

TOWN OF MIAMI LAKES, FLORIDA WORKSHOP MEETING

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AGENDA Workshop May 15, 2018 6:30 PM Government Center 6601 Main Street Miami Lakes, Florida 33014

- 1. Call to Order**
- 2. Roll Call**
- 3. Pledge of Allegiance/Moment of Silence**
- 4. Public Comment**

All comments or questions from the attending public to the Council shall be directed to the Mayor, in a courteous tone. No person other than the Council and the person recognized by the Mayor as having the floor, shall be permitted to enter into discussion without the permission of the Mayor. To ensure the orderly conduct and efficiency of the meeting, public comments shall be limited to three (3) minutes maximum per person; however, the Mayor may authorize the extension of the aforesaid time frame, and any extension shall apply to other individuals speaking on the same subject.

No clapping, applauding, heckling, verbal outburst in support of, or in opposition to a speaker or his/her remarks shall be permitted. Should a member of the audience become unruly, or behave in any manner that disrupts the orderly and efficient conduct of the meeting, the Mayor is given the right and the authority to require such person to leave the Council Chambers.

As a courtesy to others, all electronic devices must be set to silent mode to avoid disruption of the proceedings.

- 5. Items for Discussion:**
 - A. 1st Budget Workshop FY2019

- 6. Adjournment**

This meeting is open to the public. A copy of this Agenda and the backup therefore, has been posted on the Town of Miami Lakes Website at www.miamilakes-fl.gov and is available at Town Hall, 6601 Main Street, Miami Lakes 33014. In accordance with the Americans with Disabilities Act of 1990, all persons who are disabled and who need special accommodations to participate in this meeting because of that disability should contact Town Hall at 305-364-6100 two days prior to the meeting.

Anyone wishing to appeal any decision made by the Miami Lakes Town Council with respect to any matter considered at this meeting or 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 record includes the testimony and evidence upon which the appeal is to be based.

Any member of the public wishing to speak on a public hearing matter on this Agenda or under public comments for items not on this Agenda, should fill out a speaker card and provide it to the Town Clerk, prior to commencement of the meeting. Any person presenting documents to the Town Council should provide the Town Clerk with a minimum of 12 copies.



Town of Miami Lakes Memorandum

To: Honorable Mayor and Councilmembers
From: Alex Rey, Town Manager
Subject: 1st Budget Workshop FY2019
Date: 5/15/2018

Recommendation:

Please see attachments.

ATTACHMENTS:

Description

FY2019 Business Plan

Summary Table- Business Plan



FY2019 Business Plan Strategic Plan 2025

May 15th, 2019



Agenda

Topic
2025 Strategic Plan Recap and Funding Strategy
• Mobility
• Parks & Beautification
• Significant Unfunded Projects
FY18 Projected Year End
FY19 Budget Drivers
FY18 General Fund Balance
FY19 Strategic Requests/Business Plans
FY19 General Fund Summary

2025 Strategic Plan

- Three community workshops in 2014
- Resident and business surveys
- Five Council retreats (2013-2015)
- Adopted by Resolution November, 2015
- Annual Workshop (April) New Council Initiatives
- Annual Workshop (May) Business Plan

Our Vision for Miami Lakes

(By 2026)

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

“Growing Beautifully”



Mission Statement

Miami Lakes shall be the exemplary model for
friendly, open, innovative, effective and
efficient local government



Six Strategic Priorities 2025

1. Enhance **mobility** (vehicular and non-vehicular transportation)
2. Enhance signature **beauty** and park landscape
3. Expand **economic growth** and enhance the vibrancy of community hubs/activities centers

Six Strategic Priorities 2025

4. Achieve universal environmental **sustainability** in public and private environments, operations and infrastructure
5. Achieve better **communication**, transparency and public participation on all issues
6. Achieve national recognition as a 'model Town' for creativity, education, **innovation**, use of **technology** and public safety

2025 Strategic Plan

FUNDING STRATEGY



Mobility

Total funds required*:	\$30M
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Shortage	\$6.6M
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Strategy to Fund Shortage

✓ CIGP Grant/Fed. Grants	\$4M
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✓ Future Road Impact Fees	\$7M
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✓ Legislative Appropriations	TBD
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*Assumes \$13M in sidewalk and bike improvements programmed for beyond 2025 Plan (8.9 years, pay as you go)

Parks & Beautification

Total funds required*:	\$17M
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Shortage	\$10M
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Strategy to Fund Shortage	
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✓ Future Park Impact Fees	
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✓ Grants	
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✓ Debt	
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* Assumes \$1.5M in gateways and Beautification Master Plan (“BMP”) projects programmed for beyond 2025 Plan

Significant **Unfunded** Projects

Miami Lakes Optimist Park “MLOP” cost @ \$4M	\$2M*
Madden’s Hammock (development only)	\$5M
154 Bridge Park (development only)	\$2.5M
Bob Graham Fields/Crossings Tennis	\$1M

*Project Timeline and Cost details on next slide



2.4.1 Improve Miami Lakes Optimist Park (by D.A)

FY19 Goal: Complete master plan design and begin construction

FY19 Budget Request: \$0 (carry forward funds of \$530k to begin construction phase). *See project timeline next slide.

Performance Target: Obtain 100% Permitted Construction Documents by March/April 2019

Vision: Implementation of a master plan involving the re-configuring of baseball fields and open space area; a new concession and bathroom facility; new, state of the art, energy efficient sports field lighting; redeveloping the tennis and basketball courts; an airnasium; potential telecommunications tower; and a walking path with exercise stations throughout the park

2.4.1 Improve Miami Lakes Optimist Park (by D.A)

Timeline & Cost

FY18:

- Budget **\$1M**; disbursed **\$470** kickoff Design; carry forward **\$530k** in FY19

FY19:

- March: → Complete Design
- July: → Bid/award
- Aug/September: → Begin Construction

FY20

- Oct → Continue construction (Funds need **\$3M**)
- Anticipated Revenues:
 - **\$300k** Cellphone Tower
 - **\$600k** Credit LED conversion
 - **~\$100k** Parks Improvement Fees
- **Unfunded** Need → **\$2M**

Budget Overview

FY18 PROJECTED YEAR END FY19 BUDGET DRIVERS



FY2018 Year End Projection Summary

General Fund Projected Carryforward:	\$580k
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Source:	
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✓ Litigation Reserve	\$400k
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✓ Savings from Operations*	\$180k
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*Includes credits for salaries and admin overhead of \$51k from FEMA (H. Irma), savings of \$154k from halting Tree Trimming Ops in FY18 due to Hurricane Irma and, reclassification of OnDemand Service/Freebee expenses of \$120k from PTP back to General Funds.



FY2018 Carry Forward One Time Expense Proposed Allocation

General Fund Projected Carryforward:	\$580k
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Source:	
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✓ Litigation Reserve	\$400k
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✓ Savings from Operations	\$180k
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- | | |
|-----------------------------------|-------|
| • Election Cost | \$10k |
| • Social Media Plan | \$27k |
| • T. Manager Vac/Sick Time Payout | \$55k |

Balance	<u>\$88k</u>
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FY2019 Proposed General Fund Operating Budget

Revenue anticipated to increase slightly	\$135k
✓ <i>Ad Valorem</i> (increase based on tax growth rate of 2%, includes new development coming to the tax roll in FY2019. E.g.: Ana Menendez, Chrysler Showroom, etc from LTFP)	\$135k
✓ All Other Revenues <i>Static</i>	
Expenses are anticipated to increase <u>considerably</u>	\$305k
✓ Police Contract	\$320k
✓ Health Insurance	\$90k
✓ Saving from QNIP Debt Service Refinancing All other revenues static	(-\$105)

General Operations Fund Net Deficit: **\$170,000**

FY2017-18 General Fund Balance

Beginning Balance FY18	\$4,349,056
Hurricane Irma Allowance	(\$836,000)
Reserves for Legal Fees	(\$500,000)
FY17 Project Carryover	(\$45,442)
*Current Fund Balance	\$2,967,614

**Required Reserves (15%) \$2,453,730*

**Unassigned \$513,884*

FY2019 Business Plan proposed by Town
Management

PROJECTS FOR CONSIDERATION



Daniel Angel, Business Operations Supervisor

ENHANCE SIGNATURE BEAUTY AND PARK LANDSCAPE



2.1.12b Improve Pocket Parks

(by D.A)

FY19 Goal: Installation of new park signage, benches and receptacles at 40 pocket parks (Phase 2)

FY19 Budget Request: \$130,000 (Park Improv. Funds)

Performance Metric: Forty (40) Pocket Parks will contain a new park sign, bench, and receptacle consistent with the Beautification Master Plan

Vision: Standardization of park furniture and signage in order to create a more uniform appearance and improve the overall aesthetic environment by creating brand recognition

2.1.16 West Lakes Reforestation

Phase 3 (by D.A)

FY19 Goal: Enhance the visual appearance of the West Lakes Neighborhood by removing invasive swale trees and installing native trees consistent with the Town's Tree Management Plan.

FY19 Budget Request: \$100,000 (General Funds - **Unfunded**)

Performance Target: Reforestation of 4 to 5 residential streets within the West Lakes community consistent with the Beautification Master Plan.

Vision: Create a consistent street tree canopy by installing a regular rhythm of street trees that will provide an important canopy and shade aspect through the neighborhood

Tony Lopez, Chief of Operations

Jessica Roark, Community Wellness Outreach Intern

**EXPAND ECONOMIC GROWTH & ENHANCE
THE VIBRANCY OF COMMUNITY HUBS AND
ACTIVITY CENTERS**



3.3.1 Healthy Miami Lakes Master Plan (By J.R)

FY19 Goal: Develop and Begin Implementation of Healthy Miami Lakes Master Plan

FY19 Budget Request: \$10,000 (General Funds - **Unfunded**)

Performance Target: Complete Plans for Healthy Miami Lakes and October 2018 implementation

Vision: Project is expected to improve the health and vitality of Miami Lakes residents

3.6.1 Senior Center Interior Buildout (by T.L)

FY19 Goal: Complete design and begin construction.

FY19 Budget Request: \$150,000 (Park Improv. Funds)

Performance Target: Obtain 100% Permitted Construction Documents by April 2019 and awarding contract to construction firm by September 2019.

Vision: Creation a senior center in partnership with the Graham's and Miami Jewish Health. Facility will be equipped with a catering room to host healthy cooking demos, multipurpose room for health programs and educational classes, art room, and a open play room.

Tony Lopez, Chief of Operations

Carmen Olazabal, Chief of Planning, CIP & Spec. Services

**ACHIEVE UNIVERSAL ENVIRONMENTAL
SUSTAINABILITY IN PUBLIC & PRIVATE
ENVIRONMENTS, OPERATIONS AND
INFRASTRUCTURE**



4.1.1 Develop and Implement a Sustainability Action Plan (by C.O)

FY19 Goal: Perform Sustainability Study

FY19 Budget Request: \$15,000 (General Funds - **Unfunded**)

Option1 – Consultant

➤ \$75k

➡ *Option 2* – P3

\$15k (Town cost – General Fund - **Unfunded**)

Performance Target: Execute P3 process and identify initiatives for a ten (10) years timeframe

Vision: Taking steps towards a more greener, more resilient and sustainable Miami Lakes

4.3.1 Convert Royal Oaks Park to LED Lighting (by T.L)

FY19 Goal: Complete design and begin construction

FY19 Budget Request: \$250,000/two fields (Grant applied Feb 18')

Performance Target: Obtain 100% Permitted Construction Documents by April 2019 and award contract to construction firm by September 2019

Vision: LED Retrofit of sports field lighting at Royal Oaks Park which would generate a projected annual savings of \$24,000

4.6.2 Evaluate Revenue Generating Opportunities from the Sale of Self-generated Energy (by C.O)

FY19 Goal: Study options and develop action plan for self-generated energy

FY19 Budget Request: \$0 (P3 opportunity)

Performance Target: Identify resources, capital investments and partnerships needed to implement initiatives.

Vision: Provide self-generated energy (electrical power) to Town facilities and potentially sell excess power back to the grid. Reduce carbon emissions and become less dependent on the power grid if possible.

Charisma Glassman, Comm. & Economic Development Manager

**ACHIEVE BETTER COMMUNICATION,
TRANSPARENCY AND PUBLIC
PARTICIPATION ON ALL ISSUES**



5.1.5 Virtual Town Hall (website) (By Ch.G)

FY19 Goal: Develop scope and specs to position Miami Lakes as a model Town in technology and enable most services to be available to the citizens online.

FY19 Budget Request: \$60,000 (General Funds - **Unfunded**)

Performance Target: Citizenship engagement; Web Traffic; Social Media Engagement; Walk-Ins(reduce); Phone Calls(reduce); Customer Service Hours Offline(reduce)

Vision: To make Miamilakes-fl.gov as the technology hub for all digital services available to key stakeholders including businesses, residents, visitors, employees and government by providing options on how to conduct business with the Town

Tony Lopez, Chief of Operations

Major Javier Ruiz, Police Department

**ACHIEVE NATIONAL RECOGNITION AS A
MODEL TOWN FOR CREATIVITY,
EDUCATION, INNOVATION, USE OF
TECHNOLOGY, AND SAFETY**



6.1.1 Develop Smart Cities

Strategic Roadmap (By T.L)

FY19 Goal: Attain vendor to develop and complete the Smart Cities Strategic Road Map

FY19 Budget Request: \$25,000 (General Funds - **Unfunded**)

Performance Target: Obtain Plan that will allow the Town to develop policy, and identify potential public and private funding opportunities for these initiatives.

Vision: Achieve national recognition as a 'model town' for creativity, education, innovation, use of technology, and safety.

New (6.7.1) – M. Lakes Police Dept Serve as Regularly Scheduled Additional Security at our Local Schools

FY19 Goal: To staff the State mandate

FY19 Budget Request: \$334,000 for two (2) officers includes: vehicles, insurance, repair & maintenance (General Funds - **Unfunded**)

Performance Target: Provide security for the schools in case of an emergency

Vision: Rank in the Top 10 (currently #26) of the Safest Cities in Florida list by 2025 on the National Council for Home Safety and Security.

Discussion

PRIORITIZATION FUNDING STRATEGY



FY2019 General Fund Summary

FY19 Operational Initial Deficit (projected)	\$170k
FY19 Business Plan Strategic Requests	\$544k

TOTAL DEFICIT: \$714k



Thank you!

Strategic Priority: (2) - Enhance Signature Beauty and Park Landscape

Item	Strategic Goals	Business Plans	PROJECT MANAGER	TOTAL PROJECT COST	Target Goal FY19	Required Funds for FY19	Comments	Total Town Cost FY19
1	Goal (2.1) - Implement Beautification Master Plan	(2.1.12b) - Improve Pocket Park: Signage, benches, and waste bins - Phase 2 (40)	D. Angel	\$130,000	Install new signage, benches and receptacles at 40 pocket parks	\$130,000	Park Improv. Funds - Funds Available	\$130,000
2		(2.1.16) - 2.1.16 Implement Reforestation Progr.at West Lakes Neighborhood (Aka: Neat Street)-Phase 2		\$300,000	Remove invasive swale trees and install native trees consistent w/Tree Mgmnt Plan	\$100,000	General Funds - Unfunded	\$100,000
3	Goal (2.4) - Improve Town Parks	(2.4.1) - Improve Miami Lakes Optimist Park (MLOP Master Plan)	D. Angel	\$4,000,000	Complete MLOP Master Plan design and begin construction	\$530,000 FY19 (C.Fwd) \$3,000,000 FY20 needed to complete project.	*FY18 (budgeted) \$1M and spent \$470k to kickoff Design phase; *\$530K of unused funds to be carried over in FY19; TIMELINE: *March FY19 complete design; *July FY19 Bid/Award; *August/September FY19 begin construction; Oct FY20 continue construction; *\$3M will be needed for construction in FY20 = \$300k expected from cellphone tower revenues + \$600k LED conversion credit + less than \$100k Park Improvement Funds + \$2M from bond/loan	\$530,000

Strategic Priority: (3) - Expand Economic Growth and Enhance the Vibrancy of Community Hubs and Activity Centers

Item	Strategic Goals	Business Plans	PROJECT MANAGER	TOTAL PROJECT COST	Target Goal FY19	Required Funds for FY19	Comments	Total Town Cost FY19
4	Goal (3.3) - Improve the Health and Vitality of Residents of all Ages thru Sports and Wellness	(3.3.1) - Develop Healthy Miami Lakes Master Plan	J. Roark	\$10,000	Develop and Begin Implementation of Healthy Miami Lakes Master Plan	\$10,000	General Funds - Unfunded (request previously unfunded in FY18)	\$10,000
5	Goal (3.6) - Develop Dedicated Areas for Seniors	(3.6.1) - Create Senior Center at Senior Village (Commerce Way) AKA: Senior Center Interior Build Up	T. Lopez	\$600,000	Complete design and begin construction	\$150,000	Park Improv. Funds - Funds Available	\$150,000

Strategic Priority: (4) - Achieve Universal Environmental Sustainability in Public and Private Environments, Operations and Infrastructure

Item	Strategic Goals	Business Plans	PROJECT MANAGER	TOTAL PROJECT COST	Target Goal FY19	Required Funds for FY19	Comments	Total Town Cost FY19
6	Goal (4.1) - Develop a Sustainability Action Plan	(4.1.1) - Develop and Implement a Sustainability Action Plan	C. Olazabal	\$75,000	Complete study and identify initiatives for 2020	\$15,000 P3	General Funds - Unfunded	\$15,000
7	Goal (4.3) - Convert Town Facilities to Renewable Energy Sources (e.g.: Town Hall, Community Centers)	(4.3.1) - Convert RO Parks to LED Lighting (to Renewable Energy Source - two fields)	T. Lopez	\$250,000	Obtain 100% Permitted Construction Documents	\$250,000	Pending feedback from <i>Florida Small Community Energy Efficient Lighting Program</i> grant applied in February 18'.	\$0
8	Goal (4.6) - Advocate for Green Towns	(4.6.2) - Evaluate Revenue Generating Opportunities from the Sale of Self-generated Energy	C. Olazabal	\$15,000	Complete Study and develop action plan for selling self-generated energy	\$0	Study to be funded by a P3 (solar panels installer/vendor)	\$0

Strategic Priority: (5) - Achieve Better Communication, Transparency and Public Participation on all Issues

Item	Strategic Goals	Business Plans	PROJECT MANAGER	TOTAL PROJECT COST	Target Goal FY19	Required Funds for FY19	Comments	Total Town Cost FY19
9	Goal (5.1) - Connect Citizens and Employees w/the information Needed and Increase the Transparency and Accessibility of Data.	(5.1.5) - Virtual Town Hall (website)	Ch. Glassman	\$60,000	Developing scope and specs to position Miami Lakes as a model Town in technology and enable most services to be available to the citizens online.	\$60,000	General Funds - Unfunded	\$60,000

Strategic Priority: (6) - Achieve National Recognition as a "Model Town' for Creativity, Education, Innovation; Use of Technology, and Safety

Item	Strategic Goals	Business Plans	PROJECT MANAGER	TOTAL PROJECT COST	Target Goal FY19	Required Funds for FY19	Comments	Total Town Cost FY19
10	Goal (6.1) - Goal - Become a Town that Uses Information and Communications Technology to Enhance its Livability, Workability, & Sustainability	(6.1.1) - Develop Smart Cities Strategic Roadmap	T. Lopez	\$25,000	Obtain Plan that will allow the Town to develop policy, and identify potential public and private funding opportunities for these initiatives	\$25,000	General Funds - Unfunded (request previously unfunded in FY18)	\$25,000
11	New Goal (6.7) - Rank in the Top 10 (currently #26) of the Safest Cities in Florida list by 2025 on the National Council for Home Safety & Security.	New Initiative (6.7.1) - Miami Lakes Police Dept Serve as Regularly Scheduled Additional Security at our Local Schools.	J. Ruiz	2 SROs x \$167,000	Staff the State mandate.	\$334,000 (total cost of two (2) officers including vehicle, insurance, repairs, etc.	General Funds - Unfunded	\$334,000

General Funds Needs FY19 \$544,000