

TOWN OF CUTLER BAY

ADOPTED OPERATING & CAPITAL BUDGET



For the Fiscal Year Ending
September 30, 2010

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INTRODUCTION AND MANAGER'S MESSAGE



MESSAGE FROM THE TOWN MANAGER

September 23, 2009

Dear Mayor Vrooman, Town Council, residents and community members:

It is my pleasure to submit the FY 2009-10 Adopted Budget. This is the fourth budget that we have produced since the Town was established in 2005. The budget document contains historical, structural, and financial information regarding our government. The document format has been redesigned and now includes departmental narratives, including the budgets of the previous two years.

To make the information easier to interpret, visual representations of the types of expenditures for each department have been added to the narratives. Funding schedules have been co-located within each narrative. We hope that these changes will make the budget document a more useful communication tool for you and our residents. The proposed budget also contains detailed schedules for the Stormwater Utility, and the Capital and Special Revenue Funds. Detailed information regarding reductions and enhancements relative to the prior year budget have been provided in a memo which will be available from the Clerks office or on the website.

We are proud to have received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the fiscal year ended September 30, 2007. The Town has submitted its Comprehensive Annual Financial Report for the fiscal year

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ended September 30, 2008 to the GFOA for consideration of its certificate award.

ECONOMIC SITUATION AND REVENUE BACKGROUND

At this time three years ago, the Town was operating out of the unfinished conference room space on the south side of the Town Hall building. There were a total of four employees, including the Town Manager and the Town Clerk. We have grown substantially since that time in order to provide proper services to the community with the critical support of the Mayor and Council. We deeply appreciate your continued support and respect.

In the past 12 months, we have been at the forefront of several issues, some of which have gained us significant statewide attention and respect. Through the coordinated effort of our dedicated Department Directors and their staffs, we have served the community in an exemplary manner. We currently have only 29 full time positions working in the administration and 51 sworn police officers with five support personnel to manage the responsibilities of demands of 10 square miles and over 41,000 residents. The parks programs employ some 30 to 40 part-time employees each year to meet the needs of our summer and after school programs. These staffs are significantly smaller in proportion than those of other municipalities due to our limited resources (per capita revenues) and our efficient and frugal management practices.

The Town has been awarded grants approximating \$800,000 for FY 2008-09. Significant awards include \$450,000 from the Florida Department of Environmental Protection, \$108,000 from The Children's Trust for programs at the parks, \$60,000 from the County Metropolitan Planning Organization, for transportation issues, \$50,000 from the Florida Division of Emergency Management, and \$100,000 from the Florida Department of Environmental Protection for recycling programs.

Additionally, approximately \$20 million from the Board of County Commissioners' Public Transportation Program (PTP) has been awarded to the Town for roadway improvements to Caribbean Boulevard and Old Cutler Road. The planning for these projects begins this year with the Old Cutler Road project. This effort was finalized this year after several years of negotiations with the County and warding off the attempt of other municipalities to reduce our funding for these projects.

The FY 2009-10 budget will reflect the Town's second 12-month period as a fully operating Town with the inclusion of the parks, roads, and the

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Stormwater Utility. Therefore, due to the previous partial years collections and the current years full year collections, higher expenditures in some budget categories than in the previous years will occur despite the current economic situation due to the separate (non-property tax related) funding sources.

THE PRESENT AND THE FUTURE

The Town of Cutler Bay is in a rapid growth rate in terms of services it provides. The community demands services in excess of those formerly delivered (or not) by the County in a more rapid and responsive manor than the County. With each passing month, the town is more able to deliver more service, which is primarily limited by the town's budget constraints.

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. To this point I note that Town employee awareness has been raised 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 by encouraging employee involvement and recognition to help keep the environment a safe and healthy place for all.

At any given time, residents can see the Department's Neighborhood Enhancement Action Team (NEAT) removing litter from the swales, fixing damaged street signs, repairing potholes, removing illegal signs placed on the swale, and painting over graffiti just to name a few daily tasks which continue to improve the Town's community image.

REVENUE PROJECTIONS

GENERAL FUND 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 our ad valorem revenues, as well as other revenue streams. Our ad valorem revenue accounts for some 45 percent of our yearly revenue stream.

A recent article in the Miami Herald stated that this is the first time that taxable property values in Miami-Dade County have dropped more than they did in 1993 in the aftermath of Hurricane Andrew. That drop in 1993 was 2.9 percent. This year, the Cutler Bay reduction in taxable property value is over **19 percent!** That is the virtual equivalent of 6 Hurricane Andrews occurring at once. We are clearly experiencing an economic disaster.

OTHER REVENUES

Other significant revenue estimates include projected decreases in Electrical Franchise Fees, of \$71,000 or 5 percent, and Judgments and Fines, which are projected to decrease \$100,000 or 33 percent versus the prior year budget. Other licenses and registrations (local business tax receipts, burglar alarms and solid waste franchises) are projected to increase \$95,000, or 90%, as a result of the solid waste franchise ordinance being in place for the entire fiscal year this coming year, and only in place for a partial year last year, resulting in higher anticipated collections of franchise fees.

Local Government Half-Cent Sales Taxes are projected to decrease by \$269,000 or 12 percent, and State Revenue Sharing is projected to decrease by \$122,000 or 12 percent, primarily reflecting weak economic

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conditions in the State (thus lower tax collections to be disbursed to local governments).

The Town must rely on estimates from both Florida Power & Light and Miami-Dade County for utility tax revenues. Due to these estimates, the FY 2009-10 utility taxes are budgeted at \$35,000 or 2 percent less than the prior year budget. The Town is also budgeting decreased revenues from the Communications Services Tax ("CST"), which is projected to be \$566,000 or 37 percent lower than the prior year's budget. The budget for this revenue item is provided by the State Department of Revenue and allocated by municipality. Collections, or allocations, of the CST have not been consistent and the Town is challenging the State with regard to this issue.

CARRYOVER AND RESERVES

Due to conservative financial policies and management efficiencies, Cutler Bay has achieved an exemplary record of coming in under budget in every administrative department since incorporation. Each year, the unexpended funds not allocated to a reserve account, are placed in the next year's budget as a revenue source called Carryover funds. For this reason, our budget is projected to have over \$2.9 million transferred from last year's budget to this year's revenue as savings from management efficiencies.

There are a number of reserves that are part of the operation 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. The budget presentation details the various general fund reserves and their uses.

SPECIAL REVENUE FUNDS

The Special Revenue Fund budget reflects the Town's Building Permit and Planning and Zoning revenues and activities, as well as Park Impact Fees and Law Enforcement Impact Fees and various local option gas taxes received from the State that must be used for prescribed purposes.

CAPITAL PROJECTS FUND

This fund reflects the major Capital Improvement Projects. Funds from various sources are aligned with the specific projects found in the Capital budget.

BUDGET RECOMMENDATIONS FOR FY 2009-10

Based on the June 1 preliminary tax roll, the Town began the process of drafting a budget some 15% less than the prior year budget due to the reduced property values caused by the current economic situation. The value of the certified tax roll for FY 2009-10 was released on July 1 and was significantly lower (a total of over 19% lower than the prior year) than projected in the June preliminary estimation. At its July Meeting the Council adopted the rollback rate of 3.0310 and the staff developed a budget based on this funding level.

The Council changes suggested in the second Budget Workshop during August were used to create the "proposed" budget document for the first public budget hearing in September which was based on the millage rate of 2.6742. After hearing public testimony at the first public budget hearing, the Council made additional revisions to the proposed budget which further reduced the millage rate to 2.5888, which was adopted at the second public budget hearing on September 23, 2009. The financial data included in this budget book reflects the budget and millage rate (2.5888) adopted by the Council at the second public budget hearing.

The average home value in Cutler Bay in 2008 was \$123,740; this property owner would have paid Cutler Bay \$303 in property taxes and paid \$2,055 in County taxes for a total of \$2,358.

The average home value in Cutler Bay for 2009 is estimated at \$101,462. At the millage rate originally set by the Council (rollback rate = 3.0310), this property would be responsible for Cutler Bay property taxes of \$308 and have paid \$1,816 in County taxes for a total of \$2,124. This would have represented a combined savings of \$234, or approximately 10 percent, over 2008.

At the millage rate finally set by the Council at its first Budget Public Hearing (2.5888), this property would be responsible for Cutler Bay property taxes of \$263 and have paid \$1,705 in County taxes for a total of \$1,968. This is a **\$390 reduction** from last year's Cutler Bay property tax bill or a **17 percent reduction**.

GENERAL FUND EXPENDITURES

The cost of living adjustment is budgeted at zero percent change by at least 13 local governments within and including Miami-Dade County for FY 2009-10. Another four local governments are budgeting as much as a 3% COLA increase and at least five are also including merit raises for employees this year. The cost of living adjustment and merit increase present in each year's budget prior to this one is **not** included in the proposed budget for any employee or any Councilmember. While this practice, if continued is expected to be detrimental for continued retention and attraction of high quality employees, it is a necessary statement of solidarity for the current year.

Given the current economy, especially the declining real estate market, we faced monumental funding shortfalls as we developed the proposed budget and this situation may continue into our next fiscal year. There is a great challenge in this temporary downturn: providing the community the upgraded services that they expected when they voted for incorporation, while remaining considerate of the wishes of those who hope to keep taxes low. We are in the middle of the "perfect economic storm". This economic downturn is resulting in plummeting home values, caused in part by the passage of the homestead exemption increase and the portability of homestead values, and when combined with reduction in State revenues it is certainly a very difficult period. However, the significant challenges in addressing service priorities and requirements, which were the primary reasons for incorporating the Town of Cutler Bay, remain. Courage, vision and leadership will help us weather this storm and we will be better and stronger for the future as we take advantage of the unique opportunities that we encounter.

FY 2009-10 PROPOSED BUDGET

Following Council direction, the general budget priorities for FY 2009-10 are:

- To maintain and enhance current levels of service to the extent possible due to the current economic and revenue challenges;
- Provide contingency funds for hurricane and other unique opportunities and emergencies;
- To continue the direction of conservative financial policies and judicious management efficiencies

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- Plan and fund future capital improvements and authorize funds to achieve improvements; and
- Continue implementation of a Stormwater Utility.

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 2009-10 Budget was a tremendous challenge. The revenue losses due to the ad valorem revenue reductions, as well as the voter approved increase of the homestead exemption from \$25,000 to \$50,000 have been staggering.

The FY 2009-10 Proposed Budget is balanced at \$31.3 million, of which \$17.8 million represents the direct operating budget and \$9.7 million represents Special Revenue budgets, \$2.7 million is funding for capital projects, and \$1.1 million relates to the Stormwater Utility Fund budget. The operating budget is 11 percent (\$2.3 million) lower than the FY 2008-09 Final Adopted Budget of \$20.1 million.

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 cuts in services, although significant budget reductions still occur due to the magnitude of the revenue reductions. Of our current 29 full time, non-Council, non-police employees, six are either Department Directors or work directly for the Council. Of the remaining 23, twenty earn less than \$50,000 per year. The total yearly salary line item for general revenue based positions excluding the same positions as above is approximately \$918,000. This amount is only 5 percent of our general operating budget.

During the budget development process, we focused on Council priorities, departmental goals and citizen 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 staffing cuts, improving our public transportation infrastructure, implementing environmental “green” initiatives and addressing the services that mean so much to our community. Two Budget workshops were held in August, where budget policies and priorities were clarified to provide guidance in developing the Proposed Budget.

**FY 2009-10 PROPOSED BUDGET
DEPARTMENT SUMMARY CHANGES**

Mayor and Council

Total Department reduction \$8,754 or 5.4%

Town Clerk

Total Department reduction \$24,942 or 10.8%

Town Attorney

No change from prior year budget

General Government

Total Department reduction \$545,299 or 24.1%

Finance Department

Total Department reduction \$38,493 or 5.9%

Police Services

Total Department reduction \$898,232 or 10.1%

Community Development

Total Department reduction \$227,799 or 13.6%

Public Works

Total Department reduction \$242,487 or 16.9%

Community Services and Parks

Total Department reduction \$215,859 or 13.5%

Town-Wide Overall General Fund Reduction \$2,201,865 or 12.7%

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Despite the challenges we encountered in balancing the needs for services against the desire of property owners for lower taxes, we continued to contribute to the Contingency Reserve. At the end of FY 2008-09, the Contingency Reserve will have an estimated balance of \$3.75 million.

RESERVES

The budget includes a number of different general fund reserves. Based on the Government Finance Officer's Association (GFOA) recommended practices, we strive to maintain an unreserved fund balance of at least 10 percent of the operating revenues of the General Fund. The GFOA makes no specific comment about "contingency reserves," but Cutler Bay has gone further in making this a designated unreserved fund balance, which we call the "contingencies and emergencies" reserve, and exceeding the GFOA's relative recommended level of unreserved fund balance.

For FY 2009-10, we budget additional funds to the contingency reserve (\$250,000), which can be used in the event of any Town-related emergency, unique opportunity or contingency. Additional reserves of approximately \$596,700 are budgeted in FY 2009-10 to provide for revenue stabilization, potential grant matches that may come up during the year, short-term financing costs, and for insurance contingencies. This year's budget increases the various operating reserves as the Town plans for future capital improvement projects and builds prudent emergency reserves.

SPECIAL REVENUE FUND REVENUES (NOT AD VALOREM TAXES)

The following summarizes the increases and decreases of the various special purpose revenues in this fund. Local Option gas tax revenues are expected to decline for the coming budget year, and are projected at, \$595K. Building permit fees reflect the correction in revenue projection to more closely match the Town's experience trends, are projected at, \$480K. The \$1.8 million carryover consists primarily of revenues collected from prior years (primarily impact fees and unexpended gas taxes) and held for appropriation once sufficient funding levels and planning is complete. Expenditure of a portion of this carryover is planned for FY 2009-10 on various Parks and Public Works projects.

SPECIAL REVENUE FUND EXPENDITURES (NOT AD VALOREM TAXES)

For the most part, the Special Revenue Fund expenditures are transfers to the General Fund for specific activities and projects (building and zoning activities and public works projects) and the

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transfer of funds to the Capital Fund for specific capital projects described below.

CAPITAL PROJECTS FUND

In FY 2007-08, the Town established a Capital Fund wherein major capital improvement projects are budgeted. Revenues are aligned to specific projects. The budget includes four new Parks projects, and the funded completion of one project currently in progress, and the associated costs that will be expended within the fiscal year: potential acquisition of Park property, \$871K; completion of Cutler Ridge Park and Pool Improvements, \$172K; Bel Aire Park improvements, \$359K; Saga Lake improvements, \$226K; and Saga Bay Park improvements, \$387K. Reserves of approximately, \$61K are also provided for any project related contingencies that may arise. Project revenue sources for the above include grants from QNIP funds, Safe Neighborhood Bond funds, Florida Recreation and Development Activities Program funds, and Town General and Special Revenue funds.

Additionally, in FY 2009-10, the Town has budgeted for a median improvement project on SW 208th Street, \$683K. The funding for this project is provided wholly by local option gas taxes transferred from the Special Revenue fund.

ACCOMPLISHMENTS

I have attached to this letter, an abbreviated list of accomplishments achieved through the budget direction and policy set by the Council in last years budget. I am certain that this is the type of progress that was envisioned by the voters when they chose incorporation of Cutler Bay.

SUMMARY

We have cut three full time and two part time employees and have reduced the Town-wide overall general fund almost thirteen percent or \$2,201,865. Some services will be reduced and we will lose the ability to take advantage of some opportunities, but we will continue to deliver the best services possible under these difficult circumstances.

CONCLUSION

These are clearly extraordinary times that require extraordinary leadership and extraordinary courage. We thank the Mayor and Town Council for having those qualities, as we believe they have been reflected in this budget. It is essential to continue building our Contingency and other

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reserve accounts for a multitude of reasons. As always, your staff will endeavor to continue to provide the levels of services our community is entitled to, with even more limited resources available for this purpose.

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.

Sincerely,



Steven Alexander
Town Manager

ACCOMPLISHMENTS

Fiscal Year 2008-09

During this fiscal year, the Town continued its significant efforts to further enhance systems and programs that were in place. Additionally, staff continued to be innovative and forward-thinking in its attempts to improve services and begin projects that are crucial to the quality of life for all residents of Cutler Bay. Some of the achievements of the Town are provided below:

HIGHLIGHTED ACTIONS OF THE TOWN COUNCIL

Through the efforts of the Town's Mayor and Council over the past three years, ordinances were enacted that move the Town closer to the vision for the Town created over the past decade by the Cutler Bay community, through their participation in a number of planning processes that captured a unique vision for future development and improvements. In many instances the legislation courageously crafted and passed by your Town Council has set a new standard and established new goals of leadership for other Councils around the State and the Nation.

The Town Council appointed the Charter Review Commission comprised of Town residents and completed its first Charter Revision process. In March 2008, the Town held elections for a Council seat and the Vice Mayor's seat. Our Charter Review questions were prepared for a mail out ballot to make it easier on our voters due to the length of not only our ballot questions, but also the County's lengthy ballot. This process not only increased participation, but also was less expensive than the traditional voting booth method.

The following is a sample of the Mayor and Town Council's accomplishments:

Ordinances were passed to:

- Amend Ordinance 07-07 relating to Nonresidential Design Standards and regulations; providing for the deletion of location requirements; providing for amendments to permitted square footage; providing for Green Building Incentives.
- Grant the request of City Furniture for a rezoning from IU-1 (industrial, light manufacturing district) to BU-1A (limited business district) for property located at 18750 S. Dixie Highway.
- Amend Ordinance no. 2007-24, which Ordinance adopted a Budget for the 2007/2008 Fiscal Year by revising the 2007/2008 Fiscal Year Operating and Capital Budget.
- Adopt the annual update to the Capital Improvements Element within the Town's Comprehensive Plan.

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- Adopt a 10 year Water Supply Facilities Work Plan and amended the Town's Comprehensive Plan (Growth Management Plan) to strengthen coordination between water supply and local land use planning.
- Create regulations related to retail business centers with parking lots containing 25 or more parking spaces; providing for installation of security camera systems for parking lot surveillance.
- Amend Ordinance 08-18 which Ordinance adopted an Operating And Capital Outlay Budget for the Fiscal Year commencing October 1, 2008 through September 30, 2009 by revising said budget to appropriate \$60,000 designated as contingency reserves.
- Amend the Town's Solid Waste Franchise Ordinance (Ordinance 08-01); revising fees for commercial and multi-family residential solid waste collection franchisees; providing for an exemption for tax-exempt organizations from paying a fee to franchisees.
- Amend Ordinance 06-10 entitled, "Floodplain Management Regulations."
- Create regulations relating to the protection of trees within the Town; providing for the regulation of the safeguarding, maintenance, and removal of trees within the right-of-way of the Town of Cutler Bay.
- Amend Chapter 33 "Zoning" Article VI "Signs" Section 33-96.5 relating to the maximum height for flag poles in residential zoning districts.
- Amend Ordinances 08-11 and 08-12 to provide for an extension to the moratoriums on development.
- Update regulations related to temporary storage units and freight cargo containers.
- Replace Chapter 8AA, Article I, II and III of the Town Code of Ordinances to provide terms and conditions for the placement and maintenance of communications facilities or systems, antennas, equipment facilities, and other vertical structures.
- Amend Ordinance 06-22 entitled, "Purchasing"; revising contacts considered permissible under the Town Code of Silence.

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- Amend Section 33-124 "Standards" relating to off street parking requirements for furniture stores.
- Adopt Green Land Development Regulations.
- Help monitor illegal trash placement, unsightly commercial dumping areas and heavy solid waste hauling trucks damage to our roadways.
- Impose fines on false burglar alarms that unnecessarily demand police time and resources. Amended Ordinance 06-28 Relating to Burglar Alarm Fees and Registration. Ordinance 08-02 allows the Town to pro rate the fee for new burglar alarm registrations.
- Create a Business Tax Equity Study Board of residents who own or work for businesses in Cutler Bay to advise the Council of a more equitable fee structure.
- Amend the Tax Schedule for Local Business Tax Receipts and amend the penalties related to Local Business Tax Receipts to reflect statutory penalties.
- Create regulations related to shopping carts, which make it illegal to remove shopping carts from the place of business. This legislation has helped stop shopping carts from ending up on people's yards or in the streets and sidewalks around town (previously, the removal of these ill placed carts had been very expensive for our Town).
- Establish a Homeowners Association registration to improve the communication and coordination between many HOA's and the Town.
- Set aside significant funding to start a "green" or sustainability program to help Cutler Bay become even more environmentally responsible.
- Establish two moratoriums to prevent the building of homes or businesses that are not environmentally friendly until the Town adopts regulations to clarify standards for such "Green" building practices.
- Amend Chapter 19 "Responsible Property Owner and Merchant Act" relating to the registration, maintenance and security of

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abandoned real property, the amount of time permitted to correct a violation and the Town's authority to abate a public nuisance.

- Establish a one of a kind zoning workshop process where citizens have the opportunity to talk one-on-one with developers when they display their projects, in advance of zoning hearings, so developers have the chance to modify projects based on public and Council feedback.
- Create a Stormwater Utility System for the Town.
- Create the "Dangerous Intersection Safety" regulations, providing for recorded image monitoring and enforcement of Red Light infractions.
- Adopt regulations related to smoking in Parks. Additionally, legislation was passed to Amend Ordinance 07-09, Section 10 "Schedule of Civil Penalties", to facilitate use of Code Compliance system for eliminating smoking in non-smoking areas.
- Provide for the issuance of a Solid Waste Franchise for Commercial and Multi-family residential solid waste collection. Requiring a franchise fee for commercial, multi-family residential and residential construction site solid waste collection activities.
- Amend Ordinance 07-24 which adopted an Operating and Capital Outlay Budget for the Fiscal Year commencing October 1, 2007, through September 30, 2008, by revising said budget to appropriate \$200,000 designated as contingency reserves and provide such funds be allocated to the Community Development Department for Green Building Initiatives.
- Create a zoning Planned Unit District.
- Adopt the initial Comprehensive Plan (Growth Management Plan) for the Town in accordance with the provisions of Chapter 163, Florida Statutes.
- Amend Section 33-18 of the Town Code relating to Religious Facilities and Missions.
- Amend Chapter 33 "Zoning" Article VI "Signs" in order to revise the procedural and substantive regulations of signs in the Town and

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provide for an amortization of certain types of nonconforming or prohibited signs.

- Adopt remedial Comprehensive Plan Amendments relating to the Coastal High Hazard Area in accordance with the compliance agreement with the Department of Community Affairs.
- Many other Ordinances were adopted that improved the quality of life in Cutler Bay.

Resolutions were passed to:

- Approve the applicant funding agreement with the State Of Florida, Division Of Emergency Management, allowing the Town to apply for reimbursement of eligible costs incurred during Tropical Storm Fay
- Urge the members of the Florida Legislature to support Florida League of Cities priority issues
- Approve the "interlocal agreement" between Miami-Dade County and the Town Of Cutler Bay relating to the parking fines reimbursement program; approving the annual "general affidavit" to be submitted in order to obtain those funds
- Amend the agreement with Gomez Barker Associates ("GBA"), the appropriations and intergovernmental consulting service that represents the town before the executive and legislative branches of the state government, and approving an increase in compensation to GBA
- Approving the agreement with Spillis Candela DMJM for green building initiatives
- Granting site plan approval for eighteen (18) single family homes generally located south of SW 197th Street, west of Old Cutler Road
- Enter into an agreement with Envirowaste Services Group, Inc. under substantially the same terms and conditions of their existing contract with the Village of Pinecrest, Florida pursuant to Town Ordinance 06-22 for the provision of catch basin maintenance

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- Approving the agreement between the Town of Cutler Bay and James C. Nicholas relating to the provision of impact fee consulting
- Approving the state financial assistance agreement between the Florida Department of Environmental Protection and the Town Of Cutler Bay for stormwater improvements
- Approving the Administrative Order "Fee Schedule for the Building Department" relating to the revision of the Town Of Cutler Bay Building Department fee schedule
- Authorizing approval of the site plan for Saga Bay Park located at 7900 SW 205 street, Cutler Bay, Florida
- Requesting that a Public Transportation Municipal Coalition be created for the municipalities of the Village of Pinecrest, Village of Palmetto Bay, City of Homestead and City of Florida City for the improvement of public transportation in the southern municipal region of Miami-Dade County
- Requesting that the 2009 Florida Legislature equalize funding based on population to provide each region of Florida
- Creating managed lanes on part of the U.S. Highway 1 Busway; requesting the Board of County Commissioners and the County Metropolitan Planning Organization (MPO) to continue to study such a plan, by placing the next level of analysis in the 2009 Long Range Transportation Plan
- Approving the State Of Florida grant assistance agreement between the Florida Department of Environmental Protection and the Town Of Cutler Bay for solid waste source reduction programs (SB 0419)
- Relating to technology services; authorizing the issuance of a Request For Proposals (RFP) for a comprehensive government ERP software system
- Relating to the adoption of the Town Of Cutler Bay Street Tree Master Plan
- Approving an amendment to the contract with Gomez Barker Associates, the appropriations and intergovernmental consulting service

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- Relating to the replacement and installation of sidewalks in the Town; authorizing the issuance of an Invitation To Bid (ITB) for the replacement and installation of sidewalks
- Relating to roadway resurfacing and drainage improvements in the Town; authorizing the issuance of an Invitation To Bid (ITB) for roadway resurfacing and drainage improvements
- Relating to the provision of street sweeper services;
- Relating to the provision of vehicle repair and maintenance services
- Federal representation for the Town; authorizing the issuance of a Request For Proposals (RFP) for federal representation services
- Accepting grant from the Florida Division Of Emergency Management
- Granting a waiver from the provisions of ordinance 07-01 relating to the Old Cutler Road Overlay Zoning District for properties located at 8420 SW 197 Street and 19781 SW 84 Court
- Granting site plan approval for two (2) single family homes located at 19781 SW 84 Court (folio# 36-6003-037-0040) and 8420 SW 197th Street
- Relating to the provision of stormwater improvement project; authorizing the issuance of an Invitation To Bid (ITB) for Cutler Ridge Elementary area roadway and drainage improvements
- Relating to the provision of stormwater improvement project; authorizing the issuance of an Invitation To Bid (ITB) for Saga Bay drainage basins 1.3 and 1.4 roadway and drainage improvements
- Repealing resolution 08-22 relating to the creation of the Town Communications Committee
- Adopting the Town's Comprehensive Parks Master Plan
- Approving the Administrative Order "Fee Schedule For The Planning And Zoning Division" relating to the revision of the Town Of Cutler Bay Planning And Zoning Division Fee Schedule
- Amendment to the contract with Wialan Technology for the provision of wireless security cameras in Cutler Ridge Park to add

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functionality thereto to provide free wireless internet services to park users within Cutler Ridge Park

- Approving the town's local agency certification qualification agreement with the Florida Department Of Transportation ("FDOT") in order to allow the town to receive federal stimulus monies for transportation projects
- Urging the U.S. Congress and the Florida Legislature to fully fund Biscayne Bay Coastal Wetlands projects
- Adopting an Environmentally Preferable Purchasing Policy providing for the Town Manager to implement set policy in all applicable future purchases
- Relating to the adoption of the Town Of Cutler Bay Comprehensive Roadway And Sidewalk Assessment Report
- Authorizing the issuance of a Request For Proposals (RFP) for landscape maintenance services
- Appointing a federal lobbyist service to represent the town before the federal government
- Supporting World Wildlife Fund's 2009 Earth Hour, relating to the raising awareness among the general public about climate change and the Earth Hour event
- Opposing the proposed routes along U.S. Highway 1 or the Ludlam Trail for the Florida Power & Light Transmission line
- Calling a special election on the proposed amendments to the Town Charter to be held on Thursday, June 25, 2009, providing for submission to the electors for approval or disapproval of two proposed charter amendments
- Accepting a grant from the Florida Department Of Law Enforcement Office Of Criminal Justice Grants
- Approving a contract and options with Alcalde And Fay, the appropriations and intergovernmental consulting service selected to represent the Town before the executive and legislative branches of the federal government

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- Approving the agreement to provide for replacement and installation of sidewalks
- Approving the agreement with Environmental Performance System Inc. (EPS) for street sweeper services
- Approving the agreement with Envirowaste Services Group Inc. for roadway resurfacing & miscellaneous drainage improvements
- Approving the agreement to provide for roadway & drainage improvements in the Cutler Ridge Elementary School area
- Negotiate and enter into vehicle lease-purchase agreement and obtain financing for a motor vehicle and related equipment
- Negotiate and enter into an agreement with Groundkeepers, Inc. for the purchase and installation of live oak trees within the town's designated right-of-ways
- Opting out of the cone of silence of Miami-Dade County; providing that the Town shall be governed solely by the requirements of the cone of silence enacted by the Town Council
- Opposing Senate Bill 360 and requesting that the Governor Of The State Of Florida veto this bill
- Awarding contract for vehicle repair and maintenance to Auto Electric Service
- Approving the agreement to provide for paving & drainage improvements in the Saga Bay area
- Authorizing the Town Manager to execute an amendment to the agreement with Kimley-Horn And Associates, Inc. To provide construction phase services for the Cutler Ridge Elementary School area paving and drainage improvements project
- Relating to roadway resurfacing in the town, authorizing the issuance of five separate invitations to bid (ITB) for roadway resurfacing improvements; providing for funding by the American Recovery And Reinvestment Act of 2009

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- Approving the Interlocal agreement between the Town And Miami-Dade Transit agency for federal funding for the installation of bus shelters and additional associated ADA compliance work
- Amending the Town's Comprehensive Parks Master Plan to include retention of the Cutler Ridge Pool
- Approving an agreement with Superior Landscape And Lawn Service for the landscape maintenance service for the town
- Authorizing the town manager to execute an amendment to the agreement with Kimley-Horn And Associates, Inc. to provide construction phase services for the Saga Bay drainage basin 1.3 and 1.4 paving and drainage improvements project
- Approving the selection of Tyler Technologies "Eden" as the comprehensive government ERP software system for the Town
- Approving the Interlocal agreement between Miami-Dade County and the town of cutler bay relating to the transfer of the lakes by the bay park property and associated funding
- Certifying and declaring the results of the special election held on June 25, 2009 to vote on two charter amendments
- Determining the proposed millage rate, and the date, time and place for the first and second budget hearings as required by law
- Approving the selection of Playmore Recreational Products & Services for the installation of playground equipment, safety surfacing and a shade structure on the playground at Saga Bay Park
- Declaring certain property to be surplus in accordance with Town Ordinance 06-22; providing for the revision of the town inventory
- Supporting the town's participation in the State Of Florida's Energy Economic Zone Pilot Program
- Approving the memorandum of understanding between the Town and Miami-Dade County for the enforcement of commercial and multi-family recycling programs

Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

- Authorizing the Town Manager to issue a purchase order amending the agreement with Marlin Engineering, Inc. To provide engineering and surveying services for street improvements on SW 208th Street between SW 87th Avenue to Old Cutler Road
- Contract with a firm to perform grant writing services in connection with an application for a grant from the United States Department Of Commerce, Broadband Technology Opportunities Program (BTOP)
- Supporting the construction of a traffic circle at the intersection of Caribbean Boulevard and SW 192 drive
- Requesting Miami-Dade County to cease construction of a chain link fence along the bike path on SW 87th Avenue between Old Cutler Road and SW 216th street and requesting the county to remove the existing chain link fence along the path
- Supporting a state ban on text messaging while operating a motor vehicle, or alternatively supporting state legislation permitting local measures to ban text messaging while operating a motor vehicle
- Approve a change order for Recreational Design & Construction, Inc.
- Apply for grant funding from the Safe Neighborhood Parks bond program for parks projects; providing for the completion of the projects
- Approving the selection of John Deere Company for the purchase of a replacement utility vehicle
- Supporting the Florida Public Service Commission's decision to order Florida Power And Light to disclose top executive salaries

TOWN ADMINISTRATION ACCOMPLISHMENTS

- The Town took all of the steps necessary to apply for a Tree City USA designation.
- Negotiations continued with Miami-Dade County to receive over 30 acres of parkland and lake for the recreation demands of our residents.

Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

- Evaluated our police service and prepared a recommendation to the Council relative to establishing our own Police Department.
- Negotiated a revised agreement with MDPD, gaining new advantages over the prior agreement for police services.
- Successfully secured some \$8 million from Miami-Dade County PTP funds for roadway safety and environmental improvements on Old Cutler Road.
- Successfully secured some \$11 million from Miami-Dade County PTP funds for roadway safety and environmental improvements on Caribbean Boulevard.
- Initiated a Federal fund-seeking program to take advantage of Stimulus and other programs.
- Initiated a cost savings-joint program with the Town Attorney.
- Negotiated free publicity from ATT to promote the Yellow Pages opt-out program for Cutler Bay, which also encouraged recycling of the Yellow Pages by residents.
- Successfully negotiated an agreement with the County to provide enforcement of the commercial recycling ordinance.
- Revised the budget schedule to provide for earlier review of the budget by citizens.
- Restructured the management of the Burglar Alarm and Occupational License programs to gain increased accuracy and revenue security.
- Revised the budget book structure and organization.
- Evaluated numerous properties for possible acquisition for public facilities, such as park or open space.
- Directed the creation of "Green" Local Development Regulations.
- Directed the creation of Town's overall sustainability strategy.
- Directed the creation of a national precedent-setting pair of moratoria to support Green Building guidelines.
- Directed the creation and implementation of a new Floodplain Management Ordinance, which will reduce residents' cost of flood insurance.
- Directed legal research and support regarding potential acquisition of various properties.
- Directed the research and drafted strategies in issues related to Town-initiated road closures.
- Directed the negotiations for the eminent conveyance of Lakes by the Bay Park.
- Directed the Town's efforts to secure stimulus funds.
- Directed the creation of the precedent-setting Security Camera Ordinance to help provide security for retail customers in the Town.
- Directed the drafting of a traffic safety ordinance to help reduce the running of Red Lights and the contract to install the devices.

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- Led negotiations related to the Public Transportation Program (PTP) Allocation to enable Cutler Bay residents to gain some \$1 million per year in funding from the County.
- Directed the successful negotiations for \$20 million PTP monies for Old Cutler Road and Caribbean Boulevard improvements.
- Directed the negotiations for Bus Shelter revenue allocation to the Town.
- Directed the Town's first charter review process, which included a very successful charter amendment election.
- Assisted in the successful procurement of the Town's first capital improvement projects.
- Directed the creation of a model Request For Proposal/Request For Qualifications and Invitations To Bid for use in all procurements, thus reducing future legal costs associated with competitive bidding.
- Directed the creation of the code enforcement process and the creation of forms for use in code enforcement.
- Encouraged the legal challenge to SB 360, which law seeks to reduce the Town's ability to self-govern without undue interference from the State Legislature.
- Directed the creation of an Art in Public Places ordinance.
- Directed the creation of an Ordinance creating a Town Foundation to enable charitable donations to the Town.
- Directed the creation of Business Tax Certificate increase process and Ordinance.
- Directed the creation of a Council meeting procedures and explanation of Town government publication.
- Directed the resolving FEMA issues.
- Directed the creation of a Communications Services Ordinance and Right-of-Way Regulations in order to protect our roadways and various rights.
- Led the negotiating of Cell Tower leases within the Town.
- Obtained a favorable opinion from the Department of Revenue regarding applicability of statutory roll back requirement to the Town.
- The Town Manager has also taken steps along with the Town Attorney to reduce legal costs.
- Helped negotiate maximum county monies for Lakes by the Bay Park.
- Directed the negotiations with the County Elections Department to handle the costs associated with the Special Charter election.
- Provided training for selected staff including the following beneficial education opportunities: CPR (Cardiopulmonary Resuscitation), Defensive Driving, OSHA (Occupational Safety and Health Administration), Municipal Park and Playground Safety and

Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

Maintenance and also Turkey Point Nuclear Power Plant emergency response, Bio-readiness, Before Disaster Strikes, LAP (Local Agency Program) Certification, ARRA (American Recovery and Reinvestment Act) for roadway project and transit and Hurricane Preparedness EOC (Emergency Operation Center).

- Advertized, interviewed, screened, processed, and hired approximately 28 summer counselors for the Cutler Ridge Park Summer Camp including advertising, background check, drug testing, processing all necessary documentation, and orientation.
- Reevaluated Insurance Benefits for cost effectiveness and economy, which entailed meeting with various carriers and reviewing several options that were best suited for the Town.
- Participated in the Florida Human Resource Roundtable and the FPPA (Florida Public Personnel Association) to stay current with the best, most cost efficient practices.
- Acquired 10 emergency-issued cell phones (at no cost to the Town) with coordination through AT&T Wireless in the event of a hurricane or emergency situation.

TOWN CLERK ACCOMPLISHMENTS

- The development and launch of three new web pages, "Going Green", "Kids Page" and "Lost Pets".
- Added Resolutions/Ordinances webpage with access to 395 documents, as well as a Press Release and Town newsletter/E-brief page.
- The Town Clerk's office conducted 682 lien searches (to date).
- Staffed nine Council Meetings, four Special Meetings, and six Council Workshops.
- Distributed seven monthly E-briefs to email opt-in list.

COMMUNITY DEVELOPMENT ACCOMPLISHMENTS

- Established a Geographic Information System (GIS), which enables staff to locate, and analyze patterns and trends within the Town through different map layers that had been created, such as zoning, council districts, assisted living and group home facilities locations, emergency contacts by address and location, flood hazard zones by flood boundary, and setback maps regarding sheds and other encroachments.
- Developed a webpage with useful informational resources, such as the Growth Management Plan, Land use maps and zoning districts,

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- code enforcement districts by officer; and, links to the Florida Statutes, Town Code, and the Miami-Dade Code of Ordinances.
- Completed a Town Growth Management Plan, along with the various mandated amendments, including Capital Improvement element, Water Supply Plan Element, Public School Concurrency Element, and Coastal High Hazard Area designation.
 - Improved community regulations associated with property design and development actions.
 - Drafted new regulations relating to signs.
 - Drafted “green” development requirements to further sustainable development.
 - Drafted ground breaking protective moratoriums on all development within the Town, while green standards were being prepared, preventing further unsustainable development from occurring.
 - Held zoning workshops for several significant projects.
 - Drafted an ordinance for parking standards applicable to furniture showrooms to enable the first “green” furniture store.
 - Implemented “green” programs and completed a detailed application for Certified Green City designation.
 - Reviewed and analyzed site plan approval applications for several significant developments.
 - Responded to over 250 citizen’s requests for information and services, such as providing zoning letters for properties in transition or involved in real estate transactions, preparing code interpretations in all zoning classifications, and, through the Town Clerk’s office, searching records for information regarding mounting foreclosure problems.
 - Responded to over 800 issues raised by citizens through GovQA, our “at your service” webpage.
 - Met with residents directly at their homeowner associations (HOA’s).
 - Provided assistance with code enforcement education and planning activities.
 - Assisted with the coordination between HOA’s and banking institutions regarding foreclosures in various neighborhoods.
 - Improved weekend code compliance patrolling, in a “green” fleet consisting of entirely hybrid vehicles.
 - Improved the aesthetics of the Town’s commercial corridor and neighborhoods through Code Enforcement actions.
 - Code enforcement staff worked with private property owners on methods to retain shopping carts on private property, and not the public right-of-way or off-site.

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- In order to comply with new sign regulations, efforts have been underway for removal of illegal signs and proper permitting for un-permitted signs.
- Other code enforcements efforts include permitting and maintenance activities related to on-site storage containers.
- Requiring commercial property owners to repave and replant landscaped areas within surface parking lots along US 1 and Old Cutler Road.
- Issued 225 new Certificates of Use and local business tax receipts and 6 new solid waste franchises. Additionally, processed 621 local business tax receipt renewals.
- Performed field inspections to assure compliance and responded daily to actions related to code enforcement related complaints.
- Continued efforts to gain compliance of commercial booths within the US1 Discount Mall.
- The Building Department implemented a new software system to improve the handling of permits and inspections by more efficiently tracking permit activity, inspections and contractor registration.
- The new Town-wide accounting system was purchased this year and will provide citizens web access to schedule and view the results of building inspections. A major initiative will involve implementation of a new electronic document storage system for building services.

FINANCE ACCOMPLISHMENTS

- The Town was awarded the prestigious Government Finance Officers Association (GFOA) award for excellence in financial reporting for its Comprehensive Annual Financial Report (CAFR) for the year ended September 30, 2007.
- The CAFR for the year ended September 30, 2008, has been submitted to the GFOA for consideration of its award.
- Coordinated the independent valuation of the Town's parks.
- Coordinated the independent valuation of the roadways.
- Researched the Town's accounting needs extensively and coordinated the selection and purchase of Accounting Software.
- Instituted procedures to process applications and recurring franchise fee returns pursuant to the Solid Waste Franchise Fee ordinance. Since implementation, approximately \$195,000 in franchise fees have been collected and used to support the Town's general fund operations.
- A new Finance Clerk was budgeted to facilitate the tracking and billing of burglar alarm fees and fines. Since hiring of additional

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staff, the revenue collected for the first nine months of this year (\$66,000) has already exceeded last year's total revenue (\$62,000).

PARKS AND RECREATION ACCOMPLISHMENTS

After School Programs

The Children's Trust renewed funding for the After School Program in the amount of \$96,209. This funding allows 75 children ages 6 to 13 to attend the After School Program at Cutler Ridge Park free of charge. The Trust funding covers the salaries and benefits for one full-time and three part-time employees for the 10-month program, the Computer Instructor, transportation to the program, daily snacks for each of the participants, as well as some recreational and educational supplies.

Park Improvement Projects

Cutler Ridge Park Picnic Pavilion was partially funded through a grant and was completed in March 2009.

- The installation of the long-awaited lighted Cutler Ridge Park Soccer Field was completed during the summer of 2009, funded through grants.
- Cutler Ridge Park Walkway provides residents with a place to walk or jog on a stable surface, even at night while the soccer field lights are on. The Town Council allocated \$60,000 for the completion of a quarter mile concrete walkway around the soccer field.
- During the summer of 2009, Cutler Ridge Pool received upgraded circulation system equipment, including pumps and filtration, new covered spectator seating and walkways, fencing modifications, and construction on a new multi-use building began.
- The removal and replacement of Saga Bay Park's outdated playground equipment and the installation of a shade structure over the new equipment began during the summer of 2009.
- The Town, along with numerous volunteers and contractors, conducted its second annual Earth Day clean-up at Saga Bay Park, clearing out approximately one-half acre of cane grass and Brazilian Pepper plants.
- In recognition of Arbor Day, six Live Oak trees were planted at Saga Bay Park.

Security

- Four security cameras and a video monitoring/recording system were installed at Cutler Ridge Park. The cameras monitor activity in the parking lot, playground, and tennis courts on a 24-hour basis.

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The cameras aided in the apprehension of three juveniles who had been “tagging” numerous buildings and signs around Cutler Bay with graffiti.

Free Learn To Swim Lessons

- 400 children received one free Learn-to-swim lesson session. For the second consecutive year, free Learn-to-swim lessons were offered at Cutler Ridge Pool to first-time swimmers during the summer. Each session consisted of 10 lessons in a group setting.
- Approximately 1,000 people participated in the ghostly activities during the Annual Haunted House, with a costume contest and haunted hay rides in conjunction with the Cutler Ridge elementary School PTA's Fall Festival.
- Approximately 2,000 residents enjoyed free barbecue, entertainment, rides, games, pie auction, food fight, and socializing with friends and neighbors at the third annual Founder's Day event at Cutler Ridge Park.
- The Third Annual Easter Egg Hunt at Cutler Ridge Park drew more than 200 eager hunters who found 2,000 eggs in less than ten minutes.
- The Parks and Recreation Department celebrated the Fourth of July with a Parade and Fireworks in conjunction with the Whispering Pines Civic Association and the Whispering Pines Women's Club during the 42nd Annual parade and community picnic.
- Monthly Ping Pong tournaments drew a different clientele to Cutler Ridge Park. The double-elimination tournaments drew some serious and some not-so-serious table tennis players to the park the first Monday of the month. Each month saw an increase in the number of players.
- The Cutler Bay Parks After-School Program provided opportunities for an average of 68 children per day in programs that included homework assistance, fitness activities, computer classes, and recreational activities.
- Approximately 60 children per day participated in the eight Teacher's Workday and Holiday Camp Programs (Winter and Spring) that took place at Cutler Ridge Park.
- 350 children were registered for the ten week Summer Program at Cutler Ridge Park that included recreational activities, weekly field trips, and swimming activities.
- Parks and Recreation Department staff and contractual employees provided seasonal support for five youth sports leagues and one adult sport league based in Cutler Bay, including preparing facilities, lining fields, park clean-up, etc. The leagues included:

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- o The Cutler Ridge Soccer Club - Fall Season and Spring Season at Cutler Ridge Park with approximately 450 participants per season.
- o Perrine Baseball and Softball Association – Fall Season and Spring Season at Franjo Park with approximately 600 participants per season.
- o Palmetto Raiders Youth Football – Fall Season at Bel Aire Park with approximately 300 participants.
- o Riptides Swim and Water Polo Team – year round at Cutler Ridge Pool with approximately 125 participants.
- o Killian Lacrosse Club – Spring season at Bel Aire Park – approximately 40 participants.
- o Cutler Bay Adult Soccer – Four seasons on a year-round basis at Bel Aire Park – approximately 80 participants per season.

LAW ENFORCEMENT ACCOMPLISHMENTS

Crime is down significantly

- The crime rate has been reduced a total of 13.76%, when compared to the previous year to date with the exceptions of “shoplifting” type crimes.
- The Police Major and the Command Staff meets twice a month and walks the community to meet residents and inquire about the needs of the community, giving the residents the opportunity to meet their Police leadership and directly provide their input.
- The Road Patrol Units have been commended for their capture of several subjects while the crime was in progress.
- The General Investigations Unit (GIU) has been able to maintain their burglary closure rate within the national average of 12.6%.
- A sergeant has been certified as a Crime Prevention Practitioner, which allows him to conduct crime prevention surveys and inform businesses and residents on how to protect themselves from being victims of crime.
- The Neighborhood Resource Unit’s (NRU) Officers identify community problems during their daily patrol and have one month to assess the problems and utilize the necessary resources to resolve the issues.
- NRU identified and was successful in securing restitution for the damage caused by individuals that were painting graffiti throughout the Town.

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- The NRU, with other police officers, instituted a summer basketball league for middle school students, creating a bond between the officers and the Town's juveniles.
- The NRU has established five crime watches and instituted a holiday "Adopt A Family" program, where our police officers provide gifts and food for a needy family in the Town during the holiday season.
- The NRU created a successful Anti-Bullying Program at Cutler Ridge Park.
- NRU assists the Town with the bi-annual community bike ride.
- Through wise, fair, and efficient traffic enforcement, the Traffic Unit has been able to decrease traffic accidents, as well decrease the speed of all drivers within the Town limits.
- During the school year, school zone initiatives are created to ensure the safety of the children walking to and from school.
- The Crime Suppression Team (CST) in cooperation with the GIU, and several other MDPD resources, solved an animal cruelty case that drew national media attention.

PUBLIC WORKS ACCOMPLISHMENTS

Debris Removal

- Neighborhood Enhancement Action Team Members removed/picked-up over 69 tons of illegally-dumped debris from Town streets, which is our average of debris pick-up every year. This is litter that you don't see anymore thanks to this team!
- Removed an average of 10 shopping carts on a daily basis from our streets and sidewalks.

Street Signs

- Repaired 38 Stop signs throughout the year that were damaged by vehicles (within 24 hours of the damage reported or observed.)
- Initiated a program to combine street name signs and stop signs which eliminates one pole per direction, resulting in less cost and less staff time for a double savings to the residents (to date, we have completed approximately 29).

Sidewalk Repairs

- Completed a Town-wide Sidewalk & Roadway Assessment Report, which identified 1,500 problem locations.

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- Successfully expedited the repairs of potentially dangerous and; therefore, expensive broken sidewalks with Miami-Dade County Public Works, which were associated with County owned roadways.
- Additionally, the Town completed repairs on over 120 potentially dangerous areas.

Over 540 Trees Planted

- The Town is committed to plant a total of 286 trees in the current fiscal year in the Town-wide Live Oak Tree Planting Program (second year). A yearly total of 138 trees have been planted as of August 2009. By the end of this year, your Town will have planted over 500 trees.
- Subsequent to public workshops and Council approval, we completed a Street Tree Master Plan.

Potholes

- The Town repaired over 43 potholes on Town owned roads.

Unsightly and illegal Signs Removed

- Removed approximately 1,600 illegally placed signs along the Town's roadsides.
- Removed an additional average of 16 signs illegally posted on poles, trees, street signs, etc., per week.

Trash Piles Removed

- Assisted the Town's Code Compliance Department by identifying bulk trash piles, which had not been called in for pick-up, thereby dramatically reducing the time that big piles of trash lay beside our streets.
- Removed over 52 Christmas Trees from the Town's roadways.

Weekend Debris and appearance Patrol

- Created a weekend patrol to keep our roadways clean during the weekends. The weekend patrol was responsible for the removal of approximately 1,400 illegally-placed signs from our roadways.

Improvement Projects

- Completed the \$32,000 installation of over 230 Stop Bars on Town-owned roads.
- Completed the \$65,000 worth of repairs (approx. 200 sidewalk area replacements) of a total identified 1,400 "severely" damaged sidewalks.
- Received a \$60,000 grant for and created a Transportation Master Plan.

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- Completed an \$85,428 Roadway/sidewalk assessment report and Capital Improvement Plan.
- Completed a \$150,000 Streetscape Tree Planting Program (272 Live Oak Trees).
- Completed an Environmental Protection grant, which was funded at \$500,000 for a Capital Improvement Project (Cutler Ridge Elementary School Drainage/Roadway Improvements).
- Installation of an additional five "Key" Intersection-Emergency generator control panels.
- Secured funding and construction from the County for a \$120,000 Traffic Circle at Caribbean Boulevard and SW 192 Drive to provide a safer intersection.
- Provided research and documentation and applied to revise our status with FEMA's Community Rating System (CRS) to enable our residents to gain a better rate from the Flood Insurance Discount Program.
- Received approval from Miami-Dade Public Works to reduce the number of travel lanes from 4 to 2, along the Town initiated SW 208th Street Improvement Project.
- Completed several safety and maintenance repairs to the Town's Emergency Management school buses to ensure their readiness for emergency service during hurricanes or other disasters.
- Negotiated approximately \$80,000 of intersection safety improvements from FDOT and Miami-Dade County for the intersections of SW 82 Avenue and Old Cutler Road, and SW 107th Street and US-1, at no cost to the Town.

Town Events

- Participated in Town's Founder's Day picnic celebration set-up and clean-up.
- Provided information and spoke to residents concerning the Recycling Outreach program at the following events:
 - Whispering Pines Woman's Club.
 - Career Resources Expo.
 - Arbor Day.
 - Founder's Day picnic celebration.
 - Festival of Govt. Services (East Ridge)
- Assisted in Town's Lincoln City park clean-up event.
- Assisted in the Town's Arbor Day / Proclamation Event.

Disaster Preparation

- Completed and tested the installation of the Emergency Generator electric transfer switch at the Cutler Ridge Park Building to facilitate

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- the use of the building as a secondary emergency operations center.
- Participated in the educational 2009 Hurricane Drill at the City of Homestead Satellite EOC.
- Facilitated the installation of two (2) traffic signal generator transfer switches at no cost to Town residents.
- Town staff continues to attend Homeland Security NIMS training courses; Town Senior Management has completed required NIMS courses.
- The majority of Town staff has successfully completed "basic" First Aid/CPR training by the American Red Cross.
- Last fiscal year, the Town's Public Works Department, through an outside contractor, has installed 10 key intersections with emergency power for traffic signals for increased safety for our community. Additionally, this year the Town's contractor completed an additional 5 intersections.

TOWN ATTORNEY ACCOMPLISHMENTS

- Assisted in drafting "Green" Local Development Regulations.
- Assisted in drafting the Town's overall sustainability strategy.
- Assisted in drafting a national precedent setting pair of moratoria to support Green Building guidelines.
- Assisted in reviewing applications and advising Council on the major land development site plan and zoning issues.
- Assisted in drafting new furniture store parking regulations to enable the first "green" furniture store.
- Assisted in drafting new Land Development Regulations (i.e. Zoning Code).
- Assisted in implementation of a new Floodplain Management Ordinance, which will help reduce citizen's cost of flood insurance.
- Provided legal advice and support regarding potential acquisition of various properties.
- Assisted in drafting and creating a new Impact Fee schedule for the Town.
- Assisted in handling issues related to Town initiated road closures.
- Assisted in the eminent Conveyance of Lakes by the Bay Park.
- Assisted in helping the Town to secure stimulus funds.
- Researched and drafted the precedent setting Security Camera Ordinance to help provide security for retail customers in the Town.
- Drafted an ordinance designed to encourage the recycling or non-production of unwanted Phone Books.

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- Drafted a traffic safety ordinance to help reduce the running of Red Lights and the contract to install the devices.
- Public Transportation Program (PTP) Allocation research to enable Cutler Bay residents to gain some \$1 million per year in funding from the County.
- Assisted with the successful negotiations for \$20 million PTP monies for Old Cutler Road and Caribbean Blvd. improvements.
- Researched and assisted in the negotiations for Bus Shelter Revenue Allocation to the Town.
- Drafted a Wi-Fi Pilot program.
- Assisted with and provided research and drafting for the Town's first charter review process, which included a very successful charter amendment election.
- Assisted in the successful procurement of the Town's first capital improvement projects.
- Prepared a model Request For Proposal/ Request For Quotations and Invitations To Bid for use in all procurements, thus reducing future legal costs associated with competitive bidding.
- Streamlined the code enforcement process and the creation of forms for use in code enforcement.
- Assisted with the legal challenge to SB 360, which law seeks to reduce the Towns ability to self govern without undue interference from the State Legislature.
- Researched and drafted an Art in Public Places ordinance.
- Researched and drafted an Ordinance creating a Town Foundation to enable charitable donations to the Town.
- Drafted a Lender Registration Ordinance.
- Drafted a Business Tax Certificate Increase Process and Ordinance.
- Assisted in the preparation of new Council meeting procedures and explanation of Town government publication.
- Provided Employment Law advice including military pay, unemployment compensation, and termination agreements.
- Drafted a Flagpole zoning ordinance revision.
- Assisted in resolving FEMA issues.
- Assisted in completing the comprehensive plan process and settled an administrative challenge.
- Drafted a Communications Services Ordinance and Right-of-Way Regulations in order to protect our roadways and various rights.
- Assisted in negotiating Cell Tower leases within the Town.
- Obtained a favorable opinion from the Department of Revenue regarding applicability of statutory roll back requirement to the Town.

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Cost Reductions

The Town Attorney working with the Town Manager has also taken the following steps to reduce legal costs such as:

- Deferred a contractually authorized 5% hourly fee increase from March 2009 to October 2009.
- Created a template for RFP-type solicitations that can be reused by administrative staff without further review by the Law Office.
- Created a template for goods and services contracts that can be reused by administrative staff without further additional review by the Law Office.
- Reduced the law firm role in preparing most resolutions to one of reviewing the work of Town staff.
- Reduced lawyer attendance at council meetings and workshops to no more than one attorney whenever possible.
- Created a code enforcement system to be less dependent on legal staff and reduces hearing dates to a single day each month.
- Requested that the county police legal advisor handle most questions from the police department.

Revenue Enhancement

The Town Attorney also used their relationships and experience in performing a number of revenue positive services for the Town including

- Helped negotiate maximum county monies for Lakes by the Bay Park.
- Helped persuade the County Elections Department to handle the costs associated with the Special Charter election.
- Assisted with:
 - Negotiating for bus bench and shelter advertising revenues.
 - Negotiating with cellular telephone providers for leases with the Town.
 - Negotiating with the county for share of PTP money.
 - Negotiating Joint Project Agreement with County for road improvement grants for Caribbean Blvd. and Old Cutler Road.
 - Securing additional revenue telecommunication services providers under town tax.
 - Securing legislative approval for increase in business license fees.

TOWN OF CUTLER BAY OPERATING & CAPITAL BUDGET

FISCAL YEAR ENDING SEPTEMBER 30, 2010

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.

TRIM:

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

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

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

The Town Charter:

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

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

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

Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

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

Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

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.

BUDGET CALENDAR

June	Department Directors submit budget requests and capital improvements are reviewed.
July	Tentative Budget is prepared by Town Manager.
July 1	Certification of Taxable Value by the County.
July 17	Maximum millage rate adopted.
August 4	Notify the Property Appraiser of Proposed Millage Rate.
August 24	TRIM notices are mailed by County.
September 10	1st Budget hearing.
September 23	2nd Budget hearing and adoption of Budget and final millage rate.
September 25	Deadline for notifying Property Appraiser and the Tax Collector.
October 23	Certify compliance with Chapter 200, F.S. to the Florida Department of Revenue.

BUDGET AND ACCOUNTING BASIS

The basic building block of governmental finance is the "fund". Generally Accepted Accounting Principles (GAAP) provides the following definition of a fund:

A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes

Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

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 of Cutler Bay uses various funds to account for its activities, including the General Fund, various Special Revenue and Capital Projects Funds, and a Stormwater Utility Fund. The General Fund or Operating Fund, as it is generally referred to, accounts for traditional governmental services such as Police, Park and Recreation and the administrative departments. Revenues such as property taxes, State taxes, and charges for services are also recorded in the General Fund. The General Fund is one of the funds for which a budget is adopted and the budgetary level of control is at the Department level.

Special Revenue Funds are used to account for revenues or grants that are for a specific purpose. The Town is currently using these funds to account for transportation and stormwater projects, as well as after school care programs for children, all of which are primarily supported by grants.

The Town Capital Projects Fund is used to account for significant park related acquisition and improvements, as well as to account for a planned roadway improvement project. A capital outlay (expenditure) is 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); or assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

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

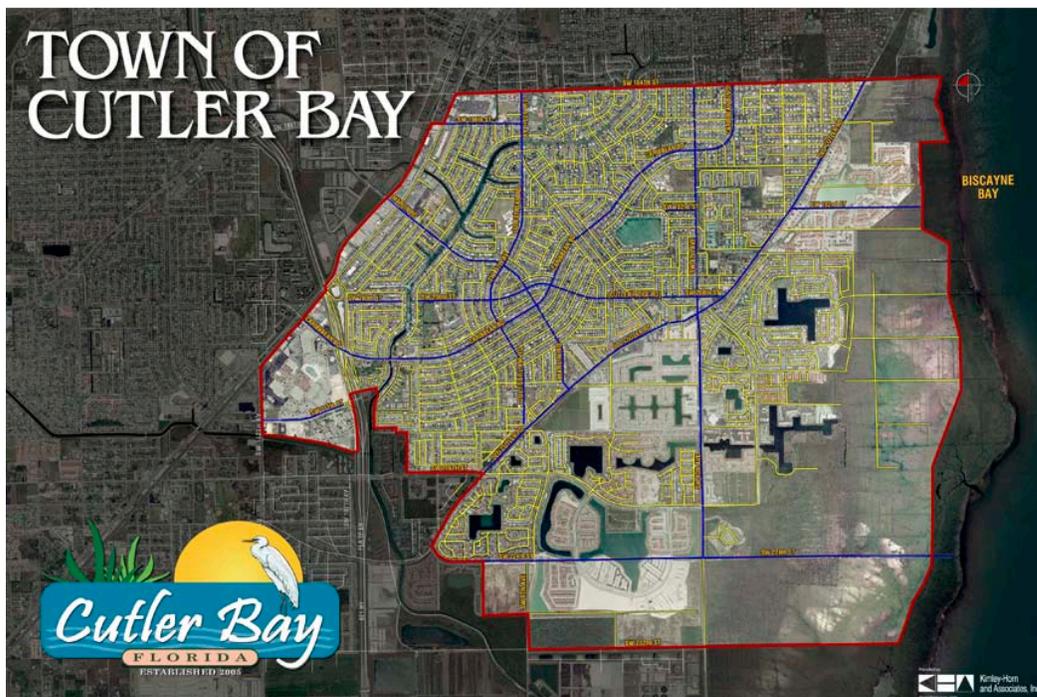
TOWN PROFILE

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

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election and terms of office specified in the Town Charter, council members 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 of Cutler Bay provides a full range of municipal services including police, parks and recreation facilities, building and zoning, planning, code enforcement, and public works. The Town has been successful in providing a high quality of life for its residents, by enhancing the level of services being offered.

The Town is bordered on the north by the Village of Palmetto Bay and on all remaining sides by unincorporated Miami-Dade and the communities of West Perrine, South Miami Heights, and Goulds. The Town limits are generally SW 184th Street (Eureka Drive) on the north, the US 1 Busway on the west, SW 232nd 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 from the University of Florida, which provides the official population figures as used by the State of Florida, indicate an estimated 41,194 residents. At incorporation, the Cutler Bay area population was estimated at approximately 32,000 residents indicating a

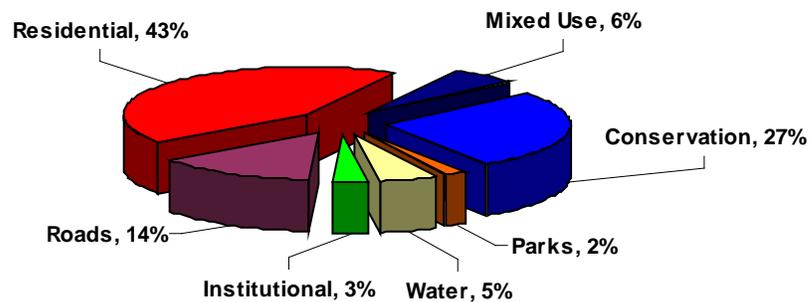
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30 percent growth rate since incorporation. Estimates of future growth indicate a population of 55,000 by 2020.

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 US-1 and Old Cutler Road.

Figure 1 below represents the Town's land uses by broad categories based on the acreage.

Figure 1. Land Uses – Town of Cutler Bay, 2009



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Park & Recreational Facilities

The Town operates and maintains seven park facilities within the Town boundaries. They include:

Cutler Ridge Park & Pool
Bel-Aire Park
Franjo Park
Lincoln City Park
Saga Bay Park
Saga Lake Park
Whispering Pines Park

Public Schools

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

Bel-Aire Elementary
Cutler Ridge Elementary
Gulfstream Elementary
Dr. Edward L. Whigham Elementary
Whispering Pines Elementary
Centennial Middle School
Cutler Ridge Middle School
Dr. Edward L. Whigham PLC-E

Economic Development

The Town proactively seeks economic development opportunities and is actively engaged with local organizations working to bring attention to the economies of art, recreation, tourism, retail, as well as research within the communities of South Dade. The Town Council supports these economies through pursuit of new zoning and development regulations which streamline growth complimentary to Town planning efforts for an economically sound, aesthetically pleasing growth pattern that considers all the impacts of growth on residents and businesses and encourages sustainable "green" developments.

Five major, planned projects will spur the development and redevelopment of the Town Center and adjoining commercial areas:

- Old Cutler Road neighborhood center
- South Dade Performing Arts Center
- Southland Mall/Town Center planning area

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- US 1 Corridor
- 216 Commercial Center

Prior to the Town's existence, the community participated in the Urban Center District and Old Cutler Road charrette planning efforts. The Town is positioned to guide the development and enhancement of the Old Cutler Road area through planned public improvements and the County has initiated the revitalization and growth of the Urban Center District. Figure 2 below is a representation of the landscaping and other public improvements that are proposed for Old Cutler Road and are included in the Capital Improvement Budget.

Forty-nine percent of the Town's land is classified in the broad categories of residential and commercial land use. 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 cities in that they are mostly comprised of residential properties relative to commercial, office and institutional uses.

The South Dade Performing Arts Center, a \$44 million project funded by tourism tax money, County bonds and state grants, is expected to be substantially completed in 2011. The building, designed by Arquitectonica, will seat nearly 1,000 people in the main hall and will have an outdoor canal-side amphitheater. The South Dade hall occupies six acres next to the South Miami-Dade Government Center at Southwest 107th Avenue and SW 211th Street. Town and County planners feel that the Arts Center will work as a catalyst for the continuing redevelopment of this important area.

Through the charrette planning processes, the community has envisioned an urban village around the cultural center and the Southland Mall area. Master plans tie in the County regional library, the South Dade Government Center and the Mall, and add housing, restaurants and local retail. Already built and operating is the new, state-of-the-art Mercedes Benz automobile dealership, indicating economic and market trends will continue upward.

The US 1 Corridor is a 130 acre commercial mixed use corridor encompassing both US 1 and the busway. Through a charrette planning process, the community has envisioned a redevelopment build-out scenario that will not just transform the experience of the passer-by but also that of the entire community. The plan embodies the best urban planning practices guided by the principles of New Urbanism. Figure 3 below provides a constructed vision for the corridor along the busway with design controls envisioned within the new zoning regulations.

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The "Cultural Arts Village" is a County redevelopment project adjacent to the Performing Arts Center. Redevelopment involves a mix of multi-story mixed-use office, public, open space, artist studios/lofts, restaurants and commercial spaces. The Project is designed with urban interior streets, on-street parking, mature trees and wide sidewalks in an effort to re-establish pedestrian tenets in the area. Site development introduces mixed-use and mixed income residential along with strategically placed parking structures to address existing and future parking needs. An RFP has been prepared by the County in association with the Town and in conformance with Cutler Bay zoning requirements.

The Town is actively engaged in supporting the Miami-Dade School Board in their collaborative efforts with Miami-Dade County to bring a Magnet School to the area. This important new possibility would further revitalize a critical area in our quickly growing Town.

Through support for the major projects and proactive groups and ongoing charrette planning sessions, the Town continues to guide and enhance development opportunities.

Figure 2. Charrette Rendering – Old Cutler Road Improvements



Figure 3. Charrette Rendering – US 1 Corridor



TOWN GOVERNANCE PHILOSOPHY

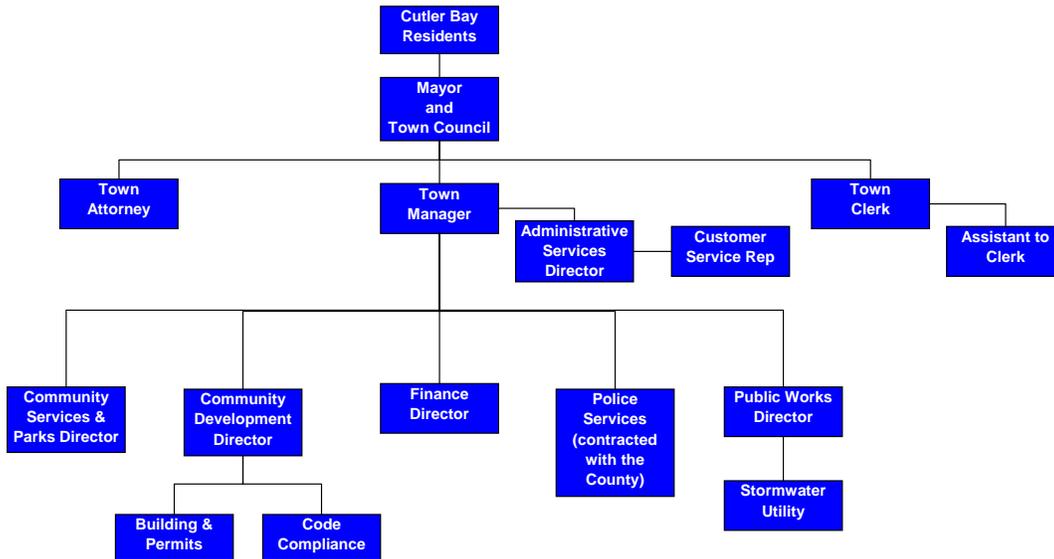
The Town's organizational chart reflects the Town's philosophy:

"To develop a fiscally efficient government with a highly qualified core staff and use private sector contractors to maximum benefit. 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 budget. Department directors have been in place since October 2007, other positions have been filled and much was accomplished on behalf of Cutler Bay residents. Figure 4, below is a graphic of the organizational chart.

Figure 4. Town of Cutler Bay Organizational Chart



A limited number of Town employees function in the various departments to provide superior services to residents and visitors. Currently, the Town has 34 full-time positions (including five elected officials) and 56 contracted police services positions. In addition, approximately 30 part-time and temporary personnel are added in the summer months to staff parks programs. Appendix A lists the current number of General Fund positions by department and positions adopted for FY09-10.

Strategic Plan

The Town's Strategic Plan is a guide for the Council and the Manager and sets many goals as distinguished from requirements. A set of strategic goals were formed as a result of citizen based planning efforts in 2006. The initiatives are implemented, funded and tracked as part of the Town's ongoing business planning process. For reference, the nine goals and recent action steps are provided in Appendix B. This budget is designed to address each of the specific goals of the strategic plan.

Town Mission Statement

The Town's Mission Statement is at the heart of actions by the Mayor, Council Members, the Town Manager and Town staff. The Mission Statement is below.

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 Council



Mayor Paul Vrooman has been an active community member for more than 20 years. Born in Pittsburgh, Pennsylvania and raised in Greensboro, North Carolina, Mayor Vrooman's brother Peter; sister-in-law Carol; and niece Hannah still reside in North Carolina. He received a Bachelor of Science in economics from Florida State University, where he made the dean's list and was a member of Delta Tau Delta fraternity.

Mayor Vrooman moved to Cutler Bay in 1993. He was the marketing director of Miami MetroZoo and is now the marketing director at the University of Miami's Division of Continuing and International Education. Mayor Vrooman started the Downtown Kendall charrette movement while at Chamber South. He was asked to speak to the South Florida chapter of the Congress for New Urbanism in 2004 and the Urban Environment League in 2006. Mayor Vrooman also led the call for more design charrettes while a member of Community Council 15. He also was chairman of the Cutler Ridge (Bay) charrette process.

Vice Mayor Edward MacDougall is the CEO and owner of ChoiceOne Network, a holding company for several companies that operate within the real estate, finance, 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.

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 is married to his wife Bobbi and has two children and four grandchildren.

Councilmember Peggy Bell has lived in Lakes by the Bay, Cutler Bay, for over 22 years. She has been married for 26 years to her husband, Marty, and they have one son, Jamie. A former airline employee and realtor, she has been a long-time community activist and sits on several boards. She was instrumental in defeating Enron Corporation's attempt to build a power plant in Cutler Bay. She was a founding member of the Cutler Ridge Area Steering Committee, an organization that for seven years researched the feasibility of and ultimately promoted incorporation, serving as secretary. She co-founded United Citizens of Cutler Bay and is a 4H leader. Office manager for Bell's Tree Nursery, a family-owned company, in her spare time she enjoys boating, fishing, camping and traveling. During her term as a public servant she vows to make town government streamlined and efficient, keeping taxes as low as possible. Her special concerns are managing growth, to allow for as much park land and open spaces as possible, and providing a safe environment for everyone. Ms. Bell states she is honored to be among the first Council of the Town of Cutler Bay and looks forward to realizing the vision the citizens have for their new town.

Councilmember Ernie Sochin has lived in Cutler Bay with his wife Rhoda since 1968. Rhoda works full time as a circulation manager for a local magazine circulation company. 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 a national trade magazine. 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.

Councilmember Timothy Meerbott moved to Cutler Bay as an infant. His commitment to Cutler Bay is what motivated him to run for office. Meerbott, a claims manager for Allstate, hopes to make positive changes in the community where he and his wife, Cossette, are raising two sons. His pledge is to make the streets safer with more police, find solutions to traffic troubles and also improve the area parks. Meerbott also wants to take an active stance on growth in Cutler Bay, saying it needs to be controlled and consistent with the character of the community.

Charter Staff



Steven J. Alexander, Town Manager



Erika Santamaria, Town Clerk



Mitchell Bierman, Town Attorney (Weiss Serota)

BUDGET OVERVIEW, POLICIES & REVENUES



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 sound budget processes:

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

For the FY09-10 fiscal year, the Council and the Town Manager have engaged in an ongoing dialogue about Town services and have engaged the community through the comprehensive plan process and other community workshops. Additionally, the Town Council meets each year with the Town Manager in a budget workshop to clearly state their budgetary instructions in advance of formal budget presentation. This

Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

year, due to the additional complexity of revenue reductions, there were two budget workshops. The Town Manager and his team built the budget based on this prior information and shaped 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 park space, caring for our newly acquired infrastructure, and fair code compliance are ongoing priorities for the Town of Cutler Bay. The Adopted FY09-10 Budget addresses those priorities and also continues to deliver public works, parks, community development 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.

Budget Calendar

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

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

July 1 – 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 decrease in property tax valuations of almost **20 percent** from \$2.812 billion for FY08-09 to \$2.258 billion for FY09-10.

Mid-July - Town Council adopted the proposed millage rate (the rate which is multiplied by the property tax roll to generate the funding level for the ad valorem revenues). The proposed millage rate (3.0310) 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.

As recommended by the Town Manager, the Cutler Bay Town Council members voted to set the Town's preliminary tax rate at the statutorily computed "rollback" rate, which effectively provides the Town with the same level of ad valorem revenues as in the prior year. For TRIM purposes,

Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

the rollback rate does not result in a tax increase since it simply allows the municipality to bring in property tax revenues in an amount equal to the prior year tax revenues. During an August Budget Workshop, the Council reached preliminary consensus as to certain changes to the budget resulting in a revised millage rate of 2.6742 mills which was used to prepare the "proposed" budget for the first public budget hearing in September. After hearing public testimony at the first public budget hearing, the Council reached consensus on additional changes to the budget which further reduced the millage rate to 2.5888, which was adopted by the Council as the final millage rate at the second public budget hearing on September 23, 2009. The schedules herein are based on the final adopted millage rate of 2.5888 and the final budget as adopted at the second public budget hearing.

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 created an environment where the impacts of the Town's, and other taxing district's, tax rate will have varying impacts on individual properties.

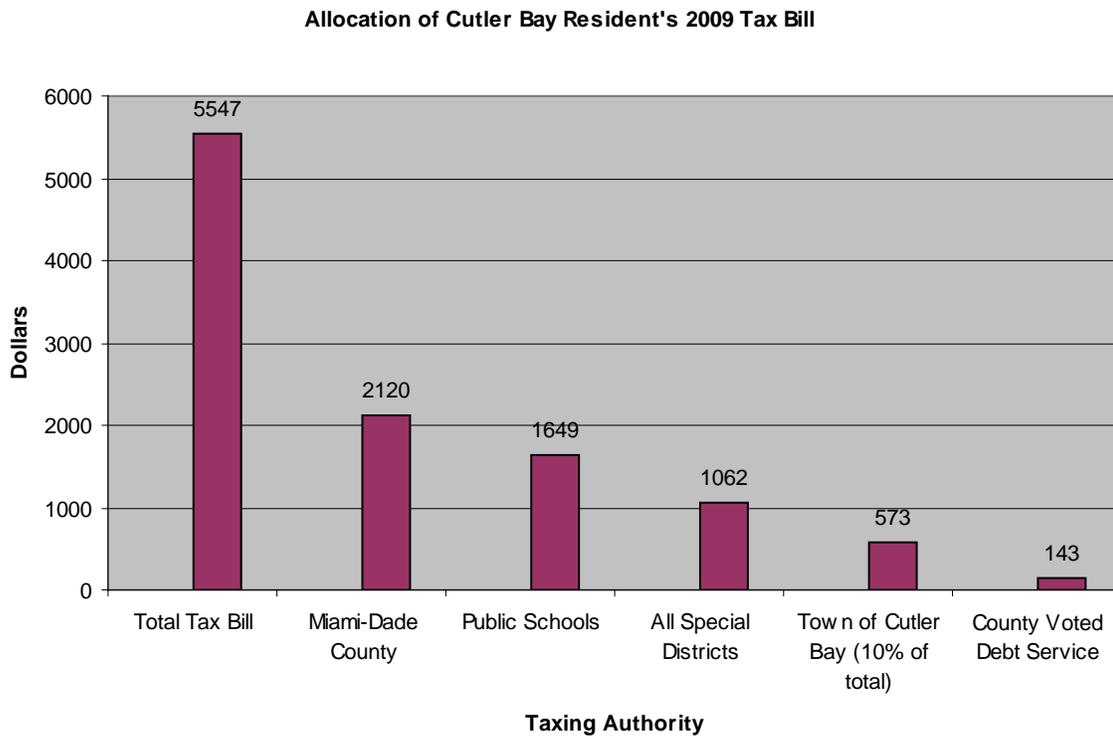
The Save Our Homes (SOH) amendment which took effect in the mid-1990's had the effect of limiting the annual increase in the assessed value of homesteaded properties to 3% or the national consumer price index, whichever is less.

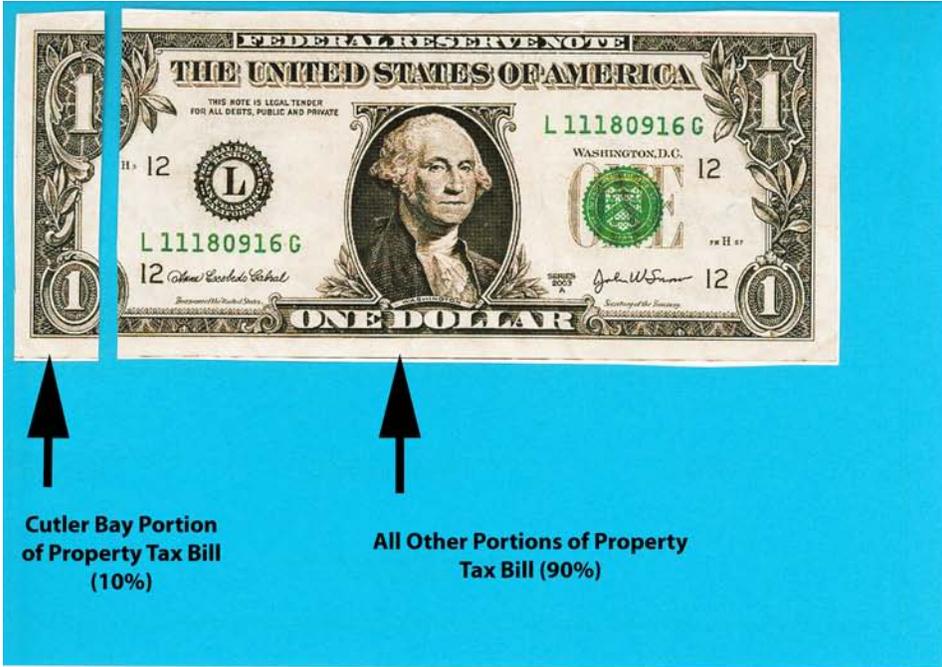
As a result, long-time homesteaded property owners benefited from years of skyrocketing home values by paying relatively less property taxes versus newer home purchasers due to the SOH limits on increases in assessed values.

The 2009 property tax valuation performed by the property appraiser was the first year in which property values dropped for Cutler Bay. This drop in property values now brings to fore the "other side" of SOH in which long-time homesteaded properties can now actually see their assessed values increase, even as property market values drop, even if that valuation is still below market value.

Figure 6 on the third following page, is a copy of an actual tax notice of a Cutler Bay resident who purchased their home in 2005. Figure 5 on the next page below is a graphic representation of where the tax dollars go.

Figure 5. Allocation of Cutler Bay Resident's FY09-10 Taxes





**Cutler Bay Portion
of Property Tax Bill
(10%)**

**All Other Portions of Property
Tax Bill (90%)**

Figure 6 TRIM Notice

MIAMI-DADE COUNTY
OFFICE OF THE PROPERTY APPRAISER
111 NM 1 STREET SUITE 710
MIAMI, FLORIDA 33128-1984

R/E FOLIO: 36
MILLAGE CODE: 3600

MIAMI, FL 33190-1277

**NOTICE OF PROPOSED
PROPERTY TAXES
AND PROPOSED OR ADOPTED
NON-AD VALOREM ASSESSMENTS
DO NOT PAY
THIS IS NOT A BILL**

The taxing authorities which levy property taxes against your property will soon hold Public Hearings to adopt budgets and tax rates for the next year. The purpose of these Public Hearings is to receive opinions from the general public and to answer questions on the proposed tax change and budget Prior To Taking Final Action. Each taxing authority may Amend or Alter its proposals at the hearing.

LAKES BY THE BAY DAY

PROPERTY ADDRESS

Taxing Authority	Current Taxable Value	Your property taxes last year	Your taxes this year if proposed budget change is made	Your taxes this year if no budget change is made	A public hearing on the proposed taxes and budget will be held:
COUNTY					
Miami-Dade County	189,211	2,497.24	2,119.72	2,119.72	9/03, 5:01 PM, COMMISSION CHAMBERS 111 NM 1 ST, MIAMI (786) 331-5389
PUBLIC SCHOOLS					
By State Law	214,211	1,524.25	1,167.45	1,222.59	9/09, 6:00 PM, SCHOOL BOARD AUDITORIUM 1450 NE 2 AVE, MIAMI, (305) 995-1226
By Local Board	214,211	707.03	481.55	567.10	
MUNICIPAL					
Cutler Bay	189,211	663.63	573.50	573.50	9/10, 7:00 PM, SO DADE REGIONAL LIB, 10750 SW 211 ST (305) 234-4262
WATER MANAGEMENT					
SFHM District Everglades CP	189,211 189,211	144.98 24.25	101.15 16.92	116.82 19.55	9/09, 5:15 PM, SFHM DIST AUDITORIUM 3301 GUN CLUB RD, B-1, MPB, FL (561) 686-8800
INDEPENDENT DISTRICT					
Lakes by the Bay S.		694.78	842.58	842.58	9/18, 5:30 PM, COUNCIL CHAMBER 210 MILITARY TRAIL, JUPITER (561) 627-3386
F.I.N.D.	189,211	9.36	6.53	7.30	
Children's Trust	189,211	114.23	94.61	89.31	9/14, 5:01 PM, MIAMI DADE WOLFSON CAMPUS 300 NE 2 AVE BLDG 3000 (305) 571-5700
VOTER APPROVED DEBT PAYMENTS					
County School	189,211	77.29	71.90	71.90	SEE COUNTY PUBLIC HEARING ABOVE SEE PUBLIC SCHOOL HEARING ABOVE SEE COUNTY PUBLIC HEARING ABOVE
Fire	214,211 189,211	78.20 11.39	63.62 7.95	63.62 7.95	
TOTAL PROPERTY TAXES		6,546.63	5,547.48	5,701.94	
		COLUMN 1*	COLUMN 2*	COLUMN 3*	* SEE REVERSE SIDE FOR EXPLANATION
Your property value last year:	2008	Market Value 321,200	Assessed Value 321,200	Total Exemptions 50,000	County Taxable Value 271,200
Your property value this year:	2009	239,211	239,211	50,000	189,211

FINANCIAL POLICIES

As part of the FY07-08 budget process, the Council adopted the policies enumerated below as part of the budget ordinance. During the course of the past year, staff developed these policies more fully. Upon this consideration and approval by the Council, a robust set of policies is complete for the FY09-10 budget. Having a set of policies to guide our financial operations is especially important in light of the possible limitations on property tax revenues that have occurred for FY09-10.

Operating Budget Policies

1. A goal of the budget is to include contingency and cash reserves totaling at least two months operating costs.
2. 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.

Capital Budget Policies

1. The Town will develop a five-year capital plan identifying revenues and expenditures for each capital project.
2. The capital plan will take into account needed equipment replacement and renovation based on useful life, infrastructure maintenance, population changes, service gaps, and information technology.
3. Priority will be given to projects that are necessary for health, life, and safety and those that reduce operating costs.
4. Capital projects shall be defined as those that have a life expectancy of five years and that cost \$10,000 or more.
5. 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.

Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

6. The Town will use the most appropriate funding mechanism to pay for capital projects and will seek a mixture of pay-as-you-go and financings.
7. The term of any financings shall be consistent with the life expectancy of the capital project.
8. Pursuant to state law, financings will not be used for operating purposes except as permitted for cash flow before tax receipts are received.

Revenue Policies

1. The Town will review all fees and charges as part of the annual budget process.
2. The Town will develop a mix of revenue sources to provide a diversified and stable revenue structure.
3. All revenues, excluding cash carryover and guaranteed revenues, will be budgeted at a maximum of 95 percent of expected values to allow for fluctuations in collections without affecting planned services.

Cash Management Policies

1. 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.
2. All funds will be invested in instruments consistent with those allowed by State law for county and municipal investments so as not to jeopardize the principal.

Financial Reporting Policies

1. An independent audit will be performed annually.
2. All annual financial reports will be in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board (GASB).

TOWN OF CUTLER BAY BUDGETED FUNDS

GENERAL FUND

General Fund Revenues

The Town's General 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 major general fund revenues, other than carryover and transfers, are:

- ad valorem or property taxes,
- utility taxes,
- local government half cent sales taxes,
- state revenue sharing
- communications services taxes, and
- electrical franchise fees.

Other revenues include the local business tax receipts, solid waste franchise fees, interest earnings, and carryover, among others. The accompanying chart reflects the percentages of each revenue source as part of the proposed \$17.78 million proposed General Fund Operating Budget for FY09-10. State law requires counties but not municipalities to budget revenues at 95 percent 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 2008-09, this Budget primarily budgets revenues at 95 percent of the FY 2009-10 estimate, unless otherwise indicated at a more conservative rate.

The following summarizes the Town's General Fund:

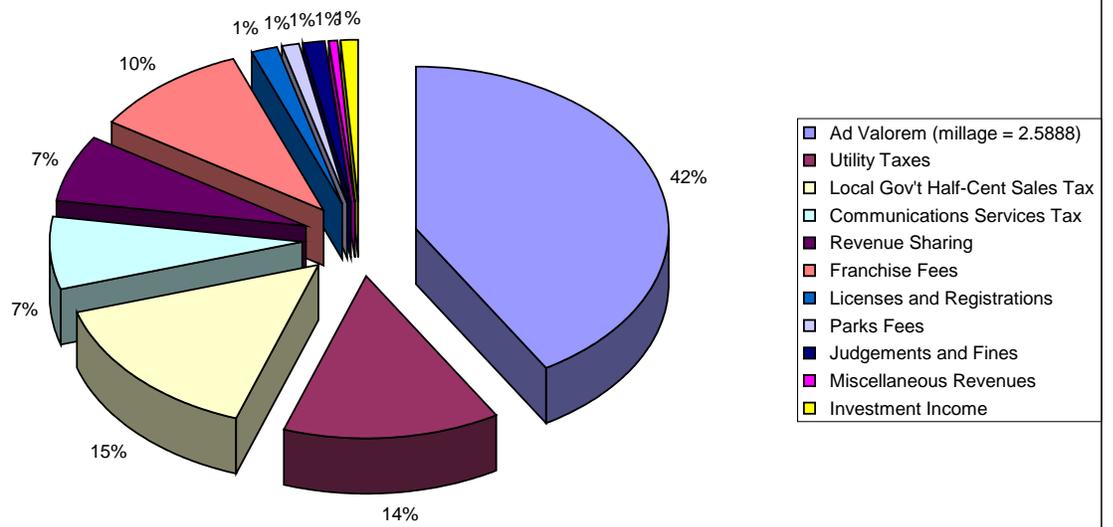
Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

General Fund Summary

	Adopted FY 2007-08	Adopted FY 2008-09	Adopted FY 2009-10
REVENUES:			
Ad Valorem (millage = 2.5888)	6,528,934	6,538,046	5,552,982
Utility Taxes	1,670,000	1,910,000	1,875,300
Local Gov't Half-Cent Sales Tax	2,422,873	2,264,807	1,996,003
Communications Services Tax	1,278,427	1,538,143	971,897
Revenue Sharing	1,020,000	1,035,905	913,691
Franchise Fees	1,285,000	1,410,607	1,339,500
Licenses and Registrations	100,000	105,000	200,000
Parks Fees	171,515	178,635	148,460
Judgements and Fines	200,000	300,000	200,000
Miscellaneous Revenues	80,000	28,000	75,000
Investment Income	192,000	190,000	145,000
	<u>14,948,749</u>	<u>15,499,143</u>	<u>13,417,833</u>
Sub-total			
Transfer from Special Revenues	982,987	1,110,495	1,459,458
Carryover	4,369,604	3,480,180	2,907,685
	<u>20,301,340</u>	<u>20,089,818</u>	<u>17,784,976</u>
Total	<u><u>20,301,340</u></u>	<u><u>20,089,818</u></u>	<u><u>17,784,976</u></u>
EXPENDITURES:			
Mayor & Council	155,673	162,443	153,689
Town Clerk	232,995	231,919	206,977
General Government	2,214,954	2,258,603	1,713,304
Finance	0	656,202	617,709
Town Attorney	360,000	450,000	450,000
Community Development	1,670,128	1,671,814	1,444,015
Public Works	1,151,145	1,432,504	1,190,017
Law Enforcement	7,889,946	8,900,296	8,002,064
Parks	1,371,161	1,601,462	1,385,603
Transfer to Capital Projects (grant matches)	545,000	744,700	387,100
Transfer to Special Revenue (grant matches)	0	376,000	1,387,793
Reserves - Contingency reserve	1,485,338	750,000	250,000
Revenue Stabilization reserve	700,000	504,680	50,000
Grant Match Reserves	325,000	325,000	50,000
Insurance contingencies	100,000	0	136,705
Other reserves	2,100,000	24,195	360,000
Carryover	<u>0</u>	<u>0</u>	<u>0</u>
	<u>20,301,340</u>	<u>20,089,818</u>	<u>17,784,976</u>
Total	<u><u>20,301,340</u></u>	<u><u>20,089,818</u></u>	<u><u>17,784,976</u></u>

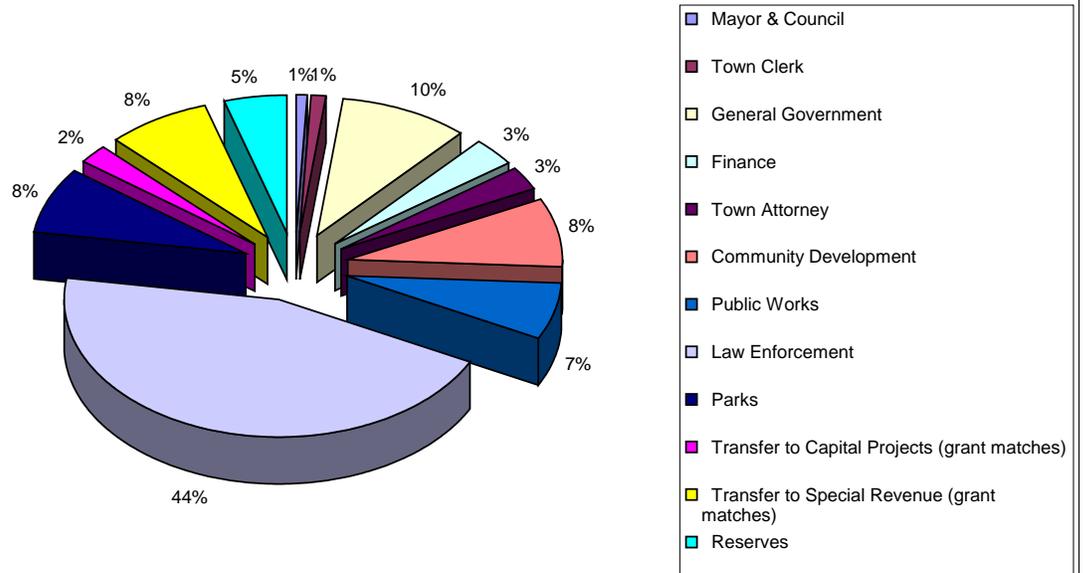
Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

General Fund FY 2009-10 Operating Revenue Breakdown



Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

General Fund FY 2009-10 Expenditures



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 July 1st, the County Property Appraiser delivered the Certified Adjusted Taxable Value to the Town for use in the FY 2009-10 budget. The assessed value of all taxable properties minus homestead and other exemptions for the Town is \$2,257,897,144. That amount is 18.4 percent less than the taxable value in FY08-09 (after adjustments by the Value Adjustment Board). \$24.6 million of the current year assessed value results from new construction, which helped offset a potentially worse decline in 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. Property in Cutler Bay is 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 the County), are on the tax bill of affected properties.

The County Property Appraiser 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

Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

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 mills to be applied to the assessed taxable value. For example, one mill change applied to the FY 2009-10 Certified Tax Value of \$2,257,897,144 produces a tax difference of \$2,257,897.

During a special session in June 2007, the State Legislature adopted various limitations on property taxes for FY 2007-08. However, the Legislature recognized the unique situation of new municipalities and did not limit the ability of such municipalities to increase the millage rate. The Town's Proposed Budget recommended a millage rate of 2.6742 mills, which was less than the Town's computed rollback rate (defined as the rate needed to bring in the same amount of ad valorem revenues as in the previous year) of 3.031 mills. That rollback rate was used to calculate the municipal tax levy in the Notice of Proposed Property Taxes that was mailed to each property owner in August. However, during a subsequent Budget Workshop there was consensus agreement among the Council members for certain budget adjustments which lowered the rate to 2.6742 mills. At the first public budget hearing in September, the Council heard public testimony and reached consensus on additional budget changes which reduced the millage rate to 2.5888. At the second public budget hearing on September 23, 2009, after hearing further public testimony and after further deliberations among the Council, the Council adopted the millage rate of 2.5888 as final. This millage rate generates ad valorem taxes for all taxable properties in town in the amount of **\$5.553 million** (based on the 95% budget factor).

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 the County as well as our limited historical experience. The County is estimating utility tax revenues to be flat (no change) versus amounts from FY 2008-09, as a result of minimal growth and negative economic conditions. For budget purposes, to be conservative, we are assuming a 6 percent decline.

The recommended FY 2009-10 budget for utility taxes, **\$1.875 million** (based on 95 percent of the projected revenue) was estimated from the

Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

history of collections in FY 2007-08 and FY 2008-09, which reflected growth in population, and an estimated 6% decrease in usage as a result of the economic downturn in the area.

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. The Town Manager recommends a more conservative, lower rate be used due to the State's continuing downgrades of the estimates over the past year as a result of the sluggish economic conditions in the State and believes the State estimate be budgeted assuming a 10% decline. For budget purposes, that amount is then budgeted at 95%, yielding **\$1.996 million**.

State Municipal Revenue Sharing

The State's Municipal Revenue Sharing Trust Fund receives about one-third 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).

As noted previously, the State's revenue estimates have been reduced over the past year and they continue to anticipate declines in sales and gas tax collections in to 2010. Accordingly, the Town Manager recommends reducing the State estimate by 10% and budgeting that amount at 95%, yielding a FY 2009-10 budget estimate for State Revenue Sharing of approximately **\$913,000**.

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 percent for Cutler Bay) 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, Cutler Bay 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. Because of delays by service providers in associating collections to the Town, the County continues to receive a portion of the Town's taxes and, the Town and the County are working together so that the County will continue to forward those payments to the Town. As with the other State derived revenues, the Town Manager is recommending reducing the State estimate by 10% and then budgeting that total at 95%. This yields budgeted revenue from the Communications Services Tax of approximately **\$972,000**.

FPL Franchise Fee

The FPL franchise fee is a levy of Florida Power and Light (FPL) for the use of right-of-way in the County. The County and the utility entered into a thirty-year franchise fee contract in the early 1990s. That contract requires FPL to pay the County six percent of its revenue less certain adjustments for taxes and fees paid by FPL. Because the contract with the County covers the entire geographic area of the County, of which Cutler Bay is a subset, the Town cannot collect the FPL franchise fee directly. Instead, the FPL payment to the County includes the franchise fees paid by electricity users in the Town. The County has agreed to pay Cutler Bay its share of the franchise revenue paid to the County. That payment is made in August or September of each year after FPL provides the County with the information necessary to make the distribution to the municipalities without FPL franchise agreements of their own.

Unlike the franchise agreements with other jurisdictions, which are paid monthly in arrears, the FPL franchise agreement with the County requires a

Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

single annual payment, which is made in advance of FPL recouping its cost from its ratepayers. That single payment is made on July 1 of each year. Because the annual payment depends on electrical usage and offsetting adjustments, it is very difficult to project the annual payment. Actual payments in FY 2008-09 were \$214,000 more than budgeted.

As discussed above, the franchise fee is based in large part on electricity usage. While there was minimal growth experienced in Cutler Bay in FY 2008-09, the deteriorating economic conditions experienced into mid-2009 and expected to continue into 2010 leads us to conclude that there may be a slight decrease in usage in the FY 2009-10 budget year. To be conservative, the budget for franchise fee revenue is recommended at **\$1.339 million** (at 95% of budget estimate).

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 revenue is described below.

Licenses and Registrations: The County and Cutler Bay 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 **\$200,000**.

Parks Services Fees: Parks operations will generate user fees. The budget for those fees is approximately **\$148,000**.

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 **\$145,000**.

Miscellaneous Revenues: Other General Fund revenues, such as fines and forfeitures, which include the municipal portion of the fines imposed for

Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

traffic and other violations, and lien searches are combined as miscellaneous revenues. The budget for those revenues is **\$275,000**.

Transfers from Special Revenue Funds: Certain costs in the General Fund, such as Public Works and Building and Permitting projects and overhead, are reimbursed from special revenue funds through a transfer to the General Fund. In FY 2009-10, such transfers are budgeted at **\$1.459 million**.

Prior Year Carryover and Reserves

Carryover is the balance of unexpended funds remaining at year-end that are carried forward into the new fiscal year. Although, from an accounting point of view, carryover is a balance sheet item and is not included in a profit and loss statement, in governmental budgets carryover is included as part of the budget. Having sufficient cash carryover is critical to a municipality because it provides the necessary cash flow before property taxes are collected beginning in November.

Also, having an adequate carryover is a sign of fiscal health reviewed by financial rating agencies. Carryover should never be treated as a recurring revenue source available for on-going operating expenses. Thus, it is recommended that the cash carryover be used to fund the various reserves as follows:

<u>RESERVES</u>	
Contingency reserve	250,000
Revenue Stabilization reserve	50,000
Grant Match Reserves	50,000
Insurance contingencies	136,705
Financing reserves	<u>360,000</u>
Reserve Total	<u><u>846,705</u></u>

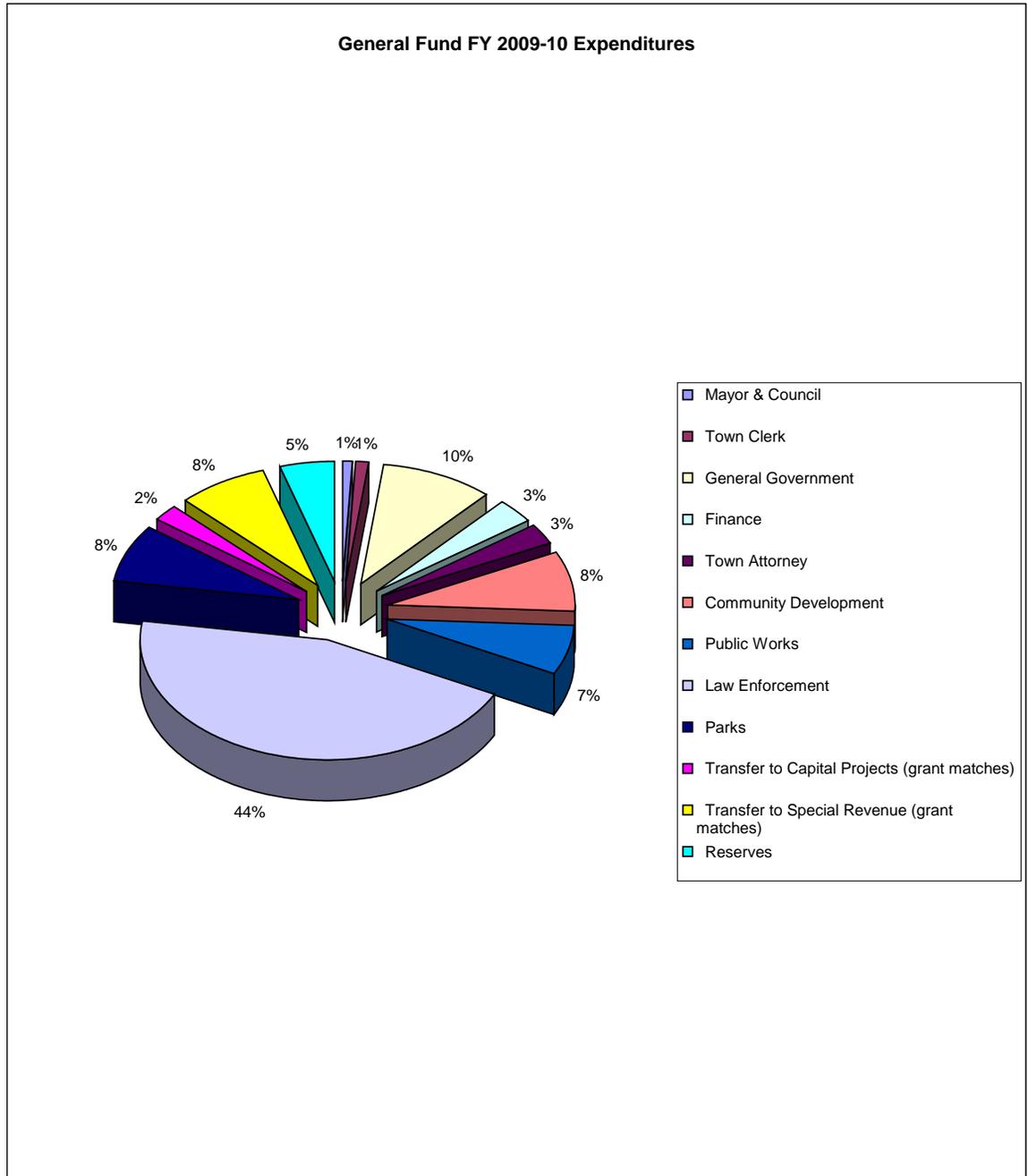
General Fund Expenditures and Operations



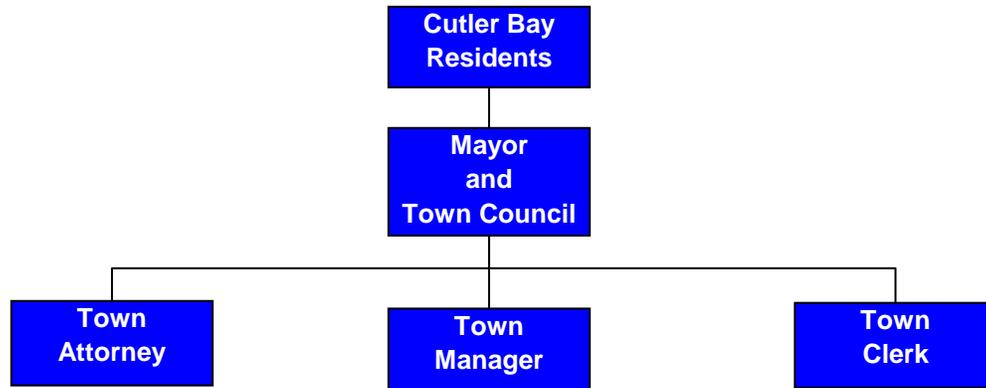
General Fund Expenditures – Summary

	Adopted FY 2007-08	Adopted FY 2008-09	Adopted FY 2009-10
EXPENDITURES:			
Mayor & Council	155,673	162,443	153,689
Town Clerk	232,995	231,919	206,977
General Government	2,214,954	2,258,603	1,713,304
Finance	0	656,202	617,709
Town Attorney	360,000	450,000	450,000
Community Development	1,670,128	1,671,814	1,444,015
Public Works	1,151,145	1,432,504	1,190,017
Law Enforcement	7,889,946	8,900,296	8,002,064
Parks	1,371,161	1,601,462	1,385,603
Transfer to Capital Projects (grant matches)	545,000	744,700	387,100
Transfer to Special Revenue (grant matches)	0	376,000	1,387,793
Reserves - Contingency reserve	1,485,338	750,000	250,000
Revenue Stabilization reserve	700,000	504,680	50,000
Grant Match Reserves	325,000	325,000	50,000
Insurance contingencies	100,000	0	136,705
Other reserves	2,100,000	24,195	360,000
Carryover	0	0	0
Total	20,301,340	20,089,818	17,784,976

Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget



MAYOR AND COUNCIL



Over the past decade, the Cutler Bay community 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, ordinances were enacted that move the Town closer to that vision. The Council crafted legislation that enables specific development outcomes through various zoning codes and design standards for the Urban Center District. The Council has also adopted innovative legislation relating to large commercial developments and full disclosure of developers. This legislation has been widely identified as groundbreaking and very favorable to residents and has been copied in several local municipalities in the area.

The Council has set aside significant funding to start a “green” or sustainability program for helping Cutler Bay become even more environmentally responsible. Additionally, through the Council’s leadership the Town established two moratoriums to prevent the building of homes or businesses that are not environmentally friendly until the town adopts regulations to clarify standards for such “green” building practices. This too is ground breaking and has not been accomplished by any other local government perhaps in the nation; and many other issues intended to improve the quality of life in Cutler Bay.

Significant budget changes in the FY 2009-10 budget include the following:

- Decreased operating funds to reflect elimination of certain costs related to the State of the Town address

Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

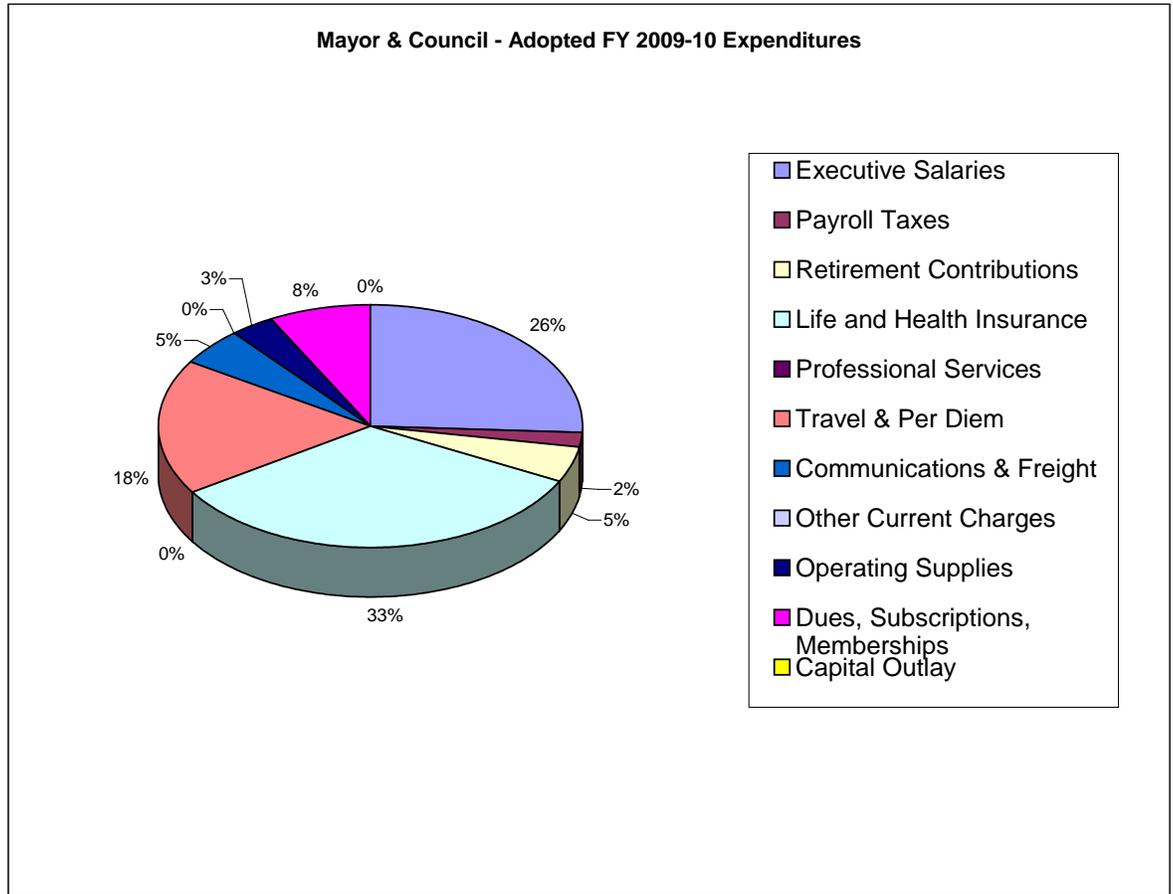
- Decreased capital outlay to reflect decision not to purchase replacement computers for the Council
- Increased dues and subscriptions to reflect membership in Chamber South and to participate in the U.S. Mayors Conference, both of which provide significant advantage to the Town

The following summarizes the Mayor and Council department budget for FY 2009-10:

MAYOR & COUNCIL

Category	Adopted FY 2007-08	Adopted FY 2008-09	Adopted FY 2009-10
Executive Salaries	37,440	39,686	39,687
Payroll Taxes	2,864	3,037	3,036
Retirement Contributions	6,189	6,560	7,406
Life and Health Insurance	42,000	48,000	51,000
Professional Services	15,000	0	0
Travel & Per Diem	33,400	35,900	27,900
Communications & Freight	7,080	7,560	7,560
Other Current Charges	0	0	0
Operating Supplies	5,000	10,000	5,000
Dues, Subscriptions, Memberships	4,700	6,600	12,100
Capital Outlay	2,000	5,100	0
	<u>155,673</u>	<u>162,443</u>	<u>153,689</u>

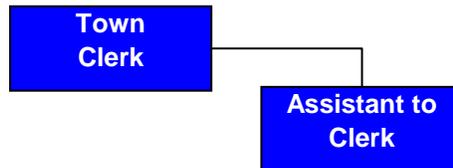
Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget



Budget to Budget Comparison:

FY 2008-09: \$162,443 FY 2009-10: \$153,689 Change: -5 %

TOWN CLERK



FUNCTION

The Town Clerk provides corporate secretarial services for the Town Council and the Local Planning Agency, and the municipal corporation. The Town Clerk is a charter official and reports to the Town Council. 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 with the Florida Commission on Ethics; serves as the Records Management Liaison with the Florida Department of State; and maintains custody of Town records including agreements, contracts, ordinances, resolutions, and proclamations. In addition, the Clerk is the custodian of the Town seal and serves as the Supervisor of Elections for Cutler Bay. The Clerk's office also acts as the Coordinator for the official website for the Town.

GOALS

- Complete and distribute Town Council and Local Planning Agency meeting agenda packets.
- Create and maintain accurate minutes of all meetings held by the Town Council in its legislative and in its quasi-judicial capacity
- Administer the publication of the Town Charter and Code.
- Publish public notices as required by law.
- Implement and maintain a records management system.
- Act as the records custodian for the Town and disseminate information to the public as necessary.
- Advertise and post all notices of public proceedings as required by law; in addition, provide appropriate updates to the Town website for use by the public.

Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

- Continue to maintain an organized public records management system, utilizing document imaging as appropriate, in order to provide public records in a timely and reasonable manner.
- Assist with the promotion/editorial support of annual Town events through advertising and publishing on website.
- Provide timely information to other organizations, agencies, Town residents, and the general public.

OBJECTIVES

- Provide the Town Council, Manager, Attorney, and staff with complete agenda packets in accordance within the seven-day schedule.
- Continue to create, process, and maintain Minutes of the Council proceedings and other Sunshine meetings as required by the Town Charter and State law.
- Timely and accurately publish all legally-required and/or courtesy notices of Town meetings and/or functions.
- Schedule conferences, briefings, and public appearances for most Town Officials
- Assist with the promotion and marketing of the Town's image through the use of branding and reputation management. Establish and maintain the consistent appearance of literature
- Continue to provide public records through coordination with the various municipal departments in order to ensure that records are timely and reasonably provided.
- Provide assistance to various departments concerning inventory of short-term duration retention records in order to determine the feasibility of in-house scanning and/or off-site storage.
- Supervise the activity leading up to the election of November 2010, including providing candidates with appropriate forms and publications in order to ensure that all candidates receive accurate information and are aware of the deadlines mandated by Town Charter, County, and State law.
- Coordinate the updates for codification of the Town Code, as necessary.
- Publish at least twelve (12) e-briefs per year.

Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

Significant budget changes in the FY 2009-10 budget include the following:

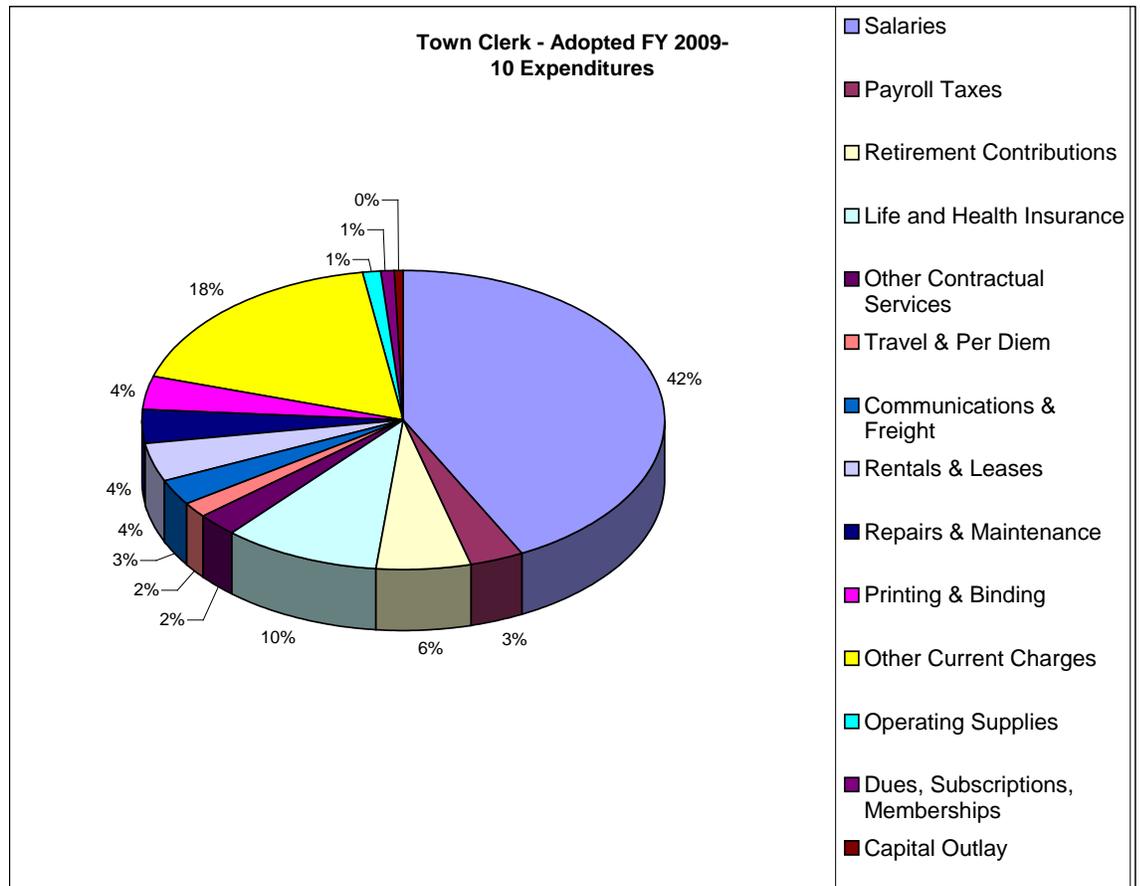
- **Other Contractual Services** decreased due to FY 2009-10 not being an election year
- Decreased rentals and leases due to moving the State of the Town event to a public facility with lower rental costs and due to lower rental costs for Council meetings
- Decreased printing and binding costs associated with less use of Municode and lower costs of agenda production

The following summarizes the Town Clerk department budget for FY 2009-10:

TOWN CLERK

Category	Adopted FY 2007-08	Adopted FY 2008-09	Adopted FY 2009-10
Salaries	54,600	88,242	88,242
Payroll Taxes	4,177	6,750	6,751
Retirement Contributions	7,164	10,597	11,734
Life and Health Insurance	8,400	19,200	20,400
Other Contractual Services	40,000	15,000	5,000
Travel & Per Diem	2,000	3,500	3,500
Communications & Freight	1,740	4,560	5,720
Rentals & Leases	13,700	16,000	8,500
Repairs & Maintenance	7,920	7,400	7,660
Printing & Binding	13,200	13,500	7,500
Other Current Charges	73,600	38,600	37,000
Operating Supplies	5,500	5,000	2,000
Dues, Subscriptions, Memberships	995	1,870	1,970
Capital Outlay	0	1,700	1,000
	<u>232,995</u>	<u>231,919</u>	<u>206,977</u>

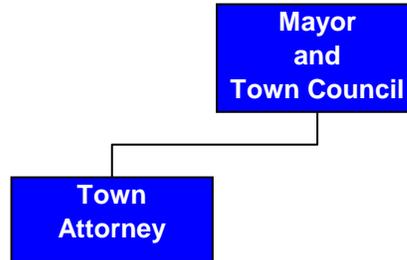
Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget



Budget to Budget Comparison:

FY 2008-09: \$231,919 FY 2009-10: \$206,977 Change: -11 %

TOWN ATTORNEY



FUNCTION

The Town Attorney is appointed by the Town Council in accordance with the Town Charter. The Town Attorney prepares or reviews ordinances, resolutions, contracts, bonds and other written instruments as directed and endorses approval of the documents as to legal sufficiency, form, language and execution thereof. When required by 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 Council on legislative, quasi-judicial, administrative, proprietary, employment and other governmental matters. In addition, the Town Attorney attends meetings, prepares the initial city code, 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

- Endeavor to always provide the highest quality legal services to the Town while maintaining a relatively low cost for such quality services.
- Vigorously maintain professional independent judgment and adhere to a high standard of ethics.
- Ensure that the legal process remains apolitical and provide the Town 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 legal consequences.
- Assist the Town in implementing the ordinances, resolutions, contracts, and interlocal agreements necessary to assist the Town Manager in

Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

the daily operations, functions, tax base, and code of ordinances for the Town, including a land development code tailored to the needs of the Town.

OBJECTIVES

- Continue to provide assistance with the final adoption of the land development code for the remaining areas of the Town.
- Assist the Town in the negotiation and preparation of all agreements, contracts, grant applications, bonding and other applications as required by the Town.
- Finalize all ordinances, agreements, and resolutions necessary for the operation of all Town departments.
- Work with staff to finalize all park projects including architectural, and construction contracts and final development of the projects.
- Assist departments in uniformly coordinating inspections and enforcement of all Town ordinances relating to rights-of-way, storm water, and code compliance.

The following summarizes the Town Attorney department budget for FY 2009-10:

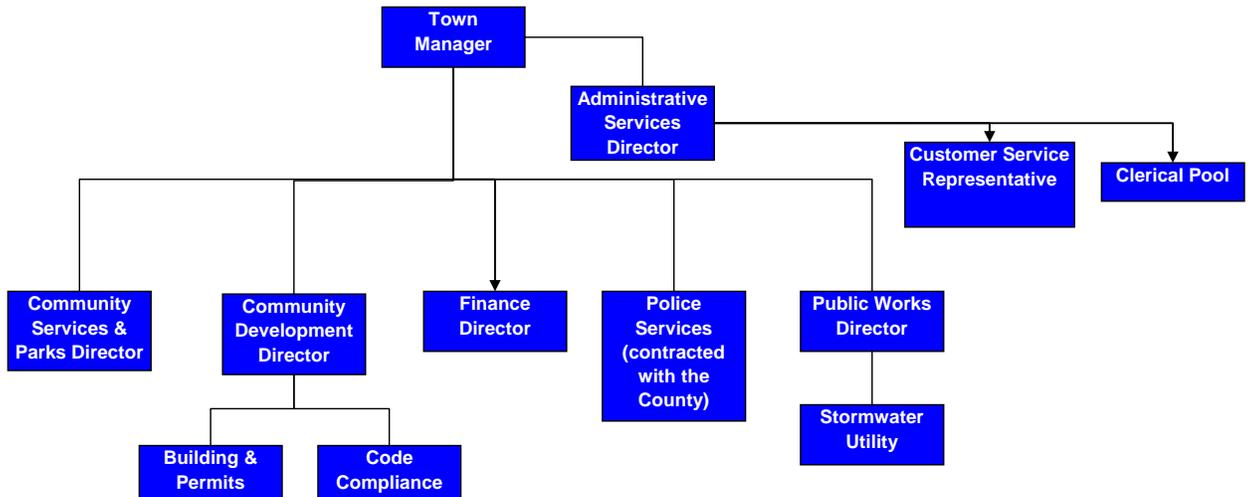
TOWN ATTORNEY

Category	Adopted FY 2007-08	Adopted FY 2008-09	Adopted FY 2009-10
Professional Services	<u>360,000</u>	<u>450,000</u>	<u>450,000</u>

Budget to Budget Comparison:

FY 2008-09: \$450,000 FY 2009-10: \$450,000 Change: 0%

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 Charter of Cutler Bay as determined by a vote of the residents 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 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 is concentrated in the elected council as a whole and where the Council hires a professionally trained manager to oversee the delivery of public services.

In Council-Manager government, council members are the leaders and policy makers in the community elected to represent various segments of

the community and to concentrate on policy issues that are responsive to citizens' needs and wishes. The Manager is appointed by Council to carry out policy and ensure that the entire community is being served in the same way a CEO is chosen by a Board of Directors in a private corporation.

The Manager's Function

The Manager is hired to serve the 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 governing body. Essentially functioning as the Town's CEO, the Manager prepares a recommended budget for the council's consideration. He also recruits, hires, and supervises the government's staff; serves as the Council's chief adviser; and carries out the Council's policies. Council members and citizens count on the manager to provide complete and objective information, pros and cons of alternatives, and long-term consequences.

The Town Manager provides direction and general management to the overall efforts of the administration and operation of the municipal functions for the Town of Cutler Bay. He receives assignments by vote of the Town Council. He initiates assignments in accordance with the Town Charter and the municipal code requirements. He creates assignments in accordance with the general needs and services of the Town. He reviews and edits reports and statements prepared for the attention of the Town Council.

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 a Town Manager is a critical factor in determining the success of a municipality.

There has been very little turnover among personnel in Cutler Bay. Such a low turnover rate serves the town well, as there is little to no cost for employment advertisements, in addition to insuring high productivity by not having to spend time training new employees. The operative management style and the example set for the department heads is primarily the reason for this retention among the staff. All employees know 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.

Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

The Town Manager is responsible for the hiring and termination of all Town employees, including the Chief of Police. The General Government office holds all functions that are applied or have purview across all administrative functions. Accordingly, the Administrative Services Director, who performs the Human Resources functions for the Town is within this department. Additionally our purchasing ordinance and procedures are under the purview of this office and has a mission to raise Town employee 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 employee involvement and recognition to help keep the environment a safe place for all.

Due to their broad impact, QNIP payments are included in the General Government budget. The Town is obligated to pay its portion of QNIP bonds. The QNIP program (Quality Neighborhood Improvement Program) focuses on infrastructure needs in neighborhoods. It includes construction and repair of sidewalks, local and major drainage improvements, road resurfacing and park facility improvements. The County provides the repayment amounts based on a formula. QNIP payments are budgeted at \$400,000 for FY 2009-10.

GOALS

- Establish a municipal environment that promotes efficiency and excellence in community service through the retention of qualified employees and contracting of specialized consultants
- Ensure the highest degree of customer service and assistance to all Town residents and visitors
- Provide strategic direction to all Town departments and consultants promoting the directives of the Council and focusing on sound fiscal management
- Ensure that Town-wide capital projects are completed as scheduled and on budget
- Collaborate with county and other municipal governments on initiatives that promote the priorities of the Town

Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

- Secure higher levels of funding for Town-wide projects
- Maintain open lines of communication with the Town Council concerning all Town projects
- Additional goals:
- 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;
- Help create the management tools to enable Cutler Bay to achieve one of the lowest crime rates the county;
- Create an environment wherein our Town's administration continue to have the reputation of being a welcoming place where courteous, friendly employees treat all with dignity and politeness and are at the same time helpful and open;
- Continue updating an employee manual to communicate standards, including a high ethical standard and a very dedicated work ethic that provides guidance on various aspects of employment.
- Continue our non-smoking policy which has continued to the benefit of our staff and sets a precedent in South Florida, as we have created a drug free and tobacco free working environment- one of the first in the nation;
- 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;
- Continue our incredible record of fiscal responsibility for the third year in a row by finishing each year under budget in every budgetary department, with the only exception being the Law Department over which is not under direct control of the administration, proving that budgetary assumptions by staff continue to be sound and well educated;
- Continue to maximize our relationship with the County, which, among other great benefits, has resulted in the funding of two major roadway projects equaling funds that would have otherwise taken some 20 years of revenue to fund. This and several other road projects was done at no cost to our residents;
- Continue the development of the Town's own Stormwater Utility, which further moves control from the county to the town and its residents resulting in a more local and immediate response to various issues. Further enhancement of this authority will allow the Town to move forward with plans for significant roadway and drainage improvements.

Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

- We will continue to ensure that all individuals who enter Town Hall or who seek information in any other manner, receive quick, honest and helpful responses;
- We will continue to make every effort to inform our residents of the town's actions and have offered opportunities to interact with the Town;
- Continue to work to attract more businesses into the area, such as restaurants;
- Continue to revise and refresh our emergency operation plan on an ongoing basis;
- Continue the enhancement of not only an Emergency Operating Center, but a backup Emergency Operating Center;
- Continue to identify and budget for our growing responsibilities, in order to provide the greatest level of efficiency, surety and security for the funds of our residents;
- Continue our record of the full year audit being timely completed and the Auditor (a CPA firm) issuing an unqualified report, which is the highest comment given in such audits;
- Continue to update the Town's Accounting Policies and Procedures manual and set of Financial Policies;
- Continue our successful efforts to secure grants
- Continue our building of an unreserved/undesignated fund balance so that we comply with or exceed the GFOA guidelines.

OBJECTIVES

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

Significant budget changes in the FY 2009-10 budget include the following:

- Elimination of an Executive Assistant to the Town Manager position
- **Professional Services** reflect a Federal lobbyist consultant for a full fiscal year (\$60,000), in addition to the State lobbyist consultant (\$60,000)
- **Other Contractual Services** includes approximately \$95,000 for the Town's IT support functions and overall represents an approximate

Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

\$257,000 decrease, reflecting elimination of marketing and public relations consultants, as well as a significant reduction (\$180,000) for sustainability consultants

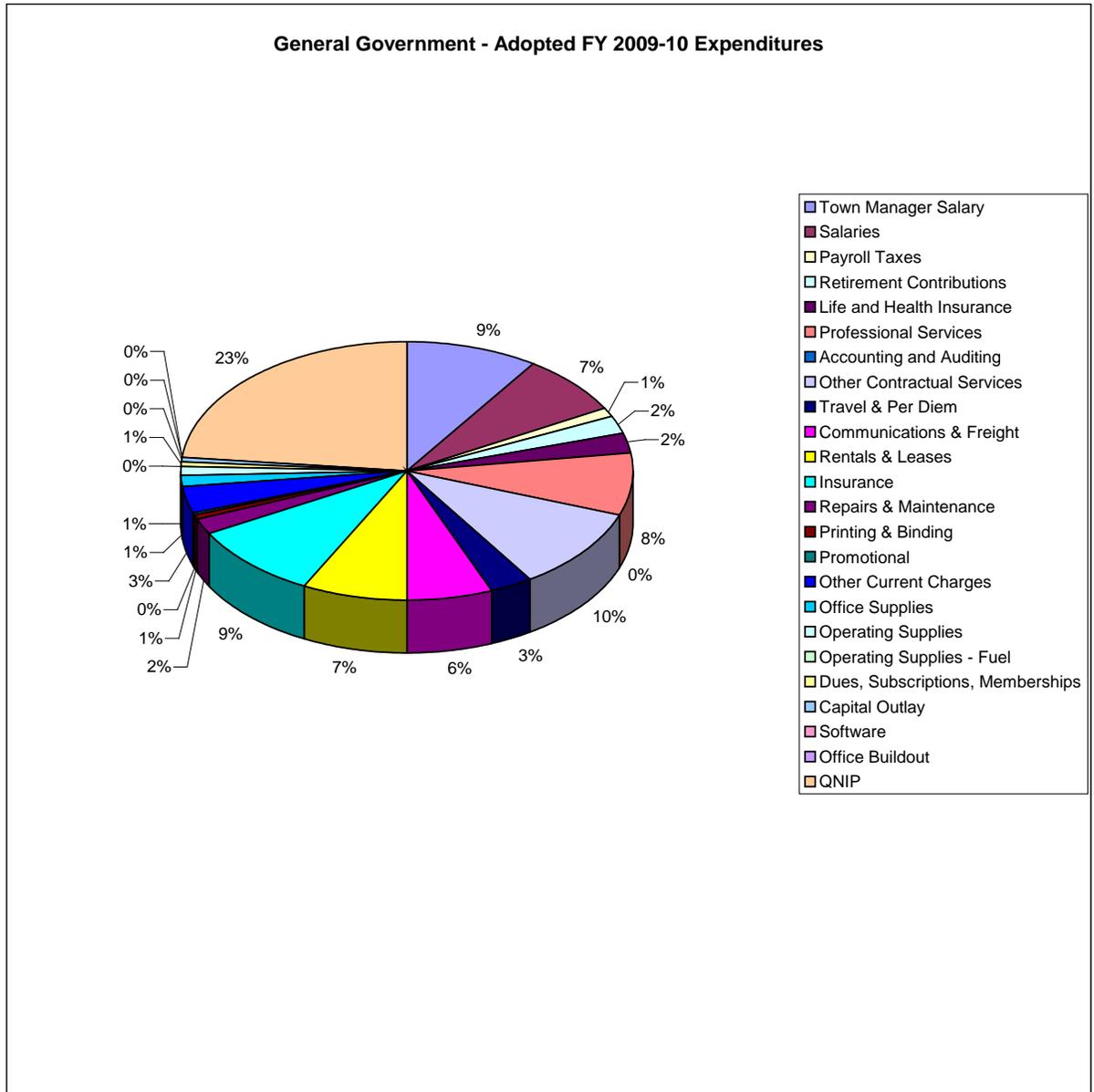
- A \$140,000 decrease in insurance premiums, resulting from the Town proactively working with its carrier to obtain better rates
- A \$15,000 decrease in promotional activities as a result of not replacing, or adding to, street pole banners
- A \$118,000 decrease in capital outlay resulting from postponing equipment upgrades and changes
- Creation of a "pool" staff position which will assist in General Government, as well as in Public Works (which eliminated its Administrative Assistant position)

The following summarizes the General Government department budget for FY 2009-10:

GENERAL GOVERNMENT

Category	Adopted FY 2007-08	Adopted FY 2008-09	Adopted FY 2009-10
Town Manager Salary	157,343	159,980	159,980
Salaries	302,778	136,379	128,125
Payroll Taxes	35,199	22,671	22,040
Retirement Contributions	105,681	34,423	37,166
Life and Health Insurance	58,800	38,400	40,800
Professional Services	130,000	115,000	135,000
Accounting and Auditing	58,000	0	0
Other Contractual Services	206,600	434,325	176,990
Travel & Per Diem	46,650	52,900	52,900
Communications & Freight	94,840	108,230	105,628
Rentals & Leases	146,140	150,400	127,232
Insurance	191,500	300,000	160,000
Repairs & Maintenance	28,800	41,125	32,430
Printing & Binding	10,000	10,000	10,000
Promotional	16,000	21,400	6,400
Other Current Charges	15,200	26,250	56,250
Office Supplies	24,000	25,000	25,000
Operating Supplies	10,000	13,500	18,183
Operating Supplies - Fuel	3,000	2,040	0
Dues, Subscriptions, Memberships	18,423	14,880	11,180
Capital Outlay	11,000	101,700	8,000
Software	110,000	15,000	0
Office Buildout	10,000	10,000	0
QNIP	425,000	425,000	400,000
	<u>2,214,954</u>	<u>2,258,603</u>	<u>1,713,304</u>

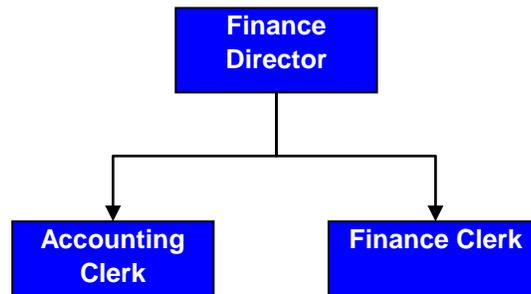
Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget



Budget to Budget Comparison:

FY 2008-09: \$2,258,603 FY 2009-10: \$1,713,304 Change: -24%

FINANCE



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 three comprehensive external financial audits. The Town received "unqualified" audit opinions, which is the highest opinion achievable and there were no findings of a negative nature that would impede the Town's ability to conduct government business. The Town's FY 07-08 Comprehensive Annual Financial Report ("CAFR") 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 GFOA award for its FY 2006-07 CAFR.

The Finance Director monitors expenditures and receipt of revenues from both fee collections as well as revenues derived from the State and through Miami-Dade County. The office is responsible to collect and properly account for the local business tax receipts, and the burglar alarm and solid waste franchise fee ordinances. The Finance Director is also

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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.

GOALS

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

OBJECTIVES

- Secure the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting for the Town's annual Comprehensive Annual Financial Report.
- Install and test an enterprise resource planning system for implementation no later than February 28, 2010.

Significant budget changes in the FY 2009-10 budget include the following:

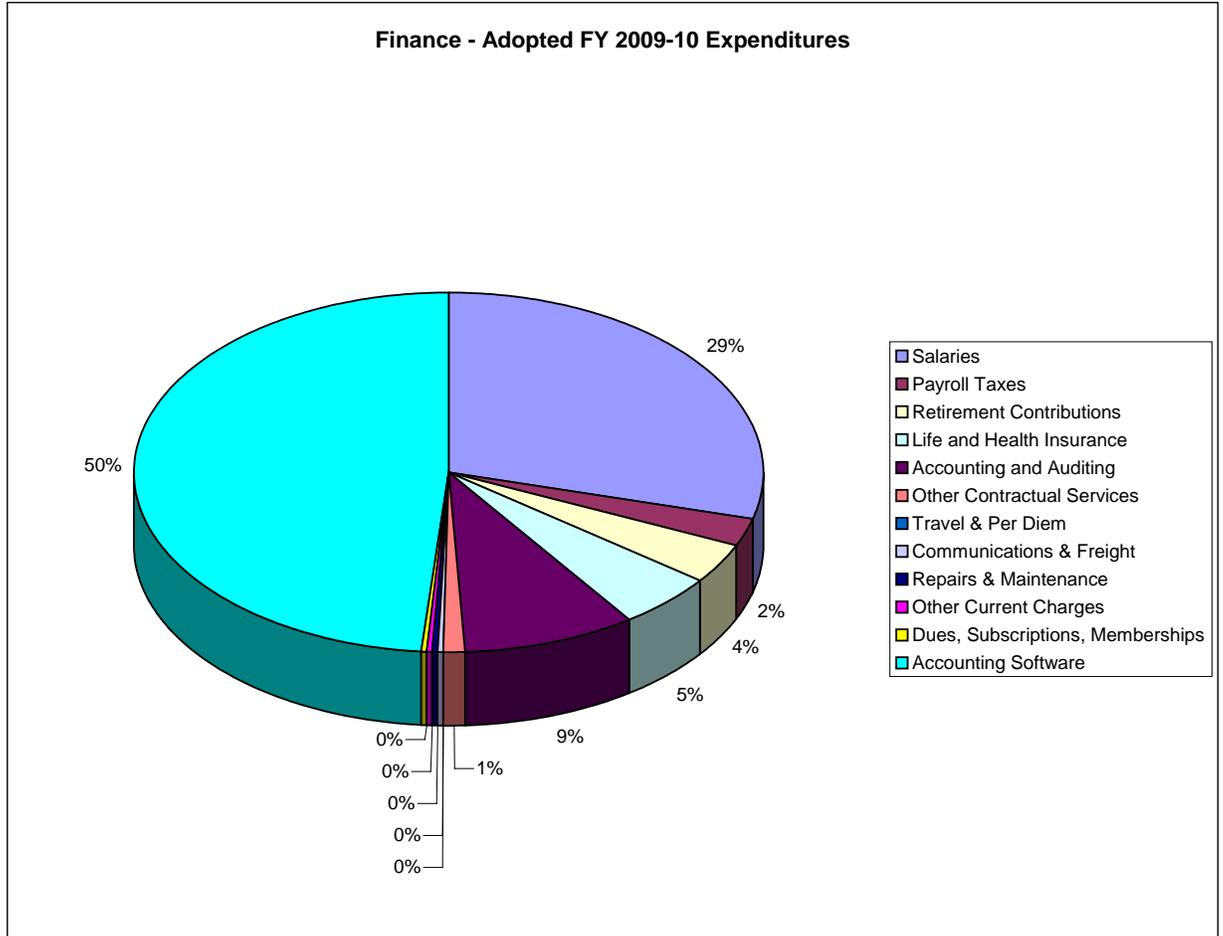
- The budget provides for the valuation of the Town's stormwater utility assets required under governmental accounting standards.
- Provide for the acquisition, implementation and maintenance of the town-wide accounting software system.

The following summarizes the Finance department budget for FY 2009-10:

FINANCE

Category	Adopted FY 2007-08	Adopted FY 2008-09	Adopted FY 2009-10
Salaries	0	181,279	180,946
Payroll Taxes	0	13,868	13,843
Retirement Contributions	0	21,295	23,520
Life and Health Insurance	0	28,800	30,600
Accounting and Auditing	0	48,500	55,000
Other Contractual Services	0	6,000	6,000
Travel & Per Diem	0	1,800	1,200
Communications & Freight	0	1,560	1,500
Repairs & Maintenance	0	0	2,000
Other Current Charges	0	600	600
Dues, Subscriptions, Memberships	0	2,500	2,500
Accounting Software	0	350,000	300,000
	<u>0</u>	<u>656,202</u>	<u>617,709</u>

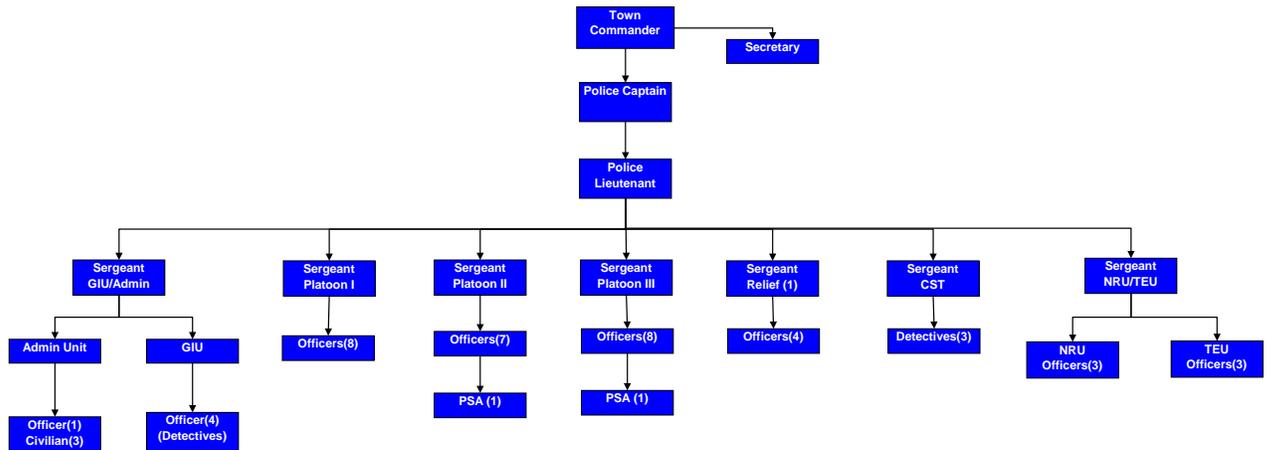
Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget



Budget to Budget Comparison:

FY 2008-09: \$656,202 FY 2009-10: \$617,709 Change: -6%

POLICE SERVICES



FUNCTION

The Department of Police was established through an interlocal agreement between the Town of Cutler Bay and Miami-Dade County. The Department officially 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 well being 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 values of integrity, respect, service, and fairness. The daily operations and administration of the Department are overseen by the Town Commander.

Through a contract with Miami-Dade County, officers work exclusively within the Town of Cutler Bay. Current staffing includes 51 sworn employees, and five non-sworn employees for a total of 56 Full-time positions. One full time position supplements the administrative work of the Department.

The FY 2009-10 Proposed Budget recommends continuing the six rental unmarked vehicles for surveillance purposes. The rental vehicles will be

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funded from Police Impact Fees. By renting the vehicles rather than leasing them from the county, the Town's General Investigations Unit Detectives and Crime Suppression Team can conduct surveillance, burglary and investigative details without being identified as undercover police officers. The rental vehicles are exchanged on a monthly basis for different vehicle makes and models, to maintain initiative effectiveness.

Crime Reduction The efforts of the Town's Police Services resulted in a dramatic change in crime statistics. Over the past 12 months, crime within Cutler Bay was reduced across the board. In spite of the current economic conditions and national increase in crime, the Town has continued to maintain a low crime rate. Officers assigned to the Town have taken ownership of their assigned community, creating bonds with the residents and businesses. A year-to-date comparison of June 2009 versus June 2008 shows that crime has been significantly reduced. This reduction in the crime rate is due largely to the partnership that the Town Police has formed with the community. With the exception of larcenies, the crime rate has been reduced a total of 13.76% when compared to the last year to date.

Community Programs We operate a number of programs that are designed to involve the Officer with the community. The Neighborhood Resource unit conducts ongoing events such as child fingerprinting, Officer Friendly programs and attending Homeowner Association Meetings. In partnership with the Town's Parks Services Department, Officer Friendly attends camp programs throughout the summer. The Unit conducts crime prevention seminars and provides flyers wherever the public congregates. Officers patrol the Town and let the residents know they are in the area by leaving "While You Were Out" door hangers.

One of the priorities for the Town has been traffic safety. The Town's stepped up enforcement of speed limits resulted in one percent fewer traffic crashes, as compared to prior years. Reducing accidents translates to economic savings, but, more importantly, it saves lives.

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. Officers regularly attend training that ranges from robbery intervention training to cybercrime training.

GOALS

- Increase the visibility and police involvement within the community

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- Continue and broaden the Community-Oriented Policing philosophy of the Unit
- Identify hazardous street intersections where traffic collisions are occurring

OBJECTIVES

- Increase the utilization of bike patrols, directed patrol and other non-traditional patrol methods (to include: Bike, vehicle and foot patrols).
- Provide proactive involvement with the community.
- Facilitate officers to become more familiar with the residents of their community and their police related concerns.
- Officers will distribute information cards indicating safety tips and suggest ways to make the resident's home or business safer.
- Upon recognizing hazardous intersections, the unit will seek voluntary compliance with traffic laws through education and enforcement in an effort to reduce the frequency of traffic collisions and number of injuries.

Significant budget changes in the FY 2009-10 budget include the following:

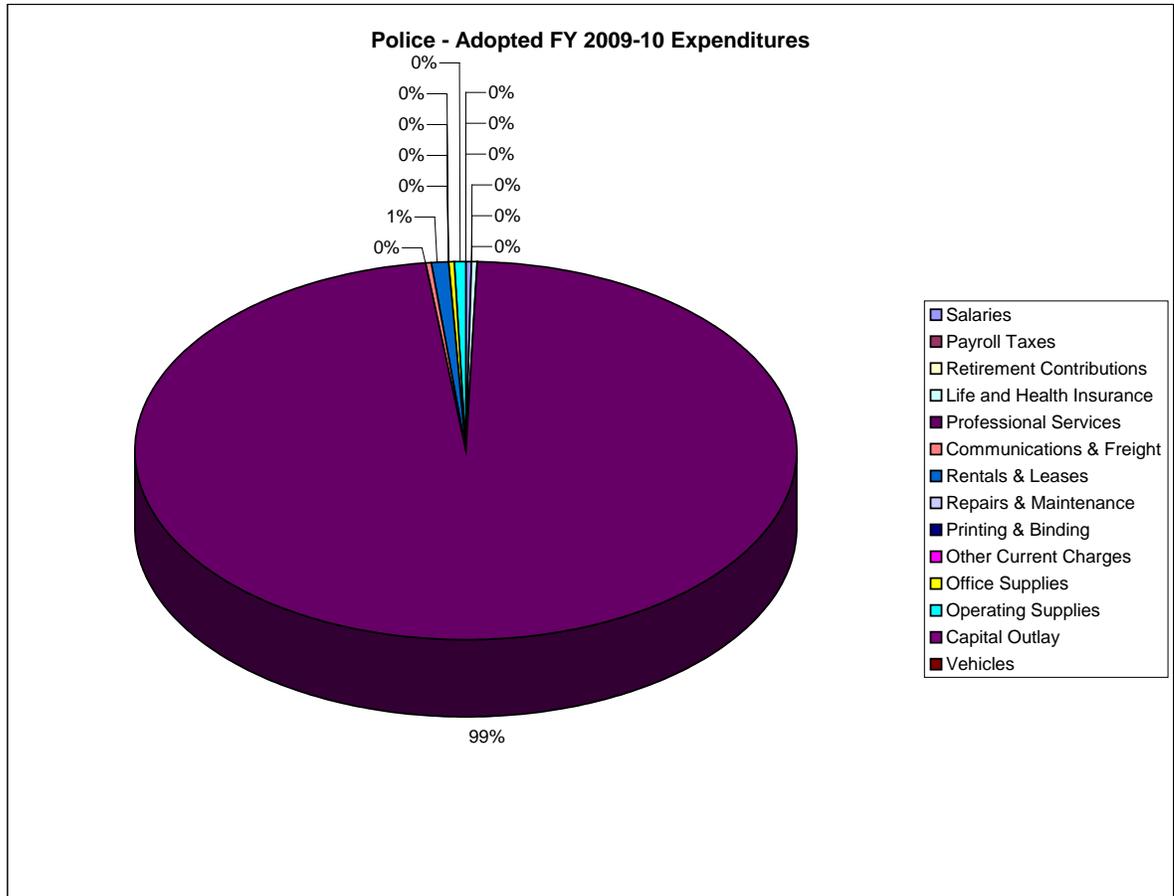
- **Professional Services** reflects an approximate \$846,000 reduction in budgeted patrol services costs
- A decrease in office and operating supplies and cell phone lines
- Reduced capital outlays for furniture and computer upgrades

The following summarizes the Police department budget for FY 2009-10:

POLICE

Category	Adopted FY 2007-08	Adopted FY 2008-09	Adopted FY 2009-10
Salaries	47,250	48,150	24,960
Payroll Taxes	3,615	3,683	1,909
Retirement Contributions	4,654	4,743	2,694
Life and Health Insurance	0	0	10,200
Professional Services	7,549,847	8,657,000	7,811,401
Communications & Freight	11,840	10,920	6,500
Rentals & Leases	69,040	75,400	74,900
Repairs & Maintenance	4,700	6,400	6,400
Printing & Binding	5,000	5,000	5,000
Other Current Charges	1,000	1,000	1,000
Office Supplies	25,000	25,000	22,600
Operating Supplies	21,500	39,000	24,500
Capital Outlay	26,500	24,000	10,000
Vehicles	120,000	0	0
	<u>7,889,946</u>	<u>8,900,296</u>	<u>8,002,064</u>

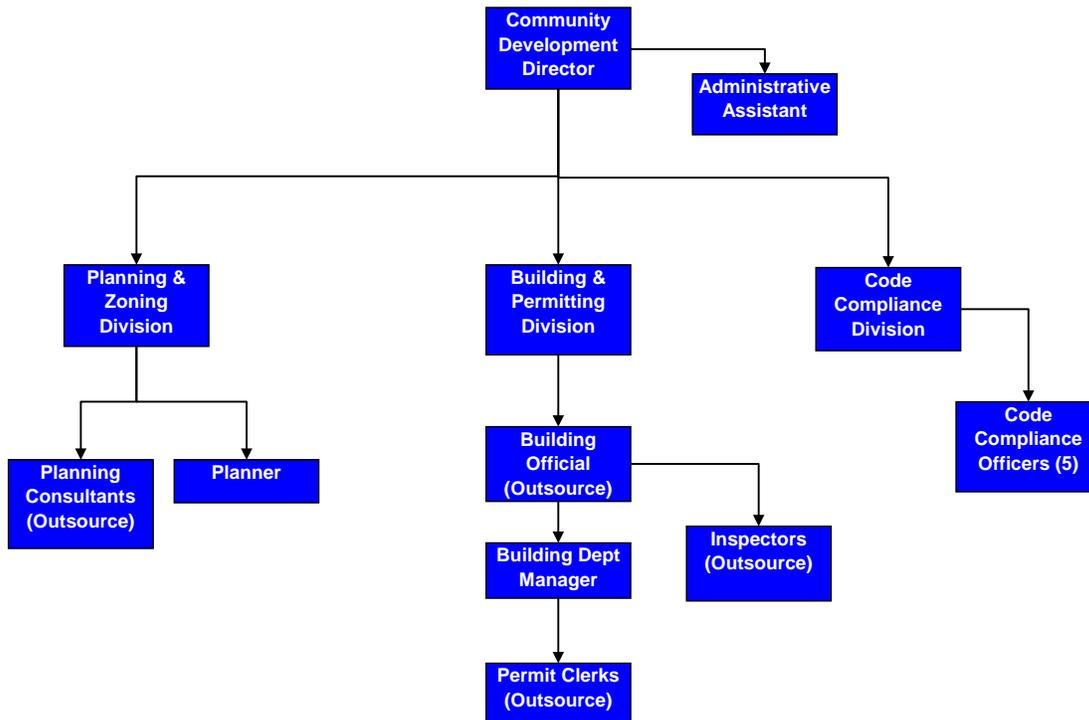
Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget



Budget to Budget Comparison:

FY 2008-09: \$8,900,296 FY 2009-10: \$8,002,064 Change: -10%

COMMUNITY DEVELOPMENT



FUNCTION

The Department of Community Development is comprised of three divisions inclusive of Planning and Zoning, Code Compliance, and Building Services. The Planning and Zoning division is responsible for providing technically sound and professional recommendations to ensure strict adherence to the Town's Land Development Code, Growth Management Plan, and other concurrency regulations and for the efficient and timely processing of zoning applications. The Code Compliance division is responsible for educating the public on the Town's code enforcement regulations and enforcing those regulations in our residential, commercial, and mixed use areas. The Building Services division 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

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contracted through a private provider under which 30 percent of the fees collected are retained by the Town to offset supervision and support costs.

Planning and Zoning Efforts Planning and Zoning completed mandated amendments to the Town's Growth Management Plan ("GMP") and instituted strategies designed to create a more sustainable development pattern for the community. Departmental efforts continue to focus on strategies and activities to "green" the town and preserve sensitive areas and wetlands. The department is crafting "green" development requirements for the design, construction, and maintenance of public and private buildings which will further promote a sustainable future.

We are in the final stages of crafting the Town's first Land Development Regulations (LDRs) premised on compact design and sustainable standards. We are stepping up our application for grants to fund projects needed to augment the quality of life needs of the Town. The department is anticipating development requests due to zoning workshops, charrettes, and other planning efforts accomplished over the past year.

The department is responsible for consistently enforcing compliance with the LDRs. The Planning and Zoning staff provides zoning plan review, zoning information and interpretations, and assists in analysis and preparation of recommendations to the Town Council on public hearing items related to development activities.

The Department is comprised of the Community Development Department Director, an Administrative Assistant, a Town Planner, a Building Supervisor and four code compliance officers.

Building Services The Town contracts with a private provider for Building Permitting processes. Under the agreement, the building permit fees are shared with the contractor, with 30 percent of the fees collected retained by the Town to offset supervision and other support costs. During the past year, the Building Department implemented a software system update to handle the processing of permits and inspections. The new system allows the department to keep track of permit activity, inspections and contractor registration more efficiently.

With the implementation of the new Town-wide software system during the next fiscal year, yet a newer and more sophisticated permit and inspection module will be installed. The new system will provide citizens web access, and enable them to schedule inspections as well as view the

results of their inspections. A major initiative will involve implementation of a new electronic document storage system for building services. The building department is currently in the file preparation and indexing stage of this comprehensive initiative.

Code Compliance Compliance with Town and County codes is a high priority for residents and management. The five code compliance officers answer complaints to insure 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, fees are assessed for violations once available avenues 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 and assist during emergencies by learning disaster protocols and CPR.

GOALS

PLANNING AND ZONING

- Continue implementation of the recently adopted Growth Management Plan
- Administer zoning regulations and processes in accordance with the Land Development Code
- Implement the Non-Residential Development Regulations
- Continue implementation of Old Cutler Road overlay zoning criteria
- Zoning district regulation
- Zoning Workshop coordination
- Implement the "Green" Building Regulations
- Continue development and complete the adoption of a new set of Town Land Development Codes
- Continue to administer the permit process for special events and garage sales
- Continue to monitor monthly update process of the GIS for property and ownership information to provide current and accurate property data

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- Continue development of Geographic Information System improvements for Town needs including adding flood information and code enforcement actions at the parcel level
- Represent the Town at planning and development conferences and seminars

CODE COMPLIANCE

- Respond to code complaints expeditiously
- Obtain code compliance through a progressive system of enforcement actions beginning with non-punitive voluntary compliance
- Carry out focused code initiatives to address special issues within neighborhoods including overgrown lots, junk vehicles, home offices, etc.
- Implement code compliance policies set by the Town Council as specific topics impacting the town including SFWMD water restrictions
- Administer the special master hearing process for appeals to code citations
- Continue to educate residential and commercial property owners on code requirements
- Promote professional development of code compliance officers
- Maintain professional certifications and continue cross training of officers

BUILDING SERVICES

- Ensure that laws and regulations governing the industry are implemented consistently and uniformly throughout the Town and customer base
- Improve service delivery for residents, businesses and trade representatives
- Enhance access to information concerning the building and permitting laws and processes
- Improve the storage and retrieval of building plans for ease of access
- Promote and implement "Green" building initiatives in accordance with town policies

OBJECTIVES

PLANNING & ZONING

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- Process zoning applications for public hearing within 60 days of receipt of complete application materials
- Process administrative adjustment applications within 15 days
- Process administrative site plan review applications, required for projects within the US 1 Corridor, Old Cutler Road Overlay area and Town Center areas, within 7 days
- Complete the Land Development Code for adoption
- Issue garage sale permits on the same day as received
- Update GIS property data bases every 30 days
- Prepare GIS maps, atlases and mailing labels within 2 days of request
- Provide planning and zoning information to property owners and developers within 2 days of request
- Update the web page to include significant draft documents and new land development code chapters
- Include a web page section for upcoming projects
- Provide professional development opportunities to staff that will assist them in the implementation of building laws and regulations

CODE COMPLIANCE

- Perform code inspections within 2 days of receipt of a complaint
- Issue citations for 100% of water restriction violations observed by police or code officers
- Develop 30-day action plans for focused neighborhood code initiatives, when requested and/or identified
- Process appeals before the special master within 60 days of receipt
- Schedule a minimum of 25 cases per month before the special master and prepare case briefs
- Create informative brochures to assist in ongoing education within 10 days of adoption of a new code or regulation that impacts property owners
- Obtain Florida Association of Code Enforcement (FACE) certification for 100% of code officers
- Obtain code compliance rate of 90%

BUILDING SERVICES

- Provide access to permit information and status via the Town website and provide general information to the public concerning the building process
- Enhance customer service by continuing to provide walk-thru permit service
- Scan all building plans for easy access, printing and storage

Significant budget changes in the FY 2009-10 budget include the following:

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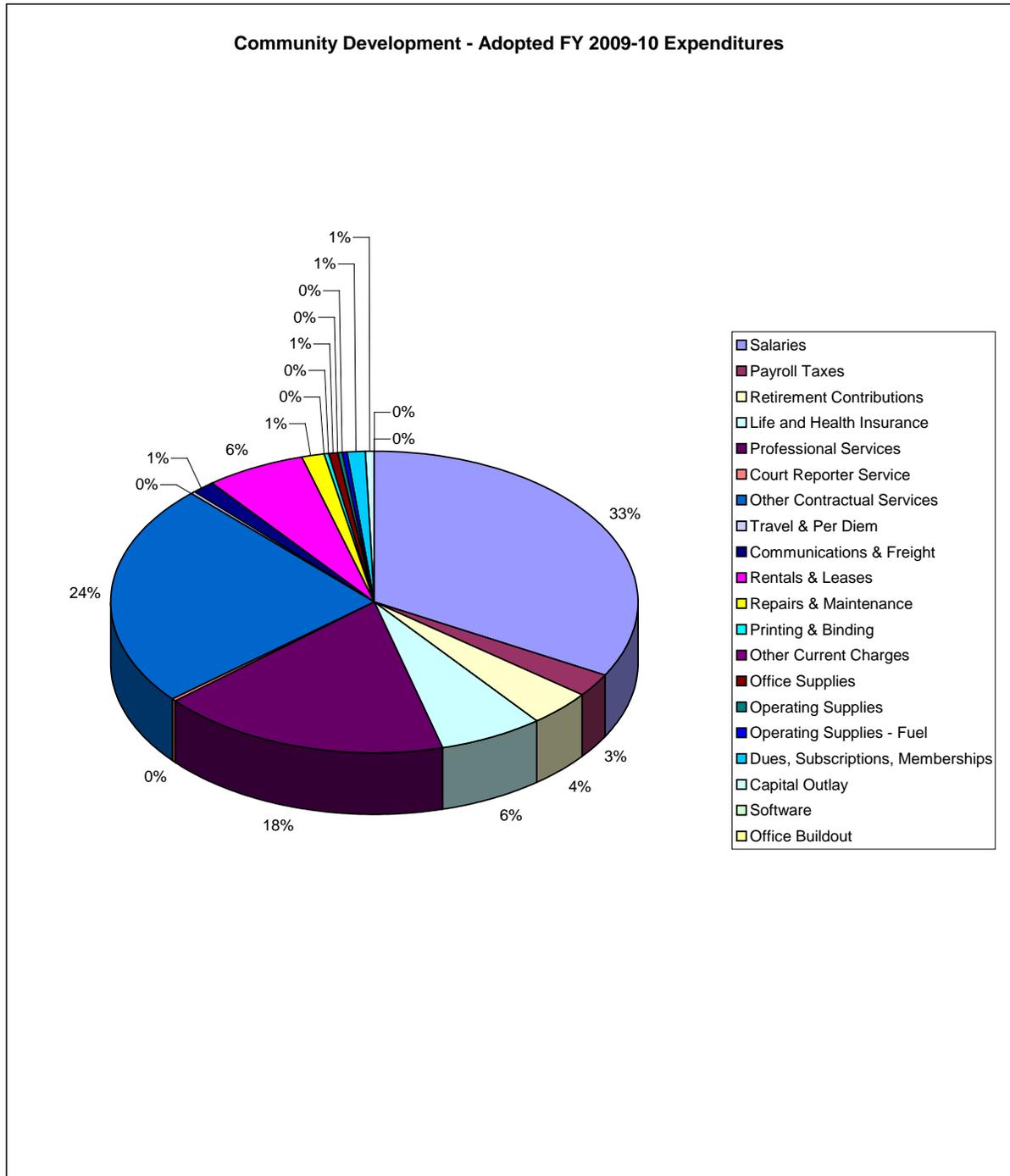
- **Professional Services** includes \$200,000 for the Town's planning consulting firm, a 15% decrease from FY 2008-09. Professional Services' FY 2009-10 budget overall represents a reduction of \$140,000, reflecting reduced use of outside planning consultants, reduced land development regulations production costs and elimination of impact fee study and US1 Charrette costs
- Increase in **Professional Services** related to development of pattern books
- **Other Contractual Services** are primarily services performed by the Town's Building & Permitting consultants which share revenues from such activities with the Town. The FY 2009-10 budget reflects \$336,000 for these services.
- A reduction in **Other Contractual Services** resulting from decreased costs related to scanning document backlog/history
- Reduced office and operating supplies, as well as reduced fuel costs
- Reduced capital outlay for equipment replacements

The following summarizes the Community Development department budget for FY 2009-10:

COMMUNITY DEVELOPMENT

Category	Adopted FY 2007-08	Adopted FY 2008-09	Adopted FY 2009-10
Salaries	453,740	477,282	476,179
Payroll Taxes	34,711	36,512	36,428
Retirement Contributions	48,086	50,590	55,578
Life and Health Insurance	67,980	86,400	91,800
Professional Services	400,000	400,000	260,000
Court Reporter Service	500	800	800
Other Contractual Services	434,591	391,000	348,000
Travel & Per Diem	3,500	4,000	3,500
Communications & Freight	8,000	18,480	18,480
Rentals & Leases	69,900	97,500	88,100
Repairs & Maintenance	7,900	22,100	21,150
Printing & Binding	5,000	6,500	4,000
Other Current Charges	1,000	2,000	1,000
Office Supplies	7,700	11,250	8,500
Operating Supplies	1,500	2,550	500
Operating Supplies - Fuel	22,300	36,600	5,000
Dues, Subscriptions, Memberships	5,000	12,200	17,500
Capital Outlay	48,720	15,050	7,500
Software	40,000	0	0
Office Buildout	10,000	1,000	0
	<u>1,670,128</u>	<u>1,671,814</u>	<u>1,444,015</u>

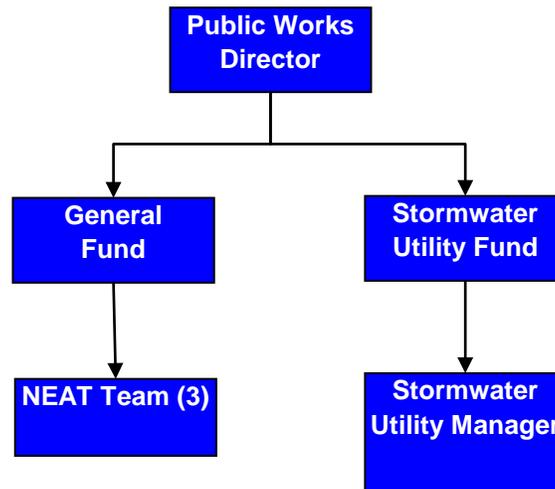
Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget



Budget to Budget Comparison:

FY 2008-09: \$1,671,814 FY 2009-10: \$1,444,015 Change: -14%

PUBLIC WORKS



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 and various Capital Improvement Projects. Additionally, the Department is responsible for planning and implementation of various street beautification projects, graffiti abatement and litter removal activities. The Public Works Department is comprised of a core staff which includes: Director, 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 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

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

Roadway and Sidewalk Improvements

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

Stormwater Improvement Projects

- Continue to implement capital improvement projects in accordance with the Town's adopted Storm Water Master Plan. The Master Plan studied, in great detail, seventeen (17) separate drainage sub-basins throughout the Town. The Master Plan will continue to be utilized to obtain both State & Federal grants, to improve the water quality.

Right-of-Way Enhancements

- Continue to coordinate and manage available resources to enhance the aesthetics of the Village Neighborhoods, while strengthening the infrastructure where needed.
- Continue the Town's daily litter removal program.
- Continue the Town's daily removal of "illegally" placed signs along the right-of-ways.

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- Continue the Town's daily removal / painting over of graffiti.
- Implementation/Coordination of the Town's Tree Planting Program, as per the adopted Street Tree Master Plan.

OBJECTIVES

Personnel / Administration

- Conduct weekly staff meetings to identify & discuss residents' concerns.
- Continue to attend Professional Development training courses throughout the year.
- Complete detailed Annual employee performance reviews, to discuss any concerns.
- Respond to resident's assistance, complaints, and comments in a timely manner.
- 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).
- Assure compliance with Public Works standards and code requirements.
- Provide management and oversight of Capital Improvement Projects in a professional, comprehensive, efficient, and cost effective manner.

Roadway and Sidewalk Improvements

- Implement a pavement and sidewalk work management database system.
- Continue to replace, and repair sidewalks near schools and recreational facilities according to their overall condition.
- 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.
- Perform visual inspection of Town owned roads on a daily basis.
- Implement the findings of the Town's Transportation Master Plan. Improve vehicular and pedestrian safety on all Town roads, around schools and parks.
- Review and update Transportation Master Plan to reflect changing land use development patterns and related transportation system demands.
- Complete requests for neighborhood traffic engineering studies.

Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

- Continue to install emergency transfer switches at “key” intersections.
- Coordinate the replacement of damaged/faded regulatory and warning signs.
- Continue the installation of thermo-striping Stop Bars in residential areas.

Stormwater Improvement Projects

- Complete the construction: Drainage Improvements within the Saga Bay Community.
- Design & Permit Drainage Improvements within the Bel-Aire Community.
- Continue to perform bi-weekly street sweeping cycles.
- Perform a complete Assets inventory of the Stormwater Utility System.
- Continue to perform regularly scheduled maintenance to the Stormwater System.
- Analyze and maximize the billable revenue billed to property owners based on actual property size and total impervious surface area contained within the property
- Continue to Manage the FDEP Drainage Improvement Grants.
- Continue to Stormwater maintenance program to meet the annual requirements of the NPDES permit.
- Continue to coordinate the maintenance of Town owned canal system.

Right-of-way Enhancements

- Replace damaged street signs within four work days.
- Develop and implement landscape and signage improvement plan on main transportation corridors within the Village inclusive of County and State owned roadways.
- Maintain the existing Town entry signage free of weeds and graffiti.
- 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.
- 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
- Provide safe clearance of unsightly debris for pedestrians and motorists on Town owned right-of-ways and coordinate with Miami-Dade County Public Works Dept.
- Perform daily litter removal throughout the Town.
- Coordinate the removal of “illegal” dumping with Miami-Dade Solid Waste Dept.

Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

- Continue removal of “illegally” placed signage on swales, trees, and right-of-ways.
- Perform daily removal of graffiti on Town owned infrastructure.

Significant budget changes in the FY 2009-10 budget include the following:

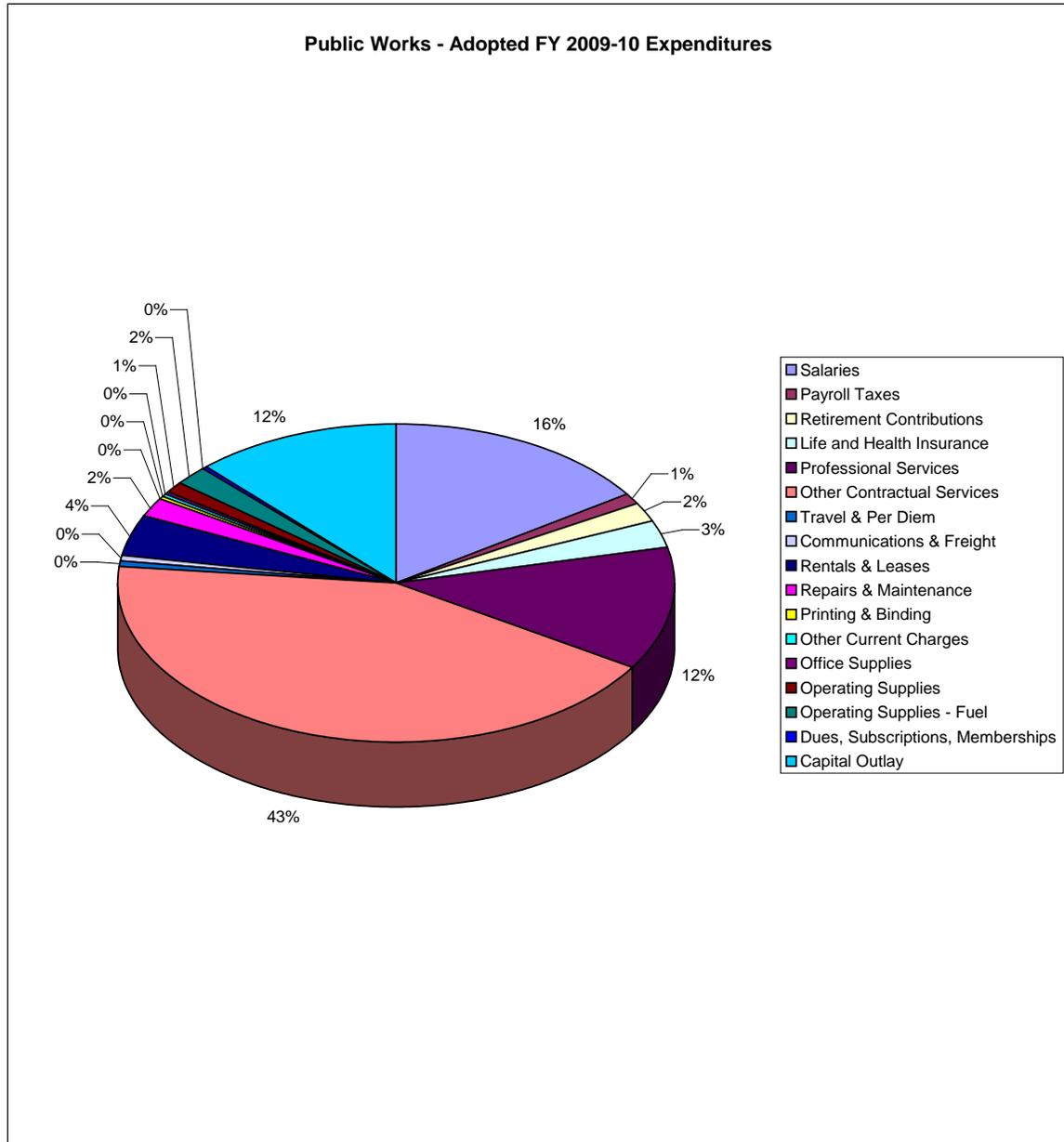
- Elimination of an Administrative Assistant position, including related benefits (position actually eliminated prior to the end of FY 2008-09)
- **Professional Services** include \$70,000 for general engineering services
- **Other Contractual Services** includes \$85,000 for roadside maintenance, \$150,000 for sidewalk repairs, \$150,000 for right-of-way tree planting, and \$120,000 for right-of-way maintenance. Overall, the FY 2009-10 Other Contractual Services budget represents a \$220,000 **decrease** from the prior year reflecting reduced repairs and maintenance activities
- Reductions in numerous other budget categories

The following summarizes the Public Works department budget for FY 2009-10:

PUBLIC WORKS

Category	Adopted FY 2007-08	Adopted FY 2008-09	Adopted FY 2009-10
Salaries	239,151	225,271	185,354
Payroll Taxes	18,295	17,234	14,180
Retirement Contributions	26,699	25,159	23,451
Life and Health Insurance	42,000	38,400	32,640
Professional Services	198,000	147,000	147,000
Other Contractual Services	314,800	731,000	511,000
Travel & Per Diem	8,200	5,900	5,900
Communications & Freight	3,300	6,740	5,492
Rentals & Leases	36,000	31,000	51,500
Repairs & Maintenance	64,250	30,000	22,000
Printing & Binding	4,000	4,000	4,000
Other Current Charges	1,000	1,000	1,000
Office Supplies	3,200	3,200	3,200
Operating Supplies	12,500	15,500	15,500
Operating Supplies - Fuel	31,150	28,200	23,400
Dues, Subscriptions, Memberships	4,200	3,300	3,300
Capital Outlay	144,400	119,600	141,100
	<u>1,151,145</u>	<u>1,432,504</u>	<u>1,190,017</u>

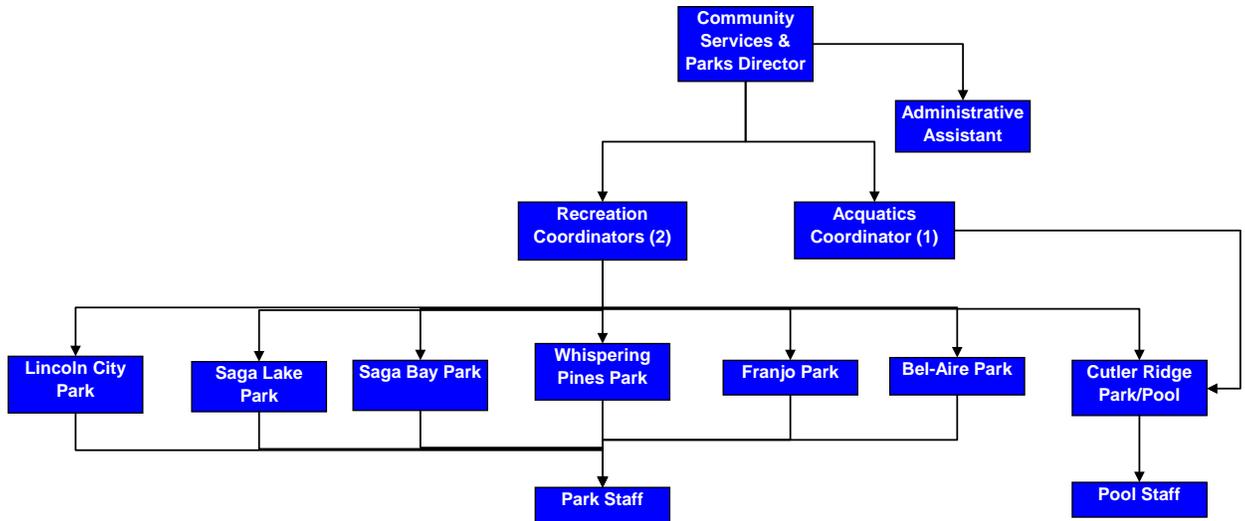
Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget



Budget to Budget Comparison:

FY 2008-09: \$1,432,504 FY 2009-10: \$1,190,017 Change: -17%

COMMUNITY SERVICES AND PARKS



FUNCTION

The Community Services and Parks 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 a liaison for and coordinates the efforts of the Town Council-appointed Parks and Recreation Advisory Committee. The Department also writes and, when successful, administers grants for park improvements and programming.

The Department staff consists of six full-time employees - the Parks and Recreation Director, an Administrative Assistant, two Recreation Coordinators, an Aquatics Coordinator and one Park Service Aide (the additional Park Service Aide that was included in the FY 08-09 budget for Lakes by the Bay Park was not hired due to delays in the transition of the park). Full-time staffing is supplemented by additional part-time Park Services Aides and Pool Lifeguards. For summer programs, the Town employs additional temporary Park Services Aides and Lifeguards. In addition, a grant from The Children's Trust provides funding for one full-time Outreach Worker and three part-time Park Service Aides to

Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

supplement the Town's After School Program activities at Cutler Ridge Park.

The Town's seven parks are categorized as neighborhood, mini or community parks. The four neighborhood parks are Bel Air Park, Franjo Park, Saga Bay Park and Saga Lake Park. The two mini-parks are Lincoln City Park and Whispering Pines Park. The Town has one community park - Cutler Ridge Park.

GOALS

- Implement quality parks and recreational programs that effectively address community needs and increase park usage.
- Select and work with organizations to provide outstanding youth and adult sports leagues, and a variety of active and passive activities for all ages.
- Implement Parks Master Plan objectives focusing on the design and construction phases for Town parks.
- Continue to explore possibilities for the acquisition and development of additional park areas.
- Develop and implement system-wide park rules and regulations to provide safe and enjoyable parks and recreational facilities for the Town's residents and visitors.
- Continue to seek sponsorships and donations for programming, special events and enhancement of parks.
- Continue to support the Town's "Going Green" philosophy through the purchase and use of environmentally-friendly products, the use of water-saving technologies, and the implementation of a recycling program in the Town's parks.

OBJECTIVES

- Work with the Ad Hoc Special Events Committee in coordinating two new community events in the Town during the fiscal year.
- Meet with Miami-Dade College and Senior Solutions to discuss the implementation of additional adult and senior recreational activities in and around Cutler Bay.
- Obtain funding to complete 30% of the recommended improvements at Bel Aire Park and Saga Lake Park.
- Work with Miami-Dade County Public Schools to implement a long-term joint use agreement for the use of portions of the Cutler Ridge Middle School athletic fields as a practice field location for local youth sports leagues by the end of the fiscal year.

Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

- Work with the existing youth and adult leagues, the Parks and Recreation Advisory Committee and the Town's Community Policing Officers to create a Parks Rules and Regulations ordinance governing the use of Town parks.
- Increase sponsorship of Town-sponsored special events by 25% over the previous year.
- Work with the Town's Public Works Department to provide paper, plastic, glass and aluminum recycling containers at Cutler Ridge Park, Franjo Park and Bel Aire Park.

Significant budget changes in the FY 2009-10 budget include the following:

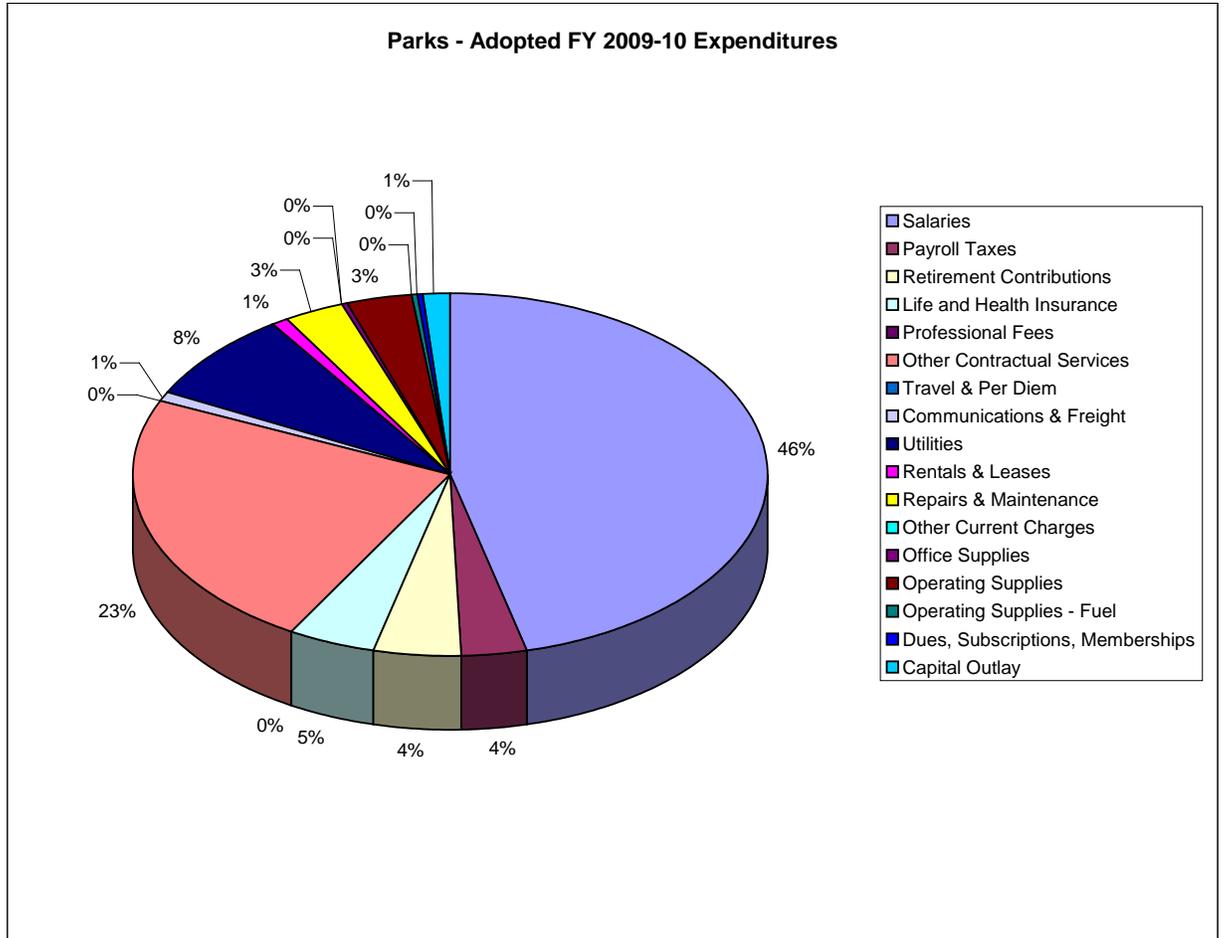
- **Professional Services** (for project engineering) have been eliminated
- **Other Contractual Services** include \$265,000 for landscaping and grounds maintenance. Overall, this budget category has been significantly reduced (\$85,000), including a decrease in the Town's community events budget by \$10,000
- Capital outlay costs have been significantly reduced (\$48,000), although the Town is providing for the purchase of two defibrillators, some picnic tables, new netting for Franjo Park, and portable skateboard equipment

The following summarizes the Parks department budget for FY 2009-10:

PARKS & RECREATION

Category	Adopted FY 2007-08	Adopted FY 2008-09	Adopted FY 2009-10
Salaries	610,065	675,084	637,865
Payroll Taxes	46,670	51,644	48,797
Retirement Contributions	51,655	57,934	59,591
Life and Health Insurance	50,400	68,800	62,900
Professional Fees	75,000	10,000	0
Other Contractual Services	325,000	408,000	323,000
Travel & Per Diem	0	1,000	750
Communications & Freight	10,300	9,160	9,160
Utilities	101,471	128,700	114,000
Rentals & Leases	9,000	16,900	9,600
Repairs & Maintenance	2,100	41,650	41,550
Other Current Charges	2,000	1,000	500
Office Supplies	10,000	5,000	4,000
Operating Supplies	44,800	51,750	48,000
Operating Supplies - Fuel	0	4,000	4,000
Dues, Subscriptions, Memberships	700	2,140	1,890
Capital Outlay	32,000	68,700	20,000
	<u>1,371,161</u>	<u>1,601,462</u>	<u>1,385,603</u>

Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget



Budget to Budget Comparison:

FY 2008-09: \$1,601,462 FY 2009-10: \$1,385,603 Change: -13%

RESERVES

The relatively short budget history and the uncertainty of the impact of tax reforms suggest that it is essential to continue to budget and fund a number of reserves. The proposed FY 2009-10 budget continues the prior year's policy of funding these reserves. The Town is continuing its policy to set aside funds to meet contingencies, as well as to provide the ability to match grant awards should the need arise. The following details the reserves set aside in the FY 2009-10 budget:

<u>RESERVES</u>	
Contingency reserve	250,000
Revenue Stabilization reserve	50,000
Grant Match Reserves	50,000
Insurance contingencies	136,705
Financing reserves	<u>360,000</u>
Reserve Total	<u><u>846,705</u></u>

Special Revenue Fund



Special Revenue Fund Revenues

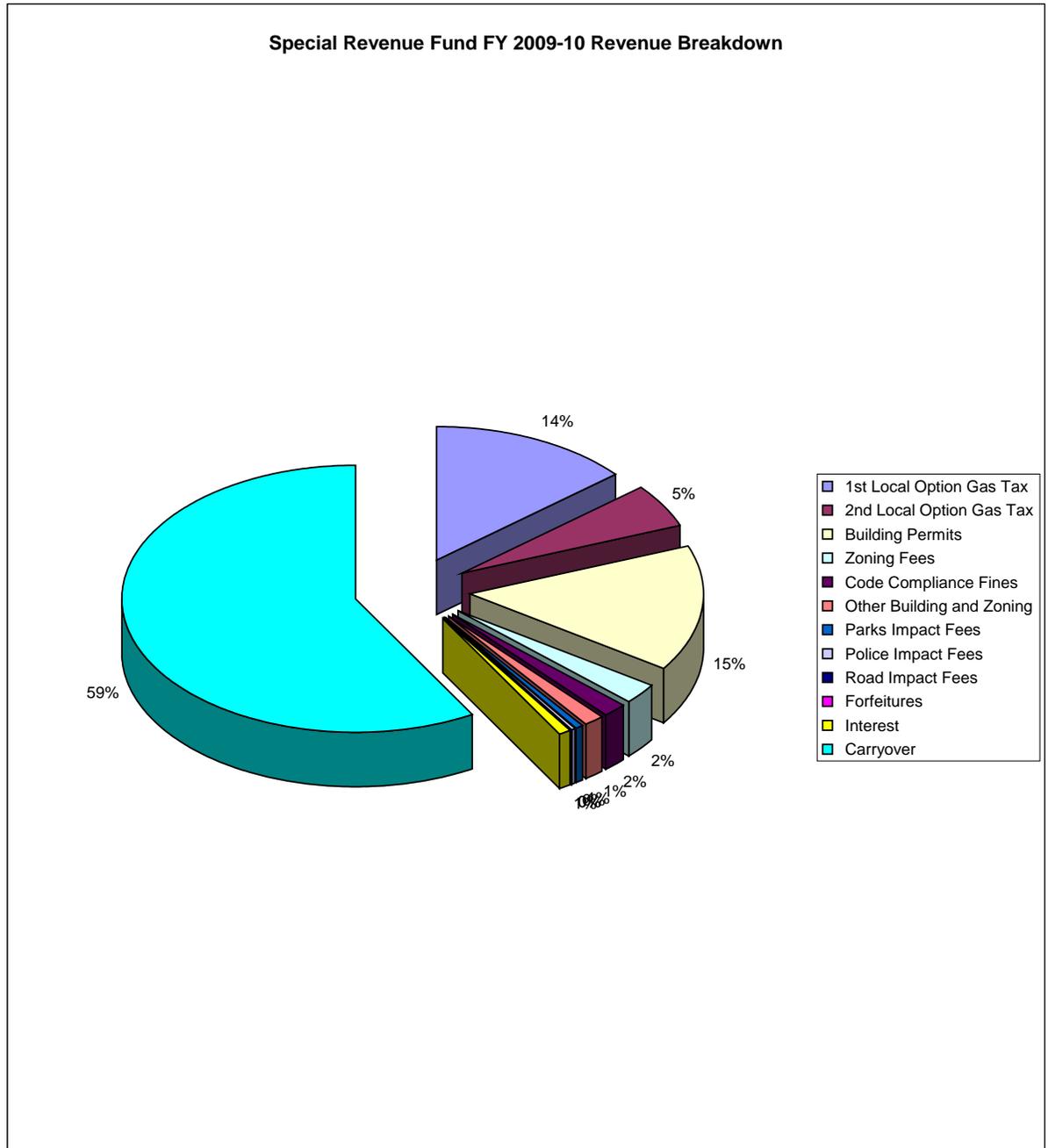
Special revenues are segregated from the General Fund revenues in the budget and, in some cases, from an accounting standpoint due to restrictions on fund uses. Examples of such revenues include code enforcement fines, building and permit fees, the Town's share of the County's Local Option Gas Taxes, 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 relieve stress, associated with development, on infrastructure.

The following summarizes the Town's anticipated Special Revenue Fund revenues:

Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

Special Revenue Fund Summary

	Adopted FY 2007-08	Adopted FY 2008-09	Adopted FY 2009-10
REVENUES:			
1st Local Option Gas Tax	491,406	482,127	429,458
2nd Local Option Gas Tax	183,881	182,690	165,428
Building Permits	521,360	480,000	480,000
Zoning Fees	100,378	124,368	75,000
Code Compliance Fines	6,044	12,000	55,000
Other Building and Zoning	5,000	12,000	45,000
Parks Impact Fees	583,000	77,280	17,000
Police Impact Fees	283,617	30,794	6,000
Road Impact Fees	329,213	0	0
Forfeitures	0	0	0
Interest	0	50,000	25,000
Carryover	1,706,310	437,930	1,824,019
	<u>4,210,209</u>	<u>1,889,189</u>	<u>3,121,905</u>
EXPENDITURES:			
Reserves - Special Revenue Fund:			
Police	291,980	30,794	200,910
Parks	590,001	77,280	391,745
Roads	329,213	0	0
Public Works	1,435,787	232,690	94,292
Building and Zoning	14,441	0	0
Forfeitures	10,000	0	0
Transfer to General Fund:			
Building & Zoning	626,738	628,368	655,000
Public Works (local option gas taxes)	218,249	482,127	804,458
Police	138,000	0	0
Transfer to Capital Projects:			
Parks (from impact fees)	555,800	437,930	292,500
Public Works (from gas taxes)	0	0	683,000
	<u>4,210,209</u>	<u>1,889,189</u>	<u>3,121,905</u>



Local Option Gas Taxes

The Town receives a share of two Local Option Gas Taxes imposed by the County: the Five-Cent Capital Improvement Local Option Gas Tax (of

Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

which only three cents is levied (**\$165,000**) and the Six-Cent Local Option Gas Tax (**\$429,000**).

The money 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. Expenditures for routine maintenance of roads are not an allowed expense.

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 Fines

The Town receives revenues from fines from code violators. It is recommended that for FY 2009-10 any such revenue be used to fund the enforcement efforts. Estimated revenues are **\$55,000**.

Building and Zoning Fees

Building permitting and inspection functions and zoning activities are projected to be self-supporting from their own revenues projected at **\$600,000**. Because permit fees (**\$480,000**) 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. Thirty percent (30%) of the permit fee revenue will be used to fund Town salaries and expenses directly related to the activity and the remaining seventy percent (70%) is paid to the contracted vendor for services.

Impact Fees

Park Impact Fees

Developers are assessed impact fees under Miami-Dade County Ordinance No. 90-59 to provide for public parks, open space, and recreation facilities to serve adequately the demands of new residential development.

Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

Park impact fee funds and related interest earnings (budgeted at **\$17,000**) are limited in their use to the “financing of park acquisition, park expansion, park improvements to real property, capital facilities (including start-up equipment and technology), or for principal and interest payment (including sinking fund payments) on bonds or other borrowed revenues” and are restricted for use within the designated park district from which they are collected.

The Town is entitled to collect any impact fees associated with development within the Town limits and must use those funds within the time and use constraints prescribed in the Miami-Dade County Park Impact Fee Ordinance.

Police Impact Fees

Police Impact Fees are collected under Miami-Dade County Ordinance No. 90-31 with the purpose of providing additional capital resources for adequate police protection for the existing population and to accommodate projected population due to new development.

Police Impact Fees (budgeted at **\$6,000**) can be used for the acquisition of capital equipment for police services including the acquisition of systems, tools and machines that allow police service tasks to be performed in a more efficient manner.

Road Impact Fees

Road Impact Fees are may be used for construction or expansion of roadways due to the impact of development. They may not be used for routine road maintenance. Cutler Bay is contained in the County’s road impact fee district #6, which includes unincorporated Miami-Dade County, Homestead and Florida City. Impact fees are assessed and collected within this district by the County, not the Town. No road impact fees collected by the County are directly assigned to Cutler Bay, even if they relate to projects within the Town’s boundaries. Rather, the County’s Public Works department determines how such collected road impact fees are spent, with the caveat that fees collected from a specific district must be spent in that district. If Cutler Bay wants specific road projects performed within the Town, it can submit a request to the County Public Works department for consideration. However, the final determination on how the road impact fee funds are spent rests with the County Public Works department.

Impact Fees-Pending Adoption

On August 19, 2009, the Town Council adopted on first reading an Ordinance, which will impose new impact fees within the Town. These fees relate to Parks and Recreation, Police, Administrative, Roads (Town roads only), and Fire Rescue facilities. Second reading of this Ordinance is scheduled for the October 21, 2009 Council meeting. If adopted, these new fees will become effective on November 14, 2009 and will replace the impact fees described in this section.

Special Revenue Fund Carryover

The Special Revenue Fund's carryover for FY08-09 is budgeted at **\$1.8 million**. Special revenues funds are restricted to specific uses. The Town has planned a number of capital projects that will utilize and/or program special revenue funds for FY 2009-10. However, it is typical that the Special Revenue Fund will carry forward unexpended impact fees as well as grant revenues that may span more than one fiscal year.

Unexpended local option gas taxes and impact fees carried forward for current and future year projects, as well as grant funds, 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.

SPECIAL REVENUE FUND PROJECTS

Special Revenue Fund Projects Summary

	Adopted FY 2007-08	Adopted FY 2008-09	Adopted FY 2009-10
Federal Stimulus Projects:			
Revenues:			
ARRA-Transportation	0	0	941,285
ARRA-Transit (thru Miami-Dade)	0	0	418,028
Grant match	0	0	58,715
	<u>0</u>	<u>0</u>	<u>1,418,028</u>
Expenditures:			
Operating costs - ARRA Transportation	0	0	1,000,000
ARRA Transit	0	0	418,028
	<u>0</u>	<u>0</u>	<u>1,418,028</u>
 JPA - Old Cutler Road			
Revenues:			
County funding	<u>0</u>	<u>0</u>	<u>450,000</u>
Expenditures:			
Operating costs	<u>0</u>	<u>0</u>	<u>450,000</u>
 Stormwater			
Revenues:			
SFWMD Grant	200,000	0	210,000
FDEP LP8912 Grant	0	200,000	218,000
FDEP LP6819 Grant	130,000	140,000	0
Stormwater Fees	200,000	0	0
Grant match	0	200,000	458,000
	<u>530,000</u>	<u>540,000</u>	<u>886,000</u>
Expenditures:			
Operating costs	130,000	540,000	886,000
Reserve	400,000	0	0
	<u>530,000</u>	<u>540,000</u>	<u>886,000</u>
 Recycling			
Revenues:			
FDEP Grant	0	75,000	54,000
Grant match	0	75,000	0
	<u>0</u>	<u>150,000</u>	<u>54,000</u>
Expenditures:			
Operating costs	<u>0</u>	<u>150,000</u>	<u>54,000</u>

Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

Special Revenue Fund
Projects Summary
continued

	Adopted FY 2007-08	Adopted FY 2008-09	Adopted FY 2009-10
Green Traffic Circle			
Revenues:			
Federal Grant	0	0	2,400,000
Grant match	<u>0</u>	<u>0</u>	<u>600,000</u>
	<u>0</u>	<u>0</u>	<u>3,000,000</u>
Expenditures:			
Operating costs	<u>0</u>	<u>0</u>	<u>3,000,000</u>
Bicycle/Pedestrian Projects			
Revenues:			
Federal Grant	0	0	400,683
Grant match	<u>0</u>	<u>0</u>	<u>271,078</u>
	<u>0</u>	<u>0</u>	<u>671,761</u>
Expenditures:			
Operating costs	<u>0</u>	<u>0</u>	<u>671,761</u>
Children's Trust			
Revenues:			
After School Program Grant	<u>111,258</u>	<u>108,098</u>	<u>96,197</u>
Expenditures:			
Children's Trust Program Costs	<u>111,258</u>	<u>108,098</u>	<u>96,197</u>
Other Projects			
Revenues:			
MPO Grant	0	36,000	0
EOC Grant	0	43,000	0
Grant match	<u>0</u>	<u>101,000</u>	<u>0</u>
	<u>0</u>	<u>180,000</u>	<u>0</u>
Expenditures:			
Operating costs	<u>0</u>	<u>180,000</u>	<u>0</u>

Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

These 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 2009-10 and has recently been awarded several grants that are will be accounted for in these type funds.

Special Revenue Funds are established in this budget for transportation/roadway related projects, stormwater management related projects as well as for After School Program projects, all of which are being funded in substantial part by grants.

Transportation Projects

The State statutes restrict the uses of transportation related funds. In FY 2006-07, the Town began to use the transportation funds on roadway projects. The Comprehensive Development Master Plan and other roadway assessments and master plans will direct the use of funds for projects in the current and future years.

The FY 2009-10 budget reflects \$1.4 million of transportation and transit projects being funded by the Federal Stimulus legislation (*American Recovery and Reinvestment Act of 2009*) with a modest contribution by the Town (\$59,000). The budget also reflects the commencement of work along Old Cutler Road being funded by Miami-Dade County and being managed by the Town pursuant to a Joint Project Agreement with the County. The FY 2009-10 reflects \$450,000 related to start-up and engineering/planning costs for this part of the project.

The Town has also applied for a Federal Appropriation to fund "green" traffic circles in town. The total cost of this project would be \$3 million, of which the Federal government would provide \$2.4 million and the town would fund \$600,000.

The Town has also applied for additional Federal stimulus monies through the Environmental Protection Agency to fund a bicycle and pedestrian master plan. Should this be awarded, the total project cost of \$671,761 is estimated to be funded by the Federal government (\$400,483) and the town (\$271,078).

Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

Stormwater Projects

The FY 2009-10 budget provides for continuation of an ongoing drainage improvement project in the Saga Bay area. This project is being funded equally by a Florida Department of Environmental Protection (FDEP) grant and a Town matching contribution. The total cost anticipated for FY 2009-10 is \$436,000.

The budget also provides for a new stormwater drainage improvement project in the Bel-Aire area. This \$450,000 project is being funded by a \$210,000 grant from the South Florida Water Management District (SFWMD) and a Town matching contribution of \$240,000.

Recycling Project

The FY 2009-10 budget provides for continuation of an ongoing recycling grant, which is being wholly funded by a grant from FDEP. The total cost anticipated for FY 2009-10 is \$54,000.

TOWN CAPITAL PROJECTS FUND BUDGET



Overview

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 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 FY 2009-10 proposed budget includes a transfer from the General Fund of \$387,100, as well as a transfer of park impact fees from the Special Revenue Fund of \$292,500, to fund current and future Parks capital projects.

Additionally, \$683,000 is being transferred to the Capital Projects Fund from the Special Revenue Fund to fund the Public Works' SW 208th Street Roadway Improvement project. The source of these funds is local option gas taxes the Town has received which are prescribed for use on transportation related projects.

The Capital Projects Fund budget is summarized as follows:

Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

Capital Projects Fund
Parks
Project Summary

	Adopted FY 2007-08	Adopted FY 2008-09	Adopted FY 2009-10
Park Acquisition:			
Revenues:			
Grants - SNP	200,000	0	200,000
QNIP	210,000	0	0
FRDAP	0	0	135,600
State 1839A	0	0	200,000
Transfer from Spec Rev (park impacts)	555,800	0	0
Grant Match Funds (trf from General Fund)	200,000	0	335,600
Transfer from General Fund	50,000	424,300	0
Carryover	0	793,400	0
	<u>1,215,800</u>	<u>1,217,700</u>	<u>871,200</u>
Expenditures:			
Property acquisition and improvements	1,215,800	1,217,700	871,200
Carryover to FY09	0	0	0
	<u>1,215,800</u>	<u>1,217,700</u>	<u>871,200</u>
Bel Aire Park Improvements:			
Revenues:			
Transfer from Spec Rev (park impacts)	0	269,480	179,345
Grant - SNP	0	0	179,345
	<u>0</u>	<u>269,480</u>	<u>358,690</u>
Expenditures:			
Improvements	0	269,480	358,690
	<u>0</u>	<u>269,480</u>	<u>358,690</u>
Saga Lake Park Improvements:			
Revenues:			
Transfer from Spec Rev (park impacts)	0	148,450	113,155
Grant - SNP	0	0	113,155
	<u>0</u>	<u>148,450</u>	<u>226,310</u>
Expenditures:			
Improvements	0	148,450	226,310
	<u>0</u>	<u>148,450</u>	<u>226,310</u>

Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

Capital Projects Fund
Parks
Project Summary
(continued)

	Adopted FY 2007-08	Adopted FY 2008-09	Adopted FY 2009-10
Saga Bay Park Improvements:			
Revenues:			
Grants - FRDAP	0	0	135,500
State 1839A	0	0	200,000
Grant Match Funds (trf from General Fund)	0	0	51,500
Carryover	0	470,400	0
	<u>0</u>	<u>470,400</u>	<u>387,000</u>
Expenditures:			
Improvements	0	470,400	387,000
Carryover to FY09	0	0	0
	<u>0</u>	<u>470,400</u>	<u>387,000</u>
Other Park Projects:			
Revenues:			
Grants	1,028,000	440,000	86,000
Transfer from General Fund	145,000	0	0
Impact Fees (Franjo Park Project)	0	20,000	0
Carryover	0	774,842	86,000
	<u>1,173,000</u>	<u>1,234,842</u>	<u>172,000</u>
Expenditures:			
Improvements	1,173,000	1,234,842	172,000
Carryover to FY09	0	0	0
	<u>1,173,000</u>	<u>1,234,842</u>	<u>172,000</u>
Reserves:			
Revenues:			
Transfer From General Fund	350,000	320,400	0
Carryover	0	0	61,000
	<u>350,000</u>	<u>320,400</u>	<u>61,000</u>
Expenditures:			
Contingency Reserves	350,000	320,400	61,000
Carryover to FY09	0	0	0
	<u>350,000</u>	<u>320,400</u>	<u>61,000</u>

Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

Capital Projects Fund
Public Works
Project Summary

	Adopted FY 2007-08	Adopted FY 2008-09	Adopted FY 2009-10
SW 208th St Roadway Improvement			
Revenues:			
Transfer from Spec Rev (gas taxes)	<u>0</u>	<u>0</u>	<u>683,000</u>
Expenditures:			
Improvements	<u>0</u>	<u>0</u>	<u>683,000</u>

FY 2009-10 CAPITAL PROJECTS

The following projects are planned for FY 2009-10. These same projects are also included in the Capital Improvement element of the Town's draft Growth Management Plan.

Park Improvement Projects

The Community Services and Parks Department has several park improvement projects underway utilizing remaining County bond funds transferred to the Town, and has several additional park improvement projects planned for the coming fiscal year. The new projects will be funded mostly through grants acquired through the Florida Recreation Development Assistance Program (FRDAP), State Legislative Appropriations and Park Impact Fees. The planned park improvement projects include the following:

Bel Aire Park Improvements – Improvements totaling **\$358,690** will provide for the relocation, re-sodding and relighting of the existing football/soccer/lacrosse field; installation of an irrigation system, covered bleachers, fencing and site amenities; additional shade trees and

Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

landscaping. This project will be funded by a Safe Neighborhood Parks (SNP) grant of \$179,345 along with a Town match of the same amount (from park impact fees).

Cutler Ridge Park & Pool Improvements – Safe Neighborhood Parks and Quality Neighborhood Improvements Program bond funds will provide for the construction of a parking lot, new athletic field, additional shade trees and an outdoor fitness (vita) course as well as pool improvements including circulation system upgrades, and expanded pool deck, lighting upgrades and covered seating. These improvements were substantially completed in FY 2008-09 and the FY 2009-10 provides for an additional **\$172,000** to complete the projects.

Saga Lake Park Improvements – Improvements totaling **\$226,310** will provide for the installation of a baseball/softball practice infield, a soccer practice field, walkway improvements, additional shade trees and landscaping, a small pavilion, outdoor fitness (vita) course, and various park amenities such as benches, trash receptacles, etc. This project will be funded by a Safe Neighborhood Parks (SNP) grant of \$113,155 along with a Town match of the same amount (from park impact fees).

Saga Bay Park Improvements – Florida Recreation Development Assistance Program (FRDAP) funding, a State Legislative Appropriation and required matching funding from the Town will result in approximately **\$387,000** worth of improvements such as additional tennis courts with lighting, new playground equipment with handicapped accessible surfacing and shade structure, parking lot, restroom building and an outdoor fitness (vita) course.

Park Property Acquisition

This purchase is planned for the coming fiscal year. Costs for the project will include land acquisition, required appraisals, legal and other associated fees. The Town is currently evaluating several parcels identified for acquisition and have budgeted \$871,200 for acquisition.

The acquisition would be funded by County Safe Neighborhood Parks (SNP) Bond funds, Florida Recreation Development Assistance Program (FRDAP) funding, a State Legislative Appropriation, and funds transferred from the General Fund.

Public Works Improvement Project

For FY 2009-10, the Public Works Department has scheduled to commence and complete a median improvement project along SW 208th Street that was requested by residents to help curb excessive speeding along that roadway.

FUTURE PROJECTS

As part of the ongoing capital development process, the Town has identified future projects in the Growth Management Plan that we hope will be acquired and/or developed over the next five fiscal years. The Town intends to apply for State grant funds to supplement project revenues. A Capital Projects reserve is also proposed and will supplement projects in the event the State grant or other funds are not sufficient for the various projects.

STORMWATER UTILITY FUND BUDGET



Overview

During July 2008, in accordance with a transfer approved by the County, the Town took operational control over the stormwater utility function within the Town's boundaries. As such, the stormwater related revenues paid Cutler Bay residents on their County water bill will flow through to the Town, after deduction of County administrative costs, and be used to pay the expenses to carry out the stormwater related activities. In taking over the stormwater functions within the Town, the Town Council kept the utility billing rate the same as it was when under County control. This activity is projected to be self-sufficient as the anticipated revenues (**\$1.059 million**) are projected to cover anticipated expenditures. The revenues were estimated from projections provided by the County Water & Sewer Department.

The following summarizes the anticipated activity in the Stormwater Utility fund for FY 2009-10:

Town of Cutler Bay FY 2009-10 Adopted Operating & Capital Budget

Stormwater Utility Fund
Revenue and Expense Summary

	Adopted FY 2007-08	Adopted FY 2008-09	Adopted FY 2009-10
Revenues:			
Stormwater Billings	<u>0</u>	<u>947,676</u>	<u>1,059,294</u>
Expenses:			
Salaries and benefits	0	76,516	162,936
Operating expenses	0	671,760	696,958
Capital outlay	0	5,000	5,000
Debt service	<u>0</u>	<u>194,400</u>	<u>194,400</u>
	<u>0</u>	<u>947,676</u>	<u>1,059,294</u>

**APPENDIX A
GENERAL FUND**

Full Time Positions By Department FY08-09 and FY09-10

<u>Department</u>	<u>Current FY08-09</u>	<u>Net Position Changes</u>	<u>Adopted FY09-10</u>
Mayor and Council	5	0	5
Town Clerk	2	0	2
Town Attorney	0	0	0
General Government	4	0	4
Finance	3	0	3
Community Development	9	0	9
Public Works	4	0	4
Police (clerical staff)	1	0	1
Community Services and Parks	6	0	6
Total Full-Time Positions	34	0	34
Police Services*	56	0	56

(via contract with Miami-Dade County)

* - includes vacant Captain position

APPENDIX B
Town Strategic Plan Summary

Goal 1.1

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

Actions

The Town updates notices and meeting announcements for the "Calendar of Meetings and Events" posted on the Town website monthly. Major efforts such as Zoning Workshops, planning charrettes, Land Planning Agency hearings, and Town Council hearings are routinely posted. The Town has adopted a standard to reply to all inquires within 24 hours.

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.

Actions

The Human Resources Department, in association with Department, has conducted meetings to train personnel in the use of positive word responses and customer service related techniques.

Goal 2.1

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

Action

We received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the fiscal year ended September 30, 2007. The Town has submitted its Comprehensive Annual Financial Report for the fiscal year ended September 30, 2008 to the GFOA for consideration of its certificate award, and will continue to do so each fiscal year. The Town continues to keep its residents informed throughout the year by posting on the Town's web site its actual financial results versus approved budget on a quarterly basis. The Town also is taking prudent measures to protect its residents in case of a town-wide financial or other operational emergency caused by an external event (i.e. hurricane or other disaster) or otherwise by establishing "contingency reserves". Based on the Government Finance Officer's Association (GFOA) recommended practices, we strive to maintain an unreserved fund balance of at least 10 percent of the operating revenues of the General Fund. The GFOA makes no specific comment about "contingency reserves," but Cutler Bay has gone further by formally designating a portion of unreserved fund balance, which we call the "contingencies and emergencies" reserve, in an amount that exceeds the GFOA's relative recommended level for unreserved fund balance alone.

Goal 3.1

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

Actions

The Town has successfully attained possession and valuation of the "local roadways and we have gained legal possession of the stormwater infrastructure, which is being managed by the Towns Stormwater Utility and are currently in the process of valuing that infrastructure. The Growth Management Plan provides an inventory of all capital

assets. The Plan provides the Town with a first year Capital Budget and a five year Capital Program. The Town is in the initial stages of selecting a consultant to conduct the Town Stormwater Master Plan. In association with the Growth Management Plan the Town has also completed a Transportation Master Plan and Parks and Recreation Master Plan.

Goal 3.2

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

Actions

The Town's Growth Management Plan was completed and has received state approval. The plan was the culmination of broad public outreach efforts through public workshops, hearings, and individual meetings with members of the public, multiple Advisory Committees, and Town Council members. Also, various elements of the plan were subsequently updated to fulfill state mandated requirements for Water Supply, Intergovernmental Coordination, Capital Improvements Programming, and Coastal High Hazard Area Designation.

Goal 4.1

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

Actions

The Town has completed a detailed marketing research effort designed specifically to provide the essential data required by businesses in their prudent evaluation of a location for expansion or for a new location. An outreach effort has begun to approach desired businesses with this information. A focused community involvement approach was established to assist in review and approval of development projects within the Town. The approach involved creating a Zoning Workshop to assess and improve aesthetic qualities of non-residential developments. In addition, the Town held a community charrette for the US 1 corridor to assist in appropriate redevelopment of this area of community wide impact. Town staff continues to attend Chamber and other business related activities to enhance and market the community for business related endeavors. The Town also adopted a Street Tree Master Plan to assist in proper placement and planting of trees within public and private rights-of-way.

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 pride.

Actions

The parks and roadways of the Town have been dramatically improved and the Town has planted hundreds of trees to replace those destroyed by Hurricane Andrew. The Growth Management Plan incorporates numerous initiatives and strategies recommended through public hearings and workshops and aimed to strengthen community fabric. The Town has applied to become one of the first in the state to achieve designation as a green community. The town is pursuing bikeways, greenways, and pedestrian improvements along with additional areas for parks and recreational facilities to improve community identity.

Goal 6.2

The Town will provide high levels of disaster (hurricane, flood, etc.) planning, response and recovery services to residents and businesses in our community.

Actions

Town staff created a draft operational plan for Emergency Planning. The effort includes methods of disseminating disaster information. Disaster planning has also been included in the Conservation and Disaster Planning Element of the Growth Management Plan. Additionally, the Town has secured many disaster related systems such as temporary stop signs to be posted when the current signs are destroyed, intersection traffic light backup generators so that when the power is out and the lights at intersections fail to work our staff can return them to working condition with our onsite generators, thus insuring the return of safety prior to the return of FPL service.

Goal 6.3

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

Actions

Town staff and Town consultants attend Metropolitan Planning Organization (MPO) meetings and monitor MPO programs for funding opportunities. Staff also has assisted in preparing MPO grant funding to improve roadway capacity improvements for various local roadways. The Town is in the final stages of drafting a Transportation Master Plan to address current and long range needs. These include methods to minimize congestion, maximize capacity, alternate transportation opportunities and strategies to green our great streets.

Goal 7.1

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

Actions

The Parks and Recreation Advisory Committee has completed an evaluation of funding available for improvements to Cutler Ridge Park and has developed a priority list for improvements to be made through anticipated bond fund proceeds from Miami-Dade County. The Department is pursuing the acquisition of additional park space through the enforcement of concurrency requirements. The Department has coordinated community events and is planning additional special events to be conducted year-round. We were successful in recruiting four corporate sponsors and received private donations for the Town's Founder's Day celebration, and will continue to seek sponsorship for future events.

Goal 8.1

The Town of Cutler Bay will develop a code and code enforcement policies that reflect the needs views, and values of its residents.

Actions

The Town has adopted various amendments to the Miami-Dade code of ordinances and other local ordinances to improve the visual characteristics and aesthetic qualities of the town. The Town has concentrated code enforcement efforts along the commercial corridors and within our many residential neighborhoods to reflect community needs. Areas of concentration have been overgrown lots, illegal signage, junk vehicles, setback violations, building without permits, etc, which directly affect surrounding property values. The code is being rewritten following Growth Management Plan objectives and strategies aimed at making the town a visually attractive and community.

Goal 8.2

To protect residents of Cutler Bay by assuming responsibility from the County for administering the Florida Building Code Plan Review, Permitting and Inspection functions.

Actions

The Town contracted with a third party vendor in the provision of building services and solicited input from other jurisdictions in the implementation of a Building Permit tracking system. Building permits and plan reviews are conducted at Town Hall to effectively address the needs of our residents. Additionally, staff is developing an approach to digital scan and record plan sets and other public records.

Goal 9.1

Develop the Town of Cutler Bay into a model community for the condition of its road, street lighting, storm drainage facilities, swale maintenance, sidewalks, etc.

Actions

The Public Works Department is in the process of selecting an engineering consultant. Once a final selection is completed, the firm will be issued a work authorization to develop and implement a multi-year plan for road resurfacing, pot holes, shoulders, sidewalks, curb and gutters, signage, drainage, swales, lighting, etc. The Town has also received a \$200,000 grant from the South Florida Water management District for the development of a Stormwater Master Plan. Additionally, the Town has secured federal Stimulus funding for roadway improvements as well as for the provision of mass transit opportunities.

**APPENDIX C
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 or 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 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 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 item is such that it must be controlled for custody purposes as a fixed asset.
Cash Carryover	Unexpended 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 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 service.
Fiscal Year	A yearly accounting period without relationship to the calendar year. The Town's fiscal year is from October 1 to September 30.
FTE	Full-time Equivalent – 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.
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 mill levied on a property valued 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, or other quantitative data for specific time periods, usually fiscal years.
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. The Act permitted local jurisdictions to create stormwater utilities and to charge a fee to fund the operations of the utility.
Tax Base	Total assessed valuation of real property within municipal limits.
Tax Levy	The 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.

- UMSA Unincorporated Municipal Service Area – 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 unincorporated municipal services area (UMSA). 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).