

EXHIBIT "A"

NEW INITIATIVE (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, Use of Technology, and Public Safety

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

New Initiative (6.6.1) - Create Miami Lakes Autism Charter School
Managed by Miami Dade County Public Schools Board

2. Legality

According to the Florida statutes, charter school may be formed by creating a new school or converting and existing public school into a charter status.

3. Funding Source & Cost Estimates

During the new business plan meeting, it was discussed that the School Board District would be willing to manage an autism charter school in Town as the managing entity while South Florida Autism Charter Schools (SFACS) would administer the day to day operations.

The District would be able to provide the building at HML to expand these services. South Florida Autism Charter Schools (SFACS) would manage the day to day operations which includes policing, books, facility maintenance, among other things.

The Charter School would be a K-12 facility.

Goleman H.S. and Bob Graham Ed. Center would continue having the programs they have today. These programs work well with highly functional people on the spectrum but, not so much with the other portion of the spectrum that is not as highly functional. This is the community that the TOML is trying to serve with this initiative.

4. Responsible Organizational Units / Resource Requirements

Resource requirement will be low as the school board and SFAC will be handling the ongoing responsibilities. The Town will be facilitating the process as needed.

5. High-Level Timeline/Schedule

Approximately a year to set up.

6. Performance Tracking Measures Toward Achieving the Associated Goal

Completion of project and, maintain top rated school standard.

7. Identify Synergies to other Goals or Strategies

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

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

Feasible alternative strategies include advising the community of programs like the South Florida Autism Charter School located at 18305 NW 75 Ave., which serves students from K-12.

However, SFAC is up to capacity at this point, which is why adding another charter school in the vicinity would help meet the existing demand.

NEW INITIATIVE (WHITE PAPER) FY2018

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

May 1, 2018

Proposed by: Mayor Manny Cid

1. Strategic Structure

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

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 seek to enter into a private/public partnership to create a center within the Town. The Town will work with a third-party provider to determine a location for the center at an existing Town facility to start the program and begin building its user group. Thereafter, the Town will seek to change the use of the future 8,000 sq. ft. commercial space that will be provided to the Town under the development agreement for the Dunn properties from a senior center to allow this to be the future site of the Town's special populations center. 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.

3. Funding Source & Cost Estimates

Our agreement would be with a third-party provider (we only provide the facility), the partner would operate the program, charge for services of the program, seek grants, (they are Medicaid eligible). The Town would seek reimbursement for janitorial services and facility wear and tear items similar to other third-party program providers. The Town could

estimate annual costs for utilities and general maintenance of the future 8,000 sq. ft. facility to be between \$75,000-\$150,000 annually.

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 and third-party partners to for guidance during development. 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 INITIATIVE (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, Use of Technology, and Public Safety

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 within the Strategic Priority #6: Achieve National Recognition as a "Model Town" for Creativity, Education, Innovation, Use of Technology, and Public Safety. The new Goal would be: (6.6) Establish an All-Inclusive Town with supporting initiative (6.6.3) 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 INITIATIVE (WHITE PAPER) FY2018

****CONDUCT A YEARLY SURVEY TO OBTAIN RESIDENT FEEDBACK (REVISED: BUILD DIFFERENT METHODOLOGIES TO OBTAIN ANNUAL SATISFACTION 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) – Build Different Methodologies to Obtain Annual Satisfaction 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 or every other year 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.

AMENDMENT TO INITIATIVE (2.3.1) – DEVELOP MADDEN’S HAMMOCK PARK TO INCLUDE ASSESSING THE OPPORTUNITY OF SETTING ASIDE LAND AS A PERMANENT PASTURE FOR DAIRY COWS WITH THE INTENT TO PRESERVE THE INTEGRITY OF THE TOWN’S SEAL (WHITE PAPER) FY2018

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

Amendment to Initiative (2.3.1) – Develop Madden’s Hammock Park to include assessing the opportunity of setting aside land as a Permanent 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 an initiative 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. The initiative was presented for discussion purposes at an April 18, 2018 Town Council Workshop. Madden’s Hammock was identified as a potential site to achieve the desired objective given the Strategic Plan already identifies the property as a potential future park site. The Town currently owns approximately 6 +/- acres in the center of the property. That portion is heavily wooded. To achieve the desired pasture, the Town would have to pursue a portion of the remaining open land area.

To achieve the desired goal, the Town will 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 the Madden Hammocks’ property owner.

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. 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.

At over 53 acres, Madden's Hammock 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. Alternatively, the Town may choose to attempt a purchase of some portion of the land, however even that cost may be beyond the means of the Town.

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

Purchase of Madden's Hammocks Park

NEW INITIATIVES (WHITE PAPER) FY2018

** PURSUE ALTERNATIVES AND FUNDING SOURCES TO PROVIDE ADDITIONAL SECURITY AT OUR LOCAL SCHOOLS

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April 18, 2018

Proposed by: Councilmember Marilyn Ruano

1. Strategic Structure

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

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 and Security.

New Initiative (6.7.1) – Pursue alternatives and funding sources to provide 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.

In light of the tragic events at Marjory Stoneman Douglas School (post February 14th, 2018), there is a desire to pursue any and all alternatives to provide additional security at local schools. Presently, as an initial step, the TML Police Department has taken the following step to make our schools safer.

- The TML police section staffed one officer at each of the K-8 schools for the school hours between traffic details from April 3, 2018 through the end of the 2017-18 school year. This assignment was performed on an overtime basis. For the 2018-19 school year, the Town plans to have an officer stationed at each of the K-8 schools until the MDCPS can station an SRO at the facilities.

There are no legal issues that would preclude the TML Police Section from providing additional security 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.

The Town is presently reviewing an MOU provided by the School Board. In addition, the Town is hosting a school safety workshop in July 2018 to receive community feedback and discuss alternatives to provide additional security at local schools.

3. Funding Source & Cost Estimates

MDCPS has indicated that they do not plan 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 \$167,000 /year including vehicle, insurance, repairs, and benefits. 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 with the total amount TBD based on the length of time of the special assignment. The Town is reviewing alternatives to provide the additional officers potentially at a lower cost for the 2018-19 school year until the School Board can provide SROs at all local public schools.

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, Use of Technology, and Public 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

Keep track of the cost to the Town to use our officers to staff the schools with the intent to bill the School Board for reimbursement. Pursue grants to fund additional resources to support additional school security.

NEW INITIATIVES (WHITE PAPER) FY2018

** INCORPORATE ADAPTIVE SIGNALIZATION AT THE FUTURE PLANNED INTERSECTION AT NW 154TH ST AND 77TH 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 154th St and 77th Ave (Wellness WAY)

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 154th and 77th 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

** 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 from the time a deal is in place.

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.