

# **TOWN OF MIAMI LAKES, FLORIDA WORKSHOP MEETING**

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## **AGENDA Workshop April 18, 2018 6:00 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. 2025 Strategic Plan New Initiatives Workshop

- 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](http://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**

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**To:** Honorable Mayor and Councilmembers  
**From:** Alex Rey, Town Manager  
**Subject:** 2025 Strategic Plan New Initiatives Workshop  
**Date:** 4/18/2018

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**Recommendation:**

Please see attachments.

**ATTACHMENTS:**

Description

PowerPoint Presentation

New Initiative (1.6.4) Add a P3 for a Proper Over Ground Pedestrian Connection on NW 67th Avenue Between both Sides of Main Street

New Initiative (1.9.4) Incorporate Adaptive Signalization on Wellness Way

New Initiative (3.1.4) Preserve the Miami Lakes Town Seal by Ensuring that at Least one Area in Town Contains Dairy Cows Forever

New Initiative (5.3.3) Conduct a Yearly Survey to Obtain Resident Feedback

New Initiative (6.6.1) Create Miami Lakes Autism Charter School in Conjunction with Private Providers

New Initiative (6.6.2) Create Special Population Center for Developmentally Disabled Adults Similar to Hialeah's Edgar J. Hall

New Initiative (6.6.3) Establish Autism Shines in Miami Lakes

New Initiative (6.7.1) Miami Lakes Police Dept Serve as Regularly Scheduled Additional Security at our Local Schools

New Initiative (3.3.1) Develop Healthy Miami Lakes Master Plan

Summary Table



# 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



# Guiding Principles

*Basic tenets to steer strategic direction  
of staff and Council*

**Public safety** is the primary role of this government.

All decisions will be driven towards enhancing the **quality of life** for our residents and enhancing the customer experience while ensuring safety and fairness



# Guiding Principles

We will be **open and transparent**, and solicit as much input as possible from our stakeholders.

**Communicate**, communicate and when in doubt, communicate again.

Recognize that our **employees** are our greatest assets and we will invest in our employees.





# Guiding Principles

Pursue **innovation** and maximize the use of existing machinery, equipment, and technology to enhance services at **lowest possible cost**.

Do not provide services being offered by the private sector and aim at **recovering close to 100% of cost** for all optional services, except for current program already provided.



# Guiding Principles

Pursue **energy efficiency** and **self sufficiency**

Evaluate capital projects for **financing** versus “pay as you go” on a case by case basis.

Always asses new functional responsibilities and determined whether the service can be best provided by the **private sector**.

# Guiding Principles

Recreational programs should be aimed at  
**“all ages”**

Maintain **open communications** and good working relations with all other levels of government and neighboring municipalities.

**Maintain** our capital assets in good condition prior to building new ones.



# Guiding Principles

*Basic tenets to steer strategic direction  
of staff and Council*

## Customer Experience



# 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** and use of **technology**

Initiatives proposed by Town Councilmembers

# **NEW INITIATIVES FOR CONSIDERATION**



# Mayor Manny Cid

**Existing Priority (1) - Enhance Mobility**

**Existing Goal (1.6) - Improve Pedestrian Mobility**

**Proposed Initiative (1.6.4) - Add a P3 for a Proper Over Ground Pedestrian Connection on NW 67th Avenue Between both Sides of Main Street**





# Councilmember Luis Collazo

**Existing Priority (1) - Enhance Mobility**

**Existing Goal (1.9) - Improve Distribution of Traffic Flows (both spatially and timing)**

**Proposed Initiative (1.9.4) - Incorporate Adaptive Signalization on Wellness Way**



# Mayor Manny Cid

**Existing Priority (3)** - Expand Economic Growth and Enhance the Vibrancy of Community Hubs/Activity Centers

**Existing Goal (3.1)** - Increase the Town Miami Lakes' Brand Awareness so it Extends to all Offerings and Interactions

**Proposed Initiative (3.1.4)** - Preserve the Miami Lakes Town Seal by Ensuring that at Least one Area in Town Contains Dairy Cows Forever



# Mayor Manny Cid

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

**Existing Goal (5.3) - Increase Public Participation**

**Proposed Initiative (5.3.3) - Conduct a Yearly Survey to Obtain Resident Feedback.**



# Councilmember Marilyn Ruano

**Proposed Strategic Priority Modification (6)** - Achieve National Recognition as a "Model Town" for Creativity, Education, Innovation, ~~and~~ Use of Technology, **and Safety**

**Proposed New Goal (6.7)** - Rank in the Top 10 of the Safest Cities in Florida list by 20XX on the National Council for Home Safety and Security

**Proposed Initiative (6.7.1)** – Town of Miami Lakes Police Dept Serve as Regularly Scheduled Additional Security at our Local Schools



# Mayor Manny Cid

**Existing Strategic Priority (6) - Achieve National Recognition as a "Model Town" for Creativity, Education, Innovation, and Use of Technology**

**Proposed New Goal (6.6) - Establish an All Inclusive Town**

**Proposed Initiative (6.6.1) - Create Miami Lakes Autism Charter School in Conjunction with Private Providers**



# Mayor Manny Cid

**Existing Strategic Priority (6) - Achieve National Recognition as a "Model Town" for Creativity, Education, Innovation, and Use of Technology**

**Proposed New Goal (6.6) - Establish an All Inclusive Town**

**Proposed Initiative (6.6.2) - Create Special Population Center for Developmentally Disabled Adults Similar to Hialeah's Edgar J. Hall**



# Councilmember Marilyn Ruano

**Existing Strategic Priority (6) - Achieve National Recognition as a "Model Town" for Creativity, Education, Innovation, and Use of Technology**

**Proposed New Goal (6.6) - Establish an All Inclusive Town**

**Proposed Initiative (6.6.3) - Establish an Autism Shines in Miami Lakes**



Item	Strategic Goals	New Initiatives	Proposed by:	White Paper by:	Est. Project Costs (Cap.)	Est. Project Costs (Opx)	Project Timeline
Strategic Priority: (1) - Enhance Mobility							
1	Goal (1.6) - Improve Pedestrian Mobility	New Initiative (1.6.4) - Add a P3 for a Proper Over Ground Pedestrian Connection on NW 67 <sup>th</sup> Avenue Between both Sides of Main Street	Mayor Manny Cid	Tony Lopez	\$5M	-	3-5 years
2	Goal (1.9) - Improve Distribution of Traffic Flows (both spatially and timing)	New Initiative (1.9.4) - Incorporate Adaptive Signalization on Wellness Way	Council Member Luis Collazo	Carmen Olazabal	\$50k	-	Contingent on 1.3.3 Reconf. NW154 & Palmetto (FDOT)
Strategic Priority: (3) - Expand Economic Growth and Enhance the Vibrancy of Community Hubs/Activity Centers							
3	Goal (3.1) - Increase the Town of Miami Lakes' Brand Awareness so it Extends to all Offerings and Interactions	New Initiative (3.1.4) - Preserve the Miami lakes Town Seal by Ensuring that at Least one Area in Town Contains Dairy Cows Forever	Mayor Manny Cid	Darby Delsalle	\$3M-\$30M	-	2-15 years
Strategic Priority: (5) - Achieve Better Communication, Transparency and Public Participation on all Issues							
4	Goal (5.3) - Increase Public Participation	New Initiative (5.3.3) - Conduct a Yearly Survey to Obtain Resident Feedback.	Mayor Manny Cid	Clarissell De Cardenas	-	\$3K - \$10K	< 1 year
Mod. Strategic Priority: (6) - Achieve National Recognition as a "Model Town" for Creativity, Education, Innovation, <del>and</del> Use of Technology, and Safety							
5	New Goal (6.6) - Establish an All Inclusive Town	New Initiative (6.6.1) - Create Miami Lakes Autism Charter School in Conjunction with Private Providers	Mayor Manny Cid	Carmen Olazabal	\$6M (building new school)	\$100k/year	2 years
6		New Initiative (6.6.2) - Create Special Population Center for Developmentally Disabled Adults Similar to Hialeah’s Edgar J. Hall	Mayor Manny Cid	Tony Lopez	\$1.5M	\$600/year	2-5 years
7		New Initiative (6.6.3) - Establish Autism Shines in Miami Lakes	Council Member Marilyn Ruano	Andrea Agha	-	Staff Time	< 1 Year
8	New Goal (6.7) - Rank in the Top 10 (currently #26) of the Safest Cities in Florida list by 20XX on the Ntnl Council for Home Safety and Security.	New Initiative (6.7.1) - Miami Lakes Police Dept Serve as Regularly Scheduled Additional Security at our Local Schools.	Council Member Marilyn Ruano	Major J. Ruiz	-	Up to \$250k	Based on MDCSPD’s needs
9	The blasting is getting worse, so I would like to add that we have a discussion regarding what we are going to do once the study is completed.		Councilmember Marilyn Ruano	TBD			
10	Senior center and programming		Councilmember Luis Collazo	Already part of current plan - refer to 2.3.1, 2.3.3, 3.6.1, 3.6.3.			
11	Maddens Hammocks acquisition and passive park						

# SUMMARY TABLE





Staff Workplan

## **3.3.1 HEALTHY MIAMI LAKES MASTER PLAN**



# Community Engagement & Outreach

**Existing Priority (3)** - Expand Economic Growth and Enhance the Vibrancy of Community Hubs/Activity Centers

**Existing Goal (3.3)** - Improve the Health and Vitality of Residents of all Ages thru Sports and Wellness

**Initiative (3.3.1)**- Develop Healthy Miami Lakes Master Plan



## 3.3.1 Healthy Miami Lakes Master Plan

*(3.3) Improving  
Health of  
Miami Lakes  
Residents of all  
Ages*

Wellness Engagement via Social Media

Farmer's Market

Community Bike Ride

Health Prevention Programs for all Ages

Interactive Cooking Classes

Bicycle Wellness Scavenger Hunt

Pop-up Fitness classes

Community-wide Wellness events

Interactive Application for Tracking

Community Wellness Committee

## Wellness Community Engagement



## Get Connected

- Sample Engagement Opportunities
- Sample Community Engagement



*Challenging our community to  
live a healthier lifestyle*

Sign In

Create Account



### REQUIREMENTS

- Heart Rate Monitor
- Only available to residents of Miami Lakes

### RULES

This challenge does not support manual entry of step counts, so only valid steps recorded through a wearable device like an Apple Watch or Fitbit will count towards total steps.



AppleWatch Series 1



FitBit Flex 2



Thank you!



# NEW INITIATIVES (WHITE PAPER) FY2018

## \*\* ADD P3 FOR ABOVE GROUND PEDESTRIAN CONNECTION OVER NW 67 AVENUE AND MAIN STREET\*\*

April 18, 2018

### PROPOSED BY: MAYOR MANNY CID

#### 1. Strategic Structure

Strategic Priority (1) – Enhance Mobility

Goal (1.6) - Improve Pedestrian Mobility

New Initiative (1.6.4) - Add a P3 for a Proper Over Ground Pedestrian  
Connection on NW 67th Avenue Between both Sides of Main Street

#### 2. Description & Legality

To pursue a private/public partnership to create an above ground pedestrian connection over NW 67 Avenue and Main Street to allow for safe pedestrian access to the east and west sides of Main Street. With the recent Town Center development around Main Street, there is an expected increase in pedestrian traffic crossing NW 67 Avenue on Main Street.

The Town would need to find a private partner to develop the above ground connection and look for the revenue opportunities for a private partner to develop the connection, i.e. concession/vending sales, naming rights, advertisement, parking revenues etc. or utilize an alternative source of funding such as development/road impact fees, if applicable. The Town does not own any land in the vicinity as the right of way is County owned and the land that would serve as landings for the above ground bridge is privately owned. Also, with NW 67 Avenue being a Miami-Dade County road, it is likely that their approval will be needed. In addition, the above ground connection will need to meet certain requirements for height and may need to be ADA accessible via elevator or lift to be permitted over the roadway.

#### 3. Funding Source & Cost Estimates

None, if funded by a private party. Estimates could be as high as \$5 million for the connection construction. There are limited revenue generating opportunities to offset costs.

#### **4. Responsible Organizational Units / Resource Requirements**

There would be three departments responsible for the development of this facility – Public Works, Building Department and Planning. Also, Miami-Dade County will likely be involved.

#### **5. High-Level Timeline/Schedule**

3 to 5 years from approval for design, permitting and construction.

#### **6. Performance Tracking Measures Toward Achieving the Associated Goal**

Prior to full funding availability, develop a critical project path to consist of visiting and benchmarking against similar projects. Develop a realistic concept plan and vet it through the community.

#### **7. Identify Synergies to other Goals or Strategies**

Goal 1.6 to Improve Pedestrian Mobility

#### **8. Feasible Alternative Strategies Addressing at a Minimum, Funding and Timeline, and may Provide Other Benefits of the Alternatives**

Alternatives are limited due to ownership constraints of the site. One alternative is to enhance pedestrian safety on ground with flashing crosswalks, additional signage, and slowing down the speed limit.





# NEW INITIATIVES (WHITE PAPER) FY2018

\*\* INCORPORATE ADAPTIVE SIGNALIZATION AT THE  
FUTURE PLANNED INTERSECTION AT NW 154<sup>TH</sup> ST AND 77<sup>TH</sup>  
AVE (WELLNESS WAY) \*\*

April 18, 2018

## PROPOSED BY: COUNCILMEMBER LUIS COLLAZO

### 1. Strategic Structure

Strategic Priority (1) – Enhance Mobility

Goal (1.9) - Improve Distribution of Traffic Flows (both spatially and timing)

New Initiative (1.9.4) - Incorporate Adaptive Signalization at the future  
planned intersection at NW 154<sup>th</sup> St and 77<sup>th</sup> Ave (Wellness WAY) Conduct a  
yearly survey to obtain resident feedback

### 2. Description & Legality

For phase I of this project, the Town of Miami Lakes executed an interlocal with Miami Dade County (MDC) which allows the Town to enter into a contract with Econolite to purchase and install the adaptive signal equipment. After the adaptive installation is accepted by the Town and the County, it will be passed on and maintained by MDC. A similar agreement can be reached for the extension of this system at the future planned intersection in NW 1554<sup>th</sup> and 77<sup>th</sup> Ave.

### 3. Funding Source & Cost Estimates

The estimated cost is approx. \$50,000 for one intersection and it can be funded by impact fee or mobility fee funds.

### 4. Responsible Organizational Units / Resource Requirements

Miami Dade County PW Dept. and the project manager

### 5. High-Level Timeline/Schedule

FY2025. A study may be conducted to assess expected benefits and measure actual traffic flow improvements after installation.

## 6. Performance Tracking Measures Toward Achieving the Associated Goal

Goal: 1.9- Improve the distribution of traffic flows.

## 7. Identify Synergies to other Goals or Strategies

Enhance mobility

## 8. Feasible Alternative Strategies Addressing at a Minimum, Funding and Timeline, and may Provide Other Benefits of the Alternatives

The timeline for this initiative was for an implementation of 2025 as the new intersection will happen concurrently with the Palmetto lane expansion project. At that time, we should evaluate whether other technologies are available that may provide a more effective solution.



# NEW INITIATIVES (WHITE PAPER) FY2018

\*\* PRESERVATION OF LAND TO BE SET ASIDE AS PERMEANT PASTURE FOR DAIRY COWS WITH THE INTENT TO PRESERVE THE INTEGRITY OF THE TOWN'S SEAL \*\*

April 18, 2018

## PROPOSED BY: MAYOR MANNY CID

### 1. Strategic Structure

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

Goal (3.1) - Increase the Town of Miami Lakes' Brand Awareness so it Extends to all Offerings and Interactions

New Initiative (3.1.4) - Preservation of land to be set aside as permeant pasture for dairy cows with the intent to preserve the integrity of the Town's Seal

### 2. Description & Legality

On March 4, 2018, Mayor Manny Cid suggested that land be set aside within the Town to be utilized permanently for dairy cows. The initiative was driven by the idea of maintaining the integrity of the Town's seal which features such a landscape. The Town is at near build-out and as such, there exists limited options to provide such an amenity. However, a few undeveloped parcels do remain.

Through its police power, the Town has the legal authority to regulate the permitted use of land through its Comprehensive Development Master Plan and the Land Development Code. However, this does not mean that the Town may impose the singular use of cow pasture upon a private property owner. The remaining properties available to achieve this objective have commercial, industrial, interim, and agricultural zoning designations. Because each of these districts have a range of permitted uses available to be implemented by a property owner, a restriction by the Town to a singular use would be an arbitrary and capricious act. Thus, property owners may enjoy the by-right uses listed in the zoning of their respective districts.

For those lands already zoned AU, Agricultural District, the Town may be tempted to fall to default position of forcing such lands to remain so designated. By imposing such a permanent restriction of zoning on a privately held piece of land, the Town runs the risk of creating "Reverse Spot Zoning." In other words, if those properties that surround the desired pasture property are developed, or are permitted to be developed, to a higher

intensity, then the permeance of an AU designation could be considered “Spot Zoning” by virtue of the restriction that prevents enjoyment the same development standard of the surrounding properties.

To achieve the desired goal, the Town may have to acquire the land necessary to preserve a pasture in perpetuity. This could be accomplished either through direct purchase or as a donation from a property owner. The Town could explore its existing park inventory to site such a use. Either way, ownership of the land is retained by the Town.

### 3. Funding Source & Cost Estimates

At present, there is no funding resource allocated or available for the purchase of land for a pasture. Short of a donation of land by a private property owner, the actual costs of land will be driven by availability and an owner’s willingness to sell at any given price. Provided below are possible options with Market Value as provided by the Miami-Dade Property Appraiser’s Office. Once the property is secured, use of the land should be leased to a dairy farm operator, to which they shall pay an established rent and any applicable property taxes.

**Lakes Side II/South Point.** This 7.8-acre parcel is on the south end of Commerce Way and is immediately east of the Anchorage. This high-profile property has a MDC Appraiser value of \$3,759,008. There is currently a zoning application for the property submitted by the owners, The Graham Companies, for mixed use residential and commercial on this BU-2 parcel. The pending site plan will significantly drive the value of the land upwards.

**Lennar Commercial tract.** At 9.5 acres, this tract is predominately positioned at the corner of Miami Lakes Drive and NW 87 Avenue. There is no approved site plan for the property and the MDC Appraiser’s office has it listed with a market assessed value of \$10,345,500. Other price tags for the land have been heard to go as high as \$30,000,000.

**Existing Parks.** Under the Town’s newly adopted GF, Government Facilities regulations, the town could set aside a portion of an existing park. This option, of course, comes at the cost of lost park programing and availability for more generalized recreational use. One possibility could be to provide such a facility on a portion of the Par 3 property once it is acquired. The limitation of this particular property, however, is its overall visual impact. Though the property is rather large, it has limited street frontage. The street frontage that is available is conceptually set aside for a park and ride facility.

**Maddox Hammock.** At over 53 acres, this site offers some potential. The center portion of the land (not part of the 53-acre calculation) is already owned by the Town. The property has a zoning use designation of AU, Agricultural Use, and a land use designation of Parks and Recreation. The land does have archeological resources, although the site has not been thoroughly explored. The MDC Property Appraiser tags the land price at just over \$19,000,000, however it is unlikely the current owner would sell for such a low price. The property is large enough to arrive at a development plan that may satisfy the current owner’s desire to develop residential while still providing a large open space park area, as well as a cutout of over 5 acres to accommodate a permanent pasture for dairy cows.

#### **4. Responsible Organizational Units / Resource Requirements**

The Community and Leisure Services Department will take the lead in this initiative with support from the Planning Department with regard to identification of the land. Purchasing, Legal, and Finance shall assist in the purchase of the land and securing agreements with regard to operation of the land. Additional staffing resources are not necessary to complete this objective.

#### **5. High-Level Timeline/Schedule**

TBD; 2-15 years depending on availability of land and costs as applicable.

#### **6. Performance Tracking Measures Toward Achieving the Associated Goal**

Completion, and operation of the pasture will support Goal (3.1) Increase the Town of Miami Lakes' Brand Awareness.

#### **7. Identify Synergies to other Goals or Strategies**

There is more than one company that operates pastures within the Town that may be interested in this stated goal as their land moves toward a state of development.

#### **8. Feasible Alternative Strategies Addressing at a Minimum, Funding and Timeline, and may Provide Other Benefits of the Alternatives**

Given the value of the lands involved, it is unlikely the Town will be able to pursue an outright purchase of land. An alternative strategy is to secure land that is donated as part of future development within the Town. Given that development is driven by private interests, the Town has no control over when such lands may become available.



# NEW INITIATIVES (WHITE PAPER) FY2018

## \*\*CONDUCT A YEARLY SURVEY TO OBTAIN RESIDENT FEEDBACK\*\*

April 18, 2018

### PROPOSED BY: MAYOR MANNY CID

#### 1. Strategic Structure

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

Goal (5.3) - Increase Public Participation

New Initiative (5.3.3) - Conduct a yearly survey to obtain resident feedback

#### 2. Legality

There are no legal restrictions, however, under Chapter 119 of the Florida Statute all municipal records are open for personal inspection and copying by any person. All records shall be stored and kept for the purposes of public records.

#### 3. Funding Source & Cost Estimates

There are several options to obtaining resident feedback. Non-scientific surveys and/or polls provided through either Survey Monkey or Social Media outlets provide real-time results at no cost. Telephone or Robo-Call Surveys range from \$5,000 to \$10,000; Mail-in Surveys range from \$2,500 to \$5,000; Randomly selected, statistically valid survey cost about \$25,000.

#### 4. Responsible Organizational Units / Resource Requirements

Community Engagement & Outreach Department.

#### 5. High-Level Timeline/Schedule

Annual survey to be issued during the 2Q-FY, survey tabulated and available to administration and legislative board during the 3Q-FY. Survey results may provide insight for budgeting purposes 4Q-FY.

## **6. Performance Tracking Measures Toward Achieving the Associated Goal**

Town-wide surveys can be designed to provide the administration and the legislative board with reliable feedback from a resident perspective. These surveys provide descriptive information that goes beyond that of performance measures as reported on the Quarterly Performance Reports; any complete measure of success would have to include input from the members of the community. By repeating survey questions annually, we can track performance over time.

## **7. Identify Synergies to other Goals or Strategies**

Replicating the survey on a periodic basis will provide administration and legislative board with regular and reliable information from the residents. The data gathered shall support the push to achieving the goal of mission statement adopted for the 2015 Strategic Action Plan: We want Miami Lakes to be the model of a friendly, open, innovative, effective, and efficient government for its residents and businesses.

## **8. Feasible Alternative Strategies Addressing at a Minimum, Funding and Timeline, and may Provide Other Benefits of the Alternatives**

Leveraging partnerships with community organizations that perform surveys and population studies for key populations for data-sharing and data-mining.



# NEW INITIATIVES (WHITE PAPER) FY2018

## \*\* CREATION OF MIAMI LAKES AUTISM CHARTER SCHOOL IN CONJUNCTION WITH PRIVATE PROVIDERS \*\*

April 18, 2018

### PROPOSED BY: MAYOR MANNY CID

#### 1. Strategic Structure

Strategic Priority (6) – Achieve National Recognition as a "Model Town" for Creativity, Education, Innovation, and Use of Technology

New Goal (6.6) - Establish an All-Inclusive Town

New Initiative (6.6.2) - Create Miami Lakes Autism Charter School in  
Conjunction with Private Providers

#### 2. Legality

According to the Florida statutes, municipal charter schools can be formed by creating a new school or by converting an existing public school to a charter school.

#### 3. Funding Source & Cost Estimates

Municipal Charter Schools receive money from the state based on the number of students in the charter school. Capital outlay that may be needed to get the facility (whether it is creating a new school or converting an existing public school) are financed by the municipality. Once the school is in operation, the school makes lease payments back to the City to pay debt. As an example, Aventura's K-8 cost \$6M and the high school cost \$14M which was financed by the City.

#### 4. Responsible Organizational Units / Resource Requirements

A new department would need to be created for this purpose. The municipality forms a governing board (which can be the council or can be a group of residents and parents). The governing board approves the budget and then it goes to MDCSB for approval. You could also create a sub board that works with management and only take the big items to the governing board.



A management company can be hired to manage the Miami Lakes Charter School.

## **5. High-Level Timeline/Schedule**

About 2 years to set-up structure in place and 2 years to acquire and build.

## **6. Performance Tracking Measures Toward Achieving the Associated Goal**

Completion of project and, maintain top rated school.

## **7. Identify Synergies to other Goals or Strategies**

Achieve recognition as "Model Town" for creativity, education, innovation and use of technology.

## **8. Feasible Alternative Strategies Addressing at a Minimum, Funding and Timeline, and may Provide Other Benefits of the Alternatives**

To pay for this initiative the Town would need to finance the initial capital investment to pay for the facility. In addition, there are indirect cost relating to supporting the facility operations such as Police, Fire, Public Works, Building Maintenance, etc. The debt can be funded, at least in part, by the revenue provided by the State per student. This is dependent on the number of kids that the school attracts. A study should be conducted to analyze that there is enough demand for services to ensure debt repayment.



## NEW INITIATIVES (WHITE PAPER) FY2018

### \*\* CREATION OF A SPECIAL POPULATIONS CENTER FOR DEVELOPMENTALLY DISABLED ADULTS SIMILAR TO HIALEAH'S EDGAR J. HALL FACILITY \*\*

April 18, 2018

## PROPOSED BY: MAYOR MANNY CID

### 1. Strategic Structure

Strategic Priority (6) – Achieve National Recognition as a "Model Town" for Creativity, Education, Innovation, and Use of Technology

**New** Goal (6.6) - Establish an All-Inclusive Town

New Initiative (6.6.2) - Creation of a Special Populations Center for Developmentally Disabled Adults similar to Hialeah's Edgar J. Hall Facility

### 2. Legality

To create a Town Special Populations Center for Developmentally Disabled Adults similar to Hialeah's Edgar J. Hall Facility. The City of Hialeah's Edgar J. Hall Special Population Center, located at 2250 W 60 Street, offers a day and evening program for developmentally disabled adults. Participants enjoy fun social events, Special Olympics training and competitions, and day-to-day personal development activities. Parents of participants benefit from the shared community life that revolves around the center as well as a safe haven for their adults while they are away at work.

The Town would need to determine a location for the center and seek to either: purchase or lease an existing facility; utilize the future 8,000 sq. Ft. commercial space that will be provided to the Town under the development agreement for the Dunn properties; or construct a new facility at a TBD location. The facility will need to meet all ADA regulations and all programming and staffing will need to obtain any licensing requirements to have this facility, as applicable. Another alternative is to enter into a private/public partnership to create a center within the Town.

### 3. Funding Source & Cost Estimates

TBD depending on direction from the Town Council. If a Town funded project, estimates can be as high as \$1.5 million for a new facility comparable to Edgar J. Hall which is 7,500 sq. ft. Operating costs for programming and staffing can be as high as \$600,000 based on

costs from the Edgar J. Hall facility. For cost recovery, the Center collects an average of \$35,000 in fees annually with the Center charging up to \$155 per week per participant for morning/afternoon hours and \$95 for afternoon/evening hours. Presently, they have 45 regularly attending patrons.

#### **4. Responsible Organizational Units / Resource Requirements**

The Community and Leisure Services Department will be the lead department for plan implementation. A full time special needs specialist or coordinator may be needed if Town supervised.

#### **5. High-Level Timeline/Schedule**

TBD; 2-5 years depending on approach.

#### **6. Performance Tracking Measures Toward Achieving the Associated Goal**

Completion and opening of facility; # of programs offered; participants attending

#### **7. Identify Synergies to other Goals or Strategies**

Staff could look to partner with the City of Hialeah to for guidance during development. A private partnership is also a possibility. Potential grant funding opportunities may be available for this purpose, but funding may trigger new obligations.

#### **8. Feasible Alternative Strategies Addressing at a Minimum, Funding and Timeline, and may Provide Other Benefits of the Alternatives**

Staff could look to partner with the City of Hialeah to and subsidize programs at the existing center in Hialeah for the benefit of Town residents.



# NEW INITIATIVES (WHITE PAPER) FY2018

## \*\* ESTABLISH AUTISM SHINES IN MIAMI LAKES \*\*

April 18, 2018

### PROPOSED BY: COUNCILMEMBER MARILYN RUANO

#### 1. Strategic Structure

Strategic Priority (3) – Achieve National Recognition as a "Model Town" for Creativity, Education, Innovation, and Use of Technology

**New** Goal (6.6) – Establish an All-Inclusive Town

New Initiative (6.6.3) – Establish Autism Shines in Miami Lakes

#### 2. Description & Legality

In collaboration with the Center for Autism & Related Disabilities (CARD), the Town can engage in an economic development initiative that supports healthy interactions between businesses and their patrons with autism through Autism Shines Miami Lakes. The program, administered by CARD, would provide sensitivity training to potential employers in Miami Lakes. Once trained and ready to appropriately and effectively conduct business with persons on the spectrum, CARD provides an Autism Shines branded sticker for the business to place on their storefront thus promoting the Town's emerging Inclusion Policy.

The Program is provided by CARD. The relationship is between two private parties, the business and CARD. The Town would not carry any liability.

#### 3. Funding Source & Cost Estimates

The Program is funded by CARD. The Town's contribution would be to promote and acknowledge the efforts toward an all-inclusive community. Only staff time would be required to promote the Program through our media channels.

#### 4. Responsible Organizational Units / Resource Requirements

Community Engagement and Outreach

## 5. High-Level Timeline/Schedule

Two to Six months to initiate the Program; depending on CARD's availability.

## 6. Performance Tracking Measures Toward Achieving the Associated Goal

The performance metric would be the number of business who have been trained and desensitized as evident by the Autism Shines in Miami Lakes branded sticker on the storefront.

## 7. Identify Synergies to other Goals or Strategies

Staff recommends, if adopted, that this initiative be the first under a new Goal within the Strategic Priority: Achieve National Recognition as a "Model Town" for Creativity, Education, Innovation and Use of Technology. The new Goal would be: (6.6) Become an All-Inclusive Town with supporting initiative (6.6.1) Establish Autism Shines in Miami Lakes.

## 8. Feasible Alternative Strategies Addressing at a Minimum, Funding and Timeline, and may Provide Other Benefits of the Alternatives

Opportunities for further development of the All-Inclusive Town Goal will be developed by the work of the Special Needs Advisory Board (SNAB)



# NEW INITIATIVES (WHITE PAPER) FY2018

## \*\* MIAMI LAKES POLICE DEPT SERVICING AS REGULAR SCHEDULED ADDITIONAL SECURITY AT OUR LOCAL SCHOOLS \*\*

April 18, 2018

### PROPOSED BY: COUNCILMEMBER MARILYN RUANO

#### 1. Strategic Structure

Strategic Priority (6) **modified** – Achieve National Recognition as a "Model Town" for Creativity, Education, Innovation, **and** Use of Technology, **and Safety**

**New** Goal (6.7) - Rank in the Top 10 (currently #26) of the Safest Cities in Florida list by 20XX on the National Council for Home Safety and Security. Improve Distribution of Traffic Flows (both spatially and timing)

New Initiative (6.7.1) - Miami Lakes Police Dept Serve as Regularly Scheduled Additional Security at our Local Schools.

#### 2. Description & Legality

The Miami Dade Police Department (MDPD), Town of Miami Lakes (TML) Police Section, currently works in conjunction with and support of Miami Dade County Schools Police Department (MDCSPD) in their policing effort. MDCSPD has jurisdiction over all 392 Miami Dade County Public Schools. Currently, the TML police section provides traffic control and police presence at the Miami Dade County Public Schools located within the TML, for both arrival in the morning, and dismissal in the afternoon.

**Option 1.** Provide security for the schools in case of an emergency by stationing an officer outside of the school grounds. This officer will not be SRO trained nor it will interact with the school children throughout the day.

**1.a. Permanent Assignment** – Additional officer will need to be recruited for this assignment.

**1.b. Temporary Assignment** – The officer will be stationed until the MDCPS can station an SRO at the facility. This is consistent with the objective established by the Miami-Dade County Mayor. This assignment will probably be performed on an overtime basis. Effective April 3, 2018 through the end of the school year, TML police section will also staff one officer at Miami Lakes Middle and the K-8 for the school hours between traffic details

**Option 2.** Provide additional security measures coordinated through the TML, MDPD, MDCPS. Officer will be required to received SRO & CIT training prior to be allowed to interact with the school children. This is viewed as a permanent solution only, given the extent of the training.

There are no legal issues that would preclude the TML Police Section from providing additional security at the schools – outside of the schools and be able to enter in case of emergency. If the role of the TML police section were to cross in to the MDCSPD jurisdiction, a Memorandum of Understanding (MOU) between Miami Lakes and the School Board would be required.

### 3. Funding Source & Cost Estimates

MDCPS has indicated that they do not intent to share any of the State funding with the local municipalities for the provision of school security. General Fund revenues are eligible for public safety.

The annual cost of an officer is approximately \$125,000 per year. The cost of the temporary stop gap measures to cover the School Resource Officer state mandate at our local elementary and K-8 schools is approximately \$78/hour on overtime or approximately \$35,000 for the balance of this school year.

### 4. Responsible Organizational Units / Resource Requirements

TOML Police department on Special Services Units and, resource requirements TBD based on MDCSPD's needs and Town Council direction.

### 5. High-Level Timeline/Schedule

TBD based on MDCSPD's needs, the ability to hire accredited officers and Town Council direction.

### 6. Performance Tracking Measures Toward Achieving the Associated Goal

The Strategic Plan Objective most closely aligned with this initiative is (6) Achieve National Recognition as a "Model Town" for creativity, education, innovation and use of technology. Should this initiative be incorporated to the Strategic Plan, staff recommends amending the Model Town objective to include 'safety'. The revised Goal would be: (6) Achieve National Recognition as a "Model Town" for creativity, education, innovation, and use of technology and safety.

## 7. Identify Synergies to other Goals or Strategies

Goal 6.4 Augment Educational Tutoring and Mentoring Programs.

## 8. Feasible Alternative Strategies Addressing at a Minimum, Funding and Timeline, and may Provide Other Benefits of the Alternatives

Alternative solutions to address the intent of enhancing school safety could include technology solutions for advanced monitoring and prevention.





# NEW INITIATIVES (WHITE PAPER) FY2018

## \*\* DEVELOP HEALTHY MIAMI LAKES MASTER PLAN\*\*

April 18, 2018

### PROPOSED BY: COMMUNITY ENGAGEMENT AND OUTREACH

#### 1. Strategic Structure

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

Goal (3.3) - Improve the Health and Vitality of Residents of all Ages thru Sports and Wellness

Initiative (3.3.1) – Develop Healthy Miami Lakes Master Plan

#### 2. Description & Legality

To pursue a community wide movement to increase the health and vitality of Miami Lakes residents the Town plans to establishment partnerships with non-profit organizations, health providers, and community stakeholders. With these collaborations, we intend to create exciting opportunities for physical activity, health promotion education, fitness events, and community engagement. The projects under the Healthy Miami Lakes Master plan include: establishing a community wellness committee, creating health prevention programs for all ages, interactive cooking classes, pop-up fitness classes, incentive based physical activity challenges utilizing interactive tracking application, community wide-fitness events, and create wellness engagement via social media.

The Town needs to create partnerships and seek grants to fund projects. In addition, agreements with providers or organizations will need to be established.

#### 3. Funding Source & Cost Estimates

Partnerships/collaboration is intended to assist with cost. Estimates on behalf of the Town are around \$150,000 (in life-span of 7 years), allowing around \$21,000 per year for events and programs. Revenue can be generated from the bigger fitness events where there are admission costs.

#### **4. Responsible Organizational Units / Resource Requirements**

There will be one department responsible for the development of this plan—Community Engagement and Outreach with support and collaboration from Leisure Services. Also, community organizations, non-profits, will likely be involved.

#### **5. High-Level Timeline/Schedule**

1 year from planning to approval and implementation.

#### **6. Performance Tracking Measures Toward Achieving the Associated Goal**

Prior to full funding availability, develop a timeline of programs, events, and projects to consist of visiting and benchmarking against similar projects. Develop a realistic concept plan and vet it through the community stakeholders.

#### **7. Identify Synergies to other Goals or Strategies**

3.3.2 Develop Partnership Agreement with Health Providers and Private Sector

3.3.4 Partner with MDC/Municipalities to Align Wellness Objectives

#### **8. Feasible Alternative Strategies Addressing at a Minimum, Funding and Timeline, and may Provide Other Benefits of the Alternatives**

One alternative is focus on finding funding strictly through partnership, collaboration, and grants to enhance the health of vitality of residents.



Item	Strategic Goals	New Initiatives	Proposed by:	White Paper by:	Est. Project Costs (Cap.)	Est. Project Costs (Opx)	Project Timeline
<i>Strategic Priority: (1) - Enhance Mobility</i>							
1	Goal (1.6) - Improve Pedestrian Mobility	<b>New Initiative (1.6.4)</b> - Add a P3 for a Proper Over Ground Pedestrian Connection on NW 67 <sup>th</sup> Avenue Between both Sides of Main Street	Mayor Manny Cid	Tony Lopez	\$5M	-	3-5 years
2	Goal (1.9) - Improve Distribution of Traffic Flows (both spatially and timing)	<b>New Initiative (1.9.4)</b> - Incorporate Adaptive Signalization on Wellness Way	Council Member Luis Collazo	Carmen Olazabal	\$50k	-	Contingent on I.3.3 Reconf. NW154 & Palmetto (FDOT)
<i>Strategic Priority: (3) - Expand Economic Growth and Enhance the Vibrancy of Community Hubs/Activity Centers</i>							
3	Goal (3.1) - Increase the Town of Miami Lakes' Brand Awareness so it Extends to all Offerings and Interactions	<b>New Initiative (3.1.4)</b> - Preserve the Miami lakes Town Seal by Ensuring that at Least one Area in Town Contains Dairy Cows Forever	Mayor Manny Cid	Darby Delsalle	\$3M-\$30M	-	2-15 years
<i>Strategic Priority: (5) - Achieve Better Communication, Transparency and Public Participation on all Issues</i>							
4	Goal (5.3) - Increase Public Participation	<b>New Initiative (5.3.3)</b> - Conduct a Yearly Survey to Obtain Resident Feedback.	Mayor Manny Cid	Clarisell De Cardenas	-	\$3K - \$10K	< 1 year
<b>Mod. Strategic Priority: (6) - Achieve National Recognition as a "Model Town" for Creativity, Education, Innovation,<del>and</del> Use of Technology, and Safety</b>							
5	<b>New Goal (6.6)</b> - Establish an All Inclusive Town	<b>New Initiative (6.6.1)</b> - Create Miami Lakes Autism Charter School in Conjunction with Private Providers.	Mayor Manny Cid	Carmen Olazabal	\$6M (building new school)	\$100k/year	2 years
6		<b>New Initiative (6.6.2)</b> - Create Special Population Center for Developmentally Disabled Adults Similar to Hiialeah's Edgar J. Hall	Mayor Manny Cid	Tony Lopez	\$1.5M	\$600/year	2-5 years
7		<b>New Initiative (6.6.3)</b> - Establish Autism Shines in Miami Lakes	Council Member Marilyn Ruano	Andrea Agha	-	Staff Time	< 1 year
8	<b>New Goal (6.7)</b> - Rank in the Top 10 (currently #26) of the Safest Cities in Florida list by 20XX on the Ntnl Council for Home Safety and Security.	<b>New Initiative (6.7.1)</b> - Miami Lakes Police Dept Serve as Regularly Scheduled Additional Security at our Local Schools.	Council Member Marilyn Ruano	Major J. Ruiz	-	Up to \$250k	Based on MDCSPD's needs
9	The blasting is getting worse, so I would like to add that we have a discussion regarding what we are going to do once the study is completed.	Councilmember Marilyn Ruano	TBD				
10	Senior center and programming	Councilmember Luis Collazo	Already part of current plan - refer to 2.3.1, 2.3.3, 3.6.1, 3.6.3.				
11	Maddens Hammocks acquisition and passive park						