



AGENDA

1. ***Overview of AACC 2014/15 Season (City Manager)***
2. ***Resolution Request to Support Pets' Trust (Mayor Gottlieb)****
3. ***Capital Improvement Program 2014-2019 Briefing (City Manager)****
Action Required: Resolution
4. ***Revisions to City Investment Policy for the Management of Public Funds (City Manager)****
Action Required: Resolution
5. ***City Clerk Review (Commissioner Joel)****
6. ***Request to Move July 17 Special Commission Meeting and Workshop to July 11. (Commissioner Joel)***

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.

RESOLUTION NO. 2014-15

A RESOLUTION OF THE VILLAGE COUNCIL OF THE VILLAGE OF KEY BISCAZYNE, FLORIDA, RECOGNIZING THE 2012 VOTE OF THE MIAMI-DADE COUNTY ELECTORATE SUPPORTING THE PETS' TRUST INITIATIVES FOR FUNDING ANIMAL SHELTERS, SPAY-NEUTER PROGRAMS AND OTHER ANIMAL WELFARE PROGRAMS; URGING THE MIAMI-DADE COUNTY COMMISSION TO ACT UPON SUCH VOTE IN THE CURRENT BUDGET SESSION BY ESTABLISHING FUNDING FOR AND IMPLEMENTING PETS' TRUST INITIATIVES; AND ENCOURAGING OTHER MIAMI-DADE COUNTY MUNICIPALITIES TO EXPRESS THEIR SUPPORT FOR PETS' TRUST INITIATIVES.

WHEREAS, on November 6th 2012, a significant turnout and majority of Miami-Dade County voters approved the ballot question presented by The Pets' Trust, proposing taxpayer-funded initiatives for more humane treatment of stray animals and spay-neuter programs to reduce the killing of animals throughout Miami-Dade County; and

WHEREAS, Pets' Trust is concerned with decent treatment of animals and animal welfare by promoting adoptions; by decreasing overpopulation through free and low-cost income qualified spay/neuter surgeries; by providing income qualified low-cost veterinary care; by providing educational programs; by championing improved shelter care and assistance to rescue groups; by supporting the local Society for the Prevention of Cruelty to Animals (SPCA); and by promoting animal fostering programs; and

WHEREAS, with funding logistical and policy support from the Village Council and administration, Key Biscayne veterinary medical professionals and volunteers have developed and operate in and for Key Biscayne a successful spay-neuter and animal adoption program; and

WHEREAS, although in 2012 Miami-Dade County voters supported the Pets' Trust initiatives and a modest tax-funding mechanism to finance animal welfare programs, the Miami-Dade County Commission has not budgeted for or implemented the animal welfare initiatives; and

WHEREAS, the Village Council of the Village of Key Biscayne, joining other Miami-Dade County municipalities, commends the Pets' Trust initiative and humane treatment policies underlying it.

NOW, THEREFORE, BE IT RESOLVED BY THE VILLAGE COUNCIL OF THE VILLAGE OF KEY BISCAZYNE, FLORIDA, AS FOLLOWS:

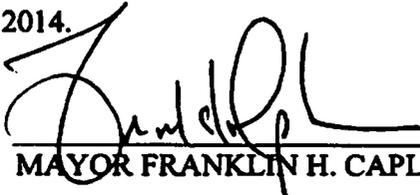
Section 1. The recitals stated above are adopted by reference and confirmed.

Section 2. The Village of Key Biscayne recognizes the electorate support for the Pets' Trust initiatives and urges the Mayor of Miami-Dade County and the Board of County Commissioners to develop a funding source for and to implement such initiatives.

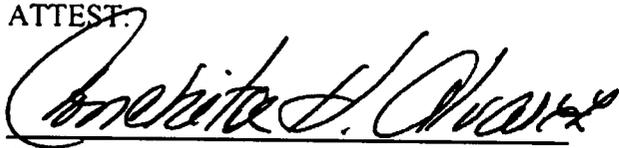
Section 3. The Village of Key Biscayne encourages other Miami-Dade County municipalities to join in supporting the Pets' Trust initiative by communicating such support to the Miami-Dade County Mayor and Board of County Commissioners.

Section 4. The Village Clerk is directed to transmit a copy of this Resolution to representatives of the Pets' Trust, to other South Florida municipalities and to the Miami-Dade League of Cities.

PASSED AND ADOPTED this 13th day of May, 2014.


MAYOR FRANKLIN H. CAPLAN

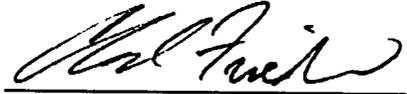
ATTEST:



CONCHITA H. ALVAREZ, MMC, VILLAGE CLERK



APPROVED AS TO FORM AND LEGAL SUFFICIENCY:



VILLAGE ATTORNEY

Teresa Soroka

From: Irene Secada <i_secada@yahoo.com>
Sent: Wednesday, May 07, 2014 12:38 PM
To: Teresa Soroka
Subject: Fwd: A Resolution From The City of Aventura to save the lives of our animals and to honor the will of our people who voted for the Pets' Trust
Attachments: Supporting the Will of the People and Their Vote for the Pets' Trust.docx; ATT00001.htm; How Could You Not Hear This 500000 STRONG (2).png; ATT00002.htm

Dear Teresa Soroka:

Please let me know if the attached materials accompanied this email.

Thank you.

Irene Secada

Begin forwarded message:

From: "Michael Rosenberg" <mike@imagineyourphotos.com>
Date: April 12, 2014 at 12:29:36 PM EDT
To: "Irene Secada" <i_secada@yahoo.com>
Subject: **A Resolution From The City of Aventura to save the lives of our animals and to honor the will of our people who voted for the Pets' Trust**

We would like to have a resolution from the City of Aventura before the upcoming budget sessions for Miami Dade County.

When we first started the Pets' Trust, we were challenged with educating the community about the problems our beautiful animals face because of overpopulation and lack of facilities to take care of so many. The people responded resoundingly with almost 500,000 voters saying..."stop the killing, and we will pay for it." No place in the United States had ever done this before! We.....were the first.

It was almost impossible to believe that our Mayor and eight of the commissioners did not honor the will of the people. So, the members of the Pets' Trust will be back again....representing the voice of our animals.

We hope the City of Aventura will stand with us, and stand with the animals....and create this resolution which will show your city listens to its people when they vote and want something.

But even more importantly, the animals will know....they will know that the City of Aventura is a community of animal lovers....a love that transcends politics in favor of simply doing the right thing.

Also, please read this great article by Miami's Joe Cardona..... <http://www.Miamiherald.com/2014/03/28/4025454/county-leaders-ignoring-the-peoples.html> These words perfectly explain why we need to give a resounding message to our "county leaders".

We look forward to meeting you and working with you to move this forward!

Michael Rosenberg
President Pets' Trust
Rita Schwartz CoFounder
Lindsay Gorton CoFounder
6952 N.W. 12th St.
Miami, FL 33126
305 439 3571
mike@ImagineYourPhotos.com



City of Aventura
Capital Improvement Program
2014/15 – 2018/19



CAPITAL IMPROVEMENT PROGRAM

2014/15 – 2018/19



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 Urbaz 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 2014

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, 2014 through September 30, 2019 and the proposed Capital Budget for the Fiscal period October 1, 2014 through September 30, 2015.

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 eighteen 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 2013 to 2018. 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 (2018/19) 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. Added NE 29th Place street resurfacing, safety, drainage and street lighting improvements project - \$1,808,000.
2. Added Traffic Video Monitoring System upgrade project -\$1,800,000
3. Added NE 191st drainage and road Improvements - \$900,000.
4. Added seawall repairs to NE 213th street, 183rd Street, NE 188th Street and NE 190th Street - \$450,000.
5. Added NE 187th Street and NE 185th Street resurfacing -\$266,000.
6. Added \$1,200,000 to retrofit street lighting to more energy efficient LED fixtures.
7. Replace 4 water fountains around Country Club Drive exercise trail - \$31,000.

The proposed 2014 – 2019 CIP includes 32 projects in five (5) functional categories with a total value of \$16,890,900. The following represents the percentage of total funding that each functional category has been allocated: Beautification & Parks Facilities (8%), Transportation, Drainage and Infrastructure Improvements (55%), Capital Equipment Purchase and Replacement (20%), Information/Communication Technology (16%) and Public Buildings and Facilities Improvements (1%).

Major emphasis was placed on the following projects:

Road Resurfacing	\$3,296,000
Stormwater Drainage Improvements	2,490,000
TVMS Upgrades	1,800,000
Street Lighting Upgrades	1,678,000
Park Improvements	1,351,450
Air Conditioning Unit Replacements	152,000

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.

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 2014 - 2019 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
2014 – 2019
HIGHLIGHTS

- Road maintenance projects that total \$3,296,000 to resurface asphalt and enhance safety are included for NE 29th Place, NE 207th Street, NE 213th Street, Biscayne Lake Gardens, NE 191st Street, NE 27th Avenue, NE 28th Court, NE 30th Avenue, NE 209th Street, Yacht Club Drive, Mystic Point Drive, NE 187th Street and NE 185th Street.
- Provides for improvements to Founders Park, Veterans Park, and Waterways Park in the amount of \$324,000 to address upgrades requested by the users of the facilities and maintenance requirements.
- Utilizes a stormwater utility program to improve drainage along NE 29th Place and NE 191st Street, upgrades seawalls along NE 213th Street, NE 183rd Street, NE 188th Street, NE 190th Street and maintain systems throughout the City. A total of \$2,490,000 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 \$980,000.
- Provides funding in the amount of \$1,200,000 to retrofit street lighting throughout the City with more energy efficient LED fixtures and \$478,000 for new street lights on NE 30th Avenue and NE 29th Place.
- Includes \$1,800,000 to upgrade the City's Traffic Video Monitoring System to the latest state-of-the-art technology.
- 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

2014 - 2019

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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 January when operating departments were required to prepare requests for all proposed capital projects anticipated during the period of 2014 - 2019. 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

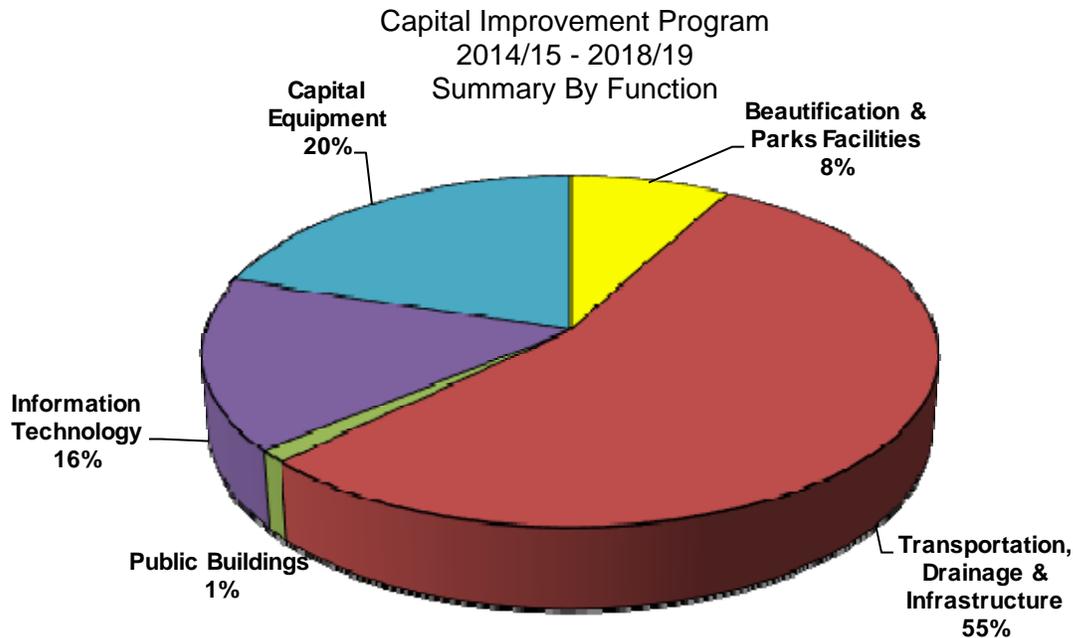
The proposed 2014 – 2019 CIP includes 32 projects in five (5) functional categories with a total value of \$16,890,900. The following represents the percentage of total funding that each functional category has been allocated: Beautification & Parks Facilities (8%), Transportation, Drainage and Infrastructure Improvements (55%), Capital Equipment Purchase and Replacement (20%), Information/Communication Technology (16%) 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	2014/15	2015/16	2016/17	2017/18	2018/19	TOTAL
Beautification & Parks Facilities	\$ 181,000	\$ 871,200	\$ 39,400	\$ 200,000	\$ 59,850	\$ 1,351,450
Transportation, Drainage & Infrastructure	3,588,000	2,860,000	933,000	1,017,000	866,000	9,264,000
Public Buildings & Facilities	15,000.00	30,000.00	30,000	42,000	81,000	198,000
Information/Communication Technology	563,600	479,100	502,300	576,900	534,050	2,655,950
Capital Equipment	677,430	662,910	732,060	670,350	678,750	3,421,500
Totals	\$ 5,025,030	\$ 4,903,210	\$ 2,236,760	\$ 2,506,250	\$ 2,219,650	\$ 16,890,900



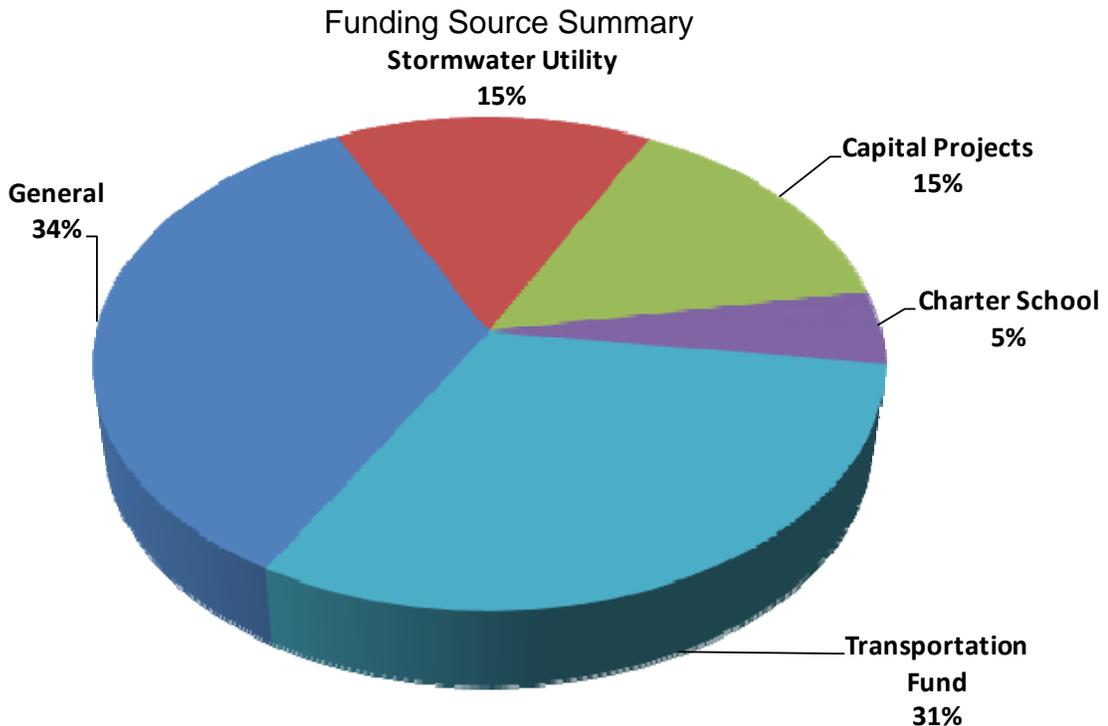
SUMMARY OF PROPOSED APPROPRIATIONS BY FUNDING SOURCE

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
2014/15 - 2018/19
Summary By funding Source

Funding Source	2014/15	2015/16	2016/17	2017/18	2018/19	TOTAL
General	\$ 1,165,030	\$ 1,053,710	\$ 1,131,760	\$ 1,303,250	\$ 1,178,650	\$ 5,832,400
Stormwater Utility	850,000	1,040,000	200,000	200,000	200,000	2,490,000
Capital Projects Fund	1,330,000	1,150,000	0	0	0	2,480,000
Charter School	142,000	139,500	172,000	186,000	175,000	814,500
Transportation Fund	1,538,000	1,520,000	733,000	817,000	666,000	5,274,000
	\$ 5,025,030	\$ 4,903,210	\$ 2,236,760	\$ 2,506,250	\$ 2,219,650	\$ 16,890,900

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.



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
 2014/15 - 2018/19
 Summary By Location

Location	Resurfacing Street Lighting Drainage Improvements	Park Improvements
Founders Park		2014 to 2018
Waterways Park		2014/15
Veterans Park		2017-2019
NE 29 th Place	2014 to 2016	
Biscayne Lake Gardens	2014/15	
NE 207 th Street	2014/15	
NE 30 th Avenue	2014 - 2016	
NE 188 th Street Park		2014-16
NE 213 th Street	2015/16	
Yacht Club Drive	2015/16	
NE 191 st Street	2015/16	
NE 27 th Avenue	2016/17	
NE 28 th Court	2016/17	
NE 209 th Street	2016/17	
Yacht Club Drive	2017/18	
Mystic Point Drive	2017/18	
NE 187 th Street	2018/19	
NE 185 th Street	2018/19	



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 \$16,890,900. 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 2013/14 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

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
CURRENT YEAR REVENUES AVAILABLE FOR GENERAL GOVERNMENT SERVICES						
AD VALOREM TAXES	\$12,812,525	\$13,741,716	\$14,291,385	\$14,791,583	\$ 15,309,289	\$15,845,114 (a)
FPL FRANCHISE FEES	2,600,000	2,652,000	2,705,040	2,759,141	2,814,324	2,870,610 (b)
FRANCHISE FEES	500,000	508,000	523,240	538,937	555,105	571,758 (c)
UTILITY TAXES	7,630,000	7,567,000	7,794,010	8,027,830	8,268,665	8,516,725 (d)
SECTION 185 PREMIUM TAX	268,000	288,000	288,000	288,000	288,000	288,000
CITY BUSINESS LICENSES TAX	840,000	880,000	888,800	897,688	906,665	915,732 (e)
BUILDING RELATED REVENUE	1,501,500	1,653,000	1,653,000	1,603,000	1,553,000	1,000,000 (f)
STATE SHARED REVENUES-UNRESTRICTED	487,679	552,329	568,899	585,966	603,545	621,651 (g)
HALF CENT SALES TAX	2,300,000	2,550,000	2,639,250	2,731,624	2,827,231	2,926,184 (h)
CHARGES FOR SERVICES	1,970,200	2,120,000	2,194,200	2,270,997	2,350,482	2,432,749 (i)
FINES AND FORFEITURES	1,632,000	1,632,000	1,680,960	1,731,389	1,783,330	1,836,830 (j)
MISC. REVENUES	166,000	165,000	178,000	178,000	178,000	178,000
COUNTY BUSINESS TAX	45,000	49,000	49,000	49,000	49,000	49,000
TOTAL CURRENT YEAR REVENUES	\$32,752,904	\$34,358,045	\$35,453,784	\$36,453,155	\$37,486,635	\$38,052,353
TRANSFERS FROM E911 FUND	30,000	30,000	31,050	32,137	33,262	34,426
TRANSFERS FROM SCHOOL FUND	-	-	30,000	30,000	30,000	30,000
TOTAL AVAILABLE	\$ 32,782,904	\$ 34,388,045	\$ 35,514,834	\$ 36,515,292	\$ 37,549,897	\$ 38,116,779

NOTES TO ASSUMPTION OF PROJECTIONS

- (a) Ad Valorem Tax revenues are estimated to grow at the rate of 7.3% in 2014/15 and then 4% 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

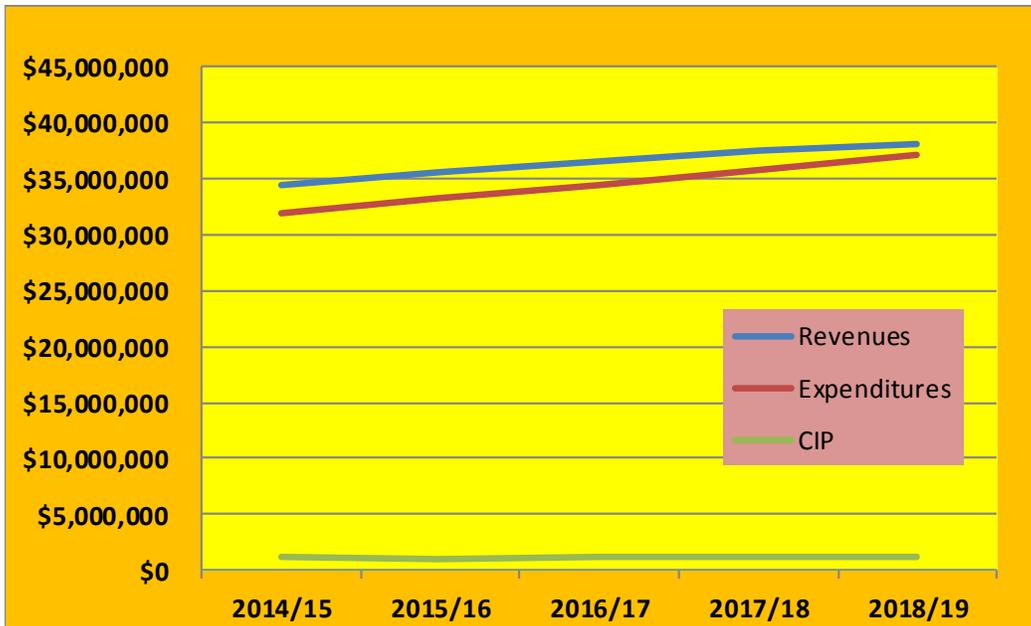
DEPARTMENT	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
City Commission	\$ 124,140	\$ 125,339	\$ 127,846	\$ 131,681	\$ 135,632	\$ 139,701
Office of the City Manager	787,104	810,506	842,926	876,643	911,709	948,177
Legal	270,000	270,000	270,000	270,000	270,000	270,000
City Clerk	281,731	313,689	349,373	366,842	402,521	430,698
Finance	957,677	991,411	1,040,982	1,093,031	1,147,682	1,205,066
Information Technology	932,834	972,580	1,016,346	1,067,163	1,120,522	1,176,548
Public Safety	16,819,878	17,467,503	18,340,878	19,074,513	19,932,866	20,829,845
Arts & Cultural Center	693,793	726,900	759,611	793,793	829,514	866,842
Community Development	1,889,105	2,108,160	2,171,405	2,204,975	2,265,224	2,255,833
Community Services	4,295,798	4,482,158	4,661,444	4,847,902	5,041,818	5,243,491
Non - Departmental	1,500,200	1,469,000	1,498,380	1,528,348	1,558,915	1,590,093
TOTAL PROJECTED OPERATING EXPENDITURES GENERAL GOVERNMENTAL SERVICES	<u>\$ 28,552,260</u>	<u>\$ 29,737,246</u>	<u>\$ 31,079,191</u>	<u>\$ 32,254,892</u>	<u>\$ 33,616,402</u>	<u>\$ 34,956,293</u>
TOTAL PROJECTED DEBT SERVICE REQUIREMENTS Transfers	2,221,190	2,212,045	2,220,979	2,220,979	2,220,979	2,220,979
TOTAL PROJECTED EXPENDITURES	<u>\$ 30,773,450</u>	<u>\$ 31,949,291</u>	<u>\$ 33,300,170</u>	<u>\$ 34,475,871</u>	<u>\$ 35,837,381</u>	<u>\$ 37,177,272</u>

NOTES TO ASSUMPTION OF PROJECTIONS

Operating expenditures are projected to increase 4% to 4.2 each year.

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

	2014/15	2015/16	2016/17	2017/18	2018/19
TOTAL PROJECTED AVAILABLE RESOURCES	\$34,388,045	\$35,514,834	\$36,515,292	\$37,549,897	\$38,116,779
PROJECTED OPERATING EXPENDITURES	29,737,246	31,079,191	32,254,892	33,616,402	34,956,293
DEBT SERVICE REQUIREMENTS	2,212,045	2,220,979	2,220,979	2,220,979	2,220,979
SUBTOTAL - EXPENDITURES	31,949,291	33,300,170	34,475,871	35,837,381	37,177,272
BALANCE AFTER OPERATING COSTS	2,438,754	2,214,664	2,039,421	1,712,516	939,506
LESS CIP APPROPRIATIONS	1,165,030	1,053,710	1,131,760	1,303,250	1,178,650
BALANCE	\$ 1,273,724	\$ 1,160,954	\$ 907,661	\$ 409,266	\$ (239,144)
AMOUNT NEEDED FROM CIP RESERVE OR NEW REVENUES	\$ -	\$ -	\$ -	\$ -	\$ (239,144)



**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**

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
REVENUES						
LOCAL OPTION GAS TAX	\$ 505,000	\$ 505,000	\$ 517,625	\$ 530,566	\$ 543,830	\$ 544,000
INTEREST EARNINGS	500	2,000	2,000	2,000	2,000	1,000
STATE SHARED REVENUES-RESTRICTED	170,000	170,000	\$ 174,250	\$ 178,606	\$ 183,071	\$ 184,000
CARRYOVER	1,586,617	1,358,815	685,315	33,805	172,566	229,822
COUNTY TRANSIT SYSTEM SURTAX	1,050,000	1,050,000	1,076,250	1,103,156	1,130,735	1,131,000
TOTAL REVENUES	\$3,312,117	\$3,085,815	\$2,455,440	\$ 1,848,133	\$2,032,202	\$2,089,822
EXPENDITURES						
Maintenance Operating Expenditures	\$ 450,000	\$ 463,500	\$ 486,675	\$ 511,009	\$ 536,559	\$ 563,387
Transit Services	375,000	399,000	414,960	431,558	448,821	466,774
TOTAL EXPENDITURES	\$ 825,000	\$ 862,500	\$ 901,635	\$ 942,567	\$ 985,380	\$1,030,161
Total For Capital	2,487,117	2,223,315	1,553,805	905,566	1,046,822	1,059,662
CAPITAL EXPENDITURES						
Project Title	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Street Lighting	\$ 100,000	\$ 228,000	\$ 250,000	\$ 400,000	\$ 400,000	\$ 400,000
TVMS	-	300,000	-	-	-	-
Road Resurfacing Program	978,302	1,010,000	1,270,000	333,000	417,000	266,000
TOTAL CAPITAL EXPENDITURES	\$1,078,302	\$1,538,000	\$1,520,000	\$ 733,000	\$ 817,000	\$ 666,000
Reserves	\$1,358,815	\$ 685,315	\$ 33,805	\$ 172,566	\$ 229,822	\$ 393,662

**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 \$2,490,000 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 2013/14. 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

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Revenues:						
Stormwater Utility Billings (1)	\$850,000	\$867,000	\$884,340	\$902,027	\$920,067	\$938,469
State Grant	-	425,000	-	-	-	-
Carry Over of Surplus	-	880,000	1,215,600	481,284	581,509	675,702
	<u>\$ 850,000</u>	<u>\$ 2,172,000</u>	<u>\$ 2,099,940</u>	<u>\$ 1,383,311</u>	<u>\$ 1,501,576</u>	<u>\$ 1,614,170</u>
Operating Expenses: (2)	535,000	556,400	578,656	601,802	625,874	650,909
Available for CIP & Debt Service	<u>\$ 315,000</u>	<u>\$ 1,615,600</u>	<u>\$ 1,521,284</u>	<u>\$ 781,509</u>	<u>\$ 875,702</u>	<u>\$ 963,261</u>
Annual CIP Expenditures:	<u>200,000</u>	<u>850,000</u>	<u>1,040,000</u>	<u>200,000</u>	<u>200,000</u>	<u>200,000</u>
Annual Surplus/(Deficit):	<u>\$ 115,000</u>	<u>\$ 765,600</u>	<u>\$ 481,284</u>	<u>\$ 581,509</u>	<u>\$ 675,702</u>	<u>\$ 763,261</u>

NOTES TO ASSUMPTION OF PROJECTIONS

(1) Projected to remain flat.

(2) Includes Operation and Maintenance, Engineering, Administration, Review of Existing Account Data Costs.

**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

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
REVENUES						
Police Impact Fees	\$ 7,500	\$ 7,500	\$ 7,500	\$ -	\$ -	\$ -
Park Impact Fees	7,500	7,500	7,500	-	-	-
Land Sale Proceeds	1,000,000	-	-	-	-	-
Developer Contributions	-	750,000	-	-	-	-
Carryover Police TVMS	-	450,000	300,000	-	-	-
Carryover - Parks Impact Fees	-	1,045,933	923,433	-	-	-
Carryover - Police Impact Fees	-	19,891	27,391	35,000	-	-
TOTAL REVENUES	\$1,015,000	\$2,280,824	\$1,265,824	\$ 35,000	\$ -	\$ -
POLICE CAPITAL EXPENDITURES						
Police Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TVMS	-	1,200,000	300,000	-	-	-
Police Reserves	-	27,391	34,891	\$ 35,000	-	-
TOTAL EXPENDITURES	-	\$1,227,391	\$ 334,891	\$ 35,000	-	-
PARKS CAPITAL EXPENDITURES						
Park Reserves	780,000	923,433	80,933	-	-	-
Founders Park Improvements	175,000	-	-	-	-	-
Waterways Park Improvements	10,000	-	-	-	-	-
Waterways Dog Park Improvements	30,000	-	-	-	-	-
Veterans Park Improvemnets	20,000	-	-	-	-	-
NE 188th Street Park Improvements	-	130,000	850,000	-	-	-
TOTAL EXPENDITURES	1,015,000	1,053,433	930,933	-	-	-
TOTAL CAPITAL EXPENDITURES	\$1,015,000	\$2,280,824	\$1,265,824	\$ 35,000	\$ -	\$ -



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 six (6) projects in the CIP, which total \$1,351,450. 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 32 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 includes 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 2013/14 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 2013/14
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 & Improvements	2007/08, 2013/14
Entrance Features Upgrades	2010/11
Waterways Park Improvements	2013/14

Funding:

General Fund	\$371,500
Capital Projects Fund	980,000

TABLE 1
 PROPOSED BEAUTIFICATION AND PARK FACILITIES IMPROVEMENTS
 PROJECTS SCHEDULED FOR 2014/15 - 2018/19
 SUMMARY BY YEAR

CIP #	Project Title	Dept. #	2014/15	2015/16	2016/17	2017/18	2018/19	Total
BP1	Founders Park Improvements	CS	\$ 28,000	\$ 12,000	\$ 30,000	\$ 30,000	\$ 35,000	\$ 135,000
BP2	Waterways Park Improvements	CS	14,000	-	-	-	-	14,000
BP3	Veterans Park Improvements	CS	-	-	-	150,000	4,500	154,500
BP4	NE 188th Street Park Improvements	CS	130,000	850,000	-	-	-	980,000
BP5	Exercise Trail Improvements	CS	-	-	-	10,400	10,600	21,000
BP6	City-wide Beautification Improvements	CS	9,000	9,200	9,400	9,600	9,750	46,950
Totals			\$ 181,000	\$ 871,200	\$ 39,400	\$ 200,000	\$ 59,850	\$ 1,351,450

TABLE 2
 PROPOSED BEAUTIFICATION AND PARK FACILITIES IMPROVEMENTS
 PROJECTS SCHEDULED FOR 2014/15 - 2018/19
 FUNDING PLAN

CIP #	Project Title	Dept. #	Total	Capital Projects	General Fund
BP1	Founders Park Improvements	CS	\$ 135,000	\$ -	\$ 135,000
BP2	Waterways Park Improvements	CS	14,000	-	14,000
BP3	Veterans Park Improvements	CS	154,500	-	154,500
BP4	NE 188th Street Park Improvements	CS	980,000	980,000	-
BP5	Exercise Trail Improvements	CS	21,000	-	21,000
BP6	City-wide Beautification Improvements	CS	46,950	-	46,950
Totals			1,351,450	\$ 980,000	\$ 371,450

PROPOSED PROJECTS

1 – CS

Founders Park Improvements

2014/15 \$28,000 2015/16 \$12,000 2016/17 \$30,000
 2017/18 \$30,000 2018/19 \$35,000

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

2014/15	Replace SplashPad Water Features	28,000
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
2018/19	Replace Sunpad Furniture	23,000
	Replace SpalshPad Pumps	12,000

2-CS

Waterways Park Improvements

2014/15 \$14,000

This project consists of the following maintenance project.

2014/15	Replace Shade structure at Playground Area	14,000
---------	--------------------------------------------	--------

3-CS

Veterans Park Improvements

2017/18 \$150,000 2018/19 \$4,500

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

2017/18	Replace Playground Equipment	150,000
2018/19	Replace Playground Equipment	4,500

4-CS

NE 188th Street Park Improvements
 2014/15 \$130,000 2015/16 \$850,000

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

Exercise Trail Improvements
 2017/18 \$10,400 2018/19 \$10,600

This project consists of replacing and upgrading chilled water fountains as follows:

2017/18	Replace 2 Water Fountains	10,400
2018/19	Replace 2 Water Fountains	10,600

6 - CS

City-Wide Beautification Improvements
 2014/15 \$9,000 2015/16 \$9,200 2016/17 \$9,400
 2017/18 \$9,600 2018/19 \$9,750

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

2014/15	Purchase Trash Cans and Benches	9,000
2015/16	Purchase Trash Cans and Benches	9,200
2016/17	Purchase Trash Cans and Benches	9,400
2017/18	Purchase Trash Cans and Benches	9,600
2018/19	Purchase Trash Cans and Benches	9,750

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 four (4) improvement projects in the Capital Improvement Program, which total \$9,264,000. Special emphasis was given to improving traffic flow, street lighting, 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 2013/14 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, 2013/14
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
Biscayne Boulevard Street Light Upgrades Phase 4	2013/14
Traffic Flow Improvements NE 185 th Street	2013/14

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.

Funding Plan

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

Total Category Budget	\$9,264,000
<u>Funding:</u>	
Transportation Fund	\$5,274,000
Stormwater Utility Fund	2,490,000
Capital Projects Fund	1,500,000

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 2014/15 - 2018/19
 SUMMARY BY YEAR

CIP #	Project Title	Dept. #	2014/15	2015/16	2016/17	2017/18	2018/19	Total
TDI1	Stormwater Drainage Improvements	CS	\$ 850,000	\$ 1,040,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 2,490,000
TDI2	Road Resurfacing Program	CS	1,010,000	1,270,000	333,000	417,000	266,000	3,296,000
TDI3	TVMS Upgrade	CS	1,500,000	300,000	-	-	-	1,800,000
TDI4	Street Lighting Improvements	CS	228,000	250,000	400,000	400,000	400,000	1,678,000
Totals			\$ 3,588,000	\$ 2,860,000	\$ 933,000	\$ 1,017,000	\$ 866,000	\$ 9,264,000

TABLE 2
 PROPOSED TRANSPORTATION, DRAINAGE AND INFRASTRUCTURE IMPROVEMENTS
 PROJECTS SCHEDULED FOR 2014/15 - 2018/19
 FUNDING PLAN

CIP #	Project Title	Dept. #	Total	Stormwater Utility Fund	General Fund	Transportation Fund	Capital Project Fund
TDI1	Stormwater Drainage Improvements	CS	\$ 2,490,000	\$ 2,490,000	\$ -	\$ -	\$ -
TDI2	Road Resurfacing Program	CS	3,296,000	-	-	3,296,000	-
TDI3	TVMS Upgrade	CS	1,800,000	-	-	300,000	1,500,000
TDI4	Street Lighting Improvements	CS	1,678,000	-	-	1,678,000	-
Totals			\$ 9,264,000	\$ 2,490,000	\$ -	\$ 5,274,000	\$ 1,500,000

PROPOSED PROJECTS

1-CS

Stormwater Drainage Improvements

2014/15 \$850,000	2015/16 \$1,040,000	2016/17 \$200,000
2017/18 \$200,000	2018/19 \$200,000	

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

2014/15	NE 29 Place Phase I (North)	500,000
	NE 29 Place Phase II (South)	350,000
2015/16	NE 213 th Street and NE 183 rd Street Seawall	390,000
	NE 191 st Improvements	650,000
2016/17	Drainage Improvements	140,000
	NE 188 th Street and NE 190 th Street Seawall	
	Improvements	60,000
2017/18	Drainage Improvements	200,000
2018/19	Replace Country Club Drive Pump Station	95,000
	Drainage Improvements	105,000

2-CS

Road Resurfacing Program

2014/15 \$1,010,000	2015/16 \$1,270,000	2016/17 \$333,000
2017/18 \$417,000	2018/19 \$266,000	

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

2014/15	Biscayne Lake Gardens (NE 29 th Ct., 201 th Terr, & 27 th Ct.)	145,000
	NE 207 th Street	565,000
	NE 29 Place Phase I (North)	300,000
2015/16	NE 213 th Street	335,000
	NE 29 Place Phase II (South)	470,000
	Yacht Club Way Bridge Repairs	215,000
	NE 191 st Street	250,000

2016/17	NE 27 th Avenue	58,000
	NE 28 th Court between 185 and 187 Streets	53,000
	NE 30 th Avenue	168,000
	NE 209 th Street	54,000
2017/18	Yacht Club Drive	245,000
	Mystic Point Drive	172,000
2018/19	NE 187 th Street	145,000
	NE 185 th Street	121,000
<hr/>		
3-CS		
Traffic Video Monitoring System		
2014/15	\$1,500,000	2015/16 \$300,000
<p>This project consists of upgrading the 10 year old TVMS equipment to state of art technology and expanding service by adding cameras at two location in the southern portion of the City. The TVMS program utilizes cameras at key intersections to allow for the Police Department to monitor and respond to traffic conditions.</p>		
<hr/>		
4-CS		
Streetlight Improvements		
2014/15	\$228,000	2015/16 \$250,000 2016/17 \$400,000
2017/18	\$400,000	2018/19 \$400,000
2014/15	Plan Design for Street Lights on NE 30 th Ave between NE 203 th Street and NE 207 th Street	\$50,000
	NE 29 Place Street Lights Phase II (South)	178,000
2015/16	Construction of Street Lights on NE 30 th Ave between NE 203 th Street and NE 207 Street	250,000
2016/17	Retrofit Street Lighting with LED fixtures	400,000
2017/18	Retrofit Street Lighting with LED fixtures	400,000
2018/19	Retrofit Street Lighting with LED fixtures	400,000

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 3 projects totaling \$198,000.

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 2013/14 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

PROPOSED PUBLIC BUILDING AND FACILITIES IMPROVEMENTS
 PROJECTS SCHEDULED FOR 2014/15 - 2018/19
 SUMMARY BY YEAR

CIP #	Project Title	Dept.	2014/15	2015/16	2016/17	2017/18	2018/19	Total
PBF1	HVAC Replacements	CS	\$ -	\$ 30,000	\$ 30,000	\$ 42,000	\$ 50,000	\$ 152,000
PBF2	Community Recreation Center Improvements	CS	-	-	-	-	31,000	31,000
PBF3	Police Communications Center Improvements	PD	15,000	-	-	-	-	15,000
Totals			\$ 15,000	\$ 30,000	\$ 30,000	\$ 42,000	\$ 81,000	\$ 198,000

TABLE 2
 PROPOSED PUBLIC BUILDING AND FACILITIES IMPROVEMENTS
 PROJECTS SCHEDULED FOR 2014/15 - 2018/19
 FUNDING PLAN

CIP #	Project Title	Dept.	Total	Charter Fund	General Fund
PBF1	HVAC Replacements	CS	\$ 152,000	\$ 92,000	\$ 60,000
PBF2	Community Recreation Center Improvements	CS	31,000	-	31,000
PBF3	Police Communications Center Improvements	PD	15,000	-	15,000
Totals			\$ 198,000	\$ 92,000	\$ 106,000

PROPOSED PROJECTS

1 – CS

HVAC Replacements

2015/16 \$30,000 2016/17 \$30,000 2017/18 \$42,000
 2018/19 \$50,000

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
2018/19	Replace 12 ton HVAC at Community Recreation Center Replace 2 8-ton HVAC at ACES	\$30,000 20,000

2 – CS

Community Recreation Center Improvements

2018/19 \$31,000

2018/19 Replace Gym Bleachers, Wall Padding and Curtain.

3 – PD

Police Communication Center Improvements

2014/15 \$15,000

2014/15 Replace carpeting tiles in the Communication Center and EOC.

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 \$2,655,950.

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 \$2,655,950

Funding:

General Fund	\$1,933,450
Charter School Fund	722,500

TABLE 1
PROPOSED COMMUNICATIONS AND COMPUTERS EQUIPMENT
PROJECTS SCHEDULED FOR 2014/15 - 2018/19
SUMMARY BY YEAR

CIP #	Project Title	Dept. #	2014/15	2015/16	2016/17	2016/17	2017/18	Total
ICT1	Police Computers Systems<\$5000	PD	\$ 124,600	\$ 116,100	\$ 151,000	\$ 142,000	\$ 152,000	\$ 685,700
ICT2	Central Computer System>\$5000	IT	215,000	160,000	165,000	230,000	175,000	945,000
ICT3	Radios and E911 System	PD	47,000	31,000	20,500	15,000	15,000	128,500
ICT4	Computer Equipment<\$5000	ACES	97,000	104,500	102,000	109,000	105,000	517,500
ICT5	Computer Equipment>\$5000	ACES	45,000	35,000	40,000	35,000	50,000	205,000
ICT6	Computer Equipment<\$5000	IT	6,000	6,000	6,000	6,000	6,000	30,000
ICT7	Computer Equipment<\$5000	F	2,000	6,000	2,000	3,000	2,000	15,000
ICT8	Computer Equipment<\$5000	CM	-	4,000	-	-	-	4,000
ICT9	Computer Equipment<\$5000	CS	14,000	10,000	6,300	26,900	19,550	76,750
ICT10	Computer Equipment<\$5000	CD	3,500	4,500	3,500	4,000	4,500	20,000
ICT11	Computer Equipment<\$5000	AACC	6,500	2,000	6,000	6,000	5,000	25,500
ICT12	Computer Equipment<\$5000	CC	3,000	-	-	-	-	3,000
Totals			\$ 563,600	\$ 479,100	\$ 502,300	\$ 576,900	\$ 534,050	\$ 2,655,950

TABLE 2
PROPOSED COMMUNICATIONS AND COMPUTERS EQUIPMENT
PROJECTS SCHEDULED FOR 2014/15 - 2018/19
FUNDING PLAN

CIP #	Project Title	Dept. #	Total	General Fund	Charter School Fund
ICT1	Police Computers Systems<\$5000	PD	\$ 685,700	\$ 685,700	-
ICT2	Central Computer System>\$5000	IT	945,000	945,000	-
ICT3	Radios and E911 System	PD	128,500	128,500	-
ICT4	Computer Equipment<\$5000	ACES	517,500	-	517,500
ICT5	Computer Equipment>\$5000	ACES	205,000	-	205,000
ICT6	Computer Equipment<\$5000	IT	30,000	30,000	-
ICT7	Computer Equipment<\$5000	F	15,000	15,000	-
ICT8	Computer Equipment<\$5000	CM	4,000	4,000	-
ICT9	Computer Equipment<\$5000	CS	76,750	76,750	-
ICT10	Computer Equipment<\$5000	CD	20,000	20,000	-
ICT11	Computer Equipment<\$5000	AACC	25,500	25,500	-
ICT12	Computer Equipment<\$5000	CC	3,000	3,000	-
Totals			\$ 2,655,950	\$ 1,933,450	\$ 722,500

PROPOSED PROJECTS

1 - PD

Police Computers Systems < \$5000

2014/15 \$124,600 2015/16 \$116,100 2016/17 \$151,000

2017/18 \$142,000 2018/19 \$152,000

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

2014/15	Upgrades	\$ 5,000
	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	\$ 5,000
	Replace 25 Mobile Laptops	50,000
	20 Desktop Computers	24,000
	Vehicle Modems	5,600
	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	\$ 5,000
	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	\$ 5,000
	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 Scanners	5,000
	Replace Smart Board	5,000
2018/19	Upgrades	\$ 5,000
	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 Scanners	5,000
	Replace Smart Board	5,000
	Key Track System	10,000

2 - IT		
Central Management Information System > \$5000		
2014/15	\$215,000	2015/16 \$160,000
2016/17	\$165,000	2018/19 \$175,000
<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>		
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
2018/19	Software/Licenses/Upgrades	\$20,000
	Servers/ Security/UPS/Switches	70,000
	AS 400 Upgrades	5,000
	Upgrade Phone System	15,000
	TVMS Equipment Upgrades	65,000
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3 - PD		
Radios and E911 System		
2014/15	\$47,000	2015/16 \$31,000
		2016/17 \$20,500
2017/18	\$15,000	2018/19 \$15,000
<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>		
2014/15	E911 System Upgrades	15,000
	7 Mobile Radios	32,000
2015/16	E911 System Upgrades	15,000
	2 Handheld & 2 Mobile Radios	16,000
2016/17	E911 System Upgrades	15,000
	2 Handheld Radios	5,500
2017/18	E911 System Upgrades	15,000
2018/19	E911 System Upgrades	15,000
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4 - ACES		
Computer Equipment < \$5,000		
2014/15	\$97,000	2015/16 \$104,500
		2016/17 \$102,000
2017/18	\$109,000	2018/19 \$105,000
<p>This project consists of the regular replacement of the computers, laptops, servers and network infrastructure at the Aventura City of Excellence School.</p>		
2014/15	Replace 85 Computers/laptops	93,500
	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 85 Computers/Laptops	93,500
	21 Tablet Computers	10,500
	Mobile Learning Computer Lab	5,000
2018/19	Replace 85 Computers/Laptops	93,500
	21 Tablet Computers	10,500
	Replace Desktop Scanner	1,000
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5 - ACES		
Computer Equipment > \$5000		
2014/15	\$45,000	2015/16 \$35,000
2016/17	\$40,000	
2017/18	\$35,000	2018/19 \$50,000
<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>		
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
	Phone System Upgrade	5,000
	Replace AV equipment and/or Smart boards	20,000
2018/19	Replace Network Switches and Routers	10,000
	Replace AV equipment and/or Smart boards	40,000
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6 - IT		
Computer Equipment < \$5000		

2014/15 \$6,000	2015/16 \$6,000	2016/17 \$6,000
2017/18 \$6,000	2018/19 \$6,000	

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

7 - F

Computer Equipment < \$5000

2014/15 \$2,000	2015/16 \$6,000	2016/17 \$2,000
2017/18 \$3,000	2018/19 \$2,000	

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

8 - CM

Computer Equipment < \$5000

2015/16 \$4,000

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

9 - CS

Computer Equipment < \$5000

2014/15 \$14,000	2015/16 \$10,000	2016/17 \$6,300
2017/18 \$26,900	2018/19 \$19,550	

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

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 1 ID Printer	4,000
	Upgrade GIS Software	1,000
2016/17	Replace 4 Computers	\$4,000
	Replace Laptop	1,300
	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
	Replace 6 CRC Computers	9,900
	Replace CRC Server	3,000
2018/19	4 Computers	\$4,000
	Replace 6 CRC Computers	8,250
	Replace 1 Laptop	1,300
	Replace 1 Plotter	6,000

10 - CD		
Computer Equipment < \$5000		
2014/15 \$3,500	2015/16 \$4,500	2016/17 \$3,500
2017/18 \$4,000	2018/19 \$4,500	
<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>		
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
2018/19	Replace 3 Computers	\$3,000
	Replace 1 Laserjet Printers	500
	Replace Desktop Scanner	1,000

11 - AACC		
Computer Equipment < \$5000		
2014/15 \$6,500	2015/16 \$2,000	2016/17 \$6,000
2017/18 \$6,000	2018/19 \$5,000	

This project consists of purchasing and upgrading computer equipment in the Arts & Cultural Center.

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	4,000
	Replace Color Laser Printer	2,000
2018/19	Replace 4 Computers/laptops	5,000

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 \$3,421,500.

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 2014/15 to 2018/19 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:

PROPOSED CAPITAL EQUIPMENT PURCHASE AND REPLACEMENT
 PROJECTS SCHEDULED FOR 2014/15 - 2018/19
 SUMMARY BY YEAR

CIP #	Project Title	Dept. #	2014/15	2015/16	2016/17	2017/18	2018/19	Total
CE1	Vehicle Purchase & Replacements	PD	\$ 471,000	\$ 439,000	\$ 497,000	\$ 497,000	\$ 448,000	\$ 2,352,000
CE2	Equipment Purchase and Replacement>5000	PD	94,000	93,000	109,500	122,000	124,000	542,500
CE3	Equipment Purchase and Replacement<5000	PD	29,850	34,560	38,860	14,900	60,000	178,170
CE4	Equipment Purchase and Replacement>5000	CS	31,000	50,000	42,000	14,000	28,000	165,000
CE5	Equipment Purchase and Replacement<5000	CS	23,800	11,300	7,300	1,750	9,750	53,900
CE6	Equipment Purchase and Replacement>5000	AACC	27,780	15,050	37,400	20,700	9,000	109,930
CE7	Equipment Purchase and Replacement>5000	CD	-	20,000	-	-	-	20,000
Totals			\$ 677,430	\$ 662,910	\$ 732,060	\$ 670,350	\$ 678,750	\$ 3,421,500

TABLE 2
 PROPOSED CAPITAL EQUIPMENT PURCHASE AND REPLACEMENT
 PROJECTS SCHEDULED FOR 2014/15 - 2018/19
 FUNDING PLAN

CIP #	Project Title	Dept. #	Total	General Fund
CE1	Vehicle Purchase & Replacements	PD	\$ 2,352,000	\$ 2,352,000
CE2	Equipment Purchase and Replacement>5000	PD	542,500	542,500
CE3	Equipment Purchase and Replacement<5000	PD	178,170	178,170
CE4	Equipment Purchase and Replacement>5000	CS	165,000	165,000
CE5	Equipment Purchase and Replacement<5000	CS	53,900	53,900
CE6	Equipment Purchase and Replacement>5000	AACC	109,930	109,930
CE7	Equipment Purchase and Replacement>5000	CD	20,000	20,000
Totals			\$ 3,421,500	\$ 3,421,500

PROPOSED PROJECTS

1 - PD

Vehicle Purchase & Replacements

2014/15 \$471,000 2015/16 \$439,000 2016/17 \$497,000
 2017/18 \$497,000 2018/19 \$448,000

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

2014/15	Replace 9 patrol vehicles	\$324,000
	Replace 2 Traffic Vehicles	72,000
	Replace K-9 Vehicle	40,000
	Replace 1 Crime Scene Van	35,000
2015/16	Replace 10 Patrol Vehicles	\$364,000
	Replace 1 Crime Prevention Van	35,000
	Replace K-9 Vehicles	40,000
2016/17	Replace 11 Patrol Vehicles	\$426,000
	Replace Crime Scene Van	35,000
	Replace 1 Traffic Vehicle	36,000
2017/18	Replace 11 Patrol Vehicles	\$411,000
	Replace Prisoner Van	40,000
	Replace Crime Prevention Trailer	10,000
	Replace 1 Traffic Vehicle	36,000
2018/19	Replace 10 Patrol Vehicles	\$378,000
	Replace Traffic Truck	30,000
	Replace K-9 Vehicles	40,000

2 - PD

Equipment Purchase and Replacement > \$5000

2014/15 \$94,000 2015/16 \$93,000 2016/17 \$109,500
 2017/18 \$122,000 2018/19 \$124,000

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

2014/15	10 Vehicle Equipment	\$74,000
	K-9 Vehicle Equipment	10,000
	Crime Scene Van Equipment	10,000

2015/16	10 Vehicle Equipment	\$66,000
	Crime Scene Van Equipment	5,000
	K-9 Vehicle Equipment	10,000
	Message Board	12,000
2016/17	12 Vehicle Equipment	\$83,500
	Traffic Vehicle Equipment	16,000
	Crime Scene Van Equipment	10,000
2017/18	11 Vehicle Equipment	\$77,000
	Replace Segway	10,000
	Prisoner Van Equipment	25,000
	Crime Scene Equipment	10,000
2018/19	11 Vehicle Equipment	\$78,000
	Replace Segway	11,000
	Replace In-Car Video	35,000

3 - PD		
Equipment Purchase and Replacement < \$5000		
2014/15	\$29,850	2015/16 \$34,560
2016/17	\$38,860	
2017/18	\$14,900	2018/19 \$60,000
2014/15	Replace 10 Ballistic Vests	\$12,000
	Site Block 4 Panel unit	2,750
	6 Tasers	8,100
	Digital Camera	3,000
	K-9 Supplies	4,000
2015/16	Replace 10 Ballistic Vests	\$12,360
	12 Tasers	16,200
	Replace 2 Digital Cameras	6,000
2016/17	Replace 10 Ballistic Vests	\$12,360
	10 Tasers	13,500
	AR Rifles	10,000
	Optics for AR	3,000
2017/18	Replace 10 Ballistic Vests	\$12,500
	Dive Equipment	2,400
2018/19	Replace 10 Ballistic Vests	\$12,500
	2 Laser Units	4,000
	6 Tasers	8,000

Dive Equipment	2,500
Optics for AR	3,000
10 Swat Vests	30,000

4 - CS

Equipment Purchase and Replacement > \$5,000

2014/15 \$31,000 2015/16 \$50,000 2016/17 \$42,000

2017/18 \$14,000 2018/19 \$28,000

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:

2014/15	Replace 2 Ellipticals	11,000
	Replace Pickup Truck	20,000
2015/16	Replace Hybrid Utility Vehicle	\$30,000
	Replace Pickup Truck	20,000
2016/17	Replace 2 Treadmill	\$12,000
	Replace Hybrid Utility Vehicle	30,000
2017/18	1 Electric Low Speed Vehicles	14,000
2018/19	2 Electric Low Speed Vehicles	28,000

5 - CS

Equipment Purchase and Replacement < \$5,000

2014/15 \$23,800 2015/16 \$11,300 2016/17 \$7,300

2017/18 \$1,750 2018/19 \$9,750

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:

2014/15	Replace 40 Chairs	\$3,500
	Replace AV Equipment	10,000
	Replace Lobby Furniture	5,500
	Replace 2 Tents	1,800
	Replace Sports Fencing Panels	3,000
2015/16	Replace 12 Tables	\$2,500
	Replace Stair Climber	4,000
	Replace Sports Fencing Panels	3,000

	Replace 2 Tents	1,800
2016/17	Replace 1 Recumbent Bicycle	\$2,500
	Replace Sports Fencing Panels	3,000
	Replace 2 Tents	1,800
2017/18	Replace Stair Climber	\$1,750
2018/19	Replace 10 Tables	\$1,750
	Replace 40 Charis	3,000
	Replace 2 Soccer Goals	5,000

6 - AACC		
Equipment Purchase and Replacement > \$5,000		
2014/15 \$27,780 2015/16 \$15,050 2016/17 \$37,400		
2017/18 \$20,700 2018/19 \$9,000		
This project consists of purchasing equipment for the Arts & Cultural Center:		
2014/15	Microphones	\$2,800
	Additional Sound & Lighting Equipment	5,120
	Upright Piano	13,500
	Chairs & Storage	3,360
2015/16	Additional Lighting Equipment	\$5,000
	Headset Replacement	6,850
	Lobby Chair Replacement	3,200
2016/17	ADA Listening Devices	\$2,400
	Seachangers for Stage Lighting	35,000
2017/18	Replacement of Lobby Furniture	20,700
2018/19	Replacement of Music Stands	3,000
	Replacement of Stage Monitors	6,000

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
FINANCE DEPARTMENT

MEMORANDUM

TO: City Commission

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

BY:  Brian K. Raducci, Finance Director

DATE: June 10, 2014

SUBJECT: Re-adoption of Chapter 6.6 of the Administrative Policy Directives and Procedures Manual, entitled "Investment Objectives and Parameters" as the City's Investment Policy for the Management of Public Funds.

July 8, 2014 City Commission Meeting Agenda Item _____

RECOMMENDATION

It is recommended that the City Commission adopt the attached resolution re-adopting Chapter 6.6 of the Administrative Policy Directives and Procedures ("APDP") Manual, entitled "Investment Objectives and Parameters" as the City's Investment Policy for the Management of Public Funds.

BACKGROUND

As you know, the City's investment manager – Cutwater Asset Management ("CAM"), was instrumental in helping the City develop the original version of Chapter 6.6 of the APDP in order to ensure that the City's investment policy was in compliance with Section 218.415, F.S. The statute requires that the City must invest its surplus funds consistent with a written investment plan adopted by the City Commission.

Our original investment policy was adopted by Resolution 2009-30 and its three (3) main goals (listed by priority) were and continue to be:

1. Safety of Capital
2. Liquidity of Funds
3. Investment Income

As part of their professional service, CAM periodically reviews our investment policy to ensure that it allows for us to operate at optimal efficiency and effectiveness while taking the current market conditions into consideration.

Since its original adoption, the policy has been revised based on CAM's recommendations as follows:

- Shortly after the City adopted APDP 6.6, the investment policy was expanded to include the following categories; Commercial Paper, Corporate Notes and Taxable/Tax-Exempt Municipal Bonds which were adopted as part of the 2009/10 budget (through Ordinance 2009-17)
- Effective, November 1, 2011 (through Resolution 2011-61) minor revisions were made to our investment policy that allowed us to operate more effectively and efficiently under the then current economic climate while remaining in compliance with Section 218.415, F.S.

CURRENT ECONOMIC CLIMATE

CAM has recently completed their periodic review of our investment policy and as a result has suggested the following revisions that they believe will allow the City to take full advantage of the current economic environment while remaining in compliance with Section 218.415, F.S.

1. Corporate Notes

Lower the minimum ratings on corporate securities from AA to A by Moody's, S&P or Fitch, thus adding an additional universe of securities available to the portfolio while providing additional portfolio diversification and incremental yield.

Cutwater also recommends extending the maturity of corporate securities from three (3) to five (5) years, thus increasing the maturity of corporate securities while providing further opportunity for diversification.

2. State and/or Local Government Taxable and/or Tax-Exempt Debt

Lower the minimum ratings on muni securities from AA to A by Moody's and S&P thus promoting diversification and the potential for incremental yield.

3. Asset Backed Securities (ABS)

Although the current policy permits the utilization of ABS under Corporate Note securities, CAM is recommending that we establish a separate section which strictly relates to ABS due to the complexities associated with these securities.

Please note a more detailed explanation of these suggested revisions is attached in a letter that we received from CAM dated June 5, 2014. Upon your review of this memorandum, please feel free to contact the City Manager with any questions you may have.

BKR/bkr



Memorandum

Date: June 5, 2014

To: Mr. Brian Raducci
Matthew Bodo

From: Miriam Cleary
Jason Celente, CFA

Re: City of Aventura Investment Policy Guideline Review

As is regularly requested, Cutwater Asset Management has reviewed the City of Aventura’s current Investment Policy. Based on this review, we recommend the following modifications to the City’s Investment Policy.

1) Corporate Notes

Lowering the minimum ratings on corporate securities from AA to A by Moodys, S&P or Fitch. This change in minimum rating will add an additional universe of securities available to the portfolio. This is expected to provide additional portfolio diversification and incremental yield. The benchmark comparison below provides evidence of this diversification and incremental yield available to the portfolio:

Duration	1.83	1.84	1.84
Yield	0.36	0.39	0.44
Sector			
Treasury	89%	76%	68%
Agency	11%	19%	17%
Corporate		5%	15%
Rating Allocation			
AAA	97%	91%	81%
AA	3%	9%	8%
A			11%
Duration Distribution			
< 1Yr	8%	8%	7%
1 to 2Yr	52%	51%	52%
2 to 3Yr	40%	41%	41%

Cutwater also recommends extending the maturity of corporate securities from 3 to 5 years. Increasing the maturity of corporate securities provides further opportunity for diversification. This change will allow for increased use of floating rate securities within the portfolio during a rising rate environment. (Section V LISTING OF AUTHORIZED INVESTMENTS – J. Corporate Notes)

2) State and/or Local Government Taxable and/or Tax-Exempt Debt

Lowering the minimum ratings on muni securities from AA to A by Moody's and S&P. The change in minimum rating will similarly promote diversification and the potential for incremental yield. (Section V LISTING OF AUTHORIZED INVESTMENTS – K. Taxable/Tax-Exempt Municipal Bonds)

3) Asset Backed Securities (ABS)

The current guidelines do permit ABS under Corporate Note securities. We recommend establishing a separate section which strictly relates to ABS due the complexities associated with these securities. (Section V LISTING OF AUTHORIZED INVESTMENTS – add ABS guidelines as separate permitted investment)

A sample guideline is outlined below:

Asset Backed Securities

Invest in Asset Backed Securities (ABS) issued by corporations organized and operating within the United States or by depository institutions licensed by the United States that have a long term debt rating, at the time of purchase, AAA or the equivalent by at least two (2) nationally recognized rating agencies.

Portfolio Composition

A maximum of 15% of available funds may be directly invested in ABS.

Limits on Individual Sectors

A maximum of 10% of available funds may be directly invested in ABS of any one industry sub-sector as defined by Bloomberg Industry Groups.

Limits on Individual Issuers

A maximum of 2% of available funds may be invested with any one issuer.

Maturity Limitations

The maximum length to maturity for ABS shall be five (5) years from the date of purchase.

We are available to discuss these recommendations at your earliest convenience. Also, please do not hesitate to contact us should you require additional information.

Best Regards,

Matthew Bodo

		CITY OF AVENTURA ADMINISTRATIVE POLICY DIRECTIVES AND PROCEDURES MANUAL			6	6	1
					Chapter #	Sub	Page
				Date Issued:		May 22, 2009	
CHAPTER:	FINANCE, BUDGET & PURCHASING		APPROVED: 				
SUBJECT:	INVESTMENT OBJECTIVES AND PARAMETERS						

PURPOSE

The purpose of this policy is to set forth the investment objectives and parameters for the management of public funds of the City. These policies are designed to ensure the prudent management of public funds, the availability of operating and capital funds when needed and a competitive investment return.

I. SCOPE

This investment policy applies to the investment of public funds in excess of amounts needed to meet current expenses, which includes cash and investment balances of City funds.

This policy does not apply to the City's pension funds, including those funds in chapters 175 and 185 or funds related to the issuance of debt where there are other existing policies or indentures in effect which govern the investment of such funds.

This policy shall be construed and applied so as to comply with Section 218.415, F.S.

II. INVESTMENT OBJECTIVES

Investment objectives include safety of capital, liquidity of funds and investment income, in that order. The following objectives will be applied in the management of the City's funds:

A. Safety of Capital

The primary objective of the City's investment program is the protection of public funds. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.

1. Credit Risk – The City will minimize credit risk, the risk of loss due to the failure of the security issuer or backer, by:
 - a) Limiting investments to the safest type of securities;
 - b) Pre-qualifying the financial institution, broker/dealer, intermediaries and advisors with which the City will do business;
 - c) Diversifying the investment portfolio so that potential losses on individual securities will be minimized.

2. Interest Rate Risk – The City will minimize the risk that the market value of securities in the

portfolio will fall due to changes in general interest rates, by:

- a) Structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity;
- b) Investing operating funds primarily in shorter-term securities, money market mutual funds or similar investment pools.

B. Liquidity of Funds

The City's investment strategy will provide sufficient liquidity to meet the City's operating, payroll and capital requirements. To the extent possible, an attempt will be made to match investment maturities with known cash needs and anticipated cash flow requirements. Since all possible cash demands cannot be anticipated, the portfolio should consist largely of securities with active secondary or resale markets. A portion of the portfolio also may be placed in money market mutual funds or local government investment pools which offer same-day liquidity for short-term funds.

C. Investment Income

The City's investment portfolio shall be designed with the intent of attaining a market rate of return throughout the budgetary and economic cycles, taking into account the City's investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to the safety and liquidity objectives described above.

III. **PERFORMANCE MEASUREMENT**

The investment portfolio will be managed in accordance with the parameters specified within this policy. The portfolio should obtain a market average rate of return during a market/economic environment of stable interest rates while insuring sufficient liquidity within the portfolio.

The short-term investment portfolio shall be designed with the annual objective of exceeding the return of the Florida State Board of Administration LGIP.

The long-term investment portfolio shall be designed with the annual objective of exceeding the return of the Merrill Lynch 1-3 Year Treasury/Agency Index compared to the portfolio's total rate of return. The Merrill Lynch 1-3 Year Treasury/Agency Index represents all U.S. Treasury/Agency securities maturing over one (1) year, but less than three (3) years. This maturity range is an appropriate benchmark based on the objectives of the City.

IV. **ETHICAL STANDARDS**

The investment officer and staff, acting in accordance with the written procedures and exercising due diligence, shall not be held personally responsible for a specific security's credit risk or market price changes, provided that these deviations are reported immediately and that appropriate action is taken to control adverse developments.

A. Ethics and Conflicts of Interest

The City's staff involved in the investment process shall refrain from personal business activity that

could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. All employees involved in the investment process shall disclose to the City any material financial interests in financial institutions that conduct business with the City, and they shall further disclose any material personal financial/investment positions that could be related to the performance of the City's investment program. Applicable ethics standards provided by the City Charter, City Code, Section 2-11.1 of the Miami-Dade County Code, and Part III of Chapter 112, F.S., shall be complied with.

B. Investments should be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived from the investment.

C. Designation of Investment Officer

The Finance Director is designated as investment officer of the City and is responsible for investment decisions and the day-to-day administration of the cash management program. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures so established. The City may appoint an outside investment manager as "Agent" for the City's cash reserves. The "Agent" for the City shall have discretion over the purchase and sale of securities within and subject to compliance with this investment policy. Such investment manager must be registered under the Investment Advisor Act of 1940. The Finance Director shall consult with the City Manager as necessary regarding the City's investment activity.

Positions authorized as investment signatories are the City Manager and Finance Director.

V. **LISTING OF AUTHORIZED INVESTMENTS – (SUMMARY TABLE IN APPENDIX A)**

The following investments will be permitted by this policy as consistent with Section 218.415 (16) F.S. Those investments not listed in this section are prohibited.

A. **United States Government Securities**

Negotiable direct obligations or obligations the principal and interest of which are unconditionally guaranteed by the United States Government. Such securities will include, but not be limited to the following:

- Treasury Bills
- Treasury Notes
- Treasury Bonds
- Treasury Strips
- Treasury Securities – State and Local Government Series ("SLGS")
- Treasury Inflation Protection Securities ("TIPS")

Portfolio Composition

A maximum of 100% of available funds may be invested in the United States Government Securities with the exception of Treasury Strips which are limited to 10% of available funds.

Maturity Limitations

The maximum length to maturity of any direct investment in the United States Government Securities is seven (7) years from the date of purchase.

B. United States Government Agencies

Bonds, debentures or notes which may be subject to call, issued or guaranteed as to principal and interest by the United States Governments agencies, provided such obligations are backed by the full faith and credit of the United States Government. Such securities will include, but not be limited to the following:

- United States Export – Import Bank
 - Direct obligations or fully guaranteed certificates of beneficial ownership
- Farmer Home Administration
 - Certificates of beneficial ownership
- Federal Financing Bank
 - Discount notes, notes and bonds
- Federal Housing Administration Debentures
- FDIC guaranteed notes (“TLGP” bonds)
- Government National Mortgage Association (“GNMA”)
 - GNMA guaranteed mortgage-backed bonds
 - GNMA guaranteed pass-through obligations
- General Services Administration
- New Communities Debentures
 - United States Government guaranteed debentures
- United States Public Housing Notes and Bonds
 - United States Government guaranteed public housing notes and bonds
- United States Department of Housing and Urban Development
 - Project notes and local authority bonds

Portfolio Composition

A maximum of 50% of available funds may be invested in United States Government agencies.

Limits on Individual Issuers

A maximum of 10% of available funds may be invested in individual United States Government agencies.

Maturity Limitations

The maximum length to maturity for an investment in any United States Government agency security is five (5) years from the date of purchase.

C. United States Government Sponsored Agencies

Bonds, debentures or notes which may be subject to call, issued or guaranteed as to principal and interest by United States Government sponsored agencies which are non-full faith and credit agencies limited to the following:

- Federal Farm Credit Bank (“FFCB”)
- Federal Home Loan Bank or its City Banks (“FHLB”)
- Federal National Mortgage Association (“FNMA”)
- Federal Home Loan Mortgage Corporation (“Freddie-Macs”) including Federal-Home Loan Mortgage Corporation participation certificates

Portfolio Composition

A maximum of 80% of available funds may be invested in Federal Instrumentalities.

Limits on Individual Issuers

A maximum of 25% of available funds may be invested in any one (1) issuer.

Maturity Limitations

The maximum length to maturity for an investment in any Federal Instrumentality security under this Section (C) is seven (7) years from the date of purchase. Mortgage backed securities will have average duration not greater than five (5) years.

D. Interest Bearing Time Deposit or Savings Account

Non-negotiable interest bearing time certificates of deposit or savings accounts in banks organized under the laws of Florida or the United States provided that such deposits are secured by collateral as prescribed by the Florida Security for Public Deposits Act, Chapter 280, Florida Statutes.

Portfolio Composition

A maximum of 10% of available funds may be invested in non-negotiable interest bearing time certificates of deposit.

Limits on Individual Issuers

A maximum of 10% of available funds may be deposited with any one (1) issuer.

Limits on Maturities

The maximum maturity on any certificate shall be no greater than one (1) year from the date of purchase.

E. Repurchase Agreements

1. Invest in repurchase agreements composed of only those investments based on the requirements set forth by the City's Master Repurchase Agreement. A third party custodian with whom the City has a current custodial agreement shall hold the collateral for all repurchase agreements with a term longer than one (1) business day. A clearly marked receipt that shows evidence of ownership must be supplied to the Finance Director or designee and retained. All firms are required to sign the Master Repurchase Agreement prior to the execution of a repurchase agreement transaction.
2. Collateralized by full faith or general faith and credit obligations of the United States Government or United States Government Agency securities. Securities authorized for collateral must have maturities under five (5) years and with market value for the principal and accrued interest of 102 percent of the value and for the term of the repurchase agreement. Immaterial short-term deviations from 102 percent requirement are permissible only upon the written approval of the Finance Director or designee and/or the City's Investment Manager.

Portfolio Composition

A maximum of 20% of available funds may be invested in repurchase agreements excluding one (1)-business day agreements and overnight sweep agreements.

Limits on Individual Issuers

A maximum of 5% of available funds may be invested with any one (1) institution excluding one (1)-business day agreements and overnight sweep agreements.

Limits on Maturities

The maximum length to maturity of any repurchase agreement is 90 days from the date of purchase.

F. The Florida Local Government Surplus Funds Trust Fund (State Board of Administration – SBA)

Portfolio Composition

A maximum of 50% of available funds may be invested in the SBA.

G. Intergovernmental Investment Pools

Investment Authorization

Intergovernmental investment pools that are authorized pursuant to the Florida Interlocal Cooperation Act, as provided in Section 163.01, Florida Statutes and provided that said funds contain no derivatives.

Portfolio Composition

A maximum of 25% of available funds may be invested in intergovernmental investment pools.

Due Diligence Requirements

A thorough review of any investment pool/fund is required prior to investing, and on a continual basis. There shall be a questionnaire developed by the Finance Director or designee and/or the City's Investment Manager that will contain a list of questions that covers the major aspects of any investment pool/fund.

H. Registered Investment Companies (Money Market Mutual Funds)

Registered with the Securities and Exchange Commission with the highest credit quality rating from a nationally recognized rating agency; portfolio is limited to direct obligations of the United States Government or any agency or instrumentality thereof.

Portfolio Composition

A maximum of 35% of available funds may be invested in money market funds.

Limits of Individual Issuers

A maximum of 15% of available funds may be invested with any one (1) money market fund.

Rating Requirements

The money market funds shall be rated "AAAm" or "AAAm-G" or better by Standard & Poor's, or the equivalent by another rating agency.

Due Diligence Requirements

A thorough review of any money market fund is required prior to investing, and on a continual basis. There shall be a questionnaire developed by the Finance Director or designee and/or the City's Investment Advisor/s that will contain a list of questions that covers the major aspects of any money market fund.

I. Commercial Paper

Commercial paper of any United States company that is rated "Prime-1" by Moody's and "A-1" by Standard & Poor's (prime commercial paper). If the commercial paper is backed by a letter of credit ("LOC"), the long-term debt of the LOC provider must be rated "A" or better by at least two (2) nationally recognized rating agencies.

Portfolio Composition

A maximum of 25% of available funds may be directly invested in prime commercial paper.

Limits on Individual Sectors

A maximum of 10% of available funds may be invested with any one sector.

Limits on Individual Issuers

A maximum of 2% of available funds may be invested with any one issuer.

Maturity Limitations

The maximum length to maturity for prime commercial paper shall be 270 days from the date of purchase.

J. Corporate Notes

Corporate notes issued by corporations organized and operating within the United States or by depository institutions licensed by the United States that have a long term debt rating, at the time or purchase, at a minimum "Aa" by Moody's and a minimum long term debt rating of "AA" by Standard & Poor's "A" or better by at least two (2) nationally recognized rating agencies.

Portfolio Composition

A maximum of 25% of available funds may be directly invested in corporate notes.

Limits on Individual Sectors

A maximum of 10% of available funds may be invested with any one sector.

Limits on Individual Issuers

A maximum of 2% of available funds may be invested with any one issuer.

Maturity Limitations

The maximum length to maturity for corporate notes shall be ~~(35) three~~ five (-5) years from the date of purchase.

K. Taxable/Tax-Exempt Municipal Bonds

State (Florida) and/or (Florida) local government taxable and/or tax-exempt debt, general obligation and/or revenue bonds, rated at least "AaA" by Moody's and "AAA" by Standard & Poor's for long-term debt, or rated at least "MIG-2" by Moody's and "SP-2" by Standard & Poor's for short-term debt.

Portfolio Composition

A maximum of 25% of available funds may be invested in taxable and tax-exempt General Obligation bonds.

A maximum of 10% of available funds may be invested in taxable and tax-exempt Revenue and Excise tax bonds of the various municipalities of the State of Florida, provided none of such securities have been in default within five (5) years prior to the date of purchase.

Maturity Limitations

A maximum length to maturity for an investment in any state or local government debt security is five (5) years from the date of purchase

L. Asset Backed Securities

—Invest in Asset Backed Securities (ABS) issued by corporations organized and operating within the United States or by depository institutions licensed by the United States that have a long term debt rating, at the time of purchase, AAA or the equivalent by at least two (2) nationally recognized rating agencies.

Portfolio Composition

A maximum of 15% of available funds may be directly invested in ABS.

Limits on Individual Sectors

A maximum of 10% of available funds may be directly invested in ABS of any one industry sub-sector as defined by Bloomberg Industry Groups.

Limits on Individual Issuers

A maximum of 2% of available funds may be invested with any one issuer.

Maturity Limitations

The maximum length to maturity for ABS shall be (5) 5 years from the date of purchase.

VI. PROHIBITIONS

The purchase of derivative instruments as defined by the Government Account Standards Board ("GASB") or any investment instrument which is structured to derive a rate of return from an investment source other than the originally purchased investment is strictly prohibited.

VII. INVESTMENT PARAMETERS

A. Maturity and Liquidity Requirements

To the extent possible, the City shall attempt to match its investments with anticipated cash flow requirements. Unless matched with a specific cash flow, the City will not directly invest in securities maturing more than seven (7) years from the date of purchase. Average life will be used as the maturity for mortgage-backed securities and the intergovernmental pool investments.

Because of inherent difficulties in accurately forecasting cash flow requirements, a portion of the portfolio should be continuously invested in readily available funds such as Local Government Investment Pools, or money market funds to ensure that appropriate liquidity is maintained to meet ongoing obligations.

VIII. SAFEKEEPING AND CUSTODY

A. Authorized Investment Institutions and Dealers

The City shall only purchase investments from the State Board of Administration, Florida Municipal Investment Trust, financial institutions which are qualified as public depositories by the Treasurer of the State of Florida, primary security dealers (or their agents) as designated by the Federal Reserve

Bank of New York, or by secondary securities dealers (or their agents) who act as investment banking arms of local qualified banking institutions.

All financial institutions and broker/dealers who desire to provide investment services must supply the following as appropriate and as requested:

1. Annual audited financial statements;
2. Public depository certification;
3. Proof of National Association of Securities Dealer ("NASD") Certification;
4. Certification of having read the City's investment policy;
5. Credit rating provided by a nationally recognized monitoring agency.

B. Delivery vs. Payment

All trades where applicable will be executed by delivery versus payment ("DVP") to ensure that securities are deposited in an eligible financial institution prior to the release of funds. Securities will be held by a third-party custodian as evidenced by safekeeping receipts.

C. Master Repurchase Agreement

The investment policy shall require all approved institutions and dealers transacting repurchase agreements to execute and perform as stated in the Master Repurchase Agreement. All repurchase agreement transactions shall adhere to the requirements of the Master Repurchase Agreement.

D. Bid Requirements

Investments will be chosen based on liquidity needs and market conditions. The investments will be competitively bid when feasible and appropriate. Except as required by law, the bid deemed to best meet the investment objectives must be selected.

E. Internal Controls

The Finance Director is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the City are protected from loss, theft or misuse. The internal control structure shall be designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that the cost of a control should not exceed the benefits likely to be derived and the valuation of costs and benefits requires estimates and judgments by management.

Accordingly, the Finance Director shall establish a process for an annual independent review as part of the annual financial audit to assure compliance with the policies and procedures. The internal controls shall address the following points:

1. Control of collusion – Collusion is a situation where two (2) or more employees are working in conjunction to defraud their employer.
2. Separation of transaction authority from accounting and record keeping – By separating the person who authorizes or performs the transaction from the people who record or otherwise account for the transaction, a separation of duties is achieved.
3. Custodial safekeeping – All securities, with the exception of certificates of deposit, shall be held with a third-party custodian; and all securities purchased by, and all collateral obtained by the City should be properly designated as an asset of the City. The securities must be held in an account

separate and apart from the assets of the financial institution. No withdrawal of such securities, in whole or in part, shall be made from safekeeping except by the Finance Director as authorized herein, or by their respective designee.

4. Certificates of Deposit issued by a local bank or savings and loan association may be held in safekeeping at that institution. The institution shall issue a copy of the certificate of deposit, a safekeeping receipt, or some other confirmation of the purchase that is satisfactory to the Finance Director. This will be kept on file in the Finance Department and will indicate the amount, interest rate, issue date and maturity date of the certificate of deposit.
5. Avoidance of physical delivery securities – Book entry securities are much easier to transfer and account for since actual delivery is never taken. Physical delivery securities must be properly safeguarded against loss or destruction. The potential for fraud and loss increases with physically delivered securities.
6. Clear delegation of authority to subordinate staff members – Subordinate staff members must have a clear understanding of their authority and responsibilities to avoid improper actions.
7. Written confirmation of telephone transactions for investments and wire transactions – Due to the potential for error and improprieties arising from telephone transactions, all telephone transactions should be supported by written communications and approved by appropriate personnel unless an agreement is executed with a financial institution as discussed in paragraph B.8 below.
8. Development of a wire transfer agreement with a bank or third-party custodian – This agreement should outline the various controls and security provisions for making and receiving wire transfers.

IX. CONTINUING EDUCATION

The Finance Director and Controller shall annually complete eight (8) hours of continuing education in subjects or courses of study related to investment practices and products.

X. REPORTING

The Finance Director shall provide a quarterly investment report to the City Manager. The report shall list investments by fund and type and include the book value, income earned and market value as of the report date.

XI. SECURITIES; DISPOSITION

- A. Every security purchased under this section on behalf of the governing body of the City must be properly earmarked and:
 1. If registered with the issuer or its agents, must be immediately placed for safekeeping in a location that protects the governing body's interest in the security;
 2. If in book entry form, must be held for the credit of the governing body by a depository chartered by the Federal Government, the state, or any other state or territory of the United States which has a branch or principal place of business in this state as defined in s. 658.12, or by a national association organized and existing under the laws of the United States which is authorized to accept and execute trusts and which is doing business in this state, and must be kept by the depository in an account separate and apart from the assets of the financial institution; or

3. If physically issued to the holder but not registered with the issuer or its agents, must be immediately placed for safekeeping in a secured vault.
- B. The City may also receive bank trust receipts in return for investment of surplus funds in securities. Any trust receipts received must enumerate the various securities held, together with the specific number of each security held. The actual securities on which the trust receipts are issued may be held by any bank depository chartered by the Federal Government, this state, or any other state or territory of the United States which has a branch or principal place of business in this state as defined in s. 658.12, or by a national association organized and existing under the laws of the United States which is authorized to accept and execute trusts and which is doing business in this state.

XII. SALE OF SECURITIES

When the invested funds are needed in whole or in part for the purposes originally intended or for more optimal investments, the City may sell such investments at the then-prevailing market price and place the proceeds into the proper account or fund of City.

XIII. PREEXISTING CONTRACT

Any public funds subject to a contract or agreement existing on May 1, 2009, may not be invested contrary to such contract or agreement.

XIV. AUDITS

Certified public accountants conducting audits of the City pursuant to s. 218.39 shall report, as part of the audit, whether or not the City has complied with section 218.415, F.S., and this Investment Policy.

XV. AUTHORIZED DEPOSITS

In addition to the investments authorized for the City in subsection (VIII), as authorized by paragraph (23) of Section 218.415, F.S., the City may deposit any portion of surplus public funds in its control or possession in accordance with the following conditions:

- A. The funds are initially deposited in a qualified public depository, as defined in s. 280.02, selected by the City.
- B. The selected depository arranges for the deposit of the funds in certificates of deposit in one (1) or more federally insured banks or savings and loan associations, wherever located, for the account of the City.
- C. The full amount of principal and accrued interest of each such certificate of deposit is insured by the Federal Deposit Insurance Corporation.
- D. The selected depository acts as custodian for the City with respect to such certificates of deposit issued for its account.
- E. At the same time the City's funds are deposited and the certificates of deposit are issued, the selected depository receives an amount of deposits from customers of other federally insured financial institutions, wherever located, equal to or greater than the amount of the funds initially invested by the

City through the selected depository.

XVI. PROHIBITED INVESTMENTS

The City is prohibited from investing in any company that engages in business with the countries of Iran and Sudan. The City Manager may promulgate specific requirements for the implementation of this provision based upon criteria applied by the Local Government Surplus Funds Trust Fund for such purpose.

XVII. INVESTMENT POLICY REVIEW

The Finance Director shall review this Investment Policy on an annual basis. Any recommended changes to this policy must be approved by the City Manager and subsequently by the City Commission. However, upon the initial approval of this Investment Policy by resolution of the City Commission, this Investment Policy shall be amended by the City Manager without the necessity of further action by the City Commission, to the extent that said amendments are necessary for conformance with any amendments made to Section 218.415, F.S.

Originally Adopted – June 2, 2009 (Resolution No. 2009-30)

Revised – September 22, 2009 (Ordinance No. 2009-17)

Revised – November 1, 2011 (Resolution No. 2011-61)

Revised – July 8, 2014 (Resolution No. 2014-)

**Appendix A
Authorized Investments Summary Table**

Investment Type	Minimum Rating ¹	Maximum Composition	Subsector Limit	Individual Issuer Limit	Maximum Maturity
United States Government Securities	UST	100%	-	-	7 Years
United States Government Agencies ²	AGY	50%	-	10%	5 Years
United States Government Sponsored Agencies ³	AGY	80%	-	25%	7 Years
Interest Bearing Time Deposit or Savings Account ⁴	QPD	10%	-	10%	1 Year
Repurchase Agreements ⁵		20%	-	-	90 Days
Counterparty	A-1/P-1	5%	-	-	-
Collateral	UST/AGY	-	-	-	-
Florida Local Government Surplus Trust Fund (SBA) ⁶	AAAm	50%	-	-	-
Intergovernmental Investment Pools ⁶	AAA/Aaa	25%	-	-	-
Money Market Mutual Funds ⁶	AAAm/AAAm-G	35%	-	15%	-
Commercial Paper	A-1/P-1*	25%	10%	2%	270 days
Corporate Notes	"A" or better by at least 2 NRSRO's	25%	10%	2%	5 Years
Taxable and Tax-Exempt Municipal Bonds:	"A"/"A"				
General Obligation Bonds	MIG-2/SP-2	25%	-	-	5 Years
Revenue and Excise Tax Bonds		10%**	-	-	5 Years
Asset Backed Securities	AAA by at least 2 NRSRO's	15%	10%	2%	5 Years

1. Investments must meet the Minimum Rating requirement at the time of purchase. The Finance Director shall determine the appropriate action for any investment held that is downgraded below the Minimum Rating by one (1) or more rating agencies

2. Securities purchased under the Temporary Liquidity Guarantee Program (TLGP) are classified as Government Agencies as a result of the Federal Government Guarantee.

3. Federal Agency Mortgage Backed Securities will have an average life of five (5) years or less.

4. Interest Bearing Time Deposit or Savings Accounts will be purchased from/held with a Qualified Public Depository defined in Florida State Statute Chapter 280. The list of QPD's can be found on the State of Florida's Chief Financial Officer's website.

5. Collateral for Repurchase Agreements will be limited to United States Government or United States Government Agency securities, have a value of 102% of the Repurchase Agreement, and a final maturity of five (5) years or less. Repurchase Agreements with a maturity of more than one (1) day will be held with a Third Party Custodian.

6. Maximum maturity and weighted average maturity defined in prospectus.

*If commercial paper is backed by a letter of credit ("LOC"), the long-term debt of the LOC provider must be rated "A" or better by at least 2 nationally recognized rating agencies.

** Maximum of 10% of available funds may be invested in taxable and tax-exempt Revenue and Excise tax bonds of various municipalities of the State of Florida, provided none of such securities have been in default within 5 years prior to the date of purchase.

CITY OF AVENTURA

OFFICE OF THE CITY COMMISSION

MEMORANDUM

TO: City Commission

FROM: Commissioner Billy Joel 

DATE: June 10, 2014

SUBJECT: **City Clerk Evaluation**

On August 12, 2014, Teresa will celebrate her 18th year as our City Clerk and her 28th year in south Florida local government. I know that we all agree that we are fortunate to have her in that position. She has once again performed exceptionally well this past year. This year once again I utilized the formal evaluation process similar to that that which we adopted for assessing the performance of the City Manager. The performance categories were prepared for the duties of the City Clerk.

Each criterion was rated based on the following rating system:

1=Needs Strengthen/Improvements

2=Meets Expectations

3=Excellent

The following represents the Performance Categories and my ratings for this past year:

1. **Corporate Secretary:** - Records and maintains the official actions of the City Commission and its Advisory Boards. Custodian of the City seal. Administers the publication of the Code Book and supplements thereto. Provides for publication and distribution of public notices and legal advertisements as required by state law. Schedules Code Enforcement Hearings and provides administrative support to the Special Masters. Prepares and distributes agenda packages and recaps of Commission meetings. Assists City Manager's Office with special projects. Provides clerical support to City Commission, including mail, correspondence, travel and conference registration, preparation of proclamations and certificates. **Score 3**
2. **Elections Supervisor:** Coordinates municipal Elections. Serves as the Elections Supervisor, in conjunction with the Miami-Dade County Elections Department, for the 2014 Candidate Election. Maintains candidate campaign account reports, advises candidates on local, county and state election laws, will coordinate early voting and election day voting with Miami-Dade County, and will

monitor the Canvassing Board actions. **Score 3**

3. **Official Records Custodian:** Maintains custody of City records, including Ordinances, Resolutions, Minutes, Agendas, contracts, agreements and other documents. Establishes and coordinates the City's records management program in compliance with state law. Coordinated destruction of 624.32 cu ft of City records in 2013 in accordance with state statutes. Responds to information requests from City Commissioners, Administration and the public in a timely and effective manner. **Score 3**
4. **Professional Skills and Status:** Knowledge of current developments affecting the municipal clerk's office. Respected by local and state elected and appointed officials and colleagues. Demonstrates a capacity for innovation and creativity. Carries out the directives of the City Commission. Informs the Commission where necessary of current issues and administrative developments in a timely manner. Receptive to constructive criticism and advice. Enforces the city's policies and ordinances. Offers workable alternatives to the governing body for changes where necessary. **Score 3**
5. **Citizen and Community Relations:** Responsive to complaints and requests from citizens. Has the capacity to listen to others and to recognize their interests and works well with others. Cooperates with neighboring communities. Selected and served on the City of Miami Beach City Clerk Selection Committee, as well as many other cities in past years. Cooperates and works well with other governmental agencies in the local and state areas.
6. **Personal:** Invests sufficient effort toward being diligent and thorough in the discharge of duties. Exercises good judgment. Is enthusiastic, cooperative and willing to adapt. She is a self-starter and possesses the necessary mental and physical stamina. Her composure, appearance and attitude are fitting for an individual in this position.

In addition, Teresa has announced her retirement from her position as Aventura's first and only City Clerk effective after the November election. She has agreed to assist her replacement in the transition period and be available thereafter for assistance. In reiterating the above, every year since her first day, Teresa has conducted herself in a highly professional manner and has brought integrity and excellence to her office and all official duties. Based on the foregoing, I recommend a \$18,000 net bonus (\$1,000 for each year of service) be given to her.

BJ/tms