



TOWN OF CUTLER BAY

Adopted Budget 2021-22

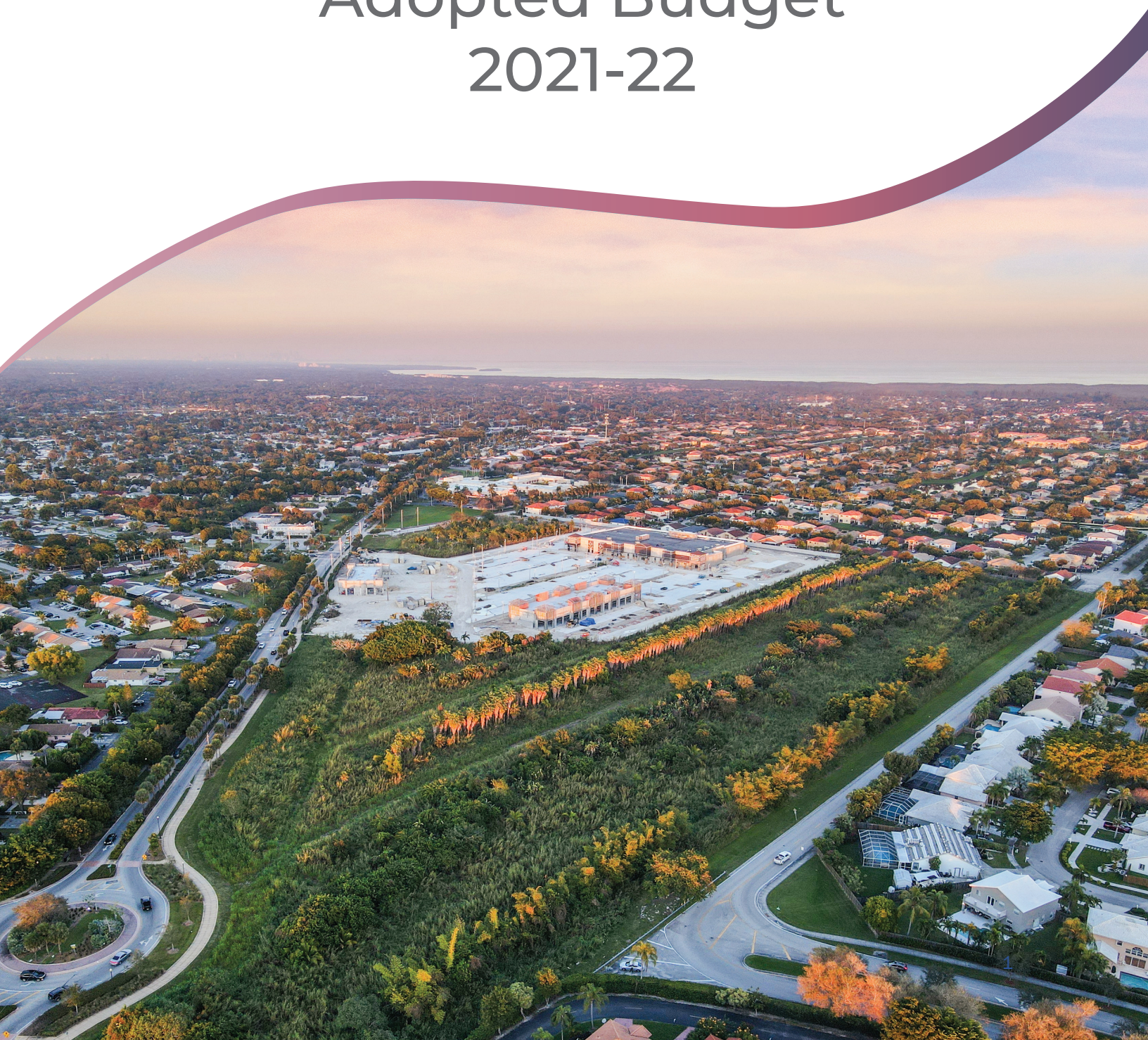




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Introduction & Executive Message

Town Leadership

The Town of Cutler Bay is governed by a five (5)-member Town Council and operates under the Council-Manager form of government. Three (3) Council Members are elected to represent specific residential areas (Seats 1, 2 & 3) and must reside in their respective area. The Mayor and Vice Mayor are elected at large and may reside anywhere within the Town. Town Council elections are non-partisan. As the legislative body of the Town, the Town Council determines policy, adopts the annual budget, and adopts legislation.

The members of the Town Council also serve as the Local Planning Agency. In this capacity, the Town Council is responsible for the Town's Comprehensive Development Master Plan and Land Development Regulations.

- The **Mayor** is recognized as the head of the Town government, presides at all Town Council meetings, appoints all committees, and presents an annual State of the Town address.
- The **Vice Mayor** is tasked with the responsibility of performing all functions of the office of the Mayor should that individual be absent or become incapacitated. The position is elected at large.

The Town is divided into three (3) residential areas. A Council Member is elected to a Seat from each residential area. The residential areas corresponding to each Seat are generally set forth below:

- **Council Member Seat 1** - The northern boundary is S.W. 184 Street and extends to the east to 97 Avenue and Franjo Road, to the centerline of Old Cutler Road to S.W. 216 Street and Black Creek Canal to the south, and west to the South Dade Transitway.
- **Council Member Seat 2**- The northern boundary is S.W. 184 Street and extends east to Biscayne National Park, south to S.W. 207 Street, and west to Franjo Road and 97 Avenue.
- **Council Member Seat 3**- The northern boundary is S.W. 207 Street and extends east to Biscayne National Park, south to S.W. 232 Street, and west to Old Cutler Road.



Mayor



Tim Meerbott began serving as one of the original Council Members in 2006, and was elected as Mayor in November 2018.

Mayor Meerbott has deep roots in the Cutler Bay community, living here since he was a baby. While growing up, his parents, Glenda and Ed, who were very active members in their community, taught him an important lesson: *“If you want the world to be a better place, you can’t wait for someone else to do it.”*

And that is just what he decided to do—work toward making Cutler Bay a better place to live, work and play. He has the honor of being the first Town Council Member of Cutler Bay to have ever been sworn into office, a position he held from 2006-2010. Some of the highlights of his extensive involvement with the Town include being a member of the Town’s Charter Committee in 2014 and 2018, a Town Business

Liaison from 2006-2010, and Co-Creator and Chair of the South Dade Municipal Coalition, among many other achievements.

Some may say, however, that his greatest achievement was his sponsorship of the Green Initiative that allowed golf carts to ride through the Town’s streets—something that has become a staple of this community.

Mayor Meerbott believes this Town is a wonderful place to raise a family. He raised his two sons, Lance and Kyle, now in their 20’s, in Cutler Bay—along with his wife of 28 years, Cosette, an elementary school teacher who passed away on September 22, 2015. He understands the character and small-town feel that our community has and works hard to preserve it.

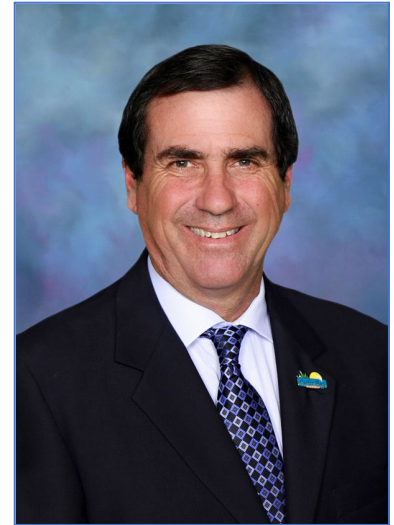


In addition to his heavy involvement with the Town, Mayor Meerbott has also participated in many schools' sports teams and faith-based organizations. He holds a Bachelor of Science Degree in Economics from Florida International University and is currently a Senior Division Manager for Allstate Corporation—where he has worked for the past 30 years.



Vice Mayor

Michael P. Callahan has been a resident of Cutler Bay since 1977, moving here as a young man with his parents, brother and sister, after his father’s retirement serving 27 years in the Air Force. Michael has three wonderful children named Casey, Derek, Connor, and a grandson, Carter.



Vice Mayor Callahan’s past involvement in our Town includes, past President of the Spartan Band Parents Association and current President of the Miami Southridge Alumni Association, Past President of the PTA for Whispering Pines Elementary School, and past President of the COAST Academy Parents Association.

In addition, from 2009-2016, Council Member Callahan served as a Committee Member on the Town’s Parks & Recreation Advisory Committee, and from 2010-2016, he chaired the Committee.

With over 30 years of experience in Theater, Broadcast and Facility Management, and holding a license with the State of Florida as a Building Contractor, his career has included managing large corporations, as well as managing new builds to include restaurants, health care facilities, retail warehouses, and shipping facilities.

In his spare time, Vice Mayor Callahan enjoys playing golf and attending the Florida Panthers hockey games as a season seat holder. Additionally, he authored a children’s book, “Daddy Daddy it’s Time for Bed” in 2009 when his youngest son was five years old and, along with collaborator Ben Shelfer, co-wrote a musical “What Might Have Been” based on the movie “It’s a Wonderful Life” back in 1988, which featured 19 original songs and was premiered here in Miami.

Vice Mayor Callahan is committed to the early visions of Cutler Bay that led us to incorporation, including managing development. He is passionate about continued improvements and expansion of our parks, along with continued support and encouragement of our business community. He feels that with these visions in place, we can continue to make Cutler Bay a great place to live, work and play.



Council Member Seat 1



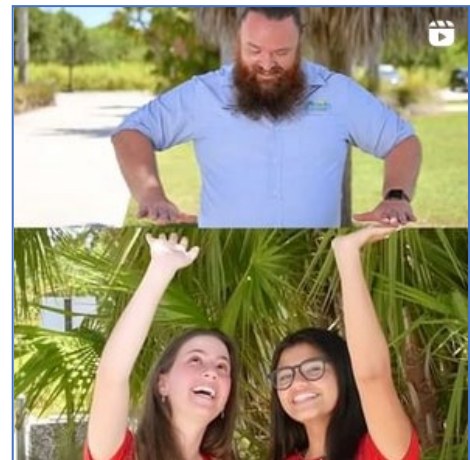
Robert “BJ” Duncan began serving as Council Member Seat 1 for the Town of Cutler Bay in November 2018.

Council Member Duncan received a Bachelor of Fine Arts in Theatre from Florida International University in 2009, and has since also received a Masters of Public Administration with an emphasis on Public Finance, Procurement & Contract Management from Florida International University in 2017.

Council Member Duncan is the Building Operations Coordinator for the Department of Theatre at Florida International University, where he began working in 2012. He has previously worked as an interim instructor for Miami-Dade County Public Schools, and currently serves as Technical Director for Zoetic Stage at the Adrienne Arsht Center for Performing Arts. In 2015, Council Member Duncan was appointed to the Town’s Education Advisory Committee (EAC), where he served as Secretary from 2015-2017, and as Chair from June 2017 until he was elected to the Town Council in November 2018.

Council Member Duncan is very passionate about improving the arts and educational footprint within the Town, as well as protecting our sensitive environment and community charm that Cutler Bay is known for. The opportunity to serve on this Town Council is exciting and humbling, and Council Member Duncan looks forward to working tirelessly for every resident of our Town.

Council Member Duncan is a proud lifelong resident of Cutler Bay. He recently married his fiancé Amy, with whom they have three (3) small dogs, and enjoy the amenities the Town offers.





Council Member Seat 2

Suzy Lord has been a resident of the Cutler Bay community for over 40 years. At 12 years old, she moved from Germany to Cutler Ridge with her family when her father retired from the Army.

Although she initially felt culture shock, she quickly adapted and fully embraced the exciting new community. She was a student at Cutler Ridge Junior High (now Cutler Bay Middle School), attended many years of summer camp at Cutler Ridge Park, and graduated from Miami Southridge Senior High. She was always involved in high school activities like cheerleading, flag/dance line with the band, and participated in numerous fundraisers and community events.



While raising her two sons in Cutler Bay, they enjoyed the many offerings of this town, which included playing baseball at Franjo Park and attending summer camp at Cutler Ridge Park. Her oldest son graduated from Miami Southridge Senior High, and her youngest was part of the first graduating class of Cutler Bay Senior High. When her younger son was appointed to serve as the Chair of the Town’s Youth Council Committee, by proxy, she became more involved with the Town. This eventually led her to be appointed to the Town’s Parks and Recreation Committee in 2019.



Council Member Lord has a family history of community service. Her grandfather served as the Mayor of his town in Germany, her brother served on the School Board in his community in Maryland, and her father’s service in the military instilled in her a sense of service and love for country. For the love of her community and her desire to preserve Cutler Bay’s charm and continuous improvement, she decided to run for Council and was elected as Council Member in Seat 2 during a December 1, 2020, Runoff Election.

Professionally, Council Member Lord has been working in the legal community for over 30 years as a paralegal, defending cases involving a variety of issues. Council Member Lord is committed to supporting the Town’s environmental efforts, will work to continue the protection of Cutler Bay’s unique environment and endangered wetlands, and will carry on efforts to limit traffic and provide more options for public transportation.



Council Member Seat 3



Roger Coriat began serving as Council Member for the Town of Cutler Bay in 2014, and was re-elected in November 2018.

Council Member Coriat has been a resident of South Florida since 1977, and of Cutler Bay since 2009. He studied at the University of Miami, where he earned his Bachelor's and Master's degrees in History. He teaches Contemporary World History and Theory of Knowledge in the International Baccalaureate program at John A. Ferguson High School. He has been an educator at the high school and college level for over twenty years.

The Coriat family (Roger, his wife Jessica, and their two (2) children Sarah and David) enjoy all that Cutler Bay and South Florida have to offer, whether fishing in the Keys, visiting farmers markets in the Redlands, or enjoying dinner at local restaurants. Council Member Coriat and Jessica have both dedicated their careers to social service, and believe education is the best way to guarantee a promising future. Jessica is a lifelong resident of South Dade.



Council Member Coriat serves as Town Council Liaison to the Education Advisory Committee, which he was a member of prior to joining the Town Council in 2014. Maintaining academic excellence in our town's schools, and cultivating a successful partnership between the town and school district, are key priorities for him. Another major goal is to preserve the natural health and beauty of our town's environment, curbing the harmful impact of overdevelopment while allowing for responsible growth. Ultimately it is the people of Cutler Bay, and not outside interests, that must be represented.





Town Manager’s Executive Message



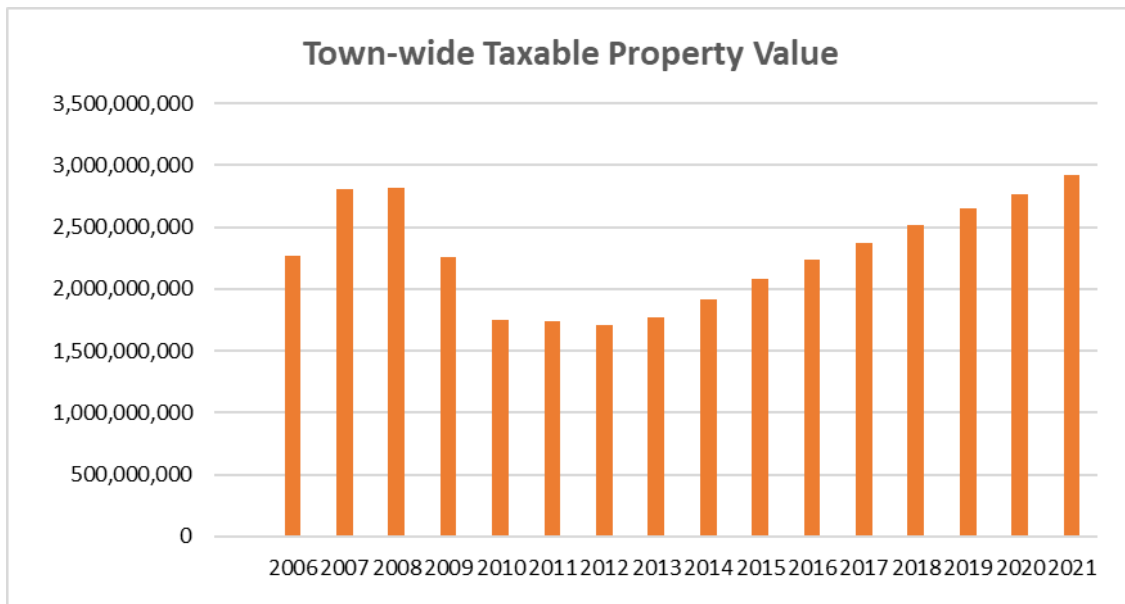
September 27, 2021

Dear Mayor, Council Members, Residents and Community Leaders:

The purpose of my introductory letter is to provide the Community with a framework for our Fiscal Year 2021-22 budget.

The Town’s 2021-22 certified property tax roll reflects an approximate 5.4% *increase* in Town-wide property values from the previous fiscal year. This is certainly a *positive* economic indicator reflecting the impact of recent trends in both residential and commercial property developments in Town. As you may recall, property values within the Town saw significant declines from 2008 through 2012 (an approximate 40% decline from the 2008 valuation level). Since 2012, property values within the Town have increased each year (from 2013 through 2021), reflecting a gain of approximately 71% from our 2012 lows. The Town’s property values have finally surpassed the previous peak achieved in 2008.

The following chart displays the Town’s certified taxable property values since 2006:



Over the past decade, legislation passed at the State level has negatively impacted the Town’s property tax revenues. These changes were exacerbated by the effects of the general economic downturn in the United States but, through prudent management and cost control, the Town was able to weather the multi-year decreases in our property tax revenues. The recovering economy and new building activity within our Town the past several years has brought positive growth in our property values.



In November 2018, a State ballot measure that would have provided for additional Homestead exemptions for certain qualifying properties *failed* to pass. Had the measure passed, it would have had a significant negative impact on the Town's property tax revenues commencing with the FY 2019-20 budget year.

During the July 21, 2021 Town Council Meeting, the Town Council established the Proposed millage rate "cap" at **\$2.8332** per thousand of assessed property value (Resolution No. 21-56). As required by State statute, in addition to setting the Tentative millage rate, the Resolution established the dates and times for our first and second Public Budget Hearings: September 13 and September 27, 2021. There were no significant/material changes to the budget between the 1st Hearing and 2nd Hearing.

The Town's budget process includes, pursuant to State law, two (2) Public Budget Hearings which allow for public communication and participation before the Town Council adopts the final budget. Public participation in this process is encouraged. Additionally, Town Staff coordinated three (3) Town Council Budget Workshops (June 30, July 29, and August 26, 2021) prior to the State mandated two (2) Budget Hearings, in order to gain consensus on programs and projects from the Town Council. To facilitate participation of those not physically able to attend, the Town broadcasts the Budget Workshops and Budget Hearings on social media, as well as provides for participation by telephone, which allows the public a chance to provide input and ask questions for Town Council consideration. Town residents and business owners were able to provide direct input regarding our 2021-22 Proposed budget during these three (3) public Budget Workshops and were also able to do so during the Budget Hearings. The Budget Workshops were publicly advertised and held in a virtual setting at 6:00 PM on those dates. The first Budget Hearing was advertised via the TRIM notice mailed to property owners by the Miami-Dade Property Appraiser in late August. The Town complied with Statutory requirements and advertised the second Budget Hearing after holding the first Budget Hearing.

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

- To hold the tax rate as low as possible while maintaining an acceptable level of service to the community;
- To maintain and enhance current levels of service especially our excellent police service, to the extent possible due to the current economic and revenue challenges;
- To continue the direction of conservative financial policies and judicious management efficiencies;
- Provide responsibly funded reserve funds for hurricane and other unique responsibilities, opportunities and emergencies;
- Continue operation of a Stormwater Utility;
- Plan and fund future capital improvements and authorize funds to achieve improvements.
- Maintain Law Enforcement services to keep crime rates low;
- Add an additional Code Compliance Officer to concentrate on weekend and after business hour enforcement;



- Hire a part-time Building Official;
- Provide for the required update to the Growth Management Plan;
- Lay the groundwork for the General Obligation Bond (GOB) process by engaging conceptual design and marketing consultants;
- Engage Brownfield consultants;
- Provide for Federal lobbyist services;

- Provide for enhanced summer camp and adult/senior programs through the Parks department, as well as provide for increased funding for Town events as we head out from the COVID-19 pandemic;
- Provide for continued environmental lobbyist services (Stormwater Fund);
- Continue the process of repairing aging infrastructure (roadways and storm drainage), including resurfacing residential roadways and repairing/replacing/adding pedestrian sidewalks;
- Make improvements to the Town’s Park facilities to serve both the “intergenerational” and growth needs of our community; and
- Consider the feasibility of expanding the Town’s Municipal Circulator Bus services including additional service days and extended service hours of operation.

The FY 2021-22 budget provides funding to meet these priorities.

The Proposed budget presented during the first Budget Hearing on September 13, 2021 is based on the **2.8332** millage “ceiling” rate adopted at the July 21, 2021 Town Council Meeting that was advertised on the TRIM notices mailed to residents and taxpayers by the Miami-Dade Property Appraiser in August 2021. This millage rate was tentatively adopted at the September 13, 2021 Budget Hearing and adopted as final at the September 27, 2021 Budget Hearing. There was no material change between the proposed budget and adopted budget. The adopted budget reflects an increase to the Town’s fund balance of approximately **\$107,900**.

Fund Balance Stabilization

As a result of significant negative impacts to fund balance in the recent past, as well as to experiencing General Fund deficits in four of the past five years through September 30, 2020, Town staff worked with its Financial Advisor, Estrada Hinojosa & Co., to develop a plan (the “Fund Balance Replenishment Plan”) to ensure that budgets going forward established millage rates sufficient to balance the budget, as well as to maintain fund balance at healthy levels. The initial presentation to the Town Council was made in February 2020 with a follow up presentation in July 2020. This multifaceted plan included increasing the millage rate over a two-year period, restructuring existing debt, and issuing open-market debt securities to take advantage of relatively low historical interest rates.

Pursuant to the Fund Balance Replenishment Plan, the Town issued approximately \$15.25 million in open-market debt which was intended to finance the recent projects (i.e., the net cost of the land swap transaction, the Franjo Park restoration, and the anticipated 8.45-acre land parcel acquisition) which are capital in nature. These projects are long lived projects whose benefits will extend over decades. The intention of the issuance of these debt securities to fund these projects is that the cost should be spread over the decades in which current *and future* residents will enjoy the benefits. Funding them out of current resources penalizes current residents in that they would bear the full cost of the projects up front even though the projects are expected to benefit the community for decades.

The debt service reflected in the *Adopted Fiscal Year 2021-22* budget includes:

- Interest only, no principal, on the 2020 Bonds (\$517,400).
- Principal and interest (\$451,200) on the 2015A Tax-Exempt.
- Principal and interest (\$228,600) on the 2020 Taxable.
- Principal and interest (\$346,000) on the QNIP Bond for which the Town pays its allocable share pursuant to its Interlocal Agreement with Miami-Dade County.



The *Adopted Fiscal Year 2021-22* budget incorporates the framework of the Fund Balance Replenishment Plan by setting a **2.8332** millage rate and incorporating the aforementioned debt transactions. The combination of these actions provides the Town with significant debt service relief going forward and increases the fund balance by approximately **\$107,900** in Fiscal Year 2021-22.

Background, Priorities, and Issues

The Town has grown substantially since our incorporation (2005), to provide high level services to the community with leadership support from the Mayor and Council. We are very proud to have held the administrative core staff to only thirty-three (33) full time positions, including the Town Charter positions of Town Clerk and Town Manager.

In 2006, one of the Town's early initiatives was to conduct a Strategic Planning Process to set forth the goals and priorities of its citizens. By design, this was a public participatory process that included several well publicized Town Meetings. The priorities that were established through that process provided a framework for Cutler Bay's first Strategic Plan 2006-11 which was unanimously adopted by the Town Council in October 2006 (Resolution No. 06-103). In 2014, residents were once again invited to a series of Public Involvement Workshops/Meetings in each election district; personal interviews were conducted with the Mayor, each Council member and the Town Manager; departmental staff also participated, all with the guidance of an independent professional facilitator to provide an updated Town Strategic Plan 2014-19 (Resolution No. 14-71).

During the Strategic Planning process, nine (9) Strategic Achievement Categories were identified in order realize the Town's Vision achieve and its Mission in delivering outstanding results. The Strategic Achievement categories are listed with goals on the following page:



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

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

- **Growth Management and Infrastructure Needs**
 - Effective growth management and infrastructure development strategies form the foundation for the accomplishment of the Town's mission, and the long-term economic viability of the Town.

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

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

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

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

- **Codes and Code Compliance**
 - Effective codes and code compliance services provide a framework for implementing our Town's standards for safety, aesthetics and quality of life.

- **Public Works**
 - A well-managed Public Works Department will provide and sustain the Town's physical infrastructure and contribute significantly to the health and safety of our residents.



Factors Impacting the Budget:

The current year budget provides funding to maintain the current level of citizen services and to address the short-term factors impacting the current year budget. The current year budget reflects no significant changes in service levels, fees and/or taxes. Ad valorem property taxes are increasing versus the prior year primarily as a result in the increase in taxable property values, as determined by the Miami-Dade County Property Appraiser, as well as to a slight increase in millage rate. Certain pass-through revenues from the State have increased based on State economic activity and population growth. There was no material change between the proposed budget and adopted budget.

Short-term factors impacting our budget preparation include the need to upgrade the Town's Information Technology infrastructure, improve parks and recreational facilities, plan for the development of the future municipal complex site, engage consultants for the General Obligation (GO) Bond process, engage a Brownfield consultant and a Federal lobbyist, and improve roadways/sidewalks through various transportation related projects. The FY 2021-22 budget provides funding for these initiatives as well as funding to maintain current levels of service and provide for the services outlined in the preceding paragraph.

Additionally, as discussed more fully below, the Town was awarded approximately \$21.9 million dollars of American Rescue Plan Act (ARPA) funding from the Federal government. Such funding was received post-budget adoption and is not reflected in the adopted budget. The Town will recognize this award by budget amendment when the funds are received.

The Town has identified several transportation improvements, water quality improvements, and other eligible projects for these ARPA funds. As the ARPA funding was post-budget adoption, the current year budget will be amended to provide for the design of several of these projects in FY 2021-22. These are primarily multi-year projects so there will be impacts to the medium-term budgets as well.

While the Town has made substantial upgrades to the infrastructure since our incorporation, yet much more work needs to be done. In that regard, the FY 2021-22 budget provides for additional improvements to be made, primarily funded with Special Revenues, Grants and General Fund sources.

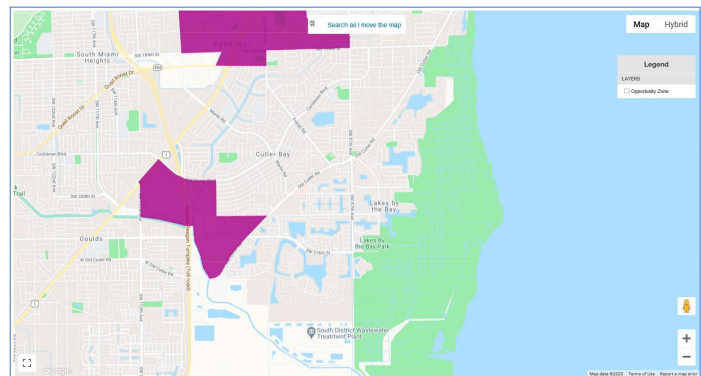
The FY 2021-22 budget provides for continuing roadway improvement and drainage projects using People's Transportation Plan surtax revenues as well as Capital Improvement Local Option Gas Tax proceeds, and stormwater fees. Additionally, the Town has entered into a Joint Participation Agreement ("JPA") with Miami-Dade County (the "County") for the redevelopment of Franjo Road, a County owned road that runs through the center of the Town.

Much like similar JPA projects for Old Cutler Road and Caribbean Blvd, the County is providing the majority of the funding for the project and the Town's contribution will come from its share of People's Transportation Plan surtax revenues. Also, as discussed below, various projects fully funded by the ARPA grant received post-budget adoption that will commence in FY 2021-22. While some may be completed within the current budget year, most of the projects identified below will be multi-year in nature and span two or more budget years.

Over the medium term (i.e., the next eighteen (18) to thirty-six (36) months) and long term (more than thirty-six (36) months), several items are on the horizon that will impact the Town and its budget, as follows:

- Opportunity Zones – The Federal Government Tax Cuts and Jobs Act of 2017 created “Opportunity Zones”, which provide, under certain conditions, for preferential tax treatment for new investments in designated economically-distressed communities. Certain areas in the Town, including our Town Center District in which Town owned properties are located, are designated Opportunity Zones. This designation benefits the Town as it attempts to bring in new investment to facilitate the redevelopment of our commercial corridor. It also provides potential opportunities for the Town should it wish to sell any of its Town owned property, within this district.

The Opportunity Zone designation also opens up possibilities for the Town to acquire land or exchange its real property for other parcels. The Town could, for example, sell its Town Hall building property and lease back space or it could exchange its property for other centrally located properties within the Town (that may or may not be on an Opportunity Zone designated area).



- Mass Transit – In September 2018, the Town was notified that it was awarded a Strategic Miami Area Rapid Transit (SMART) Plan Demonstration grant from the Florida Department of Transportation (through the Miami-Dade Transit Planning Organization). The grant aims to promote “on demand” transit opportunities. The Town will utilize the grant to implement Business Express Service shuttles that will operate during peak AM and PM business hours, transporting residents directly to the South Dade Transitway. The project will help ease congestion by allowing Town residents to leave their vehicles at home and be shuttled to several transit stops along the South Dade Transitway. The grant award is \$192,500 per year for three (3) years and requires a Town match of \$192,500. The Town will utilize its transit related People’s Transportation Plan (PTP) Surtax funds for grant match purposes.
- American Rescue Plan Act (ARPA) - In late 2019, a new significant outbreak of the Novel Coronavirus Disease 2019 (“COVID-19”) emerged throughout the world and was declared a Public Health Emergency of International Concern by the World Health Organization. To facilitate the ongoing recovery from the COVID-19 pandemic, Congress adopted the American Rescue Plan Act (ARPA) that was signed into law on March 11, 2021. Section 9901 of the ARPA amended Title VI of the Social Security Act to add Section 602, which establishes the Coronavirus State Fiscal Recovery Fund, and Section 603, which establishes the Coronavirus Local Fiscal Recovery Fund (together, the “Fiscal Recovery Funds”). The Fiscal Recovery Funds are intended to provide support to State, Local, and Tribal governments (together, the “Recipients”) in responding to the impact of COVID-19 and in their efforts to contain COVID-19 in their communities, residents, and businesses.

The State of Florida, Division of Emergency Management received a portion of the Fiscal Recovery Funds from the U.S. Department of Treasury and is responsible for disbursing to the Town its allocation of **\$21,896,320**. The following multi-year programs/projects, some of which commenced in FY 2021-22 as discussed previously, are earmarked to be funded through the Fiscal Recovery Funds:

- Water Quality Improvements – Design Phase
 - Saga Bay Drainage Sub-basin areas (\$423,680)
 - Bel Aire Drainage Sub-basin areas (\$558,333)
 - Lakes by the Bay Drainage Sub-basin areas (\$363,244)
 - Cutler Ridge Pines Drainage Sub-basin areas (\$144,495)
 - S.W. 207 Street and S.W. 85 Avenue Sub-basin areas (\$148,310)
 - Cutler Ridge Pines Sub-basin areas (\$144,495)
 - Town’s Stormwater Master Plan Update (\$120,860)
- Loss revenues due to Covid-19 pandemic
 - Townwide Sidewalk Improvements (\$800,000) – Construction Phase
 - Cutler Ridge Pool Assessment (\$18,854) – Design Phase
 - Bel-Aire Park and Lakes by the Bay Park LED Lighting Upgrades (\$27,487) – Design Phase
- Other expenditures related to Town’s Covid-19 response
 - Legal Fees (\$29,639)
- *Future Town Hall Municipal Complex* – The Town acquired approximately sixteen (16) acres of contiguous, vacant land in FY 2019-20 in an exchange transaction. This was done primarily to remove high density development along a main roadway through Town and to utilize the space to develop a true Town Hall municipal complex with amenities that can serve as a Town gathering point and be enjoyed by all residents.



The FY 2021-22 budget provides funding for GO Bond marketing and design conceptualization. At this time, we anticipate that the entire process from initial conceptualization to buildout will be a three (3) to seven (7) year process.

To finance such a large complex, the issuance of GO Bonds was deemed the best route. On February 26, 2020, during the Council Workshop, the Town Council determined that it was necessary and in the best interest of the Town to finance certain costs related to the recently acquired property consisting of sixteen (16) acres of vacant land located north of S.W. 212 Street and east of Old Cutler Road for the site of a new municipal complex and a park (the “Property”). In January 2020, the Town acquired this parcel to prevent the potential of up to 480 residential units to be developed on it, as the zoning permits, and to provide more green space for the community.



On November 17, 2021, the Town Council unanimously voted to conduct a special mail ballot election for qualified electors of the Town to vote for the approval or rejection of the \$37 Million general obligation bond referendum for the purpose of financing the costs to develop a park, community center, and municipal buildings at the Property (Resolution No. 21-88).

The language of the obligation bond referendum is as follows:

“Shall the Town issue general obligation bonds not exceeding \$37 million in one or more series maturing not later than thirty years from their issuance dates, bearing interest not exceeding the maximum allowable by law, payable from ad valorem taxes levied by the Town, to develop on the Town’s 16 acre property located at Old Cutler Road and S.W. 212 Street:

- Park;
- Community Center; and
- Municipal Buildings”

_____ FOR BONDS
 _____ AGAINST BONDS

On March 25, 2022, the Supervisor of Elections for Miami-Dade County certified the Official Results of the Cutler Bay Special Election of which 5,650 ballots were received. The official results show 3,720 votes (or 65.84%) were in favor of the bonds and 1,930 votes (or 34.16%) were against. As a result, the Town’s general obligation bond referendum passed and the final election results were certified/adopted at the regularly scheduled Town Council Meeting on April 20, 2022 (Resolution No. 22-40).

The GO Bond would be paid back through a slight increase in property taxes. The average homeowner in Cutler Bay would see an increase of about \$89 per year for the next 30 years. This estimate assumes the full bond is drawn down in one lump sum, however, the bond would likely be drawn down in series, as funds are needed for the project to progress. The estimated timeline for this project would see the opening of legacy park within four to five (4-5) years if there are no setbacks. The project’s first year would be for the design phase, followed by a year or so for the bidding and permitting phase and, finally, the last two to three years for the groundbreaking and construction.

- Transportation/transit Matters - On transportation/transit matters, the Town anticipates partnering with Local, State, and Federal agencies to address pressing needs. In addition to the medium-term transit issue discussed above, longer term issues will need to be addressed to ease the heavy traffic congestions in our South Miami- Dade region. Some solutions under consideration are Bus Rapid Transit and/or light rail systems to take advantage of the existing South Dade Transitway’s infrastructure. Any required Town funding for potential transit projects would most likely be from our PTP Surtax funds, not from General Fund sources.



- **Brownfield Site Rehabilitation** - On October 28, 2020, the Town Council adopted Resolution No. 20-70 which designated the Property as a brownfield area - named the Cutler Bay C.A.R.E. Zone pursuant to § 376.80(2)(a), Florida Statutes, of Florida's Brownfield Redevelopment Act. The parcels designated in Brownfield area are owned by three real property owners: the Town; Publix Super Markets, Inc. ("Publix"); and GCF Investments, Inc. On December 29, 2020, Publix entered into a Brownfield Site Rehabilitation Agreement (BSRA) with the County for their owned parcel - creating the Shoppes of Cutler Bay Green Reuse Site within the Cutler Bay C.A.R.E. Zone brownfield area. Under the Publix BSRA, Publix initiated site rehabilitation activities on the aforementioned parcels and has received statutory brownfields liability protections and financial incentives through the Voluntary Cleanup Tax Credit ("VCTC") program.

The Property is a large former agricultural site with documented contamination from over 80 years of agricultural use. By designating the entire Property as brownfield area and through the proposed action of joining the existing BSRA, the Town acts in its capacity as stewards of the environment by facilitating environmental remediation; promoting sustainable economic development in a centrally-located area of the Town; facilitating the provision of numerous new entertainment, restaurant, retail, and recreational opportunities for Town residents; and significantly reducing the cost to the taxpayer of environmental remediation and redevelopment of the Town's property. Environmental restoration of vacant or underutilized Property has been historically proven to remove stigma, reduce blight, improve air and stormwater quality, eliminate environmental health hazards, and in turn, spur redevelopment and revitalization.

On May 19, 2020, the Town Council approved a Professional Services Agreement with Goldstein Environmental Law Firm, P.A. to provide environmental and legal consulting services in order to take advantage of certain financial and regulatory incentives through the VCTC program. These incentives, which would only be available upon execution of a BSRA, shall include a state corporate income tax credit for eligible contamination assessment and response costs (including all legal fees associated with this task) and state liability protection against third-party claims for contamination at the Property.

The FY 2021-22 budget provides funding for a Brownfield consultant as well as provides for commencement of Brownfield rehabilitation costs.

Taxpayer Accountability & Transparency Project

As your Town Manager, I am constantly working on ways to streamline Town operations in order to be the most efficient local government, within Miami-Dade County and the State of Florida. In fact, last year the Florida House of Representatives, under the leadership of former Speaker Jose R. Oliva, released a Taxpayer Accountability & Transparency Project (TATP) and Local Government Report Card, designed to show residents exactly how effective, both in performance and cost, their local government is when compared with other counties and cities – in areas like government spending, debt, and size.



In 2020, the TATP website ranked cities and counties in Florida of similar size on government spending, government debt, government size, crime and education. The categories were ranked based on six (6) years' worth of data (2014 - 2019). Cutler Bay was ranked against ninety (90) cities of similar size in all of Florida (cities with over 25,000 residents). Below is the Town's final ranks:

- **Government Spending - A: #1 out of 90!**
The Town averaged the least amount of dollars spent per capita and total dollar increase in spending.
- **Government Size - A: #1 out of 90!**
Includes data on government spending on salaries and benefits, Full-Time employees per 100k residents, and average public employee salary.
- **Education - A: #12 of 90!**
Includes data on average school grade and graduation rate.
- **Government Debt - A: #18 of 90!**
Includes data on the 6-year average per capita debt and total dollar increase in debt.
- **Crime - B: #36 of 90!**
Includes data on violent crime rate, property crime rate, and total crime clearance rate.

Public Involvement

The Town takes great pride in its methodology of developing the upcoming fiscal year budget and the opportunities for public involvement. During the budget season, the Town hosts a total of five (5) sessions in which the Town Council and residents provide feedback, concerns, etc. to the Town Manager for implementation. The five (5) sessions are as follows:

- **Budget Visioning Workshop:** In an effort to gain better insight into the Town Council's vision for the upcoming fiscal year, Town Staff, in consultation with the Council, discuss plans and ideas for the upcoming budget year openly and freely in a "brainstorm" style session.
- **Second Budget Workshop:** Town Council is provided a preliminary General Fund budget for initial review.
- **Third Budget Workshop:** Town Council is provided an updated General Fund budget that reflects comments received from the Second Budget Workshop.
- **First Budget Hearing:** Town Council is provided a proposed fiscal year budget for tentative adoption, which includes both revenues, expenditures, and items discussed during the three (3) scheduled Town Council Budget Workshops.
- **Second Budget Hearing:** Town Council is provided a tentative fiscal year budget for final adoption, which includes the changes to both revenues, expenditures, and items discussed during the First Public Hearing, and which incorporates the Town Council changes during the three (3) scheduled Town Council Budget Workshops.



As a result of the COVID-19 pandemic, one of the most unique aspects incorporated throughout the budget process has been the differing avenues implemented to receive public involvement. In an effort to provide a safe environment that adhered to the social-distancing guidelines, the Town dedicated \$57,576 for upgrades to the Town Council Chambers allowing for the following public involvement opportunities:

- Adobe Connect Platform/ Zoom Meeting Platform: Allowed for residents/visitors to watch and/or listen to the public meeting virtually.
- Dedicated Hotline: Public comments accepted in advance of the meeting by calling a dedicated hotline, leaving a message up to 3-minutes in length prior to the deadline.
- Dedicated Email: Public comments accepted in advance of the meeting by means of a dedicated email address with a 400-word limit prior to the deadline.
- Live Participation: Public comments accepted during the live meeting by means of in-person (6' social distanced), the dedicated hotline, as well as the meeting platforms.

In addition, the Town implemented the use of Facebook Live as a secondary option to live stream meetings without providing public comment. The public involvement budget links and individual reaches can be found in Appendix “F” for further reference.





Financial Highlights

The following financial highlights are an extract from the Town's 2021 *Comprehensive Annual Financial Report (CAFR)*:

- The assets and deferred outflows of resources of the Town exceeded its liabilities and deferred inflows of resources on September 30, 2021 by approximately \$60.24 million (net position). Of this amount, approximately \$15.33 million (unrestricted net position) may be used to meet the government's ongoing obligations to citizens and creditors.
- The Town's total net position increased by approximately \$2,150,000 from the total net position balance on September 30, 2020. The net increase results primarily from the Town's fiscal year 2021 operations.
- On September 30, 2021, the General Fund's fund balance of approximately \$19.38 million is comprised of approximately \$468,900 classified as "Nonspendable", approximately \$81,600 classified as "Restricted", and approximately \$18.83 million classified as "Unassigned".
- As of September 30, 2021, the Town's governmental funds reported combined ending fund balances of approximately \$26.34 million, an increase of approximately \$7.04 million from the September 30, 2020 balances, due primarily to the Town's current operations during the fiscal year offset by capital expenditures and debt service (an approximate \$10.48 million decrease in fund balance), and by transfers out (an approximate \$127,000 decrease in fund balance), offset by proceeds from the issuance of debt (an approximate \$17.65 million increase in fund balance). This combined fund balance represents 127.5% of combined governmental fund operating expenditures (excluding debt service and capital outlay).
- On September 30, 2021, unassigned fund balance for the General Fund was approximately \$18.83 million, or 58% of total General Fund expenditures, versus \$10.15 million and 43%, respectively, at September 30, 2020. The approximate \$8.68 million increase in unassigned fund balance results primarily from fiscal year 2021 operations (an approximate \$5.66 million increase) as well as by the changes in the composition of the other classifications of fund balance. The Town's unassigned fund balance on September 30, 2021 remains strong and is a positive indicator of the Town's financial health.
- The Town records the activity of its stormwater utility (a business type activity) in the Stormwater Fund, an enterprise fund. In fiscal year 2021, the stormwater utility's net position increased by approximately \$103,400. This increase resulted primarily from an operating loss of approximately \$171,000 which was generated from approximately \$1,018,000 in charges for services and approximately \$1,189,000 in operating expenses, including approximately \$212,700 in depreciation. Operating loss was offset by grants and contributions of approximately \$200,000 and transfers in of approximately \$127,000, offset by net non-operating expenses of approximately \$52,600, comprised of net interest expense.



Fiscal Year 2021-22 Budget

The budget presented herein includes the budget for the General Fund, the primary operating fund of the Town that is supported by ad valorem taxes, as well as budgets for various special revenue funds, and a stormwater utility fund, all of which are supported by non-ad valorem revenues. The budget is summarized below (note – format is as prescribed by *Florida Truth in Millage* advertisement requirements and is presented for information purposes only):

Budget Summary

Millage per \$1000					
General Fund: 2.8332					
ESTIMATED REVENUES	GENERAL FUND	SPECIAL REVENUE	CAPITAL PROJECTS	ENTERPRISE FUND	TOTAL ALL FUNDS
Ad Valorem Taxes-Millage per \$1000 = 2.8332	\$7,849,026				\$7,849,026
Franchise Fees	\$2,480,000				\$2,480,000
Utility Taxes	\$3,450,000				\$3,450,000
Intergovernmental Revenue	\$6,226,122	\$2,043,435		\$1,025,000	\$9,294,557
Licenses & Registration Fees	\$150,000				\$150,000
Building Permits & Zoning Fees	\$740,000				\$740,000
Impact Fees		\$46,000			\$46,000
Miscellaneous Revenue	\$490,000	\$12,500			\$502,500
Grants		\$3,030,088		\$800,000	\$3,830,088
TOTAL SOURCES	\$21,385,148	\$5,132,023		\$1,825,000	\$28,342,171
Transfers In	\$150,000	\$812,374		\$2,200,000	\$3,162,374
Fund Balances/Reserves/Net Assets	\$14,887,595	\$6,675,136		\$5,095,410	\$26,658,141
TOTAL REVENUES, TRANSFERS & BALANCES	\$36,422,743	\$12,619,533		\$9,120,410	\$58,162,686

EXPENDITURES	GENERAL FUND	SPECIAL REVENUE	CAPITAL PROJECTS	ENTERPRISE FUND	TOTAL ALL FUNDS
Mayor and Council	\$224,468				\$224,468
Town Clerk	\$475,769				\$475,769
Town Attorney	\$500,000				\$500,000
General Government	\$4,213,288				\$4,213,288
Finance	\$538,312				\$538,312
Police Services	\$10,618,265				\$10,618,265
Public Works	\$1,077,182	\$4,559,482		\$1,795,753	\$7,432,417
Community Development	\$1,517,162				\$1,517,162
Parks and Recreation	\$2,262,797	\$382,836			\$2,645,633
TOTAL EXPENDITURES	\$21,427,243	\$4,942,318		\$1,795,753	\$28,165,314
Transfers Out		\$3,162,374			\$3,162,374
Fund Balances/Reserves/Net Assets	\$14,995,500	\$4,514,841		\$7,324,657	\$26,834,998
TOTAL APPROPRIATED EXPENDITURES, TRANSFERS, RESERVES & BALANCES	\$36,422,743	\$12,619,533		\$9,120,410	\$58,162,686



Budget Overview

The FY 2021-22 budget is a numerical reflection of the Town Council's priorities communicated during the budget planning process. The following are some of the more significant budget initiatives that have been included in this adopted budget:

General Fund

General Fund Revenues:

The General Fund budget reflects operating revenues of approximately \$21.4 million, of which approximately \$7.85 million, or 36.7%, represents ad valorem revenues at the adopted Millage Rate of **2.8332** mills. The following table summarizes the General Fund operating revenues:

REVENUE TYPE	FY 2021-22 BUDGET	PERCENTAGE OF TOTAL
Ad Valorem	\$7,849,026	36.7%
Utility Taxes	\$3,450,000	16.1%
Local Gov't Half-Cent Sales Tax	\$3,272,134	15.3%
Communications Services Tax	\$902,500	4.2%
Revenue Sharing	\$1,544,302	7.2%
Electrical Franchise Fees	\$2,280,000	10.7%
Solid Waste Franchise Fees	\$200,000	0.9%
1st Local Option Gas Tax	\$507,186	2.4%
Building Permits	\$675,000	3.2%
Zoning Fees	\$45,000	0.2%
Code Compliance Fines	\$60,000	0.3%
Other Building and Zoning	\$20,000	0.1%
Licenses and Registrations	\$150,000	0.7%
Parks Fees	\$100,000	0.5%
Judgements and Fines	\$20,000	0.1%
Miscellaneous Revenues	\$260,000	1.2%
Investment Income	\$50,000	0.2%
TOTAL OPERATING REVENUES	\$21,385,148	100.0%

Additionally, \$150,000 of 2nd local option gas taxes are budgeted to be transferred in from the Special Revenue Fund for use on the continuation of the Town's sidewalk repair and replacement program.

Property Tax Revenues

Revenues in municipalities typically increase and, at times, decrease, depending upon their respective sources and the impact of various sectors of the economy and State Legislative changing philosophies on those sources. The Town's most significant revenue, Ad Valorem or property taxes, is also typically the revenue with the most potential for change from year to year due in large part to factors beyond the control of the Town. The State Legislature's adoption of the "property tax relief" legislation and the approval of the property tax constitutional amendments in recent years, in addition to the slow recovery from the real estate "bubble" declines, and gradual improvement in our current economy, has resulted in suppressed Ad Valorem revenue in recent years.

The Town's ad-valorem revenue accounts for approximately thirty-six percent (36%) of our yearly operating revenue stream.

The Save Our Homes Effect

The FY 2021-22 Certified Property Tax Roll for the Town reflects an approximate 5.4% increase in Town-wide property values from the previous year. By default, that percentage is an "average". Some Town properties will have increased more than that amount and some by less (or, in the case of long-time homesteaded properties, may have actually increased due to the effects of the "Save Our Homes" (SOH) Amendment) and some may have declined in value.

The SOH Amendment, which took effect in the mid-1990's, had the effect of limiting the annual increase in the assessed value of homesteaded properties to three percent (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.

Double Homestead Exemption

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

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

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





Other General Fund Revenues

Town Staff is budgeting an increase in overall General Fund operating revenues, due primarily to recovery from the financial impacts of COVID-19 and the strong State economy. As discussed previously, ad valorem revenues increased due primarily to a combination of increased property values and an increased millage rate versus the prior year, following the guidance of the aforementioned “Fund Balance Replenishment Plan”. Other significant contributors to the increase in General Fund operating revenues include increased Intergovernmental revenues passed through from the State, as well as increased utility taxes, park fees, permit and zoning revenues, and lien search fees. These increases were offset by budgeted decreases in judgments and fines and investment income.

General Fund Expenditures:

The following table reflects budgeted General Fund spending by Department (excluding transfers out):

FUND		Operating	Capital	Debt Service	TOTAL
	COUNCIL	\$224,468	\$0	\$0	\$224,468
	CLERK	\$475,769	\$0	\$0	\$475,769
	GENERAL GOVERNMENT	\$2,662,558	\$7,530	\$1,543,200	\$4,213,288
	TOWN ATTORNEY	\$500,000	\$0	\$0	\$500,000
	COMMUNITY DEVELOPMENT	\$1,517,162	\$0	\$0	\$1,517,162
	FINANCE	\$538,312	\$0	\$0	\$538,312
	PUBLIC WORKS	\$1,077,182	\$0	\$0	\$1,077,182
	POLICE	\$10,618,265	\$0	\$0	\$10,618,265
	PARKS & RECREATION	\$2,222,797	\$40,000	\$0	\$2,262,797
Percentage	TOTAL FY 2021-22	\$19,836,513	\$47,530	\$1,543,200	\$21,427,243
Of	FY 2021-22	92.6%	0.2%	7.2%	100%
Expenditures	FY 2020-21	53.6%	23.7%	22.6%	100%
	TOTAL FY 2020-21	\$19,215,391	\$8,508,030	\$8,108,300	\$35,831,721
	NET INCREASE (DECREASE)	\$621,122	-\$8,460,500	-\$6,565,100	-\$14,404,478

The FY 2021-22 budget generally provides for continuation of current operating service levels and operating expenditures are in line with the prior year. The current year budget does reflect an additional, full-time, Nights & Weekends Code Compliance Officer as well as a part-time Building Official in the Community Development department. Capital and Debt Service expenditures are budgeted to decrease in the upcoming budget year. The decrease in capital outlay primarily reflects the acquisition of the 8.45-acre land parcel on Old Cutler Road and SW 184 Street in the prior year. No such outlays are anticipated in FY 2021-22. Debt service is budgeted to decrease primarily due to the restructuring of debt executed in the prior year.



General Fund - Reserves/Fund Balances:

Fund balances brought forward (referred to as “carryover”) is the amount of estimated fund balance remaining at year-end that is carried forward into the new fiscal year and available for appropriation by the Council. The carryover into FY 2021-22 is estimated as \$14.89 million.

Although, from an accounting point of view, “carryover” is a fund balance item and not a revenue item, in governmental budgets carryover is included as part of the operating budget as it represents resources available, to the extent represented by unrestricted Fund Balance items, for appropriation by the Town Council to fund the new budget year’s operations. Carryover, however, should never be, and is not, treated as a recurring revenue source available for on-going operating expenses.

Having sufficient Fund Balance reserves is critical to any municipality for many reasons, such as providing the necessary cash flow at the beginning of the fiscal year before property taxes collections begin in November/December or having resources available for unexpected emergencies or contingencies. Also, having adequate available fund balances is a sign of fiscal health that is viewed favorably by lenders and financial rating agencies/institutions.

Essentially, Fund Balance is the residual balance of a fund. Governmental accounting standards guide how fund balance is classified. After making appropriate classifications of fund balance, the remaining amount, known as “unrestricted” fund balance, is available for appropriation for any lawful purpose. The *Adopted* FY 2021-22 budget reflects total Fund Balance in the General Fund of approximately \$15 million, of which approximately \$14.4 million is considered “unrestricted” Fund Balance. The General Fund’s budgeted FY 2021-22 fund balance is as follows:

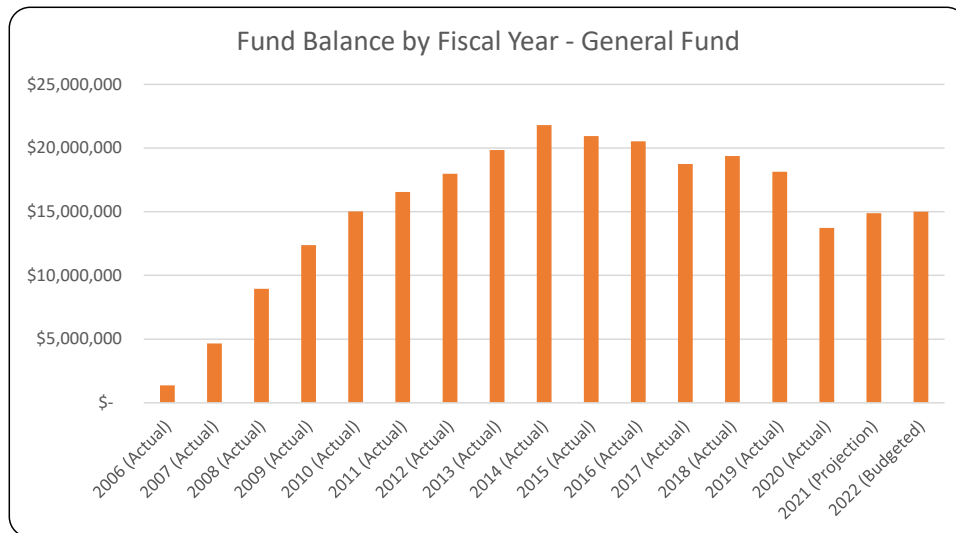
CATEGORY	TOTAL ALL FUNDS
<i>Budgeted Fund Balance - Nonspendable:</i>	
Prepaid expenses	\$ 500,000
<i>Budgeted Fund Balance - Restricted:</i>	
Public safety	\$ 90,000
<i>Budgeted Fund Balance - Unassigned:</i>	
Contingencies and Emergencies	\$ 13,405,500
Grant Match Reserves	\$ 500,000
Insurance contingencies	\$ 500,000
TOTAL BUDGETED FUND BALANCE RESERVES	\$ 14,995,500

To demonstrate the Town’s financial health, the budgeted \$14.4 million unrestricted fund balance represents approximately sixty-seven percent (67%) of *total* budgeted General Fund expenditures for FY 2021-22. If you exclude debt service, capital outlays and transfers out, the unrestricted Fund Balance coverage increases to approximately seventy-three percent (73%). To put that in perspective, the Government Finance Officers Association (GFOA) Best Practice Guidance Manual, recommends coverage equal to two months of regular General Fund operating expenditures (or approximately seventeen percent (17%). The Town’s budgeted unrestricted fund balance is well in excess of that recommended Best Practice amount, demonstrating the health of the Town’s finances.



Pursuant to the Town’s adopted Fund Balance Policy, adopted by Ordinance No. 13-06 and as amended by Ordinance No. 15-07, the Town is required to maintain a fund balance reserve for “contingencies and emergencies” equal to a minimum of seventeen percent (17%) of the budgeted Fiscal Year’s operating expenditures, as defined. Based on the adopted FY 2021-22 budget, operating expenditures are \$19,836,513, seventeen percent (17%) of which would equal \$3,372,207. The adopted budget provides a reserve for contingencies and emergencies of \$13,405,500, far exceeding the minimum amount to be set aside by the Fund Balance Policy.

The following chart demonstrates the growth in the fund balance of the Town’s General Fund:



Special Revenue Funds

Special Revenue Fund

The Special Revenue Fund is used to account for restricted gas taxes and impact fee revenues. Such revenues are transferred to other funds for expenditure as authorized by the Town Council. The adopted FY 2021-22 budget includes transfer of restricted gas taxes (\$150,000) to the General Fund for use in the Town’s sidewalk repair/replacement program and transfer of Road Impact Fees (\$45,000) to the Sidewalks Fund for use in the Lincoln City Park sidewalk/pad project.

The Children’s Trust Fund – After-School Programs

The Children’s Trust Fund is used to account for grant revenues (\$185,636) to be specifically used for children’s after school programs at the Town’s parks.

The Children’s Trust Fund – STEM Summer Camp Fund

The TCT – STEM Summer Camp Fund is used to account for grant revenues (\$135,700) to be specifically used for a children’s technology-oriented summer camp program at the Town.

The Department of Juvenile Justice (DJJ) Fund

The DJJ Fund is used to account for grant revenues (\$61,500) to be used specifically for at-risk children programs at the Town’s parks.



Citizen's Independent Transportation Trust (CITT) Fund

The CITT Fund, a major fund, is used to account for the revenues received from the Miami-Dade County Charter Transit System Surtax to be used specifically for eligible transit and transportation related expenditures, including transfer to other funds for expenditure on eligible items. The adopted FY 2021-22 budget provides for the following:

- Operation of the Town's circulator bus (\$325,000)
- Contribution to the Miami-Dade Transit Planning Organization transit corridor study (approximately \$50,400)
- Roadway resurfacing projects (\$477,000)
- Traffic calming projects (\$175,000)
- Transfers out to other funds for use on eligible projects (approximately \$2,967,374)

Sidewalks Fund

The Sidewalks Fund reflects construction of a sidewalk and pad around Lincoln City Park utilizing road impact fees (\$45,000). This will result in improved pedestrian access to and around the park enabling greater capacity and use of the park.

Transit Fund

The Transit Fund is used to account for grant revenues (\$192,500) and funds transferred in from the CITT Fund (\$192,500) related to a Strategic Miami Area Rapid Transit (SMART) Plan Demonstration grant from the Florida Department of Transportation (through the Miami-Dade Transit Planning Organization). The grant aims to promote "on demand" transit opportunities. The Town will utilize the grant to implement Business Express Service shuttles that will operate during peak AM and PM business hours, transporting residents directly to the South-Dade Transitway. The project will help ease congestion by allowing Town residents to leave their vehicles at home and be shuttled to several transit stops along the South Dade Transitway.

Franjo Road JPA Fund

The Franjo Road JPA Fund is used to account for transportation funding received from Miami-Dade County (the "County") pursuant to a Joint Participation Agreement ("JPA") for roadway improvements along Franjo Road extending from Old Cutler Road to S.W. 184 Street. The County is providing approximately \$8.89 million (design and construction phase) and the Town will fund the construction engineering inspection and project enhancements elements (from the Town's CITT surtax funds). The FY 2021-22 budget reflects the completion of design phase cost for that project (approximately \$100,000) paid fully with County funds, as well as commencement of the construction phase (\$2,812,626) funded with County Funds (\$2,354,752) and Town PTP funds (\$457,874).

Transportation Fund

The Transportation Fund is used to account for completion of the update of the Town's Transportation Master Plan (\$20,000, funded with Town PTP funds), as well as for the design of the S.W. 82 Avenue roadway improvements (\$97,000, funded with Town PTP funds).



Capital Projects Fund

No FY 2021-22 projects have been budgeted in the Capital Projects Fund.

Stormwater Utility Fund

The Stormwater Utility Fund is used to account for all financial resources received and allocated on behalf of the Stormwater Utility maintained by the Town. The funds are used to maintain the sewer system and drainage canals located within the Town. This is a proprietary fund which focuses on the determination of net position, revenues, expenses and changes in net position, and cash flows. The adopted FY 2021-22 budget maintains the current level of service of the stormwater utility operation without an increase in the stormwater fees.

This activity is projected to be self-sufficient as the anticipated revenues (\$1,025,000) plus accumulated earnings are projected to cover anticipated recurring expenditures.

The adopted budget provides for the design, funded with monies transferred in from the CITT Fund, of the Caribbean Blvd roadway/drainage improvement project, spanning from S.W. 87 Ave to S.W. 184 Street. The adopted budget also provides for three significant drainage/roadway improvement projects, including completion of the “Cutler Ridge Sec. 3” project (approximately \$1.77 million budgeted for FY 2021-22) which is funded with a \$200,000 State FDEP grant, \$250,000 in stormwater fees, and approximately \$1.32 million of funds transferred in from the CITT Fund. The second project, known as Saga Bay 1.7”, is an approximate \$929,000 drainage/roadway project that is funded with a \$600,000 State FDEP grant and approximately \$329,000 in funds transferred in from the CITT Fund. Finally, the Whispering Pines Swale Improvement project (approximately \$390,000) is funded with monies transferred in from the CITT Fund.

Consolidated Expenditures

The FY 2021-22 consolidated budgeted expenditures for all funds, excluding inter-fund transfers out, are \$28,165,314, as detailed in the following table:

FUND	FY 2021-22 ADOPTED BUDGET	FY 2020-21 ADOPTED BUDGET	DOLLAR CHANGE	PERCENT CHANGE
General Fund	\$ 21,427,243	\$ 35,831,721	\$ (14,404,478)	-40%
Special Revenue Fund	\$ -	\$ -	\$ -	n/a
CITT Fund	\$ 1,099,856	\$ 467,880	\$ 631,976	135%
The Children's Trust Fund	\$ 185,636	\$ 185,636	\$ -	0%
The Children's Trust - STEM Camp Fun	\$ 135,700	\$ 135,700	\$ -	0%
DJJ Fund	\$ 61,500	\$ 61,500	\$ -	0%
Transportation Fund	\$ 117,000	\$ 125,000	\$ (8,000)	-6%
JPA - Franjo Road Fund	\$ 2,912,626	\$ 541,786	\$ 2,370,840	438%
Transit Fund	\$ 385,000	\$ 385,000	\$ -	0%
Sidewalks Fund	\$ 45,000	\$ -	\$ 45,000	n/a
Capital Projects Fund	\$ -	\$ 1,797,000	\$ (1,797,000)	-100%
Stormwater Utility Fund	\$ 1,795,753	\$ 1,505,538	\$ 290,215	19%



Conclusion

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

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

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

We are grateful for your continued contributions to the budget development process.

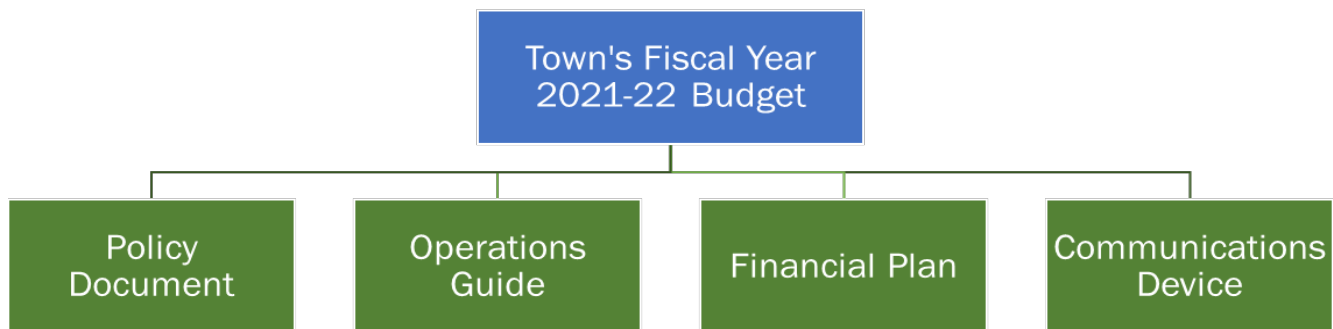
The confidence you hold in your staff makes it possible for us to provide the results our community deserves and expects. By working together, we have once again been able to craft a budget that addresses the priorities you have created for our community.

Respectfully submitted,

Rafael G. Casals, ICMA-CM, CFM
Town Manager

The Four (4) Purposes of the Budget

The following information is provided to assist the reader in understanding the purpose of this budget document in addition to finding information. The Town's adopted FY 2021-22 Annual Budget includes financial and service delivery information combined with policy statements that easily communicate the information to the reader. The FY 2021-22 Adopted Budget is intended to serve four (4) purposes.



1. [The Budget as a Policy Document](#)

As a Policy Document, the budget indicates what services the Town will provide during the next year. Additionally, the level of services and reasons for their provision are stated. The Town Manager's Message summarizes long and short-term concerns for the Town, financial situations, and how the Budget will address specific issues in FY 2021-22. Specific policies are addressed in the Budget Guide & Financial Policies and the Capital Improvement Plan Program sections, respectively. Within the Department Summary section, each program lists operational objectives.

2. [The Budget as an Operations Guide](#)

As an Operations Guide, the Budget indicates how departments and funds are organized to provide services to the residents of the Town and visitors to the community. Changes for FY 2021-22 are summarized in the Town Manager's Executive Message and detailed in the Fund Analysis and Department Summary. Additionally, within the Department Summary section, each department lists a Mission Statement, a department description, objectives, performance measures, budgetary additions and/or deletions, and budgetary history and adopted funding for FY 2021-22.

3. The Budget as a Financial Plan

As a Financial Plan, the Budget summarizes and details the cost to the taxpayers for current and proposed service levels plus how they will be funded. Within the Town Manager's Message is a narrative description of the major revenue sources for each fund and expected receipts and summaries of adopted expenditures. Detailed financial information is illustrated in the Fund Analysis and Capital Improvement Plan, in addition to data found within the Department Summary section. Such information is typically listed in six (6) columns: Actual FY 2017-18, Actual FY 2018-19, Actual FY 2019-20, Adopted FY 2020-21, Projected Actual FY 2020-21, and Adopted FY 2021-22.

4. The Budget as a Communications Device

As a Communications Device, the Budget is designed to be user-friendly with summary information in text, charts, tables, and graphs. A glossary of financial budget terms is included for the reader's reference and a Table of Contents provides a listing in order of the sections within. Additionally, it is designed to be an electronic PDF file. Paper copies are printed and distributed to local libraries for readers without Internet access. Should the reader have any questions about the Town of Cutler Bay's FY 2021-22 Adopted Budget, he or she can contact the Town's Finance Department at (305) 234-4262 or visit the Town's website at www.cutlerbay-fl.gov





Distinguished Budget Presentation Award FY 2020-21

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Town of Cutler Bay for its annual budget for the fiscal year beginning October 1, 2020. In order to receive this prestigious award, a governmental unit must publish a budget document that meets program criteria as a *policy document*, as an *operations guide*, as a *financial plan*, and as a *communications device*. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**Town of Cutler Bay
Florida**

For the Fiscal Year Beginning

October 01, 2020

Christopher P. Morrill

Executive Director

How to Use This Budget Book

Town staff has made every effort to make the Budget Book as easy as possible to read, but we understand just how difficult it can be to find what you're looking for in such a complex document. To make your search easier, we've provided several tools to help you get what you need.

[Organization of This Book](#)

The Town's FY 2021-22 Adopted Budget is comprised of separate components:

- ***Introduction*** – this section contains the Town Manager's Executive Message, Mission, Strategic Priorities, Core Values, Town-Wide Organization Chart, and brief statistics about the Town and its history.
- ***Budget Overview*** – this section contains the Budget Process Overview, Budget Highlights, Fund Structure Overview, Fund Summaries and Descriptions, Debt Management, Capital Improvement Program, and Long-Range Planning Tools.
- ***Glossary*** – A concise description of the terminology used in this document that is either technical in nature or unique to the Town. Each term is given a short entry that clearly defines it within the context that we use the term.
- ***Appendices*** – this section includes the Town's Full-Time Positions by Department, Estimated Millage Cost of Departments, Capital Improvement Element Annual Update and Glossary, Fund Balance, and Strategic Master Plan.

[Table of Contents](#)

A comprehensive Table of Contents is provided to help you locate information in this Budget Book.

[Abbreviations and Acronyms](#)

A useful list of abbreviations and acronyms used throughout the 2021-22 Adopted Budget Book.

[Glossary](#)

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

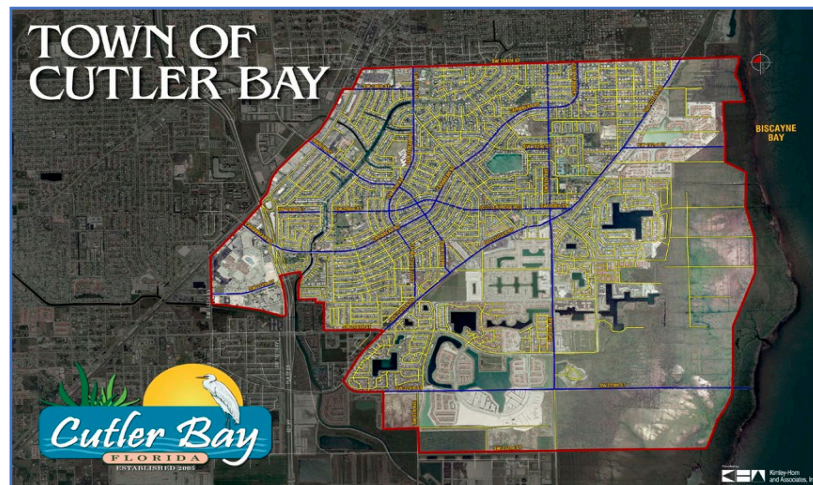


Town Profile

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 (5) 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 (4) year terms. The Town Council determines the policies that guide the Town's operations and hiring a Town Manager to implement and administer these policies on a full-time basis. The Town provides a full range of municipal services, including police, parks and recreation facilities, building and zoning, planning, code compliance, and public works. The Town has been successful in providing a high "quality of life" for its residents by enhancing the level of services being offered.

Geographical Boundaries

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



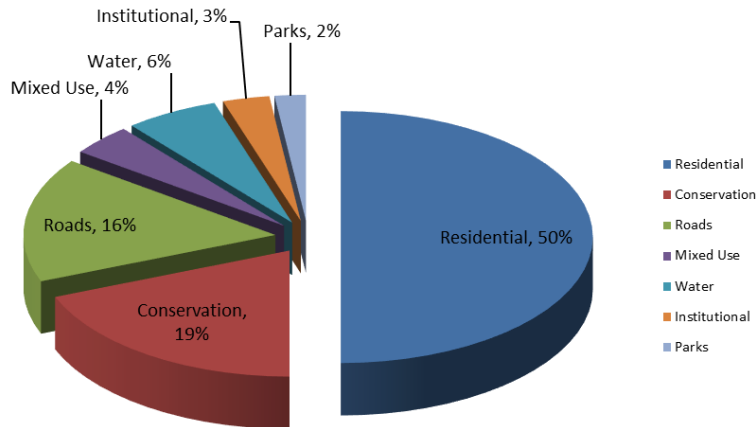
Demographics

Current population estimates (as of April 1, 2020) from the University of Florida, which provides the official population figures as used by the State of Florida, indicate an estimated 45,480 residents. At the time of incorporation, the Cutler Bay area population was estimated at approximately 32,000 residents indicating approximately forty-two percent (42%) increase since incorporation.



Land Use Distribution

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



Park & Recreational Facilities

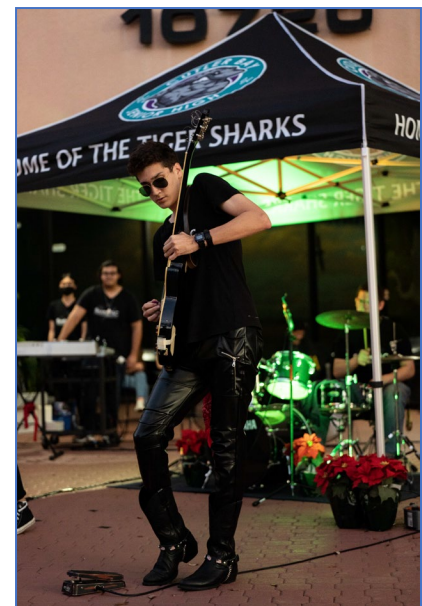
The Town operates and maintains eleven (11) park facilities within the Town boundaries:

- Bel-Aire Park
- Blue Heron Park
- Cutler Ridge Park & Pool
- Dothan Park
- Franjo Park
- Lakes by the Bay Park
- Lincoln City Park
- Saga Bay Park
- Saga Lake Park
- Whispering Pines Park
- Old Cutler Rd. & SW 184 St.

Public Schools

Eight (8) public schools and one (1) charter school in the Miami-Dade Public School system are located within the Town:

- Bel-Aire Elementary
- Cutler Bay Middle School
- Cutler Bay Senior High School
- Cutler Ridge Elementary
- Dr. Edward L. Whigham Elementary
- Dr. Edward L. Whigham PLC-E
- Gulfstream Elementary
- Whispering Pines Elementary
- Mater Academy Cutler Bay Charter



Local and Regional Economic Profile (Employment Perspective)

Presently, Miami Dade County's economy continues to diversify and expand at a moderate rate with great success. As a result, the County's labor market has recently experienced some of the lowest unemployment rates in the past few years. For instance, there are several sectors of the economy, including but not limited to construction, wholesale trade, retail trade, information technology and telecommunication, leisure and hospitality, and financial services, that continue to post strong job growth. The latest unemployment reports from the U.S. Bureau of Labor Statistics (August 2020) indicated that Miami-County unemployment rate *decreased* to 8.5 percent.

In 2019, several commercial and residential projects in the Town generated construction jobs for our local economy. The new developments combined will add new permanent jobs to our local economy. These jobs are mostly concentrated in the service and retail sectors of our local economy. During the rest of the year and into most of the next fiscal year, the Town will continue to add construction and permanent jobs to our local economy, as results of the commercial and residential projects approved by the Town Council. Looking to the year ahead, a new Publix Super Market shopping center will be under construction, and other improvements to retail storefronts are anticipated.

According to the Town's Retail Leakage and Surplus Analysis provided by Buxton, Food and Beverage Stores along with Foodservice and Drinking Places, are among the few store types where the demand exceeds sales, meaning that consumers are leaving the area for these services. Furniture Stores, Pharmacies and Drug Stores, and Optical Goods Stores are in surplus, sales are exceeding demand, meaning that consumers are coming from outside the Town to make their purchases.



Economic Development

The Town's economic development mission has two (2) major components: (1) direct communication and marketing; and (2) availability of non-financial incentives. Direct communication and marketing is a joint outreach effort that includes the elected body, Town Manager, and senior staff. The main objective of this effort is to identify and attract businesses to the Town that will provide added value to our economic base through the creation of new jobs, increase in the tax base, and services desired by Town residents and our existing business community.



One way of achieving this objective is through the Town's active participation in local and regional economic development organizations, forums, and professional organizations whose mission is to promote the area's local economies. The non-financial incentives are divided into two (2) distinct programs.

(1) Expedited building permits, courtesy inspections, and accessibility to the Building Official and Senior Inspectors.

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

The Town's economic development also includes a "green initiative" that continues to have much success. The green initiative success includes the LEED (Leadership in Energy, and Environmental Design) certification of several commercial buildings, close-out of an energy grant, and continued implementation of the PACE (Property Assessed Clean Energy) Program.

The Town is the lead municipality in the implementation of the “Green” Corridor and PACE Program. The intent of the PACE Program is to enable property owners to borrow money to buy solar panels, wind generators, insulation, or shutters for their homes. This initiative will provide market opportunities for local vendors specializing in the development, distribution, and installation of energy-efficient technology that meets the requirement of the PACE Program.

The South Miami-Dade Cultural Arts Center continues to be a major attraction for residents and visitors, and a cornerstone of the Town’s cultural venue. This state-of-the-art building is designed to seat nearly 1,000 people and hosts cultural events and musical performances that attract local, national, and international talent to Cutler Bay and South Miami-Dade Region. This facility is located on 6 acres next to the South Miami-Dade Government Center.



In FY 2017-18, Qualified Opportunity Zones were created by the Federal Government under the Tax Cuts and Jobs Act to spur economic development and job creation in distressed communities throughout the country by providing tax benefits to investors who invest eligible capital into these communities. The Town was nominated for that designation by the state of Florida and certified by the Secretary of the U.S. Treasury via delegation of authority to the Internal Revenue Service. The Opportunity Zone lies wholly within a portion of the Town Center District.

In FY 2020-2021, there were no major changes to the current land use distribution, in comparison, to prior years. A significant percentage of the Town’s land, fifty-four percent (54%), is classified in the broad categories of residential and mixed land use. Currently, there is no acreage in the Town that is classified as “Industrial.” This land use profile is similar to that of nearby municipalities in that the land uses are mostly comprised of residential properties relative to commercial, office, and institutional uses.

The new residential developments are attracting a diverse population that includes young families and seniors that will continue to enrich the quality of life of the Town. This diverse population with different needs and customs will help promote a sustainable economic base capable of meeting their respective needs and the needs of other residents living in the surrounding areas.

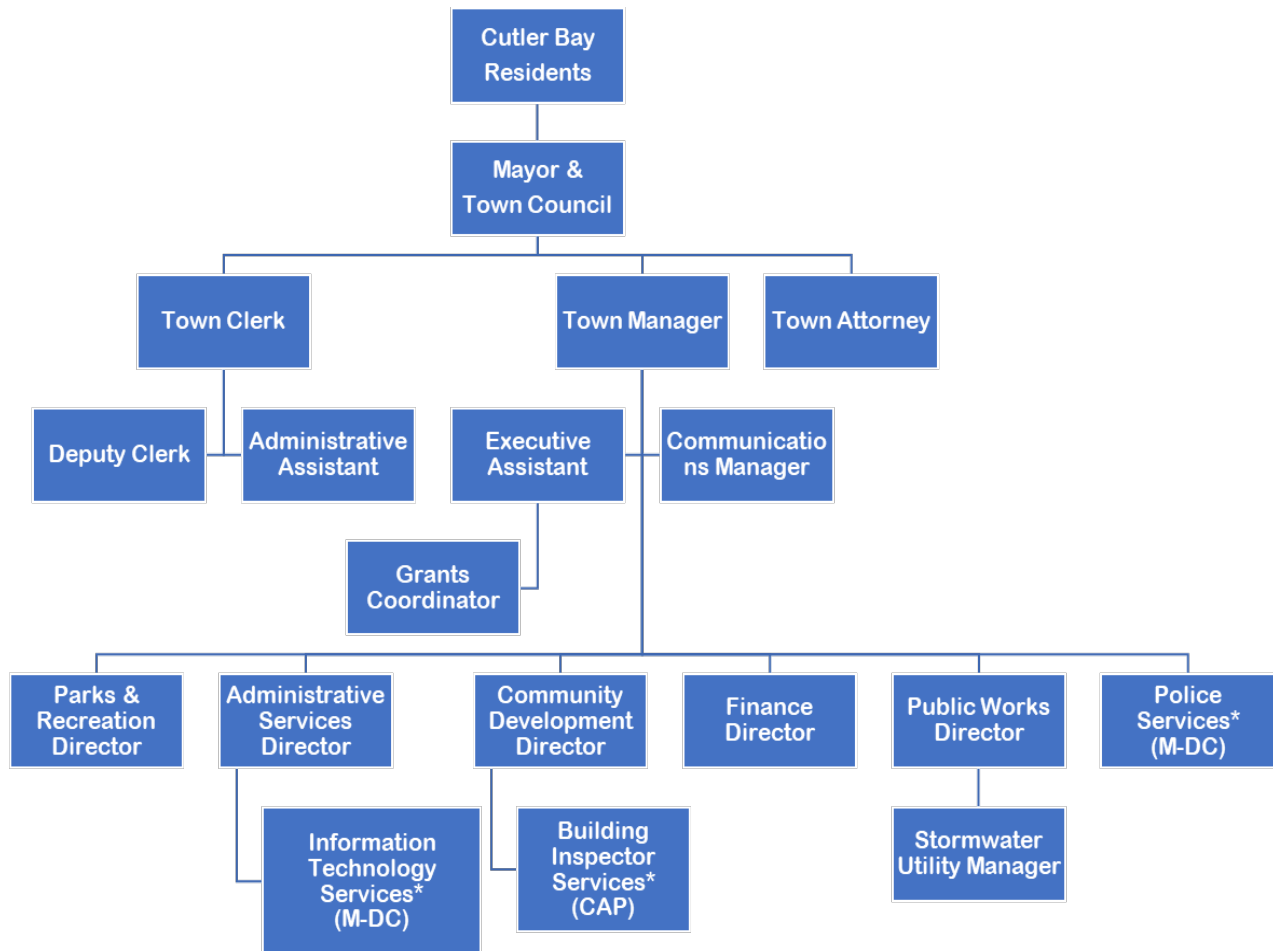
During FY 2020-2021, the Town Council continued to adjust the Town’s Land Development Regulations to provide additional incentives for development in the Town Center District, promote transit-supportive development projects, and enhance open space requirements. The Town has continued its commitment to environmental stewardship and has stayed on the forefront of proactive development regulations.





Organizational Chart

The Town’s organizational chart reflects the Town’s philosophy, changing slightly since last year’s adopted budget. The Town has budgeted thirty-three (33) full-time positions (excluding five elected officials), including two (2) full-time staff members in the Stormwater Utility Fund and one (1) full-time Youth Program Coordinator funded in part by the Children’s Trust Fund grant, and sixty (60) contracted police services positions. In addition, approximately twenty (20) to thirty (30) part-time and temporary personnel are added in the summer months to staff parks programs. *Appendix A* lists the current number of full-time positions by department and positions adopted for FY 2021-22.



(*) Services are Outsourced

Charter Staff



Rafael G. Casals, ICMA-CM, CFM – Town Manager

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



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

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



Mauricio Melinu – Town Clerk

As created by Town Charter Section 3.6, “the town council shall appoint the town clerk, who shall give notice of all council meetings and all other town meetings required to be publicly noticed to council members and the public and shall keep minutes of the council’s proceedings. The town clerk shall perform such other duties as the town council may prescribe from time to time. The town clerk shall report to the town council. The town clerk may be removed by the town council. The town clerk shall be responsible for appointing, hiring, promoting, supervising, and removing all employees of the office of the town clerk as authorized by the town council in the annual budget or as otherwise provided by resolution or ordinance.”



FACT SHEET

GEOGRAPHY:

Latitude: 25.58N
Longitude: 80.35W

LAND AREA:

10 Square Miles



NEAREST POPULATION CENTER:

50K+
Kendall Perrine
(4.9 miles; Pop. 155,589)

TOTAL HOUSING UNITS

14,620



HOUSING CHARACTERISTICS:

Housing Occupancy (2021 Estimate): 66.1%
Owner Occupied Unit

Median Value of Owner- Occupied Renter Occupied Unit - \$304,100

Median selected monthly owner costs- with mortgage - \$1,965

Median selected monthly owner costs- without mortgage- \$623

Households - 13,000

Persons per household- 3.35


Housing:

Owners: 69.73%

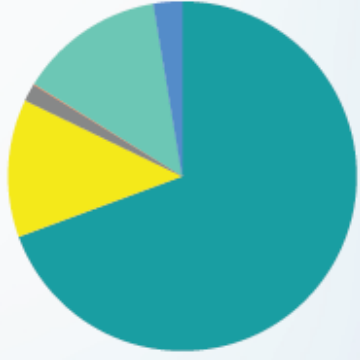
Renters: 30.27%

INCOME:


Median household income \$78,339



DEMOGRAPHIC CHARACTERISTICS



- White (69.37%)
- African American (12.79%)
- Asian (1.6%)
- American Indian & Alaska Native (0.1%)
- Two or more races (13.49%)
- Refused (2.65%)



POPULATION:

2021: 45,425
2020: 45,724
2019: 46,098
2018: 45,722
2017: 45, 101

<https://www.census.gov/quickfacts/cutlerbayownflorida>

EDUCATIONAL CHARACTERISTICS:

<Grade 9: 5.78%

Grade 9-12: 5.2%


High School: 27.16%

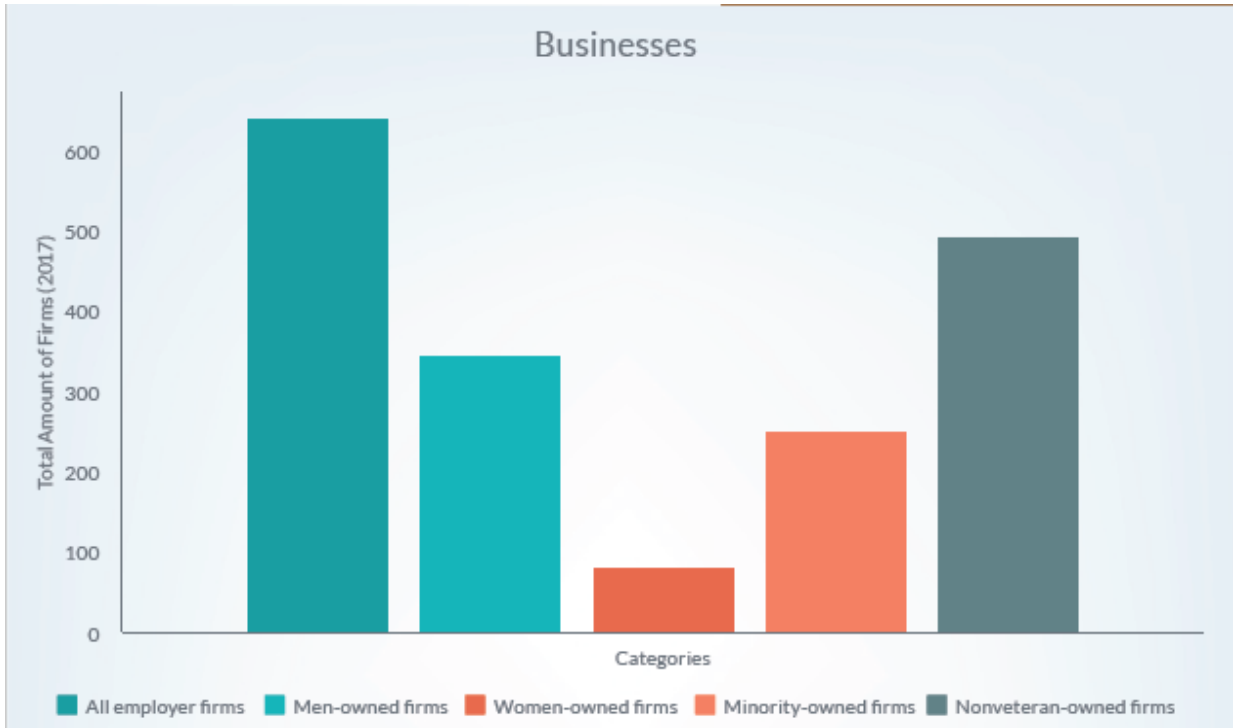
Some College: 18.1%


Associates Degree: 11.41%

Bachelors Degree: 23.01%

Graduate Degree: 9.34%








TRANSPORTATION:

Mean travel time to work (Miami/Downtown):


25 minutes



POVERTY:

Residents with Income Below the Poverty Level (as of 2017):

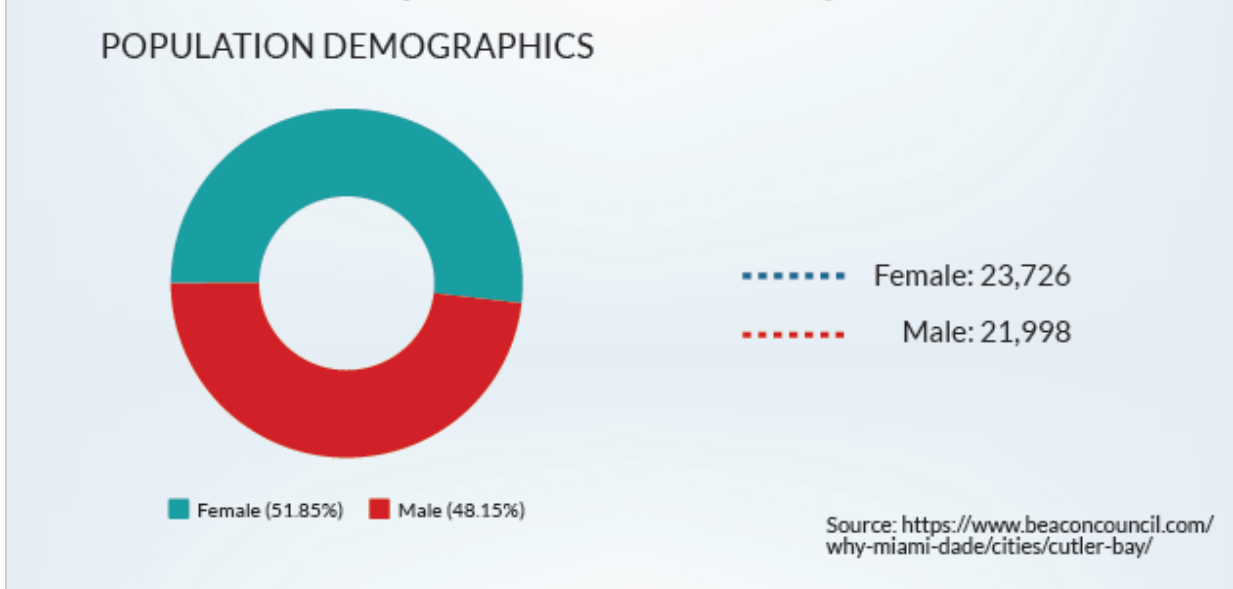
10.7% (Cutler Bay)
12.4% (Florida)



HEALTH:

Persons without health insurance, under 65 years:

12.9%



Town Governance Philosophy

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

Town Mission Statement

“The Town Council will work to make Cutler Bay an excellent place to live, work and play. Cutler Bay’s government will be creative, responsive, and respectful in providing innovative and cost-effective services to the community.” (Resolution No. 12-64)

Town Vision Statement

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





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 Law), and the Town's Charter. Public participation in this process is encouraged. To facilitate participation of those not physically able to attend, the Town broadcasts the Budget Workshops and Budget Hearings on social media, as well as provides for participation by telephone, which allows the public a chance to provide input and ask questions for Town Council consideration. Additionally, the Town meets all Statutory advertisement requirements.

Truth in Millage

The Town is required to hold two (2) public Hearings for adoption of a property tax rate and budget. The first public Hearing (September 13, 2021, at 6:00 PM) was advertised by the Property Appraiser mailing to each property owner a TRIM notice. In addition to notification of this first public hearing, the TRIM notice contains the following information:

- Prior year millage rate;
- Current year proposed millage rate;
- Current year rolled-back rate; and
- The date, time, and meeting place of the first Budget Hearing.

The second public Hearing (September 27, 2021, at 6:00 PM) was advertised by the Town by means of a newspaper advertisement. Accompanying this advertisement is a summary of the budgeted revenues and expenditures tentatively approved at the first public Hearing.

The Town Charter (Excerpts)

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

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

- **4.5 (A) Balanced Budget.** Each annual budget adopted by the Council shall be a balanced budget and adopted in accordance with Florida law.
- **4.5 (B) Budget Adoption.** The Council shall by resolution adopt the annual budget within the time prescribed by general law, after having had two (2) public Hearings. If it fails to adopt the annual budget by this date, the Council may by resolution direct that the amounts appropriated for current operations for the current fiscal year shall be deemed adopted for the ensuing fiscal year for a period of fifteen (15) days and renewed by Resolution each fifteen (15) days, with all items in it prorated accordingly, until such time as the Council adopts an annual budget for the ensuing fiscal year. A Resolution adopting an annual budget shall constitute appropriation of the amounts specified therein.

- 4.5 (C) Specific Appropriation. The budget shall be specific as to the nature of each category of appropriations therein. The Town Manager may recommend for approval by the Council one or more contingency accounts to be used for unanticipated items of expense which were not included in the budget as original items of expenditure. The Town Manager may recommend for approval by the Council one or more reserve accounts to be used for items of expense which might require multiple years of budgeting in order to fulfill the original designation of funds.
- 4.5 (D) Notice and Hearing. The Council shall publish the general summary of the budget and a notice of public hearing as prescribed by general law.

Section 4.6 of the Town Charter defines 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 of the Town Charter 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 Activities Calendar

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

Fiscal Year 2021-22 Budget Activities Calendar

DATE	TOWN ADMINISTRATION BUDGET ACTIVITY DESCRIPTION
May-June 2021	Department Heads submit budget requests and Capital Improvements to Town Manager
June 30, 2021	Town Council First Budget Visioning Workshop
July 1, 2021	Certification of Taxable Value received from Property Appraiser
July 21, 2021*	Town Council Meeting
July 29, 2021	Town Council Second Budget Workshop
July 30, 2021	Notify the Property Appraiser of Proposed "ceiling" millage rate
August 2021	Proposed Budget is prepared by Town Manager
August 24, 2021	TRIM notices are mailed by Property Appraiser
August 26, 2021	Town Council Third Budget Workshop
September 13, 2021	1st Budget Public Hearing
September 27, 2021	2nd Budget Public Hearing
September 30, 2021	Deadline for notifying Property Appraiser and the Tax Collector of final Adopted millage rate.
October 27, 2021	Certify compliance with Chapter 200, F.S. to the Florida Department of Revenue.

(*) As recommended by the Town Manager, the Cutler Bay Town Council members voted to set the Town's proposed millage rate at the "unanimous vote maximum millage rate" to allow the Town Council maximum flexibility during the budget workshops and the budget hearing process. The final millage rate was adopted after two (2) public Hearings that commenced at 6:00 PM in the Cutler Bay Council Chambers, 10720 Caribbean Blvd, Cutler Bay, FL.

- During the 1st budget public Hearing on September 13, 2021, the Council adopted a tentative millage rate of 2.8332 mils (Resolution No. 21-57).
- During the 2nd budget public Hearing on September 27, 2021, the Council adopted a final millage rate of 2.8332 mils (Resolution No. 21-59).

Budget Review & Policies

Overview

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

The Budget is a Spending Policy

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

- Policy development
- Financial planning
- Service or operations planning and
- Communications

For FY 2021-22, the Council and the Town Manager have engaged in an ongoing dialogue regarding Town services and have engaged the community through the comprehensive plan process and other community workshops. Once again, the Town Council held an early Budget Visioning Workshop on June 30, 2021, to obtain public engagement about the upcoming year's budget, as well as to formally lay out, in a public forum, the Council's priorities. The Town Council met two (2) additional times, with the Town Manager and Staff, in a Budget Workshop setting (which were held on July 29th & August 26th respectively) to clearly state their budgetary instructions in advance of formal budget presentation.

The Town Manager and senior staff developed the budget based on this information and 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 and/or improving park space, caring for our newly acquired infrastructure, and code compliance enforcement efforts are ongoing priorities for the Town Council. The Adopted FY 2021-22 budget addresses those priorities and also continues to deliver public works, parks, community development, stormwater utility, and other Town services at a level determined by budgetary constraints.





Financial Policies

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

Operating Budget Policies

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

Capital Improvement Policies

- The Town will develop a five (5) year capital improvement plan identifying revenues and expenditures for each capital improvement project.
- The capital improvement plan will take into account needed equipment replacement and renovation based on useful life, infrastructure maintenance, population changes, service gaps, and information technology.
- Priority will be given to projects that are necessary for health, life, and safety and those that reduce operating costs.
- The Town will maintain all its assets at a level adequate to protect the Town's capital interest and to minimize future maintenance and replacement costs.
- The first year of the five (5) year plan will be used as the basis for the annual capital budget, and the development of the capital budget and the operating budget shall be coordinated.
- The Town will use the most appropriate funding mechanism to pay for capital projects and will seek a mixture of pay-as-you-go, intergovernmental assistance and financings.
- The term of any financings shall be consistent with the life expectancy of the capital project.
- Proceeds from financings will not be used for operating purposes.

Capital Asset Policies

Threshold:

The Town will capitalize all qualifying individual assets with a cost of \$5,000 or more or, in the case of infrastructure assets, if they have an individual cost of \$50,000 or more, and an estimated useful life in excess of one year. Short-lived assets which do not meet the capital asset threshold will be budgeted as operational materials and supplies.

Asset Categorization:

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

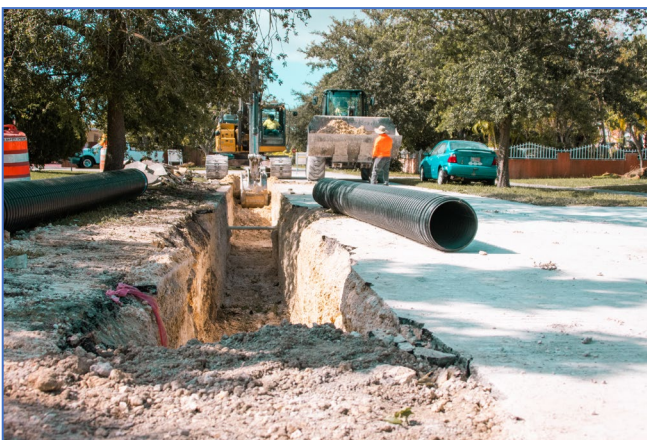
- Land and Rights-of-Ways
- Buildings
- Improvements
- Infrastructure
- Furniture, Equipment and/or Software



Depreciation Method:

Governmental Accounting Standards Board (GASB) Statement No. 34 require governments to depreciate capital assets with a defined estimated life.

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



Capital Assets vs. Repairs & Maintenance:

- GASB No. 34 requires that repair and maintenance items are expensed rather than capitalized.
- The criteria determining whether an item is capitalized or expensed is whether the service life of the assets will be extended.
- The Town will adopt this definition and expenditures that extend the life of the asset will be classified as capital assets.

Estimated Useful Lives:

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

- Land and Rights of Way - indefinite
- Buildings – 20 years
- Improvements – 5 to 10 years
- Infrastructure – 25 to 50 years
- Roadways and Sidewalks – 40 to 50 years
- Furniture, Equipment and/or Software – 3 to 5 years



Five Year Capital Plan:

The Town prepares a five (5) year capital plan which reports the capital asset budget needs for the Town.

Fixed Asset Accounting:

The Town will comply with the standards established by GASB No. 34 and all subsequent pronouncements put out by GASB or its successor organization.

Debt Management Policies

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



Revenue Policies

- The Town will try to maintain a diversified and stable revenue system to protect it from any unforeseeable short-run fluctuations in any one revenue source.
- Whenever practicable, the Town will estimate its annual revenue by an objective, analytical process.
- Each year the Town will review the costs of activities supported by user fees to identify the impact of inflation and other cost increases. All suggested changes shall be presented to the Town Council for consideration during the budgeting process.
- The Town will project revenues for the next year and will update this projection annually. Every existing and potential revenue source will be re-examined annually.

Investment and Cash Management Policies

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

Financial Reporting Policies

- The Town has established and will maintain a high standard of accounting practices.
- The Town's financial system will be maintained in accordance with generally accepted accounting principles. The Town will strive to obtain and retain the Certificate of Achievement of the Government Finance Officers Association (GFOA).
- Pursuant to the Town Charter, the administration will prepare quarterly reports comparing actual revenues and expenditures with budgeted amounts.
- An independent audit will be performed annually.
- All financial reports will be in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board (GASB).

Fund Balance Policy

- The Town shall comply with GASB Statement No. 54 and successor statements regarding the Fund Balance, including, but not limited to, the classifications outlined in that Statement.
- As part of the budget process, the Town shall ensure that it maintains for the General Fund a reservation of fund balance equal to a minimum of seventeen percent (17%) of the next fiscal year’s budgeted operating expenditures, as defined, in an unassigned fund balance category called “reserve for contingencies and emergencies.”
- For any approved or budgeted project not completed by fiscal year end, the appropriation for that project may be carried forward to the next fiscal year at the discretion of the Town Council.
- Purchase orders will lapse at fiscal year-end and may be re-encumbered at the beginning of the next year for expenses not incurred by the last day of the fiscal year.



Purchasing Policies

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

Audit Committee and Auditor Selection Policies

The Town has established and will maintain a high standard of accounting practices.

The Town financial system will be maintained in conformity with generally accepted accounting principles. The Town will strive to obtain and retain the Certificate of Achievement for Excellence in Financial Reporting award issued by the Government Finance Officers Association.

Each year the auditor will present the financial audit and recommendations to the Town Council.

The auditor selection process shall require a Request for Proposal (RFP) and shall conform to the guidelines established by the Auditor General of the State of Florida.





Fraud Policy

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

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

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

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

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

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

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

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



Budget & Accounting Basis

The basic building block of Governmental Finance is the “fund.” The National Council on Governmental Accounting defines a fund as:

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

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

Funds Structure and Overview

The Town's budget consists of eleven (11) appropriated funds, the General Fund, nine (9) Special Revenue Funds, and the Stormwater Utility Fund. A “fund” is defined as an independent fiscal and accounting entity with a self-balancing set of accounts. Funds are established to attain certain objectives or to simply segregate activities. All of the funds in this budget employ the modified accrual basis of accounting, except for the Stormwater Utility Fund, which uses the accrual of accounting.

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

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



DEPARTMENT	GENERAL FUND	SPECIAL REVENUES (SR) FUND	SR-TCT	SR-TCT S.T.E.M. CAMP	SR-DJJ	SR-CITT	SR- SIDEWALKS	SR- JPA FRANJO ROAD	SR- TRANSIT	SR- TRANSPORTATION	STORMWATER UTILITY
Mayor and Council	X										
Town Clerk	X										
General Government	X	X									
Town Attorney	X										
Community Development	X										
Finance	X										
Public Works	X	X				X	X	X	X	X	X
Police Services	X	X									
Parks and Recreation	X	X	X	X	X						

General Fund

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

Special Revenue Funds

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

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

The Children’s Trust Fund – After-School Programs: Used to account for grant revenues received from The Children’s Trust of Miami Dade County to be used specifically for children’s programs at the Town’s parks.

The Children’s Trust Fund – S.T.E.M. Summer Camp Fund: Used to account for grant revenues received from The Children’s Trust of Miami Dade County to be used specifically for children’s summer camp program at the Town.

The Department of Juvenile Justice (DJJ) Fund: Used to account for grant revenues received from the Department of Juvenile Justice to be used specifically for children’s programs at the Town’s parks.



Citizen's Independent Transportation Trust (CITT) Fund: A major fund, used to account for the revenues received from the Miami-Dade County Charter Transit System Surtax to be used specifically for eligible transit and transportation-related expenditures, including transfer to other funds for expenditure on eligible items.

Transportation Fund: Used to account for grant revenues received for transportation-related improvements in the Town. This fund also accounts for funds transferred in from the CITT Fund.

Transit Fund: Used to account for grant revenues received for transit-related projects in the Town. This fund also accounts for funds transferred in from the CITT Fund.

Joint Participation Agreement – Franjo Road Fund: Used to account for intergovernmental revenues received from Miami-Dade County for roadway and sidewalk connectivity-related improvements pursuant to a “Complete Streets” initiative along Franjo Road (a County owned road that runs through the Town). This fund also accounts for funds transferred in from the CITT Fund, which is used for the Town’s portion of the improvements.

Sidewalks Fund: Used to account for impact fees utilized for pedestrian-friendly sidewalk-related improvements.

Stormwater Utility Fund

The Stormwater Utility Fund is used to account for all financial resources received and allocated on behalf of the Stormwater Utility maintained by the Town. The funds are used to maintain the stormwater system and drainage canals located within the Town.

This is a proprietary fund which focuses on the determination of operating income, changes in net assets, financial position and cash flows.





Fund Expenditures

The following table summarizes total expenditures, by fund, and the difference from the previous year. Any funds with changes in expenditures of more than ten percent (10%) include and explanation for the change.

FUND	FY 2020-2021	FY 2021-2022	AMOUNT	DIFFERENCE IN PERCENTAGE
General Fund	\$ 37,191,721	\$ 21,427,243	\$ (15,764,478)	-42%
<i>The decrease results primarily from the debt restructuring and capital outlay plans for FY 2020-21 which did not recur in FY 2021-22</i>				
Special Revenues Fund	\$ 187,000	\$ 195,000	\$ 8,000	4%
The Children's Trust - STEM Camp Fund	\$ 135,700	\$ 135,700	\$ -	n/a
The Children's Trust Fund	\$ 185,636	\$ 185,636	\$ -	n/a
DJJ Fund	\$ 61,500	\$ 61,500	\$ -	n/a
CITT Fund	\$ 2,639,936	\$ 4,067,230	\$ 1,427,294	54%
<i>The increase results primarily from increased transfers out to other funds for the Town's share of various grant projects, and by increased budgeted outlays for roadway resurfacing and traffic calming projects</i>				
Transportation Fund	\$ 125,000	\$ 117,000	\$ (8,000)	-6%
JPA - Franjo Road Fund	\$ 541,786	\$ 2,912,626	\$ 2,370,840	438%
<i>Increase reflects commencement of construction of this major roadway improvement/Complete Streets project. FY 2020-21 was design phase only.</i>				
Transit Fund	\$ 385,000	\$ 385,000	\$ -	n/a
Sidewalks Fund	\$ -	\$ 45,000	\$ 45,000	n/a
<i>New project budgeted for FY 2021-22</i>				
Capital Projects Fund	\$ 1,797,000	\$ -	\$ (1,797,000)	-100%
<i>No new projects budgeted for FY 2021-22</i>				
Stormwater Utility Fund	\$ 1,505,538	\$ 1,795,753	\$ 290,215	19%
<i>The increase results primarily from increased project design costs as well as from an increase in on-going stormwater system maintenance and in budgeted depreciation on completed infrastructure assets</i>				

Fund Balances

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

FUND	FY 2020-21	FY 2021-2022	AMOUNT	DIFFERENCE PERCENTAGE
General Fund	\$ 11,532,895	\$ 14,995,500	\$ 3,462,605	30%
<i>The increase in fund balance is due primarily to the anticipated decrease in FY 2020-21 fund balance not materializing as certain budgeted projects were not undertaken. Rather, the projected FY 2020-21 fund balance was \$14,887,595, not materially different from different from the budgeted FY 2021-22 fund balance</i>				
Special Revenues Fund	\$ 1,211,628	\$ 1,283,186	\$ 71,558	6%
The Children's Trust - STEM Camp Fund	\$ -	\$ -	\$ -	n/a
The Children's Trust Fund	\$ -	\$ -	\$ -	n/a
DJJ Fund	\$ -	\$ -	\$ -	n/a
CITT Fund	\$ 3,040,280	\$ 3,231,655	\$ 191,375	6%
Transportation Fund	\$ -	\$ -	\$ -	n/a
JPA - Franjo Road Fund	\$ -	\$ -	\$ -	n/a
Transit Fund	\$ -	\$ -	\$ -	n/a
Sidewalks Fund	\$ -	\$ -	\$ -	n/a
Capital Projects Fund	\$ -	\$ -	\$ -	n/a
Stormwater Utility Fund	\$ 7,389,468	\$ 7,324,657	\$ (64,811)	-1%





FUND BALANCES BY FUND	ACTUAL FY 2017-18	ACTUAL FY 2018-19	ACTUAL FY 2019-20	ADOPTED FY 2020-21	PROJECTED FY 2020-21	ADOPTED FY 2021-22
GENERAL FUND						
Beginning Balance	\$ 18,750,817	\$ 19,368,497	\$ 18,135,296	\$ 11,069,431	\$ 13,725,399	\$ 14,887,595
Restatement	\$ -	\$ (773,319)	\$ -	\$ -	\$ -	\$ -
Revenues	\$ 20,446,244	\$ 19,997,289	\$ 19,853,780	\$ 19,390,185	\$ 20,425,000	\$ 21,385,148
Transfers In	\$ 227,132	\$ 272,956	\$ 225,000	\$ 150,000	\$ 150,000	\$ 150,000
Debt Proceeds	\$ -	\$ -	\$ -	\$ 18,115,000	\$ 14,737,996	\$ -
Less: Expenditures	\$ (19,999,453)	\$ (20,108,217)	\$ (23,750,227)	\$ (35,831,721)	\$ (32,150,800)	\$ (21,427,243)
Transfers Out	\$ (56,243)	\$ (621,910)	\$ (738,450)	\$ (1,360,000)	\$ (2,000,000)	\$ -
GENERAL FUND BALANCE	\$ 19,368,497	\$ 18,135,296	\$ 13,725,399	\$ 11,532,895	\$ 14,887,595	\$ 14,995,500
SPECIAL REVENUES FUND						
Beginning Balance	\$ 1,800,881	\$ 1,576,662	\$ 1,575,527	\$ 1,169,467	\$ 1,286,651	\$ 1,236,251
Revenues	\$ 256,813	\$ 280,127	\$ 212,814	\$ 229,161	\$ 205,600	\$ 241,935
Less: Expenditures	\$ -	\$ (160)	\$ -	\$ -	\$ -	\$ -
Transfers Out	\$ (481,032)	\$ (281,102)	\$ (501,690)	\$ (187,000)	\$ (256,000)	\$ (195,000)
SPECIAL REVENUES FUND BALANCE	\$ 1,576,662	\$ 1,575,527	\$ 1,286,651	\$ 1,211,628	\$ 1,236,251	\$ 1,283,186
THE CHILDREN'S TRUST - STEM CAMP						
Beginning Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues	\$ 126,507	\$ 116,427	\$ -	\$ 135,700	\$ 135,700	\$ 135,700
Less: Expenditures	\$ (126,507)	\$ (116,427)	\$ -	\$ (135,700)	\$ (135,700)	\$ (135,700)
THE CHILDREN'S TRUST - STEM CAMP FUND BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
THE CHILDREN'S TRUST FUND						
Beginning Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues	\$ 127,514	\$ 181,487	\$ 157,013	\$ 185,636	\$ 185,636	\$ 185,636
Less: Expenditures	\$ (127,514)	\$ (181,487)	\$ (157,013)	\$ (185,636)	\$ (185,636)	\$ (185,636)
THE CHILDREN'S TRUST FUND BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
DJJ FUND						
Beginning Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues	\$ 62,332	\$ 59,697	\$ 51,684	\$ 61,500	\$ 61,500	\$ 61,500
Less: Expenditures	\$ (62,332)	\$ (59,697)	\$ (51,684)	\$ (61,500)	\$ (61,500)	\$ (61,500)
DJJ FUND BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CITT FUND						
Beginning Balance	\$ 3,410,231	\$ 2,900,798	\$ 3,757,598	\$ 4,150,216	\$ 4,286,125	\$ 5,438,885
Revenues	\$ 1,897,666	\$ 1,965,548	\$ 1,725,261	\$ 1,530,000	\$ 1,760,000	\$ 1,860,000
Less: Expenditures	\$ (2,230,870)	\$ (607,522)	\$ (1,021,497)	\$ (467,880)	\$ (347,480)	\$ (1,099,856)
Transfers Out	\$ (176,229)	\$ (501,226)	\$ (175,237)	\$ (2,172,056)	\$ (259,760)	\$ (2,967,374)
CITT FUND BALANCE	\$ 2,900,798	\$ 3,757,598	\$ 4,286,125	\$ 3,040,280	\$ 5,438,885	\$ 3,231,655
TRANSPORTATION FUND						
Beginning Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues	\$ 290,085	\$ 77,866	\$ -	\$ 100,000	\$ 100,000	\$ -
Transfers In	\$ 61,493	\$ 36,359	\$ -	\$ 25,000	\$ 5,000	\$ 117,000
Less: Expenditures	\$ (351,578)	\$ (114,225)	\$ -	\$ (125,000)	\$ (105,000)	\$ (117,000)
TRANSPORTATION FUND BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TRANSIT FUND						
Beginning Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues	\$ -	\$ -	\$ -	\$ 192,500	\$ -	\$ 192,500
Transfers In	\$ -	\$ -	\$ -	\$ 192,500	\$ -	\$ 192,500
Less: Expenditures	\$ -	\$ -	\$ -	\$ (385,000)	\$ -	\$ (385,000)
TRANSIT FUND BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SIDEWALKS FUND						
Beginning Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers In	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000
Less: Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (45,000)
SIDEWALKS FUND BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
JPA - FRANJO ROAD FUND						
Beginning Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues	\$ -	\$ -	\$ -	\$ 541,786	\$ 441,786	\$ 2,454,752
Transfers In	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 457,874
Less: Expenditures	\$ -	\$ -	\$ -	\$ (541,786)	\$ (441,786)	\$ (2,912,626)
JPA - FRANJO ROAD FUND BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CAPITAL PROJECTS FUND						
Beginning Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues	\$ -	\$ -	\$ 200,000	\$ 400,000	\$ 200,000	\$ -
Transfers In	\$ 72,743	\$ 580,252	\$ 1,011,943	\$ 1,397,000	\$ 1,935,402	\$ -
Less: Expenditures	\$ (72,743)	\$ (580,252)	\$ (1,211,943)	\$ (1,797,000)	\$ (2,135,402)	\$ -
CAPITAL PROJECTS FUND BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
STORMWATER UTILITY FUND						
Beginning Balance	\$ 4,855,722	\$ 4,899,347	\$ 5,523,816	\$ 5,122,600	\$ 5,359,915	\$ 5,095,410
Revenues	\$ 1,201,387	\$ 1,412,674	\$ 1,028,910	\$ 1,825,000	\$ 1,025,000	\$ 1,825,000
Transfers In	\$ 38,878	\$ 316,941	\$ 86,287	\$ 1,947,406	\$ 220,500	\$ 2,200,000
Less: Expenditures	\$ (1,196,640)	\$ (1,105,146)	\$ (1,279,098)	\$ (1,505,538)	\$ (1,510,005)	\$ (1,795,753)
STORMWATER UTILITY FUND, NET ASSETS	\$ 4,899,347	\$ 5,523,816	\$ 5,359,915	\$ 7,389,468	\$ 5,095,410	\$ 7,324,657



Debt Management

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

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

Based on the Town Charter criteria above, criteria number 1 would generate the maximum borrowing limit level for the Town (approximately \$87.5 million). The certified assessed value of property within the Town for the current year is \$2,916,183,965, of which 3% would be \$87.5 million. The Town is well within the debt borrowing limits established by the Town Charter. The Town's General Fund borrowings total less than 1% of the total assessed value of all property within the Town for the current fiscal year.

As a condition of incorporation, the Town is required to pay Miami-Dade County its pro rata share for the Public Service Tax Revenue Bonds (QNIP bonds) issued or authorized prior to the Town's incorporation. By Interlocal agreement, the County has the right to receive and apply to debt service on the bonds all of the public service taxes, as defined, collected on behalf of the Town. At September 30, 2021, the balance owed on the Quality Neighborhood Improvement Program (QNIP) bonds approximated at \$1.3 million (which represents only 0.046% of the total assessed property value for the current fiscal year). Debt service related to these bonds for FY 2021-22 is budgeted at \$346,000 in the General Government department of the General Fund (\$291,000 principal and \$55,000 interest). For the year ended September 30, 2021, the public service taxes pledged amounted to \$3,651,893, and the debt service was \$345,552. The pledged revenues provided a coverage ratio of 10.6.

The Town also entered into bank loans with a local lender in 2010 and 2012 totaling approximately \$15.3 million, which were used to acquire and improve certain real property constituting the Town Hall property, as well as to provide funding to local schools for certain school programs. Certain of these loans were refinanced in 2015 ("Series 2015A Note" and "Series 2015B Note") at favorable interest rates and terms to the Town and/or paid off in 2021. At September 30, 2021, only one loan remained outstanding from this lender, the Series 2015A tax-exempt loan (Series 2015A Note - related to the acquisition and improvement of the Town Hall property), in the amount of approximately \$3.63 million (which represents only 0.12% of the total assessed property value for the current fiscal year). The loan calls for principal and interest payments through June 2030 and bears interest at 2.50%. This loan, the debt service for which is accounted for in the General Fund, is related to the purchase of the Town Center building, an adjacent land parcel and related improvements thereto. Debt service related to this loan for FY 2021-22 is budgeted at \$451,200 in the General Government department of the General Fund (\$363,900 principal and \$87,300 interest). The Series 2015A Note is secured by the Town's share of the Local Government Half-Cent Sales Tax and matures in June 2030. For the fiscal year ended September 30, 2021, the Town's share of the Local Government Half-Cent Sales Tax available for this pledge was \$3,720,322, and debt service was \$451,154, providing a coverage ratio of 8.2.



On October 15, 2020 (FY 2021), the Town issued a Taxable Capital Improvements Revenue Note, Series 2020 (the “Series 2020 Note”), in the amount of approximately \$2,855,000, which remains outstanding at September 30, 2021. Simultaneous with this issuance, the Town retired its Taxable Sales Tax Revenue Refunding Note, Series 2015B (the “Series 2015B Note”). Through this refinancing, the Town was able to lower the interest rate on this debt from 2.80% to 2.38%. The Series 2020 Note was issued for the purpose of (a) prepaying in full the outstanding balance of the Series 2015B Note, (b) redesignating such debt as being used to finance a portion of the cost of the undeveloped land acquired in the “land swap deal”, and (c) extending the maturity date of the debt beyond the current maturity date of the Series 2015B Note, thereby reducing the yearly debt service that would otherwise be payable on the Series 2015B Note. Debt service related to this loan for FY 2021-22 is budgeted at \$228,600 in the General Government department of the General Fund (\$160,650 principal and \$67,950 interest). The Series 2020 Note is secured by the Town’s share of the Local Government Half-Cent Sales Tax and matures in October 2035. For the fiscal year ended September 30, 2021, the Town’s share of the Local Government Half-Cent Sales Tax available for this pledge was \$3,720,322. There was no debt service for the fiscal year ended September 30, 2021, and the debt coverage ratio for pledged revenues would not be applicable.

On October 29, 2020 (FY 2021), the Town issued, at a premium, \$12,935,000 in open market, Capital Improvements Revenue Bonds, Series 2020 (the “Series 2020 Bonds”). Moody’s Investors Services, Inc. has assigned a rating of “Aa3” in connection with the issuance of the Series 2020 Bonds (the Town has an issuer rating of “Aa2”). These bonds were issued in a term series with maturities ranging from December 1, 2027, through December 1, 2050, at interest rates ranging from 1.16% to 2.59%. The Series 2020 Bonds are payable from legally available non-ad valorem revenues of the Town. While the Town has covenanted and agreed to appropriate from non-ad valorem revenues amounts sufficient to pay amounts due on the Series 2020 Bonds, such covenant to budget and appropriate does not create any lien or pledge of such non-ad valorem revenues. The Series 2020 Bonds were issued to (a) finance the cost of improvements to Franjo Park, (b) acquire vacant land for preservation, conservation and resiliency, (c) reimburse the Town for the acquisition of vacant land for the site of a new civic center and public park, together with financing architectural, engineering, environmental, legal and other planning costs related thereto, and (d) pay costs of issuance of the 2020 Series Bonds. These projects are long-lived projects whose benefits will extend over decades. Debt service related to these Series 2020 Bonds for FY 2021-22 is budgeted at \$517,400 (interest only) in the General Government department of the General Fund. At September 30, 2021, the principal balance outstanding was \$12,935,000. For the fiscal year ended September 30, 2021, the non-ad valorem revenues available for the debt service on the Series 2020 Bonds was \$11,139,182 and debt service was \$304,691, providing a coverage ratio of 36.6.

The significant decrease in debt service budgeted for FY 2021-22 results primarily from the debt restructuring undertaken in FY 2021, as discussed above.

Total General Fund debt service related to FY 2021-22 is budgeted at \$1,543,200 in the General Fund (\$815,550 principal and \$727,650 interest) and is accounted for in the General Government department (see table below and departmental details in later sections of this budget book). The Town has pledged its share of the Local Government Half-Cent Sales Tax towards repayment of the bank loans. The Capital Improvement Revenue Bonds, Series 2020, provide a covenant to budget and appropriate from non-ad valorem revenues sufficient funds to make all required annual payments.



When the Town took over operation of the Stormwater Utility operation within the Town’s boundaries from Miami-Dade County, the Town agreed to pay the County its pro-rata share for the Stormwater Utility Revenue Bonds issued prior to the Town’s incorporation. Debt service on these bonds is funded solely from the Stormwater Utility’s operating revenues and are not obligations of the General Fund or any other fund. These bonds mature in April 2027. All of the Town’s stormwater fees have been pledged as security for the bond payments. For the year ended September 30, 2021, the stormwater fees pledged amounted to \$1,017,995 and the debt service was \$184,349, providing a coverage ratio of 5.5. At September 30, 2021, the balance owed on the Stormwater Utility Revenue bonds approximated \$1.27 million. Debt service (interest) related to these bonds for FY 2021-22 is budgeted at \$44,000.

The table below summarizes the debt service payments included in the FY 2021-22 budget:

FUND/ DEPARTMENT	PRINCIPAL	INTEREST	TOTAL
General Fund:			
General Government Department:			
Bank Loans	\$ 524,550	\$ 155,250	\$ 679,800
Capital Improvement Revenue Bonds, Series 2020	\$ -	\$ 517,400	\$ 517,400
QNIP Debt	\$ 291,000	\$ 55,000	\$ 346,000
TOTAL GENERAL FUND	\$ 815,550	\$ 727,650	\$ 1,543,200
Stormwater Utility Fund:			
TOTAL STORMWATER UTILITY REVENUE BONDS	\$ 140,400	\$ 43,900	\$ 184,300

The Town holds adequate funds to meet its current and anticipated future debt service obligations.

As noted above, the QNIP Debt and the Stormwater Utility Revenue Bonds are pass-through debt from Miami-Dade County and are paid by deduction from the Town’s public service taxes (i.e., utility taxes) and stormwater fees, respectively. The Town’s annual revenue from these sources are sufficient to satisfy its obligations.

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At September 30, 2021, debt maturities on the aforementioned debt are as follows:

General Fund:

SEPTEMBER 30	BANK LOANS		
	PRINCIPAL	INTEREST	TOTAL
2022	\$ 524,494	\$ 155,218	\$ 679,712
2023	\$ 537,500	\$ 142,212	\$ 679,712
2024	\$ 550,829	\$ 128,883	\$ 679,712
2025	\$ 564,488	\$ 115,224	\$ 679,712
2026	\$ 578,486	\$ 101,226	\$ 679,712
2027-2031	\$ 2,660,883	\$ 286,522	\$ 2,947,405
2032-2036	\$ 1,065,517	\$ 77,270	\$ 1,142,787
2037-2041	\$ -	\$ -	\$ -
2042-2046	\$ -	\$ -	\$ -
2047-2051	\$ -	\$ -	\$ -
TOTALS	\$ 6,482,197	\$ 1,006,555	\$ 7,488,752

SEPTEMBER 30	SERIES 2020 BONDS		
	PRINCIPAL	INTEREST	TOTAL
2022	\$ -	\$ 517,400	\$ 517,400
2023	\$ -	\$ 517,400	\$ 517,400
2024	\$ -	\$ 517,400	\$ 517,400
2025	\$ -	\$ 517,400	\$ 517,400
2026	\$ -	\$ 517,400	\$ 517,400
2027-2031	\$ 745,000	\$ 2,532,300	\$ 3,277,300
2032-2036	\$ 1,355,000	\$ 2,306,900	\$ 3,661,900
2037-2041	\$ 2,920,000	\$ 1,884,000	\$ 4,804,000
2042-2046	\$ 3,560,000	\$ 1,238,400	\$ 4,798,400
2047-2051	\$ 4,355,000	\$ 449,100	\$ 4,804,100
TOTALS	\$ 12,935,000	\$ 10,997,700	\$ 23,932,700

SEPTEMBER 30	QNIP Bonds		
	PRINCIPAL	INTEREST	TOTAL
2022	\$ 290,895	\$ 55,034	\$ 345,929
2023	\$ 302,785	\$ 43,259	\$ 346,044
2024	\$ 315,290	\$ 30,996	\$ 346,286
2025	\$ 132,430	\$ 20,920	\$ 153,350
2026	\$ 139,400	\$ 14,299	\$ 153,699
2027-2031	\$ 146,575	\$ 7,329	\$ 153,904
2032-2036	\$ -	\$ -	\$ -
2037-2041	\$ -	\$ -	\$ -
2042-2046	\$ -	\$ -	\$ -
2047-2051	\$ -	\$ -	\$ -
TOTALS	\$ 1,327,375	\$ 171,837	\$ 1,499,212

SEPTEMBER 30	General Fund		
	Principal	Interest	Total
2022	\$ 815,389	\$ 727,652	\$ 1,543,041
2023	\$ 840,285	\$ 702,871	\$ 1,543,156
2024	\$ 866,119	\$ 677,279	\$ 1,543,398
2025	\$ 696,918	\$ 653,544	\$ 1,350,462
2026	\$ 717,886	\$ 632,925	\$ 1,350,811
2027-2031	\$ 3,552,458	\$ 2,826,151	\$ 6,378,609
2032-2036	\$ 2,420,517	\$ 2,384,170	\$ 4,804,687
2037-2041	\$ 2,920,000	\$ 1,884,000	\$ 4,804,000
2042-2046	\$ 3,560,000	\$ 1,238,400	\$ 4,798,400
2047-2051	\$ 4,355,000	\$ 449,100	\$ 4,804,100
TOTALS	\$ 20,744,572	\$ 12,176,092	\$ 32,920,664

Stormwater Utility Fund:

SEPTEMBER 30	STORMWATER BONDS		
	PRINCIPAL	INTEREST	TOTAL
2022	\$ 140,384	\$ 43,905	\$ 184,289
2023	\$ 145,275	\$ 39,048	\$ 184,323
2024	\$ 150,269	\$ 34,021	\$ 184,290
2025	\$ 155,467	\$ 28,822	\$ 184,289
2026	\$ 160,843	\$ 23,442	\$ 184,285
2027-2031	\$ 516,694	\$ 36,159	\$ 552,853
TOTALS	\$ -	\$ -	\$ -



General Governmental Tax Revenues by Source

Last Ten (10) Fiscal Years

FY	PROPERTY TAXES				LICENSES AND PERMITS	CHARGES FOR SERVICE	INTEREST AND OTHER	TOTAL
	GENERAL PURPOSE	UTILITY TAX	INTERGOVERNMENTAL	FRANCHISE FEES				
2012	\$ 4,254,352	\$ 2,472,062	\$ 12,160,953	\$ 1,616,617	\$ 1,125,494	\$ 417,966	\$ 1,760,082	\$ 23,807,526
2013	\$ 4,113,511	\$ 2,640,920	\$ 10,141,289	\$ 1,531,087	\$ 2,195,599	\$ 472,880	\$ 1,882,515	\$ 22,977,801
2014	\$ 4,423,111	\$ 2,920,053	\$ 12,108,477	\$ 1,240,721	\$ 1,379,074	\$ 462,867	\$ 1,515,307	\$ 24,049,610
2015	\$ 4,384,908	\$ 2,921,455	\$ 11,963,293	\$ 1,252,984	\$ 1,094,979	\$ 444,105	\$ 1,294,020	\$ 23,355,744
2016	\$ 4,638,277	\$ 3,026,608	\$ 10,348,390	\$ 1,319,529	\$ 1,037,219	\$ 413,625	\$ 1,251,747	\$ 22,035,395
2017	\$ 5,077,377	\$ 3,137,950	\$ 10,045,463	\$ 1,080,786	\$ 1,029,704	\$ 372,035	\$ 862,265	\$ 21,605,580
2018	\$ 5,412,467	\$ 3,202,656	\$ 9,824,188	\$ 1,452,706	\$ 1,339,332	\$ 380,943	\$ 1,594,869	\$ 23,207,161
2019	\$ 5,852,830	\$ 3,224,375	\$ 9,822,973	\$ 1,340,786	\$ 1,198,224	\$ 383,500	\$ 1,288,502	\$ 23,111,190
2020	\$ 6,170,581	\$ 3,424,120	\$ 9,188,594	\$ 1,804,006	\$ 1,002,412	\$ 326,071	\$ 618,998	\$ 22,534,782
2021	\$ 6,897,920	\$ 3,651,893	\$ 10,506,561	\$ 2,498,625	\$ 1,247,021	\$ 364,495	\$ 387,722	\$ 25,554,237

Source: Miami-Dade County Property Appraiser's Office.

Assessed Value as a Percentage of Estimated Actual Value of Taxable Property

Last Ten (10) Fiscal Years

FY	REAL PROPERTY		PERSONAL PROPERTY	NET ASSESSED VALUE	TOTAL DIRECT TAX RATE (1)	ESTIMATED ACTUAL VALUE	% ESIMTAED ACTUAL VALUE
	RESIDENTIAL	COMMERCIAL					
2012	\$ 1,232,081.00	\$ 430,445.00	\$ 65,033.00	\$ 1,727,559.00	2.5702	\$ 2,537,919.00	68.07%
2013	\$ 1,207,112.00	\$ 428,425.00	\$ 65,435.00	\$ 1,700,972.00	2.5702	\$ 2,490,028.00	68.31%
2014	\$ 1,260,094.00	\$ 433,470.00	\$ 67,151.00	\$ 1,760,715.00	2.5702	\$ 2,566,716.00	68.60%
2015	\$ 1,415,618.00	\$ 423,658.00	\$ 66,336.00	\$ 1,905,612.00	2.3907	\$ 2,971,427.00	64.13%
2016	\$ 1,557,646.00	\$ 423,811.00	\$ 67,257.00	\$ 2,048,714.00	2.3907	\$ 3,299,958.00	62.08%
2017	\$ 1,670,080.00	\$ 459,523.00	\$ 67,986.00	\$ 2,197,589.00	2.3907	\$ 3,604,247.00	60.97%
2018	\$ 1,799,450.00	\$ 461,921.00	\$ 67,729.00	\$ 2,329,100.00	2.3907	\$ 3,835,146.00	60.73%
2019	\$ 1,934,770.00	\$ 481,599.00	\$ 69,024.00	\$ 2,485,393.00	2.4323	\$ 4,061,828.00	61.19%
2020	\$ 2,063,647.00	\$ 485,946.00	\$ 70,943.00	\$ 2,620,536.00	2.4323	\$ 4,234,450.00	61.89%
2021	\$ 2,178,411.00	\$ 480,289.00	\$ 76,215.00	\$ 2,734,915.00	2.6198	\$ 4,344,592.00	62.95%

Source: Miami-Dade County Property Appraiser's Office.

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

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



Direct and Overlapping Governments (1)

Property Tax Rates

Last Ten (10) Fiscal Years

FY	DIRECT RATES		OVERLAPPING RATES							DIRECT & OVERLAPPING RATES TOTAL
	OPERATING MILLAGE	TOWN MILLAGE TOTAL	TOWN OF CUTLER BAY	COUNTY	DEBT SERVICE	FIRE	LIBRARY	SCHOOLS	STATE/OTHER	
2008	2.5702	2.5702	4.8050	0.2850	2.4627	0.1795	8.0050	0.9708	19.2782	
2009	2.5702	2.5702	4.7035	0.2850	2.4627	0.1725	7.9980	0.9634	19.1553	
2010	2.5702	2.5702	4.7035	0.4220	2.4623	0.1725	7.9770	0.9455	19.2530	
2011	2.3907	2.3907	4.6669	0.4500	2.4321	0.2840	7.9740	0.9187	19.1164	
2012	2.3907	2.3907	4.6669	0.4500	2.4293	0.2840	7.6120	0.8871	18.7200	
2013	2.3907	2.3907	4.6669	0.4000	2.4282	0.2840	7.3220	0.8627	18.3545	
2014	2.3907	2.3907	4.6669	0.4000	2.4282	0.2840	6.9940	0.8093	17.9731	
2015	2.4323	2.4323	4.6669	0.4644	2.4207	0.2840	6.7330	0.7671	17.7684	
2016	2.4323	2.4323	4.6669	0.4780	2.4207	0.2840	7.1480	0.7795	18.2094	
2017	2.6198	2.6198	4.6669	0.4780	2.4207	0.2840	7.1290	0.7502	18.3486	

Source: Miami-Dade County Property Appraiser's Office.

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

Additional information: Property tax rates are assessed per \$1,000 of taxable assessed valuation.

Tax rate limits:

Town	10.0000 mills
County	10.0000 mills
School	10.0000 mills
State	10.0000 mills





Principal Property Taxpayers

Current Year and Nine (9) Years Ago

TAXPAYER FY 2021	ASSESSED VALUATION	ASSESSED VALUATION TOTAL %
SOUTHLAND MALL PROPERTIES LLC	\$ 62,857	2.3%
FLORIDA POWER & LIGHT COMPANY	\$ 38,994	1.4%
SOUTH DADE SHOPPING LLC	\$ 38,830	1.4%
EQUITY ONE FL PORTFOLIO INC	\$ 21,437	0.8%
OLD CUTLER PLAZA LLC	\$ 20,480	0.7%
BILL USSERY MOTORS OF CUTLER BAY	\$ 15,762	0.6%
A & E PARTNERS HOLDING LLC	\$ 14,800	0.5%
QUAIL ROOST INVESTORS JOINT VENTURE	\$ 12,700	0.5%
DESTINY BUILDINGS LLC	\$ 12,650	0.5%
ADVANCE BUSINESS ASSOCIATE LLP	\$ 12,431	0.5%
TOTALS	\$ 250,941	9.3%

Source: Miami-Dade County Property Appraiser's Office.

TAXPAYER FY 2012	ASSESSED VALUATION	ASSESSED VALUATION TOTAL %
SOUTHLAND MALL PROPERTIES LLC	\$ 72,777	4.2%
WRI TC S DADE SHOPPING CENTER LLC	\$ 27,320	1.6%
FLORIDA POWER AND LIGHT	\$ 24,137	1.4%
EQUITY ONE INC	\$ 18,832	1.1%
THE REALTY ASSOCIATES FUND IX LP	\$ 16,100	0.9%
BILL USSERY MOTORS OF CUTLER BAY	\$ 15,327	0.9%
A&E PARTNERS HOLDING LLC	\$ 11,000	0.6%
QUAIL ROOST INVESTORS JOINT VENTURE	\$ 10,377	0.6%
HEALTHSOUTH REHAB HOSP OF MIA LLC	\$ 10,064	0.6%
SEARS ROEBUCK & CO	\$ 8,902	0.5%
	\$ 214,836	12.4%

Source: Miami-Dade County Property Appraiser's Office.



Property Tax Levies and Collections

Last Ten (10) Fiscal Years

FY	FY TOTAL TAXES LEVIED	Collected Within the FY of Levy		SUBSEQUENT YEARS COLLECTION	Total Collections to Date	
		AMOUNT	LEVY %		AMOUNT	LEVY %
2012	\$ 4,440,172	\$ 4,211,235	94.8%	\$ 43,117	\$ 4,254,352	95.8%
2013	\$ 4,371,838	\$ 4,065,237	93.0%	\$ 48,274	\$ 4,113,511	94.1%
2014	\$ 4,525,390	\$ 4,320,764	95.5%	\$ 102,347	\$ 4,423,111	97.7%
2015	\$ 4,555,747	\$ 4,242,833	93.1%	\$ 142,075	\$ 4,384,908	96.3%
2016	\$ 4,897,861	\$ 4,599,179	93.9%	\$ 39,098	\$ 4,638,277	94.7%
2017	\$ 5,253,776	\$ 5,046,736	96.1%	\$ 30,641	\$ 5,077,377	96.6%
2018	\$ 5,568,179	\$ 5,353,508	96.1%	\$ 58,959	\$ 5,412,467	97.2%
2019	\$ 6,045,221	\$ 5,819,172	96.3%	\$ 33,658	\$ 5,852,830	96.8%
2020	\$ 6,373,930	\$ 6,136,688	96.3%	\$ 33,893	\$ 6,170,581	96.8%
2021	\$ 7,164,930	\$ 6,891,592	96.2%	\$ 6,328	\$ 6,897,920	96.3%

Source: Miami-Dade County Tax Collector's Office.

Note: Total adjusted tax levy is based on final assessed property tax values by Miami-Dade County Department of Property Appraisal Office after the Property Appraisal Adjustment Board has completed hearings on the tax roll, and before discounts.

Property Tax Discounts Allowed:

November	4%
December	3%
January	2%
February	1%
April	Taxes delinquent





Ratios of Outstanding Debt by Type

Last Ten (10) Fiscal Years

Governmental Activities

FY	INTERLOCAL DEBT	NOTES PAYABLE	CAPITAL LEASES	BONDS
2012	\$ 3,492,995	\$ 15,303,122	\$ -	\$ -
2013	\$ 3,288,815	\$ 15,303,122	\$ -	\$ -
2014	\$ 3,076,435	\$ 15,303,122	\$ -	\$ -
2015	\$ 2,854,010	\$ 14,054,626	\$ -	\$ -
2016	\$ 2,622,565	\$ 12,798,526	\$ -	\$ -
2017	\$ 2,382,510	\$ 11,510,633	\$ -	\$ -
2018	\$ 2,133,640	\$ 10,189,335	\$ -	\$ -
2019	\$ 1,875,135	\$ 8,833,759	\$ -	\$ -
2020	\$ 1,606,585	\$ 7,530,125	\$ -	\$ -
2021	\$ 1,327,375	\$ 6,482,197	\$ -	\$ 12,935,000

Business-Type Activities

FY	NOTES PAYABLE	INTERLOCAL DEBT	CAPITAL LEASES
2012	\$ -	\$ -	\$ -
2013	\$ -	\$ -	\$ -
2014	\$ -	\$ -	\$ -
2015	\$ -	\$ -	\$ -
2016	\$ -	\$ -	\$ -
2017	\$ -	\$ -	\$ -
2018	\$ -	\$ -	\$ -
2019	\$ -	\$ -	\$ -
2020	\$ -	\$ -	\$ -
2021	\$ -	\$ -	\$ -

Total Primary Government

FY	TOTAL PRIMARY GOVERNMENT	% OF PERSONAL INCOME (1)	PER CAPITA (1)
2012	\$ 20,996,512	1.261%	\$ 506.66
2013	\$ 20,705,887	1.240%	\$ 492.59
2014	\$ 20,509,496	1.125%	\$ 477.59
2015	\$ 18,928,466	0.959%	\$ 429.13
2016	\$ 17,324,756	0.867%	\$ 385.84
2017	\$ 15,678,361	0.711%	\$ 346.70
2018	\$ 13,985,593	0.582%	\$ 308.24
2019	\$ 12,244,759	0.496%	\$ 269.64
2020	\$ 10,541,389	0.406%	\$ 232.13
2021	\$ 22,013,504	n/a	\$ 484.03

(1) See the schedule of Demographics and Economic Statistics for the personal income and per capita.
 N/A All data necessary for computation is not available.



Direct and Overlapping Governmental Activities

Fiscal Year Ended September 30, 2021

JURISDICTION	NET DEBT OUTSTANDING (IN THOUSANDS)	ESTIMATED % APPLICABLE (1)	AMOUNT APPLICABLE TO CUTLER BAY (IN THOUSANDS)
Miami-Dade County Schools (2)	\$ 866,840	0.85%	\$ 7,396
Miami-Dade County (3)	\$ 2,216,000	0.85%	\$ 18,907
SUBTOTAL OVERLAPPING DEBT	\$ 3,082,840		\$ 26,303
Town of Cutler Bay Direct Debt	\$ 20,745	100.00%	\$ 20,745
TOTAL DIRECT OVERLAPPING BUDGET	\$ 3,103,585		\$ 47,048

- (1) The percentage of overlapping debt applicable is estimated using taxable assessed property values. Applicable percentages were estimated by determining the portion of the County's taxable assessed value that is within the Town's boundaries and dividing it by the County's total taxable assessed value, as reported by the Property Appraiser for current fiscal year's budget.
- (2) Miami-Dade County Schools, General Finance Department.
- (3) Miami-Dade County, Finance Department (includes General Obligation and Special Obligation Bonds).

Demographics and Economic Statistics

Last Ten (10) Fiscal Years

FY	POPULATION (1)	PERSONAL INCOME (THOUSANDS) (2)	PER CAPITA PERSONAL INCOME (3)	UNEMPLOYMENT RATE (4)
2012	41,441	\$ 1,665,431	\$ 40,188	8.1%
2013	42,035	\$ 1,670,219	\$ 39,734	7.5%
2014	42,944	\$ 1,822,672	\$ 42,443	6.4%
2015	44,109	\$ 1,973,216	\$ 44,735	5.6%
2016	44,901	\$ 1,997,152	\$ 44,479	5.3%
2017	45,222	\$ 2,204,799	\$ 48,755	4.4%
2018	45,373	\$ 2,402,137	\$ 52,942	3.6%
2019	45,411	\$ 2,466,544	\$ 54,316	2.9%
2020	45,411	\$ 2,598,100	\$ 57,213	10.8%
2021	45,480	n/a	n/a	4.2%

- (1) Population estimate based on data published by the University of Florida, Bureau of Economic and Business Research.
 - (2) Personal income is the Miami-Dade per capita personal income applied to the Cutler Bay population.
 - (3) Per Capita Personal Income is for Miami-Dade County from the U.S. Department of Commerce, Bureau of Economic Analysis.
 - (4) Bureau of Labor Statistics, Unemployment Statistics, Miami-Fort Lauderdale-West Palm Beach, FL Metropolitan area (rate for September of year indicated).
- N/A Data not available.



Principal Employers

Current Year and Nine (9) Years Ago

EMPLOYERS FY 2021	EMPLOYEES	TOTAL %	EMPLOYERS FY 2012	EMPLOYEES	TOTAL %
EAST RIDGE RETIREMENT VILLAGE	278	14.7%	ALORICA (FORMERLY PRC, INC)	1,537	45.6%
ALORICA	249	13.1%	EAST RIDGE RETIREMENT VILLAGE	306	9.1%
PUBLIX SUPERMARKETS	215	11.4%	PUBLIX SUPERMARKETS	267	7.9%
HEALTH SOUTH REHABILITATION	160	8.4%	SEARS ROEBUCK & CO	180	5.3%
MERCEDES BENZ OF CUTLER BAY	143	7.6%	HEALTH SOUTH REHABILITATION	145	4.3%
MACYS	125	6.6%	JC PENNEY	121	3.6%
OLIVE GARDEN	113	6.0%	BEST BUY	103	3.1%
McDONALD'S	110	5.8%	MACYS	101	3.0%
WINN DIXIE STORES	95	5.0%	MERCEDES BENZ OF CUTLER BAY	100	3.0%
BURLINGTON COAT FACTORY	91	4.8%	WINN DIXIE STORES	99	2.9%
APPLEBEE'S	68	3.6%	REGAL CINEMA INC (FORMERLY SO	99	2.9%
ROSS DEPARTMENT STORE	65	3.4%	CAC FLORIDA MEDICAL	97	2.9%
PETERSON'S HARLEY-DAVIDSON	65	3.4%	TOYS R US	80	2.4%
BUFFALO WILD WINGS	60	3.2%	TOWN OF CUTLER BAY	79	2.3%
TOWN OF CUTLER BAY	57	3.0%	PETERSON'S HARLEY-DAVIDSON	59	1.7%
2021 TOTAL EMPLOYEES	1,894	100.0%	2012 TOTAL EMPLOYEES	3,373	100.0%

Source: Town of Cutler Bay Local Business Tax Registrations

Government Employees by Function

Last Ten (10) Fiscal Years

Full-Time Equivalent

* - Police services contracted through Miami-Dade County.

FUNCTION	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Legislative	5	5	5	5	5	5	5	5	5	5
Clerk	1	2	2.5	1	3	3	3	3	3	3
General government	8	10	9.5	10.5	9.5	9.5	9.5	9.0	8.5	11.0
Community Development	6	7	7	7.5	7.5	7.5	7.5	6.5	5.5	6.5
Public Works	4	6	6	6	6	6	6	6	6	6
Parks	17	17	17	19	20	18	18	19	18	17
Public Safety - Police	N/A *	N/A *	N/A *	N/A *	N/A *	N/A *	N/A *	N/A *	N/A *	N/A *
Public Safety- Civilian Administrative Staff	1	1	1	1	1	0	0	0	0	0
TOTAL FULL-TIME GOVERNMENT STAFF	42	48	48	50	52	49	48.5	48	46	48.5

Operating Indicators by Function

Last Ten (10) Fiscal Years

Police Services (Public Safety)

FY	# EMERGENCY CALLS	# PRIORITY CALLS	# NON-EMERGENCY CALLS	# ARRESTS	# SWORN PERSONNEL
2012	945	832	14,991	1,188	50
2013	987	747	14,001	1,149	50
2014	950	692	13,985	1,272	52
2015	1,112	804	14,447	1,061	51
2016	1,214	947	14,538	906	53
2017	1,172	973	14,390	677	55
2018	1,150	871	13,460	553	55
2019	1,263	826	17,117	499	55
2018	1,150	871	13,460	553	55
2019	1,263	826	17,117	499	55
2020	855	826	11,346	226	55
2021	749	719	10,965	193	55

Building & Zoning

FY	# PERMITS ISSUED	# CERTIFICATES ISSUED	# OCCUPATIONAL LIENCES ISSUED
2012	2,684	127	898
2013	4,657	113	839
2014	2,436	100	890
2015	2,343	87	888
2016	2,510	88	893
2017	2,052	87	968
2018	3,412	90	982
2019	2,920	68	986
2020	2,554	53	932
2021	2,722	81	929



Capital Asset Statistics by Function/ Program

Last Ten (10) Fiscal Years

Culture and Recreation

FY	# OF PARKS	SWIMMING POOLS	TENNIS COURTS	PLAY- GROUNDS	SOCCER/FOOTBALL LACROSSE FIELDS	BASEBALL FIELDS	PICNIC SHELTERS	CANOE/KAYAK LAUNCH
2012	8	1	5	5	5	6	2	-
2013	8	1	5	5	5	6	2	-
2014	9	1	5	5	5	6	2	-
2015	9	1	5	5	5	6	2	-
2016	9	1	5	5	5	6	5	-
2017	10	1	5	5	5	6	5	-
2018	10	1	5	5	5	6	5	-
2019	10	1	5	5	5	6	5	-
2020	10	1	5	5	5	6	5	-
2021	11	1	5	5	5	6	5	1

Public Works

FY	STREETS (LENGTH IN SQ. FT.)	SIDEWALKS (AREA IN SQ. FT.)
2012	472,102	267,325
2013	472,102	267,325
2014	472,102	267,325
2015	472,102	267,325
2016	472,102	267,325
2017	472,102	267,325
2018	472,102	285,667
2019	472,102	295,522
2020	472,102	295,522
2021	472,102	323,377





Miami-Dade County Property Appraiser

2021 Assessment Roll Change by Property Type

2021 Miami-Dade County Preliminary Assessment Roll Values

PROPERTY TYPE	2020 COUNT	2020 PRELIMINARY VALUES		2021 PRELIMINARY VALUES		VALUE DIFF	PCT	NEW CONS
		JUST VALUE	TAXABLE VALUE	JUST VALUE	TAXABLE VALUE			
SINGLE FAMILY	385,691	152,401,518,036	95,986,375,483	161,263,112,756	101,322,027,891	5,335,652,408	5.6%	981,105,539
CONDOMINIUM	375,288	111,769,297,827	94,013,833,049	114,612,489,081	96,505,684,160	2,491,851,111	2.7%	2,125,954,515
MULTI FAMILY	35,310	31,104,145,823	25,957,443,862	33,440,406,511	28,224,011,111	2,266,567,249	8.7%	1,138,019,602
COMMERCIAL	37,127	66,261,310,494	58,703,445,467	65,881,906,048	59,668,866,487	965,421,020	1.6%	1,044,330,320
INDUSTRIAL	16,166	21,325,243,175	18,666,446,806	23,652,449,603	20,240,705,688	1,574,258,882	8.4%	257,513,495
AGRICULTURE	7,621	4,159,546,425	1,038,325,535	4,420,045,531	1,087,195,877	48,870,342	4.7%	27,653,026
VACANT LAND	37,311	13,769,788,604	10,637,812,918	14,037,440,945	10,996,768,878	358,955,960	3.4%	-78,855,168
INSTITUTIONAL	2,601	8,755,710,552	1,624,533,034	8,996,764,059	1,643,661,623	19,128,589	1.2%	20,080,678
GOVERNMENTAL	22,686	22,917,917,323	166,597,566	23,276,273,516	191,229,621	24,632,055	14.8%	8,262,109
OTHER PROPERTIES	5,206	2,135,151,743	1,498,321,634	2,135,814,166	1,508,284,186	9,962,552	0.7%	7,807,734
REAL ESTATE PARCELS	925,007	434,599,630,002	308,293,135,354	451,716,702,216	321,388,435,522	13,095,300,168	4.2%	5,531,871,850
PERS PROP & CENT ASSD		18,478,468,284	16,069,861,810	19,080,498,120	16,580,258,828	510,397,018	3.2%	0
ALL ASSESSED PROPERTY		453,078,098,286	324,362,997,164	470,797,200,336	337,968,694,350	13,605,697,186	4.2%	5,531,871,850

2021 Town of Cutler Bay Preliminary Assessment Roll Values

PROPERTY TYPE	2020 COUNT	2020 PRELIMINARY VALUES		2021 PRELIMINARY VALUES		VALUE DIFF	PCT	NEW CONS
		JUST VALUE	TAXABLE VALUE	JUST VALUE	TAXABLE VALUE			
SINGLE FAMILY	10,752	2,908,173,128	1,776,769,924	3,117,003,781	1,878,502,948	101,733,024	5.7%	11,048,410
CONDOMINIUM	3,630	585,069,122	409,175,425	616,341,931	436,352,088	27,176,663	6.6%	0
MULTI FAMILY	134	69,657,105	37,948,774	76,007,730	41,156,232	3,207,458	8.5%	1,880
COMMERCIAL	105	432,664,883	419,129,436	426,468,111	417,601,944	-1,527,492	-0.4%	0
INDUSTRIAL	1	312,341	312,341	311,657	311,657	-684	-0.2%	0
AGRICULTURE	2	6,941,641	467,729	1,384,761	171,446	-296,283	-63.3%	0
VACANT LAND	264	37,906,462	28,838,837	47,115,091	34,741,424	5,902,587	20.5%	0
INSTITUTIONAL	14	39,944,095	16,399,701	39,818,167	17,045,267	645,566	3.9%	0
GOVERNMENTAL	115	166,048,018	4,637	167,071,427	0	-4,637	-100.0%	0
OTHER PROPERTIES	109	39,545,540	828,821	35,881,728	5,384,633	4,555,812	549.7%	0
REAL ESTATE PARCELS	15,126	4,286,262,335	2,689,875,625	4,527,404,384	2,831,267,639	141,392,014	5.3%	11,050,290
PERS PROP & CENT ASSD		88,205,594	77,649,674	95,369,017	84,916,326	7,266,652	9.4%	0
ALL ASSESSED PROPERTY		4,374,467,929	2,767,525,299	4,622,773,401	2,916,183,965	148,658,666	5.4%	11,050,290

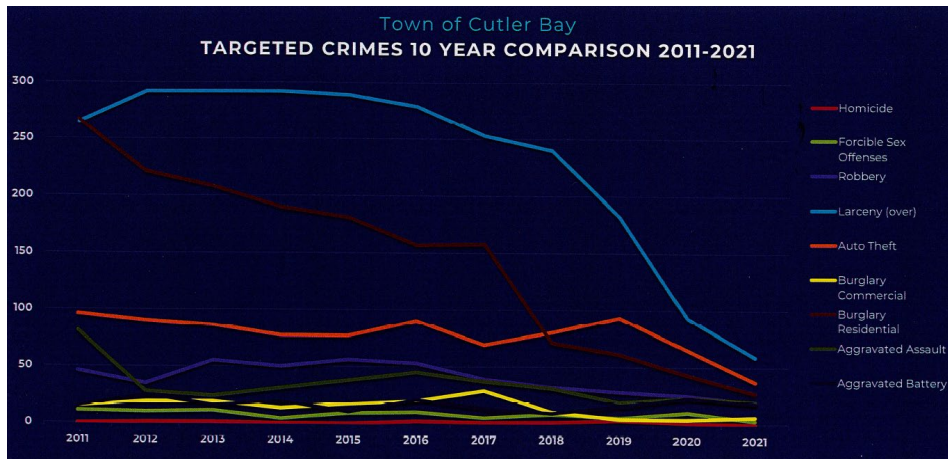


Miami-Dade Police Comparison

Last Five (5) Calendar Years

FY 17/18	TOTAL CALLS FOR SERVICE	# Call - EM/PR	Resp Time Emerg/Priority	# Calls - EM	Resp Time Emergency
CB - TOWN OF CUTLER BAY	17,502	2,021	6:58	1,150	7:34
MIAMI-DADE POLICE DEPARTMENT	474,315	56,429	8:30	30,863	8:57
FY 18/19	TOTAL CALLS FOR SERVICE	# Call - EM/PR	Resp Time Emerg/Priority	# Calls - EM	Resp Time Emergency
CB - TOWN OF CUTLER BAY	16,333	1,907	7:00	1,102	7:33
MIAMI-DADE POLICE DEPARTMENT	458,753	55,167	8:38	30,638	9:03
FY 19/20	TOTAL CALLS FOR SERVICE	# Call - EM/PR	Resp Time Emerg/Priority	# Calls - EM	Resp Time Emergency
CB - TOWN OF CUTLER BAY	14,708	1,681	6:55	855	7:25
MIAMI-DADE POLICE DEPARTMENT	425,468	51,300	8:12	25,471	8:44
FY 20/21	TOTAL CALLS FOR SERVICE	# Call - EM/PR	Resp Time Emerg/Priority	# Calls - EM	Resp Time Emergency
CB - TOWN OF CUTLER BAY	13,901	1,468	6:47	749	7:09
MIAMI-DADE POLICE DEPARTMENT	408,672	48,544	8:13	23,067	8:50
FY 21/22	TOTAL CALLS FOR SERVICE	# Call - EM/PR	Resp Time Emerg/Priority	# Calls - EM	Resp Time Emergency
CB - TOWN OF CUTLER BAY	13,991	1,631	7:05	870	7:35
MIAMI-DADE POLICE DEPARTMENT	429,121	51,864	8:28	25,788	8:52

FY 17/18	# Calls - PR	Resp Time Priority	# Calls - RT	Resp Time Routine
CB - TOWN OF CUTLER BAY	871	6:10	13,460	13:37
MIAMI-DADE POLICE DEPARTMENT	25,566	7:57	361,457	25:55
FY 18/19	# Calls - PR	Resp Time Priority	# Calls - RT	Resp Time Routine
CB - TOWN OF CUTLER BAY	805	6:16	12,519	13:44
MIAMI-DADE POLICE DEPARTMENT	24,529	8:06	348,419	27:26
FY 19/20	# Calls - PR	Resp Time Priority	# Calls - RT	Resp Time Routine
CB - TOWN OF CUTLER BAY	826	6:24	11,346	13:18
MIAMI-DADE POLICE DEPARTMENT	25,829	7:40	322,868	26:04
FY 20/21	# Calls - PR	Resp Time Priority	# Calls - RT	Resp Time Routine
CB - TOWN OF CUTLER BAY	719	6:24	10,965	12:39
MIAMI-DADE POLICE DEPARTMENT	25,477	7:40	311,584	23:08
FY 21/22	# Calls - PR	Resp Time Priority	# Calls - RT	Resp Time Routine
CB - TOWN OF CUTLER BAY	761	6:30	10,729	12:47
MIAMI-DADE POLICE DEPARTMENT	26,076	8:04	325,393	22:55



Source: Miami-Dade Police Department, Cognos Report 58B-Overall Summary of Response Times

Fiscal Year 2021-22 Adopted Budget

Budget Overview

Because of the property tax relief initiatives that have been adopted in the past several years, and the global economic situation, the development of the FY 2021-22 Budget was a “challenge.”

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

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

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

The November 2018 election included a referendum on providing an additional homestead exemption to qualifying properties. This referendum did not pass. Had the referendum passed, it was estimated by the Miami Dade County Property Appraiser that the Town would have lost significant property tax revenues as a result of the granting of an additional homestead exemption to certain properties in the Town.

The Town’s 2021-22 certified property tax roll reflects an approximate 5.4% *increase* in Town-wide property values from the previous fiscal year. This is certainly a *positive* economic indicator reflecting the impact of recent trends in both residential and commercial property developments in Town.

As you may recall, property values within the Town saw significant declines from 2008 through 2012 (an approximate 40% decline from the 2008 valuation level).

Since 2012, property values within the Town have increased each year (from 2013 through 2021), reflecting a gain of approximately 71% from our 2012 lows.



The Town’s Town-wide taxable property value reached a new all-time high and finally surpassed the previous peak level it achieved in 2008. The Town continues to experience increased development activity which it hopes will spur additional increases in property values going forward.



Following Town Council's direction, the general budget priorities for FY 2021-22 are:

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

This budget book was developed utilizing an adopted millage rate of **2.8332** mills, equal to the proposed "ceiling" millage rate of 2.8332 mills as set by the Town Council at its July 2, 2021, Town Council meeting. As recommended by the Town Manager, the Town Council voted to set the Town's preliminary tax rate at the "unanimous vote maximum millage rate" to allow the Town Council maximum flexibility during their Budget Workshops and Hearings process. However, during the Budget Workshop and Hearing process, the Town Council adopted the rate as originally proposed.

The FY 2021-22 Adopted Budget is balanced at \$58.1 million, of which approximately \$36.4 million represents the General Fund budget, \$12.6 million represents the Special Revenue budgets, and \$9.1 million relates to the Stormwater Utility Fund budget. No projects were budgeted in the Capital Projects Fund for FY 2021-22. There was no material change between the proposed budget and adopted budget.

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

During the budget development process, Town Staff focused on Council priorities, departmental goals, residents' needs, and the recommendations in the Town's Strategic Master Plan, which was updated in 2015, to align the Town's limited resources to meet identified budget objectives. The goals and objectives for each department are highlighted at the beginning of each respective section. In creating this budget, high priority was placed on maintaining our public safety resources, improving our public transportation infrastructure, implementing environmental "Green" initiatives, and addressing the services that mean so much to our community.



Consolidated Budget

This budget summary presents a consolidated picture of total revenue and expenditures of the General Fund, the Special Revenues Fund, the Citizen's Independent Transportation Trust (CITT) Fund, The Children's Trust Fund, the Children's Trust S.T.E.M. Camp Fund, the DJJ Fund, the Transportation Fund, the JPA – Franjo Road Fund, the Transit Fund, the Bike/Pedestrian Improvements Fund, the Capital Projects Fund, and the Stormwater Utility Fund (an Enterprise Fund). The operation of each fund is accounted for through a set of self-balancing accounts comprised of each fund's revenues and expenditures, assets, liabilities, and fund balances and/or retained earnings (referred to in the table as "Balances"). Each fund is shown individually in later sections of this budget book.

CONSOLIDATED BUDGET ALL FUNDS	ACTUAL FY 2017-18	ACTUAL FY 2018-19*	ACTUAL FY 2019-20	ADOPTED FY 2020-21	PROJECTED ACTUAL FY 2020-21	ADOPTED FY 2021-22
BALANCES, BEGINNING - ALL FUNDS	\$ 28,817,651	\$ 27,971,985	\$ 28,992,237	\$ 21,511,714	\$ 24,658,090	\$ 26,658,141
REVENUES - ALL FUNDS						
Ad Valorem	\$ 5,412,467	\$ 5,852,830	\$ 6,170,581	\$ 6,887,845	\$ 6,890,000	\$ 7,849,026
Utility Taxes	\$ 3,202,656	\$ 3,224,375	\$ 3,424,120	\$ 3,100,000	\$ 3,450,000	\$ 3,450,000
Intergovernmental Revenues	\$ 9,666,787	\$ 9,694,052	\$ 8,752,785	\$ 8,488,001	\$ 9,120,000	\$ 9,294,557
Franchise Fees	\$ 1,452,706	\$ 1,340,786	\$ 1,804,006	\$ 2,420,000	\$ 2,400,000	\$ 2,480,000
Impact Fees	\$ 29,895	\$ 44,553	\$ 13,509	\$ 46,000	\$ 19,100	\$ 46,000
Building Permits & Zoning Fees	\$ 1,202,804	\$ 1,069,098	\$ 883,798	\$ 590,000	\$ 990,000	\$ 740,000
Licenses and Registrations	\$ 214,640	\$ 203,193	\$ 189,697	\$ 150,000	\$ 150,000	\$ 150,000
Miscellaneous Revenues	\$ 1,111,979	\$ 564,822	\$ 470,678	\$ 360,000	\$ 332,000	\$ 440,000
Rental Income	\$ 587,180	\$ 742,218	\$ 233,661	\$ -	\$ -	\$ -
Grants	\$ 1,373,231	\$ 1,027,132	\$ 1,148,163	\$ 2,417,122	\$ 1,132,622	\$ 3,830,088
Investment Income	\$ 154,203	\$ 250,190	\$ 138,464	\$ 132,500	\$ 56,500	\$ 62,500
TOTAL REVENUES - ALL FUNDS	\$ 24,408,548	\$ 24,013,249	\$ 23,229,462	\$ 24,591,468	\$ 24,540,222	\$ 28,342,171

CONSOLIDATED BUDGET ALL FUNDS	ACTUAL FY 2017-18	ACTUAL FY 2018-19*	ACTUAL FY 2019-20	ADOPTED FY 2020-21	PROJECTED ACTUAL FY 2020-21	ADOPTED FY 2021-22
EXPENDITURES - ALL FUNDS						
Mayor & Council	\$ 158,701	\$ 151,186	\$ 141,796	\$ 206,144	\$ 149,904	\$ 224,468
Town Clerk	\$ 428,617	\$ 514,564	\$ 490,039	\$ 615,145	\$ 609,025	\$ 475,769
General Government	\$ 2,782,963	\$ 2,791,787	\$ 7,198,821	\$ 19,196,593	\$ 15,586,813	\$ 4,213,288
Finance	\$ 465,803	\$ 480,391	\$ 484,827	\$ 538,119	\$ 545,957	\$ 538,312
Town Attorney	\$ 424,262	\$ 302,414	\$ 484,074	\$ 500,000	\$ 400,000	\$ 500,000
Community Development	\$ 1,490,476	\$ 1,362,480	\$ 1,302,025	\$ 1,254,692	\$ 1,440,103	\$ 1,517,162
Public Works	\$ 4,900,790	\$ 2,683,984	\$ 3,403,997	\$ 4,054,592	\$ 3,432,754	\$ 7,432,417
Law Enforcement	\$ 9,446,949	\$ 10,038,755	\$ 10,333,732	\$ 10,325,672	\$ 10,232,550	\$ 10,618,265
Parks	\$ 2,406,588	\$ 2,829,380	\$ 3,133,711	\$ 4,345,804	\$ 4,676,203	\$ 2,645,633
Town Hall Building	\$ 1,662,488	\$ 1,603,967	\$ 498,440	\$ -	\$ -	\$ -
TOTAL EXPENDITURES - ALL FUNDS	\$ 24,167,637	\$ 22,758,908	\$ 27,471,462	\$ 41,036,761	\$ 37,073,309	\$ 28,165,314
Other Financing Sources (Uses), net	(313,258)	(234,089)	(92,147)	18,107,850	14,533,138	-
BALANCES, ENDING - ALL FUNDS	\$ 28,745,304	\$ 28,992,237	\$ 24,658,090	\$ 23,174,271	\$ 26,658,141	\$ 26,834,998
* - AS RESTATED						

The consolidated FY 2021-22 adopted budget expenditures for all funds total \$28,165,314.

Town General Fund

Overview

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

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

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

Other revenues include the local business tax receipts, solid waste franchise fees, burglar alarm registrations and fines, building permits and related zoning and code enforcement fees, FY 2021-22 park user fees, and interest earnings, among others.

The General Fund Revenue chart provided in this budget book reflects the percentages of each revenue source as part of the proposed \$36.4 million General Fund Budget for FY 2021-22. State law requires counties but not municipalities to budget revenues at 95% of projected values. That requirement helps assure that actual revenues, which generally depend on next year’s economy, will meet budgeted targets and cover expenses. As in FY 2020-21, revenues are budgeted at 95 percent of the FY 2021-22 revenue estimate, unless otherwise indicated at a more conservative rate.

Fund balances brought forward (“Carryover”) into the FY 2021-22 budget is projected at \$14.89 million. While not technically a “revenue” source, the carryover balance reflects projected fund balances from the prior fiscal year that are available for appropriation by the Town Council, to the extent of unrestricted fund balances, to fund the new year’s budget.



General Fund Revenue Source Descriptions

The following sections describe in more detail each of the Town's 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, 2020, the County Property Appraiser delivered the Certified Adjusted Taxable Value to the Town for use in the FY 2021-22 budget. The assessed value of all taxable properties minus homestead and other exemptions for the Town is \$2,916,183,965, which represents a 5.4% increase over the taxable value in FY 2020-21. \$11 million of the current year assessed value results from new construction, which helped increase the assessed value.

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

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

The Miami-Dade County Property Appraiser's Office bases the taxable value on the "market value" of property in accordance with State law. The assessed value of a piece of property may differ from the market value. For example, while the market value of a property may increase or stay the same,

Amendment No. 10 to the Florida Constitution limited the growth in assessed value for properties with homestead exemption to three percent (3%) or the growth in the consumer price index, whichever is lower. The taxable value may differ from the assessed value. Properties eligible for homestead exemption have the taxable value reduced by up to \$25,000. Eligible persons may also receive the Senior Homestead Exemption of an additional \$25,000. Other exemptions include those for disabled veterans, widows, and widowers. Passage of Amendment #1 in January 2008 by the Florida electorate provides for additional homestead exemptions, portability and other various changes which impact the taxable value of property.



The Town Council determines the number of "mils" to be applied to the assessed taxable value for the municipal portion of the total property tax bill. For example, a one "mil" change applied to the FY 2021-22 Certified Tax Value of \$2,916,183,965 generates an additional \$2,916,184 of gross property tax revenue.

The Town's Adopted Budget reflects a millage rate of **2.8332** mils. This FY 2021-22 millage rate is 14.88% greater than the statutorily computed "rollback" millage rate. Utilizing this adopted millage rate, Ad Valorem taxes for all taxable properties in Town amounts to \$7.85 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 Miami-Dade County as well as our limited historical experience. The County is estimating utility tax revenues to be slightly up versus amounts from FY 2021-22. In Cutler Bay, we anticipate these revenues to be slightly up as well versus the prior year budget given the development activity in Town and, as a result, we are budgeting \$3.45 million this line item for FY 2021-22.



Local Government Half Cent Sales Tax:

In 1982, the State approved the sharing of approximately one-half cent of the six-cent sales tax with the counties and municipalities in the State that meet certain requirements. The distribution to the geographic area of each county is based on the sales tax collected by the state in that County. The allocation to County government and the municipalities in each County is made on the basis of each jurisdiction's population. The State provides revenue estimates for each jurisdiction. For budget purposes, the final budget amount so estimated is \$3.27 million, representing ninety-five percent (95%) of the State's estimate for this revenue source.

State Municipal Revenue Sharing:

The State's Municipal Revenue Sharing Trust Fund receives roughly twenty-four percent (24%) of its revenue from gas taxes and the balance from sales taxes. The portion attributable to gas taxes is limited in use to transportation-related activities, including transportation-related public safety activities. Revenue Sharing is distributed to eligible municipalities by a formula based on municipal population, municipal sales tax collections, and municipality's relative ability to raise revenue (a complex, multistep calculation based on a municipality's per capita property values and population in relation to statewide values).

The Town Manager recommends budgeting at ninety-five percent (95%) of the State estimate, yielding a FY 2021-22 budget estimates for State Revenue Sharing of approximately \$1.54 million.

Communications Service Tax:

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

Pursuant to State law, the Town notified the State of its tax rate, and collections began for the benefit of the Town in January 2007. The Town Manager is recommending budgeting revenue from the Communications Services Tax at approximately \$902,500, which represents ninety-five percent (95%) of the State's revenue estimate for this category.

Franchise Fees:

The Town historically received its FPL franchise fee payment, via Miami Dade County (the "County"), in August. Pursuant to the Franchise Fee Agreement between Miami-Dade County and FPL, which governs the Town's payment pursuant to the Town's Interlocal Agreement with the County, a multi-tiered calculation is performed to determine the amount of franchise fees FPL is required to pay. Among other things, this calculation essentially allows FPL to deduct from its Franchise Fee payments the amount it pays in municipal property taxes. This franchise agreement ended in May 2020.

Effective June 2020, the Town's separately negotiated franchise fee agreement with FPL commences. Among other things, this direct franchise agreement provides for a six percent (6%) franchise fee and does not allow any deductions therefrom by FPL that were allowed under its agreement with the County (and passed through to the Town). Accordingly, revenues are expected to rise substantially for the Town for this revenue category. Based on initial estimates received from FPL, the Town is estimating \$2.28 million in FY 2021-22 electrical franchise fees.

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 this category is \$200,000, which is based in part on recent historical experience.



Local Option Gas Taxes:

The Town receives a share of two Local Option Gas Taxes imposed by the County, one of which is, the Six-Cent Local Option Gas Tax, is eligible to meet qualified General Fund expenditures. For FY 2021-22, the Town is budgeting revenues of approximately \$507,200 based on ninety-five percent (95%) of the State's estimate.

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, and markings; traffic engineering; and debt service.



Code Enforcement Division Fines:

The Town receives revenues from fines from various code violators. It is recommended that for FY 2021-22 any such revenue be used to fund the enforcement efforts. Estimated revenues are \$60,000.

Building and Zoning Fees:

Building permitting and inspection functions and zoning activities are projected to be self-supporting from their own revenues projected at \$740,000 for FY 2021-22. Because permit fees of \$675,000 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. Permit revenues are “shared” with the 3rd party company contracted with to provide such services. These amounts have been estimated based on projected development activity in Town.

The contractor is paid a percentage of the revenues collected, and the Town retains a portion (the contractor pays its own operating costs out of its share of the revenues at no additional cost to the Town). The shared percentages vary based on the value of the permit activity in a given month. The contractor’s share can range from sixty percent (60%) to seventy percent (70%), while the Town’s share can range from thirty percent (30%) to forty percent (40%). During FY 2021-22, the Town will explore other outsourcing possibilities for these services that could lead to more of the revenues being retained by the Town.

Other Fees, Interest and Miscellaneous:

This category of revenue sources includes local business tax receipts, burglar alarm registrations, solid waste franchise fees, interest earned on cash held in bank accounts, alcoholic beverage taxes and any other minor revenue source for the Town. Each of our significant revenues for FY 2021-22 are described below:

Licenses and Registrations: Both the Miami-Dade County and the Town require all businesses to obtain a countywide local business tax receipt and a municipal local business tax receipt in order to operate within the Town. Countywide license fees are shared with cities based on a formula that includes population. The Town also requires that burglar alarms installed and operating within the Town be registered and provides for various penalties for noncompliance and response to false alarms. The recommended budget for these categories is \$150,000 and is based on historical experience.

Parks Services Fees: Parks operations generate user fees approximately \$100,000, based on historical experience.

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, based on prevailing interest rates and anticipated investable balances.

Community Fund Grants: Various grants have been applied for but have not yet been awarded at the time of budget adoption. Accordingly, those potential grants are not reflected in the adopted budget amounts.

Miscellaneous Revenues: Other General Fund revenues include items such as fines and forfeitures (which include the municipal portion of the fines imposed for traffic and other violations), lien searches, school crossing guard revenues, and other small, miscellaneous revenues. The budget for those revenues is \$260,000 and is based on historical experience for these revenue categories.



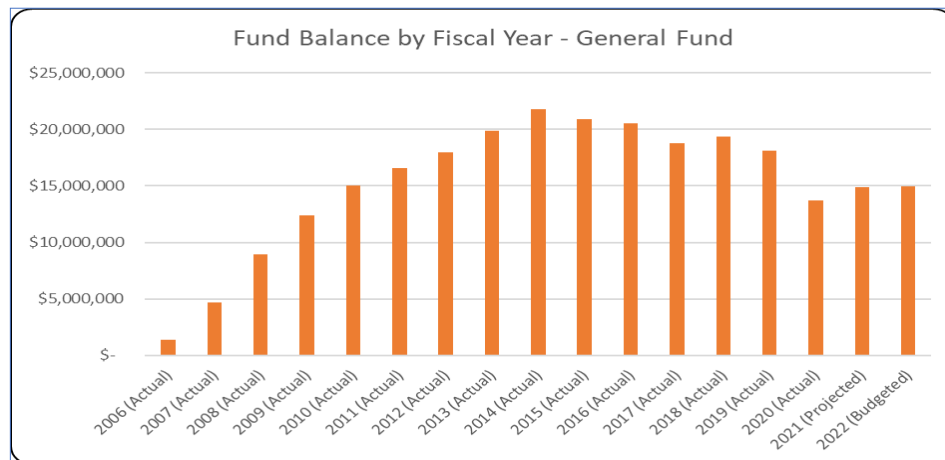
Transfers from Special Revenue Funds:

Certain revenues are recorded in Special Revenue accounts as they are generally restricted as to use for certain specified types of items. When such eligible use items arise, those funds are transferred to the General Fund, or another fund, for expenditure. In FY 2021-22, such transfers into the General Fund are budgeted at \$150,000, representing the 2nd Local Option Gas Taxes transferred for expenditure on sidewalk repairs.

Fund Balances and Reserves:

Fund balances brought forward (referred to as “carryover”) is the amount of estimated fund balance remaining at year-end that is carried forward into the new fiscal year and available for appropriation by the Council. The carryover for FY 2021-22 is estimated as \$14.89 million. Although, from an accounting point of view, “carryover” is a fund balance item and not a revenue item, in governmental budgets carryover is included as part of the operating budget as it represents resources available, to the extent represented by unrestricted fund balance items, for appropriation by the Town Council to fund the new budget year’s operations.

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



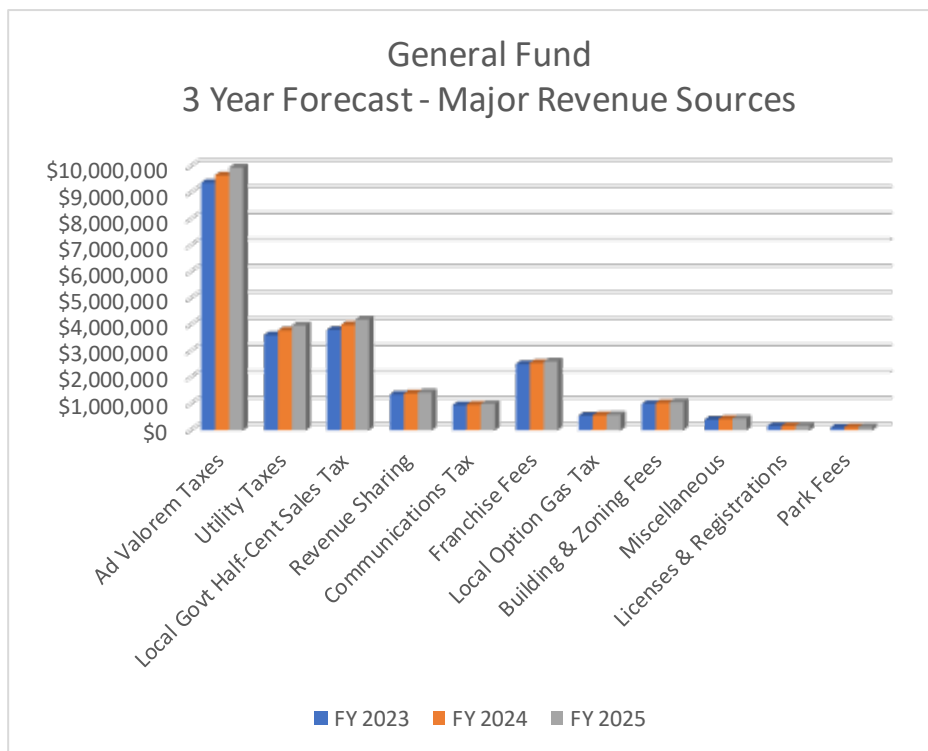


Revenue Trends:

In the past several years, the Town has experienced an upward trend in its major revenue sources, primarily as a result of increased development and population growth. The Town’s property base stabilized following several years of decline resulting from the nationwide real estate market collapse and ensuing economic downturn. The rise in property values over the past five years seems to indicate that the Town has started to climb back from the economic downturn.

Over the next few years, the Town anticipates further increases in property values and population, and several major mixed-use commercial property developments are expected in this period that will help drive economic growth and improve property values. Shared revenues from the State, as well as utility taxes and electric franchise fees, are also anticipated to increase as population increases.

As a result, the Town currently expects its major General Fund revenue sources to trend higher in the next few years. The following chart highlights the anticipated trend:





General Fund Budget Summary

REVENUES AND INFLOWS:	ACTUAL FY 2017-18	ACTUAL FY 2018-19	ACTUAL FY 2019-20	ADOPTED FY 2020-21	PROJECTED ACTUAL FY 2020-21	ADOPTED FY2021-22
FUND BALANCES, BEGINNING	\$ 18,750,817	\$ 18,595,178	\$ 18,135,296	\$ 11,069,431	\$ 13,725,399	\$ 14,887,595
Ad Valorem	\$ 5,412,467	\$ 5,852,830	\$ 6,170,581	\$ 6,887,845	\$ 6,890,000	\$ 7,849,026
Utility Taxes	\$ 3,202,656	\$ 3,224,375	\$ 3,424,120	\$ 3,100,000	\$ 3,450,000	\$ 3,450,000
Local Gov't Half-Cent Sales Tax	\$ 3,541,752	\$ 3,592,414	\$ 3,093,648	\$ 3,204,296	\$ 3,450,000	\$ 3,272,134
Communications Services Tax	\$ 1,076,863	\$ 999,026	\$ 955,985	\$ 866,594	\$ 920,000	\$ 902,500
Revenue Sharing	\$ 1,331,520	\$ 1,341,451	\$ 1,293,964	\$ 1,231,902	\$ 1,300,000	\$ 1,544,302
Electrical Franchise Fees	\$ 1,159,978	\$ 1,114,367	\$ 1,584,915	\$ 2,220,000	\$ 2,200,000	\$ 2,280,000
Solid Waste Franchise Fees	\$ 292,728	\$ 226,419	\$ 219,091	\$ 200,000	\$ 200,000	\$ 200,000
1st Local Option Gas Tax	\$ 577,746	\$ 577,879	\$ 505,033	\$ 479,548	\$ 490,000	\$ 507,186
Building Permits	\$ 1,025,574	\$ 908,431	\$ 742,745	\$ 525,000	\$ 850,000	\$ 675,000
Zoning Fees	\$ 125,353	\$ 115,427	\$ 85,010	\$ 45,000	\$ 100,000	\$ 45,000
Code Compliance Fines	\$ 99,257	\$ 79,422	\$ 93,343	\$ 60,000	\$ 117,000	\$ 60,000
Other Building and Zoning	\$ 51,877	\$ 45,240	\$ 56,043	\$ 20,000	\$ 40,000	\$ 20,000
Licenses and Alarm Registrations and Fees	\$ 214,640	\$ 203,193	\$ 189,697	\$ 150,000	\$ 150,000	\$ 150,000
Parks Fees	\$ 140,923	\$ 155,033	\$ 50,278	\$ 65,000	\$ 60,000	\$ 100,000
Judgements and Fines	\$ 130,566	\$ 84,445	\$ 55,972	\$ 45,000	\$ 10,000	\$ 20,000
Miscellaneous Revenues	\$ 741,233	\$ 245,922	\$ 271,085	\$ 190,000	\$ 145,000	\$ 260,000
Rental Income	\$ 587,180	\$ 742,218	\$ 233,661	\$ -	\$ -	\$ -
Grants	\$ 608,164	\$ 289,150	\$ 722,325	\$ -	\$ 8,000	\$ -
Investment Income	\$ 125,767	\$ 200,047	\$ 106,284	\$ 100,000	\$ 45,000	\$ 50,000
SUBTOTAL	\$ 20,446,244	\$ 19,997,289	\$ 19,853,780	\$ 19,390,185	\$ 20,425,000	\$ 21,385,148
Interfund Transfers In	\$ 227,132	\$ 272,956	\$ 225,000	\$ 150,000	\$ 150,000	\$ 150,000
Debt Proceeds	\$ -	\$ -	\$ -	\$ 18,115,000	\$ 14,737,996	\$ -
TOTAL REVENUES AND INFLOWS	\$ 20,673,376	\$ 20,270,245	\$ 20,078,780	\$ 37,655,185	\$ 35,312,996	\$ 21,535,148

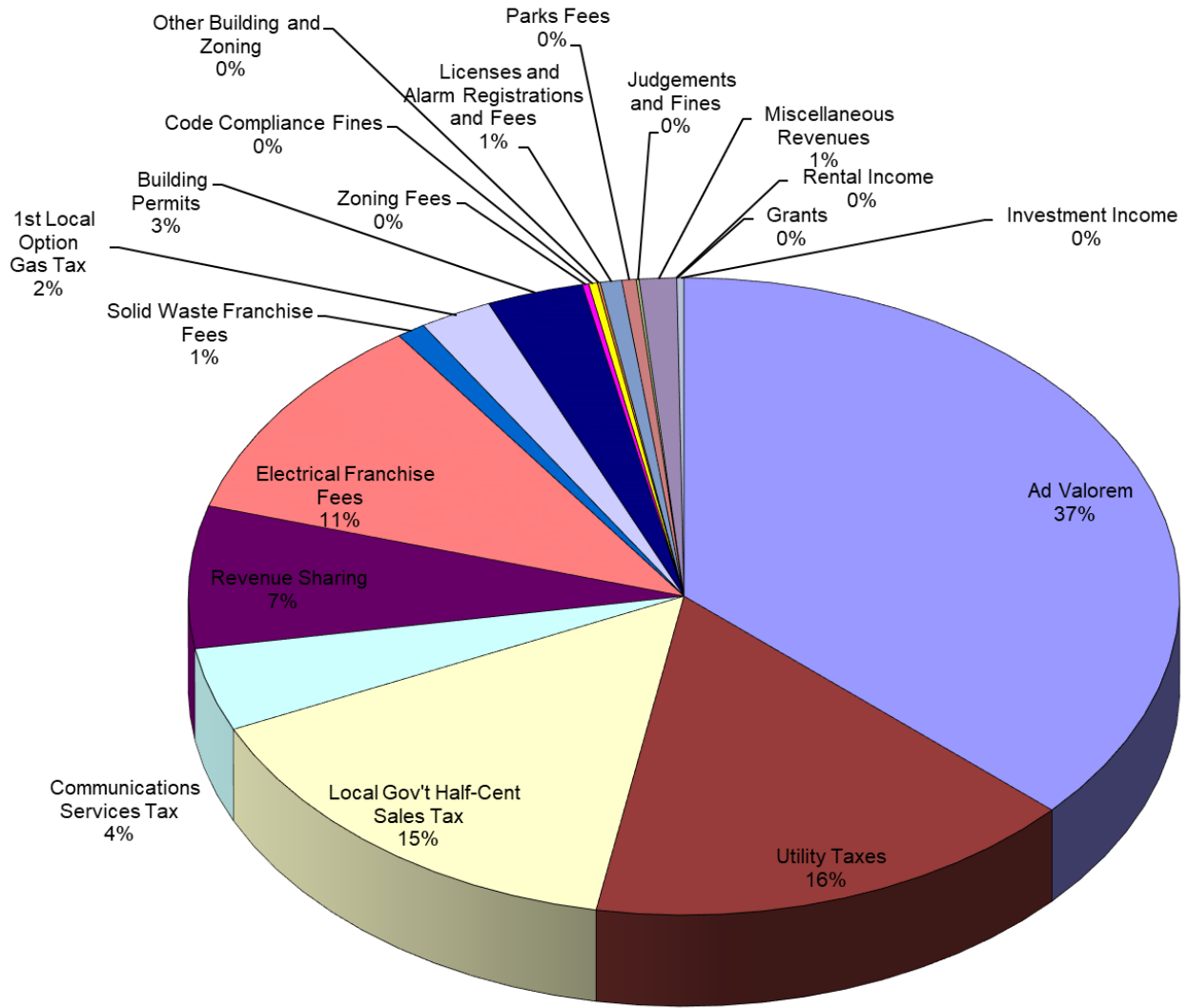
EXPENDITURES AND OUTFLOWS:	ACTUAL FY 2017-18	ACTUAL FY 2018-19	ACTUAL FY 2019-20	ADOPTED FY 2020-21	PROJECTED ACTUAL FY 2020-21	ADOPTED FY2021-22
Mayor & Council	\$ 158,701	\$ 151,186	\$ 141,796	\$ 206,144	\$ 149,904	\$ 224,468
Town Clerk	\$ 428,617	\$ 514,564	\$ 490,039	\$ 615,145	\$ 609,025	\$ 475,769
General Government	\$ 2,782,963	\$ 2,791,627	\$ 7,198,821	\$ 19,196,593	\$ 15,586,813	\$ 4,213,288
Finance	\$ 465,803	\$ 480,391	\$ 484,827	\$ 538,119	\$ 545,957	\$ 538,312
Town Attorney	\$ 424,262	\$ 302,414	\$ 484,074	\$ 500,000	\$ 400,000	\$ 500,000
Community Development	\$ 1,490,476	\$ 1,362,480	\$ 1,302,025	\$ 1,254,692	\$ 1,440,103	\$ 1,517,162
Public Works	\$ 1,121,702	\$ 971,316	\$ 1,103,402	\$ 1,029,388	\$ 1,028,483	\$ 1,077,182
Law Enforcement	\$ 9,446,949	\$ 10,038,755	\$ 10,333,732	\$ 10,325,672	\$ 10,232,550	\$ 10,618,265
Parks	\$ 2,017,492	\$ 1,891,517	\$ 1,713,071	\$ 2,165,968	\$ 2,157,965	\$ 2,262,797
Town Hall Building	\$ 1,662,488	\$ 1,603,967	\$ 498,440	\$ -	\$ -	\$ -
SUBTOTAL	\$ 19,999,453	\$ 20,108,217	\$ 23,750,227	\$ 35,831,721	\$ 32,150,800	\$ 21,427,243
Interfund Transfers Out	\$ 56,243	\$ 621,910	\$ 738,450	\$ 1,360,000	\$ 2,000,000	\$ -
TOTAL EXPENDITURES AND OUTFLOWS	\$ 20,055,696	\$ 20,730,127	\$ 24,488,677	\$ 37,191,721	\$ 34,150,800	\$ 21,427,243

FUND BALANCES, ENDING	\$ 19,368,497	\$ 18,135,296	\$ 13,725,399	\$ 11,532,895	\$ 14,887,595	\$ 14,995,500
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General Fund

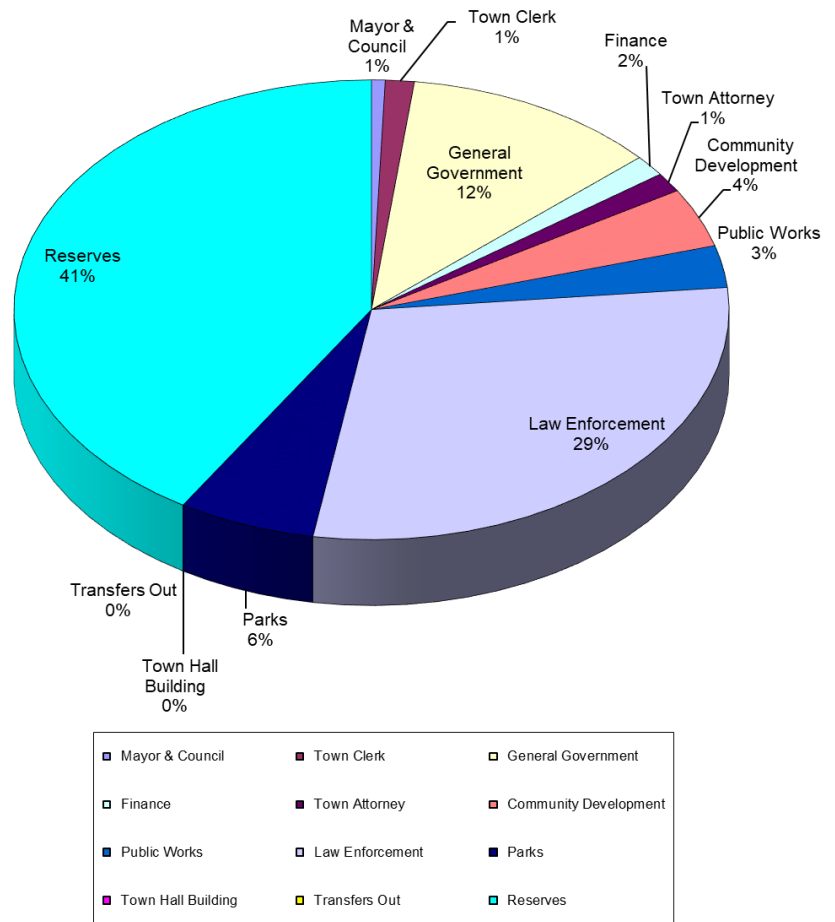
Operating Revenue Breakdown



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



General Fund Adopted Expenditures



Budgeted Fund Balance Reserves

CATEGORY	TOTAL ALL FUNDS
<i>Budgeted Fund Balance - Nonspendable:</i>	
Prepaid expenses	\$ 500,000
<i>Budgeted Fund Balance - Restricted:</i>	
Public safety	\$ 90,000
<i>Budgeted Fund Balance - Unassigned:</i>	
Contingencies and Emergencies	\$ 13,405,500
Grant Match Reserves	\$ 500,000
Insurance contingencies	\$ 500,000
TOTAL BUDGETED FUND BALANCE RESERVES	\$ 14,995,500

Expenditure Breakdown by Department

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

TYPE	COUNCIL	CLERK	GENERAL GOVERNMENT	TOWN ATTORNEY	COMMUNITY DEVELOPMENT	FINANCE	PUBLIC WORKS	POLICE	PARKS & RECREATION	TOTAL FY 2021-22	% OF EXPENDITURES		TOTAL FY 2020-21	NET INCREASE (DECREASE)
											FY 2021-22	FY 2020-21		
Operating	\$ 224,468	\$ 475,769	\$ 2,662,558	\$ 500,000	\$ 1,517,162	\$ 538,312	\$ 1,077,182	\$ 10,618,265	\$ 2,222,797	\$ 19,836,513	92.6%	53.7%	\$ 19,215,391	\$ 621,122
Capital	\$ -	\$ -	\$ 7,530	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ 47,530	0.2%	23.7%	\$ 8,508,030	\$ (8,460,500)
Debt Service	\$ -	\$ -	\$ 1,543,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,543,200	7.2%	22.6%	\$ 8,108,300	\$ (6,565,100)
TOTAL	\$ 224,468	\$ 475,769	\$ 4,213,288	\$ 500,000	\$ 1,517,162	\$ 538,312	\$ 1,077,182	\$ 10,618,265	\$ 2,262,797	\$ 21,427,243	100.0%	100.0%	\$ 35,831,721	\$ (14,404,478)

TYPE	% OF EXPENDITURES		TOTAL FY 2020-21	NET INCREASE (DECREASE)
	FY 2021-22	FY 2020-21		
Operating	92.6%	53.6%	\$ 19,215,391	\$ 621,122
Capital	0.2%	23.7%	\$ 8,508,030	\$ (8,460,500)
Debt Service	7.2%	22.6%	\$ 8,108,300	\$ (6,565,100)
TOTAL EXPENDITURES	100.0%	100.0%	\$ 35,831,721	\$ (14,404,478)

Capital expenditures are defined in the Town’s Capital Asset Policies. The Town’s policy is to capitalize all qualifying individual assets with a cost of \$5,000 or more or, in the case of infrastructure assets, if they have an individual cost of \$50,000 or more, and an estimated useful life in excess of one year. Short-lived assets which do not meet the capital asset threshold will be budgeted as operational materials and supplies.

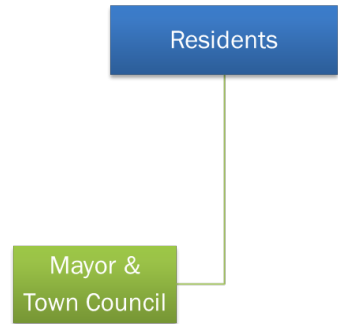
The capital expenditures summarized in the above table are primarily recurring in nature. The only significant non-recurring capital expenditure included in the above departmental summary for FY 2021-22 is \$30,000 beautification project at one of the Town’s parks. This will most likely be landscape-type improvements, and any future maintenance costs should be absorbed in the Town’s landscape maintenance contract.



Mayor and Town Council Budget

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

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



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

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



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

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



Significant budget changes in the FY 2021-22 budget include the following:

Other Current Charges – Increase (\$15,000) resulting from provision for outreach efforts of the Town Environmental Task Force (\$10,000) and an increase in Council Committee funds (\$5,000).

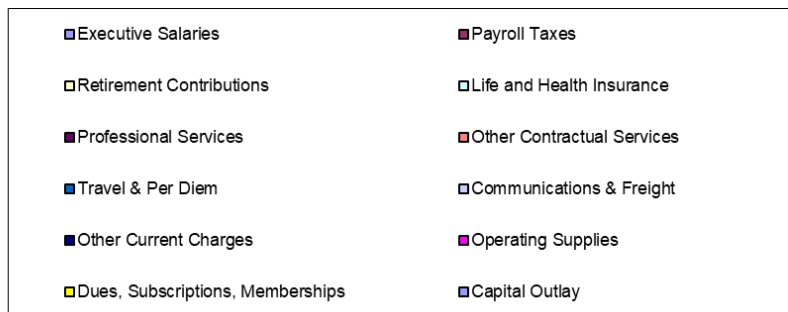
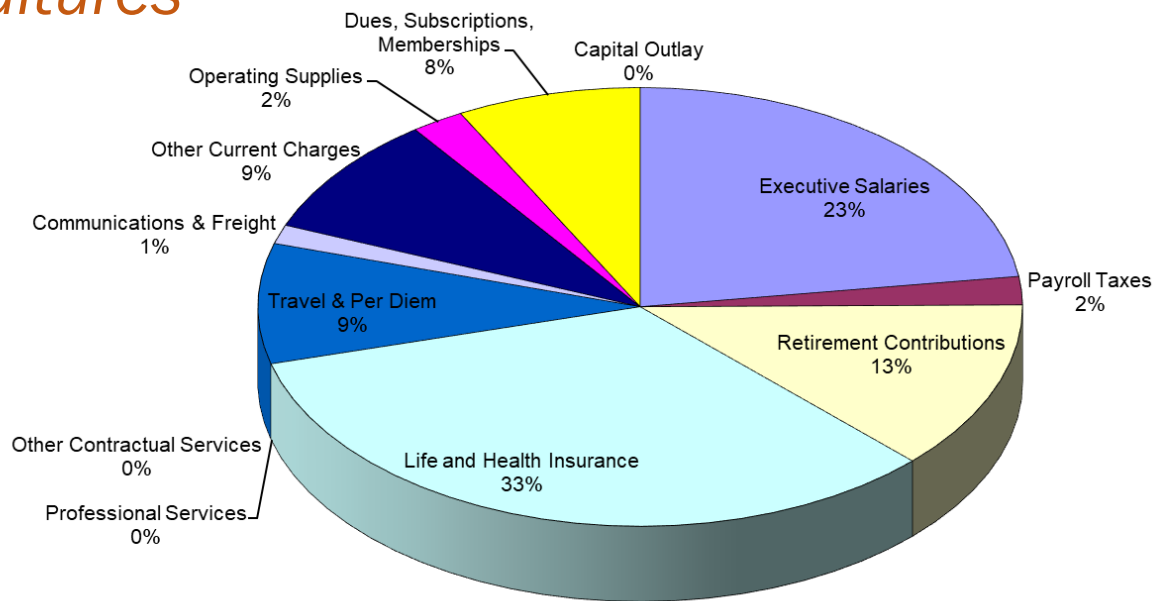
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Mayor and Town Council Budget Summary

CATEGORY	ACTUAL FY 2017-18	ACTUAL FY 2018-19	ACTUAL 2019-20	FY	ADOPTED FY 2020-21	PROJECTED ACTUAL FY 2020-21	ADOPTED FY 2021-22
Executive Salaries	\$ 46,950	\$ 48,224	\$ 49,824	\$	\$ 50,711	\$ 50,711	\$ 51,147
Payroll Taxes	\$ 3,810	\$ 3,429	\$ 3,815	\$	\$ 4,733	\$ 4,733	\$ 4,665
Retirement Contributions	\$ 18,742	\$ 17,442	\$ 17,716	\$	\$ 25,355	\$ 20,000	\$ 28,131
Life and Health Insurance	\$ 46,872	\$ 36,011	\$ 36,172	\$	\$ 75,000	\$ 45,000	\$ 75,000
Professional Services	\$ -	\$ -	\$ -	\$	\$ -	\$ -	\$ -
Other Contractual Services	\$ -	\$ -	\$ -	\$	\$ -	\$ -	\$ -
Travel & Per Diem	\$ 19,107	\$ 24,867	\$ 15,160	\$	\$ 19,885	\$ 5,000	\$ 19,885
Communications & Freight	\$ 8,373	\$ 5,454	\$ 3,960	\$	\$ 4,460	\$ 3,960	\$ 3,140
Other Current Charges	\$ 1,561	\$ 50	\$ 185	\$	\$ 5,000	\$ 2,000	\$ 20,000
Operating Supplies	\$ 363	\$ 2,592	\$ 59	\$	\$ 5,000	\$ 2,500	\$ 5,000
Dues, Subscriptions, Memberships	\$ 12,923	\$ 13,117	\$ 14,905	\$	\$ 16,000	\$ 16,000	\$ 17,500
Capital Outlay	\$ -	\$ -	\$ -	\$	\$ -	\$ -	\$ -
TOTAL	\$ 158,701	\$ 151,186	\$ 141,796	\$	\$ 206,144	\$ 149,904	\$ 224,468

Adopted Expenditures

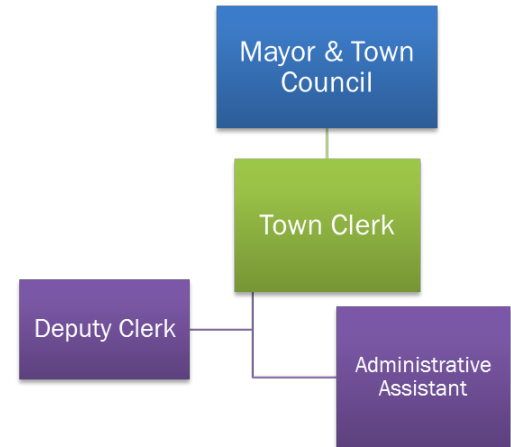


Town Clerk Budget

Function

The Town Clerk is a Charter Official and reports directly to the Town Council. The Town Clerk serves as Clerk to the Town Council, the Local Planning Agency, is the Administrative Secretary of the municipal corporation.

The Town Clerk is responsible for giving notice of public meetings, agenda preparation and distribution, and maintaining an accurate record of all proceedings. In addition, the Town Clerk serves as the Financial Disclosure Coordinator to the Florida Commission on Ethics and serves as the Records Management Liaison to the Florida Department of State. The Town Clerk maintains custody of all Town records, including agreements, contracts, Ordinances, Resolutions, and Proclamations. The Town Clerk is responsible for the codification of Town Ordinances. The Town Clerk also coordinates meetings of the Town Council's Advisory citizen committees in cooperation with committee chairs and liaisons.



The Town Clerk is the official custodian of the Town seal and serves as the Supervisor of Elections for the Town. The Town Clerk's office provides property lien searches, responds to public record requests, administers and coordinates portions of the Town's procurement process, and attests documents and signatures.

Goals

Personnel/ Administrative:

- Prepare and distribute Town Council and Local Planning Agency meeting agendas in a timely and transparent manner.
- Create and maintain accurate summary minutes of all meetings held by the Town Council in its legislative and in its quasi-judicial capacity.
- Maintain the registry of Ordinances and Resolutions.
- Maintain the codification process of the Towns ordinances, including publication of the Town's Code on the website.
- Complete electronic records management and associated paper destruction in accordance with state statutes.
- Maintain various Town website content.
- Keep current electronic agenda management and aspire to ADA compliance and transparency in all Town Council meeting documents.
- Research and provide exhibits to executed resolutions and ordinances where available.
- Keep elected officials informed and involved as necessary.



Strategic Goals:

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

Objectives

- Implement, maintain, and promote knowledge for all town employees for a user-friendly records management system in order to provide public records in a timely and reasonable manner.
- Act as the records custodian for the Town and disseminate information to the public as requested.
- Advertise and post all notices of public proceedings as required by law.
- Prepare and distribute the Council agendas in accordance with the Town's established guidelines with ADA document compliance.
- Continue with an organized public records management system with the ability to access readily available records in a timely manner; provide assistance to town agencies concerning records management and implement the records minimum retention requirements and destruction process annually required by the state.
- Timely and accurately publish all legally required and/or courtesy notices of Town meetings and/or functions.
- Schedule conferences, briefings, and public appearances for most Town Officials.
- Continue to provide public records through coordination with the Town Manager's office in order to ensure that records are timely and reasonably provided.

Significant budget changes in the FY 2021-22 budget include the following:

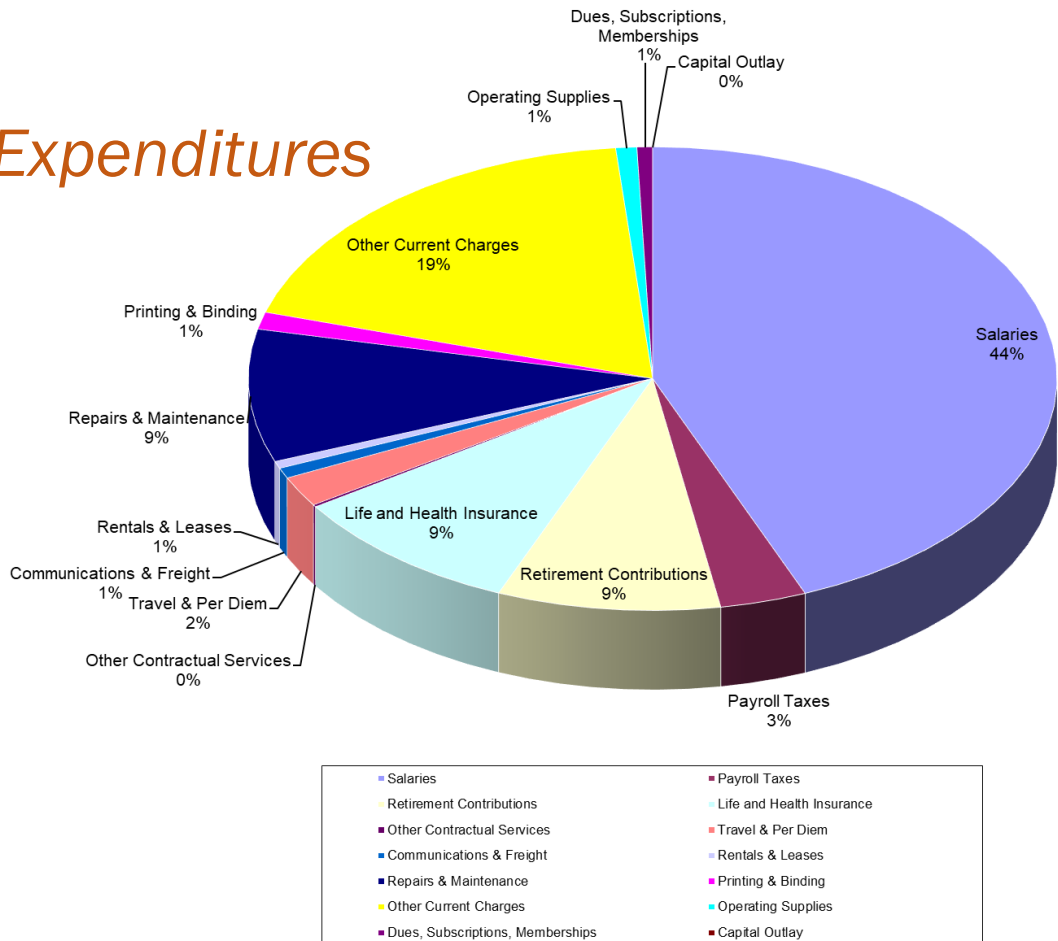
- **Salaries and Benefits** – Salaries and related benefits *decreased* (approximately \$45,000) reflecting transition to a new Town Clerk at a lower salary level (experienced based) and associated impact of payroll taxes and retirement contributions.
- **Other Contractual Services** – *decrease* (approximately \$86,000) reflects no election to budget for the current budget year.
- **Repairs & Maintenance** – *decrease* (approximately \$13,000) reflects decreased cost of new webcasting platform.



Town Clerk Budget Summary

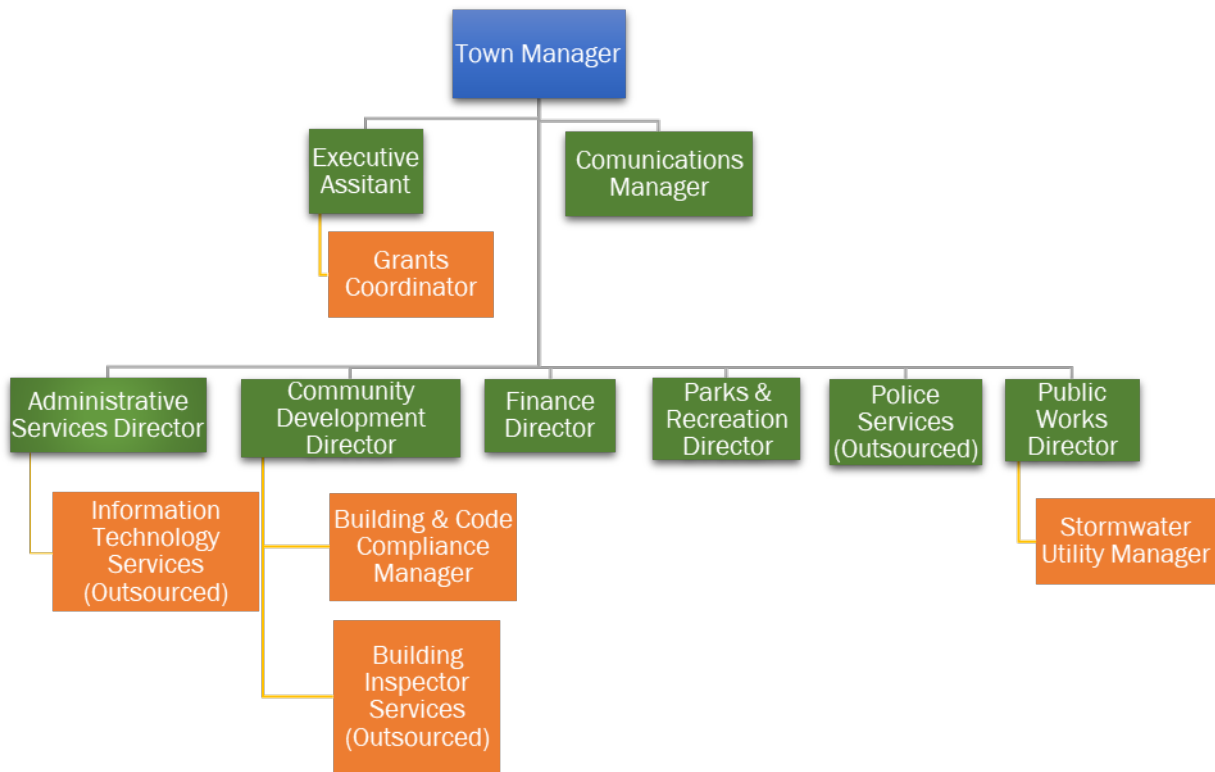
CATEGORY	ACTUAL FY 2017-18	ACTUAL FY 2018-19	ACTUAL FY 2019-20	ADOPTED FY 2020-21	PROJECTED ACTUAL FY 2020-21	ADOPTED FY 2021-22
Salaries	\$ 206,320	\$ 216,835	\$ 237,657	\$ 246,156	\$ 250,000	\$ 208,624
Payroll Taxes	\$ 16,065	\$ 16,993	\$ 18,572	\$ 19,304	\$ 19,125	\$ 16,437
Retirement Contributions	\$ 28,624	\$ 32,111	\$ 36,599	\$ 47,095	\$ 47,000	\$ 42,388
Life and Health Insurance	\$ 25,566	\$ 32,357	\$ 38,543	\$ 45,000	\$ 42,000	\$ 45,000
Other Contractual Services	\$ 46,322	\$ 93,828	\$ 7,072	\$ 87,000	\$ 85,000	\$ 700
Travel & Per Diem	\$ 7,103	\$ 6,583	\$ 5,349	\$ 10,100	\$ 2,500	\$ 10,100
Communications & Freight	\$ 1,568	\$ 1,504	\$ 1,482	\$ 3,440	\$ 3,000	\$ 3,440
Rentals & Leases	\$ 4,808	\$ 4,017	\$ 2,351	\$ 2,400	\$ 2,400	\$ 2,400
Repairs & Maintenance	\$ 43,198	\$ 47,289	\$ 50,047	\$ 56,850	\$ 25,000	\$ 44,010
Printing & Binding	\$ 61	\$ 257	\$ 148	\$ 1,000	\$ 500	\$ 5,700
Other Current Charges	\$ 44,364	\$ 54,372	\$ 90,193	\$ 90,000	\$ 90,000	\$ 90,000
Operating Supplies	\$ 3,346	\$ 2,567	\$ 567	\$ 4,000	\$ 2,500	\$ 4,000
Dues, Subscriptions, Memberships	\$ 1,272	\$ 2,351	\$ 1,459	\$ 2,800	\$ 40,000	\$ 2,970
Capital Outlay	\$ -	\$ 3,500	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 428,617	\$ 514,564	\$ 490,039	\$ 615,145	\$ 609,025	\$ 475,769

Adopted Expenditures





General Government Budget



Function

The Cutler Bay Town Council selects a Town Manager who serves as the Chief Executive Officer and Administrative Officer of the Town. The Town Manager is selected on the basis of Administrative and Executive qualifications. The Town Manager's duties are defined in the Town Charter. The Town Charter was determined by a majority vote of the residents who chose a Council-Manager form of government.

The Council-Manager plan is a system of local government that combines the strong political leadership of elected officials in the form of a Town Council or other governing body, with the strong managerial experience of an appointed local government manager. The plan establishes a representative system where all power(s) is concentrated in the elected Town Council as a whole and where the Town Council hires a professionally trained local government manager to oversee the daily delivery of public services to its residents.

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



The Town Manager's Function

The Town Manager is hired to serve the Mayor and Town Council and the community and to bring to the local government the benefits of training and experience in administering local government projects and programs on behalf of the entire Town Council.

Essentially functioning as the Town's Chief Executive Officer, the Manager prepares a recommended annual operating budget for the Mayor and Council's consideration. The Town Manager also recruits, hires, and supervises the government's staff; serves as the Town Council's chief adviser; and carries out the Town Council's legislative policies.



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

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

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

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



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

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

The Town is committed to environmentally preferred procurement and shall help to promote the use of recycled products by publicizing the Town's Purchasing Policy whenever possible.

The Town is also committed to the Florida Green Building Coalition Standards for purchasing and residential and non-residential (commercial) development. Town Administration promotes the implementation of positive environmental stewardship initiatives in the department and by encouraging staff member's involvement and recognition to help keep the environment a safe place for all.

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

QNIP improvements include construction and repair of sidewalks, local and major drainage improvements and road resurfacing and park facility improvements. The Miami-Dade County provides the repayment amounts based on a formula. QNIP payments are budgeted at \$346,000 for FY 2021-22.



Goals

- Establish a municipal environment that promotes efficiency and excellence in community service through the retention of qualified staff and contracting of specialized consultants.
- Ensure the highest degree of customer service and assistance to all Town residents and businesses.
- Provide strategic direction to all Town departments and consultants promoting the directives of the Mayor and Town Council and focusing on sound fiscal management.
- Ensure that Town-wide Capital Improvement Projects are completed as scheduled, on time and within budget.
- Collaborate with local County, State, and Federal governments on initiatives that promote the priorities of the Town Council.
- Continue to enhance the local police services and leadership with highly qualified, experienced officers committed to excellence.
- Help create the management tools to enable the Town to achieve one of the lowest crime rates and lowest response time in Miami-Dade County.



- Create an environment wherein our Town’s Administration continues to have the reputation of being a welcoming place where courteous, friendly staff treats all residents and visitors with dignity and politeness and are at the same time helpful and open.
- Continue to maximize experience and professional relationships that we have established in the past fifteen (15) years of incorporation, with various legislators and other leaders, which has benefited the Town by our ability to be able to meet with legislators and helped them understand our concerns.
- Continue to maximize our relationship with Miami-Dade County, which, among other great benefits, has resulted in the funding of two (2) major roadway complete streets projects equaling funds that would have otherwise taken several years of funding to complete.
- 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 with local business community to attract more businesses into the area, such as high-end restaurants and retailers.
- Continue to revise and refresh the Town’s Emergency Operation Plan on an annual basis.
- Continue to identify and budget for our growing responsibilities, in order to provide the greatest level of efficiency, surety and security for Town residents.
- Continue the Town’s record of the full year audit being timely completed and the Auditor (a CPA firm) issuing an unqualified audit opinion, which is the highest level of assurance given in such audits.
- Continue our successful efforts to secure County, State and/or Federal grants.
- Continue building of an unreserved/undesignated fund balance so that we comply with or exceed the Government Finance Officers Association (GFOA) guidelines.
- Manage all Town-owned real property assets in a professional, environmentally sustainable and economically sound manner.

Objectives

- Recruit qualified personnel and minimize turnover rates of existing staff through policies and practices that create a safe, productive, and rewarding place to work.
- Maintain a skilled, polite, and friendly staff by offering competitive benefits and providing opportunities and training for their professional development(s).
- Continue to hold monthly staff meetings as required to provide and receive open communication from Senior Staff.



Significant budget changes in the FY 2021-22 budget include the following:

- **Salaries and Benefits** – **increased** primarily as a result of budgeted cost of living and merit-based pay rate changes and related fringe benefit costs, as well as to projected increases in health insurance premiums.
- **Professional Services** – **increased** (approx. \$125,000) primarily as a result of increased budgets for GO Bond consultants (marketing (\$70,000) and conceptual design (\$24,000)) and provision for a Federal lobbyist (\$60,000), offset by elimination of cost related to an environmental lobbyist (\$11,000) and reduction in cost for financial advisor services (\$18,000).
- **Other Current Charges** – **decreased** (approx. \$190,000) primarily related to the provision for debt issuance costs as well as closing costs related to the land parcel acquisition along SW 184th Street and Old Cutler Road in the prior budget year that do not recur in FY 2021-22.
- **Capital Outlay** – **decreased** (approx. \$8,450,000) reflecting the land parcel acquisition along SW 184th Street and Old Cutler Road in the prior budget year that does not recur in FY 2021-22.
- **Debt Service** – **decreased** (approx. \$6,565,100) as a result of payoff of certain existing bank loans as well as changes to scheduled loan amortizations resulting from new bond and bank loan issuances.

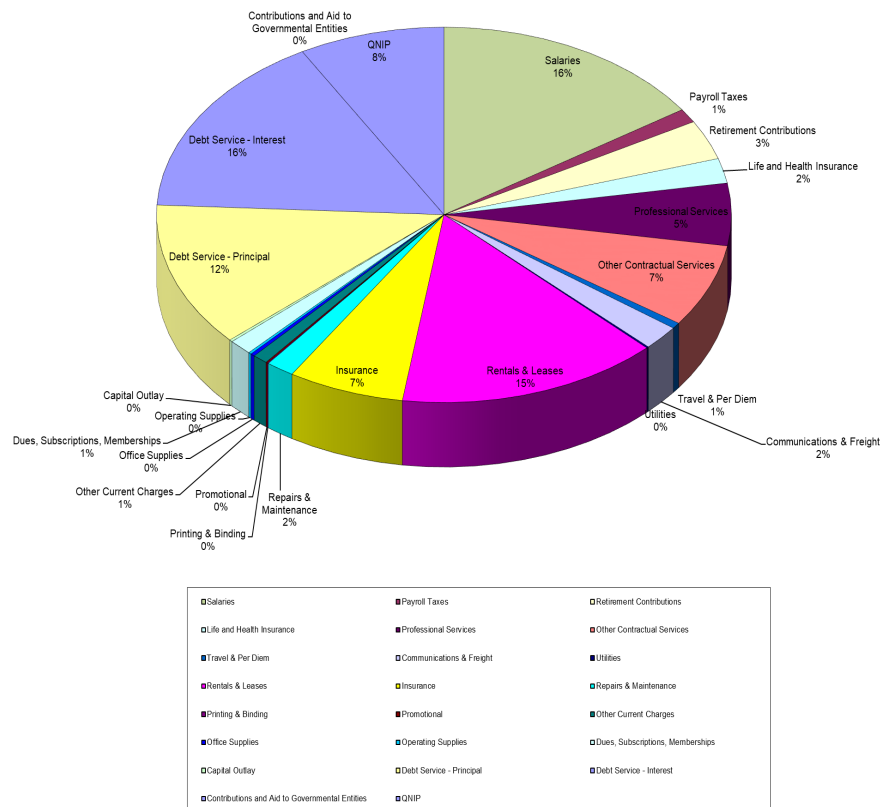




General Government Budget Summary

CATEGORY	ACTUAL FY 2017-18	ACTUAL FY 2018-19	ACTUAL FY 2019-20	ADOPTED FY 2020-21	PROJECTED ACTUAL FY 2020-21	ADOPTED FY 2021-22
Salaries	\$ 484,319	\$ 543,832	\$ 582,373	\$ 614,899	\$ 640,000	\$ 655,021
Payroll Taxes	\$ 31,951	\$ 36,250	\$ 38,034	\$ 47,774	\$ 48,960	\$ 50,844
Retirement Contributions	\$ 84,582	\$ 97,399	\$ 111,084	\$ 136,365	\$ 142,000	\$ 143,629
Life and Health Insurance	\$ 63,235	\$ 71,290	\$ 73,312	\$ 90,000	\$ 85,000	\$ 90,000
Professional Services	\$ 74,583	\$ 66,103	\$ 79,500	\$ 100,800	\$ 115,000	\$ 226,000
Other Contractual Services	\$ 312,704	\$ 281,771	\$ 389,536	\$ 284,636	\$ 500,000	\$ 301,155
Travel & Per Diem	\$ 31,341	\$ 17,394	\$ 23,825	\$ 21,200	\$ 18,000	\$ 21,200
Communications & Freight	\$ 75,981	\$ 99,726	\$ 84,731	\$ 90,956	\$ 85,000	\$ 89,034
Utilities	\$ 3,029	\$ 3,951	\$ 5,569	\$ 5,000	\$ 8,000	\$ 5,000
Rentals & Leases	\$ 9,497	\$ 6,583	\$ 424,267	\$ 602,818	\$ 600,000	\$ 622,207
Insurance	\$ 196,294	\$ 203,253	\$ 250,398	\$ 262,000	\$ 255,000	\$ 276,000
Repairs & Maintenance	\$ 70,542	\$ 51,502	\$ 55,220	\$ 69,447	\$ 60,000	\$ 67,277
Printing & Binding	\$ 8,193	\$ 5,426	\$ 3,512	\$ 2,500	\$ 2,100	\$ 2,500
Promotional	\$ -	\$ 4,306	\$ -	\$ 4,000	\$ -	\$ 4,000
Other Current Charges	\$ 21,172	\$ 28,908	\$ 263,338	\$ 226,000	\$ 225,000	\$ 36,000
Office Supplies	\$ 8,068	\$ 11,703	\$ 8,411	\$ 10,000	\$ 7,500	\$ 10,000
Operating Supplies	\$ 12,908	\$ 6,993	\$ 36,469	\$ 7,000	\$ 27,500	\$ 7,000
Dues, Subscriptions, Memberships	\$ 35,507	\$ 36,658	\$ 60,524	\$ 55,368	\$ 55,000	\$ 55,691
Capital Outlay	\$ 65,675	\$ 26,013	\$ 3,026,692	\$ 8,457,530	\$ 8,463,000	\$ 7,530
Debt Service - Principal	\$ 688,437	\$ 704,808	\$ 1,144,659	\$ 7,336,200	\$ 3,482,200	\$ 524,550
Debt Service - Interest	\$ 158,323	\$ 141,993	\$ 191,179	\$ 426,100	\$ 422,000	\$ 672,650
Contributions and Aid to Governmental Entities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
QNIP	\$ 346,622	\$ 345,765	\$ 346,188	\$ 346,000	\$ 345,553	\$ 346,000
TOTAL	\$ 2,782,963	\$ 2,791,627	\$ 7,198,821	\$ 19,196,593	\$ 15,586,813	\$ 4,213,288

Adopted Expenditures





Town Attorney Budget

Function

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



Goals

- 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 provides both the Town Council and staff with clear and useful legal advice. In providing legal advice, the main objectives shall be to aid the Town in accomplishing its legitimate objectives and to avoid potential legal consequences.
- Assist the Town Council, Clerk and staff in implementing the Ordinances, Resolutions, contracts, and Interlocal agreements necessary to assist the Town Manager in the daily operations, functions, tax base, and code of ordinances for the Town, including review of the land development code and Growth Development Plan.

Accolades

- Florida Super Lawyers, 2017-present
- Martindale-Hubbell AV Preeminent Rating
- Most Effective Lawyers, Daily Business Review, 2008
- South Florida Legal Guide, Top Lawyer, 2004-2011, 2013-present
- Florida Trend’s Legal Elite, 2005-2011
- South Florida Business Journal, Best of the Bar
- Best Lawyers in America®, Government Relations Practice, 2012-present
- South Florida Business Journal, Power Leaders in Law & Accounting, 2016-2017



Objectives

- Continue to provide as needed, assistance with the interpretation of the land development code and Growth Management Plan.
- Assist the Town in the negotiation and preparation of all agreements, contracts, grant applications, leasing agreements and other legal documents.
- Finalize all Ordinances, Resolutions and Agreements necessary for the operation of Town departments.
- Work closely with Town staff to finalize various Capital Improvement Projects, including architectural, construction contracts, and development orders.
- Assist Town Clerk’s Office in finalizing the codification of the Town’s recently adopted Land Development Codes.
- Continue to represent the Town at various County, State and Federal agencies.
- Continue to work closely with the Town’s State Legislative Lobbying Team; before, during, and after Legislative Session(s).
- Continue service as the District Counsel for the Proposed Assessed Clean Energy (PACE) Green Corridor.

Significant budget changes in the FY 2021-22 budget include the following:

- No significant operational changes.





Town Attorney

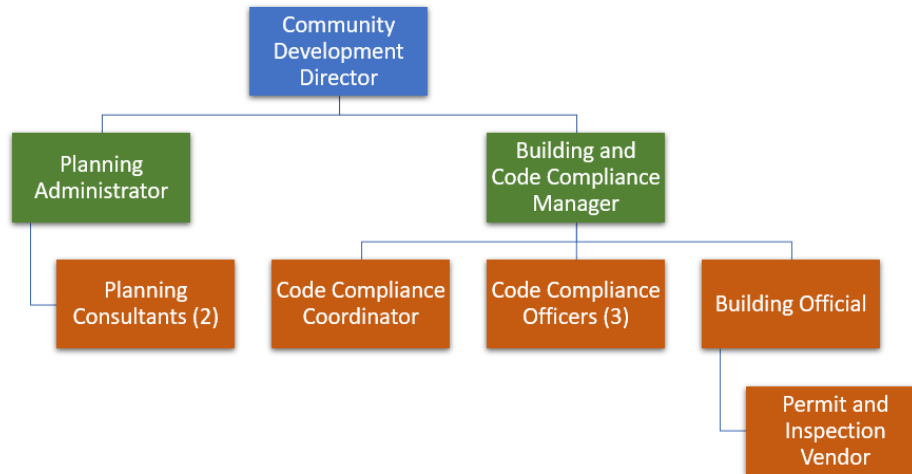
Budget Summary

CATEGORY	ACTUAL FY 2017-18	ACTUAL FY 2018-19	ACTUAL FY 2019-20	ADOPTED FY 2020-21	PROJECTED ACTUAL FY 2020-21	ADOPTED FY 2021-22
Professional Services	\$ 424,262	\$ 302,414	\$ 484,074	\$ 450,000	\$ 400,000	\$ 450,000
Litigation Contingencies	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000
TOTAL	\$ 424,262	\$ 302,414	\$ 484,074	\$ 500,000	\$ 400,000	\$ 500,000

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Community Development Budget



Function

The Department of Community Development is comprised of two (2) divisions, Community Development (Planning and Zoning), and Building and Code Compliance. The Department is comprised of a Community Development Director, a Building and Code Compliance Manager, one (1) Administrative Assistants, three (3) Code Compliance Officers, and one (1) Code Compliance Administrative Coordinator. The work of the Department is supplemented by contract staff responsible for performing permit intake, technical plan reviews, and inspections. Additionally, contracted general planning consultants are available to assist the Planning and Zoning Division review proposed development projects for consistency with the Town’s Land Development Regulations.

The Planning and Zoning Division is responsible for the implementation of the Town’s Growth Management Plan and Land Development Regulations. This includes performing site plan reviews for development and redevelopment projects, and technical reviews for land use applications which are presented to the Town Council. The day-to-day activity of the Division consists of reviewing building plans for consistency with the Land Development Regulations and processing applications for Certificates of Use, garage sales, special events, and other non-building related permits.

The Building and Code Compliance Division is responsible for enforcing and implementing the Town Codes and the Florida Building Code. This includes processing building Permit applications and applications for associated work as well as responding to concerns of Town Residents about Code Enforcement or Building Code related issues. A primary function of the Division is assisting Town residents in understanding code enforcement regulations that are designed to keep our neighborhoods and commercial areas free of debris, trash, and overgrown lots encouraging compliance with the Code through warnings and levying fines as applicable.

The Building and Code Compliance Division also has the responsibility of implementing Federal, State and Local Building Codes through the supervision of construction activities and acceptance of building permit applications. The Town’s building service activities are contracted through a private provider to offset supervision and support service costs. This commitment to our community allows the Town to maintain a high-quality environment, an attractive community with increased property value, and a service of community pride.



Goals

Community Development Strategic Goals:

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

Planning and Zoning Strategic Goals:

- Continually review and update the Town's Growth Management Plan as necessary.
- Proactively recommend changes to the Land Development Regulations to ensure clarity and consistency with changing conditions in the Town and the adopted Growth Management Plan.
- Coordinate future developments in the Town's Brownfield Designated Area with private and public economic development entities such as the Beacon Council, Enterprise Florida, and the State of Florida Department of Economic Opportunities to return Brownfield sites to beneficial commerce.
- Promote economic development and regulatory initiatives that will result in the creation of new permanent jobs in the Town.
- Promote commercial developments that are compatible with the Town's vision by working directly with development professionals to market investment opportunities.
- Provide the most up-to-date information on the Town's website using GIS mapping technology to display our future land use map, zoning map, and specialized maps may be required for efficient and effective administration of the Land Development Regulations.

Code Compliance Personnel/ Administrative:

- Respond to code complaints expeditiously and within twenty-four (24) hours.
- Obtain code compliance through a progressive system of enforcement actions which includes, but is not limited to, non-punitive voluntary compliance efforts.
- Adopt communication protocols in lieu of code compliance enforcement initiatives to address violations, such as overgrown lots, junk vehicles, home offices, property registration, etc.
- Continue to educate residential and commercial property owners on Town Code requirements through printed outreach articles and informational brochures.
- Continue to promote professional development of Code Compliance Officers.
- Maintain professional certifications and continue cross-training of code compliance staff.



Objectives

Planning and Zoning Division:

- Administer zoning regulations and processes in accordance with the requirements of the Town's Land Development Regulations (LDRs) requirements.
- Work directly with residents, interested stakeholders and developers to answer questions and/or concerns regarding the LDRs.
- Process zoning applications for public hearing within sixty (60) days of receipt of complete application submittal package.
- Process administrative adjustment applications within fifteen (15) days.
- Process administrative site plan review applications, required for projects within the US 1 Transitway, Old Cutler Road, and Town Center areas, within seven (7) days.
- Issue residential garage sale permits on the same day as received.
- Update Geographical Information System (GIS) property databases as needed.
- Prepare GIS maps within five (5) days of request, from various Town departments.
- Provide planning and zoning information to property owners and developers within two (2) days of initial request.
- Update the web page to include significant planning documents, revisions to the LDRs, and amendments to the Future Land Use Map and Growth Management Plan on a regular basis.
- Provide professional development opportunities to department staff.
- Scan planning and zoning files for easy access, printing, and storage.

Code Compliance Division:

- Perform code inspections within twenty-four (24) hours of receipt of initial complaint.
- Issue citations for one hundred percent (100%) of water restriction violations observed by police and/ or Code Compliance Officers.
- Develop thirty (30) day action plans for focused neighborhood code initiatives, when requested and/or identified.
- Process code compliance citation appeals before the Town's Special Master within sixty (60) days of receipt.
- Prepare code compliance case briefs for up to twenty-five (25) cases per month before the Town's Special Master.
- Obtain Florida Association of Code Enforcement certification(s) for Levels I, II, and III for code compliance staff.
- Obtain town-wide code compliance rate of ninety percent (90%), for all Courtesy Notices of Violations issued.



Building Services:

- Provide quick, efficient, and friendly processing of building permit applications.
- Provide access to permit information and status via the Town's website and provide general information to the public concerning the building permitting process.
- Enhance customer service by providing expedited walk-thru permit service.
- Continue to scan all building plans for easy access, printing, and storage.

Planning and Zoning Division Efforts

This Division is responsible for the implementation of the Town Growth Management Plan (GMP) and Land Development Regulations (LDRs). The Division provides zoning information and guides residents through the requirements of the LDRs and related documents to ensure the safety and well-being of our residents and neighborhoods. Staff is responsible for site plan reviews, zoning analysis, code interpretation, and evaluation of land development projects requiring Town Council approval. In addition, staff is also tasked with the responsibility for preparing Resolutions and Ordinances related to land development projects and growth management planning.

In FY 2021-2022, the Division:

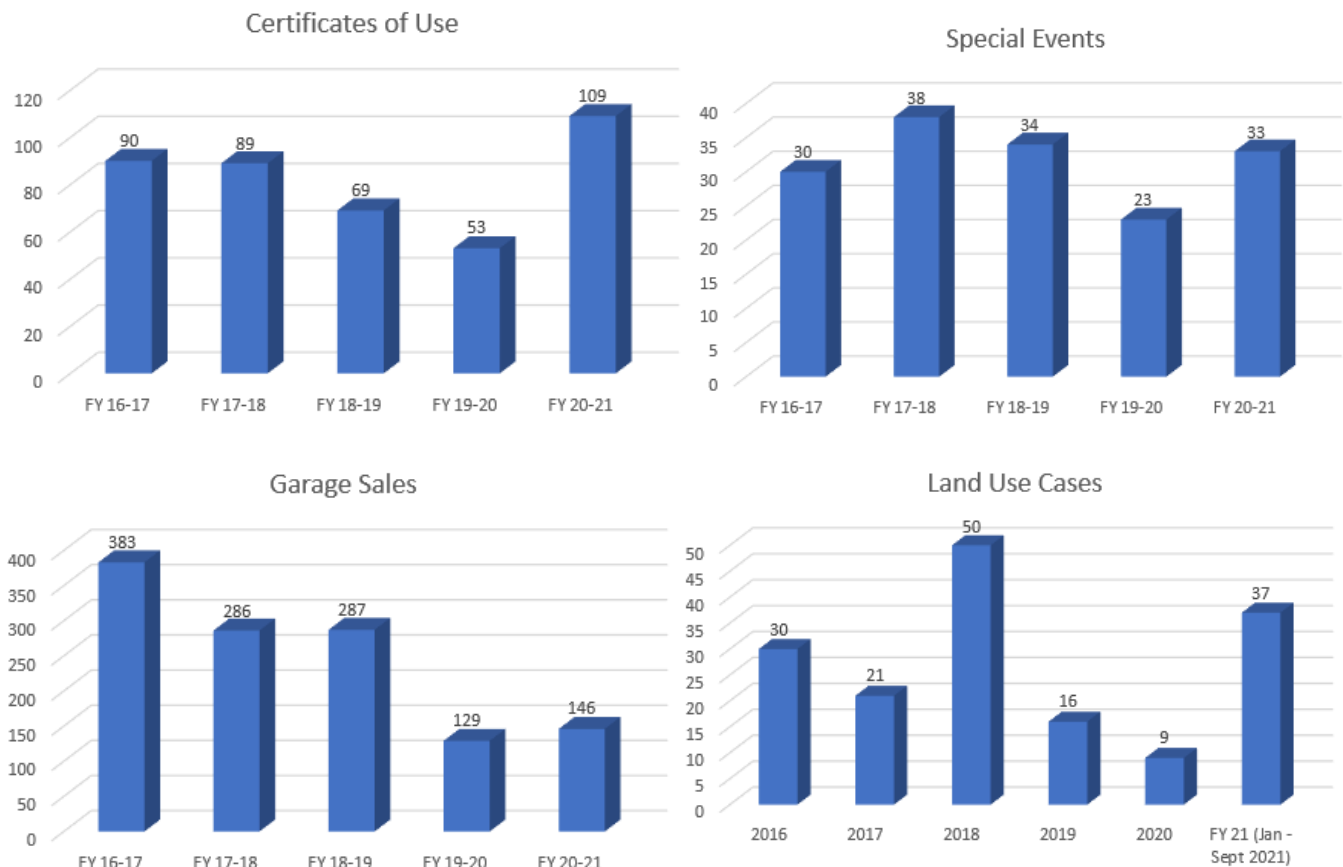
- Reviewed approximately seven hundred twenty (720) building permits for Zoning compliance
- Issued seventy-nine (79) Certificates of Use. (49% increase over FY 20-21)
- Processed thirty-three (33) Special Event Permits. (43% increase over FY 20-21)
- Evaluated and processed development zoning applications



- Continued reviewing and revising standards in the Land Development Regulations to meet the evolving demands of development in the community.
- Received applications for re-zonings and Growth Management Plan Land Use re-designations
- Continued the implementation of the Town’s Growth Management Plan and Land Development Regulations
- Continue to provide information and assist the public through the development process to ensure the safety and well-being of our residents and neighborhoods.

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

Performance Statistics (past five (5) fiscal years):



* Land Use cases previously tracked by calendar year rather than fiscal year.



Building and Code Compliance Division Efforts

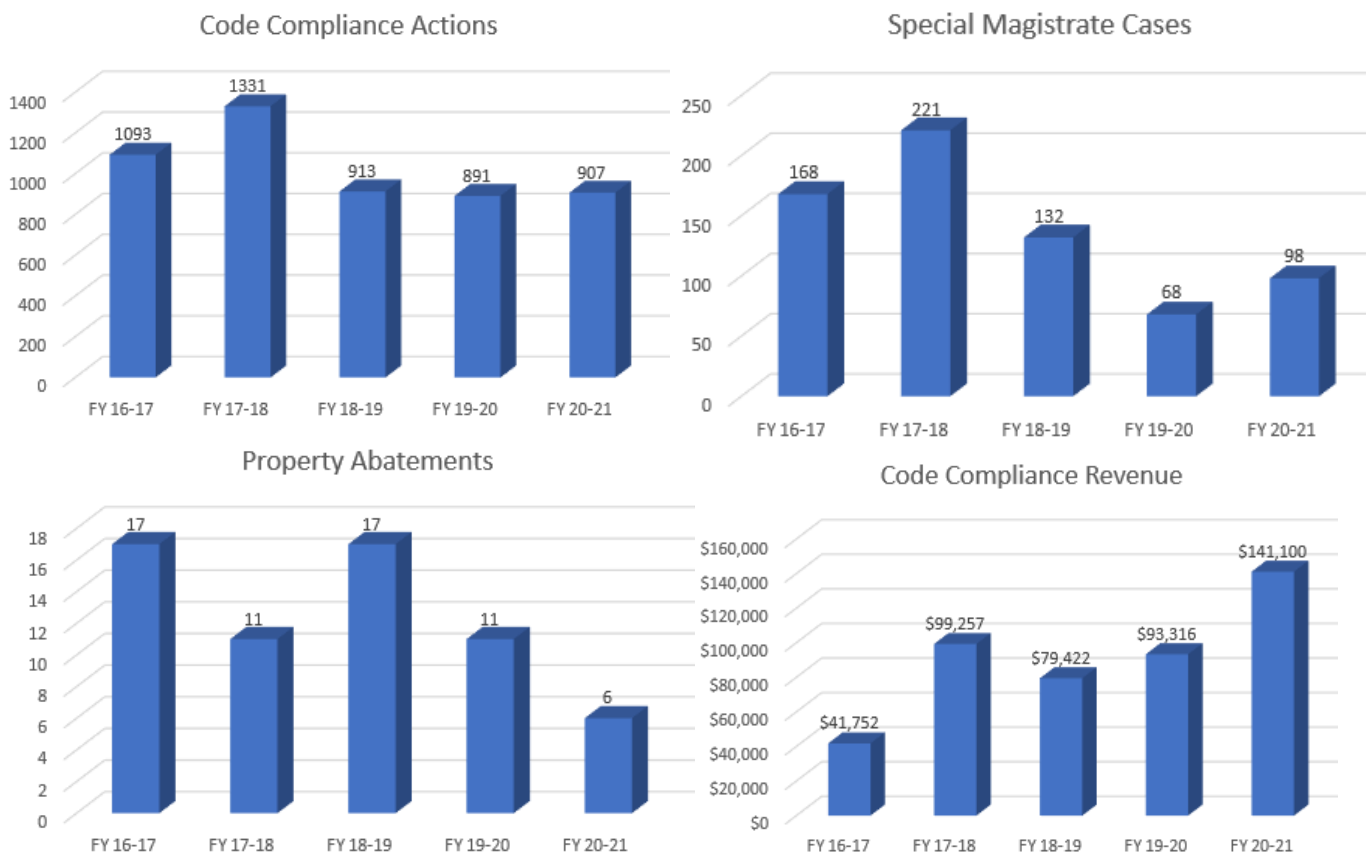
Code Compliance Services:

Compliance with Town and Miami-Dade County codes is a high priority for residents and Town management. Code Compliance Officers patrol the Town and respond to complaints to ensure that local codes are obeyed. The division enforces adopted Town Ordinances pertaining to code enforcement, zoning violations, nuisance codes, mowing overgrown lots, water restrictions, local business tax receipts, etc. Enforcement activities involve field inspections and presentation of appealed cases before the Town’s Special Master. While the Division’s objective is to achieve voluntary compliance without issuing fines or other civil penalties, fees are assessed for violations once several opportunities for compliance have been exhausted. Fewer Special Magistrate Hearings and fewer cases were presented than in previous years due to suspending hearings from April through September due to COVID-19.

In FY 2021-2022, Code Compliance:

- Processed approximately 891 Code Compliance cases and matters;
- Processed six (6) Property Abatements;
- Held nine (9) Special Magistrate Hearings; and
- Presented ninety-eight (98) cases in front of the Special Magistrate.

Performance Statistics (past five (5) fiscal years):





Building Services:

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

MONTHLY BUILDING PERMIT REVENUES	CAP GOVERNMENT	TOWN
\$0-\$50,000	70%	30%
\$51,000-\$150,000	65%	35%
\$150,000+	60%	40%

In FY 2021-22, the Town continued building permit operations throughout the COVID-19 Pandemic to maintain service levels at which our residents and developers have become accustomed. Looking to the future, Building Services plans to leverage technology to allow online payment through the Town’s permitting database to increase customer convenience and reduce in-person transactions.

The top three (3) building permit types processed by volume were:

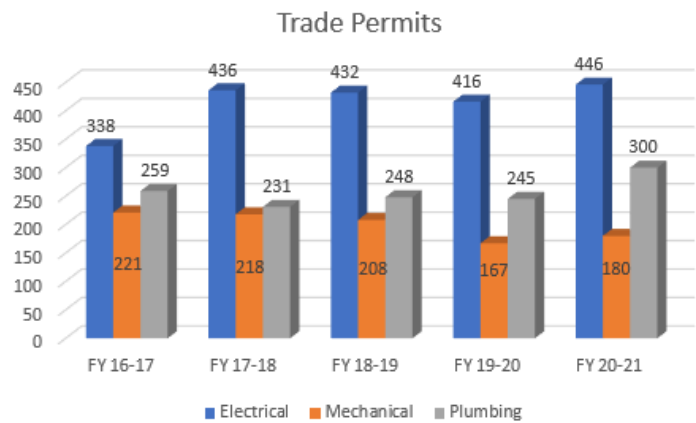
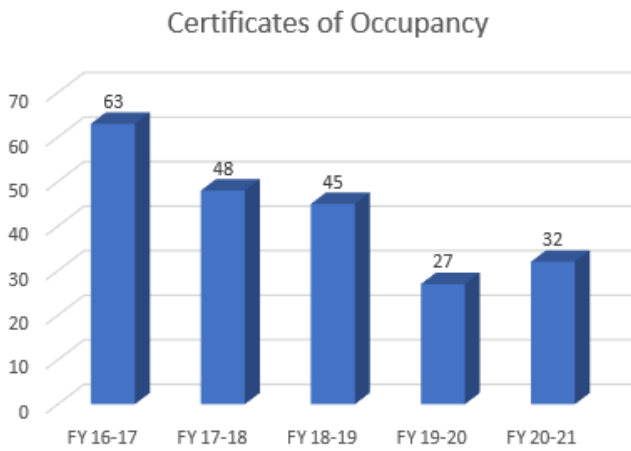
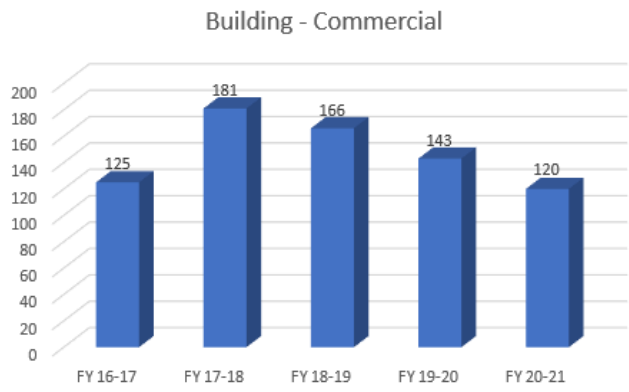
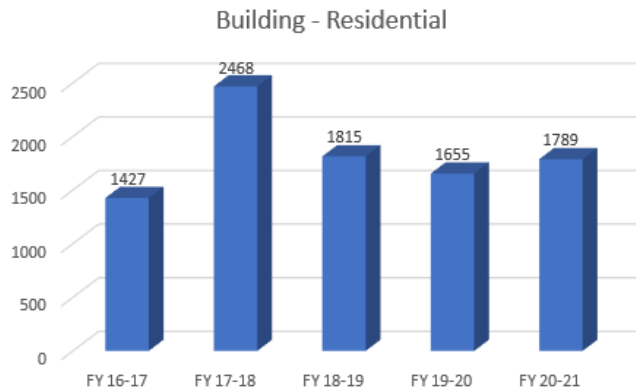
- Residential Roofing Permits (524)
- Residential Window/Door Permits (481)
- Residential Fence Permits (184)

The Town participates in the Miami-Dade County’s Municipal Plan Review Project, that allows the Town the ability to intake permit applications for projects that require various County agencies approval and submit these applications and plans to the County electronically. Participation in the County’s Municipal Plan Review project significantly reduces the permitting process time.

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



Performance Statistics (past five (5) fiscal years):



Significant budget changes in the FY 2021-22 budget include the following:

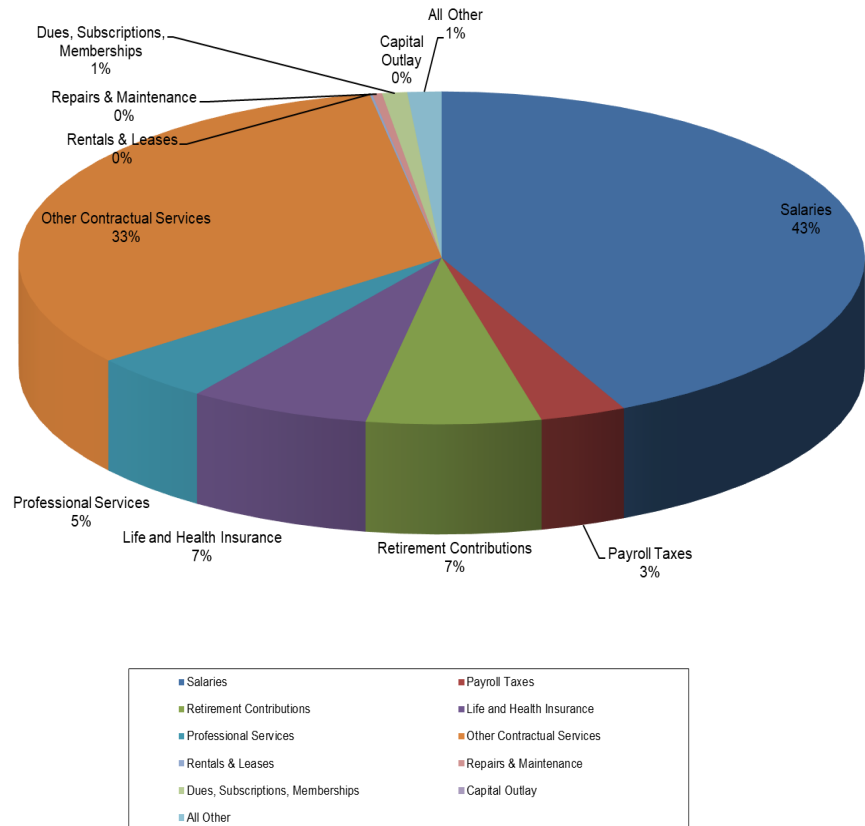
- **Salaries and Benefits – increased** by approximately \$218,000 primarily as a result of adding a part-time Building Official and one additional Code Compliance Officer to the Department, as well as to budgeted cost of living and merit-based pay rate changes and related fringe benefit costs.
- **Other Contractual Services – increased** by approximately \$37,000 which primarily reflects increased payments to the 3rd party permit processing and inspection contractor (approximate \$50,000 **increase**), offset by **decrease** in Building Official services (\$7,000 **decrease**), code compliance property maintenance (\$3,000 **decrease**), and unsafe structure work (\$3,000 **decrease**).



Community Development Budget Summary

CATEGORY	ACTUAL FY 2017-18	ACTUAL FY 2018-19	ACTUAL FY 2019-20	ADOPTED FY 2020-21	PROJECTED ACTUAL FY 2020-21	ADOPTED FY 2021-22
Salaries	\$ 484,918	\$ 390,727	\$ 360,792	\$ 482,204	\$ 485,000	\$ 651,290
Payroll Taxes	\$ 37,297	\$ 29,648	\$ 27,168	\$ 36,889	\$ 37,103	\$ 49,824
Retirement Contributions	\$ 68,869	\$ 44,277	\$ 37,075	\$ 79,899	\$ 80,000	\$ 101,048
Life and Health Insurance	\$ 87,850	\$ 71,065	\$ 62,092	\$ 90,000	\$ 90,000	\$ 105,000
Professional Services	\$ 16,147	\$ 112,209	\$ 225,827	\$ 63,000	\$ 60,000	\$ 70,000
Court Reporter Service	\$ -	\$ -	\$ -	\$ 800	\$ -	\$ 800
Other Contractual Services	\$ 773,721	\$ 690,818	\$ 573,589	\$ 461,700	\$ 650,000	\$ 498,500
Travel & Per Diem	\$ 1,513	\$ 3,453	\$ -	\$ 5,000	\$ 1,000	\$ 5,000
Communications & Freight	\$ 1,570	\$ 596	\$ 16	\$ 1,500	\$ -	\$ 2,000
Rentals & Leases	\$ 1,286	\$ 1,211	\$ 1,240	\$ 1,500	\$ 1,500	\$ 1,500
Repairs & Maintenance	\$ 4,561	\$ 4,402	\$ 4,324	\$ 5,700	\$ 5,500	\$ 5,700
Printing & Binding	\$ 2,489	\$ 1,038	\$ 1,083	\$ 2,500	\$ 1,000	\$ 2,500
Other Current Charges	\$ -	\$ -	\$ 245	\$ 1,000	\$ -	\$ 1,000
Office Supplies	\$ 3,952	\$ 4,186	\$ 4,186	\$ 5,000	\$ 3,000	\$ 5,000
Operating Supplies	\$ 2,284	\$ 3,638	\$ 2,499	\$ 3,500	\$ 10,000	\$ 3,500
Dues, Subscriptions, Memberships	\$ 4,019	\$ 3,262	\$ 1,889	\$ 14,500	\$ 14,000	\$ 14,500
Capital Outlay	\$ -	\$ 1,950	\$ -	\$ -	\$ 2,000	\$ -
TOTAL	\$ 1,490,476	\$ 1,362,480	\$ 1,302,025	\$ 1,254,692	\$ 1,440,103	\$ 1,517,162

Adopted Expenditures

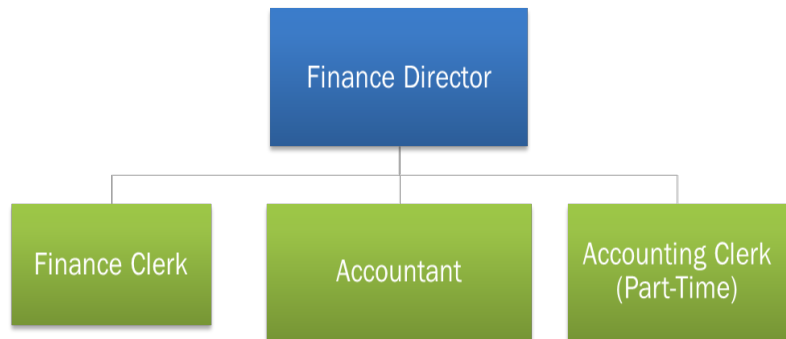




Finance Budget

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 thirteen (13) comprehensive external financial audits. In each of its audits, the Town received “unqualified” audit opinions from the auditors, which is the highest level of assurance opinion an auditor provides, and there were no findings of a negative nature that would impede the Town’s ability to conduct government business. The Town’s Comprehensive Annual Financial Report (CAFR) for fiscal year 2019 was submitted to the Government Finance Officers Association (GFOA) for consideration of its annual award for excellence in financial reporting upon completion of the Town’s fiscal year 2019 audit. The Town received the prestigious GFOA award for its fiscal years 2007 through 2018 CAFRs and fully anticipates receiving the award for the fiscal year 2019 CAFR.

For fiscal year 2015, the Town participated in the GFOA’s Distinguished Budget Presentation Award program for the first time and was awarded the GFOA recognition. The Town’s budget book for fiscal years 2016 through 2020 also received the GFOA award. This budget book for fiscal year 2021 will be submitted to the GFOA for consideration of its budget award, and we anticipate that such award will be received.

The Finance Director monitors expenditures and receipt of revenues from fee collections as well as revenues derived from Federal, State, special revenue funds, Miami-Dade County, and grants from a great variety of sources. The office collects and properly accounts for the local business tax receipts, and receipts generated from the burglar alarm and solid waste franchise fee ordinances. The Finance Director is also responsible for payroll processing and assisting with related Human Resources functions. The Finance Department operates under the management and leadership of the Finance Director and is comprised of the Finance Director, an Accountant, a Finance Clerk, and a part-time Accounting Clerk.

Goals

Personnel/ Administration:

- 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 programs into all applicable facets of the Town’s functions.

Strategic:

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

Objectives

- Maintain the Town’s excellent financial condition with conservative fiscal policies and redundant practices and authorizations.
- Secure the Government Finance Officers Association’s Certificate of Achievement for Excellence in Financial Reporting for the Town’s annual Comprehensive Annual Financial Report and Distinguished Budget Presentation Award for the Town’s annual budget book.

Significant budget changes in the FY 2021-22 budget include the following:

- No significant operational changes.



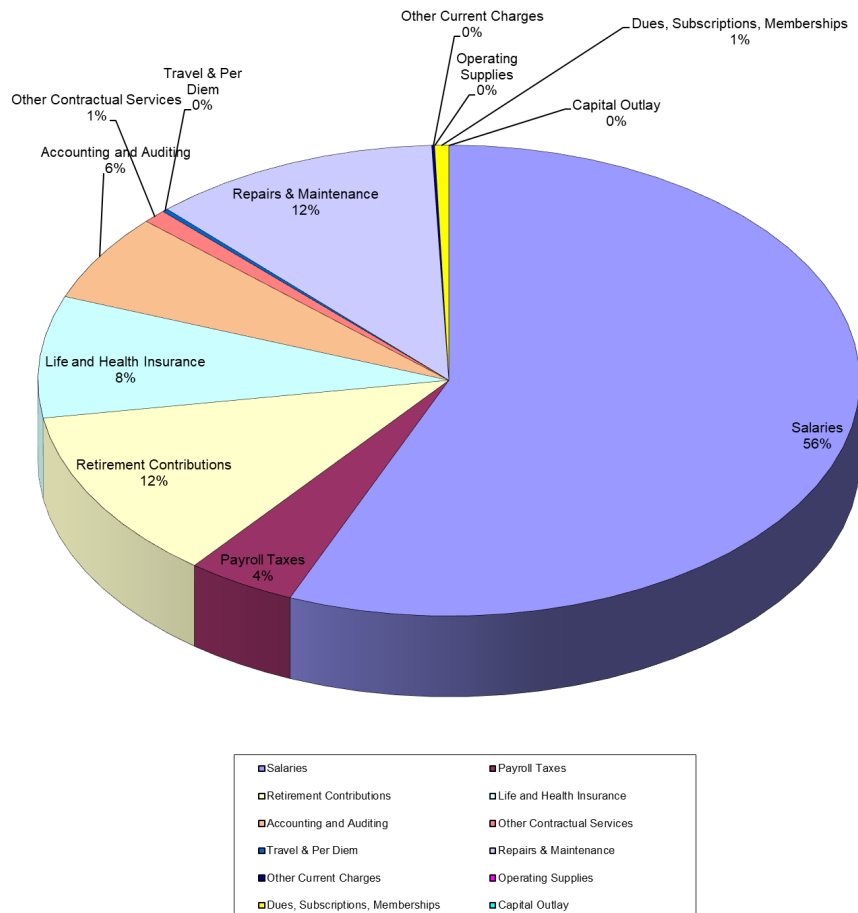


Finance

Budget Summary

CATEGORY	ACTUAL FY 2017-18	ACTUAL FY 2018-19	ACTUAL FY 2019-20	ADOPTED FY 2020-21	PROJECTED ACTUAL FY 2020-21	ADOPTED FY 2021-22
Salaries	\$ 256,957	\$ 269,196	\$ 286,367	\$ 302,503	\$ 302,500	\$ 303,122
Payroll Taxes	\$ 19,096	\$ 19,164	\$ 20,004	\$ 23,141	\$ 23,141	\$ 23,189
Retirement Contributions	\$ 43,159	\$ 47,394	\$ 52,778	\$ 63,775	\$ 63,700	\$ 63,601
Life and Health Insurance	\$ 38,069	\$ 38,287	\$ 39,008	\$ 45,000	\$ 42,000	\$ 45,000
Accounting and Auditing	\$ 28,265	\$ 35,940	\$ 29,435	\$ 32,500	\$ 32,500	\$ 32,400
Other Contractual Services	\$ 7,480	\$ 7,470	\$ 7,397	\$ 7,400	\$ 7,400	\$ 5,000
Travel & Per Diem	\$ 883	\$ 2,390	\$ -	\$ 1,200	\$ -	\$ 1,200
Repairs & Maintenance	\$ 67,008	\$ 57,871	\$ 47,554	\$ 59,000	\$ 56,000	\$ 61,200
Other Current Charges	\$ -	\$ -	\$ -	\$ 600	\$ -	\$ 600
Operating Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Dues, Subscriptions, Memberships	\$ 2,386	\$ 2,679	\$ 2,284	\$ 3,000	\$ 3,000	\$ 3,000
Capital Outlay	\$ 2,500	\$ -	\$ -	\$ -	\$ 15,716	\$ -
TOTAL	\$ 465,803	\$ 480,391	\$ 484,827	\$ 538,119	\$ 545,957	\$ 538,312

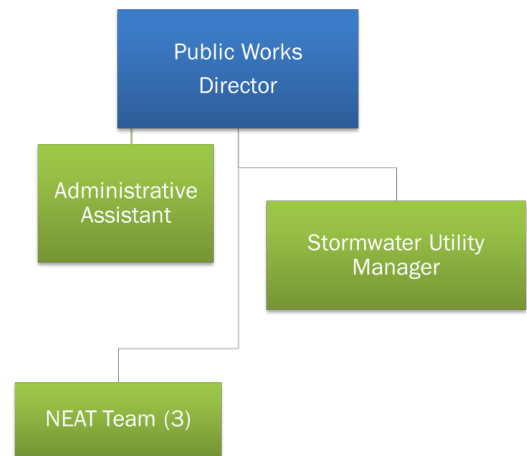
Adopted Expenditures



Public Works Department Budget

Function

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



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

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

Goals

Personnel / Administration:

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





Strategic Goals:

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

Roadway and Sidewalk Improvements:

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

Right- Of- Way Enhancements:

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

Stormwater Improvement Project:

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

Objectives

Personnel / Administration:

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



Roadway and Sidewalk Improvements:

- Review and update Transportation Master Plan to reflect changing land use development patterns and related transportation system demands.
- Continue to replace and repair sidewalks near schools and recreational facilities according to the sidewalk’s overall condition.
- Implement a pavement and sidewalk work management database system, in order to utilize as a planning tool for future safety and improvement projects.
- Perform visual inspection of Town-owned roads/sidewalks on a daily basis.
- Implement the findings of the Town’s Transportation Master Plan. Improve vehicular and pedestrian safety on all Town roads, around schools, and parks.
- Implement improvements identified in the Town’s adopted Sidewalk & Roadway Assessment Master Plan in order to encourage installation of missing sidewalk sections and pedestrian connections throughout the Town.
- Continue the installation of ADA sidewalk ramps throughout residential neighborhoods, as identified in the Sidewalk Master Plan.

Stormwater Improvement Projects:

- Continue to perform bi-weekly street sweeping cycles.
- Complete the construction: Drainage Improvements within residential neighborhoods, as identified in the Town’s adopted Stormwater Master Plan.
- Continue “activities” from the Town’s Class “4” Federal Emergency Management Agency Community Rating System, which include outreach programs to repetitive loss properties located within the Special Flood Hazard(s) area.
- Continue the Stormwater maintenance program to meet the annual requirements of the National Pollutant Discharge Elimination System (NPDES) operating permit.
- Continue to coordinate the maintenance of Town-owned canal drainage system.



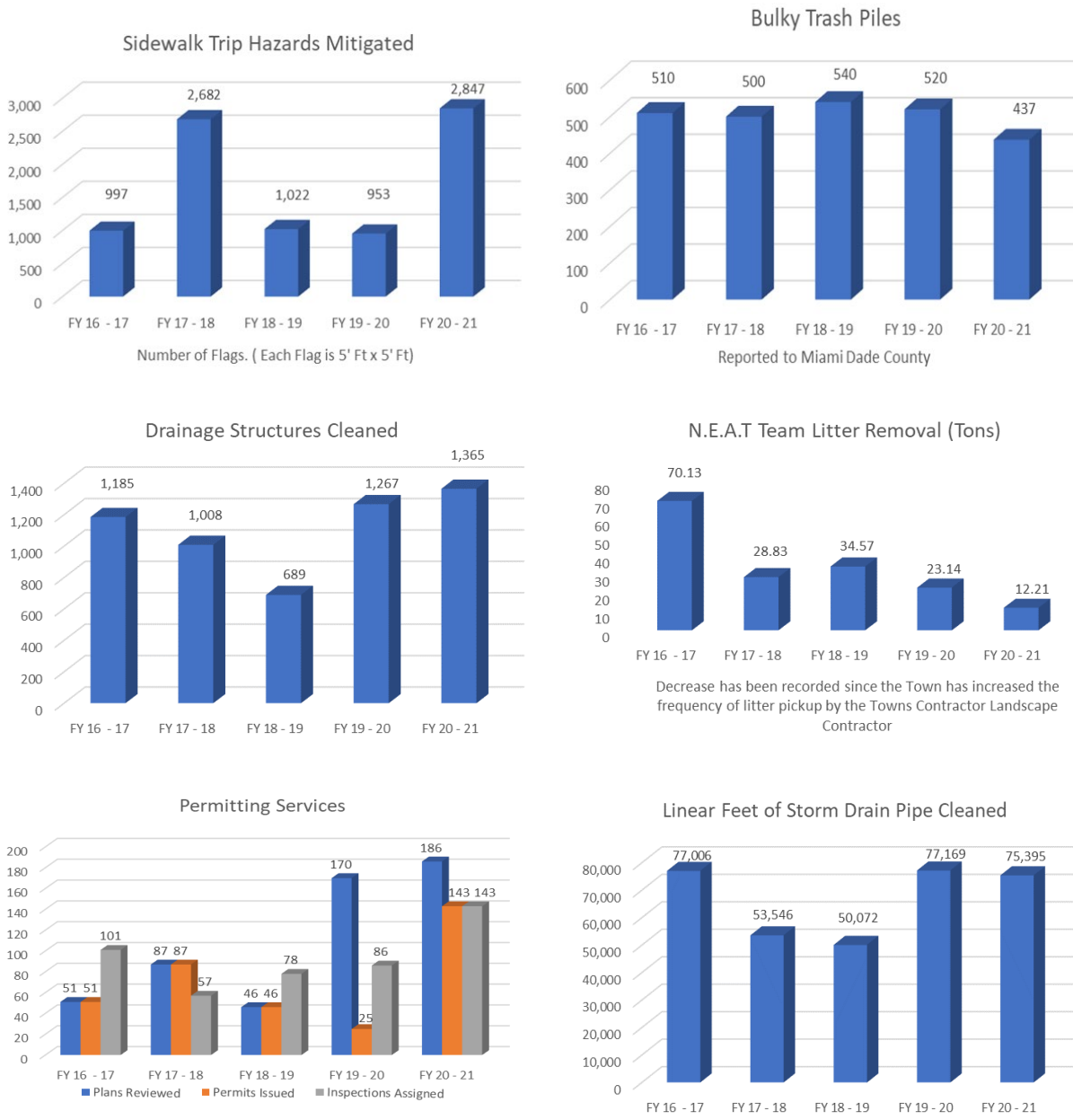
Right-Of-Way Enhancements:

- Maintain a clear visibility of all regulatory street signs on all roads.
- Continue to coordinate with Miami-Dade County’s Animal Services Department on the removal of dead and stray animals within the Town.
- Develop and implement landscape and signage improvement plan on main transportation corridors within the Town inclusive of County and State-owned roadways.
- Perform daily removal of graffiti on Town-owned infrastructure.
- Maintain all bus benches and shelters free of graffiti, litter, and weeds.
- Maintain the existing Town monument entry signage free of weeds and graffiti.
- Replace damaged street signs within forty-eight hours.
- Implement a rotating maintenance schedule to include mowing, weed cutting, and herbicide application of non-landscaped areas in a manner that will maintain their appearance.
- Perform landscape maintenance and the mowing of medians, rights-of-way, swales and continue to plant trees as prioritized in the Street Tree Master Plan.
- Proactively repair potholes, on a daily basis, on all Town owned roadways.
- Proactively remove any shopping cart(s) from Town owned roadways.
- Continue to monitor the operation of traffic signals within the Town and coordinate any repairs with Miami-Dade Traffic & Signals Department.
- Perform daily litter removal throughout the Town.
- Coordinate the removal of “illegal” dumping with Miami-Dade Solid Waste Department.
- Continue patrolling local streets to identify bulky trash piles, and coordinate with the Miami-Dade Solid Waste for compliance and quicker pick up.
- Provide safe clearance of unsightly debris for pedestrians and motorists on Town-owned rights-of-way and coordinate with Miami-Dade County Public Works Department.
- Continue removal of “illegally” placed signage on swales, trees, and right-of-ways.





Performance Statistics (past five (5) fiscal years):



Significant budget changes in the FY 2021-22 budget include the following:

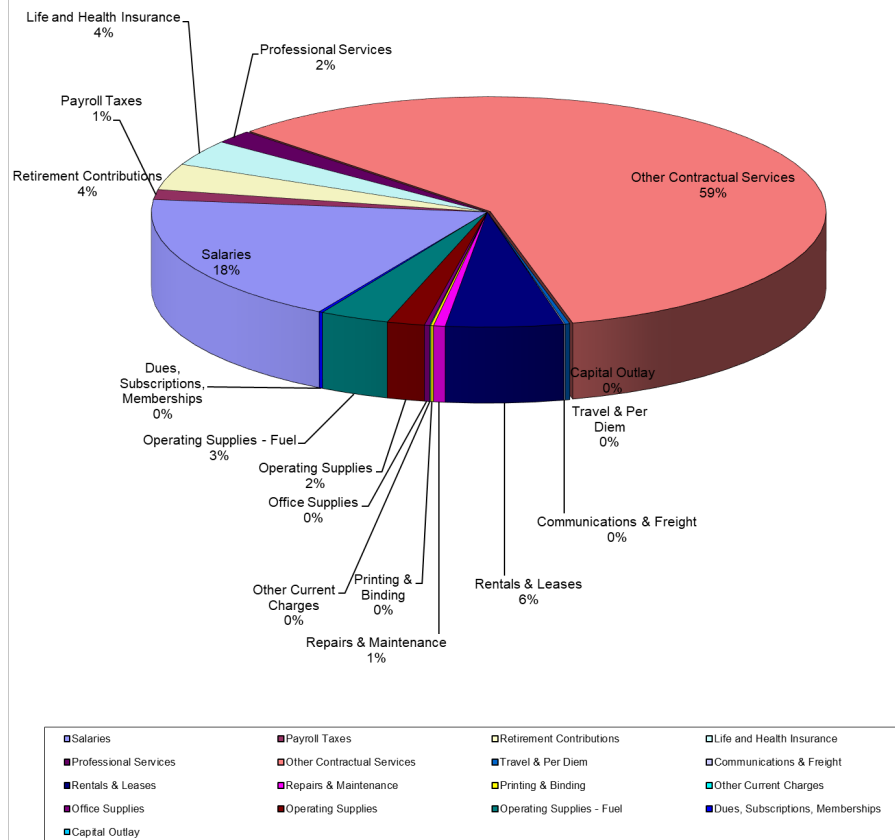
- **Other Contractual Services** – **increased** (approx. \$33,300) primarily as a result of provision for holiday lighting (\$8,500), town-wide beautification projects (\$12,000), and increase in tree/landscape replacement (\$7,000), and additional right-of-way maintenance (\$5,800).
- **Operating Supplies – Fuel** - **increased** (\$18,000) based on projected increases in fuel costs.



Public Works Budget Summary

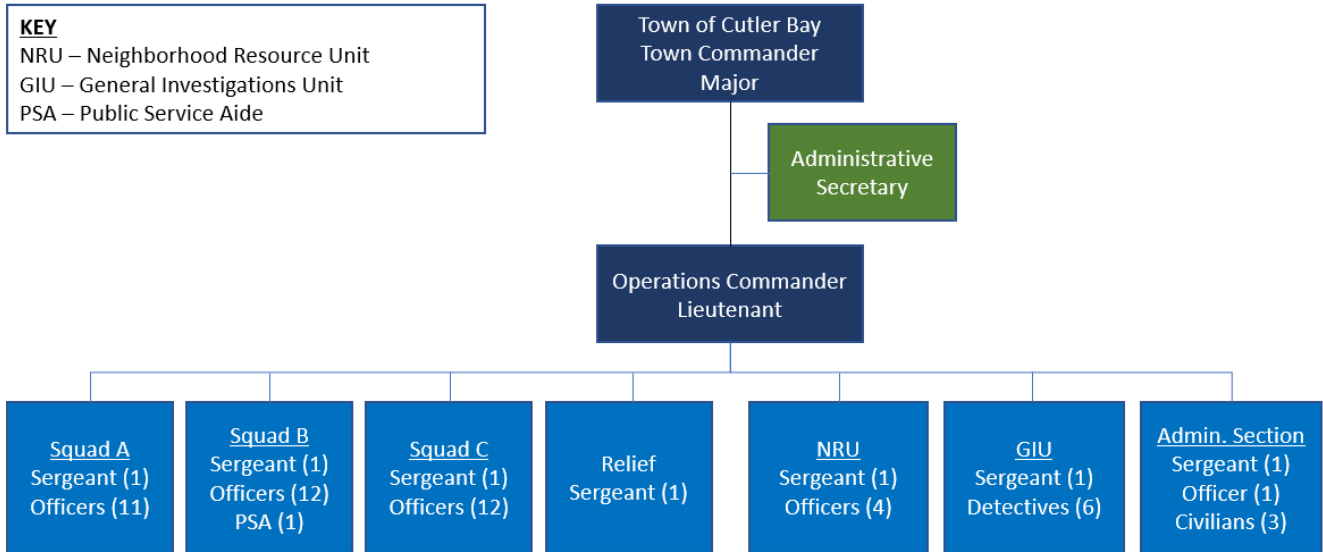
CATEGORY	ACTUAL FY 2017-18	ACTUAL FY 2018-19	ACTUAL FY 2019-20	ADOPTED FY 2020-21	PROJECTED ACTUAL FY 2020-21	ADOPTED FY 2021-22
Salaries	\$ 181,807	\$ 189,968	\$ 207,923	\$ 198,295	\$ 205,000	\$ 198,160
Payroll Taxes	\$ 13,643	\$ 14,261	\$ 15,638	\$ 15,170	\$ 15,683	\$ 15,159
Retirement Contributions	\$ 26,735	\$ 29,253	\$ 33,371	\$ 39,770	\$ 41,000	\$ 39,610
Life and Health Insurance	\$ 31,851	\$ 32,052	\$ 32,962	\$ 39,000	\$ 39,000	\$ 39,000
Professional Services	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ 20,000
Other Contractual Services	\$ 751,342	\$ 614,906	\$ 725,671	\$ 599,700	\$ 615,000	\$ 633,000
Travel & Per Diem	\$ 114	\$ 374	\$ 39	\$ 2,100	\$ 1,000	\$ 2,400
Communications & Freight	\$ 2,250	\$ 542	\$ 30	\$ 700	\$ -	\$ 700
Rentals & Leases	\$ 64,001	\$ 61,854	\$ 61,337	\$ 60,903	\$ 60,000	\$ 60,903
Repairs & Maintenance	\$ 21,196	\$ 2,066	\$ 1,912	\$ 4,000	\$ 7,000	\$ 6,000
Printing & Binding	\$ 24	\$ -	\$ 120	\$ 1,500	\$ -	\$ 1,500
Other Current Charges	\$ 1,518	\$ -	\$ -	\$ 500	\$ -	\$ 500
Office Supplies	\$ 1,631	\$ 652	\$ 587	\$ 2,750	\$ 1,000	\$ 2,750
Operating Supplies	\$ 7,011	\$ 8,184	\$ 5,693	\$ 15,000	\$ 10,000	\$ 19,500
Operating Supplies - Fuel	\$ 16,543	\$ 14,432	\$ 15,920	\$ 18,000	\$ 25,000	\$ 36,000
Dues, Subscriptions, Memberships	\$ 2,036	\$ 1,464	\$ 2,199	\$ 1,500	\$ 2,500	\$ 2,000
Capital Outlay	\$ -	\$ 1,308	\$ -	\$ 10,500	\$ 6,300	\$ -
TOTAL	\$ 1,121,702	\$ 971,316	\$ 1,103,402	\$ 1,029,388	\$ 1,028,483	\$ 1,077,182

Adopted Expenditures





Police Services Budget



Function

The Police Department (the “Department”) was established through an Interlocal Agreement between the Town and Miami-Dade County and began its operations with the Town on August 2006. Charged with the primary responsibility to protect the public, the Department is fully committed to ensuring the safety and well-being of the Town, 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 for residents and visitors, while upholding our core values of Integrity, Respect, Service, and Fairness. The Town Commander, a Police Major, and the Operations Commander, a Police Lieutenant, for the Miami-Dade Police Department, oversee the daily operations and administration of our Town’s police force.

During current fiscal year, police staffing levels included fifty-five (55) sworn full-time officers and five (5) civilian employees, which total sixty (60) full-time positions. The Town’s policing unit has been able to target specific crime trends to reduce and prevent crimes while providing the appropriate level of police service to our Town’s residents.

Crime Reduction: A year-to-date comparison ending September 30th for years 2020 versus 2021, shows our Part 1 Crime rate (*defined in glossary*) has reduced by 3.00%. [Ending Sep. 30, 2021]

Police officers assigned to the Town have taken ownership of their assigned patrol areas within the community and have created strong bonds with both residents and business owners. One of the priorities for the Town has been traffic safety. The policing unit continues its focus on traffic enforcement, particularly speeding and various hazardous moving violations of our traffic laws. These traffic enforcement efforts have greatly contributed to the overall awareness of driver safety.



Moreover, traffic enforcement efforts reduce the instances of crashes and increase the chances of saving lives. It also ensures economic savings to consumer's insurance rates and reduce costs on vehicle repairs. Overall, it diminishes the need for police, fire, and medical personnel in responding to crashes while making these critical resources available for other vital needs.

The Town's Policing Unit partners with the Miami-Dade Police Department and Narcotics Bureau, and has identified and taken action against multiple locations within the Town that were identified as sources of illegal narcotic activities. Additionally, officers regularly attend trainings that enhance their general patrol activities to reduce targeted crimes within areas of concern.

Goals

Personnel/ Administration

- Continue to increase visibility and police presence within the community.
- Continue and emphasize the concepts of Community Oriented Policing.
- Continue to conduct traffic enforcement efforts to reduce vehicle crashes.

Strategic:

- To provide a safe and secure community for the Town's residents and business community.

Objectives

- Increase the utilization of Traffic enforcement, directed patrols, and other Community Oriented Policing methods.
- Provide proactive police involvement with the community.
- Create pedestrian safety initiatives and enforcement efforts.
- Ensure police officers become familiar within residents and business police needs and concerns.
- Distribute informational pamphlets that indicate crime safety tips and suggested ways to keep their home and businesses safe.
- Utilize a dual pronged approach to ensure compliance with local traffic laws, which are achieved through education and enforcement efforts, which focuses on the reduction of vehicle crashes and personal injury.
- Create and execute innovative crime prevention strategies to reduce residential and commercial burglaries.
- Implement investigative techniques and strategies whereby pawnshops and secondhand dealers are systematically inspected to identify, seize, and return stolen property to its rightful owner. In addition, to develop criminal intelligence that will aid in the arrest and prosecution of burglars, robbers, and thieves.

Neighborhood Resource Unit

Unit Members:

- Sergeant Christopher Reed
- Officer Jorge Milan
- Officer Florida Renteria
- Officer Gary Valcarcel Rosario
- Officer Loany Aguirregaviria



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

The officers routinely attend community meetings, such as Home-Owners Association, Neighborhood Crime Watch, Business Watch Groups, Church Organizations, and other community assemblies. The NRU maintains a respectable working relationship with the schools in the Town and works closely with Town Code Compliance, Parks and Recreation, and the Public Works Departments, on matters involving quality of life issues. Overall, the NRU has been a valuable asset to the community as it serves and enhances the public's perception of our local Police Department's effectiveness, as well as an increase in the quality of services that it provides.

Community Meetings take place every month and are attended by NRU officers, supervisors, representatives from various county agencies, and an abundance of concerned residents from all over Miami-Dade County. During the community meetings, the NRU discusses various crime trends and concerns affecting residents, particularly those in residential areas. The NRU is able to identify and provide solutions to quality-of-life issues and shares information on the effective strategies implemented in different areas of Miami-Dade County. NRU has also posted crime prevention tips on the Town's website to further the message on how not to become a crime victim.



During community outreach meetings, the NRU discusses new ways of archiving safety and documenting owners' valuables. As a resident, if you were to become a victim of theft or a natural disaster, you will be able to access pictures and descriptions of your items following the misfortune, making it easier to file a police report or handle an insurance claim.

The NRU's Mall Watch Meetings address the unique issues and crime trends that occur in shopping malls and shopping centers. In addition to police attendance, the NRU has Mall Security and Management working together on incidents before trends develop. This interaction with private security firms affords the NRU with knowledge of possible criminal groups and activities that may be targeting local businesses and shopping malls/ centers.

The NRU Best Practices Meetings consist of NRU's from around Miami-Dade County, to discuss projects and new resources available to assist with their respective work in their communities. During the meeting, the NRUs brainstorm on how to better serve their assigned areas.

As traffic continues to be a top priority for the Town, police officers continue to conduct high visibility enforcement at major intersections throughout the Town where analysis shows a higher-than-average amount of traffic crashes. NRU officers conduct traffic monitoring, and provide education and enforcement while promoting the campaign. NRU officers also educate the public on being a safe pedestrian, bicyclist, and driver in an effort to reduce traffic crashes that can result in pedestrian and bicycle fatalities, including serious injuries. Through the use of selected traffic education and enforcement operations, police officers distribute educational safety pamphlets when conducting traffic enforcement.

During the holidays, NRU officers partner with local charities to collect toys and give them away to children from low-income families. These toys offer children to experience the joy and excitement of receiving toys for the holiday.

The NRU also partners with local colleges and universities to participate at the Back-to-School Event hosted at Southland Mall. During the event, book bags are given away to students that are identified to be from families who are in need of financial assistance. The NRU supplies each "needy child" with a brand-new book bag filled with school supplies to help them start the new school year off right. The NRU continues to work with our local schools throughout the year and often time is contacted by teachers or counselors regarding students with specific needs. Also, during the event, NRU officers distribute safety information to both parents and students.



The NRU also conducts residential and business security site surveys. NRU officers are certified in basic and advanced models of Crime Prevention Through Environmental Design (CPTED). The CPTED model provides NRU officers with the concepts to discuss with Town residents on how to design an effective use of their physical environment to achieve a more productive use of their space for crime deterrence and prevention.

NRU officers inspect Southland Mall and other business locations to complete business security surveys within the Town. NRU officers also attend several community events and distribute crime prevention information to residents about receiving a free home security survey.

Additionally, NRU participate in our Back-to-School Details that occur the first two weeks of school which address student and pedestrian safety, making sure that children are safe from vehicular traffic as they make their way to and from school.

This fiscal year NRU will partner with the Cutler Bay Business Association (CBBA) to collect toys and distribute them to deserving youth that resides in Cutler Bay. The efforts of the NRU and the CBBA typically contribute over 500 toys being distributed, making it a joyous holiday for several of our neighborhood youths.

Throughout NRU’s daily activities, officers are confronted with numerous issues that may not be law enforcement related, but can ultimately affect the safety and/or quality of life of our community, such as the counseling and mentoring of troubled youths. NRU officers are often contacted by school administrators, teachers and employees from park and recreation, to speak with youths who are in need of law enforcement guidance.

On a yearly basis, the NRU participates in several momentous events in the Town:

- Chili Day in Cutler Bay Chili Cook-off
- Movie Night Events
- Easter Eggstravaganza
- Annual Wings Over the Bay
- The Town’s Back to School Bash
- Coffee with a Cop
- The Whispering Pines Annual July 4th Parade
- Active Adults Series – Presentations



The NRU officers address community concerns, such as:

- | | |
|--|---|
| <ul style="list-style-type: none"> • Loud Music Complaints • Loose Dogs • Squatters / Code Enforcement Issues • Panhandlers and the Homeless • Foreclosed and/or Vacant Homes • Graffiti and Neighbor Disputes | <ul style="list-style-type: none"> • Security Surveys for Home and Business • “We Care” Sign Program • Illegal Parking • Assisting Handicap and Elderly Residents • Illegal Commercial Vehicles in Residential Areas |
|--|---|

NRU yearly projects include:

- Students Against Negative Decisions Presentation at Cutler Bay High School
- The Town's Veterans Day Event
- Grinch Busters Holiday Enforcement Initiative
- The Town's Trunk or Treat Event
- Southland Mall Halloween Event
- Career Day Events at local Elementary Schools within the Town

The NRU strives to be proactive and innovative when addressing crime and quality of life concerns. They also implement community policing services to reduce crime, improve the quality of life, and engage community members in building a partnership to solve problems. Using the principles of Community Oriented Policing, the NRU uses prevention, intervention, and education as tools to meet the many diverse needs of our community.

Significant budget changes in the FY 2021-22 budget include the following:

- **Professional Services** – increased (approximately \$292,600) as a result of negotiated contract costs between Miami-Dade County and the police union. The budget reflects no change in police personnel.

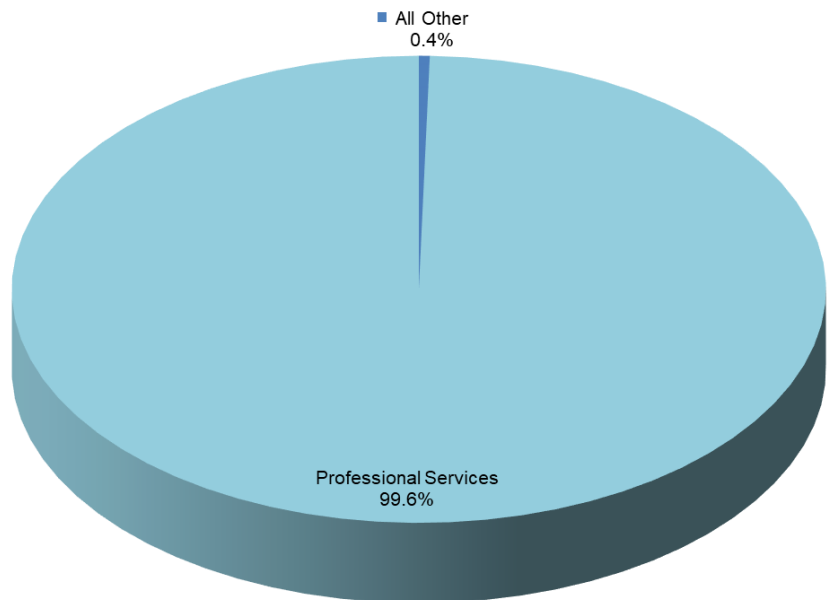




Police Services Budget Summary

CATEGORY	ACTUAL FY 2017-18	ACTUAL FY 2018-19	ACTUAL FY 2019-20	ADOPTED FY 2020-21	PROJECTED ACTUAL FY 2020-21	ADOPTED FY 2021-22
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Payroll Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Retirement Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Life and Health Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Services	\$ 9,395,890	\$ 10,022,273	\$ 10,285,221	\$ 10,280,172	\$ 10,200,000	\$ 10,572,765
Communications & Freight	\$ 2,269	\$ 917	\$ -	\$ -	\$ -	\$ -
Rentals & Leases	\$ 3,072	\$ 2,866	\$ 2,894	\$ 3,000	\$ 2,950	\$ 3,000
Repairs & Maintenance	\$ 4,508	\$ 4,020	\$ 4,272	\$ 9,500	\$ 7,000	\$ 9,500
Printing & Binding	\$ 16,610	\$ 2,777	\$ 8,128	\$ 5,000	\$ 4,500	\$ 5,000
Other Current Charges	\$ 50	\$ -	\$ 29	\$ 1,000	\$ 100	\$ 1,000
Office Supplies	\$ 8,364	\$ 5,130	\$ 2,724	\$ 12,000	\$ 6,000	\$ 12,000
Operating Supplies	\$ 3,887	\$ 772	\$ 7,181	\$ 15,000	\$ 12,000	\$ 15,000
Capital Outlay	\$ 12,299	\$ -	\$ 23,283	\$ -	\$ -	\$ -
Capital Outlay - Vehicles	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 9,446,949	\$ 10,038,755	\$ 10,333,732	\$ 10,325,672	\$ 10,232,550	\$ 10,618,265

Adopted Expenditures

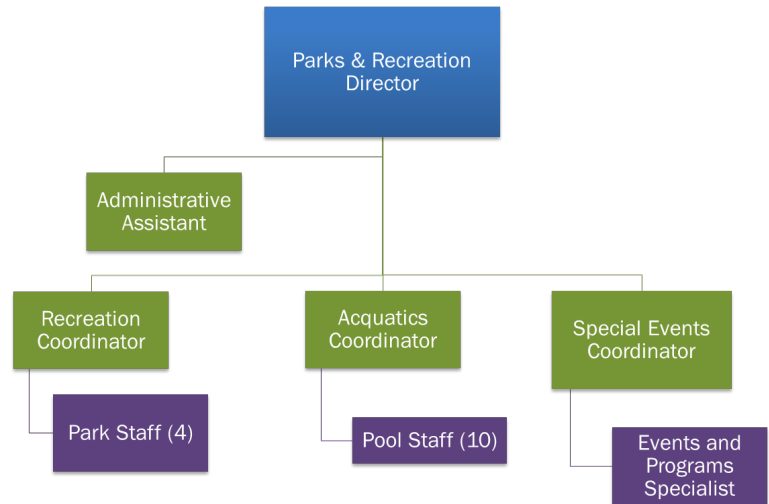


Parks and Recreation Department Budget

Function

The Parks and Recreation Department is responsible for the maintenance and programming of all eleven (11) Town’s parks and recreational facilities and for conducting year-round programs, seasonal programs, and special events.

The Department coordinates with local youth and adult leagues and organizations in providing year-round athletic programs for Town residents. The Department acts as the staff liaison for the Town Council appointed Parks and Recreation Advisory Committee and Age Friendly Community Committee. The Department also writes and administers grants for park improvements and programming.



The Department staff consists of nine (9) full-time employees - the Parks and Recreation Director, an Administrative Assistant, a Recreation Coordinator, an Aquatics Coordinator, an Events and Programs Coordinator, an Events and Programs Specialist, a Recreation Supervisor, and a Park Service Aide. Full-time staffing is supplemented by additional part-time Park Service Aides, part-time Lifeguards, and part-time Youth Program Aides. For summer programs, the Town employs additional part-time/seasonal Youth Program Aides and Lifeguards.

The Department staff consists of nine (9) full-time employees - the Parks and Recreation Director, an Administrative Assistant, a Recreation Coordinator, an Aquatics Coordinator, an Events and Programs Coordinator, an Events and Programs Specialist, a Recreation Supervisor, and a Park Service Aide. Full-time staffing is supplemented by additional part-time Park Service Aides, part-time Lifeguards, and part-time Youth Program Aides. For summer programs, the Town employs additional part-time/seasonal Youth Program Aides and Lifeguards.

In addition, a grant from The Children’s Trust and The Department of Juvenile Justice provides funding for one full-time Youth Program Coordinator, six (6) part-time Youth Program Aides, one (1) part-time Youth Program Assistant, and one (1) part-time certified Teacher to supplement the youth programming at Cutler Ridge Park.



The Town’s eleven (11) parks are categorized as mini, neighborhood, or community parks. The Town has five (5) neighborhood parks - Bel Aire Park, Franjo Park, Saga Bay Park, Saga Lake Park, and Blue Heron Park. There are three (3) mini-parks - Lincoln City Park, Dothan Park, and Whispering Pines Park. The Town has two (2) community parks - Cutler Ridge Park and Lakes by the Bay Park. The Town acquired an 8.45-acre parcel as a Conservation Park (Old Cutler Road & SW 184St.)



The Parks and Recreation Department anticipates conducting the following Town-wide special events during the 2022-2023 fiscal year:

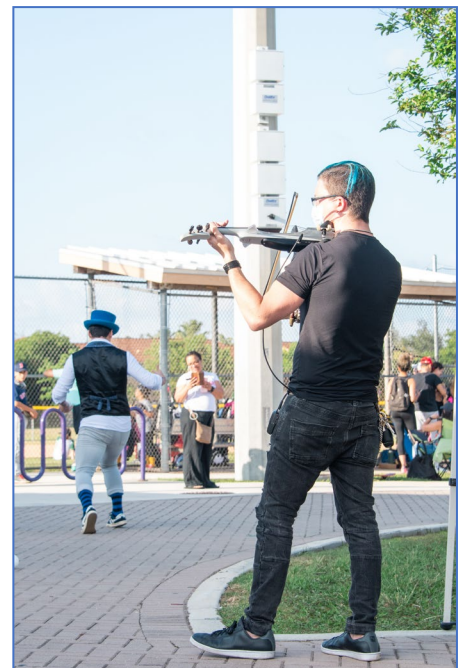
EVENT	APPROX. BUDGET
Halloween Golf Cart Parade and Drive In Movie	\$22,000
Annual Chili Day in Cutler Bay	\$22,000
One (1) Movie Night/Food Trucks	\$2000
Easter Eggstravaganza	\$10,000
Fourth of July Parade & Community Celebration	\$10,000
Cutler Bay Open Charity Golf Tournament	\$14,000
Veterans Day Breakfast	\$2,0000
Wings Over the Bay Wing Competition	\$22,000
Senior Games, Luncheon and Health and Resource Fair	\$4,000
Holiday Golf Cart/Winter Celebration	\$14,000
Active Adults Programs and Activities	\$20,000
Back to School Splash/Robotics Exhibition	\$12,000

(*) The Department anticipates receiving approximately \$10,000 in sponsorships that will offset some of the costs of the Special Events listed above.

Goals

Personnel / Administration:

- Select and work with individuals and organizations to provide outstanding youth and adult sports leagues, and a variety of active and passive activities for all ages.
- Continue to explore grant opportunities for the development of existing park facilities.
- Continue to seek sponsorships and donations for programming, special events, and enhancement of parks.
- Continue to seek funding for the Cutler Bay Community Fund.



Strategic Goals:

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

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 active adult recreational activities at Franjo Park.
- Submit grant applications to various agencies for funding for enhancements to Lakes by the Bay Park and the Cutler Bay Wetlands.
- Increase sponsorship of Town-run special events by twenty-five (25%) over the previous year.

Significant budget changes in the FY 2021-22 budget include the following:

- **Salaries and Benefits** – **increased** primarily as a result of budgeted cost of living and merit-based pay rate changes and related fringe benefit costs.
- **Other Contractual Services** – **increased** (approx. \$24,500) primarily relating to increases in Town sponsored events (\$16,300), wetland area maintenance (\$1,800), summer camp activities (\$5,000), and adult/senior programs (\$5,000), offset by a decrease in general landscaping maintenance costs (\$3,600).

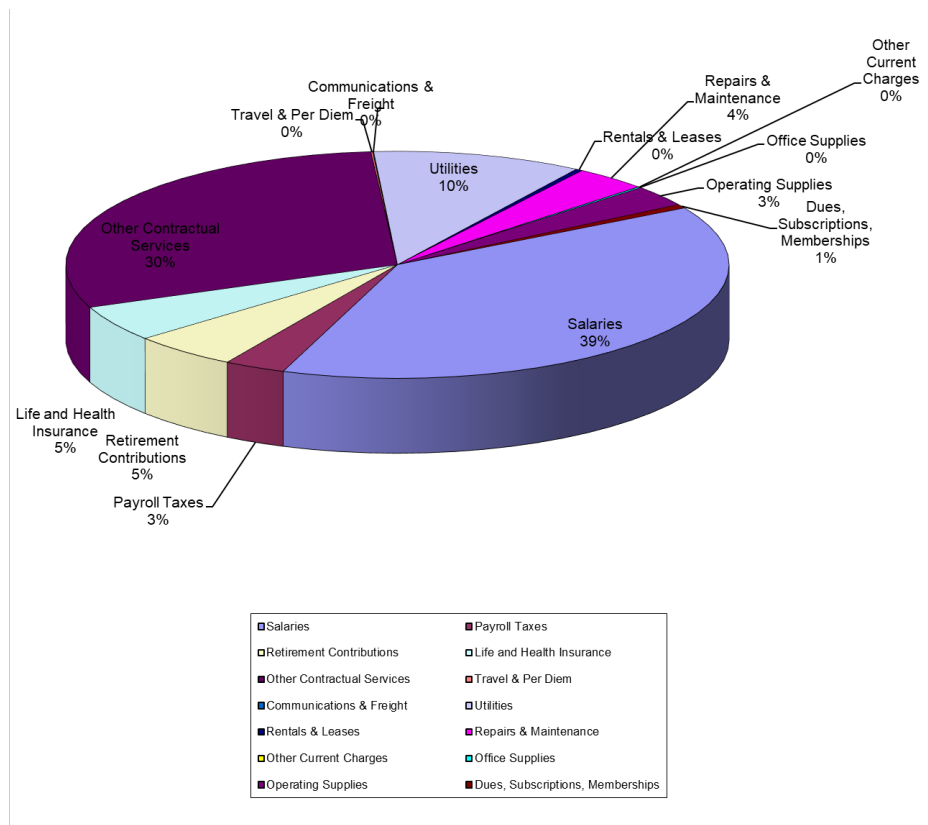




Parks and Recreation Budget Summary

CATEGORY	ACTUAL FY 2017-18	ACTUAL FY 2018-19	ACTUAL FY 2019-20	ADOPTED FY 2020-21	PROJECTED ACTUAL FY 2020-21	ADOPTED FY 2021-22
Salaries	\$ 632,609	\$ 644,438	\$ 659,996	\$ 819,490	\$ 810,000	\$ 865,237
Payroll Taxes	\$ 48,034	\$ 48,541	\$ 49,688	\$ 62,691	\$ 61,965	\$ 66,191
Retirement Contributions	\$ 64,432	\$ 64,777	\$ 76,519	\$ 108,993	\$ 108,000	\$ 115,110
Life and Health Insurance	\$ 86,402	\$ 79,710	\$ 89,310	\$ 113,500	\$ 100,000	\$ 113,500
Other Contractual Services	\$ 718,376	\$ 678,859	\$ 534,458	\$ 639,290	\$ 620,000	\$ 663,770
Travel & Per Diem	\$ 5,602	\$ 5,091	\$ 1,710	\$ 2,000	\$ 1,000	\$ 2,000
Communications & Freight	\$ 1,547	\$ 374	\$ 60	\$ 940	\$ 500	\$ 1,000
Utilities	\$ 156,392	\$ 162,475	\$ 121,142	\$ 222,214	\$ 215,000	\$ 227,259
Rentals & Leases	\$ 4,622	\$ 10,314	\$ 3,009	\$ 5,800	\$ 4,500	\$ 7,200
Repairs & Maintenance	\$ 166,290	\$ 71,915	\$ 67,871	\$ 74,900	\$ 75,000	\$ 79,000
Other Current Charges	\$ 672	\$ 860	\$ -	\$ 500	\$ 500	\$ 500
Office Supplies	\$ 4,565	\$ 6,531	\$ 3,518	\$ 2,500	\$ 2,500	\$ 3,000
Operating Supplies	\$ 57,399	\$ 52,744	\$ 43,474	\$ 61,000	\$ 70,000	\$ 66,500
Dues, Subscriptions, Memberships	\$ 11,081	\$ 8,942	\$ 12,429	\$ 12,150	\$ 12,000	\$ 12,530
Capital Outlay	\$ 59,469	\$ 55,946	\$ 49,888	\$ 40,000	\$ 77,000	\$ 40,000
TOTAL	\$ 2,017,492	\$ 1,891,517	\$ 1,713,071	\$ 2,165,968	\$ 2,157,965	\$ 2,262,797

Adopted Expenditures



Special Revenues Fund

Overview

The Town's special revenues are segregated from the General Fund revenues in the budget due to restrictions placed on the use of those revenues. Examples of such revenues include Town's share of the County's 2nd 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 rather are limited to capital costs for projects to expand capacity and relieve stress on infrastructure associated with development.

Local Option Gas Taxes

The Town receives a share of two (2) Local Option Gas Taxes imposed by Miami-Dade County, one of which, the Five-Cent Capital Improvement Local Option Gas Tax (of which only three cents is levied), is budgeted at approximately \$193,400 and is accounted for in the Special Revenues fund.

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



Impact Fees

On October 21, 2009, the Town Council adopted Ordinance No. 09-15, which imposes new impact fees within the Town. These fees relate to Parks, Police, Public Buildings, and Roads (Town-owned roads only). These new impact fees became effective on November 14, 2009. Simultaneously with enactment, the Ordinance repealed Chapter 33H Park Impact Fee Ordinance and Chapter 33I Police Services Impact Fee Ordinance of the Town Code of Ordinances in their entirety.

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



The five (5) different impact fee types are held in separate, interest bearing bank accounts, and use of these funds is restricted as per Town Ordinance No. 09-15 (i.e., generally expenditures that are capital in nature). For FY 2021-22, impact fees are budgeted as follows:

Parks Impact Fees	\$ 25,000
Police Impact Fees	\$ 1,000
Road Impact Fees	\$ 10,000
Public Building Impact Fees	\$ 10,000
Fire/Rescue Impact Fees	\$ -0-

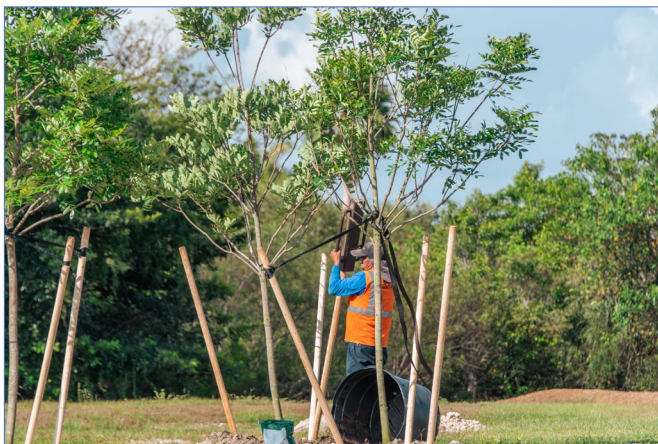
Special Revenues Fund Carryover

The Special Revenues Fund’s fund balance “carryover” brought into FY 2021-22 is budgeted at \$1.23 million. Revenues recorded in the Special Revenue Fund are restricted to specific uses. Unexpended Local Option Gas Taxes and Impact Fees that are carried over for current and future year projects represent most of the growth in the Special Revenues Fund. For the most part, these funds are restricted in their use and must be carefully monitored to assure proper and timely expenditure. Any unexpended funds carryover to future periods for expenditure on allowable items/projects.

The Town has planned several improvement projects that will entail expenditure of a portion of these funds in FY 2021-22. For example, \$150,000 of local option gas tax monies are scheduled to be used for Town-wide sidewalk repair/replacement, and road impact fees of \$45,000 are scheduled to be used for completion of a perimeter sidewalk at Lincoln City Park.

Also, various improvement projects are planned for FY 2021-22 that will be accounted for using other special revenue funds.

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



Transportation Projects

The FY 2021-22 budget reflects \$20,000 for completion of an update of the Town’s Transportation Master Plan and is being accounted for in the Transportation Fund. This is being funded by a transfer of People’s Transportation Plan (PTP) surtax funds transferred from the Citizens Independent Transportation Transit (CITT) Fund.

The Town entered into an Interlocal Agreement with Miami-Dade County for a “Complete Streets” project on Franjo Road. For FY 2021-22, approximately \$2.9 million has been budgeted for the design completion (\$100,000) and commencement of construction (\$2.8 million) of the project and is being funded by Miami-Dade County program grant funds (approximately \$2.45 million) and Town PTP match funding (approximately \$458,000). The FY 2021-22 budget also provides for the design of roadway improvements along S.W. 82 Avenue. The \$97,000 design cost is funded with Town PTP funds.

Transit Projects

The Town was awarded a State grant as part of a transit SMART Demo pilot project. The grant (\$192,500), along with Town matching funds transferred from the CITT Fund (\$192,500), are being account for in the Transit Fund. This grant will provide funding to implement Cutler Bay Business Express Service, providing residents to be “shuttled” to and from mass transit locations so as to reduce the number of vehicles on the roadways creating congestion. Other transit projects are scheduled to be accounted for the CITT Fund as they are being funded with the use of “PTP” surtax funds. See the following section for details.



Sidewalk Projects

The Town has budgeted \$45,000, funded with road impact fees, for the construction of a perimeter sidewalk around Lincoln City Park in FY 2021-22.

PTP – People’s Transportation Plan

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

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



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

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

For FY 2021-22, the Town has budgeted \$477,000 for roadway resurfacing projects, plus \$50,000 for the design of such projects, as well as \$175,000 in traffic calming projects. Transit-related projects in the FY 2021-22 budget include continued service operation of the Town's municipal circulator bus (\$325,000) and a transit corridor study (approximately \$50,400).

Additionally, the CITT Fund is budgeting approximately \$2,967,400 for transfers out to the Franjo Road JPA Fund (\$457,900), to the Transportation Fund (\$20,000 for the Transportation Master Plan update and \$97,000 for the SW 82nd Ave roadway improvement project), to the Transit Fund (\$192,500 for the SMART Demo project), and to the Stormwater Utility Fund (\$2.2 million) for various projects, including two (2) on-going drainage/roadway improvement projects - Cutler Ridge Sec. 3 (\$1,323,500) and Saga Bay stormwater 1.7 sub-basin (\$328,500) drainage projects which are partly eligible for PTP fund use, a swale improvement project at Whispering Pines Park (\$390,000), and for the design cost of another drainage/roadway improvement project along Caribbean Blvd from SW 87th Ave to SW 184th Street (\$158,000).

Grant Funded Park Programs

The Town was awarded funding from the Children's Trust to provide after-school care for eligible children in grades K-12. The funding level is \$185,636 and is renewable for five years. This grant partially funds the salary of one (1) full-time program coordinator, one (1) part-time certified teacher, and five (5) part-time youth program aides. This grant is accounted for in The Children's Trust Fund.

The Town has also budgeted \$135,700 for the Children's Trust summer S.T.E.M. Camp program. The funding is renewable for five years and provides a six (6) week summer camp for eligible middle school youth. This grant funds the salary of one (1) seasonal program coordinator, two (2) seasonal certified teachers, and two (2) seasonal youth program aides. This grant is accounted for in the Children's Trust - S.T.E.M. Camp Fund. The Town also has a grant in place from the Department of Juvenile Justice (DJJ), which supports the summer camp aid at the after-school program. Grant funding for FY 2021-22 is \$61,500 and is accounted for in the DJJ Fund.

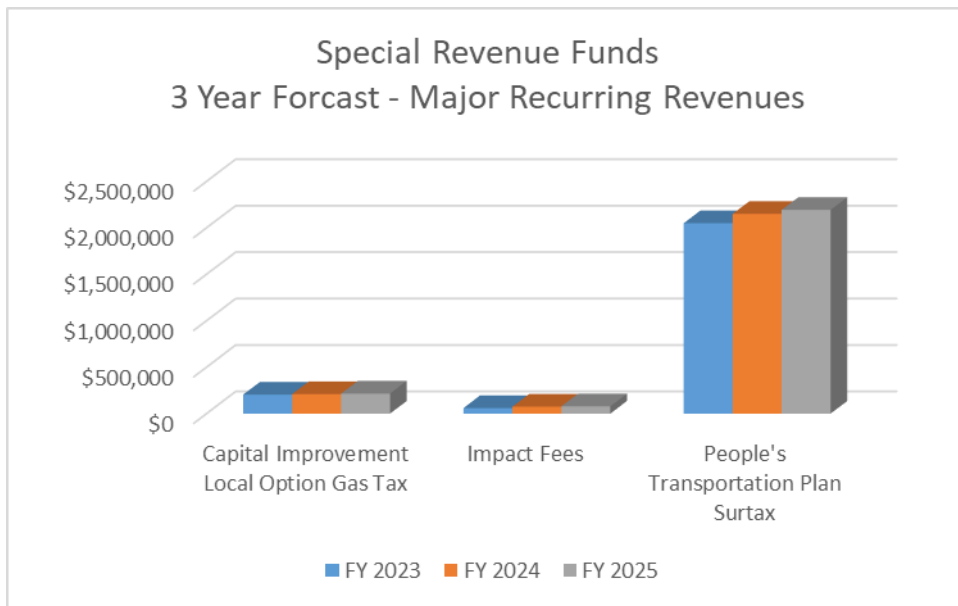




Revenue Trends

With limited exceptions, discussed below, the nature of Special Revenue Funds does not lend them to predictable forecasting of future revenues. Grants and Special Projects are *temporary* in nature and revenues may not extend past the current budget period or two and similar future opportunities for such grants and special projects are not predictable with reasonable certainty.

Some revenues, such as the Capital Improvement Local Option Gas Tax, Impact Fees, and PTP Surtaxes, can be reasonably projected based on historical trends and forecasted population growth. For these forecastable revenue sources, the Town is anticipating revenues to trend slightly higher in the upcoming fiscal years. The following chart highlights the anticipated trend:



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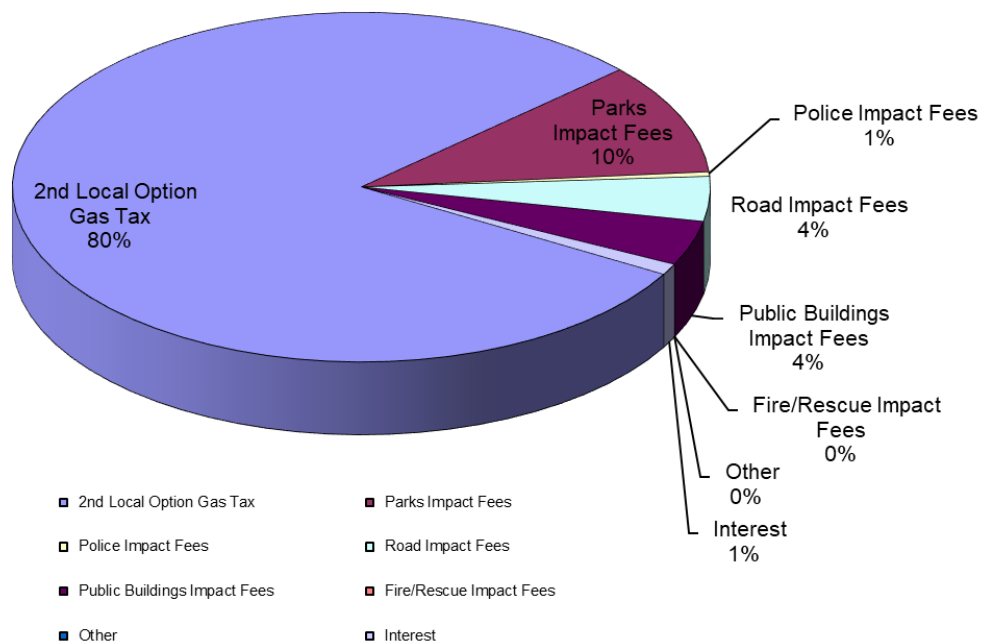


Special Revenues Fund Budget Summary

REVENUES AND INFLOWS:	ACTUAL FY 2017-18	ACTUAL FY 2018-19	ACTUAL FY 2019-20	ADOPTED FY 2020-21	PROJECTED ACTUAL FY 2020-21	ADOPTED FY 2021-22
FUND BALANCES, BEGINNING	\$ 1,800,881	\$ 1,576,662	\$ 1,575,527	\$ 1,169,467	\$ 1,286,651	\$ 1,236,251
2nd Local Option Gas Tax	\$ 221,813	\$ 221,748	\$ 190,194	\$ 180,661	\$ 185,000	\$ 193,435
Parks Impact Fees	\$ 22,553	\$ 33,610	\$ 10,191	\$ 25,000	\$ 13,500	\$ 25,000
Police Impact Fees	\$ 1,311	\$ 1,954	\$ 593	\$ 1,000	\$ 1,000	\$ 1,000
Road Impact Fees	\$ 3,409	\$ 5,081	\$ 1,540	\$ 10,000	\$ 2,600	\$ 10,000
Public Buildings Impact Fees	\$ 2,622	\$ 3,908	\$ 1,185	\$ 10,000	\$ 2,000	\$ 10,000
Fire/Rescue Impact Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest	\$ 5,105	\$ 13,826	\$ 9,111	\$ 2,500	\$ 1,500	\$ 2,500
TOTAL REVENUE AND INFLOWS	\$ 256,813	\$ 280,127	\$ 212,814	\$ 229,161	\$ 205,600	\$ 241,935

EXPENDITURES AND OUTFLOWS:	ACTUAL FY 2017-18	ACTUAL FY 2018-19	ACTUAL FY 2019-20	ADOPTED FY 2020-21	PROJECTED ACTUAL FY 2020-21	ADOPTED FY 2021-22
Miscellaneous	\$ -	\$ 160	\$ -	\$ -	\$ -	\$ -
Interfund Transfers Out	\$ 481,032	\$ 281,102	\$ 501,690	\$ 187,000	\$ 256,000	\$ 195,000
FUND BALANCES, ENDING	\$ 1,576,662	\$ 1,575,527	\$ 1,286,651	\$ 1,211,628	\$ 1,236,251	\$ 1,283,186

Adopted Expenditures





Special Revenues Fund

Project Summary

FUND	ACTUAL 2017-18	FY 2018-19	ACTUAL 2018-19	FY 2019-20	ACTUAL 2019-20	FY 2020-21	ADOPTED FY 2020-21	PROJECTED ACTUAL FY 2020-21	ADOPTED FY 2021-22
The Children's Trust - STEM Camp									
<i>Fund Balances, Beginning</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues and Inflows: Program Grant	\$ 126,507	\$ 116,428	\$ -	\$ -	\$ 135,700	\$ 135,700	\$ 135,700	\$ 135,700	\$ 135,700
Expenditures and Outflows: Children's Trust Program Costs	\$ 126,507	\$ 116,428	\$ -	\$ -	\$ 135,700	\$ 135,700	\$ 135,700	\$ 135,700	\$ 135,700
<i>Fund Balances, Ending</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
The Children's Trust Fund									
<i>Fund Balances, Beginning</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues and Inflows: After School Program Grant	\$ 127,514	\$ 181,486	\$ 157,013	\$ 185,636	\$ 185,636	\$ 185,636	\$ 185,636	\$ 185,636	\$ 185,636
Expenditures and Outflows: Children's Trust Program Costs	\$ 127,514	\$ 181,486	\$ 157,013	\$ 185,636	\$ 185,636	\$ 185,636	\$ 185,636	\$ 185,636	\$ 185,636
<i>Fund Balances, Ending</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
DJJ Fund									
<i>Fund Balances, Beginning</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues and Inflows: Program Grant	\$ 62,332	\$ 59,697	\$ 51,684	\$ 61,500	\$ 61,500	\$ 61,500	\$ 61,500	\$ 61,500	\$ 61,500
Expenditures and Outflows: Program Costs	\$ 62,332	\$ 59,697	\$ 51,684	\$ 61,500	\$ 61,500	\$ 61,500	\$ 61,500	\$ 61,500	\$ 61,500
<i>Fund Balances, Ending</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
The CITT Fund									
<i>Fund Balances, Beginning</i>	\$ 3,410,231	\$ 2,900,798	\$ 3,757,598	\$ 4,150,216	\$ 4,286,125	\$ 5,438,885	\$ 5,438,885	\$ 5,438,885	\$ 5,438,885
Revenues and Inflows: CITT Surtax	\$ 1,879,392	\$ 1,933,079	\$ 1,702,518	\$ 1,500,000	\$ 1,750,000	\$ 1,850,000	\$ 1,850,000	\$ 1,850,000	\$ 1,850,000
Revenues and Inflows: Interest	\$ 18,274	\$ 32,469	\$ 22,743	\$ 30,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Total Revenues and Inflows	\$ 1,897,666	\$ 1,965,548	\$ 1,725,261	\$ 1,530,000	\$ 1,760,000	\$ 1,860,000	\$ 1,860,000	\$ 1,860,000	\$ 1,860,000
Expenditures and Outflows:									
Expenditures and Outflows: Salaries and Benefits	\$ 19,233	\$ 20,100	\$ 21,884	\$ 22,480	\$ 22,480	\$ 22,480	\$ 22,480	\$ 22,480	\$ 22,480
Expenditures and Outflows: Professional Fees	\$ 95,987	\$ 30,064	\$ 38,801	\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ -
Expenditures and Outflows: Transportation	\$ 1,386,614	\$ 190,204	\$ 629,242	\$ -	\$ -	\$ 652,000	\$ -	\$ 652,000	\$ -
Expenditures and Outflows: Transit	\$ 729,036	\$ 367,154	\$ 331,570	\$ 445,400	\$ 325,000	\$ 375,400	\$ 325,000	\$ 375,400	\$ 375,400
Sub-total	\$ 2,230,870	\$ 607,522	\$ 1,021,497	\$ 467,880	\$ 347,480	\$ 1,099,856	\$ 347,480	\$ 1,099,856	\$ 1,099,856
Expenditures and Outflows: Interfund Transfers Out	\$ 176,229	\$ 501,226	\$ 175,237	\$ 2,172,056	\$ 259,760	\$ 2,967,374	\$ 259,760	\$ 2,967,374	\$ 2,967,374
Total Expenditures and Outflows	\$ 2,407,099	\$ 1,108,748	\$ 1,196,734	\$ 2,639,936	\$ 607,240	\$ 4,067,230	\$ 607,240	\$ 4,067,230	\$ 4,067,230
Fund Balances, Ending	\$ 2,900,798	\$ 3,757,598	\$ 4,286,125	\$ 3,040,280	\$ 5,438,885	\$ 3,231,655	\$ 5,438,885	\$ 3,231,655	\$ 3,231,655
Transportation Fund									
<i>Fund Balances, Beginning</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues and Inflows: Program Grant	\$ 290,085	\$ -	\$ -	\$ 100,000	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -
Revenues and Inflows: Interfund Transfer In	\$ 61,493	\$ -	\$ -	\$ 25,000	\$ 5,000	\$ 117,000	\$ 5,000	\$ 117,000	\$ 117,000
Total Revenues and Inflows	\$ 351,578	\$ -	\$ -	\$ 125,000	\$ 105,000	\$ 117,000	\$ 105,000	\$ 117,000	\$ 117,000
Expenditures and Outflows: Contractual Services	\$ 351,578	\$ -	\$ -	\$ 125,000	\$ 105,000	\$ 117,000	\$ 105,000	\$ 117,000	\$ 117,000
Total Expenditures and Outflows	\$ 351,578	\$ -	\$ -	\$ 125,000	\$ 105,000	\$ 117,000	\$ 105,000	\$ 117,000	\$ 117,000
Fund Balances, Ending	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Franjo Road JPA Fund									
<i>Fund Balances, Beginning</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues and Inflows: Program Grant	\$ -	\$ -	\$ -	\$ 541,786	\$ 441,786	\$ 2,454,752	\$ 441,786	\$ 2,454,752	\$ 2,454,752
Revenues and Inflows: Interfund Transfer In	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 457,874	\$ -	\$ 457,874	\$ -
Total Revenues and Inflows	\$ -	\$ -	\$ -	\$ 541,786	\$ 441,786	\$ 2,912,626	\$ 441,786	\$ 2,912,626	\$ 2,912,626
Expenditures and Outflows: Contractual Services	\$ -	\$ -	\$ -	\$ 541,786	\$ 441,786	\$ 2,912,626	\$ 441,786	\$ 2,912,626	\$ 2,912,626
Total Expenditures and Outflows	\$ -	\$ -	\$ -	\$ 541,786	\$ 441,786	\$ 2,912,626	\$ 441,786	\$ 2,912,626	\$ 2,912,626
Fund Balances, Ending	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transit Fund									
<i>Fund Balances, Beginning</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues and Inflows:									
Revenues and Inflows: Program Grant	\$ -	\$ -	\$ -	\$ 192,500	\$ -	\$ 192,500	\$ -	\$ 192,500	\$ -
Revenues and Inflows: Interfund Transfer In	\$ -	\$ -	\$ -	\$ 192,500	\$ -	\$ 192,500	\$ -	\$ 192,500	\$ -
Total Revenues and Inflows	\$ -	\$ -	\$ -	\$ 385,000	\$ -	\$ 385,000	\$ -	\$ 385,000	\$ -
Expenditures and Outflows: Contractual Services	\$ -	\$ -	\$ -	\$ 385,000	\$ -	\$ 385,000	\$ -	\$ 385,000	\$ -
Total Expenditures and Outflows	\$ -	\$ -	\$ -	\$ 385,000	\$ -	\$ 385,000	\$ -	\$ 385,000	\$ -
Fund Balances, Ending	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sidewalks Fund									
<i>Fund Balances, Beginning</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues and Inflows:									
Revenues and Inflows: Program Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues and Inflows: Interfund Transfer In	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000	\$ -	\$ 45,000	\$ -
Total Revenues and Inflows	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000	\$ -	\$ 45,000	\$ -
Expenditures and Outflows: Contractual Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000	\$ -	\$ 45,000	\$ -
Total Expenditures and Outflows	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000	\$ -	\$ 45,000	\$ -
Fund Balances, Ending	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Municipal Transportation Services

Overview

There are two (2) local transportation services available to residents and visitors to get around Cutler Bay at no cost: The Cutler Bay Local and GO Connect.

The Cutler Bay Local service began on September 5, 2012, and serves as the Town's municipal circulator, made possible by the People's Transportation Plan (PTP) and operated by Miami-Dade Transit (MDT). All major destinations in Cutler Bay area served by the Cutler Bay Local: Cutler Bay Town Center, South Dade Government Center, Southland Mall, South Miami-Dade Cultural Arts Center, Social Security Office, South Dade Shopping Center, Encompass Health, Old Cutler Town Shopping Center. Residents can connect with the South Miami-Dade Transitway, with Metrobus service north to Metrorail, and south to Florida City/ Homestead. The route operates Monday through Saturday from 8:40 AM to 4:40 PM, and Sunday from 10:40 AM to 3:40 PM.

The Go Connect on-demand service began on Dec 14, 2020, and serves as a public transit service, providing residents and visitors with rides to and from the South Dade Transitway and anywhere within Cutler Bay Town boundaries for free. This service is made possible through a partnership with Miami-Dade County DTPW and Via, the leader in TransitTech solutions, and is being funded through a \$577,500 Florida Department of Transportation and Miami-Dade Transportation Planning Organization grant designated by the Citizens' Independent Transportation Trust (CITT) and will be matched by the Town. Go Connect operates Monday through Friday from 5:30 AM to 8:00 PM.



Municipal Program Background History

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

Connectivity

The vision of the partnership (Cutler Bay Local and GO Connect) is to implement current technology to expand access to public transit countywide, alleviating congestion, reducing greenhouse gas emissions, and improving affordable mobility options without the need for a private vehicle.



Capital Projects Fund

Overview

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

The capital budget represents the expenditures that the Town will incur in the current fiscal year. Projects may be completed within one year or can span multi-years and be part of the Town's multi-year Capital Improvement Plan. The Town's Capital Improvement Plan serves the dual role as a planning document for future year expenditures and a component of the Growth Management Plan. Additionally, the Town monitors grant opportunities and applies for those which may be of benefit to the Town. If awarded, the Town will commence planning and budgeting for such projects. The Town only budgets for projects that are fully funded by an identified revenue source (grant, impact fees, etc.).

No projects were budgeted in FY 2021-22 for the Capital Projects Fund.

Revenue Trends

The Town has historically funded its capital projects with impact fees and capital improvement local option gas taxes, both special revenue sources discussed in the Special Revenue Fund section, and, to some extent, with General Fund contributions. Grant funding, when obtained, has also been utilized but its availability is highly variable and not reasonably predictable.

At this time, it is not feasible to reasonably forecast future grant opportunities given budgetary constraints at both State and Federal levels. Further, even if specific grant opportunities were available, it would be difficult, at best, to determine whether or not they could even be successfully obtained by the Town as there would be much competition for those limited resources. The forecast of special revenue fund revenues (i.e., the Impact Fees and Capital Improvement gas taxes) was addressed in the Special Revenue Fund section.

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Capital Projects Fund Budget Summary

REVENUES AND INFLOWS:	ACTUAL FY 2017-18	ACTUAL FY 2018-19	ACTUAL FY 2019-20	ADOPTED FY 2020-21	PROJECTED ACTUAL FY 2020-21	ADOPTED FY 2021-22
FUND BALANCES, BEGINNING	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interfund Transfers In	\$ 72,743	\$ 580,251	\$ 1,011,943	\$ 1,397,000	\$ 1,935,402	\$ -
Grants	\$ -	\$ -	\$ 200,000	\$ 400,000	\$ 200,000	\$ -
TOTAL REVENUES AND INFLOWS	\$ 72,743	\$ 580,251	\$ 1,211,943	\$ 1,797,000	\$ 2,135,402	\$ -

EXPENDITURES AND OUTFLOWS:	ACTUAL FY 2017-18	ACTUAL FY 2018-19	ACTUAL FY 2019-20	ADOPTED FY 2020-21	PROJECTED ACTUAL FY 2020-21	ADOPTED FY 2021-22
Improvements	\$ 72,743	\$ 580,251	\$ 1,211,943	\$ 1,797,000	\$ 2,135,402	\$ -
FUND BALANCES, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



Stormwater Utility Fund

Budget Overview

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

Upon transferring the stormwater utility from the County, the Town Council kept the utility billing rate the same as it was when owned and operated by County’s Stormwater Utility. This activity is projected to be self-sufficient as the anticipated revenues of \$1,025,000 plus accumulated earnings are projected to cover anticipated recurring expenditures. The stormwater revenues were estimated from projections provided by the Miami-Dade County Water & Sewer Department.

For FY 2021-22, the Town has budgeted the construction of two (2) significant drainage improvement projects, the Saga Bay Sub-Basin 1.7 resurfacing and drainage project and the Cutler Ridge Section 3 roadway and drainage project.

The Saga Bay Sub-Basin 1.7 improvement project is currently under construction and the FY 2021-22 budget of approximately \$928,500 is funded by a \$600,000 Florida Department of Environmental Protection grant and Town PTP match funds (\$328,500). The Cutler Ridge Section 3 project has a FY 2021-22 budget of \$1,773,500 and is funded by a State grant (\$200,000), Stormwater fees (\$250,000), and Town PTP funds (\$1,323,500).

The Town’s FY 2021-22 budget also provides for a \$390,000 swale improvement project adjacent to Whispering Pines Park (funded with Town PTP funds), as well as \$158,000 for the design of an upcoming roadway/drainage project on Caribbean Blvd between S.W. 87 Ave and S.W. 184 Street (also funded with Town PTP funds).



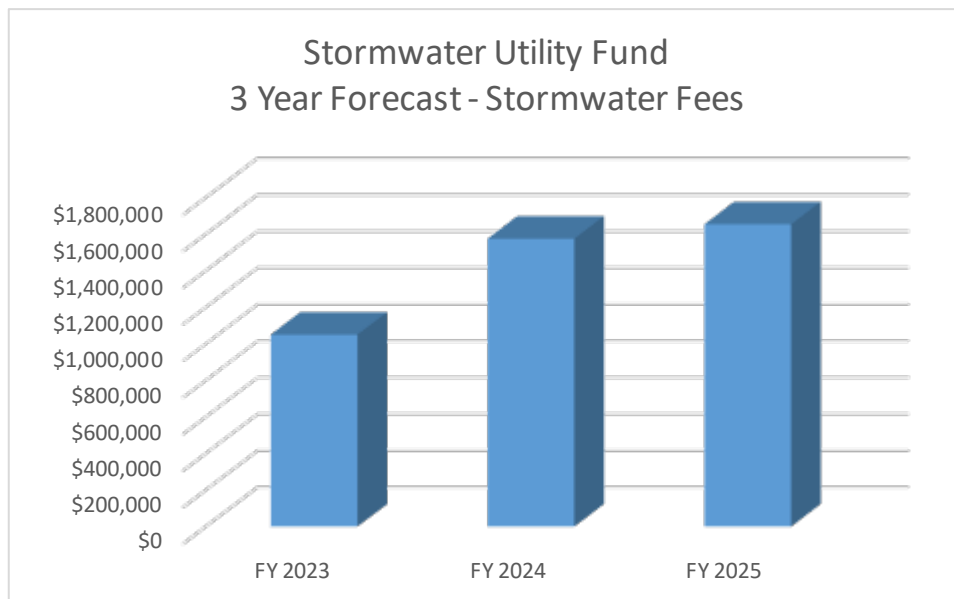


The Town has updated the Flood Mitigation Plan (FMP) as well as the Program for Public Information (PPI), and developed a Repetitive Loss Area Analysis (RLAA) which were adopted on November 17, 2021, via Town Resolutions No. 21-77, 21-78, and 21-79 respectively which were funded through the Stormwater Utility Fund. The Town’s updated Flood Mitigation Plan identified Sixteen (16) projects which potentially reduce or eliminate risk to people and property from flood hazards. The recently adopted flood mitigation plan helped the Town improve its current FEMA Community Rating System (CRS) Class Rating of four (4) to a CRS Class Rating of three (3), which will become effective April 01, 2023. This will result in thirty-five percent (35%) savings on all flood insurance premiums located in a Special Flood Hazard Area (SFHA) within the Town.

The Town’s Stormwater Utility fund will finance the projects identified in the adopted Flood Mitigation Plan Project bank. In addition, Town Staff will continue to seek out grant opportunities for street drainage improvements to reduce and eliminate the discharge of hazardous pollutants in the sub-basins identified in the adopted 2007 Stormwater Master Plan.

Revenue Trends

The Town’s primary revenue source for the Stormwater Utility Fund is stormwater fees assessed on the water utility bills (billed by Miami-Dade County on behalf of the Town). The Town does not currently anticipate raising the per-unit fee over the upcoming years. However, given anticipated population growth in the Town it is expected that stormwater fee revenue will trend higher. The following chart highlights the anticipated trend.





Stormwater Utility Fund

Budget Summary

REVENUES AND INFLOWS:	ACTUAL FY 2017-18	ACTUAL 2018-19	FY ACTUAL FY 2019-20	ADOPTED FY 2020-21	PROJECTED ACTUAL FY 2020-21	ADOPTED FY 2021-22
FUND BALANCES, BEGINNING	\$ 4,855,722	\$ 4,899,347	\$ 5,523,816	\$ 5,122,600	\$ 5,359,915	\$ 5,095,410
Stormwater Billings	\$ 1,037,701	\$ 1,028,455	\$ 1,011,443	\$ 1,025,000	\$ 1,025,000	\$ 1,025,000
Grants	\$ 158,629	\$ 380,371	\$ 17,141	\$ 800,000	\$ -	\$ 800,000
Non-operating revenues and capital contributions	\$ 5,057	\$ 3,848	\$ 326	\$ -	\$ -	\$ -
SUBTOTAL	\$ 1,201,387	\$ 1,412,674	\$ 1,028,910	\$ 1,825,000	\$ 1,025,000	\$ 1,825,000
Transfers In	\$ 38,878	\$ 316,941	\$ 86,287	\$ 1,947,406	\$ 220,500	\$ 2,200,000
TOTAL REVENUES AND INFLOWS	\$ 1,240,265	\$ 1,729,615	\$ 1,115,197	\$ 3,772,406	\$ 1,245,500	\$ 4,025,000

EXPENDITURES AND OUTFLOWS:	ACTUAL FY 2017-18	ACTUAL 2018-19	FY ACTUAL FY 2019-20	ADOPTED FY 2020-21	PROJECTED ACTUAL FY 2020-21	ADOPTED FY 2021-22
Salaries and benefits	\$ 267,083	\$ 271,500	\$ 299,896	\$ 317,399	\$ 317,405	\$ 323,114
Operating expenses	\$ 863,732	\$ 772,063	\$ 922,005	\$ 1,135,139	\$ 1,139,600	\$ 1,422,639
Capital outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt service	\$ 65,825	\$ 61,583	\$ 57,197	\$ 53,000	\$ 53,000	\$ 50,000
TOTAL EXPENDITURES AND OUTFLOWS	\$ 1,196,640	\$ 1,105,146	\$ 1,279,098	\$ 1,505,538	\$ 1,510,005	\$ 1,795,753

FUND BALANCES, ENDING	\$ 4,899,347	\$ 5,523,816	\$ 5,359,915	\$ 7,389,468	\$ 5,095,410	\$ 7,324,657
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APPENDIX “A”

FULL-TIME POSITIONS BY DEPARTMENT

Appendix A

Full-Time Positions by Department

DEPARTMENT	PRIOR FY19-20	CURRENT FY20-21	NET POSITION CHANGES	ADOPTED FY 21-22
<i>General Fund:</i>				
Mayor and Council	5	5	0	5
Town Clerk	3	3	0	3
Town Attorney	0	0	0	0
General Government	6	6	0	6
Finance	3	3	0	3
Community Development	6	6	1	7
Public Works	4	4	0	4
Community Services and Parks	7	7	0	7
Town Hall Building	1	0	0	0
Total Full-Time Staff Positions	30	29	1	30
<i>The Children's Trust Grant Fund</i>	<i>1</i>	<i>1</i>	<i>0</i>	<i>1</i>
<i>Stormwater Fund</i>	<i>2</i>	<i>2</i>	<i>0</i>	<i>2</i>
<i>Police Services*</i>	<i>60</i>	<i>60</i>	<i>0</i>	<i>60</i>
<i>*(via contract with Miami-Dade County)</i>				





APPENDIX “B”

FUND BALANCE RESERVE POLICY ANNUAL CERTIFICATION



Office of the Town Manager

Rafael G. Casals, ICMA-CM, CFM
Town Manager

MEMORANDUM

To: Honorable Mayor and Town Council

From: Rafael G. Casals, ICMA-CM, CFM, Town Manager
Robert Daddario, CPA, CGMA, Finance Director

Date: September 22, 2020

Re: **Fund Balance Reserve Policy Annual Certification Pursuant to Ordinance #13-06 (As Amended)**

On October 21, 2015, the Town adopted Ordinance #15-07, which amended Ordinance #13-06 adopted on April 17, 2013 establishing a Fund Balance Reserve Policy. Ordinance #13-06, as amended, requires both the Town Manager and Finance Director to certify, as part of the annual budget adoption process, that the adopted budget complies with the provisions of the Ordinance.

Below is an excerpt of Section VI, which requires an Annual Certification:

***“Annual Review and Compliance Certification.** Compliance with the provisions of this policy shall be reviewed as a part of the annual budget adoption process. The budget presented to the Town Council for consideration and deliberation will include a calculation demonstrating compliance with this fund balance policy and the Town Manager and Finance Director shall include in the budget book written certification signifying that the adopted budget complies with the provisions of this policy.”*

Section II of the Ordinance, as amended, provides that the Town maintain a reservation of fund balance equal to a minimum of seventeen percent (17%) of the next Fiscal Year’s operating expenditure budget for the General Fund. The amount so determined will be set aside in an unassigned fund balance category called “reserve for contingencies and emergencies”.

Based on the **Adopted** FY 2020-21 budget presented to the Town Council on September 22, 2020, General Fund operating expenditures, as defined, total \$19,215,391, seventeen percent (17%) of which would yield a minimum reserve of \$3,266,616. The **adopted** General Fund budget for FY 2020-21, based on the **adopted** millage rate of 2.6198 mills, provides for an unassigned fund balance amount of \$9,997,895 for contingencies and emergencies.

This memorandum is being issued to certify that the **Adopted** budget complies with the provisions of the Fund Balance Reserve Ordinance, as amended. Based on the calculation in the preceding paragraph, the **Adopted** FY 2020-21 General Fund budget is in compliance with the Town’s Fund Balance Reserve Ordinance.



ORDINANCE 13-06

AN ORDINANCE OF THE MAYOR AND TOWN COUNCIL OF THE TOWN OF CUTLER BAY, FLORIDA, REGARDING BUDGETING AND RESERVES; REQUIRING THE ESTABLISHMENT OF A RESERVE FUND BALANCE OF THE TOWN'S ANNUAL GENERAL FUND BUDGET; PROVIDING FOR REPLENISHMENT OF DEFICITS IN THE RESERVE; AND ESTABLISHING CRITERIA FOR USE OF THE RESERVE; PROVIDING FOR SEVERABILITY; PROVIDING FOR INCLUSION IN THE CODE; REPEALING CONFLICTING ORDINANCES; AND PROVIDING FOR AN EFFECTIVE DATE

WHEREAS, the Town Council for the Town of Cutler Bay (the "Town") endorses the continued implementation of sound financial policies, practices and fiscal responsibility; and

WHEREAS, the Town Council has determined that a reserve policy tailored to the particular needs of the Town is the most prudent way to insure against unanticipated events which would adversely affect the financial condition of the Town and jeopardize the continuation of necessary public services; and

WHEREAS, it is essential that the Town Council maintain adequate reserves in its General Fund to provide the capacity to: (1) provide sufficient cash flow for daily financial needs, (2) secure and maintain investment grade bond ratings, (3) offset significant economic downturns or revenue shortfalls, and (4) provide funds for unforeseen expenditures related to catastrophic and other unscheduled emergencies; and

WHEREAS, the Town Council has not previously adopted a formal fund balance reserve policy and desires by means of this Ordinance to adopt a sound financial policy to ensure the Town is financially responsible by maintaining a reserve; and

WHEREAS, the Town Council finds that the adoption of this Ordinance is in the best interest and welfare of the residents of the Town.

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND TOWN COUNCIL OF THE TOWN OF CUTLER BAY, FLORIDA, AS FOLLOWS:

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

Section 2. Fund Balance Reserve. The Town Council hereby adopts an Ordinance entitled "Fund Balance Reserve" as follows:

FUND BALANCE RESERVE

Section I. Purpose

To establish a fund balance policy tailored to the needs of the Town to insure against unanticipated events that would adversely affect the financial condition of the Town and jeopardize the continuation of necessary public services. This policy will ensure the Town maintains adequate fund balance and reserves in the Town's General Fund, its primary "operating fund", to provide the capacity to: (1) provide sufficient cash flow for daily financial needs, (2) secure and maintain investment grade bond ratings, (3) offset significant economic downturns and revenue shortfalls, and (4) provide funds for unforeseen expenditures related to emergencies.

Section II. General Fund Reserves

The Town shall maintain a reservation of fund balance equal to a minimum of **ten percent (10%)** of the next fiscal year's **operating** expenditure budget for the General Fund (i.e., excluding capital outlay and debt service expenditures as well as transfers out). The amount so determined will be set aside in an unassigned fund balance category (described in section V. below) called "reserve for contingencies and emergencies".

For the purposes of the calculation, the next fiscal year's budget shall be the budget as originally adopted by Resolution on or before September 30th for the subsequent fiscal year. The reserve shall be in addition to all other fund balance classifications such as Non-Spendable, Restricted, Committed, and Assigned, as well as in addition to any other unassigned fund balance items. In any fiscal year where the Town is unable to fund the reservation of fund balance as required in this section, the Town shall not budget any amount of un-appropriated fund balance for the purpose of balancing the budget.

Section III. Utilization of Surplus Reserves In the event that the unassigned fund balance exceeds the amount set forth above, the excess may be utilized for any lawful purpose. Nevertheless, it is recommended that priority be given to utilizing the excess within the fund in which it was generated. The excess funds may also be used for one-time costs, including the establishment of, or increase in, any other unassigned fund balance line items, as well as to provide for an increase in the amount of the reserve for contingencies and emergencies to an amount in excess of that computed in Section II above.

Section IV. Replenishment of Reserve Deficits If, at the end of any fiscal year, the actual amount of unassigned fund balance falls below the required fund levels set forth herein, the Town Manager shall prepare and submit a plan for expenditure or expense reductions and / or revenue increases to the Town Council. As a part of the annual budget review, the Town Council shall review and, if necessary, amend the plan submitted by the Town Manager for restoring the amount of unassigned fund balance to the required level. Any deficit in the required amount must be restored no later than the end of the second fiscal year following the occurrence.

Section V. Fund Balance Hierarchy

Non-spendable — Amounts that cannot be spent either because they are in non-

spendable form or because they are legally or contractually required to be maintained intact.

Restricted — Amounts that can be spent only for specific purposes because of constitutional provisions or enabling legislation or because of constraints that are externally imposed by creditors, grantors, contributors, or the laws or regulations of other governments.

Committed — Amounts that can be used only for specific purposes determined by a formal action of the Town Council. The Town Council is the highest level of decision-making authority for the Town. Commitments may be established, modified, or rescinded only through ordinances or resolutions approved by the Town Council.

Assigned — Amounts that do not meet the criteria to be classified as restricted or committed but that are intended to be used for specific purposes. Under the Town's adopted policy, only the Town Council may assign amounts for specific purposes.

Unassigned — All other spendable amounts.

When an expenditure is incurred for purposes for which both restricted and unrestricted fund balance is available, the Town considers restricted funds to have been spent first. When an expenditure is incurred for which committed, assigned, or unassigned fund balances are available, the Town considers amounts to have been spent first out of committed funds, then assigned funds, and finally unassigned funds, as needed, unless the Town Council has provided otherwise in its commitment or assignment actions.

Section VI. Annual Review and Compliance Certification Compliance with the provisions of this policy shall be reviewed as a part of the annual budget adoption process. The budget presented to the Town Council for consideration and deliberation will include a calculation demonstrating compliance with this fund balance policy and the Town Manager and Finance Director shall include in the budget book written certification signifying that the adopted budget complies with the provisions of this policy.

Section 3. Severability The provisions of this Ordinance are declared to be severable and if any section, sentence, clause or phrase of this Ordinance shall for any reason be held to be invalid or unconstitutional, such decision shall not affect the validity of the remaining sections, sentences, clauses, and phrases of this Ordinance but they shall remain in effect, it being the legislative intent that this Ordinance shall stand notwithstanding the invalidity of any part.

Section 4. Inclusion In The Code It is the intention of the Town Council that the provisions of this Ordinance shall become and made a part of the Town of Cutler Bay Code; that the sections of this Ordinance may be renumbered or re-lettered to accomplish such intentions; and that the word "Ordinance" shall be changed to "Section" or other appropriate word.

Section 5. Conflicts Any and all ordinances or parts of ordinances in conflict herewith are hereby repealed.

Section 6. Effective Date This Ordinance shall be effective immediately upon adoption on second reading.

PASSED on first reading this 20th day of March, 2013.

PASSED AND ADOPTED on second reading this 17th day of April, 2013.

EDWARD P. MACDOUGALL
Mayor

Attest:

DEBRA E. EASTMAN, MMC
Town Clerk



APPROVED AS TO FORM AND LEGAL
SUFFICIENCY FOR THE SOLE USE OF
THE TOWN OF CUTLER BAY:

WEISS SEROTA HELFMAN
PASTORIZA COLE & BONISKE, P.L.
Town Attorney

Moved By: Council Member Bell
Seconded By: Council Member Mixon

FINAL VOTE AT ADOPTION

- Mayor Edward P. MacDougall yes
- Vice Mayor Ernest N. Sochin absent
- Councilmember Peggy R. Bell yes
- Councilmember Sue Ellen Loyzelle yes
- Councilmember Mary Ann Mixon yes

ORDINANCE 15-07

AN ORDINANCE OF THE MAYOR AND TOWN COUNCIL OF THE TOWN OF CUTLER BAY, FLORIDA, REGARDING BUDGETING AND RESERVES; AMENDING ORDINANCE 13-06 TO INCREASE THE MINIMUM RESERVE PERCENTAGE FOR THE RESERVE FUND BALANCE OF THE TOWN'S ANNUAL GENERAL FUND BUDGET; PROVIDING FOR SEVERABILITY; PROVIDING FOR INCLUSION IN THE CODE; REPEALING CONFLICTING ORDINANCES; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the Town Council for the Town of Cutler Bay (the "Town") endorses the continued implementation of sound financial policies, practices and fiscal responsibility; and

WHEREAS, the Town Council has determined that a reserve policy tailored to the particular needs of the Town is the most prudent way to insure against unanticipated events which would adversely affect the financial condition of the Town and jeopardize the continuation of necessary public services; and

WHEREAS, it is essential that the Town Council maintain adequate reserves in its General Fund to provide the capacity to: (1) provide sufficient cash flow for daily financial needs, (2) secure and maintain investment grade bond ratings, (3) offset significant economic downturns or revenue shortfalls, and (4) provide funds for unforeseen expenditures related to catastrophic and other unscheduled emergencies; and

WHEREAS, the Town Council has previously adopted Ordinance 13-06 to establish a formal fund balance reserve policy and desires by means of this Ordinance to amend Ordinance 13-06 to increase the minimum fund balance reserve percentage to ensure the Town is financially responsible by maintaining a reserve; and

WHEREAS, the Town Council finds that the adoption of this Ordinance is in the best interest and welfare of the residents of the Town.

NOW, THEREFORE, BE IT ORDAINED BY THE MAYOR AND TOWN COUNCIL OF THE TOWN OF CUTLER BAY, FLORIDA, AS FOLLOWS:

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

Section 2. Fund Balance Reserve. The Town Council hereby amends Ordinance 13-06, Section 2. Fund Balance Reserve, Section II. General Fund Reserves, as follows:

Section II. General Fund Reserves

The Town shall maintain a reservation of fund balance equal to a minimum of ~~ten percent (10%) fifteen percent (15%)~~ **seventeen percent (17%)** of the next fiscal year's **operating** expenditure budget for the General Fund (i.e., excluding capital outlay and debt service expenditures as well as transfers out). The amount so determined will be set aside in an unassigned fund balance category (described in section V. below) called "reserve for contingencies and emergencies".

For the purposes of the calculation, the next fiscal year's budget shall be the budget as originally adopted by Resolution on or before September 30th for the subsequent fiscal year. The reserve shall be in addition to all other fund balance classifications such as Non-Spendable, Restricted, Committed, and Assigned, as well as in addition to any other unassigned fund balance items. In any fiscal year where the Town is unable to fund the reservation of fund balance as required in this section, the Town shall not budget any amount of un-appropriated fund balance for the purpose of balancing the budget.

Section 3. Severability The provisions of this Ordinance are declared to be severable and if any section, sentence, clause or phrase of this Ordinance shall for any reason be held to be invalid or unconstitutional, such decision shall not affect the validity of the remaining sections, sentences, clauses, and phrases of this Ordinance but they shall remain in effect, it being the legislative intent that this Ordinance shall stand notwithstanding the invalidity of any part.


Section 4. Inclusion In The Code It is the intention of the Town Council that the provisions of this Ordinance shall become and made a part of the Town of Cutler Bay Code; that the sections of this Ordinance may be renumbered or re-lettered to accomplish such intentions; and that the word "Ordinance" shall be changed to "Section" or other appropriate word.

Section 5. Conflicts Any and all ordinances or parts of ordinances in conflict herewith are hereby repealed.

Section 6. Effective Date This Ordinance shall be effective immediately upon adoption on second reading.

PASSED on first reading this 16th day of September, 2015.

PASSED AND ADOPTED on second reading this 21st day of October, 2015.



PEGGY R. BELL
Mayor

Attest:

Jacqueline N. Wilson
JACQUELINE N. WILSON
Town Clerk



APPROVED AS TO FORM AND LEGAL
SUFFICIENCY FOR THE SOLE USE OF
THE TOWN OF CUTLER BAY:

Carl F. Weiss
WEISS SEROTA HELFMAN
COLE & BIERMAN, P.L.
Town Attorney

Moved By: Vice Mayor Sochin
Seconded By: Council Member Loyzelle

FINAL VOTE AT ADOPTION

Mayor Peggy R. Bell	YES
Vice Mayor Ernest N. Sochin	YES
Council Member Roger Coriat	YES
Council Member Sue Ellen Loyzelle	YES
Council Member Mary Ann Mixon	YES

450 South Orange Avenue, Suite 460
Orlando, FL 32801
407.426.9611 Main
407.426.7835 Fax

Edward D. Stull, Jr.
Managing Director
ed.stull@firstsw.com

Date: August 25, 2015
To: Robert Daddario, Town of Cutler Bay Finance Director
Subject: Comments on Unrestricted Fund Balance Reserve Policy Change

The purpose of this memo is to provide commentary on the Town of Cutler Bay’s proposed Unrestricted Fund Balance Reserve Policy change from a level of 10% to 15% in connection with the proposed budget for FY 2015-2016. As you know, formalized policies, such as a Fund Balance Reserve Policy, a Debt Management Policy and an Investment Policy, are important in showing that the Town has strong financial management oversight. Over the past few years, the financial management component has been increasingly important to the financial markets and the rating agencies. In addition, the levels of fund balance in a municipalities’ general fund can be an essential component of its overall creditworthiness.

In the Government Finance Officers Association’s (“GFOA”) best practice publication titled “Determining the Appropriate Level of Unrestricted Fund Balance in the General Fund”, it recommends at a minimum, that general purpose governments, regardless of size, maintain unrestricted fund balance in their general fund of no less than two (2) months (16.67%) of regular general fund operating revenues or regular general fund operating expenditures. The GFOA recommends that in establishing a policy, a government should consider the following factors:

- The predictability of revenues and volatility of expenditures;
- Exposure to significant one-time outlays (e.g. disasters, immediate capital needs, state budget cuts);
- Potential drain upon general fund resources from other funds (such as enterprise funds)
- Liquidity needs
- Prior commitments or assignments

Based upon the above referenced factors, it appears that the Unrestricted Fund Balance Reserve Policy change from 10% to 15% is a step in the right direction and would be recommended as the minimum increase. Because of the Town’s geographic location, the exposure to significant one-time outlays as a result of natural disasters might make a case for a higher Unrestricted Fund Balance Reserve Policy, even higher than the 16.67% recommended by the GFOA. Because there is often a delay in the timing of funding from FMEA for clean-up efforts after a natural disaster, an alternative would be to establish a separate “rainy day” reserve fund (in addition to the unassigned fund balance levels) in the amount that it is estimated to fund the clean-up after a significant event.



GFOA Best Practice

Determining the Appropriate Level of Unrestricted Fund Balance in the General Fund

Background. Accountants employ the term *fund balance* to describe the net assets of governmental funds calculated in accordance with generally accepted accounting principles (GAAP). Budget professionals commonly use this same term to describe the net assets of governmental funds calculated on a government's budgetary basis.¹ In both cases, fund balance is intended to serve as a measure of the financial resources available in a governmental fund.

Accountants distinguish up to five separate categories of fund balance, based on the extent to which the government is bound to honor constraints on the specific purposes for which amounts can be spent: *nonspendable fund balance*, *restricted fund balance*, *committed fund balance*, *assigned fund balance*, and *unassigned fund balance*.² The total of the last three categories, which include only resources without a constraint on spending or for which the constraint on spending is imposed by the government itself, is termed *unrestricted fund balance*.

It is essential that governments maintain adequate levels of fund balance to mitigate current and future risks (e.g., revenue shortfalls and unanticipated expenditures) and to ensure stable tax rates. Fund balance levels are a crucial consideration, too, in long-term financial planning.

In most cases, discussions of fund balance will properly focus on a government's general fund. Nonetheless, financial resources available in other funds should also be considered in assessing the adequacy of unrestricted fund balance (i.e., the total of the amounts reported as committed, assigned, and unassigned fund balance) in the general fund.

Credit rating agencies monitor levels of fund balance and unrestricted fund balance in a government's general fund to evaluate a government's continued creditworthiness. Likewise, laws and regulations often govern appropriate levels of fund balance and unrestricted fund balance for state and local governments.

Those interested primarily in a government's creditworthiness or economic condition (e.g., rating agencies) are likely to favor increased levels of fund balance. Opposing pressures often come from unions, taxpayers and citizens' groups, which may view high levels of fund balance as "excessive."

Recommendation. GFOA recommends that governments establish a formal policy on the level of unrestricted fund balance that should be maintained in the general fund.³ Such a guideline should be set by the appropriate policy body and should provide both a temporal framework and specific plans for increasing or decreasing the level of unrestricted fund balance, if it is inconsistent with that policy.⁴

The adequacy of unrestricted fund balance in the general fund should be assessed based upon a government's own specific circumstances. Nevertheless, GFOA recommends, at a minimum, that general-purpose governments, regardless of size, maintain unrestricted fund balance in their general fund of no less than two months of regular general fund operating revenues or regular general fund operating expenditures.⁵ The choice of revenues or expenditures as a basis of comparison may be dictated by what is more predictable in a government's particular circumstances.⁶ Furthermore, a government's particular situation often may require a level of unrestricted fund balance in the general fund significantly in excess of this recommended minimum level. In any case, such measures should be applied within the context of long-term forecasting, thereby avoiding the risk of placing too much emphasis upon the level of unrestricted fund balance in the general fund at any one time.

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

- The predictability of its revenues and the volatility of its expenditures (i.e., higher levels of unrestricted fund balance may be needed if significant revenue sources are subject to unpredictable fluctuations or if operating expenditures are highly volatile);
- Its perceived exposure to significant one-time outlays (e.g., disasters, immediate capital needs, state budget cuts);
- The potential drain upon general fund resources from other funds as well as the availability of resources in other funds (i.e., deficits in other funds may require that a higher level of unrestricted fund balance be maintained in the general fund, just as, the availability of resources in other funds may reduce the amount of unrestricted fund balance needed in the general fund);⁷
- Liquidity (i.e., a disparity between when financial resources actually become available to make payments and the average maturity of related liabilities may require that a higher level of resources be maintained); and
- Commitments and assignments (i.e., governments may wish to maintain higher levels of unrestricted fund balance to compensate for any portion of unrestricted fund balance already committed or assigned by the government for a specific purpose).

Furthermore, governments may deem it appropriate to exclude from consideration resources that have been committed or assigned to some other purpose and focus on unassigned fund balance rather than on unrestricted fund balance.

Naturally, any policy addressing desirable levels of unrestricted fund balance in the general fund should be in conformity with all applicable legal and regulatory

constraints. In this case in particular, it is essential that differences between GAAP fund balance and budgetary fund balance be fully appreciated by all interested parties.

Notes:

- 1 For the sake of clarity, this recommended practice uses the terms GAAP fund balance and budgetary fund balance to distinguish these two different uses of the same term.
- 2 These categories are set forth in Governmental Accounting Standards Board (GASB) Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*, which must be implemented for financial statements for periods ended June 30, 2011 and later.
- 3 Sometimes restricted fund balance includes resources available to finance items that typically would require the use of unrestricted fund balance (e.g., a contingency reserve). In that case, such amounts should be included as part of unrestricted fund balance for purposes of analysis.
- 4 See Recommended Practice 4.1 of the National Advisory Council on State and Local Budgeting governments on the need to "maintain a prudent level of financial resources to protect against reducing service levels or raising taxes and fees because of temporary revenue shortfalls or unpredicted one-time expenditures" (Recommended Practice 4.1).
- 5 In practice, a level of unrestricted fund balance significantly lower than the recommended minimum may be appropriate for states and America's largest governments (e.g., cities, counties, and school districts) because they often are in a better position to predict contingencies (for the same reason that an insurance company can more readily predict the number of accidents for a pool of 500,000 drivers than for a pool of fifty), and because their revenues and expenditures often are more diversified and thus potentially less subject to volatility.
- 6 In either case, unusual items that would distort trends (e.g., one-time revenues and expenditures) should be excluded, whereas recurring transfers should be included. Once the decision has been made to compare unrestricted fund balance to either revenues or expenditures, that decision should be followed consistently from period to period.
- 7 However, except as discussed in footnote 4, not to a level below the recommended minimum.

Approved by the GFOA's Executive Board, October, 2009.



Alberni Caballero & Fierman, LLP
4649 Ponce de Leon Blvd
Suite 404
Coral Gables, FL 33146
T: 305.662.7272 F: 305.662.4266
ACF-CPA.COM



August 27, 2015

Rafael Casals, Town Manager
Town of Cutler Bay
10720 Caribbean Blvd. Suite 105
Cutler Bay, Florida 33189

Dear Mr. Casals,

It is essential that governments maintain adequate levels of fund balance to mitigate current and future risks such as emergencies or other unanticipated expenditures and revenue shortfalls. Fund balance levels are also a crucial consideration in long term financial planning.

To that end, the Government Finance Officers Association (GFOA) recommends that governments establish a formal policy on the level of unassigned fund balance that should be maintained in the general fund. They also recommend that, at a minimum, that general-purpose governments maintain unassigned fund balance in their general fund of no less than two months (approximately 17%) of regular general fund operating revenues or regular general fund operating expenditures.

You contacted me to inform me that you will be recommending that the Town increase its minimum unassigned fund balance policy from the current requirement of 10% of the next year's general fund operating expenditures to 15% of the same.

It appears to me that the Town has taken the appropriate steps to maintain adequate levels of unassigned fund balance as recommended by the GFOA by establishing the minimum fund balance policy. Although the adequacy of unrestricted fund balance in the general fund should be assessed based upon the Town's own specific circumstances as determined by management and Council, I believe your proposal to increase from 10% to 15% is a move in a positive direction for the Town as it is more in line with the minimum recommended by the GFOA. It also shows a commitment by the Town to maintain adequate reserves for emergencies and other unexpected expenditures that may arise.

If you have any questions or would like to discuss this further, please feel free to contact me anytime.

Very truly yours,

Andrew S. Fierman, CPA
Partner
Alberni Caballero & Fierman, LLP



TOWN OF CUTLER BAY NOTICE OF PUBLIC HEARING

NOTICE IS HEREBY GIVEN that the Town Council of the Town of Cutler Bay, Florida will hold a public hearing on **Wednesday, October 21, 2015 at 7:00 p.m.**, or as soon thereafter as possible, in the Town Hall Council Chambers, 10720 Caribbean Boulevard, Cutler Bay, Florida. The purpose of the public hearing is to consider adoption on Second Reading of the Ordinance described below:

AN ORDINANCE OF THE MAYOR AND TOWN COUNCIL OF THE TOWN OF CUTLER BAY, FLORIDA, REGARDING BUDGETING AND RESERVES; AMENDING ORDINANCE 13-06 TO INCREASE THE MINIMUM RESERVE PERCENTAGE FOR THE RESERVE FUND BALANCE OF THE TOWN'S ANNUAL GENERAL FUND BUDGET; PROVIDING FOR SEVERABILITY; PROVIDING FOR INCLUSION IN THE CODE; REPEALING CONFLICTING ORDINANCES; AND PROVIDING FOR AN EFFECTIVE DATE.

The Town Council may continue or defer the hearing to a new date and time certain without further notice provided the date and time of the continuance or deferral is announced at the hearing. The Ordinance in its entirety may be inspected at the Office of the Town Clerk during regular business hours.

Persons wishing to appeal any decision made by the Town Council with respect to any matter considered at such hearing will need a record of the proceedings and for such purpose may need to ensure that a verbatim record of the proceedings is made, which includes the testimony and evidence upon which the appeal is to be based (F.S. 286.0105).

Any and all interested parties may appear at the above meeting and be heard with respect to the proposed items.

In accordance with the Americans with Disabilities Act of 1990 (ADA), persons needing special accommodations to participate in these proceedings should contact the Town Clerk's Office for assistance at (305) 234-4262, no later than four (4) business days prior to such proceeding.

Jacqueline N. Wilson
Interim Town Clerk

MIAMI-DADE COUNTY PUBLIC HEARING

ZONING HEARING

COMMUNITY ZONING APPEALS BOARD-12
TUESDAY, NOVEMBER 3, 2015 – 6:30 P.M.
KENDALL VILLAGE CENTER – CIVIC PAVILLION
8625 SW 124 AVENUE, MIAMI, FLORIDA

THE LIST BELOW CONTAINS ZONING ITEM(S) WHICH MAY BE OF INTEREST TO YOUR IMMEDIATE NEIGHBORHOOD.

1. **WRC PROPERTIES, LLC. (15-045)**

Location: 8525 Mills Drive, Miami-Dade County, Florida
Size of property: 27.49 Acres

The applicant is requesting a Special Exception to permit the expansion of an existing alcoholic beverage establishment to be spaced less than required from another legally established alcohol use. Additionally, the applicant is requesting to modify a condition of a resolution to allow the applicant to submit plans showing the expansion of the existing bar into an adjoining bay in an existing shopping plaza.

All persons are entitled to attend and to speak at zoning hearings. However, the courts have ruled that it is improper to contact a Board member individually, either orally or in writing, about zoning applications.

Those items not heard prior to the ending time for this meeting, will be deferred to the next available zoning hearing meeting date for this board.

Registration is available to any Homeowner's Association desiring that notice be provided to its president on zoning hearings involving its area of interest. For more information on this registration procedure, please call the Zoning Hearing Section at (305) 375-2640.

If you are in need of a translator at the Hearing, one can be provided for you at no charge. To arrange for translating services, please call the Zoning Agenda Coordinator's Office at (305) 375-1244 at least two weeks in advance of the meeting date.

Maps and other data pertaining to these items are available for inspection at the MIAMI-DADE COUNTY DEPARTMENT OF REGULATORY AND ECONOMIC RESOURCES, (RER), 11TH FLOOR, 111 NW First Street, Miami, Florida. If further information is desired, call (305) 375-2640, Hearing Section, or visit our WEB page to view the hearing file at: https://www.miamidade.gov/RER/Track/case_track.aspx Please refer to the hearing number when making an inquiry.

Miami-Dade County provides equal access and equal opportunity in employment and does not discriminate on the basis of disability in its programs or services. For material in alternate format, a sign language interpreter or other accommodations, please call the (RER) Development Services Division ADA Coordinator, at (305) 372-6779 at least five days in advance of the meeting.

* A person who decides to appeal any decision made by any board, agency or commission with respect to any matter considered at this meeting or hearing, will need a record of the proceedings. Such person may need to ensure that a verbatim record of the proceedings is made, including the testimony and evidence upon which the appeal is to be based five days in advance. Is made, including the testimony and evidence upon which the appeal is to be based five days in advance.

For legal ads online, go to <http://legalads.miamidade.gov>

HOMESTEAD

Senior citizens get free pass to national park

BY ALESSANDRA PACHECO
apacheco@miamiherald.com

Many people know about Senior Skip Day, where high school seniors don't go to school, skip out on class and usually head to the beach.

This year, Humana decided to introduce its own version of Senior Skip Day.

"Good times with good friends — that's what most of us remember about senior skip day in high school. We want to help recapture that carefree feeling of freedom and fun," Humana chief consumer officer Jody Bilney said in a press release.

The Humana Senior Skip Day is targeted at seniors 62 and older, along with people of all ages.

The free event will be from 9 a.m. to 4 p.m. Thursday at Biscayne National Park, 9700 SW 328th St., Homestead.

It will include a morning boat tour of Biscayne National Park, viewing wildlife along Elliott and Boca Chita keys. Other activities include walking on the boardwalk, kayaking, canoeing, touring the mangrove forest, listening to park ranger demos and painting with an outdoor art class.

Humana also gave away 10,000 park vouchers, with which seniors can access any national park for free during their lifetime. All have been claimed.



APPENDIX “C”

ESTIMATED MILLAGE COST PER DEPARTMENT(S)



Appendix C

Estimated Millage Cost of Departments *

General Fund

(Fiscal Year Ending 09/30/2022)

ADOPTED MILLAGE RATE: 2.6198 mills per \$1,000.00

DEPARTMENT	ADOPTED 2021-22 BUDGET COST	ESTIMATED MILLAGE COST PER \$1,000	PERSONNEL
Mayor and Council	\$206,144	0.0151	5 Elected Officials <i>Serve residents as legislative body of Town.</i>
Town Clerk	\$615,145	0.0450	1 CO + 2 FTE = 3 Employees <i>Serve Mayor & Council.</i>
General Government	\$19,196,593	1.4034	1 CO + 5 FTE + 1 PTE = 7 Employees <i>Provides administration support to other departments.</i>
Finance	\$538,119	0.0393	3 FTE + 1 PTE = 4 Employees <i>Accounting, payroll, and financial reporting services; processes certain revenues.</i>
Town Attorney	\$500,000	0.0366	1 CO with support from subject-matter experts/firm. <i>Provides legal counsel to Town [firm contracted].</i>
Community Development	\$1,254,692	0.0917	7 FTE + 2 PTE = 9 employees <i>Provides building and zoning compliance and planning for future activities.</i>
Public Works	\$1,029,388	0.0753	4 FTE = 4 Employees <i>Provides maintenance of roads, public areas, and public facilities.</i>
Police Services	\$10,325,672	0.7550	60 contracted positions. <i>Provides law enforcement services through contract with County.</i>
Parks & Recreation	\$2,165.968	0.1584	8 FTE + 15 PTE = 23 Employees <i>Provides activities and programs at Town parks.</i>
Total	\$35,831,721	2.6198	

*As per Town Charter Section 6.2 Citizen's Bill of Rights (A)(11)
 CO = Charter Official
 FTE = Full-Time Employee
 PTE = Part-Time Employee



APPENDIX “D”

CAPITAL IMPROVEMENT ELEMENT ANNUAL REPORT



**Town of Cutler Bay
Capital Improvement Element Amendments
Capital Improvements Schedule**

**~~FY 2020/21 through 2024/25~~
FY 2021/22 through 2025/26**

Second Reading October 19, 2022



Acknowledgements

Town Council

Mayor Tim Meerbott
Vice Mayor Michael P. Callahan
Councilmember Robert “BJ” Duncan
Councilmember Suzy Lord
Councilmember Roger Coriat

Town Staff

Rafael G. Casals, ICMA-CM, CFM, Town Manager
Mauricio Melinu, Town Clerk
Mitchell A. Bierman, Town Attorney
Jared E. Munster, Ph.D., Community Development Director



Introduction

The following amendment application consists of proposed revisions to the Capital Improvements Element (CIE) for the Town of Cutler Bay. The Town was incorporated in November 2005 and adopted its first Growth Management Plan in April 2008 via Ordinance 08-07. The plan was determined by the State to be fully in compliance on October 28, 2008, and has been amended several times in order to remain compliant with Florida Statutes. This is the ~~seventh~~ eighth update to the CIE since the plan was adopted and is for Fiscal Years ~~2020-21~~ 2021-22 through ~~2024-25~~ 2025-26.

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

NOTE: Words single underlined and single ~~stricken through~~ are original proposed changes. Words double underlined and double ~~stricken through~~ and highlighted in **yellow** are changes made after 1st Reading.



Public Facilities Capacity Analysis

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

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

Potable Water

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

Regional Treatment – System shall operate with a maximum daily rated capacity that is no less than 2% above maximum daily flow for the preceding year, and an average daily capacity 2% above the average daily system demand for the preceding 5 years. The maximum daily flow shall be determined by calculating the average of the highest five single flows for the previous 12 months.

User LOS – Maintain capacity to produce and deliver 74 gallons per capita per day systemwide.
Water Quality – Meet all County, State and federal primary potable water standards.

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

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

The Alexander Orr Water Treatment Plant serves the Town of Cutler Bay. This plant has a treatment capacity of 248 million gallons per day as a result of programmed improvements. The Town’s “20-Year Water Supply Facilities Work Plan 2015 Update” provides potable water supply and demand analysis through 2030. This analysis indicates that the Town will meet its Level of Service standard for potable water through the planning period. The Town has not programmed any capital improvements related to water facilities.

Sanitary Sewer

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

Regional Wastewater Treatment Plants – System shall operate with a physical capacity of no less than the annual average daily sewage flow.



Water Quality – Effluent discharged from wastewater treatment plants shall meet all federal, State, and County standards.

Capacity – The system shall maintain the capacity to collect and dispose of 102 percent of average daily sewage demand for the preceding 5 years.

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

The Town is located in WASD's South Sewer Service District. The South Sewer District Plant has a design flow capacity of 131 million gallons per day and has adequate capacity to support increases in population and flow through the planning period. As demonstrated, the Town will meet its LOS standard for sanitary sewer service through the planning period. The Town has not programmed any capital improvements related to sanitary sewer facilities.

Drainage

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

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

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

A significant number of residential and commercial businesses in the Town are located within a Special Flood Hazard Area. The purchase of flood insurance is mandatory in these areas. On May 1, 2011, the Town was successful and received a Class "6" rating under the Community Rating System (CRS), administered by the Federal Emergency Management Administration (FEMA). On May 1, 2018, the Town succeeded in obtaining an even higher Class "5" rating which reduces flood insurance rates and additional 5%. On October 1, 2019, the Town once again succeeded in obtaining an even higher Class "4" rating, which reduced flood insurance rates an additional 5%, for an overall 30% discount. The Town recently underwent a CRS Cycle visit and once again earned sufficient points to obtain an even higher Class "3" rating, which will reduce flood insurance rates an additional 5%, for an overall 35% discount, this discount will be effective spring of 2023. The Town also includes areas within Zone X and Zone X-500. Zone X corresponds to areas outside of the 100-year floodplain, areas where 100-year sheet flow flooding at a depth of one foot or less may occur, or areas protected from 100-year floods by levees. Zone X-500 corresponds to the 500-year floodplain.

The FMP was prepared according to two (2) Federal Mitigation planning processes. The planning process followed the Disaster Mitigation Act (DMA) of 2000 – the multi-hazard local government planning legislation (44CFR) 201.6 which is part of the Stafford Act, and FEMA's National Flood Insurance Program's (NFIP) Community Rating System (CRS) Program



Activity 510 Planning Requirements so that increased credits can be realized for this planning effort.

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

A Joint Planning Agreement with Miami-Dade County for roadway and drainage improvements along Caribbean Boulevard in the amount of \$10.2 Million commenced in 2013. The first segment (Gap 1 – from Coral Sea Road to the C-100 Canal Bridge) was completed in 2016. The second segment (Gap 2 – from the Homestead Extension of Florida's Turnpike to the C-100 Canal Bridge) was completed in June 2017. The next segment consists of the canal bridge improvements which are now proposed to be completed ~~after 2022~~ in 2023.

The Caribbean Boulevard bridge improvements, being completed by the County, consist of expanding the existing bridge crossing the C-100 Canal with a longer and wider bridge to improve traffic safety (separate pedestrian and vehicle traffic) and to enhance the conveyance capacity of the canal. The latter will serve two very important environmental and water quality functions for the community: (1) improve the canal's overall functions and benefits to the surrounding sub-basin drainage areas in terms of increasing conveyance capacity; and (2) better level of service protection for the residential area storm water discharge into the canal during major storm events.

The final segment of improvements on Caribbean Boulevard, (Gap 3 – from SW 87 Avenue to SW 184 Street) which is proposed to be completed after ~~2024~~ 2025, consists of drainage improvements, bike lanes, new lighting, landscaping, sidewalks, and ADA accessible. The estimated cost for this project, including engineering and construction is approximately \$1,800,000 funded through a FDOT TAP grant.

~~The Saga Bay 1.2 Sub-Basin Water Quality Improvement Project located near Saga Lake Park was constructed north of SW 198 Terrace, south of SW 196 Street, east of SW 81 Court, and west of SW 78 Avenue. The project consisted of drainage improvements, exfiltration trench for water quality and treatment, new sidewalk ramps and sidewalk repairs, roadway resurfacing, pavement markings, and site restoration. This project was completed in 2019.~~

~~The purpose of the improvements was to reduce street flooding, decrease contamination of hazardous pollutants to the water table, to improve water quality and quantity treatments, to improve pedestrian connectivity, improve safety, mobility, and drivability. The project was completed at a cost of \$ 494,294.31 (Florida Department of Environmental Protection Grant - \$ 165,000; Town's Stormwater Utility Fund - \$ 205,700; and the Town's People's Transportation Plan ("PTP") Funds - \$ 123,594.31).~~



The SW 100 Avenue Stormwater Retrofit Project located within the Point Royale Section 5 Sub-basin was constructed along SW 100 Avenue between Broad Channel Drive and SW 186 Street/Quail Roost Drive. The project consisted of drainage improvements, exfiltration trench for water quality and treatment, curb and gutters with new sidewalks on both sides of the corridor, curb ramps, installation of raised medians, landscaping, stabilized subgrade, limerock base, utility adjustments, roadway resurfacing, pavement markings, and site restoration. ~~This project was completed in 2020.~~

The purpose of the improvements was to reduce street flooding, to decrease contamination of hazardous pollutants to the water table, to improve water quality and quantity treatments, to improve pedestrian connectivity, improve safety, mobility and drivability. The project was completed at a cost of \$ 843,086.97 (Florida Department of Environmental Protection Grant - \$ 374,000; Town's Stormwater Utility Fund - \$ 321,700; and the Town's People's Transportation Plan ("PTP") Funds - \$ 147,386.97). ~~This project is scheduled to be completed in December 2024.~~ This project was completed in 2020.

The Cutler Ridge Section 3 Resurfacing and Drainage Improvement project is scheduled to be constructed in two phases in fiscal year 2020-2021. Phase one of the project will see drainage improvements to the area bounded by Montego Bay Drive to the north, Bluewater Road to the east, Pan American Drive to the south, Anchor Road to the west. Phase two of the project will consist of sidewalk repairs, ADA ramp repairs/replacement with detectable warning surfaces, milling and resurfacing to the area bounded by Montego Bay Drive to the north, Anchor Road to the west, Gulfstream Road to the east, and SW 212 Street to the south.

The purpose of the improvements is to reduce street flooding, to decrease contamination of hazardous pollutants to the water table, to improve water quality and quantity treatments, to improve pedestrian connectivity, improve safety, mobility, and drivability. The project costs are \$ 1,802,022.00 (Florida Department of Environmental Protection Grant - \$ 200,000; Town's Stormwater Utility Funds - \$ 250,000; and the Town's People's Transportation Plan ("PTP") Funds - \$ 1,352,022). This project was completed in 2022.

The Saga Bay 1.7 Sub-Basin Water Quality Improvement Project located near Saga lake Park is scheduled to be constructed in fiscal year 2021-2022, north of SW 207 Street, south of SW 203 Street, east of SW 83 Avenue, and west of SW 80 Court. The project consists of drainage improvements, exfiltration trench for water quality and treatment, new sidewalk ramps and sidewalk repairs, roadway resurfacing, pavement markings, and site restoration. ~~The design and engineering phase of this project was completed in spring 2021 with construction contract award anticipated for summer of 2021.~~

The purpose of the improvements is to reduce street flooding, decrease contamination of hazardous pollutants to the water table, to improve water quality and quantity treatments, to improve pedestrian connectivity, improve safety, mobility, and drivability. The Town was awarded a State of Florida Department of Environmental Protection Legislative Grant in the amount of \$ 600,000 towards construction and the remainder will be funded with the Town's Stormwater Utility Funds. ~~The design is 100% complete and the project is currently under procurement to issue an Invitation to Bid.~~ This project is currently under construction and completion is anticipated in 2022.



The Saga Bay 1.5 Sub-Basin Water Quality Improvement Project located near Saga lake Park is scheduled to be constructed in fiscal year 2022-2023, north of SW 207 Street, south of SW 203 Street, east of SW 85 Avenue, and west of SW 82 Avenue. The project consists of drainage improvements, exfiltration trench for water quality and treatment, new sidewalk ramps and sidewalk repairs, roadway resurfacing, pavement markings, and site restoration.

The purpose of the improvements is to reduce street flooding, decrease contamination of hazardous pollutants to the water table, to improve water quality and quantity treatments, to improve pedestrian connectivity, improve safety, mobility, and drivability. The Town was awarded a State of Florida Department of Environmental Protection Legislative Grant in the amount of \$ 600,000 towards construction and the remainder will be funded with the Town's Stormwater Utility Funds. This project is currently under procurement and is anticipated to be constructed in 2023.

On March 2021, the American Rescue Plan ("ARPA") of 2021 passed into law, specifically the State and Local Fiscal Recovery Funds ("SLFRF"), which is meant to help towns and cities recover from the COVID-19 pandemic, which included an allocation of \$21,896,320.00 to the Town. The ARPA requires that Fiscal Recovery Funds may only be used to cover expenses incurred by the non-entitlement unit of local government by December 31, 2024. As specified in the Treasury Guidance, Eligible Use of Fiscal Recovery Funds allows improvements to stormwater infrastructure systems. As a result, the Town is currently designing remaining projects identified in the adopted 2007 Stormwater Master Plan. The remaining projects consists of the following neighborhoods:

- Saga Bay Drainage Sub-Basins Sections 1.1 East, 1.1 West, 1.5 North, 1.6 and 1.8.
- Drainage Sub-Basins of, Old Cutler Common UN 1 & 2, Lakes by the Bay Sec 4 & 5, and J Twin Villas.
- Drainage Sub-Basins of, Bel Aire Sec 1.2, 6, 12, 19, & 22, Eureka Drive ESTS, Cutler Country Groves 1st Addn, Allom Ests, and South Grove.
- Cutler Ridge Pines Drainage Sub-Basin
- SW 207 Street and SW 85 Avenue Corridors Drainage Sub-Basins.

The purpose of the improvements is to reduce street flooding, decrease contamination of hazardous pollutants to the water table, to improve water quality and quantity treatments, to improve pedestrian connectivity, improve safety, mobility, and drivability.

The SW 82 Avenue Roadway Improvements Project along SW 82 Avenue from Old Cutler Road to SW 184 Street is currently under design. The project consists of drainage improvements, exfiltration trench for water quality and treatment, new sidewalk ramps and sidewalk repairs, roadway resurfacing, pavement markings, a Traffic Calming Roundabout at the intersection of SW 188 Street and SW 82 Avenue, and site restoration.

The purpose of the improvements is to reduce street flooding, decrease contamination of hazardous pollutants to the water table, to improve water quality and quantity treatments, to improve pedestrian connectivity, improve safety, mobility, and drivability. The Town was awarded a Transportation Alternatives Priorities (TAP) Grant in the amount of \$ 800,000



towards construction and the remainder will be funded with ARPA Funds. This project is anticipated to be constructed in FY 2023-2024.

The Whispering Pines Park Pervious Turf Block and Storm Drain Improvements Project is scheduled to be constructed in fiscal year 2022-2023, along Ridgeland Drive from SW 89 Rd to SW 87 Avenue, and on SW 88 CT/SW 188 Street from Ridgeland Drive to SW 87 Avenue. The project consists of pervious turf block parking along the perimeter of Whispering Pines park, drainage improvements with minor exfiltration trench for water quality and treatment, new sidewalk ramps and sidewalk repairs, roadway resurfacing, pavement markings, and site restoration.

The purpose of the improvements is to beautify the right-of-way along Whispering Pines Park, reduce street flooding, decrease contamination of hazardous pollutants to the water table, to improve water quality and quantity treatments, to improve pedestrian connectivity, improve safety, mobility, and drivability. The Project will be funded with PTP funds. This project is currently under procurement and is anticipated to be constructed in 2023.

Solid Waste

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

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

The Town of Cutler Bay solid waste services, which includes collection, disposal and residential recycling is provided by Miami-Dade County Department of Solid Waste Management. The costs of providing these services are charged directly to Town residents annually by the County. The Town’s solid waste is disposed of at the South Dade Landfill, which is located south of the Town Limits, or is processed through the Resources Recovery facility. As noted in the Infrastructure Element support component, the County’s collection and disposal capacity will be sufficient to meet the Town’s Level of Service Standard through 2020. The County has programmed over ~~\$43~~ \$119 million in capital solid waste collection and disposal projects during the capital planning period to address existing and projected demand, and to further expand capacity. This includes \$6.1 million for expansion of the facility and acquisition of additional land and buffer space and over \$70 million for construction of a new transfer station. The Town therefore does not anticipate any problems in meeting its solid waste Level of Service standard through the planning period and beyond. The Town has not programmed any capital improvement projects related to solid waste facilities.



Recreation and Open Space

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

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

The Town currently owns and operates approximately 82 acres of recreation and open space consisting of two community parks, five neighborhood parks, and three mini-parks. The locations and a more detailed description of these parks are included in the support component of the Recreation and Open Space Element and Exhibit ROS-1. In 2011, Miami-Dade County Parks Department deeded 45 acres of the 92-acre Lakes by the Bay regional park to the Town. The remaining acreage (47 acres) which is comprised of conservation, wetlands and open space was retained by Miami-Dade County.

The Town's current population is estimated to be ~~44,115~~ 44,291 (2018-2021 U.S. Census estimate).

Based on this estimate, the Town requires 54 acres of active public parks to meet its Level of Service Standard. The Town will exceed the LOS for active parks. Based on future population projections the Town will continue to maintain the required level of service standard for parks.

As noted in the Recreation and Open Space Element support component as updated, there is currently an inventory of 395 acres of private recreation and open space that is considered in measuring the Level-of-Service Standard for private recreation and open space. The Town requires 41 acres to meet the Level of Service Standard for private recreation and open space. The Town therefore has a surplus of 354 acres of private recreation and open space. Finally, as noted in the Recreation and Open Space Element support component, there is currently an inventory of 1,663 acres of conservation open space that is considered in measuring the Level of Service Standard for conservation open space. The Town requires 41 acres to meet the Level of Service Standard for conservation open space. The Town therefore has a surplus of 1,622 acres of conservation open space. Therefore, the Town does not anticipate any problem in meeting this Standard during the current planning period.

~~Improvements completed during the previous planning period include: a kayak launch and dock at Lakes by the Bay Park, and improvements to Franjo Park.~~

Over the last several years, the Town has completed a complete renovation of Franjo Park and completed a new canow and kayak launch at Lakes by the Bay Park.

Originally opened in the late 1960s, Franjo Park has been an anchor in the Cutler Bay community for decades. However, in September of 2017, the Park had to suddenly close after it sustained substantial damage during Hurricane Irma.

Recognizing residents' love for the park and its historical significance to the community, the Town of Cutler Bay Council committed to restoring and upgrading the beloved park. After four



years planning, collecting feedback, many hurdles and lots of hard work, the park reopened in July of 2021 as a state-of-the-art park featuring: LED sports lighting system, golf cart parking area, electrical vehicle parking area, shade structure canopies, dugouts, backstops, & foul ball fencing, drainage system between fields, perimeter fencing, Bermuda sod in athletic field, sidewalks around concession area & common areas, upgraded community rooms, offices, restroom facilities, concession stand facilities, and ADA accessibility. The total project cost came in at \$3,428,540, with nearly \$600,000 of that sum being covered by grants, insurance and FEMA reimbursements Town staff worked diligently to obtain.

Through extensive planning by the Town of Cutler Bay's Parks & Recreation Department and Committee, the Town secured a \$200,000 grant from the Florida Department of Environmental Protection in 2016 to help fund the installation of a canoe/kayak launch, ADA accessible floating dock, three pavilions, ADA accessible paths/trails, and parking at the passive parcel on the northeast section of Lakes by the Bay Park. The parcel is adjacent to a 23-acre lake and coastal wetlands that are home to many plant species and wildlife.

Construction for the project began in 2019 and opened to the public by December of 2020. By January of 2021, the Town partnered with local business, Nature Postings, to provide monthly guided kayak tours to explore the local flora and fauna—which have sold out every month since the opening tour. To further enhance the site, the Town secured a matching grant from Miami-Dade County's Neat Streets program to add 73 new Florida-friendly trees to the site, which was completed in July of 2022.

Town Park Facilities and Classifications

Bel-Aire Park

18500 SW 97 Avenue, Cutler Bay, FL 33157

Neighborhood Park

Bel Aire Park is a 5-acre park located on Franjo Road south of SW 184th Street.

Blue Heron Park

21900 SW 97 Avenue, Cutler Bay, FL 33189

Neighborhood Park

Blue Heron Park is a 5-acre park located on SW 216th Street and SW 97th Avenue.

Cutler Ridge Park and Pool

10100 SW 200 Street, Cutler Bay, FL 33189

Community Park

Cutler Ridge Park is a 10-acre park located on SW 200th Street west of Coral Sea Road and directly adjacent to Cutler Ridge Elementary School.

Dothan Park

Dothan Road & Bahama Drive

Mini Park

Dothan Park is approximately 1/5 acre in size and will be programmed in the future., located at the corner of Dothan Rd and Bahama Drive.



Franjo Park

20175 Franjo Road, Cutler Bay, FL 33189

Neighborhood Park

Franjo Park is a 5-acre park located on Franjo Road just west of Old Cutler Road.

Lakes by the Bay

8551 SW 216 Street, Cutler Bay, FL 33189

Community Park

Lakes by the Bay Park is a 45-acre multi-use park located on SW 216th Street, one block east of SW 87th Avenue (directly behind Whigham Elementary School). The park is also adjacent to a 47-acre Miami-Dade County Park.

Lincoln City Park

SW 212 Street & SW 99 Avenue, Cutler Bay, FL 33189

Mini Park

Lincoln City Park, at just over 1/2 acre, is the Town's smallest park and is located 1 block north of SW 216th Street and one block west of Old Cutler Road. Lincoln City Park is maintained as a natural area with an abundance of native species including live oak and slash pines.

Saga Bay Park

8000 SW 205 Street, Cutler Bay, FL 33189

Neighborhood Park

Saga Bay Park is a 5-acre park located on the corner of SW 205th Street and SW 79th Avenue.

Saga Lake Park

SW 198 Street & SW 83 Avenue, Cutler Bay, FL 33189

Neighborhood Park

Saga Lake Park is a 5-acre park located on Saga Lake on SW 198th Street and SW 82nd Avenue.

Whispering Pines Park

8800 Ridgeland Drive, Cutler Bay, FL 33157

Mini Park

Whispering Pines Park is a 1.3-acre park in the heart of the Whispering Pines Community on Ridgeland Drive and SW 88th Avenue. The park is adjacent to Whispering Pines Elementary School and the Ned Glenn Preserve.

8.45 Acre Conservation Site

18551 Old Cutler Road, Cutler Bay, FL 33157

Conservation Area

This conservation area was acquired by the Town in 2020 to preserve existing upland buffer land between Biscayne Bay and the seaward mangroves and Old Cutler Road. The long-term plan for this site is to develop educational programming for the public to learn about the upland and lowland environments and the importance of protecting Florida's natural buffers from the ocean.



Schools

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

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

In May 2012, the Town entered into an Interlocal agreement with the Miami-Dade County School Board (the “School Board”) to provide for the establishment of three choice academies of study at existing Town schools which brought to the Town its first ever high school level curriculum. The three choice academies study programs are:

1. Environmental Sciences magnet program at Cutler Bay Ocean Academy of Science and Technology (COAST) that will be expanded through grade 12.
2. An iPrep Academy program; and
3. Liberal Arts program.

Public Educational Facilities

Bel-Aire Elementary

10205 SW 194 Street Cutler Bay, FL 33157

Cutler Ridge Elementary

20210 Coral Sea Road Cutler Bay, FL 33189

Gulfstream Elementary

20900 SW 97 Avenue Cutler Bay, FL 33189

Dr. Edward L. Whigham Elementary

21545 SW 87 Avenue Cutler Bay, FL 33189

Whispering Pines Elementary

18929 SW 89 Road Cutler Bay, FL 33157

Cutler Bay Senior High

8601 SW 212 Street Cutler Bay, FL 33189

Cutler Bay Middle School

19400 Gulfstream Road Cutler Bay, FL 33157

Dr. Edward L. Whigham PLC-E

8035 SW 196 Street Cutler Bay, FL 33189

Mater Academy Cutler Bay

22025 SW 87 Avenue Cutler Bay, FL 33190



Mater Academy Cutler Bay opened in 2016 with 1,200 students and has grown to 1,600 students in the 2021-22 academic year. The Town Council authorized an expansion to 1,730 students in July 2022 to take effect in the 2022-23 academic year. The property is approximately 44.03 acres of land located south of SW 216th Street and east of SW 87th Avenue. The site has existing improvements that include six (6) 1-story and 2-story buildings for a total of 104,492 square feet of floor area. The property also contains a conservation easement that surrounds the property on the north, east and south sides.

In January 2022, the Town approved expansion of the existing campus facilities to include an additional 142,703 square feet of floor area in six new buildings, as well as new outdoor athletics facilities and parking areas. The full expansion provides: two 3-story classroom buildings, a 2-story classroom building with a lecture hall, a covered courtyard, an athletic field with concession building, an outdoor athletic court, a swimming pool, and a two-story gymnasium.

Transportation

Level of Service Standard – The Town’s adopted Level of Service standard for roadways is as follows: LOS D for principal arterial, collector, and local roads without available transit;

LOS E for minor arterials without local transit;

LOS E for roads within ½ mile of transit service with 20-minute headway;

120% of capacity where extraordinary transit service (commuter rail or bus service) is available; LOS D for limited and controlled access Florida Interstate Highway System roads;

LOS E on limited access facilities where exclusive through lanes exist;

LOS E on controlled access facilities with exclusive through lanes or that are parallel to exclusive transit. Level of Service

LOS	Volume/Capacity
A	< .60
B	0.61 to .70
C	0.71 to 0.80
D	0.81 to 0.90
E	0.91 to 1.00
	> 1.00

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



The following Transportation Capacity Table depicts the Town’s current (2017) 2017 Level of Service Standard for roadways within the Town and the anticipated LOS for the Years 2020 and 2035 2040 based on increases in traffic. The table below reflects the most recent Level of Service data analysis available from the Florida Department of Transportation and Miami-Dade County.

Transportation Capacity (Years 2017 through 2040)

Roadway	Limits	Jurisdiction/Type	LOS Standard			Current and Future LOS		
			2018	2020	2040	2018	2020	2040
SW 184 Street	US-1 to Franjo Road	County Urban Minor Arterial 4 Lane	E	E	E	D	D	C
	Franjo Road to SW 92 Avenue	County Urban Minor Arterial 2 Lane	E	E	E	F	D	F
	SW 92 Avenue to SW 87 Avenue		E	E	E	F	D	F
	SW 87 Avenue to Old Cutler Road		E	E	E	D	D	C
Caribbean Boulevard	US-1 to HEFT	County Urban Collector 4 Lane	D	D	D	D	F	F
	HEFT to SW 97 Avenue	County Urban Collector 2 Lane	D	D	D	F	F	F
	SW 97 Avenue to Marlin Road		D	D	D	F	F	D
	Marlin Road to Franjo Road		D	D	D	F	F	D
	Franjo Road to SW 87 Avenue		D	D	D	D	D	D
	SW 87 Avenue to SW 184 Street		D	D	D	C	C	C
SW 211 Street	SW 112 Avenue to HEFT		County Urban Collector 4 Lane	E	E	E	D	F
SW 212 Street	SW 87 Avenue to SW 85 Avenue	Town Urban Local 4 Lane	D	D	D	C	D	C
SW 216 Street	HEFT to Old Cutler Road	County Urban Minor Arterial 4 Lane	E	E	E	D	F	F
	Old Cutler Road to SW 87 Avenue		E	E	E	C	D	F
SW 232 Street	SW 97 Avenue to SW 87 Avenue	Town Urban Local 2 Lane	D	D	D	C	C	C
SW 85 Avenue	Old Cutler Road to SW 212 Street	Town Urban Local 4 Lane	D	D	D	C	C	C
Old Cutler Road	SW 224 Street to SW 216 Street	County Urban Collector	D	D	D	F	F	F
	SW 216 Street to SW 97 Avenue	County Urban Minor Arterial 2 Lane	E	E	E	C	C	F
	SW 97 Avenue to Marlin Road		E	E	E	C	D	F
	Marlin Road to SW 87 Avenue		E	E	E	F	D	D



	SW 87 Avenue to SW 184 Street		E	E	E	F	D	D
HEFT (Homestead Extension of Florida's Turnpike)	SW 211 Street to Caribbean Boulevard	State Limited Access Freeway 6 Lane	D	D	D	C	E	C
	Caribbean Boulevard to US-1	State Limited Access Freeway 6 Lane	D	D	D	D	C	C
Gulfstream Road/SW 97 Avenue	Caribbean Boulevard to Franjo Road	County Urban Collector 2 Lane	D	D	D	C	C	F
	Franjo Road to SW 184 Street		D	D	D	F	F	F
Marlin Road	Old Cutler Road to Caribbean Boulevard	County Urban Collector 2 Lane	D	D	D	D	E	E
	Caribbean Boulevard to SW 97 Avenue		D	D	D	F	F	F
	SW 97 Avenue to US-1		D	D	D	F	F	F
Franjo Road	Old Cutler Road to SW 97 Avenue	County Urban Collector 2 Lane	D	D	D	F	F	F
SW 87 Avenue	SW 232 Street to SW 216 Street	County Urban Collector 2 Lane	D	D	D	D	D	D
	SW 216 Street to Old Cutler Road	County Urban Collector 4 Lane	D	D	D	C	D	C
	Old Cutler Road to Caribbean Boulevard		D	D	D	C	D	D
	Caribbean Boulevard to SW 184 Street		D	D	D	D	D	D
US-1	SW 211 Street to Caribbean Boulevard	State Urban Principal Arterial 6 Lane	E 120%	E 120%	E 120%	C	D	D
	Caribbean Boulevard to Marlin Road		E 120%	E 120%	E 120%	F	E	E
	Marlin Road to SW 184 Street		E 120%	E 120%	E 120%	F	D	E

As stated above, the Town is substantially built out. Below are several highlighted projects that the Town finds of the utmost importance for quality of life of the Town's residents. Several do increase capacity on certain roadway segments.

A Joint Planning Agreement with Miami-Dade County for roadway and drainage improvements along Caribbean Boulevard in the amount of \$10.2 Million commenced in 2013. The first segment (Gap 1 – from Coral Sea Road to the C-100 Canal Bridge) was completed in 2016. The second segment (Gap 2 – from the Homestead Extension of Florida's Turnpike to the C-100 Canal Bridge) was completed in June 2017. The projects consisted of reconstructing



the roadway, installing decorative street lighting, new stormwater drainage, native Florida landscaping, decorative treatments at intersections, new crosswalks, curb and gutter, dedicated bike travel lanes, new signs and signals and new bus shelters.

The next segment consists of the canal bridge improvements and are scheduled to be completed by Miami-Dade County in after 2022 2023. The Caribbean Boulevard bridge improvements consist of expanding the existing bridge crossing the C-100 Canal with a longer and wider bridge to improve traffic safety (separate pedestrian and vehicle traffic) and to enhance the conveyance capacity of the canal.

A Joint Planning Agreement with Miami-Dade County for roadway and drainage improvements along Franjo Road from SW 184 Street to Old Cutler Road in an amount of \$8,889,159.00 was executed on August 18, 2020. ~~The project is currently under design~~ Final design has been completed and the project consists of reconstructing the roadway, installing decorative street lighting, new stormwater drainage, native Florida landscaping, decorative treatments at intersections, new crosswalks, curb and gutter, dedicated bike travel lanes, new signs and signals and new bus shelters.

Franjo Road in Cutler Bay will undergo a major renovation during a Roadway Improvement Project that is anticipated to begin at the end of 2022. The project will transform Franjo Road between Old Cutler Road to SW 184 Street from two to three lanes and will include a center turn lane, curb and gutters, shared use path, storm drainage system, pavement markings and signage, signalization, and roadway lighting. The renovation will be similar to the Town's award-winning Caribbean Boulevard and Old Cutler Road Complete Streets projects.

Other transportation related items are included in the Capital Improvements Schedule Table. The Mobility Hubs Plan was approved and adopted in February 2020. The document provides the Community with a comprehensive system of Transit Mobility Hubs connecting to the South Dade Transitway and the Town of Cutler Bay. The Plan seeks to improve connectivity, mobility and safety for pedestrians, bicyclists, and transit users through the identification of Neighborhood, Community, and Regional Mobility Hubs throughout the Town's roadway network. A total of 12 Mobility Hubs were identified throughout the Town of Cutler Bay: Six Neighborhood Hubs, Five Community Hubs, and One Regional Hub. The Plan was funded through the Miami-Dade TPO SMART Moves Program which awarded the Town with a grant of \$50,000, and the Town contributed \$19,327 from the Town's People's Transportation Plan ("PTP") Funds.

In 2021, Miami-Dade County Department of Transportation and Public Works began construction of a \$300 million bus rapid transit project connecting Dadeland to Florida City. The system is designed to be a recognizable component of the regional transit system and is expandable and flexible to meet the future needs of the community. While the Town of Cutler Bay maintains committed to the locally preferred alternative of a rail connection to south Dade, this project is a significant step in providing a reliable, low-cost transportation alternative to Cutler Bay residents and visitors. The BRT line will be provide frequent local and limited stop services within the South Dade Transitway, serving 14 new BRT Stations with center platforms, four of which are in Cutler Bay. The project will also rehabilitate 16 additional stations and includes terminal station improvements at the Dadeland South Metrorail Station and the SW 344th St. Park and Ride. To facilitate BRT reliability, the project includes upgrades to 46



signalized intersections, including signal preemption and gate arms. The project is expected to begin service in 2023.

Miami-Dade County Department of Transportation and Public Works is developing a two-phase project for drainage improvements on SW 216 Street, from SW 87 Avenue to Old Cutler Road. Phase I of the project consists of performing a drainage Improvements project along SW 216 street from SW 94 Avenue to SW 87 Avenue within Miami-Dade County Commission District 8. The Total costs of the project is \$1,197,059.60 and ~~will be~~ was completed in FY 21-22. This project was initiated due to documented flooding complaints within the boundaries described above. The scope of work consists of, but is not limited to, the construction of a storm drainage system consisting of exfiltration trenches and solid pipe along with drainage inlets and storm manholes, as well as miscellaneous roadway restoration. Phase II is in the design stage, and will provide drainage improvements along SW 216 street from Old Cutler Road to SW 97 Avenue within Miami-Dade County Commission District 8. The preliminary opinion of probable costs for construction is approximately \$500,000. This project is scheduled to be implemented in FY 22-23. This project was initiated due to documented flooding complaints within the boundaries described above. The scope of work consists of, but is not limited to, the construction of a storm drainage system consisting of exfiltration trenches and solid pipe along with drainage inlets and storm manholes, as well as miscellaneous roadway restoration.

The Gulfstream Elementary Complete Streets Project was constructed along Gulfstream Road between Caribbean Boulevard and SW 211 Street. The project consisted of Repair of existing damaged concrete sidewalks, ADA ramp repairs/replacement with detectable warning surfaces, select curb and gutter installation to control rutting, roadway resurfacing, pavement markings, regrading of the swale, and site restoration. The purpose of the project was to improve a safe routes to school, to improve pedestrian connectivity, improve stormwater flow to existing storm drains, improve overall safety, mobility, and drivability. The project was completed at a cost of \$461,349.87 (Transportation Alternatives Grant - \$346,749.31; and the Town's People's Transportation Plan ("PTP") Funds - \$114,600.56).

The Bike/Pedestrian Facilities Improvement Project was constructed on the southside of SW 184 Street from Franjo Road to Old Cutler Road; the eastside of SW 97 Avenue from SW 184 Street to Sterling Drive; the northside of SW 185 Terrace from SW 97 Place to SW 97 Avenue; the northside of Sterling Drive from SW 97 Avenue to SW 95 Avenue; the westside of SW 87 Avenue from Caribbean Boulevard to SW 185 Terrace. The project consisted of upgrading pedestrian facilities (Crosswalks, Bus Stops, and sidewalks), removing obstacles in the Right-of-way, ADA ramp repairs/replacement with detectable warning surfaces, installation of new sidewalks at sections that were incomplete, and installing high visibility pavement markings. In addition, the Town successfully negotiated with the County for them to mill and resurface SW 184 Street from US-1 to Old Cutler Road and improve the signalized intersection of SW 184 Street and SW 87 Avenue.

The purpose of the project was to improve a safe routes to school, to improve pedestrian connectivity, improve overall safety, mobility, and drivability. The project was completed at a cost of \$440,000.00 (FDOT Transportation Alternatives Grant - \$360,640.00; and the Town's People's Transportation Plan ("PTP") Funds - \$79,360.00).



The Town Circulator operates seven days/week with approximately 4,500 passengers per month. Funding for this program was obtained from the American Recovery & Reinvestment Act (ARRA) transit grant to purchase the circulator. The daily operation of the circulator is funded through the Town's portion of the PTP monies. The Town entered into an interlocal agreement with Miami-Dade County Transit to operate the circulator. The Town has obtained grant funding to support a second circulator, improving transit service to our community, and is supplemented by the Town's GoConnect on-demand transportation service, which provides point-to-point transportation to locations in and near the Town.

There is also funding programmed for regional projects such as several new park-and-ride facilities along the busway (at SW 112 Avenue, at SW 200 Street and at Quail Roost/SW 186 Street), the South Dade Greenway bike path, pedestrian underpasses, additional lanes to the Homestead Extension to the Florida Turnpike and improvements (paving) to the SR 5/US 1/South Dixie Highway corridor for the entire length of the Town.

(Continued on next page.)



Sources of Revenue and Forecast of Expenditures

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

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

The FY ~~2020/21~~ 2021/22 budget is balanced at ~~\$67,969,004~~ \$58,162,686 from all funding sources combined. The General Fund is ~~\$48,724,616~~ \$36,422,743 and includes a transfer from the Special Revenue Fund in the amount of \$150,000.

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

Park Improvements

Sources of funding for park improvements include Park Impact Fees, General Fund Contributions and Florida Recreation Development Assistance Program (FRDAP). Major park improvements include ~~new playground surfaces at Whispering Pines and Cutler Ridge Parks and outdoor fitness equipment at Saga Bay and Blue Heron Parks~~ construction of a kayak launch and dock at Lakes by the Bay Park and improvements at Franjo Park.

Transportation/Roadway Improvements

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

Revenues

The following table illustrates FY ~~2020/21~~ 2021/22 revenues as budgeted. Forecasted tax revenues and impact fees are expected to remain relatively flat for the near term based on the present expectation of no major development before the CEI horizon. The Town intends to apply for State and Federal grant funding to supplement standard revenue pathways; however, only actual, received grants are reflected here.



Summary of Revenues ~~FY2020/21~~ FY 2021/22

Detailed Revenue Source (000's)

Park Improvements	
General Fund	\$1,360 \$40
<u>Federal Appropriations (American Rescue Plan)</u>	<u>\$46</u>
Park Impact Fees	\$37 \$0
Florida Recreation Development Assistance Program	\$200
FDEP	\$200
Total	\$1,797 \$86

Detailed Revenue Source (000's)

Transportation/Roadway/Drainage Projects	
<u>Federal Appropriations (American Rescue Plan)*</u>	<u>\$21,850</u>
State Appropriations	<u>\$0</u>
County Funding (PTP, JPA)	\$2,567 \$5,422
FDOT	\$31 \$193
FDEP	\$600 \$800
Road Impact Fees	\$0 \$45
Town Stormwater Utility Fund	\$250
Gas Taxes	\$220 \$507
Total	\$3,668 <u>\$ 29,113</u>

* ARPA Funding reflects the full grant received by the Town (minus \$46,000 dedicated to Parks Improvements), not only the portion of ARPA funding which will be dedicated to Transportation/Roadway/Drainage projects; this is due to the ongoing planning and budgeting process. CIE for FY23 will provide specific detail.



Capital Improvement Schedule

The following tables include the current Capital Improvement Schedule and replaces all previous versions.

Table CI-3 Cutler Bay Departments Capital Improvement Plan (Committed and Planned Sources) FY 2018/19 2020/21 through 2022/23 2024/25 (Thousands)										
Department	Project Name	Description	Funding Source	Fiscal Years						Total
				2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
Parks	Franjo Park	Park Improvements ^{1(R)}	General Fund	1,560	\$0	\$0	\$0	\$0		2,615
	Lakes by the Bay Park	Kayak Launch and Dock ^{1(R)}	Park Impact Fees, FRDAP	237	\$0	\$0	\$0	\$0		597
	Cutler Ridge Park Pool	Facilities Repair / Replacement Project	ARPA		19	200	1,800	0	0	2,019
	Park Lighting Improvements	Bel Aire Park & Lakes by the Bay Park	ARPA		27	0	0	0	0	27
Public Works	Franjo Road Roadway Improvement Project (JPA)	Drainage Improvements, bike lanes, lighting installation, landscaping, sidewalk installation, bus shelters, roadway reconstruction ^{1(T) 1(D)}	Miami-Dade County PTP Road Impact Fees	2,250	2,250	2,250	1,598	0	0	8,348
	Caribbean Boulevard Roadway Improvement Project Bridge over Canal C1-N	Dredging of Canal and new bridge over Canal ^{1(T), 1(D)}	Miami-Dade County PTP Funds Miami-Dade County Road Impact Fees, Storm Water Utility	352	353	0	0	0		5,139



Public Works	Old Ingraham Avenue Road	Complete Streets ^{1(T)}	Road Impact Fees	0	0	0	0	452		452
	Town-wide Sidewalk Improvements (2)	Sidewalk replacement and install ADA ramps ^{1(T)}	Second local option gas tax <u>ARPA</u>	220	220	220 <u>800</u>	220	220	<u>220</u>	1,100
	Transit-Mobility Hubs	Development of 12-Mobility Hubs ^{1(T), 1(D)}	TPO Smart-Moves PTP	69	0	0	0	0		69
	Whispering Pines Park Swale Improvement Project	Swale, Drainage, and Roadway Improvements ^{1(D)}	PTP Stormwater	0	0 <u>379</u>	0	354	0	<u>0</u>	354 <u>379</u>
	Cutler Ridge Sec. 3 Drainage and Roadway Improvement Project	Drainage Improvements ^{1(D)}	PTP FDEP Stormwater Fees	1,992	0 <u>1,505</u>	0	0	0	<u>0</u>	1,992 1,955
	Caribbean Boulevard, (Gap 3 – from SW 87 Avenue to SW 184 Street) Roadway Improvement Project	Drainage Improvements, bike lanes, lighting installation, landscaping, sidewalk installation, bus shelters, roadway reconstruction ^{1(T), 1(D)}	FDOT LAP GRANT PTP	0	450 <u>158</u>	0	0 <u>848</u>	1,650 <u>0</u>	<u>0</u>	1,800 <u>1,006</u>
	Saga Bay 1.7 Drainage	Drainage Improvements ^{1(D)}	PTP FDEP	1,005	0	0	0	0		1,005
	Neighborhood Roadway Improvements	Milling and Resurfacing, Sidewalks, ADA Accessibility (Based on Pavement Survey Master Plan) ^{1(T)}	PTP	750	750	750	750	750		3,750
	Residential Roadway Resurfacing (Phase VII)	Town-wide resurfacing per Master Plan ^{1(T)}	PTP		<u>446</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>461</u>



Public Works	<u>Residential Roadway Resurfacing (Phase VIII)</u>	<u>Town-wide resurfacing per Master Plan^{1(T)}</u>	PTP		<u>25</u>	<u>925</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>950</u>
	<u>Residential Roadway Resurfacing (Phase IX)</u>	<u>Town-wide resurfacing per Master Plan^{1(T)}</u>	PTP		<u>0</u>	<u>25</u>	<u>925</u>	<u>0</u>	<u>0</u>	<u>950</u>
	<u>Residential Roadway Resurfacing (Phase X)</u>	<u>Town-wide resurfacing per Master Plan^{1(T)}</u>	PTP		<u>0</u>	<u>0</u>	<u>25</u>	<u>925</u>	<u>0</u>	<u>950</u>
	<u>Residential Roadway Resurfacing (Phase XI)</u>	<u>Town-wide resurfacing per Master Plan^{1(T)}</u>	PTP		<u>0</u>	<u>0</u>	<u>0</u>	<u>25</u>	<u>925</u>	<u>950</u>
	<u>Ingraham Avenue Road</u>	<u>Ingraham Avenue Road From SW 212 Street to SW 213 Street^{1(T)}</u>	PTP		<u>0</u>	<u>0</u>	<u>292</u>	<u>0</u>	<u>0</u>	<u>292</u>
	<u>Traffic Calming Speed Tables Phase 1</u>	<u>Town-Wide (as per Master Plan) ^{1(T)}</u>	PTP		<u>55</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>55</u>
	<u>SW 200th Street and SW 103rd Avenue Traffic Circle</u>	<u>SW 200th Street and SW 103rd Avenue^{1(T)}</u>	PTP FDOT LAP GRANT		<u>0</u>	<u>269</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>269</u>
	<u>SW 82 Avenue Roadway Improvements and Traffic Circle (LAP Project)</u>	<u>Caribbean Boulevard From SW 184 Street to SW 87th Avenue^{1(T)}</u>	PTP FDOT LAP GRANT		<u>97</u>	<u>310</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>407</u>
	<u>Saga Bay 1.7 Sub-Basin Water Quality Improvement Project</u>	<u>Saga Bay Sub-Basin 1.7^{1(D)}</u>	PTP		<u>310</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>310</u>



Public Works	<u>Saga Bay Drainage Sub-Basins Sections 1.1 East, 1.1 West, 1.5 North 1.6, 1.8</u>	<u>Drainage Improvements per Stormwater Master Plan^{1(D)}</u>	<u>ARPA</u>		<u>475</u>	<u>2,138</u>	<u>2,137</u>	<u>0</u>	<u>0</u>	<u>4,750</u>
	<u>Drainage Sub-Basins of, Old Cutler Common UN 1 & 2, Lakes by the Bay Sec 4 & 8, and J Twin Villas</u>	<u>Drainage Improvements per Stormwater Master Plan^{1(D)}</u>	<u>ARPA</u>		<u>400</u>	<u>1,800</u>	<u>1,800</u>	<u>0</u>	<u>0</u>	<u>4,000</u>
	<u>Drainage Sub-Basins of, Bel Aire Sec 1.2, 6, 12, 19, & 22, Eureka Drive ESTS, Cutler Country Groves 1st Addn, Allom Ests, and South Grove</u>	<u>Drainage Improvements per Stormwater Master Plan^{1(D)}</u>	<u>ARPA</u>		<u>650</u>	<u>2,925</u>	<u>2,925</u>	<u>0</u>	<u>0</u>	<u>6,500</u>
	<u>Cutler Ridge Pines Drainage Sub-Basin</u>	<u>Drainage Improvements per Stormwater Master Plan^{1(D)}</u>	<u>ARPA</u>		<u>150</u>	<u>675</u>	<u>675</u>	<u>0</u>	<u>0</u>	<u>1,500</u>
	<u>SW 207 Street and SW 85 Avenue Corridors Drainage Sub-Basins</u>	<u>Drainage Improvements per Stormwater Master Plan^{1(D)}</u>	<u>ARPA</u>		<u>175</u>	<u>788</u>	<u>787</u>	<u>0</u>	<u>0</u>	<u>1,750</u>

(Capital Improvement Schedule continues on next page.)



**Table CI-4
Other Agencies
Capital Improvement Plan (Committed and Planned Sources)
FY ~~2020/21~~ 2021/22 through ~~2024/25~~ 2025/26
(Thousands)**

Agency	Project Name	Description	Funding Source	Fiscal Years						Total
				<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>2025/26</u>	
M-D County Public Schools	24330000	Cutler Bay Middle Renovations	LOML	850	0	0	0	0		850
M-D County Public Schools	24270000	Cutler Bay Senior Renovations	LOML	0	0	1,500	0 500	0	0	1,500 2,000
M-D County Public Schools	19380000	Cutler Ridge Elementary Renovations	LOML	0	0	1,500	0	0	0	1,500
M-D County Public Schools	01645200	Whigham Elementary Swale Restoration	LOML	162	0	0	0	0		162
M-D County Public Schools	17640000	Whigham Elementary Renovations	LOML		0	575	0	0	0	575
M-D County Transit	2000000973	South Miami-Dade Transitway Corridor ^{1(T)}	PTP Fed. Grants FDOT	434,860	414,874 203,883	39,266 37,495	0	0	0	303,460
M-D County Transit	2000001321	Bus – New South Dade Maintenance Facility ^{1(T)}	PTP Bond	11,246	3,609 42,031	22,007 11,933	18,502	0	0	56,214
FDOT	DT4293417	Pedestrian Safety Improvements SR994/Quail Roost Dr. From Busway to US-1 ^{1(T)}	DDR	275	0	0	0	0		275
FDOT	DT4293412	Resurfacing SR994/Quail Roost Dr From east of HEFT to US-1 ^{1(T)}	DDR, DIH, DS, SA	1,492	0	120 80	0	0	0	1,612 2,059
FDOT	DT4399161	Intersection Improvements Allapattah Rd at SW 211 St ^{1(T)}	ACSS, DIH, DS, HSP	1,395	66	0	0	0	0	1,461 1,960



FDOT	DT4399131	Intersection Improvements US-1 at SW 112 Ave. ^{1(T)}	ACSA, ACSS, DDR, DR, SA		54	0	0	0	0	1,678
M-D-County Transp. & Public Works	PW0001115	SW 200 St Widening Quail Roost Dr - US-1 ^{1(T)}	RIF	4,500	1,500	1,500	1,500	1,288	0	7,288
M-D-County Transp. & Public Works	PW20040348	SW 216 St. Curb & Gutter, Traffic Operational Improvements ^{1(T)} , ^{1(D)}	PTP	5,730	573 3,189	0 587	0	0	0	6,303 3,776
M-D-County Transp. & Public Works	20200247	SW 216 St. Drainage Improvements (Phase I) SW 94 Av to SW 87 Ave ^{1(D)}	Stormwater Utility Fee	0	1,197	0	0	0	0	1,197
M-D-County Transp. & Public Works	20200119	Design and Construction of New Roundabout at Old Cutler Road and SW 184 St. ^{1(T), 1(D)}	Road Impact Fee	400	100	200	0	0	0	400
M-D-County Transp. & Public Works	Caribbean Boulevard Roadway Improvement Project Bridge over Canal C1-N	Dredging of Canal and new bridge over Canal ^{1(T), 1(D)}	Miami-Dade County PTP Funds Miami-Dade County Road Impact Fees, Storm Water Utility		353	0	0	0	0	5,139
M-D County WASD	2000000580	Peak Flow Management – South District Expansion ^{1(SS)}	Multiple	36,444	64,269 51,228	78,693 140,593	77,104 149,255	83,368 98,142	69,051	651,209 694,703
M-D County WASD	9651061	Wastewater – South District Transmission Mains and Pump Stations ^{1(SS)}	Bonds	400	2,299	7,500	10,572	0	0	20,521



M-D County WASD	9655481	Wastewater Treatment Plant – South District Expansion (Phase 3) ^{1(SS)}	Bonds Fees	4,966	2,474 <u>3,500</u>	0 <u>700</u>	0	0	0	8,778 <u>10,247</u>
M-D County WASD	9653401	Wastewater Treatment Plant – South District Upgrades ^{1(SS)}	Bonds Fees	4,500	6,304 <u>3,339</u>	8,304 <u>13,594</u>	11,069 <u>17,827</u>	2,000 <u>8,006</u>	200	64,424 <u>78,411</u>
M-D County WASD	9650021	Water – South Miami-Dade Transmission Mains Improvements ^{1(W)}	Bonds	829	3,735	149	0 <u>450</u>	0	0	5,163
M-D County WASD	9650031	Water Treatment Plant – Alexander Orr, Jr. Expansion ^{1(W)}	Bonds, Water Renewal & Rep. Fund	12,293	20,780 <u>17,398</u>	30,862 <u>22,877</u>	24,903 <u>2,759</u>	22,938 <u>200</u>	300	148,414 <u>132,897</u>
M-D County WASD	9652821	Water Treatment Plant – South Miami Heights ^{1(W)}	Bonds	4,100	4,075	4,000	4,000	40,300		48,628
M-D County Waste Management	2000001370	Collection Facility Infrastructure Improvements – Eureka Drive Trash and Recycling Center ^{1(SW)}	Waste Collection Operating Fund	60	240 <u>216</u>	67 <u>76</u>	0	0	0	543 <u>652</u>
M-D County Waste Management	509270	Disposal Facility Infrastructure Improvements – Backup Power Generators ^{1(SW)}	Waste Disposal Operating Fund	0	0 <u>265</u>	0 <u>526</u>	0 <u>526</u>	0 <u>523</u>	0	2,047 <u>4,745</u>
M-D County Waste Management	2000001386	Disposal Facility Infrastructure Improvements – Future Projects (Improvements to the South Dade Home Chemicals Center) ^{1(SW)}	Waste Disposal Operating Fund	0	0	0	535 <u>0</u>	0	0	2,944 <u>810</u>



M-D County Waste Management	2000001392	Disposal Facility Infrastructure Improvements – South Dade Landfill ^{1(SW)}	Waste Disposal Operating Fund	200	<u>30</u> <u>29</u>	<u>285</u> <u>344</u>	0	0	<u>0</u>	<u>1,690</u> <u>794</u>
M-D County Waste Management	2000001379	Disposal Facility Infrastructure Improvements – South Dade Landfill Access Road ^{1(SW)}	Waste Disposal Operating Fund	490	<u>0</u> <u>1,810</u>	0	0	0	<u>0</u>	<u>1,025</u> <u>2,567</u>
M-D County Waste Management	2000001346	Disposal Facility Infrastructure Improvements – South Dade Landfill Scalehouse ^{1(SW)}	Waste Disposal Operating Fund	565	<u>0</u> <u>144</u>	0	0	0	<u>0</u>	<u>885</u> <u>1,555</u>
M-D County Waste Management	2000000629	Disposal Facility Infrastructure Improvements – South Dade Landfill Tip Floor ^{1(SW)}	Waste Disposal Operating Fund	605	<u>0</u> <u>320</u>	<u>35</u> <u>45</u>	<u>285</u> <u>0</u>	0	<u>345</u>	<u>4,199</u> <u>4,425</u>
M-D County Waste Management	2000001354	Environmental Improvements – South Dade Landfill Gas Collection and Control System ^{1(SW)}	Waste Disposal Operating Fund	1,330	<u>0</u> <u>847</u>	<u>720</u> <u>835</u>	0	0	<u>940</u>	<u>4,080</u> <u>7,974</u>
M-D County Waste Management	2000001356	Environmental Improvements – South Dade Landfill Groundwater ^{1(SW)}	Waste Disposal Operating Fund	0	<u>154</u> <u>0</u>	0	0	0	<u>151</u>	<u>454</u> <u>453</u>
M-D County Waste Management	2000001381	Environmental Improvements – South Dade Landfill SBR System ^{1(SW)}	Waste Disposal Operating Fund	598	<u>573</u> <u>451</u>	<u>207</u> <u>44</u>	<u>383</u> <u>430</u>	0	<u>0</u>	<u>3,456</u> <u>2,855</u>
M-D County Waste Management	2000001380	Environmental Improvements – South Dade Landfill Stormwater System ^{1(SW)}	Waste Disposal Operating Fund	0	<u>0</u> <u>488</u>	<u>60</u> <u>0</u>	<u>385</u> <u>0</u>	0	<u>0</u>	<u>445</u> <u>543</u>



M-D County Waste Management	609120	Land Acquisition - South Dade Landfill (Purchase of 175 acres for expansion and buffer) ^{1(SW)}	Waste Disposal Operating Fund	0	2,600 130	2,692 5,000	0	0	0	5,300 5,138
M-D County Waste Management	504370	Landfill Construction, Closure and Remediation – South Dade Landfill Cell 4 ^{1(SW)}	Utility Service Fee Waste Disposal Operating Fund	0	225	1,310 1,490	13,750 13,550	0	0	15,285 15,266
M-D County Waste Management	2000001054	Landfill Construction, Closure and Remediation – South Dade Landfill Horizontal Expansion ^{1(SW)}	Waste Disposal Operating Fund	50	150 0	300 160	300	0 300	0	800 760
M-D County Waste Management	2000000353	New Transfer Station ^{1(SW)}	Waste Disposal Operating Fund		0	0	0	480	810	70,950
M-D County Library	2000001218	South Dade Regional Library – Renovations	FEMA HMGP M-D Library Taxing District	724	0 3,810	0 2,500	0 1,294	0	0	974 7,968
M-D County Parks, Recreation & Open Space	932230	ADA Accessibility Improvements – Black Point Park ^{1(R)}	Bonds	54	0 20	0 34	0	0	0	198
M-D County Cultural Affairs	2000000213	South Miami-Dade Cultural Arts Center – Café Build Out and Infrastructure Improvements ^{1(R)}	CIIP Revenue Convention Dev. Tax Fund	1,248	0 1,510	0	0	0	0	2,010

- ^{1(T)}: Project will contribute to achieving the LOS standard for Transportation
- ^{1(R)}: Project will contribute to achieving the LOS standard for Recreation and Open Space
- ^{1(W)}: Project will contribute to achieving the LOS standard for Potable Water
- ^{1(D)}: Project will contribute to achieving the LOS standard for Stormwater Drainage
- ^{1(SW)}: Project will contribute to achieving the LOS standard for Solid Waste Management



- 1(SS): Project will contribute to achieving the LOS standard for Sanitary Sewer
- 2: Project will otherwise further the achievement of the Growth Management Plan and its goals, objectives, and policies



APPENDIX “E”

FUND BALANCE REPLENISHMENT PLAN 2020-2023

TOWN OF CUTLER BAY, FLORIDA



FUND BALANCE REPLENISHMENT PLAN 2020-2023

ESTRADA • HINOJOSA
INVESTMENT BANKERS

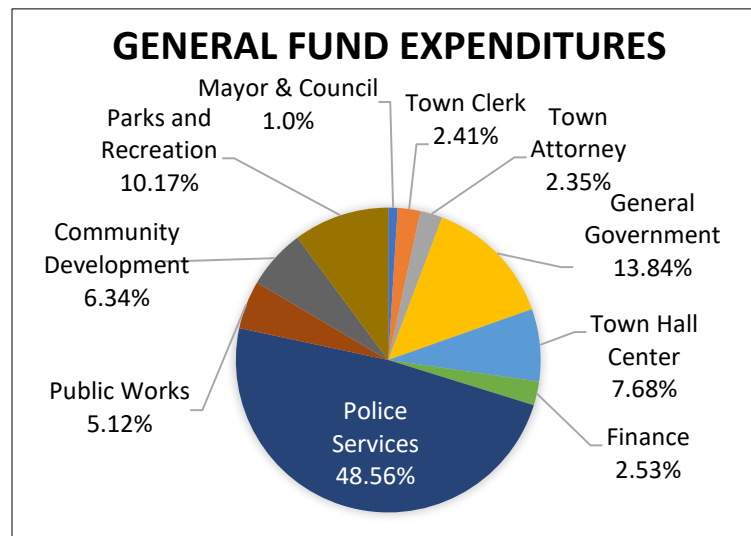
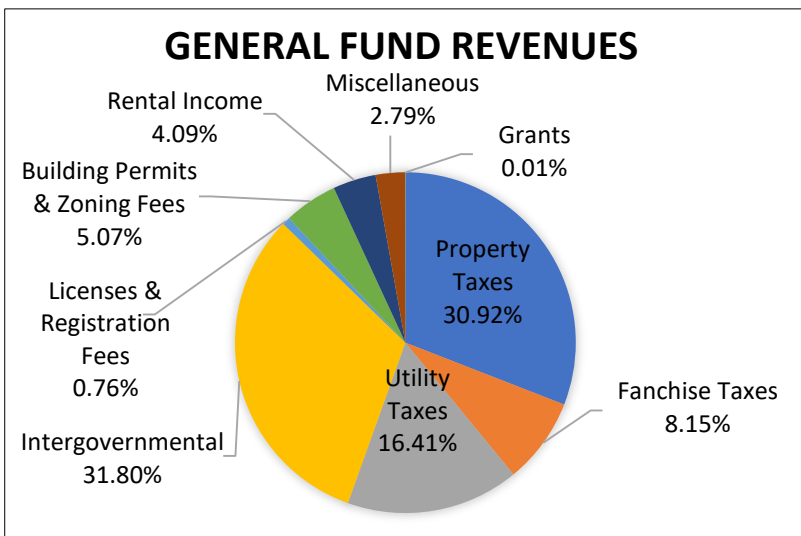
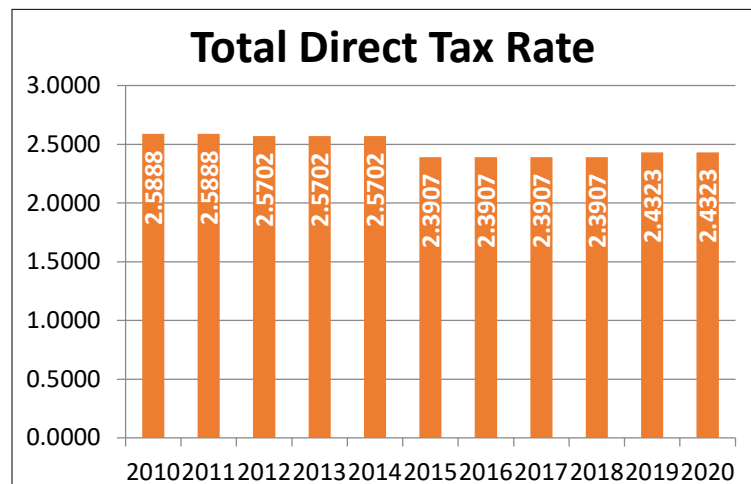
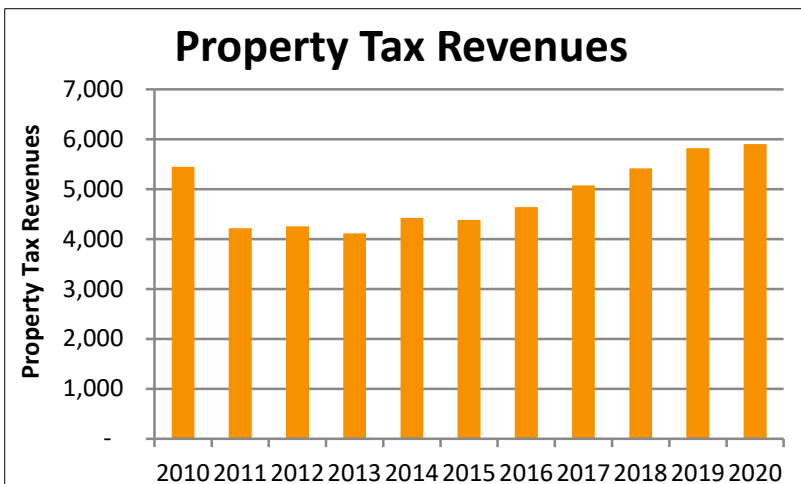
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New Projects	4
Fund Balance Trend	5
Credit Rating/Score	6
Next Steps - Goals / Tasks	7
Assumptions	8
Financial Impact	10
Alternatives Considered	15



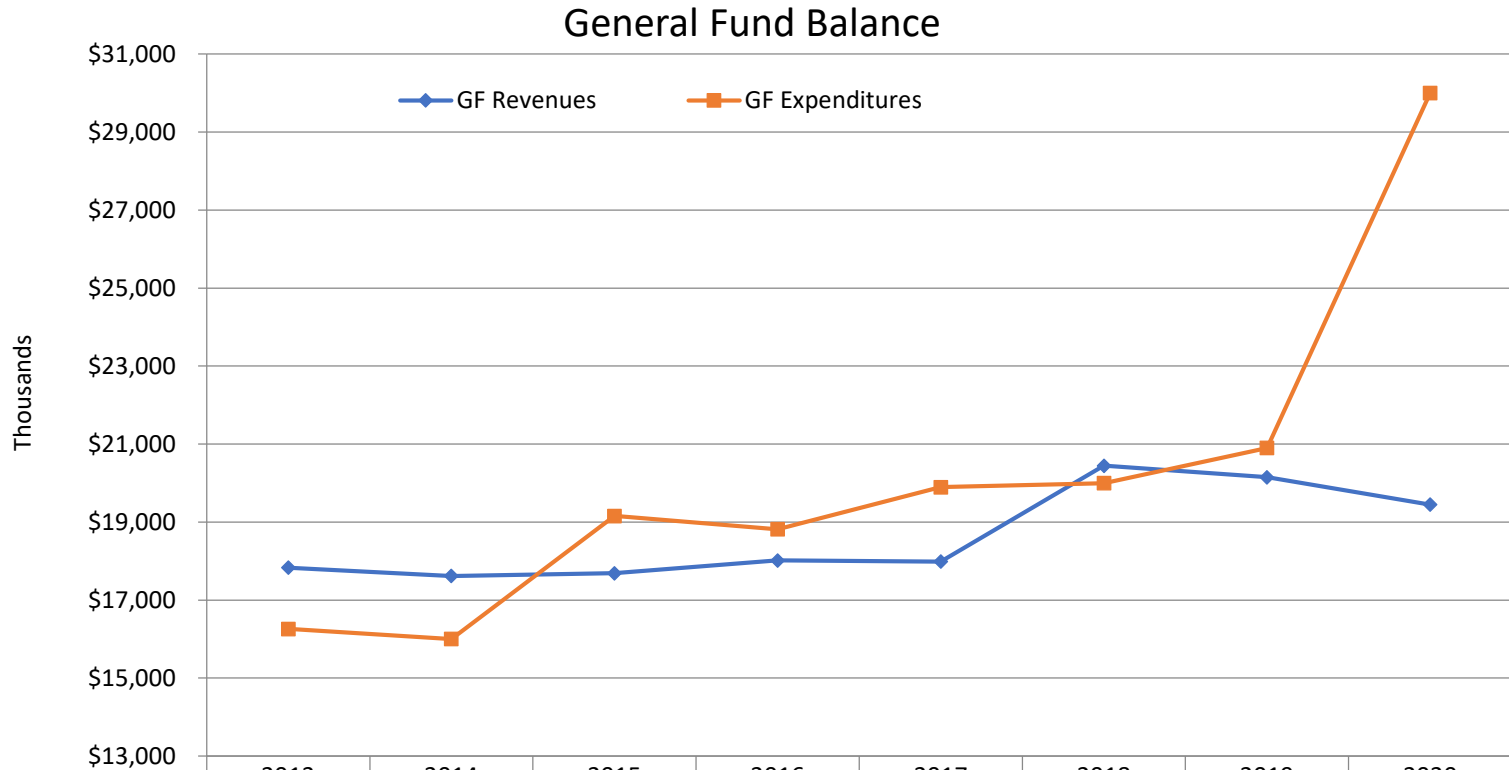
CURRENT SITUATION

OVERVIEW



CURRENT SITUATION

GENERAL FUND BALANCE – ACTUAL (2013-19) & BUDGET (2020)



	2013	2014	2015	2016	2017	2018	2019	2020
GF Revenues	\$17,830,285	\$17,617,389	\$17,687,503	\$18,017,592	\$17,988,851	\$20,446,244	\$20,150,000	\$19,448,976
GF Expenditures	\$16,262,657	\$16,001,877	\$19,159,112	\$18,815,106	\$19,897,306	\$19,999,453	\$20,900,000	\$30,003,729
GF Fund Balance (Ending)	\$19,846,313	\$21,798,397	\$20,932,723	\$20,529,557	\$18,750,817	\$19,368,497	\$18,581,825	\$8,027,072

NEW PROJECTS

\$9.123M New Capital Projects to be Funded

Budgeted - \$1.2M

- Franjo Park \$1.2M

Not Budgeted - \$7.923M

- Town Hall / Land swap \$3.473M
- Franjo Park \$1.45M
 - Budget \$1.2M, Bids came in at \$2.65M
- 9-acre parcel - \$3M down payment (possibly reimburse from GO Bond proceeds)

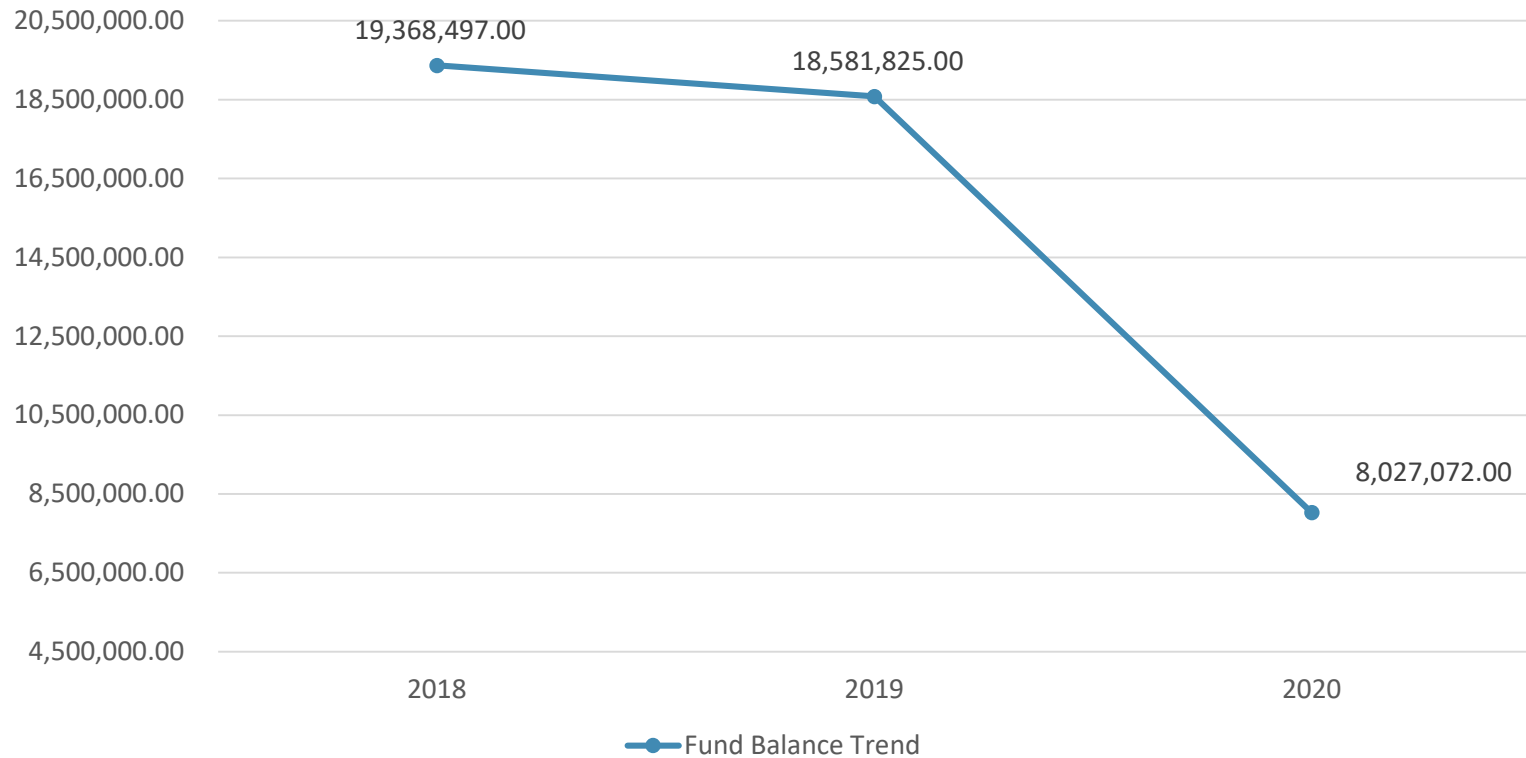
New Debt

Referendum for \$40 Million GO Bond Issue

PROJECTED FUND BALANCE TREND

INCLUSIVE OF NON-BUDGETED CAPITAL PROJECTS \$7.85M

Current Fund Balance
2018-2020



MOODY'S SCORECARD

PROJECTED

SCORECARD SUBFACTORS	CUTLER BAY STATISTICS	% Score	SCORECARD RATING
Population (2018 CAFR)	45,373		-
Tax Base Size	2,650,512,622	0.20	Aa
Full Value per capita	58,416	0.30	A
Wealth	122%	0.20	Aa
Fund Balance	39%	0.10	Aaa
Fund Balance Trend	-58%	0.30	B
Cash Balance	84%	0.10	Aaa
Cash Balance Trend	54%	0.05	Aaa
Institutional Framework	Unknown	0.20	Aa
Operating History	0.95x	0.50	Baa
Debt to Full Value	0.47%	0.05	Aaa
Debt to Revenue	0.64x	0.10	Aa
Net Pension Liability to Full Value	0.15%	0.05	Aaa
Net Pension Liability to Revenue	20x	0.05	Aaa
INDICATIVE RATING		2.20	Aa3

Score Guide
0.5 Aaa
1.5 Aa1
1.83 Aa2
2.17 Aa3
2.5 A1
2.83 A2
3.17 A3
3.5 Baa1
3.83 Baa2
4.17 Baa3

In today's market, the credit score rating drop from Aa2 to Aa3 translates into approximately \$472,000 in additional interest cost over the 30-year life of the debt.

NEXT STEPS

GOALS / TASKS

GOALS:

1. Adhere to Best Budget Practices
2. Solidify/Improve AA2 Credit Rating with Positive Outlook to obtain lowest possible cost of future financings.

TASKS:

Close gap between Revenues and Expenses and adopt a balanced Budget

Maintain Adequate Fund Balance (>30% of GF Expenditures)

1. Reduce Operating expenses by restructuring Series 2015A and B annual debt service payments
2. Maximize Investment Income
3. Adopt Recovery Millage Rate
4. Rebuild Fund Balance

ASSUMPTIONS

REVENUES

1. Base year (FY 2020) certified property value is \$2,650,512,622. Assume increase of 2% per year.
2. Base year (FY 2020) millage rate of 2.4323 mills.
3. Utility taxes and State shared revenues (1st local option gas tax, communications tax, revenue sharing and local ½-cent sales tax) assumed to increase 2% per year for first 2 years, then 3% thereafter.
4. Building and zoning fees assumed to increase 3% per year.
5. The Town's franchise agreement with FPL commences June 2020 and is estimated to generate \$183,425/month for the first year (June 2020 thru May 2021). Assume increases of 2% per year thereafter.
6. Park fees assumed to increase 3% per year based on assumed new rate structure and new contract amounts with sports leagues.
7. Solid waste franchise fees, licenses and registrations, park cell tower rental and other miscellaneous income items projected based on recent trends.
8. Investment income assumed 1.15% return using the average of the beginning and ending fund balance amounts (before consideration of investment income).

ASSUMPTIONS

EXPENDITURES

1. Town Council assumed 2% COLA adjustment per year. All other departments (except Town Attorney and Police) assumed 2% COLA and 3% merit per year. Try to estimate as best possible merit increases capped by Town pay plan.
2. Assume no change in staff positions.
3. Health insurance – all departments (except Town Attorney and Police) assumed 7% increase per year.
4. Other operating expenditures – all departments (except Town Attorney and Police) assumed increase of 2% per year. For Town Clerk, add \$75,000 in FY 2021 and FY 2023 for election costs. For General Govt, rent expense of \$571,550 2020 base year increasing 2% a year.
5. Town Attorney – assumed a flat amount of \$500,000 per year.
6. Police other operating expenditures – assumed a 3% per year increase each year. No new sworn positions. Note – not sure when the next union negotiated contract will take effect.
7. Debt service based on current or amended amortization schedules.
8. Capital Outlay:
 - a. Parks assumed \$50,000 per year
 - b. Police assumed \$10,000 per year
 - c. General Govt assumed \$50,000 (to cover IT and all other departments' needs)

CLOSE BUDGET GAP

RESTRUCTURE FOR ANNUAL DEBT SERVICE SAVINGS

Current Situation General Gov't Debt Service (2015A) Town Hall Debt Service (2015B)		
Issue	Outstanding Balance	Interest Rate
Series 2015A	\$4,155,223	2.50%
Series 2015B	\$3,116,402	2.80%

Savings Analysis General Gov't Debt Service (2015A) Town Hall Debt Service (2015B)				
ISSUE	Current Annual Debt Service	New Interest Rate	New Annual Debt Service	Annual Debt Service Savings
Series 2015A	\$ 451,154.37	2.32%	\$ 379,108.86	\$ 72,045.51
Series 2015B	\$ 620,066.36	2.73%	\$ 375,636.25	\$ 244,430.11
Total Annual Pmts	\$1,071,220.73		\$ 754,745.11	\$ 316,475.62

PROPERTY VALUE MILLAGE IMPACT

MILLAGE REVENUE PRODUCTION

Millage Adjustment for Balanced Budget			
	2021	2022	2023
Increase/\$1000 Taxable Prop. Value	0.2177	0.1000	.1000
Annual Cost/ \$100,000 Taxable Prop. Value	\$21.77	\$10.00	\$10.00
New Millage Rate	2.65	2.75	2.85
Ad Valorem Rev Increase due to Millage Adj.	\$559,129	\$261,971	\$267,211

(Assessed Value x Millage Increase / 1,000) * 95% = Ad Valorem Revenue Increase
 2021: (2,703,522,875 x 0.1777 / 1,000) * 95% = \$559,129

Current Millage (2.4323) + Proposed Millage Increase (0.2177)
 = New Proposed Millage (2.65)

<https://miamidade.county-taxes.com/public>

2019 ADOPTED MILLAGE RATES

Municipality	Municipal Millage
Aventura	1.7261
Doral	1.9000
Uninc. County	1.9283
Bal Harbour	1.9654
Sunny Isles	2.2000
Palmetto Bay	2.2000
Miami Lakes	2.3127
Pinecrest	2.3990
Cutler Bay	2.4323
Key Biscayne	3.1950
Bay Harbor Island	3.6245
Sweetwater	3.9948
South Miami	4.3000
Surfside	4.4000
Medley	5.0500
Virginia Gardens	5.1000
Hialeah Gardens	5.1613
North Bay Village	5.4992
Coral Gables	5.5590

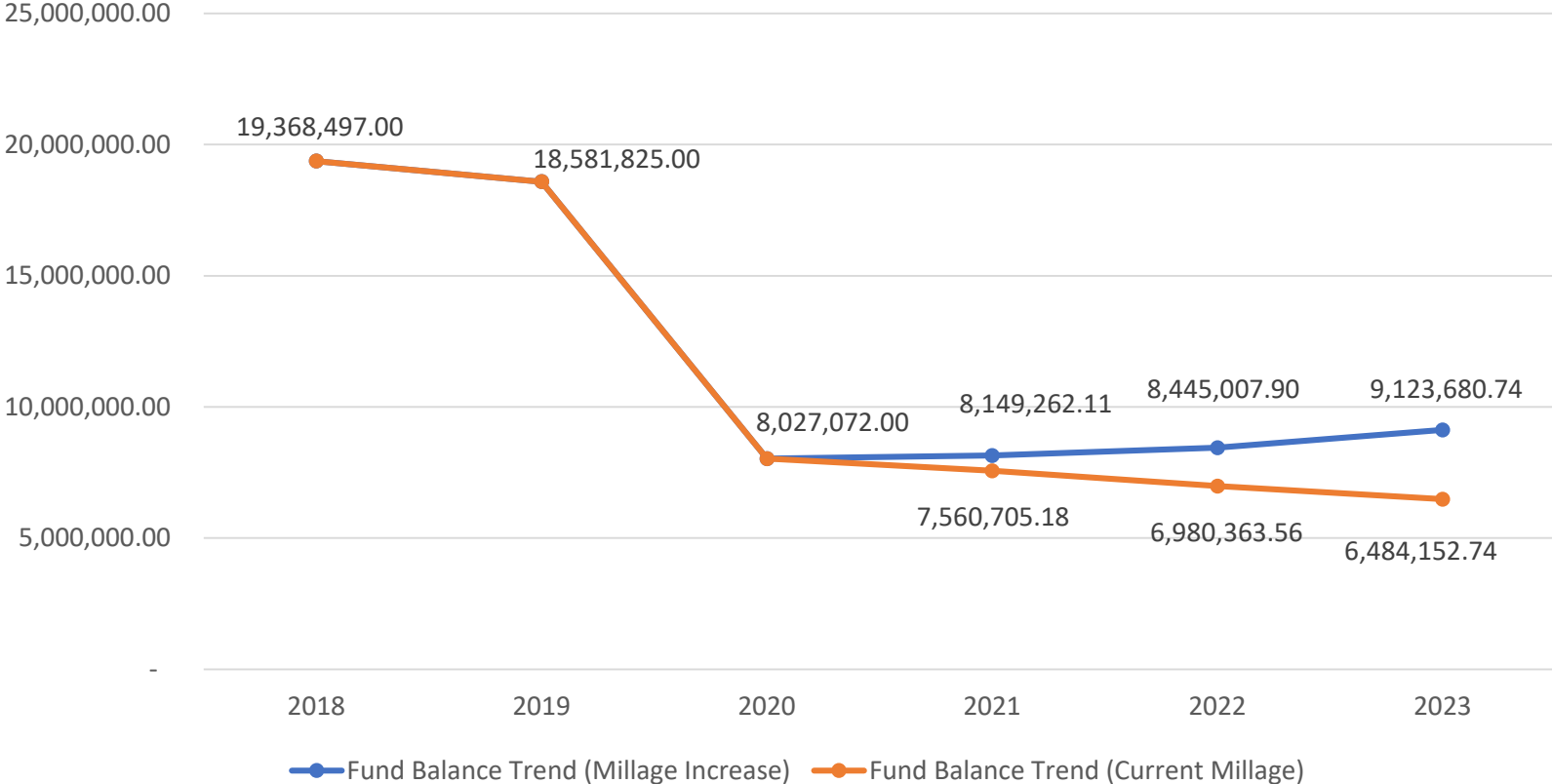
Municipality	Municipal Millage
Miami Beach	5.7288
Miami Beach	5.7288
Homestead	5.9215
North Miami Beach	6.2000
Indian Creek	6.3000
Hialeah	6.3018
West Miami	6.8858
Miami Gardens	6.9363
Florida City	7.1858
Miami Springs	7.3300
North Miami	7.5000
Miami	7.5665
Miami (DDA)	7.5665
Golden Beach	7.5780
Miami Shores	7.9000
El Portal	8.3000
Biscayne Park	9.7000
Opa-Locka	9.8000

CURRENT FUND BALANCE SUMMARY

Fund Balance Rollforward				
FY	2020	2021	2022	2023
Millage:	2.4323	2.6500	2.7500	2.8500
Revenues:	19,448,976	21,331,441	22,024,521	22,840,785
Expenditures:	<u>30,003,729</u>	<u>21,209,251</u>	<u>21,728,775</u>	<u>22,162,112</u>
Revenue Excess (Shortfall)	(10,554,753)	122,190	295,746	678,673
Fund Balance, beginning	18,581,825	8,027,072	8,149,262	8,445,008
Fund Balance, ending	8,027,072	8,149,262	8,445,008	9,123,681
% of General Fund Revenue	27%	38%	39%	41%

PROJECTED GENERAL FUND BALANCE ROLL-FORWARD

New Fund Balance
2018-2023



MOODY'S SCORECARD

NEW RATING

SCORECARD SUBFACTORS	CUTLER BAY STATISTICS	% Score	SCORECARD RATING
Population (2018 CAFR)	45,373		-
Tax Base Size	2,703,522,875	0.20	Aa
Full Value per capita	59,584	0.30	A
Wealth	122%	0.20	Aa
Fund Balance	36%	0.10	Aaa
Fund Balance Trend	-59%	0.30	B
Cash Balance	77%	0.10	Aaa
Cash Balance Trend	54%	0.05	Aaa
Institutional Framework	Unknown	0.20	Aa
Operating History	0.96x	0.40	Baa
Debt to Full Value	0.46%	0.05	Aaa
Debt to Revenue	0.58x	0.10	Aa
Net Pension Liability to Full Value	0.15%	0.05	Aaa
Net Pension Liability to Revenue	20x	0.05	Aaa
INDICATIVE RATING		2.10	Aa2

Score Guide
0.5 Aaa
1.5 Aa1
1.83 Aa2
2.17 Aa3
2.5 A1
2.83 A2
3.17 A3
3.5 Baa1
3.83 Baa2
4.17 Baa3

In today's market, the credit score rating drop from Aa2 to Aa3 translates into approximately \$472,000 in additional interest cost over the 30-year life of the debt.

SERIES 2015 A AND B

ALTERNATIVES CONSIDERED

- Refund Series 2015 A and 2015 B
- Refund Series 2015 A and payoff Series 2015 B
- Refund Series 2015 B and payoff Series 2015 A
- Payoff both Series 2015 A and 2015 B
- Payoff Series 2015 B and Pay \$3M for Land Swap
- Keep Series 2015 A and B, pay\$3M for Land Swap

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APPENDIX “F”

PUBLIC INVOLVEMENT BUDGET LINKS



Appendix F

Public Involvement Budget Links

DATE	TOPIC	INDIVIDUALS REACHED*	LINK
April 27, 2022	First Open Mic Night	1.1K	https://www.facebook.com/townofcutlerbay/videos/1660110664364585/
June 24, 2022	14th Consecutive Year CAFR Announcement	657	https://www.facebook.com/photo/?fbid=4024535285766428&set=a259123249576338
July 20, 2022	First Budget Workshop (Visioning)	241	https://www.facebook.com/townofcutlerbay/videos/1146098289455506/
July 27, 2022	Second Budget Workshop	386	https://www.facebook.com/townofcutlerbay/videos/8034198836620130/
August 19, 2022	Second Open Mic Night Public Service Announcement (PSA)	353	https://www.facebook.com/townofcutlerbay/videos/1263079691094478/
August 22, 2022	Second Open Mic Night PSA	279	https://www.facebook.com/townofcutlerbay/videos/745541846523331/
August 22, 2022	Second Open Mic Night	1.8K	https://www.facebook.com/townofcutlerbay/videos/1278580159613672/
August 25, 2022	M-DC Office of Property Appraisal TRIM Notice PSA	N/A	https://www.facebook.com/photo/?fbid=433852215438344&set=a222476189909282
September 1, 2022	Third Budget Workshop	632	https://www.facebook.com/townofcutlerbay/videos/1223352618459648/
September 12, 2022	First Budget Hearing PSA	303	https://www.facebook.com/townofcutlerbay/videos/757989032098495/
September 14, 2022	First Budget Hearing	296	https://www.facebook.com/townofcutlerbay/videos/1264242160996264/
September 28, 2022	Second Budget Hearing	301	https://www.facebook.com/townofcutlerbay/videos/408188051488839/

* Source: Town Website, Facebook, Instagram, LinkedIn, Twitter, and YouTube cumulative statistics

TOPIC	WEBSITE LINK
Agendas and Minutes	https://pub-cutlerbay-fl.escribemeetings.com/
Fiscal Year 2022-23 Budget Visioning Workshop	https://pub-cutlerbay-fl.escribemeetings.com/FileStream.ashx?DocumentId=9197
Fiscal Year 2022-23 Second Budget Workshop	https://pub-cutlerbay-fl.escribemeetings.com/FileStream.ashx?DocumentId=9255
Fiscal Year 2022-23 Third Budget Workshop	https://pub-cutlerbay-fl.escribemeetings.com/FileStream.ashx?DocumentId=9270
Fiscal Year 2022-23 First Budget Hearing	https://pub-cutlerbay-fl.escribemeetings.com/FileStream.ashx?DocumentId=9305
Fiscal Year 2022-23 Second Budget Hearing	https://pub-cutlerbay-fl.escribemeetings.com/FileStream.ashx?DocumentId=9549
Adopted Budget Reports	https://www.cutlerbay-fl.gov/finance/page/adopted-budget-reports
2022-23 Fiscal Year Budget Workshops and Hearings	https://www.cutlerbay-fl.gov/finance/page/2022-23-fiscal-year-budget-workshops-and-hearings
Finance Transparency Portal	https://cutlerbay-fl.finance.socrata.com/#!/dashboard



APPENDIX “G”

GLOSSARY



Glossary of Terms

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.
GIC- Geographic Information System	A system designed to capture, store, manipulate, analyze, manage, and present all types of geographical data.
Grant	A contribution by one governmental unit to another unit. The contribution is usually made to aid in the support of a specified function.
Impact Fee	A fee charged on new development to finance infrastructure such as roads, parks, schools, fire and police facilities, or other capital purchases required to offset the effects of development and increased congestion.
Infrastructure	Public domain fixed assets including roads, bridges, curbs, gutters, sidewalks, drainage systems, and lighting systems.
Interlocal Agreement	A contractual agreement between two or more governmental entities.



Mill of Tax	A taxation unit equal to one dollar of tax obligation for every \$1,000 of taxable valuation of property. One 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.
Part 1 Crimes	The United States Department of Justice, Federal Bureau of Investigations, Uniform Crime Reporting (UCR) Program, collects statistics on the number of offenses known to law enforcement. As a result, the Miami-Dade Police Department reports Part I Crimes to the UCR Program as Homicide, Forcible Sex Offenses, Robbery, Aggravated Assaults, Burglary, Larceny and Motor Vehicle Theft. These offenses are known as serious crimes and occur with regularity in all areas throughout the country which are likely to be reported to police.
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- Truth in Millage	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 the two (2) 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).