

The City of Aventura



19200 West Country Club Drive Aventura, FL

City Commission Workshop Meeting

June 19, 2013

Immediately following 9 am Special Commission Meeting
Executive Conference Room

AGENDA

1. ***Overview of AACC 2012/13 Season (City Manager)***
2. ***NE 199th St & NE 29th Place Safety Study (City Manager)****
3. ***Capital Improvement Program 2013-2018 Briefing (City Manager)****
Future Action Required: Resolution
4. ***Good Government Initiative Program (Commissioner Cohen)****
5. ***Letter from Sky Lake-Highland Lakes Homeowners Association (Mayor Gottlieb)****
6. ***Adjournment***

*** Back-up Information Exists**

This meeting is open to the public. 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 the Office of the City Clerk, 305-466-8901, not later than two days prior to such proceeding.

CITY OF AVENTURA
OFFICE OF THE CITY MANAGER

MEMORANDUM

TO: City Commission

FROM: Eric M. Soroka, ICMA-CM, City Manager

DATE: June 14, 2013

SUBJECT: **NE 199th Street and NE 29th Place Safety Study**



In November 2013, due to the second pedestrian traffic fatality by a Miami-Dade Transit Authority (MTA) bus in the area of NE 29th Avenue and NE 199th Street in the past three years, I requested our traffic engineers, Kimley-Horn and Associates, Inc. to evaluate the roadways to determine what can be done to improve the safety of the pedestrians using the walkways in the area. NE 29th Avenue leading into the Aventura Mall is a private road owned by the Publix Shopping Center and the Aventura Mall. One of MTA's major bus stops is located at NE 29th Avenue.

Attached are the results of the Safety Study that will be presented to the City Commission at the June Workshop Meeting. Recommendations to improve pedestrian safety have been identified for both the adjacent public roads and the privately owned NE 29th. Once the Study has been reviewed by the City Commission, I would request direction to meet with the owners of NE 29th Avenue to seek their assistance to expedite and facilitate the recommended improvements.

If you have any questions, please feel free to contact me.

EMS/act

Attachment

NE 199th Street (Aventura Boulevard) at NE 29th Place

Safety Study

FINAL REPORT

Prepared for:



Prepared by:

Kimley-Horn and Associates, Inc.
Fort Lauderdale, Florida



May 2013

NE 199th Street (Aventura Boulevard) at NE 29th Place

Safety Study

FINAL REPORT

Prepared for:



Prepared by:

Kimley-Horn and Associates, Inc.
Fort Lauderdale, Florida



J. Suzanne Danielsen, P.E.
Florida Registration Number # 42533
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INTRODUCTION

The City of Aventura has retained Kimley-Horn and Associates, Inc. to perform a safety study at the intersection of NE 199th Street (Aventura Boulevard) and NE 29th Place. This study was initiated due to a history of crashes, including fatal crashes involving pedestrians. The purpose of this study is to identify probable causes for prevalent crash patterns and to develop improvements that may help reduce the frequency and severity of these crashes. In addition, an operational analysis was conducted to determine impacts of any proposed laneage/signal phase modifications. A project location map is included as Figure 1.

Study Location Characteristics

Table 1 summarizes characteristics of the study location.

Table 1: Intersection Characteristics

| | | |
|---|---|---|
| Intersecting Streets/orientation | NE 199 th Street – east-west NE 29 th Place – north-south | |
| Traffic Control | Traffic signal | |
| Functional Classification | NE 199 th Street – Collector, NE 29 th Place - Local | |
| Speed Limit | 35 mph on NE 199 th Street; 20 mph on NE 29 th Place south of NE 199 th Street; 30 mph on NE 29 th Place north of NE 199 th Street | |
| Lighting | NE 199 th Street – decorative lighting NE 29 th Place: no lighting south of intersection; decorative lighting north of intersection | |
| Horizontal/Vertical Curvature | Horizontal curve south of the intersection | |
| Pedestrian Facilities | Sidewalks | Yes; discontinuous on the east side south of intersection |
| | Curb Ramps | n.a. |
| | Crosswalks | High emphasis crosswalks |
| Bicycle Facilities | No bike lanes, wide shoulders, or wide curb lanes | |
| Transit Facilities | On all four legs of the intersection | |

Existing Condition Diagram

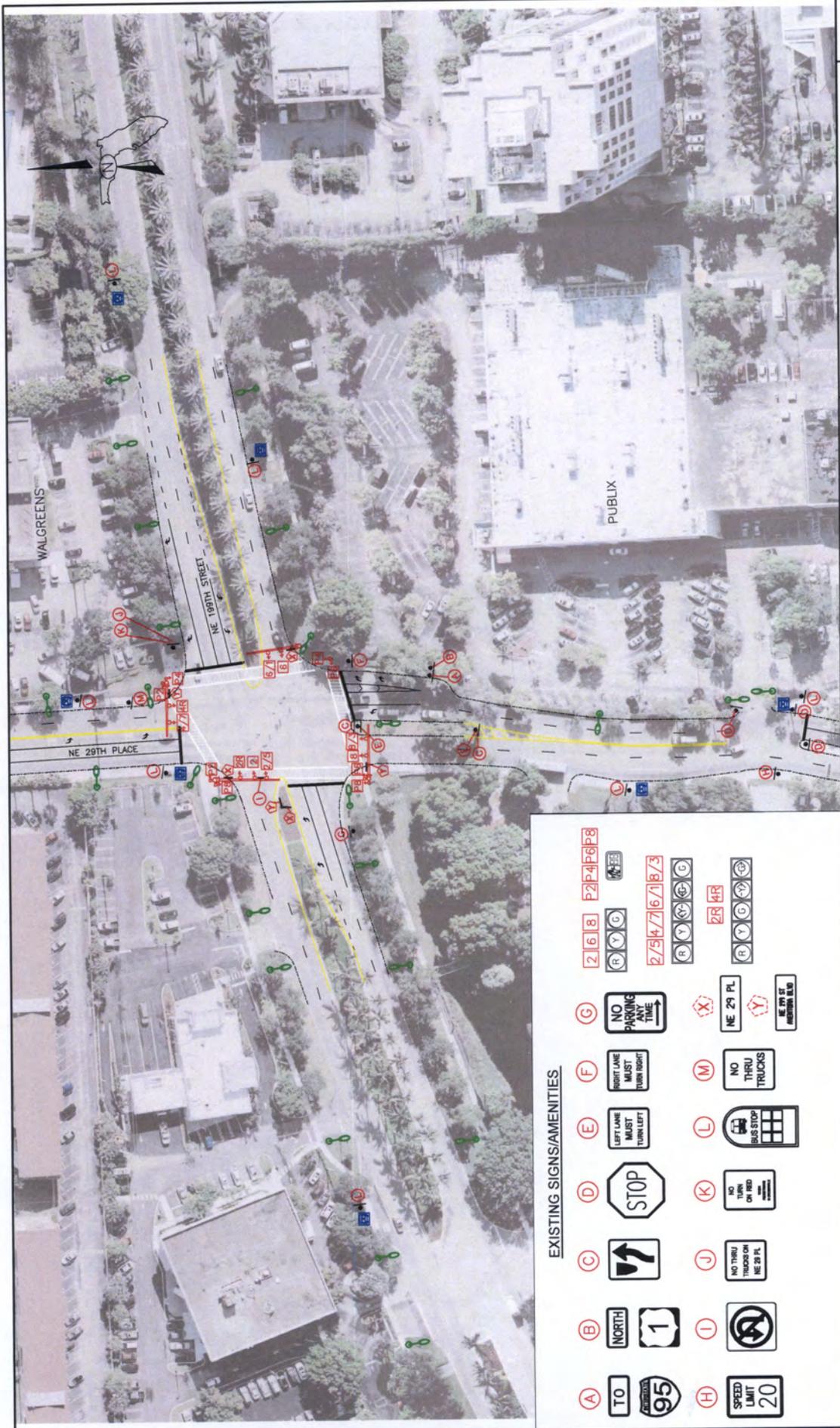
Features of the study location, including laneage, traffic signal details, signs and markings, and street lighting are depicted in Figure 2. Please note that NE 29th Place south of NE 199th Street is a privately owned street.



Kimley-Horn
and Associates, Inc.

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Figure 1
Project Location Map
NE 199th Street & NE 29th Place
Aventura, Florida



EXISTING SIGNS/AMENITIES

- (A) TO
- (B) NORTH
- (C) [Right Turn Arrow]
- (D) STOP
- (E) LEFT LANE MUST TURN LEFT
- (F) FRONT LANE MUST TURN RIGHT
- (G) NO PARKING TIME
- (H) SPEED LIMIT 20
- (I) [No U-Turn]
- (J) NO TRUCKS ON NE 29 PL
- (K) NO TURN ON RED
- (L) BUS STOP
- (M) NO THRU TRUCKS
- (N) NE 29 PL
- (O) [No Left Turn]
- (P) [No Right Turn]
- (Q) [No U-Turn]
- (R) [No Left Turn]
- (S) [No Right Turn]
- (T) [No U-Turn]
- (U) [No Right Turn]
- (V) [No U-Turn]
- (W) [No Right Turn]
- (X) [No Left Turn]
- (Y) [No Right Turn]
- (Z) [No U-Turn]

LEGEND:
 BUS STOP
 STREET LIGHT

CRASH DATA ANALYSIS

Crash data for the most recent five years (2008-2012) provided by the City of Aventura was utilized. Figure 3 summarizes the total crashes that occurred within the study intersection between years 2008 and 2012. A collision diagram is provided as Figure 4. A total of 53 crashes occurred between January 2008 and December 2012. These crashes include 18 injury crashes and three fatal crashes. Table 1 provides a summary of crashes by type.

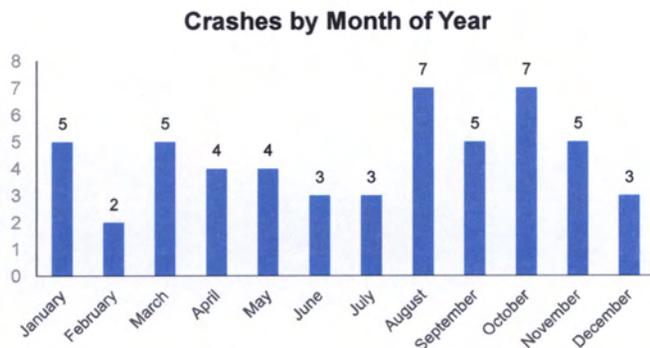
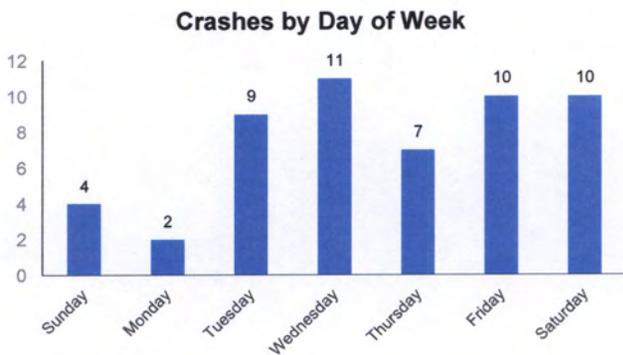
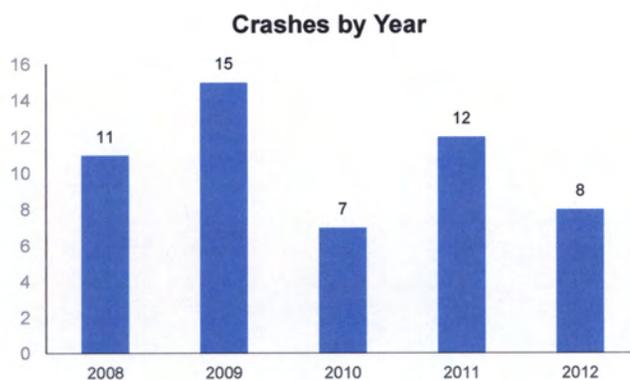
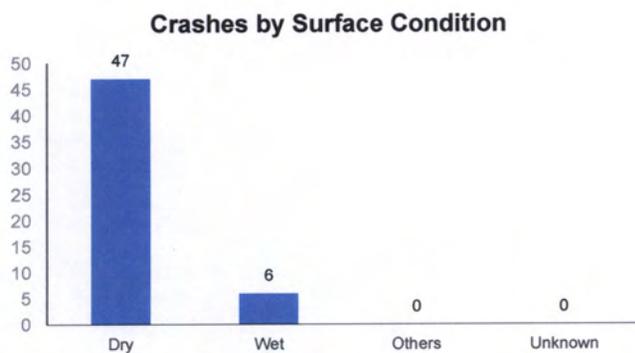
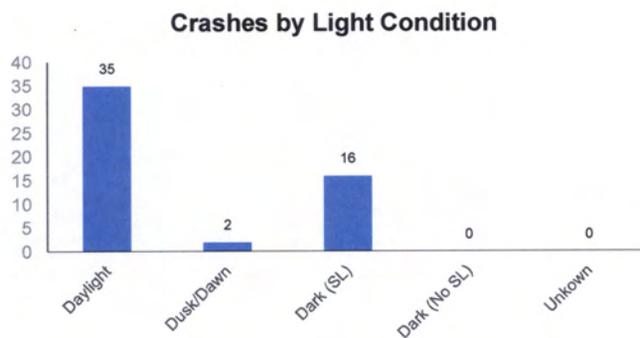
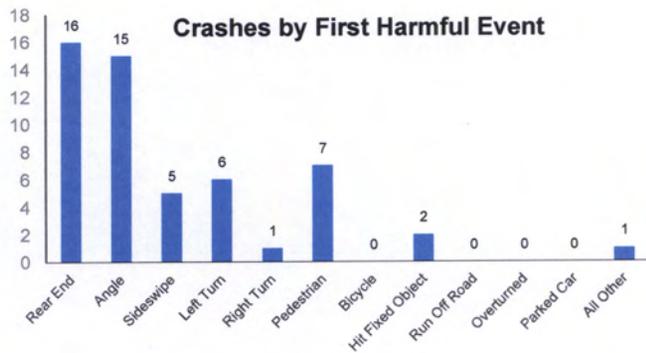
Table 2: Crashes by Type

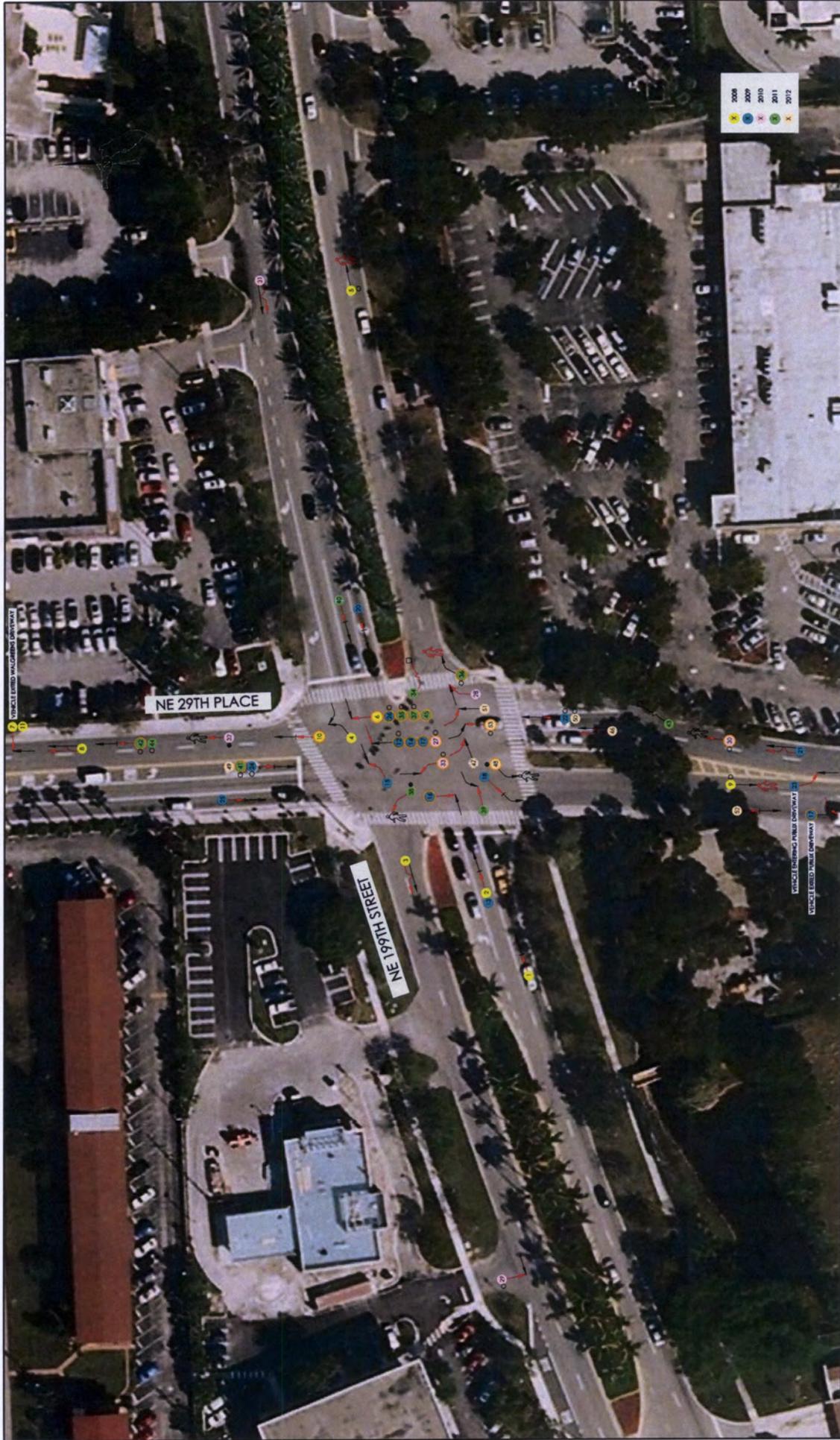
| Crash Type | Number of Crashes | Percent of Crashes |
|------------------|-------------------|--------------------|
| Rear End | 16 | 30% |
| Angle | 15 | 28% |
| Pedestrian | 7 | 13% |
| Left-Turn | 6 | 11% |
| Sideswipe | 5 | 9% |
| Hit Fixed Object | 2 | 4% |
| Right-Turn | 1 | 2% |
| Other | 1 | 2% |
| Total | 53 | |

The following crash patterns were identified:

- Three fatal pedestrian crashes occurred between 2008 and 2012. Two fatal crashes occurred within crosswalks when pedestrians were hit by turning vehicles. Four pedestrian crashes occurred near transit stops. Overall, seven pedestrian crashes were reported.
- Nine angle crashes involving northbound and westbound motorists. All nine crashes occurred during dark conditions.
- Percent of dark condition crashes (34 percent) is higher than the statewide average (30 percent)

Figure 3: Crash Histogram





| | | | | | | | | | |
|---|--|--|---|---|--|------------------------------------|--------------------------|--|----------------|
| LEGEND: BACKING VEHICLE SIDEWALK PEDESTRIAN PATH OUT OF CONTROL PEDESTRIAN / BIKE COLLISION | | REAR-END COLLISION HEAD-ON COLLISION OVERTURNED VEHICLE PARKED VEHICLE PERSONAL INJURY FATALITY | LEFT TURN COLLISION RIGHT TURN COLLISION COMMERCIAL TRUCK WET CONDITIONS | DARK LIGHTING CONDITION DRIVER UNDER INFLUENCE DIM-DARK LIGHTING CONDITION FRIED OBJECT X-CRASH TYPE CANNOT BE DETERMINED | PREPARED BY: VALORIE VESASCO, ET AL AMLEY-HORN AND ASSOCIATES, INC. | ROAD NO. COUNTY MUNICIPALITY | CITY OR TOWN AVENTURA | FIGURE 4 - COLLISION DIAGRAM NE 199TH STREET & NE 29TH PLACE YEARS 2008, 2009, 2010, 2011, 2012 | Page 1 of 1 |
|---|--|--|---|---|--|------------------------------------|--------------------------|--|----------------|

FIELD OBSERVATIONS

A field review was conducted between 4:30 p.m. and 7:30 p.m. on Thursday, February 28th, 2013. The field review times are consistent with peak traffic and peak crash periods. A summary of field review observations is detailed below.

P.M. Peak Field Observations

- Pedestrians were observed throughout the duration of field reviews. The crosswalk on the east leg of the intersection (crossing Aventura Boulevard) was the most heavily utilized. We observed instances of pedestrians crossing without waiting for or without activating the pedestrian signal.
- Pedestrian-vehicular conflicts were observed between turning (left and right) vehicles and pedestrians. We observed the speed of right turn traffic to be excessive -- existing turn radii do not slow traffic adequately. To minimize conflicts between pedestrians and right turning traffic, the following improvements are recommended:
 - Reduce right-turn radii on southeast corner as shown in the *Proposed Conditions Diagram* (Figure 5). The proposed improvement would lower speeds and improve visibility of pedestrians for turning vehicles.
 - Request the Miami-Dade County Traffic Signals and Signs Division (TS&S) to introduce lead pedestrian intervals on all four approaches.
 - Install ‘Turning Vehicles Yield to Pedestrians’ (R10-15) signs facing northbound and eastbound right turns.
 - To minimize conflicts between pedestrians and left turn traffic, coordinate with Miami-Dade County TS&S to explore the feasibility of installing ‘Yield to Pedestrians’ blank out signs on the mast arms facing left-turn traffic.
- High emphasis crosswalks are provided on all four sides of the intersection. Countdown pedestrian signals, push buttons, and supplementary educational signs (R10-3i) are provided. However, the sidewalk on the east side south of the intersection is discontinuous and terminates in the Publix parking lot. Since the right-of-way is constrained, we are not recommending sidewalk extension.

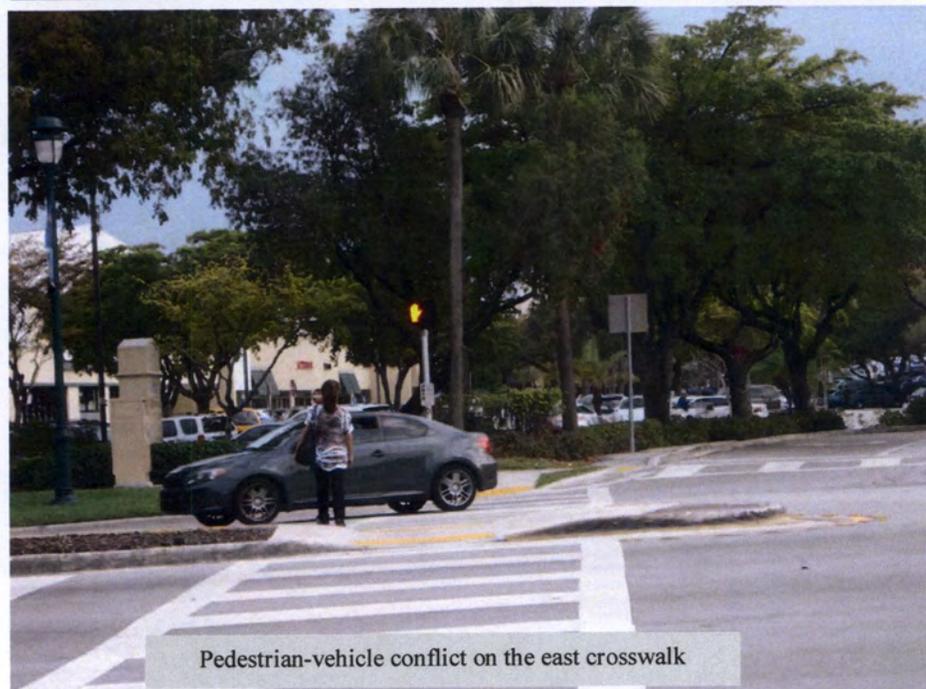
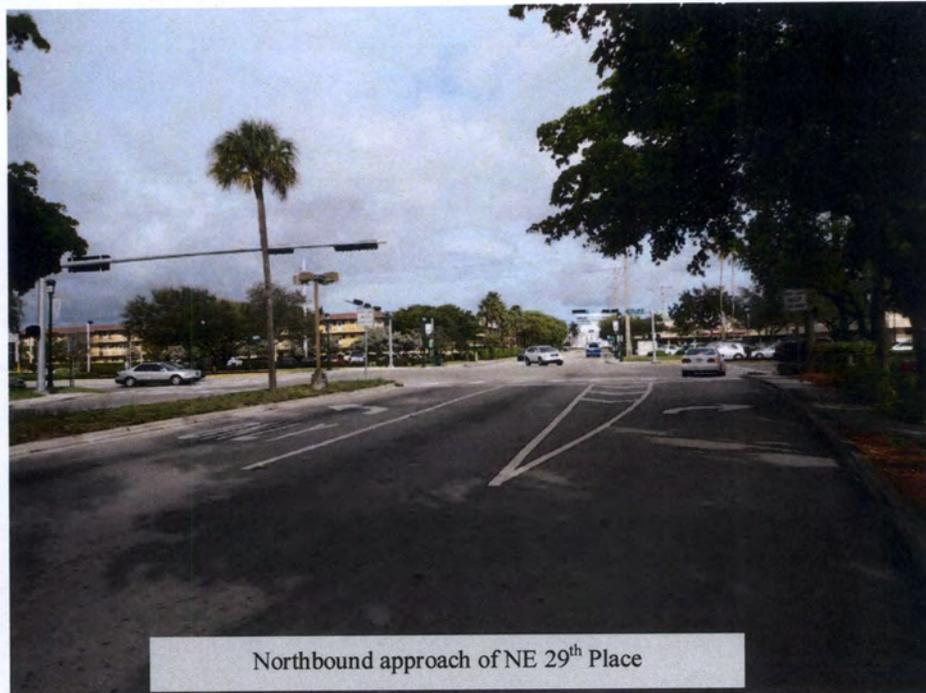
- Transit stops are major generators of pedestrian trips. As shown in the *Existing Conditions Diagram* (Figure 2), transit stops are located on all four legs of the intersection. Since these transit stops are located away from the intersection, users were observed crossing outside of designated crosswalks. To direct pedestrians to the nearest crosswalks, the following signs are recommended:
 - Install ‘no pedestrian crossing’ (R9-3) signs with supplemental ‘use crosswalk’ plaque (R9-3bP) in the median of NE 199th Street near bus stops between NE 29th Place and West Country Club Drive.
 - Install a pedestrian crossing on NE 29th Place near the entrance to Publix. The City should coordinate with the Miami-Dade County TS&S to examine the feasibility of installing rectangular rapid flashing beacons (RRFB) for the proposed crosswalk. To install RRFBs, existing STOP signs facing northbound traffic may need to be removed. The City should also coordinate with owner(s) of NE 29th Place south of NE 199th Street regarding installation of the proposed improvement.

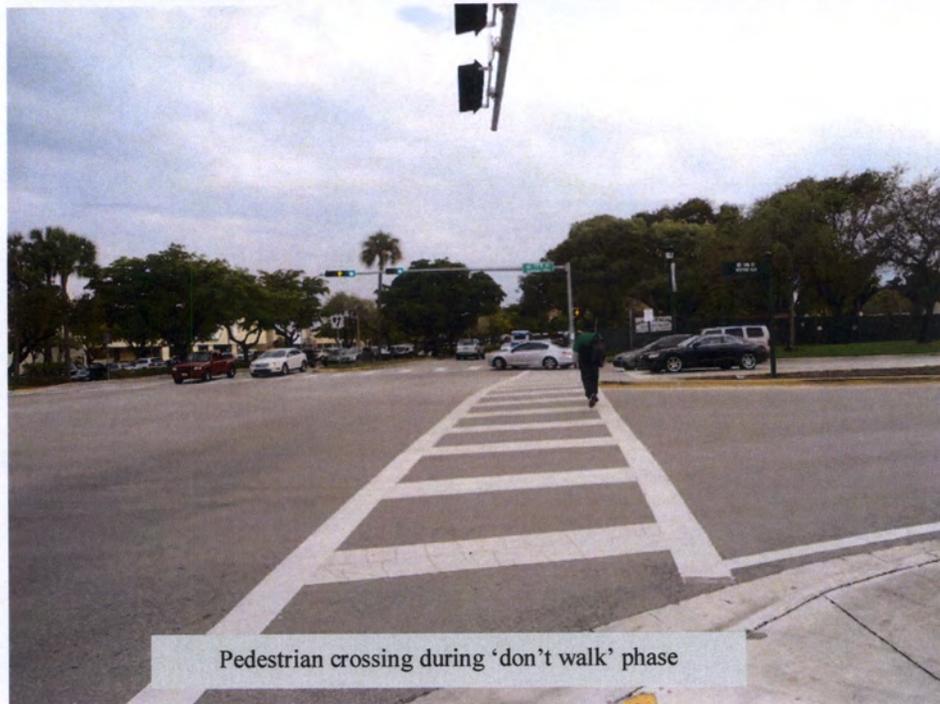
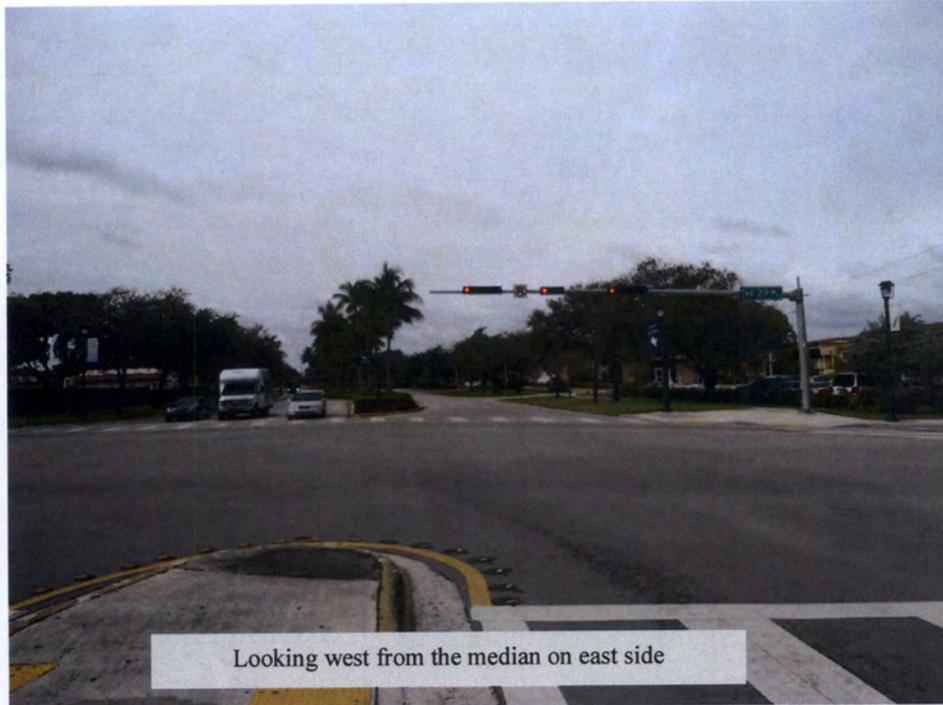
Nighttime Field Observations

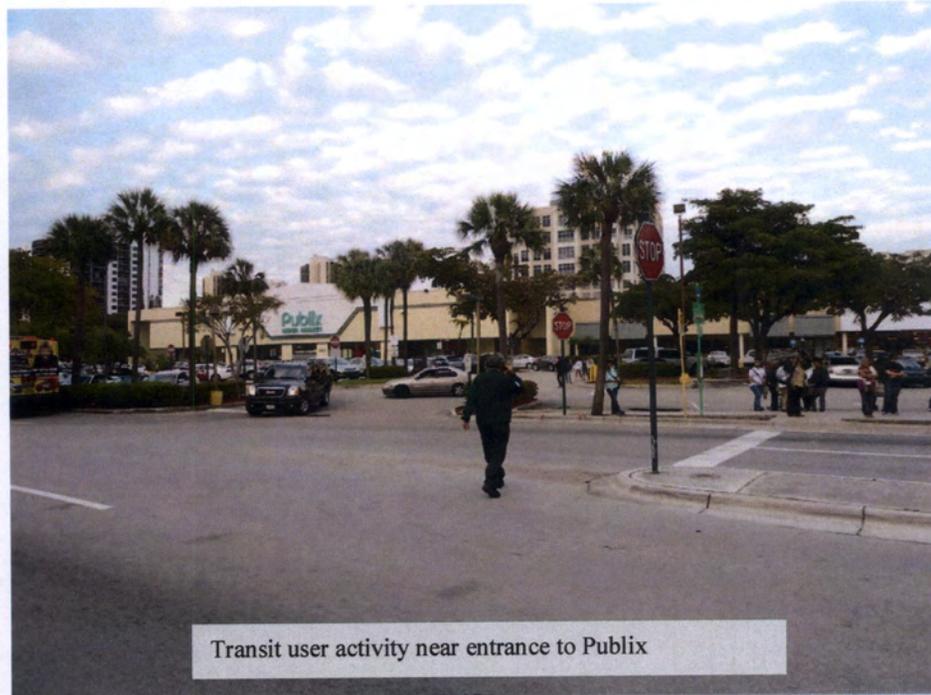
- Decorative street lighting is provided along NE 199th Street (Aventura Boulevard) and on the north leg of NE 29th Place. However, street lighting is not provided on the south side of the intersection along NE 29th Place. Two heavily utilized transit stops are located on NE 29th Place south of the intersection. Therefore, the City should coordinate with owner(s) of NE 29th Place to install decorative street lighting along the west side of NE 29th Place between NE 199th Street (Aventura Boulevard) and Abigail Road.
- The traffic signals facing northbound traffic are less conspicuous due to existing background (commercial) lighting. As shown in the Collision Diagram, nine angle crashes occurred during nighttime involving northbound and westbound traffic. To improve target value of existing signals, coordinate with Miami-Dade TS&S to explore the feasibility of installing backplates and retroreflective tape onto the signal heads.
- Two vehicles making southbound left turns nearly collided with the raised median on NE 199th Street (Aventura Boulevard). Therefore, install left-turn guide lines for all four left-turn movements.

- Based on field observations, the City recently replaced luminaries on street lights located on the northeast and northwest corners due to low illuminance.

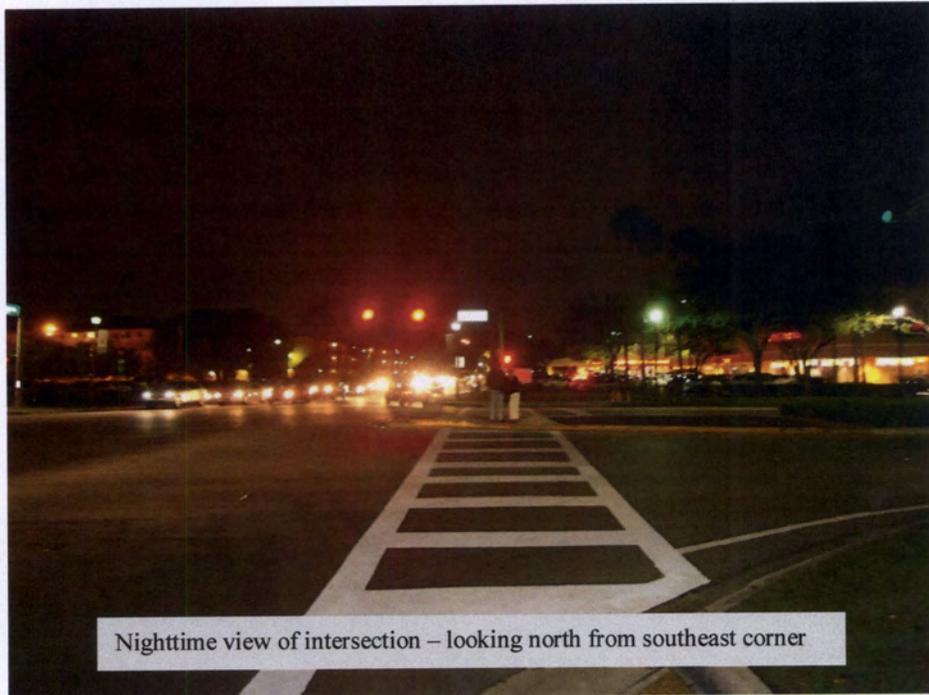
Field Review Photographs







Transit user activity near entrance to Publix



Nighttime view of intersection – looking north from southeast corner

OPERATIONAL ANALYSIS

This section presents a summary of intersection level of service (LOS) analysis. Peak hour turning movement counts were conducted between 7:00 a.m. and 9:00 a.m., and again between 4:00 p.m. and 6:00 p.m. on Tuesday, January 22, 2013. Peak hour turning movement counts were adjusted to reflect peak season conditions by applying the appropriate peak season conversion factor (PSCF). Existing signal timings were obtained from the Miami-Dade County TS&S. Please refer to Appendix A for detailed turning movement counts. Peak season adjustment factors and volume development worksheets detailing A.M. and P.M. peak hour traffic volumes are included in Appendix B.

A noticeable observation from the turning movement counts shown in Appendix A is the heavy southbound left turn and westbound right turn volumes during the a.m. and p.m. peak periods. The southbound left turn volume during the a.m. and p.m. peak hours are 295 and 350 vehicles, respectively. The corresponding westbound right turn volumes are 475 and 384 vehicles. The westbound right turn movement is overlapped with the concurrent southbound left turn movement. Currently, southbound left turn movement operates under protected and permissive phasing. The results of level of service analysis are provided below.

Level of Service Analyses

Intersection capacity analyses were conducted using Trafficware's SYNCHRO 8.0 software, which utilizes methodologies outlined in the latest edition of the *Highway Capacity Manual*. The analyses demonstrate that all study intersections operate within acceptable parameters during both peak periods examined. Signal timing data is included as Appendix C. SYNCHRO 8.0 worksheets are included within Appendix D and are summarized within Table 1.

Table 3: Level of Service Analysis

| | Intersection LOS/ Delay | Lane Group LOS/Delay | | | | | | | |
|-----------|----------------------------|----------------------|------|------|------|------|------|------|------|
| | | NBL | NBT | SBL | SBT | EBL | EBT | WBL | WBT |
| a.m. peak | C/21 | C/22 | C/26 | B/15 | C/21 | B/19 | C/23 | B/19 | C/23 |
| p.m. peak | C/24 | C/21 | C/28 | B/17 | C/21 | C/23 | C/29 | C/23 | C/27 |

PROPOSED IMPROVEMENTS

The proposed improvements listed below are grouped into two categories: improvements within public right-of-way and improvements within private right-of way.

Improvements Within Public Right-Of-Way

Safety Issue #1: Vehicle-pedestrian crashes associated with turning movements.

Pertinent Crash Data:

- Three pedestrian crashes on crosswalks associated with turning vehicles. Two crashes were fatal.

Recommendations:

- Reduce right-turn radii on southeast corner as shown in the *Proposed Improvements Diagram* (Figure 5). The proposed improvement would lower speeds and improve visibility of pedestrians for turning vehicles.
- Install ‘Turning Vehicles Yield to Pedestrians’ (R10-15) signs facing northbound and eastbound right turns.
- Request the Miami-Dade County Traffic Signals and Signs Division (TS&S) to introduce ‘lead pedestrian intervals’ on all four approaches.
- Coordinate with Miami-Dade County TS&S to explore the feasibility of installing ‘Yield to Pedestrians’ blank out signs on the mast arms facing left-turn traffic.

Safety Issue #2: Pedestrians crossing outside of designated crosswalks along NE 199th Street and NE 29th Place north of NE 199th Street. The location of bus stops away from crosswalks results in increased walking distance to the nearest crosswalks.

Pertinent Crash Data:

- Two pedestrian crashes near existing bus stops. One crash was fatal.

Recommendations:

- Install ‘no pedestrian crossing’ (R9-3) signs with supplemental ‘use crosswalk’ plaque (R9-3bP) in the median of NE 199th Street near bus stops between NE 29th Place and West Country Club Drive.

Safety Issue #3: Angle crashes involving northbound and westbound traffic during dark conditions.

Pertinent Crash Data:

- Nine angle crashes involving northbound and westbound motorists. All nine crashes occurred during dark conditions.

Recommendations:

- To improve target value of existing signals, coordinate with Miami-Dade TS&S to explore the feasibility of installing backplates and retroreflective tape onto existing signal heads.

Safety Issue #4: Absence of guide lines for left turn movements. During our field review, two vehicles making southbound left turns nearly collided with the raised median on NE 199th Street (Aventura Boulevard).

Pertinent Crash Data:

- One potential crash.

Recommendations:

- Install left-turn guide lines for all four left-turn movements.

Improvements Within Private Right-Of-Way

Safety Issue #5: Street lighting is not provided along NE 29th Place south of the intersection. Pedestrians and transit users were observed crossing NE 29th Place during nighttime.

Pertinent Crash Data:

- No associated nighttime crashes between 2008 and 2012.

Recommendations:

- Install decorative street lighting on the west side of NE 29th Place between NE 199th Street (Aventura Boulevard) and Abigail Road. In absence of as built plans for NE 29th Place, we could not verify the adequacy of right-of-way for the proposed improvement.

Safety Issue #6: Pedestrians crossing near bus stops on NE 29th Place in front of Publix. A designated crosswalk is not provided.

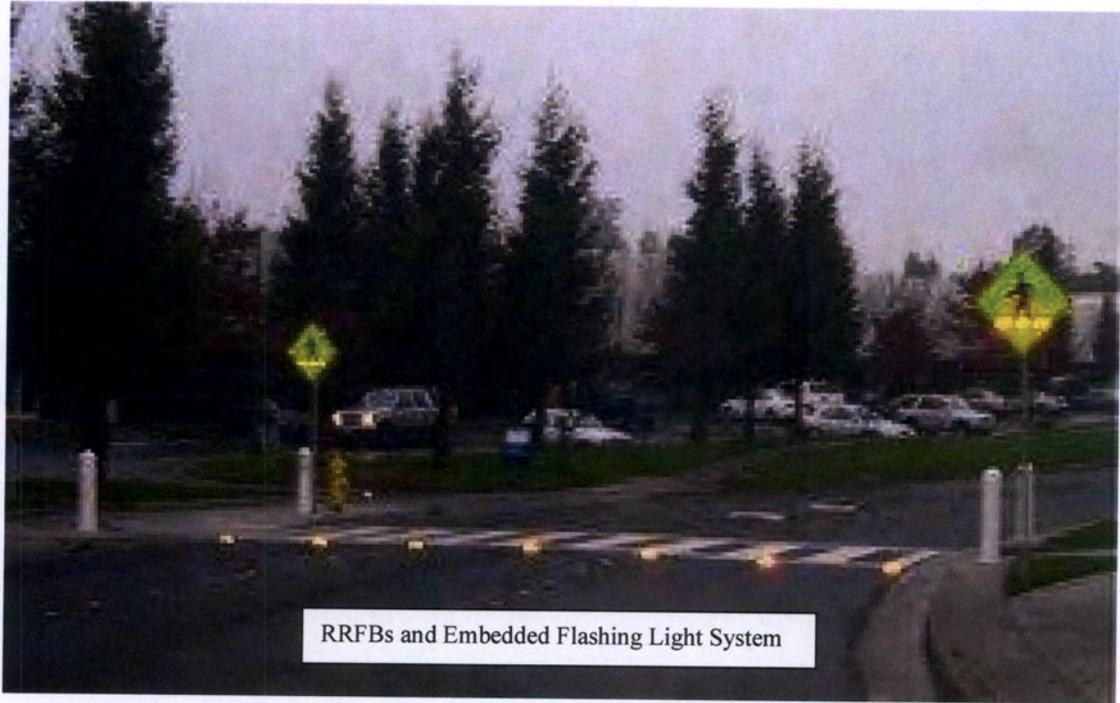
Pertinent Crash Data:

- Two pedestrian crashes near existing bus stops.

Recommendations:

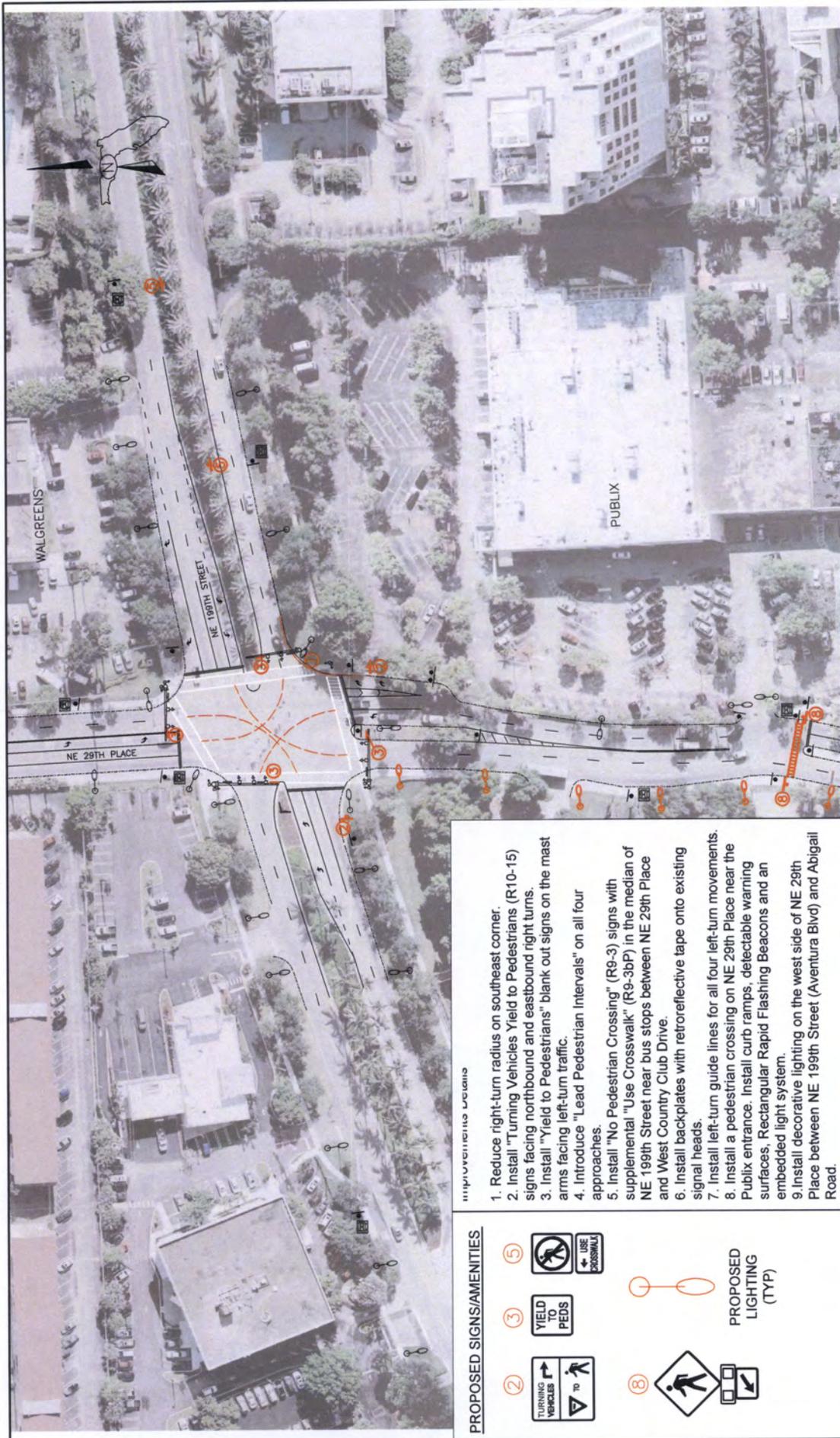
- Install a pedestrian crossing on NE 29th Place near the entrance to Publix. Install curb ramps and detectable warning surfaces. May require relocation of existing bus stop signs. City should coordinate with Miami-Dade County TS&S to examine the feasibility of installing rectangular rapid flashing beacons (RRFB) for the proposed crosswalk (see below) and an embedded flashing light system (also shown below). Please note that installation of RRFBs may require removal of existing northbound-facing STOP signs.





Maintenance\Other Issues:

- Request Miami-Dade County to replace faded I-95 and US 1 trailblazer signs facing northbound traffic on NE 29th Place.
- Inform Miami-Dade Transit of the absence of ADA accessible path to the bus stop located on the north side of NE 199th Street (Aventura Boulevard) between NE 29th Place and West County Club Drive (in front of an entrance to a highrise residential complex - approximately 3054 Aventura Boulevard).
- Relocate the STOP sign on the east side of NE 29th Place (near entrance to Publix) facing northbound traffic closer to the stop bar. Coordinate with Miami Dade Transit to relocate transit signs south of the stop bar.



1. Reduce right-turn radius on southeast corner.
2. Install "Turning Vehicles Yield to Pedestrians (R10-15) signs facing northbound and eastbound right turns.
3. Install "Yield to Pedestrians" blank out signs on the mast arms facing left-turn traffic.
4. Introduce "Lead Pedestrian Intervals" on all four approaches.
5. Install "No Pedestrian Crossing" (R9-3) signs with supplemental "Use Crosswalk" (R9-3bP) in the median of NE 199th Street near bus stops between NE 29th Place and West Country Club Drive.
6. Install backplates with retroreflective tape onto existing signal heads.
7. Install left-turn guide lines for all four left-turn movements.
8. Install a pedestrian crossing on NE 29th Place near the Publix entrance. Install curb ramps, detectable warning surfaces, Rectangular Rapid Flashing Beacons and an embedded light system.
9. Install decorative lighting on the west side of NE 29th Place between NE 199th Street (Aventura Blvd) and Abigail Road.

PROPOSED SIGNS/AMENITIES

② TURNING VEHICLES TO Peds

③ YIELD TO PEDS

⑤ [No Pedestrian Crossing Sign]

⑧ [Pedestrian Crossing Sign]

PROPOSED LIGHTING (TYP)

LEGEND: [Bus Stop Symbol] BUS STOP, [Lighting Symbol] EXISTING STREET LIGHT

ECONOMIC ANALYSIS

A Benefit/Cost Analysis (B/C) was performed for improvements proposed within the intersection of NE 199th Street (Aventura Boulevard) and NE 29th Place, which includes an evaluation of the potential reduction of crashes upon implementation of the modifications and associated cost of those improvements.

Opinion of Probable Cost

The preliminary cost was estimated for the proposed improvements. The estimated cost for proposed improvements within the public right-of-way is shown in Table 4, and the estimated cost for proposed improvements within private right-of-way is shown in Table 5. A detailed opinion of probable cost for the improvements is also included in Appendix E. The estimate includes the cost of construction, preliminary engineering (PE), construction engineering and inspection (CEI), maintenance of traffic (MOT), mobilization, and a percentage for contingency.

Table 4: Opinion of Probable Cost (public right-of-way)

| Improvements | Cost |
|------------------------------|-----------------|
| Roadway | \$7,000 |
| Signing and Pavement Marking | \$25,000 |
| Subtotal | \$32,000 |
| 10% Maintenance of Traffic | \$3,000 |
| 10% Mobilization | \$3,000 |
| 40% PE and CEI | \$13,000 |
| 25% Contingency | \$8,000 |
| Total | \$59,000 |

Table 5: Opinion of Probable Cost (private right-of-way)

| Improvements | Cost |
|------------------------------|------------------|
| Roadway | \$2,000 |
| Lighting Improvements | \$53,000 |
| Signing and Pavement Marking | \$36,000 |
| Subtotal | \$91,000 |
| 10% Maintenance of Traffic | \$9,000 |
| 10% Mobilization | \$9,000 |
| 40% PE and CEI | \$36,000 |
| 25% Contingency | \$23,000 |
| Total | \$168,000 |

Crash Reduction Factors (CRF)

Crash reduction factors provide an estimate of percent crashes expected to be reduced by proposed improvements. This study utilized CRF values and methodologies outlined in FDOT’s spreadsheet titled Crash Reduction Factors and Federal Highway Administration’s Crash Modification Factor Clearinghouse. Appendix E includes the computation of crash reductions for various safety-related improvements recommended.

B/C Estimate

The estimated B/C value for recommended improvements within public and private rights-of-way are summarized in Tables 6 and 7. Detailed calculations of the B/C analysis for safety improvements are included as Appendix E.

Table 6: Summary of B/C Analysis (public right-of-way)

| Description | Cost |
|--------------------|-------------|
| Benefits | \$59,000 |
| Annualized Cost | \$5,200 |
| B/C Ratio | 10.0 |

Table 7: Summary of B/C Analysis (private right-of-way)

| Description | Cost |
|--------------------|-------------|
| Benefits | \$168,000 |
| Annualized Cost | \$13,105 |
| B/C Ratio | 1.7 |

Summary

Based on safety deficiencies identified herein specific to the intersection of NE 199th Street (Aventura Boulevard) with NE 29th Place and positive B/C results, the improvements detailed within the “Proposed Improvements” section of this report are recommended for implementation. Realization of improvements proposed will require coordination with both Miami-Dade County and the owner(s) of NE 29th Place south of NE 199th Street.



City of Aventura
Capital Improvement Program
2013/14 – 2017/18



CAPITAL IMPROVEMENT PROGRAM

2013/14 – 2017/18



CITY OF AVENTURA

CITY COMMISSION

**Mayor Susan Gottlieb
Commissioner Enbar Cohen
Commissioner Teri Holzberg
Commissioner Billy Joel
Commissioner Michael Stern
Commissioner Howard Weinberg
Commissioner Luz Urbaez Weinberg**

CITY MANAGER

Eric M. Soroka

DEPARTMENT DIRECTORS

**Weiss Serota Helfman Pastoriza Cole & Boniske, P.A., City Attorney
Robert M. Sherman, Community Services Director
Teresa M. Soroka, City Clerk
Joanne Carr, Community Development Director
Karen J. Lanke, Information Technology Director
Steven Steinberg, Police Chief
Julie Alm, Principal Charter School
Brian K. Raducci, Finance Director
Steven Clark, Arts & Cultural Center General Manager**



City of Aventura

Government Center
19200 West Country Club Drive
Aventura, Florida 33180

Office of the City Manager

June 2013

The Honorable Mayor and
Members of the City Commission
City of Aventura
Aventura, Florida 33180

Enclosed herein is the proposed City of Aventura (the "City") Capital Improvement Program (CIP) for the fiscal period October 1, 2013 through September 30, 2018 and the proposed Capital Budget for the Fiscal period October 1, 2013 through September 30, 2014.

The primary goal of the CIP is to develop a long-term plan of proposed capital expenditures, the means and methods of financing, and a schedule of priorities for implementation. It is important to stress that the CIP is a planning tool to evaluate infrastructure needs of the City as well as the financial capabilities of the City. In order to determine the impact of the CIP on the City's future operating budget, the City Commission and residents will be provided with the benefits of a CIP document which serves as a point of reference and includes an estimated long-term budget plan.

At this point in the City's history, the need for major capital improvement funding has decreased substantially due to a very ambitious schedule of completing major community facilities and infrastructure projects during the past seventeen years since the incorporation of the City. This document represents an update of the CIP that was originally prepared for the five-year cycle of 2012 to 2017. The update process is important for the CIP to become a continuing and ongoing planning/implementation process. The last four years of last year's program were reevaluated in light of unanticipated needs, cost revisions, new project priorities and the financial condition of the City. In addition, the CIP was updated to add new projects in the fifth year (2017/18) to complete the cycle. Projects included within the framework of the program were based on input from Commissioners, staff, City consultants and citizens.

The following represents the significant revisions or modifications to the proposed CIP compared to the prior document:

1. Inclusion of Park Enhancement Package which includes the following improvements based on input from the users of our park system:
 - Install SunPad adjacent to the Spash Pad at Founders Park - \$175,000.
 - Additional shade structure and benches at Waterways Park playground - \$10,000.
 - Replace shade structure with permanent shelter at Waterways Dog Park - \$30,000.
 - Install additional shade structure at Veterans Park - \$20,000.
2. Create Community Garden at Founders South Park - \$100,000
3. Added \$880,000 for new park to be located on NE 188th Street.
4. Added Yacht Club Drive and Mystic Point Drive street resurfacing project - \$610,000.
5. Added traffic flow improvements to median on NE 185th Street - \$50,000.
6. Added street lights for NE 30 Avenue to coincide with new development - \$300,000.
7. Added \$102,000 to replace Air-conditioning units at ACES and Community Recreation Center.

The proposed 2013 – 2018 CIP includes 30 projects in five (5) functional categories with a total value of \$13,080,876. The following represents the percentage of total funding that each functional category has been allocated: Beautification & Parks Facilities (12%), Transportation, Drainage and Infrastructure Improvements (38%), Capital Equipment Purchase and Replacement (25%), Information/Communication Technology (21%) and Public Buildings and Facilities Improvements (1%).

Major emphasis was placed on the following projects:

| | |
|--------------------------------------|-------------|
| Road Resurfacing | \$3,050,000 |
| Park Improvements | \$1,579,500 |
| Street Lighting Upgrades | 1,300,000 |
| Stormwater Drainage Improvements | 1,000,000 |
| Air Conditioning Unit Replacements | 102,000 |
| Traffic safety and Flow Improvements | 50,000 |

The document contains a detailed funding plan that forecasts revenues necessary to fund both the CIP and the operating budgets over the next five (5) years. The proposed funding plan is based on the assumption that operating expenditures can be maintained at certain percentage increases and revenues grow at specified levels. The plan is based on conservative estimates.

A large portion of the proceeds acquired from the selling the City owned property on Biscayne Boulevard this year will be utilized to fund \$1,000,000 of park improvements included in the CIP.

I am proud of the many accomplishments and the support the City Commission and residents have shown in the implementation of the capital projects since the incorporation of the City. Our beautification projects, park and open space additions, Government Center, Community Recreation Center, Charter School, Arts & Cultural Center, transportation improvements and many other community enhancements continue to exhibit our commitment to excellence and professionalism. This document serves many purposes. Importantly it serves as an aid to the residents in providing a better understanding of the City's long-term capital needs and how the City intends to meet these demands. It also details our continuing effort to address the needs and concerns of our citizens while making prudent financial decisions which contribute to the City's long-term financial health.

The preparation and formulation of this document could not have been accomplished without the dedicated efforts of all Department Directors and their staff. Their professional efforts have assisted in the preparation of this important planning program.

I request and recommend that you take the following actions regarding the proposed 2013 - 2018 Capital Improvement Program:

1. Hold a workshop meeting to review the CIP document in June.
2. Transmit copies of the CIP summary document to the public.
3. Hold a public hearing to conceptually adopt the final CIP document, by resolution, for implementation.

All questions relating to the CIP should be referred to my attention.

Respectfully submitted,


Eric M. Soroka
City Manager

CAPITAL IMPROVEMENT PROGRAM
2013 – 2018
HIGHLIGHTS

- Road maintenance projects that total \$3,050,000 to resurface asphalt and enhance safety are included for Country Club Drive, NE 207th Street, NE 213th Street, Biscayne Lake Gardens, NE 27th Avenue, NE 28th Court, NE 30th Avenue NE 209th Street, Yacht Club Drive and Mystic Point Drive.
- Provides for improvements to Founders Park, Veterans Park, Waterways Park and Waterways Dog Park in the amount of \$647,000 to address upgrades requested by the users of the facilities and maintenance requirements.
- Includes \$50,000 for modifications to the median on NE 185th Street to improve traffic flow.
- Utilizes a stormwater utility program to maintain drainage systems throughout the City. A total of \$1,000,000 has been earmarked during the five-year period.
- Funds development of a 1.5 acre new park planned on NE 188th Street at a cost of \$880,000.
- Provides funding in the amount of \$1,000,000 to complete, the street lighting upgrade project along the eastside of Biscayne Boulevard and \$300,000 for new street lights on NE 30th Avenue.
- Provides the necessary equipment to continue to provide high quality and effective police services.
- Continues the implementation of technology improvements and management information systems to enhance the productivity and efficiency of City operations.
- Ensures that the tools of production, vehicles, equipment and technology, are available for City operations.

CAPITAL IMPROVEMENT PROGRAM

2013 - 2018

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INTRODUCTION



INTRODUCTION

This section describes what a Capital Improvement Program (CIP) is and the process for developing the City of Aventura (the "City") Capital Improvement Program and Capital Budget. This introduction also explains how to locate a specific project in this document.

PURPOSE OF THE CAPITAL IMPROVEMENT PROGRAM

The purpose of the CIP is to establish a long term plan of proposed capital expenditures, the means and methods of financing, and a schedule of priorities for implementation. In order to determine the impact on the City's operating budget, debt service and the general trend of future expenditures, the City Commission will be provided with the advantage of a CIP document as a point of reference and estimated long-term budget plan. In accordance with the State's Growth Management Act, the City is required to undergo this process in order to meet the needs of its Comprehensive Plan.

The CIP is an official statement of public policy regarding long-range capital development within the City. A capital improvement is defined as a capital expenditure of \$5,000 or more, resulting in the acquisition, improvement or addition to fixed assets in the form of land, buildings or improvements, more or less permanent in character, and durable equipment with a life expectancy of more than one (1) year. In addition, equipment that has a value of \$5,000 or less is also included in this document for budgetary purposes.

The CIP lists proposed capital projects to be undertaken, the year in which they will be started, the amount expected to be expended in each year and the method of financing these projects. Based on the CIP, a department's capital outlay portion of the annual Operating Budget will be formulated for that particular year. The CIP document also communicates to the citizens, businesses and interested parties the City's capital priorities and plan for implementing projects.

The five-year CIP is updated annually to add new projects in the fifth year, to re-evaluate the program and project priorities in light of unanticipated needs, and to revise recommendations to take account of new requirements and new sources of funding. Capital Improvement programming thus becomes a continuing part of the City's budgeting and management procedures.

The annual capital programming process provides the following benefits:

1. The CIP is a tool for implementing the City's Comprehensive Plan.
2. The CIP process provides a mechanism for coordinating among projects with respect to function, location, and timing.

3. The yearly evaluation of project priorities ensures that the most crucial projects are developed first.
4. The CIP process facilitates long-range financial planning by matching estimated revenue against capital needs, establishing capital expenditures and identifying the need for municipal borrowing and indebtedness within a sound long-range fiscal framework. The sound fiscal policy that results from this process will have a positive impact on the City's bond rating.
5. The impact of capital projects on the City's operating budget can be projected.
6. The CIP serves as a source of information about the City's development and capital expenditures plan for the public, City operating departments and the City Commission.

LEGAL AUTHORITY

A capital programming process to support the comprehensive plan is required by the Local Government Comprehensive Planning and Land Development Regulations, incorporated as Chapter 163, Florida Statutes.

DEVELOPMENT OF THE CAPITAL IMPROVEMENT PROGRAM

The City's capital programming process began in December when operating departments were required to prepare requests for all proposed capital projects anticipated during the period of 2013 - 2018. A CIP Preparation Manual and related forms were distributed to all departments for this purpose.

In February, departmental prioritized project requests were submitted to the City Manager's Office. Department Directors were asked to justify projects in terms of benefits derived, necessity to health, safety and welfare of the City, enhancement to City plans and policies, need of residents and funding. Projects were prioritized on the basis of Urgency, Necessity, Desirability, and Deferability.

The City Manager reviewed departmental requests and conducted individual meetings with Department Directors. The departmental requests were prioritized and the five-year schedule of projects was compiled into document form by the City Manager. The methods of financing and revenue sources were then prepared by the Finance Director and City Manager and were incorporated into the CIP document. At this point, the proposed CIP is submitted to the City Commission and public for review.

In order to facilitate public involvement, public hearings and community meetings will be held to unveil and review the CIP document prior to the adoption of a Resolution approving the CIP in principle.

CAPITAL IMPROVEMENT PROGRAM POLICIES

1. Annually, the City will prepare a five-year capital improvement program analyzing all anticipated capital expenditures and identifying associated funding sources. Future capital expenditures necessitated by changes in population, changes in development, growth, redevelopment or changes in economic base will be calculated and included in the Capital update process.
2. The City will perform all capital improvements in accordance with an adopted CIP.
3. The classification of items as capital or operating will be determined by two criteria - cost and frequency. Generally, a capital project has a "useful life" of more than one (1) year and a value of \$5,000 or more. In addition, equipment that has a value of \$5,000 or less is also included in the document for budgetary purposes.
4. The City will coordinate development of the capital improvement budget with the development of the operating budget. Future operating costs associated with new capital improvements will be projected and included in the operating forecasts.
5. The first year of the five-year capital improvement program will be used as the basis for formal fiscal year appropriations during the annual budget process.
6. The City will maintain all of its assets at a level adequate to protect the City's capital investment and to minimize future maintenance and replacement costs.
7. The City will identify the estimated cost of capital projects and prepare a funding projection that considers revenues and operating costs to be included in the Capital Improvement Program document that is submitted to the City Commission for approval.
8. The City will determine the most appropriate financing method for all new projects.
9. If appropriate, the City will attempt to maintain a mixed policy of pay-as-you-go and borrowing against future revenues for financing capital projects.
10. The City will maintain ongoing maintenance schedules relating to road, sidewalk and drainage system improvements.
11. The City will address and prioritize infrastructure needs on the basis of protecting the health, safety and welfare of the community.
12. A CIP preparation calendar shall be established and adhered to.
13. Capital projects will conform to the City's Comprehensive Plan.
14. Long-term borrowing will not be used to fund current operations or normal maintenance.
15. The City will strive to maintain an unreserved General Fund Fund Balance at a level not less than 10% of the annual General Fund revenue.

16. If new project appropriation needs are identified at an interim period during the fiscal year, the funding sources will be identified and mid-year budget amendments will be utilized to provide formal budgetary authority. In addition budget amendments may be utilized to increase appropriations for specific capital projects.

PREPARING THE CAPITAL BUDGET

The most important year of the schedule of projects is the first year. It is called the Capital Budget and is adopted separately from the five-year program as part of the annual budget review process.

Based on the CIP, each department's capital outlay portion will be formulated for that particular year. Each year the CIP will be revised and another year will be added to complete the cycle. Capital Improvement Programming thus becomes a continuing part of the City's budget and management process.

The Capital Budget is distinct from the Operating Budget. The Capital Budget authorizes capital expenditures, while the Operating Budget authorizes the expenditure of funds for employee salaries, supplies and materials.

Through the City's amendment process, changes can be made to the adopted Capital Budget during the fiscal year. A request for amendment is generated by an operating department based on an urgent need for new capital project or for additional funding for a previously approved project. The request is reviewed by the Finance Director and City Manager and, if approved by the City Manager, a budget amendment is presented to the City Commission.

LOCATING A SPECIFIC CAPITAL PROJECT

The Capital Improvement Program is divided into five (5) program areas as follows:

Beautification and Parks (BP)

Transportation, Drainage and Infrastructure Improvements (TDI)

Public Buildings and Facilities (PBF)

Information/Communications Technology (ICT)

Capital Equipment Purchases & Replacement (CE)

Each project in the Capital Improvement Program has a unique project number. This project number appears at the beginning of the individual project descriptions and the Summary by Year tables. The first digit refers to functional category priority number assigned by the City Manager. The final digits outline the individual department requesting the project. For example, project TDI-1-CS is Transportation, Drainage and Infrastructure Improvements project number one which was requested by the Community Services Department.

READING THE PROGRAM SCHEDULES

Detailed information about each capital project is presented in the section titled "Capital Improvement Program Project Descriptions and Funding Schedules." The section is arranged by program area and functional category and includes a description of each project and the funding schedules. Project timetables for each functional category are indicated in the Summary by Year tables.

The funding schedules are based on the funding needed to complete an individual project. A project's funding may continue for several years depending on the development timetable. Each program has a separate Funding Plan Table that outlines the revenue sources proposed to fund project expenditures.



OVERVIEW



OVERVIEW OF RECOMMENDED PROJECTS

SUMMARY OF RECOMMENDED PROJECTS

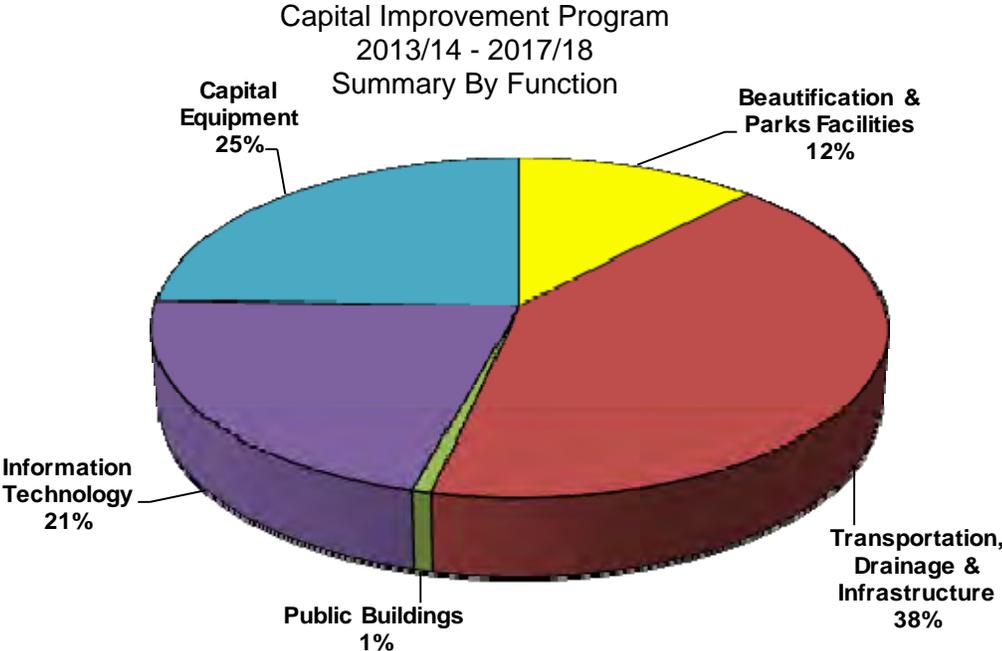
The proposed 2013 – 2018 CIP includes 30 projects in five (5) functional categories with a total value of \$13,080,876. The following represents the percentage of total funding that each functional category has been allocated: Beautification & Parks Facilities (12%), Transportation, Drainage and Infrastructure Improvements (38%), Capital Equipment Purchase and Replacement (25%), Information/Communication Technology (21%) and Public Buildings and Facilities Improvements (1%).

SUMMARY OF MAJOR PROGRAMS

The following table presents a summarized breakdown of the costs of the various projects recommended for funding categorized by major function for each of the five (5) years covered by the CIP.

Table 1

| Program | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | TOTAL |
|---|------------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
| Beautification & Parks Facilities \$ | 409,000 \$ | 121,500 \$ | 821,000 \$ | 39,000 \$ | 189,000 \$ | 1,579,500 |
| Transportation, Drainage & Infrastructure | 2,135,000 | 915,000 | 810,000 | 730,000 | 810,000 | 5,400,000 |
| Public Buildings & Facilities | - | - | 30,000 | 30,000 | 42,000 | 102,000 |
| Information/Communication Technology | 571,800 | 536,100 | 470,400 | 517,050 | 699,500 | 2,794,850 |
| Capital Equipment | 670,100 | 668,900 | 622,950 | 681,176 | 561,400 | 3,204,526 |
| Totals | \$ 3,785,900 \$ | \$ 2,241,500 \$ | \$ 2,754,350 \$ | \$ 1,997,226 \$ | \$ 2,301,900 \$ | 13,080,876 |



SUMMARY OF PROPOSED APPROPRIATIONS BY FUNDING SOURCE

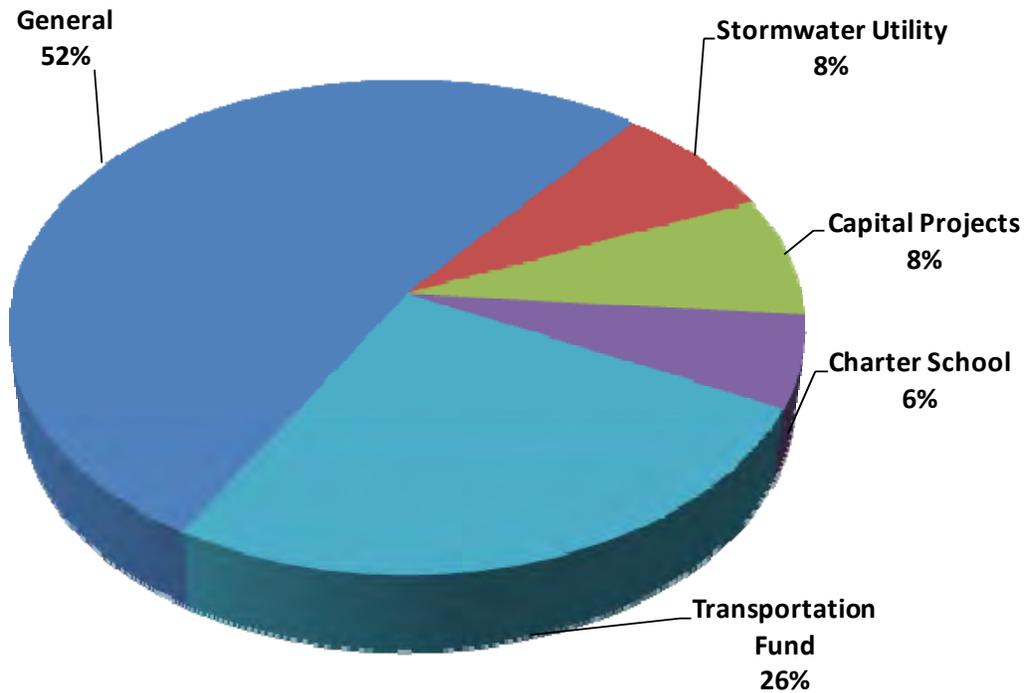
The following table reflects the distribution of all proposed projects to the funding source or mechanism, which is appropriate for funding the projects for each of the five (5) years of the program.

Table 2
Capital Improvement Program
2013/14 - 2017/18
Summary By funding Source

| Funding Source | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | TOTAL |
|-----------------------|--------------|--------------|--------------|--------------|--------------|---------------|
| General | \$ 2,255,400 | \$ 1,105,000 | \$ 1,104,850 | \$ 1,095,226 | \$ 1,321,400 | \$ 6,881,876 |
| Stormwater Utility | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 1,000,000 |
| Capital Projects Fund | 235,000 | 80,000 | 700,000 | 0 | 0 | 1,015,000 |
| Charter School | 160,500 | 141,500 | 139,500 | 172,000 | 170,500 | 784,000 |
| Transportation Fund | 935,000 | 715,000 | 610,000 | 530,000 | 610,000 | 3,400,000 |
| | \$ 3,785,900 | \$ 2,241,500 | \$ 2,754,350 | \$ 1,997,226 | \$ 2,301,900 | \$ 13,080,876 |

The proposed funding plan involves a commitment to “pay-as-you-go” annual appropriations established in yearly budgets and does not include additional long term debt.

Funding Source Summary



SUMMARY OF PROJECTS BY LOCATION AND YEAR

The following outlines the major projects by location and the year they are proposed to be funded:

Table 3
 Capital Improvement Program
 2013/14 - 2017/18
 Summary By Location

| Location | Transportation Improvements | Park Improve |
|--|-----------------------------|--------------|
| Founders Park Improvements | | 2013-2017 |
| Waterways and Dog Park Improvements | | 2013/14 |
| Veterans Park Improvements | | 2013 & 2017 |
| Biscayne Boulevard Street lighting | 2013/14 | |
| Country Club Drive | 2013/14 | |
| Biscayne Lake Gardens | 2014/15 | |
| NE 207 th Street | 2014/15 | |
| NE 188 th Street Park Improvements | | 2015/16 |
| NE 185 th Street Traffic Flow Improve | 2015/16 | |
| NE 213 th Street | | |
| NE 27th Avenue | 2016/17 | |
| NE 210 th Street NE 28th Court | 2016/17 | |
| NE 30th Avenue | 2016/17 | |
| NE 209th | 2016/17 | |
| Yacht Club Drive | 2017/18 | |
| Mystic Point Drive | 2017/18 | |



FUNDING PLAN



FUNDING PLAN

INTRODUCTION

In order for a CIP to be an effective management planning tool, the program must include not only a compilation of major capital needs and their costs but also a financing plan for the entire life of the program. This financing plan must include an analysis of the available resources which will be used to fund not only the CIP itself but the required operating expenses and debt service requirements of the City.

In order to ensure that the financing plan is complete in every respect, the plan formulation process must include:

1. A projection of revenues and resources which will be available to fund operating and capital expenditures during the life of the CIP.
2. A projection of future years' operating expenditure levels which will be required to provide ongoing services to City residents.
3. Once the CIP projects have been evaluated, a determination is made of the projects to be funded and the timing of the cash outflow for each project. The information is then tabulated to determine the amounts required to fund the CIP for each year.
4. From the information obtained in 1 through 3 above, the additional resources required to fund the CIP will be determined and a decision will be made on whether the program is to be financed by the issuance of debt, on a pay-as-you-go basis or some combination of the two (2).

The financing plan prepared in such a manner will be as accurate as possible and should be an informative document to all City residents. However, due to the uncertainty involved in projecting operating cost increases, the community's desire for service increases and the inflow of resources over a five-year period, the financing plan presented should be viewed as a theoretical framework to be adjusted each year based on the most recent information available at that time. This will be accomplished by updating the financing plan each year, adopting operating and capital budgets, and ordinances to implement fee structures which will be required to fund the program each year.

DEBT VS PAY-AS-YOU-GO FINANCING

Debt financing through the issuance of long term bonds is most appropriate when:

1. There are a small number of relatively large dollar value projects.
2. Larger projects cannot be broken into segments and the costs distributed over a longer time frame without impairing the usefulness of the project.

3. The projects are non-recurring.
4. Assets acquired have a relatively long useful life which equals or exceeds the life of the debt.

Through long-term bond financing, the costs of a project having a long useful life can be shared by future residents who will benefit from the projects.

In contrast, pay-as-you-go financing is most appropriate for a CIP which includes:

1. A large number of projects having a relatively small dollar value.
2. Projects which can be broken into phases with a portion completed each year without impairing the overall effectiveness of the project.
3. Projects which are of a recurring nature.
4. Projects where the assets acquired will have relatively short useful lives.

The primary advantage of pay-as-you-go financing is that the interest costs and costs of bringing a bond issue to market can be avoided. However, if inappropriately used, this financing plan may cause tax rates and fee structures to increase suddenly and may result in current residents paying a greater portion of projects which benefit future residents.

In summary, the choice of the appropriate financing plan will be contingent upon an analysis of the projects to be included in a CIP.

REQUIRED SEPARATION OF FUNDING SOURCES

In order to comply with accepted governmental accounting practices and to ensure compliance with City Codes and any related Bond Indentures, the analysis and financing plan contained herein will be presented within their respective funds. Projects funded on a pay-as-you-go basis will directly relate to the Capital Fund Budget from where the source of funding is derived. Each of these Budgets will appear in the Annual Operating and Capital Improvement Budget, which is adopted each year. Those funds are currently represented as follows:

1. General Fund
2. Transportation and Street Maintenance Fund
3. Charter School Fund
4. Capital Projects Fund
5. Stormwater Utility Fund

In accordance with accounting, legal and internal revenue requirements, all projects to be completed with the proceeds received from the sale of Bonds or loans will be accounted for in a Capital Construction Fund or Stormwater Utility Fund. In addition, capital outlay for the Charter School is included in a separate Budget adopted by the City Commission.

SUMMARY OF FINANCING PLAN MODEL

Detailed funding plans for individual funds of the City are enclosed herein in the following sections. The following represents an overview of the major points of the recommended funding plan:

1. Utilize “pay-as-you-go” financing through annual appropriations to fund the total five year amount of \$13,080,876. No additional debt is recommended.
2. Adjusts property tax revenues based on projected conservative growth in assessments.

PROPOSED FINANCING PLAN
GENERAL FUND

After evaluating the nature of the various projects that are included in the City's General CIP, it was decided that pay-as-you-go would be most appropriate for funding the program.

FINANCING PLAN TABLES

Based on this decision, the analysis which follows is aimed at developing a financing plan which will allow the City to fund General Government Services operating expenditures and all projects recommended for funding in the General CIP for each year of the program.

Table 1 presents a five-year projection of resources which will be available for General Government Services. Unless shown by an asterisk (*), the amount projected for each revenue is based on the tax rate or fee structure in effect during the 2012/13 fiscal year. Revenue descriptions followed by an asterisk (*) were computed based on a projected increase in the rate structure as discussed in the assumption of projections.

Table 2 presents a five-year projection of required operating expenses for General Government Services which utilize the cost data as outlined in the assumption of projections.

Table 3 is a recap of resources available to fund the General CIP based on projected revenues and expenditures and the proposed Capital Improvement Program appropriations for the five (5) years of the program. Please note that this analysis assumes that all available resources not needed to fund current operating expenditures will be transferred to the CIP Fund and that any balance in the CIP Fund will remain in the CIP. Through this process, the City will be able to accumulate a reserve which would be used to fund unexpected capital outlays or to fund future years' programs.

TABLE 1
PROJECTION OF RESOURCES AVAILABLE FOR GENERAL GOVERNMENT SERVICES

| | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| CURRENT YEAR REVENUES AVAILABLE FOR GENERAL GOVERNMENT SERVICES | | | | | | |
| AD VALOREM TAXES | \$12,350,495 | \$12,812,525 | \$13,196,901 | \$13,592,808 | \$14,068,556 | \$14,560,956 (a) |
| FPL FRANCHISE FEES | 2,300,000 | 2,600,000 | 2,652,000 | 2,705,040 | 2,759,141 | 2,814,324 (b) |
| FRANCHISE FEES | 480,000 | 500,000 | 515,000 | 530,450 | 546,364 | 562,754 (c) |
| UTILITY TAXES | 7,433,505 | 7,630,000 | 7,858,900 | 8,094,667 | 8,337,507 | 8,587,632 (d) |
| SECTION 185 PREMIUM TAX | 250,000 | 268,000 | 268,000 | 268,000 | 268,000 | 268,000 |
| CITY BUSINESS LICENSES TAX | 772,000 | 840,000 | 848,400 | 856,884 | 865,453 | 874,107 (e) |
| BUILDING RELATED REVENUE | 1,487,500 | 1,501,500 | 1,451,500 | 1,401,500 | 1,351,500 | 900,000 (f) |
| STATE SHARED REVENUES-UNRESTRICTED | 416,677 | 487,679 | 502,309 | 517,379 | 532,900 | 548,887 (g) |
| HALF CENT SALES TAX | 2,200,000 | 2,300,000 | 2,380,500 | 2,463,818 | 2,550,051 | 2,639,303 (h) |
| CHARGES FOR SERVICES | 1,856,500 | 1,970,200 | 2,039,157 | 2,110,527 | 2,184,396 | 2,260,850 (i) |
| FINES AND FORFEITURES | 1,457,000 | 1,632,000 | 1,680,960 | 1,731,389 | 1,783,330 | 1,836,830 (j) |
| MISC. REVENUES | 37,000 | 41,000 | 41,000 | 41,000 | 41,000 | 41,000 |
| INTEREST ON INVESTMENTS | 125,000 | 125,000 | 200,000 | 250,000 | 275,000 | 300,000 |
| COUNTY BUSINESS TAX | 45,000 | 45,000 | 45,000 | 45,000 | 45,000 | 45,000 |
| TOTAL CURRENT YEAR REVENUES | \$31,210,677 | \$32,752,904 | \$33,679,627 | \$34,608,461 | \$35,608,198 | \$36,239,643 |
| TRANSFERS FROM E911 FUND | 8,000 | 30,000 | 31,050 | 32,137 | 33,262 | 34,426 |
| TRANSFERS FROM SCHOOL FUND | - | - | 30,000 | 30,000 | 30,000 | 30,000 |
| TOTAL AVAILABLE | \$ 31,218,677 | \$ 32,782,904 | \$ 33,740,677 | \$ 34,670,598 | \$ 35,671,459 | \$ 36,304,069 |

NOTES TO ASSUMPTION OF PROJECTIONS

- (a) Ad Valorem Tax revenues are estimated to grow at the rate of 3.7% in 2013/14 and then 3.2% to 3.5% in future years.
- (b) FPL Franchise Fees from Dade County will grow at the rate of 2% per year.
- (c) Franchise fees will grow at the rate of 3% per year.
- (d) Utility taxes will grow at the rate of 3% per year.
- (e) Business License Tax will grow at the rate of 1.0% per year.
- (f) Building related revenues will decrease over the 5 year period.
- (g) State shared revenues will grow at the rate of 3% per year.
- (h) Half-cent sales tax will grow at the rate 3.5% per year.
- (i) Charges for services will grow at the rate of 3.5% per year.
- (j) Fines & forfeitures will grow at the rate of 3% per year.

TABLE 2

PROJECTION OF OPERATING EXPENDITURES FOR GENERAL GOVERNMENT SERVICES

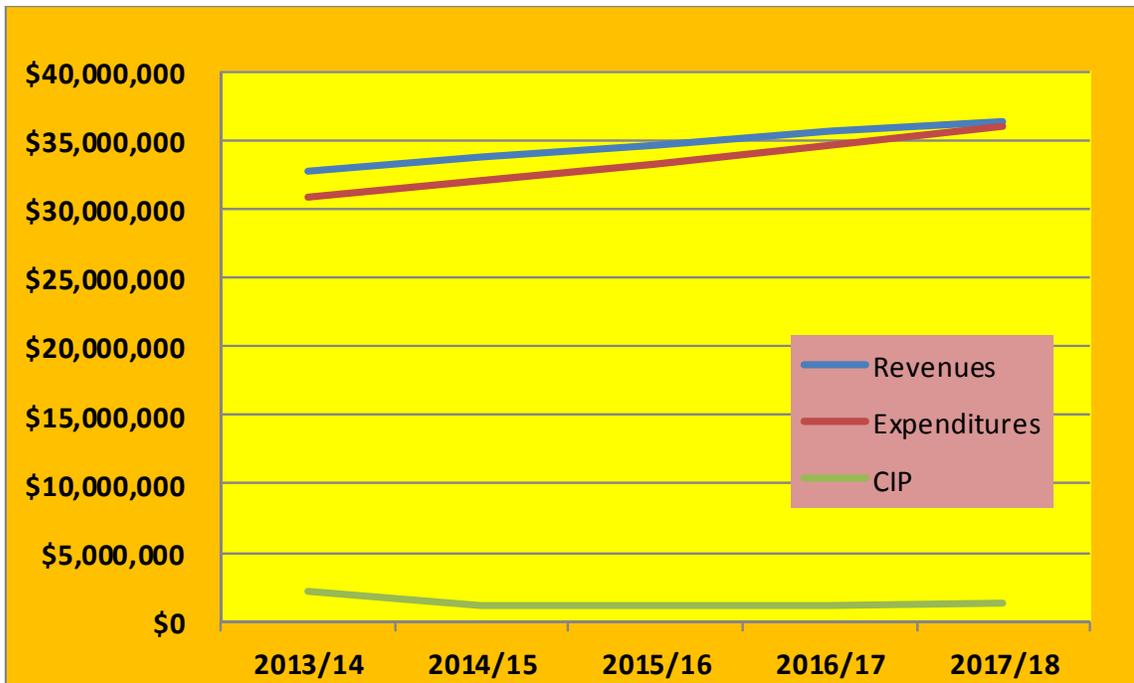
| DEPARTMENT | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| City Commission | \$ 123,068 | \$ 124,140 | \$ 126,623 | \$ 130,421 | \$ 134,334 | \$ 138,364 |
| Office of the City Manager | 910,770 | 790,499 | 822,119 | 855,004 | 889,204 | 924,772 |
| Legal | 270,000 | 270,000 | 270,000 | 270,000 | 270,000 | 270,000 |
| City Clerk | 299,921 | 282,645 | 316,777 | 332,616 | 365,899 | 391,512 |
| Finance | 814,017 | 963,657 | 1,011,840 | 1,062,432 | 1,115,553 | 1,171,331 |
| Information Technology | 929,205 | 937,950 | 980,158 | 1,029,165.64 | 1,080,624 | 1,134,655 |
| Public Safety | 16,335,830 | 16,905,672 | 17,666,427 | 18,461,416 | 19,292,180 | 20,160,328 |
| Arts & Cultural Center | 673,590 | 693,793 | 725,014 | 757,639 | 791,733 | 827,361 |
| Community Development | 1,664,314 | 1,893,791 | 1,938,481 | 1,960,405 | 2,008,425 | 2,088,762 |
| Community Services | 4,156,509 | 4,303,815 | 4,475,968 | 4,655,006 | 4,841,207 | 5,034,855 |
| Non - Departmental | 1,420,556 | 1,500,200 | 1,450,000 | 1,508,000 | 1,568,320 | 1,631,053 |
| TOTAL PROJECTED OPERATING EXPENDITURES GENERAL GOVERNMENTAL SERVICES | <u>\$ 27,597,780</u> | <u>\$ 28,666,162</u> | <u>\$ 29,783,406</u> | <u>\$ 31,022,105</u> | <u>\$ 32,357,479</u> | <u>\$ 33,772,993</u> |
| TOTAL PROJECTED DEBT SERVICE REQUIREMENTS | 2,205,882 | 2,221,190 | 2,220,979 | 2,220,979 | 2,220,979 | 2,220,979 |
| Transfers | | | | | | |
| TOTAL PROJECTED EXPENDITURES | <u>\$ 29,803,662</u> | <u>\$ 30,887,352</u> | <u>\$ 32,004,385</u> | <u>\$ 33,243,084</u> | <u>\$ 34,578,458</u> | <u>\$ 35,993,972</u> |

NOTES TO ASSUMPTION OF PROJECTIONS

Operating expenditures will increase 3.9% in 2013/14 and up to 4.4% each year thereafter.

**TABLE 3
 RECAP OF AVAILABLE RESOURCES vs PROPOSED APPROPRIATIONS
 GENERAL FUND CAPITAL IMPROVEMENT PROGRAM**

| | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
|---|--------------|--------------|--------------|--------------|--------------|
| TOTAL PROJECTED AVAILABLE RESOURCES | \$32,782,904 | \$33,766,302 | \$34,696,992 | \$35,698,777 | \$36,332,343 |
| PROJECTED OPERATING EXPENDITURES | 28,666,162 | 29,783,406 | 31,022,105 | 32,357,479 | 33,772,993 |
| DEBT SERVICE REQUIREMENTS | 2,221,190 | 2,220,979 | 2,220,979 | 2,220,979 | 2,220,979 |
| SUBTOTAL - EXPENDITURES | 30,887,352 | 32,004,385 | 33,243,084 | 34,578,458 | 35,993,972 |
| BALANCE | 1,895,552 | 1,761,917 | 1,453,907 | 1,120,319 | 338,370 |
| Less CIP APPROPRIATIONS | 2,255,400 | 1,105,000 | 1,104,850 | 1,095,226 | 1,321,400 |
| AMOUNT NEEDED FROM CIP RESERVE OR NEW REVENUES | \$ (359,848) | \$ 656,917 | \$ 349,057 | \$ 25,093 | \$ (983,030) |



**PROPOSED FINANCING PLAN
TRANSPORTATION FUND**

This fund was established to account for restricted revenues and expenditures which by State Statute and County Transit System Surtax Ordinance are designated for transportation enhancements, street maintenance and construction costs. This table reflects the anticipated revenues available and the proposed appropriations.

TABLE 4
TRANSPORTATION AND STREET MAINTENANCE FUND
RECAP OF AVAILABLE RESOURCES AND PROPOSED APPROPRIATIONS
SUMMARY BY YEAR

| | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
|------------------------------------|--------------------|--------------------|--------------------|---------------------|--------------------|--------------------|
| REVENUES | | | | | | |
| LOCAL OPTION GAS TAX | \$ 450,000 | \$ 505,000 | \$ 505,000 | \$ 505,000 | \$ 505,000 | \$ 505,000 |
| INTEREST EARNINGS | 500 | 500 | 500 | 500 | 500 | 500 |
| STATE SHARED REVENUES-RESTRICTED | 155,250 | 170,000 | 170,000 | 170,000 | 170,000 | 170,000 |
| CARRYOVER | 59,150 | 200,000 | 165,500 | 313,500 | 527,275 | 780,020 |
| COUNTY TRANSIT SYSTEM SURTAX | 975,000 | 1,050,000 | 1,050,000 | 1,050,000 | 1,050,000 | 1,050,000 |
| TOTAL REVENUES | \$1,639,900 | \$1,925,500 | \$1,891,000 | \$ 2,039,000 | \$2,252,775 | \$2,505,520 |
| EXPENDITURES | | | | | | |
| Maintenance Operating Expenditures | \$ 410,000 | \$ 450,000 | \$ 472,500 | \$ 496,125 | \$ 520,931 | \$ 546,978 |
| Transit Services | 375,000 | 375,000 | 390,000 | 405,600 | 421,824 | 438,697 |
| TOTAL EXPENDITURES | \$ 785,000 | \$ 825,000 | \$ 862,500 | \$ 901,725 | \$ 942,755 | \$ 985,675 |
| Total For Capital | 854,900 | 1,100,500 | 1,028,500 | 1,137,275 | 1,310,020 | 1,519,845 |
| CAPITAL EXPENDITURES | | | | | | |
| Project Title | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
| Street Lighting | \$ 100,000 | \$ - | \$ 50,000 | \$ 250,000 | \$ - | \$ - |
| Traffic Safety | - | 50,000 | - | - | - | - |
| Road Resurfacing Program | 685,000 | 885,000 | 665,000 | 360,000 | 530,000 | 610,000 |
| TOTAL CAPITAL EXPENDITURES | \$ 785,000 | \$ 935,000 | \$ 715,000 | \$ 610,000 | \$ 530,000 | \$ 610,000 |
| Reserves | \$ 200,000 | \$ 165,500 | \$ 313,500 | \$ 527,275 | \$ 780,020 | \$ 909,845 |

**PROPOSED FINANCING PLAN
STORMWATER UTILITY FUND**

The City is responsible for stormwater management activities within its corporate boundaries.

In order to address deficiencies and develop an ongoing maintenance program, a Stormwater Utility Fund was created. The Fund generates revenues for stormwater management costs, permitting, maintenance and capital improvements from a source other than the General Fund, gas taxes or ad valorem taxes. The Utility relies on user fees charged to residents and businesses for generating revenues.

Table 5 reflects the anticipated revenues available and the proposed appropriations for the Stormwater Utility Fund for the five-year period.

A total of \$1,000,000 worth of stormwater drainage projects will be completed during the five-year period. The monthly rate charged to users per unit was \$2.50 for 2012/13. It is not recommended that the fee be increased during the next five (5) years.

**TABLE 5
RECAP OF AVAILABLE RESOURCES vs PROPOSED APPROPRIATIONS
STORMWATER UTILITY FUND**

| | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
|----------------------------------|-------------------|-------------------|---------------------|---------------------|---------------------|---------------------|
| Revenues: | | | | | | |
| Stormwater Utility Billings (1) | \$844,000 | \$880,000 | \$880,000 | \$880,000 | \$880,000 | \$880,000 |
| Carry Over of Surplus | - | - | 145,000 | 268,600 | 369,944 | 448,142 |
| | <u>\$ 844,000</u> | <u>\$ 880,000</u> | <u>\$ 1,025,000</u> | <u>\$ 1,148,600</u> | <u>\$ 1,249,944</u> | <u>\$ 1,328,142</u> |
| Operating Expenses: (2) | 515,000 | 535,000 | 556,400 | 578,656 | 601,802 | 625,874 |
| Available for CIP & Debt Service | \$ 329,000 | \$ 345,000 | \$ 468,600 | \$ 569,944 | \$ 648,142 | \$ 702,267 |
| Annual CIP Expenditures: | <u>200,000</u> | <u>200,000</u> | <u>200,000</u> | <u>200,000</u> | <u>200,000</u> | <u>200,000</u> |
| Annual Surplus/(Deficit): | \$ 129,000 | \$ 145,000 | \$ 268,600 | \$ 369,944 | \$ 448,142 | \$ 502,267 |

NOTES TO ASSUMPTION OF PROJECTIONS

(1) Projected to remain flat.

(2) Includes Operation and Maintenance, Engineering, Administration, Review of Existing Account Data Costs. Projected to continue to grow at an annual rate of 4%.

**PROPOSED FINANCING PLAN
CAPITAL PROJECTS FUND**

This fund was established to account for restricted impact fees or other revenues and which by Ordinance or Commission Policy are designated for police and parks capital improvements. This table reflects the anticipated revenues available and the proposed appropriations.

**TABLE 6
CAPITAL PROJECTS FUND
RECAP OF AVAILABLE RESOURCES AND PROPOSED APPROPRIATIONS
SUMMARY BY YEAR**

| | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
|---|--------------------|-------------------|------------------|-------------------|-------------|-------------|
| <u>REVENUES</u> | | | | | | |
| Police Impact Fees | \$ - | \$ 7,500 | \$ 7,500 | \$ - | \$ - | \$ - |
| Park Impact Fees | - | 7,500 | 7,500 | - | - | - |
| Land Sale Proceeds | 1,000,000 | - | - | - | - | - |
| Carryover - Parks Impact Fees | - | 227,500 | 72,500 | 700,000 | - | - |
| Carryover - Police Impact Fees | 0 | 0 | 7,500 | 7,500 | - | - |
| TOTAL REVENUES | \$1,000,000 | \$ 242,500 | \$ 95,000 | \$ 707,500 | \$ - | \$ - |
| <u>POLICE CAPITAL EXPENDITURES</u> | | | | | | |
| Police Equipment | \$ - | \$ - | \$ 7,500 | \$ 7,500 | \$ - | \$ - |
| Police Reserves | - | 7,500 | 7,500 | - | - | - |
| TOTAL EXPENDITURES | - | 7,500 | 15,000 | 7,500 | - | - |
| <u>PARKS CAPITAL EXPENDITURES</u> | | | | | | |
| Park Reserves | | | | | | |
| Founders Park Improvements | - | 175,000 | - | - | - | - |
| Waterways Park Improvements | - | 10,000 | - | - | - | - |
| Waterways Dog Aprk Improvements | - | 30,000 | - | - | - | - |
| Veterans Park Improvemnets | - | 20,000 | - | - | - | - |
| NE 188th Street Park Improvements | - | - | 80,000 | 700,000 | - | - |
| TOTAL EXPENDITURES | - | 235,000 | 80,000 | 700,000 | - | - |
| TOTAL CAPITAL EXPENDITURES | \$ - | \$ 242,500 | \$ 95,000 | \$ 707,500 | \$ - | \$ - |



PROJECT DESCRIPTIONS

BEAUTIFICATION AND PARK FACILITIES IMPROVEMENTS

This section includes beautification projects and improvements to the City's park system and recreational facilities. There are five (5) projects in the CIP, which total \$1,579,500. Special emphasis was given to upgrading existing park facilities.

Policies

The City's investment in improvements to the City park system is based on the following policies:

Goal: Provide adequate and accessible parks and facilities to meet the recreational needs of all current and future residents.

- Provide a variety of quality recreation facilities that will meet the needs of all age groups within the City and enhance the overall environmental characteristics of the area.
- Maximize the utilization of all public facilities through the provision of variety in the type of facility offered.
- Provide exercise/walking paths to enhance the physical well being of residents.
- Provide recreational facilities on the basis of 2.75 acres per 1,000 population.
- Encourage the integration of recreational facilities into the development of residential, commercial, industrial, and open space land uses.

Goal: Update the five-year CIP on an annual basis.

- Provide parks whereby residents have access to neighborhood parks within a 2 mile radius and community parks which serve the entire City.

Goal: Increase Safety Standards

- Provide for adequate security measure including limited access facilities.
- Replace dangerous equipment and eliminate visual barriers to reduce criminal opportunities.
- Employ vandal-resistant equipment and facilities.
- Maintain a Parks Usage Plan to protect the City's investment in the park system and insure the residents' safety.

Goal: Protect and preserve environmentally sensitive land and water areas.

- Preserve and enhance open space with environmental impact.

Existing Facilities

There is 30.5 acres of open space and public park land in the City.

Aventura Founders Park was opened in November 1998. This 11 acre site located on West Country Club Drive and NE 190th Street includes both active and passive recreational opportunities. The park encompasses the following components: Splash pad, Jogging Path, tennis courts, gated entries, One ball field w/ dugouts and backstops, Restroom Buildings, Decorative Fencing, Playground, picnic area, passive play areas, baywalk, landscaping, two parking lots, multi-purpose plaza areas, signage, benches, and security lighting.

Don Soffer Exercise/Walking Path contains 5.5 acres that is classified as open space recreation area. This facility is used by residents for both recreational and exercise purposes.

Waterways Dog Park was acquired by the City in 1998 from a private developer. This 1.5 acre site was previously constructed by a private developer. The City converted this site to a dog park in 2008.

Waterways Park was purchased in 2006. The 7 acre site that include a multipurpose sports field, playground, basketball court, fitness trail, parking and restroom facilities was opened in 2008.

Arthur I Snyder Memorial Park was purchased in 1998. This 3.5 acre site was one of the last remaining waterfront undeveloped parcels in the City. This site contains the Community/Recreation Center. Open passive and sitting areas are available at this location.

Veterans Park was acquired by the City from a private developer in 2001. This 2 acre site is located on NE 31st Avenue. Facilities and amenities include: parking lot; 1.5 acre open playfield area; playground facilities; restroom facilities and landscaping with shade trees. This park was modified in 2008 by removing the dog play area and expanding the children’s play area and adding a restroom facility.

Prior Accomplishments

The following projects have been completed or are scheduled for completion as of the 2012/13 fiscal year:

| <u>Project Title</u> | <u>Year</u> |
|---|--------------------|
| Conceptual Design of Aventura Founders Park | 1996/97 |
| Design of Country Club Drive Exercise Safety Improvements | 1996/97 |

| | |
|---|---|
| Purchase of 5.5 acres for Aventura Founders Park | 1996/97 |
| Bus Shelter & Bench Replacements | 1996/97, 1997/98, 1998/99 1999/00, 2000/01, 2001/02 2005/06 |
| Aventura Blvd Beautification Improvements | 1997/98 |
| Northern Entrance Beautification Improvements | 1997/98 |
| Aventura Founders Park Development | 1997/98 |
| Country Club Drive Exercise/Walking Path Improvements | 1997/98 |
| NE 183 rd Street Beautification Improvements | 1997/98 |
| NE 34 th Avenue Beautification Improvements | 1997/98 |
| Library Landscaping Project | 1997/98 |
| Huber Tract Open Space Land Purchase | 1998/99 |
| NE 207 th Street Beautification Improvements | 1998/99 |
| Country Club Dr. Exercise Path Safety Improvements | 1998/99, 2004/05, 2009/10 |
| NE 190 th Street Beautification Improvements | 1998/99 |
| Biscayne Boulevard Phase I Beautification Improvements | 1998/99 |
| FEC Landscape Buffer | 1998/99 |
| NE 191 st Street Beautification Improvements | 1998/99 |
| Waterways Park Improvements | 1999/00 |
| Founders Park Improvements | 1999/00, 2001/02, 2002/03 2003/04, 2005/06, 2010/11 |
| Biscayne Boulevard Phase II Beautification Improvements | 1999/00 |
| NE 185 th Street & NE 28 th Ave Beautification Improvements | 1999/00 |
| NE 213 th Street Beautification Improvements | 2001/02 |
| Aventura Blvd. Entrance Features | 2001/02 |
| Community/Recreation Center Conceptual Design | 2000/01 |
| Community Recreation Center Development | 2001/02 |
| Expanded Waterways Park Purchase | 2003/04 |
| Biscayne Boulevard Phase II Beautification Improvements | 2001/02 |
| Country Club Drive Beautification Improvements | 2002/03 |
| Newspaper Racks | 2002/03, 2003/04 |
| NE 188 th Street Beautification Improvements | 2002/03 |
| Yacht Club Way Beautification Improvements | 2003/04 |
| William Lehman Causeway Beautification Improvements | 2003/04, 2004/05 |
| Veterans Park Development | 2003/04 |
| Waterways Park Design | 2005/06 |
| Founders Park Parking Lot Expansion | 2005/06 |
| NE 207 th Street Swale Beautification Improvements | 2005/06 |
| Waterways Park Development | 2006/07, 2007/08 |
| Splashpad Addition to Founders Park | 2006/07 |
| Miami Gardens Drive Beautification Improvements | 2006/07 |
| Waterways Dog Park Development | 2007/08 |
| Veterans Park Modifications | 2007/08 |
| Entrance Features Upgrades | 2010/11 |
| Founders Park Improvements | 2011/12 |

Park Facilities/Open Space Recreation

The City's estimated current population is 37,239. The City's Comprehensive Plan recommended standard is 2.75 acres of park and recreation land for every 1,000 potential residents. The amount of park and recreation land required by the park standards for this population is 102 acres. In calculating the number of recreation acres the City has available for use by residents, public private, golf courses and marinas are accounted for at a different degree depending on accessibility to citizens of the City. Assuming that public facilities can be accounted for at 100%, private recreation facilities at 50%, and marinas and the golf course at 25%, the City existing and proposed recreation areas total 117. Therefore, no deficiency exists under the City's standards. Table PFOS1 contains an inventory of existing and proposed recreation and open space areas. The City owns 32 park/open space acres.

Table PFOS 1
CITY OF AVENTURA
Recreation/Open Space Inventory

| <u>TYPE</u> | <u>FACILITY</u> | <u>ACRES</u> | <u>APPLICABLE ACRES</u> |
|---------------------------------|----------------------------------|----------------------|-------------------------|
| <i>Public Recreation Areas</i> | | | |
| C | Don Soffer Exercise/Walking path | 5.5 | 5.5 |
| C | Arthur I Snyder Memorial Park | 3.5 | 3.5 |
| N | Veterans Park | 2.0 | 2.0 |
| N | Waterways Park | 7.0 | 7.0 |
| N | Waterways Dog Park | 1.5 | 1.5 |
| N | NE 188 th Street | 1.5 | 1.5 |
| N | Aventura Founders Park | <u>11.0</u> | <u>11.0</u> |
| | Public Recreation Subtotal | <u>32.0</u> | <u>32.0</u> |
| <i>Private Recreation Areas</i> | | | |
| | Private Recreation Sites | 63.61 | 31.81 |
| | Marina Complexes | 9.40 | 2.35 |
| | Golf Courses | <u>203.17</u> | <u>50.79</u> |
| | Private Recreation Subtotal | 276.18 | 84.95 |
| | Total Recreation Areas | <u>306.68</u> | <u>116.95</u> |

C = Community Park
N = Neighborhood Park

Citywide Beautification Program

In December of 1996, the City Commission approved the landscape design concepts to be utilized with the implementation of a City-wide Beautification Program. This major undertaking, addresses median and right of way landscaping throughout the public areas within the City, and was adopted as one of the City's budget priorities and goals. The landscape design includes the planting of an assortment of palm trees, including date palms at the City's entrances and coconut and royal palms on various medians throughout the City, as well as shade trees such as live oaks.

With this Beautification Program, the City Commission has fulfilled its long-term goal of creating the signature of the City and establishing its reputation as “the most beautiful City in South Florida.” The actual construction of these projects will be ongoing until all of the improvements to the various areas within the City are complete.

In 2006, the City funded a Landscape Restoration Program in the amount of \$1,500,000 to respond to damage from hurricanes experienced in 2005.

The following areas have been completed as of the 2012/13 fiscal year:

Aventura Boulevard, Northern City Entrance, NE 207th Street, NE 183rd Street, NE 185th Street & 28th Avenue, NE 190th Street, NE 191st Street, NE 29th Avenue, NE 187th Street, NE 188th Street, NE 213th Street, Biscayne Boulevard and FEC Landscape Buffer, Aventura Boulevard Entrance Features, Country Club Drive, Yacht Club Way, William Lehman Causeway, NE 207th Street Swale, 2006 Citywide Hurricane Landscape Restoration Program; Miami Gardens Drive and the Biscayne Boulevard Median (NE 209-212 St).

Funding Plan

Funding for the proposed beautification and park facilities will be provided by the proceeds from the following revenue sources:

| | |
|-----------------------|-------------|
| Total Category Budget | \$1,579,500 |
| <u>Funding:</u> | |
| General Fund | \$564,500 |
| Capital Projects Fund | 1,015,000 |

TABLE 1
 PROPOSED BEAUTIFICATION AND PARK FACILITIES IMPROVEMENTS
 PROJECTS SCHEDULED FOR 2013/14 - 2017/18
 SUMMARY BY YEAR

| CIP # | Project Title | Dept. # | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 Total |
|--------|---------------------------------------|---------|------------|------------|------------|-----------|---------------|
| BP1 | Founders Park Improvements | CS | \$ 340,000 | \$ 25,000 | \$ 12,000 | \$ 30,000 | \$ 437,000 |
| BP2 | Waterways Park/Dog Park Improvements | CS | 40,000 | - | - | - | 40,000 |
| BP3 | Veterans Park Improvements | CS | 20,000 | - | - | - | 170,000 |
| BP4 | NE 188th Street Park Improvements | CS | - | 80,000 | 800,000 | - | 880,000 |
| BP5 | City-wide Beautification Improvements | CS | 9,000 | 16,500 | 9,000 | 9,000 | 52,500 |
| Totals | | | \$ 409,000 | \$ 121,500 | \$ 821,000 | \$ 39,000 | \$ 1,579,500 |

TABLE 2
 PROPOSED BEAUTIFICATION AND PARK FACILITIES IMPROVEMENTS
 PROJECTS SCHEDULED FOR 2013/14 - 2017/18
 FUNDING PLAN

| CIP # | Project Title | Dept. # | Total | Capital Projects | General Fund |
|--------|---------------------------------------|---------|------------|------------------|--------------|
| BP1 | Founders Park Improvements | CS | \$ 437,000 | \$ 175,000 | \$ 262,000 |
| BP2 | Waterways Park/Dog Park Improvements | CS | 40,000 | 40,000 | - |
| BP3 | Veterans Park Improvements | CS | 170,000 | 20,000 | 150,000 |
| BP4 | NE 188th Street Park Improvements | CS | 880,000 | 780,000 | 100,000 |
| BP5 | City-wide Beautification Improvements | CS | 52,500 | - | 52,500 |
| Totals | | | 1,579,500 | \$ 1,015,000 | \$ 564,500 |

PROPOSED PROJECTS

1 – CS

Founders Park Improvements

2013/14 \$340,000 2014/15 \$25,000 2015/16 \$12,000
 2016/17 \$30,000 2017/18 \$30,000

This project consists of maintenance projects which replace and update equipment as well as enhancements to the existing features.

| | | |
|---------|---|---------|
| 2013/14 | Replace SplashPad Water Features | 25,000 |
| | Replace SplashPad Surfacing | 40,000 |
| | Install SunPad adjacent to Splash Pad | 175,000 |
| | Community Garden | 100,000 |
| 2014/15 | Replace SplashPad Water Features | 25,000 |
| 2015/16 | Replace Office and Welcome Center Furniture | 12,000 |
| 2016/17 | Replace SplashPad Water Features | 30,000 |
| 2017/18 | Replace SplashPad Water Features | 30,000 |

2-CS

Waterways Park and Dog Park Improvements

2013/14 \$40,000

This project consists of enhancements to these park facilities.

| | | |
|---------|---|--------|
| 2013/14 | Additional Shade Structure and Benches at Waterways Park Playground | 10,000 |
| | Replace Shade structure with Permanent Shelter at Waterways Dog Park | 30,000 |

3-CS

Veterans Park Improvements

2013/14 \$20,000 2017/18 \$150,000

This project consists of maintenance projects which replace and update equipment as well as enhancements to the existing features.

| | | |
|---------|------------------------------------|---------|
| 2013/14 | Install Additional Shade Structure | 20,000 |
| 2017/18 | Replace Playground Equipment | 150,000 |

4-CS

NE 188th Street Park Improvements
 2014/15 \$80,000 2015/16 \$800,000

This project consists of developing the 1.5 acre parcel on NE 188th Street into practice fields for ACES and additional park amenities based on input from the area residents. Parking for 16 parking spaces.

5 - CS

City-Wide Beautification Improvements
 2013/14 \$9,000 2014/15 \$16,500 2015/16 \$9,000
 2016/17 \$9,000 2017/18 \$9,000

This project consists of replacing aging street furniture that is no longer useful.

| | | |
|---------|---|----------------|
| 2013/14 | Purchase Trash Cans | 9,000 |
| 2014/15 | Purchase Trash Cans Replace Five Benches | 9,000 7,500 |
| 2015/16 | Purchase Trash Cans | 9,000 |
| 2016/17 | Purchase Trash Cans | 9,000 |
| 2017/18 | Purchase Trash Cans | 9,000 |

TRANSPORTATION, DRAINAGE AND INFRASTRUCTURE IMPROVEMENTS

This section includes improvements to the City's transportation system, roadways, drainage system, sidewalks, pedestrian pathways, street lighting, transit and other infrastructure improvements. There are five (5) improvement projects in the Capital Improvement Program, which total \$5,400,000. Special emphasis was given to improving traffic flow, correcting drainage deficiencies and road resurfacing and addressing maintenance considerations. The projects outlined in this section have been developed based on a survey of all areas of the City, with respect to the improvement items, by the Community Services Department; City's consulting engineer and staff. The projects were prioritized according to the urgency of the improvements needed and age of the areas to be improved.

Policies

The City's investment in improvements to its transportation system, roads, sidewalks, street lighting and drainage system is based on the following policies:

Goal: Utilize the Stormwater Utility Fund to provide revenue sources to fund drainage improvements contained in the CIP.

- Coordinate area-wide storm water developments with major street improvements.
- Provide adequate storm drainage as defined by present standards for different types of areas of the City.
- Upgrade areas of the City to conform to present drainage standards to eliminate flood prone areas.

Goal: Improve local roads to meet road safety requirements and serve the transportation needs of the City.

- Systematically provide local street improvements throughout the City based upon the existing condition and age of the street and the cost of maintenance of the street.
- Provide an adequate road transportation network that meets or exceeds the capacity rating outlined in the Comprehensive Plan.
- Implement improvements to meet safety standards.
- Improve safety by installing street lighting on all appropriate public roadways.
- Provide walkways and sidewalks to improve the safety of residents traveling throughout the City.

- Accept the dedication of private roads throughout the City in accordance with the Policy governing the conversion of private roads to public roads as outlined in Resolution No. 97-05.

Goal: Address traffic flow along the major roadways and intersections by implementing projects that create improvements to the system.

- Implement the recommendations of the City’s Traffic Advisory board and its Traffic consultant.

Existing Facilities

The following is a list of current public roads under the jurisdiction of the City:

| | |
|-----------------------------|------------------------------|
| NE 185 th Street | NE 27 th Court |
| NE 28 th Place | NE 28 th Avenue |
| NE 29 th Avenue | NE 29 th Court |
| NE 29 th Place | NE 30 th Avenue |
| NE 34 th Avenue | NE 187 th Street |
| NE 188 th Street | NE 190 th Street |
| NE 191 st Street | NE 192 nd Street |
| NE 193 rd Street | Aventura Boulevard |
| West Country Club Drive | North Country Club Drive |
| East Country Club Drive | NE 201 Terrace |
| NE 203 rd Street | NE 205 th Street |
| NE 206 th Street | NE 207 th Street |
| NE 208 th Street | NE 208 th Terrace |
| NE 209 th Street | NE 211 th Street |
| NE 213 th Street | NE 214 th Terrace |
| NE 214 th Street | NE 183 rd Street |
| Yacht Club Drive | Turnberry Way |
| NE 27 th Court | |

Prior Accomplishments

Since the inception of the CIP, the following projects have been completed or are scheduled for completion as of the 2012/13 fiscal year:

| <u>Project Title</u> | <u>Year</u> |
|--|--------------------|
| Country Club Drive Drainage Improvements | 1996/97 |
| Sidewalk Installation – Southside of Lehman Causeway | 1996/97 |
| Pedestrian Safety Study | 1996/97 |
| Aventura Boulevard Street Lighting Improvements | 1997/98 |
| NE 183 rd Street & Drainage Improvements | 1997/98 |
| NE183 rd Street Lighting Improvements | 1997/98 |
| NE 207 th Street Lighting Improvements | 1997/98 |
| North Aventura Stormwater Collector (213 th Street) | 1997/98 |
| Pedestrian Transportation Circulation Safety Improvements | 1997/98 |

| | |
|--|---------------------------|
| NE 190 th Street Lighting Improvements | 1998/99 |
| South Aventura Stormwater Collector | 1998/99 |
| Sidewalk Improvements & Replacements | 1998/99, 1999/00, 2000/01 |
| NE 34 th avenue Street Lighting Improvements | 1999/00 |
| NE 185 th Street & NE 28 th Avenue Improvements | 1999/00 |
| Safety Improvements – Country Club Drive | 1999/00 |
| NE 30 th Avenue Drainage Improvements | 2000/01 |
| NE 213 th Street Lighting Improvements | 2000/01 |
| NE 34 th Avenue Safety/Road Improvements | 2000/01 |
| Biscayne Lake Gardens Area Drainage Improvements | 2001/02 |
| NE 188 th Street, Lighting & Drainage Improvements | 2002/03 |
| Country Club Drive Improvements | 2002/03, 2012/13 |
| NE 190 TH Street Drainage Improvements | 2002/03 |
| Yacht Club way Drainage and Lighting Improvements | 2003/04 |
| NE 31 st Avenue Decorative Street Lighting | 2003/04 |
| Extension of Lehman Causeway Westbound Service Road | 2003/04 |
| Illuminated Street Signs | 2003/04 |
| Hospital District NE 213 TH Street Drainage Connector | 2003/04 |
| Hospital District North Collector | 2004/05 |
| NE 207 th Street Resurfacing | 2004/05 |
| Traffic Video Monitoring Program | 2004/05, 2005/06 |
| Directional Signs | 2004/05 |
| Yacht Club Drive Seawall Improvements | 2005/06 |
| Miami Gardens Drive | 2005/06 |
| Aventura Boulevard Resurfacing | 2005/06 |
| NE 213 th Street Outfall Drainage Improvement | 2006/07 |
| Miami Gardens Drive Extension and Street Lighting | 2006/07 |
| Ne 29 th Avenue Street Lighting Improvements | 2006/07 |
| Yacht Club Drive Resurfacing | 2006/07 |
| Countdown Pedestrian Walkway Signals | 2006/07 |
| Traffic Video Monitoring Program – Phase I | 2006/07 |
| Traffic Video Monitoring Program – Phase II | 2007/08 |
| NE 29 th Pace and Yacht Club Way Resurfacing | 2007/08 |
| NE 190 th Street Drainage Improvements | 2007/08 |
| NE 209 th Street/Biscayne Boulevard Traffic Improvements | 2007/08 |
| NE 187 th Street Traffic Improvements | 2007/08 |
| NE 180 th & NE 182 nd Street /Biscay Boulevard Signage | 2007/08 |
| NE 199 th Street/West Country Club Drive Turning Lane | 2008/09 |
| NE 190 th Street Resurfacing | 2008/09 |
| NE 191 st Street/Biscayne Boulevard Traffic Improvements | 2008/09 |
| NE 191 st /29 th Avenue Drainage Improvements | 2008/09 |
| Hospital District Resurfacing | 2009/10 |
| NE 183 rd Street Resurfacing & Road Improvements | 2009/10 |
| Yacht Club Way Bridge Improvements | 2009/10 |
| Country Club Drive Bus Shelters | 2010/11 |
| NE 29 th Avenue and NE 187 th Street Resurfacing | 2010/11 |

| | |
|---|---------|
| NE 34 th Avenue Street Resurfacing | 2010/11 |
| Biscayne Boulevard Street Light Upgrades Phase 1 | 2010/11 |
| Biscayne Boulevard Street Light Upgrades Phase 2 | 2011/12 |
| NE 185 th /NE 31 th Avenue, NE 188 th Street and NE 191 Street Resurfacing | 2011/12 |
| Biscayne Boulevard Street Light Upgrades Phase 3 | 2012/13 |
| Traffic Signal @ NE 185 th Street & NE 28 th Court | 2012/13 |
| Turning Lane at N. Country Club Drive and NE 34 th Avenue | 2012/13 |

Road, Drainage and Infrastructure Improvements

The majority of the projects outlined herein can be also be classified as drainage improvements and road resurfacing in accordance with established maintenance schedules. In addition, traffic improvement projects recommended by the Traffic Advisory board are included for funding.

Funding Plan

Funding for the proposed roadway, drainage and infrastructure improvement projects will be provided by the following sources:

| | |
|-----------------------|-------------|
| Total Category Budget | \$5,400,000 |
|-----------------------|-------------|

Funding:

| | |
|-------------------------|-------------|
| Transportation Fund | \$3,400,000 |
| General Fund | 1,000,000 |
| Stormwater Utility Fund | 1,000,000 |

Tables 1 and 2 showing these improvement projects and funding schedules are followed by detailed project descriptions.

TABLE 1
 PROPOSED TRANSPORTATION, DRAINAGE AND INFRASTRUCTURE IMPROVEMENTS
 PROJECTS SCHEDULED FOR 2013/14 - 2017/18
 SUMMARY BY YEAR

| CIP # | Project Title | Dept. # | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|--------|--------------------------------------|---------|--------------|------------|------------|------------|------------|--------------|
| TDI1 | Stormwater Drainage Improvements | CS | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 1,000,000 |
| TDI2 | Biscayne Blvd Street Lighting | CS | 1,000,000 | - | - | - | - | 1,000,000 |
| TDI3 | Road Resurfacing Program | CS | 885,000 | 665,000 | 360,000 | 530,000 | 610,000 | 3,050,000 |
| TDI4 | Traffic Safety and Flow Improvements | CS | 50,000 | - | - | - | - | 50,000 |
| TDI5 | Street Lighting Improvements | CS | - | 50,000 | 250,000 | - | - | 300,000 |
| Totals | | | \$ 2,135,000 | \$ 915,000 | \$ 810,000 | \$ 730,000 | \$ 810,000 | \$ 5,400,000 |

TABLE 2
 PROPOSED TRANSPORTATION, DRAINAGE AND INFRASTRUCTURE IMPROVEMENTS
 PROJECTS SCHEDULED FOR 2013/14 - 2017/18
 FUNDING PLAN

| CIP # | Project Title | Dept. # | Total | Stormwater | | General Transportation | |
|--------|--------------------------------------|---------|--------------|--------------|--------------|------------------------|------|
| | | | | Utility Fund | Fund | Fund | Fund |
| TDI1 | Stormwater Drainage Improvements | CS | \$ 1,000,000 | \$ 1,000,000 | \$ - | \$ - | |
| TDI2 | Biscayne Blvd Street Lighting | CS | 1,000,000 | - | \$ 1,000,000 | - | |
| TDI3 | Road Resurfacing Program | CS | 3,050,000 | - | - | \$ 3,050,000 | |
| TDI4 | Traffic Safety and Flow Improvements | CS | 50,000 | - | - | 50,000 | |
| TDI5 | Street Lighting Improvements | CS | 300,000 | - | - | 300,000 | |
| Totals | | | \$ 5,400,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 3,400,000 | |

PROPOSED PROJECTS

1-CS

Stormwater Drainage Improvements

| | | |
|-------------------|-------------------|-------------------|
| 2013/14 \$200,000 | 2014/15 \$200,000 | 2015/16 \$200,000 |
| 2016/17 \$200,000 | 2017/18 \$200,000 | |

Projects included provide for ongoing annual minor drainage improvements and include the cost of resurfacing the affected roadways.

| | | |
|---------|-----------------------|---------|
| 2013/14 | Drainage Improvements | 200,000 |
| 2014/15 | Drainage Improvements | 200,000 |
| 2015/16 | Drainage Improvements | 200,000 |
| 2016/17 | Drainage Improvements | 200,000 |
| 2017/18 | Drainage Improvements | 200,000 |

2-CS

Biscayne Boulevard Street Light Upgrades

2013/14 \$1,000,000

The Biscayne Boulevard Street Lighting project includes the installation of decorative street lights along the eastside of Biscayne Boulevard. Biscayne Boulevard is a state road and serves as the main trafficway through the City. It extends approximately 2.58 miles from the northern city limits to the southern city limits. The Biscayne Boulevard Street Light project will include the installation of new decorative street lights to serve both the sidewalks (pedestrians) and the roadway. Phase I, Phase II and Phase III were completed in prior CIP projects.

| | | |
|---------|---------|-----------|
| 2013/14 | Phase 4 | 1,000,000 |
|---------|---------|-----------|

3-CS

Road Resurfacing Program

| | | |
|-------------------|-------------------|-------------------|
| 2013/14 \$885,000 | 2014/15 \$665,000 | 2015/16 \$360,000 |
| 2016/17 \$530,000 | 2017/18 \$610,000 | |

This project consists of resurfacing roadways as determined by the City's maintenance standards and the Community Services Department.

| | | |
|---|---|----------|
| 2013/14 | Country Club Drive (Southbound) | 885,000 |
| 2014/15 | Biscayne Lake Gardens (NE 29 th Ct., 201 th Terr, & 27 th Ct.) | 185,000 |
| | NE 207 th Street | 480,000 |
| 2015/16 | NE 213 th Street | 360,000 |
| 2016/17 | NE 27 th Avenue | 60,000 |
| | NE 28 th Court between 185 and 187 Streets | 200,000 |
| | NE 30 th Avenue | 200,000 |
| | NE 209 th Street | 70,000 |
| 2017/18 | Yacht Club Drive | 410,000 |
| | Mystic Point Drive | 200,000 |
| <hr/> | | |
| 4-CS Traffic Safety and Flow Improvements 2013/14 \$50,000 | | |
| 2013/14 | NE 185 th Street/ Biscayne Boulevard Channelizing Modification to Median | \$50,000 |
| <hr/> | | |
| 5-CS Streetlight Improvements 2014/15 \$50,000 2015/16 \$250,000 | | |
| 2014/15 | Plan Design for Street Lights on NE 30 th Ave between NE 203 th Street and NE 207 th Street | \$50,000 |
| 2015/16 | Construction of Street Lights on NE 30 th Ave between NE 203 th Street and NE 207 Street | 250,000 |

PUBLIC BUILDINGS AND FACILITIES IMPROVEMENTS

Capital projects in this functional category include providing new facilities to serve City residents or improvements to existing facilities in the City. The CIP includes 1 project totaling \$102,000.

Policies

The City's investment in improvements to public buildings and operational facilities is based on the following policies:

- Provide easily accessible services to City residents and adequate parking for City facilities.
- Repair and maintain all buildings and facilities in proper order to increase life of said facilities.

Existing Facilities

Map 1 shows the location of the City's Government Center, and the Dade County Fire Rescue Station and Library Branch.

Prior Accomplishments

The following projects have been completed or are scheduled for completion as of the 2012/13 fiscal year:

| <u>Project Title</u> | <u>Year</u> |
|---|---------------------------------------|
| Government Center/Police Station Needs Assessment Study | 1996/97 |
| Government Center Land Purchase | 1997/98 |
| Design of Government Center/Police | 1997/98 |
| Construction of Government Center | 1999/00, 2000/01 |
| Purchase of Charter Elementary School Property | 2001/02 |
| Construction of Charter Elementary School | 2002/03 |
| Community Center Improvements | 2003/04, 2004/05, 2006/07, 2007/08 |
| Construction of Middle School Wing to Charter School | 2004/05 |
| Holiday Lighting for Government Center | 2005/06 |
| Design of Arts & Cultural Center | 2007/08 |
| Classroom Additions to Charter School | 2008/09 |
| Arts & Cultural Center Construction | 2008/09, 2009/10 |
| Government Center Chiller Replacements | 2009/10 |
| Police Department Office Improvement | 2009/10 |
| Government Center Security Equipment Upgrade | 2010/11 |
| Government Center Commission Chambers Video Upgrade | 2010/11 |
| Government Center Parking Expansion Design | 2011/12 |
| Government Center Parking Garage | 2012/13 |

TABLE 1
 PROPOSED PUBLIC BUILDING AND FACILITIES IMPROVEMENTS
 PROJECTS SCHEDULED FOR 2013/14 - 2017/18
 SUMMARY BY YEAR

| CIP # | Project Title | Dept. | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|--------|-------------------|-------|---------|---------|-----------|-----------|-----------|------------|
| PBF1 | HVAC Replacements | CS | \$ - | \$ - | \$ 30,000 | \$ 30,000 | \$ 42,000 | \$ 102,000 |
| Totals | | | \$ - | \$ - | \$ 30,000 | \$ 30,000 | \$ 42,000 | \$ 102,000 |

TABLE 2
 PROPOSED PUBLIC BUILDING AND FACILITIES IMPROVEMENTS
 PROJECTS SCHEDULED FOR 2013/14 - 2017/18
 FUNDING PLAN

| CIP # | Project Title | Dept. | Total | Charter Fund | General Fund |
|--------|-------------------|-------|------------|--------------|--------------|
| PBF1 | HVAC Replacements | CS | \$ 102,000 | \$ 72,000 | \$ 30,000 |
| Totals | | | \$ 102,000 | \$ 72,000 | \$ 30,000 |

PROPOSED PROJECTS

1 – CS

HVAC Replacements

2015/16 \$30,000 2016/17 \$30,000 2017/18 \$42,000

This project consists of replacing the air conditioning units at various City facilities.

| | | |
|---------|--|----------|
| 2015/16 | Replace 20 ton HVAC at Community Recreation Center | \$30,000 |
| 2016/17 | Replace 20 ton HVAC at ACES | \$30,000 |
| 2017/18 | Replace 30 ton HVAC at ACES | \$42,000 |

INFORMATION/COMMUNICATIONS TECHNOLOGY

This functional category includes improvements to the City's information/communication systems, data processing and the automation of certain operations by utilizing the latest technology to enhance productivity and efficiency. There are 12 projects totaling \$2,794,850.

Policies

The City's investment in communication and computer projects is based on the following policies:

- Continue the implementation upgrade of the Management Information System for all key City operations to automate functions and improve efficiency and productivity.
- Improve and maintain City-wide radio communications capabilities for Police operations.
- Develop and maintain computerized capabilities of the various City departments and information systems.
- Utilize the latest state-of-the-art technology including the use of the Internet for the delivery of services.
- Maintain the E911 system to enhance police response times to emergencies.
- Utilize the latest technology for education and teaching at the Charter School.

Funding Plan

Funding for the proposed Information Technology Projects will be provided by the following sources: Total Category Budget \$2,794,850

Funding:

| | |
|---------------------|-------------|
| General Fund | \$2,082,850 |
| Charter School Fund | 712,000 |

PROPOSED COMMUNICATIONS AND COMPUTERS EQUIPMENT
 PROJECTS SCHEDULED FOR 2013/14 - 2017/18
 SUMMARY BY YEAR

| CIP # | Project Title | Dept. # | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2016/17 | Total |
|--------|---------------------------------|---------|------------|------------|------------|------------|------------|--------------|
| ICT1 | Police Computers Systems<\$5000 | PD | \$ 148,000 | \$ 129,600 | \$ 121,500 | \$ 156,000 | \$ 154,000 | \$ 709,100 |
| ICT2 | Central Computer System>\$5000 | IT | 215,000 | 215,000 | 160,000 | 165,000 | 230,000 | 985,000 |
| ICT3 | Radios and E911 System | PD | 15,000 | 15,000 | 15,000 | 15,000 | 157,000 | 217,000 |
| ICT4 | Computer Equipment<\$5000 | ACES | 120,500 | 96,500 | 104,500 | 102,000 | 98,500 | 522,000 |
| ICT5 | Computer Equipment>\$5000 | ACES | 40,000 | 45,000 | 35,000 | 40,000 | 30,000 | 190,000 |
| ICT6 | Computer Equipment<\$5000 | IT | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | 30,000 |
| ICT7 | Computer Equipment<\$5000 | F | 2,000 | 2,000 | 2,000 | 6,000 | 2,000 | 14,000 |
| ICT8 | Computer Equipment<\$5000 | CM | 4,000 | - | - | - | - | 4,000 |
| ICT9 | Computer Equipment<\$5000 | CS | 13,300 | 14,000 | 19,900 | 17,550 | 14,000 | 78,750 |
| ICT10 | Computer Equipment<\$5000 | CD | 4,000 | 3,500 | 4,500 | 3,500 | 4,000 | 19,500 |
| ICT11 | Computer Equipment<\$5000 | AACC | 4,000 | 6,500 | 2,000 | 6,000 | 4,000 | 22,500 |
| ICT12 | Computer Equipment<\$5000 | CC | - | 3,000 | - | - | - | 3,000 |
| Totals | | | \$ 571,800 | \$ 536,100 | \$ 470,400 | \$ 517,050 | \$ 699,500 | \$ 2,794,850 |

TABLE 2
 PROPOSED COMMUNICATIONS AND COMPUTERS EQUIPMENT
 PROJECTS SCHEDULED FOR 2013/14 - 2017/18
 FUNDING PLAN

| CIP # | Project Title | Dept. # | Total | General Fund | Charter School Fund |
|--------|---------------------------------|---------|--------------|--------------|---------------------|
| ICT1 | Police Computers Systems<\$5000 | PD | \$ 709,100 | \$ 709,100 | |
| ICT2 | Central Computer System>\$5000 | IT | 985,000 | 985,000 | |
| ICT3 | Radios and E911 System | PD | 217,000 | 217,000 | |
| ICT4 | Computer Equipment<\$5000 | ACES | 522,000 | | 522,000 |
| ICT5 | Computer Equipment>\$5000 | ACES | 190,000 | | 190,000 |
| ICT6 | Computer Equipment<\$5000 | IT | 30,000 | 30,000 | |
| ICT7 | Computer Equipment<\$5000 | F | 14,000 | 14,000 | |
| ICT8 | Computer Equipment<\$5000 | CM | 4,000 | 4,000 | |
| ICT9 | Computer Equipment<\$5000 | CS | 78,750 | 78,750 | |
| ICT10 | Computer Equipment<\$5000 | CD | 19,500 | 19,500 | |
| ICT11 | Computer Equipment<\$5000 | AACC | 22,500 | 22,500 | |
| ICT12 | Computer Equipment<\$5000 | CC | 3,000 | 3,000 | |
| Totals | | | \$ 2,794,850 | \$ 2,082,850 | \$ 712,000 |

PROPOSED PROJECTS

1 - PD

Police Computers Systems < \$5000

2013/14 \$148,000 2014/15 \$129,600 2015/16 \$121,500

2016/17 \$156,000 2017/18 \$154,000

This project consists of purchasing computer equipment and software that utilizes the latest technology for the Police Department.

| | | |
|---------|---------------------------|----------|
| 2013/14 | Upgrades | \$10,000 |
| | Replace 25 Mobile Laptops | 50,000 |
| | 20 Desktop Computers | 24,000 |
| | GPS Vehicle Modems | 40,000 |
| | Replace 2 Servers | 10,000 |
| | 10 Vehicle Printers | 10,000 |
| | Laptop-Ruggized | 4,000 |
| 2014/15 | Upgrades | \$10,000 |
| | Replace 25 Mobile Laptops | 50,000 |
| | 20 Desktop Computers | 24,000 |
| | Vehicle Modems | 5,600 |
| | Replace 2 Servers | 10,000 |
| | 20 Vehicle Printers | 20,000 |
| | Key Track System | 10,000 |
| 2015/16 | Upgrades | \$10,000 |
| | Replace 25 Mobile Laptops | 50,000 |
| | 20 Desktop Computers | 24,000 |
| | Vehicle Modems | 6,000 |
| | Replace 1 Server | 5,000 |
| | 20 Vehicle Printers | 15,000 |
| | Desktop Scanner | 5,000 |
| | Color Printer | 1,500 |
| | Replace Smart Board | 5,000 |
| 2016/17 | Upgrades | \$10,000 |
| | Replace 25 Mobile Laptops | 50,000 |
| | 20 Desktop Computers | 24,000 |
| | Vehicle Modems | 14,000 |
| | Replace 2 Server | 10,000 |
| | 20 Vehicle Printers | 15,000 |
| | Desktop Scanner | 2,000 |
| | EOC PCS | 12,000 |
| | Laptop-Ruggized | 4,000 |

| | | |
|---|--------------------------------|-------------------|
| | Replace Smart Board | 5,000 |
| | Key Track System | 10,000 |
| 2017/18 | Upgrades | \$10,000 |
| | Replace 25 Mobile Laptops | 50,000 |
| | 20 Desktop Computers | 24,000 |
| | Vehicle Modems | 28,000 |
| | Replace 2 Server | 10,000 |
| | 20 Vehicle Printers | 15,000 |
| | Desktop Scanner | 3,000 |
| | Laptop-Ruggized | 9,000 |
| | Replace Smart Board | 5,000 |
| ----- | | |
| 2 - IT | | |
| Central Management Information System > \$5000 | | |
| 2013/14 | \$215,000 | 2014/15 \$215,000 |
| | | 2015/16 \$160,000 |
| 2016/17 | \$165,000 | 2017/18 \$230,000 |
| <p>This project consists of purchasing new and replacement computer hardware and software that utilize the latest technology for the City's general information management system, which is used by all City Departments.</p> | | |
| 2013/14 | Software/Licenses/Upgrades | \$20,000 |
| | Servers/ Security/UPS/Switches | 55,000 |
| | AS 400 Upgrades | 5,000 |
| | Upgrade Phone System | 10,000 |
| | TVMS Equipment Upgrades | 45,000 |
| | Sungard MIS Upgrade | 80,000 |
| 2014/15 | Software/Licenses/Upgrades | \$15,000 |
| | Servers/ Security/UPS/Switches | 70,000 |
| | AS 400 Upgrades | 5,000 |
| | Upgrade Phone System | 25,000 |
| | TVMS Equipment Upgrades | 50,000 |
| | LaserFiche Upgrade | 50,000 |
| 2015/16 | Software/Licenses/Upgrades | \$20,000 |
| | Servers/ Security/UPS/Switches | 60,000 |
| | AS 400 Upgrades | 5,000 |
| | Upgrade Phone System | 5,000 |
| | Upgrade Video System Solution | 10,000 |
| | TVMS Equipment Upgrades | 60,000 |
| 2016/17 | Software/Licenses/Upgrades | \$20,000 |
| | Servers/ Security/UPS/Switches | 80,000 |

| | | |
|--|--------------------------------|------------------------------------|
| | AS 400 Upgrades | 5,000 |
| | Upgrade Phone System | 10,000 |
| | TVMS Equipment Upgrades | 50,000 |
| 2017/18 | Software/Licenses/Upgrades | \$20,000 |
| | Servers/ Security/UPS/Switches | 85,000 |
| | AS 400 Upgrades | 50,000 |
| | Upgrade Phone System | 10,000 |
| | TVMS Equipment Upgrades | 50,000 |
| | Equipment for Redundant Site | 15,000 |
| <hr/> | | |
| 3 - PD | | |
| Radios and E911 System | | |
| 2013/14 | \$15,000 | 2014/15 \$15,000 2015/16 \$15,000 |
| 2016/17 | \$15,000 | 2017/18 \$157,000 |
| <p>This project consists of upgrading the equipment for the 800 Mhz police radio system to ensure a state-of-the-art system and maintain the E911 system.</p> | | |
| 2013/14 | E911 System Upgrades | 15,000 |
| 2014/15 | E911 System Upgrades | 15,000 |
| 2015/16 | E911 System Upgrades | 15,000 |
| 2016/17 | E911 System Upgrades | 15,000 |
| 2017/18 | E911 Equipment Replacement | 147,000 |
| | 800 Mhz Radio System Upgrades | 10,000 |
| <hr/> | | |
| 4 - ACES | | |
| Computer Equipment < \$5,000 | | |
| 2013/14 | \$120,500 | 2014/15 \$96,500 2015/16 \$104,500 |
| 2016/17 | \$102,000 | 2017/18 \$98,500 |
| <p>This project consists of the regular replacement of the computers, laptops, servers and network infrastructure at the Aventura City of Excellence School.</p> | | |
| 2013/14 | Replace 100 Computers/laptops | 110,000 |
| | Mobile Lab | 10,500 |
| 2014/15 | Replace 75 Computers/Laptops | 82,500 |
| | 21 Tablet Computers | 10,500 |
| | Replace Color Laser Printer | 3,500 |

| | | |
|---|--|------------------|
| 2015/16 | Replace 80 Computers/Laptops | 88,000 |
| | 21 Tablet Computers | 10,500 |
| | Mobile Learning Computer Lab | 5,000 |
| | Replace Desktop Scanner | 1,000 |
| 2016/17 | Replace 80 Computers/Laptops | 88,000 |
| | 21 Tablet Computers | 10,500 |
| | Replace Color Laser Printer | 3,500 |
| 2017/18 | Replace 80 Computers/Laptops | 88,000 |
| | 21 Tablet Computers | 10,500 |
| ----- | | |
| 5 - ACES | | |
| Computer Equipment > \$5000 | | |
| 2013/14 \$40,000 | 2014/15 \$45,000 | 2015/16 \$35,000 |
| 2016/17 \$40,000 | 2017/18 \$30,000 | |
| <p>This project consists of the regular replacement of the computers and network infrastructure at the Aventura City of Excellence School that exceeds \$5,000.</p> | | |
| 2013/14 | Replace Network Switches and Routers | 20,000 |
| | Replace AV equipment and/or Smart boards | 20,000 |
| 2014/15 | Replace Network Switches and Routers | 10,000 |
| | Phone system Upgrade | 15,000 |
| | Replace AV equipment and/or Smart boards | 20,000 |
| 2015/16 | Replace Network Switches and Routers | 15,000 |
| | Replace AV equipment and/or Smart boards | 20,000 |
| 2016/17 | Replace Network Switches and Routers | 10,000 |
| | Replace 2 Servers | 10,000 |
| | Replace AV equipment and/or Smart boards | 20,000 |
| 2017/18 | Replace Network Switches and Routers | 10,000 |
| | Replace AV equipment and/or Smart boards | 20,000 |
| ----- | | |
| 6 - IT | | |
| Computer Equipment < \$5000 | | |
| 2013/14 \$6,000 | 2014/15 \$6,000 | 2015/16 \$6,000 |
| 2016/17 \$6,000 | 2017/18 \$6,000 | |
| <p>This project includes the replacement of existing equipment for the various employees of the department.</p> | | |

7 - F

Computer Equipment < \$5000

2013/14 \$2,000 2014/15 \$2,000 2015/16 \$2,000
 2016/17 \$6,000 2017/18 \$2,000

This project includes the replacement of existing equipment for the various employees of the department.

8 - CM

Computer Equipment < \$5000

2013/14 \$4,000

This project consists of upgrading computer equipment in the Office of the City Manager.

9 - CS

Computer Equipment < \$5000

2013/14 \$13,300 2014/15 \$14,000 2015/16 \$19,900
 2016/17 \$17,550 2017/18 \$14,000

This project consists of purchasing and upgrading computer equipment in the Community Services Department and Community Recreation Center.

| | | |
|---------|--------------------------------|---------|
| 2013/14 | 4 Computers | \$4,000 |
| | 1 Laptop Computer | 1,300 |
| | 1 Plotter | 6,000 |
| | Replace Scanner | 1,000 |
| | Upgrade GIS Software | 1,000 |
| 2014/15 | Upgrade Visitor ID System | \$5,000 |
| | 4 Computers | 4,000 |
| | Replace 1 ID Printer | 4,000 |
| | Upgrade GIS Software | 1,000 |
| 2015/16 | Replace 5 Computers | \$5,000 |
| | Replace 6 CRC Laptop Computers | 9,900 |
| | Replace 1 ID Printer | 4,000 |
| | Upgrade GIS Software | 1,000 |
| 2016/17 | Replace 4 Computers | \$4,000 |
| | Replace CRC Server | 3,000 |
| | Replace Laptop | 1,300 |

| | | |
|--|-----------------------------|-----------------|
| | 5 CRC Laptop Computer | 8,250 |
| | Upgrade GIS Software | 1,000 |
| 2017/18 | Replace 5 Computers | \$5,000 |
| | Replace CRC Server | 4,000 |
| | Replace HVAC Computer | 4,000 |
| | Upgrade GIS Software | 1,000 |
| ----- | | |
| 10 - CD | | |
| Computer Equipment < \$5000 | | |
| 2013/14 \$4,000 | 2014/15 \$3,500 | 2015/16 \$4,500 |
| 2016/17 \$3,500 | 2017/18 \$4,000 | |
| <p>This project consists of computer upgrades, replacement printers and the implementation of field computers for code compliance and building inspections for the Community Development Department.</p> | | |
| 2013/14 | Replace 3 Computers | \$3,000 |
| | Replace 2 Laserjet Printers | 1,000 |
| 2014/15 | Replace 3 Computers | \$3,000 |
| | Replace 1 Laserjet Printers | 500 |
| 2015/16 | Replace 3 Computers | \$3,000 |
| | Replace Laserjet Printers | 500 |
| | Replace Desktop Scanner | 1,000 |
| 2016/17 | Replace 3 Computers | \$3,000 |
| | Replace 1 Laserjet Printers | 500 |
| 2017/18 | Replace 3 Computers | \$3,000 |
| | Replace 2 Laserjet Printers | 1,000 |
| ----- | | |
| 11 - AACC | | |
| Computer Equipment < \$5000 | | |
| 2013/14 \$4,000 | 2014/15 \$6,500 | 2015/16 \$2,000 |
| 2016/17 \$6,000 | 2017/18 \$4,000 | |
| <p>This project consists of purchasing and upgrading computer equipment in the Arts & Cultural Center.</p> | | |
| 2013/14 | Replace 2 Computers/laptops | 2,000 |
| | Color Laser Printer | 2,000 |

| | | |
|---------|------------------------------|-------|
| 2014/15 | Upgrade Point of Sale System | 6,500 |
| 2015/16 | Replace Laptop/tablets | 2,000 |
| 2016/17 | Replace 4 Computers | 4,000 |
| | Replace Network Switches | 2,000 |
| 2017/18 | Replace 2 Laptop/tablets | 2,000 |
| | Replace Color Laser Printer | 2,000 |

12 - CC
Computer Equipment < \$5000
2014/15 \$3,000

This project consists of upgrading and replacing computer equipment in the City Clerk's Office.

CAPITAL EQUIPMENT PURCHASES AND REPLACEMENTS

This section includes projects relating to Capital Equipment Purchases and Replacements for all operating departments. There are a total of 7 projects totaling \$3,204,526.

Policies

The City's investment in capital equipment purchases and replacements is based on the following policies:

Goal: Provide capital equipment that will meet the needs of all departments in order to maintain the efficiency and productivity of providing municipal services to the City's residents.

- Replace all present equipment that is required when they become unusable, unsafe or when maintenance costs outweigh the total cost of replacement.
- Develop and maintain an "Equipment Evaluation and Replacement Guide" to determine replacement schedules and costs.
- Purchase more economical, fuel efficient and multi-functional vehicles.
- Purchase new equipment that will increase productivity and reduce personnel and maintenance costs.
- Maintain all City assets at a level adequate to protect the City's capital investment and to minimize future maintenance and replacement costs.

Proposed Capital Equipment Purchase And Replacement

Most projects outlined in the 2013/14 to 2017/18 Capital Improvement Program are either pertaining to vehicles or operational equipment. Detailed project descriptions and a funding schedule follow. The CIP guidelines provide that capital equipment shall be defined as having a useful life of more than one year and a value of \$5,000 or more. Equipment that has a value of \$5,000 or less is also included in this document for budgetary purpose.

Funding Plan

Funding for the proposed Capital Equipment Purchase and Replacement Projects will be provided by annual appropriations from the General Fund:

TABLE 1
 PROPOSED CAPITAL EQUIPMENT PURCHASE AND REPLACEMENT
 PROJECTS SCHEDULED FOR 2013/14 - 2017/18
 SUMMARY BY YEAR

| CIP # | Project Title | Dept. # | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2016/17 | Total |
|--------|---|---------|------------|------------|------------|------------|------------|--------------|
| CE1 | Vehicle Purchase & Replacements | PD | \$ 399,000 | \$ 478,000 | \$ 408,890 | \$ 455,116 | \$ 436,000 | \$ 2,177,006 |
| CE2 | Equipment Purchase and Replacement>5000 | PD | 124,000 | 105,700 | 75,000 | 118,500 | 86,500 | 509,700 |
| CE3 | Equipment Purchase and Replacement<5000 | PD | 41,600 | 25,100 | 47,560 | 25,860 | 14,900 | 155,020 |
| CE4 | Equipment Purchase and Replacement>5000 | CS | 86,000 | 29,000 | 49,000 | 42,000 | 14,000 | 220,000 |
| CE5 | Equipment Purchase and Replacement<5000 | CS | 4,300 | 21,300 | 6,500 | 2,500 | - | 34,600 |
| CE6 | Equipment Purchase and Replacement>5000 | AACC | 15,200 | 9,800 | 16,000 | 37,200 | 10,000 | 88,200 |
| CE7 | Equipment Purchase and Replacement>5000 | CD | - | - | 20,000 | - | - | 20,000 |
| Totals | | | \$ 670,100 | \$ 668,900 | \$ 622,950 | \$ 681,176 | \$ 561,400 | \$ 3,204,526 |

TABLE 2
 PROPOSED CAPITAL EQUIPMENT PURCHASE AND REPLACEMENT
 PROJECTS SCHEDULED FOR 2013/14 - 2017/18
 FUNDING PLAN

| CIP # | Project Title | Dept. # | Total | General Fund |
|--------|---|---------|--------------|--------------|
| CE1 | Vehicle Purchase & Replacements | PD | \$ 2,177,006 | \$ 2,177,006 |
| CE2 | Equipment Purchase and Replacement>5000 | PD | 509,700 | 509,700 |
| CE3 | Equipment Purchase and Replacement<5000 | PD | 155,020 | 155,020 |
| CE4 | Equipment Purchase and Replacement>5000 | CS | 220,000 | 220,000 |
| CE5 | Equipment Purchase and Replacement<5000 | CS | 34,600 | 34,600 |
| CE6 | Equipment Purchase and Replacement>5000 | AACC | 88,200 | 88,200 |
| CE7 | Equipment Purchase and Replacement>5000 | CD | 20,000 | 20,000 |
| Totals | | | \$ 3,204,526 | \$ 3,204,526 |

PROPOSED PROJECTS

1 - PD

Vehicle Purchase & Replacements

2013/14 \$395,000 2014/15 \$478,000 2015/16 \$408,890
 2016/17 \$455,116 2017/18 \$436,000

This project consists of purchasing police vehicles to accommodate new employee additions and establish a vehicle replacement program in the Police Department.

| | | |
|---------|----------------------------------|-----------|
| 2013/14 | Replace 10 Patrol Vehicles | \$333,000 |
| | Replace K-9 Vehicles | 32,000 |
| | Replace Marine Patrol Vehicle | 30,000 |
| 2014/15 | Replace 12 Patrol Vehicles | \$407,000 |
| | Replace K-9 Vehicles | 36,000 |
| | Replace Crime Prevention Van | 35,000 |
| 2015/16 | Replace 11 Patrol Vehicles | \$373,890 |
| | Replace 1 Crime Scene Van | 35,000 |
| 2016/17 | Replace 12 Patrol Vehicles | \$420,116 |
| | Replace Prisoner Van | 35,000 |
| 2017/18 | Replace 11 Patrol Vehicles | \$396,000 |
| | Replace Traffic Truck | 30,000 |
| | Replace Crime Prevention Trailer | 10,000 |

2 - PD

Equipment Purchase and Replacement > \$5000

2013/14 \$124,000 2014/15 \$105,700 2015/16 \$75,000
 2016/17 \$118,500 2017/18 \$86,500

This project consists of purchasing equipment for the Police Department. The following is a breakdown of the items to be replaced:

| | | |
|---------|--------------------------------|----------|
| 2013/14 | 10 Vehicle and 1 K-9 Equipment | \$74,000 |
| | Replace Segway | 9,000 |
| | Property Room Equipment | 7,000 |
| | Replace In-car Video | 33,000 |
| 2014/15 | 11 Vehicle Equipment | \$74,700 |
| | K-9 Vehicle Equipment | 8,000 |
| | Replace K-9 | 13,000 |

| | | |
|--|----------------------------|------------------|
| | Crime Scene Van Equipment | 10,000 |
| 2015/16 | 10 Vehicle Equipment | \$70,000 |
| | Crime Scene Van Equipment | 5,000 |
| 2016/17 | 12 Vehicle Equipment | \$83,500 |
| | Video Wall Upgrade | 35,000 |
| 2017/18 | 11 Vehicle Equipment | \$76,500 |
| | Replace Segway | 10,000 |
| <hr/> | | |
| 3 - PD | | |
| Equipment Purchase and Replacement < \$5000 | | |
| 2013/14 | \$41,600 | 2014/15 \$25,100 |
| | | 2015/16 \$47,560 |
| 2016/17 | \$25,860 | 2017/18 \$14,900 |
| 2013/14 | Replace 10 Ballistic Vests | \$12,000 |
| | 6 Tasers | 8,100 |
| | 2 Lasar Units | 7,500 |
| | Replace 25 Chairs | 7,500 |
| | Optics for AR | 2,500 |
| | Dive Equipment | 4,000 |
| 2014/15 | Replace 10 Ballistic Vests | \$12,000 |
| | 2 Radar Units | 2,500 |
| | Optics for AR | 2,500 |
| | 6 Tasers | 8,100 |
| 2015/16 | Replace 10 Ballistic Vests | \$12,360 |
| | AR Rifles | 10,000 |
| | 12 Tasers | 16,200 |
| | Optics for AR | 3,000 |
| | Replace 3 Digital Cameras | 6,000 |
| 2016/17 | Replace 10 Ballistic Vests | \$12,360 |
| | 10 Tasers | 13,500 |
| 2017/18 | Replace 10 Ballistic Vests | \$12,500 |
| | Dive Equipment | 2,400 |
| <hr/> | | |
| 4 - CS | | |
| Equipment Purchase and Replacement > \$5,000 | | |
| 2013/14 | \$86,000 | 2014/15 \$29,000 |
| | | 2015/16 \$49,000 |
| 2016/17 | \$42,000 | 2017/18 \$14,000 |

This project consists of the replacement of equipment that has become inefficient, defective, or unusable and to add new equipment to provide improved services in the Community Services Department. The following is a breakdown of the items to be purchased:

| | | |
|---------|--------------------------------|----------|
| 2013/14 | Replace 2 Vehicles | \$60,000 |
| | 2 Electric Low Speed Vehicles | 26,000 |
| 2014/15 | Replace 2 Ellipticals | 10,000 |
| | Replace Pickup Truck | 19,000 |
| 2015/16 | Replace Hybrid Utility Vehicle | \$30,000 |
| | Replace Pickup Truck | 19,000 |
| 2016/17 | Replace 2 Treadmill | \$12,000 |
| | Replace Hybrid Utility Vehicle | 30,000 |
| 2017/18 | 1 Electric Low Speed Vehicles | 14,000 |

5 - CS

Equipment Purchase and Replacement < \$5,000

2013/14 \$4,300 2014/15 \$21,300 2015/16 \$6,500
 2016/17 \$2,500

This project consists of the replacement of equipment that has become inefficient, defective, or unusable in the Community Recreation Center. The following is a breakdown of the items to be replaced:

| | | |
|---------|-----------------------------|---------|
| 2013/14 | Replace 1 Recumbent Bicycle | \$2,500 |
| | Replace 2 Tents | 1,800 |
| 2014/15 | Replace 40 Chairs | \$3,500 |
| | Replace AV Equipment | 10,000 |
| | Replace Lobby Furniture | 6,000 |
| | Replace 2 Tents | 1,800 |
| 2015/16 | Replace 12 Tables | \$2,500 |
| | Replace Stair Climber | 4,000 |
| 2016/17 | Replace 1 Recumbent Bicycle | \$2,500 |

6 - AACC

Equipment Purchase and Replacement > \$5,000

2013/14 \$15,200 2014/15 \$9,800 2015/16 \$16,000
 2016/17 \$37,200 2017/18 \$10,000

This project consists of purchasing equipment for the Arts & Cultural Center:

| | | |
|---------|---------------------------------------|----------|
| 2013/14 | Microphones and Sound Equipment | \$12,700 |
| | Tables | 2,500 |
| 2014/15 | Additional Sound & Lighting Equipment | \$9,800 |
| 2015/16 | Outdoor Patio Tables and Chairs | \$4,500 |
| | Green Room Furniture Replacement | 3,500 |
| | Dressing Room Chairs | 3,000 |
| | LED Pars | 5,000 |
| 2016/17 | ADA Listening Devices | \$2,200 |
| | Seachangers for Stage Lighting | 35,000 |
| 2017/18 | Replacement of Lobby Furniture | 10,000 |

7 - CD
 Equipment Purchase and Replacement > \$5,000
 2015/16 \$20,000

This project consists of the addition of equipment or the replacement of equipment that has become inefficient, defective, or unusable in the Community Development Department. The following is a breakdown of the items to be replaced:

| | | |
|---------|--------------|----------|
| 2015/16 | Pickup Truck | \$20,000 |
|---------|--------------|----------|



CITY OF AVENTURA

OFFICE OF THE CITY COMMISSION

MEMORANDUM

TO: Eric M. Soroka, ICMA-CM, City Manager

FROM: Commissioner Enbar Cohen 

DATE: May 29, 2013

SUBJECT: **Good Government Initiative Program**

Please find attached my Acceptance Letter and Invoice from Katy Sorenson's "Good Government Initiative" program. I applied and interviewed, along with other EOs from across South Florida, and was selected for Class III.

I conveyed my inability to absorb the full tuition cost of \$1500 for the program to which Katy informed me that Cities have customarily picked up this cost. I explained to her that the salary for Commissioners is minimal and includes monies to be used for any personal trainings, but that I would reach out to the City Commission to request the funds since my only source of income is from the City.

The body of The Good Government Initiative decided to award me with a \$750 scholarship with hopes that the City would cover the remaining \$750.

I believe that, especially as the City Commission and Mayoral seats are soon to change, it would be beneficial to both myself as a representative of the City and to the City Commission to have this extensive training. Issues to be discussed are as follows:

- Budget, finance, and taxation issues
- Ethics
- Land use
- Economic and community development
- Media training
- Rules of procedure
- Dealing with lobbyists
- Constituent issues
- Community history
- Working and governing in a diverse community

I am requesting that the City absorb the remaining \$750 for this prestigious 8-week program. I will also update the Commission on any information I feel would benefit the City. Please place this item on the next Workshop Agenda.



The GOOD GOVERNMENT Initiative
Cultivating Leaders of Excellence

May 22, 2013

Dear Commissioner Cohen,

I am pleased to invite you to join Class III of the *Leaders of Excellence* course of the Good Government Initiative at the University of Miami.

It was an exciting application process, and I felt privileged to talk to so many elected officials from a wide range of places and jurisdictions throughout South Florida. Our goal was to assemble a balanced cohort of active, engaged leaders who are eager to work with others and to develop their own skills in governance. This year we had many qualified applicants, and we are delighted to have selected a diverse group of dedicated elected officials from Monroe County to Palm Beach County.

You represent the future of leadership in South Florida, and the fact that you are willing to hone your craft while developing a supportive network of other leaders will mean a lot for the future of government in our community. I am glad you are willing to make the investment of time and effort, and I believe the dividends will be beneficial for you and for your constituents.

Our opening dinner will be held for you and a guest on Wednesday, June 26 at 6 p.m. at the Haitian Cultural Arts Alliance, 225 NE 59th Street, Miami (e-invitation to follow). Our featured speaker will be former Mayor Glenda Hood, the first woman to serve as Mayor of Orlando. Please let us know as soon as possible if you will NOT be able to attend; otherwise we'll look forward to seeing you there.

At the dinner you will receive more concrete information about the locations, topics and presenters for the program sessions. I am enclosing the dates for these sessions, and I urge you to put them in your calendar now. I am also enclosing a list of the class. **In the meantime, please send us your deposit of \$500 by June 25, with the balance due August 20.**

Congratulations. Welcome to the program and I look forward to working with you.

Sincerely,

Katy Sorenson
President and CEO

Enclosures (3)



The GOOD GOVERNMENT Initiative
Cultivating Leaders of Excellence

Invoice

May 21, 2013

The Good Government Initiative
at the University of Miami
1320 South Dixie Highway, Suite 911
Coral Gables, FL 33146

To: Commissioner Enbar Cohen
City of Aventura
19200 West Country Club Drive
Aventura, FL 33180

Job
GGI 2013 Class Tuition

Payment Method
Check or Credit Card

Description

Total

Tuition includes all materials, instructors and speakers, meals for all sessions, lodging for two retreat weekends and transportation for field trips

\$ 1,500.00

Partial Scholarship

\$ - 750.00

Total \$ 750.00

Please make all checks payable to the "Miami Foundation"

Please write "GGI" on the memo line of the check



June 4, 2013

Via Facsimile & Standard Mail

The Honorable Susan Gottlieb
19200 West Country Club Drive
Aventura, FL 33180

The Honorable George Vallejo
17011 NE 19th Avenue
North Miami Beach, FL 33162

**COMMON INTEREST IN ANNEXATION STUDY OF
NORTHEAST MUNICIPAL ADVISORY COMMITTEE STUDY AREA**

Dear Mayor Gottlieb and Mayor Vallejo,

The purpose of this letter is to encourage Aventura and North Miami Beach to discuss the common interest both communities may have in annexing portions of our Municipal Advisory Committee (MAC) study area in a way that would not leave any enclaves, or pockets of unincorporated areas. We are in no way requesting that you adopt a position to endorse or favor any annexation plan, but just to consider conducting studies as to the financial viability of such options.

As your neighbors, we appreciate the support you have provided while our community has proceeded through the MAC process. The SkyLake-Highland Lakes Area Homeowners Association (HOA) encompasses most of the the MAC study area as well as those residing in the Skylake community residing within North Miami Beach – a total of over 12,000 residents. The only area outside of our HOA is the approximately 6,800 condo residents adjacent to Miami Gardens Drive.

Last year, our HOA decided to take a pro-education approach as opposed to advocating for either incorporation, annexation or un-incorporation and it has been well-received by the entire MAC community. Our objective is to enable MAC area residents to fully understand all options and if and when the time calls, to make a well-informed decision on their future.

Some residents are interested in incorporating due to the fact that the MAC area is a donor community to the county of almost \$1.6 million annually. *See enclosed updated financials.* Others are more interested in the possibility of annexation by Aventura, North Miami Beach or a

The Honorable Susan Gottlieb
The Honorable George Vallejo
June 4, 2013

combination of the two. Numerous residents have expressed an interest in annexation by Aventura due to the low millage rate. Some residents have indicated they even are willing to pay an additional amount above the city millage, by way of special assessments or special taxing districts to lessen the economic burden to Aventura should it consider annexation. Fewer residents have expressed an interest in annexation with North Miami Beach unless it could be shown that through annexation or other financial incentives, residents would not pay a significantly higher city millage rate. Realistically, it seems that both Aventura and North Miami Beach would each need to annex portions of our MAC area.

Based on the April 1, 2013 letter from Mayor Carlos Gimenez to the Miami-Dade County Incorporation & Annexation Task Force (Task Force), it seems likely that the county soon may allow franchise fee and utility tax revenues to stay with annexing areas. *See attached memorandum.* This now represents approximately \$2.5 million for our MAC area. Additionally, during the last Task Force meeting, on which Lenny serves as Commissioner Heyman's appointee, it was decided that the county, possibly through the League of Cities, will poll the existing municipalities to learn which cities may have an interest in annexing neighboring areas.

If the MAC area were to be annexed, the county has made it abundantly clear that no enclaves should remain. For instance, in 2004 Aventura conducted a study involving about 6,700 residents living primarily north of Skylake, which would leave about 6,800 residents in the condos adjacent to Miami Gardens Drive and another 4,500 residents in Ojus, Enchanted Lakes and Sky-Lake (outside of NMB) without a city. For that reason, we request that in approaching or responding to the county regarding possible annexation options that both municipalities discuss what portions of the MAC they would be willing to study regarding annexation viability, without leaving an enclave. This could provide all residents and the county with a full annexation plan to consider based on the results of those studies.

We would appreciate the opportunity to meet with each of you to clarify what, if any, annexation options could exist with our community. We also would be pleased to provide you with the latest economic data that has been provided to us from the county breaking out some of the different MAC sections mentioned above. Bari can be reached at 786.390.7171 and Lenny at 305.458.6464. Thank you for your consideration and continued support through this process for the good of all our residents.

Sincerely yours,

BARI SCHANERMAN,
HOA PRESIDENT

Bari Schanerman

Sincerely yours,

LENNY FELDMAN,
HOA VICE-PRESIDENT

Lenny Feldman

Enclosures

Northeast Dade Incorporation Area

North East MAC

2012-2013

2012-2013

Impact on UMSA Per OMB

NEMAC Budget

| | |
|----------------------------------|-----------------|
| Revised Real Property Assessment | \$1,041,716,358 |
| Millage | 0.0019283 |

| | |
|--|-----------------|
| | \$1,041,716,358 |
| | 0.0019283 |

| | |
|--|--------------|
| Revenue | |
| Ad Valorem (Property) Taxes | \$ 1,931,000 |
| Allocation based on tax roll & Millage | \$ 1,931,000 |

| | |
|--|--------------|
| | \$ 1,931,000 |
| | \$ 1,931,000 |

| | |
|--------------------------------|---------------------|
| Total Ad Valorem | \$ 1,931,000 |
| Other Revenue | |
| Franchise Fees | 698,830 |
| Sales Taxes | 1,179,525 |
| Utility Taxes | 1,405,955 |
| Communications Service Tax | 705,358 |
| Occupational license tax | 32,393 |
| Building permit fees | 4,236 |
| Alcoholic Beverage licenses | |
| State Revenue Sharing | |
| Local Govt Half cent sales tax | |
| Local option gas | |
| Stormwater Utility | |
| Charges for Services | 9,577 |
| Fines and Forfeitures | 28,356 |
| Bus bench permits | |
| Interest earnings | |
| Other revenue | 27,953 |
| Total Other Revenue | \$ 4,064,231 |

| | |
|--|------------------|
| | 980,954 |
| | 1,158,099 |
| | 1,344,960 |
| | 1,090,433 |
| | 32,461 |
| | 491,107 |
| | 4,236 |
| | 436,387 |
| | 1,158,099 |
| | 356,515 |
| | 506,998 |
| | 164,910 |
| | 181,370 |
| | 10,000 |
| | 15,680 |
| | 27,953 |
| | 7,960,361 |

| | |
|----------------------|---------------------|
| Total Revenue | \$ 5,995,231 |
|----------------------|---------------------|

| | |
|--|---------------------|
| | \$ 9,891,361 |
|--|---------------------|

Expenditures

| | |
|--|---------------------|
| Council/ Manager | 400,000 |
| Attorney | 300,000 |
| Clerk | 300,000 |
| General Services | - |
| Finance Department | 200,000 |
| Police Department | 5,113,399 |
| Police Department Specialized police costs | - |
| Additional Police Officers | 461,974 |
| Building & Planning & others | 491,107 |
| Public Works | 400,000 |
| QNIP (Debt and pay as you go) | 224,953 |
| Parks & Recreation | 500,000 |
| Stormwater Bonds | 123,360 |
| Stormwater Costs | 75,000 |
| Stormwater Projects (new and for repairs) | 308,638 |
| General Government (includes rent, ins and comm related costs) | 400,000 |
| School Crossing Guards | 40,000 |
| Contingency Reserve | 500,000 |
| Total Expenditures | \$ 4,434,508 |

| | |
|--|------------------|
| | 400,000 |
| | 300,000 |
| | 300,000 |
| | - |
| | 200,000 |
| | 5,113,399 |
| | - |
| | 461,974 |
| | 491,107 |
| | 400,000 |
| | 224,953 |
| | 500,000 |
| | 123,360 |
| | 75,000 |
| | 308,638 |
| | 400,000 |
| | 40,000 |
| | 500,000 |
| | 9,838,431 |

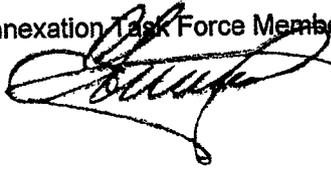
Excess of Revenues over Expenses

| | |
|--|---------------------|
| | \$ 1,560,723 |
|--|---------------------|

| | |
|--|------------------|
| | \$ 52,930 |
|--|------------------|

Memorandum



Date: April 1, 2013
To: Incorporation and Annexation Task Force Members
From: Carlos A. Gimenez
Mayor

Subject: Municipal Incorporations and Annexations

Congratulations on your appointment to the Miami-Dade County Board of County Commissioner's (Board's) Incorporation and Annexation Task Force (Task Force). As you know, this is a difficult issue causing much debate over the years. There have been many reports, committees and proposed legislation on this issue. A majority of these reports are available at the Miami-Dade webpage for your reference at <http://www.miamidade.gov/managementandbudget/inc-reports.asp>.

Per Resolution R-983-12, approved by the Board on November 20, 2012, you have been tasked with reviewing pending incorporation proposals and making recommendations to the Board of how to address the remaining Unincorporated Municipal Service Area (UMSA).

There are many UMSA residents that would prefer a more local-type government, while others are content with remaining in UMSA. In order to protect all the residents of UMSA, a comprehensive plan should be developed so as to avoid creating enclaves that are unable to support basic municipal services. This plan must include input from all stakeholders, groups on both sides of the incorporation issue and all the municipalities in the County. The plan should consider the needs of the existing municipalities in the County, and annexation to these cities where and when it is feasible. Depending on the area considering incorporation, the cost of basic services may require a newly formed municipality to raise their millage rate, while some new municipalities may raise their millage to provide additional services the residents request.

For your consideration, I have outlined below some general recommendations for the Task Force to consider during its discussion of incorporation and annexation issues.

General Recommendations

Urban Development Boundary

Annexations and Incorporations should remain within the Urban Development Boundary (UDB). Florida State Statutes require that all annexations be used for urban purposes. Land use within the UDB provides for greater density than outside the UDB. Additionally, a considerable amount of the area outside the UDB is environmentally sensitive, housing natural resources that benefit the County as a whole and need to be protected. The Board should retain jurisdiction outside the UDB. If UMSA no longer exists within the UDB, and the UDB is adjusted, the municipality adjacent to that area should include it within their respective boundaries.

Total Incorporation of UMSA

Should the Task Force recommend to the Board that the total incorporation of UMSA is a viable solution, a referendum should be held asking the electorate if UMSA *should* incorporate. A plan should be developed to deal with the UMSA areas through annexation by existing municipalities and the creation of new cities.

As noted in my November 14, 2012 report to the Board (attached), as large areas begin to incorporate, the services provided to UMSA will also need to adjust. The cost to provide services to the remaining UMSA may increase, as there may be less economies of scale of which to take advantage. New municipalities are currently required to continue to use the Miami-Dade Police Department (MDPD) for their first three years, after which they may create their own department. Should the municipalities transition to their own departments, MDPD will need to adjust the number of officers as there is less service area and less revenue. The current structure of MDPD would be reorganized to exclusively provide countywide specialized police services to contract municipalities and sheriff services for the entire County. Parks, Recreation and Open Spaces (PROS) will only support regional parks, as all local parks will be transferred to new municipalities. The building and permitting section of the Regulatory and Economic Resources Department will no longer exist as all building and permitting functions will be the responsibility of the new municipality. While new municipalities are required to remain with Public Works and Waste Management for the disposal of waste, all public works type functions for local roads will be turned over to the new municipality. There are also other services that are provided by departments that will cease.

Should the Task Force recommend to continue with the current process for the incorporation and annexation of UMSA, at some point in time it will no longer be feasible to serve UMSA. It is difficult to say with certainty when there will become a point when this may occur. It will depend upon the areas that incorporate, the timing of these incorporations and/or annexations and what funds remain to serve the remaining area.

Annexation Recommendations

Petition Requirements

The County Code requires that annexations initiated by a municipality obtain a petition of 25 percent of residents in the annexing area. However, last November, voters approved a change to the County Charter that lowered the requirement to 20 percent petition. The annexation petition requirement should be lowered to 20 percent to mirror the County Charter change approved by the voters.

Planning Advisory Board

The County Code requires that the Planning Advisory Board (PAB) review the annexation request and make a recommendation to the Board. The County Code also requires that prior to the PAB's recommendation, a committee of the PAB review the application and make a recommendation to the PAB. To streamline the process, this step should be excluded from the County Code and just require that the PAB consider the application and make a recommendation to the Board.

Boundaries

The County Code does not require annexing municipalities to request boundaries that are logical or contiguous. The Task Force should consider criteria for boundaries that are contiguous, logical and compact. This will ensure that remaining UMSA areas will be provided efficient and effective services. Exceptions for annexations where there is no contiguity or natural boundaries can be addressed on a case by case basis.

Utility Taxes

Currently the County Code requires that the County retain utility taxes for any annexed area. This policy should be changed to allow annexing municipalities to receive the revenue; however, any outstanding debt secured by these revenues must be retired first.

Franchise Fees

The County Code requires that franchise fees be retained by the County for any annexed area. The County's franchise agreement with Florida Power and Light Company requires that the unincorporated area at the time of the agreement in 1989 remain within the franchise area for the life of the 30 year agreement. Cities incorporated subsequent to that date have entered into an interlocal agreement with the County for the distribution of these revenues. Annexing municipalities should receive the revenue attributable to the annexed area in the same manner that the newly incorporated areas receive this revenue.

Mitigation

The County Code requires a municipality annexing a non-revenue neutral area to make a mitigation payment. This should be eliminated. As UMSA areas are annexed, the service levels within the remaining UMSA will need to be adjusted to account for the loss in revenue. As noted earlier, at some point in time it will not be economically feasible to preserve any unincorporated area.

Elections

The County Code requires that annexations be put to a vote of the electorate if there are more than 250 resident electors or the area is developed with more than 50 percent residential. The County Code makes no provision for the annexation of an area that is commercial. One of the issues that the PAB has struggled with is that commercial properties owners have no say if their property is being annexed. Florida statutes provides that the annexation of commercial areas without electors requires the annexing municipality to obtain consent from 50 percent of the property owners in the annexation area if more than 70 percent of the area is owned by individuals, corporations or legal entities that are not registered electors. There should be a requirement that municipalities annexing commercial areas obtain a petition from 50 percent of the property owners in these circumstances.

Incorporation Recommendations

Petition Requirements

Currently, the County Code requires that incorporation efforts obtain a petition of 25 percent of the proposed incorporation area residents or a Municipal Advisory Committee be formed. Recently, voters approved a change to the County Charter that requires a petition of 20 percent for incorporation proposals. The County Code should be revised to mirror the County Charter. Additionally, the petition circulation period should be revised from the current 90 days to the County Charter approved 180 days.

Commission Sponsorship

The Code requires that incorporation efforts be sponsored by the district commissioner whose district composes a majority of the proposed area. Reference to this should be removed, allowing the Board to make decisions on all Incorporation proposals.

Planning Advisory Board

The Code requires that the PAB review incorporation proposals and make a recommendation to the Board. The Code also requires that prior to the PAB, a committee of the PAB review the effort and make a recommendation to the PAB. To streamline the process, this step should be excluded from the Code and just require that the PAB consider the incorporation and make a recommendation to the Board.

Specialized Police Services

The County Code requires that municipalities pay for specialized police services they receive. While this practice was phased out, it remains in the County Code. The Code should be amended to remove this, as all specialized police services are maintained through the Countywide budget.

Mitigation

The County Code requires that any incorporation that is not revenue neutral, make a mitigation payment. Municipalities making mitigation payments were phased out. This section of the Code should be eliminated. Whenever possible, incorporation efforts should try to be revenue neutral. As UMSA becomes smaller, there will be issues with the provision of services. It may cost remaining areas more for the same service received today. There will be less revenue available to pay for services which may require an adjustment in the service level.

Conclusion

I believe that allowing incorporations to continue without a well thought out and comprehensive plan is not in the best interest of the residents we serve. Furthermore, this issue should be brought to voters at the next general election so that the residents of UMSA, who will be most impacted by this policy, will have the opportunity to exercise their right to self-determination.

If you have any questions or concerns, please feel free to contact **Jorge M. Fernandez, Jr.**, Incorporation and Annexation Coordinator, at 305-375-1543.

Attachment

- c: Honorable Chairwoman Rebeca Sosa
- and Members, Board of County Commissioners
- Robert A. Cuevas, Jr., County Attorney
- Office of the Mayor Senior Staff
- Department Directors
- Jorge M. Fernandez, Jr. Incorporation and Annexation Coordinator, Office of Management and Budget
- Charles Anderson, Commission Auditor

Mayor05313

...provision for the at
...provides for
annexing municipality to obtain
more than 70 percent of the
registered electors. There is
obtain a petition from 50 per

Incorporation Recommendations

Currently, the County Code
provides incorporation area
...change to the
The County Code