

# TOWN OF CUTLER BAY, FLORIDA



PROPOSED BUDGET  
FISCAL YEAR 2010-11

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## **INTRODUCTION AND MANAGER'S MESSAGE**



### **MESSAGE FROM THE TOWN MANAGER**

September 3, 2010

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

The purpose of this memorandum is to provide the Council with a framework for future budget decisions and provide the Council with an overview of the preliminary proposed budget for Fiscal Year 2010-2011.

At its July meeting the Town Council established the millage rollback rate of 3.2322 mils per \$1,000 as its upper limit as reported to the Department of Revenue. Currently the tax rate for Cutler Bay is 2.5888 mils per \$1,000.

The 2010-11 certified property tax roll for Cutler Bay reflects an approximate 23% decline in town-wide property values from the previous year (this compounds the approximate 20% decline in the 2009-10 tax year). These percentages are an "average" of all affected properties in the Town. Some property values will have declined more than those percentages and some by less (or, in the case of long-time homesteaded properties, may have actually increased due to how the Save Our Homes amendment works).

The State allows taxing authorities to enact a "**rollback rate**", which for TRIM purposes is specifically **not a tax increase.** It simply allows the municipality to establish the tax rate that will bring in property tax revenues for the next fiscal year in an amount equal to the current year's tax revenues. Therefore, it is the tax rate that generates the SAME AMOUNT OF REVENUE from one year to the next. For comparison a tax increase is a tax

Town of Cutler Bay FY 2010-11 Proposed Operating & Capital Budget

rate that results in MORE revenue to be generated than in the current tax year.

If the Town were to leave the millage rate unchanged at 2.5888 mils per \$1,000, the result would be decreased ad valorem revenues of approx. \$1.1 million, calculated as follows:

July 1, 2009, as adjusted by VAB	<u>2,176,464,970</u>		
July 1, 2010, adjusted taxable value	<u>1,743,216,799</u>		
	2009 using Adopted millage 2.5888 mils	2010 using Prior millage 2.5888 mils	Difference (Shortfall)
	<u>5,634,433</u>	<u>4,512,840</u>	<u>-1,121,593</u>

By using the rollback rate of 3.2322 mils per \$1,000, the revenue generated in the next fiscal year is flat (equal to the current year) when compared to the current year (there may be some slight difference due to rounding), as follows:

July 1, 2009, as adjusted by VAB	<u>2,176,464,970</u>		
July 1, 2010, adjusted taxable value	<u>1,743,216,799</u>		
	2009 using Adopted millage 2.5888 mils	2010 using Rollback Rate 3.2322 mils	Difference (rounding)
	<u>5,634,433</u>	<u>5,634,425</u>	<u>-7</u>

The 22.7 percent reduction in ad valorem revenues at the current tax rate would result in a budget reduction of some \$1.1 million for Fiscal Year 2010-11. However, at the September workshop, the Mayor and Council authorized the Manager to attempt to balance the budget using funds from select reserve accounts in order to avoid raising the tax rate if possible. Reductions and fund shifts necessary to balance the budget not using any increase in revenues are presented here.

Budget preparation

The value of the certified tax roll for FY 2010-11 was released by the County on July 1 and was a total of over **22% lower** than the prior year. This figure was revised downward, in similar fashion as it was last year, less than the official estimation from the County Property Appraiser's Office just one month prior. This significant change resulted in a delay in our efforts to prepare a set of recommendations for your review prior to creating a draft budget document for your review.

The full Manager's Proposed Budget became available in the first week in September, on track with our schedule established due to Council request last year to coincide with other nearby municipalities. Our schedule this year represents more opportunity for public comment and involvement than other nearby municipalities, in some cases by twice as many public meeting opportunities.

Following Council direction, the general budget priorities are:

- To maintain and enhance current levels of service to the extent possible due to the current economic and revenue challenges;
- Provide contingency funds for hurricane and other critical contingencies and emergencies;
- Plan and fund future capital improvements and authorize funds to achieve improvements; and
- Continue implementation of a Stormwater Utility.

For ease of comparison, the attached presentation mirrors the format of the Town's FY 2009-10 Budget. The presentation assumes the continuation of the core FY 2009-10 budget as the base for the preliminary proposed budget for FY 2010-11 and highlights the primary changes to the budget to indicate new funding levels.

**BACKGROUND**

At this time four years ago, the Town was operating out of the unfinished conference room space on the south side of the Town Hall building. There were a total of four employees, including the Town Manager and the Town Clerk. We have grown substantially since that time in order to provide proper services to the community with the critical support of the Mayor and Council. We are very proud to have held the Administrative staff to only 30 As a result we have kept expenditures for staffing as low as possible while still providing services for our residents. In fact we have the highest ratio of staff to residents of any municipality in Miami-Dade County. We serve many more residents per staff member by over 54

percent and in most cases, other cities have an average of 5-10 staff members more than we do to serve the same number of residents. In other words, the Cutler Bay taxpayers pay over 54 percent less for staff on a per capita basis than any other city in the county. We deeply appreciate your continued support and respect.

Once again, in the past 12 months, we have been at the forefront of several issues, some of which have gained us significant statewide attention and respect including the Mayor bringing the concept of Property Assessed Clean Energy (PACE) to Cutler Bay and then leading the successful efforts toward passage of state legislation providing legal authorization for PACE districts to become established and our receipt of the prestigious Florida Green Building Coalition SILVER Award.

Additional significant events this year include:

- Winning the SB 360 lawsuit which would have blocked our efforts to make our retail facilities more secure due to the requirement to activate security cameras,
- Acquisition of the 50 acre Lakes by the Bay Park at no cost to taxpayers,
- Coordination of a bike path system through Town of Cutler Bay
- Acquisition of a new building to house our own Town Hall
- Securing ARRA (Federal Stimulus) transit funding to purchase a bus for transporting senior citizens and others with links to MD transit
- Approving the purchasing of property on which the town may build a community center and indoor recreation facility for youth, adults and seniors
- Pushed for full funding of Public Transportation Program funding necessary to implement our senior transportation system
- Success on a very detailed code enforcement case with the Special Magistrate, that verified that the Towns code enforcement process was appropriate and sound

Through the coordinated effort of our dedicated Department Directors and their staffs, we have served the community in an exemplary manner. We currently have only 30 full time positions working in the administration and 51 sworn police officers with five support personnel to manage the responsibilities of demands of 10 square miles and over 41,000 residents. The parks programs employ some 30 to 40 part-time employees each year to meet the needs of our summer and after school programs.

The Town has been awarded grants approximating \$2.2 million for FY 2009-10. Significant awards include \$1.36 million in Federal stimulus funds

for road resurfacing and for the purchase of a commuter bus, \$218,000 from the Florida Department of Environmental Protection and \$210,000 from the South Florida Water Management District for stormwater projects, \$96,000 from The Children's Trust for programs at the parks, and \$292,000 in SNP funding for park improvements.

Additionally, approximately \$20 million from the Board of County Commissioners' Public Transportation Program (PTP) has been awarded to the Town for roadway improvements to Caribbean Boulevard and Old Cutler Road. The planning for these projects began this year on the Old Cutler Road project and the Caribbean Blvd. project will start the planning process in the coming year. Both roadway projects will begin construction in the coming fiscal year. They will increase safety, expedite traffic and beautify our town. This effort was finalized this year after several years of negotiations with the County and warding off the attempt of other municipalities to reduce our funding for these projects.

During FY 2009-10, the County transferred to the Town approximately 50 acres of land, which comprise Lakes By The Bay Park. Along with this transfer, the County has agreed to provide approximately \$8.6 million in development funding, of which approximately \$3.3 million was already transferred to the Town. The Town has commenced development work on this park in the summer of 2010.

#### THE PRESENT AND THE FUTURE

Since the inception of the Town, the Town Manager has enacted practices and an environmentally friendly ethic as an essential component of the fabric of the Town's development. Although there are many ways to achieve green goals it is beneficial to gain the endorsement of a non-interested un-biased third party that the policies and practices taken by a government are in-fact effective and valid towards the goal of environmental sustainability. The Florida Green Building Coalition was established for this purpose, as the US Green Building Councils LEED standards do not reflect Florida's unique climate and its unique and mandatory Building Code.

Therefore, as part of the Town's commitment to "Going Green", it was important to obtain certification as local green government from the Florida Green Building Coalition (FGBC) for environmental stewardship, in order to gain recognition and publicity as well as function efficiently and reduce costs while at the same time contribute to the environment.

The FGBC application was comprehensive consisting of 19 sections organized in terms of Departmental functions covering areas such as Administration, Building, Parks, Human Resources and Planning and Zoning to name a few. The application evaluates subjects such as “in-house” environmental practices, incentives and ordinances to foster green practices and educational activities to improve the environment. After a long, creative and very detailed application process, the Town received notification on November 19<sup>th</sup>, 2009, that it had received Silver level of the FGBC’s Green Local Government Designation.

The first such awardee in Miami-Dade County, Cutler Bay is extremely proud to be one of the few local governments in the State of Florida to have achieved this certification, especially considering our youthful age as a municipality. In recognition of this achievement, the Town will be presented with a certificate and a Florida Green Building Coalition flag by an Officer of the Florida Green Building Coalition.

We appreciate the leadership and foresight of the Mayor and Town Council in approving the resources necessary for the accomplishment of this prestigious achievement.

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

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

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

## **REVENUE PROJECTIONS**

### **GENERAL FUND REVENUES**

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

An article in the Miami Herald last year stated that the first time that taxable property values in Miami-Dade County have dropped more than they did in 1993 in the aftermath of Hurricane Andrew was during Fiscal Year 2008-09. That drop in 1993 was 2.9 percent. Last year, the Cutler Bay reduction in taxable property value is over 19 percent! That is the virtual equivalent of 6 Hurricane Andrews occurring at once. This year FY 2010-11, we have been hit with yet another record breaking drop in ad valorem revenues of 22.7 percent. We are clearly experiencing an economic disaster. However, all indications are that the residential market has hit bottom and many new housing projects are now progressing in Cutler Bay. These new projects will soon bring us new revenues in addition to the existing properties which will soon regain value.

### **OTHER REVENUES**

Other significant operating revenue categories are currently expected to remain flat or increase somewhat. Judgments and Fines and other licenses and registrations (local business tax receipts, burglar alarms and solid waste franchises) are projected to remain flat this coming year. Electrical Franchise Fees are expected to increase modestly, approximately \$11,000 or 1 percent.

Local Government Half-Cent Sales Taxes are projected to increase by \$206,000 or 10 percent, and State Revenue Sharing is projected to increase by \$126,000 or 14 percent.

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 2010-11 utility taxes are budgeted at \$15,000 or 1 percent more than the prior year budget. The Town is also budgeting increased revenues from the Communications Services Tax ("CST"), which is projected to be \$131,000 or 13 percent higher than the prior year's budget. The budget for this revenue item is provided by the State Department of Revenue and allocated by municipality. Collections, or allocations, of the CST have not been consistent and the Town is challenging the State with regard to this issue. However, these monthly revenues have become more stable over the past year.

#### THE SAVE OUR HOMES EFFECT

As stated earlier, the FY 2010-11 certified property tax roll for Cutler Bay reflects an approximate 23% decline in town-wide property values from the previous year. By default, that percentage is an "average". Some properties will have declined 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 amendment). The State of Florida has created a mechanism for taxing authorities to enact a "rollback rate", which for TRIM purposes is not a tax increase since it simply allows the municipality to bring in property tax revenues in an amount equal to the prior year tax revenues. While the rollback millage rate during periods of declining property values will be greater than the previous year's millage rate, this does not imply a "tax increase" since the amount of taxes generated by the combination of the rollback rate and the lowered property values yields revenues that are flat versus the prior year.

The Save Our Homes (SOH) amendment, which took effect in the mid-1990's, had the effect of limiting the annual increase in the assessed value of homesteaded properties to 3% or the national consumer price index, whichever is less. As a result, long-time homesteaded property owners benefited from years of skyrocketing home values by paying 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.

The FY 2009-10 property tax valuation performed by the Property Appraiser was the first year in which property values dropped for Cutler Bay and in virtually every other municipality in South Florida. This drop in property values now reveals the "other side" of SOH in which long-time homesteaded properties can now actually see their assessed values

**increase** by virtue of State Law, even as property market values drop, if the valuation of that individual property is still below market value. Conversely, recent homesteaded purchasers who have not had the benefit of long-term accumulation of SOH benefits, and non-homesteaded properties, will most likely see assessed values decrease.

#### 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.

#### MILLAGE CAP ESTABLISHED

The Property Appraiser mailed 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 3.2322 set at the July Council meeting was used in the notice and will be the amount of Cutler Bay property taxes that appears on the tax bill unless changed by the Town Council. The millage rate (Cutler Bays' share) is typically approximates 10 percent or so of the total yearly tax bill.

#### REVENUE REDUCTION VS. SERVICE REDUCTION

This is the second time that Miami-Dade's taxable values have dropped more than they did in 1993 in the aftermath of Hurricane Andrew. That drop was 2.9 percent. This year, the Cutler Bay reduction is over 22 percent. That is the virtual equivalent of 7 Hurricane Andrews occurring at once. These are clearly extraordinary times that require extraordinary leadership and extraordinary courage. As always, we will endeavor to continue to provide the levels of services our community expects and deserves, with ever more limited resources available for this purpose.

Significant challenges in addressing service priorities and requirements, which were the primary reasons for incorporating the Town of Cutler Bay, will remain. Not adequately or responsibly funding the budget by ensuring sufficient revenues would counteract the benefit the Town has gained by removing ourselves from the County's apparent lack of

services. The public services that our community relies upon each day cannot be reduced to make up the difference without serious service level consequences.

#### CARRYOVER and RESERVES

Due to management efficiencies, Cutler Bay has achieved an exemplary record of coming in under budget. Carryover is the balance of estimated unreserved 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.

Carryover should never be treated as a recurring revenue source available for on-going operating expenses.

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 Council.

#### 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.

#### 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.

## RESERVE FUNDS

- Emergency Contingency.  
Funding Rationale: The reserve reflects the Town's historical Emergency Contingency Fund. .

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.

- Revenue Stabilization  
Funding Rationale: This reserve was initially established to mitigate the risk of reduced property tax and other revenues in general. Rebuilding this fund is critical as it is the primary source used in balancing the FY 2010-11 budget request.

Uses/Restrictions: These funds are restricted to uses related to impacts caused by reduced tax revenues.

- Grant Match Reserve.  
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.

- Insurance Reserve.  
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.

- Tax Equalization Reserve.  
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 can bridge the gap between the state's fiscal year end and the Town's fiscal year end (3 month gap) in the event of significant state budget reductions.

- Building Capital Reserve Fund.

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.

- Building: Operating Reserve.

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 can be revisited.

- Building Loan Requirements. (restricted)

Funding Rationale: Currently, there is a requirement set by the bank loan documents that the Town set aside up to \$2.8 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 payments are made.

Uses/Restrictions: These funds are deemed restricted due to loan documents.

- Sustain Town Operations.

Funding Rationale: Minimum reserves to maintain operations are recommended to be no less than either 2 months of operating expense or 2 months of operating revenues. The potential for unanticipated revenue interruptions suggest an even higher reserve if funds are available. The reserve target amount is minimally equal to two months of General Fund operating costs.

Uses/Restrictions: Use of these funds is not tied to a specific event, rather the intention is that the funds be utilized to mitigate a significant event(s) that requires additional revenue or incurs additional expense.

## **BUDGET RECOMMENDATIONS FOR FY 2010-11**

Based on the June 1 preliminary tax roll, the Town began the process of drafting a budget some 15% less than the prior year budget due to the reduced property values caused by the current economic situation. The value of the certified tax roll for FY 2010-11 was released on July 1 and was significantly lower (a total of over 22% lower than the prior year) than projected in the June preliminary estimation. At its July Meeting the Council adopted the rollback rate of 3.2322 mils per \$1,000 and the staff developed a budget based on this funding level.

The Council changes suggested in the September 1 Budget Workshop were used to create the "proposed" budget document for the first public budget hearing in September which was based on the current millage rate of 2.5888 which was adopted at last year's second public budget hearing on September 23, 2009.

The average taxable home value in Cutler Bay in 2009 was \$101,462 (prior to Value Adjustment Board changes); this property owner would have paid Cutler Bay \$263 in property taxes and paid \$1,646 in County taxes for a total of \$1,909.

The average taxable home value in Cutler Bay for 2010 is estimated at \$78,291. At the millage rate originally set by the Council (rollback rate = 3.2322), this property would be responsible for Cutler Bay property taxes of \$253 and have \$1,375 in County taxes for a total of \$1,628. This would have represented a combined savings of \$281, or approximately 15 percent, over 2009.

At the millage rate set by the Council for first Budget Public Hearing (2.5888), this property would be responsible for Cutler Bay property taxes of \$203 and for \$1,375 in County taxes for a total of \$1,578. This is a \$60 **reduction** from last year's Cutler Bay portion of the property tax bill or a **23 percent reduction**.

## **GENERAL FUND EXPENDITURES**

The paragraphs and schedules below provide more detailed descriptions of the material changes from budget year to budget year.

The cost of living adjustment and merit increase so critical to each employee's paycheck in each year's budget prior to the last budget is **not** included in the proposed budget for any employee once again this year. While this is expected to be detrimental for continued retention and attraction of high quality employees, it is a necessary statement of budgetary reality for the current year.

The cost of living adjustment and merit increase present in each year's budget prior to the current year is **not** included in the proposed budget for any employee but it does include a small COLA for Councilmembers pursuant to the Charter. While this practice, if continued is expected to be detrimental for continued retention and attraction of high quality employees, it is a necessary statement of solidarity for the current year.

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

## **FY 2010-11 PROPOSED BUDGET**

Following Council direction, the general budget priorities for FY 2010-11 are:

- To maintain and enhance current levels of service to the extent possible due to the current economic and revenue challenges;

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- Provide responsibly funded reserve funds for hurricane and other unique responsibilities, opportunities and emergencies;
- To continue the direction of conservative financial policies and judicious management efficiencies;
- Plan and fund future capital improvements and authorize funds to achieve improvements;
- Continue operation of a Stormwater Utility; and
- To hold the tax rate as low as possible while maintaining an acceptable level of service to the community

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 2010-11 Budget was a tremendous challenge. The revenue losses due to the ad valorem revenue reductions, as well as the voter approved increase of the homestead exemption from \$25,000 to \$50,000 have been staggering.

The FY 2010-11 Proposed Budget is balanced at \$45.1 million, of which \$27.6 million represents the direct operating budget, \$12.6 million represents Special Revenue budgets, \$3.7 million is funding for capital projects, and \$1.2 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 cuts in services, although significant budget reductions still occur due to the magnitude of the revenue reductions. Of our current 30 full time, non-Council, non-police employees, six are either Department Directors or work directly for the Council. Of the remaining 23, twenty earn less than \$50,000 per year. The total yearly salary line item for general revenue based positions excluding the same positions as above is approximately \$960,000. This amount is only 3.5 percent of our general operating budget. No other city in the county has fewer staff per resident than Cutler Bay.

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

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

community. A Budget workshop was held in September, where budget policies and priorities were clarified to provide guidance in developing the Proposed Budget.

**FY 2010-11 PROPOSED BUDGET  
DEPARTMENT SUMMARY CHANGES**

Mayor and Council

**Total Department increase \$2,246 or 1.5%**

Town Clerk

**Total Department increase \$67,697 or 32.7%**

Town Attorney

**No change from prior year budget**

General Government

**Total Department reduction \$237,208 or 13.8%**

Finance Department

**Total Department reduction \$149,688 or 24.2%**

Police Services

**Total Department increase \$451,330 or 5.6%**

Community Development

**Total Department reduction \$227,180 or 15.7%**

Public Works

**Total Department reduction \$348,459 or 29.3%**

Community Services and Parks

**Total Department reduction \$50,453 or 3.6%**

**Town-Wide Overall General Fund Reduction \$491,715 or 3.2%**

(excluding the Town Hall building department which is new this year)

Despite the challenges we encountered in balancing the needs for services against the desire of property owners for lower taxes, we continued to maintain basic levels of reserves for our various critical financial responsibilities.

**RESERVES**

The budget includes a number of different general fund reserves. Based on the Government Finance Officer's Association (GFOA) recommended practices, we strive to maintain an unreserved fund balance of at least 10-15 percent of the operating expenditures of the General Fund. The GFOA makes no specific comment about "contingency reserves," but Cutler Bay has gone further in making this a designated unreserved fund balance, which we call the "contingencies and emergencies" reserve, and exceeding the GFOA's relative recommended level of unreserved fund balance.

**SPECIAL REVENUE FUND REVENUES (NOT AD VALOREM TAXES)**

The following summarizes the increases and decreases of the various special purpose revenues in this fund. Local Option gas tax revenues are expected to increase slightly for the coming budget year, and are projected at, \$189K. The \$1.4 million carryover consists primarily of revenues collected from prior years (primarily impact fees and unexpended gas taxes) and held for appropriation once sufficient funding levels and planning is complete. Expenditure of a portion of this carryover is planned for FY 2010-11 on various Public Works projects.

**SPECIAL REVENUE FUND EXPENDITURES (NOT AD VALOREM TAXES)**

For the most part, the Special Revenue Fund expenditures are transfers to the General Fund for specific activities and projects (building and zoning activities and public works projects) and the transfer of funds to the Capital Fund for specific capital projects described below.

**CAPITAL PROJECTS FUND**

In FY 2007-08, the Town established a Capital Fund wherein major capital improvement projects are budgeted. Revenues are aligned to specific projects. The budget provides for work on the new Lakes By The Bay Park project (\$3.1 million), and the funded completion of three projects currently in progress, and the associated costs that will be expended within the fiscal year: completion of Bel Aire Park improvements, \$179K; completion of Saga Lake improvements, \$113K; and completion of Saga Bay Park improvements, \$200K. Reserves of approximately, \$15K are also provided for any project related contingencies that may arise. Project revenue sources for the above include grants from Safe Neighborhood

Town of Cutler Bay FY 2010-11 Proposed Operating & Capital Budget

Bond funds, as well as State appropriations and funding provided by the County relative to the new Lakes By The Bay Park transfer to the Town.

Additionally, in FY 2010-11, the Town has budgeted for completion of a median improvement project on SW 208<sup>th</sup> Street, \$120K. The funding for this project was provided wholly by local option gas taxes transferred from the Special Revenue fund.

ACCOMPLISHMENTS

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

SUMMARY

We have reduced the Town-wide overall general fund approximately 3.2 percent or \$492,000. Some services will be reduced and we will lose the ability to take advantage of some opportunities, but we will continue to deliver the best services possible under these difficult circumstances.

CONCLUSION

These are clearly extraordinary times that require extraordinary leadership and extraordinary courage. We thank the Mayor and Town Council for having those qualities, as we believe they have been reflected in this budget. It is essential to continue building our reserve accounts for a multitude of reasons. As always, your staff will endeavor to continue to provide the levels of services our community is entitled to, with even more limited resources available for this purpose. We are grateful for your continued contributions to the budget development process. The confidence you hold in your staff makes it possible for us to provide the results our community deserves and expects. By working together we have once again been able to craft a budget that addresses the priorities you have created for our community.

Sincerely,



Steven Alexander  
Town Manager

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## **ACCOMPLISHMENTS**

Fiscal Year 2009-10

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### **TOWN COUNCIL LEGISLATIVE ACCOMPLISHMENTS**

Through the efforts of the Town's Mayor and Council, Ordinances were enacted that move the Town in a sustainable direction. The Town Council has passed legislation which not only set standards for the South Dade area, but for the entire State of Florida. Mayor Vrooman was the visionary champion of the Property Assessed Clean Energy (PACE) program in the State of Florida and led the way to create necessary enabling legislation, which enables property owners to borrow money to finance and install solar panels on their homes. The Town Council was also partially responsible for the Town becoming certified Silver by the Florida Green Building Coalition (FGBC) and earning Tree City USA distinction.

In addition to several green initiatives by the Town Council, the theme of the Council this year was Groundbreaking for Town initiated projects. The Town Council attended six groundbreaking ceremonies which included: lightning on 216th street, SW 208<sup>th</sup> street improvements, drainage in the Bel Aire area, bike path improvements on Old Cutler Road, and various parks improvements for Saga Lake and Bel Aire Park and is scheduled to have a groundbreaking ceremony for Lakes by the Bay park and the Old Cutler Road improvement project.

Brief Recap of Legislation Passed in FY 2009-10

### **ORDINANCES**

- Approved, on second reading, Ordinance 09-15, adopting roads, police, fire/rescue, public buildings and parks impact fees.
- Approved, on second reading, Ordinance 09-16, providing for the disposition of surplus materials valued less than \$5,000.00.
- Approved, on second reading, Ordinance 09-17 amending Ordinance 08-18 adopting the 2008-2009 Operating and Capital Budget by revising the budget for attorney's fees.
- Approved, on second reading, an Ordinance 09-18 establishing the candidate qualifying period for the 2010 Municipal general election.

- Approved, on second reading, Ordinance 09-19 creating section 33-39.4 entitled "Temporary Outdoor Sales" and permitting certain temporary outdoor sales.
- Approved, on second reading, Ordinance 09-20 amending Section 2 of Ordinance 06-06 of the Town Code relating to accessory uses and structures.
- Approved, on second reading, Ordinance 10-01 adopting the annual update of the Capital Improvement Element in the Comp. Plan.
- Approved, on second reading, Ordinance 10-02 amending Ordinance 07-19 relating to community-wide garage sales.
- Approved, on second reading, Ordinance 10-03 amending Chapter 30 in relation to the use of golf carts within the Town
- Approved, on second reading, Ordinance 10-04 amending Article 5, Section B of Ordinance 09-06 entitled Floodplain Management Regulations revising the standards to conform to FEMA guidelines.
- Approved, on second reading, Ordinance 10-05, amending Chapter 26 of the Town Code, "Parks and Recreation Department Rules and Regulations.
- Adopted, on second reading, Ordinance 10-06 authorizing the borrowing of funds to purchase the property located at 10720 Caribbean Blvd. and the property immediately south of this property.
- Approved, on second reading, Ordinance 10-07, relating to the procedures in case of Town emergencies
- Approved, on second reading, Ordinance 10-08 creating general regulations and procedures for Town committees and advisory boards.
- Approved, on second reading, Ordinance 10-09 to enter into leases by administrative action for the property at 10720 Caribbean Blvd., and the property located immediately south.
- Approved, on second reading, Ordinance 10-10 to enter into leases by administrative action for the installation of a T-Mobile cell tower at Cutler Ridge Park.

### **RESOLUTIONS**

- Adopted Resolution 09-75 approving the selection of Konica Minolta for the lease of copiers for various departments within the Town.
- Adopted Resolution 09-76 accepting a grant award from South Florida Water Management District in the amount of \$210,000 for the Bel-Aire sub-basin stormwater/pollutant elimination program.

- Adopted Resolution 09-77 approving the selection of 1,071 sq. ft. of office space from Pinnacle Investment Properties.
- Adopted Resolution 09-78 approving a modification on the current agreement for the selection of office space from Pinnacle Investment Properties.
- Adopted Resolution 09-79 authorizing an agreement with Corradino Group for engineering services for Bel-Aire sub-basin 8.
- Adopted Resolution 09-80 authorizing an agreement with Kimley-Horn & Associates for engineering services for the Saga Bay drainage basin 1.5 paving and drainage improvements project.
- Adopted Resolution 09-81 approving the selection of Groundkeepers to provide landscaping services for the Town.
- Adopted Resolution 09-82 approving the agreement with H&J Asphalt for roadway resurfacing improvements.
- Adopted Resolution 09-83 authorizing an agreement with C3TS for engineering services for roadway resurfacing improvements.
- Adopted Resolution 09-84 accepting a grant from FDLE for a school resource officer program.
- Adopted Resolution 09-85 creating the Town of Cutler Bay "Stoplifting" program.
- Adopted Resolution 09-87 approving Corzo Castella Carballo Thompson Salman, PA to provide design and engineering services to the Town.
- Adopted Resolution 09-88 approving an agreement for consulting services with the Wren Group.
- Adopted Resolution 10-01 authorizing the town manager to execute an agreement with Corzo Castella Carballo Thompson Salman, PA to provide design and engineering services for the Old Cutler Road improvements.
- Adopted Resolution 10-02 urging the Secretary of the Army to grant a re-trial for Lt. Michael Behenna.
- Adopted Resolution 10-03 authorizing the issuance of an RFQ for design-build services for Lakes by the Bay Park.
- Adopted Resolution 10-04 supporting the proposed green corridor legislation.
- Adopted Resolution 10-05 waiving competitive bidding and approving the selection of Tasco Plumbing to provide additional contracting services.
- Adopted Resolution 10-06 authorizing the donation of \$5,000 to the American Red Cross in support of the Haitian relief effort.
- Adopted Resolution 10-07 approving the assistance of relief efforts in Haiti and donating certain surplus property to the Haitian relief efforts.

- Adopted Resolution 10-08 urging the Miami-Dade County MPO to approve the Town's grant submission for a Bicycle and Pedestrian Master Plan.
- Adopted Resolution 10-09 authorizing the issuance of an invitation to bid for SW 208<sup>th</sup> ST roadway improvements.
- Adopted Resolution 10-10 authorizing the town manager to negotiate the conveyance of the conservation areas located SW of Lakes by the Bay development.
- Adopted Resolution 10-11 relating to a request for qualifications for professional services for Design-Build services for Lakes by the Bay Park improvements and approving the top ranked firm.
- Adopted Resolution 10-12 urging the Honorable Chief Judge Joel H. Brown to open the courthouse located at the South Dade Government Center as fully staffed and fully functional court.
- Adopted Resolution 10-13 supporting World Wildlife Fund's 2010 Earth Hour.
- Adopted Resolution 10-14 establishing the 2010 Community-wide garage sale dates.
- Withdrawn, a Resolution relating to the creation of an education advisory committee.
- Adopted Resolution 10-15 relating to professional services executing an agreement with Biltmore Construction for design-build services for Bel-Aire Park and Saga Lake Park improvements.
- Adopted Resolution 10-16 relating to professional services executing an agreement with KVC Constructors for design-build services for Saga Bay Park improvements.
- Adopted Resolution 10-17 terminating the Town agreement with the Wren Group, waiving competitive bidding, for the selection of Fuentes Consulting Group to provide services.
- Adopted Resolution 10-18 approving the interlocal agreement with Miami-Dade County for local police services.
- Adopted Resolution 10-19 approving an agreement between the Town and Pinnacle Investment Properties for the purchase of the property located at 10720 Caribbean Blvd.
- Adopted Resolution 10-20 approving the selection of Envirowaste Services Group to provide contracting services for the Bel Aire sub-basin 8 project.
- Adopted Resolution 10-21 supporting the Communities for a Lifetime initiative and urging community leaders and residents to work together and achieve the Communities for a Lifetime goals.
- Adopted Resolution 10-22 amending Resolution 07-41 to add an at-large member to the Charter School Committee.
- Adopted Resolution 10-23 granting a waiver of plat approval for 20001 South Dixie Highway for a 26,340 sq. ft.

- Adopted Resolution 10-24 establishing the October 16, 2010 Community-wide Garage Sale.
- Adopted Resolution 10-25 authorizing the Town Manager to enter into an agreement with Symbiont Service Corp. for the installation of a geothermal pool heating system.
- Adopted Resolution 10-26 urging the Miami-Dade County Public Works Department to conduct a traffic study of the SW 216<sup>th</sup> ST between SW 107<sup>th</sup> Ave and Old Cutler Road to increase the speed limit.
- Adopted Resolution 10-27 establishing the South Dade Green Corridor district.
- Adopted Resolution 10-28 approving TD Bank financing terms for the purchase of the property located at 10720 Caribbean Blvd., and the property immediately south of this property.
- Adopted Resolution 10-30 amending the interlocal agreement with Miami Dade Transit for federal funding to purchase a circulator-type mini-bus.
- Adopted Resolution 10-31 authorizing the town manager to issue a purchase order to Marlin Engineering for services for SW 208<sup>th</sup> ST.
- Adopted Resolution 10-32 approving an agreement with General Asphalt for the SW 208<sup>th</sup> ST improvements.
- Adopted Resolution 10-33 authorizing the town manager to waive permit fees for Dottie Hudson.
- Adopted Resolution 10-34 authorizing the town manager to waive permit fees for Police Officer Jody Wright.
- Adopted Resolution 10-35 approving the interlocal agreement with Miami-Dade Transit for a municipal circulator bus.
- Adopted, Resolution 10-36 to approve a professional services agreement with Erika Gonzalez-Santamaria.
- Adopted Resolution 10-37 approving a purchase of an outdoor movie screen for Cutler Ridge Park.
- Adopted Resolution 10-38 approving the contract with The Children's Trust for an after school care program.
- Adopted Resolution 10-39 approving the tentative millage rate and establishing the Town's budget hearing dates.
- Adopted Resolution 10-40 approving a nationwide Town Clerk search.
- Adopted Resolution 10-41 urging the Federal Housing Agency to adopt the necessary underwriting guidelines to protect mortgage companies and allow PACE approved liens to proceed.
- Adopted Resolution 10-42 authorizing the Town Manager to enter into an agreement with Groundskeepers Inc. for purchase and installation of live oak trees within the Town.

- Adopted Resolution 10-43 approving a line of credit from Sunstate Bank in the amount of \$2,000,000.
- Adopted Resolution 10-44 approving a variance for City Furniture to allow for an altered floor area ratio.
- Adopted Resolution 10-45 approving a variance for City Furniture to allow for altered lot coverage.
- Adopted Resolution 10-46 approving a variance for City Furniture to allow for altered landscaping coverage.
- Adopted Resolution 10-47 approving a variance for City Furniture to allow for altered signage numbers.
- Adopted Resolution 10-48 approving all previous variances for the new site plan for City Furniture.

### **PROCLAMATIONS**

Proclamations were issued to following individuals or organizations for their hard work, dedication, and service to the Town:

- Cutler Bay Police Officer O'Riley
- Samantha Jo Meerbott Day
- NEA Read Across America
- Chamber South
- County Commissioner Dennis Moss
- William Pacetti
- William Meiklejohn
- Rotary Club of Perrine-Cutler Ridge/Palmetto Bay
- United States Armed Forces Veterans living in Cutler Bay

In addition to the above, the Mayor and Council each attended many meetings with residents and various groups in town to answer a numerous requests for information, assistance and guidance. Their time on the dais during the Council meetings represents a very small part of their time and efforts as your representatives.

### **TOWN CLERK ACCOMPLISHMENTS**

- The development and launch of numerous functions on the Town's official website, which include News and Announcements, Interactive Zoning Information (coming soon), Police Update section.
- Provided photography support at all Town events and functions.
- The Town Clerk's office conducted approximately 1000 lien

## Town of Cutler Bay FY 2010-11 Proposed Operating & Capital Budget

- Staffed and prepared agendas for all Council Meetings.
- Staffed and prepared agendas for all Special Meetings.
- Staffed and prepared agendas for all Council Workshops.
- Staffed and prepared agendas for all Zoning Workshops.
- Drafted and produced sixteen (16) official sets of minutes for meetings.
- Distributed twelve (12) monthly E-briefs and two (2) special editions E-briefs to email opt-in list.
- Produced and prepared ten (10) Press Releases for media distribution.
- Thirty-eight (38) liens have been processed and issued.
- Five (5) releases of liens have been issued.
- Organized and booked conference trips for the elected officials.
- Drafted, produced and assisted in the production of sixty-two (62) resolutions for the Council's consideration.
- Processed fifteen (15) ordinances for the Council's consideration.
- Prepared over fifteen (15) contracts and agreements on behalf of the Town.
- Drafted and produced nine (9) proclamations.
- Produced two (2) letters of recognition.
- Arranged for seven (7) groundbreaking ceremonies for various capital improvement projects.
- Scanned 27,700 pages of Town documents into the records management program for easy access and viewing by Town residents and staff.
- Scanned, with the assistance of an outsourced service, over 15,000 pages of plans and permits for the Building Department to reduce the amount of paper and reduce the amount of office space usage and to enable easy access for residents.

### GENERAL GOVERNMENT ACCOMPLISHMENTS

- After a long, creative and very detailed application process, the Town received notification on November 19th, 2009, that it had received Silver level of the FGBC's Green Local Government Designation. The first such awardee in Miami-Dade County, Cutler Bay is extremely proud to be one of the few local governments in the State of Florida to have achieved this certification, especially considering our youthful age as a municipality. In recognition of this achievement, the Town was presented with a certificate and a Florida Green Building Coalition flag by an Officer of the Florida

Green Building Coalition. The Town was honored to receive a coveted Tree City USA designation.

- Revised the budget process to provide for earlier review of the budget by citizens and revised the form of the budget document structure and organization to reflect the relative fiscal history of the budget process.
- Negotiated County administrative approval of to Town-initiated road closures necessary for the establishment of public education venues at our bird sanctuary.
- Successfully completed the negotiations for the acquisition of 49.3 acres of Lakes by the Bay Park, an \$8.6 million dollar gift from the County.
- Secured and appropriately spent federal stimulus funds.
- Led negotiations related to the Public Transportation Program (PTP) Allocation to enable Cutler Bay residents to gain some \$1 million per year in funding from the County.
- Concluded the successful negotiations for \$20 million PTP monies for Old Cutler Road and Caribbean Boulevard improvements.
- Participated in the successful legal challenge to SB 360, which law seeks to reduce the Town's ability to self-govern without undue interference from the State Legislature.
- The Town Manager has taken steps along with the Town Attorney to reduce legal costs.
- Provided training for selected staff including the following beneficial education opportunities: CPR (Cardiopulmonary Resuscitation), Defensive Driving, OSHA (Occupational Safety and Health Administration), Municipal Park and Playground Safety and Maintenance and also Turkey Point Nuclear Power Plant emergency response, Bio-readiness, Before Disaster Strikes, LAP (Local Agency Program) Certification, ARRA (American Recovery and Reinvestment Act) for roadway project and transit and Hurricane Preparedness EOC (Emergency Operation Center).
- Advertized, interviewed, screened, processed, and hired approximately 28 summer counselors for the Cutler Ridge Park Summer Camp including advertising, background check, drug testing, processing all necessary documentation, and orientation.
- Reevaluated Insurance Benefits for cost effectiveness and economy, which entailed meeting with various carriers and reviewing several options that were best suited for the Town.
- Participated in the Florida Human Resource Roundtable and the FPPA (Florida Public Personnel Association) to stay current with the best, most cost efficient practices.

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- Directed the purchase of Town Hall and the securing of over \$13 million in financing for Town Hall, improvements, and purchase of the parcel adjacent to Town Hall
- Directed the purchase of the property adjacent to the Town Hall site.
- Drafted initial legislation relating to PACE programs, which eventually passed the Florida Legislature.
- Directed the Preparation of the Interlocal Agreement creating a PACE district pursuant to Florida Law.
- Directed the efforts to obtain environmentally sensitive lands, bird mitigation areas, and road closures from developers, county, and state agencies.
- Directed the revision of the Town's traffic safety ordinance to comply with a new state law, which will help reduce the running of Red Lights
- Directed the negotiations for Bus Shelter Revenue Allocation to the Town.
- Directed amendments to the Town's Foreclosure Registration Ordinance in order to facilitate the implementation of the Ordinance.
- Directed efforts intended on resolving FEMA issues and related litigation.
- Directed creation of a code enforcement system to be less dependent on legal staff and reduces hearing dates to a single day each month.

## TOWN ATTORNEY ACCOMPLISHMENTS

- Assisted in the purchase of Town Hall and the securing of over \$13 million in financing for Town Hall, improvements, and for the purchase of the parcel adjacent to Town Hall
- Assisted in the conveyance of Lakes by the Bay Park and securing over \$8.5 million dollars for the construction of the Park.
- Assisted in the purchase of the property adjacent to the Town Hall site.
- Drafted initial legislation relating to PACE programs, which eventually passed the Florida Legislature.
- Prepared the Interlocal Agreement creating a PACE district pursuant to Florida Law.
- Assisted in the preparation of several construction agreements for parks and roadway improvements.
- Prepared an Ordinance to allow golf carts on Town roads.

## Town of Cutler Bay FY 2010-11 Proposed Operating & Capital Budget

- Assisted in reviewing applications and advising Council on major land development site plan and zoning issues.
- Assisted in drafting new Land Development Regulations (i.e. Zoning Code).
- Assisted in the potential acquisition of environmentally sensitive lands and bird mitigation areas
- Assisted in negotiating road closures to protect the bird mitigation area
- Assisted in negotiating traffic and drainage improvements for the Lakes by the Bay development
- Amended the Town's traffic safety ordinance to comply with a new state law, which will help reduce the running of Red Lights
- Researched and assisted in the negotiations for Bus Shelter Revenue Allocation to the Town.
- Assisted in the successful procurement of the Town's capital improvement projects and stimulus funding projects.
- Succeeded in several Code enforcement cases.
- Amended the Town's Foreclosure Registration Ordinance in order to facilitate the implementation of the Ordinance.
- Provided Employment Law advice including unemployment compensation, cell phone policies, and termination agreements.
- Assisted in resolving FEMA issues and related litigation.
- Assisted in negotiating Cell Tower leases within the Town.
- Prepared Ordinance amending the Growth Management Plan relating to Capital Improvements.
- Prepared Ordinance creating general regulations relating to Town Committees.
- Assisted in drafting the Town's park rules and regulations Ordinance

## COMMUNITY DEVELOPMENT ACCOMPLISHMENTS

- Expanded Geographic Information System (GIS) services and map layers, enabling staff to locate, and analyze patterns and trends within the Town. Available services and map layers include:
  - zoning, council districts,
  - assisted living and group home facility locations,
  - emergency contacts by address and location,
  - flood hazard zones by flood boundary,
  - and setback maps regarding sheds and other encroachments.
- Established a webpage with useful informational resources, inclusive of the Growth Management Plan, Land use maps and zoning districts, code enforcement districts by officer; and, links to the

Florida Statutes, Town Code, and the Miami-Dade Code of Ordinances.

- Completed Town Growth Management Plan updates and amendments, including Capital Improvement Element, Water Supply Plan Element, and Public School Concurrency Element.
- Improved community regulations associated with property design and development actions.
- Continued implementation of regulations relating to signs and actively pursuing removal of abandoned signs and signs on vacant buildings.
- Drafted “green” development regulations to further sustainable development.
- Continued implementation of ground breaking protective moratoriums on all development within the Town, while the green standards were in development, preventing further unsustainable development from occurring.
- Held zoning workshops for several significant projects.
- Implementation of ordinance criteria for parking standards applicable to furniture showrooms to enable the first “green” furniture store.
- Completed detailed applications for Certified Green City designation and Energy Economic Zone Pilot Community designation.
- Reviewed and analyzed site plan approval applications for several significant developments.
- Responded to over 300 citizen’s requests for information and services, such as providing zoning letters for properties in transition or involved in real estate transactions, preparing code interpretations in all zoning classifications, and searching records for information regarding neighborhood foreclosures.
- Responded to over 200 issues raised by citizens through GovQA, our “at your service” webpage.
- Met with residents directly at their homeowner associations (HOA’s).
- Managed over 935 code enforcement issues raised by citizens, or identified by officers while on routine patrol.
- Provided neighborhood assistance through code enforcement education and planning activities.
- Assisted with the coordination between HOA’s and banking institutions regarding foreclosures in various neighborhoods.
- Conducted weekend code compliance patrolling, in a “green” fleet consisting of entirely hybrid vehicles.
- Improved the aesthetics of the Town’s commercial corridor and neighborhoods through Code Enforcement actions.

- Code enforcement staff worked with private property owners on methods to retain shopping carts on private property, and not the public right-of-way or off-site and assisted in removal activities when necessary.
- In order to comply with new sign regulations, efforts have been underway for removal of illegal signs and proper permitting for un-permitted signs.
- Other code enforcements efforts include permitting and maintenance activities related to on-site storage containers.
- Working with commercial property owners on method to repave and replant non-compliant landscaped areas within surface parking lots along US 1 and Old Cutler Road.
- Issued 230 Certificates of Use and local business tax receipts.
- Performed field inspections to assure compliance and responded daily to actions related to code enforcement related complaints within all neighborhoods.
- Gained compliance of all commercial areas within the US1 Discount Mall through pro-active compliance activities.
- The Building Department improved the handling of permits and inspections by more efficiently tracking permit activity, inspections and contractor registration.
- Implemented a property registration program to assist in maintenance compliance issues of residential properties while the property is in transition through foreclosure.
- Permitted 311 no charge garage sale permits and patrolled the neighborhoods on weekends to assist in enforcement activities associated with allowed signage
- Issued over 1,800 building permits.
- Scanned over 6000 permit files.
- Developed an ordinance to regulate temporary outdoor sales and permitted use activities related to various holiday and seasonal events.
- Distribute weekly list of garage sales and special events occurring within the Town to assist the Police and Code Compliance in enforcement activities.
- Implemented GPS equipment in all code compliance vehicles.
- Scheduled regular monthly Special Master Hearings to address code violations and enforcement activities. Since February, the Special Master has heard over 40 default order and 3 appeals. Electronic case files have been created for all Special Master items.

**FINANCE DEPARTMENT ACCOMPLISHMENTS**

- In the first quarter of the fiscal year, the Town was notified that its Comprehensive Annual Financial Report (CAFR) for the year ended September 30, 2008 was awarded the Government Finance Officers Association (GFOA) award for excellence in financial reporting, the second consecutive year the Town has achieved this recognition. The CAFR for the year ended September 30, 2009 has been submitted to the GFOA for consideration of its award. The Town's auditor issued an unqualified opinion on the Town's CAFR for that period and the Town fully anticipates being awarded the GFOA award.
- The Town has received an unqualified audit opinion from its auditors each year of the Town's existence. This type of audit opinion is the highest level of assurance that an auditor provides.
- For the fiscal year 2009 financial statements, the Town implemented GASB Statement No. 45, Other Post Employment Benefits.
- For fiscal year 2008, the Finance department coordinated the independent valuation of the Town's roadways transferred to the Town by Miami-Dade County in that fiscal year. The Public Works Director provided significant contributions to the completion of this valuation and his assistance was greatly appreciated.
- In September 2009, The Town commenced implementation of new town-wide software, which was selected pursuant to competitive bidding. During fiscal year 2010, the Town has completed implementation of, and began using, several major modules of that software, including "core" financials (i.e. general ledger, accounts receivable and accounts payable), as well as licensing and fixed assets.
- During the summer of 2010, the implementation process continues with the community development modules. It is anticipated that all modules of the software will be implemented by Spring 2011.
- The Finance department continues to process applications and recurring franchise fee returns pursuant to the Solid Waste Franchise Fee ordinance implemented in fiscal year 2008. In the approximate two and a half years since implementing this ordinance, the Town has received approximately \$350,000 in franchise fees, which have been collected and used to support the Town's general fund operations.
- Over the past year, the Finance Clerk continued proactive coordination of burglar alarm activity with the Police department staff and in the tracking and billing of burglar alarm fees and fines. The revenue collected in fiscal year 2009 totaled approximately \$95,000, a 53% increase over fiscal year 2008 amounts. In fiscal year

2010, revenues have already exceeded \$92,000 through July 2010 and on a full year basis revenues are expected to be higher than the fiscal year 2009 total.

- The Finance Department has conducted several competitive bidding processes and detailed evaluations of funding proposals for the purchase of the Cutler Bay Town Center building (Town Hall) and the vacant property immediately adjacent to the building in addition to several ancillary funding instruments. In achieving our goals we were able to secure unique funding opportunities not previously realized for any known municipality at rates of under 4 percent.

### PUBLIC WORKS DEPARTMENT ACCOMPLISHMENTS

- Continued the annual Town-wide Live Oak Tree Planting Program (Phase III) with a total of 725 Live Oak trees planted as of August 2010.
- Town received a prestigious Arbor Day Foundation's – Tree City USA designation. Signs posted throughout Town's entry points.
- NEAT Team Members removed/picked-up over 35 tons of illegally dumped debris from Town roadsides
- Removed over 2,500 shopping carts from Town right-of-way's
- Repaired approx. 54 Stop/Street sign(s) throughout the year, damaged by vehicles
- Commenced program to combine street name signs and stop signs which eliminates one pole per intersection, to date completed approx. 41 intersections
- Replaced 1,500 sidewalks per the Town-wide Sidewalk & Roadway Assessment Report which identified over 1,500 "trip-hazard" sidewalks
- Assured that "Trip Hazards" which were located on County owned and maintained roadways were referred to Miami-Dade County Public Works for repair
- Repaired over 64 potholes on Town owned roads, utilizing Town's NEAT team staff
- Removed an average of 6,500 signs illegally placed along Town's Right-of-Ways
- Remove an average of 3,400 signs illegally posted on poles, trees, street signs, etc.
- Assisted Miami-Dade County Solid Waste Code Compliance Staff with identifying residential and illegal bulk trash piles which had "No" pick-up order numbers, thereby keeping our roadways cleaner

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- Removed over 41 Christmas Trees from right-of-way assisted Miami-Dade County Solid Waste
- Completed the installation of over 125 Stop Bars on Town owned roads
- Received a grant to establish a Bicycle and Pedestrian Master Plan (\$40,000)
- Eliminated drainage issues at Cutler Ridge Elementary School (under Budget) Partially funded by FDEP
- Convinced Miami-Dade County Public Works to allow a Traffic Circle at Caribbean Blvd and SW 192 Drive to be included in the Caribbean Blvd Joint Participation Agreement (PTP funds)
- Initiated the review process for FEMA's Community Rating System (CRS) – Flood Insurance Discount Program which may lower the cost of flood insurance for our residents
- Completed work requested by residents to reduce the number of travel lanes from 4 to 2 , along SW 208 Street Improvement Project
- Completed annual safety & maintenance repairs to the Town's five (5) Emergency Management school buses
- Coordinated the intersection improvements with Miami-Dade County Public Works located at SW 82 Ave & Old Cutler Road – Project Completed
- Participated in Town's Founder's Day picnic celebration
- Recycling Outreach performed at East Ridge Retirement Village
- Recycling Outreach Arbor Day
- Recycling Outreach Founder's Day picnic celebration
- Participated in Town's 4<sup>th</sup> of July Parade / Picnic
- Recycling Outreach performed at 4<sup>th</sup> of July Parade / Picnic
- Annual Test performed on the Emergency Generator transfer switch – Cutler Ridge Park Building
- Town staff participated in the 2010 Hurricane Drill at the City of Homestead Satellite EOC
- Town staff continues to attend Homeland Security NIMS training courses; Senior Management has completed required NIMS courses
- Majority of Town staff successfully completed “refresher” First Aid/CPR training course offered by the American Red Cross
- Awarded a South Florida Water Management Grant (\$210,000)
- Completed Bel-Aire Stormwater Project (SFWMD)
- Completed Saga Bay Sub-Basin 1.5 (FDEP)
- Completed numerous Paving Stimulus fund roadway resurfacing projects
- initiated Design of the Old Cutler Roadway JPA Project
- initiated a Request for Traffic Speed Limit Study (MDPWD) SW 216 Street

- secured an Inter-local Agreement Miami-Dade Transit AARA Bus Purchase
- Negotiated an Inter-local Agreement with Miami-Dade Transit for a Circulator Bus Service
- Town staff performed inspections and tests at fifteen (15) intersections

## **MAJOR PROJECTS - ONGOING**

### ***SW 208 Street Roadway Improvement Project***

The SW 208 Street improvement project is located between SW 87<sup>th</sup> Avenue to the East and Old Cutler Rd at its Western Terminus. The existing roadway configuration is a five lane undivided facility with residential dwellings abutting the project to the north and south. The proposed configuration calls for a typical section reconfiguration by converting the roadway into a two lane divided facility with landscape components. Below please see the roadway features characteristic of the existing and proposed conditions.

### ***Old Cutler Roadway Improvements (JPA)***

Two Public Workshops were held on May 24, 2010 AND July 28, 2010. Both workshops were well attended with over 50 residents and business owners, providing comments and suggestions to the Design Phase of the Roadway Improvement Project. The design and construction of a roadway improvement project along Old Cutler Road from SW 97 Avenue and 87 Avenue will include the reconstruction of the existing two (2) lanes, with curb & gutter, enhancements to the existing share use path, continuous storm drainage system, street lighting traffic signalization, and landscaping. In addition, the construction of two (2) traffic circles will be included with the project, one at SW 87 Avenue and Old Cutler Road, replacing the current signalized intersection, and the other at SW 97 Avenue and Old Cutler Road. These will be designed to enhance the flow along the corridor to allow for greater vehicular mobility.

The following "Goals" were established by citizens participating in the Old Cutler Road Charrette:

- Restore the historic character of Old Cutler Road
- Reduce congestion, improve traffic flow and safety
- Calm traffic along Old Cutler Road
- Improve existing intersections

- Improve landscaping on Old Cutler Road
- Maintain and improve sidewalks and bike lanes
- Connect existing streets and parking lots
- Consolidate driveways
- Promote civic identity
- Place an entrance features at the start of the civic district
- Improve drainage
- Create pedestrian-friendly environment

### **FEMA Community Rating System (CRS Program)**

The objective of the CRS is to reward communities that are doing more than meeting the minimum NFIP requirements to help their citizens prevent or reduce flood losses. The CRS also provides an incentive for communities to initiate new flood protection activities. The goal of the CRS is to encourage, by the use of flood insurance premium adjustments, community and State activities beyond those required by the National Flood Insurance Program. It is important to note that reduced flood insurance rates are only one of the rewards a community receives from participating in the CRS. For instance, implementing some CRS activities, such as floodplain management planning, can help a community qualify for certain Federal assistance programs.

### **LAW ENFORCEMENT ACCOMPLISHMENTS**

- The Police Major and the Command Staff meet twice a month and walk door to door within the community to meet residents and inquire about the needs of the community, giving the residents the opportunity to meet their Police leadership and directly provide their input.
- The Road Patrol Units, Crime Suppression Team (CST), General Investigations Unit (GIU) and Neighborhood Resource Unit (NRU) captured several subjects while the crime was in progress and subsequently received an official commendation from the Mayor and Council for excellent police work.
- The GIU has an excellent burglary closure rate of 15%, which is above the national average of 12%.
- One of our Sergeants has been certified as a Crime Prevention Practitioner, which allows him to conduct crime prevention surveys and inform businesses and residents on how to protect themselves from being victims of crime.

## Town of Cutler Bay FY 2010-11 Proposed Operating & Capital Budget

- The NRU coordinated and participated in many “Officer Friendly” school presentations and career days at local schools within the Town. The NRU also conducted Child Identification Programs at schools and local businesses.
- The NRU has established and maintained regular Crime Watch Programs.
- The NRU instituted a holiday “Adopt A Family” program, where our police officers provided gifts and food for needy families in the Town during the holiday season.
- The NRU assisted and participated in “Sammy Jo Day” which focused on gun safety. Gun locks were distributed and gun safety presentations were given throughout the day.
- The NRU also conducted regular Truant Details throughout the school year.
- The NRU assisted the Town with annual community events (i.e. Harvest Bike Ride, Founders Day, and Haunted House).
- The NRU provided road coverage during times of high call volume and apprehended several burglars due to quick response times.
- The Traffic Unit has been able to decrease traffic accidents, as well decrease the speed of all drivers within the Town limits through wise, fair, and efficient traffic enforcement.
- During the school year, school zone initiatives are created to ensure the safety of the children walking to and from school.
- The CST identified eight grow houses, arrested 20 subjects, and confiscated approximately \$250,000.00 in US currency and drugs.

### PARKS AND RECREATION ACCOMPLISHMENTS

In addition to providing for the daily maintenance, operations and programming of the Town's parks as well as scheduling and hosting numerous building rentals, field reservations, pool rentals, and picnic area reservations, the Parks and Recreation Department has also been responsible for overseeing/organizing/conducting/assisting with the following:

#### Grant-funded Programs

The Children's Trust provided funding for the After School Program in the amount of \$96,200. This funding allows 75 children ages 6 to 13 to attend the After School Program at Cutler Ridge Park free of charge. The Trust funding covers the salaries and benefits for one full-time and two part-time employees for the 10-month program, a computer-based reading

program, transportation to the program, daily snacks for each of the participants, as well as additional recreational and educational supplies.

### Park Improvement Projects

A number of park projects were begun during the 2009-2010 fiscal year including the following:

- Following the acquisition of 49.3 acres of Lakes by the Bay Park, the Town followed a Request For Qualifications process and selected a design-build firm to begin the construction of the first phase of the newest Town park. Phase one will consist of providing for the landfill enclosure, construction of three baseball/softball fields, two soccer/football fields, a field house building (restrooms/concession/storage), paved parking, walkways, irrigation and infrastructure elements including electric, water, sewer, drainage, etc. to make the park a fully-functional facility. Funding is provided through Miami-Dade County Park Impact Fees, Miami-Dade County Safe Neighborhood Parks (SNP) Bond program, and the Miami-Dade County Building Better Communities General Obligation Bond program.
- Bel Aire Park Improvements include the relocation, re-grading and re-sodding of the football field, new bleachers and playground equipment funded through a grant from the SNP Bond program and a match from the Town using existing park impact fees. All improvements are scheduled for completion in December 2010.
- The Saga Lake Park Improvement project will include practice baseball and soccer fields; a picnic pavilion; extended walking path with exercise equipment and additional landscaping. Funded through a grant from the SNP Bond program and matching funds from the Town, the expected completion date is December 2010.
- Saga Bay Park Improvements include a new playground with shade covering; two new lighted tennis courts; a restroom building; and a parking lot. All of the improvements are identified in the Parks Master Plan and are funded through grants received from the Florida Recreation Development Assistance Program, a State legislative appropriation and matching funds from the Town. The improvements are scheduled for completion in March 2011.
- Lincoln City Park received an upgrade of a butterfly garden thanks to the efforts of a local Boy Scout working on his Eagle Scout project. A new mulched path and garden area were installed at the north east corner of the park.

- For the Town's Third Annual Earth Day Celebration, the Parks and Recreation Department, in conjunction with another Eagle Scout project, worked with local Boy Scout and Cub Scout troops and numerous volunteers in constructing a Community Garden at Cutler Ridge Park. A total of 32 individual garden plots are being tended for growing seasonal vegetables and flowers.
- In recognition of Arbor Day, two Cassia Surattensis trees were planted at Cutler Ridge Park near the new Community Garden.
- New thermal blankets were purchased for the pool to help control heating costs.
- Installation of a geothermal heating system began at Cutler Ridge Pool. The system will eliminate the need for monthly expenditures for natural gas to heat the pool during the winter months. The system has the added benefit of being able to cool the water during the warm summer months.

#### Programs and Activities

- Hoping to build a new tradition, the Parks and Recreation Department hosted the First Annual Chili Day in Cutler Bay – an afternoon filled with hot chili, cold drinks and cool music. The event drew 12 competitive chili chefs, salsa chefs and cornbread chefs. About 400 people participated in the event and more chefs vowed to enter the competition for the next event.
- Approximately 1,000 people participated in the ghostly activities during the Annual Haunted House at Cutler Ridge Park, with a costume contest and haunted hay rides. A new addition this year allowed children to participate in the "Track or Treat" area where local businesses and organizations sponsored tables surrounding the new walking path at Cutler Ridge Park where children could receive candy in a safe setting.
- Department staff supported the efforts of the Parks and Recreation Advisory Committee in hosting the Third Annual Hometown Harvest Bike Ride by providing event preparation, facility set-up and clean-up.
- The Fourth Annual Founder's Day Celebration attracted approximately 2,000 residents to Cutler Ridge Park for free barbecue and paella, entertainment, rides, a karaoke contest, and the annual pie auction and food fight.
- The Fourth Annual Easter Egg Hunt at Cutler Ridge Park drew hundreds of eager hunters and their families for a morning that included a bounce house and giant slide, pictures with the Easter

Bunny, snow cones and of course an egg hunt for thousands of colored Easter Eggs.

- The Parks and Recreation Department's After-School Program at Cutler Ridge Park provided opportunities for an average of 65 children per day in programs that included homework assistance, reading enhancement, fitness activities, social skills and recreational activities.
- The Parks and Recreation Department provided support for the 43rd Annual Cutler Bay/Whispering Pines Fourth of July Parade and Celebration. Staff provided assistance with parade staging, park set-up, activity scheduling and clean-up.
- The Town, once again, participated in the Black Point Marina Fourth of July Fireworks display by helping to sponsor the fireworks.
- 375 children received one free Learn-to-swim lesson session at Cutler Ridge Pool. For the third consecutive year, free Learn-to-swim lessons were offered to first-time swimmers during the summer. Each session consisted of 10 lessons in a group setting.
- The Department hosted the First Annual Cutler Bay Open Golf Tournament at Keys Gate Country Club. Twenty teams of two competed in an 18 hole "scramble" for prizes and bragging rights.
- Approximately 50 children per day participated in the eight Teacher's Workday and Holiday Camp Programs (Winter and Spring) that took place at Cutler Ridge Park.
- 375 children were registered for the ten week Summer Program at Cutler Ridge Park that included recreational activities, weekly field trips, and swimming activities.
- Parks and Recreation Department staff and contractual employees provided seasonal support for five youth sports leagues and one adult sport league based in Cutler Bay, including preparing facilities, lining fields, park clean-up, etc. The leagues included:
  - The Cutler Ridge Soccer Club - Fall Season and Spring Season at Cutler Ridge Park with approximately 450 participants per season.
  - Perrine Baseball and Softball Association – Fall, Spring and Summer Seasons at Franjo Park with approximately 600 participants per season.
  - Palmetto Raiders Youth Football – Fall Season at Bel Aire Park with approximately 300 participants.
  - Riptides Swim and Water Polo Team – year round at Cutler Ridge Pool with approximately 125 participants.
  - Accommodations have been made to allow for a second swim team to use the pool for training on a year-round basis.

- o Killian Lacrosse Club – Spring season at Bel Aire Park – approximately 40 participants.
- o Cutler Bay Adult Soccer – Four seasons on a year-round basis at Bel Aire Park – approximately 80 participants per season.

## TOWN OF CUTLER BAY OPERATING & CAPITAL BUDGET

FISCAL YEAR ENDING SEPTEMBER 30, 2011

### ANNUAL BUDGET PROCEDURES

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

#### **TRIM:**

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

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

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

#### **The Town Charter:**

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

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

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

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.

### BUDGET CALENDAR

<b>June</b>	Department Directors submit budget requests and capital improvements are reviewed.
<b>July</b>	Tentative Budget is prepared by Town Manager.
<b>July 1</b>	Certification of Taxable Value by the County.
<b>July 21</b>	Maximum millage rate adopted.
<b>August 4</b>	Notify the Property Appraiser of Proposed Millage Rate.
<b>August 24</b>	TRIM notices are mailed by County.
<b>September 8</b>	1st Budget hearing.
<b>September 22</b>	2nd Budget hearing and adoption of Budget and final millage rate.
<b>September 25</b>	Deadline for notifying Property Appraiser and the Tax Collector.
<b>October 22</b>	Certify compliance with Chapter 200, F.S. to the Florida Department of Revenue.

**BUDGET AND ACCOUNTING BASIS**

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

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

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

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

The Town Capital Projects Fund is used to account for significant park related acquisition and improvements, as well as to account for a planned roadway improvement project. A capital outlay (expenditure) is an asset which has a value of \$1,000 or more (\$10,000 or more in the case of infrastructure type assets), and has a useful economic life of more than one year (five years or more in the case of an infrastructure type asset); or assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

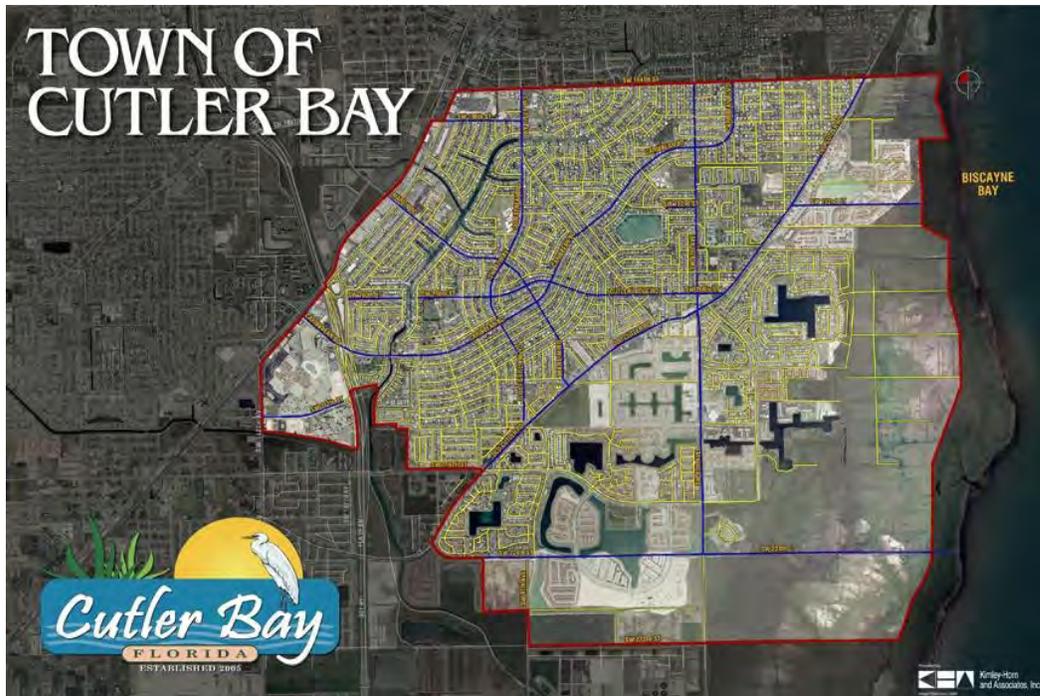
The Town uses the modified accrual basis for both budgeting and accounting. The modified accrual basis is the recognition of revenues when they become available and measurable. Expenditures are recognized in the period goods and services are received or when liabilities have been incurred. Fund Balance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

liabilities for a fund. A negative fund balance is sometimes called a deficit.

### TOWN PROFILE

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

The Town is bordered on the north by the Village of Palmetto Bay and on all remaining sides by unincorporated Miami-Dade and the communities of West Perrine, South Miami Heights, and Goulds. The Town limits are generally SW 184<sup>th</sup> Street (Eureka Drive) on the north, the US 1 Busway on the west, SW 232<sup>rd</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):



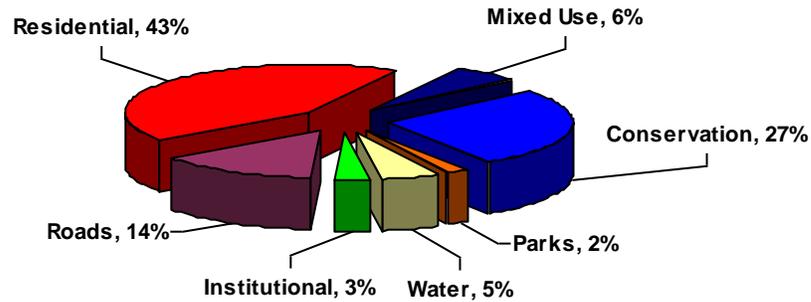
### Demographics

Current population estimates from the University of Florida, which provides the official population figures as used by the State of Florida, indicate an estimated 41,194 residents. At incorporation, the Cutler Bay area population was estimated at approximately 32,000 residents indicating a 30 percent growth rate since incorporation. Estimates of future growth indicate a population of 55,000 by 2020.

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

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

Figure 1. **Land Uses – Town of Cutler Bay, 2010**



**Park & Recreational Facilities**

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

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

**Public Schools**

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

- Bel-Aire Elementary
- Cutler Ridge Elementary

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

### **Economic Development**

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

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

- Old Cutler Road neighborhood center
- South Dade Performing Arts Center
- Southland Mall/Town Center planning area
- US 1 Corridor
- 216 Commercial Center

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

Forty-nine percent of the Town’s land is classified in the broad categories of residential and commercial land use. There is no acreage in the Town of Cutler Bay that is classified as industrial. This land use profile is similar to that of nearby cities in that they are mostly comprised of residential properties relative to commercial, office and institutional uses.

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

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

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

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

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

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

Figure 2. **Charrette Rendering – Old Cutler Road Improvements**



Figure 3. **Charrette Rendering – US 1 Corridor**



### TOWN GOVERNANCE PHILOSOPHY

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

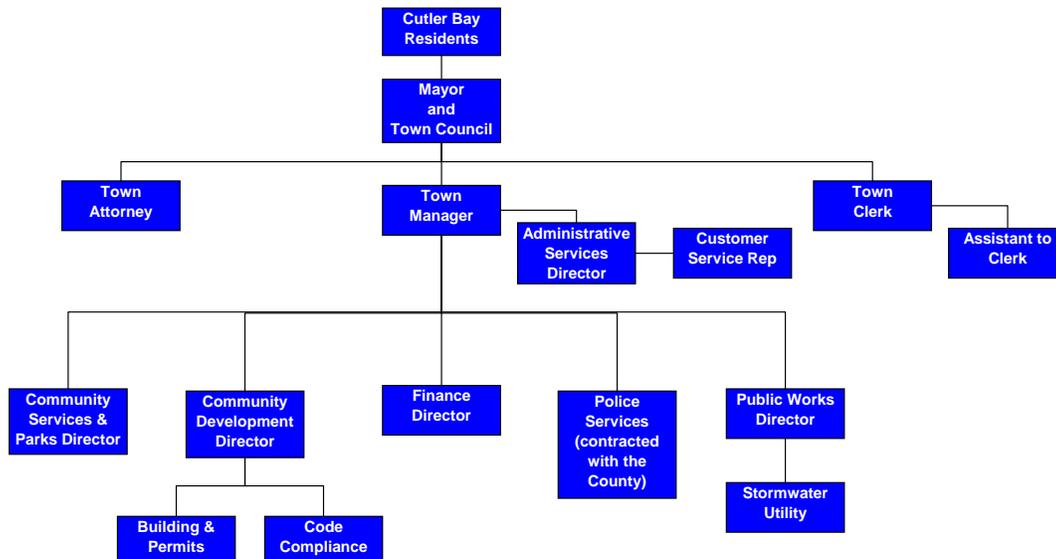
*"To develop a fiscally efficient government with a highly qualified core staff and use private sector contractors to maximum benefit. However, when citizen contact is a critical component of our service, Town employees may, in fact, provide the best level of service possible".*

### Organizational Chart

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

Cutler Bay residents. Figure 4, below is a graphic of the organizational chart.

Figure 4. **Town of Cutler Bay Organizational Chart**



A limited number of Town employees function in the various departments to provide superior services to residents and visitors. Currently, the Town has 35 full-time positions (including five elected officials and one vacant position) and 57 contracted police services positions (including one vacant position). In addition, approximately 30 part-time and temporary personnel are added in the summer months to staff parks programs. Appendix A lists the current number of positions by department and positions adopted for FY 2010-11.

### **Strategic Plan**

The Town's Strategic Plan is a guide for the Council and the Manager and sets many goals as distinguished from requirements. A set of strategic goals were formed as a result of citizen based planning efforts in 2006. The initiatives are implemented, funded and tracked as part of the Town's ongoing business planning process. For reference, the nine goals and

recent action steps are provided in Appendix B. This budget is designed to address each of the specific goals of the strategic plan.

**Town Mission Statement**

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

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



## Town Council



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

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

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

MacDougall retired from the Miami-Dade Police Department as a sergeant, having been an officer for 11 years. During his police career, he had served as a patrol man, undercover narcotics officer, motorcycle officer and burglary detective. MacDougall is a Vietnam combat veteran who also served as Vice Chair of the Cutler Ridge area Municipal Advisory Committee. A third-generation Miami-Dade County resident, MacDougall is married to his wife Bobbi and has two children and four grandchildren.

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

**Councilmember Ernie Sochin** has lived in Cutler Bay with his wife Rhoda since 1968. Rhoda works full time as a circulation manager for a local magazine circulation company. He still works part time in the electronic distribution field doing merchandising, advertising websites and selection of new merchandise for a national distributor, as well as writing a regular column for a national trade magazine. Many still remember him from his days as a Radio Talk Show Host on WIOD, WINZ, WFTL and WSBH, as well as appearing as a guest on many other shows. He was also seen on local Dade County TV Cable Tap, produced by Miami Springs TV Productions.

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

**Charter Staff**



**Steven J. Alexander, Town Manager**



**Mitchell Bierman, Town Attorney (Weiss Serota)**

**Erin O'Donnell, Interim Town Clerk**

## **BUDGET OVERVIEW, POLICIES & REVENUES**



### **Overview**

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

### **The Budget Is A Spending Policy**

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

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

For the FY 2010-11 fiscal year, the Council and the Town Manager have engaged in an ongoing dialogue about Town services and have engaged the community through the comprehensive plan process and other community workshops. Additionally, the Town Council meets each year with the Town Manager in a budget workshop to clearly state their budgetary instructions in advance of formal budget presentation. The

## Town of Cutler Bay FY 2010-11 Proposed Operating & Capital Budget

Town Manager and his team built the budget based on this prior information and shaped it to meet the goals, objectives and strategies expressed by the Town Council who represent the interests of all of the Town's residents and businesses.

Efficient local police presence, acquiring park space, caring for our newly acquired infrastructure, and fair code compliance are ongoing priorities for the Town of Cutler Bay. The Proposed FY 2010-11 Budget addresses those priorities and also continues to deliver public works, parks, community development and other Town services at a level determined by budgetary restraints. All available services have finally been transitioned from Miami-Dade County to the Town as well as the transfer of infrastructure assets. This was done ahead of the schedule of other new municipalities in Miami-Dade County which demonstrates the aggressive negotiations and successful strategies employed by the administration to provide improved services to the community.

### Budget Calendar

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

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

July 1 – Miami-Dade County Property Appraiser certifies the taxable value of real property and personal property for the Town of Cutler Bay. This year's certified roll reflected a decrease in property tax valuations of almost **23 percent** from \$2.258 billion for FY 2009-10 to \$1.745 billion for FY 2010-11.

Mid-July - Town Council adopted the proposed millage rate (the rate which is multiplied by the property tax roll to generate the funding level for the ad valorem revenues). The proposed millage rate (3.2322) is used by the County Property Appraiser to calculate proposed property taxes in the notice mailed by Miami-Dade County to meet provisions of the Florida TRIM (Truth in Millage) statute.

As recommended by the Town Manager, the Cutler Bay Town Council members voted to set the Town's preliminary tax rate at the statutorily computed "rollback" rate, which effectively provides the Town with the same level of ad valorem revenues as in the prior year. For TRIM purposes, the rollback rate does not result in a tax increase since it simply allows the

municipality to bring in property tax revenues in an amount equal to the prior year tax revenues. However, at the subsequent budget workshop held on September 1, 2010, the Council voted to keep the millage rate the same as in effect for FY 2009-10. The schedules herein are based on the millage rate of 2.5888.

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

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

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

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

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

Figure 5. Allocation of Cutler Bay Resident's FY10-11 Taxes

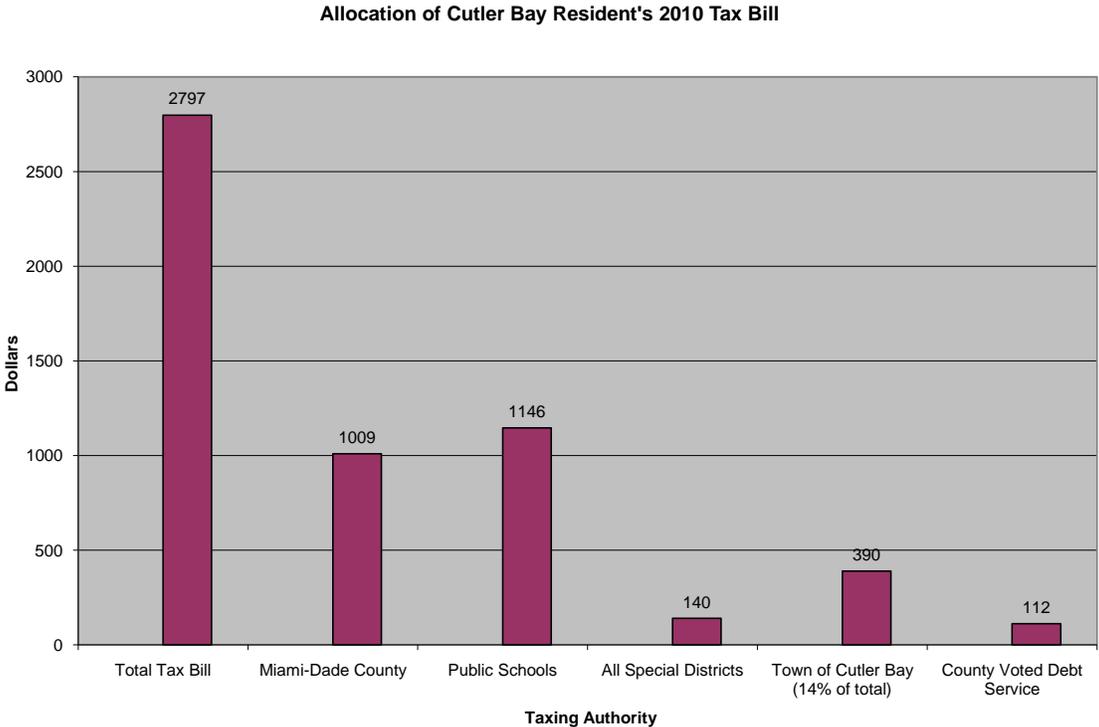


Figure 6 TRIM Notice

Miami-Dade County 05  
 Office of the Property Appraiser  
 111 NW 1 Street, Suite 710  
 Miami, Florida 33128-1984

NOTICE OF PROPOSED PROPERTY TAXES AND  
 PROPOSED OR ADOPTED NON-AD VALOREM ASSESSMENTS  
 MIAMI-DADE COUNTY TAXING AUTHORITIES

DO NOT PAY  
 THIS IS NOT A BILL

FOLIO: [REDACTED]  
 MILLAGE CODE: [REDACTED]  
 PROPERTY ADDRESS: [REDACTED]  
 LEGAL DESCRIPTION: [REDACTED]  
 MIAMI, FL 33190 [REDACTED]

TAX INFORMATION	TAXING AUTHORITIES							
	COLUMN 1	COLUMN 2		COLUMN 3	COLUMN 4 If NO Budget Change is Adopted		COLUMN 5 If Proposed Budget Change is Adopted	
TAXING AUTHORITY	Last Year's Taxable Value	Last Year's Tax Rate (millage)	Your Property Taxes Last Year	Current Taxable Value	Tax Rate (millage)	Taxes	Tax Rate (millage)	Taxes
<b>COUNTY</b>								
Miami-Dade County	189,211	7.4052	1,401.14	120,739	8.3251	1,005.16	8.3528	1,008.51
<b>PUBLIC SCHOOLS</b>								
By State Law	214,211	5.4500	1,167.45	145,739	6.0862	887.00	5.6160	818.47
By Local Board	214,211	2.2480	481.55	145,739	2.5104	365.86	2.2480	327.62
<b>MUNICIPAL</b>								
Cutler Bay	189,211	2.5088	489.83	120,739	3.2322	390.25	3.2322	390.25
<b>WATER MANAGEMENT</b>								
SFMM District	189,211	0.5346	101.15	120,739	0.6062	73.19	0.5346	64.55
Everglades CP	189,211	0.0894	16.92	120,739	0.1013	12.23	0.0894	10.79
<b>INDEPENDENT DISTRICT</b>								
F.I.N.D.	189,211	0.0345	6.53	120,739	0.0386	4.66	0.0345	4.17
Children's Trust	189,211	0.5000	94.61	120,739	0.5598	67.59	0.5000	60.37
<b>VOTER APPROVED DEBT PAYMENTS</b>								
County Debt	189,211	0.2850	53.93	120,739	0.4450	53.73	0.4450	53.73
School Debt	214,211	0.2970	63.62	145,739	0.3850	56.11	0.3850	56.11
County Fire Debt	189,211	0.0420	7.95	120,739	0.0200	2.41	0.0200	2.41
<b>TOTAL AD VALOREM PROPERTY TAXES</b>			<b>3,894.68</b>			<b>2,918.19</b>		<b>2,796.98</b>

FINANCIAL POLICIES

As part of the FY 2007-08 budget process, the Council adopted the policies enumerated below as part of the budget ordinance. During the course of the past year, staff developed these policies more fully. Upon this consideration and approval by the Council, a robust set of policies is complete for the FY 2010-11 budget. Having a set of policies to guide our financial operations is especially important in light of the possible limitations on property tax revenues that have occurred for FY 2009-10 and FY 2010-11.

Operating Budget Policies

1. A goal of the budget is to include contingency and cash reserves totaling at least two months operating costs.
2. All new programs or service expansions shall be considered in light of the above goal, and unless demanded by an emergency, will not be implemented without an identified source of revenue or other service adjustments so as to maintain adequate reserves.

Capital Budget Policies

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

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

### **Revenue Policies**

1. The Town will review all fees and charges as part of the annual budget process.
2. The Town will develop a mix of revenue sources to provide a diversified and stable revenue structure.
3. All revenues, excluding 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**

1. All funds will be deposited within 24 hours of receipt and, to the extent possible, by 2:00 p.m. on the day of receipt.
2. All funds will be invested in instruments consistent with those allowed by State law for county and municipal investments so as not to jeopardize the principal.

### **Financial Reporting Policies**

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

**TOWN OF CUTLER BAY BUDGETED FUNDS**

**GENERAL FUND**

**General Fund Revenues**

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

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

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

Other revenues include the local business tax receipts, solid waste franchise fees, interest earnings, and carryover, among others. The accompanying chart reflects the percentages of each revenue source as part of the proposed \$27.6 million proposed General Fund Operating Budget for FY 2010-11. State law requires counties but not municipalities to budget revenues at 95 percent of projected values. That requirement helps assure that actual revenues, which generally depend on next year's economy, will meet budgeted targets and cover expenses. As in FY 2009-10, this Budget primarily budgets revenues at 95 percent of the FY 2010-11 estimate, unless otherwise indicated at a more conservative rate.

The following summarizes the Town's General Fund:

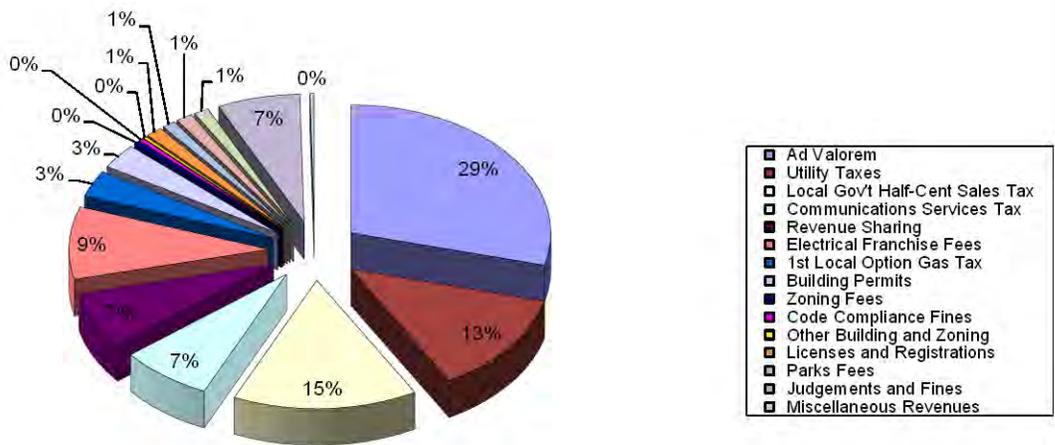
## Town of Cutler Bay FY 2010-11 Proposed Operating & Capital Budget

### General Fund Summary

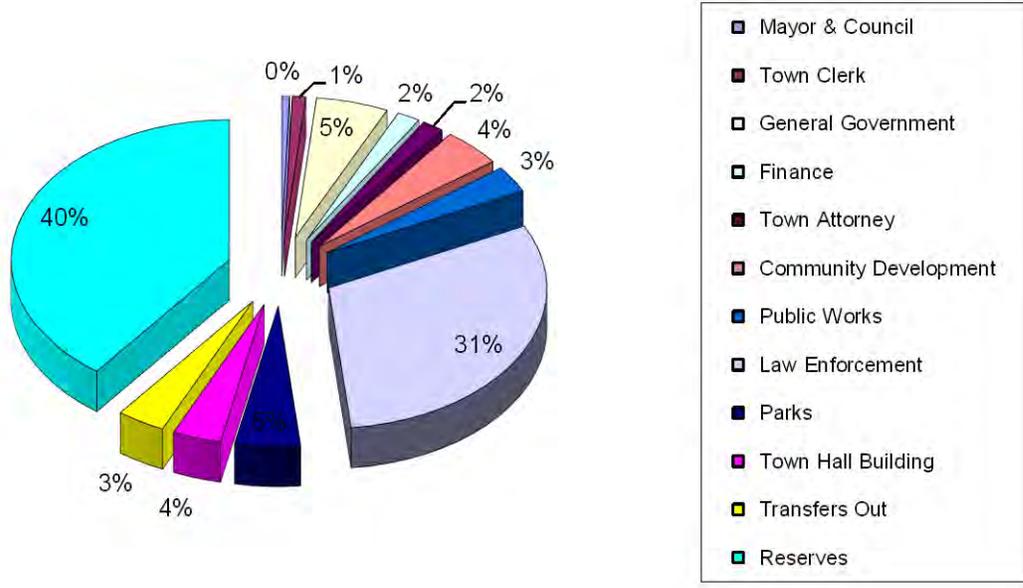
	Actual FY 2008-09	Adopted FY 2009-10*	Proposed FY 2010-11
<b>REVENUES:</b>			
Ad Valorem	6,599,152	5,552,982	4,292,819
Utility Taxes	2,186,688	1,875,300	1,890,000
Local Gov't Half-Cent Sales Tax	2,307,713	1,996,003	2,202,062
Communications Services Tax	1,815,460	971,897	1,102,705
Revenue Sharing	1,000,816	913,691	1,040,309
Electrical Franchise Fees	1,625,066	1,339,500	1,350,000
1st Local Option Gas Tax	505,526	429,458	489,654
Building Permits	486,898	480,000	465,000
Zoning Fees	56,174	75,000	70,000
Code Compliance Fines	14,900	55,000	55,000
Other Building and Zoning	54,270	45,000	40,000
Licenses and Registrations	384,237	200,000	200,000
Parks Fees	140,853	148,460	160,000
Judgements and Fines	295,294	200,000	200,000
Miscellaneous Revenues	167,167	75,000	178,000
Rental Income	0	0	990,000
Investment Income	167,731	145,000	50,000
	<u>17,807,945</u>	<u>14,502,291</u>	<u>14,775,549</u>
Sub-total			
Transfers In	11,000	375,000	754,000
Carryover	8,958,420	2,907,685	12,046,476
	<u>26,777,365</u>	<u>17,784,976</u>	<u>27,576,025</u>
Total			
	<u>26,777,365</u>	<u>17,784,976</u>	<u>27,576,025</u>
<b>EXPENDITURES:</b>			
Mayor & Council	128,119	153,689	155,935
Town Clerk	168,600	206,977	274,674
General Government	1,524,067	1,713,304	1,476,096
Finance	444,490	617,710	468,022
Town Attorney	485,462	450,000	450,000
Community Development	1,440,738	1,444,014	1,216,834
Public Works	900,864	1,190,017	841,558
Law Enforcement	7,861,451	8,002,065	8,453,395
Parks	1,294,671	1,385,603	1,335,150
Town Hall Building	0	0	990,000
Transfers Out	144,100	1,774,893	989,000
Reserves - Contingency reserve	3,690,000	250,000	3,800,000
Revenue Stabilization reserve	0	50,000	225,000
Grant Match Reserves	0	50,000	250,000
Insurance contingencies	0	136,704	1,000,000
Tax Equalization reserve	0	0	225,000
Building Capital reserve	0	0	1,000,000
Building Operating reserve	0	0	1,500,000
Restricted Building Loan reserve	0	0	2,800,000
Other reserves	0	360,000	125,361
	<u>18,082,562</u>	<u>17,784,976</u>	<u>18,082,562</u>
Fund Balance, reserved for Prepays (actual)	271,536		
Fund Balance, unreserved/undesignated (actual)	8,423,267		
	<u>26,777,365</u>	<u>17,784,976</u>	<u>27,576,025</u>
Total			
	<u>26,777,365</u>	<u>17,784,976</u>	<u>27,576,025</u>

\* - reclassified to conform to current year presentation

**General Fund FY 2010-11 Operating Revenue Breakdown**



**General Fund FY 2010-11 Proposed Expenditures**



GENERAL FUND REVENUE SOURCE DESCRIPTIONS

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

**Ad Valorem or Property Taxes**

Ad valorem (at value) taxes represent a levy on assessed real and personal property. Ad valorem taxes are known as property taxes, and the property tax levy generally is the single largest revenue source for municipalities. On July 1<sup>st</sup>, the County Property Appraiser delivered the Certified Adjusted Taxable Value to the Town for use in the FY 2010-11 budget. The assessed value of all taxable properties minus homestead and other exemptions for the Town is \$1,745,502,655. That amount is 19.8 percent less than the taxable value in FY 2009-10 (after adjustments by the Value Adjustment Board). \$2.3 million of the current year assessed value results from new construction, which helped offset a potentially worse decline in assessed value.

The amount of property taxes paid by a property owner depends on the taxable value of the property and on the millage rate (measured in dollars per \$1,000 of value) approved by the governing body of each taxing authority. The property tax levy is the product of the taxable value of property multiplied by the millage rate. Property in Cutler Bay is subject to the Town's municipal property taxes as well as those of the County, school board, and various special taxing authorities, such as the South Florida Water Management District. In addition, certain special assessments, such as that for solid waste disposal, fire and library services (which are set and levied by the County), are on the tax bill of affected properties.

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

## Town of Cutler Bay FY 2010-11 Proposed Operating & Capital Budget

Florida electorate provides for additional homestead exemptions, portability and other various changes which impact the taxable value of property.

The Town Council determines the number of mills to be applied to the assessed taxable value. For example, one mill change applied to the FY 2010-11 Certified Tax Value of \$1,745,502,655 produces a tax difference of \$1,745,503.

During a special session in June 2007, the State Legislature adopted various limitations on property taxes for FY 2007-08. However, the Legislature recognized the unique situation of new municipalities and did not limit the ability of such municipalities to increase the millage rate.

The Town's Proposed Budget recommends a millage rate of 2.5888 mills, which is the rate currently in effect for the Town. That rate is less than the rollback rate which was used to calculate the municipal tax levy in the Notice of Proposed Property Taxes that was mailed to each property owner in August. This millage rate (i.e. 2.5888 mills) generates ad valorem taxes for all taxable properties in town in the amount of **\$4.293 million** (based on the 95% budget factor).

### Utility Taxes

Utility service taxes are levied on consumer consumption of utility services provided within the Town. Utilities on which the tax is levied include electricity, gas, and water and sewer services. The utility tax budget is based on large part from information we can obtain from the County as well as our limited historical experience. The County is estimating utility tax revenues to be flat (no change) versus amounts from FY 2009-10, as a result of minimal growth and negative economic conditions.

The recommended FY 2010-11 budget for utility taxes, **\$1.890 million** (based on 90 percent of the projected revenue) was estimated from the history of collections in FY 2007-08, FY 2008-09, and FY 2009-10.

### Local Government Half Cent Sales Tax

In 1982, the State approved the sharing of approximately one-half cent of the six-cent sales tax with the counties and municipalities in the State that meet certain requirements. The distribution to the geographic area of each county is based on the sales tax collected by the state in that

county. The allocation to county government and the municipalities in each county is made on the basis of each jurisdiction's population. The State provides revenue estimates for each jurisdiction. The Town Manager recommends budgeting at 90% of the State estimate as a more conservative approach, given that the State has had several estimate downgrades over the past 12 to 18 months as a result of the sluggish economy. For budget purposes, the proposed budget amount so estimated is **\$2.202 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).

As noted previously, the State's revenue estimates have been reduced over the past year or so. Accordingly, the Town Manager recommends budgeting at 90% of the State estimate as a more conservative approach, yielding a FY 2010-11 budget estimate for State Revenue Sharing of approximately **\$1.040 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. As with the other State derived revenues, the Town Manager is recommending budgeting at 90% of the State estimate as a more conservative approach. This yields budgeted revenue from the Communications Services Tax of approximately **\$1.102 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. Because the contract with the County covers the entire geographic area of the County, of which Cutler Bay is a subset, the Town cannot collect the FPL franchise fee directly. Instead, the FPL payment to the County includes the franchise fees paid by electricity users in the Town. The County has agreed to pay Cutler Bay its share of the franchise revenue paid to the County. That payment is made in August or September of each year after FPL provides the County with the information necessary to make the distribution to the municipalities without FPL franchise agreements of their own.

Unlike the franchise agreements with other jurisdictions, which are paid monthly in arrears, the FPL franchise agreement with the County requires a single annual payment, which is made in advance of FPL recouping its cost from its ratepayers. That single payment is made on July 1 of each year. Because the annual payment depends on electrical usage and offsetting adjustments, it is very difficult to project the annual payment. Actual payments in FY 2009-10 were \$330,000 more than budgeted.

As discussed above, the franchise fee is based in large part on electricity usage. While we anticipate usage in FY 2010-11 to be flat versus FY 2009-10, the Town Manager recommends budgeting at 90% of FY 2009-10 projected amounts as a conservative approach. As a result, the budget for franchise fee revenue is recommended at **\$1.350 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 (**\$489,000**) 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 Fines

The Town receives revenues from fines from code violators. It is recommended that for FY 2010-11 any such revenue be used to fund the enforcement efforts. Estimated revenues are **\$55,000**.

### Building and Zoning Fees

Building permitting and inspection functions and zoning activities are projected to be self-supporting from their own revenues projected at **\$575,000**. Because permit fees (**\$465,000**) are fees and not taxes or fines, they are limited in use to the cost associated with building and zoning activities and these revenues may not be used for general operations. Thirty percent (30%) of the permit fee revenue will be used to fund Town salaries and expenses directly related to the activity and the remaining seventy percent (70%) is paid to the contracted vendor for services.

### 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 Building. The Town is currently in the process of making improvements to the building, including the construction of a Council chambers and meeting facility. These improvements will be completed in stages during FY 2010-11.

A substantial portion of the building remains a commercial office building which is leased out to tenants. For FY 2010-11, the Town anticipates rental income generated from this activity to be approximately **\$990,000**.

### 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

## Town of Cutler Bay FY 2010-11 Proposed Operating & Capital Budget

cash held in bank accounts, alcoholic beverage taxes and any other minor revenue source for the Town. Each revenue is described below.

**Licenses and Registrations:** The County and Cutler Bay require all businesses to obtain a countywide local business tax receipt and a municipal local business tax receipt in order to operate within the Town. Countywide license fees are shared with cities based on a formula that includes population. The Town also requires that burglar alarms installed and operating within the Town be registered and provides for various penalties for noncompliance and response to false alarms. The Town also enacted an ordinance for solid waste disposal providers to apply for a non-exclusive franchise to operate within the Town to help defray costs of environmental, code enforcement and road impacts of waste hauling. The recommended budget for these categories is **\$200,000**.

**Parks Services Fees:** Parks operations will generate user fees. The budget for those fees is approximately **\$160,000**.

**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 **\$50,000**.

**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, and cost recovery revenues are combined as miscellaneous revenues. The budget for those revenues is **\$178,000**.

**Transfers from Special Revenue Funds:** Certain costs in the General Fund, such as Public Works and Building and Permitting projects and overhead, are reimbursed from special revenue funds through a transfer to the General Fund. In FY 2010-11, such transfers are budgeted at **\$754,000**.

### **Prior Year Carryover and Reserves**

Carryover is the balance of estimated unreserved 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.

Town of Cutler Bay FY 2010-11 Proposed Operating & Capital Budget

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

RESERVES

Contingency reserve	3,800,000
Revenue Stabilization reserve	225,000
Grant Match Reserves	250,000
Insurance contingencies	1,000,000
Tax equalization reserve	225,000
Building: capital reserve	1,000,000
Building: operating reserve	1,500,000
Restricted building loan requirement	2,800,000
Other reserves	<u>125,361</u>
	<u><u>10,925,361</u></u>

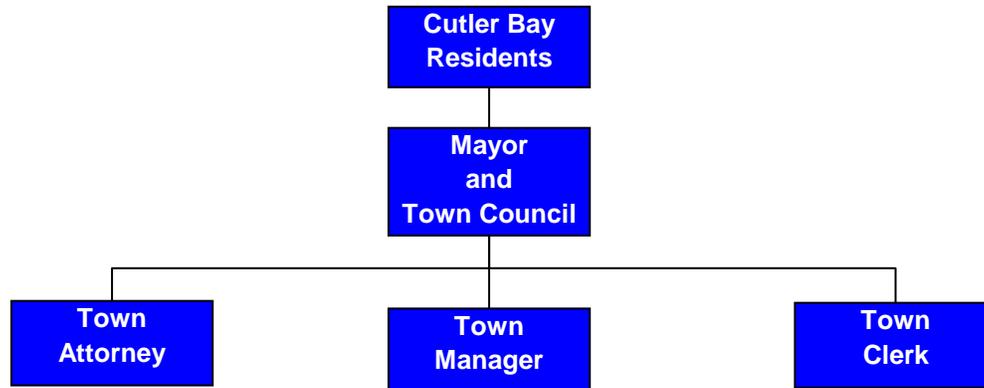
## General Fund Expenditures and Operations



### General Fund Expenditures – Summary

	Actual FY 2008-09	Adopted FY 2009-10	Proposed FY 2010-11
EXPENDITURES:			
Mayor & Council	128,119	153,689	155,935
Town Clerk	168,600	206,977	274,674
General Government	1,524,067	1,713,304	1,476,096
Finance	444,490	617,709	468,022
Town Attorney	485,462	450,000	450,000
Community Development	1,440,738	1,444,014	1,216,834
Public Works	900,864	1,190,017	841,558
Law Enforcement	7,861,451	8,002,064	8,453,395
Parks	1,294,671	1,385,603	1,335,150
Town Hall Building	0	0	990,000
Transfers Out	144,100	1,774,893	989,000
Reserves - Contingency reserve	3,690,000	250,000	3,800,000
Revenue Stabilization reserve	0	50,000	225,000
Grant Match Reserves	0	50,000	250,000
Insurance contingencies	0	136,705	1,000,000
Tax Equalization reserve	0	0	225,000
Building Capital reserve	0	0	1,000,000
Building Operating reserve	0	0	1,500,000
Restricted Building Loan reserve	0	0	2,800,000
Other reserves	0	360,000	125,361
	<u>18,082,562</u>	<u>17,784,975</u>	
Fund Balance, reserved for Prepaids (actual)	271,536		
Fund Balance, unreserved/undesignated (actual)	<u>8,423,267</u>		
Total	<u><u>26,777,365</u></u>	<u><u>17,784,975</u></u>	<u><u>27,576,025</u></u>

## MAYOR AND COUNCIL



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

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

**Significant budget changes in the FY 2010-11 budget include the following:**

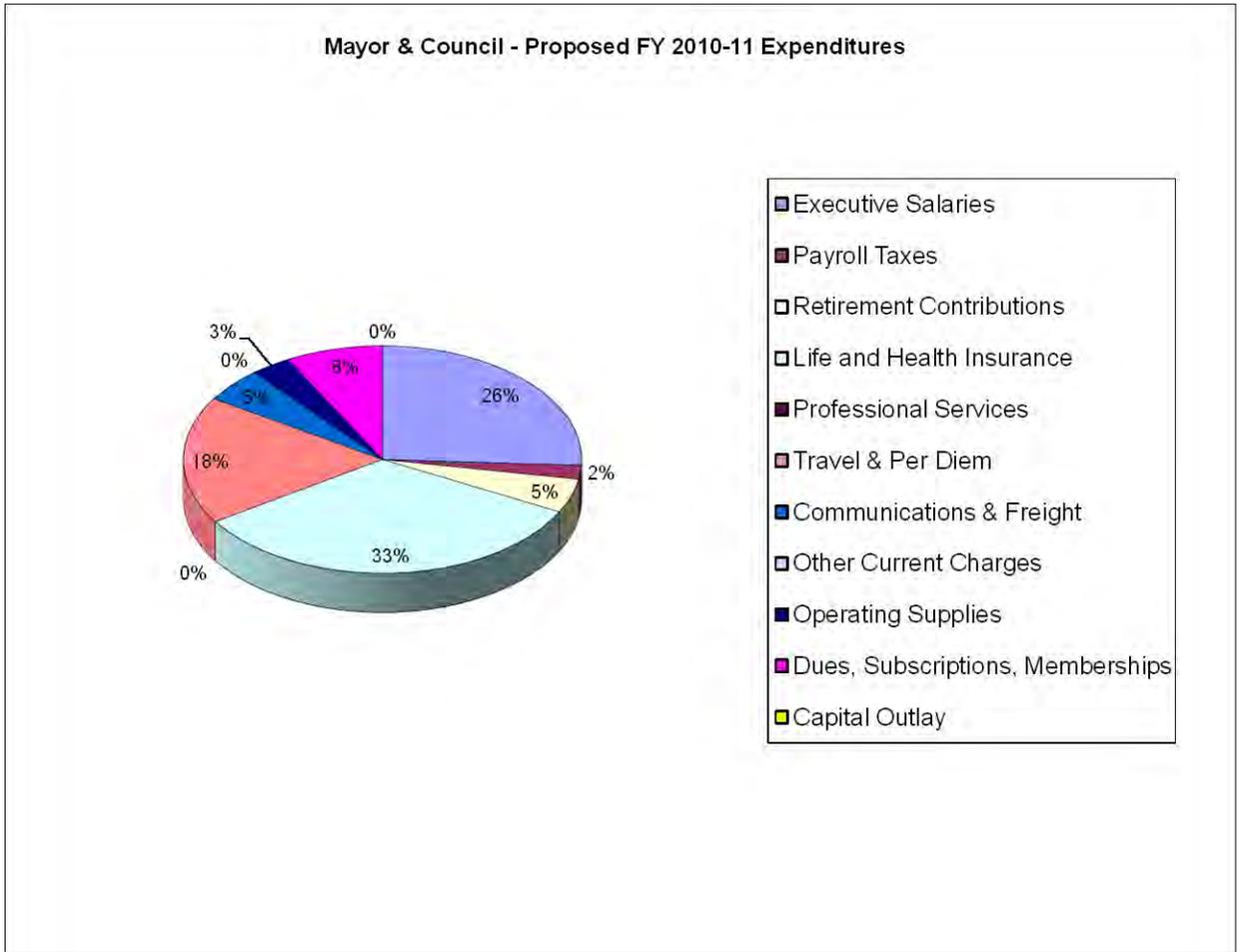
Town of Cutler Bay FY 2010-11 Proposed Operating & Capital Budget

- The FY 2010-11 budget is in line with the previous year's amounts except for retirement contributions which have increased due to an increase in State mandated contribution rates.

The following summarizes the Mayor and Council department budget for FY 2010-11:

## MAYOR & COUNCIL

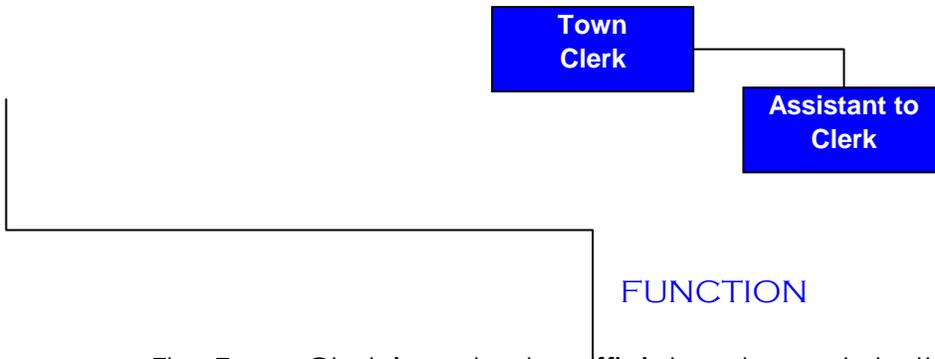
Category	Actual FY 2008-09	Adopted FY 2009-10	Proposed FY 2010-11
Executive Salaries	39,687	39,687	39,846
Payroll Taxes	2,881	3,036	3,048
Retirement Contributions	6,560	7,406	9,961
Life and Health Insurance	36,761	51,000	51,000
Professional Services	0	0	0
Travel & Per Diem	25,346	27,900	27,900
Communications & Freight	7,412	7,560	7,080
Other Current Charges	0	0	0
Operating Supplies	564	5,000	5,000
Dues, Subscriptions, Memberships	8,908	12,100	12,100
Capital Outlay	0	0	0
	<u>128,119</u>	<u>153,689</u>	<u>155,935</u>



***Budget to Budget Comparison:***

***FY 2009-10: \$153,689    FY 2010-11: \$155,935    Change: +1.5 %***

## TOWN CLERK



The Town Clerk is a charter official and reports to the Town Council and as such the Clerk provides corporate secretarial services for the Town Council, the Local Planning Agency, and the municipal corporation. The Town Clerk is responsible for giving notice of public meetings and maintaining an accurate record of all proceedings. In addition, the Town Clerk serves as the Financial Disclosure Coordinator with the Florida Commission on Ethics; serves as the Records Management Liaison with the Florida Department of State; and maintains custody of Town records including agreements, contracts, ordinances, resolutions, and proclamations. In addition, the Clerk is the custodian of the Town seal and serves as the Supervisor of Elections for Cutler Bay. The Town Clerk also provides minor secretarial and staffing functions for the Mayor and Town Council. The Clerk's office also acts as the Coordinator for the official website for the Town.

### GOALS

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

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

### OBJECTIVES

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

**Significant budget changes in the FY 2010-11 budget include the following:**

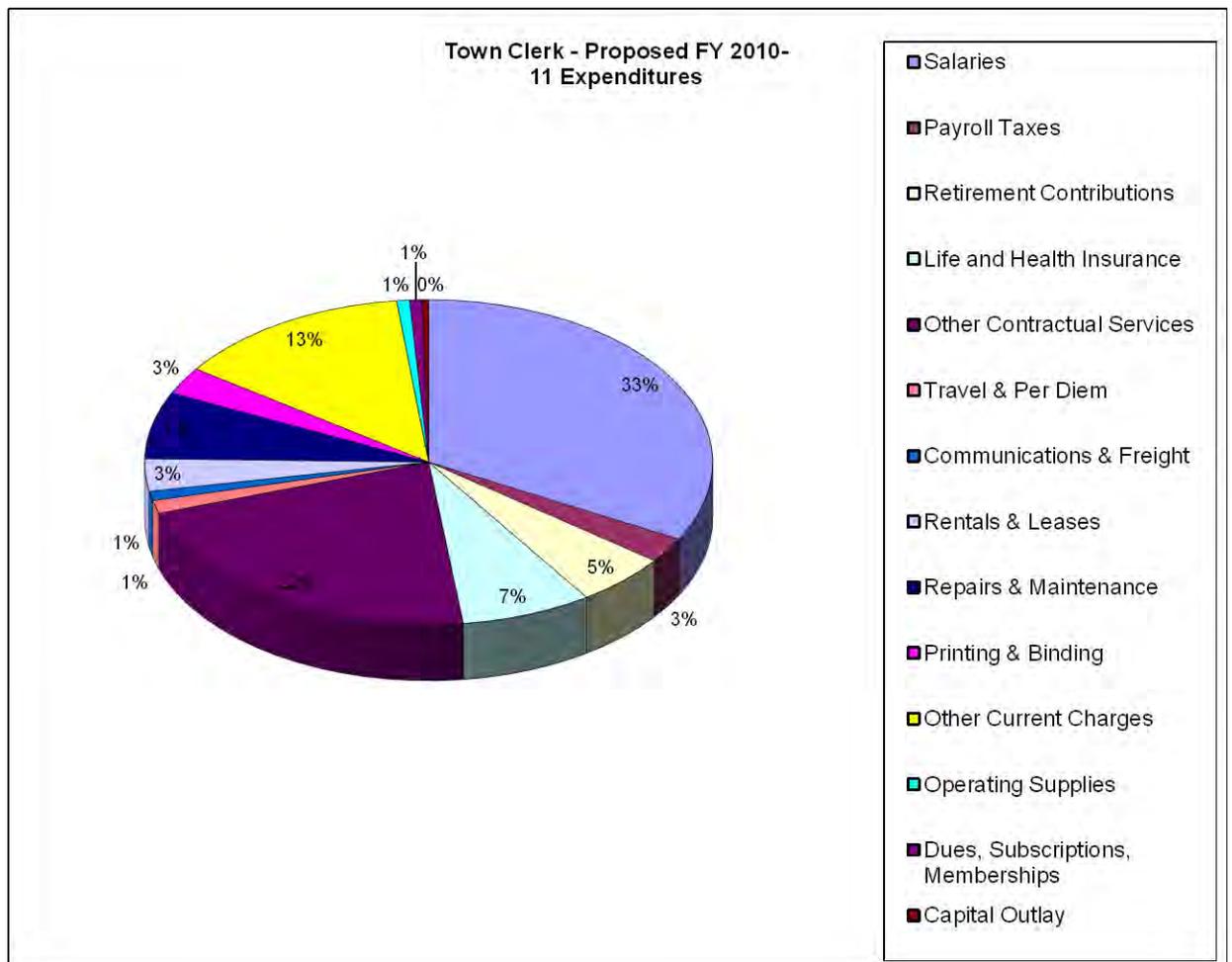
- **Other Contractual Services** increased due to the November 2010 election.
- **Repairs and Maintenance** increased primarily due to the transfer of web site maintenance functions to the Clerk's office for FY 2010-11.

The following summarizes the Town Clerk department budget for FY 2010-11:

## TOWN CLERK

Category	Actual FY 2008-09	Adopted FY 2009-10	Proposed FY 2010-11
Salaries	87,146	88,242	90,282
Payroll Taxes	6,638	6,751	6,907
Retirement Contributions	10,494	11,734	14,415
Life and Health Insurance	16,760	20,400	20,400
Other Contractual Services	5,444	5,000	60,000
Travel & Per Diem	2,602	3,500	3,500
Communications & Freight	2,429	5,720	2,600
Rentals & Leases	4,475	8,500	8,800
Repairs & Maintenance	6,149	7,660	18,300
Printing & Binding	825	7,500	7,500
Other Current Charges	20,271	37,000	37,000
Operating Supplies	1,722	2,000	2,000
Dues, Subscriptions, Memberships	2,264	1,970	1,970
Capital Outlay	1,381	1,000	1,000
	<u>168,600</u>	<u>206,977</u>	<u>274,674</u>

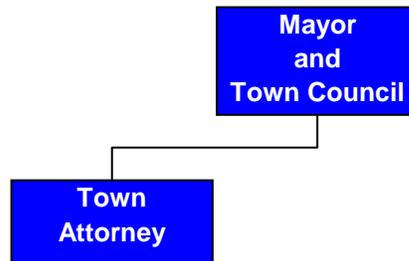
Town of Cutler Bay FY 2010-11 Proposed Operating & Capital Budget



***Budget to Budget Comparison:***

***FY 2009-10: \$206,977 FY 2010-11: \$274,674 Change: +33 %***

## TOWN ATTORNEY



### FUNCTION

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

### GOALS

- Endeavor to always provide the highest quality legal services to the Town while maintaining a relatively low cost for such quality services.
- Vigorously maintain professional independent judgment and adhere to a high standard of ethics.
- Ensure that the legal process remains apolitical and provide the Town with clear and useful legal advice. In providing legal advice, the main objectives shall be to aid the Town in accomplishing its legitimate objectives and to avoid legal consequences.
- Assist the Town in implementing the ordinances, resolutions, contracts, and interlocal agreements necessary to assist the Town Manager in the daily operations, functions, tax base, and code of ordinances for

the Town, including a land development code tailored to the needs of the Town.

### OBJECTIVES

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

The following summarizes the Town Attorney department budget for FY 2010-11:

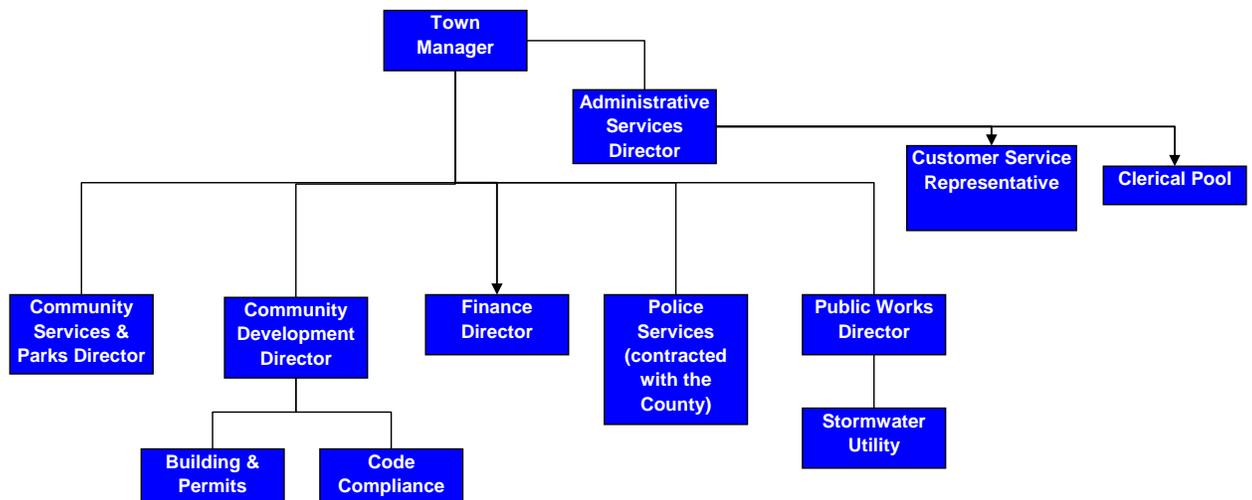
## TOWN ATTORNEY

Category	Actual FY 2008-09	Adopted FY 2009-10	Proposed FY 2010-11
Professional Services	<u>485,462</u>	<u>450,000</u>	<u>450,000</u>

### ***Budget to Budget Comparison:***

***FY 2009-10: \$450,000 FY 2010-11: \$450,000 Change: 0%***

## GENERAL GOVERNMENT



### FUNCTION

The Cutler Bay Town Council selects a Town Manager who serves as the Chief Executive Officer and Administrative Officer of the Town. The Town Manager is selected on the basis of administrative and executive qualifications. The Town Manager's duties are defined in the Town Charter.

The Charter of Cutler Bay as determined by a vote of the residents chose a Council-Manager form of government. The Council-Manager plan is a system of local government that combines the strong political leadership of elected officials in the form of a Council or other governing body, with the strong managerial experience of an appointed local government manager. The plan establishes a representative system where all power is concentrated in the elected council as a whole and where the Council hires a professionally trained manager to oversee the delivery of public services.

In Council-Manager government, council members are the leaders and policy makers in the community elected to represent various segments of the community and to concentrate on policy issues that are responsive to citizens' needs and wishes. The Manager is appointed by Council to carry

out policy and ensure that the entire community is being served in the same way a CEO is chosen by a Board of Directors in a private corporation.

### **The Manager's Function**

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

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

Leadership is an interpersonal influence directed toward the achievement of a goal or goals and it deals with change, inspiration, motivation, and influence. Since leadership involves the exercise of influence by one person over others, the quality of leadership exhibited by a Town Manager is a critical factor in determining 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, QNIP payments are included in the General Government budget. The Town is obligated to pay its portion of QNIP bonds. The QNIP program (Quality Neighborhood Improvement Program) focuses on infrastructure needs in neighborhoods. It includes construction and repair of sidewalks, local and major drainage improvements, road resurfacing and park facility improvements. The County provides the repayment amounts based on a formula. QNIP payments are budgeted at \$400,000 for FY 2009-10.

## GOALS

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

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

- We will continue to ensure that all individuals who enter Town Hall or who seek information in any other manner, receive quick, honest and helpful responses;
- We will continue to make every effort to inform our residents of the town's actions and have offered opportunities to interact with the Town;
- Continue to work to attract more businesses into the area, such as restaurants;
- Continue to revise and refresh our emergency operation plan on an ongoing basis;
- Continue the enhancement of not only an Emergency Operating Center, but a backup Emergency Operating Center;
- Continue to identify and budget for our growing responsibilities, in order to provide the greatest level of efficiency, surety and security for the funds of our residents;
- Continue our record of the full year audit being timely completed and the Auditor (a CPA firm) issuing an unqualified report, which is the highest comment given in such audits;
- Continue to update the Town's Accounting Policies and Procedures manual and set of Financial Policies;
- Continue our successful efforts to secure grants
- Continue our building of an unreserved/undesignated fund balance so that we comply with or exceed the GFOA guidelines.
- 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 2010-11 budget include the following:**

- **Other Contractual Services** includes approximately \$77,000 for the Town's IT support functions, an \$18,000 reduction from the prior year.

Town of Cutler Bay FY 2010-11 Proposed Operating & Capital Budget

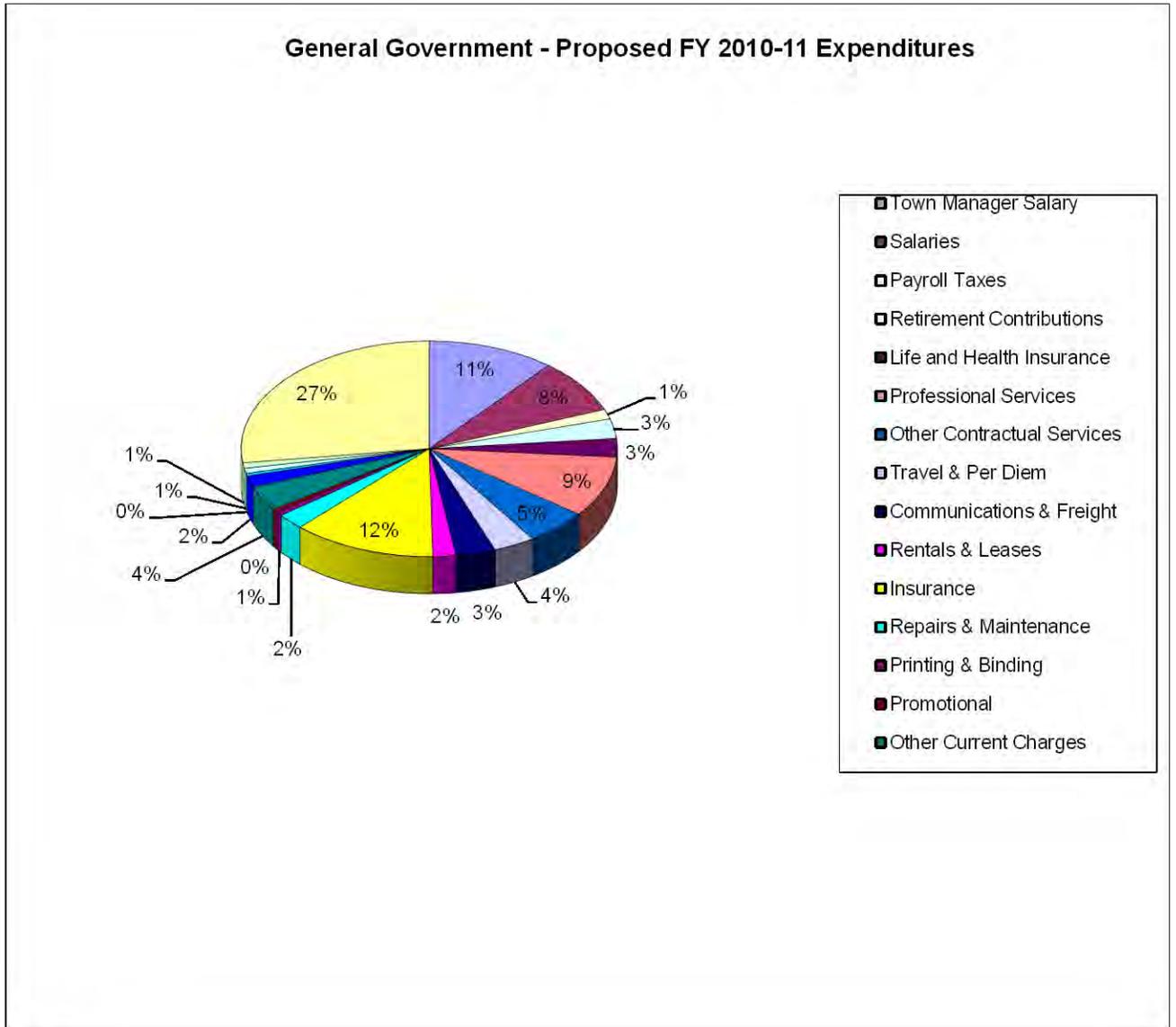
This budget category overall represents an approximate \$98,000 decrease. In addition to the aforementioned reduction in IT support, the budget reflects elimination of newsletter related costs (\$44,000) as well as eliminating the budget line item for sustainability consultants (\$20,000). Further, the web site maintenance activities (\$16,000) have been transferred to the Clerk's office

- **Communications and Freight** has decreased primarily as a result of elimination of newsletter related costs (\$32,000), savings to be achieved with our phone service (\$15,000), and anticipated savings in mailing costs (\$6,000)
- **Rentals and Leases** has decreased primarily as a result of the Town acquiring the building which it was previously renting space in
- A \$22,000 increase in **Insurance** premiums is projected, resulting from the fact that the Town now has more assets which it must insure

The following summarizes the General Government department budget for FY 2010-11:

## GENERAL GOVERNMENT

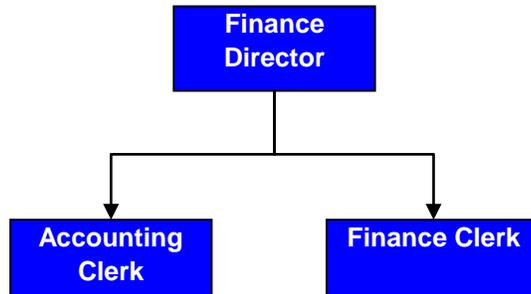
Category	Actual FY 2008-09	Adopted FY 2009-10	Proposed FY 2010-11
Town Manager Salary	169,231	159,980	161,420
Salaries	130,921	128,125	120,166
Payroll Taxes	19,340	22,040	21,541
Retirement Contributions	34,921	37,166	43,476
Life and Health Insurance	28,174	40,800	40,800
Professional Services	95,148	135,000	135,000
Other Contractual Services	195,723	176,990	78,800
Travel & Per Diem	25,212	52,900	52,900
Communications & Freight	34,139	105,628	50,258
Rentals & Leases	127,905	127,232	29,200
Insurance	149,433	160,000	182,000
Repairs & Maintenance	30,526	32,430	34,890
Printing & Binding	13,475	10,000	10,000
Promotional	0	6,400	6,400
Other Current Charges	23,248	56,250	54,850
Office Supplies	9,419	25,000	25,000
Operating Supplies	10,234	18,183	6,000
Dues, Subscriptions, Memberships	6,594	11,180	11,195
Capital Outlay	40,062	8,000	12,200
QNIP	380,362	400,000	400,000
	<u>1,524,067</u>	<u>1,713,304</u>	<u>1,476,096</u>



**Budget to Budget Comparison:**

**FY 2009-10: \$1,713,304 FY 2010-11: \$1,476,096 Change: -14%**

## 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 four comprehensive external financial audits. The Town received "unqualified" audit opinions, 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 FY 2008-09 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 FY 2006-07 and FY 2007-08 CAFRs and fully anticipates receiving the award for the FY 2008-09 CAFR.

The Finance Director monitors expenditures and receipt of revenues from both 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 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.

### 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.
- Prepare a grant monitoring and tracking system

### OBJECTIVES

- Secure the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting for the Town's annual Comprehensive Annual Financial Report.
- Complete the deployment of the enterprise resource planning system during FY 2010-11.

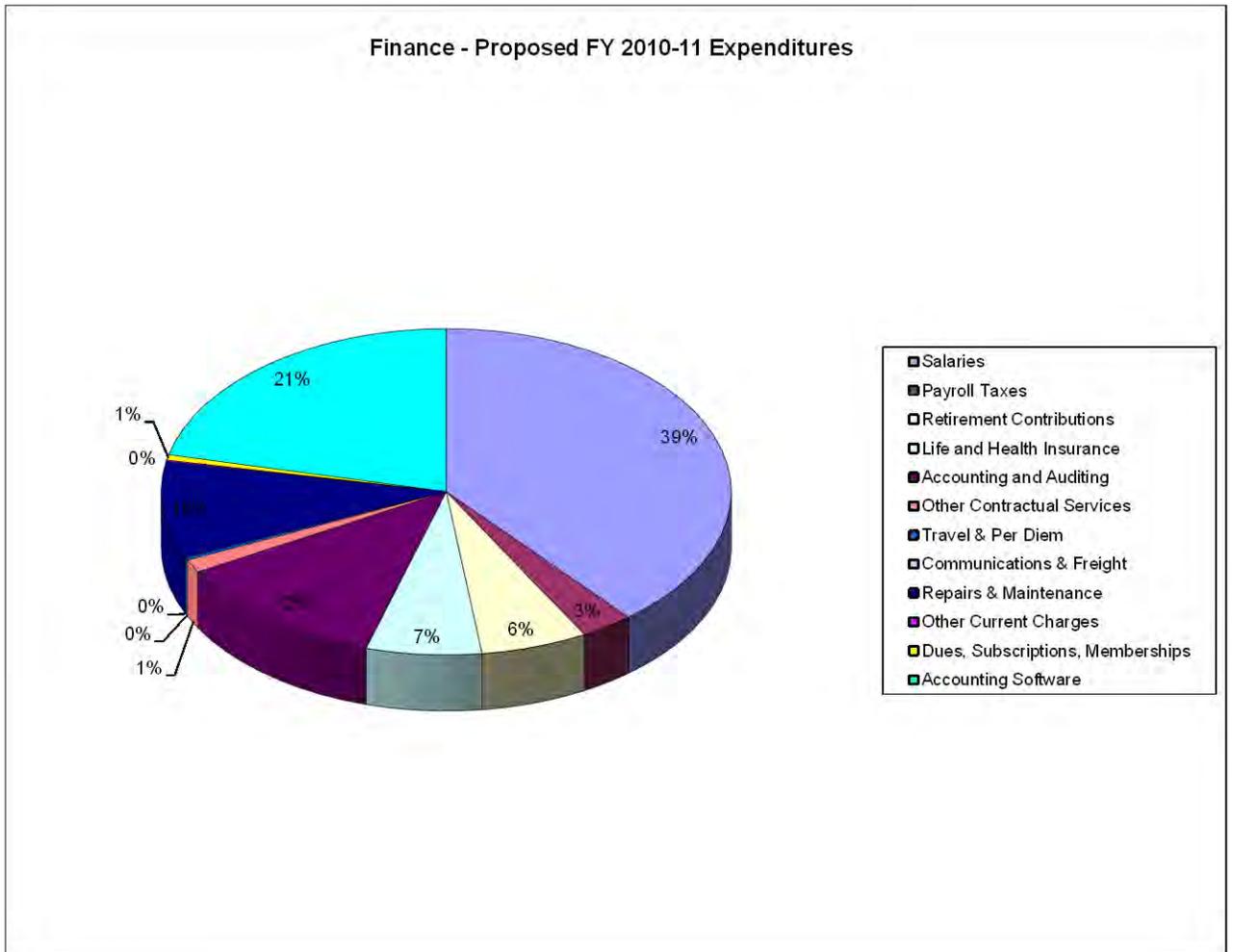
**Significant budget changes in the FY 2010-11 budget include the following:**

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

The following summarizes the Finance department budget for FY 2010-11:

## FINANCE

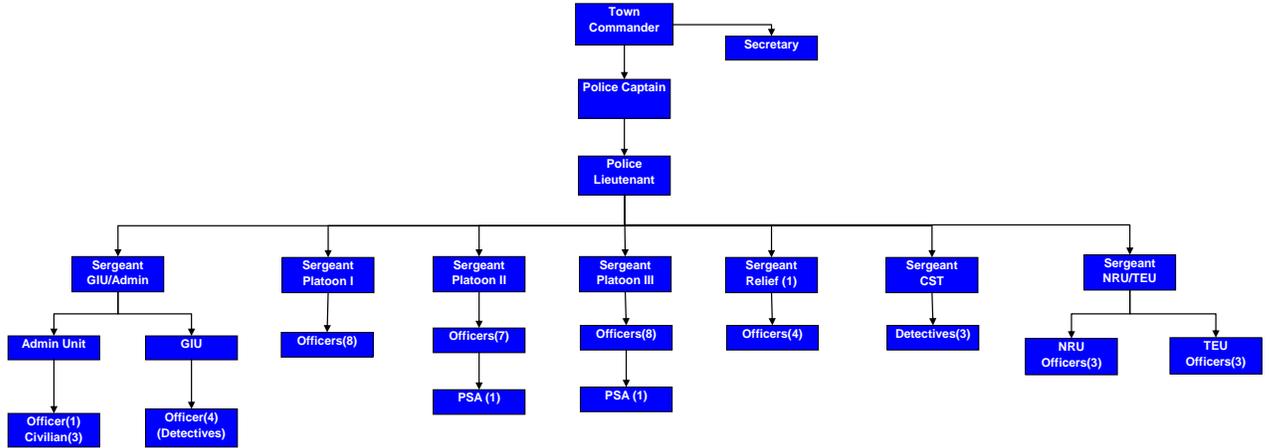
Category	Actual FY 2008-09	Adopted FY 2009-10	Proposed FY 2010-11
Salaries	180,241	180,946	182,387
Payroll Taxes	13,618	13,844	13,953
Retirement Contributions	21,186	23,520	28,282
Life and Health Insurance	25,230	30,600	30,600
Accounting and Auditing	31,695	55,000	57,500
Other Contractual Services	4,487	6,000	6,000
Travel & Per Diem	200	1,200	1,200
Communications & Freight	843	1,500	0
Repairs & Maintenance	0	2,000	45,000
Other Current Charges	142	600	600
Dues, Subscriptions, Memberships	2,694	2,500	2,500
Accounting Software	164,154	300,000	100,000
	<u>444,490</u>	<u>617,710</u>	<u>468,022</u>



***Budget to Budget Comparison:***

***FY 2009-10: \$617,710    FY 2010-11: \$468,022    Change: -24%***

## 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 well being of the Cutler Bay community, emphasizing community-oriented policing and traffic safety. The Department is responsible for maintaining order and providing for the safe and expeditious flow of traffic, both from residents and visitors, upholding the 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 2009-10) staffing includes 51 sworn employees, and five non-sworn employees for a total of 56 Full-time positions. One full time Town of Cutler Bay civilian position supplements the administrative work of the Department.

Due to the current economic and employment situation our city, state and country face, we can expect a steadily increasing rise in robberies, burglaries, domestic assaults, frauds, and theft crimes. During times of economic distress, crime, drug use, mental health issues, and depression tend to become more prevalent.

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** The recent addition of five additional officers to the Town's Police Services assisted in a reduction in crime rates. A year-to-date comparison of June 2009 versus June 2010 shows that crime has been significantly reduced by 6.14%.

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's stepped up enforcement of speed limits resulted in six percent fewer traffic crashes, as compared to the previous year. Reducing accidents translates to economic savings such as insurance rates, but more importantly, it saves lives.

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

### GOALS

- Increase the visibility and police involvement within the community
- The Town of Cutler Bay will be purchasing five marked Police vehicles through the use of Impact Fees; thereby, allowing for a reduction of five marked vehicles from the Police Fleet. This enables the savings of taxpayer's money for this ongoing expense.
- 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.

- Facilitate officers to become more familiar with the residents of their community and their police related concerns.
- Officers distribute information cards indicating safety tips and suggest ways to make the resident's home or business safer.
- Upon recognizing hazardous intersections, the unit will seek voluntary compliance with traffic laws through education and enforcement in an effort to reduce the frequency of traffic collisions and number of injuries.

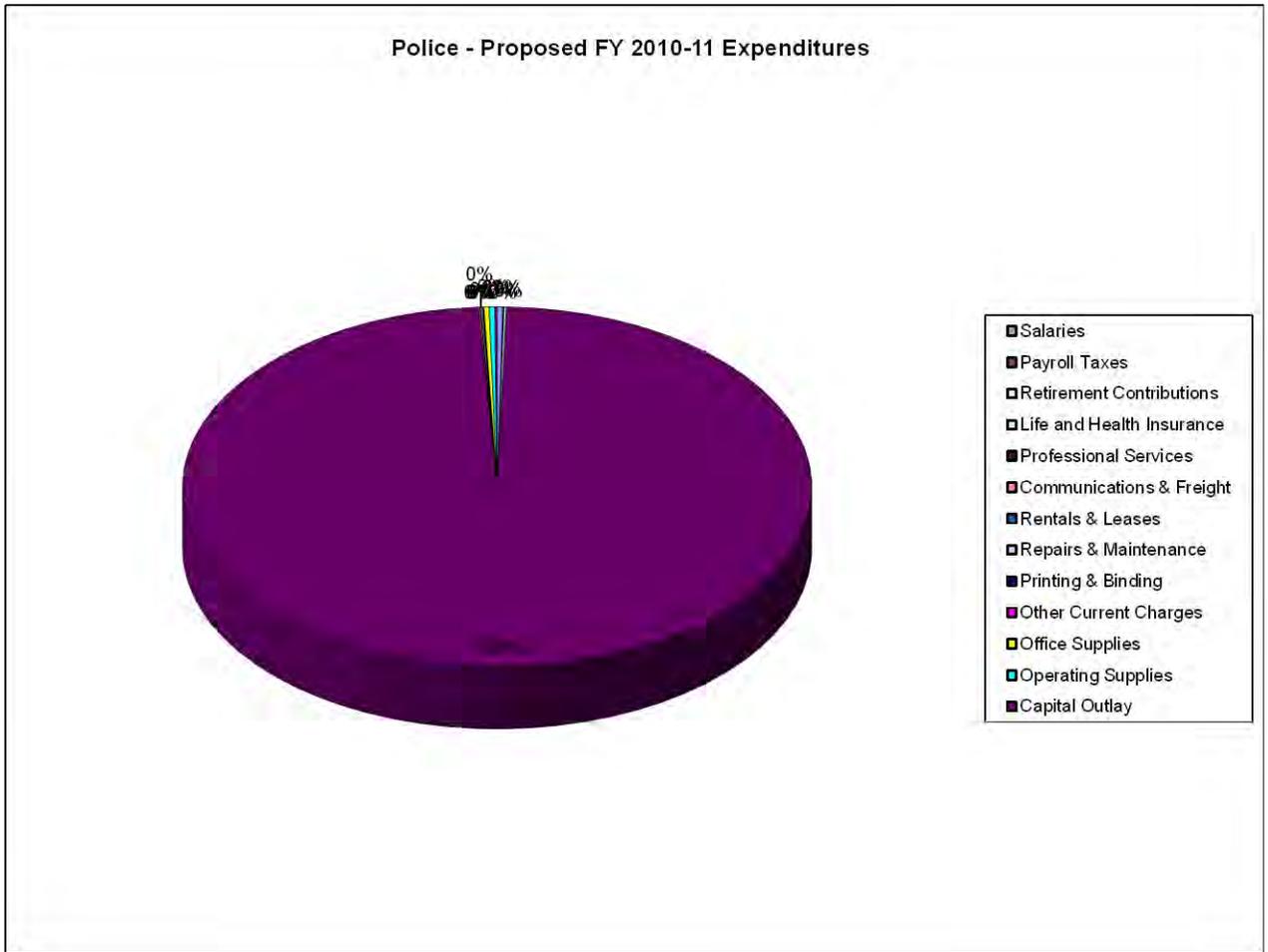
**Significant budget changes in the FY 2010-11 budget include the following:**

- **Professional Services** increased \$451,000 primarily as a result of scheduled increases called for in the police contract with the County as well as with State mandated retirement contribution rates
- **Rentals and Leases** has decreased primarily due to the fact that the Town now owns the building in which it operates and no longer pays rent

The following summarizes the Police department budget for FY 2010-11:

## POLICE

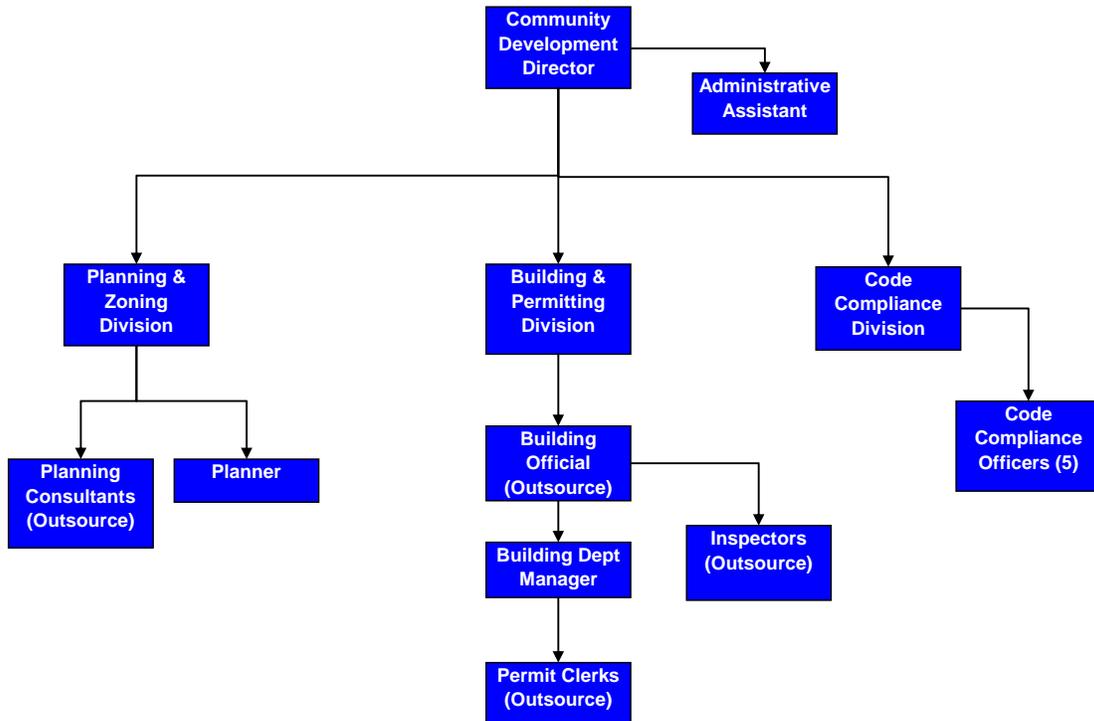
Category	Actual FY 2008-09	Adopted FY 2009-10	Proposed FY 2010-11
Salaries	25,068	24,960	24,960
Payroll Taxes	1,822	1,909	1,909
Retirement Contributions	2,469	2,695	2,995
Life and Health Insurance	7,313	10,200	10,200
Professional Services	7,693,199	7,811,401	8,334,931
Communications & Freight	5,830	6,500	6,500
Rentals & Leases	65,902	74,900	2,400
Repairs & Maintenance	5,152	6,400	6,400
Printing & Binding	8,119	5,000	5,000
Other Current Charges	1,984	1,000	1,000
Office Supplies	12,708	22,600	22,600
Operating Supplies	7,669	24,500	24,500
Capital Outlay	24,216	10,000	10,000
	<u>7,861,451</u>	<u>8,002,065</u>	<u>8,453,395</u>



***Budget to Budget Comparison:***

***FY 2009-10: \$8,002,065    FY 2010-11: \$8,453,395    Change: +5.6%***

## COMMUNITY DEVELOPMENT



### FUNCTION

The Department of Community Development is comprised of three Divisions, Planning and Zoning, Code Compliance, and Building Services. The Department is comprised of the Community Development Department Director, an Administrative Assistant, a Town Planner, a Building and Code Compliance Manager and four Code Compliance Officers.

The Planning and Zoning Division is responsible for providing technically sound and professional recommendations to ensure strict adherence to the Town's Land Development Code, Growth Management Plan, and other concurrency regulations and for the efficient and timely processing of zoning applications.

The Code Compliance Division is responsible for educating the public on the Town's code enforcement regulations and enforcing those regulations in our residential, commercial, and mixed use areas.

The Building Services Division has the responsibility of implementing federal, state and local building laws through the supervision of construction activities and acceptance of building permit applications. Building service activities are contracted through a private provider under which 30 percent of the fees collected are retained by the Town to offset supervision and support costs.

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

We are in the final stages of adopting the Town's first Land Development Regulations (LDRs) whose goal is compact design and sustainable standards. The department is anticipating new development requests subsequent to zoning workshops, charrettes, and other planning efforts accomplished over the past year.

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

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

This year the Town is implementing an additional new Town-wide software system, and a newer and more sophisticated permit and inspection module will be available. The new system will provide citizens web

access, and enable them to schedule inspections as well as view the results of their inspections. A major initiative over the last year involved implementation of a new electronic document storage system. In anticipation, the department has scanned over 6,000 permits and continues file preparation for additional file scanning to ensure searchable records for our residents and staff.

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

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

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

## GOALS

### PLANNING AND ZONING

- Complete the adoption and implementation of a new set of Town Land Development Codes
- Minor amendments and continued implementation of the Growth Management Plan
- Administer zoning regulations and processes in accordance with the Land Development Code
- Continue implementation of approved charrettes and overlay zoning criteria
- Zoning district regulation
- Zoning Workshop coordination
- Implement the "Green" Building Regulations
- Continue to administer the permit process for special events and garage sales

- Continue to monitor monthly update process of the GIS for property and ownership information to provide current and accurate property data
- Continue development of Geographic Information System improvements for Town needs including adding updated flood information, code enforcement actions, and zoning map information at the parcel level
- Provide public outreach activities regarding sustainability, green corridor, and land development implementation.

#### CODE COMPLIANCE

- Respond to code complaints expeditiously
- Obtain code compliance through a progressive system of enforcement actions beginning with non-punitive voluntary compliance
- Carry out focused code initiatives to address special issues within neighborhoods including overgrown lots, junk vehicles, home offices, property registration, etc.
- Implement code compliance policies set by the Town Council as specific topics impacting the town including SFWMD water restrictions
- Continue the Special Master hearing process for appeals to code citations
- 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 industry are implemented consistently and uniformly throughout the Town and customer base
- Improve service delivery systems for residents, businesses and trade representatives
- Enhance public access to information concerning the building and permitting laws and processes
- Improve the storage and retrieval of building plans for ease of access
- Promote and implement "Green" building initiatives in accordance with town policies
- Assist in the implementation of the red light traffic control signals along Town streets to reduce safety hazards affecting every citizen and traveler in the Town

## OBJECTIVES

### PLANNING & ZONING

- Adopt and implement the Land Development Code
- Process zoning applications for public hearing within 60 days of receipt of complete application materials
- Process administrative adjustment applications within 15 days
- Process administrative site plan review applications, required for projects within the US 1 Corridor, Old Cutler Road Overlay area and Town Center areas, within 7 days
- Issue garage sale permits on the same day as received
- Update GIS property data bases every 30 days
- Prepare GIS maps, atlases and mailing labels within 2 days of request
- Provide planning and zoning information to property owners and developers within 2 days of request
- Update the web page to include significant draft documents and new land development code chapters including a web page section for upcoming projects
- Provide professional development opportunities to staff
- Scan planning and zoning files for easy access, printing, and storage.

### CODE COMPLIANCE

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

### BUILDING SERVICES

- Provide 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 walk-thru permit service

- Continue to scan all building plans for easy access, printing and storage

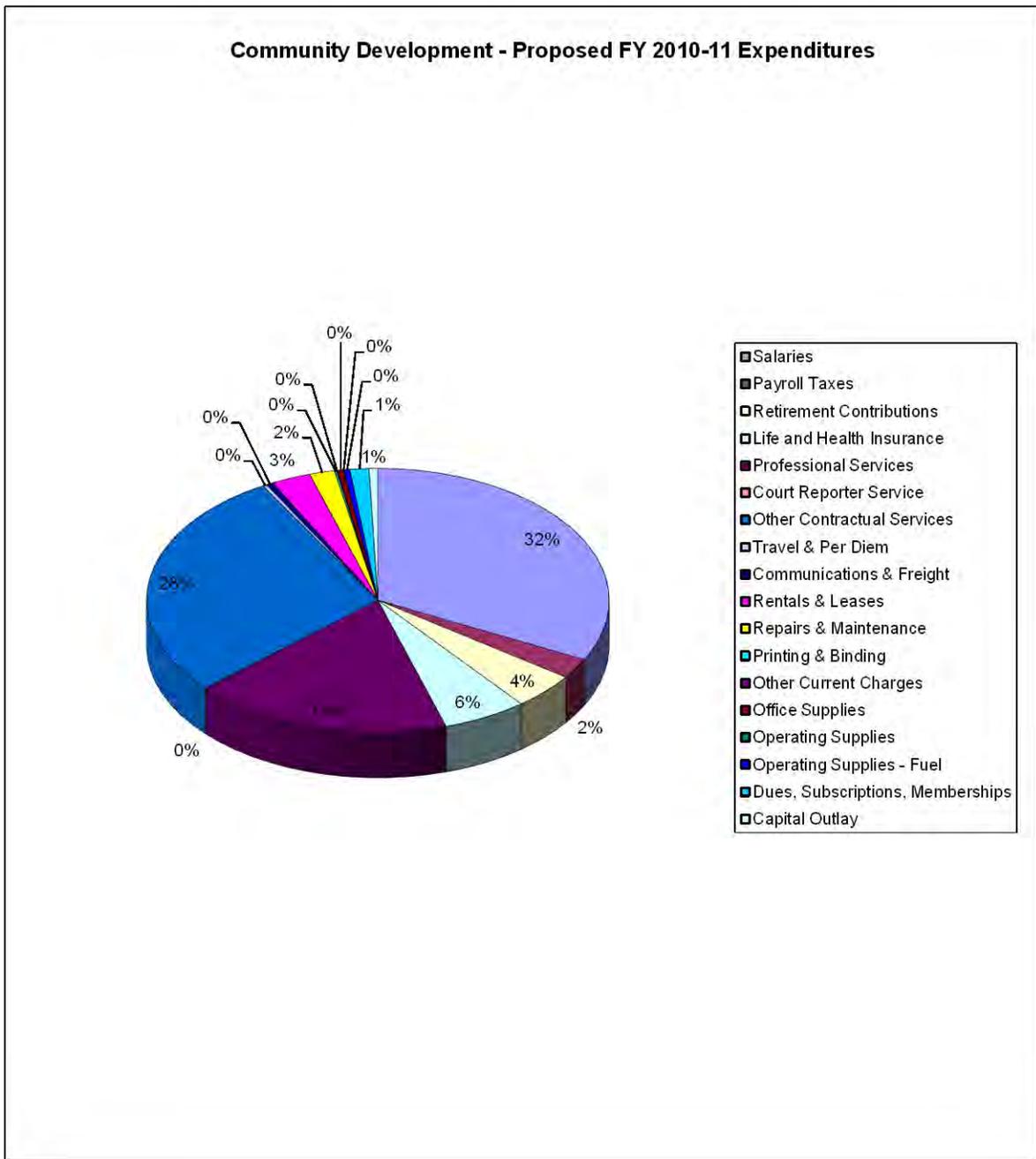
**Significant budget changes in the FY 2010-11 budget include the following:**

- **Professional Services** decreased \$40,000 due to elimination of Pattern Book costs
- **Other Contractual Services** are primarily services performed by the Town's Building & Permitting consultants which share revenues from such activities with the Town. The FY 2010-11 budget reflects \$325,500 for these services
- **Rentals and Leases** has decreased primarily due to the fact that the Town now owns the building in which it operates and no longer pays rent
- Reduced costs for **Printing & Binding** and **Office Supplies**
- Elimination of two code officer positions (one currently vacant)

The following summarizes the Community Development department budget for FY 2010-11:

## COMMUNITY DEVELOPMENT

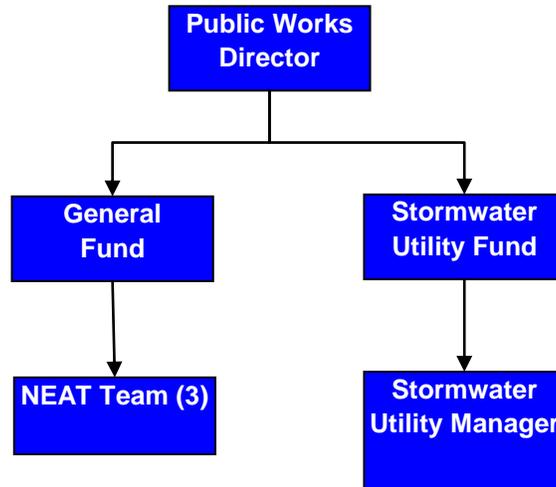
Category	Actual FY 2008-09	Adopted FY 2009-10	Proposed FY 2010-11
Salaries	447,279	476,179	394,749
Payroll Taxes	35,091	36,428	30,198
Retirement Contributions	53,942	55,577	54,086
Life and Health Insurance	66,457	91,800	71,400
Professional Services	323,109	260,000	220,000
Court Reporter Service	0	800	800
Other Contractual Services	382,834	348,000	344,700
Travel & Per Diem	7,502	3,500	3,500
Communications & Freight	11,415	18,480	6,000
Rentals & Leases	84,195	88,100	33,300
Repairs & Maintenance	5,454	21,150	21,400
Printing & Binding	3,055	4,000	1,500
Other Current Charges	973	1,000	1,000
Office Supplies	3,831	8,500	5,000
Operating Supplies	2,552	500	500
Operating Supplies - Fuel	3,744	5,000	5,000
Dues, Subscriptions, Memberships	6,759	17,500	16,200
Capital Outlay	2,546	7,500	7,500
	<u>1,440,738</u>	<u>1,444,014</u>	<u>1,216,834</u>



**Budget to Budget Comparison:**

***FY 2009-10: \$1,444,014 FY 2010-11: \$1,216,834 Change: -15.7%***

## PUBLIC WORKS



### FUNCTION

The Public Works Department provides management and maintenance of the Town's infrastructure, including locally owned roads, sidewalks, stormwater utility system, Town owned fleet, street signs and various Capital Improvement Projects. Additionally, the Department is responsible for planning and implementation of various street beautification projects, graffiti abatement and litter removal activities. The Public Works Department is comprised of a core staff which includes: Director, and three (3) Neighborhood Enhancement Action Team (N.E.A.T) members. Additionally, there are four (4) highly-qualified Professional Engineering Consulting Firms which support the daily and long range planning functions for the Department on a revolving basis.

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

## GOALS

### *Personnel*

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

### *Roadway and Sidewalk Improvements*

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

### *Stormwater Improvement Projects*

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

### *Right- of- Way Enhancements*

- Continue to coordinate and manage available resources to enhance the aesthetics of the Village Neighborhoods, while strengthening the infrastructure where needed.
- Continue the Town’s daily litter removal program.
- Continue the Town’s daily removal of “illegally” placed signs along the right-of-ways.
- Continue the Town’s daily removal / painting over of graffiti.

- Implementation/Coordination of the Town's Tree Planting Program, as per the adopted Street Tree Master Plan.

## OBJECTIVES

### *Personnel / Administration*

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

### *Roadway and Sidewalk Improvements*

- Implement a pavement and sidewalk work management database system.
- Continue to replace, and repair sidewalks near schools and recreational facilities according to their overall condition.
- Implement improvements identified in the Town's adopted Sidewalk & Roadway Assessment Master Plan in order to encourage installation of missing sidewalks sections and pedestrian connections throughout the Town.
- Perform visual inspection of Town owned roads on a daily basis.
- Implement the findings of the Town's Transportation Master Plan. Improve vehicular and pedestrian safety on all Town roads, around schools and parks.
- Review and update Transportation Master Plan to reflect changing land use development patterns and related transportation system demands.
- Complete requests for neighborhood traffic engineering studies.
- Continue to install emergency transfer switches at "key" intersections.

- Coordinate the replacement of damaged/faded regulatory and warning signs.
- Continue the installation of thermo-striping Stop Bars in residential areas.

#### *Stormwater Improvement Projects*

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

#### *Right-of-way Enhancements*

- Replace damaged street signs within four work days.
- Develop and implement landscape and signage improvement plan on main transportation corridors within the Village inclusive of County and State owned roadways.
- Maintain the existing Town entry signage free of weeds and graffiti.
- Implement a rotating maintenance schedule to include mowing, weed cutting, and herbicide application of non-landscaped areas in a manner that will maintain their appearance.
- Perform landscape maintenance and the mowing of medians, right-of-ways, swales and continue to plant trees as prioritized in the Street Tree Master Plan
- Provide safe clearance of unsightly debris for pedestrians and motorists on Town owned right-of-ways and coordinate with Miami-Dade County Public Works Dept.
- Perform daily litter removal throughout the Town.
- Coordinate the removal of "illegal" dumping with Miami-Dade Solid Waste Dept.
- Continue removal of "illegally" placed signage on swales, trees, and right-of-ways.

- Perform daily removal of graffiti on Town owned infrastructure.

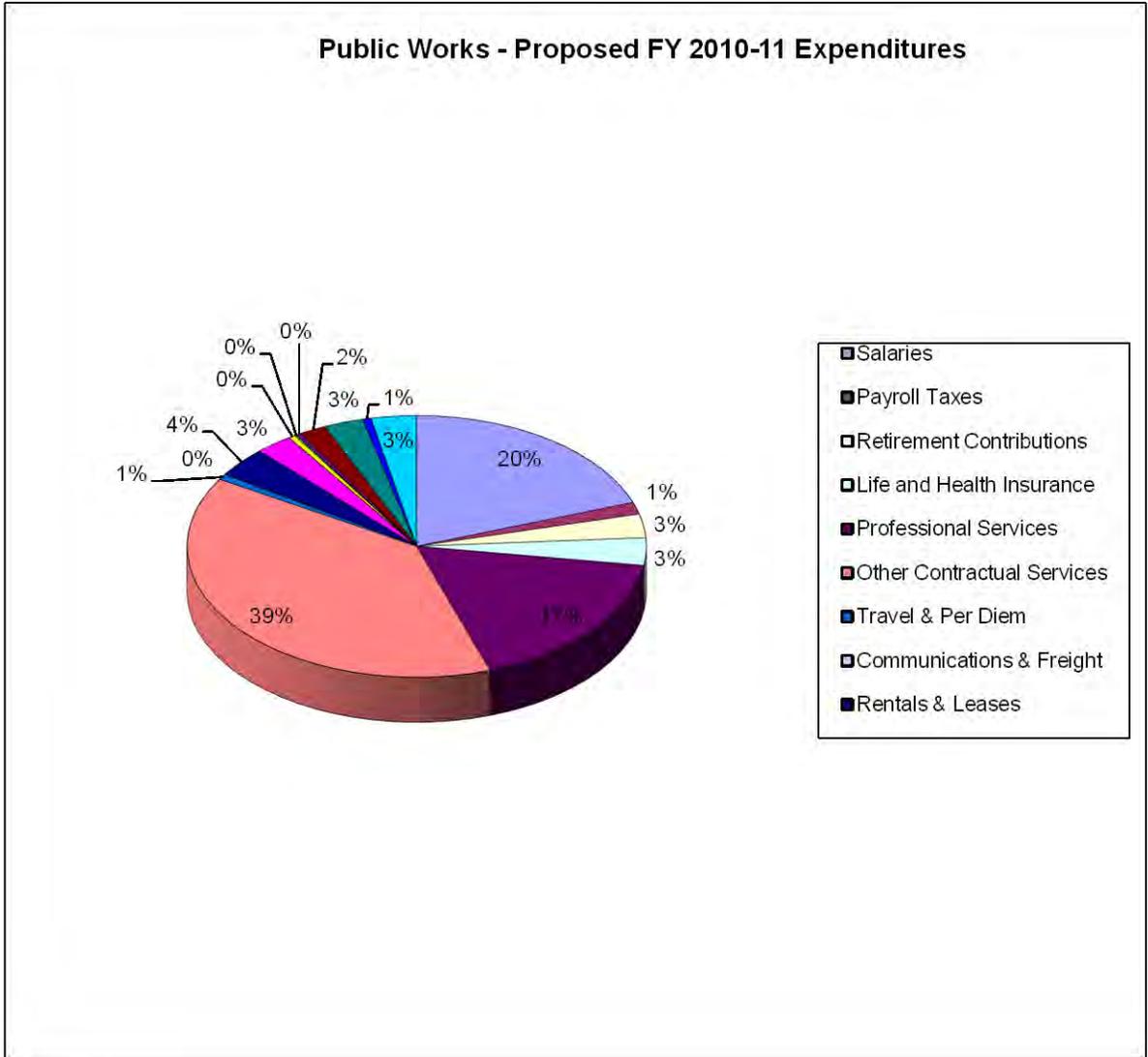
**Significant budget changes in the FY 2010-11 budget include the following:**

- **Professional Services** include \$70,000 for general engineering services
- **Other Contractual Services** includes \$50,000 for roadside maintenance, \$150,000 for sidewalk repairs, and \$120,000 for right-of-way maintenance. Overall, the FY 2010-11 Other Contractual Services budget represents a \$185,000 **decrease** from the prior year reflecting reduced repairs and maintenance activities and tree planting activities being performed by the Stormwater fund
- **Rentals and Leases** has decreased primarily due to the fact that the Town now owns the building in which it operates and no longer pays rent
- **Capital Outlay** has decreased \$114,000 reflecting elimination of Town-wide beautification projects (\$75,000), elimination of purchase of a replacement monument sign (\$4,000), and elimination of additional intersection generator connections (\$35,000)

The following summarizes the Public Works department budget for FY 2010-11:

## **PUBLIC WORKS**

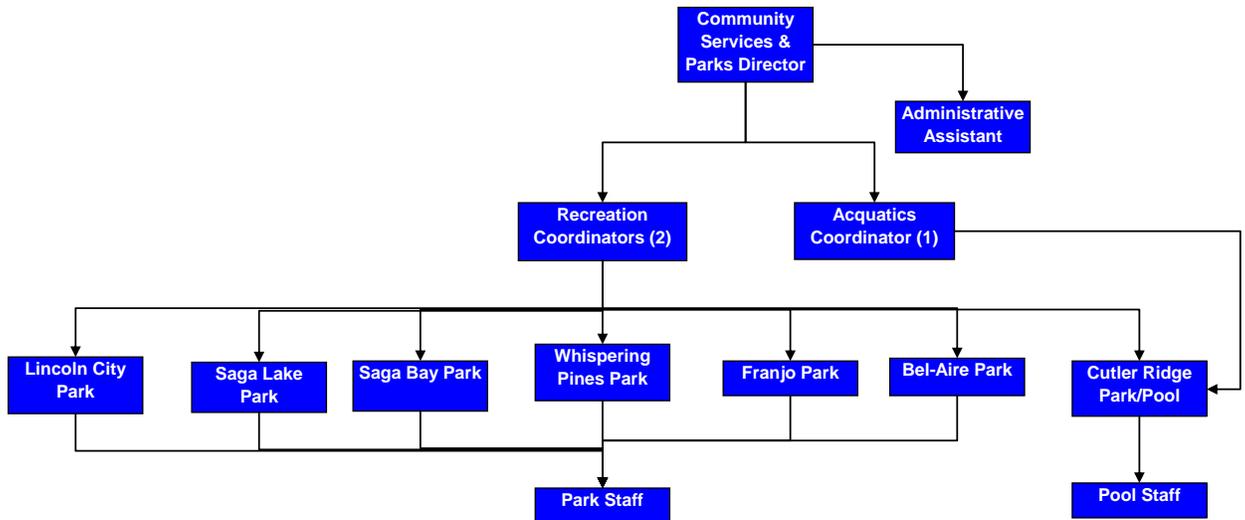
Category	Actual FY 2008-09	Adopted FY 2009-10	Proposed FY 2010-11
Salaries	203,222	185,354	164,454
Payroll Taxes	18,560	14,180	12,581
Retirement Contributions	26,636	23,451	24,563
Life and Health Insurance	30,774	32,640	28,560
Professional Services	103,014	147,000	147,000
Other Contractual Services	434,282	511,000	326,000
Travel & Per Diem	1,144	5,900	5,900
Communications & Freight	5,029	5,492	500
Rentals & Leases	13,277	51,500	31,000
Repairs & Maintenance	14,392	22,000	22,000
Printing & Binding	2,152	4,000	4,000
Other Current Charges	78	1,000	1,000
Office Supplies	2,786	3,200	3,200
Operating Supplies	8,375	15,500	15,500
Operating Supplies - Fuel	11,811	23,400	23,400
Dues, Subscriptions, Memberships	1,033	3,300	4,800
Capital Outlay	24,299	141,100	27,100
	<u>900,864</u>	<u>1,190,017</u>	<u>841,558</u>



***Budget to Budget Comparison:***

***FY 2009-10: \$1,190,017 FY 2010-11: \$841,558 Change: -29%***

## COMMUNITY SERVICES AND PARKS



### FUNCTION

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

The Department staff consists of six full-time employees - the Parks and Recreation Director, an Administrative Assistant, two Recreation Coordinators, an Aquatics Coordinator and one Park Service Aide. Full-time staffing is supplemented by additional part-time Park Services 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 three part-time Park Service Aides to supplement the Town's After School Program activities at Cutler Ridge Park.

The Town's eight parks are categorized as mini, neighborhood or community parks. The Town has four neighborhood parks - Bel Air Park, Franjo Park, Saga Bay Park and Saga Lake Park. There are two mini-parks - Lincoln City Park and Whispering Pines Park. The Town has two community parks - Cutler Ridge Park and the recently acquired Lakes by the Bay Park which increases the amount of recreation/open space in the Town by an additional 49.3 acres.

Lakes by the Bay Park is currently under construction with the first phase scheduled for completion in 2012. The development of Lakes by the Bay Park is being funded through park impact fees, the Miami-Dade County Safe Neighborhood Parks Bond program and the Miami-Dade County Building Better Communities General Obligation Bond program. The total amount that is allocated for the first phase of development is \$8,600,000.00. The first phase of improvements will include three baseball/softball fields, two soccer/football fields, a field house building (restrooms/concession/storage), paved parking, walkways, irrigation and infrastructure elements including electric, water, sewer, drainage, etc. to make the park a fully-functional facility.

### 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 possibilities for the acquisition and development of additional park areas and facilities.
- Continue to seek sponsorships and donations for programming, special events and enhancement of parks.

### OBJECTIVES

- Work with the Parks and Recreation Advisory 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.
- Work with Miami-Dade County Public Schools to implement a long-term joint use agreement for the use of portions of the Cutler Ridge

Middle School athletic fields as a practice field location for local youth sports leagues by the end of the fiscal year.

- Increase sponsorship of Town-sponsored special events by 25% over the previous year.

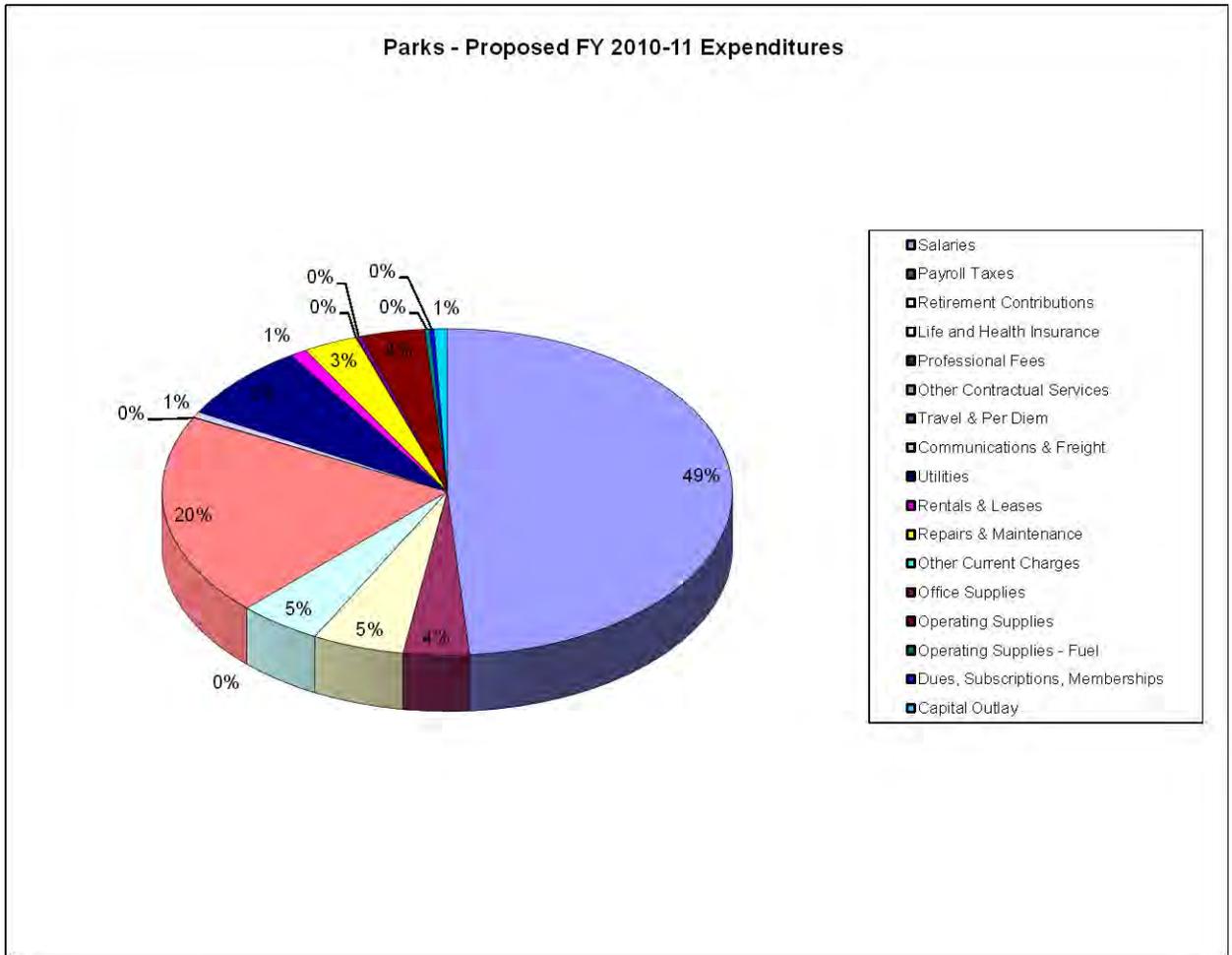
**Significant budget changes in the FY 2010-11 budget include the following:**

- **Other Contractual Services** includes \$233,500 for landscaping and grounds maintenance, a savings of \$44,500 versus the prior year. Additionally, \$35,000 is provided for Town sponsored events.
- **Utilities** decreased primarily of savings projected from use of the new geothermal pool heater
- **Rentals and Leases** increased primarily as a result of the transfer of a leased vehicle, and related payment, to the Parks department from Community Development
- **Capital Outlay** is budgeted at \$10,000 less than the prior year as no significant purchases are anticipated

The following summarizes the Parks department budget for FY 2010-11:

## PARKS & RECREATION

Category	Actual FY 2008-09	Adopted FY 2009-10	Proposed FY 2010-11
Salaries	550,849	637,865	650,898
Payroll Taxes	41,676	48,797	49,794
Retirement Contributions	48,430	59,591	69,368
Life and Health Insurance	50,768	62,900	62,900
Professional Fees	26,079	0	0
Other Contractual Services	310,912	323,000	268,500
Travel & Per Diem	2,155	750	750
Communications & Freight	9,478	9,160	7,600
Utilities	89,612	114,000	102,000
Rentals & Leases	9,431	9,600	12,800
Repairs & Maintenance	24,142	41,550	41,050
Other Current Charges	41	500	500
Office Supplies	1,983	4,000	4,000
Operating Supplies	39,832	48,000	48,000
Operating Supplies - Fuel	1,386	4,000	4,000
Dues, Subscriptions, Memberships	254	1,890	2,990
Capital Outlay	87,643	20,000	10,000
	1,294,671	1,385,603	1,335,150
	1,294,671	1,385,603	1,335,150



**Budget to Budget Comparison:**

***FY 2009-10: \$1,385,603 FY 2010-11: \$1,335,150 Change: -3.6%***

## CUTLER BAY TOWN CENTER BUILDING

### FUNCTION

On June 15<sup>th</sup> the Town purchased the building where Town Hall has been established since 2006. The Town's services are provided with the exception of parks, from our Town Hall building. The building is a 6 story commercial building, which was originally built in 1987 and was renovated in 1993, after hurricane Andrew. The 74,475 square feet, building is comprised of tenants offering a wide range of services, such as: a laboratory corporation, legal services, children development programs, homecare services and an inventory company. The building is a full service building offering a maintenance crew, cleaning services, utilities and landscaping.

### GOALS

The future will bring some change to our Town Hall building. We are in the design phase of our new Council Chamber and along with this project we will be moving our Police Department to the second floor to make room for the Council Chamber. The Town's customer service functions will be moving to the front section of the building making it more convenient for our Residents and Business'. 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.

- Secure management contracts with various vendors to maintain and service the building in regular service as well as emergency situations
- Secure a professional marketing and leasing firm to continuously strive towards 100 percent occupancy of the leasable space
- Improve the appearance and upkeep of the building and its grounds to increase the market value of our leases

### OBJECTIVES

The Town will now be responsible for the maintenance of the Building for its private business tenants. This added responsibility will incur some additional experience 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

Town of Cutler Bay FY 2010-11 Proposed Operating & Capital Budget

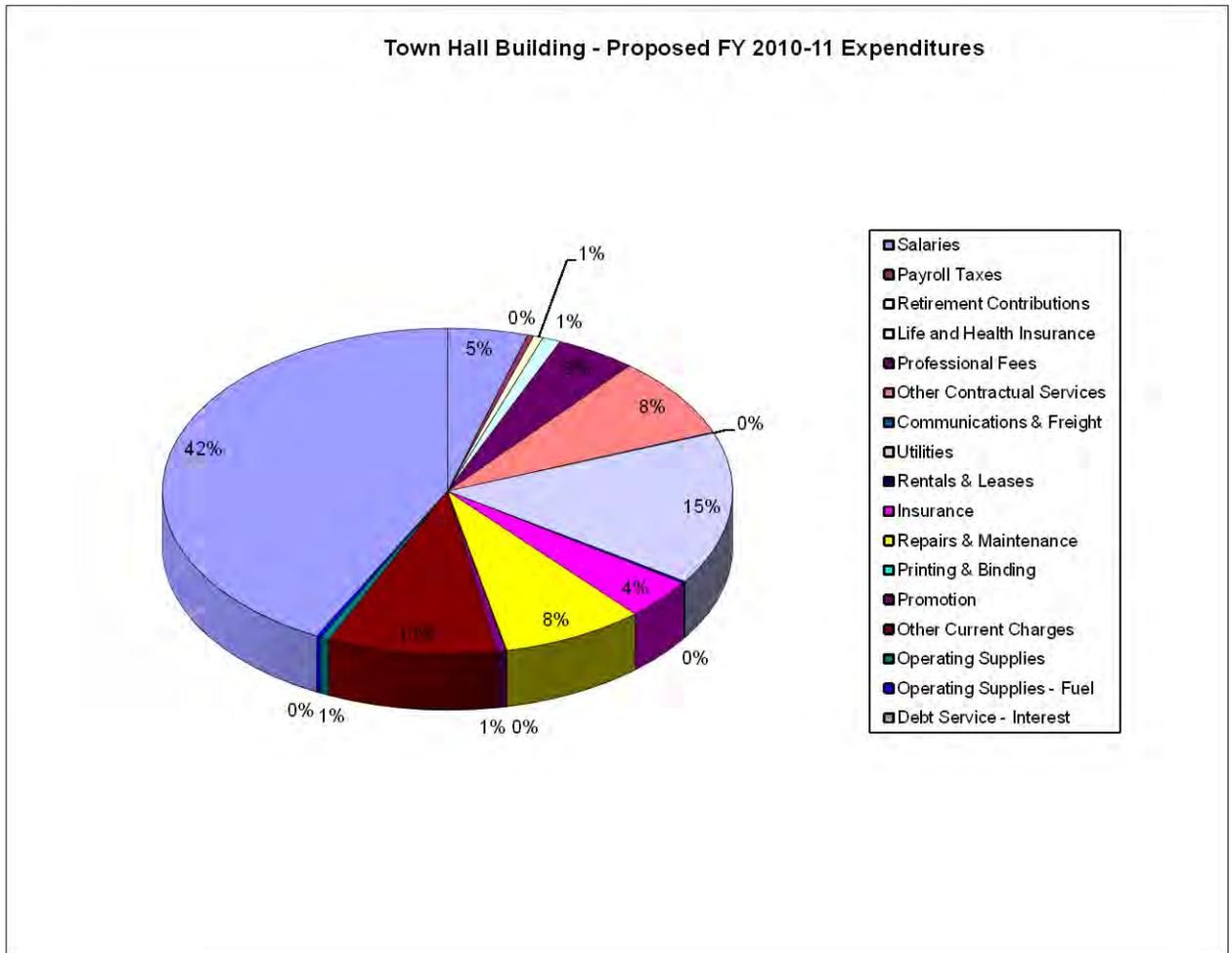
- Reduce the carbon footprint of the building to the extent practicable given budget constraints
- Manage the asset in the most cost efficient manor

The following summarizes the Cutler Bay Town Center building department budget for FY 2010-11:

## CUTLER BAY TOWN CENTER

Category	Actual FY 2008-09	Adopted FY 2009-10	Proposed FY 2010-11
Salaries	0	0	45,000
Payroll Taxes	0	0	3,443
Retirement Contributions	0	0	5,400
Life and Health Insurance	0	0	10,200
Professional Fees	0	0	45,000
Other Contractual Services	0	0	80,000
Communications & Freight	0	0	1,000
Utilities	0	0	150,000
Rentals & Leases	0	0	2,000
Insurance	0	0	40,000
Repairs & Maintenance	0	0	80,000
Printing & Binding	0	0	457
Promotion	0	0	5,000
Other Current Charges	0	0	95,000
Operating Supplies	0	0	5,000
Operating Supplies - Fuel	0	0	2,500
Debt Service - Interest	0	0	420,000
	0	0	990,000
	0	0	990,000

Town of Cutler Bay FY 2010-11 Proposed Operating & Capital Budget



**Budget to Budget Comparison:**

***FY 2009-10: \$-0- FY 2010-11: \$990,000 Change: N/A***

**RESERVES**

The relatively short budget history and the uncertainty of the impact of tax reforms suggest that it is essential to continue to budget and fund a number of reserves. The proposed FY 2010-11 budget continues the prior year's policy of funding these reserves. The Town is continuing its policy to set aside funds to meet contingencies, as well as to provide the ability to match grant awards should the need arise. The following details the reserves set aside in the FY 2010-11 budget:

<u>RESERVES</u>	
Contingency reserve	3,800,000
Revenue Stabilization reserve	225,000
Grant Match Reserves	250,000
Insurance contingencies	1,000,000
Tax equalization reserve	225,000
Building: capital reserve	1,000,000
Building: operating reserve	1,500,000
Restricted building loan requirement	2,800,000
Other reserves	<u>125,361</u>
	<u><u>10,925,361</u></u>

## **Special Revenue Fund**



### **Special Revenue Fund Revenues**

Special revenues are segregated from the General Fund revenues in the budget and, in some cases, from an accounting standpoint due to restrictions on fund uses. Examples of such revenues include 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 relieve stress, associated with development, on infrastructure.

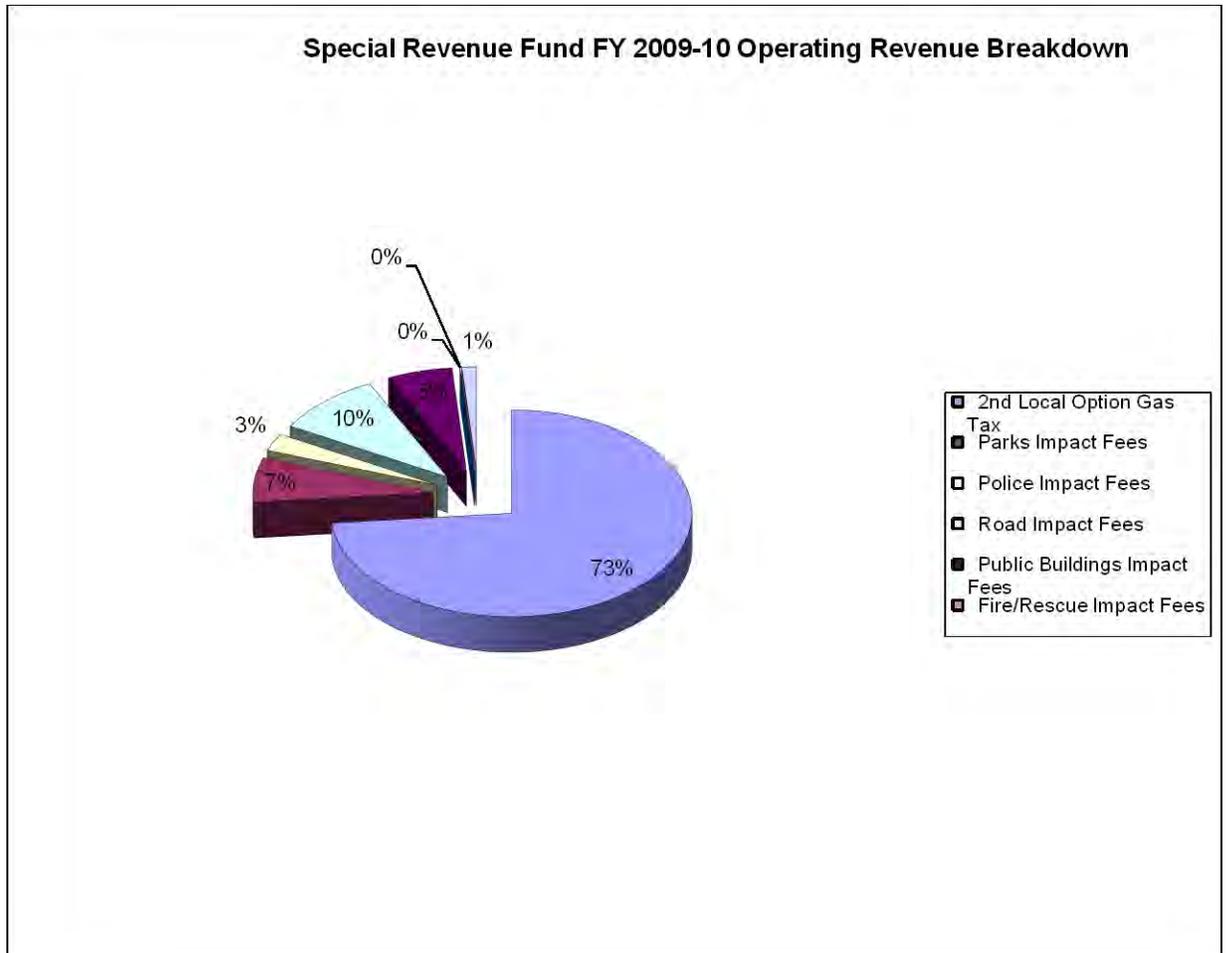
The following summarizes the Town's anticipated Special Revenue Fund revenues:

Town of Cutler Bay FY 2010-11 Proposed Operating & Capital Budget

Special Revenue Fund  
Summary

	Actual FY 2008-09	Adopted FY 2009-10*	Proposed FY 2010-11
REVENUES:			
2nd Local Option Gas Tax	196,359	165,428	189,393
Parks Impact Fees	26,152	17,000	18,000
Police Impact Fees	20,155	6,000	7,000
Road Impact Fees	0	0	25,000
Public Buildings Impact Fees	0	0	15,000
Fire/Rescue Impact Fees	0	0	0
Forfeitures	0	0	0
Interest	26,417	25,000	3,300
Carryover	1,614,519	1,824,019	1,435,603
	<u>1,883,602</u>	<u>2,037,447</u>	<u>1,693,296</u>
EXPENDITURES:			
Transfers Out	11,000	1,350,500	874,000
Reserves:			
Police	209,330	200,910	222,130
Parks	736,833	391,745	508,334
Roads	0	0	45,000
Public Works	926,439	94,292	20,332
Public Buildings	0	0	23,500
Fire/Rescue	0	0	0
	<u>1,883,602</u>	<u>2,037,447</u>	<u>1,693,296</u>

\* - reclassified to conform to current year presentation



### **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 (**\$189,000**)) is accounted for in the Special Revenue fund.

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

**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 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 2010-11, impact fees are budgeted as follows:

Parks impact fees	\$ 18,000
Police impact fees	\$ 7,000
Roads impact fees	\$ 25,000
Public Buildings impact fees	\$ 15,000
Fire/Rescue impact fees	\$ -0-

**Special Revenue Fund Carryover**

The Special Revenue Fund's carryover for FY 2010-11 is budgeted at **\$1.4 million**. Special revenues funds are restricted to specific uses. The Town has planned a number of capital projects that will utilize and/or program special revenue funds for FY 2010-11. However, it is typical that the Special Revenue Fund will carry forward unexpended impact fees as well as grant revenues that may span more than one fiscal year.

Unexpended local option gas taxes and impact fees carried forward for current and future year projects, as well as grant funds, represent most of the growth in the Special Revenue Fund. For the most part, these funds are restricted in their use and must be carefully monitored to assure proper and timely expenditure.

## SPECIAL REVENUE FUND PROJECTS

Special Revenue Fund  
Projects Summary

	Actual FY 2008-09	Adopted FY 2009-10	Proposed FY 2010-11
<b>Federal Stimulus Projects:</b>			
Revenues:			
ARRA-Transportation	0	941,285	0
ARRA-Transit (thru Miami-Dade)	0	418,028	418,028
Transfer In	0	58,715	0
	<u>0</u>	<u>1,418,028</u>	<u>418,028</u>
Expenditures:			
Operating costs - ARRA Transportation	0	1,000,000	0
ARRA Transit	0	418,028	418,028
	<u>0</u>	<u>1,418,028</u>	<u>418,028</u>
 <b>JPA - Old Cutler Road</b>			
Revenues:			
County funding	0	450,000	4,250,000
Transfer In	0	0	231,000
	<u>0</u>	<u>450,000</u>	<u>4,481,000</u>
Expenditures:			
Operating costs	0	450,000	4,481,000
	<u>0</u>	<u>450,000</u>	<u>4,481,000</u>
 <b>JPA - Caribbean Blvd</b>			
Revenues:			
County funding	0	0	2,695,546
Transfer In	0	0	148,000
	<u>0</u>	<u>0</u>	<u>2,843,546</u>
Expenditures:			
Operating costs	0	0	2,843,546
	<u>0</u>	<u>0</u>	<u>2,843,546</u>
 <b>Stormwater</b>			
Revenues:			
SFWMD Grant	0	210,000	0
FDEP Grant	0	218,000	0
Transfer In	0	458,000	0
	<u>0</u>	<u>886,000</u>	<u>0</u>
Expenditures:			
Operating costs	0	886,000	0
Reserve	0	0	0
	<u>0</u>	<u>886,000</u>	<u>0</u>

Town of Cutler Bay FY 2010-11 Proposed Operating & Capital Budget

Special Revenue Fund  
Projects Summary  
continued

	Actual FY 2008-09	Adopted FY 2009-10	Proposed FY 2010-11
<b>Green Traffic Circle</b>			
Revenues:			
Federal Grant	0	2,400,000	2,400,000
Transfer In	0	600,000	600,000
	<u>0</u>	<u>3,000,000</u>	<u>3,000,000</u>
Expenditures:			
Operating costs	<u>0</u>	<u>3,000,000</u>	<u>3,000,000</u>
<b>Bicycle Path Master Plan</b>			
Revenues:			
MPO Grant	0	0	40,000
Transfer In	0	0	10,000
	<u>0</u>	<u>0</u>	<u>50,000</u>
Expenditures:			
Operating costs	<u>0</u>	<u>0</u>	<u>50,000</u>
<b>Children's Trust</b>			
Revenues:			
After School Program Grant	<u>85,684</u>	<u>96,197</u>	<u>96,209</u>
Expenditures:			
Children's Trust Program Costs	<u>85,684</u>	<u>96,197</u>	<u>96,209</u>
<b>Transportation Plan</b>			
Revenues:			
MPO Grant	26,594	0	0
Transfer In	17,730	0	0
	<u>44,324</u>	<u>0</u>	<u>0</u>
Expenditures:			
Operating costs	<u>44,324</u>	<u>0</u>	<u>0</u>

Town of Cutler Bay FY 2010-11 Proposed Operating & Capital Budget

Special Revenue Fund  
Projects Summary  
continued

	Actual FY 2008-09	Adopted FY 2009-10	Proposed FY 2010-11
<b>Recycling Grant</b>			
Revenues:			
FDEP Grant	<u>43,997</u>	<u>54,000</u>	<u>0</u>
Expenditures:			
Operating costs	<u>43,997</u>	<u>54,000</u>	<u>0</u>
<b>Bicycle/Pedestrian Projects</b>			
Revenues:			
Federal Grant	0	400,683	0
Transfer In	<u>0</u>	<u>271,078</u>	<u>0</u>
	<u>0</u>	<u>671,761</u>	<u>0</u>
Expenditures:			
Operating costs	<u>0</u>	<u>671,761</u>	<u>0</u>

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 2010-11 and has recently been awarded several grants that are will be accounted for in these type funds.

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

**Transportation Projects**

The FY 2010-11 budget reflects \$418,000 of transit projects being funded by the Federal Stimulus legislation (*American Recovery and Reinvestment*

## Town of Cutler Bay FY 2010-11 Proposed Operating & Capital Budget

Act of 2009). The budget also reflects the continued work along Old Cutler Road and the commencement of work along Caribbean Boulevard being funded by Miami-Dade County and being managed by the Town pursuant to a Joint Project Agreement with the County. The FY 2010-11 budget reflects \$7.3 million related to these two roadway projects.

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

The Town has also been awarded a County grant through the MPO to fund a bicycle path master plan. Total project cost of \$50,000 is estimated to be funded by the grant (\$40,000) and the town (\$10,000).

### 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 \$96,000.

## TOWN CAPITAL PROJECTS FUND BUDGET



### **Overview**

The Capital Projects Fund Budget is to provide a balanced fiscal plan for non-operating projects or purchases, such as construction projects, major equipment purchases, or infrastructure improvements. The capital cost of

a project includes all manpower, implementation costs, and capital costs required to fully implement the project.

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

The FY 2010-11 proposed budget includes \$1.2 million in grant monies to fund current and future Parks capital projects. In the case of the Lakes By The Bay Park project, it is anticipated that there will be approximately \$2.3 million of funds received from the County in FY 2009-10 that will carryover to FY 2010-11 for park improvement use.

Additionally, \$120,000 is being transferred to the Capital Projects Fund from the Special Revenue Fund to fund completion of the Public Works' SW 208<sup>th</sup> Street Roadway Improvement project. The source of these funds is local option gas taxes the Town has received which are prescribed for use on transportation related projects.

The Capital Projects Fund budget is summarized as follows:

Town of Cutler Bay FY 2010-11 Proposed Operating & Capital Budget

Capital Projects Fund  
Parks  
Project Summary

	Actual FY 2008-09	Adopted FY 2009-10	Proposed FY 2010-11
<b>Park Acquisition:</b>			
Revenues:			
Grants - SNP	0	200,000	0
FRDAP	0	135,600	0
State 1839A	0	200,000	0
Transfer In	0	335,600	0
Carryover	0	0	0
	<u>0</u>	<u>871,200</u>	<u>0</u>
Expenditures:			
Property acquisition and improvements	0	871,200	0
Carryover	0	0	0
	<u>0</u>	<u>871,200</u>	<u>0</u>
<b>Bel Aire Park Improvements:</b>			
Revenues:			
Transfers In (park impact fees)	0	179,345	0
Grant - SNP	0	179,345	179,345
	<u>0</u>	<u>358,690</u>	<u>179,345</u>
Expenditures:			
Improvements	0	358,690	179,345
	<u>0</u>	<u>358,690</u>	<u>179,345</u>
<b>Saga Lake Park Improvements:</b>			
Revenues:			
Transfers In (park impact fees)	0	113,155	0
Grant - SNP	0	113,155	113,155
	<u>0</u>	<u>226,310</u>	<u>113,155</u>
Expenditures:			
Improvements	0	226,310	113,155
	<u>0</u>	<u>226,310</u>	<u>113,155</u>

Town of Cutler Bay FY 2010-11 Proposed Operating & Capital Budget

Capital Projects Fund  
Parks  
Project Summary  
(continued)

	Actual FY 2008-09	Adopted FY 2009-10	Proposed FY 2010-11
<b>Saga Bay Park Improvements:</b>			
Revenues:			
Grants - FRDAP	0	135,500	0
State 1839A	0	200,000	200,000
Transfer In	0	51,500	0
Carryover	0	0	0
	<u>0</u>	<u>387,000</u>	<u>200,000</u>
Expenditures:			
Improvements	0	387,000	200,000
Carryover	0	0	0
	<u>0</u>	<u>387,000</u>	<u>200,000</u>
<b>Lakes By The Bay Park Improvements:</b>			
Revenues:			
County	0	0	0
SNP	0	0	742,500
Interest	0	0	9,000
Carryover	0	0	2,364,500
	<u>0</u>	<u>0</u>	<u>3,116,000</u>
Expenditures:			
Improvements	0	0	3,116,000
	<u>0</u>	<u>0</u>	<u>3,116,000</u>
<b>Other Park Projects:</b>			
Revenues:			
Grants	518,972	86,000	0
Transfers In	45,032	0	0
Interest	3,232	0	0
Carryover	416,031	86,000	15,276
	<u>983,267</u>	<u>172,000</u>	<u>15,276</u>
Expenditures:			
Improvements	967,991	172,000	0
Reserves	15,276	0	15,276
	<u>983,267</u>	<u>172,000</u>	<u>15,276</u>

Town of Cutler Bay FY 2010-11 Proposed Operating & Capital Budget

Capital Projects Fund  
Public Works  
Project Summary

	Actual FY 2008-09	Adopted FY 2009-10	Proposed FY 2010-11
<b>SW 208th St Roadway Improvement</b>			
Revenues:			
Transfers In (gas taxes)	<u>0</u>	<u>683,000</u>	<u>120,000</u>
Expenditures:			
Improvements	<u>0</u>	<u>683,000</u>	<u>120,000</u>

**FY 2010-11 CAPITAL PROJECTS**

The following projects are planned for FY 2010-11. These same projects are also included in the Capital Improvement element of the Town's draft Growth Management Plan.

**Park Improvement Projects**

The Community Services and Parks Department has several park improvement projects underway utilizing remaining County bond funds transferred to the Town, and has several additional park improvement projects planned for the coming fiscal year. The new projects will be funded mostly through grants acquired through the State Legislative Appropriations, Safe Neighborhood Park grants and carryover monies (in the case of the Lakes By The Bay park project). The planned park improvement projects include the following:

**Bel Aire Park** Improvements – Improvements totaling **\$358,690** will provide for the relocation, re-sodding and relighting of the existing football/soccer/lacrosse field; installation of an irrigation system, covered bleachers, fencing and site amenities; additional shade trees and landscaping. The Town funded its share of the project in FY 2009-10 and

the FY 2010-11 budget reflects completion of the project funded by a Safe Neighborhood Parks (SNP) grant of \$179,345.

**Saga Lake Park** Improvements – Improvements totaling **\$226,310** will provide for the installation of a baseball/softball practice infield, a soccer practice field, walkway improvements, additional shade trees and landscaping, a small pavilion, outdoor fitness (vita) course, and various park amenities such as benches, trash receptacles, etc. The Town funded its share of the project in FY 2009-10 and the FY 2010-11 budget reflects completion of the project funded by a Safe Neighborhood Parks (SNP) grant of \$113,155.

**Saga Bay Park** Improvements – Florida Recreation Development Assistance Program (FRDAP) funding, a State Legislative Appropriation and required matching funding from the Town will result in approximately **\$387,000** worth of improvements such as additional tennis courts with lighting, new playground equipment with handicapped accessible surfacing and shade structure, parking lot, restroom building and an outdoor fitness (vita) course. The funding source for completion of the project in FY 2010-11 is the \$200,000 State Legislative Appropriation.

### Public Works Improvement Project

For FY 2010-11, the Public Works Department anticipates completion of a median improvement project along SW 208<sup>th</sup> Street that was requested by residents to help curb excessive speeding along that roadway. \$120,000 has been budgeted in FY 2010-11 to complete this project, the source of which is local option gas taxes.

## STORMWATER UTILITY FUND BUDGET



### **Overview**

During July 2008, in accordance with a transfer approved by the County, the Town took operational control over the stormwater utility function within the Town's boundaries. As such, the stormwater related revenues paid Cutler Bay residents on their County water bill will flow through to the Town, after deduction of County administrative costs, and be used to pay the expenses to carry out the stormwater related activities. In taking over the stormwater functions within the Town, the Town Council kept the utility billing rate the same as it was when under County control. This activity is projected to be self-sufficient as the anticipated revenues **(\$1 million)** plus accumulated earnings are projected to cover anticipated expenditures. The revenues were estimated from projections provided by the County Water & Sewer Department.

The following summarizes the anticipated activity in the Stormwater Utility fund for FY 2010-11:

Town of Cutler Bay FY 2010-11 Proposed Operating & Capital Budget

Stormwater Utility Fund  
Revenue, Expenses and Changes in Nets Assets Summary

	Actual FY 2008-09	Adopted FY 2009-10	Proposed FY 2010-11
Revenues:			
Stormwater Billings	<u>986,119</u>	<u>1,059,294</u>	<u>1,000,000</u>
Expenses:			
Salaries and benefits	68,221	162,936	194,318
Operating expenses	322,512	696,958	827,700
Capital outlay	0	5,000	10,000
Debt service	<u>194,244</u>	<u>194,400</u>	<u>194,400</u>
	<u>584,977</u>	<u>1,059,294</u>	<u>1,226,418</u>
Non-operating revenues and capital contributions	155,276	0	0
Transfers In	<u>81,338</u>	<u>0</u>	<u>0</u>
Net change in net assets	637,756	(0)	(226,418)
Net assets, beginning	<u>84,567</u>	<u>722,323</u>	<u>722,323</u>
Net assets, ending	<u>722,323</u>	<u>722,323</u>	<u>495,905</u>

## APPENDIX A

### Full Time Positions By Department FY09-10 and FY10-11

<u>Department</u>	<u>Current FY09-10</u>	<u>Net Position Changes</u>	<u>Adopted FY10-11</u>
<b>General Fund:</b>			
Mayor and Council	5	0	5
Town Clerk	2	0	2
Town Attorney	0	0	0
General Government	4	0	4
Finance	3	0	3
Community Development *	9	-2	7
Public Works	4	0	4
Police (clerical staff)	1	0	1
Community Services and Parks	6	0	6
Town Hall Building	0	1	1
<b>Total Full-Time Positions</b>	<b>34</b>	<b>-1</b>	<b>33</b>
<b>Stormwater Fund</b>	<b>1</b>	<b>0</b>	<b>1</b>
<b>Police Services *</b> (via contract with Miami-Dade County)	<b>56</b>	<b>0</b>	<b>56</b>

\* - includes 1 vacant position

**APPENDIX B**  
**Town Strategic Plan Summary**

**Goal 1.1**

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

**Actions**

The Town updates notices and meeting announcements for the "Calendar of Meetings and Events" posted on the Town website monthly. Major efforts such as Zoning Workshops, planning charrettes, Land Planning Agency hearings, and Town Council hearings are routinely posted. The Town has adopted a standard to reply to all inquires within 24 hours. Associated informational improvements also allow residents to determine zoning through input of an address or folio through website procedures.

**Goal 1.2**

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

**Actions**

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

**Goal 2.1**

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

**Action**

The Town has completed/ applications for transportation planning funded through the Unified Work Program for Miami-Dade Planning Organization, prepared applications for Parks and Recreation Department improvements for additional open space, and opportunities for infrastructure and economic stimulus funding protocols. Completed detailed applications for certified Green City designation and Energy Economic Zone Pilot Community designation to assist in potential funding endeavors at the Local, State, and Federal levels.

**Goal 3.1**

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

**Actions**

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

**Goal 3.2**

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

**Actions**

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

**Goal 4.1**

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

**Actions**

A focused community involvement approach continues to assist in review and approval of development projects within the Town. The approach allows through the Zoning Workshop process, citizens and business interests an ability to assess and improve aesthetic qualities of non-residential developments. In addition, the Town finalized a pattern book analysis for the for the US 1 corridor to assist in appropriate redevelopment of this area of community wide impact. Town staff continues to attend Chamber and other business related activities to enhance and market the community for business related endeavors. The Town continued implementation of the Street Tree Master Plan through additional tree plantings to assist in proper placement and planting of trees within public and private rights-of-way.

**Goal 5.1**

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

**Actions**

The Growth Management Plan incorporates numerous initiatives and strategies recommended through public hearings and workshops and aimed to strengthen community fabric. The Town has applied to become one of the first in the state to achieve designation as a green community. The town is pursuing bike ways, greenways, and pedestrian improvements along with additional areas for parks and recreational facilities to improve community identity.

**Goal 6.2**

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

**Actions**

Town staff created a draft operational plan for Emergency Planning. The effort includes methods of disseminating disaster information. Disaster planning has also been included in the Conservation and Disaster Planning Element of the Growth Management Plan.

**Goal 6.3**

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

**Actions**

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

**Goal 7.1**

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

**Actions**

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

**Goal 8.1**

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

**Actions**

The Town has adopted and continues to implement various amendments to the Miami-Dade code of ordinance and other local ordinances to improve the visual characteristics and aesthetic qualities of the town. The Town has concentrated code enforcement efforts along the commercial corridors and within our many residential neighborhoods to reflect community needs. Areas of concentration have been overgrown lots, illegal signage, junk vehicles, setback violations, building without permits, etc. The code is being rewritten following Growth Management Plan objectives and strategies aimed at making the town a visually attractive and community. The Town holds regular Special Master hearings to address code violations and enforcement actions to assist in maintaining community quality of life needs of Town residents.

**Goal 8.2**

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

**Actions**

The Town contracted with a third party vendor in the provision of building services and solicited input from other jurisdictions in the implementation of a Building Permit tracking system. Building permits and plan reviews are conducted at Town Hall to

effectively address the needs of our residents. Additionally, staff is developing an approach to digital scan and record plan sets and other public records.

**Goal 9.1**

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

**Actions**

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

**APPENDIX C**  
**Glossary**

Adopted Budget	The proposed budget as formally approved by the Town Council.
Amended Budget	The adopted budget as formally adjusted by the Town Council.
Appropriation	A specific amount of money authorized by the Town Council for the purchase of goods or services.
Assessed Property Value	The value set upon real estate or other property by the County Property Appraiser before reductions associated with applicable exemptions, such as homestead exemption. Pursuant to Amendment 10 of the State Constitution, annual growth in assessed value on property with homestead exemption is limited to three percent or the growth in the consumer price index, whichever is lower. The limitation does not apply to new construction on the property or when property is sold, at which time the assessed value becomes the market value pursuant to state law.
Balanced Budget	A budget in which planned funds or revenues available are equal to fund planned expenditures. In Florida, it is a requirement that the budget adopted by the Town Council be balanced.
Budget	A fiscal plan of programs, services, and construction projects expected to be carried out, funded within available revenues within a specific period of time, usually the 12 months of the fiscal year.
Budget Ordinance	The schedule of revenues and expenditures for the upcoming fiscal year by fund, which is adopted by the Town Council each year.
Capital Outlay	Fixed assets, which have a value to \$1,000 or more and have a useful economic lifetime of more than one year; or assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.
Cash Carryover	Unexpended funds that remain at the end of the fiscal year and that may be used in the next fiscal year.
Contingency	An appropriation of funds available to cover unforeseen events that occur during the fiscal year. These funds, if not used, lapse at year-end. The contingency fund is not the same as fund balance.

Debt Service	The payment of principal and interest on borrowed funds such as bonds. In Florida, governments may not borrow for operating purposes. All financings must be for capital.
Deficit	The excess of liability over assets (or expenditures over revenues) in a fund over an accounting period. Deficit spending is not permitted in Florida.
Encumbrances	Obligations incurred in the form of orders, contracts and similar items that will become payable when goods are delivered or services rendered.
Expenditures	The disbursement of appropriated funds to purchase goods and/or service.
Fiscal Year	A yearly accounting period without relationship to the calendar year. The Town's fiscal year is from October 1 to September 30.
FTE	Full-time Equivalent – A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year.
Fund	An independent fiscal and accounting entity with a self-balancing set of accounts. Funds are established to attain certain objectives or to simply segregate activities. An example is the Transportation Fund.
Fund Balance	The excess or deficit of assets over liabilities in a fund. The Fund Balance is not the same as cash carryover.
General Fund	A governmental fund established to account for resources and uses of general operating function of the Town. Resources are, in the majority, provided by taxes.
Grant	A contribution by one governmental unit to another unit. The contribution is usually made to aid in the support of a specified function.
Impact Fee	A fee charged on new development to finance infrastructure such as roads, parks, schools, fire and police facilities, or other capital purchases required to offset the effects of development and increased congestion.
Infrastructure	Public domain fixed assets including roads, bridges, curbs, gutters, sidewalks, drainage systems, and lighting systems.
Interlocal Agreement	A contractual agreement between two or more governmental entities.

Mill of Tax	A taxation unit equal to one dollar of tax obligation for every \$1,000 of taxable valuation of property. One mill levied on a property valued at \$200,000 would produce a tax levy of \$200.
Millage Rate	The total tax obligation per \$1,000 of assessed valuation of property.
Operating Budget	A budget for general revenues and expenditures such as salaries, utilities, and supplies.
Projections	Estimates of anticipated revenues, expenditures, or other quantitative data for specific time periods, usually fiscal years.
Property Tax	A tax levied on the assessed value of real and personal property. This tax is also known as Ad Valorem tax.
QNIP	A County program that focuses on infrastructure needs neighborhoods. It includes construction and repair of sidewalks, local and major drainage improvements, road resurfacing and park facility improvements.
Rollback Millage Rate	The millage rate necessary to raise the same amount of Ad Valorem tax revenue as the previous year, excluding taxes from new construction.
Stormwater Utilities Fee	Under the provisions of the Florida Air and Water Pollution Control Act (F.S. 403.0891) local governments are required to develop stormwater management programs. The Act permitted local jurisdictions to create stormwater utilities and to charge a fee to fund the operations of the utility.
Tax Base	Total assessed valuation of real property within municipal limits.
Tax Levy	The total amount to be raised by a tax.
Tax Rate (Property)	The amount of tax levied for each \$1,000 of taxable valuation. The Property Tax Rate is the same as the millage rate.
Taxable Value	The assessed value of property less homestead and other exemptions, if applicable.
TRIM	The Florida Truth in Millage Act (F.S. 200.065) serves to formalize the property tax levying process by requiring a specific method of tax rate calculation, form of notice, public hearing requirements and advertisement specifications prior to the adoption of a budget and millage rate.

- UMSA            Unincorporated Municipal Service Area – The area of Dade County that is not formed as a city or municipality but that receives municipal-like services from Miami-Dade County. The area is taxed exclusively for these services through a millage applied only to the unincorporated municipal services area (UMSA). Pursuant to the state constitution UMSA is treated by the state as a municipality.
- Unappropriated    Not obligated for specific purposes.
- Unencumbered    The portion of an allotment not yet expended or encumbered.
- User Fees            Charges for expenses incurred when services are provided to an individual or groups and not the community at large. Effective utilization of user fees depends on identifying specific beneficiaries of services and then determining the full cost of the service they are consuming (e.g. building inspections).