

# Town of Cutler Bay

**ADOPTED BUDGET  
FISCAL YEAR 2013-14**



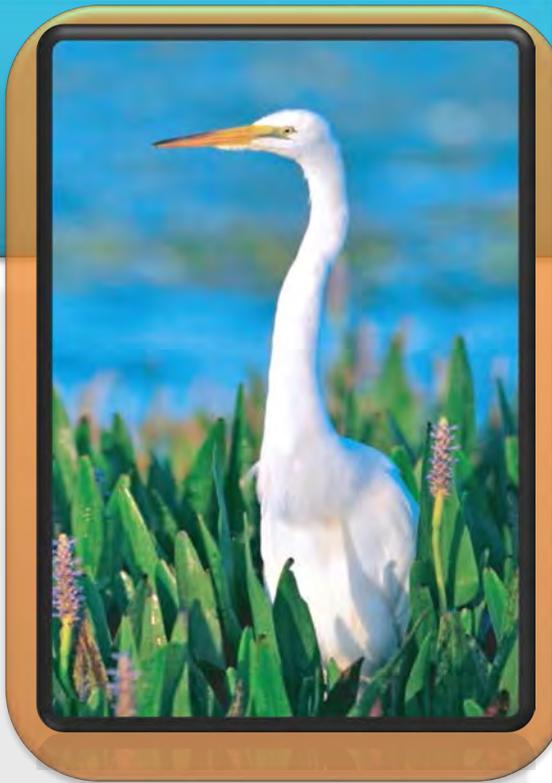
**Cutler Bay**  
FLORIDA

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





# Table of Contents



## Introduction & Executive Message

Town Leadership	1
Executive Message from the Town Manager	6
The Four Purposes of the Budget	23
How to Use This Budget Book	25
Town Profile	27
Economic Development	33
Town Governance Philosophy	38
Annual Budget Procedures	41
Budget Activities Calendar	43

## Budget Overview, Policies and Revenues

Overview, Policies & Revenues	47
Fiscal Year 2013-14 Adopted Budget	51
Town Budgeted Funds	53

## Town General Fund

General Fund Summary & Revenues	67
Mayor and Council	72
Town Clerk	77
General Government	83
Town Attorney	93
Community Development	96
Finance	111
Public Works	116
Police Services	126
-Neighborhood Resource Unite (NRU)	131
Parks & Recreation	139
Town Center Building	148

## Town Special Revenue Fund Operations

Special Revenue Fund	155
-Municipal Circulator Services	163

## Town Capital Projects Fund Budget

Overview	167
Fiscal Year 2013-14 Projects	168

## Stormwater Utility Fund Budget

Overview and Operating Budget	169-170
-------------------------------	---------

## Appendices

- (A). Full-Time Positions by Department
- (B). Estimated Millage Cost per Department(s)
- (C). Capital Improvement Element Annual Update
- (D). Glossary







# Adopted Budget Fiscal Year 2013-14

## Town Leadership



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

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

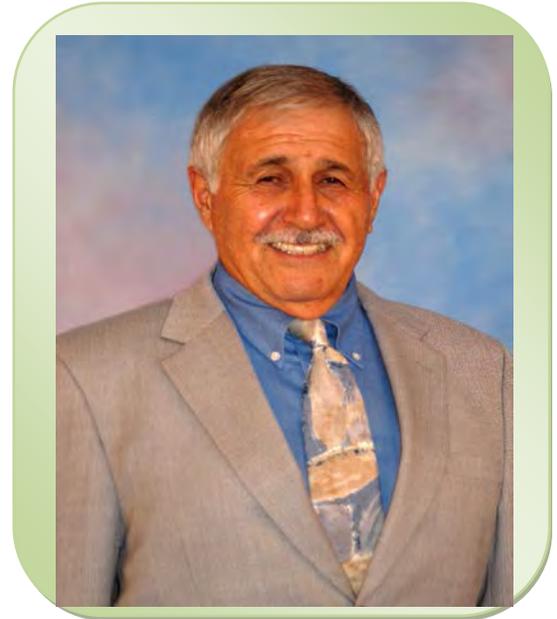
During his police career, he had served as a patrol man, undercover narcotics officer, motorcycle officer and burglary detective. MacDougall is a Vietnam combat veteran who also served as Vice Chair of the Cutler Ridge area Municipal Advisory Committee. A third-generation Miami-Dade County resident,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





*Vice Mayor Ernest N. Sochin*

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



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



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

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

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

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

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

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





### Councilmember Sue Ellen Loyzelle

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

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

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

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

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

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

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

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





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

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

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

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





# Adopted Budget Fiscal Year 2013-14

## *Executive Message from the Town Manager*

Dear Mayor and Council Members,  
Residents and Community Members:

The purpose of this introductory letter is to provide the Community with a framework for our adopted fiscal year 2013-14 budget and provide the Council with an overview of our revised budget presentation book.



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

At its July 17, 2013 Town Council Meeting, the Town Council established the proposed millage rate “cap” at \$2.8351 per thousand of assessed property value within the Town, via Resolution No. 13-53. As required by State statute, the Town set the tentative millage rate and established the dates and times for the first and second public budget hearings: September 11, 2013 and September 24, 2013. The public budget hearings took place in our Town Hall Council Chambers at 7:00 PM, on those dates. The attached budget presentation contemplates “dipping” into the Town’s reserves to balance the budget (\$2 million). While this is a “planned dip”, it should be noted that this may not necessarily occur.

In the past three (3) fiscal years, the Town had also planned budgeted dips and actually wound up not “dipping” into its reserves. Rather, the Town generated surpluses and actually increased its reserve balances as a result of following prudent and conservative practices. In



FY2010-11, the planned budgeted “dip” was approximately \$1.1 million, but the Town wound up with a \$1.5 million surplus (a swing of \$2.6 million). In FY2011-12, the planned budgeted “dip” was approximately \$3.3 million, but the Town generated an approximate \$1.4 million surplus for a swing of \$4.7 million that year! For FY2012-13, the budget called for a planned “dip” of approximately \$2.1 million, but we currently forecast a surplus of approximately \$117,000 (a swing of approximately \$2.2 million).

We understand that many other governments are funding portions of their budgets out of reserve accounts during these very challenging economic times; however, continued reliance on reserve accounts for nonrecurring items is not advised.

### Background

We have grown substantially since our incorporation (2005), in order to provide proper services to the community with the critical support of the Mayor and Council. We are very proud to have held the Administrative core staff to only 31 full time positions (including the Town Charter positions of Town Clerk and Town Manager, as well as 1 position funded fully by the Stormwater Utility Fund and 1 position funded substantially by The Children’s Trust grant). As a result we have kept expenditures for staffing extremely low while, continuing to provide “outstanding” services to all our residents and business owners.





- *Municipal Circulator Bus* – On September 5, 2012, the Town launched the operation of its Town-wide circulator bus which, was purchased with Federal Stimulus Grant funds. The bus is being operated by Miami-Dade Transit on behalf of the Town and the operation will be fully paid for through the Town’s share of People’s Transportation Program (PTP) transit surtax funds. Also, since the circulator bus will be operated by the County’s Transit Department, there is the additional benefit to Town residents that the Town’s circulator bus will also connect to the County’s entire transit system (Bus-Way, Metro-Rail, and Tri-Rail services).
- *Cutler Bay Academy of Advanced Studies, Centennial Campus* - In May 2012, the Town entered into an Interlocal Agreement with the Miami-Dade County School Board to provide for the establishment of three (3) choice Academies of study at the existing Town school (Cutler Bay Academy of Advanced Studies, Centennial Campus) which will bring to the Town its first ever High School level curriculum. The programs include newly created studies based on a Cambridge Curriculum, iPrep Academy, as well as an expansion of an existing environmental sciences magnet program known as Centennial Ocean Academy of Science and Technology (COAST). For more information please visit <http://bayacademy.org>



### Strategic Goals:

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



- *Cutler Bay Academy of Advanced Studies, Cutler Ridge Campus* – The Cambridge Academy is an internationally recognized program of advanced academics administered and assessed by the world renowned University of Cambridge in London. Cambridge certifications have been recognized for the past 50 years and valued for the high standards, lifelong skills and abilities developed by students in the program. Successful completion of the Cambridge series of courses is proof of a high quality education that encourages problem-solving and evaluation skills values by the academic world and by businesses in over 160 countries. For more information about the Cambridge program, please visit <http://www.cie.org.uk/>
- *Caribbean Boulevard Roadway Improvements Project* – Caribbean Boulevard is seen as a “Main Street” within our Town and its improvement will enhance overall mobility while improving the visual quality of the community. This project is a continuing example of this focus. This project strives to improve public safety, ease traffic congestion, calm traffic, enhance pedestrian mobility, improve function and flow of mass transit and beautify the neighborhood with streetscape improvements. It will do so by reconstructing the two (2) lane road, and adding continuous storm drainage, curb and gutter, enhanced lighting, traffic signalization and native landscaping. Pedestrian mobility and safety will be enhanced by adding sidewalks, tightening the corner radii and shortening the pedestrians crossing route. Bicycle mobility will be enhanced by the provision of bike lanes adjacent to the travel lanes. Transit will be enhanced through the implementation of bus pullout bays. Traffic flow will be aided by the installation, where appropriate, of left turn lanes at specific intersections. This project is also consistent with the results of the Cutler Ridge Charrette, adopted by Miami Dade County prior to incorporation of Cutler Bay. For additional questions/comments, please email Town’s Public Information Officer (PIO) at: [caribbeanproject@cutlerbay-fl.gov](mailto:caribbeanproject@cutlerbay-fl.gov)





The following is an extract from our 2012 year Comprehensive Annual Financial Report (CAFR):

### *Financial Highlights*

- The assets of the Town exceeded its liabilities at September 30, 2012 by approximately \$65.2 million (net assets). Of this amount, approximately \$18.9 million (unrestricted net assets) may be used to meet the government's ongoing obligations to citizens and creditors.
- The Town's total net assets increased by approximately \$181,400 from the total net assets balance at September 30, 2011. The net increase results primarily from the Town's fiscal year 2012 operations.
- As of September 30, 2012, the Town's governmental funds reported combined ending fund balances of \$23.1 million, an increase of \$3.5 million from the September 30, 2011 balances, due primarily to the operating activity in the Citizen's Independent Transportation Trust (CITT) Fund, a new special revenue fund for the fiscal year ended September 30, 2012, as well as from the Town's current operations during the fiscal year in the general fund, increased by proceeds from debt issuance and transfers in, and offset by capital expenditures, debt service and transfers out. This combined fund balance represents 116% of combined governmental fund operating expenditures (excluding debt service and capital outlay).
- At September 30, 2012, unassigned fund balance for the General Fund was \$11.8 million, or 65% of total General Fund expenditures, versus \$11 million and 61%, respectively, at September 30, 2011. The approximate \$800,000 increase in unassigned fund balance is a positive indicator of improved financial health of the Town.
- The Town records the activity of its stormwater utility (a business type activity) in the Stormwater Fund, an Enterprise Fund. In fiscal year 2012, the stormwater utility's net assets increased by approximately \$247,600, which resulted primarily from an operating loss of approximately \$46,100 generated from approximately \$986,500 in





revenues against \$1,032,600 in expenses, including \$165,800 in depreciation. The other components of the fiscal year 2012 increase in net assets include capital contributions of approximately \$291,500 relating to stormwater infrastructure under construction, as well as \$2,200 in interest income.

- At September 30, 2012, the General Fund's fund balance is comprised of approximately \$333,800 classified as "Non-spendable, approximately \$5,860,700 classified as "Assigned", and approximately \$11,781,200 classified as "Unassigned".



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

## *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 slightly more than one-quarter of our yearly operating revenue stream.



### Other Revenues

We are budgeting an increase in overall General Fund operating revenues. State estimated pass-through revenues for Local Government Half-Cent Sales Taxes, State Revenue Sharing, and Communications Services Taxes are currently expected to increase versus prior year budget amounts. Judgments and Fines are projected to be slightly fewer than the prior year budget resulting from less impact from red light camera violation revenues into the budget. Other licenses and registrations (local business tax receipts, burglar alarms and solid waste franchises) are projected slightly higher this coming year (versus the prior year budget). Electrical Franchise Fees are budgeted slightly lower than the prior year budget, but more in line with actual receipts for FY 2012-13.

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 2013-14 utility taxes are estimated to be flat to slightly higher than the prior year. To be conservative, we budgeted at approximately \$2.2 million, in line with the prior year budget.

### The Save Our Homes Effect

As stated earlier, the FY 2013-14 certified property tax roll for Cutler Bay reflects an approximate 3.77% increase in Town-wide property values from the previous year. By default, that percentage is an "average". Some properties will have increased more than that amount and some by less (or, in the case of long-time homesteaded properties, may have actually increased due to the effects of the "Save Our Homes" (SOH) amendment) and some may have declined in value.



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

### *Double Homestead Exemption*

On January 29, 2008, voters in Florida voted for a new property tax reform amendment. Previously, homeowners could receive a \$25,000 exemption on their primary residence, which meant the homeowner, doesn't pay property taxes on the first \$25,000 of the just value of the property. The new amendment increased the exemption as follows: Homeowners can receive an additional \$25,000 homestead exemption for the value of homesteads above \$50,000.

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



### *Tentative Millage Cap Established*

The Property Appraiser mailed the required Notices to all property owners in August, using proposed tax rates adopted by all taxing authorities in Miami-Dade County. Thus, the millage rate of 2.8351 set at the July 17, 2013 Council Meeting (Resolution No.13-53) was used in the Notice(s) and was the amount of Cutler Bay property taxes that appears on the tax bill unless changed by the Town Council. The Cutler Bay portion of the typical resident property tax bill generally approximates only 10 percent or so of the total yearly tax bill.



Based on the Town Manager's Tentative Fiscal Year 2013-14 Operating Budget, the Town Council adopted Resolution No.13-68 which set a tentative millage rate of 2.5702.

### *Special Revenue Funds*

The Special Revenue Fund budget reflects the restricted monies collected by the Town for impact fees and various local option gas taxes received from the State that must be used for prescribed purposes. Other monies accounted for in Special Revenue Funds include, but are not necessarily limited to, CITT Surtax funds (i.e., "PTP" funds), certain grant monies and Joint Participation Agreement (JPA) project funds, all of which are also restricted as to prescribed uses.



### *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.



### Carryover and Reserves

Carryover is the balance of estimated fund balance remaining at year-end that is carried forward into the new fiscal year and available for appropriation by the Council. 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.

There are a number of reasons that the Town has modified its reserves and reserve policies. A review of the Government Finance Officers

Association, Best Practice: Appropriate Level of Unrestricted Fund Balance in the General Fund has a recommendation on that point. Below is a quote from that article:

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

- The predictability of its revenues and the volatility of its expenditures (i.e., higher levels of unrestricted fund balance may be needed if significant revenue sources are subject to unpredictable fluctuations or if operating expenditures are highly volatile);
- It's perceived exposure to significant one-time outlays (e.g., disasters, immediate capital needs, state budget cuts);
- The potential drain upon general fund resources from other funds as well as the availability of resources from other funds (i.e., deficits in other funds may require that a higher level of unrestricted fund balance be maintained in the general fund, just as, the availability of resources in other funds may reduce the amount of unrestricted fund balance needed in the general fund);





- Liquidity (i.e., a disparity between when financial resources actually become available to make payments and the average maturity of related liabilities may require that a higher level of resources be maintained);
- Commitments and assignments (i.e., governments may wish to maintain higher levels of unrestricted fund balance to compensate for any portion of unrestricted fund balance already committed or assigned by the government for a specific purpose; and
- 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 document will detail the various general fund reserves and their uses subsequent to policy set by the Town Council.

### Reserve Funds

- Emergency Contingency (\$7,590,000 budgeted)

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

Uses/Restrictions: This reserve should be restricted by ordinance to mitigate revenue shortfalls or excess expenditures due to a catastrophic event that is declared an emergency. This category is considered unassigned fund balance per generally accepted governmental accounting standards.





- *Revenue Stabilization (\$420,000 budgeted)*

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

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

- *Grant Match Reserve (\$200,000 budgeted)*

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

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

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

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

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



- *Tax Equalization Reserve (\$420,000 budgeted)*

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

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



- *Building Capital Reserve Fund (\$1,555,000 budgeted)*

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

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



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

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

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



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

Funding Rationale: Currently, there is a requirement set by the bank loan documents that the Town set aside up to \$3.06 million in a depository relationship account with TD Bank, as a condition of the building purchase loan. This amount is equal to approximately 20% of the maximum outstanding loan balance, which will reduce over time as loan principal payments are made.

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

- *Town Hall Debt Services Reserve*

Funding Rationale: Principal payments on certain of the Town's existing loans will commence in FY 2014-15. This reserve was created to set aside funds sufficient to cover the debt service on all of the Town's existing loans through June 2015 which is the fifth (5) year anniversary of the loans and is the time when the Town can refinance without repayment penalty.

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



- Prepaid Expenses (\$250,000 budgeted)

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

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

### Conclusion

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

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





### Strategic Goals:

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

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

Respectfully submitted,

Rafael G. Casals, CFM  
Town Manager

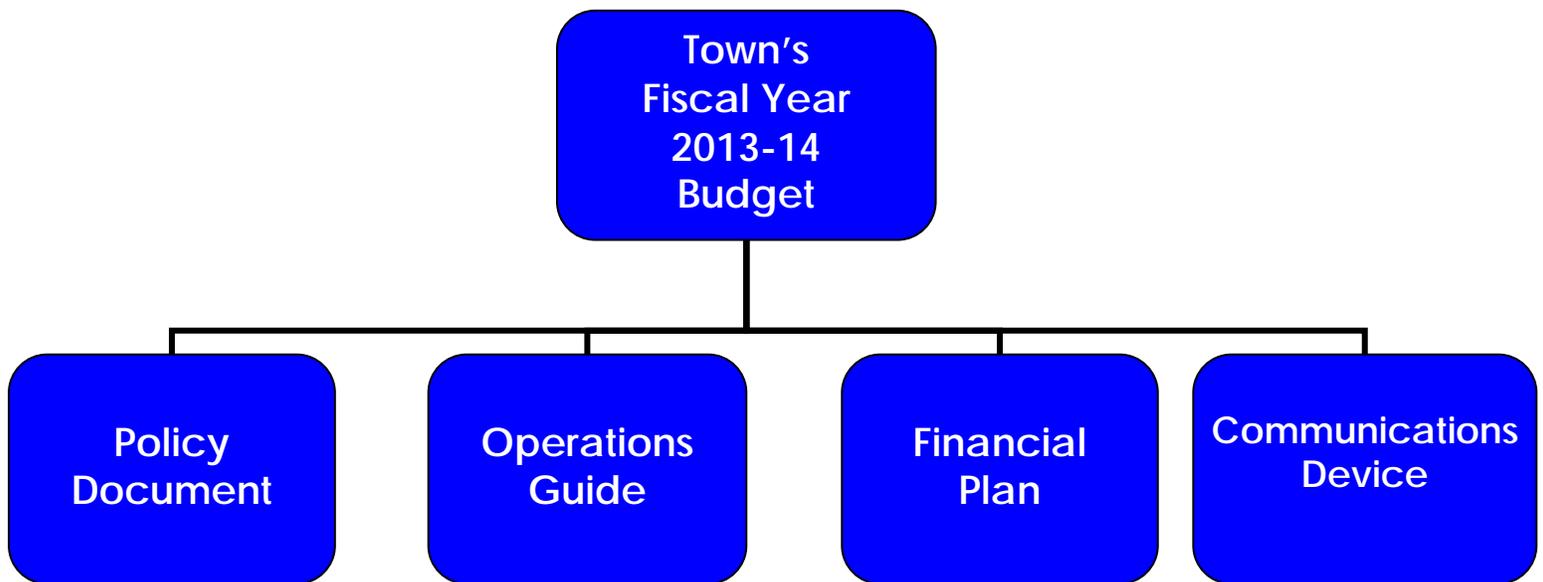




# Adopted Budget Fiscal Year 2013-14

## The Four Purposes of the Budget

The following information is provided to assist the reader in understanding the purpose of this budget document in addition to finding information. The Town of Cutler Bay's adopted FY 2013-14 Annual Budget includes financial and service delivery information combined with policy statements in a means designed to easily communicate the information to the reader. The FY 2013-14 Adopted Budget is intended to serve four (4) purposes.



### The Budget as a Policy Document

As a Policy Document, the budget indicates what services the Town will provide during the next year. Additionally, the level of services and reasons for their provision are stated. The Town Manager's Message summarizes long and short term concerns for the Town, financial situations, and how the Budget will address specific issues in FY 2013-14. Specific policies are addressed in the Budget Guide & Financial Policies and the Capital Improvement Plan Program sections, respectively. Within the Department Summary section, each program lists operational objectives.



### *The Budget as an Operations Guide*

As an Operations Guide, the Budget indicates how departments and funds are organized to provide services to the residents of Cutler Bay and visitors to the community. Changes for FY 2013-14 are summarized in the Town Manager's Message and detailed in the Fund Analysis and Department Summary. Additionally, within the Department Summary section, each department lists a mission statement, a department description, objectives, performance measures, budgetary additions and/or deletions, and budgetary history and adopted funding for FY 2014.

### *The Budget as a Financial Plan*

As a Financial Plan, the Budget summarizes and details the cost to the taxpayers for current and proposed service levels plus how they will be funded. Within the Town Manager's Message is a narrative description of the major revenue sources for each fund and expected receipts and summaries of adopted expenditures. Detailed financial information is illustrated in the Fund Analysis and Capital Improvement Plan, in addition to data found within the Department Summary section. Such information is typically listed in six (6) columns: Actual FY 2009-10, Actual FY 2010-11, Actual FY 2011-12, Adopted FY 2012-13, Projected Actual FY 2013-14 and Adopted FY 2013-14.

### *The Budget as a Communications Device*

As a Communications Device, the Budget is designed to be user-friendly with summary information in text, charts, tables, and graphs. A glossary of financial budget terms is included for the reader's reference and a Table of Contents provides a listing in order of the sections within. Additionally it is designed to be an electronic PDF file. Paper copies are printed and distributed to local libraries for readers without Internet access. Should the reader have any questions about the Town of Cutler Bay's FY 2013-14 Budget, he or she can contact the Finance Department at (305) 234-4262 or at [www.cutlerbay-fl.gov](http://www.cutlerbay-fl.gov).



# Adopted Budget Fiscal Year 2013-14

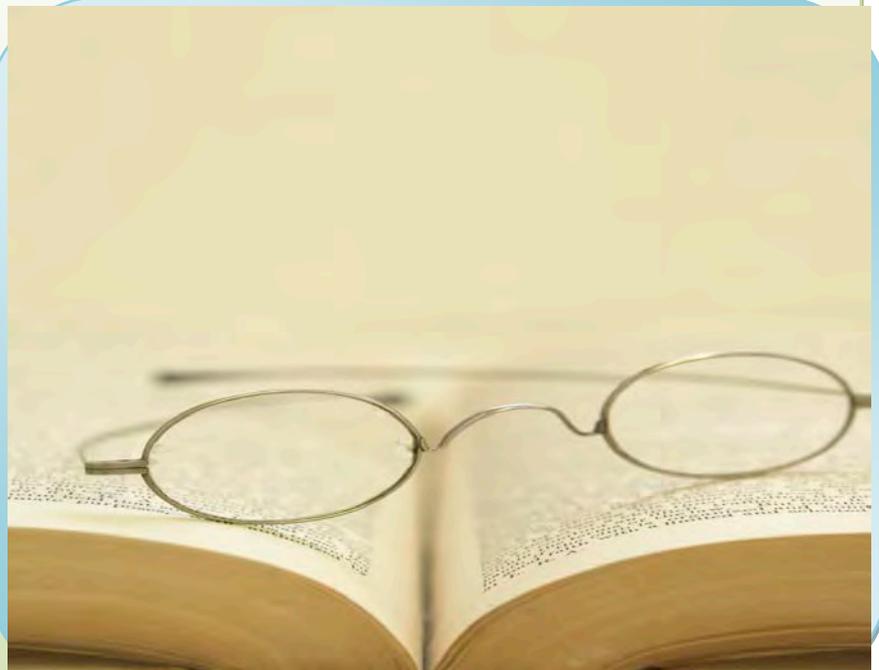
## How To Use This Budget Book

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

### Organization of This Book

The Town of Cutler Bay's FY 2013-14 Adopted Budget is comprised of separate components:

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





### Table of Contents

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

### Abbreviations and Acronyms

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

### Glossary

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





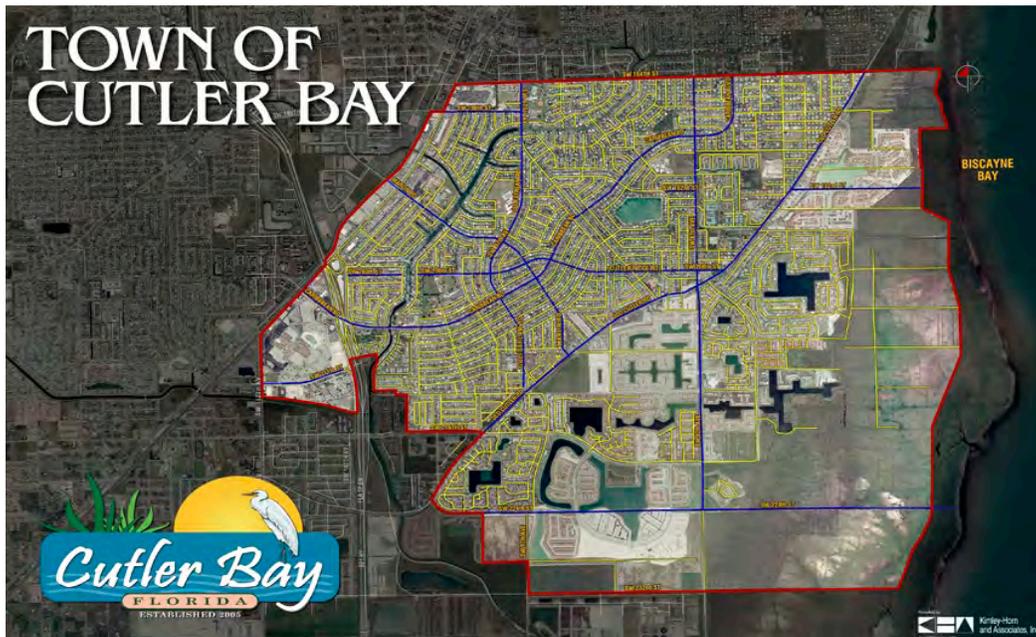
# Adopted Budget Fiscal Year 2013-14

## Town Profile

The Town of Cutler Bay was formed in November 2005 and is the newest incorporated municipality in Miami-Dade County. The Town operates under a Council-Manager form of government in which the Town elects five council members, one of whom is the Mayor. Except for the initial election and terms of office specified in the Town Charter, Councilmembers are elected for four year terms. The Town Council determines the policies that guide the Town's operations and hiring a Town Manager to implement and administer these policies on a full-time basis. The Town 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.

## Geographical Boundaries

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 184<sup>th</sup> Street (Eureka Drive) on the north, the US 1 Busway on the west, SW 232<sup>nd</sup> Street on the south, and Biscayne Bay National Park on the east, forming a Town of approximately 10 square miles. The following is an aerial map of the Town and its boundary (outlined in red):





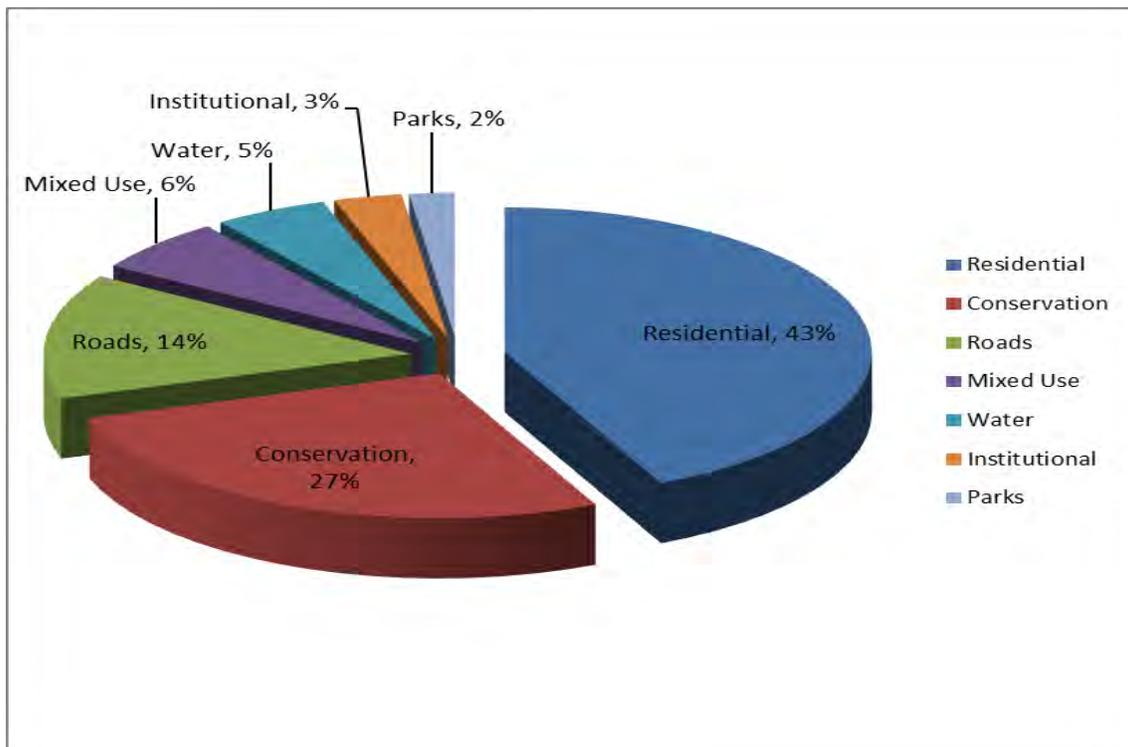
### Demographics

Current population estimates (as of April 1, 2013) from the University of Florida, which provides the official population figures as used by the State of Florida, indicate an estimated 42,035 residents. At the time of incorporation, the Cutler Bay area population was estimated at approximately 32,000 residents indicating approximately 31 percent growth rate since incorporation. Estimates of future growth indicate a population of 55,000 by 2020.

### Land Use Distribution

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

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





### Park & Recreational Facilities

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

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



### Public Schools

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

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





# Town of Cutler Bay

## Fact Sheet

### General Characteristics

Geography:

Latitude: 25.58N

Longitude: 80.35W

Land Area:

Land: 10.0 Square Miles

Nearest Population Center:

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

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

Population Information derived from the US Census.

2013: 42, 035 (April 1, 2013)

2012: 41,441

2010: 40,286

2010: Median Age 37.3 years

Population by Age Cohort (2009 Estimates): \*

Male 19,446

Female 20,840

Under 18 Years 10,382

18 & Over 29,904

20 to 24 years 2,498

25 to 34 years 5,365

35 to 49 years 9,948

50 to 64 years 6,701

65 and over 4,273

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

Hispanic or Latino 21,936

Non-Hispanic or Latino 18,350

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

White 31,137

African American Alone 5,725

Asian 916

American Indian and

Alaskan Native 97

Native Hawaiian/Other

Three-Four Unit

Structures: \$215,706

Pacific Islander 28

Other 1,095

Identified by two or more 1,288

Some Other Race Alone 833

Nativity (2005-2009 Estimate):\*

Native Population – 69% (including 42% who were born in Florida)

Foreign Population – 31%

### Housing Characteristics (2010)\*\*\*\*\*

Total Housing Units:

2010: 14,620

Housing Occupancy (2009 Estimate):

Occupied Housing Units 13,338

Owner Occupied Unit 9,705

Persons in Owner-Occupied 29,567

Renter Occupied Unit 3,633

Person in Renter-Occupied 10,381

Household with Individuals Under 18 5,228

Vacant 1,282

Vacant - For Rent 394

Vacant – For Sale 312

Vacant for Seasonal/Recreational/

Occasional Use 62

Value of Owner Occupied Units (2009 Estimates)

Less than \$50,000 58

\$50,000 to \$99,999 134

\$100,000 to \$149,999 385

\$150,000 to \$199,999 738

\$200,000 to \$299,999 2,453

\$300,000 to \$499,999 2,609

\$500,000 to \$999,999 467

\$1,000,000 or more 19

Median House Price (Estimate):

2009: \$286,300

Median Rent Price (Estimate)

2009: \$1,196

Mean Prices for Different Types of Dwellings

(2009 Estimates):\*\*

All Housing Units: \$286,609

Detached Houses: \$294,630

Townhouses or

Other Attached Units: \$190,839

Two-Unit Structures: \$331,952

Five-or-More Unit

Structures \$142,332

Mobile Homes: \$90,532

Adopted Budget

Fiscal Year 2013-14

Page 30 of 170

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

### Employment Characteristics

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

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

#### Elementary Schools:

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

### Sources:

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

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

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

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

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

Waste Management Services:	13.4%
Educational Services/ Health Care/Social Assistance:	25.7%
Arts/Entertainment/ Recreational/Accommodation/ Food Services:	6.4%
Other Services (Except Public Administration):	3.4%
Public Administration:	6.2%

### Income and Benefits (2009 Estimates)

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

### Poverty Rate

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

### Educational Characteristics

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

### Middle Schools:

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

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



### *Local and Regional Economic Profile (Employment Perspective)*

Presently, Miami Dade County economy continues to diversify and expand at a moderate rate with great success. As a result, the County's labor market has recently experienced some of the lowest unemployment rates in the past few years. For instance, there are several sectors of the economy, including but not limiting to, construction, wholesale trade, retail trade, information technology and telecommunication, leisure and hospitality, and financial services that continue to post strong job growth in FY 2012-13. The latest unemployment reports from the U.S. Bureau of Labor Statistics (August 2013), indicated that Miami-County unemployment rate decreased to 8.4 percent in July, down from 9 percent in June, and seasonally adjusted rate down 0.6 points to 8.2 percent. Despite the improvement in the unemployment rate for the month of July 2013, the County unemployment rate is .7 percent above the national unemployment rate of 7.7 percent for the month of July 2013.

In July 2013, several commercial and residential projects in the Town generated over 100 constructions jobs for the local economy. Once these projects are completed, the new developments (City Furniture/Ashley Furniture and Point Royale Shopping Center Outparcel) combined will add an estimated 50 new permanent jobs to the local economy. These jobs will be mostly concentrated in the service and retail sectors of the local economy. During the rest of the year and into most of the next fiscal year, the Town of Cutler Bay will continue to add construction and permanent jobs to the local economy as results of the commercial and residential projects approved by the Town Council in FY 2012-13.

The overall regional (Miami-Ft. Lauderdale-Pompano Beach Metropolitan Statistical Area "MSA") unemployment figure for July 2013 was 7.5 percent (.2 percent below the national average), compared to 7.7 percent in June 2013. Furthermore, the regional unemployment figure for July 2013 (7.5 percent) is 1.6 percent less than the unemployment figure reported in July 2012 (9.1 percent). Despite the decrease in the unemployment rate in July 2013, there are several sectors of the regional economy such as local government, transportation, warehousing, utilities, and ambulatory health care services that are still underperforming in terms of job creation in comparison to prior years.



## Economic Development

The Town's economic development mission has two major components: (1) direct communication and marketing; and (2) availability of non-financial incentives. Direct communication and marketing is a joined outreach effort that includes the elected body, Town Manager and senior staff. The main objective of this effort is to identify and attract businesses to the Town that will provide added value to our economic base through the creation of new jobs, increase in the tax base, and services desired by Town residents and our existing business community. One of the ways of achieving this objective is through the Town's active participation in local and regional economic development organizations, forums and professional organizations whose mission is to promote the area's local economies. The non-financial incentives are divided into two distinct programs. (1) Expedited building permits, courtesy inspections, and accessibility to the building official and senior inspectors. (2) In-house technical expertise and resources are made available to all development applicants during the planning and permitting process to ensure that approvals are completed within a reasonable timeframe and in a cost-effective manner. This incentive starts with the project's pre-application conference and it ends with a project completion debriefing meeting. The intent of the project debriefing is to have a personal and candid dialogue with the applicants to assess the effectiveness of the Town development approval process. This dialogue allows the Town Manager and senior staff an opportunity to identify and prioritize those areas in the development approval process that needs improvement and/or immediate attention. Our goal is to ensure that all projects in the Town are completed consistent with the Town Code, building permit requirements, industry standards, and within schedule and budget.



In FY 2012-13, the Town's economic development effort was one of the most successful in Miami-Dade County. Several commercial projects totaling more than \$17 million in capital investment and contributing over 300 new permanent jobs to the local economy were either in the approval phase or constructed. These commercial developments were located along the commercial corridor on US 1 and Old Cutler Road. In addition, approximately 10 new housing development projects totaling over 500 new units (single-family, townhomes and apartments) were permitted or constructed in FY 2012-13.



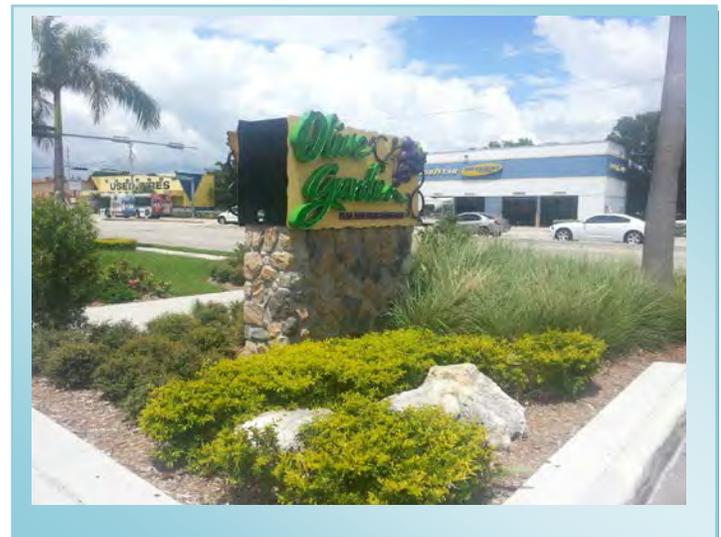
The residential development estimated total capital investment and assessed value contribution is more than \$40 million and \$80 million, respectively. This represents an estimated \$137,000 in new property taxes to the Town. As a result, the Town recorded the highest growth rate (3.7%) in south Miami-Dade County, as depicted below.

No.	Municipalities	New Construction (\$Millions) <sup>1</sup>	Percent Change From 2012 (Growth Rate)
1	Coral Gables	\$ 75.0	2.0%
2	South Miami	\$ 17.0	0.2%
3	Pinecrest	\$ 28.0	2.6%
4	Palmetto Bay	\$ 2.0	-0.7%
5	<b>Cutler Bay</b>	\$ 17.0	<b>3.7%</b>
6	Florida City	\$ 4.0	-6.6%
7	Homestead	\$ 31.0	-0.4%

1. Information based on the 2013 June 1st Estimate  
 Source: Miami-Dade County Property Appraiser

In FY 2012-13, the Town committed through grants, developer's contributions and local option gas tax funds approximately \$10.591 million to fund transportation and roadway projects to keep the Town's infrastructure operating in an efficiency manner and with sufficient capacity to meet the existing and future demands of Town residents and businesses.

The Town's economic development also include a "green initiative" that continues to have much success. The green initiative success in FY 2012-13 includes the LEED (Leadership in Energy, and Environmental Design) certification of several commercial buildings, close-out of an energy grant, and continue implementation of the PACE (Property Assessed Clean Energy) Program. As mentioned, in FY 2012-13, Chase Bank became the first commercial building in the Town to be LEED certified by the US Green Building Council.





In addition to Chase Bank, there are two other commercial projects (City Furniture and Point Royale) that are on track to be LEED certified by mid-FY 2013-14. All of these projects are located on the US 1 corridor. The Town also closed-out an energy grant that helped finance over 60-percent of the cost to retrofit the exterior and interior lighting system at the Town Government Center, and the installation of an electric vehicle parking station in the parking lot at Town Hall.



This effort was partially funded by a Florida Clean Energy Grant (\$112,766.46 ) from the Executive Office of the Governor and the Florida Energy and Climate Commission (FECC) and matching funds from the Town (\$87,936.02 ). One of the major benefits of this project is the reduction greenhouse gas emission, and a reduction in the building overall energy consumption. This project was closed out in April of 2013. Finally, the Town is still the lead municipality in the implementation of the "Green" Corridor and PACE Program. The intent of the PACE Program is to enable property owners to borrow money to buy solar panels, wind generators, insulation or shutters for their home. This initiative will provide market opportunities for local vendors, specializing in the development, distribution and installation of energy efficient technology that meets the requirement of the PACE Program.

In FY 2012-13, the Town continued to work with developers to redevelop the Town's brownfield areas. A "Brownfield" area site is defined by the U.S. Environmental Protection Agency (EPA's) as a contiguous area of one or more Brownfield sites, some of which may not be contaminated, and which has been designated by a local government by resolution. A "Brownfield" site is defined as real property for which its expansion, redevelopment, or reuse may be complicated by actual or perceived environmental contamination. In FY 2012-13, the Town was the only community in south Miami-Dade with several brownfield projects under construction along the US 1 commercial corridor. These commercial brownfield projects are: (1) new City Furniture; and (2) Point Royale Commercial-Mixed Use development. It is anticipated that these projects will generate an estimated 70 new permanent jobs, and will contribute more than \$12 million in capital investment to the area. These projects are expected to be completed by December of 2013.



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

In FY 2012-13, there were no major changes to the current land use distribution, in comparison, to prior years. A significant percentage of the Town's land (forty-nine percent) is classified in the broad categories of residential and mixed land use. Currently, there is no acreage in the Town of Cutler Bay that is classified as "Industrial." This land use profile is similar to that of nearby municipalities in that, the land uses are mostly comprised of residential properties relative to commercial, office and institutional uses.

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

In sum, the implementation of sustainable residential and commercial projects, adoption of the new Land Development Regulations, proactive approach to review and approval of development projects, and cooperation with local and regional partners on economic development projects have made the Town one of the most desirable communities in Miami-Dade County for both residential and commercial development. The Town progressive planning process is slowly transforming the Town's development vision from a conceptual plan into actual sustainable development projects capable of accommodating the Town's growing population and economic base. The new residential developments are attracting a diverse population that includes young families and seniors that will continue to enrich the quality of life of the Town.



This diverse population with different needs and customs will help promote a sustainable economic base capable of meeting their respective needs and the needs of other residents living in the surrounding areas. In addition, this type of growth will attract businesses and people that share and value the Town's mission statement:

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





### Town Governance Philosophy

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

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

### Organizational Chart

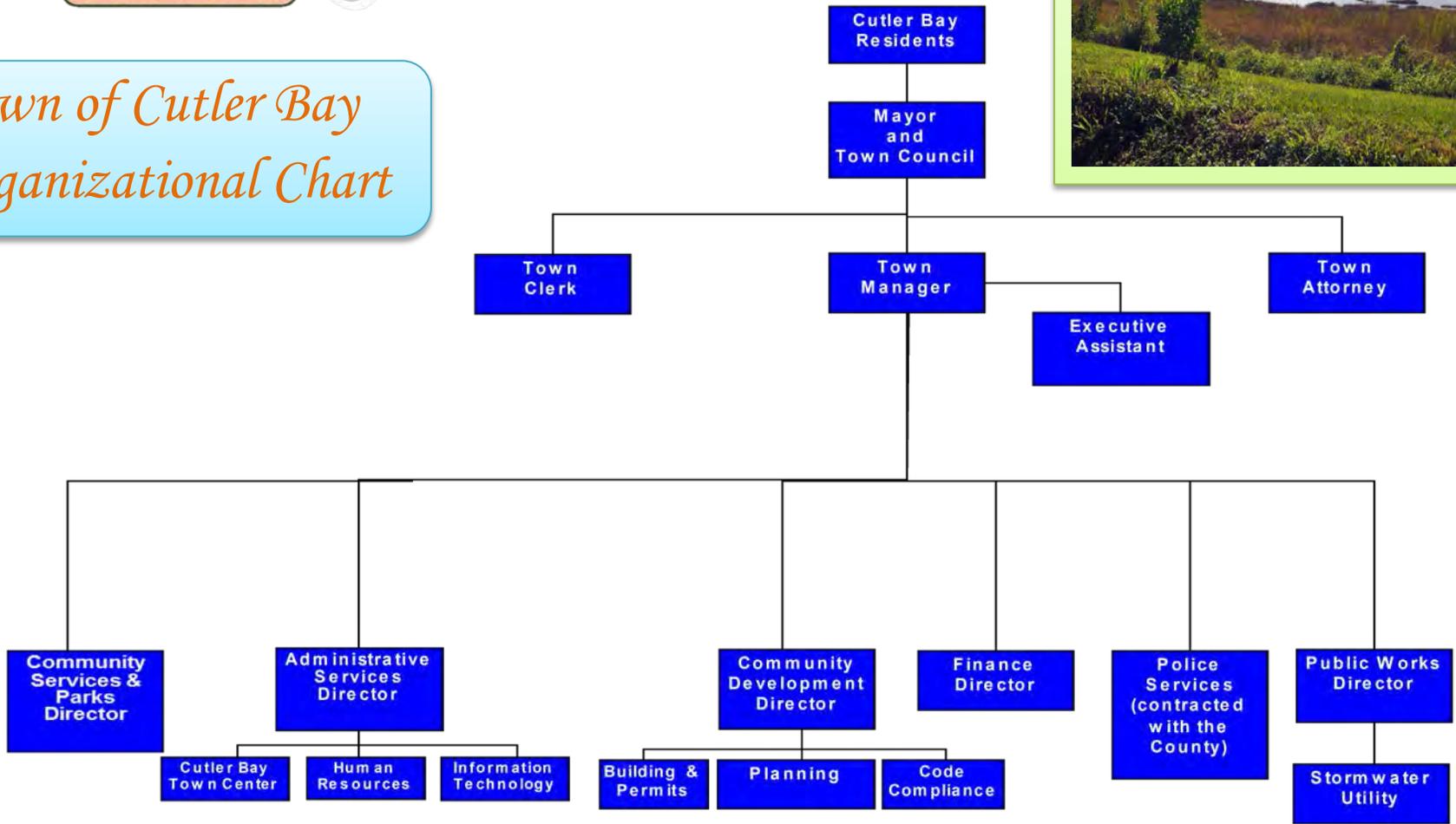
The organizational chart changed slightly since last year's budget. Department directors have been in place since October 2007, other positions have been filled and much was accomplished on behalf of Cutler Bay residents.

A limited number of Town employees function in the various departments to provide superior services to residents and visitors. Currently, the Town has 31 full-time positions (excluding five elected officials), including one full-time staff member in the Stormwater Utility Fund and one full-time outreach worker funded substantially by the Children's Trust Fund, and 56 contracted police services positions. In addition, approximately 30 to 40 part-time and temporary personnel are added in the summer months to staff parks programs. Appendix A lists the current number of full-time positions by department and positions proposed for FY 2013-14.

Please refer to the Town's organizational chart on the following page.



*Town of Cutler Bay  
Organizational Chart*





## Charter Staff



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

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



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

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



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

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



# Adopted Budget Fiscal Year 2013-14

## Annual Budget Procedures

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

### Truth in Millage:

The Town is required to hold two public hearings for adoption of a property tax rate and budget. The first public hearing was advertised by the Property Appraiser mailing to each property owner a TRIM notice (September 11, 2013 at 7:00PM). In addition to notification of this first public hearing, the TRIM notice contains the following information:

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

The second public hearing was advertised by means of a newspaper advertisement (September 24, 2013 at 7:00PM). 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) of the Town Charter requires the Town Manager to prepare and submit to the Council a proposed annual budget and capital program.

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

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

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



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

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

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

**Section 4.6 Defines The Fiscal Year As Follows:**

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

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

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

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



# Adopted Budget Fiscal Year 2013-14

## Budget Activities 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.

### 2013 Town Administration Budget Activities Calendar

<b>June 2013</b>	Department Directors submit budget requests and capital improvements are reviewed.
<b>July 1, 2013</b>	Certification of Taxable Value by the County.
<b>July 2013</b>	Tentative Budget is prepared by Town Manager.
<b>July 17, 2013</b>	Maximum millage rate adopted via Resolution #13-53. Proposed rate adopted at <b><u>2.8351 mils</u></b> .
<b>August 2, 2013</b>	Notify the Property Appraiser of Proposed millage rate.
<b>August 22, 2013</b>	Town Council Budget Workshop held at 2:00PM (Town Hall)
<b>August 24, 2013</b>	Town Council TRIM notices are mailed by County.
<b>September 11, 2013</b>	1st Budget hearing was held at 7:00pm (Town Hall) Tentative Millage Rate of <b><u>2.5702 mils</u></b> for hearing purposes, adopted via Resolution #13-68
<b>September 24, 2013</b>	2nd Budget hearing was held at 7:00pm (Town Hall) Final Millage Rate of <b><u>2.5702 mils</u></b> adopted via Resolution #13-74
<b>September 27, 2013</b>	Deadline for notifying Property Appraiser and the Tax Collector of final Adopted millage rate.
<b>October 24, 2013</b>	Certify compliance with Chapter 200, F.S. to the Florida Department of Revenue.



As recommended by the Town Manager, the Cutler Bay Town Council members voted to set the Town's preliminary tax rate at the statutorily computed "two-thirds vote maximum millage rate" to allow the Town Council maximum flexibility during the budget deliberation process. That tentative rate may not be the final rate adopted by the Town Council. The final millage rate was adopted after two (2) public hearings: September 11<sup>th</sup> and 24<sup>th</sup> 2013. Both meetings will commenced at 7:00 PM and were held at the Town Hall Council Chambers.

- **Regular Town Council Meeting: July 17, 2013**
  - *The Council adopted a proposed millage rate of 2.8351 mils (Resolution #13-53)*
  
- **1<sup>st</sup> Hearing: September 11, 2013, 7:00 PM – Town Hall Council Chamber**
  - *The Council adopted a tentative millage rate of 2.5702 mils (Resolution #13-68)*
  
- **2<sup>nd</sup> Hearing: September 24, 2013, 7:00 PM – Town Hall Council Chamber**
  - *The Council adopted a final millage rate of 2.5702 mils (Resolution #13-74)*

### *Budget and Accounting Basis*

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

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

The 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, Parks and Recreation and the administrative departments. Revenues such as property taxes, State taxes, and charges for services are also recorded in the General Fund. 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 or restricted in nature. The Town is currently using these funds to account for transportation and transit projects, as well as for after school care programs for children, all of which are primarily supported by restricted revenues or grants.

The Town's Capital Projects Funds are used to account for significant capital outlays related to park acquisition and/or improvements. An expenditure is considered a capital outlay if it results in the acquisition of or an improvement to an asset which has a value of \$1,000 or more (\$10,000 or more in the case of infrastructure type assets), and has a useful economic life of more than one year (five years or more in the case of an infrastructure type asset); 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 of accounting for both budgeting and accounting purposes.

### *2013 Budget Activities Calendar*

**June 1, 2013** – Miami-Dade County Property Appraiser releases a preliminary tax roll value for each taxing district, including the Town of Cutler Bay.

**July 1, 2013** – Miami-Dade County Property Appraiser certifies the taxable value of real property and personal property for the Town of Cutler Bay. This year's certified roll reflected an increase in property tax valuations of 3.77 percent from \$1.7054 billion for FY 2012-13 to \$1.7697 billion for FY 2013-14.

**July 17, 2013** - Town Council adopted the proposed millage rate via Resolution #13-53 (the rate which is multiplied by the property tax roll to generate the funding level for the ad valorem revenues). The proposed millage rate (2.8351 mils) is used by the County Property Appraiser to calculate proposed property taxes in the notice mailed by Miami-Dade County to meet provisions of the Florida TRIM (Truth in Millage) statute.

**September 11, 2013** – Town Council adopted the "tentative" millage rate of 2.5702 mils, during this First Public Budget hearing.

**September 24, 2013** –Town Council adopted the "final" millage rate of 2.5702 mils during the Second Public Budget hearing.



Under the modified accrual basis of accounting, revenues are recognized 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.

This budget book was developed utilizing the existing millage rate of **2.5702 mils**, which is the millage rate in effect for FY 2012-13 and not the proposed rate of 2.8351 as set by the Town Council at its July 17, 2013 Town Council meeting. 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 "two-thirds vote maximum millage rate" to allow the Town Council maximum flexibility during the budget deliberation process.

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

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

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

Property values within the Town saw significant declines from 2008 through 2012 (an approximate 40 percent decline from the 2008 valuation level). The decline in 2012, however, was mild (approximately 1.7 percent) which may have indicated a bottoming out in the market. Property values increased 3.77% in 2013 from 2012, levels further supporting the notion that the local real estate market downturn may have turned around. The Town is also experiencing increased development which it hopes will spur additional increased in property values going forward.



# Adopted Budget Fiscal Year 2013-14

## 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 a sound budget processes:

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

For the FY 2013-14 fiscal year, the Council and the Town Manager have engaged in an ongoing dialogue regarding Town services and have engaged the community through the comprehensive plan process and other community workshops. Additionally, the Town Council meets each year with the Town Manager in a budget workshop (which was held on August 22, 2013) to clearly state their budgetary instructions in advance of formal budget presentation. The Town Manager and his professional staff build the budget based on this information and shape it to meet the goals, objectives and strategies expressed by the Town Council who represent the interests of all of the Town's residents and businesses.

Efficient local police presence, acquiring and/or improving park space, caring for our newly acquired infrastructure, and fair code compliance are ongoing priorities for the Town of Cutler Bay. The adopted FY 2013-14 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.

### *Financial Policies*

As part of the FY 2007-08 budget process, the Council adopted the policies enumerated below as part of the Budget Ordinance. 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 the past few years.

### *Operating Budget Policies*

- 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*

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

- 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.
- Priority will be given to projects that are necessary for health, life, and safety and those that reduce operating costs.
- Capital projects shall be defined as those that have a life expectancy of five years and that cost \$10,000 or more.



- 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.
- 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.
- The term of any financings shall be consistent with the life expectancy of the capital project.
- 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

- The Town will review all fees and charges as part of the annual budget process.
- The Town will develop a mix of revenue sources to provide a diversified and stable revenue structure.
- All revenues, excluding unreserved fund balance 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

- 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.
- 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

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



In FY 2012-13, the Council adopted Ordinance #13-06 related to the establishment of a fund balance policy, as follows:

*Fund Balance Policy*

In summary, this policy requires the Council, as part of the budget process, to maintain for the General Fund a reservation of fund balance equal to a minimum of 10 percent of the next fiscal year’s operating expenditures, as defined, in an unassigned fund balance category called “reserve for contingencies and emergencies.”

**Budgeted Fund Balance Reserves for FY 2013-2014**

Budgeted Fund Balance - Nonspendable:	
Prepaid expenses	\$ 250,000
Budgeted Fund Balance - Assigned:	
Building: capital reserve	1,555,000
Building: operating reserve	1,000,000
Restricted building loan requirement	3,060,700
Town Hall debt service	1,250,000
Budgeted Fund Balance - Unassigned:	
Contingencies and Emergencies	6,725,000
Revenue Stabilization reserve	420,000
Grant Match Reserves	200,000
Insurance contingencies	1,200,000
Tax Equalization reserve	420,000
Other reserves	<u>2,956</u>
Total Budgeted Fund Balance	<u>\$ 16,083,656</u>



# Adopted Budget Fiscal Year 2013-14

## *Fiscal Year 2013-14 Adopted Budget*

Following Council direction, the general budget priorities for FY 2013-14 are:

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

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 2013-14 Budget was a "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 2013-14 Proposed Budget is balanced at \$55.5 million, of which approximately \$34.9 million represents the General Fund budget, \$14.7 million represents Special Revenue budgets, \$825,000 represents the Capital Projects Fund budget, and \$5.07 million relates to the Stormwater Utility Fund budget.





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



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

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



# Adopted Budget Fiscal Year 2013-14

## Town of Cutler Bay Budgeted Funds

### General Fund

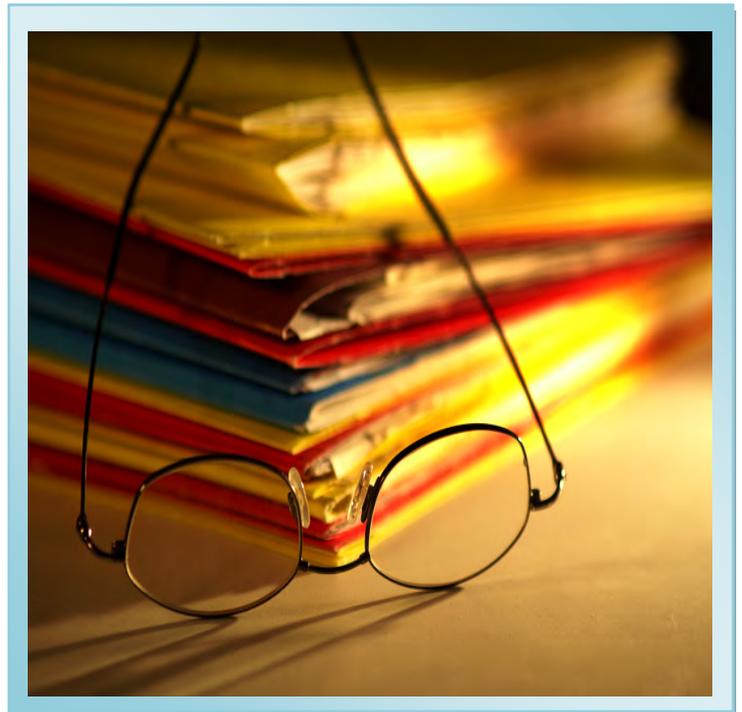
#### General Fund Summary

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.

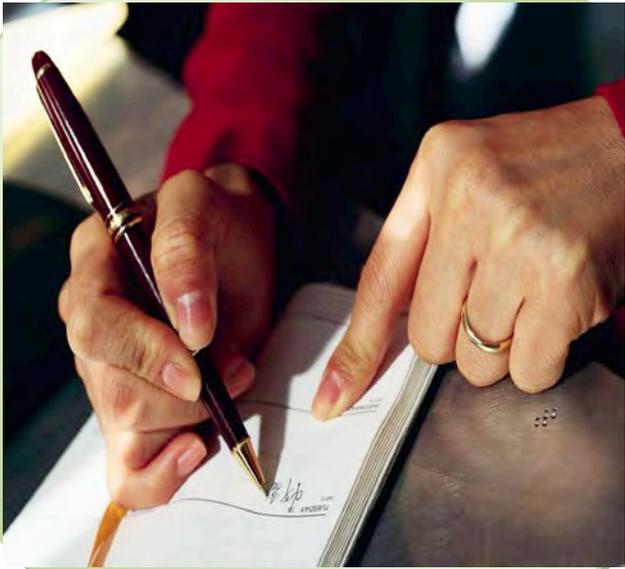
The six (6) major general fund revenues, other than carryover and transfers, are:

- 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, burglar alarm registrations and fines, building permits and related zoning and code enforcement fees, park user fees, commercial rentals from the Cutler Bay Town Center, interest earnings, and carryover, among others.



The General Fund Revenue chart (on Page #68) reflects the percentages of each revenue source as part of the proposed \$34.9 million General Fund Operating Budget for FY 2013-14. State law requires counties but not municipalities to budget revenues at 95% of projected values. That requirement helps assure that actual revenues, which generally depend on next year's economy, will meet budgeted targets and cover expenses. As in FY 2012-13, revenues are budgeted at 95 percent of the FY 2013-14 revenue estimate, unless otherwise indicated at a more conservative rate.



“Carryover” (i.e. reserves from FY 2012-13 rolling into the FY 2013-14 budget) is projected at \$18.1 million. That’s approximately \$5 million better than expected as a result of a history of prudent financial management by staff and not dipping into reserves to the extent budgeted.

The actual carryover from FY 2011-12 into FY 2012-13 was \$2.8 million better than expected. That year we budgeted to use (i.e., dip into) reserves, but we actually achieved an approximate \$1.4 million surplus. Also, we are projecting a surplus of approximately \$117,000 for FY 2012-13, versus the \$2.1 million dip that was budgeted, resulting in a savings of \$2.2 million.

### 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

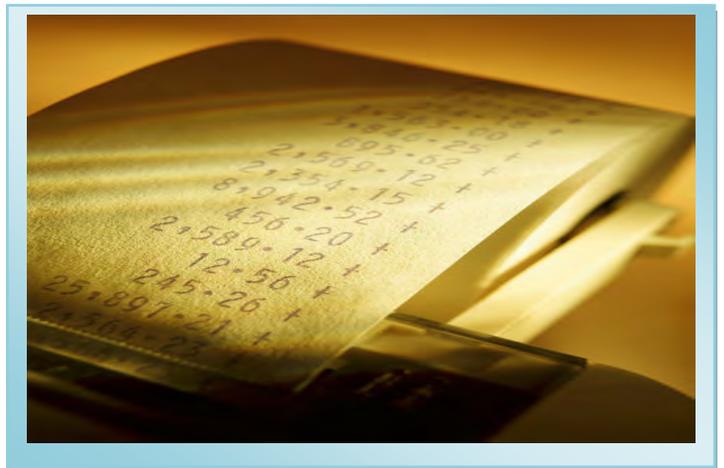
Ad Valorem (at value) taxes represent a levy on assessed real and personal property. Ad valorem taxes are known as property taxes, and the property tax levy generally is the single largest revenue source for municipalities. On July 1<sup>st</sup>, 2013, the County Property Appraiser delivered the Certified Adjusted Taxable Value to the Town for use in the FY 2013-14 budget. The assessed value of all taxable properties minus homestead and other exemptions for the Town is **\$1,769,747,418**. That amount is 3.77 percent **more** than the taxable value in FY 2012-13. \$16.7 million of the current year assessed value results from new construction, which helped increase the assessed value.

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



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 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 the municipal portion of the total property tax bill. For example, a one mil change applied to the FY 2013-14 Certified Tax Value of \$1,769,747,418 generates an additional \$1,769,747 of gross property tax revenue.



The Town's Adopted Budget reflects a millage rate of **2.5702** mils, which is the millage rate in effect for FY 2012-13 and not the proposed rate (2.8351 mils) as set by the Town Council at its July 17, 2013 Town Council meeting. This millage rate generates ad valorem taxes for all taxable properties in Town in the amount of **\$4.321 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 or slightly down versus amounts from FY 2012-13, as a result of minimal growth and negative economic conditions. In Cutler Bay, we anticipate these revenues to be flat to slightly up given the development activity in Town. However, to be conservative, we will budget this line item for FY 2013-14 using the prior year budget amount for a total of **\$2.185 million**.

### Local Government Half Cent Sales Tax

In 1982, the State approved the sharing of approximately one-half cent of the six-cent sales tax with the counties and municipalities in the State that meet certain requirements. The distribution to the geographic area of each county is based on the sales tax collected by the state in that county. The allocation to county government and the municipalities in each county is made on the basis of each jurisdiction's population. The State provides revenue estimates for each jurisdiction. For budget purposes, the final budget amount so estimated is **\$2.755 million**.



### State Municipal Revenue Sharing

The State's Municipal Revenue Sharing Trust Fund receives roughly thirty percent of its revenue from gas taxes and the balance from sales taxes. The portion attributable to gas taxes is limited in use to transportation related activities, including transportation related public safety activities. Revenue Sharing is distributed to eligible municipalities by a formula based on municipal population, municipal sales tax collections and municipality's relative ability to raise revenue (a complex, multistep calculation based on a municipality's per capita property values and population in relation to statewide values).

The State's revenue sharing estimates seem to have been stabilized over the past year or so. Accordingly, the Town Manager recommends budgeting at 95% of the State estimate, yielding a FY 2013-14 budget estimate for State Revenue Sharing of approximately **\$1.261 million**.

### Communications Service Tax

Several years ago, the State standardized the collection of utility taxes and franchise fees on communication services, including telephone service and cable television. Each jurisdiction approved a tax rate (5.22 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. The Town Manager is recommending budgeting revenue from the Communications Services Tax at approximately **\$1.285 million**.





### 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. Unlike the franchise agreements with other jurisdictions, which are paid monthly in arrears, the FPL franchise agreement with the County requires a single annual payment, which is made in advance of FPL recouping its cost from its ratepayers. That single payment by FPL is usually made to the County in July of each year.

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 generally made in August 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.

Because the franchise fee payment depends on electrical usage and offsetting adjustments, it is very difficult to project the annual payment. Further, other adjustments beyond the control of the Town make projecting the payment difficult. For example, due to a 2010 fuel rate adjustment by FPL, the franchise fee payment received by the Town in FY 2010-11 was approximately \$450,000 less than received in FY 2009-10. The amount received in FY 2012-13 was approximately \$1.315 million.

As discussed above, the franchise fee is based in large part on electricity usage. While we anticipate usage in FY 2013-14 to be flat, or slightly up, versus FY 2012-13, the Town Manager recommends budgeting at a conservative level for this category and, as a result, the budget for franchise fee revenue is recommended at **\$1.35 million**.

### Local Option Gas Taxes

The Town receives a share of two Local Option Gas Taxes imposed by the County, of which the Six-Cent Local Option Gas Tax **\$492,000** is eligible to meet qualified General Fund expenditures.



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

### *Code Enforcement Division Fines*

The Town receives revenues from fines from code violators. It is recommended that for FY 2013-14 any such revenue be used to fund the enforcement efforts. Estimated revenues are **\$30,000**.

### *Building and Zoning Fees*

Building permitting and inspection functions and zoning activities are projected to be self-supporting from their own revenues projected at **\$1.116 million**. Because permit fees of **\$1 million** are fees and not taxes or fines, they are limited in use to the cost associated with building and zoning activities and these revenues may not be used for general operations. Permit revenues are "shared" with the 3rd party company contracted with to provide such services. The contractor is paid a percentage of the revenues collected and the Town retains a portion (the contractor pays its own operating costs out of its share of the revenues at no additional cost to the Town). The shared percentages vary based on the value of the permit activity in a given month. The contractor's share can range from 60 to 70 percent while the Town's share can range from 30 to 40 percent.

### *Town Hall Building Rentals*

During June 2010, the Town acquired the commercial office building in which it was renting its Town Hall facilities. The building is now known as the Cutler Bay Town Center. The Town has made significant improvements to the building, including the newly constructed Council chambers and meeting facility, and is currently in the process of making additional improvements and upgrades. These improvements will be completed in stages throughout FY 2013-14.

A substantial portion of the building remains a commercial office building which is leased out to tenants. For FY 2013-14, the Town anticipates rental income generated from this activity to be approximately **\$500,000**.



### *Other Fees, Interest and Miscellaneous*

This category of revenue sources includes local business tax receipts, burglar alarm registrations, solid waste franchise fees, interest earned on cash held in bank accounts, alcoholic beverage taxes and any other minor revenue source for the Town. Each of our significant revenues are 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 **\$275,000**.

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

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

**Grants:** The Town has been awarded various grants totaling \$28,500, including a forestry grant of \$10,000 and two (2) police grants totaling \$18,500.

**Miscellaneous Revenues:** Other General Fund revenues, such as fines and forfeitures, which include the municipal portion of the fines imposed for traffic and other violations, lien searches, school crossing guard revenues and other small, miscellaneous revenues. The budget for those revenues is **\$642,000**.

### *Transfers From Special Revenue Funds*

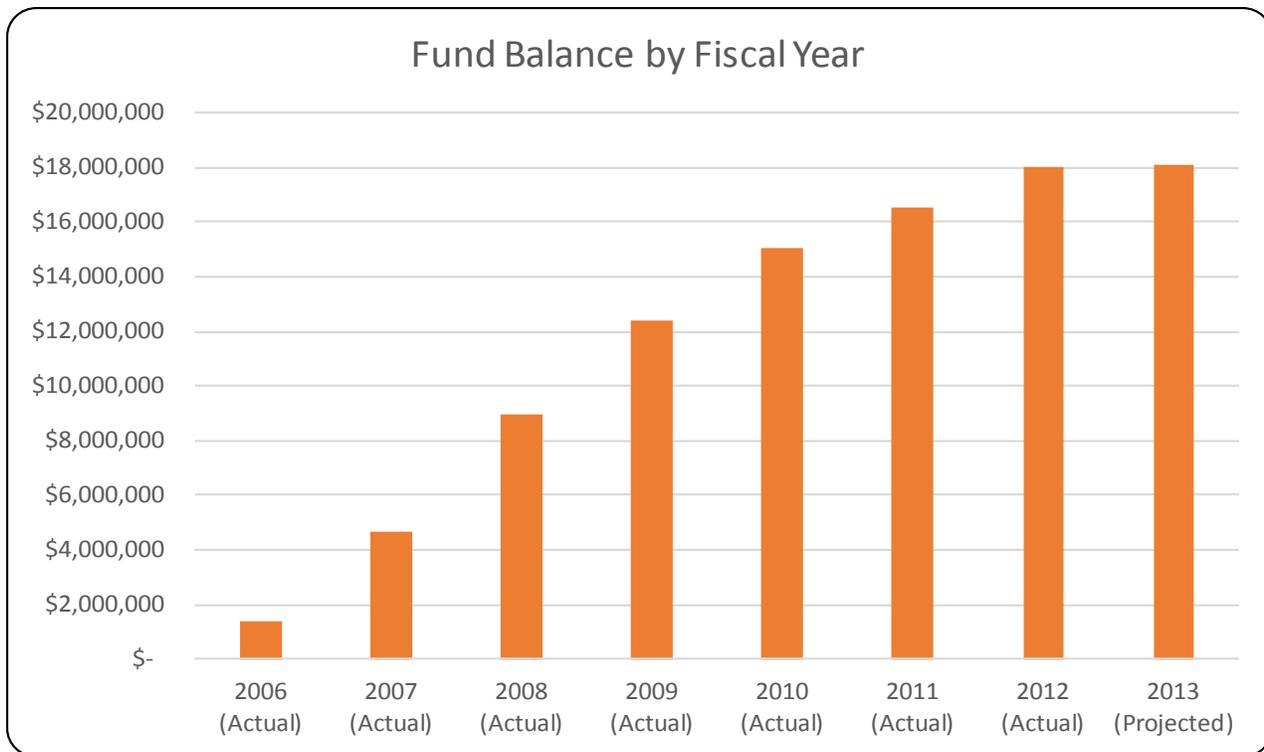
Certain revenues are recorded in Special Revenue accounts as they are generally restricted as to use for certain specified types of items. When such eligible use items arise, those funds are transferred to the General Fund, or another type fund, for expenditure.



In FY 2013-14, such transfers into the General Fund are budgeted at **\$441,000**, representing local option gas taxes transferred for expenditure on sidewalk repairs of **\$300,000**, park impact fees transferred for expenditure on a mini bus of **\$85,000** and police impact fees transferred for the purchase of two police vehicles in the amount of **\$56,000**.

*Prior Year Carryover and Reserves*

“Carryover” is the amount of estimated fund balance remaining at year-end that is carried forward into the new fiscal year and available for appropriation by the Council. The carryover into FY 2013-14 is estimated as **\$18.1 million**. 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 adequate available fund balances 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.

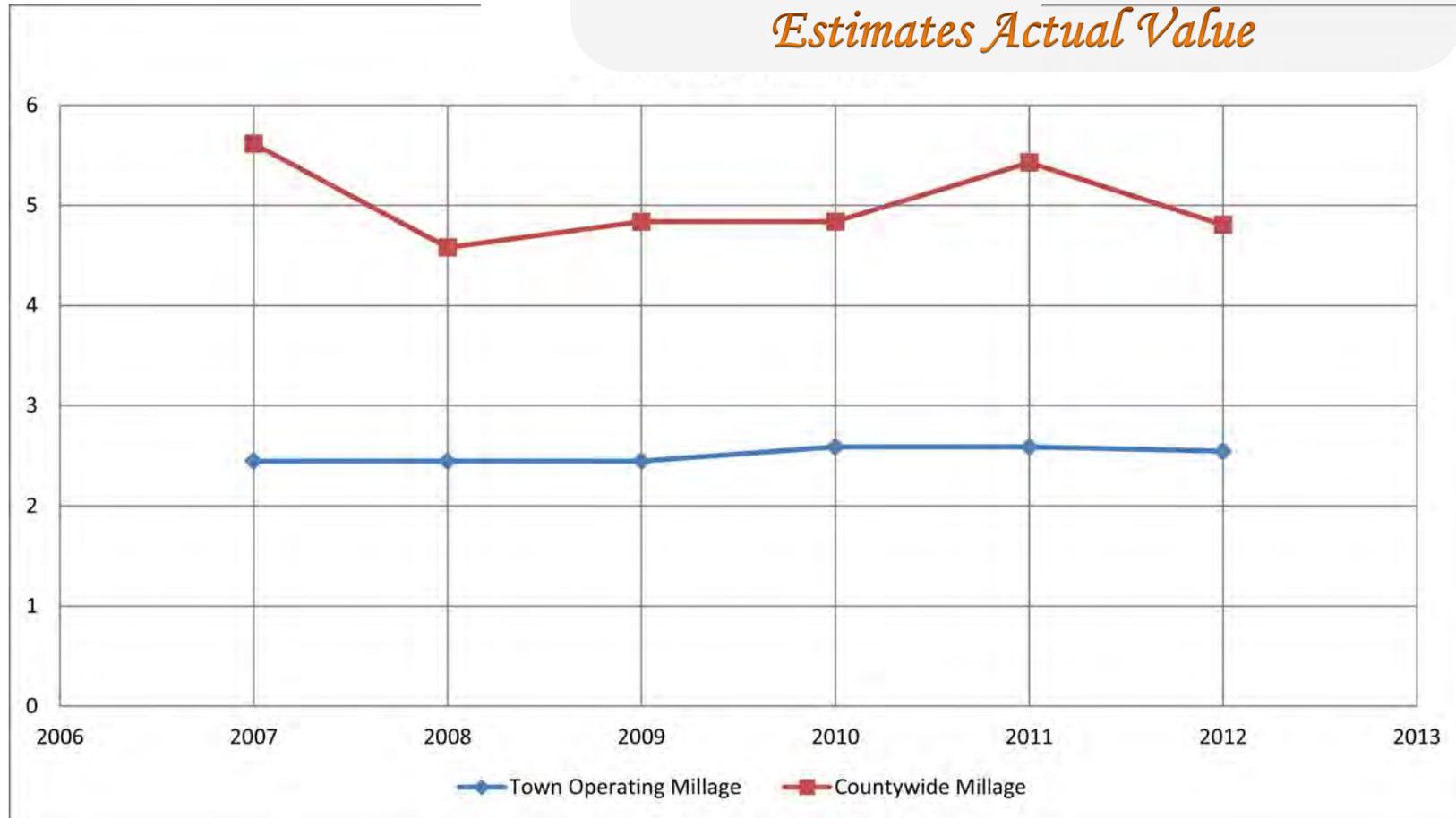




## Town of Cutler Bay

### Property Tax Rates

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





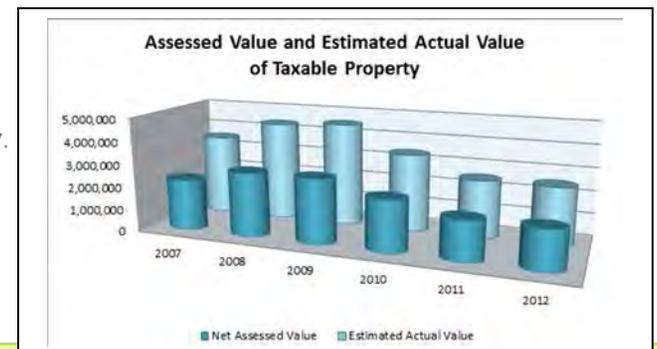
*Town of Cutler Bay, Florida*  
*Assessed Value and Estimated Actual*  
*Value of Taxable Property*  
*Last Six Fiscal Years (1)*  
*(amounts expressed in thousands, except as noted)*

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

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

Source: Miami-Dade County Property Appraisal office.

- (1) The Town incorporated in November 2005 and its first year of setting its millage rate was fiscal year 2007.
- (2) Property tax rates are assessed per \$1,000 of taxable assessed valuation





## Town of Cutler Bay

### Property Tax Rates

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

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

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

Source: Miami-Dade County Property Appraisal office.

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



**2013 Town of Cutler Bay**  
**Preliminary Assessment Roll Values**  
**and 2012 Comparison**

**MIAMI-DADE COUNTY**  
**PROPERTY APPRAISER**  
**2013 ASSESSMENT ROLL CHANGE BY PROPERTY TYPE**  
**JULY 1, 2013**



PROPERTY TYPE	COUNT	2013 PRELIMINARY VALUES		2012 PRELIMINARY VALUES		TAXABLE VALUE DIFF	PCT	NEW CONS
		JUST VALUE	TAXABLE VALUE	JUST VALUE	TAXABLE VALUE			
SINGLE FAMILY	10,508	1,549,376,054	1,063,574,965	1,503,439,302	1,036,962,538	26,612,427	2.6%	5,803,950
CONDOMINIUM	3,376	273,189,477	200,104,087	231,068,032	170,305,900	29,798,187	17.5%	11,682,254
MULTI FAMILY	129	41,830,658	21,176,860	42,109,516	16,306,656	4,870,204	29.9%	0
COMMERCIAL	105	379,549,391	364,560,673	374,166,781	355,192,339	9,368,334	2.6%	-505,090
INDUSTRIAL	1	158,786	158,786	173,392	173,392	-14,606	-8.4%	0
AGRICULTURE	3	4,831,004	621,704	4,988,194	612,387	9,317	1.5%	0
VACANT LAND	795	36,638,013	33,884,235	45,925,314	42,076,482	-8,192,247	-19.5%	-280,988
INSTITUTIONAL	15	43,607,956	11,552,149	45,557,692	11,989,728	-437,579	-3.6%	0
GOVERNMENTAL	101	153,237,638	6,400,000	159,371,426	6,400,000	0	0.0%	0
OTHER PROPERTIES	69	12,507,354	844,831	12,513,602	851,079	-6,248	-0.7%	0
<b>REAL ESTATE PARCELS</b>	<b>15,102</b>	<b>2,494,926,331</b>	<b>1,702,878,290</b>	<b>2,419,313,251</b>	<b>1,640,870,501</b>	<b>62,007,789</b>	<b>3.8%</b>	<b>16,700,126</b>
<b>PERS PROP &amp; CENT ASSD</b>		<b>74,230,351</b>	<b>66,869,128</b>	<b>71,370,122</b>	<b>64,610,897</b>	<b>2,258,231</b>	<b>3.5%</b>	<b>0</b>
<b>ALL ASSESSED PROPERTY</b>		<b>2,569,156,682</b>	<b>1,769,747,418</b>	<b>2,490,683,373</b>	<b>1,705,481,398</b>	<b>64,266,020</b>	<b>3.8%</b>	<b>16,700,126</b>



## 2013 County-Wide *Preliminary Assessment Roll Values* *and 2012 Comparison*

**MIAMI-DADE COUNTY**  
**PROPERTY APPRAISER**  
**2013 ASSESSMENT ROLL CHANGE BY PROPERTY TYPE**  
**JULY 1, 2013**



PROPERTY TYPE	COUNT	2013 PRELIMINARY VALUES		2012 PRELIMINARY VALUES		TAXABLE VALUE DIFF	PCT	NEW CONS
		JUST VALUE	TAXABLE VALUE	JUST VALUE	TAXABLE VALUE			
SINGLE FAMILY	374,839	85,937,271,357	59,683,242,109	85,009,332,986	58,653,234,008	1,030,008,101	1.8%	492,916,759
CONDOMINIUM	351,109	68,066,121,110	54,640,629,149	60,844,560,470	50,967,627,574	3,673,001,575	7.2%	170,352,989
MULTI FAMILY	35,836	14,043,881,581	12,276,431,627	13,810,949,733	12,237,521,995	38,909,632	0.3%	101,670,535
COMMERCIAL	35,063	40,963,469,698	37,783,135,577	40,259,408,045	37,295,512,206	487,623,371	1.3%	190,093,434
INDUSTRIAL	16,143	12,474,767,735	11,948,998,380	12,908,001,131	12,350,230,388	-401,232,008	-3.2%	28,645,209
AGRICULTURE	8,332	3,053,530,547	691,108,327	3,114,859,866	768,759,228	-77,650,901	-10.1%	6,053,523
VACANT LAND	45,401	7,237,000,895	6,185,710,747	6,948,104,709	6,045,515,297	140,195,450	2.3%	-58,956,632
INSTITUTIONAL	2,633	5,563,679,961	1,116,712,537	5,720,473,366	1,026,486,308	90,226,229	8.8%	14,090,087
GOVERNMENTAL	21,949	17,482,418,413	71,499,869	17,885,437,693	261,113,601	-189,613,732	-72.6%	0
OTHER PROPERTIES	2,549	955,989,683	721,130,982	974,526,538	740,506,562	-19,375,580	-2.6%	12,563,994
<b>REAL ESTATE PARCELS</b>	<b>893,854</b>	<b>255,778,130,980</b>	<b>185,118,599,304</b>	<b>247,475,654,537</b>	<b>180,346,507,167</b>	<b>4,772,092,137</b>	<b>2.6%</b>	<b>957,429,898</b>
PERS PROP & CENT ASSD		17,403,460,307	12,019,665,632	15,652,867,382	10,323,222,104	1,696,443,528	16.4%	0
<b>ALL ASSESSED PROPERTY</b>		<b>273,181,591,287</b>	<b>197,138,264,936</b>	<b>263,128,521,919</b>	<b>190,669,729,271</b>	<b>6,468,535,665</b>	<b>3.4%</b>	<b>957,429,898</b>

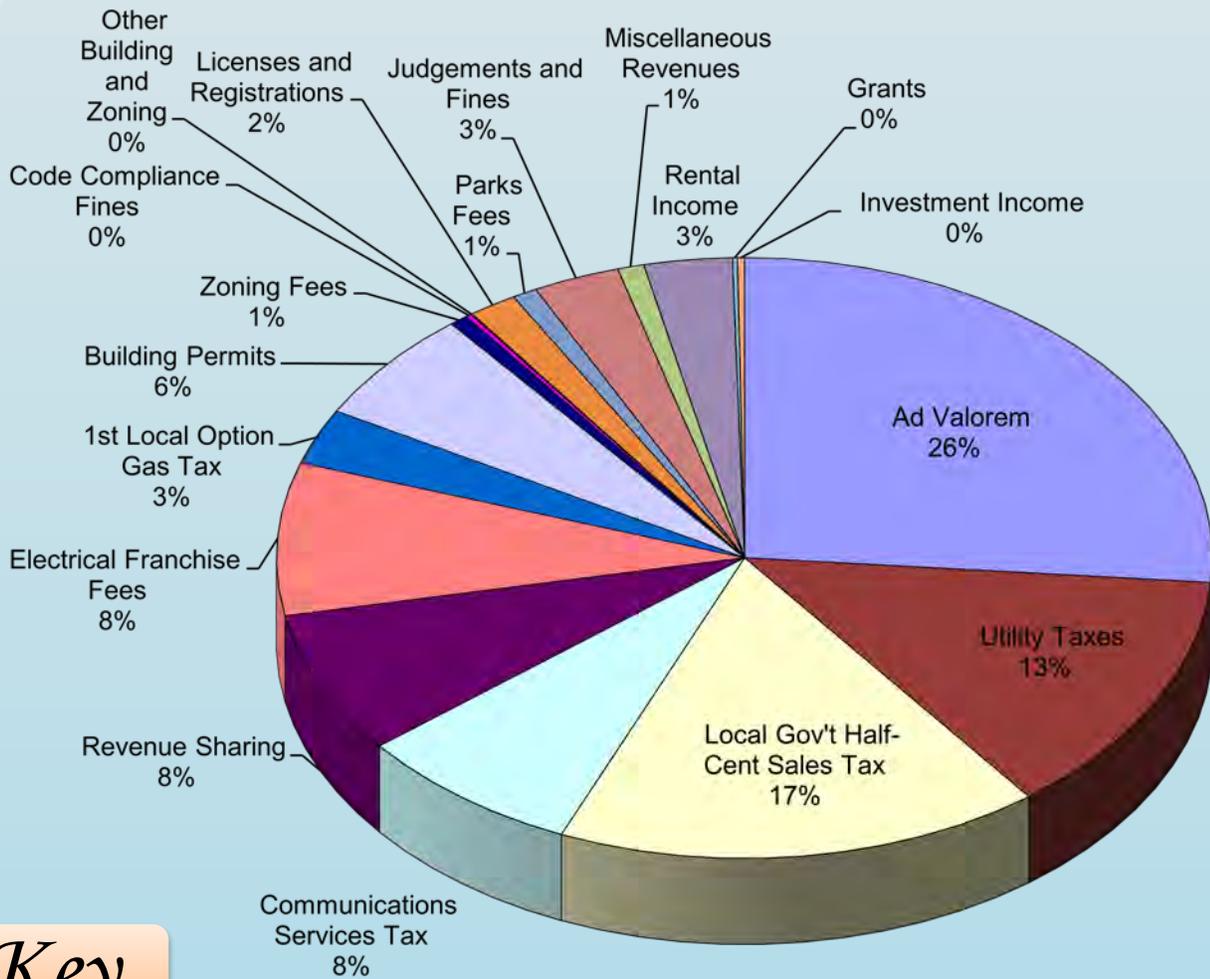


## General Fund Summary

	Actual FY 2009-10	Actual FY 2010-11	Actual FY 2011-12	Adopted FY 2012-13	Projected Actual FY 2012-13	Adopted FY 2013-14
<b>REVENUES and INFLOWS:</b>						
Ad Valorem	5,448,770	4,215,773	4,254,352	4,164,257	4,200,000	4,321,175
Utility Taxes	2,379,305	2,412,904	2,472,062	2,185,000	2,275,000	2,185,000
Local Gov't Half-Cent Sales Tax	2,276,976	2,528,780	2,616,586	2,626,974	2,800,000	2,754,816
Communications Services Tax	1,265,559	1,217,327	1,317,459	1,234,347	1,275,000	1,285,761
Revenue Sharing	1,019,149	1,099,905	1,177,624	1,122,455	1,150,000	1,261,442
Electrical Franchise Fees	1,669,404	1,219,797	1,415,237	1,400,000	1,300,000	1,350,000
1st Local Option Gas Tax	510,765	538,168	518,442	501,267	505,000	492,174
Building Permits	676,075	679,280	787,662	600,000	1,500,000	1,000,000
Zoning Fees	136,637	108,898	158,557	90,000	185,000	108,000
Code Compliance Fines	15,150	25,590	57,694	25,000	20,000	30,000
Other Building and Zoning	57,644	60,038	65,526	5,000	3,500	8,000
Licenses and Registrations	431,910	390,703	387,217	250,000	360,000	275,000
Parks Fees	151,123	175,779	178,939	140,000	150,000	140,000
Judgements and Fines	301,581	267,707	562,714	500,000	420,000	492,000
Miscellaneous Revenues	339,877	182,419	235,510	130,000	182,200	150,000
Rental Income	280,313	752,571	503,893	500,000	525,000	500,000
Grants	0	0	6,262	0	7,000	28,500
Investment Income	90,649	55,831	57,623	40,000	40,000	40,000
Sub-total	17,050,887	15,931,470	16,773,359	15,514,300	16,897,700	16,421,868
Transfers In	0	5,390	280,940	300,000	300,000	441,000
Debt Proceeds	9,120,000	3,605,122	2,578,000	0	0	0
Carryover	12,384,803	15,021,973	16,557,820	15,183,477	17,975,824	18,092,599
<b>Total Revenues and Inflows</b>	<b>38,555,690</b>	<b>34,563,955</b>	<b>36,190,119</b>	<b>30,997,777</b>	<b>35,173,524</b>	<b>34,955,467</b>
<b>EXPENDITURES, OUTFLOWS AND FUND BALANCES:</b>						
<b>EXPENDITURES and OUTFLOWS:</b>						
Mayor & Council	139,206	152,887	143,527	151,408	144,536	183,237
Town Clerk	166,288	208,906	171,834	396,840	318,250	344,938
General Government	1,499,293	3,207,167	4,348,231	1,630,614	1,723,000	2,056,660
Finance	416,069	382,540	351,388	412,640	370,289	457,382
Town Attorney	417,455	440,857	494,104	500,000	400,000	500,000
Community Development	1,466,309	1,192,223	1,209,011	1,239,103	1,655,400	1,554,663
Public Works	1,145,241	638,757	607,126	929,270	829,400	1,000,715
Law Enforcement	7,440,693	8,015,575	8,073,949	8,616,804	8,285,500	8,796,394
Parks	1,237,642	1,213,066	1,479,894	1,866,705	1,687,750	1,970,332
Town Hall Building	9,033,604	2,519,025	1,244,875	2,074,955	1,668,800	1,981,967
Transfers Out	571,917	35,132	90,356	68,000	0	35,000
<b>Total Expenditures and Outflows</b>	<b>23,533,717</b>	<b>18,006,135</b>	<b>18,214,295</b>	<b>17,886,339</b>	<b>17,080,925</b>	<b>18,881,288</b>
<b>FUND BALANCES:</b>						
Fund Balance - Nonspendable	318,729	234,197	333,852	0	250,000	250,000
Fund Balance - Assigned:						
Building: capital reserve	0	0	1,500,000	1,500,000	1,540,000	1,555,000
Building: operating reserve	0	0	1,000,000	1,000,000	1,000,000	1,000,000
Restricted building loan requirement	0	0	3,060,700	3,060,700	3,060,700	3,060,700
Town Hall debt service	0	0	0	0	0	1,250,000
Education initiative reserve	0	0	300,000	300,000	0	0
Fund Balance - Unassigned:						
Contingencies and Emergencies	3,800,000	3,800,000	9,981,272	5,450,000	10,000,000	6,718,000
Revenue Stabilization reserve	0	0	300,000	300,000	420,000	420,000
Grant Match Reserves	0	0	200,000	200,000	200,000	200,000
Insurance contingencies	0	0	1,000,000	1,000,000	1,200,000	1,200,000
Tax Equalization reserve	0	0	300,000	300,000	420,000	420,000
Other reserves	10,903,244	12,523,623	0	738	1,899	479
<b>Total Fund Balances</b>	<b>15,021,973</b>	<b>16,557,820</b>	<b>17,975,824</b>	<b>13,111,438</b>	<b>18,092,599</b>	<b>16,074,179</b>
<b>Total Expenditures, Outflows and Fund Balances</b>	<b>38,555,690</b>	<b>34,563,955</b>	<b>36,190,119</b>	<b>30,997,777</b>	<b>35,173,524</b>	<b>34,955,467</b>



# General Fund Fiscal Year 2013-14 Operating Revenue Breakdown



## Key

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

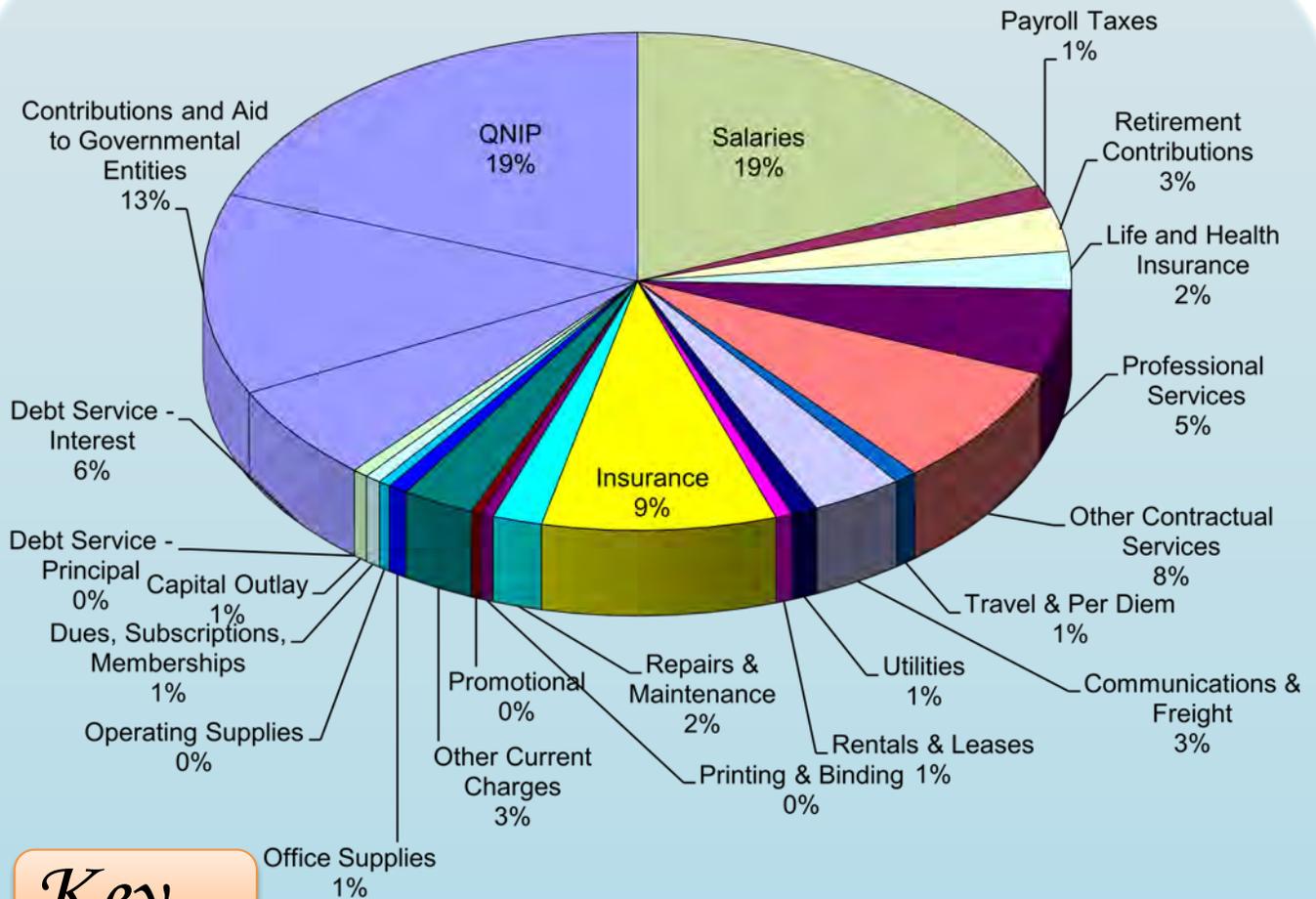


# General Fund Summary

	Actual FY 2009-10	Actual FY 2010-11	Actual FY 2011-12	Adopted FY 2012-13	Projected Actual FY 2012-13	Adopted FY 2013-14
<b><u>EXPENDITURES, OUTFLOWS AND FUND BALANCES:</u></b>						
<b><u>EXPENDITURES and OUTFLOWS:</u></b>						
Mayor & Council	139,206	152,887	143,527	151,408	144,536	183,237
Town Clerk	166,288	208,906	171,834	396,840	318,250	344,938
General Government	1,499,293	3,207,167	4,348,231	1,630,614	1,723,000	2,056,660
Finance	416,069	382,540	351,388	412,640	370,289	457,382
Town Attorney	417,455	440,857	494,104	500,000	400,000	500,000
Community Development	1,466,309	1,192,223	1,209,011	1,239,103	1,655,400	1,554,663
Public Works	1,145,241	638,757	607,126	929,270	829,400	1,000,715
Law Enforcement	7,440,693	8,015,575	8,073,949	8,616,804	8,285,500	8,796,394
Parks	1,237,642	1,213,066	1,479,894	1,866,705	1,687,750	1,970,332
Town Hall Building	9,033,604	2,519,025	1,244,875	2,074,955	1,666,800	1,981,967
Transfers Out	571,917	35,132	90,356	68,000	0	35,000
<b>Total Expenditures and Outflows</b>	<b>23,533,717</b>	<b>18,006,135</b>	<b>18,214,295</b>	<b>17,886,339</b>	<b>17,080,925</b>	<b>18,881,288</b>
<b><u>FUND BALANCES:</u></b>						
Fund Balance - Nonspendable	318,729	234,197	333,852	0	250,000	250,000
Fund Balance - Assigned:						
Building: capital reserve	0	0	1,500,000	1,500,000	1,540,000	1,555,000
Building: operating reserve	0	0	1,000,000	1,000,000	1,000,000	1,000,000
Restricted building loan requirement	0	0	3,060,700	3,060,700	3,060,700	3,060,700
Town Hall debt service	0	0	0	0	0	1,250,000
Education initiative reserve	0	0	300,000	300,000	0	0
Fund Balance - Unassigned:						
Contingencies and Emergencies	3,800,000	3,800,000	9,981,272	5,450,000	10,000,000	6,718,000
Revenue Stabilization reserve	0	0	300,000	300,000	420,000	420,000
Grant Match Reserves	0	0	200,000	200,000	200,000	200,000
Insurance contingencies	0	0	1,000,000	1,000,000	1,200,000	1,200,000
Tax Equalization reserve	0	0	300,000	300,000	420,000	420,000
Other reserves	10,903,244	12,523,623	0	738	1,899	479
<b>Total Fund Balances</b>	<b>15,021,973</b>	<b>16,557,820</b>	<b>17,975,824</b>	<b>13,111,438</b>	<b>18,092,599</b>	<b>16,074,179</b>
<b>Total Expenditures, Outflows and Fund Balances</b>	<b>38,555,690</b>	<b>34,563,955</b>	<b>36,190,119</b>	<b>30,997,777</b>	<b>35,173,524</b>	<b>34,955,467</b>



# General Government Fiscal Year 2013-14 Adopted Expenditures



## Key

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



*Budgeted Fund Balance Reserves*  
*for Fiscal Year 2013-2014*

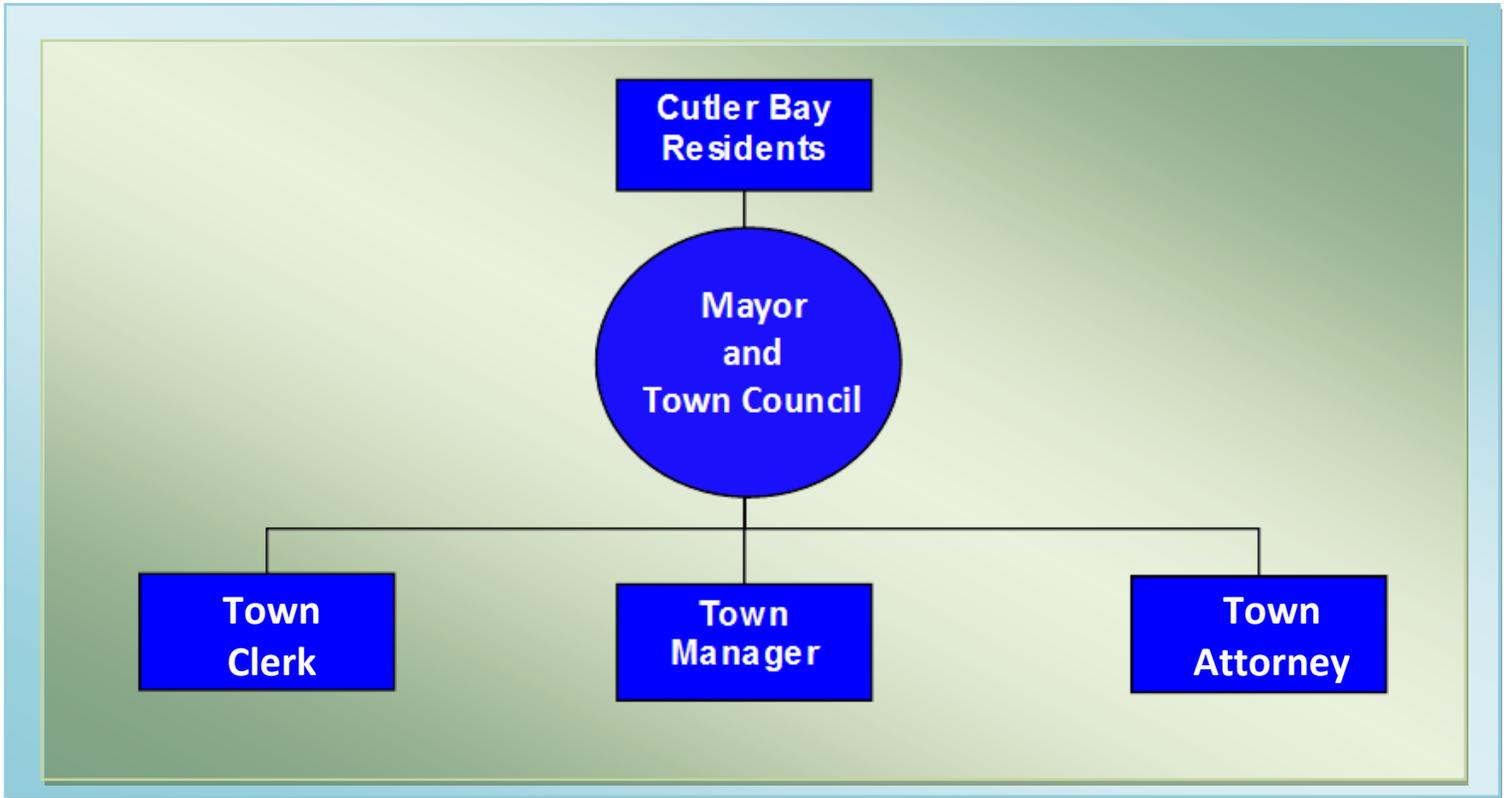
**Budgeted Fund Balance Reserves for FY 2013-2014**

Budgeted Fund Balance - Nonspendable:	
Prepaid expenses	\$ 250,000
Budgeted Fund Balance - Assigned:	
Building: capital reserve	1,555,000
Building: operating reserve	1,000,000
Restricted building loan requirement	3,060,700
Town Hall debt service	1,250,000
Budgeted Fund Balance - Unassigned:	
Contingencies and Emergencies	6,718,000
Revenue Stabilization reserve	420,000
Grant Match Reserves	200,000
Insurance contingencies	1,200,000
Tax Equalization reserve	420,000
Other reserves	479
	<hr/>
Total Budgeted Fund Balance	<u>\$ 16,074,179</u>

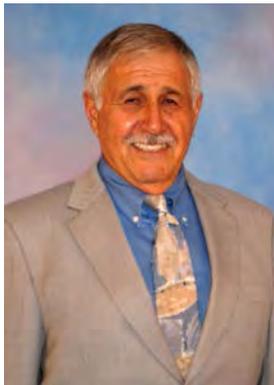


# Adopted Budget Fiscal Year 2013-14

## Mayor and Council



Edward P. MacDougall,  
Mayor



Ernest N. Sochin,  
Vice Mayor



Peggy R. Bell,  
Council Member (Seat 3)



Sue Ellen Loyzelle,  
Council Member (Seat 2)



Mary Ann Mixon,  
Council Member (Seat 1)

## Mayor and Council

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

- Each of us is personally responsible and accountable for our behavior
- We are respectful of one another whether we agree or disagree on points of view
- We trust one another
- When necessary, we agree to disagree respectfully



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

The Cutler Bay community has 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 Town.



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.

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

Significant budget changes in the FY 2013-14 budget include the following:

- *Retirement Contributions* – increased approximately \$11,000 as a result of the Florida Legislature enacting much higher contribution rates for this classification group (i.e., elected officials).
- *Life & Health Insurance* – increased approximately \$6,000 as a result of higher premiums, primarily as a result of implementation of the Federal Affordable Care Act.
- *Travel & Per Diem* – increased approximately \$9,000 due to Council budget allocation, whereby Council members are now assigned an individual budget amount for travel purposes.



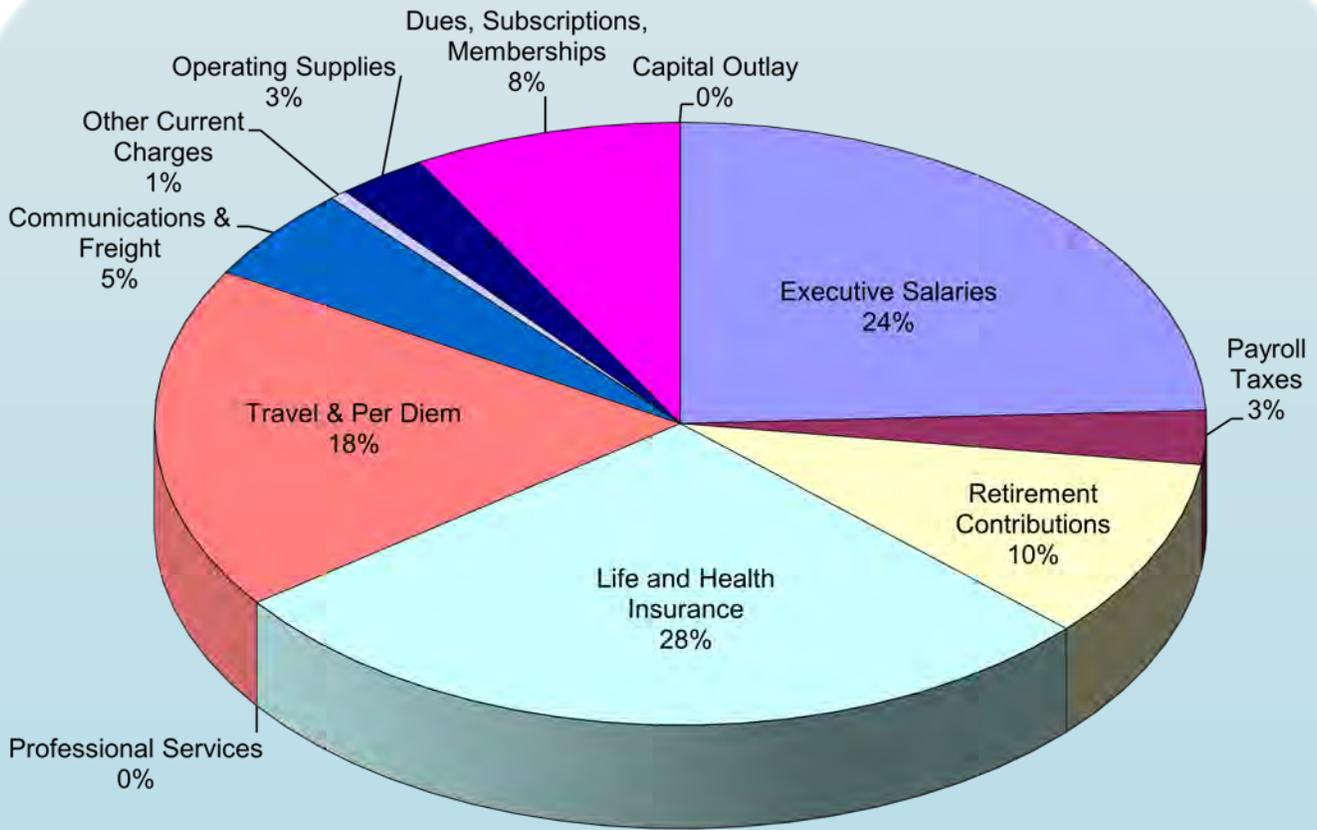


## Mayor & Council Budget Summary

Category	Actual FY 2009-10	Actual FY 2010-11	Actual FY 2011-12	Adopted FY 2012-13	Projected Actual FY 2012-13	Adopted FY 2013-14
Executive Salaries	39,580	39,182	42,682	43,536	43,536	44,276
Payroll Taxes	3,408	3,240	4,244	5,112	4,500	5,260
Retirement Contributions	6,750	6,556	4,658	6,530	7,000	17,711
Life and Health Insurance	42,879	43,999	44,586	45,000	42,000	51,000
Professional Services	0	0	0	0	0	0
Travel & Per Diem	27,688	28,869	25,638	24,350	24,000	33,700
Communications & Freight	7,080	7,616	7,586	8,580	8,000	9,240
Other Current Charges	0	0	0	0	0	2,000
Operating Supplies	1,626	10,115	1,861	5,000	2,500	5,000
Dues, Subscriptions, Memberships	6,905	12,495	12,272	13,300	13,000	15,050
Capital Outlay	3,290	815	0	0	0	0
	<u>139,206</u>	<u>152,887</u>	<u>143,527</u>	<u>151,408</u>	<u>144,536</u>	<u>183,237</u>



*Mayor & Council  
Fiscal Year 2013-14  
Adopted Expenditures*



*Key*

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



# Adopted Budget Fiscal Year 2013-14

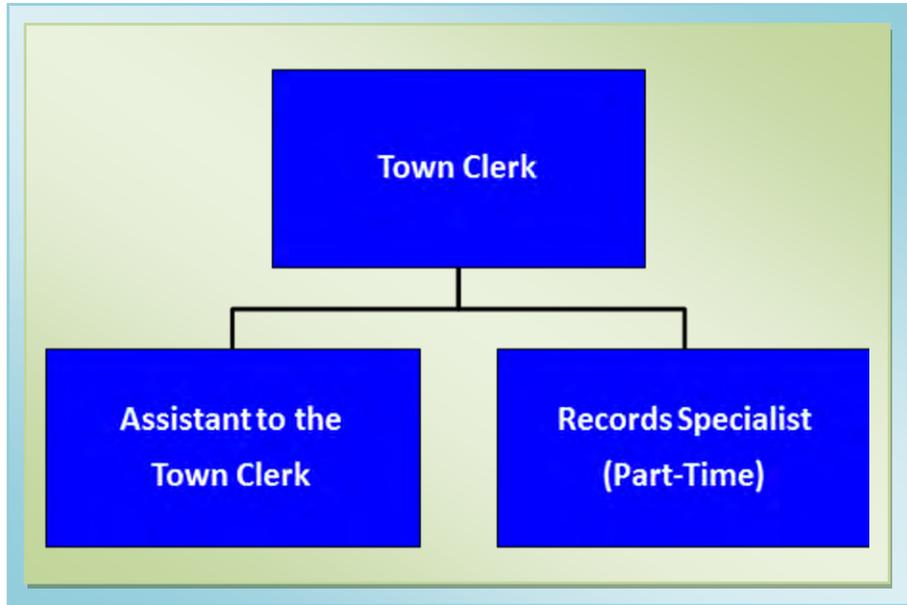
## Town Clerk

### Function

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

The Town Clerk is responsible for giving notice of public meetings and maintaining an accurate record of all proceedings.

In addition, the Town Clerk serves as the Financial Disclosure Coordinator to the Florida Commission on Ethics; serves as the Records Management Liaison to the Florida Department of State; and maintains custody of all Town records including agreements, contracts, ordinances, resolutions, and proclamations. The 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. The Town Clerk's office is responsible to provide property lien searches, respond to public record requests, and attest documents and signatures.



### Strategic Goals:

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





## Goals

- Complete and distribute Town Council and Local Planning Agency meeting agendas in a timely manner.
- Create and maintain accurate summary minutes of all meetings held by the Town Council in its legislative and in its quasi-judicial capacity.
- Compile and update the registry of ordinances and resolutions.
- Initiate the codification process of the Town's ordinances, including publication of the Town's Code on the website.
- Complete Town Clerk records review, automation and destruction in accordance with state statutes.
- Complete, test and implement new website.
- Complete installation, training & implementation of agenda management program and audio streaming.
- Research and provide exhibits to executed resolutions and ordinances.





## Objectives

- Implement and maintain a user-friendly records management system in order to provide public records in a timely and reasonable manner.
- Act as the records custodian for the Town and disseminate information to the public as requested.
- Advertise and post all notices of public proceedings as required by law.
- Supervise the activity leading up to forthcoming elections and provide timely and accurate candidate qualifying information.
- Prepare and distribute the Council agendas in accordance with the Town's established guidelines.
- Continue with an organized public records management system with the ability to access readily available records in a timely manner; provide assistance to town agencies concerning records management, and implement the records minimum retention requirements and destruction process annually required by the state.
- 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.
- Continue to provide public records through coordination with the Managers office in order to ensure that records are timely and reasonably provided.



Significant budget changes in the FY 2013-14 budget include the following:

- ***Salaries and Benefits*** Increased approximately \$35,000 resulting primarily to inclusion of a part-time records clerk, higher salary for the Town Clerk than was budgeted in the previous year, and an increase in retirement contribution rates as established by the Florida Legislature.



- *Other Contractual Services* Decreased approximately \$70,000 as a result of FY 2013-14 being an "off year" for elections as well as reduced spending budgeted for Municode.
- *Repairs and Maintenance* Increased approximately \$26,000 resulting from the maintenance associated with the Granicus agenda/audio system.
- *Capital Outlay* Decreased approximately \$65,000 as a result of deferring implementation of video streaming capabilities.





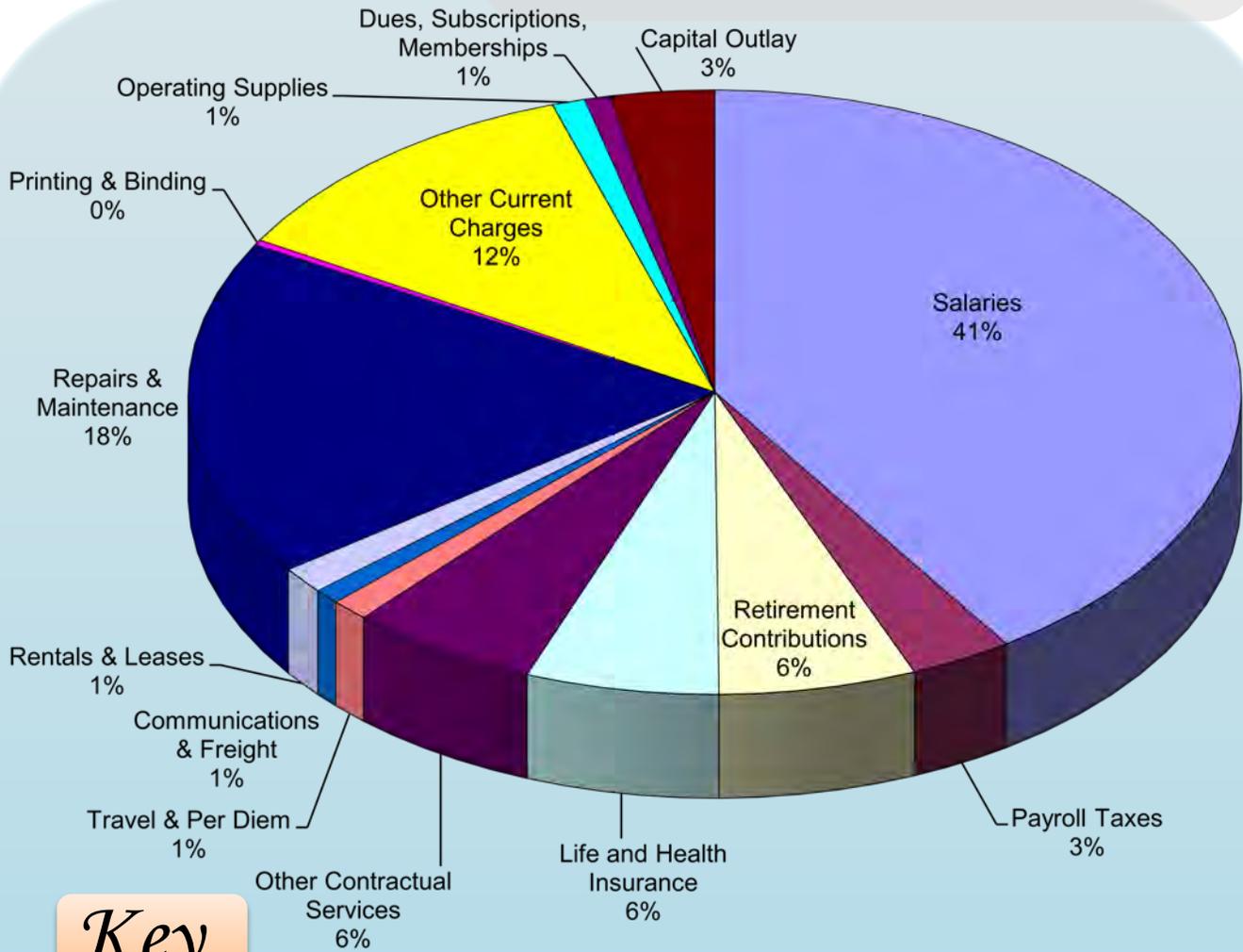
## Town Clerk's Office Budget Summary

Category	Actual FY 2009-10	Actual FY 2010-11	Actual FY 2011-12	Adopted FY 2012-13	Projected Actual FY 2012-13	Adopted FY 2013-14
Salaries	82,332	91,041	74,932	105,000	104,000	140,520
Payroll Taxes	6,356	6,392	5,145	8,170	8,000	10,887
Retirement Contributions	10,256	10,308	4,588	9,800	9,000	20,951
Life and Health Insurance	17,845	18,971	13,303	18,000	12,000	20,400
Other Contractual Services	4,853	28,817	11,793	90,000	80,000	20,000
Travel & Per Diem	1,251	3,265	982	3,000	2,500	4,000
Communications & Freight	2,742	1,486	878	2,900	2,500	2,800
Rentals & Leases	6,800	6,460	5,175	0	3,500	4,880
Repairs & Maintenance	3,107	4,508	8,339	36,000	25,000	62,300
Printing & Binding	169	543	918	4,000	2,000	1,000
Other Current Charges	27,540	32,380	42,690	40,000	25,000	40,000
Operating Supplies	1,943	2,038	2,036	2,000	8,000	3,500
Dues, Subscriptions, Memberships	1,094	2,697	1,055	1,970	1,750	2,700
Capital Outlay	0	0	0	76,000	35,000	11,000
	<u>166,288</u>	<u>208,906</u>	<u>171,834</u>	<u>396,840</u>	<u>318,250</u>	<u>344,938</u>

Adopted Budget  
Fiscal Year 2013-14  
Page 81 of 170



## Town Clerk Fiscal Year 2013-14 Adopted Expenditures



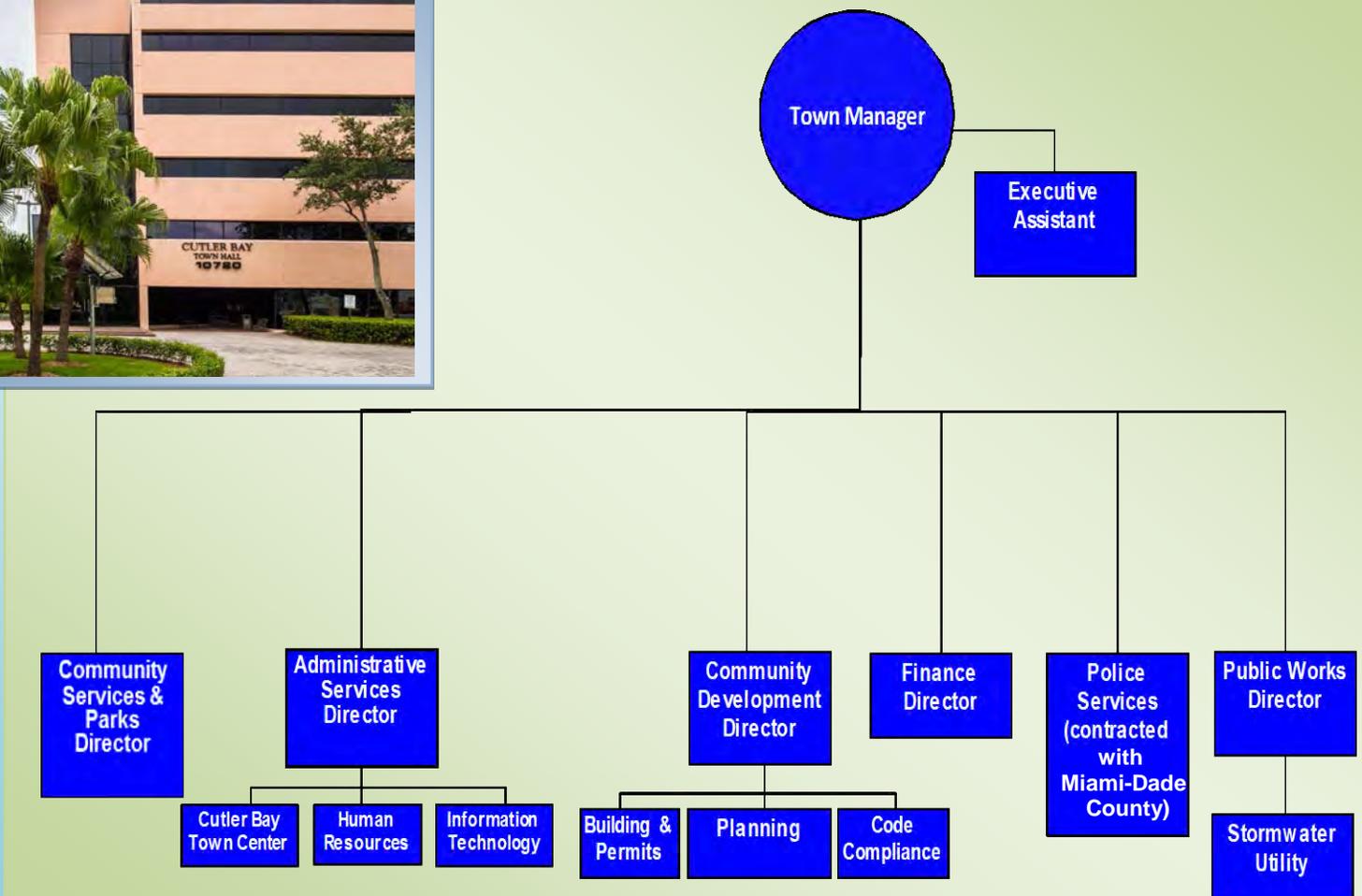
### Key

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



# Adopted Budget Fiscal Year 2013-14

## 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 Town 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 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. The Manager receives assignments by vote of the Town Council. He initiates assignments in accordance with the Town Charter and the municipal code requirements. The Manager 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 of 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.

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, Quality Neighborhood Improvement Program (QNIP) payments are included in the General Government budget. The Town is obligated to pay its portion of QNIP bonds. The QNIP program focuses on infrastructure needs in neighborhoods. It includes construction and repair of sidewalks, local and major drainage improvements and 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 2013-14.





## 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.
- 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 in 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 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 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 twenty (20) years of revenue to fund. This and several other road projects were 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.

➤ 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 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 audit opinion, which is the highest level of assurance given in such audits.
- 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.
- Manage our real property assets in a professional, environmentally sustainable and economically sound manner.



## 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 polite and friendly 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 2013-14 budget include the following:

- *Salaries & Benefits* – increased approximately \$79,000 as a result of the inclusion of a full-time administrative assistant (approximately \$56,500 with related benefits), as well as to increased retirement contribution costs associated with higher rates set by the Florida Legislature and increased medical insurance costs.
- *Professional Services* – increased approximately \$39,000 primarily due to provision to update the Town strategic plan \$35,000 and provision for financial advisor services \$20,000, offset by a decrease of \$15,000 related to a Federal lobbyist.
- *Other Contractual Services* – increased approximately \$48,000 primarily due to budgeting for a sustainability consultant for FGBC recertification \$30,000 and increased IT support costs \$23,000 and provision for a monthly newsletter \$4,500, offset by \$9,500 budgeted for a senior survey in last year's budget that will not be repeated.
- *Travel & Per Diem* – decreased approximately \$7,000 due to lower expected travel costs.
- *Communications & Freight* – increased approximately \$24,000 due primarily to budgeting the parks telecom costs in General Government.
- *Utilities* – increased approximately \$20,000 as a result of the need to provide for ongoing utility costs related to the Old Cutler Road project's lighting enhancements.
- *Insurance* – decreased approximately \$25,000 related to non-Cutler Bay Town Center premiums.
- *Rentals & Leases* – decreased approximately \$6,000 as a result of lower anticipated rentals for FY 2013-14.
- *Repairs & Maintenance* – increased approximately \$9,000 as a result of anticipated phone system upgrades and other IT related maintenance costs.
- *Promotional* – increased \$6,500 related to anticipated new street pole banners along the Old Cutler Roadway business corridor.
- *Capital Outlay* – decreased approximately \$11,000 as a result of fewer capital items budgeted for the upcoming year.
- *Debt Service-Interest* – decreased \$30,000 as a result of no need to budget for potential line of credit interest since the Town did not renew that debt facility.
- *Contributions & Aid to Governmental Entities* – increased \$270,000 to reflect the Town's contribution for the Cambridge program renewal, as per interlocal agreement.

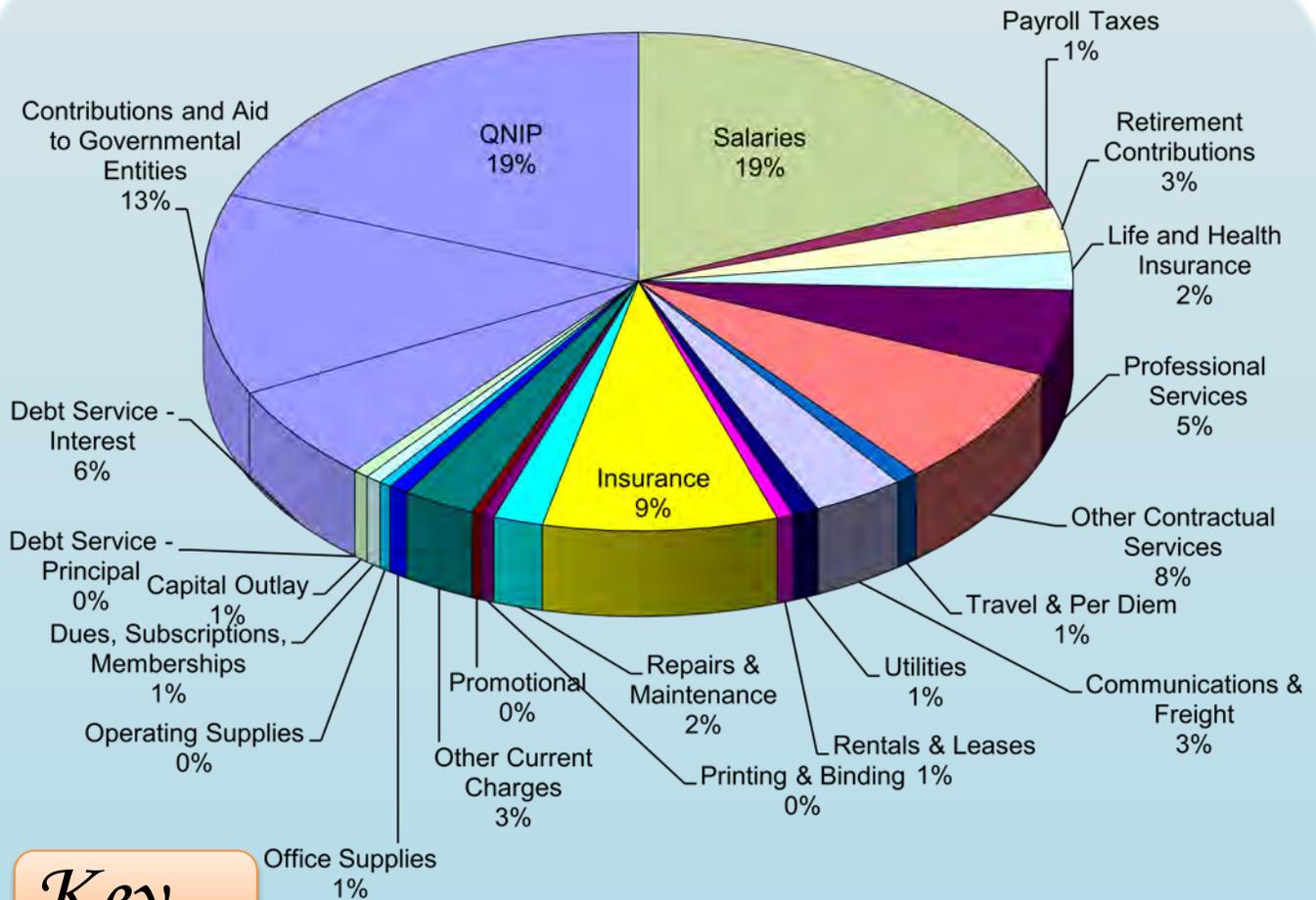


# General Government Budget Summary

Category	Actual FY 2009-10	Actual FY 2010-11	Actual FY 2011-12	Adopted FY 2012-13	Projected Actual FY 2012-13	Adopted FY 2013-14
Salaries	273,752	264,271	464,098	352,142	305,000	387,996
Payroll Taxes	17,628	16,221	24,087	27,673	23,500	30,416
Retirement Contributions	33,362	29,944	16,736	33,175	25,000	60,010
Life and Health Insurance	26,502	30,361	34,174	36,000	32,000	51,000
Professional Services	131,975	131,609	82,250	76,000	80,000	104,000
Other Contractual Services	180,757	114,303	135,830	114,800	110,000	162,300
Travel & Per Diem	23,940	17,399	12,916	24,700	15,000	17,700
Communications & Freight	38,458	34,277	34,424	46,258	40,000	70,300
Utilities	0	0	0	0	1,000	20,000
Rentals & Leases	79,869	7,255	7,255	19,400	10,000	13,000
Insurance	134,046	128,139	145,105	205,000	145,000	180,000
Repairs & Maintenance	27,412	16,882	19,511	29,340	25,000	38,050
Printing & Binding	3,911	3,326	6,830	10,000	8,000	10,000
Promotional	1,335	0	0	1,500	1,000	7,500
Other Current Charges	41,767	69,611	45,605	61,600	45,000	56,000
Office Supplies	8,292	6,534	11,560	15,000	12,000	15,000
Operating Supplies	7,956	8,515	7,737	7,700	7,500	9,200
Dues, Subscriptions, Memberships	9,240	6,290	9,762	11,426	10,000	12,288
Capital Outlay	75,384	1,875,830	322,184	23,400	49,000	11,900
Debt Service - Principal	0	7,005	0	0	0	0
Debt Service - Interest	2,858	57,902	73,347	160,500	130,000	130,000
Contributions and Aid to Governmental Entities	0	0	2,750,000	0	300,000	270,000
QNIP	380,849	381,493	144,820	375,000	349,000	400,000
	<u>1,499,293</u>	<u>3,207,167</u>	<u>4,348,231</u>	<u>1,630,614</u>	<u>1,723,000</u>	<u>2,056,660</u>



# General Government Fiscal Year 2013-14 Adopted Expenditures



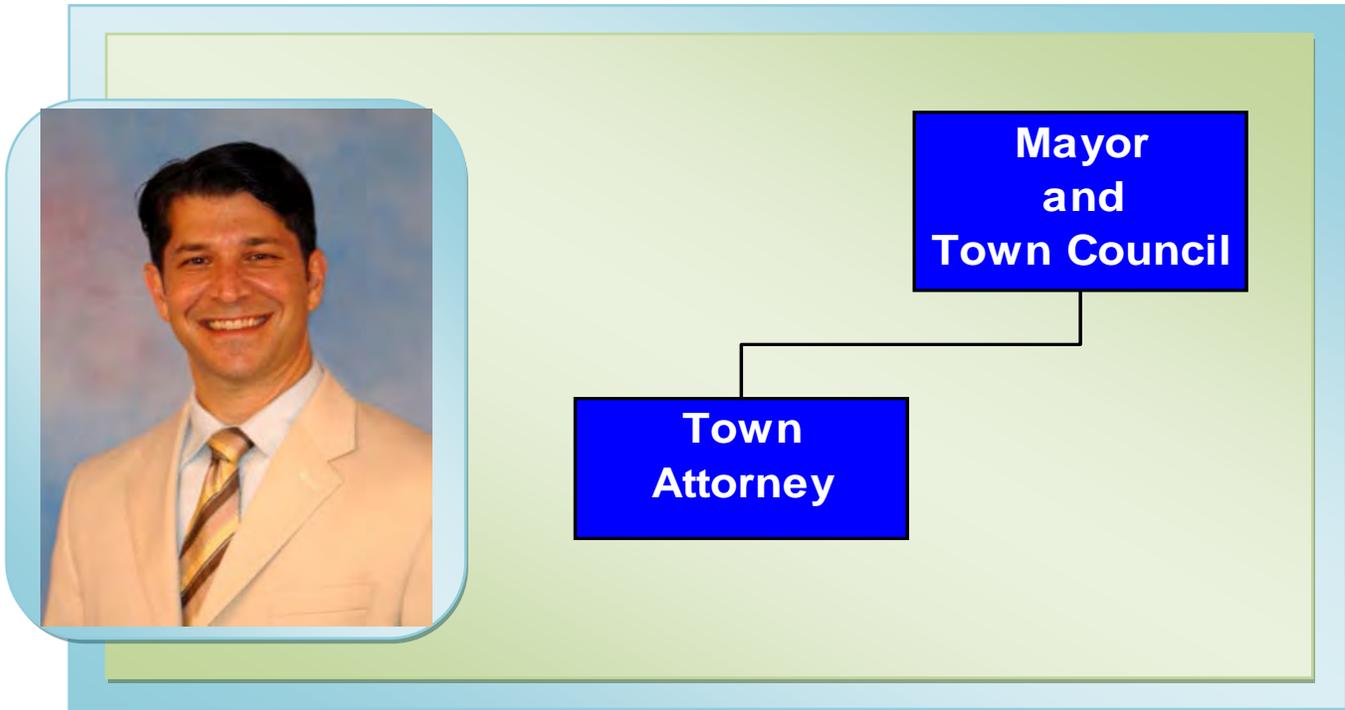
## Key

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



# Adopted Budget Fiscal Year 2013-14

## 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 Town 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 a political 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 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.
- Continue service as the District Counsel for the PACE Green Corridor.



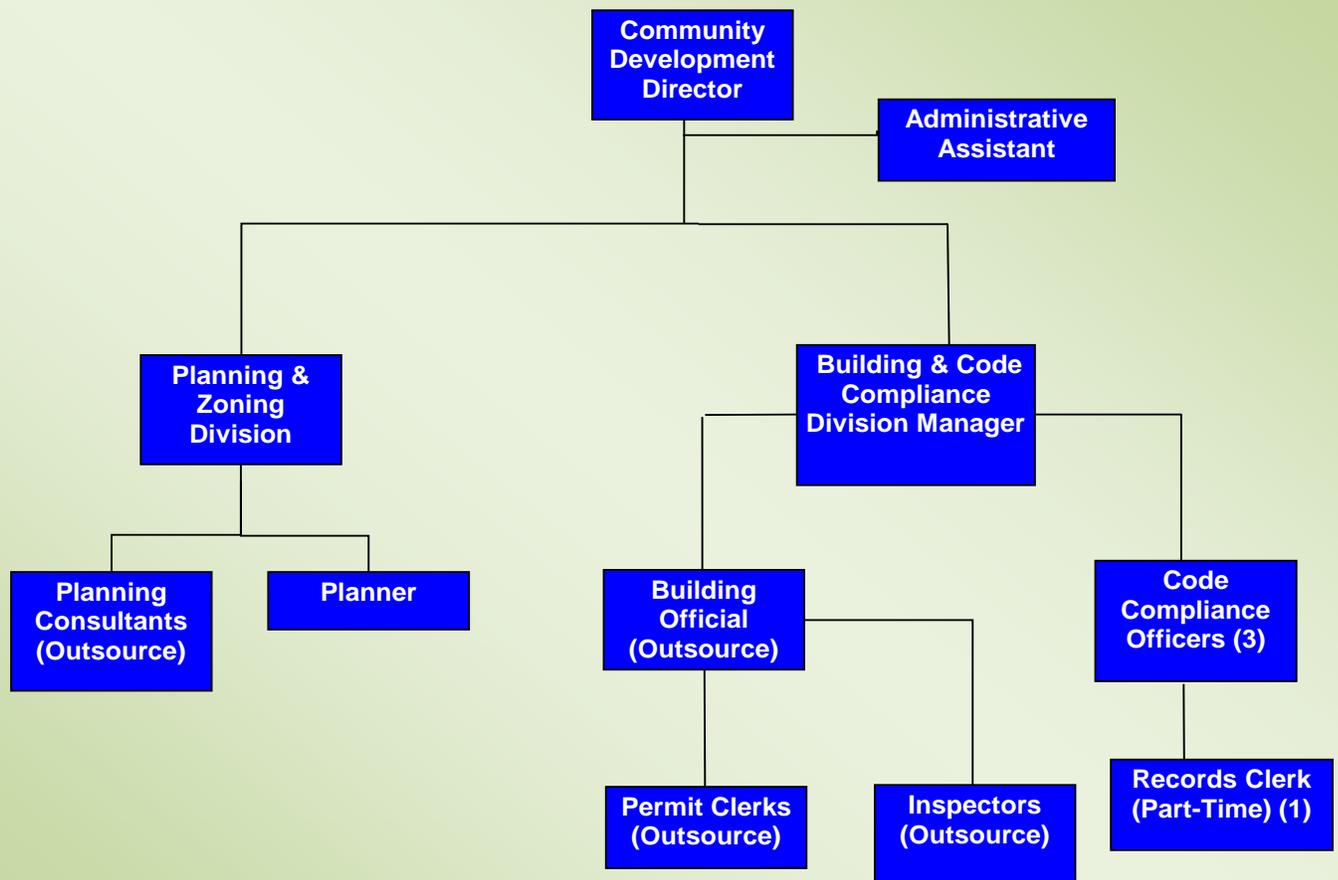
## Town Attorney Budget Summary

Category	Actual FY 2009-10	Actual FY 2010-11	Actual FY 2011-12	Adopted FY 2012-13	Projected Actual FY 2012-13	Adopted FY 2013-14
Professional Services	417,455	440,857	494,104	450,000	400,000	450,000
Litigation Contingencies	0	0	0	50,000	0	50,000
	417,455	440,857	494,104	500,000	400,000	500,000



# Adopted Budget Fiscal Year 2013-14

## Community Development





### **Strategic Goals:**

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

### **Function**

The Department of Community Development is comprised of three (3) divisions, Planning and Zoning, Code Compliance, and Building Services. The Department is comprised of a Director, Administrative Assistant, Town Planner, Building and Code Compliance Manager, three (3) Code Compliance Officers and a Part-Time Records Clerk.

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

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

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 contracted through a private provider retained by the Town to offset supervision and support costs.



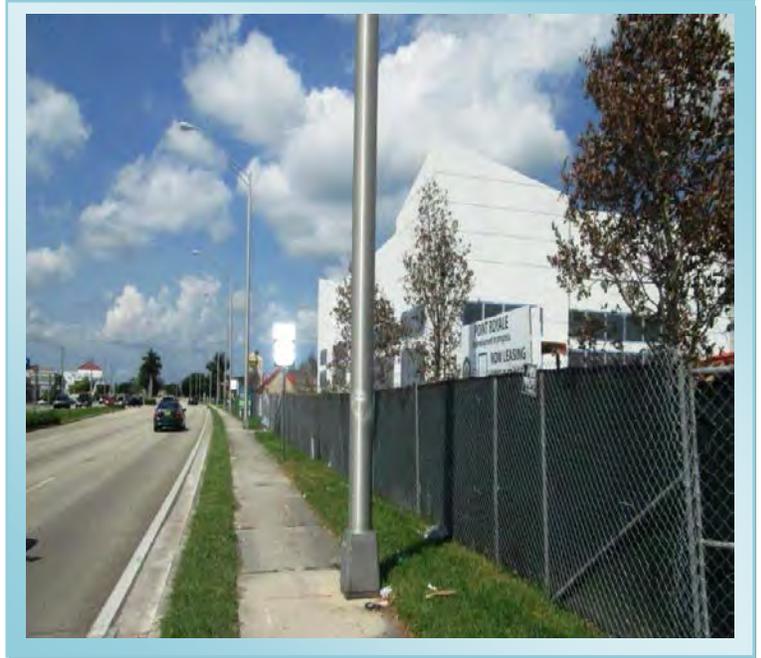
## *Planning and Zoning Division Efforts*

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

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

In FY 2012-13, the Division evaluated and processed over fifty (50) development or zoning applications of which forty (40) applications or eighty (80) percent required Town Council review and approval.

In FY 2012-13, the Town approved 10 new residential development projects which included single-family (213 units), townhomes (165 units) and apartments (137 units); and two (2) major commercial projects under the newly adopted LDRs. The majority of the residential projects are either completed or in the construction phase. Once these residential projects are completed the Town will have over 500 new housing units in their property tax role with an estimated assessed value of \$80.1 million. These projects will generate an estimated \$137,000 in new property taxes for the Town. In terms of job creation, the residential projects will generate over 600 construction jobs during the development phase.



The approved commercial development projects, include the largest mixed-use commercial projects (Shoppes of Cutler Bay) approved by the Town located in the NC-1 Zoning District along Old Cutler Road, and two small projects along the US1 Corridor in one of the Town's Brownfield Areas. The Shoppes of Cutler Bay commercial mixed-use development will consist of 87,444 square feet which includes restaurants, retail, and a grocery with a pharmacy on a site consisting of approximately 13.6 acres. The retail and restaurant portion of this project will be green certified. It is anticipated that this project will generate an estimated 100 construction jobs, and over 250 permanent jobs in the restaurant and retail sectors once the project is built out. It is important to note that new permanent jobs will benefit both local and regional economic growth and the indirect jobs will benefit both local and regional businesses. The financial contribution by a project of this magnitude to the local economy is reflected in the initial capital investment (\$7.5 million) and annual contribution in new property taxes to the Town. This project would serve as a catalyst for future redevelopment of the Old Cutler Road corridor. The other commercial development projects will also have a significant impact in the future redevelopment of the Perrine Brownfield Area locate along the US 1 corridor. The Pointe Royale mixed-use



commercial development located along the US 1 corridor will add two new restaurants and a retail store to the area. This project will add between 50-75 new construction and permanent jobs to the area.

As a result of this project, Equity One, property owner, will commit an estimated \$6.0 million in capital to the redevelopment of the shopping center and supporting infrastructure. This small commercial project which is Leadership in Energy & Environmental Design (LEED) certified has been the catalyst for the redevelopment of the Point Royale Shopping Center.

The other commercial project is the City Furniture/Ashley Furniture which is also located within the boundaries of the Perrine Brownfield Area.



This project includes the development of a new 56,558 square foot City Furniture Building and remodeling of Ashley Furniture (33,588 square feet). This project will also generate positive economic impacts in the area through the generation of new permanent jobs and contribution to the local economic base.

In FY 2012-13, the Town made several revisions to the Future Land Use Map (FLUM), LDRs and zoning map to clarify and ensure consistency between documents. The Town wants to ensure that the LDRs are a user friendly document that is clear and easy to interpret. The LDRs have simplified the internal review process for all development projects submitted to the Town by residents or private developers.

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





## *Building Services*

The Town contracts with a private provider for Building Permitting processes. Under the agreement, building permit fees are shared with the contractor C.A.P. Government with thirty percent (30%) of the fees collected retained by the Town to offset supervision and other support costs. In FY 2012-13, the existing flat rate compensation (70% CAP; 30% Town) structure was replaced with a more progressive block rate structure

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

In FY 2012-13, the Town has continued its implementation of a more sophisticated permit and inspection module to increase efficiency in the processing of permits and inspections. The system allows the Department to keep track of permit activity, inspections and contractor registration more efficiently.



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



## Goals

### Planning and Zoning

- Update the Town's Strategic Plan and Growth Management Plan.
- Annual Update of the Land Development Regulations to ensure clarity and consistency with changing conditions in the Town and the adopted Growth Management Plan.
- Coordinate future development in the Town's Brownfield Areas with private and public economic development entities such as the Beacon Council, Enterprise Florida and the State of Florida Department of Economic Opportunities that will result in at least one commercial or residential development in the Town's Brownfield Areas.
- Promote economic development and regulatory initiatives that will result in the creation of at least 100 new permanent jobs in the Town.
- Promote commercial developments that are compatible with the Town vision.
- Use the Town's regulatory incentives to attract at least one (1) commercial and/or residential green project in FY 2013-14.



- Initiate the development of the Town's Green Master Plan.
- Development and implementation of the Town Flood Mitigation Plan and planning documents.
- Integrate the GIS maps (updated flood information, code enforcement actions, and zoning map) information at the parcel level in the Town's website.
- Develop partnerships with residents through the appointment of advisory planning committees, such as the "Flood Mitigation Plan Advisory Committee", and direct contact with the planning staff to address project specific issues or general questions regarding the planning process.

## Code Compliance Division

- Respond to code complaints expeditiously or within 24 hours.
- Obtain code compliance through a progressive system of enforcement actions which includes, but is not limited to, non-punitive voluntary compliance.
- Adopt communication protocols in lieu of code compliance enforcement initiatives to address such violations as overgrown lots, junk vehicles, home offices, property registration, etc.
- Continue to educate residential and commercial property owners on code requirements through staff produced articles and brochures.
- 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 building industry are implemented consistently and uniformly throughout the Town
- Maintain or improve the current level of service delivery to residents, businesses and trade representatives
- Facilitate public access to information concerning the building and permitting laws and processes
- Continue to improve the storage and retrieval process of building plans for ease of access
- Promote and implement "Green" building initiatives in accordance with Town policies



## Objectives

### Planning & Zoning Division

- Administer zoning regulations and processes in accordance with the LDRs requirements.
- Work directly with residences, interested stakeholders and developers to answer questions and/or concerns regarding the LDRs.
- Process zoning applications for public hearing within sixty (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 and Town Center areas, within seven (7) days.
  - Issue garage sale permits on the same day as received.
  - Update GIS property data bases every thirty (30) days.
  - Prepare GIS maps within two (2) days of request.
  - Provide planning and zoning information to property owners and developers within two (2) days of request.
  - Update the web page to include significant planning documents, revisions to the LDRs, and amendments to the FLUM and Growth Management Plan on a regular basis.
  - Provide professional development opportunities to staff
  - Scan planning and zoning files for easy access, printing, and storage.



## Code Compliance Division

- Perform code inspections within 24 hours of receipt of a complaint
- Issue citations for 100% of water restriction violations observed by police or code officers
- Develop thirty (30) day action plans for focused neighborhood code initiatives, when requested and/or identified
- Process appeals before the special master within sixty (60) days of receipt
- Prepare case briefs for up to twenty-five (25) cases per month before the Special Master
- Obtain Florida Association of Code Enforcement (FACE) certification for one-hundred percent (100%) of code officers
- Obtain code compliance rate of ninety percent (90%)

## *Building Services*

- Provide quick, efficient, and friendly processing of permit applications
- 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 providing expedited walk-thru permit service
- Continue to scan all building plans for easy access, printing and storage





Significant budget changes in the FY 2013-14 budget include the following:

- *Salaries and Benefits* – increased approximately \$78,000 as a result of the need for additional staffing related to the red light camera program hearings required under the new law effective July 1, 2013 as well as increased retirement contributions resulting from higher rates enacted by the Florida Legislature, and increased insurance benefits due to the addition of a new staff person (for red light camera program administration).
- *Other Contractual Services* – increased approximately \$325,000 primarily due to (A) anticipated increased permitting activity resulting in increased payments to the contractor that processes the permit function for the Town, (B) increased costs associated with the Special Master process to handle red light camera hearings as established under the law effective July 1, 2013, and (C) increased costs associated with unsafe structure matters within Town.
- *Rentals and Leases* – decreased approximately \$9,000 as a result of no vehicle leases being budgeted in this department for FY 2013-14 (all fleet related costs being budgeted in Public Works).
- *Repairs and Maintenance* – decreased approximately \$11,000 as a result of vehicle maintenance no longer being budgeted in this department (all fleet related costs being budgeted in Public Works).
- *Operating Supplies* - fuel – decreased approximately \$5,000 as a result of vehicle fuel no longer being budgeted in this department (all fleet related costs being budgeted in Public Works).
- *Capital Outlay* – decreased approximately \$3,000 as a result of fewer capital items budgeted for FY 2013-14.

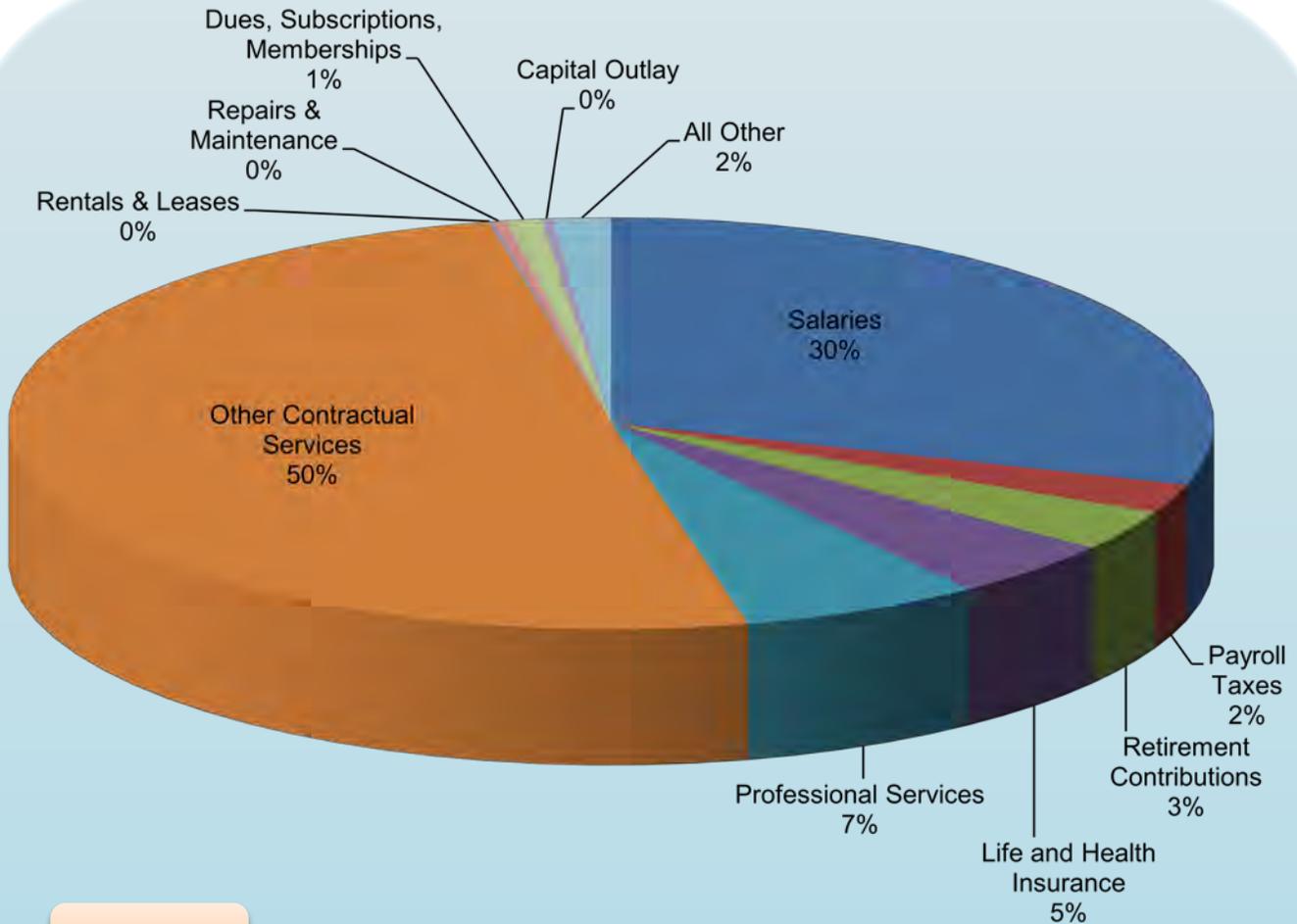


## Community Development Budget Summary

Category	Actual FY 2009-10	Actual FY 2010-11	Actual FY 2011-12	Adopted FY 2012-13	Projected Actual FY 2012-13	Adopted FY 2013-14
Salaries	430,897	366,845	353,296	420,303	400,000	464,050
Payroll Taxes	33,014	27,850	26,946	32,153	30,500	35,500
Retirement Contributions	52,098	36,053	22,609	35,647	27,000	49,713
Life and Health Insurance	74,017	65,930	67,111	54,000	48,000	71,400
Professional Services	233,282	144,568	119,369	160,000	48,000	100,000
Court Reporter Service	0	0	0	800	0	3,200
Other Contractual Services	518,485	502,970	584,411	458,200	1,050,000	783,200
Travel & Per Diem	4,317	1,435	968	3,500	2,500	4,500
Communications & Freight	11,497	1,778	1,748	6,000	2,500	6,000
Rentals & Leases	68,196	27,621	13,720	10,500	5,000	1,200
Repairs & Maintenance	6,259	3,114	3,167	17,500	7,500	6,200
Printing & Binding	665	658	523	2,500	5,000	3,000
Other Current Charges	0	0	0	1,000	500	1,000
Office Supplies	5,569	3,070	3,476	5,000	4,200	5,000
Operating Supplies	2,749	936	1,940	3,300	2,700	1,500
Operating Supplies - Fuel	4,541	4,207	4,218	5,000	5,000	0
Dues, Subscriptions, Memberships	6,884	3,008	5,509	16,200	10,000	14,500
Capital Outlay	13,840	2,180	0	7,500	7,000	4,700
	<u>1,466,310</u>	<u>1,192,223</u>	<u>1,209,011</u>	<u>1,239,103</u>	<u>1,655,400</u>	<u>1,554,663</u>



## Community Development Fiscal Year 2013-14 Adopted Expenditures



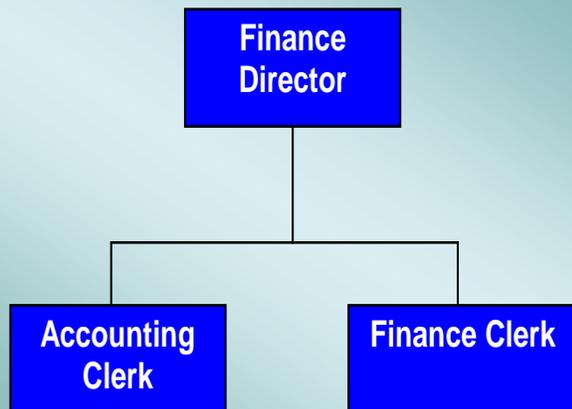
### Key

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

# 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 six comprehensive external financial audits. In each of its audits, the Town received "unqualified" audit opinions from the auditors, which is the highest level of assurance opinion an auditor provides, and there were no findings of a negative nature that would impede the Town's ability to conduct government business. The Town's Comprehensive Annual Financial Report (CAFR) for fiscal year 2012 has been submitted to the Government Finance Officers Association (GFOA) for consideration of its annual award for excellence in financial reporting. The Town received the prestigious GFOA award for its fiscal years 2007 through 2011 CAFRs and fully anticipates receiving the award for the fiscal year 2012 CAFR.

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



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

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

# Certificate of Achievement

for Excellence in Financial Reporting

Presented to

**Town of Cutler Bay, Florida**

For its Comprehensive Annual Financial Report

For the Fiscal Year Ended September 30, 2011

A Certificate of Achievement for Excellence in Financial Reporting is by the Government Finance Officers Association of the United States and Canada to government units and public employee retirement systems whose comprehensive annual financial reports (CAFRs) achieve the highest standards in government accounting and financial reporting.



*Christopher P. Moynell*

President

*Jeffrey R. Emen*

Executive Director



## 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.

## Strategic Goals:

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

## Objectives

- Maintain the Town's excellent financial condition with conservative fiscal policies and redundant practices and authorizations.
- Secure the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting for the Town's annual Comprehensive Annual Financial Report.
- Complete the deployment of the enterprise resource planning system during fiscal year 2014.

Significant budget changes in the FY 2013-14 budget include the following:

*Retirement Contributions* - increased approximately \$13,000 as a result of the Florida Legislature enacting much higher contribution rates for this fiscal year.

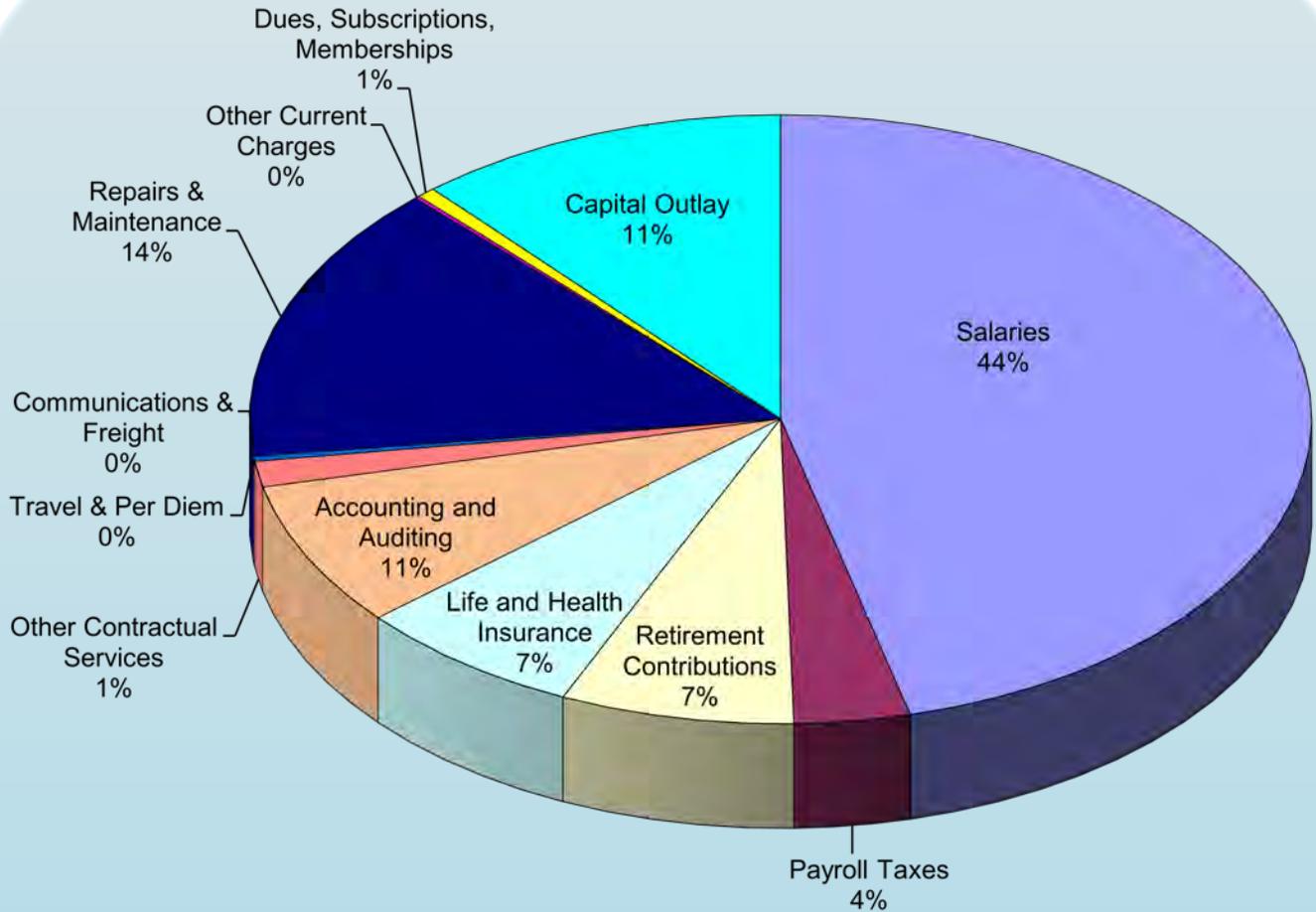


## Finance Department Budget Summary

Category	Actual FY 2009-10	Actual FY 2010-11	Actual FY 2011-12	Adopted FY 2012-13	Projected Actual FY 2012-13	Adopted FY 2013-14
Salaries	178,612	183,304	196,820	195,389	195,389	202,684
Payroll Taxes	13,441	13,818	14,882	14,947	14,900	15,505
Retirement Contributions	21,707	20,277	11,332	18,054	16,500	31,293
Life and Health Insurance	26,394	30,217	29,894	27,000	25,500	30,600
Accounting and Auditing	26,935	29,935	38,935	35,000	30,000	51,500
Other Contractual Services	4,181	4,261	5,012	6,000	5,000	6,000
Travel & Per Diem	154	196	34	1,200	250	1,200
Communications & Freight	775	18	0	0	0	0
Repairs & Maintenance	940	27,239	45,053	61,950	60,000	65,500
Other Current Charges	0	108	5	600	250	600
Dues, Subscriptions, Memberships	1,879	2,481	2,471	2,500	2,500	2,500
Capital Outlay	141,052	70,686	6,950	50,000	20,000	50,000
	416,070	382,540	351,388	412,640	370,289	457,382



## *Finance Department Fiscal Year 2013-14 Adopted Expenditures*



### *Key*

<input type="checkbox"/> Salaries	<input type="checkbox"/> Payroll Taxes	<input type="checkbox"/> Retirement Contributions
<input type="checkbox"/> Life and Health Insurance	<input type="checkbox"/> Accounting and Auditing	<input type="checkbox"/> Other Contractual Services
<input type="checkbox"/> Travel & Per Diem	<input type="checkbox"/> Communications & Freight	<input type="checkbox"/> Repairs & Maintenance
<input type="checkbox"/> Other Current Charges	<input type="checkbox"/> Dues, Subscriptions, Memberships	<input type="checkbox"/> Capital Outlay



# Adopted Budget Fiscal Year 2013-14

## Public Works

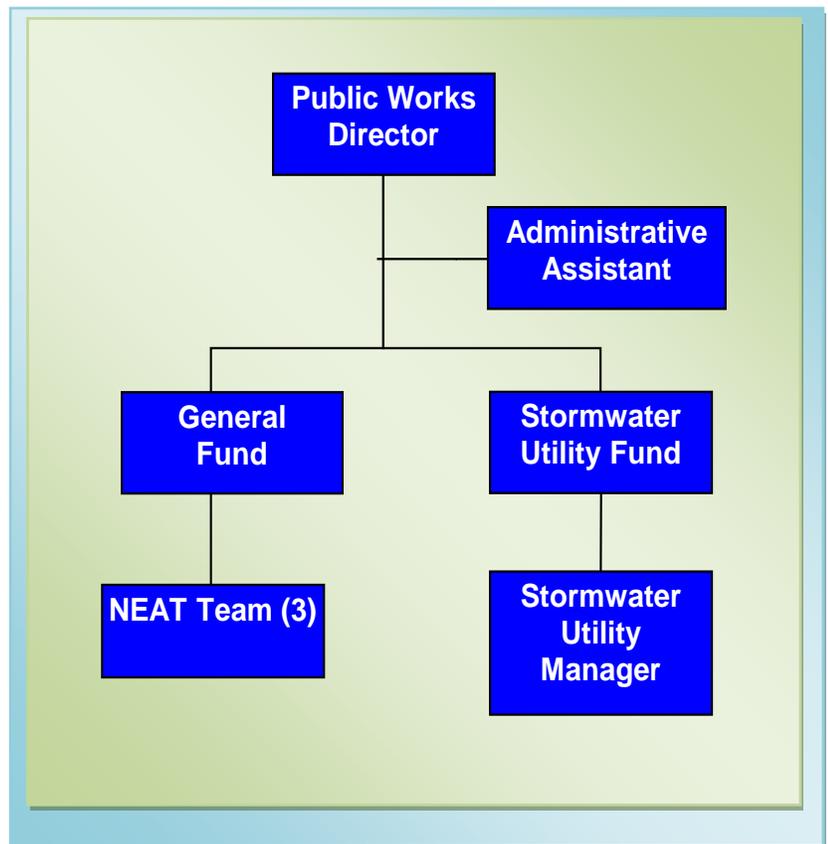
### Function

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, landscaped swale areas and various Capital Improvement Projects. Additionally, the Department is responsible for planning and implementation of various street beautification projects, graffiti abatement, landscape maintenance, litter removal activities, maintenance of bus benches & shelters and coordination with other State and County agencies.

The Public Works Department is comprised of a core staff, which includes: Director, and three (3)

Neighborhood Enhancement Action Team (N.E.A.T) members. Additionally, there are four (4) highly-qualified Professional Engineering Consulting Firms which support the daily and long range planning functions for the Department on a revolving basis.

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





## Goals

### Personnel / Administration

- Continue to provide the “highest” level of service to all our residents.
- 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.
- Continue to provide an effective open communication process between our residents, the business community and our professional staff.

### Strategic Goals:

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



## Roadway and Sidewalk Improvements

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

## Right- Of- Way Enhancements

- Continue to coordinate and manage available resources to enhance the aesthetics of the Town's residential neighborhoods, while strengthening the infrastructure where needed.
- Implementation/Coordination of the Town's Tree Planting Program, as per the adopted Street Tree Master Plan.
- Continue the Town's daily removal of "illegally" placed signs along the right-of-ways.
- Continue to maintain a "high" level of service during monthly mowing cycles.
- Continue the Town's daily litter removal program.
- Continue the Town's daily removal / painting over of graffiti.





### Stormwater Improvement Projects

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

### Objectives

#### Personnel / Administration

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





### Roadway and Sidewalk Improvements

- Review and update Transportation Master Plan to reflect changing land use development patterns and related transportation system demands.
- Continue to replace, and repair sidewalks near schools and recreational facilities according to the sidewalk's overall condition.
- Implement a pavement and sidewalk work management database system, in order to utilize as a planning tool for future safety and improvement projects.
- Perform visual inspection of Town owned roads/sidewalks 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.
- 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.
- Continue the installation of ADA sidewalk ramps, throughout residential neighborhoods, as identified in the Sidewalk Master Plan.
- Continue to install emergency transfer switches at "key" intersections.

## Stormwater Improvement Projects

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





## Right-Of-Way Enhancements

- Maintain a clear visibility of all regulatory street signs on all roads.
- Continue to coordinate with Miami-Dade County's Animal Services Department on the removal of dead and stray animals within the Town.
- Develop and implement landscape and signage improvement plan on main transportation corridors within the Town inclusive of County and State owned roadways.
- Perform daily removal of graffiti on Town owned infrastructure.
- Maintain all bus benches and shelters free of graffiti, litter, and weeds.
- Maintain the existing Town monument entry signage free of weeds and graffiti.
- Replace damaged street signs within forty-eight hours.
- 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.
- Proactively repair potholes, on a daily basis, on all Town owned roadways.
- Proactively remove any shopping cart(s) from Town owned roadways.
- Continue to monitor the operation of traffic signals within the Town and coordinate any repairs with Miami-Dade Traffic & Signals Department.
- Perform daily litter removal throughout the Town.
- Coordinate the removal of "illegal" dumping with Miami-Dade Solid Waste Department.
- Provide safe clearance of unsightly debris for pedestrians and motorists on Town owned right-of-ways and coordinate with Miami-Dade County Public Works Department.
- Continue removal of "illegally" placed signage on swales, trees, and right-of-ways.





Significant budget changes in the FY 2013-14 budget include the following:

- *Professional Services* – decreased approximately \$25,000 as a result of a planned decrease in engineering services, neighborhood traffic studies and right of way permitting services.
- *Other Contractual Services* – increased approximately \$13,000 primarily of increased costs associated with trimming services that, are being funded by a State of Florida Forestry Grant awarded (funded for by the state Grant, not from General Fund revenues).
- *Rentals & Leases* – increased approximately \$55,000 as a result of consolidating vehicle fleet town-wide with a leasing company.
- *Printing & Binding* – increased approximately \$12,000 as a result of (A) printing outreach materials for the Forestry grant and (B) for the initial stripping of the potential leased vehicles in the Town fleet.
- *Capital Outlay* – increased approximately \$23,000 primarily as a result of implementing a community electronic message board along Old Cutler Road. Both PTT and JPA funds used to pay for the roadway improvements along Old Cutler Road, are not eligible to be used for a message board. As a result, such item is budgeted for in the General Fund.





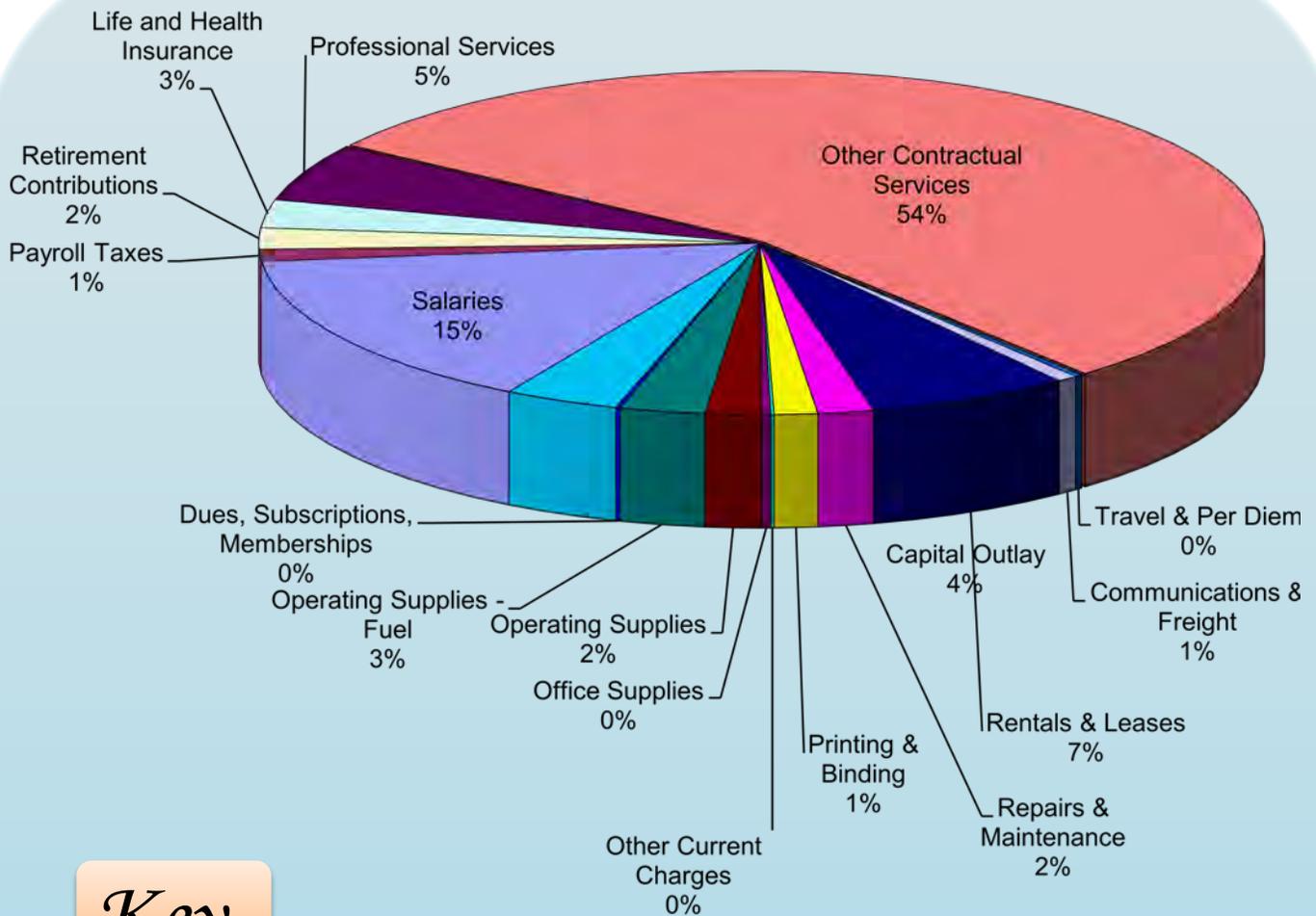
## Public Works Department Budget Summary

Category	Actual FY 2009-10	Actual FY 2010-11	Actual FY 2011-12	Adopted FY 2012-13	Projected Actual FY 2012-13	Adopted FY 2013-14
Salaries	184,278	161,374	153,902	165,112	160,000	149,610
Payroll Taxes	14,927	11,543	10,654	12,631	12,000	11,446
Retirement Contributions	23,529	17,302	7,868	14,907	13,000	19,939
Life and Health Insurance	28,646	25,944	26,357	23,400	22,000	26,520
Professional Services	43,766	12,291	38,002	80,000	50,000	55,000
Other Contractual Services	778,092	338,035	315,858	531,000	500,000	544,000
Travel & Per Diem	1,386	1,059	211	2,500	1,000	2,500
Communications & Freight	5,014	897	3,483	3,820	3,000	6,500
Rentals & Leases	27,398	16,028	2,400	10,500	5,000	65,500
Repairs & Maintenance	12,008	16,210	15,346	17,800	17,500	17,800
Printing & Binding	1,134	156	126	2,500	1,500	14,000
Other Current Charges	25	268	469	1,000	1,000	1,000
Office Supplies	1,745	1,330	1,427	3,000	1,500	3,000
Operating Supplies	9,481	7,375	9,884	18,000	12,000	18,000
Operating Supplies - Fuel	11,004	13,822	14,303	26,100	17,000	27,500
Dues, Subscriptions, Memberships	604	2,281	1,864	2,900	2,900	1,400
Capital Outlay	2,204	12,842	4,972	14,100	10,000	37,000
	<u>1,145,241</u>	<u>638,757</u>	<u>607,126</u>	<u>929,270</u>	<u>829,400</u>	<u>1,000,715</u>

Adopted Budget  
Fiscal Year 2013-14  
Page 124 of 170



## Public Works Department Fiscal Year 2013-14 Adopted Expenditures



### Key

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



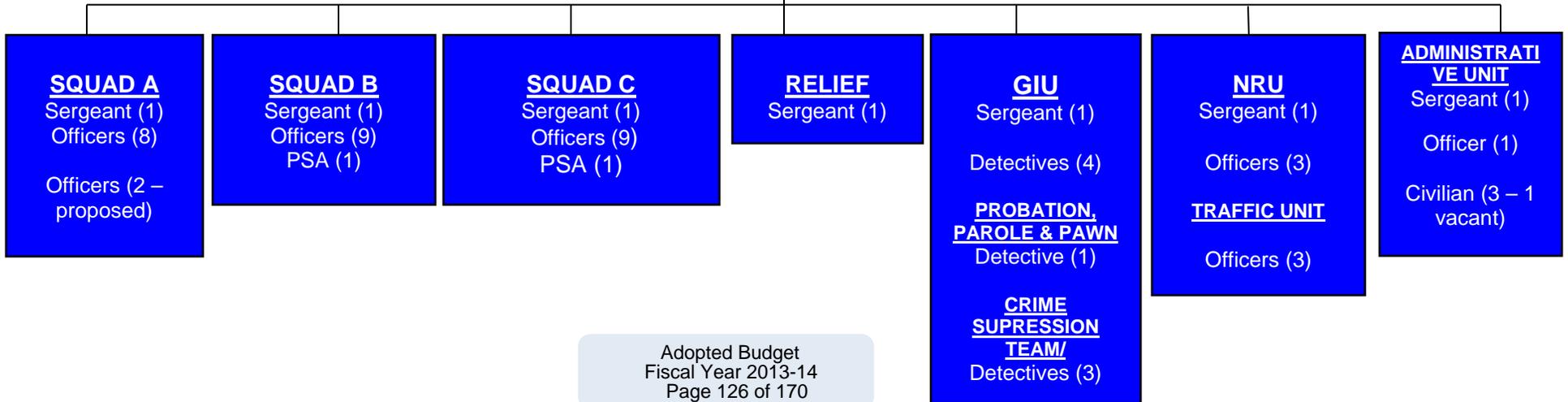
## *Police Services Organizational Chart*

**TOWN OF CUTLER BAY COMMANDER  
MAJOR**

**SECRETARY  
(1 Civilian)**

**Police  
LIEUTENANT**

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





# Adopted Budget Fiscal Year 2013-14

## Police Services

### Function

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

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

Current (FY 2012-2013) staffing includes 50 sworn police officers, and six (6) non-sworn employees for a total of 56 Full-time positions (Currently one vacant non-sworn position).

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

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





**Crime Reduction:** A year-to-date comparison of June 2012 versus June 2013 shows that crime rate has been significantly reduced by 3.24%.

Officers assigned to the Town have taken ownership of their assigned community, creating bonds with the residents and businesses. One of the priorities for the Town has been traffic safety. The Town has an increased focus on the enforcement of speed limits and various other traffic laws. Through this initiative there was a 5% reduction last year in traffic crashes but an increase of 6% this year in traffic crashes. Traffic crash reductions remain a priority not only for the saving of lives, but it can also correlate to economic savings when insurance rates are lowered, vehicle repairs are diminished and police, fire and medical resources are available for deployment to other tasks.

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



### **Strategic Goal:**

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

### **Goals**

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

### **Objectives**

- Increase the utilization of Traffic enforcement, directed patrol and other non-traditional patrol methods.
- Provide proactive involvement with the community.
- Create pedestrian safety initiatives.
- Ensure that officers become more familiar with the residents of their community and their police related needs and concerns.



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



Significant budget changes in the FY 2013-14 budget include the following:

- *Professional Services* – The professional services line item in the FY 2013-14 Police budget reflects a proposed increase of approximately \$193,000. This net increase is comprised of several increases and decreases. The FY 2013-14 proposed budget includes provision for two (2) additional police officers at a cost of approximately \$231,000 (including benefits). Additionally, County salary rate changes for the other existing police positions contribute approximately \$65,000 to the budget increase. Anticipated County overhead rate increases also add approximately \$42,000 to the proposed budget. Other investigatory costs and union contract changes are budgeted to increase \$15,000.

These budget increases of \$353,000 are offset by a decrease of approximately \$120,000 for vehicle costs (reflecting fewer vehicles contracted from the County since the Town is providing some vehicles plus a decrease in the estimated cost per contracted vehicle), a decrease of approximately \$27,000 in budgeted overtime and a decrease of approximately \$13,000 related to police optional services (i.e. the school crossing guard program).

- *Other Current Charges* – decreased approximately \$50,000 as a result of decreased activity budgeted for the red light camera program resulting in lower payments to the equipment contractor.
- *Office Supplies* – decreased approximately \$10,000 due to lower anticipated purchases.
- *Operating supplies* – decreased approximately \$9,000 due to lower anticipated purchases.
- *Capital Outlay – Vehicles* – increased approximately \$56,000 due to budgeting for the purchase of two (2) new vehicles from Police Impact Fees (not from General Fund revenues).





# Adopted Budget Fiscal Year 2013-14

## The Neighborhood Resource Unit

### Unit Members:

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

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

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

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

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





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

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

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



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



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

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

This year, the Town of Cutler Bay's NRU built a strong team for the Relay for Life Campaign. The Unit committed to walking in the 18 hour relay, resulting in the winning of prizes and their continued recognition throughout the night. In the end, the NRU raised over \$4,000 for cancer survivors in the Town of Cutler Bay.

The NRU was contacted by CBT College to participate in a Domestic Violence/Sexual Battery Seminar. The College was concerned that some of their students were victims of domestic violence and were too scared to report the incidents or didn't know how to. The NRU made arrangements with its Department's Domestic Violence Unit and participated in a series of workshops that educated and empowered the students, giving them an avenue to express the experiences in each of their individual lives. The NRU was able to get those who were victims, the assistance they desperately needed.

On August 3rd, 2012, the NRU sponsored a Back-to-School Book Bag Give -Away at the Cutler Ridge Park. The Unit identified several families that reside in the Town of Cutler Bay.

These families were in need of financial assistance and NRU supplied each "needy child" with a brand new book bag filled with mainstream school supplies to help them start the new school year off right. The NRU continues to work with the schools throughout the year and often time is contacted by teachers or counselors regarding students with specific needs.

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





While making contact with Management at one of the rental buildings on SW 210th Street, the NRU was told of narcotic activities that were occurring behind the building near the pool area. These activities caused fear in the residents and their children, keeping them from enjoying the amenities their community had to offer. The NRU passed this information on to the Crime Suppression Team with the time of day, names and apartment numbers of the possible subjects and the types of activities. A few days later, the Team conducted a detail that ended in the arrest of the subjects and were able to take possession of the drugs. The residents of the rental community can now, once again enjoy a peaceful and safe environment.

Throughout the NRU's daily activities, the Unit is faced with numerous issues that may not be law enforcement related, but can ultimately affect the safety and/or quality of life of the Town community, such as the counseling and mentoring of troubled youth.

Each member of the Unit has a young person that they are currently mentoring. The NRU's latest youth is a male who only had a few months left to complete his High School education but became involved with a questionable crowd. When the NRU officers came in contact with him, the Unit immediately identified his need for special attention. Because he was a male and males are often times the majority most at risk in these situations, Officer McLaughlin without hesitation requested to become his mentor.



Officer McLaughlin assured that the youth made it through the school year without incident. After graduation the young man entered a program that provided opportunities outside the Town of Cutler Bay in the community service arena while paying for the furtherance of his education.



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

- The Carnival and Red Ribbon Week at Holy Rosary
- Career Days at: Whigham, Bel-Aire, Whispering Pines, Gulfstream, Assurant, and Cutler Ridge Elementary Schools, as well as Cutler Ridge Middle School.
- The Unit also assisted Cutler Ridge Elementary School with several Field Trips.
- The NRU was a part of Whispering Pines' July 4th Parade and the grand Re-Opening of the Applebee's restaurant.

The NRU addresses many other concerns, such as:

- Complaints of Loud Music
- Loose Dogs
- Squatters and Code Enforcement Concerns
- Panhandlers in the Town
- Foreclosed and/or Vacant Homes
- Graffiti Concerns
- Neighbor Disputes
- Security Surveys for Home Owners and Business
- Business Assistance with Trespassers or Shoplifters
- The "We Care" Sign Program



- Parking and Traffic Concerns Surrounding the Schools
- Assisting Handicap Residents
- Dealing with Illegal/Commercial Vehicles in Residential Areas



A few of NRU's upcoming projects include:

- Back-to-School Book Bag Give –Away – Cutler Ridge Park
- Back-to-School Traffic Details at Multiple Schools
- “Safety Night Out” event in the Town Of Cutler Bay Communities.
- The NRU plans to adopt a class during the 2013-2014 School Year
- Thanksgiving Food Basket Give-Away
- Christmas Toy Drive
- Bike Safety and Helmet give-a-way

The NRU strives to be proactive and innovative when addressing crime concerns and issues of its citizens. An example of this is our plan that was put into place in anticipation of the conclusion of the George Zimmerman Trial. The NRU received intelligence that there were going to be protest and demonstrations held within the Town.



NRU met with area businesses and strategized a plan of action to incorporate if these planned peaceful protests and demonstrations escalating. On July 13, 2013, a demonstration was held at Caribbean Boulevard and South Dixie Highway, and due to the preplanning of the NRU no incidents were reported and the citizens of Cutler Bay were not affected.

For more information on the NRU, please contact Sergeant Darren Handy at (786) 573-5559 or [dhandy@mdpd.com](mailto:dhandy@mdpd.com).



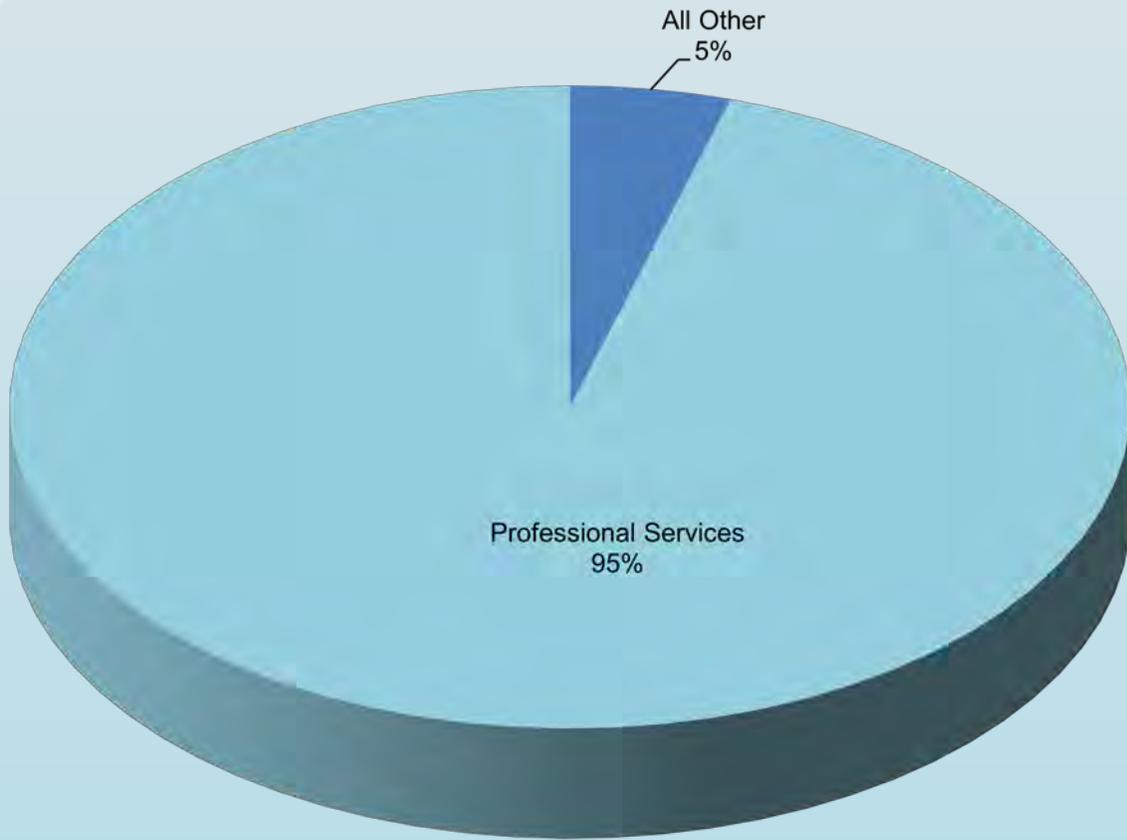
## Police Department Budget Summary

Category	Actual FY 2009-10	Actual FY 2010-11	Actual FY 2011-12	Adopted FY 2012-13	Projected Actual FY 2012-13	Adopted FY 2013-14
Salaries	25,028	25,087	26,884	28,363	17,500	25,892
Payroll Taxes	1,789	1,793	1,947	2,170	1,300	1,981
Retirement Contributions	2,534	2,313	1,339	2,269	1,200	2,071
Life and Health Insurance	8,344	9,555	9,245	9,000	6,500	10,200
Professional Services	7,337,317	7,914,022	7,600,211	8,196,602	7,900,000	8,389,350
Communications & Freight	6,727	6,566	5,925	7,200	5,500	7,200
Rentals & Leases	44,415	2,340	2,144	2,400	3,000	2,700
Repairs & Maintenance	4,766	8,279	5,802	6,400	5,000	8,000
Printing & Binding	1,618	3,547	533	5,000	6,000	5,000
Other Current Charges	375	23,255	255,273	301,000	290,000	251,000
Office Supplies	4,426	6,052	6,849	22,600	12,000	12,000
Operating Supplies	3,354	4,727	18,779	23,800	17,500	15,000
Operating Supplies - Fuel	0	0	0	0	0	0
Capital Outlay	0	8,039	7,071	10,000	20,000	10,000
Capital Outlay - Vehicles	0	0	131,947	0	0	56,000
	<u>7,440,693</u>	<u>8,015,575</u>	<u>8,073,949</u>	<u>8,616,804</u>	<u>8,285,500</u>	<u>8,796,394</u>

Adopted Budget  
Fiscal Year 2013-14  
Page 137 of 170



## *Police Department Fiscal Year 2013-14 Adopted Expenditures*



*Key*

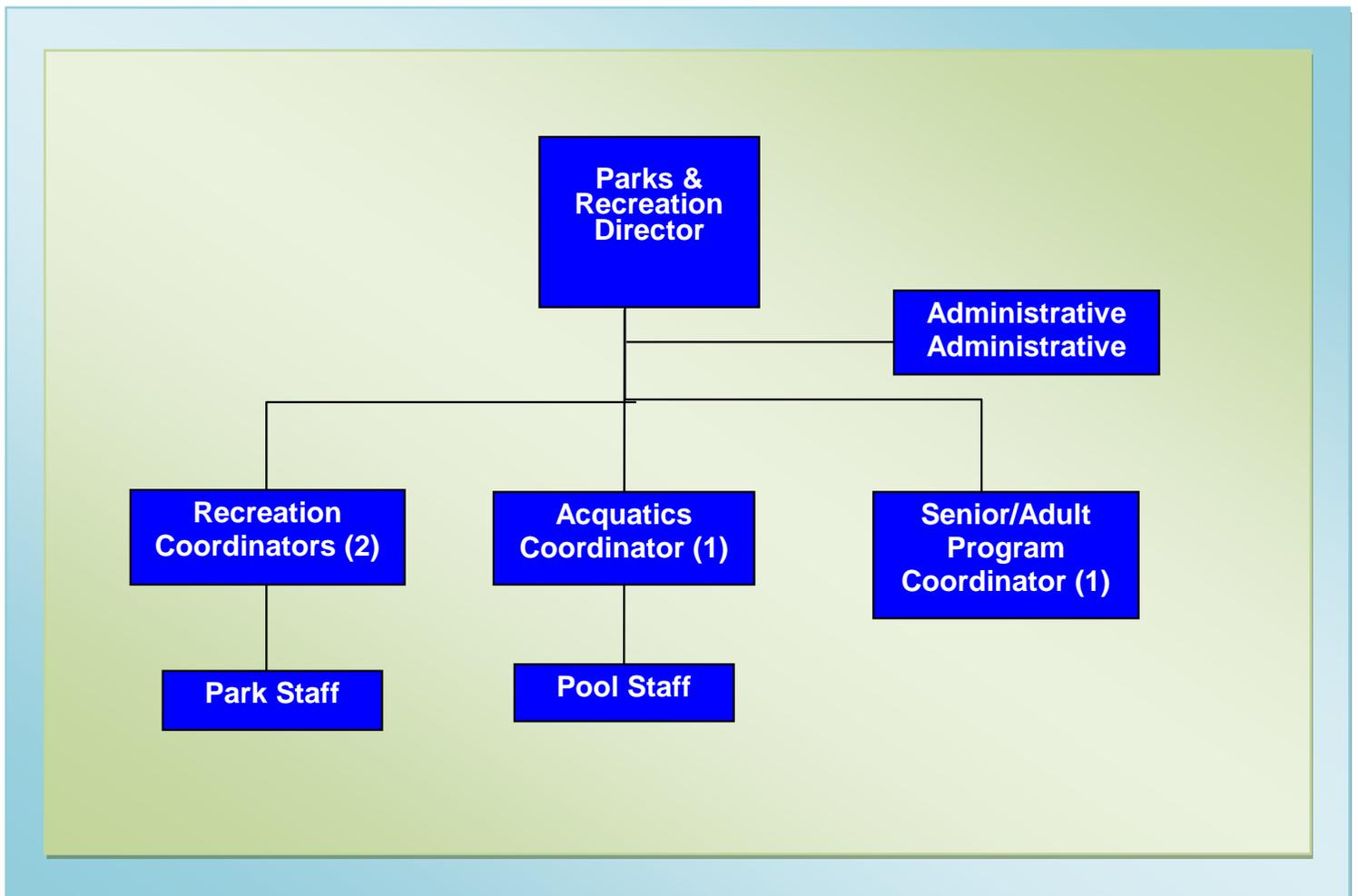
■ All Other

■ Professional Services



# Adopted Budget Fiscal Year 2013-14

## Parks and Recreation





# Adopted Budget Fiscal Year 2013-14

## Parks and Recreation

### Function

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

### Strategic Goals:

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





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

The Town's nine (9) parks are categorized as mini, neighborhood or community parks. The Town has four (4) neighborhood parks - Bel Aire Park, Franjo Park, Saga Bay Park and Saga Lake Park. There are two (2) mini-parks - Lincoln City Park and Whispering Pines Park. The Town has two (2) community parks - Cutler Ridge Park and Lakes By the Bay Park. During the 2012-2013 fiscal year, the Town accepted the transfer of Lakes By the Bay Linear Park from the Lakes By the Bay Community Development District.

The final 2013-2014 fiscal year budget anticipates that the Town's Parks and Recreation Department will assume the responsibility for the maintenance and operation of the following additional park facility:

- *Cutler Bay Wetlands* – This ±53 acre parcel located south of SW 224th Street and west of SW 97th Avenue is a wetland mitigation area currently owned and maintained by the Lennar Corporation (the developer of the Lakes By the Bay community). Once established as a mitigation area, the wetland has become very popular with many species of native and migratory shore birds. More than 160 different species of birds have been spotted at the Cutler Bay Wetlands in the past several years. The Town is working with both Lennar Corporation and South Florida Water Management District in acquiring the wetlands to be transferred to the Town to be included in its inventory of parks and open space.





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

The Parks and Recreation Department anticipates completing the following Capital Improvement Projects during the 2013-2014 fiscal year:

- Cutler Ridge Park Playground Equipment – replacement of existing outdated playground equipment and safety surfacing
- Town Center Park Plaza – construction of a multi-purpose park plaza on the existing open grass area on the southern-most portion of the Town Center parking lot.
- Lakes By the Bay Park Improvements – improvements to the “passive” portion of Lakes by the Bay Park to include picnic areas, canoe/kayak launch, paved walkways and new parking area accessible via SW 85 Avenue. This work is contingent upon receiving grant funding through the Florida Recreation Development Assistance Program (FRDAP).

The Parks and Recreation Department anticipates conducting the following Town-wide special events during the 2013-2014 fiscal year:



- Halloween Haunted House with an approximate budget of \$4,000
- Four Movie Nights with an approximate budget of \$3,500
- A Chili Day in Cutler Bay chili competition with an approximate budget of \$4,000
- Easter Egg Hunt with an approximate budget of \$2,000
- Fourth of July Parade & Community Celebration with an approximate budget of \$4,000
- Fourth of July Fireworks with a budget of \$4,000
- Cutler Bay Open Golf Tournament with an approximate budget of \$1,500
- The Rib Ticklers Ball BBQ competition with an approximate budget of \$4,000
- First Annual Turkey Shoot archery competition with an approximate budget of \$2,500





- Annual Harvest Bike Ride Event with an approximate budget of \$2,000
- Annual Combined Cutler Bay-Palmetto Bay Bike Ride with an approximate budget of \$1,500
- Town-wide Senior Games Competition with an approximate budget of \$4,000



Intergenerational Programs with an approximate budget of \$5,000

The Department anticipates receiving approximately \$6,250 in sponsorships that will offset some of the costs of the above stated Special Events.



## Goals

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

## Objectives

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



Significant budget changes in the FY 2013-14 budget include the following:

- *Salaries And Benefits* – increased approximately \$27,000 as a result of increased retirement contributions due to from higher rates enacted by the Florida Legislature,



and increased insurance benefits due to higher rates for coverage, primarily as a result of insurers' implementation of the Federal Affordable Care Act.

- ***Other Contractual Services*** – decreased approximately \$35,000 as a result of elimination of Founders Day budget for FY 2013-14 an amount of \$25,000 and adult/senior programming being funded through another account in the upcoming year for \$10,000.
- ***Communications And Freight*** – decreased approximately \$14,000 as a result of telecom related costs being budgeted in General Government.
- ***Repairs And Maintenance*** – decreased approximately \$9,000 as a result of vehicle maintenance no longer being budgeted in this department (all fleet related costs being budgeted in Public Works and lower anticipated repair costs at the Parks).
- ***Utilities*** – increased approximately \$12,000 as a result of higher costs for operating the parks.
- ***Operating Supplies*** – increased approximately \$6,000 as a result of higher costs for operating the parks.
- ***Operating Supplies - fuel*** – decreased approximately \$5,000 as a result of vehicle fuel no longer being budgeted in this department (all fleet related costs being budgeted in Public Works).
- ***Capital Outlay*** – increased approximately \$121,000 primarily as a result of budgeting for (A) a mini-bus to use as transportation for children and senior events (approximately \$85,000 provided from park impact fees, not General Fund revenues), (B) approximately \$7,000 to wire/connect Cutler Ridge Pool to the park building, (C) approximately \$15,000 to provide for outfield netting at Lakes by the Bay Park, (D) approximately \$25,000 for upgrades at Cutler Ridge Park (primarily fencing), and (E) approximately \$4,000 of other miscellaneous park upgrades (bike racks/benches), all offset by \$15,000 of outlays budgeted in the prior year not being budgeted in the current year.





## Parks & Recreation

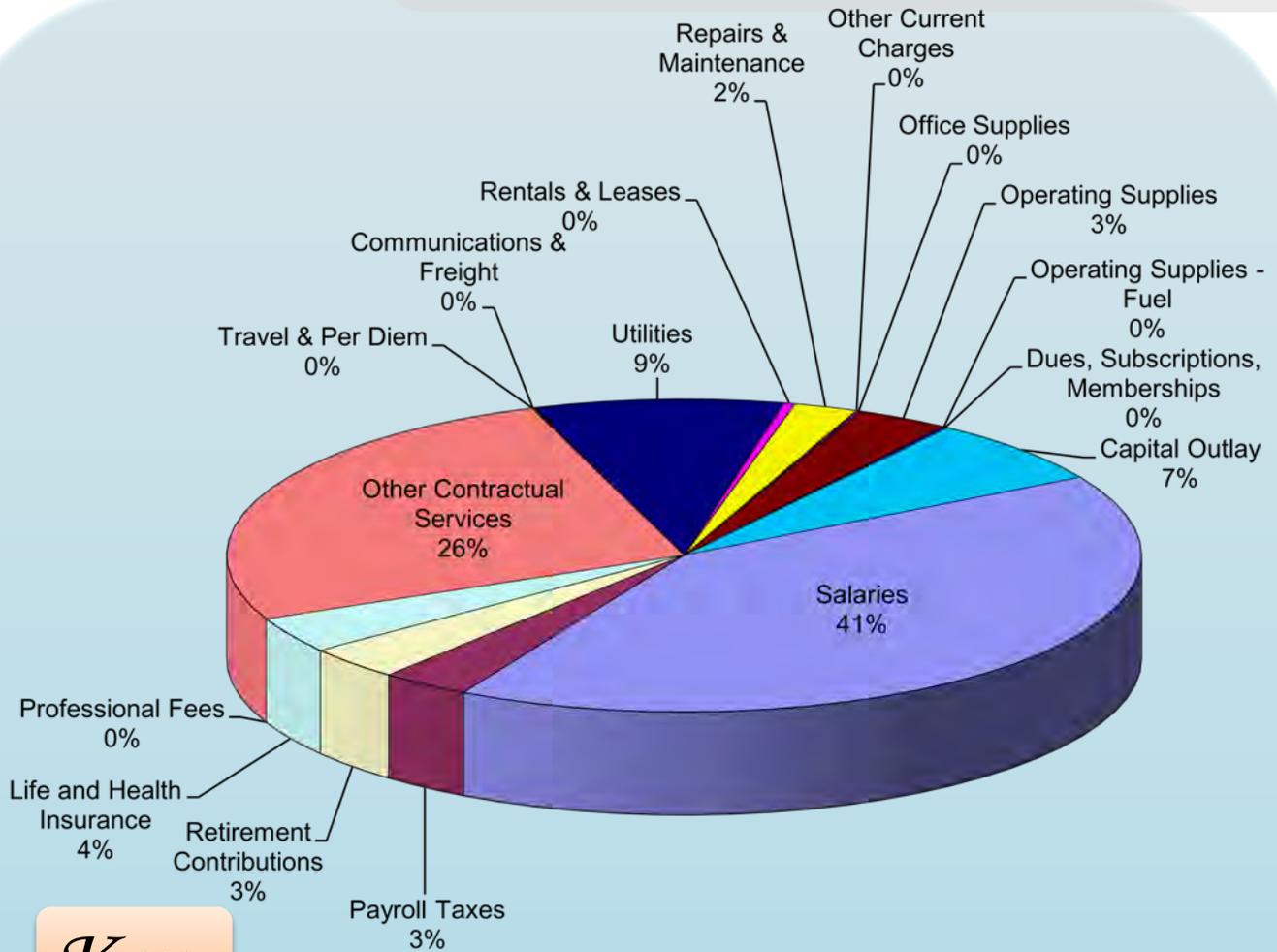
### Budget Summary

Category	Actual FY 2009-10	Actual FY 2010-11	Actual FY 2011-12	Adopted FY 2012-13	Projected Actual FY 2012-13	Adopted FY 2013-14
Salaries	561,419	572,285	636,700	807,851	700,000	814,599
Payroll Taxes	42,953	44,571	49,679	61,801	53,500	62,317
Retirement Contributions	51,349	44,791	28,652	56,153	40,000	67,566
Life and Health Insurance	55,424	61,204	58,096	64,500	58,500	73,100
Professional Fees	0	0	0	0	0	0
Other Contractual Services	307,167	283,834	431,900	552,900	520,000	517,900
Travel & Per Diem	0	0	1,121	500	250	500
Communications & Freight	8,201	8,194	12,555	14,000	16,000	500
Utilities	68,594	90,033	143,711	162,000	172,000	174,600
Rentals & Leases	6,043	7,536	6,211	8,700	6,500	7,900
Repairs & Maintenance	24,975	26,748	31,656	52,900	45,000	44,100
Other Current Charges	91	461	705	500	500	500
Office Supplies	2,416	1,591	1,910	3,000	3,000	2,500
Operating Supplies	38,796	34,672	45,083	59,650	50,000	65,500
Operating Supplies - Fuel	2,154	4,264	5,871	4,700	5,500	0
Dues, Subscriptions, Memberships	882	1,345	2,686	2,550	2,000	2,550
Capital Outlay	67,178	31,537	23,358	15,000	15,000	136,200
	1,237,642	1,213,066	1,479,894	1,866,705	1,687,750	1,970,332

Adopted Budget  
Fiscal Year 2013-14  
Page 146 of 170



## *Parks & Recreation Fiscal Year 2013-14 Adopted Expenditures*



### Key

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

## Cutler Bay Town Center Building



### Function

On June 15th, 2010 the Town purchased an office building where Town's Administrative offices have been established since 2006. All of the Town's services are provided with the exception of parks, from the building. The building is a six (6) story commercial office building, which was originally built in 1987 and was completely renovated in 1993, as a result of hurricane Andrew. The 74,475 square feet, building is comprised of tenants offering a wide range of services, such as: a laboratory corporation, State Senator Bullard's office, children development programs, homecare services and an inventory company. The Town offers existing and potential tenants a, full-service building which includes a full-time building maintenance crew, cleaning services, utilities (such as water, electric, and emergency generator) and landscaping.



## Accomplishments

The Cutler Bay Town Center has undergone several improvements:

- Replaced east rear exit door
- Removed security bars in the exterior seating/ waiting area
- Replaced concrete flooring in the exterior seating/ waiting area due to trip hazards
- Replaced lighting in the exterior waiting area and placed on a timer
- Installed a flag pole in the exterior courtyard including lighting to reflect on the new flag pole and placed on a timer
- Removed trees from the north west side of the property
- Upgraded landscaping around building with new plants and trees
- Removed wallpaper in all restrooms from floors 1 – 6
- Painted ceiling grids and replaced ceiling tiles in all restrooms from floor 3 - 6
- Painted the entire east stairwell
- Installed new mural in the main lobby of the building
- Upgraded the Emergency Generator
- Installed new restroom signage and emergency elevator signage
- Installed a new dumpster pad and enclosure



## Goals

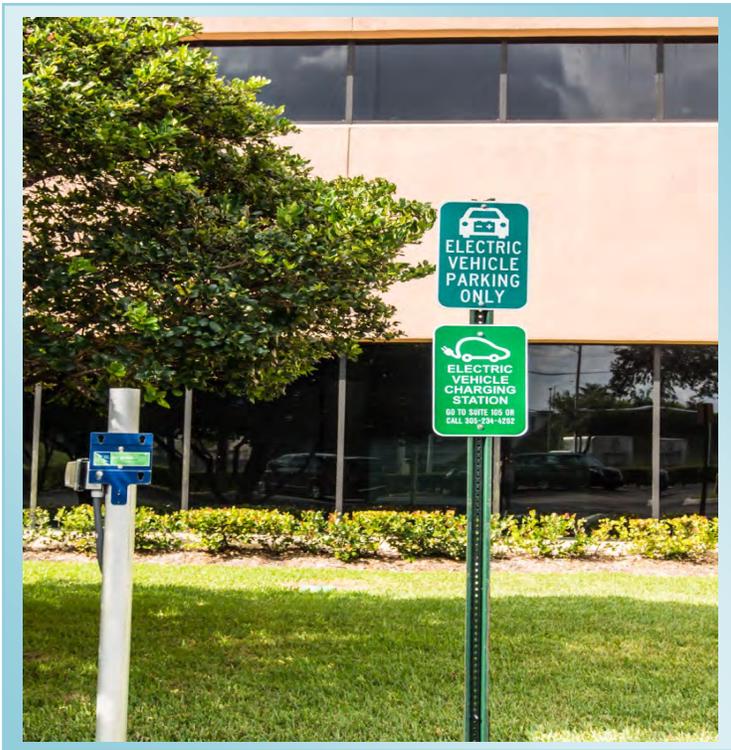
The future will bring some change to the Town Hall building. In addition, and in keeping with the Town's "green" initiative, we will be making some future improvements to the building to improve the energy efficiency and sustainability of the building.

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



## Market Outlook

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



The surge of activity in the commercial and residential markets of Cutler Bay has created a nice opportunity for the Cutler Bay Town Center to attract a much higher quality mix of tenants to absorb the rest of the buildings vacant space. For many years, the Cutler Bay Town Center has not been marketed and in turn lacked attention and interest from the local business and Office Brokerage communities. In order to get over this hurdle, the Town of Cutler Bay and Colliers International South Florida have partnered to implement a detailed marketing plan that will get the Cutler Bay Town Center back on the map and bring the building to a healthy absorption level.



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

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

### Objectives

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

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





Significant budget changes in the FY 2013-14 budget include the following:

- *Professional Services* – increased approximately \$20,000 due to budgeting for architectural services.
- *Other Contractual Services* – increased approximately \$62,000 reflecting the costs of maintaining the building. The primary expense in this category is janitorial services.
- *Utilities* – decreased approximately \$25,000 reflecting lower than anticipated energy costs.
- *Insurance* – decreased approximately \$9,000 reflecting lower renewal property insurance premiums related to the building and contents.
- *Repairs & Maintenance* – increased approximately \$15,000 reflecting the costs of building maintenance.
- *Capital Outlay* – decreased approximately \$184,000 resulting from fewer capital improvements scheduled for the building.





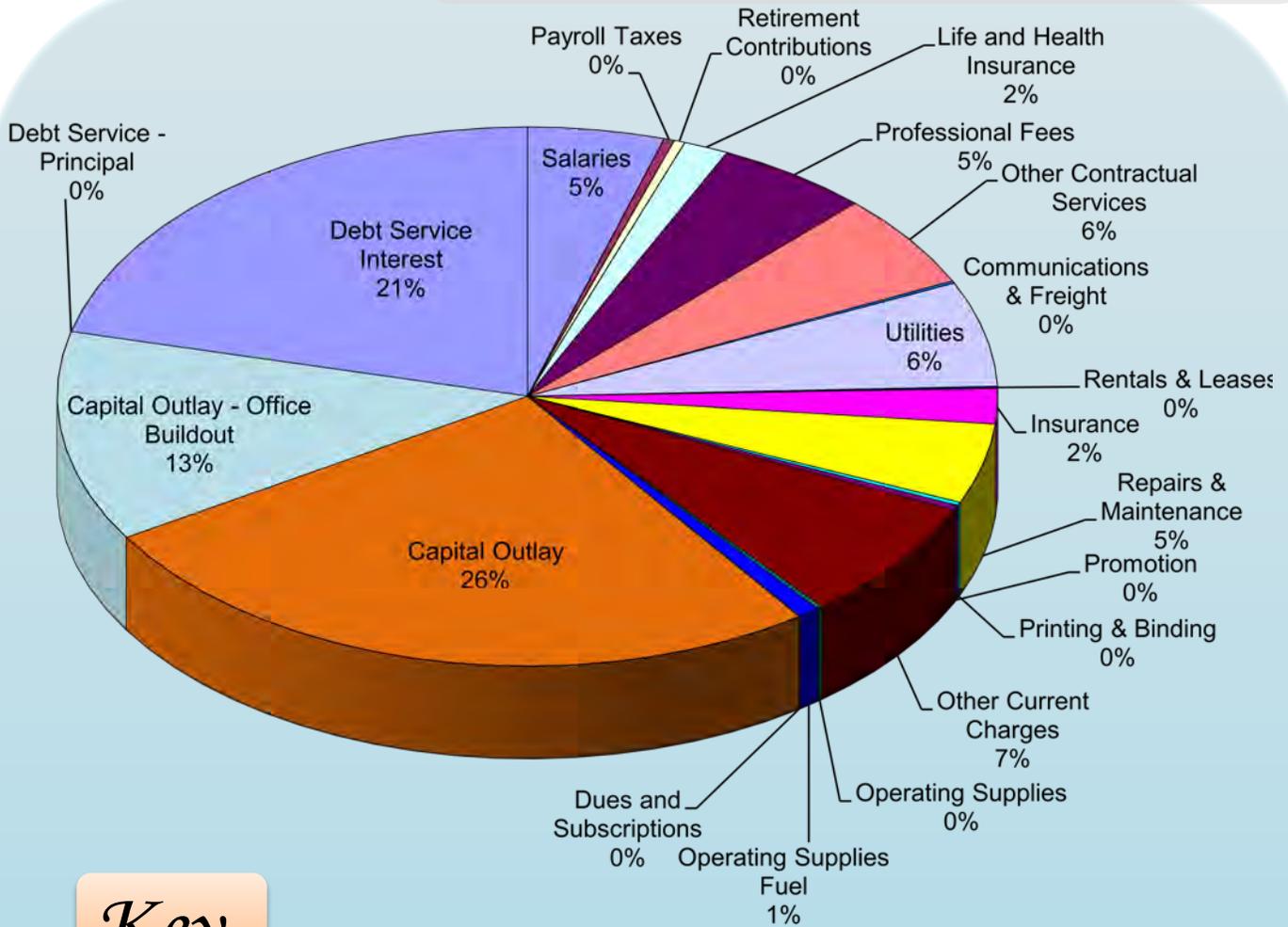
## Cutler Bay Town Center Budget Summary

Category	Actual FY 2009-10	Actual FY 2010-11	Actual FY 2011-12	Adopted FY 2012-13	Projected Actual FY 2012-13	Adopted FY 2013-14
Salaries	0	54,865	79,398	99,170	90,000	93,134
Payroll Taxes	0	4,181	6,027	8,351	7,000	7,125
Retirement Contributions	0	4,954	3,956	8,134	6,000	7,451
Life and Health Insurance	0	5,690	9,281	18,000	16,000	30,600
Professional Fees	0	142,754	1,981	85,000	60,000	105,000
Other Contractual Services	22,235	58,833	53,699	50,000	50,000	112,542
Communications & Freight	1,214	2,823	2,905	3,500	3,500	3,000
Utilities	35,040	108,737	114,594	150,000	125,000	125,000
Rentals & Leases	0	0	0	1,000	500	2,500
Insurance	12,456	38,176	44,497	50,000	70,000	41,500
Repairs & Maintenance	14,946	100,533	98,976	80,000	85,000	95,000
Printing & Binding	15	482	455	200	1,700	4,060
Promotion	0	0	0	0	0	5,855
Other Current Charges	39,360	68,963	131,291	135,000	125,000	145,000
Operating Supplies	1,453	7,193	1,558	2,500	3,000	3,300
Operating Supplies - Fuel	0	1,536	0	15,000	5,000	15,000
Dues and Subscriptions	0	0	0	0	0	500
Capital Outlay	8,819,732	1,520,103	154,133	700,000	450,000	516,300
Capital Outlay - Office Buildout	0	0	123,623	250,000	150,000	250,000
Debt Service - Principal	0	0	0	0	0	0
Debt Service - Interest	87,153	399,202	418,501	419,100	419,100	419,100
	<u>9,033,604</u>	<u>2,519,025</u>	<u>1,244,875</u>	<u>2,074,955</u>	<u>1,666,800</u>	<u>1,981,967</u>

Adopted Budget  
Fiscal Year 2013-14  
Page 153 of 170



# Cutler Bay Town Center Fiscal Year 2013-14 Adopted Expenditures



## Key

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



# Adopted Budget Fiscal Year 2013-14

## Special Revenue Fund

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

### Local Option Gas Taxes

The Town receives a share of two Local Option Gas Taxes imposed by the County, of which the Five-Cent Capital Improvement Local Option Gas Tax (of which only three cents is levied **\$190,500** is accounted for in the Special Revenue fund.

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

### Impact Fees

On October 21, 2009, the Town Council adopted Ordinance #09-15 which imposes new impact fees within the Town. These fees relate to Parks, Police, Public Buildings, Roads (Town roads only), and Fire Rescue facilities. These new fees became effective on November 14, 2009. Simultaneously with enactment, the Ordinance repealed Chapter 33H Park Impact Fee Ordinance and Chapter 33I Police Services Impact Fee Ordinance of the Town Code of Ordinances in their entirety.





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

The five (5) different impact fee types are held in separate, interest bearing bank accounts and use of these funds is restricted as per the Ordinance (i.e. generally expenditures that are capital in nature). For FY 2013-14, impact fees are budgeted as follows:

Parks impact fees	\$ 75,000
Police impact fees	\$ 7,500
Roads impact fees	\$ 30,000
Public Building impact fees	\$ 15,000
Fire/Rescue impact fees	\$ -0-

### Special Revenue Fund Carryover

The Special Revenue Fund's carryover for FY 2013-14 is budgeted at **\$2.5 million**. Revenues recorded in the Special Revenue Fund are restricted to specific uses. Unexpended Local Option Gas Taxes and Impact Fees carried forward for current and future year projects represent most of the growth in the Special Revenue Fund. For the most part, these funds are restricted in their use and must be carefully monitored to assure proper and timely expenditure. Any unexpended funds will carry forward to future periods for expenditure on appropriate items/projects.



The Town has planned a number of projects that will entail expenditure of a portion of these funds in FY 2013-14. For example, \$300,000 of local option gas tax monies are scheduled to be used for sidewalk repair/replacement. Impact fees are scheduled to be used for Parks improvements \$595,000, the purchase of a Park minibus for program purposes \$85,000 and for the purchase of two police vehicles \$56,000.

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 2013-14 and, relative to The Children's Trust, has recently been awarded a grant that will be accounted for in this type fund.



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

### *Transportation Projects*

The FY 2013-14 budget reflects the continuation of roadway improvements along both Old Cutler Road and Caribbean Boulevard which are being funded by Miami-Dade County and the Town (with use of "PTP" funds – see below). Both projects are being managed by the Town pursuant to a Joint Project Agreement (JPA) with the County. The FY 2013-14 budget reflects \$7.2 million related to these two roadway projects.

In FY 2012-13, the Town received funding from a Developer to install a traffic circle at the intersection of SW 216 Street and SW 97 Avenue, as well as funding from the same Developer to complete roadway and drainage improvements on SW 97 Avenue (the drainage project was accounted for in the Stormwater Utility Fund). The traffic circle project commenced in FY 2012-13 and is budgeted for completion in FY 2013-14.

### *PTP – People's Transportation Plan*

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



Municipalities incorporated after enactment of the surtax, including the Town, were excluded from the revenue sharing. However, the County entered into this Interlocal agreement with the Town which will provide funding to the Town from the County's share of the revenues until such time as a new Interlocal agreement is executed between the County and all of the participating municipalities.

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

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

For FY 2013-14, the CITT Fund budget reflects road resurfacing projects totaling approximately \$1 million and increase of service operation of the Town's circulator bus. The tentative budget includes funding for five (5) days per week service and an increase of two (2) hours per day, for the Town's Municipal Circulator Bus Service. The increase in operational costs totals \$143,500 (\$290,000 (new five days a week/ten hours per day) compared to \$146,500 (three days a week/eight hours per day). Funding for the increased level of service for the Town's Municipal Circulator is an eligible expense under the CITT Transit portion surtax.

### *Transportation Master Plan Update*

The Town has received a \$35,000 grant from the County to update its transportation master plan. The grant requires the Town to match the full \$35,000, which the Town has from General Fund revenues. The project, totaling \$70,000, will be completed in FY 2013-14.

### *After School Program*

The Town's agreement with the Children's Trust to provide after school care for children has been renewed and the funding level is \$111,000. This grant funds the salary of one (1) full-time outreach worker for ten (10) months and four (4) part-time service aides.

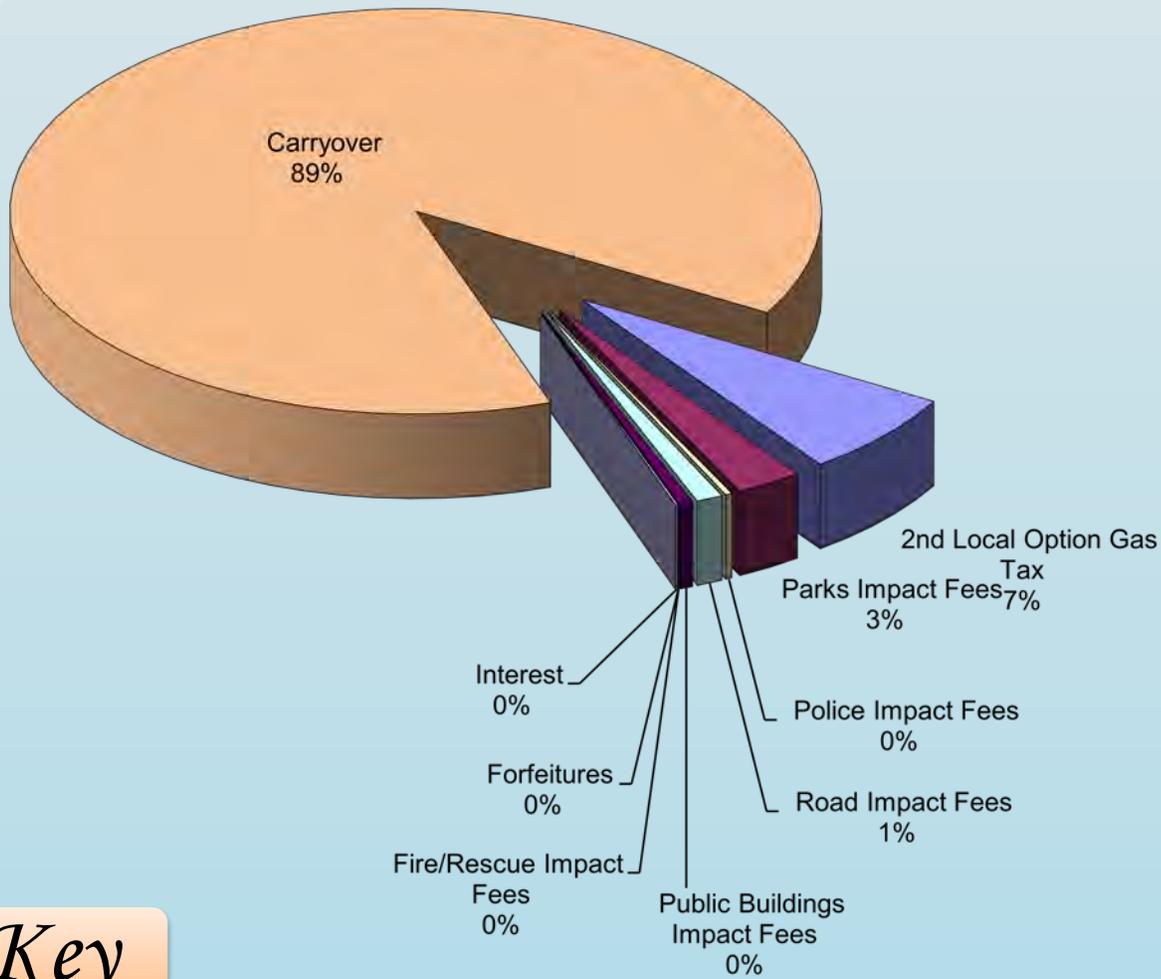


## *Special Revenue Fund Summary*

	Actual FY 2009-10	Actual FY 2010-11	Actual FY 2011-12	Adopted FY 2012-13	Adopted FY 2013-14
<b>REVENUES:</b>					
2nd Local Option Gas Tax	195,373	209,151	200,837	194,667	190,553
Parks Impact Fees	122,437	130,960	233,209	50,000	75,000
Police Impact Fees	10,582	9,112	14,167	5,000	7,500
Road Impact Fees	47,602	32,377	40,362	20,000	30,000
Public Buildings Impact Fees	21,679	18,223	28,334	10,000	15,000
Fire/Rescue Impact Fees	0	0	0	0	0
Forfeitures	0	0	0	0	0
Interest	10,650	4,815	5,437	3,000	3,000
Carryover	<u>1,872,602</u>	<u>1,834,867</u>	<u>1,880,945</u>	<u>1,928,944</u>	<u>2,525,478</u>
	<u>2,280,925</u>	<u>2,239,505</u>	<u>2,403,291</u>	<u>2,211,611</u>	<u>2,846,531</u>
<b>EXPENDITURES:</b>					
Transfers Out	446,058	358,560	469,313	634,440	1,036,000
<b>Reserves:</b>					
Police	221,316	225,606	108,332	90,206	92,532
Parks	647,163	640,026	686,838	633,726	581,238
Roads	47,616	80,040	120,784	127,040	253,384
Public Works	897,084	895,335	949,445	658,261	735,498
Public Buildings	21,688	39,938	68,579	67,938	147,879
Fire/Rescue	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<u>2,280,925</u>	<u>2,239,505</u>	<u>2,403,291</u>	<u>2,211,611</u>	<u>2,846,531</u>



*Special Revenue Fund  
Fiscal Year 2013-14  
Operating Revenue Breakdown*



*Key*

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



***Special Revenue Fund  
Projects Summary***

	Actual FY 2009-10	Actual FY 2010-11	Actual FY 2011-12	Adopted FY 2012-13	Adopted FY 2013-14
<b><i>JPA - Old Cutler Road Improvements</i></b>					
Revenues:					
County funding	452,394	23,106	1,872,826	5,542,000	1,540,000
Transfer In (CITT Fund)	0	7,006	463,120	1,191,000	385,000
	<u>452,394</u>	<u>30,112</u>	<u>2,335,946</u>	<u>6,733,000</u>	<u>1,925,000</u>
Expenditures:					
Operating costs	<u>452,394</u>	<u>30,112</u>	<u>2,335,946</u>	<u>6,733,000</u>	<u>1,925,000</u>
<b><i>JPA - Caribbean Blvd Improvements</i></b>					
Revenues:					
County funding	0	67,826	247,351	2,903,546	4,672,000
Transfer In (CITT Fund)	0	0	0	159,440	567,000
	<u>0</u>	<u>67,826</u>	<u>247,351</u>	<u>3,062,986</u>	<u>5,239,000</u>
Expenditures:					
Operating costs	<u>0</u>	<u>67,826</u>	<u>247,351</u>	<u>3,062,986</u>	<u>5,239,000</u>
<b><i>CITT Fund (People's Transportation Plan "Surtax")</i></b>					
Revenues:					
CITT Surtax	0	0	3,758,867	1,300,000	1,300,000
Carryover	0	0	0	3,425,000	3,112,805
	<u>0</u>	<u>0</u>	<u>3,758,867</u>	<u>4,725,000</u>	<u>4,412,805</u>
Expenditures:					
Salaries and benefits	0	0	0	15,963	15,963
Professional fees	0	0	0	35,000	50,000
Transportation	0	0	266,397	988,381	1,000,000
Transit	0	0	12,345	260,000	290,000
Transfers out	0	0	463,120	1,016,000	1,007,826
Carryover	0	0	3,017,005	2,409,656	2,049,016
	<u>0</u>	<u>0</u>	<u>3,758,867</u>	<u>4,725,000</u>	<u>4,412,805</u>



*Special Revenue Fund*  
*Projects Summary*  
*(continued)*

	Actual FY 2009-10	Actual FY 2010-11	Actual FY 2011-12	Adopted FY 2012-13	Adopted FY 2013-14
<b><u>SW 216 Street/SW 97 Ave Traffic Circle</u></b>					
Revenues:					
Contribution	0	0	204,486	0	0
Transfer in (CITT Fund)	0	0	0	0	55,826
Carryover	0	0	0	204,486	39,486
	<u>0</u>	<u>0</u>	<u>204,486</u>	<u>204,486</u>	<u>95,312</u>
Expenditures:					
Operating costs	0	0	0	204,486	95,312
Carryover	0	0	204,486	0	0
	<u>0</u>	<u>0</u>	<u>204,486</u>	<u>204,486</u>	<u>95,312</u>
<b><u>Children's Trust</u></b>					
Revenues:					
After School Program Grant	<u>76,061</u>	<u>89,016</u>	<u>92,210</u>	<u>111,759</u>	<u>111,759</u>
Expenditures:					
Children's Trust Program Costs	<u>76,061</u>	<u>89,016</u>	<u>92,210</u>	<u>111,759</u>	<u>111,759</u>
<b><u>Transportation Master Plan Update</u></b>					
Revenues:					
MPO Grant	0	0	0	0	35,000
Transfer In (General Fund grant match)	0	0	0	0	35,000
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>70,000</u>
Expenditures:					
Operating costs	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>70,000</u>



# Adopted Budget Fiscal Year 2013-14

## Municipal Circulator Services

### Description of Service

The Cutler Bay Local which began service on September 5, 2012, is the Town of Cutler Bay's municipal circulator route, made possible by the People's Transportation Plan, and operated by Miami-Dade Transit (MDT). All major destinations in Cutler Bay area served by the Cutler Bay Local: Town of Cutler Bay Town Hall, South Dade Government Center, Southland Mall, South Miami-Dade Cultural Arts Center, Social Security Office, South Dade Shopping Center, Health South on Old Cutler Road, Old Cutler Towne Center. See Exhibit 1a-b. The route operates Monday, Wednesday and Friday from 8 a.m. to 5 p.m.

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

### Background History About the Municipal Program

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





Connectivity

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

Operational – Ridership Data

Average daily operating data for each quarter of the reporting period are shown below. Note: in the 3rd quarter of 2012 ridership is only for the month of September.

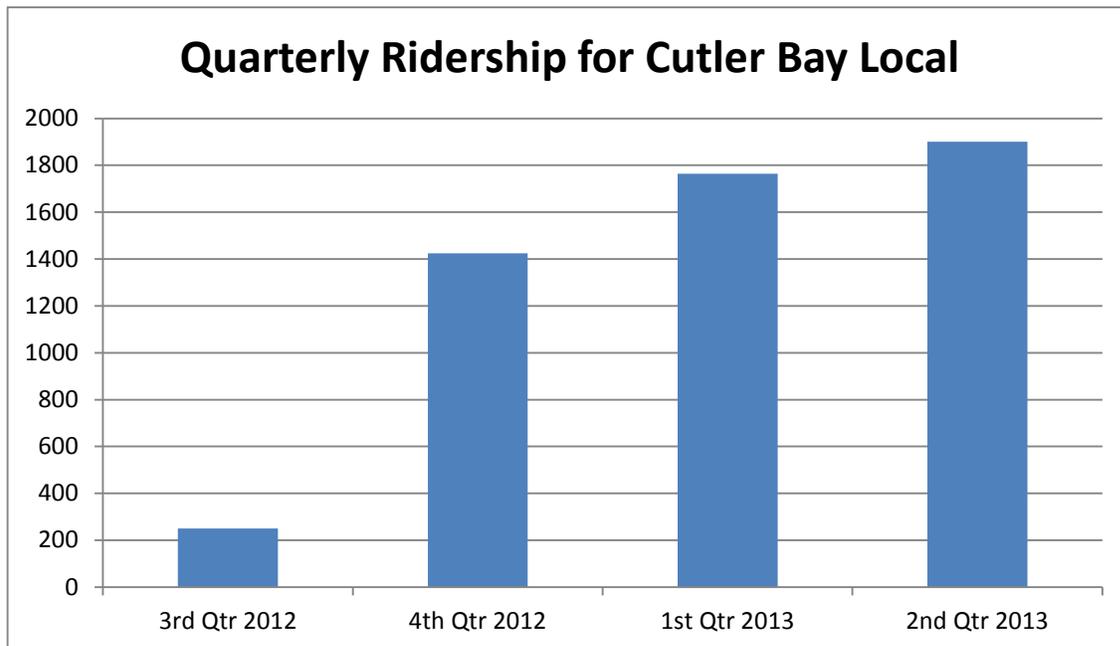
*Boarding's Per Quarter*

3rd QTR 2012    4th QTR 2012

250                      1,424

1st QTR 2013    2nd QTR 2013

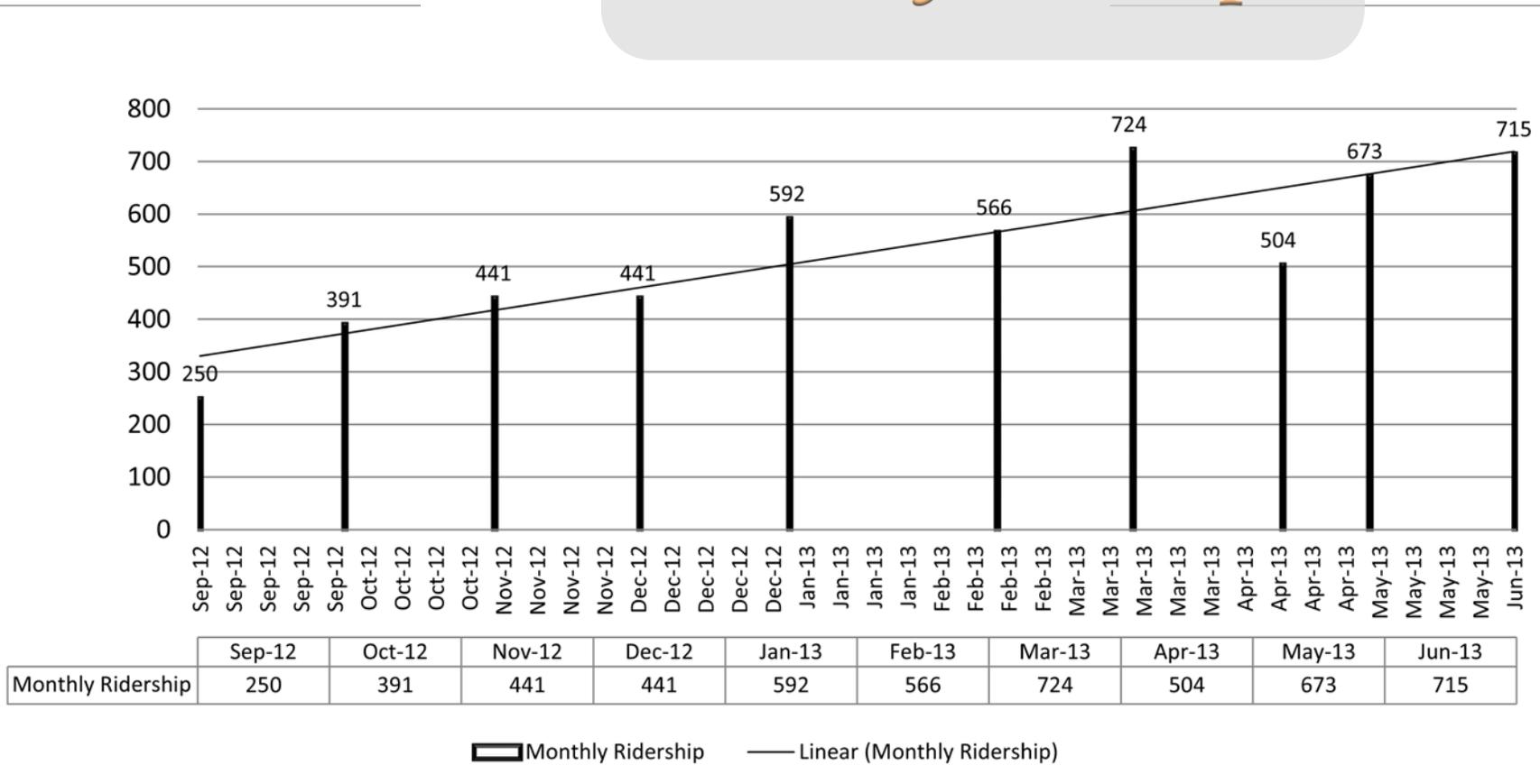
1,764                      1,901







## Cutler Bay Local Monthly Ridership





# Adopted Budget Fiscal Year 2013-14

## Capital Projects Fund

### 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 completed within one year, or can span multi-years and be projects that are part of the multi-year Capital Improvement Plan. The Town's Capital Improvement Plan serves the dual role of a planning document for future year expenditures and a component of the Growth Management Plan.

The FY 2013-14 capital projects budget includes provision for construction of a plaza/skate park at the Town Center Park Plaza location, infrastructure upgrades for Lakes by the Bay Park, construction of a canoe/kayak launch at Lakes by the Bay Park, and the purchase and installation of playground equipment at Cutler Ridge Park. These projects are being funded with park impact fees and, for certain projects, with a combination of park impact fees and grant funds.





*Capital Projects Fund  
Parks Project Summary*

	Actual FY 2009-10	Actual FY 2010-11	Actual FY 2011-12	Adopted FY 2012-13	Adopted FY 2013-14
<b>Lakes By The Bay Park Improvements:</b>					
Revenues:					
County	0	5,017,500	225,000	0	0
FRDAP Grant	0	0	0	0	200,000
Transfer In (park impact fees)	3,357,500	0	0	0	200,000
Interest	7,164	3,061	645	0	0
Transfer in	0	0	87,079	0	0
Carryover	0	2,516,194	1,105,082	0	0
	<u>3,364,664</u>	<u>7,536,755</u>	<u>1,417,806</u>	<u>0</u>	<u>400,000</u>
Expenditures:					
Improvements	848,470	6,431,673	1,417,806	0	400,000
Reserves	2,516,194	1,105,082	0	0	0
	<u>3,364,664</u>	<u>7,536,755</u>	<u>1,417,806</u>	<u>0</u>	<u>400,000</u>
<b>Lakes By The Bay Park Canoe/Kayak Launch:</b>					
Revenues:					
FDEP Grant	0	0	0	0	30,000
Transfer In (park impact fees)	0	0	0	0	45,000
Carryover	0	0	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>75,000</u>
Expenditures:					
Improvements	0	0	0	0	75,000
Reserves	0	0	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>75,000</u>
<b>Town Center Park Plaza:</b>					
Revenues:					
Transfer In (park impact fees)	0	0	0	0	250,000
Carryover	0	0	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>250,000</u>
Expenditures:					
Improvements	0	0	0	0	250,000
Reserves	0	0	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>250,000</u>
<b>Cutler Ridge Park Playground:</b>					
Revenues:					
Transfer In (park impact fees)	0	0	0	0	100,000
Carryover	0	0	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>100,000</u>
Expenditures:					
Improvements	0	0	0	0	100,000
Reserves	0	0	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>100,000</u>



# Adopted Budget Fiscal Year 2013-14

## Stormwater Utility Fund

### 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 by Cutler Bay residents on their County water bill flow through to the Town, after deduction of County administrative costs and bond debt service, and are 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 **\$950,000** plus accumulated earnings are projected to cover anticipated expenditures. The revenues were estimated from projections provided by the County Water & Sewer Department.

Additionally, the FY 2013-14 budget provides for completion of a flood plain study. The Town has been awarded a State of Florida grant \$49,500 to complete the study. The Town is contributing \$16,500 towards the total \$66,000 cost of the study. This study will help the Town earn "points" towards further improving the Town's community rating under FEMA's community rating system (currently a Class "6"). The higher the rating the Town can achieve will result in Town residents being able to get further discounts on their flood insurance policies.





## Stormwater Utility Fund Summary

	Actual FY 2009-10	Actual FY 2010-11	Actual FY 2011-12	Adopted FY 2012-13	Adopted FY 2013-14
<b>Revenues:</b>					
Stormwater Billings	981,683	988,796	986,525	990,000	950,000
Grants	0	0	0	50,000	49,500
Non-operating revenues and capital contributions	367,797	102,326	293,731	0	0
<b>Total revenues</b>	<b>1,349,480</b>	<b>1,091,122</b>	<b>1,280,256</b>	<b>1,040,000</b>	<b>999,500</b>
Transfers In	408,660	16,982	0	68,000	0
Balance Brought Forward	722,324	1,820,978	3,868,106	3,794,973	4,073,718
Prior Period Adjustment	0	2,058,893	0	0	0
	<u>2,480,464</u>	<u>4,987,975</u>	<u>5,148,362</u>	<u>4,902,973</u>	<u>5,073,218</u>
<b>Expenses:</b>					
Salaries and benefits	130,914	185,378	121,000	234,262	230,145
Operating expenses	334,292	819,805	800,218	1,186,150	1,112,300
Capital outlay	0	0	0	10,000	4,500
Debt service	194,280	114,686	111,426	108,000	110,000
<b>Total Expenses</b>	<b>659,486</b>	<b>1,119,869</b>	<b>1,032,644</b>	<b>1,538,412</b>	<b>1,456,945</b>
<b>Net Assets:</b>					
Invested in capital assets	990,840	3,103,107	3,054,780	3,205,000	3,166,340
Unrestricted	830,138	764,999	1,060,938	159,561	449,933
	<u>2,480,464</u>	<u>4,987,975</u>	<u>5,148,362</u>	<u>4,902,973</u>	<u>5,073,218</u>



# Full-Time Positions by Department

Department	Current FY12-13	Net Position Changes	Adopted FY13-14
<b><u>General Fund:</u></b>			
Mayor and Council	5	0	5
Town Clerk	2	0	2
Town Attorney	0	0	0
General Government	4	1	5
Finance	3	0	3
Community Development	6	1	7
Public Works	4	0	4
Police (Clerical Staff)	1	0	1
Parks & Recreation	7	0	7
Town Hall Building	2	1	3
<b>Total Full-Time Staff Positions</b>	<b>29</b>	<b>3</b>	<b>32</b>
The Children's Trust Grant Fund	1	0	1
Stormwater Fund	2	0	2
Police Services* (via contract with Miami-Dade County)	56	2	58

# Estimated Millage Cost per Department(s)

**TOWN OF CUTLER BAY  
ESTIMATED MILLAGE COST OF DEPARTMENTS  
GENERAL FUND  
FISCAL YEAR ENDED 9/30/2014**

**Tentative millage rate = \$2.5702 per \$1,000 (Adopted via Resolution #13-68)**

	Adopted 2013-14 Budget Cost	Estimated Millage Cost Per \$1000	Personnel
<b>Mayor &amp; Council</b>	183,237	0.0250	Serve residents as legislative body of Town [5]
<b>Town Clerk</b>	344,938	0.0470	Serves Mayor & Council [2]
<b>General Government</b>	2,056,660	0.2805	Provides administration support to other departments [5]
<b>Finance</b>	457,328	0.0624	Accounting, payroll and financial reporting services; processes certain revenues [3]
<b>Town Attorney</b>	500,000	0.0682	Provides legal counsel to Town [firm contracted]
<b>Community Development</b>	1,554,663	0.2120	Provides building and zoning compliance and planning for future activities [7]
<b>Public Works</b>	1,000,715	0.1365	Provides maintenance of roads, public areas and public facilities [4]
<b>Police Services</b>	8,796,394	1.1996	Provides law enforcement services through contract with County [59]
<b>Parks &amp; Recreation</b>	1,970,332	0.2687	Provides activities and programs at Town parks [7]
<b>Cutler Bay Town Center</b>	1,981,967	0.2703	Oversees operation of Town Hall Building [3]
	<b>18,846,288</b>	<b>2.5702</b>	

**Notes:**

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

# Capital Improvement Element Report 2012 Update

## Introduction

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



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

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

## Public Facilities Capacity Analysis ESTABLISHED 2005

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

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

Potable Water

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

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

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

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

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



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

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

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

Sanitary Sewer

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

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

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

### Drainage

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

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

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



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

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



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

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

*Solid Waste*

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

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

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



Transportation

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

- LOS D for principal arterial, collector, and local roads without available transit;
- LOS E for minor arterials without local transit;
- LOS E for roads within ½ mile of transit service with 20 minute headway;
- 120% of capacity where extraordinary transit service (commuter rail or bus service) is available;
- LOS D for limited and controlled access Florida Interstate Highway System roads;
- LOS E on limited access facilities where exclusive through lanes exist;
- LOS E on controlled access facilities with exclusive through lanes or that are parallel to exclusive transit.

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

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



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

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

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

### Transportation Capacity Analysis

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

# Adopted Budget Fiscal Year 2013-14

	SW 97 Ave to Marlin Rd	2L	D	D	E		
SW 211 St	SW 112 Ave to SR 821	6LD	D	D	F	Traffic Operations and Safety including traffic signal phasing / timing, intersection improvements and transit improvements. Recently, the County installed a signalized pedestrian crosswalk at the Performing Arts Center.	Improvements will concentrate on Traffic Operations and transit improvements as part of the Town's Transportation Master plan. This is a County owned and maintained facility.
SW 216 St	Theoretically SW 103 Court to Old Cutler Rd (Part I)	4LD	D	D	F	Traffic Operations and Safety including traffic signal phasing / timing, intersection improvements and transit improvements. Part I - The County funded a pedestrian and bike path facility along this corridor Part- II Planned traffic circle on SW 216 Street and SW 97 <sup>th</sup> Avenue (Funded by Lennar as part of an inter-local agreement with the Town)	Widening of roadway is not recommended and will create significant negative impact to the residential community. Improvement will concentrate on Traffic Operations and transit improvements as part of Transportation Master plan. This is a County owned and maintained facility.
	Old Cutler Rd to SW 87 Ave (Part II)	4LD	D	D	F		
Old Cutler Rd	SW 216 St to SW 97 Ave	2L	F	F	F	Traffic Operations and Safety including traffic signal phasing / timing, intersection improvements and transit improvements. At the intersections of Old Cutler Road and SW 87 <sup>th</sup> and 97 <sup>th</sup> Avenues, traffic circles are being built to improve traffic flow.	Designated as a Historical roadway (SB 74-400) which prohibits roadway widening. This is a County owned and maintained facility.
	SW 97 Ave to Marlin Rd.	2L	F	F	F	-Two-Lane Roundabout. -Complete sidewalk system along the north side of the road. -Improve and/or rebuild the existing bike/pedestrian path to standards. -Remove existing sidewalks along existing bike/pedestrian path segments. -Remove the eastbound left turn lane between Marlin Rd and SW 208th St. -Replace and install pavement markings and traffic signs as appropriate.	
	Marlin Rd to SW 87 Ave	2L	F	F	F	ADDED 2005 -Two-Lane Roundabout. -Complete sidewalk system along the north side of the road. -Improve and/or rebuild the existing bike/pedestrian path to standards. -Remove existing sidewalks along existing bike/pedestrian path segments. -Remove the eastbound left turn lane between Marlin Rd and SW 208th St. -Replace and install pavement markings and traffic signs as appropriate	
SW 87 Ave	SW 216 St to Old Cutler Rd.	2L	D	E	D	Work with the MPO to pursue the following: -Traffic Operations and Safety include traffic signal phasing / timing and intersection improvements. -Perform studies to determine feasibility of Enhancement / Beautification project recommendations. -Bike path from Old Cutler Road to SW 232 Street	Widening of roadway is not recommended and will create significant negative impact to the residential community. Improvement will concentrate on Traffic Operations and transit improvements as part of Transportation Master plan.
	Old Cutler Rd to Caribbean Blvd	2L	D	F	D		
	Caribbean Blvd to SW 184 St	2L	E	F	D		

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

*Recreation and Open Space*

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

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

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



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

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

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

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

### Public Schools

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



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

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

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



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

*Sources of Revenue and Forecast of Expenditures*

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

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

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

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

*Park Improvements*

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

*Transportation/Roadway Improvements*

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

*Revenues*

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

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

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

Detailed Revenue Source

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

Detailed Revenue Source

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

**Detailed Revenue Source**

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

*Capital Improvement Schedule*

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

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

Note: Amount in thousands

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

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

Note: Amount in Thousands  
 FRDAP: Florida Recreation Development Assistance Program  
 NFWF: National Fish and Wildlife Foundation  
 1<sup>(R)</sup>: Project will contribute to achieving the LOS standard for Recreation and Open Space

Dept.	Table CI-3 (Cont.) Cutler Bay Departments Capital Improvement Plan (Committed and Planned Sources) FY 12/13 through 16/17 (Thousands)										
	Project Name	Description	Funding Source	Previous Years Funding	Fiscal Years						Total
12/13					13/14	14/15	15/16	16/17			
Public Works	Old Cutler Roadway Improvement Project (JPA) 1 <sup>(R)</sup>	Traffic Circles (SW 87 Ave & SW 97 Ave), drainage improvements, bike lanes, lighting installation, sidewalk installation, and roadway reconstruction.	Miami-Dade County PTP funds, Joint Participation Agreement(JPA) (20090089)	\$4,481	\$4,713	\$1,921					\$6,634
	Caribbean Blvd Roadway Improvement Project (JPA) 1 <sup>(R)</sup>	Traffic Circles (Gulfstream Road & SW 192 <sup>nd</sup> Drive), drainage improvements, bike lanes, lighting installation, sidewalk installation, and roadway reconstruction.	Miami-Dade County PTP funds, JPA (20080029)		\$500	\$4,360	\$4,360				\$9,220
	Town-wide Sidewalk Improvements 2	Sidewalk Replacement and Install ADA Ramps	Second local option gas tax	\$150	\$300						\$300
	SW 97 <sup>th</sup> Avenue Drainage Project	Drainage & Roadway Improvements	Lennar's Development Order	\$291							
	SW 216 <sup>th</sup> Street & SW 97 <sup>th</sup> Avenue Traffic Circle	Traffic Circle and roadway improvements	Lennar's Development Order and Town's Peoples Transportation Plan portion		\$176	\$59					\$235
	<b>Total</b>			\$4,922	\$5,689	\$6,340	\$4,360				\$16,389

Note: Amount in Thousands  
 FDEP: Florida Department of Environmental Protection  
 SFWMD: South Florida Water Management District  
 1<sup>(D)</sup>: Project will contribute to achieving the LOS standard for Stormwater Drainage  
 1<sup>(R)</sup>: Project will contribute to achieving the LOS standard for Transportation. Funds transfer to Miami-Dade County to purchase the bus.  
 2: Project will otherwise further the achievement of the Growth Management Plan and its goals, objectives and policies

Table CI-4 Other Agencies Capital Improvement Plan (Committed and Planned Sources) FY 12/13 through 16/17 (Thousands)													
Agency	Proj. No.	Project Name	Description	Funding Source	Activity/Phase	Previous Year's Funding	Fiscal Year						Total
							11/12	12/13	13/14	14/15	15/16	16/17	
Miami-Dade County	602900	Caribbean Blvd. Drainage Improvements	Widening of Bridge and construct drainage improvements at Canal C1N	Storm-water Utility		\$384		\$2,000	\$641				\$2,641
Miami-Dade County	602100	Old cutler Road Bike Path	Construct and improve bikepath from SW 184 Street to SW 220 Street			245							245
Florida Turnpike Authority													

Metropolitan Planning Organization (MPO)													
MD County WASD		Alexander Orr Water Treatment Plant <sup>1(W)</sup>	Capacity Expansion			\$33,160	\$5,610	\$1,200					\$39,970
MD County WASD		S. District W.W. Tr. Mains & Pump St Impr. <sup>1(SS)</sup>	South District Improvements			\$5,983	\$28						\$6,011
MD County WASD		S. District W.W. Tr. Plant Upgrades <sup>1(SS)</sup>	South District Improvements			\$36,236	\$13,691	\$1,279	\$1,279				\$52,485
MD County WASD	9655481	S. District W.W. Tr. Plant Expansion PH III <sup>1(SS)</sup>	South District Improvements	WASD Revenue Bonds		\$1,487		\$1,000	\$109	\$770	\$1,887		\$5,253
MD County Waste Management		South Dade Landfill <sup>1(SW)</sup>	Cell 5 Construction	GOB		\$7,667	\$3,208	\$4,085					\$14,960
		South Dade Landfill <sup>1(SW)</sup>	Cell 3 Closure			\$190							\$190
		South Dade Landfill <sup>2</sup>	Ground Water Remediation					\$20					\$20

Note: Amount in Thousands  
 CM: Congestion Management  
 DS: State Primary Highways  
 LF: Local Funds  
 PE: Preliminary Engineering  
 CST: Construction  
 DIH: State In-House Project Support  
 SE: Surface Transportation Enhancements  
 PTPBP: People's Transportation Plan Bond Program  
 BBCBP: Building Better Communities Bond Program  
 SU: Stormwater Utility  
<sup>1(T)</sup>: Project will contribute to achieving the LOS standard for Transportation  
<sup>1(R)</sup>: Project will contribute to achieving the LOS standard for Recreation and Open Space  
<sup>1(W)</sup>: Project will contribute to achieving the LOS standard for Potable Water  
<sup>1(D)</sup>: Project will contribute to achieving the LOS standard for Stormwater Drainage  
<sup>1(SW)</sup>: Project will contribute to achieving the LOS standard for Solid Waste Management  
<sup>1(SS)</sup>: Project will contribute to achieving the LOS standard for Sanitary Sewer  
<sup>2</sup>: Project will otherwise further the achievement of the Growth Management Plan and its goals, objectives and policies

*Text Amendment*

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

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

# Glossary

**Adopted Budget** The Proposed budget as formally approved by the Town Council.

**Amended Budget** The adopted budget as formally adjusted by the Town Council.

**Appropriation** A specific amount of money authorized by the Town Council for the purchase of goods and services.

**Assessed Property Value** The value set upon real estate or other property by the County Property Appraiser before reductions associated with applicable exemptions, such as homestead exemption. Pursuant to Amendment 10 of the State Constitution, annual growth in assessed value on property with homestead exemption is limited to three percent (3%) or the growth in the consumer price index, whichever is lower. The limitation does not apply to new construction on the property or when property is sold, at which time the assessed value becomes the market value pursuant to state law.

**Balanced Budget** A budget in which planned funds or revenues available are equal to fund planned expenditures. In Florida, it is a requirement that the budget adopted by the Town Council be balanced.

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

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

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

**Cash Carryover** Unexpected funds that remain at the end of the fiscal year and that may be used in the next fiscal year.

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



**Debt Service** The payment of principal and interest on borrowed funds such as bonds. In Florida, governments may not borrow for operating purposes. All financings must be for capital.

**Deficit** The excess of liability over assets (or expenditures over revenues) in a fund over an accounting period. Deficit spending is not permitted in Florida.

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

**Expenditures** The disbursement of appropriated funds to purchase goods and/or services.

**Fiscal Year** A yearly accounting period without relationship to the calendar year. The Town's fiscal year is from October 1 to September 30.



**Full-Time Equivalent (FTE)** A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year.

**Fund** An independent fiscal and accounting entity with a self-balancing set of accounts. Funds are established to attain certain objectives or to simply segregate activities. An example is the Transportation Fund.

**Fund Balance** The excess or deficit of assets over liabilities in a fund. The Fund Balance is not the same as cash carryover.

**General Fund** A governmental fund established to account for resources and uses of general operating function of the Town. Resources are, in the majority, provided by taxes.

**GIS - Geographic Information System** A system designed to capture, store, manipulate, analyze, manage, and present all types of geographical data.

**Grant** A contribution by one governmental unit to another unit. The contribution is usually made to aid in the support of a specified function.

**Impact Fee** A fee charged on new development to finance infrastructure such as roads, parks, schools, fire and police facilities, or other capital purchases required to offset the effects of development and increased congestion.

**Infrastructure** Public domain fixed assets, including roads, bridges, curbs, gutters, sidewalks, drainage systems, and lighting systems.

**Interlocal Agreement** A contractual agreement between two or more governmental entities.

**Mill of Tax** A taxation unit equal to one dollar of tax obligation for every \$1,000 of taxable valuation of property. One mil levied on a property value at \$200,000 would produce a tax levy of \$200.

**Millage Rate** The total tax obligation per \$1,000 of assessed valuation of property.

**Operating Budget** A budget for general revenues and expenditures such as salaries, utilities, and supplies.

**Projections** Estimates of anticipated revenues, expenditures such as salaries, utilities, and supplies.

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

**QNIP** A County program that focuses on infrastructure needs neighborhoods. It includes construction and repair of sidewalks, local and major drainage improvements, road resurfacing and park facility improvements.

**Rollback Millage Rate** The millage rate necessary to raise the same amount of Ad Valorem tax revenue as the previous year, excluding taxes from new construction.

**Stormwater Utilities Fee** Under the provisions of the Florida Air and Water Pollution Control Act (F.S. 403.0891) local governments are required to develop stormwater management programs

**Tax Base** Total assessed valuation of real property within municipal limits.

**Tax Levy** Total amount to be raised by a tax.

**Tax Rate (Property)** The amount of tax levied for each \$1,000 of taxable valuation. The Property Tax Rate is the same as the millage rate.

**Taxable Value** The assessed value of property less homestead and other exemptions, if applicable.

**TRIM** The Florida Truth in Millage Act (F.S. 200.065) serves to formalize the property tax levying process by requiring a specific method of tax rate calculation, form of notice, public hearing requirements and advertisement specifications prior to the adoption of a budget and millage rate.

**Unincorporated Municipal Services Area (UMSA)**

The area of Dade County that is not formed as a city or municipality but hat receives municipal-like services from Miami-Dade County. The area is taxed exclusively for these services through a millage applied only to the unincorporated municipal services area. Pursuant to the state constitution UMSA is treated by the state as a municipality.

**Unappropriated** Not obligated for specific purposes.

**Unencumbered** The portion of an allotment not yet expended or encumbered.

**User Fees** Charges for expenses incurred when services are provided to an individual or groups and not the community at large. Effective utilization of user fees depends on identifying specific beneficiaries of services and then determining the full cost of the service they are consuming (e.g. building inspections).

