

Town of
Miami Lakes
Florida



Annual Report 2012/13





2012/13 ANNUAL REPORT

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Town of Miami Lakes
6601 Main Street
Miami Lakes, FL 33014

www.miamilakes-fl.gov

t 305.364.6100

f 305.558.8511



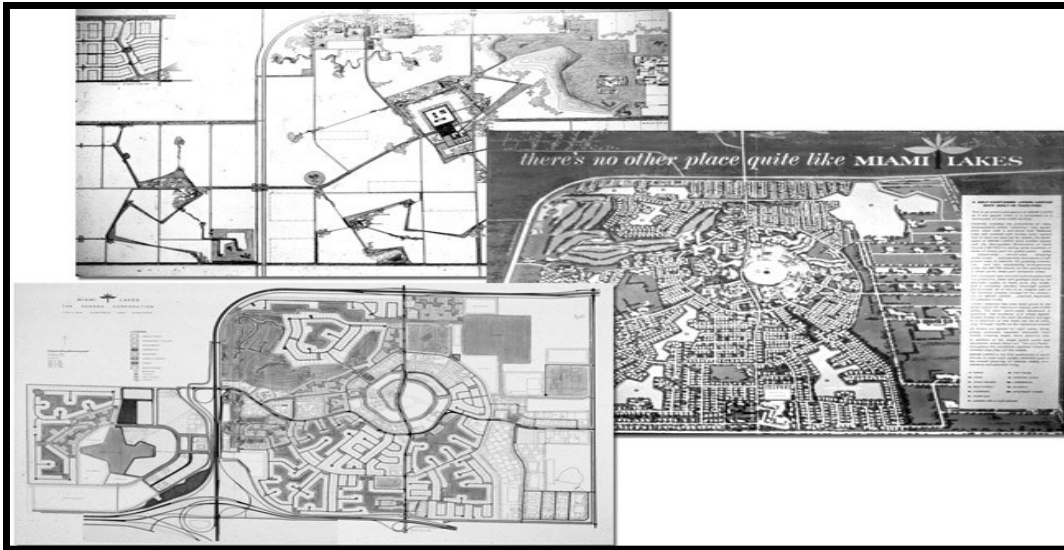
TOWN MANAGER'S MESSAGE



Town Manager
Alex Rey

As required by the Town Charter, I am responsible for preparing an annual report to be made available to the Town's residents outlining the accomplishments over the last year and the status of all major areas of responsibility. This report covers the period from October 1, 2012 to September 30, 2013.

Although I am presenting this report, the accomplishments over the last year are the result of the joint efforts of our elected officials, our diligent staff, and every one of our residents who participates or volunteers in any fashion for the benefit of the Town. As you will see throughout this report, Miami Lakes is in excellent financial and operational condition and has many achievements over the last year. Some of the most important accomplishments include moving into a new LEED, or Leadership in Energy and Environmental Design, Gold certified government center located on Main Street, completing the Downtown Drainage Improvement Project, obtaining a Class 5 rating within the Building Department which resulted in a 25% discount in Flood Insurance to all Town residents, and launching a new website which allows visitors to check a permit status, report problems, watch Council meeting live, and more.



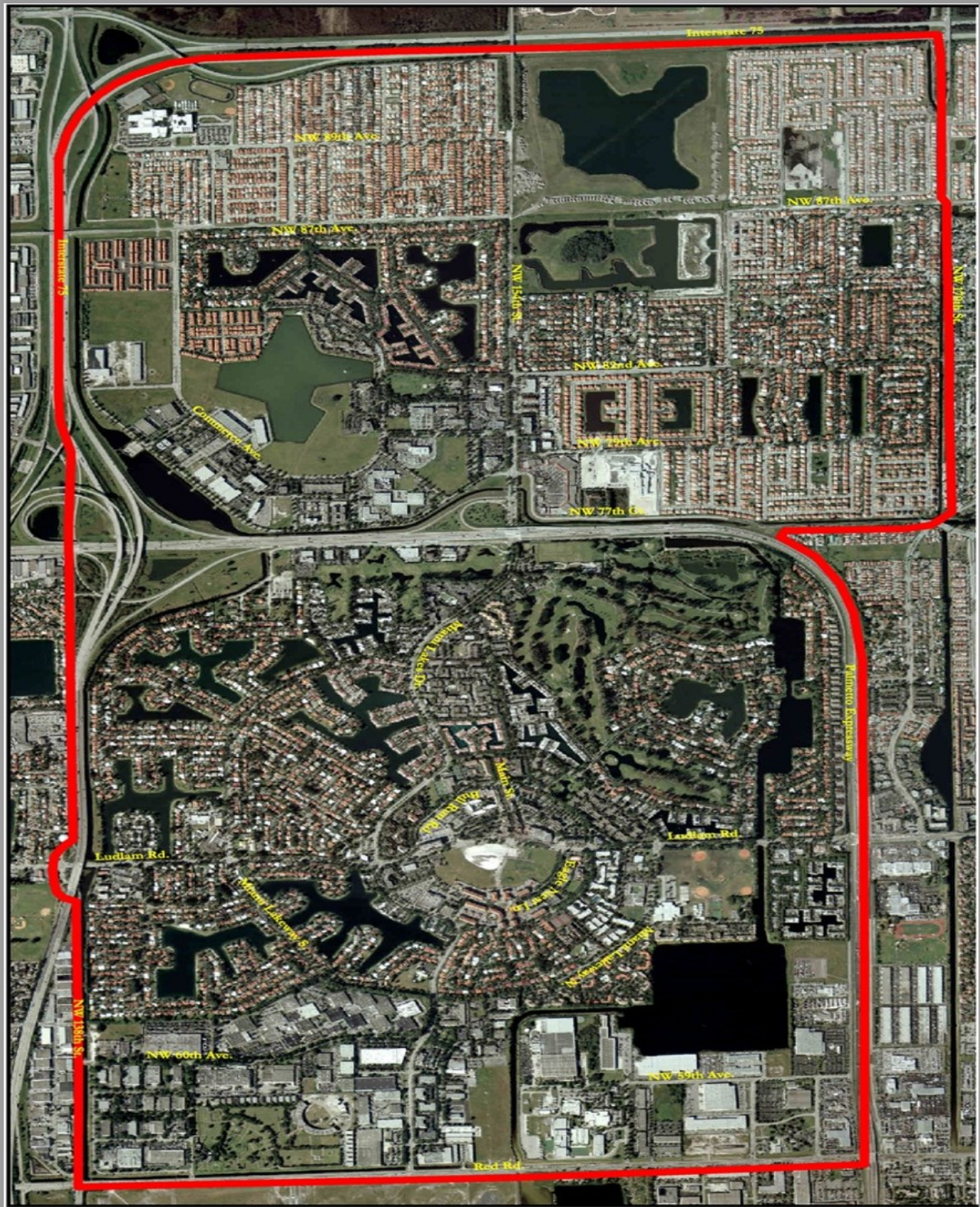
OVERVIEW OF MIAMI LAKES

Miami Lakes was incorporated on December 5, 2000. It is one of the 35 municipalities in Miami-Dade County, Florida. Conveniently located just 16 miles northwest of Downtown Miami and only 10 miles from Miami International Airport, our Town is home to approximately 30,000 residents and over 1,400 businesses. The Town encompasses approximately 6.8 square miles, bound by NW 170th Street and the Palmetto Expressway (SR 826) to the north, NW 138th Street to the south, NW 57th Avenue (Red Road) to the east, and Interstate 75 to the west.

Miami Lakes: Today and Tomorrow

Over the last 40 years, Miami Lakes has progressed from a dream on paper to a reality. This vibrant community is nationally recognized as one of the best examples of unique and innovative town planning. Land use in the Town is predominantly low-density. The next most prevalent uses are light industrial and office parks comprising 13% of the Town's area, and lakes and canals making up about 11%. The population of the Town of Miami Lakes has grown to nearly 30,000 residents and it currently ranks 12th in population size within Miami-Dade County, within the middle of the range for city size. Comparable cities include Coral Gables on the high end of the population spectrum and Pinecrest on the lower end. The Town of Miami Lakes' residential component is essentially built out with only a handful of parcels that are undeveloped.

AERIAL VIEW OF THE TOWN



FORM OF GOVERNMENT



The Town of Miami Lakes has adopted, through the Charter, a “Mayor-Council-Manager” form of government.

The Town Council is vested with all legislative powers of the Town. The Council consists of the Mayor and six members, four Residential Councilmembers and two at-large. The Mayor’s seat is elected at-large for a four-year term. As defined in the Town’s Charter, the Mayor shall preside at meetings of the Council and be a voting member of the Council.

In addition, the Mayor shall have the following specific responsibilities:

- ◇ To recommend the appointment of a Town Manager to the Council
- ◇ To present State of the Town and budgetary addresses annually
- ◇ May create and appoint, subject to Council approval, committees of the Council which may include non-Council members (The members of each committee shall select a chair)
- ◇ To be recognized as head of the Town government for all ceremonial purposes, for purposes of military law, and for service of process
- ◇ To be designated the official that represents the Town in all dealings with other governmental entities
- ◇ To execute contracts, deeds and other documents on behalf of the Town as authorized by the Council

ELECTED OFFICIALS

Pursuant to the Town Charter, the Council legislative duties include the following:

- ◆ Adopt or amend an administrative regulation or establish, alter or abolish any Town office, department, board or agency
- ◆ Establish a rule or regulation, the violation of which carries a penalty
- ◆ Levy taxes or appropriate funds
- ◆ Set services or user charges for municipal services or grant administrative authority to set such charges
- ◆ Authorize the borrowing of money
- ◆ Convey or lease or authorize by administrative action the conveyance or lease of any lands of the Town
- ◆ Mend or repeal any ordinance previously adopted
- ◆ Adopt an Annual Budget



Wayne Slaton
Mayor



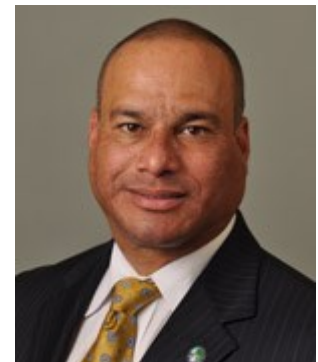
Manny Cid
Vice Mayor



Tim Daubert
Councilmember



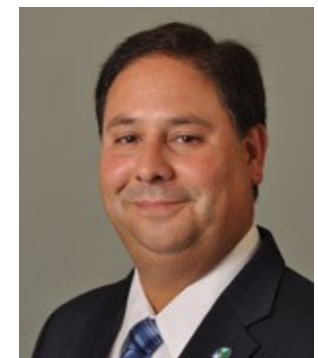
Tony Lama
Councilmember



Ceasar Mestre
Councilmember



Frank Mingo
Councilmember



Nelson Rodriguez
Councilmember

FINANCIAL OVERVIEW

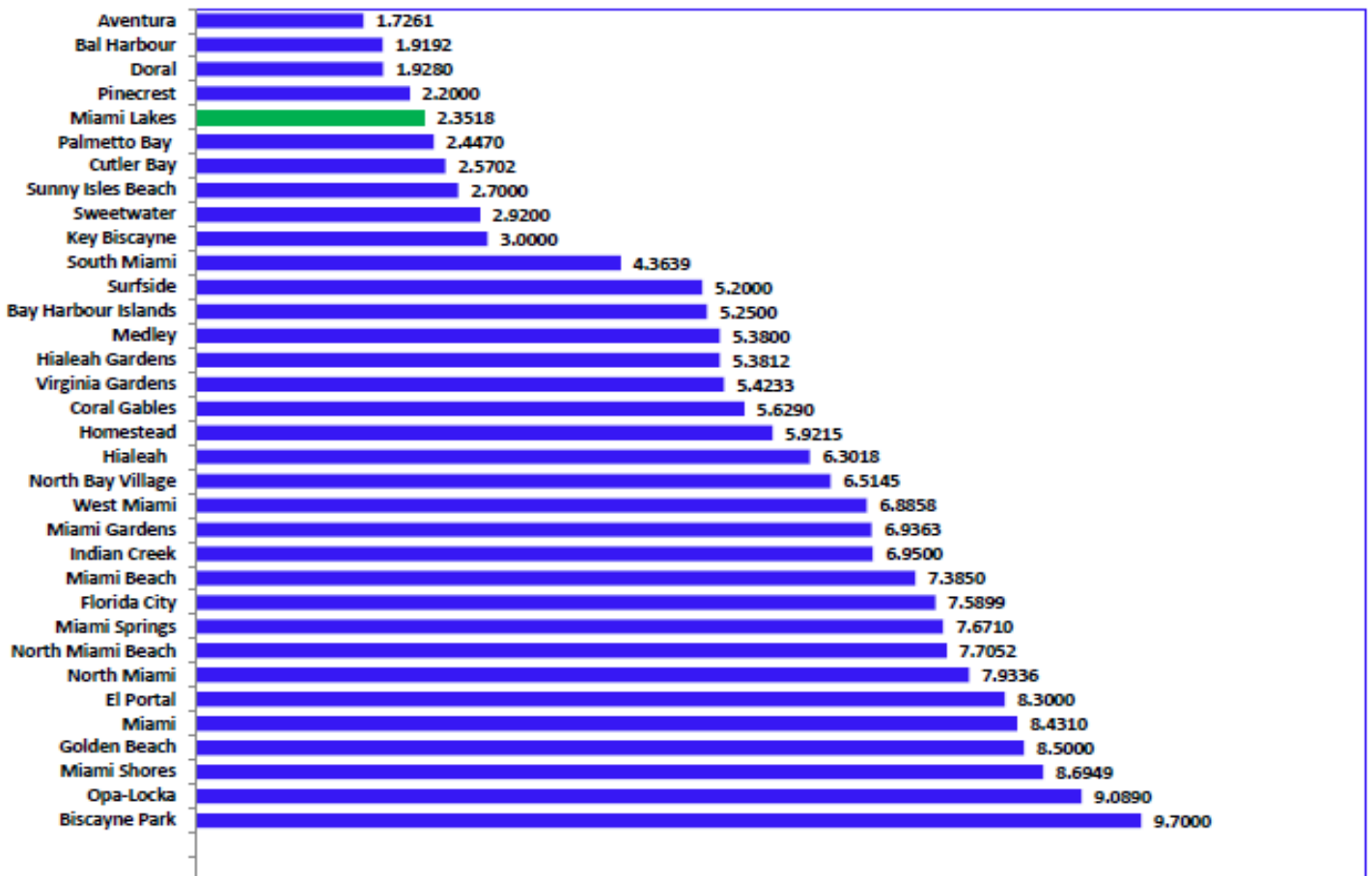
The Town of Miami Lakes is in excellent financial condition, as recognized by the Town’s external auditors upon the completion of the FY2013 financial condition test. The Town’s conservative financial management approach has allowed our municipality to maintain an AA rating with a stable outlook from Fitch Ratings’ most recent review.

The Finance Department will continue to strive for embracing technology in enhancing government transparency by providing more frequent key financial data on the Town’s website, such as check registers, performance reports, etc. To do so the Finance Department is committed to maximizing the full potential of our Tyler Product: Munis financial management system, which was recently implemented in the prior fiscal year.

The Town of Miami Lakes crossbreed method of governance to use employees and outside contractors in order to maintain high levels of service at a low cost, has allowed our municipality to consecutively maintain one of the lowest millage rates in the County, without sacrificing levels of services from prior fiscal year.

The Town low tax rate in Miami-Dade County (2.3518), ranking 5th amongst all of the cities in Miami-Dade County in the millage rate they impose on property values, which is the main source of funding for local governments.

2013 Adopted Millage Rates for Miami-Dade County Municipalities



FINANCIAL HIGHLIGHTS

- At the close of the Fiscal Year the assets of the Town exceeded its liabilities by \$40.5 million (net position). Of this amount, \$10.3 million (unrestricted net position) may be used to meet the Town's ongoing obligations to citizens and creditors.
- The Town's total net position increased by \$2.3 million over the last fiscal year. This increase is attributable to excess revenues over expenses for 2013. Net position of business-type activities increase by \$1.7 million, net positions of the Town's governmental activities increased by approximately \$604 thousand. Transfer of funds between the capital project fund and the business-type activity (\$1.629 million), net of \$277.5 thousand capital transfers of the Stormwater Fund and \$1.906 million from the Stormwater Fund to the Capital Projects Fund accounted for the increase in the business-type activity. The increase in the Town's government funds resulted from the excess of revenues over expenditures.
- As of the close of the current fiscal year, the Town government funds reported combined fund balances of \$14 million, a decrease of \$1.9 million in comparison with the prior year. Approximately \$4.1 million, or 29%, of the ending fund balances amount is available for spending at the governments discretion (unassigned fund balance). The decrease is attributable to the allocation of funds, for the purpose they were saved, for pay as you go capital park projects.
- At the end of the current fiscal year, the fund balance for the general fund was \$4.2 million or 28% of total general fund expenditures. The unassigned fund balance for the general fund was \$4.1 million or 27% of total general fund expenditures. Non Spendable fund balance was \$95 thousand, less than 1% Restricted fund balance for the general fund. These designations are in compliance with the Town's fund balance and financial policies as explained in the notes to the financial statements.
- Total cost of all of the Town's governmental activities increased by \$2.6 million or 12%.
- The Town's debt increased by \$1.8 million due to Special Obligation Bond for Roadway Improvement for 154th Street.

ECONOMIC DEVELOPMENT

The Town

The Town is approximately 94%+/- built out, with only small portion of the land remaining vacant and undeveloped. As a result, the Town's current and long range planning efforts have shifted from a primarily growth-management-related role to a larger focus on economic development and redevelopment. This strategy is anticipated to continue over the next ten years.

In an effort to assist and promote the continued viability and occupancy of the Town's commercial and industrial areas the Town's Administration, Planning, Zoning and Building staffs coordinate regularly with local realtors, business owners, developers and property owners to assist in the streamlining of regulatory processes to remove barriers or impediments to quality development or redevelopment in accordance with the Town's requirements. These types of activities are essential to encourage and assist new business owners and perspective developers to choose Miami Lakes as their home.

Government Center

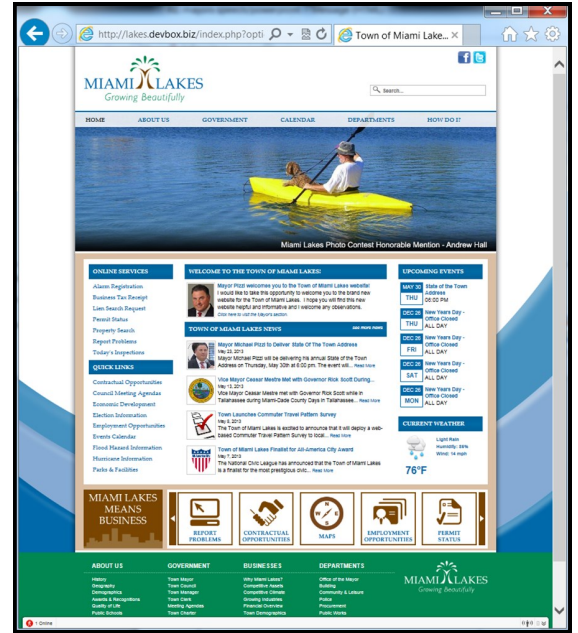
In late April, Miami Lakes officials moved into a new government center located on Main Street. The facility is 25,000 square-foot and LEED Gold certified. The building houses all Town departments including executive and administrative offices, police, and other operations. Also, the building also includes the Council chambers, which holds about 200 people. Relocating the government center to Main Street has added to the attraction in the heart of Miami Lakes.



New Website

The Town launched a new website which allows visitors to:

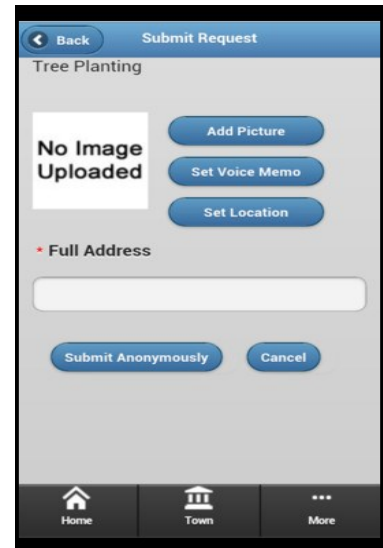
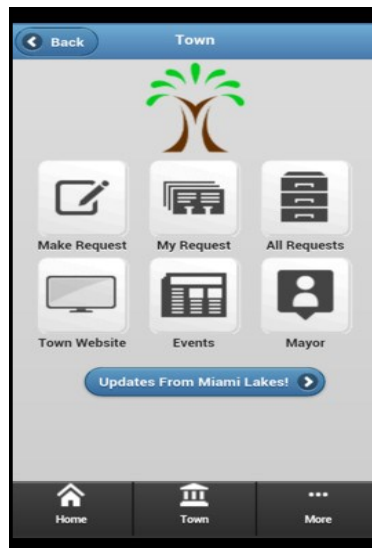
- ⇒ Check on a permit status
- ⇒ Report a problem
- ⇒ Access to Town Governmental information
- ⇒ Access to Town Departmental information
- ⇒ Access to frequent and high demand processes
- ⇒ Access an online calendar with detailed information, dates, times, and a map of the location and address for all Town events
- ⇒ Watch live webcasts of council meetings
- ⇒ Request a ribbon cutting with the Mayor
- ⇒ Download the Miami Lakes Mobile Phone App



To visit the new website, go to: www.miamilakes-fl.gov

Miami Lakes Mobile Phone App

Accessible from the Town Website, the **FREE** Miami Lakes Mobile App allows residents to submit requests, report issues, and ask questions along with sending pictures using GPS location detection. Once the issue is submitted, a resident can login to view the status of their request. Images of the application are shown below:



PUBLIC SAFETY: POLICE

The Town of Miami Lakes Police services are delivered by the Miami-Dade Police Department via an Interlocal Agreement. The Town contract provides the support of 49 police personnel. The Town continues to be one of the safest places to live in the State, with the response time being just over 6 minutes. Over the last couple of years, crime in Miami Lakes has been on the decline and last year was no exception, as depicted in the table below:

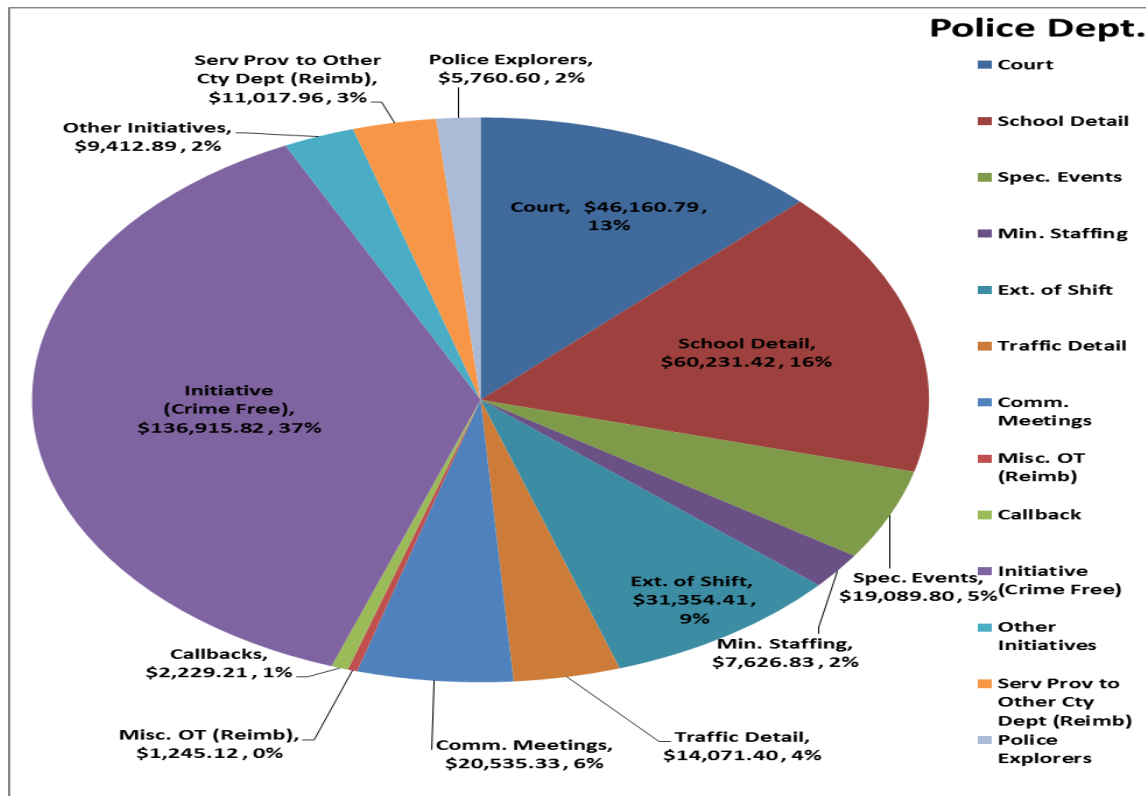
CAS Targeted Crimes and Clearances

Date Range: Oct 01, 2012 - Sep 30, 2013

| Targeted Crimes | Total Crimes | UNF | CBA | EC | Total Cleared | % Cleared |
|--------------------------|--------------|----------|-----------|-----------|---------------|---------------|
| 01 Homicide | 1 | 0 | 1 | 0 | 1 | 100.00% |
| 02 Forcible Sex Offenses | 0 | 0 | 0 | 0 | 0 | 0.00% |
| 03 Robbery | 14 | 0 | 6 | 1 | 7 | 50.00% |
| 04 Larceny (Over) | 153 | 2 | 11 | 8 | 19 | 12.42% |
| 05 Auto Theft | 50 | 4 | 2 | 1 | 3 | 6.00% |
| 06 Burglary Commercial | 15 | 1 | 2 | 0 | 2 | 13.33% |
| 07 Burglary Residential | 80 | 2 | 9 | 2 | 11 | 13.75% |
| 08 Aggravated Assault | 7 | 0 | 5 | 2 | 7 | 100.00% |
| 09 Aggravated Battery | 1 | 0 | 0 | 0 | 0 | 0.00% |
| 10 Burglary Vehicle | 174 | 0 | 5 | 4 | 9 | 5.17% |
| TOTAL: | 495 | 9 | 41 | 18 | 59 | 11.92% |

Breakdown of Overtime Expenses

Date Range: Oct 01, 2012 - Sep 30, 2013



PUBLIC SAFETY: MIAMI-DADE FIRE RESCUE

MDFR is considered one of the most elite Fire Rescue departments in the country and is recognized around the world for its exemplary service. During calendar years 2012 and 2013, MDFR dispatched 9,394 units to 5,909 emergency calls received from the Town of Miami Lakes. Table I depicts incidents MDFR responded to within the Town during this time period.

Table I
MDFR Responses to the Town of Miami Lakes
Calendar Years 2012 and 2013

| Call Type | Incidents | |
|-------------------------------|--------------|--------------|
| | 2013 | 2012 |
| Life Threatening | 1,671 | 1,719 |
| Non-Life Threatening | 735 | 741 |
| Structure & Other Fires | 400 | 339 |
| Other Miscellaneous | 137 | 167 |
| Total | 2,943 | 2,966 |
| Total Units Dispatched | 4,662 | 4,732 |

Table II demonstrates the amount of incidents in Miami Lakes that each of the stations responded to, with 55% of the incidents being responded to by Station 1 in 2013.

Table II
MDFR Stations/Units responding into the Town of Miami Lakes
Calendar Years 2012 and 2013

| Responses Provided By: | 2013 | | 2012 | |
|---------------------------------|--------------|-------------|--------------|-------------|
| | Incidents | % | Incidents | % |
| Station 1 - Miami Lakes | 1,606 | 55% | 1,573 | 53% |
| Station 64 - Miami Lakes West | 914 | 31% | 951 | 32% |
| Station 44 - Palm Springs North | 264 | 9% | 275 | 9% |
| Other Stations | 159 | 5% | 167 | 6% |
| Total | 2,943 | 100% | 2,966 | 100% |

Within the Town of Miami Lakes, MDFR has two (2) stations; one (1) rescue; and two (2) suppression units, one of which is an Advanced Life Support (ALS) Engine and one 60-foot ALS Aerial.

Table III
MDFR Stations Within One Mile of the Town of Miami Lakes

| Name | Mile to Town of Miami Lakes | Apparatus | Staffing |
|---|-----------------------------|----------------------------------|--|
| Station 64 - Miami Lakes West 8205 Commerce Way | 0.00 | ALS Engine - 1 | 2 FF/PA RA 2 FF/EMT |
| Station 1 - Miami Lakes 16699 NW 67 Avenue | 0.00 | 60' ALS Aerial - 1 Rescue - 1 | 2 FF/PA RA 2 FF/EMT 3 FF/PA RA |
| Station 44 - Palm Springs North 700 NW 186 Street | 0.94 | ALS Engine - 1 Rescue - 1 | 2 FF/PA RA 2 FF/EMT 3 3 FF/PA RA |

Fire Rescue Station 64

On April 1st, 2013 the Town Council unanimously approved a request for the final plat of Miami Lakes Fire Rescue Station Number 64. The future site of the new Fire Rescue Station is on the corner of Northwest 154th Street and 77th Court. The North and West building renderings of the fire station are shown below.



BUILDING DEPARTMENT

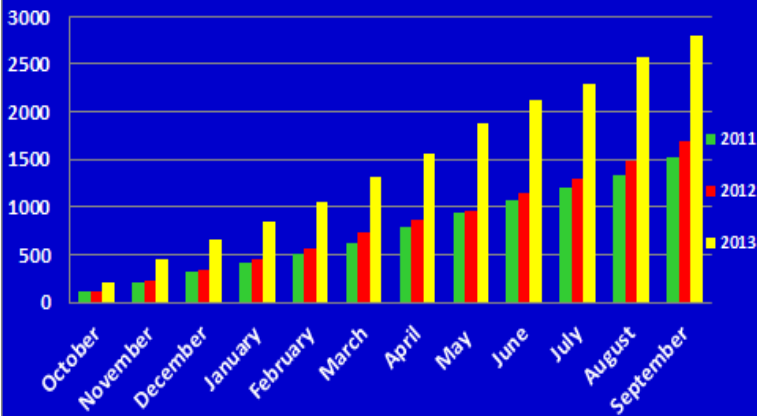


The Building Department provides customer-friendly services including review, processing, issuance and inspection of building permits and assurance that construction in the Town complies with the provisions of all applicable codes. The Building Department has continued to work on enhancing services overall to better serve the residents and businesses of the Town of Miami Lakes. Below are the major accomplishments from 2012/13:

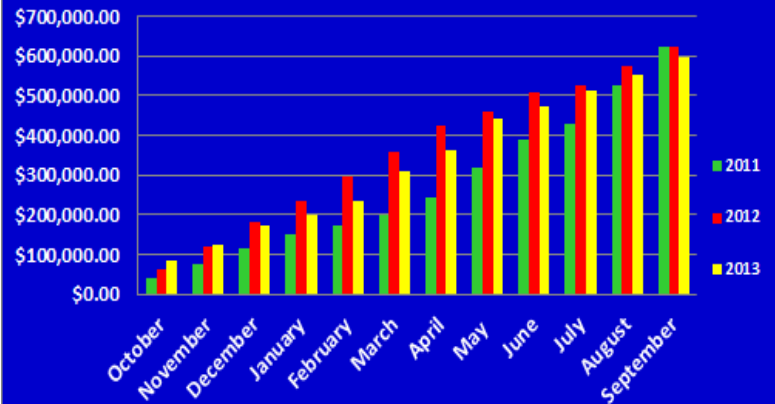
- The Town of Miami Lakes Building Department software has been implemented for a little less than a year and the difference has already been notable. Permit process can be initiated online and the department continues to expand this functionality. Residents and business owners can now view and track their permitting process as well as schedule and view inspections results. This new software has greatly improved efficiency and we are continuing to expand more online services.
- The Building Department is continuing with an on-going project to ensure that any outstanding permits are closed properly ensuring the safety and well-being of residents and business owners of the Town.
- Scanning of all permits and plans into a Records Management Program is 90% complete. Having records available electronically reduces paper and facilitates the locating of files and permits in an expeditious manner.
- The Department is currently working with the Miami-Dade Clerk of the Courts to record small documents electronically for our residents and business owners, removing the need to go to downtown Miami to record items pertaining to permits such as Notice of Commencements, Covenants and Declarations of Use.

- The National Flood Insurance Program (NFIP) offers discounted flood insurance premium rates to communities who engage in floodplain management activities that exceed the minimum NFIP requirements. The NFIP uses a Community Rating System (CRS) to determine the percent of discount awarded to the community. The Town’s Building Department is one of very few in South Florida to obtain a Class 5 rating, which translates into a 25% discount in Flood Insurance to all Town of Miami Lakes residents.
- The processing time for residential permits is at an average of 5 business days and commercial permits are at 8 business days, depending on the scope of work of the project.
- The Department has reduced the number of pending applications by sending out reminder notices to property owners.
- In Fiscal Year 2012-13, the building department issued 2,795 permits
- Building permit activity indicates the development of Promise Hospital, a new hospice facility in our Town. They have also approved permits for the new Fire Station and the Miami Children’s Hospital. The Miami Children’s Hospital, with over 30,000 sq. feet, is underway with the construction of a new urgent care facility. A Certificate of Occupancy has been issued for the new Graham Properties, Residences at Lakehouse Apartments, 200+ units within 21 buildings.

Number of Building Permits Issued (cumulative)



Building Permit Fees Collected (cumulative)



COMMUNITY & LEISURE SERVICES

The Community and Leisure Services Department oversees the operation and maintenance of the Town's 101 parks, right of way and median green spaces, six lakefront beaches and its urban tree canopy. The parks are open seven days a week and feature a variety of amenities for residents of every age and lifestyle including: lighted sports fields, basketball courts, tennis courts, jogging trails, exercise stations, tot lots, shaded playgrounds, passive areas and covered pavilions/picnic tables. The Department also organizes family and individual recreation programs and special events for all ages and abilities to enhance the quality of life of our residents.

Major accomplishments in 2012/13 include:

- Named 100 Best Communities for Young People
- Named Playful City USA — 4th consecutive year
- Named Tree City USA — 6th consecutive year
- Received the Growth Award — 4th consecutive year
- Completed the Tot-Lot Renovation Program
 - * Replaced equipment at seven tot-lots this year
- Worked with FDOT to acquire two new parcels of land for park purposes
- 93 community programs have now been implemented, with the addition of a second Jazzercise class and a Walk with Ease class for seniors
- Installed new fitness stations at the Miami Lakes West Park (15151 NW 82nd Avenue) featuring equipment for up to 120 exercises and 3 skill levels: beginner, intermediate, and advanced



Tot-lot installed at Park 82
(14708 Breckness Place)



Tot-lot installed at Park 15
(14810 Palmetto Palm Avenue)

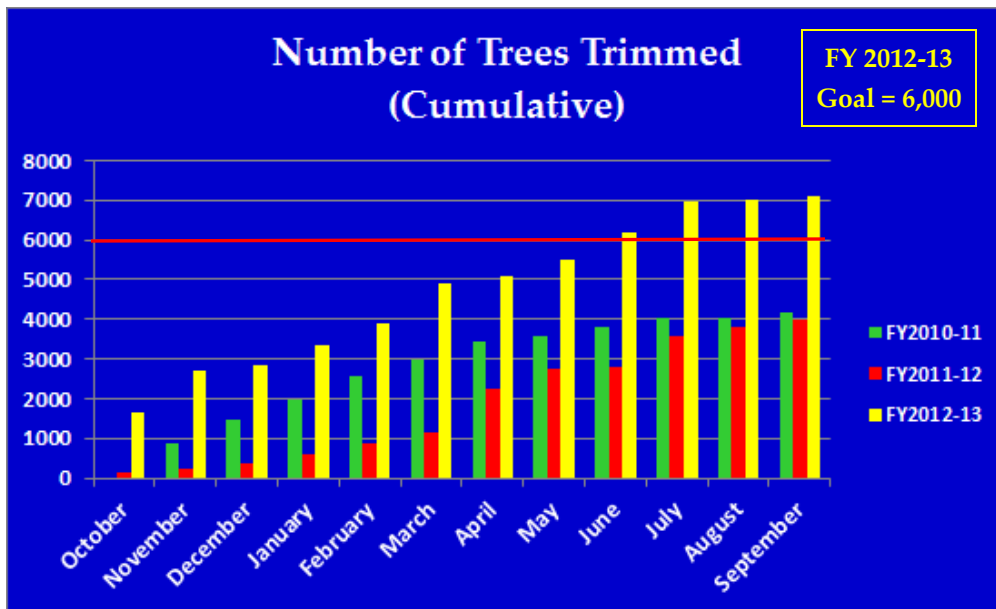


Fitness equipment installed at Miami Lakes West
Park (15151 NW 82nd Avenue)

- The performance-based grounds maintenance program has been a success, with major improvements to the Town’s right of way and park landscape maintenance, including new irrigation systems at most green areas and lush landscape areas
- The annual community recital was held at Barbara Goleman Senior High School and featured themed dancing, martial arts and senior tai chi
- The annual Art Exhibition was held at Royal Oaks Park Community Center and successfully featured the fine artwork of all Town participants
- Tree Trimming program led to more than 7,000 trees trimmed in FY 2012-13, surpassing the goal of 6,000, and exceeding the previous two fiscal years by nearly 3,000 trees



Newly irrigated and landscaped area at Park 53 (6700 Loch Ness Drive)



NEIGHBORHOOD SERVICES

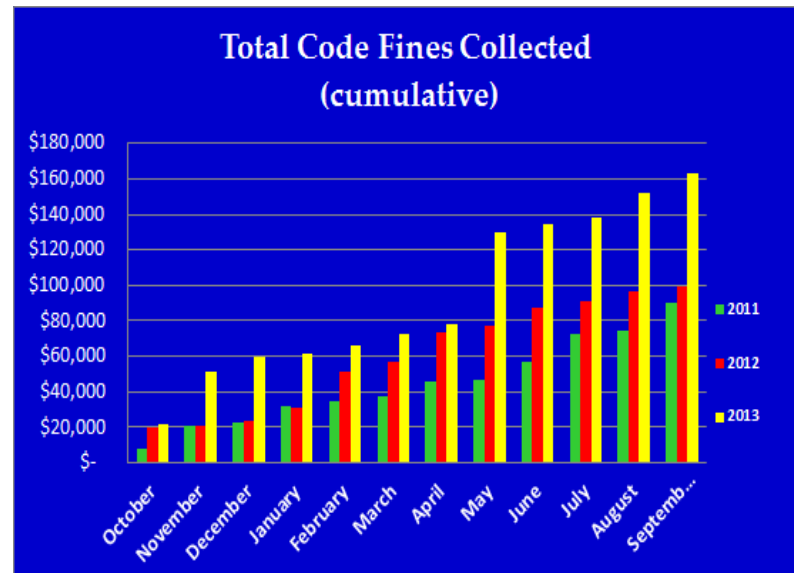
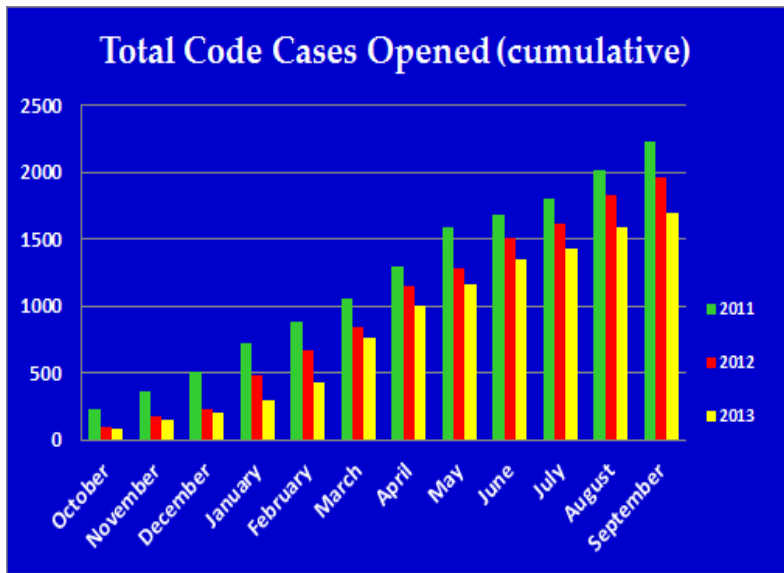


The primary goal of the Neighborhood Services Department is to preserve the unique community feel and character of Miami Lakes through visionary land use planning, code enforcement and awareness initiatives. Neighborhood Services staff works closely with residents and businesses to preserve those built and natural assets which define the Town. Significant accomplishments from this past year include:

- Completed the implementation of the Geographic Information System (GIS) to increase efficiency and effectiveness
- Developed interactive mapping tools to facilitate HOAs, residents and businesses' understanding of the Town
- Automated the Business Tax Receipt (BTR) renewal process enabling business owners to renew their BTR online
- Developed lake water quality best practices for residents and local landscapers. Stormwater drainage projects are underway to improve runoff systems to preserve the Town's lake water quality
- Implementation of the Newsrack Ordinance effectively eliminating unsightly newsstands
- Implementation of the Town's False Alarm Reduction Program (FARP) to alleviate Police resources allowing officers to focus on more crime busting
- Launched a snipe sign campaign that nearly eliminated these promotional signs littering our landscaped medians and swales
- Developed monitoring systems of abandoned homes to increase the maintenance cycles for these potential eyesores
- Duck Awareness campaign including 'No Feeding' signage resulting in the reduction of duck street crossing fatalities and the bird's peaceful cohabitation with Town residents
- Prepared the Official Zoning Map for adoption by the Town Council, the first time the Town has adopted a zoning map of its own

- Prepared Phase I of the Land Development Code (LDC) Update, which reorganized remaining portions of the Miami-Dade County Zoning Code adopted upon incorporation into the Town’s LDC format
- Prepared Phase II of the Land Development Code (LDC) Update, which modernized the portions of the LDC dealing with commercial and industrial development, to better meet today’s needs and foster economic development in the Town
- Increased ridership on the Miami Lakes Mover transit service by approximately double from one year earlier
- Completed the Commute Trip Reduction Plan (CTRP), with various strategies to alleviate congestion on the Town’s roadways
- Reformed the process for providing posted and mailed notice of zoning applications, substantially reducing costs and time delays for applicants

The graphs below demonstrate the total number of code cases opened, and code fines collected for 2012/13. The increase in code fines collected was due to an increase in resident requests to settle.



TRANSPORTATION AND INFRASTRUCTURE

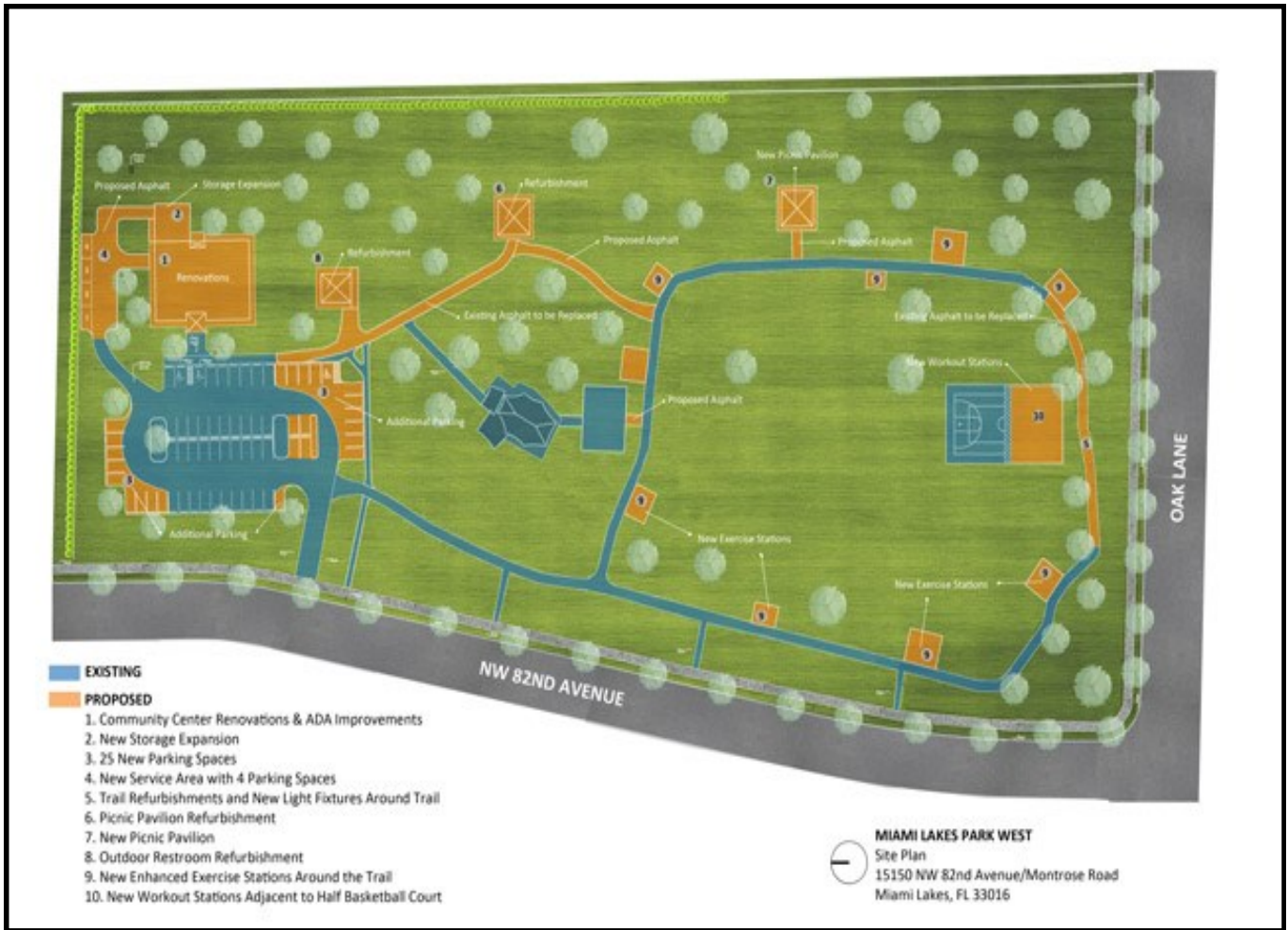


The Town Of Miami Lakes Public Works and Capital Improvements Department (PW & CIP) provides for the design, construction, and management (reviews and inspects) for all public projects. It maintains streets, sidewalks, storm drainage facilities, street name signs and street lights. In addition, Public Works coordinates with utility companies for work within the Right of Way.

The Town has made significant strides in funding its long standing CIP. Accomplishments include:

- Completion of the New Government Center construction by KVC Contractors and relocation of our offices to 6601 Main Street.
- Coordinated with Miami-Dade County the commencement of the opening of NW 87th Ave currently scheduled to be completed by Acosta Tractors at the end of 2013. Along with this project, the Town began the construction of two additional lanes along NW 154th Street between 84th Avenue and 89th Avenue with sufficient storm drainage capacity to resolve the existing flooding conditions and connection to the existing drainage system on NW 154th Street.
- Successfully completed drainage and roadway improvements in the Lake Patricia Neighborhood, located in the southeast residential section of Town east of Ludlam Road and South of Miami Lake-way South. This project represented the roadways classified as Fair 6 in the Town's Roadway Assessment Report that only require minor drainage improvements included in the Stormwater Capital Improvement budget.
- Completion of Drainage Improvement and Resurfacing at 79th Ave between 162nd Terrace and 163rd Terrace, which is the approximate low point of the drainage basin. The project included construction of an exfiltration trench which connected the two existing manholes and an outfall disposing water into the lake. This improvement alleviated private driveways' flooding issues presented during normal rainstorms.

- Commenced construction of Mary Collins Community Center West which includes interior renovations and ADA improvements for the Community Center West Building, an addition to the Building for storage expansion, additional parking spaces and drainage system, outdoor restroom refurbishments, existing trail refurbishments and ADA improvements, installation of new lighting fixtures around trail, new picnic pavilion and existing picnic pavilion refurbishment, removal of existing exercise stations, and installation of four new exercise stations.



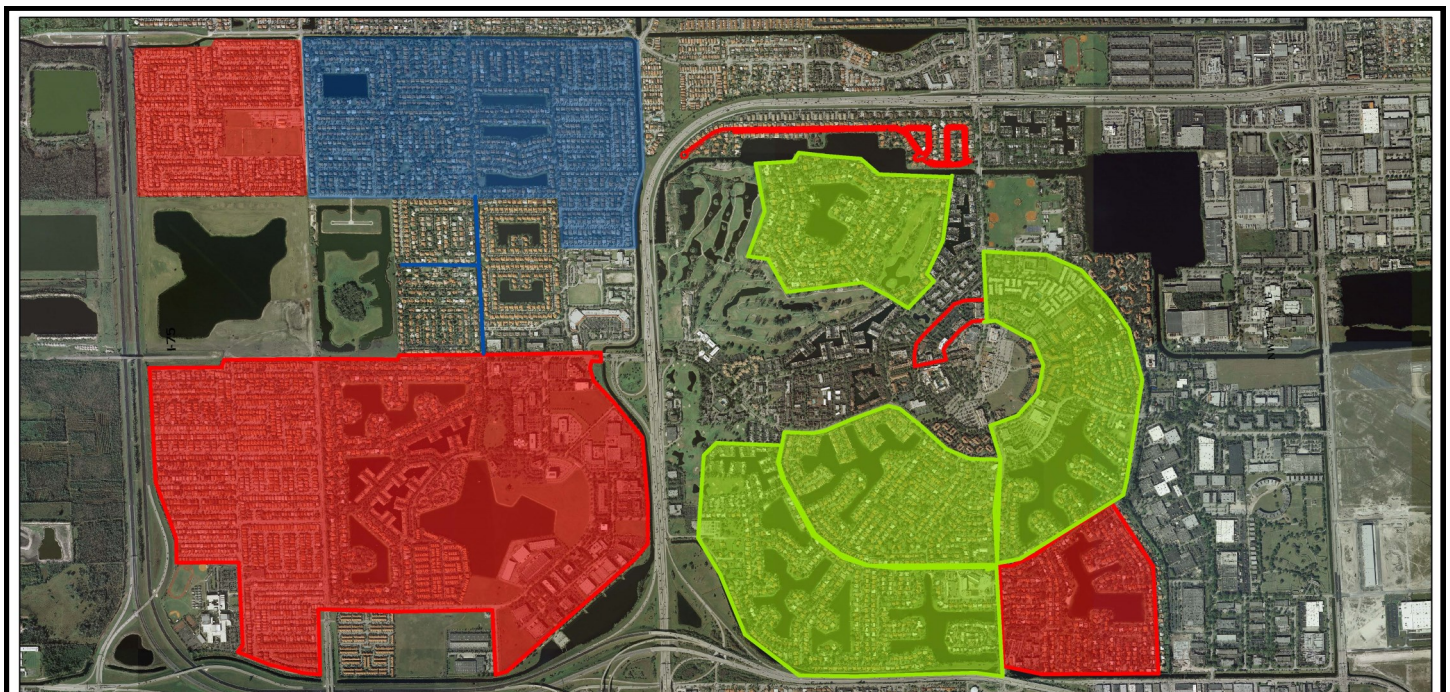
- Demolished the existing Clubhouse Building at Optimist Par which will be replaced with a new 4,000 sq. ft. Clubhouse Building, and a new asphalt parking lot in the area of the existing parking with improved lighting. The Clubhouse is to be designed to comply with the master plan previously approved by the Council and includes the potential for a future concession building field realignment, and a multipurpose gymnasium building.



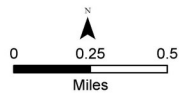
- Commenced construction of a Youth Center facility at the East park which includes a 4,000 square foot recreation building, demolition of the existing recreation building, and picnic shelter. Other new site improvements include a new parking lot, new entrances along 154th and 151st Street, one prefabricated picnic shelter, refurbish existing playground and ground surface, a new half basketball court and pedestrian access. This project was delayed due to quality problems with the contractor, who was terminated from the project. The Town is working with the Surety bond company to complete the project.



- The Downtown Drainage Improvement Project was completed in May 2013. This project is located west of Ludlum Road, in the west section of the Miami Lakes downtown area. Bull Run provides access to the Town Center area, the Fountain House Development, the Meadow Walk Development, and a 2.2 acre Town Park. The project consisted of resurfacing and drainage system improvements such as new storm water inlets and exfiltration trench for water quantity and quality treatment. New pavement markings and signage was included as well. This project addressed resurfacing projects classified as Fair 5 in the Roadway Assessment Report.
- The Town has continued its efforts in replacing numerous sidewalks throughout the Town and has completed a section of Royal Oaks, West Lakes and Lake Patricia. The Town continues meticulous efforts to eliminate tripping hazards throughout Miami Lakes. The Map below depicts sections completed along with projections for upcoming years.



SIDEWALK IMPROVEMENTS



REVISION DATE: JUNE 26, 2013

- Fiscal Year 2012-2013**
 - COMPLETED AREA
 - TO BE COMPLETED
- Fiscal Year 2013-2014**
 - TO BE COMPLETED



M:\DATA2\PLANNING AND ZONING\MAPS\PDF\LANDSCAPE\PLATE.PDF