



OFFICE OF THE TOWN MANAGER

Rafael G. Casals, ICMA-CM, CFM
Town Manager

Memorandum

To: Honorable Mayor and Town Council
From: Rafael G. Casals, ICMA-CM, CFM, Town Manager
Date: July 20, 2022
Re: Fiscal Year 2022-23 Budget *Visioning* Workshop

BACKGROUND AND ANALYSIS

In prior years, the Town has typically held its budget workshops in July and August. In an effort to gain better insight into the Town Council’s *vision* for the upcoming fiscal year, Town Staff, in consultation with the Council, decided to hold a “Budget *Visioning* Workshop” in the month of July. During this Visioning Workshop, plans and ideas for the upcoming budget year will be discussed openly and freely in a “brainstorm” style session.

This Visioning Workshop will not be a review of “budget numbers”, but rather have an open discussion with the Town Council on their ideas for the upcoming Fiscal Year. Following this Visioning Workshop, Town Staff will develop a detailed financial budget incorporating the plans and ideas agreed upon by the Town Council.

The following dates have been selected to hold the Second and Third Budget Workshops:

- 2nd Budget Workshop: Wednesday, July 27, 2022 at 4:00 PM (*before Zoning Workshop*)
- 3rd Budget Workshop: Thursday, September 1, 2022 at 6:00 PM

One particular financial trend which, I must advise the Council on is the actual “dips” into the fund balance reserves of the General Fund over the past several years. This is even more critical given the open market debt issued by the Town last October and the pending issuance of General Obligation Bonds to fund the build out of the Town municipal complex. The following table reflects the “dip” activity since FY 2015-16.

Fiscal Year	Planned Dip/Surplus	Actual Dip/ Surplus
2015-16	(3,786,628)	(403,166)
2016-17	(3,461,737)	(1,778,740)
2017-18	(4,411,581)	617,680
2018-19	(2,926,802)	(459,882)
2019-20*	(2,419,417)	(4,409,897)
2020-21	463,434	5,655,061
2021-22	107,905	To Be Determined

(* COVID-19)





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The approximate \$5.6 million actual surplus for FY 2020-21 primarily relates to certain budgeted expenditures (primarily certain debt retirements) not materializing during the year, as well as stronger than expected revenues in several categories. The approximate \$4.4 million actual dip for FY 2019-20 was actually an improvement over the approximate \$7.1 million dip we had projected during last year's budgeting process. That projection was based on very conservative estimates of revenues and expenditures as we were in an unprecedented COVID-19 pandemic. Based on Town Staff's continued conservative spending approach, during last year's COVID-19 pandemic, the expenditures were significantly less than anticipated. Additionally, revenue forecasts came in higher (actual), from State and Local resources.

While Town Staff continues to anticipate budgeting to maintain the current levels of service in our Fiscal Year 2022-23 budget, we are anticipating budgeting the following significant initiatives, some of which have been discussed during the past Fiscal Year:

- **General Government**
 - To be funded by the American Rescue Plan Act (ARPA)
 - ITD Software/Efficiency Assessment
 - Upgrading the Town's Software Operating System
 - Adoption of New Employee Classification & Compensation Plan
 - Health, Dental, and Vision Benefits for Part-Time Employees
 - Communications/ Media Consultant to assist in Promotional Video Campaigns
 - Publication and Mailing of Annual Year in Review Brochure

- **Parks & Recreation Department**
 - Capital Improvement Projects to be funded by ARPA
 - Complete Design, Bidding, and Construction Phases of Retro-fitting High-Intensity Discharge lamps to Light Emitting Diode lamps at Bel Aire Park and Lakes by the Bay Park





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- **Parks & Recreation Department (*continued*)**
 - State of Florida Appropriation(s)
 - Increased Active Adults Programming (\$100,000.00)
 - Complete Bidding and Construction Phases of the Cutler Bay Buffer Land (8.45 Acres) Restoration Project (\$250,000.00)
 - Various Park improvements (non-impact fees)
 - Lakes by the Bay Park upgrading playground equipment surface area
 - Installation of new perimeter fencing at Saga Bay Park
- **Public Works Department**
 - Capital Improvement Projects to be funded by ARPA
 - Complete Stormwater Master Plan Update
 - Commence construction of Townwide and ADA Sidewalk Improvements
 - Complete Design and Bidding Phases for various Sub-Basin Water Quality Improvement Projects
 - Bel Aire Neighborhood
Sub-Basin Areas: 1.2, 6, 12, 19, and 22; Eureka Drive ESTS; Cutler Country Groves 1st Addn; Allom ESTS; and South Grove
 - Lakes by the Bay (LBTB) Neighborhood
Sub-Basin Areas: Old Cutler Common UN 1 and 2; LBTB Sections 4 and 7; and J Twin Villas
 - Saga Bay Neighborhood and Entrances
Sub-Basin Areas: Section 1.1 East, 1.1 West, 1.5 North, 1.6, and 1.8 S.W. 207 Street Corridor (S.W. 87 Avenue to S.W. 80 Court)
S.W. 85 Avenue Corridor (S.W. 212 Street to Old Cutler Road)
 - Cutler Ridge Pines Neighborhood (Behind Franjo Park Complex)
Cutler Ridge Drive Corridor (Franjo Road to S.W. 87 Avenue)
 - S.W. 88 Place (S.W. 198 Street to S.W. 200 Terrace)
 - S.W. 88 Court (S.W. 198 Street to Cutler Ridge Drive)
 - S.W. 87 Place (S.W. 198 Street to Cutler Ridge Drive)
 - S.W. 87 Court (S.W. 198 Street to Cutler Ridge Drive)
 - S.W. 200 Terrace (S.W. 88 Place to S.W. 87 Avenue)





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- **Public Works Department (*continued*)**
 - Capital Improvement Projects (Non-ARPA):
 - Commence Design Phase for Capital Improvement Projects:
 - Bel-Aire and Cutler Ridge Neighborhoods Roadway Resurfacing Phase VIII
To be funded by the Town PTP Funds
 - S.W. 200 Street and S.W. 103 Avenue Roundabout, Sidewalk, and Drainage Improvements
To be funded by an FDOT LAP Grant
 - Complete Design and Bidding Phases for Capital Improvement Projects:
 - Franjo Road Complete Streets (S.W. 184 Street and Old Cutler Road)
To be funded by the County's Joint Participation Agreement and Town PTP Funds
 - Caribbean Boulevard Complete Streets (S.W. 87 Avenue to S.W. 184 Street)
To be funded by an FDOT LAP Grant and Town PTP Funds
 - S.W. 82 Avenue Roadway Traffic Circle and Sidewalk Improvements (S.W. 184 Street to Old Cutler Road)
To be funded by an FDOT LAP Grant and Town PTP Funds
 - Lincoln City Park New Perimeter Sidewalk and ADA Ramps
To be funded by the Town Roadway Impact Fees Fund
 - Traffic Calming Project (S.W. 212 Street)
To be funded by the Town PTP Funds
 - Complete Bidding and Construction Phases for Capital Improvement Projects:
 - Whispering Pines Park/Neighborhood Roadway and Drainage Project
To be funded by the Town PTP Funds
 - Complete Construction Phase for Capital Improvement Projects:
 - Saga Bay 1.5 Sub-Basin Water Quality Improvements, Drainage, and Roadway
To be funded by an FDEP Grant and Town PTP Funds
 - Saga Bay 1.7 Sub-Basin Water Quality Improvements, Drainage, and Roadway
To be funded by an FDEP Grant and Town PTP Funds





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- **Public Works Department (*continued*)**
 - State of Florida Appropriation Funded Projects:
 - Commence Design Phase for the following Appropriation Projects:
 - Marlin Road Complete Streets Roadway Improvement Project (US-1 to Old Cutler Road) (\$520,000.00) - *To be funded by an FDOT Grant and Town PTP Funds*
 - C100B Canal Bank Erosion Protection Project (\$1,500,000.00)
To be funded by and FDEP Grant (50%) and the Town Stormwater Funds (50%)
 - Transportation/ Transit Related Projects
 - Implement the Town's second Municipal Circulator Service
To be funded by an FDOT Grant and Town PTP/Transportation Funds
 - Increase On-Demand Free Ride Share Service
To be funded by an FDOT SMART Demonstration Grant and Town PTP/Transportation Funds

Town Staff looks forward to discussing the above items with the Town Council at our First Budget Visioning Workshop and to gain further insight from the Town Council as to the programs and initiatives it would like for Town Staff to incorporate into the upcoming 2022-23 Fiscal Year budget.

