopted millage rate of 2.3907 mills per \$1,000 of assessed value.

## General Fund Expenditures

Total General Fund expenditures for FY 2014-15 increased \$1.8 million, or 9.9%, versus the prior fiscal year. The net increase results from budgeted increases in operating expenses of approximately \$902,000 and debt service of approximately \$1,122,000, offset by a decrease in budgeted capital outlay of approximately \$147,000 and a decrease of budgeted transfers out of \$35,000 (no transfers out budgeted for FY 2014-15).

| Expenditure Category | FY 2014-15 Budget    | Percentage of<br>FY 2014-15 Total | FY 2013-14 Budget    | Percentage of<br>FY 2013-14 Total | Dollar Change<br>FY 2014-15 over<br>FY 2013-14 |
|----------------------|----------------------|-----------------------------------|----------------------|-----------------------------------|--|
| Operating            | \$ 17,715,831        | 85.5%                             | \$ 16,814,088        | 89.1%                             | \$ 901,743                                     |
| Capital              | 935,800              | 4.5%                              | 1,083,100            | 5.7%                              | (147,300)                                      |
| Debt Service         | 2,071,000            | 10.0%                             | 949,100              | 5.0%                              | 1,121,900                                      |
| Transfers Out        | -                    | n/a                               | 35,000               | 0.2%                              | (35,000)                                       |
|                      | <u>\$ 20,722,631</u> | <u>100.0%</u>                     | <u>\$ 18,881,288</u> | <u>100.0%</u>                     | <u>\$ 1,841,343</u>                            |

The primary drivers of the increase in operating expenditures are an increase of approximately \$500,000 in the Law Enforcement Department related to contracted local police services (due primarily to contracted rate increases between Miami-Dade County and the Miami-Dade Police Department, which are passed through to the contracting municipalities), and an increase in budgeted Town-wide sidewalk repairs of approximately \$200,000 in the Public Works Department. Other various increases and decreases comprise the balance of the change.



The primary driver of the increase in debt service is the commencement of principal payments on certain of the Town's bank loans in FY 2014-15 (approximately \$1.1 million, and budgeted for in the General Government and Town Hall Building department).

Capital outlay is budgeted to decrease primarily as a result of fewer planned capital projects budgeted for the Town Hall Building in FY 2014-15.

## General Fund - Fund Balances and Reserves

Fund balances brought forward (referred to as "carryover") is the amount of estimated fund balance remaining at year-end that is carried forward into the new fiscal year and available for appropriation by the Council. The carryover into FY 2014-15 is estimated as \$18.95 million. Although, from an accounting point of view, "carryover" is a fund balance item and not a revenue item, in governmental budgets carryover is included as part of the operating budget as it represents resources available, to the extent represented by unrestricted fund balance items, for appropriation by the Town Council to fund the new budget year's operations.

Having sufficient fund balance reserves is critical to a municipality for many reasons, such as providing the necessary cash flow at the beginning of the fiscal year before property taxes collections begin in November/December, or having resources available for unexpected emergencies or contingencies. Also, having adequate available fund balances is a sign of fiscal health that is viewed favorably by lenders and financial rating agencies. Carryover, however, should never be, and is not, treated as a recurring revenue source available for on-going operating expenses.

There are a number of reasons and factors that may cause fund balances and reserves to change over time. For that reason, the Town Council carefully considers fund balances and reserves when establishing the budget. In FY 2012-13, the Town Council adopted Ordinance #13-06 establishing a fund balance policy and, through Town Staff, follows the fund balance Best Practices guidance suggested by the Government Finance Officers Association (Best Practice: Determining the Appropriate Level of Unrestricted Fund Balance in the General Fund).



An excerpt from that Best Practice guidance is as follows:

In establishing a policy governing the level of unrestricted fund balance in the general fund, a government should consider a variety of factors, including:

- The predictability of its revenues and the volatility of its expenditures (i.e., higher levels of unrestricted fund balance may be needed if significant revenue sources are subject to unpredictable fluctuations or if operating expenditures are highly volatile);
- Its perceived exposure to significant one-time outlays (e.g., disasters, immediate capital needs, state budget cuts);
- The potential drain upon general fund resources from other funds as well as the availability of resources from other funds (i.e., deficits in other funds may require that a higher level of unrestricted fund balance be maintained in the general fund, just as, the availability of resources in other funds may reduce the amount of unrestricted fund balance needed in the general fund);
- Liquidity (i.e., a disparity between when financial resources actually become available to make payments and the average maturity of related liabilities may require that a higher level of resources be maintained);
- Commitments and assignments (i.e., governments may wish to maintain higher levels of unrestricted fund balance to compensate for any portion of unrestricted fund balance already committed or assigned by the government for a specific purpose).





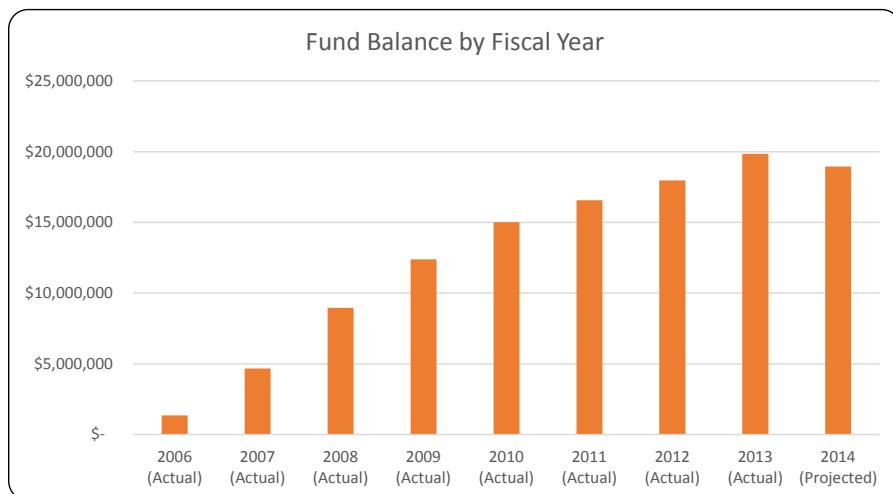
The FY 2014-15 adopted budget reflects fund balances of \$15,505,045, of which \$15,210,345 is considered "unrestricted" fund balance. The following table shows the breakdown of budgeted fund balances by category:

| <i>Fund Balance Category</i> | <i>Amount</i>               |
|------------------------------|-----------------------------|
| Nonspendable                 | \$ 250,000                  |
| Restricted                   | 45,000                      |
| Assigned                     | 5,060,700                   |
| Unassigned                   | <u>10,149,345</u>           |
|                              | <u><u>\$ 15,505,045</u></u> |

Of the \$10,149,345 of "unassigned" fund balance, \$7,699,345 is categorized for "commitments and emergencies." Pursuant to the Town's adopted Fund Balance Policy (Ordinance #13-06), the Town is required to maintain a fund balance reserve for this category equal to a minimum of ten (10) percent of the budgeted fiscal year's operating expenditures, as defined. Based on the adopted FY 2014-15 budget, operating expenditures are \$17,715,831, ten (10) percent of which would equal \$1,771,583. As a result, the Town far exceeds the minimum amount to be set aside for commitments and emergencies as required by its adopted Fund Balance Policy.



The Town's General Fund balances have grown steadily since incorporation, as demonstrated in the following chart:



There are a number of reserves that are part of the General Fund Budget. The Town strives to maintain prudent reserves, establishing funds for contingencies and emergency situations, as well as for the impact of revenue reforms on the stability of the Town's operating budget and for other items such as grant matches. This budget document, details the various General Fund, fund balances and their uses based on policy set by the Town Council.





## General Fund - Fund Balances

- Emergency Contingency (\$7,699,345 budgeted)

Funding Rationale: The reserve reflects the Town's reserve for contingencies and emergencies, as per the Town's fund balance policy.

Uses/Restrictions: This reserve was created by Ordinance #13-06 to mitigate revenue shortfalls or excess expenditures due to a catastrophic event that is declared an emergency. This category is considered unassigned fund balance per generally accepted governmental accounting standards.

- Revenue Stabilization (\$500,000 budgeted)

Funding Rationale: This reserve was initially established to mitigate the risk of reduced property tax and other revenues in general.

Uses/Restrictions: These funds are restricted to uses related to impacts caused by reduced tax revenues. This category is considered unassigned fund balance per generally accepted governmental accounting standards.

- Grant Match Reserve (\$250,000 budgeted)

Funding Rationale: The targeted amount represents budgeted grant match reserve funding, which has been adequately projected based on realistic grant funding opportunities.

Uses/Restrictions: These funds are set aside as a "cash match" for grant opportunities. It is beneficial in the application process for the Town to have funds that are readily identifiable as a cash match. This category is considered unassigned fund balance per generally accepted governmental accounting standards.



- Insurance Reserve (\$1,200,000 budgeted)

Funding Rationale: The reserve is intended to fully meet potential insurance claim deductibles.

Uses/Restrictions: This reserve is prudent given the uncertainty in circumstances that would require the contribution of insurance deductibles such as a major hurricane. This category is considered unassigned fund balance per generally accepted governmental accounting standards.

- Tax Equalization Reserve (\$500,000 budgeted)

Funding Rationale: Non-property tax revenue is a major portion of the Town's revenue base. The targeted amount should equal at a minimum, 20% of budgeted non-property tax revenues.

Uses/Restrictions: These funds bridge the gap between the State's fiscal year end and the Town's fiscal year end (three (3) month gap) in the event of significant State budget reductions. This category is considered unassigned fund balance per generally accepted governmental accounting standards.



- Building Capital Reserve Fund (\$1,000,000 budgeted)

Funding Rationale: The reserve target amount is based on early estimates to build out portions of the building for tenants and other operational issues relating to the Cutler Bay Town Center building.



Uses/Restrictions:

These funds are to be used specifically to address the build out costs for new tenants; building hardening and security, and to fund unanticipated major repairs. This category is considered assigned fund balance per generally accepted governmental accounting standards.

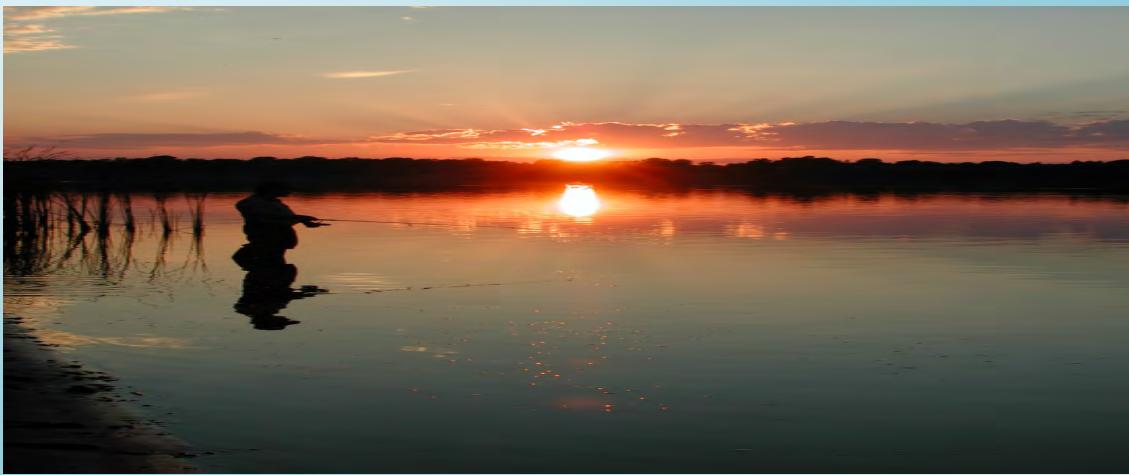


- Building: Operating Reserve (\$1,000,000 budgeted)

Funding Rationale: The target amount approximates one year's full debt service payments, plus an amount no less than twenty percent (20%) of the operating expense budget or annual rent from the largest tenant whichever is greater.

Uses/Restrictions:

This reserve is to fund operating needs for the first few years of experience with Town Hall including such variables as brokerage fees for leasing and tenant construction management and to compensate for lost rent revenue in the event of vacancies. Once the Town has a few years of experience, the target amount will be revisited. This category is considered assigned fund balance per generally accepted governmental accounting standards.



- Building Loan Requirements, (\$3,060,700 budgeted)

Funding Rationale: Currently, the bank loan documents require the Town to maintain a depository relationship account with the bank.

This depository requirement is equal to twenty percent (20%) of the maximum outstanding loan balance, which will reduce over time as loan principal payments are made.

Uses/Restrictions: This category is considered assigned fund balance per generally accepted governmental accounting standards.

- Restricted for Public Safety (\$45,000 budgeted)

Funding Rationale: Funds received by the Town that are restricted by law for use for specified Law Enforcement purposes/activities.

Uses/Restrictions: This category is considered restricted fund balance per generally accepted governmental accounting standards since these amounts can only be spent for specific purposes because of constitutional provisions or enabling legislation or because of constraints that are externally imposed by creditors, grantors, contributors, or the laws or regulations of other governments.



- Prepaid Expenses (\$250,000 budgeted)

Funding Rationale: Amounts paid prior to the start of the new fiscal year that are to be expensed in that new fiscal year.

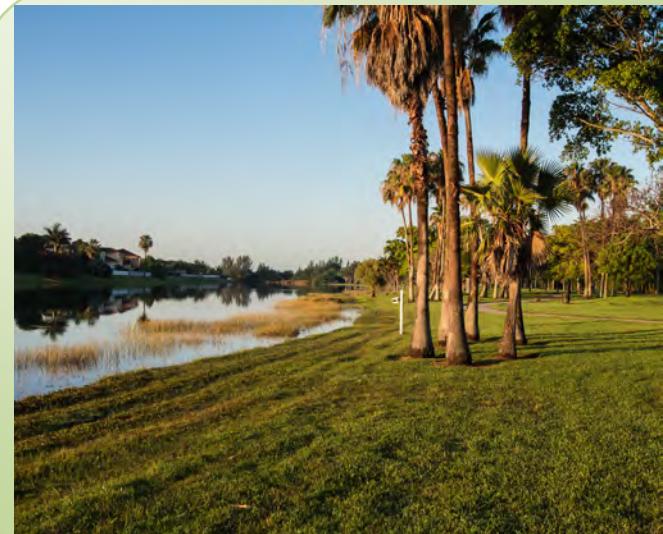
Uses/Restrictions: This category is considered non-spendable fund balance per generally accepted governmental accounting standards since these amounts are not subject to appropriation by the Town Council because they are non-spendable in form or because they are legally or contractually required to be maintained intact.

## Special Revenue Funds

The Special Revenues Fund budget reflects the restricted monies collected by the Town for impact fees and various local option gas taxes received from the State that must be used for prescribed purposes. For FY 2014-15, \$500,000 of local option gas taxes is budgeted to be transferred out to the General Fund for expenditure on Town-wide sidewalk repairs.

Likewise, \$56,000 of police impact fees is budgeted to be transferred out to the General Fund for expenditure on two new police vehicles. Finally, \$500,000 of park impact fees is budgeted to be transferred out to the Capital Projects Fund for park improvement projects.

Other restricted monies are also accounted for in Special Revenue Funds. The adopted FY 2014-15 budget includes the following special revenue funds:





- JPA – Caribbean Blvd Fund:

This fund is used to account for the roadway improvements along Caribbean Blvd pursuant to a Joint Project Agreement (JPA) with Miami Dade County. The FY 2014-15 budget provides for \$3.35 million of additional improvements. The funding of this cost will be from County funding (approximately \$2.845 million) and from Town funding (approximately \$505,000) via transfers of PTP surtax funds from the Town's CITT Fund (see below).

- Citizen's Independent Transportation Trust (CITT) Fund:

The Town participates in, and receives revenues from, the County Charter Transit System Surtax. This is commonly referred to as the Peoples Transportation Plan ("PTP") and the revenues derived there from are referred to as PTP surtax funds. The surtax is restricted as to use and is accounted for in the Town's CITT Fund. On an annual basis, at least twenty percent (20%) of the surtax proceeds must be spent on transit related items. The remaining portion may be spent on transportation related items.

For FY 2014-15, County estimates project PTP surtax revenues for the Town of approximately \$1.45 million. Of this amount, the Town is projecting to use \$345,000 for its circulator bus service (the Transit component) and \$1 million for roadway resurfacing projects (the Transportation component). Additionally, the CITT Fund is budgeting \$505,000 for transfer out to the JPA – Caribbean Blvd Fund to provide for eligible Town related costs of that roadway project (see above).

- The Children's Trust Fund

This fund is used to account for grant funds received from The Children's Trust to provide after school programs for children. The Town's contract calls for grant funds of \$111,756 for the current contract period.



- Department of Juvenile Justice Grant Fund

This fund is used to account for grant funds received from the Department of Juvenile Justice to provide after school programs for children. The Town's contract calls for grant funds of \$75,000 for the current contract period.

## Capital Projects Fund

This fund accounts for major Capital Improvement Projects. Funds from various sources are aligned with the specific projects found in the Capital budget. For FY 2014-15, the Town is budgeting the use of \$500,000 of park impact fees to make additions and improvements to the Town's parks. The Parks & Recreation Advisory Committee (the "Committee"), a committee comprised of Town residents, is currently prioritizing projects identified in the Town's previously developed Parks Master Plan for consideration by the Town Council. The projects that will be prioritized by the Advisory Committee and subsequently approved by the Town Council will be funded with the allocated park impact fees.

## Stormwater Utility Fund

The ongoing, recurring operations of the Stormwater Utility Fund are supported by user fees, which are to be used only for the management, maintenance and improvement of the public stormwater system. This activity is projected to be self-sufficient as the anticipated revenues **\$950,000** plus accumulated earnings are projected to cover anticipated recurring expenditures.

In addition to normal, ongoing operations, the Town has included in its FY 2014-15 budget an approximate \$587,000 drainage project along SW 212<sup>th</sup> Street and SW 87<sup>th</sup> Avenue (near the Centennial High School campus). Grant funds are helping to fund this project which is expected to be completed in August 2015.



## Consolidated Expenditures

The FY 2014-15 consolidated budgeted expenditures for all funds, excluding interfund transfers out, are \$28,195,105, detailed in the following table:

| Fund                      | FY 2014-15<br>Adopted Budget | FY 2013-14<br>Adopted Budget | Dollar Change | Percentage<br>Change |
|---------------------------|------------------------------|------------------------------|---------------|----------------------|
| General Fund              | 20,722,631                   | 18,846,288                   | 1,876,343     | 10.0%                |
| Special Revenues Fund     | -                            | -                            | -             | n/a                  |
| JPA - Caribbean Blvd Fund | 3,350,000                    | 5,239,000                    | (1,889,000)   | -36.1%               |
| CITT Fund                 | 1,411,996                    | 1,355,963                    | 56,033        | 4.1%                 |
| The Children's Trust Fund | 111,756                      | 111,759                      | (3)           | 0.0%                 |
| Juvenile Justice Fund     | 75,000                       | -                            | 75,000        | n/a                  |
| Capital Projects Fund     | 500,000                      | 825,000                      | (325,000)     | -39.4%               |
| Stormwater Utility Fund*  | 2,023,722                    | 1,456,945                    | 566,777       | 38.9%                |

\* - includes \$587.500 in FY 2014-15 and \$7,500 in FY 2013-14 of capital outlay and will be classified as assets in the Stormwater Utility Fund.

## Conclusion

On behalf of the entire Town staff, we are exceptionally proud of the many seemingly insignificant steps that we take each year that ultimately lead to a much higher quality of life. Town employee awareness has been raised to ensure that environmentally safe products shall be used whenever practicable. The Town's Leadership is committed to environmentally preferred procurement and shall continue to promote the use of recycled products by publicizing the Town's purchasing policy whenever possible.



As always, your professional Town Staff will endeavor to continue to provide the levels of services our community is entitled to and continue to operate on a daily basis, by incorporating the following core values:

- Every resident is valued equally
- Diversity and tolerance are valued and encouraged
- Innovation is encouraged
- Courage to take on important projects, even in the face of risk or pessimism
- Regional approaches to large scale problems, mindful of the wellbeing of our neighbors outside of Cutler Bay
- Quality in public service is expected, and never compromised
- Principled leadership
- Honest, responsive governance
- Transparent, responsible financial management
- Competent, ethical Town management

### Strategic Goals:

- ❖ The employees of Cutler Bay will provide responsive, courteous service to residents, the business community, and other individuals with whom they interact.

We are grateful for your continued contributions to the budget development process. The confidence you hold in your staff makes it possible for us to provide the results our community deserves and expects. By working together we have once again been able to craft a budget that addresses the priorities you have created for our community.

Respectfully submitted,

A handwritten signature in blue ink that reads "Rafael G. Casals".

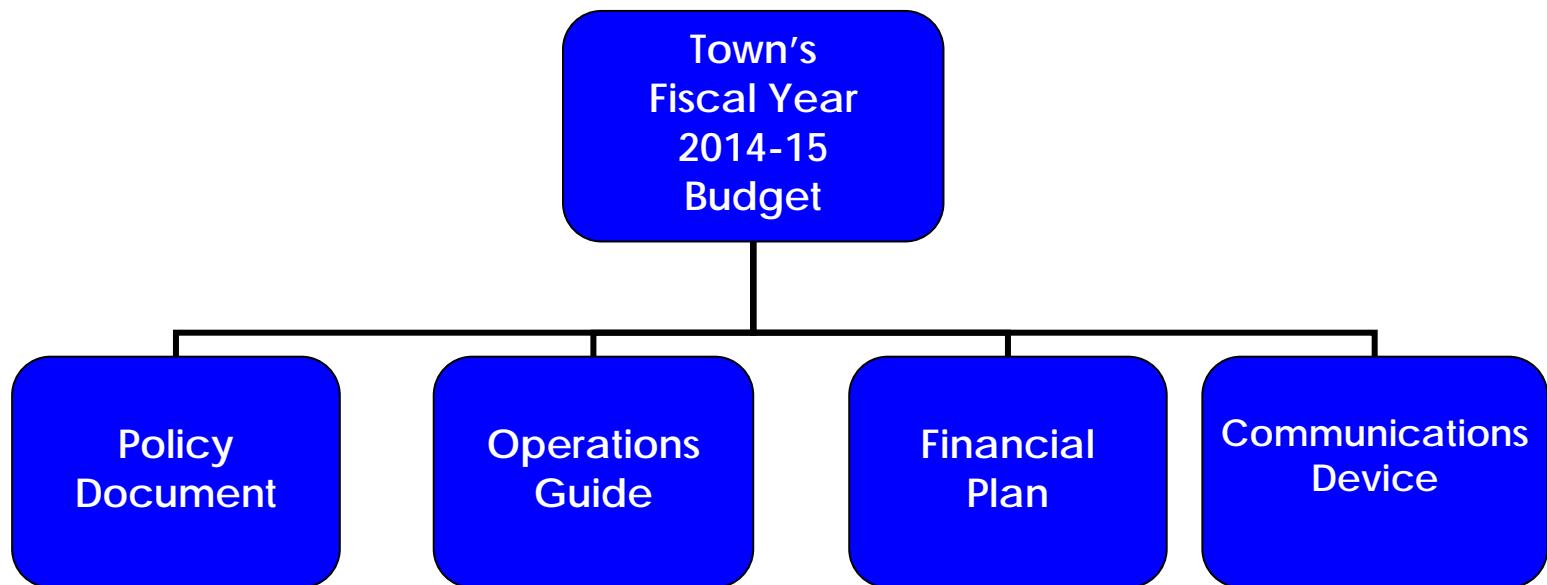
Rafael G. Casals, CFM  
Town Manager



# Adopted Budget Fiscal Year 2014-15

## The Four Purposes of the Budget

The following information is provided to assist the reader in understanding the purpose of this budget document in addition to finding information. The Town of Cutler Bay's Adopted FY 2014-15 Annual Budget includes financial and service delivery information combined with policy statements in a means designed to easily communicate the information to the reader. The FY 2014-15 Adopted Budget is intended to serve four (4) purposes.



### The Budget as a Policy Document

As a Policy Document, the budget indicates what services the Town will provide during the next year. Additionally, the level of services and reasons for their provision are stated. The Town Manager's Message summarizes long and short term concerns for the Town, financial situations, and how the Budget will address specific issues in FY 2014-15. Specific policies are addressed in the Budget Guide & Financial Policies and the Capital Improvement Plan Program sections, respectively. Within the Department Summary section, each program lists operational objectives.



## The Budget as an Operations Guide

As an Operations Guide, the Budget indicates how departments and funds are organized to provide services to the residents of Cutler Bay and visitors to the community. Changes for FY 2014-15 are summarized in the Town Manager's Message and detailed in the Fund Analysis and Department Summary. Additionally, within the Department Summary section, each department lists a mission statement, a department description, objectives, performance measures, budgetary additions and/or deletions, and budgetary history and adopted funding for FY 2014-15.

## The Budget as a Financial Plan

As a Financial Plan, the Budget summarizes and details the cost to the taxpayers for current and proposed service levels plus how they will be funded. Within the Town Manager's Message is a narrative description of the major revenue sources for each fund and expected receipts and summaries of adopted expenditures. Detailed financial information is illustrated in the Fund Analysis and Capital Improvement Plan, in addition to data found within the Department Summary section. Such information is typically listed in six (6) columns: Actual FY 2010-11, Actual FY 2011-12, Actual FY 2012-13, Adopted FY 2013-14, Projected Actual FY 2013-14 and Adopted FY 2014-15.

## The Budget as a Communications Device

As a Communications Device, the Budget is designed to be user-friendly with summary information in text, charts, tables, and graphs. A glossary of financial budget terms is included for the reader's reference and a Table of Contents provides a listing in order of the sections within. Additionally it is designed to be an electronic PDF file. Paper copies are printed and distributed to local libraries for readers without Internet access. Should the reader have any questions about the Town of Cutler Bay's FY 2014-15 Budget, he or she can contact the Finance Department at (305) 234-4262 or visit our website at [www.cutlerbay-fl.gov](http://www.cutlerbay-fl.gov).



# Adopted Budget Fiscal Year 2014-15

## How To Use This Budget Book

We've made every effort to make this book as easy as possible to read, but we understand just how difficult it can be to find what you're looking for in such a complex document. To make your search easier, we've provided a number of tools to help you get what you need.

### Organization of This Book

The Town of Cutler Bay's FY 2014-15 Adopted Budget is comprised of separate components:

- Ø **Introduction** — this section contains the Town Manager's Letter, Mission, Strategic Priorities, Core Values, Town wide Organization Chart, and a few brief statistics about the Town and its history.
- Ø **Budget Overview** — this section contains the Budget Process Overview, Budget Highlights, Fund Structure Overview, Fund Summaries and Descriptions, Debt Management, Capital Improvement Program, and long-range planning tools.
- Ø **Glossary** — A concise description of the terminology used in this document that is either technical in nature or unique to the Town of Cutler Bay. Each term is given a short entry that clearly defines it within the context that we use the term.
- Ø **Appendix** — this section includes the Town's Full-Time Positions by Department, Estimated Millage Cost of Departments, Capital Improvement Element Annual Update and Glossary.





## Table of Contents

A comprehensive Table of Contents is provided to help the reader locate information in this document. In addition, each subsequent section contains a table of contents directly behind the tab page to identify specific information about that section.

## Abbreviations and Acronyms

A useful list of abbreviations and acronyms used in the book.

## Glossary

A concise description of the terminology used in this document that is either technical in nature or unique to the Town of Cutler Bay. Each term is given a short entry that clearly defines it within the context that we use the term.





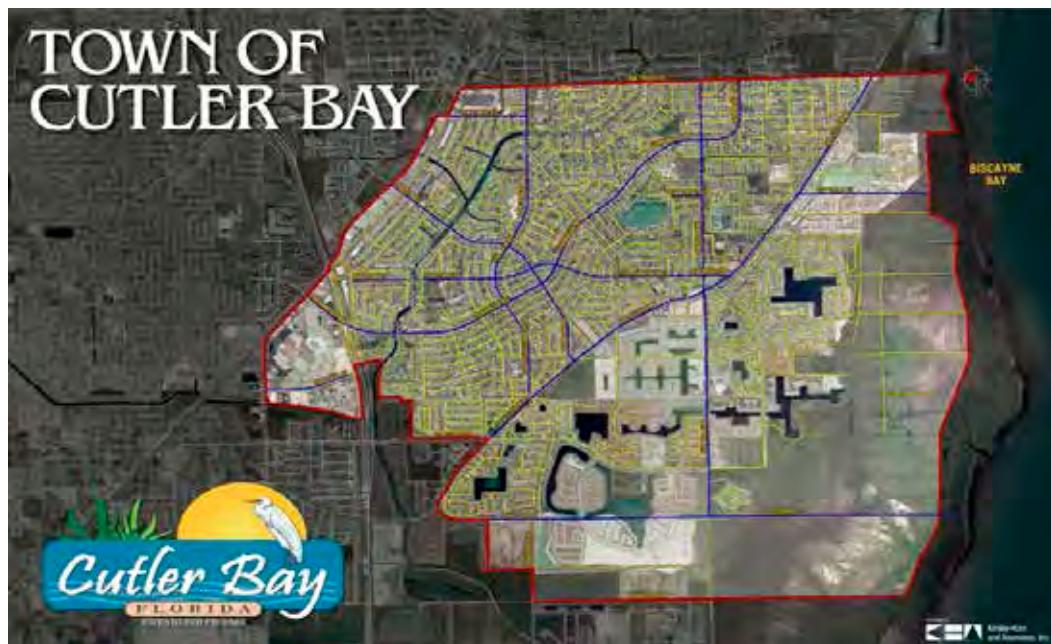
# Adopted Budget Fiscal Year 2014-15

## Town Profile

The Town of Cutler Bay was formed in November 2005 and is the newest incorporated municipality in Miami-Dade County. The Town operates under a Council-Manager form of government in which the Town elects five council members, one of whom is the Mayor. Except for the initial election and terms of office specified in the Town Charter, Councilmembers are elected for four year terms. The Town Council determines the policies that guide the Town's operations and hiring a Town Manager to implement and administer these policies on a full-time basis. The Town provides a full range of municipal services including police, parks and recreation facilities, building and zoning, planning, code enforcement, public works, and stormwater utility. The Town has been successful in providing a high "quality of life" for its residents, by enhancing the level of services being offered.

### Geographical Boundaries

The Town is bordered on the north by the Village of Palmetto Bay and on all remaining sides by unincorporated Miami-Dade County and the communities of West Perrine, South Miami Heights, and Goulds. The Town limits are generally SW 184 Street (Eureka Drive) on the north, the US 1 Busway on the west, SW 232 Street on the south, and Biscayne Bay National Park on the east, forming a Town of approximately 10 square miles. The following is an aerial map of the Town and its boundary (outlined in red):





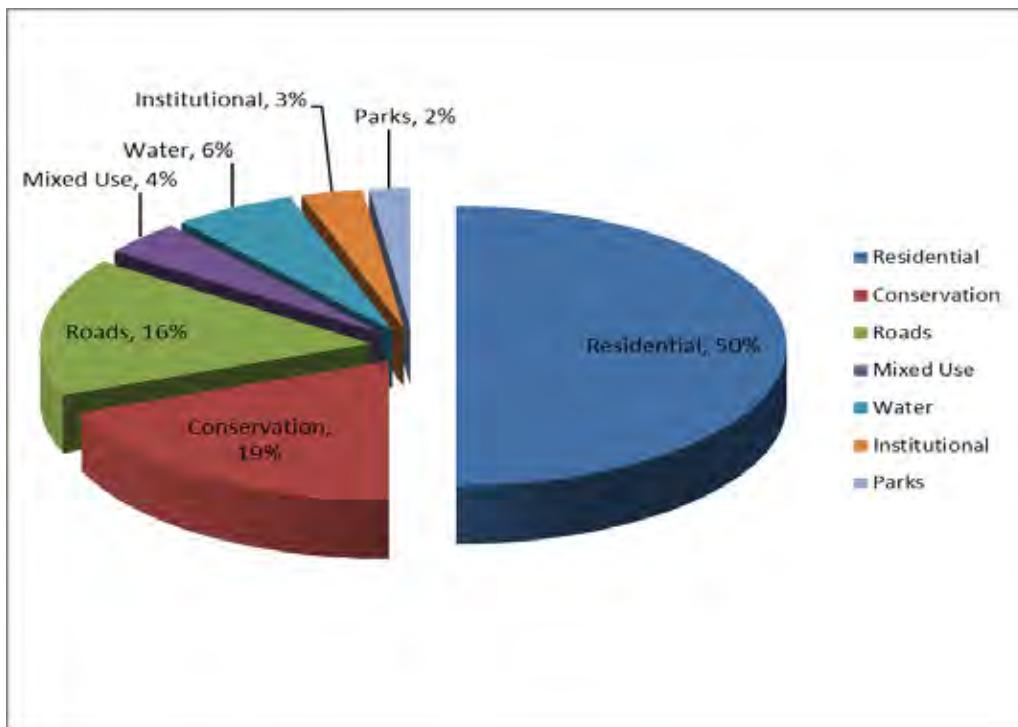
## Demographics

Current population estimates (as of April 1, 2014) from the University of Florida, which provides the official population figures as used by the State of Florida, indicate an estimated 42,035 residents. At the time of incorporation, the Cutler Bay area population was estimated at approximately 32,000 residents indicating approximately 31 percent growth rate since incorporation. Estimates of future growth indicate a population of 55,000 by 2020.

## Land Use Distribution

The Town is a dynamic community that includes a diversified mix of single and multi-family, residential, commercial, and public uses. The Town is characterized by established and developing residential communities and commercial development along both US-1 and Old Cutler Road.

The chart below represents the Town's land uses by broad categories based on the acreage.





## Park & Recreational Facilities

The Town operates and maintains nine (9) park facilities within the Town boundaries. They include:

- Ø Cutler Ridge Park & Pool
- Ø Bel-Aire Park
- Ø Franjo Park
- Ø Lincoln City Park
- Ø Saga Bay Park
- Ø Saga Lake Park
- Ø Whispering Pines Park
- Ø Lakes By The Bay Park
- Ø Lakes by the Bay Linear Park



## Public Schools

Eight (8) public schools in the Miami-Dade Public School system are located in Cutler Bay. They are:

- Ø Bel-Aire Elementary
- Ø Cutler Ridge Elementary
- Ø Gulfstream Elementary
- Ø Dr. Edward L. Whigham Elementary
- Ø Whispering Pines Elementary
- Ø Cutler Bay Academy of Advanced Studies, Centennial Campus
- Ø Cutler Bay Academy of Advanced Studies, Cutler Ridge Campus
- Ø Dr. Edward L. Whigham PLC-E





## Local and Regional Economic Profile (Employment Perspective)

Presently, Miami-Dade County economy continues to diversify and expand at a moderate rate with great success. As a result, the County's labor market has recently experienced some of the lowest unemployment rates in the past few years. For instance, there are several sectors of the economy, including but not limiting to, construction, wholesale trade, retail trade, information technology and telecommunication, leisure and hospitality, and financial services that continue to post strong job growth in FY 2013-14. The latest unemployment reports from the U.S. Bureau of Labor Statistics (June 2014), indicated that Miami-County unemployment rate decreased to 6.3 percent in June, down from 8.4 percent in August 2013. Despite the improvement in the unemployment rate since August 2013, the County unemployment rate is .2 percent above the national unemployment rate of 6.1 percent for the month of June 2014.

Several commercial and residential projects in the Town generated over 100 constructions jobs for the local economy. Once these projects are completed, the new developments (City Furniture/Ashley Furniture and Point Royale Shopping Center Outparcel) combined will add an estimated 50 new permanent jobs to the local economy. These jobs will be mostly concentrated in the service and retail sectors of the local economy. During the rest of the year and into most of the next fiscal year, the Town will continue to add construction and permanent jobs to the local economy as results of the commercial and residential projects approved by the Town Council in FY 2013-14.

## Economic Development

The Town's economic development mission has two major components: (1) direct communication and marketing; and (2) availability of non-financial incentives. Direct communication and marketing is a joined outreach effort that includes the elected body, Town Manager and senior staff. The main objective of this effort is to identify and attract businesses to the Town that will provide added value to our economic base through the creation of new jobs, increase in the tax base, and services desired by Town residents and our existing business community. One of the ways of achieving this objective is through the Town's active participation in local and regional economic development organizations, forums and professional organizations whose mission is to promote the area's local economies. The non-financial incentives are divided into two distinct programs.



(1) Expedited building permits, courtesy inspections, and accessibility to the building official and senior inspectors. (2) In-house technical expertise and resources are made available to all development applicants during the planning and permitting process to ensure that approvals are completed within a reasonable timeframe and in a cost-effective manner. This incentive starts with the project's pre-application conference and it ends with a project completion debriefing meeting. The intent of the project debriefing is to have a personal and candid dialogue with the applicants to assess the effectiveness of the Town development approval process. This dialogue allows the Town Manager and senior staff an opportunity to identify and prioritize those areas in the development approval process that needs improvement and/or immediate attention. Our goal is to ensure that all projects in the Town are completed consistent with the Town Code, building permit requirements, industry standards, and within schedule and budget.

The Town's economic development also include a "green initiative" that continues to have much success. The green initiative success in FY 2013-14 includes the LEED (Leadership in Energy, and Environmental Design) certification of several commercial buildings, close-out of an energy grant, and continued implementation of the PACE (Property Assessed Clean Energy) Program. In FY 2013-14 two commercial projects (City Furniture and Point Royale) finalized construction and are LEED certified. All of these projects are located on the US 1 corridor. In FY 2013-14 The Town approved its first LEED certified homes project in Saga Bay. Finally, the Town is still the lead municipality in the implementation of the "Green" Corridor and PACE Program. The intent of the PACE Program is to enable property owners to borrow money to buy solar panels, wind generators, insulation or shutters for their home. This initiative will provide market opportunities for local vendors, specializing in the development, distribution and installation of energy efficient technology that meets the requirement of the PACE Program.

In FY 2013-14, the Town continued to work with developers to redevelop the Town's brownfield areas. A "Brownfield" area site is defined by the U.S. Environmental Protection Agency (EPA's) a contiguous area of one or more Brownfield sites, some of which may not be contaminated, and which has been designated by a local government by resolution. A "Brownfield" site is defined as real property for which its expansion, redevelopment, or reuse may be complicated by actual or perceived environmental contamination. In FY 2013-14, the Town was the only community in south Miami-Dade with several brownfield projects under construction along the US 1 commercial corridor.



These commercial brownfield projects are: (1) new City Furniture; and (2) New Point Royale Commercial-Mixed Use development (3) planned El Dorado Commercial-Mixed Use development. It is anticipated that these projects will generate an estimated 70 new permanent jobs, and will contribute more than \$12 million in capital investment to the area. These projects are expected to be completed by December of 2014. The El Dorado project will generate an estimated 75 -100 construction jobs, over 60 permanent jobs, and roughly 30-50 part time jobs in the restaurant and retail sectors once the project is completed.

The first brownfield project approved by the Town, Olive Garden Restaurant, which is located in the Perrine Brownfield Areas (ID-139911000) has been a total success story in its first year of operation. Presently, Olive Garden is receiving approximately \$2,000 in financial incentive for each employee from the State's Brownfield Redevelopment Bonus Refund for a period of five (5) years, as long as, they generate 80 new jobs, contribute to the community more than \$4.5 million in new capital investment, and meet other agreed to with the State Department of Economic Opportunity. In FY 2012-13, the restaurant employed between 125 and 150 employees.

In FY 2013-14, there were no major changes to the current land use distribution, in comparison, to prior years. A significant percentage of the Town's land (forty-nine percent) is classified in the broad categories of residential and mixed land use. Currently, there is no acreage in the Town of Cutler Bay that is classified as "Industrial." This land use profile is similar to that of nearby municipalities in that, the land uses are mostly comprised of residential properties relative to commercial, office and institutional uses.

In FY 2013-14, the South Dade Performing Arts Center, continued to be a major attraction for residents and visitors to south Miami-Dade County, and a corner stone of the Town's cultural venue. This state-of-the-art building is designed to seat nearly 1,000 people has hosted cultural events and musical performances that have attracted local, national and international talent to Cutler Bay and South Dade. This facility is located on six acres next to the South Miami-Dade Government Center. Both Town and County planners feel that the Arts Center will work as a catalyst for the continuing redevelopment of this important area. In FY 2012-13, the Town approved a major senior residential development project adjacent to the Performing Art Center that should be completed in September 2014.



In sum, the implementation of sustainable residential and commercial projects, adoption of the new Land Development Regulations, proactive approach to review and approval of development projects, and cooperation with local and regional partners on economic development projects have made the Town one of the desirable communities in Miami-Dade County for both residential and commercial development. The Town's progressive planning process is slowly transforming the Town's development vision from a conceptual plan into actual sustainable development projects capable of accommodating the Town growing population and economic base. The new residential developments are attracting a diverse population that includes young families and seniors that will continue to enrich the quality of life of the Town. This diverse population with different needs and customs will help promote a sustainable economic base capable of meeting their respective needs and the needs of other residents living in the surrounding areas. In addition, this type growth will attract businesses and people that share and value the Town's adopted mission statement:

***"The Town Council will work to make Cutler Bay an excellent place to live, work and play. Cutler Bay's government will be creative, responsive and respectful in providing innovative and cost effective services to the community."***





## Town Governance Philosophy

The Town's organizational chart reflects the Town's philosophy:

***"To develop a fiscally efficient government with a highly qualified core staff and use private sector contractors to maximum benefits. However, when citizen contact is a critical component of our service, Town employees may, in fact, provide the best level of service possible".***

## Organizational Chart

The organizational chart changed slightly since last year's adopted budget. Several of the Department Directors have been in place since October 2007, other positions have been filled and much was accomplished on behalf of Cutler Bay residents.

A limited number of Town employees function in the various departments to provide superior services to residents and visitors. Currently, the Town has 32 full-time positions (excluding five elected officials), including two full-time staff member in the Stormwater Utility Fund and one full-time outreach worker funded substantially by the Children's Trust Fund, and 58 contracted police services positions. In addition, approximately 30 to 40 part-time and temporary personnel are added in the summer months to staff parks programs. Appendix A lists the current number of full-time positions by department and positions proposed for FY 2014-15.



## Charter Staff



### Rafael G. Casals, CFM – Town Manager

As created by Town Charter Section 3.1, "There shall be a town manager (the "town manager") who shall be the chief administrative officer of the town. The town manager shall be responsible to the council for the administration of all town affairs and for carrying out policies adopted by the council. The term, conditions and method of evaluation and compensation of the town manager shall be established by the council."



### Mitchell A. Bierman, Town Attorney – Weiss, Serota, Helfman, Pastoriza, Cole & Boniske, P.A.

As created by Town Charter Section 3.7, "the council shall hire an individual attorney or law firm to act as the town attorney under such terms, conditions, and compensation as may be established by the council. The town attorney shall report to the council and may be removed by majority vote of the council."



### Debra E. Eastman, MMC – Town Clerk

As created by Town Charter Section 3.6, "the town council shall appoint the town clerk (the "town clerk"). The town clerk shall give notice of all council meetings and all other town meetings required to be publicly noticed to council members and the public, and shall keep minutes of the council's proceedings. The town clerk shall perform such other duties as the town council may prescribe from time to time. The town clerk shall report to the town council. The town clerk may be removed by the town council. The town clerk shall maintain the seal of the town and attest the mayor's or manager's signature, as he case may be, on all documents if needed. The town clerk shall be responsible for appointing, hiring, promoting, supervising and removing all employees of the office of the town clerk as authorized by the town council in the annual budget or as otherwise provided by resolution or ordinance.



# Town of Cutler Bay

## Fact Sheet

### General Characteristics

Geography:

Latitude: 25.58N

Longitude: 80.35W

Land Area:

Land: 10.0 Square Miles

Nearest Population Center:

50,000+: Kendall Perrine (4.9 miles; pop. 155,589)

### Demographic Characteristic (2012): \*\*\*\*\*

Population Information derived from the US Census.  
2013: 42,035 (April 1, 2013)

2012: 41,441

2010: 40,286

2010: Median Age 37.3 years

Population by Age Cohort (2009 Estimates): \*

|                |        |
|----------------|--------|
| Male           | 19,446 |
| Female         | 20,840 |
| Under 18 Years | 10,382 |
| 18 & Over      | 29,904 |
| 20 to 24 years | 2,498  |
| 25 to 34 years | 5,365  |
| 35 to 49 years | 9,948  |
| 50 to 64 years | 6,701  |
| 65 and over    | 4,273  |

Population by Ethnic Group (2010): \*\*\*\*\*

|                        |        |
|------------------------|--------|
| Hispanic or Latino     | 21,936 |
| Non-Hispanic or Latino | 18,350 |

Population by Race (2010): \*\*\*\*\*

|                        |           |
|------------------------|-----------|
| White                  | 31,137    |
| African American Alone | 5,725     |
| Asian                  | 916       |
| American Indian and    |           |
| Alaskan Native         | 97        |
| Native Hawaiian/Other  |           |
| Three-Four Unit        |           |
| Structures:            | \$215,706 |

|   |       |
|---|-------|
| Pacific Islander  | 28    |
| Other   | 1,095 |
| Identified by two or more   | 1,288 |
| Some Other Race Alone   | 833   |
| Nativity (2005-2009 Estimate):*                                     |       |
| Native Population – 69% (including 42% who were born in Florida)    |       |
| Foreign Population – 31%  |       |
| <b>Housing Characteristics (2010) *****</b>                         |       |
| Total Housing Units:  |       |
| 2010: 14,620  |       |
| Housing Occupancy (2009 Estimate):                                  |       |
| Occupied Housing Units 13,338                                       |       |
| Owner Occupied Unit 9,705   |       |
| Persons in Owner-Occupied 29,567                                    |       |
| Renter Occupied Unit 3,633  |       |
| Person in Renter-Occupied 10,381                                    |       |
| Household with Individuals Under 18 5,228                           |       |
| Vacant 1,282  |       |
| Vacant - For Rent 394   |       |
| Vacant – For Sale 312   |       |
| Vacant for Seasonal/Recreational/<br>Occasional Use 62              |       |
| Value of Owner Occupied Units (2009 Estimates)                      |       |
| Less than \$50,000 58   |       |
| \$50,000 to \$99,999 134  |       |
| \$100,000 to \$149,999 385  |       |
| \$150,000 to \$199,999 738  |       |
| \$200,000 to \$299,999 2,453  |       |
| \$300,000 to \$499,999 2,609  |       |
| \$500,000 to \$999,999 467  |       |
| \$1,000,000 or more 19  |       |
| Median House Price (Estimate):                                      |       |
| 2009: \$286,300   |       |
| Median Rent Price (Estimate)  |       |
| 2009: \$1,196   |       |
| Mean Prices for Different Types of Dwellings<br>(2009 Estimates):** |       |
| All Housing Units: \$286,609  |       |
| Detached Houses: \$294,630  |       |
| Townhouses or<br>Other Attached Units: \$190,839                    |       |
| Two-Unit Structures: \$331,952                                      |       |
| Five-or-More Unit<br>Structures/<br>Mobile Homes                    |       |
| \$142,332   |       |
| \$90,532  |       |

|  |       |
|--|-------|
| (2009 Estimates)                         |       |
| Housing Units with a Mortgage            | 5,533 |
| Housing Units without a Mortgage         | 1,330 |
| General Mobility of Resident (2005-2009) |       |
| Same Resident:                           | 88%   |
| Different Residence (Same County):       | 11%   |
| Different County (Same State):           | 1%    |

|                                |       |
|--------------------------------|-------|
| Educational Services/          |       |
| Health Care/Social Assistance: | 25.7% |
| Arts/Entertainment/            |       |
| Recreational/Accommodation/    |       |
| Food Services:                 | 6.4%  |
| Other Services (Except         |       |
| Public Administration):        | 3.4%  |
| Public Administration:         | 6.2%  |

## **Employment Characteristics**

|   |       |
|---|-------|
| Unemployment Rate (Miami—Miami Beach-Kendall):***                         |       |
| January 2011:   | 12.1% |
| February 2011:  | 11.8% |
| March 2011:   | 12.3% |
| April 2011:   | 13.2% |
| Employment by Industry in Cutler Bay (2009 Estimates)                     |       |
| (Civilian Employment Population 16 Years and Over is Estimated at 12,992) |       |
| Agriculture, Forestry, Fishing and Hunting, and Mining:                   | .3%   |
| Construction:   | 8.3%  |
| Manufacturing:  | 3.6%  |
| Wholesale Trade:  | 3.1%  |
| Retail Trade:   | 12.3% |
| Transportation/Warehousing/Utilities:                                     | 8.3%  |
| Information:  | 2.0%  |
| Finance and Insurance/  |       |
| Real Estate/Rental &Leasing:  | 7.3%  |
| Professional/Scientific/  |       |
| Management/Administrative/  |       |

## **Schools\*\*\*\***

### **Elementary Schools:**

Bel-Aire Elem - 10205 SW 194 Street  
 Cutler Ridge Elem – 20210 Coral Sea Road  
 Gulfstream Elem – 20900 SW 97 Ave  
 Dr. Edward L. Whigham Elem – 21545 SW 87 Ave  
 Whispering Pines Elem – 18929 SW 89 Road  
 Dr. Edward L. Whigham PLC "E" – 8035 SW 196 Street

### **Sources:**

\*U.S. Census Bureau. American Community Survey 2005-2009 Five-Year Estimates. 1) Demographic and Housing Estimates; 2) Selected Economic Characteristics; and 3) Housing Characteristics.

\*\*City-Data. Cutler Ridge, Florida (33157) Profile: Population, Maps, Real Estate, Averages, Homes (2009). [www.city-data.com/city/cutler-ridge-Florida.html](http://www.city-data.com/city/cutler-ridge-Florida.html)

\*\*\*U.S. Bureau of Labor Statistics. Miami-Miami Beach-Kendall, Florida Economy at a Glance. [www.data.bls.gov/cgi-bin/print.pl/eag/eaq.fl\\_miami\\_md.htm](http://www.data.bls.gov/cgi-bin/print.pl/eag/eaq.fl_miami_md.htm)

\*\*\*\* Town of Cutler Bay Growth Management Plan (2007). Data, Inventory and Analysis (Capital Improvements Element – Inventory of Public Facilities. Page CI-2.

\*\*\*\*\*State of Florida Office of Economic and Demographic Research. Adjusted 2010 Population Estimates for Florida's Counties and Municipalities. As certified to the Florida Department of Revenue by Executive Office of the Governor. Used for the FY 2011-12 State Revenue-Sharing Calculations. June 3, 2011.

## **Income and Benefits (2009 Estimates)**

|                          |          |
|--------------------------|----------|
| Total Households (9,410) |          |
| Median Household Income: | \$58,490 |
| Mean Household Income:   | \$70,643 |
| Total Families (6,676)   |          |
| Median Family Income:    | \$67,356 |
| Mean Family Income:      | \$78,037 |
| Per Capita Income:       | \$23,155 |

## **Poverty Rate**

Residents with Income Below the Poverty Level:  
 2009: 11.0% (Cutler Bay)  
 12.5% (Florida)

## **Educational Characteristics**

|                                     |     |
|-------------------------------------|-----|
| Educational Attainment (2005-2009): |     |
| Graduate or Professional Degree:    | 9%  |
| Bachelor's Degree:                  | 21% |
| Associate's Degree:                 | 12% |
| Some College (No Degree):           | 20% |
| High School Diploma or Equivalency: | 26% |
| Less than High School Diploma:      | 11% |

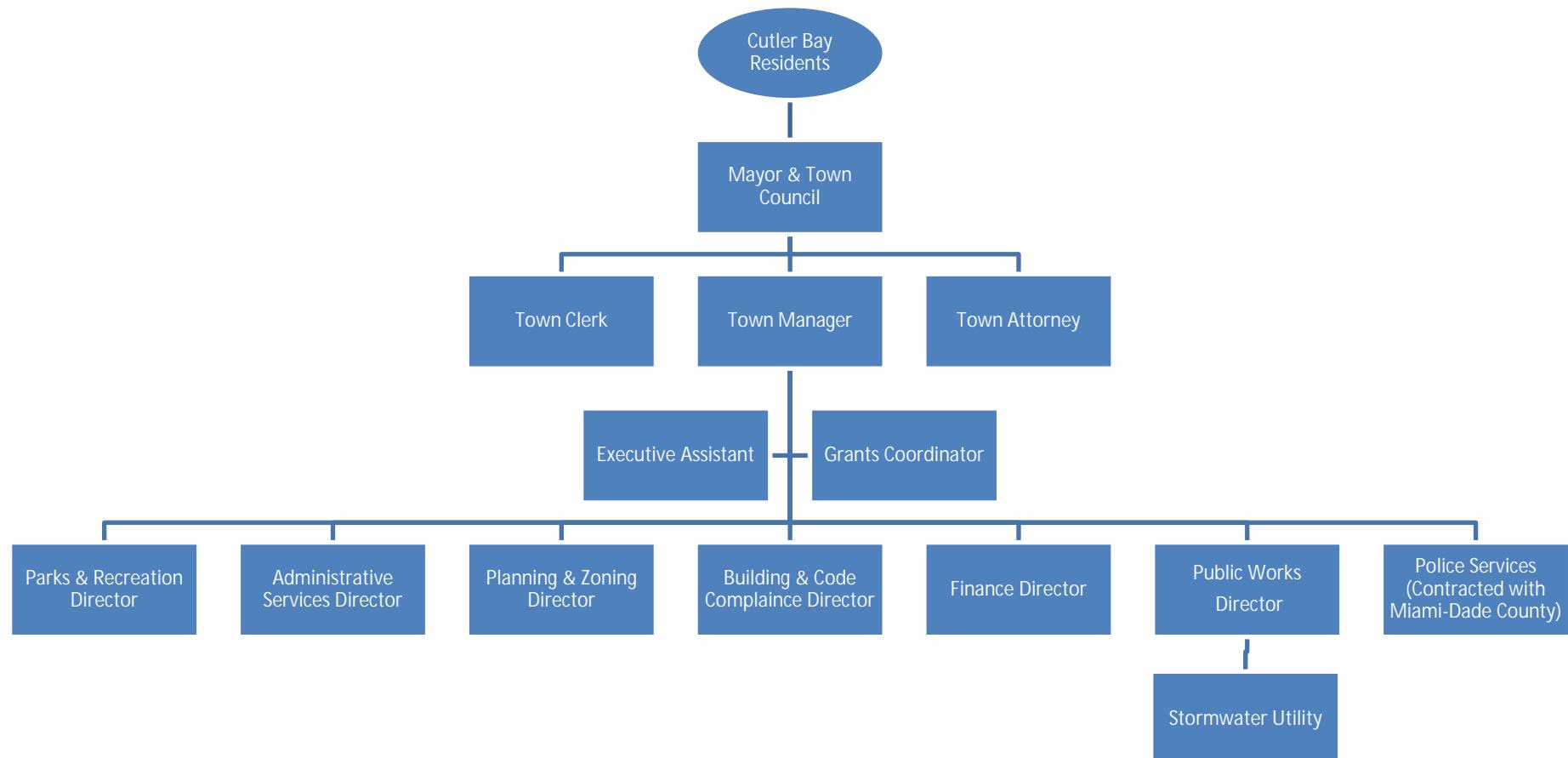
### **Middle Schools:**

Cutler Bay Academy of Advanced Studies – Cutler Ridge Campus – 19400 Gulfstream Road  
 Cutler Bay Academy of Advanced Studies – Centennial Campus – 8601 SW 212 Street

**High School:** Cutler Bay Academy for Advanced Studies – Centennial Campus – 8601 SW 212 Street



## Town of Cutler Bay Organizational Chart





# Adopted Budget Fiscal Year 2014-15

## Annual Budget Procedures

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

### Truth in Millage:

The Town is required to hold two (2) public hearings for adoption of a property tax rate and budget. The first public hearing (September 9, 2014 at 7:00PM) was advertised by the Property Appraiser mailing to each property owner a TRIM notice. In addition to notification of this first public hearing, the TRIM notice contains the following information:

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

The second public hearing (September 23, 2014 at 7:00PM) was advertised by the Town by means of a newspaper advertisement. Accompanying this advertisement is a summary of the budgeted revenues and expenditures tentatively approved at the first public hearing.

### The Town Charter:

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

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

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

**4.5 (B) Budget Adoption.** The Council shall by resolution adopt the annual budget within the time prescribed by general law, after having had two (2) public hearings. If it fails to adopt the annual budget by this date, the Council may by resolution direct that the amounts appropriated for current operations for the current fiscal year shall be deemed adopted for the ensuing fiscal year for a period of fifteen (15) days and renewed by



resolution each fifteen (15) days, with all items in it prorated accordingly, until such time as the Council adopts an annual budget for the ensuing fiscal year. A resolution adopting an annual budget shall constitute appropriation of the amounts specified therein.

**4.5 (C) Specific Appropriation.** The budget shall be specific as to the nature of each category of appropriations therein. The Town Manager may recommend for approval by the Council one or more contingency accounts to be used for unanticipated items of expense which were not included in the budget as original items of expenditure. The Town Manager may recommend for approval by the Council one or more reserve accounts to be used for items of expense which might require multiple years of budgeting in order to fulfill the original designation of funds.

**4.5 (D) Notice and Hearing.** The Council shall publish the general summary of the budget and a notice of public hearing as prescribed by general law.

Section 4.6 Defines The Fiscal Year As Follows:

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

Section 4.7 Describes The Circumstances Under Which The Budget May Be Adjusted.

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

**4.7 (B) Reduction of Appropriations.** If, at any time during the fiscal year, it appears probable to the Town Manager that the revenues available will be insufficient to meet the amount appropriated, s/he shall report in writing to the Council immediately upon discovery, indicating the estimated amount of the deficit, and his/her recommendations as to the remedial action to be taken. The Council shall then take such action as it deems appropriate to prevent any deficit spending.



# Adopted Budget Fiscal Year 2014-15

## Budget Activities Calendar

The budget process is driven by certain key dates as established by Florida Statues. The Budget Calendar below notes the milestone dates along with actions specific to the Town of Cutler Bay.

### 2014 Town Administration Budget Activities Calendar

|                           |   |
|---------------------------|---|
| <b>May-June 2014</b>      | Department Heads submit budget requests and Capital Improvements to Town Manager.   |
| <b>June 30, 2014</b>      | Certification of Taxable Value received from Property Appraiser.  |
| <b>July 2014</b>          | Tentative Budget is prepared by Town Manager.   |
| <b>July 16, 2014</b>      | Maximum millage rate adopted via Resolution #14-53.<br>Proposed millage rate adopted: <u>2.7202 mils</u> .                |
| <b>July 23, 2014</b>      | Town Council First Budget Workshop held at 3 PM.  |
| <b>August 4, 2014</b>     | Notify the Property Appraiser of Proposed "ceiling" millage rate.   |
| <b>August 20, 2014</b>    | Town Council Second Budget Workshop held at 3 PM  |
| <b>August 24, 2014</b>    | Town Council TRIM notices are mailed by Property Appraiser.   |
| <b>August 28, 2014</b>    | Town hosted the Property Appraiser's Town Hall/Outreach Meetings (7:00 PM) in Council Chambers.                           |
| <b>September 9, 2014</b>  | 1st Budget Hearing held at 7 PM (Town Hall)<br>Tentative Millage Rate of <u>2.3907 mils</u> adopted via Resolution #14-61 |
| <b>September 23, 2014</b> | 2nd Budget Hearing held at 7 PM (Town Hall)<br>Final Millage Rate of 2.3907 mils adopted via Resolution #14-65            |
| <b>September 26, 2014</b> | Deadline for notifying Property Appraiser and the Tax Collector of final Adopted millage rate.                            |
| <b>October 23, 2014</b>   | Certify compliance with Chapter 200, F.S. to the Florida Department of Revenue.   |



As recommended by the Town Manager, the Cutler Bay Town Council members voted to set the Town's Proposed millage rate at the statutorily computed "two-thirds vote maximum millage rate" to allow the Town Council maximum flexibility during the budget workshops and hearings process. That Proposed rate was not be the final rate adopted by the Town Council. The final millage rate was adopted after two (2) public hearings: September 9 and 23 2014. Both meetings commenced at 7:00 PM and were held at the Town Hall Council Chambers.

- Regular Town Council Meeting: July 16, 2014
  - Ø The Council adopted a proposed "ceiling" millage rate of 2.7202 mils (Resolution #14-53)
- 1<sup>st</sup> Hearing: September 9, 2014, 7:00 PM – Town Hall Council Chamber
  - Ø The Council adopted a tentative millage rate of 2.3907 mills via Resolution #14-61
- 2<sup>nd</sup> Hearing: September 23, 2014, 7:00 PM – Town Hall Council Chamber
  - Ø The Council adopted a final millage rate of 2.3907 mils via Resolution #14-65





# Adopted Budget Fiscal Year 2014-13

## Budget Overview & Policies

### Overview

A budget is a financial plan that allocates resources to deliver priority services, facilities and equipment. Budgeting is a complex process that results in a budget document, an accounting ledger, a spending plan and a system to review progress in meeting goals and to define and quantify new and updated goals.

### The Budget is a Spending Policy

The approved budget document is actually a spending policy created through recommendations by the Town Manager to the Town Council, which is the only body that can make it law, and is intended to authorize the Town Manager to make certain expenditures in order to accomplish the goals established by the Council. Certain steps are common to a sound budget processes:

- § Policy development,
- § Financial planning,
- § Service or operations planning,
- § Communications.

For FY 2014-15, the Council and the Town Manager have engaged in an ongoing dialogue regarding Town services and have engaged the community through the comprehensive plan process and other community workshops. Additionally, the Town Council met twice this year with the Town Manager and Staff in budget workshops (which were held on July 16, 2014 and August 20, 2014) to clearly state their budgetary instructions in advance of formal budget presentation. The Town Manager and senior staff developed the budget based on this information and shape it to meet the goals, objectives and strategies expressed by the Town Council who represent the interests of all of the Town's residents and businesses.

Efficient local police presence, acquiring and/or improving park space, caring for our newly acquired infrastructure, and fair code compliance are ongoing priorities for the Town of Cutler Bay. The Adopted FY 2014-15 budget addresses those priorities and also continues to



deliver public works, parks, community development, stormwater utility and other Town services at a level determined by budgetary restraints.

All available services have finally been transitioned from Miami-Dade County to the Town as well as the transfer of infrastructure assets. This was done ahead of the schedule of other new municipalities in Miami-Dade County which demonstrates the aggressive negotiations and successful strategies employed by the administration to provide improved services to the community.

## Financial Policies

The following financial policy statements are the basis of the daily operations of the Town. The financial policy statements define objectives, establish rules with parameters and express guidelines for fiscal conduct by the Town in connection with the operating budget and capital improvement plan.

### Operating Budget Policies

- Ø All new programs or service expansions shall be considered in light of the above goal, and unless demanded by an emergency, will not be implemented without an identified source of revenue or other service adjustments so as to maintain adequate reserves.
- Ø The budget will provide for adequate maintenance of capital plant and equipment and for their orderly replacement.
- Ø The Town will maintain a continuing budgetary control system to ensure that it adheres to the budget.
- Ø The administration, pursuant to the Town's Charter, will prepare quarterly reports comparing actual revenues and expenditures with budgeted amounts.

### Capital Improvement Budget Policies

The Town will develop a five-year capital improvement plan identifying revenues and expenditures for each capital improvement project.



- Ø The capital improvement plan will take into account needed equipment replacement and renovation based on useful life, infrastructure maintenance, population changes, service gaps, and information technology.
- Ø Priority will be given to projects that are necessary for health, life, and safety and those that reduce operating costs.
- Ø The Town will maintain all its assets at a level adequate to protect the Town's capital interest and to minimize future maintenance and replacement costs.
- Ø The first year of the five-year plan will be used as the basis for the annual capital budget, and the development of the capital budget and the operating budget shall be coordinated.
- Ø The Town will use the most appropriate funding mechanism to pay for capital projects and will seek a mixture of pay-as-you-go, intergovernmental assistance and financings.
- Ø The term of any financings shall be consistent with the life expectancy of the capital project.
- Ø Proceeds from financings will not be used for operating purposes.

## Capital Asset Policies

### **Threshold:**

The Town will capitalize all individual assets with a cost of \$1,000 or, in the case of infrastructure assets, if they have an individual cost of \$10,000 or more, and an estimated useful life in excess of one year. Short lived assets which, do not meet the capital asset threshold, will be budgeted as operational materials and supplies.

### **Asset Categorization:**

The Town shall account for assets and infrastructure meeting the minimum dollar and life thresholds in the following categories:

- Land and Rights of Way
- Buildings
- Improvements (other than Infrastructure)
- Infrastructure
- Furniture, Equipment and Software

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### **Depreciation Method:**

Governmental Accounting standards Board (GASB) Statement 34 requires governments to depreciate capital assets with a defined estimated life.

- The Town uses the straight line depreciation method.
- There will be no depreciation of land, rights of way or other assets with an indefinite life.
- Construction in progress projects are not subject to depreciation until the project is completed.
- Depreciation expense is not calculated on the salvage value (value which the asset will not fall below).

### **Capital Assets vs. repairs & Maintenance:**

GASB 34 requires that repair and maintenance items are expensed rather than capitalized.

- The criteria determining whether an item is capitalized or expensed is whether the service life of the assets will be extended.
- The Town will adopt this definition and expenditures that extend the life of the asset will be classified as capital assets.

### **Estimated Useful Lives:**

The estimated useful lives of the assets are based on Town experience and are used when determining depreciation expense. These useful lives are:

- Land and Rights of Way - indefinite
- Buildings – 20 years
- Improvements (other than Infrastructure) – 5 to 10 years
- Infrastructure – 25 to 50 years
- Furniture, Equipment and Software – 3 to 5 years



### **Five Year Capital Plan:**

The Town prepares a five year capital plan which reports the capital asset budget needs for the Town.

### **Fixed Asset Accounting:**

The Town will comply with the standards established by GASB 34 and all subsequent pronouncements put out by GASB or its successor organization.

### **Debt Management Policies**

- Ø The Town will confine long-term borrowing to capital improvements or projects that cannot be financed from current revenues.
- Ø The Town will not use long-term debt for current operations.
- Ø The Town will follow the Town Charter when determining the legal level of borrowing capacity for the Town.
- Ø When the Town finances a capital project by issuing debt, it will pay back the debt within a period not to exceed the estimated useful life of the project.
- Ø If the Town issues general obligation bonds, it will strive to have the final maturity at or below thirty (30) years.
- Ø If the Town considers issuing general obligation bonds, it will first assess the appropriateness of using special assessment, revenue or other self-supporting bonds instead of general obligation bonds.
- Ø The Town shall maintain good communications with its lenders regarding its financial condition and will comply with all disclosure and reporting requirements of its debt instruments.

### **Revenue Policies**

- Ø The Town will try to maintain a diversified and stable revenue system to protect it from unforeseeable short-run fluctuations in any one revenue source.
- Ø Whenever practicable, the Town will estimate its annual revenue by an objective, analytical process.



- Ø Each year the Town will review the costs of activities supported by user fees to identify the impact of inflation and other cost increases. All suggested changes shall be presented to the Town Council for consideration during the budget process.
- Ø The Town will project revenues for the next year and will update this projection annually. Every existing and potential revenue source will be re-examined annually.

### Investment and Cash Management Policies

- Ø The Town will invest its funds in accordance with Florida Statute 218.415.
- Ø When permitted by law, the Town will pool cash from several different funds for investment purposes.
- Ø The Town will invest 100% of its idle cash on a continuous basis and will monitor performance monthly.
- Ø Analyses will be made to project cash flows and disbursement, collection and deposit of all funds will be scheduled to ensure maximum cash availability.
- Ø The funds will be invested based upon the following priorities:
  - Safety of principal
  - Liquidity needs of the Town
  - Optimize investment returns after first addressing safety and liquidity concerns
- Ø All funds will be deposited within 24 hours of receipt and, to the extent possible, by 2:00 p.m. on the day of receipt.

### Financial Reporting Policies

- Ø The Town has established and will maintain a high standard of accounting practices.
- Ø The Town's financial system will be maintained in accordance with generally accepted accounting principles. The Town will strive to obtain and retain the Certificate of Achievement of the Government Finance Officers Association.



- Ø Pursuant to the Town Charter, the administration, pursuant to the Town's Charter, will prepare quarterly reports comparing actual revenues and expenditures with budgeted amounts.
- Ø An independent audit will be performed annually.
- Ø All financial reports will be in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board (GASB).

### Fund Balance Policy

- Ø The Town shall comply with GASB Statement 54 and successor statements regarding the Fund Balance, including, but not limited to, the classifications outlined in that Statement.
- Ø As part of the budget process, the Town shall ensure that it maintains for the General Fund a reservation of fund balance equal to a minimum of 10 percent of the next fiscal year's budgeted operating expenditures, as defined, in an unassigned fund balance category called "reserve for contingencies and emergencies."
- Ø For any approved or budgeted project not completed by fiscal year end, the appropriation for that project may be carried forward to the next fiscal year at the discretion of the Town Council.
- Ø Purchase orders will lapse at fiscal year end and may be re-encumbered at the beginning of the next year for expenses not incurred by the last day of the fiscal year.

### Purchasing Policies

The Town has adopted purchasing ordinances that provide for the procedures to be followed for the procurement of goods and services, including guidelines as to levels of purchasing authority and requirements for the use of competitive bids. The purchasing ordinances also provide for procedures during times of emergencies.



## Audit Committee and Auditor Selection Policies

- The Town has established and will maintain a high standard of accounting practices.
- The Town financial system will be maintained in conformity with generally accepted accounting principles. The Town will strive to obtain and retain the Certificate of Achievement of the Government Finance Officers Association.
- The Town has established an Audit Committee which is comprised of the Finance Director, the Parks Director and the Building & Code Compliance Director.
- Each year the auditor will present the financial audit and recommendations to the Town Council.
- The auditor selection process shall require a Request for Proposal (RFP) to be issued for a period of not more than three years. The audit can be renewed, at the Town's option, for two additional one-year periods. The RFP and auditor selection process shall conform to the guidelines established by the Auditor General of the State of Florida.

## Fraud Policy

The Town is aware that fraud is possible within the organization. Fraud may take the form of:

- Theft of cash or assets
- Falsification of expenses and invoices
- Alteration or falsification of records including data processing records
- Knowingly providing false information on job applications

Information and concerns about fraudulent activity may come from various sources, including:

- Employees
- Vendors
- Members of the public
- Results of external or internal audits
- Any other interested party



Fraudulent activity or concerns may be reported to any of the following:

- Finance Director
- Town Attorney
- Town Manager
- Department Heads
- Mayor or Council Member

To help detect and prevent fraud, the following steps have been implemented:

- The annual audit of the Town shall include a review of the Town's internal controls and recommendations, if any, to strengthen the fraud deterrent.
- As part of the annual audit, each department head and council member shall answer a fraud questionnaire from the auditors. They will respond directly to the auditors whether or not they are aware of any fraud occurring in the Town.
- The Finance Director will attend period professional development seminars on fraud prevention.
- The Town will provide crime insurance with appropriate deductibles.
- The cost of fraud prevention shall not exceed the amount of potential loss from fraud.
- Any person engaged in fraud will be subject to employment termination and subject to prosecution.

## Budget and Accounting Basis

The basic building block of governmental finance is the "fund". The National Council on Governmental Accounting defines a fund as:

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



The Town uses various funds to account for its activities, all of which are subject to appropriation by the Town Council. For both budgeting and accounting purposes, the modified accrual basis of accounting is used for "Governmental Funds", which include the General Fund, Special Revenue Funds and Capital Projects Funds. Revenues are recognized in the accounting period in which they become available and measurable. Expenditures are recognized in the accounting period during which services and goods are received and liabilities are incurred. The basis of budgeting and accounting are the same for all funds except for the Town's Stormwater Utility Fund, an Enterprise Fund, which follows the accrual basis of accounting. Under the accrual basis of accounting, Revenues are recognized in the accounting period in which they are earned and become measurable and expenditures are recognized in the accounting period in which they are incurred.

## Funds Structure and Funds Overview

The Town's budget consists of eight (8) appropriated funds, the General Fund, five (5) Special Revenue Funds, a Capital Projects Fund and the Stormwater Utility Fund. A fund is defined as an independent fiscal and accounting entity with a self-balancing set of accounts. Funds are established to attain certain objectives or to simply segregate activities. All of the funds in this budget employ the modified accrual basis of accounting, except for the Stormwater Utility Fund, which uses the accrual of accounting.

Budgetary control is legally maintained at the fund level except for the General Fund, which is maintained at the department level. Budgeted amounts are as originally adopted or amended by the Town Council. Changes to total budgeted appropriations of any of the Town's funds must be approved by the Town Council. For the General Fund, the Town Manager may transfer any unencumbered line item of funds, or portion thereof, to another line item classification within the same department. Changes to total budgeted appropriations of any of the Town's departments in the General Fund must be approved by the Town Council. Therefore, in the General Fund, the legal level of budgetary control is at the department level.

A brief description of each fund follows below. More detailed information about each of the funds is provided in later sections of this budget book. Oversight over each of the funds listed below is primarily a function of the Office of the Town Manager.



### General Fund

The General Fund is used to account for all financial resources except those required to be accounted for in another fund. The General Fund, a major fund, is the primary operating fund of the Town of Cutler Bay and accounts for traditional governmental services such as Police, Parks and Recreation and the Administrative departments. Revenues such as property taxes, State taxes, and charges for services are also recorded in the General Fund.

### Special Revenue Funds

Special Revenue Funds are used to account for revenues or grants that are for a specific purpose or restricted in nature. The budget includes the following Special Revenue Funds:

#### Special Revenues Fund:

Used to account for restricted gas tax and impact fee revenues. Such revenues are transferred to other funds for expenditure, as authorized by the Town Council.

#### Joint Participation Agreement (JPA)

##### - Caribbean Blvd Fund:

A major fund used to account for the revenues derived from Miami Dade County to be used specifically for road improvements to Caribbean Blvd within the Town. This fund also accounts for funds transferred in from the CITT Fund (see below) and from the General Fund for Town related project expenditures.

### 2014 Budget Activities Calendar

June 1, 2014 - Miami-Dade County Property Appraiser releases a preliminary tax roll value for each taxing district, including the Town of Cutler Bay.

June 30, 2014 - Miami-Dade County Property Appraiser certifies the taxable value of real property and personal property for the Town of Cutler Bay. This year's certified roll reflected an increase in property tax valuations of 8.1 percent from \$1.7697 billion for FY 2013-14 to \$1.913 billion for FY 2014-15.

July 16, 2014 - Town Council adopted the proposed millage rate via Resolution #14-53 (the rate which is multiplied by the property tax roll to generate the funding level for the ad valorem revenues). The proposed millage rate (2.7202 mils) is used by the County Property Appraiser to calculate proposed property taxes in the notice mailed by Miami-Dade County to meet provisions of the Florida TRIM (Truth in Millage) statute.

July 23, 2014 - Town Council's 1<sup>st</sup> Budget Workshop was held at 3 PM.

August 20, 2014 - Town Council's 2<sup>nd</sup> Budget Workshop was held at 3 PM.

September 9, 2014 - Town Council adopted the "tentative" millage rate during this First Public Budget hearing

September 23, 2014 -Town Council adopted the "final" millage rate during this Second Public Budget hearing.



#### The Children's Trust Fund:

Used to account for grant revenues received from The Children's Trust of Miami Dade County to be used specifically for children's programs at the Town's parks.

#### Citizen's Independent Transportation Trust (CITT) Fund:

Used to account for the revenues received from the Miami-Dade County Charter Transit System Surtax to be used specifically for eligible transit and transportation related expenditures, including transfer to other funds for expenditure on eligible items (i.e., JPA – Caribbean Blvd Fund).

#### Department of Juvenile Justice Fund:

Used to account for grant revenues received from U.S. Department of Juvenile Justice to be used specifically for children's programs at the Town's parks.

#### Capital Projects Fund

The Capital Projects Fund is used to account for significant capital improvement projects, some of which may extend over a period of years. An expenditure is considered a capital outlay if it results in the acquisition of or an improvement to an asset which has a value of \$1,000 or more (\$10,000 or more in the case of infrastructure type assets), and has a useful economic life of more than one year (five years or more in the case of an infrastructure type asset). For the current year budget, significant upgrades to Town parks facilities are planned utilizing park impact fees transferred in from the Special Revenues Fund (see above).

#### Stormwater Utility Fund

The Stormwater Utility Fund is used to account for all financial resources received and allocated on behalf of the Stormwater Utility maintained by the Town of Cutler Bay. The funds are used to maintain the sewer system and drainage canals located within the Town. This is a proprietary fund which focuses on the determination of operating income, changes in net assets, financial position and cash flows.



## Fund Balances

### Fund Expenditures

The following table summarizes total expenditures, by fund, and the difference from the previous year. Further details regarding significant changes in expenditures for each fund can be found in the individual fund sections.

| Fund  | FY 2013-14    | FY 2014-15    | Amount       | Difference<br>Percentage |
|---|---------------|---------------|--------------|--------------------------|
| <b>General Fund</b><br><i>Primary driver of the increase relates to principal payments on the Town's bank loans commencing in FY 2014-15 (approximately \$1.14 million)</i> | \$ 18,881,288 | \$ 20,722,631 | \$ 1,841,343 | <b>10%</b>               |
| <b>Special Revenues Fund</b>  | 1,036,000     | 1,056,000     | 20,000       | 2%                       |
| <b>JPA - Old Cutler Road Fund</b><br><i>Project completed in FY 2013-14</i>   | 1,925,000     | -             | (1,925,000)  | -100%                    |
| <b>JPA - Caribbean Blvd Fund</b><br><i>Project nearing completion in FY 2014-15</i>   | 5,239,000     | 3,350,000     | (1,889,000)  | -36%                     |
| <b>SW 216 St Traffic Circle Fund</b><br><i>Project completed in FY 2013-14</i>  | 95,312        | -             | (95,312)     | -100%                    |
| <b>The Children's Trust Fund</b>  | 111,759       | 111,756       | (3)          | 0%                       |
| <b>CITT Fund</b><br><i>Decrease results primarily from less funds spent on the JPA projects as the complete/wind down</i>   | 2,363,789     | 1,916,996     | (446,793)    | <b>-19%</b>              |
| <b>Transportation Master Plan Fund</b><br><i>Project completed in FY 2013-14</i>  | 70,000        | -             | (70,000)     | -100%                    |
| <b>Juvenile Justice Grant Fund</b>  | -             | 75,000        | 75,000       | n/a                      |
| <b>Capital Projects Fund</b><br><i>Fewer projects budgeted for FY 2014-15</i>   | 825,000       | 500,000       | (325,000)    | -39%                     |
| <b>Stormwater Utility Fund</b><br><i>Approximately \$587,000 of the FY 2014-15 amount relates to drainage improvements that will be classified as capital outlay assets</i> | 1,456,945     | 2,023,722     | 566,777      | <b>39%</b>               |



## Fund Balances

The following table lists the fund balances and the differences from the previous year. Any funds with a change in fund balance of more than 10% include an explanation for the change.

| Fund   | FY 2013-14    | FY 2014-15    | Difference   |            |
|--|---------------|---------------|--------------|------------|
|  |               |               | Amount       | Percentage |
| <b>General Fund</b>  | \$ 16,074,179 | \$ 15,505,045 | \$ (569,134) | -4%        |
| <b>Special Revenues Fund</b><br><i>The increase results from planned FY 2013-14 projects not being implemented resulting in the funds being retained and increasing fund balance</i> | 1,810,531     | 2,055,540     | 245,009      | 14%        |
| <b>JPA - Old Cutler Road Fund</b><br><i>Project completed in FY 2013-14</i>  | -             | -             | -            | n/a        |
| <b>JPA - Caribbean Blvd Fund</b>   | -             | -             | -            | n/a        |
| <b>SW 216 St Traffic Circle Fund</b><br><i>Project completed in FY 2013-14</i>   | -             | -             | -            | n/a        |
| <b>The Children's Trust Fund</b>   | -             | -             | -            | n/a        |
| <b>CITT Fund</b>   | 2,049,016     | 1,882,580     | (166,436)    | -8%        |
| <b>Transportation Master Plan Fund</b><br><i>Project completed in FY 2013-14</i>   | -             | -             | -            | n/a        |
| <b>Juvenile Justice Grant Fund</b>   | -             | -             | -            | n/a        |
| <b>Capital Projects Fund</b>   | -             | -             | -            | n/a        |
| <b>Stormwater Utility Fund</b><br><i>The decrease results from planned drainage improvement activity in FY 2014-15 along SW 212 St and SW 87 Ave</i>                                 | 3,616,273     | 3,225,731     | (390,542)    | -11%       |



| FUND BALANCES BY FUND                      | Actual FY 2010-11    | Actual FY 2011-12    | Actual FY 2012-13    | Adopted FY 2013-14   | Projected FY 2013-14 | Adopted FY 2014-15   |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| <b>GENERAL FUND</b>                        |                      |                      |                      |                      |                      |                      |
| Beginning Balance                          | \$ 15,021,973        | \$ 16,557,820        | \$ 17,975,824        | \$ 18,092,599        | 19,846,313           | \$ 18,950,817        |
| Revenues                                   | 15,931,470           | 16,773,359           | 17,830,283           | 16,421,868           | 16,511,000           | 16,720,859           |
| Transfers In                               | 5,390                | 280,940              | 321,496              | 441,000              | 300,000              | 556,000              |
| Debt Proceeds                              | 3,605,122            | 2,578,000            | -                    | -                    | -                    | -                    |
| Less: Expenditures                         | (17,971,003)         | (18,123,939)         | (16,262,655)         | (18,846,288)         | (17,671,496)         | (20,722,631)         |
| Transfers Out                              | (35,132)             | (90,356)             | (18,635)             | (35,000)             | (35,000)             | -                    |
| <b>GENERAL FUND BALANCE</b>                | <b>\$ 16,557,820</b> | <b>\$ 17,975,824</b> | <b>\$ 19,846,313</b> | <b>\$ 16,074,179</b> | <b>\$ 18,950,817</b> | <b>\$ 15,505,045</b> |
| <b>SPECIAL REVENUES FUND</b>               |                      |                      |                      |                      |                      |                      |
| Beginning Balance                          | \$ 1,834,867         | \$ 1,880,945         | \$ 1,933,977         | \$ 2,525,478         | 2,621,073            | \$ 2,765,073         |
| Revenues                                   | 404,638              | 522,346              | 1,008,592            | 321,053              | 569,000              | 346,467              |
| Less: Expenditures                         | -                    | -                    | -                    | -                    | -                    | -                    |
| Transfers Out                              | (358,560)            | (469,313)            | (321,496)            | (1,036,000)          | (425,000)            | (1,056,000)          |
| <b>SPECIAL REVENUES FUND BALANCE</b>       | <b>\$ 1,880,945</b>  | <b>\$ 1,933,978</b>  | <b>\$ 2,621,073</b>  | <b>\$ 1,810,531</b>  | <b>\$ 2,765,073</b>  | <b>\$ 2,055,540</b>  |
| <b>JPA - CARIBBEAN BLVD FUND</b>           |                      |                      |                      |                      |                      |                      |
| Beginning Balance                          | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 |
| Revenues                                   | 67,826               | 247,351              | 270,325              | 4,672,000            | 4,000,000            | 2,845,000            |
| Transfers In                               | -                    | -                    | 70,350               | 567,000              | 500,000              | 505,000              |
| Less: Expenditures                         | (67,826)             | (247,351)            | (340,675)            | (5,239,000)          | (4,500,000)          | (3,350,000)          |
| <b>JPA - CARIBBEAN BLVD FUND BALANCE</b>   | <b>\$ -</b>          |
| <b>THE CHILDREN'S TRUST FUND</b>           |                      |                      |                      |                      |                      |                      |
| Beginning Balance                          | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 |
| Revenues                                   | 89,016               | 92,210               | 83,070               | 111,759              | 95,000               | 111,756              |
| Less: Expenditures                         | (89,016)             | (92,210)             | (83,070)             | (111,759)            | (95,000)             | (111,756)            |
| <b>THE CHILDREN'S TRUST FUND BALANCE</b>   | <b>\$ -</b>          |
| <b>CITT FUND</b>                           |                      |                      |                      |                      |                      |                      |
| Beginning Balance                          | \$ -                 | \$ -                 | \$ 3,017,005         | \$ 3,112,805         | 2,724,076            | \$ 2,344,576         |
| Revenues                                   | -                    | 3,758,867            | 1,460,017            | 1,300,000            | 1,455,000            | 1,455,000            |
| Less: Expenditures                         | -                    | (278,742)            | (544,026)            | (1,355,963)          | (1,134,500)          | (1,411,996)          |
| Transfers Out                              | -                    | (463,120)            | (1,208,920)          | (1,007,826)          | (700,000)            | (505,000)            |
| <b>CITT FUND BALANCE</b>                   | <b>\$ -</b>          | <b>\$ 3,017,005</b>  | <b>\$ 2,724,076</b>  | <b>\$ 2,049,016</b>  | <b>\$ 2,344,576</b>  | <b>\$ 1,882,580</b>  |
| <b>JUVENILE JUSTICE GRANT FUND</b>         |                      |                      |                      |                      |                      |                      |
| Beginning Balance                          | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 |
| Revenues                                   | -                    | -                    | -                    | -                    | -                    | 75,000               |
| Less: Expenditures                         | -                    | -                    | -                    | -                    | -                    | (75,000)             |
| <b>JUVENILE JUSTICE GRANT FUND BALANCE</b> | <b>\$ -</b>          |
| <b>CAPITAL PROJECTS FUND</b>               |                      |                      |                      |                      |                      |                      |
| Beginning Balance                          | \$ 2,516,194         | \$ 1,105,082         | \$ -                 | \$ -                 | \$ -                 | \$ -                 |
| Revenues                                   | 5,020,561            | 225,645              | -                    | 230,000              | -                    | -                    |
| Transfers In                               | -                    | 87,079               | -                    | 595,000              | 125,000              | 500,000              |
| Less: Expenditures                         | (6,431,673)          | (1,417,806)          | -                    | (825,000)            | (125,000)            | (500,000)            |
| <b>CAPITAL PROJECTS FUND BALANCE</b>       | <b>\$ 1,105,082</b>  | <b>\$ -</b>          |
| <b>STORMWATER UTILITY FUND</b>             |                      |                      |                      |                      |                      |                      |
| Beginning Balance                          | \$ 1,820,978         | \$ 3,868,106         | \$ 4,115,718         | \$ 4,073,718         | 4,252,953            | \$ 3,999,453         |
| Revenues                                   | 1,091,122            | 1,280,256            | 1,010,082            | 999,500              | 999,500              | 1,250,000            |
| Transfers In                               | 16,982               | -                    | -                    | -                    | -                    | -                    |
| Less: Expenditures                         | (1,119,869)          | (1,032,644)          | (872,847)            | (1,456,945)          | (1,253,000)          | (2,023,722)          |
| Prior Period Adjustment                    | 1,809,213            | 4,115,718            | 4,252,953            | 3,616,273            | 3,999,453            | 3,225,731            |
| <b>STORMWATER UTILITY FUND, NET ASSETS</b> | <b>\$ 3,868,106</b>  | <b>\$ 4,115,718</b>  | <b>\$ 4,252,953</b>  | <b>\$ 3,616,273</b>  | <b>\$ 3,999,453</b>  | <b>\$ 3,225,731</b>  |

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## Debt Management

The Town's borrowing authority is governed by Section 4.11 of the Town Charter and essentially limits the total debt of the Town to the greater of:

1. Three percent (3%) of the total assessed value of all property within the Town, as certified by the Miami Dade County Property Appraiser for the current fiscal year; or
2. That amount which would cause annual debt service to equal fifteen percent (15%) of general fund expenditures for the previous fiscal year.

Based on the Town Charter criteria above, criteria number 1 would generate the maximum borrowing limit level for the Town (approximately \$57.4 million). The certified assessed value of property within the Town for the current year is \$1,912,558,887, 3% of which would be \$57.4 million. The Town is well within the debt borrowing limits established by the Town Charter. The Town's General Fund borrowings total less than 1% of the total assessed value of all property within the Town for the current fiscal year (criteria number 1).

As a condition of incorporation, the Town is required to pay Miami-Dade County its pro rata share for the Public Service Tax Revenue Bonds (i.e., the QNIP bonds) issued or authorized prior to the Town's incorporation. At September 30, 2014, the balance owed on the Quality Neighborhood Improvement Program (QNIP) bonds approximated \$3.1 million (which represents only 0.16% of the total assessed property value for the current fiscal year). Debt service related to these bonds for FY 2014-15 is budgeted at \$400,000 in the General Government department of the General Fund (\$250,000 principal and \$150,000 interest).

The Town also entered into bank loans with a local lender in 2010 and 2012. These loans total approximately \$15.3 million (which represents only 0.8% of the total assessed property value for the current fiscal year), all of which is outstanding at September 30, 2014, and call for principal and interest payments that vary from year to year and interest rates that range from 2.18% to 4.42%. These loans, the debt service for which is accounted for in the General Fund, related to the purchase of the Town Center building and related improvements thereto, purchase of the land parcel adjacent to the Town Center building, and to fund the Town's high school initiative with the Miami Dade School Board. Debt service related to these loans for



FY 2014-15 is budgeted at \$1.671 million in the General Fund (\$1.136 million principal and \$535,000 interest), and is allocated between the General Government and Town Hall Building departments (see table below and departmental details in later sections of this budget book). These loans are not revenue backed debt and are not secured by a dedicated revenue stream/source. The loans simply require an annual appropriation of debt service payments by the Town, with which the Town has complied.

When the Town took over operation of the stormwater utility operation within the Town's boundaries from Miami-Dade County, the Town agreed to pay the County its pro rata share for the Stormwater Utility Revenue Bonds issued prior to the Town's incorporation. Debt service on these bonds is funded solely from the Stormwater Utility's operating revenues and are not obligations of the General Fund or any other fund.

At September 30, 2014, the balance owed on the Stormwater Utility Revenue bonds approximated \$2 million. Debt service (interest) related to these bonds for FY 2014-15 is budgeted at \$105,000.

The table on the following page summarizes the debt service payments included in the FY 2014-15 budget.

To date, the Town's debt service on the aforementioned loans has been interest only payments. Principal on certain of the loans are scheduled to commence in December 2014 and will significantly increase the Town's debt service burden. The Town holds adequate funds to meet its current and anticipated future debt service obligations.

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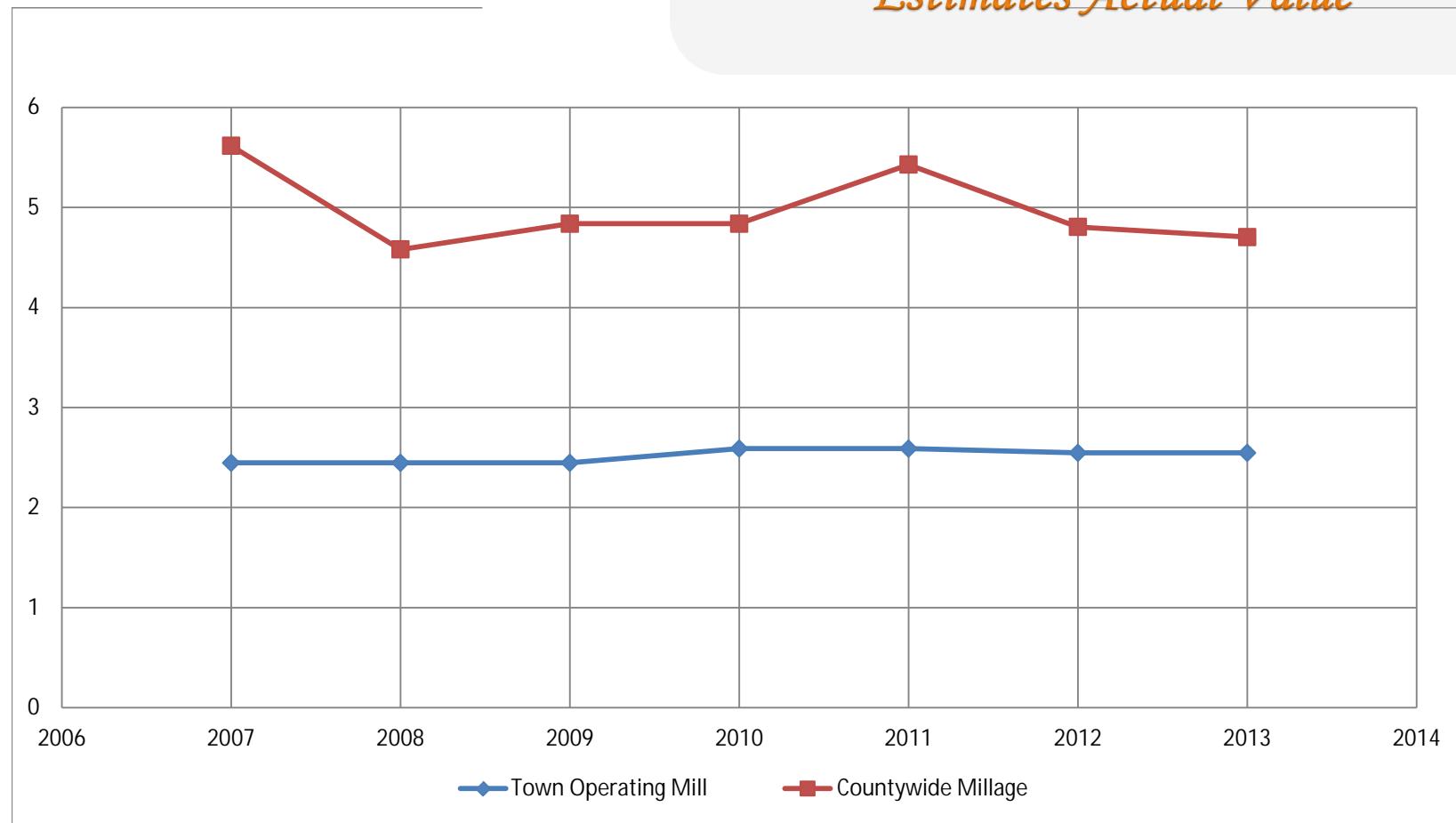
Table – Summary of FY 2014-15 Debt Service Payments by Fund

| Fund/Department                        | Principal           | Interest          | Total               |
|--|---------------------|-------------------|---------------------|
| <b><u>General Fund:</u></b>            |                     |                   |                     |
| General Government Department:         |                     |                   |                     |
| Bank Loans                             | \$ 595,000          | \$ 124,000        | \$ 719,000          |
| QNIP Debt                              | 250,000             | 150,000           | 400,000             |
| Town Hall Building Department          | 541,000             | 411,000           | 952,000             |
| <i>Total General Fund</i>              | <b>\$ 1,386,000</b> | <b>\$ 685,000</b> | <b>\$ 2,071,000</b> |
| <b><u>Stormwater Utility Fund:</u></b> |                     |                   |                     |
| Stormwater Utility Revenue Bonds       | \$ -                | \$ 105,000        | \$ 105,000          |



## Town of Cutler Bay Property Tax Rates

*Net Assessed Value as a Percentage of  
Estimates Actual Value*





**Town of Cutler Bay**  
**Property Tax Rates**  
*Net Assessed Value as a Percentage of  
Estimates Actual Value*

| Fiscal Year | Real Property        |                     |  | Personal Property | Net Assessed Value | Total Direct Tax Rate (2) | Estimated Actual Value | Net Assessed Value as a Percentage of Estimated Actual Value |
|-------------|----------------------|---------------------|--|-------------------|--------------------|---------------------------|------------------------|--|
|             | Residential Property | Commercial Property |  |                   |                    |                           |                        |  |
| 2006        | (1)                  | (1)                 |  | (1)               | (1)                | (1)                       | (1)                    | (1)  |
| 2007        | \$ 1,752,683         | \$ 431,400          |  | \$ 46,852         | \$ 2,230,935       | 2.4470                    | \$ 3,548,313           | 62.87%   |
| 2008        | \$ 2,231,296         | \$ 495,928          |  | \$ 55,318         | \$ 2,782,542       | 2.4470                    | \$ 4,362,898           | 63.78%   |
| 2009        | \$ 2,213,948         | \$ 538,463          |  | \$ 59,422         | \$ 2,811,833       | 2.4470                    | \$ 4,529,632           | 62.08%   |
| 2010        | \$ 1,683,995         | \$ 492,970          |  | \$ 66,639         | \$ 2,243,604       | 2.5888                    | \$ 3,397,498           | 66.04%   |
| 2011        | \$ 1,220,537         | \$ 446,953          |  | \$ 67,175         | \$ 1,734,665       | 2.5888                    | \$ 2,532,903           | 68.49%   |
| 2012        | \$ 1,232,081         | \$ 430,445          |  | \$ 65,033         | \$ 1,727,559       | 2.5702                    | \$ 2,537,919           | 68.07%   |
| 2013        | \$ 1,207,112         | \$ 428,425          |  | \$ 65,435         | \$ 1,700,972       | 2.5702                    | \$ 2,490,028           | 68.31%   |

Note: Property in the Town is reassessed each year. State law requires the Property Appraiser to appraise property at 100% of market value. The Florida Constitution was amended, effective January 1, 1995, to limit annual increases in assessed value of property with homestead exemption to 3% per year or the amount of the Consumer Price Index, whichever is less. The increase is not automatic since no assessed value shall exceed market value. Tax rates are per \$1,000 of assessed value.

Source: Miami-Dade County Property Appraisal office.

- (1) The Town incorporated in November 2005 and its first year of setting its millage rate was fiscal year 2007. Therefore, information for fiscal periods prior to that are not available.
- (2) Property tax rates are assessed per \$1,000 of taxable assessed valuation



**Town of Cutler Bay**  
**Property Tax Rates**  
*Net Assessed Value as a Percentage of  
Estimates Actual Value*

| Fiscal Year | DIRECT RATES       |                    | OVERLAPPING RATES |              |        |                   |        |             | Total Direct and Overlapping Rates |  |
|-------------|--------------------|--------------------|-------------------|--------------|--------|-------------------|--------|-------------|------------------------------------|--|
|             | Town of Cutler Bay |                    | County            |              |        | Special Districts |        |             |                                    |  |
|             | Operating Millage  | Total Town Millage | County-wide       | Debt Service | Fire   | Library           | School | State/Other |                                    |  |
| 2006        | (1)                | (1)                | (1)               | (1)          | (1)    | (1)               | (1)    | (1)         | (1)                                |  |
| 2007        | 2.4470             | 2.4470             | 5.6150            | 0.2850       | 2.6510 | 0.4860            | 8.1050 | 1.1578      | 20.7468                            |  |
| 2008        | 2.4470             | 2.4470             | 4.5796            | 0.2850       | 2.2487 | 0.3842            | 7.9480 | 1.0808      | 18.9733                            |  |
| 2009        | 2.4470             | 2.4470             | 4.8379            | 0.2850       | 2.2271 | 0.3822            | 7.7970 | 1.0797      | 19.0559                            |  |
| 2010        | 2.5888             | 2.5888             | 4.8379            | 0.2850       | 2.2271 | 0.3822            | 7.9950 | 1.1585      | 19.4745                            |  |
| 2011        | 2.5888             | 2.5888             | 5.4275            | 0.4450       | 2.5953 | 0.2840            | 8.2490 | 1.1585      | 20.7481                            |  |
| 2012        | 2.5702             | 2.5702             | 4.8050            | 0.2850       | 2.4627 | 0.1795            | 8.0050 | 0.9708      | 19.2782                            |  |
| 2013        | 2.5702             | 2.5702             | 4.7035            | 0.2850       | 2.4627 | 0.1725            | 7.9980 | 0.9634      | 19.1553                            |  |

(1) The Town incorporated in November 2005 and its first year of setting its millage rate was fiscal year 2007. Therefore, information for fiscal periods prior to that are not available.

(2) Overlapping rates are those of local and county governments and other taxing districts that apply to property owners within the Town of Cutler Bay.

Additional information:

Property tax rates are assessed per \$1,000 of taxable assessed valuation

Tax rate limits:

|        |               |
|--------|---------------|
| Town   | 10.0000 mills |
| County | 10.0000 mills |
| School | 10.0000 mills |
| State  | 10.0000 mills |

Source: Miami-Dade County Property Appraisal office.

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## 2014 Town of Cutler Bay Preliminary Assessment Roll Values and 2013 Comparison

MIAMI-DADE COUNTY  
PROPERTY APPRAISER  
2014 ASSESSMENT ROLL CHANGE BY PROPERTY TYPE  
JULY 1, 2014



| PROPERTY TYPE         | 2014 COUNT | 2013 PRELIMINARY VALUES |               | 2014 PRELIMINARY VALUES |               | TAXABLE VALUE DIFF | PCT    | NEW CONS   |
|-----------------------|------------|-------------------------|---------------|-------------------------|---------------|--------------------|--------|------------|
|                       |            | JUST VALUE              | TAXABLE VALUE | JUST VALUE              | TAXABLE VALUE |                    |        |            |
| SINGLE FAMILY         | 10,676     | 1,549,376,054           | 1,063,574,965 | 1,903,534,369           | 1,185,682,555 | 122,107,590        | 11.5%  | 39,204,276 |
| CONDOMINIUM           | 3,450      | 273,189,477             | 200,104,087   | 335,571,080             | 234,691,884   | 34,587,797         | 17.3%  | 11,764,285 |
| MULTI FAMILY          | 129        | 41,830,658              | 21,176,860    | 44,509,104              | 22,193,394    | 1,016,534          | 4.8%   | 230,790    |
| COMMERCIAL            | 105        | 379,549,391             | 364,560,673   | 360,879,108             | 354,628,405   | -9,932,268         | -2.7%  | 3,001,015  |
| INDUSTRIAL            | 1          | 158,786                 | 158,786       | 173,244                 | 173,244       | 14,458             | 9.1%   | 0          |
| AGRICULTURE           | 3          | 4,831,004               | 621,704       | 4,921,348               | 596,368       | -25,336            | -4.1%  | 0          |
| VACANT LAND           | 559        | 36,638,013              | 33,884,235    | 33,178,133              | 28,705,663    | -5,178,572         | -15.3% | 4,452      |
| INSTITUTIONAL         | 14         | 43,607,956              | 11,552,149    | 35,182,591              | 13,067,643    | 1,515,494          | 13.1%  | 1,700,134  |
| GOVERNMENTAL          | 104        | 153,237,638             | 6,400,000     | 153,338,168             | 6,400,000     | 0                  | 0.0%   | 0          |
| OTHER PROPERTIES      | 71         | 12,507,354              | 844,831       | 25,006,856              | 1,189,989     | 345,158            | 40.9%  | 0          |
| REAL ESTATE PARCELS   | 15,112     | 2,494,926,331           | 1,702,878,290 | 2,896,294,001           | 1,847,329,145 | 144,450,855        | 8.5%   | 55,904,952 |
| PERS PROP & CENT ASSD |            | 74,230,351              | 66,869,128    | 72,766,980              | 65,229,742    | -1,639,386         | -2.5%  | 0          |
| ALL ASSESSED PROPERTY |            | 2,569,156,682           | 1,769,747,418 | 2,969,060,981           | 1,912,558,887 | 142,811,469        | 8.1%   | 55,904,952 |

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## 2014 County-Wide Preliminary Assessment Roll Values and 2013 Comparison

MIAMI-DADE COUNTY  
PROPERTY APPRAISER

2014 ASSESSMENT ROLL CHANGE BY PROPERTY TYPE

JULY 1, 2014



| PROPERTY TYPE         | 2014 COUNT | 2013 PRELIMINARY VALUES |                 | 2014 PRELIMINARY VALUES |                 | TAXABLE VALUE DIFF | PCT   | NEW CONS      |
|-----------------------|------------|-------------------------|-----------------|-------------------------|-----------------|--------------------|-------|---------------|
|                       |            | JUST VALUE              | TAXABLE VALUE   | JUST VALUE              | TAXABLE VALUE   |                    |       |               |
| SINGLE FAMILY         | 376,464    | 85,937,271,357          | 59,683,242,109  | 98,869,366,970          | 64,165,307,554  | 4,482,065,445      | 7.5%  | 813,181,602   |
| CONDOMINIUM           | 351,975    | 68,066,121,110          | 54,640,629,149  | 80,413,539,854          | 60,581,661,084  | 5,941,031,935      | 10.9% | 346,357,722   |
| MULTI FAMILY          | 35,761     | 14,043,881,581          | 12,276,431,627  | 15,524,993,446          | 13,152,503,540  | 876,071,913        | 7.1%  | 230,155,313   |
| COMMERCIAL            | 35,617     | 40,963,469,698          | 37,783,135,577  | 42,190,754,584          | 38,520,479,443  | 737,343,866        | 2.0%  | 187,669,987   |
| INDUSTRIAL            | 16,061     | 12,474,767,735          | 11,948,998,380  | 12,811,463,752          | 12,104,951,075  | 155,952,695        | 1.3%  | 91,048,202    |
| AGRICULTURE           | 8,371      | 3,053,530,547           | 691,108,327     | 3,073,951,278           | 708,388,103     | 17,279,776         | 2.5%  | 13,002,763    |
| VACANT LAND           | 46,466     | 7,237,000,895           | 6,185,710,747   | 8,074,027,187           | 6,565,084,271   | 379,373,524        | 6.1%  | -44,196,376   |
| INSTITUTIONAL         | 2,641      | 5,563,679,961           | 1,116,712,537   | 6,066,893,558           | 1,101,375,027   | -15,337,510        | -1.4% | 48,563,237    |
| GOVERNMENTAL          | 22,209     | 17,482,418,413          | 71,499,869      | 18,233,154,631          | 96,804,681      | 25,304,812         | 35.4% | 22,995        |
| OTHER PROPERTIES      | 3,319      | 955,989,683             | 721,130,982     | 1,307,013,397           | 909,220,997     | 188,090,015        | 26.1% | 2,681,418     |
| REAL ESTATE PARCELS   | 898,884    | 255,778,130,980         | 185,118,599,304 | 286,565,158,657         | 197,905,775,775 | 12,787,176,471     | 6.9%  | 1,688,486,863 |
| PERS PROP & CENT ASSD |            | 17,403,460,307          | 12,019,665,632  | 18,260,464,148          | 12,638,982,635  | 619,317,003        | 5.2%  | 0             |
| ALL ASSESSED PROPERTY |            | 273,181,591,287         | 197,138,264,936 | 304,825,622,805         | 210,544,758,410 | 13,406,493,474     | 6.8%  | 1,688,486,863 |

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# Adopted Budget Fiscal Year 2014-15

## Fiscal Year 2014-15 Adopted Budget

### Budget Overview

Because of the property tax relief initiatives that have been adopted in the past several years, and the global economic situation, the development of the FY 2014-15 Budget was a "challenge."

The State Legislature's adoption of the "Property Tax Relief" legislation and the approval of the property tax constitutional amendments in recent years, in addition to the end of the real estate "bubble", and general decline in our nation's current economy, has created an environment where the impacts of the Town's and other taxing district's tax rates will have varying impacts on individual properties.

The "Save Our Homes" (SOH) amendment which took effect in the mid-1990's had the effect of limiting the annual increase in the assessed value of homesteaded properties to 3% or the national Consumer Price Index (CPI), whichever is less.



As a result, long-time homesteaded property owners benefited from years of skyrocketing home values by paying relatively less property taxes versus newer home purchasers due to the SOH limits on increases in assessed values.

Property values within the Town saw significant declines from 2008 through 2012 (an approximate 40% decline from the 2008 valuation level). The decline in 2012, however, was mild (approximately 1.7 percent) which may have indicated a bottoming out in the market. Property values increased 3.77% in 2013 from 2012 levels, and then increased an additional 8.07% in 2014 from 2013 levels, further supporting the notion that the local real estate market downturn may have turned around.



The Town is also experiencing increased development activity which it hopes will spur additional increases in property values going forward.



Following Council direction, the general budget priorities for FY 2014-15 are:

- Ø To hold the tax rate as low as possible while maintaining an acceptable level of service to the community;
- Ø To maintain and enhance current levels of service especially our excellent police service, to the extent possible due to the current economic and revenue challenges;
- Ø To continue the direction of conservative financial policies and judicious management efficiencies;
- Ø Provide responsibly funded reserve funds for hurricane and other unique responsibilities, opportunities and emergencies;
- Ø Continue operation of a Stormwater Utility; and
- Ø Plan and fund future capital improvements and authorize funds to achieve improvements.

This budget book was developed utilizing a millage rate of 2.3907 mils, which is the "rollback" rate in effect for FY 2014-15 and not the proposed "ceiling" millage rate of 2.7202 mills as set by the Town Council at its July 16, 2014 Town Council meeting. As recommended by the Town Manager, the Town Council voted to set the Town's preliminary tax rate at the statutorily computed "two-thirds vote maximum millage rate" to allow the Town Council maximum flexibility during their budget workshops and hearings process. However, during the budget workshop and hearings process, it was clear that the Town Council had consensus to build the budget using the "rollback" rate.

The FY 2014-15 Adopted Budget is balanced at \$52.43 million, of which approximately \$36.23 million represents the General Fund budget, \$10.45 million represents Special Revenue budgets, \$500,000 represents the Capital Projects Fund budget, and \$5.25 million relates to the Stormwater Utility Fund budget.



It is evident that because of our focus on "results-oriented" management practices, we were able to make some adjustments reasonably and rationally without drastic reduction in existing service levels, although significant budget reductions occurred due to the magnitude of the revenue reductions experienced during the economic downturn. Staff has proactively managed operations during the economic downturn to ensure fiscal responsibility while providing outstanding services to all of our residents. This was achieved in large part to the highly qualified core staff serving the Town. In fact, the Town operates highly effectively even though it has one of the lowest, if not the lowest, number of staff per capita in Miami-Dade County.



During the budget development process, Town Staff focused on Council priorities, departmental goals, resident's needs and utilized the Strategic Plan, developed and adopted in 2006, to determine to which objectives revenues should be focused. The goals and objectives for each department are highlighted at the beginning of each respective section.

In creating this budget we focused high priority on maintaining our public safety resources intact with no law enforcement staffing cuts, improving our public transportation infrastructure, implementing environmental "Green" initiatives and addressing the services that mean so much to our community.



## Consolidated Budget

This budget summary presents a consolidated picture of total revenue and expenditures of the General Fund, the Special Revenues Fund, the Joint Participation Agreement (JPA) – Caribbean Blvd Fund, the Citizen's Independent Transportation Trust (CITT) Fund, The Children's Trust Fund, the Juvenile Justice Fund, the Capital Projects Fund, and the Stormwater Utility Fund (an enterprise fund). The operation of each fund is accounted for through a set of self-balancing accounts comprised of each fund's revenues and expenditures, assets, liabilities, and fund balances and/or retained earnings (referred to in the table as "Balances"). Each fund is shown individually in later sections of this budget book.

**The consolidated FY 2014-15 adopted budget expenditures for all funds total \$28,195,105**

### CONSOLIDATED BUDGET ALL FUNDS

|  | Actual<br>FY 2010-11 | Actual<br>FY 2011-12 | Actual<br>FY 2012-13 | Adopted<br>FY 2013-14 | Projected<br>FY 2013-14 | Adopted<br>FY 2014-15 |
|--|----------------------|----------------------|----------------------|-----------------------|-------------------------|-----------------------|
| <b>Balances, Beginning - All Funds</b>     | \$ 21,194,012        | \$ 23,411,953        | \$ 27,042,525        | \$ 27,804,800         | \$ 29,444,415           | \$ 28,059,919         |
| <b>Revenues - All Funds:</b>               |                      |                      |                      |                       |                         |                       |
| Ad Valorem                                 | 4,215,773            | 4,254,352            | 4,113,511            | 4,321,175             | 4,300,000               | 4,343,737             |
| Utility Taxes                              | 2,412,904            | 2,472,062            | 2,640,920            | 2,185,000             | 2,600,000               | 2,600,000             |
| Intergovernmental Revenues                 | 12,887,250           | 12,463,928           | 10,044,231           | 14,256,746            | 13,471,000              | 12,477,889            |
| Impact Fees                                | 190,672              | 316,072              | 804,748              | 127,500               | 366,000                 | 145,000               |
| Building Permits & Zoning Fees             | 873,806              | 1,069,439            | 2,021,659            | 1,146,000             | 1,160,000               | 1,120,000             |
| Licenses and Registrations                 | 390,703              | 387,217              | 429,677              | 275,000               | 325,000                 | 310,000               |
| Miscellaneous Revenues                     | 625,905              | 977,163              | 896,807              | 782,000               | 642,992                 | 690,000               |
| Rental Income                              | 752,571              | 503,893              | 544,793              | 500,000               | 550,000                 | 550,000               |
| Grants                                     | 89,016               | 98,472               | 92,987               | 419,759               | 186,508                 | 519,456               |
| Investment Income                          | 63,707               | 63,705               | 70,392               | 43,000                | 48,000                  | 48,000                |
| <b>Total Revenues - All Funds</b>          | <b>22,502,307</b>    | <b>22,606,303</b>    | <b>21,659,725</b>    | <b>24,056,180</b>     | <b>23,629,500</b>       | <b>22,804,082</b>     |
| <b>Expenditures - All Funds:</b>           |                      |                      |                      |                       |                         |                       |
| Mayor & Council                            | 152,887              | 143,527              | 135,215              | 183,237               | 167,276                 | 184,063               |
| Town Clerk                                 | 208,906              | 171,834              | 267,992              | 344,938               | 308,200                 | 493,957               |
| General Government                         | 3,207,167            | 4,348,231            | 1,657,495            | 2,056,660             | 1,979,500               | 2,816,963             |
| Finance                                    | 382,540              | 351,388              | 343,743              | 457,382               | 408,850                 | 467,401               |
| Town Attorney                              | 440,857              | 494,104              | 332,981              | 500,000               | 375,000                 | 425,000               |
| Community Development                      | 1,192,223            | 1,209,011            | 1,783,975            | 1,554,663             | 1,577,200               | 1,615,991             |
| Public Works                               | 1,826,452            | 2,165,863            | 2,487,350            | 9,052,623             | 7,771,400               | 7,983,765             |
| Law Enforcement                            | 8,015,575            | 8,073,949            | 7,934,561            | 8,796,394             | 8,475,420               | 9,295,317             |
| Parks                                      | 7,733,755            | 2,989,910            | 1,658,389            | 2,907,091             | 2,031,250               | 2,635,976             |
| Town Hall Building                         | 2,519,025            | 1,244,875            | 1,501,573            | 1,981,967             | 1,684,900               | 2,276,652             |
| <b>Total Expenditures - All Funds</b>      | <b>25,679,387</b>    | <b>21,192,692</b>    | <b>18,103,274</b>    | <b>27,834,955</b>     | <b>24,778,996</b>       | <b>28,195,105</b>     |
| <b>Other Financing Sources (Uses), net</b> | <b>3,336,128</b>     | <b>2,216,961</b>     | <b>(1,154,561)</b>   | <b>(475,826)</b>      | <b>(235,000)</b>        | <b>-</b>              |
| <b>Prior Period Adjustment</b>             | <b>2,058,893</b>     | <b>-</b>             | <b>-</b>             | <b>-</b>              | <b>-</b>                | <b>-</b>              |
| <b>Balances, Ending - All Funds</b>        | <b>\$ 23,411,953</b> | <b>\$ 27,042,525</b> | <b>\$ 29,444,415</b> | <b>\$ 23,549,999</b>  | <b>\$ 28,059,919</b>    | <b>\$ 22,688,896</b>  |

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# Adopted Budget Fiscal Year 2014-15

## Town of Cutler Bay Budgeted Funds

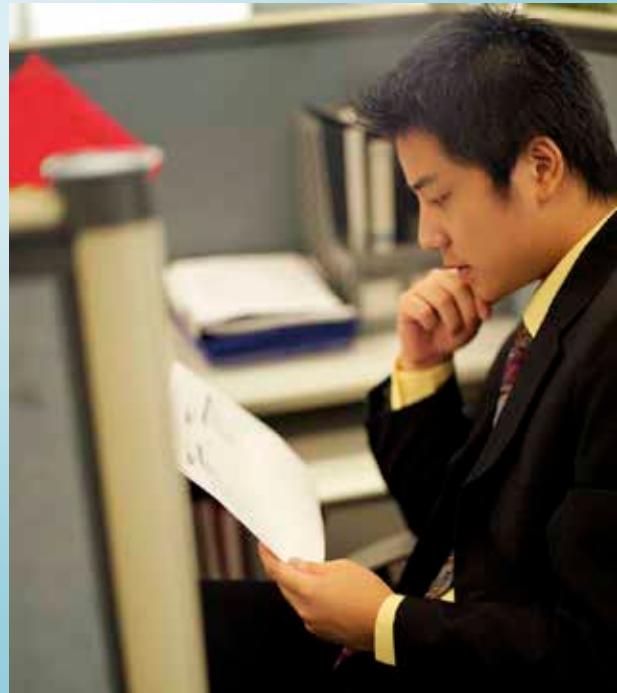
### General Fund

The Town's General Fund, a major fund, receives the majority of the Town's operating revenues and accounts for the majority of the Town's expenditures for services. General Fund revenues are primarily unrestricted in nature and fund a variety of services including police patrol, general public works, town administration, and parks services.

The six (6) major general fund revenues, other than transfers, are:

- Ø Ad Valorem or Property Taxes,
- Ø Utility Taxes,
- Ø Local Government Half Cent Sales Taxes,
- Ø State Revenue Sharing
- Ø Communications Services Taxes, and
- Ø Electrical Franchise Fees.

Other revenues include the local business tax receipts, solid waste franchise fees, burglar alarm registrations and fines, building permits and related zoning and code enforcement fees, park user fees, commercial rentals from the Cutler Bay Town Center, and interest earnings, among others.



The General Fund Revenue chart provided in this budget book reflects the percentages of each revenue source as part of the proposed \$36.2 million General Fund Budget for FY 2014-15. State law requires counties but not municipalities to budget revenues at 95% of projected values. That requirement helps assure that actual revenues, which generally depend on next year's economy, will meet budgeted targets and cover expenses. As in FY 2013-14, revenues



are budgeted at 95 percent of the FY 2014-15 revenue estimate, unless otherwise indicated at a more conservative rate.



Fund balances brought forward ("Carryover") into the FY 2014-15 budget is projected at \$18.95 million. That's approximately \$2.9 million better than expected as a result of a history of prudent financial management by staff and not dipping into reserves to the extent budgeted. While not a technically a "revenue" source, the carryover balance reflects projected fund balances from the prior fiscal year that are available for appropriation by the Town Council, to the extent of unrestricted fund balances, to fund the new year's budget.

### General Fund Revenue Source Descriptions

The following sections describe in more detail each of the major revenue sources of the General Fund.

#### Ad Valorem or Property Taxes

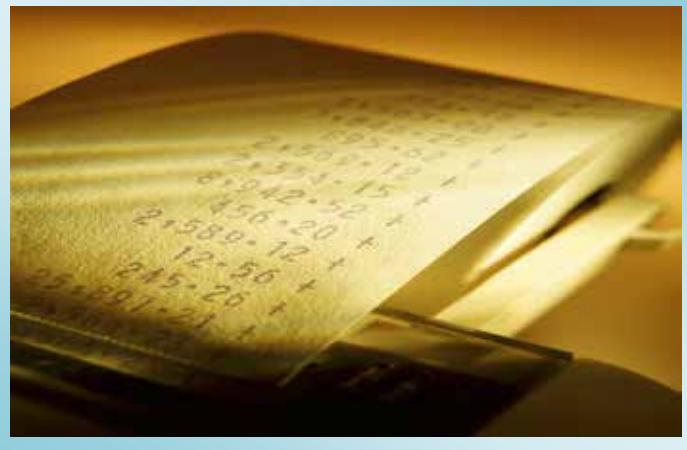
Ad Valorem (at value) taxes represent a levy on assessed real and personal property. Ad valorem taxes are known as property taxes, and the property tax levy generally is the single largest revenue source for municipalities. On June 30, 2014, the County Property Appraiser delivered the Certified Adjusted Taxable Value to the Town for use in the FY 2014-15 budget. The assessed value of all taxable properties minus homestead and other exemptions for the Town is **\$1,912,558,887**. That amount is 8.07 percent **more** than the taxable value in FY 2013-14. \$55.9 million of the current year assessed value results from new construction, which helped increase the assessed value.

The amount of property taxes paid by a property owner depends on the taxable value of the property and on the millage rate (measured in dollars per \$1,000 of value) approved by the governing body of each taxing authority. The property tax levy is the product of the taxable value of property multiplied by the millage rate.

Properties located within our municipal limits, are subject to the Town's municipal property taxes as well as those of the County, school board, and various special taxing authorities, such as the South Florida Water Management District. In addition, certain special assessments, such as that for solid waste disposal, fire and library services (which are set and levied by Miami-Dade County), are on the tax bill of affected properties.



The Miami-Dade County Property Appraiser's Office bases the taxable value on the "market value" of property in accordance with State law. The assessed value of a piece of property may differ from the market value. For example, while the market value of a property may increase or stay the same, Amendment 10 to the Florida Constitution limited the growth in assessed value for properties with homestead exemption to three percent or the growth in the consumer price index, whichever is lower. The taxable value may differ from the assessed value. Properties eligible for homestead exemption have the taxable value reduced by up to \$25,000. Eligible persons may also receive the Senior Homestead Exemption of an additional \$25,000. Other exemptions include those for disabled veterans, widows, and widowers. Passage of Amendment #1 in January 2008 by the Florida electorate provides for additional homestead exemptions, portability and other various changes which impact the taxable value of property.



The Town Council determines the number of "mils" to be applied to the assessed taxable value for the municipal portion of the total property tax bill. For example, a one "mil" change applied to the FY 2014-15 Certified Tax Value of \$1,912,558,887 generates an additional \$1,912,559 of gross property tax revenue.

The Town's Adopted Budget reflects a millage rate of **2.3907** mils, which is the statutorily computed "rollback" millage rate in effect for FY 2014-15 and not the proposed rate (2.7202 mils) as set by the Town Council at its July 16, 2014 Town Council meeting. This millage rate generates ad valorem taxes for all taxable properties in Town in the amount of **\$4.343 million** (based on the 95% budget factor)

Adopted Budget  
Fiscal Year 2014-15  
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## Utility Taxes

Utility service taxes are levied on consumer consumption of utility services provided within the Town. Utilities on which the tax is levied include electricity, gas, and water and sewer services.



The utility tax budget is based on large part from information we can obtain from Miami-Dade County as well as our limited historical experience. The County is estimating utility tax revenues to be flat versus amounts from FY 2013-14. In Cutler Bay, we anticipate these revenues to be flat to slightly up given the development activity in Town. However, to be conservative, we will budget this line item for FY 2014-15 using our projection for the FY 2013-14 amount for a total of **\$2.6 million**

## Local Government Half Cent Sales Tax

In 1982, the State approved the sharing of approximately one-half cent of the six-cent sales tax with the counties and municipalities in the State that meet certain requirements. The distribution to the geographic area of each county is based on the sales tax collected by the state in that county. The allocation to county government and the municipalities in each county is made on the basis of each jurisdiction's population. The State provides revenue estimates for each jurisdiction. For budget purposes, the final budget amount so estimated is

**\$2.98 million.**

## State Municipal Revenue Sharing

The State's Municipal Revenue Sharing Trust Fund receives roughly thirty percent of its revenue from gas taxes and the balance from sales taxes. The portion attributable to gas taxes is limited in use to transportation related activities, including transportation related public safety activities.



Revenue Sharing is distributed to eligible municipalities by a formula based on municipal population, municipal sales tax collections and municipality's relative ability to raise revenue (a complex, multistep calculation based on a municipality's per capita property values and population in relation to statewide values).

The Town Manager recommends budgeting at 95% of the State estimate, yielding a FY 2014-15 budget estimate for State Revenue Sharing of approximately **\$1.345 million**.

### Communications Service Tax

Several years ago, the State standardized the collection of utility taxes and franchise fees on communication services, including telephone service and cable television. Each jurisdiction approved a tax rate (5.22% for the Town) applied to all services generated in the jurisdiction. Each service provider is required to pay the taxes to the State, which is responsible for distributing the taxes to the jurisdictions and for monitoring and auditing the collections.

Pursuant to state law, the Town notified the State of its tax rate, and collections began for the benefit of the Town in January 2007. Prior to that time, the tax collected in the geographic area of the Town was credited to the County. In accordance with an Interlocal Agreement with the County, the County paid the Town's share of the Communications Services Tax to the Town. The Town Manager is recommending budgeting revenue from the Communications Services Tax at approximately **\$1.249 million**.

### FPL Franchise Fee

The Town generally receives its FPL franchise fee payment, via Miami Dade County (the "County"), in August. For fiscal year 2012-13, the Town budgeted approximately \$1,350,000 for this revenue source which was based on the actual amount received during fiscal year 2013. The Town was notified by the County that the 2014 franchise fee payment was going to be significantly lower than the 2013 payment. The Town's portion of the municipal Franchise Fee was approximately \$991,500, almost \$359,000 less than budgeted (and approximately 25% less than was actually received in 2013).





Pursuant to the Franchise Fee Agreement between Miami-Dade County and FPL, which governs the Town's payment pursuant to the Town's Interlocal Agreement with the County, a multi-tiered calculation is performed to determine the amount of franchise fees FPL is required to each pay. Among other things, this calculation essentially allows FPL to deduct from its Franchise Fee payments the amount it pays in municipal property taxes. According to Miami-Dade County staff, FPL's property taxes increased significantly as a result of their recent Turkey Point expansion project and, as a result, the increased property taxes paid reduced the amount of Franchise Fees FPL remitted. This reduction of Franchise Fee payments impacted all participating Miami Dade County municipalities, not just our Town. As a result of the foregoing, the Town is conservatively estimating FY 2014-15 electrical franchise fees of \$950,000.

### Local Option Gas Taxes

The Town receives a share of two Local Option Gas Taxes imposed by the Miami-Dade County, one of which is, the Six-Cent Local Option Gas Tax, is eligible to meet qualified General Fund expenditures. For FY 2014-15, the Town is budgeting revenues of \$512,000 based on State estimates.

The proceeds from the Six-Cent Local Option Gas Tax may be used for transportation expenditures including roadway maintenance and equipment and the structures for storing such equipment; drainage, street lighting, signs, signals, markings; traffic engineering; and debt service.

### Code Enforcement Division Fines

The Town receives revenues from fines from code violators. It is recommended that for FY 2014-15 any such revenue be used to fund the enforcement efforts. Estimated revenues are \$30,000.

### Building and Zoning Fees

Building permitting and inspection functions and zoning activities are projected to be self-supporting from their own revenues projected at **\$1.09 million for FY 2014-15**. Because permit fees of **\$1 million** are fees and not taxes or fines, they are limited in use to the cost associated with building and zoning activities and these revenues may not be used for general operations. Permit revenues are "shared" with the 3rd party company contracted with to provide such services.



The contractor is paid a percentage of the revenues collected and the Town retains a portion (the contractor pays its own operating costs out of its share of the revenues at no additional cost to the Town). The shared percentages vary based on the value of the permit activity in a given month. The contractor's share can range from 60% to 70% while the Town's share can range from 30% to 40%.

### Town Hall Building Rentals

During June 2010, the Town acquired the commercial office building in which it was renting its Town Hall facilities. The building is now known as the Cutler Bay Town Center. The Town has made significant improvements to the building, including the newly constructed Council chambers and meeting facility, and is currently in the process of making additional improvements and upgrades to the elevators and HVAC system. These improvements will be completed in stages throughout FY 2014-15.

A substantial portion of the building remains a commercial office building which is leased out to tenants. For FY 2014-15, the Town anticipates rental income generated from this activity to be approximately **\$550,000**.

### Other Fees, Interest and Miscellaneous

This category of revenue sources includes local business tax receipts, burglar alarm registrations, solid waste franchise fees, interest earned on cash held in bank accounts, alcoholic beverage taxes and any other minor revenue source for the Town. Each of our significant revenues for FY 2014-15 are described below:

**Licenses and Registrations:** Both the Miami-Dade County and the Town require all businesses to obtain a countywide local business tax receipt and a municipal local business tax receipt in order to operate within the Town. Countywide license fees are shared with cities based on a formula that includes population. The Town also requires that burglar alarms installed and operating within the Town be registered and provides for various penalties for noncompliance and response to false alarms. The Town also enacted an ordinance for solid waste disposal providers to apply for a non-exclusive franchise to operate within the Town to help defray costs of environmental, code enforcement and road impacts of waste hauling. The recommended budget for these categories is **\$310,000**.



**Parks Services Fees:** Parks operations will generate user fees. The budget for those fees is approximately **\$140,000**.

**Interest Earned:** The Town invests its available cash in instruments allowed by state law. The interest earnings on investments accruing to the General Fund are budgeted at **\$40,000**.

**Grants:** The Town has been awarded various grants totaling **\$32,700**, including a State of Florida forestry grant of \$15,000 and two (2) police grants totaling \$17,700.

**Miscellaneous Revenues:** Other General Fund revenues include items such as fines and forfeitures (which include the municipal portion of the fines imposed for traffic and other violations), lien searches, school crossing guard revenues and other small, miscellaneous revenues. The budget for those revenues is **\$550,000**.

### Transfers From Special Revenue Funds

Certain revenues are recorded in Special Revenue accounts as they are generally restricted as to use for certain specified types of items. When such eligible use items arise, those funds are transferred to the General Fund, or another fund, for expenditure.

In FY 2014-15, such transfers into the General Fund are budgeted at **\$556,000**, representing local option gas taxes transferred for expenditure on sidewalk repairs of **\$500,000** and police impact fees transferred for the purchase of two police vehicles in the amount of **\$56,000**.

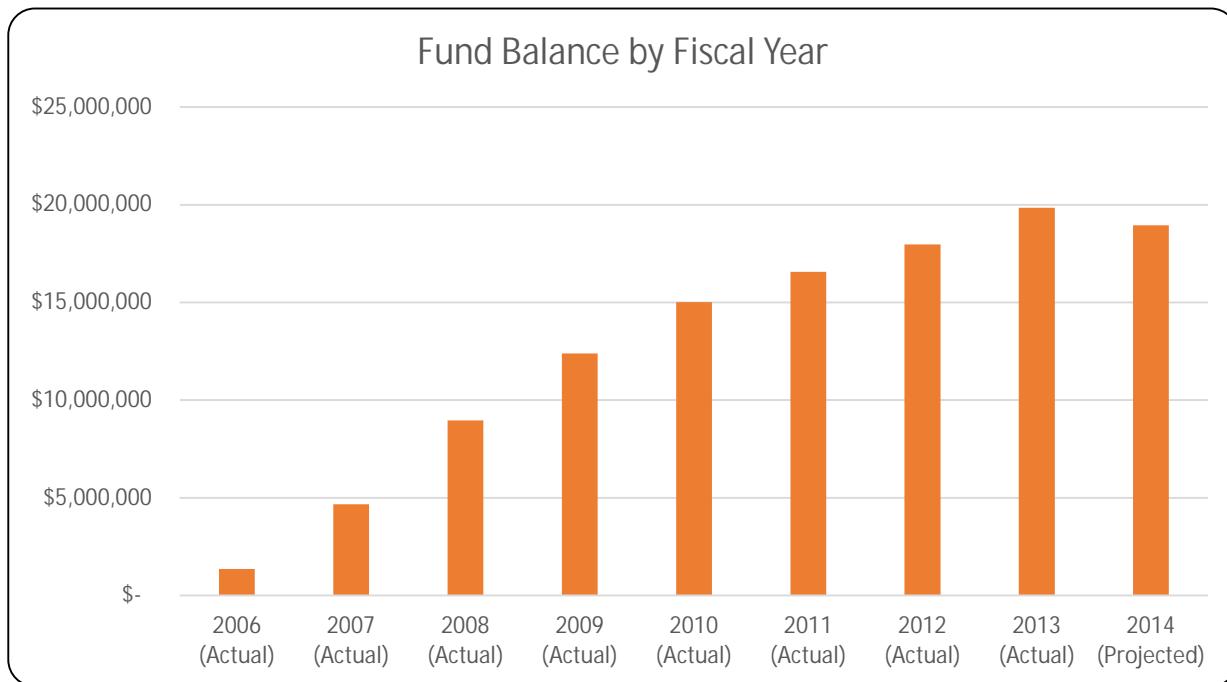
### Fund Balances and Reserves

Fund balances brought forward (referred to as "carryover") is the amount of estimated fund balance remaining at year-end that is carried forward into the new fiscal year and available for appropriation by the Council. The carryover into FY 2014-15 is estimated as **\$18.95 million**. Although, from an accounting point of view, "carryover" is a fund balance item and not a revenue item, in governmental budgets carryover is included as part of the operating budget as it represents resources available, to the extent represented by unrestricted fund balance items, for appropriation by the Town Council to fund the new budget year's operations.

Having sufficient fund balance reserves is critical to a municipality for many reasons, such as providing the necessary cash flow at the beginning of the fiscal year before property taxes collections begin in November/December, or having resources available for unexpected emergencies or contingencies. Also, having adequate available fund balances is a sign of



fiscal health that is viewed favorably by lenders and financial rating agencies. Carryover, however, should never be, and is not, treated as a recurring revenue source available for on-going operating expenses.





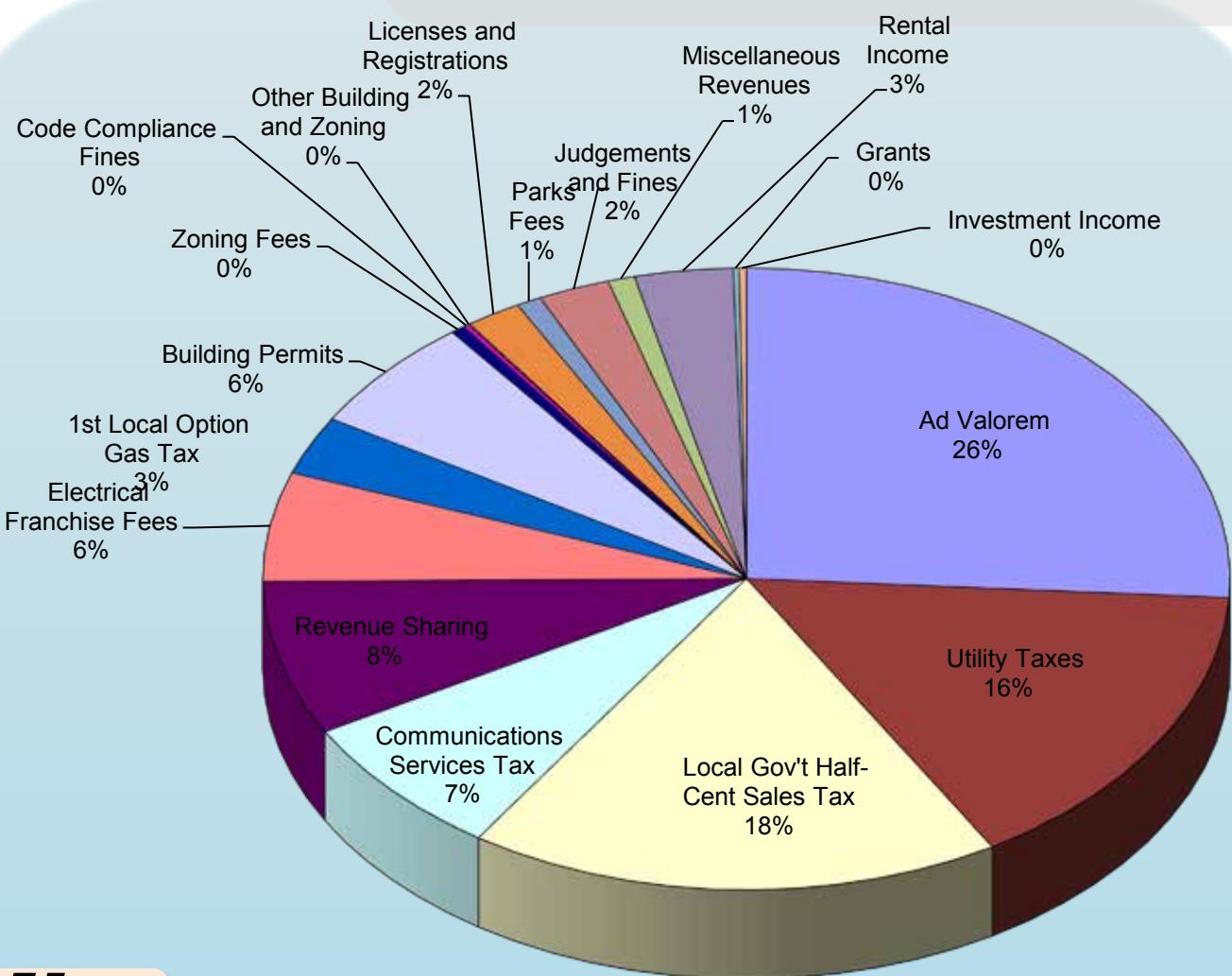
**General Fund**  
**Summary**

|  | Actual<br>FY 2010-11        | Actual<br>FY 2011-12        | Actual<br>FY 2012-13        | Adopted<br>FY 2013-14       | Projected Actual<br>FY 2013-14 | Adopted<br>FY 2014-15       |
|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|--------------------------------|-----------------------------|
| <b>Fund Balances, Beginning</b>        | <u>\$ 15,021,973</u>        | <u>\$ 16,557,820</u>        | <u>\$ 17,975,824</u>        | <u>\$ 18,092,599</u>        | <u>\$ 19,846,313</u>           | <u>\$ 18,950,817</u>        |
| <b>Revenues and Inflows:</b>           |                             |                             |                             |                             |                                |                             |
| Ad Valorem                             | 4,215,773                   | 4,254,352                   | 4,113,511                   | 4,321,175                   | 4,300,000                      | 4,343,737                   |
| Utility Taxes                          | 2,412,904                   | 2,472,062                   | 2,640,920                   | 2,185,000                   | 2,600,000                      | 2,600,000                   |
| Local Gov't Half-Cent Sales Tax        | 2,528,780                   | 2,616,586                   | 2,789,076                   | 2,754,816                   | 2,900,000                      | 2,978,055                   |
| Communications Services Tax            | 1,217,327                   | 1,317,459                   | 1,305,420                   | 1,285,761                   | 1,275,000                      | 1,249,552                   |
| Revenue Sharing                        | 1,099,905                   | 1,177,624                   | 1,199,345                   | 1,261,442                   | 1,200,000                      | 1,344,982                   |
| Electrical Franchise Fees              | 1,219,797                   | 1,415,237                   | 1,314,553                   | 1,350,000                   | 991,000                        | 950,000                     |
| 1st Local Option Gas Tax               | 538,168                     | 518,442                     | 511,555                     | 492,174                     | 505,000                        | 511,833                     |
| Building Permits                       | 679,280                     | 787,662                     | 1,733,952                   | 1,000,000                   | 1,000,000                      | 1,000,000                   |
| Zoning Fees                            | 108,898                     | 158,557                     | 186,984                     | 108,000                     | 100,000                        | 80,000                      |
| Code Compliance Fines                  | 25,590                      | 57,694                      | 25,141                      | 30,000                      | 25,000                         | 30,000                      |
| Other Building and Zoning              | 60,038                      | 65,526                      | 75,582                      | 8,000                       | 35,000                         | 10,000                      |
| Licenses and Registrations             | 390,703                     | 387,217                     | 429,677                     | 275,000                     | 325,000                        | 310,000                     |
| Parks Fees                             | 175,779                     | 178,939                     | 207,547                     | 140,000                     | 140,000                        | 140,000                     |
| Judgements and Fines                   | 267,707                     | 562,714                     | 411,595                     | 492,000                     | 375,000                        | 400,000                     |
| Miscellaneous Revenues                 | 182,419                     | 235,510                     | 277,665                     | 150,000                     | 127,992                        | 150,000                     |
| Rental Income                          | 752,571                     | 503,893                     | 544,793                     | 500,000                     | 550,000                        | 550,000                     |
| Grants                                 | -                           | 6,262                       | 9,917                       | 28,500                      | 22,008                         | 32,700                      |
| Investment Income                      | 55,831                      | 57,623                      | 53,050                      | 40,000                      | 40,000                         | 40,000                      |
| Sub-total                              | <u>15,931,470</u>           | <u>16,773,359</u>           | <u>17,830,283</u>           | <u>16,421,868</u>           | <u>16,511,000</u>              | <u>16,720,859</u>           |
| Interfund Transfers In                 | <u>5,390</u>                | <u>280,940</u>              | <u>321,496</u>              | <u>441,000</u>              | <u>300,000</u>                 | <u>556,000</u>              |
| Debt Proceeds                          | <u>3,605,122</u>            | <u>2,578,000</u>            | <u>-</u>                    | <u>-</u>                    | <u>-</u>                       | <u>-</u>                    |
| <b>Total Revenues and Inflows</b>      | <u><b>19,541,982</b></u>    | <u><b>19,632,299</b></u>    | <u><b>18,151,779</b></u>    | <u><b>16,862,868</b></u>    | <u><b>16,811,000</b></u>       | <u><b>17,276,859</b></u>    |
| <b>Expenditures and Outflows:</b>      |                             |                             |                             |                             |                                |                             |
| Mayor & Council                        | 152,887                     | 143,527                     | 135,215                     | 183,237                     | 167,276                        | 184,063                     |
| Town Clerk                             | 208,906                     | 171,834                     | 267,992                     | 344,938                     | 308,200                        | 493,957                     |
| General Government                     | 3,207,167                   | 4,348,231                   | 1,657,495                   | 2,056,660                   | 1,979,500                      | 2,816,983                   |
| Finance                                | 382,540                     | 351,388                     | 343,743                     | 457,382                     | 408,850                        | 467,401                     |
| Town Attorney                          | 440,857                     | 494,104                     | 332,981                     | 500,000                     | 375,000                        | 425,000                     |
| Community Development                  | 1,192,223                   | 1,209,011                   | 1,783,975                   | 1,554,663                   | 1,577,200                      | 1,615,991                   |
| Public Works                           | 638,757                     | 607,126                     | 729,801                     | 1,000,715                   | 883,900                        | 1,198,047                   |
| Law Enforcement                        | 8,015,575                   | 8,073,949                   | 7,934,561                   | 8,796,394                   | 8,475,420                      | 9,295,317                   |
| Parks                                  | 1,213,066                   | 1,479,894                   | 1,575,319                   | 1,970,332                   | 1,811,250                      | 1,949,220                   |
| Town Hall Building                     | 2,519,025                   | 1,244,875                   | 1,501,573                   | 1,981,967                   | 1,684,900                      | 2,276,652                   |
| Sub-total                              | <u>17,971,003</u>           | <u>18,123,939</u>           | <u>16,262,655</u>           | <u>18,846,288</u>           | <u>17,671,496</u>              | <u>20,722,631</u>           |
| Interfund Transfers Out                | <u>35,132</u>               | <u>90,356</u>               | <u>18,635</u>               | <u>35,000</u>               | <u>35,000</u>                  | <u>-</u>                    |
| <b>Total Expenditures and Outflows</b> | <u><b>18,006,135</b></u>    | <u><b>18,214,295</b></u>    | <u><b>16,281,290</b></u>    | <u><b>18,881,288</b></u>    | <u><b>17,706,496</b></u>       | <u><b>20,722,631</b></u>    |
| <b>Fund Balances, Ending</b>           | <u><b>\$ 16,557,820</b></u> | <u><b>\$ 17,975,824</b></u> | <u><b>\$ 19,846,313</b></u> | <u><b>\$ 16,074,179</b></u> | <u><b>\$ 18,950,817</b></u>    | <u><b>\$ 15,505,045</b></u> |



## General Fund Fiscal Year 2014-15

### Operating Revenue Breakdown



### Key

|                   |                             |                                   |                               |
|-------------------|-----------------------------|-----------------------------------|-------------------------------|
| ■ Ad Valorem      | ■ Utility Taxes             | ■ Local Gov't Half-Cent Sales Tax | ■ Communications Services Tax |
| ■ Revenue Sharing | ■ Electrical Franchise Fees | ■ 1st Local Option Gas Tax        | ■ Building Permits            |
| ■ Zoning Fees     | ■ Code Compliance Fines     | ■ Other Building and Zoning       | ■ Licenses and Registrations  |
| ■ Parks Fees      | ■ Judgements and Fines      | ■ Miscellaneous Revenues          | ■ Rental Income               |
| ■ Grants          | ■ Investment Income         |                                   |                               |

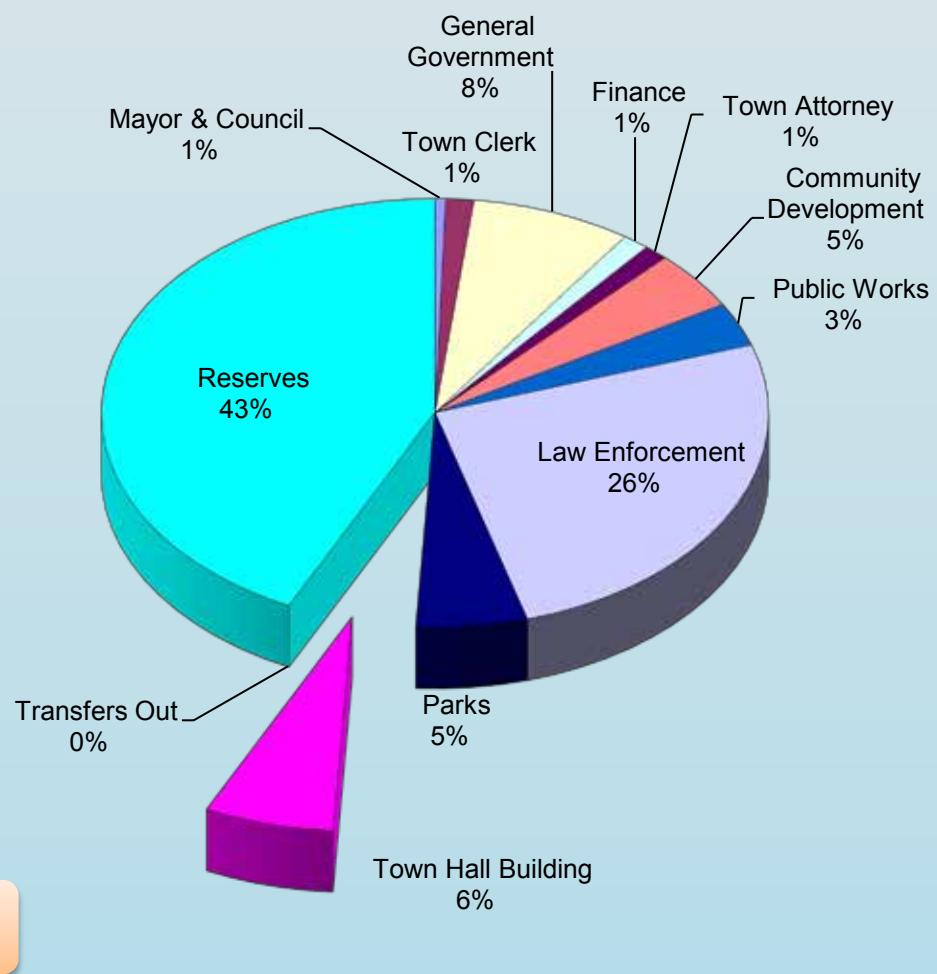


## General Fund Summary

|  | Actual<br>FY 2010-11 | Actual<br>FY 2011-12 | Actual<br>FY 2012-13 | Adopted<br>FY 2013-14 | Projected Actual<br>FY 2013-14 | Adopted<br>FY 2014-15 |
|--|----------------------|----------------------|----------------------|-----------------------|--------------------------------|-----------------------|
| <b><u>Expenditures and Outflows:</u></b> |                      |                      |                      |                       |                                |                       |
| Mayor & Council                          | 152,887              | 143,527              | 135,215              | 183,237               | 167,276                        | 184,063               |
| Town Clerk                               | 208,906              | 171,834              | 267,992              | 344,938               | 308,200                        | 493,957               |
| General Government                       | 3,207,167            | 4,348,231            | 1,657,495            | 2,056,660             | 1,979,500                      | 2,816,983             |
| Finance                                  | 382,540              | 351,388              | 343,743              | 457,382               | 408,850                        | 467,401               |
| Town Attorney                            | 440,857              | 494,104              | 332,981              | 500,000               | 375,000                        | 425,000               |
| Community Development                    | 1,192,223            | 1,209,011            | 1,783,975            | 1,554,663             | 1,577,200                      | 1,615,991             |
| Public Works                             | 638,757              | 607,126              | 729,801              | 1,000,715             | 883,900                        | 1,198,047             |
| Law Enforcement                          | 8,015,575            | 8,073,949            | 7,934,561            | 8,796,394             | 8,475,420                      | 9,295,317             |
| Parks                                    | 1,213,066            | 1,479,894            | 1,575,319            | 1,970,332             | 1,811,250                      | 1,949,220             |
| Town Hall Building                       | 2,519,025            | 1,244,875            | 1,501,573            | 1,981,967             | 1,684,900                      | 2,276,652             |
| Sub-total                                | 17,971,003           | 18,123,939           | 16,262,655           | 18,846,288            | 17,671,496                     | 20,722,631            |
| Interfund Transfers Out                  | 35,132               | 90,356               | 18,635               | 35,000                | 35,000                         | -                     |
| <b>Total Expenditures and Outflows</b>   | <b>18,006,135</b>    | <b>18,214,295</b>    | <b>16,281,290</b>    | <b>18,881,288</b>     | <b>17,706,496</b>              | <b>20,722,631</b>     |
| <b>Fund Balances, Ending</b>             | <b>\$ 16,557,820</b> | <b>\$ 17,975,824</b> | <b>\$ 19,846,313</b> | <b>\$ 16,074,179</b>  | <b>\$ 18,950,817</b>           | <b>\$ 15,505,045</b>  |



## General Fund Fiscal Year 2014-15 Adopted Expenditures



**Key**

- |                   |                         |                      |                   |
|-------------------|-------------------------|----------------------|-------------------|
| ■ Mayor & Council | ■ Town Clerk            | ■ General Government | ■ Finance         |
| ■ Town Attorney   | ■ Community Development | ■ Public Works       | ■ Law Enforcement |
| ■ Parks           | ■ Town Hall Building    | ■ Transfers Out      | ■ Reserves        |



# Adopted Budget Fiscal Year 2014-15

## Expenditure Breakdown by Department

The following tables breaks down the General Fund expenditures among operating, capital and debt service expenditures (the details are included in the departmental sections that follow):

| Town of Cutler Bay<br>Expenditure Breakdown by Department<br>General Fund Budget<br>FY 2014-15 |                   |                   |                     |                   |                       |                   |                     |                     |                     |                     |                      |                   |
|--|-------------------|-------------------|---------------------|-------------------|-----------------------|-------------------|---------------------|---------------------|---------------------|---------------------|----------------------|-------------------|
|  | Council           | Clerk             | General Government  | Town Attorney     | Community Development | Finance           | Public Works        | Police              | Parks               | Town Hall Building  | Total                | % of Expenditures |
| Operating  | \$ 184,063        | \$ 412,957        | \$ 1,647,183        | \$ 425,000        | \$ 1,615,991          | \$ 417,401        | \$ 1,161,047        | \$ 9,229,317        | \$ 1,868,220        | \$ 754,652          | \$ 17,715,831        | 85%               |
| Capital  | 0                 | 81,000            | 50,800              | 0                 | 0                     | 50,000            | 37,000              | 66,000              | 81,000              | 570,000             | 935,800              | 5%                |
| Debt Service   | 0                 | 0                 | 1,119,000           | 0                 | 0                     | 0                 | 0                   | 0                   | 0                   | 952,000             | 2,071,000            | 10%               |
|  | <hr/>             | <hr/>             | <hr/>               | <hr/>             | <hr/>                 | <hr/>             | <hr/>               | <hr/>               | <hr/>               | <hr/>               | <hr/>                | <hr/>             |
|  | <u>\$ 184,063</u> | <u>\$ 493,957</u> | <u>\$ 2,816,983</u> | <u>\$ 425,000</u> | <u>\$ 1,615,991</u>   | <u>\$ 467,401</u> | <u>\$ 1,198,047</u> | <u>\$ 9,295,317</u> | <u>\$ 1,949,220</u> | <u>\$ 2,276,652</u> | <u>\$ 20,722,631</u> | <u>100%</u>       |

Capital expenditures are as defined in the Town's Capital Budget policy (see Budget Overview & Policies section previously in this budget book). The capital expenditures summarized in the above table are primarily recurring in nature. However, there are several significant non-recurring capital expenditures included in the above departmental summary, as follows:

**Clerk Department** - \$80,000 of the above budgeted amount relates to implementing the Granicus video system (the Town currently utilizes the audio portion of Granicus). Adding this video capability will allow the Town to record its meetings for online posting so that residents and other interested parties can watch the proceedings if they are unable to attend in person. This amount is funded from General Fund sources.



**Parks Department** - \$80,000 of the above budgeted amount relates to renovating the Town's one swimming pool. By doing so, the Town will be able to get several more years' service from the pool until such time as a replacement can be financed. This amount is funded from General Fund sources.

**Town Hall Building Department** - \$480,000 of the above budgeted amount relates to modernizing the elevator in the Town Hall building (\$350,000) and making upgrades to the HVAC system (\$130,000). These upgrades should yield cost savings to the Town from reduced operation and maintenance costs. This amount is funded from General Fund sources.





## Adopted Budget Fiscal Year 2014-15

### Honorable Mayor and Town Council



Left to Right: Council Member Sue Ellen Loyzelle, Council Member Mary Ann Mixon, Vice Mayor Ernest N. Sochin, Mayor Edward P. MacDougall and Council Member Peggy R. Bell.

Over the past decade, the Mayor and Town Council have developed and made firm commitment to abide by the following operating principles:

- Ø Each of us is personally responsible and accountable for our behavior
- Ø We are respectful of one another whether we agree or disagree on points of view
- Ø We trust one another
- Ø When necessary, we agree to disagree respectfully
- Ø We are willing to compromise for the good of the Town
- Ø If we have questions or concerns with one another that are not part of public business, we resolve them directly, one on one
- Ø We use language constructively to facilitate our interaction
- Ø We are mindful of the amount of time we take to express our ideas and points of view
- Ø We encourage full participation in our discussions of all issues affecting our Town



- Ø We encourage public input on issues and discourage personal attacks on our Council Members during Council meetings
- Ø We do not pander to special interests at the cost of alienating other Council Members

Many Town residents and business owners have participated in a number of planning processes that captured a unique vision for future development and improvements. Through the efforts of the Town's Mayor and Council over the past year, several Ordinances were enacted that move the Town closer toward the community's vision.

The Council crafted legislation that enables specific development outcomes through the enactment of our Land Development Code(s) and design standards for the Town.

The Council has also adopted environmentally friendly legislation relating to large commercial developments and placing several requirements on development orders. This form of legislation has been widely identified as "groundbreaking" and has been copied in other municipalities within the State.

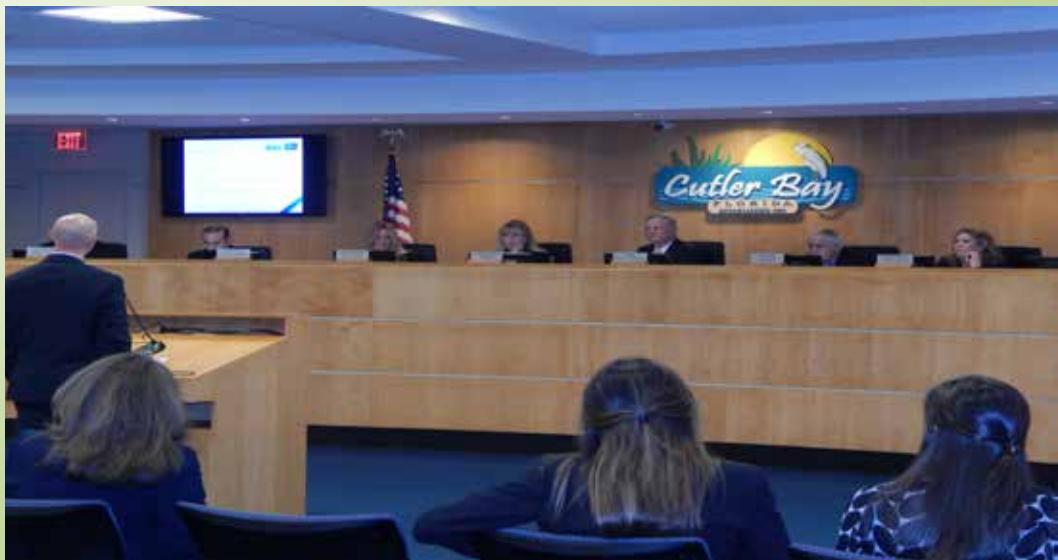
The Council has provided staff resources and great leadership in establishing the framework for the first multi-governmental Property Assessed Clean Energy (PACE). Along with an expert management team, this will enable several Miami-Dade municipalities to join the PACE District for the purpose of providing a funding source so residents may be able to install clean energy systems on their homes and businesses.





Significant budget changes in the FY 2014-15 budget include the following:

- Ø Salaries – increased \$665 as a result of the Town Charter stipulated cost of living adjustment.
- Ø Retirement Contributions – increased approximately \$2,500 as a result of the Florida Legislature enacting much higher contribution rates for this classification group (i.e., elected officials).
- Ø Travel & Per Diem – decreased approximately \$3,000 due to the State of the Town event now being budgeted in the General Government department.
- Ø Communications & Freight – increased \$1,800 as a result of amounts budgeted for upgrades to communication devices and plans.
- Ø Other Current Charges – decreased \$2,000 to reflect no amount budgeted for Youth Council activities this fiscal year.
- Ø Dues, Subscriptions, Memberships – increased \$1,000 to reflect participation in the Florida League of Mayors organization.





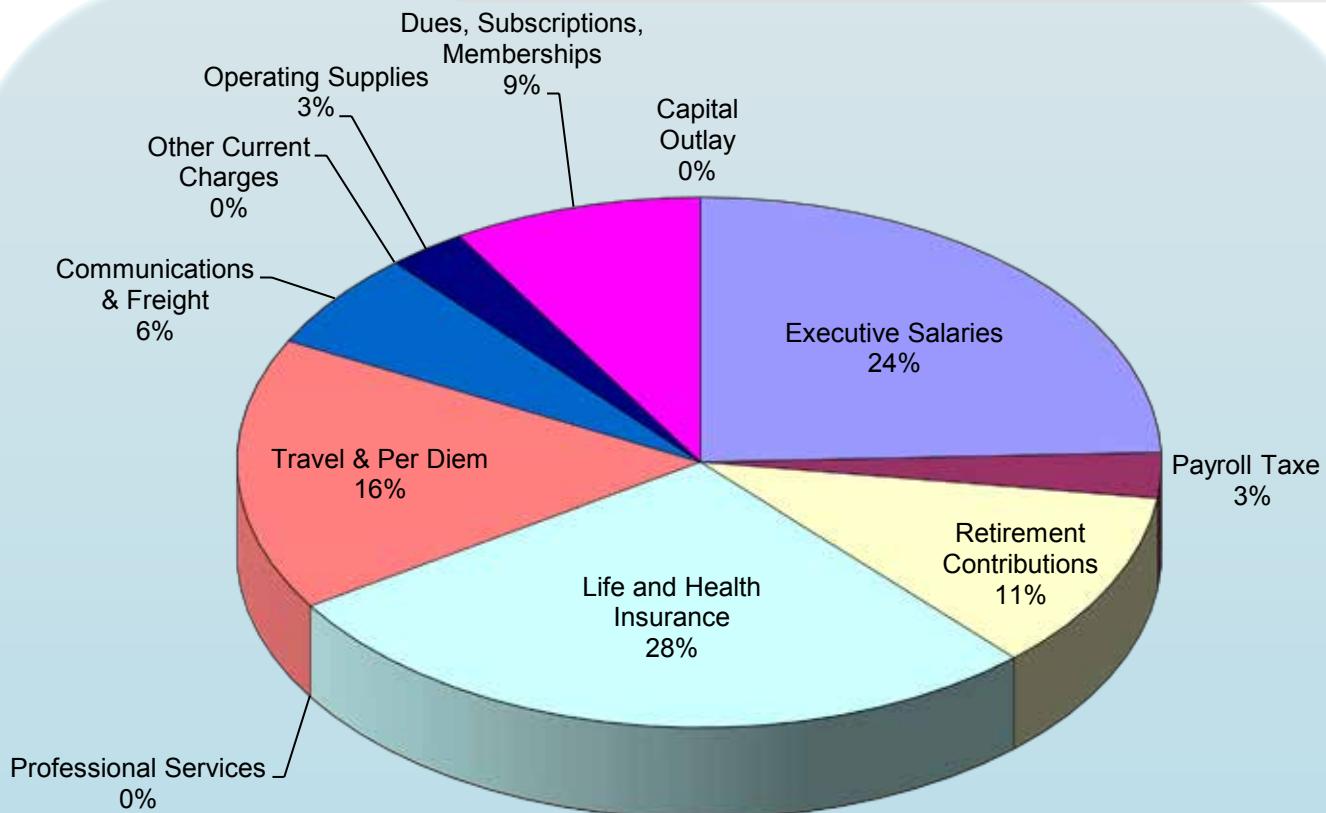
## Mayor & Council Budget Summary

| Category                         | Actual<br>FY 2010-11 | Actual<br>FY 2011-12 | Actual<br>FY 2012-13 | Adopted<br>FY 2013-14 | Projected Actual<br>FY 2013-14 | Adopted<br>FY 2014-15 |
|----------------------------------|----------------------|----------------------|----------------------|-----------------------|--------------------------------|-----------------------|
| Executive Salaries               | \$39,182             | \$42,682             | \$43,536             | \$44,276              | \$44,276                       | \$44,941              |
| Payroll Taxes                    | 3,240                | 4,244                | 4,094                | 5,260                 | 4,500                          | 5,109                 |
| Retirement Contributions         | 6,556                | 4,658                | 6,936                | 17,711                | 17,000                         | 20,223                |
| Life and Health Insurance        | 43,999               | 44,586               | 37,283               | 51,000                | 50,000                         | 51,000                |
| Professional Services            | -                    | -                    | -                    | -                     | -                              | -                     |
| Travel & Per Diem                | 28,869               | 25,638               | 21,699               | 33,700                | 25,000                         | 30,700                |
| Communications & Freight         | 7,616                | 7,586                | 7,392                | 9,240                 | 9,000                          | 11,040                |
| Other Current Charges            | -                    | -                    | -                    | 2,000                 | 1,000                          | -                     |
| Operating Supplies               | 10,115               | 1,861                | 1,034                | 5,000                 | 2,500                          | 5,000                 |
| Dues, Subscriptions, Memberships | 12,495               | 12,272               | 13,241               | 15,050                | 14,000                         | 16,050                |
| Capital Outlay                   | 815                  | -                    | -                    | -                     | -                              | -                     |
|                                  | <u>\$152,887</u>     | <u>\$143,527</u>     | <u>\$135,215</u>     | <u>\$183,237</u>      | <u>\$167,276</u>               | <u>\$184,063</u>      |

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*Mayor & Council  
Fiscal Year 2014-15  
Adopted Expenditures*



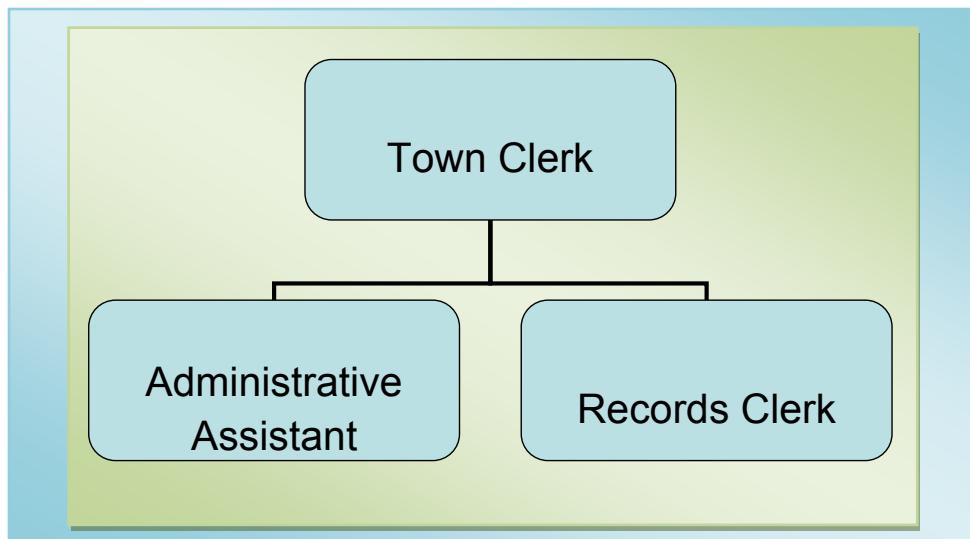
*Key*

- |                            |                                    |
|----------------------------|------------------------------------|
| ■ Executive Salaries       | ■ Payroll Taxes                    |
| □ Retirement Contributions | □ Life and Health Insurance        |
| ■ Professional Services    | ■ Travel & Per Diem                |
| ■ Communications & Freight | □ Other Current Charges            |
| ■ Operating Supplies       | ■ Dues, Subscriptions, Memberships |
| ■ Capital Outlay           |                                    |



# Adopted Budget Fiscal Year 2014-15

## Town Clerk

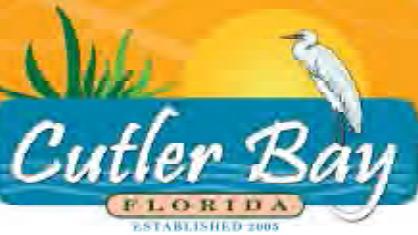


### Function

The Town Clerk is a Charter official and reports to the Town Council. The Town Clerk serves as Clerk to the Town Council, the Local Planning Agency, is the secretary of the municipal corporation, and currently serves as District Secretary of the PACE Green Corridor Board of Directors.

The Town Clerk is responsible for giving notice of public meetings and maintaining an accurate record of all proceedings. In addition, the Town Clerk serves as the Financial Disclosure Coordinator to the Florida Commission on Ethics, serves as the Records Management Liaison to the Florida Department of State and maintains custody of all Town records including agreements, contracts, ordinances, resolutions, and proclamations.

The Town Clerk is the official custodian of the Town seal and serves as the Supervisor of Elections for the Town of Cutler Bay. The Clerk's office also acts as the coordinator for the official website for the Town. The Town Clerk's office is responsible to provide property lien searches, respond to public record requests, and attests documents and signatures.



### **Strategic Goal:**

- ✓ The Town of Cutler Bay will be recognized by its residents and others as a community that optimizes transparency in government by providing access to its officials and to information concerning the status of the Town and its activities.

### **Goals**

- Ø Complete and distribute Town Council and Local Planning Agency meeting agendas in a timely manner.
- Ø Create and maintain accurate summary minutes of all meetings held by the Town Council in its legislative and in its quasi-judicial capacity.
- Ø Compile and update the registry of ordinances and resolutions.
- Ø Complete the codification process of the Town's ordinances, including publication of the Town's Code on the website.
- Ø Complete electronic records management and associated paper destruction in accordance with state statutes.
- Ø Complete, test and implement new website.
- Ø Upgrade electronic agenda management to add video recording of all Town Council meetings
- Ø Research and provide exhibits to executed resolutions and ordinances.

### **Objectives**

- Ø Implement and maintain a user-friendly records management system in order to provide public records in a timely and reasonable manner.
- Ø Act as the records custodian for the Town and disseminate information to the public as requested.
- Ø Advertise and post all notices of public proceedings as required by law.



- Ø Supervise the activity leading up to forthcoming municipal elections and provide timely and accurate candidate qualifying information.
- Ø Prepare and distribute the Council agendas in accordance with the Town's established guidelines.
- Ø Continue with an organized public records management system with the ability to access readily available records in a timely manner; provide assistance to town agencies concerning records management, and implement the records minimum retention requirements and destruction process annually required by the state.
- Ø Timely and accurately publish all legally required and/or courtesy notices of Town meetings and/or functions.
- Ø Schedule conferences, briefings, and public appearances for most Town Officials.
- Ø Continue to provide public records through coordination with the Manager's office in order to ensure that records are timely and reasonably provided.

Significant budget changes in the FY 2014-15 budget include the following:

- Ø Salaries and Benefits - increased approximately \$26,000 and \$22,000, respectively, resulting primarily from the new employment contract with the Town Clerk as well as converting a part-time Records Specialist to full-time status, increased life and health insurance for the newly established full-time position and increased payroll taxes and retirement benefits due to the higher salaries and, in the case of retirement contributions, higher retirement contribution rates as established by the Florida Legislature.
- Ø Other Contractual Services - increased approximately \$28,000 as a result of budgeting for election costs.
- Ø Capital Outlay - increased approximately \$70,000 as a result of implementing video capabilities to the existing Granicus meeting system (currently utilizing audio features only).



## Town Clerk's Office

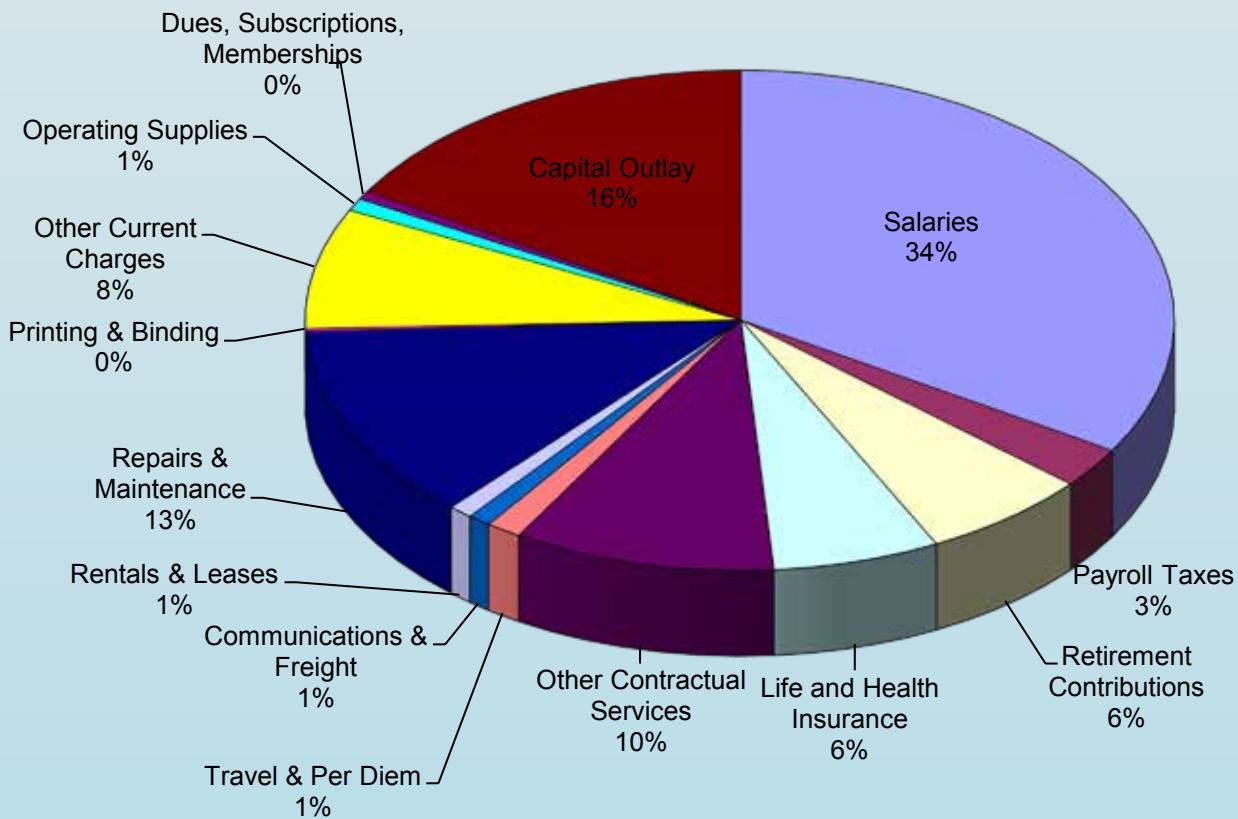
## Budget Summary

| Category                         | Actual<br>FY 2010-11 | Actual<br>FY 2011-12 | Actual<br>FY 2012-13 | Adopted<br>FY 2013-14 | Projected Actual<br>FY 2013-14 | Adopted<br>FY 2014-15 |
|----------------------------------|----------------------|----------------------|----------------------|-----------------------|--------------------------------|-----------------------|
| Salaries                         | \$91,041             | \$74,932             | \$100,580            | \$140,520             | \$135,000                      | \$166,631             |
| Payroll Taxes                    | 6,392                | 5,145                | 7,749                | 10,887                | 10,500                         | 13,041                |
| Retirement Contributions         | 10,308               | 4,588                | 8,766                | 20,951                | 18,500                         | 30,745                |
| Life and Health Insurance        | 18,971               | 13,303               | 10,411               | 20,400                | 20,000                         | 30,600                |
| Other Contractual Services       | 28,817               | 11,793               | 56,610               | 20,000                | 20,000                         | 48,000                |
| Travel & Per Diem                | 3,265                | 982                  | 2,298                | 4,000                 | 2,500                          | 6,400                 |
| Communications & Freight         | 1,486                | 878                  | 2,740                | 2,800                 | 2,500                          | 4,240                 |
| Rentals & Leases                 | 6,460                | 5,175                | 3,810                | 4,880                 | 4,200                          | 4,400                 |
| Repairs & Maintenance            | 4,508                | 8,339                | 2,527                | 62,300                | 50,000                         | 62,700                |
| Printing & Binding               | 543                  | 918                  | 2,000                | 1,000                 | 1,000                          | 1,000                 |
| Other Current Charges            | 32,380               | 42,690               | 15,881               | 40,000                | 35,000                         | 38,500                |
| Operating Supplies               | 2,038                | 2,036                | 8,257                | 3,500                 | 3,500                          | 4,000                 |
| Dues, Subscriptions, Memberships | 2,697                | 1,055                | 2,325                | 2,700                 | 2,500                          | 2,700                 |
| Capital Outlay                   | -                    | -                    | 44,038               | 11,000                | 3,000                          | 81,000                |
|                                  | <u>\$208,906</u>     | <u>\$171,834</u>     | <u>\$267,992</u>     | <u>\$344,938</u>      | <u>\$308,200</u>               | <u>\$493,957</u>      |

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*Town Clerk*  
*Fiscal Year 2014-15*  
*Adopted Expenditures*



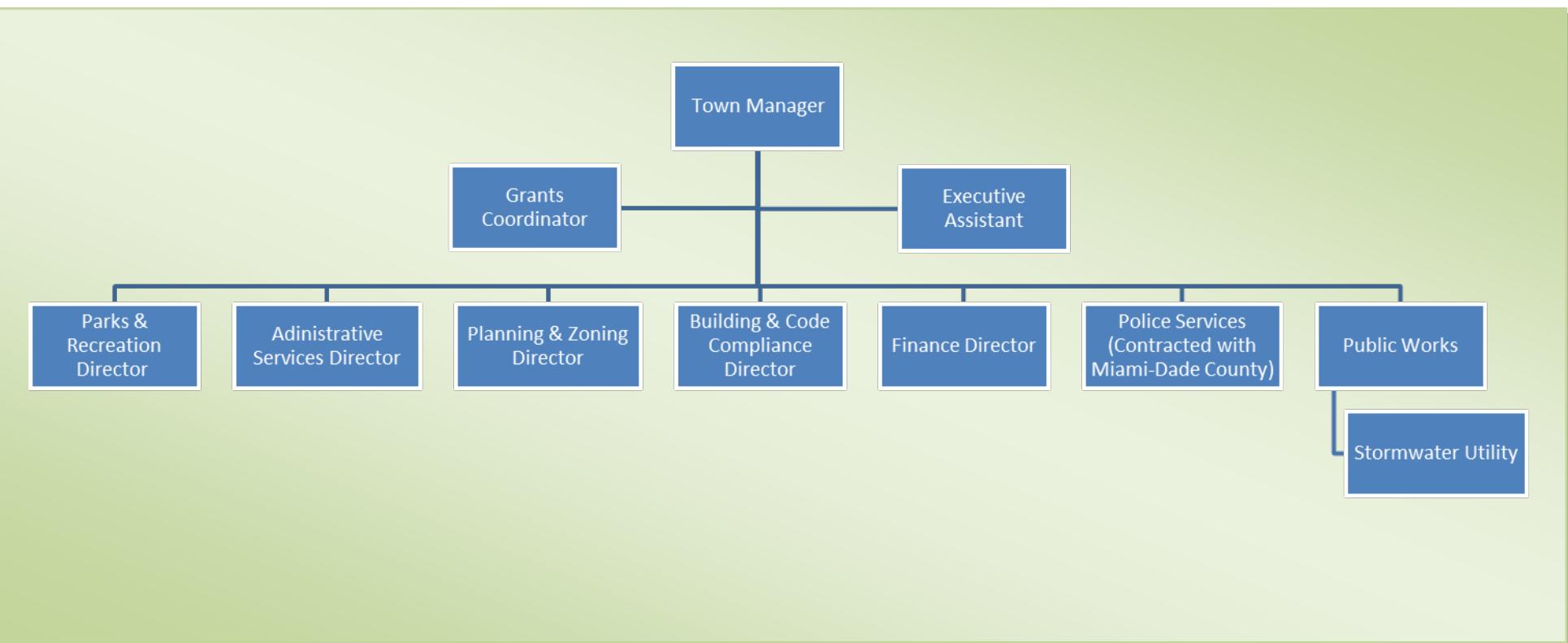
## Key

|                                    |                              |                            |
|------------------------------------|------------------------------|----------------------------|
| ■ Salaries                         | ■ Payroll Taxes              | □ Retirement Contributions |
| □ Life and Health Insurance        | ■ Other Contractual Services | ■ Travel & Per Diem        |
| ■ Communications & Freight         | □ Rentals & Leases           | ■ Repairs & Maintenance    |
| ■ Printing & Binding               | ■ Other Current Charges      | ■ Operating Supplies       |
| ■ Dues, Subscriptions, Memberships | ■ Capital Outlay             |                            |



Adopted Budget  
Fiscal Year 2014-15

## General Government





# Adopted Budget Fiscal Year 2014-15

## General Government

### Function

The Cutler Bay Town Council selects a Town Manager who serves as the Chief Executive Officer and Administrative Officer of the Town.

The Town Manager is selected on the basis of Administrative and Executive qualifications. The Town Manager's duties are defined in the Town Charter.

The Town Charter was determined by a majority vote of the residents who chose a Council-Manager form of government.

The Council-Manager plan is a system of local government that combines the strong political leadership of elected officials in the form of a Town Council or other governing body, with the strong managerial experience of an appointed local government manager.

The plan establishes a representative system where all power(s) is concentrated in the elected Town Council as a whole and where the Town Council hires a professionally trained local government manager to oversee the daily delivery of public services to its residents.

In a Council-Manager government, Council members are the leaders and policy makers in the community that were elected to represent various districts within the community and to concentrate on policy issues that are responsive to residents' needs and wishes. The local government manager is appointed by Town Council majority to carry out policies and ensure that the entire community is being served at a high level, in the same way a Chief Executive Officer (CEO) is chosen by a Board of Directors in a private corporation.





### The Town Manager's Function

The Town Manager is hired to serve the Mayor and Town Council and the community and to bring to the local government the benefits of training and experience in administering local government projects and programs on behalf of the entire Town Council. Essentially functioning as the Town's CEO, the Manager prepares a recommended annual operating budget for the Mayor and Council's consideration. The Town Manager also recruits, hires, and supervises the government's staff; serves as the Town Council's chief adviser; and carries out the Town Council's policies.

Town Council members and citizens count on the Town Manager to provide complete and objective information, pros and cons of alternatives, professional recommendations, and long-term consequences on any given matter.

The Town Manager provides direction and general management to the overall efforts of the administration and operation of the municipal functions for the Town. The Town Manager receives assignments by vote of the Town Council. The Town Manager initiates assignments in accordance with the Town Charter and the municipal code requirements. The Town Manager creates assignments in accordance with the general needs and services required for the Town. The Town Manager reviews and edits various reports and statements prepared for the Town Council to decide/debate any given matter.

Adopted Budget

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Leadership is an interpersonal influence directed toward the achievement of a goal or goals and it deals with change, inspiration, motivation, and influence. Since leadership involves the exercise of influence by one person over others, the quality of leadership exhibited by the Manager is a critical factor in determining of success of any municipality.

There has been very little turnover among senior management staff within the Town. Such a low turnover rate serves the Town well, in insuring high productivity, delivery of services, by not having to train senior management staff members.

The Operative Management style and the example set by the Town Manager is one of the primary reasons for this retention among the senior management staff. Town staff knows that there is an "open-door" policy and the Manager is readily available to offer advice and support, in addition to encouraging and demanding courteous and fair treatment to all.

The Town Manager is responsible for the hiring, training and termination of all Town staff, including the contracted staff. The General Government Office holds all functions that are applied or have purview across all Administrative functions. Additionally the Town's Purchasing Ordinance and procedures are under the purview of the General Government Office and has a mission to raise Town staff awareness to ensure that environmentally safe products shall be used whenever practicable.

The Town is committed to environmentally preferred procurement and shall help to promote the use of recycled products by publicizing the Town's Purchasing Policy whenever possible. The Town is also committed to the Florida Green Building Coalition Standards for purchasing and residential and non-residential (commercial) development. Town administration promotes the implementation of positive environmental stewardship initiatives in the department and by encouraging staff member's involvement and recognition to help keep the environment a safe place for all.

Due to their broad impact, Quality Neighborhood Improvement Program (QNIP) payments are included in the General Government budget. The Town is obligated to pay its portion of QNIP bonds. The QNIP program focused on infrastructure needs in neighborhoods, prior to its incorporation.



QNIP improvements include construction and repair of sidewalks, local and major drainage improvements and road resurfacing and park facility improvements. The Miami-Dade County provides the repayment amounts based on a formula. QNIP payments are budgeted at \$400,000 for FY 2014-15.

## Goals

- Ø Establish a municipal environment that promotes efficiency and excellence in community service through the retention of qualified staff and contracting of specialized consultants.
- Ø Ensure the highest degree of customer service and assistance to all Town residents
- Ø Provide strategic direction to all Town departments and consultants promoting the directives of the Mayor and Town Council and focusing on sound fiscal management.
- Ø Ensure that Town-wide Capital Improvement Projects are completed as scheduled, on time and within budget.
- Ø Collaborate with County, State, Federal and Local governments on initiatives that promote the priorities of the Town Council.
- Ø Continue to enhance the police leadership with highly qualified, experienced individuals committed to excellence, individuals who will be reviewed by the Manager prior to hiring.



- Ø Help create the management tools to enable the Town to achieve one of the lowest crime rates in Miami-Dade County.
- Ø Create an environment wherein our Town's Administration continues to have the reputation of being a welcoming place where courteous, friendly staff treats all with dignity and politeness and are at the same time helpful and open.
- Ø Continue to maximize experience and professional relationships that we have established with various legislators and other leaders, which has benefited the Town by our ability to be able to



meet with those individuals and helped them understand our concerns and be sympathetic to the issue at hand.

- Ø Continue to maximize our relationship with Miami-Dade County, which, among other great benefits, has resulted in the funding of two (2) major roadway improvement projects equaling funds that would have otherwise taken several years of funding to complete.
- Ø Continue to make every effort to inform our residents of the Town's actions and have offered opportunities to interact with the Town.
- Ø Continue to work with local business leaders to attract more businesses into the area, such as high-end restaurants and retailers.
- Ø Continue to revise and refresh the Town's emergency operation plan on an annual basis.
- Ø Continue to identify and budget for our growing responsibilities, in order to provide the greatest level of efficiency, surety and security for Town residents.
- Ø Continue the Town's record of the full year audit being timely completed and the Auditor (a CPA firm) issuing an unqualified audit opinion, which is the highest level of assurance given in such audits.
- Ø Continue our successful efforts to secure County, state and Federal grants.
- Ø Continue building of an unreserved/undesignated fund balance so that we comply with or exceed the GFOA guidelines.
- Ø Manage all Town-owned real property assets in a professional, environmentally sustainable and economically sound manner.

### Objectives

- Ø Recruit qualified personnel and minimize turnover rates of existing employees through policies and practices that create a safe, productive and rewarding place to work.
- Ø Maintain a skilled, polite and friendly staff by offering competitive benefits and providing opportunities and training for professional development.
- Ø Continue to hold staff meetings as required to provide and receive open communications.



Significant budget changes in the FY 2014-15 budget include the following:

- Ø **Salaries & Benefits** – increased approximately \$44,000 primarily as a result of converting the part-time Grant Writer position to full-time status (approximately \$14,000 increase) and the resulting increase in benefits (approximately \$30,000), including life and health benefits and increased payroll taxes and retirement contributions (with rates set by the Florida Legislature each year) based on the higher salary amounts.
- Ø **Professional Services** – decreased approximately \$14,000 primarily due to a \$24,000 decrease for the Strategic Master Plan consultant offset by a \$10,000 increase for the Financial Advisory consultant.
- Ø **Other Contractual Services** – increased approximately \$34,000 primarily due to an approximate \$14,000 increase for IT consulting as well as new expenditures for a Strategic Master Plan survey (\$30,000), offset by an approximate \$12,000 decrease for the green building (FGBC) re-certification.
- Ø **Travel & Per Diem** – increased approximately \$10,000 as a result of budgeting the State of the Town event in this department in this budget year.
- Ø **Promotions** – increased approximately \$6,000 due primarily to planned purchases related to the Town's 10<sup>th</sup> Anniversary.
- Ø **Dues, Subscriptions, Memberships** – increased approximately \$5,000 as a result of the planned increase for staff training.
- Ø **Capital Outlay** – increased approximately \$39,000 as a result of planned updates to IT systems.
- Ø **Debt Service-Principal** – increased \$595,000 as a result of commencement of principal payments on the Town's land parcel (Series C) and school initiative loans.
- Ø **Contributions & Aid to Governmental Entities** – increased \$30,000 to reflect the Town's contribution for the Cambridge program renewal, as per Interlocal Agreement.



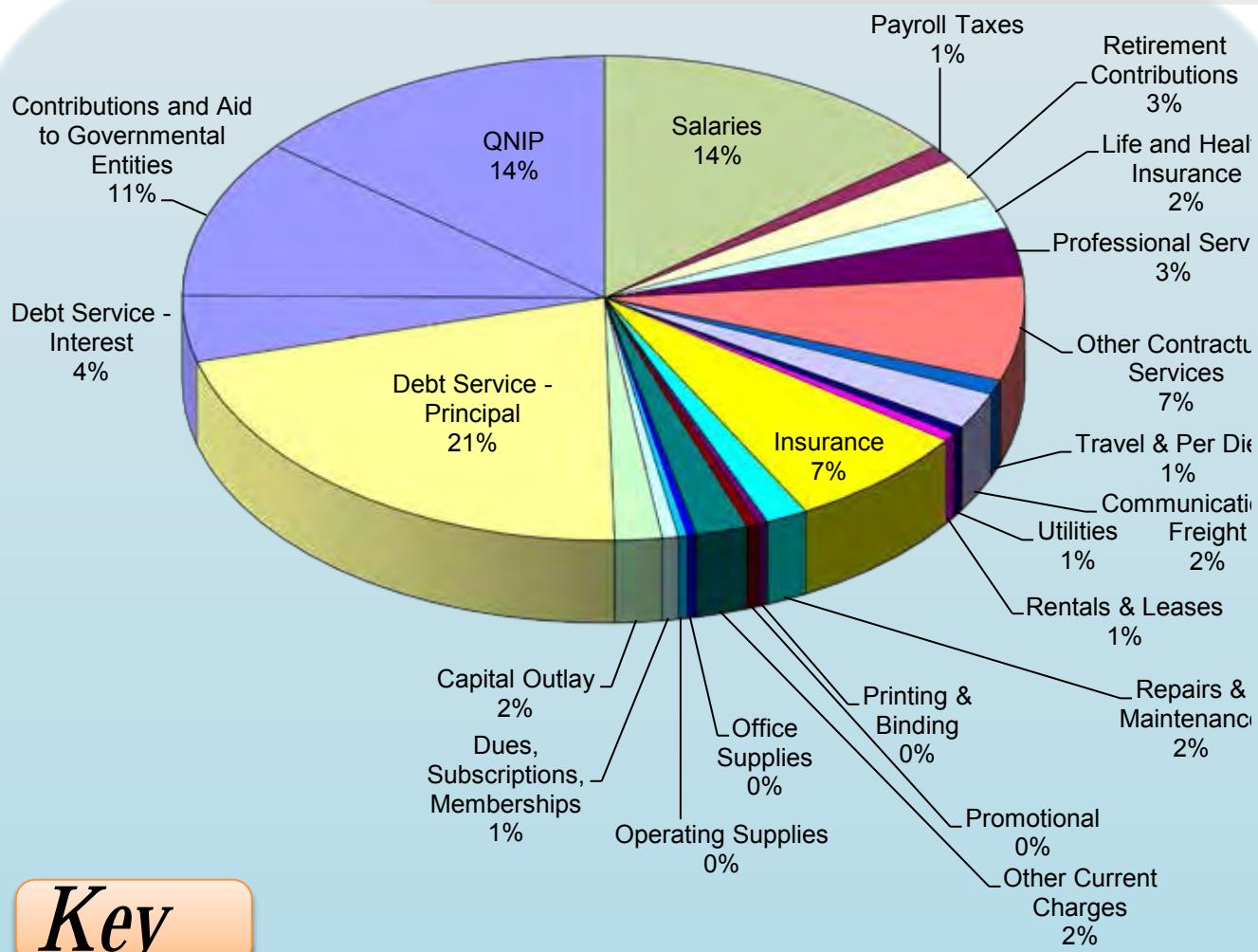
## General Government Budget Summary

| Category                                       | Actual<br>FY 2010-11      | Actual<br>FY 2011-12      | Actual<br>FY 2012-13      | Adopted<br>FY 2013-14     | Projected Actual<br>FY 2013-14 | Adopted<br>FY 2014-15     |
|--|---------------------------|---------------------------|---------------------------|---------------------------|--------------------------------|---------------------------|
| Salaries                                       | \$264,271                 | \$464,098                 | \$305,378                 | \$387,996                 | \$380,000                      | \$402,071                 |
| Payroll Taxes                                  | 16,221                    | 24,087                    | 21,252                    | 30,416                    | 29,000                         | 31,493                    |
| Retirement Contributions                       | 29,944                    | 16,736                    | 25,829                    | 60,010                    | 55,000                         | 78,408                    |
| Life and Health Insurance                      | 30,361                    | 34,174                    | 30,383                    | 51,000                    | 48,000                         | 61,200                    |
| Professional Services                          | 131,609                   | 82,250                    | 80,772                    | 104,000                   | 100,000                        | 90,000                    |
| Other Contractual Services                     | 114,303                   | 135,830                   | 122,034                   | 162,300                   | 180,000                        | 196,475                   |
| Travel & Per Diem                              | 17,399                    | 12,916                    | 9,501                     | 17,700                    | 15,000                         | 27,700                    |
| Communications & Freight                       | 34,277                    | 34,424                    | 36,111                    | 70,300                    | 65,000                         | 68,300                    |
| Utilities                                      | -                         | -                         | 123                       | 20,000                    | 5,000                          | 15,000                    |
| Rentals & Leases                               | 7,255                     | 7,255                     | 5,819                     | 13,000                    | 7,500                          | 15,100                    |
| Insurance                                      | 128,139                   | 145,105                   | 130,244                   | 180,000                   | 180,000                        | 200,000                   |
| Repairs & Maintenance                          | 16,882                    | 19,511                    | 19,621                    | 38,050                    | 30,000                         | 45,250                    |
| Printing & Binding                             | 3,326                     | 6,830                     | 6,344                     | 10,000                    | 3,000                          | 10,000                    |
| Promotional                                    | -                         | -                         | -                         | 7,500                     | 2,500                          | 13,000                    |
| Other Current Charges                          | 69,611                    | 45,605                    | 43,080                    | 56,000                    | 35,000                         | 56,000                    |
| Office Supplies                                | 6,534                     | 11,560                    | 10,837                    | 15,000                    | 15,000                         | 10,000                    |
| Operating Supplies                             | 8,515                     | 7,737                     | 8,731                     | 9,200                     | 7,500                          | 9,800                     |
| Dues, Subscriptions, Memberships               | 6,290                     | 9,762                     | 6,060                     | 12,288                    | 12,000                         | 17,386                    |
| Capital Outlay                                 | 1,875,830                 | 322,184                   | 50,071                    | 11,900                    | 30,000                         | 50,800                    |
| Debt Service - Principal                       | 7,005                     | -                         | -                         | -                         | -                              | 595,000                   |
| Debt Service - Interest                        | 57,902                    | 73,347                    | 129,391                   | 130,000                   | 130,000                        | 124,000                   |
| Contributions and Aid to Governmental Entities | -                         | 2,750,000                 | 267,499                   | 270,000                   | 300,000                        | 300,000                   |
| ONIP   | <u>381,493</u>            | <u>144,820</u>            | <u>348,415</u>            | <u>400,000</u>            | <u>350,000</u>                 | <u>400,000</u>            |
|  | <u><b>\$3,207,167</b></u> | <u><b>\$4,348,231</b></u> | <u><b>\$1,657,495</b></u> | <u><b>\$2,056,660</b></u> | <u><b>\$1,979,500</b></u>      | <u><b>\$2,816,983</b></u> |

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## *General Government Fiscal Year 2014-15 Adopted Expenditures*



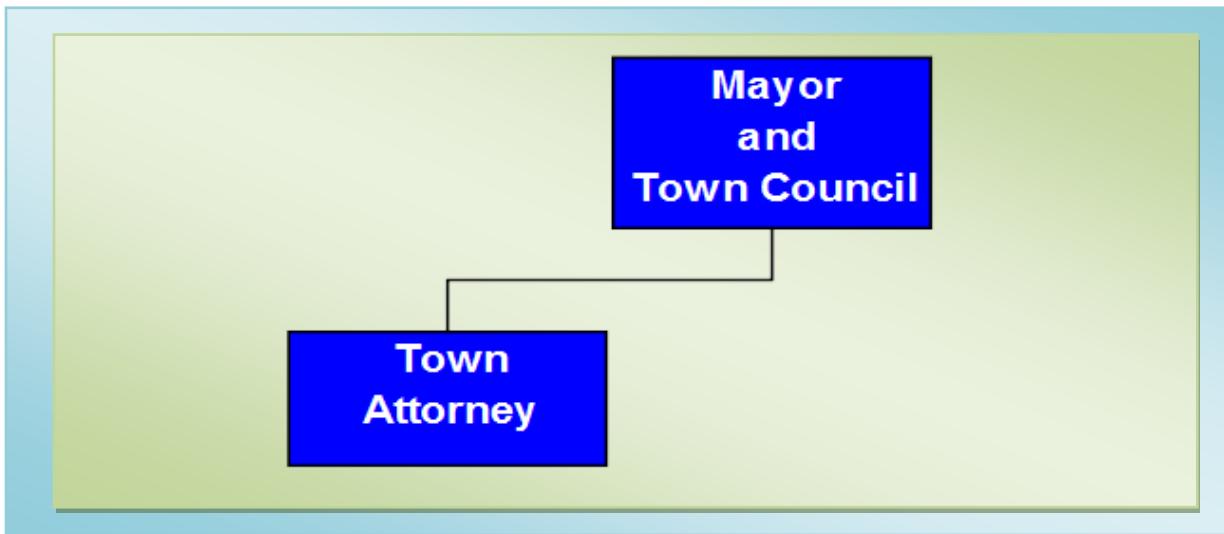
### *Key*

|  |                            |                                    |
|--|----------------------------|------------------------------------|
| ■ Salaries                                       | ■ Payroll Taxes            | ■ Retirement Contributions         |
| ■ Life and Health Insurance                      | ■ Professional Services    | ■ Other Contractual Services       |
| ■ Travel & Per Diem                              | ■ Communications & Freight | ■ Utilities                        |
| ■ Rentals & Leases                               | ■ Insurance                | ■ Repairs & Maintenance            |
| ■ Printing & Binding                             | ■ Promotional              | ■ Other Current Charges            |
| ■ Office Supplies                                | ■ Operating Supplies       | ■ Dues, Subscriptions, Memberships |
| ■ Capital Outlay                                 | ■ Debt Service - Principal | ■ Debt Service - Interest          |
| ■ Contributions and Aid to Governmental Entities | ■ QNIP                     |                                    |



# Adopted Budget Fiscal Year 2014-15

## Town Attorney



## Function

The Town Attorney is appointed by the Town Council in accordance with the Town Charter. The Town Attorney prepares and/or reviews Ordinances, Resolutions, contracts, leases and other written instruments. Additionally, the Town Attorney endorses approval of documents as to legal sufficiency, form, language and execution thereof. When required by Town Council, the Town Attorney prosecutes and defends, for and on behalf of the Town, all complaints, suits, and controversies. The Town Attorney provides legal advice and consults with the Town Council on legislative, quasi-judicial, administrative, proprietary, employment and other governmental matters. In addition, the Town Attorney attends meetings, workshops, Executive Sessions, reviews and prepares Town codes, renders legal opinions, negotiates Interlocal government agreements with Miami-Dade County as required under Article IX of the Town Charter, and assists in securing revenues from taxes, fees, fines and forfeitures.



## Goals

- Ø Endeavor to always provide the highest quality legal services to the Town while maintaining a relatively low cost for such quality services.
- Ø Vigorously maintain professional independent judgment and adhere to a high standard of ethics.
- Ø Ensure that the legal process remains apolitical and provides both the Town Council and staff with clear and useful legal advice. In providing legal advice, the main objectives shall be to aid the Town in accomplishing its legitimate objectives and to avoid potential legal consequences.
- Ø Assist the Town Council, Clerk and staff in implementing the Ordinances, Resolutions, contracts, and Interlocal agreements necessary to assist the Town Manager in the daily operations, functions, tax base, and code of ordinances for the Town, including review of the land development code and Growth Development Plan.

## Objectives

- Ø Continue to provide as needed, assistance with the interpretation of the land development code and Growth Management Plan.
- Ø Assist the Town in the negotiation and preparation of all agreements, contracts, grant applications, leasing agreements and other applications as required by the Town.
- Ø Finalize all Ordinances, Resolutions and agreements necessary for the operation of all Town departments.
- Ø Work closely with Town staff to finalize various Capital Improvement Projects including architectural, and construction contracts and final development of the projects.
- Ø Assist Town Clerk's Office in finalizing the codification of the Town's recently adopted Land Development Codes.
- Ø Continue to represent the Town at various County, State and Federal agencies.
- Ø Continue to work closely with the Town's State Legislative Lobbyist, before and after Legislative Session(s).
- Ø Continue service as the District Counsel for the PACE Green Corridor.



## Town Attorney Budget Summary

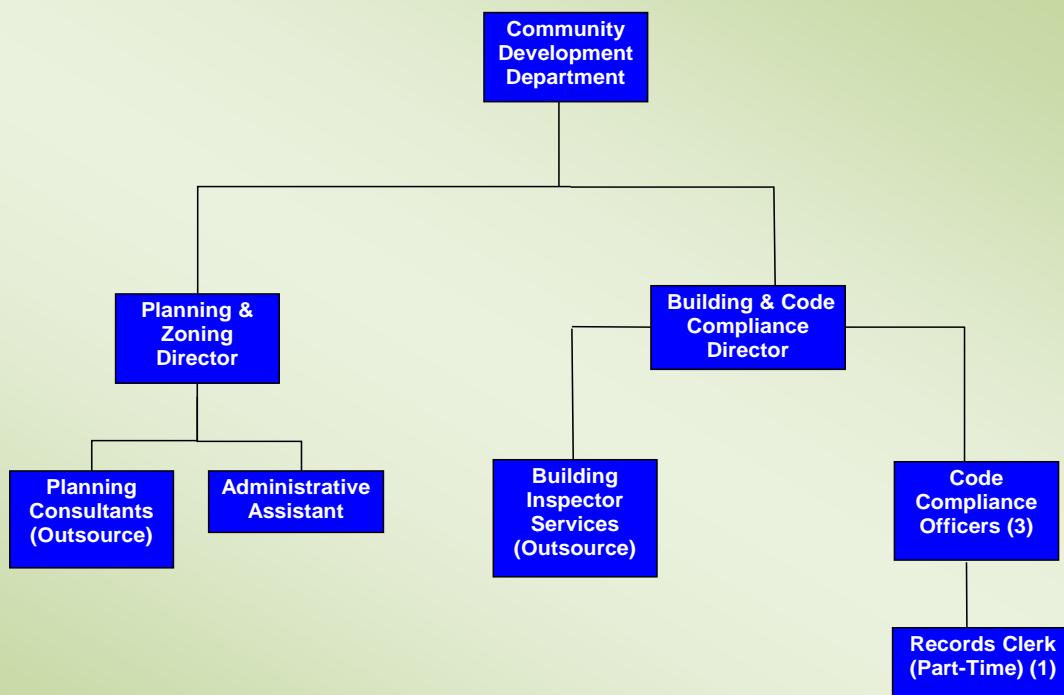
| Category                 | Actual<br>FY 2010-11 | Actual<br>FY 2011-12 | Actual<br>FY 2012-13 | Adopted<br>FY 2013-14 | Projected Actual<br>FY 2013-14 | Adopted<br>FY 2014-15 |
|--------------------------|----------------------|----------------------|----------------------|-----------------------|--------------------------------|-----------------------|
| Professional Services    | \$440,857            | \$494,104            | \$332,981            | \$450,000             | \$375,000                      | \$375,000             |
| Litigation Contingencies | -                    | -                    | -                    | 50,000                | -                              | 50,000                |
|                          | <u>\$440,857</u>     | <u>\$494,104</u>     | <u>\$332,981</u>     | <u>\$500,000</u>      | <u>\$375,000</u>               | <u>\$425,000</u>      |

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# Adopted Budget Fiscal Year 2014-15

## Community Development



### Function

The Department of Community Development is comprised of two (2) divisions, Planning and Zoning, and Building and Code Compliance. The Department is comprised of a Planning and Zoning Director, a Building and Code Compliance Director, Two Administrative Assistants, three (3) Code Compliance Officers, and a Part-Time Red Light Camera Clerk.



The Planning and Zoning Division is responsible for the implementation of the Town's Growth Management Plan (Future Land Use Map), Land Development Regulations (Zoning Map), and Capital Improvement Programming.

The Building and Code Compliance Division is responsible for assisting Town residents understand and comply with code enforcement regulations that are designed to keep our neighborhoods and commercial areas free of debris, trash and overgrown lots. This commitment to our community allows the Town to maintain a high-quality environment, attractive community with increased property value, and a reduction in crime and vandalism.

The Building and Code Compliance Division also has the responsibility of implementing Federal, State and Local building laws through the supervision of construction activities and acceptance of building permit applications. Building service activities are contracted through a private provider retained by the Town to offset supervision and support costs.

#### **Strategic Goals:**

- ✓ The Town of Cutler Bay will provide the infrastructure needed to meet current and emerging needs of the community
- ✓ The growth and development of Cutler Bay will be managed to be consistent with the needs and desires of its residents
- ✓ Enhance the attractiveness and viability of Cutler Bay as a business location
- ✓ The Town of Cutler Bay will develop a code and code enforcement policies that reflect the needs, views, and values of its residents
- ✓ To protect the residents of Cutler Bay by assuming responsibility from the County for administering the Florida Building Code, Plan Review, Permitting and inspection



## Planning and Zoning Division Efforts

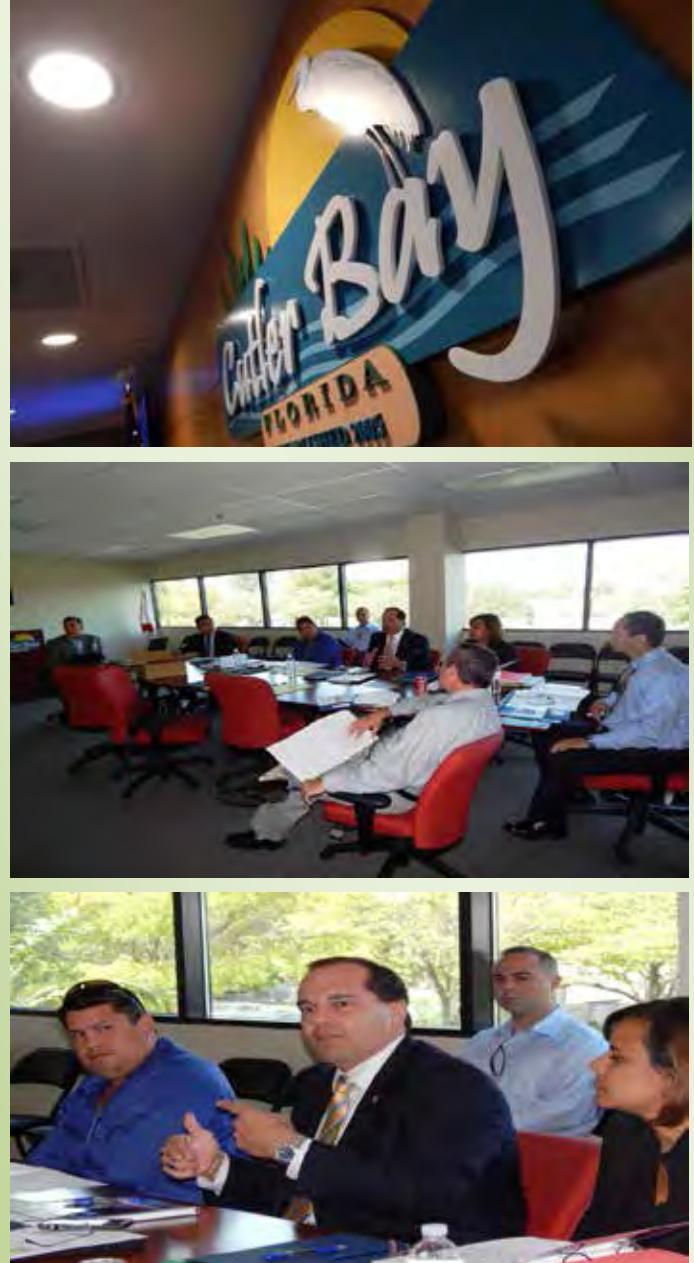
The Planning and Zoning Division is responsible for the implementation of the Town Growth Management Plan (GMP) and Land Development Regulations (LDRs). The Division provides zoning information and guides residents through the requirements of the LDRs and related documents to ensure the safety and well-being of our residents and neighborhoods.

Staff is responsible for site plan review, zoning analysis and interpretation, and evaluation of land development projects requiring Town Council approval. In addition, staff is also tasked with the responsibility for preparing resolutions and ordinances related to land development projects and growth management planning.

In FY 2013-14, the Division evaluated and processed over twenty-six (26) development or zoning applications of which eighteen (18) applications or sixty-nine (69) percent required Town Council review and approval.

In FY 2013-14, the Town has or will approve new residential development projects which include single-family (15 units), as well as a mixed-use development on Old Cutler Road under the newly adopted LDRs.

The approved commercial development projects, include the largest mixed-use commercial project (Shoppes of Cutler Bay) approved by the Town in 2013 located in the NC-1 Zoning District along Old Cutler Road. The Shoppes of Cutler Bay commercial mixed-use development will consist of 87,444 square feet which includes restaurants, retail, and a





grocery with a pharmacy on a site consisting of approximately 13.6 acres. The retail and restaurant portion of this project will be green certified. It is anticipated that this project will generate an estimated 100 construction jobs, and over 250 permanent jobs in the restaurant and retail sectors once the project is built out. It is important to note that new permanent jobs will benefit both local and regional economic growth and the indirect jobs will benefit both local and regional businesses. The financial contribution by a project of this magnitude to the local economy is reflected in the initial capital investment (\$7.5 million) and annual contribution in new property taxes to the Town. This project would serve as a catalyst for future redevelopment of the Old Cutler Road business corridor. The other commercial development projects will also have a significant impact in the future redevelopment of the US 1 business corridor.

The other commercial project is the new El Dorado Plaza. A proposed mixed-use development. This proposed development will be comprised of a two-story, 60,000 SF furniture store and a 9,525 SF restaurant/retail/office building with six storefronts. It is envisioned by the applicant that several of these storefronts will be combined in order to serve larger tenants. The El Dorado Plaza will generate an estimated 75-100 construction jobs, over 60 permanent jobs, and roughly 30-50 part time jobs in the restaurant and retail sectors once the project is built out. In order to allow buildings greater than 50,000 SF in size the Applicant is proffering to adhere to Article IV Green Standards.

In FY 2013-14, the Town made several revisions to the Future Land Use Map (FLUM), LDRs and zoning map to clarify and ensure consistency between documents. The Town wants to ensure that the LDRs are a user friendly document that is clear and easy to interpret. The LDRs have simplified the internal review process for all development projects submitted to the Town by residents or private developers.

The Division continues to institute strategies designed to create a more sustainable development pattern for the community. Departmental efforts are focused on strategies and activities to "Green" the Town and preserve sensitive areas and wetlands. The department crafted "Green" development requirements for the design, construction, and maintenance of public and private properties which further promote a sustainable future. These requirements have been adopted by new residential and commercial projects in the Town.



In FY 2013-14, a Geographical Information System (GIS) was developed which includes the creation of base maps templates and GIS layers, and the updating of the Town zoning and future land use maps. Several other layers and projects have been completed which includes the maintenance of a development projects map. A web GIS interface was created which allows users and public to view all GIS data layers including land use, zoning, water, sewer, flood zones, public works data, parcel information, council districts, county commissioners' districts, senate district, and more. The web GIS allows users to search parcels and print mailing labels and maps.

### *Building and Code Compliance Division Efforts*

#### *Code Compliance Services*

Compliance with Town and Miami-Dade County codes is a high priority for residents and management. The Code Compliance Officers patrol the Town and answer complaints to ensure that local codes are obeyed. The division enforces adopted Town ordinances pertaining to code enforcement, zoning violations, nuisance codes, mowing overgrown lots, water restrictions, local business tax receipts, etc. Enforcement activities involve field inspections and presentation of appealed cases before a Hearing Officer.

While the objective is to achieve compliance without fines or other penalties, fees are assessed for violations once several opportunities for compliance have been exhausted. Code compliance fees are used to help fund the enforcement efforts.



Efforts will be undertaken to expand more public outreach activities. Code Officers continue to be cross-trained to serve as back-up staffing in other areas and assist our residents during emergencies by learning disaster protocols and CPR.

In FY 2013-14, the Division began to hold Traffic Camera Enforcement Hearings in accordance with FS 316.003 (91).



Staff was hired to coordinate the hearing process and provide information to residents inquiring about Traffic Camera Enforcement violations. The average monthly caseload for a Traffic Camera Enforcement hearing is 11.

### Building Services

The Town contracts with a private provider for Building Permitting processes. Under the agreement, building permit fees are shared with the contractor C.A.P. Government to offset supervision and other support costs. The distribution of shared building permit fees is calculated by using the following block rate structure:

- Ø \$0-\$50,000 70%(CAP)-30% (Town);
- Ø \$51,000-\$150,000 65% (CAP)-35% (Town); and
- Ø \$150,000 60%(CAP)-40%(Town) that is more equitable and financial feasible for both parties.



In FY 2013-14, the Town has continued its implementation of a more sophisticated permit and inspection module to increase efficiency in the processing of permits and inspections. The system allows the Department to keep track of permit activity, inspections and contractor registration more efficiently.



The system has the capability to provide residents and contractors web access, and enable them to schedule inspections as well as view the results of their inspections. This feature will be implemented within the upcoming fiscal year.

The Town has begun participating in the County's new Municipal Plan Review Project, that would give the Town the ability to intake permit applications for projects that require various County agencies approval, and submit these applications and plans to the County electronically. The Town is the second municipality in Miami-Dade County to participate in this project, which significantly reduces the permitting process.



## Goals

### Planning and Zoning

- Ø Update the Town's Strategic Plan and Growth Management Plan.
- Ø Annual Update of the Land Development Regulations to ensure clarity and consistency with changing conditions in the Town and the adopted Growth Management Plan.
- Ø Coordinate future development in the Town's Brownfield Areas with private and public economic development entities such as the Beacon Council, Enterprise Florida and the State of Florida Department of Economic Opportunities that will result in at least one commercial or residential development in the Town's Brownfield Areas.
- Ø Promote economic development and regulatory initiatives that will result in the creation of at least 100 new permanent jobs in the Town.
- Ø Promote commercial developments that are compatible with the Town vision.
- Ø Use the Town's regulatory incentives to attract at least one (1) commercial and/or residential green project in FY 2014-15.
- Ø Update the integration of the Town's GIS maps (updated flood information, code enforcement actions, and zoning map) information at the parcel level in the Town's website.



### Code Compliance Services

- Ø Respond to code complaints expeditiously or within 24 hours.
- Ø Obtain code compliance through a progressive system of enforcement actions which includes, but is not limited to, non-punitive voluntary compliance.



- Ø Adopt communication protocols in lieu of code compliance enforcement initiatives to address such violations as overgrown lots, junk vehicles, home offices, property registration, etc.
- Ø Continue to educate residential and commercial property owners on code requirements through staff produced articles and brochures.
- Ø Promote professional development of code compliance officers.
- Ø Maintain professional certifications and continue cross training of officers.
- Ø Educate the public on the Dangerous Intersection Safety program.



### Building Services

- Ø Ensure that laws and regulations governing the building industry are implemented consistently and uniformly throughout the Town
- Ø Maintain or improve the current level of service delivery to residents, businesses and trade representatives
- Ø Facilitate public access to information concerning the building and permitting laws and processes
- Ø Continue to improve the storage and retrieval process of building plans for ease of access
- Ø Promote and implement "Green" building initiatives in accordance with Town policies



### Objectives

#### Planning & Zoning Division

- Ø Administer zoning regulations and processes in accordance with the Land Development Regulations requirements.



- Ø Work directly with residents, interested stakeholders and developers to answer questions and/or concerns regarding the LDRs.
- Ø Process zoning applications for public hearing within sixty (60) days of receipt of complete application materials.
- Ø Process administrative adjustment applications within 15 days.
- Ø Process administrative site plan review applications, required for projects within the US 1 Corridor, Old Cutler Road and Town Center areas, within seven (7) days.
- Ø Issue garage sale permits on the same day as received.
- Ø Update GIS property data bases as needed.
- Ø Prepare GIS maps within five (5) days of request.
- Ø Provide planning and zoning information to property owners and developers within two (2) days of request.
- Ø Update the web page to include significant planning documents, revisions to the LDRs, and amendments to the FLUM and Growth Management Plan on a regular basis.
- Ø Provide professional development opportunities to staff
- Ø Scan planning and zoning files for easy access, printing, and storage.

### Code Compliance Division

- Ø Perform code inspections within 24 hours of receipt of a complaint
- Ø Issue citations for 100% of water restriction violations observed by police or code officers
- Ø Develop thirty (30) day action plans for focused neighborhood code initiatives, when requested and/or identified
- Ø Process appeals before the special master within sixty (60) days of receipt
- Ø Prepare case briefs for up to twenty-five (25) cases per month before the Special Master



- Ø Obtain Florida Association of Code Enforcement (FACE) certification for one-hundred percent (100%) of code officers
- Ø Obtain code compliance rate of ninety percent (90%)

### Building Services

- Ø Provide quick, efficient, and friendly processing of permit applications
- Ø Provide access to permit information and status via the Town website and provide general information to the public concerning the building process
- Ø Enhance customer service by providing expedited walk-thru permit service
- Ø Continue to scan all building plans for easy access, printing and storage
- Ø Intake and submit permit applications electronically to the County in order to reduce permit application processing time for projects that require outside agency approvals.

Significant budget changes in the FY 2014-15 budget include the following:

- Ø **Salaries and Benefits** – decreased approximately \$8,000 as a result of a planned department restructuring. The former Community Development Director resigned in FY 2014. The restructured Department will include a Planning Director and a Building & Code Compliance Department Director. This is anticipated to yield a net savings to the Town as well as provide for a more efficient operation Department. The budget also reflects converting the part-time Records Specialist to full-time.
- Ø **Professional Services** – increased \$50,000 reflecting a forecast increase in use of planning consultants during cost recovery assignments as development applications are processed.
- Ø **Other Contractual Services** – increased approximately \$23,000 primarily as a result of more planned use of document scanning services,
- Ø **Capital Outlay** – decreased approximately \$5,000 as a result of no planned equipment upgrades for the Department.



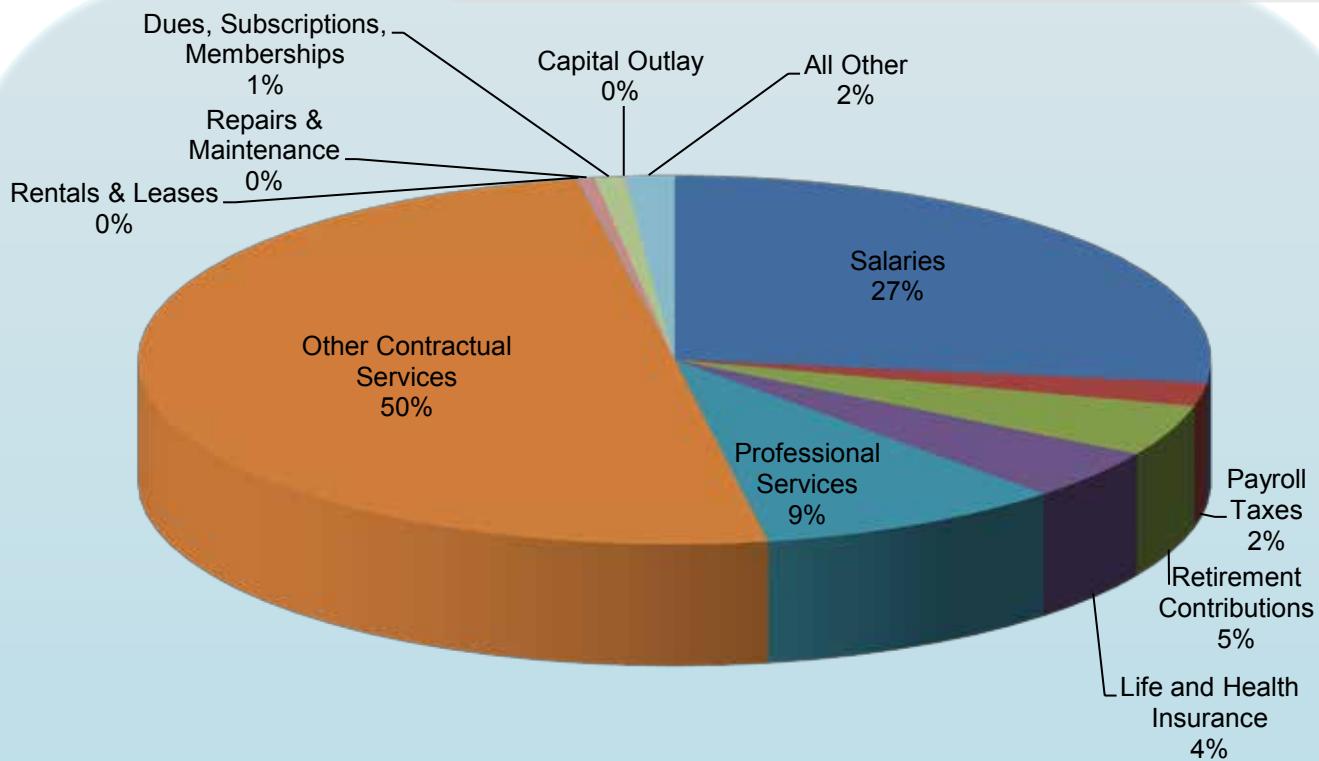
## Community Development Budget Summary

| Category                         | Actual<br>FY 2010-11 | Actual<br>FY 2011-12                 | Actual<br>FY 2012-13 | Adopted<br>FY 2013-14 | Projected Actual<br>FY 2013-14 | Adopted<br>FY 2014-15 |
|----------------------------------|----------------------|--------------------------------------|----------------------|-----------------------|--------------------------------|-----------------------|
| Salaries                         | \$366,845            | \$353,296                            | \$391,664            | \$464,050             | \$400,000                      | \$436,348             |
| Payroll Taxes                    | 27,850               | 26,946                               | 29,955               | 35,500                | 30,000                         | 33,381                |
| Retirement Contributions         | 36,053               | 22,609                               | 27,509               | 49,713                | 40,000                         | 71,862                |
| Life and Health Insurance        | 65,930               | 67,111                               | 44,110               | 71,400                | 71,000                         | 71,400                |
| Professional Services            | 144,568              | 119,369                              | 21,767               | 100,000               | 100,000                        | 150,000               |
| Court Reporter Service           | -                    | -                                    | -                    | 3,200                 | 1,000                          | 3,200                 |
| Other Contractual Services       | 502,970              | 584,411                              | 1,237,901            | 783,200               | 900,000                        | 806,200               |
| Travel & Per Diem                | 1,435                | 968                                  | 913                  | 4,500                 | 2,500                          | 4,500                 |
| Communications & Freight         | 1,778                | 1,748                                | 1,033                | 6,000                 | 2,500                          | 6,000                 |
| Rentals & Leases                 | 27,621               | 13,720                               | 1,038                | 1,200                 | 1,200                          | 1,200                 |
| Repairs & Maintenance            | 3,114                | 3,167                                | 3,231                | 6,200                 | 5,000                          | 6,900                 |
| Printing & Binding               | 658                  | 523                                  | 5,283                | 3,000                 | 2,500                          | 2,500                 |
| Other Current Charges            | -                    | -                                    | 165                  | 1,000                 | 500                            | 1,000                 |
| Office Supplies                  | 3,070                | 3,476                                | 3,921                | 5,000                 | 3,500                          | 5,000                 |
| Operating Supplies               | 936                  | 1,940                                | 1,858                | 1,500                 | 2,000                          | 2,000                 |
| Operating Supplies - Fuel        | 4,207                | 4,218                                | 4,721                | -                     | -                              | -                     |
| Dues, Subscriptions, Memberships | 3,008                | 5,509                                | 5,083                | 14,500                | 7,500                          | 14,500                |
| Capital Outlay                   | 2,180                | -                                    | 3,823                | 4,700                 | 8,000                          | -                     |
|                                  | <u>\$1,192,223</u>   | <u>\$1,209,011</u><br>Adopted Budget | <u>\$1,783,975</u>   | <u>\$1,554,663</u>    | <u>\$1,577,200</u>             | <u>\$1,615,991</u>    |

Adopted Budget  
Fiscal Year 2014-15  
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## Community Development Fiscal Year 2014-15 Adopted Expenditures



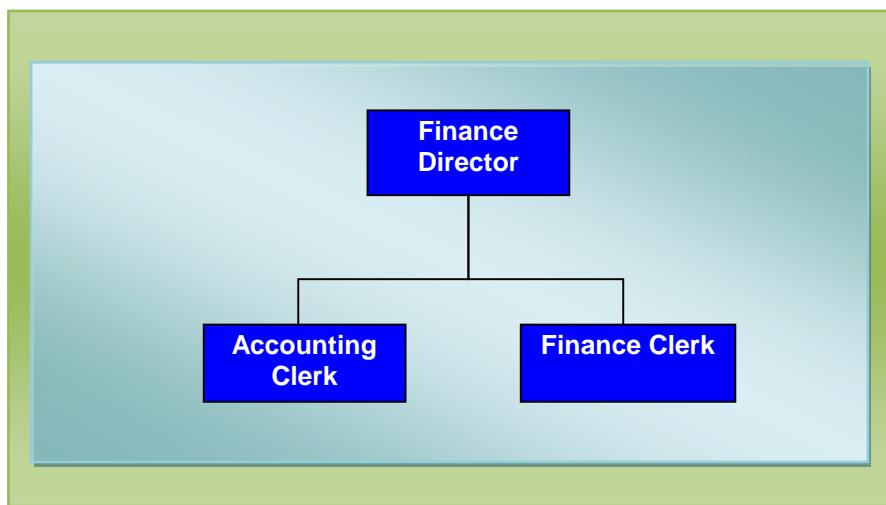
### Key

|                             |                         |                                    |
|-----------------------------|-------------------------|------------------------------------|
| ■ Salaries                  | ■ Payroll Taxes         | ■ Retirement Contributions         |
| ■ Life and Health Insurance | ■ Professional Services | ■ Other Contractual Services       |
| ■ Rentals & Leases          | ■ Repairs & Maintenance | ■ Dues, Subscriptions, Memberships |
| ■ Capital Outlay            | ■ All Other             |                                    |



# Adopted Budget Fiscal Year 2014-15

## Finance Department



### Function

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

The Finance Director's Office oversees the accounting and finance systems for the Town and has guided the Town through its first eight comprehensive external financial audits. In each of its audits, the Town received "unqualified" audit opinions from the auditors, which is the highest level of assurance opinion an auditor provides, and there were no findings of a negative nature that would impede the Town's ability to conduct government business. The Town's Comprehensive Annual Financial Report (CAFR) for fiscal year 2013 has been submitted to the Government Finance Officers Association (GFOA) for consideration of its annual award for excellence in financial reporting. The Town received the prestigious GFOA award for its fiscal years 2007 through 2013 CAFRs and fully anticipates receiving the award for the fiscal year 2014 CAFR.



The Finance Director monitors expenditures and receipt of revenues from fee collections as well as revenues derived from the Federal, State, special districts and through Miami-Dade County and though grants from a great variety of sources. The office is responsible to collect and properly account for the local business tax receipts, and receipts generated from the burglar alarm and solid waste franchise fee ordinances.

The Finance Director is also responsible for payroll processing and assisting with related Human Resources functions.

The Finance Department operates under the management and leadership of the Finance Director and is comprised of the Finance Director, an Accounting Clerk and a Finance Clerk.

#### **Strategic Goals:**

- **The residents of Cutler Bay will have a high degree of confidence in the fiscal responsibility and transparency of the Town government.**
- **The Town of Cutler Bay will be a financially responsible and accountable community**

#### **Goals**

- Ø Ensure proper implementation of financial and accounting practices for the effective and efficient use of the Town's financial resources.
- Ø Maintain proper accountability over the Town's financial resources.
- Ø Prepare timely financial reports on the Town's financial condition.
- Ø Incorporate new software program into all applicable facets of the Town's functions.

#### **Objectives**

- Ø Maintain the Town's excellent financial condition with conservative fiscal policies and redundant practices and authorizations.



- Ø Secure the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting for the Town's annual Comprehensive Annual Financial Report.
- Ø Complete the deployment of the enterprise resource planning system during fiscal year 2015 (as soon as practicable after the Town's newly designed web site is launched).

Significant budget changes in the FY 2014-15 budget include the following:

- Ø **Salaries & Benefits** – increased approximately \$9,000 and \$10,000, respectively primarily as a result of budgeted salary increases due to cost of living and merit adjustments (as provided for in all departments), and, as to benefits, increased retirement contributions resulting primarily to higher contribution rates enacted by the Florida Legislature.
- Ø **Accounting & Auditing** – decreased approximately \$9,500 primarily as a result of lower audit fees obtained through a competitive bid as well as lower anticipated accounting and auditing costs relate to PACE.



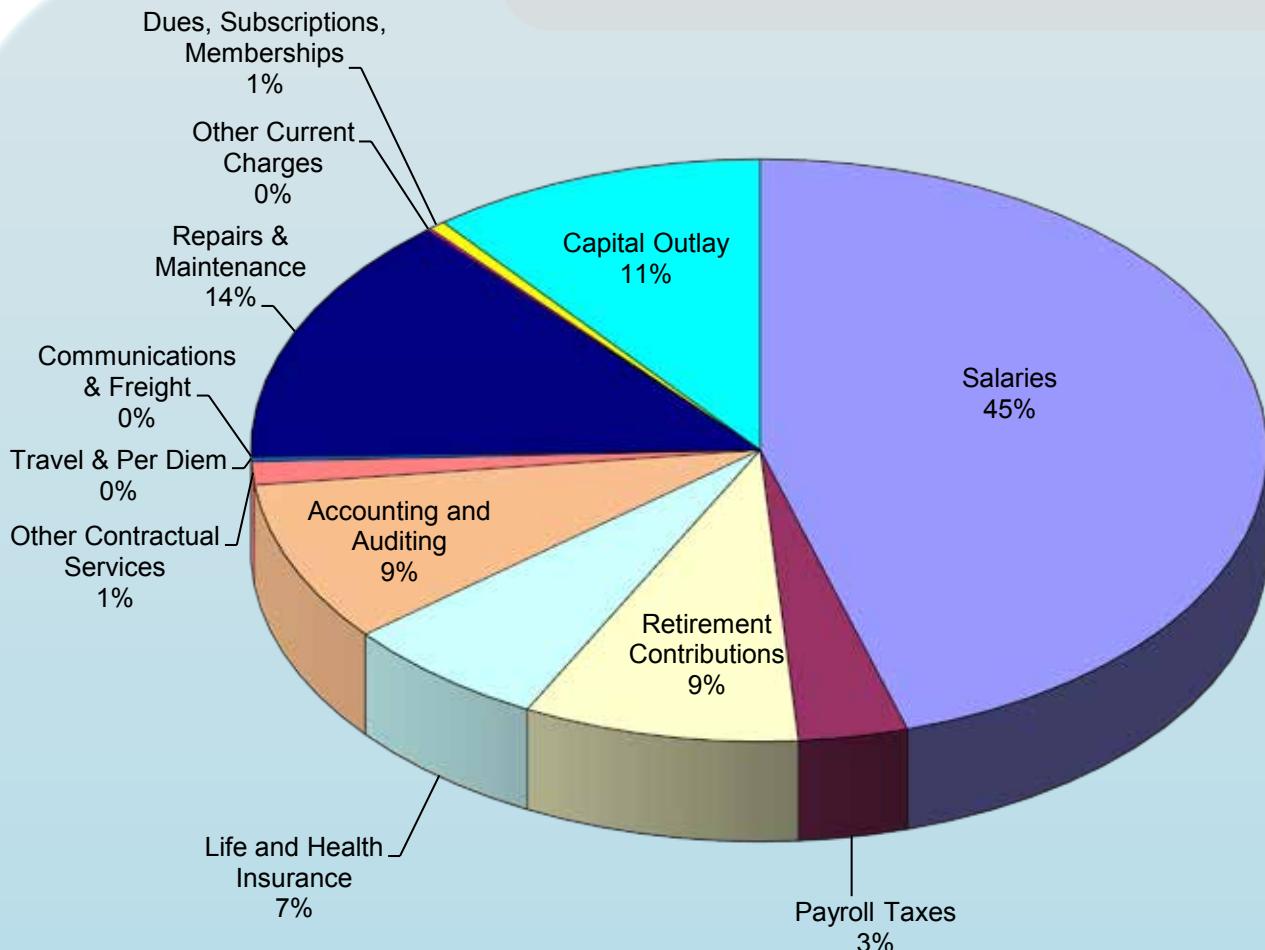


## *Finance Department* *Budget Summary*

| Category                         | Actual<br>FY 2010-11    | Actual<br>FY 2011-12    | Actual<br>FY 2012-13    | Adopted<br>FY 2013-14   | Projected Actual<br>FY 2013-14 | Adopted<br>FY 2014-15   |
|----------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------------|-------------------------|
| Salaries                         | \$183,304               | \$196,820               | \$195,934               | \$202,684               | \$202,600                      | \$211,896               |
| Payroll Taxes                    | 13,818                  | 14,882                  | 14,066                  | 15,505                  | 15,500                         | 16,210                  |
| Retirement Contributions         | 20,277                  | 11,332                  | 15,825                  | 31,293                  | 30,000                         | 40,895                  |
| Life and Health Insurance        | 30,217                  | 29,894                  | 24,597                  | 30,600                  | 30,000                         | 30,600                  |
| Accounting and Auditing          | 29,935                  | 38,935                  | 29,935                  | 51,500                  | 35,000                         | 42,000                  |
| Other Contractual Services       | 4,261                   | 5,012                   | 4,912                   | 6,000                   | 5,500                          | 6,000                   |
| Travel & Per Diem                | 196                     | 34                      | 31                      | 1,200                   | 500                            | 1,200                   |
| Communications & Freight         | 18                      | -                       | -                       | -                       | -                              | -                       |
| Repairs & Maintenance            | 27,239                  | 45,053                  | 55,911                  | 65,500                  | 62,000                         | 65,500                  |
| Other Current Charges            | 108                     | 5                       | 37                      | 600                     | 250                            | 600                     |
| Dues, Subscriptions, Memberships | 2,481                   | 2,471                   | 2,495                   | 2,500                   | 2,500                          | 2,500                   |
| Capital Outlay                   | <u>70,686</u>           | <u>6,950</u>            | <u>-</u>                | <u>50,000</u>           | <u>25,000</u>                  | <u>50,000</u>           |
|                                  | <u><b>\$382,540</b></u> | <u><b>\$351,388</b></u> | <u><b>\$343,743</b></u> | <u><b>\$457,382</b></u> | <u><b>\$408,850</b></u>        | <u><b>\$467,401</b></u> |



## Finance Department Fiscal Year 2014-15 Adopted Expenditures



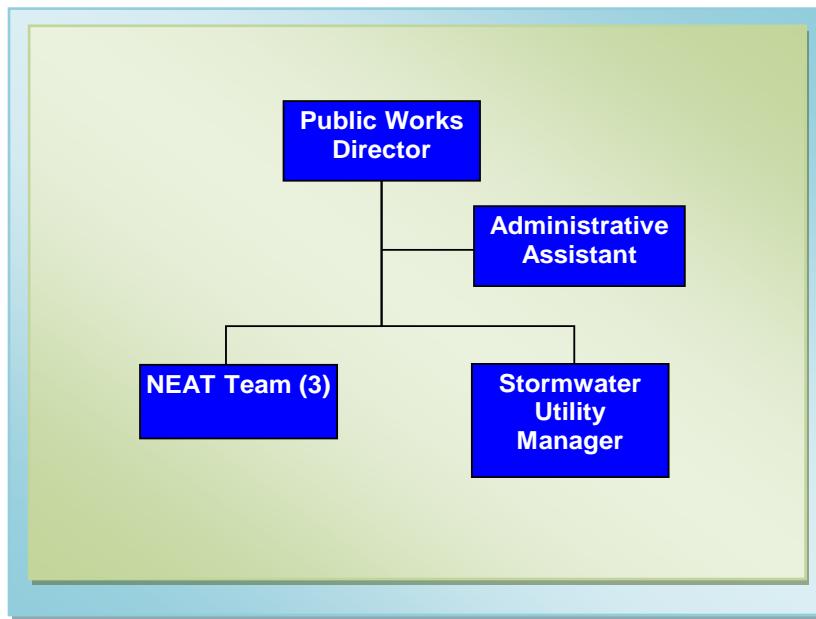
### Key

|                           |                              |                                    |                             |
|---------------------------|------------------------------|------------------------------------|-----------------------------|
| ■ Salaries                | ■ Payroll Taxes              | ■ Retirement Contributions         | ■ Life and Health Insurance |
| ■ Accounting and Auditing | ■ Other Contractual Services | ■ Travel & Per Diem                | ■ Communications & Freight  |
| ■ Repairs & Maintenance   | ■ Other Current Charges      | ■ Dues, Subscriptions, Memberships | ■ Capital Outlay            |



# Adopted Budget Fiscal Year 2014-15

## Public Works Department



### Function

The Public Works Department provides management and maintenance of the Town's infrastructure, including locally owned roads, sidewalks, stormwater utility system, Town owned fleet, street signs, landscaped swale areas and various Capital Improvement Projects. Additionally, the Department is responsible for planning and implementation of various street beautification projects, graffiti abatement, landscape maintenance, litter removal activities, maintenance of bus benches & shelters and coordination with other State and County agencies.

The Public Works Department is comprised of a core staff, which includes: Director, Stormwater Utility Manager, Administrative Assistant, and three (3) Neighborhood Enhancement Action Team (N.E.A.T) members. Additionally, there are four (4) highly-qualified Professional Engineering Consulting Firms which support the daily and long range planning functions for the Department on a revolving basis.



The Public Works Department is committed to provide effective management, construction, and maintenance of Town owned infrastructure and facilities, while maintaining the highest level of customer service and professionalism in support of our strategic goals and objectives defined in the Town's adopted Strategic Plan. Additionally, the Public Works Department serves to protect the health, safety and welfare of residents through the development, application and enforcement of sound engineering standards and practices.

## Goals

### Personnel / Administration

- Ø Continue to provide the "highest" level of service to all our residents.
- Ø Continue professional development of Department personnel, in order to better serve our residents.
- Ø Continue to maintain the "Core" personnel which are seen and known throughout the community.
- Ø Continue to provide an effective open communication process between our residents, the business community and our professional staff.



### Strategic Goals:

- Cutler Bay will be viewed as a beautiful Town by its residents and by residents from surrounding communities
- Cutler Bay will be recognized as a Town where people prefer to live, and whose residents feel a strong sense of Town identity and community pride.
- Optimize the smooth flow of traffic through the Town of Cutler Bay by minimizing traffic congestion and maximizing the capacity of our local roadways.
- The Town will provide high levels of disaster (hurricane, flood, etc.) planning, response, and recovery services to residents and businesses in our community.
- Develop the Town of Cutler Bay into a model community for the condition of its roads, street lighting, storm drainage facilities, swale maintenance, sidewalks, etc.

### Roadway and Sidewalk Improvements

- Ø Maintain Town owned roadways for safe vehicular and public travel in accordance with the Town's adopted Sidewalk & Roadway Assessment Master Plan. Complete resurfacing of Town owned roadways in accord with the Town's adopted Resurfacing Program.
- Ø Maintain Town owned sidewalks, ADA ramps, and curbing to further enhance and encourage the usage by both pedestrians and cyclists.
- Ø Continue to coordinate intersection improvement projects with the following Agencies: Florida Department of Transportation, Miami-Dade Public Works Department, and the Florida Turnpike Authority.
- Ø Continue to timely repair Town owned sidewalks.
- Ø Continue to improve the efficient and safe movement of vehicles, bicyclists and pedestrians within the Town through the use of traffic engineering studies, design, installation, maintenance and operation of traffic control devices.



## Right- Of- Way Enhancements

- Ø Continue to coordinate and manage available resources to enhance the aesthetics of the Town's residential neighborhoods, while strengthening the infrastructure where needed.
- Ø Implementation/Coordination of the Town's Tree Planting Program, as per the adopted Street Tree Master Plan.
- Ø Continue the Town's daily removal of "illegally" placed signs along the right-of-ways.
- Ø Continue to maintain a "high" level of service during monthly mowing cycles.
- Ø Continue the Town's daily litter removal program.
- Ø Continue the Town's daily removal / painting over of graffiti.
- Ø Continue patrolling local streets to identify bulky trash piles, and coordinate with the Miami Dade Solid Waste for compliance and quicker pick up.

## Stormwater Improvement Projects

- Ø Continue to implement capital improvement projects in accordance with the Town's adopted Storm Water Master Plan. The Master Plan focused, in great detail, seventeen (17) separate drainage sub-basins throughout the Town and made recommendations in priority order for the repair rehabilitation and construction of systems necessary to decrease flooding in our community. The Master Plan will continue to be aggressively utilized to obtain both State & Federal grants, to improve the water quality.
- Ø Continue the on-going coordination efforts with South Florida Water Management District and Miami-Dade County Canal Maintenance Department, in order to maintain the waterways clear of any debris.
- Ø Continue to routinely clean/maintain all stormwater drainage structures, located along Town owned roadways.





- Ø Continue bi-weekly Street Sweeping Program of Town owned roads thereby reducing pollution and eliminating many causes of flooding.

## Objectives

### Personnel / Administration

- Ø Provide management and oversight of Capital Improvement Projects in a professional, comprehensive, efficient, and cost effective manner.
- Ø Complete detailed Annual employee performance reviews, to discuss any concerns.
- Ø Assure compliance with Public Works standards and code requirements.
- Ø Continue to provide an “open-door” policy to all residents and business community.
- Ø Conduct weekly staff meetings to identify & discuss resident concerns and suggestions to our service level(s).
- Ø Respond to resident’s assistance, complaints, and comments in a timely manner.
- Ø Continue to attend Professional Development training courses throughout the year.
- Ø Represent the Town at various agency meetings and civic groups (i.e., Florida Department of Transportation, Federal Emergency Management Administration, Florida Stormwater Association, Board of County Commissioners, and American Public Works Association).

### Roadway and Sidewalk Improvements

- Ø Review and update Transportation Master Plan to reflect changing land use development patterns and related transportation system demands.
- Ø Continue to replace, and repair sidewalks near schools and recreational facilities according to the sidewalk’s overall condition.
- Ø Implement a pavement and sidewalk work management database system, in order to utilize as a planning tool for future safety and improvement projects.
- Ø Perform visual inspection of Town owned roads/sidewalks on a daily basis.



- Ø Implement the findings of the Town's Transportation Master Plan. Improve vehicular and pedestrian safety on all Town roads, around schools and parks.
- Ø Implement improvements identified in the Town's adopted Sidewalk & Roadway Assessment Master Plan in order to encourage installation of missing sidewalks sections and pedestrian connections throughout the Town.
- Ø Continue the installation of ADA sidewalk ramps, throughout residential neighborhoods, as identified in the Sidewalk Master Plan.
- Ø Continue to install emergency transfer switches at "key" intersections.

### Stormwater Improvement Projects

- Ø Coordinate the Design and Construction with Miami-Dade County Public Works Department and South Florida Water Management staff on the construction of Caribbean Boulevard Bridge Improvement Project.
- Ø Continue to perform regularly scheduled maintenance to the Stormwater System, to include drainage structures and outfalls.
- Ø Analyze and maximize the billable revenue billed to property owners based on actual property size and total impervious surface area contained within the property.
- Ø Continue to monitor any new Legislation that will affect the water quality standards through the South Florida Water Management District and Florida Department of Environmental Protection.
- Ø Continue to perform bi-weekly street sweeping cycles.
- Ø Complete the construction: Drainage Improvements within residential neighborhoods, as identified in the Town's adopted Stormwater Master Plan.
- Ø Continue "activities" from the Town's Class "6" FEMA Community Rating System (CRS), which include outreach programs to repetitive loss properties located with the Special Flood Hazard(s) area.
- Ø Continue the Stormwater maintenance program to meet the annual requirements of the National Pollutant Discharge Elimination System (NPDES) operating permit.
- Ø Continue to coordinate the maintenance of Town owned canal system.



## Right-Of-Way Enhancements

- Ø Maintain a clear visibility of all regulatory street signs on all roads.
- Ø Continue to coordinate with Miami-Dade County's Animal Services Department on the removal of dead and stray animals within the Town.
- Ø Develop and implement landscape and signage improvement plan on main transportation corridors within the Town inclusive of County and State owned roadways.
- Ø Perform daily removal of graffiti on Town owned infrastructure.
- Ø Maintain all bus benches and shelters free of graffiti, litter, and weeds.
- Ø Maintain the existing Town monument entry signage free of weeds and graffiti.
- Ø Replace damaged street signs within forty-eight hours.
- Ø Implement a rotating maintenance schedule to include mowing, weed cutting, and herbicide application of non-landscaped areas in a manner that will maintain their appearance.



- Ø Perform landscape maintenance and the mowing of medians, right-of-ways, swales and continue to plant trees as prioritized in the Street Tree Master Plan.



- Ø Proactively repair potholes, on a daily basis, on all Town owned roadways.
- Ø Proactively remove any shopping cart(s) from Town owned roadways.
- Ø Continue to monitor the operation of traffic signals within the Town and coordinate any repairs with Miami-Dade Traffic & Signals Department.
- Ø Perform daily litter removal throughout the Town.
- Ø Coordinate the removal of "illegal" dumping with Miami-Dade Solid Waste Department.
- Ø Continue patrolling local streets to identify bulky trash piles, and coordinate with the Miami Dade Solid Waste for compliance and quicker pick up.
- Ø Provide safe clearance of unsightly debris for pedestrians and motorists on Town owned right-of-ways and coordinate with Miami-Dade County Public Works Department.
- Ø Continue removal of "illegally" placed signage on swales, trees, and right-of-ways.

Significant budget changes in the FY 2014-15 budget include the following:

- Ø **Salaries & Benefits** – salaries increased approximately \$6,800 as a result of budgeted cost of living and merit pay adjustments and benefits increased approximately \$6,600 as a result of the changes in the salary amounts and the increases in retirement contribution rates enacted by the Florida Legislature.
- Ø **Professional Services** – decreased approximately \$15,000 as a result of transferring \$20,000 GIS consultant costs to other contractual services, offset by a \$5,000 increase for general engineering costs.
- Ø **Other Contractual Services** – increased approximately \$218,000 primarily as a result of an increase of \$200,000 in sidewalk repairs (funded by gas taxes, not general fund revenues), \$5,000 for costs related to the Forestry grant (fully funded by the grant) and \$10,000 for miscellaneous tree/landscape replacements.
- Ø **Rentals & Leases** – decreased approximately \$7,000 as a result of allocating approximately \$13,000 of fleet lease costs to the Stormwater Fund, offset by an increase of \$6,000 for the lease of a van for Parks and other Town activities.
- Ø **Repairs & Maintenance and Fuel** – decreased approximately \$6,000 and \$5,000, respectively, as a result of a newer fleet being implemented that will not need as many repairs and which will be more fuel efficient.



# Public Works Department

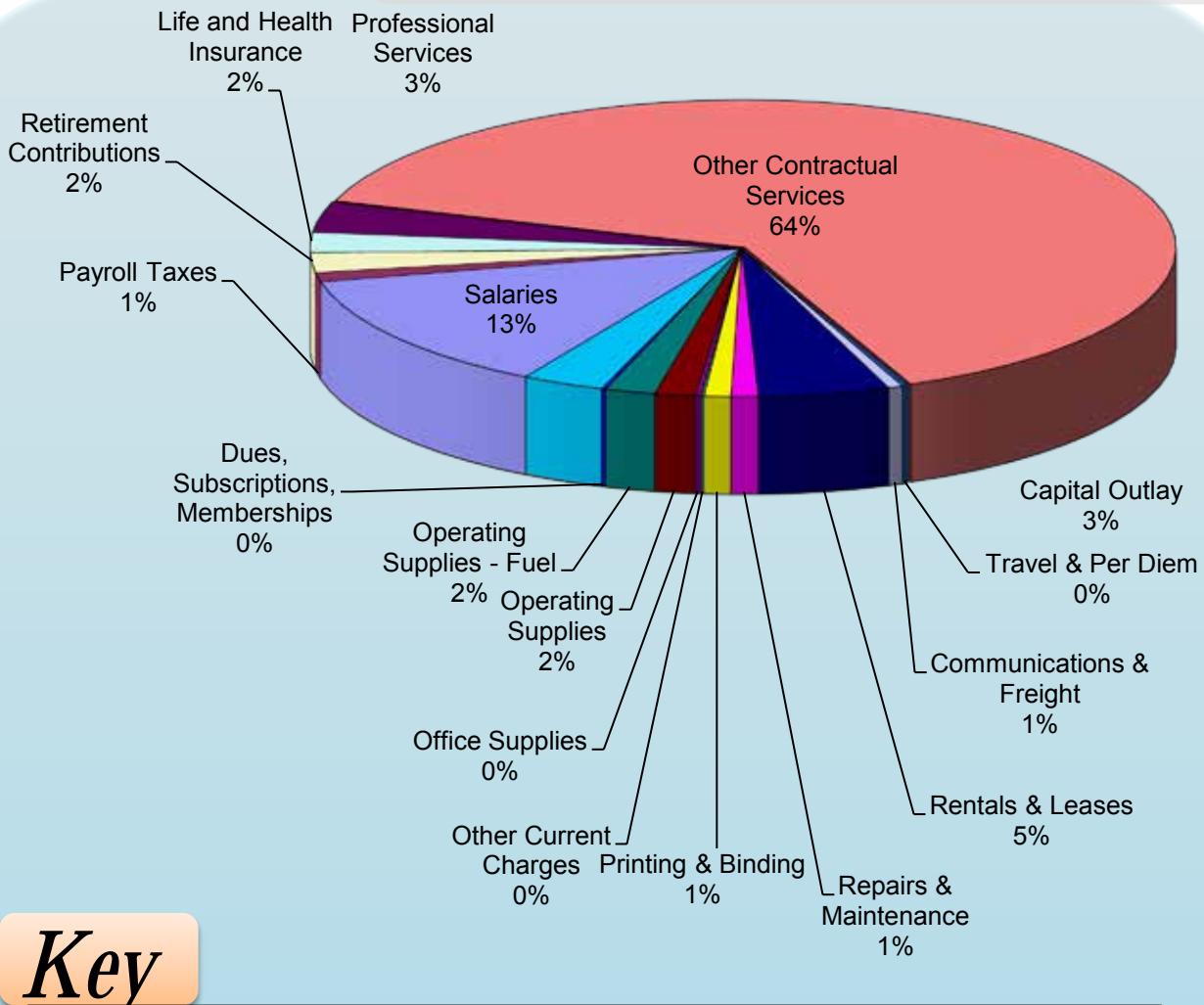
## Budget Summary

| Category                         | Actual<br>FY 2010-11    | Actual<br>FY 2011-12    | Actual<br>FY 2012-13    | Adopted<br>FY 2013-14     | Projected Actual<br>FY 2013-14 | Adopted<br>FY 2014-15     |
|----------------------------------|-------------------------|-------------------------|-------------------------|---------------------------|--------------------------------|---------------------------|
| Salaries                         | \$161,374               | \$153,902               | \$131,928               | \$149,610                 | \$153,000                      | \$156,409                 |
| Payroll Taxes                    | 11,543                  | 10,654                  | 9,827                   | 11,446                    | 11,500                         | 11,965                    |
| Retirement Contributions         | 17,302                  | 7,868                   | 10,392                  | 19,939                    | 19,000                         | 26,056                    |
| Life and Health Insurance        | 25,944                  | 26,357                  | 18,560                  | 26,520                    | 26,500                         | 26,520                    |
| Professional Services            | 12,291                  | 38,002                  | 18,773                  | 55,000                    | 25,000                         | 40,000                    |
| Other Contractual Services       | 338,035                 | 315,858                 | 492,982                 | 544,000                   | 530,000                        | 762,000                   |
| Travel & Per Diem                | 1,059                   | 211                     | -                       | 2,500                     | 1,000                          | 2,500                     |
| Communications & Freight         | 897                     | 3,483                   | 2,073                   | 6,500                     | 5,000                          | 6,500                     |
| Rentals & Leases                 | 16,028                  | 2,400                   | -                       | 65,500                    | 15,000                         | 58,847                    |
| Repairs & Maintenance            | 16,210                  | 15,346                  | 17,059                  | 17,800                    | 17,000                         | 12,000                    |
| Printing & Binding               | 156                     | 126                     | 403                     | 14,000                    | 10,000                         | 12,000                    |
| Other Current Charges            | 268                     | 469                     | 467                     | 1,000                     | 500                            | 1,000                     |
| Office Supplies                  | 1,330                   | 1,427                   | 948                     | 3,000                     | 3,000                          | 3,000                     |
| Operating Supplies               | 7,375                   | 9,884                   | 10,564                  | 18,000                    | 16,000                         | 18,000                    |
| Operating Supplies - Fuel        | 13,822                  | 14,303                  | 12,711                  | 27,500                    | 25,000                         | 22,500                    |
| Dues, Subscriptions, Memberships | 2,281                   | 1,864                   | 2,379                   | 1,400                     | 1,400                          | 1,750                     |
| Capital Outlay                   | <u>12,842</u>           | <u>4,972</u>            | <u>735</u>              | <u>37,000</u>             | <u>25,000</u>                  | <u>37,000</u>             |
|                                  | <u><u>\$638,757</u></u> | <u><u>\$607,126</u></u> | <u><u>\$729,801</u></u> | <u><u>\$1,000,715</u></u> | <u><u>\$883,900</u></u>        | <u><u>\$1,198,047</u></u> |

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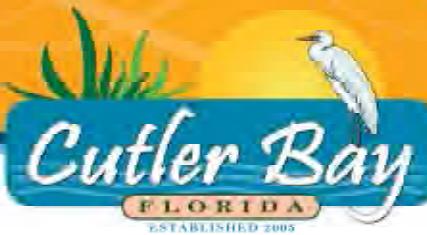


## Public Works Department Fiscal Year 2014-15 Adopted Expenditures



### Key

|                                    |                            |                              |
|------------------------------------|----------------------------|------------------------------|
| ■ Salaries                         | ■ Payroll Taxes            | ■ Retirement Contributions   |
| ■ Life and Health Insurance        | ■ Professional Services    | ■ Other Contractual Services |
| ■ Travel & Per Diem                | ■ Communications & Freight | ■ Rentals & Leases           |
| ■ Repairs & Maintenance            | ■ Printing & Binding       | ■ Other Current Charges      |
| ■ Office Supplies                  | ■ Operating Supplies       | ■ Operating Supplies - Fuel  |
| ■ Dues, Subscriptions, Memberships | ■ Capital Outlay           |                              |



# Adopted Budget Fiscal Year 2014-15

## Police Services

### Function

The Police Department was established through an Interlocal Agreement between the Town of Cutler Bay (TCB) and Miami-Dade County and began its operations with the Town on August 2006. Charged with the primary responsibility to protect, the Department is fully committed to ensuring the safety and wellbeing of the Cutler Bay community, emphasizing community-oriented policing and traffic safety.



The Department is responsible for maintaining order and providing for the safe and expeditious flow of traffic, both from residents and visitors, upholding the professional values of integrity, respect, service, and fairness. The Town Commander, a Major in the Miami-Dade Police Force, oversees the daily operations and day-to-day administration of the Department.

Current (FY 2013-2014) staffing includes 52 sworn police officers, and four (4) non-sworn employees for a total of 56 Full-time positions (Currently one vacant non-sworn position).

One full time Town of Cutler Bay civilian position supplements the administrative work of the Department. The department's FY 2013-14 budget, includes two (2) additional sworn police officers as a result of an increase in the Town's growth.

The Police Department has been able to target specific crime trends and continues to provide the appropriate level of service to the Town's residents, despite the influences of the current economic conditions.



**Crime Reduction:** A year-to-date comparison of June 2013 versus June 2014 shows that crime rate has been significantly reduced by 6.71%.

Officers assigned to the Town have taken ownership of their assigned community, creating bonds with the residents and businesses. One of the priorities for the Town has been traffic safety. The Town has an increased focus on the enforcement of speed limits and various other traffic laws. Through this initiative there was a 5% reduction last year in traffic crashes but an increase of 6% this year in traffic crashes.

Traffic crash reductions remain a priority not only for the saving of lives, but it can also correlate to economic savings when insurance rates are lowered, vehicle repairs are diminished and police, fire and medical resources are available for deployment to other tasks.

The Police Department participates with the Miami-Dade Narcotics Unit and has identified and taken action against multiple locations that were the source of illegal substances. Additionally, officers regularly attend training that ranges from robbery intervention training to cybercrime training.

**Strategic Goal:**

- ✓ To provide a safe and secure community for Cutler Bay's residents and business community.

**Goals**

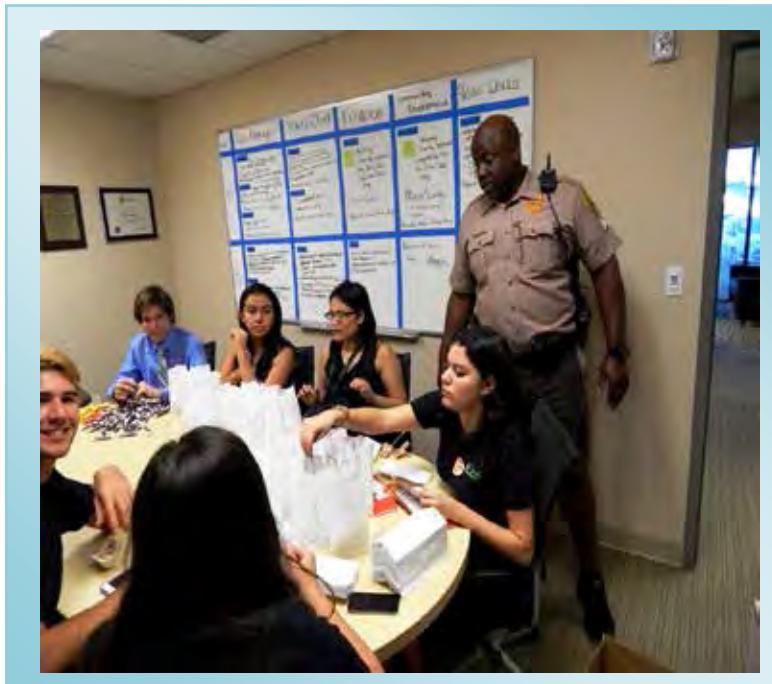
- Ø Increase the visibility and police involvement within the community.
- Ø Continue and broaden traditional policing while embracing the Community-Oriented Policing concept.
- Ø Identify hazardous street intersections where traffic collisions are occurring.

**Objectives**

- Ø Increase the utilization of Traffic enforcement, directed patrol and other non-traditional patrol methods.
- Ø Provide proactive involvement with the community.
- Ø Create pedestrian safety initiatives.



- Ø Ensure that officers become more familiar with the residents of their community and their police related needs and concerns.
- Ø Officers distribute information cards indicating safety tips and suggest ways to make the resident's home and/or business safer.
- Ø Deployment of a dual pronged approach to ensure compliance with traffic laws through education and enforcement actions in an effort to reduce the frequency of traffic collisions and injuries to persons.
- Ø Create and execute innovative crime prevention operations utilizing the newly acquired Rapid ID devices.
- Ø Design and implement a General Investigations Unit (GIU) led initiative whereby pawnshops and secondhand dealers will be systematically inspected. Identify, seize and return all stolen property to its rightful owner and develop criminal intelligence that will aid in the arrest and prosecution of burglars, robbers and thieves.



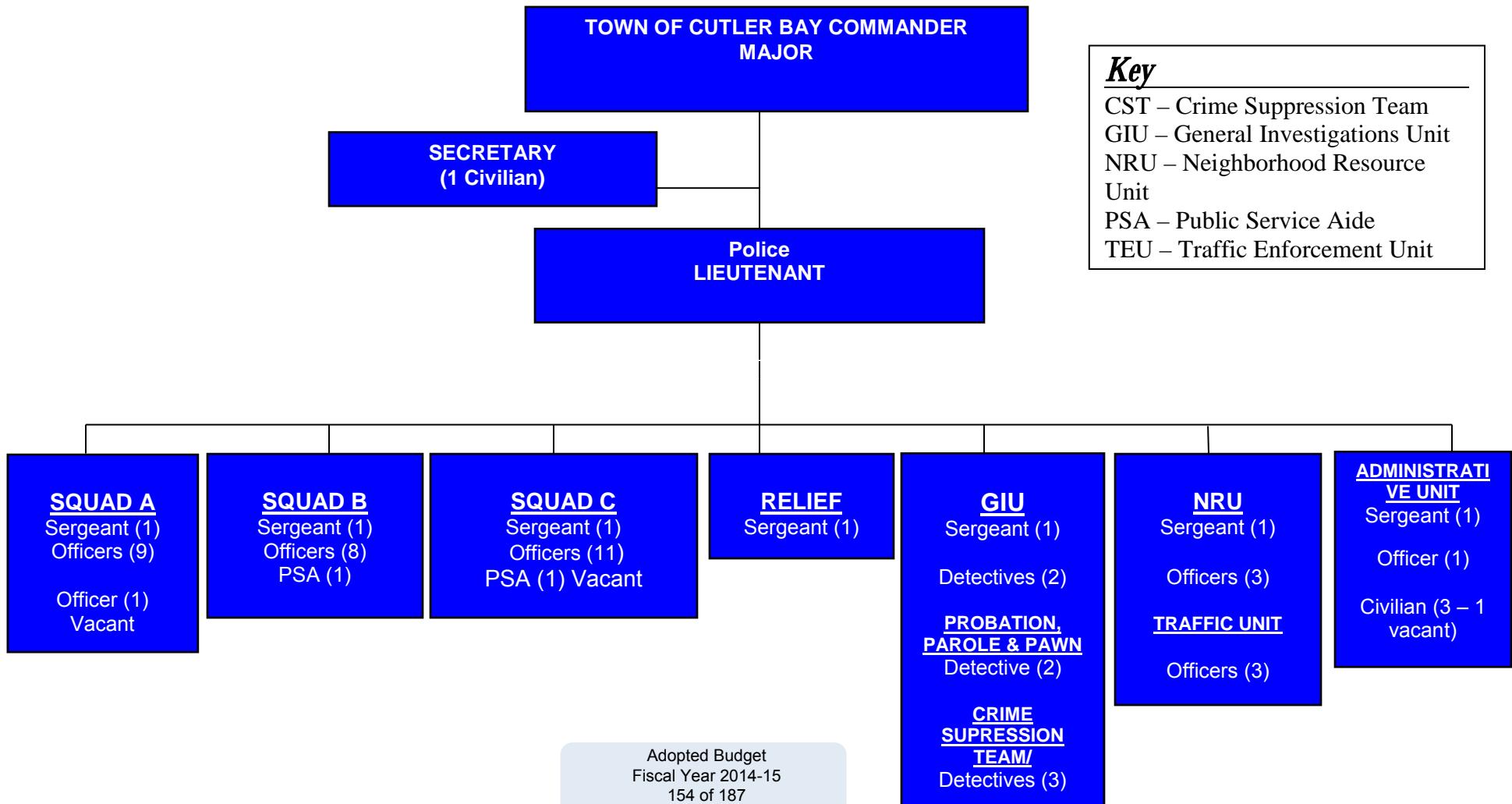


#### Significant budget changes in the FY 2014-15 budget include the following:

- Ø **Professional Services** – The professional services line item in the FY 2014-15 Police budget reflects a proposed increase of approximately \$533,000. The budget reflects no increase in personnel. The increase is due to budgeted increases in officer insurance premiums (approximately \$223,000), overhead and overtime charges (approximately \$199,000 and \$39,000, respectively), as well as "snap back" fringe benefits (approximately \$80,000), which include such things as flex dollar and longevity pay payments and uniform allowances, that have been restored to MDPD officers as a result of contract negotiations. These items are negotiated between the County and the police union and are primarily beyond the control of the Town. This budget line item is subject to change as the County budget evolves.
- Ø **Other Current Charges** – decreased approximately \$50,000 as a result of decreased activity budgeted for the red light camera program resulting in lower payments to the equipment contractor.
- Ø **Operating Supplies** – increased approximately \$18,000 reflecting anticipated spending on the two (2) Byrne grants (fully funded by the grants).



## Police Services Organizational Chart



### Key

CST – Crime Suppression Team  
GIU – General Investigations Unit  
NRU – Neighborhood Resource Unit  
PSA – Public Service Aide  
TEU – Traffic Enforcement Unit



# Adopted Budget Fiscal Year 2014-15

## The Neighborhood Resource Unit

### Unit Members:

- Ø Sergeant Darren Handy
- Ø Officer John McLaughlin
- Ø Officer Mary Ann Stahl
- Ø Officer Deborah Fleites



The Neighborhood Resource Unit ("NRU" or "the Unit") utilizes a community-oriented policing approach to servicing the community. This includes establishing policies and strategies aimed at achieving more effective and efficient crime control. The NRU strives to improve quality of life by utilizing a proactive reliance approach on community resources which seeks to change crime causing conditions. These efforts contribute greatly in reducing the fear of crime in the community. The NRU maintains contact with business and homeowner associations to solicit their concerns and input. All in an effort to provide a higher quality of policing that meets the needs of the Town of Cutler Bay (the "Town").

Through these personal contacts, the Cutler Bay community has become familiar with NRU officers.

The officers attend community gatherings, such as Home Owners Association meetings, Neighborhood Crime Watch, Business Watch Groups, Church Organizations, and other community assemblies.

The NRU maintains a respectable working relationship with the schools in the Town of Cutler Bay and works closely with the Code Enforcement, Parks and Recreation, and Public Works departments, on matters involving quality of life issues.

Overall, the Town of Cutler Bay NRU has been a valuable asset to the community it serves and has enhanced the public's perception of its effectiveness, as well as increased the quality of services it provides.



Citizens Crime Watch Meeting's take place every month and are attended by officers, supervisors, representatives from various county agencies and an abundance of concerned citizens from all over Miami-Dade County. At these meetings, the NRU discusses various crime trends and distresses affecting citizens, particularly those in residential areas. The NRU is able to identify and provide solutions to quality of life issues and shares information on the effective strategies implemented in different areas of the county. NRU has also posted crime prevention tips on the Towns website.

For example, during the Citizens Crime Watch meeting, the Unit discusses new ways of safely archiving and documenting the valuables of citizens. As a citizen, if you were to become a victim of theft or a natural disaster, you will be able to access pictures and descriptions of your items following the misfortune, making it easier to file a police report or handle an insurance claim.

The NRU Mall Watch Meetings address the unique issues and crime trends that occur in malls and shopping plazas. In addition to police attendance, the NRU has Mall Security and Management working together on incidents that they both have experienced. This interaction affords the NRU knowledge of possible criminal groups and activities that may be targeting local businesses and shopping malls.

The NRU Best Practices Meetings consist of NRU's from around the county, discussing projects and new resources available to assist with their work in their communities. The Units brainstorm on how to better serve their assigned areas.

The NRU participates in burglary details, truant sweeps and juvenile curfew details for the Town. The NRU also attends the monthly Town of Cutler Bay Council Meetings.

This year, the Town of Cutler Bay NRU began a distracted driving campaign with the Department of Health to conduct activities for the residents of Cutler Bay. The Officers activities included school visits, attendance at neighborhood meetings and various community events in order to raise awareness about the dangers of distracted driving. Participants received promotional/educational material and was encouraged to sign the "No Text and Drive Pledge". This effort also resulted in signs being placed at the area schools as well as Town Hall. The signs read "One Text Could Wreck It All". The effort resulted in over 1100 adults and kids signing the pledge banner.



The NRU was contacted by CBT College to participate in a Back to School Book Bag Give-Away. Over 150 book bags were given away to students that were identified with the aid of the Unit. These families were in need of financial assistance and NRU supplied each "needy child" with a brand new book bag filled with mainstream school supplies to help them start the new school year off right. The NRU continues to work with the schools throughout the year and often time is contacted by teachers or counselors regarding students with specific needs.

The NRU is also a part of the Back-to-School Details the first two weeks of school which addressed student and pedestrian safety, making sure that the children are safe from vehicular traffic as they make their way to and from school.

This year NRU partnered with the Cutler Bay Business Association (CBBA) to collect toys and distribute them to deserving youth that reside in Cutler Bay. The efforts of NRU and the CBBA resulted in over 500 toys being collected making for a joyous holiday for several of our neighborhood youth.

Throughout the NRU's daily activities, the Unit is faced with numerous issues that may not be law enforcement related, but can ultimately affect the safety and/or quality of life of the Town community, such as the counseling and mentoring of troubled youth. The new officers are contacted weekly by school administrators, teachers and park and recreation employees to come and speak to these youth.





In addition to the items mentioned above, the NRU has also participated in several momentous events in the Town:

- Ø The Carnival and Red Ribbon Week at Holy Rosary
- Ø Career Days at: Whigham, Bel-Aire, Whispering Pines, Gulfstream, Assurant, and Cutler Ridge Elementary Schools, as well as Cutler Bay academy of Advanced Studies Cutler Ridge Campus.
- Ø The Unit also assisted Cutler Ridge Elementary School with several Field Trips.
- Ø The NRU was a part of Whispering Pines' July 4th Parade.

The NRU addresses many other concerns, such as:

- Ø Complaints of Loud Music
- Ø Loose Dogs
- Ø Squatters and Code Enforcement Concerns
- Ø Panhandlers in the Town
- Ø Foreclosed and/or Vacant Homes
- Ø Graffiti Concerns and Neighbor Disputes
- Ø Security Surveys for Home Owners and Business
- Ø Business Assistance with Trespassers or Shoplifters
- Ø The "We Care" Sign Program
- Ø Parking and Traffic Concerns Surrounding the Schools
- Ø Assisting Handicap Residents
- Ø Dealing with Illegal/Commercial Vehicles in Residential Areas



A few of NRU's upcoming projects include:

- Ø Back-to-School Book Bag Give -Away – Cutler Ridge Park/ Cutler Ridge Elementary and Back-to-School Traffic Details at Multiple Schools
- Ø "Safety Night Out" event in the Town Of Cutler Bay Communities.
- Ø The NRU plans to adopt a class during the 2014-2015 School Year
- Ø Thanksgiving Food Basket Give-Away/Christmas Toy Drive
- Ø Bike Safety and Helmet give-a-way
- Ø Teach Anti-Bullying curriculum at the schools

The NRU strives to be proactive and innovative when addressing crime concerns and issues of its citizens. An example of this is our plan to conduct an Active Shooter training at that Southland Mall. This training will prepare the officers as well as the employees and patrons of the mall on how to handle this type of incident should it occur. For more information on the NRU, please contact Sergeant Darren Handy at (786) 573-5559 or [dhandy@mdpd.com](mailto:dhandy@mdpd.com).





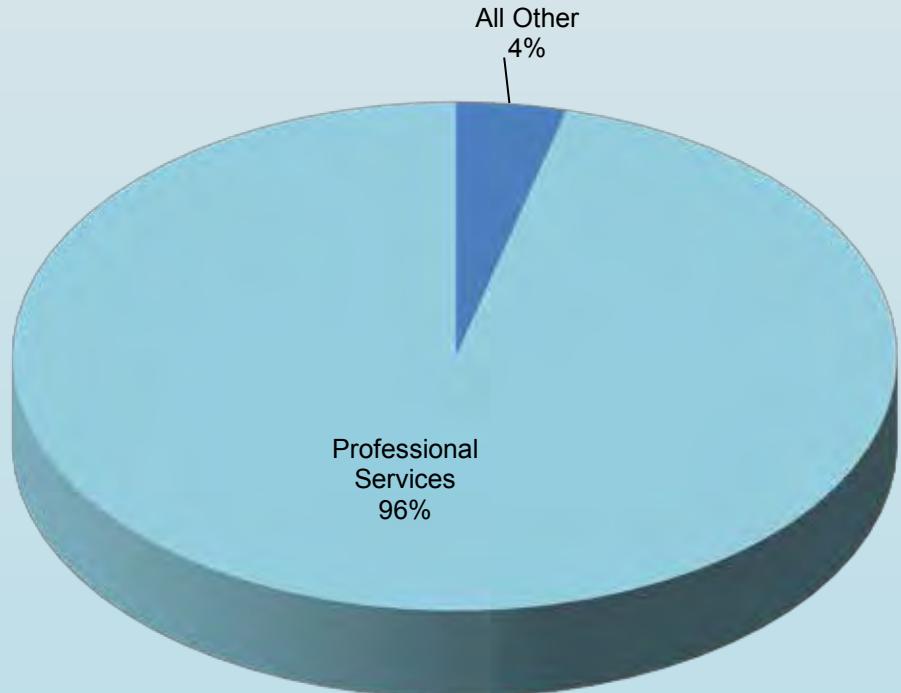
## **Police Department** **Budget Summary**

| Category                  | Actual<br>FY 2010-11 | Actual<br>FY 2011-12 | Actual<br>FY 2012-13 | Adopted<br>FY 2013-14 | Projected Actual<br>FY 2013-14 | Adopted<br>FY 2014-15 |
|---------------------------|----------------------|----------------------|----------------------|-----------------------|--------------------------------|-----------------------|
| Salaries                  | \$25,087             | \$26,884             | \$16,629             | \$25,892              | \$25,750                       | \$27,069              |
| Payroll Taxes             | 1,793                | 1,947                | 1,266                | 1,981                 | 1,670                          | 2,071                 |
| Retirement Contributions  | 2,313                | 1,339                | 982                  | 2,071                 | 1,900                          | 2,707                 |
| Life and Health Insurance | 9,555                | 9,245                | 6,254                | 10,200                | 9,500                          | 10,200                |
| Professional Services     | 7,914,022            | 7,600,211            | 7,618,998            | 8,389,350             | 8,100,000                      | 8,922,070             |
| Communications & Freight  | 6,566                | 5,925                | 4,201                | 7,200                 | 6,000                          | 4,800                 |
| Rentals & Leases          | 2,340                | 2,144                | 2,850                | 2,700                 | 2,600                          | 2,700                 |
| Repairs & Maintenance     | 8,279                | 5,802                | 6,019                | 8,000                 | 8,000                          | 7,000                 |
| Printing & Binding        | 3,547                | 533                  | 6,082                | 5,000                 | 4,000                          | 5,000                 |
| Other Current Charges     | 23,255               | 255,273              | 240,165              | 251,000               | 225,000                        | 201,000               |
| Office Supplies           | 6,052                | 6,849                | 5,624                | 12,000                | 10,000                         | 12,000                |
| Operating Supplies        | 4,727                | 18,779               | 9,879                | 15,000                | 15,000                         | 32,700                |
| Capital Outlay            | 8,039                | 7,071                | 15,612               | 10,000                | 10,000                         | 10,000                |
| Capital Outlay - Vehicles | -                    | 131,947              | -                    | 56,000                | 56,000                         | 56,000                |
|                           | <u>\$8,015,575</u>   | <u>\$8,073,949</u>   | <u>\$7,934,561</u>   | <u>\$8,796,394</u>    | <u>\$8,475,420</u>             | <u>\$9,295,317</u>    |

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*Police Department  
Fiscal Year 2014-15  
Adopted Expenditures*



*Key*

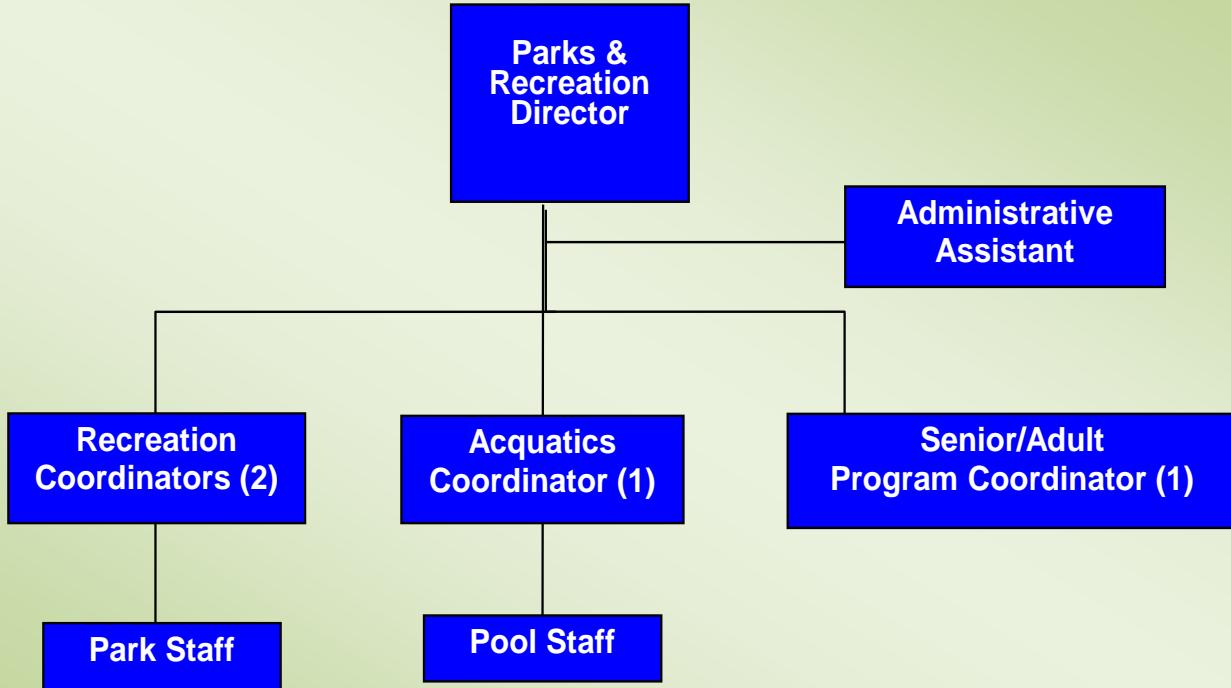
■ All Other

■ Professional Services



# Adopted Budget Fiscal Year 2014-15

## Parks and Recreation Department



### Function

The Parks and Recreation Department is responsible for the maintenance and programming of all of the Town's parks and recreational facilities and for conducting year-round programs, seasonal programs and special events. The Department coordinates with local youth and adult leagues and organizations in providing year-round athletic programs for Town residents. The Department acts as the staff liaison for the Town Council-appointed Parks and Recreation Advisory Committee and Communities for a Lifetime Committee. The Department also writes and, when successful, administers grants for park improvements and programming.



### Strategic Goals:

- ✓ The Town of Cutler Bay will develop parks, recreational facilities and recreational programs to meet the current and emerging needs of residents of all ages.
- ✓ Cutler Bay will have a variety of facilities/amenities that meet the social and recreational needs of residents of all ages and attract residents from surrounding communities.
- ✓ The Town will be a frequent site for a variety of community events that encourage extensive public participation and identification with the Town of Cutler Bay.

The Department staff consists of seven (7) full-time employees - the Parks and Recreation Director, an Administrative Assistant, two (2) Recreation Coordinators, an Aquatics Coordinator, a Senior/Adult Program Coordinator and one (1) Park Service Aide. Full-time staffing is supplemented by additional part-time Park Service Aides and part-time Pool Lifeguards. For summer programs, the Town employs additional seasonal Park Services Aides and Lifeguards. In addition, a grant from The Children's Trust provides funding for one full-time Outreach Worker and four part-time Park Service Aides to supplement the Town's After School Program activities at Cutler Ridge Park.

The Town's nine (9) parks are categorized as mini, neighborhood or community parks. The Town has five (5) neighborhood parks - Bel Aire Park, Franjo Park, Saga Bay Park, Saga Lake Park and Linear Park. There are two (2) mini-parks - Lincoln City Park and Whispering Pines Park. The Town has two (2) community parks - Cutler Ridge Park and Lakes By the Bay Park.

The adopted FY 2014-15 budget anticipates that the Town's Parks and Recreation Department will assume the responsibility for the maintenance and operation of the following additional park facility:

**Cutler Bay Wetlands** – This ±53 acre parcel located south of SW 224th Street and west of SW 97th Avenue is a wetland mitigation area currently owned and maintained by the Lennar Corporation (the developer of the Lakes By the Bay community). Once established as a mitigation area, the wetland has become very popular with many species of native and migratory shore birds. More than 160 different species of birds have been spotted at the Cutler Bay Wetlands in the past several years. The Town is working



with both Lennar Corporation and South Florida Water Management District in acquiring the wetlands to be transferred to the Town to be included in its inventory of parks and open space.

The acquisition will give the Town one of the more diverse inventories of parks in Miami-Dade County. A total of \$24,000 has been included in this budget for annual mitigation requirements for this proposed wetland area.

The Parks and Recreation Department anticipates completing the following Capital Improvement Projects during the 2014-2015 fiscal year:

- Ø Pending further discussion with Parks and Recreation Advisory Committee concerning expenditure of Park Impact Fees.

The Parks and Recreation Department anticipates conducting the following Town-wide special events during the 2014-2015 fiscal year:

- Ø Halloween Haunted House with an approximate budget of \$5,000
- Ø Four Movie Nights with an approximate budget of \$3,000
- Ø A Chili Day in Cutler Bay chili competition with an approximate budget of \$4,000
- Ø Easter Egg Hunt with an approximate budget of \$2,000
- Ø Fourth of July Parade & Community Celebration with an approximate budget of \$4,000
- Ø Fourth of July Fireworks with a budget of \$5,000
- Ø Cutler Bay Open Golf Tournament with an approximate budget of \$2,000
- Ø The Rib Ticklers Ball BBQ competition with an approximate budget of \$4,000
- Ø Annual Turkey Shoot archery competition with an approximate budget of \$2,500
- Ø Annual Combined Cutler Bay-Palmetto Bay Bike Ride with an approximate budget of \$3,500
- Ø Town-wide Senior Games Competition with an approximate budget of \$5,000
- Ø Intergenerational Programs with an approximate budget of \$5,000
- Ø The Department anticipates receiving approximately \$6,000 in sponsorships that will offset some of the costs of the Special Events listed above.
- Ø The Town will celebrate the 10-year Anniversary of the incorporation of the Town with a Founder's Day celebration with an approximate budget of \$25,000.



## Goals

- Ø Implement additional Town-wide special events programs in order to increase park awareness within the community.
- Ø Select and work with individuals and organizations to provide outstanding youth and adult sports leagues, and a variety of active and passive activities for all ages.
- Ø Continue to explore grant opportunities for the development of existing park facilities.
- Ø Continue to seek sponsorships and donations for programming, special events and enhancement of parks.

## Objectives

- Ø Work with the Parks and Recreation Advisory Committee and Communities for a Lifetime Committee in coordinating new community events in the Town during the fiscal year.
- Ø Work with private instructors to implement additional adult and senior recreational activities at Cutler Ridge Park.
- Ø Submit grant applications to various agencies for funding for enhancements to Lakes by the Bay Park and the Cutler Bay Wetlands.
- Ø Increase sponsorship of Town-run special events by twenty-five (25%) over the previous year.





Significant budget changes in the FY 2014-15 budget include the following:

- Ø **Salaries And Benefits** – salaries decreased approximately \$12,000 primarily as a result of the retirement of the Parks Director who was replaced with a new Director at a lower salary (offset by budgeted cost of living and merit pay increases for other Parks' staff). The \$12,000 decrease in the Salaries line item was offset by an approximate \$11,000 increase in retirement contributions as a result of increased rates enacted by the Florida Legislature.
- Ø **Other Contractual Services** – increased approximately \$36,000 as a result of providing for a Founders Day event in FY 2014-15 (approximately \$25,000), as well as a result of providing for the development of a pool master plan (approximately \$12,000).
- Ø **Capital Outlay** – decreased approximately \$55,000 primarily as a result of a net decrease in planned park acquisitions (excluding those provided for in the Capital Projects Fund budget).





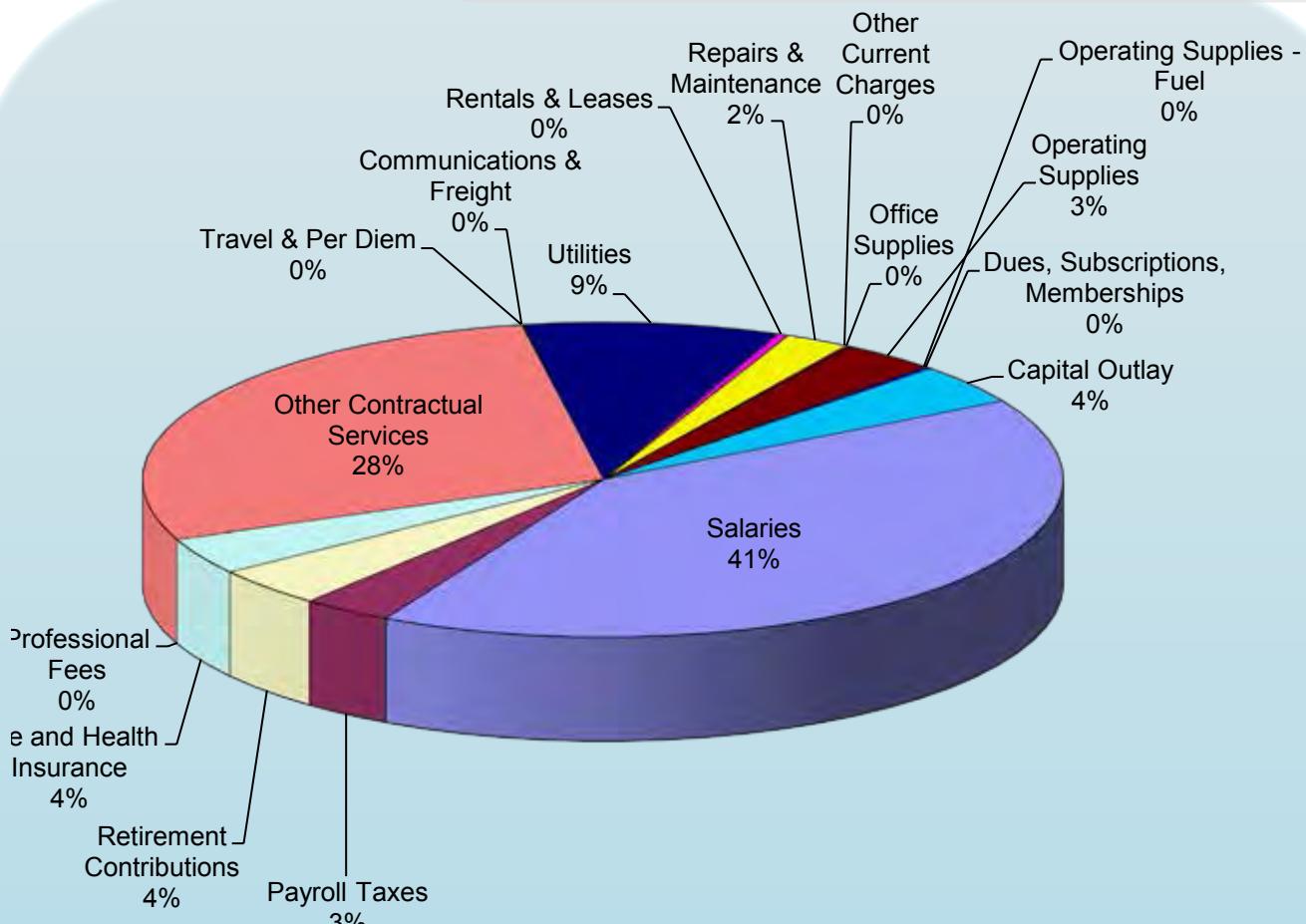
## Parks & Recreation Budget Summary

| Category                         | Actual<br>FY 2010-11      | Actual<br>FY 2011-12      | Actual<br>FY 2012-13      | Adopted<br>FY 2013-14     | Projected Actual<br>FY 2013-14 | Adopted<br>FY 2014-15     |
|----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|--------------------------------|---------------------------|
| Salaries                         | \$572,285                 | \$636,700                 | \$689,768                 | \$814,599                 | \$740,000                      | \$802,312                 |
| Payroll Taxes                    | 44,571                    | 49,679                    | 52,739                    | 62,317                    | 57,000                         | 61,377                    |
| Retirement Contributions         | 44,791                    | 28,652                    | 37,102                    | 67,566                    | 60,000                         | 78,581                    |
| Life and Health Insurance        | 61,204                    | 58,096                    | 53,546                    | 73,100                    | 67,000                         | 73,100                    |
| Professional Fees                | -                         | -                         | -                         | -                         | -                              | -                         |
| Other Contractual Services       | 283,834                   | 431,900                   | 451,472                   | 517,900                   | 515,000                        | 553,500                   |
| Travel & Per Diem                | -                         | 1,121                     | 37                        | 500                       | 250                            | 500                       |
| Communications & Freight         | 8,194                     | 12,555                    | 15,708                    | 500                       | 250                            | 500                       |
| Utilities                        | 90,033                    | 143,711                   | 170,528                   | 174,600                   | 173,000                        | 174,600                   |
| Rentals & Leases                 | 7,536                     | 6,211                     | 7,106                     | 7,900                     | 5,000                          | 7,600                     |
| Repairs & Maintenance            | 26,748                    | 31,656                    | 41,273                    | 44,100                    | 55,000                         | 44,100                    |
| Other Current Charges            | 461                       | 705                       | 397                       | 500                       | 250                            | 500                       |
| Office Supplies                  | 1,591                     | 1,910                     | 2,554                     | 2,500                     | 2,000                          | 2,500                     |
| Operating Supplies               | 34,672                    | 45,083                    | 35,853                    | 65,500                    | 60,000                         | 65,500                    |
| Operating Supplies - Fuel        | 4,264                     | 5,871                     | 5,472                     | -                         | -                              | -                         |
| Dues, Subscriptions, Memberships | 1,345                     | 2,686                     | 1,137                     | 2,550                     | 1,500                          | 3,550                     |
| Capital Outlay                   | <u>31,537</u>             | <u>23,358</u>             | <u>10,627</u>             | <u>136,200</u>            | <u>75,000</u>                  | <u>81,000</u>             |
|                                  | <u><u>\$1,213,066</u></u> | <u><u>\$1,479,894</u></u> | <u><u>\$1,575,319</u></u> | <u><u>\$1,970,332</u></u> | <u><u>\$1,811,250</u></u>      | <u><u>\$1,949,220</u></u> |

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## Parks & Recreation Fiscal Year 2014-15 Adopted Expenditures



### Key

|                                    |                            |                              |
|------------------------------------|----------------------------|------------------------------|
| ■ Salaries                         | ■ Payroll Taxes            | ■ Retirement Contributions   |
| ■ Life and Health Insurance        | ■ Professional Fees        | ■ Other Contractual Services |
| ■ Travel & Per Diem                | ■ Communications & Freight | ■ Utilities                  |
| ■ Rentals & Leases                 | ■ Repairs & Maintenance    | ■ Other Current Charges      |
| ■ Office Supplies                  | ■ Operating Supplies       | ■ Operating Supplies - Fuel  |
| ■ Dues, Subscriptions, Memberships | ■ Capital Outlay           |                              |



Adopted Budget  
Fiscal Year 2014-15

## Cutler Bay Town Center Building



### Function

On June 15th, 2010 the Town purchased an office building where Town's Administrative offices have been established since 2006. All of the Town's services are provided with the exception of parks, from the building. The building is a six (6) story commercial office building, which was originally built in 1987 and was completely renovated in 1993, as a result of hurricane Andrew. The 76,688 square feet, building is comprised of tenants offering a wide range of services, such as: a laboratory corporation, State Senator Bullard's office, children development programs, homecare services and an inventory company. The Town offers existing and potential tenants a, full-service building which includes a full-time building maintenance crew, cleaning services, utilities (such as water, electric, and emergency generator) and landscaping.



## Accomplishments

The Cutler Bay Town Center has undergone several improvements:

- Ø Painted the Courtyard, located at the main entrance to the building
- Ø Installed new dumpster pad with fence enclosure
- Ø Planted new hedge near dumpster pad
- Ø Replaced broken car stoppers
- Ø Installed new benches in waiting area
- Ø Painted all fire hydrants, light pole base, fire lane curb and electrical boxes
- Ø Awarded contract for modernization and maintenance of elevators
- Ø Painted the pump room & storage containers
- Ø Painted restrooms throughout the building, including, ceiling grids
- Ø Replaced existing exit signs
- Ø Painted new community room on second floor
- Ø Cleaned out storage room on the roof
- Ø Installed new soap dispensers and protective seat covers in restrooms throughout the building

## Goals

The future will bring some change to the Town Center building. In addition, and in keeping with the Town's "green" initiative, we will be making some future improvements to the building to improve the energy efficiency and sustainability of the building.

- Ø Improve the appeal of the building to include new additional landscaping
- Ø Replace existing elevators
- Ø Improve the exterior lighting
- Ø Connect the South Parking Lot to the Cutler Bay Town Center Building





## Market Outlook

The Cutler Bay Town Center is situated in an emerging and unique market in which several residential and commercial projects are underway that are making Cutler Bay an attractive place to live, work, and play for an upgraded consumer base. Many well-known, national operators such as Ashley Furniture, Chipotle, Starbucks, PDQ and Miami Subs are gravitating towards the town. On the residential side Lennar and Caribe Homes are leading the charge in developing residential communities within Cutler Bay that are attracting individuals of higher income brackets than the past to live in the town.

The surge of activity in the commercial and residential markets of Cutler Bay has created a nice opportunity for the Cutler Bay Town Center to attract a much higher quality mix of tenants to absorb the rest of the buildings vacant space.

For many years, the Cutler Bay Town Center has not been marketed and in turn lacked attention and interest from the local business and Office Brokerage communities. In order to get over this hurdle, the Town of Cutler Bay and Colliers International South Florida have partnered to implement a detailed marketing plan that will get the Cutler Bay Town Center back on the map and bring the building to a healthy absorption level.

On a positive note, the Town recently adopted Ordinance #13-08, which will allow educational facilities in the Town Center Zoning District. This creates a huge opportunity for the Cutler Bay Town Center to draw in colleges such as Florida Career College, Florida Medical College, and ITT Tech that don't have a presence in Cutler Bay.

Given the positive direction that Cutler Bay is moving in, if the Town of Cutler Bay completes its Capital Improvements project (i.e. painting the building, new elevators, generator, lighting) and allows Colliers International to move forward with its Marketing plan, (Marketing Budget- \$8,850) Colliers International believes that they can bring the building to a healthy vacancy rate in approximately 12 months from the commencement of their marketing efforts.



## Objectives

The Town will continue to be responsible for the maintenance of the Building for its private business tenants. This added responsibility will incur some additional expense by the Town but the economics of the building ownership will be a very clear asset to the residents.

- Ø Maintain an excellent level of service for our tenants
- Ø Reduce the carbon footprint of the building to the extent practicable given budget constraints
- Ø Manage the asset in the most cost efficient manner
- Ø Continue to monitor and find ways that are cost effective for proper maintenance of the building

Significant budget changes in the FY 2014-15 budget include the following:

- Ø Salaries & Benefits – decreased approximately \$54,000 as a result of elimination of the Assistant Property Manager position.
- Ø Capital Outlay – Office Buildout – decreased approximately \$200,000 as a result of lower expected suite remodeling costs
- Ø Debt Service-Principal – principal payments increased \$541,000 as a result of commencement of principal payments on the Town's acquisition and improvement loans – Town Center Building (Series A, Series B, Series D and Series E).





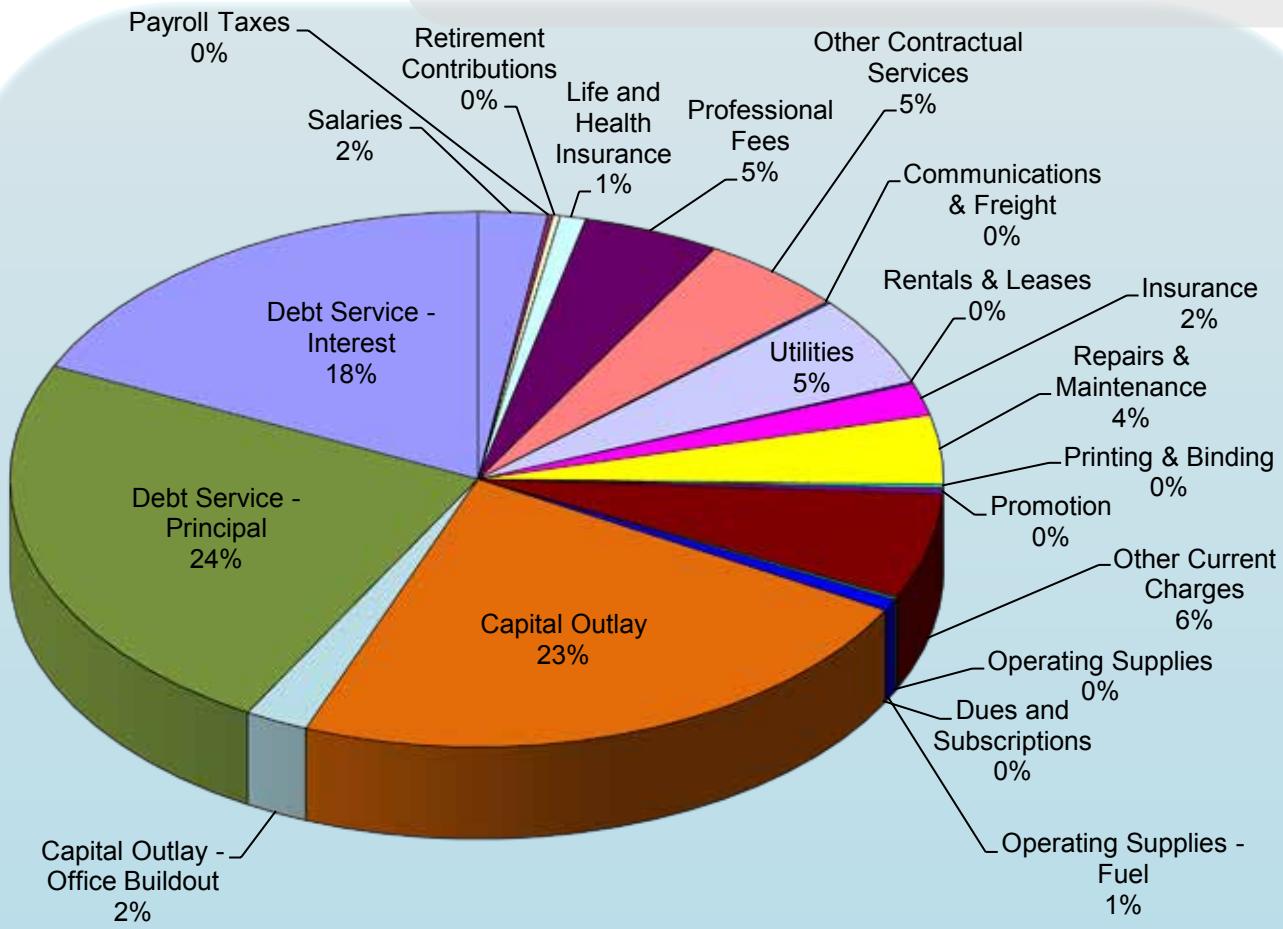
## Cutler Bay Town Center Budget Summary

| Category                         | Actual<br>FY 2010-11      | Actual<br>FY 2011-12      | Actual<br>FY 2012-13      | Adopted<br>FY 2013-14     | Projected Actual<br>FY 2013-14 | Adopted<br>FY 2014-15     |
|----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|--------------------------------|---------------------------|
| Salaries                         | \$54,865                  | \$79,398                  | \$87,738                  | \$93,134                  | \$75,000                       | \$54,450                  |
| Payroll Taxes                    | 4,181                     | 6,027                     | 6,612                     | 7,125                     | 5,800                          | 4,165                     |
| Retirement Contributions         | 4,954                     | 3,956                     | 4,969                     | 7,451                     | 6,500                          | 5,445                     |
| Life and Health Insurance        | 5,690                     | 9,281                     | 14,722                    | 30,600                    | 22,000                         | 20,400                    |
| Professional Fees                | 142,754                   | 1,981                     | 33,074                    | 105,000                   | 100,000                        | 108,000                   |
| Other Contractual Services       | 58,833                    | 53,699                    | 54,495                    | 112,542                   | 110,000                        | 113,492                   |
| Communications & Freight         | 2,823                     | 2,905                     | 2,934                     | 3,000                     | 2,700                          | 3,000                     |
| Utilities                        | 108,737                   | 114,594                   | 118,893                   | 125,000                   | 125,000                        | 125,000                   |
| Rentals & Leases                 | -                         | -                         | -                         | 2,500                     | 2,500                          | 2,500                     |
| Insurance                        | 38,176                    | 44,497                    | 67,707                    | 41,500                    | 41,500                         | 45,000                    |
| Repairs & Maintenance            | 100,533                   | 98,976                    | 100,088                   | 95,000                    | 90,000                         | 95,000                    |
| Printing & Binding               | 482                       | 455                       | 1,521                     | 4,060                     | 2,000                          | 4,650                     |
| Promotion                        | -                         | -                         | -                         | 5,855                     | 4,000                          | 8,850                     |
| Other Current Charges            | 68,963                    | 131,291                   | 120,416                   | 145,000                   | 140,000                        | 145,000                   |
| Operating Supplies               | 7,193                     | 1,558                     | 2,413                     | 3,300                     | 3,300                          | 4,200                     |
| Operating Supplies - Fuel        | 1,536                     | -                         | 9,533                     | 15,000                    | 10,000                         | 15,000                    |
| Dues and Subscriptions           | -                         | -                         | -                         | 500                       | 500                            | 500                       |
| Capital Outlay                   | 1,520,103                 | 154,133                   | 368,640                   | 516,300                   | 375,000                        | 520,000                   |
| Capital Outlay - Office Buildout | -                         | 123,623                   | 88,888                    | 250,000                   | 150,000                        | 50,000                    |
| Debt Service - Principal         | -                         | -                         | -                         | -                         | -                              | 541,000                   |
| Debt Service - Interest          | <u>399,202</u>            | <u>418,501</u>            | <u>418,930</u>            | <u>419,100</u>            | <u>419,100</u>                 | <u>411,000</u>            |
|                                  | <u><b>\$2,519,025</b></u> | <u><b>\$1,244,875</b></u> | <u><b>\$1,501,573</b></u> | <u><b>\$1,981,967</b></u> | <u><b>\$1,684,900</b></u>      | <u><b>\$2,276,652</b></u> |

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## Cutler Bay Town Center Fiscal Year 2014-15 Adopted Expenditures



### Key

|                           |                              |                                    |                             |
|---------------------------|------------------------------|------------------------------------|-----------------------------|
| ■ Salaries                | ■ Payroll Taxes              | ■ Retirement Contributions         | ■ Life and Health Insurance |
| ■ Professional Fees       | ■ Other Contractual Services | ■ Communications & Freight         | ■ Utilities                 |
| ■ Rentals & Leases        | ■ Insurance                  | ■ Repairs & Maintenance            | ■ Printing & Binding        |
| ■ Promotion               | ■ Other Current Charges      | ■ Operating Supplies               | ■ Operating Supplies - Fuel |
| ■ Dues and Subscriptions  | ■ Capital Outlay             | ■ Capital Outlay - Office Buildout | ■ Debt Service - Principal  |
| ■ Debt Service - Interest |                              |                                    |                             |



# Adopted Budget Fiscal Year 2014-15

## Special Revenue Funds

Special revenues are segregated from the General Fund revenues in the budget due to restrictions placed on the use of those revenues. Examples of such revenues include Town's share of the County's 2<sup>nd</sup> Local Option Gas Taxes, grants and impact fees. Impact fees are paid on new construction. State law, County ordinances, and case law strictly limit the use of impact fees. Impact fees may not be used for routine operations, but are limited to capital costs for projects to expand capacity and relieve stress on infrastructure, associated with development.

### Local Option Gas Taxes

The Town receives a share of two (2) Local Option Gas Taxes imposed by the County, one of which, the Five-Cent Capital Improvement Local Option Gas Tax (of which only three cents is levied), is budgeted at **\$198,500** and is accounted for in the Special Revenue fund.

The funds received from the Five-Cent Capital Improvement Local Option Gas Tax may be used to meet the requirements of the capital improvements element of the Comprehensive Development Master Plan, to meet immediate transportation problems and for other transportation related expenditures including the construction, reconstruction, or resurfacing of roads and sidewalks. Expenditures for routine maintenance of roads are not an allowed expense.

### Impact Fees

On October 21, 2009, the Town Council adopted Ordinance #09-15 which imposes new impact fees within the Town. These fees relate to Parks, Police, Public Buildings, and Roads (Town-owned roads only). These new fees became effective on November 14, 2009. Simultaneously with enactment, the Ordinance repealed Chapter 33H Park Impact





Fee Ordinance and Chapter 33I Police Services Impact Fee Ordinance of the Town Code of Ordinances in their entirety.

Impact fees are assessed on new development(s) and represent the developers' contribution of their fair share of the cost of capital improvements, necessitated by growth caused by such new development(s).

The five (5) different impact fee types are held in separate, interest bearing bank accounts and use of these funds is restricted as per the Ordinance (i.e. generally expenditures that are capital in nature). For FY 2014-15, impact fees are budgeted as follows:

|                             |           |
|-----------------------------|-----------|
| Parks impact fees           | \$ 75,000 |
| Police impact fees          | \$ 10,000 |
| Roads impact fees           | \$ 40,000 |
| Public Building impact fees | \$ 20,000 |
| Fire/Rescue impact fees*    | \$ -0-    |

\*Collected by Miami-Dade County

### Special Revenue Fund Carryover

The Special Revenue Fund's fund balance "carryover" brought into FY 2014-15 is budgeted at **\$2.77 million**. Revenues recorded in the Special Revenue Fund are restricted to specific uses. Unexpended Local Option Gas Taxes and Impact Fees are carried forward for current and future year projects represent most of the growth in the Special Revenue Fund. For the most part, these funds are restricted in their use and must be carefully monitored to assure proper and timely expenditure. Any unexpended funds will carry forward to future periods for expenditure on appropriate items/projects.



The Town has planned a number of projects that will entail expenditure of a portion of these funds in FY 2014-15. For example, \$500,000 of local option gas tax monies are scheduled to be used for Town-wide sidewalk repair/replacement. Park impact fees of \$500,000 are scheduled to be used for Parks improvements and police impact fees of \$56,000 are scheduled for the purchase of two police vehicles.



Also, various projects are planned for FY 2014-15 that will be accounted for using other special revenue funds.



Special Revenue Funds are established in this budget for transportation/roadway and transit related projects, as well as for After School Program projects, all of which are being funded in substantial part by pass-through funding, including grants and contributions.

## Transportation Projects

The FY 2014-15 budget reflects the continuation of roadway improvements along Caribbean Boulevard which are being funded by Miami-Dade County and the Town (with use of "PTP" surtax funds – see below). This project is being managed by the Town pursuant to a Joint Project Agreement (JPA) with the County. The FY 2014-15 budget for the JPA – Caribbean Blvd Fund reflects \$3.35 million related to this roadway project. The funding of these costs will be from Miami-Dade County funding (approximately \$2.845 million) and from Town funding via transfers of PTP surtax funds from the CITT Fund (approximately \$505,000, see below).

Other transportation projects are scheduled to be accounted for the CITT Fund as they are being funded with the use of "PTP" surtax funds. See the following section for details.

## PTP – People's Transportation Plan

In February 2012, the Town entered into an Interlocal agreement with Miami-Dade County to allow the Town to receive funds from the County Charter Transit System Surtax (the "PTP surtax"). This surtax was authorized in 2002 and is shared by the County eighty percent (80%) and the incorporated municipalities twenty percent (20%).

Municipalities incorporated after enactment of the surtax, including the Town, were excluded from the revenue sharing.



However, the County entered into this Interlocal agreement with the Town which will provide funding to the Town from the County's share of the revenues until such time as a new Interlocal agreement is executed between the County and all of the participating municipalities.

Pursuant to a "most favored nation" clause in the Town's agreement with the County, and as a result of the County's settlement with two other municipalities who filed lawsuits which resulted in more favorable terms, the Town is to receive not only payments for fiscal year 2012 and going forward, but also will receive a lump sum payment for estimated revenues from the prior two (2) fiscal years. The lump sum payment for the prior two (2) fiscal years received by the Town was approximately \$2.5 million.

The surtax is restricted as to use and will be accounted for in a special revenue fund (i.e., the Town's "CITT Fund"). On an annual basis, at least twenty percent (20%) of the surtax proceeds must be spent on transit related items. The remaining portion may be spent on transportation related items.

For FY 2014-15, the CITT Fund budget reflects road resurfacing projects totaling approximately \$1 million as well as continued service operation of the Town's municipal circulator bus. The Town's Municipal Circulator Bus Service was expanded in FY 2013-14 and the budget for FY 2014-15 (\$345,000) provides for that expanded service schedule. Additionally, the CITT Fund is budgeting \$505,000 for transfer out to the JPA – Caribbean Blvd Fund to provide for eligible Town related costs of that roadway project (see above).

### After School Program

The Town's agreement with the Children's Trust to provide after school care for children has been renewed and the funding level is approximately \$111,750. This grant funds the salary of one (1) full-time outreach worker for ten (10) months and four (4) part-time service aides. This grant is accounted for in The Children's Trust Fund.

Recently the Town was awarded a grant from the Department of Juvenile Justice (DOJJ) in the amount of \$75,000 to supplement/enhance our existing After School Program. This grant will be accounted for in the Juvenile Justice Grant Fund.



## Special Revenue Fund Summary

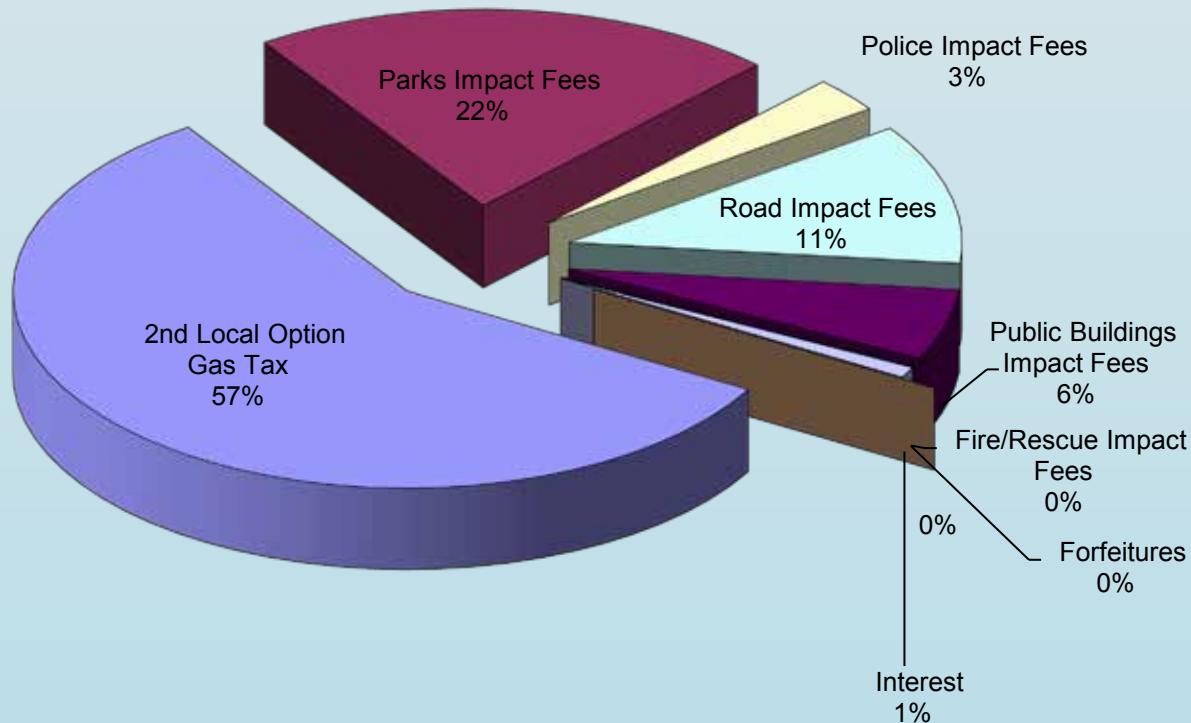
|  | Actual<br>FY 2010-11 | Actual<br>FY 2011-12 | Actual<br>FY 2012-13 | Adopted<br>FY 2013-14 | Projected<br>FY 2013-14 | Adopted<br>FY 2014-15 |
|--|----------------------|----------------------|----------------------|-----------------------|-------------------------|-----------------------|
| <b>Fund Balances, Beginning</b>          | \$ 1,834,867         | \$ 1,880,945         | \$ 1,933,977         | \$ 2,525,478          | \$ 2,621,073            | \$ 2,765,073          |
| <b><u>Revenues and Inflows:</u></b>      |                      |                      |                      |                       |                         |                       |
| 2nd Local Option Gas Tax                 | 209,151              | 200,837              | 197,882              | 190,553               | 200,000                 | 198,467               |
| Parks Impact Fees                        | 130,960              | 233,209              | 579,384              | 75,000                | 250,000                 | 75,000                |
| Police Impact Fees                       | 9,112                | 14,167               | 36,923               | 7,500                 | 19,000                  | 10,000                |
| Road Impact Fees                         | 32,377               | 40,362               | 114,595              | 30,000                | 59,000                  | 40,000                |
| Public Buildings Impact Fees             | 18,223               | 28,334               | 73,846               | 15,000                | 38,000                  | 20,000                |
| Fire/Rescue Impact Fees                  | -                    | -                    | -                    | -                     | -                       | -                     |
| Forfeitures                              | -                    | -                    | -                    | -                     | -                       | -                     |
| Interest                                 | 4,815                | 5,437                | 5,962                | 3,000                 | 3,000                   | 3,000                 |
| <b>Total Revenues and Inflows</b>        | <b>404,638</b>       | <b>522,346</b>       | <b>1,008,592</b>     | <b>321,053</b>        | <b>569,000</b>          | <b>346,467</b>        |
| <b><u>Expenditures and Outflows:</u></b> |                      |                      |                      |                       |                         |                       |
| Interfund Transfers Out                  | 358,560              | 469,313              | 321,496              | 1,036,000             | 425,000                 | 1,056,000             |
| <b>Fund Balances, Ending</b>             | <b>\$ 1,880,945</b>  | <b>\$ 1,933,978</b>  | <b>\$ 2,621,073</b>  | <b>\$ 1,810,531</b>   | <b>\$ 2,765,073</b>     | <b>\$ 2,055,540</b>   |



## Special Revenue Fund

Fiscal Year 2014-15

### Operating Revenue Breakdown



### Key

- |                            |                                |                           |
|----------------------------|--------------------------------|---------------------------|
| ■ 2nd Local Option Gas Tax | ■ Parks Impact Fees            | ■ Police Impact Fees      |
| ■ Road Impact Fees         | ■ Public Buildings Impact Fees | ■ Fire/Rescue Impact Fees |
| ■ Forfeitures              | ■ Interest                     | ■                         |



## Special Revenue Fund Projects Summary

|  | Actual<br>FY 2010-11 | Actual<br>FY 2011-12 | Actual<br>FY 2012-13 | Adopted<br>FY 2013-14 | Projected<br>FY 2013-14 | Adopted<br>FY 2014-15 |
|--|----------------------|----------------------|----------------------|-----------------------|-------------------------|-----------------------|
| <b>JPA - Caribbean Blvd Fund</b>       |                      |                      |                      |                       |                         |                       |
| <b>Fund Balances, Beginning</b>        | \$ -                 | \$ -                 | \$ -                 | \$ -                  | \$ -                    | \$ -                  |
| <b>Revenues and Inflows:</b>           |                      |                      |                      |                       |                         |                       |
| County funding                         | 67,826               | 247,351              | 270,325              | 4,672,000             | 4,000,000               | 2,845,000             |
| Interfund Transfer In                  | 0                    | 0                    | 70,350               | 567,000               | 500,000                 | 505,000               |
| <b>Total Revenues and Inflows</b>      | <b>67,826</b>        | <b>247,351</b>       | <b>340,675</b>       | <b>5,239,000</b>      | <b>4,500,000</b>        | <b>3,350,000</b>      |
| <b>Expenditures and Outflows:</b>      |                      |                      |                      |                       |                         |                       |
| Operating costs                        | 67,826               | 247,351              | 340,675              | 5,239,000             | 4,500,000               | 3,350,000             |
| <b>Fund Balances, Ending</b>           | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>           | <b>\$ -</b>             | <b>\$ -</b>           |
| <b>The Children's Trust Fund</b>       |                      |                      |                      |                       |                         |                       |
| <b>Fund Balances, Beginning</b>        | \$ -                 | \$ -                 | \$ -                 | \$ -                  | \$ -                    | \$ -                  |
| <b>Revenues and Inflows:</b>           |                      |                      |                      |                       |                         |                       |
| After School Program Grant             | 89,016               | 92,210               | 83,070               | 111,759               | 95,000                  | 111,756               |
| <b>Expenditures and Outflows:</b>      |                      |                      |                      |                       |                         |                       |
| Children's Trust Program Costs         | 89,016               | 92,210               | 83,070               | 111,759               | 95,000                  | 111,756               |
| <b>Fund Balances, Ending</b>           | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>           | <b>\$ -</b>             | <b>\$ -</b>           |
| <b>The CITT Fund</b>                   |                      |                      |                      |                       |                         |                       |
| <b>Fund Balances, Beginning</b>        | \$ -                 | \$ -                 | \$ 3,017,005         | \$ 3,112,805          | \$ 2,724,076            | \$ 2,344,576          |
| <b>Revenues and Inflows:</b>           |                      |                      |                      |                       |                         |                       |
| CITT Surtax                            | -                    | 3,758,867            | 1,448,637            | 1,300,000             | 1,450,000               | 1,450,000             |
| Interest                               | -                    | -                    | 11,380               | -                     | 5,000                   | 5,000                 |
| <b>Total Revenues and Inflows</b>      | <b>-</b>             | <b>3,758,867</b>     | <b>1,460,017</b>     | <b>1,300,000</b>      | <b>1,455,000</b>        | <b>1,455,000</b>      |
| Salaries and benefits                  | -                    | -                    | 13,044               | 15,963                | 15,000                  | 16,996                |
| Professional fees                      | -                    | -                    | 26,975               | 50,000                | 50,000                  | 50,000                |
| Transportation                         | -                    | 266,397              | 356,967              | 1,000,000             | 800,000                 | 1,000,000             |
| Transit                                | -                    | 12,345               | 147,040              | 290,000               | 269,500                 | 345,000               |
| Sub-total                              | -                    | 278,742              | 544,026              | 1,355,963             | 1,134,500               | 1,411,996             |
| Interfund Transfers out                | -                    | 463,120              | 1,208,920            | 1,007,826             | 700,000                 | 505,000               |
| <b>Total Expenditures and Outflows</b> | <b>-</b>             | <b>741,862</b>       | <b>1,752,946</b>     | <b>2,363,789</b>      | <b>1,834,500</b>        | <b>1,916,996</b>      |
| <b>Fund Balances, Ending</b>           | <b>\$ -</b>          | <b>\$ 3,017,005</b>  | <b>\$ 2,724,076</b>  | <b>\$ 2,049,016</b>   | <b>\$ 2,344,576</b>     | <b>\$ 1,882,580</b>   |
| <b>Juvenile Justice Grant Fund</b>     |                      |                      |                      |                       |                         |                       |
| <b>Fund Balances, Beginning</b>        | \$ -                 | \$ -                 | \$ -                 | \$ -                  | \$ -                    | \$ -                  |
| <b>Revenues and Inflows:</b>           |                      |                      |                      |                       |                         |                       |
| Program Grant                          | -                    | -                    | -                    | -                     | -                       | 75,000                |
| <b>Expenditures and Outflows:</b>      |                      |                      |                      |                       |                         |                       |
| Program Costs                          | -                    | -                    | -                    | -                     | -                       | 75,000                |
| <b>Fund Balances, Ending</b>           | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>           | <b>\$ -</b>             | <b>\$ -</b>           |

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## Municipal Circulator Services

### Description of Service

The Cutler Bay Local which began service on September 5, 2012, is the Town of Cutler Bay's municipal circulator route, made possible by the People's Transportation Plan (PTP), and operated by Miami-Dade Transit (MDT). All major destinations in Cutler Bay area served by the Cutler Bay Local: Cutler Bay Town Center, South Dade Government Center, Southland Mall, South Miami-Dade Cultural Arts Center, Social Security Office, South Dade Shopping Center, Health South., Old Cutler Towne Shopping Center. The route operates Monday through Friday from 8:35 a.m. to 5:38 p.m.

Cutler Bay website: [www.cutlerbay-fl.gov](http://www.cutlerbay-fl.gov)

### Background History About the Municipal Program

The Miami-Dade County Ordinance creating the half-percent transportation Surtax calls for twenty percent (20%) of Surtax proceeds to be distributed directly to municipalities on a pro-rata basis for use on local transportation and transit projects. Municipalities must apply at least twenty percent (20%) of their share of Surtax proceeds toward transit related uses and must submit their transportation plans to the County according to established deadlines. Florida Statute 212, Title XIV defines the purposes for which Surtax proceeds may be expended.

Adopted Budget  
Fiscal Year 2013-14

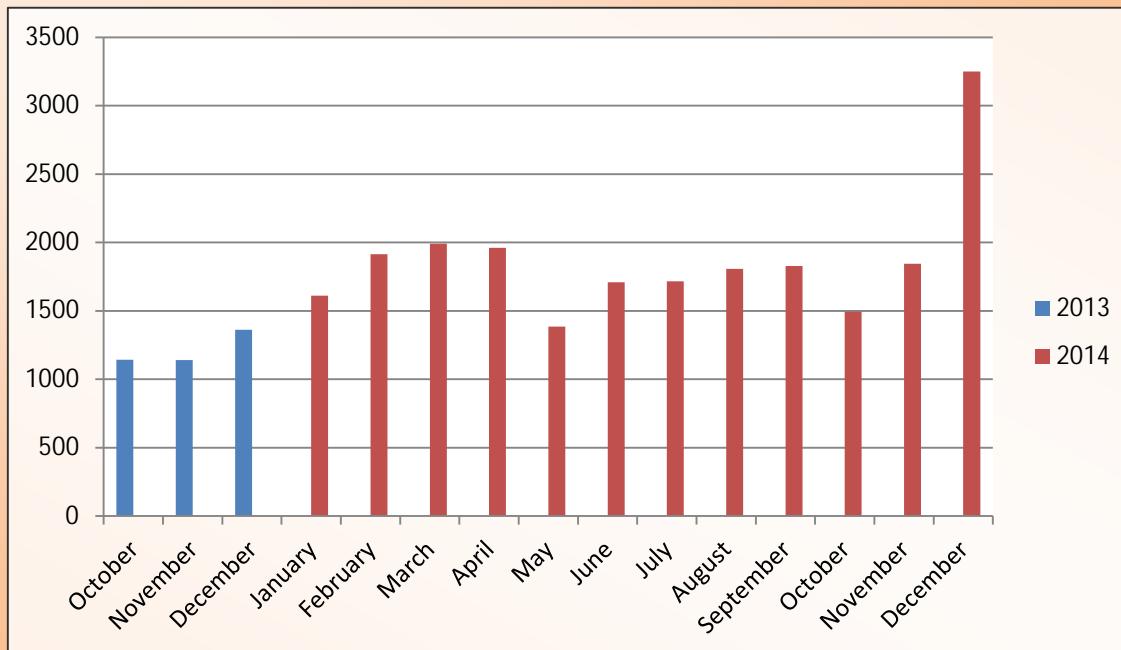




## Connectivity

The Cutler Bay Local was designed to provide an easy way get around Town and to connect with a variety of other Metrobus routes. Town residents can connect with the South Miami-Dade Busway, with Metrobus service north to Metrorail, and south to Florida City.

## Operational – Ridership Data





# Adopted Budget Fiscal Year 2014-15

## Capital Projects Fund

### Overview

The purpose of the Capital Projects Fund budget is to provide a balanced fiscal plan for non-operating projects or purchases, such as construction projects, major equipment purchases, or infrastructure improvements. The capital cost of a project includes all manpower, implementation costs, and capital costs required to fully implement the project.

The capital budget represents the expenditures that the Town will incur in the current fiscal year. Projects may be completed within one year, or can span multi-years and be projects that are part of the multi-year Capital Improvement Plan. The Town's Capital Improvement Plan serves the dual role of a planning document for future year expenditures and a component of the Growth Management Plan.

The FY 2014-15 capital projects budget includes provision for needed improvements at various Town parks. The Parks & Recreation Advisory Committee (the "Committee"), a committee comprised of Town residents, is currently prioritizing projects identified in the Town's previously developed Parks Master Plan for consideration by the Town Council. The projects that will be prioritized by the Advisory Committee and subsequently approved by the Town Council will be funded with Park Impact Fees (approximately \$500,000).





Capital Projects Fund  
Parks Project Summary

|  | Actual<br>FY 2010-11         | Actual<br>FY 2011-12          | Actual<br>FY 2012-13 | Adopted<br>FY 2013-14        | Projected<br>FY 2013-14 | Adopted<br>FY 2014-15 |
|--|------------------------------|-------------------------------|----------------------|------------------------------|-------------------------|-----------------------|
| <b>Other Park Projects:</b>  |                              |                               |                      |                              |                         |                       |
| <b>Fund Balances, Beginning</b>  | \$ -                         | \$ -                          | \$ -                 | \$ -                         | \$ -                    | \$ -                  |
| <b>Revenues and Inflows:</b><br>Interfund Transfer In                                      | -                            | -                             | -                    | -                            | -                       | 500,000               |
| <b>Expenditures and Outflows:</b><br>Improvements  | -                            | -                             | -                    | -                            | -                       | 500,000               |
| <b>Fund Balances, Ending</b>   | \$ -                         | \$ -                          | \$ -                 | \$ -                         | \$ -                    | \$ -                  |
| <b>Lakes By The Bay Park Improvements:</b>   |                              |                               |                      |                              |                         |                       |
| <b>Fund Balances, Beginning</b>  | \$ 2,516,194                 | \$ 1,105,082                  | \$ -                 | \$ -                         | \$ -                    | \$ -                  |
| <b>Revenues and Inflows:</b><br>County<br>FRDAP Grant<br>Interest<br>Interfund Transfer in | 5,017,500<br>-<br>3,061<br>- | 225,000<br>-<br>645<br>87,079 | -<br>-<br>-<br>-     | 200,000<br>-<br>-<br>200,000 | -<br>-<br>-<br>-        | -<br>-<br>-<br>-      |
| <b>Total Revenues and Inflows</b>  | 5,020,561                    | 312,724                       | -                    | 400,000                      | -                       | -                     |
| <b>Expenditures and Outflows:</b><br>Improvements  | 6,431,673                    | 1,417,806                     | -                    | 400,000                      | -                       | -                     |
| <b>Fund Balances, Ending</b>   | \$ 1,105,082                 | \$ -                          | \$ -                 | \$ -                         | \$ -                    | \$ -                  |
| <b>Lakes By The Bay Park Canoe/Kayak Launch:</b>   |                              |                               |                      |                              |                         |                       |
| <b>Fund Balances, Beginning</b>  | \$ -                         | \$ -                          | \$ -                 | \$ -                         | \$ -                    | \$ -                  |
| <b>Revenues and Inflows:</b><br>FDEP Grant<br>Interfund Transfer In                        | -<br>-                       | -<br>-                        | -<br>-               | 30,000<br>45,000             | -<br>25,000             | -<br>-                |
| <b>Total Revenues and Inflows</b>  | -                            | -                             | -                    | 75,000                       | 25,000                  | -                     |
| <b>Expenditures and Outflows:</b><br>Improvements  | -                            | -                             | -                    | 75,000                       | 25,000                  | -                     |
| <b>Fund Balances, Ending</b>   | \$ -                         | \$ -                          | \$ -                 | \$ -                         | \$ -                    | \$ -                  |
| <b>Town Center Park Plaza:</b>   |                              |                               |                      |                              |                         |                       |
| <b>Fund Balances, Beginning</b>  | \$ -                         | \$ -                          | \$ -                 | \$ -                         | \$ -                    | \$ -                  |
| <b>Revenues and Inflows:</b><br>Interfund Transfer In                                      | -<br>-                       | -<br>-                        | -<br>-               | 250,000                      | -<br>-                  | -<br>-                |
| <b>Expenditures and Outflows:</b><br>Improvements  | -                            | -                             | -                    | 250,000                      | -                       | -                     |
| <b>Fund Balances, Ending</b>   | \$ -                         | \$ -                          | \$ -                 | \$ -                         | \$ -                    | \$ -                  |

Adopted Budget  
Fiscal Year 2014-15  
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# Adopted Budget Fiscal Year 2014-15

## Stormwater Utility Fund

### Overview

During July 2008, in accordance with a transfer approved by Miami-Dade County, the Town took operational control over the stormwater utility functions within the Town's boundaries. As such, the stormwater related revenues paid by Town residents on their Miami-Dade County water utility bill flow through to the Town, after deduction of County administrative costs and bond debt service. The stormwater fees are used to pay the expenses to carry out the Town's stormwater related activities.

Upon transferring the stormwater utility from Miami-Dade County, the Town Council kept the utility billing rate the same as it was when owned and operated by Miami-Dade County's Stormwater Utility. This activity is projected to be self-sufficient as the anticipated revenues **\$950,000** plus accumulated earnings are projected to cover anticipated recurring expenditures. The stormwater revenues were estimated from projections provided by the Miami-Dade County Water & Sewer Department.

In addition to the normal, ongoing stormwater maintenance tasks performed by the Town each year, the FY 2014-15 budget provides for an approximate \$587,000 Drainage Capital Improvement Project along SW 212 Street (near the Centennial School Campus). This project will be funded in part by a \$300,000 State of Florida appropriation awarded to the Town. Completion of the Capital Improvement Project will bring much needed flood mitigation to SW 212 Street, which is located directly in front of the Cutler Bay Academy of Advanced Studies, Centennial Campus.





**Stormwater Utility Fund**  
**Summary**

|  | Actual<br>FY 2010-11 | Actual<br>FY 2011-12 | Actual<br>FY 2012-13 | Adopted<br>FY 2013-14 | Projected<br>FY 2013-14 | Adopted<br>FY 2014-15 |
|--|----------------------|----------------------|----------------------|-----------------------|-------------------------|-----------------------|
| <b>Net Assets, Beginning</b>                     | \$ 1,820,978         | \$ 3,868,106         | \$ 4,115,718         | \$ 4,073,718          | \$ 4,252,953            | \$ 3,999,453          |
| <b>Revenues and Inflows:</b>                     |                      |                      |                      |                       |                         |                       |
| Stormwater Billings                              | 988,796              | 986,525              | 1,007,438            | 950,000               | 950,000                 | 950,000               |
| Grants   | -                    | -                    | -                    | 49,500                | 49,500                  | 300,000               |
| Non-operating revenues and capital contributions | 102,326              | 293,731              | 2,644                | -                     | -                       | -                     |
| Sub-total  | 1,091,122            | 1,280,256            | 1,010,082            | 999,500               | 999,500                 | 1,250,000             |
| Transfers In                                     | 16,982               | -                    | -                    | -                     | -                       | -                     |
| Prior Period Adjustment                          | 2,058,893            | -                    | -                    | -                     | -                       | -                     |
| <b>Total Revenues and Inflows</b>                | <b>3,166,997</b>     | <b>1,280,256</b>     | <b>1,010,082</b>     | <b>999,500</b>        | <b>999,500</b>          | <b>1,250,000</b>      |
| <b>Expenditures and Outflows:</b>                |                      |                      |                      |                       |                         |                       |
| Salaries and benefits                            | 185,378              | 121,000              | 106,570              | 230,145               | 206,500                 | 218,069               |
| Operating expenses                               | 819,805              | 800,218              | 658,430              | 1,112,300             | 932,000                 | 1,695,453             |
| Capital outlay                                   | -                    | -                    | -                    | 4,500                 | 4,500                   | 5,200                 |
| Debt service                                     | 114,686              | 111,426              | 107,847              | 110,000               | 110,000                 | 105,000               |
| <b>Total Expenditures and Outflows</b>           | <b>1,119,869</b>     | <b>1,032,644</b>     | <b>872,847</b>       | <b>1,456,945</b>      | <b>1,253,000</b>        | <b>2,023,722</b>      |
| <b>Net Assets, Ending</b>                        | <b>\$3,868,106</b>   | <b>\$4,115,718</b>   | <b>\$4,252,953</b>   | <b>\$3,616,273</b>    | <b>\$3,999,453</b>      | <b>\$3,225,731</b>    |

# Full-Time Positions by Department

| <u>Department</u>   | Prior<br><u>FY12-13</u> | Current<br><u>FY13-14</u> | Net Position<br><u>Changes</u> | Adopted<br><u>FY14-15</u> |
|---|-------------------------|---------------------------|--------------------------------|---------------------------|
| <b>General Fund:</b>  |                         |                           |                                |                           |
| Mayor and Council   | 5                       | 5                         | 0                              | 5                         |
| Town Clerk  | 2                       | 2                         | 1                              | 3                         |
| Town Attorney   | 0                       | 0                         | 0                              | 0                         |
| General Government  | 4                       | 5                         | 1                              | 6                         |
| Finance   | 3                       | 3                         | 0                              | 3                         |
| Community Development   | 6                       | 5                         | 2                              | 7                         |
| Public Works  | 4                       | 4                         | 0                              | 4                         |
| Police (clerical staff)   | 1                       | 1                         | 0                              | 1                         |
| Community Services and Parks                                      | 7                       | 7                         | 0                              | 7                         |
| Town Hall Building  | 2                       | 2                         | 0                              | 2                         |
| <b>Total Full-Time Staff Positions</b>                            | <b>29</b>               | <b>29</b>                 | <b>4</b>                       | <b>33</b>                 |
| <hr/>   |                         |                           |                                |                           |
| <b>The Children's Trust Grant Fund</b>                            | 1                       | 1                         | 0                              | 1                         |
| <b>Stormwater Fund</b>  | 1                       | 2                         | 0                              | 2                         |
| <hr/>   |                         |                           |                                |                           |
| <b>Police Services *</b><br>(via contract with Miami-Dade County) | 56                      | 58                        | 0                              | 58                        |

(\*) - includes vacant position(s)



## Office of the Town Manager

Rafael G. Casals  
Town Manager

# MEMORANDUM

To: Honorable Mayor and Town Council

From: Rafael Casals, Town Manager  
Robert Daddario, Finance Director

Date: September 24, 2014

Re: Fund Balance Policy Certification Pursuant to Ordinance #13-06

On April 17, 2013, the Town Council adopted Ordinance #13-06 establishing a fund balance reserve policy. Section VI of that Ordinance requires the Town Manager and Finance Director to certify, as part of the annual budget adoption process, that the adopted budget complies with the provisions of the Ordinance. This memorandum is being issued to serve that purpose.

Ordinance #13-06 provides that the Town maintain a reservation of fund balance equal to a minimum of ten percent (10%) of the next fiscal year's operating expenditure budget for the General Fund, as defined. The amount so determined will be set aside in an unassigned fund balance category called "reserve for contingencies and emergencies".

Based on the FY 2014-15 budget adopted by the Town Council on September 24, 2014, General Fund operating expenditures, as defined, are \$17,715,831, ten percent of which would yield a minimum reserve of \$1,771,583. The adopted General Fund budget for FY 2014-15 provides for an unassigned fund balance amount of \$7,699,345 for contingencies and emergencies.

Accordingly, the adopted FY 2014-15 General Fund budget is in **compliance** with the Town's fund balance policy pursuant to Ordinance #13-06.

## Appendix B Page 1 of 1



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# Estimated Millage Cost per Department(s)

**TOWN OF CUTLER BAY  
ESTIMATED MILLAGE COST OF DEPARTMENTS  
GENERAL FUND  
FISCAL YEAR ENDED 9/30/2015**

**Tentative millage rate = \$2.3907 per \$1,000**

|                               | Adopted<br>2014-15<br>Budget Cost | Estimated<br>Millage Cost<br>Per \$1000 | Personnel  |
|-------------------------------|-----------------------------------|---|--|
|                               |                                   |   |  |
| <b>Mayor &amp; Council</b>    | 184,063                           | 0.0212                                  | Serve residents as legislative body of Town [5]                                      |
| <b>Town Clerk</b>             | 493,957                           | 0.0570                                  | Serves Mayor & Council [3]   |
| <b>General Government</b>     | 2,816,983                         | 0.3250                                  | Provides administration support to other departments [6]                             |
| <b>Finance</b>                | 467,401                           | 0.0539                                  | Accounting, payroll and financial reporting services; processes certain revenues [3] |
| <b>Town Attorney</b>          | 425,000                           | 0.0490                                  | Provides legal counsel to Town [firm contracted]                                     |
| <b>Community Development</b>  | 1,615,991                         | 0.1864                                  | Provides building and zoning compliance and planning for future activities [7]       |
| <b>Public Works</b>           | 1,198,047                         | 0.1382                                  | Provides maintenance of roads, public areas and public facilities [4]                |
| <b>Police Services</b>        | 9,295,317                         | 1.0724                                  | Provides law enforcement services through contract with County [59]                  |
| <b>Parks &amp; Recreation</b> | 1,949,220                         | 0.2249                                  | Provides activities and programs at Town parks [7]                                   |
| <b>Cutler Bay Town Center</b> | 2,276,652                         | 0.2626                                  | Oversees operation of Town Hall Building [2]   |
|                               | <b>20,722,631</b>                 | <b>2.3907</b>                           |  |

**Notes:**

1. Amount in brackets indicates number of full-time positions allocated and does not include part-time or seasonal positions (primarily for Parks)

# Capital Improvement Element Report 2013 Update

## Introduction

The following amendment application consists of proposed revisions to the Capital Improvements Element (CIE) for the Town of Cutler Bay. The Town was incorporated in November 2005 and adopted its first Growth Management Plan in April 2008 via Ordinance #08-07. The plan was determined by the State to be fully in compliance on October 28, 2008. This is the third update to the CIE since the plan was adopted.



This amendment consists of updates to the data and analysis required by Florida law and revisions to the Capital Improvement Schedule (CIS). The data and analysis consists of the public facilities capacity analysis and revenue and expenditure projections. The amendment includes copies of the current CIS.

This amendment also consists of a revision to Educational Facilities Element Policy EDU-2F to adopt the most recent version of the Miami-Dade County Public Schools 5-Year District Facilities Work Program.

## Public Facilities Capacity Analysis

**FLORIDA**  
ESTABLISHED 2005

Ensuring the availability of services and infrastructure to serve the existing and future population and land uses is an important function of the Growth Management Plan. The Growth Management Plan establishes levels of service (LOS) for key facilities and infrastructure, including roadways, mass transit, potable water, sanitary sewer, drainage, and parks and recreation. The CIS identifies planned and programmed capital improvements that will be implemented by the Town and other agencies in order to meet or exceed the LOS standards, or otherwise implement the Growth Management Plan. In order to be financially feasible, revenues adequate to fund the projects identified as "funded" on the CIS must be demonstrated.

The following analysis of facility capacity demonstrates that the proposed capital improvements will maintain the LOS standards of the Town.

## **Potable Water**

LOS Standard – The Town's Level of Service Standard for potable water is as follows:

Regional Treatment – System shall operate with a rated capacity that is no less than 2% above maximum daily flow for the preceding year.

User LOS – Maintain capacity to produce and deliver 155 gallons per capita per day (gpd).

Water Quality – Meet all County, State and federal primary potable water standards.

Countywide storage – Storage capacity for finished water shall equal no less than 15% of County-wide average daily demand.



With the exception of less than 25 properties that remain on private wells, the Town is provided with potable water services through the Miami-Dade Water and Sewer Department (WASD). The Town shall coordinate with WASD on an ongoing basis in the delivery of potable services within its boundaries, and with the South Florida Water Management District in the management of the regional water supply.

The Alexander Orr Water Treatment Plant serves the Town of Cutler Bay. This plant has a capacity of 172 million gallons per day, which will increase to 205 million gallons per day by 2020 as a result of programmed improvements.

Tables INF-2 and INF-3 in the support component of the Infrastructure Element provides potable water supply and demand analysis through 2020 for demand and 2030 for supply. This analysis indicates that the Town will meet its Level of Service standard for potable water through the planning period. The Town has not programmed any capital improvements related to water facilities.

## **Sanitary Sewer**

LOS Standard – 100 gallons per capita per day (gpd).

With the exception of a few properties that remain on septic tanks along Old Cutler Road, the Town is provided with sanitary sewer services through the WASD. The Town shall coordinate with WASD on an ongoing basis in the delivery of sewer services within its boundaries.

The Town is located in WASD's South Sewer Service District. The South Sewer District Plant has a design flow capacity of 131 million gallons per day. Table INF-5 in the support component of the Infrastructure Element documents the Town's existing and projected wastewater demand through the planning period. As demonstrated, the Town will meet its LOS standard for sanitary sewer service through the planning period. The Town has not programmed any capital improvements related to sanitary sewer facilities.

### **Drainage**

LOS Standard – The Town's Level of Service Standard for stormwater drainage is as follows:

**Quality** - The drainage and performance standards established in Chapter 62-25, 25.015, F.A.C., as amended with treatment of the first inch of rainfall to meet water quality standards required by Chapter 62-302, 862-302.500, F.A.C., as amended.

**Quantity** – Post-development runoff should not exceed the pre-development runoff for a 25-year storm event, up to and including an event with 24-hour duration. In addition, the Standard requires onsite treatment of the first inch of rainfall or the first half-inch of runoff, whichever is greater.



A significant number of residential and commercial businesses in the Town, are located within a Special Flood Hazard Area. The purchase of flood insurance is mandatory in these areas. On May 1, 2011, the Town was successful and received a Class "6" rating under the Community Rating System (CRS), administered by the Federal Emergency Management Administration (FEMA). The Town also includes areas within Zone X and Zone X-500. Zone X corresponds to areas outside of the 100 year floodplain, areas where 100 year sheet flow flooding at a depth of one foot or less may occur, or areas protected from 100 year floods by levees. Zone X-500 corresponds to the 500 year floodplain.

Stormwater drainage has been an ongoing challenge in the Town, particularly the areas of marl and muck soils east of Old Cutler Road. In 2007, the Town completed and adopted (via Resolution No. 08-50) the Stormwater Master Plan which studied 17 priority drainage sub-basins. Each of the identified priority sub-basins, were ranked and received a score based on the Stormwater Master Plan's goals. In 2008, the Miami-Dade County Stormwater Utility, transferred the stormwater system to the Town. The Stormwater Master Plan includes a detailed listing of drainage deficiencies, as reported by Town residents and visual field observations, performed by the Town's Consulting Engineers.



The Town completed two (2) new stormwater drainage capital improvement projects financed in fiscal year 2009. These projects were partially funded by the Town's Stormwater Utility Fund and a State of Florida Grant from the Florida Department of Environmental Protection (FDEP). The Town continues to implement Stormwater Master Plan recommended capital projects, such as the overall upgrades to the Lakes by the Bay neighborhood (SW 97 Avenue Roadway and Drainage Improvement Project). Funding for Lakes by the Bay project was provided for via an agreement with a private developer. The Old Cutler Road roadway and drainage capital improvement project is being funded through a Joint Participation Agreement (JPA) with Miami-Dade County using both the County's People's Transportation Plan (PTP) Fund and the Town's own PTP Fund allocation in the amount of approximately \$7.5 Million, the majority of which is for drainage improvements. The Old Cutler Roadway Improvement Project's limits are between SW 87 Avenue and SW 97 Avenue. In addition, a second JPA with Miami-Dade County for roadway and drainage improvements along Caribbean Boulevard in the amount of \$10.2 Million is programmed to begin in this fiscal year.

The planned Caribbean Boulevard Bridge Improvement project consist of expanding the existing bridge crossing the C-1N Canal with a longer and wider bridge to improve traffic safety (separate pedestrian and vehicle traffic) and to enhance the conveyance capacity of the canal. The latter will serve two (2) very important environmental and water quality functions for the community: (1) improve the canal's overall functions and benefits to the surrounding sub-basin drainage areas in terms of increasing conveyance capacity; and (2) better level of service protection for the residential area storm water discharge into the canal during major storm events.

## **Solid Waste**

LOS Standard – A collection capacity of 9.9 lbs. per capita per day, and disposal capacity sufficient to accommodate waste flows committed to the system through long-term interlocal agreements and contracts and non-committed solid waste flows for a period of five years.

NOTE: Miami-Dade County amended its Solid Waste LOS Standard to delete references to pounds per capita per day and now reads "The County Solid Waste Management System, which includes County-owned solid waste disposal facilities and those operated under contract with the County for disposal, shall, for a minimum of five (5) years, collectively maintain a solid waste disposal capacity sufficient to accommodate waste flows committed to the System through long-term interlocal agreements or contracts with municipalities and private waste haulers, and anticipated non-committed waste flows." In the future, the Town may wish to consider its LOS Standard for consistency with the County standard.

The Town's solid waste services, which includes collection, disposal and residential recycling are provided by Miami-Dade County Department of Solid Waste Management. The costs of providing these services are charged directly to Town residents annually by the County. The Town's solid waste is disposed of at the South Dade Landfill, which is located south of the Town Limits, or is processed through the Resources Recovery facility. As noted in the Infrastructure Element support component, the County's collection and disposal capacity will be sufficient to meet the Town's Level of Service Standard through 2020. The County has programmed \$75.83 million in capital solid waste disposal projects during the capital planning period to address existing and projected demand, and to further expand capacity. The Town therefore does not anticipate any problems in meeting its solid waste Level of Service standard through the planning period and beyond. The Town has not programmed any capital improvement projects related to solid waste facilities.



## **Transportation**

Level of Service Standard – The Town's adopted Level of Service standard for roadways is as follows:

- Ø **LOS D** for principal arterial, collector, and local roads without available transit;
- Ø **LOS E** for minor arterials without local transit;
- Ø **LOS E** for roads within  $\frac{1}{2}$  mile of transit service with 20 minute headway; 120% of capacity where extraordinary transit service (commuter rail or bus service) is available;
- Ø **LOS D** for limited and controlled access Florida Interstate Highway System roads;
- Ø **LOS E** on limited access facilities where exclusive through lanes exist;
- Ø **LOS E** on controlled access facilities with exclusive through lanes or that are parallel to exclusive transit.

The Town's existing and programmed transportation system, including existing and projected Levels of Service and programmed improvements, is described in the adopted and support components of the Transportation Element. Due to the fact that the Town is substantially built out, there is little opportunity for the construction of new roadways or expansion of existing roadways except local roads in developing areas. Transit and non-motorized transportation options need to be maximized in order to reduce congestion of the roadway system, particularly given the challenges presented by continued population growth. The Growth Management Plan's emphasis on mixed-use and transit-oriented development patterns, as envisioned by the Future Land Use Map and districts, is intended to reflect this focus and promote viable multi-modal transportation options.

The Capital Improvement Schedule includes funding from other agencies for numerous local transportation projects such as improvements to Old Cutler Road, Caribbean Boulevard and other locally owned roadways. Additionally, there is funding programmed for regional projects such as two (2) new park-and-ride facilities along the busway (at SW 112 Avenue and at SW 200 Street), the South Dade Greenway bike path, pedestrian underpasses, additional lanes to the Homestead Extension to the Florida Turnpike (HEFT) and improvements (paving) to the SR 5/US 1/South Dixie Highway corridor for the entire length of the Town.



The Town's Bike and Pedestrian Master Plan (Plan), funded by the Metropolitan Planning Organization (MPO), is one of the recommended study areas identified/recommended in the Town's 2008 I Transportation Master Plan and is the latest in a long line of coordinated and connected planning efforts which has been developed in the last five years. The Plan includes priority projects that will eventually be included in the Town's Capital Improvement Element and improve the pedestrian network and regional access. The intent is to meet the transportation needs of the public and encourage individuals to walk or bike by creating walkways/bikeways.

The Town completed its first Transportation Master Plan in 2008 in order to provide a detailed analysis of traffic conditions and recommend specific projects to address the failing roadways. The Master Plan was funded through an MPO grant. In Fiscal Year (12/13), the Town was awarded a second grant to "update" the 2008 Plan, which is anticipated to begin in FY 13/14 and be completed in 2014. Projects from the 2008 Transportation Master Plan are included in this update of the Capital Improvement Element with several projects completed and/or in the planning phase. The projects included upgrades to various roadways networks, adding lanes and funding to start a Town operated municipal circulation program. Funding for this program was obtained from the American Recovery & Reinvestment Act (ARRA) transit grant to purchase the circulator. The daily operation of the circulator is funded through the Town's portion of the PTP funds. The Town has entered into an interlocal agreement with Miami-Dade County Transit to operate the municipal circulator bus.

The following transportation capacity analysis describes other potential improvements that are recommended for the Town to reach and maintain adopted LOS standards.

#### Transportation Capacity Analysis

| Roadway        | Limits                   | Facility Type | LOS Standard |      |      | Potential Improvement   | Comments  |
|----------------|--------------------------|---------------|--------------|------|------|---|---|
|                |                          |               | 2007         | 2015 | 2030 |   |   |
| SW 184 St      | Franjo Rd to SW 92 Ave   | 2L            | D            | D    | E    | Traffic Operations and Safety including traffic signal phasing / timing, intersection improvements and transit improvements.  | Widening of roadway is not recommended and will create significant negative impact to the residential community. Improvement will concentrate on Traffic Operations and transit improvements as part of Transportation Master plan. This is a County owned and maintained facility.   |
|                | SW 92 Ave to SW 87 Ave   | 2L            | D            | D    | E    |   |   |
| Caribbean Blvd | SW 117 Ave to SW 110 Ave | 2LD           | F            | F    | F    | Traffic Operations and Safety including traffic signal phasing / timing, intersection improvements and transit improvements. The Town received \$10.0 million from the People Transportation Program (PTP) and has entered into a JPA to fund two traffic circles, drainage and lighting projects. The traffic circle will be located on Gulfstream Road and SW 192 Drive | Widening of roadway is not recommended and will create significant negative impact to the residential community. Funding from Miami-Dade County and Town PTP funds will allow for improvements will concentrate on Traffic Operations and transit improvements as part of Transportation Master plan. This is a County owned and maintained facility. |
|                | SW 110 Ave to US-1       | 4LD           | F            | F    | F    |   |   |
|                | US-1 to Fla TKP          | 4LD           | < C          | D    | F    |   |   |
|                | Fla TKP to S W 97 Ave    | 2L            | F            | F    | F    |   |   |

# Adopted Budget Fiscal Year 2014-15

|               |  |     |   |   |   |  |   |
|---------------|--|-----|---|---|---|--|---|
|               | SW 97 Ave to Marlin Rd                               | 2L  | D | D | E |  |   |
| SW 211 St     | SW 112 Ave to SR 821                                 | 6LD | D | D | F | Traffic Operations and Safety including traffic signal phasing / timing, intersection improvements and transit improvements. Recently, the County installed a signalized pedestrian crosswalk at the Performing Arts Center.   | Improvements will concentrate on Traffic Operations and transit improvements as part of the Town's Transportation Master plan. This is a County owned and maintained facility.  |
| SW 216 St     | Theoretically SW 103 Court to Old Cutler Rd (Part I) | 4LD | D | D | F | Traffic Operations and Safety including traffic signal phasing / timing, intersection improvements and transit improvements.<br>Part I – The County funded a pedestrian and bike path facility along this corridor<br>Part- II Planned traffic circle on SW 216 Street and SW 97 <sup>th</sup> Avenue (Funded by Lennar as part of an inter-local agreement with the Town)                         | Widening of roadway is not recommended and will create significant negative impact to the residential community. Improvement will concentrate on Traffic Operations and transit improvements as part of Transportation Master plan. This is a County owned and maintained facility. |
|               | Old Cutler Rd to SW 87 Ave (Part II)                 | 4LD | D | D | F |  |   |
| Old Cutler Rd | SW 216 St to SW 97 Ave                               | 2L  | F | F | F | Traffic Operations and Safety including traffic signal phasing / timing, intersection improvements and transit improvements. At the intersections of Old Cutler Road and SW 87 <sup>th</sup> and 97 <sup>th</sup> Avenues, traffic circles are being built to improve traffic flow.  | Designated as a Historical roadway (SB 74-400) which prohibits roadway widening. This is a County owned and maintained facility.  |
|               | SW 97 Ave to Marlin Rd.                              | 2L  | F | F | F | -Two-Lane Roundabout.<br>-Complete sidewalk system along the north side of the road.<br>-Improve and/or rebuild the existing bike/pedestrian path to standards.<br>-Remove existing sidewalks along existing bike/pedestrian path segments.<br>-Remove the eastbound left turn lane between Marlin Rd and SW 208th St.<br>-Replace and install pavement markings and traffic signs as appropriate. |   |
| Old Cutler Rd | Marlin Rd to SW 87 Ave                               | 2L  | F | F | F | -Two-Lane Roundabout.<br>-Complete sidewalk system along the north side of the road.<br>-Improve and/or rebuild the existing bike/pedestrian path to standards.<br>-Remove existing sidewalks along existing bike/pedestrian path segments.<br>-Remove the eastbound left turn lane between Marlin Rd and SW 208th St.<br>-Replace and install pavement markings and traffic signs as appropriate  |   |
| SW 87 Ave     | SW 216 St to Old Cutler Rd.                          | 2L  | D | E | D | Work with the MPO to pursue the following:<br>-Traffic Operations and Safety include traffic signal phasing / timing and intersection improvements.<br>-Perform studies to determine feasibility of Enhancement / Beautification project recommendations.<br>-Bike path from Old Cutler Road to SW 232 Street  | Widening of roadway is not recommended and will create significant negative impact to the residential community. Improvement will concentrate on Traffic Operations and transit improvements as part of Transportation Master plan.   |
|               | Old Cutler Rd to Caribbean Blvd                      | 2L  | D | F | D |  |   |
|               | Caribbean Blvd to SW 184 St                          | 2L  | E | F | D |  |   |

# Adopted Budget Fiscal Year 2014-15

|      |                              |     |   |   |   |   |  |
|------|------------------------------|-----|---|---|---|---|--|
|      | SW 184 St to SW 174 St       | 2LD | F | F | E | - "Share the Road" Bicycle signs from SW 184 Street to Old Cutler Road  | The County has installed "Share the Road" lane from SW 184 Street to Old Cutler road. This is a County owned and maintained facility.        |
| US-1 | Caribbean Blvd to Marlin Rd. | 6LD | E | E | E | Develop the design for repaving along SR 5/US 1/South Dixie Highway from south of SW 112 Street to north of SW 184 Street. Additional improvements include upgrading signage and pavement markings, pedestrian signals and markings and making upgrades to the roadway and sidewalks. | FDOT completed intersection pedestrian and turn-lane improvements at Marlin Road and US #1<br>This is a State owned and maintained facility. |
|      | Marlin Rd to SW 184 St       | 6LD | D | E | E |   |  |

## Recreation and Open Space

LOS Standard – 1.2 acres of active public parks, 0.9 acres of private open space, 0.9 acres of conservation open space per 1,000 residents.

Parks provide numerous social, recreational, educational, environmental, and health benefits, and are an important component of quality of life. The Town is committed to providing recreation and open space to current and future residents through the development, operation and maintenance of its park system, and coordination with other agencies.

The Town currently owns and operates approximately 82 acres of parkland consisting of two (2) community parks, two neighborhood parks, two single-purpose parks, two mini-parks and one linear park. The locations and a more detailed description of these parks are included in the support component of the Recreation and Open Space Element and Exhibit ROS-1. In 2011, Miami-Dade County Parks Department deeded 49 acres of the 92-acre Lakes by the Bay regional park to the Town. The remaining acreage (43 acres) which is comprised of conservation, wetlands and open space was retained by Miami-Dade County and to the public.



In May 2013, the Town accepted conveyance of the Lakes by the Bay linear park which consists of approximately five (5) acres for a total of 82 acres of Town owned parkland.

Based on the 2010 Census population of approximately 41,000, the Town requires 49 acres of active public parks to meet its Level of Service Standard. Based on the recent acquisition of Lakes by the Bay parkland, the Town will exceed the LOS for active parks. Based on the projected 2020 population of 60,000, the Town will continue to maintain the required level of service standard for parks.

As noted in the Recreation and Open Space Element support component, there is currently an inventory of 390 acres of private recreation and open space that is considered in measuring the Level-of-Service Standard for private recreation and open space. Based on its 2010 population, the Town requires 37 acres to meet the Level of Service Standard for private recreation and open space. The Town therefore has a surplus of 353 acres of private recreation and open space. Finally, as noted in the Recreation and Open Space Element support component, there is currently an inventory of 1,663 acres of conservation open space that is considered in measuring the Level of Service Standard for conservation open space. Based on its 2010 population, the Town requires 37 acres to meet the Level of Service Standard for conservation open space. The Town therefore has a surplus of 1,626 acres of conservation open space. The Town will require 54 acres of private recreation and open space and conservation lands to meet its Level of Service Standard in 2020. Therefore, the Town does not anticipate any problem in meeting this Standard during the current planning period.

Currently, there are no funds allocated for FY 2012/13 to further the Town's goal of providing quality active public parks for the residents. However, projects are anticipated for the remainder of the Five-Year Plan.

### **Public Schools**

Level of Service Standard – Beginning January 1, 2008, 100% utilization of Florida Inventory of School Houses (FISH) capacity with relocatable classrooms. Public schools that achieve 100% of FISH capacity without relocatable classrooms should no longer utilize relocatable classrooms except as an operational solution.



The Town's Growth Management Plan includes an Educational Facilities Element, including a Level of Service Standard, to address school planning requirements. As demonstrated in the support component of the Educational Facilities Element, the Town anticipates that it will meet its Level of Service Standard for public schools through the planning period. In 2010-11, the

Town sponsored several educational initiatives to expand the educational opportunities available to residents. In May 2012, the Town entered into an Interlocal agreement with the Miami-Dade County School Board (the "School Board") to provide for the establishment of three choice academies of study at existing Town schools which brought to the Town its first high school level curriculum. The three (3) choice academies study programs are:

1. Environmental Sciences magnet program (COAST) that will be expanded through grade 12;
2. an iPrep Academy program; and
3. Liberal Arts program.



The Town's contribution toward the establishment of these programs totaled \$2.75 million that was allocated to the Miami-Dade County School Board to equipped and expand the existing schools located within the Town. The Town's \$2.75 million contribution was allocated as follows: (1) \$2 million of which was a one-time initial capital investment for construction of facilities; (2) \$450,000 was for the initial iPrep Academy Program cost; and (3) \$300,000 was the initial investment for the Cambridge Curriculum Program. The costs of the Cambridge Curriculum Program are subject to annual renewal and could exceed the \$300,000 initial cost if requested by the School Board and approved by the Town Council. The iPrep Academy contribution noted above is the Town's maximum contribution for the first three years of the program. After the third year, iPrep Academy contributions of up to \$150,000 a year may be requested for replacement of equipment, subject to approval by the Town Council. The initial \$2,750,000 project cost was financed with issuance of debt (a bank loan for \$2,578,000) and from the General Fund (\$172,000).

## **Sources of Revenue and Forecast of Expenditures**

The Capital Improvement Budget represents the expenditures that the Town will incur in the current fiscal year. Projects may be one year or more likely are multi-year projects that are part of the multi-year Capital Improvement Plan. The Town's Capital Improvement Plan serves the dual role of a planning document for future year expenditures and a component of the Growth Management Plan.

The Town receives revenue to fund the Capital Improvement Budget from numerous sources. In addition to funding from other agencies, the Town receives funding for Capital Projects through grants, impact fees, the Town's general fund and stormwater utility fees.

The FY 12/13 proposed budget is balanced at \$52.96 million from all funding sources combined. The General Fund is \$30.99 million and includes a transfer from the Special Revenue Fund of \$300,000.

The Capital Improvement projects funded through the Town's Capital Improvement Budget include two (2) categories, 1) Park Improvements; and 2) Transportation/Roadway Improvements.

### **Park Improvements**

Sources of funding for park improvements include State Grants (Florida Recreation Development Assistance Program "FRDAP" and others), Town General Fund and Park Impact Fees.

### **Transportation/Roadway Improvements**

Various projects are accounted for using Special Revenue Funds. These projects are funded from revenues that require specific uses. The Town has budgeted several revenue sources under this category in FY 12/13.

### **Revenues**

The following table illustrates the forecasted revenues. The forecast is based on the expectation that tax revenue and impact fees will remain relatively flat for the near term due to the general downturn in the economy which has affected local property values and is slowing the pace of new development. The projections have stayed relatively consistent with the exception of the revenue related to park improvements. While the Town intends to apply for State grant funds to supplement impact fee revenues, the future projections do not include grant funding sources. Table CI-3 of the CIE is updated as part of this analysis and illustrates the Town's forecasted expenditures through FY 2016-17.

***Adopted Budget  
Fiscal Year 2014-15***

**Summary of Revenues  
FY 12/13 through FY 16/17**

|   |  | FY 12/13    | FY 13/14    | FY 14/15    | FY 15/16  | <u>FY 16/17</u> | Total        |
|---|--|-------------|-------------|-------------|-----------|-----------------|--------------|
| Park Improvements   |  | \$0         | \$835,000   | \$0         | \$0       | \$0             | \$835,000    |
| Transportation/Roadway Improvements (Old Cutler Road and Caribbean Blvd.) |  | \$5,689,000 | \$6,340,000 | \$4,360,000 | \$0       | \$0             | \$16,389,000 |
| Public Schools  |  | \$0         | \$0         | \$150,000   | \$150,000 | \$150,000       | \$450,000    |

**Detailed Revenue Source**

|   |                  |
|---|------------------|
| <b>Park Improvements</b>                          |                  |
| Interest earned                                   | \$0              |
| County Park Impact Fees                           | \$0              |
| Park Impact Fees                                  | \$635,000        |
| County GOB Funds                                  | \$0              |
| National Fish and Wildlife Foundation             | \$0              |
| Florida Recreation Development Assistance Program | \$200,000        |
| <b>Total</b>                                      | <b>\$835,000</b> |

**Detailed Revenue Source**

|  |                     |
|--|---------------------|
| <b>Transportation/Roadway Projects</b> |                     |
| Federal Stimulus (ARRA-Transit)        | \$0                 |
| County Funding (PTP, JPA)              | \$16,089,000        |
| Federal Grant                          | \$0                 |
| FDEP                                   | \$0                 |
| Town Stormwater Utility Fund           | \$0                 |
| Gas Taxes                              | \$ 300,000          |
| <b>Total</b>                           | <b>\$16,389,000</b> |

**Detailed Revenue Source**

|                               |           |
|-------------------------------|-----------|
| <b>Public School Projects</b> |           |
| Debt Financing                | \$0       |
| General Fund Contribution     | \$450,000 |
| Total                         | \$450,000 |

***Capital Improvement Schedule***

The following tables include the current Capital Improvement Schedule (Tables CI-2, CI-3, and CI-4) with strikethrough formatting and the updated tables with underline to indicate that these tables are being replaced with updated information.

| Dept.   | Table CI-2<br>Cutler Bay Departments<br>Capital Improvement Plan (Committed and Planned Sources)<br>FY 12/13 through 16/17<br>(Thousands) |                |                |                        |              |              |              |              |              |              |
|---|---|----------------|----------------|------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
|   | Project Name  | Description    | Funding Source | Previous Years Funding | Fiscal Years |              |              |              |              | <u>Total</u> |
| Public Schools  |   |                |                |                        | <u>12/13</u> | <u>13/14</u> | <u>14/15</u> | <u>15/16</u> | <u>16/17</u> |              |
| Centennial Ocean Academy of Science and Technology <sup>2</sup> | Teaching Marine and Environmental Science (COAST), and Liberal Arts   | Debt financing | \$2,000        |                        |              |              |              |              | \$2,000      |              |
| IPrep Academy <sup>2</sup>                                      | Interactive Technology  | Debt financing | \$450          |                        |              |              | \$150        | \$150        | \$150        |              |
| Total   |   |                |                |                        |              |              | \$150        | \$150        | \$150        |              |
|   |   |                |                |                        |              |              |              |              |              | \$2,450      |

Note: Amount in thousands

<sup>2</sup>: Project will otherwise further the achievement of the Growth Management Plan and its goals, objectives and policies

| Dept.                                 | Table CI-3<br>Cutler Bay Departments<br>Capital Improvement Plan (Committed and Planned Sources)<br>FY 12/13 through 16/17<br>(Thousands) |                         |                |                         |              |              |              |              |              |
|---------------------------------------|---|-------------------------|----------------|-------------------------|--------------|--------------|--------------|--------------|--------------|
|                                       | Project Name  | Description             | Funding Source | Previous Year's Funding | Fiscal Year  |              |              |              |              |
| Parks                                 |   |                         |                |                         | <u>12/13</u> | <u>13/14</u> | <u>14/15</u> | <u>15/16</u> | <u>16/17</u> |
| Lakes by the Bay Park <sup>1(R)</sup> | Park Master Plan Improvements   | Park Impact Fees, FRDAP | \$1,417        | \$0                     | \$400        | \$0          | \$0          | \$0          | \$400        |
| Cutler Ridge Park Playground          | Playground Equipment  | Park Impact Fees        | \$132          | \$0                     | \$100        | \$0          | \$0          | \$0          | \$100        |
| Park Transportation Vehicle           | Transport Children & Seniors to Park Activities   | Park Impact Fees        | \$0            |                         | \$85         |              |              |              | \$85         |
| Town Center Park Plaza                | Multi-Use Recreational Facility   | Park Impact Fees        | \$0            | \$0                     | \$250        | \$0          | \$0          | \$0          | \$250        |
| Total                                 |   |                         | \$1,549        |                         | \$835        |              |              |              | \$835        |

# Adopted Budget Fiscal Year 2014-15

Note: Amount in Thousands

FRDAP: Florida Recreation Development Assistance Program

NFWF: National Fish and Wildlife Foundation

<sup>1(R)</sup>: Project will contribute to achieving the LOS standard for Recreation and Open Space

| Dept.   | Table CI-3 (Cont.)<br>Cutler Bay Departments<br>Capital Improvement Plan (Committed and Planned Sources)<br>FY 12/13 through 16/17<br>(Thousands)                            |  |                |                        |              |         |         |         |          |
|---|--|--|----------------|------------------------|--------------|---------|---------|---------|----------|
|   | Project Name   | Description  | Funding Source | Previous Years Funding | Fiscal Years |         |         |         |          |
| Public Works  |  |  |                |                        | 12/13        | 13/14   | 14/15   | 15/16   |          |
| Old Cutler Roadway Improvement Project (JPA) <sup>1(T)</sup>            | Traffic Circles (SW 87 Ave & SW 97 Ave), drainage improvements, bike lanes, lighting installation, sidewalk installation, and roadway reconstruction.                        | Miami-Dade County PTP funds, Joint Participation Agreement(JPA) (20090089) | \$4,481        | \$4,713                | \$1,921      |         |         | \$6,634 |          |
| Caribbean Blvd Roadway Improvement Project (JPA) <sup>1(D)</sup>        | Traffic Circles (Gulfstream Road & SW 192 <sup>nd</sup> Drive), drainage improvements, bike lanes, lighting installation, sidewalk installation, and roadway reconstruction. | Miami-Dade County PTP funds, JPA (20080029)                                |                | \$500                  | \$4,360      | \$4,360 |         | \$9,220 |          |
| Town-wide Sidewalk Improvements <sup>2</sup>                            | Sidewalk Replacement and Install ADA Ramps   | Second local option gas tax  | \$150          | \$300                  |              |         |         | \$300   |          |
| SW 97 <sup>th</sup> Avenue Drainage Project                             | Drainage & Roadway Improvements  | Lennar's Development Order   | \$291          |                        |              |         |         |         |          |
| SW 216 <sup>th</sup> Street & SW 97 <sup>th</sup> Avenue Traffic Circle | Traffic Circle and roadway improvements  | Lennar's Development Order and Town's Peoples Transportation Plan portion  |                | \$176                  | \$59         |         |         | \$235   |          |
| <b>Total</b>  |  |  |                | \$4,922                | \$5,689      | \$6,340 | \$4,360 |         | \$16,389 |

Note: Amount in Thousands

FDEP: Florida Department of Environmental Protection

SFWMD: South Florida Water Management District

<sup>1(D)</sup>: Project will contribute to achieving the LOS standard for Stormwater Drainage

<sup>1(T)</sup>: Project will contribute to achieving the LOS standard for Transportation. Funds transfer to Miami-Dade County to purchase the bus.

<sup>2</sup>: Project will otherwise further the achievement of the Growth Management Plan and its goals, objectives and policies

| Agency                     | Proj. No. | Project Name                          | Description   | Funding Source      | Activity/Phase | Previous Year's Funding | Fiscal Year |         |       |       |       | Total   |
|----------------------------|-----------|---------------------------------------|---|---------------------|----------------|-------------------------|-------------|---------|-------|-------|-------|---------|
|                            |           |                                       |   |                     |                |                         | 11/12       | 12/13   | 13/14 | 14/15 | 15/16 |         |
| Miami-Dade County          | 602900    | Caribbean Blvd. Drainage Improvements | Widening of Bridge and construct drainage improvements at Canal C1N | Storm-water Utility |                | \$384                   |             | \$2,000 | \$641 |       |       | \$2,641 |
| Miami-Dade County          | 602100    | Old cutler Road Bike Path             | Construct and improve bikepath from SW 184 Street to SW 220 Street  |                     |                | 245                     |             |         |       |       |       | 245     |
| Florida Turnpike Authority |           |                                       |   |                     |                |                         |             |         |       |       |       |         |

***Adopted Budget  
Fiscal Year 2014-15***

|  |         |  |                             |                    |          |  |          |         |         |       |          |
|--|---------|--|-----------------------------|--------------------|----------|--|----------|---------|---------|-------|----------|
| Metropolitan Planning Organization (MPO) |         |  |                             |                    |          |  |          |         |         |       |          |
|  |         |  |                             |                    |          |  |          |         |         |       |          |
| MD County WASD                           |         | Alexander Orr Water Treatment Plant <sup>1(W)</sup>          | Capacity Expansion          |                    | \$33,160 |  | \$5,610  | \$1,200 |         |       | \$39,970 |
| MD County WASD                           |         | S. District W.W. Tr. Mains & Pump St Impr. <sup>1(SS)</sup>  | South District Improvements |                    | \$5,983  |  | \$28     |         |         |       | \$6,011  |
| MD County WASD                           |         | S. District W.W. Tr. Plant Upgrades <sup>1(SS)</sup>         | South District Improvements |                    | \$36,236 |  | \$13,691 | \$1,279 | \$1,279 |       | \$52,485 |
| MD County WASD                           | 9655481 | S. District W.W. Tr. Plant Expansion PH III <sup>1(SS)</sup> | South District Improvements | WASD Revenue Bonds | \$1,487  |  |          | \$1,000 | \$109   | \$770 | \$1,887  |
| MD County Waste Management               |         | South Dade Landfill <sup>1(SW)</sup>                         | Cell 5 Construction         | GOB                | \$7,667  |  | \$3,208  | \$4,085 |         |       | \$14,960 |
|  |         | South Dade Landfill <sup>1(SW)</sup>                         | Cell 3 Closure              |                    | \$190    |  |          |         |         |       | \$190    |
|  |         | South Dade Landfill <sup>2</sup>                             | Ground Water Remediation    |                    |          |  |          | \$20    |         |       | \$20     |

Note: Amount in Thousands

CM: Congestion Management

DS: State Primary Highways

LF: Local Funds

PE: Preliminary Engineering

CST: Construction

DIH: State In-House Project Support

SE: Surface Transportation Enhancements

PTPBP: People's Transportation Plan Bond Program

BBCBP: Building Better Communities Bond Program

SU: Stormwater Utility

<sup>1(D)</sup>: Project will contribute to achieving the LOS standard for Transportation

<sup>1(R)</sup>: Project will contribute to achieving the LOS standard for Recreation and Open Space

<sup>1(W)</sup>: Project will contribute to achieving the LOS standard for Potable Water

<sup>1(D)</sup>: Project will contribute to achieving the LOS standard for Stormwater Drainage

<sup>1(SW)</sup>: Project will contribute to achieving the LOS standard for Solid Waste Management

<sup>1(SS)</sup>: Project will contribute to achieving the LOS standard for Sanitary Sewer

<sup>2</sup>: Project will otherwise further the achievement of the Growth Management Plan and its goals, objectives and policies

### ***Text Amendment***

The following Educational Facilities policy EDU-2F is amended as follows:

EDU-2F: The Miami-Dade County Public School Facilities Work Program dated September 2012, will be evaluated on an annual basis to ensure that the level of service standards will continue to be achieved and maintained throughout the planning period.



# 2014-19 Strategic Master Plan

October 2014

*Adopted via Town Resolution #14-71*



## Elected Officials

Mayor Edward P. MacDougall

Vice Mayor Ernest N. Sochin

Council Member Peggy R. Bell

Council Member Sue Ellen Loyzelle

Council Member Mary Ann Mixon

## Town Manager

Rafael G. Casals

## Town Consultant

Merrett R. Stierheim

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# Preamble

## What is a Strategic Plan?

A strategic plan is a written document that is used to communicate an organization's mission, vision and goals. When known, it may also include the actions needed to achieve those goals and other critical elements developed during the planning exercise. It is a living document that after sufficient time should be refreshed or revised as circumstances dictate. As such it is a "living work in progress" and a guideline for the organization's actions.

## The Town of Cutler Bay's Original Experience (2006):

In 2006, when the Cutler Bay community by referendum incorporated as the Town of Cutler Bay and elected its first Mayor and Town Council, one of the Town's early initiatives was to conduct a Strategic Planning Process to set forth the goals and priorities of its citizens. By design, this was a public participatory process that included several well publicized Town Meetings. The priorities that were established through that process provided a framework for Cutler Bay's first Strategic Plan 2006-11 which was unanimously adopted by the Town Council in October 2006 (Resolution #06-103).

## The Town of Cutler Bay's Strategic Plan Update Experience (2014):

The 2006-11 Strategic Plan served the Town of Cutler Bay and its residents well, but like all plans, through the passage of time and the amazing progress that Cutler Bay has experienced it became a priority for the Mayor and Town Council to bring the Plan up to date and establish new goals for the future. Cutler Bay residents were once again invited to a series of Public Involvement Workshops/Meetings in each election district; personal interviews were conducted with the Mayor, each Council member and the Town Manager; departmental staff also participated, all with the guidance of an independent professional facilitator. Upon the completion of the foregoing process the following updated Town Strategic Plan 2014-19 is respectfully presented and recommended to the Town Council and residents.

# Mission & Vision

## **"TOWN MISSION STATEMENT"**

The Town Council will work to make Cutler Bay an excellent place to live, work and play. Cutler Bay's government will be creative, responsive and respectful in providing innovative and cost effective services to the community. (Resolution #12-64).

## **"OUR VISION FOR CUTLER BAY"**

Cutler Bay will be recognized as one of the most desirable communities in South Florida to live, work and play. Its schools, homes, parks and cultural facilities offer an enriching environment for children, adults and senior citizens alike, and its local economy encourages outstanding companies to want to do business here.

The Mission is a clear and concise statement of what the Town Government must accomplish in order to realize our strategic vision.

The Town vision is a brief description of what we want our community to be like in the next five (5) years (2014-19).

Taken together, the five (5) year (2014-19) Vision and Mission Statement serve as the primary steering mechanism for the growth and development of the Town's governmental priorities and services.

# Core Values

The Town of Cutler Bay is a customer focused government. Cutler Bay's Customers are our residents of all ages, tax payers, and everyone who does business, or visits our Town.

- We measure our success based on customer satisfaction.
- We value and seek customer feedback at every opportunity.
- We empower our employees to achieve customer satisfaction.
- We value, recognize and reward friendly, courteous customer service.
- We believe in leading by example.
- We strive to establish and maintain an inspiring vision.
- We focus on guidelines rather than rules.
- We believe in and value continuous improvement.
- We encourage our customers to define quality service.
- We believe that our plan for quality is a never ending effort.
- We focus on process improvement.
- We let customer feedback define quality improvements.
- We have no substitute for honesty and ethical conduct.

# Town Council's Operating Principles

The ultimate success of the strategic planning process will depend on the Town Council's ability to operate as a high performance, highly effective policy making team. With appropriate levels of cooperation, active listening and participation by the Mayor and individual Council Members, the Town Council will empower itself to make prudent, timely decisions that are in the best interest of the Town.

*To that end, the Mayor and Town Council have developed and made a firm commitment to abide by these operating principles:*

- Each of us is personally responsible and accountable for our behavior
- We are respectful of one another whether we agree or disagree on points of view
- We trust one another
- When necessary, we agree to disagree respectfully
- We are willing to compromise for the good of the Town
- If we have questions or concerns with one another that are not part of public business, we resolve them directly... one to one
- We use language constructively to facilitate our interaction
- We are mindful of the amount of time we take to express our ideas and points of view
- We encourage full participation in our discussions of all issues affecting our Town
- We encourage public input on issues and discourage personal attacks on our Council Members during Council meetings
- We do not pander to special interests at the cost of alienating other Council members

# How to use this Book

In order to realize Cutler Bay's Vision and achieve its Mission, Town Government must deliver outstanding results in each of the nine (9) different Strategic Achievement Categories:

- #1 Resident Friendly and Responsive Town Government
- #2 Financial Stability and Sustainability
- #3 Growth Management and Infrastructure Needs
- #4 Economic and Business Development
- #5 Community Identity, Unity and Pride
- #6 Public Safety
- #7 Parks and Recreation
- #8 Codes and Code Enforcement
- #9 Public Works

For each Strategic Achievement Category, the Town identified several Goals. The Strategic Master Plan is formatted utilizing a three (3) column chart that lists each Objective, Activity and Milestone/Measure required to reach the identified Goal(s). The Town will realize each objective by completing the "Activities" listed in the second column of the chart. These activities were selected based on Public Input received during the eight (8) Public Involvement Workshops/Meetings. Finally, the Town has established "Measures & Milestones" in order to monitor how effectively the Town is implementing the Adopted 2014-19 Strategic Master Plan.

## ***For Example:***

***Goal 1.1: The Town of Cutler Bay will be recognized by its residents and others as a community that optimizes transparency in government by providing access to its officials and to information concerning the status of the Town and its activities.***

| Objective  | Activities  | Measures & Milestones  |
|--|---|--|
| The Town will improve outreach practices used to inform residents about Town Activities/Events | The Town will adopt Public and Media Relations Policies and Procedures. | To be completed in Fiscal Year 2014-15. Council to adopt a formal Media Relations Policy via resolution. |

# The Town's Strategic Achievement Categories....

---

- #1 Resident Friendly & Responsive Town Government
  - #2 Financial Stability & Sustainability
  - #3 Growth Management & Infrastructure Needs
  - #4 Economic & Business Development
  - #5 Community Identity, Unity and Pride
  - #6 Public Safety
  - #7 Parks & Recreation
  - #8 Codes & Code Enforcement
  - #9 Public Works
-



## RESIDENT FRIENDLY & RESPONSIVE TOWN GOVERNMENT

Goal  
#1

This area involves two (2) goals:

- The first goal focuses on the responsiveness of Cutler Bay officials in identifying resident concerns and in providing them with access to information concerning the status of the Town and its activities.
- The second goal focuses on quality of services provided by employees to the residents of Cutler Bay.



## **RESIDENT FRIENDLY & RESPONSIVE TOWN GOVERNMENT**

### **Goal 1.1**

The Town of Cutler Bay will be recognized by its residents and others as a community that optimizes transparency in government by providing access to its officials and to information concerning the status of the Town and its activities.

| Objective   | Activities  | Measures & Milestones  |
|---|---|--|
| <b>The Town will improve outreach practices used to inform residents about Town Activities/Events</b> | The Town will adopt Public and Media Relations Policies and Procedures.   | A council workshop is recommended to further discuss this activity as it applies to public records laws. (FY14-15)   |
|   | Consider retaining an Information Technology Professional one or two days a week to facilitate and master the public outreach programs/activities.  | Town Manager to review existing IT contract and provide recommendations to council. (FY14-15)  |
|   | Develop a Social Media Campaign to keep residents informed. This could also include Town Manager Chats, Committee Meetings, Discussions with the Mayor and individual Council Members, etc. | A council workshop is recommended to further discuss this activity as it applies to public records laws. (FY14-15)   |
|   | Create a Town Newsletter and distribute to opt-in email list and post on Town's Website.  | Town Manager/Town Clerk's office to develop newsletter template and provide significant events in order to further inform residents. (FY14-15)                                       |
|   | Conduct "Town Hall" style meetings several times throughout the year (keep residents informed).   | Town Manager and Town Clerk to coordinate this effort, meetings to be held at Town Hall/Parks/Other Community venues. (FY14-15)  |
|   | Update residents on progress of Economic Development and planned construction projects (i.e. approved new developments).  | A topic to be included in "Town Hall" meetings. Town Manager and Town Clerk to coordinate this effort, meetings to be held at Town Hall, Parks and Other Community venues. (FY14-15) |



## RESIDENT FRIENDLY & RESPONSIVE TOWN GOVERNMENT

### **Goal 1.2**

The employees of Cutler Bay will provide responsive, courteous service to residents, the business community, and other individuals with whom they interact.

| Objective | Activities   | Measures & Milestones   |
|-----------|--|---|
|           | Conduct a professional independent customer satisfaction survey that will provide reliable, statistical confirmation and/or demonstrate areas needing improvement. | Town Manager to complete satisfaction survey to assess level of customer satisfaction since the Town's incorporation in 2005. (FY14-15) |
|           | Ensure and/or Promote the availability of Town Staff (by phone) during regular business hours for residents to provide feedback and ask questions.                 | Town Manager to review incoming call policies and availability of Department Heads. (FY14-15)   |
|           | Continue positive Customer Service Practices performed by Town Staff, continue to provide professional development training.                                       | Town Manager through the Human Resources Department to provide additional customer service training annually. (FY14-15)                 |
|           | Install a suggestion box for Town Staff at Town Hall.  | Town Manager through Human Resources Department to install an employee suggestion box that is easily accessible to Staff. (FY14-15)     |
|           | Develop specific standards/benchmarks concerning the time it takes to respond to residents' inquiries and service requests.  | Town Manager to develop specific quality control benchmarks to respond to residents' inquiries. (FY14-15)                               |



## Goal #2

# **FINANCIAL STABILITY AND SUSTAINABILITY**

The fiscal viability of the Town of Cutler Bay is a primary concern of its elected officials, its residents and its employees. Short and long term financial stability is critically important to the ultimate realization of the Town's vision. This service area has four components: fiscal responsibility, fiscal transparency, capital building programs, and growth management.



## Financial Stability & Sustainability

### **Goal 2.1**

The Town of Cutler Bay will be a financially responsible and accountable community.

| Objective  | Activities  | Measures & Milestones   |
|--|---|---|
| <b>The Town will enhance the current level of transparency.</b>  | <p>The Finance Department will study and plan to implement Monthly rather than Quarterly substantive and significant Town financial statements and post on the Town's Website.</p> <p>Consider the possibility of having a set item on the Regular Town Council Meeting Agenda to discuss Town Finances on a quarterly basis.</p> | Town Manager and Finance Director review this activity and implement the new procedure. (FY14-15)<br><br>Town Manager and Finance Director to create a standing agenda item for Quarterly Financial Reports. (FY14-15)            |
| <b>Explore and where appropriate use alternative funding mechanisms (i.e. special assessment, bonds, grants) as a means of providing needed Town facilities, infrastructure, and programs.</b> | <p>The Town has been successful in obtaining grant funding. The Town will identify and utilize an “online” Grants Tracking/Monitoring System to streamline grant reporting and financial information for internal departments.</p> <p>Provide Town Staff with monetary incentives for cost saving ideas/programs.</p>             | Town Manager and Grants Coordinator to review several programs and provide a recommendation. (FY15-16)<br><br>Town Manager and Human Resources Department to review this activity and provide recommendations. (FY 15-16)         |
| <b>The Town will review and update current Fiscal and Administrative Policies in order to better reflect the growing needs of the community.</b>   | <p>The Human Resource Department shall update the Town’s original Administrative Code, a Policy and Procedure Manual, update Job Descriptions, and implement a Pay Plan for each Town position.</p> <p>Adopt and implement a performance based budgeting process with an associated Annual Business Plan.</p>                     | Town Manager to create a Department Head Taskforce to review and recommend updates to Town’s Administrative Code. (FY 15-16)<br><br>Town Manager to review and select professional consultant to assist with this task. (FY15-16) |



## Goal #3

# GROWTH MANAGEMENT AND INFRASTRUCTURE NEEDS

Effective growth management and infrastructure development strategies form the foundation for the accomplishment of the Town's mission, and the long term economic viability of the Town.



## Growth Management & Infrastructure Needs

### **Goal 3.1:**

The Town of Cutler Bay will provide the infrastructure needed to meet current and emerging needs of the community.

| Objective  | Activities   | Measures & Milestones   |
|--|--|---|
| <b>Town will ensure that Town Circulator meets the growing needs of the community.</b> | Conduct a circulation and schedule study to maximize benefits for the public utilizing the Town's Municipal Circulator Bus service(s). | Town Manager to coordinate this effort with Town's provider; Miami-Dade County Transit. (FY15-16)   |
|  | Identify opportunities for circulator interconnections with neighboring jurisdictions (Village of Palmetto Bay, Pinecrest).            | Town Manager to coordinate this effort with Town's provider; Miami-Dade County Transit, and the Village of Palmetto Bay and Village of Pinecrest staff. (FY15-16) |
|  | Create/Add a Town Circulator Bus Stop within the Southland Mall Property to allow easy access to regional shopping center.             | Town Manager to coordinate this task with Southland Mall owners and Miami-Dade Transit. (FY14-15)   |
|  | Establish a dedicated bus stop in front of East Ridge Retirement Village   | Town Manager to increase public outreach efforts to inform residents of existing stop on SW 87 Ave. (FY14-15)   |
|  | Continue to monitor ridership and explore the need for additional municipal circulators.   | Town Manager and Town's provider, Miami-Dade County Transit, to discuss during their monthly performance meeting(s). (FY14-15)                                    |
|  | Create/Add a Town Cutler Bay Circulator Bus Stop at Wal-Mart (SW 211 St and South Dixie Highway).                                      | Town Manager to coordinate this effort with Town's provider; Miami-Dade County Transit. (FY15-16)   |



## Growth Management & Infrastructure Needs

### **Goal 3.1 (cont.):**

The Town of Cutler Bay will provide the infrastructure needed to meet current and emerging needs of the community.

| Objective   | Activities   | Measures & Milestones  |
|---|--|--|
| <b>The Town will maximize the use of the current Town Center Building.</b>  | Conduct a Space Utilization Study to support growing Department/Community needs within the Town Center Building.   | Town Manager, Town Architect and Leasing Agent will continue to explore space utilization within Town Center Building. (FY15-16)   |
| <b>The Town will expand bike facilities to accommodate or promote non-motorized travel, as outline in the Bicycle &amp; Pedestrian Master Plan.</b> | Create dedicated bike lanes on SW 87 Avenue and other Miami-Dade arterial roadways, schools, shopping districts, and other popular destinations.<br><br>Expand the dedicated bike lane along the Caribbean Blvd. Corridor (Eastbound/Westbound). | Town's Public Works Department to continue coordinating this activity with Miami-Dade County PW Department and Metropolitan Planning Organization. (FY16-17)<br><br>Town's Public Works Department to continue coordinating this activity with Miami-Dade County PW Department and Metropolitan Planning Organization. (FY14-15) |
|   | Install pedestrian lighting on Marlin Rd and Old Cutler Rd. to accommodate cyclists/pedestrians.   | Town's Public Works Department to continue coordinating this activity with Miami-Dade County PW Department and Metropolitan Planning Organization through the use of grants. (FY16-17)   |
|   | Advocate for installation of street lighting on SW 210 St and SW 85 Ave, adjacent to Senior Living Facilities.   | Town's Public Works Department to continue coordinating this activity with Florida Power and Light. (FY16-17)  |



## Growth Management & Infrastructure Needs

### **Goal 3.2:**

The growth and development of Cutler Bay will be managed to be consistent with the needs and desires of its residents.

| Objective   | Activities  | Measures & Milestones  |
|---|---|--|
| <b>Continue to study feasibility of possible annexation.</b>  | Square off the Town boundaries, particularly in the Southwest quadrant. The achievement of this goal is a political and marketing initiative and should be a sustained effort with Miami-Dade County and the residents within those contiguous areas. | Town Manager, Town Attorney, and Community Development Director continue monitoring Miami-Dade County Board of County Commissioners' annexation/incorporation policies. (FY15-16)        |
| <b>Study, prioritize and phase into future annual budgets, the goals/programs identified in the 2012 Senior Needs Survey.</b> | Incorporate more activities for senior citizens as identified in the 2012 Senior Needs Survey.  | Town Manager, Parks and Recreations Director, and Communities for a Lifetime Committee to work closely in developing a Town-Wide senior programs. (FY15-16)                              |
|   | Provide low cost services for Senior Citizens.  | Town Manager, Parks and Recreations Director, and Communities for a Lifetime Committee work closely to identify available resources/programs for Seniors residing in the Town. (FY15-16) |
|   | Provide Seniors Citizens with Identification Cards that include emergency contact info, medication, etc.  | Town Police Department and Communities for a Lifetime Committee and Senior Centers' Managers will coordinate efforts to provide this service (FY15-16)                                   |
|   | Conduct scheduled evening activities twice a week such as bingo or domino nights, movie nights, sing along music nights, or possibly a dance night etc. At Cutler Bay's Senior Retirement Facilities.   | Town Manager, Parks and Recreations Director, and Communities for a Lifetime Committee to work to identify available resources/programs for Seniors residing in the Town. (FY15-16)      |



## Goal #4

# ECONOMIC AND BUSINESS DEVELOPMENT

Economic and business development are essential to the Town's economic viability. They will foster a positive sense of identity and community pride among our residents, and will attract excellent companies to do business in our Town.



## Economic & Business Development

### **Goal 4.1**

Enhance the attractiveness and viability of Cutler Bay as a business location.

| Objective   | Activities   | Measures & Milestones   |
|---|--|---|
| <b>Provide more effective and sustained communication with the Town's local business community.</b> | Create a Business Advisory Committee consisting of representatives from each of the three business organizations (Cutler Bay Business Association, Economic Development Council, and Chamber South) and designate one Council Member to liaise with the Business Advisory Committee and report on its activities and recommendations.                      | Town Council along with the guidance of the Town Manager and Town Attorney will explore the creation of a Business Advisory Committee via Resolution. (FY14-15)     |
| <b>Foster more culture/pride in local business community</b>  | Task the Business Advisory Committee with reviewing the current Town Sign Ordinance and submit its recommendations for improvements to the Town Council.   | Town Council's creation of the Business Advisory Committee Resolution shall have clear Mission Statement, Goals and Objectives to complete this activity. (FY14-15) |
| <b>Develop a Town Economic Development Master Plan.</b>   | Continue vigorously pursuing Economic Development Grant Funding possibilities from both State and Federal levels. Explore partnerships with local universities/colleges for collaboration efforts to develop an Economic Development Plan. This Plan should explore possible incentives and/or bonuses as authorized in the Town's Growth Management Plan. | Town Manager and Grants Coordinator continue to seek and apply for Economic Development Grants available through County, State and Federal Agencies. (FY14-15)      |



## Economic & Business Development

### ***Goal 4.1 (Continued)***

Enhance the attractiveness and viability of Cutler Bay as a business location.

| Objective   | Activities   | Measures & Milestones  |
|---|--|--|
| <b>Develop a Town Economic Development Master Plan.</b> | Explore feasibility of providing tax incentives to local businesses.                         | Town Council along with the guidance of Town Manager and Town Attorney will revisit adopted Land Development Regulations (LDR) to complete this activity. This will include comments and/or recommendations from the following agencies; Cutler Bay Business Association, Economic Development Corporation, and Chamber South. (FY15-16) |
|   | Explore feasibility of providing local businesses with incentives for hiring local residents | Town Council along with the guidance of Town Manager and Town Attorney will revisit adopted Land Development Regulations (LDR) to complete this activity. This will include comments and/or recommendations from the following agencies; Cutler Bay Business Association, Economic Development Corporation, and Chamber South. (FY15-16) |
|   | Identify ways to attract high end restaurants and high paying jobs to the Town.              | Town Council's creation of the Business Advisory Committee Resolution shall have clear Mission Statement, Goals and Objectives to complete this activity. (FY14-15)  |



## Goal #5

### COMMUNITY IDENTITY, UNITY AND PRIDE

Developing and sustaining a unified, positive identity with an overall sense of community pride will energize the Town, and help realize our vision faster, and more effectively.



## Community Identity, Unity & Pride

### **Goal 5.1**

Cutler Bay will be recognized as a Town where people prefer to live, and whose residents feel a strong sense of Town identity and community pride.

| Objective   | Activities   | Measures & Milestones  |
|---|--|--|
| <b>The Town has achieved “Certified Silver” Status in the Florida Green Building Council’s “Green City” program. The next goal is to achieve “Gold” Status.</b> | Town Planning staff should evaluate what would be required so that those improvements can be budgeted and accomplished over a reasonable time period.<br><br>Provide incentives for green development education and include environmental education on the Town’s website. | Town Manager and Planning and Zoning Director along with the guidance of a professional consultant to review existing FGBC Town Policies and further improve our “green” efforts. (FY15-16)<br><br>Town Manager and Planning and Zoning Director along with the guidance of a professional consultant will establish a Town Green Master Plan. (FY16-17) |
| <b>Foster more Community Pride as it relates to cleanliness and an overall sense of community.</b>  | Create/Promote an “Adopt a Road” Program for Major Roadways.<br><br>Increase daily litter patrol along high visibility roadways.   | Town’s Public Works Department to continue coordinating this activity with Miami-Dade County Public Works Department. (FY16-17)<br><br>Town’s Public Works Department to continue coordinating this activity with Miami-Dade County Public Works Department. (FY16-17)   |
|   | Identify ways to preserve existing natural lands (i.e. Wetlands, Bird Sanctuaries) by possibly encouraging volunteer clean-up and maintenance efforts.   | Town’s Public Works Department to continue coordinating this activity with Miami-Dade County Public Works, SFWMD, Army Corp of Eng. and other environmental organizations. (FY16-17)   |



## Community Identity, Unity & Pride

### **Goal 5.2**

The Town will be a frequent site for a variety of community events that encourage extensive public participation and identification with the Town of Cutler Bay.

| Objective   | Activities   | Measures & Milestones   |
|---|--|---|
| <b>Increase the number of community special events offered throughout the Town.</b> | <p>The Town Council will reconsider creating a Cutler Bay Special Events Committee and charge that Committee with recommending additional community events, seeking sponsorships, and other activities.</p> <p>Provide recreational activities during the week (ex: Zoo Miami, Computer Classes, Smart Phone Class, Art, etc.)</p> | <p>Town Council to hold a Council Workshop to discuss the creation of a Special Events Committee and create clear Mission Statement, goals and objectives for the new committee. (FY15-16)</p> <p>Town Manager, Parks and Recreations Director, and Communities for a Lifetime Committee to work to identify available resources/programs for Seniors residing in the Town. (FY15-16)</p> |



## Community Identity, Unity & Pride

### **Goal 5.3**

Cutler Bay will have a variety of facilities/amenities that meet the social and recreational needs of residents of all ages, and attract residents from surrounding communities.

| Objective  | Activities  | Measures & Milestones  |
|--|---|--|
| <b>Enhance transportation amenities for residents.</b> | Golf Carts are a popular means of travel for many Cutler Bay residents. The Town currently inspects and licenses those vehicles in addition to requiring golf cart operators to have a valid State issued driver's license. The inability of residents with golf carts to visit Black Point Marina is a source of frustration that should be eliminated. Town officials should vigorously pursue that objective with Miami-Dade County officials whenever possible. | Town's Public Works Department to continue coordinating this activity with Miami-Dade County Public Works Department and Metropolitan Planning Organization. (FY16-17) |

### **Goal 5.4**

Cutler Bay will be viewed as a beautiful Town by its residents and by residents from surrounding communities.

| Objective                                      | Activities   | Measures & Milestones   |
|--|--|---|
| <b>Reduce litter/trash along Town Roadways</b> | Place additional litter receptacles along heavily used bus shelters, benches and high pedestrian traffic roadways. | Town's Public Works Department to continue coordinating this activity with Miami-Dade County Public Works Department. (FY15-16) |



## Community Identity, Unity and Pride

### ***Goal 5.5:***

The educational facilities in Cutler Bay will receive positive ratings from Town residents and students.

| Objective   | Activities   | Measures & Milestones  |
|---|--|--|
| <b>Continue to improve Cutler Bay Student Performance and School Ratings.</b> | Implement the activities and strategies identified in the Miami-Dade County Public School (MDCPS) "Education Compact Agreement" adopted via Resolution #14-03.                           | Town's Education Advisory Committee, Town Council, and Town Manager continue to work closely with MDCPS in order to prioritize goals identified in the Town's adopted "Education Compact Agreement". (FY14-15) |
|   | Partner with Miami-Dade County Public Schools (MDCPS) to provide additional educational and recreational opportunities (i.e. mentoring, internship programs, volunteer activities, etc.) | Town Council, Town Manager, and Town Attorney continue to explore Joint Use Agreements with MDCPS. Town Manager/Grant Coordinator to explore possible grant opportunities. (FY 15-16)                          |



## Goal #6

### PUBLIC SAFETY

Public Safety is clearly the most important service commitment any local government must make to its residents. It is a service that must never be compromised.



## Public Safety

### *Goal 6.1*

To provide a safe and secure community for Cutler Bay's residents and business community.

| Objective   | Activities  | Measures & Milestones   |
|---|---|---|
| <b>Increase the effectiveness and efficiency of the Police Department</b> | The Town's Police Department will study (identify and implement) new technology (i.e. License Plate Readers) in order to help safeguard Town residents and business owners.   | Town Manager and Town Police Command Staff continue to monitor other municipalities' progress (i.e. City of Coral Gables) with the License Plate Reader programs. (FY16-17) |
|   | Advocate for Professional Development Training for the Town's Assigned Police Chief with professional police organizations. This may require Miami-Dade County approval and a reversal of the County's present police services contract policy. | Town Manager and Town Command Staff continue to explore feasibility and benefits for this activity. (FY15-16)   |
|   | The Town Council will adopt a policy of budgeting for increased police staffing, commensurate with increases in the Town's population.  | Town Council to hold a council workshop to discuss long range growth patterns and police service needs. (FY15-16)   |



## Public Safety

### **Goal 6.2**

Optimize the smooth flow of traffic through the Town of Cutler Bay by minimizing traffic congestion and maximizing the capacity of our local roadways.

| <b>Objective</b>  | <b>Activities</b>  | <b>Measures &amp; Milestones</b>   |
|---|--|--|
| <b>Increase safety of motorists, cyclists and pedestrians</b> | Develop and distribute a Traffic Circle Driver Education Program Video to further educate drivers on how to navigate newly installed traffic circles throughout the Town.  | Town Manager, Police Command Staff, Public Works Department, and Youth Advisory Council will collaborate to develop a public awareness video. (FY15-16)  |
|   | Continue to work with the Miami-Dade County to ensure that the Town receives an optimized traffic signal control network as part of the County's new traffic control system.   | Town's Public Works Department to continue coordinating this activity with Miami-Dade County PW Department and Metropolitan Planning Organization. (FY15-16)                                   |
|   | Continue to work with the Miami-Dade County, the League of Cities, the Metropolitan Planning Organization (MPO) and the Legislative Delegation to expand the availability of County transportation services to the residents and businesses within the Town. | Town Manager/Town Lobbyist to continue to work closely with both MPO and Miami-Dade County delegation to implement projects identified in Town's updated Transportation Master Plan. (FY15-16) |
|   | Town will monitor commercial truck traffic and enforce truck route and weight limits.  | Town Police Department's Neighborhood Resource Unit (NRU) to increase enforcement efforts. (FY14-15)   |
|   | Town will monitor and seek ways to reduce traffic congestion along heavily traveled roadways (i.e. Old Cutler Road, Marlin Road, Caribbean).   | Town's Public Works Department continue to work with Miami Dade Public Works Department to implement improvements identified in the adopted Transportation Master Plan. (FY15-16)              |



## Goal #7

### PARKS AND RECREATION

A well-developed park and recreation system will improve the overall quality of life; create a positive sense of Town identity among our residents and increase property values.



## Parks and Recreation

### **Goal 7.1**

The Town of Cutler Bay will develop parks, recreational facilities and recreational programs to meet the current and emerging needs of residents of all ages.

| Objective   | Activities   | Measures & Milestones  |
|---|--|--|
| <b>Revisit the 2009 Parks Master Plan for active/passive recreational opportunities for all age groups.</b> | The Town lacks basketball facilities. Implement recreation facilities as identified in the adopted 2009 Parks Master Plan (Resolution #09-43). | Town Manager/Parks and Recreation Director/ Parks and Recreation Advisory Committee will continue to work closely in order to complete this activity. (FY15-16)  |
|   | Explore the possibility of budgeting and installing weather proof outdoor exercise/weight training equipment in Town owned Parks.              | Town Manager/Parks and Recreation Director/ Parks and Recreation Advisory Committee will continue to work closely in order to complete this activity. (FY16-17)  |
|   | Establish a Town multi-purpose Community Center .  | Town Manager/Parks and Recreation Director/ Parks and Recreation Advisory Committee will continue to work closely in order to complete this activity. (FY16-17)  |
|   | Renovate the Cutler Ridge Park Pool (consider increasing to an Olympic size swimming pool).  | Town Manager/Parks and Recreation Director/ Parks and Recreation Advisory Committee will host a series of public input meetings in order to receive ideas/comments on the design of the new pool facility. (FY16-17) |



## Parks and Recreation

### ***Goal 7.1 (Continued)***

The Town of Cutler Bay will develop parks, recreational facilities and recreational programs to meet the current and emerging needs of residents of all ages.

| Objective  | Activities   | Measures & Milestones   |
|--|--|---|
| <b>Increase the number of park facilities within the Town.</b> | <p>Establish a Joint Utilization Agreement with the Miami-Dade County Public School Board and the Superintendent for the use of existing public school recreation facilities during after school and weekend hours.</p> <p>Explore the possibility of establishing a park with beach/bay access similar to Matheson Hammock Park/Marina.</p> | <p>Town Council/Town Manager/Town Attorney continue to explore Joint Use Agreements with Miami-Dade County Public Schools. Town Manager/Grant Coordinator to explore possible grant opportunities. (FY 15-16)</p> <p>Town Manager/Parks and Recreation Director/ Parks and Recreation Advisory Committee will continue to work closely with both South Florida Water Management District and Biscayne National Park Officials in order to develop a plan of action to complete this activity. (FY17-18)</p> |
| <b>Provide more programs at Town Parks</b>                     | <p>Explore the feasibility and cost of conducting periodic dog obedience training programs in Town owned parks with a professional trainer for interested residents.</p>   | <p>Town Manager/Parks and Recreation Director/ Parks and Recreation Advisory Committee will continue to work closely in order to complete this activity. (FY15-16)</p>  |



## Goal #8

# **CODES AND CODE ENFORCEMENT**

Effective codes and code enforcement services provide a framework for implementing our Town's standards for safety, aesthetics and quality of life.



## Codes & Code Enforcement

### **Goal 8.1**

The Town of Cutler Bay will develop code and code enforcement policies that reflect the needs, views, and values of its residents.

| Objective  | Activities   | Measures & Milestones   |
|--|--|---|
| <b>Continue to review the Town Code Requirements.</b>            | Study existing Land Development Regulations (LDR's) towards establishing more stringent Town code requirements for enhanced landscaping for new residential and commercial developments. | Town Manager and Planning and Zoning Director along with the guidance of a professional consultant to review existing Landscape Requirements identified in LDR's to further enhance new landscaping criteria. (FY16-17) |
|  | The Town's adopted Land Development Regulations (LDR's) should be revisited and strengthened to ensure proper enforcement tools for the Code Compliance Officers.                        | Town Manager, Community Development Department Staff and Town Attorney will work closely to review adopted LDR's and recommend updates. (FY16-17)   |
|  | Encourage higher density mixed use (i.e. Dadeland Style) in Town Center Zoning District.   | Town Manager, Community Development Department Staff and Town Attorney will work closely to review adopted LDR's and recommend updates. (FY16-17)   |
| <b>Improve staff's ability to enforce Town Code Requirements</b> | The Town Manager should consider hiring an additional Code Compliance Officer to work nights and weekend shifts.   | Town Manager/Community Development Staff to review Town Growth Trends and level of code enforcement staff. (FY15-16)  |
|  | The Town will identify ways to address vacant/foreclosed homes within the Town.  | Town Manager, Community Development Department Staff and Town Attorney will work closely to review adopted Land Development Regulation's and recommend updates. (FY15-16)   |



## Codes & Code Enforcement

### *Goal 8.2*

To protect the residents of Cutler Bay by assuming responsibility from the County for administering the Florida Building Code, Plan Review, Permitting, and Inspection.

| Objective                                   | Activities   | Measures & Milestones   |
|---|--|---|
| <b>Enhance Building Department services</b> | The Town should consider setting a long term goal for Building Department to create an Electronic Permitting System.   | Town Manager, Building Official, and Community Development Staff to work closely to complete this activity. (FY14-15) |
|   | Conduct and implement the results of a Best Practices Review for building plan review, permitting, and inspections. This review will cover processes, technology, staffing patterns, and training initiatives to insure effective and efficient practices in the Town. | Town Manager, Building Official, and Community Development Staff to work closely to complete this activity. (FY14-15) |



## Goal #9

### PUBLIC WORKS

A well managed Public Works Department will provide and sustain the Town's physical infrastructure, and contribute significantly to the health and safety of our residents.



## Public Works

### **Goal 9.1**

Develop the Town of Cutler Bay into a model community for the condition of its roads, street lighting, storm drainage facilities, swale maintenance, sidewalks, etc.

| Objective  | Activities  | Measures & Milestones  |
|--|---|--|
| <b>The Town will continue to enhance roadways and pedestrian facilities.</b> | Construct a pedestrian safe walkway from Southland Mall to the Miami-Dade Cultural Arts Center through a partnership with Miami-Dade County.  | Town's Public Works Department to continue coordinating this activity with Miami-Dade County PW Department and Metropolitan Planning Organization through the use of grants. (FY17-18) |
|  | The Town in conjunction with Miami-Dade County Public Works Department will seek to secure more Joint Participation Agreements (JPA's) for corridor improvements; such as Marlin Road, Franjo Road and Gulfstream Road. | Town's Public Works Department to continue coordinating this activity with Miami-Dade County PW Department and Metropolitan Planning Organization through the use of grants. (FY17-18) |
|  | Continue to plant native tress/shrubs in Public Areas.  | Town's Public Works Department to continue implementation of the Town's adopted Street Tree Master Plan as funding is available. (FY14-15)   |
|  | Explore the possibility of creating additional parking on swale along SW 200 Street across from Cutler Ridge Park.  | Town's Public Works and Parks & Recreation Departments to study alternative parking sites along SW 200 Street. (FY15-16)   |
|  | Town to encourage Miami-Dade County to increase mosquito control activities/services during the wet season.   | Town's Public Works Department to continue coordinating this activity with Miami-Dade County Public Works Department. (FY15-16)  |



## Public Works

### **Goal 9.1**

Develop the Town of Cutler Bay into a model community for the condition of its roads, street lighting, storm drainage facilities, swale maintenance, sidewalks, etc.

| Objective  | Activities   | Measures & Milestones  |
|--|--|--|
| The Town will reduce incidences of flooding throughout the community | Implement a Town Wide Storm Drain cleaning program every two (2) years.  | Town Public Works Department to continue implementation of the Town's adopted Stormwater Master Plan as funding is available. (FY14-15)  |
|  | Establish an Ordinance to better address flooding within gated/private communities.  | Town Manager, Public Works Department, Community Development Department, and Town Attorney to work closely to develop a new ordinance which addresses "private" stormwater management systems. (FY16-17) |
|  | The Town's Stormwater Master Plan must be updated since many of the recommended projects have been completed since its adoption. | Town Manager to include funding in the upcoming fiscal years within the Stormwater Utility Fund. (FY15-16)   |

# Integration of Adopted Town Master Plans

The 2006-2011 Strategic Master Plan required the Town to adopt several Master Plans such as the Parks & Recreation, Stormwater Management, Growth Management (Land Development Regulations), Emergency Response, Street Tree, Bicycle and Pedestrian, Transportation, Senior Needs Assessment, and more. Each of these Master Plans have specific goals and objectives, much like the Strategic Plan, and are included in their respective Achievement Area and incorporated as an important part of the 2014-19 Strategic Plan. Some goals may also include strategic initiatives that will be implemented, funded, and tracked as part of the Town's proposed business planning process.

## **GROWTH MANAGEMENT PLAN (2012)**

*Category #3: Growth Management & Infrastructure Needs* - This important plan is required by Florida Statutes and must be reviewed and approved by the State. The Land Development Regulations were adopted by the Town Council via Ordinance #12-03. It sets forth basic standards and has sections on a multitude of Town services and responsibilities. For example the Plan includes sections on Land Use, Housing including Special Needs, Required Infrastructure, including Potable Water, Sanitary Sewers, Storm Water Drainage, Solid Waste, Coastal Management, Environmental and Conservation Standards, Intergovernmental Coordination, Capital Improvements, Transportation, Recreation and Open Space, Educational Facilities, Cultural and Archeological Data, Incentive Programs, Development Bonuses, Transit Corridors, Economic Development, Emergency Response Plans, Conservation Efforts, Parks and Recreation, etc.

## **STREET TREE MASTER PLAN (2008)**

*Category #9: Public Works* - The Street Tree Plan, which was based on a professional study, was drafted in December 2008 and adopted by the Town Council via Resolution #09-02. That study estimated that Cutler Bay would need 6,700 trees for "continuous shade" status along its roads and streets. The study provided a wealth of information on types of trees, the shade they can produce, growth cycles, etc. The initial budget for the shade tree program was 270 trees per year which at that level would take the Town 25 years to meet the continuous shade criteria. This Plan is six years old and should be updated to current status. Public Works should prepare a report before year end that summarizes the level of progress, the number of trees planted, historic budgetary expenditures, including recommendations. This Plan and the Public Works report are considered part of this Strategic Plan and are cited as reference.

# Integration of Adopted Town Master Plans

## BICYCLE AND PEDESTRIAN MASTER PLAN (2010)

Categories #6: Public Safety & #9: Public Works - This Plan, which was based on a professional study and was partially funded through a grant from the Miami-Dade Metropolitan Planning Organization. The Bicycle and Pedestrian Master Plan was approved by the Town Council via Resolution #10-54. Its goal is to “provide for a safe, convenient and connected multimodal transportation system, focused on bicycle and pedestrian mobility for the various uses in Cutler Bay”. It calls for “connectors” between parks, schools, and residential neighborhoods, access to commercial along US1, the Town Center, the US1 Bus way, the Old Cutler District, etc., and the elimination of obstacles. The total estimated cost for these improvements was \$1,319,000. Public Works should prepare a summary report indicating the progress to date; how much funds have been expended, and what is left to complete the recommended improvements. This Plan and the Public Works report are considered part of this Strategic Plan and are cited as reference.

## EMERGENCY RESPONSE PLAN (2008)

Category #6: Public Safety - Florida Statutes, Chapter 252, authorizes and encourages each locally constituted municipality to establish an Emergency Management Program. The Town of Cutler Bay has adopted the Miami–Dade County Comprehensive Emergency Management Plan by reference via Ordinance #10-07. The Town EOP, while intended to be consistent with and coordinated with the County CEMP, is strategic to the particular needs of its citizens and the organization of its government. Town officials have a legal mandate to ensure that the Town is prepared to respond quickly and effectively during the initial phase of any emergency, before county, State and Federal government resources can provide supplemental assistance. Guidance is included in the Town of Cutler Bay Comprehensive Growth Management Plan and the Strategic Management Report. The overall goal of the Town’s emergency management program is to save lives and protect property by developing programs and emergency operational capabilities that mitigates, prepare for, respond to, and recover from any emergency or disaster—whether in peacetime or a situation of national security.

# Integration of Adopted Town Master Plans

## TRANSPORTATION MASTER PLAN (2014)

Categories #6: Public Safety & #9 Public Works - In 2008, the Town completed its first Transportation Master Plan (TMP), which was funded by the Metropolitan Planning Organization's (MPO) Municipal Grant Program. Since that time, the Town has placed great effort into assuring that these funds have not simply gone to produce studies, but have been used to create Capital projects that have since been completed. Primary recommendations of the original TMP were the creation of Municipal Transit Circulator and the development of a Bicycle and Pedestrian Plan. Town staff has completed and continues to implement, items identified in the Bicycle and Pedestrian Plan which, was also funded through an MPO Grant. In 2013, the MPO provided additional grant funding to the Town update the Transportation Master Plan (TMP). The newly updated 2014 Transportation Master Plan has resulted in sixty-three (63) multimodal projects at a potential value of approximately \$21 million.

## PAVEMENT & SIDEWALK ASSESSMENT (2009)

Category #9: Public Works – The purpose of this study was to inventory the condition of existing pavement in the public rights-of-ways within the corporate limits of the Town, excluding State and County maintained roads and private roadways. This project also included a sidewalk inventory that depicts the conditions of existing sidewalks and the extent in which they are deemed a potential safety hazard to pedestrians. In addition to this, they study considered ADA accessibility at street corners. The various projects identified in the assessment are now a part of the Town's 10-year Capital Improvement Program with the goal of improving all of the existing roadways and sidewalks with a “poor grade” by the end of the 10 year period.

## SENIOR NEEDS ASSESSMENT (2013)

Category #3: Growth Management & Infrastructure - The Town of Cutler Bay is a designated “Communities for a Lifetime” (CFAL) municipality by the Florida Department of Elder Affairs. In 2013, the Town and the Town’s CFAL Committee retained a professional consultant to conduct a Senior Citizen Survey and Needs Assessment. The results of the survey will help to establish needed programs and services as well as help set priorities for the Town as it relates to the growing needs of the senior community.

# Integration of Adopted Town Master Plans

## PARKS AND RECREATION MASTER PLAN (2009)

Category #7: Parks & Recreation - The Parks and Recreation Master Plan, which was based on a professional study, was adopted by the Town Council via Resolution #09-43.. This plan provided a general inventory of the characteristic, uses, conditions and functions of the Town's seven (7) parks in the recreation system. The Plan provides guidance in future park development for the Town including, but not limited to; park acquisition, potential partnership opportunities, funding opportunities, and graphic designs for recommended projects. The Town will continue to work with the Parks & Recreation Director and the Town's Parks & Recreation Committee to implement the recommended projects and prioritize long-range activities.

## STORMWATER MASTER PLAN (2008)

Category #9: Public Works – The Stormwater Master Plan , which was based on a professional study, was adopted by the Town Council via Resolution #08-50. The purpose of this Stormwater Master Plan is to identify opportunities to protect surface water quality and reduce flooding within the limits of the Town of Cutler Bay, Florida. This Plan was funded in part by the South Florida Water Management District. As a result of this study, seventeen projects were identified and ranked in order of priority based on severity of observed flooding.

# Summary of Community Outreach Efforts

**The Public Outreach component of the Strategic Master Plan Update was advertised in the following ways:**

- Posted on the Town's Website (Home Page)
- Public Notice posted at the Town Hall's Bulletin Board
- Public Notice published in the Miami Herald on May 29, 2014
- Public Notice published in the Miami Herald on June 5, 2014
- A full color flyer was developed and distributed door-to-door to local businesses, along US#1 and Old Cutler Road Corridors
- A notice was emailed to the individuals that have signed up to be on the Town's email list (Approx. 475)
- Two Large Electronic Message Boards were placed strategically along Town roads, announcing meetings
- News Article published in the South Dade News Leader on June 13, 2014.
- News Article published in the Cutler Bay News the week of June 24 – July 7, 2014.

# Summary of Public Outreach Meetings

The Town conducted eight (8) Public Involvement Workshops at the following locations;

| Date              | Time    | Location                                      | Target Audience  |
|-------------------|---------|---|--|
| June 2, 2014      | 7:00 pm | HealthSouth Rehabilitation Hospital           | General Public   |
| June 4, 2014      | 8:00 am | Town Center Building                          | Business Community   |
| June 9, 2014      | 7:00 pm | East Ridge Retirement Village                 | General Public & Residents of East Ridge                       |
| June 12, 2014     | 12 noon | Cutler Bay Business Association               | Business Community   |
| June 16, 2014     | 7:00 pm | Cutler Ridge Park                             | General Public   |
| August 7, 2014    | 2:00 pm | Saga Bay Apartments for Older Adults          | Residents of Saga Bay Apartments<br>(Spanish/English Workshop) |
| August 8, 2014    | 2:00 pm | Coral Bay Terrace Apartments for Older Adults | Residents of Coral Bay Terrace<br>(Spanish/English Workshop)   |
| September 3, 2014 | 4:00 pm | Town Council Chambers                         | General Public<br>(Summary Meeting)                            |



## TOWN OF CUTLER BAY

### *ECONOMIC DEVELOPMENT PROFILE*

January 2014

10720 Caribbean Blvd., Suite 105, Cutler Bay, FL 33189

**Phone (305) 234-4262 | Fax (305) 234-4251**

[www.cutlerbay-fl.gov](http://www.cutlerbay-fl.gov)

### **Town Mission Statement**

"The Town Council will work to make Cutler Bay an excellent place to live, work and play. Cutler Bay's government will be creative, responsive and respectful in providing innovative and cost effective services to the community."



## **ECONOMIC DEVELOPMENT PROFILE**

### **Local and Regional Economic Profile (Employment Perspective)**

Presently, Miami Dade County economy continues to diversify and expand at a moderate rate with great success. As a result, the County's labor market has recently experienced some of the lowest unemployment rates in the past few years. For instance, there are several sectors of the economy, including but not limiting to, construction, wholesale trade, retail trade, information technology and telecommunication, leisure and hospitality, and financial services that continue to post strong job growth in FY 2012-13. The latest unemployment reports from the U.S. Bureau of Labor Statistics (August 2013), indicated that Miami-County unemployment rate decreased to 8.4 percent in July, down from 9 percent in June, and seasonally adjusted rate down 0.6 points to 8.2 percent. Despite the improvement in the unemployment rate for the month of July 2013, the County unemployment rate is .7 percent above the national unemployment rate of 7.7 percent for the month of July 2013.

In July 2013, several commercial and residential projects in the Town generated over 100 construction jobs for the local economy. Once these projects are completed, the new developments (City Furniture/Ashley Furniture and Point Royale Shopping Center Outparcel) combined will add an estimated 50 new permanent jobs to the local economy. These jobs will be mostly concentrated in the service and retail sectors of the local economy. During the rest of the year and into most of the next fiscal year, the Town of Cutler Bay will continue to add construction and permanent jobs to the local economy as results of the commercial and residential projects approved by the Town Council in FY 2012-13.

The overall regional (Miami-Ft. Lauderdale-Pompano Beach Metropolitan Statistical Area "MSA") unemployment figure for July 2013 was 7.5 percent (.2 percent below the national average), compared to 7.7 percent in June 2013. Furthermore, the regional unemployment figure for July 2013 (7.5 percent) is 1.6 percent less than the unemployment figure reported in July 2012 (9.1 percent). Despite the decrease in the unemployment rate in July 2013, there are several sectors of the regional economy such as local government, transportation, warehousing, utilities, and ambulatory health care services that are still underperforming in terms of job creation in comparison to prior years.





## ECONOMIC DEVELOPMENT

The Town's economic development mission has two major components: (1) direct communication and marketing; and (2) availability of non-financial incentives. Direct communication and marketing is a joined outreach effort that includes the elected body, Town Manager and senior staff. The main objective of this effort is to identify and attract businesses to the Town that will provide added value to our economic base through the creation of new jobs, increase in the tax base, and services desired by Town residents and our existing business community. One of the ways of achieving this objective is through the Town's active participation in local and regional economic development organizations, forums and professional organizations whose mission is to promote the area's local economies. The non-financial incentives are divided into two distinct programs. (1) Expedited building permits, courtesy inspections, and accessibility to the building official and senior inspectors. (2) In-house technical expertise and resources are made available to all development applicants during the planning and permitting process to ensure that approvals are completed within a reasonable timeframe and in a cost-effective manner. This incentive starts with the project's pre-application conference and it ends with a project completion debriefing meeting. The intent of the project debriefing is to have a personal and candid dialogue with the applicants to assess the effectiveness of the Town development approval process. This dialogue allows the Town Manager and senior staff an opportunity to identify and prioritize those areas in the development approval process that needs improvement and/or immediate attention. Our goal is to ensure that all projects in the Town are completed consistent with the Town Code, building permit requirements, industry standards, and within schedule and budget.

In FY 2012-13, the Town's economic development effort was one of the most successful in Miami-Dade County. Several commercial projects totaling more than \$17 million in capital investment and contributing over 300 new permanent jobs to the local economy were either in the approval phase or constructed. These commercial developments were located along the commercial corridor on US 1 and Old Cutler Road. In addition, approximately 10 new housing development projects totaling over 500 new units (single-family, townhomes and apartments) were permitted or constructed in FY 2012-13.

The residential development estimated total capital investment and assessed value contribution is more than \$40 million and \$80 million, respectively. This represents an estimated \$137,000 in new property taxes to the Town. As a result, the Town recorded the highest growth rate (3.7%) in south Miami-Dade County, as depicted below.

In FY 2012-13, the Town committed through grants, developer's contributions and local option gas tax funds approximately \$10.591 million to fund transportation and roadway projects to keep the Town's infrastructure operating in an efficiency manner and with sufficient capacity to meet the existing and future demands of Town residents and businesses.

The Town's economic development also include a "green initiative" that continues to have much success. The green initiative success in FY 2012-13 includes the LEED (Leadership in Energy, and Environmental Design) certification of several commercial buildings, close-out of an energy grant, and continue implementation of the PACE (Property Assessed Clean Energy) Program. As mentioned, in FY 2012-13, Chase Bank became the first commercial building in the Town to be LEED certified by the US Green Building Council.

In addition to Chase Bank, there are two other commercial projects (City Furniture and Point Royale) that are on track to be LEED certified by mid-FY 2013-14. All of these projects are located on the US 1 corridor. The Town also closed-out an energy grant that helped finance over 60-percent of the cost to retrofit the exterior and interior lighting system at the Town Government Center, and the installation of an electric vehicle parking station in the parking lot at Town Hall.

This effort was partially funded by a Florida Clean Energy Grant (\$112,766.46) from the Executive Office of the Governor and the Florida Energy and Climate Commission (FECC) and matching funds from the Town (\$87,936.02). One of the major benefits of this project is the reduction greenhouse gas emission, and a reduction in the building overall energy consumption. This project was closed out in April of 2013. Finally, the Town is still the lead municipality in the implementation of the "Green" Corridor and PACE Program. The intent of the PACE Program is to enable property owners to borrow money to buy solar panels, wind generators, insulation or shutters for their home. This initiative will provide market opportunities for local vendors, specializing in the development, distribution and installation of energy efficient technology that meets the requirement of the PACE Program.

In FY 2012-13, the Town continued to work with developers to redevelop the Town's brownfield areas. A "Brownfield" area site is defined by the U.S. Environmental Protection Agency (EPA's) as a contiguous area of one or more Brownfield sites, some of which may not be contaminated, and which has been designated by a local government by resolution. A "Brownfield" site is defined as real property for which its expansion, redevelopment, or reuse may be complicated by actual or perceived environmental contamination. In FY 2012-13, the Town was the only community in south Miami-Dade with several brownfield projects under construction along the US 1 commercial corridor. These commercial brownfield projects are: (1) new City Furniture; and (2) Point Royale Commercial-Mixed Use development. It is anticipated that these projects will generate an estimated 70 new permanent jobs, and will contribute more than \$12 million in capital investment to the area. These projects are expected to be completed by December of 2013.

The first brownfield project approved by the Town, Olive Garden Restaurant, which is located in the Perrine Brownfield Areas (ID-139911000), has been a total success story in its first year of operation. Presently, Olive Garden is receiving approximately \$2,000 in financial incentive for each employee from the State's Brownfield Redevelopment Bonus Refund for a period of five (5) years, as long as, they generate 80 new jobs, contribute to the community more than \$4.5 million in new capital investment, as agreed to with the State Department of Economic Opportunity. In FY 2012-13, this restaurant has employed between 125 and 150 employees.

In FY 2012-13, there were no major changes to the current land use distribution, in comparison, to prior years. A significant percentage of the Town's land (forty-nine percent) is classified in the broad categories of residential and mixed land use. Currently, there is no acreage in the Town of Cutler Bay that is classified as "Industrial." This land use profile is similar to that of nearby municipalities in that, the land uses are mostly comprised of residential properties relative to commercial, office and institutional uses.

In FY 2012-13, the South Dade Performing Arts Center, continued to be a major attraction for residents and visitors to south Miami-Dade County, and a corner stone of the Town's cultural venue. This state-of-the-art building is designed to seat nearly 1,000 people and has hosted cultural events and musical performances that have attracted local, national and international talent to Cutler Bay and South Dade.



This facility is located on six acres next to the South Miami-Dade Government Center. Both Town and County planners feel that the Arts Center will work as a catalyst for the continuing redevelopment of this important area. In FY 2012-13, the Town approved two major projects (restaurant and senior residential development) adjacent to the Performing Art Center that should be completed in March 2014.

In sum, the implementation of sustainable residential and commercial projects, adoption of the new Land Development Regulations, proactive approach to review and approval of development projects, and cooperation with local and regional partners on economic development projects have made the Town one of the most desirable communities in Miami-Dade County for both residential and commercial development. The Town progressive planning process is slowly transforming the Town's development vision from a conceptual plan into actual sustainable development projects capable of accommodating the Town's growing population and economic base. The new residential developments are attracting a diverse population that includes young families and seniors that will continue to enrich the quality of life of the Town.

This diverse population with different needs and customs will help promote a sustainable economic base capable of meeting their respective needs and the needs of other residents living in the surrounding areas.



For more information, please contact the Town of Cutler Bay at (305) 234-4262 or visit our website at [www.cutlerbay-fl.gov](http://www.cutlerbay-fl.gov).

## Town of Cutler Bay Development Projects



## Legend

## Approved Development Projects (As of May 2014)

**Project: Olive Garden Restaurant**  
Type of Use: Commercial Mixed-Use  
Sq. Footage: 7,676 Square Feet  
No. New Permanent Jobs: 150+ (Est.)  
Capital Investment: \$4.5 Million (Est.)  
**Special Designation: Brownfield Area**

**Project: El Dorado Furniture**  
Type of Use: Commercial Mixed-Use  
Sq. Footage: 69,525 Square Feet  
No. New Permanent Jobs: 50-80 (Est.)  
Capital Investment: \$13.8 Million (Est.)  
**Special Designation:** Green Globes Certification

**Project: Shoppes of Cutler Bay**  
Type of Use: Commercial Mixed-Use  
Sq. Footage: 87,444 Square Feet  
No. New Permanent Jobs: 250 (Est.)  
Capital Investment: \$10.0 Million (Est.)  
Special Designation: Old Cutler Road Historic Highway

**Project: Marilyn Hope's Place - Senior Community**  
Type of Use: Apartments  
Number of Units: 101  
No. New Residents: 230 People (Est.)  
Construction Jobs: 120 (Est.)  
Capital Investment: \$10.5 Million

A compass rose with four points: North (N), South (S), East (E), and West (W). The rose is circular with radiating lines.

**Project: Lakes By The Bay - Parcel Faye**  
Type of Use: Residential (Zero Lot Lines)  
Number of Units: 153  
No. New Residents: 505 People (Est.)  
Construction Jobs: 100 (Est.)  
Capital Investment: \$7.0 Million (Est.)

# Glossary

**Adopted Budget** The Proposed budget as formally approved by the Town Council.

**Amended Budget** The adopted budget as formally adjusted by the Town Council.

**Appropriation** A specific amount of money authorized by the Town Council for the purchase of goods and services.

**Assessed Property Value** The value set upon real estate or other property by the County Property Appraiser before reductions associated with applicable exemptions, such as homestead exemption. Pursuant to Amendment 10 of the State Constitution, annual growth in assessed value on property with homestead exemption is limited to three percent (3%) or the growth in the consumer price index, whichever is lower. The limitation does not apply to new construction on the property or when property is sold, at which time the assessed value becomes the market value pursuant to state law.

**Balanced Budget** A budget in which planned funds or revenues available are equal to fund planned expenditures. In Florida, it is a requirement that the budget adopted by the Town Council be balanced.

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

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

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

**Cash Carryover** Unexpected funds that remain at the end of the fiscal year and that may be used in the next fiscal year.

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



**Debt Service** The payment of principal and interest on borrowed funds such as bonds. In Florida, governments may not borrow for operating purposes. All financings must be for capital.

**Deficit** The excess of liability over assets (or expenditures over revenues) in a fund over an accounting period. Deficit spending is not permitted in Florida.

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

**Expenditures** The disbursement of appropriated funds to purchase goods and/or services.

**Fiscal Year** A yearly accounting period without relationship to the calendar year. The Town's fiscal year is from October 1 to September 30.



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

**Fund** An independent fiscal and accounting entity with a self-balancing set of accounts. Funds are established to attain certain objectives or to simply segregate activities. An example is the Transportation Fund.

**Fund Balance** The excess or deficit of assets over liabilities in a fund. The Fund Balance is not the same as cash carryover.

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

**GIS - Geographic Information System** A system designed to capture, store, manipulate, analyze, manage, and present all types of geographical data.

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

**Impact Fee** A fee charged on new development to finance infrastructure such as roads, parks, schools, fire and police facilities, or other capital purchases required to offset the effects of development and increased congestion.

**Infrastructure** Public domain fixed assets, including roads, bridges, curbs, gutters, sidewalks, drainage systems, and lighting systems.

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

**Mill of Tax** A taxation unit equal to one dollar of tax obligation for every \$1,000 of taxable valuation of property. One mil levied on a property value at \$200,000 would produce a tax levy of \$200.

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

**Operating Budget** A budget for general revenues and expenditures such as salaries, utilities, and supplies.

**Projections** Estimates of anticipated revenues, expenditures such as salaries, utilities, and supplies.

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

**QNIP** A County program that focuses on infrastructure needs neighborhoods. It includes construction and repair of sidewalks, local and major drainage improvements, road resurfacing and park facility improvements.

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

**Stormwater Utilities Fee** Under the provisions of the Florida Air and Water Pollution Control Act (F.S. 403.0891) local governments are required to develop stormwater management programs

**Tax Base** Total assessed valuation of real property within municipal limits.

**Tax Levy** Total amount to be raised by a tax.

**Tax Rate (Property)** The amount of tax levied for each \$1,000 of taxable valuation. The Property Tax Rate is the same as the millage rate.

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



**TRIM** The Florida Truth in Millage Act (F.S. 200.065) serves to formalize the property tax levying process by requiring a specific method of tax rate calculation, form of notice, public hearing requirements and advertisement specifications prior to the adoption of a budget and millage rate.

### **Unincorporated Municipal Services**

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

**Unappropriated** Not obligated for specific purposes.

**Unencumbered** The portion of an allotment not yet expended or encumbered.

**User Fees** Charges for expenses incurred when services are provided to an individual or groups and not the community at large. Effective utilization of user fees depends on identifying specific beneficiaries of services and then determining the full cost of the service they are consuming (e.g. building inspections).

