




TOWN OF MIAMI LAKES

MEMORANDUM

To: Honorable Mayor and Town Council

From: Alex Rey, Town Manager 

Subject: Proposed Millage for Fiscal Year 2006-07 and Budget Hearing Dates

Date: July 11, 2006

Recommendation

It is recommended that the Town Council declares the proposed millage rate at 2.825 mills, which is \$2.825 per \$1,000 of assessed property value and sets the budget hearing dates.

Background

I am pleased to submit for your consideration the Proposed Operating Budget for the Fiscal Year (FY) 2006/07 commencing on October 1, 2006 and ending on September 30, 2006 (Proposed Operating Budget). Balancing the priorities of the community with the need to ensure long term sustainability is increasingly important. While the Town has experienced significant growth in assessed values in recent years, it would not be prudent to envision that the recent rate of growth can be sustained in the future.

I would like to thank the Mayor and Council for your guidance and direction throughout the Strategic Planning and Business Planning process that serve as the basis for the preparation of a Proposed Operating Budget that is fiscally responsible and provides enhancements that continue to address the priorities of the community.

The Proposed FY 2006/07 General Fund Operating Budget (Proposed General Fund Budget) totals \$16.9 million and maintains the millage rate at 2.825.

The proposed budget recommends that the Town Council set the preliminary millage at the current level of 2.825. As we have done in the prior years, this will allow the flexibility to implement many of the initiatives in the Proposed Budget. The State defined roll-back rate for FY 2006-07 is 2.4614, a reduction of 0.3636 mills or 13% from the proposed rate.

In the July 1, 2006 Certification of taxable value received from the Miami-Dade County Property Appraisers Office, the taxable value for the Town of Miami Lakes as of January

1, 2006 is \$3.017 billion, this represents a \$411 million or 16% increase over the \$2.606 billion as of January 1, 2005.

SIGNIFICANT BUDGET ISSUES FOR FY 2006-07

Some of the most significant budget issues include:

- a. Mitigation
- b. Full year funding for Youth Center
- c. Funding to address priorities identified by the Strategic Plan
- d. Construction of Miami Lakes Park Clubhouse and Gym

A. MITIGATION

The Proposed Budget includes funds to cover the mitigation payments for FY 2005-06 of \$1.65 million and for FY 2006-07 of \$1.70 million. As you may be aware, the Mitigation Review Task Force has sent a recommendation to the Board of County Commissioners (BCC) to eliminate the mitigation payment.

However, from the fiscal perspective, I believe that we should budget these payments until the Board County Commissioners (BCC) has taken final action and depending on the result of that action, the Council may convene to reallocate any available funding.

B. FULL YEAR FUNDING FOR YOUTH CENTER

In order for the Town to provide a quality recreation experience for Teens who reside in the town, there is a need to establish organization competencies and facility infrastructure. The Proposed Budget includes funding in the amount of \$127,000 for FY 2006-07 to continue the enhancement of this program.

This funding will assure quality, consistency and longevity of such programming aimed at enriching teen's lives and provide for social and emotional support during these challenging years.

Proposed Approach

To provide this type of programming in the most cost effective and coordinated manner it would be prudent to consider using the Community Center East, at least on a temporary basis.

Initial Limited Teen Recreation Programming Outline

- **Summer Teen Programming** – Thursday Field Trip, Friday Evening, Saturday Evening

School Year Programming – During the school year plans would be made to use the facility on Thursday (4:30 PM – 8:30 PM), Friday (7:30 PM – 11:30 PM) and Saturday Evening (7:30 PM – 11:30 PM).

- **Initial Target Population** – 30 to 50 Teens visits per day – Ages **12-15**

Program Administration

- **Not For Profit** – Not for profit groups could be requested to operate the teen program as outlined by the Town. There would need to be funding made available to off set programming cost. If this is not the case a fee based program would reduce the effectiveness of the programming.
- **Town of Miami Lakes** – This would eventually entail the hiring of a full time Teen Program Coordinator as well as several part time recreation aides. Having quality staff that can develop a quality rapport with consistent programming efforts is the key to the success of this type of programs.

Projected Annual Budget

Capital Improvement	\$ 10,000
Equipment/Furnishings	10,000
Building Maintenance	25,000
Staffing	50,000
General Operating	10,000
Custodial Services	12,000
*Field Trips/Trans.	10,000 (\$30,000 cost off set by \$20,000 fees)
Total Annual Budget	\$ 127,000

Capital & Equipment – To be funded out of FY 2005-06 Budget

Communications	\$ 500
Building Renovations (CC East)	13,000
Equipment	8,300
Total Capital	\$21,800

C. FUNDING TO ADDRESS PRIORITIES IDENTIFIED BY THE STRATEGIC PLAN

The recommendations made in the Proposed Operating Budget for FY 2006-07 are aligned with and support the Town's Strategic Plan adopted by the Council in June 2006 to address priorities identified by our residents, businesses, and community organizations.

A detail of our Business Plan initiatives for FY 2006-07 and resulting budget impacts is attached as part of the Proposed Budget. Our preliminary estimate indicates that approximately \$350,000 will have to be earmarked to move forward with those initiatives, the proposed budget has reserved \$232,000 under the Administrative Division towards these initiatives, throughout the summer, we will try to identify the additional \$119,000 to fully fund these initiatives. Below are highlights of the most significant initiatives:

Improve the Ability to protect and recover from hurricane impacts at Town Hall -

The Town has moved into phase II of our office growth, by entering into a multi-year lease agreement at 15700 NW 67 Avenue. The move has provided staff the ability to become more productive in a better working environment. The Police Department's personnel have completed their move and are now working alongside Town staff, which is in constant communication with each other. The new Town hall location will continue to serve as the central command station for day-to-day operations and services. Additionally, in the event of a major disaster, Town hall will be transformed into the Town's Emergency Operations Center (EOC) for recovery efforts. Town staff has accessed the need for an emergency generator that will be capable of generating enough power to operate the necessary equipment & phone systems which are necessary immediately after a major disaster. Additionally, securing the office building's windows with shutters is a major priority.

Conduct best practices review in the building department -The Town will work in selecting comparison municipalities/counties that are known for being the best performers on this services. A standard list of questions will be developed to structure the interview process and help us guide our discussions to be able to come up with the common practices and characteristics among the selected group. Data will be analyzed and the best processes will be replicated.

Complete the Community Center at Royal Oaks Park – This 8,000 sq. ft. facility will provide for much needed indoor recreation and community programming space. The design provides for a very flexible indoor public space where a number of small groups or a very large gathering can be accommodated. The building will provide for the expansion of after school and summer camp programs as well as a variety of recreation classes for all ages. No funding has been allocated for the operation of this facility in FY 2006-07.

Develop a funding plan for parks and a permanent Town Hall facility - We will consider the availability and feasibility of different funding sources and/or funding mechanisms for the Parks projects in the Five-year Capital Budget and also for a future Town hall facility. This will entail identifying and applying for grants, pursuing inter-local agreements, private donations and/or legislative appropriations, as well as weighing the pros and cons of different funding mechanisms such as loans, bonds, and lease-purchase arrangements.

Complete Parks Master Plan – Staff will focus on working with the community to complete a comprehensive evaluation of the present Park System. This evaluation will identify current strengths, weaknesses, opportunities, and threats of the system along with developing strategic initiatives geared towards protecting existing assets and reshaping and expanding the overall Park System as necessary to best address the community's needs identified by this study along with those stated in the Comprehensive Plan, Five Year Strategic Plan, and the Annual Business Plans.

Pursue Joint Development Agreement for Senior Citizen Center - Based on the direction of the Town Council, joint partnerships will be explored to pursue the development of a Senior Center that will address the unique needs of promoting the Town of Miami Lakes as a Town for a Lifetime!

Our Senior Citizen population is growing and the Senior Center would provide for the needs for a growing number of our Miami Lakes residents. Its mission would be to promote the physical, emotional and economic well being of older adults, and promoting their participation in all aspects of their community life.

Complete tree inventory and assessment – In an effort to protect one of the Town's most valuable assets, its tree canopy, a program will be set up to inventory all of the trees in the public right of ways and park properties in Town of Miami Lakes. The inventory will specify the type, estimated age and health of each tree. This data will be invaluable in establishing an effective overall canopy maintenance program to include safety inspections, structural trimming, enhanced planting and re-planting efforts.

Pursue capital and operating grants for Town trolley – The Town has applied for federal capital grants for the acquisition of buses and for State grants for the operation of a trolley system. Over the next year, we will continue to pursue the funding, and as soon as the funding is secure, begin the implementation of the next phase of our transportation system.

Develop traffic management and control plan - The Town of Miami Lakes Police Section is committed to maintaining a continuous flow of traffic within the city's limits. We plan to accomplish our commitment by remaining fluid and responsive to the ever changing needs of the community.

The following traffic management and control plan concentrates on four major areas of concern:

1 Rush Hour

During rush hour, vehicles enter and remain within the intersections stopping cross traffic from flowing. In an effort to improve the flow of traffic, officers will be assigned to high traffic intersections in order to direct vehicles not to remain within the intersection during traffic signal changes. This plan

is implemented whenever a major intersection displays the need for an officer's presence.

2 Schools

Without direction, parents are lost regarding pick-up and drop-off procedures at schools. Officers from the Special Services Unit are assigned to public schools within the Town. From the first day of school, officers educate the parents on the correct procedures for dropping-off and picking-up their children. This plan has been implemented since the Town's inception and has been successful every year.

3 Projects and
Special Events

During the planning stages of a construction project or special event, a Town police section representative will be present. The representative will coordinate in conjunction with the project supervisor, or event coordinator, to ensure all parties are in consensus regarding the importance of maintaining a constant flow of traffic and the safety of the citizens. This plan is implemented prior to the start of any project or special event.

4 Traffic Control
Device
Maintenance

Police personnel will remain vigilant for traffic control devices which are in need of repair / replacement. Upon observance, police personnel will take immediate action to ensure the device is back in service as soon as possible. Action will consist of, and is not limited to, contacting Division of Traffic Signs and Signals, and also contacting the Town's Public Works Director.

Evaluate best practices in financial management - We will re-assess existing policies and practices for the maintenance and use of cash reserves and contingency funds with the intent of improving them. This will include an evaluation of policies and practices used by other municipalities, and the development and implementation of recommendations as deemed necessary.

Establish branding and marketing strategy for Miami Lakes - It is an exciting time here in the Town of Miami Lakes. All across America, urban centers are finding new life as a result of greater appreciation for downtown living. Miami Lakes is no stranger to this trend. Within the next five years, with continued economic growth Miami Lakes is projected to have new residential units, and compete for high-quality retail, signature restaurants, and new commercial assets in the heart of our Town.

My administration is fully committed to continue our fiscal and economic success of our Town. At the same time, we have programmed significant capital and transportation improvements to better our infrastructure which is critical for our long term commitment for future development as well as to promote a livable community. A significant key in

achieving our long term economic development goals is developing a unified brand and marketing strategy for Miami Lakes. Furthermore, organizations such as, the Beacon Council, the Greater Miami Convention and Visitors Bureau, the Miami lakes Chamber of Commerce, and many others will be leveraged to advance a strategic agenda for Miami Lakes that would result in the continued development and success of our vibrant urban center.

The new logo, or brand, for the Town will wonderfully capture Miami Lakes' spirit. We will develop a process to move beyond the Town Seal to create a logo, along with community leaders, so that the community shares our excitement. The primary reason for developing the new branding strategy is to create an image that represents Miami Lakes' essential identity in order to create a consistent message for the Town's economic development efforts.

The development of the Town's branding will be implemented as a multi-stage process over the coming year. To vision and mission adopted as part of the Strategic Plan will serve as the foundation for the brand. With the help of a consultant, we will work with community leaders to develop the new brand. This group will develop a consensus on the design of the new logo, and carry it forward for Council consideration and adoption. We will adopt a visual identity and guidebook which is intended to communicate a unified identity for colors, apparel, merchandise, format, size, taglines, trademark and licensing. This guide will create a framework that strengthens our community brand and marketing efforts whereby anyone wishing to use the logo can do so with a unified look.

D. CONSTRUCTION OF MIAMI LAKES PARK CLUBHOUSE AND GYM

The Proposed Budget includes \$200,000 to finalize the design work for the Clubhouse and Gym. As directed by the Council, we are pursuing various funding alternatives and we will present a recommendation package prior to the September Budget Hearings.

GENERAL FUND FINANCIAL SUMMARY

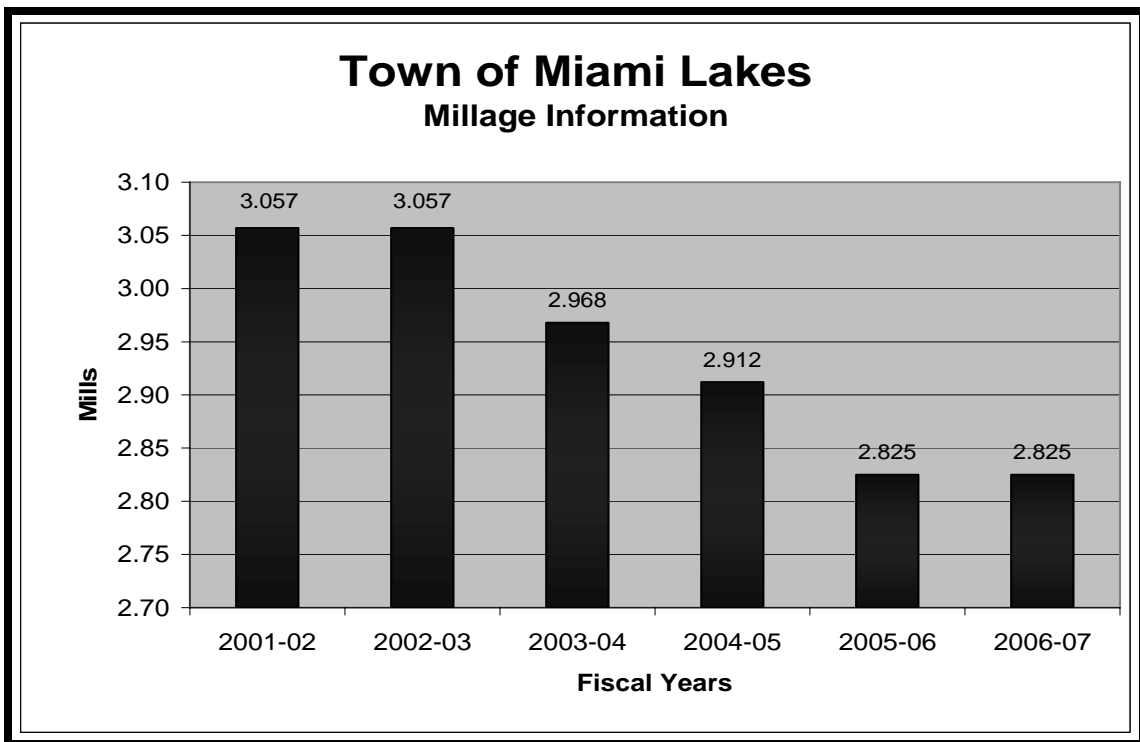
The General Fund is the primary source of funding for all Town services. Revenues are derived from ad valorem property taxes, franchise and utility taxes, business license and permit fees, revenue sharing from various statewide taxes, user fees for services, fines and interest income. Maintaining the basic service level into FY 2006-07 translates into a Proposed General Fund Budget \$16.9 million, which is greater than the FY 2005/06 adopted budget of \$15.5 million.

This is a difference of \$1.4 million, of which \$232,000 has been allocated for the new Strategic Plan initiatives, \$127,000 for the new Youth Center, \$124,000 for the re-establishing of the contingency at the \$500,000 level, \$80,000 in additional office rent, \$91,000 in Public Works to maintain newly completed projects, and the balance or approximately \$750,000 which represents a 4.8% increase in cost escalation and new positions.

Property Values and Ad Valorem Taxes

The Town of Miami Lakes continues to have one of the lowest millage rates in the Miami-Dade County. This is very significant when you consider that approximately 0.6 mills are earmarked to make mitigation payments to the Miami-Dade County.

The Town of Miami Lakes has made millage reductions over the last few years; the overall millage has reduced from 3.057 to 2.825 for a reduction of 0.232 mills or 7.5%. At the same time the quality and quantity of the services provided by Miami Lakes has significantly increased.



SPECIAL PROJECT AND CAPITAL FUNDS FINANCIAL SUMMARY

The Proposed Budget includes \$2.1 million in the Special Project fund and \$5.8 million in the Capital fund, for a combined budget of \$24.8 million.

CONCLUSION

Although the development of a balanced budget this year has again been challenging, through fiscal prudence and good leadership, the Proposed FY 2006-07 budget is balanced and enables the Town of Miami Lakes to continue delivering outstanding, enhanced services to our residents, businesses and visitors, while maintaining a low tax rate.

ACKNOWLEDGEMENTS

The development of this year's Proposed Operating Budget has taken a great deal of time, energy, and hard work. I would like to thank you, Mayor Slaton and the Town Council for your continued guidance, support, and leadership with the budget process and in helping to accomplish so much on behalf of our residents. Together, we continue to make Miami Lakes a better place for everyone to live, work, visit and play.

I would also like to thank all our employees for their continued commitment to the Town's mission of providing excellent public services and working so hard to help accomplish so many positive results that benefit the entire community.

Finally, I would like to thank all staff from throughout the Town who worked so hard to ensure that this year's process resulted in a fiscally prudent and balanced budget. I would particularly like to thank my Assistant Town Manager, Mariaelena Salazar, and the Chief Financial Officer, Alfredo Acin that were at the office beyond mid-night on most nights for the past two weeks, their dedication and hard work is commendable.

I appreciate all of us working together to accomplish our goals.

Respectfully submitted,



Alex Rey
Town Manager