



FY2021 ANNUAL PERFORMANCE REPORT

PRESENTED BY

Edward Pidermann
Town Manager

TOWN OF MIAMI LAKES

6601 Main Street, Miami Lakes, Fl 33014
305.364.6100



Photo by: Hesly Trujillo

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TOWN MANAGER'S MESSAGE

-Edward Pidermann



As required by the Town Charter, it is my responsibility to prepare an annual report to be made available to the Town's residents outlining the accomplishments over the last fiscal year and the status of all major areas of responsibility. This report covers the period from October 1, 2020, through September 30, 2021.

This annual report represents the successful result of joint efforts of our elected officials, diligent staff, and every one of our residents and volunteers who participate in the process. I am proud that our Town maintained its core services while facing the challenges of dealing with a global pandemic.

Miami Lakes is in excellent financial and operational condition and has accomplished many achievements over the last year. Some of the most distinguished accomplishments in FY2020-21 are summarized herein.



HIGHLIGHTS



OVERVIEW

The Town of Miami Lakes was incorporated on December 5, 2000. It is one of 34 municipalities in Miami-Dade County, Florida. Conveniently located just 16 miles north of Downtown Miami and only 10 miles from Miami International Airport, our Town is home to approximately 30,000 residents and 1,500 businesses. The Town encompasses about 6.5 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.



Aerial View of the Town of Miami Lakes

Small-town feel...

Over the last 60 years, Miami Lakes has evolved from a dream on paper to a vibrant community that has been nationally recognized as one of the best examples of unique and innovative town planning. Although the Town is predominantly low-density, an active and popular Town Center, as well as strategically placed large parks, pocket parks, schools, religious and commercial centers throughout the Town, provide a variety of services and social interaction opportunities, creating a community with a small-town feel. The housing inventory is also varied, ranging from medium density multifamily to large waterfront single-family properties, including many lakefront town-house communities. The most prevalent nonresidential uses are light industrial and office parks comprising 13% of the Town's area, and lakes and canals making up about 11%; the town businesses employ around 30,000 people, 12% of which reside in Miami Lakes. The population of the Town of Miami Lakes had grown to 31,935 as of the 2020 census. It currently ranks 12th in population size within Miami-Dade County. Comparable cities include Coral Gables on the high end of the population spectrum and Pinecrest on the lower end.



VISION BY 2026

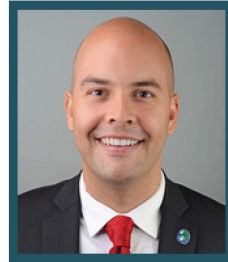
Miami Lakes is widely recognized as a welcoming community with extraordinary beauty where state of the art planning concepts creates vibrant hubs that are safe and friendly to all ages and mobility options which inspire the Town to continue:

"Growing Beautifully"

MISSION

We want Miami Lakes to be the model of a friendly, open, innovative, effective and efficient government for its residents and businesses.

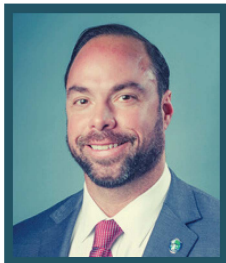
ELECTED AND APPOINTED OFFICIALS FY2020 - 2021



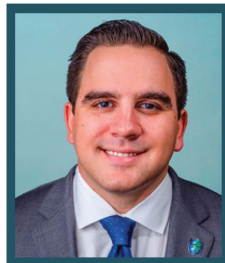
Mayor
Manny Cid



Vice Mayor
Luis E. Collazo



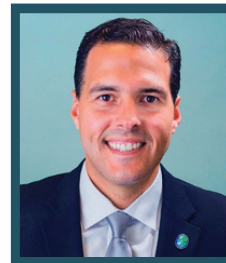
Council Member
Carlos A. Alvarez



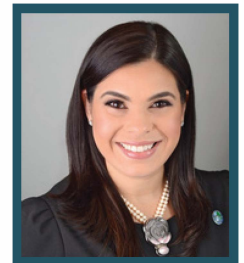
Council Member
Josh Dieguez



Council Member
Tony Fernandez



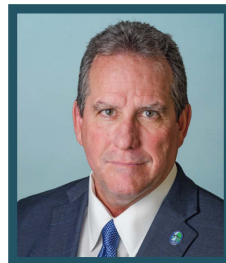
Council Member
Jeffrey Rodriguez



Council Member
Marilyn Ruano



Town Attorney
Raul Gastesi, Esq.



Town Manager
Edward Pidermann



Town Clerk
Gina Inguanzo

FORM OF GOVERNMENT



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

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

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 Annual Budget

ADMINISTRATION

Grants

The Grants Office works in partnership with the Town's departments to research, compose, and submit federal, state, local, and foundation funding opportunities to support the goals of the 2025 Strategic Plan.

In FY2021, cumulative grant awards surpassed \$1.53 million.

Grants secured in FY2021 include:

- \$525,000 – Rebuild Florida Community Development Block Grant-Mitigation for the Roberto Alonso Community Center Critical Facility Energy Resiliency (New Generator) Project.
- \$775,249 – Federal Emergency Management Agency (FEMA) Flood Mitigation Assistance (FMA) Grant Town of Miami Lakes West Lakes Drainage Improvements Phase IV Project.
- \$440,220 – State of Florida General Appropriations Act by the Florida Department of Environmental Protection (DEP) for the Miami Lakes Miami Lakes Royal Oaks First Addition Drainage Improvements Project.
- \$171,300 – Florida Department of Transportation (FDOT) Service Development Grant Program for the Miami Lakes Freebee Public Transit Service Expansion Project.
- \$122,700 – Florida Department of Law Enforcement (FDLE) Coronavirus Emergency Supplemental Funding (CESF) to prepare for, prevent the spread of, and respond to the coronavirus.
- \$50,000 – Florida Department of Law Enforcement (FDLE) Coronavirus Emergency Supplemental Funding (CESRF) Local Residual Funding Program to prepare for, prevent the spread of, and respond to the coronavirus.

ADMINISTRATION

Technology and Innovation (SP2I Office)

The Technology and Innovation Office is responsible for providing leadership, coordination, and management of the Town-wide strategic initiatives, programs and projects. The SP2I Office focuses on both the Town's long-term future and pressing technology needs such as cybersecurity, connectivity, digital compliance, virtualization, citizen relationship management, and other topics aimed to improve the effectiveness and efficiency of processes and services.

Highlights:

- Negotiated and managed the installation of a new Dedicated Fiber Internet Service (increased bandwidth from 20 Mbps to 100 Mbps - 5x folds) with minimal/no impact on cost level to the Town
- Upgraded all Committee Meetings from a voice-recording access (next day) to a live-streamed production service using current technological capabilities, fully ADA compliance, at no cost to the Town
- Successfully directed all aspects of the strategic plan Imagine Miami Lakes 20205 Town-wide 5-years review (offsite retreat)
- Improved the Town's data backup, anti-spam, anti-phishing, and anti-virus protection. Trained all employees in Cybersecurity (102 Training).
- Implemented the Taxpayer Receipt Module (web based) platform which provides residents with an estimate of the taxes paid to the Town.
- Successfully managed all aspects of the 2020 Town-wide Community Survey, which provided data support to key initiatives such as: stormwater bond, transportation projects, infrastructure improvement program among other areas).



ACCOMPLISHMENTS

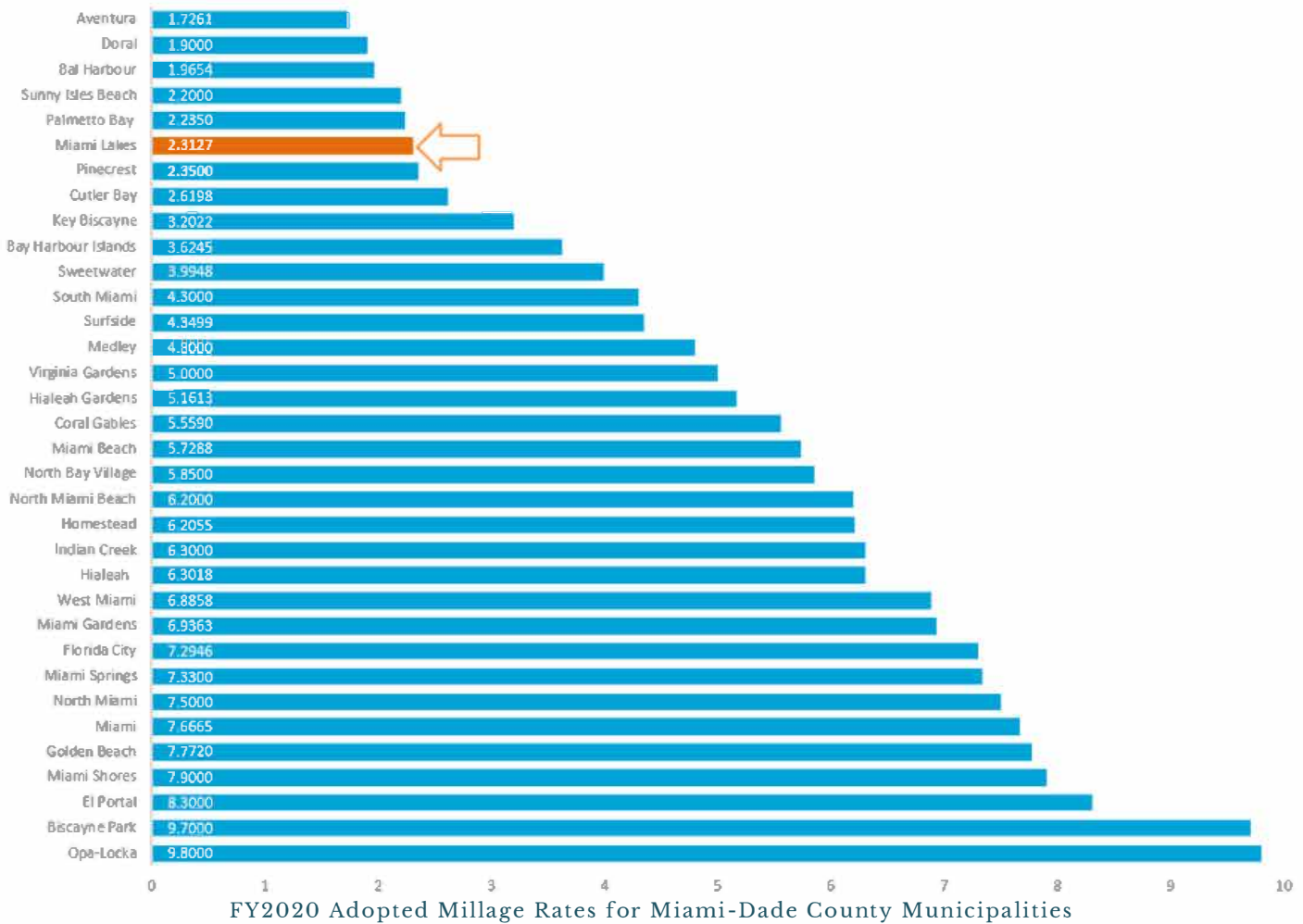
a year's overview

FINANCIAL HIGHLIGHTS

The Town of Miami Lakes is in excellent financial condition. The Town's conservative financial management approach has allowed our municipality to maintain an AA+ Fitch rating and an Aa2 moody rating. The Finance Department has embraced technology in enhancing government transparency by providing more frequent key financial data on the Town's website, including monthly check registers and budget-to-actual reports. In addition, to further accelerate and advance our long-term transparency vision through the data sharing and analytical capabilities, a Tyler Technologies cloud-based transparency module www.TransparentMiamiLakes.com was released in FY2020 (maximizing the full potential of our installed Tyler/MUNIS product solutions).

The Town of Miami Lakes' uses independent contractors to consecutively maintain one of the lowest millage rates in the County, without sacrificing levels of services. The Town's low tax rate (2.3127) ranks 6th lowest when compared to all municipalities in Miami-Dade County in the millage rate they impose on property values (which is the main source of funding for local governments). The town received the "Excellence in Financial Reporting Award" from the Government Financial Officers Association (GFOA).

The Finance Department records and reports the financial transactions of the Town in accordance with Generally Accepted Accounting Principles applicable to governmental entities. This includes activities such as the preparation of financial statements and other reports, cash management, revenue collection, disbursements, payroll, audit coordination and risk management, as well as providing assistance with the preparation and monitoring of the annual budget.



FINANCIAL HIGHLIGHTS

The Town’s Finance Department provides support on financial and fiscal matters and strives toward the accomplishment of its goals which include the following:

- Maintain proper accountability over the Town’s financial resources
- Prepare accurate and timely financial reports on the Town’s financial condition
- Ensure proper implementation of financial and accounting practices for the effective and efficient use of the Town’s financial resources

ACCOMPLISHMENTS

- Successfully completed our FY19-20 audit without findings, which led to the GFOA Certificate of Achievement for Excellence in Financial Reporting
- Received 100% reimbursement for the Cares Act small business grant program award of \$552k.
- Created and successfully executed a small business grant program, awarding \$552k in grants after underwriting 100 small businesses.
- Received 100% reimbursement for all allowable County Cares Act (Covid-19) funding in the amount of \$785k.

ISSUED
2,607
BUILDING
PERMITS

AVERAGED 4 DAYS
TO COMPLETE A
PERMIT REVIEW
PER BUILDING
TRADE

MAINTAINED A CLASS 6
RATING WITH THE FEMA
COMMUNITY RATING
SYSTEM FOR FLOOD
MITIGATION.

PERFORMED
9,617 BUILDING
INSPECTIONS

ISSUED 37
CERTIFICATES
OF
OCCUPANCY

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.

COMMUNICATION AND TRANSPARENCY

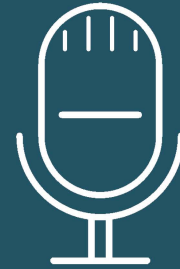


The Department of Communications and Community Affairs directs and supports the Town’s communications efforts through proactive and responsive activities, including media relations, publications, special events, and website content management.

Highlights:

- Updated the Economic Development webpage www.miamilakesbiz.com. The page was designed as a resource for local businesses, businesses looking to open or relocate, and for residents and visitors.
- The National Civic League named the Town of Miami Lakes a finalist for the All-America City award. The Town was one of 20 cities selected for its initiatives directly focusing on encouraging civic engagement, collaboration, and inclusiveness
- Created several pages on the Town’s website as a depository of information and resources on the coronavirus. The coronavirus page received more than 32,000 visits, the vaccine page received 12,000 visits, and the business resource page received 7,000 visits.

COMMUNICATION AND TRANSPARENCY



- The department created memorable, modified, and safe events such as the drive-through Mother’s Day painting event, Father’s Day fishing tournament, Town-wide Veterans Day Parade, Drive-thru Senior Lunch events, Virtual webinars, and so many others. The department was able to leverage technology and creativity to maintain pre-COVID level of service to the community. As a result, the Town was awarded with “Best Digital Marketing Campaign” for the Economic Development Webinar series sponsored by Bank United.
- The Town was recognized with an award for the 2021 Put It Down Campaign in partnership with Florida Department of Transportation (FDOT).
- A new logo was designed to celebrate the Town’s 20th Anniversary. The logo was installed and unveiled in the Town Council Chambers and commemorative pins were created. The design of the “Town of Miami Lakes 20th Anniversary Commemorative Pin” received an award from the Florida Festival & Events Association in the Promotional Item category.
- The Town’s social media and digital footprint continues to grow; the newsletter subscribers increased 100% in just a little over a year to over 14,000, Instagram impressions increased by 51.6 %, the new #ShopMiamiLakes social media pages grew by more than 250%.
- Implemented digitized forms for Imagination Library, Veterans Day Parade, Family Tree Program, Little Library, and others, and centralized sponsorship opportunities on a digital platform.



Photo by: Edwin Hernandez

PARKS AND RECREATION

The Parks and Recreation department oversees the operation and maintenance of the Town's 101 parks, rights-of-way, 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.



Photo by: Marissa Gonzalez

PARKS AND RECREATION: HIGHLIGHTS

- Successful restart of our recreational programs; Yoga 20 attendants, Tai-chi; 33 attendants and Spanish class; 9 in attendance, via ZOOM during the pandemic.
- New parks staff members have been certified to hold Archery and a new Fishing program in line with FWC and USA Archery policies and procedures
- Participated in Virginia Beach Key for 36th Annual International Coastal Cleanup sponsored by the Florida Department of Health with eight (8) youth center participants and volunteers
- Development and implementation of Spectrum Dance Therapy Program in partnership with the Town's Special Needs Advisory Board
- All new staff members have met the prerequisites of FEMA training needed to comply with the Town's Hurricane Policy



Photo by: Anais Valdes

PARKS AND RECREATION: HIGHLIGHTS

- Hosted an Open House for all Town Programs; over 80 attendants
- In partnership with YATF, the park's department was able to hold an End of Summer Bash Event; over 150 attendants
- 2 Sand Bagging Events; over 30 total volunteers and 1250 sandbags filled
- Opening of Bre's Courtyard at Royal Oaks Park with the addition of a center fountain feature
- MiGlo walk and bike pathway project was funded and completed along the 170th bike and walkway trail
- Fourth of July Event; over 10,000 in attendance
- Hosted annual Bike Rodeo Event; 50+ attendants (first in person event since the pandemic)



PARKS AND RECREATION: HIGHLIGHTS

- Beautification of Picnic Park West through mulching of trees on 9/11 (12 volunteers) (most of which were dedicated to fallen local veterans)
- Freebee charging station at Mary Collins Community Center was implemented to encourage sustainable energy vehicles at our parks
- Generated \$54,680.00 in revenue from October 1, 2020, to September 21, 2021
- Total of pavilion rentals since we reopened rentals in May of 2021: 107
- Total of indoor rentals since we reopened rentals in May of 2021: 35
- Transitioned to a digital filing system for indoor facility rental applications
- Expanded programming to include two (2) new summer camps (Wannado and Snapology).

PUBLIC SAFETY: POLICE



RANKED #4
Miami-Dade County

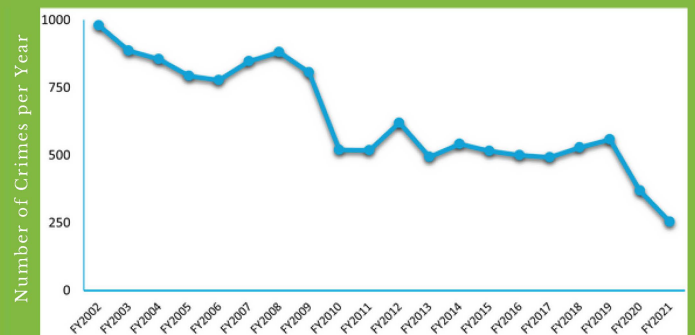
Safest Cities 2019 Report by:



RANKED TOP 40
State of Florida

In FY2021, the Town of Miami Lakes reached the lowest crime rate in the history of the Town

The Town of Miami Lakes Police services are delivered by the Miami-Dade Police Department via an Inter-local Agreement. The Town contract is contingent of 51 police personnel (47 sworn officers + 4 Administration staff). The Town continues to be one of the safest places to live in the State, having one of the best in Miami-Dade County average response time of 6.5 minutes.



Targeted Crimes and Clearances -7 (BD)

PUBLIC SAFETY: COVID-19



For more than a year, the coronavirus pandemic has triggered a wave of concerns and needs by our Town residents. The Town of Miami Lakes Police Section, in conjunction with Town staff, assisted in the continual efforts to address the COVID pandemic

SECURITY AND
COORDINATION
AT FOOD
DISTRIBUTION
SITES

EMERGENCY
DETAIL AT
LOCAL
BUSINESSES
AND PARKS

SITE SECURITY
AT TESTING
SITES

EDUCATIONAL
ENFORCEMENT OF
COVID MASK
MANDATES

PUBLIC SAFETY: FIRE

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 the fiscal year 2021, MDRF responded to 3,402 emergency calls received from the Town of Miami Lakes.

TABLE I
MDFR Responses to the Town of Miami Lakes
Fiscal 2020 - 2021

Call Type	FY2020	MDFR* Average Response Time	FY2021	MDRF* Average Response Time
Life Threatening	1,494	7:00	1,659	7:22
Non-Life Threatening*	706	7:50	955	7:50
Structure & Other Fires	455	7:32	419	7:25
Other Miscellaneous*	534	7:34	369	7:46
Total	3,189		3,402	

*Expedited response using lights and sirens is only used when responding to Life Threatening and Structure Fire incidents. Response times are represented in minutes and seconds.

TABLE II
MDFR Stations/Units responding into the Town of Miami Lakes
Fiscal 2020 - 2021

Responses Provided By:	FY2020		FY2021	
	Incidents	%	Incidents	%
Station 64 - Miami Lakes West	1,664	52%	1,808	56%
Station 01 - Miami Lakes	1,130	35%	1,160	36%
Other Stations	395	13%	434	8%
Total	3,189	100%	3,402	100%

The Town of Miami Lakes is primarily served by MDRF's Miami Lakes Station 01 and Miami Lakes West Station 64 which provided approximately 92% of the responses during Fiscal 2020 - 2021.

PUBLIC SAFETY: FIRE



TABLE III
MDFR Stations within Four Miles of the Town of Miami Lakes
Fiscal 2020-2021

Name	Miles to Town of Miami Lakes	Apparatus	Staffing
Station 64 - Miami Lakes West <i>15325 NW 77 Court</i>	0.00	70' ALS Platform -1	2FF/PARA
			2FF/EMT
		Rescue -1	3FF/PARA
		Battalion Chief -1	1FF/PARA
Station 01 - Miami Lakes <i>16699 NW 67 Avenue</i>	0.00	ALS Engine -1	2FF/PARA
			2FF/EMT
		Rescue -1	3FF/PARA
Station 44 - Palm Spring North <i>700 NW 186 Street</i>	0.94	ALS Engine -1	2FF/PARA
			2FF/EMT
		Rescue -1	3FF/PARA
Station 28 - Hialeah Garndes <i>8790 NW 103 Street</i>	1.99	Rescue ALS (HazTox) -1	3FF/PARA
Station 26 - Opa-Locka <i>3190 NW 119 Street</i>	2.89	100' ALS Platform -1	2FF/PARA
			2FF/EMT
		Rescue -1	3FF/PARA
Station 46 - Medley <i>10200 NW 116 Way</i>	3.20	78' ALS Ladder (TRT) - 1	2FF/PARA
			2FF/EMT
Station 51 - Honey Hill <i>4775 NW 199 Street</i>	3.15	ALS Engine -1	2FF/PARA
			2FF/EMT
		Rescue -1	3FF/PARA
Station 54 - Bunche Park <i>15250 NW 27 Avenue</i>	3.91	ALS Engine -1	2FF/PARA
			2FF/EMT
		Rescue -1	3FF/PARA

Notes: FF/PARA = Firefighters Paramedic, FF/EMT = Firefighter Emergency Medical Technician

ISSUED 14 DESIGN
W. ORDERS TO
BEGIN
IMPLEMENTATION
OF
STORMWATER
BOND PROGRAM

REMOVED 65
TONS OF
SEDIMENTS
FROM THE
DRAINAGE
SYSTEM

\$15.5 MILLION IN
STORMWATER
REVENUE BONDS
TO FUND
IMPROVEMENT
PROJECTS TO
MITIGATE
FLOODING

INITIATED
DESIGN OF SAFE
ROUTES TO
SCHOOL PROJECT
ALONG BOB
GRAHAM
EDUC. CENTER.

INITIATED
CONSTRUCTION
WEST LAKES
DRAINAGE
PROJECT

COMPLETED
CONSTRUCTION
SAFE ROUTES TO
SCHOOL
PROJECT ON M.L
SOUTH.

PUBLIC WORKS DEPARTMENT

The Public Works Department provides safe, reliable, and effective services to residents, employees, businesses, and visitors of the Town. The Department is responsible for the operations, maintenance, and improvements of the Town's infrastructure. This includes canal cleaning, street sweeping, litter debris pick up, signs repairs and replacement, sidewalk repairs, roadway repairs, storm drainage system maintenance and repair, street lights, capital improvement projects, and facility maintenance. As part of its Stormwater Master Plan, the Town of Miami Lakes is undertaking a series of drainage improvement projects to protect surface water quality and reduce flooding within the Town.

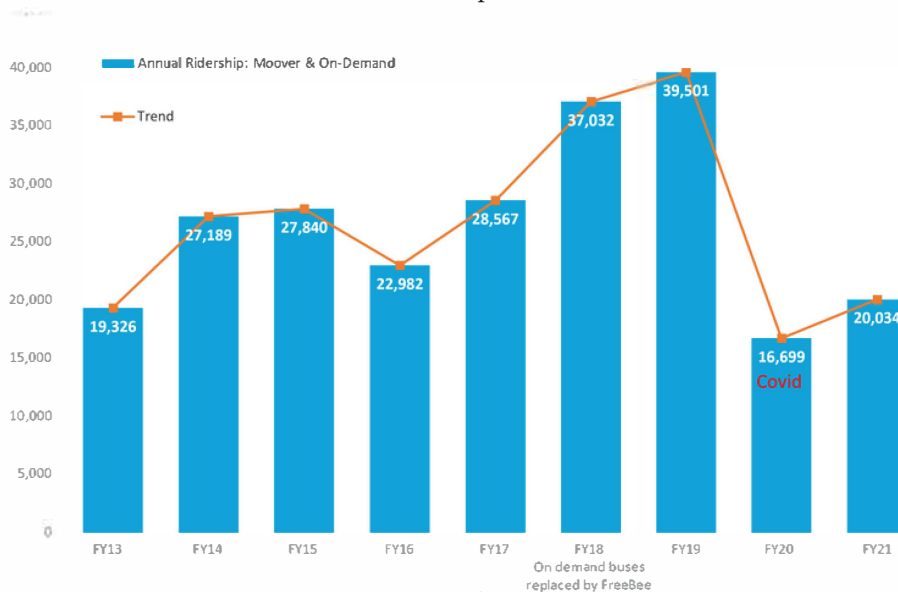
TRANSPORTATION



In FY2018 the Town switched to On-Demand transportation providers and contracted with Freebee to provide the service. The new service has allowed the Town to enhance the previous on-demand service by operating two 5 passenger vehicles and one 10 passenger van with ADA accessibility providing more flexibility to our riders.

In FY2021, the Town was able to provide 20,034 rides and saw an increase in on-demand ridership by 20% compared to FY2020. The current pandemic situation has influenced ridership all over the US. There was no exception in the Town of Miami Lakes. Following CDC guidelines and County measures, we are working to keep increasing the number of people using our transportation system.

Miami Lakes Ridership: On- demand Services



AWARDED \$1MM
FOR M. LAKES
PARK WEST
BICICLE
IMPROV.
PROJECT

STATE-OF-THE-ART
PROPOSAL FROM FDOT
TO
REARRANGE NW 167TH
ST (INTER-CITY
PROTECTED MULTI-
PURPOSE TRAIL)

STARTED
IMPLEMENTATION
OF A YEAR-LONG
PILOT PROGRAM
FOR MICRO
MOBILITY
DEVICES.

STARTED THE
FIRST-EVER
COORDINATION
FOR ROAD-
IMPACT-FEES
REIMBURSEMENT
WITH THE
COUNTY

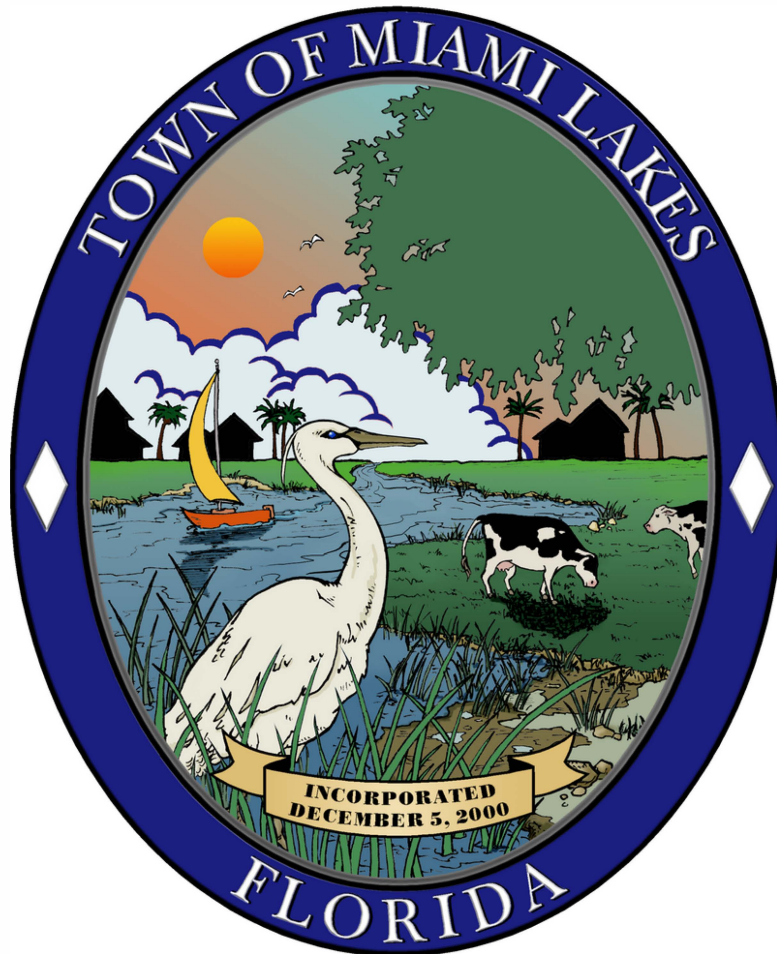
TRANSPORTATION: HIGHLIGHTS

THANK YOU



As part of our mission, the Town strives to be a friendly, peaceful, safe and beautiful place where residents and business leaders take pride in where they work and play. We believe that this year's report provides educational and statistical evidence that the Town is performing at a high level. Also, the Town Council and staff are consistently working to maintain those standards and enhance the quality of life for residents. We look forward to continuing to provide quality services to the community we serve in the new fiscal year.

"Growing Beautifully"



QUESTIONS, COMMENTS OR SUGGESTIONS ABOUT THIS REPORT?
PLEASE CONTACT OUR STRATEGIC PLANNING, PERFORMANCE & INNOVATION OFFICE (SP2I) AT:
IMAGINEMIAMILAKES2025@MIAMILAKES-FL.GOV; P- 305.512.7139

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Photo by: Timothy Oei

... "growing beautifully"